



# SETC

STATE EMPLOYMENT AND TRAINING COMMISSION



John J. Heldrich, Chairman



*Milestones*



# New Jersey State Employment and Training Commission

John J. Heldrich, Chairman



## Members

Dana W. Berry, Executive Director, Starting Points for Children, Inc.

Dennis M. Bone, President, Verizon New Jersey, Inc.

**Harold Burlingame**, Senior Vice President, AT&T

**Michael Cantwell**, Hamilton Square, New Jersey

**Michael Carey**, Warren, New Jersey

Celeste Carpiano, Executive Director, New Jersey Association of Counties

**Peter Contini**, President, Salem Community College

**Gail A. Davis**, Urban Development Manager, PSE&G

Honorable Lucille Davy, Commissioner, Department of Education

Honorable Joseph V. Doria, Jr., Acting Commissioner, Department of Community Affairs

**Kevin J. Drennan**, Executive Director, Commerce Commission

Nicholas Gacos, President, Colorado Café Associates

Henry F. Henderson, CEO, Thoreb North America, LLC

Stephen C. Hornik, Sr., President Emeritus, Monmouth-Ocean AFL-CIO

Andrea B. Karsian, Fort Lee, New Jersey

**Joseph E. Krimko**, Ocean Grove, New Jersey

**Frank H. Lehr**, CEO, Frank H. Lehr Associates

Jody Levinson, Vice President, Health Care Systems, Johnson & Johnson

Reverend Monsignor William Linder, CEO, New Community Corporation

**Brian McAndrew**, Superintendent, Monmouth County Vocational School

Matthew P. McDermott, Principal, McDermott Public Affairs

Joseph McNamara, Director, New Jersey Laborers' - Employers' Cooperation and Education Trust

**Robert A. Munyan**, Manasquan, New Jersey

**Harvey Nutter**, CEO, Greater Paterson Opportunities Industrialization Centers

Arthur J. O'Neal, Flemington, New Jersey

**Clifford R. Reisser**, Training Director, International Brotherhood of Electrical Workers, Local 269

**Julio Sabater**, President, Universal Communication Enterprise

**Honorable David J. Socolow**, Commissioner, Department of Labor and Workforce Development

Honorable Linda Stender, Assemblywoman, District 22

**JoAnn Trezza**, Vice President, Human Resources, Arrow Group Industries, Inc.

**Honorable Jennifer Velez**, Commissioner, Department of Human Services

Carolyn Carter Wade, President, Communication Workers of America, Local 1040

Charles Wowkanech, President, New Jersey State AFL-CIO





Jon S. Corzine, Governor  
John J. Heldrich, Chairman

May 29, 2008

Dear Colleague:

John Heldrich's retirement as Chairman of the State Employment and Training Commission is a time for celebration and remembrance. The Commission under John's leadership dramatically improved New Jersey's workforce investment system and even changed the language we use to describe it. As this chronology amply demonstrates, the achievements of SETC during the Heldrich years are remarkable – the centrality of adult literacy, the creation of WIBs and One-Stops, the promotion of distance learning, founding the Gender Parity, Persons with Disabilities and Adult Literacy Councils, the establishment of NJ PLACE and the influential SETC White Paper are a sampling of policy initiatives that have decisively changed New Jersey for the better.

As someone who has worked with John during his entire term as SETC Chairman, I have many wonderful memories. Over the years, John and I developed a common understanding and a rhythm with each other that is hard to describe and impossible to duplicate. Although most of our work together involved puzzling through complicated policy questions, what I most appreciate about the years with John is John himself.

John is a man who is best understood by his loyalties: to his family, church, country, Johnson & Johnson, Rutgers and the workforce development system. John is a rarity in these times when principle is frequently sacrificed at the altar of expediency – he is a man of strong principles with the courage to act on them. In the world of John Heldrich, what comes first is doing what is right.

John is the most determined and goal oriented person I know; he never gives up. This characteristic helps explain his legendary career at Johnson & Johnson, his work in helping to revitalize New Brunswick and advance the workforce readiness system. Indeed, it is his character that makes John so formidable – his loyalties are strong and clear, he believes in doing what is right, and he never gives up.

I will miss working with John on a regular basis, but I fully expect he will call me from time to time wanting a “full briefing” on SETC activities, sharing his latest ideas about how to make the “system” better and most certainly wanting to ruminate on the activities of the Yankees and Giants.

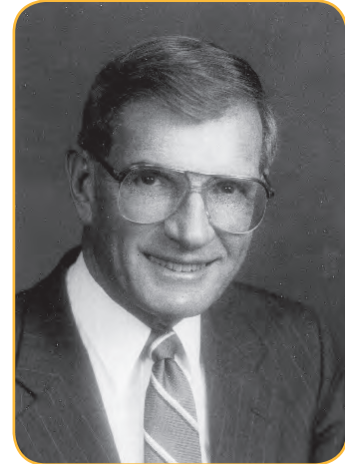
Best Regards,

Henry Plotkin  
Executive Director



# 1990

Legislation creating the State Employment and Training Commission (SETC) to streamline and revitalize New Jersey's workforce readiness system was signed by Governor Thomas Kean on January 8th.



The SETC's purpose, as stated in the legislation:

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

*“New Jersey needs to develop a holistic approach in the way we educate workers and define the organization of work for the next century. Labor and business, individual workers and government must come to understand that transforming the workforce readiness system is this generation’s foremost obligation to its children. What is at stake is our quality of life.”*

— John J. Heldrich, Chairman, SETC





In July, John J. Heldrich was appointed Chairman, Members were appointed and confirmed, and the Commission held its first meeting. Later in the year, two key reports were submitted to, and the recommendations they contained accepted by, Governor James Florio.

*Occupational Education Task Force Report* included recommendations for a statewide occupational education system to provide quality programs that are responsive to the needs of both workers and employers.

*Occupational Education Task Force, David L. Crawford, Chair*

*Stephen Adubato, Sr., North Ward Cultural and Educational Center, Robert Bildner, RLB Food Distributors; Robert Bocchino, DeVry Institute; Nicholas Burkholder, Johnson & Johnson; Flora Edwards, Middlesex County College; John Grieco, Bergen County Vocational/Technical School; Walter Howard, NJ Association of Rehabilitation Facilities; Lydia Valencia, Puerto Rican Congress of New Jersey; Virginia Woodward, United Paperworkers International Union*

*The Workforce Readiness System Technical Analysis* report provided the framework for State agencies to deal with preparing workers for high-skill jobs. The report informed that the current system of program delivery and resource allocation was far too fragmented. The SETC's overarching recommendation was to simplify and improve the delivery of all employment, training, and occupationally related education services throughout New Jersey.

In its recommendations, the SETC proposed that the number of Departments responsible for producing employment, training, and education programs be reduced from six to three, and the number of programs be reduced from 64 to 15 program areas, with a sub-cabinet official responsible for each Department's workforce readiness programs.

The SETC designated six "Consumer" and "Producer" Departments. The "Consumer" Departments'—Community Affairs, Commerce and Economic Development, and Human Services—mission was to serve as an advocate and provide support for its constituents. The "Producer" Departments'—Education, Higher Education, and Labor—mission was to deliver workforce readiness programs.


# 1991

Throughout the year, *A Unified State Plan for New Jersey's Workforce Readiness System* was developed, as the result of a unique partnership between the executive branch of New Jersey State Government and the SETC. The purpose was to provide Governor Florio with the best thinking of the Commission, influenced by the expertise of high level State government officials, directed by the Cabinet, about the future of New Jersey's employment, training, and education system.

Over 100 staff participated in this process, forming 16 interdepartmental work groups from the Departments of Commerce and Economic Development, Community Affairs, Education, Higher Education, Human Services, Labor, and the Governor's Office of Policy and Planning.

This document was developed to adapt the employment, training, and education system in New Jersey to meet the skill requirements of the global economy of the 1990s and the next century. The design is a "living document"—dynamic, elastic and adjustable—that will make an indelible mark on the quality of life in New Jersey.





The **At-Risk Youth Task Force** was established to develop recommendations for a youth employment policy, including strategies for both in-school and out-of-school at-risk youth.

