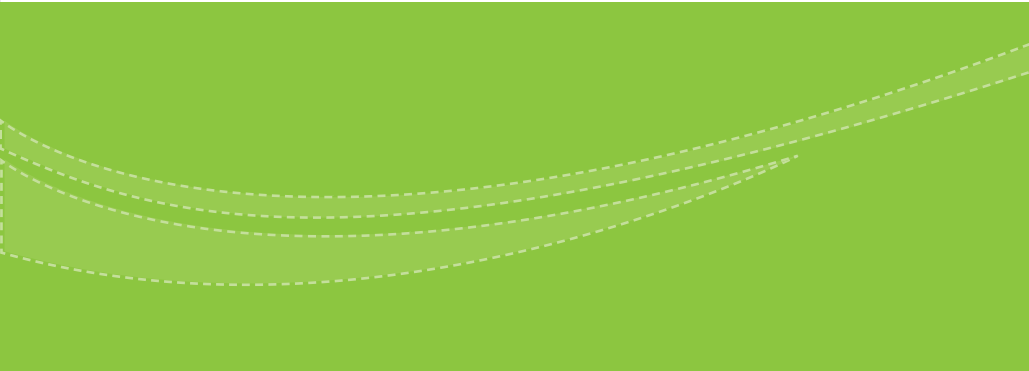


May 2013



# A Report on the Operations Of the North Carolina Common Follow-Up System (CFS)



***A Report On The Operations Of  
The North Carolina Common Follow-up System (CFS)  
May 2013***

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## *Preface*

This report has been prepared by the Labor and Economic Analysis Division of the North Carolina Department of Commerce. The report updates the history, operation and ongoing activities of the North Carolina Common Follow-up System (CFS) and is issued in compliance with the North Carolina General Statute §§ 96-30 through 96-35.

# ***A Report On The Operations Of The North Carolina Common Follow-up System (CFS) May 2013***

## ***The Purpose of the Common Follow-up System***

The purpose of the Common Follow-up System (CFS) is to provide information on the educational and employment outcomes of participants in publicly supported educational, employment and training programs for use in planning, policy-making, program evaluation, resource allocation and career planning.

## ***Why a Common Follow-up System?***

CFS grew out of the recognition by a group of state agencies that quality outcome information was needed on the participants of educational, employment and training programs. This data was essential for program planning, evaluation and resource management. Although each of the agencies conducted independent follow-up studies to fulfill specific programmatic, regulatory or other requirements, information content and collection procedures were specific to each agency. Existing collection methods often were expensive and no mechanism was available for the sharing of information among agencies. No process existed to review outcomes across programs and agencies, to study the relationships among programs and agencies, or to examine results for the system as a whole. In short, there was no consistent method that allowed for the examination of the education, employment and training community. The CFS was developed as a cost-effective response to these limitations.

## ***History of the Common Follow-up System***

The CFS was developed in 1992 as a cooperative venture of the participating agencies under the auspices of the North Carolina State Occupational Information Coordinating Committee (NCSOICC). The original participating agencies were:

- the University of North Carolina, General Administration (UNC);
- the North Carolina Community College System (NCCCS);
- the North Carolina Department of Public Instruction (DPI), Workforce Development Education;
- the Employment Security Commission (ESC) of North Carolina;
- the Division of Employment and Training (DET);
- the North Carolina Department of Human Resources, Division of Vocational Rehabilitation Services (DVR); and
- the North Carolina Department of Labor (DOL).



The participating agencies chose ESC as the system operator, due to its expertise with large data sets and its responsibility for the Unemployment Insurance wage file. In the initial CFS year, a prototype matching system was developed. This matching system provided a mechanism whereby data submitted by each of the participating agencies were matched to data submitted by each of the other agencies and to the Unemployment Insurance wage file.

### **CFS Years 1992-1995**

Over the first four years of operation, the CFS evolved in terms of processing procedures and system expansion. The system was converted from a single year matching system to a longitudinal database. The longitudinal database structure allowed the tracking of an individual's progress through the workforce system across time, in addition to supporting comparisons at specific intervals or points in time. This conversion also provided the opportunity to study the long-term impact of programs, to examine the interrelationships among agencies in the overall provision of services and to gain a better understanding of the paths individuals follow while utilizing these services. The system grew in terms of both records and individuals processed. The number of individuals processed increased from 674,305 in 1992 to over 2 million in 1995, while the number of agencies grew from 6 to 8 over the same time period.

During the closing days of the 1995 session, the General Assembly initiated a new chapter in the history of the CFS by enacting legislation that placed new requirements on the system. Chapter 96 of the North Carolina General Statutes was amended to:

- establish the CFS by statute;
- define system participation;
- establish operational responsibility with the ESC;
- establish programmatic evaluative responsibility with the Office of State Budget and Management (OSBM);
- mandate data integrity and confidentiality; and
- outline reporting and schedules.

The ESC was designated as the host agency for the system with the following responsibilities:

- collection of the required data;
- operation, update and maintenance of the system;

- provision of assistance to participating entities with the development of seed files and analysis of the enhanced records;
- determination, in cooperation with OSBM, of any additional state agencies and other entities not currently participating in the system and a time frame for their inclusion;
- determination, in cooperation with OSBM, of any additional data elements required for the system; and
- delivery of a system status and operations report to the legislature on or before May 1 each year.

The North Carolina OSBM was charged with using system outputs in the evaluation of agencies and programs receiving state or federal funds in support of education, employment and training activities.

In addition to the changes mandated by the new legislation, the ESC began work with other groups interested in incorporating CFS information into their program evaluation efforts. These included the North Carolina Commission on Workforce Development and the Performance Measurement Task Force.

### **CFS Years 1996-2011**

Over the next several years, there was increased interest in the data contained in the CFS. Several groups turned to the CFS as a valuable source of quality outcome information for education, employment and training programs. The increased interest was due to initiatives at both the state and national levels regarding the collection, calculation and reporting of performance information throughout the education, employment and training system. These initiatives included the development of reports for the Commission on Workforce Development, SOICC and Work First Business Council. In addition to those reports, ESC developed the Consumer Guide System, which is available for use in ESC Local Offices, Community College Career Resource Centers, JobLink Career Centers and by individuals with internet accessibility.

The Workforce Investment Act (WIA) of 1998 stimulated further interest and attention to the data contained in CFS. WIA mandates the collection, calculation and reporting of performance and accountability measures for workforce training programs operated throughout the state. ESC worked in collaboration with DWD on the development of procedures for the processing, calculation and reporting of the state's WIA performance measures. Information from the CFS along with information from other administrative systems has been, and continues to be, utilized in meeting the

informational needs regarding target populations, systems of delivery, accountability, long-term planning and governance structures that are the keystone of the Act.

These initiatives led to continued expansion and refinement of the CFS data collection procedures. System refinement included the initiation of a biannual data collection cycle and system expansion in terms of data elements, system participation, individuals processed, as well as program and service coverage for existing entities. In order to help meet the reporting requirements for WIA, additional data elements were added to the CFS. These new data elements were added to aid in the calculation of performance data required under WIA. During the 2001 Legislative Session the North Carolina General Assembly transferred the evaluative responsibility previously housed in the OSBM to ESC.

In July 2003, North Carolina experienced the largest mass layoff event in the state's history when Pillowtex Corporation closed. Information from the CFS, have been utilized to follow the re-employment and provision of education, employment and training services to former Pillowtex workers. This information has proved to be critical in helping to respond to informational requests from the Governor's office, North Carolina legislature, United States Department of Labor and other stakeholders.

In 2004, the JobLink Management Information System (JobLink MIS) became operational. This system is utilized to collect analyze and report information on JobLink Career Center customers and the services provided to these customers. Beginning with the 2004-2005 CFS year, data from the JobLink MIS was integrated into the CFS.

In July of 2011, the North Carolina General Assembly enacted legislation that transferred the Employment Security Commission of North Carolina to the North Carolina Department of Commerce. The law became effective November 1, 2011. As such, responsibility for the CFS was transferred to the Department of Commerce.

Through CFS year 2010-2011, the number of participating entities remained at 11, individual information increased to 8.3 million and program data increased to over 184 million records.

## **CFS Year 2011-2012**

During the 2012 Session the North Carolina Legislature enacted Session Law 2012-131: which focused on reforming the state's workforce development laws. Part of the law called for the Department of Commerce to improve and strengthen the CFS and to work in collaboration with the Commission on Workforce Development to utilize data from CFS in the development of performance measures for North Carolina's Workforce Development System.

As part of its efforts to improve and strengthen the CFS the North Carolina Department of Commerce has begun several initiatives. These include enhancing the technology processes for system processing and storage, enhancing data integrity, updating system documentation regarding agency and programmatic information, and enhancing system outputs.

The Department of Commerce began work on a system upgrade focused on enhance the system capacity by migrating CFS data from its current mainframe computing environment to a server base platform. This new technology infrastructure will help to provide the core mechanisms for storing, updating, securing, maintaining, processing, analyzing, and reporting effectively and efficiently from the CFS.

In 2012, the North Carolina Department of Public Instruction was awarded a grant from the U.S. Department of Education to build a State Longitudinal Data System SLDS. The NCDPI has engaged SAS as a partner in the development of the SLDS. While NCDPI is the lead on the SLDS grant, the project is a collaborative effort of several entities including: the NCDPI, the North Carolina Community College System (NCCCS), the University of North Carolina General Administration (UNC GA), the North Carolina Independent Colleges and Universities (NCICU), and the North Carolina Department of Commerce (NCDOC). The project is in year one of a three year project development cycle. One of the goals of the grant is to establish a link between the proposed SLDS to the employment related data contained in the CFS.

In addition to the SLDS activities and the CFS enhancements, Data from the system continued to be utilized to assist in meeting the federally required WIA and Trade Act performance measures. Data from the CFS were utilized in the development of performance information for WIA training providers. In addition, data from the CFS have continued to be utilized by several other agencies to follow the employment and provision of services to former participants of education, employment and training programs.

Processing of data for the 2011-2012 CFS year included the addition of over 13 million program records for over 2.4 million individuals. This increased the total number of individuals in the system to over 8.6 million and the total number of program records to over 197 million.

### ***How is the Common Follow-up System Operated?***

The participating entities supply biannual data files, which encompass the most current CFS year. For example, for the 2011-2012 CFS year, each entity submitted data files covering the time periods of July 1 through December 31, 2011 and January 1 through June 30, 2012. These formatted input files were created from existing administrative records and contain demographic data, program enrollment information, and completion information for individuals participating in education, employment and training programs operated by each of the entities.

The records from each entity were matched against data from:

- all participating entities;
- Unemployment Insurance wage records; and
- Unemployment Insurance files.

CFS staff analyzed the data, and a system operational report was prepared for the Office of the Governor, the General Assembly and its staff.

### ***How are CFS Data Processed?***

Each year CFS staff issue a request for data to each of the participating entities. The entities submit data files containing the following information:

- entity identification (e.g., UNC, DPI, etc.);
- institution identification and name (e.g., the name of the Community College attended);
- Social Security Number, name, sex, race, date of birth, educational attainment, veteran status;
- program code and name (e.g., course of study number, course of study name);
- program entry and program exit date;
- termination status (e.g., completer, non-completer);
- enrollment status (e.g., continuing enrollment, new enrollment);
- special status (e.g., transferred, dropped out, deceased, etc.);
- classification of instructional program code;
- WIA participant indicator; and
- provider type.

After the files have been submitted, the data are put through a series of edit checks to insure compatibility and accuracy. After the edit checking process is completed the data are loaded to the mainframe computer for processing.

The confidential nature of information contained in the CFS mandates the use of strict safeguards in the collection, storage and use of the data. CFS data are stored on the Information Technology Systems (ITS) mainframe and are subject to Resource Access Control Facility (RACF) security protocols. Analyses not conducted on the mainframe are protected under Local Area Network (LAN) security that requires individual user data access profiles, as well as individual user ID's and passwords. At the time of system enrollment and with every data release, participants are informed of the confidential nature of the data and the legal restrictions on its use.

### ***Is the CFS Cost-Effective?***

The CFS is an efficient and cost-effective method for collecting follow-up information for education, employment and training program participants. The extensive use of administrative records and computerized matching systems allows the costs to be held below that of any system that would rely upon phone or mail surveys to collect similar data.

The cost-effectiveness of the CFS can also be evaluated in terms of the benefit that the data provide to the participating entities. The system provides for the generation of employment and wage data without the use of telephone or mail surveys. Benefits include time saved not having to produce mail and analyze responses from program participants, making the return on investment invaluable.

