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# The EARN (Early Assessment and Retention Network) Model for Effectively Targeting WIA and TANF Resources to Participants


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# **The EARN (Early Assessment and Retention Network) Model for Effectively Targeting WIA and TANF Resources to Participants**

by John Pawasarat and Lois M. Quinn, Employment and Training Institute, University of Wisconsin-Milwaukee, 2007

This technical assistance project demonstrates the advantages of implementing a large-scale comprehensive data-driven IT capacity in the urban Workforce Investment Act (WIA) and Temporary Assistance for Needy Families (TANF) settings. Longitudinal state wage match data, WIA data bases, welfare files, corrections data, and driver's license records provide essential program planning and evaluation tools to assess the effectiveness of program interventions by client characteristics and can offer an early warning system for agencies on their progress on measures of post-program employment outcomes. WIA and TANF agencies faced with increasingly difficult-to-serve populations need up-to-date data to identify those most at-risk of failing to meet employment and retention goals as well as clients most able to benefit from pre- and post-program assistance. The longitudinal pre- and post-program participant employment experiences by component and client demographics can also be used to assess which employment placements are most likely to result in sustained employment.

The key lesson found here is that urban WIA boards and TANF agencies – and the state agencies supervising them -- need to take steps to combine large institutional databases to identify which employment outcomes work and which don't. The EARN Model shows how valuable these data bases can be in identifying costs of various approaches and in monitoring short-term and long-term employment and earnings for those served. A key element is the state employer wage match data which should be used as the primary post-program outcome measure along with statistics on reduced need for welfare, food stamps and medical assistance.

TANF and WIA agencies too often fail to assess the fiscal effectiveness of investments in costly services (e.g. AODA and GED instruction) for their clients, while at the same time ignoring (or failing to identify) immediate barriers which are much less expensive to address and more likely to result in improved post-program outcomes (i.e., driver's license problems, legal and employment barriers for ex-offenders, and lack of private transportation to meet job, child care and personal family needs). The failure to address key variables contributes to high job turnover rates and low earnings for exited WIA and TANF clients. This paper uses past and ongoing research to show how new employment-related barriers can be identified and how the EARN Model can be used to target employment interventions and to increase post-program performance. High volume urban TANF and WIA providers will benefit most from this data-driven model which can also be implemented at a state level to assist smaller WIA service delivery areas and to enhance post-program outcomes statewide.

## **Part One: Recommendations**

1. **The state should take leadership in securing necessary data sharing agreements and training WIA staff to access and use the state Department of Transportation (DOT) driver's license data** to flag those who have a driver's license but need to take care of unpaid fines. The WIA application form should be changed if necessary to gain access to unsuppressed data from DOT.

*Why is this important?*

- *An increasing number of WIA participants have driver's licenses in need of repair.*
- *Those WIA participants with a valid driver's license are 2 times more likely to show earnings above the family poverty level than those without a license.*
- *For WIA participants with less than 12 years of education, those with a valid license are 4 times more likely to show earnings above the poverty level compared to those without a license.*

2. **State Department of Corrections (DOC) data should be used** to flag the growing numbers of participants with histories of incarceration in state prisons, and this population should be treated as the highest risk population. Similarly, current probation and parole databases should be accessed to make sure that DOC probation and parole reporting requirements DO NOT conflict with employment. There are no quick fixes for this population.

*Why is this important?*

- *An increasing number of WIA clients have been incarcerated. The number of Milwaukee County men with state prison records has increased 400% in the last 12 years.*
- *The worst employment and earnings outcomes are for the growing number of WIA participants with records of incarceration in state correctional facilities.*
- *Only 7% of male WIA clients with a history of incarceration in state adult correctional facilities had a valid driver's license.*
- *Measures of post-program employment for ex-cons are dismal with only 15% employed with earnings above family poverty in the first quarter after exiting WIA. This percentage drops to 9% in the second quarter after leaving WIA.*
- *Only 13% of the ex-cons worked in each of the 8 quarters after leaving WIA.*
- *While employment outcomes are better for ex-cons with more education, there is no evidence that GED programs have an impact. About 2/3 (65%) of those with more than 12 years of schooling show at least some earnings in the first 2 quarters after exiting WIA, compared with only 40% of those with less than 12 years of schooling and 51% of those with 12 years of schooling.*

3. **WIA staff should be trained to access CARES screens and monthly CARES extracts to assess the characteristics of public assistance cases** (including W-2/TANF, food stamps, medical assistance, BadgerCare). Particular attention should be paid to possible dual enrollments in W-2/TANF, FSET (Food Stamp Employment and Training) programs, and WIA employment programs.

*Why is this important?*

- *While post-program outcomes are poor for the welfare population, there are some subpopulations which could benefit from targeted efforts, i.e., those who have driver's license with a suspension which is fixable and those eligible for but not receiving child care assistance.*
- *Child care subsidies are high for this population, but the results are conflicted. The population with subsidized child care does not perform much better than those without subsidized assistance on the WIA measures for employment outcomes. While participants with children under age 5 with subsidized child care do much better on the measures of employed in Quarter 1 and Quarter 2 they do worse on measures of quarterly wages near or above the poverty level.*
- *Employment and earnings outcomes improve with higher levels of education but not as much as expected. Average quarterly earnings for those employed in the quarter after WIA exit were \$2,196 for those with less than 12 years of schooling, \$2,644 for those with 12 years of schooling, and \$3,109 for those with education beyond high school.*
- *Public assistance participants are twice as likely to be employed above the poverty level when a driver's license is in evidence. For clients with less than 12 years of schooling, 20% showed earnings above the poverty level their first quarter after WIA if they had a valid driver's license, compared to only 9% of those with no valid license. For clients with education beyond high school, 34% showed earnings above the poverty level their first quarter after WIA if they had a valid driver's license, compared to only 17% of those with no valid driver's license.*

**Percent of Public Assistance Population with Quarterly Income At or Above \$4,000\*  
by Years of Schooling and Driver's License Status**

| <u>Quarter after WIA Exit</u>  | <u>BY YEARS OF SCHOOLING:</u> |                 |                           |
|--|-------------------------------|-----------------|---------------------------|
|  | <u>Less than 12 Years</u>     | <u>12 Years</u> | <u>More than 12 Years</u> |
| 1 <sup>st</sup> Quarter: <b><u>NO</u></b> valid driver's license     | 9%                            | 11%             | 17%                       |
| 1 <sup>st</sup> Quarter: <b><u>WITH</u></b> a valid driver's license | 20%                           | 20%             | 34%                       |
| 2 <sup>nd</sup> Quarter: <b><u>NO</u></b> valid driver's license     | 6%                            | 6%              | 12%                       |
| 2 <sup>nd</sup> Quarter: <b><u>WITH</u></b> a valid driver's license | 13%                           | 15%             | 27%                       |

\*Earnings in the 2000-2003 time period.

4. **Monthly WIA participant data should be combined with other state files from DWD, DOC and DOT to construct a longitudinal data base for analysis of trends and outcomes** and to flag cases most likely to benefit from services.

*Why is this important?*

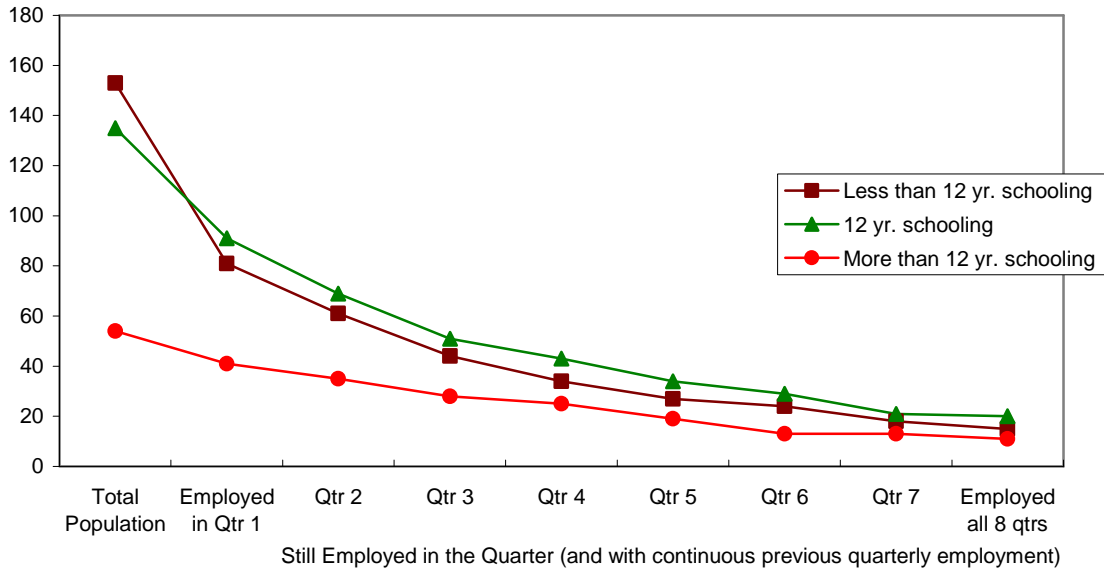
- *Merging data bases from state agencies shows that the WIA population not on public assistance and not in the DOC system accounts for the best outcomes. This population is 64% white, 79% with a valid driver's license, and only 19% with less than 12 years of schooling.*
- *The quarterly income for this population is much higher, making most participants ineligible for subsidized child care.*
- *Even for this population, 17% have a driver's license in need of repair.*

5. **The state Department of Workforce Development wage match data and public assistance CARES data should be regularly combined** (using data sharing agreements with DWD) and staff provided extensive training of use of the state wage match databases.

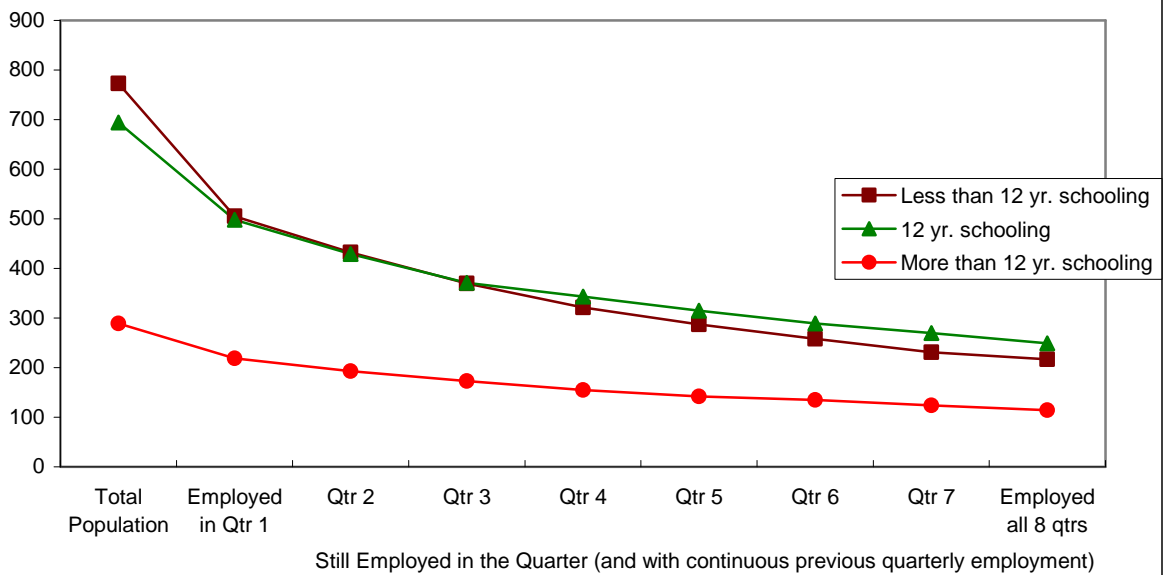
*Examples of why this is important:*

- *Most employers hire only 1 or 2 WIA participants, making job placement and follow-up work more challenging. Of 582 employers hiring WIA participants in a 3 months period, most (74%) hired only 1 WIA client and another 14% hired only 2 clients. Just 4% of employers (including temp agencies) hired 5 or more WIA clients and only 2 employers (both governmental units) hired more than 10 WIA clients during the 3 months studied.*
- *Most WIA clients show significant churning of employment after exiting WIA. Of 846 WIA clients tracked after exit, only 29% showed only 1 employer in the post-exit period, and only 14% stayed with that employer for the next year, showing the importance of access to private transportation for most workers.*
- *In the first year after exit, 71% of WIA clients worked for 2 or more employers, and 45% worked for 3 or more employers.*
- *Few difficult-to-serve WIA clients show sustained employment (at any level of earnings) 1 to 2 years after exiting WIA programs.*

