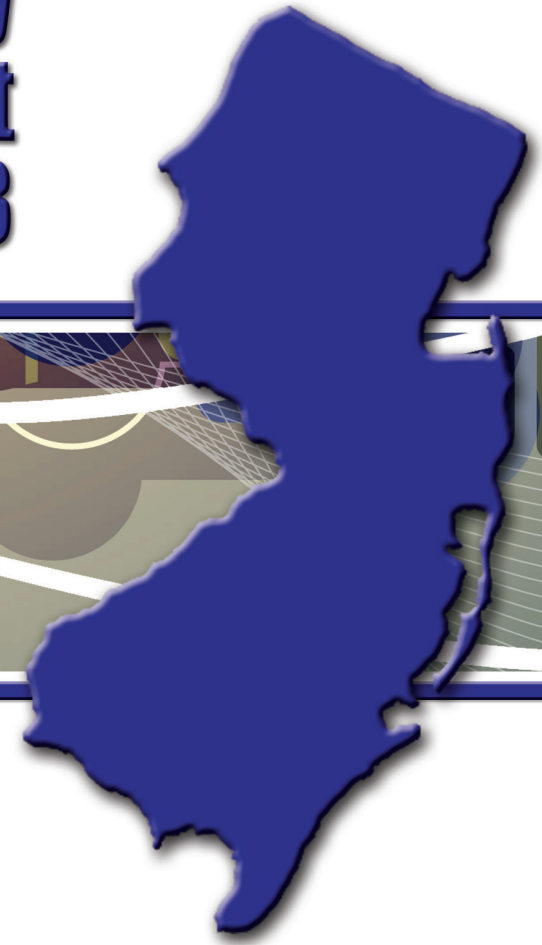


November 2013

New Jersey Workforce Investment Annual Report: 2012-2013



NEW JERSEY DEPARTMENT OF
LWD
LABOR AND WORKFORCE DEVELOPMENT
nj.gov/labor

Chris Christie, *Governor*
Harold J. Wirths, *Commissioner*

The Garden State's economy is growing, and the New Jersey Department of Labor & Workforce Development (LWD) is actively engaged in sustaining that growth.

Garden State employers are hiring workers at the fastest pace in more than a decade. Private sector payrolls have risen for three consecutive years, swelling statewide employment by more than 145,000 jobs, and both job-seekers and employers are finding our Department to be a valuable partner in their continued success.

Every day, LWD helps job-seekers and students to connect with new employment opportunities and offers businesses state-of-the-art resources for finding workers with relevant skills. Working with us is an ever-expanding network of partners, including the State Employment and Training Commission, 18 local Workforce Investment Boards, employers, educational institutions, business associations, labor organizations and community groups. Together we are creating new strategies that match qualified job candidates to employers seeking to hire.

Guided by the state's 2013-2017 Workforce Investment Plan, we are reinventing New Jersey's employment and training services. It calls for continuous employer feed-back on fast-changing skill needs, innovative technology to make labor market information and services accessible to all, improved training for a new generation of basic skills and performance metrics that help identify the most effective workforce development programs.

LWD's proactive, pro-growth approach to workforce challenges is already attracting national attention. In 2013, the Department's response to employers and workers impacted by Superstorm Sandy earned a prestigious State Excellence Award for Leadership from the National Association of State Workforce Agencies – the highest honor that can be awarded to a state department of labor.

As New Jersey businesses and job-seekers adapt to a technology-driven 21st Century global market, LWD and its partners are working to prepare a talented workforce able to adapt to rapid change and to take advantage of new opportunities. In this report, you will find many of the specific steps our state is taking today to insure our future prosperity.

Sincerely,

Harold J. Wirths
Commissioner of New Jersey Department of Labor & Workforce Development

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Introduction

Recent private sector employment growth in New Jersey has created openings across a wide range of jobs, and at many different levels of skill and education. Work opportunities requiring high levels of specialized, technical skills include registered nurses, computer programmers, systems engineers and software developers. Applicants are also being sought for high-demand occupations with more modest requirements, such as retail sales, bank tellers, and administrative support workers.

Bridging the gap between the skills that job-seekers possess, and the skills required to perform available jobs, will become a greater challenge as many traditional fields of employment become increasingly technical. For example, robotic surgery, digital imaging techniques and modern electronic records systems are transforming the number of skills and the skill levels of healthcare professionals. Similarly, the workforce needs of warehousing operations are changing quickly as technology is increasingly used to track the movement of goods through the entire distribution process – from placement of an order through delivery to a customer. Automated manufacturing processes will also increase the use of complex machinery which, in turn, will compel operators to master more advanced computer skills.

The changes transforming individual jobs, career paths and entire industry sectors are also driving the Department to fine-tune its traditional training programs. In keeping with the core values of the 2013-2017 State Workforce Investment Plan, LWD is working more closely than ever with New Jersey employers, educators and training providers on new ways to bring the supply of qualified job candidates in line with relevant job openings.

Looking back over the past year's progress, the numbers speak for themselves:

- More than 9,000 employers now use Jobs4Jersey.com's OnRamp job-search tool to hire new employees, and more than 260,000 job-seekers have uploaded or created a resume online.
- Approximately 33,000 individuals enrolled in Jersey Job Clubs across the state in the first year.
- A total of 4,028 individuals with disabilities were placed in competitive employment through the Department's efforts, 270 more than the prior year.

This report highlights these and other innovative efforts to expand opportunities for New Jersey residents, to build a skilled, competitive workforce and to create services that are relevant, responsive and accountable.

4 Core Values

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4 Key Initiatives

New Jersey's Talent Connection

The 2012-2017 State Unified Workforce Investment Plan, which was developed with input from a wide variety of stakeholders, identified four core values that guide the Department's current and future efforts.

Core Value 1

Driving Investments Based on Industry Needs

Talent Development Investments are based on the specific skill needs of key New Jersey industry sectors.

Core Value 2

Meeting Job-seekers Where They Are

Employment services reach a larger audience of job-seekers through broader public-private partnerships and the optimization of technology.

Core Value 3

Equipping the Workforce for Employment

Basic Skills, Literacy and Workforce Readiness are the critical foundation for all of the state's talent development initiatives.

Core Value 4

Increasing System Accountability

Enhanced performance metrics and processes will increase the accountability of New Jersey's employment and training services, and will help improve customer service to job-seekers and employers alike.

To implement these core values, the Department has launched four key initiatives, described in more detail throughout this report.

NEW JERSEY'S Talent Networks



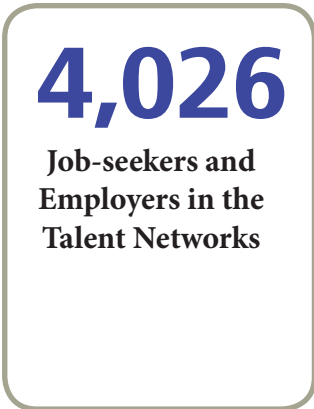
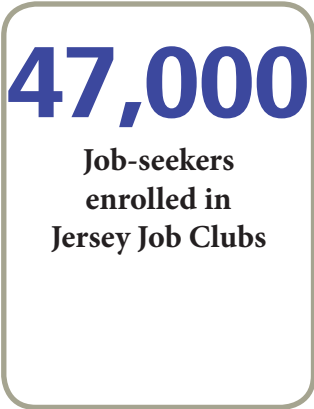
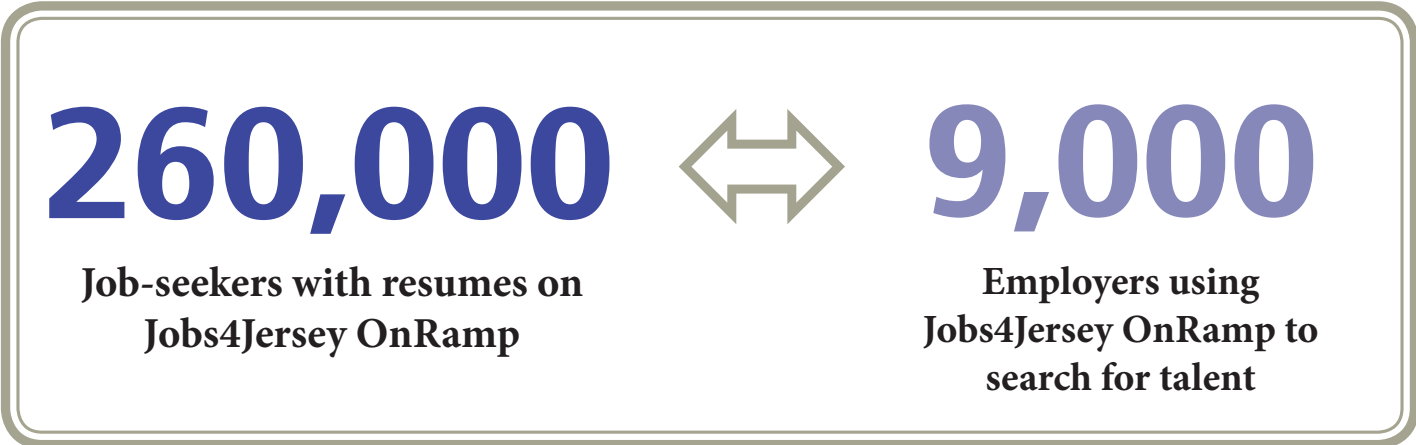
Jobs4Jersey.com

WHERE TALENT MEETS OPPORTUNITY

Recovery4Jersey Skills4Jersey Opportunity4Jersey

Rebuilding NJ's Economy

By the Numbers



4,028

Individuals with disabilities placed in competitive employment by DVRS

21

New industry-education partnerships

13

Grants to support innovative literacy efforts

13

Years of workforce development data in longitudinal data warehouse

10

Balanced Scorecard Metrics

51

Workforce Development Dashboards



Asbury Park before



Asbury Park after

Recovery and Rebuilding: Superstorm Sandy

The Challenge

In October 2012, the destructive winds and flood waters of Superstorm Sandy struck New Jersey damaging more than 72,000 homes and businesses. Lengthy power outages impacted 2.5 million residences and commercial properties. Early estimates of the economic loss approached \$40 billion, prompting the National Hurricane Center to declare Sandy the second most costly hurricane in U.S. history. The Garden State was declared a federal disaster area.

Immediate Response

Well before the storm hit, the New Jersey Department of Labor and Workforce Development (LWD) mobilized its entire staff to prepare for an active role in the recovery and rebuilding effort. LWD was able to quickly respond to a dramatic rise in demand for services at a time when most transportation, energy and communications systems were either inoperable or in disarray. LWD marshaled a solid foundation of existing services to address the fast changing demands of New Jersey residents and businesses.

To optimize response times and services, LWD partnered with FEMA to station staff in Disaster Recovery Centers (DRC's) throughout the state. Using mobile technology, staff helped people apply for unemployment

benefits and access services. Informational help-sheets, in English and Spanish, were distributed to job-seekers and businesses at DRCs and local shelters.

One-Stop Career Centers became service hubs for displaced workers and business owners, offering them free access to working phones, fax machines and computers. LWD established a "SandyHelp" hotline and email address offering the public fast links to vital resources.

Connecting Individuals to Unemployment Insurance

Power outages and flooding forced many New Jersey businesses to close temporarily or permanently. Workers, unable to go to work, lost much needed income.

New unemployment insurance claims surpassed 154,000 in the month after the storm, the highest number of claims in state history. LWD's use of debit cards and direct deposit insured unemployment benefits reached individuals without delay, even those whose homes and neighborhoods had been destroyed. LWD also obtained federal Disaster Unemployment Insurance, allowing benefits for 3,400 individuals who otherwise would not be eligible for unemployment insurance.

