

State of New Hampshire

Workforce Investment Act – Title I-B

# **Annual Report**

*For the period July 1, 2011 through June 30, 2012  
(Includes Related Grant Activities)*

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

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

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

The State of NH and the NH WORKS One-Stop Partner Agencies are Equal Opportunity Employers and comply with the Americans with Disabilities Act. Auxiliary aids and services are available upon request of individuals with disabilities. TDD ACCESS: RELAY  
NH 1-800-735-2964

## ***Introduction***

This annual report is compiled consistent with reporting details required by the US Department of Labor. On behalf of all our partners, the Office of Workforce Opportunity takes this annual opportunity to acknowledge the dedication and hard work of all the individuals involved in providing services throughout the NH Works system.

The New Hampshire Department of Resources & Economic Development (DRED), Office of Workforce Opportunity (OWO) is the state agency designated by the Governor of New Hampshire to serve as the grant recipient for all federal funds allocated through the Workforce Investment Act of 1998 (WIA). The Office of Workforce Opportunity within the New Hampshire Department of Resources and Economic Development serves as the administrative entity for all Workforce Investment Act funds received by the State of New Hampshire. In New Hampshire, the state's primary service delivery system is managed by a consortium of key stakeholders under the umbrella trademark of NH Works. NH Works partner organizations include New Hampshire Department of Resources & Economic Development (DRED); New Hampshire Employment Security (NHES); New Hampshire Department of Education (DOE); New Hampshire Department of Health and Human Services (DHHS); New Hampshire Department of Labor (NHDOL); Community College System of New Hampshire (CCSNH); and the Community Action Association (CAP).

The State Workforce Investment Board (Board) is the policy and planning body for workforce development activities in New Hampshire. New Hampshire operates as a single service delivery area, and as such has one State Workforce Investment Board. The Board is composed of representatives of business and industry, organized labor, community-based organizations, economic development agencies, educational agencies, the state Employment Service, state Department of Human Services, rehabilitation agencies, and public interest groups. Representatives of the private sector constitute a majority of the Board membership. Its oversight responsibility specific to use of Workforce Investment Act (WIA) funds includes designation of the One-Stop system operator(s), selection and monitoring of workforce development service providers, creating policies, and setting of local performance standards. The broader role of the

Board is to provide leadership in coordinating workforce development resources and directing workforce development activities that increase individual skills and earnings for workers and are responsive to business needs. The Board is a volunteer body certified by the Governor of New Hampshire in accordance with the Workforce Investment Act of 1998 (WIA). The Board brings together business and community leaders, appointed by the Governor to promote and expand effective workforce development activities in the State. DRED through the Office of Workforce Opportunity provides professional staffing to the Board, and serves as the fiscal agent for the funds received under WIA Title IB from the U.S. Department of Labor.

The vision, mission and goals of the State Workforce Investment Board are as follows:

*Vision:* To serve as a catalyst to establish a secure and sustainable workforce that can meet current and future skilled labor needs and provide a competitive advantage for New Hampshire businesses.

*Mission:* To promote life-long learning by partnering with businesses, agencies, and organizations to bring the state's education, employment and training programs together into a workforce development system that will provide the means for residents of New Hampshire to gain sufficient skills, education, employment and financial independence.

*Goals:*

1. To establish a workforce development system that is market driven, customer responsive, performance based, and aligned with the skilled labor needs of New Hampshire.
2. To prepare New Hampshire's youth, the emerging workforce, for employment and further education.
3. To prepare transitional workers for employment that leads to job retention, wage progression and self-sufficiency.
4. To assist business and industry in upgrading the skills of the current workforce.
5. To improve labor market exchange and labor market information for all businesses and individuals.
6. To maximize effective coordination and utilization of public and private dollars, leverage resources and identify additional and alternative sources of support to sustain the workforce development system.
7. To promote statewide workforce development programs, increase awareness of ongoing initiatives, and provide information on workforce issues to the private sector and the general public.

The cornerstone of the workforce investment system is a one-stop service delivery system that serves the needs of dual customers: the jobseeker and the employer. This delivery system is the mechanism through which programs and services are integrated within each community. In New Hampshire, this “one-stop” system is known as “NH Works”. NH Works is a proud partner of the national American Job Centers network, sponsored by the federal government to link the workforce services found within each state. The American Job Centers service delivery model is a common sense approach to helping people find the right job, training or educational programs at a single location, the NH Works office. Job seekers can be placed in new jobs, get specific skills training and/or access educational programs. The NH Works offices also provide a central location for businesses to get help hiring employees, find qualified workers or post job listings. There are currently 12 NH Works offices located in New Hampshire.

More information on NH Works services can be found in the NH Integrated Workforce Services State plan at [www.nhworks.org](http://www.nhworks.org).

## *Year-at-a-Glance*

### **WORKFORCE INVESTMENT ACT (WIA)**

On August 7, 1998, President Clinton signed the Workforce Investment Act (WIA) of 1998, replacing JTPA effective July 1, 2000. WIA reformed federal job training programs and created a new comprehensive workforce system. The reformed system is intended to be customer focused, providing individuals, including youth, access to the tools needed for managing their careers and helping businesses find skilled workers.

The key guiding principles embodied in WIA emphasized reform of the workforce system. WIA guiding principles driving employment services include:

- Streamlining services through One-Stop Career Center service delivery systems;
- Empowering individuals through information and access to training services;
- Providing universal access to employment related services;
- Increasing accountability (i.e. improving clients' employment retention and earnings, improving the quality of the workforce, sustaining economic growth, enhancing productivity, and reducing welfare dependency); and
- Improving youth programs by linking them more closely to local labor market needs and community youth programs and services, and ensuring strong connections between academic and occupational learning.

A copy of the WIA, and the WIA regulations governing it, is available for review at the U.S. Department of Labor (DOL) Employment and Training Administration website at [www.doleta.gov](http://www.doleta.gov).

The Office of Workforce Development (OWO), established within the Department of Resources and Economic Development (DRED) on October 1, 2009, works closely with the Governor, the State Workforce Investment Board (SWIB), and NH Works one-stop system partners. As a system, we remain committed to continuing to build a workforce system that is integrated, comprehensive, customer focused, performance based, innovative, and responsive to local and regional economies. Following is a summary of the key programs and projects operational during Program Year 2011.

***WIA Adult and Dislocated Worker Formula Funded Programs*** - 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 continued to place importance on the provision of services to priority and target populations, particularly veterans.

The Community Action Association, with Southern NH Services, Inc. as the contracting entity, completed the first year of a four-year contract with the State for the provision of WIA Adult, Dislocated Worker and National Emergency Grant (NEG) services statewide.

In PY2011 there was an increase in the number of Adult and Dislocated Workers enrolled in state formula funded on-the-job training, 135 in total; a result of the efforts undertaken for the OJT National Emergency Grant. When participants identified as appropriate for an OJT position

have not been unemployed for 18 weeks or longer, formula funds are used to support the training for these individuals. In addition, project operators achieved a high level of performance, exceeding eight of the nine performance goals for the year.

**WIA Youth** - In PY2011, WIA Youth Formula funds supported four WIA Youth contractors at twelve sites serving 454 youth (119 out-of-school youth and 335 in-school youth) across the state. The program exceeded established performance goals, while providing students 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, as well as promoting new opportunities for New Hampshire youth.

**Shared Youth Vision** – The Youth Vision initiative 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 to youth in an effort to maximize limited resources. In PY11, the State Team continued their focus on 1) building the capacity of partner teams with business engagement trainings, 2) increasing the graduation rate and 3) providing support to the twelve local teams. Local teams hosted innumerable job and resource fairs for youth, student recognition events, and several are planning a NH Works Youth Open House.

