



New Jersey State Employment and Training Commission

Dennis M. Bone, *Chairman*

Chris Christie, *Governor*

State Employment and Training Commission (SETC)

Commission Meeting Minutes

January 30, 2013

10:00am -12:00pm

New Jersey Law Center

One Constitution Square, New Brunswick, NJ

I. Welcome & Introductions

Chairman Dennis Bone called the meeting to order at 10:08 am and welcomed attendees. He mentioned that he would be leading a new endeavor, the Center for Entrepreneurship at Montclair State University. He indicated that the adult literacy agenda item will move ahead of social media.

In accordance with the Open Public Meetings Act, a notice of this meeting was submitted to the Trenton Times and Star Ledger and posted on the SETC website. Chairman Bone asked for a moment of silence for Robert Santare who passed away suddenly over the holiday. Mr. Santare was a dedicated SETC member and served as chair of the State Council for Adult Literacy Education Services (SCALES). At the Chairman's request, roundtable introductions for all attendees were conducted. Approval of the minutes was put on hold pending a quorum.

II. Chairman's Report

Chairman Bone welcomed Harold Wirths, Commissioner of Labor and Workforce Development (LWD), and asked him to provide an update. The Commissioner indicated that the LWD has made great progress with the Talent Networks; Jersey Job Clubs have over 11,000 members; and New Jersey's economy has been improving. However, as a result of Hurricane Sandy, initial Unemployment Insurance (UI) claims went up – from about 36,000 to 138,000 for November 2012. LWD staff has provided coverage from 7 am to 7 pm to meet the high volume of UI claims. The Department also processed Disaster Unemployment Insurance claims – about 2000 people have collected. The day after Sandy hit, key LWD staff members were at work applying for a National Emergency grant for \$15.6 million, which was turned around in 24 hours. The Governor asked LWD to serve on the core team for the estimated \$20 - \$30 billion disaster relief bill the President just signed. LWD has won a National Integrity award for fraud reduction, saving the State about \$200 million. Since February 2010 to now, 103,000 private sector jobs were created, with a record high of 30,900 jobs in December 2012. LWD has added two new Talent Networks (Hospitality and Leisure and Sandy Recover) the latter reflecting construction and other industries associated with rebuilding.

Members who were on the Commission in 2012 were given certificates of appreciation. In 2012, the state plan was approved. Staff from both SETC and from other State agencies helped develop the plan, and should be commended for their work. The Chairman thanked Teri Duda, Tapas Sen, and Jody Levinson for their committee work that contributed to the plan development.



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With additional members arriving, a quorum was reached and the Chairman asked for a motion to approve the minutes from the November 29, 2012 meeting. The motion was made seconded and approved unanimously.

III. Director's Report

Michele Horst, Executive Director, SETC gave a PowerPoint presentation about the successes of 2012 and the direction for 2013. The presentation was framed within the context of the Unified State Plan and its four core values.

For Core Value 1, *Driving Investment Based on Industry Need*, the SETC's Healthcare Workforce Council under the leadership of Robert Wise, Hunterdon Healthcare Center, issued a report with four recommendations about how to strengthen the healthcare workforce. The Council has provided a template for the Talent Advisory Councils (TACs). Membership of TACs will consist of key industry leaders and will provide qualitative intelligence about their workforce needs. This coupled with quantitative data will help the system better respond to sector workforce needs. Christina Herzog is the SETC lead staff person for this initiative.

Rebranding and website launch is being led by Sheryl Hutchison. The redesigned SETC website is business-friendly as well as friendly to the SETC's constituents at the local level.

The SETC is continuing to work with leadership from LWD and the Governor's Appointment Office to align Commission membership with the key sector businesses. This will continue in 2013.

Going forward in 2013, TACs will create industry strategy reports to inform the system about sector needs and how to respond as a workforce system to them. Information such as skill gaps and education career paths are the types of strategies expected to be identified by the TACs.

For Core Value 2, *Meeting Jobseekers Where They Are*, successes included development and approval of the Unified State Plan; the completion of the literacy study conducted by Montclair State University under the direction of SCALES; and the resourcing of a state youth investment council that will be launched this spring.

