

NEW JERSEY  
WORKFORCE  
INVESTMENT SYSTEM  
UNIFIED STATE PLAN  
MODIFICATION

PY 2009

JULY 1, 2009 TO JUNE 30, 2010

SUBMITTED BY

NEW JERSEY STATE EMPLOYMENT AND  
TRAINING COMMISSION

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## Section I. Context, Vision, and Strategy

### Economic and Labor Market Context

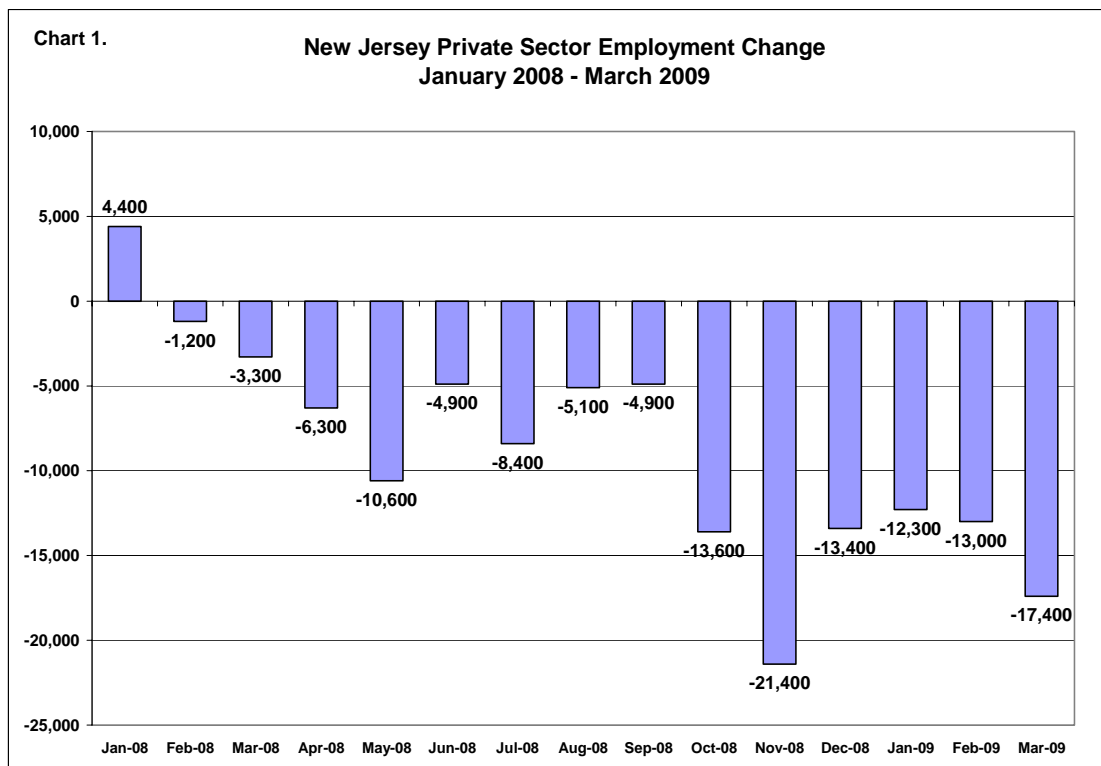
**Question IV in PY 2009 Stand-Alone Planning Guidance: Provide a detailed analysis of the state's economy, the labor pool, and the labor market context. (§112(b)(4).)**

#### Economic Overview

The national recession that began in December 2007 will be the longest post-war downturn in American history. Like all states, New Jersey has not been immune to the recession's effects.

Since 2007, New Jersey's economy has contracted by 3.2 percent leading to a deterioration in jobs and an abrupt climb in unemployment levels. During a 16-month period, New Jersey moved from an unemployment rate of 4.2 percent to a 17-year high of 8.3 percent recorded in March 2009.

Most of New Jersey's industries have felt the recession's wrath, shedding more than 131,000 private sector jobs between December 2007 and March 2009. The overall downward trend began slowly during the first quarter of 2008, with nearly 4,500 jobs lost per month. It quickly accelerated, however, beginning in October 2008, when New Jersey began losing jobs at the rate of 15,000 per month.

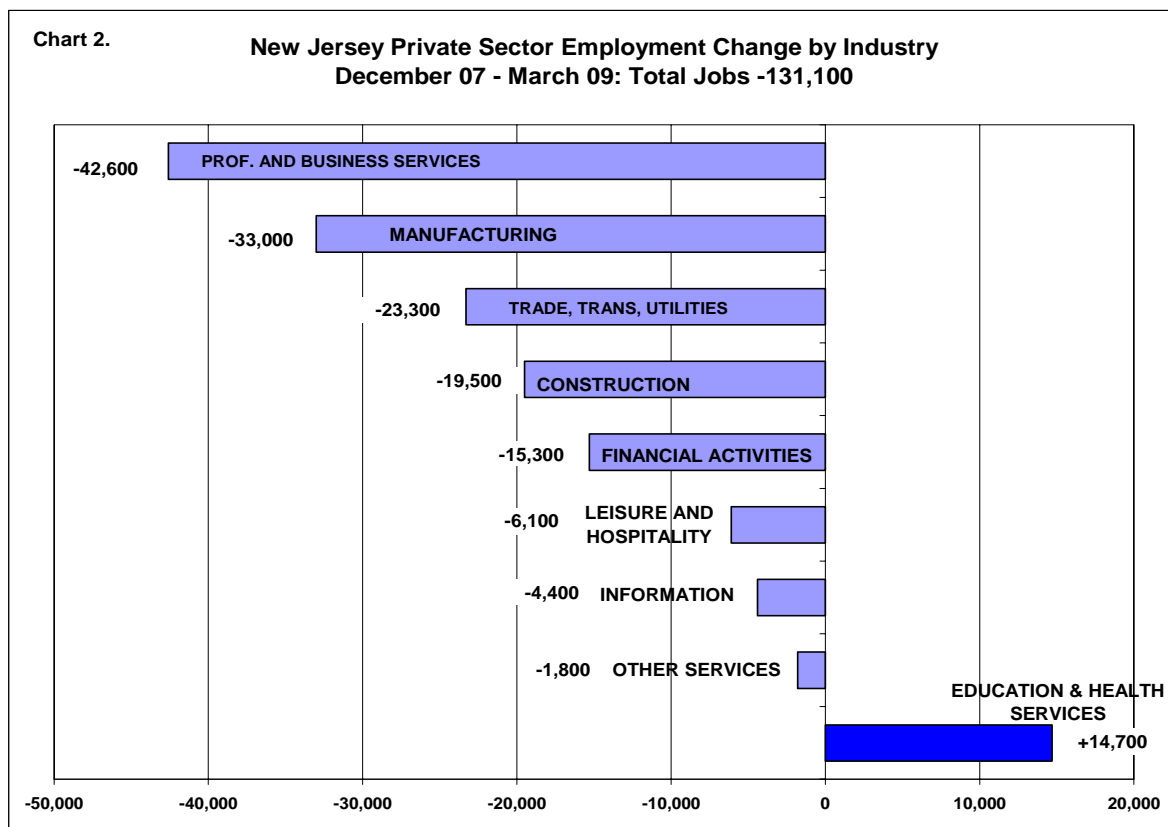


## Industry Sector Impacts

Historically, recessions in New Jersey have disproportionately affected industries in the goods-producing sector—mainly manufacturing and construction—where the majority of workers are in “blue collar” jobs.

While these industries have been negatively impacted during this recession, major losses have been recorded in the service-producing sector of the economy as well (see Chart 2), where a large proportion of workers are in “white collar” jobs. In fact, the largest employment loss during this down cycle has occurred in the professional and business services supersector, down now by 42,600 jobs. Industries within this supersector include professional, scientific and technical services (-12,000), and administrative support/waste management/ remediation (-30,100).

These industries typically provide consulting, support, and management services to other businesses. This sector had grown in the past 10 years as businesses shifted their non-essential functions outside of their firms to focus on core competencies and reduce overhead. However, in an economic downturn, professional services are some of the first to be impacted.



Manufacturing has experienced the second highest loss of jobs, with employment declining by 33,000 jobs as firms struggled to stay solvent during the worst of the credit crisis. As lines of credit dried up, firms found it harder to secure funding for payroll, inventory carrying costs and capital expenditures. Further squeezing the industry was plummeting demand for building supplies due to the housing crunch and reduced demand from nervous consumers.

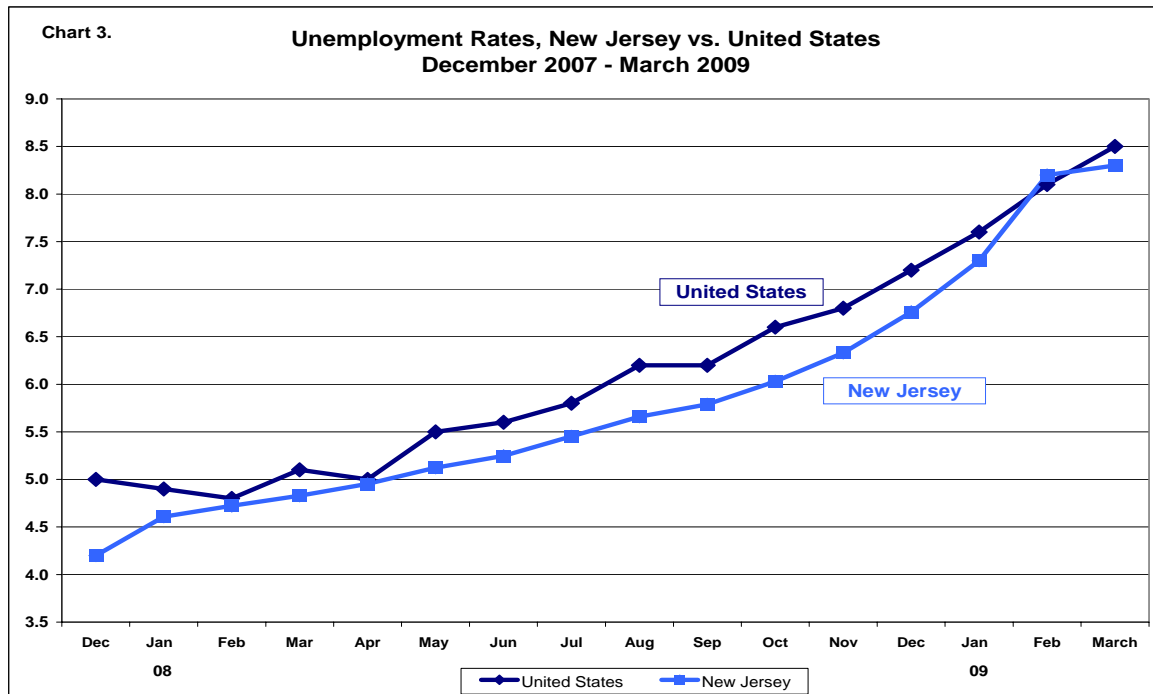
Also negatively affected by reduced consumer spending was the trade, transportation and utilities supersector, which has lost 23,300 jobs. This sector includes wholesale (-5,800) and retail trade (-8,300), and transportation and warehousing (-9,200). New Jersey had its share of major retailers that have not survived the downturn, including Circuit City Electronics, Fortunoff and Linens 'N Things.

Construction employment was down by 19,500 jobs as demand for new home construction plummeted in the wake of the nationwide mortgage and housing crisis. Commercial construction was also down as office vacancy rates rose over the past year, reducing demand for new construction.

The financial sector recorded substantial job loss due to the sub-prime mortgage debacle. Employment in financial activities was down by 15,300 including job losses at mortgage companies, banks, securities and commodities brokers, and investment houses. Other sectors with job loss were leisure and hospitality (-6,100) and information (-4,400).

The only bright spot in the economy in this period has been employment in education and health services, which added 14,700 jobs, driven by the continuing demand for health care workers.

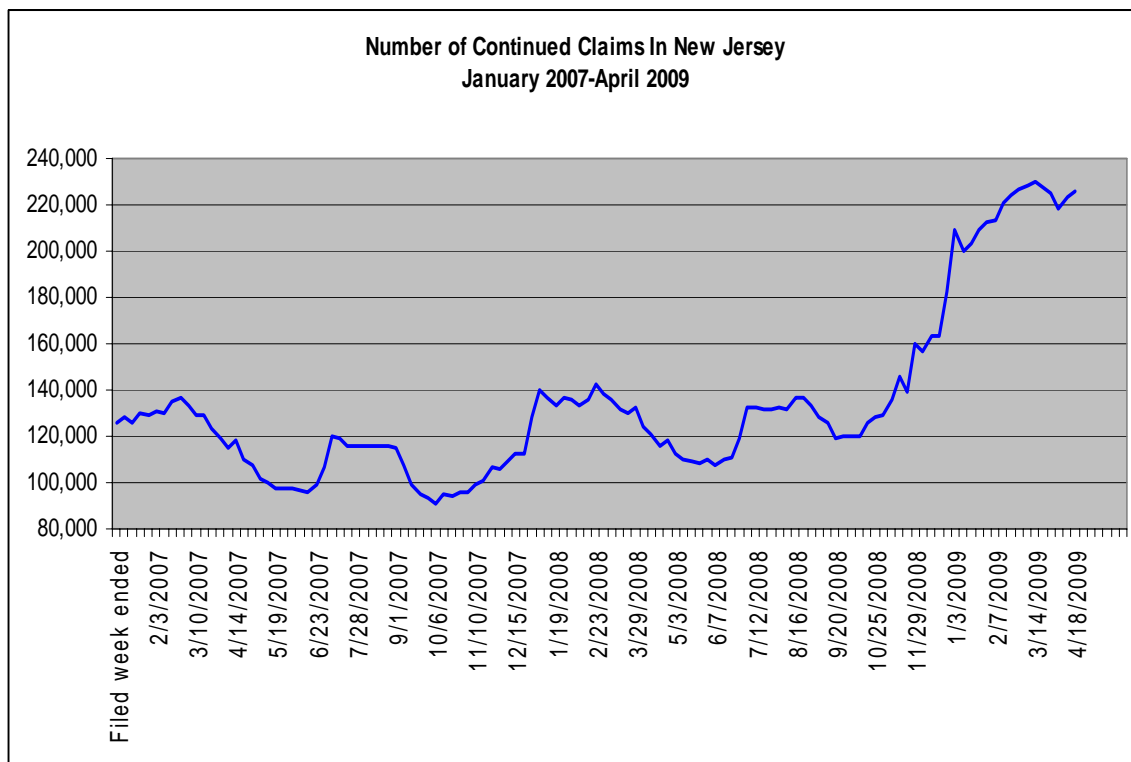
The New Jersey unemployment rate has closely aligned with the United States rate over the past 16 months, rising rapidly as job dislocations mounted. New Jersey's rate was 4.2 percent at the beginning of the recession in December 2007, and rose to a 17-year high of 8.3 percent in March 2009.



## Labor Force Impacts and Analysis

As the unemployment rate has risen, the ranks of unemployed New Jersey residents has grown from 188,000 UI claimants in December 2007 to a record-high of 383,400 claimants in March of 2009.

The number of initial claims for the state of New Jersey went up by 29.4 percent between May 2007-April 2008 and May 2008-April 2009. This does not tell the whole story however, as initial claims do not measure the impact of increased numbers of people on unemployment for months at a time as employers are slower to hire. In New Jersey, the average number of **continued** claims increased by 38.3 percent between May 2007-April 2008 and May 2008-April 2009. The rate of increase in the number of continued claims accelerated sharply during the third quarter of 2008.



The downturn has affected all demographic groups in New Jersey, although some groups have been disproportionately impacted, as discussed below.

### **Age Distribution of Dislocated Workers**

Younger workers (under 25 years) have experienced higher levels of unemployment, with their percentage distribution increasing by 4.4 percent. Accordingly, the average age of the unemployed went down from 44.3 in 2007 to 42.6 in 2009.

<b>Age Distribution of Continued UI Claimants April 2007 to April 2009</b>			
<b>AGE</b>	<b>Last Week of April 2007 (%)</b>	<b>Last Week of April 2008</b>	<b>Last Week of April 2009</b>
<b>Mean Age</b>	44.3	42.9	42.6
Less than 25	8.25	8.45	9.17
Between 20 and 24 years	5.19	7.4	8.64
Between 25 and 34 years	20.32	21.49	20.04
Between 35 and 44 years	21.34	21.22	20.66
Between 45 and 54 years	22.92	21.88	22.13
55 and Older	21.98	19.56	19.37
<b>Total</b>	113,763	114,627	211,623

***Educational Distribution of Dislocated Workers***

One of the unique attributes of this recession is its impact on the professional, high-skill workforce. Between April 2007 and April 2009, the number of continued unemployed claimants with at least a bachelor's degree increased by 137 percent to a level of 36,323 (up from 15,336). This represents an increase in the relative concentration of college graduates by 3.9 percent. The number of people with associate's degree or equivalent also increased by 113 percent. This indicates that even skilled workers are not immune to the vagaries of the current economy.

<b>Educational Distribution of Continued UI Claimants April 2007 to April 2009</b>			
<b>Education</b>	<b>Last Week of April 2007 (%)</b>	<b>Last Week of April 2008 (%)</b>	<b>Last Week of April 2009 (%)</b>
Less than High School	21825 (19.79%)	21233 (19.16%)	34785 (17.05%)
High School	54049 (49.02%)	53059 (47.89%)	93964 (46.05%)
Some College or Votech	8563 (7.77%)	8708 (7.86%)	16658 (8.16%)
AS/AA/Two Years College	10489 (9.51%)	10968 (9.9%)	22313 (10.94%)
Bachelor's degree or higher	15336 (13.91%)	16823 (15.19%)	36323 (17.8%)
<b>Total</b>	110,262	110,791	204,043

### **Gender Distribution**

The recession has also affected male workers disproportionately. The concentration of male claimants increased by 2.1 percent between 2007 and 2009. This may suggest that dislocations from the service-providing sectors are in higher paying jobs. Ironically, the gender income-gap might have protected women more than men in this recession.

<b>Gender Distribution of Continued Claimants April 2007 to April 2009</b>			
<b>Gender</b>	<b>Last Week of April 2007 (%)</b>	<b>Last Week of April 2008 (%)</b>	<b>Last Week of April 2009 (%)</b>
Male	55.96	58.37	58.05
Female	44.04	41.63	41.95
Total	110,262	110,791	204,043

### **Racial Distribution of Dislocated Workers**

The impact of the recession on White and Asian workers has been significant. The relative concentration of White workers increased by 2.5 percent and the number of continued claims among White dislocated workers increased by 93.8 percent, while the number for the Black dislocated workers increased by 49.9 percent.

<b>Racial Distribution of Continued Claimants April 2007 to April 2009</b>			
<b>Race</b>	<b>Last Week of April 2007 (%)</b>	<b>Last Week of April 2008 (%)</b>	<b>Last Week of April 2009 (%)</b>
<b>White</b>	69,017 (60.67%)	69,858 (60.94%)	133,732 (63.19%)
<b>Black</b>	23,824 (20.94%)	23,393 (20.41%)	35,724 (16.88%)
<b>Asian</b>	20,922 (18.39%)	21,376 (18.66%)	42,167 (19.92%)

### **Industry Distribution of Dislocated Workers**

The industry distribution of the unemployed has also changed. The four industries that saw the greatest disproportionate increase were professional and technical services, which saw an increase in continued claims by 152 percent, followed by manufacturing (127% increase in claims), management of companies and enterprises (119.2%) and retail trade (113%). This



indicates that both the goods production and service-providing services have been hit hard by this recession.

<b>Industry Distribution of Continued Claimants</b>				
<b>Industry</b>	<b>Last Week of April 2007 (%)</b>	<b>Last Week of April 2008 (%)</b>	<b>Last Week of April 2009 (%)</b>	<b>Percentage Increase April 2007-April 2009</b>
Professional and Technical Services	4,936	6,051	12,431	151.8%
Manufacturing	9,603	9,374	21,836	127.4%
Management of Companies and Enterprises	447	373	980	119.2%
Retail trade	11,024	12,479	23,523	113.4%
Information	2,100	2,149	4,443	111.6%
Wholesale trade	5,622	6,073	11,784	109.6%
Other services	2,302	2,737	4,382	90.4%
Administrative and Waste Services	12,078	12,489	21,237	75.8%
Finance and Insurance	4,158	4,526	7,258	74.6%
Construction	14,322	15,458	24,576	71.6%
Real Estate and Rental and Leasing	1,988	1,990	3,364	69.2%
Transportation and Warehousing	7,501	4,877	12,321	64.3%
Arts, Entertainment, and Recreation	1,924	2,096	3,080	60.1%
Health Care and Social Assistance	7,323	8,116	11,516	57.3%
Accommodation and Food Services	10,843	7,762	16,259	49.9%
Educational Services	1,876	1,523	2,525	34.6%
Agriculture	587	571	747	27.3%
Utilities	131	112	158	20.6%

The result of such broadly experienced job losses is that the State is dealing with two distinctly different populations of workers from a number of different industries.

One group is highly educated with extensive work experience and high-skill levels, often quite specialized. In many cases, these individuals have the skills necessary for employment, but the jobs are not there. They may need short-term skill enhancement in order to move into related occupations or industries or more intensive job search support to access the job openings that do exist.

The second worker population has longer-term, more entrenched barriers to employment, including limited basic and workplace literacy, minimal occupational skills and issues such as a criminal record or lack of transportation. In many cases, these workers were unemployed or under-employed prior to the recession. They now face more intense competition for even those jobs for which they are qualified as experienced, high-skill workers go after the low-skill work they previously would not have considered.

### **Economic Opportunities**

Despite the gloomy picture painted by these unemployment figures, New Jersey still sees a number of economic opportunities.

While most industries are experiencing job losses, we also are continuing to see concurrent needs for replacement workers in certain occupations within those industries. In addition, within most industries, particularly healthcare, transportation and logistics, retail and professional services, specific occupations continue to show growth.

We also anticipate that new growth will occur in “green jobs.” Recently, New Jersey finalized its Energy Master Plan, a long-term strategic plan for the State’s energy needs through 2020. Implementation of this plan is expected to create between 7,000 and 10,000 green jobs per year in energy efficiency and alternative energy sectors. Many of these jobs are white collar jobs, suitable for many high-skill dislocated workers with short-term skill enhancement training.

Another bright spot in the economy is Education. New Jersey’s growth patterns indicate a need for 700 new teachers annually through 2016. A large percentage of that need is in the area of math and science teachers. Many of the dislocated workers from the financial/credit sector have extensive backgrounds in math, and with appropriate training could transition to careers in teaching. With a recent National Emergency Grant approved by USDOL, New Jersey has developed two separate options to facilitate this transition. Through one option, the State has formed a partnership with one of its public universities, as well as enacted new legislation, to assist financial sector workers with exceptional math training and backgrounds to become teachers in approximately 3 months. Students in this program will be aligned with school districts to ensure attachment to a job upon satisfactory program completion. Through another option, the State is working with the higher education system to offer the necessary course work for these dislocated workers to pursue careers in teaching science or math. Additionally, there are programs in the State to build career ladders, beginning with training for teacher aides, and continuing on with training to become certified teachers.

### **Worker Skill Gaps**

As indicated previously, New Jersey has two distinct worker populations—those who are highly skilled and educated and those with major deficiencies in literacy, workplace readiness and specific occupational skills.

#### ***High-Skill Workers***

Many unemployed New Jersey workers are highly educated and skilled, displaced from jobs in those industries where we still see some demand for replacement workers and where we

anticipate renewal as the economy begins to recover. These workers possess the requisite skills for demand occupations and must simply be matched with available opportunities.

For other high-skill workers, there will be a need to provide short-term, occupation-specific training to prepare for new careers in other industries. As stated before, there is a need for math and science teachers throughout the State, jobs well-suited for displaced financial services workers and those laid off from science-related professional services positions.

Employers are also indicating that high-skill professionals must broaden their capabilities in order to serve in positions that require them to fill multiple roles within an organization. These skills include:

**Information management and communication/relationship-building skills**, especially prioritizing information, cultural understanding, the ability to communicate effectively using virtual tools, and written and verbal communication and presentation skills;

**Interdisciplinary skills**, especially multiple sciences and mixtures of science and business skills;

**Business skills**, especially project/ product management and entrepreneurship skills; and

**Math/science/engineering/technology skills**, especially the ability to use and understand new technologies.

In order for high-skill workers to expand their opportunities and build their value for employers, they will need to access training and education programs that help them broaden their skill base to adapt to multiple roles across industries.

### ***Low-Skill Workers***

In New Jersey there are also a great number of workers who lack basic literacy and are not work-ready. We also know that there are many mid-skill jobs available today that require some postsecondary education, but less than a 4-year degree. There are much fewer opportunities for low-skill workers in this economy. To prepare low-skill workers for these positions—such as those available in healthcare and green industries—these workers will need to access a combination of basic literacy training (including ESL) and occupational training. Some of them may also need work experiences, such as those provided through apprenticeship or internship programs, in order to develop the workplace readiness skills required by employers.

## State Vision and Priorities

**Question I.C. What is the Governor’s vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (§112(a) and (b)(4).)**

### A Vision for Economic Recovery

The Governor’s vision for a continuum of education and training opportunities that support the development of a skilled workforce takes into account both the current economic realities, as well as the need for a longer-term view of the workforce. It builds upon Governor Corzine’s Economic Growth Strategy and his subsequent Economic Recovery Plan, developed in response to the current recession.

#### *The Governor’s Economic Growth Strategy*

In 2007, Governor Corzine developed an *Economic Growth Strategy* designed to increase New Jersey’s competitiveness in the global economy. This document describes New Jersey’s four competitive advantages—its talented workers, its strategic location, its quality of life and its innovative businesses. It goes on to identify six major priorities, two of which are most directly tied to New Jersey’s workforce system:

**Priority 1:** Market New Jersey for economic growth by partnering with the State’s businesses and helping them to grow and prosper for economic growth;

**Priority 2:** Develop a world-class workforce by assisting the State’s students and jobseekers to obtain the skills and education needed in a competitive global economy;

In building a world-class workforce, New Jersey already operates from a position of strength. The State has one of the nation’s highest high school graduation rates and college attainment rates, and a significant concentration of scientific and engineering talent. It does, however face two important challenges:

- Competitive pressures require ongoing worker training and support in order for the State to retain its advantage. In a global market that requires high levels of skill and creativity, it is critical that workers pursue a path of lifelong learning.
- A significant proportion of the State’s worker-population lacks the basic literacy, workplace readiness and occupational skills necessary to survive and thrive in a fast-moving, knowledge-based economy.

#### *New Jersey’s Economic Recovery Plan*

In October, 2008, in response to worldwide economic meltdown, Governor Corzine announced his Economic Recovery Plan. In it, he describes four broad areas of focus:

- Providing immediate assistance to those in greatest need.
- Addressing employment and economic activity in the short-term.
- Setting the stage for improving New Jersey’s long-term economic outlook.

- Maintaining fiscal responsibility and accountability.

### **A Vision for a Continuum of Education and Training Services**

The Governor's vision for developing a skilled workforce through a continuum of education and training services recognizes both the short and long-term needs of the State. It is based on five broad principles.

#### **1. Connect Education and Workforce Investments to the Drivers of Economic Growth**

To meet the needs of both New Jersey businesses and residents, it is critical that the State's investments in education, training and workforce development be connected to those industries and occupations that are the drivers of economic growth for the State. To achieve this, both the State and local workforce investment areas must have a thorough understanding of industry and occupational needs, based on real time data and employer input about changing skill and job requirements. Education and training curricula must reflect these needs and ensure that graduates of training programs possess the skills and knowledge to meet employer expectations.

Connecting educational and workforce investments to employer needs requires:

- Robust, industry and occupationally-based public/private partnerships of businesses, educational institutions, community-based organizations, government and workforce agencies.
- Use of real time data tools to ensure all stakeholders have timely, accurate information for decision-making.
- Leveraging of resources through strategies such as sector partnerships and regional career pathways planning.

#### **2. Expand and Enhance New Jersey's Consolidated One-Stop System**

By law, New Jersey has had an integrated, consolidated workforce investment system since 2004, when all workforce development-related programs (including WIA Title II Literacy and TANF "to work" services) were brought under the umbrella of the Department of Labor and Workforce Development. These programs include all employment-directed and workforce development activities of the WorkFirst NJ program and General Assistance and Food Stamp Act and the Adult Basic Education (ABE) and English as a Second Language (ESL) programs authorized by Title II of the Workforce Investment Act.