The CFS has expanded dramatically since its inception in the early 1990's. Table 1 provides a summary of the number of individuals contained in the system from 2006 through 2012. The system currently contains information on over 8.6 million individuals. Since the systems inception the number of individual and requests for information from the CFS have dramatically increased.

<b><i>Table 1: Information regarding individuals contained in the Common Follow-up System (CFS) 2006 -2012</i></b>	
<b>Year</b>	<b>Individuals</b>
<b>2006</b>	<b>6,751,969</b>
<b>2007</b>	<b>7,062,583</b>
<b>2008</b>	<b>7,404,451</b>
<b>2009</b>	<b>7,777,929</b>
<b>2010</b>	<b>8,099,838</b>
<b>2011</b>	<b>8,393,584</b>
<b>2012</b>	<b>8,672,232</b>

### ***What are the Strengths and Limitations of CFS Data?***

The scope of the CFS is extensive in terms of the number of entities and individuals processed as well as the breadth of program and service coverage. Review of follow-up systems in other states reveals that North Carolina's CFS offers the most comprehensive coverage in terms of both tracking duration and breadth of

participants. Many states and governmental entities with similar missions and mandates view the CFS as a model for delivering follow-up information. Many of these entities have sought the advice of agency staff on implementing similar systems in their jurisdictions. The CFS is an efficient and cost-effective tool for long-term follow-up. This is due to the reliance on automated matching of administrative records. However, since much of the data utilized in the CFS were originally gathered for different purposes, the resultant output possesses both inherent strengths and limitations. Several of the most significant areas are described below:

Wage information includes information on individuals:

- working in jobs covered under North Carolina Unemployment Insurance;

Available employment-related data includes:

- the employment status of the individual;
- the size of the employing firm; and
- the North American Industry Classification System (NAICS) code of the firm.

Wage information reflects total quarterly earnings; hourly or weekly wages are not available.

Wage information is not available for individuals who:

- work outside of North Carolina, or
- are employed in North Carolina, but not covered by unemployment insurance (e.g., the self-employed, church and religious organization employees, summer camp employees, and other non-covered workers).

Employment related data which cannot be determined includes:

- the entry-on-duty date of employment for the individual;
- the employment type (i.e., permanent, temporary, part- or full-time);
- whether the person worked at all during the quarter;
- the number of hours worked for the quarter; and
- the person's occupation;

***Participation Summary Across the Years***

Since its inception, the system has experienced tremendous growth. CFS staff and the participating entities have made concerted efforts to incorporate information regarding additional programs and individuals from existing entities and to solicit the participation of other entities. The analyses that are included in the following sections reflect data supplied by the participating entities for services that were provided through June 2012. In November of 2011, the Employment Security Commission merged with the Department of Commerce. This included the merger of the former Employment Services Division from ESC with the Division of Workforce Development from the Department of Commerce. The staff, resources and functions of the two divisions resulted in the creation of the Division of Workforce Solutions. During the 2011-2012 CFS Year, 10 entities provided data to the system. These include:

- The Department of Public Safety’s**
  - 1. Division of Adult Correction (DAC);**
  - 2. The Department of Labor (DOL);**
  - 3. The Department of Public Instruction (DPI);**
- The Department of Commerce’s**
  - 4. Division of Workforce Solutions (DWS);**
- The Department of Health and Human Services’**
  - 5. Division of Services for the Blind (DSB);**
  - 6. Division of Social Services (DSS);**
  - 7. Division of Vocational Rehabilitation Services (DVR);**
- 8. The North Carolina Community College System (NCCCS);**
- 9. The University of North Carolina (UNC); and**
- 10. The JobLink Career Center System (JBL).**

Analyses of historical data contained in CFS provide an understanding of the scope of the project. Results from these analyses are provided in Tables 2 through 5. Table 2 presents the cumulative number of individuals processed by the CFS as well as the number of entities participating in CFS. During the 2011-2012 CFS year the number of unique individuals included in the system increased to 8,672,232.

<b><i>Table 2: Historical Participation Summary Across the Last 5 CFS Years</i></b>					
	<b>CFS YEAR</b>				
	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>2010-2011</b>	<b>2011-2012</b>
<b>Cumulative Number of Individuals</b>	<b>7,404,451</b>	<b>7,777,929</b>	<b>8,099,838</b>	<b>8,393,584</b>	<b>8,672,232</b>
<b>Number of Participating Entities</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>10</b>



The numbers of individuals served by each entity and across entities by CFS Year are displayed in Table 3. The number of individuals was obtained by performing a unique count of the Social Security Numbers (SSNs) submitted by each entity. The unique number of individuals across all entities was obtained by performing a total unique count of the SSNs contained in the system across all entities by CFS year. Analyses of data by CFS year indicate that the number of individuals who received services through the participating entities ranged from 2.3 million in CFS Year 2007-2008 to almost 2.6 million in CFS Year 2009-2010, with over 2.4 million served in 2011-2012.

<b>Table 3: Number of Individuals by Participating Entity CFS Years: 2007 - 2008 through 2011- 2012</b>					
<b>ENTITY</b>	<b>CFS YEAR</b>				
	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>2010-2011</b>	<b>2011-2012</b>
<b>Division of Adult Correction</b>	<b>226,368</b>	<b>224,311</b>	<b>236,242</b>	<b>230,126</b>	<b>216,063</b>
<b>Department of Labor</b>	<b>13,750</b>	<b>12,206</b>	<b>8,383</b>	<b>5,986</b>	<b>4,461</b>
<b>Department of Public Instruction</b>	<b>332,133</b>	<b>365,196</b>	<b>346,328</b>	<b>309,093</b>	<b>290,835</b>
<b>Division of Services for the Blind</b>	<b>3,073</b>	<b>3,207</b>	<b>3,441</b>	<b>3,479</b>	<b>3,581</b>
<b>Division of Social Services<sup>1</sup></b>	<b>194,708</b>	<b>242,369</b>	<b>235,823</b>	<b>268,394</b>	<b>309,691</b>
<b>Division of Vocational Rehabilitation Services</b>	<b>48,282</b>	<b>52,598</b>	<b>57,473</b>	<b>60,421</b>	<b>61,207</b>
<b>Division of Workforce Solutions<sup>2</sup></b>	<b>875,216</b>	<b>1,045,595</b>	<b>1,146,257</b>	<b>1,017,249</b>	<b>985,865</b>
<b>North Carolina Community College System</b>	<b>898,196</b>	<b>927,698</b>	<b>917,795</b>	<b>911,317</b>	<b>888,952</b>
<b>University of North Carolina</b>	<b>230,759</b>	<b>235,431</b>	<b>239,812</b>	<b>240,236</b>	<b>238,348</b>
<b>JobLink Career Center System</b>	<b>540,342</b>	<b>580,664</b>	<b>623,662</b>	<b>428,701</b>	<b>395,615</b>
<b>Unique Individuals Across Agencies</b>	<b>2,276,742</b>	<b>2,500,842</b>	<b>2,585,617</b>	<b>2,475,751</b>	<b>2,439,733</b>

<sup>1</sup>In May of 2012, the Division of Social Services (DSS) began implementing a new case management system, North Carolina Families Accessing Services through Technology (NCFAST), for the Food and Nutrition Services (FNS) program. Due to the conversion to the NCFAST system data for Carteret, Catawba, Guilford, and Johnston counties was incomplete for May and June 2012 and thus not included in this report.

<sup>2</sup>Effective November 1, 2011, the Employment Security Commission (ESC) merged with the Department of Commerce. This included the merger of the former Employment Services Division from ESC with the former Division of Workforce Development from the Department of Commerce, to create the Division of Workforce Solutions (DWS) in the Department of Commerce.

**Table 4: Number and Percentage of Records and Individuals Processed Since Inception by Participating Entity and System Wide**

ENTITY	Number of Records	Percentage of Total Records	Number of Individuals	Percentage of Total Individuals
Division of Adult Correction	13,342,443	6.8%	810,575	9.3%
Department of Labor	352,841	0.2%	74,630	0.9%
Department of Public Instruction	6,340,583	3.2%	2,110,940	24.3%
Division of Services for the Blind	86,101	<0.1%	16,854	0.2%
Division of Social Services <sup>1</sup>	6,328,095	3.2%	1,152,152	13.3%
Division of Vocational Rehabilitation Services	2,779,233	1.4%	349,493	4.0%
Division of Workforce Solutions <sup>2</sup>	111,824,689	56.7%	4,706,372	54.3%
North Carolina Community College System	21,431,278	10.9%	5,135,268	59.2%
University of North Carolina	7,816,152	4.0%	1,253,565	14.5%
JobLink Career Center System	27,074,895	13.7%	2,047,331	23.6%
Independent Colleges <sup>3</sup>	13,106	<0.1%	8,842	0.1%
<b>Total</b>	<b>197,389,416</b>		<b>8,672,232</b>	

During the 2011-2012 CFS year, over 3.4 million of the over 8.6 million individuals contained in the CFS were found to have wages in the Unemployment Insurance wage file. Analyses of the wage data were conducted in order to provide information regarding wage levels, industry of employment and employer's establishment size. Table 5 provides the number of individuals with reported wages during the 2011-2012 CFS year by wage category. Of those individuals with reported wages during the 2011-2012 CFS year (2011Q3, 2011Q4, 2012Q1 and 2012Q2), 28.2% were found to have wages between \$1 and \$10,000, 17.2% were found to have wages between \$10,001 and \$20,000, 15.4% were found to have wages between \$20,001 and \$30,000, 13.0

<sup>3</sup>During the 1992-1993 CFS Year, four Independent Colleges participated in the CFS

were found to have wages between \$30,001 and \$40,000 and 26.2% were found to have wages greater than \$40,000. The average wage was \$28,937, the median wage was \$21,088 and the total wages paid was \$100,094,976,744.

<b>Table 5: Number and Percentage of Individuals with Wages During the 2011 - 2012 CFS Year by Wage Category</b>		
<b>Wage Category</b>	<b>Number of Individuals with Wages</b>	<b>Percent of Total Individuals with Wages</b>
\$ 0,001 - \$ 5,000	619,042	17.9%
\$ 5,001 - \$ 10,000	355,858	10.3%
\$ 10,001 - \$ 15,000	309,084	8.9%
\$ 15,001 - \$ 20,000	285,941	8.3%
\$ 20,001 - \$ 25,000	275,247	8.0%
\$ 25,001 - \$ 30,000	258,656	7.5%
\$ 30,001 - \$ 35,000	242,948	7.0%
\$ 35,001 - \$ 40,000	205,506	5.9%
\$ 40,001 - \$ 45,000	170,559	4.9%
\$ 45,001 - \$ 50,000	139,971	4.1%
\$ 50,001 - \$ 55,000	112,497	3.3%
\$ 55,001 - \$ 60,000	87,695	2.5%
\$ 60,001 +	396,085	11.5%
<b>Unique Individuals with Wages</b>	<b>3,459,089</b>	<b>100.0%</b>
<b>Mean Wage</b>	<b>\$ 28,937</b>	
<b>Median Wage</b>	<b>\$ 21,088</b>	
<b>Total Wages</b>	<b>\$100,094,976,744</b>	

Table 6 presents the number and percentage of individuals with wages by the industry of their highest paying employer. Analyses of the industry classification data revealed that 22.8% of the individuals were employed in the Education and Health Services sector, 19.2% were employed in the Trade, Transportation and Utilities sector, 14.0% were employed in the Professional and Business Services sector, 11.7% were employed in the Leisure and Hospitality sector, 11.5% were employed in the Manufacturing sector, 5.5% were employed in the Public Administration sector, 4.9% were employed

in the Financial Activities sector, 4.8% were employed in the Construction sector, 2.5% in the Other Services sector, 1.4% in the Information sector and 0.7% in the Natural Resources and Mining sector.

