



II. STRATEGIC ELEMENTS

A. Economic, Workforce, and Workforce Development Activities Analysis

The Unified or Combined State Plan must include an analysis of the economic conditions, economic development strategies, and labor market in which the State's workforce system and programs will operate.

1. Economic and Workforce Analysis

A. Economic Analysis. The Unified or Combined State Plan must include an analysis of the economic conditions and trends in the State, including sub-State regions and any specific economic areas identified by the State. This must include:

i. Existing Demand Industry Sectors and Occupations. Provide an analysis of the industries and occupations for which there is existing demand.

Employment is projected to grow more slowly in Indiana between 2021-2031 than it has from 2011-2021. The most recent projections available indicate the number of jobs in the State will increase by just 5.11 percent between 2021 and 2031, from 3,072,578 to 3,229,597, or just over 15,700 jobs annually.¹ In contrast, employment grew by 6.78 percent between 2011 and 2021.²

Like much of the nation, over the next several years, Indiana will experience an increase in the number of workers exiting the labor force due to retirement. Labor force availability is a direct impact limiting Indiana's potential for employment growth. As of 2020, the share of the workforce 45-64 years of age was 37.0%.³ By 2030, the percentage of individuals 45-64 years of age that are projected to retire and begin exiting the labor force is 35.2%. The table below details Indiana's projected labor force share by age in 2030, organized by Economic Growth Region. Indiana has organized the 92 counties in Indiana into twelve EGRs.



Table 1: Labor Force Projections by Age, 2030 (source: STATS Indiana)

Area	16-24	25-44	45-64	65+
Economic Growth Region 1	13.0%	42.7%	37.5%	6.8%
Economic Growth Region 2	15.5%	41.5%	35.5%	7.5%
Economic Growth Region 3	15.5%	42.1%	35.1%	7.3%
Economic Growth Region 4	19.1%	40.8%	33.1%	7.0%
Economic Growth Region 5	11.9%	43.9%	37.3%	6.9%
Economic Growth Region 6	17.5%	40.6%	34.9%	7.0%
Economic Growth Region 7	17.6%	41.3%	33.7%	7.4%
Economic Growth Region 8	20.2%	40.6%	31.6%	7.6%
Economic Growth Region 9	12.9%	42.3%	37.2%	7.7%
Economic Growth Region 10	13.5%	42.3%	36.6%	7.6%

¹ Source: Indiana Department of Workforce Development

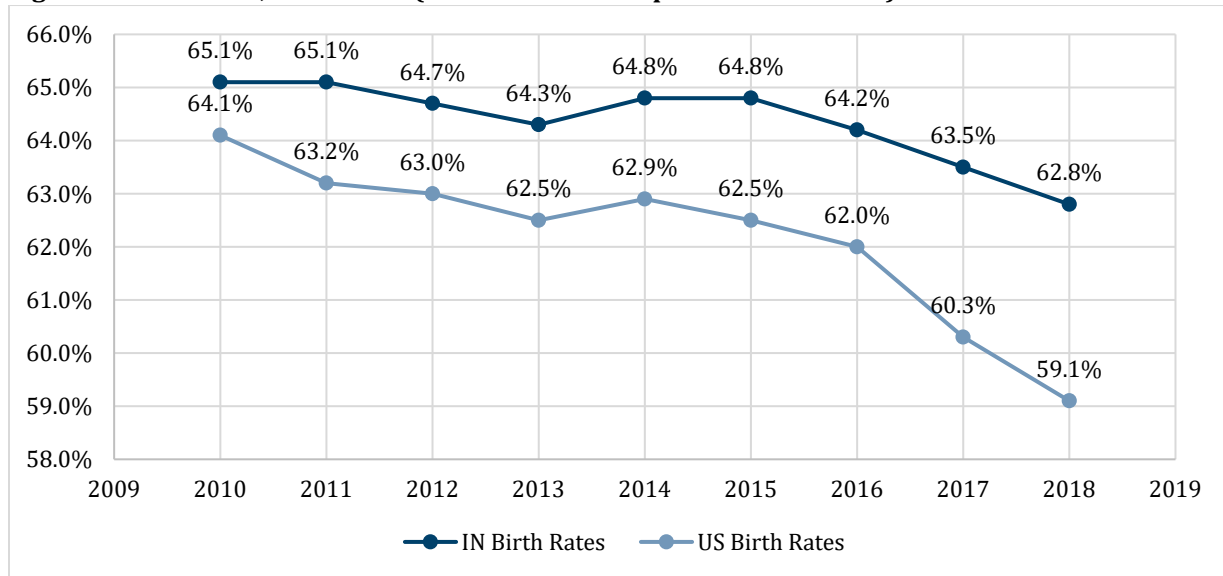
² Source: Lightcast 2023.3, Industry Table, 2-digit NAICS, 2011-2021

³ Source: STATS Indiana, using data from the Indiana Business Research Center, IU Kelley School of Business

Economic Growth Region 11	15.0%	41.1%	35.8%	8.0%
Economic Growth Region 12 (Marion Co)	15.5%	47.0%	31.7%	5.9%

The decline in Indiana’s birth rates has been a continual trend. According to the U.S. Census Bureau, the number of Hoosiers between the ages of 0 to 4 years has decreased by 0.6% from 2010-2018, an average of 2,569 individuals. The demand for future generations of workers is critical to filling the open positions left by the baby boomer generation.

Figure 1: Birth Rates, 2010-2018 (source: Indiana Department of Health)



Because Indiana’s labor force will see an increasing number of retirements over the next decade, many industries in the State will have a high level of job openings even as they experience limited net increases in total employment. Other industries will see both increasing retirements as well as net increases in employment. It is these industries that face the greatest potential for labor shortages over the next decade. Thus, the workforce needs of the Indiana economy will be far greater than is apparent by a simple examination of net job growth numbers.

Existing Industry Demand (2-digit NAICS)

The ten sectors in Indiana by employment size at the 2-digit NAICS (North American Industry Classification System) in 2022, are listed in Table 2: Top Sectors by Employment in Indiana, 2022, 2-digit NAICS.

Table 2: Top Industry Sectors by Employment in Indiana, 2022, 2-digit NAICS (source: Quarterly Employment and Wage Statistics 2022)

Sector	2022 Employment	% of 2022 Employment	Average Annual Wage
Manufacturing	541,010	17.4%	\$72,420
Health Care and Social Assistance	444,982	14.3%	\$57,528
Retail Trade	315,597	10.1%	\$35,995
Accommodation and Food Services	266,222	8.6%	\$21,558
Educational Services	241,167	7.7%	\$49,939
Administrative and Waste Services	192,204	6.2%	\$44,406



Transportation and Warehousing	181,078	5.8%	\$55,884
Construction	156,366	5.0%	\$68,848
Professional and Technical Services	142,934	4.6%	\$83,707
Public Administration	129,625	4.2%	\$57,144
Wholesale Trade	127,644	4.1%	\$81,658
Finance and Insurance	103,319	3.3%	\$85,367
Other Services	89,261	2.9%	\$40,915
Arts, Entertainment, and Recreation	39,737	1.3%	\$39,737
Real Estate and Rental and Leasing	37,315	1.2%	\$60,985
Management of Companies and Enterprises	35,706	1.1%	\$117,677
Information	32,766	1.1%	\$66,124
Utilities	15,990	0.5%	\$103,567
Agriculture, Forestry, Fishing, and Hunting	15,082	0.5%	\$47,268
Mining	5,350	0.2%	\$81,255
Total	3,113,394	100.0%	\$58,054

Table 3 benchmarks the share of employment in Indiana’s top industry sectors to neighboring states in the Midwest. Manufacturing is significantly more important to Indiana’s economy than at the national level, accounting for 17.4% of jobs compared to 8.7%. Indiana leads the nation in terms of manufacturing employment density. All other industries are within a percentage point of the national share of employment with the exception of Professional and Technical Services, which only accounts for 4.6% of Indiana’s employment compared to 7.2% for the nation.

Table 3: Benchmark Comparison of Industry Employment Percentage, 2-digit SOC (source: Quarterly Census of Employment and Wages 2022)

	IN	IL	KY	MI	OH	WI	USA
Manufacturing	17.4%	9.7%	13.1%	14.0%	12.7%	16.6%	8.7%
Health Care and Social Assistance	14.3%	13.7%	15.0%	14.8%	16.1%	14.7%	15.2%
Retail Trade	10.1%	9.7%	10.8%	10.6%	10.1%	10.2%	10.6%
Accommodation and Food Services	8.6%	8.1%	9.0%	8.4%	8.6%	7.9%	9.2%
Educational Services	7.7%	8.9%	8.2%	7.7%	7.8%	7.4%	8.5%
Administrative and Waste Services	6.2%	7.5%	6.3%	6.4%	6.1%	4.8%	6.5%
Transportation and Warehousing	5.8%	5.9%	7.3%	4.2%	5.2%	4.4%	5.0%
Construction	5.0%	3.9%	4.4%	4.4%	4.4%	4.6%	5.4%
Professional and Technical Services	4.6%	7.6%	4.5%	7.3%	5.3%	4.3%	7.2%
Public Administration	4.2%	4.2%	4.6%	4.0%	3.9%	4.6%	5.0%

Table 4 benchmarks growth rates in Indiana’s top industry sectors from 2021-2022 to neighboring states in the Midwest. With the exception of Construction and Professional and Technical Services, Indiana’s growth is slower than the nation’s.

Table 4: Benchmark Comparison of Industry Percent Change, 2021-2022, 2-digit SOC (source: Quarterly Census of Employment and Wages 2022)

	IN	IL	KY	MI	OH	WI	USA
Manufacturing	1.7%	1.7%	3.6%	3.0%	2.6%	2.3%	3.7%
Health Care and Social Assistance	1.5%	2.3%	2.8%	1.1%	0.5%	-0.3%	2.4%
Retail Trade	0.5%	0.3%	<0.0%	1.3%	0.9%	-0.5%	0.9%
Accommodation and Food Services	7.4%	11.8%	7.7%	12.0%	6.3%	6.0%	10.3%
Educational Services	4.4%	3.6%	0.8%	6.3%	3.8%	2.9%	6.0%
Administrative and Waste Services	4.7%	6.6%	2.8%	5.4%	3.2%	2.2%	5.3%
Transportation and Warehousing	6.6%	7.2%	6.7%	7.7%	4.3%	6.4%	7.6%



Construction	4.5%	3.7%	5.0%	4.0%	4.2%	3.3%	4.0%
Professional and Technical Services	8.5%	4.5%	5.7%	4.7%	4.8%	3.8%	6.5%

- Manufacturing

The Midwest is synonymous with manufacturing and Indiana is no exception. In 2022, the manufacturing sector represented the greatest share of the Hoosier workforce with 541,010, or over 17% of all jobs. This represents a slight decrease of 692 jobs from 2018 but is projected to increase by 1.74% over the next ten years, adding over 9,100 jobs to the Hoosier economy. According to the Quarterly Census of Employment and Wages (QCEW) data, manufacturing jobs increased 3.1% from 2021-2022. In comparison, Wisconsin, which has the next highest percentage share of manufacturing jobs in the Midwest, had a 2.3% increase in manufacturing jobs from 2021-2022. Nationally, manufacturing employment had an increase of 3.7%, indicating a rebound from the COVID-19 pandemic.

Among the top five Indiana manufacturing subsectors in 2021, the following are projected to experience employment declines by 2031: Fabricated Metal Product Manufacturing (-443 jobs); Machinery Manufacturing (-4,899 jobs); and Primary Metal Manufacturing (-2,426 jobs). However, Transportation Equipment Manufacturing, the largest manufacturing subsector in Indiana, is projected to add the most jobs by 2031 (+7,551 jobs).⁴ The average annual wage for manufacturing in Indiana is \$72,420, which is significantly higher than the sector's national average of \$60,870.⁵ This may indicate that Indiana's manufacturing workforce is highly skilled and specialized and operating in a competitive talent landscape.

With nearly a quarter of the manufacturing sector's workforce 55 years and older, Indiana is focused on adapting workforce training programs and technology to ensure small, medium, and large-sized manufacturers are equipped with the talent needed for the future of manufacturing.⁶

- Health Care and Social Assistance

Health care and social assistance is a rapidly growing sector in Indiana, due in part to Indiana's aging population, including those from the baby boomer generation. This sector, second largest to manufacturing, recorded 444,982 jobs in 2022 and is projected to add the most jobs of any sector by 2031 (+45,029 jobs). That represents a nearly 10.5% increase in jobs over a ten-year period. 2031 projections indicate that health care and social assistance subsector employment numbers will increase. Among the top include Ambulatory Health Care Services (+21,903 jobs); Social Assistance (+12,922 jobs); Hospitals (+7,154 jobs); and Nursing and Residential Care Facilities (+3,050 jobs).⁷

Health care and social assistance has a strong talent pipeline, with nearly 66% of its workforce being between the ages of 25-54 years of age.⁸ Retirement risk for this sector in Indiana is average in comparison to the national average. The national average for an area the size of Indiana is 104,688

⁴ Source: Bureau of Labor Statistics Analyzed by Indiana Department of Workforce Development

⁵ Source: Occupational Employment and Wage Statistics (OEWS) Survey, 2022

⁶ Source: Lightcast 2023.3, U.S. Bureau of Economic Analysis, Bureau of Labor Statistics

⁷ Source: Bureau of Labor Statistics Analyzed by Indiana Department of Workforce Development

⁸ Source: Lightcast 2023.3, U.S. Bureau of Economic Analysis, Bureau of Labor Statistics



employees 55 or older. In Indiana, there are 98,376 employees.⁹ The average annual wage for health care and social assistance jobs in Indiana is \$57,528, which is less than the national average of \$63,710.¹⁰

- Retail Trade

Similar to national trends, retail trade in Indiana has remained among one of the top sectors in the State by employment count. The 2022 employment size for the sector was 315,597, however, by 2031, the number of jobs is projected to decrease by 4,749. This is the largest projected decrease in jobs between 2021-2031. Retail trade subsectors contributing to this decrease in jobs include Food and Beverage Stores (-4,728 jobs); Gasoline Stations (-1,105 jobs); Electronics and Appliance Stores (-857 jobs); Health and Personal Care Stores (-469 jobs); Clothing and Clothing Accessory Stores (-282 jobs); and Furniture and Home Furnishings Stores (-140 jobs). Subsectors that are projected to add jobs include Motor Vehicle and Parts Dealers (+45,341 jobs); and Building Material and Garden Equipment and Supplies Dealers (+32,814 jobs).¹¹

According to the U.S. Bureau of Labor Statistics, retail trade experienced sharp declines in employment as many retailers and consumers engaged in contactless shopping during the COVID-19 pandemic. As a result, growth in e-commerce, automation, and industry consolidation accelerated the long-term trends of less workers in retail trade.¹² Fewer workers will be required to meet the projected growth in output. The percentage of retail trade jobs in Indiana (10.1%) mirrors the national percentage share of jobs (10.5%). According to QCEW data, the average annual salary for retail trade jobs in Indiana is \$35,995, the second lowest among 2-digit sectors in the State. This is also lower than the national annual average salary of \$40,420.¹³

- Accommodation and Food Services

Accommodation and food services employed 266,222 Hoosiers in 2022. During the COVID-19 pandemic, the number of jobs in this sector dipped down to 247,947 in 2021. The sector has not yet returned to pre-pandemic levels of employment (268,995 in 2018) but is on track to recover lost jobs. Over the next ten years, it is estimated that the sector will experience a 10% increase in jobs, however it is also associated with the lowest average annual salary of any other sector in the State at \$21,558.¹⁴ For comparison, the annual median salary for Indiana is \$42,100.¹⁵ The percentage of accommodation and food services jobs in Indiana is higher than all other Midwest states, with the exception of Wisconsin, but is six percentage points behind the national percentage. Retirement risk for this sector is low in Indiana. Accommodation and food services subsectors that are projected to

⁹ Note: Lightcast derives national average values by taking the national value for a sector and scaling it down to account for the difference in overall workforce size between the nation and Indiana. The values represent the national average adjusted for region size.

¹⁰ Source: Occupational Employment and Wage Statistics (OEWS) Survey, 2022

¹¹ Source: Bureau of Labor Statistics Analyzed by Indiana Department of Workforce Development

¹² Source: <https://www.bls.gov/opub/btn/volume-11/retail-trade-employment-before-during-and-after-the-pandemic.htm>

¹³ Source: Occupational Employment and Wage Statistics (OEWS) Survey, 2022

¹⁴ Source: Occupational Employment and Wage Statistics (OEWS) Survey, 2022

¹⁵ Source: Occupational Employment and Wage Statistics (OEWS) Survey, 2022



contribute to employment growth include Food Services and Drinking Place (+22,265 jobs); and Accommodation, including Hotels and Motels (+4,153 jobs).¹⁶

- Educational Services

The educational services sector is comprised of establishments that provide instruction and training on a variety of subjects. Subsectors include elementary and secondary schools, junior colleges, colleges & universities, etc. In 2022, the sector employed 241,167 individuals and is projected to add another 13,585 by 2031. From 2018 to 2022, this sector lost 8,873 jobs, representing one of the larger declines in total jobs of all industries in Indiana over this five-year period. The pandemic played havoc on educational services resulting in a decline of nearly 14,000 jobs in 2020 alone.¹⁷ The average annual wage for a job in the educational services sector in Indiana according to QCEW data is \$49,939, which is lower than the national average of \$69,190 for this sector.¹⁸

- Administrative and Support and Waste Management and Remediation Services

The administrative and support and waste management and remediation services sector represents 6.2% of all Hoosier jobs (192,204 jobs total). The average annual salary for jobs in this sector in Indiana is \$53,811, which places it near the bottom of high-wage sectors in the State.¹⁹

- Transportation and Warehousing

In 2022, the transportation and warehousing sector employed 181,078 Hoosiers and is projected to add 18,310 jobs by 2031 – an 11.3% increase in jobs. The average annual salary for transportation and warehousing jobs in Indiana is \$68,818, which falls slightly below the State average of \$69,708.²⁰

- Construction

The construction sector employed 156,366 Hoosiers in 2022 and is projected to add just over 1,500 jobs by 2031 (151,093 jobs). The average annual salary for jobs in this sector in Indiana is \$82,569, more than \$12,000 than the State average annual salary.²¹ While the retirement risk is low for construction, it struggles to close the gender gap. The percent of construction jobs in Indiana held by males is 85.4% compared to 14.6% of females, as reported by Lightcast. By 2031, the construction subsector, Heavy and Civil Engineering Construction, is projected to experience a decline of 1,087 jobs. Meanwhile, Specialty Trade Contractors are projected to add 1,728 jobs.²²

- Professional, Scientific, and Technical Services

With an employment size of 142,934 in 2022, the professional, scientific, and technical services sector is among the highest paid top sectors, earning an average annual salary of \$83,707 and has demonstrated continual growth over the last ten years. Jobs in this sector require a high degree of expertise and training and perform services such as architectural and engineering design services;

¹⁶ Source: Bureau of Labor Statistics Analyzed by Indiana Department of Workforce Development

¹⁷ Source: Quarterly Employment and Wage Statistics Survey, 2022

¹⁸ Source: Occupational Employment and Wage Statistics (OEWS) Survey, 2022

¹⁹ Source: Lightcast 2023.3, U.S. Bureau of Economic Analysis, Bureau of Labor Statistics

²⁰ Source: Lightcast 2023.3, Industry Table

²¹ Source: Lightcast 2023.3, Industry Table

²² Source: Bureau of Labor Statistics Analyzed by Indiana Department of Workforce Development



computer services; legal advice and representation; accounting, bookkeeping, and payroll services; etc.

- Public Administration

Public Administration employment data, provided by Indiana Department of Workforce Development, excludes public sector education and hospital employment. The sector had 129,625 jobs in 2022, representing 4.2% of Hoosier jobs, but is projected to lose 1,611 jobs by 2031. That represents less than 1% decline in jobs over the ten-year period.

Existing Occupational Demand (2-digit SOC)

The top occupations in Indiana by base employment in 2021 are detailed in Table 5: Occupations by Employment in Indiana, 2021, 2-digit SOC. Annual exits are defined as annual exits from the occupation, leaving the labor force. Annual transfers are defined as annual transfers from occupation to another. Annual openings are defined as the annual amount of openings for that occupation.

Table 5: Occupations by Employment in Indiana, 2021, 2-digit SOC (source: Quarterly Census of Employment and Wages 2022)

SOC	Occupation	2021 Employment	Annual Exits	Annual Transfers	Annual Openings
43-0000	Office and Administrative Support Occupations	375,641	20,094	24,693	43,392
51-0000	Production Occupations	365,463	15,723	25,984	41,823
53-0000	Transportation and Material Moving Occupations	348,145	18,737	30,499	52,032
41-0000	Sales and Related Occupations	289,296	16,902	21,923	38,462
35-0000	Food Preparation and Serving Related Occupations	259,697	23,697	27,404	53,455
11-0000	Management Occupations	251,496	9,887	12,831	23,679
29-0000	Healthcare Practitioners and Technical Occupations	195,256	6,198	5,919	13,843
25-0000	Educational Instruction and Library Occupations	152,520	7,116	7,104	15,279
13-0000	Business and Financial Operations Occupations	143,603	4,571	8,597	14,234
49-0000	Installation, Maintenance, and Repair Occupations	142,996	5,382	8,728	14,905
47-0000	Construction and Extraction Occupations	142,764	4,960	9,110	14,398
31-0000	Healthcare Support Occupations	114,117	8,069	10,131	19,866
37-0000	Building and Grounds Cleaning and Maintenance Occupations	101,643	6,462	7,640	14,637
39-0000	Personal Care and Service Occupations	66,382	4,952	7,281	13,066



15-0000	Computer and Mathematical Occupations	65,359	1,560	3,402	5,976
21-0000	Community and Social Service Occupations	63,278	2,659	3,765	7,062
33-0000	Protective Service Occupations	58,693	3,102	3,696	6,932
17-0000	Architecture and Engineering Occupations	50,588	1,440	2,367	4,142
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	45,254	2,044	2,891	5,207
19-0000	Life, Physical, and Social Science Occupations	21,262	501	1,621	2,319
23-0000	Legal Occupations	20,559	702	866	1,820
45-0000	Farming, Fishing, and Forestry Occupations	18,483	974	2,042	3,102
	Total	3,292,495	1,657,314	228,494	409,631

Rounding out the top five occupations in Indiana by employment size are:

- Office and Administrative Support Occupations

With 375,641 jobs in 2021, this occupation represents the largest share of jobs in Indiana at the 2-digit SOC level. In 2021, Office and Administrative Support Occupations had the second highest total of annual exits from the labor force and faced significant transfers, or movement to a different occupation. The total annual openings in 2021 for Office and Administrative Support Occupations was 43,392, which was the third most of any occupational group. The typical entry-level education for Office and Administrative Support Occupations is a high school diploma or equivalent. Less than 5 years of work experience is typically required for this occupation and little to no on-the-job training is required. The national annual median salary for Office and Administrative Support Occupations was \$38,050 in May 2021, which was lower than the national annual median salary for all occupations of \$45,760 and lower than the State annual median salary of \$42,100.²³

Office and Administrative Support Occupations in Indiana are concentrated in the following industry sectors: Government (56,850 jobs; 15.1% of total), Health Care and Social Assistance (55,619 jobs; 14.8% of total), Finance and Insurance (41,018 jobs; 10.9% of total), and Manufacturing (36,225 jobs; 9.6% of total).²⁴

- Production Occupations

Production Occupations represented 365,463 jobs in 2021 in Indiana. Among the top five occupations, Production Occupations has the lowest number of annual exits from the labor force (15,723 workers). The annual number of transfers for Production Occupations was 25,984 workers. This represents the number of workers choosing to leave this occupation annually. The total annual openings for Production Occupations in Indiana in 2021 was 41,823. The typical entry-level education for this occupation group is a high school diploma or equivalent. Less than 5 years of work

²³ Source: U.S. Bureau of Labor Statistics, Occupational Outlook Handbook

²⁴ Source: Lightcast 2023.3, Inverse Staffing Patterns, Office and Administrative Support Occupations



experience is typically required for this occupation and little to no on-the-job training is required. The national annual median salary for Production Occupations was \$37,710 in May 2021, which was lower than the national annual median salary for all occupations of \$45,760 and lower than the State annual median salary of \$42,100.²⁵

Production Occupations in Indiana are concentrated in Manufacturing (306,657 jobs; 84.8% of total), Administrative and Support and Waste Management and Remediation Services (17,817 jobs; 4.9% of total), Wholesale Trade (7,416 jobs; 2.1% of total), and Retail Trade (6,714 jobs; 1.9% of total).²⁶

- Transportation and Material Moving Occupations

The 2021 employment size for Transportation and Material Moving Occupations was 348,145. With 30,499 workers, this occupation represents the largest number of annual transfers of any other occupation in Indiana and has the second greatest number of annual total openings (52,032 openings). The typical entry-level education for Transportation and Material Moving Occupations is a high school diploma or equivalent. Less than 5 years of work experience is typically required for this occupation and little to no on-the-job training is required. The national annual median salary for this group was \$36,860 in May 2021, which was lower than the national annual median salary for all occupations of \$45,760 and State annual median salary of \$42,100.²⁷

Transportation and Material Moving Occupations in Indiana are concentrated Transportation and Warehousing (121,067 jobs; 34.9% of total), Retail Trade (55,839 jobs; 16.1% of total), Manufacturing (48,590 jobs; 14.0% of total), and Administrative and Support and Waste Management and Remediation Services (36,220 jobs; 10.5% of total).²⁸

- Sales and Related Occupations

Sales and Related Occupations are the fourth largest occupation group at the 2-digit SOC level in Indiana in 2021 with 289,296 jobs. Among the top five occupations, Sales and Related Occupations had the lowest number of annual transfers, or movement to a different occupation (21,923 transfers). The annual total number of openings for this occupation group in 2021 was 38,462. The typical entry-level education for Sales and Related Occupations is a high school diploma or equivalent. Less than 5 years of work experience is typically required for this occupation and little to no on-the-job training is required. The national annual median salary for Sales and Related Occupations was \$30,600 in May 2021, which was lower than the national annual median salary for all occupations of \$45,760 and State annual median salary of \$42,100.²⁹

Sales and Related Occupations in Indiana are concentrated in Retail Trade (162,928 jobs; 58.7% of total), Wholesale Trade (28,839 jobs; 10.4% of total), Finance and Insurance (20,344 jobs; 7.3% of total), and Manufacturing (14,565 jobs; 5.2% of total).³⁰

²⁵ Source: U.S. Bureau of Labor Statistics, Occupational Outlook Handbook

²⁶ Source: Lightcast 2023.3, Inverse Staffing Patterns, Production Occupations

²⁷ Source: U.S. Bureau of Labor Statistics, Occupational Outlook Handbook

²⁸ Source: Lightcast 2023.3, Inverse Staffing Patterns, Transportation & Material Moving Occupations

²⁹ Source: U.S. Bureau of Labor Statistics, Occupational Outlook Handbook

³⁰ Source: Lightcast 2023.3, Inverse Staffing Patterns, Sales & Related Occupations



- Food Preparation and Serving Related Occupations

The 2021 employment size for Food Preparation and Serving Related Occupations was 259,697 workers. This occupation group had the greatest number of annual exits (23,697) and second greatest number of annual transfers (27,404). Food Preparation and Serving Related Occupations had the greatest share of annual total openings among all 2-digit SOC occupations in Indiana in 2021 (13.0%; 53,455 openings). The typical entry-level education for Food Preparation and Serving Related Occupations is a high school diploma or equivalent. Less than 5 years of work experience is typically required for this occupation and little to no on-the-job training is required. The national annual median salary for Food Preparation and Serving Related Occupations was \$28,400 in May 2021, which was lower than the national annual median salary for all occupations of \$45,760 and lower than the State annual median salary of \$42,100.³¹

Food Preparation and Serving Related Occupations in Indiana are concentrated in Accommodation and Food Services (208,450 jobs; 80.4% of total), Health Care and Social Assistance (13,922 jobs; 5.4% of total), Government (10,962 jobs; 4.2% of total), and Retail Trade (10,574 jobs; 4.1% of total).³²

ii. Emerging Demand Industry Sectors and Occupations. Provide an analysis of the industries and occupations for which demand is emerging.

