FY 14

Massachusetts Workforce Board Certification

CENTRAL MASSACHUSETTS
WORKFORCE
INVESTMENT BOARD
guiding resources for a stronger workforce

Final Response
6/16/14

CENTRAL MASSACHUSETTS
WORKFORCE
INVESTMENT BOARD

June 16, 2014

Lisa Caissie
Department of Career Services
Performance, Accountability, Systems Support
19 Staniford Street
Boston, MA 02114

Dear Ms. Caissie:

The enclosed final submission for the Massachusetts Local WIB FY14 Certification represents a large and sustained effort over the past several months by the CMWIB staff and members to improve our procedures and programming, as well as how we communicate our efforts to key stakeholders and the general public.

The certification process, although at times challenging, has also been an exciting opportunity for fresh thinking on how we approach and implement our work. We are grateful to the Commonwealth for the guidance and support of our efforts, including the chance to work with the consultants from Strategy Matters.

We hope that you find the fruit of our certification efforts as positively as we do and look forward to a continued partnership of success on behalf of our job seeker and employer customers.

Should you have any questions regarding this submission, please feel free to contact me at 508.799-1509.

Sincerely,

Jeffrey T. Turgeon
Executive Director
CMWIB

FY2014 WIB Certification CENTRAL MASSACHUSETTS WORKFORCE INVESTMENT BOARD				
Threshold criteria for FY14 Massachusetts WIB Certification ✓ **Section A:** Pass Technical Requirements ✓ **Section B:** Minimum 75 points to pass **Strategic Plan:** Minimum 37.5 points to pass				
Section	**Score**	**Reviewers Comments**	**Action**	**March Submission**
A. Technical Requirements **All requirements met (Y/N)?**	**Y**			
B.1. Strategic Plan **Max point value = 50** **37.5 points required**	**36**	▪ CMWIB did not provide an actual Strategic Plan document, but rather a response to the DCS questions and a PowerPoint from a 2012 Summit. ▪ CMWIB provided documents addressing the coordination of workforce investment activities with economic development strategies – this is good; however, key action, goals, benchmarks are not clear.	**Required for Certification:** Please refer to MassWorkforce Policy #13-41, (p.19-20), Section B for Strategic Plan requirements. CMWIB has a good foundation to build out more detail to develop a Strategic Plan document. Please develop a cohesive summary with focused actions, goals and objectives; set benchmarks at near-term intervals. Please ensure a process that is inclusive of WIB stakeholders. **3/28/14**: Please submit a list of key action steps to complete a revised Strategic Plan. **6/16/14:** Please submit the final, revised Strategic Plan document.	*Central MA WIB has developed a timeline and action steps and is working with the consultancy firm, Strategy Matters, to produce a finalized Strategic Plan document by June.* ***Central MA WIB Final Response: enclosed is the FY 15-17 CMWIB Strategic Plan developed with assistance from Strategy Matters.***
B.2. Dashboard **Max point value = 20** **14 points required**	**10**	▪ The response to this section describes a "recently created" and "new" scorecard and additional reports – articulates potential. It is commendable that other tools do tell the story.	**Required for Certification:** Please refer to MassWorkforce Policy #13-41, (p.20), Section B for Scorecard requirements. **3/28/14:** Please provide a draft dashboard or scorecard tool or other mechanism to inform/engage board members and communicate results. **6/16/14:** Please submit a finalized dashboard/scorecard or other tool, with timeline for implementation. Please	*Reviewers acknowledge the resubmission of the template which since has been "further developed and refined," and that a regional LMI "snapshot" report is under development.* *Additional information has also been provided with*

		▪ The response doesn't describe how results are communicated to the public.	also include a description regarding how the CMWIB will communicate workforce development system results to the public.	*regard to broadly sharing reports, quarterly.* *Reviewers commend CMWIB on the quality of the drafts provided to-date and encourage continued work with Strategy Matters toward finalized products.* ***Central MA WIB Final Response: Enclosed with our final submission are the newly developed CMWIB Impact Dashboard and Regional Economic Snapshot reports which have now been implemented within our region and will be posted when our newly re-launched website (www.cmwib.org) goes "live"; enclosed are screen shots from the new website which is being propagated by our Information Technology department and will be available to the public within the next several days. These tools will also be shared with all board and committee members at meetings, at CMWIB-sponsored public events, and will be distributed via a press release when updated each quarter, and also shared through our***