Consolidation has provided the State and local areas with the ability to better plan for the use of workforce-related resources in meeting the needs of New Jersey residents and businesses. It has also resulted in some major innovations in service delivery, such as the collocation of "to work" case managers at local One-Stop Career Centers, and the implementation of Workforce Learning Links for literacy services in One-Stop Career Centers to expand access beyond the Title II programs located in each local area.

New Jersey's consolidated system is one of its primary strengths. Building upon that system is a major aspect of the Governor's vision.

### **3. Expand Training Opportunities for Low-Skill Residents to Connect them to High Growth, Career Path Jobs**

There is a growing divide between the limited literacy, workplace and occupational skills of many New Jersey workers and the skills demanded in a rapidly changing, innovation-driven economy. Too many residents lack the education and training they need to advance in the workforce and contribute to a growing economy. Further, it is clear that ongoing job losses continue to disproportionately affect low-skill workers and that the only path into the middle-skill jobs likely to be created in a new economy will be through postsecondary education and training opportunities.

To provide low-skill workers with the skills they need for career path jobs, New Jersey must expand access to training opportunities and resources. This includes developing a longer-term, multi-pronged approach to education and training that ties together the literacy/basic skills education and occupational skills training necessary to adequately prepare low-skill workers for mid- and high-skill jobs. It also means developing strong partnerships with the community and faith-based organizations that serve these individuals in their communities, as well as working closely with education and training partners to develop curriculum that integrates occupational skills training with workplace literacy skills. The development of career pathways leading from entry-level to family-sustaining jobs and the use of work experiences such as apprenticeship and on-the-job training are additional aspects of this vision.

### **4. Upgrade the Skills of Mid- and High-Skill Workers**

Global competitive pressures, changing technology and rapidly evolving job requirements mean that New Jersey's workers must continually upgrade their skills. In the 21st Century economy, training and education must be ongoing.

In addition, labor market analysis tells us that many of the positions held by high-skill workers in industries, such as financial and professional services will not be returning. We also know that other industries and occupations will require the contributions of these experienced workers. Therefore, it is critical that the State support mid- and high-skill dislocated workers in making transitions to new occupations and industries.

Recognizing this need, New Jersey must pursue a two-pronged approach:

- Support customized training for industry consortia to upgrade the skills of current workers and prevent lay-offs.
- Provide mid- and high-skill dislocated workers with access to training opportunities that will allow them to transfer to new industries and/or enhance their ability to obtain work in their current industry.

### **5. Provide Workers with the Infrastructure and Supports to Access Training and Education Opportunities**

For New Jersey residents to access the full range of education and training opportunities they will need to prepare for the next generation of jobs, they will also need access to an infrastructure of supports. This includes ensuring that individuals have transportation and childcare while they are in training. Extended unemployment benefits and needs-based payments must also be provided to allow workers to support themselves while they pursue additional education.

The State will address both the fiscal and policy issues necessary to provide individuals enrolled in training with the supports necessary to complete their education as part of the State's commitment to building a skilled workforce.

**Question I.E. What is the Governor’s vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need of assistance, such as out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farmworker youth, youth with disabilities, and other youth at risk? (§112(b)(18)(A.))**

The Governor’s vision, as stated in New Jersey’s Strategic Five-Year Unified State Plan, is to ensure...

*a future where the employment, training and education systems are finely adapted to the demands of the labor market as defined by the present and evolving human resource needs of the business sector. Furthermore, the State is committed to ensuring that the opportunity to be a productive worker is extended to those members of society such as school drop-outs, welfare recipients, older workers, racial and ethnic minorities, veterans, individuals with disabilities, and women, who are too often prevented from reaching their full potential. Achievement of these goals will require a sustained effort to transform the workforce investment system into one that has as its core mission the needs of employers and employees.*

In response to the Governor’s vision the following Guiding Principles for Youth Investment Councils were adopted and are described in detail in the Workforce Investment Board (WIB) Member handbook. These principles continue to guide the development of youth programs. In order to accomplish its mission, each Youth Investment Council will incorporate the following principles:

- **A Comprehensive and Holistic Vision of Youth.** The Council recognizes that the most successful programs provide comprehensive services designed to address a wide range of youth needs. While the specific mission of the Youth Investment Council is on workforce development programs and services, it maintains a focus on the larger picture, developing standards and policies that support providing youth with access to all the services they need to be successful in school and at work.
- **Customer-Focused Programs and Services.** Effective Youth Investment Councils know the needs of their local young people and they engage these target customers in ongoing dialogue about the problems they face and how various programs might help. Their standards and policies reflect a consistent focus on services that “add value” for young people and that incorporates practices proven to be effective with their target populations.

At the same time, Youth Investment Councils recognize that employers are another key customer of the system, so they work extensively and proactively with industry representatives to identify skill needs and future trends. This job market information informs decisions about educational and employment programs and how to best prepare youth for future opportunities.

- **High Expectations/High Support.** Quality youth programs set high expectations for their youth customers and provide them with appropriate support in meeting those



expectations. Lowered expectations result in lowered achievement and high expectations with little support cause youth to become discouraged. In setting standards and developing local systems, Youth Investment Councils must maintain a relentless focus on this message of achievement and support.

- **Accountability.** Effective Youth Investment Councils integrate accountability into all facets of their work. The standards they set for services provide clear, measurable and specific information about expectations for quality. Stakeholder roles and responsibilities are clearly defined and both individuals and organizations are expected to stand by their commitments. Continuous quality improvement is an ongoing focus for both the Council and local providers.
- **Focus on Asset Identification, not Problems.** Local policies and strategies reflect a focus on identifying the components of youth success and on building upon those assets. Programs and services help youth see possibilities and opportunities, not insurmountable challenges and barriers.
- **Focus on Being Proactive, not Reactive.** Through ongoing dialogue, community-building and networking, the Youth Investment Council is able to anticipate trends and opportunities and to plan strategically for the future.
- **Connecting to and Building Upon Existing Programs and Services.** Standards, policies and priorities encourage building upon existing programs and resources. As the architect of the overall vision, the Youth Investment Council ensures that local efforts connect to existing One-Stop system services and to other successful initiatives in the community and the State.
- **Building Local Capacity.** The Youth Investment Council takes a leadership role in developing the capacity of local organizations to meet the needs of youth. These efforts include identifying gaps in service and brokering community relationships to meet those needs. Capacity-building also focuses on ensuring that youth are connected to caring, competent adults who are knowledgeable about their needs and who care about their futures. Leveraging public and private resources and connecting to a wide variety of service providers through collaborative partnerships are also key strategies.

One of the Governor's most important new initiatives launched in October 2007 is his "Strategy for Safe Streets and Neighborhoods" which places significant emphasis on prevention targeted toward at-risk youth. Ten State agencies have dedicated more than \$35.6 million and are deeply engaged in interagency planning and a consolidated grants management process which reaches far beyond any one department or division in government. An overarching principle of this initiative is that young people need to feel a sense of connection to society and institutions that can help them advance, in education, skills training, employment and careers.

As a result of the current recession, employment opportunities for youth are declining and have largely evaporated for out-of-school youth, particularly for youth who are disengaged from education and/or work. New Jersey is therefore, focusing its efforts on re-engaging youth through an ambitious and aggressive summer youth program that not only provides youth with income, but work experience, work readiness skills, and an opportunity to connect to a career pathway. These efforts will focus on several key populations:

- Youth with Disabilities
- Youth involved with the Juvenile Justice system
- Young returning Veterans
- Youth Aging out of Foster Care
- Out-of-School Youth who are disengaged from work and/or employment

In developing New Jersey's summer youth efforts, the State is building upon two successful models already in place, and a third new program is being launched this summer with Recovery Act funds. Many local WIBs are already involved in the two existing programs and all WIBs have been encouraged to adopt the principles and successful elements of these programs. In addition, local Workforce Investment Boards (WIBs) are encouraged to work with their local County Colleges to implement the new initiative described below. More detailed information on these programs can be found in Question IX.E.1.

**Summer HEAT (Help Employ Area Teens):** As a part of the Governor's prevention strategy, the Department of Labor and Workforce Development (LWD) launched a summer jobs program during the summer of 2008. Public and private partners mentored and supported youth with exposures to different careers, life skills and financial literacy training and skill development leading to long-term employment. This program ran in five cities last year, and is being expanded to six in the summer of 2009. In addition, both the guiding principles and the successful work readiness elements of Summer HEAT are being implemented in various summer youth programs being developed at the local level using Recovery Act funds.

**New Jersey Youth Corps:** New Jersey Youth Corps is the fifth largest Corps program in the country and has received national recognition from the U.S. Department of Labor, and validation from the U.S. Department of Education as a replicable model. The program has also received five Exemplary Service awards from the National Association of Service and Conservation Corps. It is designed to assist young adults (ages 16-25) who have left high school prior to completion with the skills needed to obtain a diploma and prepare for employment. The program combines community service "crew-based" projects with academic instruction in a service-learning environment and is already focused on training for "green jobs." It is a State-administered, locally operated program.

**New Jersey County College Work Readiness Program:** Designed by the New Jersey Council of County Colleges, this new program provides an intensive 10-week summer program for out-of-school, at-risk youth. The program offers a combination of summer employment and academic skills and job readiness training. In many instances, the County College will offer employment on campus, while other work sites will be coordinated through the efforts of the local WIBs and One-Stop Career Centers. Because participants will become familiar with the college environment, the program is also viewed as an important pathway to encourage youth to enroll in further education at the completion of the program.

**Local Youth Program Strategies**

Each of the Workforce Investment Boards (WIBs) is responsible for developing local program models and delivering the program within the parameters set by federal and State guidelines. The State Employment and Training Commission (SETC), the State WIB, issued guidelines for the development of local plans, including plans for the summer youth program. In designing local summer youth employment programs, local areas were required to involve a wide range of local stakeholders in the design of their programs, as well as ensure that the program design is consistent with State and federal guidelines.

**Question II. Identify the Governor’s key workforce investment system priorities for the state’s workforce investment system and how each will lead to actualizing the Governor’s vision for workforce and economic development. (§§111(d) and 112(a).)**

As stated earlier, Governor Corzine identified four broad areas in his Economic Recovery Plan as part of his vision for New Jersey’s road to economic recovery:

- Providing immediate assistance to those in greatest need.
- Addressing employment and economic activity in the short-term.
- Setting the stage for improving New Jersey’s long-term economic outlook.
- Maintaining fiscal responsibility and accountability.

Responding to these areas, as well as the intent of the Recovery Act, New Jersey has identified the following workforce investment system priorities, based upon the five broad principles described earlier in the plan, for implementation:

***Connecting Education and Workforce Investments to the Drivers of Economic Growth***

- Create a pipeline of trained workers prepared for present and future demands.
- Align training and education to New Jersey’s state, regional and local economies.
- Improve the capacity of the workforce system to make data-driven planning and service decisions by integrating the *Real Time Jobs in Demand* and other labor market tools into planning and service delivery processes. This will allow the State and local WIB areas to make more effective, informed decisions about the use of training dollars and investments in the workforce system.
- Increase access to training and education in priority industries, occupations and skill areas (including green jobs) through sector partnerships, the continued development of career pathways and consortium-based classroom training. This will ensure that workers are developing the skills employers are demanding and that they can be quickly placed in new job openings as they arise.

***Expanding and Enhancing New Jersey’s Consolidated One-Stop Career Center System***

- Improve the capacity of the workforce system to respond to the needs of mid- and high-skill dislocated workers. This includes providing staff with appropriate assessment tools that will allow them to identify transferable skills and refer workers to training and services that can quickly transition them to related occupations and industries.
- Promote and ensure universal access to services, customer choice, and system transparency and accountability.
- Connect workforce development activities to other Recovery Act funding and priorities, including supporting the implementation of green job initiatives. This will ensure the most cost-effective use of resources and allow the State and local areas to leverage opportunities and get the “most bang for the buck.”
- The goal for Recovery Act funds is to proportionately increase levels of funding on direct

services to participants, ensuring that the maximum use of resources are utilized, targeted and provided directly to the people needing services. It is, therefore, expected that local Workforce Investment Boards will invest most of the adult and dislocated worker funds in activities that provide for the direct training of the participants. Recognizing that Recovery Act funds are a temporary measure and are not expected to be renewed, local Workforce Investment Boards are requested to focus on these direct costs and not use this money to support existing infrastructure or on administration except where required by cost allocation rules.

- Leverage Recovery Act funds and utilize them effectively with WIA PY09 formula grants, WIRED, REDI funding, National Emergency Grants, partner resources, private foundation funds, and other funds that become available in support of a comprehensive, demand-driven workforce investment system.

### ***Expanding Training Opportunities for Low-Skill Residents to Connect them to High Growth, Career Path Jobs***

- Use Recovery Act resources to target high priority populations, including economically disadvantaged and low-skill youth and adults, individuals with disabilities, Veterans and eligible spouses, ex-offenders and others facing significant barriers to employment.
- Prepare more low-skill, low-income disadvantaged adults and youth for employment in mid-skill jobs—those requiring some postsecondary education, but not a 4-year degree—in priority industries/occupations.
- Expand green job apprenticeships and training programs. This will not only provide a pathway to mid-skill jobs for low-skill workers, it will also help build the workforce necessary to implement the Governor’s Energy Master Plan.

### ***Upgrade the Skills of Mid- and High-skill Workers***

- Quickly reconnect mid- and high-skill dislocated workers with employment opportunities to ensure that those workers who have the skills are quickly matched with available job openings.

### ***Providing Workers with the Infrastructure and Supports to Access Training and Education Opportunities***

- Increase and promote the availability of supportive services such as needs-based payments, extended unemployment benefits, childcare, transportation, and other services, to support people while enrolled in training. These services will ensure that workers are able to complete the skill-building courses necessary to access available jobs.

## Overarching State Strategies

**Question V.B. What strategies are in place to address the national strategic direction discussed in [Section 4] of this guidance, the Governor’s priorities, and the workforce development issues identified through the analysis of the State’s economy and labor market? (§112(b)(4)(D) and 112(a).)**

As discussed previously, the Governor has identified five broad strategies that will drive New Jersey’s short-term economic recovery and its long-term growth.

**1. Connect Education and Workforce Investments to the Drivers of Economic Growth**  
Ensuring that the State’s education and workforce investments are connected to the demand occupations and industries in the State is a key goal for New Jersey. The State will implement the following strategies to achieve this:

### **Use of *Real Time Jobs in Demand***

New Jersey has recently launched a new and innovative labor market tool that provides more accurate and timely information on the current labor market and is able to more effectively guide the State’s investments in workforce development programs and services, particularly in this changing and turbulent economy. Known as ***Real Time Jobs in Demand***, this tool incorporates long-term trends plus all current job openings in New Jersey as well as related information from websites, job boards, newspapers and other sources. This data is combined with wage rates, projected employment trends and labor supply information. Based on all of these factors, each job gets a “demand rank” that show which jobs are most in demand. ***Real Time Jobs in Demand***, <http://lwd.dol.state.nj.us/labor/lpa/content/RealTimeJobsinDemand.html>, is updated monthly and disseminated by the State Employment and Training Commission (SETC) to local Workforce Investment Boards (WIBs), WIB Chairs, One-Stop Career Center Operators and County Colleges to inform training and other investment decisions. It is also used to support outreach to industry, job development and placement efforts.

### **Implementation of Sector Strategies**

Through the 2007 Governor’s Economic Growth Strategy, New Jersey identified several key industries that had a substantial presence in New Jersey and were likely to grow during the next ten years. Those industries include:

- Healthcare and Life Sciences;
- Energy and Green Jobs;
- Advanced Manufacturing;
- Communications;
- Financial Services;
- Logistics, Ports, and Transportation; and
- Professional, Scientific, and Technical services.

Due to a rapidly changing economy, New Jersey has been implementing a number of workforce development strategies for sectors still anticipating growth in 2009, which are listed below. We will continue to strengthen our support of these strategies, find ways to leverage and connect the current initiatives, support the efforts of the WIRED regions to find sustainable funding, connect these initiatives to local WIBs and One-Stop Career Centers, as well as develop new initiatives as part of our overall Recovery plan.

### ***Industry Workforce Advisory Groups***

The State has formed industry advisory groups to provide a vehicle for employers in each targeted sector to identify their most critical workforce needs and to provide high-level guidance to State government. These industry advisory groups laid the ground work for a series of additional initiatives described below.

### ***Ready for the Job***

With input from the industry advisory groups, the *Ready for the Job* initiative developed profiles for targeted industry sectors in the Governor's Economic Growth Strategy that detailed the skills demanded by key industries and highlighted steps that educational and training institutions can take to meet each industry's specific workforce needs. With ***Real Time Jobs in Demand***, this information provides a detailed picture of industry and occupational needs in the State.

### ***Innovation Partnership Institutes***

To further ensure that the State's workforce and educational institutions adequately prepare New Jersey workers with the skills needed by businesses, the state established Innovation Partnership Institutes (IPI) for key industries. These institutes, located at two- and four-year postsecondary institutions, developed industry-focused curricula that were then made available statewide for use by all New Jersey institutions. The Commission on Higher Education partnered with the Departments of Education and Labor and Workforce Development to implement this initiative. These Institutes will continue to be a major resource and strategy in our Recovery Act initiatives.

### ***Workforce Innovation in Regional Economic Development (WIRED)***

New Jersey has been the recipient of three U.S. Department of Labor WIRED grants resulting in almost every county in New Jersey being involved in one of the three grants. Selection of targeted industry sectors for New Jersey's applications was based on the Governor's Economic Growth Strategy, as well as the workforce industry advisory groups. Significant work has been done on building the knowledge of the key industries and developing the strategies for addressing specific industry sector needs. Key partners in these three WIRED initiatives include: industry representatives, industry and business-related organizations, economic development organizations and administrators, institutions of higher education including County Colleges, four-year public and private colleges and universities, technical and vocational education schools, and local Workforce Investment Boards. The State will continue to leverage the work done by its three WIRED regions and will continue to encourage and support regional partnerships as a vehicle for addressing the workforce needs of its industries, and will

continue to strengthen the connections between the WIRED regions and local WIBs and One-Stop Career Centers.

### ***Regional Employment Development Initiatives - REDI Grants***

To support some of our major industries, New Jersey has invested in three Regional Employment Development Initiatives. These initiatives are being done in partnership with active members of existing state workforce efforts. Three sectors have been targeted in an effort to develop organized job development efforts for the respective fields. Green industries; transportation, logistics and distribution; and, bio-technology are the focus of the effort. At its conclusion, we hope to have systems in place that allow for statewide dissemination of job vacancies in these fields, that build stronger connections to employers in these three industries and that are able to coordinate the workforce system to fill the positions.

### ***Customized Training Grants***

The New Jersey Department of Labor and Workforce Development is responsible for planning and issuing Workforce Development customized training grants to industry. Funded through the State's Workforce Development Program, combined with employer contributions that average fifty percent of the program costs, the program offer employers an opportunity to upgrade their workforce. Priority has been placed on funding key industry sectors identified in the Governor's Economic Growth Strategy.

### ***County College/ Workforce Investment Board Collaboration***

As an outgrowth of a statewide forum on the Governor's Economic Growth Strategy, the New Jersey State Employment and Training Commission (SETC), in partnership with the Commission on Higher Education and the Department of Labor and Workforce Development, developed and released planning guidelines to local WIBs. The guidelines provide a planning framework for local Workforce Investment Board (WIBs) in developing strategies that would align local workforce development initiatives, reinforced by integrated and coordinated State-level support, with the Governor's Economic Growth strategy and regional and local labor market demands. Plan guidelines also required defining the nature and degree of collaboration among the County Colleges, Workforce Investment Boards and One-Stop Career Centers, as well as developing new strategies. As a result of those efforts, there are partnerships covering at least fifteen different types of programs, and also collaborative models with a predominance in nine industry sectors.

## **2. Expand and Enhance New Jersey's Consolidated One-Stop System**

In providing services to industry, we will build upon the strengths of our consolidated workforce system. Specific strategies include:

- Expanding our ability to provide universal access to services. We are providing services through public libraries and working with local community and faith-based organizations to conduct outreach with and provide services to specialized populations. We will also fund Disability Program Navigators to improve services to individuals with disabilities and



use our Professional Services Groups (PSGs) to serve increased numbers of high-skill dislocated workers.

- Streamlining services to more quickly and effectively move job seekers into the appropriate options, including accessing funding for training.
- Adapting services to meet the needs of a range of job seekers.
- Using real time data to inform decision-making about education and training options.

### **3. Expand Training Opportunities for Low-Skill Residents to Connect them to High Growth, Career Path Jobs**

To provide low-skill workers with the skills they need for career path jobs, New Jersey will expand access to training opportunities and resources. This includes developing a longer-term, multi-pronged approach to education and training that ties together the literacy/basic skills education and occupational skills training necessary to adequately prepare low-skill workers for mid- and high-skill jobs.

New Jersey recognizes that literacy training is fundamental to preparing low-skill workers for mid-skill careers. New Jersey has a well-established and comprehensive approach in providing literacy services through WIA Title II funded programs, Workforce Learning Links, volunteer programs, which include faith- and community-based organizations, adult high schools and various literacy initiatives operated through the county college system.

WIA Title II Programs are implemented statewide through a consortium model that ensures program coverage in each county and WIB area. In addition, the State's Workforce Development Partnership Program established literacy centers, known as Workforce Learning Links, in every comprehensive One-Stop Career Center, as well as in several community-based organizations and Correctional facilities throughout the State. Volunteer programs often partner with Title II programs and typically serve learners with low literacy skills. With State and/or local funding, some school districts operate adult high school programs which meet regular district requirements for a high school diploma. In developing an appropriate education and training sequence of service the resources of these programs are leveraged to ensure a continuum of adult education programs and services that help customers build their literacy skills so that they are better prepared for the workplace as well as in the pursuit of further education and training. In addition, two of the courses offered through the New Jersey Council of County Colleges will focus on Entry-Level Workplace Skills.

Moreover, literacy planning and oversight is facilitated by the State Council for Adult Literacy Education Services (SCALES), which is legislatively mandated. SCALES is in the process of working with local Workforce Investment Boards and their Literacy Councils to update their local literacy plans. SCALES will continue to oversee local plan implementation.

New Jersey is already administering pre-apprenticeship grant programs that serve disadvantage youth, as well as women and minorities from within urban areas. The primary goals of the program are to expose youth, women and minorities to registered apprenticeship opportunities

offered by local sponsors, and to provide them with the academic refresher skills necessary for successful application to these programs, with the ultimate goal of being accepted into the registered apprenticeship program. The grants provide funding for recruitment, testing, academic preparation, and education about registered apprenticeship opportunities, primarily for low-skill adults and youth.

#### **4. Upgrade the Skills of Mid- and High-skill Workers**

Global competitive pressures, changing technology and rapidly evolving job requirements mean that New Jersey's workers must continually upgrade their skills. In the 21st Century economy, training and education must be ongoing.

Recognizing this need, New Jersey is pursuing a two-pronged approach:

- Supporting occupationally-based classroom training for industry consortia to upgrade the skills of current workers and prevent lay-offs.
- Providing mid- and high-skill dislocated workers with access to training opportunities that will allow them to transfer to new industries and/or enhance their ability to obtain work in their current industry.

##### ***Customized Training***

Training provided to groups of companies improves skills and productivity across an industry and benefit individual workers. The Department of Labor and Workforce Development has allocated a portion of customized training grants to consortia to better meet the skill needs of workers in sectors targeted by the Economic Growth Strategy. Each consortium consists of one or more employers from a targeted sector and a lead education and training institution. In addition, applicants for customized training funds are encouraged to offer training tied to curricula developed by the Innovation Partnership Institutes.

##### ***Training and Education for Mid- and High-Skill Dislocated Workers***

Jobs previously held by many mid- and high-skill dislocated workers will never return to New Jersey. These workers will, therefore, need to prepare for the opportunities of the new economy. Individual Training Accounts (ITAs), occupational-based classroom training, consortium-based classroom training, four-year colleges and universities and adult vocational and technical schools, will prepare the mid- and high-skill dislocated workers for a variety of jobs. For example, through the Traders to Teachers Initiative, former financial services employees will be trained to work as middle school and high school math teachers. Other professionals will access Entrepreneurial Bootcamps to start their own businesses or attend courses in business and project management to provide them with the broad-based skills New Jersey employers require.

##### ***County College Consortium-Based Training***

In addition to the *County College/ Workforce Investment Board Collaboration* described earlier, the New Jersey Department of Labor and Workforce Development is entering into a contract with the New Jersey Council of County Colleges to deliver, through a bulk purchase agreement, a program of instruction in twelve (12) different high demand occupational and work preparation

areas for adults and dislocated workers in all regions of the State. The selection of coursework is based on LWD's ***Real Time Jobs in Demand*** and is designed to quickly address labor shortages in demand industries.

#### **5. Provide Workers with the Infrastructure and Supports to Access Training and Education Opportunities**

For New Jersey residents to access the full range of education and training opportunities they will need to prepare for the next generation of jobs, they will also need access to an infrastructure of supports. This includes ensuring that individuals have transportation and childcare while they are in training. Extended unemployment benefits and needs-based payments will also be provided, as appropriate, to allow workers to support themselves while they pursue additional education.

## **Service Delivery Strategies, Support for Training**

**Question IX.G. Describe innovative service delivery strategies the state has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key state goals. (§112(b)(17)(A).)**

New Jersey is pursuing a number of innovative service delivery strategies to spur economic recovery and long-term economic growth.

### **Expanded Outreach and Streamlined Service Delivery**

Like most states, New Jersey's workforce system is experiencing unprecedented demand. Further, it must meet the needs of a wide range of workers, from the highly skilled laid off banker, to the single mother on public assistance who dropped out of high school and has no work experience. To meet these needs, New Jersey's One-Stop Career Centers are:

- Expanding hours in their One-Stop Career Centers and using online strategies to provide job seekers with information and services.
- Providing services in partnership with other organizations, such as public libraries, to ease demand on overcrowded One-Stop Career Centers and expand awareness of services. The State and several local areas have been training library staff to deliver workshops on issues such as job search techniques and career planning and decision-making. In other cases, the One-Stop Career Center staff are delivering these services at their local libraries.
- Forming partnerships with local community and faith-based organizations to conduct outreach and provide services to special needs populations, such as low-income workers, ex-offenders, etc. The State will be funding several of these organizations, known as Project Connect, to extend regional outreach efforts to the unemployed and unattached. Also, in one local area, for example, the WIB is working through its Faith-based Committee to implement Community Access Points at three local faith-based organizations. These Access Points will be equipped with a computer and printer, a fax machine and a copy machine and will receive training from One-Stop Career Center staff on how to file unemployment claims and financial aid applications, how to use labor market information, and how to provide some core services. They will also be trained in processes and resources for referrals, including referrals to the One-Stop Career Centers and to other community service providers. Similar activities are occurring in other local WIB areas.
- Using technology to streamline delivery of services and reduce wait times. We have been working extensively with UI (as described in detail later in this plan) to quickly identify and begin serving dislocated workers as soon as they file a claim. We are also setting up systems to better match dislocated workers with available job openings and then provide automatic notification to job seekers who meet employer requirements. In addition, some local areas are exploring strategies to use text messaging to alert job seekers about counselor appointments, workshop schedules, new programs and

services available through the One-Stop Career Centers and potential job openings to consider.

### **Workforce Learning Links**

Available at One-Stop Career Centers and community-based sites throughout the State, the Workforce Learning Links are a State-funded initiative created in partnership with the New Jersey Department of Labor and Workforce Development (LWD) and NJN Public Television to provide adult learners instruction in reading, writing, and math; communication; financial literacy; job search; and employability and life skills.

The Workforce Learning Links are designed to deliver literacy programs and services directly to individuals on public assistance, dislocated workers and other job seekers identified by the LWD, the New Jersey Department of Corrections and other agencies. The Workforce Learning Links make extensive use of digital technology, streaming video, computer software, the internet and print materials, to provide interactive training services that allow participants to address individual employment-related issues and allow learning to occur at their own pace.

The Workforce Learning Links are also delivering these programs and services directly to individuals on public assistance, dislocated workers and other job seekers identified by the LWD, the New Jersey Department of Corrections and other agencies

### **Strategies for Transitioning Skilled Workers into New Opportunities**

Many of the workers being seen in New Jersey One-Stop Career Centers have education and work experience, but their jobs have disappeared and they must prepare to transition to new occupations or industries. In the case of returning Veterans, we are working with people who must transition into a civilian workplace.

To address the needs of these workers, we are pursuing strategies that help the State identify transferable skills and develop programs that assist workers in transitioning to new opportunities with minimal skills training. Examples include Helmets to Hard Hats, a program that prepares veterans for careers in construction trades, and Traders to Teachers, which is preparing former financial services industry employees for careers as middle and high school math teachers.