Emerging Demand in Existing Industry Sectors

The top projected industry sectors in Indiana by 2031 mirror those in 2021, with the top six sectors remaining the largest employed sectors in both years: manufacturing; health care and social assistance; retail trade; accommodation and food services; educational services; and administrative and support and waste management and remediation services.

Over the ten-year period, sectors that are projected to see greatest increase in employment include health care and social assistance (+45,029 jobs); accommodation and food services (+26,418 jobs); professional, scientific, and technical services (+20,845 jobs); transportation and warehousing (+18,310 jobs); and educational services (+13,585 jobs). The only sectors that are projected to see a decrease in employment in that time period are retail trade (-4,749 jobs); government (-1,611 jobs); and utilities (-879 jobs).

Sectors with the greatest percent change between 2021-2031 include professional, scientific, and technical services (+15.92%); arts, entertainment, and recreation (+14.27%); transportation and warehousing (+11.30%); accommodation and food services (+10.70%); and health care and social assistance (+10.42%).

Table 6: Top Industry Sectors by Employment in Indiana, 2031, 2-digit NAICS (source: Quarterly Census of Employment & Wages 2022)

NAICS	Sector	2031 Employment	2021-2031 Change	2021-2031 Change %
31	Manufacturing	533,653	9,141	1.74%
62	Health Care and Social Assistance	477,021	45,029	10.42%
44	Retail Trade	309,217	-4,749	-1.51%
72	Accommodation and Food Services	273,415	26,418	10.70%

³¹ Source: U.S. Bureau of Labor Statistics, Occupational Outlook Handbook

³² Source: Lightcast 2023.3, Inverse Staffing Patterns, Food Preparation & Serving Related Occupations



61	Educational Services	251,230	13,585	5.72%
56	Administrative and Support and Waste Management and Remediation Services	192,179	9,675	5.30%
48	Transportation and Warehousing	180,354	18,310	11.30%
90	Government	164,392	-1,611	-0.97%
54	Professional, Scientific, and Technical Services	151,796	20,845	15.92%
23	Construction	151,093	1,501	1.00%
81	Other Services (except Government)	137,854	7,012	5.36%
42	Wholesale Trade	124,508	2,493	2.04%
52	Finance and Insurance	102,022	1,608	1.60%
71	Arts, Entertainment, and Recreation	41,417	5,171	14.27%
53	Real Estate and Rental and Leasing	35,537	140	0.40%
55	Management of Companies and Enterprises	34,863	861	2.53%
51	Information	26,689	552	2.11%
11	Agriculture, Forestry, Fishing and Hunting	24,918	1,874	8.13%
22	Utilities	12,690	-879	-6.48%
21	Mining	4,749	43	0.91%
	Total	3,229,597	157,019	5.11%

Drilling deeper into the 3-digit NAICS level (i.e., subsectors), the top projected subsectors by employment in 2031 include educational services (251,230 jobs); food services and drinking places (250,079 jobs); administrative and support services (181,599 jobs); ambulatory health care services (177,952 jobs); and hospitals (155,361 jobs). Subsectors that are projected to see greatest increase in employment between 2021-2031 include food services and drinking places (+22,265 jobs); ambulatory health care services (+21,903 jobs); professional, scientific, and technical services (+20,845 jobs); educational services (+ 13,585 jobs); and social assistance (+12,922 jobs).

Table 7: Top 20 Industry Subsectors by Employment in Indiana, 2031, 3-digit NAICS (source: Quarterly Census of Employment & Wages 2022)

NAICS	Sector	2031 Employment	2021-2031 Change	2021- 2031 Change %	% of 2031 Occupations
611	Educational Services	251,230	13,585	5.72%	7.29%
722	Food Services and Drinking Places	250,079	22,265	9.77%	7.26%
561	Administrative and Support Services	181,599	9,483	5.51%	5.27%
621	Ambulatory Health Care Services	177,952	21,903	14.04%	5.16%
622	Hospitals	155,361	7,154	4.83%	4.51%
541	Professional, Scientific, and Technical Services	151,796	20,845	15.92%	4.40%
336	Transportation Equipment Manufacturing	144,559	7,551	5.51%	4.19%
238	Specialty Trade Contractors	96,214	1,728	1.83%	2.79%
930	Local Government, Excluding Education and Hospitals	96,052	820	0.86%	2.79%
423	Merchant Wholesalers, Durable Goods	79,920	1,916	2.46%	2.32%
452	General Merchandise Stores	78,301	1,759	2.30%	2.27%
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	74,947	3,453	4.83%	2.17%



623	Nursing and Residential Care Facilities	73,701	3,050	4.32%	2.14%
624	Social Assistance	70,007	12,922	22.64%	2.03%
493	Warehousing and Storage	69,852	12,362	21.50%	2.03%
332	Fabricated Metal Product Manufacturing	54,630	-443	-0.80%	1.59%
484	Truck Transportation	53,356	662	1.26%	1.55%
524	Insurance Carriers and Related Activities	48,234	1,130	2.40%	1.40%
441	Motor Vehicle and Parts Dealers	45,341	1,622	3.71%	1.32%
311	Food Manufacturing	43,417	1,731	4.15%	1.26%
	Top 20 Industry Sub-Sectors Total	2,196,548	145,498	7.09%	

The top projected occupations at the 2-digit SOC in Indiana by 2031, as detailed in Table 8, include transportation and material moving occupations (376,107 jobs); production occupations (366,626 jobs); office and administrative support occupations (361,695 jobs); sales and related occupations (285,665 jobs); and food preparation and serving related occupations (283,240 jobs).

From 2021-2031, all occupation groups at the 2-digit SOC level are projected to experience an increase in jobs, with the exception of office and administrative support occupations (-13,946 jobs) and sales and related occupations (-3,631 jobs) – both of which are among the largest occupation groups in the State. Occupation groups with the largest projected increase in the ten-year period include transportation and material moving occupations (+27,962 jobs); food preparation and serving related occupations (+23,543 jobs); healthcare practitioners and technical occupations (+17,263 jobs); healthcare support occupations (+16,663 jobs); and business and financial operations occupations (+10,662 jobs).

The automation index score is provided via Lightcast which analyzes the potential automation risk of occupations based on job task content, derived from O*NET. Index scores above 100 have an above average risk of automation while occupations with an automation index below 100 have a below average risk of automation.³³ Having a higher-than-average risk of automation means that a relatively high percent of workers' time and tasks will be spent using, managing, and maintaining computerized and/or automated processes and systems. Occupations in Indiana (at the 2-digit SOC level) that are at highest risk of automation include food preparation and serving related occupations (125.4); construction and extraction occupations (123.1); building and grounds cleaning and maintenance occupations (122.5); production occupations (113.6); and transportation and material moving occupations (111.0) – the occupational group with the greatest projected employment in 2031.

Table 8: Occupations by Employment in Indiana, 2031, 2-digit SOC (source: Quarterly Census of Employment & Wages 2022)

SOC	Occupation	2031 Employment	2021-2031 Change	2021- 2031 % Change	Automation Index
-----	------------	--------------------	---------------------	---------------------------	---------------------

³³ Lightcast combines data with the Frey and Osborne findings at the occupation level and identifies which job tasks are 'at risk' and which are resilient. Lightcast incorporates data to identify where occupations cluster in industries facing disruption, and where workers' skills mean their nearest job options are also facing automation risk.



53-0000	Transportation and Material Moving	376,107	27,962	8.03%	111.0
51-0000	Production	366,626	1,163	0.32%	113.6
43-0000	Office and Administrative Support	361,695	-13,946	-3.71%	98.3
41-0000	Sales and Related	285,665	-3,631	-1.26%	94.8
35-0000	Food Preparation and Serving Related	283,240	23,543	9.07%	125.4
11-0000	Management	261,109	9,613	3.82%	84.9
29-0000	Healthcare Practitioners and Technical	212,519	17,263	8.84%	88.4
25-0000	Educational Instruction and Library	163,108	10,588	6.94%	85.8
13-0000	Business and Financial Operations	154,265	10,662	7.42%	89.4
49-0000	Installation, Maintenance, and Repair	150,945	7,949	5.56%	108.7
47-0000	Construction and Extraction	146,043	3,279	2.30%	123.1
31-0000	Healthcare Support	130,780	16,663	14.60%	95.0
37-0000	Building and Grounds Cleaning and Maintenance	106,997	5,354	5.27%	122.5
15-0000	Computer and Mathematical	75,501	10,142	15.52%	83.4
39-0000	Personal Care and Service	74,708	8,326	12.54%	96.7
21-0000	Community and Social Service	69,656	6,378	10.08%	82.4
33-0000	Protective Service	60,034	1,341	2.28%	98.9
17-0000	Architecture and Engineering	53,934	3,346	6.61%	87.0
27-0000	Arts, Design, Entertainment, Sports, and Media	47,970	2,716	6.00%	89.8
19-0000	Life, Physical, and Social Science	23,235	1,973	9.28%	84.7
23-0000	Legal	23,077	2,518	12.25%	84.0
45-0000	Farming, Fishing, and Forestry	19,348	865	4.68%	109.9

Table 9 details the top 20 projected occupations by employment in Indiana at the 6-digit SOC level. Top occupations at this level by employment in 2031 include laborers and freight, stock, and material movers, hand (103,717 jobs); fast food and counter workers (93,052 jobs); retail salespersons (81,988 jobs); miscellaneous assemblers and fabricators (80,980 jobs); and registered nurses (70,629 jobs).



Among all subsectors, those that are projected to see the greatest increase in employment between 2021-2031 include home health and personal care aides (+9,523 jobs); laborers and freight, stock, and material movers, hand (+9,285 jobs); cooks, restaurants (+8,816 jobs); fast food and counter workers (+5,047 jobs); and registered nurses (+3,940 jobs). Fast food and counter worker occupations are projected to have the greatest number of annual openings among all subsectors (20,075), followed by laborers and freight, stock, and material movers, hand (14,811 openings). However, the latter is projected to experience the greatest number of exits annually from the workforce (9,816).

Over the ten-year period, DWD is also tracking the total number of annual transfers, or the number of estimated workers who leave an occupation to enter a different occupation. Occupations that are projected to have the greatest number of annual transfers from 2021-2031 include fast food and counter workers (9,754 transfers); laborers and freight, stock, and material movers, hand (9,082 transfers); retail salespersons (6,685 transfers); miscellaneous assemblers and fabricators (5,860 transfers); and cashiers (5,697 transfers). With the exception of miscellaneous assemblers and fabricators, each of these occupations require no formal educational credential or work experience. As these workers continue to gain on-the-job experience and upskilling opportunities, they become more qualified for more technical occupations that are associated with higher salaries.

Table 9: Top 20 Occupations by Employment in Indiana, 2031, 6-digit SOC (source: Quarterly Census of Employment & Wages 2022)

SOC	Occupation	2031 Employment	2021- 2031 Change	2021 Annual Exits	2021 Annual Transfers	2021 Annual Total Openings
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	103,717	9,285	4,801	9,082	14,811
35-3023	Fast Food and Counter Workers	93,052	5,047	9,816	9,754	20,075
41-2031	Retail Salespersons	81,988	-1,019	5,301	6,685	11,884
51-2090	Miscellaneous Assemblers and Fabricators	80,980	-1,281	3,569	5,860	9,301
29-1141	Registered Nurses	70,629	3,940	2,201	1,705	4,300
43-9061	Office Clerks, General	70,190	-3,203	4,529	4,518	8,727
11-9013	Farmers, Ranchers, and Other Agricultural Managers	69,889	-5,043	5,054	2,566	7,116
53-3032	Heavy and Tractor-Trailer Truck Drivers	59,997	2,357	2,733	4,161	7,130
11-1021	General and Operations Managers	59,530	3,631	1,326	3,676	5,365
41-2011	Cashiers	58,381	-6,331	5,912	5,697	10,976
53-7065	Stockers and Order Fillers	55,482	3,910	3,430	5,688	9,509
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	51,256	2,040	3,489	3,526	7,219



43-4051	Customer Service Representatives	50,996	-1,677	2,857	4,427	7,116
31-1120	Home Health and Personal Care Aides	49,316	9,523	3,612	3,120	7,684
35-3031	Waiters and Waitresses	43,388	3,090	3,540	4,943	8,792
49-9071	Maintenance and Repair Workers, General	40,110	1,866	1,607	2,179	3,973
35-2014	Cooks, Restaurant	35,121	8,816	2,120	2,594	5,596
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	33,255	1,362	1,119	2,154	3,409
31-1131	Nursing Assistants	32,491	1,218	2,087	2,699	4,908
43-3031	Bookkeeping, Accounting, and Auditing Clerks	29,835	-1,237	2,040	1,707	3,623

Emerging Demand based on Federal Investments

Indiana is expecting unprecedented levels of federal investment in infrastructure, transportation, clean energy, and semiconductor manufacturing from the Infrastructure Investment and Jobs Act, known as the Bipartisan Infrastructure Law (BIL) (including the Broadband Equity Access & Deployment (BEAD) Program), and the Creating Helpful Incentives to Produce Semiconductors (CHIPS) and Science Act, and the Inflation Reduction Act (IRA).

While the exact funding levels and the resulting economic and workforce impact of these investments is still being evaluated, we know that we currently have a high baseline of demand for the workers that will be most critical to deploying these funds across the State even before factoring in the impact of these investments.

Infrastructure Investment and Jobs Act, known as the Bipartisan Infrastructure Law (BIL)

There are currently over 450,000 workers in the industries that are most closely associated with infrastructure projects. The five most critical occupations for deploying infrastructure investments account for 56% of the employment in these industries. The infrastructure sector will need to compete with all other industries across the economy for these workers.

Table 10: Top Occupations Needed for Infrastructure Investments, Baseline Projections, 2022 - 2033 (source: Lightcast)

SOC	Occupation	2022 Jobs	Growth Rate	Prep. Needed	Average Annual Job Openings	Share of Workers Aged 55+	Higher than Average Risk of Automation
47-2061	Construction Laborers	30,769	9%	Some	3,058	17%	✓



47-2073	Operating Engineers and Other Construction Equipment Operators	10,286	8%	Some	1,007	26%	✓
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	15,532	4%	Medium	1,372	28%	✓
53-3032	Heavy and Tractor-Trailer Truck Drivers	62,728	5%	Some	7,230	35%	✓
11-9021	Construction Managers	9,408	14%	Considerable	832	32%	✗

These occupations account for a significant number of jobs and are projected to grow over the next decade, with the average number of job openings ranging from around 1,000 per year up to over 7,000. Retirement risk is relatively low among these occupations, but automation risk is higher than average. These occupations have minimal education and training requirements, but it is likely that employers would value soft skills and digital literacy training.

Indiana is also poised to receive part of a \$1 billion investment, via the BIL, into hydrogen production through the Midwest Alliance for Clean Hydrogen. The Midwest Hub includes Indiana, Illinois, and Michigan and these states could see additional investments from the private sector as well as 13,600 direct jobs. Indiana will produce hydrogen as a fuel source near BP's refinery in Whiting, Indiana. Technical occupations that will be critical to this project include machinists, industrial machinery mechanics, industrial engineers, maintenance and repair workers, general, and industrial production managers.

CHIPS and Science Act

While semiconductor manufacturing is still in its nascent stage in Indiana, the State's strong manufacturing identity and skilled workforce ensure it will be in a strong position to compete for semiconductor investment. Indiana is already seeing investment in this industry. The State is currently leading the Silicon Crossroads Microelectronics Commons Hub, one of eight regional innovation hubs funded by the Department of Defense to help increase the production of semiconductor technologies and microelectronics. Based out of Purdue University, the hub will receive \$2 billion over the next 5 years from the CHIPS Act to grow the region's semiconductor innovation ecosystem.

There are currently nearly 389,000 workers in industries related to semiconductor manufacturing within Indiana. The top five occupations within these industries account for 33% of the current jobs. Many of these occupations are in high demand from other industry sectors as well.



**Table 11: Top Occupations Needed for Semiconductor Investments, Baseline Projections, 2022 - 2033
(source: Lightcast)**

SOC	Occupation	2022 Jobs	Growth Rate	Prep. Needed	Avg. Annual Job Openings	Share of Workers Aged 55+	Higher than Average Risk of Automation
51-2028	Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers	8,267	13%	Some	1,093	31%	✓
51-9141	Semiconductor Processing Technicians	174	67%	Some	37	34%	✓
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	20,363	3%	Some	2,560	28%	✓
51-2098	Miscellaneous Assemblers and Fabricators	89,066	-2%	Some	10,141	20%	✓
17-2112	Industrial Engineers	11,706	15%	Considerable	883	26%	✗

While semiconductor processing technicians are currently a relatively small occupation in the State, this occupation is projected to grow by 67% in the next decade. Furthermore, recent economic development announcements suggest this occupation will grow even more significantly in the coming years based on projects currently in development. Several of the other top occupations are expected to grow in the next 10 years, with significant average annual openings ranging from 900 to over 10,000. Retirement risk is high among these occupations which is expected to impact demand for replacement workers. Most of these occupations require minimal education and job training; however, due to their risk of automation and the future orientation of this cluster, digital and technical skills will be crucial to keeping up with employer’s workforce needs. Industrial engineers are among the only top occupations to require a bachelor’s degree, and it is the only one with a below average risk of automation.

Inflation Reduction Act (IRA)

There are currently an estimated 684,959 workers employed in clean energy industries across the State. Among the forty-four occupations that are most critical to clean energy, the top five account for 28% of employment.



Table 12: Top Occupations Needed for Clean Energy Investments, Baseline Projections, 2022 - 2033 (source: Lightcast)

SOC	Occupation	2022 Jobs	Growth Rate	Prep. Needed	Average Annual Job Openings	Share of Worker Aged 55+	Higher than Average Risk of Automation
47-2111	Electricians	15,920	10%	Medium	1,669	21%	✓
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	15,532	4%	Medium	1,372	28%	✓
47-2152	Plumbers, Pipefitters, and Steamfitters	13,306	4%	Medium	1,257	20%	✓
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	8,310	8%	Medium	804	19%	✓
49-9051	Electrical Power-Line Installers and Repairers	3,779	13%	Some	375	17%	✓

The top 5 occupations are all experiencing growth, ranging from 4% to 13% over the next decade and are projected to have a significant number of job openings each year due to economic growth and job replacements due to churn and retirement. The clean energy sector will face competition from other sectors for these workers. Each of these occupations have a higher-than-average risk of automation, which means that a relatively high percent of workers' time and tasks will be spent using, managing, and maintaining computerized and/or automated processes and systems. This will likely result in an increased demand for technical and digital skills among these workers. Most of these occupations require a high school diploma or equivalent and short-term training or a registered apprenticeship. However, it is worth noting that although these occupations are at-risk of automation, they will not be going away anytime soon.

iii. Employers' Employment Needs. With regard to the industry sectors and occupations identified in (A)(i) and (ii), provide an assessment of the employment needs of employers, including a description of the knowledge, skills, and abilities required, including credentials and licenses.

Table 13 details the educational attainment requirement, work experience requirement, and job training requirements for each of the top 20 projected occupations in Indiana. Most of the top occupations do not require any work experience, except for farmers, ranchers, and other agriculture managers; and general and operations managers which both require 5 years of experience or more. The occupational group, cooks, restaurant, requires less than 5 years of experience.



Additionally, nearly all occupations require some level of job training experience, whether that is short-term or moderate-term on-the-job training experience. Only registered nurses; farmers, ranchers, and other agricultural managers; and general and operations managers do not require job training experience. It is worth noting, however, that registered nurses and general and operations managers require additional training post-employment to attain competency in the skills needed in these occupations, which is why there are no job training requirements listed.

Table 13: Educational Attainment Requirement, Work Experience Requirement, and Job Training Requirement for Top 20 Occupations by Employment in Indiana, 2031, 6-digit SOC (source: Quarterly Census of Employment & Wages)

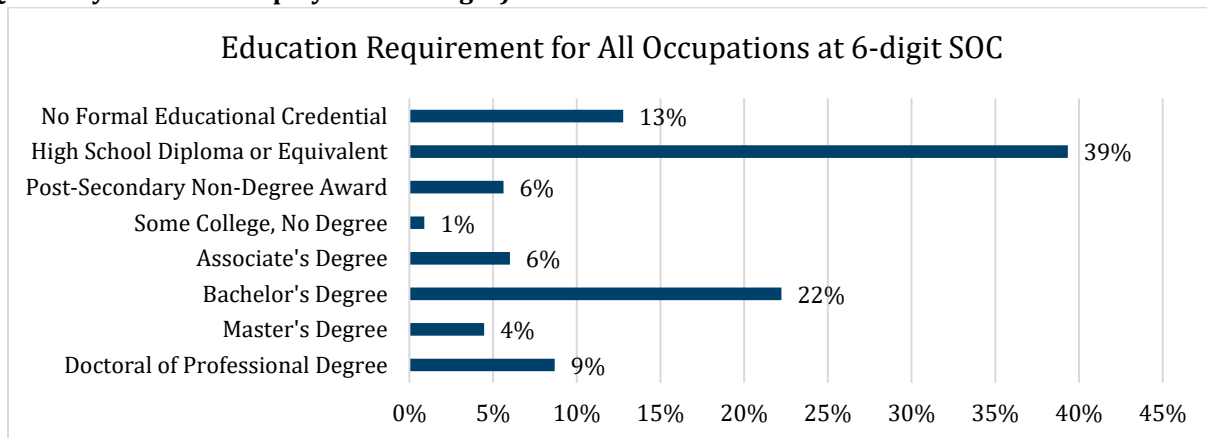
SOC	Occupation	2031 Employment	Education Value	Work Experience Value	Job Training Value
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	103,717	No formal educational credential	None	Short-term on-the-job training
35-3023	Fast Food and Counter Workers	93,052	No formal educational credential	None	Short-term on-the-job training
41-2031	Retail Salespersons	81,988	No formal educational credential	None	Short-term on-the-job training
51-2090	Miscellaneous Assemblers and Fabricators	80,980	High school diploma or equivalent	None	Moderate-term on-the-job training
29-1141	Registered Nurses	70,629	Bachelor's degree	None	None
43-9061	Office Clerks, General	70,190	High school diploma or equivalent	None	Short-term on-the-job training
11-9013	Farmers, Ranchers, and Other Agricultural Managers	69,889	High school diploma or equivalent	5 years or more	None
53-3032	Heavy and Tractor-Trailer Truck Drivers	59,997	Postsecondary non-degree award	None	Short-term on-the-job training
11-1021	General and Operations Managers	59,530	Bachelor's degree	5 years or more	None
41-2011	Cashiers	58,381	No formal educational credential	None	Short-term on-the-job training
53-7065	Stockers and Order Fillers	55,482	High school diploma or equivalent	None	Short-term on-the-job training
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	51,256	No formal educational credential	None	Short-term on-the-job training
43-4051	Customer Service Representatives	50,996	High school diploma or equivalent	None	Short-term on-the-job training



31-1120	Home Health and Personal Care Aides	49,316	High school diploma or equivalent	None	Short-term on-the-job training
35-3031	Waiters and Waitresses	43,388	No formal educational credential	None	Short-term on-the-job training
49-9071	Maintenance and Repair Workers, General	40,110	High school diploma or equivalent	None	Moderate-term on-the-job training
35-2014	Cooks, Restaurant	35,121	No formal educational credential	Less than 5 years	Moderate-term on-the-job training
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	33,255	High school diploma or equivalent	None	Moderate-term on-the-job training
31-1131	Nursing Assistants	32,491	Postsecondary non-degree award	None	None
43-3031	Bookkeeping, Accounting, and Auditing Clerks	29,835	Some college, no degree	None	Moderate-term on-the-job training

Figure 2 details the educational attainment requirements for all occupations at the 6-digit SOC level in Indiana. Nearly 40% of all occupations in Indiana require a high school diploma or equivalent and 28% require a 2-year or 4-year degree. Only 6% of occupations require a post-secondary non-degree award compared to 1% that require some college, no degree. However, since the data do not include industry-recognized credentials, registered apprenticeships, or other short-term training that is not provided by a registered academic institution, the share of jobs that require technical training is likely undercounted. The percentage of occupations in the State that do not require any formal educational credential (even a high school diploma) is 13%.

Figure 2: Education Attainment Requirement for All Occupations at the 6-digit SOC level (source: Quarterly Census of Employment & Wages)





Indiana collected job posting analytics data provided by Lightcast’s dataset of job posting profiles by employers.³⁴ Tables 14, 15, and 16 detail the top advertised specialized skills, commons skills, and qualifications for the top five industry sectors in Indiana at the 2-digit NAICS level in 2031. The skills and qualifications listed are associated with a percentage. This reflects the percent of job postings, collected, gleaned, and documented by Lightcast, that have those skills and qualifications listed for each respective industry sector (Tables 14, 15, and 16) and occupations (Tables 17, 18, and 19) from January 2021 to January 2023.

Table 14: Top Advertised Specialized Skills for Top 5 Industry Sectors in Indiana, 2031 (source: Lightcast)³⁵

NAICS	Sector	Specialized Skills
31	Manufacturing	<ul style="list-style-type: none"> • Project Management (10%) • Auditing (9%) • Forklift Truck (9%) • Warehousing (9%) • Good Manufacturing Practices (7%)
62	Health Care and Social Assistance	<ul style="list-style-type: none"> • Nursing (26%) • Nursing Care (7%) • Medical Records (6%) • CPR (6%) • Caregiving (5%)
44	Retail Trade	<ul style="list-style-type: none"> • Merchandising (39%) • Selling Techniques (15%) • Cash Register (14%) • Product Knowledge (10%) • Inventory Management (9%)
72	Accommodation and Food Services	<ul style="list-style-type: none"> • Restaurant Operation (43%) • Food Safety and Sanitation (13%) • Cash Handling (8%) • Food Preparation (8%) • Food Services (8%)
61	Educational Services	<ul style="list-style-type: none"> • Marketing (8%) • Student Services (6%) • Nursing (6%) • Lesson Planning (6%) • Project Management (5%)

Table 15: Top Advertised Common Skills for Top 5 Industry Sectors in Indiana, 2031 (source: Lightcast)³⁶

NAICS	Sector	Common Skills
31	Manufacturing	<ul style="list-style-type: none"> • Communications (39%) • Management (27%) • Operations (23%) • Leadership (21%) • Problem Solving (20%)

³⁴ Data Methodology: <https://kb.lightcast.io/en/articles/6957446-job-posting-analytics-ipa-methodology>

³⁵ Source: Lightcast 2023.3, Job Posting Analytics, January 2021 – January 2023

³⁶ Source: Lightcast 2023.3, Job Posting Analytics, January 2021 – January 2023



62	Health Care and Social Assistance	<ul style="list-style-type: none"> • Communications (29%) • Customer Service (16%) • Management (13%) • Leadership (11%) • Planning (9%)
44	Retail Trade	<ul style="list-style-type: none"> • Customer Service (59%) • Sales (48%) • Communications (39%) • Management (32%) • Leadership (21%)
72	Accommodation and Food Services	<ul style="list-style-type: none"> • Customer Service (37%) • Communications (31%) • Management (24%) • Cleanliness (17%) • Operations (16%)
61	Educational Services	<ul style="list-style-type: none"> • Communications (40%) • Teaching (27%) • Management (18%) • Leadership (18%) • Writing (17%)

Table 16: Top Advertised Qualifications for Top 5 Industry Sectors in Indiana, 2031 (source: Lightcast)³⁷

NAICS	Sector	Common Skills
31	Manufacturing	<ul style="list-style-type: none"> • Valid Driver's License • Security Clearance • Master Of Business Administration (MBA) • Forklift Certification • Commercial Driver's License (CDL)
62	Health Care and Social Assistance	<ul style="list-style-type: none"> • Registered Nurse (RN) • Basic Life Support (BLS) Certification • Valid Driver's License • CPR Certification • Licensed Practical Nurse (LPN)
44	Retail Trade	<ul style="list-style-type: none"> • Valid Driver's License • Certified Pharmacy Technician • Registered Pharmacist (RPh) • Automotive Service Excellence (ASE) Certification • CDL Class A License
72	Accommodation and Food Services	<ul style="list-style-type: none"> • Valid Driver's License • ServSafe Certification • Food Safety Certification • Food Handler's Card • CPR Certification
61	Educational Services	<ul style="list-style-type: none"> • Valid Driver's License • Teaching Certificate • Registered Nurse (RN)

³⁷ Source: Lightcast 2023.3, Job Posting Analytics, January 2021 – January 2023



		<ul style="list-style-type: none"> • CPR Certification • Board Certified/Board Eligible
--	--	---

Drilling deeper, Tables 17, 18, and 19 detail the top advertised specialized skills, common skills, and qualifications for the top five occupations in Indiana at the 6-digit SOC level in 2031.