LWD sought and received a \$15.6 million National Emergency Grant from



Seaside before



Seaside after

USDOL allowing more than 1,000 unemployed people to be hired by local governments and state agencies to perform critical recovery assignments.

The LWD mobilized its statewide network of Jersey Job Clubs to hold daily information sessions for more than 6,000 job-seekers.

Sandy-impacted workers and businesses were linked to the LWD's innovative OnRamp at Jobs4Jersey.com, an on-line job-search engine where more than 260,000 workers have posted resumes to link with more than 9,000 employers searching for talent. OnRamp registrations rose by more than 4,000 in the week following Sandy, with FEMA using OnRamp to help fill 76 positions.

LWD's Office of Research & Information created a "Joint Economic Data Operations Team" to allow state agencies, FEMA, the U.S. Census and local governments to share economic and demographic data and analysis. User-friendly charts and maps were provided to inform recovery efforts. The FEMA Administrator cited this innovative effort in his testimony before the Senate Appropriations Committee in March.

Rebuilding the State

LWD continues to play a critical role in the Sandy recovery, connecting people who lost their jobs with opportunities created by the rebuilding

effort. LWD also created the "Hire New Jersey" Recovery Plan; redirecting \$26 million in state funds to help businesses recruit and hire new workers through an On-the-Job (OJT) training program and business-driven industry-focused training.

LWD expanded its Talent Network initiative by creating two new partnerships, one focused on Recovery efforts (led by Ocean County College) and another focused on the hard-hit Hospitality, Tourism and Retail industries (led by Stockton University and Fairleigh-Dickinson University). These new Talent Networks are working with businesses to identify changing workforce needs and develop programs to connect job-seekers and employers.

In recognition of these efforts, LWD was awarded the State Excellence Award for Leadership for 2013 by the National Association of State Workforce Agencies.

Core Value 1 - Driving Investments Based on Industry Needs

Talent Development investments are guided by the specific skill needs of key New Jersey industry sectors.

The Department helps individuals achieve economic opportunity by connecting them to jobs, training and career pathways, while building a skilled workforce that drives economic growth. To achieve these goals, LWD works closely with New Jersey employers to identify the critical workforce needs of the state's key industries; communicates those needs to job-seekers and educational institutions; and invests in training programs that address those needs.

By the Numbers:

7 Talent Networks focused on key industries

4,026 Job-seekers and Employers in the Talent Networks

1,400 Data users with free e-subscriptions to Office of Research and Information publications

7 Key Industries

LWD identified seven sectors that are significant to economic development efforts, have a strong historic presence in the state, and provide a significant number of jobs in the state. These industries are the focus of LWD's strategies and programs:

- Life Sciences (Pharmaceuticals, Biotechnology, Medical Technology)
- Technology
- Financial Services
- Transportation, Logistics and Distribution
- Advanced Manufacturing
- Health Care
- Hospitality, Retail and Tourism

Talent Networks

At the heart of LWD's efforts to align workforce investments with industry needs are the state's Talent Networks, industry-focused partnerships that work to connect job-seekers, employers, educational institutions and workforce development programs. The Talent Networks are managed by higher education institutions, industry associations and non-profit organizations selected on a competitive basis and led by staff with expertise in the specific industry.

Each Talent Network addresses the specific workforce needs and challenges of their industry. They identify skill and talent shortages, and work with higher education institutions to create programs that address those needs. The Talent Networks also provide information and guidance to job-seekers interested in obtaining employment in their target industry. Each one also has a social media presence and a website to support interactions between job-seekers, employers and key stakeholders.

In 2013, LWD launched the Sandy Recovery Talent Network, managed by Ocean County College, to assist individuals who lost their jobs as a result of Superstorm Sandy and help companies in the recovery effort find skilled workers. The Hospitality, Tourism and Retail Talent Network, led by Stockton University in south Jersey and Fairleigh Dickinson University in north Jersey, was also established to connect job-seekers and employers in the state's largest industry.

Labor Market Intelligence Focused on 7 Key Industries

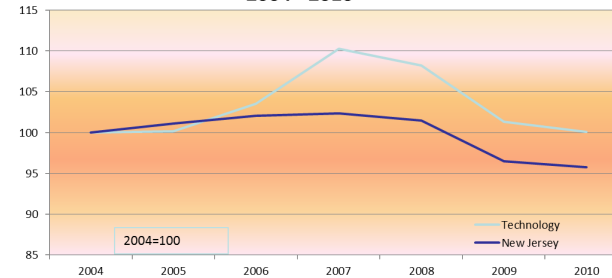
LWD's Office of Research and Information combines direct feedback from NJ employers with data from state and national information sources to understand the constantly changing workforce needs of the state's seven key industries. ORI analysis highlights employment and demographic trends that impact job-seekers, employers, unions, educators, training providers, counselors, and government policymakers alike.

ORI's website and publications cover numerous topics, including:

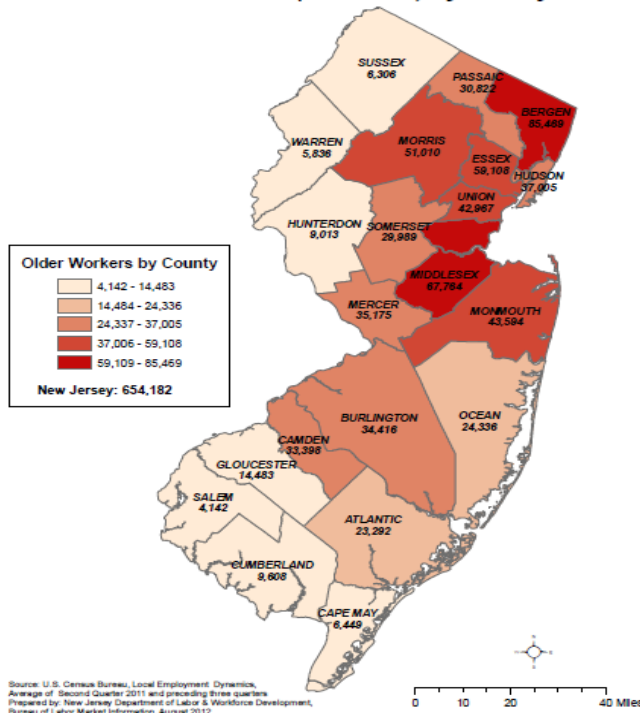
- Industry economic trends
- Occupational trends, employment and earnings
- Occupational and industry employment projections
- Job postings data

LWD's Labor Market Analysts maintain up-to-date industry profiles of key jobs and skills for all seven key sectors, in addition to producing shorter Labor Market Views articles on selected workforce issues. Free ORI updates are sent via e-mail to data users who subscribe at njsdc@dol.state.nj.us

Technology Sector vs. Statewide Employment
2004 - 2010



Older Workers (55 & Over) by County



CURRENT PRIORITY

Talent Advisory Councils

The State Employment and Training Commission (SETC), in partnership with LWD and other state agencies, has begun convening standing Talent Advisory Councils for each of the state's key industries. These Councils, consisting of 12-16 employers that represent a diverse mix of companies in each industry, will meet twice per year to provide guidance on the workforce challenges facing their sector, and to help develop targeted strategies and programs to build a skilled workforce.

The Councils for the advanced manufacturing, transportation, logistics and distribution, financial services and health care all met in late summer and fall 2013.

The SETC will work with LWD to combine the feedback from the Talent Advisory Councils with economic and labor market data generated by LWD's labor market analysts to identify the primary workforce challenges facing each industry. They will also produce Talent Development Strategies that outline specific steps toward building a world class workforce for each industry.

NEW JERSEY'S Talent Networks

Since 2011, New Jersey's six original Talent Networks have connected job-seekers, educational institutions, workforce development programs and employers in new, innovative ways. Each year the Talent Networks commit to a wide range of events and services, from job fairs and industry week celebrations to networking opportunities and presentations to job-seekers. Below is a selection of highlights from the 2012 program year.

NJ Health Care TALENT NETWORK

LEAD ENTITY: Rutgers, The State University of New Jersey
INNOVATION: Showcase of Health Care Careers & Skills

The April 2013 Health Care Talent Network Industry Week was a key effort in raising awareness of the industry. Opening day was attended by over 350 health care professionals, students and job-seekers who were able to learn and experience a medical village.

A mini-hospital was created highlighting 24 different occupations within a hospital and showing various pathways to grow into them.

Free screenings and tests were offered, demonstrating the skills workers use in key health care jobs.

Each day was filled with activities highlighting jobs in different areas: general health, public health, dental health, allied health and health career pathways. Overall there were more than 200 employers who participated in the industry week and spoke with job-seekers. The Talent Network reached out to 1,500 students and job-seekers to make them aware of the week's activities.

LIFE SCIENCES Talent Network

LEAD ENTITY: BioNJ
INNOVATION: Connecting Dislocated Workers to New Opportunities

The Life Sciences Talent Network worked closely throughout the year with the Department's Rapid Response services, assisting individuals who lost their jobs in the pharmaceutical industry. The Talent Network staff participated at informational sessions at company locations, providing newly unemployed workers with guidance and advice for transitioning to opportunities in the industry, with a focus on the state's growing biotechnology industry. The Talent Network also hosted jobseeker networking events which produced successful job matches for the job-seekers and for employers hiring in the industry sector.

The Life Sciences Talent Network also hosted an annual career event in June that focused on life sciences companies, educational resources, professional organizations and placement firms. This year's event, held at Rutgers University in New Brunswick, included 33 exhibitors and over 650 attendees.



LEAD ENTITY: NJ Technology Council
INNOVATION: Connecting Job-Seekers to Start-Up Companies

In 2013, the Talent Network hosted a Person to Business event – or P2B – for displaced middle to executive level professionals who could work on projects for early-stage technology companies and make a difference. Job seekers benefit by staying current with new technology, building their resumes and making connections to help them create a new career path. Participants at the P2B event met with pre-matched companies to discuss volunteer project opportunities. Over 60 job seekers registered, and 20 companies participated with 44 opportunities.



LEAD ENTITY: New Jersey Institute of Technology
INNOVATION: Building New Training to Meet the Skills Gap

In discussions with employers, it became increasingly clear that small and mid-sized companies in the state's metal fabrication industry were unable to find entry-level employees with the needed metalworking skills. The Talent Network director worked with several businesses and institutions of higher education to create a curriculum that met all of their needs. Job-seekers interested in the training were pre-screened for qualifications by the One-Stop Career Centers, based on feedback from employers. Students graduated from the class and were quickly hired by the employers. This process was duplicated in several areas of the state with great success.

The Advanced Manufacturing Talent Network organized four training partnerships, training almost 150 individuals in the following fields:

- Fabricated Metals Manufacturing
- CNC Machine Operator and Fabricated Metal Manufacturing
- MSSC Certified Production Technicians
- Production Workers/CNC Machine Operators



LEAD ENTITY: Rutgers, The State University of New Jersey
INNOVATION: Connecting Employers and Qualified New Hires on a Large Scale

The TLD Talent Network has combined technology and in-person efforts to better connect job-seekers and employers. Its LinkedIn page is a primary vehicle for disseminating job search tips, industry information and job opportunities to more than 1,500 individuals. The Talent Network's "TLD Tuesday" posts highlight TLD employment opportunities found on Jobs4Jersey.com.

The TLD Talent Network was also instrumental in a large scale hiring event for a company needing to hire over 500 workers for cargo positions at Newark Liberty International Airport within one month. The TLD Talent Network staff helped the hiring team hold information sessions at Jersey Job Clubs, conducted pre-screening sessions of job-seekers at a One-Stop Career Center and staffed the recruitment events publicized in newspapers and on television. Over 1,600 job-seekers were pre-screened and more than 550 were hired.