New Jersey is continuing to look for these kinds of opportunities to help relatively skilled workers transition from one industry to another, particularly to meet demands in healthcare and green jobs that will be emerging as the economy begins to recover.

### **Career Pathways Curricula and Credentialing**

As noted earlier in our plan, New Jersey has been working for several years on developing the infrastructure, partnerships and resources to support a career pathways approach to education and training. We are using industry advisory groups and *Real Time Jobs in Demand* labor market data to help identify training and skill needs. Innovation Partnership Institutes and WIRED regional partnerships have helped the State to create industry and occupationally-based training programs that arm workers with the skills they need for success. These strategies will continue to assist us as we plan for new training under the Recovery Act.

New Jersey is sensitive to the need to have training and educational programs culminate in meaningful, portable credentials. This is one of the reasons we are pursuing Registered Apprenticeship opportunities (see below). We are also exploring strategies for allowing colleges to assess and award credit for skills learned on the job so that workers can be recognized for skills they've developed outside the classroom.

The State recognizes the importance of information in making career and training decisions. As such, New Jersey ensures that job seekers can make informed decisions about occupations and their corresponding local training providers through [www.njtrainingsystems.org](http://www.njtrainingsystems.org). Also known as the Consumer Report Card (CRC), this website helps the customer review and compare training providers and their type and length of courses, costs, degrees or certificates offered, and special features. It also provides the training provider's contact information.

### **Targeted Work Experiences**

The federal Registered Apprenticeship model is recognized as an excellent workforce preparation model as it combines formal education with occupational work experience. New Jersey has been working for several years to expand apprenticeship opportunities in the State and will continue to do so under the Recovery Act. Construction trades and healthcare have been two areas where the apprenticeship model has proven effective and New Jersey will be expanding into "green collar" apprenticeships as well.

To support apprenticeship in the State, New Jersey is:

- Planning to expand pre-apprenticeship programs to act as "feeders" into apprenticeship and other work experience opportunities. For example, LWD has funded three community-based initiatives to provide job readiness and life skills training to individuals in preparation for participation in a 3-6 month green job internship with a local utility company.
- Working with the SETC, higher education partners, organized labor and other stakeholders to develop and expand New Jersey Pathways Leading Apprentices to a College Education (NJPLACE), a program to award college credit for registered apprenticeship programs.
- Working with LWD and the SETC, key stakeholders are exploring the creation of an apprenticeship credential that will meet WIA requirements, so that WIA funds can be used to support apprenticeship learning.

In addition to apprenticeships, New Jersey is also planning an intensive summer employment program for youth. While local areas will have leeway in their program design, the State has established guidelines encouraging WIBs to tie the work experience component to demand career pathways, particularly green jobs.

## **Section II. Service Delivery**

### **State Governance and Collaboration**

#### **Question III.A.2. Describe how the agencies involved in the workforce investment system interrelate on workforce, economic development, and education issues and the respective lines of authority. (§112(b)(8)(A).)**

The Commissioner of Labor and Workforce Development is integrally involved in a number of statewide planning efforts led by the Governor and other Departments that include planning for the economic recovery as well as other strategies.

In addition, the State Employment and Training Commissioner convenes a Public Sector Planning Committee which is comprised of State Commissioners' and their representatives from the NJ Departments of Education, Labor and Workforce Development, Community Affairs, Human Services, Economic Development Authority, Juvenile Justice Commission and the Commission on Higher Education. The goal of this Committee is to create partnerships among agencies to meet common goals, encourage leveraging of funds between agencies, and providing periodic updates of areas of common interest between all the Governmental Departments that have an interest, goal, or directive in the arena of training and/or workforce development.

A hallmark of New Jersey was the comprehensive and extensive consolidation of all "to-work" programs and services. By law, since 2004, all workforce-related programs (including Title II Literacy funding and "to work" services under TANF) have been consolidated into the Department of Labor and Workforce Development. These programs include all employment-directed and workforce development activities of the WorkFirst NJ program and General Assistance and Food Stamp Act and the Adult Basic Education (ABE) and English as a Second Language (ESL) programs authorized by Title II of the Workforce Investment Act. This consolidation occurred in recognition of the need to reduce system fragmentation, leverage workforce resources, reduce duplication and simplify services for customers.

As a result of consolidation and the culture of cooperation that has developed, the Departments of Labor and Workforce Development, Economic Development, Education and Human Services work together collaboratively to establish policies and procedures that will help the State build a world-class workforce. Top leaders and decision makers in each agency meet on a regular basis to address workforce issues, as do Department Managers and local WIB and One-Stop partners who plan for implementation of programs and services at the local level.

The Governor will use these established partnerships and processes to ensure that there is cross-agency collaboration in planning for and using Recovery Act funds. The State Employment and Training Commission has prepared a matrix of all funding coming into each State Department as a result of the Recovery Act, which will be used at both State and local levels to help guide planning and decision-making. In addition, the Governor has established the New Jersey Recovery Accountability Task Force to oversee the coordination and distribution of Recovery Act funds. This Task Force will work in cooperation with federal and State agencies to

ensure that workforce investments are tied to other investments funded by the Recovery Act. In an effort to provide transparency and accountability, New Jersey has established a website, [www.nj.gov/recovery](http://www.nj.gov/recovery), which will provide all State information regarding ARRA.



**Question III.C.1. Describe the steps the state will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A) of WIA, at both the state and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State Board and agencies eliminate any existing state-level barriers to coordination? (§§111(d)(2) and 112(b)(8)(A).)**

New Jersey has always understood the importance and value of coordination and collaboration, as indicated by our legislation creating a consolidated workforce development system. This transferred three programs to the Department of Labor and Workforce Development--WIA Title II, Adult Basic Education, and Youth Corps.

Consistent with the Workforce Investment Act, LWD and its local partners have established comprehensive One-Stop Career Centers (OSCC) in each local workforce investment area. The services in these facilities go beyond the coupling of Workforce Investment Act and Wagner-Peyser services. In addition to those, these facilities include an array of other services, including Unemployment Insurance, Trade Adjustment Act, welfare-to-work and literacy services.

To maintain operational collaboration, the State has implemented a number of activities and processes:

- Each workforce area has a One-Stop Management Committee responsible for monitoring and addressing obstacles and issues found in the One-Stop Career Centers.
- State and local leadership meet at least twice a month to discuss workforce matters—once through the WIB Executive Directors' meeting with the State Employment and Training Commission (SETC) and once through the monthly Garden State Employment and Training Association (GSETA) meeting.
- LWD meets regularly with Human Services to ensure that welfare-to-work efforts are consistent with any requirements or changes in the welfare system.
- The SETC convenes a Public Sector Planning Committee for the purposes of information exchange and collaboration among State agencies. Through this committee, agencies have begun to remove silos and work in partnership with other agencies, often leveraging funds as well. Members of the committee include representatives from the SETC and NJ Departments of Education, Labor and Workforce Development, Community Affairs, Human Services, Economic Development Authority, Juvenile Justice Commission and the Commission on Higher Education.
- The SETC holds formal meetings five times a year. At those meetings, information on all workforce initiatives is presented. Commission members provide input on the workforce system and work to eliminate state-level barriers.
- The SETC has a number of Councils and Committees, which are comprised of public and private sector members, increasing collaboration statewide on specific issues. These include the State Council for Adult Literacy Education Services (SCALES), the Council on Gender Parity in Labor and Education and the Disability Issues Committee.

- The SETC is also forming a Planning Committee, which will provide direction from the State WIB to all the partners in New Jersey's workforce system to improve operational collaboration.
- There are several workgroups related to public safety, which include representatives from various State and local offices that meet on an ongoing basis to ensure collaboration and work towards overcoming the innumerable barriers faced by the population.

In addition, formal agreements have been developed with the following State Departments:

- *Probation* – MOU (non-financial) – Developed a referral process for clients who are on probation and provided a linkage to the OSCC. Many of the services offered fulfill the requirements for work search under probationary guidelines with the need to also offer avenues toward employment. To date, over 1,000 referrals have been directed to the One-Stop.
- *Parole* – MOU (non-financial) – Prior to the Governor's Public Safety Plan a relationship had been established with Parole to not only formalize a referral process but to require that their clients register for work at the One-Stop. As part of the process, Parole was given limited/secured access to the One-Stop Operating System (OSOS) to view information regarding their clients and to complete the limited registration fields.
- *Corrections* – Contract (financial) – As part of its focus to educate and train the ex-offender population, Corrections formalized a partnership with LWD via funding under Title II Adult Literacy to provide adult education services in the correctional institutions. Additional literacy services were expanded by establishing Workforce Learning Links in the State women and youth correctional facilities.
- *Division of Family Development in the Department of Human Services (DHS)* – Contract (financial) –The consolidation of work-related activities to LWD created a framework to integrate the TANF, general assistance and food stamp clients into the One-Stop and align them with additional services and activities available from other funding sources.

### **Addressing Current Barriers to Coordination**

Although the State has taken a number of steps to develop collaborative relationships, there are still barriers to coordination. Foremost among them is the state of the economy. With fewer resources available, the State has instituted a hiring freeze. That, coupled with several years of decreased funding in federally funded workforce efforts and a state early retirement effort has resulted in staff resources that are stretched to the limits. Other partners at both the State and local level have similar staffing, which has made it difficult to maintain the ongoing processes necessary for collaboration. To address this barrier, the Governor's office has approved a plan that allows for the hiring of temporary staff hired to ensure the success of our ARRA efforts.

The nature of those being impacted by the recession warranted increased options from job boards. While the publicly available job bank does offer access to information regarding numerous opportunities, we needed to make some changes if we wanted to attract those

unaccustomed to working with the traditional One-Stop system. One area requiring change was the job board. Working in tandem with the National Association of State Workforce Agencies, the Direct Employers Association and our neighbors/partners from New York and Connecticut, we have developed the Rapid Reemployment Initiative (RRI). In addition to traditional information regarding jobs and events, this new site allows for corporate participation. Companies looking for someone with a specific skill from one or various companies would be able to get that information from the site. We are currently working with our partners in this venture in the development of an outreach program so that it may be populated with the necessary information required for its success.

## **Reemployment Services and Wagner-Peyser Act Services**

**Question IX.C.4.b. Describe the reemployment services the state provides to Unemployment Insurance claimants and the worker profiling services provided to claimants identified as most likely to exhaust their Unemployment Insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act. (§112(b)(17)(A)(iv).)**

In providing Reemployment Services (RES), New Jersey's goal is to help job seekers quickly identify appropriate career path job opportunities and re-attach to the labor force. RES services are provided in two different alternative tracks: Project Reemployment Opportunity System (PROS) and Job Search Assistance and Assessment Program (JSAAP).

As soon as UI claimants initiate a claim, they are scheduled for a One-Stop Career Center Orientation through the LOOPS systems. Those who meet profiling criteria are scheduled for a special PROS Reemployment Orientation.

Through the Orientation, PROS customers receive general information about the services available through the One-Stop, including group activities, job placement assistance, job referrals, job development, career counseling and a public access center. PROS customers are then scheduled for a Career Beacon Job Search Workshop that includes multiple modules directed to the needs of the customer such as; 1) interviewing skills training 2) job search assistance 3) labor market information 4) resume writing 5) training. The training module is presented by WIA Counselors to explain WIA Training Services and financial aid options.

### **Utilizing Information Technology To Better Identify and Serve UI Claimants**

Several years ago, New Jersey made the decision to modernize its unemployment insurance benefits system to allow claimants to focus on reemployment activities by making the claims process timely, efficient and informative. NJ SUCCESS, the new technology, has improved UI service delivery for the UI customer through three NJ SUCCESS releases:

1) In August 2008, a Virtual Call Center was implemented. Previously, the State's three call-in centers were totally independent from one another. Claimants were directed to the call-in center based on their geographic location. UI realized that resources could be leveraged for workload balancing if the three call-centers were moved into a virtual environment. Through the use of the Virtual Call Center, each call is delivered to the next available agent. This technology enabled the calls to be answered quicker and gave every customer the same level of service.

2) Previously, every claim had to have a UI Agent intervene to complete the claims filing process. In November 2008, the NJ SUCCESS web application provides for a claim to be filed with no agent intervention required. Currently, between 50 percent and 60 percent of all claims filed are filed via the web with 50percent of the web claims completed without an agent. This frees up UI staff to work with those claimants who do require agent assistance.

3) Also, since November 2008, the O\*Net Autocoder is now embedded as a live

connection in both the web application and the telephone claims filing system. The O\*Net codes, because of the autocoder installation, provide a more accurate occupational code that can be used in the OSCC for job search/job matching. The coding more accurately represents the claimants' occupations based on their job duties and job description, thus providing a better chance for job match success.

New Jersey's improvements to the UI system allowed New Jersey to handle the rapid increase of unemployment claims caused by current economic conditions. In 2009, New Jersey is receiving almost 30 percent more claims than 2008 and the investments made into the system have proven their value. New Jersey now has the highest number of people collecting benefits since 1976 when the unemployment rate was 10.8 percent and, through technology, is able to handle the workload with 50 percent less staff.

On a local level, UI has increased the number of dedicated computers in the One-Stop Career Centers (OSCC) established for UI claims filing and continued claims certification. In the past year, 110 new computers were added statewide. More than 50 percent of new claimants now use the web to apply, compared to 2006 when only 37 percent used the web for application of benefits.

To improve service to the public and expand accessibility, LWD is working with libraries throughout the State. The public is coming in to use the computers in the local libraries to file for unemployment benefits, and this is an opportunity, not only to get their claim filed, but to be exposed to reemployment services that are available. To this end, LWD has been providing training for library staff that enables them to assist individuals seeking UI services while encouraging the unemployed to use the PCs to access a variety of reemployment services. LWD will be creating these same partnerships with Faith-based and Community-based Organizations.

For those who do not want to use the computer, courtesy telephones have always been available at the OSCC. In the past year, however, many more telephone lines were added. The courtesy phones are a direct connection to a Call-Center agent and wait times are generally less than one minute. With this expedited service, claimants are less frustrated with State services and are more apt to use the other services of the OSCC.

As UI benefits are paid, LWD uses technology to inform claimants by utilizing the checks themselves. Messages, such as support service information helping claimants to access related government services, are printed on the check stubs. This information may include job search assistance, healthcare, COBRA, or foreclosures.

New Jersey is the first state to receive 100 percent of the ARRA funding earmarked for the funding of the UI Trust Fund. The state has a system whereby claimant information such as their e-mail addresses are now used to inform them of the services offered by the One-Stop and general information available on LWD's website.

To aid in better matching of UI claimants with available job openings, a new nightly batching process is now in production. This process allows LWD to match the skills of UI claimants in the AOSOS (America's One-Stop Operating System – case management) database with the job

openings in the database. In those cases where there is a match, an e-mail is sent to the claimant advising him or her of the job opportunity (or multiple opportunities) and provides appropriate links so that more information may be reviewed.

New Jersey also will be using the O\*Net Autocoder to enhance the accuracy of the occupational classification in the AOSOS case management system. LWD plans to update this system in the near future, which should result in an increase in our ability to assist clients with an improved capacity for job referral.

These technological enhancements were planned and, in most cases, implemented prior to the Recovery Act. However, moving forward, we will utilize Recovery funds for these and other related efforts.

**Question IX.C.1.b. Describe how the State will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act includes: (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service, and is accessible and available to all customers at the local level. (§112(b)(17)(a)(i).)**

The three-tiered service delivery strategy has been a cornerstone of New Jersey's One-Stop Career Center System. As a result, New Jersey's One-Stops have developed appropriate customer flow processes that have been further refined as a result of the recession to increase access and availability.

### **Reemployment Orientation**

Generally, customers seeking services through the One-Stop Career Centers are scheduled for a Reemployment Orientation (RO) held twice a day within each One-Stop. The purpose of the RO is to provide information to UI claimants and non-claimant registrants on the services provided within the One-Stop, including information on the public access center, Career Beacon Workshops, employment counseling, labor market information, and the service sequence to access training services. The RO also provides information on funded program services and general eligibility criteria for programs such as Veteran's services, Workforce 55+ Older Worker Services, Professional Services Groups, Self-employment Assistance Program, and ex-offender services.

Following an RO, customers are referred to the public access area. Self-Service resources include access to computers, copiers, fax machines and telephones to file employment applications and seek information on career training facilities, labor market information, and job listings. Courtesy telephones that link directly to UI staff and dedicated UI computer terminals are also available.

### **Self- Service**

Through the public access area, customers may schedule themselves for Career Beacon workshops, which are a series of job-search related workshops on topics such as interviewing, completing applications, resumes, and accessing labor market information. They may also request an individual interview with a Veteran's Representative or other program staff if they believe they have a barrier that would prevent them from finding employment through the self-service delivery process.

All self-service centers have a facilitator to assist customers in utilizing the center and to make referrals to other One-Stop services if they recognize that additional employability development services are needed for a particular customer. LWD also maintains their web-based Workforce New Jersey Public Information Network (WNJPIN), [www.wnjpin.net](http://www.wnjpin.net), to allow access to information on services available within the One-Stop Career Center system. The site provides labor market information, information on job fairs and positive recruitments, and a Job Bank that provides access to job order information from employers who are recruiting workers. Customers are able to self-refer to job openings in the system that employers have designated as being open to all job seekers.

## **Facilitated Self-Help**

Facilitated self-help services include access to Employment Interviewers and Counselors for employment referral and employability planning, as well as the Career Beacon Workshops.

Staff-assisted services include training needs assessment, development of a formal employability plan and individual services strategy, access to Individual Training Accounts (ITAs), and monitoring of trainee progress while in school. Customers can also receive intensive one-on-one job search support, including resume and interview feedback, job development services and ongoing career counseling.

Customers move from self-service and facilitated self-help to staff-assisted services either by requesting such services or through staff observation of customers. Customers are informed of the availability of facilitated self-help and staff-assisted services through the ROs and Career Beacon Training workshops and by individual program staff such as Veterans services, 55+ Older Workers, Work First New Jersey, or the Professional Service Groups program (PSG). If they are not reaching their employment goals or feel they lack the educational or employment credentials that would make them successful, customers are able to request higher levels of service. In addition, staff in the Public Access areas monitor customer progress and can make referrals to staff-assisted services when necessary.

To increase the accessibility and availability of services to customers at all levels, the State is using partnerships with other agencies and groups, such as faith and community-based organizations, which have access to customers who may not normally visit the One-Stop Career Centers. In many areas, this includes the creation of Community Access Points and the provision of services through public libraries.

For self-help, the Public Access areas are open to anyone to use and are equipped with some adaptive technology and modified work stations to accommodate those customers with disabilities. These accommodations include such things as wide cubicles, large screen monitors, trackballs, and adaptive software systems. The Workforce Learning Links, available to those customers with a desire to improve their basic skills, also have modifications to handle customers who may have a disability. In both the Public Access area and the Workforce Learning Link, facilitators are present to assist the customer.

## **Expanded Outreach Services**

The Department of Labor and Workforce Development (LWD) has developed a Notice of Grant Opportunity (NGO) for nonprofits in the community to provide outreach and recruitment services to populations the nonprofits serve that may benefit from One-Stop services. In addition to outreach, these nonprofits will also be able to provide some One-Stop services, such as training on the use of the WNJPIN website, how to file a UI claim, and how to access and use labor market information online. These sites will be access points to the One-Stop Career Centers and be able to make referrals to the One-Stops for more intensive and training services.

In addition, LWD has initiated training for library staff to inform and educate them about the



services offered at the One-Stops. Almost one hundred library staff throughout the State are receiving training on the use of various One-Stop technology services such as job boards and electronic filing for UI claims. As with the nonprofits, libraries will also serve as access and referral points for the One- Stop Career Center system.

LWD anticipates ongoing training for library and non-profit staff regarding workforce services. Additionally, there will be a public procurement process used to establish additional access points. Recovery funds will be utilized for the development of the access points.

The State will also use technology to get more people into the One-Stop Career Centers. As discussed previously, UI claimants will be matched with job openings in the State's database and claimants will be informed of potential matches via email. They will then be encouraged to visit the One-Stop Career Centers to not only access the available job openings, but also to begin utilizing Core and Intensive/Training services.

To ensure accessibility of One-Stop services for individuals with disabilities, LWD and the State's Division of Rehabilitation Services (DVRS) established a Disability Program Navigator (DPN) program in 2003 utilizing a Federal Workforce Investment Grant (WIG) that New Jersey called Project Access. The State will continue this effort using an array of eligible funds from DVRS and other sources, including ARRA. Eight additional DPN staff will be hired directly as a result of ARRA funding.

As a round two grantee of the Work Incentive Grant for the Disability Program Navigator (DPN), New Jersey participates nationally with the technical assistance and training network provided through National Disability Institute, Inc. (NDI). They, in turn, share all training materials and best practices through electronic transmission and audio conferences for Navigator staff, which then allows for training of all One-Stop staff and partners to expand the knowledge and expertise of staff in providing effective customer service. In particular, the Navigator will collaborate with planning representatives of the Workforce Innovations in Regional Economic Development (WIRED) initiatives. The Navigator, with DVRS, will facilitate universal access to the OSCC system for jobseekers with disabilities.

On a statewide basis, DVRS, New Jersey's Commission for the Blind and Visually Impaired (CBVI), State and community partner agencies, and consumers collaborate as members of the State Employment & Training Commission (SETC) Disability Issues Committee. One area of focus of that committee is to provide One-Stop staff the ability to exchange information and extend the access of One-Stop services to those organizations and agencies serving people with disabilities. Locally, every WIB also has a Disability Issues Committee that works to improve the employment of people with disabilities as well as monitor the accessibility effort of the OSCC.

In addition, LWD's website is Bobby compliant and LWD is also working with the Direct Employers Association in order to develop a more comprehensive technological job board effort that is ADA compliant.

## **Adult and Dislocated Worker Services**

**Question IX.C.1.a. Describe state strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2).**

### **Access to Core Services for Dislocated Workers**

As discussed previously in this plan, all UI claimants are scheduled for Reemployment Orientations (ROs) at the One-Stop Career Centers where they are informed of available core and intensive services and encouraged to make use of these services. To address the increase in dislocated workers accessing the One-Stops, the State is hiring a number of temporary staff to provide increased levels of service. The State is also expanding services provided through local libraries and nonprofit organizations to further reach out to dislocated workers and provide them with access to core services.

Also for dislocated workers, the State is making extensive use of its Rapid Response teams. These teams are providing One-Stop customer orientations to displaced workers at facilities in which five or more workers are being displaced. On-site Rapid Response services and other activities include:

- Assisting dislocated workers in filing claims for Unemployment Insurance (UI) and answering UI questions. Laptop computers will be used in the near future at some locations to demonstrate online UI registration to workers;
- Explaining the complete spectrum of services available at the One-Stop Centers followed by a Q & A session for workers;
- Distributing a printed directory of One-Stop Career Centers and other resources such as affordable insurance, Social Security information, America's Workforce Network (toll free help line), and Wage and Hour information;
- Encouraging impacted workers to seek immediate assistance from their nearest One-Stop Career Center for extended services such as counseling, job search workshops, resume writing, job leads, referrals to training, and self-employment help;
- Assisting employers in setting up on-site Career Centers for large scale layoffs at very large companies that request such help;
- Explaining the On the Job Training (OJT) program in more detail to both employers and dislocated workers to ensure active participation. Referrals to OJT program staff;
- Partnering with temporary employment agencies as a means to expand the job openings pool with emphasis on temporary to permanent positions. Holding Positive Recruitment to fill large numbers of openings;
- Facilitating more Job Fairs and Positive Recruitments to build bridges between hiring and downsizing companies;
- Assisting companies and workers in entering information in Rapid Reemployment Initiative (Job Central) to ensure fast and effective labor exchange;

- Encouraging employers to consider OJT for white collar entry-level positions side by side with blue collar jobs;
- Partnering with New Jersey Economic Development Authority (EDA) in working out layoff aversion strategies for floundering businesses;
- Partnering with unions and the NJAFL-CIO in delivering services to unionized dislocated workers.

### **Access to Core Services for WIA Adult and Target Populations**

To ensure access for adults and target populations given preference under WIA, the State is pursuing the following strategies:

- As discussed previously, New Jersey is increasing access points to services by partnering with faith-based and nonprofit organizations to provide some core services on-site, as well as to provide referrals to the One-Stops. The SETC is supporting this process by providing webinars on partner formation and best practices.
- WFNJ (TANF) customers are mandated to participate in a core service activity as a regulation to continue to receive public assistance. One-Stop core services are integrated with the eleven countable work activities prescribed by the Deficit Reduction Act of 2005. These include Job Service, Community Service, Community Work Experience, Vocational Education (including college), English as a Second Language, Job Skills Training Related to Employment, GED, High School attendance and Employment in the various sectors (public, private, subsidized, etc.). As a result, WFNJ case managers connect individuals to One- Stop core services as part of the case management process. This is made easier by the fact that most “to-work” case managers are physically located at One-Stop Career Centers as part of New Jersey’s consolidated workforce system.
- The Disability Program Navigators in each One-Stop Career Center (OSCC) are on-site to assist individuals with disabilities in accessing both core and intensive services. Many partner agencies, including nonprofits serving individuals with disabilities, are also assisting in this process.
- In each OSCC, the Disabled Veterans Outreach Program (DVOP) and Local Veteran’s Employment Representative (LVER) work directly with Veterans and their eligible spouses who self-identify when registering in the office. Most OSCCs also partner with their local Department of Veterans and Military Affairs office for referrals and services to customers. Veterans and their eligible spouses can receive basic core services directly at Fort Dix, including job seeking skills, resume writing, and job referral.
- A variety of other strategies are in effect to deal with people in prison and ex-offenders. Services include prison job fairs, distribution of OSCC marketing materials, and the opening of a One-Stop Career Center in a juvenile justice school for boys. Partnerships, both formal and informal, have been created between LWD and the New Jersey Parole Board and Department of Corrections. These partnerships assist in promoting the core and intensive programs and services available at the OSCCs for ex-offenders.

**Question IX.C.1.c. Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers, as well as resources provided by required One-Stop partner programs, to deliver core services. (§112(b)(17)(a)(i).)**

In every One-Stop Career Center, Core Services are provided through the use of integrated funding and partner contributions. Staff from programs funded by WIA Title I, Wagner-Peyser, DVRS, Veterans Affairs, UI, and various community-based organizations all participate in the provision of services in the public access areas. Local WIA partners also help with the recruitment and enrollment of individuals for program services. The process of determining eligibility is typically done by a local WIA-funded counselor, though in some areas this is done as a joint effort by appropriate partners.

Under ARRA, we anticipate continuing these practices. We will use ARRA funds to support additional Core Services staffing needs, such as funding of Disability Program Navigators and temporary public access area staff. These funds may also be used to support plans to work with nonprofit and faith-based partners to conduct outreach and referral to One-Stop Career Centers.

Using Wagner-Peyser funding, the Department has created *Real Time Jobs in Demand*, a new planning tool that is now available to prepare New Jersey's workforce for tomorrow's "new economy, " while simultaneously meeting the immediate challenge of connecting dislocated workers with new and emerging job opportunities. The information is available by clicking on the "Real Time Jobs in Demand" link on the LWD website at [www.nj.gov/labor](http://www.nj.gov/labor). For the first time, this information is available to help jobseekers and counselor at the OSCC understand which jobs are open in today's labor market, so that students, dislocated workers or those re-entering the labor force can make informed decision.

This tool uses innovative web-based technology to capture all current job openings in New Jersey, compiling information gathered from various sources. Information including wage, educational requirements, and number of openings is all listed. This provides the latest, most up-to-date picture of the job market. Besides being a valuable tool for job seekers and counselors, it is also valuable for educators and colleges who would provide the training needed for the demand occupations.

**Question IX.C.3.a. Describe the Governor’s vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources. (§112(b)(17)(a)(i).)**

As discussed previously in this Plan, the Governor’s goal is to create a continuum of educational opportunities and services that will allow the State to continue its plan to develop a world-class workforce. We will do so by pursuing five key strategies:

1. Connect Education and Workforce Investments to the Drivers of Economic Growth
2. Expand and Enhance New Jersey’s Consolidated One-Stop System
3. Expand Training Opportunities for Low-Skill Residents to Connect them to High Growth, Career Path Jobs
4. Upgrade the Skills of High-Skill Workers
5. Provide Workers with the Infrastructure and Supports to Access Training and Education Opportunities

To implement these strategies, the State will leverage all available funding opportunities, including WIA Title I and Title II funds, ARRA resources, WFNJ “to work” programming, federal and state financial aid programs for education (such as Pell Grants) and State resources such as New Jersey’s WDP program. New Jersey will fully take advantage of all opportunities to encourage and disseminate information regarding the new FASFA regulations which may enable those who are unemployed to be eligible for Pell grants, which have increased to cover more of the cost of college tuition. The focus will be on ensuring that job seekers have access to ALL funding resources so that they are able to access the full range of education and training necessary to prepare them for family-sustaining career paths.

