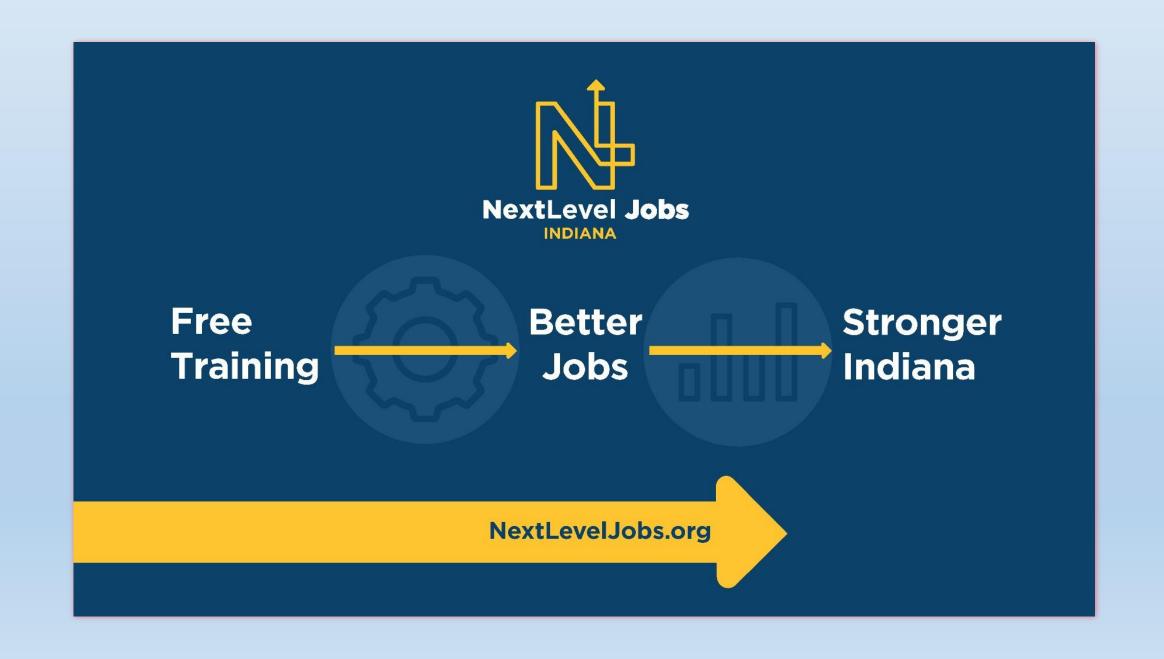
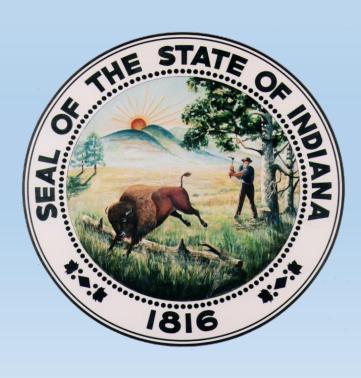
Governor's Workforce Cabinet

Strategic Plan Update February 17, 2022







WIOA Combined Plan Requirements

- Workforce Innovation and Opportunity Act (WIOA) signed into law in July 2014.
- Each state required to submit a 2020 2023 WIOA plan to the Federal Government that outlines the vision and goals of its workforce development system as a whole.
- WIOA is intended to serve "individuals with barriers to employment" and provides "priority of service" to specific populations defined as:
 - Adult participants who are public benefits recipients
 - Other low-income individuals
 - Individuals who are basic skills deficient



WIOA Combined Plan Requirements (continued)

- Combined State Plan: Submit program plans together, more than just core WIOA programs.
- Updates and modifications from all programs due to DOL in March 2022
 - Labor Market Information Data Driven Decisions
 - Reemployment approaches across all programs
 - Equity in service delivery
 - Enhance supportive service offerings



Core, Partner, and State Programs of Indiana's Strategic Plan

Agency	Program	
Department of Workforce	Adults	
Development	Dislocated Worker	
	Youth (in- and out-of-school)	
	Adult Education	
	Wagner-Peyser	
	Unemployment Insurance	
	Jobs for Veterans State Grant	
	Trade Adjustment Act	
	Senior Community Service Employment Program Next Level Jobs — Employer Training Grants & non-credit bearing Workforce Ready Grants	
Family and Social Services Administration	SNAP E&T TANF (including E&T) Vocational Rehabilitation	
Governor's Workforce	Perkins	
Cabinet	State CTE Tuition Support	
Commission for Higher Education	Next Level Jobs – credit-bearing Workforce Ready Grants	



Goals of the Strategic Plan

- **Goal 1.** Focus on meeting the individual needs of Hoosiers.
- **Goal 2.** Integrate state systems to facilitate greater access to information, resources, and services for constituents, businesses, state personnel, career coaches or navigators, and case managers.
- Goal 3. Align programs towards creating a healthy, engaged, and talented citizen.
- **Goal 4.** Maximize state and federal resources through impact-driven programs for Hoosiers.
- **Goal 5.** Foster impactful relationships between businesses, community partners, and government agencies.



Increasing Hoosiers Skills with Next Level Jobs Workforce Ready Grants (WRG)

- ➤ Workforce Ready Grants Rapid Recovery Enrollments: 29,867
 - This is over half of total enrollments (57,251)
- ➤ Workforce Ready Grants Rapid Recovery Completions: 17,880
 - > Also over half of total enrollments (31,729)



Update on Strategies Woven Throughout the Plan

- > Data Sharing Opportunity to better understand who is being served, by what program, and where.
 - Success with Applied Workforce Data System Project and MOU lays the foundation;
 - Need to continue to work toward cross agency/programs Data Charter
 - Over next two years research ROI models
- > Co-enrollment No single program has the resources necessary to meet everyone's needs.
 - Policy released by DWD for strategic Co-Enrollment & Common Exit across partners
 - Workforce Ready Grant funding given to Regional Boards to assist
- ➤ **Co-location** –Improve customer service by reducing barriers for individuals accessing services by providing opportunities to get those services through a "no wrong door" approach.
 - Local regions have made progress on co-location with partner programs
 - COVID had significant impact on how we think about and implement co-location strategies
 - Virtual strategies for service delivery implemented at State & Local levels



<u>Update on Strategies Woven Throughout the Plan</u> (continued)

- Cross-training Creating better awareness of programs and ways to provide services across programs will help serve Hoosiers.
 - Model for cross training developed (in partnership with core partner agencies)
 and are waiting on DOL to approve funding
 - Workforce Board Training could be a National Best Practice
- Employer Engagement We want to increase both the quality and quantity of engagement with employers
 - Influx of funds to support employers with Next Level Jobs, increase year over year of employers served
 - Helping employers develop and implement sustainable work-based learning programs as a way to attract and retain talent will be priority over next two years



Implementation Spotlight: Vocational Rehabilitation

➤ Meeting the Needs of Hoosiers

- Conducted a survey with VR participants to understand impact of Covid-19 pandemic on employment status.
- Modified practices to support inclusive service delivery
- Reduced staff turnover to less than 10% and reduced average caseload sizes.

> Co-enrollment

- Expanded dollars through MOU between VR and DWD to support students with disabilities participating in JAG.
- In partnership with DMHA, implemented two early adopter Individual Placement and Support sites. IPS is an evidenced based employment model for individuals with mental health conditions.



Program Spotlight: Vocational Rehabilitation (continued)

> Cross-training -

- Trained designated VR Counselors to specialize in serving participants seeking postsecondary training.
- Enhanced VR employment service provider training through establishment of coaching network and continued support of establishment projects to expand provider capacity and training.
- Enhanced VR staff training to include streamlined communication, implementation of counseling and guidance cohorts, and enhanced web-based modules.

≻ Employer Engagement −

 Launched webpage with resources for businesses to support hiring of job seekers with disabilities.



Two Year Waiver Requests

Out of School Youth

- ➤ A waiver of the requirement to expend 75 percent of total WIOA youth funding on the OSY population. Like past years, Indiana is requesting that this percentage be lowered to 50 percent.
- A waiver of the requirement that local funding meets the 75 percent minimum expenditure requirement. Indiana requests that this percentage be lowered to 50 percent to align with the statewide target (see 1 above).
- A waiver of the requirement to expend 75 percent of Statewide Activities funding on the OSY population. It is requested to reduce this percentage to 50 percent to allow flexibility of funding special projects that meet the vision and mission of the state.



