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# **Missouri Workforce Investment Act**

# **Annual Report**

For Employment and Training Administration

## **Program Year 2012**

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## Attachment

### Contacts:

For questions about the content, any interpretation of this content, calculations about program performance in this report, or about other programs of the Missouri Division of Workforce Development, please contact:

Ms. Amy Sublett, Acting Director  
Missouri Division of Workforce Development  
Department of Economic Development  
421 East Dunklin Street  
Jefferson City, Missouri 65102  
E-mail: [amy.sublett@ded.mo.gov](mailto:amy.sublett@ded.mo.gov)

Or, Mr. Roger Baugher, Assistant Director  
Missouri Division of Workforce Development  
Department of Economic Development  
421 East Dunklin Street  
Jefferson City, Missouri 65102  
E-mail: [roger.baugher@ded.mo.gov](mailto:roger.baugher@ded.mo.gov)

# Missouri Workforce Investment Act Annual Report for Employment and Training Administration Program Year 2012

## INTRODUCTION

The following narrative provides a response from the State of Missouri to requirements established by the U.S. Department of Labor (USDOL) to provide an Annual Report on the activities funded and implemented by the Workforce Investment Act (WIA), Public Law 105-220.

## I. WORKFORCE OUTCOMES AND PERFORMANCE

In Missouri, the WIA is implemented by the Division of Workforce Development (DWD), a division of the Governor’s Department of Economic Development. On behalf of the Governor, DWD provides statewide oversight of WIA to 14 local Workforce Investment Boards (WIBs) throughout the State. The following tables show the number of services given to participants under the WIA Adult, Dislocated, and Youth programs for Program Year 2012 (PY12).

**Table 1: Services Provided to WIA Adults and Dislocated Workers in PY12**

	All Served	Staff Assisted	Core	Intensive	Training
Adult	398,424	308,771	295,002	2,619	11,150
Dislocated Worker	184,310	184,267	175,036	1,782	7,449

**Table 2: Services Provided to WIA Youth in PY12**

	Staff Assisted	Training
Youth	5,442	2,430

Of those Youth served, 45% (2,430) were placed in training.

## Next Generation Career Centers

Missouri embarked upon one of its most significant program innovations since the inception of WIA during Program Year 2010 (PY10) with implementation of the Next Generation Career Center (NGCC) service-delivery model. Ongoing policy changes have enhanced this model. Instead of customers separately accounted for in one WIA program, each customer is enrolled in every program for which they are eligible: across Wagner-Peyser, WIA Adult, WIA Dislocated Worker, etc. This means all customer registrations, for the first time, are fully accounted for as having been provided a service. Instead of accounting for customers in each funded program, all begin as registrants for core services. Youth are not co-enrolled across the range of other workforce programs because of their difference in age and need; primarily for skill development and work experience. For this reason, Youth program data have remained steady from year to year.

Table 3 displays the last four years of WIA performance in Missouri—before NGCC and three years into NGCC. Graph 1 depicts the number of staff-assisted (core, intensive, and training) services provided in Missouri for those years in the Adult and Dislocated Worker programs (the Youth program is not provided under NGCC). It is important to note these numbers are not a distinct count of participants, since each participant is counted under each program in which they are enrolled. These counts are more accurately described as service events.

When the system transitioned to the NGCC service strategy, the total participants receiving staff-assisted core services increased dramatically. In PY09 Missouri's workforce system was using very narrowly focused accounting under each program, without co-enrollments, resulting in 9,715 services in the Adult program. With the introduction of NGCC in PY10, there were broadened core services and co-enrollment in multiple programs, resulting in 294,755 services provided in the Adult program (an increase greater than 30 times). Dislocated Worker services also increased by over 13 times, from 13,990 in PY09 to 186,441 in PY10.

