



State of New Hampshire

Workforce Investment Act – Title I-B

# Annual Report

*For the period July 1, 2013 through June 30, 2014  
(Includes Related Grant Activities)*

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NH Works is a proud partner of the American Job Center Network.

## ***Introduction***

Each state that receives an allotment under WIA Section 127 (Youth activities) or Section 132 (Adult and Dislocated Worker activities) must prepare and submit an Annual Report of performance progress to the Secretary of Labor in accordance with WIA Sections 136 and 185. The Office of Workforce Opportunity is pleased to offer this annual report summarizing our activities.

There are two components to the WIA Annual Report: (1) the required data performance results, as specified in form ETA 9091—the WIA Title 1B Annual Report (OMB No. 1205-0420); and (2) a narrative report.

The required portions of the Annual Report Narrative include the information required by WIA sections 136(d) (1) through (2) and 185(d). This includes:

- Performance data on the core and customer satisfaction measures, including progress of local areas in the state in achieving local performance measures;
- Information on the status of state evaluation activities;
- Information on the cost of workforce investment activities relative to the effect of the activities on the performance of participants;
- Assurance that all required elements are reported uniformly so that a state-by-state comparison can be made;
- Information on participants in the workforce investment system (this information is also included in the data performance results portion of the Annual Report); 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.

## ***Workforce Investment Act (WIA) Programs – at a Glance***

Program Year 2013 (July 1, 2013 – June 30, 2014)

### **WIA State Formula Funded Programs**

Each state receives Workforce Investment Act (WIA) funds based on a formula established by the Act, which takes into account the number of individuals in poverty, number unemployed and other related factors. These funds are commonly referred to as WIA “State Formula Funds”. The Department of Resources and Economic Development (DRED) is the designated administrative entity for WIA State Formula Funds. There are three funding streams within the State Formula Fund – Adult, Dislocated Worker and Youth. These funds and the programs operated with these funds are managed by the DRED Office of Workforce Opportunity.

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

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

### **WIA Five-Year State Plan**

In PY13 programs were carried out in accordance with the procedures and strategies outlined in the New Hampshire’s Integrated Workforce Services Plan for Title I Workforce Investment Act (WIA), Wagner-Peyser Act (WP) and the State Senior Community Service Employment Program (SCSEP) Program for years 2012-2016 (July 1, 2012 - June 30, 2017).

The plan represents the collective efforts of key stakeholders in the development of the state’s strategic planning for workforce services, particularly those services funded through Title I WIA. For more details on the State Plan visit the NH Works website ([www.nhworks.org](http://www.nhworks.org)).

## **WIA Adult and Dislocated Worker Programs**

Adult services are offered through the network of American Job Centers also known as the NH Works centers, which are located in 12 locations throughout the state. The NH DOE contracts with various local program providers such as Jobs for NH Grads, Project Pride, My Turn, and select school districts for the provision of both in-school and out-of-school youth services.

The state formula funded programs continue to focus on providing reemployment services to eligible individuals with primary access to services through the NH Works Centers located throughout the state. Under the auspices of the NH Works One Stop Operator Consortium, WIA funded programs place importance on the provision of services to priority and target populations, particularly veterans. In addition, the State Board requires local funds to be expended to support access to occupation skills training to the fullest extent possible. A full description of the type of services provided can be found in the WIA State Plan at [www.NHWorks.org](http://www.NHWorks.org).

## **Self-Serve Website Customers**

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

## **WIA Youth**

In PY2013, WIA Youth Formula funds supported four WIA Youth contractors at twelve sites serving 406 youth (122 out-of-school youth and 284 in-school youth) across the state. The programs provided students with the ten essential elements required under WIA regulations. The New Hampshire Youth Council, a subcommittee of the state Board, continues to be actively engaged in overseeing the WIA funded youth programs.

## **Shared Youth Vision**

The Youth Vision initiative, a subcommittee of the State Youth Council, continues to grow in agency membership and scope as the group works to identify ongoing needs of youth related to workforce issues and strategies for streamlining services and maximize limited resources.

The State level Youth Vision Team provided ongoing support to the local teams with a

continued focus on maintaining a commitment to the neediest youth, as well as promoting new strategies for implementation in PY13. Local teams continue to focus on 1) employment workshops as part of juvenile alternative sentencing, 2) developing local job fairs, and/or 3) increasing the high school graduation rate. In addition of specific note is the effort underway by the Concord/Laconia team which is focused on shared case management among multiple agency partners.

## **Employer Services**

The NH Works Employer Service team includes a representative from each of the core partner agencies (e.g., NHES, WIA, DHHS, VR, NHDOE, etc.). Through the creation of location-based economic and workforce development teams, employers can work with a designated team and rely on team members to communicate employer needs to each other. The coordinated NH Works team approach to Employer Services requires ongoing information-sharing and cross-training to be effective. Throughout PY13 regularly scheduled meetings among employer service representatives from partner agencies were held to develop continuous improvement strategies designed to foster greater efficiency in the delivery of employer business services.

Also, in PY13 New Hampshire's workforce partners participated in the Business Services Engagement Plan development in conjunction with our Region I US Department of Labor (USDOL) office. The priorities were: sector business outreach (manufacturing, health care, and STEM), job development front line staff capacity building, building capacity of front line adult and youth staff as well as customers in manufacturing industries through participation in manufacturing week, and continued staff development on Labor Market Information. In addition, the Interagency Business Team has been researching case management systems for an integrated business case management system.

