

NEW JERSEY DEPARTMENT OF LABOR

July 1, 2000 – June 30, 2001

WIA IN NEW JERSEY:

A
UNIFIED
APPROACH
TO
ACHIEVE
SUCCESS



*A proud member of
America's Workforce Network*

Donald I. DiFrancesco
Acting Governor



Mark Boyd
Commissioner

1-877-US2-JOBS



Donald T. DiFrancesco
Acting Governor, State of New Jersey

I am pleased to present this annual report on New Jersey's efforts under the Workforce Investment Act. New Jersey has always taken a leadership role in developing workforce development programs. As this report illustrates, New Jersey continues to demonstrate its strong commitment to meeting the workforce readiness needs of our state's workers and employers through the Workforce Investment Act.

A handwritten signature in black ink that reads "Donald T. DiFrancesco". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Acting Governor

December 2001

Honorable Donald T. DiFrancesco
Acting Governor
State of New Jersey
State House
P.O. Box 001
Trenton, New Jersey 08625



Mark Boyd
Commissioner, Department of Labor

Dear Acting Governor DiFrancesco:

It is my pleasure to present you with the New Jersey Workforce Investment Act Annual Report for program year 2000. Over the past year, the New Jersey Department of Labor continued to develop a truly effective and responsive workforce investment system that meets the needs of our state's jobseekers, workers and employers and the mandates of the Workforce Investment Act.

This report illustrates the leadership role New Jersey has taken in developing a responsive and effective one-stop system and other innovative workforce development efforts like the new Workforce Literacy Program you signed into law this year.

We continue to work diligently to help our state's workers and employers prepare for the challenges that lie ahead in this rapidly changing economy.

Sincerely

COMMISSIONER

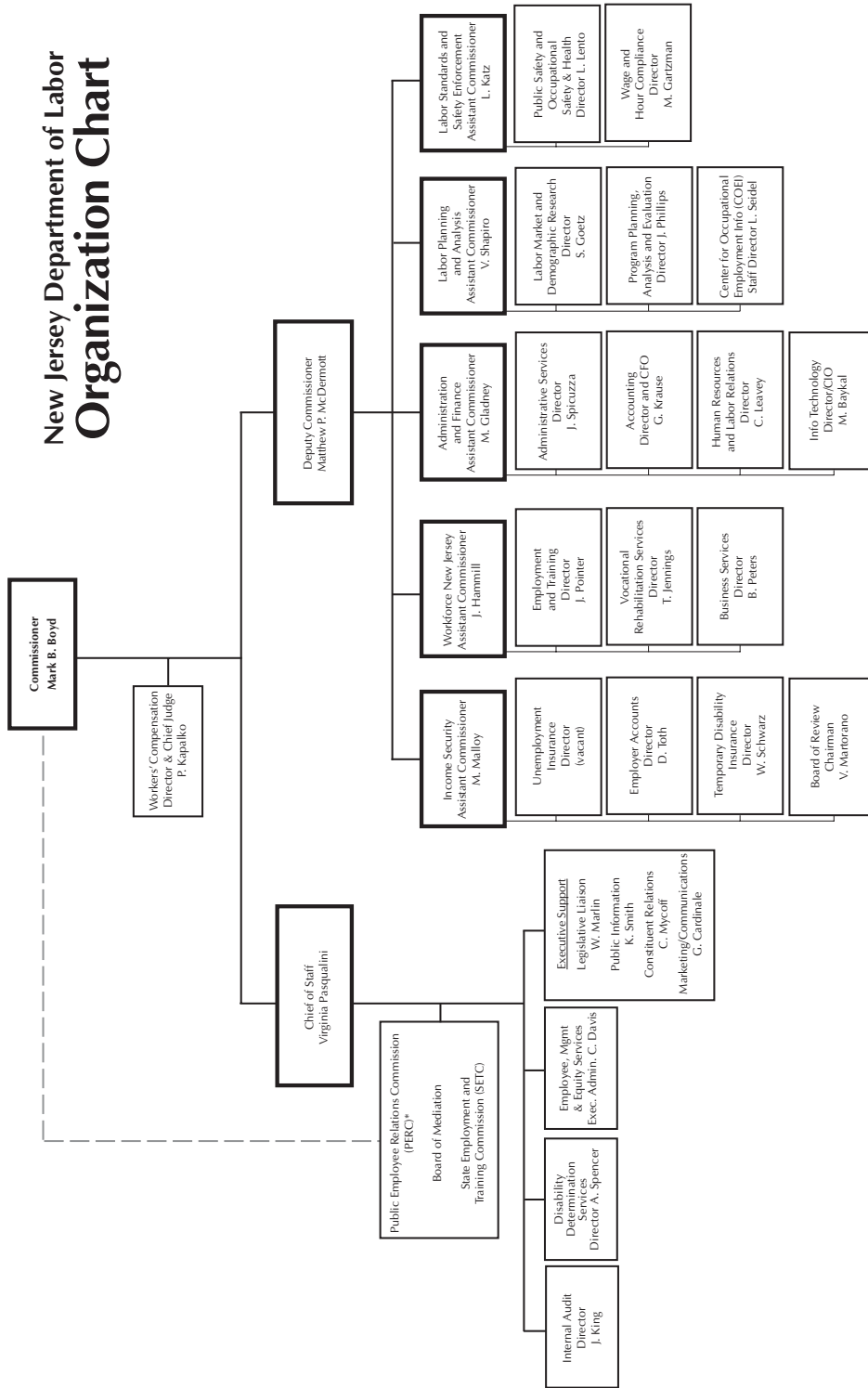
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New Jersey Department of Labor Organization Chart





INTRODUCTION

New Jersey takes pride in sharing the information about our successes, challenges, best practices and lessons learned in *WIA in New Jersey: A Unified Approach to Achieve Success*.

The Workforce Investment Act (WIA) of 1998 rewrote the federal statutes governing job training programs, adult education, literacy, and vocational rehabilitation. It provides for a more coordinated, customer-friendly, locally driven workforce development system that is supported by quality information for informed decision making.

The New Jersey Department of Labor oversees the statewide system of Workforce Investment Boards (WIBs) and the One-Stop Career Centers, which facilitate job-training programs, the labor exchange system, and individual training accounts, and manages a statewide employment statistics system. The challenge in implementing WIA was to bring together, coordinate and streamline the activities of all of the partner agencies that provide information and services that are critical to successfully matching workers with employers. Nearly 250,000 customers requested and received services from our One-Stop Career Centers, with 100,931 entering employment this past year.



STATE EMPLOYMENT & TRAINING COMMISSION

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Mark B. Boyd, Commissioner, Department of Labor

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Carol Novrit, Director, Morris County Division of Temporary Assistance

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James Sulton, Executive Director, Commission on Higher Education

JoAnn Trezza, Vice President, Human Resources, Arrow Group Industries, Inc.

Herbert A. Whitehouse, Managing Attorney, Whitehouse Law Firm

WORKFORCE INVESTMENT BOARDS

	Chairs	Directors
Atlantic/Cape May WIB	Steven Gillian Wonderland Pier	Steve Brunner
Bergen County WIB	Joan Leavey Computer Insights, Inc.	Paul Calocino
Burlington County WIB	Robert Santare Champion Fasteners, Inc.	Kelly West
Camden County WIB	John J. Gallagher, Jr. The Gallagher Group	Thomas Billet
Cumberland/Salem WIB	Michael Headrick PSE&G	Dante Rieti
Essex County WIB	Gabriel D'Uva Shop-Rite	Geri Durso
Gloucester County WIB	Hosea Johnson Johnson Associates Systems	Tamara Primas-Thomas
Greater Raritan WIB	Michael J. Carey Johnson & Johnson	Maria Guerriero
Hudson County WIB	Paul Silverman MDC Logistics, Inc.	Anthony Corsi
Mercer County WIB	Calvin O. Iszard Verizon	Catherine Tramontana
Middlesex County WIB	John Hoagland, Esq. Hoagland, Longo, Moran, Dunst & Dowkas	Patricia Roman
Monmouth County WIB	Woodrow Holmes, Jr. Viotech, Inc.	William Wood
Morris/Sussex/Warren WIB	Charles A. Roberts Ames Rubber Corporation	Jack Patten
Newark WIB	Fleeta J. Barnes First Union National Bank	Daniel Akwei
Ocean County WIB	Albert Tasker, III PROMA, Inc.	Faith Liguori
Passaic County WIB	Anthony Sabbatino B.F. Systems	Gary Altman
Union County WIB	Richard Crater Meeker Sharkey Financial Group, Inc.	Carol Ford

IMPLEMENTING THE WORKFORCE INVESTMENT ACT IN NEW JERSEY

In 1990 New Jersey responded to the need for workforce planning and coordination by creating the State Employment and Training Commission (SETC). This body currently serves as the state Workforce Investment Board.

From the beginning the SETC has involved itself in a wide range of activities, from organizing programs to making far-reaching recommendations to private and public sector bodies. While the achievements made thus far are significant, the SETC continues to improve and ensure that New Jersey is keeping pace with the global economy.

As the tasks and functions of jobs change, employability becomes the key element in attracting the attention of an employer. Individuals must not only obtain the skills and knowledge necessary for specific tasks, they must also be adaptable to new technologies and be ready to meet evolving demands with advanced language, mathematics and reasoning skills. The SETC saw the need for universal access to programs that reflect and respond to labor market conditions and to enable the residents of New Jersey to attain the level of competence necessary to compete under these new circumstances.

In order for New Jersey to be in compliance with this law, the governor directed all departments to develop a single unified plan that includes the state's overall workforce planning, coordination, and assessment efforts. This plan ensures the implementation and integration of required components under WIA: Wagner-Peyser, Trade Adjustment Act, veterans' employment programs, unemployment compensation, Temporary Assistance to Needy Families (TANF) and Welfare-to-Work, food stamps, community service programs for older Americans, secondary vocational education, adult education and family literacy, and the Vocational Rehabilitation Act, among others.

The Department of Education and the Commission on Higher Education have been working with the SETC and other departments to ensure that occupational education at the secondary and post-secondary levels are major components of the workforce investment system. SETC's extensive statewide collaboration led to the creation of the *Strategic Five-Year Unified State Plan for New Jersey's Workforce Investment System*, a mandate of the federal government's Workforce Investment Act of 1998.

To develop the plan, a diverse group of people formed work groups to address various issues and concerns. The challenges of re-engineering the workforce readiness system and preparing New Jerseyans for the demands of the global marketplace made it imperative to focus on issues such as: school-to-work transition, Welfare-to-Work, youth apprenticeships, work-based education, local system governance, gender equity, and the employment needs of individuals with disabilities. The work of the SETC reinforced statewide partnerships and the creation of the One-Stop Career Center System that includes the delivery of all employment, training, education and human services programs.

The illiterate of the future will not be the person who cannot read.

It will be the person who does not know how to learn.

— Alvin Toffler

Guided by the Workforce Investment Act of 1998 and the *Strategic Five-Year Unified State Plan*, the SETC helped frame and lead the dialogue to encourage the partner agencies — the departments of Labor, Education, Community Affairs, and Human Services, and the Commission on Commerce and Economic Growth, and the Commission on Higher Education — to work together to spotlight the need for worker training programs as a priority for public and private sector economic development efforts.

The SETC has maintained its vision and purpose as the state Workforce Investment Board by:

- Promoting lifelong learning for all workers to gain, retain and progress in skills and compensation;
- Connecting education to employer needs through a statewide School-to-Careers system;
- Giving priority to those most in need of services: welfare recipients, disadvantaged youth, individuals with disabilities, older workers, women and minorities;
- Implementing a state-administered and locally delivered One-Stop Career System, which provides universal access, customer choice, integration of services and performance-based outcomes;
- Connecting the workforce, education and economic development systems so that education and training programs are considered as economic development programs; and
- Fostering collaboration among all the partners.



ONE-STOP CAREER CENTERS

The cornerstone of New Jersey's workforce investment system is the One-Stop Career Center service delivery structure. New Jersey policy calls for integrating and, whenever possible, consolidating workforce investment and related programs through strong interagency collaboration. New Jersey's One-Stop Career Centers comprise a system within which all workforce investment and related programs function as if they were a single entity. The system was designed to fundamentally improve the way workforce investment services are delivered. One-Stop Career Centers integrate services, and allow customer choice and universal access.

At One-Stop Career Centers, all state residents can obtain high-quality local information about job openings, skill requirements, and training provider performance. The Workforce Investment Act specifies minimum requirements for the structure of the local system, but it allows local communities significant flexibility in designing and implementing their One-Stop Career Center systems.

All potential workforce investment services and programs are part of New Jersey's One-Stop Career Centers, including those defined by the Workforce Investment Act of 1998 and those specified in the enabling legislation for the State Employment and Training Commission. By structuring the system in this way, New Jersey reduced duplicative efforts and created a fully accessible system organized to facilitate the seamless delivery of services.

New Jersey's One-Stop Career Centers are predicated on the idea of putting the customer first: We deliver workforce investment services according to the needs of our customers. The One-Stop Career Center system gives people who deliver services for a diverse array of programs a way to collaborate and create value for their customers in a connected environment.

The Workforce Investment Act requires the One-Stop Career System to include these partners:

- WIA Title I (Adult, Dislocated Worker, Youth)
- Job Corps
- Native American Program
- Migrant Seasonal Farmworker Program
- Wagner-Peyser
- WIA Title II (Adult Education & Literacy)
- Vocational Education
- Welfare-to-Work Programs
- Title V Older Workers

Apprenticeships cross county lines

Rosa, an interviewer in the Jersey City One-Stop Career Center, saw the potential for highly paid employment in the apprenticeship program of the Roofers Council. Although the council was located in a different county, Rosa contacted the council's headquarters.

Working closely with the Roofers Council, Rosa was able to place over 30 individuals, many of whom were veterans, in the apprenticeship program.

- Carl Perkins Post-Secondary Vocational Education
- NAFTA/Transitional Adjustment Assistance
- Community Services Block Grant (E&T Programs)
- Housing and Urban Development (E&T Programs)
- Unemployment Insurance

Each local workforce investment area must have at least one physical “full-service” center where customers can receive services from all of the One-Stop partners. WIBs may create as many full-service centers and affiliated sites as necessary.

In New Jersey, One-Stop inter-agency teams were established to develop guidelines to supplement federal guidance. The New Jersey One-Stop guidelines clearly go a step further in linking job seekers and employers to services, regardless of the provider or funding stream. New Jersey has established the following additional criteria:

1. Any entity desiring to participate in the delivery of services in the One-Stop system can be a member of the system if the entity agrees to enter into a Memorandum of Understanding to provide services in accordance with the established minimum service criteria for job seeking and employer customers and the established state standard operating procedures for delivery of core and intensive services.
2. Members of the system must agree to provide access to New Jersey’s Internet site and must agree to use America’s Job Bank and America’s Talent Bank.
3. Members of the system must be able to provide information about the system and demonstrate connectivity within the system to implement New Jersey’s “no wrong door” policy.
4. Partners identified as “additional partners” in the law and regulations must be considered as required partners if they operate in the area.



5. Entities representing more than one required partner count as a single entity for purposes of selecting a One-Stop operator.
6. One-Stops must agree to provide the following minimum services to job-seeking customers:
 - ✓ The system must be accessible to all job-seeking customers throughout the workforce investment area in a manner consistent with state and federal equal employment opportunity requirements. This may include electronic/automated methods of accessibility.
 - ✓ Information and services must be easily accessible to all job-seeking customers in a manner consistent with state and federal equal employment opportunity requirements.
 - ✓ The system must be organized to address the individual needs of job-seeking customers on a case-by-case basis.
 - ✓ Services shall be tailored to meet the job-seeking customer's employment needs, including labor market information, common intake and eligibility determination for workforce training and services, assessment of needs, continuous and centralized case management, individual referral to education and skill training and supportive services, including child care, with the objective of job placement.
 - ✓ Each job-seeking customer is provided access to information about current employment prospects for the occupation being considered, the wage level for those that have completed training programs for that occupation, and recent performance information on training providers in the area. Written information is provided on request.
 - ✓ Multiple methods are in place to provide information that is explained to and understood by the job-seeking customer about access to all services, included in the customer's Bill of Rights.
 - ✓ The system has available staff with knowledge of all required programs and services with the combined expertise to deliver all required programs and services.
 - ✓ The system has tiered service capability (levels of increased intensity of service) tailored to the individual job seeking customer's needs. The system's design and customer flow facilitates customer choice.
 - ✓ The system has standard operating procedures in place to assure timely and efficient movement within the system.
 - ✓ The system has a resource area that offers access to WNJPIN.NET and other information on occupational choices, demand occupations, jobs, and on other services available in the community.
 - ✓ The system has adequate staff and has developed clear lines of responsibility and authority.
7. One-Stops must agree to provide the following minimum services to employer customers:
 - ✓ Labor market information, including information about people looking for jobs, is made available to employer customers in multiple formats.
 - ✓ The system offers recruitment, testing, screening, and referral to qualified applicants via America's Talent Bank (ATB) for the employer's current or anticipated job openings.