Missouri stands proud of its accomplishments that bear out the success of the NGCC model. Between PY10 and PY11 there were moderate increases of 17% in services for the Adult Programs and 14% for the Dislocated Worker Program. Subsequently, during the last program year, a decrease in the participant number for the Adult and Dislocated Worker programs, when compared to earlier NGCC years, has occurred. However, this is not unexpected, as we have experienced some fluctuation in State unemployment levels, as well as in the number of customers coming into the centers, which are only a few of the variables that could play a part in this decrease.

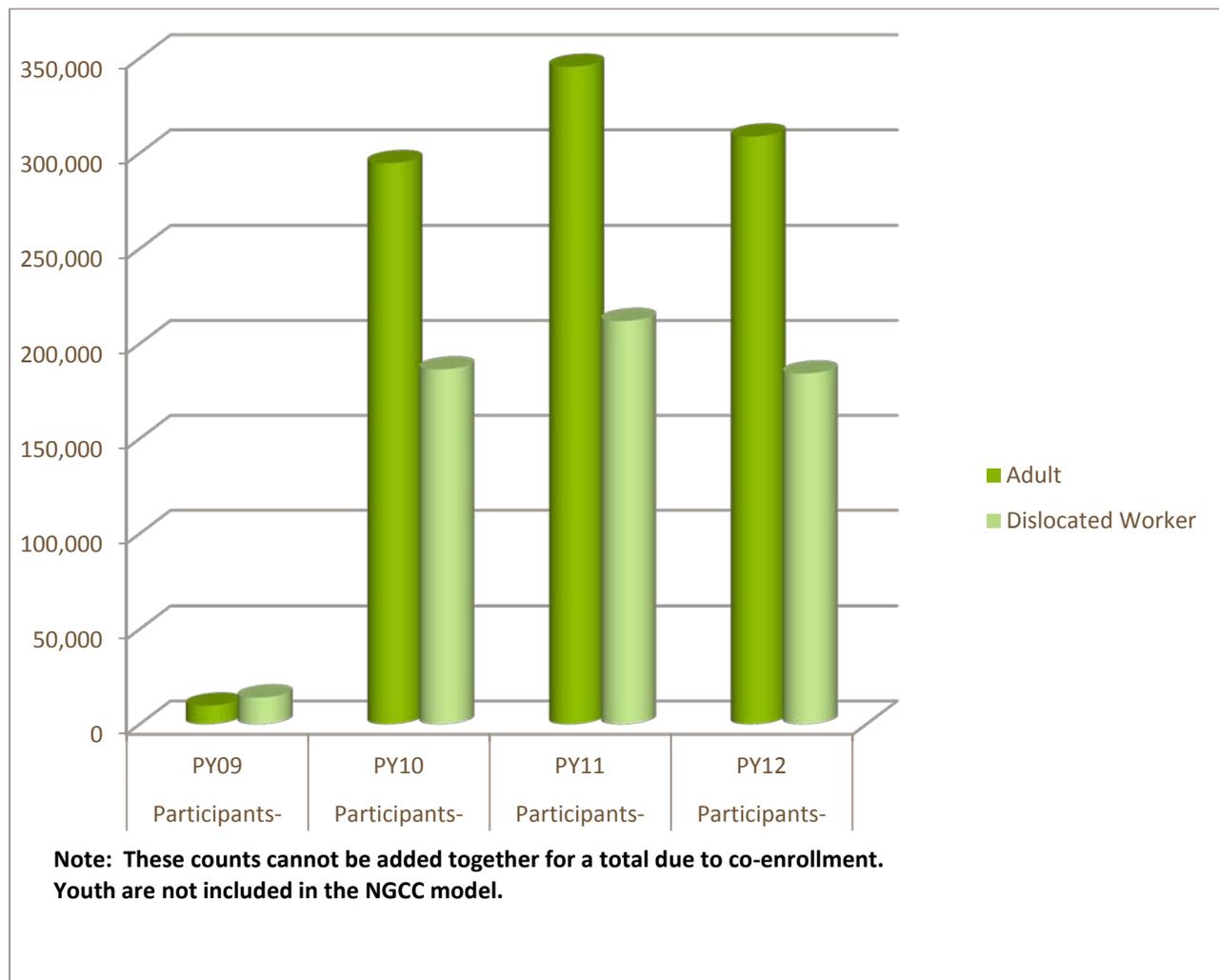
**Table 3: Staff Assisted Services Provided in PY09-PY12**