LEAD ENTITY: Newark Alliance
INNOVATION: Providing In-Depth Industry Guidance to Job-seekers

The Talent Networks are important partners with the state's One-Stop Career Centers, providing information to job-seekers and staff. For example, Financial Services Talent Network director at the Dover One-Stop Career Center drew more than 85 job-seekers who learned about the current state of the Financial Services sector and entry-level career opportunities. Participants were encouraged to join the Talent Network's LinkedIn group and seek out information on their webpage.

Job-seekers expressed appreciation that the Talent Network director had considerable experience in the sector that included a background in staffing. This experience provided credibility that allowed the presenter to provide specific examples and answers to job-seekers which they found to be very helpful.

Core Value 2 - Meeting Job-seekers Where They Are

Employment services are reaching a larger audience of job-seekers through broader public-private partnerships and optimizing technology.

Employers in a wide variety of industries are creating jobs. LWD has expanded efforts to reach those who are unemployed, providing them with the guidance, assistance and connecting them with employment opportunities. By using technology and broader partnerships, the state's workforce development programs have effectively reached a significant number of individuals.

By the Numbers:

47,000 individuals in the Jersey Job Clubs

260,000 Job-seekers with resumes on Jobs4Jersey OnRamp

9,000 Employers using Jobs4Jersey OnRamp

The Foundation: One Stop Career Centers

Located throughout the state, New Jersey's 34 One-Stop Career Centers are the foundation of the state's workforce development services. A partnership between LWD and the state's 17 local Workforce Investment Boards, the One-Stop Career Centers offer job-seekers free career counseling, job search services and training information that help individuals in every region develop the skills they need to find work opportunities.

Reemployment Partnership with the Community Colleges

LWD continued its innovative partnership with the state's 19 community colleges to assist individuals who have been unemployed for long periods of time. All individuals who have received Unemployment Insurance (UI) for 26 weeks, are invited to a session at their local community college to receive information on workforce services through Jobs4Jersey.com and through the One-Stop Career Centers and to learn about other opportunities, including those offered at the community college. Job-seekers are encouraged to create a resume on the Jobs4Jersey OnRamp job search engine and to use the site to look for employment. The sessions, officially known as Reemployment Eligibility Assessments, were also used to ensure that all individuals were meeting the eligibility requirements of the UI program. Over 46,800 job-seekers participated in a session during the program year.



Strengthening One Stop Services Jersey Job Clubs

Since 2012, LWD has established 23 Jersey Job Clubs (JJC)s at local One-Stop Career Centers statewide, giving unemployed job-seekers a supportive network of local contacts where they can launch an effective job search. There are also six virtual industry-specific Clubs statewide for those interested in particular sectors. Club membership is open to all job-seekers at every skill level, whether or not they are collecting Unemployment Insurance. The JJC)s have attracted approximately 47,000 participants throughout New Jersey.

Jersey Job Clubs host a minimum of six workshops each week, where adults with blue and white collar work experiences receive expert advice on the latest job search tools and techniques, obtain up-to-date information on fast-growing jobs and industry sectors in their region, and improve their interview and resume-writing skills. Instructors include top human resource professionals and industry leaders, and volunteer opportunities give Club members the chance to improve their skills and strengthen connections within their community.

Club members learn how to market themselves effectively for promising new job openings and career paths, while building self-confidence and becoming comfortable with new resources such as social media. In-person networking begins at the first meeting, and participants discover how building relationships and meeting new people can be an essential part of a successful job search strategy. If a participant has not found employment after six months, One-Stop counselors are available to offer more intensive counseling services.

Job-seekers can identify nearby Jersey Job Clubs and register as a member online by visiting LWD's Jobs4Jersey.com employment website. The site offers access to a wide range of employment services, from training to public assistance, and its state-of-the-art OnRamp job-search engine helps job-seekers connect with employers interested in their specific skills.



OnRamp: Using Technology to Reach Job-seekers

LWD's free Jobs4Jersey.com website – and its innovative OnRamp job-search engine – illustrate how new technology has greatly enhanced New Jersey's efforts to link job-seekers and employers. Visitors can showcase their skills to thousands of employers, access relevant job opportunities drawn from more than 2,400 websites through a single search, or quickly customize a resume to match a specific opening. At the same time, employers are able to design custom job postings that attract inquiries from well-qualified candidates with critical skills.

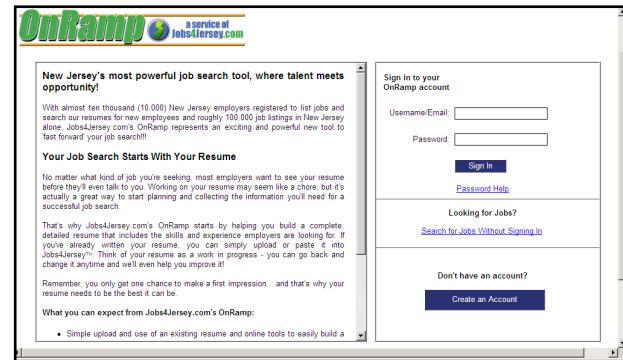
OnRamp is already helping more than 260,000 people match their skills to job openings in the New Jersey region. Total job listings within New Jersey alone recently numbered 120,000 – a figure that increases to nearly 250,000 openings when work opportunities available within 50 miles of the NJ state border are included.

More than 9,000 employers are using OnRamp to find new employees, by searching the listed resumes for skilled workers and by posting new job openings.

OnRamp uses a powerful “skills-based” matching system, allowing the job-seeker's specific knowledge and abilities to be showcased, not just the job-seeker's last job title. Its interactive features permit users to regularly update their resume or create multiple job searches – customizing each one by geography, salary, industry or keywords that interest prospective employers. OnRamp employers also gain access to robust search-engine tools to target and identify qualified candidates that meet their talent needs.

Through OnRamp, New Jersey job-seekers receive automatic e-mail alerts on job matches whenever employers post new jobs matching a job-seeker's skills and experience. People are often surprised to learn that their skills are relevant to certain jobs and industries they have overlooked in the past.

Most employers want to see a jobseeker's resume before making an initial contact. That's why Jobs4Jersey.com and OnRamp help registrants help themselves from the start by building the kind of complete, detailed resume that highlights the precise skills and experience employers are looking for. At all times, job-seekers control what information an employer can see and how they are contacted by employers seeking interviews.



Meeting the Employment Needs of Veterans

The State of New Jersey has made a special commitment to creating employment and education opportunities for men and women who have served in the nation's armed forces. More than 19,500 veterans are currently registered and active in New Jersey's One-Stop Career Center system.

In each One-Stop Career Center, there is a Veterans Representative who specializes in helping veterans find jobs and opportunities for which they qualify. In addition to priority referrals to jobs, veterans can enroll in free job search workshops, find help developing a resume, learn about career training programs and apprenticeships, and get one-on-one assistance in understanding the wide variety of veterans' benefits available through the U.S. Veterans Administration, and state and local governments. Disabled Veterans Outreach Program staff members are also available to assist veterans with significant barriers to employment.

Veterans seeking employment benefit from the job search resources of Jobs4Jersey.com and OnRamp. For the past two years, they have also been the focus of special job fairs devoted exclusively to veterans. The LWD and Department of Military and Veteran Affairs have joined with the U.S. Chamber of Commerce, the American Legion and other sponsors to support these "Hiring Our Heroes" events throughout the state – from East Rutherford, Toms River, Flemington and Somerville to Bordentown and Trenton.

CURRENT PRIORITIES

One-Stop Planning Effort

The department is conducting a one-year comprehensive planning effort in order to develop a long-term vision for 21st century service delivery. This initiative evaluates the existing workforce development system and identifying ways to give job-seekers and employers more effective, efficient, and convenient services. The goal is to achieve better matches between job-seekers and employers that address business needs and shorten durations of unemployment. An evaluation of the workforce development system has begun with a research team from Rutgers, the State University of New Jersey. The study will lead to increased professional development opportunities for One-Stop staff to be provided through a "Jobs4Jersey Academy" training program.

Digital Outreach Strategy

Jobs4Jersey.com is the department's gateway to online workforce development services for businesses and job-seekers. A key initiative under Core Value 2 is to fully integrate the virtual and in-person services through the development of a digital outreach strategy by coordinating and consolidating the department's virtual talent development services.

Major components of this strategy include surveys and focus groups to determine how well the site meets customers' needs, a guided, customizable process for job-seekers (that mirrors the process conveyed by the in-person services), and exploration and possible implementation of new initiatives.

Core Value 3 - Equipping the Workforce for Employment

Basic Skills, Literacy and Workforce Readiness are the critical foundation for all of the state's talent development initiatives.

In a technology and knowledge driven economy, the vast majority of individuals must have basic and occupational skills to obtain employment. LWD makes significant investments to build a skilled workforce for the state's key industries and to help New Jersey residents learn the skills they need for jobs and careers.

By the Numbers:

13 Grants to support innovative literacy efforts

4,028 Individuals with disabilities placed in competitive employment

21 New industry/education partnerships

Hire New Jersey

In the aftermath of Superstorm Sandy, LWD restructured training investments to support recovery efforts, to assist employers with hiring previously unemployed individuals and to support innovative partnerships to address skill gaps in the state's key industries. These investments, known collectively as Hire New Jersey, include:

Recovery4Jersey – On the Job training for new employees

Opportunity4Jersey – Industry partnerships to address skill gaps

Skills4Jersey – training for incumbent workers

Recovery4Jersey

Through Recovery4Jersey, LWD assists businesses with hiring new employees by helping to fund the cost of the training. This on-the-job training program reimburses employers 50% of their new workers' wages when they hire individuals who are unemployed. Under this program, new employees get on-the-job training for a specific skills set. The program helps businesses defray the costs of training new employees — and gives unemployed workers new skills, as well as permanent, full-time employment. This business-driven program helps to close critical skill gaps while helping individuals who are currently collecting unemployment benefits or who have exhausted their benefits.

The program targets workers who are paid \$10.00 an hour or more. Positions must be full-time with a promise of long-term employment, and depending on the complexity of skills to be learned, the training can last between 12 to 26 weeks. To date, more than 200 individuals have been hired through the Recovery4Jersey program. The average duration of unemployment for participants before entering the program is 49 weeks.

Recovery4Jersey
Skills4Jersey
Opportunity4Jersey

Rebuilding NJ's Economy

Opportunity4Jersey

As the state recovers from the recession, employers in the state's key industries increasingly indicate they have difficulty finding qualified workers with the specific skills needed by the employers. To address these skill shortages, the Department launched the Opportunity4Jersey program to help unemployed residents obtain specific skills necessary to securing employment and a career path. Additionally, the program assists educational institutions and training providers to adjust their curriculum and programs to the changing labor market.

The Opportunity4Jersey program invests in training programs that are directly connected to the hiring needs of multiple employers and provide a pathway to employment for unemployed residents. Funding is from the state Workforce Development Partnership (WDP) Program for dislocated workers. A 2012 pilot program in which all ten graduates of a fabricated metal product training class were successfully placed into jobs served as a framework for the initiative.

Five partnerships were underway during the 2012 program year. During the 2013 state fiscal year, 15 contracts (totaling almost \$3.2 million) were competitively awarded, representing partnerships with more than 120 employers. Awardees were colleges and approved training institutions working in conjunction with pre-identified New Jersey employers or a consortium of employers from one of the state's targeted industry clusters.

