

State of New Jersey
Department of Labor and Workforce Development

**WORKFORCE INNOVATION AND
OPPORTUNITY ACT (WIOA)
ANNUAL REPORT NARRATIVE
PY 2022**



WIOA Annual Statewide Performance Report Narrative Requested Items

Information regarding the State's progress toward achieving the goals and performance outcomes:

Strengthening Local Governance

In Program Year (PY22) NJDOL focused efforts on strengthening local governance activities across New Jersey's 17 Local Workforce Development Areas (LWDAs), including issuing new guidance on competitive procurement of Title I service providers, updating MOU/IFA guidance and templates, as well as following up on guidance released in Program Year 2021 (PY21) regarding local governance responsibilities of Local Workforce Development Boards (LWDBs). Stronger local accountability and oversight of WIOA programs and partners provide critical resources for supporting high quality implementation of career and training services and increased outcomes for jobseekers and employers engaged in these services and opportunities.

During PY22, New Jersey's LWDBs began implementing new processes for updating MOU/IFAs and for ensuring that all One Stop Operators, One Stop Career Services, and One Stop Youth Services have been competitively procured by the start of PY24. Much of NJDOL's work over the last program year was continuing to set expectations and provide resources that can support local areas in making these significant shifts to their systems that align with WIOA requirements.

Specifically, NJDOL worked with the Garden State Employment and Training Association (GSETA) to secure a training partner that developed a ten-part local governance training series and provided target TA directly to all LWDBs.

Connecting and Aligning Workforce Programs

In addition, we have taken steps to strengthen internal connections of New Jersey's state-legislated workforce programs with WIOA, through the development of a new three-year strategic plan governing our workforce strategies. The goals of this plan include the following:

- ***State-Level Infrastructure:*** Identify and integrate systems and processes that will support sustained capacity to lead and support New Jersey's workforce system and strategies
- ***State-Level Agenda and Resources:*** Develop system capacity by addressing gaps in knowledge and service through the development of advocacy and learning strategies that align with Workforce priorities
- ***Local Stakeholder and Partner Capacity:*** Focus efforts on building the capacity of our Local Workforce Development Boards and provider networks to implement high quality services through training and technical assistance
- ***Internal NJDOL Partnership and Coordinated Workflows:*** Work with NJDOL partners to build state-level capacities and workflows that align with Workforce program priorities, while meeting administrative requirements
- ***Stronger Relationships with Other State and Federal Partners:*** Strengthen relationships at the state and federal level to increase alignment of NJDOL strategies with other workforce investments and efforts taking place in NJ

At the heart of this strategic plan, we have centered WIOA as an anchor for New Jersey's body of workforce investments emphasizing WIOA's focus on (1) developing strong local systems, (2) integrating a wide range of program partners, (3) broadening and diversifying career and training services, and (4) using data to drive program strategies and implementation.

By taking the time to develop this strategic plan, we have offered our state staff and our local partners a much

clearer vision for how our workforce programs can and must work together.

Strengthening Performance and Report Data

One area of critical focus during PY22 has been continuing efforts to strengthen performance and report data related to New Jersey's Eligible Training Providers. The New Jersey Department of Labor and Workforce Development (NJDOL) submitted the annual Workforce Integrated Performance System (WIPS) Eligible Training Provider Report (ETP) for Program Year 2022. This report contains information on the primary performance indicators for individuals served by eligible training providers. The data used in this ETA 9171 report is generated from our case management system, AOSOS (America's One-Stop Operating System v7.3.9). This remains an area for focus and improvement.

In order to improve the quality and standardization of the data provided by eligible training providers, NJDOL, the John J. Heldrich Center for Workforce Development at Rutgers University, the New Jersey Council of County Colleges, the New Jersey Department of Education, the Governor's Offices of Innovation and Policy, Credential Engine, and other private sector vendors are working together to modernize and digitize the Eligible Training Providers List (ETPL) application process by creating a portal where eligible training providers can complete and submit an online application to have their programs reviewed for inclusion on the ETPL.

The portal, Intelligrants (IGX), will enable providers to log into a dashboard showing the status of their applications in the review process, upcoming deadlines for submitting student data, program renewal, or modification applications, and other documentation. Eligible training providers with approaching deadlines will be notified both on the portal and via email; these methods will be used for ongoing communication to address issues and questions between eligible training providers and their respective NJDOL liaisons. Data submitted by eligible training providers via the portal will be uploaded to the Credential Registry, an open-source data repository developed and hosted by Credential Engine, thus making the data available to developers interested in developing solutions for other use cases. The Registry uses Credential Transparency Descriptor Language (CTDL) as its data framework. Utilizing this framework allows for the consistent and standardized collection of New Jersey's eligible training provider data.

NJDOL developed the quality assurance framework to protect career seekers from predatory training providers as part of a larger state effort of consumer protection; to improve the effectiveness and efficiency of state and

federal investments in training; to use our public workforce funds to be able to continue to serve those who are historically underserved, underemployed and low income unemployed; and ensure those funds for training programs are available and working efficiently to serve those who are most in need.

New Jersey wants to promote a culture of responsibility that encourages continued improvement and quality for post-secondary programs. New Jersey launched the quality assurance framework on July 1, 2021. NJDOL is working with a group of training providers to identify their data collection and technical assistance needs; these providers will assist NJDOL with user feasibility testing and provide input with develop resources that will benefit the larger training provider community. Starting July 1, 2022, NJ training providers listed on the NJ ETPL are required to begin collecting new data that will measure program quality along multiple dimensions: employer demand, labor market outcomes, educational outcomes, financial impact, and equity.

The quality assurance framework uses a regression model to calculate program scores, taking into consideration programs serving people with challenges and barriers to employment. The programs scoring in the top 75 percentile will be considered “passing;” those in the 11th to 25th percentile will be put on warning and encouraged to review the reasons for their poor performance; and those in the bottom 10 percent will be put on probation. Programs in probation will be required to develop a corrective action plan and given two years to improve their performance.

NJ ETPL providers must submit social security numbers wherever feasible for all program entrants, not to exclude private-pay students. NJDOL can move programs off the list for failure to send program participants’ social security numbers and poor performance. This will also function as an incentive to comply with data requirements. NJDOL will work with training programs who put forth efforts to improve their scores and program quality. If after two years, the program has not improved, the program will be removed from the ETPL. Programs can re-apply to the ETPL after two years by collecting their own data and submitting results.

Two approaches the State of New Jersey (the State) has chosen for the Effectiveness in Serving Employers performance indicator pilot:

In accord with WIOA sec. 116(b)(2)(A)(i)(VI), the State has selected the Repeat Business Customers and Employer Penetration Rate approaches to gauge the effectiveness in serving employers:

- The Repeat Business Customers rate is the total number of establishments that received a service or, if it is an ongoing activity, are continuing to receive a service or assistance during the reporting period; AND who utilized a service anytime within the previous three years, divided by the number of unique business customers who have received a service previously in the last three years.
- The Employer Penetration Rate is the total number of establishments that received a service or, if it is an ongoing activity, are continuing to receive a service or other assistance during the reporting period divided by the total number of establishments located within the State during the final month or quarter of the reporting period.

NJDOL’s goal is to measure how well it is:

- 1) providing employers with skilled workers;
- 2) engaging employers and delivering quality services over extended periods of time; and
- 3) engaging employers and delivering quality services in local areas and Statewide, as needed.

Employer Services are broadly defined in the following categories:

- Employer Information and Support Services
- Workforce Recruitment Assistance
- Engaged in Strategic Planning/ Economic Development
- Accessing Untapped Labor Pools
- Training Services
- Incumbent Worker Training Services
- Rapid Response/ Business Downsizing Assistance
- Planning Layoff Response

In Program Year 2022 (PY22), our Repeat Business Customers rate was 77.6% and our Employer Penetration rate was 2.0%.

Brief descriptions of: (a) current or planned evaluation and related research projects, including methodologies used; (b) efforts to coordinate the development of such projects with WIOA core programs, other State Agencies and local boards; (c) a list of completed evaluation and related reports and links to where they were made accessible to the public electronically; (d) State efforts to provide data, survey responses, and timely site visits for Federal evaluations; and (e) any continuous improvement strategies utilizing results from studies and evidence-based practices evaluated.

NJDOL has created a multi-year plan for its research and evaluation activities which includes capacity-building at the State level. Since 1988, the State has maintained a longstanding research partnership with the Heldrich Center at Rutgers University due to its long history in using the data and because of Rutgers' status as a public institution. Since that time, through multiple federal Workforce Data Quality Initiatives (WDQIs) and State Longitudinal Data System (SLDS) grants, the State established a multi-agency data-use agreement to establish the New Jersey Education to Earnings Data System (NJEEDS), a SLDS housed at the Heldrich Center. NJEEDS includes data not only from NJDOL, but also the NJDOE, NJ Office of the Secretary of Higher Education, and the Higher Education Student Assistance Authority (HESAA).

NJDOL plans to use NJEEDS and other (Administrative) data to evaluate the performance of federal- and State-supported education and job training programs by laying out a plan to conduct evaluations and to reinforce a culture within the State to make data-informed decisions. Further, NJDOL proposes to conduct multiple evaluations to leverage the relatively new administrative data sources focusing on outcomes related to job training, transition services for persons with disabilities, UI claimants' post-benefit outcomes, and use of apprenticeships.

Listed below are the current and planned evaluation and research projects in NJDOL.

1. PY 2020 WIOA Evaluation: A Study of WIOA Title I Services and Service Delivery in PY20

The John J. Heldrich Center for Workforce Development at Rutgers, The State University of New Jersey worked with the New Jersey Department of Labor and Workforce Development (NJDOL) to conduct a process study of Workforce Innovation and Opportunity Act (WIOA) Title I services during Program Year (PY) 2020, defined as the period of July 1, 2020 to June 30, 2021. This study encompasses all three WIOA Title I main populations — adult, dislocated worker, and youth services and examines both career and training services. The goal of this study was to examine WIOA Title I service delivery in PY20. The context of PY20, however, cannot be understated. As the first full program year operating within the constraints of the COVID-19 pandemic, this study examines how NJDOL and local areas adapted services to virtual, remote, or hybrid formats to accommodate the influx of job seekers and the public health directives at that time, and how virtual and remote services affected overall WIOA Title I services in PY20. The study further examines how service modifications were perceived to have worked by local One-Stop Career Center staff. A third, and final, goal of the study was to provide information to NJDOL for use in future decisions

around investments in WIOA Title I service delivery and when it considers continuous system improvements to provide customer-centered services to those in need of support.

Methodology

The Heldrich Center used qualitative and quantitative data collection methods to assess information regarding WIOA Title I services as they were operated and delivered in PY20. To understand and provide a broad overview of WIOA Title I adaptations in PY20, researchers utilized the following multi-method approach to data collection:

- Conducted an analysis of the Workforce Integrated Performance System (WIPS) customer data from PY18, PY19, and PY20;
- Administered one bifurcated survey of local area One-Stop Career Center personnel to document and collect WIOA Title I service adaptations in PY20;
- Conducted structured interviews with state-level NJDOL workforce staff who are responsible for the implementation of WIOA Title I services;
- Conducted structured interviews with local area One-Stop Career Center staff at a variety of One-Stop locations in New Jersey; and
- Conducted focus groups with customers who received WIOA Title I services in PY20.

In developing the research instruments, Heldrich Center researchers used the following definitions for modes in which WIOA Title I services may have been delivered during PY20:

- In person: Service delivery that takes place in the One-Stop Career Center office location in a face-to-face setting;
- Remote: Service delivery that utilizes phone-based technology platforms and devices delivered synchronously;
- Virtual: Service delivery that utilizes computer-based technology platforms and devices delivered synchronously or asynchronously; and
- Hybrid: A mixture of service delivery modes.