**WIA Clients with DOC Incarceration Records:  
Number with Continuous Quarters of Employment after WIA Exit**



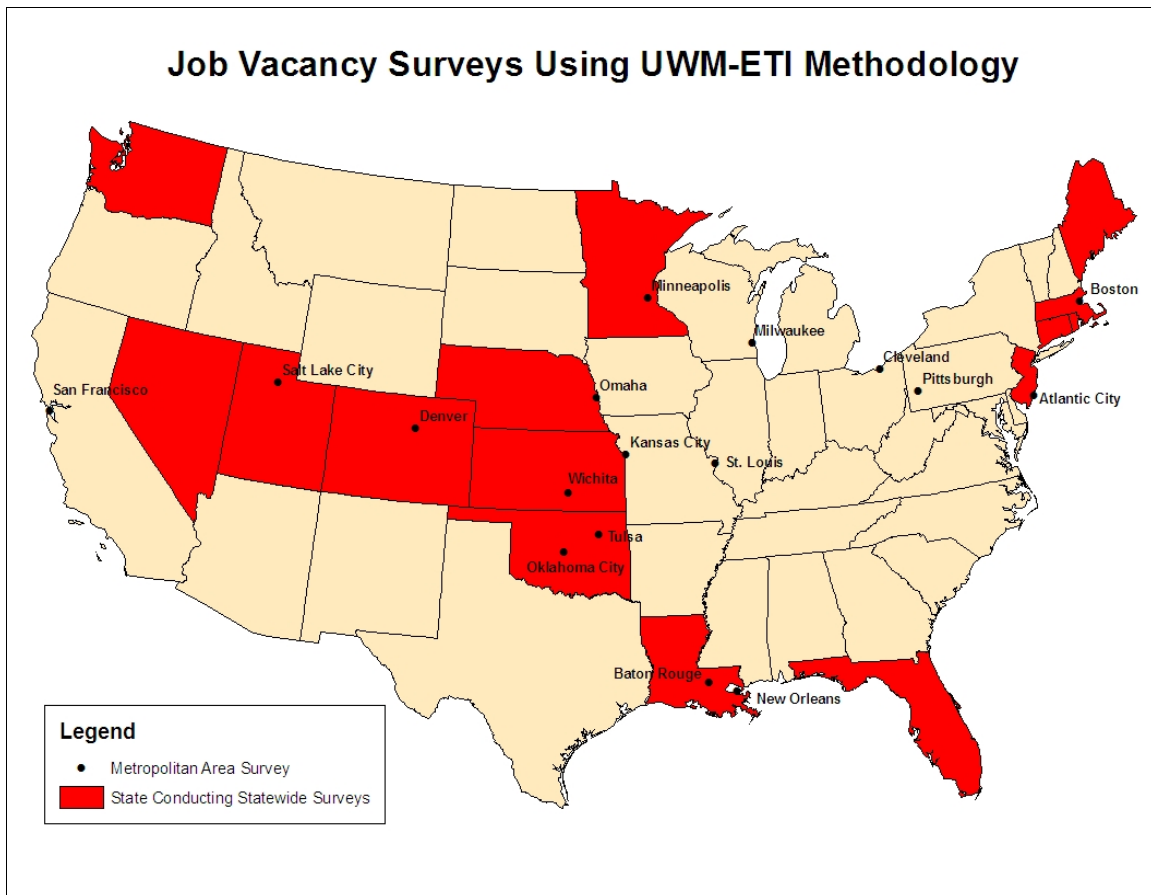
**WIA Clients on Public Assistance:  
Number with Consecutive Quarters of Employment after WIA Exit**



## ***Part Two: Background on the EARN Model Project***

For the last 18 years the University of Wisconsin-Milwaukee Employment and Training Institute has had a unique partnership with Milwaukee County, the City of Milwaukee, and the Private Industry Council, using applied research to improve the delivery of federal and state welfare and employment programs. This university partnership has generated a number of nationally recognized workforce development models for addressing the needs of urban low-income populations, i.e., driver's license recovery programs, using job vacancies surveys to identify short-term and long-term training needs, and improving access to child care subsidy programs.

The Employment and Training Institute has worked with the Milwaukee Private Industry Council on data-driven models to improve employment and training program outcomes since the early 1990s. In 1993 the Private Industry Council, Employment and Training Institute, and City of Milwaukee launched the Milwaukee Area Job Openings Surveys which have been conducted regularly to assess the workforce needs of employers, the location of jobs in the metro area, hourly wages, and training required. The U.S. Department of Labor has promoted the Milwaukee survey as a national model and contracted with the UWM Employment and Training Institute to prepare a how-to manual for other workforce investment regions and states interested in measuring workforce needs, and the ETI/PIC model is now used by WIA providers in 20 states (with 15 states now conducting the survey statewide).



In 1995 the PIC and ETI examined the pre- and post-wage history of PIC participants to demonstrate the advantages of using state wage match data as a tool for serving clients and evaluating results. In May 2006 the annual Job Vacancy Survey was expanded to include all seven counties of southeastern Wisconsin as part of the WIRED Initiatives to detail demand for jobs in the region, the type of training required, and the location of jobs by industrial sector. (See *An Analysis of Job Openings in the Milwaukee Region: Job Supply and Demand*, 2006 posted at [www.eti.uwm.edu](http://www.eti.uwm.edu).)

In early 2007 the Employment and Training Institute and the Private Industry Council of Milwaukee County received a Technical Assistance and Training (TAT) grant from the State of Wisconsin to develop a strategy to improve program outcomes for Workforce Investment Act participants. The Employment and Training Institute and Private Industry Council staff developed a data-driven system (the EARN Model) to increase internal capacity, make maximum use of existing state data bases, increase program outcomes, and more effectively manage program resources. This data-driven program improvement model builds on the ETI and PIC's previous use of the wage match data and ETI's research on other critical data sources to improve program performance. As part of the TAT project authorized by the state, the Employment and Training Institute identified the data sources necessary to construct a data-driven capacity to improve outcomes, used the data sources to demonstrate the type of data analysis which would result from the enhanced internal IT capacity, and produced the types of reports that a staff person or contractor should be required to produce.

Using the EARN Model WIA staff will be able to generate reports and weekly follow-up data that combines the WIA data base and DWD wage file data with DOC database of persons incarcerated in state facilities; DOT databases on driver's licenses, suspensions and revocations; CARES extracts on W-2, food stamps, medical assistance and BadgerCare cases; and TANF databases on subsidized child care.



### ***Part Three: Data Requirements for the EARN Model***

The effectiveness of employment and training programs for high volume urban WIA programs can be greatly enhanced through the use of data-driven assessment and evaluation tools which provide case workers and managers with ongoing and timely client profiles. Analysis of prior years of program participation outcomes can be used to identify which programs are most effective and which portions of the participant populations face barriers which need to be addressed prior to exiting the program and prior to the six-month follow-up. Timely and accurate data on client participation (pre- and post-) in entitlement programs (such as food stamps, medical assistance, and child care) and wage match data on employment and earnings are also essential for tracking clients before enrollment in training activities and after program exit to identify early-on which post-program interventions are necessary to enhance employment and earnings prior to the six-month outcome measurement period.

The EARN (Early Assessment and Retention Network) Model uses multiple databases merged by individual client to provide on-going profiles of program performance for use by administrators and caseworkers as an **assessment and early warning tool** to identify clients in need of special services and those who need post-program interventions. The model uses existing ASSET, DOC, DOT, and DWD data sets available for little or no cost from participating units of government, merges the data at the individual level, and places the profiles in the hands of those responsible for program operation.

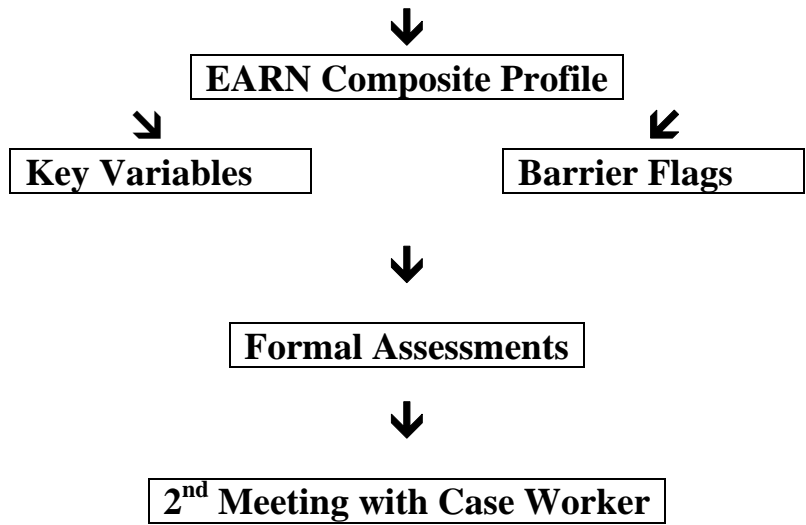
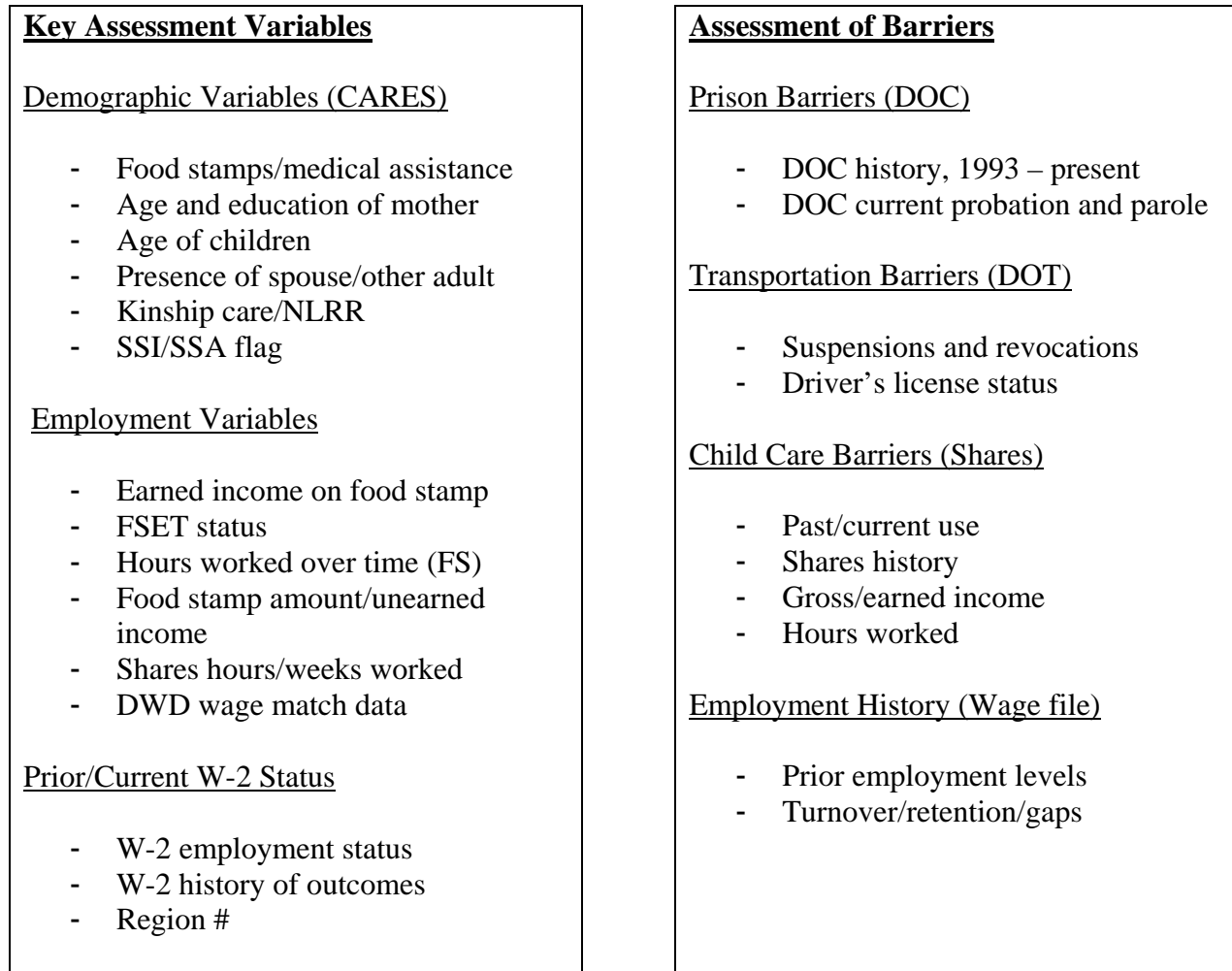
#### **Data Requirements for the Early Assessment and Retention Network (EARN)**

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| <b><u>Data Sets</u></b>   | <b><u>Availability</u></b>  |
|---|---|
| Dept. of Corrections public inmate file<br>Dept. of Corrections probation and parole                  | Public -- every July<br>Public – varies   |
| Dept. of Transportation driver’s license file<br>Dept. of Transportation suspensions/revocations file | Annually – Require data<br>sharing agreements   |
| <b><u>CARES Extract Files</u></b>   |   |
| Food stamps<br>Medical assistance<br>W-2 cases  | Monthly extracts online, requires<br>DWD authorization, not public, data<br>sharing agreement necessary |
| <b><u>Shares Child Care Subsidy Files</u></b>   |   |
| Child care payment file<br>Case file with employment data   | Monthly extracts online, requires<br>authorization, not public, data sharing<br>agreement necessary.    |
| <b><u>DWD Wage Match File</u></b>   |   |
| Quarterly earnings for almost all employees   | Quarterly from DWD, requires data<br>sharing agreement.   |

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## Early Assessment and Retention Network (EARN) for Adult Program Applicants



## Post Program EARN Profile

### EARN and ASSET Profile at Exit

- Placement, wage, hours
- Credentialing
- Special and target group flags
- Child care status
- Food stamp/medical assistance status



### Flag Target Groups for Follow-Up

1. Moms with young children
2. Ex-cons
3. Low education level
4. No driver's license
5. Multiple barriers

### Retention Profile at Months 3 thru 6

- Identifies positive outcomes
- Identifies problem areas
- Risk assessment for positive 6-month review



### Monthly Post Program Status

#### Food Stamp Status

- Hours worked, earnings
- Food stamp status, other income
- Children, adults in group

#### Medical Status

- Type of aid for person
- Type of aid for children
- BadgerCare
- Change in aid status

#### Shares status

- Earnings, hours, income
- Age and number of children
- Age and # of children in Shares

#### Wage Match Quarterly Data

- Quarterly earnings post-program
- Type of NAICS employer

## ***Part Four: Prior Research Supporting the EARN Model***

The Employment and Training Institute, which was included in the Department of Workforce Development's Technical Assistance and Training (TAT) grant to the Milwaukee PIC, had previously assisted the Wisconsin Legislature, Milwaukee County Executive's Office, Milwaukee County Health and Social Services, and the Private Industry Council in projects combining large institutional databases in order to analyze needs and construct strategies to most effectively target limited resources for maximum impact to achieve program goals. This research and technical assistance work has demonstrated the effectiveness of using large institutional data bases to both evaluate and improve employment and training program outcomes.