Selected Opportunity4Jersey Training Programs

- Program Logic Technician
- Computer Numerical Control Machine Operator
- MSSC Certified Production Technician
- Fabricated Metal Manufacturing
- Licensed Mortgage Loan Originator
- Certified Nurses Aid
- Medical Assist. & Tech.
- Long Term Care Specialist
- Licensed Practical Nurse
- Pharmacy Technician
- Phlebotomy Technician
- Fabricated Metal Manufacturing

Selected Partners

- NJ Business and Industry Association
- The Glass Manufacturing Roundtable
- Salem County Vocational Technical Schools
- Cumberland Salem Workforce Education Alliance
- New Jersey Council of County Colleges
- Camden County College
- America's Mortgage Institute
- Laboratory Corporation of America Holdings

Skills4Jersey

This year, LWD re-tooled its training program for current employees into the new, more business-focused Skills4Jersey program. Training grants, awarded competitively, are used for on-the-job or classroom training with a focus on assisting employers to expand the training for their employees. This past year, LWD awarded 220 grants to 614 companies to help them train more than 68,000 employees.

Investing in the Skills of Youth

The youngest New Jersey residents have the highest unemployment rate of any age group and LWD has implemented a number of programs to assist young people in obtaining new skills and work experiences that will put them on a career path. These programs complement the services to youth that are provided by local WIB's through the Workforce Investment Act.

Selected investments include:

YouthCorps: A total of 12 grants were awarded to organizations throughout the state to provide out-of-school youth with community crew-based projects, academic instruction leading to a high school equivalency diploma, personal and career counseling, employability and life skills instruction and transition services.

Youth Transitions to Work: This program provides funding to labor organizations, vocational schools and non-profit organizations to provide high school seniors and juniors with career exploration, training and exposure to occupations that involve an apprenticeship. The program helps high schools students to make a successful transition from school to high-skill, high-wage jobs and helps prepare them for further education.

Literacy Investments

LWD makes a variety of investments to help individuals obtain the basic math, verbal and computer skills that are necessary for employment and further training and education. The Department's programs help individuals obtain a high school equivalency diploma, helps individuals to learn English and helps companies raise the skill levels of their employees. The state's 31 Workforce LearningLinks facilities helped close to 3,300 individuals raise their basic skill levels using computer labs in One-Stop Career Centers. Through LWD's unique partnership with the New Jersey Community College Consortium and the New Jersey Business and Industry Association, approximately 760 companies were able to assist more than 11,500 employees to obtain needed skills.

To foster new innovations, LWD launched the Literacy4Jersey competitive grant program to provide funding to 13 organizations, including a local library, a volunteer organization and a non-profit community group, working to bring literacy education to more people in new ways. Almost 1,000 participants have been enrolled.

Creating Job Opportunities for People with Disabilities

During the year, LWD's Division of Vocational Rehabilitation Services placed 4,028 individuals with disabilities into competitive employment, exceeding the annual goal, and 270 more placements than in the prior year. This represents the highest level since 2008. LWD's counselors worked closely with consumers and employers to make these connections.

A Commitment to Employment First

New Jersey became an Employment First state in 2012, committing its policies, programs and services to proactively promote competitive employment in the general workforce for people with any type of disability. To that end, LWD has made this goal a top priority for its state plan and management team.

This year, LWD:

- Co-sponsored a statewide Supported Employment Summit
- Awarded \$2.2 million in Federal grants to 14 community based agencies that have identified Employment First as a critical priority in service delivery
- Offered training, consulting and public information to New Jersey organizations and agencies working to advance Employment First principles

New Investments in Training: Employment First4Jersey

In 2013, LWD launched a new competitive grant program to encourage and support the development of partnerships to provide industry-driven training to individuals with disabilities. This \$2 million investment will provide training to individuals with disabilities and build new pathways to employment.

CURRENT PRIORITIES

Literacy Strategy

Given the critical importance of basic skills, LWD in partnership with the State Employment and Training Commission is launching a multi-step strategic effort to strengthen the state's literacy programs. This effort will include a comprehensive review of innovative efforts in New Jersey and across the country, a full inventory of all the literacy investments in the state, including those led by volunteer organizations and funded by foundations and corporate donations, and an assessment of the current literacy needs of the state's residents.

LWD will use this analysis to refocus and strengthen existing literacy investments.

Industry Specific Career Information

Job-seekers must have up-to-date, actionable information on career opportunities if they are make good decisions about their careers.

LWD is currently developing career posters / brochures on career opportunities in the state's seven key industries. The career posters / brochures will outline key occupations, career pathways and skill needs of the state's key industries. LWD is also developing a new section of Jobs4Jersey.com that will deliver more detailed career information.

Core Value 4 - Increasing System Accountability

Enhanced performance metrics and processes are increasing the accountability of New Jersey's employment and training services, and will help improve customer service to job-seekers and employers alike.

By the Numbers:

- 13** years of workforce development data in the Workforce Data Quality Initiative data warehouse
- 10** Balanced Scorecard Metrics
- 51** Workforce Development Dashboards

Dashboards

The Department uses dashboards as a management tool in order to facilitate proactive rather than reactive data-driven decision-making. These dashboards – which cover more than 50 programs, grants, and projects – ensure open and transparent processes and measurement and focus on outcomes.

For each program, grant or project, the dashboard displays:

- the staff member who owns the initiative;
- targets for financial, compliance and participant outcomes;
- actual data for the month; and
- a “Red/Yellow/Green” warning system for at-a-glance indication of performance.

Weekly dashboard overviews at senior staff meetings pinpoint areas of concern. Monthly dashboard reviews generate rich discussions to prompt actions that improve performance and create line of sight visibility from the local to state level. The annual Workforce Development “Year in Review” includes customer success stories on the dashboards and provides a balanced scorecard overview of all the year's accomplishments.

Development of Balanced Scorecard Metrics

Balanced Scorecard Metrics expand metrics beyond the traditional Common Measures used to measure the performance of Workforce Investment Act and Wagner-Peyser programs. They were developed by the Performance Committee of the State Employment and Training Commission (SETC), in close partnership with LWD. In March 2013, the full SETC membership endorsed ten metrics to be collected for the first time during Program Year 2013. Data collected during the first year will be used to set a baseline of performance, however each metric will be reviewed to determine if it actually provides the expected valuable performance information.

The scorecard represents a balanced approach that includes leading and lagging measures to gauge system effectiveness and efficiency – revealing if programs are doing the right things the right way. Service and Flow metrics indicate whether individual and business customers reflect the composition of regions from which they are drawn. Another early (“leading”) indicator of system performance is the length of time unemployment insurance (UI) claimants need to secure new employment after receiving LWD services – a valuable measure of the impact workforce investments can have.

The outcomes measures are based on date of enrollment – a key difference from the federal Common Measures – rather than on the date when an individual “exits” a service or program. Workforce investments must also meet specific funding and spending guidelines. Lastly, the scorecard tracks whether customers of workforce services report a high level of satisfaction with the services they receive.

System effectiveness

Service and Flow

- Job-seekers served
- Characteristics of individual customers
- UI Claimant time to receipt of services
- Employers served
- Market penetration in key industry sectors

System efficiency

Skills and Employment Outcomes

- Job-seekers entered employment after enrollment (number and elapsed time)
- Youth attainment of credential/degree
- Older youth placement (employment/education)

Financial and Compliance

- Budget expenditure rate
- Compliance with funder objectives

Customer Satisfaction

- Individual customer satisfaction
- Employer customer satisfaction

From Data to Informed Decisions: Workforce Data Quality Initiative

In July 2012, the Department received a three year, \$996,600 grant from the US Department of Labor to build a workforce longitudinal data system (WLDS) under their Workforce Data Quality Initiative (WDQI). The WLDS unites the department’s disparate administrative data systems (e.g., workforce case management, wage records, unemployment insurance case management) in a single data warehouse, and connects with data from PreK-12 and postsecondary education.

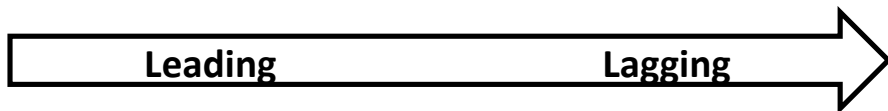
This initiative will give Department researchers and partners more readily available data in order to gauge current workforce system performance, and to conduct more rigorous evaluations of LWD programs. The Department adopted a “university partner” model, working closely with the Heldrich Center for Workforce Development at Rutgers, the State University of New Jersey.

The Heldrich Center has a history of calculating program outcomes for the Department’s “consumer report card” – a popular online tool that gives job-seekers, career counselors and employers valuable information on the performance of publicly funded training and education programs within NJ (njtopps.org).

CURRENT PRIORITY

One-Stop Career Center Evaluation

During PY 2012, LWD and the State Employment and Training Commission began an assessment of One-Stop Career Centers as part of a long-range plan for improving service delivery. A rigorous independent evaluation team of researchers from Rutgers, The State University of New Jersey, began in September. The evaluation scope of work includes five components: Analysis of Administrative and Performance Data; Assessment of One-Stop Career Center Processes; Customer Satisfaction; Quasi-Experimental Evaluation of Training Services; and Evaluation of Parolee Employment Placement Program (PEPP). A final report will be issued in spring 2014. More details are provided in the appendix.



Appendix A: Status of State Evaluation Activities

On August 12, 2013, a Request for Proposals (RFP) was issued to state colleges and universities for an evaluation of the New Jersey's workforce development services. A review panel recommended that contract be awarded to the Heldrich Center for Workforce Development at Rutgers, the State University of New Jersey. Work on the evaluation began in October 2013. A final report will be issued by June 2014.

The Scope of Work for the evaluation includes the following four areas:

(1) Analysis of Administrative and Performance Data

The evaluator will analyze this administrative, programmatic, and metrics data to answer the following research questions:

What are the demographic characteristics of One-Stop job seeker customers, as compared to all unemployed individuals?

What are the characteristics of employer customers of One-Stop Career Centers and to what extent are they representative of all employers in the state?

What is the mix of services for job seeker customers?

What is the mix of services for employer customers?

Are there patterns of employment outcomes based on demographics of participants and/or location of One-Stop?

(2) One-Stop Career Center Processes

The evaluation will use qualitative research methods to evaluate job seeker and employer customer experiences in the State's One-Stop Career Centers. The evaluation will use structured interviews, focus groups with staff, and site visits to examine key process questions. Site visits will occur at One-Stops will be selected to be representative of the state's regions and communities. Research questions:

How does the movement of jobseekers customers through the system compare to LWD's model of standard customer flow?

Given the common measures and Balanced Scorecard metrics (measures related to financial, compliance, service/flow, skills and employment outcomes and customer satisfaction) as outcome measures for the One-Stop system, what are key inputs or drivers of the system that could be used as process measures to ensure success of the system?

What is the process by which job seeker customers are selected to participate in long term occupational training? What are the effective components of this process? Are there areas for improvement?

What are the benefits and challenges of group provision of services (e.g., the Jersey Job Clubs) compared to traditional one-on-one service provision?

How has OnRamp on Jobs4Jersey.com, the state's innovative talent-matching system, impacted service delivery from both a customer (jobseeker and employer) and staff perspective?

(4) Customer Satisfaction

The evaluation will assess general levels of customer satisfaction with services and will determine customers' perceptions of the impact of the services. The evaluation will include a customer satisfaction survey of both job seeker and employer customers across the state. These surveys will serve to pilot the customer satisfaction measures for a Balanced Scorecard approach to performance metrics for workforce development programs.

What is the overall profile of customer satisfaction for job seekers and employers?

