

State of New Hampshire

Workforce Innovation and Opportunity Act (WIOA)

Annual Report

For the period July 1, 2015 through June 30, 2016

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## INTRODUCTION

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

There are two components to the WIOA 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 Innovation Board by no later than October 3, 2016.

The Annual Report narrative report must include information required by WIA/WIOA sections 136(d) 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 Innovation and Opportunity 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 the staff involved in providing service through the NH Works system. Their ongoing commitment to provide quality services to all who access our services is evident in positive program outcomes, and the high satisfaction ratings from our customers.

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## YEAR-AT-A-GLANCE

(July 1, 2015 – June 30, 2016)

## WIOA FIVE-YEAR STATE PLAN

The New Hampshire State Workforce Innovation Board (SWIB) and partners developed a Combined State Plan to show its dedication to a high quality workforce system that meets the needs of New Hampshire's businesses community and workforce. The Workforce Innovation and Opportunity Act (WIOA) provided the vision for a planning process that included partners, stakeholders, and customers from across the state, focusing on a demand-driven workforce system that seeks the best possible experience for all business and jobseeker customers and strives for continuous improvement and alignment and integration of services.

The development of our plan was guided by the Workforce Innovation Board's vision (i.e., to serve as a catalyst to establish a secure and sustainable workforce that can meet current and future skilled labor needs and provide a competitive advantage for New Hampshire businesses) and mission (i.e., to promote life-long learning by partnering with businesses, agencies, and organizations to bring the state's education,

employment and training programs together into a workforce development system that will provide the means for residents of New Hampshire to gain sufficient skills, education, employment and financial independence) for New Hampshire's workforce system.

At the outset of the planning process, the Governor's priorities for workforce development in New Hampshire were presented as a framework for discussions. These priorities included:

- . Affordable higher education
- . Aligning programs with the needs of the business community
- . Job training
  - o Job Training Fund
  - o NH Working – Stay at Work, Return to Work, Get Ready to Work, and Pathway to Work
  
- . Modernizing STEM education
- . College and Career Readiness

The SWIB also identified a variety of values that they hoped would guide our plan and the continuous improvement of New Hampshire's workforce System, including:

- . Seamless service delivery
  
- Collaboration and trust
  
- . Sector-based
  
- Demand-driven
  
- . Fiscally responsible
  
- Balance realism & aspiration
  
- . Customer-driven
  
- Responsible and accountable

With these values, mission, and vision in mind, the Combined State Plan was created to represent the vision, goals, strategies, and implementation plan for the workforce system, including nine specific programs within three state agencies.

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Resources & Economic Development -  
Workforce Opportunity

New Hampshire Employment  
Security

Department of Education

. Title IB: Adult, Dislocated Worker  
and Youth

. Senior Community Service  
Employment Program (SCSEP)

. Wagner-Peyser Act

. Migrant & Seasonal Farm  
Workers

. Trade Adjustment Assistance  
(TAA)

. Jobs for Veterans State Grants  
(JVSG)

. Unemployment Insurance

. Adult Education and Literacy

. Vocational Rehabilitation

. Career and Technical Education  
(CTE)

Representatives from the Workforce Innovation Board and each of these partner programs as well as other stakeholders and customers provided input on the plan through various stakeholder engagement methods including statewide focus groups, online surveys, and interviews. Stakeholders engaged included state agency and partner leadership, business and industry representatives, community leaders, education

partners, economic development organizations, and individual customers. Based on this input, the Workforce Innovation Board identified five goals and accompanying strategies to form a strategic plan that will guide the work of New Hampshire's workforce system for the next four years. New Hampshire's workforce system has a strong foundation for collaboration and alignment that will be the basis for the execution of the strategic plan.

The goals and strategies identified focus on high quality, effective, and appropriate services to business and jobseeker customers, ensuring the structure is in place to sustain such services, and proactively spreading awareness for optimal utilization.

**GOAL 1:** Create a demand-driven workforce development system that bases strategies, services, and investments on a data-informed approach, with a focus on sector strategies.

**GOAL 2:** Offer flexible training and education opportunities that are aligned to business needs, including the development of career pathways and apprenticeships.

**GOAL 3:** Increase awareness of services available through the talent development system to support businesses and individuals.

**GOAL 4:** Streamline access to employment and work-and-learn opportunities.

**GOAL 5:** Expand communication and collaboration among partner agencies and programs.

## WIOA STATE FORMULA FUNDED PROGRAMS

Each state receives Workforce Innovation and Opportunity Act (WIOA) funds based on a formula established by the Act, which take into account the number of individuals in poverty, number unemployed, and other related factors. These funds are commonly referred to as WIOA "State Formula Funds". The Department of Resources and Economic Development (DRED) is the designated administrative entity for WIOA 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 PY2015 totaled \$1,931,641, dislocated workers funds totaled \$2,355,019 and \$2,037,653 in

youth funds were received. Up to 15% of the total of all three funding sources is reserved for program administration (5%) and special programs (10%); the remaining funds are considered “program” funds and must be used for the delivery of services consistent with requirements prescribed in WIOA law (e.g., one-stop service delivery, including the provision of career, training and support services).

New Hampshire operates under a single State Workforce Innovation Board. Statewide services are delivered through contracts for service delivery, with Southern NH Services, Inc.(SNHS) for adult programs (i.e., state formula funds for Adult and Dislocated Worker programs), and the New Hampshire Department of Education (NH DOE) for WIOA funded Youth programs.

In Program Year 2015 funds totaling \$3,512,208.00 were expended in the provision of services statewide. This total is further delineated as follows: \$1,368,208 in Adult funds, \$1,325,749 in Dislocated Worker Funds, and \$1,263,929 in WIOA youth funds. The total of these funds represents funds awarded via contracts from program funds received last year, combined with available funds from previous years.

## WIOA 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, WIOA-funded programs place importance on the provision of services to priority and target populations, particularly veterans.

In addition, the State Board encourages an emphasis on reserving program funds to support access to occupational skills training to the fullest extent possible. Of the 756 adults and/or dislocated workers receiving a WIOA funded service last year, 63% of participants in the Adult program and 50% in the Dislocated Worker program were enrolled in training.

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

## WIOA YOUTH

For the delivery of services on the local level, the NH DOE contracts with various local program providers such as Jobs for NH Grads and My Turn, and select school districts for both in- school and out-of-school youth programs. Beginning in PY2015, WIOA requires 75% of the youth funds available be expended to support out-of-school youth (OSY) programs. This was a transition year, during which new providers needed to be found for some of the existing in-school-youth (ISY) programs as the WIOA Youth funding was diverted to OSY programming in order to align resources and services with the new WIOA requirements. By year end, NH DOE was successful in expending 73% of the available funds in support of OSY.

In PY2015, WIOA Youth Formula funds supported two WIOA Youth contractors at eleven sites with the minimum goal of serving 290 youth in active service (165 out-of-school youth and 125 in-school youth).