**Employer Services** - New Hampshire's One-Stop system recognizes the importance of maintaining the competitiveness of New Hampshire's employers not only by effective and efficient workforce development strategies, but also by a coordinated and collaborative effort to deliver economic development services from One-Stop partners and to refer collateral services from other state agencies and service organizations ranging from financial institutions to educational facilities.

Accomplishing both goals – strengthening economic development and providing effective workforce development strategies – is achieved by the creation of location-based economic and workforce development teams which include NH Works partners and others. Employers work with a designated team and can 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. Regularly scheduled meetings among employer service representatives

from partner agencies as well as system-wide discussions among NH Works partner agency business representatives are held to develop continuous improvement strategies for efficient employer business services.

#### **NH Works Employer Service Team**

The local-based NH Works Employer Service team includes the Workforce Investment Act Workforce Development Coordinator; an Employment Service Representative; a Division of Economic Development Business Resource Representative; a Vocational Rehabilitation Placement Specialist; a Community College Business and Training Director; and Employer Service Representatives from the Department of Health and Human Services. While the employer may not request or need all the services offered by the NH Works partners and affiliated agencies and organizations, the availability of such services is reviewed when meeting with an employer.

A summary of employer services offered by NH Works partners includes the following:

**Wagner-Peyser/UI/Labor Market Services:** Each of the 12 NH Works Career Centers is represented by an Employer Service Representative (ESR) who is locally-based to service the needs of employers in a defined catchment area. The ESR is the main contact between the employer and the Department of Employment Security. The Employer Service Representatives meet quarterly and invite partner agency employer representatives to share information and best practices. In turn, the ESRs are invited to meetings with their counterparts from WIA and other partners. The ESR assists employers with the following:

- Fulfilling job openings through the Job Match System (JMS), an automated web-based program that lists employer job openings and job seeker resumes
- the ESR helps employers with job recruitment, job fairs, immigration certification, hiring veterans, labor market information, and programs such as the Work Opportunity Tax Credit.
- The ESR also provides information on special programs such as Return to Work, which provides the employer and job seeker with a “trial period” of up to 24 hours per week with no cost to the employer while the job seeker continues to receive unemployment benefits. Because the ESR has been cross-trained to be knowledgeable about other NH Works partner programs, the employer will also be informed of On-the-Job Training (WIA), the Job Training Fund (Dept. of Resources & Economic Development) and other opportunities.

**Workforce Development Staff and Coordinators,** housed at the NH Works Centers, offer several services to employers through the Workforce Investment Act.

- The staff and coordinators work with employers to find suitable candidates for hiring as well as appropriate training for new and incumbent workers. WIA staff is employed by the state’s Community Action Agencies (CAP) through a contract with the Office of Workforce Opportunity, so they are also aware of additional programs and services available to employers through the CAP.
- The staff and coordinators are cross-trained to offer the partner programs available from other agencies, particularly the Return to Work (NHES), On The Job Training (OWO) and Job Training Fund (NH DRED).

**The Division of Economic Development (DED) Business Service Representatives** cover defined catchment areas of the state and regularly contact and respond to employer requests for assistance in a wide variety of economic development needs, from financing and tax-related issues and programs. Due to regular contacts with their ES and WIA counterparts, the BSRs are able to describe NH Works partner programs and refer specific questions to partners for follow-up. Included in the DED employer services offering to employers are the following:

- The Job Training Fund, administered by the Office of Workforce Opportunity, is a 1:1 matching grant to train workers. The Fund distributes approximately \$1 million annually to employer applicants for training-related costs.
- The Procurement Technical Assistance Program (PTAP) assists employers with obtaining contracts with state and federal government agencies.
- The Office of International Commerce (OIC) assists employers with international markets and is organized to plan, develop, and administer programs for international trade promotion and foreign market development, and to coordinate other public and private organizations involved in concurrent efforts.
- Business Service Representatives assist employers with obtaining Economic Revitalization Zone Tax Credits, which is a short-term, tax credit against the business profits and enterprise taxes.
- The DED BSRs help companies needing skilled workers by matching them with employers experiencing reduction in force or closure to obtain workers with the necessary skills needed by the hiring employer.
- The Research and Development Tax Credit is offered to interested employers by the DED Business Service Representatives.
- Loan Guarantees are explained to companies that need credit enhancement. The State offers the Capital Access Program, Working Capital Line of Credit Guarantee, and Guarantee Asset Program.
- Import/Export Loans: The State also offers Foreign Buyer Credit, Export-Import Bank of the United States and other sources.
- SBA 504 Program: This loan program is designed to work in conjunction with commercial banks to provide 90% long-term, fixed-rate financing for small to medium-sized businesses in owner occupied buildings that provide employment opportunities.

**Vocational Rehabilitation Placement Coordinators** are employed by the state Department of Education, and assist employers with both locating and training persons with disabilities in the workforce. VR coordinators also provide education to employers and workers about working with people with disabilities, and work closely with other business service representatives, particularly in assisting employers with finding qualified job applicants.

**The seven Community Colleges of New Hampshire** each have a Business and Training Director representing the defined catchment area of each community college. The Business and Training Directors assist employers with workforce training. In particular, the Business and Training Directors work with the Office of Workforce Opportunity regarding the Job Training Fund and are in regular contact with OWO staff and DED Business Service Representatives regarding their business client base needs.

With the partner agency employer service representatives coordinated, cross-trained and available in defined catchment areas, New Hampshire’s employers have trained and knowledgeable economic and workforce development personnel who can assist with most any business challenge or opportunity. Such service, in addition to meeting employer needs, also serves as a unified layoff aversion strategy.

**Rapid Response** - Addressing employer needs is most crucial when confronting reductions in force 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 WARN. Upon confirmation of such an event, a team from the NH Works partner agencies in any of the 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 PY2011 there were 29 less Rapid Response events coordinated by NH Works partner agency staff, but 722 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 primarily a result of scheduled layoffs in the health industry and education, which were announced and either the layoffs did not happen or individuals were laid-off but were quickly absorbed in the local labor market. Overall, large scale layoffs have significantly diminished (i.e., 70%) since PY2008.

Program Year	# Of Companies Receiving RR	# People Targeted for Layoff
PY 11 (7/1/11 - 6-30-12)	49	3022
PY 10 (7/1/10 - 6-30-11)	78	2300
PY 09 (7/1/09 - 6-30-10)	116	3979
PY 08 (7/1/08 - 6/30/09)	188	6485

**National Emergency Grant Projects** - The Office of Workforce Opportunity managed three National Emergency Grant (NEG) projects during PY 2011 – The Thompson Center Arms project, the On-the-Job Training project and the Health Care Tax Credit (HCTC) NEG grant.

*Thompson Center Arms (TCA)* - As of June 30, 2012, seventy-nine customers have been enrolled in the Thompson Center Arms project, exceeding the project goal of sixty. Of the forty-two exited customer, forty (95%) have entered employment. There are currently thirty-seven active customers. The Thompson Arms facility has officially closed; therefore, no further enrollments in this program are expected from this point on. Forty-six percent of the people enrolled in this project received training through Individual Training Accounts (ITAs) in areas including advanced CNC machining skills, computer and office occupation skills, and medical. Additionally, three customers received training through on-the-job training with an employer.

*On-the-Job Training NEG Project* - There have been one hundred thirty-nine participants to date enrolled in the OJT NEG. Eighty-two of these are ARRA OJT NEG, and fifty-seven are supplemental OJT NEG. Forty-eight of the one hundred thirty-nine are active customers; eighty-nine have exited with employment: seventy-two have completed the OJT and exited with employment with the OJT employer; seventeen have exited with employment not with the OJT employer. In addition, twelve have completed training, remain employed by the OJT employer, and will exit soon. Of the one hundred and thirty-nine OJTs, fifty-eight are in the service industry; forty-nine are in manufacturing; six are in information technology; seven are in retail; seven are in medical; four are in engineering; two are in construction; two are in administration; one is in transportation; one is in wholesale, one is in real estate and one is in the restaurant industry. All OJTs are full-time with an average hourly wage of \$14.72 per hour. The OJTs employers are located statewide. The average age of the OJT participants is forty-five; fifty-eight of the one hundred and thirty-nine participants are over fifty years of age. The average cost of the current OJTs is \$7,796. Also of note, seventy-nine of the one hundred and thirty-nine OJTs (or 57%) have been conversions from the Governor's Return to Work Program, indicating good synergy between NHES and WIA and maximizing of resources.