Research Questions

- Who accessed WIOA Title I (adult, dislocated worker, and youth) services (career and training) in PY20?
- How did local area One-Stops in New Jersey adapt to providing WIOA Title I services to adult, dislocated worker, and youth customers during the July 2020 to June 2021 period when it was no longer possible to implement a fully in-person mode of service delivery?
- When reflecting on the adaptations in service delivery in PY20 for WIOA Title I services, what do local area One-Stop personnel believe were the most successful and least successful service transitions to a remote/ virtual mode of delivery?
- If virtual and/or hybrid service delivery continues, what recommendations do local area One-Stop personnel have about what such a hybrid mode and mix of services should ideally look like? What investments could be made to support virtual and/or hybrid service delivery?
- What changes to processes and/or data systems, if any, should be made to ensure that service delivery is adequately documented in a hybrid or virtual mode of service delivery?
- What do local area One-Stop personnel need to be able to adapt more quickly to a public emergency in the future? How could the state support local area personnel during a future public emergency?
- What was the WIOA Title I customer experience like in PY20? How do customers who received WIOA Title I services feel about their experience interacting with the public workforce system?
- How can the state and local public workforce system be prepared for future disruptions and/or disaster recovery?
- Where should future investments in WIOA Title I service delivery be made?

Findings

- Expansion of services: Local areas felt they could reach more people with the ability to offer services via a range of service delivery models: in-person, hybrid, virtual, and remote.
- Lesson learned on service delivery: Areas that are perceived to better/more impactful with in person services are intake and orientation.

Recommendations

- Investment in technological tool consistency across local areas should be the next frontier of investment for NJDOL.
- NJDOL could test and invest in modernization, technology tools, and ideas for innovation using small grants/pilots to continue to strengthen virtual service delivery infrastructure.
- NJDOL could invest in technology solutions to standardize the virtual “front door” for customers across all local areas, in collaboration with the New Jersey Office of Innovation.

2. RESEA Evaluation: Impact Evaluation Study

The New Jersey Department of Labor contracted with the John J. Heldrich Center for Workforce Development at Rutgers, The State University of New Jersey to fulfill its RESEA evaluation requirement. In cooperation with the NJDOL, the Heldrich Center proposes to conduct a component evaluation which uses a randomized controlled trial of a text message intervention nudging RESEA participants to their appointments and the completion of documentation.

The Heldrich Center will also use this impact evaluation to evaluate the efficacy of push text notifications to a random sample of RESEA participants and compare their outcomes to RESEA participants who do not receive them. The benefits of using an impact evaluation for this evaluation is to inform New Jersey Department of Labor (NJDOL) on the impact of text notifications to participation in RESEA and on whether to continue, or even scale up, the text notification intervention for RESEA participants to improve participation and employment outcomes.

Reemployment evaluation studies in the past were based on whole program components, as well as on broad categories of services at the program level. A first step in the study design involved a review of the existing studies on the Clearinghouse for Labor Evaluation and Research (CLEAR) with high and moderate causal ratings using random assignment designs (CLEAR, 2019). The advantage of a randomized design is that it prevents systematic pre-existing differences between study groups from creating bias in evaluation. Based on this research, the study proposes a two-group random control trial to assess the effect of text notification services on job seekers’ participation rates in RESEA, their duration of unemployment, and on wages after re-employment.

To summarize broadly:

1. The Heldrich Center will receive weekly files of UI claimants that have been profiled for RESEA services.
2. Heldrich Center researchers will send letters, via US Priority Mail service, to all RESEA claimants inviting them to consent to participate in the study.
3. Of those who consent, claimants will be randomly assigned into a treatment or control group.
 - a. Those in the treatment group will receive weekly text notifications regarding their required participation in RESEA services and other job search services provided by NJDOL.
 - b. Of those who consent, claimants who were randomly assigned to the control group will receive typical RESEA services provided by NJDOL.

Following the enrollment of the required sample of study participants, Heldrich Center researchers will analyze participant outcomes: participation in RESEA, duration of weeks on UI compensation, and wages following re-employment after their period on UI. The Heldrich Center will prepare a final evaluation report and a series of in-depth presentations to report study outcomes, including data visualizations, for key stakeholders.

Research Questions

This study seeks to understand the efficacy of RESEA services as it currently stands, to better calibrate the program to meet specific needs that align with the changing nature of the job market. The study specifically aims to answer the following questions:

1. Does providing text alerts to UI claimants (to receive updates and reminders to engage in services offered) improve the participation of RESEA participants?
2. Does providing text alerts to UI claimants (to receive updates and reminders to engage in services offered) reduce the average duration of unemployment compensation and/or improve employment and earnings outcomes?
3. What is the role of increased RESEA participation (meeting attendance and Individual Employment Plan (IEP) completion) on the primary outcomes (duration and employment)?

Outcomes

Assessing workforce outcomes will allow us to determine the relative success or failure of the text alert notification coupled with traditional NJDOL RESEA services versus the traditional NJDOL RESEA service delivery model alone. We will be tracking the following intermediate and primary outcomes:

- Intermediate Outcomes
 - Participation in the Initial Meeting
 - Participation in the Follow-up Meeting
 - IEP Forms Completion
- Primary Outcome
 - Duration of unemployment compensation (defined by UIPL 1-20 as the number of weeks RESEA participants receive UC)
 - Employment (measured in the second full calendar quarter following the start of a participant's UC claim, as defined by UIPL 1-20)¹
 - Wages earned in the 2nd full quarter following re-employment measured in wages for the quarter (or three-month period)²

3. PY 2021 WIOA Evaluation Plan

The New Jersey Department of Labor contracted with the John J. Heldrich Center for Workforce Development at Rutgers, The State University of New Jersey to fulfill its WIOA annual evaluation requirement.

Background

Access to transportation in the state of New Jersey remains an ongoing challenge for many populations. With an emphasis placed on the barriers for Workforce Innovation and Opportunity Act (WIOA) Title I and Title IV customers, transportation is perceived to be a significant barrier for people with disabilities and others in accessing workforce development services that assist with obtaining employment. In Program Year 2021 (PY21), spanning July 1, 2021 to June 30, 2022, the COVID-19 pandemic may have also exacerbated existing transportation challenges and/or created new opportunities for innovative solutions to transportation challenges. This evaluation will explore the dynamics of the transportation challenges that exist for WIOA customers in PY21 and pose potential innovative solutions to address those challenges.

This study will have three primary objectives:

1. Identify transportation service challenges for WIOA customers in New Jersey at participating in WIOA services at the One-Stop Career Centers;

¹ https://oui.doleta.gov/dmstree/uipl/uipl94/uipl_4194.htm

² <https://casetext.com/regulation/new-jersey-administrative-code/title-12-labor-and-workforce-development/chapter-17-unemployment-benefit-payments/subchapter-20-worker-profiling-and-reemployment-services>

2. To identify and highlight promising transportation programs and/or services that could be expanded or replicated in five New Jersey rural/southern counties (Atlantic, Burlington, Cumberland, Salem, and Cape May) where transportation is perceived by local policymakers as a significant challenge to WIOA service participation and employment; and
3. To offer meaningful, tangible recommendations to the New Jersey Department of Labor and Workforce Development (NJDOLE), and to rural counties, on how to modify WIOA service delivery in light of the transportation challenges that exist for WIOA customers in those areas.

Timeline

The WIOA Program Year 2021 evaluation will be conducted from October 15, 2023 to March 31, 2024.

Research Questions:

1. To what extent were transportation services provided through WIOA to Title I and Title IV customers during Program Year 2021? What was the size and scope of transportation services provided in New Jersey to access WIOA services, enroll in training, and search for and prepare for employment?
2. What are the transportation service delivery strategies currently implemented in five of New Jersey's rural/southern counties (Atlantic, Burlington, Cumberland, Salem, and Cape May)?
3. What, if any, transportation service strategies currently offered in one or more of New Jersey's rural counties warrant further evaluation and/or expansion and replication, based on transportation and workforce development staff and/or other state subject matter experts?
4. What modifications could be made to WIOA services in context of the transportation challenges identified in New Jersey?

Final Evaluation Report – In March 2023, the Heldrich Center will submit a final evaluation report to NJDOLE. The final report will include -

- An analysis of transportation services provided through WIOA to Title I and Title IV customers during Program Year 2021, using the available data.
- The identification and profile of two to three examples of transportation programs that are considered promising or innovative.
- A landscape of transportation programs/initiatives recently tried and/or current operated in the targeted rural/southern counties in New Jersey.
- The identification of potential WIOA service modifications in context of the transportation challenges noted in the rural/southern counties in New Jersey.
- Recommendations on programs that could be expanded and/or piloted in other areas of the state, based on qualitative research, have high levels of satisfaction from state and local staff or subject matter experts.

4. SETC Performance Dashboard

In 2017, the SETC began implementation of a dashboard to display high-level performance data to support evidence-based policy decisions. The dashboard enables the SETC members to better understand the scope of State programs and their related populations. Additionally, the dashboard helps the SETC explore data trends, highlight potential program issues, and coordinate with other State Agencies to advance New Jersey's workforce needs. (The dashboard is publicly available on the SETC website at: njsetc.net/njsetc/performance.) The SETC continues to work with NJDOLE on enhancing the value of its dashboard so that it displays high-level performance data to support evidence-based, policy decision-making. At regular Commission meetings, the SETC members are given a presentation from SETC staff and NJDOLE program staff, on the updated, enhanced dashboard which includes performance and demographics data from all four WIOA titles, and local area data breakdowns as well.

5. RIPL engagement to build research data lake with workforce and UI dashboards.

The Data for Opportunity in Occupational Reskilling Solution (DOORS) provides the tools that residents need to discover, train and transition into successful new careers. Under the DOORS project, Research Improving People's Lives (RIPL) helps states employ their own administrative data and put it to work for state residents.

DOORS uses Artificial Intelligence (AI) and Machine Learning (ML) to identify and deliver this information to constituents, at the same time providing policy leaders real-time data insights about the effectiveness of their state's workforce development programs and policies. DOORS is powered by a secure, cloud-based Research Data Lake solution, which allows states to use modern technology, administrative data, and market data to improve workforce policy and planning. As part of DOORS, RIPL will support deploying this system for the state partners and empower them to use it and extend it to support data-driven policy going forward.

The New Jersey Department of Labor and Workforce Development (NJDOLE) partnered with RIPL to use administrative data to reskill New Jersey jobseekers and guide policy around workforce development. To achieve this goal, RIPL and NJDOLE have accomplished the following:

- a. Built a Research Data Lake (RDL) with data from NJDOLE.
- b. Developed an online tool known as the Career Navigator that uses administrative and other data to generate machine-language generated recommendations to users for jobs, training programs, and career changes.

6. Application of a new statistically adjusted quality score to ETPL training programs

In 2019, the NJ Department of Labor set out to develop a quality assurance framework which would encourage continued improvement for low performing training programs listed on the ETPL and use its authority to remove underperforming programs from eligibility to receive federal and state funds. The primary motivating factors for NJDOLE for developing the framework are

- To protect career seekers from predatory training providers which means to provide consumer protection as part of a larger state effort in a number of areas including public safety and anti-discrimination efforts.
- To improve the effectiveness and efficiency of state and federal investments in training
- To effectively and efficiently use our public workforce funds and to be able to continue to serve those who are historically underserved, underemployed and low income unemployed and make sure those funds for training programs are available and working efficiently to serve those who are most in need.
- To clearly demonstrate the value of the training programs and the training schools and promote a culture of responsibility that encourages continued improvement and quality for post-secondary programs.
- To elevate the providers and provide a system to improve their outcomes and serve the public.

To fulfill the objectives and requirements under our Data for the American Dream (D4AD) grant, NJDOLE identified high priority metrics using the best available data to provide the most meaningful information to stakeholders and customers.

The quality assurance dimensions are:

- Labor Market Demand – Training Providers are required to report evidence that there are substantial job opportunities associated with the credential for a particular program and that it is an occupation listed on NJDOLE demand occupation list.
- Employment and Wage Outcomes – Training providers are required to report evidence that earnings for the occupation meet a minimum living or self-sufficiency standard after earning the credential; also, the percentage of those who completed the training program that were able to obtain employment in that occupation.
- Education Outcomes – Training providers are required to report evidence that participants are successfully completing the course of study and earning the credential
- Financial Impact – Training providers are required to report evidence that the credential holder will earn a sufficient income to repay any debt acquired, and that the tuition can be repaid with a manageable share of the

earnings of a professional in an occupation for which the program of study prepares the student.

