

2024-25

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Career Ready EMPLOYERS INDIANA

A one-stop shop for your
workforce needs | pg 4

How to start an
apprenticeship | pg 8

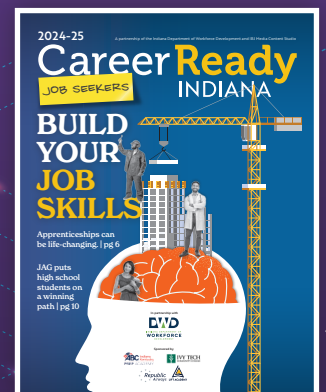
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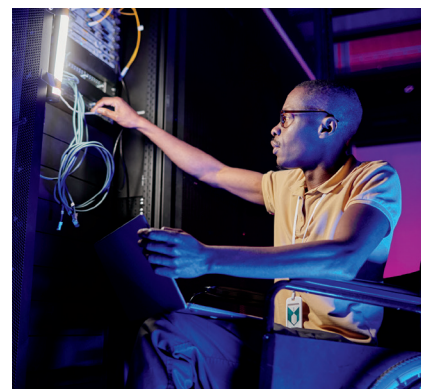
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Grow your own talent

The Indiana Department of Workforce Development is on a mission to make sure Hoosier businesses have the talent they need to succeed.

Bring DWD your workforce challenges, and the DWD Business Services team will help you pick from among the many resources offered to help you attract, train, and retain the people who can move your business forward.

Often, businesses are on the cusp of growing but have a hard time deciding how to invest in developing new and existing talent. That's one of our specialties. DWD's Business Services team can help you upskill your workforce.

The benefits of upskilling are numerous. Many workplaces that invest in upskilling see improved employee engagement and loyalty. Upskilling can also make it quicker and less costly to backfill positions. But where do you start? We can show you!

DWD's Business Services team takes the time to listen to your needs and offer direction for next steps. That next step might be creating a registered apprenticeship. Or maybe you need help finding childcare for employees. We have solutions to fit many of your challenges—and in many cases there is grant funding to lower the cost.

The DWD team is also armed with quality data analytics from third parties and other state agencies that can help you know that you're making the best decisions.

Let's work together to grow your business!•



Download the **2024-25 issue** and past issues online.

Career Ready INDIANA

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Need workforce help? Here's a one-stop shop for Hoosier businesses

Indiana's Employer Engagement team is waiting to hear from you

Hiring employees, training them, retaining them, making sure they have childcare. These are challenges that almost every Hoosier business faces at one time or another in the ongoing quest to maintain a full, productive workforce.

The good news is that no business must face the challenge alone. The Indiana Department of Workforce Development Employer Engagement team is at your service with a range of free services to help your business thrive.

Indiana's no cost business services include but are not limited to the following:

- Improving **local connectivity** through direct business engagement by:
 - Accessing untapped labor pools
 - Strategic planning & economic development
 - Layoff Aversion
 - Rapid Response / Business downsizing assistance
- Developing Department of Labor (DOL) **Registered Apprenticeships**; Certified State Earn and Learn (SEAL) programs; and other Work-Based Learning as applicable.
- Providing comprehensive, **demand driven data analytics** in your area.
- Providing **customizable statewide awareness** and connectivity campaigns, including social media; webinars; virtual job fairs; and website outreach.
- **Promoting job openings** nationally via the National Labor Exchange and Indiana's statewide job board.
- Connecting businesses to **NextLevel Jobs: Employer Training Grant** funding.

For businesses that want to take advantage of the Employer Engagement team's great resources, there's no "best way"

to engage. "They all come to us in different ways," said Holly Meyer, director of outreach and digital media. "We have tremendous traffic through our website. We know they're reaching our messaging. After that, it's just a matter of how we route them to whatever they need."

Sometimes that's helping a company develop an apprenticeship program, connect to adult education for its employees, or learn about funding, like Employer Training Grants, that can be used to pay to upskill staff.

The team is also building awareness about an especially tricky problem in recent years: finding quality childcare for employees. The availability of quality, affordable childcare can determine whether a current or potential employee will be able to hire on or stay with a company.

"If we meet with a company that says 'we don't pay for childcare and we don't have onsite childcare,' it's our job to encourage them to rethink that," said Bryon Silk, executive director of business services for DWD's Employer Engagement team.

Big employers like Eli Lilly and Company, Cummins, and Subaru are often ahead of the curve on things like childcare, but mid-size companies need to consider providing it, too.

The state has redoubled efforts to fund the training of childcare workers, so that more Hoosiers are qualified to staff childcare centers. This year, the Employer Engagement team has connected, both virtually and in person, with more than 500 Hoosier businesses that are involved in Early Childhood Education to let them know about the availability of funding that can be used to upskill their talent and build capacity. •



Workforce Collaboration Success Stories



The Department of Workforce Development Employer Engagement team has forged impactful collaborations with a diverse roster of employer partners, offering comprehensive solutions that address their specific needs. The success stories below illustrate the team's commitment to fostering growth and resilience in Indiana's workforce. Whether you've never worked with the team or used them as a resource in the past, they want to hear from you and help take your workforce strategy to new heights.

Premier Ag, Seymour

Premier Ag connected with the Department of Workforce Development through its Work-Based Learning and Apprenticeship team. The partnership established a State Earn and Learn certificate for Premier's field applicators. Through that relationship, Premier Ag made a connection with DWD's Employer Engagement team and local Business Services team. They made the company aware of Employer Training Grant funding, which Premier Ag used to pay for its innovative training program.

Abbott Labs, Westfield

Abbott Labs connected with the Department of Workforce Development through an attraction project with the Indiana Economic Development Corporation. After settling on the Westfield location and beginning construction on its new Indiana facility, Abbott connected with the Employer Engagement team, which helped the company train its new Hoosier workforce. As construction continued on the company's Westfield facility, the Employer Engagement team led Abbott to funding that helped pay to train its future employees at Abbott's headquarters in California.

Kirby Risk, Lafayette

Kirby Risk reached out to the Employer Engagement team to find out how it could pay for English classes for employees who had gone as far as they could go at the company using only limited English. Those classes could have been paid for using an Employer Training Grant, but the Employer Engagement team found a better way. It connected Kirby Risk with DWD's adult education team, which has funding for English classes. That freed up Employer Training Grant funds to pay for other forms of training, including an apprenticeship program Kirby Risk is exploring with DWD's work-based learning and apprenticeship team.

State offers grants to fill jobs in health care, five other sectors

The Department of Workforce Development is helping bridge the workforce gap in six industries by reimbursing employers up to \$5,000 for every new or incumbent employee who is trained, hired and retained for at least six months in eligible fields.

Eligible industries for the \$5,000 Employer Training Grants (up to a limit of \$50,000) are advanced manufacturing, technology and business services, transportation and logistics, building and construction, agriculture, and health and life sciences.

Health care jobs have been especially hard to fill since the pandemic, prompting at least one health system to double down on finding workers by building an entire infrastructure around recruitment and training (See story about IU Health's Mosaic Center, in the Job Seekers section on page 11).

IU Health has used Employer Training Grants to train existing employees for new roles, and then moved the newly trained employees to fill openings for IT analysts, medical assistants, and community health workers.

DWD Commissioner Richard Paulk uses the phrase "upskill, backfill, refill" to describe how employers can train a mix of new and existing employees to fill critical roles. IU Health is a good example of turning Paulk's words into action.

Employer Training Grant by the numbers:

- **3,193** employers engaged over the last seven years
- **\$85,594,878** reimbursed to employers
- **38,228** employees trained

Employee Training Grant basics

What: A pool of money set aside by the state to reimburse for job skills training in six key industry clusters: Advanced Manufacturing, Technology and Business Services, Transportation and Logistics, Health and Life Sciences, Building and Construction, Agriculture.