Two Year Waiver Requests (continued)

Governor's Workforce Cabinet

- ➤ A waiver of the requirement for State Workforce Development Board membership requirement to appoint specific members to the board.
- ➤ A waiver to allow the Governor's Workforce Cabinet to serve as the State Workforce Development Board.

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





Perkins V State Plan Update

2.17.22

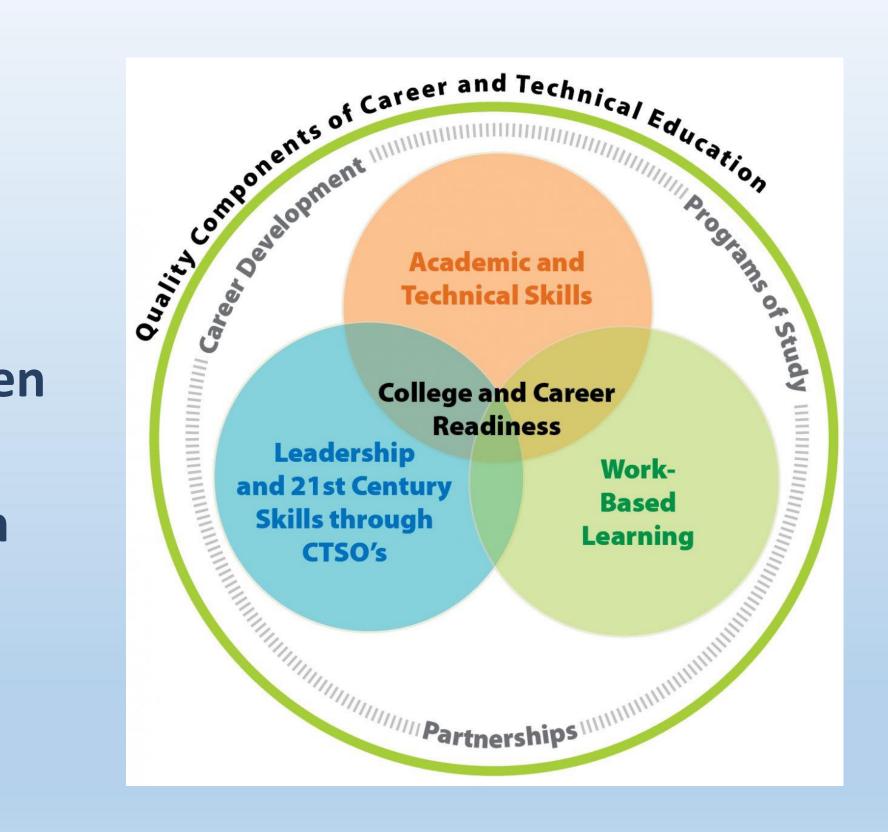
Accomplishments:

- Redesigned 66 CTE Programs of Study
 - Over 50,000 NLPS Course enrollments for 2021-2022 SY
- CTE Communications
 - Career Guide, Bi-Weekly Updates
- Comprehensive Local Needs Assessment (CLNA)
 - Revised to create greater collaboration
- Equity Labs
 - Strategic analysis of disaggregated data

- Staffing
 - Career Specialists 3
 - Special Populations, Teacher Preparation, Recruitment, and Retention, and Career Advising
 - Regional Directors 3
 - Work in the field to support schools to implement CTEPrograms of Study integrated with WBL.
- Funding
 - Better align Perkins funding to priority needs

Work-Based Learning

- To better integrate WBL and CTE Programs, the responsibility for developing and implementing a framework for K-14 WBL has been shifted to OCTE.
- Collaborative work ongoing with other agencies and external partners to improve WBL Resources



- Teacher Preparation,
 Recruitment and
 Retention
 - Contracted with the Indiana Association of CTE (IACTE) to help develop the FocusEd initiative



- Data and Accountability
 - CTE Annual Report
 - CTE Concentrators
 - Reset Baseline Levels for Measures of Program Quality
 - 5S1 Credential Attainment
 - 5S2 Dual Credit Attainment
 - 5S3 Work-Based Learning Participation

Indicator	SDPL	Actual
5S1	48%	20.34
5S2	12%	43.01%
5S3	30%	14.9%



<u>Timeline</u>

- February 23 Post for Public Comment (30 days)
- ➤ March 28 Requesting Workforce Policy Committee Meet to Approve
- ➤ March 29 Submission to Governor's Office
- ➤ March 31— Submission to US Department of Labor
- ➤ March thru June USDOL Approval
- ➤ April 21 Full Cabinet Accept and Ratify Plan Update
- ➤ By July 1 Approval from USDOL







Cross-Sector Data Dashboard

Governor's Workforce Cabinet

February 17, 2022

Research & Stakeholder Engagement



Indicators Used in Indiana

- Department of Education: INView, Graduates Prepared to Succeed (GPS)
- Commission of Higher Education: Completion, College Value
- Department of Workforce Development and IU: Hoosiers by the Numbers
- Early Learning Advisory Committee: Interactive Annual Report
- 21st Century Talent Regions: Data Display
- Fairbanks Foundation: Community Data Snapshot
- Indiana Youth Institute: College & Career Readiness Dashboard



Dashboards in Other States

ARIZONA EDUCATION PROGRESS METER



QUALITY EARLY LEARNING

Percent of Arizona 3- and 4-year old children that are in quality early learning settings.



THIRD GRADE READING

Percent of Arizona 3rd grade students who scored Proficient or Highly Proficient on the AzM2 3rd grade English language arts assessment.



EIGHTH GRADE MATH

Percent of Arizona 8th grade students who are prepared to be successful in high school math.



HIGH SCHOOL GRADUATION

Percent of Arizona high school students graduating in 4 years.



OPPORTUNITY YOUTH

Percent of 16-24 year olds in Arizona that are NOT going to school or working.



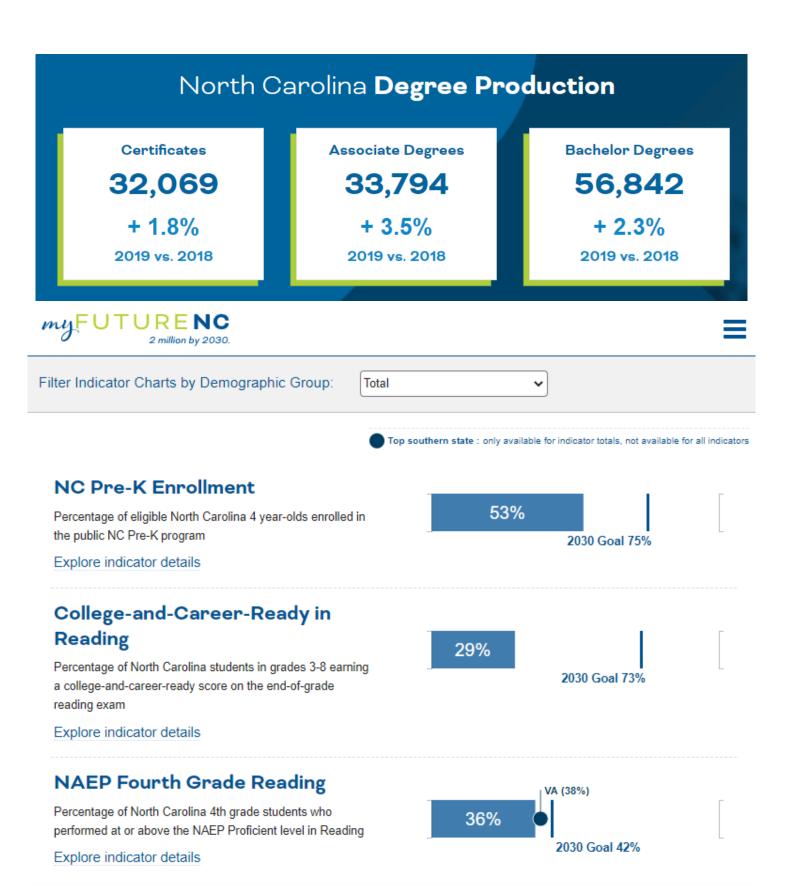
POST-HIGH SCHOOL ENROLLMENT

Percent of high school graduates enrolled in postsecondary education the semester after graduating high school.