	Adult Staff-Assisted	Dislocated Worker Staff-Assisted	Youth Staff-Assisted
Participants - PY12	308,771	184,267	5,442
Participants - PY11	345,460	211,913	5,697
Participants - PY10	294,755	186,441	6,053
Participants - PY09	9,715	13,990	5,805

**Note: These counts cannot be added together for a total due to co-enrollment.**

Prepared by the Performance and Research Unit, October 2013 - Missouri Division of Workforce Development – Department of Economic Development

**Graph 1: Staff Assisted Services Before and After Next Generation Program—PY09-PY12**



Prepared by the Performance and Research Unit, October 2013 - Missouri Division of Workforce Development – Department of Economic Development

## Missouri's Toolbox

In Missouri, the computer software system that enables overall customer registration, tracking, case management, and database development is called Toolbox. To provide management reports and analysis of federal performance measures the State contracts with a vendor named FutureWork Systems, Inc., which in turn provides the MoPerforms decision-support reporting software. FutureWork Systems does create Missouri's federal reports, but it is synchronized with each submittal.

The Continuous Improvement Review (CIR) program monitors glean much of their required information from the web-based data management system as opposed to relying on a review of hard copy files. The CIR team accesses data from the state Social Services, Employment Security and Revenue agencies; strengthening its ability to streamline validation of data. This reduces the amount of time spent in the field and allows the monitors to expand the scope of CIRs.

## jobs.mo.gov

The state's job matching system is jobs.mo.gov. This online tool assists job seekers in finding jobs and employers in finding job candidates. With one million visits by job seekers and more than 68,000 employers annually, jobs.mo.gov not only provides job matching services, but also offers a menu of services available online. Job seekers can create résumés, take career, skill, work interest, and behavioral assessments; work through online learning modules in the core areas of math, reading, and locating information; and learn how Missouri's job forecast can impact individual reemployment. In addition to job posting, employers are provided regional laborshed information and can access information about beneficial State and Federal employer resources, including the collaborative efforts represented by the Missouri Business Portal, representing resources from multiple departments.

## Workforce System Performance Data: Common Measures

Missouri has met or exceeded all of the statewide negotiated goals in PY12 by attaining at least 80% or better of its negotiated goal in each measure (see Attachment). For the Adult Program, performance for employment, retention, and earnings has grown increasingly better, from achieving no less than 83% of its planned performance goal from PY09 to PY10, to achieving 86% and 84% of goal for PY11 and PY12, respectively, in Adult entered employment. Results are even greater for the Dislocated Worker Program, which achieved 90% or greater of its performance goals for retention and average earnings for PY09 through PY12.

Even during the economic downturn, beginning in early 2008 in Missouri, the earnings accomplishments of workforce programs has been admirable. For example, Adult average earnings achievements have been as high as 117% of their goal and no lower than 95.7% of

goal the last four program years (PY09-PY12). For the Dislocated Worker Program, no year has experienced less than 90% of goals for average earnings, and PY10 reached as high as 131% of its goal.

Each of the 14 local workforce investment boards in the State also achieved 80% or better of their negotiated performance measures in PY12. See Attachment for the historical record of prior year's performance.

## **Customer Satisfaction in Workforce Programs**

Missouri is one of several states in compliance with USDOL policy in reporting the Common Measures. As such, it does not report out an overall customer-satisfaction measure. Many local workforce investment regional areas conduct customer-satisfaction surveys. These local surveys are used for local management, policy development and planning.