How it works: Employers can be reimbursed \$5,000 for every employee who completes training, up to a total of \$50,000 per employer. Training must be at least 40 hours in length and yield a post-secondary credential or a nationally recognized industry credential. Reimbursement of up to \$3,000 per employee is available for company specific training.

Timing: Reimbursement is available for every employee who is retained for at least six months from the time training begins.

Recent wage changes: Wage requirements now dictate that new employees make at least \$17 an hour and existing employees receive a minimum raise of 3% after training. Employer reimbursement amount is based upon the actual cost of training and the type of training provided.



Indiana Adult Education at work

Many Indiana employers recognize the value of offering adult education classes, either onsite or at nearby adult education providers.

In the Indianapolis area, two of the most trusted providers of adult education have partnered with local companies to bring adult ed to the workplace.

Warren Township Adult Education offers adult education instruction at Community East Hospital, Dormakaba, HT Hackney, Amazon, and Major Tool.

Warren Township offers the following Integrated Education & Training programs: National Center for Construction Education & Research, Commercial Driver's License A, Certified Nursing Assistant, HVAC Technician, Certified Clinical Medical Assistant, Welding, Paraprofessional, and EKG Tech/Phlebotomy.

Washington Township Adult Education provides training at St. Vincent/Ascension Health Network, Heartland Food Products, Stratosphere Quality, Hamilton Trace Care Facility, and Noblesville Community Schools.

Washington Township offers the following Integrated Education & Training programs: Certified Nursing Assistant, Medical Interpreting, Certified Clinical Medical Assistant, Welding, Paraprofessional, and EKG Tech/Phlebotomy.

Outside of Indianapolis, the following examples are among the many companies across the state that are benefiting by making adult education classes available to their employees, either onsite or at nearby adult education providers.

- **TA Services, Columbus.** TA Services is a full-service provider of domestic and international freight-brokerage services, managed transportation, third-party warehousing and fulfillment, and international logistics. Recently, 35 TA employees earned their Certified Logistics Technician Certificate through classes provided by Bartholomew Consolidated School Corporation.

Tony Oakes, training manager for TA Services, said offering adult education to the company's employees has paid off.

"When we say we want to promote [our employees] to a team lead, they're now better able to assess situations ... or I can cross train and flex them to another department because [of] what they learned in our classes."

- **Kirby Risk, Lafayette.** Based in Lafayette, Kirby Risk provides a range of services, including electrical supplies, electrical apparatus sales and repair, wiring harness/cable manufacturing, and industrial component manufacturing. The company has more than 40 locations throughout Indiana, Illinois, Ohio, and Georgia. Offering English language classes onsite in Lafayette has paid off for employees and the company.

Plant Manager Adam Franklin recently told Kirby Risk's English language learners:

"I didn't realize at first what kind of impact [the class] would have on you. It warms my heart to see how much you're growing, not just as employees, but as people. I just think this is a fantastic class."



To find out how your company can provide adult education and for a list of adult education providers in your area, scan the QR code.

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Tony Oakes, Training Manager,
TA Services

"I didn't realize at first what kind of impact [the class] would have on you. It warms my heart to see how much you're growing, not just as employees, but as people. I just think this is a fantastic class."

Adam Franklin, Plant Manager,
Kirby Risk

Indiana Adult Education: A national leader

Indiana Adult Education served over 25,000 students in the most recent year with services available in all 92 Indiana counties.

The Department of Workforce Development
Administers Indiana Adult Education.



#1 Student Achievement.

Indiana Adult Education was No. 1 nationally in student achievement for six years in a row with nearly 70% of adults achieving outcomes in the past year (the national average for student outcomes was about 45%).

#2 Workplace Enrollments.

Indiana Adult Education was No. 1 nationally in workplace class participation representing 25% of the national enrollment. Workplace education lowered employee turnover, improved safety, and enhanced speaking, listening, reading, writing, and comprehension skills especially for English learners.

#3 Career certifications.

Indiana Adult Education ranked No. 2 nationally in career certifications in program year 22-23 and students have earned 12,000+ in-demand short-term career certifications since 2018 (introduction of the Workforce Innovation and Opportunity Act).

#4 High school credentials.

Indiana Adult Education was No. 3 nationally in total number of earned high school credentials boosting individual annual earnings by an average of \$8,900*.

#5 Expand Outreach.

Indiana Adult Education expanded services with increased funding from the Indiana legislature with enrollments now expected to top 27,000 by June 30, 2025. An additional 5,000 adults are projected to be enrolled from July 1, 2023, through June 30, 2025.

Apprenticeships 101

Offering this powerful workforce builder is easier than you might think

Apprenticeships are a great way to build a skilled workforce, improve employee retention, and boost the bottom line.

Now for the really good news: apprenticeships aren't just for people who want to work in the building trades—they can provide training in many fields. And they can be created by employers of all sizes. You don't need a huge payroll—or the capacity to organize an apprenticeship and manage it.

"There's never been a better time for employers to build out a Registered Apprenticeship," said Jason Graves, senior director of Indiana's Office of Work-Based Learning and Apprenticeship in the state's Department of Workforce Development.

That's thanks in part to one of the state's newest initiatives: group-sponsored apprenticeships. In response to huge demand for apprenticeships in Indiana, Graves' office and educational institutions like Ivy Tech launched a group apprenticeship model. It allows small- and mid-sized employers to band together to create an apprenticeship, which is often managed by an outside organization—typically an educational institution.

An employers' obligation is to provide on-the-job training by employing the participants. Sometimes they're already on the payroll. Read on to find out how school districts near Kokomo are using a group apprenticeship to ease a teacher shortage and how employers in southern Indiana are using the group model to boost their region's advanced-manufacturing talent pool.●

Kimball Electronics counts on apprenticeship to fill crucial tech maintenance jobs

Kimball Electronics had been working with Vincennes University Jasper's internship program for almost a decade to fill critical technical maintenance jobs at the company. Then, last year, the school approached the company with the idea of turning the internship into a registered apprenticeship.

It didn't take much convincing for Kimball to say yes, according to Sue Habig, human resources manager for Kimball's Jasper facility.

"The internship has been crucial to Kimball filling its 24-person technical maintenance staff, and the apprenticeship should result in even higher quality candidates," Habig said. "That's because the four to six students who go through the program every year will now have to demonstrate their mastery of relevant skills."

Under the apprenticeship model, Kimball is getting a state-administered grant to employ the students, who spend two days a week getting on-the-job training and the other three days backing up their training with classroom instruction.

After two years of training, students who complete the program will get a nationally recognized credential, an associates degree, and, likely, a job offer from Kimball.

"The people who fill the technical maintenance jobs are in high demand," Habig said. "This is building our future workforce."

Making advanced manufacturing a sought-after career

Advanced manufacturers in southern Indiana have a problem—more positions than people to fill them. But now they have a new workforce development tool at their disposal: a group-sponsored apprenticeship program that's putting area high school graduates on an advanced-manufacturing career path.

Kimball Electronics is one of six manufacturing companies that partnered with Vincennes University Jasper in April to launch a multi-discipline, registered apprenticeship in advanced manufacturing.

"This is helping fill the pipeline for our technical maintenance group," said Sue Habig, human resources manager for Kimball Electronics in Jasper. That group of about 24 employees is critical to the Jasper operation, which operates continuously except for a 12-hour break on weekends. "Our tech maintenance people need to be ready to go," Habig said.