### **Statewide Evaluations of Learnfare and Workforce**

For the welfare reform evaluations of the Wisconsin Learnfare and work programs for the Wisconsin Legislature, the Employment and Training Institute combined over a dozen social service, welfare and employment data files to construct a combined social service, welfare and employment database. This approach allowed construction of a history of over 10 years of data at an unprecedented level which was used to track employment, welfare and education outcomes without having to rely upon sample research (which is subject to high non-response rates, particularly for poor populations). The use of threshold measures for earnings (rather than average annual earnings) has been adopted by most evaluation studies conducted in the years since the ETI evaluations.

### **Milwaukee County Youth Initiative**

The Employment and Training Institute experience has shown that analysis of longitudinal pre- and post- patterns for individual program participants provide a valuable predictive tool for a more cost effective targeting of program interventions based on prior program experiences for a variety of target populations. In 1991 the Employment and Training Institute assisted the County Executive's Youth Initiative, combining a variety of databases to identify target youth populations most in need of services and most likely to benefit from program participation. Records were combined from over 12 years of Children's Court data, public assistance (welfare, food stamps, and medical assistance), social services and Combined Community Services Board data. The project predicted, with almost chilling accuracy, the fate of children adjudicated for abuse and neglect, with most identified boys becoming juvenile delinquents and most identified girls becoming teenage mothers on AFDC. The Children's Court judges and administrators made extensive use of the report to improve programs and to target resources. The report also identified target groups where there was the greatest likelihood of subsequent problems and identified strategies for intervention. (See *Identifying Milwaukee Youth in Critical Need of Intervention: Lessons from the Past, Measures for the Future*, 1991 available as a reprint on the Employment and Training Institute website at [www.eti.uwm.edu](http://www.eti.uwm.edu).)

### **JTPA Job Training Database for Improved Follow-Up**

In 1995 the Employment and Training Institute developed a model for a working database to detail Job Training Partnership Act program participation by component and client demographics compared to post-completion employment industry, number of employers, levels of wages, and duration of employment. The Employment and Training Institute and the Milwaukee County Private Industry Council focused on JTPA employment databases combined with the state wage match data in a project where existing WIMS (Wisconsin Information Management System) data was used to construct a longitudinal history of pre- and post- program participation data over a 6-year period, and then matched against 7 years of quarterly wage match data to assess pre- and post-program employment status as part of an internal analysis of program outcomes. In each case, pre- and post- outcome-based were used to more effectively target activities most likely to result in enhanced post-program employment, education and social service experiences for each individual in the target population. (See the *Analysis of Milwaukee County JTPA Title IIA Participants: 1988-1994*, 1995.)

### **Milwaukee County Welfare to Work AFDC Caseload Planning**

Milwaukee County officials asked the Employment and Training Institute in 1996 to develop a model to identify methods which would most effectively reduce the AFDC caseload by 20% in a one-year period as required by state welfare officials. Multiple institutional and historical databases (including 5 quarters of employment data for 25,125 welfare recipients) were used to construct a strategy for identifying populations most likely to be moved off AFDC. The model categorized participants on a scale of most easily moved off AFDC to those least likely to be moved into employment. The resulting model was shown to be remarkably accurate in showing how the caseload would be reduced. (See *The Financial Impact of W-2 and Related Welfare Reform Initiatives on Milwaukee County AFDC Cases*, 1996.) The model was also subsequently used by the Employment and Training Institute -- at the state's request -- to create the W-2 Regions in Milwaukee County so that difficult-to-serve populations would be distributed among regions.

## ***Part Five: The EARN Model in Action***

### **Examples of the EARN Model Capacity**

The Employment and Training Institute and the Milwaukee Private Industry Council have in the past used some of the most sophisticated methods and data bases to identify the success of programs and the populations at-risk. (See *Analysis of Milwaukee County JTPA Title IIA Participants: 1988-1994*.) Then in 2001-2002 the PIC and ETI assembled a similar longitudinal data base of historical wage match data. That database for PY1997-2000 participants was joined to six other databases to show the power of the EARN Model for this current project.

This demonstration model identifies key strategies to increase employment outcomes using longitudinal data on employment, public assistance, WIA participation, Department of Corrections, driver's license and suspension history, and child care subsidy databases. The combination and analyses of these data bases provide a very powerful tool to identify the changing characteristics of the WIA clients in Milwaukee County and to target those populations most likely to benefit from services which will result in increases in positive employment outcomes. Previous ETI/PIC program improvement initiatives used state wage data combined with participant data and a variety of other data sources to construct a sophisticated outcome-driven IT model.

For this analysis WIA participants were matched with four years of State of Wisconsin Department of Workforce Development (DWD) wage files for a total of 22 quarters of earnings data (January 1998 – June 2003). Historical data from other institutional data sources was appended to the WIA participant wage match data file. Post-program employment outcomes use the same definitional parameters as in federal WIA outcome methodology, so that post-program Quarter #1 is the quarter after but not including the quarter of exit. For those participants with multiple exits, only the last exit is used for purposes of post-program analysis.

### **Examples of Findings Which Should Result from this TAT Program**

1. The decline in positive WIA program outcomes during the period examined is largely attributable to changes in the characteristics of adult WIA participants served. Matches with seven databases showed the following key client variables which drive program outcomes as all headed in a negative direction for risk factors.

**Percent of WIA Participants by Risk Factors and Program Year**

| <b><u>Participant Characteristics</u></b> | <b><u>1998</u></b> | <b><u>1999</u></b> | <b><u>2000</u></b> |
|---|--------------------|--------------------|--------------------|
| Less than 12 years of schooling           | 26%                | 25%                | 41%                |
| On public assistance                      | 36%                | 29%                | 47%                |
| Wisconsin DOC prisoner                    | 5%                 | 4%                 | 8%                 |
| Valid driver's license                    | 74%                | 79%                | 62%                |
| Driver's license with suspensions         | 11%                | 10%                | 16%                |

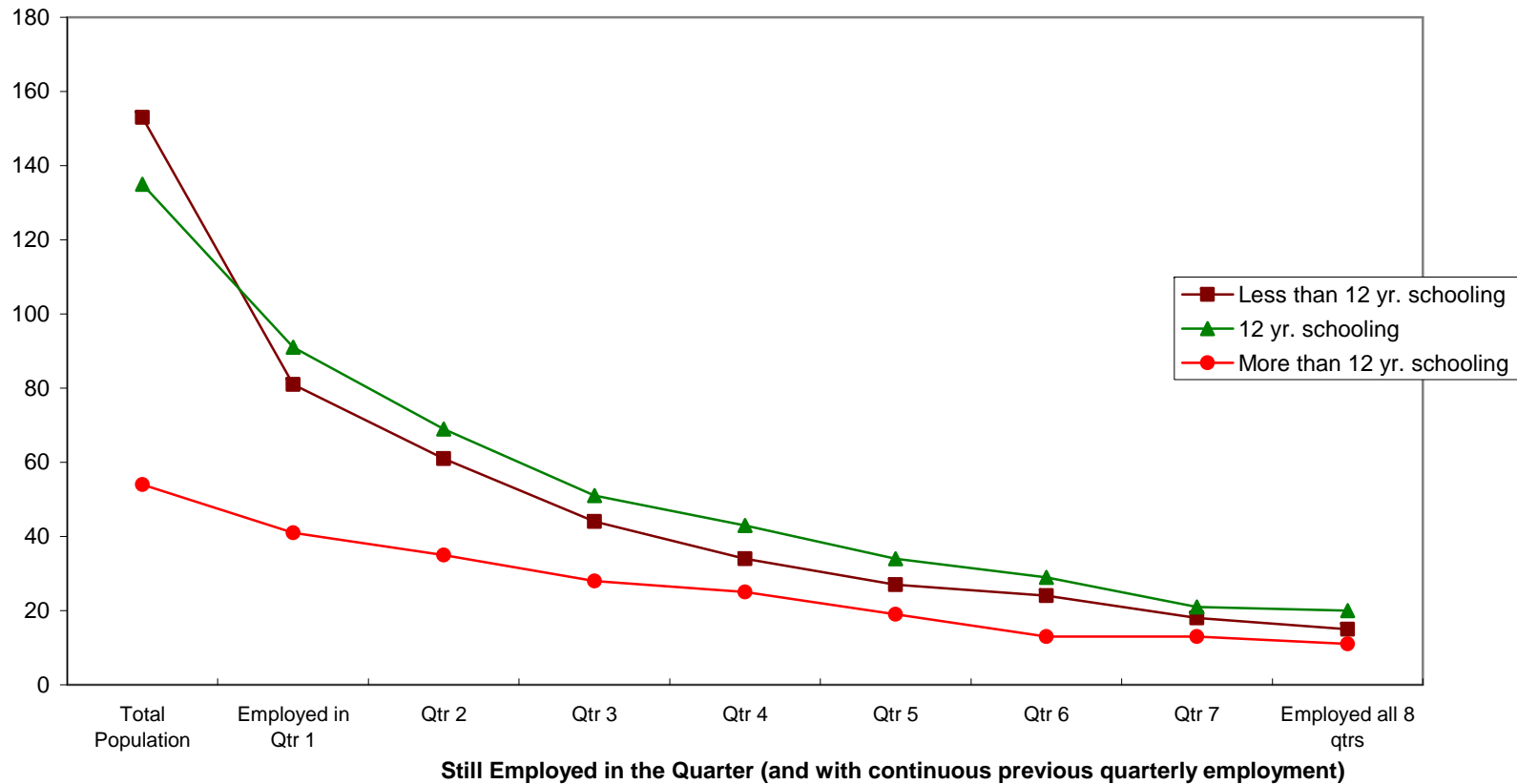
2. The worst employment and earnings outcomes are for a growing number of participants with Wisconsin Department of Corrections histories, which doubled from PY99 to PY00, to 377. Almost none of the mostly men with a DOC history have a driver's license. Measures of post-program outcomes are dismal with only 15% were employed at earnings of \$4,000 or more in the quarter after exit (the poverty level at that time for a family of four). This population can only increase dramatically as increasing numbers of ex-prisoners are released from state correctional facilities each year. (See the Employment and Training Institute **Barriers to Employment: Prison Time**, 2007). There do not appear to be any quick fixes for this population.
3. The second worst population for program outcomes is the growing number of public assistance participants.
4. The balance of the WIA population not on public assistance and not in the DOC system account for the best outcomes. This population was 64% white, 79% with a valid driver's license, and only 19% have less than 12 years of schooling. The quarterly income for this population is much higher, making most participants ineligible for subsidized child care. Even for this population, 17% have a driver's license in need of repair.

### **Ex-Cons with Consecutive Quarters of Employment**

Employment outcomes were worst for the population of 342 participants (PY98-2000) who were in the Wisconsin Department of Corrections system.

