

# Targets and Benchmarks in the U.S. Workforce System

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# Accountability

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- Since at least 1983, workforce administrators have been held accountable for program participant **outcomes**
  - The Job Training Partnership Act (JTPA) held administrators accountable for employment, retention, and earnings of participants
  - Its successor, the Workforce Investment Act (WIA), passed in 1998, used similar performance measures and targets
  - WIOA, passed in July 2014 and currently in effect, uses similar performance measures, with additional indicator(s) for employers and emphasis on community accountability
- The Government Performance and Results Act (GPRA), passed in 1993, requires that national targets be set for each national workforce program
- Since the workforce system is a partnership between national, state and local entities, targets are set at each level and performance is monitored at each level
- Targets not benchmarks have been the primary emphasis

# Targets v. Benchmarks

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- Targets are based on accepted core measures and are set through negotiations and pre-determined methods
  - For WIA, the floor of the range for acceptable performance is 80% of the negotiated performance level (target)—exceeds (>100%) and meets (80-100%)
  - Failure (<80%)
- Benchmarking compares an entity’s performance with a national (or state) norm, such as performing in the top quartile; or even comparing an organization with another organization (sometimes referred to as the “target”) it might aspire to emulate.
  - However, the individual entity could impose sanctions on its staff if a benchmark is not met; but that would be considered an internal target.
- Both methods allow organizations to develop plans on how to make improvements or adapt specific best practices, usually with the aim of increasing some aspect of performance. Both can be incorporated into management practices as a continuous improvement process.
  - Benchmarking, particularly when identified as measuring “best practice,” may be better suited to adopting improved performance since a high performing organization has been previously identified as the benchmark
  - Targeting focuses primarily on a predetermined target without necessarily associating it with a high-performing organization and perhaps offers less guidance in how to improve

# WIOA v. WIA

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## WIOA

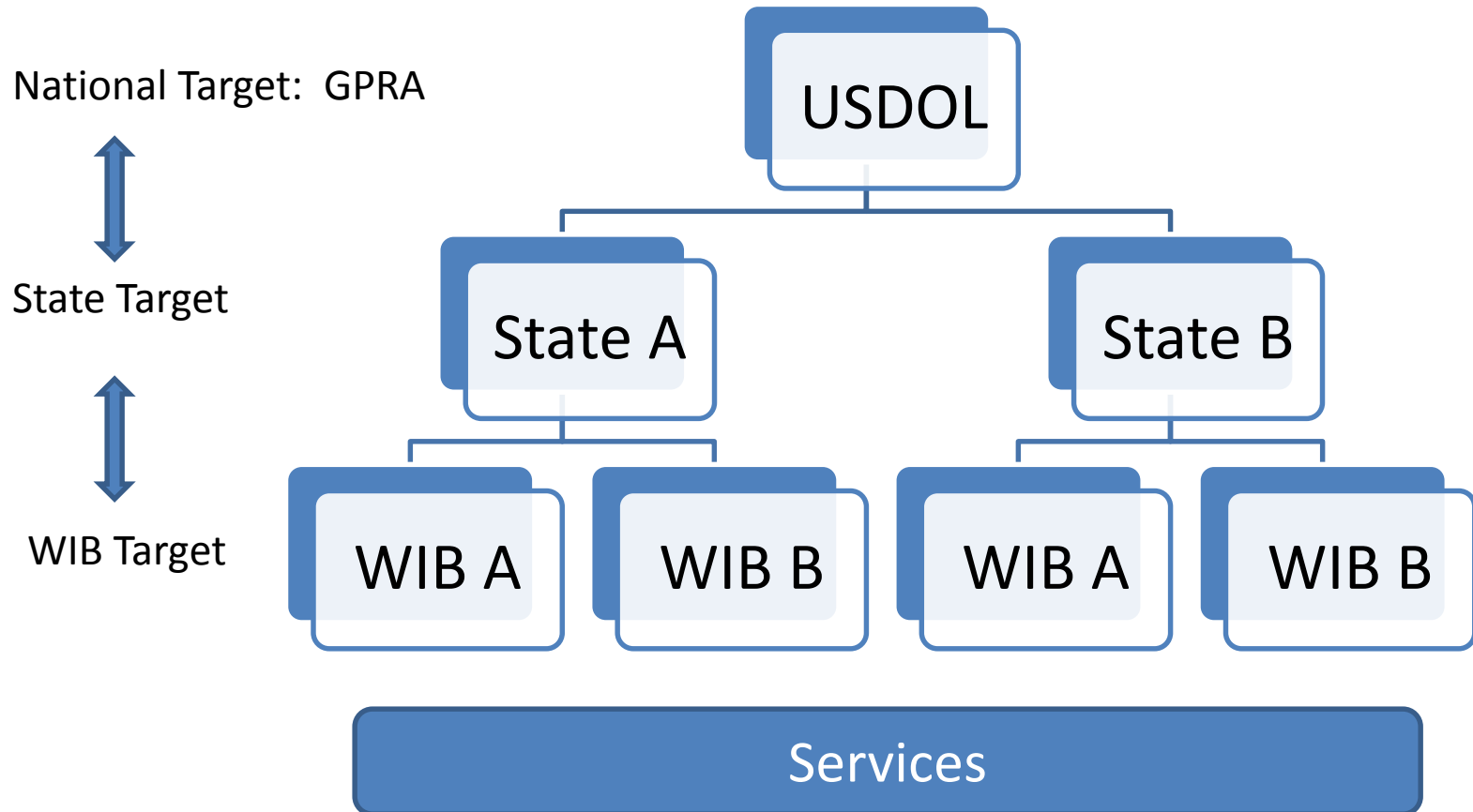
- Common Measures
  - Employment, earnings, credential
  - Employer indicator
- Targets
  - Set at national, then state, then local levels
  - Adjusted for outside factors at national, state, and local levels
- Improved management tool
  - Long lag in knowing whether state or WIB met target
  - *Forecast performance expectations based on outside factors*

## WIA

- Common Measures
  - Employment, earnings, credential
- Targets
  - Set at national, then state, then local levels
  - Adjusted for outside factors in recent years, *primarily at national level, but optional for states*
- Management tool
  - Long lag in knowing whether state or WIB met target
  - State pilot to provide performance expectations to local WIBs (Michigan)

# WIOA Partnership

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# Target Setting Process

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- Setting targets is a process of communicating expectations among the partners within the WIA system
- With WIOA and the GPRA requirement to set national goals, the communication is basically from the top down
- Current process:
  - For states to negotiate with Regional Administrators of the USDOL; can use regression-adjusted targets
  - For WIBs to negotiate with state officials
- WIB regulations (sec. 136) require that state and WIB adjustments to national targets “take into account factors including *differences in economic conditions, the characteristics of participants when the participants entered the program, and the services to be provided.*”
- Include continuous improvement in target setting

# Performance Targets/Strategic Plans

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Performance targets are an integral part of strategic plans for the workforce system at the federal, state, and local levels

Current USDOL workforce system strategic plan states:

- This Strategic Plan meets the requirements of the Government Performance and Results Act (GPRA).
- The Department's strategic goal framework is comprised of four key elements: strategic goals, strategic objectives, performance goals, and performance measures.
- The Plan's five strategic goals serve as a narrative umbrella covering strategic objectives. The Department's 10 strategic objectives represent DOL's core values.
- Agencies group their measures under a performance goal that describes their unique contribution to the Department's strategic objectives.
- *The performance measures support the strategic objectives, are agency-specific and link each agency's performance to one or more objectives.*

