

STATE EMPLOYMENT AND TRAINING COMMISSION

Annual Report

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Donald T. DiFrancesco
Acting Governor

John J. Heldrich
Chairman

State Employment and Training Commission

Chairman

John J. Heldrich

Members

April Aaronson, Director, Division of Health & Human Services
Dana W. Berry, Executive Director, Starting Points for Children, Inc.
Honorable Mark B. Boyd, Commissioner, Department of Labor
Hal Burlingame, Senior Vice President, AT&T
Michael Cantwell, Business Manager, Plumbers & Pipefitters Union, Local 9
Michael Carey, Vice President, Johnson & Johnson
Jerry Cunningham, Chatham, New Jersey
Nicholas Gacos, President, Colorado Café Associates
Honorable George F. Geist, Assemblyman, District 4
Honorable Michele K. Guhl, Commissioner, Department of Human Services
Honorable Charles “Sandy” Hance, Secretary and *CEO*,
Commission on Commerce & Economic Growth
Henry F. Henderson, CEO, HF Henderson Industries
Honorable David C. Hespe, Commissioner, Department of Education
Stephen C. Hornik, Sr., Jackson Township, New Jersey
Edward M. Jones, Vice President of Education, Lincoln Technical Institute
Andrea B. Karsian, Executive Vice President, Toresco Enterprises, Inc.
Honorable Jane Kenny, Commissioner, Department of Community Affairs
Frank H. Lehr, CEO, Frank H. Lehr Associates
Jody Levinson, Vice President, Health Care Systems, Johnson & Johnson
Rev. Msgr. William Linder, CEO, New Community Corporation
Honorable Robert Martin, Senator, District 26
Brian McAndrew, Superintendent, Monmouth County Vocational School
Carol Novrit, Director, Division of Employment and Temporary Assistance
Harvey Nutter, CEO, Opportunities Industrialization Centers
Arthur J. O’Neal, Flemington, New Jersey
Clifford R. Reisser, Director, International Brotherhood of Electrical Workers, Local 269
Julio Sabater, President, Universal Communication Enterprise
Bruce D. Stout, Executive Director, Juvenile Justice Commission
James Sulton, Executive Director, Commission on Higher Education
JoAnn Trezza, Vice President, Human Resources, Arrow Group Industries, Inc.
Herbert A. Whitehouse, Managing Attorney, Whitehouse Law Firm

Executive Director

Henry Plotkin

October 2001

Honorable Donald T. DiFrancesco
Acting Governor
State of New Jersey
State House
P. O. Box 001
Trenton, New Jersey 08625

Dear Governor DiFrancesco:

It is my pleasure to present you with the Year 2000 *ANNUAL REPORT* for the New Jersey State Employment and Training Commission. Over the past decade the Commission and its statewide partners in government and the private sector have progressively planned and implemented an integrated workforce readiness system to meet the needs of its students, job seekers, workers, and employers.

This document reflects New Jersey's vision of providing quality services to meet today's needs as well as the evolving demands of the global marketplace. The Commission has strengthened the awareness that economic development and workforce development are inseparable.

We enter the new millennium with a renewed commitment to meet the needs of *every* job seeker, student, worker, and employer in the State.

Sincerely,

John J.Heldrich
Chairman

State Employment and Training Commission

Annual Report – 2000

A Decade of Achievement

Introduction

The State Employment and Training Commission (SETC) has continued its mission of creating a high-quality workforce investment system for New Jersey. Since 1990, the SETC, along with its partner agencies, maintained open dialogue with local officials to enhance economic development efforts in the State. By creating a “culture of cooperation,” the SETC has helped establish a consensus throughout New Jersey that the quality of the workforce must be second to none.

Of paramount importance to the Commission are issues of concern relating to the labor market and the preparedness of the workforce to meet the skill needs of New Jersey’s employers. The citizens of New Jersey may be assured that the SETC will continue to bring together members of the private sector with representatives from public agencies to formulate policies to create an efficient and effective workforce investment system for the future.