Through the State’s consolidated workforce system, we have an extensive network of basic adult education, ESL, and workplace literacy programs. The Consolidated ABS and IELCE competitive Grant Program made possible under the Federal WIA of 1998 (P.L. 105-220), Title II, the Adult Education and Family Literacy Act and administered by LWD supports eligible providers in the development, implementation and improvement of adult education and literacy programs and activities in each local workforce investment area throughout the State. Title II programs provide instruction or services in the following categories:

1. Adult education and literacy services, including workplace literacy services, and for those adults in need, educational programs that emphasize contextualized instruction on the rights and responsibilities of citizenship, naturalization procedures, civic participation, and U.S. history and government.
2. Family literacy services.
3. English literacy programs.

The Workforce Literacy Links provide classroom-based, individually paced basic skills for those who need help with reading, oral communication skills, writing, and mathematics. They also may teach English as a Second Language (ESL) and computer basic skills.

As indicated previously, comprehensive One-Stop Career Centers have a Workforce Learning Link on-site and we have developed extensive partnerships with other literacy partners such as Literacy Volunteers of New Jersey (LVNJ), to ensure that job seekers have access to the literacy supports they need. In addition, Workforce Learning Links have also been set up at various nonprofit organizations and through the Corrections Department to serve incarcerated individuals. Additionally, collaboration and coordination among literacy providers are buttressed through local WIB literacy planning which addresses a process for referrals and ensures a continuum of literacy services.

We will also be leveraging WIA Title I and ARRA resources to increase the availability of skills training programs and to expand accessibility for residents. The State is currently working with its Community Colleges, 4-year institutions and other training providers to develop consortium-based classroom training for industry-focused training. We will also continue to use ITAs to fund training and will work with employers to fund customized training programs that 1) allow workers to advance in career paths, opening up new opportunities for unemployed workers and 2) ensure current employees are able to maintain their jobs, thus averting additional lay-offs. Job seekers will also be provided with support in completing financial aid applications that allow them to access federal and state financial aid resources to finance their educations.

State staff, local WIBs, One Stop Operators and One Stop staff will all have access to the *Real Time Jobs in Demand* data system to provide them with trend data on the industries and occupations in New Jersey that are experiencing growth. This data will be used to inform decision-making about how training dollars will be used to develop bulk contracts and support the career goals of individual One Stop customers through ITAs.

We also intend to utilize our AOSOS case management system to organize these wider efforts. This will allow our local partners to stay aware of the availability of program slots on a real time basis.

Providing funding to pay for training will not be enough to ensure expanded access. The State must also ensure that individuals have other kinds of supports in place. Therefore, all funding sources will be leveraged to maximize supports that allow individuals to access the training they need. For example, the State is continuing its policy of extending UI benefits while individuals are enrolled in training. Resources will also be used to provide support for transportation, child care, needs-based payments, among other services.

We are also using technology to expand access to training. One local area is pursuing the development of a Virtual Healthcare Institute that will provide expanded distance learning opportunities to support the Healthcare sector. Another area is running a demonstration project in which they have purchased site licenses for healthcare-related e-learning that they will offer to local healthcare employers, particularly long-term care facilities. In a third area, to meet the needs of higher-skilled customers, dislocated workers will have access to e-learning licenses

that allow them unlimited access to over 350 business and 300 healthcare courses during a 90-day period.

Other programs include:

- Piloting a “stackable credential” educational model in Transportation, Logistics and Distribution. As part of the North Jersey WIRED (Workforce Innovation in Regional Economic Development) Initiative, this is a joint project in one WIB area that includes the County College, Kean College and the County Vocational-Technical School, where the partners will be working to develop stackable employer-recognized credentials from basic skill levels through the high school diploma, the Associates degree, the Bachelor’s degree and beyond. New course materials will be created and seamless articulation of coursework will be the focus.
- Creating “sector specialist” positions within several One Stop Career Centers. These individuals will have more specialized knowledge of the demand occupations, training programs and industry needs in targeted sectors and will be able to provide more intensive and customized career counseling and supports. They will also be responsible for supporting the development of career pathways and “high volume” training opportunities.
- Developing a Sterilization Certification program that prepares individuals to meet the State’s recently passed requirement for employees to meet this standard.
- Creating a Construction Inspection Certification program in cooperation with the New Jersey Department of Transportation to prepare people to inspect roadways in anticipation of increased construction through Recovery Act funding.
- Creating a Certificate program in Information Systems Essentials through New Jersey Institute of Technology (NJIT) that will upgrade existing skills and prepare individuals for advanced degrees in Information systems. This same local area will also be providing training in advanced software tools such as Cognos, an IBM business tool that combined with Oracle or Sql server skills provides a strong foundation for data warehousing and web-based reports.
- Providing short-term, relevant training to returning Veterans that helps them apply their military experiences to obtain college credit and/or professional certification. One local area is focusing on developing a Construction Management Certificate program through Richard Stockton College of New Jersey. They are also developing a Homeland Security Certification program. Other programs under consideration include an EMT program, a Mechanics Certification and Police/Fire Academy training. All of these programs are particularly well-suited to the transferable skills sets of returning Veterans.
- Developing a 6-module certification program for individuals seeking entry-level employment in food processing and handling businesses. This program will be delivered through the Rutgers Food Innovation Center.
- Offering computer skills training to all WIA and WDP-eligible customers while they wait for approval of their occupational skills training program. This is in response to

employer concerns about the level of technology skills possessed by applicants.

Expanding training for “green jobs” is a particular area of focus for the State:

- The Department of Labor and Workforce Development, as part of the One-Stop Career Center training efforts, plans to educate counselors on “green” occupations as they related to energy efficiency and renewable energy.
- The Department of Labor and Workforce Development has awarded a grant to an urban community-based organization to develop and deliver a curriculum in “green” occupations. This grantee has established a partnership with a utility company to place program graduates into 3 to 6 month internships upon successful completion of the curriculum. The ultimate goal is the utility company will hire program graduates upon completion of their internship.
- Three additional grants were awarded to community and/or faith-based organizations, on a regional basis, to provide job readiness and life skills to individuals who have an interest in pursuing a career path in the energy industry. These three programs will serve as “feeder” programs to the curriculum/internship program mentioned above. All efforts will be coordinated by LWD to ensure a smooth transition of recruitment, training, and placement of program participants.
- The New Jersey Laborers Union has created a new residential branch, Local 55, which will focus on weatherization. Union officials have committed to the local hiring of women and minorities from within the areas where the weatherization efforts will begin. Community ties are underway and a substantial training program is now in place and has graduated its first class.
- One local area is partnering with Rutgers University’s newly-created Eco-Complex, New Jersey’s first environmental research and outreach center that services as a university-based resource hub for the environmental and renewable energy sectors. A Green Buildings Initiative will train individuals with limited skills and/or who have dropped out of school. A Solar Wind and Energy program will serve those with some work experience and higher literacy skills, teaching them to use green skills in building trades and electrical systems. A Food and Plant Materials initiative will target individuals with basic reading skills and a desire to work with natural materials.
- In another local area, a Nuclear Energy and Sustainable Degree program is being created at the Community College using a USDOL Community-based Job Training Grant. This program is being developed in partnership with Public Service Electric and Gas Company, Nuclear and Energy Freedom Pioneers and others, including the One Stop Career Center.
- Other certificate and degree programs are also being developed throughout the State. These include *Leadership in Energy and Environmental Design (LEED) Preparation for New Construction and Renovation*, *Organic Greenhouse Basics*, *Introduction to Grid-Tied Solar Photovoltaic Systems*, *Weatherization*, as well as exposure to cutting edge technologies in ethanol and bio-diesel production, fuel cell development, geothermal heat pump technology, wind turbine power generation and tower construction and energy conservation techniques and sustainable energy practices.



**Question IX.A.5. What models/templates/approaches does the state recommend and/or mandate for service delivery in the One-Stop Career Centers? For example, do all One-Stop Career Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop Career Center? Are all One-Stop Career Centers required to have a resource center that is open to anyone? (§§112(b)(2) and 111(d)(2).)**

## **Service Delivery to Job Seekers**

### **Overview**

All One-Stop Career Centers (OSCCs) have a resource center that is open to anyone to use for the purposes of conducting job search activities and filing for Unemployment Insurance. All centers have desks, computers, copiers, telephones, and fax machines. Most OSCCs have a resource library of materials including books, newspapers, magazines, labor market information, and brochures on partner agencies. Most OSCCs have a fulltime staff person who facilitates the activity and assists the customers whenever needed.

### ***New Initiatives***

Given the influx of job seeker customers into the system, the State has formed an Integration Committee that includes WIB Directors, One-Stop Operators, ES Managers/Administrators, Lead Counselors, Monitors, Performance/Reporting Representatives, and UI Staff. This committee is addressing issues related to the One-Stop job seeker customer flow and examining what is necessary to revamp the process in light of new pressures on the system. In particular, the committee is looking at strategies for ensuring that training funds are targeted to those most in need and at strategies for streamlining services. A new assessment process is also being developed to address the issues of high-skill dislocated workers.

### ***Assessment***

Currently, One-Stops have a fair amount of latitude in determining assessment tools, career counseling and referral processes, and the sequence of services. Some guidelines have been set at the State level—customers are required to attend a Reemployment Orientation, TABE testing is required for individuals who want to access training—but for the most part, local areas are allowed to develop the processes that work best for their local residents.

### ***Professional Service Groups***

Professional Service Groups (PSG) are job seekers searching for professional-level occupations who join together to help one another, as well as themselves. Meeting in 12 One-Stop Career Centers (OSCC) throughout the State, members have access to the full range of OSCC facilities, technologies, and services. OSCC staff work with the members for individual assistance, as well as provide leadership at group meetings, workshops, and seminars. The program is open all day Monday through Friday and members can attend as often as they like. The fellowship of professionals gives each member the ability to share their skills, talents, and job-related contacts with other group members for the common goal of job placement.

To assist in the maintenance of daily operations, members form various committees. The work in the committees can range from job search techniques, to mock interviews, to resume review. They also have very aggressive committees that work to contact employers for new job leads. The PSG provides the OSCC with many new job openings, while providing the employers with a pool of job-ready candidates.

With the recent increase in PSG participants, each of the 12 sites is currently conducting an assessment to understand the needs for materials, technology, and meeting space. LWD is also seeking to create new PSGs in additional One-Stop Career Centers.

## **Service Delivery to Businesses**

### ***Overview***

The SETC, local WIBs, and LWD know that each OSCC has two customers: the job seeker and the business employer. Servicing those employers has always been a priority of the OSCC. It is important for employees in the OSCC know the employers in their local area.

### ***Business Services Centers***

To aid in the goal of outreach to employers, each One-Stop Career Center has a Business Services Center. Through LWD staff outreach, by Business Representatives (BRs), employers are made aware of workforce programs and services. BRs have increased the outreach to employers and are working with other One-Stop staff to ensure that job orders are entered into the State's job bank system.

### ***Website***

LWD's redesigned website, [www.gov.nj/labor](http://www.gov.nj/labor), provides a wealth of information to employers about LWD programs and services. Employment laws, including wage and hour and child labor laws, are easy to access. Linkages to all other State agencies are also available, including Economic Development, Education, and Taxation. There are prominently displayed important notices regarding legislation, employer incentives, ARRA, unemployment, and Census 2010, as well as the Commissioner's updates. Employers have the ability to go directly online and list job orders, as well as search through the pool of available job seekers.

### ***Partnerships***

In addition, the State has expanded partnerships with Chambers of Commerce, WIBs, WIRED Regions, and faith and community-based organizations in an effort to identify more jobs and get them into the job bank system

## **Youth Services**

**Question IX.E.1. Describe the state's strategy for providing comprehensive, integrated services to eligible youth, including those most in need. (§112(b)(18).)**

### **State Policy/Funding**

New Jersey's goal is to implement a robust summer youth effort that combines work readiness, summer employment, occupational skills, counseling, mentoring and supportive services, followed by transition services to education and/or sustainable employment. The program includes state-developed programs, implemented locally as well as locally designed programs. The priority is to enroll out-of-school youth who are disengaged from education and/or training, as well as youth aging out-of-foster care, youth involved with the juvenile justice system, young returning veterans and youth with disabilities. New Jersey anticipates expending approximately eighty percent (80%) of its Recovery Act youth funding in the summer of 2009 and a smaller portion to continue beyond September 30, 2009 for training and additional employment opportunities.

Based upon planning estimates already provided by some of our local partners, we anticipate about 6000 young people participating in ARRA-funded summer employment services. This will be in addition to another 1000 participants expected from a State/Local workforce initiative termed Summer HEAT (Help Employ Area Teens) which is an unsubsidized job placement initiative that began in 2008.

Recovery Act funds have been distributed to local Workforce Investment Boards (WIBs) through a WIA formula disbursement method. While the State has several summer youth initiatives, in most instances the State will not operate youth programs. Rather, local areas will implement the programs either by directly administering the summer youth program themselves and/or awarding contracts to institutions of higher education or other training providers for elements of the program.

For PY 2009, New Jersey is requesting three waivers relating to youth - ITA programs, summer employment provider procurement requirements, and performance measures, copies of which are attached to this document.

### **Program Design**

New Jersey envisions summer youth employment programs to have several key elements: outreach & recruitment, career readiness instruction, summer youth work experience, supportive services, obtaining a career readiness credential, and transition to education and/or work. During a six to twelve week program, youth will work twenty to forty hours per week and receive a minimum rate of \$7.25 per hour or higher.

#### *Outreach & Recruitment*

Local WIBs are responsible for outreach and recruitment. WIBs are expected to build local

partnerships with education, community and faith-based organizations, as well as leveraging the knowledge and resources of their local Youth Investment Council. Many local programs are conducting special outreach to ensure that they meet the goal of serving the special youth populations targeted by New Jersey.

As part of an on-going commitment to the “Shared Vision for Youth,” LWD has reached out to several other State agencies to develop strategies to ensure that special youth populations have an opportunity to participate in the summer youth employment activities. Efforts to connect local areas to the following continue: youth with disabilities; youth aging out of foster care; young returning veterans; juvenile justice participants, and out-of-school youth.

#### *Work Experience*

Local WIBs report the development of many public sector jobs for summer youth employment opportunities with some areas reporting as many as 300 non-profit and public sector organizations expressing interest in the work experience component of the youth program. These organizations include: non-profits, municipalities, public schools, Community Colleges, faith-based and community-based organizations and others. Placements will either be individual assignment to a specific job in one of the above organizations, or to a crew as part of a community service-based project. Where possible, summer employment opportunities will be linked to career interest. Special components are being developed such as “career camps,” which will place youth in jobs for which they have a career interest, such as law and public safety, health care, construction trades, information technology and horticulture/landscaping, green industry, or other areas that are reflecting a demand or future demand. Through the Summer Heat program and potentially by local WIBs, unsubsidized opportunities may be made available with private employers.

#### *Career Readiness Instruction*

LWD is recommending that all programs begin with a classroom-based orientation/job readiness program (1-week minimum). This would include critical employability and financial literacy skills instruction which prepare youth with a skill-set for long-term sustainable employment and successful retention in the job. Many local areas have indicated that they will use the Adkins Life Skill program to help address work readiness attainment. New Jersey is also encouraging local areas to make available an online curriculum being developed jointly by The Center for Women and Work at Rutgers University and the Center for Literacy Studies at the University of Tennessee. This curriculum is based on the Work Readiness Profile, developed by the National Work Readiness Council, which also developed the Work Readiness Credential (WRC), an assessment of entry-level work readiness.

In addition, New Jersey offers a unique website for youth: [www.njnextstop.org](http://www.njnextstop.org). NJ Next Stop provides career exploration information, career videos, self-assessments, profiles of success, a monthly e-newsletter, employer links, and much more all geared to young people. During the work readiness portion of the summer youth program, this website will be utilized to help provide information, guidance, and direction.

#### *Work Readiness Indicator*

A work readiness indicator will be the only performance measure for summer youth. New Jersey

is one of the founding partners of the National Work Readiness Credential ([www.workreadiness.com](http://www.workreadiness.com)). While the credential is still in the pilot stage and only offered in selected areas, youth in those areas can use the testing for pre and post program performance measures. It is recommended that staff review and/or observe attendance, punctuality, employer progress reports, and attitude to measure success. Staff from LWD's Monitoring and Compliance Unit will be deployed for program oversight.

### *Support Services*

LWD, in numerous forums, has stressed to local workforce areas that the inability to cover costs associated with the participation in training should not create a barrier to someone's ability to benefit from a workforce opportunity. We have reached out to our local areas requesting an explanation of their local supportive service strategy so that we may be clear on what supports are in place for clients.

New Jersey's Youth Corps program, which is our principle out-of-school program model, has historically provided a stipend for young people so that they do not need to choose between educational options and a low-paying job. Youth Corps is a service and education opportunity where enrolled young people receive a stipend related to their work on community service efforts. We have found this approach to be a positive motivator for the population.

Also associated with this program, we have recently introduced an evening Youth Corps option to ensure that out-of-school youth have a positive haven in the evening hours. Offering this as an option not only expands opportunities for the out-of-school youth being served, but also may assist by allowing them to bring friends and family into a controlled and positive environment.

LWD has recently reached out to all local areas requesting descriptions from them regarding the set of supportive services they will make available to all through the Recovery process. New Jersey workforce areas have a strong history in being able to galvanize such services as a result of our historic consolidation of workforce programs which brought many efforts, including welfare and adult literacy into LWD. As a result, One-Stop Career Centers are adept at coordinating child care services, working with transportation entities and linking with other needed services for an individual.

The State has also issued a Notice of Grant Opportunity seeking the development of new asset maps which would provide workforce areas with real-time information regarding the availability of an array of supportive services that will increase an individual's opportunities for success. The list should include options like child care, mental health services and transportation. These options will include supportive services for all populations including out-of-school youth.

Also, as a support for youth, local WIBs and One-Stop Operators were complete Host Agency Applications for the Workforce 55+ Program. Under this collaboration, Workforce 55+ employees would be assigned to work as mentors to the youth involved in the summer employment program. Upon submission of program applications, more specific roles of the participants will be identified.

At the local level, several WIBs are pursuing innovative supportive services strategies. For example, one local area has submitted a plan to use Community Services Block Grant funds to encourage youth to save a portion of their earnings. For each dollar saved by the youth participants, the grant will match up to \$50 each week as a way to encourage the saving habit. In another local area, youth who have successfully completed their summer work experience program will have the opportunity to access scholarship supports to continue pursuing education in the course of study related to their summer work experience.

### ***Transition Services***

New Jersey has established as one of its policy objectives that significant efforts need to be made to transition summer youth into education and/or work. Local WIBs are required to address in their local plans the strategies they will undertake to achieve New Jersey's policy goals. Some funds should be set aside to continue working with summer youth participants to ensure they receive additional support leading to full-time employment and/or education. In some local areas, these transitions are being supported through Youth Resource Centers that have previously been established. Through a proposed waiver, supportive services for youth will extend beyond summer employment and include, on-going career counseling, needs based payments, service learning, and transition services. These special initiatives will be reviewed on-site and through reports for program oversight.

### **County College Work Readiness Program**

The New Jersey Council of County Colleges has designed a new program model that will provide an intensive 10-week summer program for out-of-school, at risk youth (ages 16-24). The program offers a combination of summer employment, academic skills, remedial coursework and job readiness training. Upon successful completion of the program, youth participants will receive a total of 6 basic skills credits in reading and math, 2 credits in college/work readiness, as well as provide practical job experience through job placement in various departments at the Community College. The program will be offered at local County Colleges in partnership with local WIBs.

### **County College/WIB Innovative Practices**

Local Workforce Investment Boards throughout the State are introducing innovative practices into the design of their summer youth employment programs. One area, for example, has developed a "Going Green" model, in cooperation with the local County College. This program includes the completion of 300 hours of work experience through several green initiatives currently being introduced at the County College. Youth will also complete 3 academic credit-bearing courses that will promote the use of technology and encourage them to continue post-secondary education.

Another local area is using a "Gateway to College" model geared toward youth who have dropped out of high school. The program will allow youth to earn their high school diplomas while simultaneously completing coursework that can be used toward an Associate's degree or certificate. Youth will also complete work experiences on campus.

### **Local Youth Planning**

The State Employment and Training Commission (SETC) issued planning guidelines to local

WIBs. As noted above, local WIBs are responsible for planning and implementing programs based on local needs and federal and State guidance. New Jersey State Policy, as described in the Local WIB member handbook, comprises a diverse group of youth stakeholders. Local WIBs are required to maintain an active Youth Investment Council and are expected to fully involve their Youth Investment Councils in the development of their youth plan. The policies relating to using the funds for summer youth employment, as described above, were included in the plan guidelines. In addition, the local plan guidelines state that 85 percent of all program funds should be spent on direct participant services.

Responses to the following questions related to youth programs must be addressed in the local plans:

1. Description of the planning process (level of WIB and/or Committee participation, planning with Community Colleges and other educational entities including vocational technical schools and higher education, and organized labor and business/industry).
2. Describe your goals for your Summer Youth Program.
3. Describe specific populations to be served through your summer program including specific outreach efforts to ensure all priority youth populations are aware and have access to the summer youth program. These populations should include, but are not limited to youthful offenders, aging-out of foster care youth, young veterans, and youth with disabilities.
4. Describe any innovative, transformational projects and/or model activities you are presently planning. Include in the description of each of the projects, the specific roles and responsibilities of partnering organizations including Community Colleges, vocational schools, higher education, public agencies, One-Stop Career Centers and others.
5. Describe your outreach to employers in order to access private sector and/or organized labor summer jobs and/or work experience. In what industry sectors are you targeting? How will these work experience slots be matched to summer youth participants? Include in the description of each of the employer projects, the specific roles and responsibilities of partnering organizations including Community Colleges, vocational schools, higher education, public agencies, One-Stop Career Centers and others.
6. Describe your planning and implementation process for securing work experience slots in Faith-Based/Community Organizations (FBCOs), government, and not-for-profit organizations.
7. Describe your planning efforts and how programs will be structured to include work readiness preparation and/or academic learning. What are the outcome measures you will use to define work readiness? What are the outcome measures you will use to define success?
8. Describe any regional planning and/or regional projects you are presently planning for summer youth.

9. Please indicate how you and/or your partners intend to structure One-Stop Career Center services and programs to meet the needs of youth in line with the vision and expectations of ARRA including, but not limited to: outreach and recruitment, testing, eligibility, assessment, job development, job matching and retention, and any other relevant activities.
10. Describe any resources being leveraged in support of summer youth including, but not limited to private sector funds, foundation funds, WIRED Grant funds and any other grant funds. Note that ARRA funds are to be used to supplement, not supplant, regular WIA funds.
11. Describe what services you will offer summer youth in transitioning to permanent employment and /or education, how the transition will be done, and how it will be funded.
12. Projected numbers of individuals to be served and the spending plan for those funds.

In addition, technical assistance has been provided in several ways. A separate guidance document was developed specifically for summer employment for youth which included:

- Eligibility for enrollment into youth programs has been expanded to include 22-24 year olds, making the age group 14-24;
- The intent and desire of Congressional, US DOL officials and New Jersey is to focus the majority of the funds on summer employment in the first year;
- New Jersey is also choosing to focus the majority of the funds on those youth who are out-of-school and disengaged from education and/or the workforce;
- Some funds may be set aside to continue working with summer youth participants to ensure they receive additional support leading to full-time employment and/or education. It is permissible to use regular WIA funds for post-summer follow-up activities.

Technical assistance was also provided during several WIB Director/One-Stop Operator meetings. Leveraging the expertise of several of the WIB Directors who had previously administered a summer youth program, in February, 2009 a panel discussion was held to introduce all WIB Directors and One Stop Operators to the fundamental operational elements of a summer youth program. Materials were developed and circulated that included:

- Priorities and planning for summer youth and out-of-school youth
- Key elements of program design
- Key elements of program operations
- Work readiness skill development
- Resource support
- A sample worksheet entitled Worksite Participation Survey/Questionnaire

Technical assistance will be provided by NJLWD throughout the life of the Recovery Act funds.



## **Oversight/Monitoring**

The SETC is responsible for oversight of local Workforce Investment Boards and fully intends to oversee the local WIBs in the implementation of their plans. The local WIB planning guidelines were specifically designed and organized in a manner that provides a clear template for oversight by the SETC. In turn, the SETC has held regional meetings with WIB Chairs to underscore the importance of local WIB Chairs in convening a WIB oversight committee to continuously monitor and oversee local implementation. Quarterly Progress reports will be submitted to the SETC for review.

LWD is responsible for monitoring the Recovery Act programs and funds in accordance with their Notice of Obligations and local contract to ensure full compliance. Summer Youth Employment monitoring tools have been developed by Monitoring & Compliance Unit and the Office of Internal Audit within LWD. Monitoring will also include on-site reviews. Anticipated start date for this on-going summer review is July 6, 2009.

## **Concurrent State Youth Initiatives**

In addition to youth programs offered through Recovery Act funds, there are several ongoing youth initiatives that will continue to be implemented especially since the programs address the needs of the target populations identified above. The following are descriptions of these State initiatives:

### *New Jersey Youth Corps*

This program is designed to assist young adults (ages 16-25) who have left high school prior to completion with the skills needed to obtain a diploma and prepare for employment. The program combines community service “crew-based” projects with academic instruction in a service-learning environment. The New Jersey Youth Corps have developed coursework in green job occupations, such as energy audit/weatherization, construction trades, and more. The program also provides employability and life skills development, personal counseling and transition services.

The five core elements of NJ Youth Corps are:

- Community service
- Academic
- Employability and life skills (work readiness skills)
- Career and personal counseling
- Transition services to employment, further education or training

### *Summer HEAT*

In its second year, this summer youth program is designed to Help Employ Area Teens (HEAT). Via public and private partnership, Summer HEAT strives to provide at-risk youth, ages 14 to 25, with opportunities to gain exposure to different careers and learn the skills that will lead to long-term employment. Program elements are:

- Hands-on work experience
- Earn a paycheck
- Prepare for a future career
- Learn marketable skills
- Interact with employers
- Receive support from mentors
- Learn about community resources

These two programs will be implemented at the local level. Summer HEAT will be held in six major cities in New Jersey. The New Jersey Youth Corps is operating in twelve areas throughout the State.

## **Veterans' Priority of Service**

**Question IX.C.5.b. What policies and strategies does the state have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288) (38 USC 4215), priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the Department of Labor?**

Ensuring that Veterans and eligible spouses have priority of service and are able to access the full range of options is an important issue for the State.

Currently the State is preparing directives and handout materials to be distributed to all One Stop Career Centers explaining the State's priority of service policy. Staff will also be provided with training on implementing the priority of service policy.

### **Identification of Veterans and Eligible Spouses**

The regulations require LWD (as recipient of the Jobs for Veterans State Grant) to identify covered persons at the point of entry to program and/or services so they may take full advantage of priority of service. Point of entry includes physical locations, such as the One-Stop Career Centers, as well as websites and other virtual service delivery resources. The regulations also require that covered persons be made aware of their entitlement to the full array of services available to them and what the eligibility requirements are to those services and/or programs.

LWD is working with the local Director of Veterans Employment and Training (DVET) to provide support (collateral materials) when reconstitutions (troops returning from deployment) are conducted.

For a new customer coming to the One-Stop looking for jobs, veteran determination is the priority. Once identified and registration form is completed, customer is referred to veteran staff where service needs are explained and assessed

Customers who hear about priority of service at the RO either meet with veteran staff after the RO or are contacted by veteran staff shortly after the RO.

Once the customer has the initial meeting with veteran staff, assessment is made as customer needs. Core services, intensive, case management referrals to partners (VA, VAVRE, supportive services).

### **Delivery of Services to Veterans**

In addition to the standard services provided to Veterans, such as Core, Intensive and Training Services, the State is also working closely with various partners to develop specialized services for Veterans.

- Veterans Services, the Office of Federal Compliance and Federal Contractors are currently working on developing a transferable skills chart to aid veterans in transferring from military to civilian jobs.
- *Helmets to Hard Hats (H2H)* is a successful program funded by LWD and administered by the New Jersey Building and Construction Trades Council with support and assistance from all fifteen building and construction trades throughout the State. Core services provided through the grant include recruitment, testing information, academic preparation, and counseling assistance to veterans who are interested in pursuing a career within the building and construction trades. H2H staff work with all branches of the service.