- ✓ With the focus of improving the quality of the workforce, saving jobs and improving the productivity of companies, information is available about and access may be provided to:
 - Skill and aptitude testing for current employees.
 - Referral to task analysis and job restructuring/upgrading assistance.
 - Referral to education and training services for new and incumbent workers.
 - Assistance in making reasonable accommodations to meet state and federal equal opportunity requirements.
- ✓ The system assists employer customers with federal and state employment laws.
- ✓ Employer customers will be provided with and understand information detailing available services, and will receive an employer customer's Bill of Rights.
- ✓ Information and assistance is provided to employer customers in designing and providing employer-operated work and family support programs (e.g., dependent care, flexible work scheduling).

Clearly, the success of the One-Stop Career system will lie in the quality of services delivered by our staff. All One-Stop Career Centers must be based on a "no wrong door" approach.

The attached charts detail a sequence of services that allows for optimal flexibility in the delivery of services to meet the individual needs of all customers. The charts show the inter-relationship between services and also between the customer and the system. Value-added benefits from the initial interaction with the individual will ensure the overall success and use of the system.

Incorporated into this flow of services are activities funded through all One-Stop Career System partners. Services have been organized according to the terms core, intensive and training services, as defined by the Workforce Investment Act.

Employer/Training Provider Outreach

The One-Stop Career system is the "One-Stop Career Center for employers seeking employees." Employers obtain information about the system and available services through interaction with their local Workforce Investment Boards (WIBs). Employers are able to access the system electronically (placing job orders, updating information regarding employment and training opportunities and making matches), through the Workforce New Jersey Public Information Network (WNJPIN), America's Job Bank (AJB) and America's Talent Bank (ATB). Performance data on training providers will be available to employers as well as customers through the consumer report card that will be available via the Internet.

One-Stop Career Center staff help employers develop specific job orders that provide the information necessary to allow One-Stop staff to match a job-seeker to an appropriate job. The staff is responsible for reviewing orders and following up with employers to determine if their needs were met. If the job order continues to be vacant, the staff aids in further searches. Ideally, the employer will obtain employees and continue to use the system.

As noted by the service flow chart for employers, New Jersey designed a comprehensive approach to meet the needs of businesses as well as individuals.

Job-Seeker Outreach

The Department of Labor is taking the lead in the marketing of the One-Stop Career Center system. It is currently in the process of redesigning the Web page, WNJPIN, making it user-friendly.

Self-Service

One-Stop Career Center offices are directly linked to the Internet via WNJPIN, making it virtually a 24-hour, self-service system from any personal computer. Job-seekers and employers using the Internet will have access to program performances, availability of support services, UI claims information, labor market information, AJB and ATB. Employers search resumes of qualified job-seekers for available positions. Job-seekers directly register for career counseling to determine eligibility for intensive services or training. If the customer does not have a computer at home, computers are available at a number of sites in each county for self-service activities.

Core Services

- ☆ Orientation and intake to One-Stop Career system
- ☆ Eligibility, career assessment
- ☆ Outreach and programs for special populations
- ☆ Job search and placement
- ☆ Support services
- ☆ Referral to training
- ☆ Filing for unemployment, welfare and food stamps and student aid.

Registration and Orientation (Triaging)

Customers may enter the One-Stop Career system through a number of avenues. The customer may access through a personal computer, or may walk in to a One-Stop Career Center site looking for basic information, or may be referred from a community-based organization, a school-to-career program, the Rapid Response Team, or the Reemployment Call Center (RCC). TANF recipients are also referred to the One-Stop Career system. Initial orientation to the One-Stop Career system takes place by providing general information.

The registration process is through the One-Stop Operating System (OSOS). General information is asked of the customers to first assess their needs and then direct them to the most appropriate service. Due to the level of information provided and the importance of this initial stage of assessment, the person performing the registration and orientation tasks is highly trained and possesses superior communication and assessment skills. Assistance, as necessary and by appropriate staff, is also given in filing claims for unemployment insurance, explaining rights, obligations and other services.

Group or individual orientation sessions are available and account for any special needs populations, such as the visually or hearing impaired.

Career Assessment

Individuals may choose to take advantage of career assessment services in the One-Stop Career Center. At this point, more detailed information about the customer is gathered including: a review of skill levels, apparent barriers to employment, job history and overall qualifications. This information is used to better direct the individual to placement assistance, career counseling, and/or referral to support services. Assistance with resume writing, in addition to workshops on job search skills, is also available. Resumes can be posted on America's Talent Bank and America's Job Bank if desired by the customer.

The system allows for as much flexibility as needed to meet the needs of every customer. If it is apparent early in the interview that the customer needs intensive services or training, the professional may send that customer directly into intensive or training services. This ensures that the individual receives the most beneficial services as soon as possible. Initial eligibility determination will be made at this level.

Placement Assistance

If the customer requires assistance in searching for a job and obtaining employment, the individual may benefit from placement assistance. One-Stop Career Center staff will match job-seekers to job orders. The One-Stop Career Center system can serve as an initial screening process for the employer, recommending qualified candidates for each job order. In other instances, the job developer can provide all the necessary information to the job-seeker about jobs that match the person's skills and goals, and aid in arranging interviews. As part of the overall evaluation of the system's effectiveness, a follow-up survey or interview may be conducted.

Career Counseling

More in-depth career counseling is available to all customers seeking employment or training assistance. Examples of individuals who might require this type of counseling include, but are not limited to, those in the process of a job change, those desiring additional skills, those recently laid off, or those who have been historically unable to sustain employment. This process will assess what the customer needs and how to address specific barriers to employment goals.

Support Services

Support services refer to specific activities that are needed to address additional barriers to employment that may be impeding the customer from obtaining or sustaining employment. Examples of such barriers are care-giving responsibilities or disabilities. One-Stop Career Center staff will assist customers in contacting agencies that will provide additional services, such as rehabilitative services, childcare, transportation assistance, or mental health services.

Follow-up

One of the main components of the One-Stop Career Center system is continual improvement through customer feedback. Follow-up is as important as any of the core or intensive services. Following up on services involves coordinating system staff as a whole, from the local to state level.

This is done through a variety of customer satisfaction surveys and data collection methods, requiring a statewide approach. Protocols include expectations of One-Stop Career Center staff in guaranteeing the implementation of changes based on gathered information.

Intensive Services

- ☆ Case management
- ☆ Comprehensive specialized assessment
- ☆ Individual counseling and career planning
- ☆ Individual employment plans (IEP)
- ☆ Short-term pre-vocational services and group counseling.

Case Management

Case management in its broadest sense ensures the comprehensive transmission of information at every stage of interaction with the One-Stop Career Center system. Ideally, this process will begin with the individual's initial one-on-one contact at career assessment, during which a client profile is created. The determination to refer someone to intensive services must be made with careful consideration of the person's needs. Case management in intensive services may involve linking a customer with a specific organization that provides case management, where appropriate.

Case management may also include the development of a plan for long-term intensive services or a reassessment of employment strategies. This includes an action plan with any counseling and additional services required to overcome barriers. The individual may be recommended to other core or intensive services as decided with the assistance of a trained staff member.

Comprehensive Specialized Assessment

The comprehensive specialized assessment reviews the information in the career development folder and all previous employment efforts. Assessment tools include academic testing such as basic skills tests, an inventory of interests, evaluations of learning disabilities and medical tests and other specialized procedures. Test results are interpreted in a one-on-one meeting with the customer and the staff member. They then decide how to continue to meet the needs of the customer by recommending one, all or any combination of the following: participating in a training program; returning to any of the core services; developing an Individual Employment Plan (IEP), or obtaining individual counseling or career planning.

Referral to Training

The primary goal is to find a job for every customer. However, if the customer has a career goal or is interested in entering a new labor demand field that requires additional education and training, the individual is referred to a training program pending an eligibility determination. Eligibility for state and federal tuition programs is also determined. The customer may then choose a training program most appropriate to meet their needs. The One-Stop Career Center staff continually monitors the individual once placed in training to ensure progress in the program. Training providers are evaluated to ensure that they are meeting set standards. Customer satisfaction surveys assess the success of the One-Stop Career Center counseling, training program, and overall satisfaction of provided services.

Individual Counseling and Career Planning

Individual counseling and career planning are available to assist the individual in making occupational choices, career changes or adjustments. If necessary, an Individual Employment Plan (IEP) is created in a one-on-one meeting, assessing and measuring interests, aptitudes, labor market skills and other barriers to employment. Appropriately certified staff administer any required tests aiding the process. The plan will identify goals, objectives, time frames and funding sources. The customer's progress is monitored according to the agreed upon plan. This is to help focus the customer on the best way to obtain and retain a job that will lead to economic self-sufficiency.

Short-Term Pre-Vocational Services/Group Counseling

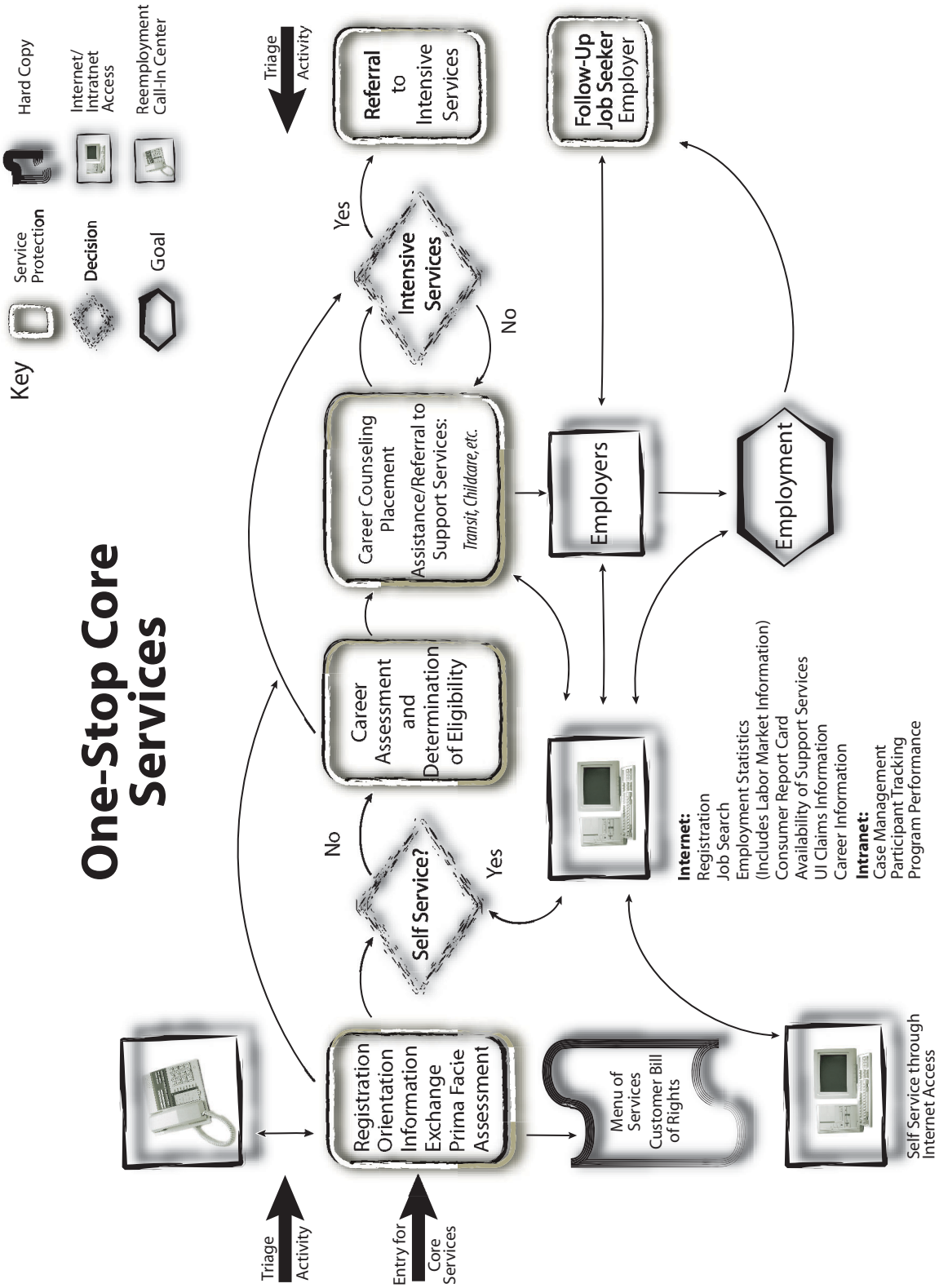
The customer may also require short-term pre-vocational services, which are defined as the skills required to prepare the customer for the work environment. These include work-ready skills such as punctuality, adjusting for travel time, proper attire, communicating with supervisors and colleagues and basic customer service.

The person may also require specialized group counseling, such as drug and alcohol rehabilitation and workshops on employability skills. Support groups reinforcing work-readiness skills are available for the customer. These groups provide opportunities to react and reflect on their new work experiences with those in similar situations.

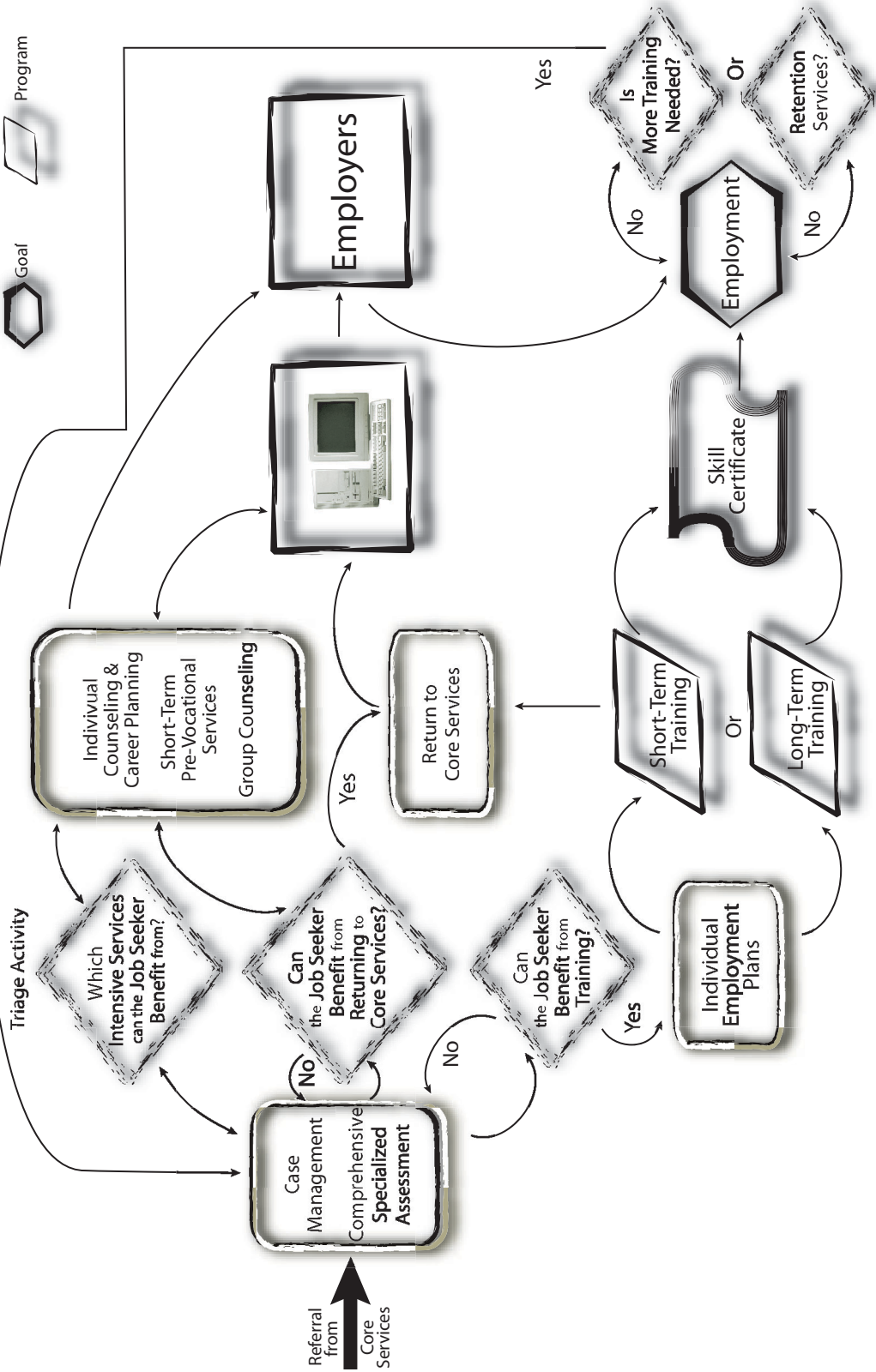
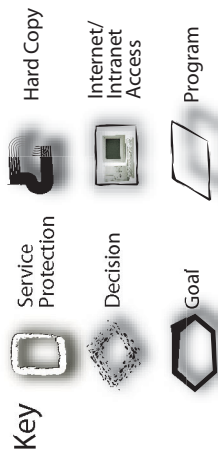
Return to Core Services

When a job seeker has completed any of the intensive services, the individual may return to any one of the core services. When the individual has acquired necessary skills and written an appropriate resume, the resume is posted on WNJPIN/ATB. This links the customer to employers in order to make a job match and attain employment as soon as possible, whether they are obtaining core or intensive services. The goal is sustainable employment and economic self-sufficiency for all our customers.

