



State of New Hampshire

Workforce Investment Act – Title I-B

# Annual Report

**For the period July 1, 2014 through June 30, 2015  
(Includes Related Grant Activities)**

**Name and title of authorized official of the Governor:**

Dick Anagnost, Chair  
State Workforce Investment Board  
Telephone: 603-669-6194  
Email: [Dick@anagnost.com](mailto:Dick@anagnost.com)

Jeffrey J. Rose, Commissioner  
New Hampshire Department of Resources & Economic Development  
Telephone: 603-271-2411  
Email: [Jeffrey.Rose@dred.state.nh.us](mailto:Jeffrey.Rose@dred.state.nh.us)

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# INTRODUCTION

Each state that receives Workforce Investment Act (WIA) funds must prepare and submit an Annual Report of performance progress to the Secretary of Labor.

There are two components to the WIA Annual Report, required data only performance results and the narrative report. The performance data only report is submitted electronically in October of each year. The narrative report must be submitted by the State Board by no later than December 14, 2015.

The Annual Report narrative report must include information required by WIA sections 136(d) (1) through (2) and 185(d). Specifically:

- Performance data on the core and customer satisfaction measures;
- Information on the status of state evaluation activities;
- Information on the cost of workforce investment activities relative to the effect of the activities on the performance of participants;
- Assurance that all required elements are reported uniformly so that a state-by-state comparison can be made;
- Information on participants in the workforce investment; and
- A listing of the waivers for which the state has received approval, information on how the waivers have changed the activities of the state and local areas, and how activities carried out under the waivers have affected state and local area performance outcomes directly or indirectly.

The Office of Workforce Opportunity is pleased to offer this Annual Report narrative summarizing our activities.

On behalf of our partners, we wish to take this opportunity to acknowledge the dedication and hard work of all the individuals involved in providing service through the NH Works system – both inside and outside the physical locations. Without these committed individuals there would not be a NH Works “system”.

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# PY2014 YEAR-AT-A-GLANCE

(July 1, 2014 – June 30, 2015)

## WIA STATE FORMULA AND OTHER WIA FUNDED PROGRAMS

Each state receives Workforce Investment Act (WIA) funds based on a formula established by the Act, which takes into account the number of individuals in poverty, number unemployed, and other related factors. These funds are commonly referred to as WIA “State Formula Funds”. The Department of Resources and Economic Development (DRED) is the designated administrative entity for WIA State Formula Funds. There are three funding streams within the State Formula Fund – Adult, Dislocated Worker and Youth. These funds and the programs operated with these funds are managed by the DRED Office of Workforce Opportunity. Formula funding is awarded to the state in July and October of each program year and is available for use for three years. Adult funds received in PY2014 totaled \$1,905,148, dislocated workers funds totaled \$2,525,768, and \$2,200,035 in youth funds were received. Up to 5% of the total of all three funding sources is reserved for program administration; the remaining funds are considered “program” funds and must be used for the delivery of services consistent with requirements prescribed in WIA law, e.g., one-stop service delivery model, consistent services statewide, provision of core, intensive and training services in this order, based on documented need.

New Hampshire operates under a single State Workforce Investment Board. Local and regional boards are not included in the WIA service-delivery approach. When defining state and local level service delivery, “local” refers to those programs that provide services directly to individuals. State level programs are defined as those designed to improve the overall system through technology enhancements and staff training, as well as to initiate innovative projects.

Local services are delivered through contracts for local service delivery, with the NH Community Action Association (Southern NH Services, Inc.) for adult programs (i.e., State Formula funds for Adult, Dislocated Worker and National Emergency Grants), and the New Hampshire Department of Education (NH DOE) for WIA funded Youth programs.

In Program Year 2014 Southern NH Services, Inc. expended \$1,828,365 in Adult funds, \$1,836,738 in Dislocated Worker Funds, \$196,445 in WIA Incentive Funds and \$1,021,643 in National Dislocated Worker Grants. The NH Department of Education expended \$1,639,196 in WIA youth funds and \$117,557 in WIA Incentive Funds. The total of these funds represents funds awarded via contracts from program funds received last year, combined with available funds from previous years.

## **WIA FIVE-YEAR STATE PLAN**

WIA funded programs and services were carried out in accordance with the procedures and strategies outlined in the New Hampshire's Integrated Workforce Services Plan for Title I Workforce Investment Act (WIA), Wagner-Peyser Act (WP) and the State Senior Community Service Employment Program (SCSEP) for years 2012-2016 (July 1, 2012 - June 30, 2017).

The current Plan identifies key strategies adopted by the state based on the economic analysis to achieve the governor's vision and goals, which include: providing more relevant educational and skills training opportunities to youth, economically disadvantaged, dislocated workers and other targeted populations; developing career pathways in the State's most significant economic sectors of advanced manufacturing and healthcare; strengthening relationships and services to employers; and a more robust workforce system to assist veterans, particularly those returning from active duty. During program year 2014 WIA funds were used to implement and support activities aligned with these strategies.

Effective July 1, 2015 the Workforce Innovation and Opportunity Act (WIOA) replaced the Workforce Investment Act (WIA). A new WIOA 5-year State Plan is currently under development. The plan, due in March 2016, will represent the collective efforts of key stakeholders in the development of the state's strategic planning for workforce services in the future, and will include new and/or expanded roles for partners such as Adult Basic Education (ABE), Vocational Rehabilitation (VR), and the Continuing Technical Education (CTE) Centers located throughout the state. WIOA reinforces the need to continue to develop career paths that support sector partnerships, led by the business community.

## **WIA ADULT AND DISLOCATED WORKER PROGRAMS**

Adult services are offered through the network of American Job Centers also known as "NH Works." There are twelve (12) NH Works offices located throughout the state (Berlin, Claremont, Concord, Conway, Keene, Laconia, Littleton, Manchester, Nashua, Portsmouth, Salem, and Somersworth).

The state formula-funded programs continue to focus on providing reemployment services to eligible individuals with primary access to services through the NH Works offices. Under the guidance of the NH Works One-Stop Operator Consortium, WIA-funded programs place importance on the provision of services to priority and target populations, particularly veterans. Program participants are assigned to a case manager who works with them throughout the program to assess skills, develop an employment plan to guide the re-employment process, and provide access to support and other services as needed to address identified barriers to employment.

In addition, the State Board encourages an emphasis on reserving local funds to support access to occupation skills training to the fullest extent possible. Of the 1,300 adults and/or dislocated workers receiving a WIA funded service last year, over 50% were enrolled in training. Generally speaking

compared to other States across the nation, New Hampshire has one of the highest expenditure rates in proportion to the funds received for adult and dislocated worker occupational skills training.

A full description of the types of services available for the Adult and Dislocated worker population can be found in the WIA State Plan at [www.nhworks.org](http://www.nhworks.org).

## **SELF-SERVE WEBSITE CUSTOMERS**

NH Works centers offer a variety of informational services, which are accessible through a number of websites, with primary access through [www.nhworks.org](http://www.nhworks.org) and [www.nhes.nh.gov](http://www.nhes.nh.gov). Activity on the site continues to be strong, with the job match, unemployment benefits, and job-search links receiving the majority of the site's activity.

## **WIA YOUTH**

The WIA funded youth programs under the management of the NH Department of Education continue to focus on delivering and/or providing access to comprehensive services, defined in WIA as the "ten essential elements." Services include assessment, an individualized service plan, setting goals, summer youth employment activities, on-going classroom activities for academic improvement, mentoring, work experience, and other similar services. To participate in a WIA funded youth program, a youth (or the youth's family) must be economically disadvantaged. Priority is given to servicing the "neediest" youth within the eligible population, which includes individuals with disabilities, youth offenders and youth in foster care. A full description of eligibility for services and the type of services available for youth can be found in the WIA State Plan at [www.nhworks.org](http://www.nhworks.org).

For the delivery of services on the local level, the NH DOE contracts with various local program providers such as Jobs for NH Grads, Project Pride, My Turn, and select school districts for both in-school and out-of-school youth programs. In PY2014, WIA Youth Formula funds supported four WIA Youth contractors at twelve sites serving 412 youth (142 out-of-school youth and 270 in-school youth).

## **NEW HAMPSHIRE YOUTH COUNCIL**

The New Hampshire Youth Council, a subcommittee of the state Board charged with focusing on emerging youth (14-24) workforce issues initiated new directions in 2014. The Council helps set the direction and provides oversight of New Hampshire's WIA Youth programs, including monitoring of fiscal operations and participation. The Council also facilitates the coordination of WIA Youth services with other similar programs/funding. Youth Council members participated in a strategic planning session in early spring 2014 to refine their mission and renew strategies for achieving established goals

(i.e., improve the youth workforce development system, capture youth at promise, leverage resources, improve brand identity, manage by outcomes, and strengthen advocacy on behalf of all youth).

To guide the strategic planning session, a “New Hampshire WIA Youth System” handbook was developed and shared with committee members and others. The handbook offers a complete overview of the WIA Youth System, explaining what it is, how it works, youth eligibility, elements of a program, and reporting and accountability requirements. In addition, in recognition of the business community as essential to the committee’s mission to sustain and improve New Hampshire’s competitiveness in the global market by developing a skilled and flexible workforce through education and highly-skilled training, committee membership was expanded to include a greater number of representatives from the business community.