- Equity – Training providers are required to report evidence in all of the above quality assurance dimensions, particularly historically underserved groups and people with other barriers to employment.

Beginning in PY22, the official scores on the scorecards will be calculated using available data that will be submitted by providers. For each indicator, we establish a performance standard based on the average of all other programs. If the program's indicator is above or within a reasonable range close to the average, the program passes on that indicator. If it is below the threshold, the program is warned that their performance on this specific indicator is problematic. If it is well below that threshold, the program is rated "on probation" on that indicator. We will work with programs who are putting in a concerted effort and trying to bring up their scores and will make every consideration for flexibility during this process.

7. Worker Experience Project Portfolio

NJDOL, with the NJ Office of Innovation, created the Worker Experience portfolio as projects that focus on designing digital services for New Jerseyans to access training and career information in an accessible user-friendly journey-experience, as well as generate valuable analytics. The digital tools are developed using agile development, and human centered design in all steps of the problem-solving and design process.

Within the Worker Experience portfolio are the following digital tools:

- NJ Career Central, a digital portal that launched a limited, controlled release on October 12, 2022; this is slated for full release later in 2023.
- NJ Career Navigator: An AI-powered recommendation engine to help career seekers identify jobs, career changes, and training programs that maximize their economic mobility. This tool was developed by Research Improving People's Lives (RIPL) with guidance and contribution from NJDOL, Office of Innovation, and iterated with user feedback.
- NJ Training Explorer: the NJ Training Explorer is an ETPL digital application and replacement for NJTOPPS that allows career seekers to explore training programs that meet their professional goals and personal requirements.

The NJ Training Explorer was developed by the NJ Office of Innovation, with guidance and contribution from NJDOL, the NJ Office of Innovation, and further iterated with user feedback. The site will be an interactive, mobile-responsive website offering data-driven advice for jobseekers and employers about training opportunities and outcomes. Future innovators in the education and training field will be able to download open data in the Credential Engine's standardized format to develop their own tools.

Two innovations distinguish New Jersey's project from similar smart disclosure tools in the education and training arena: the use of AI and machine learning to match people to training opportunities to help them achieve their goals, the incorporation of competency frameworks that help both jobseekers and employers understand the skills that are associated with a training program. The site will also incorporate consumer protection measures to ensure that individuals, employers, and the State of New Jersey make sound training investments. The site will be linked to the state's higher education, education, labor and workforce development and the Governor's websites and promoted widely. Source code will be made freely available to other states via GitHub.

8. Feasibility Study for an Enhanced Wage Record Pilot Program in New Jersey

Employer wage reporting provides critical information for many government programs and generates valuable benefits beyond the administration of Unemployment Insurance (UI) and labor market statistics. Quarterly wage data are a valuable source for locating obligors and establishing child support orders and administering eligibility criteria for unemployment coverage and tax credits. While recent years have seen improvements in the coverage and timeliness of UI data, there is currently no nationwide source of uniform occupational data on all employees nor is

there an integration of public and privately held data. A uniform national database would enable researchers to accurately measure employment and wages, evaluating the existing mismatch between the educational skills and the skills required in the continuously evolving labor market. This research would enable policymakers to develop evidence-based policies related to education, labor, and employment. The study was part of New Jersey's Workforce Data Quality Initiative (WDQI) grant, in which NJDOL partnered with the Heldrich Center for Workforce Development at Rutgers, The State University of New Jersey; it was implemented in accordance with the U.S. Chamber of Commerce Foundation's Jobs and Employment Data Exchange (JEDx) initiative.

New Jersey requires the following information be reported from all employers related to wages earned: Employee SSN, Employee name, Gross Wages paid during the quarter, and Number of Base Weeks earned by the employee during the quarter.

The study conducted by the Heldrich Center for Workforce Development explored adding the specific data points to the information currently reported from all employers. A further goal of this study was to obtain a comprehensive understanding of the concerns and attitudes of New Jersey employers on potential changes to employment and wage data reporting in New Jersey, and recommendations for New Jersey's execution of, or participation in, a pilot program to improve federal and state reporting.

Five core buckets of findings resulted from this study:

1. Impact on large versus small businesses,
2. Motivations and use cases,
3. Privacy and regulation concerns,
4. Logistical concerns, and
5. Recommendations from New Jersey employers.

The study included the following recommendations for improving federal and state reporting of wage records:

1. If voluntary, an effort to improve federal and state reporting in New Jersey should focus on larger employers in the state.
2. The state must ensure that a vetted system is rolled out with devoted resources to support the effort if employers are to engage with it and derive value.
3. Reporting requirement changes will have to be made mandatory for all employers in the state.
4. If New Jersey participates in a pilot program (single-state or multi-state), multi-stakeholder (employers, state government agencies) buy-in and resource support would be required to make the pilot program investment worthwhile.

NJDOL will continue to explore the opportunities for enhanced wage records and how the addition of new data points may allow the state to reduce burden by streamlining data collections into one collection. This could also allow the state to better examine policy implementation in the Unemployment Compensation program by examining equity issues, alignment in the workforce system using occupation rather than industry, and the impact of economic downturns in specific geographies or municipalities within the state.

9. Local Area Statistical Model Development

WIOA significantly advances the strategic alignment of workforce development programs, with particular emphasis on aligning the six "core programs" administered by DOL (Title I and Title III) and the U.S. Department of Education (Title II and Title IV). As required by WIOA, the Departments jointly developed aligned definitions of the primary indicators of performance and created an initial statistical adjustment model.

The Statistical Adjustment Model, required by WIOA sec. 116(b)(3)(viii), and established by the Departments, is an objective statistical regression model to be used to make adjustments to the State negotiated levels of performance

for actual economic conditions and the characteristics of participants served at the end of the program year. It also is a key factor to be used in arriving at mutual agreement on State negotiated levels of performance. Select labor market factors in the model include differences in unemployment rates and job losses or gains in particular industries. Characteristics of participants include indicators of poor work history, lack of work experience, lack of educational or occupational skills attainment, dislocation from high-wage and high-benefit employment, low levels of literacy or English proficiency, disability status, homelessness, ex-offender status, and welfare dependency.

The statistical adjustment model will provide two major functions in performance negotiations and assessment. First, it is one of the factors used when reaching agreement with the States on the negotiated levels of performance. It is used to account for the expected economic conditions and the expected characteristics of participants to be served in the State and/or local areas. Second, it will be applied at the close of a program year to the negotiated levels of performance to adjust for actual economic conditions experienced and actual characteristics of participants.

In addition to the State negotiated levels of performance, States must work with local workforce development areas to establish performance goals for WIOA title I programs. The local board, the chief elected official, and the Governor must negotiate and reach agreement on local levels of performance based on the State negotiated levels of performance. In negotiating the local levels of performance, the local board, the chief elected official, and the Governor must make adjustments for the expected economic conditions and expected characteristics of participants to be served in the local area, using the local area statistical adjustment model developed by each state on its own as a tool. The local area statistical adjustment model must be used at the end of the program year to adjust negotiated local levels of performance in order to reflect the actual economic conditions experienced in the local area and the characteristics of participants served.

NJDOL Local Area SAM Development Process

- A) Identify list of Dependent and Independent Variables: use PIRL data and Bureau of Labor Statistics data.
 - *Dependent variables (DV) indicators of performance: Five levels of performance (Y)*
 1. Employed at Quarter 2 after exit
 2. Employed at Quarter 4 after exit
 3. Median Wage at Quarter 2 after exit
 4. Credential Attained
 5. Measurable Skill Gains
 - *Independent variables IV (factors) (X)*
- B) Match variables with the time period.
- C) Download the same list of dependent variables and independent variables for Time 1 (the pre-program time period) and Time 2 (post-program time period). New Jersey will use PY 21 Performance Assessment Time 1: PY 2020 and Time 2: PY2021.
- D) Download data for Adult, Dislocated Worker, and Youth programs for Pre-Program and Post-Program Years (Time 1 and Time 2).
- E) Number of Datasets to be prepared for analysis: Six (6) datasets will be used.
 - *PY21 Performance Assessment - Calculation of PY 2021 Adjusted Level of Performance*
 1. Pre-program (2020) ADULT
 2. Post-program (2021) ADUL
 3. Pre-program (2020) DISLOCATED WORKER
 4. Post-program (2021) DISLOCATED WORKER
 5. Pre-program (2020) YOUTH
 6. Post-program (2021) YOUTH

F) Prepare the datasets for analysis:

1. Clean data: Remove duplicates, inaccurate data, check missing data, verify missing data really is missing.
2. Check data quality: Verify that the number of respondents in the dataset matches with the population, check the accuracy of the data for each variable in the dataset.
3. Run descriptive statistics: These include mean or average, range, and sample size for each variable, running correlation to see the one-to-one relationships with variables.

G) Number of Regressions to be run: 30 regressions.

1. Run regressions for each of the 5 dependent variables– for each time period (Time1 & Time2) for each group (Adult, Youth, and Dislocated Worker).
 - a. Pre-program (2020) ADULT x 5 DV
 - b. Post-program (2021) ADULT x 5 DV
 - c. Pre-program (2020) DISLOCATED WORKER x 5 DV
 - d. Post-program (2021) DISLOCATED WORKER x 5 DV
 - e. Pre-program (2020) YOUTH x 5 DV
 - f. Post-program (2021) YOUTH x 5 DV
2. Calculate Y-hat (regression-adjusted level of performance) for the pre-program year (Y-hat pre) and post-program year (Y-hat post).
3. Calculate Adjustment Factor = Y-hat post (-) Y-hat pre.

H) Performance Assessment

1. Negotiated level of performance (the Y-negotiated) + the Adjustment Factor = Adjusted Level of Performance.
2. The Adjusted level of performance is compared to the Actual level of performance for the Program Year being assessed.

New Jersey is coordinating this effort with the assistance of the SAMTAC technical assistance team, supported by USDOL. NJDOL is also working with local areas to raise awareness of the model development, the target negotiation process, and post-program year assessment activities, to support implementation of the local SAM in New Jersey.

Efforts to coordinate projects with WIOA core programs, other state agencies, local boards:

The above-highlighted data, research, and evaluation projects are all developed and supported in coordination with a variety of partners, including the Office of Research and Information (ORI), including specifically the Workforce Research and Analytics Unit, the Workforce Development (WFD) division, and in collaboration with other state partners, including the State Employment and Training Commission (SETC) and the Garden State Employment and Training Association (GSETA), the membership organization of New Jersey's Local Workforce Development Boards.

Key venues for collaboration include the SETC's Performance Committee and NJDOL's Evaluation Workgroup. Through these groups, program stakeholders, including state staff, the SETC and local boards, are engaged in evaluation design, implementation, dissemination and incorporation of evaluation findings and recommendations. The evaluations will use a variety of methodologies, including quantitative and qualitative techniques, and customer satisfaction; will incorporate data from NJEEDS and other sources; and will be designed to provide actionable results to inform program and policy decisions.

List of completed evaluation and related reports and links to where made accessible to public electronically:

All ongoing and future evaluations reports will be published on the SETC and NJDOL website, as they are completed. Publications are posted at: <https://www.nj.gov/njsetc/performance/index.html>

- PY 2020 WIOA Evaluation: An Evaluation of WIOA Services in New Jersey, Program Year 2020, <https://www.nj.gov/njsetc/performance/>.
- SETC Dashboard: [Performance Dashboard for WIOA](#)

State efforts to provide data, survey responses and timely site visits for Federal evaluations:

The NJDOL Office of Internal Audit (OIA) coordinates the collection of data, survey responses, and site visits for all information requests received from the Federal Government. This includes information needed for federal evaluations, assessments, and compliance reviews. As the main contact for the Federal team, OIA will reach out to the appropriate divisions to obtain the information requested and ensure all requests for information are responded to in a timely fashion.

