

Workforce Investment Act • 2002 Annual Report



LOUISIANA WORKS™

DEPARTMENT OF LABOR www.LAWORKS.net



M.J. "Mike" Foster, Jr.
Governor

Dawn Romero Watson
Secretary



It is my pleasure to present the 2002 Workforce Investment Act (WIA) Annual Report, which includes the period of July 1, 2001 to June 30, 2002. This report is designed to reflect some of the major activities conducted through the Louisiana Workforce system with statewide and local area performance summaries.

In this second year of WIA, we have continued the process of aligning our workforce and economic development efforts and closing the poverty gap through linking employer needs to the skills of workers. This streamlined system, which has reduced duplication and isolated delivery programs, has lead to a dramatic improvement of our service delivery resulting in a continued shift from a task-based system to a customer-focused one. Through the shared vision of our local officials, local workforce boards and the Governor's State Workforce Commission, these goals can be achieved.

LDOL's website, <http://LAWORKS.net> and its Virtual One-Stop office helps make this customer focused integrated service delivery a reality. This 24/7 electronic system enables employers and jobseekers to list job openings and resumes and provides an automatic virtual recruiter to link employers and jobseekers. In addition, it offers other employment services, public information, labor market and training provider information.

We are proud of what Louisiana has accomplished so far in the building of a 21st century workforce development system, realizing that a highly skilled and well-prepared workforce is vital to our state's economic growth and development. While working toward this goal, Louisiana's second year of WIA was a picture of both successes and future challenges. However, we will not stop in this building process until Louisiana's workforce is fully employed.

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Cordially,

Dawn Romero Watson



“Well-educated and trained people caring enough to perform their jobs successfully determine the economic vitality and quality of life in any society. The Louisiana Workforce Commission recognizes that work is basic to both economic prosperity and personal dignity... The renewal of our State depends on the renewal of our workforce system.”

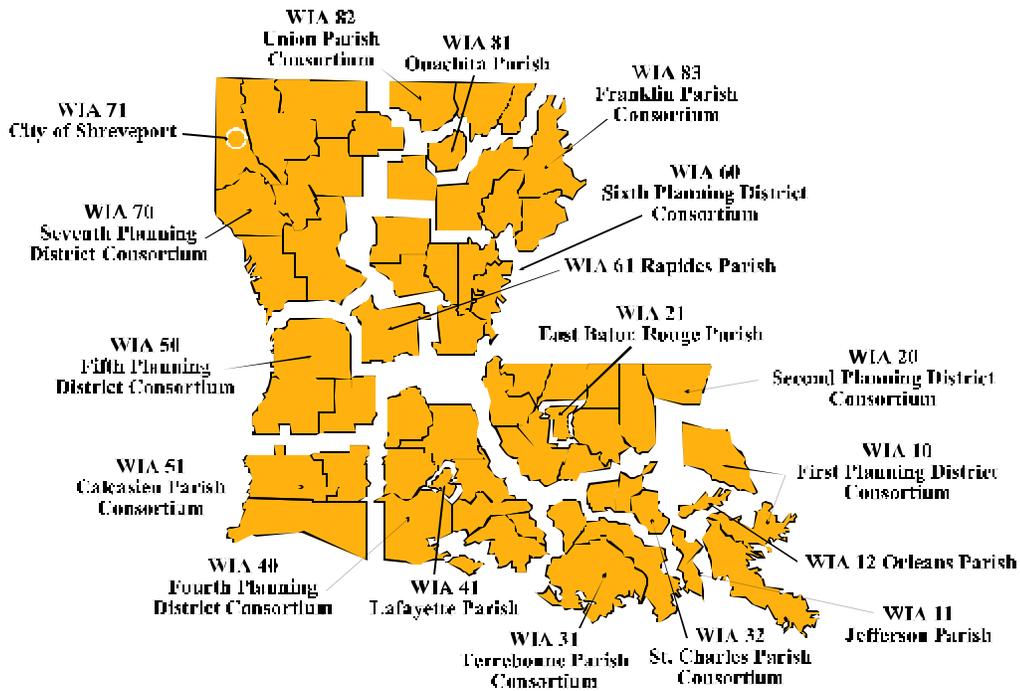
*Vision Statement
Louisiana Workforce Commission
Strategic Plan*

In order to meet this vision, Louisiana is transforming its maze of workforce education and training programs into a system approach that meets customer needs and produces a world-class workforce. Six principals form the foundation of this transformation. As a customer-focused system, it is identifying the needs of business and industry for new and upgraded workers, the types of education and training needed by workers so they may be able to secure and retain jobs and advance in the workplace, and the incorporation of these skills into flexible, responsive and timely training programs meeting the needs of business. As a performance-based system, it is using performance standards to measure the effectiveness of each workforce development activity. As a market-driven system, incentives and funding decisions are being based upon performance data and upon occupational forecasting information. As a streamlined system, the various agencies are implementing the one-stop system thereby eliminating isolated delivery programs. As a locally operated system, businesses, training programs, labor, and education are forging effective partnerships. As a system focused on the work ethic, the workforce system will instill good work habits as a foundation for successful employment. In order to develop this foundation, Louisiana workforce system is working toward changing practice and perception, closing the gap through income growth and demand side strategies, aligning our workforce and economic development efforts and creating a future for Louisiana youth.

SYSTEM STRUCTURE

WIAs are divided into eight regional labor market areas utilized by all employment and training programs. This allows for better coordination and integration of services. The State Workforce Investment Board has developed regional performance standards for each area as well as evaluation of each region’s progress in developing coordination mechanisms. LDOL has also developed a regional service delivery approach for the Wagner Peyser program. Each region has a regional manager responsible for coordinating services within the region and working with the one-stop system. These regional managers ensure that all LDOL funded programs from

placement services and labor market information, to incumbent worker training and rapid response activities are seamless in service delivery.



