



**Request for Applications  
Indiana Department of Workforce Development  
Strategic Skills Initiative**

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**I. General**

a) **Letter from the Commissioner:**

Dear Partners,

Governor Daniels has made growing Hoosier jobs and personal income the organizing principles of his administration. Clearly, the Indiana workforce development system has an especially pivotal role in the Governor's agenda. It goes without saying that a critical lever for job and personal income growth will be strategic investments to improve the skills of Indiana's workforce, improve the innovative capacity of our regions and develop a competitive advantage in human capital to compete in the global economy over the long haul.

It was with this in mind that on June 6, 2005, Governor Daniels joined the Indiana Department of Workforce Development (IDWD) in announcing a bold new initiative designed to create new jobs and raise Hoosier income. With the introduction of the \$23 million Innovating Indiana Strategic Skills Initiative, Indiana embarks on a program that partners with local and regional businesses and economic development officials to identify key skill gaps and provide solutions aimed at increasing jobs and wages for Hoosiers.

IDWD believes that linking workforce development to economic development is critical to enabling each regional economy to act quickly and independently to solve local problems and pursue new opportunities. The Innovating Indiana Strategic Skills Initiative accomplishes just this, by calling together regional partners from workforce development, economic development, industry and education to build a competitive workforce second to none. As such, the initiative is a cornerstone of Indiana's four-prong strategy of Regionalization, Integration, Alignment and Innovation.

We at IDWD would like to thank you for your participation in this critical initiative, and we look forward to the implementation of a rich and diverse set of solutions as we aim higher and move Indiana to the forefront in workforce innovation.

Sincerely,

Ronald L. Stiver  
Commissioner, Indiana Department of Workforce Development

*June 2005*



b) **Background:**

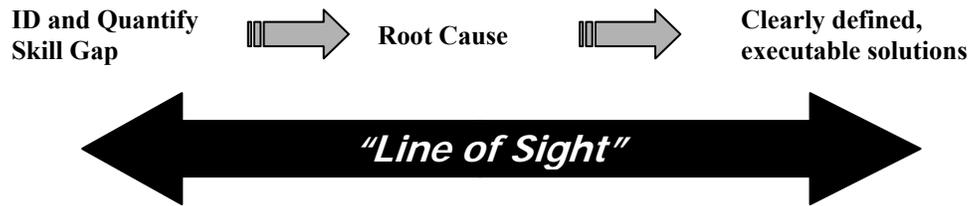
As economic centers around the world move to embrace regional cooperation as an economic growth strategy (i.e. the European Union or South America's Mercosur trade bloc), the benefits of executing this strategy at the state level are becoming increasingly clear. The 21<sup>st</sup> century economy presents changes and challenges to the way Americans work, which will demand a coherent vision and a concerted, cooperative effort to confront. Each state is comprised of a specific number of counties, townships, and cities. The strength of each state will be determined by its ability to harness and institute the concept of having a "sum of the parts that is greater than the whole." If Indiana is to become such an economic force, the time to implement a regional partnership approach to economic and workforce development is now.

It is upon this foundation that the Strategic Skills Initiative (SSI) was formulated and brought into being. Indiana Department of Workforce Development (IDWD) recognizes that creating a workforce for Indiana's 21<sup>st</sup> century economy means more than simply putting people in jobs. ***It means encouraging the development of skills that will promote personal growth for Hoosiers and economic growth for their communities and their state.***

To achieve this goal, IDWD is undertaking significant reform to harness the power of regional cooperation by ensuring the proper platform and delivery mechanisms are in place to make this vision a reality. It is through this platform that the Strategic Skills Initiative will be delivered. Regional consortia will determine the true success of this effort, much like they will spearhead the personal income growth, career advancement, and economic prosperity throughout the state. The time is now to arm and empower our regions, both financially and operationally, to accomplish as a whole what we cannot do as the sum of our parts.

The Strategic Skills Initiative aims to achieve two primary goals:

1. Identify and alleviate present and future shortages of critical occupations and specific cross-cutting skill sets within the industries that drive Indiana's economy, and,
2. Instill a lasting, demand-driven approach to workforce development at the regional and local levels.



Key to successfully completing the initiative is the notion of a logical “line of sight” that moves from identifying and then quantifying workforce shortages, to specifying the root causes behind the shortages and finally to defining solutions that are tied directly to the root cause. Essential to the success of the initiative is a constant focus by each regional consortium on the entire “line of sight.” The most important outcome of this initiative will be the creation of institutionalized knowledge of the process, findings, and implemented solutions for each Economic Growth Region (see below). If this knowledge departs the regional consortia at the end of SSI’s first cycle, the money and time spent on it will be wasted. SSI will not serve as a one-time effort but rather should serve as a sustained approach to workforce development in the 21<sup>st</sup> century.

c) **Strategic Skills Initiative – Key components**

The SSI is built on the following foundations:

1. Indiana’s future economic development and that of its regions will depend critically on having a workforce that is adequate in quantity and quality to power the growth of key industries and industrial clusters.
2. Shortages of critical occupations and essential skill sets would impede the growth of those key industries and clusters.
3. Therefore, workforce development should aim to support economic development by identifying and attacking the “bottlenecks” posed by any existing and future shortages of critical occupations and skill sets.

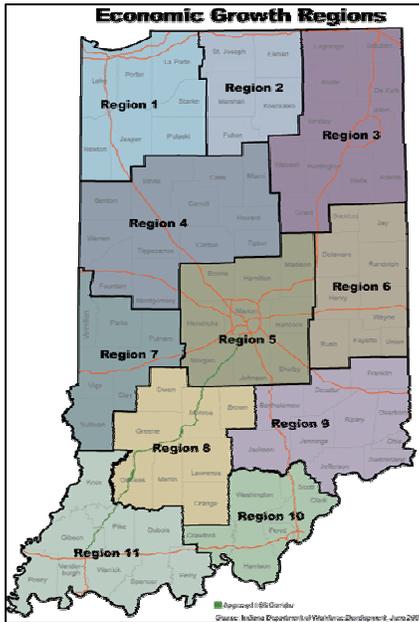
This initiative is structured around the creation of eleven (11) *Economic Growth Regions* (EGR’s) in the state as illustrated in Exhibit A.<sup>1</sup> Designated by both the SSI and State Plan teams, these geographic regions were created through quantitative analysis and qualitative evaluation. The teams wanted to identify a specific set of regions, throughout the state, that would provide the most efficient platform from which to launch the initiative and complement other statewide initiatives to build greater strength.

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<sup>1</sup> Attachment 1



**Exhibit A**



The following key quantitative indicators were used in the analysis to identify the regions:

- 1) Commuting patterns (into/out of counties) *Specifically*: Percent of workers residing in area and percent of residents working in area (team set coherence level at 85%)
- 2) Cluster location/coherence within specific regions (size and type of businesses within each region)
- 3) Educational attainment by region
- 4) New job creation by region
- 5) Net migration (2000-2040)
- 6) Projected median age by county

Qualitative factors were then used to “layer” the analysis and add further refinements to the regions and the (county) makeup of those regions. The key qualitative factors used in this determination were:

1. Long range, strategic growth potential for key counties throughout state
2. Proximity and location of vocational and academic institutions
3. Current infrastructure (i.e. access to major roadways and arteries)
4. Proximity and location to existing WorkOne offices (fullservice/express)
5. Indiana House and Senate legislative districts
6. Input from regional thought leaders and stakeholders.

After running multiple scenarios as part of their analysis, the team determined that the regional definitions in Exhibit A demonstrated the strongest coherence from both a quantitative and qualitative standpoint.

Each region will assemble an SSI planning consortium comprised of WIB’s, economic development officials, regional employers, business and industry associations, educational institutions, Chamber members, organized labor, and others deemed appropriate. ***It is critical that the consortia embrace and encourage the involvement of industry representatives who will have a “front-line” perspective on current and long-term shortages that relate to their specific sector-industry.***

Each EGR’s consortium will be led by a Core Agent, selected by Indiana Workforce Development based on specific criteria set by the SSI team.<sup>2</sup> (Secondary agents have

<sup>2</sup> Attachment 2



also been selected). These individuals will be empowered and held accountable by their peers (regional constituents, partners, and competing regions) for the success of this initiative in their respective regions. The Core Agents will work in the near term to assemble their key consortium members and participants, conduct an initial meeting to introduce SSI to their members, and complete the Research & I.D. Phase Grant Application. The Core Agents will work directly with the fiscal agent for the SSI, Crowe Chizek and Company LLC Financial.<sup>3</sup>

The initiative will be conducted in two phases:

1. Research & Identification Phase (planning)
2. Solutions Implementation Phase (training)

Prior to initiating the Research & ID phase, each consortium must submit a completed SSI Application along with the consortium's Research & ID Phase Grant Application.

Upon approval by the SSI team, IDWD will distribute \$3mm according to the complexity and need for each region during their Research & ID Phase. These monies can be utilized by the consortia to subsidize the cost of hiring local staff who may lead the execution of this initiative, or hire consultants to assist with the execution of the Research & ID Phase, and to defray the costs of additional primary research efforts that may provide the consortium with additional insight into their shortages, root causes, and possible solutions. Any unused monies will be applied directly to the Solutions Implementation Phase.