Shown below is a sample of the job seeker testimonials that typify customer reaction seen throughout the state:

"Just wanted to say that I've been attending some of the workshops at the Career Center, and am finding them very informative!!! While I'm not new to the job search arena, I'm learning so many new things; learning what is 'in' and what is 'out', in terms of job search options, résumé and cover letter content, etc...If anyone is needing to learn new skills or simply wants to brush up on old skills, the career center is the place to go. I'm extremely impressed by the resources they have available, too. And regarding the new location...it's awesome!!! Thank you to the folks at the Missouri Career Center!!!!"

**Career Center Customer**

"Thank you for the RAPID RESPONSE Team to Enersys today! Lots of good information passed out to those affected."

**Rapid Response Customer**

"Thank you for all the info! I've been to the nearest location already! Once again thank you!"

**Career Center Customer**

## II. STATE EVALUATION ACTIVITIES

### Missouri Performs (MoPerforms)

The Workforce system uses a decision-support tool called Missouri Performs (MoPerforms), designed specifically for Missouri. MoPerforms provides extensive ability to view and analyze data by workforce program, as well as by state and local region. Other features allow further analysis and data verification/validation. MoPerforms is continually updated to include Trade Act analysis, performance analysis by service, by customer type and by demographic makeup.

The MoPerforms staff has recently created Equal Opportunity reporting functions which are yielding results that were previously impossible to calculate without extensive staff time and expertise. Once fully developed, analysis of data will be much more easily accomplished.

### Gold Standard Evaluation

In February 2012, the USDOL implemented a five-year WIA Gold Standard Evaluation. Missouri's Central Region WIB was randomly selected by USDOL as one of 28 local boards across the nation to participate in determining the "Gold Standard" for WIA Adult and Dislocated Worker programs. Currently, the study is in the cost-analysis phase and is gathering detailed costs of a wide range of service events with customers, to tie administrative costs to these service events.

As of September 18, 2013, a total of 215 participants in the Central Workforce Region have been enrolled into the study. The study will focus on how well WIA services are working in the local region and how they can be improved. Customers visiting Central Region career centers (or satellite offices) will be randomly assigned to one of three research groups: Core; Core and Intensive; and Full WIA. Once a client is randomly assigned to a group, they remain in that group for 15 months and can only receive services allowed for that group. For example, a client who is randomly assigned to Core may only receive WIA Core services for 15 months. Of the 215 participants in the study so far, 47 have been assigned to Core, 48 to Core and Intensive, and 215 to full WIA services.

## III. COSTS OF WORKFORCE INVESTMENT ACTIVITIES

### Workforce Investment Costs Relative to Performance

Table 4 represents how WIA expenditures are being spent in Missouri through the NGCC process. Costs associated with each new registrant, each served participant, and each participant that has exited were derived by dividing the expense by the respective category (registrants, served, exited). This is a straight forward calculation. The bulleted points below

define the terms and measurements derived from Table 4:

- Served is the number of participants served during PY12;
- The number served is calculated by adding new registrants to the carryovers from the previous program year; and
- The number in-program can be calculated by subtracting the number exited from the number served.

(The number in-program will become carryover for the next year.)

By using this method of calculating costs, a participant’s services were accounted for as they went through each step of the NGCC process.

**Table 4: WIA Program Expenditures for Services to Participants in PY12**

	Adult (local)	Dislocated Worker (local)	Youth (local)
<b>Total Services Provided to Participants</b>	398,424	184,310	5,442
<b>Cost Per Service</b>	\$32.67	\$65.71	\$2,442.13
<b>Total Expenditures</b>	\$13,016,551	\$12,111,443	\$13,290,054

### Next Generation Career Center Service Model: A Simple Return on Investment (ROI)

Since Missouri implemented the NGCC model, documentation is minimized and Career Center (core) services are available to virtually any job seeker. This model has created a system that efficiently uses the funding from Wagner-Peyser, WIA Adult, and WIA Dislocated Worker programs to support the centers and their products and services. Through this system, a simplified calculation of the Return-On-Investment (ROI) funds has been discovered.

