



New Jersey State Employment and Training Commission

Dennis M. Bone, *Chairman*

Chris Christie, *Governor*

State Employment and Training Commission (SETC) Commission Meeting Minutes

March 12, 2013

10:00 am - 12:00 pm

PSE&G Training Center, Pierson Avenue, Edison

I. Welcome & Introductions

Chairman Dennis Bone called the meeting to order at 10:15 am and welcomed all attendees. 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. Roundtable introductions were initiated by Chairman Bone.

Chairman Bone indicated that a quorum was not present and there is an action item on the agenda. For that item, a vote will be held with the members present and then the vote will be supplemented electronically after the meeting. The minutes will reflect the outcome of the vote. Due to the lack of a quorum, the approval of meeting minutes from January 30, 2013 was held until the June meeting.

II. Chairman's Report

The Governor's Office has submitted 12 commission member appointments/reappointments to the State Senate for confirmation. Chairman Bone indicated that the confirmation process can take time and encouraged all nominees to engage their local senators to assist in the approval process.

The Planning Committee will oversee the long-term plan implementation, under the leadership of Tapas San and Teri Duda. The committee was responsible for the submission of the five-year Unified State Plan to the US Department of Labor (USDOL); the plan was approved by USDOL in December 2012. The committee will continue to look ahead and assess the workforce environment over the next five years. Mr. Sen noted that the committee was committed to the development of the Unified State Plan and will now focus on its implementation.

SETC Executive Director Michele Boronkas reported that the implementation of the Unified State Plan involves creating strategic teams around the four Core Values of the plan. The four strategic teams have been formed, with both internal and external partners. One or more Commission members have been assigned to each of the teams. The goal of each Core Value Team is to create an appropriate strategic vision, tactics and action steps to support the core value. Each team will have an SETC sponsor; this sponsor will keep the Commission informed of the team's progress and this will be reported up through the Planning Committee. The teams will begin with a series of meetings in the months of March and April, to quickly contribute their unique perspective to the development of action steps around each Core Value.

III. Year in Review – Workforce Development

Aaron Fichtner, Ph.D., Deputy Commissioner of Labor and Workforce Development (LWD) thanked the Commission members for all their hard work and partnership with LWD. The Jobs4Jersey website was launched two years ago. The website allows users to upload or create resumes and matches those resumes to job postings using state-of-the-art skills and experience matching criteria. More than 200,000 New Jersey residents are registered on the Jobs4Jersey website. LWD has created pending regulations that will require all Unemployment Insurance (UI) recipients to register on Jobs4Jersey; this action was based upon recommendations from the Commission. It is an important step in helping people start their job search, and helps New Jersey build its talent base. Dr. Fichtner noted that an article in today's Star-Ledger newspaper focused on the Jobs4Jersey website and the ways in which it is integrated into job search activities, including a brief highlight on the pending regulation for UI recipients to register on the website. The article did not include some key details supporting the pending regulations.

Mary Ellen Clark, LWD Assistant Commissioner of Workforce Development, reviewed the key accomplishments for the past year. The Workforce Development division has more than 600 employees, who work in all 31 One-Stop Career Centers and the Trenton office. The division includes the Department of Vocational Rehabilitation Services (DVRS), Adult Literacy Programs, Youth Programs, TANF/Welfare Programs, Veterans Services and Re-Entry Programs. The division manages more than 20 million dollars in discretionary funding. Over the last year, Workforce Development worked with more than 300,000 people, helping them start their journey to finding employment. The Jobs4Jersey website and the On Ramp Tool connect to the case management system, which makes the system even more powerful. The system will be able to identify customers who may need assistance with digital literacy, which is critical if jobseekers want to apply for job search online. The Sandy Relief and Re-employment orientations were conducted online, enabling customers to learn about services without having to physically go to a One-Stop Career Center. LWD sends out an e-newsletter entitled "Building Bridges" and is using "Constant Contact" software to maintain business contact information. Also, LWD has purchased the "SalesForce" software to help understand business connections and multiple touches with our business partners. LWD also has automated the grant management system with the SAGE software program.