*At-Risk Youth Task Force, Kathy Spivey, Chair*

*Dana W. Berry, Union City Day Care; Alfred Cade, Caesars Atlantic City; Howard Cooper, Greater Raritan Private Industry Council; Paulette Hines, Community Mental Health Center; Albert Kelly, Test City Child Care Center; Rev. Msgr. William Linder, New Community Corporation; William McCoy, McDonald's; Loretta Onyeani, East Orange Public Schools; Carrie Robinson, Catalyst; Rosalind Seneca, Drew University; Neal Sternberg, Burlington County Vocational/Technical School; Rev. John T. Teabout, Good Neighbor Baptist Church; Lydia Valencia, Puerto Rican Congress of New Jersey*

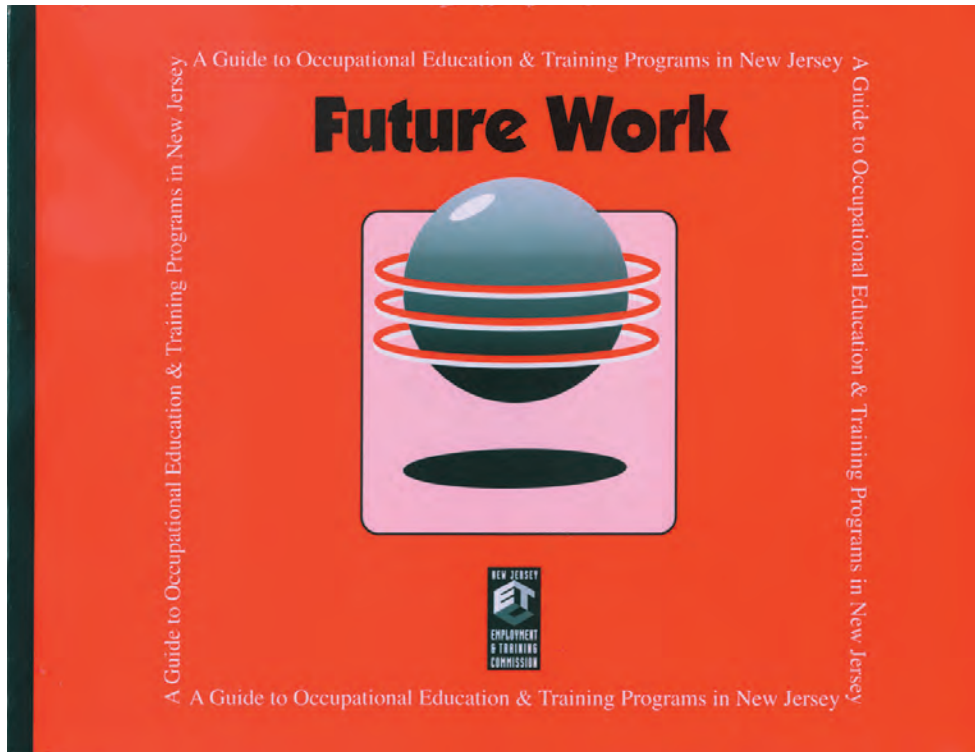
The **State Council on Vocational Education** was reconstituted through an Executive Order. The State Council was charged to advise the Governor, the State Board of Education, the SETC, and the Secretaries of Education and Labor on ways to create greater incentives for joint planning and collaboration among vocational service providers, the private sector, and government.

*State Council on Vocational Education, David L. Crawford, Chair*

*Walter Howard, NJ Association of Rehabilitation Facilities; William H. Adams, Salem County Vocational Technical School; Robert Bildner, RLB Foods; Flora Edwards, Middlesex County College; John Grieco, Bergen County Vocational Technical School; R. Sanders Haldeman, Camden County Vocational Technical School; Harriet A. Kass, AT&T; Edward Pulver, NJ AFL/CIO Seafarers International Union; Yvonne Rappaport, Essex County Department of Citizen Services; P.J. Santagelo, Lincoln Technical Institute; Kathy Spivey, Spivey Enterprises*



# 1992




The first edition of *Future Work: A Guide to Occupational Education Programs in New Jersey* was published by the SETC. The purpose of this Guide is to provide consumers with information that helps them make informed choices about employment, training, and education.

This Guide was recognized by the Documents Association of New Jersey as the State Document of the Year for 1993.

*“John Heldrich’s leadership of the State Employment and Training Commission for nearly two decades has left a significant legacy for New Jersey and the nation. His deep commitment to ensuring economic opportunity for all workers and his steadfast support of effective and efficient workforce development programs have greatly contributed to improving the quality of life for his fellow citizens.”*

— Carl E. Van Horn  
Professor and Director  
John J. Heldrich Center for Workforce Development, Rutgers University



In March, Governor Florio accepted the SETC's *A Unified State Plan for New Jersey's Workforce Readiness System*. The Plan was designed to allow the State and local entities to progress incrementally toward a truly unified system, addressing three key areas, lifelong learning, employers' human resource needs, and efficient information sharing. The SETC operated on a broad front to transform the State's workforce readiness system with major priorities to simplify the way government operated and offered direction to the occupational education, employment, and training system.

The **Workforce Development Partnership Act** (WDP) was signed. The State bipartisan plan would retrain up to 45,000 workers through customized training and training grants over the next few years to help workers keep pace with the advanced technology needs of employers in the State. The SETC was given the responsibility for evaluating this initiative.

The **Workforce Investment Board Task Force** was formed to provide recommendations for creating a workforce decision-making framework at the local level to mirror the broader role provided by the SETC at the State level. Of greater significance was creating local analogues of the SETC that would plan for the entire workforce, not just the JTPA (Job Training Partnership Act of 1982).

In October, the **State Council on Adult Education and Literacy** was established through an Executive Order signed by Governor Florio. To address the results of the National Adult Literacy Survey, the Council was mandated to make recommendations to the Governor about how to improve the level of literacy among adults in New Jersey.

*"The Camden County Workforce Investment Board was thrilled to win the demonstration grant that gave us the opportunity to implement the first official WIB in the State of New Jersey. This opportunity opened the door to a brand new perspective in workforce development.*

*Under the leadership of the State Employment and Training Commission Chairman, John Heldrich, we were able to pave the way for other Workforce Investment Boards throughout the State."*

*— Leona Tanker, Executive Director  
Camden County Workforce Investment Board*

# 1993

The challenges of re-engineering the workforce readiness system and preparing New Jersey's citizens for the demands of the global marketplace set the SETC's focus on school-to-work transition, youth apprenticeships, work-based education, local system governance, gender equity, and the employment needs of persons with disabilities. The needs of displaced workers and the needs of small- and medium-sized businesses were concurrently targeted for concerted attention.


To achieve its purposes, the SETC developed the following principles that served as the foundation of its workforce readiness policies:

- A successful system must be consumer-based and market-driven.
- There must be accountability and evaluation in the workforce readiness system.
- The core of the system is attainment of fundamental literacy and basic skills.
- There must be full utilization of all potential workers.

*“Literacy provides an endless source of satisfaction. For instance, a parent who is able to read to his or her child gives that child the love of reading. Students who eagerly read the great works of literature — Herman Melville, James Baldwin, Maya Angelou — better understand themselves and their country. A literate worker is willing to learn new technologies, rather than being fearful of them. And yes, for those who lead their lives with the shameful secret that they cannot read at all, the gift of literacy will open a new world of possibilities.”*

— Lucinda Florio, Co-Chair  
SETC Council on Adult Education and Literacy





The **Council on Adult Education and Literacy** report, *Adult Literacy in New Jersey: Meeting the Challenge of the 21st Century*, focused attention on the literacy needs of adults and the role of education in meeting those needs. This report attempted to raise public awareness about the importance of adult education and literacy and offered recommendations for improving New Jersey's current adult education and literacy system.

The first Workforce Investment Boards (WIBs) were established in Bergen and Camden Counties. In those Counties, Private Investment Councils were converted to Workforce Investment Boards and given a broad policy and planning mandate by the SETC.

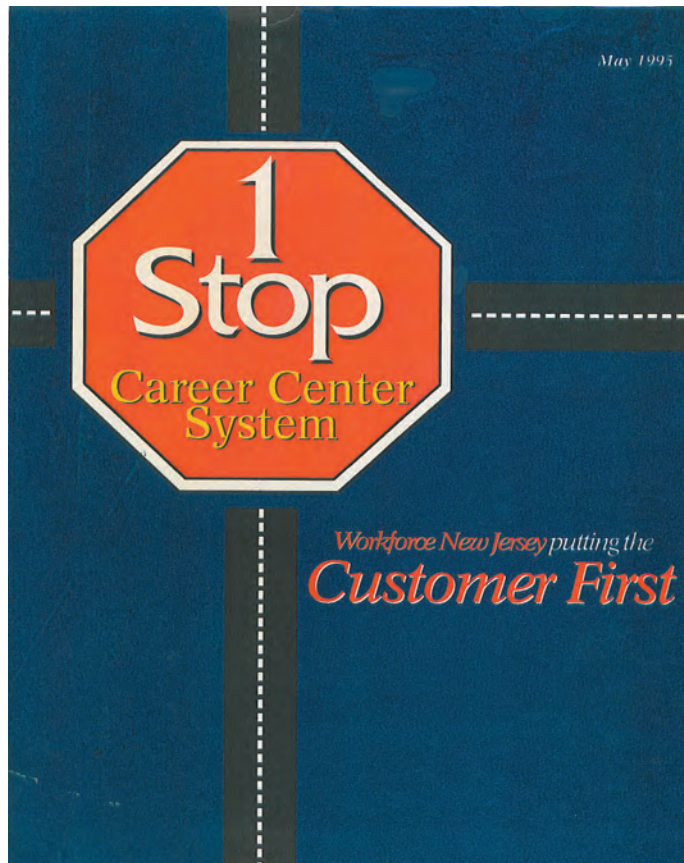
The **Gender Equity Task Force** presented its first edition of the report, *Leveling the Playing Field: Removing Barriers for Women in New Jersey's Employment and Training Programs*, which identified barriers to the full participation of females in the workforce readiness system and offered recommendations to remove those barriers. The Task Force's primary purpose was to assure that "equity" and "fairness" were applied to females who choose to enhance their work-related skills.