Since “all” of the funding received at the State for support of the NGCC model (except for the Youth Program) can be considered an investment, and since “all” of the Wagner-Peyser Program customers (staff-assisted) can be considered recipients of that investment, it becomes a matter of simple math to calculate ROI. Wagner-Peyser Program exiters who were in the “Average Earnings” measure (those exited from April 2011 to March of 2012 in this example) amassed total earnings of \$2,065,872,662. To arrive at an approximate annualized figure, the amount can be simply doubled. (While that amount is not entirely accurate, for purposes of maintaining simplicity, it is a reasonable presumption).

The next step in the calculation is to determine how much of the annualized figure can be considered as ROI. It seems logical to determine that these individuals would now be

taxpayers, so looking at an average tax rate of 17% (as published by the Internal Revenue Service), a return of \$702,396,705 is produced. Using the NGCC model, accounting for all Wagner-Peyser, WIA Adult and Dislocated Worker program funds received by the state, gives an annual total investment of \$46,180,257. This calculation yields a return (for WIA funds and Wagner-Peyser funds) of \$15.21 in taxes paid back to the system for every dollar invested in the Missouri Career Center system by those placed in sustained employment.

This simplified method of obtaining ROI would indicate that the NGCC model of serving everyone with essentially all available funds, appears to provide an efficient, and effective service delivery model with the potential to yield admirable results. Moreover, it is more readily apparent and understandable to the public, especially to Congress and local legislators.

## **IV. ASSURANCE OF UNIFORM REPORTING**

Data validation checks the accuracy of the state calculations used to generate the ETA 9090 quarterly report and ETA 9091 annual report. It consists of two parts, which are the report validation and data element validation. Because there are two basic sources of reporting errors, validation requires two methods: 1) error detection and correction of selected characteristics of data files for monthly upload to MoPerforms, ETA quarterly and annual reporting, and Veterans Retraining Assistance Program (VRAP) reporting; and 2) a programming method to benchmark recalculation of the performance measure rates generated by federal reporting software and those displayed on MoPerforms after upload, as well as participant counts on the VRAP monthly reports.

Data management programs using software such as SAS® and/or Sequel programming have been developed by staff and are used to check for completeness of the data file and for a range of critical data errors (e.g., extraneous characters, out-of-range values, incorrect exit dates, errors preventing data readability, missing values, and anomalous frequency distributions). Building the data-check process has been an ongoing process; checks are regularly added, based on examination of new data files or on newly discovered problems uncovered by staff and data users over time.

Verification of performance measure outcomes involves using sequel query software to calculate each of the WIA and Wagner-Peyser common-performance measures. Current performance outcomes displayed on MoPerforms serve as an additional check. When necessary, DWD Management Information Systems (MIS) staff produce corrected data files which are then subjected to the same standard data checking and editing procedure.

The Veteran's Re-Entry Assistance Program (VRAP) utilizes the case management system/Toolbox to track and monitor participant reports. A file of individual VRAP participants containing ETA specified data elements is submitted monthly, rather than a

quarterly schedule. The process requires similar collaboration and diligence among DWD research analysts, Veterans staff, and MIS staff.

DWD staff continues a process implemented in PY2008 which utilizes a comprehensive and standardized procedure of reviewing and checking participant data and performance measure rates.

## **V. WAIVERS**

During PY12, Missouri implemented only the Common Measures waiver. Missouri has implemented this waiver statewide and continues to deliver services and report outcomes through the Common Measures. The Common Measures include service categories for Adults, Dislocated Workers, and Youth customers. For each group there are placement, retention, and earnings measures, resulting in the nine reported outcomes.

