



STATE OF NEW HAMPSHIRE
DEPARTMENT of RESOURCES and ECONOMIC DEVELOPMENT
OFFICE of the COMMISSIONER

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September 10, 2014

Her Excellency, Governor Margaret Wood Hassan
And the Honorable Council
State House
Concord NH 03301

INFORMATIONAL ITEM

In accordance with RSA 12-A:58, I am pleased to submit to you the annual report of the Job Training Fund.

As you know, the Job Training Fund is comprised of two programs – the Job Training Fund, which is a 1:1 matching fund to employers for upgrading worker skills and enhancing the economic competitiveness of New Hampshire business; and WorkReadyNH, a program to ensure the work-readiness of entry-level workers with a certification assuring employers of basic skills attainment.

I hope you find this information useful.

Sincerely,

A handwritten signature in black ink that reads "Tim Galvin".

Tim Galvin, Chair
Job Training Fund Grant Review Committee

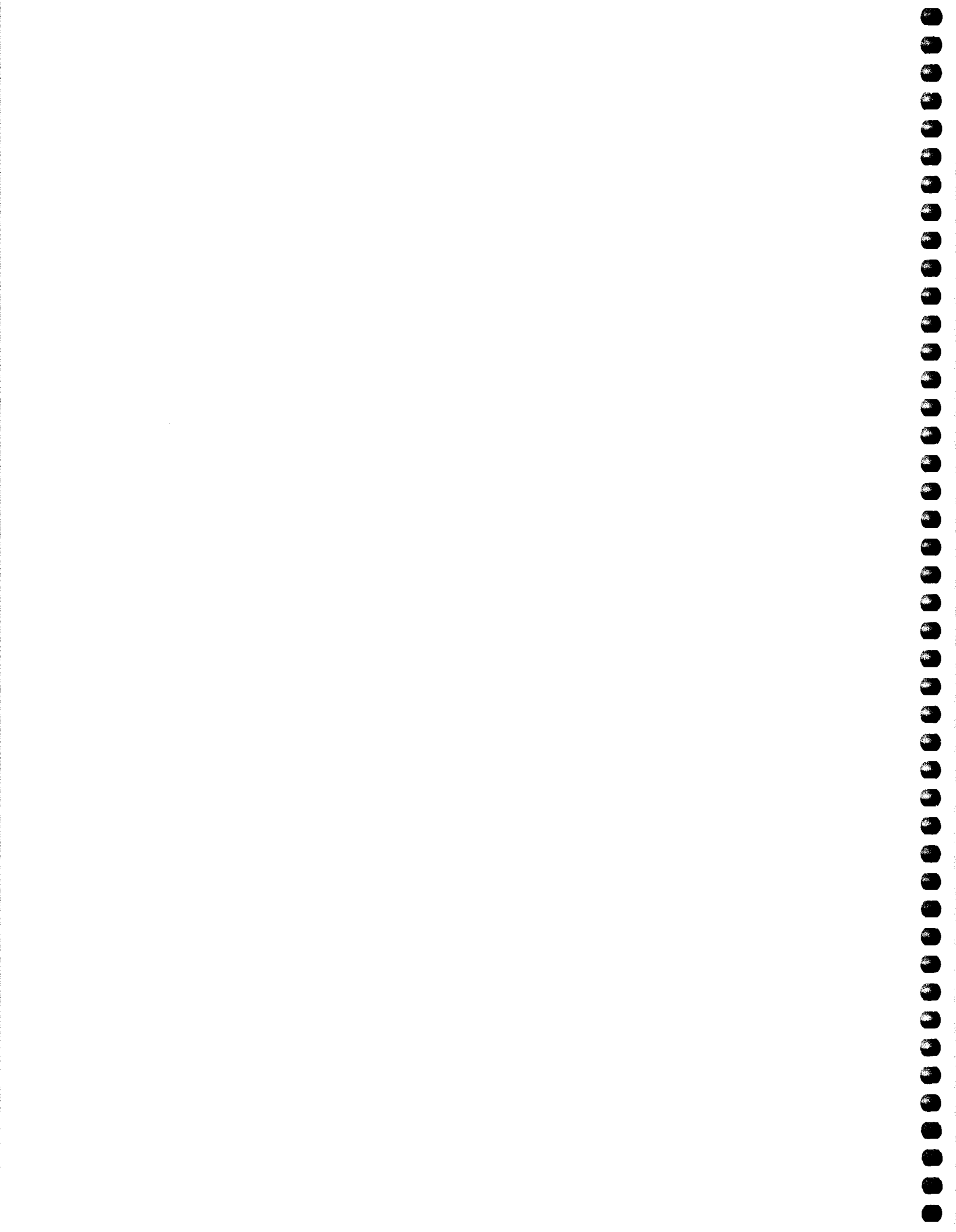


State of New Hampshire
Department of Resources & Economic Development
Jeffrey J. Rose, Commissioner

Report on Activities
July 1, 2013 – June 30, 2014

New Hampshire
jobTrainingfund

WorkReadyNH



Acknowledgment

The \$2 million Job Training Fund is an innovative asset to New Hampshire's economic development strategy, enabling businesses throughout the State to stay competitive in an increasingly global marketplace while improving the skills of workers who seek better career opportunities in a constantly changing economy.

The Job Training Fund is actually two programs that foster training. The \$1 million Job Training Fund upgrades incumbent and new workers skills, and was created by the General Court in 2007.

WorkReadyNH is a program addressing gaps in workers readiness in the areas of math, reading, and problem solving, as well as in "soft skills", including workplace behaviors, teamwork and ethical behavior. It was created as a result of legislation in 2011.

Working with our partners in the NH Works Consortium and the Community College System of New Hampshire as well as a volunteer Job Training Fund Grant Review Committee, the Job Training Fund has helped over 400 employers offer training to more than 19,000 workers since late 2007. The fund is matched by employer contributions and is truly a public-private partnership that works.

WorkReadyNH is being offered to unemployed and underemployed residents of New Hampshire at the seven community college campuses and at the Advanced Technology and Academic Academy in Rochester.

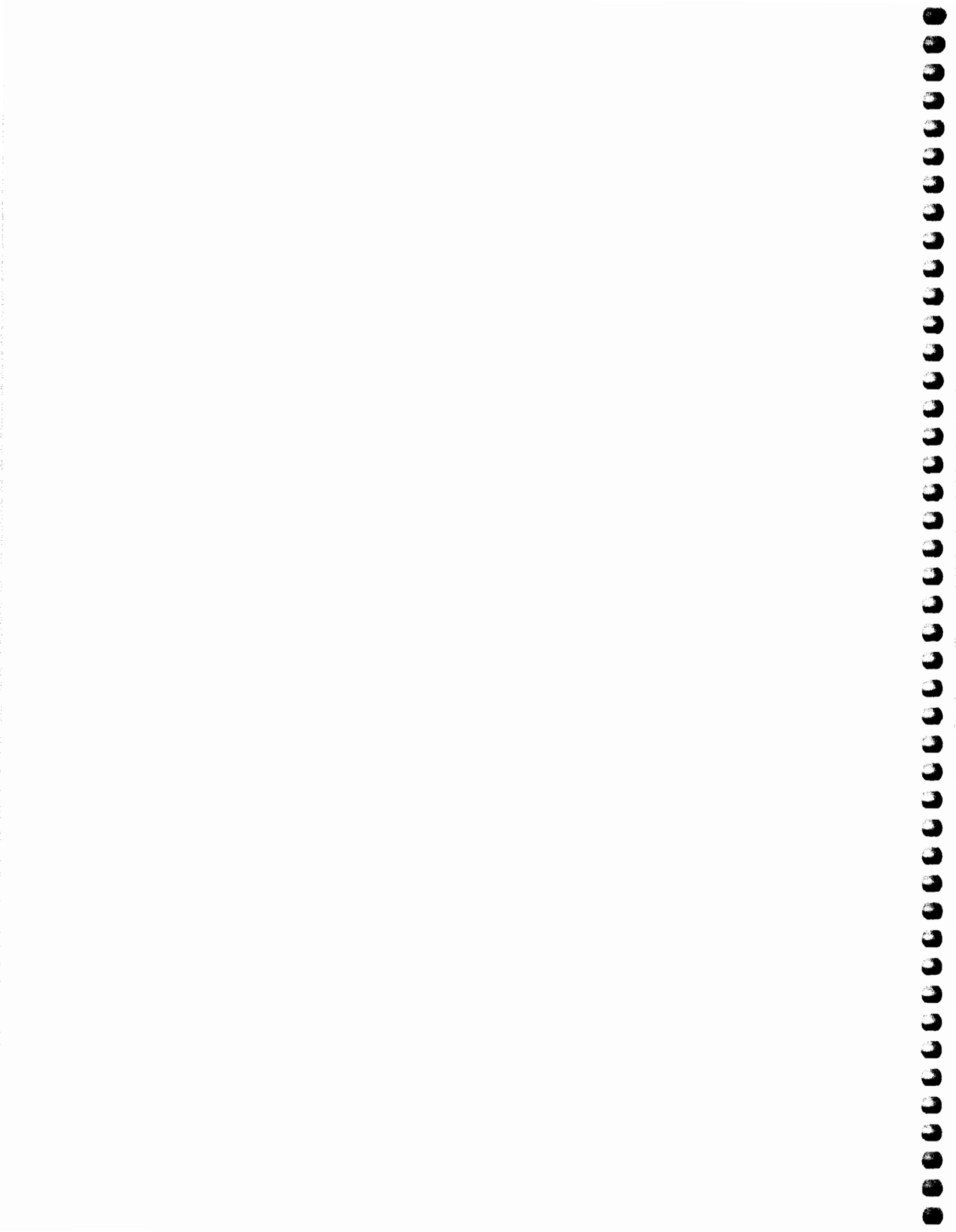
Combined, the Job Training Fund and WorkReadyNH offer employers and New Hampshire workers new and innovative ways to learn to compete and thrive.