Each State has its own strategic plan that relates to the national plan

# U.S. Department of Labor Strategic Plan FY2014-18

Strategic Goal  
Strategic Objectives

## Goal 1: Prepare Workers for Better Jobs

1.1 Advance employment opportunities using proven training and employer engagement

1.2 Provide marketable skills and knowledge to increase workers' incomes...

1.3 Advance workers' rights, acceptable work conditions...

**Performance Goal ETA 1.1 – Increase the average earnings of individuals served through the Workforce Investment Act, Trade Adjustment Assistance, and Senior Community Service Employment Programs.**

Performance Measure	2011 Result	2012	2013	2014	2015	2016	2017	2018 Target
Percent of exiters who received training that are employed in the first quarter after exit (WIA Adult)	71.2%	74.5%	Targeted Increase	Targeted Increase	Targeted Increase	Targeted Increase	Targeted Increase	Targeted Increase
Percent of exiters employed in the first quarter after exit (WIA Adult)	56.8%	56.9%	61.2%	62.5%	63.1%	64.0%	Targeted Increase	Targeted Increase
Percent of exiters employed in the first quarter after exit still employed in the second and third quarters after exit (WIA Adult)	80.8%	81.9%	82.0%	82.1%	82.1%	82.1%	Targeted Increase	Targeted Increase
Average six-month earnings in the second and third quarters after exit (WIA Adult)	\$13,457	\$13,335	\$13,684	\$13,945	\$14,194	\$14,521	Targeted Increase	Targeted Increase



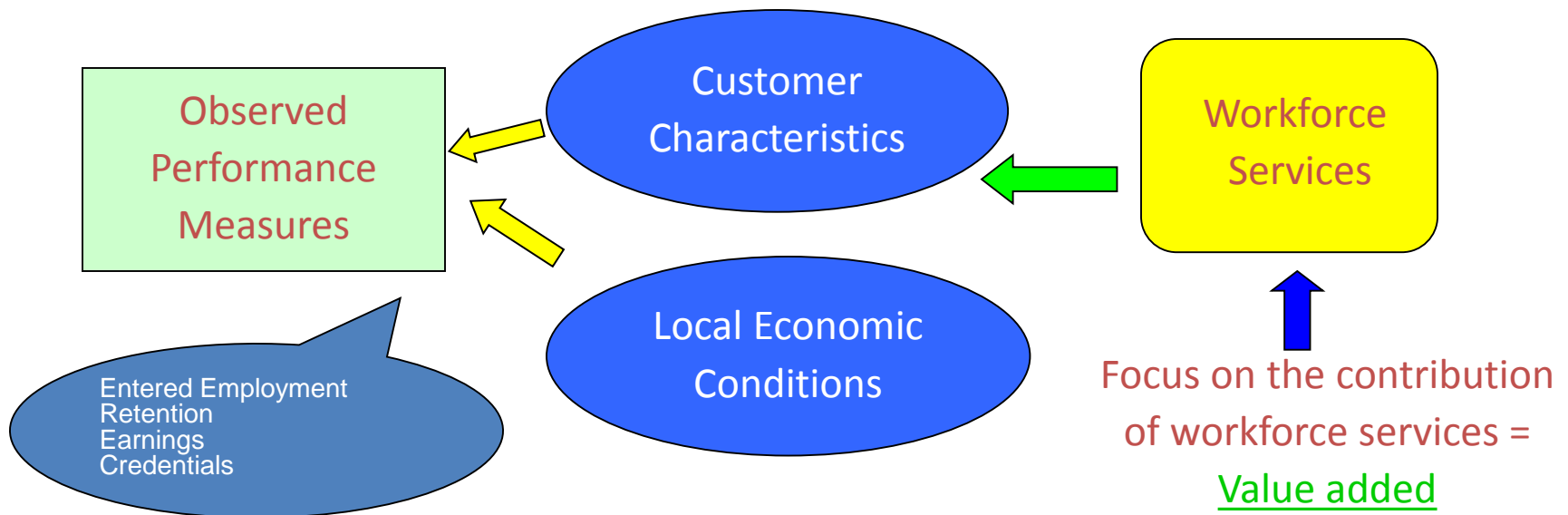
# Benchmarks of Comparables

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- While benchmarking offers comparisons with best practice organizations, it is important that all those included in the benchmark and using it for management purposes are on a level playing field
  - Need to separate factors within and outside an administrator's control.
- Considering only unadjusted performance measures or unadjusted targets does not provide useful benchmarks
- If targets are adjusted to take into account differences in performance due to outside factors, then the ratio of targets to performance may be useful
  - However, there is no anchor for targets in terms of whether they represent a high performing behavior
- The same is true with benchmarks

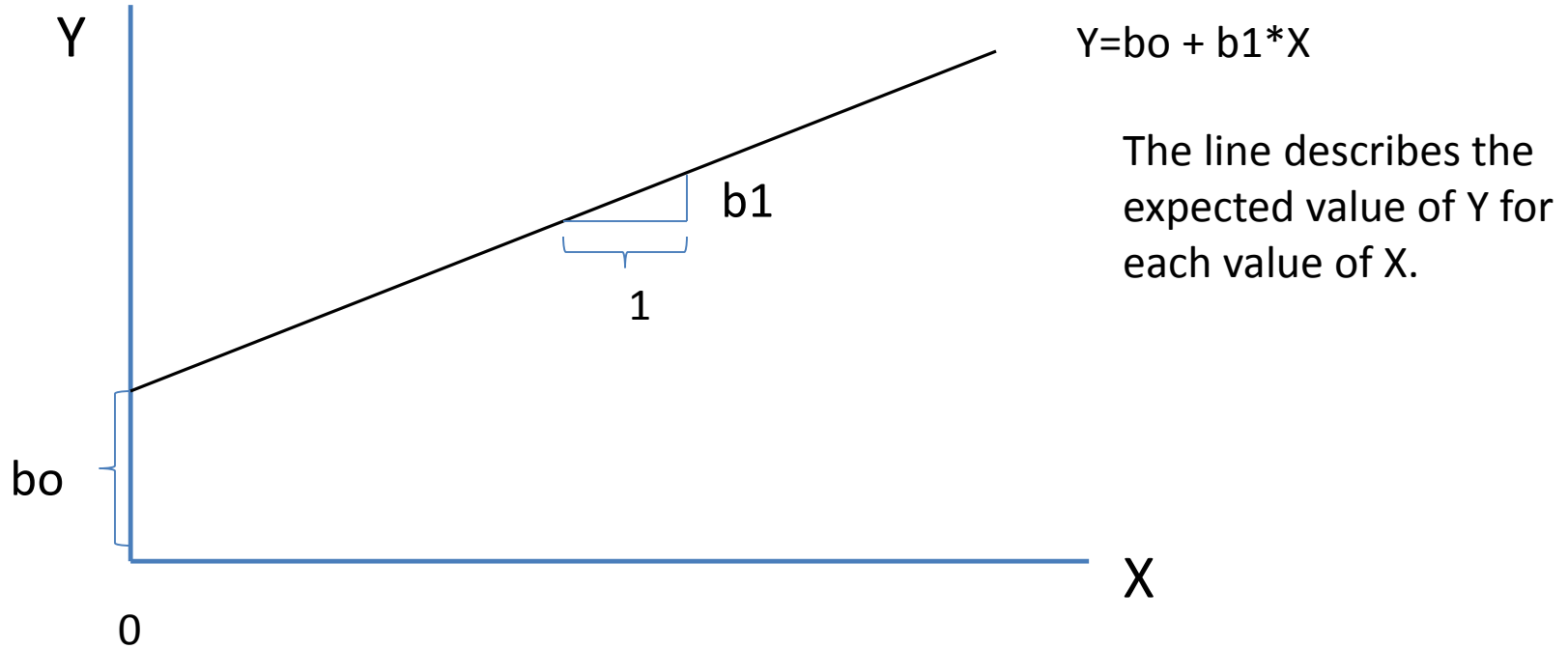
# Adjustment for Outside Factors

- Empirical evidence shows that factors “outside the control” of local administrators influence performance outcomes
  - Personal characteristics
  - Local labor market conditions
- Administrators have control (or influence) only over the workforce services that are provided and thus the portion of outcomes affected by services