## **VI. STATE PLAN ACCOMPLISHMENTS**

### **Certified Work Ready Communities/National Career Readiness Certificate**

Missouri was one of three states in the nation to participate in the first ACT® Certified Work Ready Communities (CWRC) Academy. The CWRC initiative is a community based approach focused on utilizing a common tool – the ACT National Career Readiness Certificate (NCRC) – in certifying the foundational work skills of the emerging, transitioning and current workforce. Individuals earning an NCRC, and businesses recognizing the certificate at the county level, are the building blocks upon which this system is based. ACT's National Career Readiness Certificate (NCRC) is a portable credential that demonstrates achievement and workplace employability skills in applied mathematics, locating information, and reading for information. A state Leadership Team was created for the state which consists of representatives from the Departments of Economic Development and Higher Education, as well as the Community Colleges Association and the Missouri State Chamber of Commerce and industry to initiate and deploy the statewide efforts.

Participation in this initiative is voluntary and available to all counties in Missouri, through an application process. Counties, through a team of local individuals representing stakeholders (which must include at a minimum, members from the local chamber of commerce, economic development, county commissioner/local government official, education leadership (K-12), local workforce investment board, and the local community college) will apply as a Work Ready Community until they have achieved their individual county goals. Individual county goals are determined by ACT based on the proven CWRC common criteria for all counties nationwide and were calculated by applying the criteria to population and labor force data provided by the state, region or community. The State CWRC Leadership Team reviews all

applications for “in-progress” communities and notifies communities that have been chosen to start their journey to becoming a CWRC.

Each county has two years from application acceptance to achieve its outcomes. The Missouri Workforce Investment Board (MoWIB) certifies communities once all benchmarks have been achieved. By achieving the Certified Work Ready Community status, participating communities are able to attract, retain, develop, and document a workforce existing within the community with the foundational skills to succeed in the 21st Century economy.

Since inception in September 2012, this program has 33 participating counties and one certified county (Jasper). This effort is supported by Missouri’s 33 Career Center locations, and 12 community colleges which administer the WorkKeys assessments for the NCRC. Over 37,000 NCRCs have been awarded in Missouri. Of this number, 149 are platinum level certificate holders, 8,271 are gold level certificate holders, 21,059 are silver level certificate holders, and 7,581 are bronze level certificate holders.

## **MoHealthWINS**

The MoHealthWINS program is funded through the Trade Adjustment Act, Community College and Career Training (TAACCCT) Grant. This project, led by a 13-member consortium of community colleges will provide training to more than 3,200 Missourians for careers in growing healthcare occupations while developing innovative solutions to current and future workforce needs in the health services/sciences industry. MoHealthWINS offers four career pathways, including health informatics, therapeutic services, diagnostic services, and support services in some 30 programs of study. These career pathways are bolstered by over 25 employers that have signed on to assist in curriculum development, work learning opportunities, provide clinical work labs and job placement for these graduates. The program began on October 1, 2011 and will conclude in September of 2014 and is available to TAA participants, as well as, unemployed, underemployed, and low-skilled individuals.

## **MoManufacturingWINS**

Since October 1, 2012, MoManufacturingWINS (also funded under a TAACCCT Grant) has been using many of the same educational innovations to train over 3,300 Missourians for manufacturing careers in 32 programs of study. A nine-member college consortium is implementing a rigorous National Association of Manufacturers (NAM)-endorsed certification training model, and students are receiving stackable industry-recognized credentials that validate their mastery of skills in specific areas of manufacturing. This program also serves those receiving TAA assistance, as well as, the unemployed, underemployed, and low-skilled.

## **Workforce Results: Workforce Data Quality Initiative Grant Program**

Missouri has designed and developed an effective and highly secure data warehouse, known as *Workforce Results*, using grant funds and technical assistance from the U.S. Department of Labor's Workforce Data Quality Initiative (WDQI) grant program. The data warehouse links a Workforce Longitudinal Data System (WLDS) to Unemployment Insurance and benefit program outcomes of individuals with workforce outcomes. All data released to research purposes is aggregated, made anonymous, and protected from identity disclosure. The system also can be used to link the WLDS with a Statewide Longitudinal Data System (SLDS) to obtain the workforce outcomes of those completing either or both Missouri's elementary and secondary education programs, and higher education.