## **Rapid Response**

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

Addressing employer needs is most crucial when confronting reductions in workforce or company closures. 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 arranges to meet the workers on or off- site as quickly as possible.

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

In PY2013 there were thirteen fewer Rapid Response events coordinated by NH Works partner agency staff, and 407 more people identified for layoff than for the same time period in the previous year. The increase in the number of people targeted for layoff is due to the closure of two major supermarket chains across the state, counting for 1,125 dislocated workers. Absent the two supermarket chain closures and another announced but currently still delayed layoff of 191 from a nearby Vermont nuclear facility, there is a significant decrease (to 845 dislocations), a more accurate depiction of the strengthening New Hampshire economy and ongoing decrease in Rapid Response activity since PY2008.

## **WIA Set-Aside Projects**

Set-Aside Projects refers to the program and/or projects funded with the portion of WIA formula funds that is available to be used at the state level to support statewide activities and/or special initiatives. In PY13 only the 5% of the total grant amount typically reserved for administration costs was available, therefore no set-side projects were funded this year. Since NH receives a comparatively small WIA allocation 5% are needed to support program management and administration.

## WIA Participants Served

In PY13 the number of adult enrollments increased, while the number of dislocated workers and youth went down when compared to PY12. However, dislocated workers enrollments were 51% of total enrollments for the year. Adult participants totaled 32% of the total population served. WIA youth completed the served population, representing 17% of all enrollments. This enrollment pattern is consistent with past years.

The characteristics of the customers this year when compared to last year do not change significantly. A quick comparison of the adult population to the PY12 data reveals the following:

- Male enrollments are down 3%.
- The percent of white enrollments decreased 1%
- The percent of self-declared disability increased 1%
- The average age has decreased from 44 to 42
- Single-parent enrollments are up 9%
- TANF recipients are up 8% and Low Income enrollments are up 4%
- Adult enrollments with a college education are up 5%
- Adult enrollments with only a High school diploma or GED remain similar to PY12
- Adult enrollments who are High school dropouts are up 3%
- Average time in the program has decreased
- Average time in training has decreased slightly
- LNA trainings have increased 4%
- Office Admin trainings have increased and CDL trainings are down

A quick comparison of the dislocated worker population to the PY12 data reveals the following:

- The percent of female dislocated workers increased 2%
- The percent of white customers remains the same
- The percent of self-declared disability increased 2%
- The average age remained the same at 51
- Single-parent enrollments are up 1%
- Low Income enrollments have increased 1%
- Education levels remain similar to PY12; There is a slight increase in participant's with a college education or Associate's Degree
- Average time in the program is down slightly
- Average time in training is up slightly
- LNA trainings are down 3%
- Office Admin and Manufacturing trainings are up while Medical and Other trainings are down.

More detail on participants served can be found in Appendix A

## **WIA Program Performance Goals**

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

A goal is considered “met” if the state achieves 80% of the goal. To “exceed” a goal performance must be at 100% of the negotiated goal, and a failed or “not met” goal is defined as any performance below 80% of the measure. In PY13, New Hampshire met all the goals for each funding source, exceeding performance in five of the nine categories. Calculation formulas used to performance outcomes for each measure is outlined below; a complete summary goals and performance outcomes for PY13 can be viewed in Appendix C – WIA Performance at a Glance (July 1, 2013 – June 30, 2014).

***Entered Employment Rate (EER)*** – The Entered Employment Rate is defined by the number of participants who exited the program and were employed by the end of the first quarter after exit. New Hampshire exceeded the EER for the adult program and met the EER in the dislocated worker program in PY13.

***Employment Retention Rate (ERR)*** -The Employment Retention Rate reflects the number of participants who were employed in the first quarter after exit and were still employed in the second and third quarters after exit. In PY13, New Hampshire met the retention goal for the adult program and exceeded the goal for dislocated workers.

***Average Earnings*** - Of those adults participants who are employed in the first, second, and third quarters after the exit quarter; total earnings in the second plus the total earnings in the third quarters divided by the number of adults exiting during the quarter. The State met the average earnings goal for both adult and dislocated worker programs.

***Placement in Employment or Education*** – Of those youth who are not in post-secondary education or employment at the date of participation, those that are in the first quarter after exit divided by the number of exits during the quarter. This youth measure was exceeded in

PY12 and again in PY13.

***Attainment of a Degree or Certificate*** – Of those youth enrolled in education at intake or during the program the numbers who attain a diploma, GED or certificate by the end of the third quarter after the exit quarter divided by the number of exist during the quarter. This youth measure was exceeded in PY12 and again in PY13.

***Literacy and Numeracy Gains*** – Of those out-of-school youth who are basic skills deficient the number of youth who increase one or more educational functioning levels divided by the number who have completed a year in the program, plus the number of youth who exit before completing a year in the youth program. This youth measure was also exceeded in PY13, marking a significant improvement over PY12 performance when this measure was not met.

## **Customer Satisfaction**

Customer satisfaction is an important tool for measuring program effectiveness from the point of view of the people who experience the services we offer. Customer Satisfaction is measured at various stages in each program year. In PY2013, Customer Satisfaction surveys were completed by a sampling of customers accessing services at the local NH Works centers, participants completing WIA funded training, and a select group of participants after they exit the WIA program. 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. A comprehensive summary of survey results is provided in Appendix D of this report.

