



PATHWAYS *and* PARTNERSHIPS

New Jersey's Blueprint for Talent Development

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New Jersey State Employment and Training Commission

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Adopted by the NJ State Employment and Training Commission

June 16, 2015



Chris Christie
Governor

Kim Guadagno
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Harold J. Wirths, Commissioner
Department of Labor & Workforce Development

Dennis M. Bone, Chairman
State Employment and Training Commission

June 2015

Thank you to all,

With the overwhelming support and participation of many valued and diverse stakeholders, New Jersey has developed a clear strategic approach to talent development. This document, entitled **Pathways and Partnerships: New Jersey's Blueprint for Talent Development (Blueprint)**, identifies the key policy frameworks that will guide New Jersey's implementation of the Workforce Innovation and Opportunity Act (WIOA) and serve as the foundation of the State's Unified State Plan.

This document was developed through an intensive seven month process that included regular meetings of six Work Groups, meetings of SETC committees, a series of webinars, and the convening of 300 stakeholders for a two day conference at Mercer County College. Due to the dynamic exchange of information with such a diverse stakeholder community and the knowledge and expertise of all who generously shared their insights, we are well positioned to implement WIOA and to meet our vision of increasing the number of New Jerseyans who have earned an industry-valued post-secondary degree or credential. We will meet this vision by building and expanding employer-driven, high-quality partnerships, by building more career pathways and by focusing our training investments on industry-valued credentials.

With this preliminary Blueprint, our work is far from over. The SETC and LWD urge you to continue to engage and challenge us as we move through this complex process. It is only through an ongoing exchange of information that our state will be positioned to achieve its vision of accelerating the pace of New Jersey's competitiveness in the 21st Century global marketplace. The work done in the next weeks and months will build upon this Blueprint to influence workforce development priorities and actions for years to come.

We invite you to regularly check the NJ WIOA website (lwd.state.nj.us/labor/wioa) and share your thoughts and suggestions. As further guidance is shared by our federal counterparts, we will post it on the website; and as further collaborative opportunities arise, they too will be posted on the site. Thank you again to all who participated in this process. We look forward to continuing to work with you to ensure New Jersey continues to be a leader in workforce development.

Sincerely,

Harold J. Wirths
Commissioner

Dennis M. Bone
Chairman

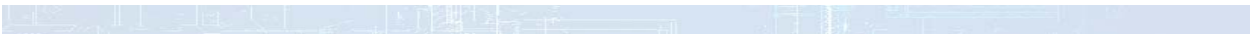
PATHWAYS AND PARTNERSHIPS
New Jersey's Blueprint for Talent Development

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EXECUTIVE SUMMARY



This Blueprint, a primer for a statewide workforce planning effort, puts forth five strategic intents that will lay the foundation for the next generation of talent development in New Jersey. This state framework will govern policy direction, guide planning initiatives and drive investment strategies for both federal programs and state projects. The Blueprint for Talent Development will serve as the cornerstone for training investments and capacity building efforts, to enhance service delivery at state and local levels.

The **Call to Action** provides a summary of the imperative need for fundamental change in the current workforce system. From the State's long history in creating a highly educated workforce, it must build a new foundation to continue that long tradition into the 21st Century.

New Jersey's **Vision**: *Accelerate the Pace* of New Jersey's competitiveness in the 21st Century global talent marketplace and **Mission**: New Jersey will increase the number of residents with an industry-valued credential or degree through high quality partnerships and integrated investments; demonstrate the commitment to bring forth a new chapter in the workforce for the State.

In order to achieve this vision and mission, the **Blueprint Development** process was created as strategic and comprehensive approach to gathering system stakeholder feedback. Building on the State's current workforce successes, gaining critical state leadership support and engaging a wide berth of stakeholders, resulted in the identification of key opportunities for transformational change. The expertise of representatives from national organizations was critical to this effort, as were the development of workgroups comprised of local representatives with direct knowledge of the current system structure and state leadership, including those responsible for state policy and program management. The creation of a dedicated Blueprint website and the provision of topic-driven webinars enabled the work to be shared with a wider audience, and provided enhanced opportunity for public feedback and comment. **Five Strategic Intents** were crafted as a result of this process.

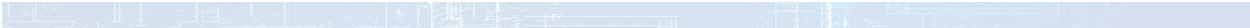
Comprehensive Strategies: New Jersey has determined that a regional framework is critical to the future alignment of New Jersey's education and training resources. This transformative effort will integrate regional planning, service strategy coordination and resource sharing amongst the existing network of local areas. The development of a new State Strategic Plan, as well as Regional and Local Plans will provide the opportunity to align strategies at all levels of the talent development system.

Results-Driven High Quality Partnerships: New Jersey is transforming its focus to industry driven, high quality partnerships as the pre-requisite criteria for determining workforce education and training collaborations and investments. These partnerships are embedded in industry intelligence and expanded through the re-engineering of current projects, results focused project management and staff development.



❧ EXECUTIVE SUMMARY ❧

Continued



Career Pathways: The State is committed to blending industry, literacy development and experiential learning solutions to fill the talent needs of New Jersey employers. Career Pathways provides a strategic framework to establish a series of education and training experiences that result in industry valued credentials. The model is industry focused, has diverse entry and exit points and includes integration of adult basic skills, digital literacy, employability skills and work based learning.

Community Alliances: New Jersey will build a strong network of One Stop Career Centers, community colleges, libraries, community and faith-based organizations, labor unions and educational institutions to ensure that jobseekers and students, at all levels, have access to high-quality career guidance and job search information and assistance. New Jersey will invest in professional development and staff training and in on-line resources to support this effort.