***It is strongly encouraged, based on findings from best practices research, that each consortium give significant consideration to hiring additional local staff that can "institutionalize" the SSI process in an effort to sustain a demand-driven approach to identifying workforce development solutions over the long-run. Towards this end, an over-reliance on consultants is highly discouraged.***

The Research & ID phase will generate deliverables to the IDWD in the form of three report submissions:

1. Occupational and Skill Shortages Report
2. Root Causes Report
3. Regional Solutions Report

Each report will be submitted for review by the SSI Report Review committee.<sup>4</sup> A hard copy will be sent to IDWD and an electronic copy will also be uploaded onto the SSI website. The consortia will be given approximately 6 weeks to complete and submit each of the three reports. IDWD will support the consortia in performing this work by providing several tools which are described later in this document.

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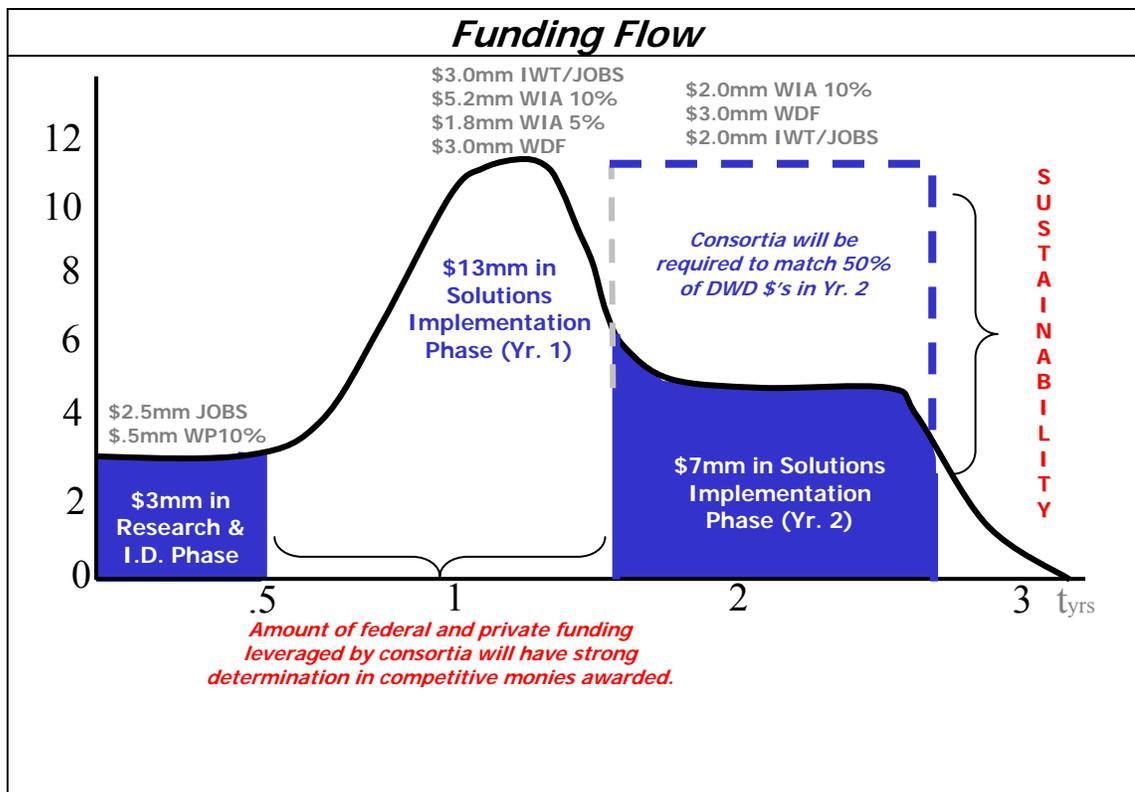
<sup>3</sup> Attachment 3

<sup>4</sup> Attachment 4



At the conclusion of the Research & I.D. phase, consortia will begin implementing their solutions through a combination of local, regional funding along with leveraging IDWD funding, awarded in proportion to the quality of their proposals as determined by the Report Review committee and the SSI team. IDWD will fund 100% of approved solutions, on a regional basis, for the 1<sup>st</sup> year of the Solutions & Implementation phase by means of \$13mm earmarked for SSI. In year 2, each region will submit a solutions renewal request and be required to fund a minimum of 50% of the training solution into and through year 2. IDWD will fund the remaining 50% through an additional \$7mm. IDWD funding for this initiative will total \$23mm. This amount far exceeds any other state skills initiative executed in recent history. It is important to note that, during the implementation phase, consortia will be required to leverage their own funds and resources in addition to the funds awarded by IDWD. Throughout years 1 and 2 of the training phase, sustainability checks will be required in order for the consortia to maintain their eligibility to receive continued funding from IDWD.

d) **Funding**





e) **Timeline**

<i><b>Timeline (overview)</b></i>		
	<b>Start</b>	<b>Finish</b>
<b>Pre-Research &amp; ID Phase</b>	<b>June 15, 2005</b>	<b>August 5, 2005</b>
<b>SSI Kickoff meeting w/ Core &amp; Primary Agents in Indy</b>	June 15, 2005	June 15, 2005
<b>Consortia Development and Completion of Application</b>	June 11, 2005	August 5, 2005
<b>Research &amp; ID Phase</b>	<b>August 22, 2005</b>	<b>February 22, 2006</b>
<b>Occupation and Skill Shortages Report</b>	September 6, 2005	October 31, 2005
<b>Root Cause Report</b>	October 31, 2005	December 30, 2005
<b>Regional Solutions Report</b>	January 2, 2006	March 17, 2006
<b>Solutions &amp; Implementation Phase (Yr. 1)</b>	March 17, 2006	March 17, 2007
<b>Solutions &amp; Implementation Phase (Yr. 2)</b>	April 18, 2007	April 17, 2008

**II. Pre-Research & ID Phase Detailed Description**

a) **Assembling Consortia**

Core Agents will be given a 30-day period in which it will be their responsibility to assemble the consortium to represent their assigned EGR. The Core Agents will be the primary point of contact and will lead the effort for their regions. Private industry, and its key representatives, in each region will be equally important in making this initiative a success. The industry experts will assist tremendously in identifying and verifying occupational shortages, skill gaps and root causes in their respective regions. Without having “key seats at the table” in this effort, the initiative could become very one-sided and lack the perspective of those translating skills into bottom line dollars and cents.

It is suggested that Core Agents assemble an “executive” team of 5-7 members who will drive the effort. Among those 5-7 should be “key” local economic development officials (“LEDO”), Chambers of Commerce, industry, education, labor, and service provider representatives. Consortia can be as large as those who want to be a part of it. The members of the “executive” team must sign off on all grant requests and should be engaged in final report construction and submission for each phase.

Just as the regional consortia will be awarded funding in proportion to the quality of their efforts in the Research and ID Phase, a monetary penalty will apply should Core Agents fail to assemble consortia expediently that meet these criteria.



a) **Rollout Workshops**

To further aid regional consortia in preparation for the planning phase of this initiative, the SSI team will plan and conduct rollout workshops to be held in three different regions (North, Central, and South) across the state. At these meetings, all key parties to the consortia’s around the state are encouraged to attend and will receive detailed instruction as to the formation of each report and an opportunity to have issue/region-specific queries answered. It is recommended that those members who will be driving, as well as, executing the Research and ID phase be in attendance.

**III. Research & ID Phase Detailed Description**

A) **Three Primary Tasks**

1. **Identify Occupational and Skill Shortages:**  
Consortia are charged with the task of identifying occupations and skill set shortages in key high-wage industries within their region.

That task is to proceed in stepwise fashion:

- **Step 1:** Identify industries or clusters of industries within their EGR that are critical to the economy of the region. Solid analysis will lay the foundation for this identification. Regional consortia must make use of secondary sources (i.e. prior research and state and local sources of economic and labor market data) and primary sources (i.e. survey research, business summits, industry focus groups, job vacancy surveys). Methodological consistency among EGR’s is important in this step. Therefore, IDWD will furnish:
  - *The SSI How-To-Handbook* - a comprehensive research guide.
  - *SSI Data Packet* – an IDWD online resource for secondary data.
- **Step 2:** Once important industries and clusters have been decided, it will be necessary to “drill down” to find the key industries and employers that are experiencing, or are projected to experience, shortages in critical occupations and skill. Specificity in this area is important so that, ultimately, identification of individual establishments within the targeted industries is possible.
- **Step 3:** Specific occupations and skill sets in shortage will be identified and targeted for further study. For an occupation to be deemed “in shortage,” it must meet four criteria:
  1. Must represent strong employment demand
  2. Must be critical to industry competitiveness

***Three Tasks:***

- 1) Identify Occupational and Skill Shortages
- 2) Determine Root Causes
- 3) Develop Solutions



- 3. Must provide good earnings and benefits for workers
- 4. Must be appropriate for targeting by the workforce system

- **Step 4:** The analysis must move from identification to quantification. Specific numeric estimates of projected occupational shortages must be made for the near term (two years) and long-term (ten years). With respect to shortages of critical skill sets (“skill gaps”), it will be necessary to describe their negative impacts on the development of key industries and clusters. Regional industry representatives will participate in the analyses and validate that the occupations and/or skill sets selected for further study are, in fact, critical to industry needs and are in shortage or are likely to become so. Industry representatives must also indicate that they welcome help from the public sector to meet the demand for skilled workers.