The Sandy Relief efforts showcased the effect of building bridges with LWD customers and partners. The LWD business service representatives reached out to people at the FEMA relief sites located throughout New Jersey. Individuals impacted by the storm were encouraged to access services online and through a dedicated Sandy Relief helpline. Most importantly, LWD secured a 15.6 million dollar National Emergency Grant (NEG), which is being used to help with clean-up efforts and get workers back to work. The goal of the Sandy Relief NEG was to employ up to 1,000 people into jobs helping clean up municipalities, state and county parks and recreational areas. To date, the NEG has helped local areas employ more than 700 people in these types of jobs.

Ms. Clark reviewed the four Core Values and the alignment of LWD services with these values to date. LWD has re-branded its marketing materials, making it easier for job seekers and employers to understand the array services available to them. The customized training grants have been re-branded into three grant programs specifically geared to employers. The grant programs are: Opportunity4 Jersey, Skills4Jersey and Recovery4Jersey, which give incentives to employers to train, retrain and support those employers negatively impacted by Superstorm Sandy. Ms. Clark highlighted the Swissport example. Swissport is responsible for the baggage handling at Newark International Airport. Swissport wanted to hire 1,000 new workers and wanted to collaborate with LWD. LWD representatives met with Swissport, assessed their workforce needs and discussed the various resources available through LWD and the local One-Stops. Job candidates were identified and qualified through One-Stop orientation workshops, the Jobs4Jersey website, Jersey Job Clubs and large scale job fair events. So far, 500 new

workers have been hired by Swissport. This is a model process that can be used to show other employers how LWD can supply their workforce needs. In 2013, LWD will be creating two new talent networks. One will focus on Sandy Relief efforts and the other will focus on the Retail/Hospitality sector.

Chairman Bone opened the floor for members' comments. The conversation focused on how LWD solicited feedback from customers on the Jobs4Jersey website. LWD has directed its first efforts to jobseekers, knowing they would more forgiving and patient as the website developed and grew. Once the minor bugs were worked out, the website was rolled out to various employers. LWD found that larger employers did not utilize the website since many already internal screening tools. The website is more appealing to small and medium sized businesses, which may not have these resources. The importance of the talent networks was discussed, in particular the bridges these networks are creating between LWD and the business community. Several committee members noted the energy and excitement that the talent networks and talent advisory councils are bringing to New Jersey's workforce system.

IV. Committee Updates

a. Performance Committee

Michael Metzgar, acting chair of the Performance Committee, provided a PowerPoint presentation detailing a set of new Balanced Scorecard metrics developed through the Performance Committee. Mr. Metzgar provided members with a document outlining the Performance Committee's formal recommendation to the Commission that the 10 metrics be approved for a statewide pilot effort in Program Year 2013, which begins July 1, 2013.

The Performance Committee developed these 10 proposed metrics based on the Balanced Scorecard model:

- Service/Flow
- Financial/Compliance
- Skills Outcomes and Employment Outcomes
- Customer Satisfaction

Mr. Metzgar noted that the customer satisfaction area was not addressed in this first set of proposed metrics. The committee expects that the 2013 evaluation of the One-Stop system will provide detailed customer analysis and satisfaction tools that can be used to develop future metrics.

The 10 proposed metrics support the Core Values of the Unified State Plan, as follows:

Core Value 1: Driving Investments Based on Industry Needs

- Total Employers Served
- Employer Industry Penetration

Core Value 2: Meeting Jobseekers Where They Are

- Total Jobseekers Served
- Jobseeker Characteristics
- UI Claimant Time to Receive Services
- Jobseeker Time to Placement in Employment

Core Value 3: Equipping the Workforce for Employment

- Entered Employment after Enrollment
- Credential/Degree Attainment for Youth
- Older Youth Placement in Employment or Education

Core Value 4: *Increasing System Accountability*

o Budget Expenditure Rate

Mr. Metzgar noted that many of these metrics are foundational, and will act as building blocks to develop more sophisticated measures in future. The number of jobseekers served and jobseeker characteristics will help identify trends and gaps in populations being served and where services are being delivered. The employer measures will help identify the types and proportion of business customers that are served.