CHANGING PRACTICE AND PERCEPTION

LDOL continues to develop its Customer First Model comprehensive workforce development redesign project. One-stop staff is working to increase customer satisfaction and a more cohesive team environment. The system is emphasizing service redesign in the resource room and workshop design. Integrated system staff is developing the capacity to provide triage service delivery that utilizes strategies from self-service to facilitated self-service to staff assisted services. One example from the Baton Rouge region involves the introduction of Internet claim services. As customers enter the one-stop center, their computer and Internet literacy is assessed. Computer literate individuals with access to the Internet are provided with instructions they can use 24/7 to file an unemployment insurance claim and access LDOL's Virtual One-Stop system (LAVOS) to match their skills to employer requirements. Computer literate individuals without access to the Internet are provided access in the center's resource room. Individuals who desire to file their own claim but lack computer skills, are assisted by one-stop staff either individually or in groups to develop the necessary skills while filing a claim online.



The Second Planning District LWIA provides services to ten parishes ranging from urban suburbs to remote rural areas. They have integrated partner services into their one-stop centers both through co-housing and program rotation. This allows residents in rural areas to access needed services without having to drive long distances. In addition, they have off-site coordination with parish libraries. The state is partnering with the Federal Deposit Insurance Corporation to provide information on the FDIC Money Smart Program through the one-stop Centers. Topics covered in the local workshops include understanding credit, saving money, credit history, budgeting, home loans and other information.

The one-stop centers also offer short-term assistance to clients in order to enhance their readiness for work. For example, Alencia, a resident of St. Charles parish, came to the St. Charles Consortium One-Stop Center after she finished college to utilize the center's job search services. She prepared her resume at the center and faxed it to an employer. When she called the center's resource specialist to inform them of the results of the job referral, staff sensed her apprehension about the computer test she had been told she would have to take and offered her assistance. Alencia used the center's Excel and Access computer tutorials. She scored 90% on the test and was offered a Management Trainee position responsible for training auditors for a large package shipping company. She plans to use the one-stop services to continue to refresh and upgrade her skills and stay marketable in today's economy.

LDOL continues to develop and enhance LAVOS in order to meet the goals and purpose of WIA. It is a 24/7 Internet-based system which provides 'Universal Access' to all customers, regardless of where they are accessing the information from – home, work, one-stop center, school, etc. Designed to be user friendly and assist persons in quickly accessing the information that is pertinent to them, the system "Empowers Customers" to control their own job search. It provides Just-in-Time information, when jobseeking customers are ready to look for work, look for training, look at their financial need related to labor market information, look for supportive services, look for what careers are growing, or enter themselves into the labor pool through displaying their resume, the information and services are available for them to use at their convenience. The same is true for businesses – listing a job opening, reviewing resumes of potential job applicants, or seeking labor market information. The information for both customers is only entered once and all programs have access to what is pertinent to them to better serve the customer, "Streamlining" the system. By providing all LDOL one-stop partners with a single system, it both alleviates the customer having to repeat information multiple times and ensures all programs have access to information about what services other programs have provided the customer, thus reducing duplication. This capability will be offered to other one-stop partners outside of LDOL as the system grows. The WIA law also increases accountability and provides for a stronger role for the LWIBs and Title I programs. These require more comprehensive and better information. LAVOS is designed to provide the programs and the boards with current information needed to better manage programs, including reporting information not only on program participants and outcomes, but also the capability to quickly analyze performance and activities, conduct trend analysis and determine strategies for improvement.



CLOSING THE GAP THROUGH INCOME GROWTH and DEMAND SIDE STRATEGIES

One in four Louisiana citizens live in poverty. In order to enhance economic prosperity and personal dignity, LDOL has identified three types of customers who must be provided with specific tools and skills to move up the career ladder. Emerging workers include youth and special applicant groups, such as welfare recipients transitioning off welfare and displaced homemakers. Transitional workers include dislocated workers and older workers beginning second careers. Incumbent workers include both those workers in need of skill upgrade to move up the career ladder and underemployed workers. Because Louisiana is emphasizing income growth as an economic goal, WIA is seen as a work and training program, tying work and training together in program design strategies appropriate for each individual customer. Whether the customer is an emerging worker, a transitional worker or an incumbent worker, the LWIA can develop an individualized service strategy that links work to work to better work, work and training to better work, training to better work or training through work to better work leading to self sufficiency. Workers are seen as life-long customers of the system who will need different solutions at different points in their career cycle. As customers utilize appropriate one-stop services ranging from workplace literacy to incumbent worker training and workplace advancement in the workplace, new job openings are generated that provide opportunities for customers to enter and advance in the workplace. This loop allows each customer group to enter the system at a different point appropriate to the individual customer.

For over 27 years, Faye, a resident of St. Martinville, Louisiana, was employed at Fruit of the Loom, Inc., having worked her way up from a clerical worker to Human Resources Manager over 3,000 employees. She was certain that she would remain employed there for the rest of her life, until May 2001, when the company announced it was closing in 60 days and laying off 1,200 employees. Like most dislocated workers, she was shocked, never thinking anything like that would happen, never planning for that type of crisis. She didn't know where to begin. The Fourth Planning District Consortium LWIA, in conjunction with LDOL, TANF, CSBG and the Technical College, set up a Rapid Response Transition Center within the closing facility, which acted as a satellite one-stop center providing resume writing and job search assistance, training information and unemployment insurance information to employees before they were actually laid off. By having the center right there, employees could access it anytime of the day. Job search techniques and resume requirements have changed greatly in 27 years. Center staff assisted Faye learn new skills needed to look for work in today's economy. In addition, when she located a position, the LWIA provided transitional on-the-job training to help Faye and the new employer convert her old skills to the new workplace.

