



## **State of New Hampshire**

### **Workforce Investment Act - Title 1-B**

### **Annual Report**

*(For the period July 1, 2000 through June 30, 2001)*

**Submitted  
December 3, 2001**

**by  
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**STATE OF NEW HAMPSHIRE**  
Office of the Governor

*November 30, 2001*

To Whom It May Concern:

To succeed in the 21<sup>st</sup> century, New Hampshire workers and their employers must be able to swiftly adapt to changes in how we work, and how we balance our professional and family lives. Implementation of The Workforce Investment Act has provided New Hampshire with an opportunity to address challenges that, if left unresolved, might hinder the economic growth and prosperity of the state and its citizens.

To maintain our competitive advantage, we must continue to innovate, plan and invest in the areas that will ensure our continued success. We must maintain New Hampshire's strong economic position through innovation, education and workforce development and by providing lifelong learning and job training opportunities for all.

This year my office released the first-ever comprehensive economic development plan for the State of New Hampshire. The result of a two-year long effort, this plan reflects the input and hard work of several hundred businesses and community leaders from throughout the state. An integral component of this economic plan includes development of a globally competitive workforce for the state of New Hampshire. To that end, in June 2000 I established the Workforce Opportunity Council as the statewide Workforce Investment Board, and charged its members with constructing a world-class, business driven workforce development system.

Over the past year, the Workforce Opportunity Council has risen to the challenge of managing the transition from direct service delivery to administration of an integrated statewide workforce development system. Council members and staff have worked hard to align the efforts and resources of businesses, labor, state government, educational institutions and others to crystallize the vision of a secure and sustainable workforce that can meet current and future skilled labor needs and provide a competitive advantage for New Hampshire businesses.

This annual report outlines the significant accomplishments, initiatives, and programs administered by the Workforce Opportunity Council from July 2000 through June 2001. Now that the groundwork has been laid, it is even more important that we continue to invest in our workforce and our economic future.

I hope that you will find this report as insightful and valuable as I have.

Very Truly Yours,

Jeanne Shaheen

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## SECTION I

### I. INTRODUCTION

In a national economy based on technology and innovation, it is critical that we respond to worker and employer needs for ongoing education and job training opportunities. In July 2000, the federal Workforce Investment Act of 1998 designed to prepare America's workforce for the new economy, went in to effect throughout the country. In order to implement this new legislation in New Hampshire Governor Jeanne Shaheen established the Workforce Opportunity Council as the statewide Workforce Investment Board, and charged its members with constructing a world-class, business driven workforce development system. The Council is made up of forty-three members, the majority of which (51%) represent the private sector.

The Council's long-range goal is to increase the quality and size of New Hampshire's labor force by investing in programs that increase the education, employment, retention and earnings of New Hampshire workers and young people. Major initiatives and programs that the Council sponsored or implemented over the past year include:

- ❑ Implemented a statewide one-stop delivery system that provides access to employment, training and employment support resources in one location. NH WORKS Centers see in excess of 100,000 individual visits per year. In recognition of providing service excellence, the NH One Stop Consortium was awarded the Seamless Service Delivery Award from the US Department of Labor, New England region.
- ❑ Dedicated \$655,000 (69% WIA funded) to provide customized training funds for thirteen companies to conduct training for approximately 847 individuals and obligated \$100,000 of WIA discretionary funds to provide incumbent training for three employer consortiums – with 260 participants, in high demand occupational areas including: health care, high tech manufacturing, optical electronics, machine/precision manufacturing, child care, and computer applications.
- ❑ Implemented a \$1.5 million grant award of H-1B technical skills training funds to assist New Hampshire companies in providing individuals with training in high tech, and precision manufacturing industry sectors – this project involved 19 companies, and 454 participants who received company based training in addition to registering 146 individuals for individual training accounts.
- ❑ Established a state Individual Training Account (ITA) system to support access to WIA, Welfare-to-Work and National Reserve Grant re-training funds for eligible individuals. Approximately 700 individuals have accessed these ITA's to date. Certified 71 training provider organizations encompassing approximately 390 programs to serve the education and training needs of individuals utilizing ITA's.
- ❑ Provided WIA youth education and employment services to 521 young people at-risk of dropping out of school and 145 young people who had dropped out of school. To date, the Council's WIA youth program is one of the largest dropout prevention programs in New Hampshire. The Youth Council was awarded the WIA "Youth Councils as Leaders" Award from the US Department of Labor, New England Region in recognition of their effort toward successful formation and development of a Youth Council.
- ❑ Developed and implemented a Marketing and Public Relations Communications Plan and Strategy, a statewide NH WORKS Marketing Campaign and a standardized marketing protocol

for use by all partners, designed to increased customer awareness and utilization of the NH WORKS Centers. In addition, the NH WORKS One-Stop Operator Consortium has established a dedicated marketing fund for use by the individual NH WORKS Centers for print marketing projects targeting their individual communities.

The Workforce Opportunity Council has successfully established the groundwork for the creation of a workforce development system that will foster a highly knowledgeable, technically skilled workforce and offers opportunities for life-long learning. Supported by a five year Unified Plan for economic and workforce development in New Hampshire, this innovative system can enhance the growth of the knowledge economy in New Hampshire by improving the education and skills of residents, and by providing employers with the skilled workers they need to remain competitive. This year the Council established a mission, vision and workforce development goals designed to align the efforts and resources of businesses, labor, state government, educational institutions and others to provide all residents of the state with the opportunity for career success and a financially secure future.

## **II. COUNCIL VISION, MISSION AND GOALS**

### **VISION**

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.

### **MISSION**

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 all residents of New Hampshire to gain sufficient skills, education, employment and financial independence.

### **GOALS**

- To establish a workforce development system that is market driven, customer responsive, performance based, and aligned with the skilled labor needs of New Hampshire.
- To prepare New Hampshire's youth, the emerging workforce, for employment and further education.
- To prepare transitional and disadvantaged workers for employment that leads to job retention, wage progression and self-sufficiency.
- To assist business and industry in upgrading the skills of the current workforce.
- To improve labor market exchange and labor market information for all businesses and individuals.
- To maximize effective coordination and utilization of public and private dollars, leverage resources and identify additional and alternative sources of support to sustain the workforce development system.

- To promote statewide workforce development programs, increase awareness of ongoing initiatives, and provide information on workforce issues to the private sector and the general public.

### **III. WORKFORCE OPPORTUNITY COUNCIL: COMMITTEE STRUCTURE AND FOCUS**

As a single state Workforce Investment Board, the Workforce Opportunity Council has overarching influence and is charged with the ambitious goal of establishing a statewide workforce development system and managing the transition from individual service delivery to a managed One-Stop partnership, offering many services, at multiple locations. In order to accomplish its work, committees with defined roles and reporting structure, in addition to a committed membership with representation from public, private and government entities were established to effectively administer the programs and initiatives required under WIA.

#### **Executive Committee**

Provide leadership, oversight and direction for the Workforce Opportunity Council and its committees on organizational, financial and governance issues. Each committee chair sits on the Executive Committee.

#### **Youth Council**

Identify the needs of New Hampshire's youth as the emerging workforce. Engage in leveraging resources, linking programs, planning and evaluating the performance of a variety of youth development and educational reform efforts to meet those needs.

#### **Performance Assessment**

Enhance the One Stop Delivery System through the development and implementation of a performance and continuous improvement system. Develop measures and standards for the NH WORKS System, and monitor customer satisfaction.

#### **Demand Committee**

Develop initiatives for the workforce development system that will more effectively anticipate customer expectations and meet the needs of emerging workers, job seekers, those who are employed and employers. Create a new means of delivering incumbent and customized training programs.

