



State of New Hampshire

Workforce Innovation and Opportunity Act (WIOA)

# Annual Report

For the period July 1, 2018 through June 30, 2019

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# INTRODUCTION

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

As indicated in the Training and Guidance Letter 5-18, Workforce Innovation and Opportunity Act Annual Statewide Performance Report Narrative (published November 7, 2018), and the WIOA Annual Statewide Performance Report Narrative Webinar (9/13/19), the following materials respond to the content of the WIOA Annual Statewide Performance Narrative. The narrative report submitted by the State Innovation Board is due to US DOL by no later than December 2, 2019. The Narrative Report must include:

- Progress towards meeting the strategic vision and goals for the workforce system.
- Status of waivers that the state has had in place for at least one program year.
- Identify the two approaches the state has chosen for the Effectiveness in Serving Employers Performance Indicator Pilot.
- Brief description of
  - a. Current or planned evaluation and related research projects including methodologies used;
  - b. Efforts to coordinate the development of such projects within WIOA core programs, other state agencies and local boards;
  - c. A list of completed evaluation and related reports and links to where they were made accessible to the public electronically;
  - d. State efforts to provide data, survey responses, and timely site visits for Federal evaluations and
  - e. Any continuous improvement strategies utilizing results from studies and evidence-based practices evaluated.
- State's approach to customer satisfaction which may include such information used for one-stop center certification including
  - a. The state's methodologies
  - b. Number of individuals/employers who were provided customer satisfaction outreach, the response rate and efforts made to improve the response rate and
  - c. The results and whether the results are generalizable to the entire population of customers and
  - d. A description of any continuous improvement processes for incorporating the customer satisfaction feedback.
- Progress made in implementing sector strategies and career pathways including, but not limited to, business engagement strategies, work-based learning (including apprenticeship), work experiences for youth and adults, transitional jobs, and incumbent worker training strategies and policies in the state.

- The State’s performance accountability system including
  - a. Any specific state performance measures or goals and progress towards meeting them.
  - b. Any performance deficiencies on the primary indicators of performance, which may include descriptions of any factors effecting performance.
  - c. The State’s common exit policy including which ETA-funded partner programs are included in the states common exit policy.
  - d. Negotiated performance levels for local areas for Title I and III core programs for program year 2018-19.
  - e. State’s approach to data validation and ensuring data integrity including a description of methodology of any validation activities that occurred.
- Activities provided by state funds:
  - Activities provided with the funds reserved by the governor, which can be up to 10 percent of the state’s allotment.
  - Rapid Response activities and layoff aversion
- Activities provided under the Wagner-Peyser Act Employment Service.
- National Dislocated Worker Grants awarded to or within the state.

On behalf of Department of Business and Economic Affairs, Office of Workforce Opportunity and the State Board, we are pleased to offer this Annual Report narrative summarizing our activities consistent with US DOL requirements.

To our partners, we wish to take this opportunity to acknowledge the dedication and hard work of the staff involved in providing service through the NH Works system. Their ongoing commitment to provide quality services to all who access our services is evident in positive program outcomes, and the high satisfaction ratings from our customers.

# Annual Report Narrative

For the period July 1, 2018 through June 30, 2019

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## NH WORKFORCE SYSTEM – VISION, GOALS AND STRATEGIES

The Workforce Innovation and Opportunity Act (WIOA) provided the vision for the initial planning process that included partners, stakeholders, and customers from across the state, focused on creating a demand-driven workforce system that seeks the best possible experience for all business and jobseeker customers, and strives for continuous improvement alignment, and integration of services. The WIOA State Four-Year plan updated in PY2017 reinforced established goals and system-wide priorities.

The Workforce Innovation Board (SWIB) vision is “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,” The mission of the SWIB is “to promote life-long learning by partnering with businesses, agencies, and organizations to bring the state's education, employment and training programs together into a workforce development system that will provide the means for residents of New Hampshire to gain sufficient skills, education, employment and financial independence.” Five system-wide goals are in place to guide our work.

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

Goal 2: Offer flexible training and education opportunities that align with business needs, including the development of career pathways and apprenticeships.

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

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

Goal 5: Expand communication and collaboration among partner agencies and programs.

Specific activities that highlight our progress toward achieving these goals include the following:

- The use of WIOA program tools such as the Demand Occupation List and the Eligible Training Provider list to identify and support sector related occupations for the use of WIOA training dollars. One hundred and fifty nine (159) un-employed people trained for sector jobs under the Sector Program Initiative (SPI) grant, which resulted in annual payroll earnings of \$6.2 million. Another \$1 million in WIOA formula funds supported

services for 223 WIOA eligible participants targeted for sector jobs.

- Out-of-School Youth (OSY) service providers were encouraged to develop youth training programs in one or more sector.

In PY18, the My-Turn program continued to expand the partnership with Nashua Community College's Microelectronics Boot Camp. Through June of 2019, 23 MY TURN participants had completed the training – 100% are employed, 83% are employed in the Microelectronics field, they boast a \$21/hour average wage, and have collectively earned over \$1 Million dollars since completing the program.

Youth program staff created a strong partnership with the Phlebotomy and Safety Training Center in Litchfield, NH. In PY18, 12 participants completed the phlebotomy training. (Six are employed in the field; two are completing paid Work Based Learning (WBL) experiences. Three graduates have additional certifications as Licensed Nurses Assistants and one as a Certified Medical Assistant. Others enrolled in health science related programs at Nashua and Manchester Community Colleges. The Phlebotomists are earning an average of \$16/hour.

NH-JAG, another subcontractor for youth services, collaborates with the American Red Cross at Havenwood Nursing Home in Concord to provide eligible participants with Licensed Nursing Assistant training and work-based learning. Over the year, these sector-based programs gained a reputation for providing quality WIOA Youth services, assisting participants in achieving their goals to enter the healthcare field. Programs met their enrollment goals, provided for access to occupational training, and students completed the program and found employment. In addition, during the follow-up phase, students consistently maintained a strong connection to the healthcare industry. In addition to completing the program and subsequent employment, students are furthering their education in the medical field in various programs at Manchester Community College, NH Technical Institute, Keene State University, Plymouth State University, and Lakes Region Community College.