He also noted that a focus on enrollment date, rather than exit date, will widen the scope of the measures, to include the time it takes a person to move from the first day of enrollment in services in a workforce program, to finally getting a job. This is different from the federal common measures, which are based on the time between a person's exit from the workforce program and getting a job.

The budget expenditure rate measure is a basic tracking tool, which will allow monitoring of the rate of program spending throughout the year. Mr. Metzgar indicated that the committee discussed ways to measure effective and efficient spending of program dollars; this will be part of the committee's work for future metrics.

The floor was then opened for discussion. Members discussed the usefulness of demographics and enhanced customer profiles, as a way to enable targeted marketing of workforce services. Members also discussed the youth credentials and the importance of change from exit date measures to enrollment date measures as a positive step to expanding the focus from the basic common measures, required by USDOL.

Julio Sabater emphasized the need for additional metrics to support Core Value 3, *Equipping the Workforce for Employment*. Specifically he asked whether the Performance Committee could explore metrics that would measure credential and degree attainment for the adult population, as well as youth, with a particular focus on basic literacy skills attainment and workforce readiness. Mr. Metzgar indicated that the committee could explore this area, but noted the timeframe for the pilot start date and the other committee goals to be completed this year. Chairman Dennis Bone emphasized that these 10 metrics are a starting point, and noted the ultimate measure of workforce system effectiveness is whether or not the services helped the person obtain a job.

The commission members continued the discussion of workforce readiness credentials, soft skills and the importance of credentials that are aligned with employer needs.

LWD Deputy Commissioner Aaron Fichtner thanked Mr. Metzgar for his leadership and recognized the work of the Performance Committee to create these metrics. Dr. Fichtner indicated that the newly-renamed LWD Office of Research and Information (formerly Labor Planning and Analysis) is ready to assist with the calculation of the metrics and provide the data resources needed to implement this partner effort with the SETC.

Chairman Dennis Bone ended the discussion and asked members to consider whether the proposed metrics could be approved for a pilot beginning in July 2013, with an amendment that the Performance Committee explore additional metrics regarding adult credentials and skill attainment to support Core Value 3, *Equipping the Workforce for Employment*, and present such metrics to the SETC in September 2013.

Felix Mickens made a motion to approve the proposed 10 metrics, with the amendment outlined by Chairman Bone. JoAnn Trezza seconded the motion. All those members who were present voted in favor of the amended recommendation, with no abstentions.

Chairman Bone indicated that a quorum was not present, and asked that the votes of the members who were present be recorded. The amended recommendation, and the draft discussion of this topic from the minutes, will be provided via e-mail to all members. The absent members will be asked to submit their vote electronically. The members who were present today will receive the e-mail communication but will not re-cast their votes.

b. Governance Committee

Governance Co-Chair Jody Levinson reported on the creation and implementation of the WIB certification process. The goal of the certification process is to build capacity and collaboration between the local workforce investment boards and the SETC. The SETC staff, WIB chairs and WIB directors have been working hard over the past year. The certification process began with a kick-off meeting in February 2012. During the months of April and June 2012, the SETC staff liaisons worked closely with their WIB areas to gather baseline information, offer information about the process and provide guidance on specific items. These baseline meetings were very positive and informative for the local areas. Now, a year later, all local WIBs were asked to submit progress reports by February 15, 2013. Prior to the submission of these reports, technical assistance meetings were held with local WIB staff to review the documentation requirements, provide additional resources and template tools. The WIBs were asked to submit all documentation as part of the progress report, so that it was a “dry run” of the final application due on January 31, 2014. The SETC staff subsequently met for a day-long retreat to review the documents submitted and troubleshoot any issues that may have been discovered. This process has produced some promising practices; including building bonds between SETC staff liaisons and local WIBs, focusing local WIBs on internal processes and improving their structure and tools, which in turn builds better capacity.

The Governance Committee will meet today and focus on next steps, as well as any policy issues that should be considered by the Commission. Ms. Levinson emphasized the Governance Committee’s commitment to make this process a positive growth effort for the local WIBs and the SETC.