Legislative Mandate

Under New Jersey State Law, the State Employment and Training Commission (SETC) performs the duties required of the State Workforce Investment Board. It has as its purpose:

“To develop and assist in the implementation of a State employment and training policy with the goal of creating a coherent, integrated system of employment and training programs and services which, in concert with the efforts of the private sector, will provide each citizen of the State with equal access to the learning opportunities needed to attain and maintain high levels of productivity and earning power..... ”

The enabling legislation mandates the SETC to:

- Establish performance standards for the programs involved;
- Coordinate initiatives in the educational area between secondary and post-secondary operations;

- Review State and federal laws and regulations for potential barriers to success;
- Develop an annual employment and training plan;
- Enter into agreements with local WIBs and State departments for planning, policy guidance, and oversight functions for any employment and training programs; and,
- Establish guidelines for planning, policy guidance and oversight functions for local Workforce Investment Boards.

Governance

The State Employment and Training Commission is a bipartisan body under the Workforce Investment Act that is responsible for the development of the *Strategic Five-Year Unified State Plan for New Jersey's Workforce Investment System* and for other activities as necessary. As a policy body, it advises the Governor of actions needed to develop an efficient and effective workforce investment system that meets the needs of the citizens of the State, including the provision of Statewide labor market information.

Guiding Principles

In order to provide trained workers to meet the challenges of the global economy and to ensure sufficient workers for the increasing number of high-skill, high wage-jobs, the SETC used the following principles to guide its efforts:

- A successful workforce investment system must be consumer based and market driven. It must be relevant to the needs of students, workers and those seeking employment, and the employment community;
- The workforce investment system must be performance driven and outcome based. It must be accountable;
- There must be full utilization of all potential workers; and
- The system must provide access to lifelong learning.

Membership

Members of the SETC are recommended to the Governor by various business organizations in New Jersey, the AFL-CIO, the Council of County Colleges, and other interested parties. The Governor nominations are approved with the advice and consent of the State Senate. There are currently 34 membership positions on the Commission.

Legislation is being introduced to modify the composition of the State Workforce Investment Board. These changes are to ensure that the State is compliant with the requirements of the Workforce Investment Act of 1998. Modified to include the addition of the Governor, two additional members of the State Legislature (one from each house), a Chief Elected Official, and

an appropriate number of new business representatives to bring their proportion of the membership to more than 50%. Included in these new business members will be a representative from business organizations such as the State Chamber of Commerce, the New Jersey Business and Industry Association, and a WIB Chairperson, among others.

New Jersey's Workforce Investment System

To truly understand where we are as an organization, it is important to look at where we have been during this decade of achievement. The following short chronology provides some background from 1990 to the present for this annual report:

- 1990 Governor Kean and the Legislature created the State Employment and Training Commission (SETC) to streamline and revitalize New Jersey's workforce readiness system, which encompassed all institutions, agencies and programs that educate, employ, and train people for work. Under the leadership of Chairman John J. Heldrich, the SETC published reports that established the broad outline for a streamlined and revitalized workforce readiness system.
- 1991 The SETC developed principles that were accepted by Governor Florio as the basis for all executive branch decision-making for the workforce readiness system. These guiding principles also formed the basis for *A Unified State Plan for New Jersey Workforce Readiness System*. This plan, based on the needs of the labor market, provides for informed choice by the customer and was outcome driven.
- 1992 Governor Florio accepted *A Unified State Plan for New Jersey's Workforce Readiness System*. The Plan was designed to allow the State and local entities to progress incrementally toward a truly unified system. The SETC operated on a broad front to transform the State's workforce readiness system. Its major priorities were to simplify the way government operates and offer direction to the occupational education, employment and training system.
- 1993 The challenges of re-engineering the workforce readiness system and preparing New Jersey's citizens for the demands of the global marketplace placed the SETC's focus on school-to-work transition, youth apprenticeships, work-based education, local system governance, gender equity, and the employment needs of persons with disabilities. The needs of displaced workers and the needs of small and medium sized businesses were concurrently targeted for concerted attention.
- 1994 The SETC faced a year of transition; Governor Christine Todd Whitman assumed office and new Congressional leadership in Washington began to re-examine all federal programs, including those related to employment and training. The Commission's primary mission of improving the quality of New Jersey's workforce remained in place. Concerns over the proposed federal use of block grants and a reduction in federal funding fueled the emphasis on a more collaborative and efficient delivery system for programs and services. New Jersey's School- to-Work Opportunities Initiative was an example of successful collaboration in government began that year. This approach prepared students for college, technical training, and careers by linking what is learned in school with work.