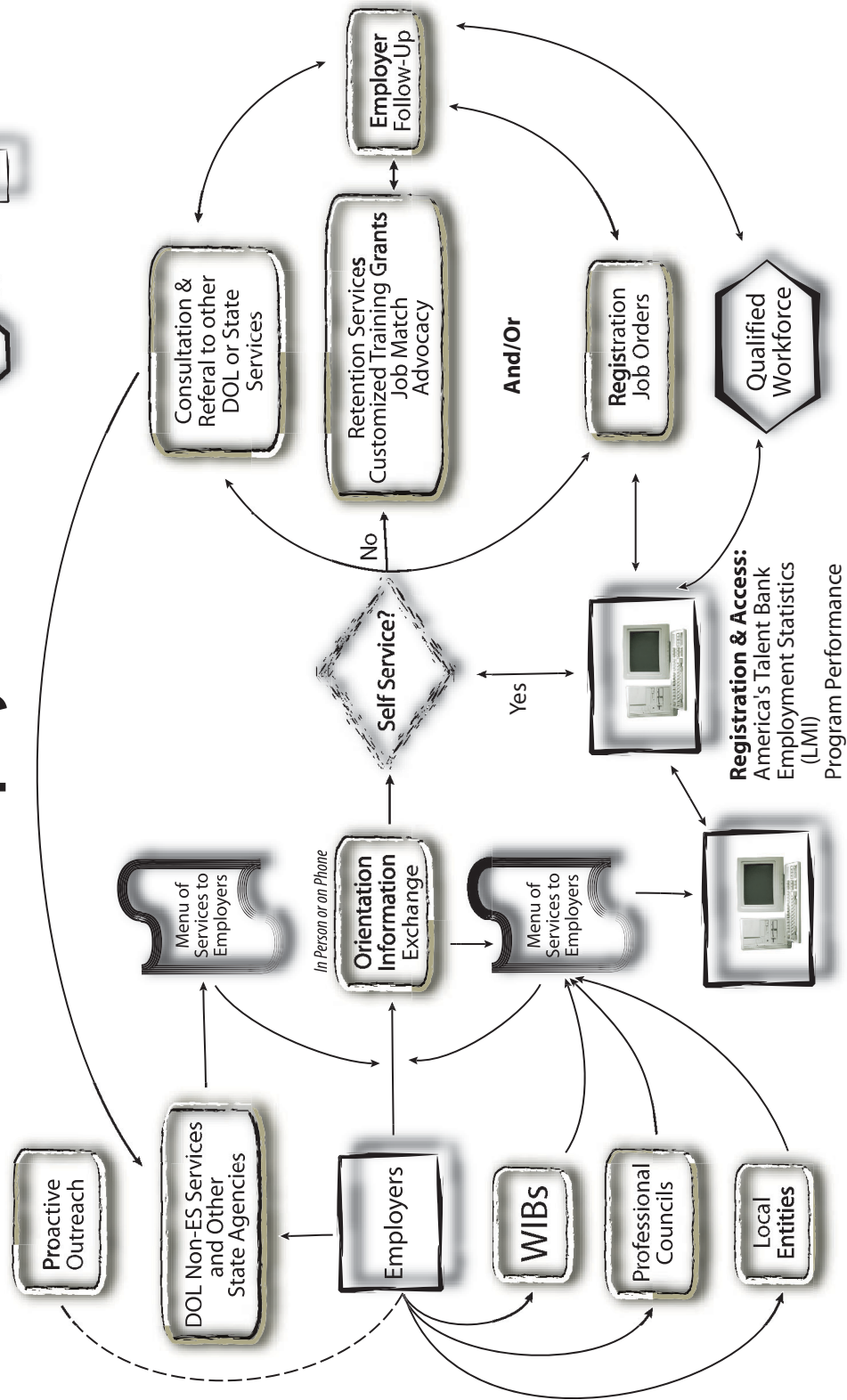
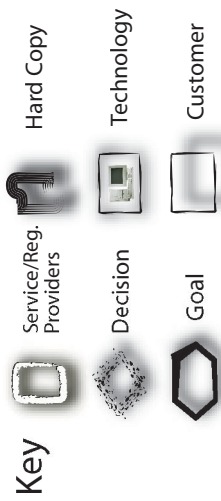
One-Stop Core Services



One-Stop Intensive and Training Services



One-Stop Services for Employers



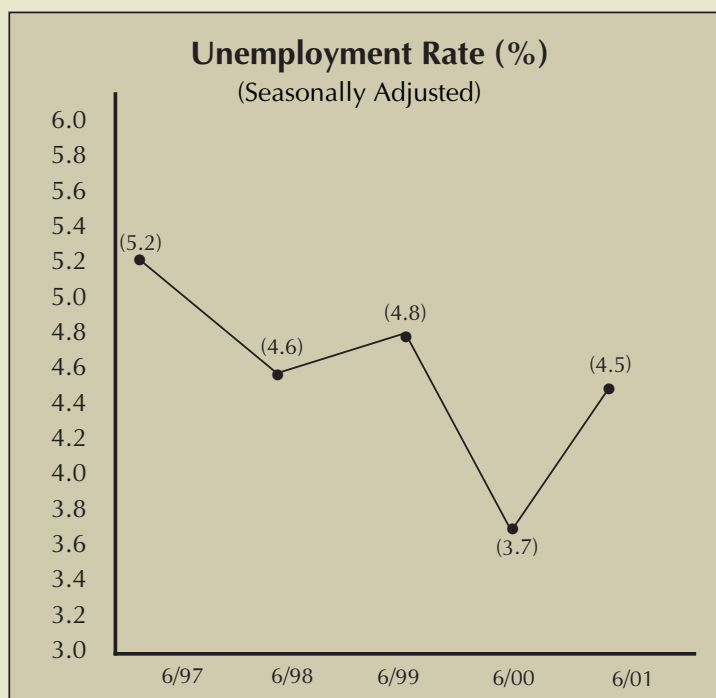
SNAPSHOT OF THE NEW JERSEY ECONOMY

The state's unemployment rate remained low by historical standards and ended the program year with a 3.9 percent annual average. Despite increasing from 3.6 percent in February 2001 to 4.8 percent in October 2001, the state's unemployment rate continued below that of the U.S. for the 23rd consecutive month. The U.S. rate was 5.4 percent in October. However, the National Bureau of Economic Research, which officially determines business cycles, stated in November that national economic activity peaked in March 2001 and that the U.S. is now in recession.

From February to September 2001, New Jersey lost almost 23,000 jobs. Although all major industry divisions, except services (+6,400) and finance/insurance/real estate (+1,900) declined during that period, the largest decrease was in manufacturing (-18,900). While manufacturing had been in decline for several months prior to February, the national economy might have weathered the downturn in the factory sector had it not been for the tragic events of September 11.

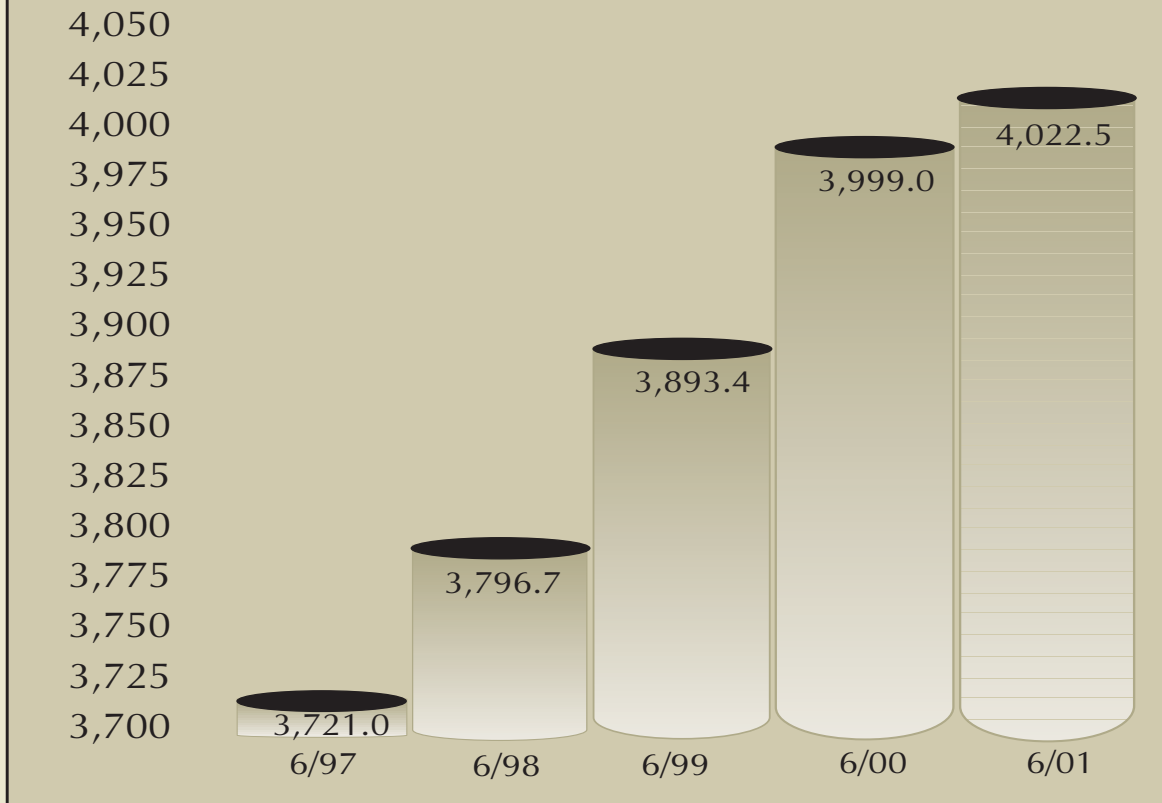
According to estimates released by the U.S. Department of Commerce's Bureau of Economic Analysis, total personal income in New Jersey was \$312.9 billion in 2000, up from \$289.3 billion in 1999. Economists had hoped that consumer spending, aided by an expansionary monetary policy and federal tax rebates, would be just enough to keep the New Jersey economy on track. Consumer confidence fell significantly both nationally and in the Middle Atlantic Region after September 11. The Middle Atlantic index was at its lowest level in October (80.1) and November (80.2) since April 1997.

New Jersey's short-term job outlook should be buoyed by the construction industry, due in part to school building construction brought by the Education Facilities Construction and Financing Act, ongoing work on the Borgata Hotel-Casino and office construction along the Hudson County waterway.



Nonfarm Payroll Employment (000)

(Seasonally Adjusted)



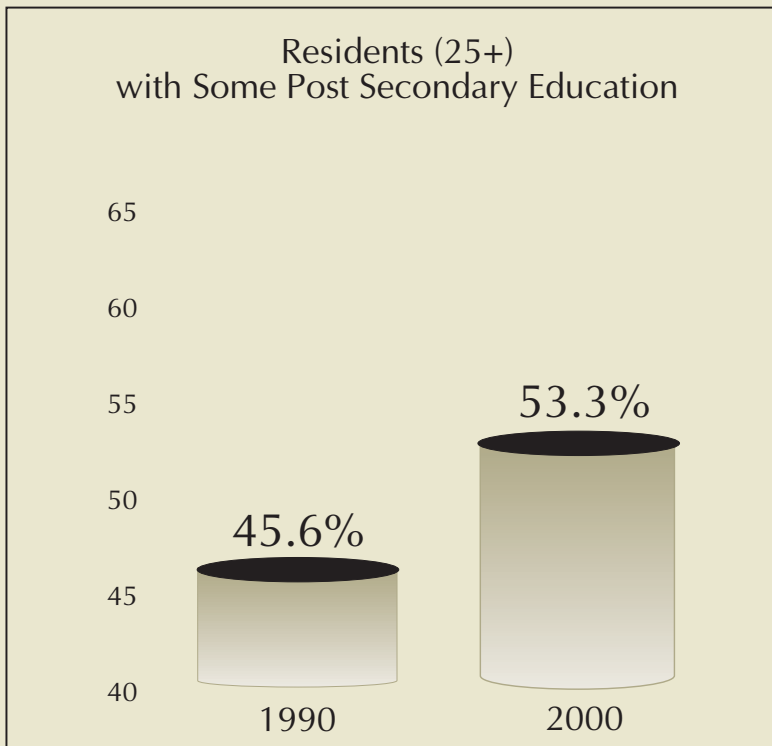
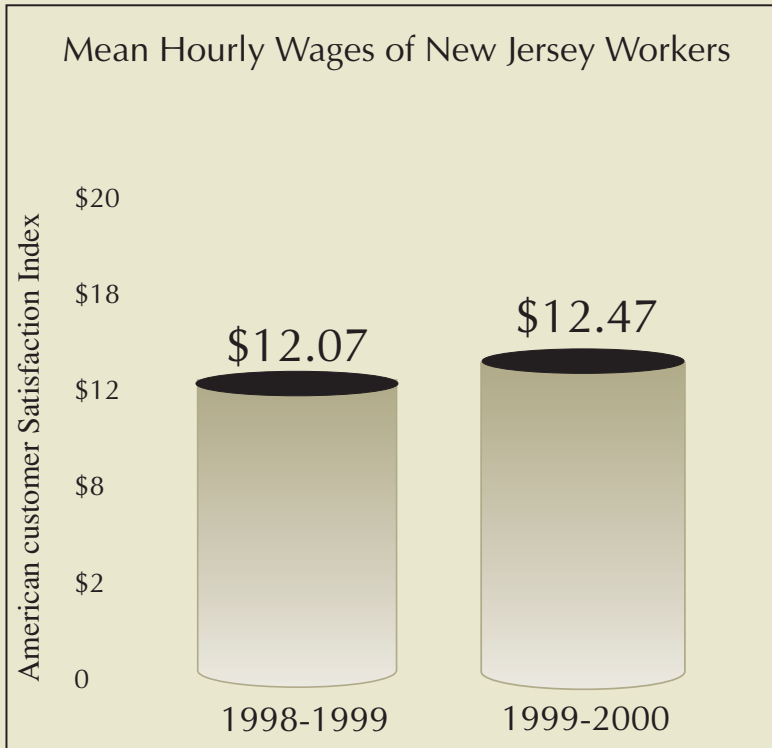
Looking beyond the near term, labor shortages can be expected to be a challenge for New Jersey through the next decade, particularly for “skilled” workers in professional/technical job categories.