The State Employment and Training Commission (SETC) serves as a consortium member to the statewide H2H program. Their primary role is to assist the grantee with strengthening their relationship to the workforce system by helping to convey pertinent information back to the local Workforce Investment Boards, and assist with the development of policies to overcome barriers for successful implementation. The SETC in conjunction with LWD will continue to strengthen and expand its collaboration between the H2H program and the workforce development system.

- Some Veterans will qualify for summer employment services under the Youth provisions of the ARRA, which expands youth eligibility to age 24. Where appropriate, Veterans will be targeted to act as crew leaders for Youth Corps projects or to work in local nonprofits.

## **Service Delivery to Targeted Populations**

**Question IX.C.4.a. Describe the state's strategies to ensure that the full range of employment and training programs and services delivered through the state's One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for nontraditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and people with disabilities). (§112(b)(17)(A)(iv).)**

### **Outreach**

As discussed previously in this Plan, the State is making extensive efforts to expand the reach of One-Stop Career Center services into the community to assist in identifying various target populations and referring them to One-Stop program services. Through work with community and faith-based organizations and local libraries for outreach and referral, New Jersey is ensuring that the full range of services is accessible and available to all targeted populations.

In addition, the State is pursuing a number of strategies related to serving specific populations.

### ***Low Income/Public Assistance***

Local Workforce Investment Boards (WIBs) were directed to create plans for ARRA funds to serve priority populations including public assistance recipients and other low income individuals. New Jersey's goal is to ensure that the adult population has access to pathways to high-skill and higher paying jobs to enable them to move from poverty to the middle class. Occupational skills training is to be aligned with jobs and industries important to the local WIB economy. Needs related payments and other support services are made available to achieve employment and sustainability. Due to New Jersey's extensive consolidation, access to support services is now easier to obtain, as most social services are now located in or near the One-Stop Career Centers, where low income and unemployed individuals come for job search assistance.

Since our low-income populations face many significant barriers to employment, local areas have been creative in pursuing strategies to address their special needs. In some areas, for example, efforts are underway to develop Driver's License Restoration programs that will expand transportation and job options. Local areas are also working closely with Housing Authorities and Divisions of Community Development to provide homelessness prevention and rapid re-housing programs. The development of Community and Faith-based Access Points for One-Stop Career Center services further expands opportunities to connect low-income individuals with the services of the One-Stop system.

### ***Dislocated Workers***

The New Jersey Department of Labor and Workforce Development (LWD) was awarded a 3-year, \$2 million grant, ADVANCE, by the US Department of Labor's Employment and Training

Administration in July of 2008 to assist dislocated workers formerly on TANF to maintain employment and enter or advance within high growth careers in the Healthcare Industry.

The areas participating in the grant are Atlantic, Camden, Cumberland, Essex, Newark, Hudson and Passaic which are some of New Jersey's most populated counties. This project will result in assisting customers with barriers to reaching self-sufficiency and build skill sets that will advance them up the career ladder so they can remain independent.

UI encourages its claimants to work with their local OSCC, through information received at the RO or in their UI checks.

Several efforts are also underway to provide "rapid re-tooling" opportunities to dislocated workers. Traders to Teachers and other alternative teacher certification programs are being implemented throughout the State. In addition, local areas are developing strategies to transition returning Veterans into civilian jobs through short-term job training designed to make the most of their transferable skills. Local areas are also targeting employers identified through *Real Time Jobs in Demand* data for specialized outreach designed to quickly identify opportunities for job development and potential re-training/re-tooling activities. In some cases, this is being done in coordination with local Chambers of Commerce. Local areas are also working to develop a database of employers and their needs that can be used for further planning and program development, as well as for job development.

### ***Individuals with Disabilities***

To better serve individuals with disabilities, the State will be leveraging funding from a number of different sources to support its Disability Navigator program. ARRA funding will be used to fund 8 Navigators. The State will also be using a \$300,000 federal grant and TANF funding to support additional Navigators for a total of 16 Navigators. The State is also considering using Wagner-Peyser (10%) Special Initiative funds to support any additional needs for serving people with disabilities.

The Division of Vocational Rehabilitation Services (DVRS) is a core participant in the OSCC and is collocated or present in every One-Stop office throughout the State.

The Commission for the Blind and Visually Impaired also received ARRA allocations. They will use their funding for the following activities:

- employer incentives, including salary subsidies for new hires
- the hiring of four temporary staff to work with employers
- assisting consumers in self employment and entrepreneurships
- subsidizing corporate internships
- the hiring of one temporary staff person to develop the Integrated Office Environment classroom to provide instruction and experience for consumers
- two or three new locations for Randolph-Sheppard
- training in computer and assistive technology for the older blind population
- improvement to the agency's MIS system

Additionally, funds allocated for services for older individuals who are blind will be used for educational programs to avoid premature or unnecessary institutionalization and allow individuals to live in their own home with a good quality of life.

Independent Living Centers will use their ARRA funding to implement a philosophy of independent living, of consumer control, peer support, self-help, self determination, equal access, and individual and systems advocacy to maximize the leadership, empowerment, independence, and productivity of individuals with disabilities, and the integration and full inclusion of individuals with disabilities into the mainstream of American society.

The SETC Disability Issues Committee also serves as the leadership council for a Federal Medicaid Infrastructure Grant awarded to the Department of Human Services. *DiscoverAbility NJ* is New Jersey's strategic plan to create a comprehensive employment system for people with disabilities. Activities planned throughout the grant cycle include:

- Spring 2009 conference;
- Training webinar;
- Statewide marketing of OSCC services;
- Website of disability-related information; and,
- Enhanced communication strategies.

### ***Ex-Offender***

Each One-Stop Career Center (OSCC) has identified a Reentry Specialist who works with all ex-offenders to help them get reestablished into society. The Reentry Specialists will work on all aspects of their customer's job search needs including resume writing, interviewing skills, and career counseling. They may also recommend training or other available programs. The Reentry Specialists also ensure that all ex-offenders are made aware of the incentive programs for employers, such as Federal Bonding and Work Opportunity Tax Credits, and the effect that these programs could have on their ability to obtain employment. In many cases, the ex-offenders are also referred to Human Services for additional assistance with housing, food, transportation, or childcare.

LWD has established a Memorandum of Understanding (MOU) with the State Parole Board to register all parolees with the OSCC. This allows for a seamless transition from agency to agency and makes the ex-offenders aware of the programs and services that are available to them.

LWD staff also participate in the Department of Corrections (DOC) Job Fairs and Career Development Days, going inside the prisons to speak with the offenders prior to their release to inform them of programs and services available at the OSCC. During these visits, contact information on all Reentry Specialists and the locations of all OSCC locations are given out. Through a partnership with DOC Transitional Services Office, all LWD marketing pamphlets and paperwork are available in the prisons, so that inmates can become more acclimated with the

programs and services offered prior to release, and therefore take advantage of them upon leaving the prisons.

### ***Unionized Labor/Women and Minorities***

As discussed previously, The Laborers Union has created a new branch, Local 55, which will focus primarily on residential weatherization efforts. The Laborers have established partnerships with state and local government, as well as community and faith-based organizations to assist in recruiting women and minorities into their local.

### ***Displaced Homemakers***

Through the Department of Community Affairs, Displaced Homemaker Centers are located in every county. Referrals to and from the Displaced Homemaker Centers and the OSCC are done whenever it would benefit the customer. Information, such as posters and brochures on the OSCC are available at the Center; information, such as brochures and flyers on the Center is available at the OSCC. Women who may be interested in entrepreneurship can be directed to services for certification as women owned business.

### ***Migrant and Seasonal Farm Workers***

Known as 'The Garden State', New Jersey has a farm worker program as part of the Alien Labor Program. H2A, which is the agricultural unit, certifies the need for migrant and seasonal farm workers, has a job creation program, monitors the farms, and provides crop surveys.

### ***Minorities***

LWD is partnering with New Jersey's NAACP chapters to assist the State's efforts to reach out to faith and community-based organizations and encourage collaboration with the One-Stop Career Centers. Minorities who may be interested in entrepreneurship can be directed to services for certification as minority owned business.

Project Connect is an effort being undertaken by LWD to better link with the non-profit community, including community and faith-based organizations. A Notice of Grant Opportunities was released to encourage the above organizations to improve and extend regional outreach efforts to the unemployed and unattached. The goal is to prepare these groups regarding use of available online tools, educate them to assist individuals in respective communities through the use of Internet applications, and to create a sustainable system of supportive information for potential program clients.

### ***Limited English Proficiency Individuals***

Because more than 25 percent of New Jerseyans speak a language other than English at home, they are a special population with unique needs. This population is mainly served through WIA Title II funded programs and volunteer programs, which include faith- and community-based organizations. Additionally, individuals with limited English proficiency can benefit from the Workforce Learning Links, available at every comprehensive OSCC. Through



individual-paced learning, progress can be made to increase language skills. If the initial assessment determines a severe limitation, referrals to partner agencies who teach English as a Second Language can be made.

## Section III. Operations

### Transparency and Public Comment

**Instruction from Section II of State Planning Guidance Plan Development Process: Include a description of the process the state used to make the Plan available to the public and the outcome of the state's review of the resulting public comments. (§§111(g) and 112(b)(9).)**

In order to ensure that the unprecedented level of funding provided to New Jersey under the Recovery Act is used responsibly and openly, Governor Corzine created the New Jersey 2009 Recovery and Reinvestment Plan website, [www.nj.gov/recovery](http://www.nj.gov/recovery), so that citizens of New Jersey can take an active part in monitoring the distribution and spending of Stimulus dollars. Governor Corzine has stressed that transparency and accountability will serve as cornerstone concepts in ensuring that these funds are used in the most effective manner possible.

Governor Corzine has also created the New Jersey Recovery Accountability Task Force to monitor the distribution of Recovery Act funds and ensure that the funds are used openly and responsibly. Specifically, the Task Force will work in partnership with federal and State agencies to:

- Ensure public access to information concerning use of ARRA funds, including programmatic, financial, project, and vendor-related information, as well as criteria for project selection;
- Provide guidance to agencies receiving ARRA funds on merit-based project selection, internal controls, accounting practices, and best practices in contract management and grant administration;
- Review project-selection criteria and process used by New Jersey government agencies receiving ARRA funds to ensure clarity and compliance with applicable standards;
- Perform a coordination role concerning ARRA-related efforts being carried out by State and local government agencies, as well as relevant oversight bodies;
- Provide a means to receive and address concerns from New Jersey residents about uses of Recovery Act funds; and
- Ensure ongoing assessment of results, through agency self-analysis or reviews by State oversight entities.

In pursuit of successfully completing its mission, the Task Force has issued detailed guidance in the following areas:

- ***Transparency and Accountability:***
  - New Jersey is one of 16 states selected to be the subject of bi-monthly evaluations by the Government Accountability Office (GAO). Evaluations will focus on whether the State's use of the funds are preserving and creating jobs,

assisting those most impacted by the recession, being invested in infrastructure with long-term benefits and stabilizing State and local government budgets.

- ***Project Selection Criteria:***
  - Funds must be distributed based upon clear, transparent and appropriate merit-based criteria;
  - State agencies and departments must provide the Task Force a detailed description of the process used in selecting projects.
- ***Federal Contracting and Other Requirements:***
  - Contracts should be awarded through the use of competitive contracting procedures;
  - A summary of those contracts awarded otherwise must be posted on the federal Recovery Act website;
  - Contracts are to be structured as fixed-price contracts.
- ***Effective Management of Contracts and Grants:***
  - Provides detailed suggestions and best practices for contract and grant management;
  - Provides guidance for identifying and reporting waste, fraud and abuse;
  - Each State agency must submit the contract, grant award and management procedures they intend to use to the Task Force.
- ***Reporting Requirements:***
  - Any entity that received funds directly from the federal government must report specific information to the federal government no later than 10 days after the end of each calendar quarter;
  - The Task Force is also requiring this and additional information one week before it is due to the federal government.
- ***Document Preservation:***
  - The Task Force is requiring agencies and departments to develop and institute policies and procedures requiring the preservation and retention of all relevant Recovery Act Documentation.
- ***Reporting Waste, Fraud or Abuse:***
  - The New Jersey Office of the State Comptroller has established a hotline to receive reports of waste, fraud or abuse in the management of ARRA funds.

New Jersey Department of Labor and Workforce Development's (LWD) Monitoring and Compliance unit is undertaking its annual Procurement and Contracting Review and will be paying substantial attention to procurement and contract activity related to ARRA funding.

The State Employment and Training Commission (SETC) issued Local WIB Planning Guidance to Workforce Investment Boards (WIBs) for use in preparing their plan for implementing ARRA funds in their local areas. Local draft plans were due and were posted for public comment by May 29, 2009, with a final plan due on June 30, 2009.

## **Increasing Services for Universal Access**

### **Question VI.C. What state policies are in place to promote universal access and consistency of service statewide? (§112(b)(2).)**

Requests have been submitted for the hiring of temporary part-time professional staff, Intermittent Labor Service Workers (ILSW), to provide labor exchange and employability assessment services within its Wagner-Peyser, Veterans, UI Reemployment and State Funded services. The ILSW positions are for professional level staff requiring a Bachelors degree that are employed 27.5 hours per week and may work up to 1430 hours per year. ILSWs have no permanent status with LWD and may be furloughed with the cessation of ARRA funds. Authorization has been given hire 22 ILSWs with an effective date of May 23, 2009. A request to hire an additional 57 ILSWs has been submitted to LWD for employment consideration. The approved ILSW positions will be stationed at local One-Stop Career Centers throughout the State with the distribution of the positions based on an analysis of the UI claims rate for each of Workforce Investment Board area. The ILSWs represent front-line professional workers who will be the first point of contact for the customers at the One-Stop Career Centers. The ILSWs will provide group and individual services such as: job search assistance, reemployment orientation, job development, job placement services, outside agency referrals, supportive services and other core related services.

LWD also maintains the web-based Public Information Network, [www.njpin.net](http://www.njpin.net), that allows all residents to access information on services available within the One-Stop Career Center system, labor market information, information on job fairs and positive recruitments, and a Job Bank that provides access to job order information from employers who are recruiting workers (customer are able to self-refer to employers recruiting employment applicants for all unsuppressed job orders.) LWD has provided training to public library staff, throughout the State, to assist library patrons in navigating the Public Information Network and provide information on employability services within the One-Stop Career Centers. LWD is also in the process of establishing local public access centers at community-based agencies, with staff of the community based agencies providing assistance to local residents who are unable to access a One-Stop Career Center for self-service labor exchange services.

## Local Planning Process

**Question VIII.D. Describe the state-mandated requirements for local areas' strategic planning, and the assistance the state provides to local areas to facilitate this process. ((§112(b)(2) and 20 CFR 661.350(a)(13).)**

The State Employment and Training Commission (SETC) developed local Planning Guidance. The Planning Guidance required local Workforce Investment Boards (WIBs) to prepare a local plan that described their planning activities under Recovery Act funds, particularly as it relates to US DOL guidance in TEGL14-08 and the State vision.

The following guidance was given on New Jersey's priorities in line with the vision, goals and intent of ARRA:

- Create a pipeline of trained workers prepared for present and future demands.
- Align training and placements to New Jersey's regional and local economies.
- Obligate and spend funds "quickly and effectively" to meet federal expectations. The expectation is that the majority of ARRA funds will be expended during PY 2009.
- Maximize the levels of funding to be spent on services to clients. The goal is to allocate 70 percent (subsequently increased to 85 percent as stated in New Jersey's Notice of Obligations given to local WIBs) to direct participant services.
- Recognize that ARRA is one-time funding that must result in significantly higher levels of individuals enrolled in training.
- Recognizing ARRA is one time funding, these funds cannot be spent on hiring new, permanent workers.
- Use funding effectively and efficiently. Consortium-based classroom training, now being developed by the Department of Labor and Workforce Development, is being designed to provide opportunities for local WIBs to access training.
- Leverage resources across funding streams. This includes local WIBs developing strategies to not only use ARRA funds effectively, but also their normal WIA PY '09 funds. Furthermore, resources such as WIRED funding, REDI funding, National Emergency Grants, partner resources, private foundation funds and funds from other ARRA sources, particularly in support of Green Jobs, should be utilized in a manner that makes the best use of ARRA and WIA program funds.
- The majority of youth funding should be allocated to support summer employment for PY 2009.
- WIB areas are expected to maintain transparency and accountability. They must track and report ARRA expenditure of funds, performance outcomes and job creation and placements resulting from ARRA funds separately from other funding streams.

Excerpts from the plan are as follows:

### ***Program Planning***

Local planning for ARRA should be ongoing throughout the life of the funding and as such, the WIB must design a process that allows for continual feedback and adjustments based on data. Likewise the planning process should be inclusive and transparent. Not only should the WIB ensure that all its members are engaged in the planning, but the process should facilitate input from all interested stakeholders. For this section of the plan, the WIB should:

- Identify all stakeholders/groups participating in the local planning process.
- Describe the local and regional planning processes. How many meetings were held? What occurred during these planning meetings? Describe the opportunities for public input.
- What structures and processes have you put into place to support ongoing planning that will allow you to respond to changing needs and economic trends?
- Describe your intention for planning efforts concerning green jobs.

### ***Establishing Program Goals***

- The Recovery Act requires local areas to work with three priority populations-- Dislocated Workers, low-income Adults and individuals on public assistance, and Youth who are disengaged from education and the workforce. Please describe the goals you have established for serving each of these key groups.
- The Recovery Act is expected to “retool, reinvigorate and create a more innovative public workforce system capable of spurring economic growth.” Please describe your suggestions to retool your One-Stop Career Centers to better serve the needs of local businesses, as well as the needs of the three priority worker populations.
- Describe any new projects and/or expansions of existing projects you are planning that will be innovative and transformational.

### ***Program Delivery***

The following are program delivery questions in serving dislocated workers and adults. Youth questions are described in IX.E.1.

- Description of the planning process (level of WIB and/or Committee participation, planning with Community Colleges and other educational entities including vocational technical schools and higher education, and organized labor and business/industry).
- Describe any innovative and/or transformational projects and/or activities you are presently planning.
- Describe any regional planning and/or regional projects you are presently planning.
- Describe specific populations to be served under this funding stream, including specific outreach efforts to ensure all population segments are knowledgeable about accessing services. Also address how you will retool the One-Stop Career Center services to meet the needs of Veterans and high-skill dislocated workers.

- Please indicate how you intend to structure One-Stop Career Center services and programs to meet the needs of the dislocated workers and adults in line with the vision and expectations of ARRA. For each of the following 5 items:
  - Use of classroom training including consortium-based classroom training developed by LWD
  - Use of locally-developed contracting for training with specific industry strategies, including the statement of work or deliverables, which is determined by the local WIB
  - Use of Individual Training Accounts
  - Use of On-the-Job Training
  - Use of other initiatives
  
- Identify the intended methods to be utilized to serve populations, and the details where applicable specifying:
  - Description of project
  - Key partners/description of each of their roles/ responsibilities
  - List industry sectors/occupations including a description of outreach activities with those industries
  - Describe specific activities provided by the One-Stop Career Center in support of this project area, including but not limited to: assessment, job development, job matching and retention, and any other relevant activities to this project area
  - Describe any programs/policies for assessing and distributing need-related payments and support services
  - Describe any leveraged resources to be used to carry out the project area and in what ways these resources will be used in support of the project. Leveraged funds are in addition to ARRA and could include, but not be limited to: WIA annual allocation funds, local resources, partner resources, foundation and/or private sector funds, WIRED, REDI, and the National Emergency Grant funds where applicable
  - Anticipated challenges/ideas to overcome
  - Projected numbers of individuals to be served by this means by quarter

In addition, the plan should include information on challenges, staffing, capacity building needs and transparency/report processes.

The Planning Guidance also required local WIBs to form a planning committee comprised of key stakeholders that would be in effect through the life of the Recovery Act funds, as well as requesting local WIB Chairs to form an oversight committee that would review progress in implementing the plans on a monthly basis. Regional meetings were held with WIB Chairs to review their roles and responsibilities for Recovery Act funds. Additional guidance materials will be provided, as well as quarterly meetings scheduled with WIB Chairs.

Fully completed draft Local Plans are to be submitted on May 29, 2009 and must be posted on their local WIB website for review and public comment. Final plans will be submitted on June

30, 2009 along with copies of comments. The SETC, in collaboration with LWD will review the draft plans. A report will be provided to the local WIBs, requesting additional information, if needed. If a plan is deemed to require substantial adjustments, a series of meetings will be held on-site and/or in Trenton with the WIB Board, Chairs, and staff, as well as One-Stop Career Partnering organizations as appropriate. Technical assistance will be provided as needed.

The SETC will require quarterly progress reports from local WIBs and will review progress reports and related enrollment information to track progress. On-site visits will occur, particularly in those WIB areas that require more intensive technical assistance. All progress reports will be shared with LWD as they are the designated agency responsible for program operations and carrying out all fiduciary responsibilities. Also, LWD will require monthly financial reports from the local areas, and conduct monitoring and provide technical assistance as needed.

To ensure that the State has an accountable, high-performing workforce investment system, LWD has a Workforce Investment Act (WIA) Program Performance Policy in effect to impose sanctions if a local area fails to meet negotiated performance measures (a copy of which is attached to the Plan).



## Procurement

**Question VIII.F.5. Describe the competitive and non-competitive processes that will be used at the state level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).)** *(Note: All procurements must comply with OMB requirements codified in 29 CFR Parts 95.40-95.48 and 97.36.)*

### Youth Provider Procurement

As part of the United States Department of Labor's solicitation for waivers, New Jersey requested a waiver to Section 123. Rather than going through an entirely new procurement process, approval of this waiver will allow local areas to use existing contracts to provide summer youth work experience programs funded under the Recovery Act. We are also researching State regulations that seem to allow for direct negotiation between branches of public entities. The Department of Community Affairs oversees contracting requirements in New Jersey and related information is available at the following website: <http://www.state.nj.us/dca/lgs/lpcl/index.shtml>.

### Awarding of Contracts to Institutions of Higher Education and Eligible Training Providers

There are three methods which will be utilized, under ARRA, for the awarding of contracts to institutions of higher education and eligible training providers. First, utilizing the Real Time Jobs in Demand report, in collaboration with research on local area needs/demand, consortium based classroom training be offered. This training will be provided through a contract between the Department of Labor and Workforce Development and the New Jersey Council of County Colleges. The second option for awarding training contracts is local area "purchasing" of individual training accounts from public institutions of higher education. Again, training must be for occupational areas that appear on the Real Time Jobs in Demand Report or based on local area research on needs/demand. The third and final option involves local areas awarding contracts to training providers based on a competitive RFP process.

## Technical Assistance

### **Question VIII.G.2. Describe how the state helps local areas identify areas needing improvement and how technical assistance will be provided. (§112(b)(14).)**

A number of technical assistance and training initiatives are already underway to assist in implementation of the Recovery Act. They include:

- *Temporary Staff Training* – Temporary staff who will be added to the One-Stop Career Centers will be provided with training to prepare them for their duties. This training will include appropriate modules from the counselor and interview training programs;
- *Integration Committee* – New Jersey has reinstated its Integration Committee, which originally was formed to consider the implications of the Workforce program consolidation years ago. With the onset of Recovery, the group has been reactivated and includes WIB Directors, One-Stop Operators, ES Managers/Administrators, Lead Counselors, Monitors, Performance/Reporting Representatives, and UI Staff. It will consider operational barriers and concerns related to the Recovery and other resources and look to offer resolutions to any issue;
- *Monitoring/Oversight* – We are scheduling a conference call with our local colleagues on monitoring to ensure that we are all working with the same perspective regarding Recovery Act roles and responsibilities. The conference call will include the Internal Audit and Monitoring staff to ensure that both program and financial matters are discussed. These two units have been working with the USDOL regional Office and the Commonwealth of Massachusetts on monitoring matters in order to strengthen these respective processes;
- *Financial* – Considering the need for rapid implementation of Recovery Act programs, it is crucial that local partners are aware of all requirements and policies regarding fiscal responsibility, reporting, etc. Therefore, the State is scheduling a conference call for the fiscal offices of local partners to ensure that they are working in concert with LWD's financial office regarding Recovery;
- *Operational Focus Group* – LWD has developed a focus group that includes experienced operational staff from State and local offices. This group will meet on an as-needed basis to test new tools and processes prior to sending them into the field.
- *WIB Director/ One- Stop Operator monthly meetings* – The SETC convenes monthly meetings with all WIB Directors, One-Stop Career Center Operators and LWD staff to discuss key issues, share best practices and identify training/technical assistance needs.
- As described in more detail in Question VIII.D., the SETC issued Local WIB Planning Guidance to WIBs for the development of their plans for Recovery Act funding. As noted, local WIB plans will be reviewed by the SETC and LWD. Those areas needing

additional input and/or technical assistance will be identified. The Guidelines also asked WIBs for input on technical assistance needs, particularly for WIBs, WIB staff and One-Stop Career Center staff.

- *WIB Chair meetings.* The SETC convenes quarterly meetings with WIB Chairs with the goal of supporting the development of Workforce Investment Boards. At its most recent quarterly meetings, WIB Chairs were briefed on the expectations of Recovery Act funding and the roles/responsibilities of WIB Board members in the planning and oversight of these funds.
- LWD meets monthly with WIB Executive Directors and One-Stop Operators through the Garden State Employment and Training Association meetings.
- *Weekly statewide leadership conference calls* – On an ongoing basis, LWD has held weekly calls with Wagner-Peyser managers that are also open to all local One-Stop partners. These calls provide regular updates on a multitude of workforce matters including Recovery Act initiatives. These calls will be ongoing at least until the summer youth employment programs commence.

The State will also make special assistance available upon request from local areas or for those areas where the need is apparent. Costs for the efforts will be charged as appropriate with those focusing solely on Recovery being from that source and other efforts being allocated appropriately to relevant sources.

## **Monitoring and Oversight**

**Question VIII.H. Describe the monitoring and oversight criteria and procedures the state utilizes to move the system toward the state’s vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements. (§112(b)(14).)**

Public employee worker agreements preclude the use of “mystery shoppers.” New Jersey will utilize other tools at its disposal, including customer satisfaction reports, to review the quality of the services provided to its customers.

### **Monitoring of Local Workforce Investment Board Plans**

As described in more detail in Questions VIII.D and IX.E.1, the State Employment and Training Commission (SETC) developed local Planning Guidance. The Planning Guidance required local Workforce Investment Boards (WIBs) to prepare a local plan that described their planning activities for identifying goals and priorities, particularly as it relates to US DOL guidance in TEGL14-08 and the State vision. Local WIBs are required to describe their program planning activities for dislocated workers, adults and youth, One-Stop Career Center delivery services, supportive services, leveraged resources, green jobs, and projected numbers of individuals to be served quarterly. In addition, the plan should include information on challenges, staffing, capacity building needs and transparency/report processes. The planning guidelines were purposefully structured to provide an easy-to-follow template for oversight and monitoring purposes.

The Planning Guidance also requires local WIBs to form a planning committee, comprised of key stakeholders, that would be in effect through the life of the Recovery Act funds, as well as requests local WIB Chairs to form an oversight committee that would review progress in implementing the plans on a monthly basis. Regional meetings were held with WIB Chairs to review their roles and responsibilities for Recovery Act funds. Additional guidance materials will be provided, as well as quarterly meetings scheduled with WIB Chairs.

The SETC, in collaboration with LWD will review the plans. A report will be provided to the local WIBs, requesting additional information if needed. If a plan is deemed to require substantial adjustments, a series of meetings will be held on-site and/or in Trenton with the WIB Chairs and staff, as well as One-Stop Career Partnering organizations as appropriate. Technical assistance will be provided as needed.

The SETC intends to request quarterly progress reports from local WIBs and will review progress reports and related enrollment information to track progress. On-site visits will occur, particularly in those WIB areas that required more intensive technical assistance.

### **Monitoring of ARRA Programs**

Key indicators the State will use to monitor progress under ARRA:

- 1) Number of green jobs placement-weatherization, etc.

- 2) Number on waiting list for counselors and training.
  - a. Time on waiting list
- 3) Incremental gain in number receiving training/enrolled, compared to same period in the prior year.
- 4) Number of individuals served in the One-Stop Career Centers compared to same period in the prior year.

In monitoring the achievement of state goals, the Monitoring and Compliance Unit (MCU) will:

- Conduct ARRA-related procurement reviews
- Conduct reviews to determine whether there is an increase in the number of customers served
- Conduct reviews to see if the summer program provides a meaningful work experience

Indicators would appear in local area reports. MCU does not traditionally receive reports of this nature. For purposes of ARRA oversight, the unit should receive these reports on a monthly basis to determine the status of each local area's progress.