#### **NH WORKS One-Stop Operator Consortium**

Serve as the operator of the NH WORKS System. Determine how to accomplish systemic changes, and implementation of a continuous improvement process based upon ongoing feedback from the Council Committees. Oversight responsibility for the development and service delivery structure of the NH WORKS One-Stop system.

#### **Promotion Committee**

Enhance the NH WORKS delivery system by increasing customer awareness and utilization of the NH WORKS Centers and workforce services through ongoing creative marketing and public relations activities. Increase awareness of the role of the Workforce Opportunity Council, promote its programs and initiatives and deliver a solid and consistent message that establishes the Council as an "authority" on workforce development issues.

## **IV. IMPLEMENTATION OF THE WORKFORCE INVESTMENT ACT IN NEW HAMPSHIRE**

In January 1999, the Governor convened a consortium of State Agency Commissioners and Executive Directors from several employment and training agencies along with representatives from the business community to act as a “jobs cabinet”, bringing multiple partners together around the common goal of workforce development. New working relationships were established between state and regional economic development agencies, business and trade associations, and education and training providers. This interaction improved communication about the nature of job creation, skill requirements and workforce preparation, and paved the way for establishing more creative and effective workforce development strategies.

To that end, the Workforce Opportunity Council chose to improve the coordination of workforce programs under a unified planning process. The state’s five year Unified Plan was established to ensure that the agencies responsible for oversight of workforce development programs shared a common vision – to meet the expectations for job seekers and employers and to identify opportunities to integrate services and resources.<sup>1</sup>

In June 2000, the Council and its partners (see Appendix A) entered into a Memorandum of Understanding (“MOU”) for the purpose of creating the NH WORKS System and to engage in a joint planning process that established the general terms and conditions under which the partnership operates under the Workforce Investment Act. As implementation of programs and initiatives move forward, this group has committed to strengthening and improving the coordination of education, training, and employment services in order to better prepare the emerging workforce and offer improved access and opportunity for workers who are already in the labor market. Of special note - in March 2001, New Hampshire’s work in development of the MOU was identified by the U.S. Department of Labor, Region I Administration as a prime example of the kind of collaborative business driven effort necessary for successful implementation of workforce development programs under WIA.

Building on this commitment, the Council established a state One-Stop Operator Consortium<sup>2</sup> with oversight responsibility for the development and service delivery structure of New Hampshire’s One Stop System – NH WORKS. Business and industry representatives, the State’s Department of Resources and Economic Development, as well as the Labor Unions and the one-stop partners are all represented on this Consortium. In collaboration with state policy makers and business leaders, these partners have been working over the past year to develop and implement the strategies identified in the state’s five year Unified Plan.

One of the first tasks of this newly formed partnership was to establish key goals:

- Ensure continuous partnership between State and Local representatives engaged in workforce activities, workforce preparation and development
- Be responsive to specific State, Regional, and Local economic conditions
- Implement shared data collection and reporting systems

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<sup>1</sup>*State of New Hampshire Unified Workforce Development Plan, Executive Summary, June 2000*

<sup>2</sup>*NH Employment Security, NH Department of Education, NH Community Technical College System, NH Community Action Association, NH Department of Resources and Economic Development, NH Department of Health and Human Services, Business and Industry Association and two Workforce Opportunity Council Business Representatives.*

- Provide support for coordinated leadership of workforce development activities in New Hampshire
- Be responsive to customer needs
- Maintain system infrastructure and share technology and information, where feasible and allowable
- Establish performance management standards to measure the success of the NH WORKS One-Stop system overall in order to enhance performance, quality management and continuous improvement

## THE ONE-STOP SYSTEM

NH WORKS operates as a “single service delivery system” or “One-Stop Delivery System” under the WIA and is based on the following planning and design principles<sup>3</sup>:

- **Integrated** – Offer as many employment, training, and education services as possible in ways that are designed to connect work, learning, and support services where appropriate, for employers and individuals seeking jobs or wishing to enhance their skills and facilitate universal access to the system overall.
- **Comprehensive** – Provide a large array of useful information with wide and easy access to needed services
- **Customer-focused** – Create a customer demand driven system with ongoing enhancement capability that provides a means for customers to judge the quality of services and make informed choices
- **Performance-based** - Base performance evaluation on the achievement of clearly defined measures.
- **Innovative** – Foster innovation and continually aim to raise the system’s standards based on internal performance and accountability criteria.
- **Regional Economies** – Design a system that reflects local, regional and statewide economic development strategies and that is capable of continuous adjustment in response to shifting economic development strategies.
- **Continuous Skills Development** – Align activities among all New Hampshire initiatives to establish continuous skills development and lifelong learning opportunities that are responsive to changing business needs. Include competency-based standards and assessment, ongoing individualized planning for skill development, education and training, modular training programs with vertical “career ladders,” and organization of learning opportunities within career clusters that reflect New Hampshire’s vital industries.

Over the last twenty years, there have been fundamental changes in New Hampshire’s economy. Traditional manufacturing has declined while high-tech and services firms have expanded. In fact, New Hampshire has emerged at the vanguard of the knowledge economy. These changes have created new challenges for both employers and workers. New Hampshire employers, large and small, including new high-tech and not so high-tech, must increasingly rely on skilled and flexible workers to sustain economic

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<sup>3</sup> *Memorandum of Understanding - Workforce Opportunity Council, Inc., 2000*

growth. They need access to a ready supply of qualified, new workers as well as assistance in training their existing workers. Individual workers, too, face new challenges as a result of the changing economy. The unemployed, people with disabilities, high school dropouts, and low-income workers need help finding jobs with decent pay. Young workers must land first jobs and plan their careers. Current workers need access to high-quality training so they can keep up with the changing demands of their jobs<sup>4</sup>.

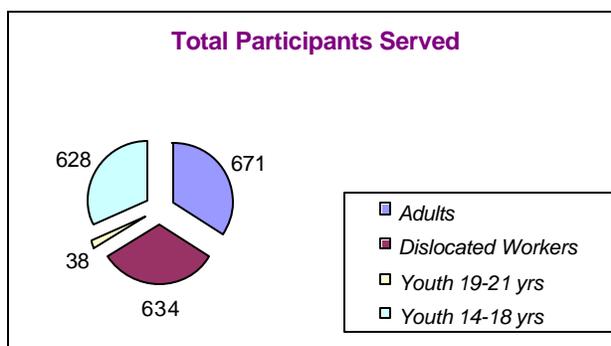
The goal for the NH WORKS System is to become the “first stop” for employers and individual customers seeking education, employment, and training services. The one-stop system has multiple points of entry, state-of-the art resources, and well-trained staff. It connects employers with the qualified workers they need and provides them with the labor market information necessary for making sound business decisions. It also helps individuals navigate the labor market and directs them toward education and training opportunities that reflect the current demands of employers and the changing economy. NH WORKS is a critical component of the state's economic and workforce development strategy.

Ongoing key strategies developed for the successful implementation of NH WORKS include:

- establishing a network of physical sites and adding remote access points across the state
- offering an expanded array of services and information to customers
- making labor market information more accessible and relevant to customers
- developing partnerships with multiple employment, training and education programs
- co-location of staff in one-stop centers to increase coordination among programs
- investing in interagency capacity-building activities for managers, as well as line staff
- marketing the system to employers and individuals across the state

#### PROGRAM HIGHLIGHT

Highlights of significant accomplishments achieved by the NH WORKS Operator Consortium include:



- Negotiated a Memorandum of Understanding (MOU) identifying each partners commitment to and support of the NH WORKS one-stop system.
- Worked with Performance Assessment Committee to develop and adopt a Continuous Improvement Model for the system that is based on a modified Malcolm Baldrige approach.

- Established an Interagency Director’s Group (IDG) - In September 2000, the Consortium established the IDG workgroup as a NH WORKS oversight committee charged with managing NH WORKS operations at the state level. The committee is made up of high-level managers from each of the core partners.
- Established an interagency Professional Development Team (PDT) – In November 2000, the Consortium established an interagency workgroup made up of representatives from each of the core partner agencies to develop and implement a system wide capacity building and training plan to support continuous improvement efforts.