To what extent do job seeker and employer customers report that the services helped them meet their needs (for a new job, training, qualified workers, etc.)?

What One-Stop services do customers value the most? What services do they value least? Are there customer needs that are not being met?

Do the customer experiences suggest any best practices at specific OSCCs that might be replicated throughout the system?

(5) Quasi-Experimental Evaluation of Training Services

The evaluators will use a quasi-experimental methodology to determine the effectiveness of short-term occupational training between July 2010 and June 2012. The evaluators will select a comparison group of similar individuals who did not receive training and compare their employment outcomes to those who did receive state-funded Workforce Development Program training. Comparisons will also be made to the outcomes for WIA-funded Individual Training Accounts. Research questions:

What are the differences in employment and earnings outcomes of training recipients compared to non-recipients? Is this sustained over time?

What is the profile of those who receive training grants by type of provider and field of training? Do participants in some types of programs have better outcomes than those from other programs?

What are outcomes in programs tied to the state's key industry sectors?

What are the characteristics of individuals who benefit the most from training?

Appendix B: New Jersey Workforce Investment Act Activities

New Jersey's Program Year 2012 Workforce Investment Annual Report reflects the State's commitment to build a coordinated and comprehensive workforce development system. The State exceeded or met all Workforce Investment Act (WIA) Program Year 2012 common measures performance standards negotiated with the U.S. Department of Labor.

New Jersey exceeded three and met six individual common measures. Since the inception of WIA, New Jersey has consistently demonstrated its commitment to provide outstanding workforce services to the individuals and employers of the State. Program Year 2012 results demonstrate that commitment and a capacity to prepare program participants to compete for and retain employment in the labor market. This fact and actual performance levels achieved reflect the dedication and hard work

of administration and program staff at State and local levels. Providing the right mix of workforce services and training to program participants to prepare them for employment and the services provided to our employers enables our business community to be more competitive in this global economy.

New Jersey became a common measures reporting state beginning in Program Year 2009. Under the common measures waiver approved by the USDOL/ETA on November 12, 2009 and renewed on December 13, 2012, for PY 2012 through PY 2017 as part of New Jersey's Unified State Plan, the State no longer negotiates and reports on the seventeen performance measures under WIA Section 136 (b). Table 1 displays the State's WIA Title I Common Measure goals and the actual outcomes for Program Year 2012.

New Jersey Workforce Investment Act Title I Program Year 2012

Table 1. Common Measures Performance Outcomes

Common Measures	Goal	Actual	Percent of Goal Achieved	Measure Results
Adult Program				
Entered Employment	81.90%	83.90%	102.40%	Exceeded
Retention	84.00%	83.40%	99.30%	Met
6 Month Avg. Earnings	\$12,303	\$12,721	103.40%	Exceeded
Dislocated Worker Program				
Entered Employment	82.30%	79.10%	96.10%	Met
Retention	87.10%	84.80%	97.40%	Met
6 Month Avg. Earnings	\$18,390	\$17,101	93.00%	Met
Youth Program				
Youth Placement	65.20%	65.7%	100.80%	Exceeded
Youth Degree Attainment	77.20%	72.80%	94.30%	Met
Literacy & Numeracy	65.40%	53.50%	81.80%	Met

Enrollments

During PY 2012, 6,632 participants were served in the WIA Adult Program, and 3,296 (49.7%) of the participants exited the program. The Dislocated Worker Program served 8,548 participants, and 4,835

(56.6%) of the enrolled number exited the program. The Youth program served a total of 4,703 participants, with 2,137 (45.4%) of participants exiting during the program year.

Table 2. WIA Participants Served and Exited by Program Area

Program	Participants Served	Participants Exited	% Exited to Served
Adult	6,632	3,296	49.70%
Dislocated Workers	8,548	4,835	56.60%
Youth	4,703	2,137	45.40%

Entered Employment

The State’s “Entered Employment” outcomes for Adult (exceeded) and Dislocated Worker (met) are reflected in Table 3.

Table 3. WIA Title I Entered Employment Rate Outcomes

Program	Participants Exited & Counted in Measure	Participants Employed in 1 st Quarter After Exit	% of Participants Employed in 1 st Quarter
Adult	3,692	3,097	83.90%
Dislocated Worker	5,359	4,238	79.10%

The Workforce Investment Act (WIA) Title IB Youth Program is a federally funded program that provides services to economically disadvantaged youth between the ages of 14 and 21. The main objective of the program is to increase the focus on longer-term academic and occupation learning and provide long-term comprehensive service strategies, which will ultimately enrich lives through career advancement and life-long learning. WIA Youth services are available to in-school and out-of school youth who fall within one or more of the following categories:

- (1) deficient in basic literacy skills;
- (2) school dropout;
- (3) homeless, runaway or foster child;
- (4) pregnant or parenting;
- (5) offender; or
- (6) individual (including a youth with a disability) who requires additional assistance to complete an educational program or to secure and hold employment.

Males age 18 and over are required to register with the Selective Service.

Table 4. Youth Population Served Under WIA Title I

Total Youth Participants	
Served	4,703
Exited	2,137
Age 14-18	3,617
Age 19-21	1,086
In-School Youth Participants	
Served	2,813
Exited	1,270
Out-of School Youth Participants	
Served	1,890
Exited	867

Note: In-School and Out-of-School data is not captured by age.

Table 5. WIA Title I Youth Program Common Measure Performance Outcomes

Common Measure	PY 2012 Goal	PY 2012 Actual	% of Goal Achieved	PY 2012 Results
Youth Placement	65.20%	65.70%	100.80%	Exceeded
Youth Degree Attainment	77.20%	72.80%	94.30%	Met
Literacy/Numeracy	65.40%	53.50%	81.80%	Met

Table 6. Participants Profile

Participant Description	Count	% of Total
Total	264,223	100
Veterans & Eligibles	15,812	6
Person w/Disability	4,079	1.5
Employment Status @ Registration		
Employed	23,903	9
Unemployed	240,320	91
UI Claimant	137,428	52
Sex		
Male	127,882	48.4
Female	130,022	49.2
Undisclosed	6,319	2.4
Age		
Under 18	1,769	0.7
18-44	140,640	53.2
45-54	66,228	25.1
55+	53,675	20.3
Race/Ethnic		
African American	70,992	26.9
American/Alaskan Native	1,337	0.5
Asian	11,016	4.2
Hispanic	40,864	15.5
Hawaiian/Pacific Islander	794	0.3
White	126,403	47.8
Education Level		
In School	15,872	6
Less than HS	24,861	9.4
HS Grad/GED	136,069	51.5
Post Secondary	97,129	36.8

Source: June 2013 ETA 9002A

New Jersey Usage of Workforce Investment Act Waivers

Workforce Training Archived Document from the New Jersey State Library

New Jersey Currently has ten USDOL-approved WIA Waivers (identified in Waivers Table). To better evaluate the effectiveness of these waivers, the State deployed a utility within its electronic case management system in 2010 to more easily track waiver usage. At the same time, the State issued an updated “New Jersey Waivers Documentation” Directive to guide

the documentation of the use of the customer service waivers in customer file folders and America’s One-Stop Operating System (AOSOS) case management system, where appropriate. Local area usage of waivers is arrayed in Waivers Table 1.

Table 1. PY 2012 WIA Waivers Usage by Local Area

Local Area	1. 50% Employer Contribution for Customized Training	2. A/DW Funds Trans.	3. Incumbent Worker Training	4. Youth ITAs	5. Employer Reimbursement for OJT	6. Common Meas.* NJ State Waiver	7. ETPL NJ State Waiver	8. Competitive Procurement of 3 Youth Program Elements	9. OJT Exempt from Credential Performance Measure Calculation	10. Requirement of Providing Local Incentive Grants
Atl. City/Cape May				YES		YES	N/A		YES	N/A
Bergen		YES		YES	YES	YES	N/A		YES	N/A
Burlington				YES		YES	N/A			N/A
Camden						YES	N/A			N/A
Cumberland/Salem					YES	YES	N/A			N/A
Essex	YES			YES		YES	N/A			N/A
Gloucester						YES	N/A			N/A
Gr. Raritan					YES	YES	N/A			N/A
Hudson		YES		YES		YES	N/A			N/A
Jersey City				YES		YES	N/A			N/A
Mercer				YES		YES	N/A		YES	N/A
Middlesex				YES		YES	N/A			N/A
Monmouth						YES	N/A			N/A
M/S/W		YES		YES		YES	N/A		YES	N/A
Newark				YES	YES	YES	N/A			N/A
Ocean				YES		YES	N/A			N/A
Passaic					YES	YES	N/A		YES	N/A
Union		YES		YES		YES	N/A			N/A
Total WIBs	1	4	0	12	5	18	N/A	0	5	N/A

*The Common Measures Performance Reporting waiver applies to all One-Stop customers and is not documented for individual program participants. The One-Stop system served 264,223 WIA and Wagner-Peyser customers under this waiver as reported in the State’s June 2013, ETA 9002A report

Other than the Common Measures Performance Reporting waiver, which applies to all Wagner-Peyser and WIA participants, the **Youth Individual Training Account (ITA) Waiver #4** was most utilized during the program year. The Youth ITA waiver allowed 165 older, out-of-school youth to be enrolled in an ITA without being served as an adult. This option provides a positive, individualized service strategy for this youth group, which is not included in the traditional program. One WIB Director reported that this waiver was “a huge help in working with our out-of-school youth as we can offer them training that leads to skill attainment and a job. When they know we can do that for them, they become more interested in being a part of the program, going through the work readiness, career assessment, et cetera, prior to entering the ITA of their choice.”

While a number of local areas documented the use of **Waiver #5, OJT Exemption from Credential Performance Measure Calculations**, the reality is the WIA performance measure negatively impacted by the use of

the OJT Exemption (Credential Attainment) no longer exists under the State’s Common Measures Performance Reporting waiver. Recognizing the value of the OJT, New Jersey will continue to extend the option of documenting use of that waiver to the local areas as the State’s own performance measures dashboard under development may include a credentials related performance measure.

Regarding **Waiver #2, Adult-Dislocated Worker Fund Transfer**, a number of local areas made fund transfers between the two programs during Program Year 2012, none of the transfers exceeded the limits under WIA. Local areas have used this waiver in previous years and have expressed appreciation for having the flexibility the waiver provides.

The Department, in cooperation with the State Employment and Training Commission, plans on conducting a more formal evaluation of the State’s utilization of WIA waivers and their effectiveness during Program Year 2013.