- 1995 Governor Whitman issued Executive Order #36, which officially established Workforce Investment Boards. This was the defining policy Statement to enable the realization of the earlier vision. The SETC's policy recommendations also led to New Jersey's receipt of a three-year federal implementation grant to establish One-Stop Career Centers Statewide.
- 1996 The SETC published its second edition of *A Unified State Plan for New Jersey's Workforce Readiness System*. It reinforced the implementation of statewide partnerships in the planning of a One-Stop Career Center System that included delivery of all employment, training, education, and human services programs. Priority for services would be for those customers with special need, i.e., welfare recipients and youth.
- 1997 The SETC created a public dialogue on the relationship between skills and income. Key outcomes. This dialogue was crucial to understanding how the rise of a "knowledge-based" economy would place an even higher premium on a skilled workforce. Key outcomes included the SETC publication, *Linking Education and the Workforce: An Imperative for New Jersey's Economic Future*, and the establishment of the Task Force on Adult Literacy in conjunction with the State Commission on Higher Education.
- 1998 The passage of New Jersey's welfare -to- work initiative, the *Work First* program, resulted in New Jersey becoming a national leader in policies and programs that provide welfare recipients with a genuine opportunity to break the cycle of dependence by earning livable wages. After extensive nationwide debate, Congress passed the Workforce Investment Act of 1998. This Act substantially mirrored New Jersey's vision and renewed the vigor of State and local partners in collaborative planning and delivery of workforce investment services in a One-Stop System.
- 1999 Building on its successful efforts with its statewide network of WIBs, the School-to-Career and College Initiatives, the Work First program, and the comprehensive One-Stop Career Center system, New Jersey elected to be an early implementation State and presented its *Strategic Five-Year Unified State Plan for New Jersey's Workforce Investment System* to the USDOL on April 1, 1999.

The SETC took the lead in assisting public and private sector partners to understand the requirements, implications, and limitations of WIA and to convene the widest spectrum of input in order to develop a plan that relates to the needs of New Jersey and all its localities.

- 2000 As one of the first States to present its *Unified State Plan*, full emphasis in 2000 was placed on "*putting the pieces together*," that is, developing and implementing local plans and processes that would improve the unified delivery of all employment, education, training, and human services programs.

Local unified plans for all 17 WIB areas were completed in time for the planned July 1, 2000 start date.

The Commission has involved itself in a wide range of activities since its inception, from organizing programs to making far-reaching recommendations to private and public sector bodies. While the achievements made thus far are significant, the SETC continues to improve and ensure that New Jersey is keeping pace with the global economy.

Jobs are changing as the economy is becoming more global. Tasks and functions are much different than what it was in the labor market five or ten years ago. Employability is what employers look for in individuals. In order to be employable, individuals must obtain skills and knowledge necessary for specific tasks. This is true whether an individual is employed or looking for employment.

Implementing the Workforce Investment Act in New Jersey

New Jersey has a history of workforce planning and coordination through the State Employment and Training Commission (SETC). The Governor directed all departments to develop a single Unified Plan. This Unified Plan includes the State's overall workforce planning, coordination, and assessment efforts, and the implementation of required components under WIA (Title I, Secondary Vocational Education, Adult Education and Family Literacy, and Vocational Rehabilitation Act). The Department of Education and the Commission on Higher Education have been working with the SETC and other Departments to ensure that occupational education at the secondary and post-secondary levels is a major component of the workforce investment system. Universal access to programs that reflect and respond to labor market conditions is essential for New Jersey's citizens to attain the level of competence necessary to compete in the global economy.

Since its inception, the SETC has consistently stressed the fact that the labor market demands a workforce with advanced language, mathematics, and reasoning skills, adaptable to new technologies. During the year 2000, the State planners were confronted with the demands of the workplace and the supply of workers. Business leaders complained that there were not enough literate entry-level workers to meet their needs.

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Last year, the SETC's extensive statewide collaboration led to the creation of the *Strategic Five-Year Unified State Plan for New Jersey's Workforce Investment System*, a mandate of the Federal Government's Workforce Investment of 1998. In order to develop the plan, a diverse group of people was involved in various work groups to address issues and concerns. One of the major concerns was the fundamental change in employment, education, and training system in order to meet the challenges of the global economy.

Guided by the Workforce Investment Act of 1998 and the *Strategic Five-Year Unified State Plan*, the SETC helped frame and lead the dialogue to encourage its partner agencies, the Departments of Education, Higher Education, Labor, Community Affairs, Human Services, the

Commission on Commerce and Economic Growth, and the Commission on Higher Education, to work together to spotlight the need for worker training programs as a priority for public and private sector economic development efforts.