Camesha, a single female resident of Plaquemine, Louisiana, was working two part-time jobs trying to make a career. Although she had a learning disability, she had graduated from high school with a certificate of completion. What she wanted was a full-time job with benefits. She began looking for work through the one-stop system but every job interview ended the same - she needed more training in computers. While still working two jobs, the LWIA helped her



enroll in computer training at the local technical college. The Office of Community Services assisted her with rent and utility bills. The school board provided reading and math remediation. The one-stop center assisted her with group and individual counseling. After successfully completing training, Camesha was hired by a local bank as a proofreader with full benefits. Within a couple of months, she got her new “second hand” car and moved into an apartment. She moved from low self-esteem to confidence and independence. Camesha still works at the bank and has received an increase in pay but continues to work with the one-stop center, challenging herself with new possible job opportunities, determined to climb up the career ladder.

Melissa was a single mother on welfare with two small children to support and no job skills. She was referred to the Fifth Planning District’s Welfare-to-Work program that coordinated services among the various one-stop partners assessing her to move from welfare to self-sufficiency. In addition to services provided by the Office of Family Support, HUD provided housing assistance, and WtW and WIA provided financial aid to allow her to attend technical college. While she was in school, she worked part time in a WtW Work Experience program. This allowed Melissa to start developing work readiness skills. After completing training, Melissa was employed full time, with benefits at a local bank.

ALIGNING OUR WORKFORCE AND ECONOMIC DEVELOPMENT EFFORT

Louisiana’s approach to implementation of WIA reflects the state’s vision that the employment and training system has to support the business customer. Determining the key existing industries and occupations, what industries are expected to grow and how the growth will affect employer demands on the local labor force are the foundation of the system. LDOL is developing a business system information flow linking occupational forecasting data and business skill needs and career ladders. Through the use of WorkKeys profiles to identify basic skill requirements of specific jobs and the tools available through the Louisiana Virtual One-Stop System (LAVOS), employers can identify their job skill sets. One-stop staff can identify mismatches and areas of concern. LDOL’s Business Service Liaisons (BSRs) can help employers develop a comprehensive package to address the problem, utilizing a variety of one-stop partner programs and services working together to coordinate services. The Department of Economic Development has identified targeted industry clusters. The New Orleans Region BSRs are experimenting with organizing employer visits around industry clusters. The Local Workforce Investment Boards are actively involved in identifying local demand, and employer needs and strategies to create successful solutions. The Calcasieu Consortium LWIB’s Labor Market Information Committee is studying the effect low wage jobs and related attrition in their area has on demand occupations. They are working on strategies to assist businesses better understand the costs of employee turnover and other costs that in the long-run could be saved. The LWIB is also developing an Employee Orientation Handbook localized for their labor market. It will be available through the one-stop center to employers in the area in a format that employers can customize and tailor to meet the specific needs of their own companies.



Businesses have told LDOL, that basic skills linked to the job requirements is an essential element in ensuring a successful match between the jobseeker and the business. To achieve this goal, the state workforce commission has developed a common assessment language among all of the one-stop partners. This is resulting in coordination of the assessment process across the system, use of common tools, non-duplication of customer assessment, transportability of assessment results, common linkages among customer services and helps support regional skill standards. In response to business needs, LDOL and the LWIAs have implemented WorkKeys into the one-stop career center system.. Each partner provides a unique component to this system. LDOL's Business Service Representatives provide businesses with access to profiling services. LWIAs provide jobseeker testing services with the costs shared by specific programs, businesses and one-stop customers. The education system provides the skill upgrade needed to match the jobseeker's current skill levels to those identified by business as critical to their jobs. The Incumbent Worker Training Program (IWTP) is incorporating this system into its training programs to ensure that training provided meets the specific needs of the employees involved.

In addition to WorkKeys, the state has a common computerized aptitude and interest assessment system – S.A.G.E. By using the same system in all of the LWIAs, it helps foster coordination and information sharing. Assessment is not just used to assist one-stop customers make career choices. It is also used as one tool by employers to select the most qualified job candidates. By helping employers select job applicants who possess the math, reasoning and reading skills an employer needs, the one-stop system is helping better align the workforce and economic development needs. The Eighth Planning District Consortium, a seven parish LWIA in the most rural, highest poverty region of the state, is using this tool to reach out to employers to help them locate the right people and hopefully both keep the workforce from leaving the area and help build the economic base of the area. Wallace Moulding and Millworks, Inc. is an example of an employer utilizing these services. The owner stated that “It (One-Stop Center) is just a really good deal. When you own your own business, labor is your biggest expense and, with the help of the Workforce Centers, cost of labor and overhead are cut.”

LDOL is incorporating WorkKeys into components of its Virtual One-Stop system, including the consumer training provider reporting system, regional demand occupation lists and, where appropriate, specific employer job orders. This will ensure that the system addresses the business needs first and ensures the product we deliver, a trained employee, meets his/her specific needs. Where mismatches occur between the jobseeker basic skills and training programs or employer profiles, skills upgrade can be provided before the individual either loses his job or drops out of training. Through our MIS system, we will track the correlation between successful training or employment and basic skills.

In an effort to expand collaborative efforts, the Second Planning District Consortium includes representatives from the local economic development and Chambers of Commerce in their coordination and planning meetings. They have developed a Business Services Coordination Group designed to better address employer needs. The group meets on a monthly basis to coordinate employer contacts of their Business Services Contact Team. Each team member promotes the full array of system services to avoid duplication, to provide distribution of



accurate program specific information, and to provide appropriate referral information, thus facilitating a unified system approach providing consistent employer customer services.

CREATING A FUTURE FOR LOUISIANA YOUTH

Both the economics and demographics of Louisiana youth are not encouraging. Louisiana is ranked 50th in the nation in the number of youth living in poverty. The state faces the serious problems of both out migration and a workforce gap. Of Louisiana's class of '99, 28% graduated and entered college, however, historically after 6 years only 34% of these students will enter the workforce ready to fill the 20% of the jobs requiring a 4-year college degree. Only 5% of the graduates entered 2-year colleges versus the 65% of the jobs requiring 2-year associate's degree or advanced training. 67% either graduated and directly entered the labor force or dropped out before completing high school.