*Opportunity For All: Final Recommendations of the Workgroup on Persons with Disabilities* was presented. Recommendations were made to expand the dialogue among public officials, advocates, parents, customers, and practitioners concerning philosophical and policy differences about the appropriate role of the employment, training, and education system for people with disabilities. Stakeholders agreed that persons with disabilities need to have access to a broader spectrum of employment and training opportunities than they have had traditionally.

The **At-Risk Youth Task Force** published its final recommendations to improve the way young people are prepared for the "world of work" in the report, *Youth at Work: Making it in the Global Economy*. The report concluded that a generation of young people is facing under-employment or unemployment as a result of the increased skill demands required by the global economy, and offered recommendations to improve the way young people are prepared for the "world of work."

# 1994

The SETC faced a year of transition. Governor Christine Todd Whitman assumed office and new Congressional leadership in Washington began to re-examine all federal programs, including those related to employment and training. The Commission's primary mission of improving the quality of New Jersey's workforce remained in place. Concerns over the proposed federal use of block grants and a reduction in federal funding fueled the emphasis on a more collaborative and efficient delivery system for programs and services.





The SETC provided a forum for the design of New Jersey's One-Stop policy and subsequent drafting of a grant application which resulted in New Jersey being awarded a \$400,000 planning grant. The vision—"no wrong door"—incorporated all job-related services sought by an individual or business making them available regardless of which partner was contacted. The model represented systemic change, not simply rearranging existing programs.

The Bergen and Camden Counties' Workforce Investment Boards (WIBs) began operations, designed to mirror the SETC at the local level. The WIBs were given the responsibility to create collaborative and inter-connected planning, along with equitable service delivery, through a government and private sector partnership.

As conceived in New Jersey's federal application, One-Stops were designed to achieve the following purposes:

- Providing students, workers or those seeking employment with the ability to obtain a good job at good wages;
- Creating a system of lifelong learning to make it possible to continuously upgrade skills;
- Furnishing business with programs to improve the quality of their workforce to meet the challenge of the global economy;
- Assisting businesses in transforming themselves into workplaces that employ high skill and high wage workers;
- Assuring that economic development efforts are closely tied to the workforce readiness system; and,
- Securing equal opportunity for obtaining skills for all citizens including the disadvantaged, persons with disabilities, those for who English is not the primary language, women and minorities.

The Commission's [Work Group on Youth Apprenticeship](#) recommended youth apprenticeship as a year-round, formally structured, employer-driven combination of secondary school and work-based learning.

[New Jersey's School-to-Work Opportunities Initiative](#), developed by four State departments, the Governor's Office and the SETC, began and proved an example of successful collaboration in government.





*State of New Jersey  
Executive Department*

*Executive Order No. 36*

*Whereas, New Jersey's skilled workforce is our strength as we compete in the world economy; and*

*Whereas, investments in training and education foster high skill/high wage jobs, provide economic leadership for the State, and offer a better standard of living for our citizens; and*

*Whereas, to remain competitive, New Jersey must develop a State-based and locally delivered strategy for an integrated education and job training system based on current and future State and local area labor market demands; and*

*Whereas, the New Jersey Departments of Labor and Education, in conjunction with other State agencies, have been charged with the responsibility to implement a coordinated workforce readiness system consistent with the design constructed by the State Employment and Training Commission ("SETC") in *A Unified Plan for New Jersey's Workforce Readiness System* (the "Plan"); and*

*Whereas, a coordinated workforce readiness system, in concert with the State's overall economic development strategy, would guide federal, State, and local resources in a manner that promotes a high quality, globally competitive workforce; and*

*Whereas, pursuant to N.J.S.A. 34:15c-15e(7), a coordinated workforce readiness system can be achieved through the expansion of the State's local Private Industry Councils ("PICs") into broad-based Workforce Investment Boards with responsibilities consistent with the Plan;*

*Now Therefore, I, Christine Todd Whitman, Governor of the State of New Jersey, by virtue of the authority vested in me by the Constitution and by the Statutes of this State, do hereby order and direct implementation of Executive Order number 36.*



*Given, under my hand and seal this 12th day of May in the Year of Our Lord, One Thousand Nine Hundred and Ninety Five, and of the Independence of the United States, the Two Hundred and Eighteenth.*

*Christine Todd Whitman  
Governor*

Two major achievements were culminations of previous SETC policy recommendations: Governor Whitman issued Executive Order #36, which officially established Workforce Investment Boards (WIBs). And, the SETC took the leadership role in drafting a grant proposal for which New Jersey received a \$15M three-year federal implementation grant to establish One-Stop Career Centers statewide.

The creation of WIBs and One-Stop Career Centers represented two concrete examples of the progress made in revitalizing New Jersey's workforce readiness system. WIBs represented a genuine partnership between the State and localities and gave real meaning to the idea of a "State-based and locally delivered" workforce readiness system. The One-Stop Career Centers would enable all workforce readiness services and programs to be delivered in a seamless manner. The SETC developed *Guidelines for Establishing Workforce Investment Boards*.

*"WIBs are the heart of the workforce investment system. Their leadership as agents of change will ensure that New Jersey remains competitive into the next century."*

— John J. Heldrich, Chairman  
State Employment and Training Commission

*"John always emphasized that success is incremental, and he would refer to his handwritten timeline to remind us that we were making progress whenever we faced a roadblock or challenge."*

*"In hindsight, it is crystal clear that the sum of John's success produced a change in kind, and not just degree, to the quality of New Jersey's workforce development system. His legacy will continue to help students and workers for generations to come."*

— Bill Tracy  
Former SETC Executive Director

# 1996

The screenshot shows the homepage of the New Jersey State Employment and Training Commission (SETC). At the top, there is a navigation bar with links for "NJ Home", "Services A to Z", "Departments/Agencies", and "FAQs", along with a search box. Below this is a large blue banner with the SETC logo and the text "NEW JERSEY STATE EMPLOYMENT AND TRAINING COMMISSION". A secondary navigation bar includes links for "About SETC", "Council on Gender Parity in Labor & Education", "Disability Issues Committee", and "State Council for Adult Literacy Education Services", with another search box. The main content area features a large central banner for "Women at Work: Achieving Parity on the Job", which is a report from the Council on Gender Parity. To the left of this banner is a vertical menu with links to "SETC POLICY PAPERS & REPORTS", "UNIFIED STATE PLAN", "SETC STRATEGIC PLAN", "SETC MEMBER HANDBOOK", "WORKFORCE INVESTMENT BOARDS", "LINKS", and "ACRONYMS". To the right is a portrait of John J. Heldrich, Chairman, with a "Welcome Letter from Chairman Heldrich" link. Below the main banner is a "What's New" section with a "Workforce" icon and navigation arrows. A row of four promotional tiles follows: "new jersey Next Stop" (career website), "training sources" (training information), "Credential for entry-level workers" (workforce development), and "NJ PLACE" (apprenticeship training). A "News" section is visible, listing events such as the "Women in Science and Technology Workforce Summit" (May 30, 2008) and the "26th Annual GSETA Conference" (June 4-5, 2008). On the right side of the news section are two advertisements: "HowYourHealth.org" (health survey) and "New Jersey Rx 4 NJ" (drug prescription program). The footer contains the "OPRA | Open Public Records Act" logo and links for "Contact Us", "Privacy Notice", "Legal Statement", and "Accessibility Statement".

*SETC goes online!*



The second edition of *A Unified State Plan for New Jersey's Workforce Readiness System* was submitted and formally accepted and approved by Governor Whitman. The Plan served as the blueprint for all statewide workforce readiness efforts.

The SETC web site was launched to provide the public with direct access to information about the activities of the Commission.

The **John J. Heldrich Leadership Institute on Workforce Development** was established, through a partnership between the Edward J. Bloustein School of Planning and Public Policy at Rutgers University and the SETC, in an effort to educate the public and private sectors about the workforce readiness system.

*Linking Education and the Workplace: An Imperative for New Jersey's Economic Future*, a report prepared by the Task Force on Education and Workforce Quality, was published. The recommendations addressed Connecting Activities and Oversight, Stakeholder Education, Curriculum, and State Leadership.