"There's great demand for workers skilled in technical maintenance, robotics, and the specialized computers that control industrial processes and machinery," said Jacob Berg, director of the center for technology innovation and manufacturing at VU's Jasper campus.

"Unlike some apprenticeships that attract people who are already in the workforce, the advanced manufacturing program is drawing the interest of recent high school graduates," said Berg, who oversees recruiting for the apprenticeship.

"It's rare that a kid says they want to go into manufacturing," Berg said. "They think manufacturing jobs are all on the production floor, but we're trying to change that."

Participating companies are Kimball Electronics, Jasper Engines and Transmissions, Indiana Furniture, Kimball International, Farbest Foods and Best Home Furnishings. Already, 15 students have either completed the program or are in the process of doing so. Many of them were already part of VUJ's Career Advancement Partnership, an internship program designed to expose kids to careers in advanced manufacturing.

That program, which is about 10 years old, is being transitioned into the new apprenticeship, which will more closely monitor the skills acquisition of participants and culminate in the securing of a credential.



Kimball Electronics is using an apprenticeship program to keep its technical maintenance staff at full strength.

Kokomo-area school districts band together on registered apprenticeship

Careers in teaching don't usually come to mind when you hear the word "apprenticeship," but an innovative program in Howard County is changing that—and demonstrating that apprenticeships can prime the workforce pipeline in a variety of sectors.

A few years ago, Kokomo School Superintendent Dr. Michael Sargent was lamenting Indiana's chronic teacher shortage and brainstorming with Ivy Tech-Kokomo officials about how to address the problem. The solution, they decided, was to offer paraprofessionals—teachers' aids who were already in the classroom but not licensed to teach—a clear path to earning their teaching credentials.

The path is a registered apprenticeship, which is recognized by the U.S. Department of Labor, giving participants who complete the program a credential that is recognized nationwide. But the school district didn't have enough paraprofessionals on its own to make the apprenticeship happen. And it didn't have the administrative capacity to deal with the paperwork a registered apprenticeship requires.

The new group-sponsored apprenticeship program offered by the state of Indiana's Office of Work-Based Learning and Apprenticeships solved both problems. Kokomo and surrounding school districts were able to join together to supply a full cohort of paraprofessionals to fill out the program roster. And Ivy Tech-Kokomo jumped in to administer the program and do the paperwork.

The first cohort of students began the paraprofessional apprenticeship program in August 2023, and now Ivy Tech-Kokomo is expanding the group sponsorship model to other fields. It's working with car dealerships in Kokomo to offer an apprenticeship that will allow auto mechanics and sales associates to upskill and advance in their jobs. And it's working on similar apprenticeships in information technology and human services, the latter intended to address a shortage of workers in mental health, childcare, and early childhood education.

"Most occupations are 'apprenticeable,'" said Nicholas Capozzoli, executive director of apprenticeships at Ivy Tech-Kokomo. Capozzoli has a message for businesses of any size and in any sector that are interested in addressing their workforce challenges.

"Don't think of the old way. Think outside the box," he said. "We are willing to put the work in to help you build the correct apprenticeship model for your industry."

For more information about group-sponsored apprenticeships, contact Jason Graves at JGraves@dwd.in.gov.



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"Don't think of the old way. Think outside the box. We are willing to put the work in to help you build the correct apprenticeship model for your industry."

Nicholas Capozzoli, Executive Director of Apprenticeships, Ivy Tech-Kokomo



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Apprenticeship definitions:

- **Registered Apprenticeship:** Programs, typically lasting two to five years, approved by the U.S. Department of Labor that combine paid on-the-job training and related instruction for a skilled occupation, resulting in a national industry certification with wage increases at specified intervals.
- **Certified Pre-Apprenticeship:** State-certified programs that typically last six months to two years. Each certified pre-apprenticeship has an articulation agreement that lays out how the pre-apprenticeship feeds into a registered apprenticeship. Some pre-apprenticeships give participants credit toward a registered apprenticeship while others only guarantee admission to a registered apprenticeship.
- **State Earn and Learn (SEAL):** SEALS are state-certified programs that offer on-the-job training and related instruction leading to industry certification. They are not necessarily preparation for a registered apprenticeship. Typically lasting four months to two years, SEALS can be for new or existing employees.

Remember, everyone's college experience can look different. All three of these programs can lead to acquiring college credit and even completion of a degree.

How apprenticeships benefit employers

- They are a powerful recruitment tool.
- They improve employee retention by creating a culture of professionalism and continuous development.
- They help build a sustainable pipeline of highly skilled talent.
- They reduce the net cost of training and production.

Indiana Apprentices by the Numbers

- **No. 1:** Indiana's state rank, per capita, in number of apprentices
- **No. 7:** Indiana's state rank in number of apprentices (not adjusted for population)
- **19,091:** The number of apprentices in Indiana across all industries
- **1,064:** The number of apprentices in manufacturing
- **128:** The number of apprentices in education services
- **Approximately 40%** of apprentices who complete the RAP are enrolled in either an Associate or Technical Certificate program.

Career training for high school students

Career Scholarship Accounts can help you build your workforce

Employers are starting to take advantage of a new financial tool the state is offering to help high school students train for careers.

Career Scholarship Accounts, which were created by the Indiana General Assembly in 2023, provide \$5,000 per student per school year to pay tuition and other expenses that go along with offering internships, apprenticeships and other work-based learning experiences for students in 10th, 11th, and 12th grade.

"We're not only educating these kids, but we're also training them for future employment," said James Woolf, workforce development coordinator for Chariot Automotive Group, a collection of four car dealerships across Tipton, Howard, and Tippecanoe counties.

"Chariot recognized the upside of providing training to high school students a year before the Career Scholarship Accounts were created by the state, but the CSAs make it an even more attractive proposition," Woolf said.

Chariot was approved by the state as a provider of Career Technical Education in automotive technology. It built a classroom in one of its dealerships to teach the high school juniors and seniors it recruits to the program, which offers an automotive technology curriculum supplied by Ivy Tech.

In the first year, 22 students participated. The company was pleased enough with the students and their potential to become full-time employees that it decided to build a classroom at another dealership and expand the training program. "There are 53 students enrolled for the 2024-25 school year," Woolf said. All of them will use Career Scholarship Account money.

"The new scholarship program improves the program in a couple of ways," he said. First, it reduces the financial burden on high schools whose students participate. The tuition expense is \$3,600 per year, per student. That money came from the school districts. Although the districts were partially reimbursed by the state through Career and Technical Education funding, school districts were stuck with most of the tuition expense.

"The CSA money of \$5,000 per student now fully compensates the school districts, making them more likely to promote education programs like the one Chariot offers," Woolf said. Even better, the \$1,400 per student that remains after tuition is paid gives Chariot the funds to make its training program an even better experience for students.

"The CSA puts the icing on the cake," Woolf said. The additional funds are used for extras, like allowing students to keep the tools they use during their training. It can also pay for workshops, industry visits, uniforms, and other things that businesses otherwise had to pay for themselves. Better experiences for students make Chariot's training program an even better tool for recruiting kids into the program. "Our best recruitment tool is these kids," Woolf said. "They go back to school and tell their friends what they're getting to do."



To learn more about how your business can offer the kind of training paid for by Career Scholarship Accounts, visit <https://www.in.gov/tos/csa/provider-resources/>.

Common myths and misperceptions about Career Scholarship Accounts

Myth #1: CSAs are meant to replace CTE programs

The CSA program can and should work with Career and Technical Education (CTE); not compete with or replace CTE funding. CSA providers help create new programs that are not possible or are difficult to provide through CTE. For instance, the number of students pursuing a CTE program may prevent a school from offering the program, but these students could utilize a CSA to complete an experience aligned with their career interest.