There are two standing sub-committees of the Youth Council. The “RFP” (request for proposals) subcommittee meets as needed to draft and approve the competitive bid process for the award of local service provider contracts. On a bi-annual basis, the committee reviews proposals and makes funding recommendations to the Youth Council for a two-year program cycle.

The other standing committee of the Council is the Shared Youth Vision team. The Shared Youth Vision team, made up of interagency youth-serving partners, focuses on gap resolution, communication, and coordination of services for youth cross-programs. In PY2014 Shared Youth Vision members focused on priorities and needs of youth-related workforce issues. One such event was the Youth Resource Fair. Hoping to showcase career, education and enrichment opportunities for teens, Youth Vision team members partnered with other youth agencies to host the first Youth Resources Fair. More than 20 agencies and businesses participated in the event held in a local park. Unlike other events geared toward employment and education services alone, this event brought together a wide variety of resources available to youth giving them an opportunity to explore multiple options including career pathways, specialized training programs, volunteer opportunities, and exposure to a host of service providers focused on helping young people succeed.

## **BUSINESS SERVICES**

The NH Works Interagency Business Team (IBT) includes a representative from each of the core partner agencies (e.g., NHES, WIA, DHHS, VR, NHDOE, etc.). Through the creation of location-based economic and workforce development teams, employers can work with a designated team and rely on team members to communicate employer needs to each other. The coordinated NH Works team approach to Employer Services requires ongoing information-sharing and cross-training to be effective. Throughout PY14 regularly scheduled meetings among employer service representatives from partner agencies were held to develop continuous improvement strategies designed to foster greater efficiency in the delivery of employer business services. The team continued to prioritize outreach to businesses in industries identified as needing a trained workforce to meet further demands (e.g., manufacturing, health care, and STEM occupations) and building the capacity of front line job development staff. In PY2014 the State Board approved funding to support the purchase of a business contact tracking system that may be used

by all of the core partners to share information between agencies. Once this system is operational it is anticipated that it will be particularly useful in minimizing redundancy.

In addition to the work of the IBT, the NH Works system engages with hundreds of employers annually through the NH Job Match System, multiple Job Fairs held throughout the state, outreach and recruitment services offered through the NH Works local offices, and specialized business services such as the On-the-Job Training program, Return to Work program, and the Job Training Program. Also, in PY2014 a strong relationship with the apprentice program at the State level resulted in multiple coordinated efforts with businesses to develop apprenticeship opportunities, such as those developed through Dartmouth Hitchcock Hospital and Safran to create a pipeline of skilled workers to address employer hiring needs. (Customer satisfaction results specific to employer services are detailed in Appendix D of this report.)

One of our most ambitious public-private partnership initiatives, Manufacturing Week 2014, was even more successful than the previous year. Manufacturing continues to be the pulse of New Hampshire's economy employing over 65,000 people; the average annual salary is about \$65,000 and there is tremendous opportunity, especially for young people, in fields like aerospace and defense components, medical devices and even food products.

In coordination with several state agencies and organizations, including our NH Works System partners, the Division of Economic Development, the Department of Education, the Community College System of New Hampshire, and the NH Manufacturing Extension Partnership, over 60 manufacturers throughout New Hampshire hosted tours for students and NH Works staff to showcase manufacturing in New Hampshire. The 12th Annual Governor's Advanced Manufacturing and High Technology Summit held in Manchester was well attended by business and practitioners, and Keene State College, the seven campuses of the Community College System of New Hampshire, as well as some of the Career Technical Centers (CTEs), hosted open house events to showcase new manufacturing courses and equipment. A complementary Manufacturing in NH fact sheet was developed and distributed to reinforce the need and importance of manufacturing to the New Hampshire economy.

## **RAPID RESPONSE**

Addressing employer and worker needs is most crucial when confronting reductions in workforce or a company closure. The NH Works partner agencies, operating under a Memorandum of Understanding (MOU), have developed a cohesive and comprehensive Rapid Response system that quickly reacts to both employer and worker needs in such events. Learning about a layoff or closure can come from a variety of sources, including media, UI claims, rumor, company contact, or Worker Adjustment and Retraining Notification Act (WARN) notices. Upon confirmation of such an event, a team from the NH Works partner agencies in any of the twelve (12) NH Works Centers is formed for the purpose of assisting the employer and workforce. Contact is made with the employer, and with their assistance, the local team of partner agencies arrange to meet the workers on- or off-site as quickly as possible.

Rapid Response and Layoff Aversion services are supported on the state level through a transfer of funds from the Office of Workforce Opportunity to the Division of Economic Development (DED). DED staff serves as the state lead, coordinating local dislocated worker team activities. Local teams include representation from each of the primary NH Works system partners (e.g., NH Employment Security (ES/UI/Trade Act); NH Department of Health and Human Services (SNAP, TANF, Medicaid); NH Vocational Rehabilitation (VR); Community Action Program (WIA Adult/DW, Fuel Assistance, WIC, etc.); and others as determined necessary). DED staff also serve as the primary contact for layoff aversion services, incorporating services as part of their overall economic development service strategy.

Rapid Response is also an effective employer program because it helps the employer deal with the trauma of large layoffs and/or closure. Affected workers may be able, through the coordinated efforts of the Rapid Response team, to immediately relocate to existing positions in companies needing their skills. Job Fairs and Resource Fairs assist in re-employment efforts, along with the individual assistance provided by the partner agencies.

In PY2014 there were two more Rapid Response events coordinated by NH Works partner agency staff over the previous year for a total of 20 companies, and 679 fewer people identified for layoff than for the same time period in the previous year. The largest layoff in PY2014 (250) was the result of the closure of a medical facility. In addition, there were approximately 200 workers from a nuclear power plant in nearby Vermont, a gradual layoff event that contributed to reported numbers of laid off workers in both Program Year 13 and Program Year 14. The decrease in Rapid Response activity represents an improvement over the last recession, a welcome sign of an improving economy.

## **WIA SET-ASIDE PROJECTS**

Set-Aside Projects refers to the program and/or projects funded with the portion of WIA formula funds that is available to be used at the state level to support statewide activities and/or special initiatives. In Program Year 2014 for the first time in two years, 3.5% of the total grant amount, or \$248,660, was available for WIA Set-Aside also referred to as “WIA Governor’s discretionary funds”. Funds made available through this funding source can be used to carry out allowable statewide activities and/or to support exemplary programs, research and demonstration efforts, innovative incumbent worker programs, and special projects to assist local areas in carrying out local employment and training activities. Approved initiatives must be tied directly to WIA-eligible individuals; result in a measurable outcome under the WIA Performance Standards; cannot be used to duplicate or supplant any activity that is normally funded by another federal or state program; must be a new and innovative project; must be sustainable after initial funding period; and an employer match is required if used for incumbent worker training.



The State Workforce Investment Board recommended, and the Governor approved, the following activities for WIA discretionary funding in Program Year 2014:

- Funding to support the NH Works Partners in the development of the WIOA Combined State plan scheduled for implementation effective July 1, 2016. The required WIOA State plan will require extensive across-agency planning and writing expertise to develop a plan for the Governor to submit to USDOL in March of 2016;
- Funding to purchase a business tracking system for the NH Works Interagency Business team; and
- Funding to conduct a WIA program effectiveness evaluation, as required by law, within the next two program years.

## WIA PROGRAM ENROLLMENTS

All three programs (Adult, Dislocated Worker and Youth) achieved their planned enrollment goals for the year. Annual enrollment goals fluctuate from year to year based on the funds available, projected training costs, and the overall condition of the economy.

In PY2014 fewer people were enrolled in WIA programs for all funding sources with the exception of Older Youth, which saw a slight increase in participants over last year. After seeing an increase in adult enrollments in PY2013, the number of adult enrollments PY2014 decreased from 637 to 490, a difference of 137 people. Adult participants represent 38% of all enrollments in Adult-funded programs (i.e., adult and dislocated worker programs combined).

The number of number of Dislocated Workers has been decreasing slightly in each of the last three years, with 1,061 enrollments in PY2012, 991 enrollments in PY2013, and 810 enrollments in PY2014. A decline in enrollments is typical when the economy improves and there are fewer layoffs and/or business closures. Dislocated Worker-funded participants represent 62% of all adult enrollments.

The number of Younger and Older Youth enrolled in a WIA Youth Program remained relatively the same as last year, with slightly fewer (3) younger youth enrollments and slightly higher (9) older youth enrollments.

When compared to total enrollments in WIA-funded programs, Dislocated Worker enrollments represent 47% of total enrollments, Adult enrollments represent 29% of the total population served, and WIA younger and older youth combined represent 24% of all enrollments. These results are consistent with past year performance when similar services were offered.

The Adult and Dislocated Worker WIA programs require services be offered sequentially; core, then intensive, then training. Last year 468 adults received core and intensive services (96%), and 328 (67%) enrolled in occupational skills training through either an Individual Training Account (ITA) or On-the-Job

Training (OJT). Dislocated workers were slightly more likely to exit the program after core services only (i.e., 6%), with 94% receiving core and intensive services and 61% going on to enroll in training – 46% ITA and 18% OJT. Four hundred and twelve (412) youth participated in WIA-funded youth programs (319 Younger Youth and 93 Older Youth); all received year-round guidance in education, work preparation and access to skills training.