<b>Table 6: Individuals with Wages During the 2011 - 2012 CFS Year by the North American Industry Classification System (NAICS) Super Sector</b>		
<b>NAICS Super Sector</b>	<b>Number of Individuals with Wages</b>	<b>Percent of Total Individuals with Wages</b>
<b>Natural Resources and Mining</b>	<b>24,021</b>	<b>0.7%</b>
<b>Construction</b>	<b>164,234</b>	<b>4.8%</b>
<b>Manufacturing</b>	<b>397,654</b>	<b>11.5%</b>
<b>Trade, Transportation and Utilities</b>	<b>662,624</b>	<b>19.2%</b>
<b>Information</b>	<b>47,734</b>	<b>1.4%</b>
<b>Financial Activities</b>	<b>168,834</b>	<b>4.9%</b>
<b>Professional and Business Services</b>	<b>482,633</b>	<b>14.0%</b>
<b>Education and Health Services</b>	<b>787,944</b>	<b>22.8%</b>
<b>Leisure and Hospitality</b>	<b>403,570</b>	<b>11.7%</b>
<b>Other Services</b>	<b>84,716</b>	<b>2.5%</b>
<b>Public Administration</b>	<b>191,258</b>	<b>5.5%</b>
<b>Unclassified</b>	<b>43,867</b>	<b>1.3%</b>
<b>Unique Individuals with Wages</b>	<b>3,459,089</b>	<b>100.0%</b>

During the 12-month period from July 2011 through June 2012, North Carolina's average employment was over 3.8 million. This indicates that a large proportion of the state's workforce has participated in programs or services through one of the participating entities. In addition, the industrial sector distribution of individuals who have participated in programs or services through the participating entities is fairly congruent with the State level industry distribution.

Table 7 provides the number and percentage of individuals with wages by the size classification of their highest paying employer. Review of the firm-size data indicated that 34.0% of the individuals were employed in establishments with at least 1,000 employees, 30.3% were employed in establishments with 100 to 999 employees, 17.6% were employed in establishments with 20 to 99 employees and 15.8% were employed in establishments with 1 to 19 employees.

**Table 7: Individuals with Wages During the 2011 - 2012 CFS Year by Firm Size**

<b>Firm Size</b>	<b>Number of Individuals with Wages</b>	<b>Percent of Total Individuals with Wages</b>
<b>1 to 4 Employees</b>	<b>160,201</b>	<b>4.6%</b>
<b>5 to 9 Employees</b>	<b>170,826</b>	<b>4.9%</b>
<b>10 to 19 Employees</b>	<b>216,606</b>	<b>6.3%</b>
<b>20 to 49 Employees</b>	<b>339,500</b>	<b>9.8%</b>
<b>50 to 99 Employees</b>	<b>267,751</b>	<b>7.7%</b>
<b>100 to 249 Employees</b>	<b>383,815</b>	<b>11.1%</b>
<b>250 to 499 Employees</b>	<b>317,217</b>	<b>9.2%</b>
<b>500 to 999 Employees</b>	<b>346,671</b>	<b>10.0%</b>
<b>1000 or more Employees</b>	<b>1,175,436</b>	<b>34.0%</b>
<b>Unknown</b>	<b>81,066</b>	<b>2.3%</b>
<b>Unique Individuals with Wages</b>	<b>3,459,089</b>	<b>100%</b>

### ***Interrelationships Among Entities in the Provision of Services***

A significant feature of the CFS is its longitudinal structure, which fosters the examination of the interrelationships among entities in the overall provision of services and an understanding of the paths individuals follow while utilizing these services. Several initiatives at both the State and National level have called for the coordination, collaboration and integration of services to individuals across education, employment and training programs. These initiatives include the JobLink Career Center System, Workforce Investment Act (WIA), North Carolina's welfare reform legislation, as well as attention from the education, employment and training agencies themselves.

In order to provide an understanding of the interrelationships among entities in the provision of services data were analyzed both within and across the last 5 program years (July 1, 2007 through June 30, 2012). Data from the 10 entities participating in the CFS were utilized in these analyses. These entities vary in terms of their organizational structure. That is, some of the entities encompass several divisions within a given agency, others encompass a single division within a given agency and the JobLink Career Center System encompasses the combined work of staff across multiple agencies and programs. The data provided by each of these entities includes information regarding one to several programs and/or services.

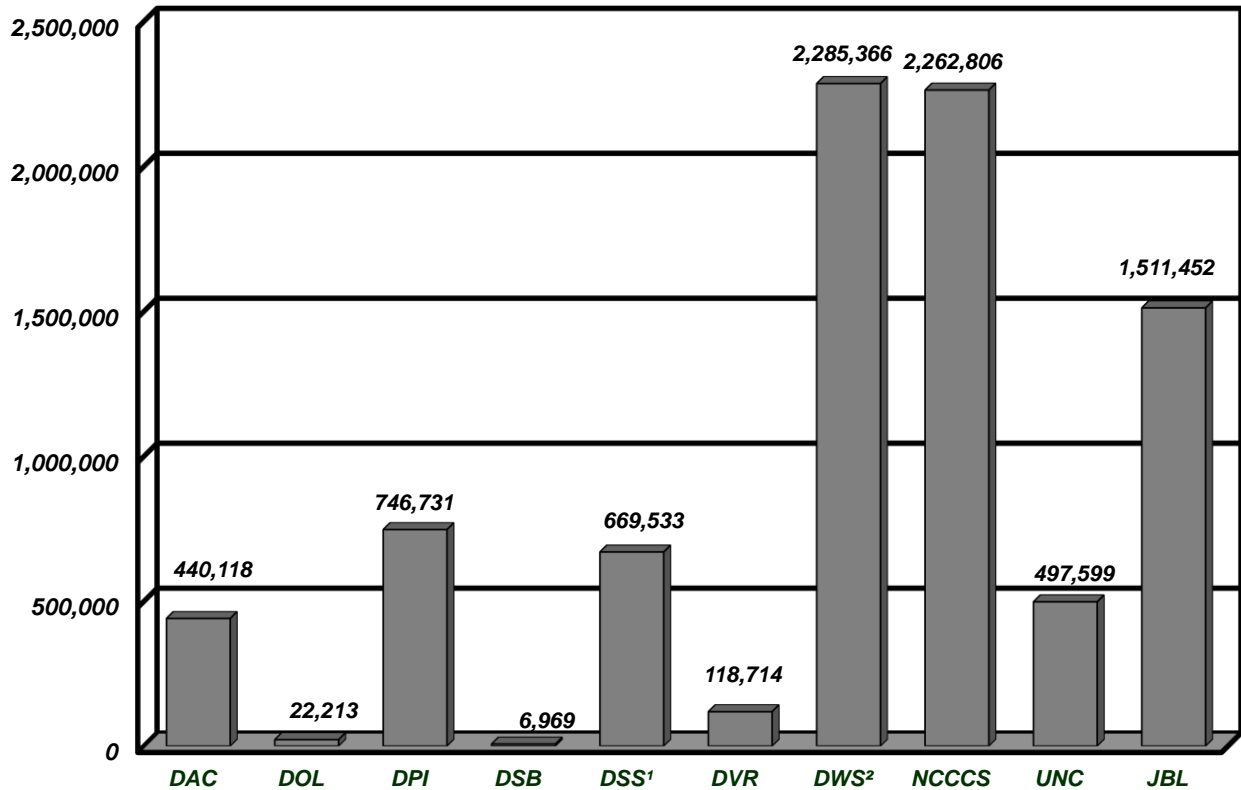
Analyses focused on determining the unique number of individuals who received services through each entity, the unique number of individuals who received services across entities, the number of agencies from which individuals received services and the number of individuals found in common among the entities.

### Individuals Served by Each Entity

In order to provide information regarding the extent of each entity's service provision a set of analyses were conducted. These analyses included determining the number of unique participants who received services through each entity by year and across the 5-year time period. Results from these analyses can be found in Table 8 and Figure 1.

<i>Table 8: Number of Individuals by Entity, by CFS Years and Across the 5-Year Time Period July 1, 2007 through June 30, 2012</i>						
ENTITY	CFS Year					Across the 5-year Time Period
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	
<i>DAC</i>	226,368	224,311	236,262	230,126	216,063	440,118
<i>DOL</i>	13,750	12,206	8,383	5,986	4,461	22,213
<i>DPI</i>	332,133	365,196	346,328	309,093	290,835	746,731
<i>DSB</i>	3,073	3,207	3,441	3,479	3,581	6,969
<i>DSS<sup>1</sup></i>	194,708	242,369	235,823	268,394	309,691	669,533
<i>DVR</i>	48,282	52,598	57,473	60,421	61,207	118,714
<i>DWS<sup>2</sup></i>	875,216	1,045,595	1,146,257	1,017,249	985,865	2,285,366
<i>NCCCS</i>	898,196	927,698	917,795	911,317	888,952	2,262,806
<i>UNC</i>	230,759	235,431	239,812	240,236	238,348	497,599
<i>JBL</i>	540,342	580,664	623,662	428,701	395,615	1,511,452
<i>Unique Individuals</i>	2,276,742	2,500,842	2,585,617	2,475,751	2,439,733	4,683,736

**Figure 1: Number of Individuals who Received Services by Participating Entity Over the 5-Year Time Period July 1, 2007 through June 30, 2012**

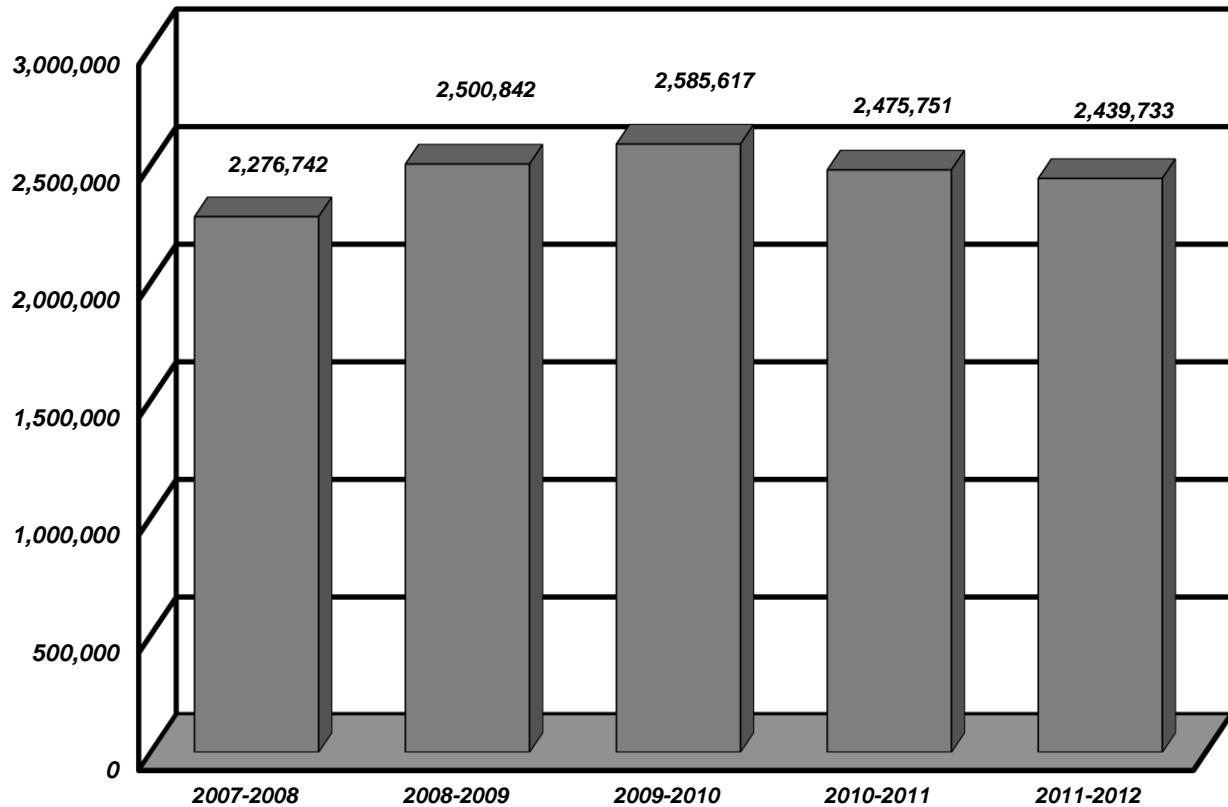


### Unique Individuals Served Across Entities

Analyses of the number of individuals who received services through each entity provide information regarding the extent of each entity's service population. However, individuals can receive education, employment and training services through multiple entities; therefore, summing the number of individuals across entities would provide a duplicated count. With this in mind, analyses were conducted to determine the number of unique individuals who were provided services across entities and years. Results for each program year are provided in Figure 2. Within each year, approximately 2.2 to over 2.5 million individuals received services through at least one of the 10 entities.

It is important to keep in mind that some entities are authorized to provide services to large segments of the population (e.g., DWS and NCCCS), while others are authorized to provide services to very specific sub-populations based on stringent eligibility criteria including occupational goal, income, disability type, severity of disability and educational criteria (e.g., DOL, DSS, DWD, DVR, DSB and UNC).