Myth #2: The CSA program has different goals than CTE programs

The goals of the CSA program are aligned to the goals of CTE. Enrolling in either means a student is focused on working towards a credential of value and participating in quality work-based learning (WBL) experiences aligned to their career area of interest.

Both CSA and CTE programs include strong input from employers to ensure students are earning relevant skills that match industry demand. The CSA program provides additional opportunities to students by removing barriers for participating in existing CTE experiences.

Myth #3: Schools always receive less money if a student enrolls in a CSA

While a student who enrolls in a CSA program is ineligible for CTE funding, a school corporation can be reimbursed out of the CSA account for eligible costs the school is providing. For example, if the school is providing the courses for the CSA experience, they can be reimbursed at an equivalent rate to CTE funding. The CSA program can also cover expenses across multiple other categories, including transportation and equipment.

Myth #4: The CSA program is just for Youth Apprenticeships

Youth Apprenticeships are an option on which to utilize a CSA. However, many other types of programs are eligible, too. At minimum, all CSA programs must have a WBL experience that meets the Indiana Department of Education's definition of a Level 2 experience. WBL experiences can be through a Youth Apprenticeship or Registered Apprenticeship, but many approved CSA programs have an internship or other type of eligible experience as the required WBL element.





A workhorse for the workforce

JAG Indiana delivers talent for Hoosier employers

Indiana employers are getting behind a program for high school students that has demonstrated success in helping fill the state's talent pipeline.

Jobs for America's Graduates, or JAG, is a time-tested way to prepare promising Hoosier high school students for the workforce. The program, which is in the process of doubling its Indiana footprint, from 125 programs to 250, is generating buzz from Hoosier employers, including Honda's massive car manufacturing plant in Greensburg.

Honda made a donation to the Southeast Indiana Workforce Investment Board earlier this year to support expansion of JAG Indiana into three additional schools in Decatur County.

"We work with many schools and students in the Greensburg area, home to our Indiana Auto Plant, and we look forward to growing our relationship with the JAG program to support additional schools within our hiring area," said Roxanna Metz, plant lead at the Honda Indiana Auto Plant.

"The advanced manufacturing taking place at our Indiana plant promises an exciting future, and it's important for Honda to partner with organizations like JAG to prepare students for rewarding career opportunities in the automotive industry."

JAG is a national nonprofit dedicated to helping high school students graduate, pursue post-secondary education and secure quality, entry-level jobs. The 44-year-old program came to Indiana in 2006 and since then has helped 45,000 Hoosier high school students achieve their goals.

"It's essentially a 'how to do life' class that teaches students employability skills," said Bart Doan, assistant director of youth initiatives for Indiana's Department of Workforce Development. Students are empowered to take responsibility and ownership of their future by learning critical thinking, team leadership and effective communication skills that increase their marketability to employers.

Region's Bank is among the hundreds of employers that have gotten behind JAG. The Regions Foundation, which is funded primarily by Regions Bank, has been a consistent financial

supporter of JAG after seeing what the program is doing to prepare students for the workforce.

"JAG produces measurable outcomes for students and the organization is delivering the best results in its 40-year history," said Leslie Carter-Prall, the bank's head of wealth management. "JAG seniors have a 95.8 percent graduation rate, compared to less than 84 percent for U.S. high school seniors. The full-time employment rate for JAG graduates is nearly 84 percent and 52 percent of seniors pursue post-secondary education opportunities."

State leaders see JAG as an important tool for building the state's workforce.

"Every day, Indiana's JAG program is helping more Hoosier students achieve their career and personal goals—all while helping ensure our state is prepared to meet 21st century workforce demands," Gov. Eric Holcomb said last year when announcing JAG's Indiana expansion.

JAG's national leaders are impressed with what Indiana is doing to take advantage of the program's potential. "Indiana is among those states leading the charge, and as a result, lives will be positively impacted and its employers, communities, and citizens will benefit," said JAG National President and CEO Janelle Duray.

The challenge in Indiana is getting the word out to employers.

"Employers need to know that the JAG curriculum is really focused on workplace skills," said Tiffani Ewing, assistant human resources director at The Hometown Savings Bank in Terre Haute.

Ewing is also workforce readiness director for the Indiana chapter of the Society of Human Resource Management. In that role, she works to inform Indiana employers about promising talent sources, like JAG.

"JAG is one of those hidden gems."

For more information about how your workplace can participate in JAG Indiana, visit jagindiana.org.

Custom Concrete puts state grant programs to work

Westfield-based Custom Concrete knows that it can't serve its customers without engaged, well-trained employees. And company leadership has learned in the last six years that the most cost-effective way to attract, train, and keep staff is by taking advantage of state hiring and training programs.

When Brent Sweeney, the company's director of human resources, arrived at Custom Concrete in 2018, he'd heard that the state's Department of Workforce Development had training money available—and figuring out how that could benefit Custom Concrete was near the top of his "to do" list.

Custom Concrete quickly began taking advantage of the state's Employer Training Grants, which reimburse the company up to \$5,000 for each employee trained.

"There is a \$50,000 a year limit per company, and Custom Concrete has gotten into the habit of using the full amount," Sweeney said.

Training general laborers in the specialized skill of concrete finishing was costing the company up to \$7,000 per employee before it started using the Employer Training Grants. "This training has been greatly facilitated by these grants, providing immense support to our operations.

"This helps us fill jobs," Sweeney said, estimating that Custom Concrete hires around 100 employees every year. The grant money allows the company to expand its universe of potential hires because it can now afford to train people who have little or no previous experience.

Custom Concrete also takes advantage of a state On-the-Job Training reimbursement program, which reimburses the



Custom Concrete using state Employer Training Grants to build its workforce.

company a percentage of what a new employee is paid during their first eight weeks of employment.

The company has also used state grant money to provide upskilling for some of its most talented employees, sending them to CDL school, for example, which gives them the training they need to drive some of the company's heaviest trucks. The only stipulation is that Custom Concrete give raises to employees who successfully complete the training.



State grants help with upskilling at Custom Concrete.

"This approach not only enhances our operations but also shows our employees that we value and invest in their growth, which they truly appreciate," Sweeney said.

The training Custom Concrete provides, often with the help of state grants, is part of its comprehensive approach to benefits.

In addition to a robust health insurance plan, the company offers a chaplain on call to tend to employees' spiritual needs. It hired American Health & Wellness to help employees get out in front of health issues. And it has retained CSI Advisors to offer its employees financial wellness training, including how to budget and save for retirement.

"By intentionally taking care of our employees through these initiatives, we have seen success in improving job focus and productivity, ultimately leading to better service for our customers," Sweeney said.

The comprehensive approach helps Custom Concrete retain staff at its five facilities located across Indiana and Ohio—and it helps lure new hires. Sweeney said the company finds employees via word-of-mouth, but it also does campus recruiting at colleges that offer construction management degrees. And it recruits at local high schools and at state-sponsored job fairs.●



A comprehensive approach to employee benefits helps Custom Concrete keep a productive workforce.

Put your employees to work—outside the office



It might sound counterintuitive, but giving your employees more work is a great way to build your workforce. That work comes in the form of volunteer opportunities, which is a proven draw for employees.

Offering an Employer-Based Volunteer Program can do the following:

Develop Skills - Volunteer opportunities serve as a skills-based training program that develops and enhances employees' professional and leadership skills.

Improve Company Culture – Research shows that volunteering improves health and wellbeing, which can translate into increased productivity, a stronger workplace culture, and a healthier workforce.