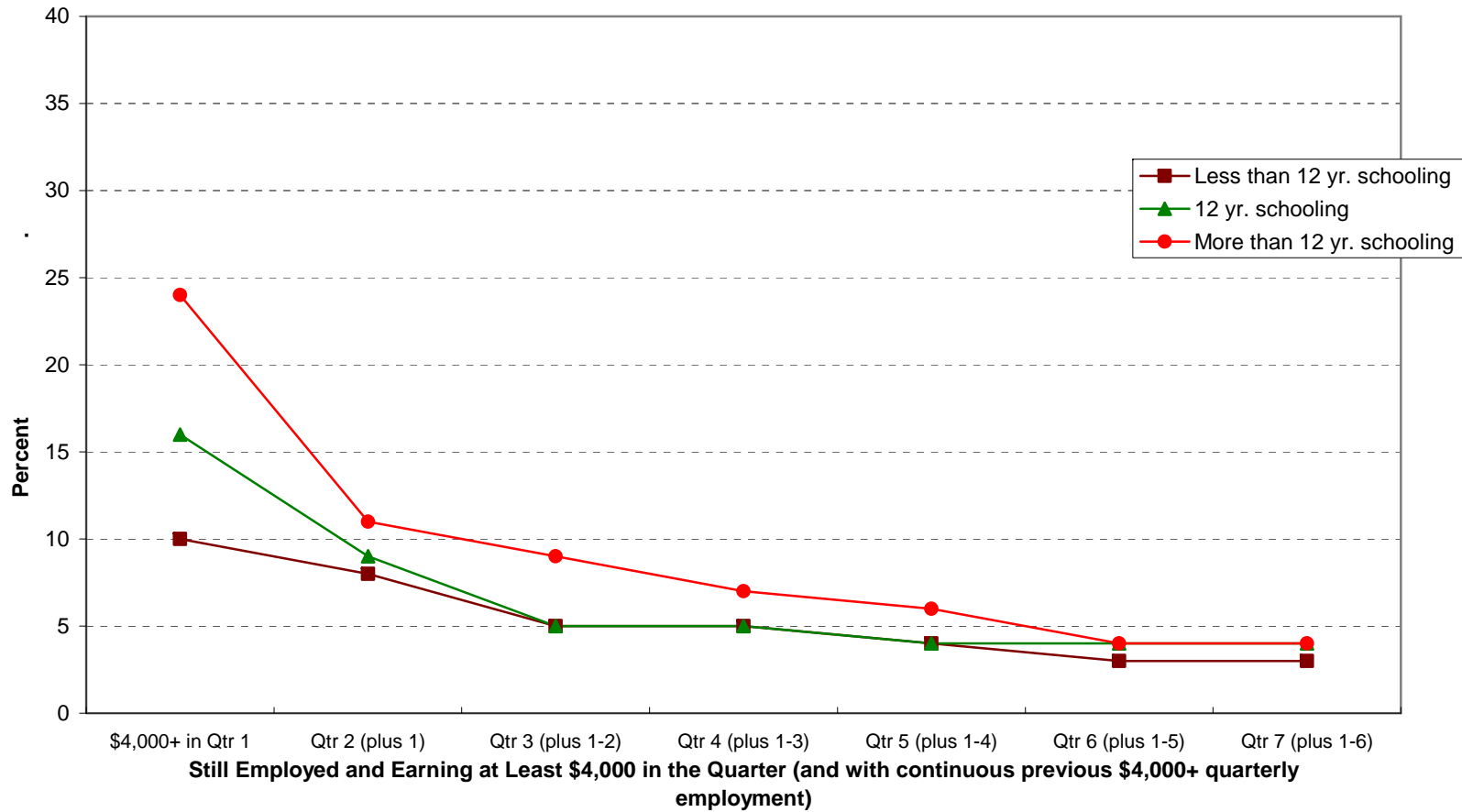
- Only 10 of the 342 had a driver's license.
- Employment outcomes were better when level of education was examined. 40% of those with less than 12 years of schooling were employed 2 consecutive quarters compared to 51% of those with 12 years of schooling and 65% of those with 12 years or more of schooling.
- Only 15% of the DOC system population was employed at quarterly wages above \$4,000, the equivalent of the poverty level for a family of four (at that time) in Quarter 1 AND only 9% had 2 consecutive quarters with wages above \$4,000.
- Average wages for those with consecutive quarters of employment were \$2,604 for the first quarter, rising to \$3,172 for the few (N=46) who had 8 quarters of consecutive employment.

**WIA Clients with DOC Incarceration Records:  
Number with Continuous Quarters of Employment after WIA Exit**

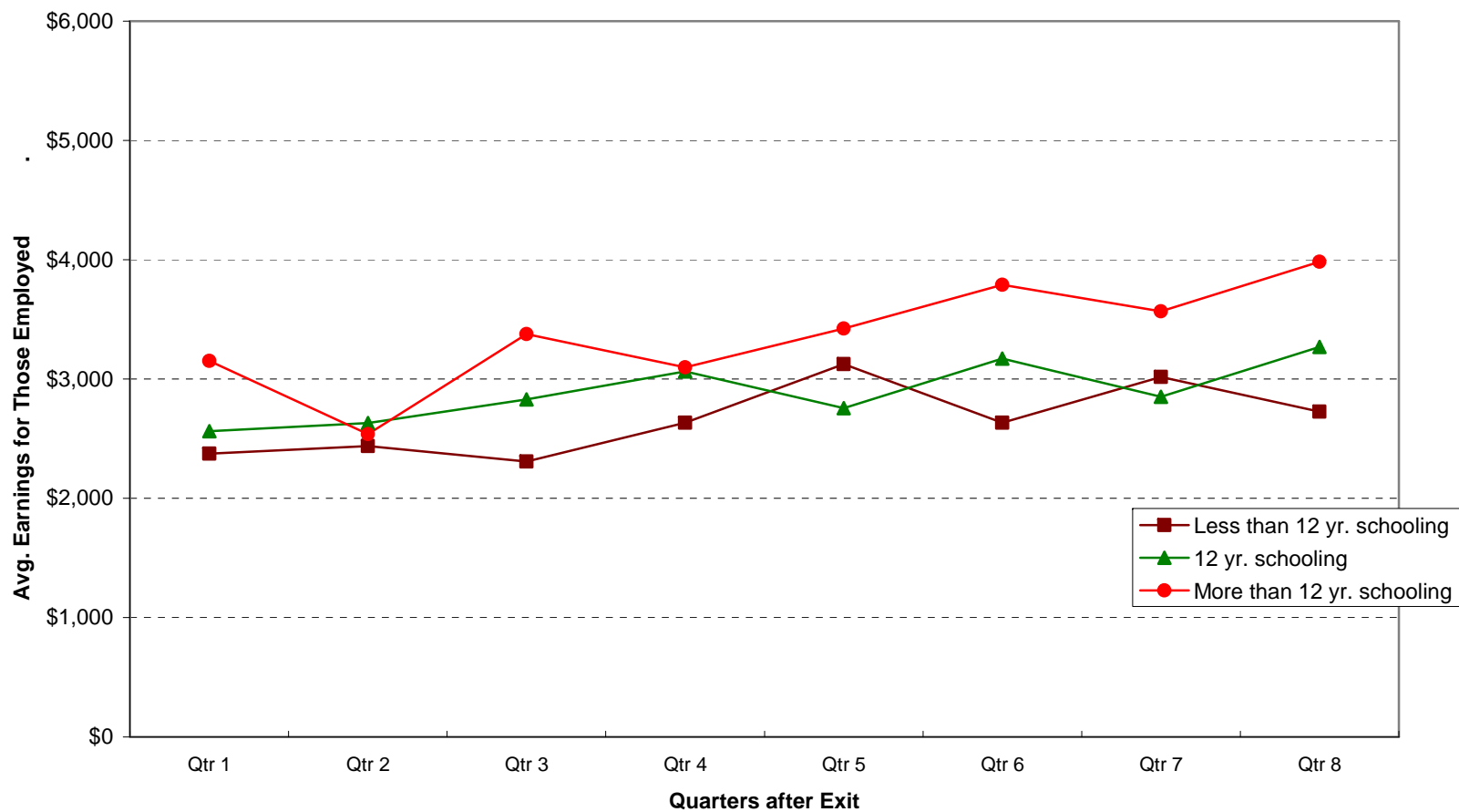




**WIA Clients with DOC Incarceration Records:  
% Earning at Least \$4,000 in Consecutive Quarters of Employment after WIA Exit**



**WIA Clients with DOC Incarceration Records:  
Average Quarterly Wages after WIA Exit**



## **Public Assistance Population Outcomes**

A total of 1,418 public assistance (food stamps, medical assistance, and BadgerCare) participants exited from programs in 1998, 1999 and 2000 were examined by level of education and driver's license status.

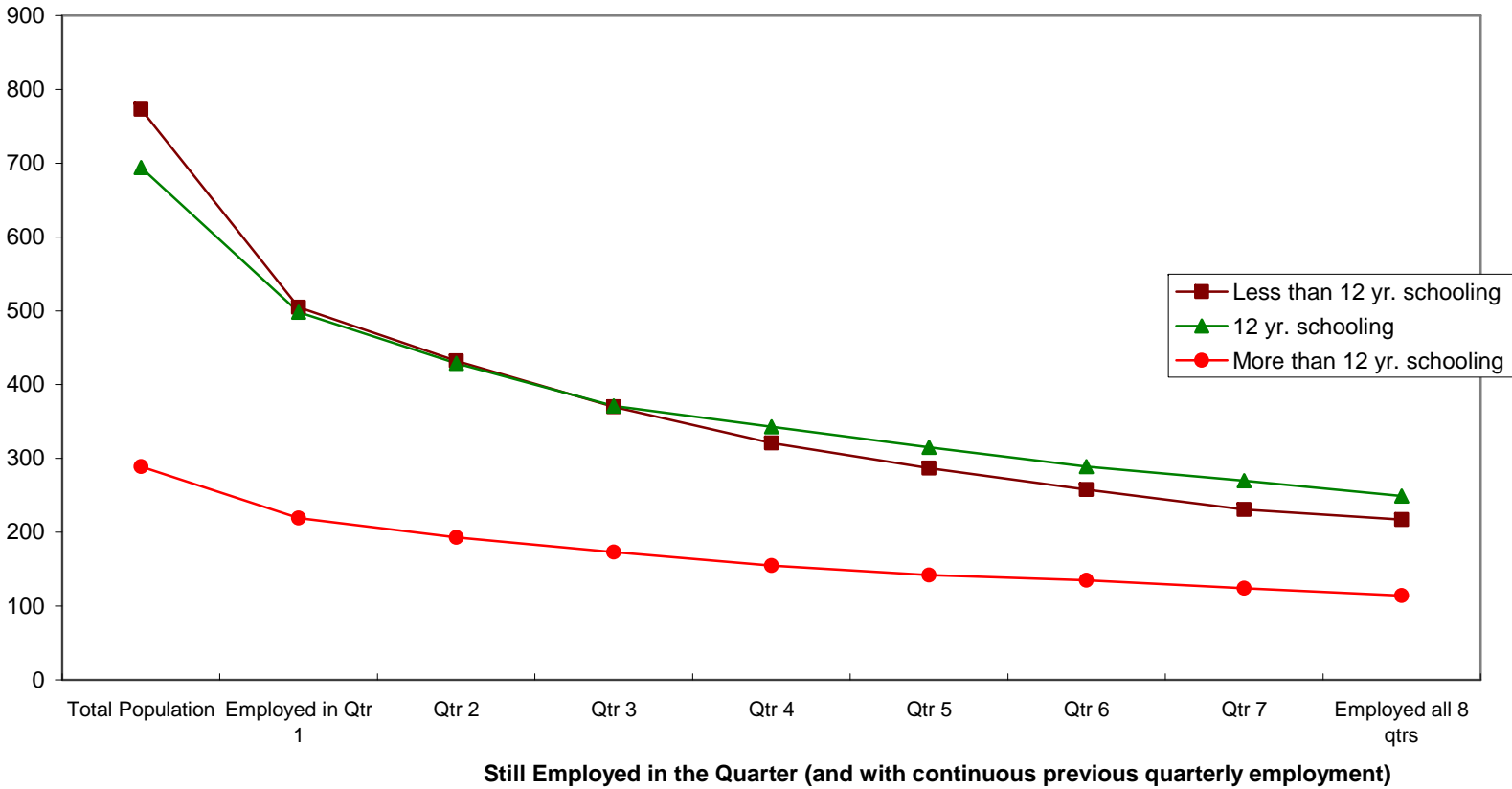
- Overall employment for consecutive quarters of employment showed 74% employed for the first quarter after exit, 64% employed in the first two quarters, then dropping to 39% with 8 consecutive quarters of employment.
- Only 12% of those employed in the first quarter after exit had wages of at least \$4,000 a quarter (then the poverty level for a family of four).
- Outcomes based on educational level of public assistance participants showed an increase in employment and earnings as the level of education increases, but not as much as expected. 65% of those with less than 12 years of education were employed in the quarter after exit, compared to 72% of those with 12 years of schooling, and 76% of those with more than 12 years of schooling. Average earnings for those employed in the quarter after exit were \$2,196 for those with less than 12 years of schooling, \$2,644 for those with 12 years of schooling, and \$3,109 for those with more than 12 years of education.
- Outcomes were most pronounced when both driver's license and education level were considered. Public assistance participants were twice as likely to be employed at or above the poverty level when a driver's license was in evidence. Even those without 12 years of schooling were more likely to obtain sustained wages at or above poverty compared to their better educated counterparts if they had a valid driver's license.