- Within all funding sources, the Career Navigator (Adult and Dislocated Worker Program) and the Youth Specialist (Youth) work with participants to ensure flexible training and opportunities that include career pathways and linkages to apprenticeship. Tools developed by the NH DOE and the Community College System of New Hampshire, along with targeted labor market and career resources information provided by the Bureau of Labor Market Information, within NH Employment Security, help guide this process. Specifically, the NHDOE College & Career Pathway Model developed by education and workforce partners helps student's/program participants develop a Personalized Pathway Plan, identify the core academic courses needed to achieve goals, identify community based experiences that are available to support goals, and provide information on Career and Technical education programs.

- The Department of Business and Economic Affairs has contracted with a consultant to recruit job seekers to relocate to New Hampshire. The recruitment efforts include descriptions of New Hampshire's economic development and lifestyle advantages on social media and other channels.
- The state's Interagency Business Team (IBT), led by the Division of Economic Development continues to coordinate efforts to streamline business services and jointly track business contacts in an effort to leverage resources available to the business community and minimize redundancy. Two new brochures, for employer services and job seeker opportunities have been printed and distributed at all NH Works office throughout the state, and employer service representatives distribute to employers at meetings and job fairs.
- Job Fairs are another strategy employed to increase awareness of services available through the talent development system to support businesses and individuals. NH Employment Security is the lead agency for coordinating Job Fairs throughout the state. Each year twelve or more job fairs are held bringing hundreds of employers and unemployed workers together. Partner agencies use these opportunities to educate employers and workers alike on the vast array of services available to them from immediate job placement services to training services to incumbent worker and business development services.
- Communication and collaboration has always been and continues to be a strength of New Hampshire's workforce system. Established partner committees, including the Workforce Innovation Board, NH Works Interagency Directors Groups (one focusing on adult and a second focusing on youth), Professional Development Team, and Interagency Business Team, as well as local NH Works Partner meetings, work together to offer the highest quality services to those we serve.

Examples of other activities that highlight our progress toward achieving these goals can be found in the Section on Sector Strategies/Career Pathways.

## **SYSTEM WAIVERS UNDER WIOA**

The US Department of Labor identifies the Secretary of Labor's waiver authority under the Workforce Innovation and Opportunity Act (WIOA) as a tool to promote workforce system innovation and focus on outcomes. That is, states may request exemption from certain funding and/or programmatic requirements if it is determined that such requirements might impede the State's ability to achieve success, or conversely improve the State's ability to succeed. NH did seek and receive approval for two waivers that began in PY 18:

**WAIVER REQUEST – Waiver of the obligation of eligible training providers (ETPs) to collect performance data on all students in a training program at WIOA Sections 116(d)(4)(A) and 122 and 20 CFR 677.230(a)(4) and (5) and 20 CFR 680.**

**Goals**

- Reduce the burden on training providers to submit performance information to the state, which may not be readily accessible to the provider, reduce time, and expense spent on reporting. Reducing this time and expense requiring training providers to report on all customers will allow the program to focus on providing quality training and outcomes for WIOA participants.
- Ensure that local areas have sufficient numbers and diversity of training providers necessary to create an effective marketplace of training programs for WIOA participants utilizing ITAs. More training providers will allow greater utilization of ETPL by individuals pursuing training via ITAs, and this will allow NH Works staff to respond quickly and efficiently to immediate local job seeker and employer needs.
- More training providers may lead to lower cost and offer more robust demand-driven training options.
- Eligible providers will be less susceptible to transmitting sensitive data on all students, such as social security numbers, that may conflict with FERPA and leave students open to identity theft and privacy considerations.

**Anticipated Programmatic Outcomes:** The purpose for requesting this waiver was to reduce the burden on training providers to require collection and reporting of performance-related data on all students participating in training programs listed on the State’s Eligible Training Providers List (EPL). We are very concerned that a strict enforcement of reporting requirements for all students would drastically reduce the limited number of training providers available to our customers.

New Hampshire is a rural state consisting of a Single Workforce Innovation Opportunity Area and 12 one-stop centers. Currently the number of training providers that have been approved under the Initial Eligibility guidelines is 59. Collectively, these providers are approved for approximately 1,246 programs. Providers include NH’s community colleges, a significant number of public and private for-profit schools, colleges, and universities, Adult Education and on-profit community-based organizations.

The vast majority of providers do not have internal systems or capacity to produce the “all students” performance data and are susceptible to potential violations of student privacy if transmitting data for all students. Granting this waiver will allow the State to continue to work on offering a more robust Eligible Training Provider List and more effectively address customer and employer needs.

**WAIVER REQUEST – 75% Out-of-School Youth Expenditure Requirement:**

**Goals**

- Serve youth according to local and statewide need - Provide local and state-level flexibility to serve OSY and ISY in a way that best meets each workforce area's needs according to population, resources, economy, employment outlook, and other labor market factors.
- Continue serving out-of-school youth as a priority population – Continue to give priority of service to OSY and achieve any OSY expenditure target authorized by DOLETA through this waiver request.

**Anticipated Programmatic Outcomes:** This waiver would permit the SWIB the opportunity to determine how best to meet the educational and training needs of youth, regardless of school status, and specific to the population, geographical location, and economic and employment conditions of each workforce area. The flexibility to design and offer the right mix of programming to meet local economic needs is germane to the State's overarching goal to create and support a workforce of young people qualified and prepared to meet the current and future needs of employers in their workforce areas and throughout the state.

## **EFFECTIVENESS IN SERVING EMPLOYERS**

For the purpose of this annual report, we are required to identify the two approaches the state has chosen for the "Effectiveness in Serving Employers Performance Indicator Pilot" as defined by US DOL. The two measures applicable in New Hampshire are the "Repeat Business Customers Rate" and the "Employer Penetration Rate," which includes information and support as well as workforce recruitment assistance. NH Employment Security tracks employer contacts with the NH Works offices throughout the state. Program year 2018 represents the second year in which these WIOA employer performance measures were calculated.