I want to acknowledge the good work done by those who have helped create and grow these successful programs, including the volunteer Job Training Fund Grant Review Committee and the Interagency Directors Group of the NH Works System.

Sincerely,



Jeffrey J. Rose, Commissioner
Department of Resources and Economic Development



The Job Training Fund was created by legislation approved by the General Court in 2007. Funds for the program are from the administrative fund of NH Employment Security (NHES). They are transferred to the Department of Resources and Economic Development (DRED) to implement both the Job Training Fund and WorkReadyNH.

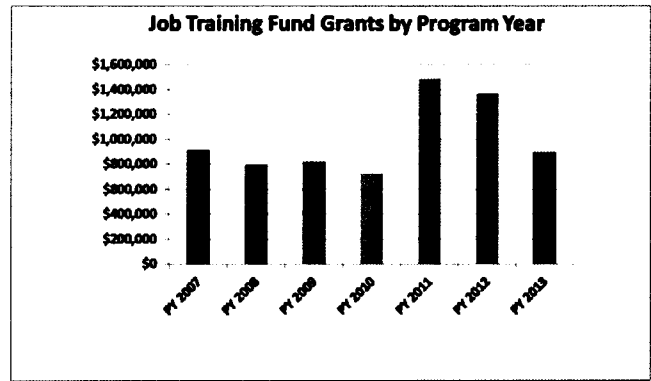
Created to enhance the transferable skills of New Hampshire’s workforce, the Job Training Fund enables employers to utilize new technologies, create new markets and become more efficient due the value-added skills of workers.

WorkReadyNH was the result of legislation passed in 2011. It is administered by the Community College System of New Hampshire and operates through a Memorandum of Understanding with the Office of Workforce Opportunity (OWO), which administers the Job Training Fund.

The \$2 million Job Training Fund has been a valuable resource for employers seeking to upgrade the skills of their workers, as well as providing worker readiness skills for job seekers.

This annual report covers Program Year (PY) 2013, which covers the period of July 1, 2013 through June 2014 for both the Job Training Fund and WorkReadyNH.

The Job Training Fund for employers is a 1:1 matching grant (reimbursable) program, with employers providing a cash match. Employers can invest in more than the 1:1 match to cover ineligible costs of training (i.e. administrative, wages, and in-kind contributions). Since the program’s inception in October 2007, employers have contributed a total of \$9 million to the program, while receiving grants totaling \$6.37 million. The \$15.38 million total of grants plus matching funds has enabled the training of up to 19,784 workers at 407 companies across New Hampshire.

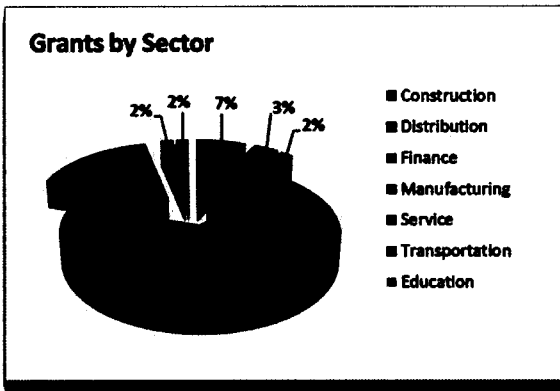
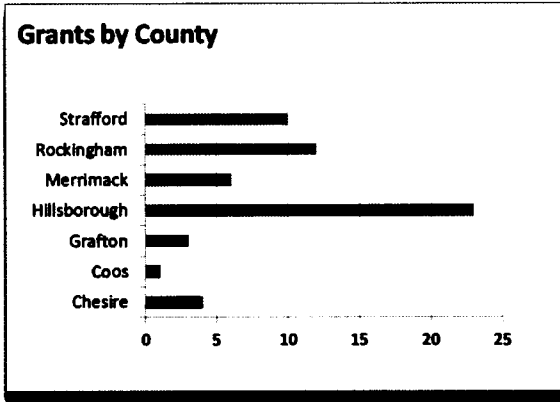


The Job Training Fund provides anecdotal evidence of the relative strength of New Hampshire’s economy. When the economy is growing, the Job Training Fund has more employers investing in training programs. While total grant amounts are less than the previous two years, PY13 represents the third straight year of increased activity following the recession.

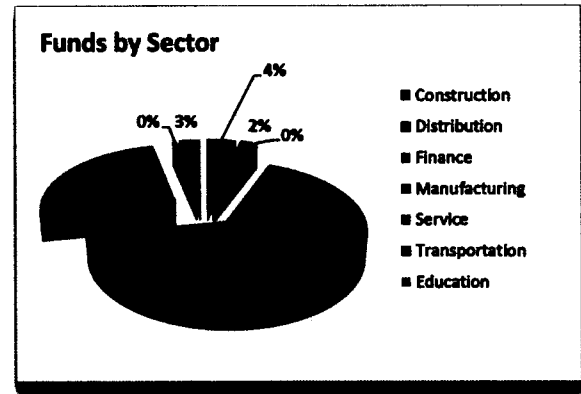
PY13 Grant Funds	Matching Funds by Employers	Total Training Funds
\$897,272.50	\$947,422.50	\$1,844,695.00

Distribution of Grants

Grants were awarded in seven of the state's ten counties in PY13, and employers located in the state's most populous areas were recipients of a majority of the grant awards. The counties of Hillsborough with 23 grants and Rockingham with 12 grants accounted for 59% of the 59 grant awards.



The two leading sectors receiving Job Training Funds grants are manufacturing and services. 85% of the grants approved in PY13 were for the sectors of manufacturing and service. These translated into 91% of the grant funds awarded.



The PY13 grant fund disbursement reflected a similar pattern as in previous years, with manufacturing dominating the grant awards. The manufacturing sector has a constant need for training due to companies updating their equipment (thereby requiring training), and an influx of new workers replacing a population of employees aging out of the workforce.

The cost of training a worker in manufacturing can be expensive, but the total number of trainees in a training program lowers the average cost. Conversely, a low number of trainees in a training program raises the average cost. The average cost for training per worker is \$615.

Sector	Grant Award by Sector	Trainees by Sector	Average Sector Training Cost
Construction	\$34,949	35	\$999
Distribution	\$14,078	16	\$880
Education	\$26,006	63	\$413
Finance	\$4,222	4	\$1,056
Manufacturing	\$590,795	2177	\$271
Service	\$222,241	785	\$283
Transportation	\$4,035	10	\$404
Average Grant Cost Per Trainee			\$615

Community Colleges and Job Training

The statute creating the Job Training Fund states “So long as it is feasible, training shall be provided by the community college system of New Hampshire, which may charge full market value for the training provided. When the community college system of New Hampshire cannot provide desired training, the training grant recipient will be free to contract with some other training entity approved by the community college system of New Hampshire.