## **WIA Program Financial Summaries**

Financial reports are completed quarterly. Quarterly reports are submitted to the State Board for review at the quarterly meetings. A summarized report is completed for this annual report. (See Appendix B - WIA Financial Statement July 1, 2013 – June 30, 2014)

The WIA Financial Statement for PY13 shows a significant increase in the percent of total funds expended in PY13 (65%) over total funds expended in PY12 (45%). The total amount of funds available was just slightly higher this year over last year but the number of participants served was slightly less. The increase in expenditures is attributable to a number of factors, including the increased cost of training particularly tuition costs for manufacturing programs offered at the Community College, and the costs for On-the-Job training supported with State Formula funds.

## **Cost per Participant**

The cost per participant is calculated by dividing the total WIA state allocation by the number of participants served within a specific program year. This definition, however, fails to take into account that funds are available for up to three years and not all of the formula funds have been expended for the year. Thus, even though the funds are still available to be expended on services, and will be invested this coming year in serving individuals coming into the system.

The cost per for adult enrollments in PY12 was just over \$500 less when compared to PY11, due primarily to an increase in the number of adult enrollments. In PY13 adult enrollments increased again. The cost per adult enrollment is currently \$2,906.00, significantly less than \$3,507.00 cost per enrollment last year.

The cost per enrollment for dislocated workers was slightly higher in PY12 compared to PY11 due to a slight decrease in enrollments. This year the cost per for dislocated enrollments is higher \$2,212.00 this year compared to \$1,908.00 last year even though enrollments are less. As indicated early this is likely a trend toward higher costs per enrollments due to increase training costs.

Youth enrollments decreased from last year, but the cost per enrollment increased by \$300, which is reflective in an increase in local service provider costs for services.

## **National Emergency Grants**

**The On-the-Job Training NEG** operational since July 1, 2010 expired on June 30, 2014. The OWO working with the local service provider, SNHS, Inc., exceeded planned enrollment for the project with a total of 299 dislocated workers enrolled.

The OJT program has been very successful in NH. Performance outcomes for the project include a 93% entered employment rate, 94% retention rate and \$15,500 in average earnings. This is the highest performing project under WIA.

In March 2014 Vice President Biden and Secretary of Labor Perez visited New Hampshire to acknowledge the NH OJT program as one of the best in the country. Highlights from the visit can be found at: <http://social.dol.gov/blog/scaling-up-what-works-for-job-driven-training-2/>

Additional funding was made available in July 2014. More details on how the OJT program works can be found at [WWW.nhworks.org](http://WWW.nhworks.org).

## Senior Community Service Employment Program (SCSEP)

SCSEP funding is available through two distinct funding channels; State Programs and National Programs. In New Hampshire, the two SCSEP program operators are, DRED/OWO for the State Program and National ABLE for the National Program.

National ABLE offers services in seven of the State's counties; the State SCSEP program, under contract with Belknap-Merrimack Community Action Programs, Inc., provides services in three counties: Belknap, Merrimack and Strafford.

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

In PY13, DRED/OWO received in State SCSEP funds to provide services to 47 participants over the course of the year. The number of people served annually is determined by USDOL based on a standard cost per enrollee in relation to the amount of funds available.

SCSEP programs are monitored for performance quarterly. Performance outcomes are assessed annually for compliance. In PY13 the State SCSEP project met the enrollment goals for the program but failed to meet two out of six performance measure goals established by US DOL i.e., entered employment and average earnings. Plans are in place to improve performance moving forward.

<b>CORE PERFORMANCE MEASURES</b>	<b>PY13 Goal</b>	<b>PY 13 Actual</b>
Community Service	87.8%	88.6%
Common Measures: Entered Employment	56%	33%
Common Measures: Employment Retention	72.3%	76.9%
Common Measures: Average Earnings	\$7,104	\$5,634
Service Level	166%	161.7%
Services to Most in Need	2.59	2.57

## **MSHA Safety Training Grant**

DRED/OWO receives grant funding from the United States Department of Labor (USDOL), Mine Safety and Health Administration (MSHA) to provide training for the advancement of health and safety in surface mines in New Hampshire.

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

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

The Safety and Health Council of Northern New England under contract with OWO employs MSHA Certified trainers to provide Part 46 Annual Refresher Training; First Aid, CPR/AED; and Supervisory training consistent with MSHA requirements. Training is conducted in the spring each year to accommodate employer schedules.

In PY2013 OWO was awarded \$14,416.00 in MSHA grant funds to provide training to 500 metals and/or non-metal or gravel operations miners over the course of the year. This was a significant decrease in funding due to sequestration and the treat to cut mining funds altogether. However, funds from previous years carried forward making it possible to maintain the same level of training provided in previous years. This project requires a cash match of no less than 20% of the total program award, which is secured through training fees.

## **Job Training Fund Programs**

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

In PY13, the Job Training Fund awarded \$897, 272.50 to companies to train 3,090 employees. The participating employers contributed \$947,422.50 to the fund, which made a total of

\$1,844,695 available.

WorkReadyNH offered soft skills and work-readiness training to unemployed and underemployed residents and registered 712 people, with females comprising 58% of the total. Registrants over the age of 41 made up 65% of the total served. The largest population served (39%) has not continued their education/training beyond a high school diploma.