The Employer Penetration Rate was 5.32% (2,839 out of 53,396) and the Repeat Business Customer Rate was 20.9% (11,162 out of 53,396). We consider both of these outcomes to be commendable in a year of one of the lowest unemployment rates in history, and the minimal amount of federal funding NH receives to provide these services.

Other measures for assessing the effectiveness of services to business may include training services such as on-the-job-training, incumbent worker training, rapid response services and employers engaged in economic development and planning. Since 2010, we have placed over one thousand customers in On-the-Job Trainings (OJT), 30 of which were placed in PY 2018. NH has been recognized nationally for its success in accomplishing such a high rate of OJT placements, which requires strong working relationships with businesses to ensure that customers are placed in OJT opportunities that will lead to stable and long-term employment.

The State's Job Training Grant has awarded 714 grants totaling over \$12 million. With the match by employers, a total of \$27 million in new training programs has helped 33,500 workers gain

new skills since the program’s inception in 2007. \$979,477 was awarded in contracts to 61 companies during program year 2018 with 2,384 workers trained. However, even in strong economy there are job losses. The State’s Rapid Response team worked with 22 companies last year to assist them with providing access to services for 1,167 workers affected by layoffs.

To foster meaningful and consistent employer engagement, campaigns such as the Governor’s “100 businesses in 100 days” and the Peak Workforce Initiative led by the Commissioner of Business and Economic Affairs, which goals include: 1. Realign and regulate state programs 2. Diversify NH’s workforce 3. Build new Business/Academic/State Alliance 4. Launch and maintain a digital media talent attraction campaign, continues to lead the way in creating opportunities for the business community to learn about, engage in and leverage resources designed to promote a thriving business environment for the citizens of New Hampshire.

There are a number of efforts in providing services to Employers via the NH Works Partners. There is an Interagency Business Team made up by representatives of the NH Works Partners. At their meetings, they discuss regional Partnership Opportunities such as summits, job fairs, workforce recruitment, sector updates from the various committees, rapid response and workforce recruitment and in PY 18 completed the Business Service Guide. All of their contacts with employers are entered into the Neoserra system so that all partners have access to the employers’ information and contact frequency information. As reflected below, contact may be through Employer Information and Support Services, Workforce Recruitment Assistance, Strategic planning/Economic Development, Accessing Untapped Labor Pools, Training Services, Incumbent Worker Training Services, Rapid Response and/or Planning Layoff Response.

<b>EFFECTIVENESS IN SERVING EMPLOYERS</b>	
<b>Employer Services</b>	<b>Establishment Count</b>
Employer Information and Support Services	14,001
Workforce Recruitment Assistance	14,001
Engaged in Strategic Planning/Economic Development	1610
Accessing Untapped Labor Pools	1983
Training Services	52
Incumbent Worker Training Services	64
Rapid Response/Business Downsizing Assistance	12
Planning Layoff Response	16

<b>Pilot Approaches</b>	<b>Numerator/ Denominator</b>	<b>Rate</b>
Retention with Same Employer in the 2 <sup>nd</sup> and 4 <sup>th</sup> Quarters after Exit Rate	n/a n/a	n/a
Employer Penetration Rate	2,839 53,396	5.32%
Repeat Business Customers Rate	11,162 53,396	20.9%
State Established Measure #1	n/a	n/a

	n/a	
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## SYSTEM EVALUATION

System evaluation, woven into the operational practices of partners, is ongoing to ensure we continue to offer quality services that comply with state and federal requirements. System partners meet regularly to assess program effectiveness through the review of new and current programs to promote efficiencies, coordinate and reduce duplication of services, discuss key monitoring findings, review best practices internal and from other states, review performance outcomes for core WIOA programs, and share formal and informal customer satisfaction results in an effort to inform system change.

Specific system evaluations for PY2018 include the following:

- Sector Partnership Study conducted by Maher and Maher.** The purpose of the study was to support NH’s Sector Partnership Initiatives transition to a self-sustaining model that does not rely on State or Federal Funds for support. The report indicated, “New Hampshire is still relatively young in comparison to most of the other states profiled who have robust sector work.” “One of the main strengths of NH SPI is the launch and branding of a statewide initiative as well as five individual sector partnerships in construction, healthcare, hospitality, manufacturing, and technology. Sectors were chosen based on labor market data and industry need and partnerships launched based on an asset mapping process that involved diverse stakeholders. Each partnership has a staff or sector advisor and identified industry champions to direct and lead efforts.” “For NH, 2019 will be such a year as they assess their pilot sector efforts and make some critical decisions about its future. Based on the four key themes that we identified from the state interviews, NH has many strengths and opportunities.”

Theme	Strengths	Opportunities
<b>Evolution of sector work and infrastructure</b>	Statewide strategy and five individual sector partnerships	Restructure based on learnings, house SPI Director at Business and Economic Affairs (BEA), leverage/align with BEA business development and resource teams
<b>State role in supporting local sector partnerships</b>	State WDB, NH Works collaboration, SPI Manager position	Commitments from Governor and 3 systems, formalize partnership and roles, NH 10-year economic

		strategy
<b>Fiscal mapping and braining funding</b>	Sector NEG grant, WIOA discretionary, pending bills (SB 2-FN, SB308 FN-A)	Map available funding from 3 systems to see what can be leveraged; drill down on funding need and what specific asks are
<b>Communicating and demonstrating value</b>	Great branding and useful website, value in bringing stakeholders to the table	Data sharing agreements, publicly communicating outcomes.

- **The New England Board of Higher Education conducted a Youth Assessment Review funded by the National Peer-to-Peer Training and Technical Assistance Funds.** Their assessment addressed two questions:
  1. How effectively do initial WIOA assessments (e.g., assessments of participants' education attainment, aptitudes, development needs, occupational skills, work experience and basic skills) inform the design and delivery of program services?
  2. How effectively do program services contribute to participants' goals and program outcomes (e.g., participants attaining a job or certificate within 12 months or program completion)?