**Figure 2: Unique Number of Individuals who Received Services Across the Participating Entities by CFS Year**



Over the 5-year time period, 4.6 million individuals received services through the participating entities. The NCCCS provided education and training programs to 2,262,806 individuals and DWS provided employment and training services to 2,285,366 individuals. In addition, the JobLink Career Center System provided services to 1,511,452 individuals. While the JobLink Career Center System, DWS and NCCCS provide services to large numbers of individuals, North Carolina’s public school system provides the building blocks upon which other education, employment and training services rely. Over the 5-year time period 746,731 individuals were enrolled in public high school programs. UNC is the state’s publicly supported university system. Over the 5-year time period UNC provided educational programs to 497,599 individuals.

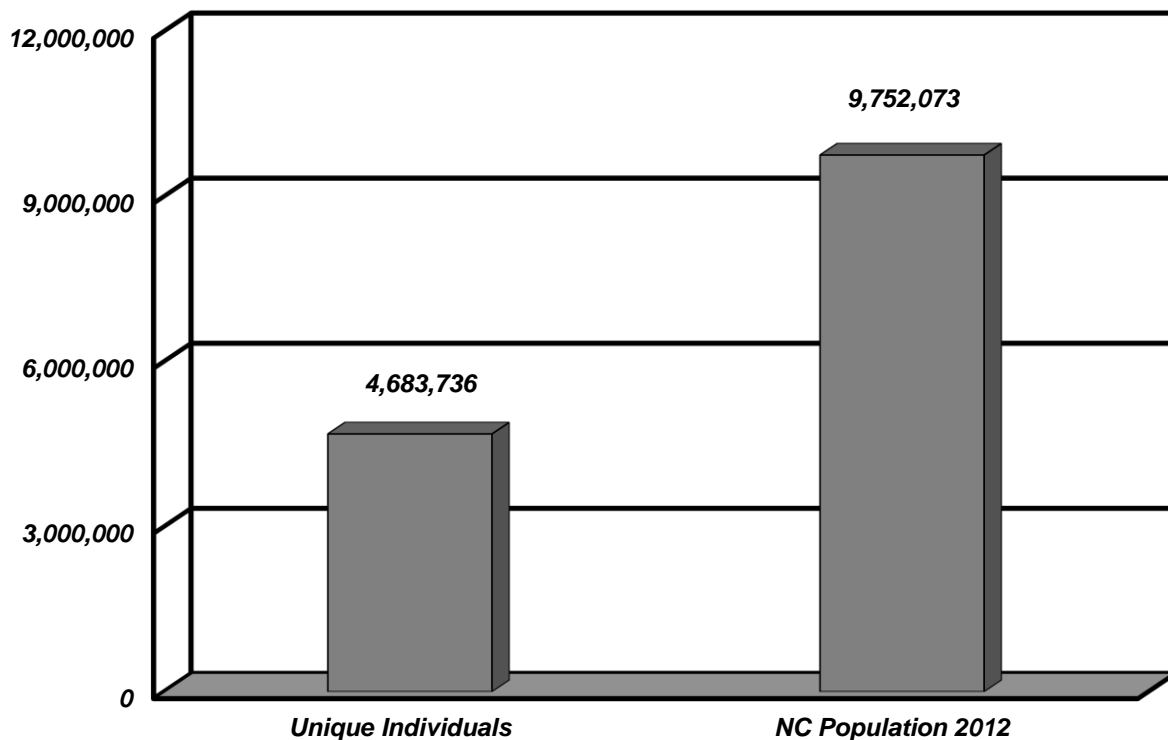
Several agencies provide services to very specific sub-populations. The DSS provided employment and supportive services to 669,533 Work First and Food Stamp Employment Program participants, while DAC provided services to 440,118 offenders



in prison, on probation or parole. The DVR provided rehabilitation services to 118,714 individuals with physical and mental disabilities, DOL provided support for apprenticeship programs for 22,213 individuals and DSB provided vocational rehabilitation services to 6,969 blind, visually-impaired and multi-handicapped individuals.

In order to provide further understanding of the extent of the service population, results were compared to information from the U.S. Census. According to the US Census Bureau's 2012 American Community Survey, North Carolina's population was 9,752,073. Using this as a comparison, 48%, or approximately 1 out of every 2 North Carolinians, received services through at least one of the 10 entities during the 5-year time period. Further comparison of the data indicate that over the 5-year time period almost 1 out of every 4 North Carolinians received education and training services through the North Carolina Community College System, and almost 1 out of every 4 North Carolinians received employment and training services through the Division of Workforce Solutions. Figure 3 provides a graphical display of the comparison to the 2012 population information.

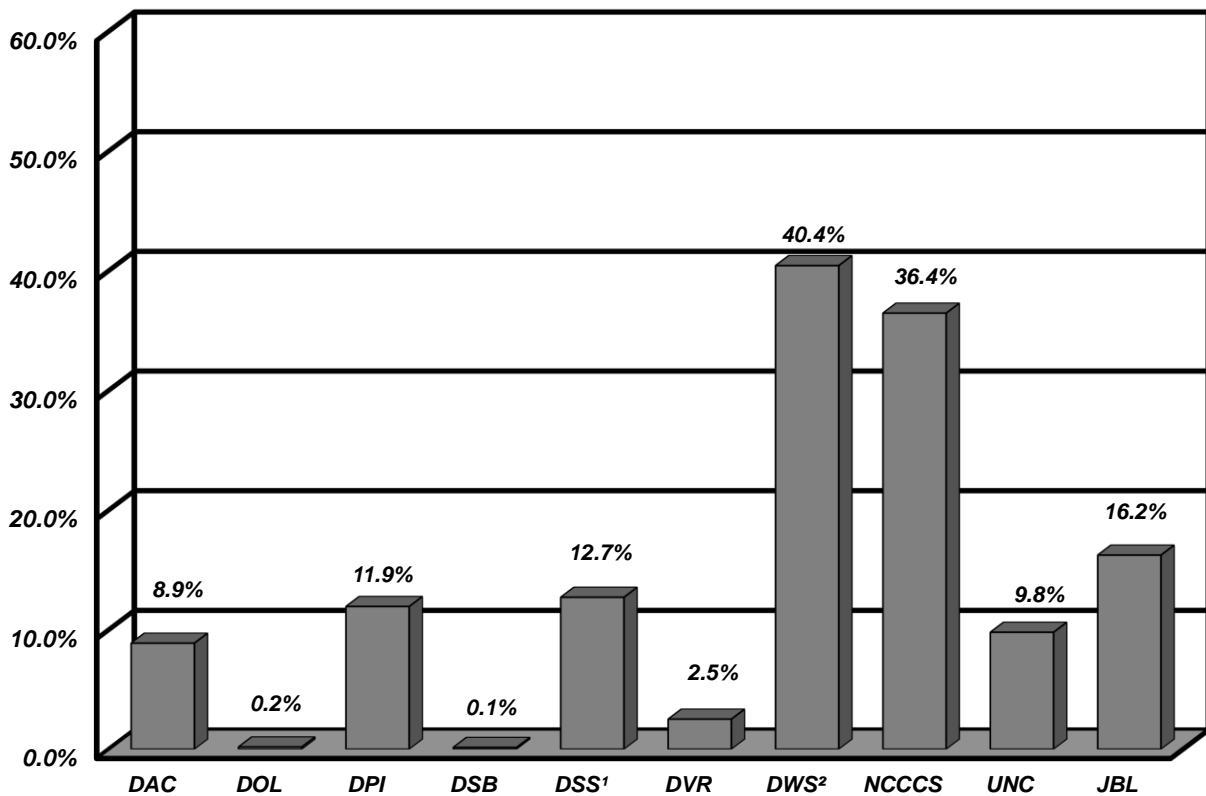
**Figure 3: Comparison of the Number of Unique Individuals Over the 5-year Time Period July 1, 2007 through June 30, 2012 to the North Carolina Population**



## Percentage of Individuals Served by Each Entity

In order to provide information regarding the proportion of total individuals served by each entity, percentages were calculated. Percentages were obtained by dividing the number of unique individuals from each entity by the total unique number of individuals served across the 10 entities. These analyses were performed separately for the 2011-2012 CFS year and across the 5-year time period. Results for the 2011-2012 CFS Year can be found in Figure 4, while results from the 5-year time period can be found in Figure 5.

**Figure 4: Percentage of Unique Individuals Served by Each Entity During the 2011-2012 CFS Year**

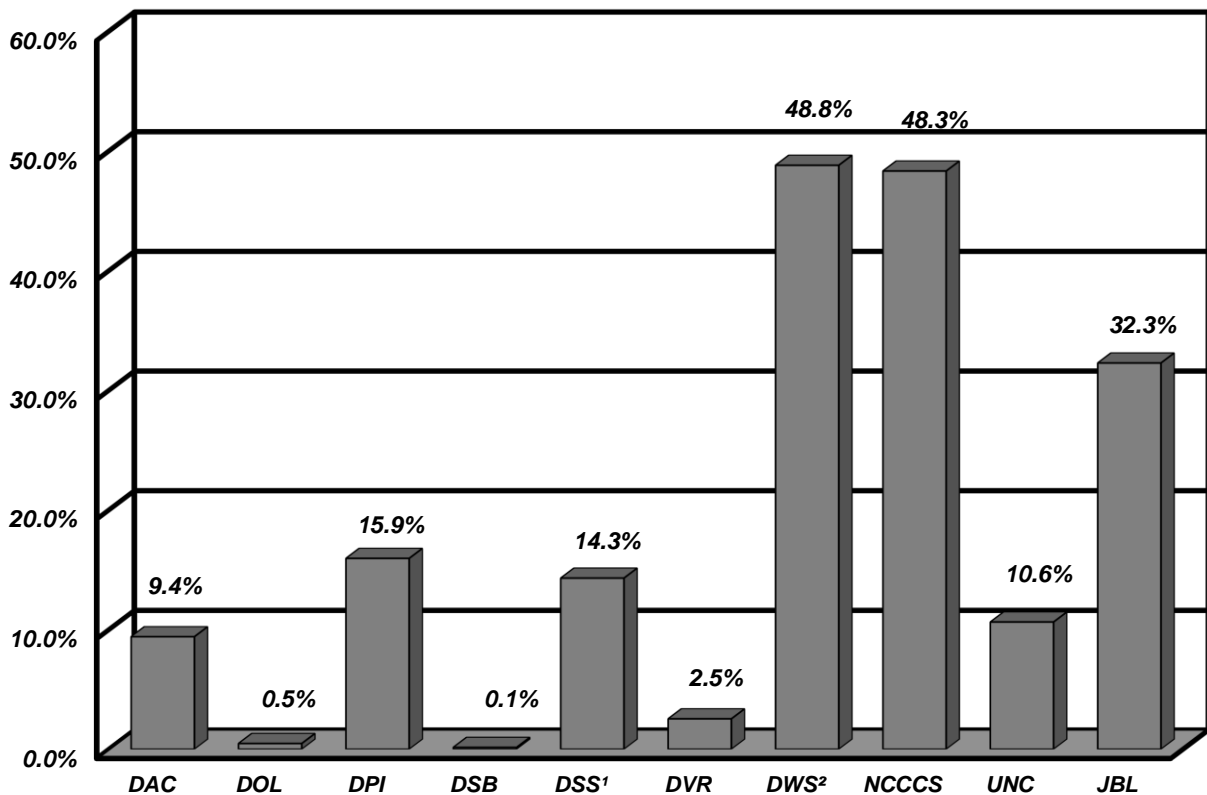


During the 2011-2012 CFS year over 2.4 million individuals received services through at least one of the 10 entities. Interpretation of the percentages of individuals receiving services through each of the agencies mirror those of the raw numbers, with the largest service providers, DWS and NCCCS, accounting for the largest percentages of individuals with 40.4% and 36.4%, respectively. While the JobLink Career Center System provided services to 16.2% of all individuals. The smallest service providers

accounted for the smallest percentages, with 0.2% of all individuals participating in apprenticeship programs through DOL and 0.1% of all individuals receiving rehabilitative services through DSB. Individuals can receive educational, employment or training services through multiple entities, therefore the sum of the percentages across entities will add to over 100%.

Of the more than 4.6 million individuals who received services during the 5-year time period, 48.3% participated in educational and training programs through NCCCS, while 48.8% received employment services through DWS. The DOL and the DSB provided services to the smallest percentages of individuals with 0.5% and 0.1% respectively. Results from the 5-year time period analyses are presented in Figure 5.