Attract & Retain Talent – According to a Deloitte survey, 66% of millennials, who make up the largest share of the American workforce, won't work for an employer that doesn't have strong social responsibility commitments.

Reduces Turnover – Volunteer programs also enhance employee engagement. Employees who volunteer through work report feeling better about their employer and stronger bonds with co-workers. Both reduce turnover.

Does your organization have a volunteer program for employees? Reach out to Serve Indiana's Employer-Based Volunteer Program Manager at knohlecheck@serveindiana.gov to be recognized. •

Helpful Employer-Based Volunteerism Resources for Companies



**Corporate Volunteerism:
A Guide for Purpose
Driven Companies**



**Points of Light: 4 Ways
Corporate Volunteerism
Will Change Your Business**



Corporate Volunteerism Highlight: Katz, Sapper, and Miller (KSM)

48
hours of paid
volunteer time off

KSM employees receive 48 hours of paid volunteer time off every calendar year. It's up to each employee how much time they use and where they use it. Employees must simply clear it with their supervisor.

92%
of employees
engaged

92% of employees participated in Community Day at KSM in 2023. Community Service Day in 2023 took place at over 90 locations across the country. 14 of those locations were in Indiana. The focus of Community Day 2023 was food insecurity and poverty.

\$500
per every 24 hours
of employee
volunteerism

KSM donates \$500 to organizations which employees volunteer with for every 24 hours served by the employee. KSM will donate a maximum of \$1,000 to organizations per employee, for up to 48 hours of service with the organization.

**Community
Partnerships**
created with clients

KSM partners with multiple nonprofits and stays connected to the community via nonprofit organizations. KSM builds many partnerships from having nonprofits as clients. For example, KSM will visit nonprofit clients for audits, then spend a day serving with them.

**Service
Recognition**
for employees

KSM recognizes employee service in various ways. KSM creates a video feature 3 times a year for employees who show exemplary service. This ranges from Board service to volunteerism and community involvement. Additionally, KSM does annual Pillar Awards, where one pillar is dedicated to Community Leadership.

Benefits of Employer-Based Volunteerism

According to a study completed by Galaxy Digital in 2021 and a report completed by Points of Light in 2022, the following are benefits of employee volunteering in corporate settings:

1. Employees are five times more engaged in companies with employee volunteer programs.
2. Attracts talent especially of the Millennial and Gen Z generations.
3. Corporate volunteerism helps to build on the skills of the employee and offers opportunity for growth and advancement.
4. Increases employee retention through employee engagement.
5. Opens the door to partnerships within the community (i.e. nonprofits, community programs, etc.).
6. Consumers show preference for brands who are socially and environmentally conscious. 87% of consumers will buy based on values of a company.
7. Helps companies to reach more clients and increases overall profitability of a company.
8. Improves the overall reputation of an organization.
9. Attracts new investors who share value in corporate social responsibility.

Putting childcare where Fort Wayne families need it

The lack of affordable, quality childcare is a problem for families and employers across the country. Without childcare, a parent can't work and an employer misses out on the talent that person could provide. One couple in Fort Wayne is doing their part to chip away at the problem.

Dr. Shakeel Ahmed and his wife, Sobia Shakeel, decided three years ago to open a franchise of The Goddard School in Fort Wayne because they noticed the lack of quality options for Fort Wayne families.

Shakeel is a doctor at Lutheran Hospital and Sobia is a teacher. The school they opened is close to Parkview Regional Medical Center, giving employees at that major medical facility a new childcare option for children six weeks of age to kindergarten. The 144 openings the school provides for Parkview staff and other Fort Wayne families is good news for all Fort Wayne families and employers.

But the additional childcare capacity isn't the school's only contribution to solving Fort Wayne's childcare problem. The Goddard School, using state Employer Training Grant funds, is also offering training that promises to draw more people into the field by elevating early childhood education from a job to a career.

The couple is taking advantage of the state of Indiana's new focus on training additional childcare professionals to meet growing demand.

In early 2024, Gov. Eric Holcomb announced the prioritization of early childhood education and childcare credential training options for the state's workforce training programs. That means the state is pledging financial



“People want to know [childcare] isn't just a job, it's a career.”

**Dr. Shakeel Ahmed,
The Goddard School,
Fort Wayne**

aid dollars to early childhood professions, which will help grow the state's childcare and preschool workforce pipeline.

That was great news for the Goddard School, which had already started providing training to make sure its staff of 35 was filled with highly qualified, dedicated staff.

The state's new focus on early childhood education training means that the school can use Employer Training Grant funds to offset the cost of upskilling existing staff in leadership, safety training, and social/emotional training. The state funding can also be used for employees who want to earn the Child Development Associate certification, known as a CDA.

Ahmed applauds the state's decision to elevate the profession. “People want to know it's not just a job, it's a career,” he said.

He is hopeful the new emphasis on training will improve staff retention at Goddard and encourage others around the state to provide early childcare options in their communities. •

Indiana trying to maximize the impact of its workforce-training programs

Workforce training programs have become increasingly important in recent years, as employers struggle to find enough talent to fill essential roles.

The programs are generally well-received, but there's a question hanging over every one of them: Does it work?

In 2023, Indiana legislators passed a law they hope will help answer that question. The new law adds two pieces of important information to the "new hire" reports that employers have been required to file for years.

In addition to reporting a new hire's name, Social Security number, address, and hire date, employers are now required to fill in two additional fields: The Standard Occupational Classification Code, which tells what the new hire's job is, and their starting wage.

"These requirements are minimal, but the impact could be significant," said Joshua Richardson, chief of staff for the Indiana Department of Workforce Development.

"Knowing what someone was hired to do and at what pay grade will help DWD know if people who've used state or federally funded training programs are getting the jobs they've trained for and pay at a living wage," Richardson said.

The new data DWD is collecting will help reveal which programs are effective and deserving of additional funding. On the flip side, if certain programs aren't resulting in trainees getting related jobs at a decent wage, the state can consider changing those programs.

"In return for the minimal additional information we're asking for, employers will get much better information about the effectiveness of their tax dollars that pay for workforce training," Richardson said.

The information can also help on an individual level. Anyone who is job seeking and using the state's unemployment insurance portal is already benefitting from Pivot, a new tool launched by the state in late 2023 that uses artificial intelligence to provide personalized job recommendations.

"With the new occupation and pay data the state is collecting, Pivot will be able to offer more informed recommendations," Richardson said. "Research shows and data indicates that people with certain types of training might thrive in specific job fields but not do so well in others. Pivot can use that information to offer guidance that helps people make informed decisions about their future path."•

Boosting Indiana's workforce through artificial intelligence

Indiana's Department of Workforce Development has a promising new tool to match Hoosiers with jobs.

The tool, called Pivot, uses artificial intelligence to mine more than 160 million proprietary data points the state already possesses to provide personalized career guidance to jobseekers. The data presents 15 job options to the user and highlights important areas such as median wage, number of job openings, job demand, job description, and training duration.

Pivot was launched last November and is already gaining national notice for its potential to match Hoosiers with jobs and improve the state's workforce landscape.



A May 2024 story in *Government Technology* magazine described the technology, developed by Indianapolis-based data analytics company Resultant, and its accessibility: using the unemployment insurance portal that people are already using to deliver personalized job recommendations.

By placing the tool within UpLink, the state's online self-service filing system, both those eligible and ineligible for unemployment insurance have access to Pivot.

The Pivot tool also gathers feedback from users, giving employers information about how in-demand jobs are perceived. If there's a lack of interest in certain jobs, employers can use the knowledge they gain through Pivot to improve perceptions of those jobs. As the user generates feedback, new jobs appear based on the user's answers.