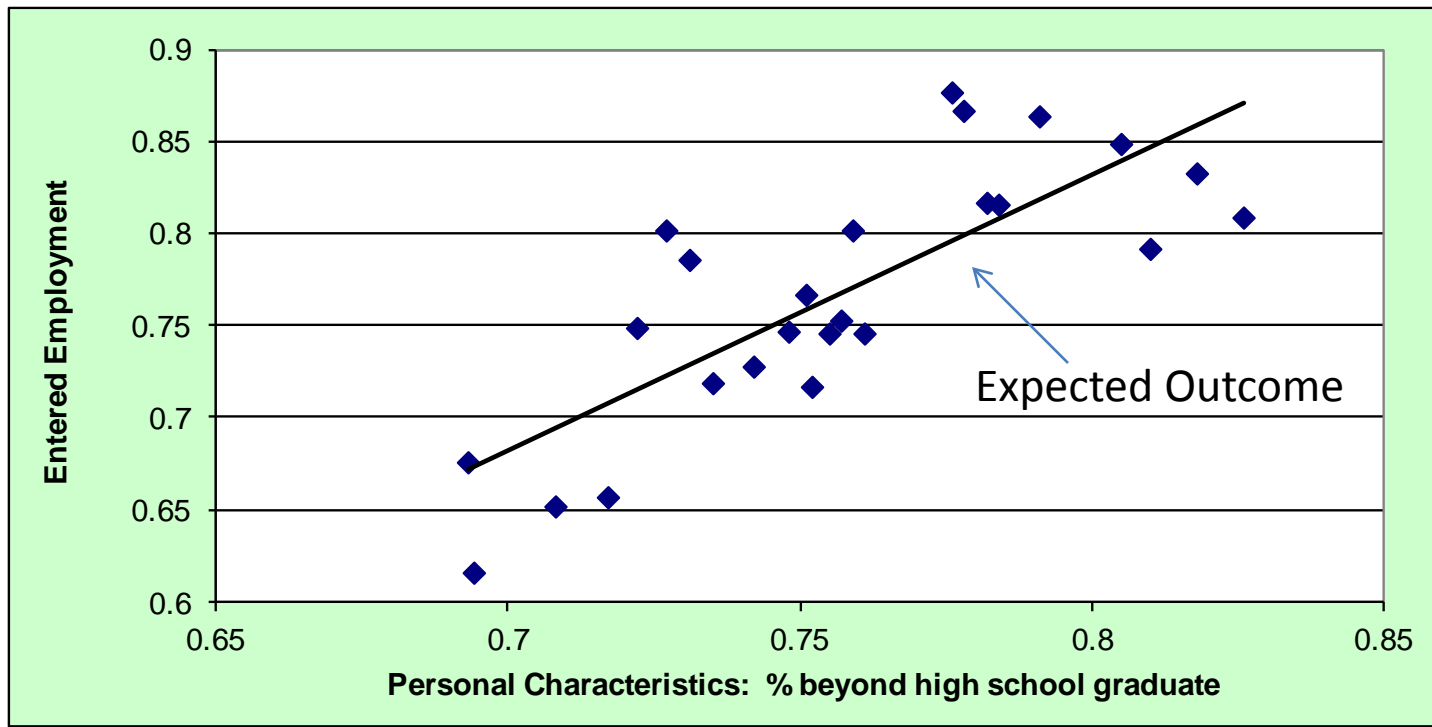
# Expected Values and Factor Weights

The relationship between the outcome and each factor can be represented graphically. The weight or contribution of the factor to the outcome ( $b$ ) is depicted by the slope of the line. The constant term  $b_0$  is the intercept.



# Expected Outcomes

Each dot represents the observed values of employment and high school attainment for each administrative unit (e.g., WIB). The expected outcome is the line that fits the pattern of dots, that is the relationship between employment and high school graduation.