While conducting research, consortia should note that IDWD will be coordinating a job vacancy survey for each of the 11 regions and will have findings posted by the beginning of the Research and ID phase. For the data to be accurately compared across regions, it is essential that the findings by each EGR be standardized across all 11 regions and the addition of the job vacancy surveys to the pool of secondary resources will greatly aid this necessity.

***To reemphasize: The identification of critical occupations and skill sets as well as the quantification of their shortages are expected to be joint efforts by the consortium and the targeted industry or clusters of industries.***

- 2. Determine root causes. Once shortages have been identified and quantified, consortia will determine the root causes of these shortages. Shortages may be traced to supply or demand side causes; therefore a comprehensive analysis, utilizing both primary and secondary resources, is necessary. Consortia must fully describe each root cause, show its relative importance in addressing skill shortages, and present evidence as to how the root cause was identified.

**Potential Root Causes:**

- Lack of career awareness
- Lack of a career path
- Lack of training strategy
- Lack of training capacity
- Lack of accelerated training
- Lack of training options
- Lack of adequate transportation
- Lack of on-the-job support
- High dropout rate from training
- Out-migration
- Inadequate recruitment
- Inadequate job matching
- Stress Conditions on the job
- Non-competitive wages/benefits
- Aging Workforce

Consortia will base their research on data from public sources (secondary data), and collect primary data from industry associations, universities, and individual employers to help identify factors that contribute to the shortages. Consortia will host events such as business summits and/or undertake surveys to explore the root causes of the shortages with industry representatives. Finally, data may be



collected directly from incumbent workers in the occupation and/or those who have recently left the occupation.

***Industry partners must verify that the root cause analyses were undertaken jointly with the industry and that the industry partners validate the findings.***

3. Develop Solutions. Once root causes are identified and then quantified, the consortia must develop solutions that are tied directly to the root causes. Consortia must be able to demonstrate convincingly that the proposed solutions are not merely temporary fixes, but meaningful efforts to attack the root cause. Rationale and evidence must be provided to show that each solution is feasible and has the potential to address the short and long-term shortages.

***Industry partners must verify that the development of the solutions was undertaken jointly with the industry and that the industry partners agree with the findings.***

**Potential Solutions:**

- Increase career awareness
- Develop career paths
- Design formal training programs
- Increase training capacity
- Increase marketing efforts
- Improve screening of trainees
- Provide upgrade training
- Increase support services
- Develop mentoring programs
- Create bridge programs
- Develop incentives to retain older workers
- Address stress on the job
- Adopt family friendly policies
- Improve wages and benefits

**B) Methodological Tools & Resources**

IDWD will support the regional consortia in accomplishing SSI's Research and ID phase by providing a kit of methodological tools and resources. Elements of that kit include:

1. The SSI Data Packet: IDWD will provide a database of economic and labor market statistics relevant to SSI analysis. This database will be hosted at a Web site dedicated specifically for use by regional consortia and their staff. All regional consortia will have on-line access to the *SSI Data Packet* at <http://www.in.gov/dwd/employers/ssi.html> for secondary data. Obviously, consortia may find it expedient to collect and use additional secondary data. Each consortium will need to gather its own primary data through interviews, surveys, focus groups and industry summits.
2. The SSI How-To-Handbook: IDWD will provide all consortia and their staff with a methodological guidebook entitled *The SSI How-To-Handbook*. This document will be an easy-to-read, straightforward guide to support the research and other activities necessary for the consortia to prepare the three SSI reports (Occupational and Skill Shortage Report, Root Cause Report, and Regional Solutions Report).



3. **SSI Workshops:** To help build know-how and lasting expertise at the local level, IDWD will supplement the handbook with a series of Web-based SSI workshops designed to coach consortium staff members who are directly involved in the conduct of SSI analysis and report writing. These workshops will be conducted by the IDWD SSI team and delivered individually (not jointly) to participating consortia interactively via the Internet with telephonic audio. IDWD will furnish these workshops without additional charge to consortia who indicate in their Applications that they wish to receive them in lieu of engaging consultants to perform the SSI work.
4. **SSI “Webinars”:** Finally, approximately midway through each report construction, IDWD will host one Internet-based seminar (“Webinar”) for all consortia. The Webinar will cover key aspects of the next report to be submitted, answer questions from participating consortia, and provide guidance on the integration of each phase into the “line of sight” for the whole project.

C) **Reporting & Evaluation**

IDWD’s criteria for evaluating the three SSI reports are set forth in attachments to this document.<sup>5</sup> Briefly, those criteria fall into these categories:

1. ***Occupation and Skill Shortages Report***

- **Methodology:** The report should indicate that a thorough and logical methodology was employed in accomplishing the analysis and preparing the reports. Such a methodology is outlined and recommended in the *How-To-Handbook* included among the SSI materials provided by IDWD.
- **Rationale for industry selection:** The reports should clearly describe the rationale for selecting the region’s key industries or clusters of industries and provide a description of each.
- **Rationale for selecting occupations and skill sets:** The report must clearly describe the rationale for selecting the critical occupations and skill sets for each sector/industry and provide a description of each.

***Research and ID Phase Reports:***

- 1) Occupation and Skill Shortages Report  
*Where and how large are they?*
- 2) Root Causes Report  
*Why do shortages really exist?*
- 3) Regional Solutions Report  
*How are root causes addressed?*

<sup>5</sup> Detailed summary sheets for Occupation and Skill Shortage Report, Root Causes Report and Regional Solutions report are in Attachments 5, 6 and 7, respectively.



- **Specification of the size and location of short and long-term occupational shortages:** When occupational shortages are projected, the report must quantify their size and location.
- **Specification of location and significance of critical skills gaps:** When critical skill sets that cut across multiple occupations are determined to be in present or projected shortage, the report must indicate their location and significance.
- **Use of data and other information:** The report must demonstrate an appropriate use of the full range of both primary and secondary data and other information relevant to the study. *Quantitative and qualitative* data along with both *primary and secondary* sources must be presented to verify the major steps taken to identify key industries, sectors, and shortages.
- **Regional industry engagement:** The report must document a truly regional initiative with full engagement from industry representatives in the targeted key industries and/or clusters throughout the process.

## 2. *Root Causes Report*

- **Methodology:** The report should indicate that a logical methodology was employed in the determination of root causes. Such a methodology is outlined and recommended in the *How-To-Handbook* included among the SSI materials provided by IDWD.
- **Description of root causes and their impacts:** The report must clearly describe each root cause and its relative importance in addressing skill shortages.
- **Regional industry engagement:** The report must document a truly regional initiative with full engagement from industry representatives in the targeted key industries and/or clusters throughout the process.

## 3. *Regional Solutions Report*

**Note: A full report must be turned in for each sector/industry in which solutions will be implemented and funding requested<sup>6</sup>. The Regional Solutions Report will be the report which the Review Board and SSI team will use as the primary document to determine grant monies. Each consortium should ensure that this document is the clearest, while also being concise, of the three reports. “Line-of-sight” should be clear, structured and understandable as the report progresses from the shortages, to the root causes, to solutions, to funding, to and action plan, and to a detailed timeline for implementation and sustainability checks.**

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<sup>6</sup> Cover sheet and Registrants forms provided in Attachments 8 and 9, respectively.