<sup>4</sup> Excerpt from “NH in the New Economy: A Vision for Expanded Prosperity”, Business NH Magazine, 2001

- Presented “Partnering is Our Future” - Statewide Workforce Development Conference sponsored by the NH WORKS Operator Consortium. Over 350 staff from 19 partner agencies attended this conference to learn more about the WIA system and how best to work together as a system to better serve our customers.

## V. WORKFORCE DEVELOPMENT ACTIVITIES IN NEW HAMPSHIRE

### ADULT AND DISLOCATED WORKER SERVICES

Recent research by Brian Gottlob of PolEcon Research and Dr. Ross Gittell, Ph.D, Whittemore School of Business & Economics, University of New Hampshire, has shown that a competitive and agile workforce requires training and education infrastructure to enable workers to adjust to market conditions – and development of a system that is available, affordable, easily accessible and agile, adapting to worker needs.<sup>5</sup>

1,305 CUSTOMERS SERVED  
671 Adults  
634 Dislocated Workers

New Hampshire’s workforce development system, based upon partnerships with ties to and networks of business and community organizations, training providers and educational institutions is structured to meet those needs.

### Core Services

**CORE SERVICES**  
*Outreach, Intake And Orientation  
Initial Assessment Of Skills, Aptitudes & Abilities  
Basic Eligibility Determination  
Referrals For Specialized Assessment And Counseling  
Employment Related Counseling  
Workshops And Employment Plan Development  
Job Search And Placement Assistance  
Employment Referral  
Follow-Up Services*

Individuals interested in and appropriate for training must complete at least one core and one intensive service in order to be eligible for WIA training funds. Services for WIA Adult and Dislocated workers are delivered through contracts with the NH Community Action Association (CAP), with six agencies located throughout the state, and support staff co-located in the 13 NH WORKS centers. Core services are designed to provide the customer with the information and resources they need to assist in an

immediate re-attachment to employment when appropriate and are offered both “self-service” through an on-site Resource Center as well as by Employment Counselors who are partner agency staff. Each partner is responsible for the provision of core services typically associated with their particular agency and/or funding stream.

The NH WORKS Centers offer a full array of core services, which are available to all customers accessing through the NH WORKS system, and are the first step in service delivery for WIA registered participants. In addition, direct access to WIA Adult, WIA Dislocated Worker, and Welfare-to-Work services is available on-site for eligible customers. Last year, of the approximately 671 adults served, 68.5% entered employment with out any additional intervention (e.g. training), additionally, of the 634 dislocated workers receiving services, 46.9% entered employment after receiving only one or more core and intensive services.

### Intensive Services

Intensive services are made available to those WIA customers who (1) have received at least one core service but have been unable to obtain employment that makes it possible for them to achieve self-sufficiency or (2) are employed but have been determined to be in need of intensive services in order to reach self-sufficiency. At a

**INTENSIVE SERVICES**  
*Comprehensive And Specialized Assessments  
Development Of Individual Employment Plans  
Group Counseling  
Individual Counseling & Career Planning  
Case Management  
Short-Term Pre-Vocational Services  
Employment Referral  
Follow-Up Services*

<sup>5</sup> Brian Gottlob, PolEcon Research, Ross Gittell, Ph.D, Whittemore School of Business & Economics, University of New Hampshire, February 2001

minimum each customer receives an initial assessment and assistance with development of an individual employment plan, the length and degree of intensive services received is determined by individual need. All intensive services are offered on site at each of the NH WORKS Centers.

## Training Services

NH WORKS Centers provide access to core services to anyone who is interested. However, individuals must meet WIA income eligibility requirements and register for WIA funded intensive and training services. Of the 1,305 customers served during program year 2000, 51% (671) were adults, and 49%(634) were dislocated workers.

TRAINING SERVICES
<i>ITA – Individual Training Accounts</i>
<i>OJT – On-the Job Training Assistance</i>
<i>Support Services</i>
<i>Child Care</i>
<i>Transportation Reimbursement</i>
<i>Miscellaneous Support</i>

Eligible individuals access WIA training assistance in New Hampshire through an Individual Training Account (ITA) system that provides access to WIA, Welfare to Work and retraining funds. ITA's are available for training in high demand occupations, and in addition to tuition costs, also cover books, and supplies for training. The statewide consumer report system indicates 81.8% of adult participants who received training assistance entered employment upon completion of the program and 93.1% of these participants maintained

employment for six months or longer. In addition, 95.9% of dislocated worker participants who completed training entered employment and 86.7% of them remained employed for six months or longer.

<b>Adult Program Results</b> (Table B)			
<b>Performance Item</b>	<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
<i>Entered Employment Rate</i>	70%	77.4%	127 164
<i>Employment Retention Rate</i>	79%	90.8%	157 173
<i>Earnings Change in Six Months</i>	\$2,800	\$5,999	\$857,794 143
<i>Employment And Credential Rate</i>	55%	56.7%	97 171

<b>Dislocated Worker Program Results</b> (Table E)			
<b>Performance Item</b>	<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
<i>Entered Employment Rate</i>	80%	85.8%	339 395
<i>Employment Retention Rate</i>	83%	85.8%	291 339
<i>Earnings Replacement in Six Months</i>	88.0%	100.9%	\$2,739,876 \$2,716,260
<i>Employment And Credential Rate</i>	50%	75.5%	274 363

New Hampshire's first year of WIA implementation saw many transitional changes. As subcontractors struggled to meet capacity needs for staffing, development of policies and procedures, and other resource-intensive startup tasks, early local-level obligation of funds was less than originally anticipated. As a result, rather than operate under a priority of service mode, the provision of services was enlarged to include adults in need of employment and training assistance who typically did not fit into designated or traditional target groups (e.g., public assistance, low income, etc.). However, while the services were enlarged beyond traditional target groups, it must still be noted that there was a focus on areas and groups where the need appeared highest and the returns greatest. This strategy was reinforced by performance outcomes.

New Hampshire's workforce investment system has successfully met or exceeded all 17 WIA performance measures and exceeded 16 of the 17 WIA performance goals for program year 2000. In addition to the WIA Performance Goals achieved, New Hampshire has made tremendous strides in developing a system of partnerships with ties to and networks of businesses and community organizations, training providers and educational institutions.

## **NEW HAMPSHIRE'S RAPID RESPONSE ACTIVITIES**

Consistent with the strong partnership approach to service delivery in New Hampshire, state level Rapid Response activities are coordinated and implemented by an interagency Rapid Response team under the auspices of the Workforce Opportunity Council contracting with the NH Department of Resources and Economic Development. New Hampshire's Rapid Response efforts involve six Local Response Teams comprised of a dedicated group of representatives from NH Employment Security, the NH Community Action Program, NH Department of Resources and Economic Development, NH Department of Education, and Adult Rehabilitation Services and other One-Stop Partner Agencies.

Rapid Response services were delivered to more than 150 companies throughout the state, ensuring that approximately 6,000 workers were informed about and engaged in re-employment services as early as possible. Services to dislocated workers include orientation to services, and direct access to the same core, intensive and training services available to adults accessing services through the NH WORKS system.

The State Rapid Response Director located within the NH Department of Resources and Economic Development, takes the lead in coordinating statewide Layoff Aversion and Rapid Response services. Notification of a worker dislocation occurs in one of two ways; the Worker Adjustment and Retraining Notification Act (WARN) process; or through a partner agency receiving information about an employers potential lay off. The state Director is responsible for providing oversight of the WARN process in New Hampshire.

Once information about a closing or lay-off is received, the Director activates the Team, contacts the employer and, when applicable, also communicates with representatives of the affected workforce and other local community officials to obtain specific details in order to quickly implement and coordinate a service delivery strategy.