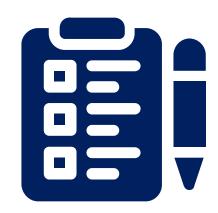
ATTAINMENT

Percent of Arizona residents 25-64 years of age who have completed a 2- or 4-year degree or who have an active professional certificate or license.





Stakeholder Engagement



Survey

• Public and private K-12 districts and schools, higher education institutions, foundations, nonprofits, community initiatives, state agencies, career and workforce centers, advocacy organizations



Interviews

- 21 individuals representing 15 organizations
- 21st Century Talent Regions, community initiatives, early childhood agencies, foundations, higher education institutions, regional workforce boards, state agencies, K-12 districts



Selection Criteria

Access Attainment Achievement

Feasibility



Proposed Metrics



Proposed Metrics

Elementary & Middle School

- Consistent Attendance
- Grade 3 Reading Proficiency
- Grade 8 ELA & Math Proficiency

Early Childhood

- High Quality Early Care and Education Availability
- High Quality Early Care and Education Enrollment
- Kindergarten Readiness

High School

- Early College Credit Attainment
- SAT College Readiness
- FAFSA Completion
- High School Graduation

Higher Education

- Seamless Postsecondary Enrollment
- Early College Success
- Postsecondary Attainment

Workforce

- Labor Force Participation
- Stable Employment
- Median Earnings



Design and Functionality



Dashboard Vision

Level 1

High-level, key metrics across the early childhood to workforce spectrum

Level 2

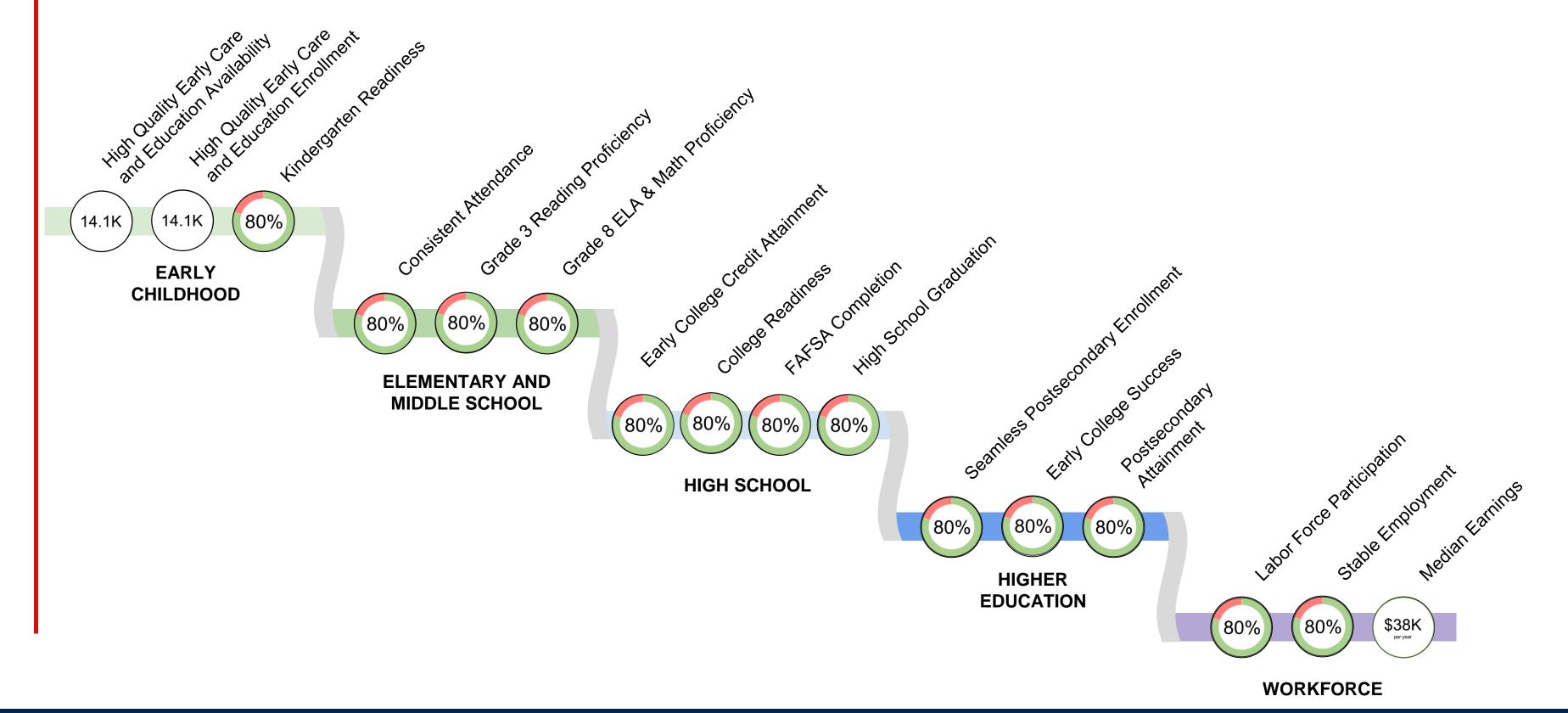
Intermediate level to drill down further on contributing factors as well as differences by subgroup and region