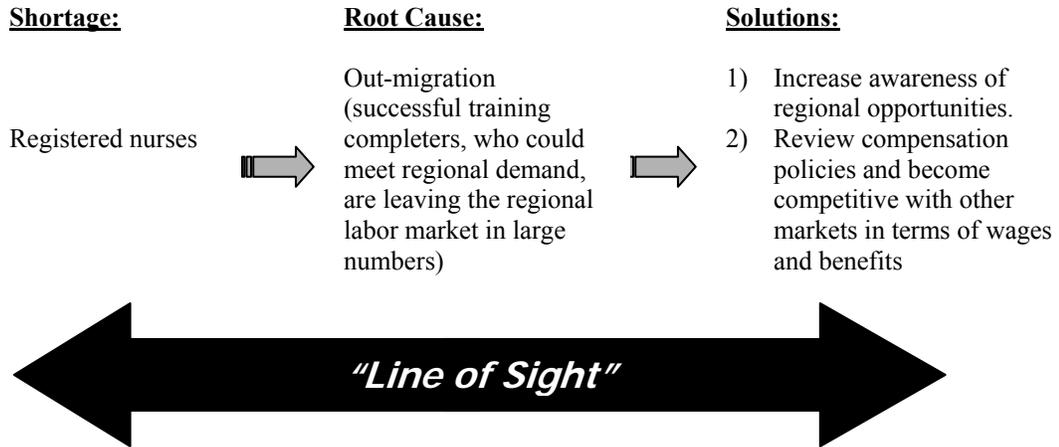
- **Methodology:** The report should indicate that a logical methodology was employed in the development of the regional solutions. Such a methodology is outlined and recommended in the *How-To-Handbook* included among the SSI materials provided by IDWD.
- **Description of Solutions:** The report must clearly describe the solutions and give credible evidence as to how they will have a direct effect on the root causes (see example below). A re-statement of specific shortages and root causes should be included, in sufficient detail, to demonstrate a clear “line-of-sight” between proposed solutions and root causes.
- **Funding Request:** The report must contain a detailed listing and justification for the funds requested to drive the initiative. *IDWD funds will be granted in relation to the amount of public and private funds/resources allocated to the initiative in each region. In order to sustain the goals of SSI beyond the two years of the initiative, consortia must channel existing resources to meet the future needs of implementing the proposed solutions. Specificity is vital as the Review Board will grant money to regions that have the potential to sustain this effort on their own<sup>7</sup>.*
- **Action Plan:** The report must provide an action plan for implementing the solutions. The plan should describe (i) Who will do what; (ii) Results expected from the action; and (iii) How existing regional resources in the public and private sectors will be reallocated and/or leveraged to carry out the planned activities.
- **Timeline:** The report should contain an implementation and execution timeline that illustrates (i) Important dates for implementation; (ii) Responsible parties; and (iii) Resource allocation.
- **Response from outside agencies:** Many solutions will necessarily involve participation from outside agencies (i.e. high schools, colleges, hospitals, businesses, etc.) The report must show that the agencies whose direct involvement will be relied on for the success of the solutions were informed of the solutions and of the extent to which their involvement will be necessary.
- **Sustainability Measures:** To ensure that the implemented solutions are actually alleviating occupation and skill shortages, consortia will provide the SSI review board with an evaluation/measurement of the success of their solutions.
- **Regional industry engagement:** The report must document a truly regional initiative with full engagement from industry representatives in the targeted key industries and/or clusters throughout the process.

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<sup>7</sup> A detailed budget request form is provided in Attachment 10



**Example: Graphical model of a clear “line-of-sight.” Regional Solutions Reports should contain a similar model to ensure that “line-of-sight” analysis was simple yet concise.**



4. *Pass/Revise and Re-submit*

The Report Review committee will read each report submitted by the consortia and will grade according to the criteria outlined above. The committee will use a formalized score card to review each report.<sup>8</sup> If the report is determined to be insufficient with respect to the fulfillment of the reporting criteria, the consortia run the risk of having to re-submit their reports without being granted additional time to complete the subsequent phase. It is in the best interest of the consortia to utilize both the criteria and scoring card as guides while drafting and compiling of their Research and ID phase reports.

D) Research and ID Grant Application Instructions

1. **Eligible Applicants:** To become eligible to apply for planning funds, consortia must enter into an agreement that does the following:
  - (i) Identifies and commits key regional members to participating in SSI regional effort.
  - (ii) Clearly explains how consortia will utilize monies distributed.
2. **Submission of Grant Applications:** Consortia must submit Research and ID Grants by August 5, 2005. All reports (including Occupation and Skill Shortages Report, Root Cause Report, and Regional Solutions Report) should be mailed to the following address as well as submitted electronically on the SSI website (<http://www.in.gov/dwd/employers/ssi.html>):

<sup>8</sup> Grading scorecards for Occupation and Skill Shortages Report, Root Causes Report and Regional Solutions Report are found in Attachments 11, 12, and 13, respectively.



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### 3. **Research and ID Phase Document Construction<sup>9</sup>:**

- (i) *Cover Sheet*: Must be completed in the format provided<sup>10</sup> and included as the first page of the application.
- (ii) *Table of Contents*: Include all headings and subheadings with appropriate page numbers and list all attachments/appendices by title and page number.
- (iii) *Executive Summary*: Should include:
  - Identification of consortia “lead team” members and their agency/entity.
  - Demonstration of the depth of involvement and input of specific agencies/entities.
  - Indication of the amount of planning funds being requested and a brief description of the major steps to be undertaken to complete the required research.
- (iv) *Work Statement*: The work statement is a “plan to plan”. Significant consideration should be applied to the detailed descriptions as they will necessarily lead to more concise and efficient final reports. Specific criteria that should be included:
  - Description of the qualifications of the individuals who will undertake the work.
  - Discussion of how the initiative will be coordinated across current WIB boundaries to ensure that it is responsive to all areas of the EGR.
  - Discussion of the specific plans to integrate regional sector and industry representatives in all steps of the research and analyses processes.
  - Discussion of major primary research that will need to be performed. A listing of specific types (i.e. interviews, survey work, summary) should be included.
  - Submission of a schedule of activities in the format provided.<sup>11</sup> The purpose of this attachment is to supply an organized, general overview of major project activities.
- (v) *Budget Request*: For the research and identification phase, \$3mm will be distributed amongst the 11 consortia to use for any reasonable research and identification activity. The precise amounts given to each EGR will differ

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<sup>9</sup> Grading Scorecard for Research and ID Grant Application provided in Attachment 14

<sup>10</sup> Attachment 15

<sup>11</sup> Attachment 16



according to the scope of the proposed initiative, therefore each consortium will be required to supply a detailed budget request and subsequent justification. A well-developed justification<sup>12</sup> will demand specificity and accurate research to have the best chance of being approved. Typical planning costs might include:

- Staff Costs (**Note: IDWD highly encourages each consortium to hire local staff in an effort to institutionalize knowledge of process and findings of SSI over the forthcoming 2.5 years**)
- Consultant Assistance
- Travel Expenses
- Other Services (i.e. meeting rooms, purchase of data or materials, data processing fees, printing fees)

#### 4. Review and Approval:

- (i) Review and approval of the Research & Identification phase grant applications will be conducted by members of the Strategic Skills team and the Fiscal Agent, Crowe Chizek, LLC. Determination of awards will be based on the complexity, thoroughness, and application of funds demonstrated by each EGR. Monies will be awarded to consortia based on each individual request. This phase is not competitive, but consortia should not operate under presumption that they are entitled to a 1/11 share of the \$3mm (≈ \$272,000). Due to size, concentration of sectors/industry, employer count, etc., certain EGR's may request a disproportionate share of the monies, whether it be above or below the proportional amount. EGR's are expected to view these monies as a portion of the "risk capital" that is being put up by the state. Thus, IDWD will monitor the execution of items outlined in the request. Should any consortia fail to fulfill their obligation during the Research & I.D. phase in a manner not compliant with objectives set out in grant request, the EGR may negatively impact their ability to maximize, or potentially receive competitive solutions implementation monies to be granted for their proposed solutions. In the event any excess Research & I.D. monies remain after the grants have been awarded, these monies will be rolled into Year 1 of the Solutions Implementation budget.
  
- (ii) IDWD and the Strategic Skills Initiative team possess the final approval authority on all Research & Identification grant requests.

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<sup>12</sup> Attachment 17



E) **Research & I.D. Phase (detailed) Timeline**

<i>Timeline (detailed)</i>		
	<b>Start</b>	<b>Finish</b>
<b>Research &amp; I.D. Phase</b>	<b>September 6, 2005</b>	<b>February 22, 2006</b>
<b>Occupation and Skill Shortages Report</b>	<i>September 6, 2005</i>	<i>October 31, 2005</i>
Shortages Report research and compilation	September 6, 2005	October 21, 2005
Shortages Report workshop/webinar	September 27, 2005	September 27, 2004
Shortages Report submission	October 21, 2005	October 21, 2005
Shortages Report review, scoring, and feedback	October 21, 2005	October 31, 2005
<b>Root Cause Report</b>	<i>October 31, 2005</i>	<i>December 30, 2005</i>
Root Cause Analysis and Report compilation	October 31, 2005	December 16, 2005
Root Cause Report workshop/webinar	November 17, 2005	November 17, 2005
Root Cause Report submission	December 16, 2005	December 16, 2005
Root Cause Report review, scoring, and feedback	December 16, 2005	December 30, 2005
<b>Regional Solutions Report</b>	<i>January 2, 2006</i>	<i>March 17, 2006</i>
Regional Solutions Report compilation	January 2, 2006	February 21, 2006
Regional Solutions Report workshop/webinar	February 1, 2006	February 1, 2006
Regional Solutions Report submission	February 21, 2006	February 21, 2006
Regional Solutions review, scoring, and feedback	February 21, 2006	March 14, 2006
Competitive Grant Determinations	March 14, 2006	March 17, 2006

**IV. Solutions & Implementation Phase (detailed) Description**

A) **Description**

Following the submission of the three Research and Identification Phase Reports, the SSI Review Board will meet and determine the allocation of the competitive funds. Funds will be awarded from March 14, 2006 to March 24, 2006. Consortia then enter the implementation phase of this initiative and carry out their proposed solutions.

IDWD will work alongside consortia throughout this phase to guarantee that funds are being used effectively. Towards this goal, consortia will be required to submit Quarterly Solutions Impact Reports that will be used to monitor progress and, ultimately, give support to consortia in areas where they may be lacking. A Continuation Request will also be turned in on January 19, 2007 that will be used to determine funding for year two of this phase.