Priority for enrollment in WIA-funded programs is given to economically disadvantaged individuals, including veterans and other target populations (e.g., limited English speaking, disabled, older workers, and displaced homemakers). The type and delivery of WIA Program services did not vary significantly this year over last year; i.e., core, intensive, and training services continued to be offered through the NH Works offices located throughout the state, and in general the economy, while showing signs of improvement, continued to affect the same groups of people. Therefore the characteristics of the participants served this year when compared to last year are very similar. The number of males and females entering the program remained fairly constant with slightly more females in the Adult program and slightly more males in the Dislocated Worker program. The vast majority of participants were white, and the average age of an adult participant was 40, while the average age for dislocated worker participants was 49.

In 2014, programs funded through the NH Department of Health and Human Services (DHHS) (i.e., NH Employment Program, Health Professional Opportunities Program (HPOP)) were the primary employment and training option for TANF- and SNAP-eligible people, with referral to WIA funded services for additional support, as needed. (See Appendix A for detailed WIA participant data)

## **WIA PROGRAM PERFORMANCE GOALS**

The U.S. Department of Labor (USDOL) requires each WIA Administrative Entity to report annual performance outcomes against established performance (measure) goals for each funding source. New Hampshire reports on “common measure” performance goals, which include the following categories for the Adult and Dislocated Worker-funded programs: Entered Employment Rate (EER), Employment Retention Rate (ERR), and Average Earnings. Youth programs are measured against: Placement in Employment or Education; Attainment of Degree or Certificate; and Literacy Numeracy Gains.

A goal is considered “met” if the state achieves 80% of the goal. To “exceed” a goal, performance must be at 100% of the negotiated goal; and a failed or “not met” goal is defined as any performance below 80% of the measure.

The WIA regulations define how each goal is calculated:

- Entered Employment Rate (EER) – The Entered Employment Rate is defined by the number of participants who exited the program and were employed by the end of the first quarter after exit. [New Hampshire exceeded the EER for both the adult and dislocated worker program in PY2014.]

- Employment Retention Rate (ERR) – The Employment Retention Rate reflects the number of participants who were employed in the first quarter after exit and were still employed in the second and third quarters after exit. [In PY14, New Hampshire exceeded the retention goal for the Adult program and met the goal for Dislocated Workers.]
- Average Earnings - Of those adult participants who are employed in the first, second, and third quarters after the exit quarter; total earnings in the second plus the total earnings in the third quarters are divided by the number of adults exiting during the quarter. [The state exceeded the average earnings goal for both Adult and Dislocated Worker programs.]
- Placement in Employment or Education – Of those youth who are not in post-secondary education or employment at the date of participation, those that are in the first quarter after exit are divided by the number of exits during the quarter. [This youth measure was exceeded in PY201.]
- Attainment of a Degree or Certificate – Of those youth enrolled in education at intake or during the program, the numbers who attain a diploma, GED or certificate by the end of the third quarter after the exit quarter are divided by the number of exits during the quarter. [This youth measure was exceeded in PY14.]
- Literacy and Numeracy Gains – Of those out-of-school youth who are basic-skills-deficient, the number of youth who increase one or more educational functioning levels is divided by the number who have completed a year in the program, plus the number of youth who exit before completing a year in the youth program. [This youth measure was met in PY14.]

In summary, the Office of Workforce Opportunity is pleased to report that in PY2014, New Hampshire met all the goals for each funding source, exceeding performance in seven of the nine categories. (A complete summary of goals and performance outcomes for PY14 can be viewed in Appendix C – WIA Performance at a Glance (July 1, 2014 – June 30, 2015).

## PROGRAM EVALUATION

Customer Satisfaction is an important tool for measuring program effectiveness from the point of view of the people who experience the services we offer. Each program year, customer satisfaction is measured at various stages of service. In PY2014, Customer Satisfaction surveys were completed by a sampling of customers in each of the following categories: at the point of access at the local NH Works centers; after exit from a WIA-funded training; and participants exiting the WIA program with email contact information. In addition, the Office of Workforce Opportunity surveys a sampling of employers that received On-the-Job Training and/or Rapid Response services during the program year. Consistent with past years' performance, customers continue to report a high level of satisfaction with services received with 93% of adult participants satisfied to very satisfied with services overall; 97% of youth

rating their program from “okay” to “very satisfied”; and 91% of businesses indicating overall satisfaction with services offered through the NH Works offices. (A comprehensive summary of survey results is provided in Appendix D of this report.)

Program Effectiveness – in 2014 Families in Transition (FIT) hosted a series of local focus groups with key stakeholders from New Hampshire’s workforce development system to share their thoughts and perspectives in an effort to “understand in more depth the barriers faced by unemployed and low-wage workers in the state, and to identify potential strategies for FIT and partners to better assist low-wage workers to gain a foothold and advance in the labor market.” The Addressing Structural and Individual Barriers to Employment Readiness in New Hampshire project, made possible by a grant from the Lincoln Financial Foundation, examined current programs and services to assess strengths and weaknesses related to the State’s ability to address structural and individual barriers to successfully serving low income workers and “placing them on a long-term path to meaningful work”. The final report Addressing Structural and Individual Barriers to Employment Readiness in New Hampshire – A Review of Barriers and Evidence-Based Approaches to Enhance Employment Outcomes (prepared by Jessica Santos, PhD Brandeis University), concludes with nine recommendations for improving employment and training services necessary to adequately address the unique needs of individuals with substantial barriers to employment. Specific recommendations include better coordination of services, engage a statewide learning collaborative on employment for vulnerable populations, .enhance mental health/substance abuse programming, and increase flexible funds for support services enabling job search and job retention. Other recommendations focus on dedicated staff to provide on-going enhanced services, and additional tools and resources for target populations.

## **WIA PROGRAM FINANCIAL SUMMARIES**

A summarized report is completed for this annual report consistent with federal reporting requirements. The results reported are based on the total funding allocated to the State in PY2014. (See Appendix B - WIA Financial Statement July 1, 2013 – June 30, 2014). OWO receives WIA State Formula Funds for Adult Programs, Dislocated Worker Programs and Youth Programs. Funds are awarded to the State on an annual cycle and the State has three years to spend the money. Overall, 65% of the total funds awarded for program services in PY2014 were expended. The percent of funds expended for each funding source are as follows: Youth 69%, Adult 85%, and Dislocated Worker 67%. Unexpended funds are moved from one year to the next to support ongoing programming.

Quarterly financial reports are submitted to USDOL. Quarterly financial reports for each program year in which funds remain available are reviewed at quarterly board meetings. The State Workforce Investment Board is charged with approving the allocation of funds to the local level for the provision of program services consistent with WIA regulations. In PY2014, state level administration was set at 5% of each funding source, 3.5% of the total funds awarded were set aside for discretionary spending (see section on Set-Aside funds for details), and the remaining 91% of funds contracted for the delivery of local program services, including rapid response activities.

Program services include the support of personnel and space costs in each of the 12 NH Works services, costs associated with data management systems, and the provision of re-employment and training services to eligible participants. Participant services include a full array of re-employment activities from job search to job placement. NH Works centers are designed to support both the self-service and staff-assisted customer. However, WIA program funds are expended primarily on staff-assisted services.

US DOL measures the return on investment in a number of different ways. Meeting established performance goals is one measure, and determining a cost per participant is another. US DOL requires that each state calculate a cost per participant by dividing the total WIA state formula allocation for each funding source by the number of participants served within a specific program year. Using this methodology the “cost per participant” for Adult programs is \$3,888, Dislocated Workers average \$3,118, and Youth participants cost \$6,896 annually. Costs per participant are higher for each funding source this year as compared to last year. However, when comparing cost, whether state- to-state, year-to-year or program-to program, it is important to consider the influence that changes in enrollment numbers and/or the mix of program services can have on results. For example, in general, the fewer people you enroll the higher your participant cost. If you enroll high numbers of people in training, as is the case in New Hampshire, the costs for training on top of the standard costs for program operations significantly increases the cost per participant. Also the methodology required by US DOL compares the total available, not the total expended, which can have the effect of inflating costs since funds can be expended over a three year period of time. Specifically, the cost per for adult enrollments in PY12 was \$500 less when compared to PY11, due primarily to an increase in the number of adult enrollments. In PY13 adult enrollments increased again, and the cost per participant was \$2,906, significantly less than the \$3,507 from the previous year. However, in PY14 adult enrollments were less than the year before, but the cost per participant increased by \$300 per person (i.e., \$3,888); directly attributable to higher numbers of people enrolled in training and the higher costs for training (e.g., OJT, Community College Advanced Manufacturing programs, and an increase in the limit per person for Individual Training Accounts) in PY14.

Youth enrollments were slightly higher this year, but the cost per participant was significantly higher; i.e. \$5,960 last year, compared to \$6,897 this year. This was due largely to unexpended youth funds, but also because the cost of youth services continues to increase as new minimum program requirements are implemented, such as additional program elements, a commitment to longer-term intervention, mandatory goals for work-based learning, and priority spending for out-of-school youth programs.

## **JOB DRIVEN - NATIONAL EMERGENCY GRANTS (JD-NEG)**

The New Hampshire Job-Driven NEG grant is a two year, \$3.9 M project approved to serve 240 dislocated workers between July 1, 2014 and June 30, 2016. To be eligible for the program, a person must be unemployed for 27 weeks or more in the aggregate, and/or a UI recipient who has been

profiled as likely to exhaust benefits, or 50% of the people enrolled may be an eligible dislocated worker who does not meet the first two conditions.