Level 3

Links to other dashboards in the state for users to drill down even further

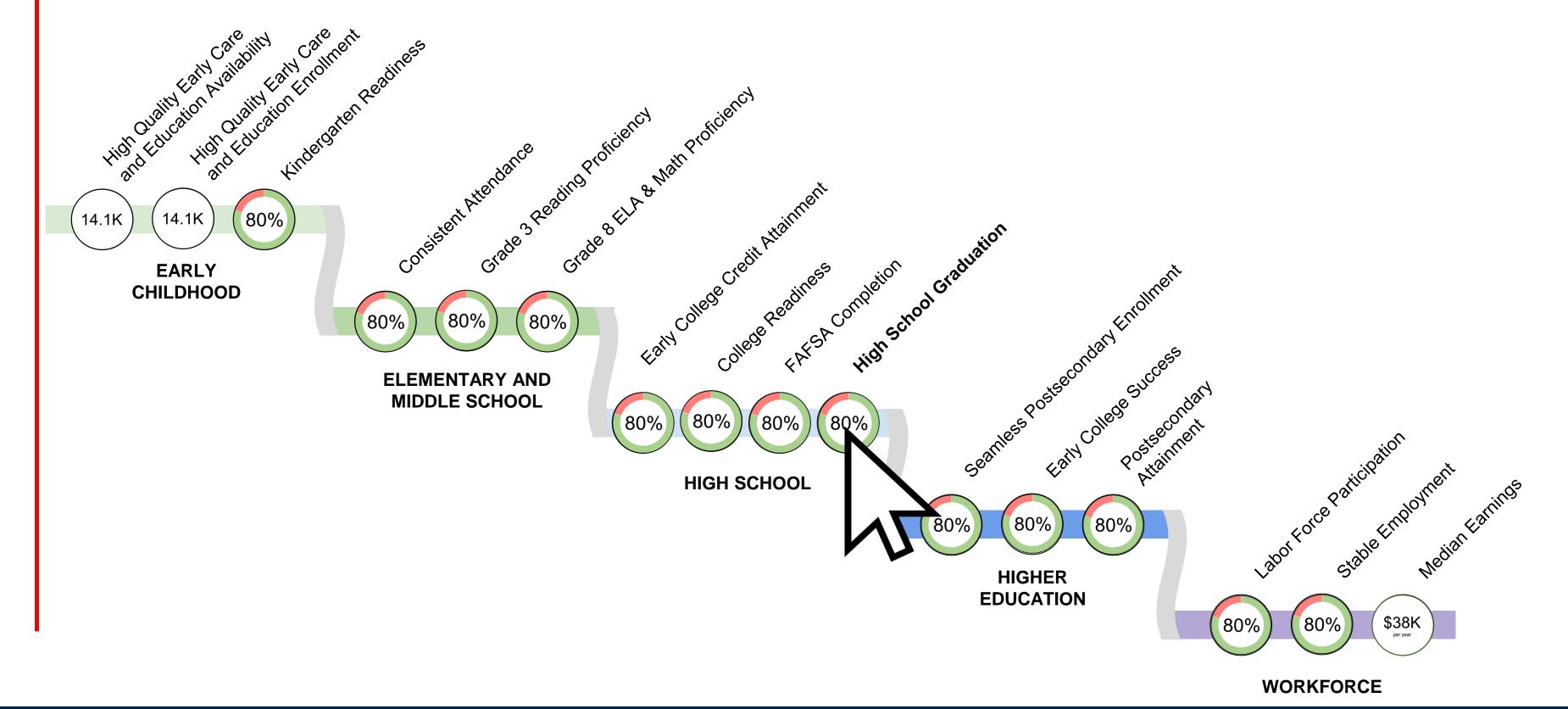


Top Level





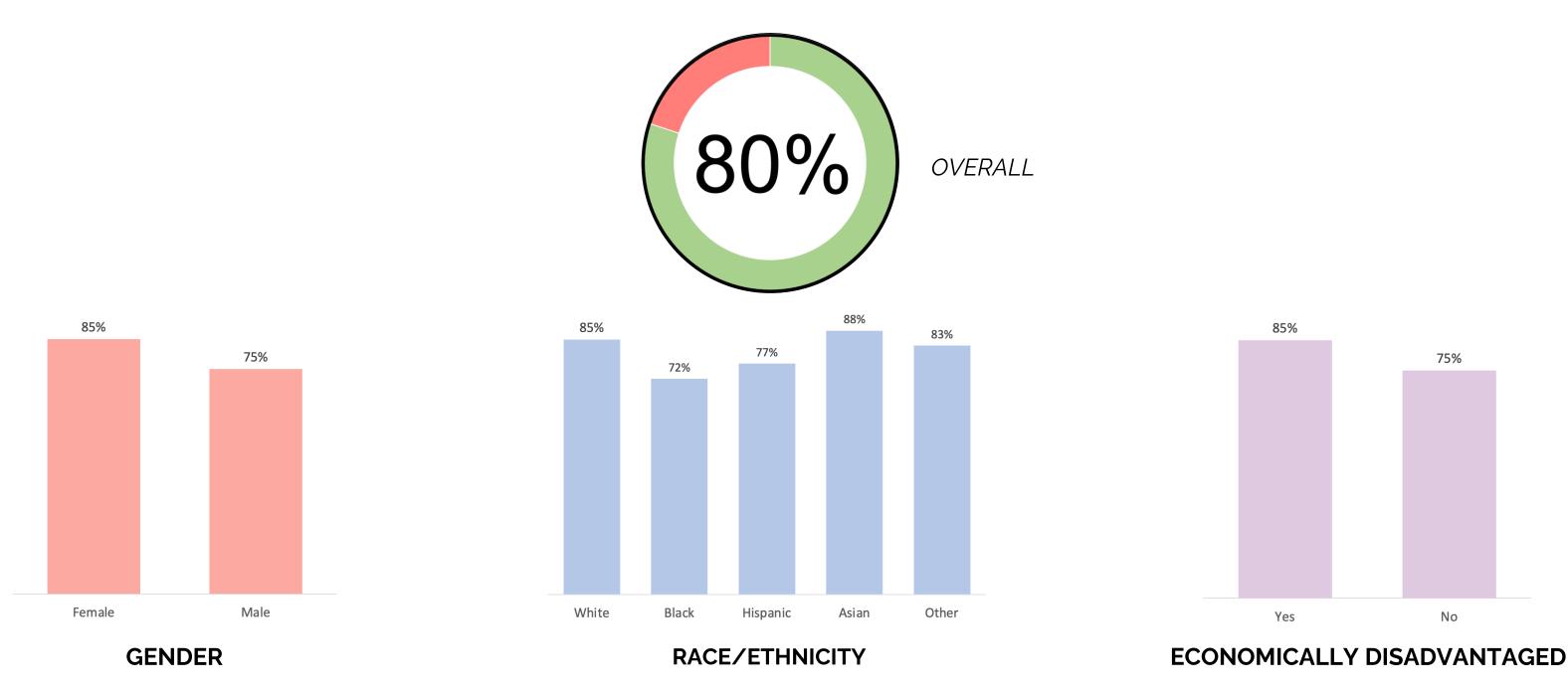
Top Level





Intermediate Level

High School Graduation



Hover or click here for additional data.

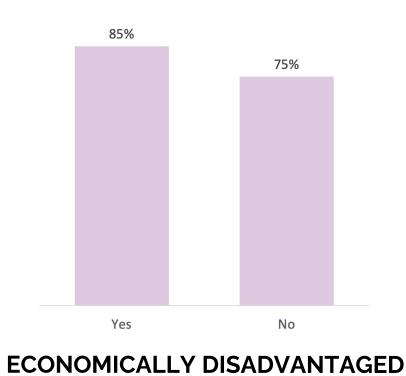


Intermediate Level

High School Graduation

OVERALL





Hover or click here for additional data.

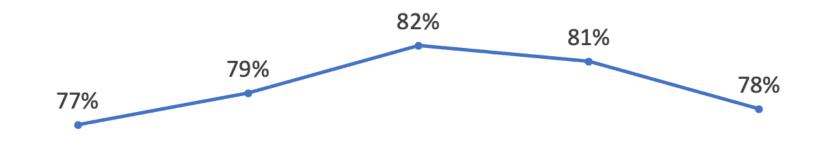


Intermediate Level

High School Graduation

Time Series

This chart shows the statewide trend in High School Graduation over time.



Additional Data

Click on the links below to view additional data on High School Graduation:

- by Disability Status
- by English Learner Status
- by Region
- by Diploma Type
- by Graduation Pathway

Learn More

The Indiana Department of Education maintains a dashboard that tracks even more detailed data on Consistent Attendance and a range of other metrics related to student performance and progress in Grades K-12. Click here to access the dashboard (external site).



Appendix



Early Childhood

Metric	Definition	Why	Availability
High Quality Early Care and Education Availability	# of high quality childcare seats/# of children who need care	 Assesses whether there is sufficient access to childcare in IN. Childcare availability is also a workforce issue. 	OECOSL
High Quality Early Care and Education Enrollment	# of children enrolled in high-quality program / # of children who need care	 Attending a high-quality pre-k program has been shown to boost children's school readiness, start them on trajectories of academic and life success, and produce a return on investment over time. 	OECOSL
Kindergarten Readiness	% of students screened with KRI who demonstrate Kindergarten readiness	 Stakeholders highlighted that kindergarten readiness is the outcome of a strong early childhood program. It was the most mentioned early childhood indicator. 	KRI (currently only assesses a small portion of students served by pre-K programs)



Elementary & Middle School

Metric	Definition	Why	Availability
Consistent Attendance	% of students Grades 3-8 with >=90% attendance	 Boosts students' academics, achievement, and motivation while chronic absence is associated with lower achievement, dropout, and delinquency. Chronic absenteeism also has negative effects on classmates. 	INView
Grade 3 Reading Proficiency	% of students in Grade 3 passing IREAD	 Students who are at or above proficient on a third grade reading assessment are more likely to have higher 8th grade reading scores, graduate high school, and attend college than their peers who were below proficient. Multiple stakeholder mentioned the importance of this metric. 	INView
Grade 8 ELA & Math Proficiency	% of students in Grades 8 proficient in ILEARN in both English Language Arts and Math	 Students who do not meet 8th grade math standards are less likely to enroll in a 4-year college. A snapshot of 8th grade shows how prepared students are as they transition into high school 	INView



High School

Metric	Definition	Why	Availability
Early College Credit Attainment	% of students earning a 'C' average or higher in at least three early college courses prior to HS graduation or earning a CTE certificate	 Research suggests that earning early college credit reduces time and cost to a college degree, and that some forms positively impact high school achievement, high school completion, college enrollment, and college degree attainment. 	CHE
SAT College Readiness	% of HS juniors scoring college-ready	 SAT will be required for all IN juniors in 2022 SAT scores are highly predictive of college performance 	DOE (SAT will be required for all IN juniors in 2022)
FAFSA Completion	% of (eligible) HS seniors completing the FAFSA	 FAFSA is a critical lever for college access and is highly actionable 	CHE/Learn More Indiana
High School Graduation	% of students graduating in four years	 The ability to disaggregate by diploma type was requested by many stakeholders Beginning in 2023, data on Graduation Pathways can be added 	INView