Local WIBs have oversight committees to continuously monitor and oversee local implementation of their respective ARRA programs.

### **Monitoring of Summer Youth Employment**

The Monitoring and Compliance Unit (MCU) and Office of Internal Audit (OIA) has developed a plan for conducting programmatic and fiscal oversight of the summer youth programs funded by ARRA. Monitoring instruments have been developed to conduct on-site review of summer employment worksites. Monitors will go to local area offices and summer work experience sites to conduct payroll survey, facility review, evaluate the work experience activity and interview staff and participants. As part of the summer employment monitoring, MCU will look at each local area's method of evaluating the Work Readiness Indicator. (See attached On-Site Program Review Forms)

In monitoring the success of the summer youth program, MCU will determine if local areas are operating their summer employment programs in compliance with federal and state requirements. Success of the program is determined by the Work Readiness Indicator. The number of youth served and evaluation of the work activity itself can be factored into an evaluation of the program.

## Accountability and Performance

**Question X.C.1. Describe the state's performance accountability system, including any state-system measures and the state's performance goals established with local areas. Identify the performance indicators and goals the state has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. (§§112(b)(3) and 136(b)(3).)**

Since 2003, New Jersey has been able to meet or exceed its WIA performance requirements. With the exception of veteran areas, we have been able to meet or exceed other program requirements as well in our most recent year. We have been able to accomplish this by vigilantly reviewing ongoing performance results and by procuring the tools necessary to ensure we and our partners may keep an attentive eye to performance.

LWD enhanced its abilities for program accountability years ago by reaching agreement with Future Works to provide ongoing Performance Measure analysis that is provided to each of our workforce areas. Over the past year, we have procured their services so that we may increase this analysis to include other programs like Wagner-Peyser and Trade Act. This too will be shared with our local partners and our own local management staff when in production.

These systems will be able to compare ongoing performance with targets established through negotiations with USDOL. Similarly, we negotiate performance with local areas, based upon targets agreed upon with USDOL. Requests for renegotiation for this year and new targets for next have been submitted to USDOL. As the result of follow-up correspondence from USDOL, attached is a revised proposal for Workforce Investment Act and Wagner-Peyser proposed performance targets that utilized these systems in addition to economic data.

Regarding ARRA, the State of New Jersey has established its own website akin to that of the federal government. This site provides any/all interested parties access to information regarding the New Jersey Recovery effort. The site includes workforce programs.

It is the intent of the State of New Jersey to ensure that Recovery on the State level mirrors that of federal efforts and maintains transparency. Already, the site indicates the level of workforce aid received by the state and also includes information regarding services anticipated.

New Jersey has been active in the development of a special Workforce Readiness Credential aimed at our full-time clients. The State has invested resources into the process and hopes that it may be of assistance for the summer youth employment effort. Also, we hope that experiences from the previously detailed Summer HEAT program, which provided life skills and financial literacy components will aid those communities targeted under that effort.

As part of local area plans, we hope that it includes indications of how they intend to measure the success of young people receiving services. The provision of these services will be reviewed as part of planned summer monitoring to ensure that records are being maintained.

**ON-SITE YOUTH PROGRAM REVIEW**

**Training Provider:**

**Date:**

**I. Work Site Information**

Agency/Employer Name:

Public     Private

Address:

Telephone Number:

Director/Administrator's Name:

Title:

Telephone Number:

Email Address:

Designee:

Title:

Telephone Number:

Email Address:

Nature of work done on site:

## **ON-SITE YOUTH PROGRAM REVIEW**

**Training Provider:**

**Date:**

### **II. Questionnaire for Work Site Officials:**

1. Is there an orientation given to the participants when they first begin the program?
2. Are participants provided with a handbook?
3. How many participants are assigned to this worksite?
4. How often do you submit timesheets to the One-Stop Career Center?
5. Are participants given written evaluations of their progress? If Yes, how often?



## ON-SITE YOUTH PROGRAM REVIEW

### **III. Participant Questionnaire**

**Date:**

1. Were you provided any of the following when you entered the training program?

Orientation

Participant handbook

List any other material received

2. Do you sign a daily attendance sheet?

Yes  No

3. Is work activity supervised?

Yes  No

4. Have you received your check?

Yes  No

5. Have there been any problems with your check?

Yes  No

## **ON-SITE YOUTH PROGRAM REVIEW**

### **IV. Work Experience Activity**

1. Does the work activity violate any provisions of ARRA (Placement at casino, swimming pool, and zoo)?
2. Does the work experience activity match what was described in the agreement between the local area and the worksite?
3. Describe the work experience activity that was observed:
4. Did the work experience activity appear to be “meaningful” (i.e. it is apparent that the youth are gaining valuable experience.)

**ON-SITE YOUTH PROGRAM REVIEW**  
**(This form is to be completed by a State Representative)**

**V. Facility Review**

**Date:**

**Training Provider:**

**Location:**

1. The site's participant roster matches the WIA participant roster? Yes  No
2. Participants are involved in the activities in the site agreements? Yes  No
3. There are sufficient activities for the participants? Yes  No
4. A Child Labor Law poster is posted in a visible place? Yes  No
5. Hours and break times are in accordance with the site agreement? Yes  No
6. Timesheets are signed (not just initialed) by both participants & supervisors? Yes  No
7. Timesheets are not pre-signed and are accurately completed? Yes  No
8. The site supervisor has the summer employment handbook? Yes  No
9. Supervision appears to be appropriate for the site? Yes  No
10. Is the participant work area clean and hazard free? Yes  No
11. Child Labor Law posters are prominently displayed within the facility? Yes  No
12. Are restrooms clean and functional? Yes  No
13. Are there any problems with facility/equipment?  
If Yes, specify: Yes  No
  
14. Where are records kept and who is responsible for their maintenance?

## **Summary of New Jersey Waiver Requests**

### **Existing Waivers – Extensions Requested April 15, 2009**

#### **50% Match for Customized Training**

The waiver requests permission to offer a sliding scale to increase opportunity for small business participation. The waiver allows for no less than a 10% match for employers with 50 or fewer employees and 25% for 51 through 100. Employers with over 100% would comply to statutory requirement of 50%. This would allow greater access to small employers and help to build beneficial relations with the private sector.

#### **Adult-DW Funds Transfer**

Allows local areas to be responsive to the needs of their customers and provides greater flexibility in service provision. (Note: Would not apply to ARRA funds)

#### **10% Local Funds for Incumbent Worker Training**

The waiver allows local areas to utilize a small proportion of their funds to upgrade the skills of already employed individuals. I can help areas to provide assistance/upgrading to the working poor.

#### **Youth ITAs**

The waiver allows older, out-of-school youth to enroll in Individual Training Account (ITA) option without having to be served as an adult. It provides a positive, individualized option for this youth group which is not included in the traditional program.

### **Waiver Request Submitted April 15, 2009**

#### **Procurement Requirements for Youth Summer Employment Providers**

The goal of the waiver is to give the local workforce investment areas greater flexibility and access to the eligible training providers. Under this waiver, local areas would be allowed to use existing contracts to provide summer youth work experience programs funded under the Recovery Act rather than going through an entirely new procurement process. The short timeframe for 2009 summer youth implementation requires the State and local areas to begin planning immediately, to be more responsive to the customers, and to administer training more expeditiously. This waiver would have a positive outcome on the ability of the State and the local areas to achieve their work readiness requirements.

The waiver would only apply to the summer employment program and only for the summer of 2009. It would only be applicable to Recovery Act funding.

#### **Credential Performance Measures for Customers Placed into On-the-Job Training**

The goal of the waiver is to give the local workforce investment areas greater flexibility and access to use of the OJT program without negatively impacting upon credential related performance standards. It allows the training program design to be more responsive to employer and the employee needs as it can be specifically created for that industry, business or worksite. Eliminating the credential reporting requirement for

those participating in the OJT program will encourage its use and have a positive effect on retention and earnings change performance outcomes.

### **New Waiver Request Submitted May 28, 2009**

#### **Performance Measures for Youth Only Under ARRA**

The goal of the waiver is to facilitate the implementation of WIA Youth Services under the ARRA and support the intent of Congress to serve out-of-school youth aged 18-24 year olds through work experience. The short timeframe for 2009 summer youth implementation requires the State and local areas to begin planning immediately and to be more responsive to the customers. This waiver would have a positive outcome on the ability of the State and the local areas to achieve their work readiness requirements under the ARRA.

The waiver would only apply to out-of-school youth aged 18-24 who participate in work experience and would only be applicable for the first six months following the summer of 2009 (i.e., October 2009 to March 2010). It would only be applicable for ARRA funding.



**State of New Jersey  
Workforce Investment Act & Wagner Peyser  
Proposed Performance Targets  
Program Year 2009**

**State Proposal**

In accordance with Training and Employment Guidance Letters Number 7-08 and 14-08, New Jersey is submitting this Program Year (PY) 2009 Workforce Investment Act (WIA) and Wagner-Peyser (W-P) performance targets proposal.

While committed to continuous improvement of our workforce programs and the successful implementation services made possible by the American Recovery and Reinvestment Act of 2009 (ARRA), New Jersey finds itself in an uncharted environment of extreme economic challenges. Today's challenges include, but are not limited to:

- more unemployed people (370,000) than at any time since recordkeeping began in 1976;
- an unemployment rate of 8.2%, which now exceeds the national average for the first time since 1992;
- 13 consecutive months of increases in the State's unemployment rate;
- loss of another 19,700 jobs in February 2009 bringing the total in 2009 to over 30,000;
- 65,000 Extended Benefit (EB) claims anticipated to be triggered in April 2009;
- pharmaceutical industry mergers and financial sector layoffs that have taken a significant toll on the State;
- job losses in 8 of 10 of the State's largest industries, including in areas previously identified as "in demand" and for which job seekers received training under the WIA program.

Attachment 1 documents the drastic changes in the State's economic indicators between spring 2007 when Program Years 2007 and 2008 WIA and W-P performance standards were negotiated and December 2008. The economic landscape described above indicates the picture becoming direr with no good news in sight. Attachment 2 arrays recent projections using a combination of economic assumptions provided by the New Jersey Treasury and Labor and Workforce Development Departments. Key indicator averages for calendar years 2008, 2009 and 2010 are juxtaposed.

While the State continued to meet its WIA and W-P performance goals through the current program year's second quarter, albeit at lower achievement levels than recent years, the full impact of the aforementioned economic news would not be fully reflected in these outcomes due to the structure and lag time of the reporting cohorts. With no remotely similar history to draw upon, the economic picture painted in the attachments including, but not limited to a doubling of the State's unemployment rate over the last two years, and an uncertain year ahead, New Jersey respectfully requests that its performance goals remain set at the Program Year 2008 levels until the State has completed its analysis of the most current data and its potential impact on performance. As renegotiation of performance standards can be initiated by either the United States Department of Labor (USDOL) or the State depending on circumstances as they develop, New Jersey will submit a PY 2009 performance proposal with a full justification and explanation of methodology used within weeks of the July 1<sup>st</sup> program year start.

**Table 1. Proposed Program Year 2009 WIA and W-P Performance Targets**

<b>Program/ Performance Measure</b>	<b>Negotiated PY 2008 Targets</b>	<b>Initial Proposed PY 2009 Targets</b>
<b>WIA TITLE I</b>		
<b>Adults</b>		
Entered Employment	84%	84%
Retention	86%	86%
Average Earnings	\$12,075	\$12,075
Credentials	60%	60%
<b>Dislocated Workers</b>		
Entered Employment	88%	88%
Retention	90%	90%
Average Earnings	\$16,200	\$16,200
Credentials	69%	69%
<b>Older Youth</b>		
Entered Employment	79%	79%
Retention	85%	85%
Average Earnings	\$4,050	\$4,050
Credentials	53%	53%
<b>Younger Youth</b>		
Goal Attainment	85%	85%
Diploma Attainment	70%	70%
Retention	59%	59%
<b>Customer Satisfaction</b>		
Participants	79%	79%
Employers	69%	69%
<b>Wagner-Peyser</b>		
Entered Employment Rate	62%	62%
Employment Retention Rate	82%	82%
Average Earnings	\$14,810	\$14,810

## **Proposal Summary**

New Jersey is proud of its past achievements and performance of its workforce investment system and is committed to providing the quality employment and training services that will help preserve and create the jobs necessary to work our way out of an unprecedented economic recession. With greater resources and need for workforce services, the State is also acutely aware of the importance of program performance and accountability and will respond with a proposed targets sensitive to the changing economic conditions within weeks of the July 1<sup>st</sup> program year start.

New Jersey has established a workforce delivery system prepared and ready to take the lead in providing the quality services needed to meet the recession's challenges through its the One-Stop Career Center system. This system utilizes collaborative local planning, thorough review of One-Stop operations, a two-phase One-Stop certification process, ongoing monitoring and technical assistance with the goal of continuous improvement, realistic local performance targets, and the management information and decision support tools necessary to succeed.



**Table 1. New Jersey Economic Indicator Series**

Comparison of select economic indicator series from June 2007 when PY 2007 & PY 2008 performance measures were negotiated with the same series in June 2008 and then again with the most recent data (December 2008)

	<u>June 2007</u>	<u>June 2008</u>	<u>% change June 07-June08</u>	<u>December 2008*</u>	<u>% change June 08-Dec 08</u>	<u>% change June 07-Dec 08</u>
<b>New Jersey</b>						
Civilian Labor Force (000's)	4,467.6	4,504.6	0.8%	4,550.6	1.0%	1.9%
Resident Employment (000's)	4,278.4	4,267.1	-0.3%	4,225.7	-1.0%	-1.2%
Unemployment (000's)	189.3	237.5	25.5%	324.9	36.8%	71.6%
Unemployment Rate (%)	4.2	5.3	26.2%	7.1	34.0%	69.0%
Labor Force Ratio (%)	66.2	66.3	0.2%	66.8	0.8%	0.9%
Employment/Population Ratio (%)	63.4	62.8	-0.9%	62.0	-1.3%	-2.2%
Nonfarm Payroll Employment (000's)	4,083.2	4,068.5	-0.4%	4,019.6	-1.2%	-1.6%
Consumer Price Index (Philadelphia Metro Region)	217.3	228.4	5.1%	225.1	-1.4%	3.6%
Consumer Confidence Index (Mid-Atlantic Region)	84.3	39.3	-53.4%	30.2	-23.2%	-64.2%
Total dwelling units authorized by building permits	2,622	1,902	-27.5%	826	-56.6%	-68.5%
Total New Vehicle Registrations	48,284	47,584	-1.4%	31,513	-33.8%	-34.7%
Weeks Claimed	110.0	124.9	13.5%	168.9	35.2%	53.5%
Insured Unemployment Rate (IUR) (%)	2.8	3.2	14.3%	4.3	34.4%	53.6%
Initial Claims - Weekly Average	10,272	11,228	9.3%	12,272	9.3%	19.5%
Unemployment Insurance Exhaustions	10,064	12,531	24.5%	18,460	47.3%	83.4%
<b>Nation</b>						
Nonfarm Payroll Employment (000's)	137,625	137,617	0.0%	135,074	-1.8%	-1.9%
Personal Income (billions of dollars)	11,614	12,234	5.3%	12,093	-1.2%	4.1%
Disposable Personal Income (billions of dollars)	10,871	10,871	0.0%	10,598	-2.5%	-2.5%
Unemployment Rate (%)	4.6	5.6	21.7%	7.2	28.6%	56.5%

\* most recent available published data.

New Jersey Department of Labor and Workforce Development  
Program Planning, Analysis & Evaluation  
March 24, 2009

**ATTACHMENT 2. New Jersey Economic Indicator Series**

	<u>Calendar 2008</u>	<u>Calendar 2009</u>	<u>Calendar 2010</u>
Nonfarm Employment			
Annual Average	4,057,700	3,936,200	3,926,000
% Change from Prior Year	-0.50%	-3.00%	-0.30%
Numeric change from prior year	-21,300	-121,500	-10,200
Total Unemployment Rate (TUR)	5.50%	8.30%	8.70%
% Change from Prior Year	31%	50.90%	4.80%
Insured Unemployment Rate (IUR)	3.40%	4.90%	5.10%
% Change from Prior Year	17.20%	44.10%	4.10%
Initial Claims	623,126	840,204	914,900
% Change from Prior Year	13.20%	34.80%	8.90%

Technical Note:

Change figures represent change in the annual average from one year to the next and not the over-the-year decline from December to December.



## **State of New Jersey**

### **Department of Labor and Workforce Development**

#### **Workforce Investment Act (WIA) Program Performance Policy**

##### **Statement of Intent**

The New Jersey Department of Labor and Workforce Development (hereinafter “the State”) is committed to ensuring that the State has an accountable, high-performing workforce investment system. To that end, the following policy has been developed in accordance with the requirements of the Workforce Investment Act (WIA) Section 136 (h) (1) and (2), which requires the State to impose sanctions if a Local Area fails to meet negotiated performance measures. LWD’s goal is to administer this policy in a supportive and fair manner across all workforce investment areas.

The State reports both statewide and local area performance to the United States Department of Labor (USDOL) on a quarterly and an annual basis with the annual results as part of the WIA Annual Report. The State negotiates WIA performance standards with the USDOL and then in turn negotiates standards with the Local Areas (LAs). The State takes into consideration the needs of specific local areas and their specific customer base, while understanding the need to meet its USDOL standards in negotiating with local areas. For WIA, fifteen Performance Standards and two Customer Satisfaction standards are currently utilized.

Technical Assistance is provided by the State on an ongoing basis and includes the evaluation of performance measures with LAs in conjunction with the other units in the Division of One-Stop Coordination and Support. Training is provided frequently by outside vendors and State staff on WIA Performance Measures, Data Entry, Customer Satisfaction, and Customer Service to facilitate continuous improvement in performance and service delivery.

Note that while this policy is written around WIA program performance outcomes, corrective action processes and extended forms of technical assistance described

within may be applied to address any WIA and other WIA umbrella programs' review findings described in Appendix A.

### **Failure to Achieve Performance – Year One**

A drop in performance below the established standards during the program year may result in notification and an investigation of the issues, and will result in this action if a local area's year-end report reflects unmet standards. A Corrective Action Plan (CAP) from the operation that has not met its standards will be required. At this point, technical assistance will be provided through the Division of One-Stop Coordination and Support. During the year, all LAs have access to a State-funded web-based performance analysis and reporting system that provides the most current performance status available. This enables LAs to take proactive steps during the year to achieve its negotiated performance standards. If the LA has not met any of its annual WIA standards, it will be required to develop a corrective action plan, document the steps implemented and maintain records indicating the effectiveness of such action. After State review of the CAP, the local area will be notified regarding what formal reviews and/or level of technical assistance will take place. While the State can and will be a part of corrective actions, it is ultimately the responsibility of the LA to ensure that their program is performing appropriately. The State may work with the LA to identify problems, develop potential solutions, formulate a Technical Assistance Plan (TAP) and implement the first line delivery of technical assistance. Technical Assistance Plans shall describe:

Analyses done to determine causes of failure;

Steps taken (or to be taken) to correct problems; and,

A plan for tracking CAP progress and technical assistance provided to the area.

LAs that have not met the performance standard in a category must report quarterly on steps they have taken to improve their status, indicating the results of specific remedial steps taken. For multiple unmet standards, the report would need to address each measurement that a LA did not meet or exceed. The analyses and subsequent reports must indicate include specific reference to the cause(s) a performance standard was not met and the specific steps to be taken programmatically to ensure success. This shall include, but not be limited to consideration of service/activity types, curriculum, providers and any other factor that may be perceived as a factor toward poor performance. For each/any factor identified, a specific set of steps with corresponding action steps leading to success must be developed. These steps will be reviewed by the State for concurrence and must be reported on quarterly by the LA if accepted.

In cases of extreme poor performance (defined as failure to achieve at least half of a performance standard), the State reserves the right to require implementation of a

CAP that would impose mandatory steps that may include more severe steps that would normally be reserved for a second year of unmet standards (see potential sanctions under “Failure to Achieve Performance – Year Two”).

### **Failure to Achieve Performance – Year Two**

If a LA continues to fail the same performance standard(s) for two or more consecutive program years, regardless of the extent of failure, the Governor may impose a LA reorganization plan. Technical assistance efforts may begin at the earliest sign that continued failure may occur. The Secretary of Labor's definition of failure will be used. A formal notice will be issued to a LA that, in spite of technical assistance efforts, has not met performance standards for two or more consecutive years. The administrative entity, the One-Stop Operator, WIB Director, WIB Chairperson and the lead Elected Official, will receive this notification. State staff will be available to provide extended technical assistance in those performance areas not met and work with the LA to review, analyze, and pinpoint the causes of the ongoing failure to meet performance standards. The on-site review methodologies may vary; typically, the methods will include staff interviews, comparison of State-level data with local data, reviews of training sites and reviews of service provider records. The observations, findings, and conclusions of the team will be compiled in a single report. The report will be issued to Directors, Local Officials, the SETC and the Regional Office of the USDOL. That report will impose a plan of action intended to assist that area to correct performance problems.

The reorganization plan may:

- Be communicated directly to the area;

- Specifically identify the persisting problem or deficiency;

- Provide an initial statement of the specific steps and corrective actions required;

- Include a timeframe for the implementation of the reorganization plan; and,

- Be confirmed by a final statement from the Governor or the appropriate representative after the end of the relevant program year.

A custodial or follow-up phase will determine the level of successful compliance with the reorganization plan. Further decisions may be made as a result of their follow-up phase to require additional changes and to seek USDOL's assistance. The reform envisioned by the Governor and WIA involves increased performance accountability and the priority and direction of implementation of reporting for common performance measures across federal employment and training programs.

**Appeal Process**-WIA Section 136 (h) (2) (B) states that a local area subject to reorganization may appeal to the governor no later than 30 days after receiving notice of reorganization. The governor will make the decision no later than 30 days after receipt of the appeal. A local area may appeal a decision from the governor to the Secretary no later than 30 days after receiving the decision (WIA Section 136 (h) (2) (C)).

### **Statement of Potential State Actions**

Regardless of findings following the second year (or in extreme first year situations if appropriate), the State reserves the right to require additional remedial action and impose additional requirements designed to address the specific problems discovered. Dependent upon the nature of findings, State actions may include any or all of the following:

- State inclusion in or assumption of decision-making authority for the development and selection of programs and services for the local area based upon the local needs as identified by the Workforce Investment Board;
- State assumption of any or all managerial duties with related costs deducted from the applicable local grant;
- Suspension of providers whose negative results significantly contributed to the failure (can be interpreted as any organization with results that fall under local targets within the failed categories);
- Development of a new organizational structure based upon the recommendations of the Governor;
- Changes in the local Workforce Investment Board to increase accountability; and
- Requirement that a new organization, approved by the Governor, assume the responsibility for operating the program and/or acting as the local One-Stop Operator.

In any case, an organization that has failed the same performance measure for two or more years may have at least one of these actions imposed based upon the determination of the review process and consultation with all appropriate parties in the process including local government. The Governor reserves the right to impose less or more severe recommendations should the review process warrant that consideration.

In any case where any or all of these actions are required, notification shall include the basis for the decision, the implementation date and actions required of the LA. Decisions regarding actions taken by the State shall be considered final. Any appeals on the issue must be filed with the United States Department of Labor and shall be subject to their rules regarding submissions and determinations.

## **Appendix A**

The example list of findings is not all-inclusive. Findings may fall into the following major categories: administrative, fiscal, program and performance standards and local monitoring requirements. Management concerns are not necessarily non-compliance related. However, they are issues that, if not addressed, may lead to non-compliance. Such concerns will be provided as part of official monitoring reports and do require responses and corrective actions.

## **Administrative Findings**

- A. Noncompliance with local board membership requirement
- B. Noncompliance with youth council requirement
- C. Non-submission of accurate financial, program data collection or other reports by established due dates
- D. Inadequate local/internal monitoring system
- E. Lack of input and maintenance of current data into the State's information system (current data is defined as information entered as the activity occurs)
- F. Noncompliance with local plan update requirement
- G. Non-responsiveness to cited deficiencies within allowable timeframes in accordance with a WIB's request for corrective action
- H. Noncompliance with all Federal, state and local policies including EEO and ADA requirements
- I. Lack of cooperation and coordination with mandated partners within the one-stop system
- J. Failure to solicit, approve and manage the eligible provider process

## **Fiscal Findings**

- A. Noncompliance with minimum cash balance requirements
- B. Inadequate cash management or cost controls
- C. Noncompliance with program cost limitations
- D. Inadequate procurement process
- E. Inadequate systems and lack of fiscal control
- F. Non-submission of accurate fiscal reports within the required time frames (a CAP is required at the end of any 3-month period in which an organization submits 2 or more late or inaccurate monthly fiscal reports)
- G. Inadequate property control system
- H. Non-resolution of audit findings or questioned costs
- I. Using Federal funds for disallowed activities/services
- J. Failure to timely submit the required annual Single Audit
- K. Failure to require and obtain audits of sub-recipients

## **Program and Performance Findings:**

- A. Failure to meet negotiated levels of performance of the core and customer satisfaction indicators for any program year
- B. Improper eligibility determination
- C. Noncompliance with required enrollment levels for any priority group established through state performance standards
- D. Failure to exit participants when there have been no services provided within the last 90 days



- E. Failure to develop and enforce policies regarding Individual Training Accounts (ITA)
- F. Failure to provide ITAs for participants who have been deemed eligible and in need of training
- G. Failure to ensure all 10 Youth program elements have been made available

### **Local Monitoring Requirements**

Each LWIB will establish policies and procedures related to their oversight responsibilities. These procedures are to be part of the local operational plan. Minimum standards shall include, but are not limited to:

- A. An annual schedule of activities to be reviewed
- B. An instrument or guide and procedures related to the overall monitoring requirements
- C. Operational procedures related to documentation of the reviews
- D. Operational procedures related to resolution of findings
- E. Operational procedures related to corrective action

**Program Administration Designees and Plan Signatures**

**WIA Title I Grant Recipient Agency:**

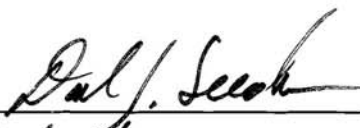
New Jersey Department of Labor and Workforce Development  
John Fitch Plaza  
Trenton, New Jersey 08625

**Name of State WIA Title Administrative Agency:**

Same as above

**Name of WIA Title I Signatory Official:**

David J. Socolow, Commissioner  
New Jersey Department of Labor and Workforce Development  
PO Box 110, John Fitch Plaza  
Trenton, New Jersey 08625  
609-292-2975  
David.Socolow@dol.state.nj.us

Signature:   
Date: 6/30/09

New Jersey Program Year 2009 Approved Performance Goals

Program/ Performance Measure	PY 2009 Performance Goals
WIA TITLE I	
Adults	
Entered Employment	84%
Retention	87%
Earnings Change/ Average Earnings	\$12,075
Employment/Credential Rate	60%
Dislocated Workers	
Entered Employment	88%
Retention	90%
Earnings Change/ Average Earnings	\$16,200
Employment/Credential Rate	69%
Older Youth	
Entered Employment	79%
Retention	85%
Earnings Change/ Average Earnings	\$4,050
Employment/Credential Rate	53%
Younger Youth	
Skill Attainment Rate	85%
Diploma or Equivalent Attainment	70%
Retention Rate	59%
Customer Satisfaction	
Participants	79%
Employers	69%
Wagner-Peyser	
Entered Employment	62%
Employment Retention	82%
Earnings Change/ Average Earnings	\$14,810

Approved by USDOL and confirmed by letter to Commissioner Socolow dated 7/10/2009



## State of New Jersey

DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT

JON S. CORZINE  
Governor

DAVID J. SOCOLOW  
Commissioner

August 3, 2009

Holly O'Brien  
Acting Regional Administrator  
United States Department of Labor  
Employment and Training Administration  
John F. Kennedy Federal Building, Room E-350  
Boston, MA 02203

Dear Acting Regional Administrator O'Brien:

As requested, attached are copies of Requests for Waivers from New Jersey. In addition to those you requested, others have been included.

- Waiver of Performance Measures for Youth who participate in work experience only under the American Recovery Act of 2009 (ARRA)
- Transfer of Funds Between Programs with American Reinvestment and Recover Act (ARRA) Funds
- Customized Training Match
- Incumbent Worker Training
- A portion of the Rapid Response funds in the American Reinvestment and Recover Act (ARRA) to be used for Incumbent Worker Training
- Youth ITAs and Competitive Bidding
- OJT Match
- Common Measures

Should you have any questions regarding this matter, please feel free to contact me at 609-292-2000 or at [Michelle.Richardson@dol.state.nj.us](mailto:Michelle.Richardson@dol.state.nj.us).