WIA Waivers Table 2. New Jersey Program Year 2012 Waivers

	Waivers	Description
1	50% Employer contribution for Customized Training	Waiver of the requirement for a 50% employer contribution for Customized Training, to permit a sliding scale contribution for small and medium-sized businesses. Waiver allows for no less than a 10% match for employers with 50 or fewer employees and 25% for 51 through 250 employees. Employers with over 250 employees would comply with statutory requirements of 50%.
2	Adult-DW funds transfer	Allows local areas to be responsive to the needs of their customers and provides greater flexibility in service provision. Allows transfer of up to 50% of a program year allocation between programs.
3	10% Local funds for Incumbent Worker Training	Would allow local areas to utilize up to 10% of their Adult and Dislocated Worker funds to upgrade the skills of already employed individuals. Could assist areas to provide assistance/upgrading to working poor.
4	Youth ITAs	Allows youth to enroll in an Individual Training Account (ITA) without having to be served as an adult. Provides a positive, individualized option for youth which is not included in the traditional program.
5	Employer Reimbursement for OJT	Changes the required employer contribution for OJT to a contribution based on a sliding scale based on the employer’s size, creating the necessary flexibility for employers to provide the required contribution at a rate that more appropriately represents a business’ costs.
6	Common Measures Performance Reporting	Allows the exclusive use of the Common Performance Measures for WIA Adult, Dislocated Worker, Youth, Wagner-Peyser, Veterans, and Trade Act programs, which streamlines the performance reporting system, encourages system integration, and enables local areas to better focus on delivery of customer services rather than costly administrative duties.
7	Eligible Training Provider List (ETPL)	Extends the period of initial eligibility and subsequent eligibility for training providers. The additional time is needed to ensure that the information that the State will make available to the public is reliable, accurate, and equitable to clients and to training providers. The State is in the final stages of developing regulations that will implement the State Eligible Training Provider List law.
8	Competitive Procurement for Youth Program Elements	Waiver of the requirement for competitive procurement of service providers for three youth program elements – supportive services, follow-up services, and work experience.
9	OJT Exemption from WIA Credential Performance Measure Calculations	Excludes individuals participating in On-the-Job Training (OJT) from WIA performance measures. It allows the training program design to be more responsive to employer and the employee needs as it can be specifically created for that industry, business or worksite.
10	Requirement of Providing Local Incentive Grants	Waiver of the requirement to provide Local Incentive Grants to ensure that the state may prioritize the use of the Governor’s Reserve Funds for the required activities deemed most essential to the basic functions of the workforce investment system.

Costs of Workforce Investment Activities

Viewing an Archived Copy from the New Jersey State Library

Expenditures and Obligations

During Program Year 2012, the Department expended a total of \$70,715,847 for programs under the Workforce Investment Act. The Adult Program expended \$20,999,652 from all program year resources. The Dislocated Worker Program expended \$23,263,449. The Youth Program expended \$12,902,704.

The total reported Program Year 2012 expenditures for Statewide Activities and Rapid Response was \$13,550,042. These figures for Program Year 2012 do not include total outstanding obligations of \$12,844,146 (Adults: \$3,626,961; Dislocated Workers: \$3,285,112;

Youth: \$3,771,523; Adult Statewide Activities: \$560,171; Youth Statewide Activities: \$72,489; Dislocated Worker Statewide Activities: \$782,857; and Rapid Response: \$745,033). In Program Year 2012, administration costs were included in the expenditures of each program area.

Cost Effectiveness – Program Year 2012

A total of \$57,165,805 was expended under Adult, Dislocated Worker, and Youth Programs. Including outstanding obligations, a total of \$67,849,401 was spent for the three programs, resulting in an average cost per participant of \$3,412.43.

Table 1. Program Year 2012 Cost Efficiency Summary

	Total Participants Served	Funds Expended + Outstanding Obligations	Cost Per Participant
Total Participants	19,883	\$67,849,401	\$3,412.43
Adult	6,632	\$24,626,613	\$3,713.30
Dislocated Workers	8,548	\$26,548,561	\$3,105.82
Youth	4,703	\$16,674,227	\$3,545.44

The WIA Financial Statement and Program Activities Cost Statements follow on the next page.

WIA Title I Year-End Financial Statement

Program Year 2012

July 1, 2012 thru June 30, 2013

<u>Funding Sources</u>	<u>Available Fund.</u>	<u>Expended</u>	<u>Outstanding Obligations</u>	<u>Available Balance</u>	<u>Percentage Available</u>
<u>Local Area</u>					
Adult (PY12)	19,247,319	11,793,201	3,626,961	3,827,157	19.88%
Carry-in (PY10/11)	9,241,115	9,206,451	0	34,664	0.38%
Youth (PY12)	19,306,718	10,727,124	3,771,523	4,808,071	24.90%
In-School	12,549,367	4,772,841	2,081,986		
Out-School	6,757,351	5,954,283	1,689,537		
Carry-in (PY10/11)	2,341,477	2,175,580	0	165,897	7.09%
In-School	964,079	895,806	0		
Out-School	1,377,398	1,279,774	0		
Dislocated Worker (PY12)	21,624,151	14,109,988	3,285,112	4,229,051	19.56%
Carry-in (PY10/11)	9,163,741	9,153,461	0	10,280	0.11%
<u>Statewide Activity</u>					
Adult (PY12)	1,013,017	482,999	31,001	499,017	49.26%
Carry-in (PY10/11)	1,203,284	673,155	529,170	959	0.08%
Youth (PY12)	1,016,143	347,279	72,489	596,375	58.69%
Carry-in (PY10/11)	164,922	164,922	0	0	0.00%
Dislocated Worker (PY12)	1,544,582	798,261	43,653	702,668	45.49%
Carry-in (PY10/11)	1,381,889	641,344	739,204	1,341	0.10%
Rapid Response (PY12)	7,722,912	5,366,551	745,033	1,611,328	20.86%
Carry-in (PY10/11)	5,103,732	5,075,531	0	28,201	0.55%
Total PY 2011 Funding:	<u>100,075,002</u>	<u>70,715,847</u>	<u>12,844,146</u>	<u>16,515,009</u>	
				<u>16,515,009</u>	

Note

(1) Carry-in available funding is based on prior year's obligation and available balances.

WIA Title I Statewide 5% Allowable Activities Description

Program Year 2012

July 1, 2012 thru June 30, 2013

Federal Financial Reports

Description	Expenditures		Total Expenditures	Outstanding Obligations
	PY10/11	PY12		
One Stop Programs and Support (13)	1,267,630	1,290,446	2,558,076	1,408,515
SETC (13)	179,006	0	179,006	4,602
ETPL-ORI (13)	0	205,702	205,702	0
NJIT - Consumer Report Card (13)	0	27,600	27,600	2,400
Rutgers - Consumer Report Card (13)	0	23,521	23,521	0
NJIT - CPE Training (13)	0	81,270	81,270	0
Project Self Sufficiency Program (12)	32,785	0	32,785	0
Total:	1,479,421	1,628,539	3,107,960	1,415,517

WIA Title I Cost of Program Activities

Program Year 2012

July 1, 2012 thru June 30, 2013

Program Activity	Expenditures	Obligations	Total Federal Spending
Local Adults	20,999,652	3,626,961	24,626,613
Local Dislocated Workers	23,263,449	3,285,112	26,548,561
Local Youth	12,902,704	3,771,523	16,674,227
Rapid Response	10,442,082	745,033	11,187,115
Statewide Activities	3,107,960	1,415,517	4,523,477
Statewide 5% Allowable Activities			
One Stop Programs and Support (13)	2,558,076		
SETC (13)	179,006		
ETPL-ORI (13)	205,702		
NJIT - Consumer Report Card (13)	27,600		
Rutgers - Consumer Report Card (13)	23,521		
NJIT - CPE Training (13)	81,270		
Project Self Sufficiency Program (12)	32,785		
Total Statewide Allowable Activities:	3,107,960		
Total of All Federal Spending Listed Above	\$70,715,847	\$12,844,146	\$83,559,993

Appendix C: Common Performance Measures

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Attachment B

Workforce Investment Act (WIA) Annual Report Requirements for States Approved to Report Against the Common Performance Measures Only

OMB No. 1205-0420
Expires: 12/31/2012

State Name New Jersey

Date Submitted September 30, 2013

WIA Title IB Annual Report Form (ETA 9091)

I. Narrative Section

- A. A discussion of the cost of workforce investment activities relative to the effect of the activities on the performance of participants.
- B. A description of State evaluations of workforce investment activities, including:
 1. The questions the evaluation will/did address;
 2. A description of the evaluation's methodology; and
 3. Information about the timing of feedback and deliverables.

II. Table Section

Table A - Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants						
Employers						

Table B- Adult Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	81.9%	83.9%	3,097
			3,692
Employment Retention Rate	84.0%	83.4%	2,772
			3,323
Average Earnings	\$12,303	\$12,721	\$32,731,768
			2,573
Employment and Credential Rate			Numerator
			Denominator

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
	Entered Employment Rate	76.6%	180 ----- 235	78.9%	86 ----- 109	66.7%	28 ----- 42	73.2%
Employment Retention Rate	78.9%	116 ----- 147	69.4%	59 ----- 85	84.0%	21 ----- 25	83.1%	187 ----- 225
Average Earnings	\$12,569	\$1,407,761 ----- 112	\$ 17,049	\$937,693 ----- 55	\$7,475	\$156,965 ----- 21	\$14,208	\$2,486,343 ----- 175
		Num		Num		Num		Num
Employment and Credential Rate		Den		Den		Den		Den

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	83.3%	2,276 ----- 2,733	85.6%	821 ----- 959
		2,028 ----- 2,424		82.8%
Average Earnings	\$13,032	\$24,226,740 ----- 1,859	\$11,912	\$8,505,028 ----- 714

Table E - Dislocated Worker Program Results

Reported Information	Negotiated Performance Level		Actual Performance Level	
Entered Employment Rate	82.3%		79.1%	4,238 ----- 5,359
Employment Retention Rate	87.1%		84.8%	4,015 ----- 4,737
Average Earnings	\$18,390		\$17,101	\$64,469,397 ----- 3,770
Employment and Credential Rate				Numerator ----- Denominator

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	75.4%	172	72.4%	21	68.7%	592	0.0%	0
		228		29		862		0
Employment Retention Rate	83.5%	162	71.4%	20	81.2%	528	100.0%	1
		194		28		650		1
Average Earnings	\$17,402	\$2,558,148	\$13,129	\$236,327	\$18,445	\$9,296,068	\$0	0
		147		18		504		0
Employment and Credential Rate		Num		Num		Num		Num
		Den		Den		Den		Den

Table G - Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	78.6%	3,627	81.9%	611
		4,613		746
Employment Retention Rate	84.1%	3,424	88.5%	591
		4,069		668
Average Earnings	\$16,672	\$53,281,969	\$19,490	\$11,187,428
		3,196		574

Table H.1 - Youth (14 - 21) Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	65.2%	65.7%	1,448
			2,203
Attainment of Degree or Certificate	77.2%	72.8%	1,353
			1,858
Literacy and Numeracy Gains	65.4%	53.5%	385
			719

Table H.2 - Older Youth (19 - 21) Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate			Numerator
			Denominator
Employment Retention Rate			Numerator
			Denominator
Six Months Earnings Increase			Numerator
			Denominator
Credential Rate			Numerator
			Denominator

Table I - Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
	Num	Den	Num	Den	Num	Den	Num	Den
Entered Employment Rate								
Employment Retention Rate								
Six Months Earnings Increase								
Credential Rate								

Table J - Younger Youth (14 - 18) Results

Reported Information	Negotiated Performance Level	Actual Performance Level
Skill Attainment Rate		Numerator
		Denominator
Youth Diploma or Equivalent Rate		Numerator
		Denominator
Retention Rate		Numerator
		Denominator

Table K - Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
Skill Attainment Rate		Num		Num		Num
		Den		Den		Den
Youth Diploma or Equivalent Rate		Num		Num		Num
		Den		Den		Den
Retention Rate		Num		Num		Num
		Den		Den		Den

Table L - Other Reported Information

Reported Information	12 Month Employment Retention Rate		12 Months Earnings Increase (Adults and Older Youth) or 12 Months Earnings Replacement (Dislocated Workers)		Placements in Non-traditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
	Adults	81.7%	2,631 3,222	\$5,631	\$16,521,691 2,934	0.6%	19 3,097	\$4,823	\$13,995,898 2,902	34.8%
Dislocated Workers	84.3%	4,041 4,791	136.2%	\$66,858,428 \$49,083,477	0.5%	23 4,238	\$7,176	\$28,511,530 3,973	42.1%	1,526 3,627
Older Youth		Num Den		Num Den		Num Den		Num Den		