Table 17: Top Advertised Specialized Skills for Top 5 Emerging Occupations in Indiana, 2031 (source: Lightcast)³⁸

SOC	Occupation	Specialized Skills
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	<ul style="list-style-type: none"> • Warehousing (66%) • Forklift Truck (27%) • Palletizing (17%) • Pallet Jacks (13%) • General Mathematics (9%)
35-3023	Fast Food and Counter Workers	<ul style="list-style-type: none"> • Restaurant Operation (38%) • Food Services (24%) • Food Safety & Sanitation (22%) • Cash Register (13%) • Food Preparation (13%)
41-2031	Retail Salespersons	<ul style="list-style-type: none"> • Merchandising (48%) • Selling Techniques (26%) • Cash Register (18%) • Cash Handling (14%) • Stocking Merchandise (13%)
51-2090	Miscellaneous Assemblers and Fabricators	<ul style="list-style-type: none"> • Hand Tools (24%) • Assembly Lines (16%) • Power Tool Operation (13%) • Machinery (8%) • Warehousing (7%)
29-1141	Registered Nurses	<ul style="list-style-type: none"> • Nursing (52%) • Nursing Care (17%) • Intensive Care Unit (11%) • Medication Administration (9%) • Home Health Care (8%)

Table 18: Top Advertised Common Skills for Top 5 Emerging Occupations in Indiana, 2031 (source: Lightcast)³⁹

SOC	Occupation	Common Skills
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	<ul style="list-style-type: none"> • Loading & Unloading (29%) • Lifting Ability (29%) • Communications (19%) • Detail Oriented (13%) • Packaging & Labeling (13%)
35-3023	Fast Food and Counter Workers	<ul style="list-style-type: none"> • Customer Service (44%) • Communication (26%) • Sanitation (21%) • Cleanliness (15%) • Management (14%)

³⁸ Source: Lightcast 2023.3, Job Posting Analytics, January 2021 – January 2023

³⁹ Source: Lightcast 2023.3, Job Posting Analytics, January 2021 – January 2023



41-2031	Retail Salespersons	<ul style="list-style-type: none"> • Sales (78%) • Customer Service (72%) • Communications (38%) • Retail Sales (28%) • Management (25%)
51-2090	Miscellaneous Assemblers and Fabricators	<ul style="list-style-type: none"> • Lifting Ability (23%) • Detail Oriented (16%) • Communications (15%) • Operations (12%) • Packaging And Labeling (9%)
29-1141	Registered Nurses	<ul style="list-style-type: none"> • Communications (18%) • Planning (10%) • Management (9%) • Coordinating (8%) • Teaching (8%)

Table 19: Top Advertised Qualifications for Top 5 Emerging Occupations in Indiana, 2031 (source: Lightcast)⁴⁰

SOC	Occupation	Common Skills
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	<ul style="list-style-type: none"> • Valid Driver's License • Forklift Certification • Commercial Driver's License • Security Clearance • CDL Class A License
35-3023	Fast Food and Counter Workers	<ul style="list-style-type: none"> • Valid Driver's License • Food Handler's Card • ServSafe Certification • Food Safety Certification • CPR Certification
41-2031	Retail Salespersons	<ul style="list-style-type: none"> • Valid Driver's License • Automotive Service Excellence (ASE) Certification • Cosmetology License • Esthetician License • Registered Nurse (RN)
51-2090	Miscellaneous Assemblers and Fabricators	<ul style="list-style-type: none"> • Valid Driver's License • Security Clearance • Forklift Certification • Linux Certified Instructor • Commercial Driver's License (CDL)
29-1141	Registered Nurses	<ul style="list-style-type: none"> • Registered Nurse (RN) • Basic Life Support (BLS) Certification • Advanced Cardiovascular Life Support (ACLS) Certification • CPR Certification • Advanced Life Support

⁴⁰ Source: Lightcast 2023.3, Job Posting Analytics, January 2021 – January 2023

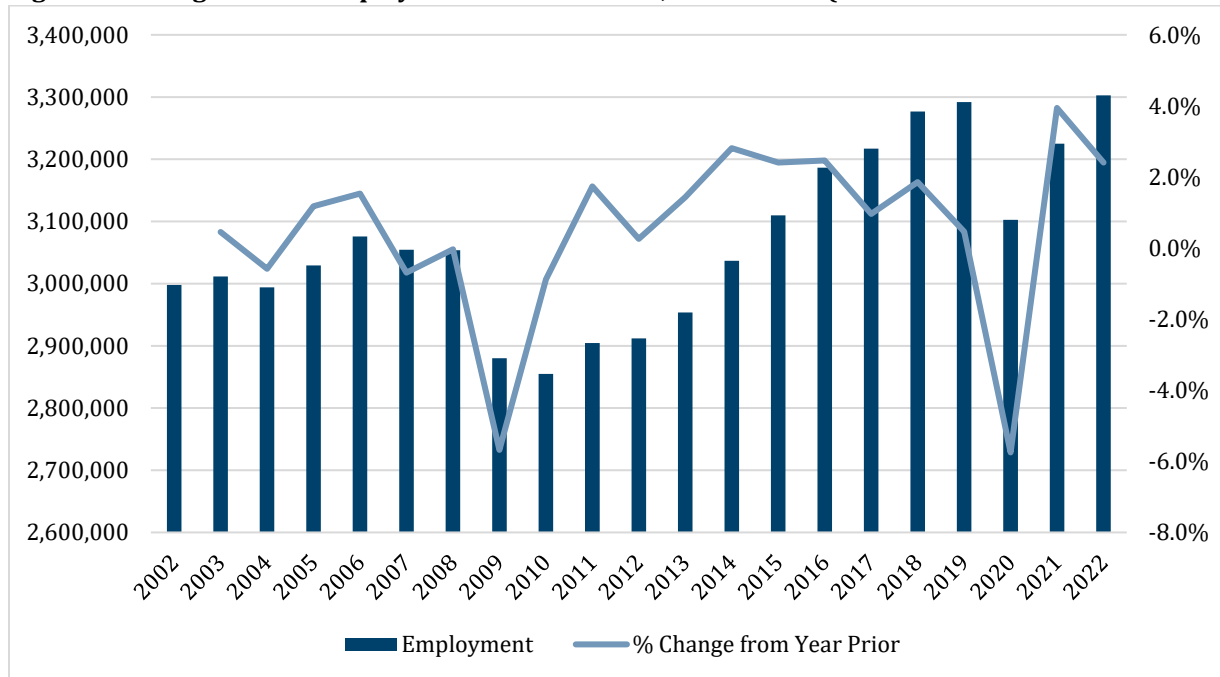


B. Workforce Analysis. The Unified or Combined State Plan must include an analysis of the current workforce in the State and within various state regions. Provide key analytical conclusions in aggregate as well as disaggregated among populations to identify potential disparities in employment and educational attainment and understand labor force conditions for items (i) – (iii) below. Populations analyzed must include individuals with barriers to employment described in the first paragraph of Section II. Analysis must include:

i. Employment and Unemployment. Provide an analysis of the current employment and unemployment data, including labor force participation rates, and trends in the State.

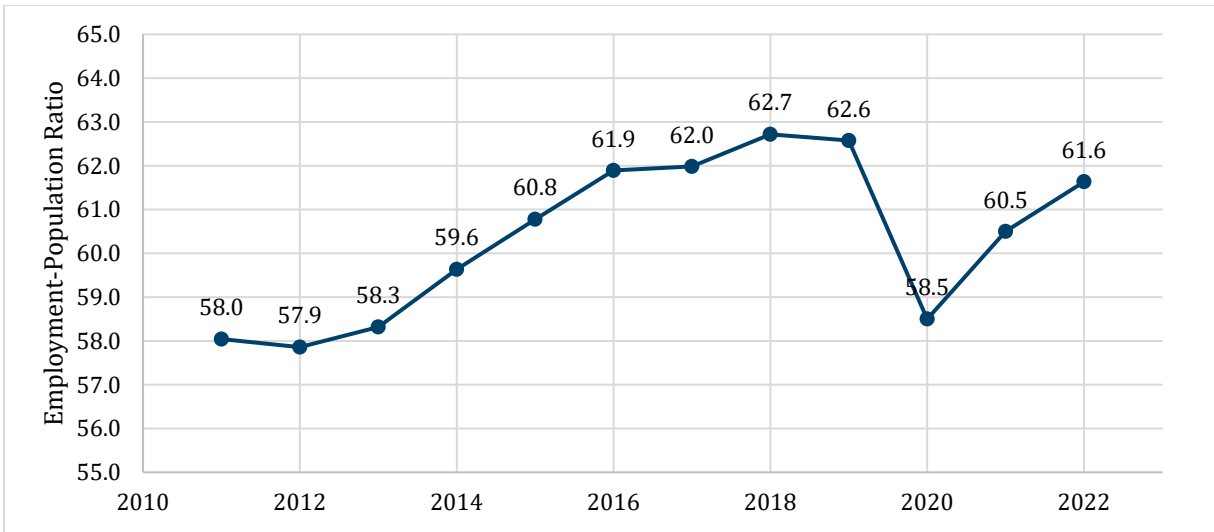
Employment size in Indiana has continually increased over the last ten years, with the exception of 2020 amid the height of the global COVID-19 pandemic. The average annual employment size in Indiana in 2022 was 3,302,632, a 2.4% increase from the year prior.

Figure 3: Average Annual Employment Size in Indiana, 2002 - 2022 (source: Bureau of Labor Statistics)



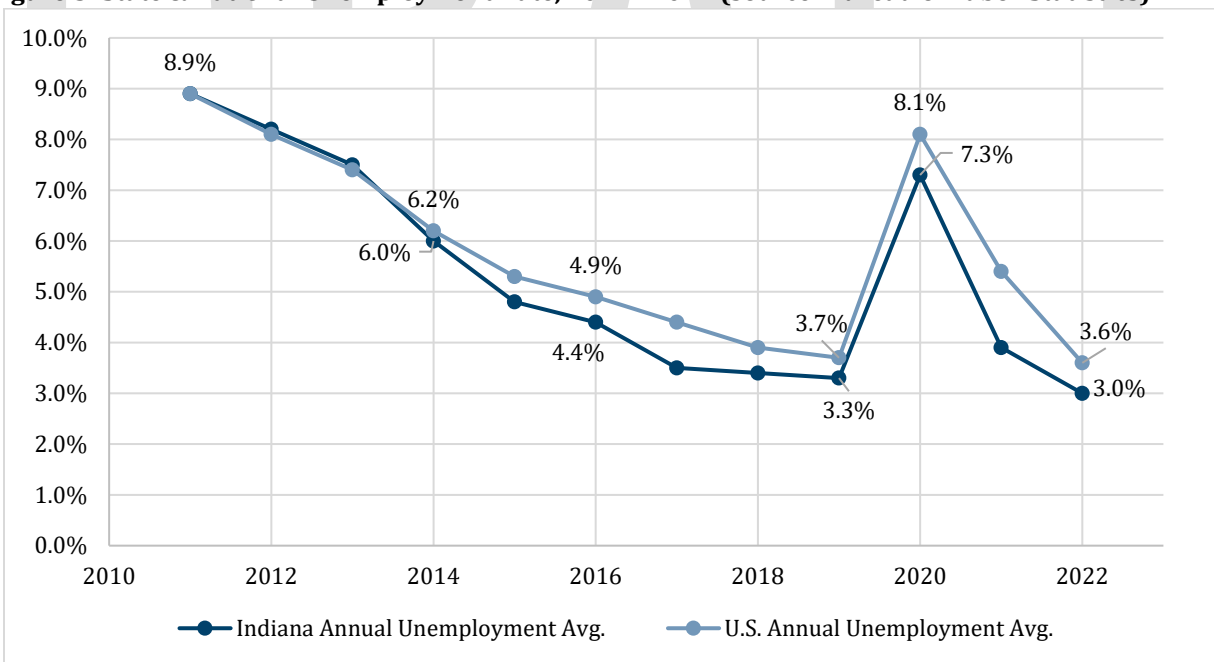
The employment-population ratio represents the number of employed people as a percentage of the civilian noninstitutional population. In other words, it is the percentage of the population that is currently working, calculated as: $(\text{Employed} \div \text{Civilian Noninstitutional Population}) \times 100$. From 2012 to 2018, the employment-population ratio steadily increased, demonstrating an increase in employment by the State's population. However, the ratio dipped significantly in 2020 during the COVID-19 pandemic but is on track to return to pre-pandemic levels.

Figure 4: Employment-Population Ratio in Indiana, 2011 - 2022 (source: Bureau of Labor Statistics)



The average annual unemployment rate in Indiana has followed national trends. Since 2014, the State’s average annual unemployment rate has been slightly lower than the national average annual unemployment rate, even amid the COVID-19 pandemic when it peaked at 7.3% compared to 8.1% nationally.

Figure 5: State & National Unemployment Rate, 2011 - 2022 (source: Bureau of Labor Statistics)



As depicted in Table 20, the lowest annual unemployment rate in 2022 was in Indiana Economic Growth Region (EGR) 5 at 2.4% which encompasses the “donut counties” surrounding Indianapolis and Marion County (Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Morgan, and Shelby). The highest annual unemployment rate was in EGR 1 (4.1%) which encompasses the northwestern counties of Jasper, Lake, LaPorte, Newton, Porter, Pulaski, and Starke. For a full map of the EGRs, please see <https://www.in.gov/dwd/about-dwd/regional-maps/>.



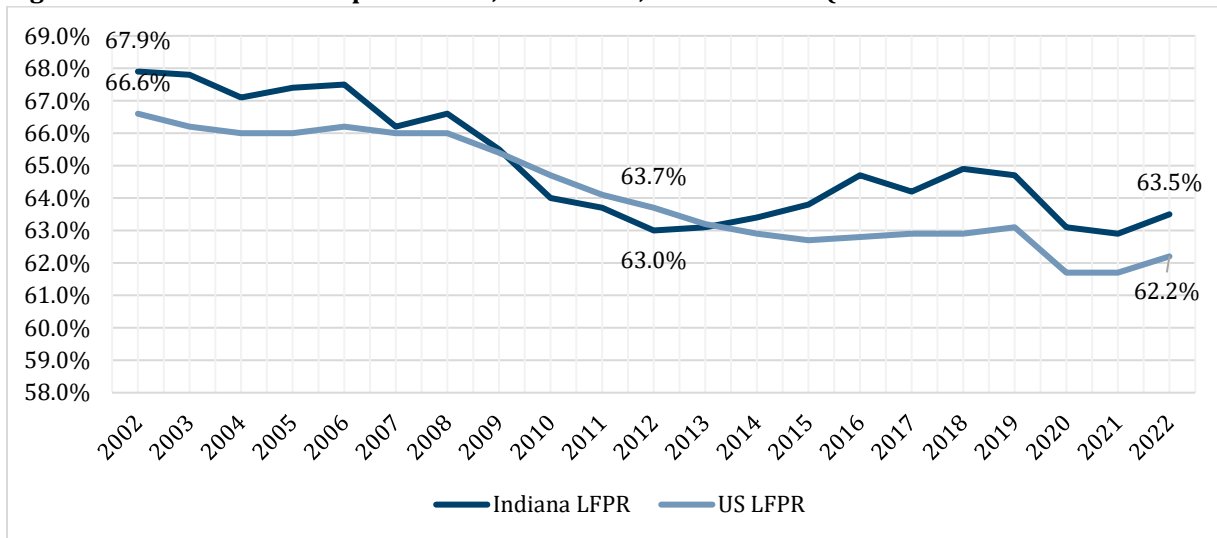
The labor force participation rate ((Labor Force ÷ Civilian Noninstitutional Population) x 100) is highest in EGR 12 (52.6%), EGR 5 (52.0%), and EGR 11 (51.7%). This reflects the percentage of the population in those EGRs that are either working or actively working for work.

Table 20: Regional Labor Force Data by Indiana Economic Growth Regions, 2022 (source: STATS Indiana)⁴¹

Indiana Economic Growth Regions	2022 Labor Force	2022 Employed	2022 Unemployed	2022 Annual Unemployment Rate
EGR 1	400,235	383,953	16,282	4.1%
EGR 2	324,736	315,350	9,386	2.9%
EGR 3	390,403	379,789	10,614	2.7%
EGR 4	248,537	240,708	7,829	3.2%
EGR 5	1,091,241	1,061,118	30,123	2.8%
EGR 6	149,924	145,040	4,884	3.3%
EGR 7	96,515	93,209	3,306	3.4%
EGR 8	153,754	149,170	4,584	3.0%
EGR 9	169,694	165,183	4,511	2.7%
EGR 10	155,135	150,970	4,165	2.7%
EGR 11	224,267	218,141	6,126	2.7%
EGR 12	581,768	567,713	14,055	2.4%

From 2002 to 2009, Indiana’s labor force participation rate was higher than the national labor force participation rate, however 2009’s Great Recession impacted the State’s labor force greater than the nation. In 2013, Indiana mirrored national labor force participation rates and it has had a higher labor force participation rate than the nation ever since. Even during the COVID-19 pandemic, Indiana’s labor force participation rate remained more resilient than the nation’s labor force participation rate. In 2022, Indiana’s labor force participation rate was 63.5% compared to the national rate of 62.2% - a difference of 1.3 percentage points.

Figure 6: Labor Force Participation Rate, 2002-2022, Indiana & U.S. (source: Bureau of Labor Statistics)



⁴¹ Region 5 EGR data in this table includes Marion County, Region 12



Ensuring opportunities for populations with barriers to employment is critical to ensuring Indiana has a strong labor market and economic opportunities for all. The next section focuses on identifying demographics that are more likely to be unemployed or to have dropped out of the labor force.

Table 21 shows labor force demographics by sex and race/ethnicity. In 2022, 70.3% of civilian non-institutionalized men were in the labor force, compared to 57.6% of civilian non-institutionalized women.⁴² Employment within a population group by race/ethnicity is highest among Hispanic or Latino men (77.4%), followed by Black or African American men (70.4%). Employment within a population group by race/ethnicity is lowest among White women (55.2%), however the unemployment rate for White women (and White men) is 2.8%, respectively, compared to 4.0% for Hispanic or Latinos and 5.6% for Black or African Americans.

Table 21: Indiana Labor Force Demographics by Sex within Race/Ethnicity Cohorts, 2022 (source: Bureau of Labor Statistics, Current Population Survey)

Population	% of Population Group in the Labor Force, 2022	2022 Employment to Population	2022 Unemployment Rate
White	63.1%	61.3%	2.8%
White, men	69.6%	67.6%	2.8%
White, women	56.9%	55.2%	2.8%
Black or African American	69.3%	65.5%	5.6%
Black or African American, men	73.7%	70.4%	4.4%
Black or African American, women	65.3%	60.9%	6.9%
Hispanic or Latino Ethnicity	68.5%	65.8%	4.0%
Hispanic or Latino Ethnicity, men	80.4%	77.4%	3.7%
Hispanic or Latino Ethnicity, women ⁴³	N/A	N/A	N/A

Using a different dataset, the U.S. Census’ American Community Survey allows for another cut of employment statistics by demographic, including populations more likely to face barriers to participating in the labor force. Overall, the labor market is tight, with the vast majority of working aged adults already participating in the labor force. There are pockets of workers in the labor force, including among disadvantaged and underserved populations, that would benefit from targeted programs to remove barriers and provide opportunities to work, including teens and young adults, individuals who have not earned a high school diploma or equivalent, individuals below the poverty line, and individuals with disabilities. Note this data cannot be cross-tabulated as the population included varies (e.g., full population 16 + or just the population aged 25 – 64) and individuals may fall into multiple categories (i.e., an individual who is not participating in the labor force may identify as male, two or more races, and below the poverty line, with no one of those identities explaining why that person is not employed).

Figure 7 shows Indiana’s employment by age for the civilian population over the age of 16. The overall employment rate is 62% with 36% of the population 16 years and older not participating in the labor force, but it varies widely by age. Overall, unemployment is low, but tends to be highest among young adults. Among the prime working age population (25 to 54), 81% are employed, 3% are unemployed,

⁴² Source: U.S. Bureau of Labor Statistics, Current Population Survey, 2022

⁴³ Note: data for this population group is unavailable due to small sample size. (DWD)



and 16% are not participating in the labor force. This relatively low share of adults not participating in the labor force are likely not participating by choice (e.g. stay at home parents) or have high barriers preventing them from participating. Over half of teens and nearly a quarter of young adults under the age of 25 do not participate in the labor force, reflecting long-term national trends prioritizing education and college. Only 38% of seniors and those likely to retire in the next ten years (55 years and older) are currently employed, and the 61% who are not participating in the labor force are likely doing so due to retirement.

Figure 7: Employment by Age, Civilian Population Aged 16+, 2022 (source: US Census, American Community Survey)

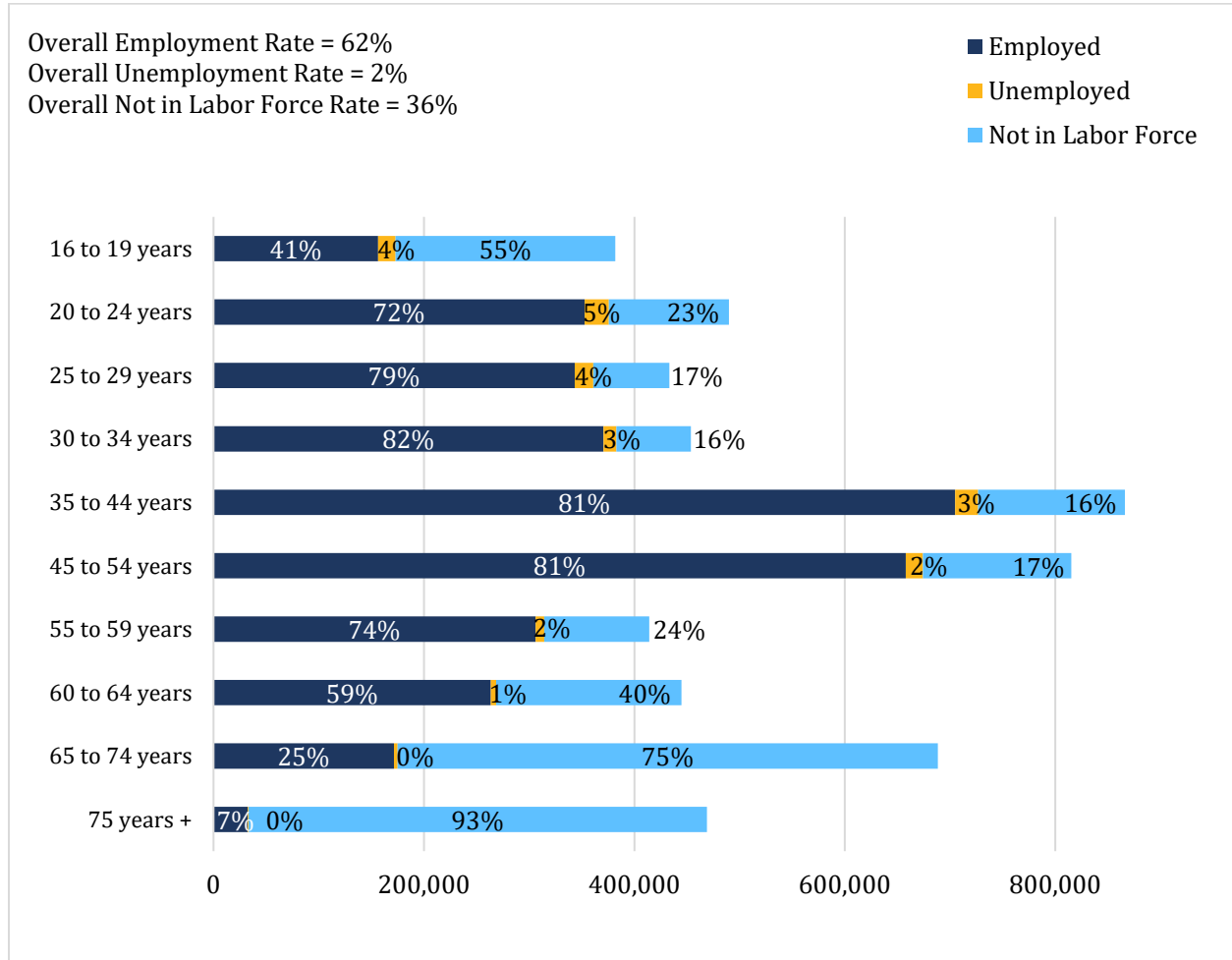
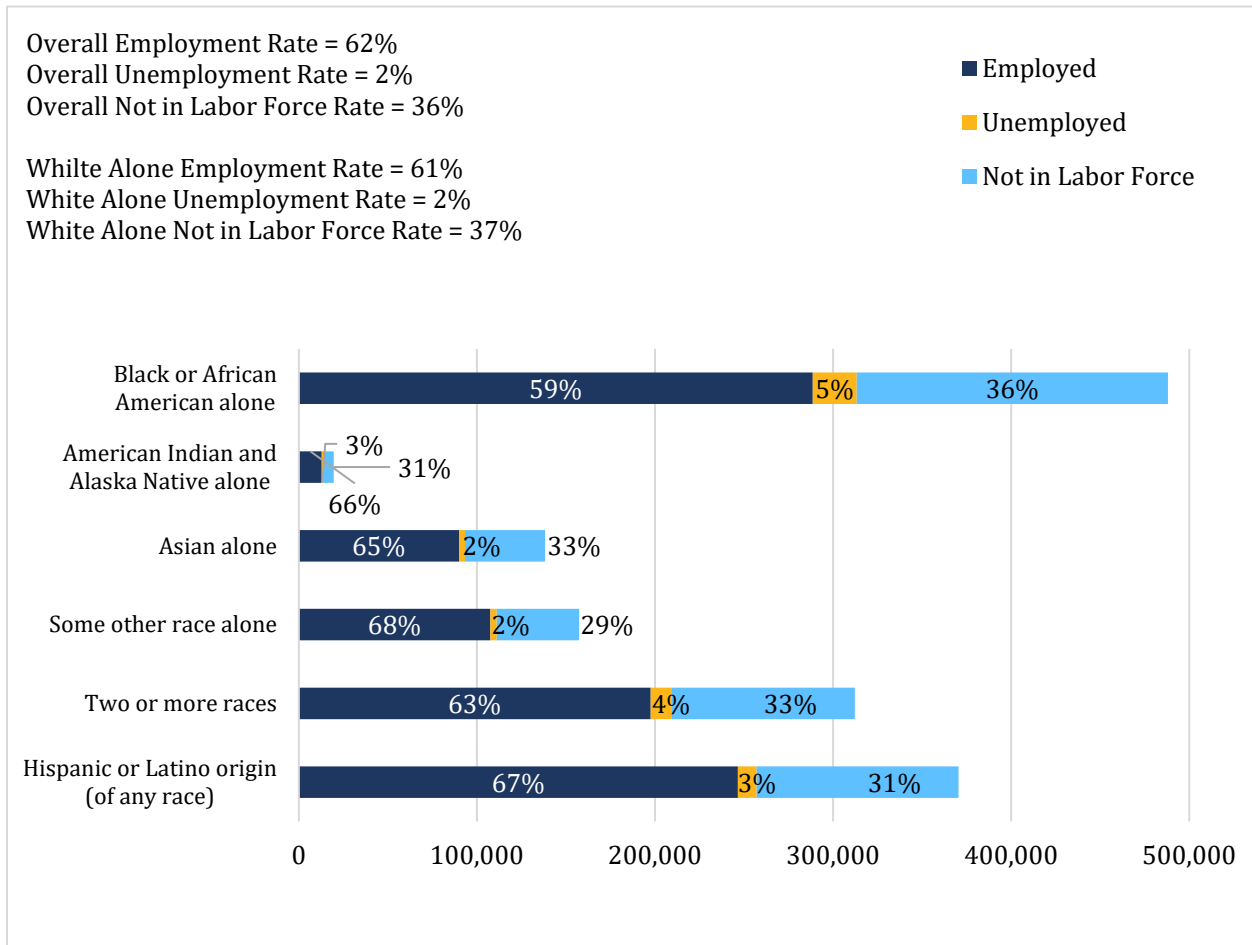


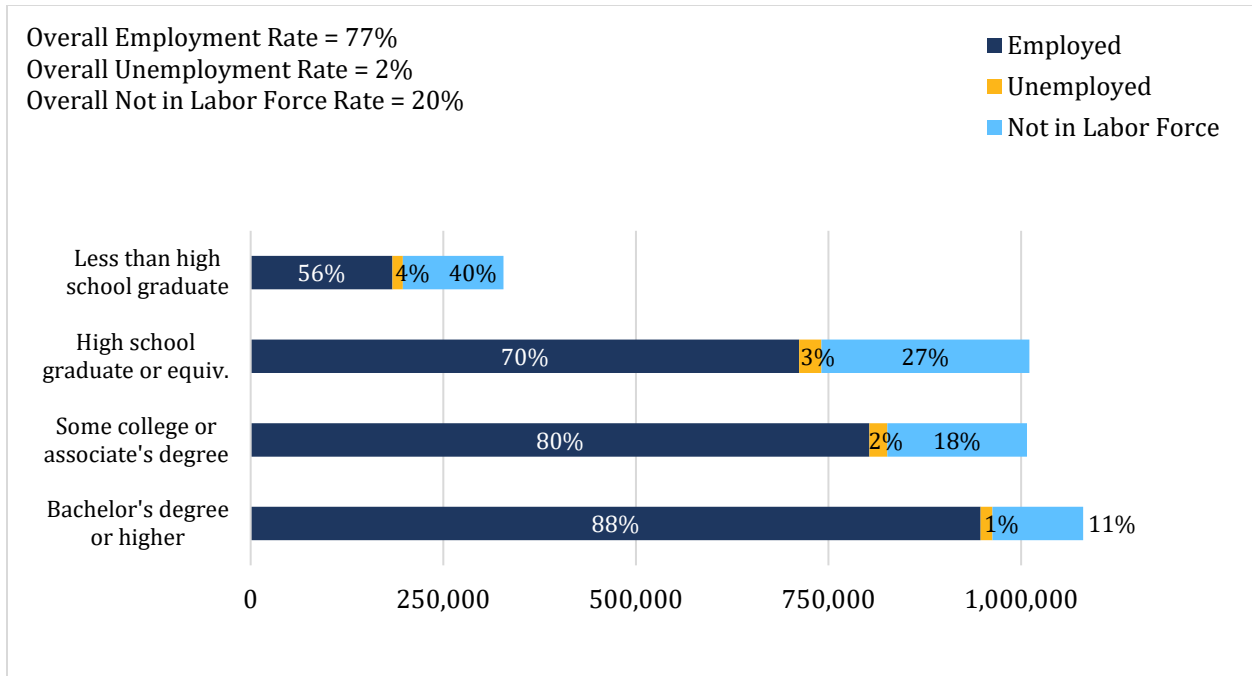
Figure 8 shows Indiana’s employment by race for the civilian population over the age of 16. The vast majority of the population and workforce in Indiana identifies as White alone (not shown in the figure due to significant differences in scale), accounting for 79% of those employed, 63% of those unemployed, and 81% of those not participating in the labor force. With the exception of people who identify as Black or African American alone, members of other racial groups have higher employment rates, and all other racial groups have a lower share of people not participating in the labor force than those who identify as White alone. Unemployment rates are highest among people who identify as Black or African American alone or as two or more races.