The statute has provided the seven community colleges with an opportunity to offer their training programs to every employer applying to the Job Training Fund. With recognized certificate programs and training ranging from off-the-shelf to customized, the community colleges have been an active partner in the Job Training Fund program.



Each of the seven community college campuses has a Business and Training Director who works with employers, and the directors have played a significant role in promoting the Job Training Fund. In addition, CCSNH has also featured the Job Training Fund on its website and its numerous promotional materials. This

effort has greatly expanded the awareness of the Job Training Fund throughout the business community in New Hampshire.

In PY13, all of the seven Community Colleges participated in the Job Training Fund. Manchester and Great Bay campuses had the most grants.

College	# Grants	Grant Share
GBCC	5	\$85,123
LRCC	3	\$16,115
MCC	7	\$50,835
NCC	1	\$3,155
NHTI	2	\$1,845
RVCC	1	\$3,800
WMCC	1	\$3,225
College Total	20	\$164,098
Overall # Grants	59	
Share # Grants	34%	
Overall \$ Grants		\$897,362
Share \$ Total		18%

Of the 59 grants awarded in PY13, twenty (34%) included training by a community college.

There is potential for increased participation in grants as well as increased grant fund revenue as the community colleges continue their outreach efforts to business and offer affordable, industry-specific training needed by their business clients.

NHMEP and Job Training

There will always be training areas that CCSNH is unable to offer (for example, on specific machines and specialized software), but collaborating with other training vendors will continue to be a way to establish new relationships with local employers.

The obvious opportunity for CCSNH to increase participation and revenue is in advanced manufacturing offerings throughout New Hampshire. With a \$20 million capacity-building grant from the US Department of Labor, CCSNH has expanded its advanced manufacturing curricula at all seven colleges.

The advanced manufacturing programs, especially at a new advanced manufacturing training center located in Rochester, is attracting manufacturing companies seeking skilled and educated workers, and the Job Training Fund is playing a role in training programs for those manufacturers.

There is also a potential for more Job Training Fund grants to help workers in other sectors. New certificate programs in insurance, childhood education and other areas can attract employers from niche sectors of the economy. Recent Job Training Fund applications for Enterprise Resource Planning (ERP) training as well as 3D CAD/CAM Design training could be new avenues of training development for CCSNH.

Manufacturers continue to adopt “lean” programs that help design more efficient production methods, eliminate waste, and empower workers to collaborate in a team approach to production line policies.

The lean products are offered most often by the **NH Manufacturing Extension Partnership (NHMEP)**. The National Institute of Standards and Technology’s Hollings Manufacturing Extension Partnership (MEP) works with small and mid-sized U.S. manufacturers to help them create and retain jobs, increase profits, and save time and money. The nationwide network provides a variety of services, from innovation strategies to process improvements to green manufacturing. New Hampshire’s MEP organization works with employers throughout the State and offers ISO Certification as well as the LEAN product line of training services, including Six Sigma, Kaizen, Continuous Improvement, and Systematic Plant Layout.



New Hampshire MEP clients are surveyed by an independent third party survey company to determine the economic impact resulting from their relationship with the MEP program. Clients are surveyed roughly one year after the completion of a project and asked a number of questions relating to changes in efficiency and output as well as questions relating to the quality of the MEP services they received. Between April 2009

and February 2014, 208 companies surveyed reported that, as a result of their relationship with the New Hampshire MEP they have:

- *Created 419 jobs that otherwise would not exist*
- *Retained 768 jobs that otherwise would not exist*
- *Increased and retained \$226.5 million in sales*
- *Spent \$71.8 million on new investment*
- *Experienced \$29.2 million in cost savings*

The effects of this increased economic activity extend beyond the client firms. Increased sales by New Hampshire MEP client firms require that they increase their purchases of intermediate goods and services from companies located in New Hampshire and elsewhere to support their increased output. The supplying companies, in turn, generate additional demands of their own. In this way, dollar expenditures for final demand can be traced to all of the affected industries in the regional economy.

In addition, the income from new jobs generated by New Hampshire MEP clients and the supplying firms results in increased demand for consumer goods. Each of these effects, in turn, generates subsequent ripples throughout the New Hampshire economy. The sum of these direct, indirect, and induced effects suggests that the small- and medium-sized manufacturing companies that increased or retained jobs or sales and/or increased investments with assistance from the New Hampshire MEP are responsible for:¹

- *Creating or retaining 2,832 jobs that paid a total of \$151 million in employee wages and benefits*

- *Increasing or retaining economic output worth \$656 million*
- *Contributing or retaining \$255 million of gross state product*
- *Generating or retaining \$56.8 million in additional tax and non-tax revenues at the Federal, state, and local government levels, including \$18 million at the state and local level*

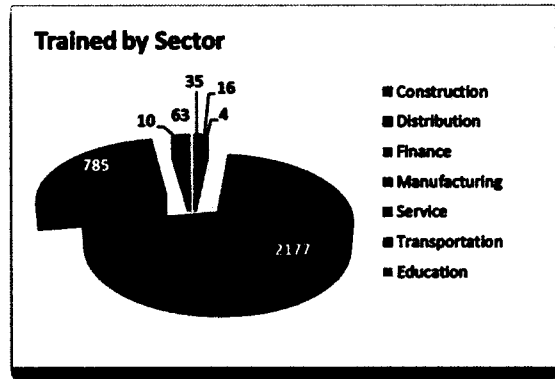
In PY13, NHMEP was involved in 12 Job Training Fund grants totaling \$106,150. The 12 grants represent one third of the PY13 grants to manufacturing firms. Five of the NHMEP training grants involved ISO Certification. The International Standardization Organization (ISO) establishes state of the art specifications for products, services and practices; and many New Hampshire companies seek ISO certification in order to qualify for contracts in both public and private sectors.

The remaining NHMEP grants were in lean manufacturing, Six Sigma and continuous improvement and value stream mapping.

¹No client is surveyed more than once in a 12 month period. Data is from 20 Quarterly Surveys, which were conducted from April 2009 – February 2014. Clients are asked about impacts experienced over the past year.

Manufacturers' Use of Training Options

Manufacturers also utilized the Job Training Fund for a variety of other training programs. Supervisory and leadership training is the most common training, as companies realize a need to train future supervisory staff. Other training provided by manufacturers to employees included soldering, HVAC, project management, welding, ERP software, problem solving, conflict management, communication, shop math, manufacturing fundamentals, web development, IT, safety training, MasterCam computer training, Autodesk electrical training, and others.



Service Sector Increases Participation in Training

The service sector represents a variety of disciplines, from engineering, survey and design firms to computer servicing, convention planning services, and sales companies. In PY13, 17% of applications were from companies providing a service, up slightly from PY12. Grants awarded to service sector companies were 25% of grant funds awarded, training 785 workers

Challenges for Other Sectors

While manufacturing continues to be the dominant economic sector in New Hampshire's economy and the sector offering the highest wages, other sectors including finance, construction, transportation and distribution have opportunities to grow. The Job Training Fund is open to employers who pay into the Unemployment Trust Fund. Education and healthcare are sectors dominated by employers not eligible for the Job Training Fund.

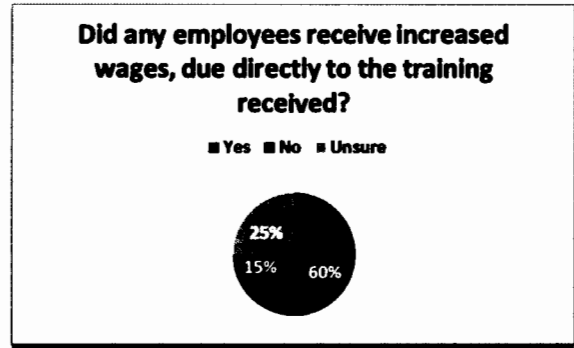
Survey Results from Grant Recipients

The Job Training Fund utilized two surveys in PY13 to gauge the effectiveness of the program and training made available by grants on both employers and workers trained.