The latest NHES data indicates that 30.8% of New Hampshire's unemployed population has been out of work for more than 26 weeks; 67% are between 35 and 65 years of age and older, therefore services are targeted to a largely middle aged population. Many long-term unemployed workers become discouraged and may no longer be looking for work. Studies indicate that because of these and other more individualized barriers, there is strong need for accelerated reemployment services, short-term and longer-term skills training, and specialized services to assist long-term unemployed workers to gain the skills, competencies, experiences and opportunities needed to be reemployed in middle and high skilled jobs.

The JD NEG project utilizes a combination of work-based training models targeted to helping job seekers quickly reenter the workforce, learn the needed skills to close the skills gap, obtain recognized credentials, and obtain employment utilizing their newly acquired skills. The project builds on local ongoing relationships with business partners who face challenges in finding the talent needed to fill critical positions within a company.

To date 206 people statewide are enrolled in the JD NEG program; 55 are employed through an On-the-Job Training contract, half of which have completed the training and have been hired by the employer. Forty-eight (48) people are enrolled in classroom training through the use of an individual training account funded by the grant. In addition, 85 people have participated in a Job Club supported with grant funds. This program allows participants to access a combination of wrap around services designed to support discouraged workers as they build skills and confidence to re-enter the workforce.

## **SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM (SCSEP)**

SCSEP funding is available through two distinct funding channels; State Programs and National Programs. In New Hampshire, the two SCSEP program operators are DRED/OWO for the State Program and National ABLE for the National Program. The National ABLE program provides services in eight of ten counties in New Hampshire. The state SCSEP program, under contract with Belknap-Merrimack Community Action Programs, Inc., provides services in three counties: Belknap, Merrimack and Rockingham (BMCAP and National Able share responsibility for enrollments in Rockingham county.)

The purpose of the SCSEP program is to provide meaningful paid work-experience opportunities through part-time community service assignments with non-profit agencies. People 55 years of age or older that are determined to be low income receive a variety of re-employment services to help them transition to unsubsidized employment.

In PY14, the State SCSEP project received \$460,000 in funds to serve 47 participants. In addition, Belknap-Merrimack Community Action Program, Inc. provided \$51,000 in required matching funds. The National Able program received \$1,626,000 in funds to serve 168 participants. The number of people

served annually is determined by USDOL based on a standard cost per enrollee in relation to the amount of funds available.

SCSEP programs are monitored for performance quarterly. Performance outcomes are assessed annually for compliance. In PY14 the state SCSEP project met the enrollment goals for the program, and as outlined in the chart below, exceeded three out of six performance goals established by USDOL: community service, entered employment and average earnings.

<b>CORE PERFORMANCE MEASURES</b>	<b>PY14 Goal</b>	<b>PY14 Actual</b>
Community Service	82.3%	86.0%
Common Measures: Entered Employment	41.8%	51.4%
Common Measures: Employment Retention	69.7%	66.7%
Common Measures: Average Earnings	\$7,772	\$8,264
Service Level	171.6%	168.1%
Services to Most in Need	2.62	2.59

For more details on the NH SCSEP programs visit <http://www.bm-cap.org/scsep.htm> or <http://www.nationalable.org/our-services/senior-services.html>.

## **MSHA SAFETY TRAINING GRANT**

DRED/OWO receives grant funding from the United States Department of Labor (USDOL), Mine Safety and Health Administration (MSHA) to provide training for the advancement of health and safety in surface mines in New Hampshire. The primary goal of the program is to eliminate fatal mining accidents and to significantly reduce the number and severity of on-the-job injuries to mine workers. This is accomplished through 8-hour safety and health training classes.

Subjects covered in the training sessions include:

- safe haulage vehicle operation;
- fatality review;
- prevention of Silicosis;
- fall protection;
- 30 CFR parts 56/57 review;
- electrical hazards;
- specific topics requested by the mine owner/operator.

Mines are not normally found in New Hampshire. However, OSHA-controlled construction companies with portable crushers are by definition a mine due to the geology of the region, the quality of the stone, and the fact that much of the crushed stone is made available for sale.

Companies required to ensure workers have refresher safety training are in need of effective and quality mine health and safety training for mine operators, miners and contractors working at mining operations in the state of New Hampshire, and these operations are served by the grant to meet their training needs.

The National Safety Council of Northern New England under contract with OWO employs MSHA-certified trainers to provide Part 46 Annual Refresher Training; First Aid, CPR/AED; and Supervisory training consistent with MSHA requirements. Training is conducted annually to accommodate employer schedules. Training schedules can be found on the Council's website at <http://nscnne.org/msha.html>.

In PY2014 OWO was awarded \$40,000 in MSHA grant funds to provide training to 300-500 metal and/or non-metal or gravel operations miners over the course of the year. This project requires a cash match of no less than 20% of the total program award, which is secured through training fees.

## **JOB TRAINING FUND PROGRAMS**

The Job Training Fund is a \$2 million program funded by taxes employers pay into the state's Unemployment Trust Fund. Funds are utilized for two programs - the Job Training Fund, a 1:1 matching grant program for employers to upgrade worker skills; and WorkReadyNH, a partnership with the Community College System of NH that offers soft skills training and a work-readiness certificate program.

In PY14, the Job Training Fund awarded \$1,078,478.50 to companies to train 2,732 employees. The participating employers contributed \$1,132,304.20 to the fund, which made a total of \$2,210,782.70 available. Workers across the state were trained in new technology, lean manufacturing, leadership, business soft skills and a variety of other company specific training.

The WorkReadyNH training program, which began in October 2011, is available at no cost to unemployed job seekers, offering skills-training and two nationally recognized work-readiness credentials (the National Career Readiness Certificate from ACT and the WorkReadyNH Certificate from the Community College).

The training provides assessment, instruction and credentialing in key areas identified by employers as essential to workplace success. As a result, job seekers will have verifiable skills and qualifications most desired by employers, and employers will be able to more efficiently identify qualified applicants for hire.

WorkReadyNH offered soft skills and/or work-readiness training to 694 residents during PY2014. The vast majority of the people who register for the program are unemployed, i.e., 77.4%, while another



15.1% were underemployed (defined as working less than 30 hours/week). Registrants over the age of 41 made up 60% of the total served, and females enter the program at a much higher rate than males; 57% vs. 43%. Thirty-eight percent of the registrants had a high school education, 10% did not, and the remaining 52% indicated they achieved higher degrees of education, ranging from certificate programs to a Bachelor's degree or higher.

Exit survey results indicate a high rate of customer satisfaction with the program. Over 96% of the 660 people surveyed last year agreed or strongly agreed that overall the program was beneficial, and over 92% agreed that the information taught was relevant to his/her employment goals.

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## SUCCESS STORIES FROM THE FIELD

### MEET DEREK

A high school dropout with a misdemeanor on his record, 23-year old Derek was unemployed for three years and living with a daughter and a girlfriend when he enrolled in the WIA program in April 2014.

Derek's work experience and skills were negligible. His last employment before getting laid off was stocking shelves at a big box store.

Entering WIA, Derek wasn't interested in any career goals; he only wanted to take the HiSET exam so he could apply for jobs that required a high school equivalency certificate. To his surprise, Derek scored very well on the assessment tests especially in math and reading.

Derek received approval for Basic Skills training and enrolled at Claremont Adult Ed to complete the HiSET. The test was done in three separate sessions over a month. His final results were like his original assessment, very good; he scored 98 out of 106 questions correctly. Following the completion of the HiSET, Derek enrolled in WorkReadyNH, a program designed to assist job seekers with basic skills. He did very well in this program and was now gaining confidence that he could work towards a real career path. One component of the WRNH program is that you must complete a National Career Readiness Test. Derek scored a gold level certificate.

Eager for more education leading to a career, Derek and his counselor discussed advanced manufacturing. Derek's Industry Profile results indicated an aptitude for advanced manufacturing, and Derek's research into job opportunities convinced him he could match his interests and skills with a good job, provided he participated in further training. Derek decided that he would pursue CNC machining and received funding from WIA in the form of an ITA (Individual Training Account) to pay for his training.

Derek completed the training over a ten month period. During his last semester at River Valley Community College, Derek (the former high school dropout) was offered a full time CNC Operator position through the H1B OJT grant at Lovejoy Tooling and began on March 16, 2015. The employer worked with him on a reduced schedule for the first few weeks so he could finish his schooling. He is now earning \$15.50 per hour with a full benefit package and is very happy in his new job.

In May 2015, Derek received an Outstanding Student Achievement award at an award ceremony for RVCC at the Common Man in Claremont.

## MEET DENISE

Denise is a 52-year old divorced woman living in Amherst, New Hampshire. Although a high school graduate, Denise had no concrete career path opportunities and had worked in several fields, including child care, healthcare, criminal justice and cosmetology.

She entered the WIA (Dislocated Worker) program in July 2013 to receive assistance in employment counseling, resume writing, job leads and training support.

Denise and her WIA counselor explored the job market for open positions with a career path, and found a growing demand for Medical Secretaries. With a background that included some CNA and EMT training, Denise was encouraged but realized she needed to learn medical office skills in order to secure full-time stable employment.

Using Eligible Training Provider data, Denise researched training programs and expressed an interest in the programs offered through John Mason Institute in Nashua. She visited the school and learned about the Health Care Coordinator training. The skills taught in this training are those needed by healthcare facilities hiring Medical Office workers.