Any continuous improvement strategies utilizing results from studies and evidence-based practices evaluated:

One of the recommendations from NJDOL's PY20 evaluation, conducted in partnership with the Heldrich Center for Workforce Development was the importance of investing in technological tools that help to support consistency of service across local areas.

One of the key areas that New Jersey is currently focused on is modernizing our system of record and developing data tools that better support high quality service delivery and real time information about career and training services in New Jersey – for our Local Workforce Development Boards (LWDBs), One Stop Career Center staff, and internal NJDOL teams.

Over the last year, several different divisions and offices across NJDOL, led by our Office of Technology, have convened to identify specifications for a new system of record to replace AOSOS. Through this collaborative process, we have developed an RFP that is about to be released. We anticipate that a new data system will support easier data collection, improved access to data reports, and greater coordination/collaboration across required and recommended One Stop partners.

In addition, our Workforce Division has made new investments in staff positions that will support the integration of data and evaluation in the implementation of WIOA programs. We have hired a Supervising Administrative Analyst who has begun convening a Workforce Reports group that consists of NJDOL, LWDBs, and One Stop staff to develop new reporting tools that align with the [AOSOS Technical Guide for Title I Service Delivery](#). We recognize the importance of creating new data tools that better support use of data in our existing system, as we also prepare for the replacement of that system.

Finally, we continue to support and develop technological tools that ease and support access to services – including through Simply Sign which allows for electronic documentation, investments in Metrix Learning which provides access to a wide catalog of training and skill-building opportunities, and through the development of NJDOL's custom Learning Management System that houses specific professional development opportunities for workforce professionals in New Jersey.

State's approach to customer satisfaction:

In PY 2022, NJDOL conducted an online web-based customer survey for Title I exiters who received services from the State's One-Stop Career Centers (OSCCs), including those from satellite and County Offices throughout the State. The purpose of the survey was to gather information about customer experiences and satisfaction. Programming was written to extract email addresses from a database which were then used to send the survey request and links to launch the survey (both in English and Spanish).

Using the Survey Monkey tool, NJDOL emailed the surveys to 6,069 users of the system and received 677 (11.2 percent) survey responses. The surveys were sent in the month following an individual's planned exit date. This provided a timelier method for an individual to receive and respond to a survey. Responses were tracked monthly; monthly response rates varied from 10.3 percent to 12.7 percent.

Recipients were first asked which OSCC they contacted for workforce services. The Cumberland-Salem-Cape May workforce area (Vineland, Salem and Wildwood OSCCs) had the highest rate of office contacts at 10.6 percent, while the Mercer County workforce area (Trenton OSCC) had the lowest of 0.1 percent. Various demographic data were then collected and the results were graphed showing 80.1 percent of those surveyed were currently unemployed. Female respondents exceeded males at 53.2 percent compared to 45.4 percent. Nearly one-half (47 percent) of the respondents were in the 25-34 and 45-54 age brackets, 22.9 and 24.1 percent, respectively; while 40.2 percent of respondents were in the 35-44 and 55-64 age brackets, 22.1 and 18.1 percent, respectively. Education levels varied with high school/GED reported by the largest percentage of responses (40 percent), followed by some college (23.3 percent) and Bachelor's degree (18.5 percent). Respondents who indicated their race as Black or African American were the highest group (36.7 percent), with the next highest (36.4 percent) as White or Caucasian. Nearly three-quarters (73.2 percent) indicated their ethnicity was Hispanic.

When asked about their overall satisfaction with the services provided by the OSCC, a majority (81 percent) were either "very satisfied" or "satisfied" with the services they received. Open-ended responses were sorted by the OSCC and provided to management staff for review and use in continuous improvement. Asked if there were any service(s) and/or help that was not available, over four-fifths (81.2 percent) indicated "No" and provided many positive open-ended responses, again, shared with management staff. More than four-fifths (80.9 percent) of respondents were "very satisfied" or "satisfied" when contacting the front desk/intake area of the OSCC.

A majority of respondents (averaging 80 percent) indicated a positive experience with specific items such as: information received, services met their expectations, intent to again contact the OSCC, short wait time, useful resources, intent to recommend the OSCC to others, again contact for any other help, politeness and knowledge of staff members, participation in Job Search activities from the OSCCs, career assistance received, and participation in and/or training received.

States should consider providing information on: Progress made in achieving the State's strategic vision and goals as described in the State's Unified or Combined State Plan, for developing its workforce and meeting employer needs in order to support economic growth and economic self-sufficiency.

The New Jersey Combined State Plan for the WIOA 2022 Modification describes the State's strategic vision and supports Governor Murphy's Future of Work Task Force recommendation to ***Invest in Workers: Support lifelong learning and skill building to make workers resilient to the change's technology will bring.***

Within this core area, the Task Force identified the following activities:

- a. Create Lifelong Learning Accounts for all New Jerseyans and fund the accounts of low-wage workers, and encourage and provide mechanisms for employers to match funds for lifelong learning.
- b. Further develop the State's Training Explorer to help workers make informed decisions about lifelong learning and training.
- c. Encourage all employers to invest in worker training, lifelong learning, and reemployment and create financial incentives for small and medium-sized employers.
- d. Support innovation and skills collaboratives and other ongoing initiatives to align New Jersey's education and workforce systems, and align individuals' education with their desired career pathways.
- e. Continue to expand low-cost opportunities to access degree programs (including access to community colleges), career and technical education, and training, apprenticeships, and pre-apprenticeships

Below we provide details on the progress towards these activities set in the State's plan. As we move forward this year, we will be updating our state plan to include the strategic plan of NJDOL's Workforce Division (WFD) mentioned above.

Creation of Lifelong Learning Accounts

In 2022, in partnership with the Governor's Office of Innovation, NJDOL received \$10 million to launch the Lifelong Learning Accounts program to assist the chronically unemployed and underemployed NJ residents without college degrees or credentials attain career services, trainings, and employment supports. Along with receiving these services, participants will receive up to \$9600 to pay for training and/or wraparound services, such as childcare and transportation, to complete their education and training programs. Participants will work with a career coach to develop an Individual Employment Plan (IEP) tailored to their goals and financial need plus to ensure successful training and employment outcomes.

New Jersey is one of a few states to successfully launch this program. NJDOL remains committed through this initiative to upskill participants to promote linkages into employment and career paths that offer living wages and promote self-sufficiency. To date we have 35 participants enrolled in LiLA of which 4 participants are currently in training. There was a delay in releasing funds to participants due to treasury advising our finance department that LiLA funds are not tax-exempt and W-9s would be required from all participants to release funds. As of today, we have received and submitted 26 W-9s to treasury and anticipate releasing funds to participants in the near future. Grantees are now fully staffed and have increased their marketing strategies so we anticipate a substantial increase in participant enrollment.

Development of State's Training Explorer

As highlighted above (on page 11), New Jersey's Training Explorer is an ETPL digital application and replacement for NJTOPPS that allows career seekers to explore training programs that meet their professional goals and personal requirements. Over the last year NJDOL has worked in partnership with the NJ Office of Innovation to gather user feedback and further build out this site.

Through this new application, jobseekers, workers, and employers will have much clearer information about the training opportunities available, including what skills are associated with training programs, as well as information that will help them to assess the quality and outcomes of specific training options.

Employer Investment in Worker Skills

In PY22, NJDOL continued to support investments in work-based learning. In PY21, NJDOL worked with GSETA to identify a training and TA partner to support the expansion of work-based learning across New Jersey's. Following up on the five-part training series, in PY22, each Local Workforce Development Board received individualized and targeted assistance in developing specific plans for applying the learnings from the training and expanding work-based training opportunities in their areas. The initial training series can be found here: <https://www.nj.gov/labor/wioa/resources/> (in the Webinar Archives section of this site).

In addition, NJDOL also set policy in PY22, that added NJDOL's Business Outreach team as required partner in New Jersey's One Stop Career Centers. By requiring that these state staff serve as One Stop partners and participate in the development of local MOUs/IFAs, NJDOL seeks to strengthen the connection of state-funded and WIOA-funded work-based learning opportunities to better align and support employers in local areas and across New Jersey.

Additionally, Local Workforce Development Boards are leveraging the state's investment in SkillUp New Jersey with Metrix Learning to support employers. Local areas have been promoting Metrix Learning as a business service resource for assessing candidates, upskilling, and retention. Small businesses (under 15 employees) get free access to Metrix Learning for upskilling through their local portals. Medium-sized employers (over 15 employees) can get Metrix customized for their staff through incumbent worker training. Participating employers get 1-year access to Metrix with customized curriculum designed for their

departments/job titles.

Metrix recently launched a program with Middlesex Workforce Development Board for RWJBarnabas Health for their staff. They're training between 50-100 staff, targeting front-line staff and supervisors. Curriculum includes courses for: communication skills, teamwork, problem solving, emotional intelligence, customer service, call center, digital literacy, Microsoft Office, DEI, leadership, and management.

Expansion of Low-Cost Opportunities to Access Degrees

NJDOL continues to explore and expand opportunities for individuals to gain access to industry-valued credentials and degrees, in particular through additional state investments in pre-apprenticeship and apprenticeship opportunities. The key apprenticeship and pre-apprenticeship programs funded by the State include:

- Growing Apprenticeship in Nontraditional Sectors (GAINS) program provides New Jersey businesses, organizations, and apprenticeship sponsors with funding to offset the training costs, some administrative costs and 50% wage reimbursement for new apprentices hired during the term of the contract.
- Pre-Apprenticeship in Career Education (PACE) program provides funding to eligible organizations to provide industry-based training and classroom instruction with placement into a USDOL approved registered apprenticeship program, employment within the industry with a starting wage of at least \$15 per hour, or admission into a post-secondary college or additional occupation-specific career training.
- Youth Transitions to Work (YTTW) program provides funding to eligible organizations to recruit, screen and facilitate effective transitions of high school juniors, seniors and out-of-school youth into high-skill, high-wage occupations with placement into a USDOL approved registered apprenticeship program.

The chart below summarizes the state's investments into the three programs during PY22:

Program	Number of Grants Awarded	Projected Number to be Served	Total Awarded
GAINS PY22	18	893	\$4,915,323
PACE PY22	16	722	\$5,279,128
YTTW FY22	6	184	\$2,000,000

New Jersey's total investment for the apprenticeship and pre-apprenticeship programs during PY22 is \$10,394,451.

In addition, New Jersey supports a Tuition Waiver program that is set in accordance with the State of New Jersey regulations N.J.A.C. 12:23-8.1 through 8.10 governing the administration of the program. The Tuition Waiver program is a joint effort by the Department of Labor and Workforce Development (NJDOL) and the NJ Commission on Higher Education. This program enables eligible unemployed customers to enroll, tuition-free, when vacant seats are available, in an appropriate course of instruction at public colleges and universities in New Jersey that will provide them with identifiable skills leading to gainful reemployment. The customer and a One Stop Career Center Counselor jointly develop a course of instruction identified in an Employability Development Plan (EDP). The customer works with school officials to enroll in classes and work towards increasing their marketability by completing identified course work outlined in the EDP.

Development of Sector Strategies and Career Pathways

See section below

Progress made in implementing sector strategies and career pathways:

Over the last year, NJDOL made significant progress in putting its Industry Partnerships (IPs) model into practice. IPs are NJDOLs regionally-based strategy for building sector partnerships throughout the State. This strategy places business leaders at the center of partnerships and brings the ecosystem of state agencies and regional partners invested in this work together. Through these partnerships, businesses within the same industry, in a shared labor market region, work with government agencies to address the overall competitive needs that business leaders identify.

This year we created the USDOL Registered Apprenticeship for Combination, Welder - EEW (a manufacturer of equipment in the wind energy industry). We worked through **The Manufacturing IP** and **Energy IP** to build an apprenticeship program between a local Vo-Tech High school & several local Community Colleges to both train and complete apprentices in the occupation of Sub Arc Welders. This program is expected to start Winter 2023.