Rapid Response Information Sessions are immediately scheduled for the dislocated workers, on site if feasible, or at neutral locations if necessary, reaching out to as many affected workers as possible. The purpose of these informational sessions is to provide a forum for exchange of information and immediate response to questions and concerns of affected workers, connecting them to the services they need as soon as possible.

The goal of this team approach is to provide reassurance to workers coping with the emotional, family and job hunting stress of unexpected unemployment, minimize the financial impact and assist them to find a new job right away, or transition into a new career.

In addition to services for workers affected by a layoff, the State Rapid Response Director offers information and guidance on services and resources that may be available to assist the business in managing multiple priorities created by layoffs.

### **PROGRAM HIGHLIGHT**

In May 1999, Compaq Computer Corporation announced that it was consolidating its North American manufacturing operations, and planned to transfer the production of certain processor based systems manufactured at the company's Salem, New Hampshire site to facilities in Fremont, California, and Houston, Texas. To the community of Salem New Hampshire, this represented the loss of the areas largest employer and the dislocation of over 1,100 workers within a six to nine month time period<sup>6</sup>.

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<sup>6</sup> *National Reserve Account Grant Application, NH Job Training Council, December 3, 1999*

Services offered included career assessment, re-training, customized group training, on-the-job-training, and entrepreneurial training opportunities. Services were delivered through collaborative partnerships with NH Job Training Council, NH Employment Security, NH Department of Resources and Economic Development, Rockingham Economic Development Council and other community based organizations, economic development and workforce development agencies.

The challenge presented was significant – to provide a coordinated system that would enable workers to access the services and support they needed to move from job-loss to successful re-employment. The Rapid Response Team and the Council staff developed critically supportive relationships with Compaq Corporation officials and coordinated with outplacement firm representatives to build a framework for outreach to the affected workers.

Overall – more than 312 workers received services as a result of this Rapid Response project, of which 157 entered training. In addition, as a result of this highly coordinated project, the Rockingham Economic Development Corporation designed a comprehensive economic development strategy. The plan addresses plant closings; workforce development issues, promotes facility re-use and outlines a new regional strategy for economic growth in the county.

## **YOUTH SERVICES**

The Youth Council, established by the Governor as a subgroup of the Workforce Opportunity Council, has a statewide focus on the needs of youth as the emerging workforce. The Youth Council focuses on ways to link and expand a host of education reform and youth development programs as part of an overall workforce strategy.

The vision of the Youth Council is that all youth will have the knowledge and skills they need to compete in the marketplace of ideas, reach their full potential, succeed as productive workers and citizens, and achieve economic self-sufficiency.

Recent workforce and economic development research presented by Brian Gottlob and Ross Gittell, has suggested that to maintain New Hampshire's competitive advantage, the state must increase the number of high school graduates and increase postsecondary enrollments and graduation levels. Population statistics indicate an aging population and a slowing of people choosing to move to the state to live and work, verifying the importance of the emerging workforce to New Hampshire's economic future. The Youth Council has set two overall goals to structure its work and guide the implementation of WIA youth services as well as other youth initiatives.

- Increase the number of young people completing high school (including those completing GEDs) and reduce the number of young people dropping out of school.
- Increase the number of young people going into postsecondary education and/or skilled employment.

The Youth Council determines which programs will be funded with Workforce Investment Act (WIA) youth dollars and contracts with the NH Department of Education to oversee the services delivered. During Program Year 2000, the Council funded twenty-three programs through five Youth Program Provider organizations, based upon criteria such as training design, organizational experience, past and planned performance, linkage to other community resources, and budget. These providers were a mix of community based organizations and school districts.

Of the programs funded over the last year, seventeen were primarily for in-school youth and six programs were primarily for out-of-school youth. These WIA programs are designed to assist economically

disadvantaged youth aged 14-21 who meet the WIA income eligibility guidelines and face barriers to education and/or employment, to obtain their high school diploma or GED and become job ready and career oriented.

**YOUTH RECEIVING WIA SERVICES**

628 Youth (ages 14-18)  
38 Youth (ages 19-21)

School districts providing WIA services to in-school youth include Profile High School, and Milton School District, while Farmington School District's Project PRIDE provided services for out-of-school youth. Community-based organizations include Youthbuild Odyssey - Manchester, and the largest youth provider - Jobs for New Hampshire Graduates (JNHG) operating 19 program sites.

The Youth Program Provider organizations perform the recruitment, intake, assessment and case management functions for WIA eligible youth. Based on their assessment of the young person's skills, abilities, and needs, these organizations then provide the appropriate services from the ten essential program elements or make connections within the community for providing these services.

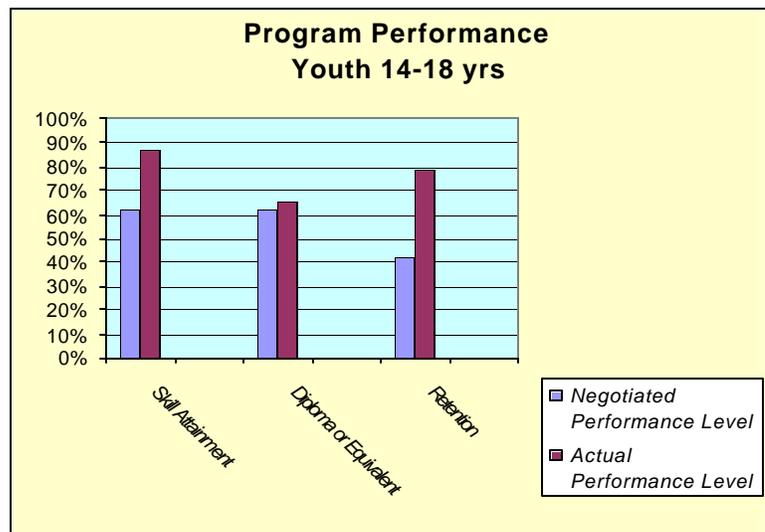
Program elements available to each participant in a WIA youth program include:

- Adult mentoring, tutoring, study skills training, and instruction, dropout prevention and alternative secondary school services
- Summer employment opportunities including internships and job shadowing
- Occupational skill training, leadership development, and community service
- Supportive services which may include referrals to medical services; community services and assistance with costs of transportation, child care and dependent care, housing, uniform and other work-related tools including eye glasses
- Follow up services after completion of any program, including comprehensive guidance and counseling, such as drug and alcohol abuse counseling and referral

The cost per youth served for PY2000 was \$2,311. A significant portion of the WIA youth funds went to out-of-school youth; exceeding the 30% federally required minimum. This cost reflects the comprehensive approach to youth service delivery in New Hampshire in which the same provider staff follows the individual through the intake process and into services. Therefore costs were not broken down between intake/assessment and the required program elements.

### WIA YOUTH OUTCOMES

For the required federal performance measures, New Hampshire exceeded all of its goals for the younger youth standards. With the help of WIA services, 168 younger youth received their high school diploma or GED. Younger youth also exceeded the goal for attainment of skills, with over 87% of the goals set being attained; these goals were primarily academic skills such as reading or math gains in standardized tests or work readiness competencies. And for younger youth who exited the program over 78% were employed, in postsecondary education or training, or in the military, three calendar quarters after exit.



The small number of older youth served is likely due to the availability of jobs in PY2000 in a strong New Hampshire economy as well as the likelihood that older youths did not meet the income eligibility criteria for WIA services. In addition, the availability of other related services such as Adult Basic Education programs available in each county and GED services available through the Community Technical Colleges' Learning Resource Centers might have impacted this outcome. Even given the small sample size reflected in the performance measures, New Hampshire met all and exceeded three out of the four older youth federal performance requirements.