**Figure 5: Percentage of Unique Individuals Served by Each Entity Over the 5-Year Time Period July 1, 2007 through June 30, 2012**

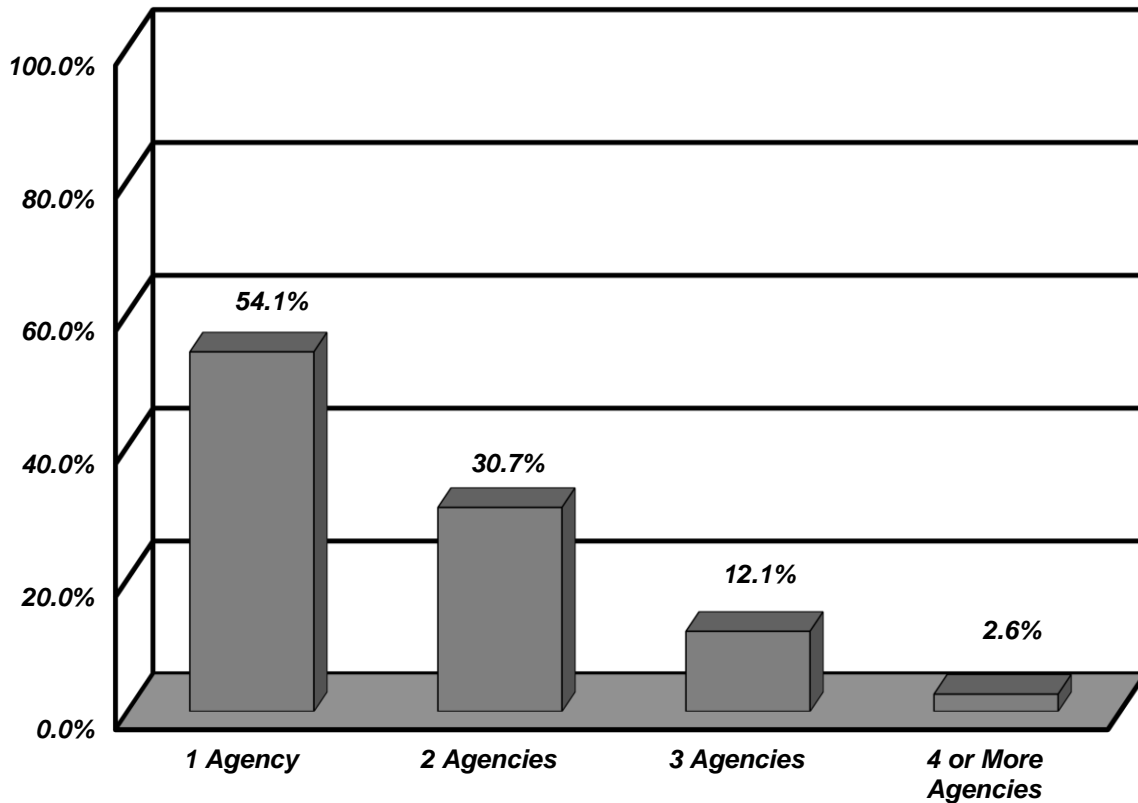


## Number of Agencies from which Individuals Received Services

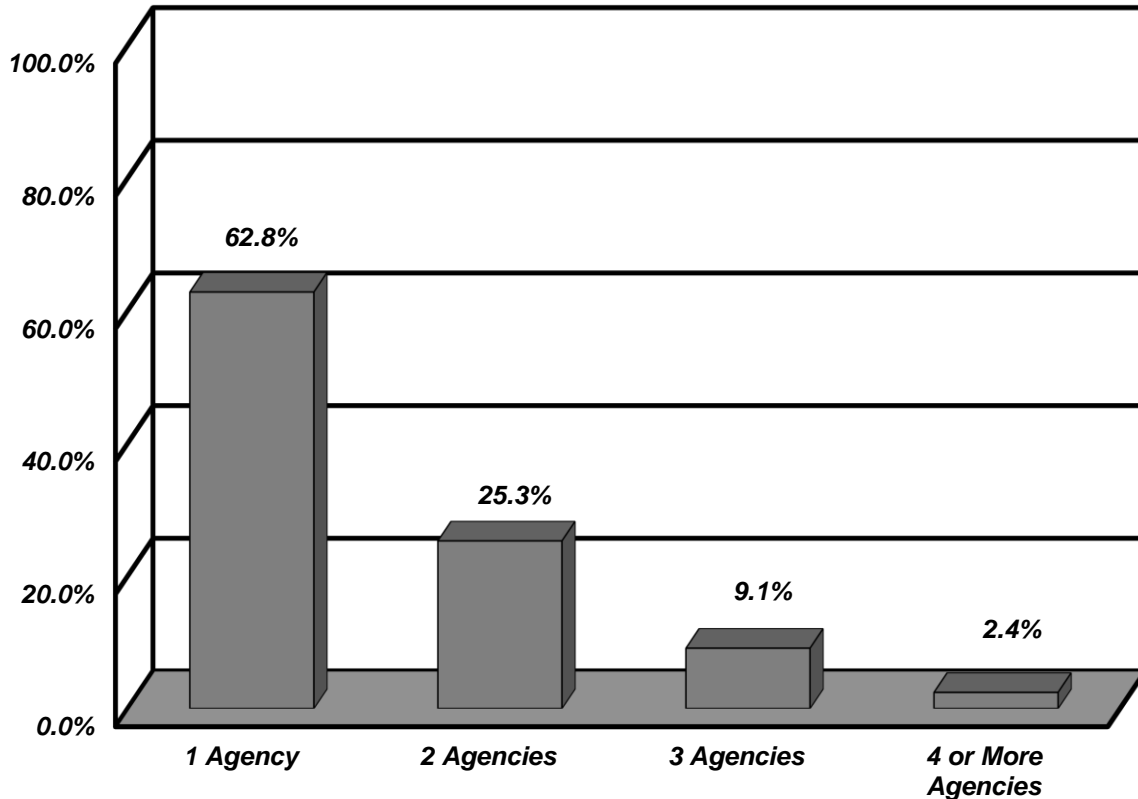
While analyses of the number and percentages of individuals served across agencies provide insight into the extent of the service populations, they provide little insight into the number of agencies from which individuals receive services. As stated previously, individuals can receive services through multiple agencies; therefore analyses were conducted to determine the number of agencies from which individuals received services. Results from these analyses are presented in Figures 6 and 7.

During the 2011-2012 CFS year, 54.1% or 1,320,691 individuals received services through only one agency, 30.7% or 749,324 individuals received services through two agencies, 12.1% or 294,304 individuals received services through three agencies and 2.6% or 63,488 individuals received services through four or more agencies. In addition, there were 11,966 individuals or 0.5% who received services only through the JobLink Career Center System and were not found in data from the other participating entities.

**Figure 6: Percentage of Unique Individuals by the Number of Agencies Providing Services During the 2011-2012 CFS Year**



**Figure 7: Percentage of Unique Individuals by the Number of Agencies Providing Services Over the 5-Year Time Period July 1, 2007 through June 30, 2012**



Over the 5-year time period, 62.8% or 2,940,490 individuals received services through only one agency, 25.3% or 1,182,968 individuals received services through two agencies, 9.1% or 425,498 individuals received services through 3 agencies and 2.4% or 113,605 individuals received services through 4 or more agencies. There were 21,175 individuals or 0.5% who received services only through the JobLink Career Center System and were not found in data from the other participating entities.

It should be noted that co-enrollment of participants in programs or services through more than one agency is not, in and of itself, an indication of redundant or duplicative services. Many of the agencies have operating procedures and mandates that foster the enrollment of participants in programs or services through other agencies.

A fundamental feature of the JobLink Career Center System, WIA and North Carolina's welfare reform legislation is the coordination and collaboration of agencies in the provision of education, employment and training services through an integrated

service delivery system. One of the requirements of the state's welfare reform legislation stipulates that Work First applicants who are not exempt from work are required to register for the First Stop Employment Assistance Program operated through DWS. The majority of the JobLink Career Centers are located at DWS Local Offices or at Community College Campuses. Furthermore, while DWS is the state's administrative entity for WIA Title IB programs, individuals may be receiving part of their WIA services through training at one of the community college campuses or through private training providers. These activities can be funded through vouchers issued by the local Workforce Development Boards (WDBs) for approved training programs or through contractual agreements between the WDBs and the community college campuses. In addition, many local WDBs contract services through DWS local offices and JobLink Career Centers. Given these and other operational procedures and mandates, it is not surprising to find that participants from some agencies are likely to be served by more than one agency.

### **Individuals in Common Among Entities**

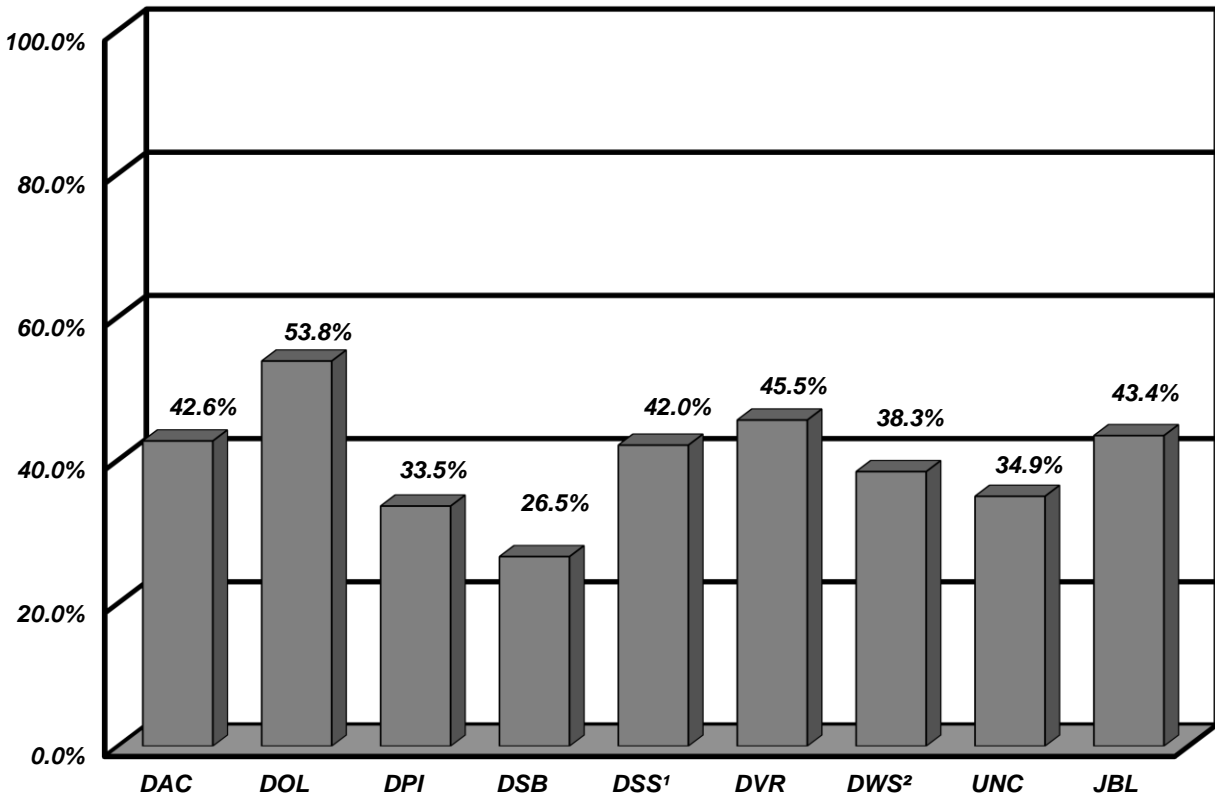
Several of the initiatives previously discussed focus on the coordination and collaboration of agencies in the overall provision of services. Service provision is accomplished through several different means. These include direct service provision by an agency, referral of clients to other agencies or providers for services, financial support of individual clients enrolled in programs or services through other agencies or providers and through cooperative agreements with other agencies or providers.

In order to provide additional quantitative information regarding the level of coordination and collaboration of agencies in the overall provision of services, analyses were conducted that matched the 5-year participant groups of each entity with the 5-year participant groups of each of the other entities.

Results from the 5-year time period analyses indicate that there is substantial coordination and collaboration of service provision across agencies. While NCCCS provided education and training services to 2,262,806 individuals and DWS provided employment services to 2,285,366 individuals, over three quarters of a million individuals received services through both DWS and NCCCS. These 876,330 individuals represent 38.7% of DWS's participants and 38.3% of NCCCS's participants. In addition when compared to the State's total population, they represent almost 1 out of every 10 North Carolinians.