LDOL and the Workforce Commission worked together with local workforce boards and youth councils and other youth service providers to develop a common vision and cross cutting guiding principals and goals for all youth programs in the state, not just WIA since no one program can solve our severe workforce gap problems. Our vision is to create a future for Louisiana's youth by creating a system that provides the right intervention at the right time ensuring Louisiana youth acquire the necessary skills for success in education and employment, and businesses gain a skilled workforce. Eight principals are the foundation for this vision.

- The system is dedicated to the success of young people, ensuring that youth have positive interactions with peers and knowledgeable caring adults which foster holistic educational leadership and employment skills development.
- The system is designed by young people who are empowered to take leadership roles in defining the full range of services that are responsive to both their needs and wants.
- The system includes an emphasis on out-of-school youth. For those young people who have dropped out of school or completed high school but lack employability skills, we will assist them in establishing a career path to further education and a rapid attachment to work. The system will continue to assist youth build transferable skills through post employment strategies not only on their first job, but also their second job and beyond, including service interventions that assist young people attain, retain, and advance to better jobs. The system will design interventions that provide employability and skills training to succeed at each step of a young person's career development.
- The system is locally driven, spearheaded by proactive workforce investment boards and youth councils.
- The system is comprised of committed partners coming to the table with their expertise in youth programming, putting aside individual interest to optimize human and financial resources. This creates a continuum of service interventions and leverages funds accessible to all youth.
- The system is responsive to business needs. Local business participation in the design of programming activities is essential, articulating the skills young people need for success



in the work world, sharing with education and training providers how these skills are used in real world situations, opportunities available to first time jobseekers and the skills needed for next jobs as young people develop their individual career paths.

- The system is built on promising practices building on lessons learned from other states and communities.
- The system is committed to continuous improvement using customer feedback to modify program services and design responsive to changing economic and environmental variables.

Several LWIAs have implemented the concept of a “Service Navigator” in their youth program. In the Lafayette LWIA, this position functions as the youth advocate on behalf of WIA funded programs and other youth programs, making certain that services meet the needs of all clients. The program staff assumes primary responsibility for outreach, recruitment, eligibility determination, client tracking and coordination of initial and on-going assessment. They work collaboratively with the Lafayette Parish School Board’s Adult Education Program, Vocational Education Programs, School-to-Work, Tech Prep, Housing Authority, Job Corps, Juvenile Justice and others. A summer program with the Acadiana Arts Council, in collaboration with the Lafayette Parish School Board, LWIA, School to Career, and the Clifton Chenier YOUth Services Center created ArtWorks!, an arts-based, integrated work and learning program for teens, led by teams of professional artists and educators. The purpose of the program is to engage students in the process of creating, while developing their work readiness and problem-solving skills by creating permanent works of public art that serve to enhance the Lafayette community. The program is divided into three phrases: Arts-infused Academics Summer session, Fall Internships and Spring Apprenticeships.

The Seventh Planning District Consortium, a ten parish LWIA in northwest Louisiana, implemented Student Workforce and Training (SWAT), providing an in-school/out-of-school collaborative partnership among the participant’s family, school, community and approximately thirty business partners. Youth participate in basic skills, pre-employment, vocational training, job shadowing, and mentoring activities. Staff assists participants in the program with all aspects of their life, from assisting the youth to connect to community resources to helping furnish apartments, providing clothing needs, and planning weddings and graduation parties. The participants have to adhere to a Disciplinary Policy and Code of Conduct. Business partners are an integral part of the project, providing work-based evaluations of participants in preparation for real life work performance reviews they will experience as they enter the workforce. In an effort to teach the participants to give back to society, they have sponsored many community service projects such as delivering treat bags to residents of nursing homes for Halloween and Valentine’s Day and helping to serve food trays and entertain the residents during the Thanksgiving holidays. They also helped revive a library at a local school that had been closed for many years. To meet the needs of the students, they have set up school-based enterprises. They are currently running a print shop providing services to surrounding schools and are setting up a video editing shop that will offer video presentations in digital format to the community.



The program has witnessed tremendous progress in many students. One student went from living in her car to getting her GED to being the top student in the nursing class. A teenage mother at age 14 will be fulfilling her dream of marching in a graduation ceremony this year and beginning nursing class. Another student went from a very shy, unsure young lady to a very confident office computer information student. One high school dropout has passed his GED and will be fulfilling his dream by joining the army. Because of coordinating and linking community resources, the program now has transportation to take their quadriplegic student to places he never dreamed he would go. This small project demonstrates that by working together communities can begin to solve the state's youth skill gap problems.

COST EFFECTIVENESS AND STATE EVALUATION

The WIA Title I system in Louisiana served 8219 adults during the program year at an average cost of \$2537. A total of 2537 dislocated workers were served at an average cost of \$2925. Overall, the youth program served 6056 participants at an average cost of \$2622. The state is conducting program evaluations of the first complete cohort of WIA enrolled and served participants. Based on our evaluation to date, costs of activities in Table N and the resulting retention rates and earnings change performance measures, the Title I program is successfully meeting the needs of our participants to begin moving toward self-sufficiency. However, we realize we still have a long way to go to have a fully implemented one-stop system effectively coordinating workforce development partner resources to meet the serious workforce gap issues in Louisiana.

As part of its ongoing study of the coordination and non-duplication of employment and training programs, the Louisiana Workforce Commission is studying the efficiency and effectiveness of all programs and working with the agencies and LWIAs to ensure the system is meeting the goals of our state's Vision 2020 Plan aligning our workforce and economic development efforts. In addition, they are working with the state's Skills Gap Task Force Report to assess strategies needed to meet the report recommendations.

Cost Effectiveness Analysis

A complete and comprehensive cost-effective analysis is accomplished by using a quantitative method for comparing the costs of alternative means of achieving the same objective or benefit; or by comparing the relative value of various employment, education, and training service strategies within a state. Louisiana is choosing to use a variation of the latter method for determining cost effectiveness.