*HCTC Grant for New Hampshire Employment Security* - The HCTC grant allows NHES to make payments to Trade Act eligible recipients needing to continue their health care benefits until such time as they can register with IRS for the health care tax credit. In addition the grant provided funds to NHES to redesign and program their tracking system to allow for health care payments to be processed and sent to eligible TA participants, which was not possible before.

## **New Hampshire's Small Businesses Benefit from NEG-OJTs**

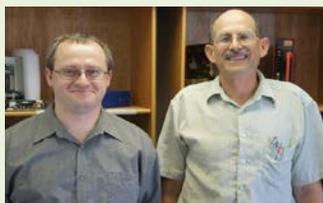
In the state of New Hampshire, it is rare to see the typical strip malls, fast food chains, or giant warehouse stores found in most American suburbs and towns. Instead, unusual privately-owned businesses pepper the landscape, offering everything from outdoor shed installations to accounting services, solar panel manufacturing to aerospace engineering. "New Hampshire is anything but average," says Chris Beauvais New Hampshire's WIA Program Administrator. "As you might expect for a state whose motto is 'Live Free or Die', there is a strong entrepreneurial spirit here in New Hampshire with many mom and pop shops and a wide variety of small businesses that contribute to our economy."

It is no surprise that these small businesses are the driving force behind New Hampshire's economy. The Small Business Administration reports that there are 135,716 small businesses in New Hampshire, and they account for 96.3% of the state's employers.<sup>1</sup> Approximately 49 percent of exports are done through small and medium-size companies, exceeding the national average.<sup>2</sup> "Small businesses are doing better," says Dawn Wivell, Director of the New Hampshire International Trade Resource Center. "We have a lot of innovative companies. A lot of companies fit the niche markets."<sup>3</sup>

The problem is, however, growing small businesses often lack the capital to train employees as quickly as the market demands.<sup>4</sup> Joseph Grant, owner of Ambi Circuit Board Electronics, says, "I am overwhelmed with business...I am in here 80-100 hours a week sometimes because I can't keep up with the work that needs to be done." His electronic engineering firm has seen a steady increase in business since 2000. Fortunately, Ambi Circuit Board Electronics participates in the New Hampshire Works National Emergency Grant on-the-job training program, and has been able to hire and retain a quality employee, Piotr Jablonski. Because of the flexibility and the sliding scale reimbursement rates offered by the NEG-OJT program, small businesses such as Ambi Electronics can participate and receive funding to offset the training costs of new hires.



*Christine Beauvais (WIA Program Administrator) and Maggie Hinkle (Job Placement Coordinator)*



*Piotr Jablonski, (NEG-OJT participant, U.S. Army Veteran) and Joseph Grant (Owner of Ambi Circuit Board Electronics)*



*Terry Cates, CEO Physician Services, Carol Vaillancourt (OJT participant) and Nicole Hollebeck, WIA Job placement specialist)*

Piotr, a highly skilled engineer and U.S. Army Veteran, found himself among the many prolonged unemployed seeking work. He holds B.S. in Electrical Engineering and a Certificate in Data/Telecommunications. "The career center got me right on course," he says, "because they found me an interesting job with a good wage...and now I can support my 3-year old daughter." Piotr participated in New Hampshire's "Return to Work" program, a voluntary work/internship program where an unemployed individual can work up to six weeks with an employer without losing unemployment insurance benefits. Because he already had transferrable electronic engineering skills, he was a perfect fit for Ambi Electronics, and was hired and retained after his OJT program ended. The company, having only six people on its payroll, would not have been able to hire and train Piotr without the added support of the program. "Piotr and his expertise would have been out of reach for us," says Grant. "Now that we are able to actually process and successfully serve our clientele, we are poised to hire more people to assist us in the tracking and administrative duties as we grow."

Physicians' Resources is a fast growing medical billing firm tucked away in a rustic office building just off one of several New Hampshire country highways. The company provides specialized medical billing support to physicians across the country. Not as small as Ambi Electronics, it has about 65 employees. Says Terry Cates, CEO of the company, "We wanted to hire, but we didn't have the resources to screen and train. We are known for high quality services, and any mistake can cost us business. We need people who are trained and ready for the challenges thrown their way." Luckily, Physicians Resources utilized the NEG-OJT program to hire and train employees during this important expansion phase of their business, and because they are a smaller company, they were able to get a substantial amount of training costs reimbursed. Terry's biggest compliment about the NEG-OJT program is that she could "take chances on people" and hire those she felt would be a great fit for the company, but needed the skills to be productive employees. All three of the Physicians Resources OJTs have evolved into permanent employment for the participants, and Terry is grateful because she "gets employees who really want to work, are prescreened to have some of the basic skills, and they have brought a joy to this workplace." She would love to see more of this program, because "employers really can benefit from this, and start hiring more people."

Carol Vaillancourt had been out of work for 11 months, and her employment prospects looked dim because, she says, "No one was giving me the chance to prove myself. I couldn't even get in the doors to show my talent or my work ethic. Once she enrolled in the "Return to Work" program, she was introduced to Physician's resources. Carol is one of the company's first OJTs, and Terry Cates, CEO, says Carol "turned out to be just what this office needed. She brings sunshine in, and shows she is grateful to have a job. That kind of commitment spread throughout the company, and our employees became more motivated and invested in their jobs." After her 6-month stint as an OJT, she is now a full-time employee and is described as a true leader" in the office.

[This article was published under contract with the US Department of Labor.]

<sup>1</sup> "Small Business Profiles for the States and Territories," Small Business Administration, accessed September 21, 2011, <http://archive.sba.gov/advo/research/profiles/>.

<sup>2</sup> Jennifer DePaul, "Good/Bad News in the State of New Hampshire," *Nashua Telegraph*, March 2, 2010, accessed September 21, 2011, <http://www.nashuatelegraph.com/business/654901-192/good-bad-news-in-nh-09-exports.html>.

<sup>3</sup> Ibid..

<sup>4</sup> "Business Expansion Encyclopedia," Inc., accessed September 21, 2011, <http://www.inc.com/encyclopedia/business-expansion.html>.

*State Set-Aside Projects* – In PY2011 three projects were completed, and one new project was initiated. Also of note is the recognition by the White House of the Launch program, a program established with WIA state-set aside funds from 2005-2007. (See THE LAUNCH YOUTH ENTREPRENEURSHIP PROGRAM below.)