## **PROGRAM HIGHLIGHTS**

- All WIA youth performance measures were met and overall youth program service delivery had the highest customer satisfaction performance of any of the customer groups in the WIA customer satisfaction surveys. WIA Youth exceeded customer satisfaction goals by 18% – 21%.
- Of WIA youth participants surveyed, 92% said that they definitely or probably would use the services again in the future and 86% stated that they achieved most or some of their goals through participating in services.
- Established an apprenticeship pilot program to provide opportunities in non-construction-related demand occupations for 100 young people primarily between the ages of 16 and 21. The targeted occupational areas for this project are Engineering/Technology, Services – including Police Officers, Fire fighters, Corrections Officers, and Child Care Workers, Mechanics/Repair, Production, and Health Care.
- Convened a diverse consortium of business and youth leadership in order to develop and submit a proposal to establish a Job Corps Center in New Hampshire that would serve approximately 350 young people<sup>7</sup>.

The Youth Council and Workforce Opportunity Council continue to look for opportunities for improving and expanding initiatives related to preparing our emerging workforce. Projects contracted for in PY2000, and scheduled for completion in fall 2001 will help the Council develop strategies to assist in the development of a sustainable apprenticeship system and in the leveraging of youth resources locally and statewide. These two projects as well as continuous improvement efforts involving WIA youth services, implementation and monitoring of the registered apprenticeship pilot project, and exploring partnerships throughout the state will be part of the strategic planning process for the Council over the coming year.

## **OTHER WORKFORCE DEVELOPMENT INITIATIVES**

Over the past year the Council has sponsored and contracted several business training initiatives including earmarking WIA and state funds to support customized training for employed workers, enabling workers to upgrade their skills and increase their potential for earning higher wages. All companies participating are committed employers who value their employees as strategic partners. Organizations range in size from small manufacturers, to large multi-national corporations with unionized and non-unionized workers. Each company understands the necessity of supporting and encouraging continued education, training and workforce development, in order to prepare workers for new challenges and continually enhance the existing production and development processes within their operations.

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<sup>7</sup> *Proposal to Establish a New Hampshire Job Corps Center, May 1, 2001, submitted by Workforce Opportunity Council, Inc.*

Each company provides full time permanent employment for all participants in the training programs. These companies have committed to offer wage increases that vary from a starting wage of \$8-10.00 per hour to a completing wage of \$10-15.00 per hour. The participants entering these programs range from college graduates to high school dropouts. In many cases these training programs provide the first chance for individuals to improve their career opportunities since leaving the secondary education system.

## **PROGRAM HIGHLIGHTS**

- Dedicated \$455,311 of WIA customized training funds and \$200,000 in Economic Development Funds set aside by the NH Department of Resources and Economic Development, allowing 13 companies and one consortium of employers to conduct training in a range of high demand occupational fields including: healthcare, optical electronics, precision machining and high tech manufacturing.
- Obligated \$100,000 of WIA funds statewide, to provide incumbent training programs through three employer consortiums including ten businesses.
- Fully obligated \$1.5 million worth of H-1B training funds to assist NH companies and individuals in receiving training in high tech, and precision manufacturing areas – involving 19 companies and 146 individuals.
- Dedicated \$125,000 in H1-B funds for scholarships for 20 high school graduates to attend NH colleges and universities in information technology and engineering programs.

## **HIGHLIGHTS OF BUSINESS TRAINING INITIATIVES**

### **NORTH COUNTRY CONSORTIUM:**

New England Electric Wire Corporation, Lisbon  
FCI Electrical, Littleton

Number of employees: 850+  
Area of training: Manufacturing skills  
Amount of grant: \$175,000 total  
Number of individuals participating in training: 330

This consortium based training program has combined the resources of two major North Country employers to develop and implement an extensive training program that is able to meet the needs of a diverse workforce. Though the companies involved with the consortium are not in direct competition with one another, they do compete with one another for workers. This project provided desperately needed funding for workforce training in an area of the state that has, and currently is experiencing a multitude of economic challenges. Training will sharpen the process, shorten the lead-time and increase the overall quality and response time of each individual company. Training on this level also improves the overall work force skills in the region, impacting the quality of the workers available to the areas employers.

### **CADEC CORPORATION, LONDONDERRY**

Number of employees: 57  
Area of training: Information Technology

Grant Amount: \$18,240

Number of individuals participating in training: 10

Cadec is an employee owned Manufacturing Design/Development company that builds onboard computer tracking devices used by the trucking industry to monitor the travel of its vehicles. This is Cadec's first experience accessing public funds as a resource for training its workforce. In the past the company had not focused on workforce development and training, as it was spending significant effort establishing a presence as a viable business within the information technology sector. With the demand of its product increasing, Cadec has had to rely on outside consultants to do much of its high tech production work.

The H-1B grant provided funds for Cadec employees to receive training in C++ and Microsoft NT certification. Cadec has leveraged its own limited training resources against the H-1B grant and provided tremendous opportunities for employees to receive training in the extremely expensive field of high technology. Cadec viewed the H-1B grant funds as an opportunity to implement a continuous improvement process for its workforce.

### **NEWMARKETINC.COM, PORTSMOUTH**

Number of employees: 288

Area of training: Information Technology

Amount of grant: \$50,000

Number of individuals participating in training: 60

NewmarketInc.com is a hospitality software developer used by major hotel chains throughout the United States. Newmarket developed a new concept for improving the technical skills of its employees through a training program called "Web Boot Camp." This unique process of submersing 60 employees in a focused and intense technical training program could only be implemented as a result of the availability of the H-1B matching grant monies. Newmarket did not have the necessary resources to completely fund the training program using its own funds. The H-1B program leveraged the private funds of the company, 75% of total training costs against 25% of public training funds.

## **VI. WORKFORCE OPPORTUNITY COUNCIL STRATEGIC PLANNING**

Development of a continuous planning process and implementation of strategies and initiatives to improve the workforce development system has been a hallmark of New Hampshire's Workforce Investment Act efforts. Once implementation of WIA began in 2000, the Workforce Opportunity Council had already developed its mission statement and strategic goals, and adopted the five year statewide Unified Plan. In order to identify the challenges and opportunities present in the current workforce development system, the next step was to request a marketing study and situational analysis performed by the Glen Group Marketing, Advertising & Interactive, which was completed in March 2001.

In September 2001 the results of an independent study commissioned during PY 2000, was presented to the Council by Brian Gottlob, PolEcon Research and Ross Gittell, Ph.D., Whittemore School of Business and Economics, University of New Hampshire. The goal of this research was to obtain an overview of economic and workforce development trends in New Hampshire that could provide a background for the development of a Workforce Opportunity Council strategic planning effort.

Gottlob and Gittell's research indicates that a competitive and agile workforce requires timely economic and labor market insight delivered via channels familiar to constituents, from sources they trust. Making

the public aware of the comprehensive services and resources available in the system is critical to the success of a statewide workforce development program. In addition, increasing awareness of the role of the Workforce Opportunity Council, can create a solid identity for the organization in addition to delivering a message that establishes the Council as an “authority” on workforce development issues.