Table M - Participation Levels

Reported Information	Total Participants Served	Total Exitters
Total Adult Customers	167,182	129,218
Total Adults (self-service <u>only</u>)	152,601	121,479
WIA Adults	159,233	124,775
WIA Dislocated Workers	8,548	4,835
Total Youth (14 - 21)	4,703	2,137
Younger Youth (14 - 18)	3,617	1,592
Older Youth (19 - 21)	1,086	545
Out-of-School Youth	1,890	867
In-School Youth	2,813	1,270

Table N - Cost of Program Activities

Program Activity		Total Federal Spending
Local Adults		\$24,626,613
Local Dislocated Workers		\$26,548,561
Local Youth		\$16,674,227
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)		\$11,187,115
Statewide Activities (Includes 5% Administration) WIA Section 134(a)(2)(B)		\$4,523,477
Program Activity Description		
Statewide 5% Allowable Activities Section 134(a)(3)	WIA	One Stop Programs and Support \$2,558,076.00
		SETC \$179,006.00
		ETPL-ORI \$205,702.00
		NJIT - Consumer Report Card \$27,600.00
		Rutgers - Consumer Report Card \$23,521.00
		NJIT - CPE Training \$81,270.00
		Project Self Sufficiency Program \$32,785.00
Total of All Federal Spending Listed Above		\$83,559,993

Table O- Local Performance (Include this chart for each local area in the state)

Local Area Name <u>Atlantic Cape May WIB</u>	Total Participants Served	Adults	5,697
		Dislocated Workers	349
		Older Youth (19 - 21)	116
		Younger Youth (14 - 18)	359
ETA Assigned # <u>34035</u>	Total Exiters	Adults	4,631
		Dislocated Workers	227
		Older Youth (19 - 21)	58
		Younger Youth (14 - 18)	201

Reported Information		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	75.4%	80.2%
	Dislocated Workers	76.5%	83.3%
	Older Youth		
Retention Rates	Adults	80.6%	78.9%
	Dislocated Workers	80.3%	81.8%
	Older Youth		
	Younger Youth		
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$8,296	\$11,932
	Dislocated Workers	\$10,811	\$15,204
	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14 - 21)	59.0%	50.8%
Attainment of Degree or Certificate	Youth (14 - 21)	59.0%	57.6%
Literacy and Numeracy Gains	Youth (14 - 21)	45.0%	43.8%

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance).		

	Not Met	Met	Exceeded
Overall Status of Local Performance	0	4	5

Table O- Local Performance (Include this chart for each local area in the state)

Local Area Name <u>Bergen County WIB</u>	Total Participants Served	Adults	7,084
		Dislocated Workers	703
		Older Youth (19 - 21)	42
		Younger Youth (14 - 18)	331
ETA Assigned # <u>34040</u>	Total Exiters	Adults	5,152
		Dislocated Workers	361
		Older Youth (19 - 21)	16
		Younger Youth (14 - 18)	182

Reported Information		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	80.1%	58.2%
	Dislocated Workers	85.5%	64.8%
	Older Youth		
Retention Rates	Adults	78.6%	81.4%
	Dislocated Workers	83.5%	87.1%
	Older Youth		
	Younger Youth		
Average Earnings (Adults/DWs)	Adults	\$9,424	\$10,955
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$15,568	\$16,871
	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14 - 21)	59.0%	48.0%
Attainment of Degree or Certificate	Youth (14 - 21)	59.0%	58.7%
Literacy and Numeracy Gains	Youth (14 - 21)	45.0%	42.1%

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance).		

	Not Met	Met	Exceeded
Overall Status of Local Performance	2	3	4

Table O- Local Performance (Include this chart for each local area in the state)

Local Area Name <u>Burlington County WIB</u>	Total Participants Served	Adults	6,467
		Dislocated Workers	258
		Older Youth (19 - 21)	18
		Younger Youth (14 - 18)	76
ETA Assigned # <u>34045</u>	Total Exiters	Adults	5,188
		Dislocated Workers	170
		Older Youth (19 - 21)	4
		Younger Youth (14 - 18)	27

Reported Information		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	69.8%	75.0%
	Dislocated Workers	63.6%	82.1%
	Older Youth		
Retention Rates	Adults	78.5%	90.9%
	Dislocated Workers	83.0%	85.3%
	Older Youth		
Average Earnings (Adults/DWs)	Adults	\$10,186	\$10,331
	Dislocated Workers	\$13,551	\$14,528
Six Months Earnings Increase (Older Youth)	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14 - 21)	59.0%	78.6%
Attainment of Degree or Certificate	Youth (14 - 21)	59.0%	82.6%
Literacy and Numeracy Gains	Youth (14 - 21)	45.0%	16.7%

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance).		

	Not Met	Met	Exceeded
Overall Status of Local Performance	1	0	8

Table O- Local Performance (Include this chart for each local area in the state)

Local Area Name <u>Camden County WIB</u>	Total Participants Served	Adults	8,897
		Dislocated Workers	567
		Older Youth (19 - 21)	73
		Younger Youth (14 - 18)	106
ETA Assigned # <u>34005</u>	Total Exitors	Adults	7,021
		Dislocated Workers	349
		Older Youth (19 - 21)	35
		Younger Youth (14 - 18)	55

Reported Information		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	74.1%	81.0%
	Dislocated Workers	77.8%	82.5%
	Older Youth		
Retention Rates	Adults	79.1%	80.1%
	Dislocated Workers	77.4%	83.5%
	Older Youth		
	Younger Youth		
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$8,292	\$12,416
	Dislocated Workers	\$12,838	\$14,753
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14 - 21)	59.0%	79.3%
Attainment of Degree or Certificate	Youth (14 - 21)	59.0%	65.5%
Literacy and Numeracy Gains	Youth (14 - 21)	45.0%	62.2%

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance).		

	Not Met	Met	Exceeded
Overall Status of Local Performance	0	0	9

Table O- Local Performance (Include this chart for each local area in the state)

Local Area Name <u>Cumberland Salem County</u>	Total Participants Served	Adults	4,852
		Dislocated Workers	369
		Older Youth (19 - 21)	76
		Younger Youth (14 - 18)	303
ETA Assigned # <u>34090</u>	Total Exiters	Adults	3,168
		Dislocated Workers	247
		Older Youth (19 - 21)	53
		Younger Youth (14 - 18)	170

Reported Information		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	78.9%	84.6%
	Dislocated Workers	81.2%	83.4%
	Older Youth		
Retention Rates	Adults	74.3%	81.3%
	Dislocated Workers	85.0%	87.8%
	Older Youth		
	Younger Youth		
Average Earnings (Adults/DWs)	Adults	\$7,922	\$10,306
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$12,163	\$13,809
	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14 - 21)	59.0%	66.4%
Attainment of Degree or Certificate	Youth (14 - 21)	59.0%	76.4%
Literacy and Numeracy Gains	Youth (14 - 21)	45.0%	51.4%

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance).		

	Not Met	Met	Exceeded
Overall Status of Local Performance	0	0	9

Table O- Local Performance (Include this chart for each local area in the state)

Local Area Name <u>Essex County WIB</u>	Total Participants Served	Adults	8,506
		Dislocated Workers	378
		Older Youth (19 - 21)	74
		Younger Youth (14 - 18)	90
ETA Assigned # <u>34050</u>	Total Exiters	Adults	6,986
		Dislocated Workers	158
		Older Youth (19 - 21)	25
		Younger Youth (14 - 18)	79

Reported Information		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	66.5%	56.1%
	Dislocated Workers	60.1%	52.9%
	Older Youth		
Retention Rates	Adults	78.3%	76.5%
	Dislocated Workers	77.9%	81.5%
	Older Youth		
	Younger Youth		
Average Earnings (Adults/DWs)	Adults	\$12,395	\$16,262
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$12,448	\$16,040
	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14 - 21)	59.0%	68.5%
Attainment of Degree or Certificate	Youth (14 - 21)	59.0%	82.7%
Literacy and Numeracy Gains	Youth (14 - 21)	45.0%	70.0%

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance).		

	Not Met	Met	Exceeded
Overall Status of Local Performance	0	3	6

Table O- Local Performance (Include this chart for each local area in the state)

Local Area Name <u>Gloucester County WIB</u>	Total Participants Served	Adults	4,439
		Dislocated Workers	213
		Older Youth (19 - 21)	18
		Younger Youth (14 - 18)	100
ETA Assigned # <u>34055</u>	Total Exiters	Adults	3,616
		Dislocated Workers	134
		Older Youth (19 - 21)	20
		Younger Youth (14 - 18)	54

Reported Information		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	77.1%	90.8%
	Dislocated Workers	82.2%	80.3%
	Older Youth		
Retention Rates	Adults	78.4%	90.3%
	Dislocated Workers	85.4%	91.3%
	Older Youth		
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,314	\$14,402
	Dislocated Workers	\$12,840	\$15,022
	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14 - 21)	59.0%	64.9%
Attainment of Degree or Certificate	Youth (14 - 21)	59.0%	76.8%
Literacy and Numeracy Gains	Youth (14 - 21)	45.0%	73.9%

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance).		

	Not Met	Met	Exceeded
Overall Status of Local Performance	0	1	8

Table O- Local Performance (Include this chart for each local area in the state)

Local Area Name Greater Raritan WIB	Total Participants Served	Adults	3,696
		Dislocated Workers	564
		Older Youth (19 - 21)	28
		Younger Youth (14 - 18)	24
ETA Assigned # 34110	Total Exitters	Adults	2,723
		Dislocated Workers	332
		Older Youth (19 - 21)	14
		Younger Youth (14 - 18)	14

Reported Information		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	89.9%	89.6%
	Dislocated Workers	88.3%	83.5%
	Older Youth		
Retention Rates	Adults	86.1%	93.5%
	Dislocated Workers	82.7%	88.8%
	Older Youth		
	Younger Youth		
Average Earnings (Adults/DWs)	Adults	\$13,826	\$16,772
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$21,463	\$24,492
	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14 - 21)	59.0%	69.4%
Attainment of Degree or Certificate	Youth (14 - 21)	59.0%	33.3%
Literacy and Numeracy Gains	Youth (14 - 21)	45.0%	8.3%

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance).		

	Not Met	Met	Exceeded
Overall Status of Local Performance	2	2	5

Table O- Local Performance (Include this chart for each local area in the state)

Local Area Name Hudson County WIB	Total Participants Served	Adults	1,556
		Dislocated Workers	417
		Older Youth (19 - 21)	37
		Younger Youth (14 - 18)	150
ETA Assigned # 34060	Total Exitters	Adults	1,258
		Dislocated Workers	181
		Older Youth (19 - 21)	40
		Younger Youth (14 - 18)	102

Reported Information		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	81.3%	60.9%
	Dislocated Workers	88.7%	64.2%
	Older Youth		
Retention Rates	Adults	76.8%	60.7%
	Dislocated Workers	84.9%	59.2%
	Older Youth		
Average Earnings (Adults/DWs)	Adults	\$10,049	\$12,679
	Dislocated Workers	\$16,434	\$11,882
Six Months Earnings Increase (Older Youth)	Older Youth		
	Adults		
Credential/Diploma Rates	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14 - 21)	59.0%	49.7%
Attainment of Degree or Certificate	Youth (14 - 21)	59.0%	54.3%
Literacy and Numeracy Gains	Youth (14 - 21)	45.0%	52.2%

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance).		