System Integrity: New Jersey commits to making performance data on workforce development programs available to a variety of decision-makers, including the SETC, program staff and the public. The Eligible Training Provider List and Consumer Report Card for Training Programs are critical tools for assisting jobseekers and students to make informed decisions about short-term occupational training programs.

Each of these Strategic Intents are well supported with tactics and actions derived from both the talent development successes of the State and the transformative vision set forth in the federal Workforce Innovation and Opportunity Act. These strategic keystones set the vital framework for the State's comprehensive workforce planning initiative to direct the transformation of New Jersey's system for the 21st Century.



✧ CALL TO ACTION ✧



Yesterday and Today

For more than 200 years, New Jersey's skilled workforce has helped its employers convert technological breakthroughs into world-class industries such as life sciences, medical devices and communications, advanced manufacturing and financial services. The state today ranks among the "Top 10" states for workforce education, patents, investment in research and development, and employment of scientists and engineers.

Past performance, however, is no guarantee of future economic success. New Jersey must keep pace with global trends that are boosting demand for workers with post-secondary degrees and other credentials valued by employers, while reducing job opportunities for lower-skilled job seekers with limited education and work experience. Fast-changing technology and rising international competition are challenges to educators, employers, government, and community groups alike. Together we must find ways to meet the essential skill needs of employers, while at the same time ensuring that members of the workforce are not left behind.

New Jersey businesses have identified a growing gap between the skills they require on the job and the skills currently available from their traditional pools of talent. Georgetown University, in a recent report, found a serious mismatch in the state between future job requirements and the credentials and knowledge of the workforce. Barely 40% of today's workers over age 25 have an Associate's degree or higher. Within 15 years, those individuals would not qualify for 55% of the jobs available statewide.

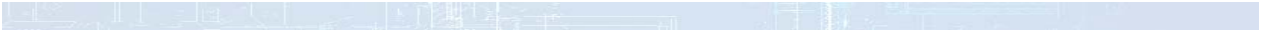
Similarly, a NJ Business & Industry Association survey of manufacturers found: more than 70% of employers reported difficulty filling key positions with workers who had the necessary skills; 74% said those skills gaps made it difficult to maintain production levels consistent with customer demand; and 51% reported the mismatch led to slower delivery of their product to market.

The employers' urgent need for more skilled labor comes at a time when nearly 600,000 state residents still lack a high school diploma and 295,000 jobseekers remain unemployed. There are also untapped pools of potential talent among the 25,000 adults receiving public assistance, and New Jersey's estimated 260,000 people with disabilities who are actively looking for work. With proper training and support services, there are many state residents who could become part of a sustainable pipeline of qualified candidates for many vital industry sectors.



CALL TO ACTION

Continued



Strategy for Action

Clearly, the ability to recruit talent with particular areas of expertise is becoming a critical factor for businesses deciding where to invest future resources. A well-defined *Talent Development Strategy* is therefore essential to sustaining New Jersey's traditional advantages in attracting and retaining competitive, high-wage employment.

Key goals of a Talent Development Strategy would include: aligning resources through planning and service coordination; developing community alliances and employment networks linking One Stop Centers, community partners, and job seekers; a career pathways approach which engages industry, literacy, and experiential learning solutions to fill talent needs; and results-driven partnerships focused on high quality, employer-centered collaborations.

Anticipated outcomes include increasing the number of people in New Jersey with a post-secondary, industry-valued credential or degree, and making employment the primary objective of services for people receiving government benefits.

Employers, libraries, community groups, academia, training providers, vocational/technical institutions, K-12 education systems, trade associations, unions and government all have an enormous stake in creating a successful education and training system that responds to the rapidly changing needs of the region's key industries.

Recent passage of the new federal Workforce Innovation and Opportunity Act (WIOA) is an important catalyst for change that could encourage a wide range of stakeholders to collaborate on creating this type of plan. The time for action has come. This Blueprint is intended to act as a foundation for the critically important work we have ahead.

œ Vision ~ Mission ~ Strategic Intent œ

Vision

Accelerate the Pace of New Jersey's competitiveness in the 21st Century global talent marketplace.

Mission

New Jersey will increase the number of residents with an industry-valued credential or degree through high quality partnerships and integrated investments.

Talent Development System

Strategic Intent

*Comprehensive
Strategies*

*Career
Pathways*

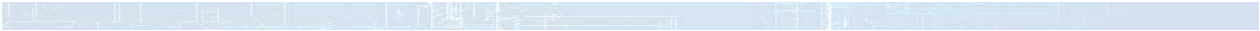
*Results-Driven
Partnerships*

*System
Integrity*

*Community
Alliances*



✧ DEVELOPING THE BLUEPRINT ✧



Building on Success

New Jersey recognized WIOA as a critical opportunity for our state to ensure that our workforce development system is positioned to help individuals obtain the skills and abilities they need to be competitive in an ever-changing economy and ensure our state has the most skilled workforce in the country. Since the development of the State workforce plan, the New Jersey Department of Labor and Workforce Development (LWD) and the State Employment and Training Commission (SETC) have worked together with key stakeholders to build a strong foundation for New Jersey's workforce system.

While New Jersey has made tremendous strides in workforce development that is highly consistent with the priorities established under WIOA, since its enactment, the SETC, LWD and other key partners have been working together to develop a WIOA Blueprint that will help form the foundation for development of a more comprehensive State Plan. The purpose of this Blueprint is to:

-
- ✓ ***Communicate a vision, mission and strategic intentions for talent development***
 - ✓ ***Serve as the foundation for the broader state, regional and local planning***
 - ✓ ***Act as a roadmap leading up to a comprehensive State Plan adoption in 2016***
-

Engaging Stakeholders

The Blueprint was developed through an inclusive process. Each of the following steps were taken to ensure New Jersey's WIOA Blueprint plan provides a guide concerning WIOA-specific priorities while remaining a flexible, living document that serves as a foundation for the creation of New Jersey's overall comprehensive State Plan.