Figure 8: Employment by Race, Civilian Population Age 16+, 2022 (source: US Census, American Community Survey, S2301, 1-year estimates)



Employment statistics by educational attainment for the civilian population between the ages of 25 and 64 are shown in Figure 9. Overall, 77% of the population aged 25 – 64 are employed, 2% are unemployed, and 20% are not participating in the labor force. About 10% of this population have less than a high school diploma, while 29% have earned a high school diploma or equivalent. Another 29% have completed some college or two-year degree, and 32% have a four-year degree or higher. Labor force participation increases, and unemployment decreases as educational levels rise. Nearly half of individuals that did not graduate high school are either unemployed or not participating in the workforce.

Figure 9: Employment by Educational Attainment, Civilian Population Aged 25-64, 2022 (source: U.S. Census, American Community Survey, S2301, 1-year estimates)



Employment by sex is shown in Figure 10 for the population between the ages of 20 and 64. While males and females each account for 50% of the population in this age range, males account for a slightly larger share of the employed (52%). Women have slightly lower unemployment, but they participate in the labor force by 6 percentage points less than men.

Figure 10: Employment by Sex, Civilian Population Aged 20-65, 2022 (source: U.S. Census, American Community Survey, S2301, 1-year estimates)

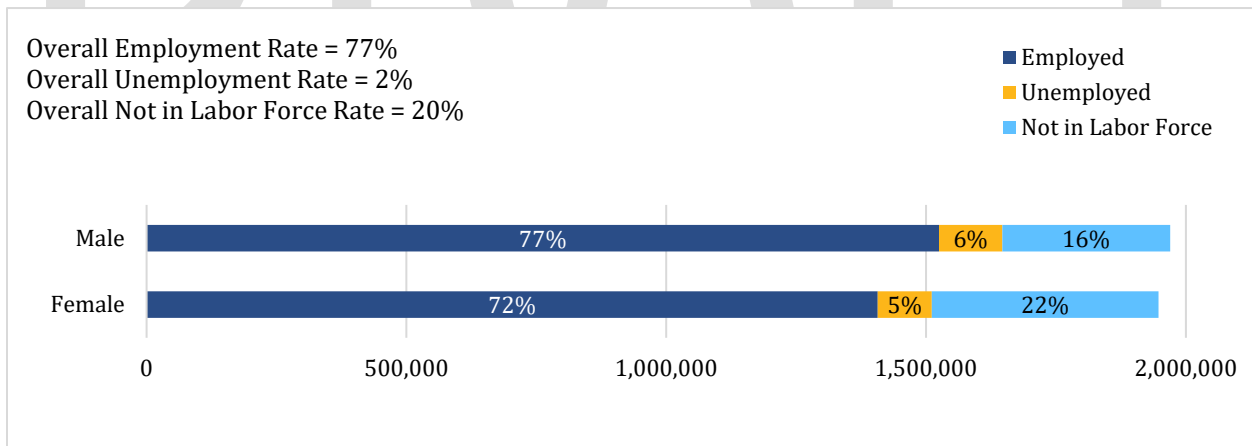
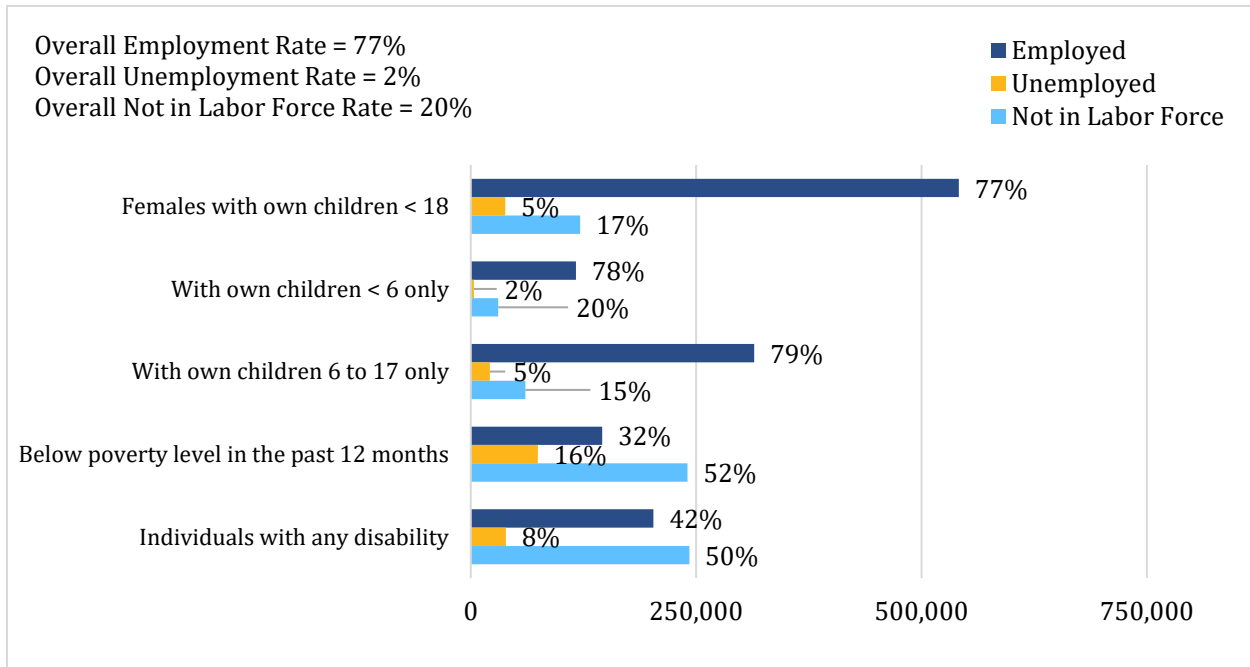


Figure 11 shows employment statistics by parental, poverty, and disability status for the population aged 20 to 65. Females living with their own children account for about 26% of the female population, and counter to conventional thinking about females in the workforce, they are more likely to be participating in the labor force than the broader population of females (17% are not in the labor force compared to 22% for females overall as shown in Figure 11 and compared to 20% for the overall population aged 20-65). However, having younger children under the age of 6 does appear to impact labor force participation among females compared to having older children, although this group

accounts for a relatively small number of people. Individuals below the poverty line have the highest unemployment rates of any demographic at 16%. They also have one of the highest rates of not participating in the labor force at 52%. Half of individuals with any type of disability do not participate in the labor force, likely in part due to the risk of losing disability benefits.

Figure 11: Employment by Other Demographics, Civilian Population Aged 20-65, 2022 (source: U.S. Census, American Community Survey, S2301, 1-year estimates)



ii. Labor Market Trends. Provide an analysis of key labor market trends, including across existing industries and occupations.

The workforce demographics of Indiana’s labor market have changed since 2000. The greatest percentage increase of any population cohort was concentrated in Asian populations (+212.3%), followed by two or more race populations (+187.9%), and Hispanic or Latino populations (+149.3%). While Indiana’s population has become more diverse over the past two decades, white populations continue to represent the greatest share with 84.0%.

Table 22: Indiana Population by Race in 2022 (source: U.S. Census Bureau)

Population	Total	% Change from 2000	% Distribution
White	5,736,944	5.5%	84.0%
Black	704,235	35.9%	10.3%
Asian	192,821	212.3%	2.8%
American Indian/Alaska Native	30,332	80.0%	0.4%
Hawaiian and Other Pacific Islander	5,162	116.0%	0.1%
Two or more races	163,543	187.9%	2.4%
Hispanic or Latino	541,749	149.3%	7.9%
Not Hispanic or Latino	6,291,288	7.1%	92.1%



Table 23 details the population share by age statewide and nationally in 2002 and 2022, respectively. Indiana's population by age composition closely mirrors that of the nation. According to U.S. Census Bureau's American Community Survey 1-Year Estimates, individuals between the ages of 55-64 represent nearly 17% of the State's total population in 2022.⁴⁴ As this population cohort prepares to exit the workforce in the next five years (due to retirement), it will be critical to ensure a pipeline of talent is generated to backfill the workforce demand by employers.

Table 23: Population Share by Age (source: U.S. Census Bureau)

Population	% of 2002 Population		% of 2022 Population	
	Indiana	USA	Indiana	USA
0 to 4	6.9%	6.8%	5.9%	5.6%
5 to 17	18.8%	18.6%	17.0%	16.2%
18 to 24	10.3%	9.9%	9.9%	9.4%
25 to 44	28.4%	29.2%	25.7%	26.8%
45 to 64	23.3%	23.2%	24.5%	24.8%
65 and older	12.3%	12.4%	16.9%	17.3%

Manufacturing employs the largest share of workers over the age of 55 (31%), followed by the public services sector (26%); and health care and social assistance sector (25%). For individuals between the ages of 25-34 (i.e., recently graduated from post-secondary education and/or been engaged in the workforce post high school), the top sectors for employment still include manufacturing and health care and social assistance, but not as great of a share as older population cohorts in Indiana. For this age group, we see more individuals employed in administrative and support and waste management and remediation services (7%) and accommodation and food services (7%) than for those ages 55-64 (5% & 4%, respectively).

Table 24: Workforce Demographics by Age, Industry (2-digit NAICS), 2022 (source: Lightcast)

Sector	14-18	19-24	25-34	35-54	55-64	65+
Agriculture, Forestry, Fishing & Hunting	1%	1%	1%	1%	1%	2%
Mining, Quarrying, and Oil & Gas Extraction	<1%	<1%	<1%	<1%	<1%	<1%
Utilities	<1%	<1%	<1%	<1%	1%	0%
Construction	2%	5%	6%	6%	6%	5%
Manufacturing	5%	12%	16%	18%	19%	12%
Wholesale Trade	1%	2%	4%	4%	5%	4%
Retail Trade	20%	15%	9%	7%	8%	12%
Transportation & Warehousing	2%	6%	6%	5%	6%	5%
Information	1%	1%	1%	1%	1%	1%
Finance & Insurance	<1%	2%	3%	4%	4%	3%
Real Estate & Rental & Leasing	<1%	1%	1%	1%	1%	2%
Professional, Scientific, & Technical Services	1%	3%	5%	5%	5%	5%
Management of Companies & Enterprises	1%	1%	1%	1%	1%	1%
Admin. & Support & Waste Mngt & Remediation Services	3%	7%	7%	6%	5%	6%
Educational Services	2%	3%	2%	2%	2%	3%
Health Care & Social Assistance	4%	11%	14%	13%	13%	12%
Arts, Entertainment, & Recreation	4%	2%	1%	1%	1%	2%
Accommodation & Food Services	46%	15%	7%	5%	4%	5%

⁴⁴ Source: U.S. Census Bureau, American Community Survey, Table S0101, 2022



Other Services (except Public Administration)	5%	5%	5%	5%	5%	8%
Public Services	3%	9%	12%	14%	14%	12%
Total	100%	100%	100%	100%	100%	100%

Table 25 details the top 20 occupations by employment in Indiana and the age cohorts that make up each occupational group at the 5-digit SOC level. The percentage share depicts how each population cohort stacks up among the top 20 occupations.

Among the top 20 occupations, retirement risk (a large share of the workforce above the age of 55) is highest among office clerks, general (16.4%), heavy and tractor-trailer truck drivers (15.8%), and retail salespersons (15.7%). In comparison, prime working age individuals (between the ages of 25-54) are largely concentrated in laborers and freight, stock, and material movers, hand (19.8%), Miscellaneous assemblers and fabricators (18.3%), and registered nurses (14.2%), all of which tend to be physically demanding jobs.

Table 25: Workforce Demographics of Top 20 Occupations by Employment in Indiana, 2022, 5-digit SOC (source: Lightcast)

Occupation	14-18	19-24	25-34	35-54	55-64	65+
Laborers and Freight, Stock, and Material Movers, Hand	5.6%	12.1%	11.2%	8.6%	7.0%	5.2%
Miscellaneous Assemblers and Fabricators	1.6%	6.6%	9.4%	8.9%	7.6%	4.1%
Retail Salespersons	9.1%	11.2%	6.8%	5.4%	6.9%	11.6%
Office Clerks, General	2.5%	5.4%	5.4%	6.3%	7.5%	8.9%
Registered Nurses	<0.1	1.6%	6.3%	7.9%	7.7%	4.7%
Fast Food and Counter Workers	40.0%	14.2%	6.4%	3.8%	2.9%	4.2%
Heavy and Tractor-Trailer Truck Drivers	0.3%	1.5%	4.5%	6.6%	8.3%	7.5%
General and Operations Managers	0.0%	0.7%	4.5%	7.5%	5.9%	3.8%
Customer Service Representatives	1.9%	4.7%	6.3%	5.0%	4.6%	3.6%
Cashiers	15.7%	9.6%	4.9%	3.7%	3.9%	5.3%
Stockers and Order Fillers	6.0%	7.4%	5.4%	4.3%	4.2%	4.3%
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1.7%	2.8%	3.3%	4.6%	5.4%	6.4%
Home Health and Personal Care Aides	0.6%	3.3%	4.0%	4.2%	4.5%	6.4%
Postsecondary Teachers	0.1%	2.1%	3.4%	3.6%	4.2%	5.2%
Maintenance and Repair Workers, General	0.3%	1.2%	2.7%	4.2%	4.9%	4.1%
Waiters and Waitresses	12.5%	8.4%	4.5%	2.3%	1.3%	1.6%
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	0.2%	0.8%	2.8%	3.8%	4.2%	4.1%
Bookkeeping, Accounting, and Auditing Clerks	0.2%	0.9%	1.9%	3.3%	4.6%	5.5%
Construction Laborers	1.1%	2.6%	3.2%	3.1%	2.1%	1.6%
Nursing Assistants	0.8%	3.0%	2.9%	2.8%	2.3%	1.9%

In 2020, Indiana had 148,169 individuals employed in the State but living outside the State. In comparison, 189,046 individuals lived in the State but were employed outside of the State, making Indiana a net exporter of talent (-40,877 workers).⁴⁵ A majority of Indiana’s outflow workers were between the ages of 30-54 (54.0%), followed by 55 years or older (24.2%), and 29 years or younger

⁴⁵ Source: OnTheMap, U.S. Census Bureau, 2020 (most recently available data)



(21.9%). A majority of workers in-flowing into Indiana were between the ages of 30-54 (50.7%), followed by 29 years or younger (25.2%), and 55 years or older (24.1%). For comparison, the majority of workers that live and work in Indiana are between the ages of 30-54 (51.4%), 29 years or younger (25.0%), and 55 years and older (23.6%).

Leveraging commuting data from the U.S. Census Bureau's American Community Survey, workforce migration in each of the Economic Growth Regions is detailed in Table 26.

Table 26: Commuting Patterns in Economic Growth Regions, 2020 (source: Indiana Business Research Center)

EGR	Commuting FROM this Region TO	Commuting TO this Region FROM
EGR 1	<ul style="list-style-type: none"> • Cook, IL (14.04%) • Will, IL (1.65%) • St. Joseph, IN (1.20%) 	<ul style="list-style-type: none"> • White, IN (9.60%) • Benton, IN (8.31%) • Fulton, IN (5.99%)
EGR 2	<ul style="list-style-type: none"> • Berrien, MI (0.83%) • LaGrange, IN (0.62%) • Cass, MI (0.61%) 	<ul style="list-style-type: none"> • Cass, MI (39.44%) • Starke, IN (29.99%) • LaGrange, IN (26.25%)
EGR 3	<ul style="list-style-type: none"> • Elkhart, IN (1.96%) • Kosciusko, IN (1.49%) • Marion, IN (0.34%) 	<ul style="list-style-type: none"> • Blackford, IN (28.23%) • Paulding, OH (21.20%) • Jay, IN (12.30%)
EGR 4	<ul style="list-style-type: none"> • Marion, IN (2.09%) • Hamilton, IN (1.63%) • Boone, IN (1.25%) 	<ul style="list-style-type: none"> • Pulaski, IN (14.86%) • Parke, IN (8.47%) • Newton, IN (6.26%)
EGR 5	<ul style="list-style-type: none"> • Marion, IN (34.95%) • Batholomew, IN (1.06%) • Delaware, IN (0.75%) 	<ul style="list-style-type: none"> • Rush, IN (30.88%) • Tipton, IN (26.78%) • Henry, IN (21.66%)
EGR 6	<ul style="list-style-type: none"> • Madison, IN (3.81%) • Marion, IN (3.16%) • Hancock, IN (1.81%) 	<ul style="list-style-type: none"> • Preble, OH (8.33%) • Madison, IN (6.91%) • Franklin, IN (5.64%)
EGR 7	<ul style="list-style-type: none"> • Marion, IN (3.16%) • Hendricks, IN (2.42%) • Montgomery, IN (0.95%) 	<ul style="list-style-type: none"> • Clark, IL (12.33%) • Greene, IN (11.68%) • Edgar, IL (9.67%)
EGR 8	<ul style="list-style-type: none"> • Marion, IN (2.47%) • Dubois, IN (1.82%) • Bartholomew, IN (1.22%) 	<ul style="list-style-type: none"> • Pike, IN (7.57%) • Crawford, IN (7.55%) • Morgan, IN (6.20%)
EGR 9	<ul style="list-style-type: none"> • Hamilton, OH (7.51%) • Boone, KY (1.73%) • Marion, IN (1.48%) 	<ul style="list-style-type: none"> • Brown, IN (20.17%) • Trimble, KY (18.94%) • Scott, IN (18.83%)
EGR 10	<ul style="list-style-type: none"> • Jefferson, KY (26.43%) • Jackson, IN (1.18%) • Orange, IN (0.50%) 	<ul style="list-style-type: none"> • Orange, IN (8.37%) • Jefferson, IN (7.60%) • Meade, KY (3.45%)
EGR 11	<ul style="list-style-type: none"> • Henderson, KY (0.87%) • Daviess, KY (0.81%) • Daviess, IN (0.60%) 	<ul style="list-style-type: none"> • Wabash, IL (31.08%) • Henderson, KY (24.77%) • Lawrence, IL (24.47%)
EGR 12	<ul style="list-style-type: none"> • Hamilton, IN (6.74%) • Hendricks, IN (4.38%) • Johnson, IN (2.75%) 	<ul style="list-style-type: none"> • Hendricks, IN (42.87%) • Hancock, IN (41.86%) • Johnson, IN (39.88%)

Indiana is tracking the potential risk automation may have on occupations across the State. Using Lightcast's U.S. Automation Index analysis, occupations that are "at risk" have an automation index score above 100, whereas those "below risk of automation" have an index score below 100.⁴⁶

At the 2-digit SOC level, occupations most at risk of automation include Food Preparation and Serving Related Occupations (125.4); Construction and Extraction Occupations (123.2); Building and Grounds Cleaning and Maintenance Occupations (122.5); Production Occupations (113.6); Transportation and Material Moving Occupations (111.0); Farming, Fishing, and Forestry Occupations (109.9); and Installation, Maintenance, and Repair Occupations (108.8).

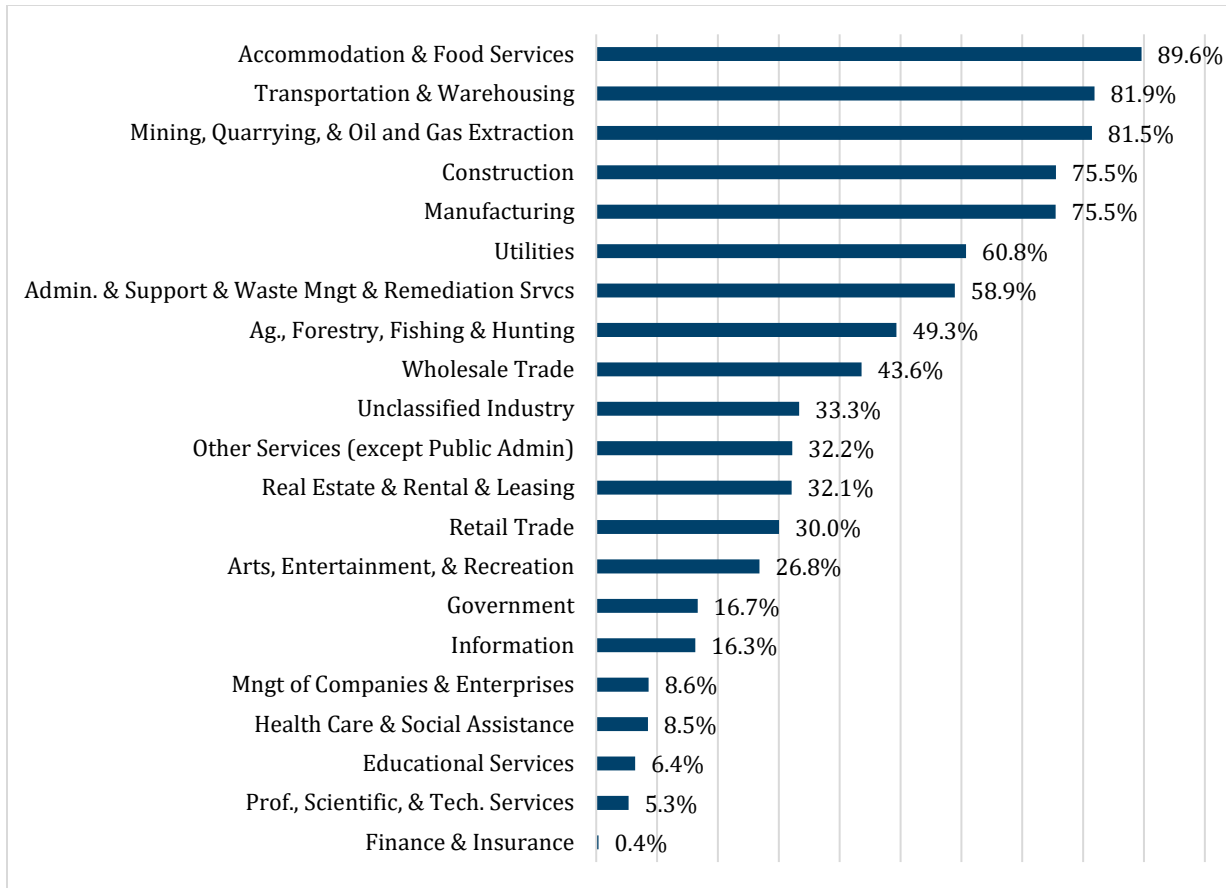
The impact that these occupations have on Indiana's industries is significant. The industries most impacted by occupations at-risk of automation include Accommodation and Food Services (89.6% of jobs); Transportation and Warehousing (81.9% of jobs); Mining, Quarrying, and Oil and Gas (81.5% of jobs); Construction (75.5% of jobs); and Manufacturing (75.5% of jobs).

It is worth noting, however, that automation does not necessarily equate to job losses. Job displacement may occur during the transition to automation; however, there will be a need to upskill the workers in impacted industries and occupations to be able to monitor, troubleshoot, and repair the automated processes they oversee. The greatest risk, as it relates to automation, is that the workforce may not be ready to perform the required tasks – not that jobs will disappear entirely. The State of Indiana recognizes that social benefits may occur with automation trends. For example, some of the sectors that have higher likelihood of automation (e.g., Accommodation and Food Services, Transportation and Warehousing, etc.) do not pay living wages. These are the jobs employers struggle to fill and most likely to be disproportionately staffed by underserved communities and women. Indiana is driven to ensure workers have the foundational skills needed for a new kind of entry-level job, one that likely requires more technological skills.

Figure 12: Percent of Total Jobs by Industry At-Risk of Automation (source: Lightcast)⁴⁷

⁴⁶ Lightcast combines data with the Frey and Osborne findings at the occupation level to identify which job tasks are "at risk" and which are resilient. Lightcast also incorporates data to identify where occupations cluster in industries facing disruption, and where workers' skills mean their nearest job options are also facing automation risk. This is a 100-based index.

⁴⁷ Source: Lightcast 2023.2, Inverse Staffing Patterns with manual calculation & analysis



When considering the future workforce that may be impacted by occupations most at-risk of automation (ages 14-34), Food Preparation and Serving Related Occupations poses the greatest risk. These entry-level occupations do not require extensive training or experience. While these occupations have not traditionally provided competitive wages, they have provided younger workers with initial workforce experience. With automation impacting these occupations, Indiana will need to align with workforce and education and training partners to get younger populations into a work-based learning experience (e.g., registered apprenticeship program, internship, etc.) where they can earn hands-on experience and industry-recognized credentials into Indiana’s emerging and targeted sectors.