*Task Force on Education and Workforce Quality*  
Tapas Sen, Chair, Human Resources Director, AT&T  
Lansing J. Davis, Task Force Facilitator, SETC

William H. Adams, Salem Vocational Technical Schools; Paget Berger, AT&T; Robert Bocchino, DeVry Technical Institute; Harriet Diamond, Diamond Associates; Glenn E. Earl, Cumberland County; Raymond Farley, Hunterdon Central Regional High School; John Grieco, Bergen County Technical Institute; Margaret A. Lawlor, NJ Education Association; John May, Atlantic County Community College; Frank A. Mikorski, Public Member; Henry Plotkin, SETC; Brian Peters, DOL; Dee Rosebrock, JFK Conference Center; Ellen Schechter, DOE; Thomas Sepe, Mercer Community College; Joseph Steiner, Suburban Chamber of Commerce; Mike Vrancik, NJ Association of Counties; Robert Wallace, SETC

The **Task Force on Adult Literacy**, in partnership with the State Commission on Higher Education, was established to recommend ways to improve the literacy delivery system for adults.

The *Workforce Investment Board Guidebook to Workforce Readiness Programs* was developed to assist local areas, and the SETC began monthly meetings with the local WIB Directors.



# 1997

A major goal was to enhance the ability of Workforce Investment Boards (WIBs) to engage in a deliberative policy development process. WIBs, under the guidance of the SETC, planned and developed School-to-Careers consortia, One-Stop Career Centers, Adult Education and Literacy initiatives and Welfare-to-Work Plans.

Working closely with county government and local partners, WIBs continued to evolve into the key local entity in developing a consensus around workforce development policies and programs. More than 660 private and public sector individuals served on WIBs, and twice that many served on various WIB working committees.

A major challenge for the SETC was both to continue its work in assisting all programs under the One-Stop umbrella by encouraging the process of service integration and to blend welfare-to-work within this service mix. The emphasis of welfare reform dramatically changed the way services must be delivered to clients.

*“John was an intimidating presence on paper, but disarmingly warm from the first moment we met while I still worked for the Division on Women. All of the drama at the start of the Gender Equity Task Force seems a bit overdone in retrospect, particularly because John always greeted the Task Force reports as rather obvious, common sense pieces of work. I knew that what John cared about was the integrity of the process and a clear movement toward improving the workforce training system to meet the needs of business. He never cared who the workers were or where they came from as long as the training system trained them well.*”

*“The truth is that John Heldrich represents all that was, and perhaps still is, good about this country. I count myself among a lucky group to have had the honor of working for him.”*

— Karen Holmes, DVM  
Former SETC Deputy Executive Director



The **Gender Equity Task Force** published *Balancing the Equation: A Report on Gender Equity in Education*. The report identified and presented recommendations to remove barriers to women and girls in New Jersey's workforce readiness system.

*Gender Equity Task Force*

*Karen Holmes, Task Force Facilitator, SETC*

*Dana Berry, Starting Points for Children; Frank Bolden, Johnson & Johnson; Joseph Borgia, Mercer County Vocational School; Rena Grasso, Bergen County Technical School; Marilyn Hulme, Equity Assistance Center; Loretta Keimel, Middlesex County Vocational Schools; Dianne Mills McKay, American Association of University Women/New Jersey; Jack Pesda, Camden County College; Iris Quinones, New Brunswick Tomorrow; Deborah Reese, The Work Group; Sandra Kenyan, Hudson County Community College; Rosalind Seneca, Drew University*

The SETC developed planning instructions for WIB **Welfare-to-Work Committees** to help guide them in developing their local plans. In 1997, for most recipients, there was a five-year time limit within which they must find employment. No longer could recipients be assured of the permanent support from the welfare system.

The **Corrections Education Task Force** published *Standing Corrected: Education and the Rehabilitation of Criminal Offenders*. The report focused on the argument that education is an essential element in the rehabilitation process, cited studies that showed a correlation between education and a reduction in the rate of recidivism, and offered recommendations for the expansion and improvement of educational programs for offenders.

*Corrections Education Task Force*

*Scott MacFadden, Chair, Business Administrator, Township of Brick*

*Lansing J. Davis, Task Force Facilitator, SETC*

*Alba Acosta, Puerto Rican Unity for Progress; Isaac Ballard, DOC; Charlotte Blackwell, Edna Mahan Correctional Facility; Mark Boyd, DOL; Edward W. Bullock, Lancome Paris Cosmair, Inc.; Roland J. Chapdelaine, Cumberland County College; Catherine M. Crill, DOE; Andrew DiNardo, Camden County Vocational School; John Duffy, Bergen County Jail; Clayton Hartjen, Rutgers University; Rayford Johnson, Garden State Reception and Youth Correctional Facility; Arthur Jones, DAG, Division of Law; Jim Kirk, DOL; Leif Knudsen, DVR; Patricia Mitchell, DOE; Robert Noonan, Essex County Vocational School; Arthur O'Neal, SETC; Angel Perez, NJ Association on Corrections; Brian Peters, DOL; Matthew J. Sheridan, Juvenile Justice Commission; Virginia Woodward, United Paperworkers International Union*

# 1998

After extensive nationwide debate, Congress passed the **Workforce Investment Act** of 1998 (WIA). This Act substantially mirrored New Jersey's vision and renewed the vigor of State and local partners in collaborative planning and delivery of workforce investment services through a One-Stop System.

The major challenge in implementing the WIA in the State was to ensure that all stakeholders participated fully. The SETC played a central role in involving WIBs, State agencies, local elected officials, unions, the private sector, and other interested parties in a systemic process to develop a policy framework for WIA.

*“When I think of John Heldrich, my first image is of John Heldrich, the Leader. At a time when the entire world is in a leadership crisis, in all walks of life, John stands up as a model—a man of vision, a man of determination and a man of compassion. I remember when the SETC first proposed a consolidation of education and training activities in the state government, many people were skeptical about the concept of reorganization. But to the surprise of many, John made it happen. Under his inspiring guidance, the SETC has provided an active leadership in workforce policy development and has been successful in producing a sustained level of interest and support at the highest level of state government.”*

— Tapas Sen, AT&T

The SETC held a series of statewide meetings to inform all constituents of the impact WIA would have on the New Jersey workforce investment system.

The First Annual Statewide SETC Conference, **The Workforce Investment System in a Time of Transition**, was attended by over 600 stakeholders in the workforce investment system, and focused on describing the important changes in the WIA and how New Jersey would respond to the planning requirements of the Act.

The **Task Force on Adult Literacy** issued the report, **The Literacy Connection: Improving Adult Literacy in New Jersey**. This report and its recommendations focused on improving coordinated interagency planning and accountability to increase governmental efficiency, and on advancing the employability and self-sufficiency of the three million low-literate adults in New Jersey.

*Task Force on Adult Literacy*

*Richard Fritzky, Co-Chair, Meadowlands Chamber of Commerce*

*Donald J. Loff, Co-Chair, PaineWebber, Inc.*

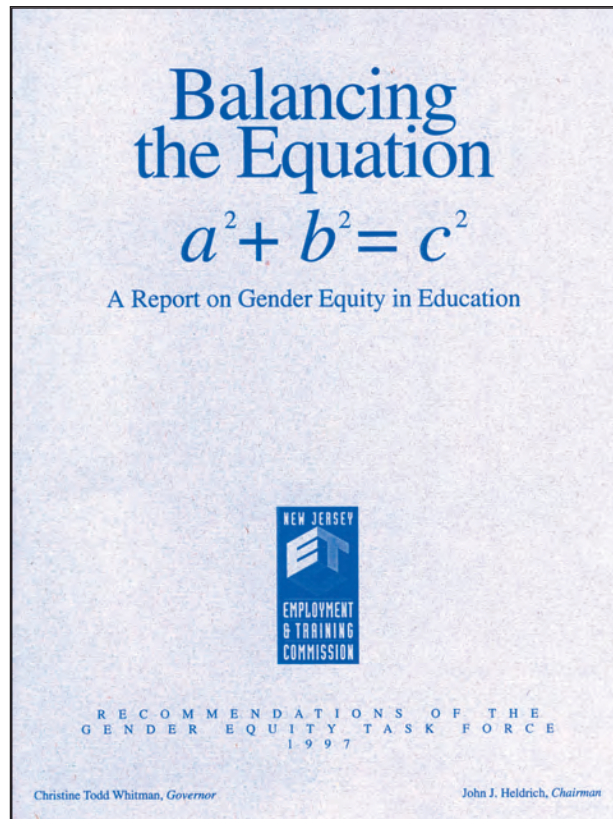
*Barbara Anderson, DOE; Ronald Applbaum, Kean College; Isaac Ballard, DOC; Lydia Barrett, Urban League of Essex County; Hal Beder, Rutgers University; Valerie Bianco, Monmouth Adult Educational Services Commission; Elizabeth Christopherson, NJN; Roger Emig, OMB; Anthony Lutkus, ETS; Brian McAndrew, Monmouth County Vocational School; Carol McMillan-Lonesome, Seton Hall University; Richard Messner, Somerset County Vocational School; Margery Oppenheimer, LVA; Sister Mary Teresa Orbegozo, Paterson Adult and Continuing Education; Martine Hammond-Paludan, CHE; Henry Plotkin, SETC; Arlene Roth, DOE; Anthony Sarlo, DOC; Ellen Schechter, DOE; Paul Scherbina, DOL; Thomas D. Sepe, Mercer County Community College; Dennis Testa, NJ Education Association; Donna Vassallo, Claridge Hotel and Casino; Margot Walsh, NJN; J. Robert White, DOL*

SETC staff developed **Recasting New Jersey's Workforce Investment System: A Primer for WIB Members in a Time of Transition**, a primer to provide WIB members with a concise framework and the information needed to get started in establishing a unified local workforce development system as required by the WIA.