Strategic Concepts

In order to provide trained workers to meet the challenges of the global economy and to ensure sufficient workers for the increasing number of high-skill, high wage-jobs, the SETC used the following strategies to guide its efforts:

- Promote lifelong learning for all workers to gain, retain, and progress in skills and compensation;
- Connect education to employer needs through a Statewide School-to-Careers System;
- Give priority of services to those most in need: welfare recipients, disadvantaged youth, the disabled, older workers, and women and minorities;
- Implement a State-administered and locally-delivered One-Stop System, which provides universal access, customer choice, integration of services, and performance based outcomes;
- Connect the workforce, education, and economic development systems so that education and training programs are considered as economic development programs; and
- Foster collaboration among all the partners.

SETC Committees, Councils, and Task Forces

In 2000, the SETC focused on some of its major initiatives through its Committees, Councils and Task Forces in an effort to upgrade existing skills, provide basic literacy, ensure gender parity, and offer specialized knowledge of high technologies, among others.

Evaluation Committee

Arthur J. O'Neal, Chair

Members

Philip Beardsley, Commission on Higher Education; *Paula Davis*, HF Henderson Industries; *Dana Egreczky*, State Chamber of Commerce; *Len Feldman*, Department of Human Services; *Elaine Feller*, Department of Community Affairs; *Tom Henry*, Department of Education; *Edward Jones*, Lincoln Technical Institute; *John Knoop*, Lawson, Mardon, Wheaton, Inc.; *Paulette Laubsch*, State Employment & Training Commission; *Joe Maag*, Department of Human Services; *Brian McAndrew*, Monmouth County Vo/Tech Schools; *Rudolf Meyers*, Department of Community Affairs; *David Novak*, State Employment & Training Commission; *Harvey Nutter*, Opportunities Industrialization Centers; *Richard Pagano*, Siemens Corporation; *Brian Peters*, Department of Labor; *James Phillips*, Department of Labor; *Janice Pointer*, Department of Labor; *Vivien Shapiro*, Department of Labor; *Harry Stark*, Highland Park; *Charlotte Tomaszewski*, Commission on Commerce and Economic Growth; *Ralph Viviano*, Richard Stockton College of New Jersey; *Dan Will*, Department of Labor; *Greg Williams*; Office of Legislative Services; *Naomi Wish*, Seton Hall University

Last year, the Committee focused on the following:

- Overseeing the evaluation of the Workforce Development Partnership Program
- Setting performance standards for all employment training programs
- Establishing a Statewide consumer report card
- Establishing new criteria for vendor approval
- Developing a mechanism for continuous improvement of the One-Stop System

Gender Parity Council in Labor and Education

Dianne Mills McKay, Chair

Members

Christine Amalfe, Gibbons, Del Deo, Dolan, Griffinger & Vecchione; *Theresa Brown*, Freeholders Office of Burlington County; *Michele Darling*, Prudential Insurance Company; *Velvet Miller*, My Parents' Concierge; Patricia *Palmeri*, WISE Women's Center Essex County College; *Barbara Shailor*, Douglass College; *John Tesoriero*, Commission on Science and Technology

Agency Representatives

Barbara Allen, Department of Human Services; *Philip Beardsley*, Commission on Higher Education; *Linda Bowker*, Department of Community Affairs; *Martha Huleatte*, Department of Education; *Barbara Lee*, School of Management and Labor Relations, Rutgers University; *Marianne Leone*, Commission on Commerce and Economic Growth; *Connie O. Hughes*, Department of Labor; *Henry Plotkin*, State Employment and Training Commission

On September 12, 1999, Bill S1448 was passed by the Legislature and signed by Governor Whitman establishing, within the State Employment and Training Commission, a permanent Council on Gender Parity in Labor and Education. Two reports, *Leveling the Playing Field* and *Balancing the Equation*, written by the Gender Equity Task Force led to the formation of the Gender Parity Council. This Council is believed to be the first such body of its kind in the nation. The Council oversees the State's efforts to provide gender equity in labor, education, and training.

The first Council meeting was held in June 2000. The first project of the Council was to explore the role of gender and technology in New Jersey. The Center for Women and Work - Rutgers University has been contracted as the research arm for the Council.