- The North Country Business Launch Pad, implemented by White Mountains Community College worked with 82 businesses over the course of the grant period, of which 44 have or will be hiring, and 32 businesses are in the early or new start-up company stage. Over 600 businesses received information through Facebook. Local economic development entities developed a Memorandum of Understanding to reduce redundancy and jointly triage business need. A comprehensive “Business Launch Box” was developed that to serve as road map for new start-ups. Project members worked closely with the Small Business Development Center (SBDC) and others. It is anticipated that sustainability of the project will be provided through grant funds from the Charles Mott Foundation. The plan is to replicate this successful model in Colebrook, NH.
- The goal of the Talent Team project, also implemented by White Mountains Community College was to prepare and respond to workforce and business community needs for the new federal prison located in Berlin using a model developed in West Virginia. A fifteen (15) hour class was developed preparing an individual to apply and become a federal employee. Fifteen (15) classes were provided with 100 people completing the on-line application process. Sixteen job seeker workshop sessions were provided with 220 people participating. To date, 70 people have been hired at the Federal Corrections Institution (FCI) as a result. A “Road Map to a Job with the Federal Government Participant Handbook” was developed and 23 people were trained including NH Works staff. In addition website was developed that included [www.youtube.com/TeamTalenRecruiter](http://www.youtube.com/TeamTalenRecruiter); [nheconomy.com/prison.aspx](http://nheconomy.com/prison.aspx), and [www.berlinnh.gov/Pages/BerlinNH\\_Prison](http://www.berlinnh.gov/Pages/BerlinNH_Prison). At the 2012 Annual Chamber meeting, the Talent Team organizations and members were publicly recognized for their community contributions.
- The North Country Education Project implemented by Grafton County Economic Development Council was developed to organize and fund high school internships at local corporations. The project serves the diverse goals of its educational, corporate, and economic development partners. The high schools enhance their education curriculum by offering relevant, modern,

and "real world" experiences to students. Local employers are able to familiarize local students with business operations in an effort to encourage young people to stay and work in the community after high school graduation. The project served 48 students (218% of plan), there are over forty companies' committed to hosting an internship opportunity in a wide variety of career fields, two manuals to assist in the duplication or replication of this program have been developed and community leaders are working with the Department of Education and other stakeholders to ensure the project continues.

- The Out-of-School Youth OJT Project was initiated in PY 2011 to serve 50 youth ages 18-24 years of age. The Migrant Seasonal Farmworkers Council is under contract to develop OJT opportunities statewide. The project is scheduled for completion in June 2012.

### THE LAUNCH YOUTH ENTREPRENEURSHIP PROGRAM

#### Live It!—Launch It!—Live It!

The Launch is a community-based, 12-month Positive Youth Development program, implemented in the Pemi-Baker and Newfound regions of central New Hampshire. The LAUNCH is an evidence-based program built on the Leadership and Resiliency model. The LAUNCH seeks to empower youth by educating and engaging them in skill building, leadership opportunities, enriching alternatives to risk behavior, experiential learning, and paid summer employment.

During the school year, weekly evening meetings, community service opportunities, job shadowing and skill development workshops, local business experts help the youth entrepreneurs prepare and plan for summer work-based learning. Their summer business, *Frosty Scoops* ice cream stand, provides an opportunity to earn a paycheck by applying the skills they have learned in the weekly academic-year workshops led by CADY staff, volunteers, and community experts. The Launch is the sole youth employment program in the Newfound and Pemi-Baker regions. Since 2005, CADY in collaboration with The Common Man Family of Restaurants, has provided paid summer employment to over 175 local youth. **In 2012, the LAUNCH received national recognition when it was selected by the White House Office of National Drug Control Policy to be the featured youth employment program in its communications and outreach for the White House National Youth Summer Jobs Campaign. The intent of the White House initiative is for The LAUNCH to inspire the development of similar youth programs across the country.**

The Launch Program is evaluated by the Community Health Institute and is structured in three phases:

**Phase One (September – January):** the youth explore personal skills, goal setting, communication skills, leadership, and teamwork through projects and community service.

**Phase Two (January-June):** Youth learn the principles of best practices from local business experts and develop business skills that will help them succeed in the workplace and in their futures.

**Phase Three / Paid Summer Employment (Mid-June thru August):** This component is supported by the Common Man Family of Restaurants.

**Program Outcomes:**

1. Personal growth and leadership skills that translate to life success
2. Application of business skills in "Real World" settings
3. Financial Literacy
4. Enhanced communications skills including development of marketing plans
5. Increasing the capacity of their community by giving back through community service projects and fundraising for those less fortunate.
6. Reduced risk behavior as an outcome of productive engagement with mentors and the opportunity to accomplish meaningful work.
7. Earn their "first" paycheck via meaningful, paid summer employment

*"We cannot always build the future for our youth, but we can build our youth for the future."*

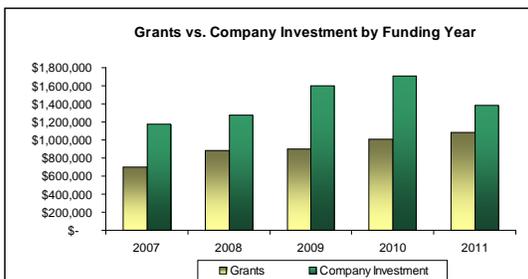
***Other Workforce Development Projects (non-WIA funded)***

***New Hampshire Job Training Fund (NHJTF)*** - New Hampshire’s skilled and educated workforce is a key element to staying competitive in a global marketplace. To enhance those skills in an ever-changing environment of new technologies, and to help employers retain and grow their business, Governor Lynch and the General Court re-established the Job Training Fund in late 2007. [This is not a WIA funded project.]

The result of the partnership among employers, workers, and state government, including the community college system has been a very successful one. With training available to every industry sector on a matching 1:1 reimbursement basis, 261 grants have been awarded to businesses across New Hampshire through June 2012, and over 13,500 employees have been provided training that might not have otherwise been offered.

Participating companies have provided funds beyond the 1:1 match, demonstrating their commitment to improve worker skills. While grant awards have totaled \$4,674,000, employers have invested \$6,476,412, for a total of \$11,150,412 in new training to New Hampshire workers.

From technical skills to project management training, the Job Training Fund has helped New Hampshire employers train, retain, and hire new workers while expanding their business opportunities in challenging times.



***WorkReadyNH*** - Through a series of open forums conducted around the state with local business leaders, Governor John Lynch heard regular concerns about the work readiness of individuals both applying to their companies and currently employed in their companies. These concerns

focused on such skills as math, reading, communication, and problem solving. In addition, there was a common theme revolving around work behaviors: showing up on time, dressing appropriately, meeting deadlines, communicating politely and professionally, and working with others.

To address these concerns the Governor, working with the Office of Workforce Opportunity/DRED, NH Employment Security, and the Community College System, set aside state Job Training Funds (this is not a WIA funded project) to develop a work readiness program. The program, designed to address gaps in worker readiness in the areas of math, reading, and problem solving, as well as in so-called “soft skills”: workplace behaviors, teamwork, and ethical behavior, is grounded in the National Career Readiness Certificate issued by ACT (American Council Testing program). The National Career Readiness Certificate is a portable, evidence-based credential that measures essential workplace skills and is a reliable predictor of workplace success. The program initially targets the unemployed. However, the program could easily be adapted to target incumbent workers as well. The successful participant will receive an ACT’s National Career Readiness Certificate, as well as a Work Readiness Certificate from the respective community college.

The Governor hosted a “kick-off” event for the *WorkReadyNH* program on October 4, 2011 at the Business Training Center at Great Bay Community College. The program is free to unemployed citizens of New Hampshire, 18 years of age or older. Initially, the NH Works centers will serve as the primary source of referrals to the program. In addition, the program was expanded to provide a summer jobs preparation component to youth ages 16 to 18 during the summer months.

Today the program has registered approximately 388 participants in the program, of which 160 are Graduates, 188 Soft Skills course completers and 97 active participants. The following chart indicates these numbers and the associated Colleges:

<b>College</b>	<b>Registered</b>	<b>Graduates</b>	<b>Soft Skill Completers</b>	<b>Active</b>
Manchester CC	139	44	50	38
River Valley CC	68	52	56	4
Great Bay CC	109	38	49	29
White Mountains CC	72	26	33	26

**Senior Community Service Employment Program (SCSEP)** - Community Action Program, Belknap-Merrimack Counties, Inc. (CAPBMCI) was selected on September 14, 2011 to serve as the local service provider for the State SCSEP project through June 30, 2015.