Working with her WIA employment counselor, Denise completed an assessment of her current skills and abilities to determine a need for training and an understanding of her ability to succeed in a training program. After careful consideration of all her options, as detailed in her re-employment action plan, Denise was approved for training and enrolled in the program. Although Denise admitted it was difficult at times to keep up with the workload, she successfully completed the training on October 30, 2013 and earned a certificate to add to her resume.

However, Denise's lack of experience, and perhaps her age, still presented barriers to her finding full-time employment in her chosen field. Denise expressed interest in more training to increase her skills and better position her to market herself to local healthcare centers. In addition to Medical Secretary Jobs, Medical Assistants are also in high demand. Oftentimes, employers seek candidates able to wear several hats, combining front office responsibilities with medical assistant responsibilities. Denise believed that having a combination of the skills required for each position would broaden her job search efforts and significantly increase her chances for finding a job. To accomplish this goal, Denise was referred to the HT3 Healthcare Grant for assistance with additional training costs. Denise was accepted into the Medical Assistant Diploma Program at Mt. Washington

College and after three long and stressful semesters of hard work, Denise graduated the program with a 4.0 GPA.

However, even after a rigorous job search effort, Denise – like many other long-term unemployed dislocated workers – was unsuccessful in finding a job. Working with her WIA employment counselor, Denise was enrolled in the Job Driven National Emergency Grant (JD NEG) program, which is designed to help individuals who, despite their continued effort to find suitable employment, have been out of the job market for an extended period of time. On-the-Job Training (OJT) is a training option available through the JD NEG. OJT allows the employer and employee to work together for up to six months, during which time the employer agrees to train the employee on the job to meet job requirements in exchange for wage assistance from the WIA program during the training period. Denise was a good candidate for the program. She had newly acquired skills learned in a classroom, but not all of the real work skills and/or work experience needed to demonstrate her ability to prospective employers.

In early September of 2014, Denise interviewed at Ear, Nose and Throat Physicians and Surgeons in Manchester, New Hampshire for an open Medical Assistant position there. The employer expressed interest in hiring her, but was reluctant because she lacked hands on experience with surgical procedures and the processing of diagnostic tests. Using the OJT training model as a means for gaining the job specific skills and experience that would be needed, the employer made Denise a job offer and she gratefully accepted. She successfully completed her OJT in January 2015. Today, Denise is gainfully employed with this employer working full-time earning \$14.00 an hour with full benefits. She reports that she continues to grow in her position and is appreciative of the guidance and financial support provided by the WIA Program, and others.

## MEET TIFFANI

When Tiffani showed up at the MY TURN, a WIA-funded youth program, she was wearing pajamas, and according to her soon-to-be counselor, she looked “disheveled” and used inappropriate, vulgar language as she described her current situation.

Despite her gruff exterior and early admission that she was unmotivated, it was clear that Tiffani was reaching out for help and understanding.

Through friends, Tiffani had heard about the Advanced Manufacturing program at MY TURN and felt that it might lead to what she hoped would be “a direction for success.”

With the help of the MY TURN staff, Tiffani, who originally thought she might like working with machines, prepared for an internship at GL&V, a local paper and pulp company in Nashua, in the Human resources department. Part of the preparation included dressing appropriately and learning job keeping skills, often referred to as “soft skills”, such as being reliable, using appropriate language and learning to work well with others.

For many people soft skills have to be learned and reinforced, as was the case for Tiffani. It took Tiffani a while to apply what she was being taught. In the beginning punctuality and reliability were challenges for her to master. Choosing appropriate business attire was another work behavior that she needed to learn. And, for Tiffani, recognizing that she now had an opportunity to succeed came only after a slow start to her training at GL&V.

With on-going counseling, advice, and support from her MY TURN counselor and co-workers at GL&V, Tiffani learned how to apply herself and succeed in the workplace. Today her communication skills are appropriate to the work environment, she is prompt and reliable, and conducts herself in a positive manner. Tiffani successfully completed her internship at GL&V in addition to her first semester of Human Resource classes at Nashua Community College. She is currently enrolled in her second semester. Her immediate goal is to obtain a part-time job utilizing the Human Resources skills she gained in her internship at GL&V, while she continues her education at Nashua Community College.

### MEET ALLEN

When Allen first enrolled in WIA, he had an idea where he wanted to take his career, but was unsure how to make his dream a reality. At previous jobs, Allen was making \$17.00 per hour. He is now working full time for Smart Assistive Technologies in Rochester, New Hampshire making \$22.00 per hour as a Lead Carpenter. With the help of WIA and the OJT Program he has learned new skills and has started a successful new career and is earning a good wage.

Upon receiving his GED at age 40, Allen was able to find employment occasionally; but by age 52, knew he needed additional skills in order to find full-time employment. Allen heard about WIA through word-of-mouth and entered the WIA program in February, 2015.

Initial discussions revolved around his interest in entering the construction industry or property management. Allen was confident that if given the chance he could be trained on the job to prove he could learn, and increase his skills to better position himself for employment opportunities.

Allen had no previous work in the construction industry, but he did have experience working as a laborer. This experience was reflected in the results of his assessment activities, which pointed to a preference for practical, hands-on positions working with materials such as wood, tools, machinery and working outside. His high Realistic score on the O\*NET Interest Profiler reinforced construction or property maintenance as a strong career choice.

Working with a WIA Job Placement Specialist (JPS), Allen was offered an On-the-Job Training opportunity at Smart ATI as a Lead Carpenter, which began on February 13, 2015. During the training period, Allen received his QC certification with the company, and he successfully completed his training through the OJT program on May 11, 2015.

### MEET MAX

Max had no job experience, no high school diploma, and no driver license. He was an 18-year old man living with his mother in Rochester, NH. But Max had an advantage, and that was that he was enrolled in the WIA-funded youth program, Project Pride.

Pride staff worked with Max to help him get his GED and driver's license. Then they referred him to the WIA Adult funded program for assistance with occupational skills training. Initial discussions revolved around his interest in advanced manufacturing, which led him to the Advanced Composites Manufacturing (ACM) training at Great Bay Community College (GBCC). Funding to support this training was available to him through the WIA Incentive Grant managed by Southern NH Services, Inc.

Enrolling in the local WorkReadyNH program prior to enrollment in ACM training was a requirement. Max completed WorkReadyNH and successfully passed all his entrance exams. He started his new manufacturing career training in February, 2014.

Max worked hard to keep up with his ACM training, doing very well in Level I. From there he chose CNC as his specialty in the Level II program. While in school, Max continued to work with Project Pride to get his driver's license. He successfully completed his classes and earned his certificate on August 13, 2014 and was able to get his driver's license shortly thereafter.

Max is now working full time for Brazonics in Hampton, New Hampshire making \$14.30 per hour as a CNC operator. With the help of WIA and Project Pride he has learned valuable in-demand skills and has the opportunity to start a new career working in a growing industry. Max is very excited to now have a full-time permanent job and be earning a good salary with benefits at such a young age.

## Appendix A

### Participant Data

#### How many people do we serve?

Adults

Dislocated Workers

Youth

### Performance Trends

	<b>2014</b>	<b>2013</b>	<b>2012</b>
Adults	490	627	548
Dislocated Workers	810	991	1061
Youth	412	406	440

#### Did our participants get jobs?

% of Adults

    % Public Assistance who got jobs

    % Veterans who got jobs

    % Disabled who got jobs

    % Older Individuals who got jobs

% of Dislocated Workers

    % Veterans who got jobs

    % Disabled who got jobs

    % Older Individuals who got jobs

% Youth in Employment or Education

	<b>2014</b>	<b>2013</b>	<b>2012</b>
% of Adults	79%	77%	73%
% Public Assistance who got jobs	79%	75%	68%
% Veterans who got jobs	67%	67%	64%
% Disabled who got jobs	46%	58%	53%
% Older Individuals who got jobs	62%	65%	63%
% of Dislocated Workers	83%	84%	86%
% Veterans who got jobs	80%	84%	81%
% Disabled who got jobs	92%	70%	73%
% Older Individuals who got jobs	76%	76%	77%
% Youth in Employment or Education	73%	63%	57%

#### Are people staying employed?

% of Adults

% of Dislocated Workers

	<b>2014</b>	<b>2013</b>	<b>2012</b>
% of Adults	86%	81%	87%
% of Dislocated Workers	91%	91%	92%

#### Are we helping youth?

% placed in employment or education

% obtaining literacy or math gains

	<b>2014</b>	<b>2013</b>	<b>2012</b>
% placed in employment or education	73%	63%	57%
% obtaining literacy or math gains	70%	70%	40%