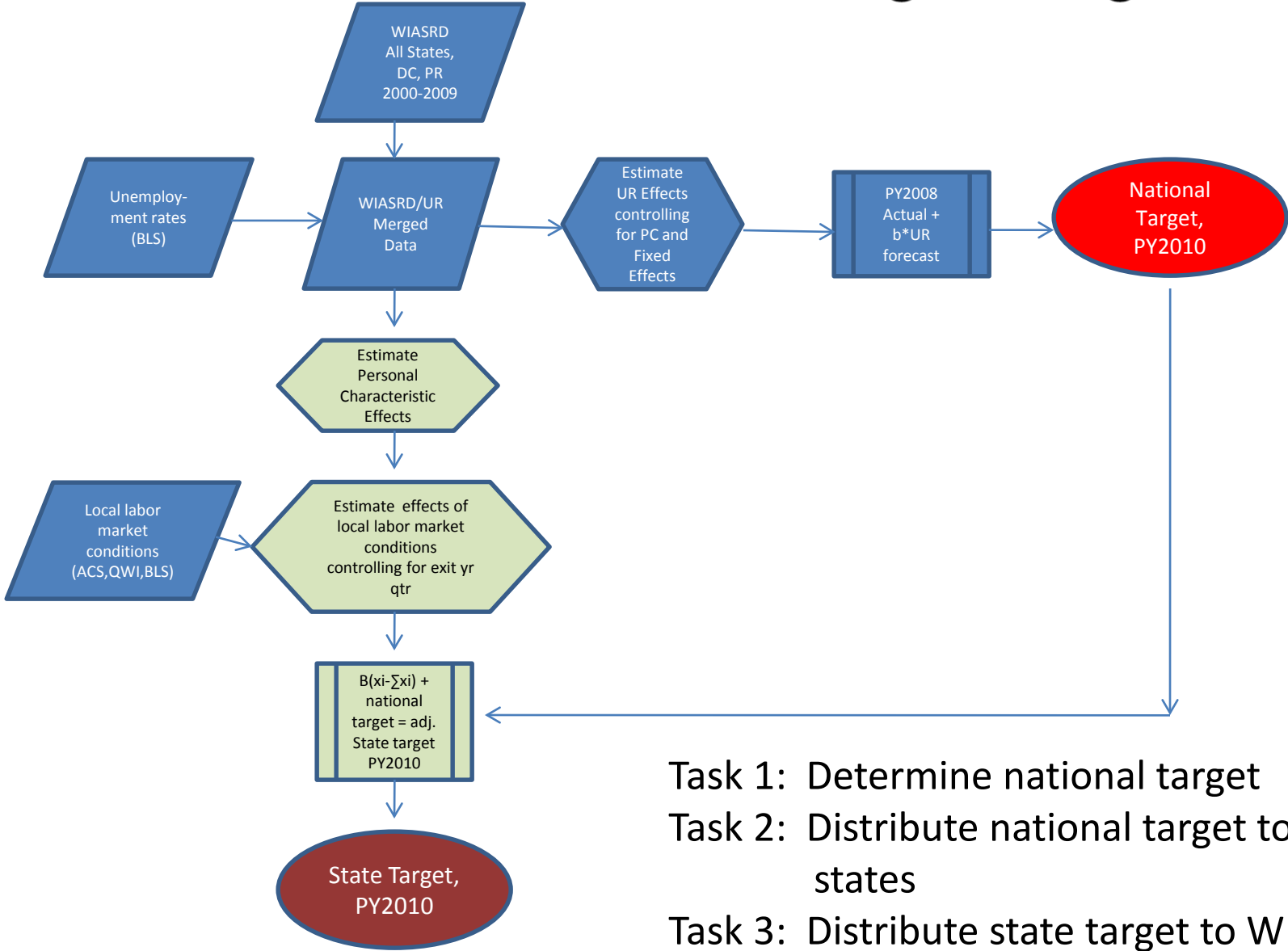


# EXAMPLES OF SIGNIFICANT FACTORS

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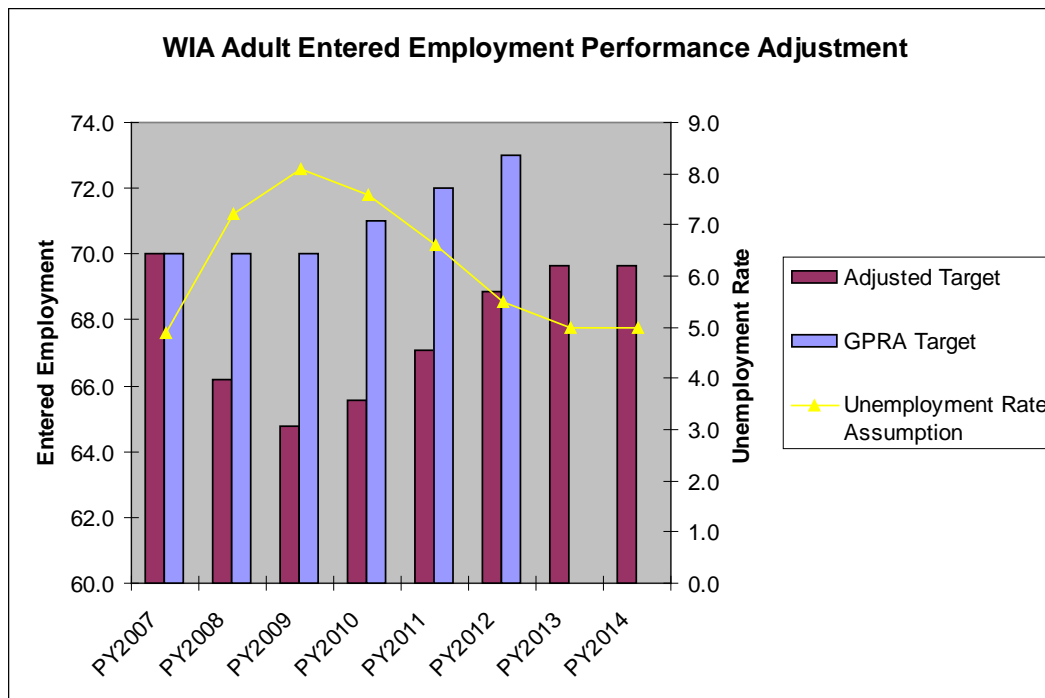
- Individuals under age 30 are 5.6% more likely to become employed compared with those 50 or older
- Local areas that experience unemployment increases of 1% from one quarter before registration to one quarter after exit are expected to have 1% lower entered employment rate one quarter after exit
- Individuals with a disability are 5.6% less likely to become employed one quarter after exit
- High school dropouts are 3.4% less likely to become employed than those who completed high school requirements (Adult WIA Program)

# Putting it all together



# Task 1: Setting National Targets

National targets determine the starting point for setting each state's target, and the performance target for each state determines the starting point for setting the target for each LWIA within that state.



The adjusted targets take into account changes in the assumed unemployment rates, whereas GPRA targets remain flat during increases in unemployment rates. Earnings are adjusted by assumed changes in the inflation rate.

# Steps to Adjustments: Adjustment factors and Targets

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- Estimate the contribution of customer characteristics and local economic conditions on the various outcomes
- Estimate weights for each factor: (b)
- Calculate the difference in factor levels between state and nation ( $X_{\text{state}} - X_{\text{nation}}$ )
  - Expected performance level given the factors
- Multiply the difference by the respective weight ( $X_{\text{state}} - X_{\text{nation}}) * b$
- Sum up all weighted differences in Xs
- Add total adjustment to national target
- State outcome exceeds adjusted national target:

$$Y_{\text{state}} > T_{\text{nation}} + (X_{\text{state}} - X_{\text{nation}}) * b$$



WIA Adjusted Performance Worksheet	A. Region: Atlanta	C. Workforce Investment Board:	D. WIB Number 0
	B: State: Tennessee		
E. Program: Adult	F: Performance Measure: Entered Employment		

G. Local Factor	H. State Factor Values (as Decimal)	I. National Average (as Decimal)	J. Difference (H minus I)	K. Weights	L. Estimated Effect of Factors on Performance
% Female	0.528	0.581	-0.053	-0.360	0.019
% Black Female	0.134	0.157	-0.023	1.970	-0.045
% Age 26 to 35	0.322	0.294	0.027	-0.590	-0.016
% Age 36 to 45	0.227	0.226	0.001	-1.580	-0.002
% Age 46 to 55	0.129	0.158	-0.030	-4.160	0.123
% Age 56 to 65	0.025	0.051	-0.026	-12.000	0.308
% Age 66 or more	0.002	0.005	-0.003	-26.700	0.090
% Hispanic	0.013	0.123	-0.110	0.685	-0.075
% Asian	0.004	0.016	-0.012	-1.200	0.014
% Black	0.263	0.272	-0.009	-4.550	0.042
% Hawaiian/Pacific Islander	0.001	0.009	-0.007	2.490	-0.018
% American Indian	0.003	0.026	-0.023	-4.310	0.100
% Multi Race	0.004	0.016	-0.012	-3.790	0.044
% HS dropout	0.056	0.105	-0.050	-7.310	0.362
% GED	0.137	0.101	0.035	-3.510	-0.123
% Some college	0.166	0.170	-0.004	1.170	-0.005
% certificate	0.001	0.006	-0.005	-1.560	0.008
% Associate degree	0.005	0.019	-0.014	-1.170	0.016
% Other post-secondary degree	0.005	0.010	-0.005	0.878	-0.004
% Bachelor degree	0.038	0.040	-0.002	1.580	-0.003
% Beyond Bachelor	0.004	0.009	-0.005	-0.121	0.001
% Disabled	0.030	0.058	-0.028	-10.500	0.291
% Veteran	0.041	0.062	-0.021	0.182	-0.004
% Worked 2 <sup>nd</sup> and 3 <sup>rd</sup> quarters prior	0.525	0.489	0.036	14.200	0.505
% Worked 3 <sup>rd</sup> quarter prior	0.079	0.086	-0.007	6.970	-0.048
% Worked 2 <sup>nd</sup> quarter prior	0.081	0.077	0.004	7.750	0.028
% Co-enrolled in WP	0.068	0.631	-0.563	-3.390	1.908