# 1999

Based on a recommendation from the Gender Equity Task Force in its report, *Balancing the Equation: A Report on Gender Equity in Education*, legislation was passed establishing within the SETC, a permanent Council on Gender Parity in Labor and Education, the first such Council in the nation.



*“On behalf of the members of the New Jersey Council on Gender Parity in Labor and Education, I would like to thank John Heldrich for his unwavering support. He has an awareness of the importance of addressing gender-based issues in the workforce and in education. He has regularly provided the opportunity for us to report to the SETC Board and give updates on research, reports, programming and policy issues. We will miss his wisdom and vision as we continue to work to eliminate gender-based barriers.”*

— Dianne Mills McKay, Chair  
Council on Gender Parity in Labor and Education

Building on its successful efforts with its statewide network of WIBs, the School-to-Career and College Initiatives, the Work First program, and the comprehensive One-Stop Career Center system, New Jersey elected to be an early implementation State and presented its *Strategic Five-Year Unified State Plan for New Jersey's Workforce Investment System* to the U.S. Department of Labor (USDOL) on April 1, 1999, and the accompanying *Operational Plan* on October 1, 1999.

Guidelines were developed for the creation of local **Youth Investment Councils**. These included the design of youth programs and definitions of program elements for youth programs.

The SETC's Annual One-Stop Conference, **Putting the Pieces Together**, focused on private sector leadership for the millennium, transition to the WIA, value added to human resources, future planning for youth, and building partnerships in a One-Stop environment as envisioned by the *Unified State Plan*. Over 700 people attended the three-day conference participating in more than 45 workshops.

Legislation was passed establishing a **State Council for Adult Literacy Education Services** (SCALES). The Council, a bipartisan body created within the SETC, was established to facilitate Statewide and local policy development, planning, and oversight in consultation with the stakeholders in the area of adult literacy education.

*"Integrity, compassion and vision are embodied in John Heldrich. There is not a finer human being and public citizen than John."*


— Ray Bramucci  
Former Assistant Secretary, US Department of Labor  
Former Commissioner, NJ Department of Labor

## EFF Standards For Adult Learning



*“John is the personification of the Boy Scout Law; he is ‘TRUSTWORTHY, LOYAL, HELPFUL, FRIENDLY, COURTEOUS, KIND, OBEDIENT, CHEERFUL, THRIFTY, BRAVE, CLEAN AND REVERENT.’ John is also an indefatigable workhorse and was always ready to share his institutional knowledge of New Jersey and its workforce. I’ll bet he will continue to consult the SETC on many issues.”*

— Mel Gelade  
Former Commissioner, NJ Department of Labor



As one of the first States to present its *Unified State Plan*, full emphasis was placed on developing and implementing local plans and processes that would improve the unified delivery of all employment, education, training, and human services programs. Local unified plans for all 17 WIB areas were completed in time for the planned July 1, 2000 start date.

The **Council on Gender Parity in Labor and Education** held a conference, **Gender Equity and Technology in the New Jersey Workplace: Setting the Agenda**. More than 90 experts in education and business attended the invitational mini-conference. Roundtable discussion topics included strategies to motivate girls to take math, science and technology courses on K-12 level; educational policy to ensure gender equity in science and technology programs; college programs to attract and retain female science and technology majors, school/business partnerships; and recruitment and retention of women in technology positions.

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

The SETC One-Stop Conference, **Imagining the Future**, focused on helping private and public sector representatives share an understanding about New Jersey's workforce investment system. Workshops touched on many aspects of the system by spotlighting innovative practices and programs, and projected insights into the future.

*Transforming Your Community's Workforce Investment System: A Primer for Local Elected Officials on the Workforce Investment Act of 1998* was developed and distributed to clarify local roles and strategies for becoming a more collaborative and effective system of delivery.



The SETC issued a White Paper, *New Jersey in Transition: The Crisis of the Workforce*, which included the following recommendations to establish a broad policy direction for the future:

- The Governor and the Cabinet must make improving the quality of the workforce a core value.
- New Jersey should transform the Department of Labor into the Department of Labor and Workforce Readiness that would be responsible for the integration of service delivery provided by all the “to work” funding streams.
- New Jersey must make adult education and literacy a top priority.
- The private sector must play a lead role in shaping workforce policy.
- New Jersey must base its workforce preparation system on a demand-side strategy.
- The quality and timeliness of labor market information must be improved.
- The connection between schools and the labor market must be strengthened.


*“Millions of New Jerseyans whose life chances are limited by their lack of skills await leaders with the vision to provide them with the opportunity to succeed.”*

— *New Jersey in Transition: The Crisis of the Workforce*



*“Two roads diverged in a wood, and I—  
I took the one less traveled by,  
And that has made all the difference.”*

— *Robert Frost*



The SETC and the USDOL convened a two-day **Leadership Development Youth Summit** which provided opportunities for youth and adults to dialogue about youth development concerns, engage in hands-on experiential learning activities, and develop leadership, decision-making, problem-solving, and conflict resolution skills.

A major event this year was the passage of legislation creating the Supplemental Fund for Basic Skills, which would provide approximately \$21 million per year. The State Employment and Training Commission was legislatively charged with reviewing and evaluating the operations of programs supported by the Fund.

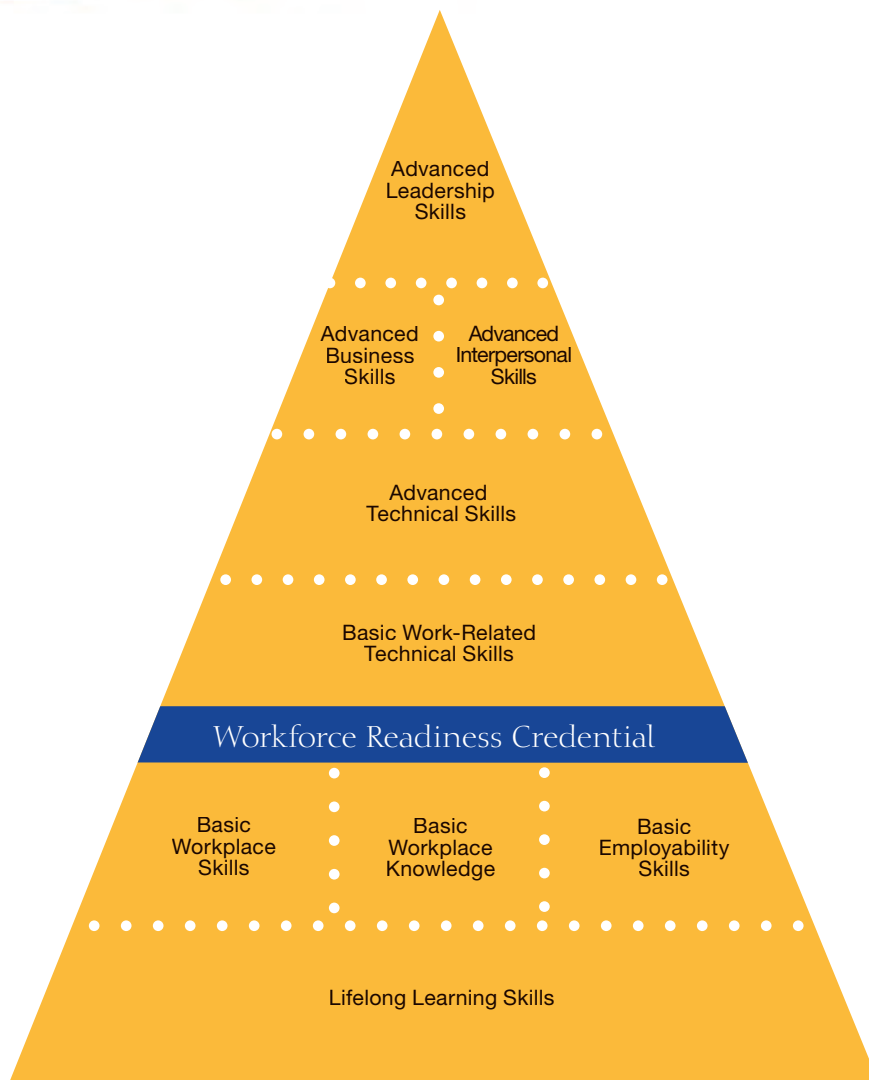
The **Council on Gender Parity in Labor and Education** held its second conference, **A Woman's Place: Her Role in the New Economy**. Workshops were presented on programs and best practices in New Jersey's schools and workplaces that help attract and retain women in science, engineering, and technology.