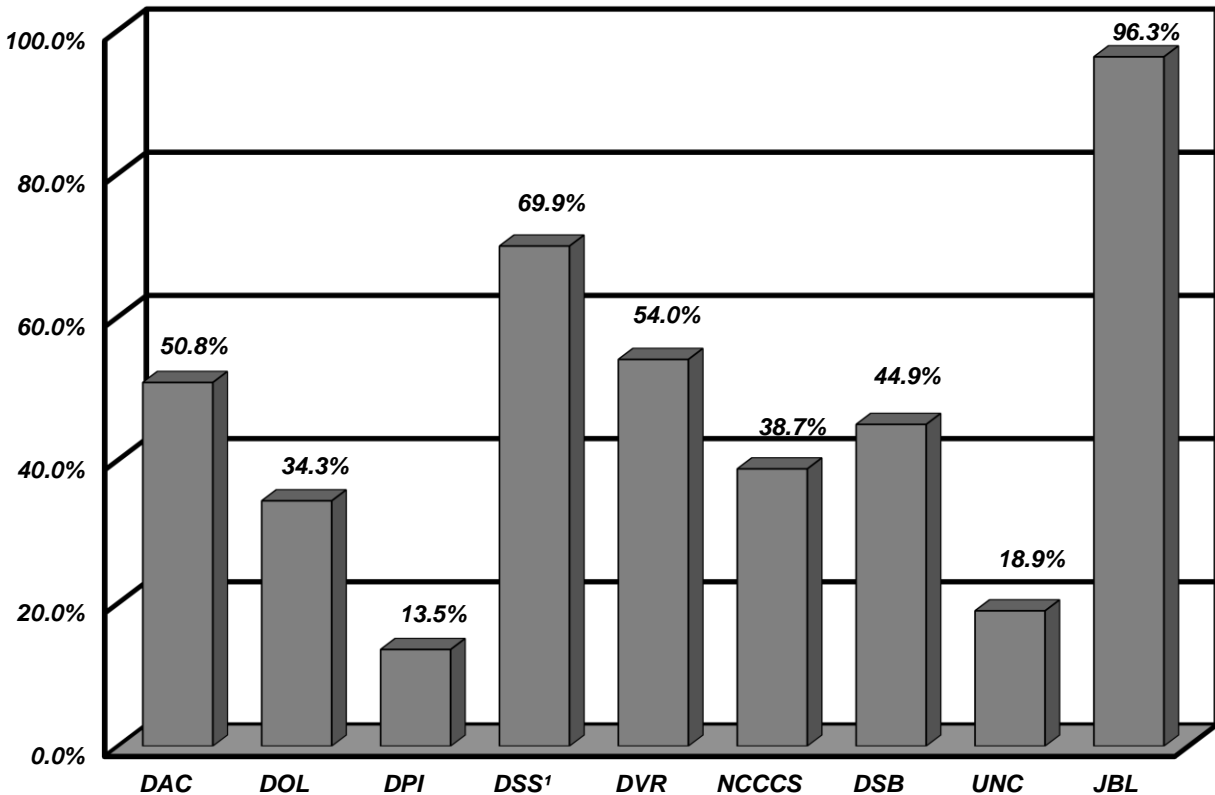
In addition to the interrelationship with DWS participants, NCCCS provided education and training programs to large percentages of participants from the other agencies. Over the 5-year time period, 53.8% of DOL's apprentices, 42.0% of DSS's participants, 45.5% of DVR clients, and 42.6% of individuals under the supervision of the DOC were enrolled in education and training programs through NCCCS. In addition, 43.4% of JobLink customers were enrolled in education or training through the NCCCS. Results from these analyses are provided in Figure 8.

**Figure 8: Percentage of Individuals from Each Entity Enrolled in Education and Training Programs through the North Carolina Community College System Over the 5-Year Time Period July 1, 2007 through June 30, 2012**



While the NCCCS provided education and training services to large percentages of the other agencies' participant groups, DWS provided employment and training services to large percentages of participants from the other agencies. That is, DWS provided employment services to 69.9% of DSS's participants, 54.0% of DVR's clients, 50.8% of the individuals under the supervision of DAC and 44.9% of DSB's clients. In addition 96.3% of the JobLink Career Center customer's received services through DWS. Results from the matching of DWS data with the data from each of the other agencies are displayed in Figure 9.

**Figure 9: Percentage of Individuals from Each Entity who Received Employment Services through the Division of Workforce Solutions<sup>2</sup> Over the 5-Year Time Period July 1, 2007 through June 30, 2012**



These results reflect service provision through all of the previously stated means (i.e., direct, referral, financial support and cooperative agreement) as well as individual customer choice. However, these results do not account for services that are provided through coordination, collaboration or contractual agreements with education, employment and training providers who do not participate in the CFS or services and programs operated by the participating entities for which no data have been submitted to the CFS. Additional results from the analyses of data for the 2011-2012 CFS year and across the 5-year time period can be found in Appendix A. This includes information across entities and by each entity.

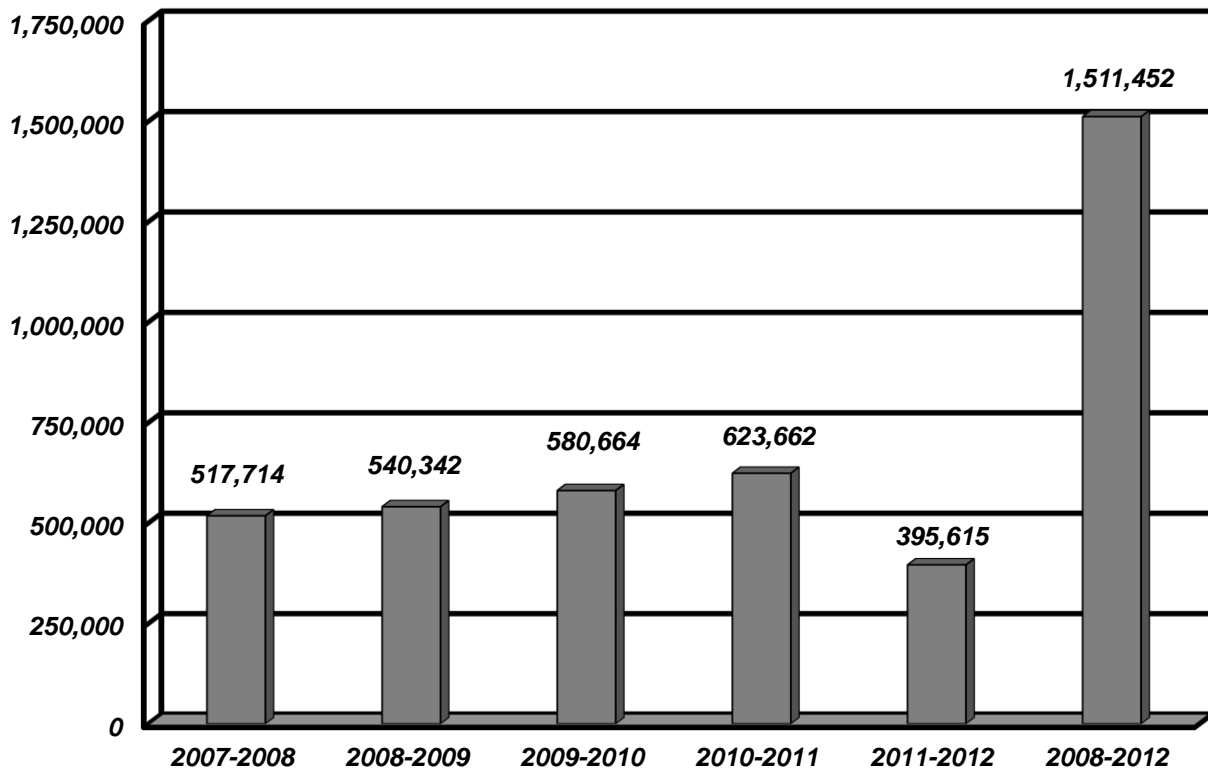


## Individuals Served by the JobLink Career Center System

The Workforce Investment Act of 1998 provided a framework for the nation's workforce development and employment system to meet the needs of businesses, job seekers and individuals interested in furthering their careers. WIA called for the development of a "One Stop" delivery system with Career Centers located in local communities across the nation. These centers would provide a centralized location where individuals and employers could access core employment services and referrals to job training, education and other services. North Carolina's "One Stop" system is called the JobLink Career Center System.

The initiation of the JobLink System in North Carolina actually predates the passage of the WIA. In the mid 1990's North Carolina's workforce development agencies under the leadership of the Commission on Workforce Development received a grant from the U.S. Department of Labor. Members of the partner agencies served on the "JobLink Implementation Team". The work of the Implementation team led to the development of an implementation plan. Implementation grants were awarded to several local Workforce Development Boards (WDBs).

**Figure 10: Number of Individuals who Received Services through the JobLink Career Center System Over the 5-Year Time Period July 1, 2007 through June 30, 2012**



The passage of the WIA of 1998 further authorized the JobLink System under federal legislation. Since the initial implementation, the JobLink System has grown to include over 100 centers across the state. Staff members from partner agencies and programs provide services at the JobLink Centers. These services range from access to job openings, job placement assistance, provision of Labor Market Information, career information and guidance, assessment, information regarding education and training opportunities, assistance with Unemployment Insurance benefits, resume preparation, education and training assistance and referrals to other partner agencies for services.

Over the last five program years the JobLink system reported data on 1,511,452 unique individuals. This includes 517,714 individuals during the 2007-2008 program year, 540,342 individuals during the 2008-2009 program year, 580,664 individuals during the program year 2009-2010, 623,662 individuals during the 2010-2011 program year and 395,615 during the 2011-2012 program year.

### ***Individuals Served Over the Last 5 Program Years and Employment***

As evident in the number of individuals served across the last 5 program years, North Carolina's education and workforce partners provide services to an extremely large and diverse population. The services provided to these individuals play a key role in helping to prepare and support North Carolina's workforce and contribute to the state's economy. Over the last 5 program years (July 1, 2007 - June 30, 2012), 4.6 million individuals received services through the participating agencies.

In order to provide an understanding of the connection between service provision and North Carolina's economy, a set of analyses were conducted that focused on determining the relationship between the service population and all wage earners. In 2012Q3 there were 4,114,302 individuals with reported wages in the Unemployment Insurance wage file. These 4.1 million individuals earned 40.7 Billion in total wages, had a median quarterly wage of \$7,011.00 and an average quarterly wage of \$9,896.53. Of the over 4.1 million wage earners in 2012Q3, 49.3% or 2,028,244 received services through the participating entities during the 5-year period (July 1, 2007 - June 30, 2012). They earned 14.6 Billion in wages or 35.9% of all wages paid in the quarter, had a median quarterly wage of \$5,669.00 and an average quarterly wage of \$7,211.58.

Analyses were also conducted separately by industrial sector. Results from these analyses are presented in Tables 9 and 10. The distribution of wage earners who received services from the participating agencies across the state's industrial sectors demonstrate that North Carolina's education and workforce partners play a key role in providing services to individuals across all industrial sectors. Results indicated that 30.3% of all wage earners in the state's Natural Resources and Mining sector had received services through the partner agencies during the last 5 program years and these individuals earned more than 28% of all wages paid in the industry. Almost 40%

of all wage earners in the Financial Services sector received services from the partner agencies, while more than 40% of all wage earners in the remaining industrial sectors received services from the partner agencies. The Public Administration sector had the largest percentage of wage earners receiving services during the previous 5 program years at more than 62% and these individuals earned almost 60% of all wages paid in the industry.