Table 27: Age of Current Workforce of Occupations Most At-Risk of Automation, 2022 (source: Lightcast)⁴⁸

SOC Code	Occupation At-Risk of Automation	Age 14-18	Age 19-24	Age 25-34	Age 35-54	Age 55-64	Age 65+
35-0000	Food Preparation & Serving Related	21.4%	22.3%	18.9%	25.0%	8.2%	4.3%
37-0000	Building & Grounds Cleaning & Maintenance	2.9%	10.7%	17.2%	41.0%	18.9%	9.3%
45-0000	Farming, Fishing, & Forestry	6.0%	10.6%	22.1%	36.9%	15.3%	9.0%
47-0000	Construction & Extraction	1.3%	10.4%	21.9%	45.3%	16.2%	5.0%
49-0000	Installation, Maintenance, & Repair	1.1%	8.0%	19.5%	45.1%	20.3%	6.0%
51-0000	Production	1.1%	9.2%	20.9%	44.6%	19.3%	4.9%

⁴⁸ Source: Lightcast 2023.2, Occupation Demographics Table



53-0000	Transportation & Material Moving	3.6%	16.5%	25.7%	24.0%	21.2%	8.9%
---------	----------------------------------	------	-------	-------	-------	-------	------

iii. Education and Skill Levels of the Workforce. Provide an analysis of the educational and skill levels of the workforce.

In 2021, Indiana’s educational attainment followed national trends with a few notable exceptions. The State lags behind the nation in the share of residents with a graduate degree or higher, 17.7% compared to 20.4%, and it had a slightly smaller proportion of its population end their education prior to completing high school. However, the share of Indiana residents that have some college, but no degree (which includes formal credentials or certificates) exceeds national figures by over six percentage points. This indicates that Indiana has a large share of “middle skill” workers, which is in keeping with its strong manufacturing, transportation and logistics, and health care industry base.

Table 28: 2021 Educational Attainment (source: Lightcast)⁴⁹

	% of Indiana Population in 2021	% of National Population in 2021
Less Than High School Diploma	3.6%	4.9%
High School Diploma, GED, or Equivalent	6.8%	6.5%
Some College, No Degree	33.0%	26.5%
Associate’s Degree	19.8%	20.0%
Bachelor’s Degree	8.9%	8.7%
Graduate Degree or Higher	17.7%	20.4%

⁴⁹ Source: Lightcast 2023.2, Educational Attainment Snapshot

outcomes from the 2022 graduation data. Statewide graduation rates increased between 2021 and 2022 for:⁵¹

- Black students: increased from 77.1% to 77.5%
- Hispanic students: increased from 82.7% to 83.9%
- English Learners: increased from 82.8% to 85.0%
- Special education students: increased from 74.5% to 76.4%
- Students receiving free and reduced-price meal: increased from 82.8% to 83.7%

Despite these successes, Indiana recognizes the need to increase the statewide high school graduation rate and propel students toward a career path beyond high school.

Education requirements by employers vary among industry sectors. In June 2022, Conexus Indiana released its *State of Indiana's Advanced Manufacturing Workforce* report. Upon surveying hundreds of advanced manufacturing organizations of varying sized across the State, they discovered 77.0% of organizations require a high school diploma or equivalent for positions. These positions were concentrated in production and machine operators. Just 16.6% of positions require a bachelor's degree or higher, with many of these positions in engineering, IT, administration, and leadership, followed by 4.8% of positions requiring a two-year degree, and 1.6% of positions requiring a vocational trade certificate.⁵²

The life sciences industry, like manufacturing, is an economic driver for the State of Indiana, especially with pharmaceutical giant, Eli Lilly, Inc. headquartered in Indianapolis. BioCrossroads, a life sciences initiative that advances Indiana's signature strengths in the life sciences by connecting with corporate, academic, and philanthropic partners, developed a 2022 report titled, *BioCrossroads and the Indiana Life Sciences Ecosystem: Tracking Two Decades of Progress and Charting a Path for Sustained Success*. Through data research and analysis via Lightcast, BioCrossroads discovered that Indiana's life sciences sector remains heavily oriented around not only well-educated scientists and medical doctors, but also many in production and technician positions that are considered "middle-skill" occupations. Life sciences companies rely heavily on a workforce of skilled technicians (both in engineering and scientific domains), production workers with varied skills, transportation and material moving occupations, and others, such as installation, maintenance, and repair. These middle-skill occupations represent well over one-third of jobs in the life sciences sector (42%), compared to just 32% for all other industries in the State.⁵³

According to BioCrossroads 2020 Report, the number of graduates with an Associate's degree or higher in health and clinical sciences fields was 10,331. The number of bioscience graduates in 2020 was 1,617 and the number of enrolled medical students was 365 in 2020.⁵⁴

As Indiana rebounds from the COVID-19 pandemic, the demand for post-secondary credentials increases. As detailed in Figure 13, over the next ten years (2022-2032), jobs that require an

⁵¹ Source: Indiana Department of Education, 2022 Federal Graduation Rate Data

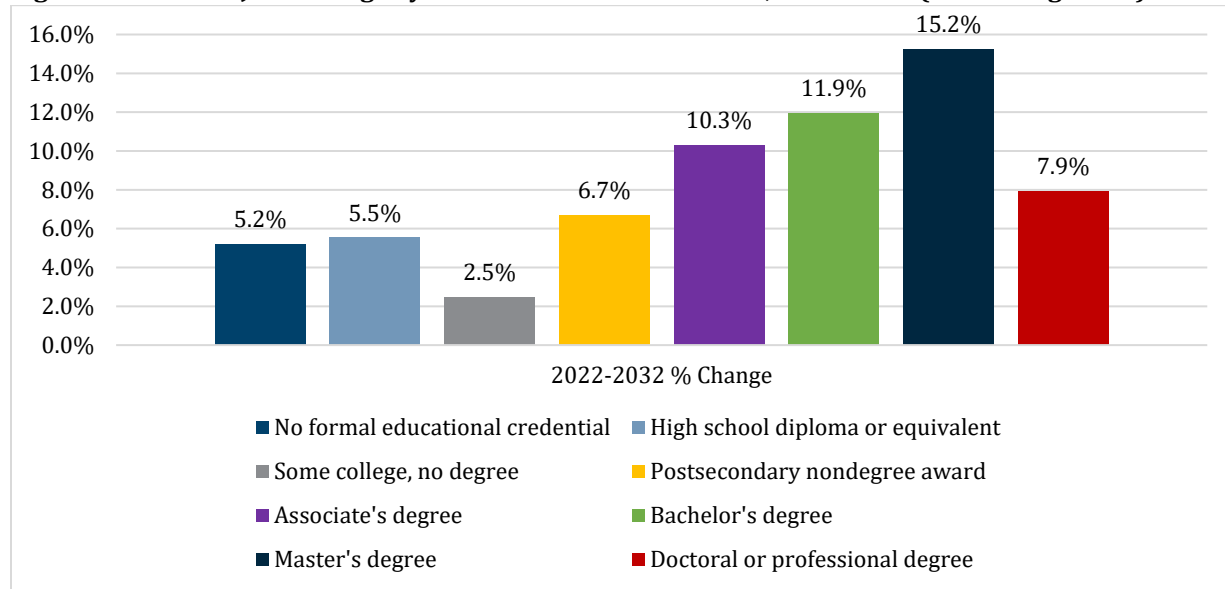
⁵² Source: <https://www.conexusindiana.com/wp-content/uploads/2022/07/AMW-FINAL-PDF-1.pdf>

⁵³ Source: <https://www.cicpindiana.com/wp-content/uploads/2022/10/BioCrossroads-Ecosystem2022-webready.pdf>

⁵⁴ Source: <https://www.cicpindiana.com/wp-content/uploads/2022/10/BioCrossroads-Ecosystem2022-webready.pdf>

Associate's degree (10.3%), Bachelor's degree (11.9%), Master's degree (15.2%), and Doctoral or professional degree (7.9%) are projected to increase.⁵⁵ Jobs that do not require postsecondary education remain critically important to the Hoosier economy, however, an increasing share of jobs will require a postsecondary credential as an entry-level requirement.

Figure 13: Percent Jobs Change by Education Levels in Indiana, 2022-2032 (source: Lightcast)

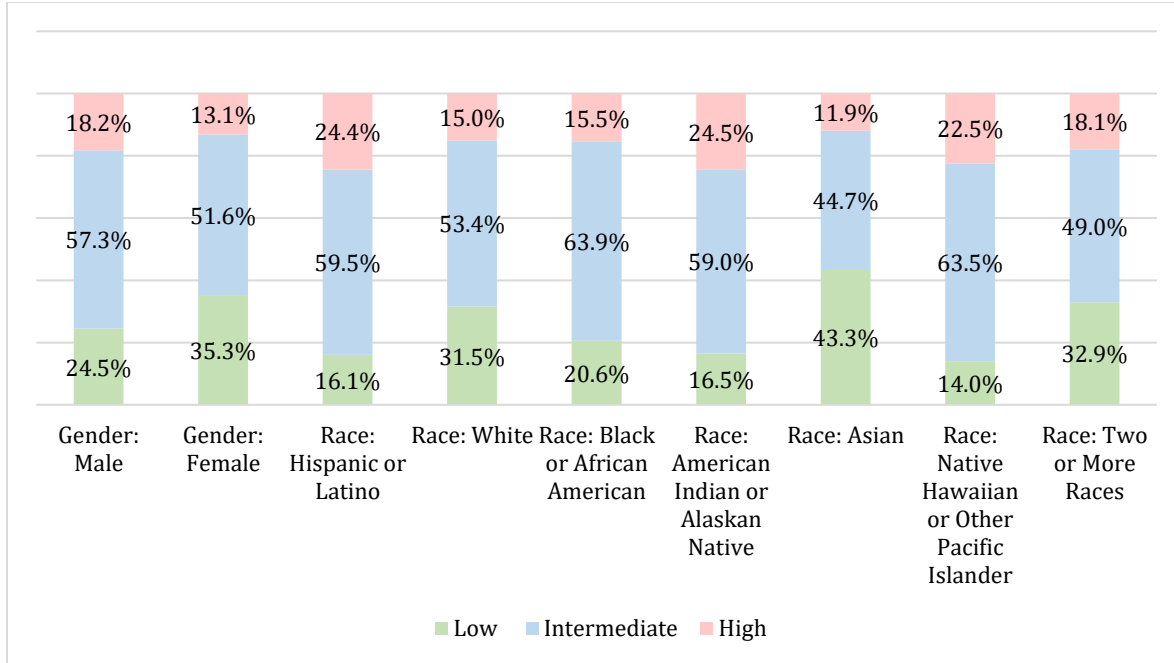


Jobs with lower education requirements are more susceptible to disruption from automation than jobs requiring bachelor's and graduate degrees. Because Indiana's Black and Hispanic/Latino residents earn postsecondary credentials at lower rates and disproportionately work in jobs with lower educational requirements, it follows that Hispanic/Latino and Black workers would be at greater risk for automation than White or Asian workers.⁵⁶ The available data on automation risk, when broken out by race/ethnicity, shows this to be the case for Indiana's Hispanic/Latino workers, American Indian or Alaskan Native workers, Native Hawaiian or Other Pacific Islander workers, Black workers, and male workers. This data was compiled by occupation employment numbers in Indiana by demographics (gender and race/ethnicity) and calculated to determine automation risk. Automation risk is categorized as Low (72-94), Intermediate (95 - 116), and High (117 - 139).

Figure 14: Employment Demographic in Jobs by Automation Risk, Indiana, 2022-2032 (source: Lightcast)

⁵⁵ Source: Lightcast 2023.3, Occupational Staffing Patterns by Entry-Level Education Requirements

⁵⁶ Note: data provided for Native Hawaiian or Other Pacific Islander and Two or More Races was a small sample size.



With the continued incorporation of automation into the workplace comes with it the demand for increased digital skills among Hoosier workers. TechPoint, the growth initiative for Indiana’s digital innovation economy, released a 2023 report titled *Seismic Shifts in the Talent Landscape: 2023 TechPoint Indiana Tech Workforce Report*, which revealed hiring trends by employers seeking tech talent across all industries. The most in-demand technical skills sought after by employers include agile methodology, automation, software development, and software engineering.⁵⁷ SQL programming language remains the most referenced technical software skill, but Python programming language and Amazon Web Services have increased significantly since 2021.

Indiana employers continue to significantly restrict their talent pools by over relying on bachelor’s degrees and years of experience as a proxy for skills and competency. Across tech roles, 47.6% of job listings called for a bachelor’s degree in 2022 and 24.6% called for an associate degree. Only 33.6% of job descriptions in 2022 did not call for a specific degree requirement or accepted a high school diploma as a minimum requirement. By focusing on degrees and years of service, companies significantly reduce their pools of candidates, eliminating many who have the skills and competencies to fill the positions, but get screened out. In 2022, 29.8% of descriptions listed no specific number of years required. Nearly 8 percent required one year of experience.⁵⁸ Through the collaborative partnerships of TechPoint, the Markle Foundation, and other TechPoint partners, TechPoint has begun reducing Indiana employers’ reliance on degrees, credentials, and year of experience.

iv. Comparison of Economic and Workforce Analytical Conclusion. Describe areas of opportunity for meeting hiring, education, and skills needs identified in the economy compared to the assets available in the labor force in the state.

⁵⁷ Source: <https://techpoint.org/wp-content/uploads/2023/01/2023-TechPoint-Tech-Workforce-Report.pdf> (Job Postings Analysis)

⁵⁸ Source: <https://techpoint.org/wp-content/uploads/2023/01/2023-TechPoint-Tech-Workforce-Report.pdf> (data collected via Lightcast)



The State of Indiana, like other states, is grappling with the challenges of developing talent for the increasing and changing demands of a nimble workforce. Advances in technology and a rapidly evolving economy have led to historically low unemployment rates coupled with urgent questions about whether K-12 and postsecondary systems are truly preparing learners for the careers of today and tomorrow. Indiana is facing workforce challenges on multiple fronts, including a tight labor market, the ongoing retirement of the Baby Boomers, the relatively high and persistent demand in industries and occupations that do not require formal training beyond high school balanced with the need to upskill workers to compete for jobs that increasingly require digital skills, and competing demand for the skilled trades due to a once in a generation investment from the federal government. However, these challenges also present the State with opportunities. For example:

- As employers invest in automation to increase efficiency and mitigate long-term demographic shifts in the labor market, the State has the opportunity to focus on skill transformation to move workers into quality, family-sustaining jobs.
- The tight labor market and federal investment requirements will continue to incentivize employers to think outside the box in terms of activating disconnected and underserved workers and redefining what a “good job” looks like, including benefits, opportunities for advancement, and flexibility.
- Indiana’s emerging industries and the workforce demand generated by new federal investments will necessitate a “yes, and...” approach to providing education and training to meet the full range of jobs that will be in demand, including the skilled trades, the social services sector, and STEM. The State will continue to build upon recent legislation to promote work-based learning, increase high school graduation and college-going rates, and incentivize training enrollment in high-demand fields.

The State is well-positioned to provide the education and skills in demand now and in the future due to its nationally recognized postsecondary education system, forward thinking sector and community partnerships, and state-level coordination around workforce planning to meet the demand generated by emerging opportunities and federal investments.

For example, key institutions and partnerships within the State have laid the foundation to provide a skilled semiconductor workforce to help the country’s urgent need to re-shore semiconductor manufacturing and research:

- **Purdue University** is an established leader in the nascent field of microelectronics, offering a full suite of degrees and credential options in semiconductor fields including a recently created master’s program – the first of its kind among the top five engineering schools. The program offers instruction in all major elements of semiconductor production from raw materials and software/hardware to chip design, and manufacturing & packaging.⁵⁹ Purdue is leading a national consortium of 18 universities for the *Scalable Asymmetric Lifecycle Engagement* (SCALE), a five-year, U.S. Department of Defense-sponsored program aimed at addressing the urgent need to develop a highly skilled U.S. microelectronics workforce. The University manages SCALE in partnership with the **Naval Surface Warfare Center Crane Division**, another Indiana asset.⁶⁰ Purdue University is also home to the Silicon Crossroads

⁵⁹ Source: IEDC June 2022 Newsletter

⁶⁰ Source: IEDC June 2022 Newsletter



Microelectronics Commons Hub, one of eight regional innovation hubs recently funded by the Department of Defense to help increase the production of semiconductor technologies and microelectronics.⁶¹ The hub will receive \$2 billion over the next five years from the CHIPS and Science Act to grow the region's semiconductor innovation ecosystem.

- **Indiana University (IU)**, a powerhouse among research institutions, is diving headfirst into the world of high-tech and national defense by supporting the talent pipeline dedicated to the manufacturing of microelectronics and semiconductors. With a \$111 million investment, IU aims to not only fuel the microelectronics industry within Indiana and beyond, but also accelerate innovative solutions for critical national security challenges through deepened collaboration with the Naval Surface Warfare Center, Crane Division. IU's comprehensive plan tackles multiple areas: emerging semiconductor technologies, talent development, and critical defense needs. From new faculty hires to cutting-edge facilities and strategic initiatives, the university is pouring resources into advancements in microelectronics, nanotechnology, AI, machine learning, and cybersecurity. Aligning with the IU 2030 Strategic Plan's focus on business and industry engagement, the investments will also forge partnerships with defense contractors and companies developing dual-use technologies - solutions with both civilian and defense applications. In addition, the EDGE Consortium aims to shatter gender and racial barriers by doubling the number of qualified women and people of color entering the world of semiconductors. Spearheaded by female leaders from top research universities, EDGE unites public and private sector leaders to solidify US leadership in this crucial field, driven by the vision to foster cutting edge solutions that ignite innovation, economic prosperity, and national security.
- **The University of Notre Dame**, a nationally ranked research university with one of the country's largest endowments, is engaged in cutting-edge research in computer engineering, chemical and biomolecular engineering, and nuclear physics. It leads ASCENT, a microelectronics research center funded by the Semiconductor Research Corporation (SRC) and the Defense Advanced Research Projects Agency (DARPA).
- **Ivy Tech Community College**, the State's largest public postsecondary institution and the nation's largest singly accredited statewide community college system, is partnering with **Rose-Hulman Institute of Technology**, one of our nationally recognized engineering schools, to develop a two-year semiconductor manufacturing degree with hands-on cleanroom experience.⁶²
- Indiana's **Accelerating Microelectronics Production and Development Task Force (AMPD)** is an initiative that brings together industry veterans, academic partners, non-dilutive federal funding consultants, construction and site selection experts, and strategy consultants to leverage Indiana's advantages in microelectronics. The task force, led by the Indiana Secretary of Commerce, is focused on attracting capital investments by connecting semiconductor companies with local opportunities, including skilled talent, shovel-ready real estate, and competitive investment packages.
- **Indiana Economic Development Corporation** partnered with TEconomy and the **Governor's Workforce Cabinet** to study the State's emerging semiconductor cluster and the

⁶¹ <https://www.purdue.edu/newsroom/releases/2023/Q3/purdues-semiconductor-innovation-ecosystem-grows-with-chips-funded-indiana-led-semiconductor-hub-and-upcoming-summit.html>

⁶² Source: IEDC June 2022 Newsletter



resulting workforce demand. The results of this study are being used to guide decision making around Indiana's in-demand occupations related to training funding at both the secondary and postsecondary levels.

While not directly tied to the State's efforts to nurture a semiconductor ecosystem and workforce, Indiana's efforts to coordinate around future demand for a highly educated and skilled workforce training will benefit all of the State's existing and emerging industries. During Indiana's 2023 legislative session, lawmakers sought to leverage current **collaborative efforts among State government, K-12 education, higher education, business/industry, and other key partners** to provide more opportunities to students via Indiana House Enrolled Act (HEA) 1002. HEA 1002 establishes the concept of a *Career Scholarship Account* (CSA) and gives the Indiana Department of Education (IDOE) the ability to approve career courses and apprenticeship programs. For the 2024-2025 school year, certain school corporations must include instruction for all students regarding career awareness, including Career Navigation and Coaching (CNC). To support this, all public high schools are also mandated to hold at least one career fair during school hours. There is also a new mandate to have 30-minute meetings with schools and third parties, which may be waived if schools participate in a CNC.

The collaborative spirit of workforce system partners contributes to the coordinated hiring, training, and placement of all Hoosiers. To strengthen this collaboration, additional areas for opportunity include:

- **Data Sharing:** allowing for better understanding of who the State serves, where they are being served, and how the State serves them.
- **Co-Enrollment:** packaging services that work together to meet Hoosiers' unique needs.
- **Co-Location:** improving customer service by strategically locating staff to help break down barriers for individuals when they access State services.
- **Cross-Training:** increasing State, local, and front-line staff knowledge across Indiana's talent development system to better serve Hoosiers.
- **Employer Engagement:** sharing information with Hoosier businesses about the benefits of Indiana's talent development system and encouraging them to engage with underserved and underrepresented populations.

2. Workforce Development, Education, and Training Activities Analysis

The Unified or Combined State Plan must include an analysis of the workforce development activities, including education and training in the State, to address the education and skill needs of the workforce, as identified in (a)(1)(B)(iii) above, and the employment needs of employers, as identified in (a)(1)(A)(iii) above. This must include an analysis of:

A. The State's Workforce Development Activities. Provide an analysis of the State's workforce development activities, including education and training activities of the core programs, Combined State Plan partner programs included in this plan, and required and optional one-stop delivery system partners.

Indiana's workforce system continues to operate in 12 geographically defined regions. These regions are continuing to be evaluated based on strategies determined by WIOA for most effective funding and service delivery. To date, there are 20 comprehensive offices known as WorkOne Centers (Indiana's term for American Job Centers) throughout the State. In addition to the comprehensive

offices, Indiana has more than 70 WorkOne affiliate sites and access points across the State. Some counties with lower population totals utilize mobile services and rotating staff, which strategically travel across regions to best reach the individuals in need of services.

Each region has a local workforce development board (LWDB) with a designated regional chief elected official. The board in each region oversees regional programs and funding needs and manages allocations and programs to meet the needs of their specific region. One goal of the LWDBs is to use the funding and services across Core and Partner Programs in the most efficient manner to best provide individuals with a quality outcome. The LWDBs also serve employers within the region by helping meet their talent needs. LWDB training was developed by Indiana Department of Workforce Development (DWD) and implemented as a mandatory requirement for newly appointed local board members. This training requirement became effective during the summer of 2022. The training is reviewed and refreshed as necessary, with the next update anticipated by early 2024. This allows LWDB members to better understand the potential of their role and the responsibilities the board holds within the workforce system.

In 2018, Governor Holcomb worked with the Indiana General Assembly to create the Governor's Workforce Cabinet (GWC) with the goal of bringing together State agencies, employers, education and training providers, and other interested stakeholders to break down the bureaucratic silos that existed around some of these programs with the intention of providing opportunities to move all Hoosiers to the "Next Level." Indiana is uniquely positioned to transform the various systems and programs into a singularly unified system, and this Plan supports progress towards unification. Each of the State agencies responsible for implementing partner programs are included as representatives on the GWC. Additionally, the GWC established a steering committee to provide input and drive Plan development. The steering committee had representation from partner programs, and they were each able to discuss how each of those programs could be better supported through more strategic alignment across the talent development system.

There are a number of regional and local programs that also operate within the workforce system and broader talent development system as a whole. By modeling better cross-agency collaboration and program integration at the State level, it is our goal for there to be better awareness and seamless delivery of the various activities and programs for individuals and employers at the local level.

Core Programs: A brief overview of each core program is outlined below. Additional information on each program can be found throughout the plan.

- **Title I – Adult:** Adult services funding is allocated to Indiana's 12 LWDBs, and services are provided in three categories: basic career services, individualized career services, and follow-up services. Based upon the needs of the individual, the State of Indiana uses the appropriate activities to engage and/or re-engage a person into the workforce system. The adult program is available to anyone 18 years and older, with priority service given to those with barriers to employment (e.g., low income, long-term unemployment, ex-offender, public assistance recipient, etc.).
- **Title I – Dislocated Worker:** Dislocated Workers include workers that have been terminated or laid off, or have received a notice of termination or layoff from employment; are eligible for or have exhausted unemployment insurance; have demonstrated an appropriate attachment to the workforce, but is not eligible for unemployment insurance and is unlikely to return to



a previous industry or occupation; have been terminated or laid off or received notification of termination or layoff from employment as a result of a permanent closure or substantial layoff; are employed at a facility where the employer has made the general announcement that the facility will close within 180 days; were self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community or because of a natural disaster; or are a displaced homemaker who is no longer supported by another family member.

- **Title I – In-School Youth:** In-school youth are classified as youth who are attending secondary or postsecondary schools, not younger than the age of 14 and not older than 21 (unless an individual with a disability who is attending school under State law) at time of enrollment. These youth are from low income backgrounds and may be basic skills deficient, an English language learner, an offender, a homeless individual or runaway, an individual in foster care or who has aged out of the foster care system, or has attained 16 years of age and left foster care for kinship guardianship or adoption, a child eligible for assistance under the social security act, an individual who is pregnant or parenting, an individual with a disability or an individual who requires additional assistance to complete an educational program or to secure or hold employment.
- **Title I – Out-of-School Youth:** Out-of-School youth are classified as youth who are not attending any school (as defined under State law), not younger than 16 nor older than 24 at the time of enrollment. These youth may be a school dropout, a youth who is within the age of compulsory school attendance but has not attended school for at least the most recent complete school year calendar quarter; a recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is either basic skills deficient or an English language learner; an offender; a homeless individual, a homeless child or youth, or a runaway; an individual in foster care or who has aged out of the foster care system or who has attained 16 years of age and left foster care for kinship guardianship or adoption, a child eligible for assistance under the social security act, or in and out-of- home placement; an individual who is pregnant or parenting; an individual with a disability; or a low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.
- **Title II – Adult Education and Family Literacy Act:** Adult education in Indiana ensures individuals have access to educational and career services. Through foundational skills development, adult education provides the remediation and advancement in academic competencies that allow Hoosiers the prospect of social and economic mobility.
- **Title III – Wagner-Peyser:** Wagner-Peyser funds provide State staff in the WorkOne Centers to support jobseekers, to provide employer engagement and recruitment services, and to fund the labor exchange/job matching system. Employer services are also provided through an online labor exchange system or through business service staff in WorkOnes. The goal of the Wagner-Peyser program is to bring together individuals seeking employment with employers seeking workers.
- **Title IV – Vocational Rehabilitation:** Vocational Rehabilitation services provide quality individualized services to enhance and support people with disabilities to prepare for, obtain or retain employment. Indiana Vocational Rehabilitation (VR) is a program for high school students and adults with disabilities. VR counselors can help eligible individuals with an

identified disability (IEP or a 504 plan or with other physical, mental health, or learning concerns) gain skills, find a job, and start a career.

Partner Programs: A brief overview of partner programs is outlined below. Additional information regarding Core and Partner program collaboration is included throughout the Plan.

- **Senior Community Service Employment Program (SCSEP):** The Senior Community Service Employment Program is a community service and work-based job training program for older Americans. Participants must be at least 55 years old, unemployed, and have a family income of no more than 125 percent of the federal poverty level. Enrollment priority is given to veterans and qualified spouses, then to individuals who are over 65 years of age, have a disability, have low literacy skills or limited English proficiency, reside in a rural area, are homeless or at risk of homelessness, have low employment prospects, or have failed to find employment after using services through the WorkOne.
- **Carl D. Perkins:** Career and technical education programs authorized under the Carl D. Perkins Career and Technical Educational Act and is a funding pool provided to secondary and post-secondary career and technical education programs. Recipients in Indiana are Career and Technical Education (CTE) Districts, Vincennes University, and Ivy Tech Community College.
- **Trade Adjustment Assistance (TAA)**⁶³: TAA assists workers who have been dislocated due to foreign trade impacts. The goal of the TAA program is to help each worker participating in the program obtain suitable employment whenever possible and return to employment as quickly as possible. The TAA Program provides trade-affected workers with opportunities to obtain the skills, credentials, resources, and support necessary to become reemployed in a good job. Together with its workforce development partners in the one-stop delivery system authorized under the Workforce Innovation and Opportunity Act (WIOA), the TAA Program helps retrain, retool, and rebuild the American workforce.
- **Jobs for Veterans State Grant Programs (JVSG):** JVSG funds are provided to states to fund two staff positions: the Disabled Veterans' Outreach Program Specialist (DVOP) and the Local Veterans' Employment Representative (LVER). These positions are fully integrated into the WorkOne offices. The DVOP's role is to provide individualized career services to veterans and other eligible persons with significant barriers to employment through case management. The LVER's role is to facilitate employment opportunities and advocate on behalf of veterans with employers.
- **Unemployment Insurance (UI):** In the State of Indiana, an individual is eligible for UI after submitting a claim through either the internet or through the nearest full service WorkOne Career Center. Information required to complete a claim includes the last employer's name, mailing address, phone number, and the dates of employment. Additionally, an individual must submit their address, social security number, and a telephone number.
- **Temporary Assistance for Needy Families (TANF) Program:** TANF provides financial assistance to families in need. To receive TANF benefits you must be a family in-need with a dependent child (a person under the age of 18, or 18 if a full-time student in secondary school). These individuals/families must meet income requirements which vary dependent

⁶³ Note: As of June 30, 2022, the TAA program entered into Sunset termination provision (TEGL 14-22). Under the phased termination of the TAA program, the State is only able to serve and conduct outreach to individuals who had a TAA certification occurring prior to the termination of the program.



on the size of the assistance group. Individuals must meet State residency, citizenship/immigration status, employment, and child support assignment requirements.