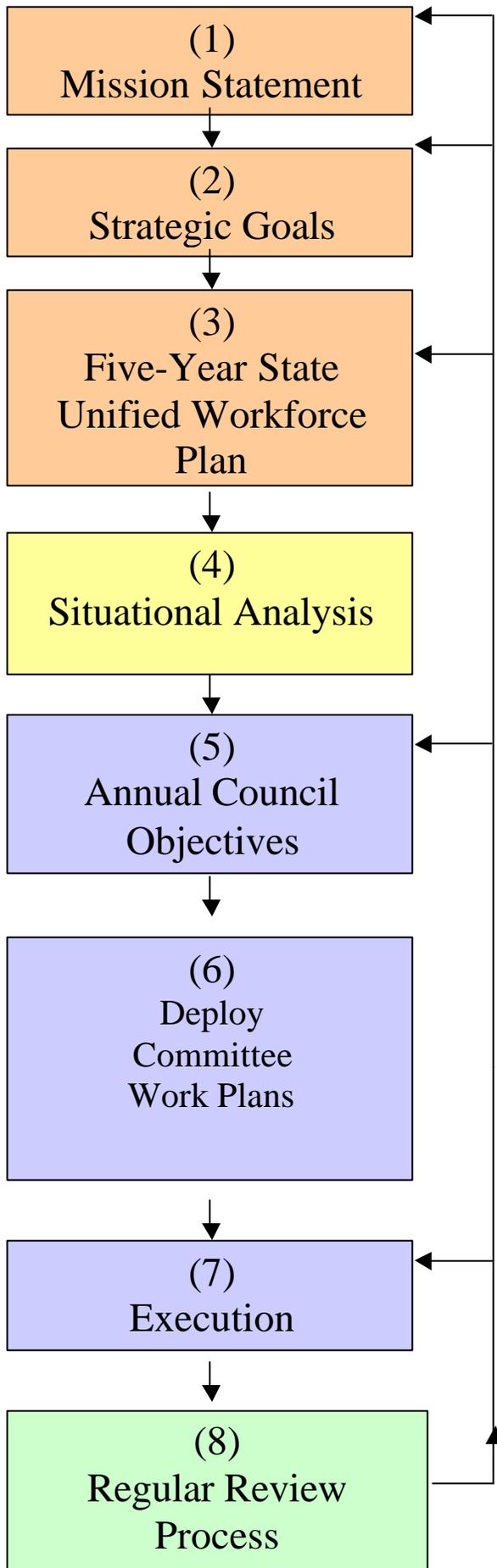
In a time of decreasing federal resources and increased demand on services, the Council has also recognized the need to develop a comprehensive fund development plan that can provide additional financial support and sustainability for the Workforce Opportunity Council’s initiatives statewide. (See Appendix B for list of Workforce Opportunity Council Grant Activity.)

The research commissioned by the Council and the lessons learned through implementation of WIA, have formed the basis for development of a “mission driven” strategic planning process. The Council’s committees are currently developing strategies that will address federally required objectives, as well as additional goals and objectives identified by the Council.

After the committees have completed their work, resource requirements to carry out the strategies will be identified. The Council will then consider and adopt priorities and make decisions on aligning WIA resources to match the strategies. These decisions and the committee priorities will then structure the Council’s work over the coming year.

The strategic planning process developed by the Council (see graphic next page) also includes a review process for measuring results against objectives which will help determine if adjustments need to be made to the strategic goals, the unified workforce plan, the annual Council objectives or the implementation of initiatives.

# Mission Driven Planning Process



1. [Mission Statement](#) – Adopted July ‘00

2. [Strategic Goals](#) – Adopted July ‘00

3. [Five Year Plan](#) – Adopted July ‘00

4. [Situational Analysis](#) - March ‘01

- a) Strengths, Weaknesses, & Opportunities
- b) Market Analysis
- c) Competitive Analysis
- d) Internal Analysis
- e) Stakeholder Analysis

5. [Annual Objectives](#) – Sept. /Oct. ‘01

Small number of key objectives  
Data driven, with compelling “reasons for improvement”  
and tentative targets

6. [Development](#) – Nov. – Jan. ‘02

#### Committees

- Review work currently underway & impact
- Align committee’s current work with the Council’s annual objectives outline
- Identify funding gaps

#### Full Council

- Adopt committee priorities
- Decide how to re-align WIA resources to match strategic objectives
- Allocate the WIA discretionary funds

7. [Execution](#) – February ‘02

- Basis - Continuous Improvement Process

8. [Review Process](#)

- Emphasis on recognition, support, and corrective action plans
- Review results v. targets, determine implications for next year’s objectives. Review the planning process itself and recommend improvements

## SECTION II

### I. COST EFFECTIVENESS ANALYSIS

Ongoing analysis of program cost effectiveness has been performed using performance measures as a method of evaluation. Noting that actual performance exceeded negotiated performance in virtually all categories, the cost per participant is quite reasonable.

<b>Cost per adult</b>	<b>\$1,743</b>
<b>Cost per dislocated worker</b>	<b>\$1,927</b>
<b>Cost per youth age 14-21</b>	<b>\$2,311</b>
<b>Overall cost per participant</b>	<b>\$1,994</b>

*Note: C-E ratio calculations use program dollars only.*

The cost per dislocated worker is slightly higher than the cost per adult. As dislocated workers are usually at a different level in their career, and often require more intensive intervention in order to meet wage replacement goals, this slight increase in per-participant cost is to be expected. For example, training services provided for dislocated workers are often at a higher skill or educational level than for adults who may be just beginning their entry into the workforce.

While training services tend to increase the program cost per participant, New Hampshire has marked differences in outcomes for those individuals who received training services versus those who did not. In particular, adults and dislocated workers who received training services had better outcomes than those who received core and intensive services only. The entered employment rate for adults who received training services was 81.8% versus 68.5% for adults not receiving training services. Likewise, the dislocated worker entered employment rate for individuals who received training services was 95.9% versus 46.9% for individuals who did not receive training services.

The employment retention rate for adults who received training services was 93.1% versus 83.7% for adults who did not receive training services, and dislocated worker rates were 86.7% for those who received training services versus 78.9% for those who did not. It must also be noted that adults who received training services had a higher earnings change in six months than adults who did not receive training. Dislocated workers who received training had an earnings replacement rate of 102.4% versus 90.9% for individuals who did not receive such services.

WIA youth services are directed at WIA eligible youth who generally have a wide range of needs. The cost per youth served under WIA is reasonable given that the programs delivered provide a comprehensive range of services over a year-long period and include follow-up services. These programs met all and exceeded six out of the seven federal youth performance measures in addition to exceeding the customer satisfaction goal.

Youth programs make available 10 program elements which are broken down into educational services (GED preparation, tutoring, etc.), employment preparation (including work readiness skills, paid and unpaid work experiences, some subsidized summer employment, some occupational skills training through community college courses or advanced training programs), leadership development (mentoring, community service, etc.), and support services (paying for transportation, uniforms, etc.). These services are delivered/managed by one or more youth staff who not only provide services but also provide a caring adult role model that research shows is crucial to youth development and success.

In addition, over 20% of WIA youth served in New Hampshire are out-of-school youth. These programs are generally more expensive because they must provide the educational component of the program outside of a school infrastructure and cannot rely on some of the support services and resources that are available to in-school youth. The vast majority of youth served in New Hampshire are younger youth (ages 14-18) and outcomes for this group are excellent - New Hampshire exceeded all of the negotiated

goals for the performance measures. A much smaller number of older youth are served and NH meets all and exceeds three out of the four negotiated goals.

Overall, based on actual versus negotiated performance measures, New Hampshire is very pleased that its WIA programs are providing positive outcomes in a cost-effective manner.