Work Groups: Work Groups addressing six key opportunities for transformational change were created in December 2014 to inform the development of the Blueprint. Work Groups, consisting of approximately 10-15 members representing LWD, SETC, local WIBs, One-Stop Operators and other key stakeholders, were charged with reviewing the provisions of WIOA, identifying opportunities for policy and operations recommendations, obtaining feedback from stakeholders and coordinating their work with that of the associated SETC committee.

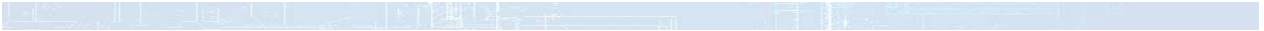
In December 2014, the Work Groups began meeting twice a month to begin crafting recommendations to maximize the opportunities presented by WIOA. The six work groups focused on:

- ***Governance & Planning***
- ***One-Stop Services***
- ***Services to Individuals with Disabilities***
- ***Career Pathways***
- ***Youth Services***
- ***Performance***



❧ DEVELOPING THE BLUEPRINT ❧

(Continued)



NJ WIOA Website: The website <http://lwd.state.nj.us/labor/wioa/> was launched in January 2015 to provide a place where stakeholders could receive up-to-date national and New Jersey-specific WIOA information. The website continues to be a critical component of both the SETC's and LWD's websites. Individuals were encouraged to submit comments on WIOA implementation to a WIOA Blueprint email address: WIOABlueprint@dol.state.nj.us.

Work Group Webinars: Starting in February, 2015, each Work Group hosted informational, interactive webinars to provide an overview of WIOA provisions and to provide an additional opportunity for feedback to be received about the various opportunities and challenges stakeholders felt WIOA presented. An introductory webinar about WIOA and the Blueprint process was hosted by senior staff of the SETC and LWD.

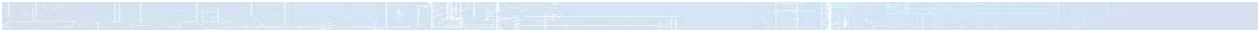
Two-Day Conference: On March 31 and April 1, 2015, the SETC and LWD jointly hosted the *"Pathways and Partnerships: Building New Jersey's Blueprint for Workforce Innovation and Opportunity"* Conference. The conference included more than 300 stakeholders from across the state, representing all the key stakeholders and partners in workforce development. The conference featured overview presentations from national experts about WIOA and critical trends in workforce development. Breakout sessions were held on each of the six Work Group topics, offering the participants an opportunity for smaller group discussions and comments on key questions and issues relating to WIOA implementation. On the second day of the conference, a panel of four national experts from the National Governors Association, the National Association for State Workforce Agencies, the Council of State Administrators of Vocational Rehabilitation and the National Skills Coalition provided the national perspective on the criteria for workforce development success in a 21st Century economy. This panel expanded upon the ideas engendered from the first day's work group sessions and provided a springboard to the next phase of WIOA implementation, with the challenge to construct our new Talent Development system. This conference became a promising practice, recognized by the National Skills Coalition in their recent case study on WIOA planning processes.

Coordination with SETC Standing Committees: Throughout the process, Work Groups met with SETC standing committees covering governance, adult literacy, and performance to further enhance the connection with the SETC.



❧ COMPREHENSIVE STRATEGIES ❧

Aligning Resources through Planning and Service Coordination



A. State Policy Framework

1. Regional Framework

New Jersey's education and training resources for talent development are aligned through regional planning, service strategy coordination, and resource sharing.

B. Workforce Innovation and Opportunity Act: Policy Recommendations

1. State Board Membership

Recommendation to include a Commission seat membership for a representative of the NJ State Rehabilitation Council (SRC) to strengthen and build on the work of each body to optimally coordinate services to meet the needs of individuals with disabilities.

2. State Plan Format

The Commission adopts the WIOA Combined State Plan format as the template for the creation of New Jersey's Talent Development Strategic Plan, to be submitted by March 2016.

3. Regional Designations

Commission adopts the use of three draft Regional Maps as the proposed WIOA Regional Designations to be used for local area engagement and public comment. Regional Maps will be presented to Local Elected Officials, County Administrators and Local Board Leadership to inform local areas on the regional designations under consideration, solicit input and feedback, and allow areas to self-identify with regional partners. Regional Maps will also be made available for public comment period for expanded stakeholder input. The Commission will finalize the State's workforce regional map in the fall of 2015.

4. Initial Local Area Designations

The Commission, in consultation with LWD and the Governor's Office, will create a process whereby local Workforce Development Boards will request initial designation as a local area, as outlined by WIOA. Criteria for designation will minimally include:

- Local area's commitment to participate in regional planning, resource allocation, and coordination of service strategies within the designated region **and**
- Demonstration of having satisfactorily met fiscal and performance requirements for the last 2 consecutive years.

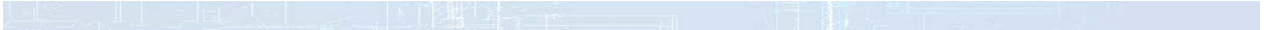
5. State and Local Area Transition Plans: Out of School Youth and Work Based Learning

New Jersey will require state and local area Out of School Youth Transition Plans by December 2016. Plans are to include youth assets, recruitment and retention strategies, and outcomes focused on achieving the required 75% investment target for services to Out of School Youth.



❧ COMPREHENSIVE STRATEGIES ❧

Aligning Resources through Planning and Service Coordination



C. Workforce Innovation and Opportunity Act: Planning and Operational Strategies

1. State Board Designation: Elevate and re-constitute state board membership to include Governor, Assembly and Senate members and 51% business majority in compliance with WIOA and the needs of the State. The business sector Chair will continue to be appointed by Governor. Revision of state statute governing Commission membership to be completed by January 2016.