## **Success from the Field . . .**

*How do you find work when you have no skills?*

*How do you support a family when you cannot find employment?*

Christopher is a 29-year old married father (with the couple's second baby on the way) newly arrived from Kentucky, where his only work experience was in low-skill, low-pay jobs – stock clerk, forklift driver, fast food prep.

Christopher and the family tried to get by on food stamps and Christopher's job at a gas station earning \$8.00 an hour. It wasn't working. And with the pregnancy, Christopher knew he had to do something different to provide for his family.

Urged by his NH Works counselor to consider a new training program in advanced manufacturing, Christopher thought about how he had always enjoyed working with his hands and making things. He scored very well the Realistic on the O\*NET Interest Profiler, and read the literature given to him describing the Advanced Composites Manufacturing (ACM) training program at Great Bay Community College.

Christopher needed to lay some groundwork for this big change in his life. He agreed to enroll in the WorkReadyNH program offered by a NH Works partner, the Community College System of NH. WorkReadyNH offers soft skills training along with a national work-readiness certificate. His testing on work-readiness was high in both math and reading, which was very encouraging. Christopher also received transportation assistance to attend classes.

At times, the new experience of school and training (he had been accepted into the advanced manufacturing program) proved too much, but Christopher wanted it bad enough that he accepted extra counseling and tutoring.

Christopher graduated from the advanced manufacturing training in May 2014. He immediately started work at Safran Aerospace Composites (in fact, the very next day after graduation!). Employed full-time as a Quality Inspector, earning \$15.50 per hour with full benefits.

*Help can arrive in small increments but make a huge difference in a family's life.*

Jeffrey, a 51-year old father of two lost his job in August 2013 with a refrigeration company. It was steady work for three years, and Jeffrey hoped he could collect benefits while looking for work, and keep things together. He soon realized that unemployment benefits didn't cover all the bills. Jeffrey's phone was disconnected, making a job search even more difficult. The electricity was about to be shut off at home.

In October 2013, Jeffrey, eligible for WIA, asked for some counseling and guidance assistance. Working with NH Works partners, Jeffrey was able to get the phone turned back on, and he received some help with the electric bill. Most importantly, Jeffrey got help that was essential in becoming a marketable job seeker. By obtaining a gas fitter's license with the help of NH Works, Jeffrey was able to enter the job market with skills employers needed. Hired as a full-time Service Technician by a local company, ARC, Inc., Jeffrey earns \$28.75 an hour for a 40-hour week with full benefits. The future looks a lot brighter for Jeffrey and his two children due to the help of NH Works.

Antonio's problems were piling up, one after another, and he did not see a way clear of them. With a pregnant wife and two children, he had moved from Georgia to New Hampshire to start anew, but those problems were piling up. The family couldn't find housing and were cramped in his mother-in-law's small apartment; the family car broke down. The only income coming in was TANF cash assistance and food stamps.

But perhaps the biggest problem for Antonio was finding work. As a convicted (twice) felon, Antonio faced the challenge of explaining his past to prospective employers while proving he was a man who had changed his ways. He practiced his interview skills and explanations, but all the problems and pressures convinced Antonio to visit the NH Works Career Center in Nashua.

The team partners of NH Works were impressed by Antonio's determination to help himself and his family. First, the housing issue was addressed by introducing Antonio to the Front Door Agency so he could obtain assistance covering the cost of a security deposit. WIA funds were used to cover a month's rent. The NH Works partner Southern NH Service was Antonio's connection for Fuel and Electrical Assistance.

Next, Antonio's WIA Counselor urged him to file a second request for Social Security Disability Income for his wife. The WIA Counselor helped with the effort.

To get to a job, Antonio needed a car. His counselor introduced him to the program Good News Garage for the chance to obtain a free donated vehicle and to More Than Wheels for assistance finding and funding a vehicle.

While waiting for a chance to obtain a car, Antonio had the chance to work at a nearby employer, Barlow Signs, under an On-The-Job training contract. Antonio biked to work and earned \$15 an hour, forty hours a week at Barlow Signs. And he proved to his employer that he was dependable, smart and capable of advancing in the company.

Today, Antonio and his family live in a three-room apartment, and he is about to buy a car. Antonio no longer collects TANF. He no longer uses food stamps. Antonio is self-sufficient.

Antonio is starting classes at Southern New Hampshire University to obtain his Bachelor's Degree in Business Administration with a concentration on Operations and Project Management.

Antonio is no longer looking over his shoulder for law enforcement problems. He is only looking ahead, and he was helped to move in the right direction because of his love for his family and by NH Works partners working together on his behalf.

### ***Return on Investment for WIA Youth***

Jehona was a member of the MY TURN Program at Manchester's Central High School during the 2007 – 2008 school year. She was a standout in the classroom and took advantage of every opportunity presented by the program. Jehona and her family fled the war in Kosovo in 1999 eventually settling in Manchester. When Jehona started school in the US she could not speak a word of English but by the time she was in high school she was a high honor student. MY TURN staff encouraged Jehona to go to college upon graduating from high school and helped her complete the application and FAFSA process as her parents were not native English speakers and had difficulty understanding the enrollment and financial aid process.