- **For the WIA Adult Program cost effectiveness can be measured as follows:**

a.
$$\frac{\text{Total Cost of the Program for PY 2001}}{\text{Total Number of Clients Served}} = \text{Cost per Client}$$

$$\frac{\$20,849,667}{8219} = \$2537$$

- b. $\frac{\text{Total Pro-Rated Cost of the Program for PY 2001}}{\text{\# Employed After Exit}} = \text{Cost per Successful Client}$

$$\frac{\$2,856,404}{1129} = \$2,530$$

- c. $\frac{\text{Avg. Annualized Earnings Change for those Employed After Exit}}{\text{Total Pro-Rated Cost of the Program for PY 2001}} = \text{Rate of Return}$

$$\frac{(\$4110 \times 2) \times 1129}{\$2,856,404} = 3.25$$

This formula demonstrates that there is a comparable rate of return of 3.25 to 1 in terms of potential earnings change for clients who successfully exit the program with employment compared to the pro-rated expenditures for those participants.

- **For the WIA Dislocated Worker Program cost effectiveness can be measured as follows:**

- a. $\frac{\text{Total Cost of the Program for PY 2001}}{\text{Total Number of Clients Served}} = \text{Cost Per Client}$

$$\frac{\$10,078,237}{3445} = \$2925$$

- b. $\frac{\text{Total Pro-Rated Cost of the Program for PY 2001}}{\text{\# Employed After Exit}} = \text{Cost per Successful Client}$

$$\frac{\$2,237,369}{760} = \$2,944$$

- c. $\frac{\text{Avg. Annualized Earning Change for those Employed after Exit}}{\text{Total Pro-Rated Cost of the Program for PY 2001}} = \text{Rate of Return}$

$$\frac{(\$3682 \times 2) \times 760}{\$2,237,369} = 2.50$$

This formula demonstrates that there is a comparable ratio of 2.50 to 1 of earnings potential versus pro-rated dollars spent on clients who successfully exit the program with employment. This ratio reflects the lower earnings change due to the fact that these clients were employed prior to enrollment in WIA.

- **For the WIA Youth Program cost effectiveness can be measured as follows:**

a. $\frac{\text{Total Cost of the Program for PY 2001}}{\text{Total Number of Clients Served}} = \text{Cost per client}$

$$\frac{\$15,880,549}{6056} = \$2622$$

b. $\frac{\text{Total Cost of the Program for PY 2001}}{\text{Total Number of Positive Youth Outcomes}} = \text{Cost Per Successful Outcome}$

$$\frac{\$8,337,288}{3184} = \$2618$$

- **For the Statewide Rapid Response Program cost effectiveness can be measured as follows:**

a. $\frac{\text{Total Cost of the Program for PY 2001}}{\text{Total Number of Clients Served}} = \text{Cost per client}$

$$\frac{\$5,334,067}{19,457} = \$274.15$$

b. Every client served participated in on-site layoff transition orientation sessions designed to educate them on how to best maximize the employment and training services available through the Louisiana Department of Labor: Unemployment Insurance, Job Center Placement Assistance, WIA Job Training Programs and job search workshops

CHALLENGES TO IMPLEMENTATION

The greatest challenge continues to be the sharing of costs within the one-stop system. The partners understand the system design and are working together to share services and staff. However, sharing costs has been problematic. Agencies cite lack of funding, budget constraints, and federal regulation as impediments to cost sharing. USDOL gave LDOL a TAT grant to develop one-stop cost allocation methodologies and provide training to the one-stop partners. This process is complete; however, nationally the funding agencies are going to have to provide clear guidance to each mandated partner allowing program funds to be used to support the system. Without this direction, the one-stop system will always remain a USDOL initiative.

Just as cost sharing is an impediment to development of a comprehensive one-stop system, the maze of eligibility requirements and different eligibility thresholds and low-income definitions prevent development of a comprehensive youth system. Programs are often forced to work in silos and duplicate services because other programs offering services beneficial to their clients have different requirements and regulations. Even in systems that share data systems and information, youth and their parents, if they are in need of services, are still forced to supply the same information to each program because of differing eligibility determination methodologies and reporting requirements. Accepting eligibility across programs and using common definitions would enable the system to break down barriers and provide youth with a seamless support structure as they enter the workforce. Louisiana's greatest problem with youth is a growing skills gap and high dropout rate. The low WIA income eligibility threshold coupled with the small exception window impedes the LWIAs' ability to serve those youth who really need services. Greater flexibility is needed to assist such youth in obtaining the marketable basic and workplace skills needed to successfully enter the labor market and move up the career ladder. Further, it also impedes LWIA coordination of funding with other youth programs and full implementation of the State Workforce Commission's youth system vision and guiding principals.

Implementation of the Eligible Training Provider system continues to be a challenge. Louisiana has a state law requiring all public education providers to participate in a SCORECARD system; however, even with state legislation and the full support of the State Workforce Commission, development of this process has been difficult. The Louisiana Workforce Commission continues to work with Higher Education, LWIAs, LDOL and other providers to develop strategies and new training programs in order to expand the number of training programs available to participants, particularly in the rural areas.

In spite of these challenges, Louisiana continues to make strides in developing an integrated workforce development system. More partners are sharing facilities and functions and developing service strategies across programs. The implementation of Wagner Peyser's new performance measures similar to WIA will facilitate the two systems in building integrated processes and better coordinated services. We are able to share data across programs and provide virtual one-stop services 24/7. Individuals have better access to services, are encouraged



to seek services in the manner that best meets their needs and to receive services at the point in time necessary to meet their current needs.

Through our Business Service Representatives (BSRs) sales force, businesses have a single point of contact with the system and are connected to services as they are needed. Businesses have the ability to access training for their current workforce through the Incumbent Worker Training Program (IWTP) and to couple it with services from other programs. Our Virtual One-Stop system is building the capability for staff to identify the skill gaps between the skill levels of jobseekers and the required skill levels needed by employers. This will assist the workforce development system begin addressing the mismatches. We have built a common assessment language in the one-stop system that addresses business concerns and presents basic skill levels in a language businesses understand. By using WorkKeys and industry or regional skill standards and certifications, we can improve our match on the human capital our system produces.