2. Local Board Membership Appointments: Local board membership requirements and appointment process to be drafted, in consultation with the Governor's office and presented to the Commission for review and adoption by fall 2015.

3. State Workforce Annual Reporting

- The Commission will create and publish an annual report of the State's workforce system by December each year, beginning in December 2016. Outline for report contents to be created through the state planning process.
- The Commission will review and authorize the submission of the annual WIOA report by October of each year, beginning in October 2016.

4. Local Workforce Board Certification and Capacity Building: The Commission will build on its foundation of required certification and capacity building for local boards, with an expanded certification process that includes enhanced communication, capacity building and technical assistance in partnership with the Department of Labor and Workforce Development.

5. Employment First

New Jersey will an Employment First Framework to establish policies and practices and programs that support and integrate individuals with disabilities throughout all factions of the workforce system. The State Vocational Rehabilitation Councils will present a report and recommendations to the State Employment and Training Commission by 2016.

6. System Capacity Building and Technical Assistance

New Jersey is committed to the successful implementation of state, regional and local strategies through the provision of resources to support state, regional and local execution of strategies through capacity building and technical assistance.

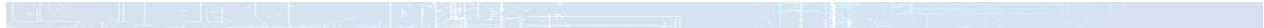
7. System Best and Promising Practices

New Jersey is committed to building on success and will establish a repository and reciprocal process for collecting and disseminating information and tools related to best and promising practices for the state, regional and local partners of the talent development system.



❧ RESULTS-DRIVEN HIGH QUALITY PARTNERSHIPS ❧

High Quality, Employer-Centered Collaborations



A. State Policy Framework

1. High Quality Partnership: Statewide Definition and Criteria (see Appendix I)

New Jersey defines “high quality partnerships” as those workforce and education partnerships which are employer led, and have developed a clearly defined mission and vision statement, with defined roles, responsibilities and impact measures for all partners.

2. High Quality Partnerships: Framework for Investments and Capacity Building

New Jersey will use the High Quality Partnership framework as the pre-requisite criteria for determining workforce education and training collaborations and investments. The State will build and expand on high quality industry partnerships by refocusing and re-aligning key partners and staff; re-engineering the Talent Networks to be focused on high quality partnership development and to link and leverage existing programs to the High Quality Partnership Framework.

B. Workforce Innovation and Opportunity Act: Policy Recommendations

None at this time.

C. Workforce Innovation and Opportunity Act: Planning and Operational Strategies

1. High Quality Partnership Metrics: Development of impact metrics to measure the effectiveness and impact of High Quality Partnerships.

2. Industry Asset Map: Development of asset map and strategies for key industry sectors to target development of High Quality Partnerships and identify demand Industry-Valued Credentials.

3. Strategic High Quality Employer Partnerships: New Jersey will build and expand on employer partnerships to develop meaningful programs with employer input linking to credentials, as well as create work based experiences and mentoring opportunities.

4. Employer Engagement Strategies: New Jersey will engage employers in these efforts by developing business outreach strategies to educate employers on programs to meet their business needs, provide hiring support and incentives, and education on hiring job seekers with barriers to employment.



❧ CAREER PATHWAYS ❧

Engaging Industry, Literacy and Experiential Learning Solutions to Fill Talent Needs



A. State Policy Framework

1. Career Pathways: Adoption of Statewide Definition

Career Pathways is a strategic framework that establishes a series of education and training experiences resulting in industry-valued credentials which can lead to employment, promotion, and/or advanced education. The Career Pathways model is industry focused, has diverse entry and exit points, and includes integration of adult basic skills, digital literacy, employability skills, customized employment and work-based learning.

2. Contextualized Learning and Literacy

New Jersey adopts Contextualized Learning as the preferred model for Adult Literacy program delivery.

3. Work-Based Learning

New Jersey prioritizes strategies and investments in work-based learning opportunities including Pre-apprenticeship, Apprenticeship, Internship, Job Shadowing, Job Coaching, Mentoring and On the Job Training models.

4. Industry-Valued Credentials

New Jersey ensures that Education and Training investments are directly aligned with industry by requiring a minimum workforce training investments result in an industry-valued credential or degree.

B. Workforce Innovation and Opportunity Act: Policy Recommendations

1. Work-Based Learning Strategies

New Jersey prioritizes strategies and investments in work-based learning opportunities including Pre-apprenticeship, Apprenticeship, Internship, Job Shadowing, Mentoring and On the Job Training models.

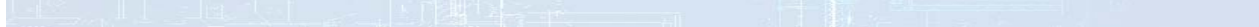
2. WIOA Career Pathways Funding Parameters

New Jersey requires that all of WIOA funded training programs incorporate information on Career Pathways for key industries, as developed within the Career Pathways State Policy Framework, for participants and partners.



❧ CAREER PATHWAYS ❧

Engaging Industry, Literacy and Experiential Learning Solutions to Fill Talent Needs



C. Workforce Innovation and Opportunity Act: Planning and Operational Strategies

1. WorkFirst NJ: Re-engineer WorkFirst NJ programs (TANF, GA & SNAP) to align investment strategies with the Career Pathways and Contextualized Learning framework in State and Local One Stop Systems.

2. Youth Recruitment and Retention Strategies: New Jersey will develop recruitment and retention strategies, based on career pathway models for youth. Strategies and investments include career awareness to identify industry skills and credentials; engagement of employers and youth in pre-apprenticeship and apprenticeship career paths and opportunities; investing in new program elements and strategies including mentorships and job shadowing; and engaging education and employer partners in the development of new program models based on Promising Practices for Out of School Youth.

