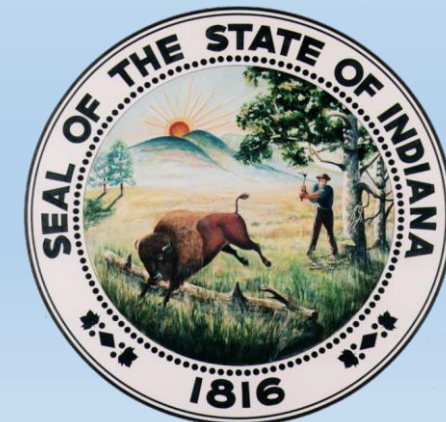


Governor's Workforce Cabinet

Strategic Workforce Plan Overview

December 19, 2019





NextLevel Jobs
INDIANA

Workforce Innovation and Opportunity Act (WIOA)

WIOA is federal legislation designed to strengthen and improve our nation's public workforce system and help get Americans, including youth and those with significant barriers to employment, into high-quality jobs and careers and help employers hire and retain skilled workers.

The Departments of Education and Labor, in close collaboration with the Departments of Health and Human Services, Agriculture, and Housing and Urban Development, have provided leadership in the implementation of WIOA.



WIOA Goals as outlined by the US Government

Vision: Create an integrated, job-driven public workforce system that links diverse talent to businesses.

1. The needs of businesses and workers drive workforce solutions. States and local areas align workforce programs with regional economic development strategies.
2. One-Stop centers provide excellent customer service to jobseekers, workers, and employers and focus on continuous improvement.
3. The workforce system supports strong regional economies..
4. States align programs and ensure integrated services through a strategic plan; states govern programs as one system.
5. States and local areas promote accountability and transparency, and data drives decisions and informs customer choice.



Core, Partner, and State Programs of our Strategic Plan

Agency	Program
Department of Workforce Development	Adults Dislocated Worker Youth – both in- and out-of-school Adult Education Wagner-Peyser Unemployment Insurance Jobs for Veterans State Grant Trade Adjustment Act Senior Community Services Employment Program Next Level Jobs – Employer Training Grants, Eligible Training Provider List, and non-credit bearing Workforce Ready Grants
Family and Social Services Agency	SNAP E&T TANF (including E&T) Vocational Rehabilitation
Governor’s Workforce Cabinet	Perkins State CTE Tuition Support
Commission for Higher Education	Next Level Jobs – credit-bearing Workforce Ready Grants
Department of Child Services	Education and Training Vouchers Older Youth Initiatives
Department of Corrections	Hoosier Initiative for Re-Entry (HIRE) Last Mile



All Programs included in our Strategic Plan

Agency	Program
Department of Workforce Development	Adults Dislocated Worker Youth – both in- and out-of-school Adult Education Wagner-Peyser Unemployment Insurance Jobs for Veterans State Grant Trade Adjustment Act Senior Community Services Employment Program Office of Work-Based Learning and Apprenticeship Next Level Jobs – Employer Training Grants, Eligible Training Provider List, and non-credit bearing Workforce Ready Grants
Family and Social Services Agency	SNAP E&T TANF (including E&T) Vocational Rehabilitation Child Care Development Fund Head Start and Early Head Start On My Way PreK Healthy Indiana Plan (including Gateway to Work)
Governor’s Workforce Cabinet	Perkins State CTE Tuition Support
Commission for Higher Education	Next Level Jobs – credit-bearing Workforce Ready Grants 21 st Century Scholars Frank O’Bannon Scholars Adult Student Grant You Can. Go Back. EARN Indiana Pell Grant
Department of Child Services	Education and Training Vouchers Older Youth Initiatives
Department of Corrections	Hoosier Initiative for Re-Entry (HIRE) Last Mile



Indiana WIOA Strategic Plan Vision

Indiana's strategic vision is to create a talent system that affords all Hoosiers equitable opportunities for lifelong learning and increased personal economic mobility and provides employers the talent to grow and diversify their workforce. We will 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 skill gaps while meeting emerging talent needs; and
- Strengthening Indiana's economy by aligning programs and funding to meet current and future workforce needs.



Goals of the Strategic Plan

In order to realize our vision, we must develop and inspire a culture of lifelong learning that provides each Hoosier the opportunity to obtain quality employment, career sustainability, and upward mobility.

Indiana's two overarching targets for its talent system are:

- By 2025, at least 60% of Hoosiers will attain a quality credential beyond a high school diploma; and
- Engagement between employers and state and local agencies will increase to identify and address the skills gaps with greater responsiveness and efficiency.



Goals of the Strategic Plan cont.

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.



NextLevel Jobs
INDIANA

Target Populations

- Low-income individuals;
- Veterans and eligible spouses;
- Unemployed individuals;
- Individuals needing to be upskilled and reskilled;
- Ex-offenders;
- Individuals with disabilities;
- Historically underrepresented minorities;
- Urban populations;
- Rural populations;
- At-risk youth;
- Adults without a high school diploma and/or with basic skills deficiency; and
- Individuals at 151% to 200% of the federal poverty line.



Performance Goals

WIOA mandates six performance measures for its Core Programs. Performance measures are calculated using the following methodology:

- Second Quarter Employment after Exit
- Fourth Quarter Employment after Exit
- Median Earnings for Second Quarter after Exit
- Credential Attainment Rate
- Measurable Skill Gains
- Effectiveness in Serving Employers

We will apply the WIOA performance metrics beyond the Core Programs to include both the Partner and state programs in our Combined Plan for reporting purposes.