In addition, we are in the process of developing several other pathway programs:

- The **Health Care IP** along with the Rutgers School of Nursing developed and will run the Nurse Residency Program. This program was created to address the high turnover rate of Licensed Practical Nurses (LPN's) and Registered Nurses (RN's) at Long Term Care Facilities. This program is expected to start Winter 2024.
- The **Health Care IP** also identified the need to expose underrepresented or financially disadvantaged high school juniors and seniors interested in pursuing a career in medicine and/or health care to jobs in the medical field. Health Care IP is partnering with Hackensack Meridian Health School of Medicines Medical Internship to create a 6-week paid career exploration internship. This program is expected to start Summer 2024.
- The **Manufacturing IP** and **Energy IP** worked with South Jersey Industries (SJI) to create a talent pipeline program around construction management with Vo-Tech High Schools and local community college. The Program is expected to start Spring 2024.
 - The **Manufacturing IP** is also develop a Manufacturing Boot Camp is being created with Vo-Tech High Schools that will expose students to experience different types of jobs in the engineering/manufacturing industry. The program is expected to start Spring 2024.
 - The **Manufacturing IP** is working in collaboration with NJEDA (New Jersey Economic Development Association) CHIPS Consortium to develop the supply chain for R&D. Through this project, partners will design and create a mini fab lab at Joint Base MDL (McGuire-Dix-Lakehurst) that is connected to the manufacturers of the equipment and to the Outsourced System Assembly and Testing for packaging the chips. Currently the consortium is creating a structure to apply for NOFO's, grants, asset mapping and pipeline development. Program updates are expected in the first quarter of 2024.
 - The **Transportation Distribution and Logistics IP** is working to develop a training program for warehouse staff that would train them specifically on Warehouse Management Systems (WMS). The program is expected to start Fall 2024.
 - The **Life Sciences IP** is working to create a Pre-Apprenticeship program with NJIT (New Jersey Institute of Technology) to custom design a curriculum and hands-on training program. Successful trainees will be ready to work in any company with basic pharma skills that will relieve workforce issues immediately. This program is expected to start Fall 2024.
 - The **Life Sciences IP** is also working to develop the Aseptic Manufacturing Technician Pre-Apprenticeship: The Aseptic Technician program. This program provides students with the technical

skills necessary to successfully perform the responsibilities required of an Aseptic Technician, or a Manufacturing Associate, in the Cell and Gene Therapy industries. This program is expected to start in Spring 2024.

If the State has received a small state minimum allotment exception to decrease the minimum out-of-school youth expenditure requirement, describe how the exception has impacted services provided to both in-school youth and out-of-school youth, including specific strategies for serving each population, as well as how the state and/or local area is ensuring serving out-of-school youth remains a priority.

This is not applicable to the State.

Specific State performance measures or goals and progress towards meeting them:

To reflect the strategic priorities of the State, NJDOL adopted an additional set of performance measures and applied these measures, and those required by the WIOA, to a broader number of programs. The State adopted these additional measures to address gaps in the existing data and to provide more timely information to stakeholders on the characteristics of the workforce development system's participants. The additional performance measures are as follows:

Measures for WIOA Title I and WIOA Title II

1. Number of program participants served by the program
2. Number of program participants exited from the program
3. Percentage of program participants served with barriers to employment as follows:
 - a. Disability;
 - b. Ex-offender;
 - c. No high school diploma;
 - d. Previously or currently in foster care;
 - e. Homeless;
 - f. Limited English Proficiency or Low-Level Literacy;
 - g. Long-Term Unemployed (continuously unemployed for at least 12 consecutive months; and
 - h. Public Assistance customer.
4. Percentage of program participants responding to survey who are satisfied with their training/counseling after exiting from the program.

With regard to these measures for Titles I and II, the state collects data in an effort to examine yearly changes and make comparisons across program years. For WorkFirst New Jersey (WFNJ) and other customers, NJDOL will continue to explore ways for further data collection in support of performance measurement, either through other state agencies joining the state longitudinal data system or through bilateral data sharing agreements.

Performance deficiencies on the primary indicators of performance, which may include descriptions of any factors impacting performance.

The State formally began the transition to WIOA indicators of performance on July 1, 2016. In preparation for the transition, NJDOL sought to determine performance measures and sustainability issues relevant to local areas, NJDOL, USDOL, USDOE and other stakeholders. This process presented several challenges for the State's performance accountability system, but also provided several opportunities for our workforce development system overall. The challenges include the necessity to incorporate new and revised performance measures, and to update

systems of record to comply with WIOA. In addition, testing new systems requires time and effort and requires changes in business processes, as well as related business requirements. The opportunities provided by WIOA included the ability to set baseline targets for programs, enhance the functionality of data systems, clean up old data, and create better service models. NJDOL is developing its local statistical adjustment model (SAM) for use with local area target development and assessments of local area performance, to support continuous improvement in program performance.

The State's common exit policy, including which ETA-funded partner programs are included in the State's common exit policy:

Programs that utilize the America's One-Stop Operating System (AOSOS) share a common exit policy. In addition to all state-funded programs, this includes the following federal programs: Title I Adult, Dislocated Worker and Youth, Wagner- Peyser Employment Service, and Jobs for Veterans State Grant.

Negotiated performance levels for local areas for titles I and III core programs for PY21:

New Jersey's performance in PY 2022 resulted in several clear trends:

The Adult employment measures outcomes were mostly positive, with some slight variation between Employment Rate 2nd Quarter after Exit (EQ2) and Employment Rate 4th Quarter after Exit (EQ4):

- The State exceeded its negotiated performance target for Adult Employment Rate 2nd Quarter after Exit (EQ2), achieving 115.9 percent of the target. Among the local areas, twelve (12) exceeded, two (2) met, and three (3) did not meet the negotiated targets.
- The State also exceeded its target for Adult Employment Rate 4th Quarter after Exit (EQ4), achieving 111.5 percent of the target. Of the local areas, twelve (12) exceeded, one (1) met, and four (4) did not meet the negotiated targets for the measure.

The Dislocated Worker (DW) employment measures were also positive, for both Employment Rate 2nd Quarter after Exit (EQ2) and Employment Rate 4th Quarter after Exit (EQ4).

- The State exceeded its target for EQ2, achieving 108.5 percent of the target. Among the local workforce areas, fourteen (14) exceeded, two (2) met and one (1) did not meet their targets.
The State exceeded its target for EQ4, achieving 110.3 percent of the target. Among local areas, fourteen (14) exceeded and three (3) met their targets.

Both the Youth Employment/Education Rate 2nd Quarter after Exit (EEQ2) and Youth Employment/Education Rate 4th Quarter after Exit (EEQ4) measures showed positive results.

- The State exceeded its target for Youth EEQ2, achieving 107.2 percent of the target. Eleven (11) local areas exceeded, two (2) local areas met, and four (4) local areas did not meet their targets.
- For the Youth EEQ4 measure, the State exceeded its target, achieving 118.8 percent. Of the local areas, thirteen (13) exceeded, three (3) met, and one (1) did not meet their negotiated targets.

The Wagner-Peyser (WP) Employment Rate measures trended positive in PY 2022, with greater achievement of targets than in the prior program year.

- The State exceeded its target for Wagner-Peyser Employment Rate (EQ2) with 116.8 percent achievement. The EQ4 target was also exceeded by the Wagner-Peyser program, with 100.6 percent achieved.
- Among local areas for Wagner-Peyser EQ2, sixteen (16) exceeded and one (1) met the target. For EQ4, eight

(8) local areas exceeded, seven (7) met, and two (2) did not meet the performance target.

The Credential Attainment Rate measures resulted in positive performance across most areas.

- The State exceeded its performance targets for Adult and Dislocated Worker Credential Attainment with 103.7 percent and 99.3 percent achieved respectively. The Youth Credential Attainment rate was also exceeded, with 108.0 percent of the target achieved.
- Among local areas, nine (9) exceeded, six (6) met and two (2) did not meet the targets for Adult Credential Attainment.
- For Dislocated Workers, eight (8) exceeded, six (6) met, and three (3) did not meet the Credential Attainment targets.
- For the Youth Credential Attainment measure, twelve (12) local areas exceeded and five (5) did not meet the targets.

The Median Earnings measures for all populations showed high achievement across the state and local areas, with some variation in youth achievement.

- The State exceeded its targets for the Adult, Dislocated Worker and Youth measures, achieving 135.0 percent, 124.1 percent, and 140.9 percent of its targets, respectively. For the Wagner-Peyser Median Earnings measure, the State also exceeded its target, achieving 140.9 percent of its target.
- Seventeen (17) local areas exceeded the performance targets for Adult Median Earnings.
- Fifteen (15) local areas exceeded and two (2) met the targets for Dislocated Worker Median Earnings.
- For Youth Median Earnings, ten (10) local areas exceeded and seven (7) did not meet their performance targets.
- For Wagner-Peyser Median Earnings, seventeen (17) local areas exceeded the negotiated targets.

For Measurable Skill Gains Measures, the state and most local areas exceeded the performance targets.

- The State exceeded the performance targets for Adult and Dislocated Worker, achieving 133.8 percent and 144.8 percent, respectively. The State met the target for Youth Measurable Skill Gains measure, achieving 99.5 percent.
- Sixteen (16) local areas exceeded and one (1) did not meet the Adult Measurable Skill Gains performance targets. Fifteen (15) areas exceeded and two (2) met the Dislocated Workers performance targets. For Youth Measurable Skill Gains, twelve (12) areas exceeded, one (1) met, and four (4) did not meet the negotiated targets.

NJDOL continues to work diligently to bring the AOSOS system of record into full technical compliance with WIOA and USDOL reporting mechanisms. Software errors are reported to our case management vendor and USDOL, as needed, for corrective action. These activities will continue into the foreseeable future. The State will continue to analyze and revise performance outcomes, as needed, to provide the most accurate performance information to our employment and training partners.

The State's approach to data validation and ensuring data integrity, including a description of the methodology of any validation activities that occurred:

NJDOL, as a grantee receiving funding under the USDOL Employment and Training Administration, is required to validate report and participant record data. NJDOL has an established Data Validation Unit (DVU) assigned to the Division of Workforce Research & Analytics. The DVU is primarily responsible for assuring the integrity of the State's WIOA Titles I & III, Trade Act (TA), Senior Community Service Employment Program (SCSEP), and UI program reports in accordance with Federal and State law and regulations. Title II report and data element validation is conducted

annually by DVU in concert with Title II staff. Title IV staff is responsible for validating their required reports.

The DVU conducts a variety of WIOA data validation (DV) activities within specific time-frames (quarterly, and annually). This DV effort is designed and serves to strengthen the workforce system by ensuring that accurate and reliable information on program activities and outcomes is produced.

Report validation relies on edit checks to verify accuracy of the state calculations used to generate the DOL and ED quarterly and annual performance reports as submitted through the Workforce Integrated Performance System (WIPS), the annual Title II report as submitted through the National Reporting System for Adult Education (NRS), and the quarterly Rehabilitation Services Administration (RSA) 911 report as submitted through the AWARE management information system to RSA. Title I and III edit check errors are evaluated by both DVU and the Reporting Unit. System anomalies are reported to our vendor (Navisite) for resolution and tracked by the reporting unit.

Data Element Validation checks the integrity of individual records in accordance with TEGL 7-18 and TEGL 23-19 as appropriate. A sampling methodology has been developed for Titles I & III to evaluate annual reported values of the 24 core elements against actual activities. This entails retrieving extracts from the WIPS for dates corresponding to the core performance measures of the annual report (ETA 9169) for each Title I funding stream and Title III. The files are then randomized and sample chosen for evaluation. A minimum of 10 records for each of our 18 local areas for each core performance measure are evaluated. The evaluation includes annual desk audits and annual local area file review. Quarterly activities include evaluation and correction of WIPS edit check errors and analysis of failing measures in the USDOL Quarterly Report Analysis (QRA).

DV Result Summary Reports are issued to program management and local area offices at the completion of each DV program monitoring to maintain quality/effectiveness, in accordance with Federal and State law and regulations. Case management system errors are reported to our system vendor (Navisite) and tracked by the reporting unit. Local area corrective actions are issued and tracked by DVU in conjunction with our Workforce Monitoring partners. Local area training and technical assistance is conducted by DVU and Monitoring.