Recent updates to the tool allow users to connect with training providers should they express interest in a career recommendation that requires more training. This highlight helps better connect workforce solutions to jobseekers in need. As the tool continues to develop, users will find more and more connectivity created to enhance the ease of their experience.

Increasing awareness of job opportunities is expected to lead to better individual outcomes and improved talent-acquisition prospects for employers.•



TOP HEALTHCARE & LIFE SCIENCE JOBS



TOP GOVERNMENT, LAW & PUBLIC SAFETY JOBS

HS DIPLOMA / EQUIVALENCY / TRAINING JOBS

OCCUPATION	FLAME RATING	SALARY RANGE
Pharmacy Technicians	★★★★	\$38-47K
Medical Records Specialists	★★★★	\$38-56K

CERTIFICATE / 2-YEAR DEGREE JOBS

Medical Assistants	★★★★	\$39-47K
Emergency Medical Technicians	★★★★	\$34-42K
Surgical Technologists	★★★	\$52-66K
Nursing Assistant (CNA)	★★★	\$36-40K
Occupational Therapist Assistant	★★★★	\$43-68K
Dental Hygienists	★★★★	\$79-98K
Radiologic Technologists & Technicians	★★★★	\$63-82K
Respiratory Therapists	★★★★	\$65-82K

4-YEAR DEGREE JOBS

Registered Nurses	★★★★	\$69-95K
Microbiologists	★★★	\$52-107K
Chemist	★★★★	\$66-113K
Clinical Laboratory Technologists & Technicians	★★★★	\$42-69K
General & Operations Managers	★★★★	\$77-164K
Operations-Medical Records Administration	★★★★	\$80-130K
Health Information Management	★★★★	\$64-101K
Computer Support Help Desk	★★★★	\$47-65K
Compliance /Risk Management	★★★★	\$51-90K
Athletic Trainer	★★★	\$51-61K

MASTER'S DEGREE

Nurse Practitioners	★★★★	\$112-137K
Physician Assistants	★★★★	\$117-150K
Speech-Language Pathologists	★★★★	\$79-107K
Occupational Therapist	★★★★	\$80-105K

DOCTORAL DEGREE

Dentist	★★★	\$128-167K+
Physical Therapists	★★★★	\$84-110K
Family Medicine Physicians	★★★	\$195-233K+

HS DIPLOMA / EQUIVALENCY / TRAINING JOBS

OCCUPATION	FLAME RATING	SALARY RANGE
Police & Sheriff's Patrol Officers	★★★★	\$61-81K
Correctional Officers & Jailers	★★★	\$43-49K
Highway Maintenance Workers	★★★★	\$43-52K
Water & Wastewater Treatment Plant & System Operators	★★	\$47-60K
Office Clerks, General	★★★	\$35-50K
Police, Fire, & Ambulance Dispatchers	★★★	\$41-52K
Supervisors of Correctional Officers	★★★	\$51-64K
Photographers	★★★	\$31-50K
Community Health Workers	★★★★	\$38-52K
Automotive Body & Related Repairers	★★★★	\$50-68K

CERTIFICATE/2-YEAR DEGREE JOBS

Paralegals & Legal Assistants	★★★★	\$43-59K
Firefighters	★★★★	\$51-74K

4-YEAR DEGREE JOBS

Preschool Teachers, Except Special Education	★★★	\$31-38K
Forensic Science Technician	★★★	\$52-82K
Non-profit Management	★★★★	\$73-137K
Secondary School Teachers, Except Special & CTE	★★★★	\$50-86K
Middle School Teachers, Except Special & CTE	★★★★	\$49-67K
Elementary School Teachers, Except Special Education	★★★★	\$49-65K
Meteorologist	★★	\$83-118K
Probation Officers & Correctional Treatment Specialists	★★★	\$51-68K
Humans Resources Specialist	★★★★	\$49-83K
Administrative Services & Facilities Manager	★★★★	\$63-105K
Social & Community Service Manager	★★★★	\$52-82K

MASTER'S DEGREE

Librarians & Media Collections Specialists	★★★	\$41-56K
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DOCTORAL OR PROFESSIONAL DEGREE

Lawyer	★★★★	\$89-170K
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TOP HOSPITALITY & TOURISM JOBS



TOP AGRICULTURAL, FOOD & NATURAL RESOURCES JOBS

HS DIPLOMA / EQUIVALENCY / TRAINING JOBS

OCCUPATION	FLAME RATING	SALARY RANGE
Umpires, Referees, & Other Sports Official	🔥🔥🔥	\$24-46K
Supervisors of Housekeeping & Staff	🔥🔥🔥🔥	\$40-56K
Supervisors of Food Prep & Servers	🔥🔥🔥	\$32-48K
Supervisors of Office & Admin Staff	🔥🔥🔥🔥	\$43-63K
Food Service Managers	🔥🔥🔥🔥	\$55-83K
Counter & Rental Clerks	🔥🔥🔥	\$20-37K
Animal Caretakers	🔥🔥	\$28-37K
Animal Trainer, Animal Curator	🔥🔥🔥	\$38-81K
Concessions Attendants	🔥🔥	\$22-30K
Chef & Head Cook	🔥🔥🔥🔥	\$41-66K
Advertising Sales Agents	🔥🔥🔥	\$29-60K
Vending Machine Service & Repairers	🔥🔥🔥	\$34-48K

CERTIFICATE / 2-YEAR DEGREE JOBS

Maintenance, Airframe & Pilot	🔥🔥🔥🔥	\$50-74K
Videographer	🔥🔥🔥	\$32-50K

4-YEAR DEGREE JOBS

Marketing Manager	🔥🔥🔥🔥	\$75-139K
Camera Operator Television, Video, & Film	🔥🔥🔥	\$39-61K
Broadcast Announcers & Radio Disc Jockeys	🔥🔥	\$36-89K
Sales Managers	🔥🔥🔥🔥	\$65-137K
Human Resource Specialist	🔥🔥🔥🔥🔥	\$46-73K
Market Research Analyst & Marketing Specialist	🔥🔥🔥🔥🔥	\$39-61K
Computer User Support Specialist	🔥🔥🔥🔥	\$49-71K
Public Relations Specialist	🔥🔥🔥🔥	\$43-58K
Social Media Manager	🔥🔥🔥🔥	\$71-117K
Meeting, Convention, & Event Planners	🔥🔥🔥🔥	\$38-51K
General & Operations Managers	🔥🔥🔥🔥🔥	\$61-130K
Stage Manager	🔥🔥🔥	\$47-80K

MASTER'S DEGREE JOBS

Museum Curator	🔥🔥	\$43-65K
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DOCTORAL OR PROFESSIONAL DEGREE

Veterinarians	🔥🔥🔥🔥	\$87-134K
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HS DIPLOMA / EQUIVALENCY / TRAINING JOBS

OCCUPATION	FLAME RATING	SALARY RANGE
Farmworkers for Farm, Ranch, or Aquacultural Animals	🔥🔥🔥	\$27-40K
Ag Equipment Operator	🔥🔥🔥🔥	\$33-49K
Farm Equipment Mechanics	🔥🔥🔥🔥	\$47-64K
Farmworkers for Crop or Nursery	🔥🔥🔥	\$33-46K
Packaging Machine Operators	🔥🔥🔥🔥	\$38-49K

CERTIFICATE / 2-YEAR DEGREE JOBS

Food Science Technicians	🔥🔥	\$47-68K
Forest & Conservation Technicians	🔥🔥	\$48-54K
Veterinary Technologists & Technicians	🔥🔥🔥🔥	\$37-48K
Electricians	🔥🔥🔥🔥🔥	\$66-82K
Electrical Power-Line Installers & Repairers	🔥🔥🔥	\$83-104K