Overall Status of Local Performance	Not Met	Met	Exceeded
	5	2	2

Table O- Local Performance (Include this chart for each local area in the state)

Local Area Name <u>Jersey City WIB</u>	Total Participants Served	Adults	8,965
		Dislocated Workers	161
		Older Youth (19 - 21)	21
		Younger Youth (14 - 18)	319
ETA Assigned # <u>34015</u>	Total Exitters	Adults	7,397
		Dislocated Workers	78
		Older Youth (19 - 21)	11
		Younger Youth (14 - 18)	179

Reported Information		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	88.2%	86.7%
	Dislocated Workers	90.2%	95.3%
	Older Youth		
Retention Rates	Adults	84.5%	88.2%
	Dislocated Workers	89.4%	91.0%
	Older Youth		
	Younger Youth		
Average Earnings (Adults/DWs)	Adults	\$11,302	\$12,369
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$13,057	\$14,892
	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14 - 21)	59.0%	78.1%
Attainment of Degree or Certificate	Youth (14 - 21)	59.0%	99.5%
Literacy and Numeracy Gains	Youth (14 - 21)	45.0%	75.0%

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance).		

	Not Met	Met	Exceeded
Overall Status of Local Performance	0	1	8

Table O- Local Performance (Include this chart for each local area in the state)

Local Area Name <u> Mercer County WIB </u>	Total Participants Served	Adults	4,643
		Dislocated Workers	393
		Older Youth (19 - 21)	66
		Younger Youth (14 - 18)	84
ETA Assigned # <u> 34030 </u>	Total Exiters	Adults	3,424
		Dislocated Workers	244
		Older Youth (19 - 21)	43
		Younger Youth (14 - 18)	95

Reported Information		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	72.9%	90.2%
	Dislocated Workers	89.7%	91.4%
	Older Youth		
Retention Rates	Adults	66.3%	71.6%
	Dislocated Workers	72.9%	74.3%
	Older Youth		
	Younger Youth		
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$12,011	\$12,290
	Dislocated Workers	\$12,177	\$13,883
	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14 - 21)	59.0%	69.3%
Attainment of Degree or Certificate	Youth (14 - 21)	59.0%	92.5%
Literacy and Numeracy Gains	Youth (14 - 21)	45.0%	64.3%

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance).		

	Not Met	Met	Exceeded
Overall Status of Local Performance	0	0	9

Table O- Local Performance (Include this chart for each local area in the state)

Local Area Name <u>Middlesex County WIB</u>	Total Participants Served	Adults	8,199
		Dislocated Workers	590
		Older Youth (19 - 21)	125
		Younger Youth (14 - 18)	83
ETA Assigned # <u>34115</u>	Total Exitters	Adults	6,097
		Dislocated Workers	431
		Older Youth (19 - 21)	79
		Younger Youth (14 - 18)	48

Reported Information		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	74.1%	78.8%
	Dislocated Workers	72.7%	76.1%
	Older Youth		
Retention Rates	Adults	82.4%	81.5%
	Dislocated Workers	81.6%	80.1%
	Older Youth		
	Younger Youth		
Average Earnings (Adults/DWs)	Adults	\$11,574	\$14,967
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$14,917	\$16,674
	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14 - 21)	59.0%	59.2%
Attainment of Degree or Certificate	Youth (14 - 21)	59.0%	54.7%
Literacy and Numeracy Gains	Youth (14 - 21)	45.0%	44.6%

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance).		

	Not Met	Met	Exceeded
Overall Status of Local Performance	0	4	5

Table O- Local Performance (Include this chart for each local area in the state)

Local Area Name <u>Monmouth County WIB</u>	Total Participants Served	Adults	11,020
		Dislocated Workers	409
		Older Youth (19 - 21)	47
		Younger Youth (14 - 18)	154
ETA Assigned # <u>34070</u>	Total Exitors	Adults	8,726
		Dislocated Workers	316
		Older Youth (19 - 21)	41
		Younger Youth (14 - 18)	96

Reported Information		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	69.1%	74.7%
	Dislocated Workers	70.6%	72.7%
	Older Youth		
Retention Rates	Adults	72.1%	89.1%
	Dislocated Workers	75.8%	81.2%
	Older Youth		
Average Earnings (Adults/DWs)	Adults	\$9,968	\$11,281
	Dislocated Workers	\$16,893	\$18,924
Six Months Earnings Increase (Older Youth)	Older Youth		
	Younger Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
Skill Attainment Rate	Younger Youth		
	Younger Youth		
Placement in Employment or Education	Youth (14 - 21)	59.0%	71.2%
Attainment of Degree or Certificate	Youth (14 - 21)	59.0%	91.4%
Literacy and Numeracy Gains	Youth (14 - 21)	45.0%	64.7%

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance).		

Overall Status of Local Performance	Not Met	Met	Exceeded
	0	0	9

Table O- Local Performance (Include this chart for each local area in the state)

Local Area Name <u>Morris Sussex Warren WIB</u>	Total Participants Served	Adults	9,027
		Dislocated Workers	962
		Older Youth (19 - 21)	21
		Younger Youth (14 - 18)	135
ETA Assigned # <u>34105</u>	Total Exiters	Adults	7,144
		Dislocated Workers	533
		Older Youth (19 - 21)	10
		Younger Youth (14 - 18)	74

Reported Information		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	85.5%	86.1%
	Dislocated Workers	80.8%	80.4%
	Older Youth		
Retention Rates	Adults	85.3%	89.6%
	Dislocated Workers	87.2%	90.0%
	Older Youth		
	Younger Youth		
Average Earnings (Adults/DWs)	Adults	\$15,295	\$17,852
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$17,144	\$21,069
	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14 - 21)	59.0%	70.0%
Attainment of Degree or Certificate	Youth (14 - 21)	59.0%	95.6%
Literacy and Numeracy Gains	Youth (14 - 21)	45.0%	79.1%

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance).		

	Not Met	Met	Exceeded
Overall Status of Local Performance	0	1	8

Table O- Local Performance (Include this chart for each local area in the state)

Local Area Name NJDDL Trenton Central Office	Total Participants Served	Adults	38,092
		Dislocated Workers	846
		Older Youth (19 - 21)	0
		Younger Youth (14 - 18)	1
ETA Assigned # 34120	Total Exiters	Adults	29,370
		Dislocated Workers	295
		Older Youth (19 - 21)	0
		Younger Youth (14 - 18)	1

Reported Information		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	0.0%	66.7%
	Dislocated Workers	0.0%	43.5%
	Older Youth		
Retention Rates	Adults	0.0%	50.0%
	Dislocated Workers	0.0%	85.5%
	Older Youth		
	Younger Youth		
Average Earnings (Adults/DWs)	Adults	\$0	\$19,157
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$0	\$18,300
Credential/Diploma Rates	Older Youth		
	Adults		
	Dislocated Workers		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14 - 21)	0.0%	0.0%
Attainment of Degree or Certificate	Youth (14 - 21)	0.0%	0.0%
Literacy and Numeracy Gains	Youth (14 - 21)	0.0%	0.0%

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance).		

Overall Status of Local Performance	Not Met	Met	Exceeded
	0	0	0

Table O- Local Performance (Include this chart for each local area in the state)

Local Area Name Newark WIB	Total Participants Served	Adults	3,705
		Dislocated Workers	224
		Older Youth (19 - 21)	127
		Younger Youth (14 - 18)	450
ETA Assigned # 34020	Total Exiters	Adults	2,708
		Dislocated Workers	163
		Older Youth (19 - 21)	40
		Younger Youth (14 - 18)	86

Reported Information		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	85.6%	91.8%
	Dislocated Workers	88.3%	90.7%
	Older Youth		
Retention Rates	Adults	79.7%	83.0%
	Dislocated Workers	75.2%	89.3%
	Older Youth		
	Younger Youth		
Average Earnings (Adults/DWs)	Adults	\$9,039	\$12,345
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$9,553	\$16,252
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14 - 21)	59.0%	88.5%
Attainment of Degree or Certificate	Youth (14 - 21)	59.0%	53.2%
Literacy and Numeracy Gains	Youth (14 - 21)	45.0%	18.8%

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance).		

	Not Met	Met	Exceeded
Overall Status of Local Performance	1	1	7

Table O- Local Performance (Include this chart for each local area in the state)

Local Area Name <u>Ocean County WIB</u>	Total Participants Served	Adults	7,507
		Dislocated Workers	396
		Older Youth (19 - 21)	37
		Younger Youth (14 - 18)	279
ETA Assigned # <u>34080</u>	Total Exitters	Adults	6,111
		Dislocated Workers	232
		Older Youth (19 - 21)	25
		Younger Youth (14 - 18)	52

Reported Information		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	71.3%	96.0%
	Dislocated Workers	75.5%	93.3%
	Older Youth		
Retention Rates	Adults	75.4%	87.9%
	Dislocated Workers	74.2%	83.3%
	Older Youth		
	Younger Youth		
Average Earnings (Adults/DWs)	Adults	\$12,696	\$12,636
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$13,851	\$14,535
	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14 - 21)	59.0%	70.8%
Attainment of Degree or Certificate	Youth (14 - 21)	59.0%	79.3%
Literacy and Numeracy Gains	Youth (14 - 21)	45.0%	75.0%

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance).		

	Not Met	Met	Exceeded
Overall Status of Local Performance	0	1	8

Table O- Local Performance (Include this chart for each local area in the state)

Local Area Name <u>Passaic County WIB</u>	Total Participants Served	Adults	5,522
		Dislocated Workers	330
		Older Youth (19 - 21)	119
		Younger Youth (14 - 18)	394
ETA Assigned # <u>34025</u>	Total Exiters	Adults	5,338
		Dislocated Workers	117
		Older Youth (19 - 21)	9
		Younger Youth (14 - 18)	19

Reported Information		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	80.9%	93.2%
	Dislocated Workers	85.2%	97.1%
	Older Youth		
Retention Rates	Adults	76.3%	90.4%
	Dislocated Workers	75.8%	92.3%
	Older Youth		
Average Earnings (Adults/DWs)	Adults	\$10,244	\$12,830
	Dislocated Workers	\$14,989	\$17,721
Six Months Earnings Increase (Older Youth)	Older Youth		
	Younger Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
Skill Attainment Rate	Younger Youth		
	Younger Youth		
Placement in Employment or Education	Youth (14 - 21)	59.0%	67.9%
Attainment of Degree or Certificate	Youth (14 - 21)	59.0%	90.5%
Literacy and Numeracy Gains	Youth (14 - 21)	45.0%	45.5%

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance).		

Overall Status of Local Performance	Not Met	Met	Exceeded
	0	0	9

Table O- Local Performance (Include this chart for each local area in the state)

Local Area Name <u>Union County WIB</u>	Total Participants Served	Adults	6,861
		Dislocated Workers	290
		Older Youth (19 - 21)	34
		Younger Youth (14 - 18)	172
ETA Assigned # <u>34010</u>	Total Exiters	Adults	5,162
		Dislocated Workers	214
		Older Youth (19 - 21)	21
		Younger Youth (14 - 18)	56

Reported Information		Negotiated Performance	Actual
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	82.7%	88.0%
	Dislocated Workers	89.3%	91.2%
	Older Youth		
Retention Rates	Adults	83.4%	90.1%
	Dislocated Workers	85.4%	92.1%
	Older Youth		
	Younger Youth		
Average Earnings (Adults/DWs)	Adults	\$10,727	\$13,811
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$13,679	\$16,015
	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment or Education	Youth (14 - 21)	59.0%	76.8%
Attainment of Degree or Certificate	Youth (14 - 21)	59.0%	78.3%
Literacy and Numeracy Gains	Youth (14 - 21)	45.0%	80.0%

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance).		

	Not Met	Met	Exceeded
Overall Status of Local Performance	0	0	9