Jehona started her college career at Manchester Community College before transferring to UNH Manchester where she graduated with a Bachelor's Degree in Biology. During her college years Jehona worked at the Eliot Hospital where she started out as a dietary aide and worked her way up to an LNA on the surgical floor where she continues to be employed today. Jehona has applied to Massachusetts School of Pharmacy and Health Sciences where she hopes to earn her Master's Degree and become a Physician's Assistant.

Over the seven years since Jehona graduated from the MY TURN Program she has stayed in touch with staff and volunteered at several events. Most recently Jehona received MY TURN's Outstanding Alumni Award and has committed to mentoring current MY TURN students who are interested in pursuing careers in health care. We are so proud of everything Jehona has accomplished and look forward to being there when she receives her Master's Degree.

## Appendix A

### Participant Data

#### How many people do we serve?

Adults  
Dislocated Workers  
Youth

### Performance Trends

2013	2012	2011
627	548	477
991	1061	1109
322	361	368

#### Did our participants get jobs?

% of Adults  
% of Dislocated Workers  
% Youth in Employment or Education

2013	2012	2011
77%	73%	72%
84%	86%	84%
63%	57%	52%

% on Public Assistance who got jobs  
% Veterans who got jobs  
% Disabled who got jobs  
% Older Individuals who got jobs

75%	68%	68%
67%	64%	77%
58%	53%	47%
65%	63%	74%

#### Are people staying employed?

% of Adults  
% of Dislocated Workers

2013	2012	2011
81%	87%	84%
91%	92%	91%

#### Are we helping youth?

% placed in employment or education  
% obtaining literacy or math gains

2013	2012	2011
63%	57%	52%
70%	40%	61%

# Appendix A

## Who do we serve?

### Adult Program Exit Data

- 46% male, 54% females
- 91% white
- 5% self-declared disability
- 42 average age
- 35% single parents
- 18% TANF recipients
- 89% low income
- 45% HS diploma or GED
- 18% some college or vocational schools
- 11% Associate's Diploma or Degree
- 15% college education
- 4% post-secondary degree or certificate
- 8% HS dropout (no GED)
- Average time in the program – 251 days (8.9 Months)
- 55% receive training
- Average time in training – 100 days (3.5 Months)
- Type of training –
  - 6% LNA training;
  - 36% Office / Admin;
  - 5% Computer Occupations;
  - 14% CDL / Drivers;
  - 15% Manufacturing;
  - 5% Sales/Cashiers;
  - 4% Craft / Trade worker;
  - 16% Other

### Dislocated Worker Exit Data

- 47% male, 53% females
- 94% white
- 4% self-declared disability
- 51 average age
- 11% single parents
- 0% TANF recipients
- 5% low income
- 35% HS diploma or GED
- 20% some college or vocational schools
- 13% Associate's Diploma or Degree
- 27% college education
- 2% post-secondary degree or certificate
- 3% HS dropout (no GED)
- Average time in the program – 224.25 days (8.0 Months)
- 62.6% receive training
- Average time in training – 96.91 days (3.46 Months)
- Type of training –
  - 1% LNA training;
  - 34% Office / Admin;
  - 8% Computer Occupations
  - 9% CDL / Drivers;
  - 16% Manufacturing;
  - 4% Financial Specialists;
  - 12% Managers, All Others;
  - 17% Other

## Appendix B

### WIA Financial Statement

**July 1, 2013 – June 30, 2014**

<b><i>Operating Results</i></b>	Available	Expended	Pct.	Remaining
Total All Funds Sources	5,933,260.00	3,859,989.09	65%	2,073,270.91
Adult Program Funds	1,613,887.23	752,361.97	47%	861,525.26
DW Program Funds	1,791,154.09	1,514,698.60	85%	276,455.49
Youth Program Funds	1,698,354.72	1,150,968.87	68%	547,385.85
Out-of-School Youth	543,473.51	501,419.59	92%	42,053.92
In-School Youth	1,154,881.21	649,549.28	56%	505,331.93
Local Administration Funds	373,200.96	153,004.13	41%	220,196.83
Rapid Response Funds	160,000.00	27,574.58	17%	132,425.42
Statewide Activities Funds	296,663.00	66,800.72	23%	229,862.28

<b><i>Cost-Effectiveness*</i></b>	C-E Ratio
Overall, All Program Strategies	2,931.45
Adult Program	2,905.89
DW Program	2,211.92
Youth Program	5,960.41

\* Calculated by dividing the staff-assisted WIA populations for PY13 against total allocation (funds available).

## Appendix C

### WIA Performance at a Glance (July 1, 2013 – June 30, 2014)

New Hampshire	Total Participants Served	Adults	15,846
		Dislocated Workers	991
		Total Youth	84
	Total Exits	Adults	15,249
		Dislocated Workers	689
		Total Youth	30
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	76%	77%
	Dislocated Workers	87%	84%
Retention Rate	Adults	89%	81%
	Dislocated Workers	91%	91%
Six Months Average Earnings (Adults and DW)	Adults	11,802	11,378
	Dislocated Workers	17,400	15,525
Placement in Employment or Education	Youth (14 - 21)	53%	63%
Attainment of Degree or Certificate	Youth (14 - 21)	61%	71%
Literacy and Numeracy Gains	Youth (14 - 21)	64%	70%
<b>Overall Status of State Performance</b>	<b>Exceeded Goal</b>	<b>Met Goal</b>	<b>Did not Meet Goal</b>
	<b>5</b>	<b>9</b>	<b>0</b>

# Appendix D

## Customer Satisfaction Results

Customer Satisfaction is measured at various stages in each program year. In PY2013, Customer Satisfaction surveys were completed by a sampling of customers accessing services at the local NH Works centers, participants completing WIA funded training, and a select group of participants after they exit the WIA program. 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.