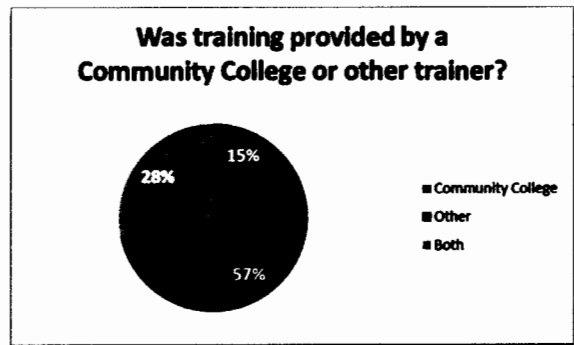
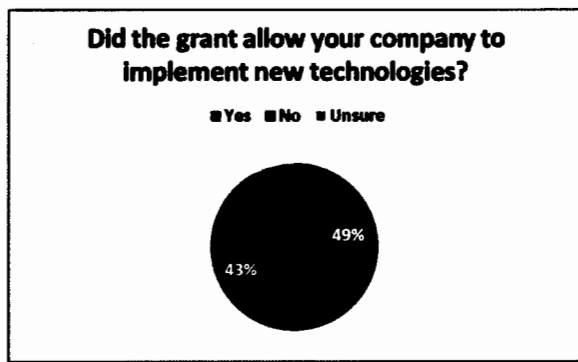
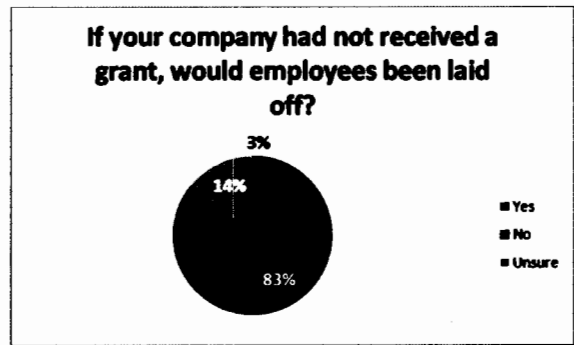
The Office of Legislative Budget Assistant (LBA), Audit Division conducted a survey of employers who had received Job Training Fund grants as part of an overall performance audit of the Division of Economic Development.

In addition, employers are required to complete an evaluation of their performance goals and outcomes to the Office of Workforce Opportunity (OWO) following completion of the training.

In the LBA survey, a total of 135 Job Training Fund recipients were surveyed from the past two years of awards. A total of 65 responses were received for a 48% response rate. The following graphs and sections illustrate responses to this survey.

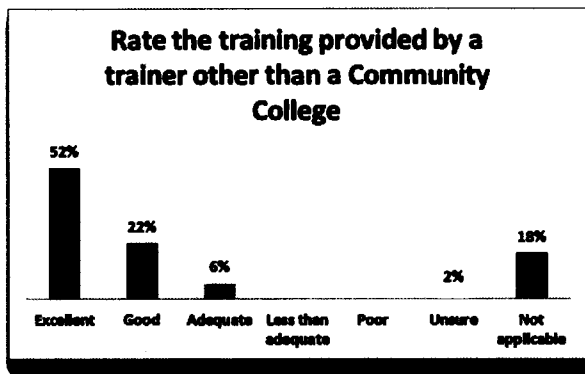
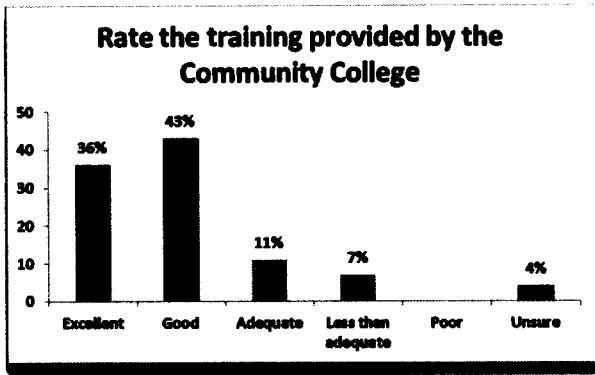


Increased wages are not mandated in the Job Training Fund statute or Rules, but half of the Job Training Fund employers reported offering wage increases as a result of the training

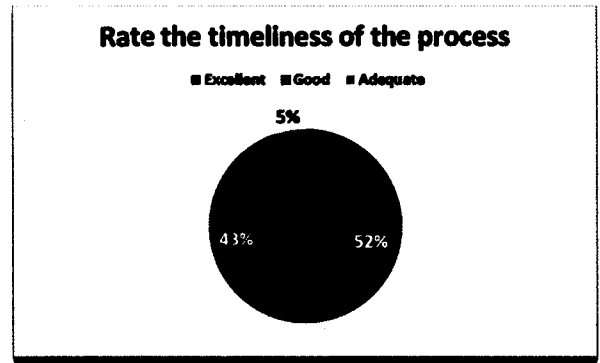


Rating the Process

The LBA survey asked employers to rate the Job Training Fund process for application timeliness, clarity, and reimbursement timeliness.



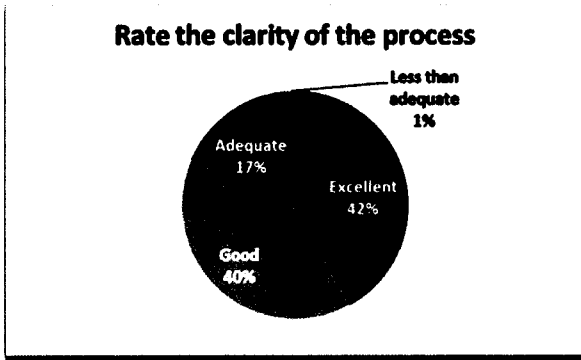
Survey results indicate that 79% of employers using the community colleges as trainers rated the training as good to excellent. A slightly lower percentage of employers (74%) rated training performed by trainers other than the community college as good to excellent.



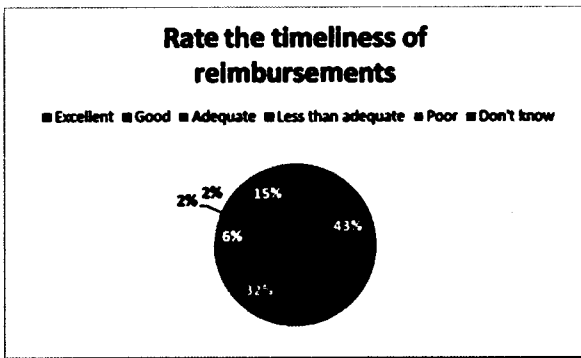
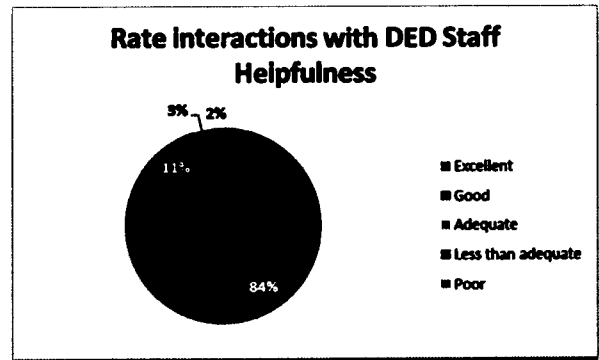
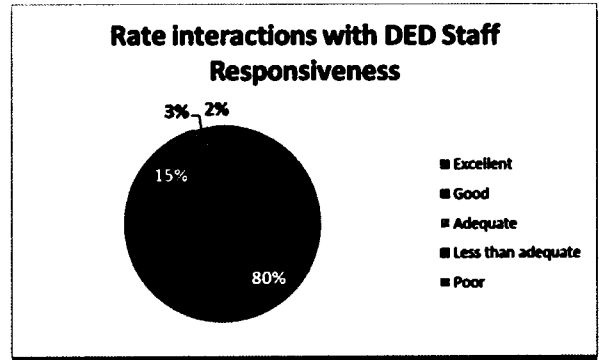
Most respondents to the survey (95%) consider the timeliness of the application process good or excellent. Currently, applications must be submitted two weeks prior to a Job Training Fund Grant Review Committee meeting. After meeting with the applicant company, the committee makes a recommendation to the Commissioner of DRED. Upon approval by the Commissioner, a contract process is initiated and usually is completed in two weeks. Delays occur when applications are incomplete or contract signatures are not completed by the company in a timely manner. The grant review committee is considering lengthening the time between application deadlines and review meetings in order to provide company applicants more time to correct incomplete applications.