Under the management of the DOE, WIOA youth programs continue to focus on delivering and/or

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providing access to comprehensive services known as the “essential elements” required under WIOA, which include the provision of an assessment, an individualized service plan, setting goals, summer youth employment activities, on-going classroom activities for academic improvement, mentoring, work experience, financial literacy, and other similar services. To participate in the program; a youth between the ages of 16 and 24, (or the youth’s family) must meet the qualifying conditions or be economically disadvantaged. Priority is given to serving the “neediest” youth within the eligible population, such as 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 WIOA State Plan at [www.nhworks.org](http://www.nhworks.org).

## NEW HAMPSHIRE YOUTH COUNCIL

The New Hampshire Youth Council, is a subcommittee of the state Board charged with focusing on emerging youth (16-24) workforce issues. The Council helps set the direction and provides oversight of New Hampshire’s WIOA Youth programs, including monitoring of fiscal operations and participation. The Council also facilitates the coordination of WIOA Youth services with other similar programs/funding. 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, continues to meet to focus on gap resolution, communication, and coordination of services for youth cross-programs.

Most recently the Youth Council identified the following goals and objectives to guide their work for the next two program years:

Goal: Achievement of broad statewide awareness of Youth Council (and, its resources) with heightened involvement of Youth Council members as Ambassadors to Council.

Objectives: To gain clarity and re-affirm the purpose of the Youth Council. To brand and market the Youth Council. To increase use of Youth Council members as Ambassadors of the Council's work to various audiences and to their respective stakeholders. To better utilize resources of Council members in service to Council and larger State Plan.

Goal: Youth in NH are prepared to successfully enter the labor market specifically in occupations related to the Sector Strategy Initiative (Manufacturing, Healthcare, Hospitality, and Information Technology).

Objectives: To develop career pathways to sector strategy jobs through a continuum of exposure opportunities launched by hands-on exposure to those students who have not yet identified a career path.

Goal: Achieve broad awareness of the range of Youth resources in NH to maximize employment success for NH youth and to simplify navigation of the broad network of youth resources.

Objectives: To increase awareness of available resources for Youth using existing 211 systems. To enhance reliability of full range of youth employment resources in directory. To increase navigation success of the youth network of resources.

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## BUSINESS SERVICES

The NH Works Interagency Business Team (IBT) includes a representative from each of the core partner NH Works agencies. 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 PY15 the IBT continued to work on established goals including the implementation of the Neoserra data sharing system, which allows staff from each of the approved agencies to share information on contacts with businesses throughout the state. Once this system is fully operational it is anticipated that it will be a useful tool for minimizing redundancy and measuring the depth and quality of business contacts, as now required under WIOA.

The IBT also supports the annual Manufacturing Week initiative in New Hampshire. 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, continue to work to expand Manufacturing Week activities, arranging for hosted tours for students with manufacturers throughout the state to showcase business and products. The 13th Annual Governor's Advanced Manufacturing and High Technology Summit is scheduled for October 7, 2016, and will be hosted by New England Wire Technologies.

## SECTOR PARTNERSHIPS

The Sector Partnership Initiative (SPI) is an effort by the NH Works System to establish a pipeline of skilled and educated workers for the major economic sectors of New Hampshire. In addition, the SPI is designed to assist job seekers find appropriate education and training that provides them with productive career paths.

Since January 2016, the SPI has been working with Jobs for the Future (JFF) to identify New Hampshire's major economic sectors (labor market analysis); to list all available resources that can assist employers (interviews of industry leaders and asset mapping); to enlist industry champions and intermediaries who will drive sector initiatives (workforce planning); to introduce sector initiatives to each industry included in the first round of sectors (launch); and to initiate ongoing initiatives that are sustainable by industries selected (post-launch activity).

The core Sector Initiative Team holds a conference call weekly and meets in person monthly to assess progress and plan next steps. The Team includes: DRED/Division of Economic Development; Community College System of NH; Office of Workforce Opportunity; DOE Career & Technical Education; DOL Office of Apprenticeships; Office of the Governor; Economic & Labor Market Information Bureau; Industry Sector Chairs; Industry Sector Intermediaries; and Jobs For the Future (sector strategies consultant)

The Manufacturing Sector had a successful launch on July 12, 2016 and additional sector launches are planned for early this program year for Healthcare, Information Technology and Hospitality.

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.

The Division of Economic Development (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 (WIOA Adult/DW, Fuel Assistance, WIC, etc.); and others as determined necessary).

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.

Since the Great Recession, fewer New Hampshire employers are experiencing large layoffs and/or closures that require Rapid Response activities. But, the expected economic “churning” of companies, through mergers or unexpected circumstances, keeps Rapid Response teams throughout the State busy. Suggesting possible alternatives to layoffs to employers, delivering Rapid Response Guides for dislocated workers, and performing outreach to businesses is part of a layoff aversion effort to help companies experiencing difficulties. Some employers decline to accept the offer of Rapid Response services for its employees due to security reasons. Other employers do not respond to the offer to assist, but the Division of Economic Business Specialist who lead the 12 Rapid Response local teams have been successful in reaching most employers unaware of the services offered through Rapid Response. The following chart shows the type of industries the Rapid Response teams worked with over the past year, and the number of people affected.

Type of Industry

Companies

Employes Displaced

Manufacturing

13

717

Healthcare

3

709

Telecommunications

1

60

Education

1

185

Hi-tech

3

96

Retail

1

Unknown

Distribution

2

154

Totals

23

1,921

## WIOA SET-ASIDE PROJECTS

Set-Aside Projects refers to the program and/or projects funded with the portion of WIOA formula funds that is available to be used at the state level to support statewide activities and/or special initiatives. In Program Year 2015 for the first time in three years, 15% of the total grant amount was available for WIOA Set-Aside also referred to as “WIOA 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 WIOA-eligible individuals; result in a measurable outcome under the WIOA 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 Innovation Board recommended, and the Governor approved, the following activities for WIOA discretionary funding in Program Year 2015:

- . Funding to support additional occupational skills training opportunities for OSY youth.
- . Funding to support Navigator staff to assist homeless individuals’ access services through the NH Works centers.

## WIOA PROGRAM ENROLLMENTS

With a 3% or less overall unemployment rate in New Hampshire, the number of people accessing services in PY2015 was significantly less than the previous two program years. After seeing an increase in adult enrollments in PY2013, the number of adult enrollments has declined over the last two years, with 221 individuals enrolled in the Adult program this year, compared to 490 last year and 627 the year before. Adult enrollments this year represented 29% of all enrollments in programs for adults (i.e., adult and dislocated worker programs combined).

The number of Dislocated Workers also continues to decrease, with 991 enrollments in PY2013, 810

enrollments in PY2014, and 535 enrollments in PY2015. A decline in enrollments, particularly for the dislocated worker program is typical when the economy improves and there are fewer layoffs and/or business closures. However, even though there were fewer enrollments than in previous years, Dislocated Worker-funded participants still represented 71% of all adult enrollments in PY2015.

The most significant shift in program enrollments can be seen in the WIOA youth program. In response to the WIOA OSY 75% expenditure rule, there were 107 fewer younger youth enrollments this year compared to last. Moving forward we should see an increase in OSY enrollments, but we will still experience less enrollments overall since OSY services are more costly than ISY program services.