Higher Education

Metric	Definition	Why	Availability
Seamless Postsecondary Enrollment	% of students enrolling in postsecondary education within 1 year of graduating HS	 Research shows that delayed college enrollment following HS graduation results in lower college graduation rates and long-term earnings 	CHE
Early College Success	% of students meeting all CHE Early College Success Criteria	 CHE's Early College Success Criteria includes metrics that were mentioned by multiple stakeholders (remediation, completing coursework, and persistence). All of these metrics are also early indicators of whether a student will successfully complete their degree 	CHE
Postsecondary Attainment	% of working age residents with a degree or high-quality credential.	 Indiana's state attainment goal is 60% by 2025 This metric, along with the ability to refine it based on alignment with next level came up a lot with stakeholders 	CHE



Workforce

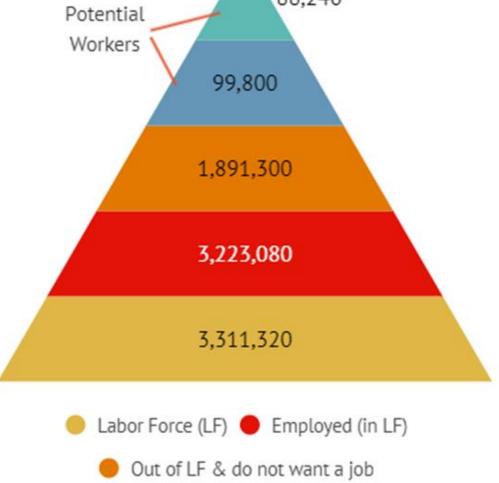
Metric	Definition	Why	Availability
Labor Force Participation	% of civilian noninstitutional population 16 years and older in the labor force	 Labor force participation is one of the ultimate goals of the education pipeline and a key metric mentioned by stakeholders 	Bureau of Labor Statistics
Stable Employment	% of labor force employed for at least nine consecutive months	 Adds an element of stability and retention to the traditional employment rate Employers have expressed a desire to understand how well they are retaining (not simply recruiting) talent 	Bureau of Labor Statistics
Median Earnings	Median annual income	 Stakeholders expressed that they don't simply want individuals to be employed, but for them to be employed in good-paying jobs. Stakeholders would like to see this data 1, 3, 5, 10 years out from earning a degree or credential 	DWD



Indiana's Labor Force by the Numbers

Spotlight: Indiana's Labor Force





Out of LF & want a job (not actively seeking work)

Unemployed (in LF since actively seeking work)

1,891,300

or 94.99% of Hoosiers out of the labor force do not want a job 99,800

Hoosiers ages 16+ are

not participating in

the labor force (CPS)

or 5.01% of Hoosiers out of the labor force currently want a job

19,800

or 0.99% of Hoosiers out of the labor force both want a job and are available to work now

More about the US Bureau of Labor Statistics data sources used within:

Local Area Unemployment Statistics (LAUS): Captures Indiana's labor force, which includes those currently employed and those who are unemployed and actively seeking work.

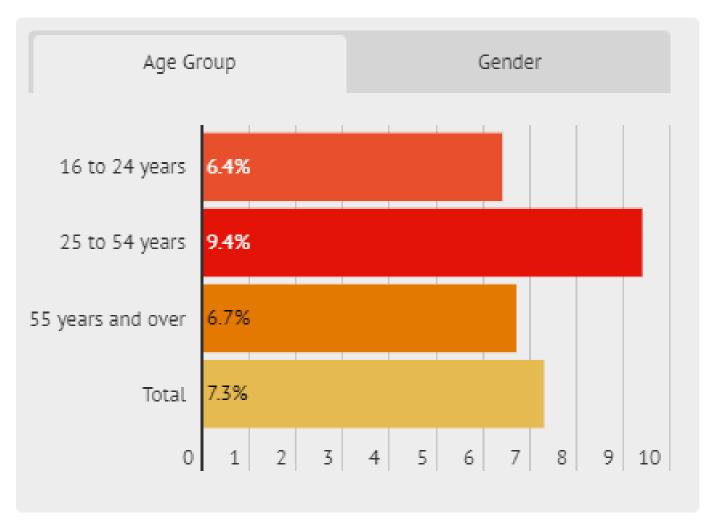
Current Population Survey (CPS): Captures individuals not participating in Indiana's Labor Force. This set includes nonparticipants that do not want a job (i.e. retirees and students) and those that want a job, but are not actively seeking work.

RESOURCE: Notes on Using Current Population Survey (CPS) Subnational Data and Differences Between CPS and LAUS Estimates



Two-Year Change: Out of the Labor Force by Age

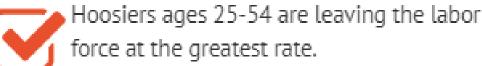
Two-Year Change: Hoosiers Out of the Labor Force



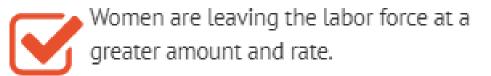
Source: US Bureau of Labor Statistics (BLS), Current Population Survey, Household Data Annual Averages, Table 35. Persons not in the labor force by desire and availability for work (December 2021)

Numerical Two-Year Change

Total	16-24 years	25-54 years	55 years & over	Men	Women
135,400	18.500	41.700	75,700	39.500	95.900



More Hoosiers ages 55 & Over are leaving the labor force than younger age groups.

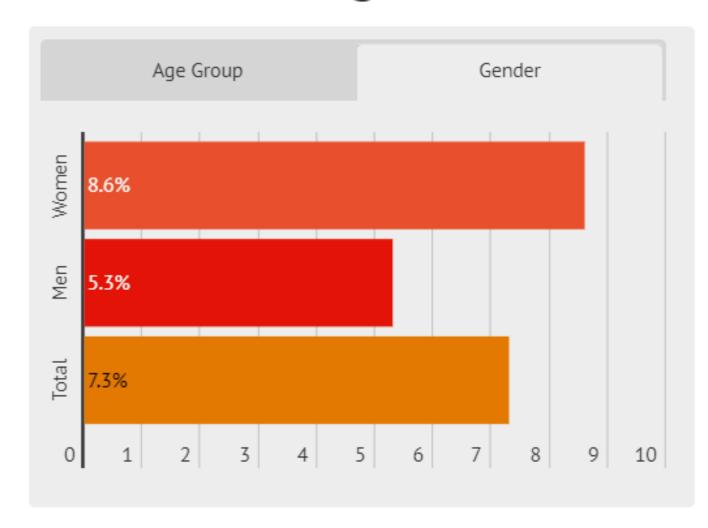




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Two-Year Change: Out of the Labor Force by Gender

Two-Year Change: Hoosiers Out of the Labor Force





Hoosiers ages 25-54 are leaving the labor force at the greatest rate.



More Hoosiers ages 55 & Over are leaving the labor force than younger age groups.



Women are leaving the labor force at a greater amount and rate.

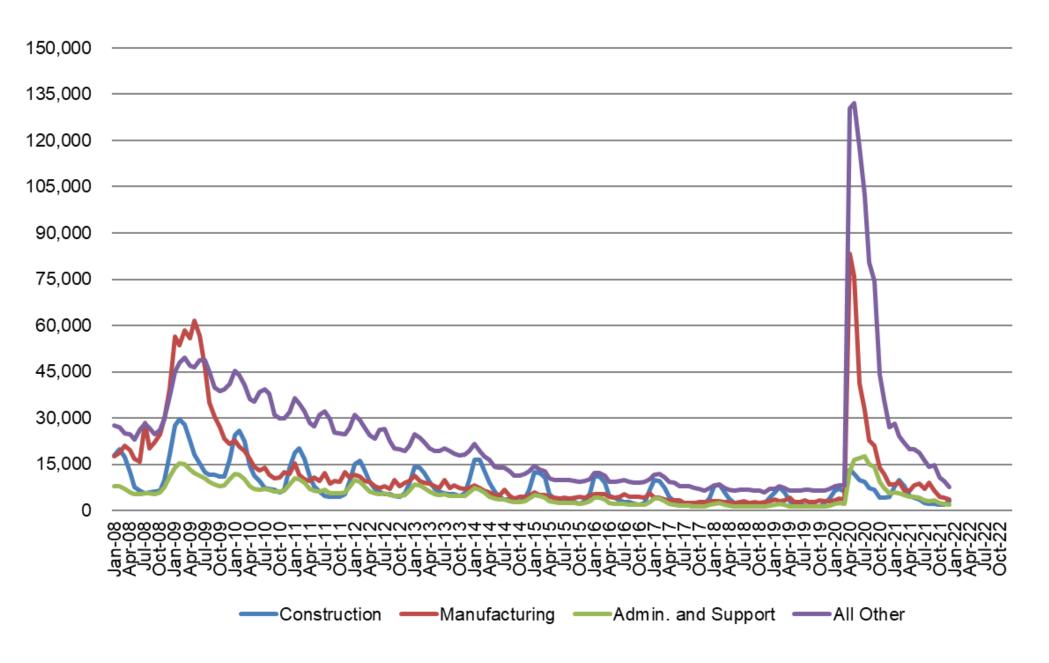
Source: US Bureau of Labor Statistics (BLS), Current Population Survey, Household Data Annual Averages, *Table 35. Persons not in* the labor force by desire and availability for work (December 2021)