The Council issued two reports to increase public understanding of the issue of gender equity in science, engineering, and technology—***Women and Work: Prospects for Parity in the New Economy***; and ***Bridging the Gap: Gender Equity in Science, Engineering and Technology***.

The **Disability Issues Committee** was established in April as a permanent Committee within the State Employment and Training Commission (SETC). The Committee is responsible for developing policies and program strategies for individuals with disabilities in the workforce investment system. The focus of its work is in three areas. First, is to ensure that the needs of individuals with disabilities are integrated into the One-Stop system. Second, is to identify training needs and resources for those with disabilities. Third, is to ensure workplace education includes individuals with disabilities in its efforts.


Based on the **Disability Issues Committee** recommendation, local area disability issues committees were established to implement policies and program strategies for individuals with disabilities in the workforce investment system.

# 2002



New Workers need to be able to use these Work Readiness Skills.....

- Communication Skills
- Interpersonal Skills
- Decision-Making Skills
- Lifelong Learning Skills



The SETC, along with the National Institute for Literacy (NIFL) and a select group of other states and national organizations, partnered to develop a **Work Readiness Credential** (WRC) based on *Equipped for the Future (EFF) Standards*. The WRC was developed to provide a national, portable, knowledge-based assessment certificate that affirms that individual job seekers have demonstrated the foundation knowledge and skills that are needed for successful performance as entry-level workers.

A web-based **Training Provider Consumer Report Card** was developed in collaboration with the New Jersey Department of Labor (NJDOLE) and the Heldrich Center for Workforce Development. This system included a comprehensive listing of approved providers, thus facilitating prospective training customers' selection of the most appropriate and effective training program to meet their career and employment needs.

New Jersey earned a competitive grant from the National Governors' Association (NGA) to participate, along with five other states, in a **Workforce Policy Academy** designed to help states craft their respective workforce policy for the 21<sup>st</sup> Century. New Jersey utilized this Academy to focus on integrating the system of Higher Education with the State's workforce development system.

The **State Council for Adult Literacy Education Services** (SCALES) issued a report, *Preliminary Report on the Adult Literacy Funding and Delivery System*, reconfirming the implementation of EFF standards for the adult literacy delivery system. The report also stated that the adult literacy system was severely fragmented and poorly coordinated—adult literacy was administered by four different State agencies through 23 programs and local programs that vied for grant funds without central coordination or leveraging of resources between providers or within programs. It recommended consolidating programs under one State agency and charging Workforce Investment Boards (WIBs) with local planning and coordination for adult literacy education.

The Fifth Annual One-Stop Conference, **Building Bridges, Breaking Barriers** was held. At this conference the Governor announced to the 650 participants in attendance his decision to adopt the State Employment and Training Commission's (SETC) White Paper, *New Jersey in Transition: The Crisis in the Workforce* recommendations, including among others, to make workforce development a priority of his Administration and to consolidate "to work" programs in the State.



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**Next Stop...Your Career** Jon S. Corzine, Governor

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what's new

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Zip Code:

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Student

## Welcome!

You demand great things for yourself. And as candidates for tomorrow's work force, employers will demand great things from you. Want to know the skills you'll need to succeed in leading New Jersey industries? Then you have made an essential stop along your path of career prep.

At njnextstop.org, find out what New Jersey's employers are saying about jobs and careers growing right here in the Garden State. Get vital details about industries, types of jobs, and the cutting-edge career paths that combine many of your talents.

[learn more](#)



## What's New

[4/4/2008: World-Class Students: Out-of-this-World Greetings](#)

### Career Clusters

Career clusters link what students learn in school with the knowledge and skills they need for success in college and careers. Students can use the career clusters to explore options for their future employment.

Click on the icons below to find information on the academic, technical, and college requirements needed for a wide range of careers.

To learn more about the skills in demand by New Jersey employers, check out the highlighted "Focus Industry" information [H](#)

[Education, Food & Hospitality &](#)

**Real People**


**Name:** Jena Leibowitz  
**Education:** Wayne Valley High School  
**HomeTown:** Wayne  
**Occupation:** High School Senior, Fashion Intern



Did you ever sit down and think about what you want to do after you finish high school or college? The choices you make during the next four years or so will probably point you towards a lifelong career. Pretty scary, huh? But you may be able to improve the odds of success a bit by getting an early taste of your chosen field with an internship or other program that puts you in the center of the action. Jena Leibowitz took an internship to get the skinny on a stylin' career choice.

[Read More...](#)

[showall](#)



A demand-side study, **Ready for the Job**, was initiated in partnership with the John J. Heldrich Center for Workforce Development, and included an analysis of the skill and occupational requirements of 73 key jobs in eight growth industries. The study was undertaken in response to a need for labor market information that focused on the demand for specific current and future “skills” needed in the workplace. Hundreds of employers, educators, and labor experts contributed to the information provided through this project.

A dynamic, user-friendly and easily navigable website, New Jersey Next Stop...Your Career ([www.njnextstop.org](http://www.njnextstop.org)), was developed for students, educators, and parents with information about demand occupations and their requisite knowledge, skills, and credentials, including reports from the demand-side study.

The **Council on Gender Parity in Labor and Education** published two reports: *Healthcare Workforce Outlook—The Nursing Shortage in New Jersey and the United States: Suggestions for Future Research and Policy* and *Engineering Their Futures: The Educational and Workplace Experiences of Female Engineers*.

The SETC worked with NJDOL to design a **Disability Accessibility Checklist**, to assist One-Stop Career Centers evaluate and improve facility and service accessibility to customers with disabilities.


New Jersey Division of Vocational Rehabilitation Services received a two-year Federal Work Incentive Grant, **Project ACCESS**. The grant was designed to provide better consumer access to computers, software, and all placement activities. A major focus was training of One-Stop Career Center staff and demonstration projects piloted in four One-Stop Career Centers.

# 2004

## The Consolidation of "To Work" Programs







As a direct result of recommendations made in the SETC White Paper, *New Jersey in Transition: The Crisis of the Workforce*, on June 23, Governor McGreevey signed legislation consolidating 18 workforce programs, previously housed in three different State agencies, into a newly reconstituted Department of Labor and Workforce Development (LWD). This major restructuring was the result of years of collaborative planning among the State Departments of Labor, Education, and Human Services. The reconfigured system was designed to ensure that workforce policies and programs would be more coherent and unified, and the change reflected a State-level commitment to workforce development as a core value.

The **Council on Gender Parity in Labor and Education** published *Finding a Healthy Balance: A Study of Gender Equity in New Jersey's Healthcare Workforce*. This study identified recruitment and retention trends of registered nurses in the state, and offered policy strategies to recruit more men and other nontraditional groups into the profession to address the nursing shortage.

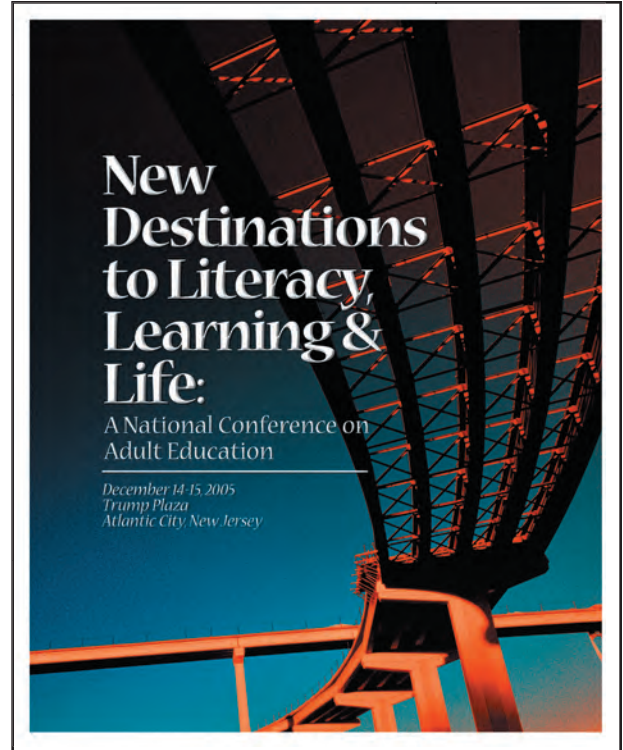
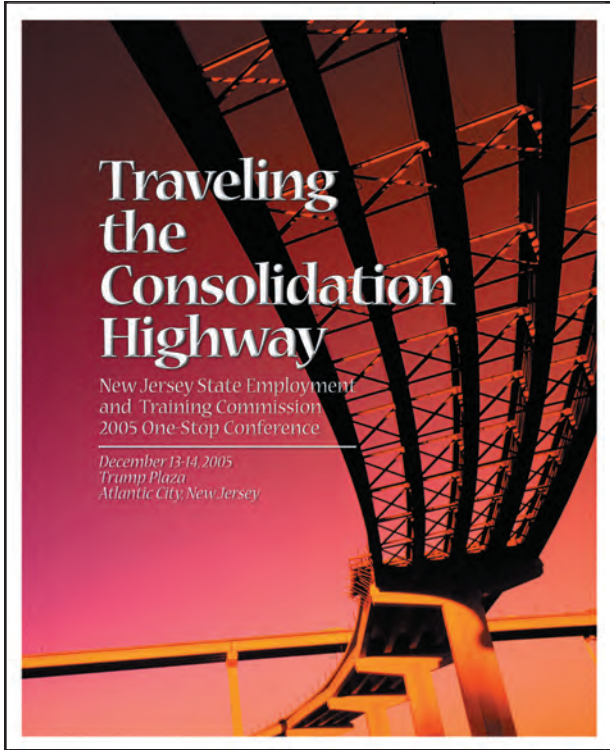
The following reports were issued in partnership with the John J. Heldrich Center for Workforce Development, through the demand-side study, Ready for the Job.