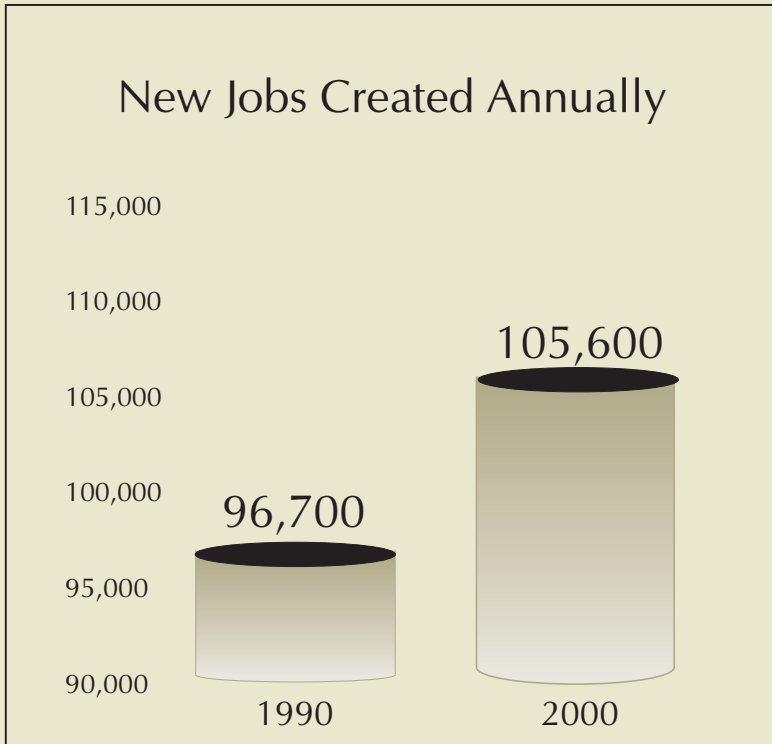
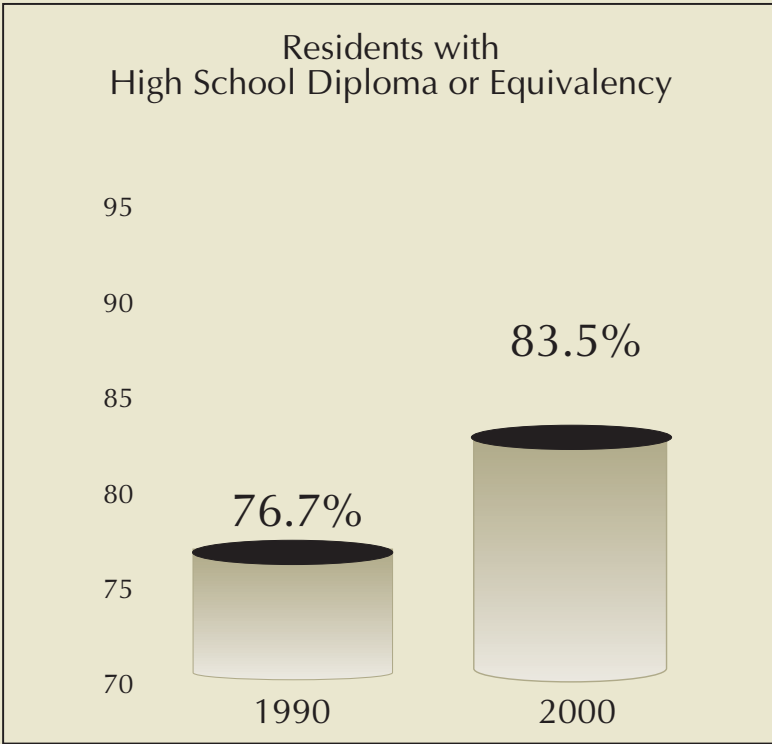
Occupations with high education and training requirements (associate’s degree or higher) are expected to grow at twice the rate of those with low requirements (19.5% vs. 9.1%).

Of the 11 training levels, the six fastest growing (in percentage change) are in the high training requirement group, led by associate’s degree (26.8%), bachelor’s degree (20.4%), doctoral degree (18.7%), master’s degree (16.7%), first professional degree (15.9%) and work experience plus bachelor’s or higher degree (13.1%).

Five of the top 10 growth occupations will be in computer and health-related jobs, with their increases attributed to projected fast growth in data processing and health services industries.

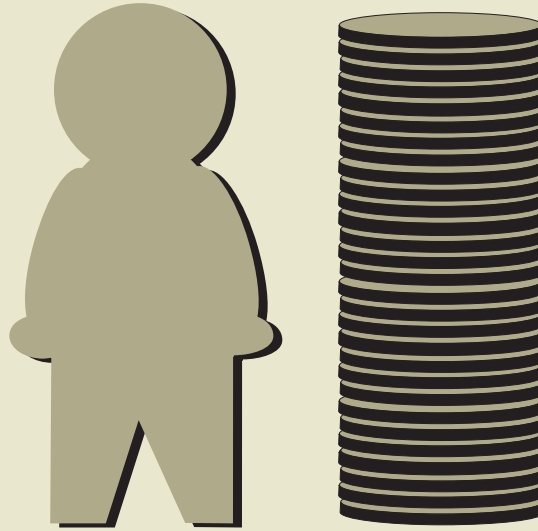
New Jersey’s labor force is projected to grow by 8.7 percent from 1998 to 2008. This represents a slower pace of growth than in the ’70s and ’80s. Women and minorities will account for the majority of the growth while many of those entering the state’s labor force will be immigrants in need of communication skills and training.





Output Per-Worker (1999)

Each Worker Generates \$67.797 of New Jersey's Gross State Product



Poverty in New Jersey Compared with the United States

2-Year Average	Percent of Persons Living Below Poverty		
	NJ	US	NJ/US ratio
1998-1999	8.2%	12.3%	66.7%
1999-2000	7.9%	11.5%	68.7%

*Source: Current Population Survey,
March 1999, 2000 and 2001.*

LABOR MARKET INFORMATION

Labor Market Information Update

A Labor Market Information Update report has been developed to provide state administrators and local WIB officials with a snapshot of economic indicators along with selected labor supply and demand information. It was designed to give users a better understanding of labor market conditions in their area and enable administrators to effectively plan programs that will meet specific needs.

Workforce New Jersey One-Stop Activities Report July 1, 2000 - June 30, 2001

	Prior Year	Current Year	Change	
			Number	Percent
One-Stop Operating System Items				
Total One-Stop Career Center Clients Registered	246,975	249,186	2,211	0.9%
Total Welfare Clients Active with the One-Stop	113,252	102,563	-10,689	-9.4%
New Welfare Clients Registered with One-Stop	96,449	55,340	-41,109	-42.6%
Job Training Enrollees (by Selected Program Categories)				
Youth	10,846	20,980	10,134	93.4%
Basic Skills	797	4,336	3,539	444.0%
Prevocational	615	958	343	55.8%
Workforce Investment Act	109	157	48	44.0%
Workforce Development Partnership	7,688	12,107	4,419	57.5%
Work First New Jersey	660	1,298	638	96.7%
Welfare-to-Work	768	1,647	879	114.5%
English Second Language	167	373	206	123.4%
	42	104	62	147.6%
Job Training Completers (by Selected Program Categories)				
Youth	4,966	6,196	1,230	24.8%
Basic Skills	563	1,382	819	145.5%
Prevocational	465	413	-52	-11.2%
Workforce Investment Act	84	68	-16	-19.0%
Workforce Development Partnership	2,867	3,064	197	6.9%
Work First New Jersey	299	613	314	105.0%
Welfare-to-Work	540	559	19	3.5%
English Second Language	132	77	-55	-41.7%
	16	20	4	25.0%
Employment Activities (Entered Employment)				
One-Stop Career Center Clients	110,115	100,931	-9,184	-8.3%
Welfare Registrants	36,657	30,883	-5,774	-15.8%
Labor Market Indicators (Seasonally Adjusted)				
			Change	
June 2000	June 2001	Number	Number	Percent
Civilian Labor Force	4,169.1	4,246,300	77,200	1.9%
Resident Employment	4,014.7	4,055,700	41,000	1.0%
Nonfarm Employment	3,999.0	4,022,500	23,500	0.6%
Total Unemployment	154.4	190,500	36,100	23.4%
Total Unemployment Rate	3.7%	4.5%		

Labor Market Information Workshops and Services to the One-Stop Community

From July 2000 through June 2001, three workshops were held with One-Stop managers and WIB representatives to provide them with a better understanding of supply and demand information and its use in program planning and evaluation. These programs were of value to the participants, and the Department of Labor used their feedback to assess the needs of local WIBs and One-Stops for future training and information needs.

During this period local labor market analysts continued to offer customized services to One-Stop operators, local WIBs and their partner agencies. Through attendance at WIB meetings, participation on WIB committees and assignment to One-Stop offices, the analysts are raising awareness of available labor market information and serving as valuable resources within the local employment and training community. Activities range from providing WIB officials with technical assistance in policy development to helping frontline One-Stop office staff manage and utilize the wide range of information that is available to them.

Career Clusters

Technological advances and global competition have transformed the nature of work. Tomorrow's jobs will require more knowledge, better skills, and more flexible workers than ever before. Tomorrow's workers must be prepared to change jobs and careers several times, continually updating their knowledge and skills. To prepare today's students for tomorrow, schools are working to help students achieve. One key approach to this goal is to provide students with relevant contexts for learning.

Far and away the best prize that life offers is the chance to work hard at work worth doing.

— Theodore Roosevelt

The Carl D. Perkins Vocational and Applied Technology Act of 1998 mandates the distribution of occupational education and training programs into 16 broad "career clusters" for program delivery and reporting purposes. A career cluster is a grouping of occupations and broad industries based on commonalities. The career clusters provide an organizing tool for schools, academies and magnet schools.

Career clusters link what students learn in school with the knowledge and skills they need for success in college and careers; they identify pathways from secondary school to two- and four-year colleges, graduate school, and the workplace, so students can connect school lessons to their long-term goals.

Partnerships involving the state, schools, educators, employers, industry groups, and others are creating curriculum guidelines, academic and technical standards, and professional development materials for the 16 career clusters. These clusters are an ideal way to organize instruction and student experiences in tech-prep, career academies, work-based learning programs, magnet and charter schools, and high schools that are restructuring around career themes.

PROGRAMS

Workforce Investment Act

Program year 2000 saw the successful implementation of the federal Workforce Investment Act, which replaced the Job Training Partnership Act as the primary law governing employment and training programs. This law provides greater flexibility to state and local governments, under the oversight and guidance of state and local boards, to respond to the economy and meet the needs of their area labor markets. WIA was implemented through local One-Stop Career Centers, which provide seamless delivery of services to both job providers (employers) and job seekers (applicants). Services are provided through partnerships among many human resource organizations, including One-Stop Career Centers; New Jersey Department of Health and Senior Services; Adult and Basic Education; New Jersey Commission on Higher Education; and Housing and Urban Development, to name a few.

The Workforce Investment Act provides an opportunity to significantly improve the workforce development system, resulting in the comprehensive, integrated, customer-friendly one-stop service delivery of numerous employment and training programs. The federal government funded WIA with approximately \$80.7 million dollars for program year 2000. In New Jersey, WIA is locally implemented by 17 WIBs. Eligible persons are adults, youth and dislocated workers.

Implementation Issues

1. Performance Standards

WIA requires that as of July 1, 2000, the Department of Labor must meet or exceed 17 negotiated performance standards for Title I, Adult, Dislocated Workers, and Youth Programs for each of the program years.

2. Youth Programs

WIA places major emphasis on youth services. Each WIB area has its own Youth Council and a separate Youth Council is required on the state level. Past youth programs allowed the “positive exiting” of youth after participating in a single activity. Youth are now required to have a comprehensive evaluation and an individual development plan to meet their specific employment and training needs. The individual can participate concurrently and consecutively in any number of the 10 youth components available under WIA. This change will call for a different type of program management for meeting the long-term employment and training needs of the youth. Because of the possible long-term aspects of the youth program, there may be larger numbers of youth remaining active for a longer period who will need additional activities. Also, the taking of positive results may be delayed until the youth finishes all the needed activities and exits from the program.

*Whoso neglects learning in his youth,
Loses the past and is dead for the future.*
— Euripides

3. Eligible Provider List/Consumer Report Card

All training providers under WIA and other programs are required to be listed on the state's eligible training provider list. Local WIA program operators may use only training providers on the list. The State Employment and Training Commission requires training providers to provide information on enrollment, completions and placements of all students. If the school does not submit this "consumer report card" information, the school is removed from the eligible provider list.

Labor Exchange

Workforce New Jersey provides training and labor exchange services customized to the needs of the customer segment served by One-Stop Career Centers. Customers requiring mediated services are provided high quality job search assistance services, including workshops in resume writing and interview techniques, skill assessment, and career exploration and job clubs. Customers more effectively served through user-friendly computer-based technology have easy access to the Workforce New Jersey Public Information Network and America's Job Bank, including the powerful America's Career Kit array of tools.

Workforce Development Partnership

The Workforce Development Partnership Program provides programs to strengthen the work skills of unemployed, underemployed, displaced workers and the economically disadvantaged, with the goal of attracting new industry to New Jersey and retaining current employers. The program also authorizes a supplemental fund for basic workforce education. These funds support One-Stop Career Centers, Workforce Investment Boards and the Department of Labor's Office of Customized Training.

Learning is the indispensable investment required for success in the "information age" we are entering.

— National Commission on Excellence in Education, *A Nation at Risk*, 1983

WorkFirst New Jersey

The departments of Labor and Human Services have established a unique partnership designed to utilize the resources of both departments, along with their contracted vendors and agencies, to provide services to welfare recipients under the WorkFirst New Jersey program. WorkFirst New Jersey participants receive mainstream labor exchange services with a focus on job search assistance. The WorkFirst New Jersey service plan provides basic skills evaluation, referral services to employers, and employability development services such as job training to participants in the WorkFirst New Jersey, Food Stamp Employment and Training and General Assistance programs. The program emphasizes job search assistance and employment placement services for job-ready applicants and recipients. Employer outreach and positive recruitment are also key parts of this program. Objectives are to facilitate the employment of Temporary Assistance for Needy Families (TANF) clients to meet or exceed goals identified in the Department of Labor/Department of Human Services agreement, initiate America's Talent Bank resume development for clients, and to identify WorkFirst clients with disabilities and direct them to appropriate rehabilitation services. The department has also developed a workplace literacy program and is integrating it with worker skill training.

USDOL Welfare-to-Work

The New Jersey Department of Labor is the state administrative agency for the federal Welfare-to-Work program. During the year, the department has worked with the New Jersey Department of Human Services (DHS) to provide technical assistance in developing Welfare-to-Work programs that leverage federal and state welfare reform funding. This assistance was provided to local Workforce Investment Boards who have oversight responsibilities for the delivery of local employment and training services. The department provides \$16,000,000 in WorkFirst New Jersey resources and \$38,221,165 in Welfare-to-Work resources to the 19 local administrative entities for employment and training services to public assistance recipients.

Customized Training

The New Jersey Department of Labor partners with employers of all sizes who invest their own resources, along with customized training funds available through the Workforce Development Partnerships, to raise the skill levels and competitive abilities of their workers. Since 1998 the Workforce Development Partnership's Customized Training program has provided \$139.9 million to cover the costs of worker training; \$218 million has been contributed to the training program by employers who have received grants, 5,404 business organizations (including organized labor organizations) have received financial assistance to pay the cost of training or retraining their workers and 194,818 incumbent workers have received occupational training. Customized Training has also provided grants to both NJDOL's Division of Public Safety and Occupational Safety and Health and to organized labor organizations so they can provide free on-site occupational safety and health training to any New Jersey-based, private-sector business who requests it. An independent evaluation of the program conducted by the Edward J. Bloustein School of Planning and Public Policy, Rutgers University, resulted in several positive findings. They concluded that 95 percent of the grantees recommended that other firms participate in the program. Over two-thirds reported significant positive impact on their organizations, and 64 percent of the grantees now conduct training versus 30 percent prior to receiving the grant.

“With the help of NJDOL our company was able to upgrade the skills of 165 operational employees, improve computer literacy, and work in cross-trained teams. Worker productivity rose significantly and all plant employees were kept on the payroll.”

— American Shower and Bath

Business Services Representatives

The Business Services Representative (BSR) program proactively reaches out to New Jersey's business community and plays a vital role in marketing the Workforce New Jersey One-Stop Career System. Each BSR is assigned a work territory of one or two counties and serves that business community as a single point of contact for information on government business services. As part of a joint initiative with the Department of Human Services, BSRs also promote the WorkFirst NJ initiative as another source of workers to help businesses meet their recruitment needs. Additionally, BSRs work with their county's WIB director to develop innovative local programs to address the needs of the WorkFirst NJ and TANF populations. The BSR program helps New Jersey businesses to thrive, grow, prosper, and hire New Jersey residents.