Priority for enrollment in WIOA-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). With the implementation of WIOA, programs are no longer required to

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provide services in any particular order, allowing for participants to enter directly into training when appropriate. This change has had little effect on our program, we did not experience a significant difference in the services people were enrolled in this year compared to last year; i.e., career services and/or training services. Also of note is that the characteristics of the participants served from year to year remains fairly constant. The vast majority of participants were white, and the average age of an adult participant was 39, a year younger than those enrolled last year, while the average age for dislocated worker participants remained at 49 years of age, and the ratio of male vs. female enrollments showed little change in either the adult or the dislocated worker program. Detailed information on who we serve can be found in Appendix A.

## WIOA PROGRAM PERFORMANCE GOALS

The U.S. Department of Labor (USDOL) requires the reporting of annual performance outcomes/goals for each funding source. In PY2015 the WIOA program was responsible for achieving performance goals, as follows: Entered Employment Rate (EER), Employment Retention Rate (ERR), and Average Earnings for the adult and dislocated worker programs, and Placement in Employment or Education; Attainment of Degree or Certificate; and Literacy Numeracy Gains for Youth programs. New performance measures under WIOA, which will include median wage comparisons, skills gains measures and effective business services goals, went into effect as of July 1, 2016, which means final outcomes will not be available for reporting until next year.

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. In PY2015, New Hampshire met all but one of established program goals i.e., eight out of nine goals. Attainment of Degree or Certificate for the Youth program failed performance, which in general was considered to be the result of the high number of ISY participants exiting the program earlier to conform to the WIOA OSY 75% expenditure rule. The Youth Council recently approved a corrective

action plan to address the issue, in an effort to avoid a similar result next year. (A complete summary of goals and performance outcomes for PY14 can be viewed in Appendix C – WIOA Performance at a Glance (July 1, 2015 – June 30, 2016).

## PROGRAM EVALUATION

The implementation of WIOA brings both opportunity and challenge. Partner agency staff and service providers committed themselves to learning new program requirements, expanding program services to serve “harder-to-serve” populations and the long-term unemployed, and to thinking about new and different ways to “do more with less”. In PY2015 the system embarked on two distinct efforts to discern program effectiveness – LEAN processing and Focus Groups.

Using the information gathered from the QSAP (Quick Start Action Planners) WIOA assessment implementation tools developed by USDOL, we were able to determine that service delivery staff were feeling overwhelmed with additional reporting and data collection requirements. Staff expressed concern that too much time was required to collect, validate and enter customer and program services data, leaving limited time to provide comprehensive and/or quality services to individual customers. To address this concern, management engaged the assistance of LEAN experts to work with employment counselors to map and revise the WIOA customer process from initial contact through follow-up services. A complete evaluation of the effectiveness of the current service delivery process resulted in immediate changes to policy and procedures creating greater efficiencies for both customers and staff. Additional changes, such

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an on-line application and an up-front portal for integrated services are planned for future implementation.

In addition, focus groups were held for the primary purpose of better understanding the employment search, unemployment experiences and awareness of training and re-training services among participants from the southern New Hampshire area. More specifically, the research aimed to: identify the most effective channels for reaching the long-term unemployed who are interested in re-employment services; identify the most commonly utilized community resources relating to the search for employment, and which networking groups are most effective; evaluate the use of job boards, and determine if participants are effectively using search criteria and receive notices about openings on a daily or weekly basis; evaluate the use of social media in the job search; Identify common barriers and challenges participants faced during their job search, and determine participants’ exposure to training and re-training options.

Key findings resulting from this research are as follows:

- . Long term unemployed individuals face unique challenges in the search for employment, yet often complain about being presented with “one-size-fits-all” support.
- . Most job searching is conducted online. Participants also had success tapping into personal and professional networks to find work.

- . Participant experiences varied based on their field, how specialized their skills, and their age.
- . There is desire for a more tailored approach from state services.
- . Participants described a New Hampshire Works system in need of a technological and procedural overhaul.
- . Since most job searching is conducted online, there is no consensus location where job seekers tend to gather.

This information will be used to inform changes that may be needed to better serve the dislocated worker population.

Customer Satisfaction continues to be important mechanism 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 PY2015, 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 WIOA-funded training; and participants exiting the WIOA 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. With slightly higher ratings this year over last years' performance, customers continue to report a high level of satisfaction with services received. Ninety-four percent (94%) of adult participants say they are satisfied to very-satisfied with services overall. Conversely, only 81% of businesses surveyed reported overall satisfaction this year compared to 91% last year. While we consider these to be impressive results, we continue to strive to provide quality services at all times, and to this end business survey results are reviewed by the IBT. Employers expressing less than satisfactory responses are contacted to discuss and/or resolve issues and concerns in an effort to maintain positive business interactions on-going. (A comprehensive summary of survey results is provided in Appendix D of this report.)

## WIOA PROGRAM FINANCIAL SUMMARIES

OWO receives WIOA 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 available funds. Overall, 56% of the total funds awarded in PY2015 were expended (Youth 75%, Adult 84%, and Dislocated Worker 74%). Unexpended funds are carried forward from year to the next, for up to three years, to support the continuity of services. A summarized WIOA Financial Statement 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 PY2015. (See Appendix B - WIOA Financial Statement July 1,

2015 – June 30, 2016).

The State Workforce Innovation Board is charged with approving the allocation of funds for the provision of program services consistent with WIOA regulations. In PY2015, state level administration was set at 5% of total funds received, in addition 10% of funds is set aside for discretionary spending (see section on Set-Aside funds for details), and the remaining 85% of funds is contracted for the delivery of program services statewide.

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 WIOA 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 in PY2015 was \$8,741, Dislocated Workers average \$4,402, and Youth participants \$9,611 annually. 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. That said, the cost of providing services with an emphasis of providing educational assistance, continues to increase, especially when employers have specialized training needs as identified through sector and other business specific initiatives.

## JOB TRAINING FUND PROGRAMS

The Job Training Fund was created by legislation approved by the General Court in 2007. Funds for the program are from the administrative fund of NH Employment Security (NHES). They are transferred to the Department of Resources and Economic Development (DRED) to implement both the Job Training Fund and WorkReadyNH. Created to enhance the transferable skills of New Hampshire’s workforce, the Job Training Fund enables employers to utilize new technologies, create new markets and become more efficient due the value added skills of workers.

WorkReadyNH is a statewide tuition-free program for job seekers and a career builder that helps NH residents strengthen the workplace skills that employers seek in job applicants. This program is offered through the Community College System of New Hampshire (CCSNH) at campuses across the state. WorkReadyNH participants take a 60 hour course designed around a simulated workplace setting to

strengthen “soft skills” identified by employers and training professionals as essential for workplace success. Participants also complete online training modules designed to improve hard skills in areas such as

Applied Mathematics, Reading for Information and Locating Information (critical thinking and problem solving). Since its inception in 2011, the WorkReadyNH program has graduated more than 2,500 people who were either unemployed or underemployed and seeking to advance in the NH workforce.