B) **Funding**

1. Flow of Funds: A total of \$20mm will be made available, on a competitive basis, during the solutions and implementation phase. In year one, \$13mm will be allocated and the remaining \$7mm will be used in year two. Beyond the second



year, consortia are expected to continue programs without state subsidy. More specific yearly breakdowns are provided below:

<i>Year 1</i>	
IWT/JOBS	\$3.0mm
WIA 10%	\$5.2mm
WIA 5%	\$1.8mm
WDF	\$3.0mm
<hr/>	
Total	\$13mm

<i>Year 2</i>	
IWT/JOBS	\$2.0mm
WIA 10%	\$2.0mm
WDF	\$3.0mm
<i>(Consortia match 50%)</i>	
<hr/>	
Total	\$7.0mm

2. Reporting and Tracking: Will be completed by IDWD and the Fiscal Agent in a manner consistent with other Federal and/or State grant/incentive awards. The State is “investing” its capital in early stage solutions, hence risk is inherited and appropriate monitoring of monies is seen as justified..

**C) Implementation & Execution Phase**

Once consortia have received their competitively allocated funding, it is their responsibility to begin implementation of the proposed solutions. Prior research should already have provided a basic timeline of steps needed to execute the solutions; therefore consortia are expected to begin implementation in a timely manner. Throughout the implementation process, it will be important for consortia to track their progress as monetary efficiency and overall solution effectiveness will be reviewed to analyze the success of the initiative.

**D) Evaluation & Sustainability**

Essential to the success of this two year solution and implementation phase will be the ability of the consortia to track the progress of their solutions, note the efficiency, and then sustain the progress or improve less effective methods. Consortia will therefore be required to turn in Quarterly Solutions Impact Reports on three occasions, beginning in April. These reports will not only give the SSI team a clear idea of the success of each EGR’s solutions, but will also give consortia the opportunity to systematically monitor the steps taken towards reaching their solutions.

In addition to the Quarterly Solutions Impact Reports, consortia will be required to turn in a Regional Strategic Training Plan Continuation Request Report on April 16, 2007 that will request funding for year two of the initiative. This report will be created after the Quarterly Reports have been submitted and should describe how the funding requests for year two reflect the evaluation of success in year one.

Year two grant dollars will be awarded on April 17, 2007, after the SSI review board has had an opportunity to evaluate the Regional Strategic Training Plan Continuation



Request Reports. During year two, three more similar Quarterly Solutions Impact Reports will be submitted by consortia. Upon completion of year two, a final Regional Strategic Training Plan will be turned in that will document the results and findings of the entire initiative. This report should summarize the effectiveness of the EGR's solutions and discuss either how these solutions have been accomplished or what plans are necessary for the continuation of the effort.

E) **Solutions & Implementation Phase (detailed) Timeline**

<i>Timeline (detailed)</i>		
	<b>Start</b>	<b>Finish</b>
<b>Solutions &amp; Implementation Phase (Yr. 1)</b>	<b>March 14, 2006</b>	<b>March 14, 2007</b>
<b>Regional Solutions Implementation and Execution</b>	<i>March 20, 2006</i>	<i>March 24, 2006</i>
Competitive Training Grant press release	March 20, 2006	March 20, 2006
Competitive Training Grant dollars awarded	March 22, 2006	March 24, 2006
<b>Year 1 Training Plan Sustainability Measures</b>	<i>March 27, 2006</i>	<i>April 17, 2007</i>
Quarterly Solutions Impact Report 1 due	March 27, 2006	June 27, 2006
Quarterly Solutions Impact Report 2 due	June 28, 2006	September 28, 2006
Quarterly Solutions Impact Report 3 due	September 29, 2006	December 29, 2006
Regional Strategic Training Plan Continuation Request Report Due	January 1, 2007	April 2, 2007
Regional Strategic Training Plan Cont. Req. review and scoring	April 2, 2007	April 16, 2007
Year 2 Grant dollars awarded	April 17, 2007	April 17, 2007
<b>Solutions &amp; Implementation Phase (Yr. 2)</b>	<b>April 18, 2007</b>	<b>April 17, 2008</b>
<b>Regional Strategic Training Plan(s)</b>	<i>May 3, 2007</i>	<i>December 3, 2007</i>
Compile Updated Regional Strategic Training Plan(s)	May 3, 2007	November 12, 2007
Regional Strategic Training Plan Review	November 12, 2007	December 3, 2007
<b>Year 2 Training Plan Sustainability Measures</b>	<i>May 3, 2007</i>	<i>May 5, 2008</i>
Quarterly Solutions Impact Report 1 due	May 3, 2007	August 3, 2007
Quarterly Solutions Impact Report 2 due	August 6, 2007	November 2, 2007
Quarterly Solutions Impact Report 3 due	November 5, 2007	February 4, 2008
Regional Strategic Training Plan - Year 2 Results and Findings	February 5, 2008	May 5, 2008





**Core Agent Selection Criteria (as defined by SSI team)**

1. Core agent must be a current WIB Director
2. Core agent may not be a Service Provider
3. Core agent may be assigned to one region only
4. If a region has more than one current WIB Director, then, at the discretion of IDWD, the WIB Director with either the largest geographic area or largest population will be selected.

<b>Region</b>	<b>Core Agent (Primary)</b>	<b>Secondary Agents</b>
<b>1</b>	Linda Woloshansky	James McShane
<b>2</b>	Juan Manigault	
<b>3</b>	Patty Weddle	
<b>4</b>	Roger Feldhaus	Vicki Byrd
<b>5</b>	Joanne Joyce	Lance Ratliff
<b>6</b>	Barbara Street	
<b>7</b>	Lisa Lee	
<b>8</b>	John Corcoran	
<b>9</b>	David Terrell	John Burnette, Paul Barada
<b>10</b>	Ron McKulick	
<b>11</b>	Chuck Roche	Jerry Yezbick

## **Crowe Chizek and Company LLC**

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**For our people,** we will provide an environment that enables them to make a difference, achieve their full potential, have fun and be part of building something they really care about.

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**Mark Hildebrand**  
Chief Executive Officer  
Crowe and  
Company LLC



SSI Report Review Committee

**Name:**

**Org./Division**

Andrew Penca (chair)  
La Tasha Jordan  
Colleen MacPherson  
Josh Nottingham  
Anne Valentine  
Jane M. Lommel, Ph.D.  
Brian G. Hartz  
John S. Washburn, Ph.D.

Dep. Comm., Strategic Research & Dev.  
Mkt. Support  
Business Consulting  
Customer Solutions  
Marketing/G.A.  
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Phase



*Occupation and Skill Shortages Report*

**Review Criteria – Occupation and Skill Shortages Report**

Introduction: The report must give evidence that a coherent methodology was followed in (i) identifying industries and clusters of industries that are key to the region’s economic development; (ii) identifying occupations and/or skill sets that are critical to the growth of those key industries and clusters; and (iii) producing quantitative estimates of shortages of workers in those critical occupations in the region. The report also must indicate that data and other information were mobilized from all relevant sources. Finally, the report must document that coalition and industry partners were engaged in the process and validated the reports conclusions.

1. Thorough and Logical Methodology. The report should indicate that a logical methodology was employed in accomplishing the tasks outlined in the next three paragraphs numbered below. Such a methodology is outlined and recommended in the *How-To-Handbook* included among the SSI materials provided by IDWD. In addition, IDWD will provide Web-based workshops to train and assist consortia staff in implementing this recommended methodology.
  - The report should clearly state how/if recommended methodology is employed, and
  - The report should clearly state how/if the consortium took advantage of the IDWD-provided web-based workshops to train staff and develop capacity for demand-driven labor market analysis.
  - If an alternative methodology is employed then its logic should be thoroughly explained.
  - At a minimum, the methodology employed should indicate a clear understanding of:
    - The meaning of “industries” and “industry clusters” as used in the SSI;
    - The industries and/or clusters that are or will be “key” to the competitiveness and growth of the local Economic Growth Region (EGR);
    - Occupations and skill sets that are critical to the local EGR’s key industries and/or clusters;
    - The distinction between “occupations” and “skill sets;”
    - Labor market (demand and supply) analysis;
    - The meaning of “occupational shortage” and “skills gap” as used in the SSI; and
    - The meaning of “sensitivity” as used in the SSI.



**Review Criteria – Occupation and Skill Shortages Report (continued)**

2. Selection and Definition of Key Industries and/or Clusters. Report must clearly describe the rationale for selecting the region’s key industries or clusters of industries and provide a description of each.
  - The report clearly states the reasons for selecting the key industries and/or clusters of industries.
  - The report defines the key industries and/or clusters of industries in terms of the NAICS classification system.
  