Rapid Response Team

In 1985 NJDOL established the nation's first statewide Rapid Response Team to provide immediate aid to dislocated workers who lose their jobs as a result of a company closing or mass layoff. The involvement and participation of state and local areas are structured according to the individual company needs, time considerations, and the service plans developed in cooperation with the employers, employees and, when appropriate, organized labor bargaining representatives. In addition to offering assistance with unemployment insurance, counselors assist in describing the various programs and services available, answer questions, assist individuals, complete all required forms, operate on-site career centers, conduct job seeking skills workshops, develop resumes and coordinate job development services.

"After meetings with the Response Team we had a commitment for NJDOL personnel to be on-site offering assistance with job searching, forms completion, etc. [to some 300 workers ... who were to be terminated]. We worked to develop a series of three workshops, and the feedback we got from the participants was overwhelmingly favorable: 9.7 on a scale of 10. Additionally, many people approached to compliment the NJDOL staff for their professionalism [and] their empathy for what we [were] going through. They have helped Grand Union through a very difficult time and they have our deepest thanks."

— Grand Union, Wayne

Employer Human Resources Support Services

The Employer Human Resources Support Services program provides free, confidential assistance to employers who need to improve management practices and establish sound workplace policies and programs for recruiting, selecting, training, developing, and retaining employees. It provides both very low cost seminars on HR management and supervision, and individual employer services on topics such as job restructuring, employee handbooks, employee turnover and absenteeism, and dealing with problem employees. The program serves about 2,500 employers each year.

"As my company's senior human resources practitioner and from my vantage point as an adjunct associate professor of management ... your user-friendly Employer HR support services are one of New Jersey's gems."

— Riviera Trading, Inc., Secaucus

Veterans' Program

The Veterans' Program provides a full array of services to veterans. The veteran customer receives priority access to job placements, counseling and training opportunities available through the Workforce

Investment Act and Workforce Development Partnership programs. Staff also helps veterans find and enroll in job or apprenticeship training programs approved for veterans' affairs educational benefits. New Jersey's veteran-dedicated staff participate in planning and executing Stand

Down programs for homeless veterans, as well as job fairs and the Employer of the Year Award program sponsored by veteran services organizations.

Coordinated services help vet keep independence

"Walt," a 72-year-old World War II veteran came into the Elizabeth One-Stop Career Center to seek assistance from the Veterans' unit. He explained to George, a Disabled Veterans Outreach Program representative, that he had a desperate need for housing. Walt was crippled with arthritis and had been living with his mother. She had recently passed away and the house, left to a brother, was up for sale. George consulted with the Local Veteran's Employment Representative, the Union County Older Worker Program, and the Division of Aging. Through the Aging Division's HOPE Program (which combines rental assistance with home support services to help frail, elderly people maintain independent lives in the community) Walt got an apartment. The Older Worker staff helped him apply for Supplemental Security Income through the Division of Social Services. Walt now lives on his own with some help from HOPE.

Observant, resourceful counselors make connections, touch lives

"John" came to the Vineland One-Stop Career Center for help. He had been an auto mechanic (uncertified) for 15 years and had been working in this field since high school. John loved his job; it was all he knew, and all he really wanted to do.

But, he told Morris, his interviewer, he had carpal tunnel syndrome in both wrists and could no longer use the tools of his trade. His employer had reduced his work hours but refused to lay him off so that he could qualify for unemployment benefits. With a wife and two young children, it was impossible to support his family. In addition, the doctor who had been treating him was on a three-month vacation, his pain medication was running out and he couldn't afford the office visit required to renew the prescription or pay for a refill. He was severely depressed.

Morris first made an appointment for John with the Division of Vocational Rehabilitation Services (DVRS) for that afternoon. Next he helped John apply for temporary disability insurance. Lastly, he called the county Board of Social Services to secure medical and financial assistance for the family.

When he followed up, Morris found that John had kept his appointments. Temporary financial assistance from the Board of Social Services had relieved the pressure of unpaid bills. DVRS sent John to a different doctor, who discovered that the patient had been misdiagnosed. John didn't have carpal tunnel syndrome; it was Lyme disease that was causing the problem! When John received proper treatment, the Lyme disease went into remission and he was able to work again. Morris referred John for educational assistance. Later John reported that he was attending the Cumberland County Vo-Tech in the evening and would soon receive auto mechanic certification, and that he was improving both mentally and physically.

Workforce 55+

Workforce 55+ is the Senior Community Service Employment Program (SCSEP) in New Jersey, administered by the New Jersey Department of Labor's Division of Employment & Training. The Division of Employment & Training is committed to fully integrating its SCSEP into the One-Stop program delivery system. The division will continue to lead efforts in coordination among SCSEP contractors and organizations that can be engaged in worker activities. Through Workforce 55+ staff, the division continues to promote awareness of the value mature workers bring to the workforce — as well as the unique training requirements of this population.

Migrant Seasonal Farm Worker

The Migrant Seasonal Farm Worker unit is responsible for all aspects of the employment and training programs that apply to farm workers. These include worker recruitment, crew leader registration and licensing, wage and crop surveys, the Job Service Complaint System, and the Workforce New Jersey Outreach program, which visits campsites, fields, and other farm worker gathering places to deliver information and other services. The Farm Worker Coordinator is stationed in Trenton, and organizes the activities of personnel stationed in appropriate local offices.



Trade Adjustment Assistance (TAA)/ North American Free Trade Agreement (NAFTA)

This federal program, administered by the Division of Employment and Training, is designed to provide reemployment services to workers who have lost jobs due to foreign competition. NAFTA serves those affected by production shifts to Mexico or Canada, while TAA serves those affected by imports from overseas or shifts of production to countries other than Mexico and Canada. Eligible workers may also receive classroom and on-the-job training, trade readjustment allowances (TRA), and relocation and job search payments.

Supplemental Workforce Fund for Basic Skills

The Employment and Training staff has developed a program outline for the Supplemental Workforce Fund for Basic Skills. A fund totaling \$5.2 million in program resources has been established to identify and provide basic skills training services through Workforce New Jersey One-Stop Career Centers.

Alien Labor Certification

The Alien Labor Certification unit processes applications for employers who want to employ individuals from a foreign country. It confirms when there are no available U.S. workers who can fill the position, and that the employer is offering the prevailing wage for the position. The unit also corresponds with employers and attorneys to advise them of application and documentation requirements.

Peer counselors help former coworkers focus reemployment search

When the Custom Shirt Factory laid off 260 members of the UNITE collective bargaining unit of the AFL-CIO, the New Jersey Department of Labor joined with the AFL-CIO to fund two peer counselors positions to be filled by two of the laid off workers.

The sewing machine operators and apparel workers faced loss of income and loss of health benefits in an area where employment opportunities were bleak. The peer counselors, Donna and Mary Ellen, both former shop stewards at Custom Shirt, completed rigorous training provided by the AFL-CIO. It is the job of the peer counselors to reach out to their former coworkers to counsel and advise them of job openings, training opportunities and labor market information, in addition to available social services and other types of assistance they may need. An important part of the job is to help the laid off workers remain optimistic and positive, and to let them know they are not alone.

Within three months the peer counselors were instrumental in organizing and implementing on-site computer literacy and basic skills programs that were funded by NJDOL, administered by the AFL-CIO, and provided by Sussex County Technical School. As a result of the combined efforts of the partners, many of the displaced workers have found employment, and many others have entered training to improve and update their skills.

Technical Assistance

Staff from the Division of Employment and Training are participating in and leading a technical assistance team comprising representatives from other NJDOL program areas and other partner state departments. Technical Assistance Review Teams visit One-Stop Career Centers to check compliance with the WIA and to assure complete and seamless delivery of services. The goal of these reviews is to certify the One-Stop Career Centers as fully comprehensive. Before submitting a report, the Team offers each office an opportunity to comment. Each report includes an executive summary, recommendations, citation of “promising practices” and a corrective action plan that identifies the office’s technical assistance needs. Follow-up visits provide the technical assistance needed to correct problems identified in the report. One-Stop Career System Self-Assessment Questionnaires will be used in a new evaluation process. This will quickly identify all of the one-stop requirements and whether they are in place, or in process. Sites most in need of assistance based on their completed questionnaires will be the first areas visited.

National Emergency Grants

National emergency grants provide supplemental funds to states, local boards and other eligible entities in order to provide basic readjustment services and classroom training to dislocated workers and communities affected by major economic dislocations.



PILOTS, HIGHLIGHTS & INITIATIVES

WIA Customer Satisfaction Performance

The WIA legislation requires all states to survey a sample of both participant and employer customers who have exited from services in order to determine their levels of satisfaction. Customer satisfaction must be measured at both the state and local WIB levels. In order to permit state-to-state and, within a state, WIB-to-WIB comparisons, the survey must be conducted by telephone using an USDOL-mandated methodology at the state level and via a common process by all local WIB areas within the state. New Jersey has elected to conduct the first year's survey by rolling up the local-level results to derive state-level performance.

The survey consists of three core questions for which responses are rated on a scale of one (very negative) to 10 (very positive). At the state level, the degree of satisfaction is measured by the University of Michigan's American Customer Satisfaction Index (ACSI), licensing for which was purchased for each state's use by USDOL. The ACSI is calculated using a formula based on the responses to the core questions. Possible ACSI results range from 0 to 100, with 100 being the highest score attainable.

NJDOL contracted with the John J. Heldrich Center for Workforce Development at Rutgers University to conduct the survey. Staff from the Heldrich Center provided project oversight and contracted with the Center for Survey Research and Analysis (CSRA) at the University of Connecticut to make the actual survey calls. CSRA has a great deal of experience conducting telephone surveys and both Heldrich and NJDOL substantially refined the process that has been applied to selecting and documenting customer activities.¹

Individual participants surveyed included those who had received reemployment services provided by the One-Stop centers (e.g., assessment, job search assistance, job placement, referral to training, etc.). For employers, the services were primarily job orders. Services provided by the state included customized training and services of the Rapid Response Team.

The first chart shows the statewide customer satisfaction results for PY 2000. Participants showed a high degree of satisfaction with WIA services, with an ACSI of 70.2. The satisfaction level of employers was lower, but generally positive, with an overall ACSI of 57.4. New Jersey's negotiated standards for customer satisfaction for PY 2000 were 68 percent and 66 percent for participant and employer customers, respectively.

¹In order to obtain fresh data, the survey should be conducted on a rolling basis during the year, with customers contacted generally within 60 days of exiting services, as mandated by ETA. However, because of start-up delays, WIA customers in PY 2000 were surveyed in two groups, consisting of exiters for the first and second halves of the program year. The delays also resulted in recall problems for respondents which, combined with problems with contact information (especially in the first half of the year), reduced survey response rates. In addition, start-up problems with the new OSOS database, used for the second half, prevented getting a complete sampling frame of exiters, particularly for participants.

Housing Authority Employment Center

The department has executed contracts with the Housing Authorities of West New York, Perth Amboy, Monmouth and Newark to establish employment centers for Welfare-to-Work Title 8 housing authority recipients. The Housing Authority employment centers will connect clients to the department's Workforce New Jersey Public Information Network (WNJPIN), which provides access to America's Job Bank, online resume service and other employment and social services.

Comprehensive Assessment Initiative

The New Jersey departments of Labor and Human Services are jointly providing a comprehensive assessment of all TANF recipients who have received benefits for 34 months or longer. Department of Labor staff will conduct basic skills (reading and math) and personnel tests for individuals identified by local welfare agencies. The information gained from this testing will be used along with the comprehensive social assessment data obtained by the county board of social services' case managers to make decisions about the employability plans for TANF and General Assistance recipients.

Welfare-to-Work Disability Case Management Initiative

The goal of the Welfare-to-Work Disability Case Management Initiative is to build the capacity of county welfare agencies and municipal welfare departments to identify appropriate individuals with disabilities and to prepare select local Division of Vocational Rehabilitation Services offices to assist unemployed New Jersey residents who are receiving Temporary Assistance to Needy Families or General Assistance benefits. The project will identify and enable employment of eligible individuals who have a physical or mental disability that poses an impediment to employment and who require vocational rehabilitation services to participate in the workforce.

"I was incarcerated for 13 months and then transferred to a residential treatment facility. After residing there for six months I was referred to DVRS. During my first interview at DVRS I met my counselor. For the first time in nearly a decade, someone believed in me. But more importantly, they made me believe in myself. ... With her encouragement and support I interviewed for a job and was quickly hired. The economic fears I had about educating and raising my children are now gone. Self-esteem issues have subsided, given way to feelings of success and achievement. All this and more, I owe to my counselor."

Workplace Literacy Pilot

New Jersey's Workplace Literacy Pilot brought together the New Jersey departments of Labor, Corrections and Human Services in a coordinated effort to improve the workplace skills of clients served by the three departments. The NJN (New Jersey Network) public television show "Workforce Development: Ready to Earn" is also instrumental in delivering the program. The first Workplace Literacy site was launched in September 2000 in Neptune. Since then, 5 additional sites have opened. The materials used in the pilot are a combination of video materials and self-paced, computer-based lessons dealing with specific knowledge and terminology required for any one of 163 job titles.

Approximately one out of five applicants for unemployment insurance does not have a high school diploma. Of the WorkFirst recipients tested through September, approximately two-thirds read below the ninth grade level. In anticipation of implementing the Workplace Literacy program, a pilot program using the skillsCOMPASS software was begun. The pilot program uses the skillsCOMPASS basic skill software in five areas (Camden, Bridgeton, Newark, Trenton and Neptune) to train and place 200 individuals. In Newark, a partnership has been developed with Focus, a Hispanic organization, to assist Spanish speaking customers.



The purpose of the program is to test how effectively the computer-based, self-paced training programs prepare individuals for jobs as measured by placement rates, wage rates and retention levels.

Additional sites, including three additional locations for Spanish-speaking customers, are being identified for expansion of the pilot in calendar year 2002.

The department will put to use the lessons learned from this pilot when implementing the Workforce Literacy legislation, which will provide the funds necessary to address the skills gap issue.

Community Audit Grant

NJDOL was recently awarded \$150,000 to conduct a community audit in seven of the state's southern counties. Through a state-led multi-region community audit, New Jersey will design a strategic planning and research methodology to define the demand and supply sides of the labor market and economic and labor trends for the seven-county region. The audit will target the hospitality and tourism industries. Detailed information will be collected about the job openings, skill shortages and areas of structural unemployment in the areas. This audit will help the state and local areas meet the labor market needs of the areas.

Workforce New Jersey's One-Stop Career Center Model Office

The model one-stop office design, developed at our Neptune location, was based on customer flow determined via process mapping. The Space Consolidation/Office Design Committee designed the model office to be customer driven and user friendly, and to give job seekers access to all the services they need to find work via self-service, group services, and mediated services. This model design has been utilized throughout the state, most recently in redesigning and renovating the Trenton One-Stop Office that opened in the fall of 2000.

Model Centers provide access to all employment- and training-related services in an attractive environment. Employers and job seekers can access myriad services including career videos, job listings, skills assessment, unemployment insurance assistance, and information about resume writing, career guidance, training, local labor markets, fidelity bonding, job fairs, vocational rehabilitation services, and other workforce development and social services. The self-service Resource Center section of the waiting area provides tables and chairs, telephones, a fax machine, photocopy machine, resource materials and Internet-connected PCs — all available to customers at no charge.

Office of Interfaith & Community Partnerships

The Office of Interfaith & Community Partnerships serves as a liaison within the New Jersey Department of Labor to promote collaborations with faith-based community organizations to assist welfare recipients and others in need of employment and support services. New and existing faith-based organizations receive information, technical assistance, and resources to strengthen their infrastructure and to understand the procurement process. Through collaboration with employers, community agencies, and government, faith-based groups engage in innovative programs and services, such as job fairs, basic skills training, day care, and transportation to help community residents achieve self-sufficiency.

Workforce New Jersey Public Information Network

Workforce New Jersey Public Information Network (www.wnjpin.net) is the central point of Internet information for all One-Stop customers. Linked to WNJPIN are the America's Job Bank site and career videos that provide information to applicants, employers, and service providers. The One-Stop infrastructure connects multiple agencies, such as the State Employment and Training Commission, Workforce Investment Boards, the Division of Vocational Rehabilitation Services, the state Department of Community Affairs, the New Jersey Commerce and Economic Growth Commission, and other state and local government agencies. WNJPIN was the first national One-Stop System. It earned an Award of Excellence from the USDOL and a "Best Site" award from Bell Atlantic.