WorkReadyNH is a partnership between CCSNH, the NH Department of Resources and Economic Development (DRED) and the NH Department of Employment Security and is funded through the NH Job Training Fund. The \$2 million Job Training Fund has been a valuable resource for employers seeking to upgrade the skills of their workers, as well as providing worker readiness skills for job seekers. For more information please go to <http://www.nhjobtrainingfund.org> or [www.ccsnh.edu/WorkReadyNH](http://www.ccsnh.edu/WorkReadyNH).

## WIOA Federal Waivers

WIOA regulations allow states to request waivers for certain programmatic requirements as needed to improve access and/or performance efficiencies. New Hampshire does not have any waivers in place at this time.

## SUCCESS STORIES

### Laid-off After 27 years –

After working for Goss International for 27 years as a Manager in several departments, Bryant was earning \$30 an hour and suddenly found himself part of a mass lay-off at the company in December 2015. Fortunately he attended a Rapid Response session where he learned about the WIOA program.

Within a week of being laid off Bryant contacted a WIOA Employment Counselor. An initial assessment revealed that Bryant is a Veteran who has some college, but no formal degree. He developed skills in sales, engineering and purchasing while working at Goss as a manager in several departments, learning everything on the job, but he didn't have credentials to support his skills.

Being unemployed was a new experience for Bryant and one he wasn't prepared for; he had been employed his entire adult life and he was quickly learning that the world of work had changed during this time. Through the process of searching for a new job, he soon discovered that employers were looking for Managers who were either certified as a Project Manager and/or had a degree.

Working with an Employment Counselor he engaged in career assessment and labor market research activities, which helped him learn what jobs would be best for him and what was required to apply for them. It was through this process that he was reminded once again that many of the jobs he was

interested in preferred or required project management certification. It was clear that he would greatly benefit from a Project Management Certification to fill in the gap in his skill set, and perhaps more importantly, be able to validate his skills to a new employer.

Bryant chose to attend New Horizons Project Management Professional training in January 2016. He found the training to be challenging, but he completed his training in April. He updated his resume to include the training and immediately began a new job search. In May, five months after being laid off, he was hired as a

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Project Manager for AZZ Inc. at \$43.27 an hour with full benefits.

Apprenticeship Provides a Second Chance –

Corey is a 35 year old married woman and mother of a 13 year old son. She had been employed for the last two years as a comptroller and was laid off from the company after new ownership took over. She believes the layoff occurred because of a felony conviction back in 2012. Corey shared that the felony occurred while she was a substance abuser. She is open and proud to say that that she has been clean and sober since that time. She realized that due to this conviction it would be extremely difficult for her to secure employment in her current occupation. She needed to consider a career change and began to research occupations, industries and employers considered to be open to hiring individuals with criminal record.

Working with her WIOA Employment Counselor, Corey began to see this lay-off as an opportunity for her to explore new interests; she had always preferred physical outside work to “sitting behind a desk” all day. Together they discussed the building trades industry and what that work would entail, including the physical demands, long hours and working in a predominately male environment. There was also the issue of wages, while construction jobs paid between \$11.50 and \$21.43 an hour, it would take some time for her to earn close to what she was making in her previous occupation. She understood that this was the starting point for her in a new career and her career pathway in the trades industry offered much opportunity for growth and advancement with higher wages in the future..

Corey was accepted into the Building Pathways NH Union Building Trades Pre-Apprenticeship for Women training program through the NH AFL-CIO Employment Assistance and Education Program, which was a 200 hour training program. Corey excelled in the program and loved every minute of it, successfully graduating from the program in December 2015, at which time she was hired at Federal Concrete out of Massachusetts as a Carpenters Apprentice. This is a full-time 40 hours a week position with a pay rate of \$24.00 with full benefits through the Carpenter Union. Corey is very excited about her new career and very appreciative for the WIOA services she received.

## Medical Apprenticeship Model Works for Struggling Mother -

Ivy is a 28 year old recently separated mother of two young school aged children who had just moved from Maryland to New Hampshire to be closer to family. Upon her enrollment in March 2015, she had been unemployed for seven months with her only source of income from TANF, and she received food stamps. She was experiencing housing issues; residing at her brother's house until she could make other arrangements. Her prior work experience consisted of working in retail and some limited experience as an LNA.

Ivy's employment goals focused on healthcare or administrative assistant type work, but she didn't possess the skills she needed to find a job. Prior to working with the WIOA Employment Counselor, she was enrolled in the TANF work program (i.e., NHEP and Workplace Success) where she completed assessment activities and actively, but unsuccessfully, looked for employment. Ivy then applied for an intensive Medical Assistant Apprenticeship Program a partnership between a private training entity (VT Hitec) and a large hospital in New Hampshire (Dartmouth Hitchcock) that has been recognized nationally as a best practice apprenticeship model.

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Ivy was accepted into the program and WIOA assisted with training costs, as well as support in the form of mileage reimbursement, and purchasing the uniforms she needed for the program. Ivy struggled during the classroom portion of the training; however, with the ongoing support of her Employment Counselor and others, by the time of the State Medical Assistance Test day, Ivy was prepared and passed the test earning her certification.

In June, Ivy began the 6 month on-the-job training (OJT) portion of the apprenticeship training cycle. The OJT provided the hands-on learning necessary to build her Medical Assistant skills. Once again Ivy struggled, this time with medical and child care issues, but as she had in the past, with some assistance she was able to resolve her issues and remain in the training program. The OJT ended in December 2015. Today, Ivy is employed full-time earning \$14.50 an hour, receiving full benefits. She received a salary increase recently, and continues to do well as a Medical Assistant.

## Where Are They Today -

We first introduced you to Mike back in 2011. He is 54 year old gentleman who had been a laid-off from a warehouse clerk position back in July of that year. He was enrolled in our OJT program working at Bovie Screen Printing for \$11.00 an hour. Today, Mike is still employed at Bovie Screen Printing company, where he is now the Quality Manager earning \$21.10 an hour.

Kathryn was permanently dislocated from her position as an account manager and traffic coordinator from Art Payroll in March of 2009. While exploring her new career path, she decided to train to be a Medical Assistant. With the assistance of the WIA program, she enrolled in a training program at White Mountains Community College in Berlin. Kathryn successfully completed the medical assistant program and was offered a full time position with Memorial Hospital shortly thereafter, working 40 hours per week at \$13.00 per hour. Kathryn continues to be employed at the hospital, and when we last spoke she was earning \$15.00 per hour. She shared that she believes that her success is a result of the certification she was able to obtain through the program, determination and the willingness to work hard daily.

Denise, a 52 year old displaced homemaker, is another person who took advantage of the OJT program back in 2013. After a series of training programs in EMT and LNA, Denise still wasn't finding the job she wanted. She decided to enroll in a Medical Assistant Diploma program to give her the training, followed by an OJT to give her the experience she needed to compete for a job. Denise completed her OJT with Ear, Nose and Throat Physicians and Surgeons and continued to work for them through October of 2016. She has since moved on to another Medical Assistant position at Dartmouth-Hitchcock. She currently earns \$16.50 an hour, has a full benefit package and says she "loves" her job and she's very appreciative of all the assistance the program provided.