## Appendix A

### Who do we serve?

Adult Program Exit Data (7/1/2014 – 6/30/2015) Total Exits: 379	Dislocated Worker Program (7/1/2014 – 6/30/2015) Total Exits: 617
<ul style="list-style-type: none"> <li>• 47% male, 53% females</li> <li>• 92% white</li> <li>• 7% self-declared disability</li> <li>• 40 average age</li> <li>• 24% single parents</li> <li>• 13% TANF recipients</li> <li>• 76% low income</li> <li>• 39% HS diploma or GED</li> <li>• 22% some college or vocational schools</li> <li>• 13% Associate’s Diploma or Degree</li> <li>• 18% college education</li> <li>• 2% post-secondary degree or certificate</li> <li>• 6% HS dropout (no GED)</li> <li>• Average time in the program – 242 days (7.8 Months)</li> <li>• 66% receive training</li> <li>• Average time in training – 106 days (3.4 Months)</li> <li>• Type of training –               <ul style="list-style-type: none"> <li>➤ 7% LNA training;</li> <li>➤ 25% Office / Admin;</li> <li>➤ 3% Computer Occupations;</li> <li>➤ 8% CDL / Drivers;</li> <li>➤ 17% Manufacturing;</li> <li>➤ 6% Managers, All Others;</li> <li>➤ 11% Craft / Trade worker;</li> <li>➤ 22% Other</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 52% male, 48% females</li> <li>• 94% white</li> <li>• 3% self-declared disability</li> <li>• 49 average age</li> <li>• 11% single parents</li> <li>• 0% TANF recipients</li> <li>• 6% low income</li> <li>• 36% HS diploma or GED</li> <li>• 20% some college or vocational schools</li> <li>• 11% Associate’s Diploma or Degree</li> <li>• 28% college education</li> <li>• 2% post-secondary degree or certificate</li> <li>• 3% HS dropout (no GED)</li> <li>• Average time in the program – 206 days (6.7 Months)</li> <li>• 60% receive training</li> <li>• Average time in training – 90 days (2.9 Months)</li> <li>• Type of training –               <ul style="list-style-type: none"> <li>➤ 1% LNA training;</li> <li>➤ 32% Office / Admin;</li> <li>➤ 7% Computer Occupations</li> <li>➤ 11% CDL / Drivers;</li> <li>➤ 19% Manufacturing;</li> <li>➤ 1% Financial Specialists;</li> <li>➤ 11% Managers, All Others;</li> <li>➤ 19% Other</li> </ul> </li> </ul>

## Appendix B

### WIA Financial Statement

July 1, 2014 – June 30, 2015

Operating Results	Available	Expended	Pct.	Remaining
Total All Funds Sources	6,630,950.99	4,337,848.71	65%	2,293,102.28
Adult Program Funds	1,600,433.44	1,368,207.43	85%	232,226.01
DW Program Funds	1,986,002.81	1,325,749.38	67%	660,253.43
Youth Program Funds	1,835,456.41	1,263,929.19	69%	571,527.22
• Out-of-School Youth	587,346.05	599,066.53	102%	(11,720.48)
• In-School Youth	1,248,110.36	664,862.66	53%	583,247.70
Local Administration Funds	468,850.14	191,033.56	41%	288,609.19
Rapid Response Funds	160,000.00	8,688.20	5%	151,311.80
Statewide Activities Funds				

<i>Cost-Effectiveness*</i>	C-E Ratio
Overall, All Program Strategies	3,873.22
Adult Program	3,888.06
Dislocated Worker Program	3,118.23
Youth Program	6,896.66

\* Calculated by dividing the staff-assisted WIA populations for PY14 against total allocation (funds available).



## Appendix C

### WIA Performance at a Glance (July 1, 2014 – June 30, 2015)

New Hampshire	Total Participants Served	Adults	11,745
		Dislocated Workers	810
		Total Youth	412
	Total Exits	Adults	11,730
		Dislocated Workers	617
		Total Youth	186
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	75%	79%
	Dislocated Workers	82%	83%
Retention Rate	Adults	86%	86%
	Dislocated Workers	92%	91%
Six Months Average Earnings (Adults and DW)	Adults	11,802	\$11,832
	Dislocated Workers	16,500	\$18,083
Placement in Employment or Education	Youth (14 - 21)	58%	63%
Attainment of Degree or Certificate	Youth (14 - 21)	63%	68%
Literacy and Numeracy Gains	Youth (14 - 21)	66%	58%
Overall Status of State Performance	Exceeded Goal	Met Goal	Did not Meet Goal
	7	9	0

## Appendix D

### ***CUSTOMER SATISFACTION RESULTS***

Customer Satisfaction is measured at various stages in each program year. In PY2014, Customer Satisfaction surveys were completed by a sampling of customers accessing services at the local NH Works centers; a select group of participants upon completion of WIA funded training; and participants that have exited from the WIA program. In addition, the Office of Workforce Opportunity surveys a sampling of employers that received services provided by NH Works staff during the program year.

#### ***NH Works Customer Satisfaction Results***

In PY2014 there were 1,708 surveys completed by individuals accessing services through one of the 12 NH Works offices. Surveys were administered at the point of service by NH Employment Security with the majority completed by people attending a Benefits and Rights Information (BRI) meeting, receiving Re-employment Assistance through the REA program, and/or otherwise inquiring about unemployment insurance (UI). The survey asked three basic yes or no questions, and a rating of overall satisfaction ranging from Excellent to Poor, and provided an opportunity for comment.

As demonstrated by the results displayed in the tables below, 98% of customers indicate a high level of satisfaction with the initial services they receive. Comments offered were very positive and supportive of the staff. Other comments included a recommendation to offer workshops online and more than twice in a week, with a few commenters suggesting that staff could have been friendlier. Also of note, 18% of those surveyed answered yes when asked if other services could have been provided, however there were no specific suggestions offered and the majority of the people in this group rated overall performance very high, which could be an indication that people inadvertently answered yes when they may have intended their answer to be no. All comments were reviewed by NHES management and used to inform continuous improvement strategies, as appropriate.

Questions	Yes	No	Some	NA	Blank
Did we provide you with the information you were looking for?	1676	12	1	1	18
Did we explain services and/or programs to your satisfaction?	1678	13	0	1	16
Is there anything else that we could have done for you?	309	1353	0	2	44

Overall Rating	Excellent	Very Good	Good	Fair	Poor	No rating
Number	918	577	167	15	6	24
% of Total	54%	34%	10%	1%	0%	1%

## WIA Funded Training Evaluation Surveys

The WIA Training Evaluation Forms are provided by the WIA Employment Counselor to customers upon completion of training. The surveys have the option to be anonymous and upon completion, customers have the choice of handing it to their Employment Counselor or sending it directly to the local WIA Administrator. All surveys are sent to the main administrative office where they are reviewed and filed.

Respondents are asked to respond to the seven questions by selecting one of the following responses: strongly agree; agree; disagree; or strongly disagree.

1. I am satisfied with my training experience.
2. The training facility was conducive to learning.
3. The instructors were knowledgeable, helpful and informed on the subject matter.
4. The training materials were informative, useful and up to date.
5. The learning objectives outlined at registration for the program were clear and met by the instruction received.
6. I would recommend this training program to a friend, co-worker or family member.
7. My training prepared me to become employed.

There were approximately 60 surveys received in PY 2014. No corrective action items were identified through this process.

Less than favorable responses are reviewed by management staff. The WIA Administrator will follow up with staff and/or the training vendor as appropriate and any information important to future customers is addressed immediately with all parties to the process.

## WIA PARTICIPANT CUSTOMER SATISFACTION SURVEYS

The Office of Workforce Opportunity invited 989 former WIA participants to complete a customer satisfaction survey (i.e., Adult and Dislocated Workers exiting from the program PY14). Using email addresses gathered at the time of application to the program, a survey was sent using the Survey Monkey electronic survey tool. Survey questions were modeled on the US DOL WIA survey questions used in past years, and designed to measure the level of customer satisfaction with the WIA services provided.

To date, 543 (55%) responses have been received. The survey results detailed in the charts below indicate a high favorability rate overall for the services received, as well as the staff delivering the services.

Utilizing a scale of 1 to 10 where "10" means "very satisfied" and "1" means "very dissatisfied" and what is your overall satisfaction with the WIA employment and training services you received at the NH Works office? **93% Of Customers Satisfied to Very Satisfied.**

Very Satisfied	9	8	7	6	Satisfied	4	3	2	Very Dissatisfied	Total	Weighted Average
57.28%	13.61%	8.70%	3.40%	2.84%	6.99%	1.51%	1.51%	1.32%	2.84%	529	8.57

Considering all of the expectations you may have had about the services, to what extent have the services met your expectations? "10" means "exceeds your expectation" and "1" means "falls short of your expectations". **88% of Customers Feel the Program Met or Exceeded Expectations.**

Exceeds expectations	9	8	7	6	Met expectations	4	3	2	Falls short of expectations	Total	Weighted Average
41.97%	17.96%	8.88%	4.54%	2.27%	12.10%	5.10%	0.95%	2.08%	4.16%	529	7.90

Thinking back on the WIA services you received at the NH Works office, how helpful would you say the services you received were in helping you find a job? "10" means "extremely helpful" and "1" means "not at all helpful". **83% of Customers Feel Services Helpful to Extremely Helpful in Finding a Job.**

Extremely helpful	9	8	7	6	Helpful	4	3	2	Not at all helpful	Total	Weighted Average
39.70%	12.85%	9.64%	7.37%	1.70%	11.53%	4.54%	3.21%	1.89%	7.56%	529	7.48

Now think of the ideal program for people in your circumstances. How well do you think the services you received compare with the ideal set of services? "10" means "very close to the ideal" and "1" now means "not very close to ideal." **82% of Customers Describe Services as Very Close to Ideal.**

Ideal set of services	9	8	7	6	Very close to ideal	4	3	2	Not very close to ideal	Total	Weighted Average
35.35%	12.85%	13.23%	5.67%	3.02%	12.29%	6.99%	2.08%	2.27%	6.24%	529	7.39

Please select the answer below that best describes your current employment status.