Executive Director Michele Boronkas noted that the process has helped build capacity for the SETC, not only with the local areas but in its partnership with other state agencies. Last week, a request was made by the Governor’s office to Deputy Commissioner Fichtner, for a list of all local WIB members throughout the state. When Deputy Commissioner Fichtner called the SETC, our office was able to quickly produce this information because we had collected that specific data during the WIB certification process.

Governance Co-Chair JoAnn Trezza indicated her agreement with the positive benefits that have resulted from this process so far, and thanked the Commission members for their support. Chairman Dennis Bone noted he was extremely pleased with the progress achieved through the WIB certification process.

c. State Council for Adult Literacy Education Services (SCALES)

Barry Semple reported on behalf of SCALES. All members of the Commission received the SCALES literacy report, which includes a robust vision for literacy services throughout New Jersey. The report addresses the utilization of funding provided through WIA Title I. This vision for the system will focus on contextual learning, which provides the necessary skills to assist New Jersey’s citizens perform as family members, citizens and workers. The expanded goal is to elevate current benchmarks beyond the attainment of high school equivalency to one-year post-secondary training

and an industry-recognized credential. LWD is dedicated to allocating resources and working with SCALES to develop a comprehensive strategy to redesigning New Jersey's adult literacy system. One objective of the plan is to consult with national experts to build public/private policy commitments. The second objective is to identify promising practices within the state of New Jersey and throughout the nation. The third objective is to create cross-system integration between state agencies and key literacy stakeholders. The fourth objective is to highlight collaboration and promising practices through the launching of pilot programs throughout the state.

The process of adopting a high school equivalency test in New Jersey is extremely important at this time. There are currently three tests under consideration: Pearson, McGraw-Hill and ETS. New Jersey is currently utilizing the Pearson test, which will charge each participant \$125 for the test. New York has recently adopted the McGraw-Hill test, which has a cost of \$50. Mr. Semple indicated the importance of New Jersey quickly adopting one of these three high school equivalency tests, so that education providers and testers can become acquainted to the new standards and format. The current GED test expires in December. Marie Berry explained that the NJ Department of Education is in the process of evaluating all three high school equivalency tests to ensure the one chosen best reflects their standards and competencies.

Chairman Bone expressed his appreciation for the progress made by SCALES and the support of the Department of Labor and Workforce Development in this area.

V. Director's Report

Executive Director Michele Boronkas reported on recent state legislation passed by both the NJ Senate and the NJ Assembly that would authorize the creation of a new commission called the Workforce Education Commission. The SETC as it is currently constituted meets a majority of the criteria outlined in the legislation. Deputy Commissioner Fichtner and Michele Boronkas met with staff at the Governor's office, to provide information on the depth and scope of the SETC and how it does and can satisfy the criteria in this legislation. The Governor's Office requested formal written follow up to outline and detail the SETC's current scope of work and its ability to meet the criteria of the proposed legislation through the current Commission efforts.

In addition, Melanie Willoughby indicated that the NJ Business and Industry Association provided support for the SETC in this role; Michele Boronkas thanked NJBIA and indicated that the NJ Business Action Center had also provided positive feedback on the SETC's role to the Governor's office. There has been no movement on this concern since the meeting with the Governor's office.

VI. Public Comment

Nils Richardson of ACCSES New Jersey complimented the work of the SETC and LWD that was highlighted today, and applauded the direction of the Unified State Plan and its employer focus. The disability community is concerned that their voice will not be highlighted as employers with potential job openings are engaged. Mr. Richardson stressed the need for continued collaboration between disability stakeholder groups, educational institutions, LWD, local One-Stops and employers to provide soft skills and find employment for those with disabilities.