Regular UI Claims by Industry

Regular UI Claims by Industry

For the Reference Week

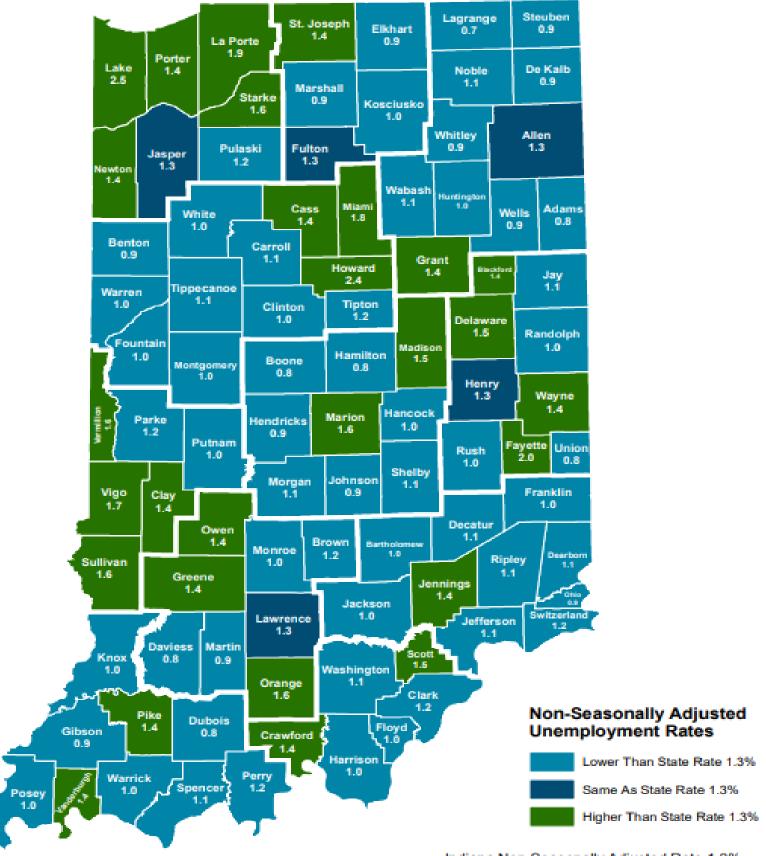


Source: ETA 203



Non-Seasonally Adjusted County Unemployment

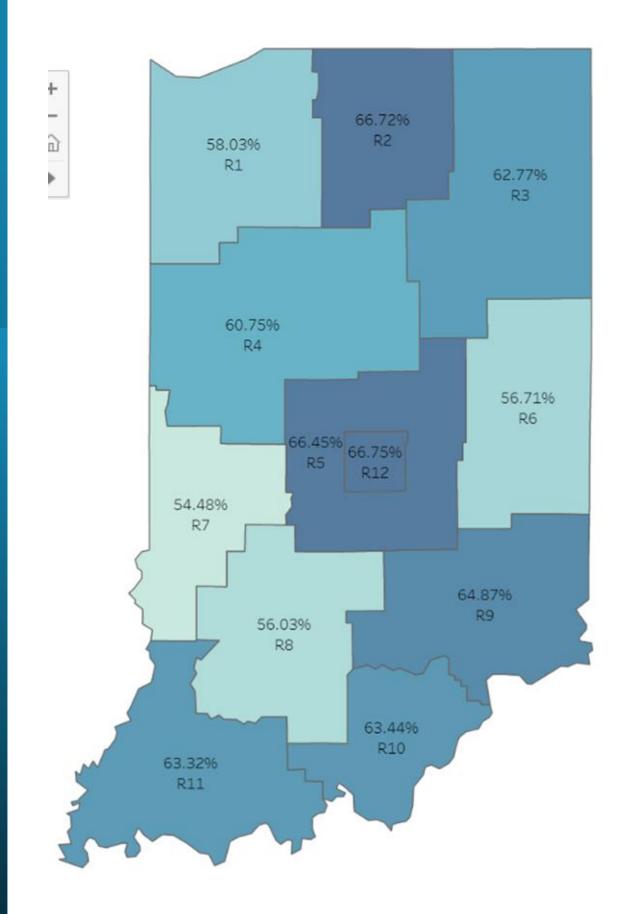
County Unemployment Rates December 2021 - Non Seasonally Adjusted



Indiana Non-Seasonally Adjusted Rate 1.3% Indiana Seasonally Adjusted Rate 2.7% Source: DWD, Local Area Unemployment Statistics



Labor Force Participation by Economic Growth Region, Age 16+



United States	61.6%
Indiana	62.7%
Economic Growth Region 1	58.0%
Economic Growth Region 2	66.7%
Economic Growth Region 3	62.8%
Economic Growth Region 4	60.8%
Economic Growth Region 5	66.4%
Economic Growth Region 6	56.7%
Economic Growth Region 7	54.5%
Economic Growth Region 8	56.0%
Economic Growth Region 9	64.9%
Economic Growth Region 10	63.4%
Economic Growth Region 11	63.3%

Source: Emsi, Regional Metrics, September 2021



Out of Labor Force by Region Drill Down, Age 25-54

Regional and county-level estimates of prime working age (25-54) Hoosiers by labor force status

These estimates are created by applying rates from:

- Unofficial CPS estimates by age and sex for December 2021 (12-month average) to
- 2020 Census population estimates by age in each of Indiana's 92 counties.

The estimates are adjusted to match labor force participation rates from EMSI (Sep 2021, 12-month average).

Includes the following measures (indentation indicates subset of previous description):
Total not in the labor force
Do not want a job now
Want a job
Did not search for work in previous year
Searched for work in previous year
Not available to work now
Available to work now (marginally attached)
Reason not currently looking:
Discouragement over job prospects (discouraged workers)
Reasons other than discouragement

Estimates are unofficial and preliminary and subject to change



Out of Labor Force: Prime Working Age 25-54 Key Points

- Regions 7 & 8 have the largest percentage of prime working age individuals who are out of the labor force and do not want a job at approximately 19%
- Region 5 has 132,381 estimated individuals who are prime working age, out of labor force who do not want a job
- Region 1 has 2.1% prime working age out of the labor force who say they want a job but are not actively seeking work. An estimated 6,500 individuals fall in this category.
- Regions 1, 3 & 5 have the highest percentage and population estimates who are out of the labor force and available to work now.
- Regions 7 & 8 have the highest percentage of prime working age discouraged workers

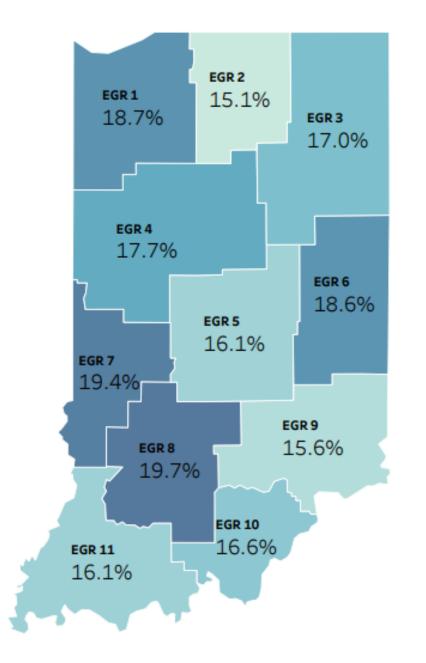


Out of Labor Force: Prime Working Age 25-54

(Do not want a job)