### **Percent of Public Assistance Population with Quarterly Income at or above \$4,000\* by Years of Schooling and Driver's License Status**

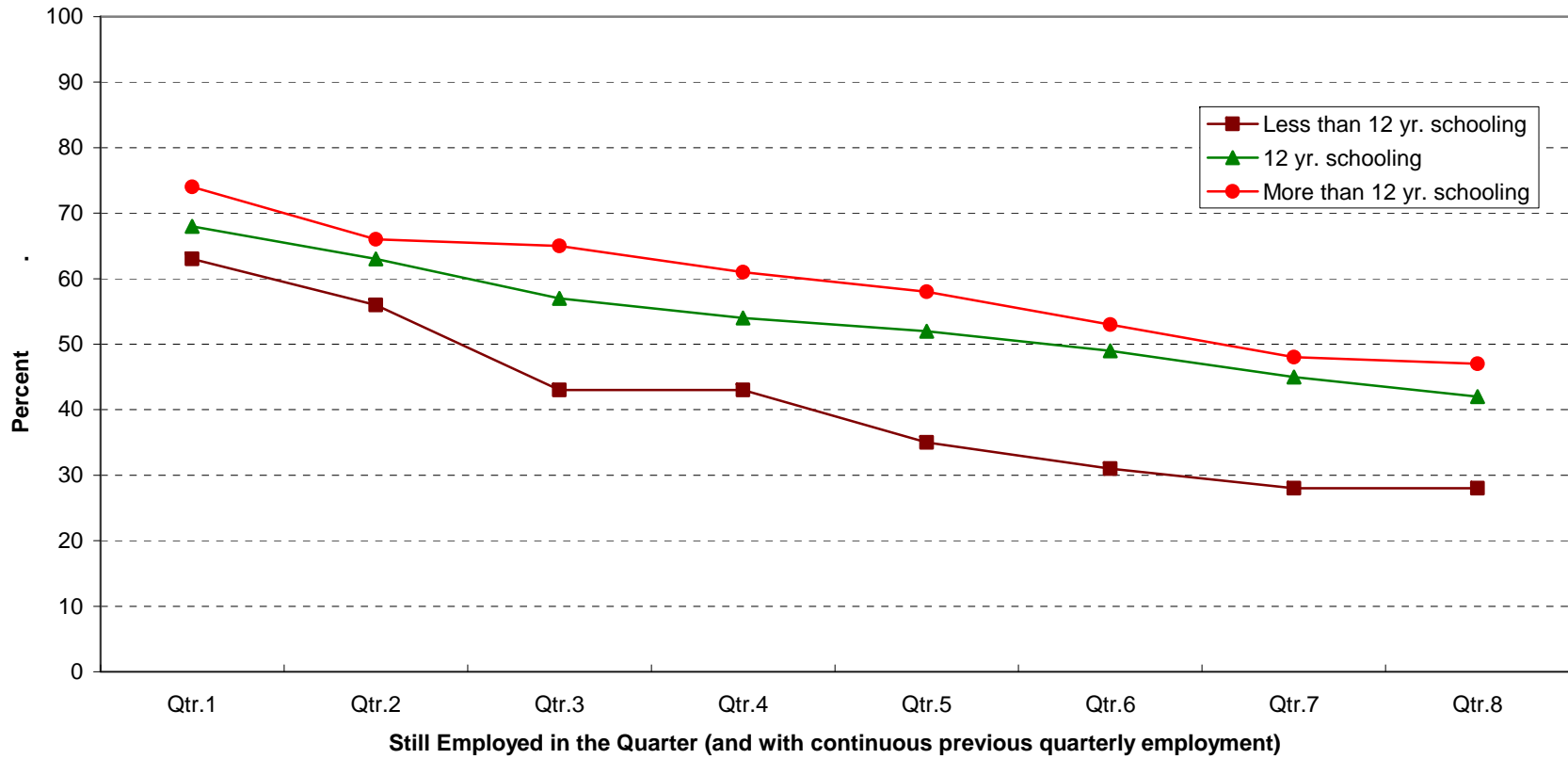
| <u>Quarter after Exit</u>  | <u>BY YEARS OF SCHOOLING:</u> |                 |                           |
|--|-------------------------------|-----------------|---------------------------|
|  | <u>Less than 12 Years</u>     | <u>12 Years</u> | <u>More than 12 Years</u> |
| 1 <sup>st</sup> Quarter: <b><u>NO</u></b> valid driver's license     | 9%                            | 11%             | 17%                       |
| 1 <sup>st</sup> Quarter: <b><u>WITH</u></b> a valid driver's license | 20%                           | 20%             | 34%                       |
| 2 <sup>nd</sup> Quarter: <b><u>NO</u></b> valid driver's license     | 6%                            | 6%              | 12%                       |
| 2 <sup>nd</sup> Quarter: <b><u>WITH</u></b> a valid driver's license | 13%                           | 15%             | 27%                       |

\*Earnings in the 2000-2003 period.

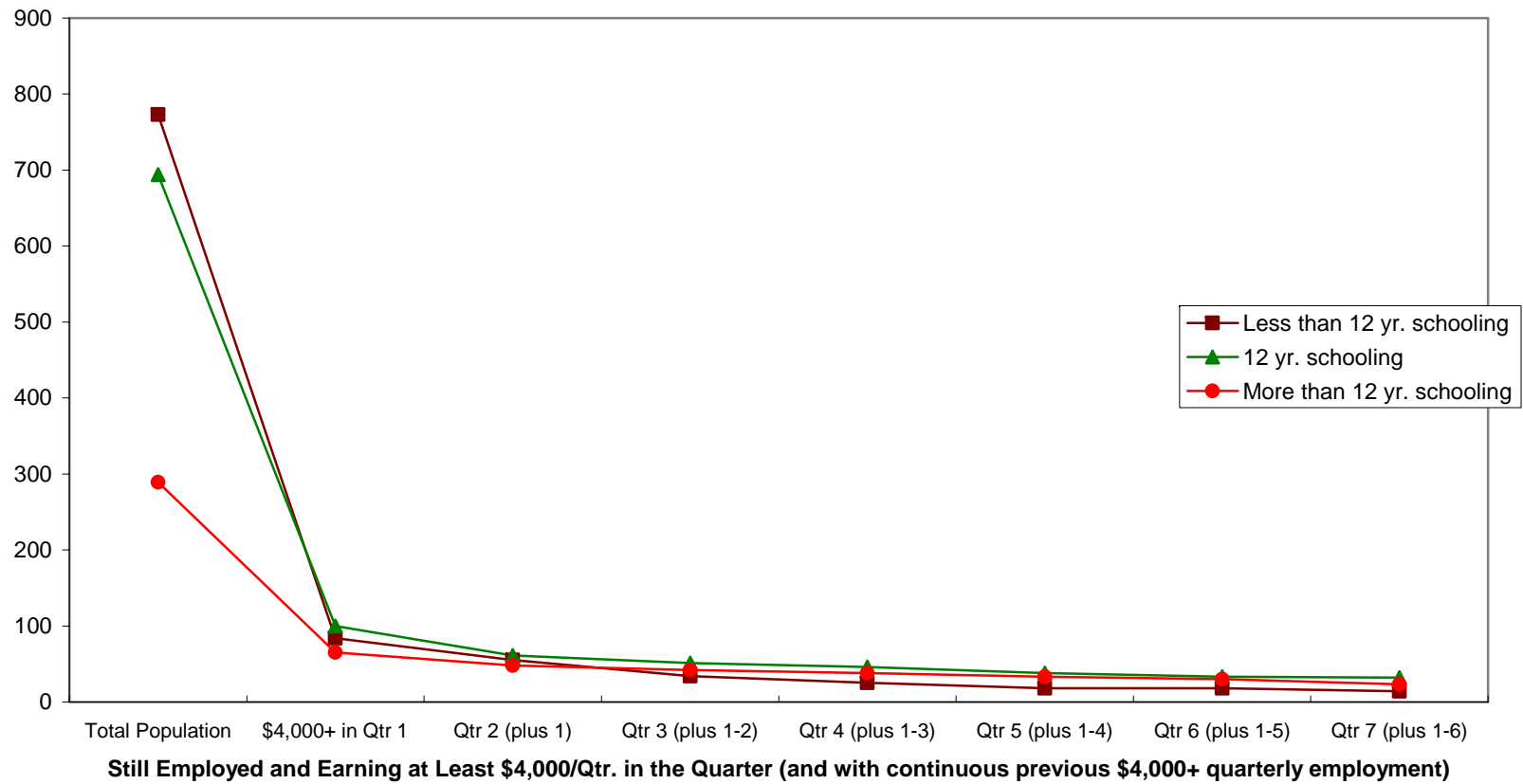
**WIA Clients on Public Assistance:  
Number with Consecutive Quarters of Employment after WIA Exit**



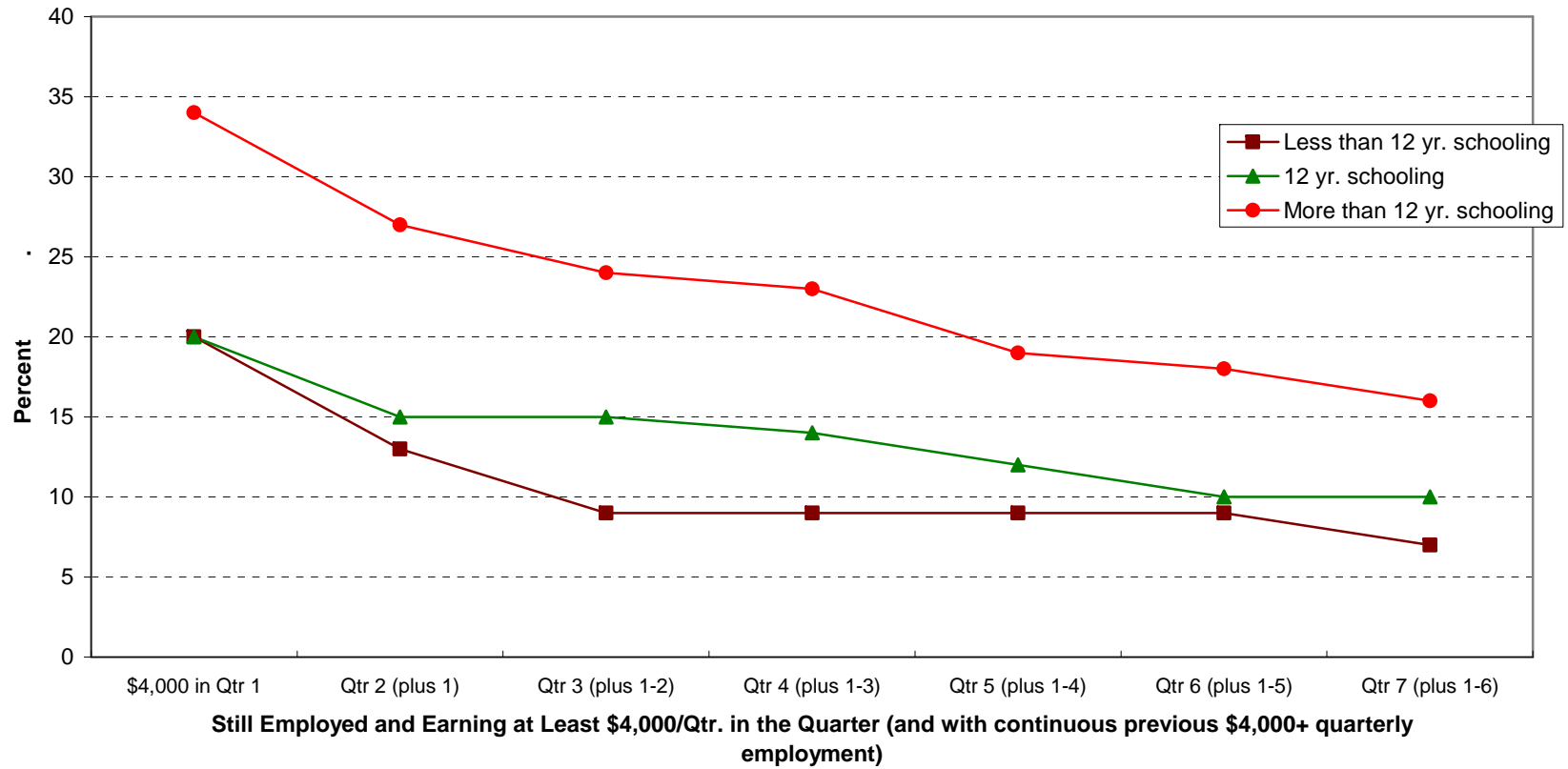
**WIA Clients on Public Assistance:  
Percent with Continuous Quarters of Employment after WIA Exit**