As a result of file reviews, participant and staff interviews, the following recommendations were made and implemented in a June 2019 WIOA Youth Contractors' Training:

- The current array of WIOA pre-post assessments should be revisited with the goal of eliminating most of the pre-assessments. The current pre-post assessment process should be replaced with an individualized, formative assessment process that helps participants develop a specific set of employability skills (e.g., resume writing, interviewing, composing job applications, explore career options, and related life skills such as understanding money and banking).
  - Orient the programs services and curriculum towards achieving a shifting balance of challenges and supports designed to enhance participants' self-sufficiency as agents of their own employability. Reorient the programs' curriculum and assessments toward the explicit goal of participants becoming agents of their own employability.
- Program Monitoring, including federal reviews are an important component of system evaluation for compliance with WIOA regulations, as well as State policy and procedures for program and financial management. Program Year 2018 WIOA monitoring activities included the following major activities.
    - A federal review, conducted by the US Department of Labor, Region I personnel, occurred in December 2019. In reviewing WIOA Title I funds, there were eleven (11) findings, three (3) areas of concern, and five (5) noted practices. There were

- no disallowed costs.
- OWO conducted separate monitoring activities of which 16 were on-site reviews, and 34 were desk reviews. Sub-recipients (i.e., SNHS, Inc. and NH DOE) submitted 25 reports related to local monitoring activities for OWO review. There no major corrective action issues or findings of disallowed costs.
- Equal Opportunity Monitoring was incorporated into the on-site reviews for each sub-recipient. In addition, OWO conducted an EO analysis of participant data to assess for potential discrimination.

Any corrective action items identified through the monitoring process at either the state or local level have been fully resolved. Monitoring reports are reviewed and approved by the State Workforce Innovation Board annually.

## CUSTOMER SATISFACTION

Semi-annually customer satisfaction surveys are administered to NH Works customers. Twice a year, each NH Works Center for one month provides new customers with a Customer Satisfaction Survey. In PY18, 92% of the customers who completed a survey rated their local NH Works office very good to excellent overall.

Questions	Yes	No	Other
Did we provide you with the information you were looking for?	2409	0	2
Did we explain our services and/or programs to your satisfaction?	2410	1	0
Is there anything else that we could have done for you that was not offered?	518	1869	24

Overall Satisfaction	Poor	Fair	Good	Very Good	Excellent	Blank
	6	12	165	665	1519	0

**Adult Participant/Dislocated Worker Customer Satisfaction Results:** The Customer Satisfaction Survey is sent to customers in two ways, via web link or a Survey Monkey email. When a customer obtains employment, a Career Navigator will send the Customer Satisfaction Survey via web link once employment details are entered into our case management system. Customers will also receive an automated Survey Monkey email after their file exits the program. A Survey Monkey reminder email is sent to the customer weekly until the survey has been completed.

Survey results are tracked weekly using an excel spreadsheet. Data captured in the spreadsheet includes Exited Customers, number of surveys sent, and the number of surveys completed. The spreadsheet can be sorted to track completed surveys by office and by Career Navigator. Other data points tracked are customers who opted out and bounced emails. Opted out and bounced email addresses are not included in the overall completion rate.

Participant were asked to rate their experience in response to the following questions:

- Overall satisfaction with the WIOA services you received at the NH Works office.
- Considering all of the expectations you may have had about the services offered, to what extent did the services you received meet your expectations.
- Thinking back on the WIOA services you received at the NH Works office, how helpful would you say the services you received were in preparing you for finding employment?
- Now think of the ideal program for people in your circumstances. How well do you think the services you received compare with the ideal set of services?
- Please select the answer below that best describes your current employment status.
- How would you rate the quality of the help you received from your employment counselor?
- If you need employment and training services in the future, how likely is it that you would use the services offered at the NH Works office?

Office	# Surveys Sent	# Surveys Completed	% Completed	Opt Out	Bounced
Berlin	7	3	42.9	0	0
Claremont	9	6	66.7	0	0
Concord	58	37	63.8	0	0
Conway	16	9	56.3%	0	0
Keene	16	12	75%	0	1
Laconia	40	20	50%	0	0
Littleton	4	3	75%	0	0
Manchester	116	68	58.6%	0	0
Nashua	85	33	38.8 %	1	0
Portsmouth	51	24	47.1 %	2	0
Salem	46	19	41.3%	2	0
Somersworth	39	19	48.7%	1	0

Fifty-two percent (52%) of participants exiting the program completed a survey. Of the surveys completed, 78% of the customers reported to be “very satisfied” with the level of service they received. Sixty-two percent (62%) of the customers reported that the services offered exceeded their expectations. In addition, when asked about the quality of help that they received from their Career Navigator, 86.5% of the customers answered “Helpful-Very Helpful”. Results from these customer satisfaction results are review by local program management staff and used to identify areas where improvement may be needed.

**Business Customer Satisfaction Results:** Employer surveys were administered to companies participating in Employer Seminars. Of the two hundred and sixteen (216) companies that participated, all rated the Employer Seminars useful, and all said they would participate in another seminar. Most participants were satisfied with the length the seminar (i.e., 212 good; 4 too long). Responses to the four open-ended questions are as follows:

*What did you find most useful?*

Almost all company representatives shared what they liked about the seminar. Responses included:

- Learning about the many programs the state offers
- Job Match/Return to Work/Federal Bonding
- Various programs for high school students and vets
- New places to find employees
- Information about grants
- All of the different tax benefits
- EEOC
- Employer rights and questions to ask during an interview
- Hiring procedure documentation
- Juvenile laws and paychecks
- Review of safety
- Clarification on recordkeeping
- Workers compensation
- Understanding the appeal process

*Any questions or concerns that need more clarification?*

Most participants said no but a few offered these responses:

- I am going to find out more about sector partners
- Veterans and Vocational Rehabilitation resources
- Does Granite Workforce pertain to seasonal employment
- Workers Compensation Insurance
- Workplace violence clarification
- Laws regarding cell phones during worktime
- Does anything need to be done/filed when an employer goes over 50 employees
- Retro pay concerns
- Return to Work Program

*How can we make this program better?*

Most respondents offered positive words of support and felt the seminars were well done. Suggestions for improvement included:

- Box lunches
- Get the audience more involved
- Business Cards, info for all speakers
- More written resources to take away
- Tips on obtaining employees not just resources; examples of attractive ads or job fairs
- A mid meeting break; more air flow
- Find a more comfortable training location and perhaps a local educational facility would offer space.