**85% of Customers Say They Are Employed.**

Employed	84.82%
Unemployed	12.96%
Retired	1.42%
Receiving disability	0.81%

Would you say WIA services you received at NH Works helped you achieve your employment goals?  
**Over 81% of Participants Say They Achieved Some to All Employment Goals.**

All of your employment goals	29.33%
Most of your employment goals	22.86%
Some of your employment goals	28.57%
None of your employment goals	12.00%
Don't know/unsure	7.24%

How would you rate the overall quality of the *help you received from the WIA counselor* at the NH Works office? "10" means "extremely helpful" and "1" means "not helpful at all."

**Counselors Rated Helpful to Extremely Helpful by 93% of Customers.**

Extremely helpful	9	8	7	6	Helpful	4	3	2	Not at all helpful	Total	Weighted Average
60.11%	14.93%	7.56%	3.21%	1.89%	5.10%	2.65%	0.57%	1.89%	2.08%	529	8.74

How would you rate the effectiveness of the following services?

	% Receiving the Service	Excellent	Very Good	Good	% Good to Excellent	Fairly Good	Poor	N/A	Total
Access to information about jobs.	87%	43%	27%	21%	91%	5%	3%	1%	421
Access to labor market information/careers.	72%	36%	30%	20%	86%	7%	2%	5%	361
Access to information about training and education.	90%	48%	24%	18%	90%	5%	2%	3%	435
Information about unemployment benefits.	69%	39%	27%	17%	83%	4%	3%	10%	364
Information about community resources (food stamps, fuel assistance, housing).	40%	30%	20%	12%	62%	4%	4%	31%	264
Assistance in assessing your skills and abilities.	81%	38%	28%	19%	85%	7%	2%	6%	404
Assistance with your resume.	68%	42%	21%	14%	77%	7%	4%	12%	361
Assistance with interviewing techniques.	47%	35%	20%	16%	71%	4%	4%	21%	289

	% Receiving the Service	Excellent	Very Good	Good	% Good to Excellent	Fairly Good	Poor	N/A	Total
Information on education and training opportunities.	85%	45%	23%	18%	86%	6%	3%	4%	417
Assistance with enrolling in training.	75%	51%	24%	10%	85%	4%	2%	9%	391
Help finding a job after completing training.	45%	36%	17%	10%	63%	4%	7%	26%	289

58% of participants surveyed identified as *Enrolled in Training*. When asked how they would rate the overall quality of the training received, 81% rated training as more than adequate.

	Excellent	9	8	7	6	Adequate	4	3	2	Poor	Total	Weighted Average
Quality of Training	46% 149	13% 44	13% 42	7% 23	2% 8	10% 33	1% 4	2% 8	2% 5	3% 11	327	8.13

If you needed employment and training services in the future, how likely is it that you would use the services offered at the NH Works office? **89% of customers would use services again.**

Very likely would	69.75%
Probably would	19.09%
Probably would not	11.15%

## CUSTOMER SATISFACTION RESULTS FOR YOUTH

WIA funded youth participants are asked to complete a customer satisfaction survey at the time of exit from the program. In PY2014, 92 youth completed a survey. The following results were recorded:

- 97% rated the program as “okay” to “very satisfied – excellent services”, with 74% of this group rating the program as “very satisfied – excellent services”.
- 47% rated the program as “way better than expected”, and just one youth rated the program as beginning slightly less than expected.
- 38% reported meeting all goals, 51% reported meeting most goals, 8% reported meeting some goals and 3% not sure if goals were met.
- 65% of the 89 youth responding to the question, stated they were employed.
- When asked to rate the program in terms of improving academic skills 85% ranked the program as “higher than average” to “absolutely perfect”.

- When asked to rate the program related to improving occupational skills 92% ranked the program as “higher than average” to “absolutely perfect”.
- When asked to rate the program related to improving work readiness skills 93% ranked the program as “higher than average” to “absolutely perfect”.

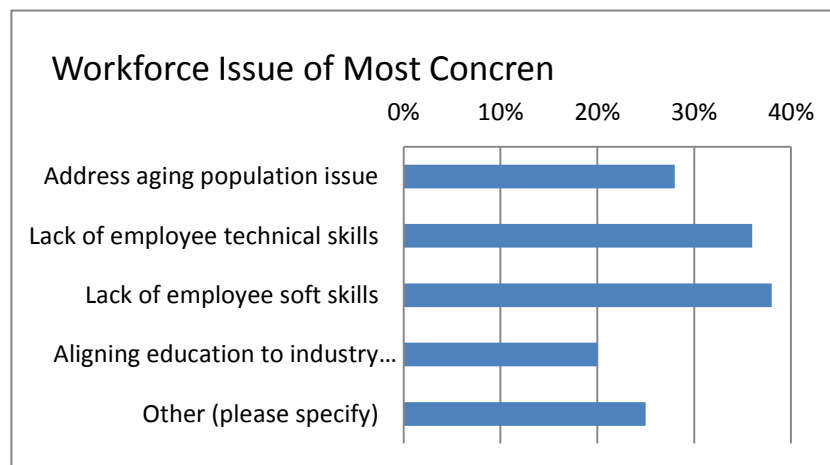
## BUSINESS CUSTOMER SATISFACTION SURVEYS

Over 1200 businesses throughout the state were invited to participate in a business survey designed to gather input and insight from a cross section of employers. Surveys were sent to businesses via Survey Monkey.

Businesses were selected using business contacts submitted by the members of the Interagency Directors Group (NH Employment Security, Vocational Rehabilitation, and Department for Health and Human Services, NH Department of Education, and Southern NH Services)

Of the 1200 surveys sent, approximately four hundred surveys bounced or did not reach the intended target. Ultimately 800 businesses received the survey of which 112 (14%) responded. The following is a summary of survey results.

1. What is your greatest concern related to the workforce in New Hampshire that the workforce system can help address?



2. How you are currently engaged with or what services do you currently receive from the workforce system? (Check all that apply)
  - All but one respondent answered this question (i.e., 111), and 27% or 30 respondents indicated that they are not currently involved in working with the NH Works offices; one respondent did not know.

- The 80 respondents indicating a direct relationship with the NH Works offices selected a total of 189 options indicating that most employers were involved in two or more activities.
- The top three activities are referrals for employees, utilizing the NH Works Job Match system, and participated in the NH Works On-the-Job training program.
- Actual results are listed in the table below.

Worked with a Business Services Representative from NH Works	21
Work with education/training providers to develop industry relevant training programs	13
Utilized Return to Work program	12
Utilized NH Works Job Match website	34
Referrals for employees	40
Provide work experience for youth	19
Participated in NH Works On the Job Training program	24
Other (please specify)	15
Not currently involved	30
Industry group/coalition member	5
Have an apprenticeship program	6
Don't know	1

3. What services or activities are you interested in utilizing or engaging with in the future? (Check all that apply) (Answered 111, Skipped 1)

- 75% of respondents indicated an interest in working with the NH Works system; a total of 241 options were selected indicating that most employers selected two or more activities.
- Referrals for employees and Job Match website are again in the top three preferred activities, with developing industry-relevant training and OJT equally positioned for the third most selected service/activity.

Referrals for employees	37%	41
Utilize NH Works Job Match website	33%	37
Work with education/training providers to develop industry relevant training programs	29%	32
NH Works On the Job Training program	29%	32
Provide work experience for youth	23%	26
Work with a Business Services Representative from NH Works	21%	23
Don't know	20%	22
Have an apprenticeship program	19%	21
Utilize Return to Work program	14%	16
Other (please specify)	7%	8
Not currently involved	6%	7
Industry group/coalition member	5%	5



4. What would you identify as the greatest opportunity for further collaboration and alignment among programs? Answered: 48 Skipped: 64

- Only 48 or 43% of the respondents answered this question, which could indicate that employers may not feel familiar enough with the current relationship between programs to respond to this question.
- However, of those that did answer the question the opportunities/concerns are consistent with the workforce related information we have gathered to date. Specific individual responses have been grouped in general categories and are listed below:

*Job Match and Referral - 6*

- Being able to find the right candidates
- Job set to job skill alignment
- referrals of quality candidates for our open jobs
- Locating trainable candidates for employment in the valley.
- I wish they had more participants for my mailing projects and I wish they got them done quicker.
- We could best be served by having solid, work ready individuals in our applicant pool.

*Education and Training -16*

- Training programs
- Improved school systems
- We provide training and skills while we receive help with our nonprofit program. It is a win-win situation.
- Have NH Works refer individuals to SOLO for (W) EMT & WFR training so they can be employable by local ambulance services, hospitals and clinics and Ski Patrol/First Aid at the area theme parks, etc. Also, assist with job placement once the students complete the WEMT and WFR courses
- Hospitality program to source employees - there is a desperate need for hospitality staff among large employers in Mount Washington Valley
- Northeast Deaf and Hard of Hearing org. is an expert providing Employment Strategies on Communication Access and the presenter is deaf.
- Various affiliations with the Community College system.
- WorkReadyNH offers Soft Skills and Computer Skills that businesses need.
- need for skilled labor force and area educational and training institutions
- Training of clerical and software programs.
- Education
- More training dollars
- Education is the 1st priority. Without a High School Diploma or HiSET Certificate one is not able to get a job. Education is the first priority before someone can enter the workforce.
- Provide an education for welfare recipients. I obtained an associate's degree through NH Vocational Rehabilitation. Went to work and obtained a business

management degree. I have run my own business for the past 20 years and have been self-sufficient. As a taxpayer, I provide your salary.