For 2013, the creation of a state youth council will lead to the development of a shared youth vision that will articulate what the focus for youth employment should be. Looking ahead, the SETC will work with local areas in regard to the State Plan and identify local strategies to help promote talent network industry sectors. Development of a literacy strategy is expected in 2013.

For Core Value 3, *Equipping the Workforce for Employment*, addresses how the system prepares people for available jobs. In 2012, NJPLACE – college credit for apprenticeships – expanded into healthcare and the financial occupations. The Healthcare Workforce Council issued its recommendations. The Gender Parity Council launched their 6th annual STEM (Science, Technology, Engineering, and Math) conference, which focused on career pathways through the gender lens of STEM occupations as it relates to skills gaps, skills development and employer engagement.



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Working in collaboration with USDOL through Donna Scalia, the apprenticeship programs in NJPLACE will expand in 2013. In support of Governor Christie declaring New Jersey an Employment First state (the 14th state), the Disabilities Committee will focus on what this new direction means from a workforce development policy perspective.

For Core Value 4, *Increasing System Accountability*, the SETC saw the launch of the WIB certification process under the leadership of the Governance Committee, Co-Chaired by JoAnn Trezza and Jody Levinson, and staffed by Sheryl Hutchison. This is viewed as a capacity-building endeavor to identify gaps in services, though it is mandated by the federal government to ensure that the system performs to certain rules and regulations. Chairman Dennis Bone has convened WIB Chair Roundtable meetings, roughly on a quarterly basis. These meetings facilitate communication and strengthen State and local collaboration. To improve system accountability, the SETC also launched the Performance Oversight Committee under the leadership of Mike Metzgar, Raritan Valley Community College, and staff support from Sheryl Hutchison. The committee is working with partners, especially LWD, to identify the metrics that give real return on investment for the workforce system. That will continue into 2013. The Governance Committee will look at the WIB recertification process and make recommendations to the SETC in early 2014. Work on the accountability policy, which is about measuring performance, will continue. The SETC is partnering with LWD to launch a One-Stop system evaluation, which was put forth in the Unified State Plan.

Ms. Horst recognized her staff for all their hard work during 2012 and Chairman Bone acknowledged the strong working relationship the SETC has with LWD.

Following the Director's report, it was noted that State Senators Cunningham and Ruiz have proposed a bill (S2483) to establish a Workforce Development and Education Commission to oversee educational strategies and gaps to target workforce programs. SETC staff will investigate the content of the proposed legislation and comment as appropriate.

Additionally, information was requested on the Gender Equality Notice for which LWD is responsible.

IV. Performance Committee Updates

Mike Metzger chairs the Performance Committee, which is working in partnership with LWD to determine the effectiveness of the workforce system. The committee's goals are aligned with the Unified State Plan and support Core Value 4, *Increasing System Accountability*.

As part of this work, the Performance Committee reviewed the 2013 One-Stop System Evaluation Plan, which will look at three areas:

1. One-Stop Career Centers: an analysis of administrative and performance data; as well as, One-Stop processes, customer satisfaction, and an evaluation of the training services to determine if there is a good return on investment.
2. Occupational training funded by the state Workforce Development Partnership (WDP) Program: Though the funding source is different, the metrics will probably be similar.



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3. Parolee Enrollment Placement Program: the evaluation will identify successful elements of this program and areas for improvement.

The committee is also working on pilot metrics to support the Balanced Scorecard. The committee anticipates providing a recommended set of metrics to the Commission at the next meeting. If approved by the SETC, these metrics would be piloted through LWD beginning in July of this year. Universal registration, which is co-enrollment of individuals in WIA and Wagner Peyser, also will be reviewed by the committee. California and New York are using this option and provide some examples of successes and potential challenges. The committee is holding monthly meetings and using an online discussion site to allow members to share feedback and ask questions between the committee meetings.

Members commended the committee for its hard work and discussed the parolee placement program under LWD. Mary Ellen Clark, LWD Assistant Commissioner for Workforce Development, is the resource for information about the program. Members also suggested that the committee include the small business needs as it looks at performance relating to employer customers.