- Supplemental Nutrition Assistance Program (SNAP E&T) and Temporary Assistance for Needy Families (TANF): Indiana Manpower Placement and Comprehensive Training (IMPACT) provides services designed to help recipients of SNAP and TANF achieve economic self-sufficiency through education, training, job search and job placement activities. IMPACT offers much more than a job training services because it seeks to address a broad range of barriers that may inhibit individuals from seeking and maintaining employment. Over the next two years, we will evaluate potential duplicative services between IMPACT and our WorkOnes for value and outcomes.

B. The Strengths and Weaknesses of Workforce Development Activities. Provide an analysis of the strengths and weaknesses of the workforce development activities identified in (A), directly above.

Strengths:

Indiana's workforce system has many strengths, including how it is uniquely structured under the Governor's Workforce Cabinet to allow for flexibility to respond to the ever-changing economy to serve individuals and employers.

State Board Structure Supports Alignment and Integration

Since 2018, the Indiana Governor's Workforce Cabinet (GWC) has championed greater alignment of the State's workforce system with the broader workforce activities throughout the State. As the State Workforce Development Board, the GWC not only oversees WIOA-related efforts but serves as the convener of business and community leaders, education representatives from K-12 and postsecondary institutions, Indiana lawmakers, and experts from State agencies and members are geographically diverse, representing Indiana's 12 economic growth regions. The composition of the Cabinet fosters a holistic approach for strategic alignment for workforce development spanning from early childhood through K-12, post-secondary, and adult learners in partnership with industry. Regular convenings by the GWC throughout the State inform the State's workforce development leaders of the existing and emerging workforce challenges and opportunities in Indiana's diverse communities. Regional data profiles including labor market information, education and workforce program metrics, top employers, real time job postings, and built environment measures are generated for each meeting to inform members and the public, and speakers highlight best practices and innovation in Indiana's workforce, talent, and economic development ecosystem. These meetings help foster talent development and growth statewide by informing policy and decision making and scaling best practices.

Perhaps no strength is greater in Indiana than the ability for State leaders from workforce development, K-12 and postsecondary education, vocational rehabilitation, industry leaders, employers and more to come together to solve the State's workforce challenges. As the convener of workforce development, the GWC strives to identify and elevate programs, activities, and legislation that can be integrated across State agencies to ensure employers have access to a skilled and diverse workforce and Hoosiers have access to good jobs with sustainable wages without barriers. In advance of the 2023 legislative session, the Cabinet, along with additional subject matter experts in social services, workforce, education and business representatives came together to form working groups

to address Indiana's most pressing issues. What culminated was a list of recommendations to the Governor and Indiana General Assembly <https://www.in.gov/gwc/home/gwc-recommendations/>.

Some related outcomes include:

- **Early Childhood:** In October 2023, the Indiana Family and Social Services Administration (FSSA), a board member of the GWC, announced the *Employer-Sponsored Childcare Fund*, part of Governor Holcomb's 2023 *Next Level Agenda*, to mobilize employers and communities to create or expand childcare offerings that address the needs of working Hoosiers. The \$25 million program, in partnership with the Indiana Chamber of Commerce, uses a portion of the State's remaining federal relief funds from the COVID-19 pandemic and is part of the State's broader efforts to strengthen the early care and education sector.
- **Work-Based Learning:** Indiana House Enrolled Act (HEA) 1002 in the 2023 session made significant improvements to expanding work-based learning in Indiana high schools, such as apprenticeships and internships. Under the new framework, students will be able to earn a post-secondary credential before leaving the K-12 system. Additionally, with the Office of Career and Technical Education (CTE) being moved from the GWC to the Commission for Higher Education (CHE), new high school career courses, modern youth apprenticeships, and other related programs will be approved. The integration and blurring of the lines for students will be intentional so that they seamlessly become prepared for the workforce post high school graduation.
- **Career Navigation Network:** HEA 1002 will help shape a career navigation network, with the establishment of approved intermediaries. These intermediaries will meet with students and select individuals for thirty minutes to provide early career information, help establish job connections and advise on industry jobs, demand, and training requirements. HEA 1002 provides a one-time allocation of \$5 million for intermediary capacity building grants to help select intermediaries scale to meet the meeting demand.
- **Provide Monetary Support to Remove Student Barriers:** The establishment of a student *Career Scholarship Account* via HEA 1002 will help provide monetary support for career coaching, dual enrollment costs, transportation to/from work and other barriers that might prevent a student from working. *Career Scholarship Accounts* fund transportation options, which designates transportation to/from work as an allowable expense.
- **Increased Access to Early Learning Services:** Income eligibility for the *On My Way Pre-K* program was raised from 127% to 150% of the Federal Poverty Level. An additional \$5 million in funding was allocated to cover increased program enrollment. The State is calibrating operations with the intent of expanding eligibility. The legislature invested \$5 million over the biennium in a new tax credit for small and mid-sized businesses that provide employer-sponsored or subsidized childcare.
- **Increased Adult Education Funding and Launch Unemployment Insurance Bonus:** State agencies overseeing adult education (AE) programs received additional funding via HEA 1001 to provide more services and accommodate people on waiting lists. HEA 1609 replaced the Work Indiana Program with a revised incentive program that enables employers to receive \$1,000 per eligible employee who obtains a High School Equivalency (HSE) diploma.
- **Auto-Enroll Financially Eligible Students in 21st Century Scholars:** HEA 1449 requires the Indiana Commission for Higher Education (CHE) to work with the Indiana Department of Education (IDOE) to identify and auto enroll students who qualify for the statewide grant



program that funds lower income student attendance at two- and four-year post-secondary schools. Students and parents must be notified about their eligibility into the program. While they are auto-enrolled, students and parents have the option to participate and can opt out at any time.

- **Require High School Students to File the FAFSA:** Indiana Senate Enrolled Act (SEA) 167 requires all Indiana students, with exceptions, to submit the FAFSA during their senior year of high school. This empowers students through the discovery of post-secondary education opportunities and available funding. Indiana students missed out on tens of millions of dollars in grants annually by not filling out the FAFSA. In the most recent school year, only 36% of high school seniors filed a FAFSA.
- **Restored Frank O'Bannon Grant Funding to Pre-Recession Levels:** The State Budget Committee in Fall 2022 approved a 35% increase to the maximum base-award amounts for the Frank O'Bannon Grant. The grant is designed to provide access for Hoosier students to attend eligible public, private, and proprietary postsecondary institutions. Eligibility for the grant is based on financial need as determined by the FAFSA. The maximum award for a student attending a public institution increased to \$6,200 and \$12,400 for a student at a private institution. The new award amounts went into effect during the 2023-24 academic year.
- **Connectivity:** Leveraging technology to create solutions has picked up momentum in a post-COVID world. Like many states, Indiana has examined and studied how best to use artificial intelligence and other tech tools to increase the connectivity among State agencies and partners so that information and services are delivered more effectively and efficiently. In 2023, Indiana Department of Workforce Development (DWD) officially launched an AI-powered tool, the *Workforce Recommendation Engine*, to connect Unemployment Insurance (UI) claimants to career and training recommendations based on the data already collected by the State. In other areas of State government, resource sharing through technology-enabled solutions is generating more attention and interest.
- **Advocate for Employment-Based Immigration Reform:** SEA 248 made progress in helping immigrants and refugees residing in Indiana to legally obtain a driving privilege card. Transportation to and from work is often a significant barrier for these individuals.
- **Digital Equity:** Digital equity is achieved when all individuals and communities have the information technology capacity needed for full participation in society, democracy, and economy. It's critical for employment, lifelong learning, civic and cultural participation, as well as accessing essential services (e.g., food, shelter, transportation, etc.). Local workforce development boards provide Indiana residents, employers, and training providers with *WIN Career Readiness*, a fundamental workplace skills training system. Users can access the digital skills assessment to measure their digital literacy (basic computer and internet skills, online safety and security skills, digital content creation skills, etc.).
- **Increase Access to Credentials of Value:** Under HEA 1002, the *Career Scholarship Account* Program provides students access to funds for qualified expenses, including costs associated with enrolling in and attending IDOE-approved course sequences, career courses, apprenticeship programs (including modern youth apprenticeships) and programs of study leading to industry recognized credentials. Ultimately, IDOE can limit approval to course sequences and programs of study that culminate in a "credential of value" to ensure the



programs are tailored to increase access to credentials of value rather than increase access to credentials generally.

- **Incentivize Completion of Credentials of Value in High School:** The legislature restructured the existing Career and Technical Education (CTE) Grant to incentivize completion of credentials of value in high school. The tuition support formula now consists of two separate components: the CTE Program Enrollment Grant, based on enrollment in high-, moderate- and less-than-moderate value programs; and the newly established Credential Completion Grant.
- **Strengthen the Educator Pipeline in STEM-Related Subjects:** HEA 1558 (Science of Reading) will inform baccalaureate curriculum in education. The Indiana State Board of Education (SBOE) will establish content area license and endorsement requirements for elementary school math and science teachers. Education majors may be required to pass a designated sequence of courses to receive the endorsement. HEA 1001 allocates up to \$1.2 million in grants to postsecondary institutions that support programs and initiatives dedicated to increasing student enrollment and improving student scores in math and science AP courses. Via HEA 1590, professional learning opportunities for educators regarding digital learning are now eligible by way of David C. Ford technology funds.
- **Focus Early Childhood Education Programs on Educational Results:** The legislature adopted language requiring the Early Learning Advisory Committee to update the Paths to Quality rating system for childcare providers, with an eye to education, transparency, and accountability.
- **Increase Kindergarten Readiness by Establishing a Dolly Parton Library of Indiana:** HEA 1001 earmarked \$6 million for the Dolly Parton Imagination Library. The funding is designed to be used as a 50% match with local support. This initiative will be led by the Indiana State Library to increase participation in the program statewide to promote early literacy.
- **Ensure Students Can Read by the End of Third Grade:** HEA 1590 bolsters existing policies geared toward ensuring students can read by the end of third grade. HEA 1001 also contains requirements related to literacy and the science of reading. These literacy-related bills are designed to (1) Require all school corporations adopt curriculum aligned to the science of reading; (2) Require schools with an IREAD-3 pass rate below 70% to employ an instructional coach trained in the science of reading; (3) Require K-5 teachers licensed after June 30, 2025 to obtain a literacy endorsement; (4) Require teacher preparation programs and licensure to include curriculum aligned to the science of reading and prepare participants to obtain the literacy endorsement; (5) Require school corporations to differentiate pay of teachers obtaining the required literacy endorsement, thereby incentivizing teachers to participate in literacy training; (6) Provide the IDOE with an appropriation of up to \$20 million to support literacy initiatives; and (7) Provide IDOE with an appropriation of \$10 million to obtain the final \$10 million Lilly Endowment Matching Grant.

The GWC continues to work with board members and partners to ensure stronger alignment across the State's workforce activities in the years to come.

Indiana's Nationally Acclaimed Colleges and Universities



Indiana is home to seven public postsecondary institutions, comprised of nationally recognized research institutions, affordable four-year colleges and universities, and the state's oldest public institution, Vincennes University, which offers two-year degrees. Indiana also contains the nation's largest singly accredited community college system, Ivy Tech Community College. Alongside public institutions, the state is home to over 30 private colleges and universities.

Affordability is a cornerstone of Indiana's postsecondary system. Each year, the state makes available over \$400 million in financial aid. Indiana is ranked first in the Midwest and fifth in the nation in providing need-based aid. The state ranks sixth in the nation in holding the line on tuition and mandatory fee increases.

Promoting Skill Development and Removing Barriers through Complementary Programs

The State's commitment to developing the in-demand skills of Hoosiers is demonstrated through several state-supported workforce programs that complement existing and required Core Programs and Partner Programs. This is driven in large part by the *Next Level Jobs (NLJ)* initiative (<https://nextleveljobs.org/>). NLJ is part of Governor Holcomb's *Next Level Indiana* agenda to continue the positive momentum of the State and provides Hoosiers with the resources needed to secure a short-term credential, via tuition-free training in one of Indiana's high-demand job fields. The interconnectedness of the following programs and services support barrier mitigation, co-enrollment, and wraparound services.

Under NLK, the *Workforce Ready Grant (WRG)* allows residents who have earned a high school diploma but not a postsecondary degree to enroll in no-cost training programs in certain high-demand fields through approved training providers. The grant may be used only for certain high-value certificate programs in priority industry sectors, such as advanced manufacturing, building and construction, health and life sciences, IT and business technology, and logistics.

Supporting employers, the NLJ initiative provides *Employer Training Grants (ETG)*. This program reimburses employers in high-demand business sectors up to \$5,000 for each newly trained (new or incumbent) employee that is trained, hired, and retained for at least six months. A \$50,000 maximum reimbursement is available for each employer. The grant is dispersed regionally through Workforce Development Board Business Services teams but administered by DWD. Trainee participants must be associated with high-demand, high-wage jobs that require more than a high school diploma but less than an associate degree.

As Indiana develops an implementation strategy to leverage federal workforce programs (BIL, CHIPS, IRA, etc.) to support emerging and growing sectors across the State, the impact the Indiana Office of Work-Based Learning and Apprenticeship (OWBLA) plays is critical to developing and implementing a framework of work-based learning to develop a skilled and ready workforce among Hoosier youth and adult populations to capitalize on this unprecedented opportunity for Hoosiers to access good jobs. The Office of Work-Based Learning and Apprenticeship concentrates on three objectives: (1) Coordinating efforts and partnering with the U.S. Department of Labor to expand registered apprenticeships; (2) Developing flexible and scalable programs that focus on the State's key economic sectors and regional high-wage, high-demand occupations; and (3) building public-private partnerships to increase business and industry engagement with education systems.

Perhaps no other program in the State (or country) has more success with helping secondary school aged students with serious barriers to graduation and employment from dropping out than Jobs for America's Graduates (JAG). In 2023, Governor Holcomb announced the goals to expand JAG Indiana to 250 programs in Indiana by the 2024-2025 school years. DWD, in partnership with the Family and Social Services Administration (FSSA) (i.e., vocational rehabilitation) will invest more than \$23.1 million in Temporary Assistance for Needy Families (TANF) block grants to realize this expansion from 125 to 250 programs in the State. JAG programming provides a structured bridge to successful post-secondary education and workforce opportunities. Administered by DWD, JAG Indiana has served 40,000 Hoosier youth and graduated more than 95% of its students from high school since its inception in 2006.

Workforce development activities in Indiana extend beyond those delivered through DWD. Strong partnerships with other State agencies help to deliver robust workforce services to all Hoosiers. The following State-supported programs reflect the strengths of Indiana's workforce system:

- **Indiana Career Scholarship (CSA) Program:** Passed by the Indiana General Assembly in 2023, the CSA Program provides \$5,000 annually through quarterly disbursements (\$1,250 per quarter) to eligible 10th, 11th, and 12th grade students enrolled in eligible programs to pursue apprenticeships, applied learning experience, work-based learning, and credentials attainment experience. CSA program funds the eligible costs of career coaching and navigation services, postsecondary education and training, transportation and equipment, and certification and credentialing examinations. Through a cross-agency coordinated effort with Indiana Treasurer of State (TOS), IDOE, and CHE, IDOE approves the eligible programs, CHE approves the eligible providers, and the TOS approves eligible students and expenses.
- **Adult Student Grant:** Offered by CHE, the program is specifically designed to meet the unique needs of working adults starting or completing an associate degree, bachelor's degree, or certificate by providing a \$2,000 grant. The grant may be used toward tuition and regularly assessed fees.
- **Hoosier Initiative for Re-Entry (HIRE):** Offered by Indiana Department of Correction (IDOC), the HIRE is an employment-focused program that works through both in and out of facility clients to upskill their career readiness and to place them into full-time, benefitted employment opportunities that offer a livable wage. The HIRE program focuses on three pillars for success:
 - **Direct Client Services:**
 - One-on-one and group sessions to upskill the client base for career readiness, focusing on both pre- and post- release services.
 - Minimum of one-year follow-up with each active client
 - Over 18,000 Hoosiers placed into full-time, benefitted careers since 2012
 - Current average hourly wage for HIRE clients (as of December 2023) is \$16.22 for pre-release, \$15.97 for post-release, and \$16.00 statewide.
 - **Employer Recruitment**
 - Recruiting businesses in Indiana and bordering states that will offer the client base an opportunity to work for higher-paying wages.
 - Offering virtual job fairs and business promotional videos in facility for business convenience and to upload on the client base tablets for pre-release placement.



- Working to assist on WOTC and Federal Bonding opportunities.
- Community Outreach
 - Creating a network of community entities to assist with barrier busting services to alleviate stress during job search and employment placement.

Philanthropic and Sector Partnerships

Another unique strength of Indiana's workforce development activities is the philanthropic and sectoral partnership that exist, providing Indiana with an opportunity to leverage public-, private-philanthropic partnerships in a way that few states can. This provides Indiana the ability to better understand national best practices, innovate through pilot programs, and braid resources to scale promising practices. These partnerships allow for Hoosiers across the State, regardless of if they live in rural, suburban, and urban areas, additional opportunities to receive the support necessary to better their lives.

The GWC can provide these philanthropic and sector partnership organizations with a single-entry point into the talent development system. Listed below are just a few that the State works with to continually strengthen the statewide workforce development system:

- The **Lumina Foundation** is an independent, private foundation in Indianapolis that is committed to making opportunities for learning beyond high school clearer and more accessible for everyone. Lumina Foundation works in partnership with education and business leaders, civil rights organizations, policymakers, and individuals who want to reimagine how and where learning occurs. The foundation envisions a system that is easy to navigate, delivers fair results, and meets the nation's need for talent through a broad range of credentials. Working with governmental, nonprofit, and private-sector organizations to bring about change, Lumina relies on communications outreach, meetings, and events that engage and mobilize people, State and Federal policy outreach, investments in proven and promising practices, and targeted efforts to measure and evaluate progress. Through extensive and abundant research and evidence, the Lumina Foundation believes that in order to increase postsecondary attainment to the levels needed by the State, a robust group of partners must work together to build an equitable postsecondary learning system.
- The **Lilly Endowment Inc.** is a private philanthropic foundation based in Indianapolis, created by pharmaceutical giant Eli Lilly and Company. The Endowment helps organizations realize their community development and education potential by providing funding, consulting and technical assistance, research and evaluation support, and connections to other organizations with relevant aims and experience. State workforce development efforts are greatly impacted by the investment and support of the Endowment. Since 1990, the Endowment has allocated over \$800 million in its GIFT initiative for Indiana community foundations, continual support for United Ways through periodic grants to Indiana United Ways, continual support of six regional initiatives around the State totaling over \$200 million, and its long-standing support of all of Indiana's colleges and universities under the first round of the College and Community Collaboration Initiative. During the 2024 State of the State Address, Governor Holcomb announced that the Endowment would provide the State with a \$250 million grant (via READI 2.0) to support quality of place projects across fifteen regions in the State.



- **Central Indiana Corporate Partnership (CICP)** fosters growth and innovation in crucial sectors in Indiana's economy and brings together leaders from many of the State's corporations, foundations, and universities while encouraging conversation and collaboration. CICP has identified and supports five talent and industry sector initiatives, focused on agbiosciences, talent and workforce development, life sciences, advanced manufacturing and logistics, and technology. CICP has created an advanced industry initiative for each of these sectors and each initiative supports the growth of its respective industry. Lilly Endowment Inc. provides financial support for the CICP Foundation's charitable, educational, and scientific activities:
 - **AgriNovus Indiana** is a nonprofit coalition of leaders across industry, academia, and government focused on growing Indiana's agbioscience economy across food, animal health, plant science, and agtech.
 - **Ascend Indiana** is committed to making Indiana a place of economic opportunity for all. It connects jobseekers to good and promising career opportunities through an innovative job matching platform, the *Ascend Network*; catalyzes partnerships with universities and employers, provides consulting services to meet high-demand workforce needs; and conducts research to enable systems-level change that positively impacts individuals throughout the State. In partnership with EmployIndy, Ascend received a \$6 million grant from the Richard M. Fairbanks Foundation in 2022 to support the scaling of *Modern Youth Apprenticeships (MAP)* in Marion County. MAP is a three-year work-based learning experience starting in high school that combines paid employment, on-the-job learning, related academics, aligned college credit, and industry-recognized credentials.
 - **BioCrossroads** is Indiana's initiative to grow the life sciences, a public-private collaboration that supports the region's research and corporate strengths while encouraging new business development. BioCrossroads provides funding and support to life science businesses, launches new life science enterprises, expands collaboration and partnerships among Indiana's life science institutions, expands science education, and markets Indiana's life sciences industry. The initiative has formed several new nonprofit organizations including Indiana Health Information Exchange, BioCrossroadsLINX, OrthoWorx, Datalys Center, and the Indiana Biosciences Research Institute. In 2023, OrthoWorx received a 2-year, \$30 million State budget appropriation.
 - **Conexus Indiana** maintains and grows Indiana's competitive advantage as a global advanced manufacturing powerhouse and logistics hub. Since 2007, Conexus Indiana has engaged thousands of industry, academic, public-sector and philanthropic leaders to develop skilled talent, as well as identify and create opportunities for future business growth. Conexus has developed and delivered several programs, such as high school curriculum, internship programs, and convened industry councils to move the needle forward in the manufacturing industry.
 - **TechPoint** is the industry-led growth initiative for Indiana's digital innovation economy and overall tech ecosystem. The team is focused on working with public, private and industry partners to expand tech talent pipeline, enhance resource connectivity for enterprise organizations and startups alike, and elevate the industry by activating the community and amplifying stories of success. TechPoint recently

launched Mission41K, a collaborative movement to address tech employer talent needs through skills-based hiring, inclusive pathways, and apprenticeships to grow Indiana's tech workforce by 41,000 workers by 2030.

- **Credential Engine** aims to ensure the economic stability and prosperity of Indiana. Through analyzing the workforce needs of Indiana employers, as well as the skills necessary for individuals to find living-wage employment, Credential Engine provides the foundation for important tools for both employers and students to obtain the information they need to make strategic decisions about credential and career pathways. One of the most important aspects of Credential Engine has been the construction of agreed-upon competencies between postsecondary institutions. This has led to a statewide general education core, where, if a student earns the required courses, those courses are accepted to any Indiana postsecondary institution. Collaborative data sharing agreements from the Eligible Training Provider List and *Next Level Jobs* through the Indiana Department of Workforce Development have expanded the credential engine database to include additional skills-based credential offerings.
- **Rework America Alliance** is a nationwide partnership of civil rights groups, nonprofits, private sector employers, labor unions, educators, and others, working to get people without a college degree into better-paying jobs with opportunities for career growth, particularly women, Black, and Latino workers. In 2023, Jobs for the Future (JFF) acquired this program from the Markle Foundation. Under JFF, the Alliance will provide opportunities for career growth and advancement into quality jobs for people without a college degree, particularly women of all racial backgrounds, and Black and Latino people. The Alliance will continue to partner with Indiana to support this work by (1) providing free access to a full virtual training program for career coaches focused on human-centered, equity-driven, and skills-based practices, (2) providing access to skills-based tools for jobseekers, including the Skill My Resume and Job Progression tools, and (3) continuing its partnership with the Indiana Chamber to provide support to employers transitioning to skills-based talent management through the Skillful Talent Series. The work of the Alliance will strengthen existing partnership JFF has in Indiana, including the Youth Apprenticeship Intermediary Site with Horizon Education Alliance, the Job Quality Academy with EmployIndy and Northern Indiana Workforce Board, the Community College Workforce Consortium member of Ivy Tech Community College, and more.
- **Central Indiana Community Foundation** mobilizes people, ideas, and investments to make this a community where all individuals have equitable opportunity to reach their full potential. The foundation has existed for more than 100 years. In that time, they have created lasting and truly meaningful change in (central) Indiana. They continue to study and focus on: wage disparity; breaking the cycle of generational poverty by supporting youth; and equitable access to opportunities. CICF administers general grant application rounds each year. During these open application windows, eligible 501(c)(3) organizations may submit a request for consideration. Each request submitted will be assigned to a community leadership officer, assessed, and then aligned with the fund or funds deemed most appropriate for consideration. These may include community endowed funds, donor-advised funds, field-of-interest funds, or major funds held at CICF. Alignment will be determined by staff and only after an application has been fully completed and submitted for consideration.



- The **Center of Excellence in Leadership of Learning (CELL)** at the University of Indianapolis is a leader in partnering with secondary and postsecondary schools to provide early college models for students. The Center of Excellence in Leadership of Learning at the University of Indianapolis provides leadership that is both cutting-edge and action oriented. CELL currently has a network of 100+ high schools across the state trained in the Early College model and in varying degrees of implementation. CELL is establishing a Rural Early College Network (RECN) through a federal Education Innovation and Research (EIR) program administered by the U.S. Department of Education's Office of Elementary and Secondary Education. The RECN will help rural Indiana schools more quickly implement the Early College (EC) high school model. Early College targets underserved students and allows them to earn both high school diplomas and up to two years of credits toward bachelor's or associate degrees through rigorous dual credit classes supported by wrap-around services.
- **Goodwill of Central & Southern Indiana's Excel Center's** mission is to change lives every day by empowering people to increase their independence and reach their potential through education, health, and employment. The Excel Center is operated by Goodwill Education Initiatives, Inc., a not-for-profit organization formed by Goodwill of Central & Southern Indiana. Recognizing that nearly a half million working-age Hoosiers lack a high school diploma, Goodwill opened The Excel Center for adults in 2010. The Excel Center is a tuition-free public high school for adults offering an Indiana Core 40 high school diploma. There are currently sixteen locations throughout central and southern Indiana, serving more than 4,200 students annually. Students at The Excel Center have "coaches" who help address challenges with transportation, childcare, health, and family situations — circumstances that can hinder progress in school. Free childcare is provided on-site for the young children of students while they are in class. The Excel Center's locations are open year-round, mornings through evenings.
- **Strada Education Foundation** supports programs, policies, and organizations that strengthen connections between postsecondary education and opportunity nationally and in its home State of Indiana, with a focus on helping people who face the greatest challenges. Strada advances its mission through research, grantmaking, and social impact investments, public policy solutions, and Strada-supported nonprofit organizations, including:
 - CAEL: helps organizations succeed among accelerating changes reshaping education and employment landscapes. We build and lead inclusive partnerships that result in agile, responsive pathways linking learning and work. By helping diverse organizations find common cause in adult learners and workers, we keep education and training providers aligned in real time, sustain healthy talent pipelines, and support enrollment in education and training programs, from badges and micro credentials to certificates and advanced degrees.
 - Education at Work: helps students graduate with less debt and more skills, connections, and confidence by connecting them with flexible, paid employment opportunities. We help high-achieving college students gain the career-ready skills and financial stability needed to succeed after graduation
 - InsideTrack: partners with higher education institutions, workforce partners and employers to empower individuals to overcome educational and career barriers, close the widening post-secondary completion gap, bring stopped-out learners back to school, and reskill and upskill workers.



- Roadtrip Nation: creates and distributes best-in-class career exploration content, products, and experiences to help individuals pursue fulfilling careers based on what's important to them.
- **Applied Research Institute (ARI)** is a non-partisan leader in technology innovation and strategy. As a neutral, third-party innovation ecosystem orchestrator, ARI collaborates with cross-sectional partners from State and Federal government, industry, and academia, across a wide spectrum of technology focus areas. It specializes in creating robust ecosystems, facilitating partnerships, and managing complex technology projects from start to finish – all with the goal of transforming ideas into game-changing results. Through its network of 200+ partnerships across government, industry, and academia, ARI is positioned to solve emerging technical and national security challenges in key advanced technology areas.