Percent of prime-working age (25-54) population Estimates by Region

Out of labor force & do not want a job



Out of labor force & do not want a job

Region	% of prime- age people	# of prime- age people
Economic Growth Region 1	18.7%	59,537
Economic Growth Region 2	15.1%	34,287
Economic Growth Region 3	17.0%	48,159
Economic Growth Region 4	17.7%	32,377
Economic Growth Region 5	16.1%	132,381
Economic Growth Region 6	18.6%	21,376
Economic Growth Region 7	19.4%	15,894
Economic Growth Region 8	19.7%	22,338
Economic Growth Region 9	15.6%	19,342
Economic Growth Region 10	16.6%	19,350
Economic Growth Region 11	16.1%	25,678

Based on December 2021, 12-month averages

Source: Unofficial estimates based on Current Population Survey, Census Population Estimates, and EMSI



Out of Labor Force: Prime Working Age 25-54

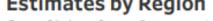
(Want a job, but not

actively seeking

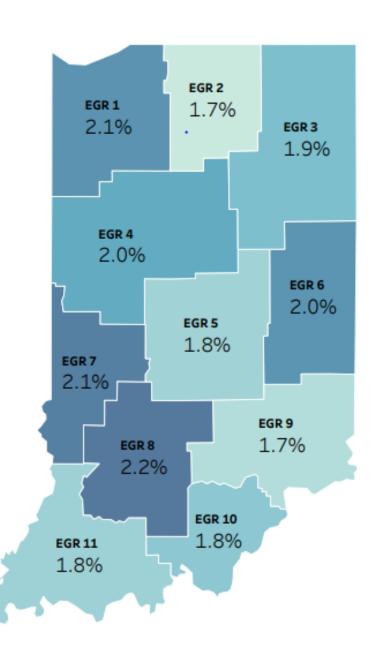
work)

Percent of prime-working age (25-54) population Estimates by Region

Out of labor force & want a job (not actively seeking work)



Out of labor force & want a job (not actively seeking work)



Region	% of prime- age people	# of prime- age people
Economic Growth Region 1	2.1%	6,562
Economic Growth Region 2	1.7%	3,779
Economic Growth Region 3	1.9%	5,308
Economic Growth Region 4	2.0%	3,568
Economic Growth Region 5	1.8%	14,590
Economic Growth Region 6	2.0%	2,356
Economic Growth Region 7	2.1%	1,752
Economic Growth Region 8	2.2%	2,462
Economic Growth Region 9	1.7%	2,132
Economic Growth Region 10	1.8%	2,133
Economic Growth Region 11	1.8%	2,830

Based on December 2021, 12-month averages

Source: Unofficial estimates based on Current Population Survey, Census Population Estimates, and EMSI



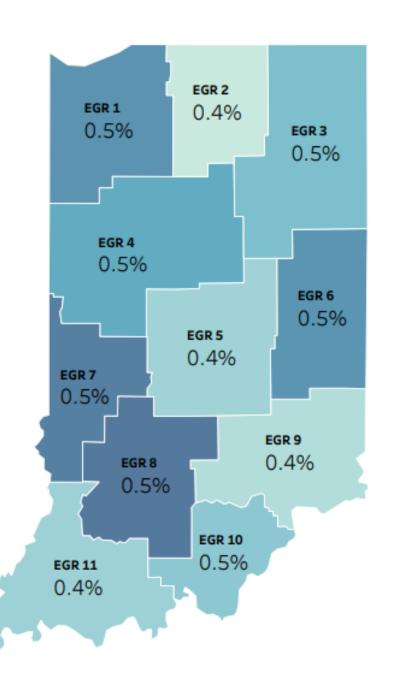
Out of Labor Force: Prime Working Age 25-54

(Available to work now)

Percent of prime-working age (25-54) population Estimates by Region

Out of labor force, want a job and are available to work now

Out of labor force, want a job and are available to work now



Region	% of prime- age people	# of prime- age people
Economic Growth Region 1	0.5%	1,623
Economic Growth Region 2	0.4%	935
Economic Growth Region 3	0.5%	1,313
Economic Growth Region 4	0.5%	883
Economic Growth Region 5	0.4%	3,609
Economic Growth Region 6	0.5%	583
Economic Growth Region 7	0.5%	433
Economic Growth Region 8	0.5%	609
Economic Growth Region 9	0.4%	527
Economic Growth Region 10	0.5%	528
Economic Growth Region 11	0.4%	700

Based on December 2021, 12-month averages Source: Unofficial estimates based on Current Population Survey, Census Population Estimates, and EMSI



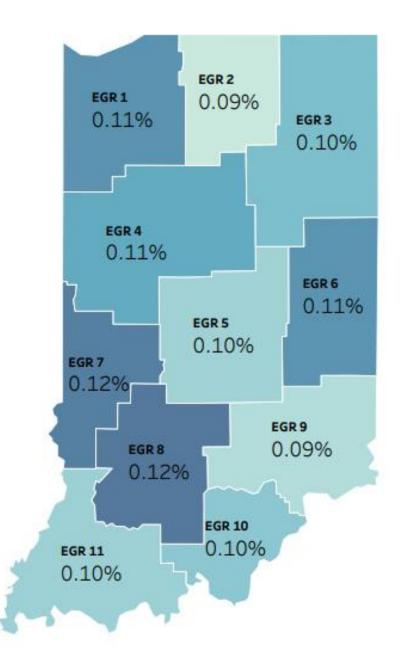
Out of Labor Force: Prime Working Age 25-54

(Discouraged workers)

Percent of prime-working age (25-54) population

Discouraged workers

(Want a job and are available to work but stopped looking because they believe no jobs are available)



Estimates by Region

Discouraged workers

Region	% of prime- age people	# of prime- age people
Economic Growth Region 1	0.11%	358
Economic Growth Region 2	0.09%	206
Economic Growth Region 3	0.10%	289
Economic Growth Region 4	0.11%	195
Economic Growth Region 5	0.10%	795
Economic Growth Region 6	0.11%	128
Economic Growth Region 7	0.12%	95
Economic Growth Region 8	0.12%	134
Economic Growth Region 9	0.09%	116
Economic Growth Region 10	0.10%	116
Economic Growth Region 11	0.10%	154

Based on December 2021, 12-month averages

Source: Unofficial estimates based on Current Population Survey, Census Population Estimates, and EMSI