5. Pre-Employment Transition Services: New Jersey will create policies and processes to ensure the provision of pre-employment transition services to all students with disabilities as prescribed by Title IV of the Workforce Investment and Opportunity Act.

6. Career Pathways System Development: Build the capacity of employer workforce and education partners to offer credential programs that include course credit to encourage academic achievement; recognize and award credit for prior learning; and expand co-enrollment opportunities.



❧ COMMUNITY ALLIANCES ❧

Employment Networks linking One Stop Centers, Community Partners and Job Seekers



A. State Policy Framework

1. One Stop Career Centers

New Jersey is committed to locally-driven and managed One Stop Career Centers that assist individuals who are unemployed or under-employed to obtain new skills and employment.

2. Network for Career Guidance

New Jersey will build a strong network of One Stop Career Centers, community colleges, libraries, community and faith-based organizations, labor unions and educational institutions to ensure that jobseekers and students, at all levels, have access to high-quality career guidance and job search information and assistance. New Jersey will invest in professional development and staff training and in on-line resources to support this effort.

B. Workforce Innovation and Opportunity Act: Policy Recommendations

1. One-Stop Career Center Certification

The Commission will establish a process, including standards and criteria, whereby local boards will certify their local One-Stop Career Centers. This will be done with input from relevant stakeholders of the One-Stop system and presented for adoption in fall 2015.

2. Youth Advisory Councils

Designated local areas are required to designate local Youth Advisory Councils to facilitate the planning, program development and oversight of the youth services in the local area. Youth Advisory Councils must be recognized as the formal youth committee of the local Workforce Development Board, and be granted all related authority in policy and program decision making related to youth.

3. One Stop Career Center Accessibility

New Jersey will ensure the accessibility of One-Stop Career Centers through establishing minimum accessibility standards, as part of the One Stop Center Criteria, and will require local designated areas to conduct accessibility audits at least annually.



❧ COMMUNITY ALLIANCES ❧

Employment Networks linking One Stop Centers, Community Partners and Job Seekers



C. Workforce Innovation and Opportunity Act: Planning and Operational Strategies

1. Functional Integration of One-Stop Career Centers: Experts in functional design will be contracted to create a change management plan including strategies, tactics, timelines and resources, to guide the evolution to a locally driven One Stop System centered in customer service.

2. One-Stop Career Centers Roles and Responsibilities: The State and Local roles and responsibilities must be clearly defined, with common branding and criteria to meet the needs of customers. The One Stop Career Center's outcomes will focus on accountability through the use of program performance measures.

3. One Stop Performance Metrics: New Jersey will ensure appropriate performance metrics are established to inform service delivery, enhance program management and support the seamless, coordinated delivery of services by all One-Stop Career Center partners.

4. Social Media Strategy

New Jersey shall adopt and maximize the use of Social Media strategies for enhanced recruitment, retention and communication practices across the workforce system.

5. Capacity Building and Technical Assistance for Youth: Provide youth capacity building and technical assistance to designated local areas for youth transition policy and program development and performance success.

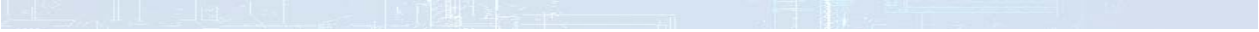
6. Integration of Services for Individuals with Disabilities: New Jersey will develop formal policies, processes and procedures to ensure individuals with significant disabilities are referred effectively and efficiently.

7. Youth with Disabilities and Sub-Minimum Wage: New Jersey will develop policies, processes and procedures to provide youth with significant disabilities the opportunity to achieve successful competitive employment prior to placement in sub-minimum wage work program.



⌘ SYSTEM INTEGRITY ⌘

Commitment to Success Using Performance Standards and Data Quality



A. State Policy Framework

1. Informed Decision-Making through Performance Data

New Jersey commits to making performance data on workforce development programs available to a variety of decision-makers, including the SETC, program staff and the public. The Eligible Training Provider List and Consumer Report Card for Training Programs are critical tools for assisting jobseekers and students to make informed decisions about short-term occupational training programs.

B. Workforce Innovation and Opportunity Act: Policy Recommendations

1. Information Technology Planning

New Jersey will develop a strategy to replace the current One-Stop Operating System (AOSOS) data management tool as part of the required Workforce Information Technology Plan. New system requirements should include:

- Report functions to meet or exceed federal, state and systemic requirements
- Measure/manage program productivity and effectiveness of performance outcomes
- Include capabilities for virtual communication with customers (email and texting)
- Data interface between Eligible Training Provider List and Consumer Report Card

C. Workforce Innovation and Opportunity Act: Planning and Operational Strategies

1. High Quality Partnership Measures: New Jersey will define additional performance metrics to measure the quantity, impact and effectiveness of High Quality Partnerships.

2. New One Stop Metrics: Additional impact measure metrics will be developed for the re-engineered One Stop Career Center model to assess job seeker and employer satisfaction, system effectiveness, percentage of customers employed after fourth quarter after program enrollment and “real time” measures to increase the effectiveness of data management and reporting.

3. Reporting: New Jersey will use Talent Development Performance Dashboards and quarterly performance reports to support system oversight and accountability, tailored to System stakeholders and consumers.

4. Dashboard Training: Development and training on the utilization of quarterly dashboards for key constituencies to ensure tool effectiveness.