*What other issues or topics would you like to see addressed in future seminars?*

Responses included “Worker’s Compensation, Attitudes and Behaviors, Hiring Incentives, Legal Questions, Payroll Tax, Positive Thinking, Labor Laws, Worker’s Compensation, Independent Contractor vs. Employee, Layoffs, Sexual Harassment, and Respect in the Workforce, Constructive Confrontation, Foreign Labor, Economic Expansion, and Beyond the Obvious.

*JOB FAIRS:*

Fifteen (15) job fairs occurred throughout the State in PY18 with 619 companies providing a survey response. Fifty-eight percent (58%) provided an overall rating of good-to-excellent. Most comments were very positive. However areas for improvement were shared that included: Parking could have been better; SNOW; a food truck would have been awesome; WIFI was weak; Would like to host a job fair in Salem, NH; needs more promotion; a bit cramped, ceiling height too low for banner stand to be set up; and evening hours might be helpful to increase population.

## **SECTOR STRATEGIES/CAREER PATHWAYS**

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

With the assistance of an USDOL/ETA Sector Partnerships National Emergency Grant (SP NEG) grant, New Hampshire’s SPI was created in December 2017. Jobs for the Future (JFF), a nationally known consultant experienced in helping to formulate strategic partnerships, was chosen following a Request for Proposals to assist in development of SPI. Extensive data of state state’s economy helped determine which sectors to choose as a starting point for SPI. Five sectors have been launched to date – manufacturing; hospitality; healthcare; technology; and the latest sector, construction. Each of the five sectors has an advisory board that meets regularly, as well as regional groups, and a sector adviser who assists in finding and coordinating resources needed by the sector. Additional funds from the WIOA Governor’s Discretionary Funds established the hiring of five Sector Advisers.

Each of the five sectors has established goals and measureable results.

**Construction:** The construction sector created a sector advisory group, identified its goals and launched the sector in September 2018. Sector successes include:

- Created Materials outlining pathway to a career in construction
- IBuildNH Developed Messaging: Construction is not just a job, but an opportunity for a well-paying career and one that can’t be offshored
- Video highlighting construction careers greatly increased industry involvement in NH

#### Construction Career Days

- Participated in and Promoted community/high school job fairs
- Assisted and Continued to Support Manchester's Parkside Construction Careers Program

#### **Healthcare:** Sector success includes the following:

- 5 Health Care Regional Workforce Groups working on common goals: North Country, Lakes Region, Concord, Seacoast, and Monadnock
- Industry Engagement: hospitals, nursing homes, home care, physician practices, assisted living, mental health, disability organizations, community health centers, health care trade associations
- Community, State, Education engagement: CTE, ELO, CCSNH, AHEC, NCHC, private LNA training programs, Board of Nursing, Bureau of Health Facilities, Alliance for Health Aging
- Strategies implemented - LNA Conference, LPN programs, Care for the Aging workforce website, reducing licensing barriers, health career camp, and career pathway rack card.
- Industry Led Emerging ideas that were implemented include - LPN program to return to CCSNH; LPN program in high school setting; workforce round table; after school LNA training; and LNA conferences in more than one region.

#### **Hospitality:** Sector successes include:

- 2<sup>nd</sup> annual NH Hospitality Month hosted 500 students on 78 tours at 54 properties across the state
- Granite State College provided coursework in leadership, communications, conflict resolution, human resources, and operations to 130 plus attendees over 2018-2019 with 100 receiving certificates of completion
- Explore NH Careers website built and soft launched. This will be the host of the new Hospitality Hub

#### **Manufacturing:** Sector successes include:

- Spaulding High School placed 27 students in six different manufacturing companies
- Nashua North High School – revived the machining program
- Rochester High School – in school composite program with Great Bay Community College
- Manchester Millyard Roundtable – 110 attendees
- Advancing incumbent workers – trained 120 WORKERS – in five companies
- SPI specialized training for 51 unemployed workers
- 2,059 students' visited -55 high schools and middle schools with 65 manufactures in October and November for manufacturing month.

#### **Technology:** The Technology Sector had several successes.

- SPI hosted the state's first Technology month, which engaged more than 2,200 students. Technology month events drew more than 2,000 event attendees and engaged more than two dozen employers in the state.
- SPI partnered with the Dover Adult Learning Center to host an eight-week Code Exploration course - the three class cohorts had more than 36 adult participants and more than a dozen industry co-teachers and panel participants.

- SPI hosted five stakeholder meetings that attracted more than 200 participants
- SPI coordinated individuals tours (unrelated to tech month) for more than 50 students at NH tech companies
- Coordinated CTE competency reviews with industry professionals.

**PERFORMANCE ACCOUNTABILITY**

Participant Performance Goals and Outcomes: The U.S. Department of Labor (USDOL) requires the reporting of annual performance outcomes/goals for each funding source. In PY2018, the WIOA program was responsible for achieving performance goals, as follows for Adult, Dislocated Worker, Youth and National Dislocated Worker grants: Employment Rate Second Quarter After Exit; Median Earnings; Employment Rate Fourth Quarter After Exit; and Credential Rate. Two additional performance goals, effectiveness in serving employers and measurable skills gains, were considered “baseline” for reporting purposes in PY18, which means specific outcome goals for these two measures will be determined later.