V. State Council for Adult Literacy Education Services

Hal Beder noted the importance of literacy to the workforce system. Without good literacy skills one cannot benefit from job training, nor pursue postsecondary education. Occupational or career growth will be stagnant; individuals will not be able to perform in jobs that lead to economic growth. Ten years ago SCALES issued a report that graphically showed how fragmented the adult literacy system was. Although progress has been made, the system remains fragmented and dysfunctional; and in the wake of the severe recession, a portion of funding has been lost.

LWD provided a grant to Montclair State University on behalf of SCALES to identify the problems with the adult literacy system and to make recommendations. The report was approved by SCALES two weeks ago and a copy of the Executive Summary is in the meeting packet. Highlights of the report are being presented today. As accompanying handouts, the draft action plan and goals and outcomes document outline the strategies for moving forward.

Lansing Davis indicated that the analysis included a review of previous reports, an analysis of program data, input from stakeholder meetings, and responses to surveys. The analysis, report and recommendations are organized around four themes:

1. *Need* for adult literacy services, which is significant
2. *Access* to those services, which often is limited by the number of slots and program location
3. *Intensity*, the number of instructional hours per week, is often insufficient to make significant progress
4. *Articulation* within the system and between programs is typically inadequate to provide learners with a clear pathway towards skill advancement and credential attainment through postsecondary level



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A previous SETC report by its Taskforce on Education and Workforce Quality, chaired by Tapas Sen, noted that employers want workers to have a repertoire of skills, including basic literacy such as communication and computation, and other skills like thinking and problem-solving as well as advanced workplace skills.

The proposed goals and related outcomes will help the literacy system better respond to the skills needed for good jobs in the 21st century labor market. The proposed direction will ensure that the literacy system is in full alignment with the four core values articulated in the Unified State Plan.

The primary stakeholders charged with driving this strategic plan are the SETC, SCALES, and LWD. However, through outreach as outlined in the work plan, a broad cross-section of other stakeholders will also have the opportunity to contribute to system change.

Chairman Bone pointed out that the State Legislature established SCALES and put it under the SETC because they understood that one of the biggest challenges in the workforce system is the low literacy levels of many workers. Generally the only jobs available to these workers are low skilled and low paying. The system should be designed to address One-Stop customer literacy needs in an effective and efficient way. The charge is to determine how this dysfunctional literacy system can be fixed.

Assistant Commissioner Clark mentioned that she attended the last SCALES meeting and had the opportunity to discuss the literacy report. Though the US Department of Education recently commended LWD for its commitment to professional development for adult literacy staff and providers, a review of the SCALES report and further review of WIA Title II, LWD saw that they can use some of these federal literacy dollars to spur innovation and improve quality. Currently, different stakeholder groups each have their own distinct focus and needs. There should be a unifying system vision so everyone is looking at it in the same way. LWD is prepared to bring in national experts to help transform the system. The goal is to do an actionable, engagement oriented strategy/plan.

The Assistant Commissioner also mentioned that New Jersey has failed to meet the WIA adult literacy goals for the past 10 years, resulting in a loss of \$3 million in incentive money each year.

Hal Beder mentioned that traditional adult education has emphasized a schooling model. However, in the last 10 years, a focus on adult literacy towards work is emerging. The SCALES report focuses on this latter direction: workforce preparation.

There were a number of comments that reinforce the need to better integrate literacy with workforce development, including suggestions:

- to link education to career paths through the talent networks
- to connect literacy efforts with the work of the Gender Parity Council (in particular helping women with low literacy build the skills needed to move out of low paying jobs)
- to provide opportunities for individuals to build their skills while pursuing a track in early childhood education
- to focus on the broad set of literacy skills including, leadership and team work



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- to address the needs of adults with learning disabilities and other learning differences
- to incorporate technology to expand learning opportunities

Also mentioned were two programs that integrated literacy skills with occupational skills. Raritan Valley Community College, which has about 62% of its entering students requiring remediation in math and/or English (one of the better rates in the state), has developed a contextualized learning approach, similar to the I-Best model. Because literacy skills are taught within the context of the occupational training, learners are more engaged and successful. The Laborers Union also developed an approach to connect English language skills with their skill training. Though the participants liked the approach, their work and family commitments caused all but two to dropout.