G. Local Factor	H. State Factor Values (as Decimal)	I. National Average (as Decimal)	J. Difference (H minus I)	K. Weights	L. Estimated Effect of Factors on Performance
% Limited English	0.011	0.040	-0.028	5.830	-0.166
% Single parent	0.136	0.261	-0.125	2.100	-0.262
% Low income	0.306	0.695	-0.389	3.820	-1.487
% On TANF	0.031	0.092	-0.061	-3.020	0.183
% Other assistance	0.118	0.315	-0.197	-1.930	0.380
% UI claimant, non-exhaustee	0.049	0.190	-0.140	-4.120	0.578
% UI exhaustee	0.008	0.034	-0.026	0.668	-0.017
Population density (Person per Square Mile)	149	85	64	-0.00041	-0.026
Job Turnover Rate	0.106	0.110	-0.004	64.892	-0.236
Job Creation Share of Total Employment	0.037	0.050	-0.013	30.912	-0.415
Job Separation Share of Total Employment	0.207	0.215	-0.008	-24.425	0.191
Job Creation Share in Construction	0.055	0.060	-0.005	-13.489	0.070
Job Creation Share in Wholesale	0.041	0.031	0.010	19.414	0.194
Job Creation Share in Transportation & Warehousing	0.039	0.034	0.005	-15.943	-0.073
Job Creation Share in Education Services	0.096	0.142	-0.046	-12.826	0.587
Job Creation Share in Health Care & SA	0.101	0.111	-0.010	-8.656	0.085
Job Creation Share in Arts, Entertainment	0.013	0.030	-0.017	-11.139	0.188
Job Creation Share in Other Services	0.036	0.038	-0.002	43.918	-0.103
M. Total Personal Characteristics Adjustment					2.724
N. Total Labor Market adjustment					0.464
O. National Target					74.100
P. Regression-Adjusted Performance Level (M + N+O)					77.288

# Value Added Performance Improvement System (VAPIS)

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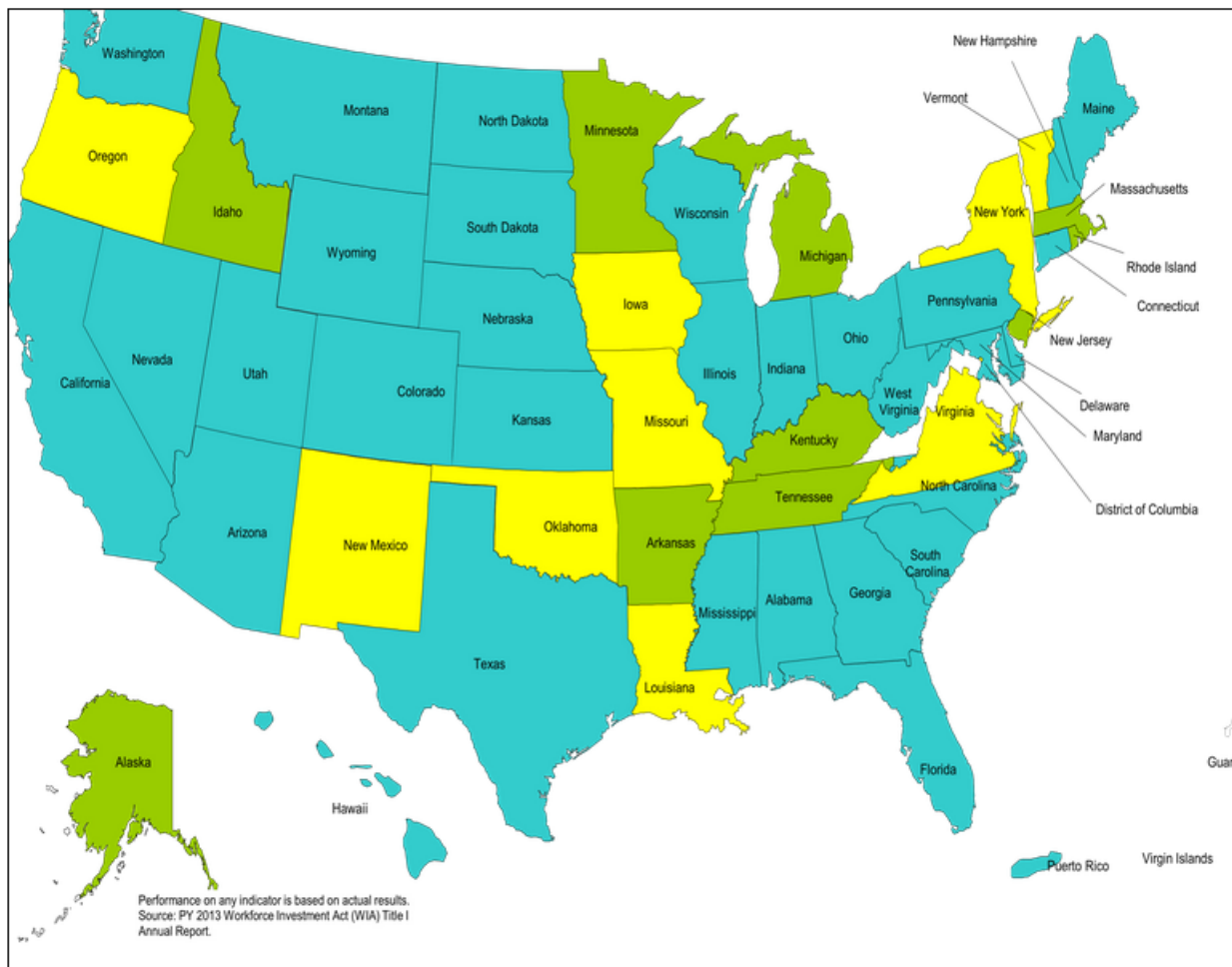
- Pilot conducted by the State of Michigan
- Provides adjusted performance data for the State and local areas
- Forecasts expected local area performance
- Provides data to support identification of local area strengths and weaknesses, leading to system improvements
- Provides a framework to assist states and local workforce investment areas in understanding the factors that contribute to performance
- Provide management tools to help local workforce investment areas
  - Track progress during the program year in meeting goals
  - Better understand what services best meet customers' needs

PY2002 Value Added Performance Improvement System Worksheet	A. WIA Name		B. WIA Number	
C. Performance Period: July 1, 2002 to June 30, 2003				
D. Performance Measure: Adult WIA Entered Employment				
<b>Performance Adjustment</b>	<b>Qtr 1</b>	<b>Qtr 1&amp;2</b>	<b>Qtr 1&amp;2&amp;3</b>	<b>Final</b>
E. Performance adjustment factor (unemployment rate change not known)	0.032	0.017	0.024	0.015
<b>Outcome</b>				
F. Outcome	0.667	0.722	0.775	0.790
G. Adjusted Outcome (F-E)	0.635	0.705	0.751	0.774
<b>Goal</b>				
H. State performance previous program year	0.758	0.758	0.758	0.758
I. Predetermined goal increment	0.050	0.050	0.050	0.050
J. LWA performance goal	0.808	0.808	0.808	0.808
<b>Performance</b>				
K. Difference between adjusted outcome and goal (G-M)	-0.173	-0.103	-0.057	-0.034
L. Difference between actual outcome and goal (F-M)	-0.141	-0.086	-0.033	-0.018
<b>Forecast</b>				
M. LWA Predicted Adjusted Outcome (change in unemployment not known)	0.782	0.777	0.766	0.755
N. Difference between predicted adjustment outcome (UR change unknown) and goal	-0.026	-0.032	-0.042	-0.054
<b>Value Added Performance</b>				
O. LWA value added (F-H-E)				0.016