Unemployment Insurance Internet Filing

In May 2001, the department initiated a limited pilot project to allow claimants to apply for unemployment benefits using the Internet. The public's response was very favorable and Internet claims filing was made available statewide in September 2001. Currently, approximately 1,500 Internet claims are filed weekly; this is equal to approximately 15 percent of the weekly claims intake and is expected to grow as the public's knowledge of this capability expands. A proposal to improve cost efficiency of the process by eliminating the data entry (currently necessary to complete each claim) is under review.

One Ease E-Link

One Ease E-Link is a joint initiative among the Department of Labor, the Department of Human Services, and the Department of Health and Senior Services. One Ease E-Link offers integrated electronic communication and information sharing, referral, case management and data reporting to the

"Thank you so much. You made the interviewing process pleasant and informative. You demonstrated a caring attitude that made dealing with a government agency a pleasure."

frontline worker. One important feature is the state-local partnership. Another key element in this system is Factors, a case management

software that allows participating agencies to track referrals and client appointments. Factors data are shareable, a feature that eliminates the need for duplicative data entry by the participating partners.

Workforce Investment Services Tracking and Reporting System

The Department of Labor recently issued a proposal to develop and implement a statewide Workforce Investment Services Tracking and Reporting System. WISTARS will track self-service activity at One-Stop Career Centers by using a swipe card system for recording customer activity. WISTARS will model a pilot system that has been operating successfully in the Cumberland/Salem One-Stop Career Center. Customers will receive a membership card that provides carte blanche access to job-seeking services. In July, the proposal was sent to each of New Jersey's Workforce Investment Boards to solicit interest for a statewide project manager. Several WIBs expressed interest in managing the roll-out, which includes securing a software vendor, demonstrating the system at a One-Stop Career Center, advising other WIBs on hardware needs, and providing technical assistance and software to all One-Stop Career Center locations in New Jersey. The swipe card system is expected to be fully operational in each One-Stop Career Center within the next several months.

Staff Development Training

The Department of Labor sponsored four staff training seminars throughout the state this past year for front line staff and Workforce managers from One-Stop Career Centers, Workforce Investment Board chairs, directors and their One-Stop operators and administrators, county welfare agencies, Business Service Representatives, Vocational Rehabilitation staff, Labor Planning and Analysis staff, and community business partners. Approximately 140 individuals attended each seminar. These management/front-line staff presentations focused on WIA implementation and the specific groups it serves.



Verizon New Hire Partnership Initiative

The partnership between the Department of Labor, the One-Stop Career Center, Mercer County College, and the Verizon Corporation has significantly streamlined the company's hiring process. This cooperative effort has resulted in a process whereby an applicant can complete the referral, application, testing, assessment and interview process in the same day. This has resulted in reducing the length of the hiring process from several weeks to a day or two. New, innovative, and timely recruitment practices will continue to be a priority for corporations who must compete for workers in today's economy. This initiative is an example of how the Workforce Investment Act can help major corporations, and offers evidence to Congress that WIA has the capacity and flexibility to work with other companies in a significant way. The average salary for the new hires is \$477.60 per week.

CHALLENGES



Creating an Effective Workforce Development System

New Jersey's economic sustainability and growth depends, in large part, on its workforce. It is therefore imperative that the state develop a workforce system that provides individuals with labor market skills and gives employers access to qualified workers. The Workforce Investment Act presents the department with many challenges in its implementation, as it requires streamlining and integrating 17 federal programs into a comprehensive one-stop system, without the consolidation of funding. To address this problem the New Jersey Department of Labor will recommend that the state consolidate all its workforce programs under one umbrella. This will eliminate fragmentation of workforce programs, improve the link with education and provide a single point of accountability.

Welfare-to-Work/WorkFirst

The state departments of Labor and Human Services are the primary agencies implementing welfare reform programs. During 2001, many recipients will reach the limit for receiving welfare benefits. While welfare roles have decreased substantially, the challenge lies in serving those "left behind" and those who have been unable to maintain their attachment to the workforce.

"DVRs has taken an unguided, uneducated, unskilled adolescent with little hope in life and changed him into a responsible, caring and productive member of society, who has not only received a college degree, but is a graduate student at Rutgers. This is the result of the support and effort of DVRs. DVRs has done far more than make a difference; it has 'taught a starving man to fish,' 'to plant a seed' and to grow within himself. The return on society is great, for no longer am I a burden to society, but I am a contributor to society, as DVRs has done more than give me a chance in life."

Funding for Vocational Rehabilitation Basic Support Program

For the first time since 1991, DVRS was forced to implement an Order of Selection (which establishes a waiting list for clients seeking services) in June 2001. The resulting waiting list grew to more than 1,400 in less than four months. As the demand for and cost of client services increase, the actual dollars available decrease.

One-Stop Operating System

OSOS was developed by a consortium of federal, state, and local workforce professionals to meet the core WIA business needs common to all states. The Internet browser-based system consists of new functionality integrated with existing state systems to maximize the one-stop experience. OSOS includes a self-service module with job opportunity and resume databases for the customer and a robust case management system for the workforce professional. The system integrates data and information for a number of reemployment and unemployment programs administered by NJDOL and other state and non-state agencies.

In January 2001 New Jersey became the first consortium state to install the full OSOS system for use by its employment and training community. However, a number of significant “bugs” remain unresolved, which have affected our ability to meet federal reporting requirements. Because of the newness of the system, the frequent changing of the business applications, and the ongoing need for training, this year’s performance is not fully captured in OSOS. Our intent to produce complete, consistent, valid, and timely reports has been frustrated by the complexities of launching an entirely new information system and the associated growing pains in fully embracing this new technology.

“... [Y]ou ... did wonders for my spirit. Your positive reinforcement went a long way to help me peek out from the doldrums. I am sure all your clients feel gratified to meet someone who not only makes you feel comfortable, but who also exhibits genuine caring and concern. And I won’t forget your sense of humor.”

OSOS is expected to be a fully robust case management system that will demonstrate a significant improvement in its performance reporting capability next year. Additionally, strategies to improve staff use of this system will include ongoing intensive training, technical assistance, and monitoring and the development of a procedures manual.

Customer Satisfaction Survey

The OSOS start-up delays also affected the department's ability to meet the customer satisfaction performance measurement requirements of WIA.

Because OSOS was not available, the participant and employer files for program year 2000 were divided into two groups as opposed to conducting the survey monthly. The first file contained participants and employers for the first six months of the year, July through December 2000. This file had to be created using data from numerous and sometimes incompatible sources. Respondents experienced recall problems as a result of the time lag between the dates of service and the survey, which reduced survey response rates.

The second file for the period of January 2001 through June 2001 was primarily derived from OSOS. However, both the local WIBs and the state experienced substantial backlogs in OSOS data-entry due to the system's operational inconsistencies and its extremely slow response time. Many offices worked overtime in order to catch up. However, some WIBs did not have a sufficient number of records to allow for sampling. In the end, the vendor had to attempt to call the entire eligible population, which consisted of a total of 15,215 customers. Again, respondents experienced recall problems and two areas still had insufficient data to compute satisfaction scores. Additionally, WIBs had not entered any employer data into OSOS. Therefore, the only employers surveyed were those who had received services directly from the state.

While the levels of satisfaction reported were good overall, the reliability and availability of participant and employer data files from OSOS presented the department with many challenges and resulted in a lower than expected response rate.

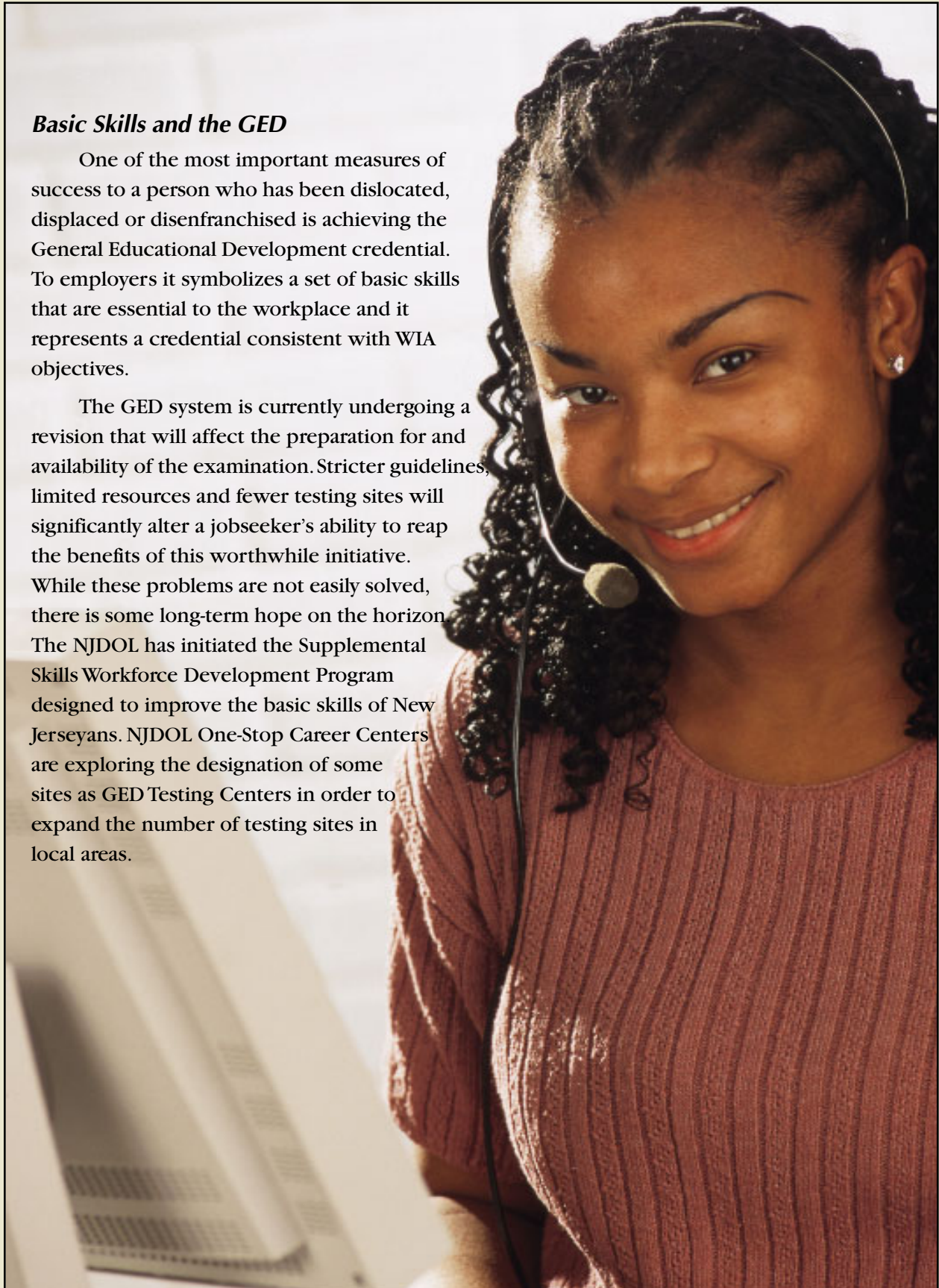
*Knowledge is the
only instrument
of production
that is not
subject to
diminishing
returns.*

— John Bates Clark

Basic Skills and the GED

One of the most important measures of success to a person who has been dislocated, displaced or disenfranchised is achieving the General Educational Development credential. To employers it symbolizes a set of basic skills that are essential to the workplace and it represents a credential consistent with WIA objectives.

The GED system is currently undergoing a revision that will affect the preparation for and availability of the examination. Stricter guidelines, limited resources and fewer testing sites will significantly alter a jobseeker's ability to reap the benefits of this worthwhile initiative. While these problems are not easily solved, there is some long-term hope on the horizon. The NJDOL has initiated the Supplemental Skills Workforce Development Program designed to improve the basic skills of New Jerseyans. NJDOL One-Stop Career Centers are exploring the designation of some sites as GED Testing Centers in order to expand the number of testing sites in local areas.



ANTICIPATED ACHIEVEMENTS

Noncustodial Parents/Bench Card

New Jersey was selected by the U.S. Department of Labor and U.S. Department of Health and Human Services to pilot a program called the Noncustodial Parent and Bench Card Pilot. The Department of Human Services' Division of Family Development, NJDOL's Division of Employment and Training and the Superior Court are working to address Welfare-to-Work services for noncustodial parents who are under court supervision for nonpayment of child support. The work group established a system to identify eligible clients (9,400 individuals) and refer these clients to the department's Welfare-to-Work service delivery system.

There will be five pilot sites in New Jersey — one each in the counties of Bergen, Camden, Cumberland, Mercer and Passaic. This pilot will involve both welfare and non-welfare children of noncustodial parents involved in the court child support enforcement process. The non-welfare population will be targeted for services at a later date. The Department of Labor is also consulting with USDOL's Office of Welfare-to-Work and the U.S. Department of Health and Human Services' Office of Child Support Enforcement to develop a pilot project to increase child support payments to low-income children by identifying and assisting noncustodial parents who are delinquent in child support payments and who can benefit from the employment-related services provided by Welfare-to-Work and One-Stop Career Centers.

Women in the 21st Century Workplace: Skill Development Through Distance Learning Demonstration Project

The New Jersey Department of Labor, in partnership with three Workforce Investment Boards, is implementing a demonstration project to use distance learning to improve opportunities for single mothers to develop their occupational skills and advance their careers. The Women's Bureau will provide technical assistance and evaluate the project. "Successful completions" denote the number of individuals who complete a certification program or course work that may lead to a recognized credential; have been placed in employment with high wages commensurate with high skills; have been retained in employment for at least six months; and who have Individual Development Plans to continue their education through resources such as Pell Grants.

The program is expected to serve 100 single working mothers with school-age children. Distance learning will provide a unique opportunity for women participating in the project to access skills development training, typically from their home, and advance their careers. Skills assessment, case management, mentoring, tracking, systems and support services for program participants will be provided through One-Stop Career Centers and their partners.

Women and Minorities Construction Training for State School Construction

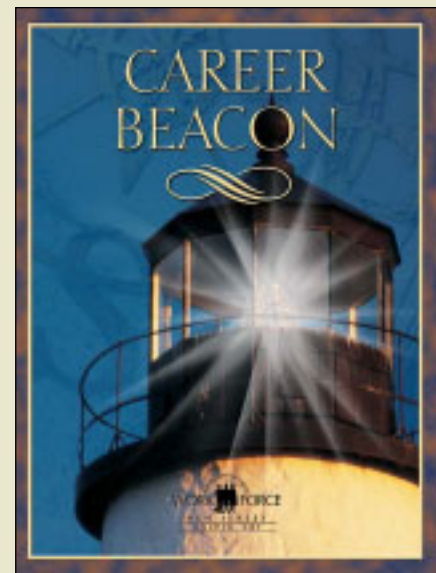
Under the New Jersey Educational Initiative (funded by the New Jersey Educational Facilities Construction and Financing Act) NJDOL promotes the training of female and minority residents in the construction trades. The Department of Labor, the New Jersey Economic Development Authority and the Department of Treasury have entered into an agreement to accomplish two objectives.

The first is to assist contractors and trade unions in recruiting and training workers to fill their workforce needs under the state school construction project. The second objective is to enable women and minorities residing in the Abbott or disadvantaged school districts to acquire skills and construction employment opportunities and to benefit economically from the construction projects in their communities.

Priority consideration will be given to female and minority residents of municipalities that encompass one of the state's Abbott school districts. A request for proposals was issued on September 10, 2001, for pilot projects in Newark, Trenton and Camden. Grant recipients will implement their pilot programs on March 1, 2002. A full-scale initiative will be implemented in all of the Abbott districts. This project will cover the fiscal years 2002-2006.

“Career Beacon” Job Search Workshops

The Career Beacon Workshop series will use a module approach to teach job seekers how to look for a job. The purpose of the project was to develop a universal job search assistance strategy and to improve reemployment services. Workshops comprise seven modules: Orientation and Assessment, Self-Management Skills, Effective Job Search, Labor Market Information Research, Marketing, Interviewing, and Training. After attending the Orientation and Assessment module, a customer may choose to attend any or all of the other workshops, depending on their individual needs. Career Beacon Workshops will provide a systematic approach leading to consistent service delivery, consistent quality standards, a focus on customer needs and flexibility for local partnership integration.