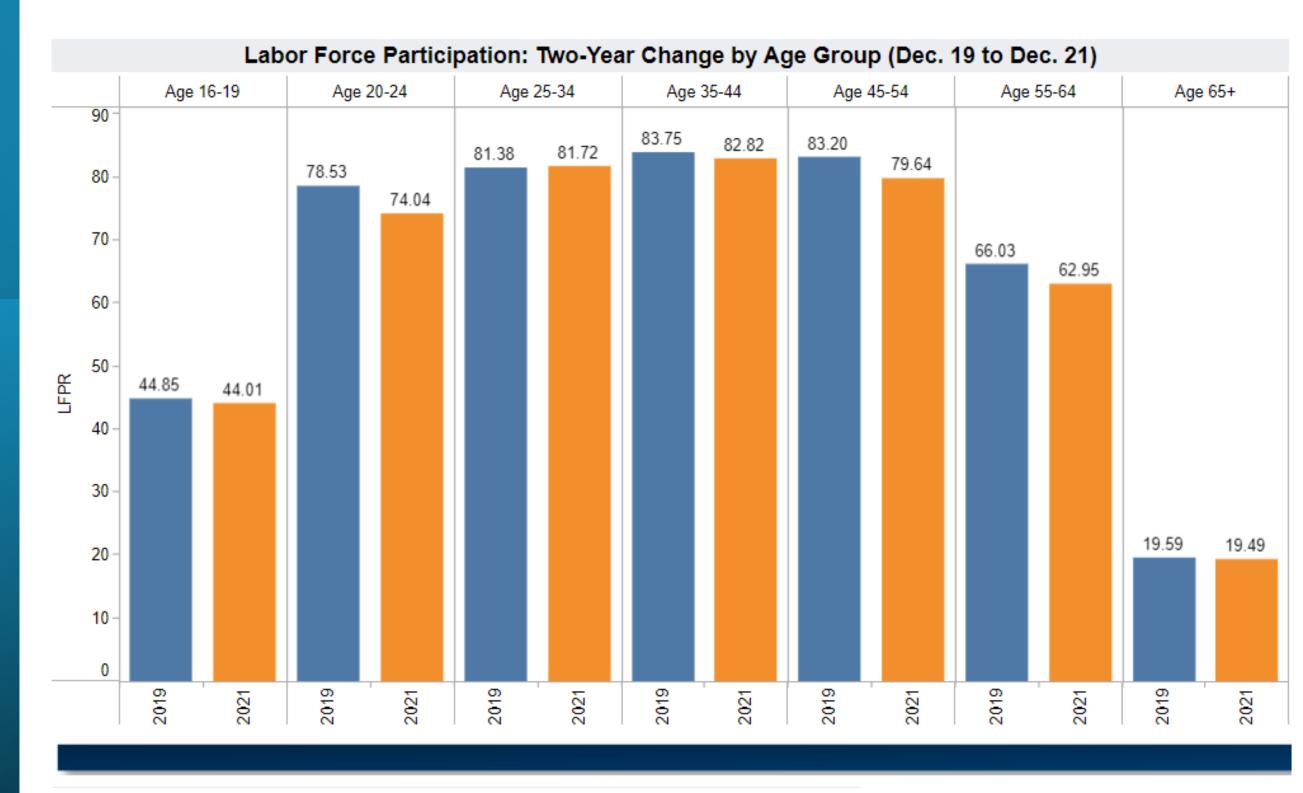


Labor Force Demographic Key Points

- State labor force participation rate dropped from 64.6 in 2019 to 62.4 in 2021
- Ages 20-24, 45-54, and 55-64 saw the biggest labor force declines
- Men aged 65+ labor force participation increased from 2019-21 by 9.6%
- Men aged 20-24 labor force participation declined by 10%
- Women in the 45-54, 55-64, and 65+ age groups labor force participation declined by 5.7%, 8.4% and 11.7% respectively
- Unemployment is highest and labor force participation is lowest among those without a high school degree- 42%, and highest among those with a Bachelor's degree or higher- 74%
- By race, black individuals have the highest unemployment rate at 8.6%
- By race, labor force participation has declined the most among Hispanic individuals, however it is still higher than those who identify as white or black.
 White individuals have the lowest labor force participation rate and have declined by 3.2% change over the two-year time span

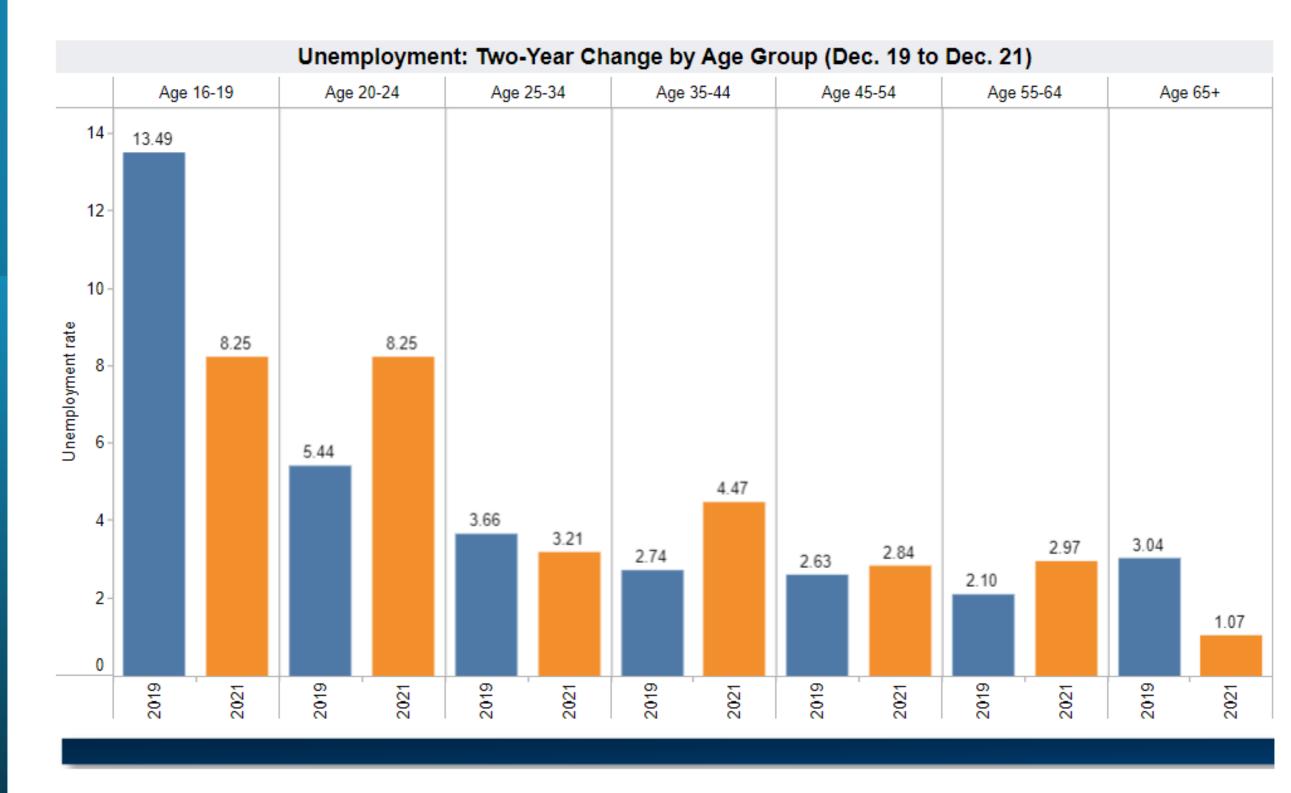


Labor Force Participation by Age Group: 2-Year Change





Labor Force Participation & Unemployment Demographic Breakouts: 2-Year Change



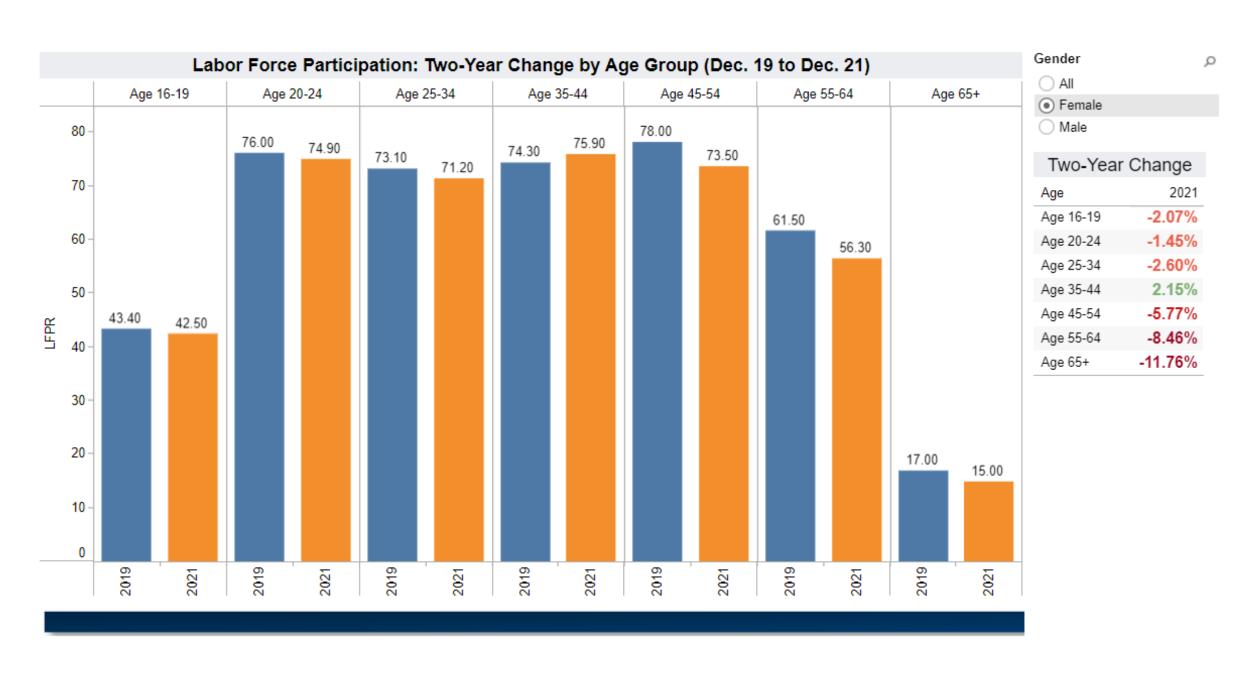


Labor Force Participation & Unemployment Demographic Breakouts: 2-Year Change





Labor Force Participation, Female, by Age Group: 2-Year Change





Labor Force Participation, Male, by Age Group: 2-Year Change