# **Benchmarking Examples using Unadjusted Performance Measures**



## PY 2013 WIA Adult Entered Employment Rate State Rankings



PY 2013 WIA Adult Entered Employment Rate State Rankings			
State	Actual Performance	State	Ranking
Arkansas	87.9%	Alabama	39
Idaho	86.8%	Alaska	8
Minnesota	86.3%	Arizona	24
Michigan	86.0%	Arkansas	1
Kentucky	85.4%	California	42
Rhode Island	84.0%	Colorado	16
Tennessee	83.0%	Connecticut	31
Alaska	82.9%	Delaware	32
New Jersey	82.9%	District of Columbia	50
Massachusetts	82.8%	Florida	15
Ohio	82.2%	Georgia	26
North Dakota	81.4%	Hawaii	38
Maryland	80.3%	Idaho	2
Nebraska	80.1%	Illinois	29
Florida	79.9%	Indiana	35
Colorado	78.9%	Iowa	48
Kansas	78.4%	Kansas	17
Wisconsin	77.6%	Kentucky	5
New Hampshire	76.6%	Louisiana	46
Washington	76.5%	Maine	25
Wyoming	76.4%	Maryland	13
Nevada	76.3%	Massachusetts	10
West Virginia	76.2%	Michigan	4
Arizona	75.2%	Minnesota	3
Maine	74.5%	Mississippi	27
Georgia	74.4%	Missouri	51
Mississippi	74.2%	Montana	41
South Dakota	74.0%	Nebraska	14
Illinois	73.2%	Nevada	22
South Carolina	72.5%	New Hampshire	19
Connecticut	72.5%	New Jersey	9
Delaware	72.1%	New Mexico	44
Pennsylvania	71.9%	New York	47
Virginia	71.1%	North Carolina	37
Indiana	70.0%	North Dakota	12
Texas	69.2%	Ohio	11
North Carolina	67.9%	Oklahoma	52
Hawaii	67.5%	Oregon	49
Alabama	67.4%	Pennsylvania	33
Utah	65.3%	Puerto Rico	43

Montana	64.9%	Rhode Island	6
California	64.7%	South Carolina	30
Puerto Rico	64.1%	South Dakota	28
New Mexico	63.9%	Tennessee	7
Vermont	63.7%	Texas	36
Louisiana	63.4%	Utah	40
New York	59.1%	Vermont	45
Iowa	58.7%	Virgin Islands	53
Oregon	57.1%	Virginia	34
District of Columbia	56.9%	Washington	20
Missouri	54.8%	West Virginia	23
Oklahoma	54.5%	Wisconsin	18
Virgin Islands	30.3%	Wyoming	21

[WIA Law, in Section 136](#), requires that the Secretary disseminate State-by-State comparisons of states' performance information. *State comparisons do not reflect the varied and different economic conditions that may affect an individual state's outcomes.* Keeping that in mind, the Performance Rankings for each year are displayed in chart format and each measure is linked to a display of the absolute rankings of state-by-state performance. These rankings are based on actual performance, not progress against the negotiated level.

Updated May 6, 2015

# Commonwealth of Virginia

## WIA Statewide Performance

Detail

0 - All State

2011

This scorecard was developed in partnership with the Virginia Workforce Council in an effort to understand how locally operated WIA programs perform. The expected outcome of the scorecard is to provide a tool that will: (1) provide easy to access data on the performance of WIA programs; (2) identify areas of improvement for the system and (3) facilitate policy and decision making for stakeholders of the system.

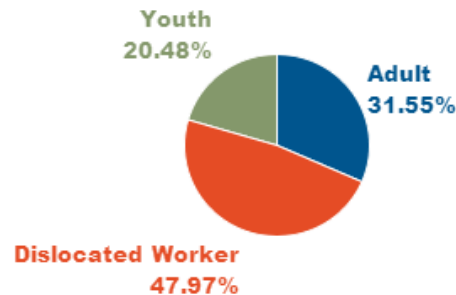
Adults	Dislocated Workers	Youth
Entered Employment Rate <span>⚠️</span>	Entered Employment Rate <span>✅</span>	Literacy-Numeracy Gains <span>⚠️</span>
Employment Retention Rate <span>✅</span>	Employment Retention Rate <span>✅</span>	Employment/Education Placement <span>⚠️</span>
Average Earnings <span>✅</span>	Average Earnings <span>✅</span>	Degree/Certificate Attainment <span>✅</span>
Employment and Credential Rate <span>⚠️</span>	Employment and Credential Rate <span>⚠️</span>	

### Top 10

Rank	Skill	Total
1	Nursing Aides, Orderlies, and Attendants*	392
2	Truck Drivers, Heavy and Tractor-Trailer	312
3	Licensed Practical and Licensed Vocational Nurses	258
4	Computer Support Specialists	158
5	Medical Assistants	148
6	Registered Nurses*	130
7	Heating, Air Conditioning, and Refrigeration Mechanics and Installers*	124
8	Medical Records and Health Information Technicians	121
9	Pharmacy Technicians	83
10	Bookkeeping, Accounting, and Auditing Clerks	78

Program	Part	Expenditure	Cost/Part	State Avg Cost/Part	CRC
	Adult	5,124	\$10,825,792.00	\$2,113.00	15.28%
	Dislocated Worker	7,792	\$10,246,619.00	\$1,315.00	
	Youth	3,326	\$10,778,019.00	\$3,241.00	
	<b>TOTAL</b>	<b>16,242</b>	<b>\$31,850,430.00</b>		

### Participant Distribution



Source: Virginia Workforce Connection

For questions regarding the data please contact Joe Holicky @ 804-819-1692



# State of Florida

## 2014 - 2015 FLORIDA WORKFORCE COMMON MEASURES - STATEWIDE PERFORMANCE

PY 2014-2015: July 1, 2014 - March 31, 2015 Outcomes

Common Measures		Performance 2009-2010	Performance 2010-2011	Performance 2011-2012	Performance 2012 -2013	Performance 2013 -2014	Performance 2014 -2015 3rd Quarter	PY 2014-15 Regression Model Targets	USDOL Approved Performance Goals 2014-2015
<b>Adults:</b>									
1	Entered Employment Rate	82.90%	79.90%	74.20%	80.20%	79.87%	81.30%	81.60%	82.00%
2	Employment Retention Rate	90.70%	92.40%	91.80%	91.20%	90.74%	92.70%	89.90%	92.00%
3	Average 6-Months Earnings	\$21,064	\$22,671	\$20,479	\$19,190	\$17,479	\$18,607	\$19,392	\$20,000
<b>Dislocated Workers:</b>									
4	Entered Employment Rate	79.70%	84.50%	84.20%	86.90%	83.99%	85.30%	87.00%	90.00%
5	Employment Retention Rate	87.40%	89.00%	90.00%	90.90%	91.01%	90.80%	90.40%	91.20%
6	Average 6-Months Earnings	\$16,715	\$17,293	\$16,836	\$15,759	\$15,785	\$16,279	\$16,680	\$17,621
<b>Youth Common Measures:</b>									
7	Placement in Employment or Education	52.70%	49.30%	47.70%	64.80%	61.20%	71.60%	65.80%	60.00%
8	Attainment of a Degree or Certificate	58.90%	61.50%	69.80%	68.80%	81.80%	74.70%	68.90%	75.50%
9	Literacy and Numeracy Gains	41.10%	37.70%	45.30%	47.90%	56.18%	52.30%	45.80%	53.10%
<b>Wagner-Peyser:</b>									
10	Entered Employment Rate	46.00%	50.00%	55.00%	59%	60.00%	63.00%		61.00%
11	Employment Retention Rate	76.00%	79.00%	80.00%	82%	82.00%	83.00%		85.00%
12	Average 6-Months Earnings	\$12,275	\$12,948	\$12,874	\$12,788	\$12,606	\$12,840		\$13,598