4-YEAR DEGREE JOBS

Agricultural Inspector	🔥🔥🔥	\$33-50K
Foresters	🔥🔥	\$53-70K
Biological Scientists	🔥🔥	\$53-99K
Food Scientists & Technologists	🔥🔥🔥	\$71-97K
Conservationists Scientists	🔥🔥	\$49-91K
Agricultural Engineers	🔥🔥	\$58-96K
Engineers, All Other	🔥🔥🔥	\$82-116K
Software Developers	🔥🔥🔥🔥🔥	\$76-96K
Animal Scientists/Geneticists	🔥🔥	\$66-108K
Soil & Plant Scientists/Geneticists	🔥🔥	\$62-124K
Project Management Specialist	🔥🔥🔥🔥🔥	\$75-100K
Chemists	🔥🔥🔥🔥	\$65-98K
Conservation Law Enforcement Officers	🔥	\$60-78K
Dietitians & Nutritionists	🔥🔥🔥	\$52-71K

MASTERS DEGREE JOBS

Farm & Home Management Educators	🔥🔥	\$51-80k
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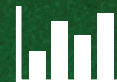
DOCTORAL OR PROFESSIONAL DEGREE JOBS

Veterinarians	🔥🔥🔥🔥	\$92-135K
Agricultural Sciences Teachers, Postsecondary	🔥🔥	\$61-102K





TOP ADVANCED MANUFACTURING JOBS



TOP BUSINESS & FINANCE JOBS

HS DIPLOMA / EQUIVALENCY / TRAINING JOBS

OCCUPATION	FLAME RATING	SALARY RANGE
Production, Planning, & Expediting Clerks	★★★★	\$50-75K
Supervisors of Production & Operating Workers	★★★★	\$53-86K
Inspectors, Testers, Sorters, Samplers, & Weighers	★★★★	\$41-61K
Computer Numerically Controlled (CNC) Tool Operators	★★★	\$46-65K
Assemblers & Fabricators	★★★★	\$38-60K
Aviation Maintenance	★★★★	\$49-71K
Supervisors of Transportation & Material Moving Workers, except aircraft	★★★★	\$55-80K
Heavy & Tractor-Trailer Truck Drivers	★★★★	\$51-74K
Parts Salespersons	★★★	\$45-48K
Industrial Truck & Tractor Operators	★★★★	\$41-50K
Welders, Cutters, Solders & Brazers	★★★★	\$41-58K
Bus & Truck Mechanics & Diesel Engine Specialists	★★★★	\$49-65K
Industrial Machinery Mechanics	★★★★	\$63-86K

CERTIFICATE / 2-YEAR DEGREE JOBS

Chemical Technicians	★★★★	\$45-60K
Robotics Technicians	★★	\$61-102K
Electrician	★★★★	\$64-85K
Automotive Service Technicians & Mechanics	★★★★	\$49-77K
Machinist	★★★★	\$46-65K
Environmental Science and Protection Technician	★★★	\$42-70K

4-YEAR DEGREE JOBS

General & Operations Managers	★★★★	\$88-184K
Industrial Production Manager	★★★★	\$92-135K
Architectural & Engineering Managers	★★★★	\$121-180K
Industrial Engineers	★★★★	\$80-113K
Mechanical Engineers	★★★★	\$81-128K
Aerospace Engineers	★★★★	\$100-134K
Commercial Pilots	★★★★	\$72-166K
Robotics Engineer	★★★	\$83-131K

HS DIPLOMA / EQUIVALENCY / TRAINING JOBS

OCCUPATION	FLAME RATING	SALARY RANGE
Teller	★★	\$35-40K
Real Estate Agents	★★★★	\$42-122K
Secretaries & Admin Assistants	★★★	\$34-49K
Supervisors of Non-Retail Sales Workers	★★★	\$87-112K
Customer Service Representatives	★★★	\$39-51K
Supervisors of Office & Admin Staff	★★★★	\$53-83K
Insurance Sales Agents	★★★★	\$48-85K

CREDENTIAL/ASSOCIATES

Bookkeeping, Accounting, & Auditing Clerks	★★	\$38-54K
Paralegals & Legal Assistants	★★★★	\$46-68K
Human Resources Assistants	★★	\$39-58K

4-YEAR DEGREE JOBS

Financial Managers	★★★★	\$78-163K
Sales Managers	★★★★	\$109-214K
Market Research Analysts & Marketing Specialists	★★★★	\$50-86K
Accountants & Auditors	★★★★	\$62-98K
Financial Risk Specialists	★★★	\$66-113K
Stockbrokers	★★★★	\$52-105K
Loan Officers, Underwriters	★★★★	\$50-101K
Staff Trainers	★★★★	\$60-88K
Human Resource Manager	★★★★	\$118-179K
General & Operations Manager	★★★★	\$99-221K
Public Relations Specialists, Community Engagement	★★★★	\$52-86K
Management Analysts	★★★★	\$63-129K
Actuaries	★★★	\$79-185K
Project Management Specialists & Product Development	★★★★	\$68-128K
Claims Adjusters, Examiners, & Investigators	★★★	\$51-83K

MASTERS DEGREE

Statisticians	★★	\$95-123K
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TOP TECHNOLOGY JOBS



TOP ARCHITECTURAL, ENGINEERING & CONSTRUCTION JOBS

HS DIPLOMA / EQUIVALENCY / TRAINING JOBS

OCCUPATION	FLAME RATING	SALARY RANGE
Multiple Machine Tool Setters, Operators, & Tender	🔥🔥🔥	\$59-60K
Office Clerks, General	🔥🔥🔥	\$40-66K
Medical Records Specialists	🔥🔥🔥	\$48-49K
Janitors & Cleaners	🔥🔥🔥	\$33-50K

CERTIFICATE / 2-YEAR DEGREE JOBS

Medical Equipment Repairers	🔥🔥🔥	\$49-68K
Electrical & Electronics Engineering Technicians	🔥🔥🔥	\$48-67K
Computer, Automated Teller, & Office Machine Repairers	🔥🔥🔥	\$40-55K
Tool & Die Makers	🔥🔥🔥	\$55-79K

4-YEAR DEGREE JOBS

Software Developers	🔥🔥🔥🔥	\$87-135K
Computer Systems Analysts	🔥🔥🔥🔥	\$79-128K
Health Informatics Specialists	🔥🔥🔥🔥	\$78-128K
Data Scientists	🔥🔥🔥🔥	\$67-128K
Computer Occupations, All Other	🔥🔥🔥🔥	\$75-138K
Web Developers	🔥🔥🔥🔥	\$58-104K
Network & Computer Systems Administrators	🔥🔥🔥🔥	\$67-105K
Computer Network Architects	🔥🔥🔥🔥	\$88-130K
Computer User Support Specialists	🔥🔥🔥🔥	\$42-67K
Computer & Information Systems Managers	🔥🔥🔥🔥	\$108-167K
Information Security Analysts	🔥🔥🔥🔥	\$88-119K
Sales Representatives, Wholesale & Manufacturing, Technical & Scientific Products	🔥🔥🔥🔥	\$69-126K
Database Administrators	🔥🔥🔥🔥	\$81-135K
Project Management Specialists	🔥🔥🔥🔥	\$86-132K
Graphic Designer	🔥🔥🔥	\$51-65K
Clinical Data Managers	🔥🔥🔥🔥	\$67-128K
Robotics Engineers	🔥🔥🔥	\$91-141K
Computer Programmers	🔥🔥🔥	\$84-153K