#### Spotlight on Work Based Learning -

Lakes Region Employment Plus Program Manufacturing Sector - Alex enrolled in the MY TURN program in September of 2015 and has made incredible strides towards achieving self-sufficiency. Alex serves as an excellent example of what a motivated young adult can do when given the opportunity. As with many program participants, Alex was born into a difficult family situation. At a young age Alex was forced to learn how to navigate his, at times, unsupportive and problematic family dynamic. As a result of his past experiences, Alex has made some unfortunate decisions along the way. But despite these setbacks, Alex chose to move forward along the long and difficult road towards personal growth and self-sufficiency.

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Alex's long-term goal is to complete his Bachelors of Science (BS) in Electrical Engineering. Alex is currently enrolled at Lakes Region Community College (LRCC) and is completing some of the prerequisite courses needed to transfer to a four year state university. MY TURN staff developed internship opportunity for Alex at Milpower Source. During his internship, Alex had the opportunity to work in many of the departments within the company. Alex also received many hours of guidance and mentorship from senior staff, all of which will serve him well in the years to come. During his time at Milpower Source Alex made such a good impression that the company created a new position just for him. Alex is currently employed by Milpower Source while continuing to attend college. Alex is firmly on the path toward achieving his goals.

Since 1984, Milpower Source has been a leading designer/manufacturer of custom Power Supplies for the Military, Space and Ruggedized Commercial market place. MPS success is directly traced to its experienced and proven engineering team that works closely with its equally experienced manufacturing personnel. MPS engineers have multi-expertise in power, analog, digital, magnetic RF, thermal and mechanical design

techniques. MPS is a major supplier of custom and COTS / MOTS Power Supplies. Among their customers are: Northrop Grumman, Raytheon, ITT, Honeywell, Boeing, LMCO, CUBIC, BAE and many more. In June of 2015 MPS was awarded the coveted 5-Star Supplier Excellence Award from Raytheon's Integrated Defense Systems. Cited for quality and performance, it marked the first time that the New Hampshire-based company has won. We are thrilled to count Milpower Source as a partner in providing work-based learning to our participants and very proud to be part of their workforce development plan in the Lakes Region of NH. For more information on MY TURN please visit us at [www.my-turn.org](http://www.my-turn.org)

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## Appendix A

2015

2014

2013

72%

73%

63%

63%

70%

70%

2015

2014

2013

221

490

627

991

406

535

810

991

406

296

412

406

406

2015

2014

2013

78%

79%

77%

78%

79%

75%

64%

67%

67%

70%

46%

58%

68%

62%

65%

85%

83%

84%

84%

80%

84%

75%

92%

70%

81%

76%

76%

72%

73%

63%

2015

2014

2013

88%

86%

81%

92%

91%

91%

## Participant Data

How many people do we serve?

Adults

Dislocated Workers

Youth

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

Are people staying employed?

% of Adults

% of Dislocated Workers

Are we helping youth?

% placed in employment or education

% obtaining literacy or math gains

Performance Trends

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Appendix A

Who do we serve?

Adult Program

Exit Data (7/1/2015 – 6/30/2016)

Total Exits: 142

- . 41% male, 59% females
- . 90% white
- . 13% self-declared disability
- . 39 average age
- . 6% Ages 18-21
- . 13% Ages 22-24
- . 64% Ages 25-54

- . 16% Ages 55-64
- . 1% Ages 65-72
- . 0% Ages 73+
- . 35% single parents
- . 11% TANF recipients
- . 87% low income
- . 39% HS diploma or GED
- . 17% some college or vocational schools
- . 17% Associate's Diploma or Degree
- . 13% college education
- . 8% post-secondary degree or certificate
- . 6% HS dropout (no GED)
- . Average time in the program – 340 days

(11.3 Months)

- . 63% receive training
- . Average time in training 124 days

(4.1 Months)

- . Type of training –
- . 21% Office / Admin Support Workers;
- . 19% Healthcare Support Workers;
- . 16% Construction and Related Workers;
- . 14% Fabricators and Production Workers;
- . 7% Engineers;
- . 5% Computer Occupations;
- . 5% Transportation Workers;
- . 12% Other

## Dislocated Worker Program

Exit Data (7/1/2015 – 6/30/2016)

Total Exits: 363

- . 49% male, 51% females
- . 93% white
- . 3% self-declared disability
- . 49 average age
- . 1% Ages 18-21
- . 1% Ages 22-24
- . 61% Ages 25-54
- . 32% Ages 55-64
- . 4% Ages 65-72
- . 0% Ages 73+
- . 11% single parents
- . 1% TANF recipients
- . 6% low income

- . 27% HS diploma or GED
- . 20% some college or vocational schools
- . 15% Associate's Diploma or Degree
- . 30% college education
- . 5% post-secondary degree or certificate
- . 2% HS dropout (no GED)
- . Average time in the program – 192 days

(6.4 Months)

- . 50% receive training
- . Average time in training – 102 days

(3.4 Months)

- . Type of training –
- . 22% Office / Admin Support Workers;
- . 14% Fabricators and Production Workers;
- . 12% Managers;
- . 11% Computer Occupations;
- . 9% Engineers;
- . 8% Sales Representatives;
- . 5% Construction and Related Workers;
- . 20% Other

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Appendix B

WIOA Financial Statement  
July 1, 2015 – June 30, 2016

Operating Results

Available

Expended

Pct.

Remaining

Total All Funds Sources

6,324,313.00

3,512,208.00

56%

2,812,105.00

Adult Program Funds

1,630,486.53

1,368,207.43

84%

262,279.10

DW Program Funds

1,789,043.52

1,325,749.38

74%

463,294.14

Youth Program Funds

1,694,811.57

1,263,929.19

75%

430,882.38

. Out-of-School Youth

1,271,108.68

922,668.31

73%

348,440.37

. In-School Youth

423,702.89

341,260.88

81%

82,442.01

Local Administration Funds

377,540.08

191,033.56

51%

197,299.13

Rapid Response Funds

200,000.00

8,688.20

4%

191,311.80

Statewide Activities Funds

316,215.65

180,240.95

57%

135,974.70

Cost-Effectiveness\*

C-E Ratio

Overall, All Program Strategies

6,011.70

Adult Program

8,740.46

Dislocated Worker Program

4,401.90

Youth Program

9,611.57

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

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Appendix C

WIOA Performance at a Glance (July 1, 2015 – June 30, 2016)

New Hampshire

Total Participants  
Served

Adults

9198

Dislocated Workers

535

Total Youth

296

Total Exits

Adults

8560

Dislocated Workers

440

Total Youth

229

Negotiated

Performance Level

Actual

Performance Level

Entered Employment Rate

Adults

75%

78%

Dislocated Workers

82%

85%

Retention Rate

Adults

86%

88%

Dislocated Workers

92%

92%

Six Months Average Earnings  
(Adults and DW)

Adults

11,802

\$12,941

Dislocated Workers

16,500

\$18,913

Placement in Employment or  
Education

Youth (14 - 21)

58%

72%

Attainment of Degree or Certificate

Youth (14 - 21)

63%

50%

Literacy and Numeracy Gains

Youth (14 - 21)

66%

63%

## Overall Status of State Performance

Exceeded Goal

Met Goal

Did not Meet Goal

7

8

1

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Appendix D

## Customer Satisfaction Results

During Program Year (PY) 2015, three distinct efforts were undertaken to measure customer satisfaction with WIOA funded services. Survey methods included the following: a sampling of customers accessing services at the local NH Works centers surveyed by local staff; participants enrolled in training surveyed upon completion of WIOA funded training; and participants exited from the WIOA program were surveyed via email using Survey Monkey. 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 PY2015 there were 1,502 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 staff, 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 questions, asked participants to rate their overall satisfaction with services ranging from “excellent” to “poor”, and provided an opportunity for comment.