### *NH Works Customer Satisfaction Results*

In PY2013 1,459 surveys were completed by individuals accessing services through one of the 12 NH Works offices between November 2013 and March 2014. Surveys were administered by NH Employment Security with the majority completed by people attending a Benefits and Rights Information (BRI) meeting, receiving Re-employment Assistance through the REA program and/or otherwise inquiring about unemployment insurance (UI). The survey asked three basic yes or no questions, for a rating of overall satisfaction ranging from Excellent to Poor, and provided an opportunity for comment.

As demonstrated by the results displayed in the two tables below, customers indicate a high level of satisfaction with the initial services they receive. Comments offered were very positive and supportive of the staff. Other comments noted the lack of coffee, food, water and other amenities as a concern. Some people would prefer to have information sent to them to eliminate gas expenses and/or other inconveniences. All comments were reviewed by NHES management and used to inform continuous improvement strategies, as appropriate.

Questions	Yes	No
Did we provide you with the information you were looking for?	1456	3
Did we explain our services and/or programs to your satisfaction?	1456	3
Is there anything else that we could have done for you that was not offered?	10	1446

Overall Rating	Excellent	Very Good	Good	Fair	No rating
Number	751	524	145	17	22
% of Total	51%	36%	10%	1%	1%

# Appendix D

## *WIA Funded Training Evaluation Surveys*

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

Respondents are asked to respond to the seven questions below 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 were informative, useful and up to date.
5. The learning objectives outlined at registration for the program were clear and met by the instruction received.
6. I would recommend this training program to a friend, co-worker or family member.
7. My training prepared me to become employed.

There were approximately 70 surveys received in PY 2013. No corrective action items were identified through this process.

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

## *WIA Participant Customer Satisfaction Surveys*

The Office of Workforce Opportunity surveyed 473 WIA participants exited from program services in PY13. Using email addresses gathered at the time of application, a survey was sent to former participants via Survey Monkey, an electronic survey tool which is able to be tailored to the user's specific needs. Survey questions were modeled on the US DOL WIA survey questions used in past years, designed to solicit the most basic measure of customer satisfaction.

## Appendix D

To date, 228 (48%) responses have been received (174 completed surveys/55 opted out). The survey results detailed in the charts below indicate a high favorability rate overall for the services received, as well as the staff delivering the services.

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

very dissatisfied	2	3	4	satisfied	6	7	8	9	very satisfied	Total	Average Rating
7.47%	1.72%	0.57%	2.30%	5.17%	2.87%	5.17%	9.20%	14.37%	51.15%	174	8.16

Considering all of the expectations you may have had about the services, to what extent have the services met your expectations? "1" now means "falls short of your expectations" and "10" means "exceeds your expectation."

falls short of expected	2	3	4	met expected	6	7	8	9	exceeds expectation	Total	Average Rating
9.20%	0.00%	1.15%	4.60%	13.22%	2.30%	7.47%	13.79%	17.24%	31.03%	174	7.39

Thinking back on the WIA services you received at the NH Works office, how helpful would you say the services your received were in helping you find a job? "1" means "not at all helpful" and "10" means "extremely helpful".

not at all helpful	2	3	4	helpful	6	7	8	9	extremely helpful	Total	Average Rating
12.07%	3.45%	3.45%	6.32%	13.79%	4.02%	4.60%	9.77%	14.37%	28.16%	174	6.69

Now think of the ideal program for people in our circumstances. How well do you think the services you received compare with the ideal set of services? "1" now means "not very close to ideal" and "10" means "very close to the ideal"

not very close to ideal	2	3	4	5	6	7	8	9	very close to ideal	Total	Average Rating

## Appendix D

not very close to ideal	2	3	4	5	6	7	8	9	very close to ideal	Total	Average Rating
8.62%	2.87%	2.87%	2.87%	10.34%	6.32%	9.77%	16.09%	13.79%	26.44%	174	<b>7.10</b>

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

Employed	<b>83.23%</b>
Unemployed	12.42%
Retired	2.48%
Receiving disability	1.86%

Would you say WIA services you received at the NH Works office these services helped you achieve –

All of your employment goals	22.81%
Most of your employment goals	20.47%
Some of your employment goals	30.41%
None of your employment goals	16.96%
Don't know/unsure	9.36%

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

not at all helpful	2	3	4	somewhat helpful	6	7	8	9	extremely helpful	N/A	Total	Average Rating
3.51%	0.58%	1.75%	1.75%	5.26%	4.09%	2.92%	9.94%	14.04%	54.97%	1.17%	171	<b>8.54</b>

How would you rate the effectiveness of the following services?

	poor	2	3	4	good	6	7	8	9	excellent	N/A	Total	Average Rating
Access to information about jobs?	4.60%	1.72%	4.02%	1.72%	12.64%	3.45%	4.60%	18.97%	14.37%	31.03%	2.87%	174	<b>7.56</b>