Greg Janz, the One-Stop Operator in Bergen County, noted a challenge with the Sandy NEG implementation, specifically the potential cost to employers when the temporary workers from the grant return to unemployment benefits. Mr. Janz also indicated it would be helpful for local area managers to be provided with data on local area industries and regional employers. This would allow local areas to engage those industries and find out their needs. Mr. Janz emphasized the importance of credit-bearing certificates and nationally recognized credentials, as a way to get workers on a pathway to a degree and a

career. Finally, Mr. Janz noted the need to track customers who are served in the system and being able to report on their progress through the system.

VII. Adjournment

The meeting was adjourned at 12:08 pm.

Respectfully Submitted,

Kirk Lew, SETC Policy Analyst

Attachment: SETC Performance Committee – Recommendation of New Balanced Scorecard Metrics for Program Year 2013 Pilot, 3-12-2013 Amended with Final Votes

Next SETC Meeting

Tuesday, June 18, 2013

10:00am -12:00pm

NJ Law Center, One Constitution Square, New Brunswick

**STATE EMPLOYMENT AND TRAINING COMMISSION MEETING
ATTENDEES – MARCH 12, 2013**

PRESENT MEMBERS or ALTERNATES

Berry, Dana	Howard, Donald (for McNamara)
Barry, Marie (for Cerf)	Levinson, Jody
Bone, Dennis	Mickens, Felix (for Lawson)
Fichtner, Aaron (for Wirths)	Sabater, Julio
Gacos, Nicholas	Sen, Tapas
Garlatti, Betsy (for Hendricks)	Trezza, JoAnn
Hines-Cunningham, Lorna (for Velez)	

ABSENT MEMBERS

Brown, Michele	Linder, William Msgr.
Carey, Michael	McAndrew, Brian
Constable, Richard	Nutter, Harvey
Davis, Gail	Reisser, Clifford
Duda, Teri	Stout, Bruce
Henderson, Henry	Wade, Carolyn
Hornik, Stephen	Wowkanech, Charles
Karsian, Andrea	

OTHER ATTENDEES

Battle, Sidney	Nadler, Sally
Black, James	Nouryan, Ted
Bonanno, Lisa	Richardson, Nils
Clark, Mary Ellen	Scalia, Donna
Franklin, John	Semple, Barry
Janz, Greg	Smiley, Rick
Metzgar, Mike	Stoller, Jeff
Milone, Catherine	Weaver, Kathy
Moeller-Peiffer, Kathleen	Willoughby, Melanie

SETC STAFF

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



New Jersey State Employment and Training Commission

Dennis M. Bone, *Chairman*

Chris Christie, *Governor*

SETC Performance Committee

Recommendation of New Balanced Scorecard Metrics for Program Year 2013 Pilot (July 1, 2013 – June 30, 2014)

Background:

The State Employment and Training Commission (SETC) established the Performance Committee in March 2012 to provide high-level performance oversight and advise the SETC on performance standards for the workforce system. In September 2012, the SETC adopted the Balanced Scorecard as the framework for performance standards for New Jersey's workforce investment system, in order to measure and improve system efficiency and effectiveness and increase performance accountability and transparency.

In *New Jersey's Unified Workforce Investment Plan 2012-2017*, the Performance Committee is charged with a number of responsibilities, including supporting the implementation of the Balanced Scorecard Model. As its first activity, the committee worked to identify a set of Balanced Scorecard Metrics for implementation by the SETC and the New Jersey Department of Labor and Workforce Development (LWD).

The Performance Committee reviewed a comprehensive set of proposed metrics based on the Balanced Scorecard Model. The committee considered the Balanced Scorecard model and metrics over the course of five months, with discussion of the metrics conducted at three consecutive meetings and through an online discussion board.

The recommended metrics will be operationalized in Program Year 2013 in a statewide pilot effort. The SETC and LWD will partner in creation of reporting tools for these metrics, to be provided to the Performance Committee, the SETC and local WIBs. The metrics and reports will be reviewed throughout the program year by the Performance Committee and recommended to the SETC for continuation, change or discontinuation at the end of the pilot.