The ultimate success of the implementation of this system will be from working together. Together we will develop the skilled workforce Louisiana businesses need to stay competitive and create better jobs and opportunities for Louisiana workers.



Workforce Investment Act Performance Measures

For Program 2001, Louisiana negotiated the following sets of performance measures for each of the three primary funding streams. Additionally, two customer satisfaction measures were negotiated to track both employer and participant satisfaction with the services they received through WIA.

	Negotiated Goal	Actual Performance	% of Goal Attained
Adult			
Entered Employment Rate	65%	71.6%	110.2%
Job Retention Rate	80%	79.2%	99.0%
Earnings Gain	3500	\$4136	118.2%
Employment Credential Rate	45%	61.5%	136.7%
Dislocated Workers			
Entered Employment Rate	75%	81.4%	108.5%
Job Retention Rate	89%	83.4%	93.7%
Earnings Replacement Rate	98%	177.1%	180.7%
Employment Credential Rate	45%	63.9%	142%
Older Youth			
Entered Employment Rate	65%	73.4%	112.9%
Job Retention Rate	77%	82.0%	106.5%
Earnings Gain	3200	\$5487	171.5%
Credential Rate	42%	49.5%	117.9%
Younger Youth			
Skill Attainment Rate	73%	81.5%	111.6%
Diploma/Equivalent Attainment Rate	40%	39.2%	98%
Retention Rate	49%	56.8%	115.9%
Overall Customer Satisfaction			
Participant Satisfaction	71%	79.1%	111.4%
Employer Satisfaction	71%	72.5%	102.1%



State Analysis of Local Performance for PY 2001

During Program Year 2001, Louisiana met or exceeded sixteen (16) of the seventeen (17) federal negotiated performance measures. A further analysis revealed that Louisiana exceeded twelve of the measures and met the other three measures. An analysis and summary of the individual programs follows:

Customer Satisfaction

The State exceeded both negotiated performance measures for the business and participant customer satisfaction index. While the State did meet the minimum required response rate for the employer customer satisfaction measure, the State did not meet the required response rate for the participant customer satisfaction measure. The State has already implemented strategies to correct this problem.

Adult Program

The State met all negotiated performance measures for the Adult Program. The Adult Entered Employment Rate, Earnings Change Rate and Employment and Credential Rate exceeded the negotiated levels. All measures were met or exceeded for Adults who received training services. In addition, fifteen of the sixteen Adult Special Population levels were met or exceeded.

Dislocated Worker Program

The State met all negotiated performance measures for the Dislocated Worker Program. The Dislocated Worker Entered Employment Rate, Earnings Replacement Rate and Employment Credential Rate exceeded the negotiated levels. All measures were met or exceeded for Dislocated Workers who received training services and those who only received core and intensive services. Also, all Dislocated Worker Special Population levels were met or exceeded.

Older Youth Program

The State exceeded all negotiated performance measures for the Older Youth Program. In addition, eight of the sixteen Older Youth Special Population levels were met or exceeded.

Younger Youth Program

The State met all negotiated performance measures for the Younger Youth Program. The Skill Attainment Rate and the Retention Rate exceeded the negotiated levels. Also, five of the nine Younger Youth Special Population levels were met or exceeded.

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WIA Annual Report Data

State Name: LA

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Orleans Workforce Investment Board, Inc.	Total Participants Served	Adults	944
		Dislocated Workers	315
		Older Youth	188
		Younger Youth	296
	Total Exiters	Adults	20
		Dislocated Workers	6
		Older Youth	0
		Younger Youth	0

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70	62.6
	Employers	70	71.9
Entered Employment Rate	Adults	65	100
	Dislocated Workers	75	100
	Older Youth	65	0
Retention Rate	Adults	81	91.3
	Dislocated Workers	89	100
	Older Youth	75	0
	Younger Youth	49	0
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	3,265	7,500
	Dislocated Workers	96	149.5
	Older Youth (\$)	2,438	0
Credential / Diploma Rate	Adults	62	68.4
	Dislocated Workers	60	67.7
	Older Youth	45	0
	Younger Youth	42	0
Skill Attainment Rate	Younger Youth	82	2.9
Description of Other State Indicators of Performance			
Overall Status of Local Performance	Not Met	Met	Exceeded
	7	1	9

WIA Annual Report Data

State Name: LA

Program Year: 2001

Table O: Summary of Participants

Local Area Name: St.Charles Consortium - LWIA #14	Total Participants Served	Adults	164
		Dislocated Workers	116
		Older Youth	46
		Younger Youth	169
	Total Exiters	Adults	6
		Dislocated Workers	6
		Older Youth	1
		Younger Youth	2

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70	70.4	
	Employers	70	73.1	
Entered Employment Rate	Adults	73	70.6	
	Dislocated Workers	76	81	
	Older Youth	81	66.7	
Retention Rate	Adults	90	100	
	Dislocated Workers	91	100	
	Older Youth	76	66.7	
	Younger Youth	49	71.4	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	4,980	9,341	
	Dislocated Workers	102	208.2	
	Older Youth (\$)	3,230	10,597	
Credential / Diploma Rate	Adults	62	68	
	Dislocated Workers	62	76.2	
	Older Youth	56	57.1	
	Younger Youth	40	0	
Skill Attainment Rate	Younger Youth	73	99.5	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		1	3	13

WIA Annual Report Data

State Name: LA

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Seventh Planning District Consortium WIB	Total Participants Served	Adults	715
		Dislocated Workers	219
		Older Youth	109
		Younger Youth	137
	Total Exiters	Adults	126
		Dislocated Workers	68
		Older Youth	23
		Younger Youth	27

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	71	100	
	Employers	71	75.5	
Entered Employment Rate	Adults	62	70.9	
	Dislocated Workers	83	70.8	
	Older Youth	70	75	
Retention Rate	Adults	77	79.5	
	Dislocated Workers	93	85.7	
	Older Youth	90	75	
	Younger Youth	49	50	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	3,661	4,217	
	Dislocated Workers	104	307.2	
	Older Youth (\$)	4,035	5,384	
Credential / Diploma Rate	Adults	53	54.5	
	Dislocated Workers	63	52.8	
	Older Youth	49	54.2	
	Younger Youth	51	16.7	
Skill Attainment Rate	Younger Youth	97	78.1	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		1	5	11