- More opportunities in technical schools for certification programs to become employable. More is needed than Medical Assistant and LNA. Trade certificates through alternative ways- Unemployment Security, Workplace Success, etc... training programs Workforce skills
- Students are having difficulty with finding job training funds

#### *Work Based Learning - 4*

- paid internship opportunities
- We would like an opportunity to team up seasoned employees with new employees to help with a mentoring system.
- Helping business develop apprentice programs
- Apprenticeship

#### *Outreach and Communication - 10*

- Weekly/semi-weekly staff meetings (even 10 minutes once a week)
- Reaching out, attending chamber after hours, being a part of the MWV Regional Collaborative
- Better communications, Quality, Training
- I would have a quarterly meeting with business leaders to discuss issues/concerns/opportunities
- Being supplied a list of who to contact for what would be helpful. It was like jumping through hoops to try and figure it out.
- Better communication
- Communicate and follow thru
- Communication and quarterly meetings
- Continue ongoing communication to best meet the needs of the participant.
- Continued engagement with employers

#### *Support Services /Community Resources - 5*

- identifying the uninsured & underinsured and ensure that all NH residents are apprised of ACA & Medicaid expansion help
- Wrap around services for persons seeking employment or job training so they don't fall through the cracks and can afford to stay in job programs while learning skills.
- I see Workforce Development and Asset Development collaborating to address money management/debt management for clients.
- we all need to be part of the war on drugs, if this isn't solved there isn't much of a future
- Increasing diversity Cost of living-in particular housing and taxes

#### *Economic Development – 3*

- Industry needs to attract new workers.
- Attracting candidates and businesses to NH
- More available job opportunities for the 50 plus age group.

*General Comments*

- Unsure
- No suggestion at the moment.
- Honestly do not know.
- Unsure

5. Please rate the degree to which you agree with the following statements.  
(Range of 104 to 108 answered each question)

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	N/A	Total
Overall, I am satisfied with the services offered through NH Works.	10.38% 11	53.77% 57	3.77% 4	2.83% 3	14.15% 15	15.09% 16	106
I am satisfied with the services I received.	16.82% 18	46.73% 50	3.74% 4	0.93% 1	5.61% 6	26.17% 28	107
Services were easy for me to navigate and access.	14.95% 16	36.45% 39	9.35% 10	2.80% 3	11.21% 12	25.23% 27	107
I am likely to return for further services.	18.69% 20	37.38% 40	3.74% 4	0.93% 1	14.02% 15	25.23% 27	107
I am likely to recommend NH Works services to another business.	21.50% 23	40.19% 43	5.61% 6	2.80% 3	10.28% 11	19.63% 21	107
Staff seemed to be informed about issues in my industry.	12.96% 14	32.41% 35	9.26% 10	2.78% 3	13.89% 15	28.70% 31	108
The services I received were effective.	14.15% 15	32.08% 34	6.60% 7	0.94% 1	14.15% 15	32.08% 34	106
My company is better off after receiving services.	14.02% 15	28.04% 30	5.61% 6	1.87% 2	14.95% 16	35.51% 38	107
The staff I worked with had my company's best interests in mind.	19.23% 20	30.77% 32	2.88% 3	1.92% 2	10.58% 11	34.62% 36	104

**Analysis of Results:**

- On average overall satisfaction was rated as 87.3% (i.e., average of responses for all nine questions after eliminating don't know and N/A).
- The satisfaction rate (i.e. Strongly Agree and Agree) for each question is as follows:
  - 91% - Overall, satisfied with services offered through NH Works (71% answered).
  - 93% - I am satisfied with the services I received (68% answered).
  - 81% - Services were easy for me to navigate and access (64% answered).
  - 92% - I am likely to return for further services (61% answered).
  - 88% - Likely to recommend NH Works services other business (70% answered).
  - 79% - Staff seemed to be informed about issues in my industry (57% answered).
  - 86% - The services I received were effective (54% answered).
  - 85% - Company is better off after receiving services (50% answered).
  - 91% - The staff had my company's best interests in mind (55% answered).

6. Do you have any other suggestions on how the workforce system can better serve business and industry in New Hampshire? Answered: 39 (35%) Skipped: 73

General grouping of suggestions in response to this question are as follows:

- Marketing and Referral;
- Improved Communication;
- Training, Education and Work Readiness;
- Improved Technology;
- Continue best practices such as Job Club;
- Improved Collaboration with Community Partners and other resources.

### *Continuous Improvement Moving Forward*

Customer feedback is an important component for identifying system improvements. The overall satisfaction results remain at a high level with both the individual and business customer. However, we continue to use customer feedback as an important component for identifying system improvements. Results from surveys are reviewed by staff at all levels to assess for potential systemic issues as well as to address specific and/or individual concerns brought to our attention through survey comments. In addition, results are shared with counselors on an individual basis allowing them to see how their customers rate their experience at a local NH Works office. These efforts and others are designed to identify system process and/or procedures that may need to be changed or adjusted to achieve greater success in meeting the needs of our customers.

With the implementation of WIOA it is anticipated that customer satisfaction results from all the core programs will be shared and continuous improvement strategies will be developed and implemented across programs.

## Appendix E

### Performance & Reporting Requirement – Federal Waivers

WIA regulations allow states to request waivers for certain programmatic requirements as needed to improve access and/or performance efficiencies. As part of New Hampshire's State Plan, the State submitted requests for waivers of statutory and regulatory requirements under WIA. Final approval for these waivers was granted in May 2013.

Specific waivers that remained in place during PY2014 are as follows:

- Waiver of the provision at 20 CFR 663.530 that prescribes a time limit on the period of initial eligibility for training providers. The State requested a waiver of the time limit on the period of initial eligibility of training providers provided at 20 CFR 663.530. The State was granted this waiver through June 30, 2017. This waiver has been in place for a number of years making it possible to maintain a robust listing of training providers and thereby increased customer choice. With the implementation of WIOA effective as of July 1, 2015, this waiver will no longer be an option.
- Waiver to permit the State to replace the performance measures at WIA Section 136(b) with the common measures. The State requested a waiver that allows the State to replace the 17 performance measures under WIA Section 136(b) with the common measures for reporting purposes. The State was granted this waiver through June 30, 2017. Reporting on the common measures only, makes it easier to compare performance outcomes across partner agency programs, as well as allow program providers to focus on performance for six key indicators versus the seventeen measures previously required. As stated above, this waiver shall remain in place through July 1, 2017 at which time WIOA performance measures will replace the current WIA requirements.
- Waiver of WIA Section 101(31)(8) to increase the employer reimbursement for on-the-job training under the State Formula funded program. The State requested a waiver to permit an increase in employer reimbursement for on-the-job training through a sliding scale based on the size of the business. The State was granted this waiver through June 30, 2017. This waiver will stay in place through June 30, 2015 at which time WIOA will go into effect. The sliding scale reimbursement process for OJT employers is allowable under WIOA.

## Appendix F

### State Workforce Development Board Members

<b>Chief Elected Official</b>	
Margaret Wood Hassan, Governor	Office of the Governor, State House
<b>Business Members</b>	
Dick Anagnost, Chair Anagnost Industries, Inc.	Alan Reische, Vice Chair Sheehan, Phinney, Bass & Green
Mr. Tom Raffio, President Northeast Delta Dental	Mike Alberts New England Wire Technologies
Ben Bassi, CEO CommonPlaces	Kendall L. Buck, CAE Executive Vice President
Gwenael Busnel Saint-Gobain Performance Plastics	David Cioffi Retired Business Owner
Peter Cook, CEO Concord Litho	Michael Dunican, Vice President North American Equipment Upfitters
Lynda Erdbrink, Vice President CHI Engineering	Tim Galvin, Vice President Nantucket Beadboard
David Juvet, Vice President Business & Industry Association	Vic Kissell, Sr. Production Supervisor Tidland/Maxcess International
Lee Nyquist, Esquire Shaheen & Gordon, PA	Brenda K. Quinn, Director e-STEM Solutions
Timothy G. Sink, President Concord Chamber of Commerce	Rick Wheeler Associated Grocers of NE
Dwight Davis Senior Helpers of the Greater Seacoast	
<b>Labor Members</b>	
Glenn Brackett, President NH AFL-CIO	Robert Martel, Labor Representative
Jonathan Mitchell IBEW Local 490	
<b>State /Education/CBO Partners</b>	
George Copadis, Commissioner NH Employment Security	Jeffrey J. Rose, Commissioner Dept. of Resources & Economic Development
Kelly Clark, State Director AARP New Hampshire	Paul Leather, Deputy Commissioner NH Dept. of Education
Dr. Ross Gittell, Chancellor CCSNH	Jay Kahn, President Keene State College
Gale Hennessy Southern NH Services	Paul S. Boynton, CEO Moore Center
Tamer Koheil Job Corps Center	Katherine Mellow, VP of Community Impact NH Charitable Foundation
<b>Elected Officials</b>	
Sam Cataldo (Senate)	William Hatch (House)
Ken Merrifield, Mayor City of Franklin	James Bouley, Mayor City of Concord