Nationwide, PY2011 funding for the SCSEP was significantly reduced from PY2010 funding. The New Hampshire State SCSEP realized a 26% reduction in funding and authorized positions for PY2011 as follows:

<b>SCSEP NH State Program</b>	<b>PY2011</b>	<b>PY2010</b>	<b>Reduction</b>
Funding Allocation	\$475,366.00	\$641,598.00	\$166,232.00
Authorized Positions	49	66	17

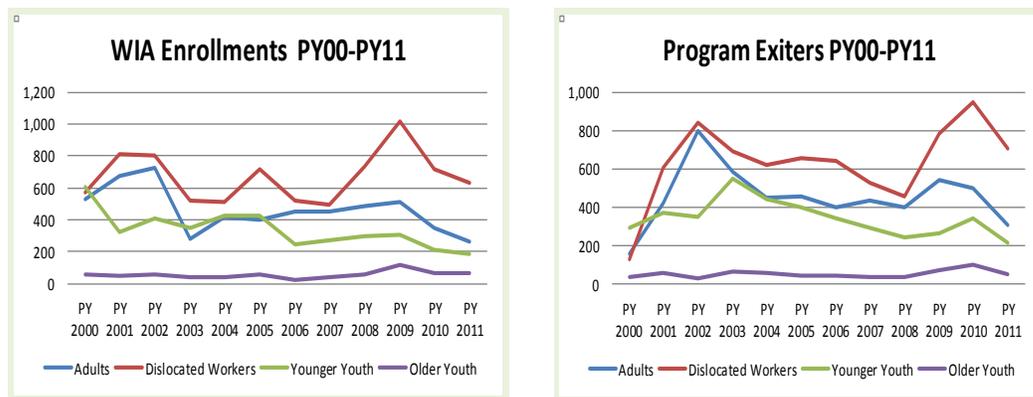
Of the 113 participants served by SCSEP in PY11, 26 were new enrollments and 87 were carried over from the previous program year. CAPBMCI met all USDOL performance measures for PY2011. The chart below depicts the final PY2011 performance year to date recorded in the SCSEP Performance & Results Quality Performance Report (SPARQ):

<b>PY2011 Performance (SPARQ PY2011 – 9/9/2012)</b>			
<b>Core Measure</b>	<b>Performance Goal</b>	<b>Actual Performance</b>	<b>% of Goal</b>
<b>Number of Participants</b>	49	64	131%
<b>Community Service</b>	50.0%	93.0%	186%
<b>Entered Employment</b>	41.4%	41.3%	99.8%
<b>Employment Retention</b>	67%	81.5%	122%
<b>Average Earnings</b>	7321	7421	101%
<b>Service Level</b>	100.0%	230.6%	231%
<b>Service to Most in Need</b>	2.75	2.80	1.02%

**NH Job Corps Center** -New Hampshire remains optimistic that there will be a Job Corps Center built in Manchester, New Hampshire despite numerous delays in the federal procurement process. Once a job center is operational it is anticipated that 300 resident youth will have access to education and training opportunities in the areas of healthcare, advanced manufacturing, computer science, food service/hospitality, and homeland security. In the meantime, Manchester is looking forward to implementing the recently funded Youth Build project. Moving forward the Youth Build project plans to serve up to 48 youth in developing new skills.

## Thoughts on Performance

The WIA funded program served 2,034 individuals in PY2011, a slight increase over the 2,011 individuals served last year. Over the course of the year, approximately 30,805 people accessed self-service resources at one of the 12 local NH Works centers located throughout the State. In addition, 477 adults, 1,109 dislocated workers and 448 youth enrolled in a WIA funded program between July 1, 2011 and June 30, 2012. Similar to last year’s results, we continue to see an increase in the number of older people enrolled in our adult and dislocated worker programs as well as increase in the number of males enrolled in our adult services program. These results are clearly linked to the change in the economy over the last few years, and the residual effect of long-term unemployment. Consistent with cuts to funding, the number of enrollments in all WIA programs has been decreasing since PY2009 when the infusion of ARRA funding doubled the number of people enrolled in WIA enrollments.



The US Department of Labor granted the State Workforce Investment Board (SWIB) a Performance Reporting waiver effective July 1, 2010. The waiver allows the State to report on only those performance outcomes referred to as the “common measures” (i.e., entered employment, retained employment, and average wage gain, along with attainment of a degree or certificate and literacy/numeracy gains for youth). This change, which remains in place, reduces required performance reporting from 17 to 9 outcome measures, allowing staff to focus on achieving positive results for the key performance indicators.

The Performance Accountability Customer Information Agency (PACIA) unit housed in the NH Employment Security compiles performance outcome data. The timeframe for gathering

outcome data is prescribed by USDOL, and performance data (with the exception of Literacy and Numeracy for Out-of-School Youth) is based on results once a participant exits the program. (See *WIA Performance at a Glance* for specific timeframes.)

In PY 2011 New Hampshire met all nine of the required performance goals (i.e., met equals achieved 80% of the goal, but less than 100%) and exceeded (i.e., achieved 100% or greater of goal) eight out of the nine required goals. (See the *WIA Performance at a Glance (July 1, 2010 – June 30, 2011)* for details.) Based on these excellent performance results, NH was one out of only eight states to receive a WIA Incentive Grant for PY 2011, which was granted to the state in July 2012. Although we are pleased to have achieved a high standard of performance results in the last two years in all of our performance measures (despite a most challenging economy), we continue to strive for 100% of goal for our adult entered employment rate; the only measure we did not exceed in both of the last two years. In looking closer at the target groups within this cohort, we see that the results for certain groups are better than for others. For example, results for adult veterans (77.3%) and older workers (74.1%) are higher and/or comparable to the overall results for adults, while results for adult enrollments on public assistance (67.6%) and individuals with disabilities (47.1%) can be significantly lower. To reach our goal of exceeding performance goals, greater effort will be needed to find employment opportunities for individuals on public assistance and/or with disabilities.

Other areas of note regarding performance outcomes in NH include the high rate of Literacy & Numeracy Gains reported for WIA Out-of-School Youth (OSY) (60.5%). These outcomes are achieved through the direct on-site delivery of education services built into our OSY service delivery model, which ensures program providers commit the time and resources necessary to improve the reading and math skills of the youth being served. Moving forward we will retain our program delivery model of specific programs funded to support OSY employment needs, with an added emphasis next year on the provision of occupational skills training directly linked to nationally recognized credentials.

As demonstrated by the results listed in the charts below, our commitment to set-aside WIA Adult and Dislocated Worker funds to support occupational training opportunities for WIA

eligible individuals in paying off in better performance outcomes for our participants. A comparison of the outcomes for individuals who participate in training prior to exiting our programs, versus individuals who receive core and intensive services only, continues to show markedly improved performance outcomes for those individuals who enroll in occupational skills training programs.

Adult Program – Performance Outcomes for Training vs. No Training

Reported Information	Individuals Who Received Training Services	Individuals Who Received Only Core and Intensive Services
Entered Employment Rate	75.4%	66.7%
Six Months Employment Retention Rate	84.7%	83.6%
Six Months Average Earnings	\$10,409	\$9,280

Dislocated Worker Program – Performance Outcomes for Training vs. No Training

Reported Information	Individuals Who Received Training Services	Individuals Who Received Only Core and Intensive Services
Entered Employment Rate	86.1%	80.3%
Six Months Employment Retention Rate	91.8%	89.0%
Six Months Average Earnings	\$17,017	\$14,779

New Hampshire, similar to most other states, received a waiver on the Eligible Training Provider (ETP) rule that requires training providers to capture and report performance data for all training participants (WIA participants and others) whenever one or more WIA participants are enrolled in the training program. State confidentiality laws and other barriers to fully executing this reporting requirement still exist. This waiver provides for more time to develop an effective process for gathering consistent data from training providers on which to base an effective subsequent eligibility process. As a result of this waiver we were able to double the number of approved Training Provider courses available to WIA participants interested in training opportunities, which was particularly beneficial to the dislocated worker population. This waiver was in effect during PY 2011 and is being proposed for continuation into PY2012. Moving into PY2012 the Common Measures and ETP Performance Reporting waivers are the only two WIA program waivers NH is requesting; no other program requirement waivers are currently in place and/or planned for the near future.