<b>Table 9: Number and Percentage of Wage Earners by Industrial Sector in 2012 Q3 Who Received Services through the Participating Entities Over the 5-Year Time Period July 1, 2007 through June 30, 2012</b>			
<b>Industrial Sector</b>	<b>Number of Wage Earners 2012 Q3</b>	<b>Number of Participants with Wages</b>	<b>Percentage of All Wage Earners</b>
<b>Natural Resources and Mining</b>	<b>42,374</b>	<b>12,854</b>	<b>30.3%</b>
<b>Construction</b>	<b>224,982</b>	<b>90,421</b>	<b>40.2%</b>
<b>Manufacturing</b>	<b>487,486</b>	<b>238,522</b>	<b>48.9%</b>
<b>Trade, Transportation and Utilities</b>	<b>829,321</b>	<b>421,217</b>	<b>50.8%</b>
<b>Information</b>	<b>71,701</b>	<b>29,086</b>	<b>40.6%</b>
<b>Financial Activities</b>	<b>224,401</b>	<b>89,526</b>	<b>39.9%</b>
<b>Professional and Business Services</b>	<b>601,548</b>	<b>317,319</b>	<b>52.8%</b>
<b>Education and Health Services</b>	<b>935,133</b>	<b>465,064</b>	<b>49.7%</b>
<b>Leisure and Hospitality</b>	<b>523,207</b>	<b>294,355</b>	<b>56.3%</b>
<b>Other Services</b>	<b>109,424</b>	<b>55,032</b>	<b>50.3%</b>
<b>Public Administration</b>	<b>184,310</b>	<b>115,535</b>	<b>62.7%</b>
<b>Unclassified</b>	<b>166,497</b>	<b>98,164</b>	<b>59.0%</b>
<b>Total</b>	<b>4,114,302</b>	<b>2,028,244</b>	<b>49.3%</b>

As previously stated almost 36% of all wages paid in the 3<sup>rd</sup> Quarter of 2012 were paid to individuals who had received services through one of the partner agencies in the previous 5 program years. Analyses across the industrial sectors ranged from a low of 26% in Financial Services sector to almost 60% of all wages paid in the Public Administration sector were paid to individuals who received services through one of the partner agencies. It is important to keep in mind that these results reflect only those wages paid to individuals covered by the state's unemployment insurance laws.

<b>Table 10: Total Wages and Percentage of Total Wages earned in 2012 Q3 by Individuals who Received Services through the Participating Entities Over the 5-Year Time Period July 1, 2007 through June 30, 2012</b>			
<b>Industrial Sector</b>	<b>Total Wages 2012 Q3</b>	<b>Total Wages Earned by Participants</b>	<b>Percentage of Total Wages Earned</b>
Natural Resources and Mining	\$258,260,872	\$72,681,901	28.1%
Construction	\$1,953,891,479	\$683,912,900	35.0%
Manufacturing	\$6,042,778,953	\$2,203,078,483	36.5%
Trade, Transportation and Utilities	\$6,774,985,121	\$2,332,915,362	34.4%
Information	\$1,095,999,432	\$289,071,583	26.4%
Financial Activities	\$3,328,262,350	\$865,216,992	26.0%
Professional and Business Services	\$6,077,746,766	\$1,976,105,177	32.5%
Education and Health Services	\$9,493,658,453	\$3,341,325,376	35.2%
Leisure and Hospitality	\$1,941,458,653	\$851,804,170	43.9%
Other Services	\$659,060,795	\$260,164,019	39.5%
Public Administration	\$1,732,542,051	\$1,032,278,390	59.6%
Unclassified	\$1,358,670,830	\$718,296,595	52.9%
<b>Total</b>	<b>\$40,717,315,755</b>	<b>\$14,626,850,948</b>	<b>35.9%</b>

## **Conclusion**

The *Common Follow-up System (CFS)* is an effective mechanism for providing information regarding the agencies, programs and participants that comprise North Carolina's education, employment and training system. The CFS provides a valuable resource for understanding the educational and employment outcomes of individuals who participate in services as well as an understanding of the paths individuals follow while utilizing these services.

The scope of the CFS is extensive in terms of the number of entities and individuals processed as well as the breadth of program and service coverage. Analyses of data from the CFS indicate that *over the 5-year time period, July 1, 2007 through June 30, 2012 over 4.6 million individuals received services through at least one of the 10 participating entities. This represents 1 out of every 2 North Carolinians.*

Over the 5-year time period the North Carolina Community College System provided services to over 2.2 million individuals, while the Division of Workforce Solutions provided services to over 2.2 million individuals. These numbers indicate that *over the 5-year time period approximately 1 out of every 4 North Carolinians were enrolled in education and training programs through the North Carolina Community College System and approximately 1 out of every 4 North Carolinians received employment and training services through the Division of Workforce Solutions.*

Further interpretation of the data presented in this report indicates that there is substantial coordination and collaboration among agencies in the overall provision of education, employment and training services. *Over the 5-year time period, almost 1 out of every 10 North Carolinians received both education and training services through the North Carolina Community College System and employment and training services through the Division of Workforce Solutions.* In addition, these two agencies provided services to large percentages of individuals from each of the other participating agencies.

While NCCCS and DWS form the cornerstone of North Carolina's education, employment and training system, each of the participating entities plays a fundamental role in the overall mission of preparing, developing and promoting a highly skilled workforce, improving the quality of life for North Carolinians and developing and sustaining a world class economy for the state and its communities.

There is a significant relationship between the individuals receiving services through the state's education and workforce partners and the North Carolina economy. Almost half of all wage earners in the state in 2012 Q3 received services through the participating agencies during the previous 5 program years. In addition, these individuals earned almost 36% of all wages. These findings help demonstrate the fundamental relationship that exists between the services provided by the state's education and workforce partners and the state's economy.

## ***Appendix***

The following tables provide information for the 2011-2012 CFS year as well as the information for the 5-year time period (July 1, 2007 through June 30, 2012). Tables are provided separately for the system and each of the 10 participating entities.

**Table A1: Individuals Served by Each Agency and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System CFS Year 2011-2012**

<i>Individuals Served by Each Agency</i>			<i>Number of Agencies Providing Service</i>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DAC	216,063	8.9%	1 Agency	1,320,691	54.1%
DOL	4,461	0.2%	2 Agencies	749,324	30.7%
DPI	290,835	11.9%	3 Agencies	294,304	12.1%
DSB	3,581	0.1%	4 or More Agencies	63,448	2.6%
DSS <sup>1</sup>	309,691	12.7%	JobLink Only	11,966	0.5%
DVR	61,207	2.5%	<b>Total Unique Individuals</b>	<b>2,439,733</b>	<b>100.0%</b>
DWS <sup>2</sup>	985,865	40.4%			
NCCCS	888,952	36.4%	Individuals Receiving Services through the <i>JobLink</i> Career Center System	395,615	16.2%
UNC	238,348	9.8%			

**Table A2: Individuals Served by Each Agency and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System, Over the 5-Year Time Period July 1, 2007 through June 30, 2012**

<i>Individuals Served by Each Agency</i>			<i>Number of Agencies Providing Service</i>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DAC	440,118	9.4%	1 Agency	2,940,490	62.8%
DOL	22,213	0.5%	2 Agencies	1,182,968	25.3%
DPI	746,731	15.9%	3 Agencies	425,498	9.1%
DSB	6,969	0.1%	4 or More Agencies	113,605	2.4%
DSS <sup>1</sup>	669,533	14.3%	JobLink Only	21,175	0.5%
DVR	118,714	2.5%	<b>Total Unique Individuals</b>	<b>4,683,736</b>	<b>100.0%</b>
DWS <sup>2</sup>	2,285,366	48.8%			
NCCCS	2,262,806	48.3%	Individuals Receiving Services through the <i>JobLink</i> Career Center System	1,511,452	32.3%
UNC	497,599	10.6%			

<b>Table A3: Individuals Served by the Division of Adult Correction CFS Year 2011-2012, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System</b>					
<b>Individuals Served by Each Agency</b>			<b>Number of Agencies Providing Service</b>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DOL	220	0.1%	DAC Only	113,560	52.6%
DPI	1,796	0.8%	DAC + 1 other agency	43,074	19.9%
DSB	103	<0.1%	DAC + 2 other agencies	35,197	16.3%
DSS <sup>1</sup>	25,317	11.7%	DAC + 3 or more other agencies	24,232	11.2%
DVR	5,456	2.5%			
DWS <sup>2</sup>	54,996	25.5%	<b>Total Unique Individuals</b>	<b>216,063</b>	<b>100.0%</b>
NCCCS	47,546	22.0%	Individuals Receiving Services through the <i>JobLink</i> Career Center System	27,717	12.8%
UNC	1,320	0.6%			

<b>Table A4: Individuals Served by the Division of Adult Correction Over the 5-Year Time Period July 1, 2007 through June 30, 2012, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System</b>					
<b>Individuals Served by Each Agency</b>			<b>Number of Agencies Providing Service</b>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DOL	1,415	0.3%	DAC Only	122,771	27.9%
DPI	24,038	5.5%	DAC + 1 other agency	127,547	29.0%
DSB	449	0.1%	DAC + 2 other agencies	116,588	26.5%
DSS <sup>1</sup>	124,542	28.3%	DAC + 3 or more other agencies	73,212	16.6%
DVR	21,341	4.8%			
DWS <sup>2</sup>	223,573	50.8%	<b>Total Unique Individuals</b>	<b>440,118</b>	<b>100.0%</b>
NCCCS	187,612	42.6%	Individuals Receiving Services through the <i>JobLink</i> Career Center System	178,339	40.5%
UNC	8,175	1.9%			



<b>Table A5: Individuals Served by the Department of Labor CFS Year 2011-2012, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System</b>					
<b>Individuals Served by Each Agency</b>			<b>Number of Agencies Providing Service</b>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DAC	220	4.9%	DOL Only	2,661	59.7%
DPI	38	0.9%	DOL + 1 other agency	1,107	24.8%
DSB	**	**	DOL + 2 other agencies	423	9.5%
DSS <sup>1</sup>	40	0.9%	DOL + 3 or more other agencies	270	6.1%
DVR	**	**			
DWS <sup>2</sup>	596	13.4%	<b>Total Unique Individuals</b>	<b>4,461</b>	<b>100.0%</b>
NCCCS	1,278	28.6%	Individuals Receiving Services through the <i>JobLink</i> Career Center System	199	4.5%
UNC	19	0.4%			

\*\*Cell size is less than 10 and is, therefore, suppressed.

<b>Table A6: Individuals Served by the Department of Labor Over the 5-Year Time Period July 1, 2007 through June 30, 2012, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System</b>					
<b>Individuals Served by Each Agency</b>			<b>Number of Agencies Providing Service</b>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DAC	1,415	6.4%	DOL Only	7,028	31.6%
DPI	507	2.3%	DOL + 1 other agency	8,613	38.8%
DSB	**	**	DOL + 2 other agencies	5,179	23.3%
DSS <sup>1</sup>	1,004	4.5%	DOL + 3 or more other agencies	1,393	6.3%
DVR	157	0.7%			
DWS <sup>2</sup>	7,612	34.3%	<b>Total Unique Individuals</b>	<b>22,213</b>	<b>100.0%</b>
NCCCS	11,949	53.8%	Individuals Receiving Services through the <i>JobLink</i> Career Center System	5,572	25.1%
UNC	718	3.2%			

\*\*Cell size is less than 10 and is, therefore, suppressed.

<b>Table A7: Individuals Served by the Department of Public Instruction CFS Year 2011-2012, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System</b>					
<b>Individuals Served by Each Agency</b>			<b>Number of Agencies Providing Service</b>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DAC	1,796	0.6%	DPI Only	253,086	87.0%
DOL	38	<0.1%	DPI + 1 other agency	31,348	10.8%
DSB	76	<0.1%	DPI + 2 other agencies	4,268	1.5%
DSS <sup>1</sup>	4,214	1.4%	DPI + 3 or more other agencies	2,133	0.7%
DVR	4,678	1.6%			
DWS <sup>2</sup>	5,529	1.9%	<b>Total Unique Individuals</b>	<b>290,835</b>	<b>100.0%</b>
NCCCS	25,245	8.7%	Individuals Receiving Services through the <i>JobLink</i> Career Center System	2,305	0.8%
UNC	755	0.3%			

<b>Table A8: Individuals Served by the Department of Public Instruction Over the 5-Year Time Period July 1, 2007 through June 30, 2012, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System</b>					
<b>Individuals Served by Each Agency</b>			<b>Number of Agencies Providing Service</b>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DAC	24,038	3.2%	DPI Only	400,020	53.6%
DOL	507	0.1%	DPI + 1 other agency	202,745	27.2%
DSB	296	<0.1%	DPI + 2 other agencies	106,758	14.3%
DSS <sup>1</sup>	52,064	7.0%	DPI + 3 or more other agencies	37,208	5.0%
DVR	20,106	2.7%			
DWS <sup>2</sup>	100,817	13.5%	<b>Total Unique Individuals</b>	<b>746,731</b>	<b>100.0%</b>
NCCCS	250,405	33.5%	Individuals Receiving Services through the <i>JobLink</i> Career Center System	67,756	9.1%
UNC	85,662	11.5%			

**Table A9: Individuals Served by the Division of Services for the Blind CFS Year 2011-2012, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System**

<b>Individuals Served by Each Agency</b>			<b>Number of Agencies Providing Service</b>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DAC	103	2.9%	DSB Only	2,033	56.8%
DOL	**	**	DSB + 1 other agency	630	17.6%
DPI	76	2.1%	DSB + 2 other agencies	550	15.4%
DSS <sup>1</sup>	385	10.8%	DSB+ 3 or more other agencies	368	10.3%
DVR	67	1.9%			
DWS <sup>2</sup>	851	23.8%	<b>Total Unique Individuals</b>	<b>3,581</b>	<b>100.0%</b>
NCCCS	461	12.9%	Individuals Receiving Services through the <i>JobLink</i> Career Center System	425	11.9%
UNC	126	3.5%			

\*\*Cell size is less than 10 and is, therefore, suppressed.