According to US DOL policy, a goal is considered “met” if the state achieves 80% of an approved target 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 PY2018, New Hampshire met all fifteen established program goals for WIOA Title I programs and exceeded twelve goals. (A complete summary of goals and performance outcomes for PY18 can be viewed in Appendix A – WIOA Performance at a Glance (July 1, 2018 – June 30, 2019))

The Wagner-Peyser program (i.e., NH Employment Security labor exchange program) also met all of their goals in PY18. This information is measured against all individuals registered in the State’s job match system

Goal	Target Goal	Actual Performance
Employment (Second Quarter after Exit)	66%	66.7%
Employment (Fourth Quarter after Exit)	78%	64%
Median Earnings	\$6,246	\$6,127
Effectiveness in Serving Employers	Baseline	Baseline

In addition to the performance outcomes required by USDOL, the SWIB manages financial performance measures to ensure adequate numbers of people are served, and that funds are expended consistent with approved costs. Two hundred and twenty three (223) individuals were enrolled for services in the adult funding source during PY18. All participants received career services and 157 enrolled in training (70%), at a cost per of \$2,316.52 for career services and \$4,076.10 for training services. Forty eight percent (48%) of those enrolled were low-income single parents and over 20% identified as experiences a significant barrier to employment such as being an English Language Learner, having Low Levels of Literacy and/or experiencing Cultural Barriers. Thirty percent (30%) were long-term unemployed (27 or more consecutive weeks unemployed).

The Dislocated Worker program served 310 people, with 208 (67%) enrolled in training. The cost per for career services was \$1,660. The cost per training was \$4,707.13. Of particular note is that 38% of dislocated workers enrolled during PY18 were 55 years of age or older.

The WIOA youth program, which includes both in-school youth and out-of-school youth between the ages of 16 and 24 years, had 309 youth enrolled during PY18. The majority of youth are 18-24 years of age, which is reflective of the requirement that 75% of WIOA youth expenditures be for out-of-school youth programs. Two-hundred, fifty-three (253) youth (81%) qualified as low-income, and 40% of youth enrolled in the WIOA youth program identified as an “individual with a disability.” Youth services are designed as comprehensive services, with a focus on barrier resolution, support services and other intense one-on-one services that are reported as “career services.” The cost per for career services for the youth program is \$2,316.52. The costs for formal training (e.g., individual training accounts and/or on-the-job training) is available through the WIOA youth program; the cost per training for youth in PY18 was \$12,460.37, but we anticipate to see these costs go down as the design of youth programs partner with local businesses to incorporate more formal training opportunities, particularly in sector industries.

WIOA requires WIOA program administrators to have an exit policy for participants. Currently there is an exit policy for dually enrolled clients enrolled in WIOA Adult and Youth programming: For clients that are dually enrolled, clients will be provided services by both funding streams until client has completed services (including training) in both funding streams. When that is achieved, the client can be exited on the same date from both programs.

WIOA also requires states to perform Data Validation that is a process by which the state “validates” that the information recorded for data reporting purposes is accurate. Although no federal data validation review occurred in PY18 as the reporting system transitioned from WIA to WIOA, our WIOA sub-recipients, Southern NH Services (Adult and Dislocated Worker Funding) and NH Department of Education (Youth Funding) conducted internal data validation reviews, both as part of the regular monitoring as well as specific data validation exercise. The process entailed comparing source documents with the documentation submitted in our E-Teams Case Management System as well as ensuring that notes and Employability Plans data coincided. The data would later be transferred to US DOL as part of the PIRL.

## **GOVERNOR’S RESERVE FUNDS**

In PY 18, Governor’s Reserve Funds supported the following initiatives:

- **“Sector Partnership Initiatives”**, as described earlier. Funds supported the continuation of sector advisors and sector related development activities beyond those supported in the SPI grant.
- In addition, \$300,000 of discretionary funding was allocated for the purpose of hiring

three staff for two years to serve as business intermediaries to provide ongoing assistance to the business community specific to linking the NH Works American Job Centers with the **State’s Recovery Friendly Workplace initiative**.

## Rapid Response

- The Division of Economic Development (DED) staff serves as the state lead, coordinating local dislocated worker team activities. Local teams include representation from each of the primary NH Works system partners (e.g., NH Employment Security (ES/UI/Trade Act); NH Department of Health and Human Services (SNAP, TANF, Medicaid); NH Vocational Rehabilitation (VR); Community Action Program (WIOA Adult/DW, Fuel Assistance, WIC, etc.); and others as determined necessary).

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

With New Hampshire’s economy healthy and growing, the number of Rapid Response events has been reduced dramatically since the Great Recession. However, “churning” of companies, through mergers or unexpected circumstances, keeps Rapid Response teams throughout the State busy. Suggesting possible alternatives to layoffs to employers, delivering Rapid Response Guides for dislocated workers, and performing outreach to businesses is part of a layoff aversion effort to help companies having trouble. Some employers decline to accept the offer of Rapid Response services for its employees due to security reasons. Other employers do not respond to the offer to assist, but the Division of Economic Business Specialists who lead the 12 Rapid Response local teams have been successful in reaching most employers unaware of the services offered through Rapid Response. The following chart shows the type of industries the Rapid Response teams worked with over the past year, and the number of people affected.

Type of Industry	Companies	Employees Displaced
Manufacturing	8	275
Healthcare	3	70
Service	1	20
Financial Services	1	400
Retail	6	263
Construction	1	8
Investment	1	100
Surgical/Medical	1	31

Distribution		
<b>Totals</b>	<b>22</b>	<b>1,167</b>

## **WAGNER-PEYSER ACT EMPLOYMENT SERVICE ACTIVITIES**

Wagner-Peyser funds, administered by the NH Department of Employment Security, are used to support staff providing direct customer service and referrals in each the 12 NH Works Centers. NH Works resource centers are staffed by Wagner-Peyser i.e., Employment Service staff who assist individuals in accessing re-employment information and services, and to register in the state’s job match system. During the twelve-month period of July 1, 2018 through June 30, 2019, 14,001 reportable individuals accessed services through the NH works offices. In addition, Employment Security (ES) staff conduct regular and ongoing outreach to target populations, including Veterans, individuals in recovery, and offenders (particularly those in the county jails) and periodically offer workshops on relevant re-employment topics such as interviewing and resume writing. ES staff serve as the “front door” for access to the 12 NH Works centers, often the first person to greet staff, assess their needs and make referrals for additional services, as needed.