## ***Program Evaluation***

New Hampshire continues to evaluate WIA programs for efficiency and effectiveness. Program monitoring on the state and local level, as well as state level audits occur regularly. In PY 2011, no significant findings or disallowed costs resulted from the on-going rigorous assessment of WIA program compliance by federal, state and local staff.

Customers are surveyed for satisfaction on the local level to ensure satisfaction with training services received. In addition, state and local service provider staff has the ability to survey customers using contact data from the electronic case management system, and the state maintains a subscription to Monkey Survey software to facilitate formal customer surveys throughout the year.

During PY 2011, the WIA state and local staff completed the work undertaken with Ms. Kelly Clark, State Director of NH AARP, to conduct an evaluation of job loss coping skills among long-term dislocated workers between the ages of 47 and 59. [Note: 48.1 years of age is the average age for participants in the WIA dislocated worker program during program year 2011] Ms. Clark was interested in conducting research on WIA dislocated worker participants for her doctoral dissertation. To this end she engaged WIA program directors and managers in her research project, sharing details of her findings throughout the year in an effort to affect a greater understanding on the part of WIA case management staff relative to the issues long-term unemployed workers face, and to offer suggestions the counselor might share with a worker to help him/her better cope with job loss. (See the “Having Trouble Finding a Job” article below for suggested strategies.)

The findings from this study titled “ Long-Term Unemployment Among The Baby Boom Generation: An Exploration of Coping Strategies and Subjective Well-Being. was of particular importance to the workforce system at this time. As noted in our Integrated Workforce Services five-year plan, “while the New Hampshire unemployment rate has remained lower than the national unemployment rate, and has dropped to the low 5% range, the number of unemployed persons and the duration of unemployment have yet to drop to pre-recession levels. Furthermore, a large portion of those persons who were unemployed for more than 52 weeks in 2010 and 2011 were in the 55-64 year age range. This presents a particular challenge for the

workforce system.” For further context, the average number of workers unemployed long-term in NH during PY 2011 was 4,100.

Clark explains in her report that “The purpose of this exploratory study was to understand the coping strategies utilized by midlife boomers who reported subjective well-being while being long-term unemployed. A qualitative approach to data collection and analysis was used. This design provided for documenting, analyzing, and interpreting patterns, characteristics, and meanings of a small group of 16 participants. The setting for this study was the State of New Hampshire. This study focused on boomers at midlife born between 1952 and 1964. The study participants were defined as unemployed individuals who met the following criteria (a) enrolled participant in the WIA Title I dislocated worker program and/or unemployment insurance program, (b) between 47 and 59 years of age, (c) unemployed for 6 months or more, and (d) have demonstrated positive subjective well-being as evidenced based on pre-screening questionnaire scores.” A copy of the full report is available on our NH Works website ([www.nhworks.gov](http://www.nhworks.gov)).

#### Having Trouble Finding a Job?

6 tips for staying positive during a drawn-out job search  
by: Jean C. Setzfand | from: AARP | May 4, 2012

Have you been out of work for more than a year and feel like you will never find another job? You’re not alone. Nearly 3.3 million older Americans were unemployed in March, and almost a fourth of them had become “discouraged workers” — meaning they hadn’t looked for work for at least a month because they believed no work was available for people like them.

But let’s be honest: Can you really afford to stop hunting for a job? Between vanishing pensions, diminished retirement savings and longer life expectancies, giving up work really isn’t an option for most of us when we calculate our retirement savings.

So how do you keep from getting discouraged during a job search that may last six months, a year or more? Kelly Clark, who directs AARP’s New Hampshire state office, tackled that question by interviewing 16 long-term unemployed boomers who remained upbeat despite their job search woes.

Clark developed six pieces of advice from these boomers’ stories.

1. *Use your time productively.* It’s important to establish — and maintain — a daily schedule that includes both job search and non-search activities. Besides your **job search**, you could take on a household project, and exercise or do other things that nurture you. Elena, a woman who has been unemployed for 30 months, has one hard and fast rule: She never watches TV during the day. Ever. “I’m always busy. ... Even when I don’t have tasks, I make tasks. ... I stay engaged one way or another.”
2. *Think creatively* about generating income. For instance, you might reduce your household expenses by getting a roommate. Also, take a look at part-time job opportunities to pursue while the full-time job search continues.
3. *Engage your support network.* Keep up with friends, but also **meet lots of new people**. And if your social group is breeding negativity, find a new one. One woman in Clark’s study group grew tired of networking with other unemployed people who were becoming discouraged — so she started her own network with people who were running businesses and gainfully employed.
4. *Stay positive.* Your mental outlook has a lot to do with your well-being. Keeping a positive self-image and sense of **optimism**, and being honest with yourself about your weaknesses and strengths — and reappraising accordingly — will help you negotiate your inner struggles.
5. *Take control of the situation.* Take advantage of **free employment counseling** and enroll in an education or training program, like the majority of Clark’s subjects did.
6. *Focus on giving.* Try **volunteering** — Clark’s subjects found that getting a heartfelt thank-you from a student they mentored or a nursing home resident they had befriended helped protect them from the repetitive rejection they were getting during their job hunts.

Clark, who conducted the research for her doctoral dissertation, reports that some of her boomers’ stories were as beautiful as they were ingenious.

Anna, who was laid off shortly after being diagnosed with Lyme disease, had decided to shift from referring to herself as an “unemployed” person to talking about herself as “an artist looking for a job to support her art work.” To generate a little rental income, Anna’s 27-year-old son moved into the one-bedroom condo she shares with her husband. To give them all a bit of privacy, her son partitioned the room with a large canvas — a canvas on which she’s painting scenes from her personal journey.

“If you have a passion — something you love to do — if you’re unemployed, you should be doing it, taking advantage of that time,” Anna said. “You will be happier and more content as a person and therefore able to think straighter — and better — to solve the problems.”

## *Thoughts on Cost Effectiveness*

WIA PY2011 state formula funds are available for use from July 1, 2011 through June 30, 2014. For PY2011, the total WIA allocation to New Hampshire equaled \$6,933,066, which is broken down into essentially four categories: Youth, Adult, Dislocated Worker, and Statewide Activities. Actual expenditure rates for these four categories for the first year of funds were Youth at 88%; Adult at 34%; Dislocated Worker at 62%; and Statewide Activities at 22%. The overall expenditure rate for PY2011 state formula funds was 59%.

Unlike previous years there was not a 20% transfer of funds from the adult allocation to the dislocated worker program in PY 2011. In addition, less numbers of participants were enrolled in the WIA Adult formula funded program, resulting in less adult fund expenditures in the first program year than we typically experience (e.g., 34% expenditure rate this year vs. 51% last year). These reserve funds help to minimize the impact of reduced funding in PY2012, allowing the local programs to maintain the same level of presence and services into PY2012. However, the ongoing reduction in new funds, the potential for another rescission and/or the negative impact of sequestration looming over us, eliminates any concern about low expenditure rates moving forward.

Cost-per-participant numbers for PY2011, while higher than last year due to fewer enrollments, remain at a modest level. New Hampshire continues to operate a cost effective service delivery system. Local service providers operate programs within an 8%-9% range for administration cost. Staffing levels are managed to maintain sufficient staff to provide adequate and timely services without diverting a disproportionate share of funds to personnel costs. For the Adult and Dislocated Worker programs an emphasis is placed on reserving no less than 50% of available program funds to support training costs, and individual training accounts are capped at a maximum of \$4,000 per participant to maximize enrollments in training. All of these factors contribute to an efficient system for delivering services to achieve the greatest impact.