Sincerely,

Michelle E. Richardson  
Assistant Commissioner

cc: Tom Dalton

*New Jersey is an Equal Opportunity Employer*



## **State of New Jersey**

### **Request for Waiver**

#### **Waiver of Performance Measures for Youth who participate in work experience only under the American Recovery and Reinvestment Act of 2009 (ARRA)**

**Identify the statutory or regulatory requirements for which a waiver is requested and the goals that the State or local area, as appropriate, intends to achieve as a result of the waiver and how these goals related to the Strategic Plan goals:**

Pursuant to Section 189 (i) (4) (B) and WIA Regulations 661.420 (c) New Jersey is requesting a waiver of the statutory and regulatory requirements at WIA Section 136 (b) (2) (A) (II) and 136 (c) (1) (A) (i) plus 29 CFR 666.100 (a) (3) (i) and (ii).

**Describe the actions that the State or local area, as appropriate, has undertaken to remove State or local statutory or regulatory barriers:**

There are no existing State or local statutory or regulatory barriers to implementation of this waiver request.

**Describe the goals of the waiver and the expected programmatic outcomes if the request is granted:**

The goal of the waiver is to facilitate the implementation of WIA Youth Services under the ARRA and support the intent of Congress to serve out-of-school youth aged 18-24 year olds through work experience. The short timeframe for 2009 summer youth implementation requires the State and local areas to begin planning immediately and to be more responsive to the customers. This waiver would have a positive outcome on the ability of the State and the local areas to achieve their work readiness requirements under the ARRA.

The waiver would only apply to out-of-school youth aged 18-24 who participate in work experience and would only be applicable for the first six months following the summer of 2009 (i.e., October 2009 to March 2010). It would only be applicable for ARRA funding.

**Describe the individuals affected by the waiver:**

Individuals affected by this waiver are out-of-school Youth aged 18-24 participating in work experience only who will receive greater assistance via Recovery Act-funded programs.



**Describe the processes used to:**

Monitor the progress in implementation the waiver:

The process of acquiring valid data will be monitored by the State Employment and Training Commission (SETC) and the New Jersey Department of Labor and Workforce Development, Division of One-Stop Coordination and Support utilizing the Department of Labor and Workforce Development's and SETC's existing monitoring procedures.

Provide notice to any Local Board affected by the waiver:

The local Workforce Investment Boards will have an opportunity to comment concerning the waiver request at the monthly scheduled meeting hosted by the State Employment and Training Commission.

Provide any local board affected by the waiver an opportunity to comment on the request:

The local Workforce Investment Boards will have an opportunity to comment concerning the waiver request at the monthly scheduled meeting hosted by the State Employment and Training Commission.

Ensure meaningful public comment, including comment by business and organized labor on the waiver:

Business and labor are represented on the State Employment and Training Commission and the local Workforce Investment Boards. Information about the waiver request will be disseminated through these Boards to the necessary groups.



## State of New Jersey

### Request for Waiver

#### Transfer of Funds Between Programs with American Reinvestment and Recovery Act (ARRA) Funds

**Identify the statutory or regulatory requirements for which a waiver is requested and the goals that the State or local area, as appropriate, intends to achieve as a result of the waiver and how these goals related to the Strategic Plan goals:**

Pursuant to WIA Section 189 (i) (4) (B) and 29 CFR 661.420 (c), New Jersey is requesting a waiver of the statutory and regulatory requirements at WIA Section 133 (b) (4) and WIA Regulations at 667.140 stipulating that a local board may transfer, if such transfer is approved by the governor, not more than 20 percent of the funds allocated to Adult and Dislocated Worker employment and training activities. New Jersey under WIA has received prior waiver approvals for transfer of 30 percent of funds in 2005 and 100 percent in 2006.

New Jersey requests that the Governor be given authority to approve a request from the local board to transfer up to 30 percent of a program year allocation for adult employment and training activities and up to 30 percent of a program year allocation for dislocated worker employment and training program activities between the two programs for ARRA funding.

The goal to be achieved by the waiver is to increase local flexibility in allocating and expending ARRA Adult and Dislocated Worker funds. Increasing the transfer authority will allow local areas to respond to changes in the local labor market as well as the changing needs of the business community.

**Describe the actions that the State or local area, as appropriate, has undertaken to remove State or local statutory or regulatory barriers:**

There are no existing State or local statutory or regulatory barriers to implementation of this waiver request.

**Describe the goals of the waiver and the expected programmatic outcomes if the request is granted:**

The goal of the waiver is to provide local workforce investment boards the ability to better respond to changes in the economy and the local labor market. The



programmatic impact will be the flexibility to channel resources to the population with the greatest need at that time, thereby providing efficient and timely usage of available ARRA funds.

**Describe the individuals affected by the waiver:**

Individuals affected by this waiver are Adults and Dislocated Workers eligible for programs funded by ARRA. Such individuals would be positively impacted by the waiver since local boards will be able to move significant ARRA funding to reflect the actual needs of the area.

**Describe the processes used to:**

Monitor the progress in implementation the waiver:

The process of acquiring valid data will be monitored by the State Employment and Training Commission (SETC) and the New Jersey Department of Labor and Workforce Development, Division of One-Stop Coordination and Support utilizing the Department of Labor and Workforce Development's and SETC's existing monitoring procedures.

Provide notice to any Local Board affected by the waiver:

The local Workforce Investment Boards will have an opportunity to comment concerning the waiver request at the monthly scheduled meeting hosted by the State Employment and Training Commission.

Provide any local board affected by the waiver an opportunity to comment on the request:

The local Workforce Investment Boards will have an opportunity to comment concerning the waiver request at the monthly scheduled meeting hosted by the State Employment and Training Commission.

Ensure meaningful public comment, including comment by business and organized labor on the waiver:

Business and labor are represented on the State Employment and Training Commission and the local Workforce Investment Boards. Information about the waiver request will be disseminated through these Boards to the necessary groups.



**New Jersey  
Request for Waiver  
Customized Training Match**

**Identify the statutory or regulatory requirements for which a waiver is requested and the goals that the State or local area, as appropriate, intends to achieve as a result of the waiver and how those goals related to the Strategic Plan goals**

Pursuant to WIA Section 189(i)(4)(B) and the WIA Federal regulations at 20 CFR 661.420 (c), the State of New Jersey is requesting a waiver of the requirement of the 50% employer match for Customized Training, as identified at WIA 101(8)(C).

**Describe the actions that the State or local area, as appropriate, has undertaken to remove State or local statutory or regulatory barriers:**

There are no existing State or local statutory or regulatory barriers to implementation of this waiver request.

**Describe the goals of the waiver and the expected programmatic outcomes if the request is granted:**

The goal of this waiver request is to provide the flexibility to use federal funds where our own State funds are not viable in providing customized training for up to 10 individuals at the onset of a workforce relationship. By removing the requirement of a 50% employer match towards the cost of training, local boards will be able to more effectively market WIA- funded customized training to the private sector in support of building relations with employers in the demand-growth industry. The amount of an individual employer's match will be determined at the discretion of the One-Stop Operator, based on the size and need of the employer to train up to a maximum of 10 individuals in a demand-growth occupation.

**Describe the individuals affected by the waiver:**

Individuals affected by this waiver are employers, who will benefit from the waiver due to the reduced match requirement and the ability to train a small number of individuals to their specifications.

The waiver will also have a positive impact on the Adult, Older Youth and Dislocated Workers eligible for services under WIA.

In addition, this waiver will improve the capability of local boards to market demand-driven services and build beneficial relations with the private sector.

**Describe the processes used to:**

Monitor the progress in implementing the waiver:

The State Employment and Training Commission (SETC) and the New Jersey Department of Labor and Workforce Development, Division of One-Stop Coordination and Support will monitor the progress in implementing the waiver.

Provide notice to any Local Board affected by the waiver:

The local Workforce Investment Boards will have an opportunity to comment concerning the waiver request at the monthly scheduled meetings hosted by the State Employment and Training Commission.

Provide any local Board affected by the waiver an opportunity to comment on the request:

The local Workforce Investment Boards will have an opportunity to comment concerning the waiver request at the monthly scheduled meeting hosted by the State Employment and Training Commission.

Ensure meaningful public comment, including comment by business and organized labor on the waiver:

Business and labor are represented on the State Employment and Training Commission and the local Workforce Investment Boards. Information about the waiver request will be disseminated through these Boards to the necessary groups.

**NEW JERSEY  
REQUEST FOR WAIVER  
Incumbent Worker Training**

**Identify the statutory or regulatory requirements for which a waiver is requested and the goals that the State or local area, as appropriate, intends to achieve as a result of the waiver and how those goals related to the Strategic Plan goals:**

The State of New Jersey is requesting a two-part waiver pursuant to WIA Section 189 (i) (4) (B) and the WIA Federal regulations at 20 CFR 661.420.

First, the State of New Jersey is requesting a waiver of the restrictions on the use of local area WIA funds for Incumbent Worker Training at the local area level. The waiver would allow local Workforce Investment Boards to spend up to 10 percent of funds allocated to a local area under section 133(b) to carry out incumbent worker training programs targeting employed workers earning below self-sufficiency.

Secondly, the State of New Jersey is also requesting a waiver of the performance measurement of a wage increase for adults who are employed but earn below self-sufficiency. The design of the performance measurement has had negative implications for those who are working. A waiver to exempt employed workers earning below self-sufficiency from the core indicator of performance of Section 136 (2)(A)(i)(III), would allow local boards to target improving skills of these workers with anticipation of only marginal increases in salaries.

**Describe the actions that the State or local area, as appropriate, has undertaken to remove State or local statutory or regulatory barriers:**

There are no existing State or local statutory or regulatory barriers to implementation of this waiver request.

**Describe the goals of the waiver and the expected programmatic outcomes if the request is granted:**

The goals of this waiver request are twofold: 1) to provide local Workforce Investment Boards the option to spend a portion of their WIA funding on training targeting employed workers earning below self-sufficiency; and 2) to exempt this population from the performance measurement for adult wage increase and thereby disallow marginal increases in salaries of this population segment to affect performance outcomes negatively.

**Describe the individuals affected by the waiver:**

Individuals affected by this waiver are employed adults earning below self-sufficiency.

**Describe the processes used to:**

Monitor the progress in implementing the waiver:

The State Employment and Training Commission (SETC) and the New Jersey Department of Labor and Workforce Development, Division of One-Stop Coordination and Support will monitor the progress in implementing the waiver.

Provide notice to any Local Board affected by the waiver:

The local Workforce Investment Boards will have an opportunity to comment concerning the waiver request at the monthly scheduled meetings hosted by the State Employment and Training Commission.

Provide any local Board affected by the waiver an opportunity to comment on the request:

The local Workforce Investment Boards will have an opportunity to comment concerning the waiver request at the monthly scheduled meeting hosted by the State Employment and Training Commission.

Ensure meaningful public comment, including comment by business and organized labor on the waiver:

Business and labor are represented on the State Employment and Training Commission and the local Workforce Investment Boards. Information about the waiver request will be disseminated through these Boards to the necessary groups.





## State of New Jersey

### Request for Waiver

**A portion of Rapid Response funds in the American Reinvestment and Recovery Act (ARRA) to be used for Incumbent Worker Training**

**(Note: As per TEGL 14-08, p. 36, this must be part of lay-off aversion strategies)**

**Identify the statutory or regulatory requirements for which a waiver is requested and the goals that the State or local area, as appropriate, intends to achieve as a result of the waiver and how these goals related to the Strategic Plan goals:**

Pursuant to WIA Section 189 (i) (4) (B) and 29 CFR 661.420 (c), New Jersey is requesting a waiver of the statutory and regulatory requirements at WIA Section 133 (b) to carry out incumbent worker training programs under ARRA, which target currently employed workers in order to retain their employed status. Under WIA New Jersey has received prior waiver approval for incumbent worker training in 2005.

**Describe the actions that the State or local area, as appropriate, has undertaken to remove State or local statutory or regulatory barriers:**

There are no existing State or local statutory or regulatory barriers to implementation of this waiver request.

**Describe the goals of the waiver and the expected programmatic outcomes if the request is granted:**

The goal of the waiver is to provide continued employment for incumbent workers. TEGL 14-08 states that rapid response is a critical strategy in a time of economic downturn. The TEGL further states that incumbent worker training can be an effective layoff aversion component of a state's rapid response effort. This waiver intends to increase the state's effectiveness and impact by utilizing incumbent worker training as an effective layoff aversion strategy.

**Describe the individuals affected by the waiver:**

Individuals affected by this waiver are incumbent workers who would benefit from training in layoff aversion strategies under ARRA funding.

**Describe the processes used to:**

Monitor the progress in implementation the waiver:

The process of acquiring valid data will be monitored by the State Employment and Training Commission (SETC) and the New Jersey Department of Labor and Workforce Development, Division of One-Stop Coordination and Support utilizing the Department of Labor and Workforce Development's and SETC's existing monitoring procedures.

Provide notice to any Local Board affected by the waiver:

The local Workforce Investment Boards will have an opportunity to comment concerning the waiver request at the monthly scheduled meeting hosted by the State Employment and Training Commission.

Provide any local board affected by the waiver an opportunity to comment on the request:

The local Workforce Investment Boards will have an opportunity to comment concerning the waiver request at the monthly scheduled meeting hosted by the State Employment and Training Commission.

Ensure meaningful public comment, including comment by business and organized labor on the waiver:

Business and labor are represented on the State Employment and Training Commission and the local Workforce Investment Boards. Information about the waiver request will be disseminated through these Boards to the necessary groups.



**NEW JERSEY  
REQUEST FOR WAIVER  
YOUTH ITAs AND COMPETITIVE BIDDING**

New Jersey is submitting a request for a two-part waiver of the WIA Law and Regulations regarding ITA's for older youth and the competitive bidding process for Eligible Training Providers of Youth programs.

**Identify the statutory or regulatory requirements for which a waiver is requested and the goals that the State or local area, as appropriate, intends to achieve as a result of the waiver and how those goals related to the Strategic Plan goals:**

Pursuant to WIA Section 189(i)(4)(B) and WIA Regulations 661.420(c), New Jersey is requesting a waiver from Title 20 CFR 664.510, which prohibits the use of Individual Training Accounts for youth participants. This waiver requests the use of Individual Training Accounts for older youth with implementation upon approval of this waiver request.

The State of New Jersey is now requesting such a waiver to allow older youth, when appropriate, to select approved ITA programs from New Jersey's Eligible Training Provider List, while retaining their "youth" classification.

**Describe the actions that the State or local area, as appropriate, has undertaken to remove State or local statutory or regulatory barriers:**

There are no existing State or local statutory or regulatory barriers to be removed.

**Describe the goals of the waiver and the expected programmatic outcomes if the request is granted:**

The goals of this waiver are as follows:

To provide an additional training option that allows for increased customer choice. With the availability of ITA's for older youth, more of these customers can achieve educational and occupational goals without the additional barrier of having to meet adult or dislocated worker eligibility requirements.

To remove the need for co-enrollment of older youth accessing ITA's as adults or dislocated workers; this will eliminate duplicative paperwork and tracking requirements.

To foster improvement in the expenditures for out-of-school youth towards meeting the federal mandate to expend 30 percent of youth funds for this population.

It is expected that the utilization of ITA's for older youth will have a positive impact on the local areas ability to meet or exceed performance goals for this population.

**Describe the individuals affected by the waiver:**

The waiver will positively impact WIA eligible older youth. These customers will receive the type of services that most closely and quickly meet their individualized needs without unnecessary paperwork, tracking, and delay.

New Jersey is also requesting that in areas where the traditional competitive procurement process for identifying eligible providers of youth activities has been exhausted, an additional process be instituted that allows local areas to directly negotiate with appropriate public entities, such as community colleges, to design effective programs that will meet the local need for provision of youth services. In the event that procurement does not produce the services deemed essential for demand/growth occupations, the ability for local boards to negotiate directly with public entities in this process will promote increased flexibility at the local level and support the development of demand-driven programs for youth. The process to be adopted is to be consistent with New Jersey Local Public Contracts Law at N.J.S.A. 40A:11-5 which states the process by which exceptions can be made to the requirement for competition. Under N.J.S.A. 40A:11-5 (3) it states the conditions if no acceptable bids have been received and reasonable efforts have been made to determine the availability of the goods from the agency or authority of the United States, the State of New Jersey, or of a county in which the contracting unit is located or any municipality in close proximity to the contracting unit.

**Identify the statutory or regulatory requirements for which a waiver is requested and the goals that the State or local area, as appropriate, intends to achieve as a result of the waiver and how those goals related to the Strategic Plan goals:**

As stated in section 123 of the Workforce Investment Act of 1998, Identification of Eligible Providers of Youth Activities, "From funds allocated under paragraph (2)(A) or (3) of section 128(b) to a local area, the local board for such area shall identify eligible providers of youth activities by awarding grants or contracts on a competitive basis, based on the recommendations of the youth council and on the criteria contained in the State plan, to the providers to carry out the activities..". The State of New Jersey is requesting to modify this statute by allowing local boards the flexibility to work with public entities in designing youth programs that more effectively meet the needs of this population and the economic demands of the local area.

**Describe the actions that the State or local area, as appropriate, has undertaken to remove State or local statutory or regulatory barriers:**

There are no existing State or local statutory or regulatory barriers to be removed. As cited in the introduction, New Jersey Public Contract Law allows for direct negotiations with public entities.

**Describe the goals of the waiver and the expected programmatic outcomes if the request is granted:**

The goals of this waiver request are to allow for an additional avenue by which local areas may establish effective youth programs to meet the needs of this segment of



## **State of New Jersey**

### **Workforce Investment Act (WIA) Waiver Request Waiver**

#### **Employer Contributions for On the Job Training**

The New Jersey Department of Labor and Workforce Development, as the administrative entity of the WIA in New Jersey, is submitting this request for a general waiver to change the required 50 percent employer contribution for On-the-Job Training (OJT) at WIA 101(8)(C)&(31)(B) to a contribution based on a sliding scale, ranging from 10 percent to 50 percent for the employer contribution based on the employer's size. Specially, the New Jersey Department of Labor and Workforce Development shall establish the required portion of the costs, which shall not be less than 10 percent of the costs for employers with 50 or fewer employees, 25 percent of the costs for employers with between 51 and 100 employees, and 50 percent of the costs for employers with more than 100 employees. This waiver will apply to Program Year 2009 and subsequent years.

This waiver request is being written in the format identified in WIA Section 189(i)(4) and 20 CFR 661.420 and meets the standard for waiver approval at 20 CFR 661.420(e).

#### **A. Statutory or Regulatory Requirements to be Waived**

The New Jersey Department of Labor and Workforce Development is requesting a waiver of the requirement of the 50 percent employer contribution for OJT training, as identified at WIA Section 101(8)(C)&(31)(B).

#### **B. Goals of the Waiver and Expected Programmatic Outcomes if Waiver is Granted**

Approval of this waiver will balance the New Jersey Department of Labor and Workforce Development's desire to achieve our WIA strategic planning objectives with the need to demonstrate compliance with the statutory and regulatory requirements for each of the individual programs in our unified plan. This waiver request is consistent with our approved waiver request for Customized training. The New Jersey Department of Labor and Workforce Development is committed to ensuring all possible employment opportunities for the residents of New Jersey.

OJT training optimizes the resources available under workforce development initiatives to meet the needs of employers, as well as job seekers. OJT training focuses on employers as well as job seekers. OJT training focuses on employers' and job seekers' needs while minimizing programmatic and bureaucratic barriers. However, the current 50 percent employer contribution requirement, particularly during the current recession, limits the ability to market OJT training programs to employers, especially those from small business. Employers too often conclude

that the 50 percent contribution requirement creates costs that outweigh the benefits of participating in an OJT training program.

The proposed sliding scale for the employer contribution will create the necessary flexibility for employers to provide the required contribution at a rate that more appropriately represents a particular business' or industry's cost benefit ratio of contributing to a contribution amount to attain skilled employees. By removing the requirement of a 50 percent employer contribution towards the cost of training to businesses with 100 or less employees, the New Jersey Department of Labor and Workforce Development and local WIBs will be able to more effectively market WIA funded OJT training to the private sector in support of building relations with employers in high demand, high growth industries.

Allowing businesses to apply the sliding scale to determine the contribution amount will increase participation in the OJT training programs at the local level. Employers will benefit by having a labor pool with the marketable skills they require. The specific goals to be achieved by the waiver are to:

- (1) Improve the ability of the New Jersey Department of Labor and Workforce Development to respond to changes in employer and industry needs;
- (2) Increase control for program delivery;
- (3) Increase employer / Board collaboration to address industry needs and worker training;
- (4) Increase accountability for service providers;
- (5) Provide greater flexibility in designing and implementing WIA programs.

#### **C. State of Local and Statutory or Regulatory Barriers**

There are no State or local statutory or regulatory barriers to implementing the proposed waiver.

#### **D. Description of Individuals Impacted by the Waiver**

The waiver will positively affect the state's WIA customers, employers, and job seekers. The State's smaller employers will benefit from the waiver due to the reduced contribution requirement. The training provided to individuals will make them more valuable to current and future employers. As more employers are able to access OJT training it will impact the provision of training services to more Adults and Dislocated Workers eligible for services under WIA. In particular, WIA eligible individuals with multiple barriers to employment, low basic skills, and low English language proficiency often benefit the most from OJT training opportunities that can be specifically designed to meet unique business and worker needs.

OJT training requires that an employer or group of employers commit to employ individuals upon successful completion, so employment rate performance for the state will experience a



positive impact. This waiver plan increases the role of the New Jersey Department of Labor and Workforce Development, local One Stops and business in the workforce development system and increases our flexibility to respond to the business community, in keeping with the goals of the WIA.

**E. Describe the processes used to:**

Monitor the progress in implementation the waiver:

The process of acquiring valid data will be monitored by the State Employment and Training Commission (SETC) and the New Jersey Department of Labor and Workforce Development, Division of One-Stop Coordination and Support utilizing the Department of Labor and Workforce Development's and SETC's existing monitoring procedures.

Provide notice to any Local Board affected by the waiver:

The local Workforce Investment Boards will have an opportunity to comment concerning the waiver request at the monthly scheduled meeting hosted by the State Employment and Training Commission.

Provide any local board affected by the waiver an opportunity to comment on the request:

The local Workforce Investment Boards will have an opportunity to comment concerning the waiver request at the monthly scheduled meeting hosted by the State Employment and Training Commission.

Ensure meaningful public comment, including comment by business and organized labor on the waiver:

Business and labor are represented on the State Employment and Training Commission and the local Workforce Investment Boards. Information about the waiver request will be disseminated through these Boards to the necessary groups.



## State of New Jersey

### Workforce Investment Act (WIA) Waiver Request Waiver

### Permit Implementation of Common Measures Reporting

The New Jersey Department of Labor and Workforce Development, as the administrative entity of the WIA in New Jersey, is submitting this request for a waiver of the Performance Measures for the Workforce Investment Act Title I; Wagner-Peyser Act )Labor Exchange; Jobs for Veterans Act of 2002 (Title 38 USC); and Trade Act (proposed) with exclusive use of the Common Measures for all programs effective for Program Year 2009 effective July 1, 2009.

**Identify the statutory or regulatory requirements for which a waiver is requested:**

Pursuant to WIA Section 189 (i) (4) (B), and 29 CFR 661.420 (c), New Jersey is requesting a waiver of the statutory and regulatory requirements at WIA Section 136 (b) and 29 CFR 666.100 plus 667.300.

**Citations:**

Performance Measures for the Workforce Investment Act Title I; Wagner-Peyser Act )Labor Exchange; Jobs for Veterans Act of 2002 (Title 38 USC); and Trade Act (proposed)

**Goals that the State or local area, as appropriate, intends to achieve as a result of the waiver and how these goals related to the Strategic Plan goals:**

The waiver would allow the exclusive use of the Common Performance Measures for performance accountability and reporting for the reporting for the WIA Adult, Dislocated Worker, Youth, Wagner-Peyser, Veterans and Trade Act programs. If granted, the waiver would streamline the performance reporting system, encourage system integration, and enable local areas to better focus on delivery of customer services rather than costly administrative duties. The waiver would permit local workforce areas to focus additional resources on training opportunities and regional workforce service strategies.

The Common Measures focus on attainment of employment, employment retention, earnings, and youth education and credentials, and efficiency. New Jersey's intent mirrors that of the Workforce Investment Act and WIA Reauthorization – to simplify and



streamline the performance accountability system that is an integral part of a reformed workforce development system. This request is consistent with New Jersey's vision for a more knowledgeable, skilled, engaged and flexible workforce. The Common Measures performance standards give program administrators and operators a set of more clear, understandable outcomes measures across all workforce programs. This will enhance oversight and assessment of program effectiveness.

Training and Guidance Letter (TEGL) No. 17-05 describes the Employment & Training Administration's Common Measures Policy. TEGL 14-08 indicates "The common measures have become the basis of the workforce system's performance accountability." According to the DOLETA website, 31 states have already been granted a waiver for implementation of, and reporting only for, the common measures.

**Describe the actions that the State or local area, as appropriate, has undertaken to remove State or local statutory or regulatory barriers:**

There are no existing State or local statutory or regulatory barriers to implementation of this waiver request.

**Describe the goals of the waiver and the expected programmatic outcomes if the request is granted:**

- Redirect funds expended on administrative costs to direct customer service;
- Provide for a simplified and streamlined performance measurement system;
- Provide for integrated system-wide performance accountability;
- Provide commonality across workforce development programs;
- Reduce paperwork and labor costs associated with performance data collection;
- Provide clear and understandable information to congressional and legislative leaders and the general public concerning the use of public funds and return on investment;
- Provide a more useful program management tool;
- Provide for customer-driven instead of program-driven outcomes;
- Provide for better service coordination and information sharing among programs;
- Serve as a catalyst to begin the process of using the common performance measures across programs

**Describe the individuals affected by the waiver:**

All adult and youth One-Stop Career Center customers will benefit from this waiver request that is designed to redirect funds from administrative survey, data collection and reporting activities to direct customer services.

**Describe the processes used to:**

Monitor the progress in implementation the waiver:

The process of acquiring valid data will be monitored by the State Employment and Training Commission (SETC) and the New Jersey Department of Labor and Workforce Development, Division of One-Stop Coordination and Support utilizing the Department of Labor and Workforce Development's and SETC's existing monitoring procedures.

Provide notice to any Local Board affected by the waiver:

The local Workforce Investment Boards will have an opportunity to comment concerning the waiver request at the monthly scheduled meeting hosted by the State Employment and Training Commission.

Provide any local board affected by the waiver an opportunity to comment on the request:

The local Workforce Investment Boards will have an opportunity to comment concerning the waiver request at the monthly scheduled meeting hosted by the State Employment and Training Commission.

Ensure meaningful public comment, including comment by business and organized labor on the waiver:

Business and labor are represented on the State Employment and Training Commission and the local Workforce Investment Boards. Information about the waiver request will be disseminated through these Boards to the necessary groups.

**To be added under the section *Describe the goals fro the waiver and the expected programmatic outcomes if the request is granted:***

As per the instructions provided in TEGL 14-08 regarding this specific waiver (page 37), New Jersey will require that any extensions for out-of-school youth past September 30 will be based upon workforce areas ensuring that any affected youth will have the extension documented in his/her employment plan and that there be a discussion included in the appropriate file regarding how the additional time enrolled will result in an increase in employable skills. Further, such information should indicate how the continued service shall positively result in a transition to either employment or further training and subsequent employment.

Should the option be continued training, the file must indicate the basis for the training including, but not limited to, a discussion of the training to be provided and the funding source of such training.

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The above was submitted by LWD to USDOL 9/16/09 as the result of a request by USDOL for additional information regarding the original Youth Performance Waiver submitted.



## State of New Jersey

### Request for Waiver Eligible Training Provider List (ETPL)

The State of New Jersey requests an extension of its current waiver of the Workforce Investment Act (WIA) and the accompanying regulations to extend the period of initial eligibility and subsequent eligibility for training providers (entities which are eligible to receive WIA Title I-B funds or Workforce Development Partnership Program (WDPP) funds and any additional programs funded through the Department of Labor and Workforce Development (LWD) and/or those programs under the purview of the local Workforce Investment Boards (WIBS)) on the Eligible Training Provider List (ETPL) to June 30, 2010. LWD remains fully committed to the value of the ETPL and its implementation, maintenance and quality assurance as a means for ensuring customer choice and promoting appropriate, relevant and in-demand training. The additional time is needed to ensure that the information that the State will make available to the public is reliable, accurate, and equitable to clients and to training providers.