Employment Security staff outreach to employers to promote employment opportunities; both subsidized and unsubsidized. They provide a variety of business services, including but not limited to: posting jobs in the state’s job match system; assisting with on-site recruitment; the provision of labor-related and employment and training information; and access to job training options (i.e., OJT, Job Training Grant, work experience, return to work, etc.). As mentioned earlier in this report, NH Employment Security hosts labor-law seminars for employers and is the primary entity for organizing and hosting job fairs throughout the year, throughout the state. Last year and into this year, NHES adopted a targeted job fair approach, hosting job fair events designed to attract specific job hunters i.e., recruiting from the Community College and/ or State University systems, job fairs for mature workers, and/or job fairs for veterans.

## **NATIONAL DISLOCATED WORKER GRANTS**

In PY18, New Hampshire was fortunate enough to continue a National Emergency Grants for the Sector Partnership Initiative that was described earlier. The New Hampshire Sector Partnerships Initiative (SPI) project has accomplished much since the project began in June of 2015. The activities were planned and managed in four (4) distinct phases: Data Analysis, Workforce Development Planning, Industry Engagement and Launch Meetings and Toolkit Development for Sustainability. Defined project goals were achieved by the time the grant ended in June 2019. The foundation established through this grant opportunity continues to support stakeholders to this initiative as the work continues with sector champions and the sector advisors leading the way. For more information visit <https://nhsectorpartners.org/industries> or [www.nhworks.org](http://www.nhworks.org).

We received two National Emergency Grants in PY18.

**Health Grant:** The NH Works for Recovery Program provides comprehensive and individualized re-employment services to individuals who have been directly or indirectly affected by the opioid crisis. Eligible participants have an opportunity to receive job training and support services to help them successfully compete for many of the in-demand occupations located throughout New Hampshire's twelve NH Works offices.

Services provided included:

- Occupational Skills training (both Classroom based training leading to a meaningful credential and On-the-Job Training (OJT) – learn while you earn a paycheck.
- Job search assistance and access to a network of employers that are Recovery Friendly Workplaces
- Case Management Services ensuring the necessary levels of support are provided
- Job Coaching, Job Readiness, and Networking workshops and
- Support Services.

Individuals eligible for these services include:

- Individuals who have a history of opioid use, or have a friend or family member with a history of opioid use and can answer “Yes” to one of the following questions:
  - 18 years of age or older who have lost their jobs; or
  - 18 years of age or older who have never held a job; or
  - 18 years of age or older whose work history is limited to short-term, part-time jobs unrelated to a specific occupation and/or career path; or
  - 18 years of age or older who is unemployed and whose employment history, regardless of length, has been in affect negated due to a history of opioid use.
- Individuals wanting to enter or advance in a profession that is directly associated with supporting individuals struggling with opioid misuse.

During PY18, 165 individuals were enrolled in this two-year program.

**Mature Worker Demonstration Grant:**

The Mature Worker Demonstration Grant proposed to serve 80 low-income individuals age 55 and over within the 24 month-grant period. In addition to the traditional programs and services that are available at each of the NH Works centers, the Mature Worker Demonstration Grant will provide this population with access to a plethora of new resources and services that have been designed to address re-employment challenges specific to mature workers. All the individuals served through this grant are given access to comprehensive re-employment services designed to give them the tools, confidence, and skills they need to find a job. These services include access to online resources and/or workshops for career exploration, job searching, interview tips and techniques, and other proven strategies for overcoming barriers to employment. A new on-line component addresses the needs of this audience, the AARP Re-Employment Guide, “7 Smart Strategies for 50+ Job Seekers.”

Employer-based training could be an On-the-Job Training (OJT) or a Retention Incentive. OJT offers a 50% wage reimbursement to an employer for up to six months, based on training needs. The Retention Incentive program is a new employer-based training option where the employer is eligible for a \$2,000 subsidy if the trainee has been retained for 2 months and another \$2,000 subsidy if the employee continues to be employed at 8 months.

Individuals eligible for these services include:

- Age 55 or older
- Current resident of NH
- Unemployed
- Be eligible to work in the US
- Gross Family income within the poverty guidelines

## SUCCESS STORIES

**S**ue originally came in to file for UI benefits and expressed interest in training. She had a family member that was an addict and she always wanted to enter the medical field. She was referred to the NH Works and started meeting with the Career Navigator. She was found eligible for WIOA through the NHE Grant. There was a new Medical Assistant Apprenticeship through White Mountain Community College (WMCC) being developed with Littleton Regional Healthcare, Weeks Hospital and Androscoggin Valley Hospital. She interviewed with representatives from the hospitals and staff from Learn NH (WMCC) in hopes of being chosen to be a student in the program. She was ultimately chosen, and was sponsored by Littleton Regional Healthcare. She started her 8 weeks of classes and within the first week, her husband then left her. She then had emotional stress along with the financial stress she was experiencing. The NH Works Career Navigator, Learn NH and a representative from Littleton Regional Healthcare all worked together with this customer to assist her financially and emotionally so she was able to continue with the apprenticeship. She has completed her 8 weeks of classes, received her certificate, and is now working her practicum/On-The Job Training with Littleton Regional Healthcare full time and receiving health benefits. She has told her Career Navigator from NH Works how grateful she is to have been given the opportunity to join the apprenticeship program and is now living one of her dreams.