Rating Staff Attributes

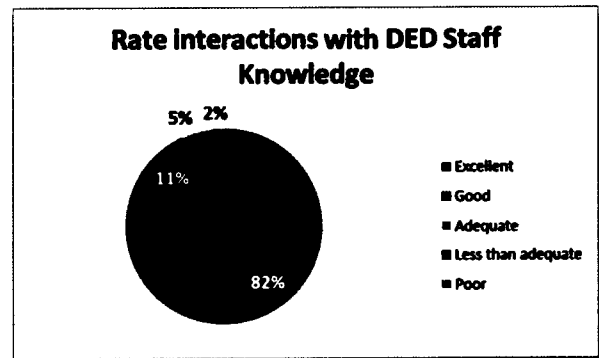
Employer applicants were asked to rate their interactions with Division of Economic Development staff in terms of responsiveness, helpfulness, and knowledge, as illustrated in the following graphs.



While 82% of applicant companies rated the clarity of the application good to excellent, there is room for improvement. A new website with on-line forms is being developed to make the application process more user-friendly while minimizing common mistakes made using current application forms.



Three of four respondents to the survey rate the timeliness of the reimbursement process as good to excellent. Some (15%) weren't sure of the timeliness, likely because they are not part of the company's fiscal personnel responsible for filing reimbursement requests.



Training Evaluations

Job Training Fund grant recipients (employers) are required to complete evaluation reports on their worker training. These reports are submitted upon completion of the training and must include an account of the following:

- number of individuals trained and positions held
- impact of the training on the workers' skills
- cost per trainee
- number of trainees retained in employment as a result of the training
- number of jobs created as a result of the training
- analysis of the training provider's program

Data reported in PY13 shows that:

- **91%** of workers trained through grants have been retained by their company
- **28** new jobs were created as a result of training
- **\$841.55** was the average training cost per worker

In addition to this quantitative data, employers must provide narrative feedback of the impact of the training on their workers' skills, and provide an analysis of the training provider. The next two sections highlight responses from these narratives.

Impact on Worker Skills

The following quotes are from evaluation reports submitted by employers in which they describe the impact on worker skills as a result of the training.

"All employees now have experience in an ISO 9001 environment and were essential to implementing an ISO Quality Management System." **Sponge-Jet, Inc., Newington**

"The training helped to ensure employes were reading the prints in a consistent manner which in turn has helped reduce errors in production and printreading." **Corning Specialty Materials, Keene**

"The training allowed me to fully grasp the complexity of the entire supply chain and its impact on the company. It's allowed me to expand my knowledge of Operations." **Nemo Equipment, Dover**

"We have already seen a tremendous impact of training on our workers skills. We are slowly disbanding the use of our former software." **Summit Engineering, Portsmouth**

"The training...certified our inspection staff on a certain inspection process. We also furthered the education and skill set of two entry level welders." **Axenics, Nashua**

"Due to the training (the employee) acquired new skill sets in the area of web development and Visual Studio. He is currently using these new skills in eb projects needed by the company. The training also advanced the employee to a "web based" programming environment which aligns with the new industry standard." **Madison Resource Funding Corp., Portsmouth**

"Thorough understanding of proper collection, analysis, and interpretation of both process data and data derived from designed experimentation." **Conductive Compounds, Inc., Hudson**

"The skills acquired have provided her with the ability to better communicate with outside IT companies...training has also provided the ability to do basic setup and maintenance on existing computers."
Ken-Mar, LLC, Hudson

"3 of the 5 trained had never been involved in ISO Auditing so the training added to their value as an employee."
Metal Works, Inc., Londonderry

"With attrition and retirements from our workforce over the last 12 months, the number of available electrical associates skilled at working the Parker ACR controls system had been reduced by 50%. With this training, we have gotten back to a reasonable support level for these systems."
OSRAM Sylvania, Hillsborough

"The results of the events were very successful due to the many disciplines represented, and the multiple levels represented in the events. The impact was noted in all sessions by many participants regarding understanding the big picture and how all the processes fit together. Many workers in one area were not normally aware on an updated basis of the detail involved in another department. All (14 in one class) were cross trained in detail of the manufacturing steps of the approximately 10 operations. The results were a thoroughly cross-trained team."
Symmetry Medical, Manchester

"ISO 9001 skills gained."
FlexEnergy Systems, Portsmouth

"Workers learned and practiced the skills (lean manufacturing) immediately."
D.D. Bean & Sons Co., Jaffrey

"Skills have significantly evolved and expanded; new critical thinking skills; better versed in design concepts; far more marketable."
Yeaton Associates, Littleton

"Employees are more skilled to work in their current positions and more prepared to advance to the next level as a result of the training."
Medtronic Advanced Energy, Portsmouth

"Training made employees better able to: prioritize tasks; identify sources of motivation, conflict, and

stress; maintain healthy relationships; gather input from all individuals in group situations; understand language of collaboration; using creative problem-solving tools."
SDE, Peterborough

"Training had a very positive impact on employee skills, especially those who participated in ESOL training. The employees received assistance in completing and understanding mandatory company forms such as the PMD (Performance Management and Development) form and other forms required to do their job."
Thermo Fisher Scientific, Portsmouth

"The Principles of Lean training is wonderful - we have had some processes prior to lean that required 3-4 employees, now we are only requiring 2-3 employees, freeing up at least 1 employee to do cross training."
Phase 2 Medical Manufacturing, Rochester

"This grant was specifically targeted at building skills of the early childhood education workforce which were both needed for the job and identified by employers as being lacking in their workforce."

"Kingston Children's Center has reported that, today, their employees are working better as a team and sharing their new knowledge with their co-workers. One of the positive outcomes is that the children are responding to the techniques the teachers are using."

"Employees from Nurture and Nature Children's Center also shared their knowledge with their co-workers, who are now eager to build their skills further by attending these courses and workshops."

"Employees who attended the Charlotte Stetson workshop learned about meaningful interactions with children. Participants learned a three-step strategy for turning everyday interactions with children into powerful interactions, which help each child reach their full potential."

The following quotes are excerpts from individual evaluations of the Appropriate Guidance and Discipline for Young Children course:

"Over the course of the semester, we have looked at five different modules centered on behavior and how teachers can help each child feel valued, supported, and have an interactive and engaging classroom. As an

Analysis of Trainer Programs

early childhood care provider, I am skilled and knowledgeable in my field. Since taking this course I have gained new insight and skills to bring to my classroom."

"I have learned numerous new strategies from taking this class that I have started to put into practice in my three year old preschool classroom. The different philosophies of positive guidance are tools that are helping me succeed as a teacher and in turn helping my students to be successful in the choices that they make."

"I have learned that it is important to build a relationship with the child which leads to mutual respect. I have implemented the cone of learning in my teaching. I realize that a child might need to hear a direction, see it being done and then actually participate in the activity. I have learned to recognize that not all children are the same. I have learned to individualize the needs of a child."

*"My classroom model has been modified to accommodate new expectations that are fair and logical. I will make sure to explain the expectation, keeping them clear and direct. There will be curriculum that is more engaging and exciting for the children.
Early Learning NH*

This section highlights responses describing the training provider's program; for example, did the program meet the needs of the business, was it revised to meet the needs, etc.

*"(The training) provided a much needed structure to our Safety Program which resulted in a significant reduction to our accidents, their severity and as a byproduct, our Worker Compensation costs for 2013."
Monadnock Paper Mills, Bennington*

*"The NH-MEP/Exolytics training and coaching program was very effective. The program deliverables (basically the statement of work) aligned well with the effort needed to guide company personnel through the preparations and training needed to get ready for our ISO 9001 registration (currently in process). All of the steps defined in the original NH MEP proposal were followed and the training provider's follow-through was excellent."
FlexEnergy Systems, Portsmouth*

*"(Trainer) is unsurpassed as authority on the subject matter. Seamlessly catered to the needs of the company."
Conductive Compounds, Hudson*

*"The training programs exceeded the needs of the child care, Head Start and preschool programs for which they were designed. Early childhood education programs reported that, without the support of the NH Job Training Fund, they could not have sent their employees for the higher level of skill building that was realized by these trainings."
Early Learning NH, Statewide*

*"The Sandler Sales process has been a very good program for us. We feel it has met and exceeded our expectations."
Schleuniger, Manchester*

*"The training program was thorough, met the needs of our business and required no revisions."
Metal Works, Inc., Londonderry*

"The RVCC instructor worked with our engineers and production managers. The instructor did an excellent job meeting Corning's training criteria and we were

pleased with the final outcome.” **Corning Specialty Materials, Keene**

“The training was an exact fit for our needs as a business. It was such a success that we're considering other training opportunities for growth.” **Summit Engineering, Portsmouth**