The *Workforce Results* program has initiated five major research reports that remain under development by the University of Missouri. The first three of these reports will look at Missouri's primary workforce programs to examine their effectiveness and assess the impact and behavior of the workforce during the recessionary trends observed in the economy since 2007. These analyses will look at the Workforce Investment Act, Wagner-Peyser Act, Trade Adjustment Assistance Act, and the Unemployment Insurance programs and will recommend policy considerations driven by recessionary impacts observed in the data.

In two other reports, the University of Missouri will examine how the recession and workforce program changes have impacted college choice and college outcomes since 2007. The first report will emphasize college "Field of Study" outcomes by linking them to workforce data. The second report will be an examination of the indicators of college choice and teaching careers.

*Workforce Results* has made a significant impact to workforce system policy in Missouri by confirming specific behavioral aspects of the workforce during various economic trends. All five reports are scheduled for completion during November and December 2013.

## **VII. BUSINESS SERVICES**

Regional Business Services teams, along with seven regional Workforce Coordinators are located throughout the state to assist Missouri businesses with workforce resources and services. Workforce Coordinators travel extensively, presenting and meeting with local employers, civic groups, and local governments. Workforce Coordinators also assist businesses with Labor Market Information, such as labor shed surveys to determine locations with the most suitable workforce. In addition, they provide transitional assistance to businesses faced with staffing reductions and layoffs.

A number of hiring and training incentives are coordinated through DWD's Business and Industry section, including three state-funded industry training programs. One of these

training programs is the Missouri Customized Training Program (MCTP).

Along with a network of local education agencies, MCTP assists companies to meet the unique training needs of their particular product and industry. Over 330 training projects involving

35,756 workers were funded in 2012 covering training that ranged from supervisory to manufacturing and technical skills. The average hourly wage for trainees in MCTP programs was \$21.27/hour. Since its creation in 1987, MCTP has assisted 5,362 Missouri companies to train 608,924 Missouri workers.

Two other state-funded industry training programs are coordinated through 12 state community colleges: the Community College New Jobs Training Program and the Community College Job Retention Training Program. Together, this triad of industry-training programs helps eligible companies create new jobs and retain existing jobs in Missouri.

**Table 5**

<b>BUSINESS SERVICES RETURN ON INVESTMENT – FY12</b>	
<b>State Industry Training Programs</b>	
Companies Assisted	357
Total Number of Workers Trained	39,456
Capital Investment Made by Companies Assisted	\$1.6 billion
Average Wage of Trainee	\$21.72/hour

DWD’s Work Opportunity Tax Credit (WOTC) team processed 60,083 certification requests from Missouri businesses in 2013. The WOTC program can significantly reduce a business’ federal tax liability when it can demonstrate hiring from federally targeted groups that consistently face barriers to employment.

On-the-Job Training (OJT) is nationally recognized as a successful part of DWD’s overall training strategy. OJT provides a cost savings to businesses by reimbursing as much as 50 percent of the training wages of workers hired through the program, while helping eligible Adult and Dislocated Workers transition back into the workforce. OJT’s role expanded in 2012 to include eligible veterans through new legislation enlarging the Show-Me Heroes program.

WorkReadyMissouri provides short-term, on-site occupational training to UI recipients. It provides a way for the unemployed to gain new occupational skills, and for employers to train potential workers at no cost prior to hiring.

Training-related grants for targeted industries and occupations continue to tackle workforce

issues facing businesses. A three-year, \$6 million Missouri State Energy Sector Partnership (SESP) and Training Grant, supporting several skill-building efforts came to an end in 2013. Through the SESP grant, the Heat and Frost Insulators and Allied Workers Unions expanded registered apprenticeships programs to include training for computerized energy assessment of industrial facilities. The University of Missouri-Columbia and their sub-contractor partners trained students in renewable energy and energy efficiency. The University of Central Missouri-Warrensburg trained and certified students for Residential Energy Efficiency and Retrofit Certificate Training. St. Louis Community College trained students for solar photovoltaics and awarded nationally recognized industry certificates. The Columbia Area Career Center trained students for an Energy Industry Fundamentals Certificate.