3. Selection and Definition of Critical Occupations and Skill Sets. Report must clearly describe rationale for selecting the critical occupations and skill sets for each sector/industry and provide a description of each.
  - With respect to both occupations and skill sets, the report provides the reasons for defining them as “critical” to the growth and/or competitiveness of the region’s key industry and/or clusters.
  - With respect to occupations, the report provides documentation that these occupations (1) represent strong employment demand and (2) provide good earnings.
  - The report describes these critical occupations using standard SOC occupational classification codes, or
  - If the critical occupations are deemed “emerging” or are otherwise “non-standard,” then their nature is clearly and fully described.
  - All occupational descriptions include (1) the skills and credentials required for entry, (2) career pathways, and (3) typical wages and earnings (i.e., entry and median).
  - Critical skill sets that cut across multiple occupations are thoroughly described using terminology and categories from one or more of the six O\*NET skill groups (i.e., Basic Skills, Complex Problem Solving Skills, Resource Management Skills, Social Skills, Systems Skills, and Technical Skills)



**Review Criteria – Occupation and Skill Shortages Report (continued)**

4. Specification of the Size and Location of Short and Long-term Occupational Shortages. When occupational shortages are projected, the Report must quantify their size and location. Specifics to be given include:
  - Estimates of short-term (2 years) and long-term (10 years) shortages
  - Distribution by geographic location (county) and specific key industry and/or cluster of industries.
  - As much as possible, specific employers should be named in the report depending on the scope and distribution of the shortage and employer requirements for confidentiality.
  - Reports will be rated, in part, on employer specificity.
5. Specification of Location and Significance of Critical Skills Gaps. When critical skill sets that cut across multiple occupations are determined to be in present or projected shortage, the Report must indicate their location and significance. Specifics to be given include:
  - Prevalence and growth of critical skills gaps in specific key industry and/or cluster of industries.
  - Present and anticipated future negative impact (in terms of loss of competitiveness or reduced growth) of critical skills gaps on the specific key industry and/or cluster of industries.
6. Regional Coalition and Industry Partner Engagement. Report must document a truly regional initiative with full engagement throughout from industry representatives in the targeted key industries and/or clusters. A constant focus on those translating skills into bottom line dollars and cents should be evident in all areas of research and evaluation. Specifics to be shown are that:
  - All required regional coalition partners were provided the opportunity to give input into the selection and analysis of the industry sectors/industries and critical occupations.
  - The selection of sectors/industries was not a result of separate self-interested activities by each WIB and/or their component jurisdictions, but was instead conducted on a regional basis.
  - Industry partners (i.e. private industry, local economic development officials, members of local training providers, and members of the higher education arena) were involved in all areas of analysis (i.e. selections and definition of sectors/industries, critical occupations, and size of shortages) and fully endorse findings and conclusions.



**Review Criteria – Occupation and Skill Shortages Report (concluded)**

7. Mobilization and Use of Information From Relevant Sources: Report demonstrates thorough familiarity with the full range of data and other information that is relevant to the study. At a minimum, that includes:
- Previous and existing studies: The report should take full advantage of previous and existing studies and other materials whose contents are relevant to the purposes of the Strategic Skills Initiative. Among such sources may be the following:
    - Economic Development and Workforce Development Reports. Towards the goal of instilling a demand-driven approach to workforce development, reports from economic development organizations need to be juxtaposed with reports and data produced by education and training providers. Consortia should take steps to integrate these often separate entities, and should clearly demonstrate these efforts in the Report.
  - Labor market and economic databases. Sometimes called “secondary data,” these include a broad array of publicly available industry and occupational data series. The comprehensive SSI Data Packet provided by IDWD furnishes a broad selection of data describing employment and other economic trends at the regional and county level. Consortia may uncover additional databases to enrich their analyses. These should be incorporated with earnings and wages to highlight earning or occupational outliers.
  - Analytical tools such as (but not limited to) Location Quotient Analysis and Shift-Share Analysis.
  - Primary Data. Consortia should pursue systematic data collection activities that document employer-reported shortages in critical occupations. Samples need to be conducted on a representative sample or full population of employers for the targeted industries/occupations. Specifics as to number of employers participating in surveys as opposed to the number of employers in the region should be included. The *How-To-Handbook* provided by IDWD indicates appropriate methods for primary data collection.

## *Root Cause Report*

Attachment 6

### **Review Criteria – Root Causes Report**

1. Thorough and Logical Methodology. The report should indicate that a logical methodology was employed in the determination of root causes. Such a methodology is outlined and recommended in the *How-To-Handbook* included among the SSI materials provided by IDWD. In addition, IDWD will provide Web-based workshops to train and assist consortium staff in implementing this recommended methodology.
  - The report should clearly state how/if recommended methodology is employed, and
  - The report should clearly state how/if the consortium took advantage of the IDWD-provided Web-based workshops to train staff and develop capacity for demand-driven labor market analysis.
  - If an alternative methodology is employed then its logic should be thoroughly explained.
  - A discussion of the following is required:
    - Employer Recruitment and Retention. Report should address potential supply and demand side causes for how employers in the key industries and/or clusters recruit and retain employees in the shortage occupations. Causal relations between the two sides should be noted.
    - Education and Training Capacity and Student Completion/Placement. Report should address any problems with training strategy, capacity, options, dropout rate, etc, and its subsequent effects on the ability to produce graduates to meet identified occupational and/or skill shortages.
    - Student/Worker Career Awareness Access. Report should discuss potential problems with making students and/or workers aware of career opportunities and assisting student and/or workers in getting the necessary prerequisite skills to enter training and find employment in the shortage occupations.
    - Wage Rates and Benefits. Report should, within key industries and/or clusters, look across the EGR and beyond to find variations in wages and benefits and then provide explanations for differences (if any).



**Review Criteria – Root Causes Report (concluded)**

2. Regional Coalition and Industry Partner Engagement. Report must document a truly regional initiative with full engagement throughout from industry representatives in the targeted sectors/industries. A constant focus on those translating skills into bottom line dollars and cents should be evident in all areas of research and evaluation. Specifics to be shown are that:
  - All required regional coalition partners were provided the opportunity to give input into the determination of root causes.
  - The identification and analysis of root causes was conducted on a regional basis and was not the result of separate self-interested activities by individual WIBs and/or their component jurisdictions, but was instead conducted on a regional basis.
  - Industry partners (i.e. private employers, local economic development officials, members of local training providers, and members of the higher education arena) were involved in the analysis and validation of findings and conclusions on root causes. They fully endorse the findings and conclusions of the report by supplying letters of support.
3. Description of Root Causes and Their Impacts. Report must clearly describe each root cause and its relative importance in addressing skill shortages. The body of the Root Cause Report should include:
  - Evidence as to how each root cause was identified.
  - A ranking of each root cause by relative importance and their respective contributions to the projected short and long-term shortages.
  - A **qualitative** assessment of the sensitivity of the projected future occupational and/or skill shortage to changes in the root cause.
  - A **quantitative** estimation of the reduction of the future occupational and/or skills shortage in response to specific levels of reduction of the root cause.



## *Regional Solutions Report*

Attachment 7

### **Review Criteria – Regional Solutions Report**

1. Thorough and Logical Methodology. The report should indicate that a logical methodology was employed in the development of the regional solutions. Such a methodology is outlined and recommended in the *How-To-Handbook* included among the SSI materials provided by IDWD. In addition, IDWD will provide Web-based workshops to train and assist consortium staff in implementing this recommended methodology.
  - The report should clearly state how/if recommended methodology is employed, and
  - The report should clearly state how/if the consortium took advantage of the IDWD-provided Web-based workshops to train staff and develop capacity for demand-driven labor market analysis.
  - If an alternative methodology is employed then its logic should be thoroughly explained.
2. Description of Solutions. Report must clearly describe the solutions and give evidence as to how they will have a direct effect on the root causes. Specifics to be shown are:
  - Rationale for each solution and evidence that the solution is feasible.
  - Evidence that the solution has potential to address short and long-term shortages.
  - Estimate of the contribution of each solution to the reduction of short and long-term shortages.
  - Identification of which solutions are short-term and which are long-term.



**Review Criteria – Regional Solutions Report (continued)**

3. Action Plan. The report provides an action plan for implementing these solutions that minimally includes:
  - Who Will Do What. The action plan describes what organizations (e.g., industry organizations, training providers) will be responsible for what activities in implementing the strategies and when these activities will be started and completed.
  - Results. The action plan describes the expected results from these activities and their contributions toward reducing the short-term and/or long-term shortages (i.e., how much they will reduce the size of the shortages).
  - Reallocating/Leveraging of Existing Public and Private Resources. The action plan identifies how existing regional resources will be reallocated and leveraged to carry out the planned activities. The plan clearly specifies the dollar amount of public funds that will be redirected/leveraged by funding source. The plan clearly specifies the dollar amount of funds (including in-kind) provided by employers and industry organizations.
4. Regional Coalition and Industry Partner Engagement. Report must document a truly regional initiative with full engagement throughout from industry representatives in the targeted key industries and/or clusters. A constant focus on those translating skills into bottom line dollars and cents should be evident in all areas of research and evaluation. The report must show that:
  - All required regional coalition partners were provided the opportunity to give input into the development of solutions.
  - The development of solutions was not a result of separate self-interested activities by each WIB and/or their component jurisdictions, but was instead conducted on a regional basis.
  - Industry partners (i.e. private industry, local economic development officials, members of local training providers, and members of the higher education arena) were involved in all areas of analysis (i.e. descriptions of solutions, response from outside agencies) and fully endorse findings and conclusions.
5. Funding Request. Report must contain a detailed listing of the funds requested to implement solutions. Specifics to consider when preparing this portion of the report include:
  - Justification for funds
  - Appropriateness of funds to reasonable project goals.
  - “Line of Sight” approach.
  - One-time funds vs. recurring funds.