**Table A10: Individuals Served by the Division of Services for the Blind Over the 5-Year Time Period July 1, 2007 through June 30, 2012, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System**

<b>Individuals Served by Each Agency</b>			<b>Number of Agencies Providing Service</b>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DAC	449	6.4%	DSB Only	2,490	35.7%
DOL	**	**	DSB + 1 other agency	2,293	32.9%
DPI	296	4.2%	DSB + 2 other agencies	1,488	21.4%
DSS <sup>1</sup>	1,213	17.4%	DSB + 3 or more other agencies	698	10.0%
DVR	280	4.0%			
DWS <sup>2</sup>	3,132	44.9%	<b>Total Unique Individuals</b>	<b>6,969</b>	<b>100.0%</b>
NCCCS	1,845	26.5%	Individuals Receiving Services through the <i>JobLink</i> Career Center System	2,394	34.4%
UNC	285	4.1%			

\*\*Cell size is less than 10 and is, therefore, suppressed.

**Table A11: Individuals Served by the Division of Social Services<sup>1</sup> CFS Year 2011-2012, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System**

<b>Individuals Served by Each Agency</b>			<b>Number of Agencies Providing Service</b>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DAC	25,317	8.2%	DSS Only	146,865	47.4%
DOL	40	<0.1%	DSS + 1 other agency	38,308	12.4%
DPI	4,214	1.4%	DSS + 2 other agencies	82,917	26.8%
DSB	385	0.1%	DSS + 3 or more other agencies	41,601	13.4%
DVR	8,401	2.7%			
DWS <sup>2</sup>	120,146	38.8%	<b>Total Unique Individuals</b>	<b>309,691</b>	<b>100.0%</b>
NCCCS	54,603	17.6%	Individuals Receiving Services through the JobLink Career Center System	58,298	18.8%
UNC	2,977	1.0%			

**Table A12: Individuals Served by the Division of Social Services<sup>1</sup> Over the 5-Year Time Period July 1, 2007 through June 30, 2012, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System**

<b>Individuals Served by Each Agency</b>			<b>Number of Agencies Providing Service</b>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DAC	124,542	18.6%	DSS Only	114,953	17.2%
DOL	1,004	0.1%	DSS + 1 other agency	238,127	35.6%
DPI	52,064	7.8%	DSS + 2 other agencies	223,079	33.3%
DSB	1,213	0.2%	DSS + 3 or more other agencies	93,374	13.9%
DVR	33,812	5.1%			
DWS <sup>2</sup>	467,687	69.9%	<b>Total Unique Individuals</b>	<b>669,553</b>	<b>100.0%</b>
NCCCS	281,502	42.0%	Individuals Receiving Services through the JobLink Career Center System	372,316	55.6%
UNC	14,606	2.2%			

**Table A13: Individuals Served by the Division of Vocational Rehabilitation CFS Year 2011-2012, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System**

<b>Individuals Served by Each Agency</b>			<b>Number of Agencies Providing Service</b>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DAC	5,456	8.9%	DVR Only	24,696	40.3%
DOL	**	**	DVR + 1 other agency	15,421	25.2%
DPI	4,678	7.6%	DVR + 2 other agencies	10,600	17.3%
DSB	67	0.1%	DVR + 3 or more other agencies	10,430	17.0%
DSS <sup>1</sup>	8,401	13.7%	<b>Total Unique Individuals</b>	<b>61,207</b>	<b>100.0%</b>
DWS <sup>2</sup>	18,686	30.5%			
NCCCS	14,700	24.0%	Individuals Receiving Services through the <i>JobLink</i> Career Center System	11,174	18.3%
UNC	856	1.4%			

\*\*Cell size is less than 10 and is, therefore, suppressed.

**Table A14: Individuals Served by the Division of Vocational Rehabilitation Over the 5-Year Time Period July 1, 2007 through June 30, 2012, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System**

<b>Individuals Served by Each Agency</b>			<b>Number of Agencies Providing Service</b>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DAC	21,341	18.0%	DVR Only	21,311	18.0%
DOL	157	0.1%	DVR + 1 other agency	34,856	29.4%
DPI	20,106	16.9%	DVR + 2 other agencies	33,487	28.2%
DSB	280	0.2%	DVR + 3 or more other agencies	29,060	24.5%
DSS <sup>1</sup>	33,812	28.5%	<b>Total Unique Individuals</b>	<b>118,714</b>	<b>100.0%</b>
DWS <sup>2</sup>	64,127	54.0%			
NCCCS	54,073	45.5%	Individuals Receiving Services through the <i>JobLink</i> Career Center System	54,210	45.7%
UNC	3,247	2.7%			

**Table A15: Individuals Served by the Division of Workforce Solutions<sup>2</sup> CFS Year 2011-2012, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System**

<b>Individuals Served by Each Agency</b>			<b>Number of Agencies Providing Service</b>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DAC	54,966	5.6%	DWS Only	12,738	1.3%
DOL	596	0.1%	DWS + 1 other agency	622,504	63.1%
DPI	5,529	0.6%	DWS + 2 other agencies	287,390	29.2%
DSB	851	0.1%	DWS + 3 or more other agencies	63,233	6.4%
DSS <sup>1</sup>	120,146	12.2%	<b>Total Unique Individuals</b>	<b>985,865</b>	<b>100.0%</b>
DVR	18,686	1.9%			
NCCCS	212,496	21.6%	Individuals Receiving Services through the <i>JobLink</i> Career Center System	369,577	37.5%
UNC	16,640	1.7%			

**Table A16: Individuals Served by the Division of Workforce Solutions<sup>2</sup> Over the 5-Year Time Period July 1, 2007 through June 30, 2012, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System**

<b>Individuals Served by Each Agency</b>			<b>Number of Agencies Providing Service</b>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DAC	223,573	9.8%	DWS Only	1,029,143	45.0%
DOL	7,612	0.3%	DWS + 1 other agency	796,314	34.8%
DPI	100,817	4.4%	DWS + 2 other agencies	351,278	15.4%
DSB	3,132	0.1%	DWS + 3 or more other agencies	108,631	4.8%
DSS <sup>1</sup>	467,687	20.5%	<b>Total Unique Individuals</b>	<b>2,285,366</b>	<b>100.0%</b>
DVR	64,127	2.8%			
NCCCS	876,330	38.3%	Individuals Receiving Services through the <i>JobLink</i> Career Center System	1,455,295	63.7%
UNC	94,064	4.1%			

**Table A17: Individuals Served by the North Carolina Community College System CFS Year 2011-2012, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System**

<b>Individuals Served by Each Agency</b>			<b>Number of Agencies Providing Service</b>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DAC	47,546	5.3%	NCCCS Only	570,480	64.2%
DOL	1,278	0.1%	NCCCS + 1 other agency	104,851	11.8%
DPI	25,245	2.8%	NCCCS + 2 other agencies	162,965	18.3%
DSB	461	0.1%	NCCCS + 3 or more other agencies	50,656	5.7%
DSS <sup>1</sup>	54,603	6.1%	<b>Total Unique Individuals</b>	<b>888,952</b>	<b>100.0%</b>
DVR	14,700	1.7%			
DWS <sup>2</sup>	212,496	23.9%	Individuals Receiving Services through the <i>JobLink</i> Career Center System	113,268	12.7%
UNC	26,672	3.0%			

**Table A18: Individuals Served by the North Carolina Community College System Over the 5-Year Time Period July 1, 2007 through June 30, 2012 by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System**

<b>Individuals Served by Each Agency</b>			<b>Number of Agencies Providing Service</b>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DAC	187,612	8.3%	NCCCS Only	1,011,289	44.7%
DOL	11,949	0.5%	NCCCS + 1 other agency	786,222	34.7%
DPI	250,405	11.1%	NCCCS + 2 other agencies	357,280	15.8%
DSB	1,845	0.1%	NCCCS + 3 or more other agencies	108,015	4.8%
DSS <sup>1</sup>	281,502	12.4%	<b>Total Unique Individuals</b>	<b>2,262,806</b>	<b>100.0%</b>
DVR	54,073	2.4%			
DWS <sup>2</sup>	876,330	38.7%	Individuals Receiving Services through the <i>JobLink</i> Career Center System	655,567	29.0%
UNC	173,666	7.7%			

**Table A19: Individuals Served by the University of North Carolina CFS Year 2011-2012, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System**

<b>Individuals Served by Each Agency</b>			<b>Number of Agencies Providing Service</b>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DAC	1,320	0.6%	UNC Only	194,572	81.6%
DOL	19	<0.1%	UNC + 1 other agency	26,660	11.2%
DPI	755	0.3%	UNC + 2 other agencies	12,846	5.4%
DSB	126	0.1%	UNC + 3 or more other agencies	4,270	1.8%
DSS <sup>1</sup>	2,977	1.2%	<b>Total Unique Individuals</b>	<b>238,348</b>	<b>100.0%</b>
DVR	856	0.4%			
DWS <sup>2</sup>	16,640	7.0%	Individuals Receiving Services through the <i>JobLink</i> Career Center System	5,118	2.1%
NCCCS	26,672	11.2%			

**Table A20: Individuals Served by the University of North Carolina Over the 5-Year Time Period July 1, 2007 through June 30, 2012, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System**

<b>Individuals Served by Each Agency</b>			<b>Number of Agencies Providing Service</b>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DAC	8,175	1.6%	UNC Only	231,485	46.5%
DOL	718	0.1%	UNC + 1 other agency	169,219	34.0%
DPI	85,662	17.2%	UNC + 2 other agencies	81,357	16.3%
DSB	285	0.1%	UNC + 3 or more other agencies	15,538	3.1%
DSS <sup>1</sup>	14,606	2.9%	<b>Total Unique Individuals</b>	<b>497,599</b>	<b>100.0%</b>
DVR	3,247	0.7%			
DWS <sup>2</sup>	94,064	18.9%	Individuals Receiving Services through the <i>JobLink</i> Career Center System	50,699	10.2%
NCCCS	173,666	34.9%			



**Table A21: Individuals Served by the JobLink Career Center System CFS Year 2011-2012, by the Agencies and the Number of Agencies Providing Services**

<b>Individuals Served by Each Agency</b>			<b>Number of Agencies Providing Service</b>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DAC	27,717	7.0%	1 Agency	11,083	2.8%
DOL	199	0.1%	2 Agencies	210,789	53.3%
DPI	2,305	0.6%	3 Agencies	127,796	32.3%
DSB	425	0.1%	4 or More Agencies	33,981	8.6%
DSS <sup>1</sup>	58,298	14.7%	JobLink Only	11,966	3.0%
DVR	11,174	2.8%			
DWS <sup>2</sup>	369,577	93.4%			
NCCCS	113,268	28.6%			
UNC	5,118	1.3%			
			<b>Total Unique Individuals</b>	<b>395,615</b>	<b>100.0%</b>

**Table A22: Individuals Served by the JobLink Career Center System Over the 5-Year Time Period July 1, 2007 through June 30, 2012, by the Agencies and the Number of Agencies Providing Services**

<b>Individuals Served by Each Agency</b>			<b>Number of Agencies Providing Service</b>		
<b>Agency</b>	<b>Individuals</b>	<b>Percent</b>	<b>Number of Agencies</b>	<b>Individuals</b>	<b>Percent</b>
DAC	178,339	11.8%	1 Agency	588,323	38.9%
DOL	5,572	0.4%	2 Agencies	549,637	36.4%
DPI	67,756	4.5%	3 Agencies	265,158	17.5%
DSB	2,394	0.2%	4 or More Agencies	87,159	5.8%
DSS <sup>1</sup>	372,316	24.6%	JobLink Only	21,175	1.4%
DVR	54,210	3.6%			
DWS <sup>2</sup>	1,455,295	96.3%			
NCCCS	655,567	43.4%			
UNC	50,699	3.4%			
			<b>Total Unique Individuals</b>	<b>1,511,452</b>	<b>100.0%</b>



**Prepared By:**  
**Labor & Economic Analysis Division**  
**North Carolina Department of Commerce**  
**[www.nccommerce.com/lead](http://www.nccommerce.com/lead)**