## 2014 - 2015 FLORIDA WORKFORCE COMMON MEASURES - RWB 02 PERFORMANCE

PY 2014-2015: July 1, 2014 - March 31, 2015 Outcomes

Common Measures	Performance 2009-2010	Performance 2010-2011	Performance 2011-2012	Performance 2012 -2013	Performance 2013 -2014	Performance 2014-2015 3rd Quarter	PY 2014-2015 Performance Goals	% of Performance Goal Met	PY 2015-2016 Performance Goals	% of Performance Goal Met
<b>Adults:</b>										
1 Entered Employment Rate	82.40%	100.00%	94.10%	89.70%	96.00%	100.00%	88.90%	112.49%	88.90%	112.49%
2 Employment Retention Rate	96.60%	93.50%	94.00%	97.80%	90.79%	96.60%	98.20%	98.37%	98.20%	98.37%
3 Average 6-Months Earnings	\$17,692.00	\$15,959.30	\$20,150.20	\$14,193.50	\$13,780.44	\$19,145.04	\$15,169.80	126.20%	\$17,445.27	109.74%
<b>Dislocated Workers:</b>										
4 Entered Employment Rate	85.70%	87.10%	98.10%	92.10%	97.62%	96.70%	91.60%	105.57%	91.60%	105.57%
5 Employment Retention Rate	100.00%	100.00%	92.50%	93.00%	92.11%	89.50%	91.40%	97.92%	91.40%	97.92%
6 Average 6-Months Earnings	\$12,497.00	\$19,672.30	\$17,240.70	\$16,170.30	\$16,153.00	\$13,011.43	\$16,382.20	79.42%	\$15,563.09	83.60%
<b>Youth Common Measures:</b>										
7 Placement in Employment or Education	37.50%	62.50%	70.00%	82.60%	87.27%	95.00%	82.20%	115.57%	82.20%	115.57%
8 Attainment of a Degree or Certificate	62.60%	50.00%	90.90%	72.00%	85.45%	82.10%	70.70%	116.12%	70.70%	116.12%
9 Literacy and Numeracy Gains	80.00%	0.00%	13.00%	21.10%	21.05%	13.30%	25.60%	51.95%	20.48%	64.94%
<b>Wagner-Peyser:</b>										
10 Entered Employment Rate	52.00%	55.00%	59.00%	Not Available	60.00%	57.35%	63.00%	91.03%	59.85%	95.82%
11 Employment Retention Rate	78.00%	79.00%	78.00%	Not Available	82.00%	83.58%	79.00%	105.80%	79.00%	105.80%
12 Average 6-Months Earnings	\$11,402.00	\$11,498.00	\$11,865.00	Not Available	\$12,233.00	\$12,407.91	\$12,000.00	103.40%	\$12,000.00	103.40%

Not Met (less than 80% of negotiated)

Met (80-100% of negotiated)

Exceeded (greater than 100% of negotiated)

**WIA Adult**

**GPRA Targets**

**Negotiated Targets**

**Nationwide Map**

Benchmarking

## Percent of GPRA Targets Achieved

Entered Employment     Employment Retention     Average Earnings



**Entered Employment**

	% Achieved	num	den	Outome	Goal
Click on Map	0.00%	0	0	0	0

Legend

Definitions

Application Notes

ETA Disclaimer

WIA Adult

GPRA Targets  Negotiated Targets

Nationwide Map  Benchmarking

**New York**

	Entered Employment	Employment Retention	Average Earnings
Region 1	95.55%	98.15%	91.80%
Connecticut	117.18%	100.08%	82.13%
Maine	117.87%	105.85%	81.59%
Massachusetts	132.99%	108.76%	83.77%
New Hampshire	123.56%	100.55%	88.39%
New Jersey	128.79%	102.11%	102.40%
New York	94.63%	97.93%	92.04%
Puerto Rico	101.71%	98.28%	45.90%
Rhode Island	126.68%	107.22%	87.91%
Vermont	110.92%	100.27%	87.54%
Virgin Islands	66.01%	90.22%	41.06%
Region 2	116.55%	104.87%	94.74%
Delaware	114.82%	105.87%	77.87%
District of Columbia	89.06%	94.62%	96.04%
Maryland	132.24%	109.38%	119.03%
Pennsylvania	115.41%	104.12%	95.16%
Virginia	111.08%	103.98%	75.82%
West Virginia	132.23%	109.74%	95.62%
Region 3	113.62%	108.21%	103.95%
Alabama	109.10%	103.48%	87.84%
Florida	126.85%	110.81%	128.33%
Georgia	116.23%	103.88%	91.01%
Kentucky	137.48%	105.34%	89.65%

**New York Outcomes**

Entered Employment	
Outcome	59.14%
num	136,454
den	230,719
Plan	62.50%

Employment Retention	
Outcome	80.40%
num	129,070
den	160,531
Plan	82.10%

Average Earnings	
Outcome	\$12,835
num	\$1,656,010,744
den	129,024
Plan	\$13,945

# WIA Results

Michigan

Region / State

WIBs

	Michigan		All	
	State	% of Nation	WIB	% of State
Began Using Services	<b>18,281</b>	1.45%	18,281	100.0%
Total Participants Served	<b>48,299</b>	2.56%	48,299	100.0%
Adults Placed in Employment	<b>3,653</b>	0.67%	3,653	100.0%
Dislocated Workers Placed in Employment	<b>3,537</b>	0.95%	3,537	100.0%
Adult and DW Placed in Employment	<b>7,190</b>	0.78%	7,190	100.0%
Adult Six Month Earnings	<b>101,867,140</b>	1.31%	101,867,140	100.0%
for this number of Adults	<b>5,514</b>	0.94%	5,514	100.0%
Dislocated Worker Six Month Earnings	<b>65,729,183</b>	1.16%	65,729,183	100.0%
for this number of Dislocated Workers	<b>3,849</b>	1.12%	3,849	100.0%
Adult and DW Earnings (millions)	<b>168</b>	1.25%	168	100.0%
Youth Earning Degrees / Credentials	<b>1,383</b>	2.62%	1,383	100.0%
Youth Placed in Employment or Ed	<b>2,413</b>	4.09%	2,413	100.0%

Illustrates the scale of the selected result: Region / State to Nation and WIB to State