Alert workshop leader cultivates confidence

“Jeanette,” female recipient of general assistance was enrolled in a four-week job search workshop in the Atlantic City One-Stop Career Center. The group facilitator noticed that she was very timid and never volunteered information, answered questions or contributed to the group discussion.

The facilitator began asking Jeanette her thoughts and opinions on each topic that was raised. She slowly came out of her shell, and as her confidence improved she began raising her hand and sharing with the group, even making friends with other members. At the end of the workshop Jeanette thanked the group leader for making her talk during the sessions and helping her to feel comfortable talking to others and participating in the discussions.

Afterward, Jeanette was referred to a local security firm. The personnel director reported that she had interviewed well, seemed to have high self-esteem and an excellent resume. The firm hired her, and reported that Jeanette was still employed and working very well six months later.

AWARDS

One-Stop Process Improvement Project (OSPIP)

The New Jersey Department of Labor's vision for the future is to revolutionize the way we deliver services through the use of technology. In order to effectively integrate technology-based tools, NJDOL began redesigning the business processes of the One-Stop Career System. The core team mapped current business procedures, developed an ideal scenario, and then derived the "can be" vision. This led to the development of recommendations for changes that could be accomplished with no or low-cost, and which would result in optimum levels of technology-driven customer service. The department is now engaged in an effort to leverage this project by moving forward to implement these recommendations statewide. This project won the JETT*CON2001 Showcase Award and is being explored for use as a national model.



*OS-PIP won the JETT*CON 2001 Showcase Award.*

Local One-Stop Employee of the Year



The National Association of State Workforce Agencies (NASWA) chose Mr. Willie Emanuel as the recipient of The James F. Walls Local Office/One-Stop Employee of the Year Award. This award is given annually to an employee whose conduct demonstrates his or her outstanding dedication to customers and fellow employees, and extraordinary service to the community.

Willie Emanuel of the Atlantic City One-Stop Career Center has made outstanding contributions to the community in which he works and lives. He has a gift for helping individuals believe in themselves and their ability to achieve. As a case manager and facilitator of job search classes, Mr. Emmanuel works with individuals who receive general assistance and food stamp benefits. Regardless of an individual's past, Mr. Emanuel treats all with the same degree of respect and shows them how they can control their own destiny and work success.

GSETA STAR Awards

The Garden State Employment & Training Association (GSETA) is a statewide professional organization for directors and administrators of New Jersey's local Workforce Investment Areas, Workforce Investment Boards and other locally delivered employment and training initiatives. GSETA's mission is to promote leadership, knowledge and the advancement of New Jersey's Workforce Investment System and its professionals.

For the past several years, GSETA and its sponsors have joined together to acknowledge the accomplishment of youth and adults who have reached their education and employment goals. Awardees are successful graduates of job training programs who faced extraordinary barriers to achieving success in their training and employment endeavors. Each Workforce Investment Area operating in New Jersey participates in the STAR Awards Program.



Camden

Diane, a displaced homemaker, was in need of a new home. Diane found one for herself and her children and worked evenings as a waitress while neighbors provided the childcare she was unable to afford. Diane enrolled in the dental assisting program at the Technical Institute of Camden County in September 1999, finishing in June 2000. Diane was hired in September 2000 at \$13 per hour. She recently received a \$20 per week raise and is due for another increase shortly, and then every six months thereafter.

Cumberland/Salem

Jennifer dropped out of high school in the 9th grade feeling she knew it all! She became pregnant and as a single parent was forced to collect public assistance. Jennifer realized she was not going to get a job without a diploma and skills training. Jennifer then began the long road to reach her goals: to be self-supporting, have job skills and earn a high school diploma. Jennifer successfully reached these goals, receiving her GED diploma and completing classroom training for office technology, as well as completing an on-the-job training program. Jennifer has been employed for 15 months as an office clerk making \$7.70 per hour. She has her own automobile and is enrolled in the Welfare-to-Work program. Jennifer says the Office of Employment and Training was “excellent,” and helped her learn what she needed to succeed, and that she was “always treated with respect.”

Essex

Sandra enrolled in a medical billing/coding class at Alphatrain, while she worked part-time to meet the required hours for the Program for Parents in order to help pay for childcare. She completed the program with near perfect attendance. She is now employed full-time as a registrar with the Summit Medical Group.

Gloucester

Joan was a dislocated worker who could not continue in her former field due to a life-threatening accident that permanently changed her life. She worked hard to obtain her GED diploma, then entered training at the Academy of Computer Careers for computer office skills. She graduated from the program with honors. She is improving her clerical skills in a work experience program before entering employment. Joan has not let her injury prevent her from achieving success.

Hudson

Cheryl became a ward of the state at age four and spent many years in foster care. She married and had her first child at a young age. Although this marriage did not last, she eventually remarried and had another child. Seven years after remarrying, her husband was killed in a car accident. In 1998, Cheryl enrolled at the Career Development Center seeking help to find employment; her counselor helped change her life. Cheryl is currently working as a technician at \$11.00 per hour. Cheryl is attending a continuing education program for advanced computer technology. She is very appreciative of her wonderful counselor and program.



Hunterdon/Somerset

“If I hadn’t run into those people from AmeriCorps at the One-Stop, or hadn’t been able to make that phone call, I’d still be back at square one. So I’m very grateful for all your help and I appreciate the effort you’ve put forth since I met you. I feel as though a lot of weight has been taken off my shoulders, and this opens up a whole new perspective on where I am right now, and you’ve given me a much brighter future!”

Jersey City

Rigoberto was determined to return to his chosen profession of being an aircraft mechanic. Through friends and WIA, he was able to improve his English speaking skills. His case manager convinced the Teterboro School of Aeronautics for Power Plant Training to give him a chance. Rigoberto’s determination, his case manager’s guidance, and the school’s patient instructors helped Rigoberto graduate near the top of his class. He is currently employed as Power Plant Aircraft Mechanic earning over \$20.00 per hour.

Mercer

Joslin was a 26-year-old welfare mother of three young children when she came into the Mercer County One-Stop Career Center. She enrolled in Mercer County Technical School to study health technology. Joslin persevered through this demanding program and secured employment at a local hospital as a patient care technician on the medical/surgical floor. She later transferred to a position as an emergency room technician and has made a good life for her family and herself.

Middlesex

After working for 40 years as an assembler-tester for a manufacturing company, Margaret was unemployed for the first time. She needed to increase her skills in order to make a career change. She enrolled in the office administration program under WIA. During Margaret’s first semester, her daughter was diagnosed with multiple sclerosis, and in November 1999 her husband of 42 years passed away — but Margaret persevered through all of the everyday challenges, which impacted her both emotionally and financially. She continued her education and graduated in May 2000 on the Dean’s List. She currently works for the State Juvenile Justice Commission. Her training prepared her for her current position, but most of all it restored her stability and pride. She is thankful to the WIA program in Middlesex for her success.

Monmouth

Ronnette, a single mother of one, came to the Monmouth County Division of Employment and Training determined to be self-supportive and provide a better life for herself and her son. She expressed an interest in the medical profession, and after an intensive vocational exploration process enrolled in the hospital nursing assistant program at Monmouth County Vocational School. She completed the program and is now employed as a home health aide at the Jersey Shore Medical Center, and as a teacher’s assistant at the Children’s Center of Monmouth County. Besides holding two jobs, Ronnette finds time to give back to the community. Ronnette mentors teenage girls in the “Time to Grow” program and volunteers as a rape care advocate at the Women’s Center.

Morris/Sussex/Warren

Jerry came to Morris/Sussex/Warren Employment and Training Services with many barriers to employment. During the assessment and counseling process, it became evident that Jerry had the aptitude and motivation to succeed in training. Jerry chose to study computer electronics networking at Dover Business College. With hard work and the support of the Morris/Sussex/Warren Employment and Training counselors, Jerry completed his training and earned two A+ certifications. He overcame personal hardships in his struggle to succeed and is currently employed in his chosen career field at Globix Corp. in New York.

Newark

Martha is a mother of one. After losing her job as a result of a downsizing, she entered the PC training program. She attended Essex County College and received an AA degree in business administration. She now works in the Office of Professional Engineering and Land Survey for the State of New Jersey.

Ocean

Michele was a single parent participating in the Temporary Assistance to Needy Families program when she began attending Performance Training, Inc., Toms River, in September 1999. Michelle completed the program with honors in March 2000 and found employment at Sovereign Bank in April 2000 as an Internet loan claims processor. Michelle remains employed more than a year after graduation.

Passaic

Diane is a single parent of two sets of twins. She was receiving welfare and needed occupational training. In addition to academic instruction, Diane was trained in computer and clerical skills at the Greater Paterson Occupational Industrial Center. The City of Paterson Department of Human Resources Division on Aging, Disabled and Nutrition Services recently hired her as a clerk typist.

Union

Dawn received her GED diploma in February 2001, finishing at the top of her class. Since receiving her diploma she has been steadfastly researching funding opportunities so she can enroll in Kean University to get a bachelor's degree in social work. She wants to work with young mothers in the community to provide the types of services she found herself in need of when she had her son. She has used her newly learned job research skills to obtain an entry-level management position with Phoenix Management at a starting salary of \$30,000.



THE NEW JERSEY BUSINESS COMMUNITY AS CUSTOMER

Whether large, medium-sized or small, employers in the manufacturing and service sectors agree that the New Jersey Department of Labor offers a broad array of useful services and programs to help them effectively compete in the Garden State. The following comments reflect the level of satisfaction expressed by this diverse cross-section of the business community.

Wegmans Food Market

“Based on the high level of response and attentive customer service, Wegmans has already taken advantage of many NJDOL services including a literacy training grant, on-the-job training opportunities, work opportunity tax credits, and school-to-careers educator training internships. These services have encouraged our New York-based company to expand into several other locations throughout New Jersey.”

Gerber Metal Supply Company

“Moving your business is never an easy thing to do, but working with the Department of Labor Business Services Rep, we got all the assistance we needed. In dealing with county issues, transportation for our current employees, and recruitment of new employees, our BSR was with us every step of the way. With the help of the DOL, we will soon begin training for our workforce. They have become a true friend to Gerber Metal Supply.”

WaWa Food Stores

“NJDOL representatives worked closely with our staff to strengthen our company’s internal human resources while expanding our commitment to the communities in which we have our stores. As a result of our cooperation with NJDOL we have hired many qualified high school students as well as WorkFirst New Jersey clients throughout the southern region of the state. Our corporation is more diverse and dynamic as a result of our outreaches to the department and its many valuable services.”

3M Company

“We want to thank you for giving the 3M Company the opportunity to participate in the customized training grant program. Often you hear what is wrong with government. We want you to know what is right. Our participation in the [Customized Training] program has been an exceptional experience.... Our employees have improved their skill levels, making it possible for our site to achieve our ISO certification during the period of the grant and meet the quality standards our customers expect. Thank you for making it possible.”

Air Cruisers, Inc.

“Air Cruisers is a manufacturer of inflated airline safety equipment. In spite of lucrative incentives offered by other states, Air Cruisers has chosen to stay in New Jersey and credits the Customized Training program as one of the primary reasons for doing so.



Air Cruisers has achieved outstanding growth in market share in our industry, and has made significant improvements in the organization since receiving customized training grants that have combined classroom, on-the-job, and computer based self-learning courses. The company credits much of its success to the DOL-funded training programs.”

Jevic Transportation

“The customized training grant provided Jevic [trucking firm] with much-needed funds that allowed us to increase our annual operating revenues and create many jobs. During our grant period, Jevic realized a 22.7% increase in employees. In addition, we did not experience any layoffs during the CT grant period. About 100–125 jobs were retained as a direct result of the enhancement we achieved because of the CT grant.”

American Shower and Bath

“With the help of NJDOL our company was able to upgrade the skills of 165 operational employees, improve computer literacy, and work in cross-trained teams. Worker productivity rose significantly and all plant employees were kept on the payroll.”

Johanna Farms

“We are very pleased with the recruitment assistance that we received from NJDOL. As a result of this working relationship with state and local government we are proud and active participants in our local employer council.”

Titan Tools

“The [NJDO] customized training grant has enabled us to remain a competitive New Jersey manufacturer and develop a more cohesive Titan Team in the following ways:

- Improved the design of our products by enhancing our geometric tolerances skills;
- Upgraded our ability to use computers and other technology;
- Broadened safety and health training; and
- Learned effective techniques to reduce our inventory.

Further important benefits of the training have been improved employee relations and a ‘do-able’ plan for Titan Tool’s expansion here in New Jersey. Thank you!”

Brandywine Senior Care, Inc.

“[NJDO]’s Business Services Representatives have been instrumental in assisting [my facilities] in staffing crises, training programs and relationships throughout the local communities [in which our facilities are located]. Every county [BSR] representative that I have met...[is] an educator, trainer recruiter and consultant for [my facilities] throughout Atlantic, Burlington, Camden, Gloucester, Monmouth, Ocean and Somerset Counties!”

Altech Corp.

“I [recently] attended a Human Resource Management Seminar. I was so pleased with the information I learned, that I came back to work and immediately registered for all the other sessions. It was that good! I look forward to the new topics they present each year.”

Cylogix

“Overall, I cannot give enough positive feedback about the [NJDO] customized training program. It has given us the opportunity to offer employees who work in an extremely competitive market and a high-pressure environment a chance to grow and develop on a professional level. With the continual changes in developing mainframe computer business technology for clients, it is important that Cylogix support and increase the size of its high-caliber workforce, and keep a competitive edge.”

PROMISING PRACTICES

One-Stops tap nontraditional staffing resources

The Dover One-Stop Career Center uses the spirit of cooperation to provide better customer service and to staff the office in the face of personnel shortfalls. The Morristown satellite office turns to the 55+, Green Thumb, and National Council on Aging, the County Probation Department and the WorkFirst New Jersey program to obtain workers to fill some nonprofessional slots. These workers provide timely customer service and data entry help to allow the professional staff to give attention to the areas of job search, job development and counseling.

Through the Probation Department, the office is able to use individuals who are required to perform community service hours as part of sentencing agreements. One individual worked at the reception desk, answered the phone and did data entry tasks.

Other offices have noticed the results and have begun tapping this reservoir of human resources to solve staffing problems.

Farm Labor Program

In Trenton, the local office outreach worker of the Farm Labor Program regularly visits farms with a licensed nurse from the Hightstown Community Action Services Center. Each Wednesday, they visit farms in northern New Jersey to offer a variety of basic health maintenance tests for cholesterol level, blood pressure, diabetes and other conditions often neglected by farm workers. The nurse distributes health awareness brochures and gives presentations on topics such as HIV and teenage pregnancy prevention.

The growers are very enthusiastic because the program saves them and their workers time and money. It reduces time lost due to illness, and conveniently provides needed and valuable services. The Farm Labor Coordinator is on board and fully immersed in the program; the coordinator is currently organizing a similar program for the southern part of the state.

Migrant Seasonal Farm Worker Program

Designated staff from local offices provide extensive outreach services to the farm community. Staff actively participate in the coordination of services related to the MSFW community by attending the Helping Hands monthly meetings and participating in the Pre- and Post-Harvest Conferences. The program also networks with related enforcement agencies and coordinates a massive mailing of Agricultural Recruitment System information to New Jersey growers to encourage them to use the system.

Food careers entice teens

Salem County implemented a program called “Exploring Careers in the Food System” to introduce students to careers in the food retailing, food service, and manufacturing sectors of the food industry. The 14- to 16-year old students were from low-income families or classified as special need students. The six-week program was a collaboration of many partners, including the Mid-Atlantic Consortium, the school districts of Pennsville, Penns Grove and Salem, the Cumberland-Salem County Workforce Investment Board, the One-Stop Career Center, Acme Markets, Bottino’s ShopRites, MacDonalds, SuperFresh, and the students and their parents.

The program showed students various facets of the food industry they would not have seen otherwise. The students visited farms, restaurants, supermarkets, food distribution centers and food processing centers. Part-time work that paid them \$5.15 per hour, coupled with job-shadowing, field trips, Internet research and team work training, in addition to workplace readiness exercises, helped the students learn and understand the world of work as it applies to the food industry.

The program was credited with inspiring positive changes in 21 of the 22 students who started the program. There was one drop-out, a lower rate than expected. Attendance improved dramatically, as did classroom behavior and academic grades.