A mini-conference was held in October 2000 entitled *Gender Equity and Technology in the New Jersey Workplace: Setting the Agenda* and focused on issues of equity for women in education, technology and the workplace. Over 90 people with diverse backgrounds and experience attended the mini-conference. Roundtable discussions included strategies to motivate girls to take math, science and technology courses on K-12 levels; educational policy to ensure gender equity in science and technology programs; college programs to attract and retain female science and technology majors, discussing school/business partnerships; how to recruit and retain women in technology positions; corporate programs to develop a technological training of certified and non-college educated workers; and women entrepreneurs.

The mini conference formed a base for a statewide conference scheduled for the spring 2001.

Public Sector Planning Committee

Henry Plotkin, Chair

Members

Philip Beardsley, Commission on Higher Education; *Linda Bowker*, Division on Women, Department of Community Affairs; *Barbara DeGraaf*, Department of Human Services; *Tom Henry*, Department of Education; *Connie O. Hughes*, Department of Labor; *Charlotte Tomaszewski*, Commission on Commerce & Economic Growth; *Diane Zompa*, Department of Corrections

The Public Sector Planning Committee is composed of high-level officers from the Departments of Community Affairs, Education, Human Services, Labor, the Commission on Higher Education, Commission on Higher Education, Commission on Commerce and Economic Growth, and the Office of Management and Budget. Charged with the mission to oversee all interdepartmental plans at the State level, the Public Sector Committee also serves as a collaboration and governance entity.

This group assures that the SETC establishes an administration-wide consensus on all issues. When appropriate, we confer with the Governor's office, either directly or through a department, to assure that they are consulted about specific issues. This Committee also ensures that the appropriate departmental representatives populate all our work groups and task forces, etc.

The Committee met last year to review and approve the WIB planning guidelines, review and approve WIB budgets, discuss the One-Stop-Career Centers, and provide issues for inclusion in next year's *Strategic Plan* and *White Paper*.

State Council for Adult Literacy Education Services

Donald J. Loff, Chair

Members

Carmelita Acciola, Gloucester County College; *Hal Beder*, Rutgers, The State University of New Jersey; *Mark B. Boyd*, Department of Labor; *Ana Cruz*, Perth Amboy Adult School; *Paula Davis*, HF Henderson Industries; *Nancy Fisher*, Jewish Vocational Services; *Michele K. Guhl*, Department of Human Services; *Charles Hance*, Commission on Commerce and Economic Growth; *Thomas A. Henry*, Department of Education; *David Hespe*, Department of Education; *Jane Kenny*, Department of Community Affairs; *Henry Plotkin*, State Employment and Training Commission; *Enrico A. Prata*, Caldwell-West Caldwell Continuing Education Center; *Julio Sabater*, Universal Communication Enterprise; *Barry Semple*, New Jersey Association of Lifelong Learning; *James E. Sulton*, Commission on Higher Education; *Jack Terhune*, Department of Corrections

New Jersey's Senate and General Assembly passed P.L. 1999, c.107, which was signed by Governor Whitman in May 1999 establishing a State Council for Adult Literacy Education

Services. The Council, a bipartisan body created within the State Employment and Training Commission, was established to facilitate Statewide and local policy development, planning and oversight in consultation with the stakeholders in the area of adult literacy education.

The Council has adopted its definition of literacy from the Adult Education and Family Literacy Act, Title II of the Workforce Investment Act of 1998:

Literacy is an individual's ability to read, write, and speak in English, compute and solve problems, at levels of proficiency necessary to function on the job, in the family of the individual, and in society.

This definition is consistent with the one contained in the National Literacy Act of 1991 and adopted by the Task Force on Adult Literacy and presented in their report the *Literacy Connection*.

The Council unanimously voted to adopt *Equipped for the Future (EFF)* Content Standards as the framework for adult literacy services in New Jersey and to utilize *EFF* as the framework for the State master plan. *EFF* will provide a common set of standards all workforce investment programs that provide adult literacy education or related services.

Ongoing Activities of the SETC

Consumer Report Card

The Consumer Report Card is an extension of the data collection system for vendor approval. The system brings together, in a useful format, administrative data on individuals who receive education and training services under federal, state, or local funded programs including Customized Training.

Basic vendor information is submitted to the Center for Occupational Employment Information (COEI) and then through a formal approval process. This information is routed to the Career Information Delivery System (CIDS) and the Consumer Report Card. When the vendors receive approval, they are placed on the Eligible Training Provider List.