Recommendation:

The committee recommends the following new Balanced Scorecard metrics, aligned with the four Core Values, to be piloted statewide in Program Year 2013:

Core Value 1: Driving Investments Based on Industry Needs

- **Metric 5: Total Employers Served**
Identify the number served as a basis for comparison and target growth
- **Metric 6: Employer Industry Penetration**
Identify the proportion of businesses served in key industry sectors

Core Value 2: Meeting Jobseekers Where They Are

- **Metric 1: Total Jobseekers Served**
Identify trends and gaps in customer populations and delivery locations
- **Metric 2: Jobseeker Characteristics**
Compile traits of jobseekers served, for comparison with total population
- **Metric 3: UI Claimant Time to Receive Services**
Identify time elapsed between initial UI claim and enrollment in services
- **Metric 4: Jobseeker Time to Placement in Employment**
Identify time elapsed between enrollment in services and employment

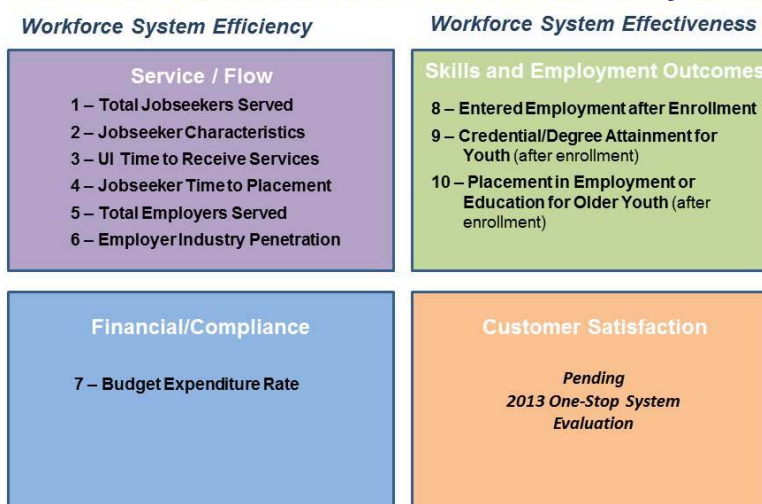
Core Value 3: Equipping the Workforce for Employment

- **Metric 8: Entered Employment after Enrollment**
Measure number of jobseekers in a job after enrolling in services
- **Metric 9: Credential/Degree Attainment for Youth**
Measure the number of youth who attain a credential or degree after enrolling in services
- **Metric 10: Older Youth Placement in Employment or Education**
Measure the number of Older Youth who obtain employment, join the military or enter post-secondary education after enrolling in services

Core Value 4: Increasing System Accountability

- **Metric 7: Budget Expenditure Rate**
Tracking expenditure of state program dollars within the program cycle

Balanced Scorecard: Performance Accountability Model



The above was submitted to the SETC at the Commission meeting on March 12, 2013.

At the Commission meeting, the members voted to approve a recommendation to adopt the proposed metrics for the Program Year 2013 pilot, with an amendment that the Performance Committee explore additional metrics regarding adult credentials and skill attainment to support Core Value 3, *Equipping the Workforce for Employment*, and present such metrics to the SETC in September 2013.

The following members were present and voted in favor of the recommendation:

1. Dennis M. Bone, Chairman
2. Marie Barry (for Cerf)
3. Dana W. Berry
4. Aaron R. Fichtner (for Wirths)
5. Nicholas P. Gacos
6. Betsy Garlatti (for Hendricks)
7. Lorna Hines-Cunningham (for Velez)
8. Donald Howard (for McNamara)
9. Jody Levinson
10. Felix Mickens (for Lawson)
11. Julio Sabater
12. Tapas K. Sen
13. JoAnn Trezza

The following members voted in favor of the recommendation via electronic mail following the meeting:

14. Henry Henderson
15. Stephen C. Hornik
16. Andrea B. Karsian
17. Brian D. McAndrew

Votes were not received from:

1. Michele A. Brown
2. Michael J. Carey
3. Carolyn Carter Wade
4. Richard E. Constable, III
5. Gail A. Davis
6. Teri Duda
7. Rev. Msgr. William J. Linder
8. Harvey J. Nutter
9. Clifford R. Reisser
10. Bruce D. Stout
11. Charles Wowkanech