The following ten reports were issued in partnership with the John J. Heldrich Center for Workforce Development, through the demand-side study, Ready for the Job:

- *Building Skills and Alliances to Meet Demand in New Jersey's Labor Market: A Summary Report of the Occupational and Skill Demand Project Ready for Tomorrow*
- *Demand-Side Emerging Skills for the 21st Century*
- *Understanding Occupational and Skill Demand in New Jersey's:*
  - *Construction Industry*
  - *Finance Industry*
  - *Health Care Industry*
  - *Information Technology Industry*
  - *Manufacturing Industry*
  - *Tourism and Hospitality Industry*
  - *Transportation and Logistics Industry*
  - *Utilities Industry*



# 2005



The SETC brought its annual statewide conference to new heights with the addition of a national conference on adult literacy. During the three-day event, over 715 people attended from 22 states and 3 countries. In addition to three well-attended plenary sessions, there were 81 workshops that provided specific information on a wide variety of topics.



A **Three-Year Professional Development Plan for the Adult Literacy Delivery System** was submitted by the **State Council for Adult Literacy Education Services**. The Plan presented a statewide infrastructure for professional development and technical assistance to support the planning and delivery of adult literacy services in the One-Stop system.

The SETC **Council on Gender Parity in Labor and Education**, partnering with the Department of Labor and Workforce Development (LWD) and the New Jersey Collaborating Center for Nursing at Rutgers University, held a **Statewide Healthcare Workforce Summit** with approximately 200 participants, to develop solutions to the workforce challenges of New Jersey's healthcare delivery system.

An update to the original **Strategic Five-Year Unified State Plan for New Jersey's Workforce Investment System** submitted in 1999 was submitted to the USDOL. This update was based on the experience and new insights that had been gained over the life of that Plan.

The **SETC Membership Handbook** was updated and distributed to Members and made available on the Commission's website. This Handbook serves as an invaluable tool for understanding the Commission's policies and procedures.

The demand-side study, **Ready for the Job**, project was expanded in 2005 to include studies on an additional three industries in New Jersey, bringing the total to 11. This website, targeted to students, teachers, counselors and parents, reports over 7,600 visitors per month.

The New Jersey One-Stop Conference, **Traveling the Consolidation Highway**, was held in conjunction with the National Adult Education Conference, **New Destinations to Literacy, Learning & Life: A National Conference on Adult Education**. The One-Stop Conference focused on issues and best practices of the "to work" consolidation efforts and looking to the future. The National Adult Education Conference provided stakeholders an opportunity to discuss the issues, and share challenges and successes of various approaches to implementing skill-based standards.

**NJ's Community Colleges**

**NJ PLACE**  
YOUR PATHWAY TO A COLLEGE EDUCATION

## Did you know apprenticeship can lead to a college degree?

Whether you know it or not, you have been working towards a college degree!

As an apprentice in a participating NJ building and construction trades union, you are eligible to apply apprenticeship training towards a college degree. To qualify, you must currently be enrolled in, or have recently completed, apprenticeship training in one of the participating NJ building and construction trades unions.

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330 West State Street  
Trenton, NJ 08618  
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Email: [info@njccc.org](mailto:info@njccc.org)  
OR  
Your Training Director / Apprenticeship Coordinator

### What is NJ PLACE?

**NJ Pathways Leading Apprentices to a College Education**

**NJ PLACE is a program that:**

- ◆ Recognizes apprenticeship training programs as a pathway to college;
- ◆ Respects apprentices and journeymen as college-level learners;
- ◆ Awards apprentices and journeymen college credits toward associate degrees at NJ's 19 community colleges;
- ◆ Awards apprentices and journeymen college credits toward baccalaureate degrees at participating NJ senior colleges and universities; and
- ◆ Promotes lifelong learning.

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*On behalf of the one million members of the New Jersey State AFL-CIO and of the beneficiaries of the Pathways Linking Apprenticeships to College Education (NJ PLACE) Program, which was spearheaded by the SETC under John J. Heldrich's leadership, I thank John for his unwavering commitment to workers in this State. His dedication to making education and training available to every person in New Brunswick and throughout New Jersey, as well as his civic participation in the creation of policies to grow our State's economy and employment outlook can not be matched. Working families will continue to benefit, for years to come, from the programs and policies dreamt up and made a reality by our State's very own pioneer in the field of Workforce Development.*

— Charles Wowkanech, President  
New Jersey State AFL-CIO





**NJ PLACE** (New Jersey Pathways Leading Apprentices to a College Education) was launched in March. This program allows individuals participating in registered apprenticeship programs in the building and construction trades to earn college credits at any of New Jersey's 19 community colleges, helping them to continue their education and upgrade their skills for career advancement, while attracting needed personnel to the trades.

Legislation reauthorizing the State Employment and Training Commission, the Workforce Investment Boards, and the Center for Occupational Employment Information, and establishing the **New Jersey Eligible Training Provider List** was signed into State law.

The SETC submitted recommendations to the Office of Economic Growth for inclusion in the **Governor's Economic Growth Strategy for the State of New Jersey**. The Governor's report established an **Action Council for the Economy** (ACE), to which the SETC was named as a member.

The SETC and its partners hosted a meeting in December for approximately 200 stakeholders to discuss the **Overview of the Governor's Economic Growth Strategy for the State of New Jersey**. This session was used as a springboard to begin a workforce development strategic planning process at the local level to support the Governor's Plan.

In October, the Work Readiness Credential began a targeted launch at six sites in New Jersey.

In partnership with the John J. Heldrich Center for Workforce Development, the **Ready for the Job II** report, *Summary of Industry-Education Sessions on Employer Skill Needs in Four New Jersey Industries: Utilities, Healthcare, Transportation and Logistics, and Finance*, was released.

The Federal **Workforce Incentive Grant Final Report on Project ACCESS** included the accomplishments over the life of the project. These included: the completion of an Accessibility Checklist by each comprehensive One-Stop; the purchase and installation of, and training for, Assistive Technology for use at the One-Stop Career Centers; the provision of informational materials on disability issues; and the development of a Statewide training for One-Stop Center staff on disability issues.




The State Employment and Training Commission formed a small work group to discuss how the County Colleges and the One-Stop Career Centers, both foundational to the workforce development system, could work together more effectively to support the Governor's Plan. As the result of this work group and of discussions at the December (2006) session, a WIB planning strategy was developed and technical assistance given to the WIBs to create local plans.

The *WIB Planning Strategy Guidelines* to assist in local plan development included three broad issues. First, a general look at how local workforce policies align with the need to match labor supply with demand. Second, how the County Colleges and the One-Stop Career Centers can collaborate in a more effective manner. And, third, how other One-Stop partners can more effectively be integrated into the One-Stop system.

The *Workforce Investment Board Member Handbook* was developed and distributed. WIBs are one of the State's most important resources for developing a highly skilled workforce and are expected to be knowledgeable about the workforce needs of their communities in terms of both the skills businesses need and the services and training residents require. At this time, there are over 800 New Jersey citizens who are members of local WIBs. The Handbook was designed to provide them with the most critical information they need to know as a Board member.