**Review Criteria – Regional Solutions Report (concluded)**

6. Response from Outside Agencies. Many solutions will necessarily involve participation from outside agencies (i.e. high schools, colleges, hospitals, businesses, etc.) Accurate estimates, feasibility predictions and timelines can only be provided with direct support from these agencies. The report must provide evidence that any outside agencies that will be directly involved in the implementation of solutions were informed of the solutions and the extent of their involvement. Report specifics that must be shown are:
- A detailed description of the outside agencies' responses to the proposed solutions.
  - A discussion of how much the agencies plan to be involved in the implementation phase.
  - How the agencies' planned involvement changes or confirms:
    - Feasibility of the solution.
    - Estimation of the contribution of each solution to the reduction of short and long-term shortages.
7. Timeline. Report should contain a timeline for the implementation and execution phase. Specifics to consider while preparing this portion of the report include:
- Important dates during implementation.
  - Responsible parties.
  - Resource/Funding Allocation.
8. Sustainability Measures. Report should contain a detailed account of how the consortium plans to track the success of their proposed solutions. To ensure that shortages are actually being alleviated, the consortium should create a measurement/evaluation of their success. Important questions to be answered in the document are:
- How closely was the proposed timeline followed?
  - How efficiently were funds used?
  - How much, specifically compared to the estimates, were the shortages actually reduced?
  - How prevalent does the shortage remain?
  - How have the sectors/industries and or clusters of industries responded to the implemented solutions.



**Strategic Skills Initiative Regional Solutions Report  
Cover Sheet**

**Economic Growth Region # \_\_\_\_\_ : \_\_\_\_\_**

<b>1. Funding Request</b>		
<b>Requested: \$</b>	<b>Start Date:</b>	<b>End Date:</b>
<b>2. Designated Grantee</b>		
<b>Organization Name:</b>		<b>Telephone Number:</b>
<b>Address:</b>		<b>Fax Number:</b>
<b>Address:</b>		<b>Email Address:</b>
<b>City:</b>	<b>State:</b>	<b>Zip + 4:</b>
<b>County:</b>	<b>FEIN:</b>	
<b>3. Contact Person</b>		
<input type="checkbox"/> Mr. <input type="checkbox"/> Ms. <input type="checkbox"/> Dr. <input type="checkbox"/> Other	<b>First Name:</b>	<b>Last Name:</b>
	<b>Title:</b>	<b>Telephone Number:</b>
<b>Address:</b>		<b>Fax Number:</b>
<b>Address:</b>		<b>Email Address:</b>
<b>City:</b>	<b>State:</b>	<b>Zip + 4:</b>
<b>Member:</b>	<b>Name:</b>	
<b>Lead Team Members</b>		
<b>Name:</b>	<b>Industry:</b>	<b>Title:</b>



Strategic Skills Initiative Regional Solutions Report  
Registrants Form

Economic Growth Region # \_\_\_\_\_ : \_\_\_\_\_  
Sector/Industry \_\_\_\_\_

	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
<b>ADULT REGISTRANTS</b>				
1. Number of Registrants				
2. Registered Core Services				
3. Intensive Services				
4. Training Services				
a. Individual Training Accounts				
b. On-the-Job Training				
c. Customized Training				
5. Supportive Services				
6. Exiters				
7. Entered Employment				
<b>DISLOCATED WORKER REGISTRANTS</b>				
1. Number of Registrants				
2. Registered Core Services				
3. Intensive Services				
4. Training Services				
a. Individual Training Accounts				
b. On-the-Job Training				
c. Customized Training				
5. Supportive Services				
6. Exiters				
7. Entered Employment				
<b>YOUTH REGISTRANTS</b>				
1. Registrants				
2. Exiters				
<b>INCUMBENT WORKERS</b>				
1a. Number of Upgrades				
1b. Number of New Positions				
2. Number of Companies				
<b>TOTAL REGISTRANTS AND UPGRADES/NEW POSITIONS</b>				



Strategic Skills Initiative Regional Solutions Report  
Budget Request Form

Economic Growth Region # \_\_\_\_ : \_\_\_\_\_  
Sector/Industry \_\_\_\_\_

	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
<b>ADULT BUDGET</b>				
Total Adult Program Services				
Core				
Intensive				
Training				
-Individual Training Accounts				
-One-the-Job Training				
-Customized Training				
Supportive Services				
Other Program Costs				
<b>DISLOCATED WORKER BUDGET</b>				
Total Dislocated Worker Program Services				
Core				
Intensive Services				
Training Services				
-Individual Training Accounts				
-On-the-Job Training				
-Customized Training				
Supportive Services				
Other Program Costs (list)				
<b>YOUTH BUDGET</b>				
Program Services				
<b>INCUMBENT WORKER BUDGET</b>				
Instructor; Training Contractor; Tuition				
Trainee Wages and Fringes				
Other Program Costs (list)				
<b>OTHER MONIES</b>				
Total monies received from private industries, endowments, etc.				
<b>Administration</b>				
Total Program Costs				
Total Administration and Program Costs				



<b>Grading Scorecard</b>		
<b>Skill Shortages Report</b>		
<b><i>Thorough and Logical Methodology:</i></b>		
Clear statement of how recommended methodology was employed	(1-10) _____	
Consortium used IDWD Web-based workshops	Yes _____	No _____
Clear understanding of the meaning of “key” SSI terminology	(1-10) _____	
Distinguishes between “occupations” and “skill sets”	(1-10) _____	
<b><i>Selection and Definition of Key Industries and/or clusters:</i></b>		
Clear rationale given for selection of key industries and/or clusters of industries	(1-10) _____	
Defined in terms of NAICS classification	Yes _____	No _____
<b><i>Selection and Definition of Critical Occupations and Skill Sets:</i></b>		
Clear rationale for selecting critical occupations and skill sets	(1-10) _____	
Description of each occupation/skill set (Includes – skills/credentials for entry, career pathways, wages)	(1-10) _____	
Occupations represent strong employment demand and provide good wages	(1-10) _____	
Skill sets described using O*NET skill group terminology	Yes _____	No _____
<b><i>Specification of Size and Location of Occupational Shortages:</i></b>		
Estimates short and long-term shortages	(1-10) _____	
Results distributed by geographic location, industry, employer	Yes _____	No _____
Employer specific information given on scope and distribution of shortages	(1-10) _____	
<b><i>Specification of Location and Significance of Critical Skill Gaps:</i></b>		
Discusses prevalence and growth of skill gaps in key industries and/or clusters of industries	(1-10) _____	
Estimates present and anticipated negative impact of skill gaps	(1-10) _____	
<b><i>Regional Coalition and Industry Partner Engagement:</i></b>		
Regional Consortia were provided a participatory opportunity	Yes _____	No _____
Selection of sectors/industries was truly regional	(1-10) _____	
Industry Partner were involved in entire process	(1-10) _____	
Industry Partners endorse project	Yes _____	No _____
<b><i>Mobilization and Use of Information from Relevant Sources:</i></b>		
Demonstrates familiarity with full range of data	(1-10) _____	
Includes previous and existing studies	Yes _____	No _____
Includes Economic Development and Workforce Development Reports	(1-10) _____	
Includes Labor Market and Economic Databases	(1-10) _____	
Includes Analytical Tools	(1-10) _____	
Includes Primary Data	(1-10) _____	



<b>Grading Scorecard</b>		
<b>Root Causes Report</b>		
<b><i>Thorough and Logical Methodology:</i></b>		
Clear statement of how recommended methodology was employed	<b>(1-10)</b> _____	
Consortium used IDWD Web-based Workshops	<b>Yes</b> _____	<b>No</b> _____
Discussed Employer Recruitment and Retention	<b>(1-10)</b> _____	
Discussed Education and Training Capacity and Student Completion/Placement	<b>(1-10)</b> _____	
Discussed Student/Worker Career Awareness Access	<b>(1-10)</b> _____	
Discussed Wage Rates and Benefits	<b>(1-10)</b> _____	
<b><i>Description of Root Causes and Their Impacts:</i></b>		
Clear Description of each Root Cause	<b>(1-10)</b> _____	
Discussion of Relative Importance to Addressing Skill Shortages	<b>(1-10)</b> _____	
Evidence given as to how the Root Cause was Identified	<b>(1-10)</b> _____	
Ranking of each root cause	<b>Yes</b> _____	<b>No</b> _____
Qualitative assessment of the sensitivity of the projected future shortages to changes in the root cause	<b>(1-10)</b> _____	
Quantitative estimation of the reduction of future shortages	<b>Yes</b> _____	<b>No</b> _____
<b><i>Regional Coalition and Industry Partner Engagement:</i></b>		
Regional Consortia were provided a participatory opportunity	<b>Yes</b> _____	<b>No</b> _____
Determination of Root Causes was truly regional	<b>(1-10)</b> _____	
Industry Partners were involved in entire process	<b>(1-10)</b> _____	
Industry Partners endorse project	<b>Yes</b> _____	<b>No</b> _____