As demonstrated by the results displayed in the tables below, most customers (i.e., 96%) express a high level of satisfaction with the initial services they receive. Consistent with results from previous years, comments offered were very positive and supportive of the staff and stated that the sessions were “informative” and “helpful”. Other comments included a recommendation to offer an online “webinar”, especially for people who have participated in the workshops in the past. A few participants expressed concern about the there being “a lot of information to absorb” and sessions being “too long”. Comments from those that answered yes to the question about additional services included offering information on health insurance, more information on what to do if you have a “conviction”, making the “interviewing workshop booklet” available online, and more information on “websites that post job offers in area”.

### Questions

Yes

No

Some

NA

Blank

Did we provide you with the information you were looking for?

1457

16

1

1

27

Did we explain services and/or programs to your satisfaction?

1464

15

0

1

23

Is there anything else that we could have done for you?

287

1165

0

0

50

Overall Rating

Excellent

Very Good

Good

Fair

Poor

Other or  
Blank

Number

779

500

154

12

11

46

% of Total

52%

33%

10%

1%

1%

2%

Results from these reports and other customer feedback gathered through staff interaction are shared with staff and management and used to inform continuous improvement processes.

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## WIOA Funded Training Evaluation Surveys

The WIOA Training Evaluation Forms are provided by the WIOA Career Navigators 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 Career Navigator or sending it directly to the local WIOA Administrator. All surveys are sent to the local 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/equipment was 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.

Eighty-three (83) surveys were received in PY 2015. All but one respondent was satisfied with the training

they received. Less than favorable responses are reviewed by management staff. The WIOA 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.

## WIOA Participant Customer Satisfaction Surveys

The Office of Workforce Opportunity sent surveys to 450 former WIOA participants (i.e., Adult and Dislocated Workers exiting from the program PY15). Using email addresses gathered at the time of application, exited participants were surveyed via the Survey Monkey electronic survey tool. Survey questions were modeled on the US DOL WIOA survey questions used in past years, and designed to measure the level of customer satisfaction with the WIOA services provided.

To date, 224 responses have been received representing a 50% response rate, slightly less than the 55% response rate for last year. Consistent with the results from previous years, survey results detailed in the charts below indicate high favorability scores overall for the services received, as well as the staff delivering the services, with improved outcomes this year compared to last.

Following are the survey questions with corresponding results.

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 WIOA employment and training services you received at the NH Works office? 94% Of Customers Satisfied to Very Satisfied compared to 93% last program year.

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Very  
Satisfied

9

8

7

6

Satisfied

4

3

2

Very  
Dissatisfied

Total

Weighted  
Average

65.02%

10.76%

8.52%

2.24%

1.35%

5.83%

1.79%

1.35%

1.35%

1.79%

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". 93% of Customers Feel the Program Met or Exceeded Expectations compared to 88% last year.

Exceeds expectations

9

8

7

6

Met expectations

4

3

2

Falls short of expectations

Total

Weighted Average

42.60%

16.14%

13.00%

5.38%

2.24%

13.45%

1.35%

1.35%

0.90%

3.59%

223

8.09

Thinking back on the WIOA 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". 87% of Customers Feel Services Helpful to Extremely Helpful in Finding a Job, compared to 83% last year.

Extremely  
helpful

9

8

7

6

Helpful

4

3

2

Not at all  
helpful

Total

Weighted  
Average

39.01%

15.70%

11.21

7.62%

2.24%

11.66%

3.59

1.79%

1.35%

5.83%

223

7.74

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." 88% of Customers Describe Services as Very Close to Ideal compared to 82% last year.

Ideal set of services

9

8

7

6

Very close to ideal

4

3

2

Not very close to ideal

Total

Weighted

Average

34.53%

18.39%

13.00%

5.83%

4.93%

11.21%

3.59%

1.79%

2.69%

4.04%

223

7.70

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

85% of Customers Say They Are Employed.

Employed

86.43% (84.82% last year)

Unemployed

11.56%

Retired

2.01%

Receiving disability

0.00%

Would you say WIOA services you received at NH Works helped you achieve your employment goals? Over 84% of Participants Say They Achieved Some to All Employment Goals: a 3% improvement over last year.

All of your employment goals

26.70%

Most of your employment goals

28.05%

Some of your employment goals

29.86%

None of your employment goals

12.22%

Don't know/unsure

3.17%

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

Counselors Rated Helpful to Extremely Helpful by 96% of Customers: up from 93% last year.

Extremely  
helpful

8

7

6

Helpful

4

3

2

Not at all  
helpful

Total

Weighted  
Average

65.47%

12.56%

8.52%

3.14%

0.45%

5.38%

1.35%

0.45%

0.90%

1.79%

223

8.98

When asked to rate the effectiveness of the following services, the number of people identified as receiving the service increased in all but one category. Assistance with enrolling in training decreased slightly (i.e., 74% this year compared to 75% last year). Interestingly although customers reported receiving more services and improvement in overall customer satisfaction, the ratings for individual services dropped

slightly in many cases when compared to last year.

%  
Receiving  
the  
Service

Excellent

Very  
Good

Good

% Good  
to  
Excellent

Fairly  
Good

Poor

N/A

Total

Access to information about jobs.

94%

37%

33%

21%

91%

7%

1%

1%

195

Access to labor market information/careers.

79%

32%

28%

20%

80%

8%

1%

10%

177

Access to information about training and education.

93%

40%

32%

14%

86%

5%

5%

3%

194

Information about unemployment benefits.

80%

36%

28%

17%

81%

5%

6%

9%

178

Information about community resources  
(food stamps, fuel assistance, housing).

47%

22%

13%

22%

57%

4%

8%

33%

143

Assistance in assessing your skills and  
abilities.

86%

35%

32%

20%

87%

6%

3%

5%

187

Assistance with your resume.

77%

40%

25%

18%

77%

4%

4%

10%

177

Assistance with interviewing techniques.

62%

31%

24%

22%

77%

1%

2%

20%

158

Information on education and training opportunities.

89%

37%

29%

20%

86%

4%

5%

5%

192

Assistance with enrolling in training.

74%

45%

21%

16%

82%

3%

3%

13%

176

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%  
Receiving  
the  
Service

Excellent

Very  
Good

Good

% Good  
to  
Excellent

Fairly  
Good

Poor

N/A

Total

Help finding a job after completing training.