Michele Horst provided a wrap up by noting that LWD has made a commitment of resources to articulate a literacy strategy with the foundation led by SCALES. She then asked Assistant Commissioner Clark, Deputy Commissioner Fichtner, Hal Beder, and Lansing Davis if pulling together a small group from SCALES, LWD and the SETC should be the next near term steps to moving this conversation to an action. This suggestion was affirmed by the group.

VI. Workforce and Social Media

Michele Horst showed a quick four minute intro video to set the stage for a discussion of social media and its impact. After the video Ms. Horst indicated that she wanted to hear from the Commission members about whether they use social media, their thoughts about it and its role in workforce development.

During the discussion, both excitement and apprehension was expressed about the use of social media. Social media should not take the place of direct social experiences, human touch. There needs to be a balance between the two. Young people should learn how to create a proper balance between the use of social media and work readiness skills, e.g., cooperating with others and team work. Hybrid possibilities that incorporate social media and human contact should be considered. Social media by itself is not the answer; it is a tool that can be used to facilitate face-to-face interaction. However, the older generation also needs to use social media.

In the aftermath of Hurricane Sandy, social media was used to communicate, and as an aid to people working at home. It was an integral part of the United Ways response to the storm, and Twitter was one of PSE&G's predominate modes of communication to keep customers informed. PSE&G is also one of a large percentage of companies that use social media as a recruiting tool. People not only need to understand how to use social media in their job search, but also understand that employers use social media to get information about job applicants. Attorneys are looking at privacy issues, e.g., what social media information should employers have access to. Young people, who rely on social media to get instant access to information and share it, need to be taught how to responsibly use it. The workforce system needs to think about incorporating literacy and social media.



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The State is at a disadvantage in the use of social media because of capacity issues, lack of up-to-date technology and policies that limit its use. Social media progression is very fast and government adoption is too slow. Whatever strategy government uses, it has to be accessible through devices like smart phones because this is how youth engage the world.

Youth must be part of the design process so what is developed is in their voice and relevant to them. Social media can be used to advertise services and bring people into the One-Stops. It can also be used as a tool for linking with community organizations and connecting to their customers, which will provide opportunities to provide wraparound services.

Michele Horst summarized three themes that seemed to emerge from the discussion:

1. Human vs. technology balance
2. Use in terms of constituents (employers, job seekers, and those agencies that help them); social media can be an effective tool
3. Its fit within the shared youth vision

VII. Public Comment

There was no public comment.

VIII. Adjournment

A motion was made, seconded and approved, to adjourn the meeting at 11:52 am.

Respectfully Submitted,

Lansing Davis, SETC Senior Policy Analyst

Next SETC Meeting

Tuesday, March 12, 2013

10:00am -12:00pm

PSE&G Training Center, 234 Pierson Avenue, Edison, NJ



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STATE EMPLOYMENT AND TRAINING COMMISSION MEETING ATTENDEES – JANUARY 30, 2013

PRESENT MEMBERS or ALTERNATES

Berry, Dana	Howard, Donald (for McNamara)
Barry, Marie (for Cerf)	Mickens, Felix (for Lawson)
Bone, Dennis	Karsian, Andrea
Davis, Gail	Levinson, Jody
Duda, Teri	Sen, Tapas
Ehrlich, Kim (for Brown)	Wade, Carolyn
Garlatti, Betsy (for Hendricks)	Wirths, Harold
Hines-Cunningham, Lorna (for Velez)	Wowkanech, Charles

ABSENT MEMBERS

Carey, Michael	McAndrew, Brian
Constable, Richard	Nutter, Harvey
Gacos, Nicholas	Reisser, Clifford
Henderson, Henry	Sabater, Julio
Hornik, Stephen	Stout, Bruce
Linder, William Msgr.	Trezza, JoAnn

OTHER ATTENDEES

Alarion, Isabel	Metzgar, Mike
Battle, Sidney	Nadler, Sally
Beder, Hal	Nouryan, Ted
Clark, Mary Ellen	Scalia, Donna
Fichtner, Aaron	Semple, Barry
Franklin, John	Stoller, Jeff
Guillard, Jane	Trombetta, Jessica
Janz, Greg	Willoughby, Melanie

SETC STAFF

Davis, Lansing
Giardi, Kirsten
Herzog, Christina
Horst, Michele
Hutchison, Sheryl
Lew, Kirk