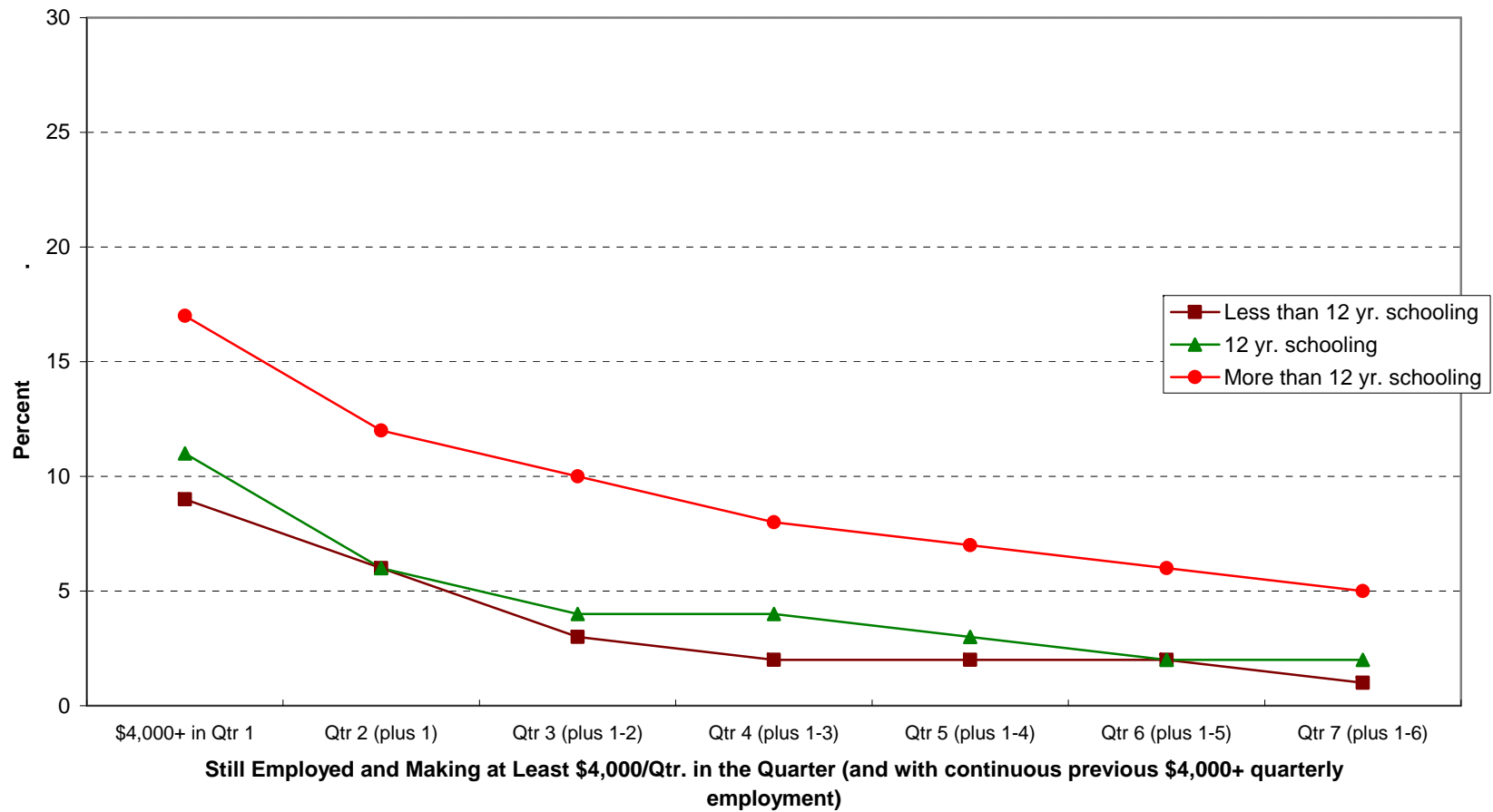
**WIA Clients on Public Assistance:  
Earning at Least \$4,000 in Consecutive Quarters of Employment after WIA Exit**



**WIA Clients on Public Assistance:  
% Earning at Least \$4,000 in Consecutive Quarters of Employment after WIA Exit**

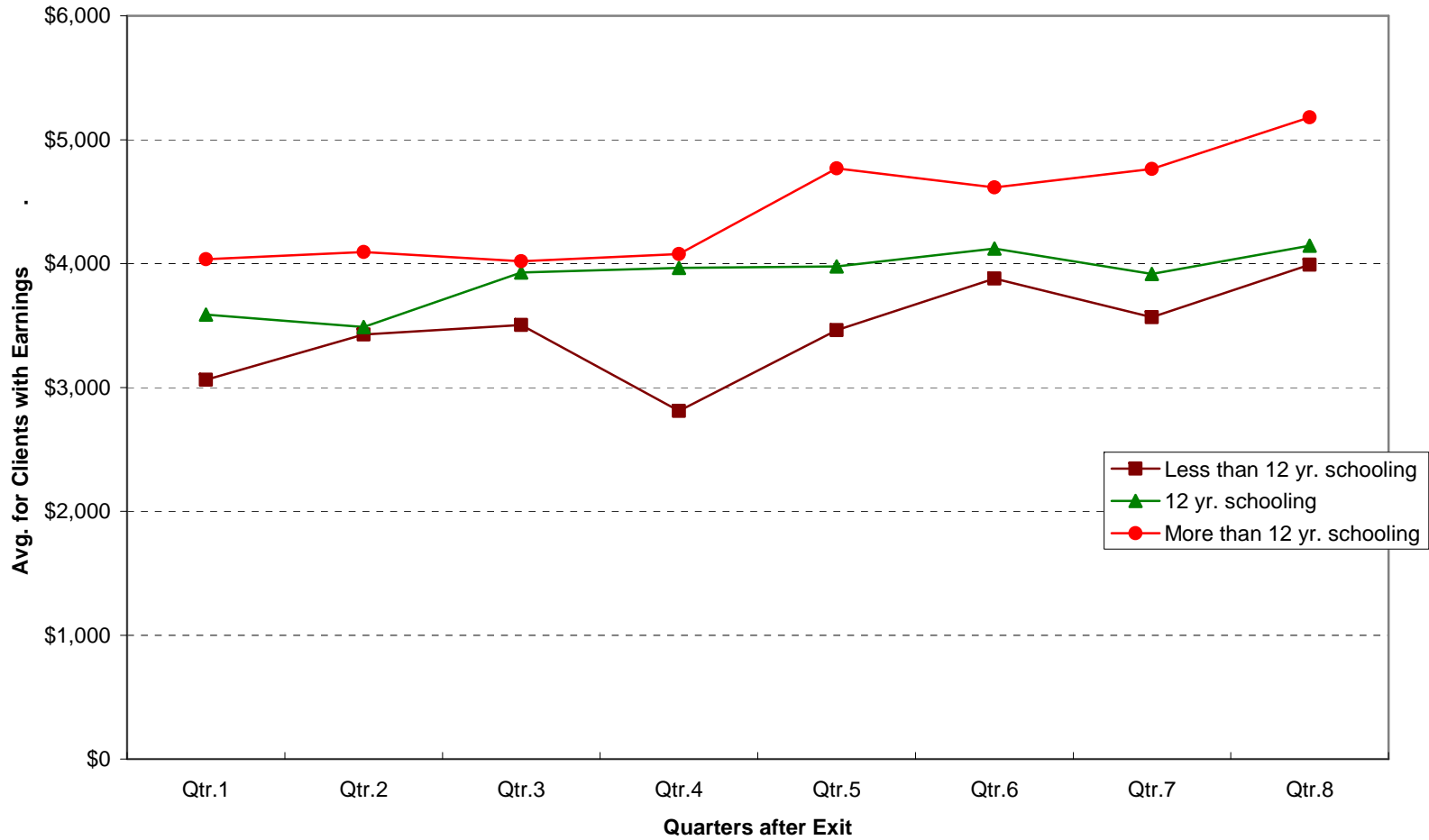


**WIA Clients on Public Assistance WITHOUT A VALID DRIVER'S LICENSE  
% Earning at Least \$4,000 in Consecutive Quarters of Employment after WIA Exit**

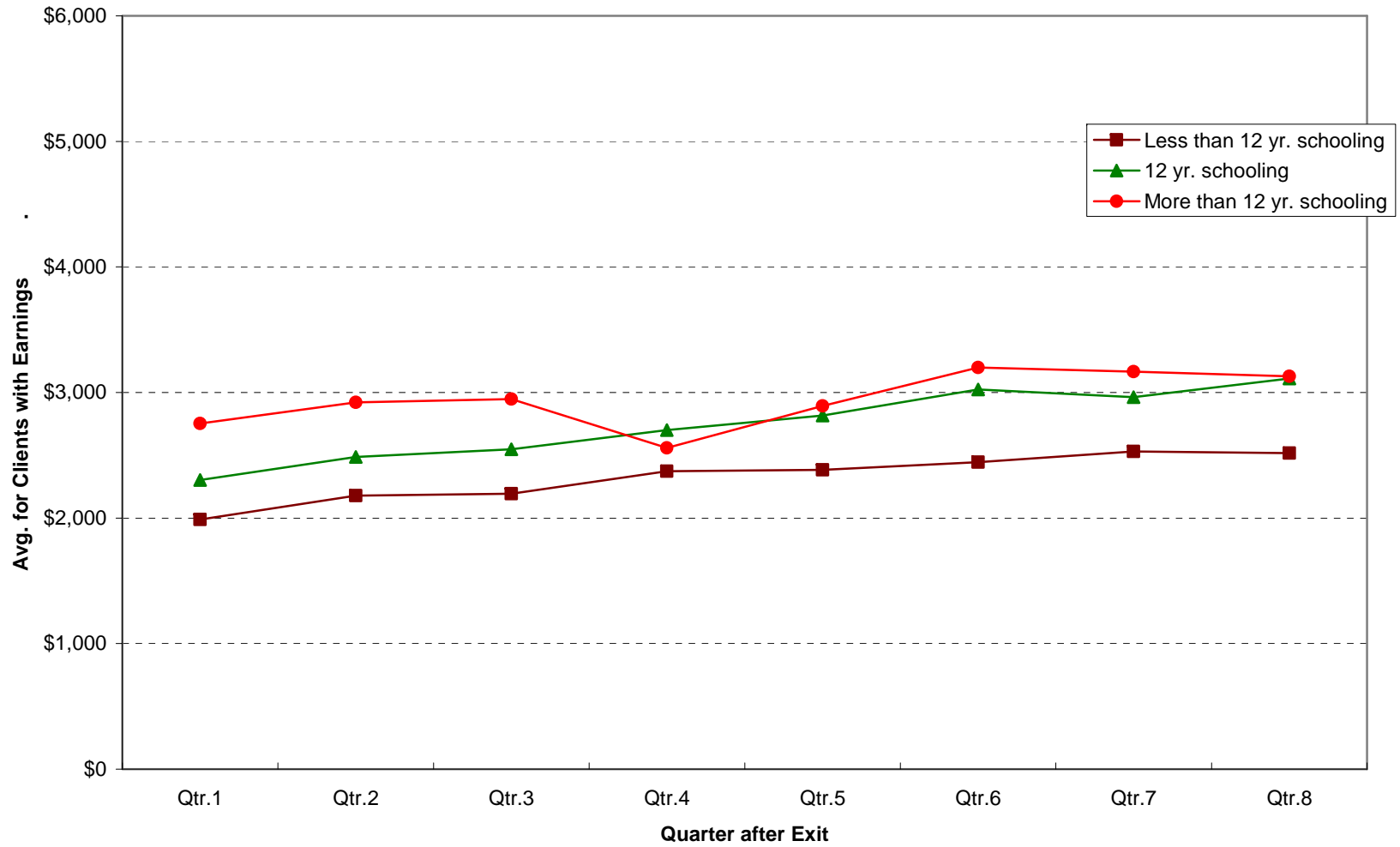




**WIA Clients on Public Assistance With Valid Driver's License:  
Average Quarterly Wages After WIA Exit**



**Employment Record for WIA Clients on Public Assistance Without a Valid Driver's License:  
Average Quarterly Wages After WIA Termination**

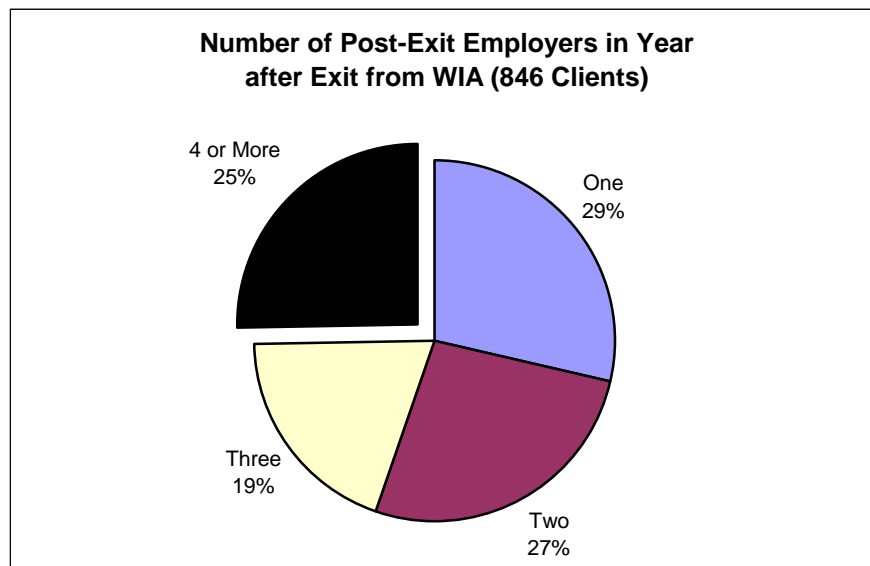


## *Part Six: WIA 101 Handouts*

### **Handout #1: Employment Records of WIA Exits**

Goal: The quarterly wage match is the basis for measuring outcomes for WIA and some TANF programs. Staff need to **understand** how outcome measures are constructed and the impact of client demographics on measurable outcomes. The following tables of employment patterns are a first step in the process of using the data-driven EARN Model.

Most people think that employment programs result in a person getting a full-time job with an employer and keeping employment with the same employer at a sufficient wage. This almost never happens as wage match records show for percentages placed and keeping a job. The following analysis examines the employment records of clients exiting from WIA in Second Quarter (April-June) 2000. A total of 846 clients showed employment wage matches sometime during the next four quarters.



246 Clients = 1 employer

Of the Second Quarter 2000 exits, 246 had only one employer listed in the post-program wage match file. These include the following:

- 79 of these clients (9% of the 846 exits) showed four quarters of consecutive wages with the same employer listed as the employer placed upon exit from a WIA program.
- Another 45 had no employer listed upon program exit but showed four quarters of consecutive employment with the same employer.

The remaining 122 had only one employer but showed less than four quarters of consecutive employment after exit.