A system for validating Title IV ETA-9169 submission of the 24 core elements is in progress under the direction of Title IV staff. The DVU, in conjunction with Title II staff and their case management system vendor, LiteracyPro, have developed tables to allow the extraction of individual reported records against the 24 core elements.

All policies and procedures for DV operations are stored in a shared-drive folder accessible to the DVU staff for guidance/reference purposes. Additionally, the DVU uses Standard Operating Procedures (SOPs) for all DV programs, including those specifically for the WIOA program. A set of DV Best Practices was also developed for the DVU staff.

Activities provided through Rapid Response and how those activities have directly or indirectly impacted performance:

NJDOL has focused Rapid response activities and layoff aversion, which may include:

- Data on number of companies served and number of individuals served;

Discussion of strategies for linking Rapid Response recipients to American Job Centers and processes for intake or co-enrollment in the Trade Act Assistance and the DW programs;

- Discussion of layoff aversion strategies, including any metrics/outcomes developed and/or tracked by the State with respect to layoff aversion, such as return on investment or measures showing the economic benefits of

Rapid Response and layoff aversion;

- Discussion of how Rapid Response and layoff aversion activities are aligned with business engagement, sector strategy, and career pathway efforts, which may include a discussion of any systems, tools, networks or approaches designed to identify companies in distress and strategies to deliver necessary solutions as early as possible, as well as outcomes of the use of such systems or tools;
- Discussion of specific types of services or workshops provided to both companies and affected workers; and
- Activities provided under the Wagner-Peyser Act Employment Service section 7(b) (e.g., services to groups with special needs or extra costs of exemplary models for delivering services).

Rapid Response Overview

Rapid Response Employers Served from FY 2021-Present

PY	Total Employers Served
2021	98
2022	45
2023	27

Rapid Response Individuals Served from FY 2021-Present

PY	Total Individuals Served
2021	4,600
2022	1,898
2023	742

Strategies for linking Rapid Response recipients to AJC's include the following;

Upon receipt of a notice of closure (WARN Act notice filing) the NJDOL Rapid Response Team, located in the NJDOL Central Office, works with the impacted company to identify lead time for when a shut-down /closure will take place. The immediate focus is to set up onsite visits with the employer, meet with the impacted employees, and discuss in a presentation format the UI process and system benefits. The Rapid Response team also markets the services of the OSCCs and helps impacted workers identify their nearest OSCC.

This presentation, intended for all impacted employees, begins the process of capturing personal data of the employees on paper which is then later data-entered into AOSOS. This allows for the client profile to be captured before the client engages with the OSCC and/or the UI system.

If it is known or speculated that the shut-down / closure is in anyway related to eligibility criteria identified in the Trade Act, the Trade Act Unit joins the Rapid Response team to deliver a joint presentation and begin the process of identifying appropriate Trade Act services. This information is then virtually handed-off to our partners at the local OSCCs as the profile information and eligibility criteria is now available prior to services being taken up.

Layoff Aversion Strategies – including any metric / outcomes:

In January of 2014, the State signed into law the “Shared Work Program.” Employers with ten (10) or more employees who wish to hold onto trained employees during a disruption of work period may apply to the UI Division of Employer Accounts (EA) to offer such a program. While this program is marketed on NJDOL’s website, as well as by NJDOL’s Business Services staff, the process for application and approval rests with UI’s EA Unit.

The Business Services staff’s collective experience as marketers suggests that the program is still rather new and most employers are unaware of it. Additionally, when making closure decisions, employers are not thinking about a “prevent strategy” for employees; they are more focused on the business product, customers, etc. UI’s EA can speak to the number of applicants who were successful and the length of time from application to approval.

Rapid Response and Layoff Aversion activities alignment with; Business Engagement, Sector Strategies, Career Pathways, etc.

NJDOL’s Rapid Response team, which is comprised of Business Services staff, focus efforts on marketing of system services and effective customer routing. The Rapid Response team manage client expectations which often includes correcting any negative perceptions an impacted party may be concerned about and ensuring productive routing by connecting customers to locations whereby they can receive needed services to get back to work as soon as possible.

During every Rapid Response presentation, NJDOL’s Business Services staff are equally focused on both the UI process as well as how the OSCCs can assist in reconnecting an impacted person to the future workforce. This includes brief explanations of basic services, training services, and other NJDOL efforts on engaging the workforce through sector strategies and career pathway opportunities. This is done in very brief sessions as the focus is on customer understanding of the process and where to go for more information.

NJDOL Rapid Response staff are able to make this a very real discussion because the same staff who are out talking to businesses everyday about hiring needs and discussing how NJDOL can help the business grow, are sent to deliver the Rapid Response presentations. Further, the Business Services staff work out of the OSCCs where most impacted customers will be routed; and as a result, they can speak to the local hiring needs of companies, by sector, in real time. Additionally, where possible, the Business Services staff will coordinate job fairs for the impacted employees or make direct referrals to hiring companies to interview impacted workers.

Discussion of specific types of services or workshops provided to both companies and affected workers. NJDOL’s Business Services staff is embedded within every local OSCC and can speak to the current hiring need conditions. NJDOL markets the services of the system to every employer and understands the growth sectors within local vicinages. By extension, the Business Services staff can equally share this information with companies and workers impacted by layoffs once a final decision has been made. Services are more focused on marketing and answering questions, but direct connection to Layoff Aversion opportunities for businesses or OSCCs where services can be provided to impacted workers is a standard practice. (For more detail, see the previously provided answer.)

Programs/Services for Special Needs Populations

The Office of Transitional Workforce Services provides services to populations with special needs and implements the following programs in alignment with New Jersey’s One Stop Career Centers:

Pathways to Recovery

The goal of the Pathways to Recovery program is to provide support and training to eligible participants who have become dislocated due to the opioid crisis and promote successful and sustainable reentry into the workforce. NJDOL will contribute to the humanitarian needs of opioid-affected communities by making headway into one of

the most vital social determinants of health – employment. The program has been funded by Governor reserve funding in the amount of \$15 million and USDOL funding in the amount of \$9 million.

NJDOL provides participants with career services, training, supportive services and unsubsidized employment opportunities to reduce the prevalence of opioids and its impact on the workforce. The key objective of this approach is to:

- Target strategic in-demand occupations that could mitigate community health effects and are of high unmet demand and provide employment, training and certification to better serve participants;
- Develop employment and training opportunities for eligible participants impacted by the opioid epidemic;
- Target employers that choose to hire eligible participants; and
- Create career pathways models to connect eligible participants to employment and career advancement.

Program participants are provided the following services:

- Registration with One-Stop Career Center
- Program eligibility
- Individual Employment Plans (IEPs) which will identify participant skills, barriers, goals and provide timelines in which to remediate barriers
- Testing and Training
- Referrals to supportive services and employment
- Employment referrals and follow-up

Upon completion of IEPs, the relevant skills and abilities of participants are determined, and they are enrolled into appropriate training to increase their employment opportunities. Participants receive an array of wrap-around supportive services such as expungement, license restoration, obtaining forms of identification, and childcare to help them obtain and retain employment. Participants receive one-on-one assistance with job search, interviewing skills, resume writing, career assessment and referrals to job opportunities. After employment is obtained, participants are tracked for 90-days and (if needed) provided additional supportive services to help encourage retention. Additionally, job coaches assist participants in learning job duties, adjusting to the work environment and provide periodic follow-up to encourage retention. If a participant discloses, they or someone they know has a history of opioid abuse, they are referred to local community services such as mental health treatment, peer support groups, or addiction treatment centers.

The goal is to assist them in their recovery and assure they are ready to be successfully reintegrated into the workforce. Referrals for this type of applicant can be sought from local treatment providers, civic groups and other community-based organizations that support individuals affected by the opioid crisis. Robert Wood Johnson Medical School (RWJMS) provides on-going training to assist staff in servicing OUD participants. RWJMS surveys participants to ensure they are being provided needed services, in a timely manner and that those who work with the participants, perform in professional ways. This ensures participants receive value added services and encourage program participation, employment and retention.

From June 2019 through October 2023 the program has:

- Served 3,592 participants.
- Trained 2,831 participants.
- Helped 2,113 participants obtain credentials.
- Certified 184 participants as Peer Recovery Specialist (CPRS).
- Helped 1,885 participants obtain employment.
- Assisted 1,303 participants to retain employment for 90 days.
- Established 1,539 new employer partnerships.

Re-Entry/Job Opportunities for Building Success

Justice-involved individuals encounter many unique challenges when attempting to return to the workforce. This population has a multitude of barriers to employment compared to the rest of the community and requires additional services and client-specific approaches to resolve these issues. In 2023, to better serve the justice involve population, NJDOL successfully launched and funded this program in partnership with NJ Probations and Parole in the amount of \$6 million via Governor reserve funding.

Goals of Job Opportunities for Building Success (JOBS)

The main goal of JOBS is to promote successful reentry of justice-involved participants into the workforce by providing the following:

- **Partnerships:** Develop partnerships with justice-involved entities to (1) support enrollment of target populations, (2) strengthen career coaching/mentoring practices, and (3) ensure connection to critical support services, such as Identification obtainment and expungement.
- **Individual Employment Plan:** Ensure, per participant's IEP, the timely delivery of appropriate and necessary career-training, and support activities to Justice involved individuals.
- **Career Coaching:** Provide ongoing and consistent career coaching/mentoring, including connection to supportive services, to help participants navigate IEPs and manage decisions about how to utilize JOBS funding.
- **Outcomes:** Help participants navigate to successful outcomes, including the attainment of industry-recognized credentials and entry and advancement in career path and employment.
- **Virtual Services:** Offer training and career coaching/mentoring via digital platforms to ensure participant accessibility.
- **Internships:** Provide placement into internships to help participants gain work experience and possible opportunities for employment.
- **Work-Based Learning:** Partner with employers to increase unsubsidized employment opportunities and retention.
- **Evaluation and Learning:** Use data and evidence to track outcomes and improve how participants utilize JOBS funds.

As of from April 2023 through November 2023 this program has successfully:

- Served 141 participants.
- Trained 125 participants.
- Provided 116 participants with credentials.
- Placed 7 participants into internships.
- Assisted 32 participants to obtained employment.
- Helped 15 participants retain employment for 90 days.

Lifelong Learning Accounts (LiLA)

The Governor's office has partnered with the Office of Innovation and the New Jersey Department of Labor and Workforce Development (NJDOL) to fund a two-year pilot program to provide job-coaching and employment skills to jobless and chronically underemployed residents who do not have college degrees or workplace credentials. The Lifelong Learning Accounts (LiLA) program – part of Gov. Murphy's Future of Work initiative – is built on the idea of empowering participants to drive their own career development, helping them secure the training and supportive services they need to find and keep sustainable employment. Participants' career plans are tailored to their individual goals and needs.

"The barriers to family sustaining employment are well known, but here in New Jersey -- with this grant and other forward-thinking initiatives -- we are creating life-changing opportunities for underserved residents," said Gov. Murphy.

This program exemplifies what it means to build a stronger, fairer economy for all.

The \$9 million program, funded by Governor reserve funding, was conceived to promote equality of opportunity, upward mobility, and economic fairness. It's designed to help participants overcome barriers to gainful, permanent employment in part by making wrap-around services such as childcare and transportation stipends are available to those who need them to complete a training course or succeed at work. The integration of career coaching, professional mentoring, and up-to-date information on labor market trends provide critical support to participants as they drive their career plans forward.

Any National Dislocated Worker Grants (DWGs) awarded to or within the State and how those funds are coordinated with State rapid response activities and dislocated worker programs, as well as how the DWGs fit in with State co-enrollment policies and disaster/emergency management activities, as applicable.

No current Dislocated Worker Grants

Promising practices, lessons learned, and success stories that focus on serving employers, communities, and individuals with barriers to employment:

Connecting Employers and Career Seekers

In PY22, NJDOL's Business Services team worked with New Jersey's LWDBs and connected with over 1700 New Jersey employers. Almost 1200 of which we never worked with previously. The team hosted over 370 virtual recruitments of which approximately 10,000 Job seekers attended. In addition, our Incumbent Worker Training grant program (Upskills Grants) serviced 349 employers and the grants provided will assist in training 20,601 New Jersey Workers.