In PY 2011 the WIA State Set-Aside (known as 10% discretionary funds) was eliminated from the State allocations and diverted to support Workforce Innovation grants awarded on a

competitive basis by US DOL. In the past, New Hampshire has reserved these funds to support statewide activities either required or allowed under the law, such as NH Works One-Stop MOU shared space costs; employer based training opportunities, innovative training programs and program evaluation activities. The expenditure of State Set-Aside funds is often lower than that of formula funded activities by design. These funds often involve planning for program activities outside of the existing service delivery system, may involve new system partners unfamiliar with WIA process and procedures, and typically must be procured through an open RFP process consistent with federal and state procurement procedures; all of which slow down the process for getting these funds disbursed as quickly as formula funds for which an infrastructure is likely to already be in place.

Moving into PY2012, NH has \$271,678 in remaining statewide activity funds. These funds shall expire on June 30, 2013. OWO/DRED plans to use these funds to support NH Works MOU space share costs and/or other system costs. Once these funds are expended the State will no longer have funds for statewide or discretionary activities, which will significantly reduce program funding, which will be needed to cover costs for activities required under WIA law.

## ***Workforce Investment Act (WIA) Success Stories***



### **A New Home Meant A New Start And A New Career**

*Therma Jean Cossette knew that, without certification in her chosen field, career advancement would be impossible. The Workforce Investment Act helped her obtain the certification she needed and the career path she wanted to pursue.*

The move from Denver, Colorado to rural New Hampshire was a big change in Therma Jean Cossette's life. So, too was a new marriage. And in addition to the personal changes, Therma Jean had to explore an entirely different job market, with far fewer opportunities than an urban center offers.

"I had enjoyed my experiences in some large work environments such as Wal-Mart, and also in a rehabilitation facility, but my husband and I realized that I would need some specialized credentials in order to have an advantage in the smaller job market of New Hampshire," says Cossette. "We both agreed that I should try and obtain my PHR Certification." PHR is a nationally-recognized certification, awarded by the Human Resource Certification Institute (HR Certification Institute), recognizing individuals who possess the theoretical knowledge and practical experience in human resource management necessary to pass a rigorous examination demonstrating a mastery of the body of knowledge in the field.

Therma Jean visited a NH Works Career Center in Conway and met with an employment counselor, who introduced her to WIA Counselor Richard Fieldsen., Richard determined that Therma Jean qualified for a WIA Individual Training Account (ITA). Southern NH University offered an accelerated PHR course, and Therma Jean was on her way. Still, with a three-year old at home and a 90-minute commute to school, and homework each night, the challenges were evident. "I had the full support of my family and knew that PHR Certification would set me on the right course," said Cossette.

Therma Jean's "right course" turned out not far from her new home in Tuftonboro. GI Plastek Wolfeboro is a well-established manufacturer of custom foam molding, with 110 employees. When Therma Jean saw that there was an opening for a Human Resources Manager, she put her

interview talents and her PHR Certification to work. She was hired in April 2012 and loves her new job, which she describes as “Chief Happiness Officer.”

Therma Jean is grateful for the NH Works system – the people who helped her, the opportunities offered for training, and the confidence she gained by obtaining a nationally-recognized certification.

## Determination to Work Opens Door for OJT

*Kathleen Fowler would drive through snowstorms looking for work. Never quitting, always looking for the chance to prove herself to an employer. With the On-The-Job Training program, she did just that.*



Kathleen Fowler remembers driving through the snowstorms to apply for a job. From Newburyport, Massachusetts to Portsmouth, New Hampshire, Kathleen would go anywhere for work. For two years of the recession, she looked in vain. On the day her unemployment benefits were to expire, she visited her NH Works Career Center again to check the daily postings for any job opening that might meet her skill set.

Fran Bishop, Karen's Workforce Investment Act Counselor, knew that Karen had some experience years ago in soldering, and had completed a skills assessment with Karen. "She had indicated that she really enjoyed a soldering job she had eight years ago and that she liked working with tools," said Bishop, who added that Kathleen would regularly check the electronic Job Match System for any job orders.

Luckily, Mike McGreevy of Agility Manufacturing in Dover was an employer long active in the NH Works system and a supporter of training programs for both new and incumbent workers. "I am always looking at the NH Works Job Match System and I regularly place job openings on it," says McGreevy, whose company manufactures printed circuit boards. "Karen saw our job listing and contacted us right away."

McGreevy knew Kathleen had appropriate skills after a soldering test, and realized that updating the skills and training would help Kathleen become a quality employee. An On-The-Job training contract was developed and Kathleen Fowler re-entered the workforce with a growing company and a promising future.

## **On-the-Job Training Meant “Out from Ground Zero”**

***The economic recession introduced thousands of New Hampshire residents to a new reality; fewer opportunities in their chosen field. Without the ability to adapt and learn new skills, dislocated workers can get left behind, and many will be unable to ever enter the workforce again.***



For Michael Luksza, laid off from a career in packaging engineering, that new reality was becoming clearer each time he received his unemployment check. “Basically, I was at Ground Zero and knew I needed a new career at 55 years old.”

Jean Donzello, a WIA counselor at Luksza’s local NH Works Career Center, worked with Luksza on how to transfer his skills developed at his former job into new pathways. With extensive experience in reading and understanding specifications and graphics, Donzello wanted Luksza to be able to demonstrate those skills in a different environment.

Gary Shirk owns Bovie Screen Process Printing, Inc., in Bow, New Hampshire. The well-known and established manufacturer of specialty printing and products in electronics, medical manufacturing, retail and marketing displays and government and educational was experiencing its own challenges during the recession, which Shirk describes as “the equal opportunity disaster”.

Shirk has been a strong supporter of two NH Works programs that are often combined by employers. Return to Work, administered by NH Employment Security (a NH Works agency partner), allow prospective employers and unemployed job seekers to “test each other out” by allowing the job seeker to work up to 24 hours per week for an employer while still receiving unemployment compensation. Luksza began as a Return to Work tryout, and Shirk saw his capabilities and was happy to continue the training through OJT.

Shirk has used both training programs several times, and says, “These programs demonstrate a way for Bovie to hire and train great employees from the pool of many talented and qualified people who happen to be unemployed through no fault of their own.”



## Preparing NH Youth for Careers of Tomorrow

*Nate did not know where he was headed in life, but the in-school youth program NH Jobs for America's Graduates helped him gain confidence, clarity and a paid internship at BAE Systems, one of New Hampshire's premier advanced manufacturing leaders.*

Like many high school students, Nate Nalezinski wasn't quite sure of his place in the world. A student at Manchester Memorial High School, he had some challenges that were recognized as potential barriers to future employment in a career path job. Referred to the In-School program of NH Jobs for America's Graduates (NHJAG), Nate started a summer program with the long-time provider of in-school and out-of-school services for the Office of Workforce Opportunity.

Priscilla Parisien, President of NHJAG, saw some special qualities in Nate, including his interest in computers. She and Nate's NHJAG counselors encouraged him to participate in a special computer class offered at Southern NH University. Successful completion of the course provides a student with college credits, and Nate was suddenly a high school senior with three college credits under his belt.

The next step for Nate, with guidance from NHJAG, was applying for a paid internship at BAE Systems, one of New Hampshire's leading companies and its largest manufacturer with over 4,500 workers. BAE, with over 60 years in New Hampshire, is a leader in helping students gain skills in the important areas of science and engineering. BAE is a big supporter of the FIRST Robotics program and hosts special internships and other opportunities for youth across New Hampshire.

Nate applied for a paid internship (working at BAE after school hours) and was selected. Parisien of NHJAG was proud of Nate and how he was prepared for the interview. "Of all the students applying for the job, he was the only one to wear a suit and tie," she said.