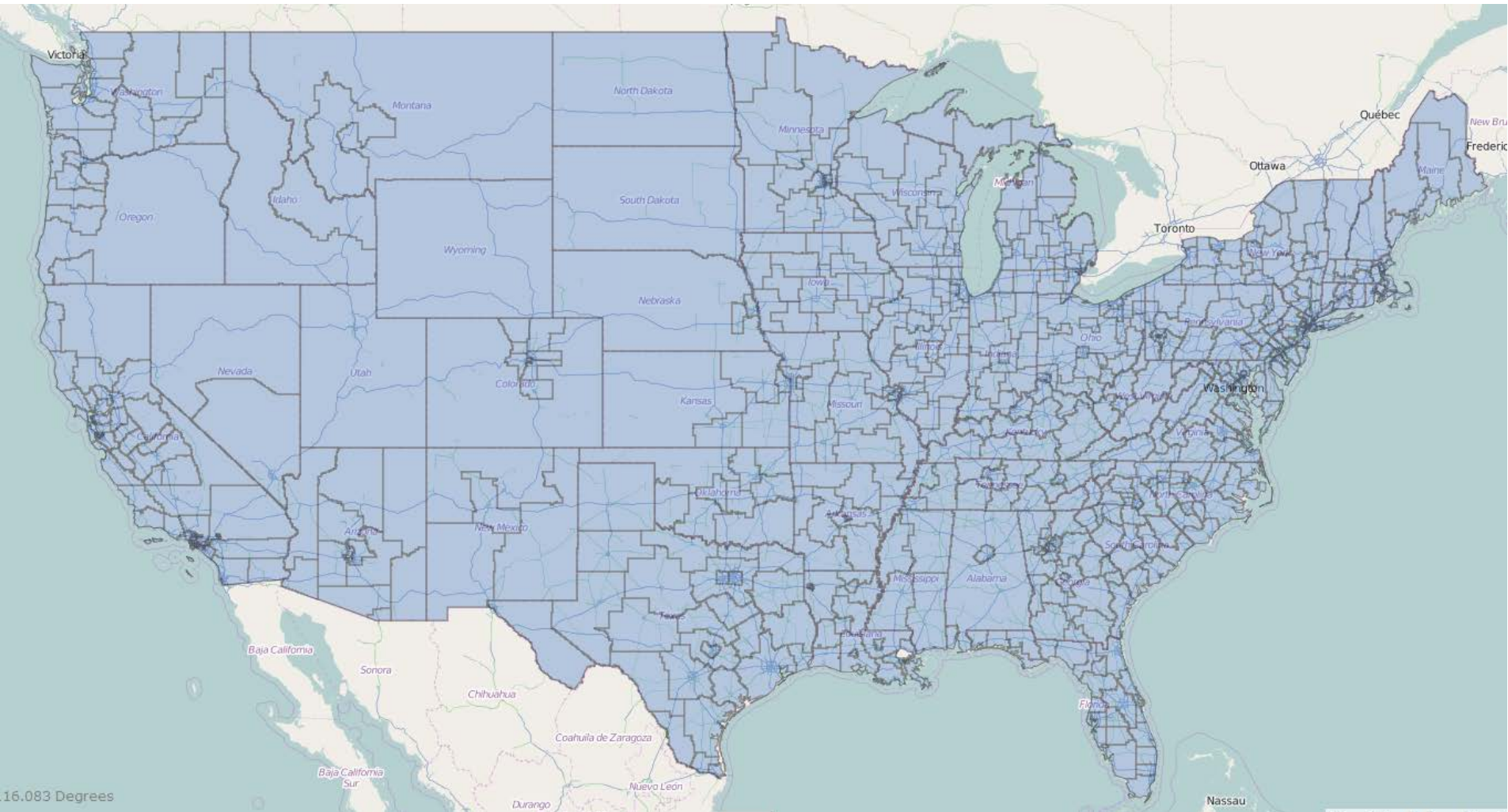


Definitions

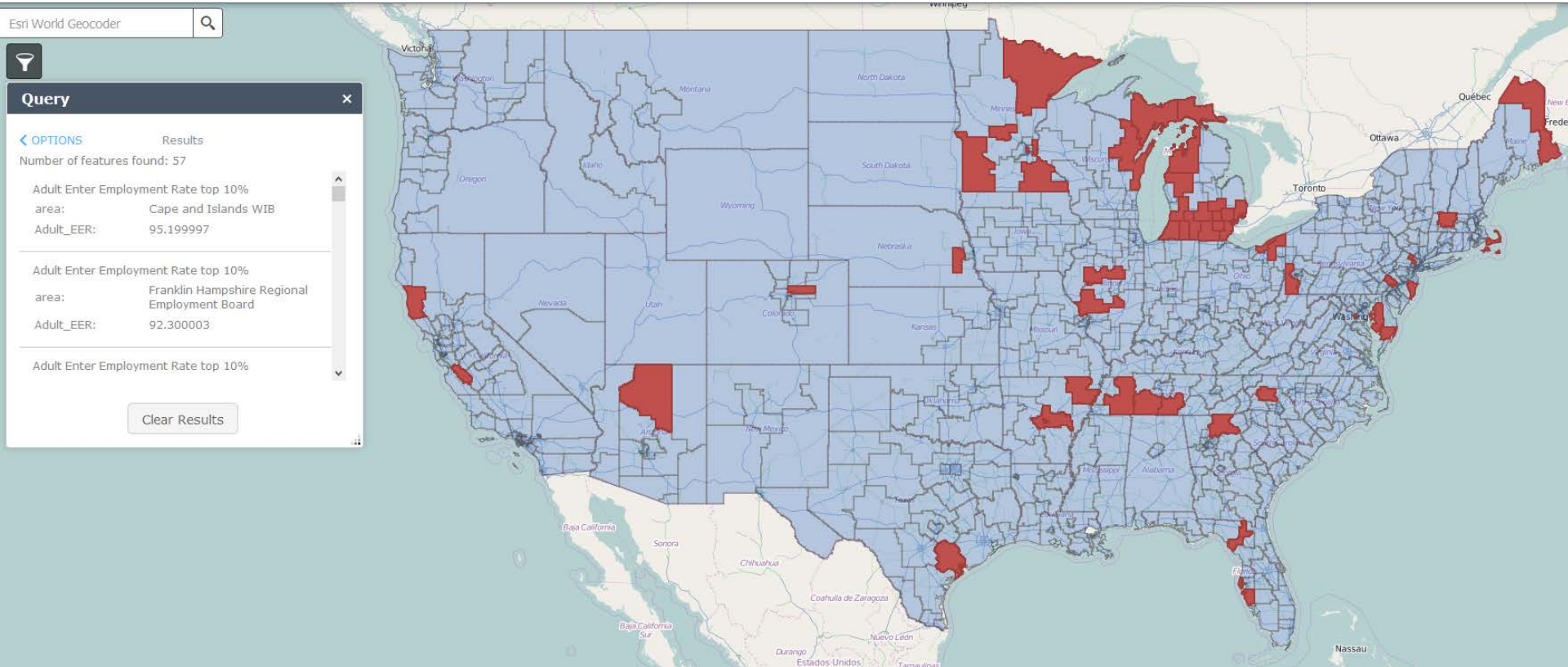
Application Notes

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# Upjohn Interactive WIB Performance Map



## Select top 10% performers in each performance category



# Highlight economic conditions and also differences in personal characteristics