Further, the system is designed to capture information about all students to enable customers to view the training program's success in serving all students, or those that are publicly funded. The system for obtaining on-line student record information from the vendors is in development and will supplement the existing on-line system used to capture descriptive information about training providers. The Department of Education has been working closely with the SETC and the Heldrich Center to develop the student record system and the Department intends to use the resulting system as their primary source of information about students. Training provider performance information is expected to be available on the Training Sources website early in calendar year 2002.

System Performance Standards

Performance Standards for the workforce investment system continue to be a major priority for the State Employment and Training Commission. Our intent to develop system-wide standards has been frustrated by the growing pains of the data collection system and the unexpected direction of federal efforts in this area. Although we do not yet have a workable system in place, we have spent a considerable time grappling with the issues. We have included below an expanded discussion of the major issues involved in the quest for system performance standards.

The One-Stop system authorized by the Workforce Investment Act changes the scope of performance standards for all workforce investment programs. In New Jersey, we have committed ourselves to a One-Stop system incorporating workforce investment activities of 19 major programs. Our definition of a One-Stop system commits us to common performance standards for the entire system. Unfortunately, the federal entities (the source of funds for the majority of the 19 major programs) have opted to maintain their separate measures of performance. Consequently, the discussion of performance frequently becomes unclear. The Chairman of the Commission has communicated the Commission's concern and disappointment about the federally mandated independent standards to the Secretary of Labor however there has been no move to develop common standards at that level.

Of course the SETC is concerned that New Jersey's programs meet the standards set nationally but New Jersey has chosen, through its Unified Plan, to adopt a One-Stop model of service delivery. Inherent to the model are common goals and common performance standards. To this end, the SETC's Evaluation Committee has recommended use of "outcome" measures consistent with those federally prescribed for partner programs, including WIA, standards, and "process" measures derived from service protocols established by local representatives of One-Stop partners.

Numerical values for the measures to be used, as standards will be set after data collection systems are fully functional and baselines can be established. These standards will be state-imposed and will potentially go beyond what the USDOL requires

Performance information for the system currently comes from vast amounts of data collected through different administrative data sources. These include: administrative databases for the Employment Service (including the Workforce Development Partnership Management Information System), Unemployment Insurance, local providers, the Division of Family Development, School-to-Careers, UI wage records; descriptive information on courses, facilities and programs; and survey results for customer satisfaction at both employer and training participant levels. These data sources must be combined or linked so that meaningful information on programs can be presented to customers: job seekers, employers, and vendors. It was the promise of the One Stop Operating System to facilitate this linkage that led New Jersey to be instrumental in the development of that USDOL endorsed system. The system has not yet reached its potential but expect that it will soon.

The US Department of Labor is requiring a customer satisfaction survey that is extremely prescriptive and is not designed to provide program operators with useful feedback about the services they provide. We believe that customer satisfaction should focus on quantifiable measures such as amount of time spent in a waiting room, number of appointments until services were provided, and number of phone transfers made per call. This will provide a sound basis for continuous improvement.

The performance management and vendor evaluation system will be made available in a user-friendly manner through an Internet website. Reports needed for administration of the programs must be available and Individuals seeking information must be able to perform discreet searches to include broad search capabilities. Business customers are interested in how training may increase their productivity or even how it may help them stay in business.

The One-Stop system will be judged broadly based on the success or failure of all partners and their contributions. Standards set under the Strategic Five-Year *Unified State Plan for New Jersey's Workforce Investment System* will be the standards used by the SETC to evaluate the system. Performance measures, by definition, include common definitions and operational definitions. Committees dealing with operational protocols have also addressed common operational definitions to be used by all partners of the system.

Occupational Skill Standards and Credentials

The SETC expects that all training programs provide skills and competencies. The general requirement is that occupational competencies are based on recognized industry/employer-endorsed standards. Since 1994, the recommendations of the National Skill Standards Board are used for this program where appropriate. The New Jersey Department of Education is part of the state-level review and approval of training vendors and programs. This is essential for ensuring a demand side strategy for education and training efforts. The SETC also expects that occupational training, delivered by the system, will result in an employer-valued credential that the trainee can use in their career advancement. The SETC has been working with the National Skills Standards Board to identify appropriate program approval entities and credentials for programs listed on the approved training provider list.

Grant Reviews

As the State Workforce Investment Board, the SETC has a responsibility to review any grant proposal for programs that operate as State functions. In part, this is to ensure the proposal is consistent with the vision and the plan for the workforce investment system. Another major focus is one of quality. New Jersey wants to ensure any proposal is the best possible one for the citizens of the State. In undertaking its review role, the SETC may recommend modifications for quality or conformity.