“The instructor (GBCC) was both knowledgeable and made himself available.” **Vishay HiRel Systems, Dover**

“We were satisfied with the majorities of the companies that provided training. Positive and negative feedback was shared with vendors.” **Medtronic Advanced Energy, Portsmouth**

“Great Bay Community College not only met our needs but exceeded them. The ESOL instructors were outstanding. The rapport they built with students was wonderful. The students loved coming to class. The Supervisory, Leadership and Project Management instructor is an asset to the program.” **Thermo Fisher Scientific, Portsmouth**

“NCC (Nashua Community College) has a good program for IT training.” **Ken-Mar LLC, Hudson**

“Microdesk...did an excellent job training staff. Provider was professional, knowledgeable and responsive and did a great job educating and ensuring skillset development of the entire group.” **Yeaton Associates, Littleton**

“The provider we chose for this training has been working very closely with our company for over 15 years assisting us with job site ergonomic consultations and helping us change the way we do our jobs. In that time she has gained an invaluable amount of knowledge of our business, our products, our specific jobs and the machinery we use. Being not only an ergonomics consultant but also a doctor of occupational therapy has allowed her to look at not only the ergonomics but also the physical aspect. The training that was done was geared specifically towards our jobs and she spent a lot of time on the production floor working with individuals. We believe everyone gained by this training and it was a success.” **AIRMAR Technology, Milford**

“Our analysis of the training is positive. The trainers were very thorough in covering all ISO standards and interpreting them in a comprehensible manner. Very well coordinated.” **Sponge-Jet Inc., Newington**

New Hampshire jobTrainingfund

Type	Company	City	Grant	Match	Trainees	Training
mfg	Agility Mfg	Dover	\$6,447.50	\$6,447.50	3	ISO 9001:2008 training
mfg	Axenics	Nashua	\$5,455.00	\$5,455.00	3	welding, leak rate measurement training
mfg	Vishay HiRel Systems	Dover	\$1,750.00	\$1,750.00	1	team leadership training
mfg	WS Badger Company	Gilsum	\$3,800.00	\$3,800.00	2	Lean Manufacturing Certificate Program
serv	C&S Wholesalers	Keene	\$100,000.00	\$150,150.00	450	Oracle and network applications
mfg	Cellular Specialties	Manchester	\$14,155.00	\$14,155.00	71	ISO Training, Meeting Facilitation, Team Building/Communication, Problem Solving
mfg	New England Forest Products	Greenfield	\$6,330.00	\$6,330.00	10	Management, CPR, Lumber Grading Certification
mfg	Textile Coated International	Manchester	\$24,750.00	\$24,750.00	180	ISO Training, ERP Software Training
mfg	Turbocam International	Barrington	\$28,625.00	\$28,625.00	10	Machine Tool operation and maintenance training
serv	Amoskeag Beverages	Bow	\$27,237.50	\$27,237.50	175	Customer Service Excellence Training
mfg	Creare	Hanover	\$2,851.50	\$2,851.50	6	AS9100C: Quality Management Systems
mfg	Metal Works	Londonderry	\$1,400.00	\$1,400.00	4	internal auditor training
mfg	New England Wire Technologies	Lisbon	\$62,405.00	\$62,405.00	38	Career Development Training
serv	Summit Engineering	Portsmouth	\$3,487.51	\$3,487.51	7	Autodesk Revit Structure
mfg	UltraSource	Hollis	\$27,427.57	\$27,427.57	24	VM Advanced training; PHR certification; software; Lean Six Sigma; Microsoft SQL
dist	DS Cole Growers	Loudon	\$7,887.50	\$7,887.50	10	Quality Control and Lean Process
serv	DeStefano Architects	Portsmouth	\$1,300.00	\$1,300.00	8	REVIT 3D software
mfg	Nanocomp Technologies	Merrimack	\$8,988.00	\$8,988.00	96	Continuous Improvement, ISO Training, IT Training
const	Collins Home Innovations	Sandown	\$5,739.50	\$5,739.50	11	HR and soft skills training
mfg	DD Bean & Sons	Jaffrey	\$4,425.00	\$4,425.00	20	Lean Process training
trans	NH Auto Dealers Services	Concord	\$4,035.00	\$4,035.00	10	auto mechanics training
mfg	Phase 2 Medical Manufacturing	Rochester	\$32,636.98	\$32,636.98	67	Management, blueprint reading, Lean, HR Cert, soldering, injection molding
serv	RelySales	Dover	\$25,700.00	\$25,700.00	17	sales training
mfg	Scott Electronics	Salem	\$9,750.00	\$9,750.00	90	ISO 13485 certification training
mfg	Burndy	Manchester	\$7,627.70	\$7,627.70	8	human resource management training
mfg	Cirtronics Corporation	Milford	\$13,275.00	\$13,275.00	10	sales training
mfg	Conductive Compounds	Hudson	\$5,250.00	\$5,250.00	6	JMP software training
serv	Cultural Chemistry	Manchester	\$2,970.00	\$2,970.00	4	Skillsoft, SNHU, WorldatWork, American Payroll Assn.
const	J Lawrence Hall	Nashua	\$3,442.50	\$3,442.50	6	HVAC training
finan	Next Level Now	Portsmouth	\$4,222.00	\$4,222.00	4	project management, human resources
mfg	Osram Sylvania Specialty Products	Hillsborough	\$42,077.50	\$42,077.50	167	electrical safety, robotics, vision inspection, database
const	Ridgeview Construction	Deerfield	\$8,430.50	\$8,430.50	9	energy efficiency, managerial, human resources training
const	Yankee Thermal Imaging	Rochester	\$17,336.50	\$17,336.50	9	efficient construction skills training; human resource management
mfg	Axenics	Nashua	\$1,498.00	\$1,498.00	6	CNC Bending; hand soldering; IPC-A-620 Specialist Certification
mfg	C3I	Hampton	\$9,576.49	\$9,576.49	12	safety, solidworks software; Windows Server; troubleshooting; others
mfg	Symmetry Medical	Manchester	\$18,400.00	\$18,400.00	10	Six Sigma; Lean Certification
mfg	L-3 Insight Technologies	Londonderry	\$20,040.00	\$20,040.00	12	Manchester Community College (MCC)
mfg	Medtronic Advanced Energy	Portsmouth	\$47,938.50	\$47,938.50	90	eight training providers
mfg	New England Wire Technologies	Lisbon	\$9,838.00	\$9,838.00	10	multiple training providers
mfg	Pennichuck Water	Merrimack	\$8,640.00	\$8,640.00	26	Customer Service, Labor Law, Presentation, other
mfg	Airex Corporation	Somersworth	\$8,205.00	\$8,205.00	13	JOBBOS software, Soldering, Master Cam, LabVIEW
dist	Assoc Grocers of New England	Pembroke	\$6,190.00	\$6,190.00	6	CDL A Training, Front-Line Management Certificate Training
serv	Chi Engineering	Portsmouth	\$19,564.50	\$19,564.50	31	cadworx, advanced modeling, gas operations, shallow foundation design, others
mfg	FLIR Commercial Systems	Nashua	\$15,770.00	\$15,770.00	160	Communication and Customer Service
serv	Manchester Comm Health Center	Manchester	\$5,545.00	\$5,545.00	2	Microsoft Windows Server 2012
mfg	NH Ball Bearings	Peterborough	\$59,683.75	\$59,683.75	206	variety of manufacturing skills
mfg	Goss International	Durham	\$6,162.50	\$6,162.50	402	Cultural Diversity
mfg	Schleuniger	Manchester	\$17,347.50	\$17,347.50	39	Comms, Cust Svc, Comp skills, Wire processing, first aid, managing corporate change
mfg	Spaulding Composites	Rochester	\$2,943.50	\$2,943.50	9	Supervisory Skills, Human Resource Certification
serv	VF Corporation dba Timberland	Stratham	\$34,486.00	\$34,486.00	85	customer service, cultural diversity, business acumen
mfg	Vishay HiRel Systems	Dover	\$3,787.50	\$3,787.50	36	Six Sigma Green Belt Certification
mfg	Circuit Technology	Merrimack	\$11,550.00	\$11,550.00	20	Lean 102, Value Stream Mapping, Kaizen Event
serv	Design Group/Facility Solutions	Concord	\$1,950.00	\$1,950.00	6	REVIT 3D software
mfg	NIPRO Cons Hlthcr (aka PJ Noyes)	Lancaster	\$3,225.00	\$3,225.00	17	Supervision, Continuous Improvement, Leadership, computer skills, HR
mfg	Pfeiffer Vacuum	Nashua	\$6,250.00	\$6,250.00	49	Leadership, Team Building, Communication
mfg	Airmar Technology Corp	Milford	\$20,841.50	\$20,841.50	225	quality control, measurement, MS Office
edu	Early Learning NH	Concord	\$26,005.50	\$26,005.50	63	various early childhood courses
mfg	MaineLine Graphics	Deering	\$4,119.00	\$4,119.00	11	safety training, executive leadership
mfg	Optics 1	Bedford	\$6,500.00	\$6,500.00	8	Tolerance and Precision Machining
			\$897,272.50	\$947,422.50	3,090	