- Of these, 37 left the program with the same and only employer, including 18 who had NO earnings after their first quarter after exit.
- The remaining 85 were terminated without a placement listed, and included 60 who had no earnings in the first quarter after exit.

**Post-Exit Quarterly Earnings of Participants Who Exit and Have Only 1 Employer  
(64 client case examples. The type of employer is based on SIC codes.)**

|    | TYPE OF BUSINESS | QUARTERLY WAGES: |       |       |       |       | WELFARE | HAS DR | LIC. NEEDS REPAIR | YRS OF SCHOOL: |     |     |
|----|------------------|------------------|-------|-------|-------|-------|---------|--------|-------------------|----------------|-----|-----|
|    |                  | AT EXIT          | POST1 | POST2 | POST3 | POST4 |         | LIC    | ≥12               | ≤12            | =12 |     |
| 1  | MANUFACTURING    | 12425            | 12672 | 12903 | 12963 | 12903 | NO      | YES    |                   | YES            |     |     |
| 2  | TEMP AGENCY      | 152              | 0     | 654   | 652   | 404   | NO      | YES    |                   | YES            |     |     |
| 3  | SOCIAL SERV.     | 0                | 1288  | 2796  | 2010  | 1545  | NO      | YES    |                   |                | YES |     |
| 4  | RETAIL           | 2088             | 3010  | 2293  | 2870  | 2201  | YES     | YES    |                   |                | YES |     |
| 5  | RETAIL           | 912              | 884   | 0     | 127   | 0     | YES     | YES    |                   |                | YES |     |
| 6  | JOB TRAINING     | 0                | 0     | 4264  | 7310  | 8468  | YES     | YES    |                   | YES            |     |     |
| 7  | RETAIL           | 0                | 0     | 0     | 0     | 237   | YES     |        |                   |                | YES |     |
| 8  | TEMP AGENCY      | 0                | 6400  | 12875 | 13600 | 5525  | NO      | YES    |                   | YES            |     |     |
| 9  | MANUFACTURING    | 3714             | 4523  | 4944  | 4499  | 4228  | YES     |        | YES               |                |     |     |
| 10 | JOB TRAINING     | 0                | 0     | 0     | 0     | 7040  | NO      |        | YES               |                |     | YES |
| 11 | GOVERNMENT       | 0                | 0     | 430   | 32    | 0     | NO      |        |                   |                | YES |     |
| 12 | RETAIL           | 1754             | 198   | 0     | 0     | 0     | YES     |        |                   |                | YES |     |
| 13 | TEMP AGENCY      | 6663             | 7523  | 8350  | 7331  | 8962  | NO      | YES    |                   | YES            |     |     |
| 14 | TEMP AGENCY      | 0                | 0     | 1343  | 0     | 0     | NO      |        |                   |                | YES |     |
| 15 | EDUCATION        | 2189             | 1767  | 2528  | 2887  | 2649  | NO      | YES    |                   |                | YES |     |
| 16 | FIRE             | 4447             | 6082  | 4790  | 5569  | 5338  | YES     | YES    |                   |                |     | YES |
| 17 | EDUCATION        | 553              | 2380  | 2025  | 2385  | 2070  | YES     |        |                   |                | YES |     |
| 18 | MANUFACTURING    | 4641             | 5157  | 5686  | 5767  | 5727  | YES     |        | YES               |                | YES |     |
| 19 | RETAIL           | 919              | 2434  | 1573  | 2396  | 2364  | YES     |        |                   |                | YES |     |
| 20 | MANUFACTURING    | 0                | 0     | 1899  | 3836  | 735   | YES     | YES    |                   |                | YES |     |
| 21 | MANUFACTURING    | 1775             | 5601  | 300   | 0     | 0     | NO      |        |                   |                | YES |     |
| 22 | SERVICES OTH     | 2983             | 2590  | 2013  | 744   | 0     | YES     |        |                   |                |     | YES |
| 23 | MANUFACTURING    | 3351             | 1174  | 0     | 0     | 0     | NO      |        |                   |                |     | YES |
| 24 | DAY CARE         | 0                | 3294  | 3100  | 3302  | 2644  | NO      |        |                   |                | YES |     |
| 25 | TEMP AGENCY      | 0                | 530   | 0     | 0     | 0     | YES     | YES    |                   |                | YES |     |
| 26 | RETAIL           | 522              | 509   | 156   | 0     | 0     | NO      |        |                   |                | YES |     |
| 27 | MANUFACTURING    | 5924             | 5569  | 7447  | 7709  | 9558  | NO      | YES    |                   | YES            |     |     |
| 28 | SERVICES OTH     | 0                | 0     | 0     | 1721  | 1971  | YES     | YES    |                   |                | YES |     |
| 29 | GOVERNMENT       | 549              | 0     | 234   | 780   | 722   | YES     |        |                   |                | YES |     |
| 30 | MANUFACTURING    | 7575             | 8404  | 12759 | 10389 | 8836  | NO      | YES    |                   |                |     | YES |
| 31 | BUSINESS SER     | 4969             | 7167  | 6928  | 0     | 0     | NO      | YES    |                   |                |     | YES |
| 32 | EDUCATION        | 0                | 0     | 2508  | 2908  | 2604  | NO      | YES    |                   | YES            |     |     |
| 33 | RETAIL           | 0                | 508   | 2637  | 2146  | 2599  | NO      | YES    |                   | YES            |     |     |
| 34 | TEMP AGENCY      | 0                | 0     | 0     | 504   | 0     | NO      |        | YES               |                |     | YES |
| 35 | IN-HOME CARE     | 0                | 0     | 0     | 2637  | 4072  | NO      | YES    |                   | YES            |     |     |
| 36 | CONSTRUCTION     | 2116             | 6452  | 8607  | 7743  | 9173  | NO      | YES    |                   |                |     | YES |
| 37 | FIRE             | 3864             | 3883  | 4395  | 4279  | 4183  | YES     |        |                   |                | YES |     |

|    | TYPE OF BUSINESS | QUARTERLY WAGES: |       |       |       |       |         | HAS DR | LIC. NEEDS REPAIR | YRS OF SCHOOL: |     |     |
|----|------------------|------------------|-------|-------|-------|-------|---------|--------|-------------------|----------------|-----|-----|
|    |                  | AT EXIT          | POST1 | POST2 | POST3 | POST4 | WELFARE | LIC    | >12               | ≤12            | ≥12 |     |
| 38 | MANUFACTURING    | 0                | 0     | 0     | 54    | 0     | NO      |        |                   |                | YES |     |
| 39 | SERVICES OTH     | 0                | 2516  | 3456  | 4423  | 4392  | NO      |        |                   |                | YES |     |
| 40 | RETAIL           | 2136             | 1034  | 2070  | 1810  | 0     | NO      |        |                   |                | YES |     |
| 41 | HEALTH OTHER     | 2198             | 2985  | 2107  | 2376  | 2003  | YES     | YES    |                   |                | YES |     |
| 42 | RETAIL           | 0                | 853   | 1641  | 2288  | 1762  | YES     |        |                   |                | YES |     |
| 43 | MANUFACTURING    | 5522             | 4549  | 5320  | 4658  | 5578  | YES     | YES    |                   |                |     | YES |
| 44 | MANUFACTURING    | 2984             | 5358  | 4968  | 5939  | 5239  | NO      | YES    |                   |                |     | YES |
| 45 | MANUFACTURING    | 7987             | 6991  | 8380  | 6295  | 7483  | NO      |        | YES               |                |     | YES |
| 46 | MANUFACTURING    | 7680             | 9088  | 7776  | 9072  | 7776  | NO      | YES    |                   |                |     | YES |
| 47 | RETAIL           | 5854             | 6802  | 6475  | 8231  | 6722  | NO      | YES    |                   |                |     | YES |
| 48 | MANUFACTURING    | 11884            | 12248 | 6992  | 12091 | 12424 | NO      | YES    |                   | YES            |     |     |
| 49 | GOVERNMENT       | 8060             | 7584  | 8797  | 6251  | 8794  | NO      | YES    |                   | YES            |     |     |
| 50 | MANUFACTURING    | 0                | 1999  | 0     | 0     | 0     | NO      | YES    |                   |                |     | YES |
| 51 | MANUFACTURING    | 2921             | 8882  | 8041  | 8516  | 8704  | NO      | YES    |                   | YES            |     |     |
| 52 | GOVERNMENT       | 8842             | 7072  | 9832  | 7337  | 9038  | NO      | YES    |                   |                |     | YES |
| 53 | RETAIL           | 11390            | 9746  | 12779 | 7459  | 11556 | NO      | YES    |                   | YES            |     |     |
| 54 | GOVERNMENT       | 1863             | 564   | 1836  | 2071  | 1752  | NO      | YES    |                   |                |     | YES |
| 55 | HEALTH OTHER     | 3232             | 3970  | 3484  | 4653  | 4406  | YES     |        |                   |                | YES |     |
| 56 | GOVERNMENT       | 5304             | 6565  | 4712  | 5666  | 5719  | NO      |        |                   |                | YES |     |
| 57 | RETAIL           | 0                | 545   | 0     | 0     | 0     | YES     |        |                   |                | YES |     |
| 58 | MANUFACTURING    | 1779             | 3609  | 3692  | 3513  | 2886  | NO      |        |                   |                |     | YES |
| 59 | MANUFACTURING    | 21953            | 16721 | 16850 | 15862 | 11572 | NO      | YES    |                   | YES            |     |     |
| 60 | RETAIL           | 7214             | 6417  | 7581  | 6998  | 7575  | NO      | YES    |                   | YES            |     |     |
| 61 | RETAIL           | 3551             | 941   | 0     | 711   | 0     | NO      | YES    |                   |                |     | YES |
| 62 | RETAIL           | 4196             | 4166  | 5357  | 3779  | 4427  | NO      | YES    |                   | YES            |     |     |
| 63 | RETAIL           | 0                | 7200  | 6000  | 0     | 0     | NO      | YES    |                   | YES            |     |     |
| 64 | GOVERNMENT       | 3419             | 3999  | 3551  | 4240  | 3302  | YES     |        |                   |                |     | YES |

600 Clients = 2 or More Employers

Of the Second Quarter 2000 exits, 600 showed 2 or more employers in the post-program period. This included 223 with 2 employers, 164 with 3 employers, and 213 with 4 or more employers.

**Post-Exit Quarterly Earnings of Participants Who Exit and  
Have 2 Employers At and After Exit  
(14 client case examples. The type of employer is based on SIC codes.)**

| CLIENT | TYPE OF BUSINESS | QUARTERLY WAGES BY EMPLOYER |       |       |       |       |     | WELFARE | HAS DR | LIC. NEEDS REPAIR | YRS OF SCHOOL |     |  |
|--------|------------------|-----------------------------|-------|-------|-------|-------|-----|---------|--------|-------------------|---------------|-----|--|
|        |                  | AT EXIT                     | POST1 | POST2 | POST3 | POST4 | LIC |         | >12    | <12               | =12           |     |  |
| 1      | RETAIL           | 1595                        | 6610  | 6166  | 6245  | 3     | NO  | YES     |        |                   |               | YES |  |
| 1      | FIRE             | 0                           | 0     | 0     | 0     | 7373  | NO  | YES     |        |                   |               | YES |  |
| 2      | MANUFACTURIN     | 5767                        | 2518  | 0     | 0     | 0     | NO  |         | YES    |                   |               | YES |  |
| 2      | TEMP AGENCY      | 0                           | 0     | 65    | 477   | 2515  | NO  |         | YES    |                   |               | YES |  |
| 3      | JOB TRAINING     | 0                           | 0     | 0     | 0     | 2470  | NO  | YES     |        |                   | YES           |     |  |
| 3      | IN-HOME CARE     | 0                           | 0     | 1920  | 840   | 0     | NO  | YES     |        |                   | YES           |     |  |
| 4      | TEMP AGENCY      | 0                           | 39    | 0     | 0     | 0     | YES | NO      |        |                   | YES           |     |  |
| 4      | SOCIAL SERV.     | 0                           | 0     | 2667  | 819   | 0     | YES | NO      |        |                   | YES           |     |  |
| 5      | SOCIAL SERV.     | 901                         | 3885  | 6095  | 6350  | 5749  | NO  | NO      |        | YES               |               |     |  |
| 5      | SERVICES OTH     | 1663                        | 1408  | 992   | 0     | 0     | NO  | NO      |        | YES               |               |     |  |
| 6      | SERVICES OTH     | 3553                        | 0     | 34    | 0     | 0     | YES | YES     |        |                   | YES           |     |  |
| 6      | RETAIL           | 0                           | 0     | 0     | 0     | 161   | YES | YES     |        |                   | YES           |     |  |
| 7      | SKILLED CARE     | 0                           | 0     | 0     | 0     | 1836  | NO  | NO      |        |                   | YES           |     |  |
| 7      | BUSINESS SER     | 1736                        | 4724  | 4250  | 0     | 0     | NO  | NO      |        |                   | YES           |     |  |
| 8      | RETAIL           | 1313                        | 1259  | 763   | 3996  | 3021  | YES | YES     |        |                   | YES           |     |  |
| 8      | RETAIL           | 0                           | 185   | 771   | 0     | 0     | YES | YES     |        |                   | YES           |     |  |
| 9      | SERVICES OTH     | 0                           | 0     | 0     | 0     | 0     | YES | YES     |        |                   | YES           |     |  |
| 9      | SERVICES OTH     | 1992                        | 3448  | 3760  | 135   | 0     | YES | YES     |        |                   | YES           |     |  |
| 10     | SERVICES OTH     | 280                         | 2158  | 1802  | 2052  | 1290  | NO  | NO      |        |                   | YES           |     |  |
| 10     | RETAIL           | 0                           | 0     | 0     | 0     | 398   | NO  | NO      |        |                   | YES           |     |  |
| 11     | SKILLED CARE     | 0                           | 0     | 295   | 0     | 0     | YES |         | YES    |                   | YES           |     |  |
| 11     | SKILLED CARE     | 1925                        | 1429  | 0     | 0     | 0     | YES |         | YES    |                   | YES           |     |  |
| 12     | MANUFACTURIN     | 0                           | 2054  | 2251  | 160   | 0     | YES | YES     |        |                   |               | YES |  |
| 12     | SERVICES OTH     | 445                         | 369   | 587   | 1198  | 1271  | YES | YES     |        |                   |               | YES |  |
| 13     | SERVICES OTH     | 0                           | 0     | 0     | 7409  | 4929  | NO  | YES     |        | YES               |               |     |  |
| 13     | SERVICES OTH     | 4613                        | 5179  | 5441  | 0     | 0     | NO  | YES     |        | YES               |               |     |  |
| 14     | MANUFACTURIN     | 1987                        | 5213  | 5956  | 4734  | 6161  | NO  | NO      |        |                   |               | YES |  |
| 14     | TEMP AGENCY      | 28                          | 0     | 0     | 0     | 0     | NO  | NO      |        |                   |               | YES |  |