<b>Grading Scorecard</b>		
<b>Regional Solutions Report</b>		
<b><i>Thorough and Logical Methodology:</i></b>		
Clear statement of how recommended methodology was employed	<b>(1-10)</b>	
Consortium used IDWD Web-based Workshops	<b>Yes</b> _____	<b>No</b> _____
<b><i>Description of Solutions:</i></b>		
Clear Description of each Solution	<b>(1-10)</b>	
Evidence that solutions have potential to address short and long-term shortages	<b>(1-10)</b>	
Estimates of the contribution to shortages	<b>Yes</b> _____	<b>No</b> _____
Re-statement of specific shortages and root causes	<b>Yes</b> _____	<b>No</b> _____
Clear “line-of-sight” analysis	<b>(1-10)</b>	
<b><i>Action Plan:</i></b>		
Includes “Who will do what”	<b>Yes</b> _____	<b>No</b> _____
Includes expected results	<b>Yes</b> _____	<b>No</b> _____
Describe plan to reallocate/leverage existing public and private resources	<b>(1-10)</b>	
<b><i>Response from Outside Agencies:</i></b>		
Describes outside agencies’ responses to the proposed solutions	<b>Yes</b> _____	<b>No</b> _____
Discusses how agencies plan to be involved in implementation	<b>(1-10)</b>	
<b><i>Funding Request:</i></b>		
Detailed listing of funds required to implement solutions	<b>(1-10)</b>	
Justification of funds	<b>(1-10)</b>	
Appropriateness of funds	<b>(1-10)</b>	
Clear “line-of-sight” analysis	<b>(1-10)</b>	
Distinguishes between one-time funds and recurring funds	<b>Yes</b> _____	<b>No</b> _____
<b><i>Timeline:</i></b>		
Includes important implementation dates	<b>Yes</b> _____	<b>No</b> _____
Includes listing of responsible parties	<b>Yes</b> _____	<b>No</b> _____
Describes resource/funding allocation	<b>Yes</b> _____	<b>No</b> _____
<b><i>Regional Coalition and Industry Partner Engagement:</i></b>		
Regional Consortia were provided a participatory opportunity	<b>Yes</b> _____	<b>No</b> _____
Development of Solutions was truly regional	<b>(1-10)</b>	
Industry Partners were involved in entire process	<b>(1-10)</b>	
Industry Partners endorse project	<b>Yes</b> _____	<b>No</b> _____
<b><i>Sustainability Measures:</i></b>		
Description of evaluation/measurement to be used	<b>(1-10)</b>	
Includes how efficiently funds were used	<b>Yes</b> _____	<b>No</b> _____
Includes how closely the proposed timeline was followed	<b>Yes</b> _____	<b>No</b> _____
Includes how much shortages were actually reduced	<b>Yes</b> _____	<b>No</b> _____
Includes how prevalent the shortages still are	<b>(1-10)</b>	
Includes how the sectors/industries and/or clusters of industries have responded to the implementation of solutions	<b>(1-10)</b>	



<b>Grading Scorecard</b>		
<b>Research and ID Grant Application</b>		
<b><i>Consortium Formation and Qualifications:</i></b>		
Consortium formed and eligible to apply for training funds	Yes ____	No ____
Membership geographically representative of region	(1-10) _____	
Membership includes key interest groups &/or individuals	(1-10) _____	
<b><i>Application Condition:</i></b>		
Application submitted on time to IDWD	Yes ____	No ____
Application format complies with requirements of RFA.	(1-10) _____	
Application reflects good understanding of scope and purpose of SSI.	(1-10) _____	
Application's Work Statement is a coherent "plan to plan."	(1-10) _____	
<b><i>Application Purpose and Goals:</i></b>		
Application credibly describes steps to involve regional sector and industry representatives.	(1-10) _____	
Application reflects understanding of creating a "demand driven" system for future projects	(1-10) _____	
<b><i>Application Budget:</i></b>		
Application budget request is reasonable both in size and structure and corresponds to the scope of Consortium's Work Statement.	(1-10) _____	
Application budget request reflects rational level of funding dedicated to building staff capacity.	(1-10) _____	
<b><i>Project Personnel:</i></b>		
Application indicates that Consortium staff is now sufficient to accomplish SSI Planning Phase activities within the required timetable.	Yes ____	No ____
Application indicates additional staff needed to accomplish SSI Planning Phase activities within the required timetable.	Yes ____	No ____
Application reflects a need to build staff capacity to conduct labor market analysis and workforce development activities.	(1-10) _____	
Application identifies name of the regional SSI project leader(s) responsible for the completion of the SSI work, including all deliverables.	(1-10) _____	
Application describes the qualifications of the individuals who will undertake the SSI work.	(1-10) _____	
Application indicates which (if any) parts of SSI work will need to be outsourced to consultants and why that will be necessary.	(1-10) _____	
Application indicates that Consortium intends to follow IDW-recommended methodology as outlined in the <i>How-To-Handbook</i>	Yes ____	No ____
Application indicates that Consortium intends to take advantage of web-based SSI workshops to be provided by IWD	Yes ____	No ____



Strategic Skills Initiative Research and ID Grant  
Cover Sheet

Economic Growth Region # \_\_\_\_\_ : \_\_\_\_\_

<b>1. Funding Request</b>			
<b>Requested: \$</b>	<b>Start Date:</b>	<b>End Date:</b>	
<b>2. Designated Grantee</b>			
<b>Organization Name:</b>		<b>Telephone Number:</b>	
<b>Address:</b>		<b>Fax Number:</b>	
<b>Address:</b>		<b>Email Address:</b>	
<b>City:</b>	<b>State:</b>	<b>Zip + 4:</b>	
<b>County:</b>	<b>FEIN:</b>		
<b>3. Contact Person</b>			
<input type="checkbox"/> Mr. <input type="checkbox"/> Ms. <input type="checkbox"/> Dr. <input type="checkbox"/> Other		<b>First Name:</b>	<b>Last Name:</b>
		<b>Title:</b>	<b>Telephone Number:</b>
<b>Address:</b>		<b>Fax Number:</b>	
<b>Address:</b>		<b>Email Address:</b>	
<b>City:</b>	<b>State:</b>	<b>Zip + 4:</b>	
<b>Member:</b>	<b>Name</b>		
<b>Lead Team Members</b>			
<b>Name:</b>	<b>Industry:</b>	<b>Title:</b>	<b>Signature:</b>



Strategic Skills Initiative EGR # \_\_\_\_ : \_\_\_\_\_  
Planning Activities and Schedule

<b>Project Activity 1:</b>	<b>Timeline:</b>	<b>Staff Responsible &amp; Agency:</b>	<b>Effort/Work Hours:</b>	<b>Product Produced (if applicable):</b>
<b>Project Activity 2:</b>	<b>Timeline:</b>	<b>Staff Responsible &amp; Agency:</b>	<b>Effort/Work Hours:</b>	<b>Product Produced (if applicable):</b>
<b>Project Activity 3:</b>	<b>Timeline:</b>	<b>Staff Responsible &amp; Agency:</b>	<b>Effort/Work Hours:</b>	<b>Product Produced (if applicable):</b>
<b>Project Activity 4:</b>	<b>Timeline:</b>	<b>Staff Responsible &amp; Agency:</b>	<b>Effort/Work Hours:</b>	<b>Product Produced (if applicable):</b>
<b>Project Activity 5:</b>	<b>Timeline:</b>	<b>Staff Responsible &amp; Agency:</b>	<b>Effort/Work Hours:</b>	<b>Product Produced (if applicable):</b>
<b>Project Activity 6:</b>	<b>Timeline:</b>	<b>Staff Responsible &amp; Agency:</b>	<b>Effort/Work Hours:</b>	<b>Product Produced (if applicable):</b>

**\*Expand table as needed**



Strategic Skills Initiative Research & ID Grant  
Line Item Budget Request

Economic Growth Region # \_\_\_\_ : \_\_\_\_\_

ITEM	AMOUNT REQUESTED
1. Staff Costs	
2. Consultant Assistance	
3. Travel Expenses	
4. Other Expenses	
<b>TOTAL REQUEST</b>	

1. **Staff Costs:** Prorated wages and benefit costs for that portion of time staff actively work on the project. Staff time charged to the project must be documented (i.e. time sheets).
2. **Consultant Assistance:** Costs for consultants assisting with the project. Include both consultant fees and expenses here. Please note that contracts for consultant services must meet all applicable state and local procurement requirements
3. **Travel Expenses:** Transportation (i.e. mileage), lodging, and meals (or Per Diem) costs for staff and other personnel (excluding consultants) participating in the project.
4. **Other Expenses:** Include costs such as: meeting room costs; purchase of data, reports, and materials; data processing fees; and printing expenses.

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**\*NOTICE:** Attach a detailed justification for all requested costs by line item. The justification must explain what is being requested in relation to the work statement, as well as the “reasonableness” of the amount being requested – this is a critical piece that must be well developed in order for the state to determine final funding levels.

## CONTACT INFORMATION

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