**H**ailey was enrolled into the WIOA Program in November 2018, under the Adult Basic Skill Deficient fund source for PY18. At the time of enrollment, she was nineteen years of age and a recent graduate of Merrimack High School. She was bouncing from couch to couch and struggling to provide for herself on low restaurant wages. Hailey's barriers to employment included: low income, basic skill deficiency, lack of credentials, and lack of marketable skills, limited education, and limited work experience. Through assessments and extensive career exploration, it was discovered that Hailey had transferable skills and an interest in working for the medical field as a Medical Assistant. This is a bright outlook occupation and can be found on NH's High Demand Occupation list. She was excited to learn that Health Care and Social Service Agencies hire the most Medical Assistants and this has been identified as an industry sector in NH with many jobs,

opportunities to advance and high wage potential. Through labor market research, discovered the Medical Assistant jobs to be plentiful in the state of NH and after analyzing employer requirements, realized Hailey would need to go through formal training in order to qualify for the open positions.

A tour and informational interview was set up for Hailey at Great Bay Community College, a school offering the approved Medical Assistant training. She met with the professor and had the opportunity to meet with past students. She was eager to move forward with the training so that she could gain the required skills and credentials to fill holes in her skillset for the Medical Assistant positions. She specifically needed to gain knowledge in the areas of medical terminology, anatomy & physiology, electronic health records, medical charting, medical office duties, safe handling procedures, vital signs and HIPPA. A request was submitted for needed funding for the training and ultimately it was approved. The funds for the required uniform and book bundle were also approved for Hailey.

Prior to the start of the Medical Assistant training at Great Bay Community College, it was evident that Hailey needed to improve her basic skills in order to ensure success in the more advanced, Boot camp style training ahead of her. She participated in the Work Ready NH Program and sat through training on Khanacademy.org to improve her basic math scores and to gain needed confidence.

During the twelve weeks of training at Great Bay Community College, Hailey had nothing but positive things to say about the experience. She was motivated, driven and often helped other students in the classroom. However, she was not able to work many hours during the intense training, she was struggling to cover basic living expenses and asked for assistance from WIOA. She was able to get mileage assistance covered for the training period, which helped greatly. Hailey ended up applying for and being accepted into the Medical Assistant Trainee Program through Exeter Hospital, which qualified her for a weekly stipend to help her stay afloat for the length of the training.

Hailey successfully completed the Medical Assistant training in April of 2019. She earned a Certificate of Completion from Great Bay Community College and earned the Clinical Medical Assistant Certification. She was interviewed by Core Physicians at Core Pediatrics and offered a full-time position. She started employment on 04/23/2019 and continues to be gainfully employed. She is working full-time and earns \$14.75 per hour with the potential for raises as she gains additional skills. She has full benefits paid offered through her employer.

**B**riana joined the Manchester Out-of-School Youth Program in September of 2017. She was frustrated with her employment situation at an area warehouse and felt that her lack of post-secondary education and court history were barriers she could not overcome without assistance. We were happy to help! Alicia, MY TURN staff and program alumna, immediately went to work identifying Briana's goals and barriers. We worked with Briana to get her driver's license reinstated, secure an SR-22 to allow her to drive with the proper insurance, and secure

stable housing. We also trained Briana how to address her court history in an interview. Briana researched careers in Radiology as part of her Career Exploration phase of the program. She learned a lot about the field, and while Radiology remains her long-term career goal, she realized that she needed a shorter-term, more manageable career goal that would allow her to earn a livable wage while she completed the course work necessary to work in Radiology. After learning of our partnership with Phlebotomy & Safety Training Centers and Dartmouth Hitchcock, Briana settled on a short-term goal in Phlebotomy. She enrolled in training in February of 2018 and passed with flying colors! In September of 2018, she completed an internship with Dartmouth Hitchcock where she spent time in their Manchester, Nashua, and Concord locations. She learned a lot and took her new skills and confidence to the American Red Cross in Manchester where she gained full time employment as a traveling Phlebotomist. After 6 months with the American Red Cross, Briana applied for a higher paying position with a more stable schedule. She is currently employed as a Phlebotomist at Southern NH Medical Center earning \$17 an hour. This summer, Briana enrolled in the Health Sciences program at Manchester Community College and passed all of her courses – quite an accomplishment for a young woman who completed high school in just under 7 years and never thought college would be an option for her! Briana plans to continue working at Southern NH Medical Center while she completes her pre-requisites at Manchester Community College before transferring to NHTI to complete her degree in Radiologic Technology.

## Appendix A - WIOA Title I Performance at a Glance

(July 1, 2018 – June 30, 2019)

Green reflects standard was exceeded; yellow reflects standard was met.

Cumulative Time Period	Performance Item	Program Group	Program To Date <sup>c</sup>		PY 2018 Goal	
			Rate	Num Denom	100%	80%
July 1, 2017 - June 30, 2018	Employment Rate Second Quarter After Exit	Adults	84.7%	420 496	75.5%	60.4%
		Dislocated Workers	84.0%	692 824	86.5%	69.2%
		National Dislocated Worker Grants	80.6%	225 279	86.5%	69.2%
		Youth (Employment, Education or Training Placement Rate)	82.1%	288 351	63.5%	50.8%
July 1, 2017 - June 30, 2018	Median Earnings	Adults	\$6,853		\$5,500	\$4,400
		Dislocated Workers	\$9,035		\$7,800	\$6,240
		National Dislocated Worker Grants	\$10,000		\$7,800	\$6,240
Jan 1, 2017 - Dec 31, 2017	Employment Rate Fourth Quarter After Exit	Adults	80.0%	276 345	72.5%	58.0%
		Dislocated Workers	85.8%	533 621	81.5%	65.2%
		National Dislocated Worker Grants	85.3%	198 232	81.5%	65.2%
		Youth (Employment, Education or Training Placement Rate)	79.5%	174 219	60.0%	48.0%
Jan 1, 2017 - Dec 31, 2017	Credential Rate	Adults	91.4%	128 140	55.0%	44.0%
		Dislocated Workers	92.2%	295 320	66.0%	52.8%
		National Dislocated Worker Grants	94.5%	154 163	66.0%	52.8%
		Youth	77.1%	108 140	60.5%	50.8%