BAE was so pleased with Nate's internship that he was offered a full-time job following his graduation from high school, and today Nate is an assembler at BAE Systems.

## **OJT helped Carol learn new skills and get back to work.**

*Carol Nyberg of Manchester worked for twenty years in the electronics industry. With a husband and three children (and two grandkids), she helped support her family until being laid off during the recent recession.*



Being laid off after working steady jobs for twenty years was a scary scenario for Carol Nyberg. The missing paycheck created lots of challenges, and although her unemployment insurance helped a bit, Carol knew time was running out for benefits and jobs were still few and far between for someone with her skills. Working with WIA counselors at her local NH Works Career Center, Carol was aggressive in her job search and was willing to train for any new skills to improve her job prospects.

At the same time, Electropac President Raymond Boissonneau and Operations Manager Paul LaLiberte were very aware of the resources of partnership of agencies in the NH Works system, and when they needed to expand the workforce of the company, they didn't hesitate to contact their employer service representative from NH Works for assistance.

“The programs such as On-The-Job Training and Return to Work have allowed us to explore new candidates for a number of positions over the years, and we appreciate the quick and coordinated service NH Works offers to us,” says LaLiberte.

Because of her familiarity with printed circuit boards, Carol became a prospective OJT recruit. “But I knew I needed new skills, particularly how to operate a punch machine, as well as learning automatic optical inspection machinery,” says Carol.

Electropac accepted Carol into an OJT position with the company following a thorough review of her current skills and what would be required in order for her to become a useful employee. Still completing her training, Carol is both relieved to be working again and excited about learning a new skill set in her chosen field. And, Electropac's LaLiberte says he'll continue to utilize the services offered by NH Works as the company continues to grow.

*WIA Performance at a Glance (July 1, 2011 – June 30, 2012)*

<b>Local Area Name</b>  New Hampshire	<b>Total Participants Served</b>	<b>*Adults</b>	66,974
		<b>Dislocated Workers</b>	1,109
		<b>Older Youth</b>	80
		<b>Younger Youth</b>	368
<b>ETA Assigned #</b>  33015	<b>Total Exiters</b>	<b>*Adults</b>	68,538
		<b>Dislocated Workers</b>	707
		<b>Older Youth</b>	49
		<b>Younger Youth</b>	218
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	74%	71.9%
	<b>Dislocated Workers</b>	80%	83.6%
<b>Retention Rate</b>	<b>Adults</b>	84%	84.3%
	<b>Dislocated Workers</b>	87%	90.7%
<b>Six Months Average Earnings (Adults and DW) / Earnings Increase (Older Youth)</b>	<b>Adults</b>	\$9,200	\$10,020
	<b>Dislocated Workers</b>	\$15,000	\$16,138
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>	37.7%	52.0%
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	46.8%	60.1%
<b>Literacy of Numeracy Gains</b>	<b>Youth (14 - 21)</b>	49.4%	60.5%
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>
		<b>0</b>	<b>9</b>
			<b>Exceeded</b>
			<b>8</b>

\* Consistent with federal reporting requirements "total participants served" is based on the total number of self-service customers accessing services statewide through the local NH Works Office. Adults enrolled in the WIA program, is a cohort of the self-service number. The number of Adults enrolled in a WIA program in PY 2011 is 477. The number of enrolled Adults exiting the WIA program is PY2011 is 310.

<u>Operating Results</u>	Available	Expended	Pct.	Balance Remaining
Total All Funds Sources	\$6,933,066	\$4,104,922	59%	\$2,828,144
Adult Program Funds	\$1,700,255	\$573,008	34%	\$1,127,247
Dislocated Worker Program Funds	\$2,363,506	\$1,463,977	62%	\$899,529
Youth Program Funds	\$1,974,305	\$1,742,066	88%	\$232,239
Out-of-school Youth	\$789,722	\$696,827	88%	\$92,896
In-school Youth	\$1,184,583	\$1,045,240	88%	\$139,343
Local Administration Funds	\$448,346	\$219,503	49%	\$228,843
Rapid Response Funds	\$100,000	\$31,393	31%	\$68,607
Statewide Activities Funds	\$346,653	\$74,975	22%	\$271,678

<b><i>Cost-Effectiveness*</i></b>	C-E Ratio
Overall, All Program Strategies	\$3,409
Adult Program	\$4,023
Dislocated Worker Program	\$2,489
Youth Program	\$5,031
<small>*Calculated by dividing the <u>staff-assisted</u> WIA populations for PY11 against total allocation (funds available).</small>	

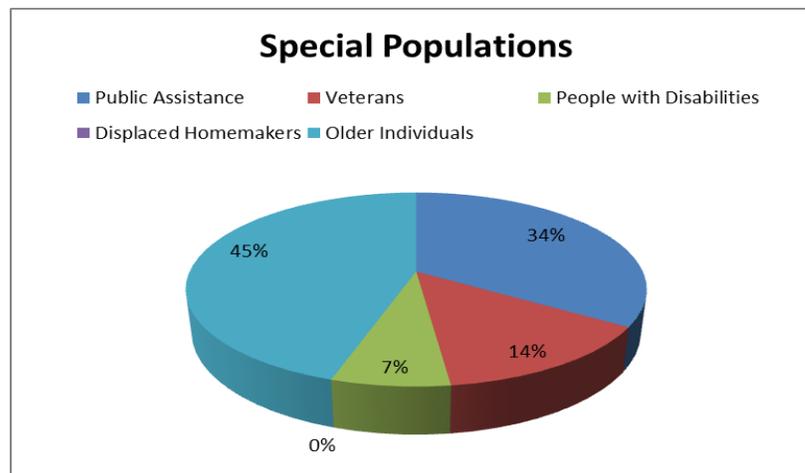
# Characteristics of Population Served

Average Age of Participants		
Program	Male	Female
Adults	42.3	39.9
Dislocated Workers	47.2	49.0
Adults & Dislocated Workers	46.0	45.9



Total Participant Counts by Ethnicity/Race				
	Adults	DW	YY	OSY
White	87%	93%	77%	64%
Hispanic or Latino	3%	1%	16%	13%
Black or African American	4%	2%	6%	14%
American Indian or Alaska Native	<1%	<1%	<1%	0%
Asian	3%	1%	<1%	15%
Hawaiian Native or Pacific Islander	<1%	0%	<1%	0%
More than one race	<1%	<1%	0%	<2%
Did not self- identify	3%	3%	<1%	0%

Population Served by Gender				
	Adults	DW	YY	OSY
Male	38%	48%	55%	41%
Female	62%	52%	45%	59%



## ***State Workforce Investment Board Members***

Governor John Lynch		
Dick Anagnost, Chair	Alisa Druzba (proxy)	Jay Kahn
Alan Reische, Vice Chair	Dick Dunfey	Eliza Leadbeater
George Bald	Debbie Gosselin (proxy)	Paul Leather (proxy)
Virginia Barry	Debra Grabowski	Carl Lindblade
Paul Boynton	Elizabeth Gray	Ken Merrifield
Kevin Cash	William Hatch	Tara Reardon
David Cioffi	Gale Hennessy	Nick Toumpas
George Copadis	David Juvet	Jim Wagner

## ***State Workforce Board Youth Council Members***

Dwight Davis, Chair	
Marty Boldin	Hon. Willard Martin
Kevin Cash	Kathleen Jablonski
Kathy Condon	Sen. Sylvia Larsen
Michael Currier	Paul Leather
Steve DeMasco	Debra Naro
Michele Desmond	Kathryn Dodge

## ***Office of Workforce Opportunity Staff***

George M. Bald, Commissioner  
Jackie Heuser, Director  
Michael Power, Community Outreach Administrator  
Bonnie St.Jean, Program Administrator  
Tammy Moore, Fiscal Administrator  
Denise LaFrazia, Office Support