Since 2010, SESP has enrolled over 1,039 people in classroom training, leading to the credentialing of 866 individuals (including 154 college-level degrees and 509 industry-recognized certificates). SESP has also assisted 616 individuals in need of updated training related to the Energy Efficiency and Renewable Energy Industries, enhancing their employability in the energy industry.

In 2013, DWD had more than 47,000 contacts with Missouri employers. This included:

- Helping employers place free job orders
- Managing job-seeker referrals in response to those job orders
- Coordinating company-specific hiring events and local job-fair participation
- Obtaining worker surety bonds, arranging worker training and registering employers in special programs
- Assisting with tax incentives for employers that hire from targeted groups

## **VIII. VETERANS SERVICES**

Under NGCC, veterans receive priority in every step of the process. However, the veteran can request to see the Disabled Veterans Outreach Program (DVOP) staff or a Local Veterans Employment Representative (LVER) at any time in the process and receive services from them.

One of the biggest issues facing returning veterans is the high unemployment rate among post 9/11 veterans. To address this issue, Missouri has created a tracking procedure using Toolbox for the Gold Card program. Missouri provides follow-up every 30 days and case manages post-9/11 veterans for at least six months. In addition, Missouri's Show-Me Heroes program specifically targets returning veterans to ensure that they have every opportunity to transition into the civilian workforce. Participating employers who hire veterans are recognized and training reimbursements are available to employers for

hiring returning veterans that meet the specific guidelines of the program.

Missouri uses data from Toolbox to view the performance of DVOP/LVER staff to ensure they are conforming to their roles and responsibilities as outlined by USDOL VETS. This performance data is provided to all DWD Supervisors and DVOP/LVER staff.

# Common Measures Performance History for Missouri

	PY09			PY10			PY11			PY12		
	Planned	Actual	%									
<b>WIA</b>												
AD EER	84%	72.53%	86.4%	65%	54.47%	83.8%	65%	56.02%	86.2%	65%	55.19%	84.9%
AD Retention	83%	81.38%	98.0%	83%	82.21%	99.0%	83%	78.22%	94.2%	85%	77.64%	91.3%
AD Aver Earnings	\$9,455	\$11,117	117.6%	\$11,000	\$11,668	106.1%	\$11,000	\$11,197	101.8%	\$11,750	\$11,241	95.7%
DW EER	89%	79.66%	89.5%	65%	66.50%	102.3%	65%	65.18%	100.3%	70%	61.55%	87.9%
DW Retention	89%	88.01%	98.9%	89%	84.39%	94.8%	89%	83.07%	93.3%	90%	81.65%	90.7%
DW Aver Earnings	\$13,016	\$13,746	105.6%	\$12,000	\$15,732	131.1%	\$12,000	\$12,970	108.1%	\$14,000	\$12,619	90.1%
YTH Placement	62%	68.39%	110.3%	62%	70.44%	113.6%	62%	67.36%	108.7%	68%	74.51%	109.6%
YTH Attainment	43%	49.54%	115.2%	43%	66.03%	153.6%	43%	66.22%	154.0%	63%	72.56%	115.2%
YTH Lit/Numeracy	35%	48.29%	138.0%	35%	47.94%	137.0%	35%	44.21%	126.3%	50%	62.60%	125.2%
<b>WP</b>												
WP EER	65%	58.11%	89.4%	65%	58.54%	90.1%	65%	56.77%	87.3%	67%	55.55	82.9%
WP Retention	81%	76.83%	94.9%	81%	79.60%	98.3%	81%	79.36%	98.0%	81%	78.84	97.3%
WP Aver Earnings	\$10,143	\$11,207	110.5%	\$10,143	\$12,013	118.4%	\$10,143	\$11,677	115.1%	\$12,000	\$11,569	96.4%

Prepared by the Missouri Division of Workforce Development Performance and Research Unit on 10/03/13.