52%

28%

18%

15%

61%

8%

4%

28%

148

57% of participants surveyed identified as Enrolled in Training. When asked how they would rate the overall quality of the training received, 91% rated training as more than adequate.

Excellent

9

8

7

6

Adequate

4

3

2

Poor

Total

Weighted  
Average

Quality of Training

41%

21%

16%

8%

5%

7%

2%

0%

0%

1%

123

8.53

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? 91% of customers would use services again.

Very likely would

69.06% (69.75% last year)

Probably would

21.97% (19.09% last year)

Probably would not

8.97% (11.15% last year)

## Business Customer Satisfaction Surveys

Businesses throughout the state were invited to participate in a business survey designed to gather input and insight from a cross section of employers regarding hiring practices, challenges in finding qualified workers and overall satisfaction with the services received through the NH Works offices. Surveys were sent to 1,507 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 total surveys sent, 453 (30%) recipients opened the survey, 974 (65%) of employers did not open the survey and 52 (3.5%) of the surveys “bounced”, not reaching the intended company representative. Ultimately, of the 453 surveys opened by an employer, 130 (28.6%) completed the survey.

Respondents represented companies from all over the state and six bordering states. Rockingham County, Carroll County and Cheshire County had the highest percentage of respondents with 25%, 14% and 12% respectively.

Overall 81% of the business respondents were satisfied to very satisfied with the services they received. Sixty-seven percent indicated that the services received met their expectations and 75% stated they would use NH Works services again.

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The following is a complete summary of business survey results.

What is your primary type of business?

Answer Options

Response  
Percent

Response Count

Manufacturing

27%

27

Health Care/Medical

17%

17

Construction/building

16%

16

Business Services

7%

7

Financial Services

5%

5

Retail

19%

19

Computer/technology/engineering

5%

5

Marketing/design

0%

0

Social services/government

3%

3

Transportation

1%

1

Other (please specify)

34

answered question

100

skipped question

30

Please identify the size of your company from the selections below.

Answer Options

Response  
Percent

Response Count

0-4

12%

15

5-9

12%

15

10-19

11%

14

20-49

16%

21

50-99

12%

15

100-249

10%

13

250-499

12%

15

500-999

6%

7

1,000 or more

10%

13

answered question

128

skipped question

2

How do you typically recruit employees?

Answer Options

Response Percent

Response Count

Internal HR staff

50%

56

Internal not HR staff

40%

45

External HR support

10%

11

Other (please specify)

28

answered question

112

skipped question

18

Where do you typically post your available positions? (select all that apply)

Answer Options

Response Percent

Response Count

On my website

57%

68

NH Works Job Match System

52%

62

Monster

18%

21

Indeed

51%

61

Career Builder

11%

13

LinkedIn

26%

31

Facebook

34%

41

Newspapers

44%

53

Radio

8%

9

Local Cable TV

2%

2

Other (please specify)

40

answered question

120

skipped question

10

When attempting to fill positions, how often do you have difficulty finding qualified applicants?

Answer Options

Response  
Percent

Response Count

Always

25%

32

Often

30%

39

Sometimes

36%

46

Rarely

9%

11

Never

1%

1

Other (please specify)

11

answered question

129

skipped question

1

When you have had difficulty filling positions, what were the barriers? (select all that apply)

Answer Options

Response  
Percent

Response Count

Lack of qualified candidates

84%

104

Lack of interested candidates

49%

61

Salary may not be sufficient to attract candidates

40%

49

Lack of recruitment resources/tools

11%

14

Candidates unable to pass the pre-employment assessment

21%

26

Candidates did not pass the drug test

15%

18

Other (please specify)

10

answered question

124

skipped question

6

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When you have been unable to find a candidate who meets the qualifications, what have you typically done? (select all that apply)

Answer Options

Response  
Percent

Response Count

Hired someone less qualified

38%

45

Increased recruitment efforts

65%

78

Increased salary/wage to attract more qualified candidates

30%

36

Increased workload of existing employees

33%

40

Outsourced the work to other company

11%

13

I have not had difficulty finding qualified candidates

3%

3

Other (please specify)

16

answered question

120

skipped question

10

How often do you use the NH Works services?

Answer Options

Response  
Percent

Response Count

Frequently

19%

24

Sometimes

36%

46

Rarely

33%

42

Never

12%

15

answered question

127

skipped question

3

NH Works offers services from multiple agencies/programs. From the list below please select the name of the agency you work with most frequently.

Answer Options

Response  
Percent

Response  
Count

Southern NH Services NH Works Training Program (On-the-Job Training  
- OJT, Workforce Training Program; assistance with laid off workers)

19%

24

New Hampshire Employment Security NHES - (Job Match System,  
Unemployment Benefits, Trade Act Program, Job Fairs)

69%

90

New Hampshire Employment Program (NHEP – OJT/Work Experience for  
TANF recipients)

11%

14

Vocational Rehabilitation (Employment for people with disabilities)

5%

6

Other (please specify)

18%

23

answered question

130

skipped question

0

Please identify the activity that best describes your most recent contact with NH Works staff.

Answer Options

Response  
Percent

Response  
Count

Developing an on-the-job training (OJT) opportunity. (Southern NH  
Services staff)

12.3%

16

Working with the State or local team member in response to a layoff of  
employees.(Economic Development, Employment Services, etc.)

7.7%

10

Placing a job order to fill a current job opening. (NH Employment Security  
Job Match System)

42.3%

55

Received general information about programs and services available

22.3%

29

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through the local NH Works office.

Attended a Job Fair (NH Employment Security, or other)

33.1%

43

Working with the Community College; work readiness program

6.9%

9

Recruiting candidates at the local NH Works office

14.6%

19

Other (please specify)

13

answered question

130

skipped question

0

Utilizing a scale of 1 to 10 where 1 means "very dissatisfied" and 10 means "very satisfied," what is your overall satisfaction with the services you received?

Answer

Options

Very  
Dissatisfied

2

3

4

Satisfied

6

7

8

9

Very  
Satisfied

Rating  
Average

Response Count

10

3

8

4

41

5

11

11

20

17

6.20

130

answered question

130

skipped question

0

Considering all the expectations you may have had about what services to employers should be, to what extent did the services you received meet your expectations?

Answer

Options

Did not  
meet my  
expectations

2

3

4

Met my expectations

6

7

8

9

Exceeded my expectations

Rating Average

Response Count

12

5

9

17

37

3

10

15

11

11

5.53

130

answered question

130

skipped question

0

If you needed similar services again, how likely is it that you would use the services offered through the NH Works Office? 1 is "definitely would not" and 10 is "definitely would."

Answer  
Options

Definitely  
Would  
Not

2

3

4

Would

6

7

8

9

Definitely  
Would

Rating  
Average

Response  
Count

8

6

7

11

33

6

13

9

9

28

6.23

130

answered question

130

skipped question

0

Please select from the list below all of the programs and/or services that you have heard about and/or used.