# WIA Financial Statement

## July 1, 2000 – June 30, 2001

<b>Operating Results</b>	Available	Expended	Pct.	Balance Remaining
Total All Funds Sources	\$7,073,563	\$4,881,125	69%	\$2,192,438
Adult Program Funds <i>Carry in Monies (no add)</i>	\$1,883,439	\$1,169,269	62%	\$714,170
Dislocated Worker Program Funds <i>Carry in Monies (no add)</i>	\$1,523,956	\$1,221,904	80%	\$302,052
Youth Program Funds <i>Carry in Monies (no add)</i>	\$1,879,649	\$1,539,375	82%	\$340,274
Out-of-school Youth	\$845,842	\$658,724	78%	\$187,118
In-school Youth	\$1,033,807	\$880,651	85%	\$153,156
Summer Employment Opportunities,	N/A	\$168,241	N/A	N/A
Local Administration Funds <i>Carry in Monies (no add)</i>	\$521,130	\$313,344	60%	\$207,786
Rapid Response Funds <i>Carry in Monies (no add)</i>	\$204,354	\$128,570	63%	\$75,784
Statewide Activities Funds <i>Carry in Monies (no add)</i>	\$1,061,035	\$508,663	48%	\$552,372

<b>Cost-Effectiveness</b>	C-E Ratio	<b>Financial Positions</b>	Amount
Overall, All Program Strategies	\$1,994	Total Assets	\$1,746,690
Adult Program	\$1,743	Current Assets	\$1,746,690
Dislocated Worker Program	\$1,927	Property, Equipment, Net Operating and Other Assets	
Youth Program	\$2,311	Current Liabilities	\$1,746,690
		Liabilities Less Long-Term Debt	\$1,746,690
		Long Term Debt	

## II. EVALUATION OF WORKFORCE INVESTMENT ACTIVITIES

The Performance Assessment Committee is the primary committee tasked with evaluating overall system performance and making recommendations for system adjustment based on performance data. The Committee receives reports from the Performance Accountability and Customer Information Agency (PACIA) unit housed at the NH Department of Employment Security, on WIA performance measures, and has contracted with RKM Research, Inc. to conduct an ongoing customer satisfaction survey, analyze results and report out to the committee. In conjunction with RKM Research, the committee developed two customer satisfaction surveys - one for participants and one for employers.

The participants surveyed are individuals who have received WIA services:

- Adults
- Dislocated Workers
- Younger Youth
- Older Youth

The employers surveyed come from a sample drawn from employers who have received staff assisted services by NH WORKS partners:

- Employers who have had job orders written by NH Employment Security staff (the vast majority of those sampled are from this source)
- Employers who have had on-the-job trainings at their worksite
- Employers who have received rapid response services
- Employers participating in WIA Customized Training

Both the participants and the employers are asked three customer satisfaction questions required under WIA:

- How satisfied are you with the services?
- To what extent have the services met your expectations?
- How well do the services compare to the ideal?

In addition to the three required questions, the surveys ask a series of other questions designed to help pinpoint the customer's level of satisfaction with specific services and/or service delivery strategies. The survey results are compiled into quarterly reports, which are reviewed by the Performance Assessment Committee and used to inform the development of continuous improvement strategies that are then shared with the NH WORKS Operator Consortium for review, approval and implementation.

To facilitate the continuous improvement process, the Performance Assessment Committee in conjunction with the NH WORKS Operator Consortium developed and adopted a continuous improvement model of the system. The model for Continuous Improvement of the system depicts the influences and outcomes for a system engaged in quality improvement initiatives that will transform the system into a high performance customer-driven system. This model includes seven distinct phases of continuous improvement based upon the Malcolm Baldrige dimensions of quality. This will provide a framework that supports continuous improvement strategies that can be linked to the Council's strategic plan and goals and will assist in defining the specific strategies that will need to be developed, implemented and monitored to achieve success.

## **PROGRAM HIGHLIGHTS**

A crucial component in evaluating the success of New Hampshire's workforce development system on an ongoing basis is customer satisfaction. New Hampshire exceeded the goal for customer satisfaction for both participants and employers. The following section highlights other customer satisfaction survey results.

### **PARTICIPANTS:**

- The overall customer satisfaction index was 75.1, which exceeded the goal of 66. Customer satisfaction for each participant segment (younger youth, older youth, dislocated worker, and adult) also exceeded the index goal.
- Among adult participants, preliminary reports show that over 85% would definitely or probably use the NH WORKS services again in the future and over 70% said that they achieved most or some of their goals through participation in the services.
- Among youth participants, 92% said that they definitely or probably would use the youth services again in the future and 86% said that they achieved most or some of their goals through participating in services.
- The percentage of participants reporting that they were receiving government assistance before enrollment in WIA services was 23.7%. The percentage of participants reporting that they were receiving government assistance after enrollment in WIA services was 14.2%; this is a 40% decrease.

### **EMPLOYERS:**

- The employer customer satisfaction index was 70.5, which exceeded the goal of 66.
- Ten of the 13 NH WORKS centers across the state exceeded the goal of 66 on the Customer Satisfaction Index.
- Over 90% of employers said they would definitely or probably use the services available at NH WORKS with 78.6% saying they definitely would.

### III. WIA Title 1-B PERFORMANCE TABLES<sup>8</sup>

<b>Table A - Workforce Investment Act Customer Satisfaction Results</b>						
Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Completed Surveys	Number of Customers Eligible for the Survey	Number of Customers included in the Sample	Response Rate
Participants	66	75.1	472	626	626	75.4%
Employers	66	70.5	501	6,255	647	77.4%

<b>Table B - Adult Program Results At-A-Glance</b>			
Performance Item	Negotiated Performance Level	Actual Performance Level	
		Entered Employment Rate	70%
Employment Retention Rate	79%	90.8%	157 173
Earnings Change in Six Months	\$2,800	\$5,999	\$857,794 143
Employment And Credential Rate	55%	56.7%	97 171

<b>Table C - Outcomes for Adult Special Populations</b>								
Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
	Entered Employment Rate	72.5%	37	77.8%	7	73.7%	28	57.9%
		51		9		38		19
Employment Retention Rate	97.6%	41	84.6%	11	80.6%	25	66.7%	10
		42		13		31		15
Earnings Change in Six Months	\$6,252	\$231,312	\$5,234	\$41,872	\$3,546	\$31,913	\$4,956	\$49,556
		37		8		9		10
Employment And Credential Rate	69.8%	30	57.1%	8	41.4%	12	50.0%	7
		43		14		29		14

<sup>8</sup> Prepared by New Hampshire Employment Security Economic and Labor Market Information Bureau

**Table D -  
Other Outcome Information for the Adult Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	81.8%	90	68.5%	37
		110		54
Employment Retention Rate	93.1%	121	83.7%	36
		130		43
Earnings Change in Six Months	\$6,361	\$661,584	\$5,031	\$196,210
		104		39

**Table E –  
Dislocated Worker Program Results At-A-Glance**

Performance Item	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	80%	85.8%	339
			395
Employment Retention Rate	83%	85.8%	291
			339
Earnings Replacement in Six Months	88.0%	100.9%	\$2,739,876
			\$2,716,260
Employment And Credential Rate	50%	75.5%	274
			363

**Table F - Outcomes for Dislocated Worker Special Populations**

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	83.8%	62	83.8%	31	81.3%	65	80.0%	8
		74		37		80		10
Employment Retention Rate	80.6%	50	87.1%	27	86.2%	56	75.0%	6
		62		31		65		8
Earnings Replacement Rate	98.2%	\$497,856	101.9%	\$242,095	89.8%	\$455,792	1005.2%	\$35,839
		\$506,742		\$237,667		\$507,800		\$3,565
Employment And Credential Rate	76.5%	52	70.6%	24	73.1%	57	60.0%	6
		68		34		78		10

<b>Table G - Other Outcome Information for the Dislocated Worker Program</b>				
Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
	Entered Employment Rate	95.9%	301	46.9%
		314		81
Employment Retention Rate	86.7%	261	78.9%	30
		301		38
Earnings Change in Six Months	102.4%	\$2,412,715	90.9%	\$327,161
		\$2,356,509		\$359,751

<b>Table H - Older Youth Results At-A-Glance</b>			
Performance Item	Negotiated Performance Level	Actual Performance Level	
		Entered Employment Rate	60%
Employment Retention Rate	68%	76.5%	13 17
Earnings Change in Six Months	\$2,520	\$2,121	\$36,053 17
Credential Rate	42%	52.6%	10 19