## Appendix D

	poor	2	3	4	good	6	7	8	9	excellent	N/A	Total	Average Rating
Access to labor market information?	4.60%	2.30%	0.57%	1.72%	14.37%	4.60%	9.20%	15.52%	13.79%	29.31%	4.02%	174	<b>7.53</b>
Access to information about training and education?	5.20%	0.58%	1.73%	2.89%	8.67%	1.73%	6.36%	16.18%	16.76%	35.84%	4.05%	173	<b>7.92</b>
Information about UI benefits?	4.60%	1.72%	1.15%	3.45%	12.07%	2.30%	8.05%	13.22%	12.07%	29.31%	12.07%	174	<b>7.54</b>
Information about community resources	5.75%	2.87%	2.87%	4.02%	13.22%	2.87%	4.02%	5.17%	10.34%	16.67%	32.18%	174	<b>6.62</b>
Assistance in assessing your skills and abilities?	6.94%	2.31%	1.16%	1.73%	14.45%	1.73%	9.25%	9.83%	17.34%	32.95%	2.31%	173	<b>7.51</b>
Assistance with your resume?	4.65%	0.00%	2.33%	3.49%	11.63%	3.49%	2.91%	13.37%	11.63%	34.88%	11.63%	172	<b>7.76</b>
Assistance with interviewing techniques?	5.78%	1.73%	2.31%	1.73%	13.29%	4.62%	5.78%	7.51%	10.98%	24.86%	21.39%	173	<b>7.19</b>
Information on education and training opportunities?	5.23%	1.16%	1.16%	2.91%	8.72%	2.91%	1.74%	11.05%	17.44%	40.12%	7.56%	172	<b>8.03</b>
Assistance with enrolling in training?	7.74%	0.60%	1.79%	2.38%	4.76%	2.98%	1.79%	7.74%	16.07%	43.45%	10.71%	168	<b>8.05</b>
Help finding a job after training?	8.93%	2.38%	3.57%	2.38%	7.14%	1.19%	2.98%	8.33%	8.33%	25.60%	29.17%	168	<b>6.99</b>

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?

Very likely would	66.09%
Probably would	20.11%
Probably would not	13.79%

## Appendix D

### *Business Customer Satisfaction Surveys*

The Office of Workforce Opportunity surveyed employers to determine to what extent the business community was satisfied with the services received specific to the delivery of On-the-Job Training (OJT) and/or Rapid Response services.

The on-line Survey Monkey tool was utilized. The survey included eight questions, with opportunity for comment. Surveys were sent to 342 business, 112 responded (96 completed surveys/16 opted out). The majority of the employers that responded to the survey were involved in OJT activities. The results outlined in the tables below show 88% of respondents were “satisfied” to “very satisfied” with services; 72% rated the quality of services as “very good” to “excellent”; and 89% indicated that they would likely use the services again. Other questions included the type of business, the extent to which expectations were met (88%); satisfaction with staff (90% or better in all categories); and how the employer learned about the program (44% word of mouth and 42% staff contacted directly).

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

Creating an on-the-job training (OJT) opportunity.	81.72%
Working with the NH Works Rapid Response team/or team member in response to a layoff of employees	0.00%
Working with a NH Works staff member to fill a current job opening at your facility (not OJT).	12.90%
Received general information about programs and services available through the local NH Works office	5.38%

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?

1 Very dissatisfied	3.16%
2	4.21%
3	2.11%
4	2.11%
5 Satisfied	5.26%
6	2.11%
7	6.32%
8	14.74%
9	22.11%
10 Very Satisfied	37.89%

## Appendix D

How would you rate the quality of the SERVICES you received?

1 Very poor	3.16%
2	2.11%
3	2.11%
4	5.26%
5 Good	7.37%
6	2.11%
7	6.32%
8	16.84%
9	20.00%
10 Excellent	34.74%

If you needed similar services again, how likely is it that you would use the services offered through the NH Works Office?

1 Definitely would not	6.25%
2	0.00%
3	3.13%
4	2.08%
5 Probably would	6.25%
6	2.08%
7	4.17%
8	8.33%
9	9.38%
10 Definitely would	58.33%

Noteworthy comments from employers include the following:

*“The staff and services were wonderful. We have had great success with the program as 2 out of 3 OJT employees stayed with the company for over 2 years and one of them is still with us well into the 3<sup>rd</sup> year. When we are in need, we will look to NH Works to assist us again.”*

*“It has been a wonderful partnership!” “Excellent experience overall.”*

*“We are grateful for this opportunity to assist an unemployed citizen and receive State support.”*

*“This has been an amazing experience. We obtained 3 incredible employees.”*

## Appendix D

*“I feel as though the availability of services could be better communicated to employers, to let them know what’s available. We had a very successful experience, and only wish we had known about it sooner.”*

*“I could not participate in the program again because of the work required years after the program period i.e., payroll records 2.5 years later.”*

*“We need someone to cut through the red tape and get us what we deserve.”*

*“Cut it down to less than 35 hours of paperwork to get paid.”*

*“What a great team effort. We got funding relief to take a candidate lacking in skills, yet had a good work history, but was unemployed for a long time. We got him trained with new skills, and he contributed to our success. He became more valuable in the marketplace and left our company for a higher paying position with more responsibilities. That said we found the whole experience to be very positive and worthwhile for all.”*

### *Continuous Improvement Moving Forward*

Customer feedback is an important component for identifying system improvements. Results from surveys are shared with staff at all levels in an effort to identify system process and/or procedures that may need to be changed or adjusted to achieve greater success in meeting the needs of both or business and individual customers. This is an on-going and ever evolving process.