The SETC has been involved in reviewing various grants currently in progress to determine strengths and weaknesses. TANF and Welfare-to-Work grants are being monitored for exceeding compliance and providing results that are tangible. The continuous improvement focus is also included in grant activities. Multi-year grants are expected to include efforts to improve outcome performance or processes as part of their planning efforts. This will be implemented with grants awarded after June 30, 2000.

In the competitive grant process, the SETC has also established teams of reviewers and evaluators to ensure the best grants are awarded funds for programs. The process involves inter-agency coordination and a rigorous process to ensure good programs exist in the State. A program that recognizes quality in outcomes and services will be instituted

Collaboration Role

The SETC is uniquely positioned to foster collaboration between disparate entities. On the Commission are representatives from the Departments of Community Affairs, Education, Human Services, and Labor and the Commissions of Economic Development and Higher Education. In addition, many committees include representatives from the Departments of Transportation, and Health and Senior Services. Convening meetings with broad representation is essential as a collaborative process is being developed.

It is through these collaborative efforts that a number of statewide processes have been developed. These include:

- One-Stop Operating Protocols
- Vendor Performance System Recommendations
- Establishment of WIB MOUs with Partners
- Program Standards for all, not just Title I
- Guidelines for Local Planning Processes

The relationship of process and outcomes to the One-Stop System has been agreed to by the various partners.

Since the issuance of *A Unified State Plan for New Jersey's Workforce Readiness System* in 1992 (<http://www.wnjp.in.State.nj.us/onestopcareercenter/setc/stplan.html>), New Jersey has viewed this system as encompassing all education, employment and training programs and services. The previous chapter sets forth the broad goals for welfare, education and economic development. New Jersey's workforce investment partners, the State departments of Community Affairs, Education, Health and Senior Services, Human Services and Labor, along with the Commerce and Economic Growth Commission and the Commission on Higher Education jointly plan for programs and services within this context. This common philosophy is reflected in New Jersey's TANF State Plan, the State Plan for Vocational Education, the State School-to-Career and College Initiatives, the Vocational Rehabilitation Plans, the State Economic Master Plan among others.

As has already been indicated, New Jersey has undertaken sustained efforts to include human capital in planning for economic development. This has gone so far to include workforce investment representatives on the Urban Coordinating Council (UCC) and Urban Enterprise Zones (UEZs). With a reliance on a demand-side strategy, it is imperative that employment and training issues are an integral part of economic development strategy. The UCC, a major initiative of the Governor that targets urban neighborhoods for economic development, has the responsibility for coordinating all State initiatives designed to benefit urban areas. This process of programmatic coordination stresses both the economic and social aspects of urban revitalization. The Urban Enterprise Zones come under the broad mandate of the UCC and fully integrates workforce issues. Workforce readiness is central to UCC policy and is reflected in both State policy and in the increasingly close links between UEZs and WIBs.

Resource Directory

In order to assist all partners in the system, the SETC and its partners are developing an annotated, State resource directory for all services involved in the workforce investment system. This directory will be available Internet-based and will provide information concerning services, locations, and contact numbers. A search mechanism will be included that will allow consumers (and partners) to search by area, subject, and name. The targeted completion is July 2000.

Major Event

One-Stop Conference

The 2000 One-Stop Conference "*Imagining the Future*" was held December 12-13, 2000. In this fourth year, more than 700 people registered for the conference and an average of 600 participants attended each day. This year's conference focused on helping private and public sector representatives to share an understanding about the State of the workforce investment system and projecting those insights into the future.

On the first day, Raymond L. Bramucci, Assistant Secretary of the US Department of Labor, was the keynote speaker. Guest speakers at the plenary session were: Kirk W. Conover, Chairman of the Atlantic County Board of Chosen Freeholders, Mark B. Boyd, Commissioner of the New Jersey Department of Labor, and New Jersey Assemblyman George F. Geist. On the second day, the guest speaker for the plenary session was James W. Hughes, Dean of the Edward J. Bloustein School of Planning and Public Policy from Rutgers University, who spoke about New Jersey's future economy.

More than 45 workshops were provided during these two days that touched on many aspects of New Jersey's workforce investment system by spotlighting innovative practices and programs. At the closing session, a question & answer session was held with State Agency Officials from the Departments of Education, Human Services and Labor and the State Employment and Training Commission. An exhibit area was provided for non-profit organizations to display information and materials. These displays provided an opportunity for participants to learn more about other organizations. Twenty organizations participated.