<b>Table I - Outcomes for Older Youth Special Populations</b>								
Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out of School Youth	
	Entered Employment Rate	75.0%	3 4	—	0 0	n	n	100.0%
Employment Retention Rate	75.0%	3 4	n	n n	n	n	80.0%	8 10
Earnings Change in Six Months	\$493	\$1,480 3	—	\$0 0	\$1,354	\$6,768 5	\$1,759	\$15,831 9
Credential Rate	n	n n	—	0 0	n	n n	—	0 0

*n – Not discloseable, fewer than 3 individuals in a cell. State and federal laws prohibit disclosure of individual wage record information..*

<b>Table J - Younger Youth Results At-A-Glance</b>			
Performance Item	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	62%	87.5%	<u>717</u> 819
Diploma or Equivalent Attainment Rate	62%	65.6%	<u>168</u> 256
Retention Rate	55%	78.3%	<u>90</u> 115

<b>Table K - Outcomes for Younger Youth Special Populations</b>						
Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out of School Youth	
Skill Attainment Rate	70.9%	<u>39</u> 55	89.6%	<u>637</u> 711	71.3%	<u>139</u> 195
Diploma or Equivalent Rate	41.7%	<u>5</u> 12	68.9%	<u>151</u> 219	53.2%	<u>41</u> 77
Retention Rate	50.0%	<u>3</u> 6	68.9%	<u>31</u> 45	85.3%	<u>58</u> 68

<b>Table L – Other Reported Information</b>						
	12 Month Employment Retention Rate	12 Mo. Earnings Change (Adults and Older Youth or 12 Mo. Earnings Replacement (Dislocated Workers))	Placements for Participants in Non traditional Employment	Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services
Adults	NA	NA	NA	\$4,652	<u>\$539,626</u> 116	NA
Dislocated Workers	NA	NA	NA	\$5,102	<u>\$1,285,636</u> 252	NA
Older Youth	NA	NA	NA	\$1,402	<u>\$9,814</u> 7	NA

<b>Table M - Participation Levels</b>		
<i>Program</i>	<i>Total Participants Served</i>	<i>Total Exiters</i>
Adults	671	168
Dislocated Workers	634	125
Older Youth	38	18
Younger Youth	628	315

<b>Table N - Cost of Program Activities</b>	
<b>Program Activity</b>	<b>Total Federal Spending</b>
Local Adults	\$ 1,169,269.00
Local Dislocated Workers	\$ 1,221,904.00
Local Youth	\$ 1,539,375.00
Rapid Response	\$ 128,570.00
Local Administration	\$ 313,344.00
Statewide Required Activities	\$ 506,923.00
Statewide Allowable Activities	\$ 1,740.00
<b>Total of All Federal Spending Listed Above</b>	<b>\$ 4,881,125.00</b>

**Table O - Local Performance**

Table O - Local Performance				
Local Area Name  State of New Hampshire	Total Participants Served	Adults	671	
		Dislocated Workers	634	
		Older Youth	38	
		Younger Youth	628	
ETA Assigned #  33015	Total Exiters	Adults	168	
		Dislocated Workers	125	
		Older Youth	18	
		Younger Youth	315	
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
Customer Satisfaction	Program Participants	66	75.1	
	Employers	66	70.5	
Entered Employment Rate	Adults	70%	77.4%	
	Dislocated Workers	80%	85.8%	
	Older Youth	60%	100.0%	
Retention Rate	Adults	79%	90.8%	
	Dislocated Workers	83%	85.8%	
	Older Youth	68%	76.5%	
	Younger Youth	55%	78.3%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,800	\$5,999	
	Dislocated Workers	88%	100.9%	
	Older Youth	\$2,520	\$2,121	
Credential/Diploma Rate	Adults	55%	56.7%	
	Dislocated Workers	50%	75.5%	
	Older Youth	42%	52.6%	
	Younger Youth	62%	65.6%	
Skill Attainment Rate	Younger Youth	62%	87.5%	
Description of Other State Indicators of Performance (WIA §136 (d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"))				
Not Applicable				
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		0	17	16

**PARTNER ORGANIZATIONS  
COMMITTED TO THE  
MEMORANDUM OF UNDERSTANDING**

<b>REQUIRED PROGRAMS</b>	<b>AGENCY</b>	<b>FUNDING SOURCE</b>
Title I WIA – Adult	Community Action Association	WIA Title I
Title I WIA – Youth	Dept. of Education	WIA Title I
Title I WIA – Dislocated Worker	Community Action Association	WIA Title I
Migrant & Seasonal Farm Worker Programs	Employment Security	USDOL
Veterans Workforce Programs including DVOP & LVER	Employment Security	FUTA
Trade Adjustment Act	Employment Security	Trade Adjustment Act
NAFTA Transitional Adjustment Assistance	Employment Security	NAFTA
Unemployment Insurance	Employment Security	FUTA
Work Opportunity Tax Credit Program	Employment Security	FUTA
Employment Service	Employment Security	FUTA
Title V of Older Americans Act	Governor’s Office of Energy & Community Service	Older American CSE
Community Services Block Grant	Governor’s Office of Energy & Community Service	Community Services Block Grant
Vocational Rehabilitation	Dept. of Education	VR Act Amended by Title IV of WIA
Adult Education	Dept. of Education	Adult Ed. & Literacy Amended by Title II of WIA
Post Secondary Vocational Education & NH Community Technical College System	Dept. of Education	Carl Perkins
Economic Development Services	Department. of Resources & Economic Development	State General Fund
Secondary Vocational Technical Education	Dept. of Education	Carl Perkins
Welfare to Work	Workforce Opportunity Council	USDOL
U.S. Department of HUD	HUD	HUD

**GRANT ACTIVITY**

## ➤ WELFARE TO WORK - \$2.7 MILLION

AWARDED: 08/12/98  
(Extended 08/11/01)

Focus of grant is to provide transitional assistance to move welfare recipients into unsubsidized employment focusing on job readiness, placement and job retention for individuals receiving long-term assistance and/or facing barriers to employment.

## ➤ H-1B HIGH TECHNOLOGY TRAINING GRANT - \$1.5 MILLION

AWARDED: 3/27/00

Training funds to assist employed and unemployed NH workers in acquisition or upgrade of technical skills critical to employment in high technology jobs in the high technology and precision manufacturing sectors.

## ➤ COMPAQ NATIONAL RESERVE GRANT - \$1.6 MILLION

AWARDED: 4/26/00

Emergency funding for Dislocated Worker services related to the lay off of more than 1,100 workers from the Compaq Computer Corporation. Services provided to dislocated workers include job search assistance, re-employment, re-training, career planning, and support services.

## ➤ NH WORKS - GRANITE EMPLOYMENT ACCESS PROJECT - \$1.0 MILLION

AWARDED: 11/01/00

Primary focus of grant is to provide funds to support full accessibility to the one stop system, and the funding to support five employment and benefits counselors who will work in the NH WORKS centers. (A third of the benefit counselor's salary is funded through the HCFA project grant)

## ➤ COMMUNITY AUDIT GRANT - \$150,000

AWARDED: 5/01/01

Funding to support a research project that will gather data to test the feasibility of outsourcing work from technology firms in Rockingham County to appropriately trained workers in the North Country. Rockingham Economic Development Council, Business Enterprise Development Council and the Knowledge Institute, Inc. will implement the project.

## ➤ AMERICA'S SERVICE LOCATOR GRANT - \$50,000

AWARDED: 07/01/01

Funds to support the Council's implementation and management of the US DOL America's Service Locator program database that allows individuals to find information on locations and services available at every One Stop Center nationwide. Project provides for employment of an ASL Coordinator to work with the NH WORKS Web site integrating and updating information into the national database.

## ➤ SECTORAL INITIATIVE GRANT - \$109,000

AWARDED: 07/01/01

Council has contracted with NH Community Loan fund to assist health care providers to create career development for healthcare paraprofessionals including certified nursing assistants and home health aides.