Weaknesses:

Indiana aspires to continually improve how workforce activities are being carried out across the State. Some of the most prevalent weaknesses and contributing hurdles include the following:

Barriers to Alignment and Integration Across Programs & Systems:

- Data system non-integration in case management systems in part due to information privacy standard protections.
- Unfamiliarity with, and/or limited collaboration between, partner programs and systems, contributing to disconnected jobseeker referrals within the one-stop system.
- Limited opportunities for one-stop staff and partner cross-training to increase capacity, expertise, and efficiency.

Limited Awareness of Workforce System Activities & Services:

- Identified need to promote a statewide marketing campaign to (1) inform Hoosiers of available workforce and supportive services and (2) elevate local best practices for statewide replications due limited dedicated state and regional allocated funding for marketing purposes.
- Difficulty reaching “untapped” populations, especially during low unemployment, to get them upskilled and placed in a self-sustaining career.

Low Enrollment in Postsecondary Education & Training Programs:

- Limited awareness of training grants to many eligible Hoosiers to help offset the cost of training. Addressing issues via statewide marketing program that connects potential clients to a Career Navigator that will connect them to state and locally funded training and career resources.
- Misconceptions about job quality for high-demand, high-wage occupations including socio-economic benefits for training and education beyond high school such as increased lifetime earnings, job stability, resiliency to economic downturns, and adaptability to changes in technology disruption, and more.
- Traditional training program structures that struggle to accommodate adults balancing work and life activities.
- Indiana's strong manufacturing sector may adversely affect the degree-seeking rate of Indiana high school students due to available opportunities upon high school graduation. Indiana is



ranked Top 10 in the nation for secondary outcomes yet ranks in the Bottom 10 nationally for residents 25-64 holding an associate degree or higher.

Stagnant Labor Force Growth Due to Baby Boomer Retirements and Declining Fertility Rate:

- As Baby Boomers age out of the workforce, Indiana will struggle to replace these workers, particularly in critical need industries such as education and healthcare & human services. As the population ages and lives longer, workforce shortages in Indiana's healthcare industry, for example, will be felt more profoundly.
- The State must adequately embrace automation to increase productivity.
- Retention strategies and development of meaningful connections with employers for K-12 and post-secondary students, increasing attraction strategies for in-migration of new workers, as well as barrier assistance strategies to help historically marginalized population groups and under employed individuals to enter or reenter the labor force will bolster labor force participation.

Indiana is working to address weaknesses through our defined goals and strategies, as detailed in Section II. B & C.

C. State Workforce Development Capacity. Provide an analysis of the capacity of State entities to provide the workforce development activities identified in (A), above.

The strength of Indiana's workforce system is exemplified through the collaboration among partners, including those from Core and Partner Programs. In keeping with the vision of WIOA, State entities work together to increase access and opportunities to employment, education, training, and support services to employment. Indiana has championed stronger alignment of workforce, education, vocational rehabilitation, and other human services systems to improve the structure and delivery of services to Hoosiers.

Collaboration in Indiana has never been better – State agencies, industry, education, community and philanthropic partners are working together more than ever before. The Governor's Workforce Cabinet (GWC) has challenged partners to think globally, plan regionally, and act locally when delivering workforce development activities.

Indiana has identified specific partners and stakeholders who will champion specific action steps for each goal identified in this plan (see Section II.B and C). The coalition of partners driving the State's workforce system will continue to work with one another to achieve successful outcomes. The GWC will allocate resources and capacity as needed to implement action steps to ensure every Hoosier individual and employer has access to the services and activities available in the statewide workforce system.



B. State Strategic Vision and Goals

The Unified or Combined State Plan must include the State's strategic vision and goals for developing its workforce and meeting employer needs in order to support economic growth and economic self-sufficiency. This must include:

1. Vision

Describe the State's strategic vision for its workforce development system.

Indiana will be a national workforce leader, connecting employers and skilled workers, supporting critical need jobs of today while preparing for emerging industries – to drive economic mobility and opportunity for all Hoosiers.

2. Goals

Describe the goals for achieving this vision based on the analysis in (a) above of the State's economic conditions, workforce, and workforce development activities. This must include:

A. Goals for preparing an educated and skilled workforce, including preparing youth and individuals with barriers to employment and other populations.

Indiana has established the following pillars and corresponding goals for achieving the State's strategic vision for its workforce development system. Specific action steps, populations served, and participating partners are detailed in Section II.C. 2.

PILLAR I: REMOVING BARRIERS FOR WORKERS

Goal 1: Harness opportunities through the Infrastructure Investment and Jobs Act, known as the Bipartisan Infrastructure Law (BIL), which includes the Broadband Equity Access and Deployment program (BEAD), the CHIPS and Science Act, and the Inflation Reduction Act (IRA) for populations that have been historically excluded from the labor force.

- Develop employer-based recruitment, training, and retention incentives and barrier mitigation support strategies to increase hiring of traditionally underserved populations
- Deliver supportive services and direct assistance to address barriers to employment such as childcare, transportation, and work-based learning costs
- Coordinate strategic alignment across all impacted programming from K-12 through workforce initiatives for target population groups

Goal 2: Remove barriers for workers including providing affordable and accessible childcare.

- Develop a cross-system, one-stop referral process for individuals experiencing childcare and other barriers such as adequate housing, clothing, food, limited English-speaking ability, involvement in the justice system, or a lack of education, work experience, credentials, and transportation
- Provide low- or no-cost training for childcare workers to increase talent development in the caregiver economy
- Support development of employer-based childcare solutions

Goal 3: Create digital equity through digital skills training.

- Increase access to digital skills training for at-risk population groups to mitigate the digital divide



- Increase work-based learning and information technology apprenticeships in collaboration with employers to provide accessible entry points into high growth careers
- Adopt digital literacy screening and training referrals as a common practice during case management across Core and Partner programs

PILLAR II: PREPARING FUTURE SKILLED WORKERS

Goal 1: Transform as a State to prepare for emerging industries specific to federal opportunities and strategic industries.

- Coordinate cross agency workforce strategy, marketing, and implementation planning
- Develop a supply and demand model for workforce investments in partnership with employers
- Create career pathway models for critical need, middle- to high-skill, good jobs requiring K-16, workforce training, and/or apprenticeships

Goal 2: Meet people where they are for career pathway planning to customize to their unique potential and experience.

- Increase career navigation resource access and provide unique-to-the-individual career pathway mapping within youth, adult, and dislocated worker education and training programs
- Increase 1:1 contact between students/jobseekers and career navigators
- Deliver a marketing campaign to promote awareness of education and training availability within a one-stop, web-based portal

Goal 3: Develop additional workers with skills-based technical training and/or a high-quality credential, certification, or degree to fill in-demand jobs.

- Revise Indiana's in-demand occupational rankings for career awareness, policy, and funding alignment to critical need, in-demand jobs
- Promote and provide no cost, high quality, skills-based training and credentials to eligible Hoosiers
- Identify and provide outreach to unemployed, underemployed, and incumbent workers including those at risk of displacement due to automation, with high quality education and training aligned to in-demand jobs

B. Goals for meeting the skilled workforce needs of employers.

PILLAR III: HELPING EMPLOYERS FIND AND/OR DEVELOP SKILLED WORKERS

Goal 1: Deliver bespoke customer service and solutions to key employers.

- Establish a dedicated Talent Agency
- Support sector partnerships for the BIL including BEAD, the CHIPS & Science Act, the IRA, and other critical needs jobs
- Solicit feedback from employers to validate, in-demand skills, credentials and career pathway progression for increased employer to education and training provider alignment



Goal 2: Increase quality job exposure and experience through apprenticeships, work-based learning, and employer supported training programs.

- Develop and promote an employer toolbox for off-the-shelf work-based learning programming for the youth through adult continuum
- Identify preferred apprenticeship and work and learn models based on employer input
- Increase employer outreach, participation, and successful employment placement

Goal 3: Continue to champion and promote skills-based hiring practices through career coaching for underserved jobseekers and employer hiring and training models.

- Establish common skills language library
- Increase number of career coaches and business services teams trained in skills-based hiring practices
- Deliver no-cost employer / HR training and virtual resources for skills-based talent development strategy

3. Performance Goals

Using the table provided in Appendix 1, include the State's expected levels of performance relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) of WIOA. (This Strategic Planning element only applies to core programs).

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

- **Second Quarter Employment after Exit:** Measures the percentage of participants who are in unsubsidized employment during the second quarter after exit from the program. For youth, the measure also includes the percentage who were in education or training activities during the second quarter after exit.
- **Fourth Quarter Employment after Exit:** Measures the percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program. For youth, the measure also includes the percentage who were in education or training activities during the fourth quarter after exit.
- **Median Earnings for Second Quarter after Exit:** Measures the median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program.
- **Credential Attainment Rate:** Measures the percentage of participants who obtained a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year of exit from the program.
- **Measurable Skill Gains:** Measures the percentage of participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, which are defined as documented academic, technical, occupational, or other forms of progress toward such a credential or employment.
- **Effectiveness in Serving Employers:** Measures the State workforce system's effectiveness in serving employers by evaluating the employee retention, employer penetration, and repeat business customer rates

See Appendix 1 for the list of Performance Goals.



4. Assessment

Describe how the State will assess the overall effectiveness of the workforce development system in the State in relation to the strategic vision and goals stated above in sections (b)(1), (2), and (3) and how it will use the results of this assessment, which may include evaluation findings, and other feedback to make continuous or quality improvements.

Indiana will assess the overall effectiveness of the workforce development system in the State through the following resources, ensuring data is captured, evaluated, and used to make continuous improvements:

Management Performance Hub

Indiana has been at the forefront of administrative data collection, data sharing, governance, and linked records access to allow for outcomes-based program research and evaluation through the Management Performance Hub (MPH). In addition to assessing program metrics related to federal performance goals, wages, employment, and post-secondary enrollment, industry and occupation-based students can be performed leveraging the MPH.

Defined Metrics

Shared, defined metrics across programs with shared goals will allow for enhanced alignment and improved performance. Indiana is currently developing a shared metrics template for Adult Education programs statewide to better align data collection and share progress toward State goals amongst the Department of Workforce Development, charter high schools, and online providers, as an example.

Labor Market Information

Indiana will use labor market indicators related to employment, unemployment, labor force participation, barriers to employment, industry growth, job postings and openings, and median wage earnings for high-level business intelligence to measure progress towards each of the three pillars.

Employer Feedback

Indiana will verify employer demand and talent pipeline fulfillment through direct contact with employers within sector partnerships, focus groups, business services metrics, and economic development partners.

WIOA Steering Committee

A WIOA Steering Committee will be established to monitor progress, establish benchmark goals, and provide continuous quality improvement to meet the Plan's strategic vision and goals. Updates will be shared with the Governors Workforce Cabinet (GWC) at regularly scheduled public-facing meetings so that GWC members, attendees, and guests can better understand the State's progress towards accomplishing the goals and strategies outlined in this plan. If necessary, corrective action may be instituted at the discretion of the GWC or Governor's Office.



C. State Strategy

The Unified or Combined State Plan must include the State's strategies to achieve its strategic vision and goals. These strategies must take into account the State's economic, workforce, and workforce development, education and training activities and analysis provided in Section (a) above. Include discussion of specific strategies to address the needs of populations provided in Section (a).

1. Describe the strategies the State will implement, including industry or sector partnerships related to in-demand industry sectors and occupations and career pathways, as required by WIOA section 101(d)(3)(B), (D). "Career pathway" is defined at WIOA section 3(7) and includes registered apprenticeship. "In-demand industry sector or occupation" is defined at WIOA section 3(23).

Upward mobility of Hoosier jobseekers and incumbent workers advances independent financial security, self-sustainability, and economic growth. Indiana is focused on addressing barriers for individuals including traditionally underserved populations, low-skilled adults, youth, and individuals with disabilities (as prescribed in WIOA Section 101(d)(3)(B)) while providing no cost or affordable career training pathways through registered apprenticeships and work and learn programs, skills-based training, career technical education, adult education, and post-secondary credentials. There is not one pathway for success, however Indiana promotes high quality credential attainment as a means for upward mobility. In addition, it is imperative that sector partnerships and employer signaling inform education and workforce training and programs to keep pace with rapidly changing industry needs.

Career Pathways

Indiana recognizes the significant role career pathway planning plays in helping Hoosier workers advance to better paying jobs by earning in-demand postsecondary credentials. Indiana prioritizes and encourages individuals to make informed decisions about their career pathway that (1) align with the skill needs of industry, (2) prepare them for work-based learning, skills-training or postsecondary education, (3) support their individual interest and aspiration, and (4) help them enter or advance within a specific occupation.

Over the last several years, workforce partners across the State have designed, coordinated, and launched successful career training pathway programs and resources, including but not limited to:

- Indiana Department of Workforce Development (DWD) provides Hoosier students, jobseekers, and incumbent workers with tools and resources to help guide them toward an appropriate career pathway, through tools such as **Indiana Career Explorer** (INCE) and **INDemand Jobs** (<https://www.in.gov/dwd/job-seekers/explore/>). INCE is a career and education and training navigator, career assessment, and graduation planning resource for K-12, young adults aged 16-24, and adults. Within INCE, individuals can take career interest and aptitude assessments, locate education and training providers by industry and occupation, and map graduation requirements needed for K-12 graduation pathways. Labor market information, including occupational demand, is embedded throughout the platform to quickly communicate Indiana's most in-demand jobs. **INDemand Jobs** focuses on current and future high-demand, high-wage jobs. Individuals can access this online tool to determine which industries and occupations are most in-demand at the State, region, and county level. **INDemand Jobs** determines which occupations are to be included by looking at five categories: total openings, growth openings, percentage change, real time labor market information, and



wages for both short- and long-term outlook. The demand indicator (or “flames”) used is based on a methodology that ranks all Indiana jobs by each input category using short- and long-term job projections. An occupation is assigned a value of between 1 and 5 flames depending on how in-demand that occupation is in the selected geographic region, or in the State. Skills engine data supplements each occupational profile using national skills data from employers, coupled with Indiana-based employer validation to show the skills needed to be successful in an *INDemand* occupation. An example of a career pathway mapping for *INDemand Jobs* can be viewed at <https://indemandjobs.dwd.in.gov/>. Individuals can refer back to the *INDemand Jobs* tool to map out their career pathway while identifying the on- and off-ramps for additional education and skill development needed to progress. Indiana is currently updating the in-demand ranking methodology for the first time since its inception in 2017. A future iteration may include additional emphasis on upward career mobility, livable wage, job stability and skill disruption potential. Currently, funding and policy decisions related to education and training for the Eligible Training Provider List, Workforce Ready Grant, and Career Technical Education course level funding are informed by the *INDemand Jobs* ranking. Jobs are also listed by in-demand STEM-related fields (science, technology, engineering and mathematics).

- In 2018, Governor Holcomb created the **Office of Work-Based Learning and Apprenticeship** (OWBLA) which coordinates efforts with the U.S. Department of Labor to develop and implement comprehensive work-based learning programs for youth and adults. As detailed on the *Apprenticeship USA* website, Indiana boasts over 600 federally registered apprenticeship providers in high-demand sectors, including advanced manufacturing, construction, and building trades, as well as emerging sectors like cybersecurity and IT. OWBLA also coordinates a network of partners that support and impact work-based learning programs and manages more than \$6 million in U.S. Department of Labor funding.
- **Work and Learn Indiana** is a program that acts as a bridge connecting employers, learners, and educational institutions. It offers a user-friendly database, matching system, and reporting tools, along with valuable resources and expert guidance to support and empower Hoosiers to explore and pursue enriching work-based learning programs. *Work and Learn Indiana* is led by the Institute of Workforce Excellence, a subsidiary of the Indiana Chamber of Commerce.
- **Industry 4.0** is a term used to acknowledge the fourth industrial revolution in advanced manufacturing and logistics (AML), signifying the adoption of machine learning, cloud computing, AI, and “smart” systems that refine and optimize processes. Conexus Indiana is working with Hoosier manufacturers to support their workforce and be a global leader in AML. Through its **Catapult Indiana** program, Conexus Indiana provides students with the opportunity to explore real-world programs in the AML sector. During the 160-hour programs, participants learn about and prepare for new careers through classroom work and hands-on simulations. *Catapult Indiana is available to unemployed, underemployed adults and high school students.*
- **Modern Apprenticeship** (MAP) is a three year-program designed to prepare Central Indiana high school students for the workforce with paid, hands-on experience that complements their traditional coursework. Apprentices begin their journey in their junior year and pursue jobs in growing fields, such as business, advanced manufacturing, and IT, propelling them on a pathway to continue their skill development either through postsecondary education or



directly in the workforce. MAP is spearheaded by EmployIndy in partnership with Talent Bound and Ascend Indiana.

- The Indiana Department of Education (IDOE) is partnering with educators and schools across the state to implement *Indiana's Priorities for STEM Education* in an effort to integrate science, technology, engineering, and mathematics through an engaging and motivating, student-centered pedagogy and curriculum. Students are engaged in solving real-world problems using inquiry-based learning, problem-based learning, and engineering design practices, which require critical thinking and collaboration. Integrated STEM Frameworks, or pathways, are available to students K-12.
- **Transforming High School** In 2023, HEA 1002 included provision for \$5,000 student Career Scholarship Accounts (CSA) to reduce work-related barriers for increased participation in work-based learning and training to promote career preparation during high school. CSAs via HEA 1002 help provide monetary support for career coaching, dual enrollment costs, transportation to/from work and other barriers that might prevent a student from working. Indiana already has a requirement that students show “demonstrable employability skills” as a graduation pathway standard to graduate from high school, but new requirements will be more work and skills focused. The CSA Program will also cover costs associated with enrolling in and attending IDOE-approved course sequences and career courses and programs of study leading to industry recognized credentials. Ultimately, IDOE can limit approval to course sequences and programs of study that culminate in a “credential of value” to ensure the programs are tailored to increase access to credentials of value rather than increase access to credentials generally. HEA 1002 will help shape a career navigation network, with the establishment of approved intermediaries. These intermediaries will meet with students and select individuals for thirty minutes to provide early career information, help establish job connections and advise on industry jobs, demand and training requirements.

Sector Partnerships

Indiana has a long history of coordination and cooperation among industry and workforce partners to meet the needs of employers, workers, and jobseekers. Currently, Indiana is working on a coordinated, interdepartmental effort to help implement a cohesive State strategy to estimate the workforce impact stemming from federal workforce investments as well as other critical needs and high-growth sectors. Industry growth spurred by the Inflation Reduction Act (IRA), Bipartisan Infrastructure Law (BIL) (including the Broadband Equity Access and Deployment (BEAD) program), and CHIPS and Science Act, specifically, will generate an increased demand for workers with technical skills in semiconductor manufacturing, bio/life sciences, electric vehicle manufacturing, and clean energy.

Indiana has begun to experience growing demand for talent from semiconductor manufacturing, bio/life science, electric vehicle manufacturing, and clean energy industries. Within the last couple of years, several major companies announced plans for significant investment into the Hoosier State, including but not limited to:

- **Stellantis**, the maker of Chrysler and Jeep products, announced in October 2023 the expansion of its electric vehicle battery manufacturing presence in Indiana. The automaker's joint venture with Samsung involves an investment of more than \$3.2 billion to build a second battery plant in Kokomo. The investment is expected to create 1,400 new jobs according to a



news release from Governor Eric Holcomb. Once completed, 2,800 people will be employed at the two plants. This will be the second StarPlus Energy gigafactory in Kokomo, growing the joint venture company's total investment to more than \$6.3 billion. The second next-generation electric vehicle manufacturing facility will be built adjacent to the first gigafactory in Kokomo first announced in May 2022, which is currently under construction and targeted to launch in the first quarter of 2025 with an annual production of 33 gigawatt hours (GWh). This second battery manufacturing facility is expected to start production in early 2027 and aims to have an initial annual production of 34 GWh, significantly increasing the joint venture's U.S. capacity and accelerating Stellantis' transition to electric vehicles.⁶⁴

- **Eli Lilly**, the State's largest pharmaceutical company, announced in May 2022 a \$2.1 billion investment in Boone County's LEAP District – the largest investment in a single site in Lilly's history. The site will create nearly 700 jobs, many of which will be manufacturing. While this project will take three and half years to complete, Indiana's workforce system partners are in regular communication with Eli Lilly to begin the developing the necessary talent pipeline to fuel these jobs, which includes ensuring training is in place, a recruitment plan developed, and talent placement achieved.⁶⁵
- In June 2023, **General Motors** in New Carlisle, Indiana selected a site to build its fourth battery cell plant to support its production of electric vehicles, which is slated to open in 2026. The new plant will build nickel-rich battery cells used in EVs, which is expected to help significantly increase the accessibility and affordability of EVs.⁶⁶
- In October 2022, **EnPower**, a lithium-ion battery maker based in Phoenix, announced plans to launch a battery manufacturing facility in Newberry, Indiana near the Naval Surface Warfare Center – Crane Division. Plans are for the creation of 151 new jobs.⁶⁷

In response to recent federal workforce investments, Indiana's industry partners have initiated the following strategies to meet employer needs and prepare a skilled and trained workforce:

CHIPS & Science Act

- Silicon Crossroads Microelectronics Commons Hub, led by the Indiana-based Applied Research Institute, was one of eight regional innovation hubs funded by the Department of Defense to help increase the production of semiconductor technologies and microelectronics. Based at Purdue University, the hub will receive \$2 billion over the next five years from the CHIPS and Science Act to grow the region's semiconductor innovation ecosystem. Indiana leads the Silicon Crossroads Hub, and as its leading university, Purdue will collaborate with many members of the consortium in the coming years. Purdue is also the university leading the Department of Defense workforce program SCALE, with a national consortium of 18 universities.

⁶⁴ <https://www.indystar.com/story/news/environment/2023/10/11/stellantis-electric-vehicles-kokomo-indiana-3-billion-battery-plant-united-auto-workers-strike/71140099007/>

⁶⁵ <https://investor.lilly.com/news-releases/news-release-details/lilly-plans-invest-21-billion-new-manufacturing-sites-indiana>

⁶⁶ <https://gmauthority.com/blog/gm/gm-facilities/ultium-cells-battery-plants-global/ultium-cells-usa-battery-plants/gm-new-carlisle-indiana-battery-plant/>

⁶⁷ <https://www.ibj.com/articles/enpowers-pivot-to-battery-making-leads-company-to-indianapolis>



- The U.S. Department of Commerce's Economic Development Administration announced that Heartland BioWorks, led by the Indiana-based Applied Research Institute, was one of thirty-one regional tech hubs designated for implementation grants of up to \$75 million each. The Tech Hub designation supports the acceleration of workforce development and helps dismantle barriers to success for entrepreneurs and small business owners with new biotech products. Heartland BioWorks is a consortium of Indiana stakeholders that include industry leaders such as Eli Lilly, Cook Medical and Roche; higher education institutions such as Purdue University, the University of Notre Dame, Ivy Tech Community College, and Indiana University; economic development organizations, labor unions, and the cities of Fishers and Indianapolis. This consortium is driven by strong collaborative innovation practices to ensure that bioproducts invented in America are also produced domestically. Indiana's Indianapolis-Carmel-Anderson metropolitan statistical area features the unmatched collection of resources and capabilities necessary to become the world-leading force that secures our nation's biomanufacturing future. The region is home to landmark industry leaders that span the bio ecosystem; R1 institutions focused on biotechnology and manufacturing innovations; coordinated state-regional-local prioritization of life sciences to advance economic opportunities; a rapidly growing venture ecosystem; and significant biotech investment momentum. Heartland BioWorks will initially focus on three integrated activities that address biotechnology, medical technology, genomics, and synthetic biology gaps as identified by the EDA: (1) BioTrain, (2) BioLaunch, and (3) BioMake.

Inflation Reduction Act

- Since President Biden signed the Inflation Reduction Act in August 2022, investment in electric vehicle manufacturing has increased. General Motors is now investing \$491 million in a Marion, Indiana metal stamping plant to make parts for electric vehicles, and \$45 million in a Bedford, Indiana aluminum die-casting foundry that will supply electric vehicle plants in Michigan. General Motors and Samsung also have chosen New Carlisle, Indiana for a new \$3 billion electric vehicle battery manufacturing plant. Other clean energy investments across the State include the new Bila Solar plan and headquarters in Indianapolis and the Entek lithium battery plan in Terre Haute. In total, these projects are expected to create more than 1,400 new jobs. While Indiana has routinely been a top State for manufacturing and transportation, approximately 20% of the State's emissions are derived from transportation. After the passage of the IRA, Indiana submitted its plan for creating an electric vehicle charging infrastructure network: *Charging the Crossroads*. Though funded through the National Electric Vehicle Infrastructure (NEVI) Program, it directly correlates to the IRA's investment in clean energy and EV production. *Charging the Crossroads* calls for the requirement of electricians installing, operating, or maintaining an EVSE to either be certified through the federally recognized *Electric Vehicle Infrastructure Training Program* or be a graduate or certificate earner from a registered apprenticeship program for electricians that includes charger-specific training and is developed as a part of a national guideline standard approved by USDOL in consultation with the Department of Transportation.⁶⁸
- Additionally, funding from the IRA resulted in the creation of Indiana University's Indiana Resilience Funding Hub, a program to connect small towns with IRA and IIGA funding for sustainability and climate-change mitigation focused projects.

Infrastructure Investment & Jobs Act, known as the Bipartisan Infrastructure Law (BIL)

⁶⁸ Source: *Charging the Crossroads* plan, <https://chargingthecrossroads.com/>



- Indiana is part of a \$1 billion investment, funded by the BIL, into hydrogen production through the Midwest Alliance for Clean Energy. The Midwest Hub, known as MachH2, is one of seven across the country that will produce hydrogen as a fuel source for the region's industrial and manufacturing sectors. This hub, to be located near BP's refinery in Whiting, Indiana, is positioned to create a "hydrogen mobility corridor" in Indiana and across neighboring states. The hub consists of more than seventy public and private partner organizations from Indiana, Illinois, Michigan, and Wisconsin. Partners from Indiana include the Indiana Economic Development Corporation, Purdue University, BP, Energy Systems, and more. Embodying our moniker as the "crossroads of America", the hub will be strategically located to a key U.S. industrial, manufacturing, and transportation corridor. The hub will accelerate Indiana's clean energy efforts, cultivate new sources of energy for industry and residents alike while making Indiana, and the Midwest, a destination of excellence in hydrogen technology.
- Indiana will receive more than \$868.1 million in federal funding from the Broadband Equity Access and Deployment (BEAD) program under the BIL. Funding will be used to administer grant programs deploying or upgrading broadband networks to ensure equitable access to reliable, affordable, high-speed internet service. Under the Office of Lt. Governor Suzanne Crouch, the Indiana Broadband Office developed the *Steps to Success*, crafted to help encourage and lead communities through the process of expanding connection. One of the steps in this plan is to "engage with partners to increase local workforce in anticipation of buildout." Broadband brings more opportunities than just the internet – it brings new jobs, new residents, and new businesses. Communities are tasked with creating new or identifying existing career pathways that can be modified to support the installation of connectivity. Communities are encouraged to work with designated 21st Century Talent Regions to attract, develop, and connect Hoosier workers to these opportunities.

In addition to these federal programs, in 2022, Governor Holcomb leveraged \$500 million from the Biden Administration's stimulus package, American Rescue Plan, to launch the statewide economic development initiative, READI (Regional Economic and Acceleration and Development Initiative). The intent around READI was for neighboring counties, cities, and towns to come together and identify their region and outline strategies to make positive developments in talent attraction and development, among other areas such as quality of place, quality of life, innovation, and entrepreneurship. Regions were encouraged to involve a broad, diverse group of stakeholders including private employers, anchor institutions, higher education institutions and other educational entities, economic development, philanthropic partners, workforce partners, and elected officials. Seventeen READI regions were developed and awarded funds ranging from \$5 million to \$50 million. Regional workforce projects include (but are not limited to):

- Workforce housing
- Creation of an education and innovation center
- Work-based learning expansions
- Creation of youth entrepreneurship ecosystems
- Development of new experiential learnings for emerging jobs and sectors
- Creation of a regional high education talent pipeline and partnership consortium
- Launch of regional talent attraction campaigns
- Development of a microelectronics campus
- Expansion of computing coding and IT bootcamps



In 2023, the Indiana General Assembly announced an additional \$500 million from State funds for a second phase of READI (READI 2.0) to maintain Indiana’s long-term competitiveness and growth, reliant on the State’s ability to attract and people talent in communities across the State.