In addition, New Jersey extended and supported workforce opportunities through a variety of employer-focused programs, including:

Opportunity Partnership Grants: In PY22, NJDOL awarded \$1.3 million in occupational training grants to 11 training providers who partnered with 50 New Jersey employers through the Opportunity Partnership Training Grant (OPG). These occupational training grants assisted 324 eligible and qualified displaced/dislocated workers in securing employment in industry sectors recognized and driven by the employer-partners' needs. The goal of the OPG training program is to re-connect training participants with gainful employment that offers them a full-time, year-round wage of at least \$17 per hour.

Federal Bonding Program: In PY22, NJDOL's Federal Bonding unit team connected with over 534 New Jersey employers (and career seekers) and wrote over \$3 million in bonds. The goal of the Federal Bonding Program is to provide Fidelity Bonds for "at-risk," hard-to-place job seekers. The bonds cover the first six months of employment at no cost to the job applicant or the employer. A specific success story is with Trinity Solar. Trinity Solar started with the Federal Bonding Program in February 2021 with a single bond of \$5,000 and they are still a regular subscriber of the Federal Bonding Program. As of September 2023, over 350 bonds have been issued to their employees with a value of \$1,570,000. Trinity started as a regional company that manufactures solar panels and associated equipment and has expanded to include a national profile.

Workforce Opportunity Tax Credit: In PY22, the Work Opportunity Tax Credit unit team connected with over 295 employers. In addition, the Work Opportunity Tax Credit Bonding Program served 47,054 Career Seekers. The goal of the WOTC is a federal tax credit available to employers who hire and retain veterans and individuals from other

target groups with significant barriers to employment.

NJDOL-GSETA Training Partnership

Over the last year, NJDOL has strengthened its partnership with the Garden State Employment and Training Association, which serves as the membership organization of New Jersey's Local Workforce Development Boards (LWDBs). Together NJDOL and GSETA supported the development of a new recorded training series on local governance. NJDOL recognizes the critical importance of supporting capacity building of our LWDBs to support higher quality service delivery. This series includes 12 unique training modules, including topics around the role of different workforce stakeholders, competitive procurement, developing workforce agreements, budgeting, and monitoring. This video series can be viewed on GSETA's YouTube channel: <https://www.youtube.com/@gseta8575>.

State Policy Development

Over the last year, NJDOL continued its push around updating and developing state-level policies to support stronger WIOA implementation across the state and in particular expand service delivery to employers, communities, and individuals with barriers to employment. This policy provides an overview of the policies that were issued, maintained, and rescinded in PY22: <https://www.nj.gov/labor/wioa/documents/resources/WD-PY23-1%20PY22%20Policy%20Updates%20and%20Current%20Policies.pdf>. NJDOL now has a process in place for regularly reviewing policies on an annual basis to ensure the relevance and currency of NJDOL's Workforce Innovation Notices. New policy highlights from PY22 include updates to MOU/IFA policies and resources: <https://www.nj.gov/labor/wioa/documents/resources/WD-PY22-4.pdf>, as well as a new policy offering specifications for competitive procuring One Stop Operator, Career Services, and Youth Services.

Competitive Procurement

As highlighted above, NJDOL put in place new policies and training resources to support Local Workforce Development Boards in competitively procuring service providers. With support from NJDOL, Hudson Workforce Development Board successfully competitively procured an outside provider, Equus, as the One Stop Operator and Career Services provider. Several other Local Workforce Development Boards that had previously directed and managed Career Services also began planning processes for competitively procuring One Stop Operator and Career Services providers, in particular, by July 1, 2024.

Learning Management System

Additionally, NJDOL launched a new Learning Management System for Workforce professionals in PY22, the LMS launched with 12 courses related to service deliver topics, including assessment and plan development, youth work experience, and the five-part training series on Work-Based Learning. Courses are accessible to NJDOL's staff, as well as staff from across New Jersey's Local Workforce Development Boards and One Stop Career Centers.

Strategies/policies relating to Pay-for-Performance contracting:

Neither the State or any local WDB area is using pay-for-performance strategies. The State is considering conducting a feasibility study to determine if pay-for-performance contracting would be an effective strategy for serving individuals with barriers to employment.

Appendix 1: Local Area Performance Targets for PY22 and PY23

Atlantic County Workforce Area		
Adults	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.0%	62.0%
Employment Rate 4th Quarter After Exit	60.8%	61.8%
Median Earnings 2nd Quarter After Exit	\$6,400	\$6,500
Credential Attainment 4th Quarter After Exit	75.0%	76.0%
Measurable Skill Gains	51.3%	52.3%
Dislocated Workers	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.4%	62.4%
Employment Rate 4th Quarter After Exit	64.9%	65.9%
Median Earnings 2nd Quarter After Exit	\$7,917	\$8,017
Credential Attainment 4th Quarter After Exit	71.0%	72.0%
Measurable Skill Gains	53.1%	54.1%
Youth	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	71.4%	72.4%
Employment Rate 4th Quarter After Exit	68.2%	69.2%
Median Earnings 2nd Quarter After Exit	\$2,300	\$2,400
Credential Attainment 4th Quarter After Exit	46.4%	47.4%
Measurable Skill Gains	67.0%	68.0%
Wagner-Peyser	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	47.9%	48.9%
Employment Rate 4th Quarter After Exit	47.4%	48.4%
Median Earnings 2nd Quarter After Exit	\$5,650	\$5,750

Bergen County Workforce Area		
Adults	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	51.0%	52.0%
Employment Rate 4th Quarter After Exit	50.8%	51.8%
Median Earnings 2nd Quarter After Exit	\$5,400	\$5,500
Credential Attainment 4th Quarter After Exit	75.0%	76.0%
Measurable Skill Gains	51.3%	52.3%
Dislocated Workers	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.4%	62.4%
Employment Rate 4th Quarter After Exit	62.5%	63.5%
Median Earnings 2nd Quarter After Exit	\$8,420	\$8,520
Credential Attainment 4th Quarter After Exit	71.0%	72.0%
Measurable Skill Gains	53.1%	54.1%
Youth	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.4%	62.4%
Employment Rate 4th Quarter After Exit	55.6%	56.6%
Median Earnings 2nd Quarter After Exit	\$2,300	\$2,400
Credential Attainment 4th Quarter After Exit	52.7%	53.7%
Measurable Skill Gains	67.0%	68.0%

Wagner-Peyser	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	47.9%	48.9%
Employment Rate 4th Quarter After Exit	47.4%	48.4%
Median Earnings 2nd Quarter After Exit	\$5,650	\$5,750

Burlington County Workforce Area		
Adults	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	69.6%	70.6%
Employment Rate 4th Quarter After Exit	60.8%	61.8%
Median Earnings 2nd Quarter After Exit	\$5,882	\$5,982
Credential Attainment 4th Quarter After Exit	75.0%	76.0%
Measurable Skill Gains	51.3%	52.3%
Dislocated Workers	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.4%	62.4%
Employment Rate 4th Quarter After Exit	62.5%	63.5%
Median Earnings 2nd Quarter After Exit	\$7,989	\$8,089
Credential Attainment 4th Quarter After Exit	71.0%	72.0%
Measurable Skill Gains	53.1%	54.1%
Youth	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.4%	62.4%
Employment Rate 4th Quarter After Exit	66.6%	67.6%
Median Earnings 2nd Quarter After Exit	\$2,300	\$2,400
Credential Attainment 4th Quarter After Exit	52.7%	53.7%
Measurable Skill Gains	67.0%	68.0%
Wagner-Peyser	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	47.9%	48.9%
Employment Rate 4th Quarter After Exit	47.4%	48.4%
Median Earnings 2nd Quarter After Exit	\$5,650	\$5,750

Camden County Workforce Area		
Adults	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.0%	62.0%
Employment Rate 4th Quarter After Exit	60.8%	61.8%
Median Earnings 2nd Quarter After Exit	\$6,400	\$6,500
Credential Attainment 4th Quarter After Exit	62.1%	63.1%
Measurable Skill Gains	60.8%	61.8%
Dislocated Workers	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	51.4%	52.4%
Employment Rate 4th Quarter After Exit	62.5%	63.5%
Median Earnings 2nd Quarter After Exit	\$8,800	\$8,900
Credential Attainment 4th Quarter After Exit	61.0%	62.0%
Measurable Skill Gains	60.5%	61.5%
Youth	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	67.1%	68.1%
Employment Rate 4th Quarter After Exit	65.4%	66.4%
Median Earnings 2nd Quarter After Exit	\$2,777	\$2,877

Credential Attainment 4th Quarter After Exit	52.7%	53.7%
Measurable Skill Gains	67.0%	68.0%
Wagner-Peyser	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	47.9%	48.9%
Employment Rate 4th Quarter After Exit	47.4%	48.4%
Median Earnings 2nd Quarter After Exit	\$5,650	\$5,750

Cumberland Salem Cape May Workforce Area		
Adults	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	71.0%	72.0%
Employment Rate 4th Quarter After Exit	70.8%	71.8%
Median Earnings 2nd Quarter After Exit	\$5,400	\$5,500
Credential Attainment 4th Quarter After Exit	71.4%	72.4%
Measurable Skill Gains	61.3%	62.3%
Dislocated Workers	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	71.4%	72.4%
Employment Rate 4th Quarter After Exit	62.5%	63.5%
Median Earnings 2nd Quarter After Exit	\$8,800	\$8,900
Credential Attainment 4th Quarter After Exit	71.0%	72.0%
Measurable Skill Gains	63.1%	64.1%
Youth	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	71.4%	72.4%
Employment Rate 4th Quarter After Exit	68.2%	69.2%
Median Earnings 2nd Quarter After Exit	\$3,300	\$3,400
Credential Attainment 4th Quarter After Exit	62.7%	63.7%
Measurable Skill Gains	77.0%	78.0%
Wagner-Peyser	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	47.9%	48.9%
Employment Rate 4th Quarter After Exit	47.4%	48.4%
Median Earnings 2nd Quarter After Exit	\$5,650	\$5,750

Essex County Workforce Area		
Adults	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	51.0%	52.0%
Employment Rate 4th Quarter After Exit	50.8%	51.8%
Median Earnings 2nd Quarter After Exit	\$6,400	\$6,500
Credential Attainment 4th Quarter After Exit	55.2%	56.2%
Measurable Skill Gains	41.3%	42.3%
Dislocated Workers	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.4%	62.4%
Employment Rate 4th Quarter After Exit	62.5%	63.5%
Median Earnings 2nd Quarter After Exit	\$8,800	\$8,900
Credential Attainment 4th Quarter After Exit	67.6%	68.6%
Measurable Skill Gains	56.6%	57.6%
Youth	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.4%	62.4%

Employment Rate 4th Quarter After Exit	64.9%	65.9%
Median Earnings 2nd Quarter After Exit	\$3,300	\$3,400
Credential Attainment 4th Quarter After Exit	49.6%	50.6%
Measurable Skill Gains	67.0%	68.0%
Wagner-Peyser	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	47.9%	48.9%
Employment Rate 4th Quarter After Exit	47.4%	48.4%
Median Earnings 2nd Quarter After Exit	\$5,650	\$5,750

Gloucester County Workforce Area		
Adults	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	62.3%	63.3%
Employment Rate 4th Quarter After Exit	60.8%	61.8%
Median Earnings 2nd Quarter After Exit	\$5,400	\$5,500
Credential Attainment 4th Quarter After Exit	75.0%	76.0%
Measurable Skill Gains	51.3%	52.3%
Dislocated Workers	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.4%	62.4%
Employment Rate 4th Quarter After Exit	62.2%	63.2%
Median Earnings 2nd Quarter After Exit	\$7,800	\$7,900
Credential Attainment 4th Quarter After Exit	81.0%	82.0%
Measurable Skill Gains	53.1%	54.1%
Youth	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.4%	62.4%
Employment Rate 4th Quarter After Exit	58.2%	59.2%
Median Earnings 2nd Quarter After Exit	\$2,300	\$2,400
Credential Attainment 4th Quarter After Exit	62.7%	63.7%
Measurable Skill Gains	77.0%	78.0%
Wagner-Peyser	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	47.9%	48.9%
Employment Rate 4th Quarter After Exit	47.4%	48.4%
Median Earnings 2nd Quarter After Exit	\$5,650	\$5,750