Answer Options

Response  
Percent

Response  
Count

Sector Strategies - Sector Partnerships Initiative

3%

3

Career Pathways

16%

17

65 by 25 Initiative

3%

3

NHWorkReady - Work Readiness program

57%

62

NH Job Training Fund

47%

51

Manufacturing Week

10%

11

Job Corps

35%

38

Work Based Learning Programs

15%

16

Apprenticeship

12%

13

Career and Technical Education (CTE) Centers

18%

20

STEM Programs

16%

17

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International Trade Program

5%

5

Work Opportunities Tax Credit

35%

38

NH Employment Security Job Fairs

68%

74

Check this box if you would like contact regarding one or more of these programs

13%

14

Other (please specify)

6%

7

answered question

109

skipped question

21

In addition, Employers were given an opportunity to offer suggestions for improving services. Their comments are as follows:

. The only thing I would change from my own personal experience is the website. Although the website is extremely informative, I do feel like it is slightly geared up towards people whom have more experience. As someone looking at the website, I found it a little hard to use. Information overload! The information could be bundled into smaller more manageable sections. That is my only issue.

. If more applicants used the NH Works job match we could find better & more appropriate candidates, I think maybe a lot of people looking for work out there do not think to use the service unless they are specifically receiving employment security income from being out of work.

. Educating people about applying on-line. Become more knowledgeable about the on-line process.

Become more customer service oriented on the phone when dealing with businesses.

- . Determining what needs are not being met versus offering programs that may or may not provide solutions for the hiring entity to meet its needs. Greater emphasis on workforce training and specific skill set development in those areas where demand exceeds supply.
- . Update the resume and candidate profiles, once a candidate is off the market, get them out of the system or off the list. Difficult to get candidates in your system to reply. Not sure if the contact information is correct or what the problem is?
- . Less automation more person to person, most employees there expect you to know how to navigate the NHES system and services, they know it because they work there and they assume that everyone else should to. They are too busy to give the client the attention that some clients need.
- . Better advertising via media, newspapers, fb, twitter, Instagram.
- . Staffing seems stretched -- tech issue, user friendly Promote job fairs-- don't just hold them -- use off hours to host events so working population can attend
- . speed up the process
- . The system that worked in the past is not the system that will work in the future. at some point you have to recognize that there is a gig economy and that economy changes very rapidly because of today's technological advances. It's important to understand that there is no real security in having a job. Businesses like Uber are expanding. Changes: Encourage entrepreneurship and 1099 employment. It's just another form of education. It will work for some and they will become productive and contributing tax paying members of the employed. Of course you need to work on legislation to allow these changes to occur.
- . Clarity to specific age groups. Keep it simple: Information and user friendliness Too much info to process
- . Need a better means of job posting, such as partnering with the sites like Indeed or LinkedIn and/or other recruiting software companies, so that NHES can fully utilize the job posting function to meet today's technology.

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- . Responding to employer problems or concerns in a timely manner. Have someone actually return my e-mail request and phone calls. You have my e-mail to send this survey to, but no-one will return my requests for assistance. I have hired three candidates in the last 12 weeks and I am looking for two more. If there is no interest on the part of NH Works to connect with me then please remove my contact information from future correspondence.
- . Unemployed and underemployed candidates should be encouraged to apply for jobs in areas other than their specific skillset to broaden their job base and to get working again. NH Works has never seemed to understand that flagging services for utility construction are needed year round, not seasonally.
- . Somehow attract more entry level qualified factory workers ? Labor supply?
- . If they screened the potential recruits a little better so that only the people that fit the criteria would apply and if there was a need in the market for certain trades maybe the state could put potential recruits through a paid train program in that field while they were collecting unemployment so that when the need came up people would be ready and available to be hired.
- . Provide customer centric services whereby you take the information the employer has and input it into your system, instead of the other way around. Most employers have spent a significant amount of effort and time already in their recruit materials. Having to redo them to fit the State's data system is a waste of the employer's time. In addition, it does not improve the likelihood of having qualified candidates being referred.
- . Be proactive
- . more background checks
- . Make sure that the job applicant is qualified for the job we are looking for instead of sending us people who are interested in the job. We needed qualified applicants.

- . The job search program needs to be quicker. There are too many redundant questions and it is much simpler to place an ad than use this program. I've mentioned this many times before and it doesn't seem to matter.
- . Target specific skills for business industry needed. Too many applicants want to cross into a field they are not even sure they will like and this can be costly.
- . Posting a job could be an easier task.
- . they did not seem to understand our industry or the exact requirements of the staffing we need
- . To make sure the people who are applying for jobs are actually qualified and that they are screened and trained on how to conduct themselves in an interview.
- . Shut them down and stop wasting taxpayer money on this. Work on recruiting new businesses to the state. There are plenty of job placement services in the private sector.
- . Have more qualified staff

## Continuous Improvement Moving Forward

Workforce Innovation and Opportunity Act (WIOA) regulations reinforce the importance and the Department of Labor's commitment to setting high standards of satisfaction for all customers as a measure for determining return on investment. To this end, beginning in Program Year 2017, all states will be required to measure "effectiveness in serving employers" system-wide by collecting data on employee retention; the number of employers served compared to the number of employers in the state, and the number of employers who use our services more than once. These measures will be in addition to information gathered on the overall satisfaction of our business customers. The results of which will inform continuous improvement and system changes moving forward.

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State Workforce Innovation Board (SWIB) Members

Chief Elected Official

Margaret Wood Hassan, Governor

Office of the Governor, State House

Business Members

Dick Anagnost, Chair  
Anagnost Industries,  
Inc.

Alan Reische, Vice Chair  
Sheehan, Phinney, Bass & Green

Ben Bassi,

CEO CommonPlaces

Mike Alberts

New England Wire Technologies

Gwenael Busnel

Saint-Gobain Performance Plastics

Kendall L. Buck, CAE  
Executive Vice President

Peter Cook,  
CEO Concord  
Litho

David Cioffi

Retired Business Owner

Lynda Erdbrink, Vice  
President CHI Engineering

Michael Dunican, Vice President North  
American Equipment Upfitters

David Juvet, Vice President  
Business & Industry  
Association

Tim Galvin, Vice President  
Nantucket Beadboard

Lee Nyquist, Esquire  
Shaheen & Gordon,  
PA

Vic Kissell, Sr. Production Supervisor  
Tidland/Maxcess International

Timothy G. Sink, President  
Concord Chamber of  
Commerce

Brenda K. Quinn, Director e-  
STEM Solutions

Dwight Davis

Senior Helpers of the Greater Seacoast

Rick Wheeler

Associated Grocers of NE

Sara Currier

Dartmouth-Hitchcock

Peter McNamara

NH Automobile Dealers Association

Michael Sommers

NH Lodging and Restaurant Association

Labor Members

Glenn Brackett, President NH AFL-CIO

Robert Martel, Labor Representative

Representing Apprenticeship

Jonathan Mitchell IBEW Local 490

State /Education/CBO Partners

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 /Donnalee Lozeau

Southern NH Services

Paul S. Boynton, CEO  
Moore Center

Tamer Koheil  
Job Corps  
Center

Katherine Mellow, VP of Community Impact  
NH Charitable Foundation

Elected Officials

Sam Cataldo (Senate)

William Hatch (House)

Ken Merrifield, Mayor City of Franklin

James Bouley, Mayor City of Concord

Appendix E