WIA Annual Report Data

State Name: LA

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Second Planning District Consortium	Total Participants Served	Adults	672
		Dislocated Workers	215
		Older Youth	82
		Younger Youth	276
	Total Exiters	Adults	231
		Dislocated Workers	89
		Older Youth	8
		Younger Youth	34

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70	85.2
	Employers	70	74.8
Entered Employment Rate	Adults	71	79.8
	Dislocated Workers	79	79.5
	Older Youth	78	100
Retention Rate	Adults	84	80.8
	Dislocated Workers	92	80.6
	Older Youth	75	95.5
	Younger Youth	49	68
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	3,444	2,578
	Dislocated Workers	102	123.2
	Older Youth (\$)	3,129	3,168
Credential / Diploma Rate	Adults	57	68.4
	Dislocated Workers	62	60.3
	Older Youth	55	78.6
	Younger Youth	41	51.9
Skill Attainment Rate	Younger Youth	58	86.1
Description of Other State Indicators of Performance			
Overall Status of Local Performance		Not Met	Exceeded
		5	12

WIA Annual Report Data

State Name: LA

Program Year: 2001

Table O: Summary of Participants

Local Area Name: City of Shreveport - LWIA #71	Total Participants Served	Adults	296
		Dislocated Workers	140
		Older Youth	75
		Younger Youth	132
	Total Exiters	Adults	130
		Dislocated Workers	47
		Older Youth	19
		Younger Youth	56

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	71	78.9	
	Employers	71	74.8	
Entered Employment Rate	Adults	67	77.4	
	Dislocated Workers	68	88.4	
	Older Youth	64	80	
Retention Rate	Adults	85	72.5	
	Dislocated Workers	91	78.7	
	Older Youth	87	100	
	Younger Youth	49	63.2	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	3,353	2,476	
	Dislocated Workers	114	163.4	
	Older Youth (\$)	3,699	3,909	
Credential / Diploma Rate	Adults	49	55.6	
	Dislocated Workers	53	69.2	
	Older Youth	45	40	
	Younger Youth	61	40.5	
Skill Attainment Rate	Younger Youth	72	91.4	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		2	3	12

WIA Annual Report Data

State Name: LA

Program Year: 2001

Table O: Summary of Participants

Local Area Name: East Baton Rouge Parish Workforce Investment Board	Total Participants Served	Adults	355
		Dislocated Workers	308
		Older Youth	31
		Younger Youth	296
	Total Exitters	Adults	135
		Dislocated Workers	76
		Older Youth	7
		Younger Youth	55

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	71	84.2	
	Employers	71	70.4	
Entered Employment Rate	Adults	82	60.4	
	Dislocated Workers	80	80.7	
	Older Youth	63	83.3	
Retention Rate	Adults	83	84	
	Dislocated Workers	91	87.5	
	Older Youth	88	64.3	
	Younger Youth	49	54.7	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	4,250	1,352	
	Dislocated Workers	125	123.8	
	Older Youth (\$)	4,519	561	
Credential / Diploma Rate	Adults	69	50.6	
	Dislocated Workers	64	63.6	
	Older Youth	44	47.1	
	Younger Youth	40	30.6	
Skill Attainment Rate	Younger Youth	78	43.2	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		7	4	6

WIA Annual Report Data

State Name: LA

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Ouachita Parish Workforce Investment Board	Total Participants Served	Adults	405
		Dislocated Workers	103
		Older Youth	65
		Younger Youth	165
	Total Exiters	Adults	189
		Dislocated Workers	86
		Older Youth	26
		Younger Youth	14

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	71	64.3	
	Employers	71	75.7	
Entered Employment Rate	Adults	76	60.7	
	Dislocated Workers	69	63.6	
	Older Youth	81	40	
Retention Rate	Adults	80	76.5	
	Dislocated Workers	83	71.4	
	Older Youth	93	50	
	Younger Youth	49	25	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	3,552	690	
	Dislocated Workers	91	61.2	
	Older Youth (\$)	5,299	2,442	
Credential / Diploma Rate	Adults	62	50	
	Dislocated Workers	55	0	
	Older Youth	57	30.8	
	Younger Youth	59	33.3	
Skill Attainment Rate	Younger Youth	45	60.4	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		10	5	2

WIA Annual Report Data

State Name: LA

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Union Parish Consortium - LWIA #82	Total Participants Served	Adults	209
		Dislocated Workers	60
		Older Youth	71
		Younger Youth	234
	Total Exiters	Adults	65
		Dislocated Workers	30
		Older Youth	15
		Younger Youth	20

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	71	67.7	
	Employers	71	68.8	
Entered Employment Rate	Adults	64	59.3	
	Dislocated Workers	67	79.4	
	Older Youth	71	75	
Retention Rate	Adults	71	70.4	
	Dislocated Workers	80	77.8	
	Older Youth	80	60	
	Younger Youth	49	50	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	4,559	3,573	
	Dislocated Workers	124	306.1	
	Older Youth (\$)	3,899	3,908	
Credential / Diploma Rate	Adults	56	47.1	
	Dislocated Workers	53	76.5	
	Older Youth	50	30.8	
	Younger Youth	47	11.8	
Skill Attainment Rate	Younger Youth	74	94.6	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		4	6	7

WIA Annual Report Data

State Name: LA

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Franklin Parish Consortium	Total Participants Served	Adults	278
		Dislocated Workers	63
		Older Youth	121
		Younger Youth	386
	Total Exiters	Adults	28
		Dislocated Workers	13
		Older Youth	8
		Younger Youth	9