**Post-Exit Quarterly Earnings of Participants Who Exit and Have  
3 or More Employers At and After Exit  
(8 client case examples. The type of employer is based on SIC codes.)**

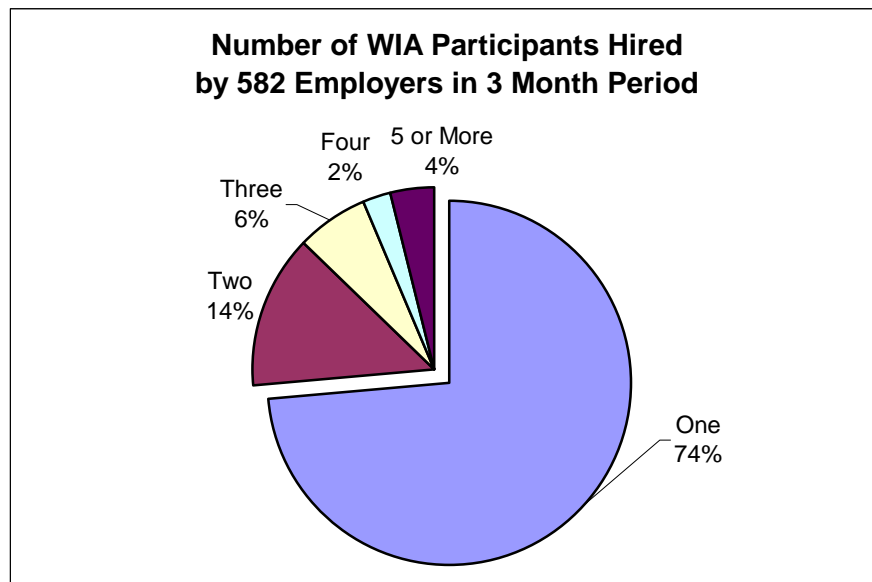
| CLIENT<br>RECNO | EMPLOYER<br>BUSINESS<br>TYPE | QUARTERLY WAGES BY EMPLOYER: |       |       |       |       | WELFARE | HAS      | LIC.            | YRS OF SCHOOL |     |     |
|-----------------|------------------------------|------------------------------|-------|-------|-------|-------|---------|----------|-----------------|---------------|-----|-----|
|                 |                              | AT EXIT                      | POST1 | POST2 | POST3 | POST4 |         | ON<br>DR | NEEDS<br>REPAIR | >12           | <12 | =12 |
| 163             | MANUFACTURIN                 | 0                            | 7162  | 4768  | 0     | 0     | NO      | YES      |                 |               |     | YES |
| 163             | MANUFACTURIN                 | 0                            | 995   | 995   | 0     | 0     | NO      | YES      |                 |               |     | YES |
| 163             | MANUFACTURIN                 | 0                            | 0     | 0     | 7315  | 0     | NO      | YES      |                 |               |     | YES |
| 163             | TEMP AGENCY                  | 7321                         | 2542  | 0     | 0     | 0     | NO      | YES      |                 |               |     | YES |
| 686             | SKILLED CARE                 | 30                           | 0     | 0     | 0     | 0     | YES     | YES      |                 |               |     | YES |
| 686             | SKILLED CARE                 | 0                            | 4146  | 7134  | 6447  | 9608  | YES     | YES      |                 |               |     | YES |
| 686             | MANUFACTURIN                 | 0                            | 0     | 1200  | 1300  | 1300  | YES     | YES      |                 |               |     | YES |
| 686             | SKILLED CARE                 | 0                            | 494   | 0     | 0     | 0     | YES     | YES      |                 |               |     | YES |
| 907             | MANUFACTURIN                 | 0                            | 0     | 0     | 649   | 314   | NO      |          | YES             |               | YES |     |
| 907             | SERVICES OTH                 | 0                            | 0     | 0     | 230   | 0     | NO      |          | YES             |               | YES |     |
| 907             | OTHER SERV.                  | 1757                         | 3155  | 1444  | 977   | 0     | NO      |          | YES             |               | YES |     |
| 1463            | TEMP AGENCY                  | 0                            | 0     | 0     | 236   | 0     | YES     |          | YES             |               |     | YES |
| 1463            | SERVICES OTH                 | 2014                         | 2936  | 1173  | 0     | 0     | YES     |          | YES             |               |     | YES |
| 1463            | SERVICES OTH                 | 0                            | 0     | 103   | 0     | 0     | YES     |          | YES             |               |     | YES |
| 1463            | RETAIL                       | 0                            | 0     | 0     | 395   | 3949  | YES     |          | YES             |               |     | YES |
| 1609            | RETAIL                       | 0                            | 0     | 0     | 1039  | 672   | NO      | YES      |                 |               |     | YES |
| 1609            | CONSTRUCTION                 | 4661                         | 331   | 0     | 0     | 0     | NO      | YES      |                 |               |     | YES |
| 1609            | MANUFACTURIN                 | 0                            | 4287  | 3403  | 0     | 0     | NO      | YES      |                 |               |     | YES |
| 1826            | RETAIL                       | 715                          | 379   | 0     | 0     | 0     | NO      | YES      |                 |               | YES |     |
| 1826            | FIRE                         | 0                            | 2965  | 7624  | 8899  | 7730  | NO      | YES      |                 |               | YES |     |
| 1826            | TEMP AGENCY                  | 3496                         | 3234  | 0     | 0     | 0     | NO      | YES      |                 |               | YES |     |
| 1826            | TEMP AGENCY                  | 0                            | 960   | 0     | 0     | 0     | NO      | YES      |                 |               | YES |     |
| 1829            | SKILLED CARE                 | 0                            | 204   | 195   | 0     | 0     | YES     |          | YES             |               | YES |     |
| 1829            | SOCIAL SERV.                 | 0                            | 0     | 0     | 0     | 116   | YES     |          | YES             |               | YES |     |
| 1829            | TEMP AGENCY                  | 0                            | 0     | 140   | 931   | 0     | YES     |          | YES             |               | YES |     |
| 1829            | SKILLED CARE                 | 0                            | 0     | 0     | 0     | 24    | YES     |          | YES             |               | YES |     |
| 1829            | TEMP AGENCY                  | 0                            | 0     | 0     | 0     | 1375  | YES     |          | YES             |               | YES |     |
| 1829            | MANUFACTURIN                 | 0                            | 0     | 95    | 0     | 0     | YES     |          | YES             |               | YES |     |
| 1829            | TEMP AGENCY                  | 1065                         | 0     | 0     | 0     | 0     | YES     |          | YES             |               | YES |     |
| 1829            | TEMP AGENCY                  | 416                          | 1795  | 1553  | 206   | 0     | YES     |          | YES             |               | YES |     |
| 1829            | SOCIAL SERV.                 | 0                            | 240   | 0     | 0     | 0     | YES     |          | YES             |               | YES |     |
| 1829            | SKILLED CARE                 | 0                            | 0     | 0     | 0     | 255   | YES     |          | YES             |               | YES |     |
| 1851            | MANUFACTURIN                 | 0                            | 0     | 0     | 1066  | 0     | 2       |          | 1               |               |     | 1   |
| 1851            | MANUFACTURIN                 | 0                            | 0     | 0     | 1228  | 3663  | 2       |          | 1               |               |     | 1   |
| 1851            | MANUFACTURIN                 | 0                            | 3128  | 4597  | 207   | 0     | 2       |          | 1               |               |     | 1   |

## **Handout #2: Employers for WIA Participant Exits**

Goal: Few outside of the employment and training field understand how many employers are involved in WIA job placement activities and how few employees hire significant numbers of WIA participants in any given year. Staff need access to data showing the number of jobs held by WIA clients after they exit programs and to identify those needing post-program follow-up.

### **Benchmarks**

In the first quarter after exit (in 2<sup>nd</sup> Quarter 2000), 582 employers had employed 909 WIA participants. Nearly all employed one or two clients only.



Most employers (74%) had hired only 1 participant. Another 80 had hired 2 participants, 37 had employed 3 WIA participants, and 14 had employed 4 participants.

Only 23 employers had hired 5 or more participants, as shown below:

- 2 units of government had the largest number of employed WIA participants with 15 and 12 respectively.
- 9 temp agencies accounted for 56 WIA participants employed in the first quarter after exit.
- 2 manufacturing companies and 2 health care entities hired 5 participants each.



**EMPLOYERS WITH 4 OR MORE WIA CLIENTS EMPLOYED  
THE FIRST QUARTER AFTER EXIT**

| TYPE OF BUSINESS | CLIENTS EMPLOYED THE QTR AFTER EXIT | AVERAGE QUARTERLY WAGES PAID | QTR WAGES >= \$4,000 (ABOVE POVERTY) |         |
|------------------|-------------------------------------|------------------------------|--------------------------------------|---------|
|                  |                                     |                              | NUMBER                               | PERCENT |
| GOVERNMENT       | 12                                  | \$4,107                      | 5                                    | 42%     |
| GOVERNMENT       | 15                                  | \$1,186                      | 0                                    | 0%      |
| HEALTH OTHER     | 5                                   | \$2,249                      | 1                                    | 20%     |
| HEALTH OTHER     | 5                                   | \$5,838                      | 2                                    | 40%     |
| MANUFACTURING    | 5                                   | \$12,330                     | 5                                    | 100%    |
| MANUFACTURING    | 5                                   | \$3,816                      | 2                                    | 40%     |
| OTHER SERVICE.   | 6                                   | \$1,248                      | 0                                    | 0%      |
| RETAIL           | 7                                   | \$1,604                      | 0                                    | 0%      |
| RETAIL           | 6                                   | \$644                        | 0                                    | 0%      |
| RETAIL           | 6                                   | \$4,160                      | 2                                    | 33%     |
| RETAIL           | 5                                   | \$400                        | 0                                    | 0%      |
| SERVICES OTH     | 7                                   | \$733                        | 0                                    | 0%      |
| SKILLED CARE     | 6                                   | \$2,465                      | 2                                    | 33%     |
| SOCIAL SERVICE.  | 8                                   | \$1,261                      | 0                                    | 0%      |
| TEMP AGENCY      | 5                                   | \$252                        | 0                                    | 0%      |
| TEMP AGENCY      | 6                                   | \$965                        | 0                                    | 0%      |
| TEMP AGENCY      | 5                                   | \$925                        | 0                                    | 0%      |
| TEMP AGENCY      | 5                                   | \$4,172                      | 3                                    | 60%     |
| TEMP AGENCY      | 8                                   | \$619                        | 0                                    | 0%      |
| TEMP AGENCY      | 9                                   | \$894                        | 0                                    | 0%      |
| TEMP AGENCY      | 5                                   | \$740                        | 0                                    | 0%      |
| TEMP AGENCY      | 5                                   | \$3,610                      | 2                                    | 40%     |
| TEMP AGENCY      | 8                                   | \$1,182                      | 0                                    | 0%      |

- One manufacturing firm paid the highest average quarterly wages (a \$12,330 average) for 5 workers. The second highest was a health provider paying a \$5,838 average wages for 5 workers.
- One government employer paid 12 workers an average of \$4,107 per person their first quarter after WIA exit, with 5 workers (42%) earning above the poverty level for four at the time (i.e., \$4,000). The other government employer paid wages averaging \$1,186, with none of the 15 WIA exits it employed earning above the poverty level for their first quarter after exit.

*Research and technical assistance papers by the UWM Employment and Training Institute are posted on the web at [www.eti.uwm.edu](http://www.eti.uwm.edu). For more information, contact John Pawasarat, Director, Employment and Training Institute, University of Wisconsin-Milwaukee, 161 W. Wisconsin Avenue, Suite 6000, Milwaukee, WI 53203, 414-227-3380, email [eti@uwm.edu](mailto:eti@uwm.edu).*