Specific process improvements to be implemented in PY14 include a more timely release of surveys. Currently surveys are sent out twice a year, which may be limiting our response rate. In most cases people being surveyed received services a year or more earlier; it is logical to assume that the longer the length of time from the last service received the more likely it is that people will not respond to a survey. Moving forward surveys will be sent out monthly to individuals with exits at the 90 day mark, which we believe will significantly increase our response rate. In addition, employment counselors will inform participants upon exiting from the program that they will receive an electronic survey in 90 days and encourage them to respond. Counselors will also be required to contact people who do not respond to the survey after it is sent out. Finally, electronic reminders will be sent out more frequently and OWO with track responses weekly. Businesses will be surveyed quarterly, with reminders periodically.

## Appendix E

### Performance & Reporting Requirement – Federal Waivers

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

Specific waivers in place during PY2013 are as follows:

- Waiver of WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200(d) to exempt the state from the requirement to conduct evaluations was granted through June 30, 2014. Previously funds (set-aside funds) were not available to conduct formal program evaluations. Effective October 1, 2014 set-aside funds become available again and the State plans to conduct program evaluation moving forward.
- Waiver of the provision at 20 CFR 663.530 that prescribes a time limit on the period of initial eligibility for training providers. The State requested a waiver of the time limit on the period of initial eligibility of training providers provided at 20 CFR 663.530. The State was granted this waiver through June 30, 2017. This waiver has been in place for a number of years making it possible to maintain a robust listing of training providers and thereby increased customer choice. With the implementation of WIOA in July 2015, it is very likely that this waiver will no longer be an option.
- Waiver to permit the State to replace the performance measures at WIA Section 136(b) with the common measures. The State requested a waiver that allows the State to replace the 17 performance measures under WIA Section 136(b) with the common measures for reporting purposes. The State was granted this waiver through June 30, 2017. Reporting on the common measures only, makes it easier to compare performance outcomes across partner agency programs, as well as allow program providers to focus on performance for six key indicators versus the seventeen measures previously required. This waiver shall remain in place through July 1, 2017 at which time WIOA performance measures will replace the current WIA requirements.
- Waiver of WIA Section 101(31)(8) to increase the employer reimbursement for on-the-job training under the State Formula funded program. The State requested a waiver to permit an increase in employer reimbursement for on-the-job training through a sliding scale based on the size of the business. The State was granted this waiver through June 30, 2017. This waiver will stay in place through June 30, 2015 at which time WIOA will go into effect. The sliding scale reimbursement process for OJT employers is allowable under WIOA.

# Appendix F

## New Hampshire - State Workforce Investment Board Members

### *Chief Elected Official*

Margaret Wood Hassan, Governor  
Office of the Governor

### *Business Members*

Mr. Dick Anagnost, Chair  
Anagnost Industries, Inc.

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

Mr. Tom Raffio, President  
Northeast Delta Dental

Mr. Michael Dunican, Vice President  
North American Equipment Upfitters

Mr. Jason Lyon, CEO  
The Common Man Family

Mr. Tim Galvin, Vice President  
Nantucket Beadboard

Mr. Pat Lyons  
Channel Account Manager  
Dell Global Commercial

Mr. Rick Wheeler  
Vice President, Human Resources  
Associated Grocers of NE

Mr. Jim Wagner  
Burns & McDonnell

Mr. Vic Kissell, Sr. Production Supervisor  
Tidland/Maxcess International

Kendall L. Buck, CAE  
Executive Vice President  
Home Builders & Remodelers Assoc. of NH

Brenda K. Quinn, Director  
e-STEM Solutions

Mr. Mike Alberts  
Director of Organized Development  
New England Wire Technologies

David Juvet, Vice President  
Business & Industry Association

Mr. Timothy G. Sink, President  
Concord Chamber of Commerce

Mr. Lee Nyquist, Esquire  
Shaheen & Gordon, PA

Mr. Gwenael Busnel  
Plant Manager, Coated Fabrics  
Saint-Gobain Performance Plastics

Sharron McCarthy, President  
McLean Communications

Mr. David Cioffi, Retired Business Owner

Mr. Carl Lindblade, Education

# Appendix F

## ***Labor Members***

Kevin Cash  
IBEW 490 Electricians Union

Mark McKenzie, President  
NH AFLCIO

## ***State /Education/CBO Partners***

George Copadis, Commissioner  
NH Employment Security

Jeffrey J. Rose, Commissioner  
Dept. of Resources & Economic Development

Nick Toumpas, Commissioner  
NH Dept. Health Human Services

Virginia Barry, Commissioner  
NH Dept. of Education

Dr. Ross Gittell, Chancellor  
Community College System of NH

Jay Kahn, President  
Keene State College

Gale Hennessy, Executive Director  
Southern NH Services

Paul S. Boynton, CEO  
Moore Center

Kelly Clark, Regional Director  
AARP New Hampshire

Debra Grabowski  
Community Health Care

Eliza Leadbeater - Citizen

## ***Elected Officials***

Sam Cataldo (Senate)

Jacqueline A. Cali-Pitts (House)

David Pierce (Senate)

William Hatch (House)

Ken Merrifield, Mayor  
City of Franklin