❧ KEY MILESTONES ❧

WIOA Implementation Timeframes leading to the State Plan

Comprehensive Strategies

Deliverable	Timeframe	Commission Action	Owner
State Board Membership Revision and Designation	July 2015 – January 2016	January 2016	SETC
Regional Designations	July – September 2015	September 2015	SETC
Initial Local Area Designations Process and Implementation	June – December 2015	September 2015	SETC
Local Board Membership Policy	July – October 2015	September 2015	SETC
Youth Transition Plans State and Local	July – December 2015	January 2016	SETC
State Strategic Plan Submission: March 2016	July 2015 – December 2015	NA	SETC
State Strategic Plan Executive and Board Review	January - February 2016	January 2016	SETC and LWD
Regional Strategic Planning	February – September 2016	November 2016	SETC
Local Strategic Planning	September – December 2016	N/A	SETC
One Stop Standards	September – December 2015	January 2016	SETC

Results-Driven High Quality Partnerships

Career Pathways

Deliverable	Timeframe	Commission Action	Owner
Industry Valued Credential Demand Credential List	April 2015 – December 2015	January 2016	LWD

Community Alliances

Item	Timeframe	Commission Action	Owner
One Stop Standards	July 2015 – December 2016	January 2016	SETC
Youth Advisory Councils	May – December 2015	January 2016	SETC
Employment First	November 2015 – January 2016	November 2015	SRC

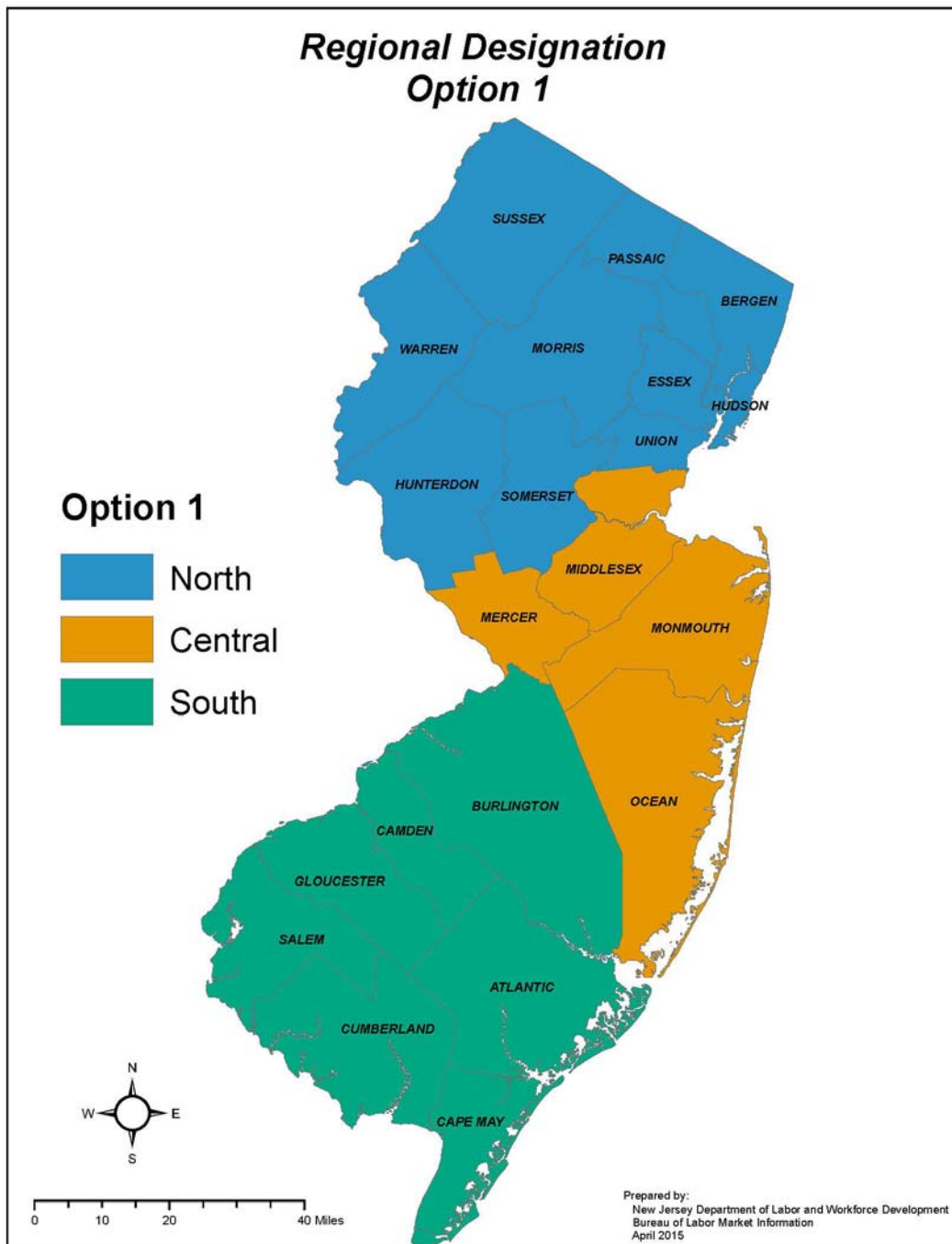
System Integrity

Deliverable	Timeframe	Commission Action	Owner
Information Technology Plan	July 2015 – January 2016	January 2016	LWD
New Performance Measures <i>High Quality Partnerships</i> <i>Customer/Employer Satisfaction</i> <i>Customer Retention</i>	May – October 2015	November 2015	LWD SETC