Additionally, the Indiana General Assembly allocated \$30 million to OrthoWorx, a non-profit organization based in Warsaw, Indiana, to attract and retain talent in the “Orthopedic Capital of the World” in Kosciusko County. The county represents about half of the \$60 billion global orthopedics market and the industry accounts for more than 22,000 jobs in the region and approximately \$19 billion in revenue, according to the Northeast Indiana Regional Partnership. OrthoWorx embodies the spirit of an industry sector partnership, working with orthopedic industry members, academic partners, and community leaders to capitalize on the resources and expertise in the region and industry to achieve its workforce goals.

Workforce ecosystem partners must serve as trailblazers in partnership with the State and employers to prepare Hoosiers now for the economy of the future through sector-based strategies that connect K-12 and education and training providers with relevant training responsive to industry needs.

2. Describe the strategies the State will use to align the core programs, any Combined State Plan partner programs included in this Plan, required and optional one-stop partner programs, and any other resources available to the State to achieve fully integrated customer services consistent with the strategic vision and goals described above. Also describe strategies to strengthen workforce development activities in regard to weaknesses identified in section II(a)(2).

PILLAR I: REMOVING BARRIERS FOR WORKERS

Goal 1: Harness opportunities through the BIL including BEAD, the CHIPS and Science Act, and the IRA for populations that have been historically excluded from the labor force.		
Actions	Partners & Key Stakeholders	Populations Served
Develop employer-based recruitment, training and retention incentives, and support to increase hiring of the traditionally underserved populations	GWC, IN DWD, IN DOT, IN Office of Broadband, IEDC, Indiana Chamber	WIOA Targeted Populations
Deliver supportive services and direct assistance to address barriers to employment such as childcare, transportation, and work-based learning costs	GWC, IN DWD, IN DOT, IN Office of Broadband, IEDC, Indiana Chamber, IN FSSA	WIOA Targeted Populations
Coordinate strategic alignment across all impacted programming from K-12 through workforce initiatives for target population groups	GWC, IN DWD, IN DOE, IN CHE, IN FSSA, IN DOC	WIOA Targeted Populations

Indiana anticipates an unprecedented influx of federal dollars to fund infrastructure projects via the Infrastructure Investment and Jobs Act, known as the Bipartisan Infrastructure Law (BIL) which includes broadband infrastructure via the Broadband Equity and Deployment program (BEAD), research and manufacturing for biotech and semiconductors via the CHIPS and Science Act (CHIPS), and clean and renewable energy via the Inflation Reduction Act (IRA). These federal acts allow – and



in some instances require – certain workforce development initiatives to be grant-funded; however, the specific dollar amount and use of funds has not been explicitly stated.

Given the State’s overall workforce shortage, but particularly in the skilled trades – which will likely comprise a significant share of workforce demand – Indiana must develop a targeted workforce strategy to support these sectors and others to help meet the demand for skilled workers for these critical projects.

Indiana, much like other states, is at full-employment and experiencing workforce shortages and challenges across all sectors. It is likely that other industries will experience a ripple effect of additional staffing shortages as a result of the infrastructure projects. In addition, these opportunities will propel Indiana to target populations, such as the unemployed, underemployed, and out of the labor force populations that have been historically underrepresented in the labor market. By developing strategic initiatives to draw in and support individuals who may have faced barriers to employment, Indiana can expand its available talent pool, support employer demand, and provide a pathway to increased prosperity for Hoosiers.

Goal 2: Remove barriers for workers including providing affordable and accessible childcare		
Actions	Partners & Key Stakeholders	Populations Served
Develop a cross-system referral process for individuals experiencing childcare and other barriers	IN DWD, IN FSSA, and other partners as identified through the process	WIOA Targeted Populations
Provide low- or no-cost training for childcare workers to increase talent development in the caregiver economy	IN DWD, IN CHE, IN DOE, IN FSSA, Local Boards	WIOA Targeted Populations
Support development of employer-based childcare benefits	GWC, IN DWD, IN FSSA, IN Chamber, Local Boards	Employers including women and minority-owned, and veteran-owned businesses.

Despite low unemployment, there remain individuals on the sideline who have not yet returned to the labor market, post-COVID, impacting workforce availability for employers who are seeking to fill in-demand jobs. Indiana workers continue to face barriers and challenges to enter, or re-enter, the workforce since the pandemic. Common barriers, as identified by a 2023 survey to workforce partners and business & industry from the GWC, included access to affordable childcare, lack of technical skills, mental health, access to affordable housing, and transportation. To ensure every Hoosier can fully participate and compete in the labor market, Indiana aims to knock down those barriers and provide equitable access to jobs, training, and funding opportunities.

Indiana Family and Social Services Administration (FSSA) has been a key partner helping Hoosier families access childcare, the most commonly identified workforce barrier. The *On My Way Pre-K* program awards vouchers to 4-year-olds from low-income families to access a high-quality pre-K program the year before they begin kindergarten. In 2023, income eligibility for the program was raised from 127% to 150% of the federal poverty level, increasing the number of families eligible for this voucher. Additionally, the State approved new tax credits for small- and mid-sized businesses that provide employer-sponsored or subsidized childcare to incentivize more employers to offer childcare options. As the GWC travels across the state and meets with workforce system partners, it will aim to

identify, collect, and elevate best practices and lessons learned from businesses to help foster and support an ecosystem for employers who sponsor or subsidize childcare.

As the Baby Boomer generation grows older, the demand for workers to support the care economy also grows. Currently, 17% of the State's total population is 65 years and older, while over 25% of current workers in the health care and social assistance industry are 55 years and older. Indiana offers workers several options to enroll in a healthcare training or other occupational program. It is important that front-line and partner staff are aware of these programs so they can guide workers in making informed career decisions, including where demand and pay is highest. However, there are also opportunities to position individuals on a healthcare career pathway, beginning with an entry level job as a home health and personal care aide. Many entry-level healthcare occupations, like home health and personal care aides, require only a high school diploma. Through additional education and training, these workers can progress through their career pathway journey to become a nursing assistant and registered nurse. Indiana FSSA, which administers Vocational Rehabilitation, developed the State's *Direct Service Worker Investment Strategy* to improve workforce retention, ensure quality of long-term services and support, and support the well-being of the workforce and the individuals they serve.

Even before the pandemic, access to transportation was a challenge for many workers. Indiana's influx of new Americans, including legal immigrants and refugees, led to the creation of a driving privilege card to help these individuals travel to and from work. The *Career Scholarship Account* program also provides funding to support transportation to and from work as an allowable expense to eligible 10th, 11th, and 12th grade students who are pursuing apprenticeships, applied learning experiences, work-based learning, and credential attainment programs.

Paying exam fees to earn certifications on Indiana's promoted industry certification list has been a significant challenge for Hoosiers eager to enter the workforce. Under Governor Holcomb's *Next Level Programs of Study* initiative, students are now eligible for reimbursement of those fees, enabling quicker placement into the workforce.

Goal 3: Create digital equity through digital skills training.		
Actions	Partners & Key Stakeholders	Populations Served
Increase access to digital skills training for at-risk population groups to mitigate the digital divide	GWC, IN DWD, IN FSSA, IN DOC	WIOA Targeted Populations
Increase work-based learning & IT/digital skills apprenticeships	GWC, IN DWD, IN FSSA, IN DOC, IN CHE, IN DOE, TechPoint, Postsecondary Educational Institutions	WIOA Targeted Populations
Adopt digital literacy screening and training referrals as a common practice during case management	IN DWD, IN FSSA, IN DOC, Regional Boards, Community-Based Organizations	WIOA Targeted Populations



Brookings reported that more than 75% of jobs in the U.S. now require medium or high levels of digital skills.⁶⁹ As noted by Brookings, two distinct priorities are needed to ensure society makes the best use of new technologies, especially without further expanding income disparities: (1) the collaboration of firms, industry associations, educational institutions, and government to expand the high-skill IT talent pipeline and (2) the expansion of basic digital literacy, particularly among underrepresented populations. At a State level, Purdue University estimates that 85% of all jobs in Indiana between 2010 and 2019 required some level of digital skills and all job gains during that period were among those requiring medium or high skills.

The State's 2023 Legislative Session included an investment of \$17 million per year into the *Next Level Jobs (NLJ) Employer Training Grant* and \$12 million per year for the *NLG Workforce Ready Grant (WRG)* for credit and non-credit bearing programs. Though funds from this session were not explicitly appropriated for digital equity and literacy, the State will monitor prioritization of funds should they be directed to support digital equity and literacy in the 2024 Legislative Session. The GWC is reviewing criteria for FY25 using updated IN Demand Rankings Methodology and reviewing the preferred training provider list to support digital workforce readiness across multiple industries by offering digital, tech-infused curricula and advanced industry certification programs.

Out of the pandemic, it became clear that improvements and widespread access to broadband was a necessity not only for business, but to learn, train, and engage. Indiana is working to expand broadband access across the entire State, recognizing its vital role in economic development, education, healthcare, and overall quality of life. The State implemented numerous initiatives and programs to enhance broadband infrastructure and connectivity, guaranteeing that all residents can enjoy reliable and affordable high-speed internet services. Governor Holcomb has shown a strong commitment to this effort by investing over \$268 million in broadband infrastructure through the *Next Level Connections* program, benefiting more than 74,800 homes and commercial locations. These initial investments have yielded valuable insights on encouraging private investment, resulting in a total leverage of over \$580 million.

In 2023, Indiana was awarded more than \$868.1 million in federal high-speed internet funding from the U.S. Department of Commerce's telecommunications wing. Funding will be deployed to upgrade broadband networks across the State so that every Hoosier has access to reliable, affordable, high-speed internet service. The Indiana Broadband Office is planning and currently determining exactly how BEAD funds will be allocated and awarded to Internet Service Providers.

PILLAR II: PREPARING FUTURE SKILLED WORKERS

Goal 1: Transform as a State to prepare for emerging industries specific to federal opportunities and strategic industries		
Actions	Partners & Key Stakeholders	Populations Served
Coordinate cross agency workforce strategy, marketing, and implementation planning	GWC, IN DWD, IN FSSA, IN DOT, IN Office of Broadband, IEDC, Indiana Chamber of Commerce	WIOA Targeted Populations

⁶⁹ https://www.brookings.edu/wp-content/uploads/2021/02/2021.02.10_BrookingsMetro_Indiana-State-of-renewal.pdf



Develop a supply – demand model for workforce investments in partnership with employers	GWC, IN DWD, IEDC, IN Chamber, Philanthropic Organizations	WIOA Targeted Populations
Create career pathways models for critical need, middle- to high-skill, good jobs requiring K-16, workforce training, and/or apprenticeships	GWC, IN DWD, IN DOE, IN CHE, IN FSSA	WIOA Targeted Populations

Indiana envisions a future where all Hoosiers have access to education and training pathways that lead to high quality, good jobs that promote economic security and upward mobility. Technology disruption and advances in globalization spur an urgency for policy and programming focused on ensuring Hoosiers can remain agile and resilient to economic and labor market changes.

Indiana’s high concentration of manufacturing employment puts nearly 1 in 5 workers at risk of job disruption due to robotics and automation. Increased specialized technical skills are needed now and in the near future to support advanced manufacturing, among other industries. While jobs may not be eliminated, job tasks are being transformed and will require continued employer feedback on the future-forward skillsets they most need, thus automation-proofing workers capable of pivoting to new challenges.

Today’s workers will need to adopt a continuous learning mindset throughout their career progression. Developing digital readiness and technical skills that will build resiliency and agility for the Hoosier workforce within a rapidly changing economy is imperative. High-quality credential attainment can provide workers with economic security, industry-relevant skills, and can help propel workers along an intentional career pathway. Stackable pathways beginning with K-12 through post-secondary credit-bearing programs or directly into a work-based learning or skills-based training progression provide more than one pathway to success. Simultaneously, credit for prior learning initiatives can help individuals progress more seamlessly through their education and career goals. This topic of rethinking high school diploma requirements generated much attention across the State as reports highlighted the college-going and credentialing rates of Hoosiers following the pandemic. Indiana’s college-going rate fell to 53% for the class of 2020 – a 6-point drop from 2019 and 12-point drop from 2015. This was the lowest rate in at least a generation. Progress has been made recently in this space as the number of students enrolling in college increased by 2% compared to the fall of the 2022 school year, making 2023 the first-year enrollment in Indiana has increased in the past 13 years. The plan focuses on high school diploma requirements that are more flexible and relevant to students, employers, and communities, as well as improving access to high-quality work-based learning opportunities and increasing the number of postsecondary credentials earned by students before they graduate from high school. Changes are expected to go into effect by the 2024-25 academic year

Goal 2: Meet people where they are for career pathway planning to customize to their unique potential and experience.

Actions	Partners & Key Stakeholders	Populations Served
Increase career navigation resource access and provide unique-to-the-individual career pathway mapping within youth, adult, and dislocated worker education and training programs	IN DWD, IN FSSA, IN DOC, IN CHE, IN DOE, LWDB	WIOA Targeted Populations



Increase 1:1 contact between students/jobseekers and career navigators	IN DWD, IN FSSA, IN DOE, IN CHE, IN DOC, LWDB	WIOA Targeted Populations
Deliver a marketing campaign to promote awareness of education and training availability within a one-stop, web- based portal	GWC, IN DWD, IN CHE, IN DOE, IN FSSA, IN DOC, LWDB	WIOA Targeted Populations

Indiana is committed to increasing access to credentials of value through the *Career Scholarship Account* program, which provides students with access to funds for qualified expenses, including costs associated with enrolling in and attending approved course sequences, career courses, apprenticeship programs (including modern youth apprenticeships), and programs of study that lead to an industry recognized credential. To ensure programs are tailored to increase access to credentials of value, Indiana Department of Education (IDOE) has the authority to limit approval of course sequences and programs of study.

To help inform career awareness of students before graduation, the Indiana General Assembly allocated funding in HEA 1002 to the IDOE, in consultation with the Commission for Higher Education (CHE), for intermediaries to support the career navigation network. These intermediaries will meet with students and other select individuals for thirty minutes to provide early career information, help establish job connections, and advise on industry jobs, demand, and training requirements.

Indiana is positioned to shepherd in a new era for higher education and workforce development. In 2023, State lawmakers adopted a two-year budget that includes \$120 million for new buildings envisioned as part of the uncoupling of Indiana University Purdue University Indianapolis (IUPUI), giving both Indiana University and Purdue University their own identities in Indianapolis. The spending plan includes \$60 million for Indiana University to construct a school of science instructional and research building and \$60 million for Purdue to build an academic and student success building. GWC members are actively working with both universities on a bold 50-year strategic plan aimed at bolstering the number of STEM graduates to meet the growing demand for talent. It is worth noting that in 2023, the State legislature restructured the existing *CTE Grant* to incentivize completion of credentials of value in high school. The tuition support formula now consists of two separate components: (1) the CTE Program Enrollment Grant based on enrollment in high-, moderate- and less-than-moderate value programs and (2) the newly established *Credential Completion Grant*.

The federal government recognized that since the pandemic many displaced American workers were still on the sidelines, cautious to re-enter the workforce. In July 2022, the Employment and Training Administration, under the U.S. Department of Labor, announced funding for Quality Jobs, Equity, Strategy, and Training (QUEST) Disaster Recovery National Dislocated Worker (DWG) grants. The objective of this funding was to enable individuals who have been adversely affected by the COVID-19 pandemic – and the social and economic inequities that the pandemic exacerbated – to enter, return to, or advance in high-quality jobs in growth industries including infrastructure, environment and climate, the care economy, and other critical sectors.

The Indiana Department of Workforce Development (DWD) was awarded \$10.8 million from this grant program for “advanced data analytics, community outreach, and stakeholder partnerships to define an outreach strategy to connect with and engage the target population in education and



training activities while also connecting them to employers willing to invest in upskilling of talent through high-quality work-based learning models. Business engagement activities focus on the State’s critical economic sectors, particularly renewable energy, electric vehicle technologies, and semiconductor production.”

DWD used QUEST funds to create the *Workforce Recommendation Engine (WRE)*. The WRE is a tool designed to help workers increase their educational attainment and pursue a career in an in-demand job that aligns with their interests and work experience, resulting in higher wages. It centralizes workforce services by leveraging longitudinal data and artificial intelligence technologies to connect workers to workforce resources and programs. WRE recommends individualized occupational training and career paths based on real-time, real-world data insights from similar individuals who have had positive workforce outcomes. It also combines employer demand/opportunities with customized avenues for consideration, guiding individuals toward a career that provides employment stability, upward mobility, and fulfillment.

Coordination among workforce partners and State agencies contributes to the WRE’s effectiveness. The WRE leverages data the State already collects during daily governance activity to better serve workers. The goal is to use data that already exists in the algorithm to identify training programs and career pathways that align with users’ educational and work background and desired future state (e.g., increased wages, length of training, cost of training, distance willing to travel for training, etc.) rather than asking them to take yet another assessment. By streamlining this approach, Indiana hopes to reduce duplication of services among program partners and make coordinated recommendations using technology and data from unemployment insurance claims.

Sharing knowledge and information among WIOA partners makes the public workforce system operate more efficiently and effectively. While the customer satisfaction rates at Indiana WorkOne Centers are high, more can be done to ensure that customers walking through the front doors of a WorkOne Center, or through the virtual front doors online, receive high-quality and informed services, including awareness of training programs and eligible workforce training grants.

Goal 3: Develop additional workers with skills-based technical training and/or a high-quality credential, certification, or degree to fill in-demand jobs.		
Actions	Partners & Key Stakeholders	Populations Served
Revise the in-demand occupational rankings for career awareness and funding alignment to critical need, and in-demand jobs	GWC, IN DWD, IN CHE, IEDC, Indiana Chamber of Commerce	K-16 Students, School Counselors, Education & Training Providers, and WIOA Targeted Populations
Promote and provide no cost, high quality, skills-based training and credentials to all eligible Hoosiers	GWC, IN DWD, IN CHE, IN DOE, IN FSSA, IN DOC, Community-based Organizations, LWDB	K-16 Students, School Counselors, Education & Training Providers, and WIOA Targeted Populations
Identify and provide outreach to unemployed, underemployed, and incumbent workers including at risk of automation workers with high quality education and training aligned to in-demand jobs	IN DWD, IN FSSA, IN DOC, LWDB	WIOA Targeted Populations



To help workers pursue training for entry-level jobs that feed into a career pathway progression, Indiana is currently developing an occupational demand ranking that will include inputs to help identify foundational skills needed for career progression, as well as upwardly mobile career pathways using labor market information, job posting and scraped resume/profile data. These developments can be used to help maximize an individual's long term career progression and earning potential and will create State and Federal funding prioritization alignment with good jobs. In addition, sector partnerships will develop additional feedback for curriculum development to develop talent pipelines for entry level, good jobs that will provide career progression. Informing Hoosiers of new funding opportunities to support their skill development and/or education will also be key to developing the future talent pipeline.

Fortunately, existing grant programs have seen increased funding to support the current demand. For example, the *Frank O'Bannon Grant* program received a 35% increase to the maximum base-award amount. The maximum award for a student attending a public institution increased to \$6,200 and to \$12,400 for a student at a private institution. The grant is designed to provide access for Hoosier students to attend eligible public, private, and proprietary postsecondary institutions. Eligibility for the grant is based on financial need as determined by the *Free Application for Federal Student Aid* (FAFSA). The grant may be used toward tuition and regularly assessed fees. The new award amount goes into effect during the 2023-2024 academic year.

Indiana enacted a requirement for all Indiana students (with some exceptions) to submit a FAFSA during their senior year of high school, beginning in the fall of 2023. Hoosier students miss out on tens of millions of dollars in grants annually by not filling out the FAFSA. In the most recent school year, just 36% of high school seniors completed a FAFSA. Indiana hopes that through this legislative mandate, students will be empowered to discover post-secondary education opportunities and funding.

Additionally, Indiana recently began auto-enrolling financially eligible students in the *21st Century Scholars* program. For over 30 years, the *21st Century Scholarship* has played a transformative role in getting more Hoosiers prepared to enroll and succeed in college. Automatically enrolling income-eligible students will lead to greater levels of educational attainment, stronger communities, and a globally competitive workforce. For reference, the college-going rate for students from low-income households who are not part of the *21st Century Scholars* program is 30%. Considering their on-time college completion rate of 27%, students from low-income households have only an 8% likelihood of graduating from high school and completing college on time. The graduation rate for students enrolled in a *21st Century Scholars* program was 81%.

Indiana has also placed a priority on ensuring a strong pipeline of educators in STEM-related subjects. The Indiana State Board of Education is in the process of establishing content area license and endorsement requirements for elementary school math and science teachers. The 2023 legislative session allocated up to \$1.2 million in grants to postsecondary education institutions that support programs and initiatives dedicated to increasing student enrollment and improving student scores in math and science AP courses. Professional learning opportunities for educators regarding digital learning are now available via *David C. Ford technology funds*.

Early childhood education is vital to preparing future skilled workers. Earlier this year, the State Legislature adopted language requiring the Early Learning Advisory Committee to update the *Paths*



to *Quality* rating system for providers, with an eye towards education, transparency, and accountability. Additionally, in Governor Holcomb’s 2024 State of the State Address, he announced that the State will add early childhood education credential training to the State’s *Workforce Ready Grant* and *Employer Training Grant* programs.

Led by the Indiana State Library, \$6 million was recently earmarked for the *Dolly Parton Imagination Library of Indiana* to increase kindergarten readiness. The mission of the *Imagination Library of Indiana* is to foster a love of reading among young learners by ensuring equitable access to free monthly books mailed directly to their homes from Dolly Parton's Imagination Library. The vision is that all early learners will develop a quality, inclusive home library and be inspired to read, ready to learn, and excel academically, creating a thriving child and a vibrant, healthy community. Reading begins at birth and the benefits of a home library go far beyond books. Parents and guardians are a child’s first and best teachers. By providing books every month at no cost to families, the *Imagination Library of Indiana* increases childhood literacy rates, fosters a love of books, and promotes a culture of reading among all families in Indiana.

Indiana also established requirements related to literacy and the science of reading to ensure that all students are able to read by the end of the third grade.

PILLAR III: HELPING EMPLOYERS FIND & DEVELOP SKILLED WORKERS

Goal 1: Deliver bespoke customer service and solutions to key employers.		
Actions	Partners & Key Stakeholders	Populations Served
Create the Indiana Talent Agency	GWC, IN DWD, LWDB, Indiana Chamber of Commerce	Employers including women and minority-owned, and veteran-owned businesses
Support sector partnerships for BIL including BEAD, CHIPS & Science Act, IRA, and critical need jobs	GWC, IN Dept. Of Workforce Development, Local Boards, Commission for Higher Education, IN DOE, IN FSSA, IN DOC, Ivy Tech Community College, Vincennes University, Indiana University, Purdue University, Indiana Chamber	Employers including women and minority-owned, and veteran-owned businesses
Solicit feedback from employers to help validate in demand and emerging jobs, credentials, skills, and career pathway progression	GWC, IN DWD, Local Boards, Indiana Chamber	Employers including women and minority-owned, and veteran-owned businesses

Indiana’s talent development system must be responsive to the needs of employers, remain innovative, and provide real-time solutions to complex and pressing problems. Indiana faces a defining moment as it contemplates the future of work. The State’s economy must respond to employer demand for a technically skilled, adaptable workforce. The GWC is embracing new approaches to serving Hoosier employers amid these changes in the labor market. Currently, it is determining existing resources, potential service gaps, and the feasibility of a statewide Talent Agency, designed specifically as a service to employers. The inspiration for this agency reflects feedback from employers and successful outcomes from the U.S. Chamber of Commerce’s *Talent Pipeline Management* business model. The identified need to create a framework for direct and



ongoing industry feedback regarding employer-backed credentials, in-demand skills, and emerging industry hiring needs will allow for better workforce and education system alignment.

Goal 2: Increase quality job exposure and experience through apprenticeships, work-based learning, and employer supported training programs.

Actions	Partners & Key Stakeholders	Populations Served
Develop and promote an employer toolbox for off the shelf work-based learning programming for the youth through adult continuum	GWC, IN DWD (lead agencies), IN DOE; IN CHE, Career Technical Education; IN FSSA, Youth, VR, LWDB	Employers including women and minority-owned, and veteran-owned businesses.
Identify preferred apprenticeship and work and learn models based on employer input	GWC, IN DWD, IN Chamber, LWDBs	Employers including women and minority-owned, and veteran-owned businesses.
Increase employer outreach, participation, and successful employment outcomes	GWC; IN DWD; JAG Indiana; IN DOE; IN CHE, Career Technical Education; IN FSSA, Youth, VR, LWDBs, Intermediaries	Employers including women and minority-owned, and veteran-owned businesses.

Work-based learning (e.g., pre-apprenticeships, registered apprenticeships, internships, job shadowing, etc.) also offer additional pathways to success for individuals and employers. These programs allow employers to invest in Hoosiers while benefiting from increased skills and higher retention rates. With continued unemployment rates under 4%, meeting employer demand will require connecting population groups such as returning citizens, veterans, refugees, immigrants, new Americans, individuals not participating in the labor force, and underserved individuals to good jobs available both now and in the future.

Indiana maintains a strong foundation for increasing the number of apprenticeships and work-based learning programs but will need to increase awareness and enrollment. Through the Indiana Chamber of Commerce’s 501(c)3 subsidiary, The Institute for Workforce Excellence, the *Work and Learn Indiana* program links employers, learners, high schools, colleges and universities to a searchable database, matching, and reporting system that provides resources and guidance on work-based learning opportunities. This, paired with the statewide Office of Work-Based Learning and Apprenticeship, will help generate a skilled and ready talent pipeline.

In 2022, based on the GWC’s recommendation, legislation was passed to assist in the development of a network of approved intermediaries, which may include staffing agencies, local workforce development boards, and employers. This network provides high school students with early career exposure and navigation, job connections, and advising on various industries, current and future demand, career options, and associated training to help with job placement. In addition, Indiana is the first state in the nation to implement *Career Scholarship Accounts (CSAs)* for students engaged in work-based learning, applied learning experiences, apprenticeships, and credential attainment. These accounts remove potential barriers related to eligible costs of career coaching and navigation services, postsecondary education and training, transportation and equipment, and certification and credentialing examinations. With only 53% of students going on to college immediately after graduating from high school, Indiana must work alongside employers to transform the high school experience to ensure today’s students are aware of, prepared for, and driven toward occupations that meet the State’s most in-demand and critical needs.



Work-based learning provides all Hoosiers, including youth and adults, with opportunities for skill development, career exposure, and the ability to earn income. These experiences are key to building intentional, early connections between employers and future prospective workers. These relationships can help bridge the skilled labor gap and improve State talent retention.

Goal 3: Continue to champion and promote skills-based hiring practices through career coaching for underserved jobseekers and employer hiring and training models.

Actions	Partners & Key Stakeholders	Populations Served
Establish a common skills language library	GWC, IN DWD, Indiana Chamber of Commerce	WIOA Targeted Populations
Increase the number of career coaches and business services teams trained in skills-based hiring practices	GWC, IN DWD, IN FSSA Indiana Chamber of Commerce, intermediaries, Community-based organizations, Ivy Tech Community College, LWDB	WIOA Targeted Populations
Deliver no-cost employer / HR training and virtual resources for skills-based talent development strategy	GWC, IN DWD, Indiana Chamber of Commerce, IN FSSA, LWDB	Employers including women and minority-owned, and veteran-owned businesses.

Employers are increasingly looking to and finding success utilizing alternative talent pipelines, on-the-job training and apprenticeships, and skills-based hiring practices to help shape their talent pool within a tight labor market. Indiana must develop clear pathways for individuals with barriers to employment that work in lock step with employers to open doors to economic sustainability and fill needed jobs so that employers become “talent producers” rather than just “talent consumers.” Skills-based hiring practices are one avenue that can be utilized to level playing fields for individuals who can do the work but may not have a previously required credential. While Indiana remains laser-focused on meeting the goal of 60% of Hoosiers holding a post-secondary credential beyond high school by 2025, it is recognized that, for many individuals, getting a job can be the first step toward increased access and stability, on-the-job training, and future skills-based or credential attainment.