First Timers

First job experiences are among the most memorable. Since a summer job represents a teenager’s first exposure to work, it is crucial to integrate a student’s life experience with the many community resources they will be using as adults.

For the past three years the Cumberland County Office on Employment and Training, WaWa Food Stores and the Cumberland County Empowerment Zone teamed up to provide summer jobs for young adults. The program is a part of the School-to-Careers program operated out of several regional high schools. Students received paid classroom training to prepare them for their jobs.

Not only does this program help young adults find jobs, it teaches them to be responsible employees and, best of all, offers a paycheck with an average salary of \$6.75 per hour.

State Name: New Jersey

Date Submitted: 1/11/2002

Submitted by: JoAnn Hammill

Assistant Commissioner, Workforce New Jersey

WIA TITLE IB ANNUAL REPORT FORM (ETA 9091)

I. Narrative Section

- A A discussion of the cost of workforce investment activities relative to the effect of the activities on the performance of participants.
- B A description of state evaluations of workforce investment activities, including:
- The questions the evaluation will/did address;
 - A description of the evaluation's methodology; and
 - Information about the timing of feedback and deliverables.

New Jersey is proud of its success in transitioning WIA into a responsive, effective, and unified One-Stop system. New Jersey was the first OSOS consortium state to install the OSOS system for use by its employment and training community. All efforts have been made to produce a complete and timely document. However, due to complexities of launching an entirely new management information system, this year's performance has not been fully captured, and we were unable to report on the individual local area performance measures. This reporting difficulty is especially evident with the "credential and employment rates." Although New Jersey's levels were comparable to those of other states, our negotiated levels were significantly higher, despite having the majority of outcomes from the JTPA program for which no credentials were anticipated or recorded.

PERFORMANCE MEASURES COMMENTARY

PROGRAM YEAR 2000

During program year 2000, the Workforce Investment Act provided 14,896 customers in New Jersey the opportunity to enroll in training programs. To keep this report in perspective, it must be pointed out that during program year 2000 the One-Stop Career Centers in New Jersey registered 249,186 customers. The Core Services offered to these customers were paid from Wagner-Peyser funds and Welfare-To-Work dollars. This allowed New Jersey to use a large portion of WIA money for critically needed training and other Intensive Services.

The New Jersey Department of Labor exceeded 10 performance measures for program year 2000. 78.1% of the adults entered into unsubsidized employment; this is 8.1 percentage points above the negotiated level of 70%. The average change in earnings received by these adults after six months was \$5,532.73; this is \$1,932.73 above the negotiated level of \$3,600.

85.2% of dislocated workers entered into unsubsidized employment. This is 6.2 percentage points above the negotiated level of 79%.

For dislocated workers, the state exceeded the negotiated earnings replacement rate of 103% by 104.2 percentage points. The actual performance level was 207.2%.

For older youth, the retention in unsubsidized employment six months after entry into the employment was 82%. This is six percentage points above the negotiated level of 76%. The average earnings received by these older youth after six months was \$4,096.62; this is \$873.62 above the negotiated level of \$3,223.

The younger youth program exceeded all three negotiated levels. The actual performance level for attainment of basic skills, work readiness or occupational skills was 78.4%; this is 16.4 percentage points above the negotiated level of 62%. All 100% of the younger youth attained a secondary school diploma or recognized equivalent; this was 49 percentage points above the negotiated level of 51%. The third performance level for younger youth — placement and retention in postsecondary education or advanced training, or placement and retention in military service, employment or qualified apprenticeships — exceeded the negotiated level of 51% by 3 percentage points. The actual performance level was 54%.

There were 3,201 participants eligible for the Customer Satisfaction Survey, 1,206 of which were surveyed. The actual performance level was 70.2%, which is 2.02 percentage points above the negotiated level of 68%.

There were five performance measures that met the negotiated level for program year 2000. For both adults and dislocated workers, the retention in unsubsidized employment six months after entry into the employment was within 80% of the negotiated level. The adults attained 77.2%, or 14 percentage points above 80% of the negotiated level of 79%. The dislocated workers attained 83.6%. This is 15.2 percentage points above 80% of the negotiated level of 85.5%. 69.8% of the older youth entered into unsubsidized employment; this is within 0.2 percentage points of the negotiated

level of 70%. There were 12,014 employers eligible for the Customer Service Survey. The actual performance level was 57.4%, which is 4.6 percentage points above 80% of the negotiated level.

The performance measures for the Adult Employment and Credential Rate and the Dislocated Worker Program Employment and Credential Rate were not met.

Enrollments

There were 4,986 participants in the adult program, of which 1,893 (38%) exited. In the dislocated worker program, 2,114 (42%) of the 4,997 participants exited. The older youth (19-21) had 673 participants with 167 (24.9%) exiting. 411 (9.7%) of the 4,240 in the younger youth program exited.

Placements

Of the 567 adults who were not employed at WIA registration and who exited the program, 443 individuals were placed into employment. There were 2,104 dislocated workers who exited the program and 1,792 of these individuals were placed. 31 of the 45 older youth who exited were placed into employment.

Expenditures/Obligations

There was \$77,798,292 total available. \$11,569,230 was spent on adult programs and \$11,670,178 for the dislocated worker programs. The youth program area (both older and younger youth) spent \$13,260,016. Rapid Response spent \$3,868,234 and Statewide Required Activities used \$8,619,775. These figures do not include administrative expenditures of \$8,204,113 or outstanding obligations of \$5,875,109 for adults, \$5,843,577 for dislocated workers, \$4083,409 for youth, \$1,199,322 for Rapid Response, and \$1,584,644 for statewide programs.

II. Table Section

Table A - Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Completed Surveys	Number of Customers Eligible for The Survey	Number of Customers Included in the Sample	Response Rate
Participants	68	70.2	1206	3201	3201	* (see footnote 8)
Employers	66	57.4	3255	12014	12014	* (see footnote 8)

Footnotes to the NJ WIA Annual Report

1. Version 1.0 of OSOS did not allow for the entry of actual exit dates. The data entry date into the system replaced the actual termination date. This OSOS system problem has produced significant distortion of the pool of exiters that were included in the annual reporting period. Some terminations that should have been counted for PY 2000 will be reported in PY 2001 because of the overlap of program years. Because of the overlap of program years, customer satisfaction response rates and satisfaction measures may not accurately reflect the program year in which the exit occurred.
2. Once exited, records could not be updated to include credential attainment in OSOS Version 1.0. When OSOS version 2.0 became available, a window of opportunity was afforded to locals to update information on credentials. However, due to the schedule for running and submitting the annual report, insufficient time was provided to allow for complete updating. Therefore, we believe that New Jersey's credential attainment measures are underreported.
3. JTPA enrollees constituted the bulk of exiters for counting the credential and employment rate. Credentials were not collected under JTPA; therefore, locals were unable to capture this data on individuals who exited the program a year or more ago.
4. The dislocated worker wage replacement rate is inflated. This is due to the use of registration date for the reference date instead of wages prior to the date of dislocation, which was unavailable from the JTPA system. Most dislocated workers exhibited zero pre-program earnings prior to the registration date. As a result of the reduced denominator, the calculation yielded an increased rate. Although flawed, this was the same methodology used to establish the wage replacement rate for New Jersey. USDOL is aware of this inflated negotiated level and New Jersey's request to re-negotiate it

5. OSOS was in development and being used as a production case management tool by New Jersey for the total One-Stop system while it was undergoing multiple changes. As a result, the state's database suffered several significant conversion and readjustment effects.
6. We believe that the number of older youth served and exited in PY 2000 also is under-reported. Under OSOS Version 1.0 there was a system problem data entering WIA Youth funds, but this has been corrected in Version 2.0.
7. The number of youth counted for the diploma rate is low due to the inability of OSOS to record the school status at exit.
8. The response rates for the Customer Satisfaction surveys were 35.7% for participants and 15.8% for employers. The low response rates were due to the following factors: the delay in receiving guidance on the procedures for conducting the survey, the inability to extract the required participant and employer data from OSOS, insufficient time for the vendor to complete five calls per customer, employers were predominantly Wagner-Peyser employers, and invalid contact information.
9. New Jersey's WIA Annual Report for PY 2000 does not include Tables O for WIA local areas.

Table B - Adult Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	70	78.1%	443
			587
Employment Retention Rate	79	77.2%	709
			918
Earnings Change in Six Months	\$3,600	\$5,532.73	\$4807942.00
			889
Employment And Credential Rate	56	32.9%	329
			1001

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate	77.0%	181	69.6%	16	87.0%	20	63.2%	24
		235		23		23		38
Employment Retention Rate	72.4%	197	68.3%	28	59.5%	25	67.9%	36
		272		41		42		53
Earnings Change in Six Months	\$20249.37	\$5204089.00	\$2471.68	\$96867.00	\$5608.55	\$185082.00	\$2830.75	\$135876.00
		257		40		33		48
Employment And Credential Rate	26.9%	83	0.0%	21	64.4%	29	30.6%	22
		309		54		45		72

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	78.3%	379	77.1%	64
		484		83
Employment Retention Rate	78.0%	647	70.5%	62
		830		88
Earnings Change in Six Months	\$5940.35	\$4639416.00	\$5150.02	\$453202.00
		781		88

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

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	79	85.2%	1792
			2104
Employment Retention Rate	85.5	83.6%	1323
			1583
Earnings Replacement in Six Months	103	207.2%	\$18192493.00
			\$8780681.00
Employment And Credential Rate	63	34.7%	598
			1725

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
	%	Count	%	Count	%	Count	Count	Count
Entered Employment Rate	79.6%	90	88.0%	22	78.4%	207	-	0
		113		25		264		0
Employment Retention Rate	78.9%	71	77.3%	17	79.7%	165	-	0
		90		22		207		0
Earnings Replacement Rate	167.9%	\$1059546.00	303.9%	\$299648.00	188.0%	\$2128263.00	-	\$0.00
		\$630905.00		\$98616.00		\$1132022.00		\$0.00
Employment And Credential Rate	32.4%	35	45.8%	11	33.6%	82	-	0
		108		24		244		0

Table G - Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services	Individuals Who Received Only Core and Intensive Services	
		%	Count
Entered Employment Rate	84.9%	88.1%	118
			134
Employment Retention Rate	83.5%	84.7%	100
			118
Earnings Replacement Rate	216.6%	145.6%	\$1395271.00
			\$958391.00

Table H - Older Youth Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	70	69.8%
		31
		45
Employment Retention Rate	76	82.0%
		73
		89
Earnings Change in Six Months	3,223	\$4,096.62
		\$348213.00
		85
Credential Rate	49	42.5%
		45
		106

Table I - Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment Rate	84.2%	16	-	0	66.7%	6	75.7%	28
		19		0		9		37
Employment Retention Rate	85.0%	34	100.0%	2	66.7%	6	83.3%	70
		40		2		9		84
Earnings Change in Six Months	\$14681.49	\$572578.00	\$5635.50	\$11271.00	\$1861.50	\$14892.00	\$4186.90	\$334952.00
		39		2		8		80
Credential Rate	32.6 %	14	100.0%	2	66.7%	8	41.7%	40
		43		2		12		96

Table J - Younger Youth Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	62	78.4%	905
			1154
Diploma or Equivalent Attainment Rate	51	100.0%	27
			27
Retention Rate	51	54.0%	167
			309

Table K - Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
Skill Attainment Rate	75.3%	146	85.4%	543	60.7%	150
		194		638		247
Diploma or Equivalent Attainment Rate	-	0	100.0%	19	100.0%	13
		0		19		13
Retention Rate	54.2%	39	46.7%	56	66.7%	85
		72		120		126

Table L - Other Reported Information

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	N/A	N/A	N/A	N/A	2.9%	27	\$4356.61	\$1760070.00	60.9%	559
		N/A		N/A		918		404		918
Dislocated Workers	N/A	N/A	N/A	N/A	1.6%	25	\$6531.51	\$9170247.00	64.1%	1014
		N/A		N/A		1583		1404		1583
Older Youth	N/A	N/A	N/A	N/A	3.4%	3	\$2659.88	\$69157.00		
		N/A		N/A		89		26		

Table M - Participation Levels

	Total Participants Served	Total Exiters
Adults	4986	1893
Dislocated Workers	4997	2114
Older Youth	673	169
Younger Youth	4240	411

Table N - Cost of Program Activities

Program Activity		Total Federal Spending **	
Local Adults		\$11,569,230	
Local Dislocated Workers		\$11,670,178	
Local Youth		\$13,270,616	
Rapid Response (up to 25%) §134 (a) (2) (A)		\$3,868,234	
Statewide Required Activities (Up to 15%) §134 (a) (2) (B)		\$8,619,775	
Statewide Allowable Activities §134 (a) (3)	Pr og ra m Ac tiv ity De sc ri pt io n	Project Reemployment Opportunity System	\$6,955,321
		Local Area Incentive Awards	\$631,241
		Labor Planning and Analysis	\$1,033,205
Total of All Federal Spending Listed Above		\$48,998,033	

** Does not include **administrative expenditures** of \$8,204,113 or **outstanding obligations** of \$5,875,109 for Adults, \$5,843,577 for Dislocated Workers, \$4,083,409 for Youth, \$1,199,322 for Rapid Response, and \$1,584,644 for Statewide Programs.

WIA FINANCIAL STATEMENT PROGRAM YEAR 2000

JULY 1, 2000 - JUNE 30, 2001

OPERATING RESULTS	Available	Percent	Expended	Outstanding Obligation	Balance Remaining
Total All Funds Sources	\$77,798,292				
Adult Program Funds	\$17,655,636	38%	\$6,739,424	\$5,658,045	\$5,258,167
Carry in Monies (no add)	5,060,222		4,829,806	117,064	113,352
Dislocated Worker Program Funds	16,792,467	48%	8,054,390	5,203,582	3,534,495
Carry in Monies (no add)	4,399,499		3,615,788	639,995	143,715
Youth Program Funds	18,130,067	66%	12,056,017	4,042,113	2,031,937
Carry in Monies (no add)	1,255,975		1,214,599	41,376	0
Out-of-School Youth	6,043,356	58%	3,529,042	1,791,918	722,395
In-School Youth	12,086,711	71%	8,526,975	2,250,195	1,309,541
Summer Employment Opportunities	0				
Local Administration Funds	5,842,019	66%	3,871,732	196,282	1,774,005
Carry in Monies (no add)	1,310,816		1,310,816	0	0
Rapid Response Funds	7,708,358	50%	3,868,234	1,199,322	2,640,802
Carry in Monies (no add)	0	0	0	0	
Statewide Activity Funds	7,779,829	50%	3,864,939	2,568,301	1,346,589
Carry in Monies (no add)	0	0	0	0	

COST EFFECTIVENESS

	Total Participants	Cost per Participant
Overall All Program Strategies		
Adult Program	4,986	\$2,052
Dislocated Worker Program	4,997	\$2,328
Youth Program	673	\$6,648
	4,240	\$2,347



VISION FOR THE FUTURE

Our first year of implementing the Workforce Investment Act has been filled with many new challenges, relationships and innovative ideas. It has been a year of transforming from a traditional training system under the Job Training Partnership Act into a dynamic, universally accessible One-Stop Career System with the employer community at the forefront.

Our numerous accomplishments are demonstrated throughout this annual report. I see our greatest accomplishments as the true partnerships that we have forged at the federal, state and local level to serve our customers in a holistic manner, and our ability to leverage limited resources to provide high quality, seamless services to the job seekers and employers. Clearly some local workforce investment areas are further than others in implementation; however, all played a critical role in our efforts to achieve a truly integrated One-Stop Career System.

As we move forward with integrating all workforce development programs, we need to build on our strengths and develop strategies to address our weaknesses. New Jersey is fortunate that we have the One-Stop Process Improvement initiative in place to guide us in developing a unified One-Stop System that includes Labor, Education and Human Services.

Year Two will be the year New Jersey begins to reap the benefits of its planning and coalition building. The One-Stop Career Centers will be offering a Literacy and Basic Skills program statewide. The Career Beacon job search assistance workshops will be launched mid-year, providing job seekers a customized approach to reemployment services. The Swipe Card pilot project will begin, better enabling us to capture information about all the individuals we serve through the One-Stop System. Exciting times are before us.

I want to thank all who have contributed to our successes and look forward to a very rewarding year.

A handwritten signature in black ink that reads "JoAnn Hammill". The signature is fluid and cursive, with a large initial "J".

JoAnn Hammill, Assistant Commissioner
Workforce New Jersey