Grants Awarded from July 2013–June 2014

Job Training Fund Committee Members

Jeffrey J. Rose, *Commissioner, NH Department of Resources and Economic Development*

Tim Galvin, *Committee Chair, Nantucket Beadboard (business)*

George N. Copadis, *Commissioner, NH Employment Security, (designee Marie-Helene Bailinson)*

Ron Rioux, *Vice Chancellor, Community College System of New Hampshire*

Joseph M. Casey *(labor)*

Kate Luczko, *Executive Director, Stay Work Play (business)*

Mike Alberts, *Dir. Of Organizational Development, New England Wire technologies (business)*

Jacqueline Heuser, *Director, Office of Workforce Opportunity, DRED*

State Representative Naida Kaen, *representing Lee*

State Senator Russell Prescott, *representing Kingston*

WorkReadyNH

WorkReadyNH is a program funded by the Job Training Fund and administered by the Community College System of NH. Oversight of the program is provided by the Interagency Directors' Group (IDG).

In the spring and fall of 2011, a series of Business Round Tables were held at each of the seven Community College of New Hampshire campuses. Business leaders in attendance expressed their support for two training ideas:

- The need for a “standardized” credential to verify the educational and intellectual abilities of job applicants to achieve success at a particular occupation
- The need to instruct applicants in what was generally referred to as “soft skills.” The term soft skills in this case refers to all skills necessary to be successful in a “work environment,” including but not limited to teamwork, conflict resolution, promptness, appropriate dress, communication, work ethic, problem solving, initiative, and personal ethics.

As a result of employer suggestions, a partnership between the Office of Workforce Opportunity, Department of Resources and Economic Development, and the Community College System of New Hampshire was formed to offer WorkReadyNH.

The new training program began in October, 2011, and was available at no cost to unemployed job seekers, offering skills-training and two nationally recognized work-readiness credentials (the National Career Readiness Certificate from ACT and the

WorkReadyNH Certificate from the Community College).

The training provides assessment, instruction, and credentialing in key areas identified by employers as essential to workplace success. As a result, job seekers will have verifiable skills and qualifications most desired by employers, and employers will be able to more efficiently identify qualified applicants for hire.

The WorkReadyNH program seeks to:

1. Assess job-seekers' basic workplace skills in Applied Mathematics, Reading for Information, and Locating Information (the WorkKeys® Assessments).
2. Help job-seekers improve essential workplace skills to earn a National Career Readiness Certificate (through the self-paced and fully online KeyTrain™ learning modules).
3. Provide classroom instruction in “soft-skill” practices identified by employers as key to workplace success (Soft Skills course).
4. Provide a nationally recognized credential upon class completion that signals to employers the skills employers want most (WorkReadyNH Certificate from the Community College)
5. Is free to NH residents 18 years old or older and not in school.
6. Is offered at four of the NH Community Colleges:
 - Great Bay Community College (Portsmouth)
 - White Mountains Community College (Berlin, Conway, Littleton)
 - Manchester Community College
 - River Valley Community College (Claremont and Keene)

WorkReadyNH

Program Summary & Performance Outcomes

This year the number of registrants has stabilized.

Program Year	2011	2012	2013	Total
Registrants	466	732	712	1890

WorkReadyNH continues to enroll a large number of women; however, the percentage of men registering has increased slightly this program year.

	2011		2012		2013		Total	
Male	175	39%	278	38%	301	42%	754	40%
Female	271	61%	454	62%	411	58%	1139	60%

The number of Veterans served has increased in the 2013 program year.

Veterans	2011		2012		2013		Total	
Served	16	4%	36	5%	50	7%	102	5%

The age ranges of the population WorkReadyNH serves shows a need for job training at all ages and levels. This year, our largest age bracket was of registrants between 51 and 60. Registrants over the age of 41 made up 65% of the total served.

Age Range:	Total served 2013	
16 – 17	14	2%
18 – 30	160	22%

For this program year, we began tracking the education level of our registrants. The largest population served (39%) has not continued their education/training beyond a high school degree.

Grade Level Completed		
Less than high school	39	5%
HS/GED/HiSET/Adult Diploma	276	39%
Career/Tech Training or Certificate Program	67	9%
Associates Degree	84	12%
Completed some/most of Bachelors – did not complete	15	2%
Earned a Bachelor's Degree	73	10%
Has taken or completed work beyond a bachelor's degree	29	4%
Unknown	65	9%

WorkReadyNH programs funded with Job Training funds are offered at four of New Hampshire's Community College campuses.

Campus	# Students
Great Bay	149
White Mountains	203
Manchester	218
River Valley	142
Total	712

NH Works partners continue to be the largest referral source for WorkReadyNH students. Other referrals come from a variety of sources, as shown on the following table.

Referral Source		
Word of Mouth	107	15%
WRNH Outreach	125	18%
Marketing	164	23%
Rapid Response	15	2%
NHES	289	41%
WIA – Adult	60	8%
CCSNH partners/grants	62	9%
Dept. of Education	14	2%
Vocational Rehab.	34	5%
DHHS/TANF	3	0%
WIA – Youth	5	1%
Employers	13	2%
Other	36	5%

WorkReadyNH

In order to successfully graduate from WorkReadyNH, participants must complete the 60 hour Soft Skills training and receive a 3 (Bronze) or higher on the National Career Readiness Certificate. Of the 712 students enrolled in during this program year, 353 have successfully completed the Soft Skills course and 329 have graduated. Currently, 94 are still active in WorkReadyNH.

Campus	Graduates	Share of Graduates
Great Bay	63	19%
White Mountains	71	22%
Manchester	113	34%
River Valley	82	25%

WorkReadyNH is grounded in the National Career Readiness Certificate (NCRC®) issued by ACT. The NCRC is a portable, evidence-based credential that measures essential workplace skills and is a reliable predictor of workplace success. Graduates receiving an NCRC achieve one of four levels: Bronze, Silver, Gold, or Platinum. The NCRC is tied to an extensive data base of career profiles. Each level represents demonstrated skill level and the ability to be successful in specific correlated jobs. Refer to the graphic on page 23 for descriptions of the NCRC achievement levels.

NCRC Level	# of Graduates who Attained	Percent
Bronze	55	17%
Silver	204	62%
Gold	70	21%
Platinum	0	0%

The most common single reason registrants do not successfully complete the WorkReadyNH program is

because they obtain employment while enrolled in the program. Other reasons why participants do not complete include not obtaining a minimum score (3 – bronze level) on the NCRC, relocation, dismissal from the program for not meeting program requirements, or health problems.

Reason for Non-Completion	Number of Non-Completers
Employment	50
Education/Training	8
Scheduling conflict	28
Health issues	27
Low NCRC score	16
Dismissed	22
Unknown	76
Other	67

Four additional WorkReadyNH sites were added at New Hampshire's remaining Community College campuses funded by the Trade Adjustment Assistance Community Colleges and Career Training (TAACCCT) grant in 2013. These programs were modeled after the original WorkReadyNH sites and the WRNH staff work closely together to maintain consistent program standards. With the addition of the TAACCCT site, WorkReadyNH has been able to provide job training for more job seekers and career builders.

Campus	Start Date	# Served Since July 1,
Great Bay - Rochester	April, 2013	147
Lakes Region	April, 2013	125
Nashua	July, 2013	205
NHTI	October, 2013	125
Total		602

Follow Up

In order to obtain information on student outcomes, a follow-survey is sent electronically at 3 and 6 months after graduation, however the return rate on these surveys is not very high. The program will continue to strive for continuous improvement in this area, realizing outcomes as an important tool for program assessment.