Greater Raritan Workforce Area		
Adults	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.0%	62.0%
Employment Rate 4th Quarter After Exit	60.8%	61.8%
Median Earnings 2nd Quarter After Exit	\$6,400	\$6,500
Credential Attainment 4th Quarter After Exit	75.0%	76.0%
Measurable Skill Gains	61.3%	62.3%
Dislocated Workers	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.4%	62.4%
Employment Rate 4th Quarter After Exit	65.0%	66.0%
Median Earnings 2nd Quarter After Exit	\$8,800	\$8,900
Credential Attainment 4th Quarter After Exit	81.0%	82.0%
Measurable Skill Gains	63.1%	64.1%

Youth	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	71.4%	72.4%
Employment Rate 4th Quarter After Exit	68.2%	69.2%
Median Earnings 2nd Quarter After Exit	\$3,300	\$3,400
Credential Attainment 4th Quarter After Exit	62.7%	63.7%
Measurable Skill Gains	57.0%	58.0%
Wagner-Peyser	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	47.9%	48.9%
Employment Rate 4th Quarter After Exit	47.4%	48.4%
Median Earnings 2nd Quarter After Exit	\$5,650	\$5,750

Hudson County Workforce Area		
Adults	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	54.0%	55.0%
Employment Rate 4th Quarter After Exit	60.8%	61.8%
Median Earnings 2nd Quarter After Exit	\$5,400	\$5,500
Credential Attainment 4th Quarter After Exit	65.0%	66.0%
Measurable Skill Gains	51.3%	52.3%
Dislocated Workers	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	51.4%	52.4%
Employment Rate 4th Quarter After Exit	53.9%	54.9%
Median Earnings 2nd Quarter After Exit	\$7,800	\$7,900
Credential Attainment 4th Quarter After Exit	71.0%	71.5%
Measurable Skill Gains	53.1%	54.1%
Youth	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	52.3%	53.3%
Employment Rate 4th Quarter After Exit	57.2%	58.2%
Median Earnings 2nd Quarter After Exit	\$2,300	\$2,400
Credential Attainment 4th Quarter After Exit	52.7%	53.7%
Measurable Skill Gains	57.0%	58.0%
Wagner-Peyser	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	47.9%	48.9%
Employment Rate 4th Quarter After Exit	47.4%	48.4%
Median Earnings 2nd Quarter After Exit	\$5,650	\$5,750

Mercer County Workforce Area		
Adults	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	51.0%	52.0%
Employment Rate 4th Quarter After Exit	50.8%	51.8%
Median Earnings 2nd Quarter After Exit	\$4,770	\$4,870
Credential Attainment 4th Quarter After Exit	66.0%	67.0%
Measurable Skill Gains	44.8%	45.8%
Dislocated Workers	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	55.0%	56.0%
Employment Rate 4th Quarter After Exit	52.5%	53.5%
Median Earnings 2nd Quarter After Exit	\$8,492	\$8,592

Credential Attainment 4th Quarter After Exit	61.0%	62.0%
Measurable Skill Gains	53.1%	54.1%
Youth	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.4%	62.4%
Employment Rate 4th Quarter After Exit	58.2%	59.2%
Median Earnings 2nd Quarter After Exit	\$3,300	\$3,400
Credential Attainment 4th Quarter After Exit	52.7%	53.7%
Measurable Skill Gains	57.0%	58.0%
Wagner-Peyser	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	47.9%	48.9%
Employment Rate 4th Quarter After Exit	47.4%	48.4%
Median Earnings 2nd Quarter After Exit	\$5,650	\$5,750

Middlesex County Workforce Area		
Adults	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.0%	62.0%
Employment Rate 4th Quarter After Exit	60.8%	61.8%
Median Earnings 2nd Quarter After Exit	\$6,400	\$6,500
Credential Attainment 4th Quarter After Exit	65.0%	66.0%
Measurable Skill Gains	51.3%	52.3%
Dislocated Workers	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	53.7%	54.7%
Employment Rate 4th Quarter After Exit	52.5%	53.5%
Median Earnings 2nd Quarter After Exit	\$8,800	\$8,900
Credential Attainment 4th Quarter After Exit	71.0%	72.0%
Measurable Skill Gains	53.1%	54.1%
Youth	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	65.5%	66.5%
Employment Rate 4th Quarter After Exit	68.2%	69.2%
Median Earnings 2nd Quarter After Exit	\$2,300	\$2,400
Credential Attainment 4th Quarter After Exit	52.7%	53.7%
Measurable Skill Gains	67.0%	68.0%
Wagner-Peyser	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	47.9%	48.9%
Employment Rate 4th Quarter After Exit	47.4%	48.4%
Median Earnings 2nd Quarter After Exit	\$5,650	\$5,750

Monmouth County Workforce Area		
Adults	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.0%	62.0%
Employment Rate 4th Quarter After Exit	65.3%	66.3%
Median Earnings 2nd Quarter After Exit	\$6,400	\$6,500
Credential Attainment 4th Quarter After Exit	75.0%	76.0%
Measurable Skill Gains	61.3%	62.3%
Dislocated Workers	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.4%	62.4%

Employment Rate 4th Quarter After Exit	54.1%	55.1%
Median Earnings 2nd Quarter After Exit	\$8,178	\$8,278
Credential Attainment 4th Quarter After Exit	71.0%	72.0%
Measurable Skill Gains	63.1%	64.1%
Youth	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.4%	62.4%
Employment Rate 4th Quarter After Exit	68.2%	69.2%
Median Earnings 2nd Quarter After Exit	\$3,300	\$3,400
Credential Attainment 4th Quarter After Exit	52.7%	53.7%
Measurable Skill Gains	57.0%	58.0%
Wagner-Peyser	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	47.9%	48.9%
Employment Rate 4th Quarter After Exit	47.4%	48.4%
Median Earnings 2nd Quarter After Exit	\$5,650	\$5,750

Morris Sussex Warren Workforce Area		
Adults	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.0%	62.0%
Employment Rate 4th Quarter After Exit	57.7%	58.7%
Median Earnings 2nd Quarter After Exit	\$6,400	\$6,500
Credential Attainment 4th Quarter After Exit	65.0%	66.0%
Measurable Skill Gains	61.3%	62.3%
Dislocated Workers	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.4%	62.4%
Employment Rate 4th Quarter After Exit	62.5%	63.5%
Median Earnings 2nd Quarter After Exit	\$8,800	\$8,900
Credential Attainment 4th Quarter After Exit	67.1%	68.1%
Measurable Skill Gains	63.1%	64.1%
Youth	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.4%	62.4%
Employment Rate 4th Quarter After Exit	58.2%	59.2%
Median Earnings 2nd Quarter After Exit	\$3,097	\$3,197
Credential Attainment 4th Quarter After Exit	52.7%	53.7%
Measurable Skill Gains	67.0%	68.0%
Wagner-Peyser	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	47.9%	48.9%
Employment Rate 4th Quarter After Exit	47.4%	48.4%
Median Earnings 2nd Quarter After Exit	\$5,650	\$5,750

Newark Workforce Area		
Adults	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.0%	62.0%
Employment Rate 4th Quarter After Exit	60.8%	61.8%
Median Earnings 2nd Quarter After Exit	\$5,350	\$5,450
Credential Attainment 4th Quarter After Exit	61.2%	62.2%
Measurable Skill Gains	51.3%	52.3%

Dislocated Workers	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	54.8%	55.8%
Employment Rate 4th Quarter After Exit	54.9%	55.9%
Median Earnings 2nd Quarter After Exit	\$7,442	\$7,542
Credential Attainment 4th Quarter After Exit	61.7%	62.7%
Measurable Skill Gains	43.1%	44.1%
Youth	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	71.4%	72.4%
Employment Rate 4th Quarter After Exit	67.6%	68.6%
Median Earnings 2nd Quarter After Exit	\$3,300	\$3,400
Credential Attainment 4th Quarter After Exit	42.7%	43.7%
Measurable Skill Gains	57.0%	58.0%
Wagner-Peyser	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	47.9%	48.9%
Employment Rate 4th Quarter After Exit	47.4%	48.4%
Median Earnings 2nd Quarter After Exit	\$5,650	\$5,750

Ocean County Workforce Area		
Adults	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.0%	62.0%
Employment Rate 4th Quarter After Exit	58.9%	59.9%
Median Earnings 2nd Quarter After Exit	\$6,400	\$6,500
Credential Attainment 4th Quarter After Exit	75.0%	76.0%
Measurable Skill Gains	51.3%	52.3%
Dislocated Workers	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.6%	62.6%
Employment Rate 4th Quarter After Exit	62.5%	63.5%
Median Earnings 2nd Quarter After Exit	\$8,800	\$8,900
Credential Attainment 4th Quarter After Exit	71.0%	72.0%
Measurable Skill Gains	53.6%	54.6%
Youth	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.4%	62.4%
Employment Rate 4th Quarter After Exit	58.2%	59.2%
Median Earnings 2nd Quarter After Exit	\$2,300	\$2,400
Credential Attainment 4th Quarter After Exit	62.7%	63.7%
Measurable Skill Gains	67.0%	68.0%
Wagner-Peyser	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	47.9%	48.9%
Employment Rate 4th Quarter After Exit	47.4%	48.4%
Median Earnings 2nd Quarter After Exit	\$5,650	\$5,750

Passaic County Workforce Area		
Adults	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.0%	62.0%
Employment Rate 4th Quarter After Exit	60.8%	61.8%
Median Earnings 2nd Quarter After Exit	\$6,151	\$6,251

Credential Attainment 4th Quarter After Exit	55.0%	56.0%
Measurable Skill Gains	61.3%	62.3%
Dislocated Workers	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	51.6%	52.6%
Employment Rate 4th Quarter After Exit	53.2%	54.2%
Median Earnings 2nd Quarter After Exit	\$8,800	\$8,900
Credential Attainment 4th Quarter After Exit	61.0%	62.0%
Measurable Skill Gains	63.1%	64.1%
Youth	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	51.4%	52.4%
Employment Rate 4th Quarter After Exit	48.2%	49.2%
Median Earnings 2nd Quarter After Exit	\$2,618	\$2,718
Credential Attainment 4th Quarter After Exit	42.7%	43.7%
Measurable Skill Gains	77.0%	78.0%
Wagner-Peyser	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	47.9%	48.9%
Employment Rate 4th Quarter After Exit	47.4%	48.4%
Median Earnings 2nd Quarter After Exit	\$5,650	\$5,750

Union County Workforce Area		
Adults	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	59.9%	60.9%
Employment Rate 4th Quarter After Exit	54.7%	55.7%
Median Earnings 2nd Quarter After Exit	\$5,400	\$5,500
Credential Attainment 4th Quarter After Exit	75.0%	76.0%
Measurable Skill Gains	61.3%	62.3%
Dislocated Workers	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	58.1%	59.1%
Employment Rate 4th Quarter After Exit	58.0%	59.0%
Median Earnings 2nd Quarter After Exit	\$6,800	\$6,900
Credential Attainment 4th Quarter After Exit	71.0%	72.0%
Measurable Skill Gains	53.1%	54.1%
Youth	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.4%	62.4%
Employment Rate 4th Quarter After Exit	68.2%	69.2%
Median Earnings 2nd Quarter After Exit	\$3,062	\$3,162
Credential Attainment 4th Quarter After Exit	62.7%	63.7%
Measurable Skill Gains	67.0%	68.0%
Wagner-Peyser	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	47.9%	48.9%
Employment Rate 4th Quarter After Exit	47.4%	48.4%
Median Earnings 2nd Quarter After Exit	\$5,650	\$5,750