Additional Reporting Metrics

<p>Immediate Outcomes</p>	<ul style="list-style-type: none"> • Total enrollment in a program • Co-enrollment in supportive programs, as needed • Consistent participation of individuals • Percentage of individuals that disengage from a program without completing or earning a credential • Earning short-term certifications (e.g., OSHA 10) or completing employability skills trainings • An individual's steps towards employment: <ul style="list-style-type: none"> ○ Obtaining a job of 20+ hours per week ○ Moving into full-time work (40 hours per week) ○ Receiving employer-sponsored benefits ○ Moving from a low-wage job to middle-wage
<p>Intermediate Outcomes</p>	<ul style="list-style-type: none"> • Second Quarter Employment after Exit • Fourth Quarter Employment after Exit • Median Earnings for Second Quarter after Exit • Credential Attainment Rate • Measurable Skill Gains • Effectiveness in Serving Employers (including the number of employers taking advantage of the Work Opportunity Tax Credit)
<p>Longitudinal Outcomes</p>	<ul style="list-style-type: none"> • Job retention for individuals at years 1 and 3 post-program: Disaggregated by those who disengaged, completed, and earned a credential from a program • Upward economic mobility of individuals (e.g., decreased use of government benefits) upon exit of a program and at years 1 and 3 post-program <ul style="list-style-type: none"> ○ Examining how many participants reach (or maintain) the Self-Sufficiency Standard • Re-enrollment rates of individuals in the same program • Growth of labor participation rates of target populations • Wage gains by target populations

Assessments: Return on Investment

- **Progress Towards the 60% Postsecondary Attainment Goal**
 - Postsecondary-Going Rate
 - On-Time Postsecondary Completion Rate
 - 6-Year Postsecondary Completion Rate
 - Completions by Adults with some college, no degree
 - Completion by Adults with no college (with and without a high school diploma)
- **Student Engagement & Career Preparation**
 - Measured by progress toward 100% of postsecondary education programs including an internship, work-based experience, or research learning experience
 - Measuring those who graduate with a high school diploma plus a certification
- **Economic Impact**
 - Measured by progress toward Indiana becoming a leading Midwest state for median household income
 - By 2025: Above Average in Peer States
 - By 2030: Top 3 in Peer States



Highlighted Strategies

- Strategy 1.5: Using TANF to gradually decrease Hoosiers' reliance on government benefits for wraparound supports, which will allow other programs, such as our WIOA programs, to focus their resources on employment and training services.
- Strategy 2.1: Examining the eligibility requirements and allowances for each program illustrate how our target populations can be co-enrolled in various programs to ensure their needs are comprehensively met.
- Strategy 3.5: Our in-school youth programs, such as JAG and Youth Assistance, are directed towards preventing Hoosiers from needing Adult Basic Education or other triage services in the future. Pairing those programs closer with career counseling, CTE and academic courses, and work-based learning experiences will help at-risk students start down a career pathway prior to graduation.
- Strategy 4.2: Indiana needs to ensure that our state programs are seamlessly aligned to and complementary of our federal programs, particularly in our economic development activities. As we recruit individuals or businesses to Indiana through various state initiatives, we must have deliberate alignment with our talent development programs.
- Strategy 5.4: We have recently started emphasizing work-based learning experiences in the high school space, as well as vertically aligning elementary and middle schools experiences with the work-based learning continuum. As these opportunities continue to grow for our students, we must also ensure that a comparable work-based learning system for adults also increases.



Addressing our Weaknesses

Weakness #1: Limited formal collaboration of programs across the workforce and social services systems.

- Aligning administrative processes for eligibility identification and reporting across the Core, Partner, and state programs through Memoranda of Understanding (Strategy 2.1 and 2.2),
- Increasing co-marketing and endorsed marketing efforts (Strategy 2.2),
- Creating data charters between agencies to allow for cross-agency analysis (Strategy 2.4),
- Increasing co-location of services (Strategy 2.5 and 2.6),
- Developing a common intake process (Strategy 2.8),
- Increasing co-enrollment in programs (Strategies 1.3, 2.8, and 4.1), and
- Long-term development of a common case management system (Strategy 2.12).



Addressing our Weaknesses (cont.)

Weakness #2: Insufficient awareness of potential programs and services available for Hoosiers.

- Conducting qualitative research into the causes preventing businesses from partnering with the state (Strategy 5.2),
- Increasing work-based learning opportunities (Strategy 5.4),
- Organizing common and coordinated outreach to employers (Strategy 5.5),
- Working with state and local organizations and associations to regularly disseminate information (Strategy 5.6), and
- Showcasing businesses with innovative hiring practices and engagement strategies (Strategy 5.7).
- Developing career pathways that have multiple points of entry via stackable credentials and map towards a trajectory of career advancement and sustainability (Strategy 1.1),
- Implementing a comprehensive communications plan to raise the public's understating of the multiple benefits and options to pursuing lifelong learning (Strategy 1.2), and
- Increasing career coaching and navigation efforts (Strategy 1.4).
- Indiana will also increase awareness for state and local staff across program areas through cross-training and professional development opportunities to ensure the individuals who enter one office may be made aware of services or eligibility of another program, emphasizing Adult Education and postsecondary attainment opportunities (Strategies 2.4 and 2.7).

Addressing our Weaknesses cont.

Weakness #3: Overreliance on the traditional talent pipeline and postsecondary pathways.

- Career pathways comprised of stackable credentials aligned toward sustainable careers and filling the middle-skills gaps facing employers (Strategy 1.1),
- Relatedly, a redesigned CTE system for secondary and postsecondary courses also addressing the skills gap (Strategy 3.4),
- A communications campaign to help businesses understand the benefits of expanding their talent pipelines to include diverse and non-traditional hiring practices (Strategy 5.7), and
- Promoting businesses actively diversifying the Indiana economy through innovative talent development, attraction, and recruitment policies as best practices (Strategy 5.7).