SETC Chronology

During the year, the SETC was involved in various activities. The following calendar provides a chronology of those activities where SETC staff was present.

January

- 14 - Vocational Schools Winter Conference, Atlantic City.
- 18 - Unified State Plan Accountability Committee meeting, Trenton.
- 18-19 - Staff attended National Conference on Quality Issues, Orlando, Florida.
- 25 - SETC meeting, Piscataway.

February

- 1 - Accountability Committee meeting, Trenton.
Consumer Report Card Work Group meeting, Trenton.
- 4 - WIB Directors meeting, Trenton.
- 8 - Higher Education Summit on Information Technology, Edison.
- 9 - Performance Measures Committee meeting, Trenton.
- 15 - Accountability Committee meeting, Trenton.
- 16 - Meeting with Senator Diane Allen on Data for Working Women, Trenton.
- 22 - Meeting with OLS regarding WDP and SETC legislation, Trenton.
- 23 - WIB Directors meeting, New Brunswick.
- 24 - Eligible Training Providers Group meeting, Trenton.
Performance Measures Committee meeting, Trenton.
- 29 - Meeting with Heldrich Center staff regarding CRC, New Brunswick.

March

- 10 - Technical Steering Group meeting, Trenton.
- 14 - Accountability Committee meeting, Trenton.
- 15 - Division of Family Development Regional Training Forum, Trenton.
- 16 - WIB Directors meeting, Trenton.
- 20 - Funding tour and site visits w/Commissioner, Freehold and Newark.
- 21 - SETC meeting, Piscataway.
- 24 - State Youth Council meeting, Trenton.
- 28 - Adult Education and Literacy meeting, Sayreville.

April

- 3 - WIA Administrative Methodology meeting, Trenton.
- 5 - Eligible Training Providers Work Group meeting, Trenton.
- 11 - Accountability Committee meeting, Trenton.
- 14 - New Jersey Association of Lifelong Learning Conference, Somerset.
- 18 - WIB Plan review session, Trenton.

April (cont'd.)

- 20 - WIB Directors meeting, Trenton.
- 24 - Performance Review meeting with USDOL representatives, Trenton.
- 25 - WIB Plan review session, Sayreville.
- 26 - Eligible Training Vendor Training, Trenton.
- 28 - Policy and Practice symposium, Heldrich Center, New Brunswick.

May

- 1 - Labor Intern Program, Department of Labor, Trenton.
- 11 - Consumer Report Card preview, Heldrich Center, New Brunswick.
- 17 - Secretary of State's Youth Conference, Camden.
- 18 - WIB Directors meeting, Elizabeth.
- 19 - Welfare-to-Work conference, Heldrich Center, New Brunswick.

June

- 2 - Council on Gender Parity meeting, New Brunswick.
- 15 - Unified State Plan Accountability meeting, Trenton.
- 22 - Executive Committee meeting, New Brunswick.

July

- 25 - Adult Literacy meeting, Princeton.

August

- 1 - Council on Gender Parity in Labor and Education meeting, Piscataway.
- 8 - Unified State Plan Accountability meeting, Trenton.
- 24 - Adult Literacy meeting, Princeton.

September

- 1-2 - Adult Literacy Meeting, Princeton.
- 5 - Evaluation Committee meeting, Trenton.
- 25 - SETC meeting, Piscataway.

October

- 3 - Council on Gender Parity in Labor and Education meeting, New Brunswick
- 17 - Evaluation Committee meeting, Trenton.
- 18 - Adult Literacy meeting, Trenton.
- 26 - Council on Gender Parity mini conference, New Brunswick.

November

- 9 - Adult Literacy meeting, Trenton.
- 16 - WIB Directors meeting, Trenton.
- 17 - Employer Council Meeting, Trenton.
- 28 - SETC meeting, Piscataway.
- 29 - Credentialing meeting, Trenton.
 - One-Stop Evaluation meeting with OMB, Trenton.

December

- 5 - Meeting with National Skills Standards Board, Trenton.
- 12 - Council on Gender Parity in Labor and Education meeting, Atlantic City.
- 12-13 -SETC Conference, Bally's Hotel, Atlantic City.
- 15 - NJDOL Marketing Committee.
- 29 - NJDOL Marketing Committee meeting.