**Identify the statutory or regulatory requirement for which a waiver is requested and the goals that the State or local area, as appropriate, intends to achieve as a result of the waiver and how those goals relate to the Strategic Plan goals:**

This extension is necessary in order to promulgate and implement new rules governing the State's eligible training provider certification process, for placement on the statewide ETPL, as required by 29 U.S.C. 2842 (Section 122 of WIA). These rules will provide the underpinning for:

- Initial ETPL certification process for exempt training providers;
- Initial ETPL certification process for non-exempt training providers;
- Application submission process;
- Initial ETPL certification determination;
- Exceptions to training provider ETPL certification requirements;
- Application for subsequent eligibility determination;
- Determination of subsequent eligibility;
- Standards of performance;
- Development and maintenance of the ETPL;
- Dissemination of the ETPL;



- Inspection and monitoring;
- Denial or termination of ETPL certification;
- Repayment; and
- Appeals.

Implementation of these regulations will strengthen all aspects of the delivery system for the provision of quality training which the State makes available to eligible recipients in order to strengthen New Jersey's workforce system and to enhance the overall economic health in congruence with the Strategic Five-Year Unified State Plan for New Jersey's Workforce Investment System.

**Describe the actions that the State or local area, as appropriate, has undertaken to remove State or local statutory or regulatory barriers:**

There are no existing State or local statutory or regulatory barriers to implementation of this waiver request.

**Describe the goals of the waiver and the expected programmatic outcomes if the request is granted:**

It is expected that the ETPL will contain reliable and complete information with which to determine **initial** and **subsequent** eligibility for training providers after June 30, 2010. The ETPL is accessible by the training provider community through the Internet at [www.njtopps.com](http://www.njtopps.com). The list is maintained by the Center for Occupational Employment Information (COEI).

LWD will promulgate rules that govern all aspects of implementation, maintenance and evaluation of the ETPL by ensuring that appropriate guidelines are implemented for initial and subsequent approval for placement on the ETPL to ensure that customers of these training programs participate in quality programming to fulfill their respective training needs and job placement needs.

The focus will be on continuous improvement, monitoring and evaluation and the use of appropriate data for informed decision-making. LWD is continuing to work with the John J. Heldrich Center for Workforce Development at Rutgers, The State University of New Jersey, to conduct ongoing evaluations of the available student record information to determine whether it is reliable and sufficient for program performance measurement. Work is continuing to resolve several issues including reporting into the New Jersey Consumer Report Card (CRC), quality of the data and decision-making protocols necessary for the removal of training providers who do not meet quality performance standards. A Memorandum of Understanding (MOU) has been signed with Rutgers, The State University of New Jersey, for the continuation of their technical support for the refinement and implementation of the CRC.

When performance measurement information is prepared, it will be reviewed by staff at the State Employment and Training Commission (SETC), LWD, all cognizant agencies,

as well as by individual training vendors. After this review, determinations about subsequent eligibility to remain on the ETPL will be made and the information will be available on the CRC Internet site for public viewing, use and decision-making.

**Describe the individuals affected by the waiver:**

The waiver will affect all State and local administrative staff of the workforce investment system, WIBs, individuals who use the services of the One-Stop Career Centers and all of the training providers that are on, or desire to be on, the ETPL. By having complete, valid and reliable information about the training providers, individuals will be able to make informed decisions regarding their choice of training providers. The providers will be able to evaluate the quality of their programs versus similar programs and State and local One-Stop Career Center staff will have better data for analysis and review for performance.

**Describe the processes used to:**

Monitor the progress in implementing the waiver: The process of acquiring valid student data will be guided by policy developed by the SETC, COEI, and New Jersey Department of Labor and Workforce Development, Division of Workforce Development, utilizing the LWD's and SETC's existing monitoring procedures.

Provide notice to any Local Board affected by the waiver: Notice about the requested waiver will be provided by the SETC and LWD through their regular communication with the local WIBs. This includes monthly WIB Director Meetings and the distribution of periodic bulletins and directives.

Provide any local Board affected by the waiver an opportunity to comment on the request: The local WIBs will have an opportunity to comment concerning the waiver requests at the monthly scheduled meetings hosted by the SETC.

Ensure meaningful public comment, including comment by business and organized labor, on the waiver: Business and labor are represented on the SETC and the local WIBs. Information about the waiver request will be disseminated through these groups to the necessary stakeholders.

Timeline: It is the State's intention to implement initial and subsequent eligibility requirements by June 30, 2010. These will include a methodology for implementing a vendor continuous improvement program.



**Department of Labor and Workforce Development**

**Division of One-Stop Coordination & Support**

**Workforce Investment Act (WIA) Waiver Summaries**

**Prepared February 18, 2010**

**Please note: Each time a WIA Waiver is applied, a copy of the Waiver must be included along with the appropriate paperwork in the client file. It is also recommended that you maintain a record of which waiver(s) are used and the frequency of application for each waiver. If you have any questions regarding use of these waivers please contact Gary Altman, Director, Division of One-Stop Coordination and Support, at (609) 292-8852.**

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<b>WIA Waiver Requests NJ – PY 2009</b>				
<b># of Requests</b>	<b>Waiver</b>	<b>Type of Request</b>	<b>Description</b>	<b>USDOL Approval Date</b>
1	Customized Training Match	Extension	<p>New Jersey requested a waiver of the requirement of the 50% employer match for Customized Training as identified in WIA 101 (8) (C), to provide the flexibility to use federal funds where our own state funds are not viable in providing customized training for up to 10 individuals at the onset of a workforce relationship. By removing the requirement of a 50% employer match towards the cost of training, local boards will be able to more effectively market WIA-funded customized training to the private sector in support of building relationships with employers in the demand-growth industry. The amount of an individual employer's match will be determined at the discretion of the One-Stop Operator, based on the size and need of the employer to a maximum of 10 individuals in a demand-growth occupation.</p> <p>Under the waiver the following sliding scale is permitted: 1) no less than 10 percent match for employers with 50 or fewer employees, and 2) no less than 25 percent match for employers with 51-250 employees. For employers with more than 250 employees, the current statutory requirements (50 percent contribution) continue to apply. When determining the funding source for customized training, the state must use the appropriate funds for the WIA-eligible population. The State may provide customized training to low-income adults with WIA Adult funds, and may provide customized training to dislocated workers with WIA Dislocated Worker funds. Customized training provided with statewide funds must serve WIA eligible individuals.</p>	11/12/2009

<b>WIA Waiver Requests NJ – PY 2009</b>				
<b># of Requests</b>	<b>Waiver</b>	<b>Type of Request</b>	<b>Description</b>	<b>USDOL Approval Date</b>
2	Adult-DW funds transfer	Extension	<p>New Jersey requested a waiver of the statutory and regulatory requirements at WIA Section 133 (b) (4) and WIA Regulations at 667.140 stipulating that a local board may transfer, if such transfer is approved by the governor, not more than 20 percent of the funds allocated to Adult and Dislocated Worker employment and training activities. New Jersey under WIA had received prior waiver approvals for transfer of 50 percent of funds in 2005 and 100 percent in 2006.</p> <p>New Jersey requested that the Governor be given authority to approve a request from the local board to transfer up to 50 percent of a program year allocation for adult employment and training activities and up to 50 percent of a program year allocation for dislocated worker employment and training program activities between the two programs for WIA funding.</p> <p>The goal to be achieved by the waiver is to increase local flexibility in allocating and expending WIA Adult and Dislocated Worker funds. Increasing the transfer authority will allow local areas to respond to changes in the local labor market as well as the changing needs of the business community. The programmatic impact will be the flexibility to channel resources to the population with the greatest need at that time, thereby providing efficient and timely usage of available WIA funds. The programmatic impact will be the flexibility to channel resources to the population with the greatest need at that time, thereby providing efficient and timely usage of available WIA funds. Also, this waiver is consistent with one of the improvements that the Administration is seeking in the reauthorization of WIA – the consolidation of the WIA Adult and Dislocated Worker funding streams, clearly allowing local areas the necessary flexibility to handle their funding needs more efficiently and more in keeping with each area’s specific needs.</p>	11/12/2009

<b>WIA Waiver Requests NJ – PY 2009</b>				
<b># of Requests</b>	<b>Waiver</b>	<b>Type of Request</b>	<b>Description</b>	<b>USDOL Approval Date</b>
3	Incumbent Worker Training	Extension	<p>New Jersey requested a waiver at WIA section 133 (b) of the restrictions on the use of local area WIA funds for Incumbent Worker Training at the local area level. The waiver would allow local Workforce Investment Boards to spend up to 10 percent of funds allocated to a local area under section 133 (b) to carry out incumbent worker training programs targeting employed workers earning below self-sufficiency.</p> <p>(Note: New Jersey also requested a waiver of the performance measurement of a wage increase for adults who are employed but earn below self-sufficiency. That request was denied).</p>	11/12/2009

<b>WIA Waiver Requests NJ – PY 2009</b>				
<b># of Requests</b>	<b>Waiver</b>	<b>Type of Request</b>	<b>Description</b>	<b>USDOL Approval Date</b>
4	Youth ITAs	Extension	<p>New Jersey requested a waiver from 20 CFR 664.510 to allow older youth, when appropriate, to select approved ITA programs from the New Jersey's Eligible Training Provider List while retaining their youth classification. The goals of this waiver are as follows: 1) to provide an additional training option that allows for increased customer choice. With the availability of ITAs for older youth more of these customers can achieve educational and occupational goals without the additional barrier of having to meet adult or dislocated worker eligibility requirements; 2) to remove the need for co-enrollment of older youth accessing ITAs as adult or dislocated workers. This will eliminate duplicative paperwork and tracking requirements; and 3) to foster improvement in the expenditures for out-of-school youth towards meeting the federal mandate to expend 30 percent of youth funds for this population. It is expected that the utilization of ITAs for older youth will have a positive impact on the local area's ability to meet or exceed performance goals of this population.</p> <p>New Jersey also requested that in areas where the traditional competitive procurement process for identifying eligible providers has been exhausted an additional process be instituted that allows local areas to directly negotiate with appropriate public entities such as community colleges to design effective programs that will meet the local needs of provision of youth services. In the event that procurement does not produce the services deemed essential for demand-growth occupations, the ability for local boards to negotiate directly with public entities in this process will promote increased flexibility at the local level and support the demand-driven programs for youth. The process to be adopted is to be consistent with N.J. Local Public Contracts Law at N.J.S.A. 40A:11-5 which states the process by which exceptions can be made to the requirement for competition.</p>	6/18/2009



<b>WIA Waiver Requests NJ – PY 2009</b>				
<b># of Requests</b>	<b>Waiver</b>	<b>Type of Request</b>	<b>Description</b>	<b>USDOL Approval Date</b>
5	Youth Summer Providers ARRA	New	<p>New Jersey requested a waiver pursuant to WIA Section 123 to give the local workforce investment areas greater flexibility and access to the eligible training providers. Under this waiver, local areas would be allowed to use existing contracts to provide summer youth work experience programs funded under the Recovery Act rather than going through an entirely new procurement process. The short timeframe for 2009 summer youth implementation requires the State and local areas to begin planning immediately, to be more responsive to the customers, and to administer training more expeditiously. This waiver would have a positive outcome on the ability of the State and the local areas to achieve their work readiness requirements.</p> <p>The waiver would only apply to the summer employment program and only for the summer of 2009. It would only be applicable for Recovery Act funding to expand existing competitively procured contracts.</p>	5/22/2009

<b>WIA Waiver Requests NJ – PY 2009</b>				
<b># of Requests</b>	<b>Waiver</b>	<b>Type of Request</b>	<b>Description</b>	<b>USDOL Approval Date</b>
6	OJT Performance Measures	New	New Jersey requested a waiver at WIA Regulations 666.100 (a) (1) (iv) for Adults, 666.100 (a) (2) (iv) for Dislocated Workers, 666.100 (a) (3) (i) A for eligible youth aged 14 through 18, and 661.100 (a) (3) (ii) (D) for eligible youth aged 19 through 21, to exclude individuals who are participating in the On the Job Training (OJT) program services from inclusion in WIA performance measures standards. This would give the local workforce investment areas greater flexibility and access to use of the OJT program without negatively impacting upon performance standards. It allows the training program design to be more responsive to employer and the employee needs as it can be specifically created for that industry, business or worksite. Eliminating the performance measures reporting requirement for those participating in the OJT program will encourage its use and have a positive effect on training outcomes. Under the waiver credential attainment data should still be collected, and Workforce Investment Act Standardized Record Database (WIASRD) item 619, Type of Recognized Credential, should be completed for each individual enrolled in on-the-job training.	11/12/2009

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7	Youth Performance Measures ARRA	New	<p>New Jersey requested a waiver at WIA Section 136 (b) (2) (A) (ii) and 136 (c) (1) (A) (i) plus CFR 666.100 (a) (3) (i) and (ii) to facilitate the implementation of WIA Youth Services under the ARRA and support the intent of Congress to serve out-of-school youth aged 18-24 year olds through work experience. The short timeframe for 2009 summer youth implementation requires the State and local areas to begin planning immediately and to be more responsive to the customers. This waiver would have a positive outcome on the ability of the State and the local areas to achieve their work readiness requirements under the ARRA.</p> <p>The waiver would only apply to out-of-school youth aged 18-24 who participate in work experience and would only be applicable for the first six months following the summer of 2009 (i.e., October 2009 to March 2010). It would only be applicable for ARRA funding.</p>	9/30/2009

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8	Transfer Program Funds ARRA	New	<p>New Jersey requested a waiver at WIA Section 133 (b) (4) and WIA Regulations at 667.140 that the Governor be given authority to approve a request from the local board to transfer up to 30 percent of a program year allocation for adult employment and training activities and up to 30 percent of a program year allocation for dislocated worker employment and training program activities between the two programs for ARRA funding.</p> <p>The goal to be achieved by the waiver is to increase local flexibility in allocating and expending ARRA Adult and Dislocated Worker funds. Increasing the transfer authority will allow local areas to respond to changes in the local labor market as well as the changing needs of the business community. The programmatic impact will be the flexibility to channel resources to the population with the greatest need at that time, thereby providing efficient and timely usage of available ARRA funds.</p>	11/12/2009 with a 30% maximum

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9	Rapid Response ARRA Incumbent Worker Training	New	New Jersey requested a waiver of the statutory and regulatory requirements at WIA Section 133 (b) to carry out incumbent worker training programs under ARRA, which target currently employed workers in order to retain their employed status. The goal of the waiver is to provide continued employment for incumbent workers. TEGL 14-08 states that rapid response is a critical strategy in a time of economic downturn. The TEGL further states that incumbent worker training can be an effective layoff aversion component of a state's rapid response effort. This waiver intends to increase the state's effectiveness and impact by utilizing incumbent worker training as an effective layoff aversion strategy.	11/12/2009

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10	OJT Match	New	<p>New Jersey requested a waiver to change the required 50 percent employer contribution for On-the-Job Training (OJT) at WIA 101 (8) (C) &amp; (31) (B) to a contribution based on a sliding scale, ranging from 10 percent to 50 percent for the employer contribution based on the employer's size. Specially, The New Jersey Department of Labor &amp; Workforce Development (LWD) shall establish the required portion of the costs, which shall not be less than 10 percent of the costs for employers with 50 or fewer employees, 25 percent of the costs for employers with between 51 and 100 employees, and 50 percent of the costs for employers with more than 100 employees. This waiver will apply to Program Year 2009 and subsequent years. Approval of this waiver will balance LWD's desire to achieve our WIA strategic planning objectives with the need to demonstrate compliance with the statutory and regulatory requirements for each of the individual programs in our unified plan. This waiver request is consistent with our approved waiver request for Customized training.</p> <p>LWD is committed to ensuring all possible employment opportunities for the residents of New Jersey. OJT optimizes the resources available under workforce development initiatives to meet the needs of employers, as well as job seekers, while minimizing programmatic and bureaucratic barriers. However, the current 50 percent employer contribution requirement, particularly during the current recession, limits the ability to market OJT training programs to employers, especially those from small business. Employers too often conclude that the 50 percent contribution requirement creates costs that outweigh the benefits of participating in an OJT training program. The proposed sliding scale for the employer contribution will create the necessary flexibility for employers to provide the required contribution at a rate that more appropriately represents a particular business' or industry's cost benefit ratio of contributing to attain skilled employees.</p>	11/12/2009

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10	OJT Match (cont'd)	New	<p>By removing the requirement of a 50 percent employer contribution towards the cost of training to businesses with 100 or less employees, LWD and local WIBs will be able to more effectively market WIA-funded OJT training to the private sector in support of building relations with employers in high demand, high growth industries. Allowing businesses to apply the sliding scale to determine the contribution amount will increase participation in OJT programs at the local level. Employers will benefit by having a labor pool with the marketable skills they require. The specific goals to be achieved by the waiver are to: 1) Improve the ability of LWD to respond to changes in employer and industry needs; 2) Increase control for program delivery; 3) Increase employer/Board collaboration to address industry needs and worker training; 4) Increase accountability for service providers; and 5) Provide greater flexibility in designing and implementing WIA programs.</p> <p>Under the waiver the following reimbursement amounts will be permitted: 1) up to 90 percent for employers with 50 or fewer employees 2) up to 75 percent for employers with 51-250 employees. For employers with more than 250 employees, the current statutory requirements (50 percent reimbursement) will continue to apply. When determining the funding source for on-the-job training, the State must use the appropriate program funds for the appropriate WIA-eligible population. The State may provide on-the-job training to low-income adults with WIA Adult funds, and may provide on-the-job training to dislocated workers with WIA Dislocated Worker funds. On-the-job training provided with statewide funds must serve WIA eligible individuals.</p>	11/12/2009

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11	Common Measures	New	<p>New Jersey requested a waiver at WIA Section 136 (b) and 29 CFR 666.100 plus 667.300 that would allow the exclusive use of the Common Performance Measures for performance accountability and reporting for the WIA Adult, Dislocated Worker, Youth, Wagner-Peyser, Veterans, and Trade Act programs. The waiver would streamline the performance reporting system, encourage system integration, and enable local areas to better focus on delivery of customer services rather than costly administrative duties. The waiver would permit local workforce areas to focus additional resources on training opportunities and regional workforce service strategies.</p> <p>The Common Measures focus on attainment of employment, employment retention, earnings, and youth education and credentials, and efficiency. New Jersey’s intent mirrors that of the Workforce Investment Act and WIA Reauthorization – to simplify and streamline the performance accountability system that is an integral part of a reformed workforce development system. This request is consistent with New Jersey’s vision for a more knowledgeable, skilled, engaged, and flexible workforce. The Common Measures performance standards give program administrators and operators a set of more clear, understandable outcomes measures across all workforce programs. This will enhance oversight and assessment of program effectiveness. Training and Employment Guidance Letter (TEGL) 17-05 describes the Employment &amp; Training Administration’s Common Measures Policy. TEGL 14-08 indicates “The common measures have become the basis of the workforce system’s performance accountability.” According to the DOLETA website, 31 states have already been granted a waiver for implementation of, and reporting only for, the common measures.</p>	11/12/2009



<b>WIA Waiver Requests NJ – PY 2009</b>				
<b># of Requests</b>	<b>Waiver</b>	<b>Type of Request</b>	<b>Description</b>	<b>USDOL Approval Date</b>
12	Eligible Training Provider List (ETPL)	New	<p>New Jersey requested an extension of its current waiver of the Workforce Investment Act (WIA) and the accompanying regulations to extend the period of initial eligibility and subsequent eligibility for training providers (entities which are eligible to receive WIA Title I-B funds or Workforce Development Partnership Program funds) on the Eligible Training Provider List (ETPL) to June 30, 2010. The State of New Jersey, Department of Labor and Workforce Development (LWD) remains fully committed to the value of the ETPL and its implementation, maintenance and quality assurance as a means for ensuring customer choice and promoting appropriate, relevant and in-demand training. The additional time is needed to ensure that the information that the State will make available to the public is reliable, accurate, and equitable to clients and to training providers.</p> <p>This extension is necessary in order to promulgate and implement new rules governing the State's eligible training provider certification process, for placement on the Statewide ETPL, as required by 29 U.S.C. 2842 (Section 122 of WIA). These rules will provide the underpinning for: Initial ETPL certification process for exempt training providers; Initial ETPL certification process for non-exempt training providers; Application submission process; Initial ETPL certification determination; Exceptions to training provider ETPL certification requirements; Application for subsequent eligibility determination; Determination of subsequent eligibility; Standards of performance; Development and maintenance of ETPL; Dissemination of ETPL; Inspection and monitoring; Denial or termination of ETPL certification; Repayment; and Appeals.</p> <p>Implementation of these regulations will strengthen all aspects of the delivery system for the provision of quality training which the State makes available to eligible recipients in order to strengthen New Jersey's workforce system and to enhance the overall economic health in congruence with the Strategic Five-Year Unified State Plan for the New Jersey Workforce Investment System. It is expected that the ETPL will contain reliable and complete information with which to determine initial and subsequent eligibility for training providers after June 30, 2010. The ETPL is accessible by the training provider community through the Internet at <a href="http://www.njtopps.org">www.njtopps.org</a>. The list is maintained by the Center for Occupational Employment Information (COEI).</p>	11/12/2009

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12	Eligible Training Provider List (ETPL) (cont'd)	New	<p>The State Employment and Training Commission (SETC), in conjunction with the COEI, will promulgate rules that govern all aspects of implementation, maintenance and evaluation of the ETPL by ensuring that appropriate guidelines are implemented for initial and subsequent approval for placement on the ETPL to ensure that clients of these training programs participate in quality programming to fulfill their respective training needs and job placement needs.</p> <p>The focus will be on continuous improvement, monitoring and evaluation and the use of appropriate data for informed decision-making. The LWD is continuing to work with the John J. Heldrich Center for Workforce Development at Rutgers, The State University of New Jersey, to conduct ongoing evaluations of the available student record information to determine whether it is reliable and sufficient for program performance measurement. Work is continuing to resolve several issues including reporting into the New Jersey Consumer Report Card (CRC), quality of the data and decision-making protocols necessary for the removal of training providers who do not meet quality performance standards. A Memorandum of Understanding (MOU) has been signed with Rutgers, The State University of New Jersey, for the continuation of their technical support for the refinement and implementation of the CRC.</p> <p>When performance measurement information is prepared, it will be reviewed by staff at the SETC, LWD, all cognizant agencies as well as by individual training vendors. After this review, determinations about subsequent eligibility to remain on the ETPL will be made and the information will be available on the CRC Internet site for public viewing, use and decision-making.</p>	11/12/2009

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<b># of Requests</b>	<b>Waiver</b>	<b>Type of Request</b>	<b>Description</b>	<b>USDOL Approval Date</b>
13	Class-size Training for Older Youth	New	<p>New Jersey requested a waiver of the statutory and regulatory requirements at WIA Regulations Section 123, IDENTIFICATION OF ELIGIBLE PROVIDERS OF YOUTH ACTIVITIES. The local boards, as per WIA requirements, have awarded grants or contracts on a competitive basis based upon the recommendations of the youth council and the criteria in the State plan, and conduct oversight with respect to the providers. These processes comply with OMB requirements codified in 29 CFR Parts 95.40-95.48 and 97.36.</p> <p>The goal of the waiver is to give the local workforce investment areas greater flexibility and access to the training providers when the competitive process has been exhausted.</p> <p>The waiver will positively impact WIA services available to eligible older youth. Local areas will be able to obtain quality services for these youth even when there is a lack of eligible providers for this population.</p> <p>New Jersey is requesting that a process be instituted in the event the competitive procurement process for identifying eligible providers has been exhausted. Such process would provide that local areas directly negotiate with public entities, such as community colleges, to design effective programs to meet the local needs for youth services in the event that procurement does not produce the services deemed essential for demand growth occupations. The ability for local boards to negotiate directly with public entities that provide the required training will promote increased flexibility at the local level and support the development of demand-driven programs for youth. The process to be adopted is to be consistent with New Jersey Local Public Contracts Law at N.J.S.A. 40A11-5 which states the process by which exceptions can be made to the requirement for competition.</p>	Currently under review by USDOL

WIA Waiver Requests NJ – PY 2009				
# of Requests	Waiver	Type of Request	Description	USDOL Approval Date
13	Class-size Training for Older Youth (cont'd)	New	<p>N.J.S.A. 40A 11-5 Section (3) reads as follows:</p> <p>"(3) Bids have been advertised pursuant to section 4 of P.L.1971, c.198 (C.40A:11-4) on two occasions and (a) no bids have been received on both occasions in response to the advertisement, or (b) the governing body has rejected such bids on two occasions because it has determined that they are not reasonable as to price, on the basis of cost estimates prepared for or by the contracting agent prior to the advertising therefor, or have not been independently arrived at in open competition, or (c) on one occasion no bids were received pursuant to (a) and on one occasion all bids were rejected pursuant to (b), in whatever sequence; any such contract may then be negotiated and may be awarded upon adoption of a resolution by a two-thirds affirmative vote of the authorized membership of the governing body authorizing such contract; provided, however, that:</p> <p>i) A reasonable effort is first made by the contracting agent to determine that the same or equivalent goods or services, at a cost which is lower than the negotiated price, are not available from an agency or authority of the United States, the State of New Jersey or of the county in which the contracting unit is located, or any municipality in close proximity to the contracting unit;</p> <p>(ii) The terms, conditions, restrictions and specifications set forth in the negotiated contract are not substantially different from those which were the subject of competitive bidding pursuant to section 4 of P.L.1971, c.198 (C.40A:11-4); and</p> <p>(iii) Any minor amendment or modification of any of the terms, conditions, restrictions and specifications, which were the subject of competitive bidding pursuant to section 4 of P.L.1971, c.198 (C.40A:11-4), shall be stated in the resolution awarding such contract; provided further, however, that if on the second occasion the bids received are rejected as unreasonable as to price, the contracting agent shall notify each responsible bidder submitting bids on the second occasion of its intention to negotiate, and afford each bidder a reasonable opportunity to negotiate, but the governing body shall not award such contract unless the negotiated price is lower than the lowest rejected bid price submitted on the second occasion by a responsible bidder, is the lowest negotiated price offered by any responsible vendor, and is a reasonable price for such goods or services."</p>	Currently under review by USDOL

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<b># of Requests</b>	<b>Waiver</b>	<b>Type of Request</b>	<b>Description</b>	<b>USDOL Approval Date</b>
13	Class-size Training for Older Youth (cont'd)	New	<p>The State of New Jersey’s public procurement law allows for non-competitive selection under “sole-source” conditions as per the terms of N.J.S.A. 40A 11-5 Section (3). The State will review the process undertaken by each local WIB to determine that services cannot be procured competitively prior to final procurement. The documentation provided by the WIBs must adhere to the requirements as stated in 40A 11-5 Section (3) above.</p> <p>The following evidence will be required to establish failure of competitive procurement:</p> <ul style="list-style-type: none"> <li>• A description of the local area’s procurement process must be in place. This process is part of the local area WIA State Plan as required by WIA Section 118 (9).</li> <li>• The local areas will forward copies of the Notice of Availability advertised in a newspaper [as required by N.J.S.A. 40A:11-4.5 (a) and 29 CFR 97.36 (d) (3) (i)] to the Department of Labor and Workforce Development and either a) copies of proposals determined to be insufficient with an explanation of why they are insufficient or b) a letter stating that no proposals were received.</li> <li>• The results of the local area procurement process will be reviewed annually in the Monitoring and Compliance Unit (MCU) Procurement and Contracting Review to determine if the process has been followed with any findings and/or recommendations issues in a final report forwarded to the local area.</li> <li>• A description of the local resolution of a related issue will be submitted to the State. This will also be reviewed annually in the MCU Procurement and Contracting Review.</li> <li>• Verification of receipt, review, and approval of the above items will be sent to local areas by the Department of Labor and Workforce Development’s Division of One-Stop Coordination and Support.</li> <li>• The local area will adhere to the terms and conditions as in N.J.S.A. 40A 11-5 Section (3). A formal communication will be developed to notify the local areas regarding the terms and conditions of the approved waiver.</li> </ul>	Currently under review by USDOL

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<b># of Requests</b>	<b>Waiver</b>	<b>Type of Request</b>	<b>Description</b>	<b>USDOL Approval Date</b>
13	Class-size Training for Older Youth (cont'd)	New	<p>The following conditions would determine the need for classroom size training for older youth who could not receive proper training through the ITA system:</p> <ul style="list-style-type: none"> <li>Based upon a cost-analysis, the cost-effectiveness has been determined as appropriate for the classroom training. In order to establish justification for the classroom training a cost analysis is required prior to release of a Request for Proposal.</li> <li>Specific social and/or developmental activities must be embedded in the classroom training in order to meet the goals of the individuals' education/training development plan.</li> </ul>	Currently under review by USDOL