APPENDIX 1

Regional Designation Options

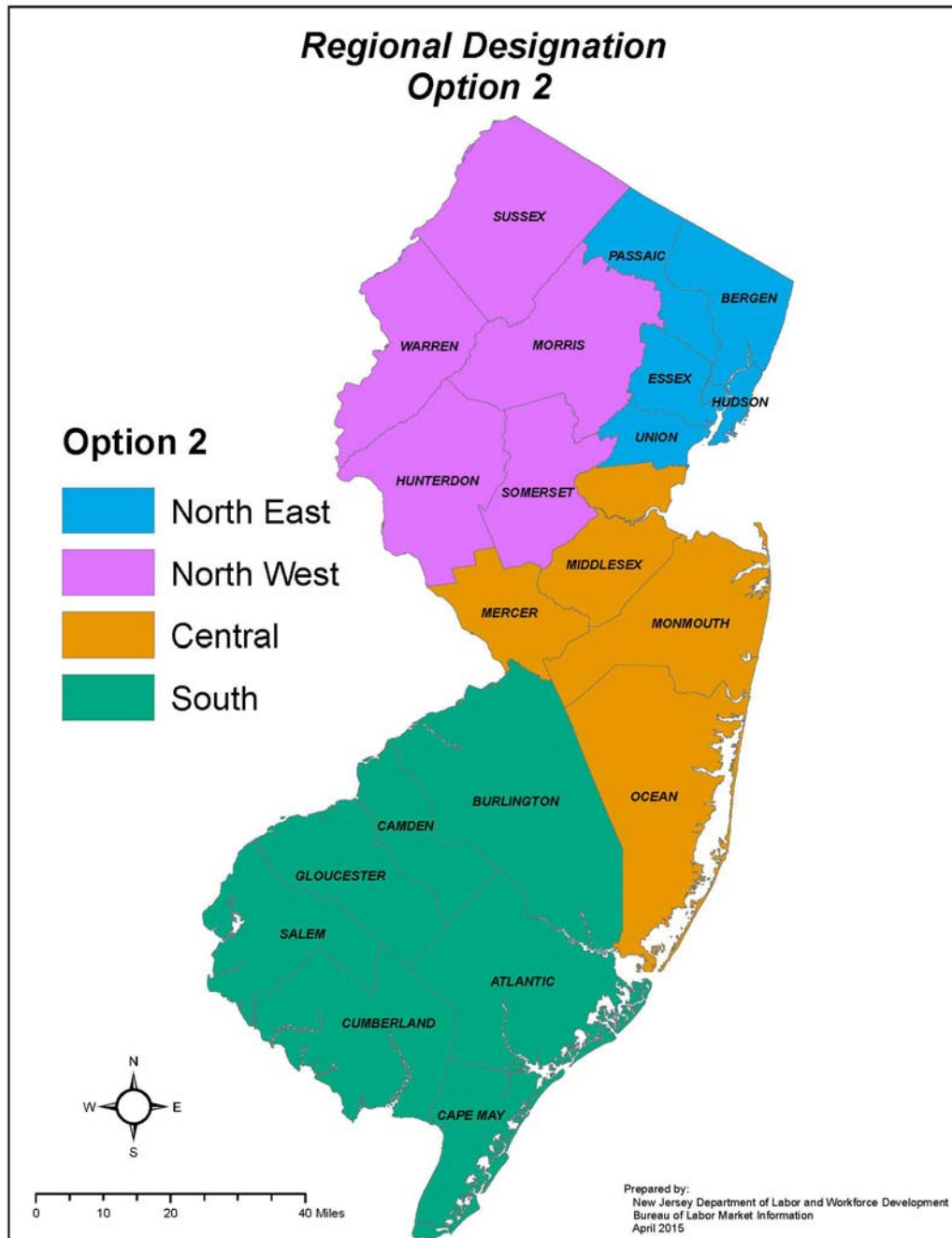
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APPENDIX 1

Regional Designation Options

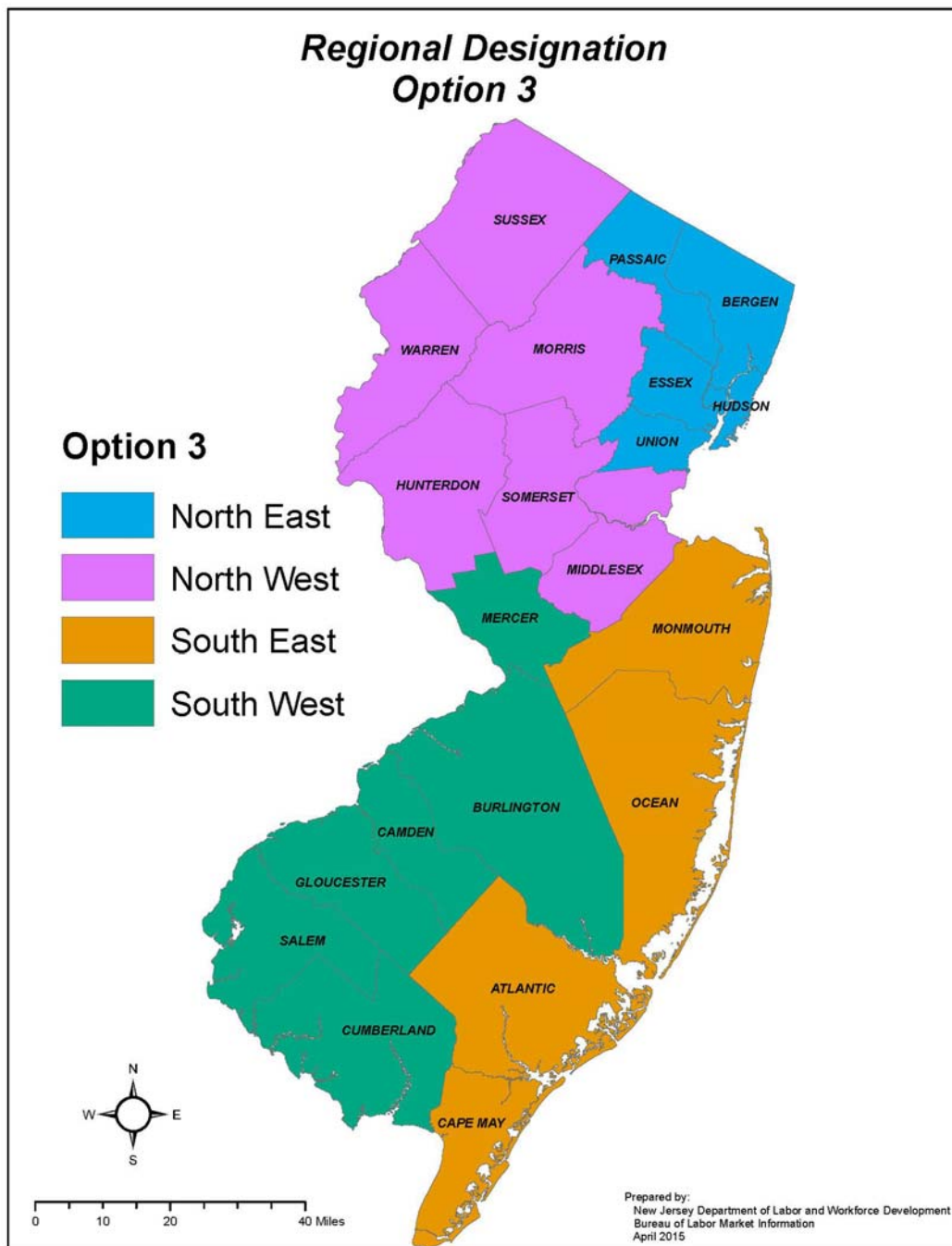
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APPENDIX 1