*"Each year, I know the Christmas season has begun with the arrival of beautiful poinsettias from Mr. Heldrich. These are followed with a phone call to each staff member thanking us for our hard work throughout the year. His kindness and generosity to all those around him make us each feel special, and he reminds me that there are still good people in the world."*

— Debbie O'Kane  
State Employment and Training Commission



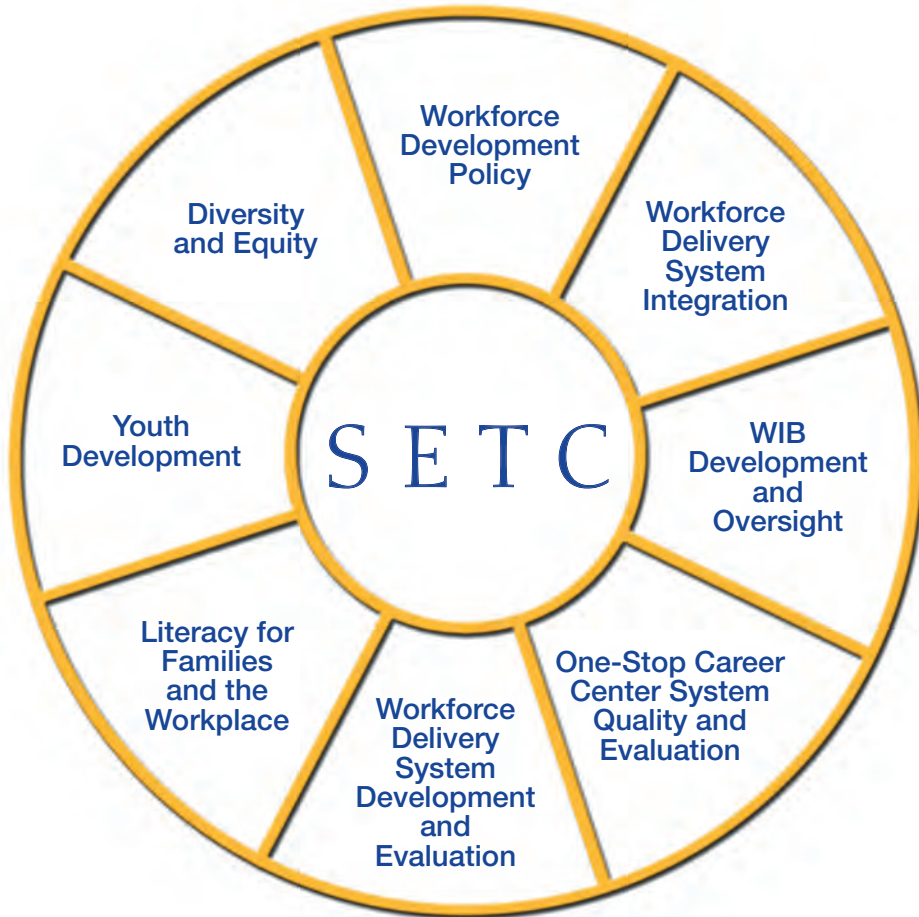
The **Council on Gender Parity in Labor and Education** identified the legal profession as a growing occupation in New Jersey facing critical gender parity issues. As a result, the Council developed the *Women in Law Initiative*. This included the formation of the **Forum on Workplace Practices and the Law** to learn from law firm partners and managers the best practices for developing and retaining women leaders in the legal profession, and to conduct research on the effects of workplace policies and practices on the recruitment, retention and promotion of women in New Jersey's law firms. Over 525 participants completed an online survey to collect information on the experiences of women lawyers. A report of the results, including recommendations for policies and programs, will be completed in 2008.

The **Council on Gender Parity in Labor and Education**, in partnership with the Rutgers University Office of the Associate Vice President for the Promotion of Women in Science, Engineering and Mathematics, co-hosted the **Science and Technology Summit**, which was attended by over 200 representatives of education, government, industry, and community organizations. Discussion focused on how New Jersey could better utilize all its workers to expand the science and technology sector of its economy.

The SETC joined the Learner Web consortium. The Learner Web, an online literacy initiative being developed at Portland State University and piloted in several states, will provide online facilitation and support of self-study for adults seeking to improve their basic skills, prepare for the GED, go to college, or work toward other learning goals. New Jersey envisions Learner Web to be a component of a ubiquitous literacy delivery system to serve the literacy needs of all New Jersey residents.


The following reports were issued in partnership with the John J. Heldrich Center for Workforce Development through the Demand-side, **Ready for the Job II**, initiative:

- *The Emerging Skill Needs of A Rapidly Changing, Innovation-Driven Economy*
- *Understanding the Workforce Needs of New Jersey's Public Health and Other Disaster Management*
- *Understanding the Workforce Needs of Employers Supporting the Operation of Port Newark and the Elizabeth Marine Terminal*
- *Needs of New Jersey's Retail Industry*



*“John is a great believer in Occam’s Razor — keep things simple. He would tell me to draw a picture — don’t complicate the issue. Well John, this is our best effort to draw a picture of what the SETC is!”*

*— Henry Plotkin, Executive Director  
State Employment and Training Commission*



The SETC's **Disabilities Issues Committee** was charged with the responsibility to implement and oversee the recently accepted Governor's Plan for Persons with Disabilities.

The **State Council for Adult Literacy Education Services** (SCALES) approved minimum qualification standards for adult education instructional staff.

As the result of an SETC recommendation, the NJ Department of Education will include "entry into apprenticeship" as an entry in the "positive" area of post-high school plans in the Department's school report card. The School Report Card is the evaluation of high schools in New Jersey.

The **Disability Issues Committee** has formed a subcommittee on The Autism Spectrum Disorder that meets to join all state partners together to form one mission and address this disability together.

### Upcoming Events:

**May 30, 2008**      The Council on Gender Parity in Labor and Education will hold the second annual Women in the Science and Technology Workforce Summit.

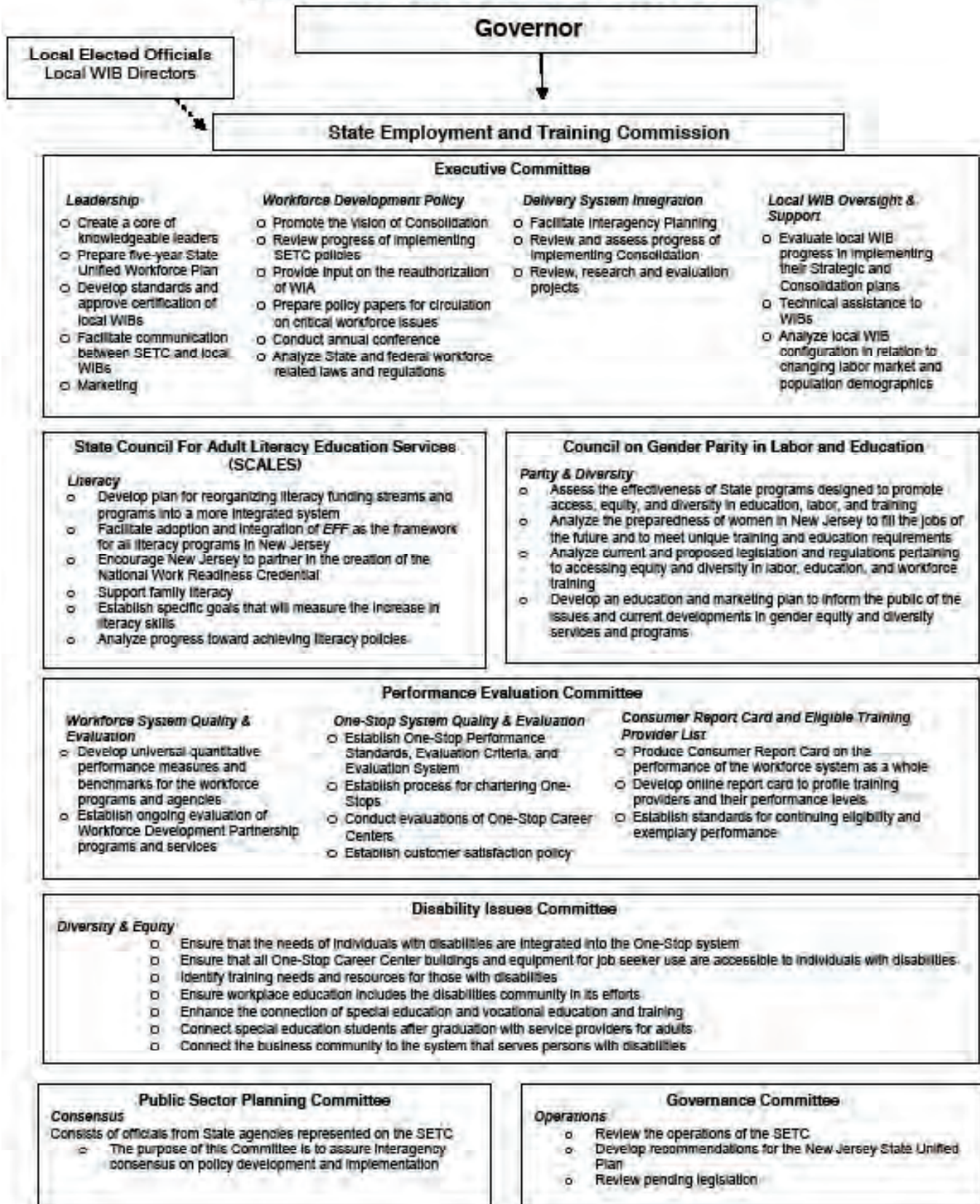
**July 2008**      The SETC Envisioning the Future Work Group will hold a retreat to discuss the future of the workforce investment system.

The Council on Gender Parity in Labor and Education will hold a retreat to develop policies to address the issues of the "working poor."





# SETC ORGANIZATIONAL OVERVIEW





New Jersey State Employment and Training Commission  
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Trenton, NJ 08625-0940

*[www.njsetc.net](http://www.njsetc.net)*