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	71	80.4	
	Employers	71	84.6	
Entered Employment Rate	Adults	57	73.3	
	Dislocated Workers	70	90	
	Older Youth	83	85.7	
Retention Rate	Adults	79	84.6	
	Dislocated Workers	84	100	
	Older Youth	61	83.3	
	Younger Youth	49	57.1	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	3,297	5,579	
	Dislocated Workers	86	776.4	
	Older Youth (\$)	2,482	6,255	
Credential / Diploma Rate	Adults	47	64.7	
	Dislocated Workers	56	90	
	Older Youth	58	55.6	
	Younger Youth	36	50	
Skill Attainment Rate	Younger Youth	94	71.2	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		1	1	15

WIA Annual Report Data

State Name: LA

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Lafourche Parish Consortium - LWIA #31	Total Participants Served	Adults	557
		Dislocated Workers	146
		Older Youth	89
		Younger Youth	144
	Total Exiters	Adults	78
		Dislocated Workers	44
		Older Youth	14
		Younger Youth	6

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70	75.5	
	Employers	70	73.6	
Entered Employment Rate	Adults	79	85	
	Dislocated Workers	83	100	
	Older Youth	76	71.4	
Retention Rate	Adults	91	82.8	
	Dislocated Workers	83	78.9	
	Older Youth	74	85.7	
	Younger Youth	49	58.3	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	4,115	5,345	
	Dislocated Workers	85	220.2	
	Older Youth (\$)	2,725	6,937	
Credential / Diploma Rate	Adults	62	51.2	
	Dislocated Workers	67	52.6	
	Older Youth	53	36.4	
	Younger Youth	41	50	
Skill Attainment Rate	Younger Youth	93	45.2	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		3	4	10

WIA Annual Report Data

State Name: LA

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Lafayette Consolidated Government Job Training Program	Total Participants Served	Adults	219
		Dislocated Workers	84
		Older Youth	24
		Younger Youth	188
	Total Exiters	Adults	79
		Dislocated Workers	32
		Older Youth	3
		Younger Youth	59

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70	81.8
	Employers	70	74.8
Entered Employment Rate	Adults	78	91.2
	Dislocated Workers	84	88.2
	Older Youth	70	100
Retention Rate	Adults	81	87.5
	Dislocated Workers	92	96.8
	Older Youth	74	87.5
	Younger Youth	49	40
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	3,275	6,391
	Dislocated Workers	109	517.5
	Older Youth (\$)	4,060	10,701
Credential / Diploma Rate	Adults	61	70.6
	Dislocated Workers	43	77.4
	Older Youth	48	80
	Younger Youth	49	0
Skill Attainment Rate	Younger Youth	60	67.9
Description of Other State Indicators of Performance			
Overall Status of Local Performance	Not Met	Met	Exceeded
	1	1	15

WIA Annual Report Data

State Name: LA

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Fifth Planning District Consortium - LWIA #50	Total Participants Served	Adults	140
		Dislocated Workers	127
		Older Youth	23
		Younger Youth	142
	Total Exiters	Adults	42
		Dislocated Workers	43
		Older Youth	4
		Younger Youth	12

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70	74.8
	Employers	70	78.3
Entered Employment Rate	Adults	60	55.6
	Dislocated Workers	76	76.9
	Older Youth	70	100
Retention Rate	Adults	81	85.7
	Dislocated Workers	87	69.6
	Older Youth	74	50
	Younger Youth	49	50
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	3,740	7,664
	Dislocated Workers	111	369.5
	Older Youth (\$)	3,222	8,129
Credential / Diploma Rate	Adults	53	90.9
	Dislocated Workers	61	61.5
	Older Youth	49	100
	Younger Youth	32	16.7
Skill Attainment Rate	Younger Youth	63	91.4
Description of Other State Indicators of Performance			
Overall Status of Local Performance	Not Met	Met	Exceeded
	2	2	13

WIA Annual Report Data

State Name: LA

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Calcasieu Parish Consortium LWIA #51	Total Participants Served	Adults	311
		Dislocated Workers	162
		Older Youth	60
		Younger Youth	232
	Total Exiters	Adults	89
		Dislocated Workers	98
		Older Youth	9
		Younger Youth	2

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70	81.9
	Employers	70	72.4
Entered Employment Rate	Adults	62	90.5
	Dislocated Workers	78	75.6
	Older Youth	59	60
Retention Rate	Adults	81	75.7
	Dislocated Workers	95	68.8
	Older Youth	79	85.7
	Younger Youth	50	100
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	4,723	3,095
	Dislocated Workers	105	91
	Older Youth (\$)	4,116	10,707
Credential / Diploma Rate	Adults	59	61.5
	Dislocated Workers	62	54.6
	Older Youth	41	44.4
	Younger Youth	35	100
Skill Attainment Rate	Younger Youth	61	93.5
Description of Other State Indicators of Performance			
Overall Status of Local Performance	Not Met	Met	Exceeded
	2	4	11

WIA Annual Report Data

State Name: LA

Program Year: 2001

Table O: Summary of Participants

Local Area Name: Sixth Planning District Consortium - LWIA #60	Total Participants Served	Adults	278
		Dislocated Workers	98
		Older Youth	31
		Younger Youth	168
	Total Exiters	Adults	116
		Dislocated Workers	52
		Older Youth	13
		Younger Youth	10

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	71	86.2
	Employers	71	78.4
Entered Employment Rate	Adults	59	69.2
	Dislocated Workers	68	66
	Older Youth	68	66.7
Retention Rate	Adults	78	79
	Dislocated Workers	91	73.4
	Older Youth	80	63.6
	Younger Youth	49	75
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	2,894	3,270
	Dislocated Workers	127	349.2
	Older Youth (\$)	2,729	5,370
Credential / Diploma Rate	Adults	48	64.1
	Dislocated Workers	54	48.5
	Older Youth	48	41.2
	Younger Youth	42	14.3
Skill Attainment Rate	Younger Youth	63	95.1
Description of Other State Indicators of Performance			
Overall Status of Local Performance	Not Met	Met	Exceeded
	2	5	10