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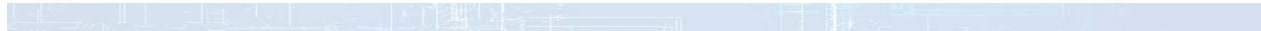
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APPENDIX 2

High Quality Partnership Criteria: New Jersey Policy Academy



Industry Driven: High Quality Workforce and Education Partnerships Definition and Criteria

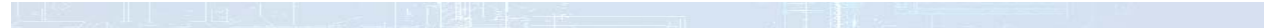
High Quality workforce and education partnerships are employer led, and have developed a clearly defined mission and vision statement, with defined roles and responsibilities for all partners. These partnerships will drive programs and investments with current industry and workforce data, and will focus on collaborative curriculum development based on industry need.

All programs will integrate the use of career pathways, and provide both interim process measures as well as outcome measures, which will be particularly focused on industry valued credentials, employability skills, and experiential learning. It is additionally expected that programs will develop plans for sustainability beyond the life of any one funding stream.

1. **Employer Driven Partnerships:** Partnerships shall include private sector employers, and may include but are not limited to: educational institutions; nonprofit organizations or industry associations; and local or state government agencies.
2. **Clear Roles and Responsibilities:** The program shall have clearly delineated roles and responsibilities for all partner participants, including a clear coordinator, convener, or backbone organization. Participants should have a shared vision and mission around a challenge area, and a joint approach to solving it through agreed upon actions, such as may be found in a strategic plan.
3. **Employer Valued Degree or Credential:** The education and/or training provided by the program leads to skills, degrees, or credentials that create advanced opportunities for students or job seekers in high-demand fields or identifiable career pathways. Programs should use existing career pathways models, or develop new pathways models.
4. **Data Informed Strategies:** The program shall integrate quantitative and qualitative labor market or institutional data in identifying industry sector demand. This data will be shared broadly among all partner participants. The program will endeavor to provide education and/or training in a skills or credentials in-demand category as identified by the NJ Department of Labor and Workforce Development's Credential Review Board.
5. **Collaborative Curriculum:** Curriculum shall be demand based, and developed in collaboration with partnership participants. The program includes at least one of the following: career readiness; mentorship; internship, apprenticeship, or other experiential learning; and/or employability skills training.
6. **Program Effectiveness:** Program provides for measurable evaluation of the partnership which could include such tangibles as evaluation of improved skills, employment for students or job seekers, program growth, or increased funding. Additionally, the program shall lead to an industry valued degree, credential, or employment for students or job seekers. Program measures and evaluates job placement effort made by, or in collaboration with, a Partner Organization responsible for connecting students or job seekers to employment opportunities.
7. **Sustainable Plans:** The program shall have a plan for continued funding of initiative, which may include single-source or a variety of funding streams, including braided funding strategies. This should include a plan for continuing staffing and resource allocation sufficient to continue or expand the effort.



ACKNOWLEDGEMENTS



Pathways and Partnerships: New Jersey's Blueprint for Talent Development was created through the valuable partnerships with the following organizations:

National Partners

US Department of Labor – Employment and Training Administration
US Department of Human Services
National Association of State Workforce Administrators
National Governors Association
National Skills Coalition

State Partners

Office of the Governor-State of New Jersey
New Jersey Office of the Secretary of State

New Jersey State Employment and Training Commission
New Jersey Department of Labor and Workforce Development
New Jersey Office of the Secretary of Higher Education
New Jersey Department of Education
New Jersey Business Action Center
New Jersey Commission for the Blind and Visually Impaired
New Jersey State Rehabilitation Council
New Jersey Retail Hospitality and Tourism Talent Network-Farleigh Dickenson University
New Jersey Retail Hospitality and Tourism Talent Network-Stockton State College
National Fund for Workforce Solutions – Newark Alliance
John J. Heldrich Center for Workforce Development at Rutgers University
New Jersey Business and Industry Association
New Jersey Community College Consortium

Local Partners

Camden County Community College
Mercer County Community College
Local Workforce Investment Board Chairpersons, Members, Directors and Staff
Local Area One Stop Career Center Operators and Staff