Status	Number of Respondents	Percentage
Employed (new or same job)	157	45%
Education/Training	64	17%
Employment	127	36%

WorkReadyNH recently compiled a list of businesses who have hired our graduates (based on returned surveys and communications with graduates). The list has over 300 businesses in a wide variety of industry sectors. The career titles are vast. Some examples include:

- Public sector jobs with the State of NH, many school districts, US Postal Service
- Large national companies such as UPS, Talbot's, Lowes, and Charles Schwab
- Hospitality industry including Wentworth Resort, Province Lake Golf Course, Red Jacket Inn, Lakes Region Casino
- High-tech and manufacturing companies including BAE, Unistar Corp, LenTex, P.J. Noyes Company, PC Connection
- Construction companies such as HP Cummings Construction, Firmly Rooted Landscaping, Armand E. Lemire Company

- The service sector, including Crooked Mountain Rehab, Triangle Credit Union, Dartmouth Hitchcock Medical Clinic, and the American Red Cross
- Many small, locally-owned business including Harris Family Furniture and Harrisville Designs.

Some job titles include: machine operator, mechanic, teacher's aide, customer service representative, academic affairs specialist, account manager, Real Estate Agent, Glass Installer, Home Visitor, Burner Technician, Call Center Worker, Assembler, Clerk, Information Technology Specialist and Retail Associate, to name a few.

WorkReadyNH

Success Stories

Glen, a Manchester Community College WorkReadyNH graduate, was contacted by a recruiter for a materials handler position at BAE Systems. He began his job within a month of graduating from WRNH!

Barbara was hired as an Accounting Assistant at Neighborworks Southern New Hampshire shortly after graduating from WorkReadyNH. She said, “I got the job on the first interview I went on. I walked into the interview feeling very confident and self-assured. I knew what questions to ask and what answers to give. Also, it helped me with my negotiating and reasoning skills.”

James, Director of Human Resources at Len-Tex Corporation stated, “The WorkReadyNH program has been very beneficial to our company. In today’s economy it is getting harder to find the soft skills that are mixed with a good experience. We have found applicants who graduate from the WorkReadyNH program hold stronger knowledge of the needed skills to become successful in today’s working environment.”





Next Steps

The four original WorkReadyNH sites will continue to operate for another program year under the same Memorandum of Understanding between the DRED’s Office of Workforce Opportunity and the Community College System of New Hampshire (July, 2013 – June, 2014). We will continue to collaborate with the TAACCCT Grant sites to provide job training to NH’s job seekers and career changers.

The computer skills pilot program is currently underway at the White Mountain College’s WorkReadyNH program with DRED’s approval. We hope to continue this pilot and potentially expand it to include the other campuses.

Recruitment of participants for WorkReadyNH will continue through marketing, outreach and collaboration with the NH Works partners. Efforts to educate employers about the WorkReadyNH certificate and NCRC credentialing will help graduates who apply for jobs and present their credentials. Outreach to the business community for “buy-in” to the program will continue. WorkReadyNH hopes to find employers interested in the job-profiling component of the NCRC in the near future.

National Career Readiness Certificate (NCRC®) Skill Levels

	 BRONZE	 SILVER	 GOLD	 PLATINUM
<p>Certificates are awarded by achieving a minimum</p>	<p>Level 3 score on all assessments.</p>	<p>Level 4 score on all assessments</p>	<p>Level 5 score on all assessments</p>	<p>Level 6 score on all assessments</p>
<p>Skill levels demonstrate ability for</p>	<p>16% of jobs*</p>	<p>67% of jobs*</p>	<p>93% of jobs*</p>	<p>99% of jobs*</p>
<p>Sample Occupation Correlation</p>	<ul style="list-style-type: none"> • Auto Body Repair Technician • Veterinary Assistant • Janitorial Supervisor • Drywall Installer • Pharmacy Aid 	<ul style="list-style-type: none"> • Administrative Manager • Head Cook • Medical Assistant • Engineering Technician • Machinist 	<ul style="list-style-type: none"> • School Counselor • Pharmacy Technician • Semi-Conductor Processor • Business Executive • Electrician 	<ul style="list-style-type: none"> • Accountant • Technical Writer • Sales Manager • Registered Nurse Manager • Elevator Installer and Repairer
<p>* Approximate percentage based on jobs in the WorkKeys® occupational profile database.</p>				

WorkReadyNH

The following charts show summary data from exit surveys conducted at eight WorkReadyNH sites.

Community College Attended	# Attendees	
Great Bay - Portsmouth ¹	60	20%
Great Bay - Rochester ¹	35	11%
Lakes Region Community College ²	30	10%
Manchester Community College ²	45	15%
Nashua Community College ²	31	10%
NHTI - Concord's Community College ²	39	13%
River Valley Community College ¹	39	13%
White Mountains Community College ¹	26	9%

¹WorkReadyNH location established with Job Training funds

²WorkReadyNH location funded by Trade Adjustment Assistance Community Colleges and Career Training grant (TAACCCT)

I would recommend this course (WorkReadyNH) to others.		
1 - Strongly Disagree	6	2%
2 - Disagree	1	0%
3 - Not Sure	10	3%
4 - Agree	54	18%
5 - Strongly Agree	232	77%

Overall, participating in the WorkReadyNH program was beneficial to me.		
1 - Strongly Disagree	4	1%
2 - Disagree	1	0%
3 - Not Sure	6	2%
4 - Agree	78	26%
5 - Strongly Agree	213	71%

The instructor was knowledgeable in the subject matter.		
1 - Strongly Disagree	5	2%
2 - Disagree	0	0%
3 - Not Sure	1	0%
4 - Agree	51	17%
5 - Strongly Agree	244	81%

The information taught was relevant to my goals (in my workplace or my job search).		
1 - Strongly Disagree	3	1%
2 - Disagree	5	2%
3 - Not Sure	14	5%
4 - Agree	111	37%
5 - Strongly Agree	170	56%

The instructor communicated in a manner that was easily understood.		
1 - Strongly Disagree	5	2%
2 - Disagree	1	0%
3 - Not Sure	5	2%
4 - Agree	55	18%
5 - Strongly Agree	235	78%

The modules (topics) were covered in sufficient detail.		
1 - Strongly Disagree	3	1%
2 - Disagree	7	2%
3 - Not Sure	12	4%
4 - Agree	119	40%
5 - Strongly Agree	160	53%

The instructor encouraged class participation and interaction.		
1 - Strongly Disagree	5	2%
2 - Disagree	1	0%
3 - Not Sure	1	0%
4 - Agree	41	14%
5 - Strongly Agree	254	84%

WorkReadyNH

The instructor listened to and clearly responded to questions.

1 - Strongly Disagree	5	2%
2 - Disagree	2	1%
3 - Not Sure	7	2%
4 - Agree	48	16%
5 - Strongly Agree	237	79%

"The course made me feel that I was not alone in my quest for a job."

"I feel very empowered leaving this class."

"The campus setting was good for concentration."

The WorkReadyNH Staff (Director and/or Assistant) were helpful in assisting me.

1 - Strongly Disagree	6	2%
2 - Disagree	1	0%
3 - Not Sure	5	2%
4 - Agree	64	21%
5 - Strongly Agree	224	75%

"I greatly enjoyed and benefitted from class interactions and sharpened my teamwork skills in the process!"

"Someone was always available to answer my questions/concerns; not only were they knowledgeable about the WorkReady program, but they cared enough to listen to us and respond in a caring manner."

Did the information presented during the course match your expectations?

Did Not Meet	15	5%
Did Meet	114	39%
Exceeded	162	56%

"I was taken outside of my comfort zone and made to perform."

WorkReadyNH

NH Works Interagency Director Group (Oversight body for WorkReadyNH)

Bonnie St.Jean, Chair, Program Administrator, NH Dept of Resources and Economic Development, Office of Workforce Opportunity

Chris Beauvais, WIA Adult Statewide Director, Southern New Hampshire Services

Beth Doiron, Director of College Access and DoE Programs, Community College System of NH

Lisa Hatz, Director, NH Department of Education, Vocational Rehabilitation

Joan Holleran, External Administrator, NH Dept, of Education, Vocational Rehabilitation

Mark Jewell, Administrator, Welfare to Work, Dept. of Health and Human Services

Kim Runion, Administrator, Bureau of Youth Workforce, NH Department of Education

Pamela Szacik, Employment Service Bureau Director, New Hampshire Employment Security