HS DIPLOMA / EQUIVALENCY / TRAINING JOBS

OCCUPATION	FLAME RATING	SALARY RANGE
Cement Masons & Concrete Finishers	🔥🔥🔥	\$49-64K
Carpenters	🔥🔥🔥	\$49-73K
Landscaping & Groundskeeping Workers	🔥🔥🔥	\$35-40K
Brickmasons & Blockmasons	🔥🔥🔥	\$55-78K
Occupational Health & Safety Technicians	🔥🔥🔥	\$50-88K
Construction Laborers	🔥🔥🔥	\$40-61K
Painters, Construction, & Maintenance	🔥🔥🔥	\$41-61K
Structural Iron & Steelworkers	🔥🔥🔥	\$53-81K
Welders, Cutters, Solderers, & Brazers	🔥🔥🔥	\$45-68K
Operating Engineers & Other Construction Equipment Operators	🔥🔥🔥	\$60-86K
Elevator & Escalator Installers & Repairers	🔥🔥🔥	\$107-122K
Construction & Building Inspectors	🔥🔥🔥	\$49-78K

CERTIFICATE / 2-YEAR DEGREE JOBS

Architectural and Civil Drafters	🔥🔥🔥	\$48-72K
Mechanical Drafters	🔥🔥🔥	\$51-79K
Industrial Engineering & Technicians	🔥🔥🔥	\$40-62K
Heating, Air Conditioning, & Refrigeration Mechanics & Installers	🔥🔥🔥	\$48-68K
Electrician	🔥🔥🔥	\$50-85K
Plumbers, Pipefitters, & Steamfitters	🔥🔥🔥	\$50-95K

4-YEAR DEGREE JOBS

Architect	🔥🔥🔥	\$65-104K
General & Operations Managers	🔥🔥🔥	\$99-221K
Civil Engineers	🔥🔥🔥	\$72-106K
Landscape Architect	🔥🔥🔥	\$71-94K
Environmental Scientists & Specialists	🔥🔥🔥	\$64-90K
Surveyors	🔥🔥🔥	\$68-101K
Construction Managers	🔥🔥🔥	\$80-129K
Health & Safety Engineers	🔥🔥🔥	\$96-96K
Interior Designer	🔥🔥🔥	\$51-73K





Connect Talent & Employers

The Indiana Department of Workforce Development is taking an all-hands-on-deck approach to supporting the state's workforce and expanding the talent pipeline.

Enable Indiana's Workforce

DWD is engaging with the business community to increase work-based learning opportunities to recruit individuals considering a career change. At the same time, workforce development initiatives have grown to skill up workers. Whether someone needs assistance

with employment and career services, wants help finding a new job, or simply wants to explore career options or get career advice, there are resources and tools available to get started.

Address Employers' Needs

In workforce development, DWD and businesses play a collaborative role in addressing the needs of employers. Employer-driven data ensures education and training teaches the necessary skill sets to fill the jobs of today and tomorrow.●


 A young woman with long blonde hair is looking at a newspaper, pointing her finger at a specific article. The newspaper is the Indianapolis Business Journal.

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Running a successful business often means navigating the challenges of training and upskilling your team. Elevate your business by partnering with the Indiana Department of Workforce Development. We offer free business services and training programs tailored to various industries, from childcare to energy and infrastructure. Let us help you cultivate and grow your talent.

Discover more at Employers.DWD.IN.gov.





ABC of Indiana/Kentucky is a provider of formal construction apprenticeship. We are the voice of the merit shop philosophy in the construction industry. At ABC, we believe in fostering excellence in construction through knowledge, skills, and collaboration. Our apprenticeship program is more than a curriculum; it's a catalyst for personal and professional growth. Through hands-on training and comprehensive coursework, we empower individuals to master the skills required in the dynamic field of construction. We award globally recognized craft credentials and certificates upon completion of each level of study in 28 different trades.

In an ever-evolving industry, staying ahead requires knowledge that is not only current but anticipates future trends. ABC's program is meticulously crafted to provide apprentices with industry-relevant education, ensuring they are well-prepared to meet the challenges of tomorrow.

Apprentices emerge not just as skilled workers, but as tradespeople dedicated to their craft. Our program is designed in collaboration with professionals who understand the demands of the field, ensuring that apprentices are equipped with the knowledge and expertise sought after by employers.

By the time apprentices graduate they will be one of the most highly certified journeypersons in their field holding an ABC certificate of completion, Federal Department of Labor Journeyman certificate, Vincennes University associate degree, and seven different safety certificates.

ABC apprenticeship is not just a program, but a pathway to success that opens doors to diverse opportunities, empowering apprentices to chart their own course in the construction landscape. •

Welcome Michael Bottorff, Ivy Tech's New Vice President of the School of Information Technology



Ivy Tech is excited to welcome Michael Bottorff as the new VP of the School of Information Technology. In this role, he not only sets the strategic vision for the school, but he also leads the development of new academic and skills training offerings for the College's eight IT programs and the Ivy+ IT Academy, an award-winning program that provides accelerated IT training.

"Michael Bottorff is an entrepreneurial, innovative, and strategic leader who understands the role higher education can and must play in the advancement of Indiana's information technology workforce. As the IT sector continues to see exponential growth, Michael will lead the College and the state of Indiana in conversations about the future of information technology in the workforce and the role that Ivy Tech will play in preparing the next generation of Indiana's IT professionals."

- Dr. Sue Ellspermann, President, Ivy Tech



Is a Construction Apprenticeship Right for You?



Q: Who should consider a career in the commercial construction trades?

A: Individuals who tend to excel in a career in the construction industry prefer to learn by doing and working in a hands-on environment, inside and outside, with opportunities to work on many different construction sites.

Q: What different types of career paths are available in the commercial construction trades?

A: There are many different career paths in the commercial construction trades. In fact, ABC is authorized to provide 28 different Department of Labor registered apprenticeships. Common trades include carpentry, electrical technician, electrical lineman, heavy equipment operation, HVAC, masonry, pipefitting, plumbing, sheet metal, and welding. Examples of unique trade options include green/sustainable energy, glazing (glass and metal work,) and terrazzo (specialty walls and flooring.)

Q: How many job openings are available in the commercial construction trades?

A: The U.S. Bureau of Labor and Statistics shows there are nearly 650,000 construction job openings nationwide.

Q: How can I get started in the commercial construction trades?

A: You can enroll with ABC's training program at one of our five locations across Indiana. When enrolled we will do our best to connect you with an ABC Member Business and as you gain knowledge from coursework you will also gain hands on learning while being paid! Contact Marissa@abcindianakentucky.org for an enrollment application.

Q: How can ABC apprenticeship enhance my career in commercial construction?

A: ABC apprenticeship will provide you with hands-on training and comprehensive coursework. Students who complete the program have the highest credentials of any DOL commercial construction registered apprenticeship program. In addition to advancing your education in construction, ABC is a network in construction and can be a direct lead to employment possibilities.

Q: How much does an adult ABC apprenticeship cost?

A: ABC's baseline tuition is \$1,674 per school year! A four-year apprenticeship costs less than \$7,000. Through connections with ABC Member Businesses, there is a likelihood your tuition is sponsored by your employer! By the time you graduate you will hold an ABC certificate of completion, Federal Department of Labor Journeyman certificate, seven different safety certificates, and a Vincennes University associate degree.

Q: How does Vincennes University fit in?

A: Vincennes University and ABC have been partners for nearly 20 years. Apprentices earn college credit for their apprenticeship training in addition to taking general education required classes. This partnership brings a tuition free associate degree opportunity for all ABC apprentices. •