				monthly e-newsletters and social media.
B.3. Performance Tools **Max point value = 15** **10 points required**	**9**	▪ CMWIB appears to rely on DCS MOSES reports and the Youthworks evaluation. Detail is not apparent with regard to how performance tools are used to demonstrate service delivery oversight.	**Required for Certification:** Please refer to MassWorkforce Policy #13-41, (p.20), Section B, for Performance Tool requirements. **3/28/14:** Please submit a draft of the performance tools for OSCC oversight that includes a minimum of baseline data in accordance with guidelines provided. **6/16/14:** Please submit the finalized tools.	*CMWIB submitted additional documents and explanation with regard to the performance tools that are utilized. Reviewers will further examine the materials and explanation toward the potential for a revised score in this section.* ***Central MA WIB Final Response: While we have not received word regarding a revised score for this criterion, we are enclosing our performance tools again in the hopes they will be recognized as best practices for the state.*** ***Please also note that we have also developed performance tools for tracking success in meeting our strategic goals which are submitted as part of our strategic plan.***
B.4. Revenue Plan **Max value = 15** **10 points required**	**15**	**Pass** ▪ Commendable: CMWIB provided a list of $1.1m in funding under Youth Services and Adult Services. ▪ CMWIB recognizes the need to secure additional funds.	**No action required**	
Totals	**70**	Along with meeting Technical Requirements, **75 / 100** points are required for WIB Certification		

Please submit documentation required for certification by dates specified, to Lisa Caissie: Lcaissie@detma.org. Certifications will occur on a rolling basis as requisite documentation is submitted and accepted.

Central Massachusetts Workforce Investment Board

Strategic Plan FY 2015-2017

CENTRAL MASSACHUSETTS
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CENTRAL MASSACHUSETTS
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I. Introduction

This plan has been developed to help the Central MA Workforce Investment Board set strategic priorities and guide our efforts to strengthen the Central MA region's workforce.

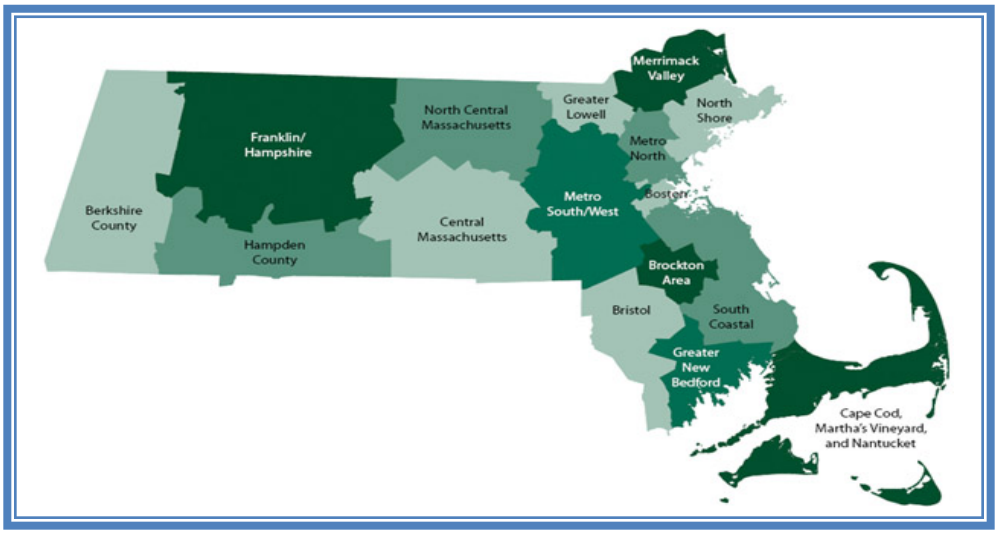
This plan serves as a tool to help us in making decisions – it offers us a touchstone to refer to when deciding upon a course of action; it is our guide by which we set our course. It offers us full flexibility while pointing us in a determined direction. In this regard, the plan is meant to be a fluid and living document.

The plan has developed through an inclusive and collaborative process with feedback from our partners, informed by data and labor market information.

II. Who We Are

Mission Statement: The Central Massachusetts Workforce Investment Board (CMWIB) is a public/private partnership, serving needs of both employers and employees. The board collaboratively develops and implements strategies for job readiness and skills advancement, leveraging community resources that promote economic wellness within the region's 38 cities and towns.

The primary role of the CMWIB is to convene civic and business leadership, and utilize their insights to direct public funds aimed at building the skills of the workforce in our area. The CMWIB also oversees the region's three One Stop Career Centers (Workforce Central) located in Worcester, Milford, and Southbridge.



The CMWIB serves the following 38 cities and towns in Central Massachusetts.: *Worcester, Auburn, Oxford, Webster, West Boylston, Boylston, Shrewsbury Grafton, Millbury, Sutton, Douglas, Uxbridge, Northbridge; Upton, Northborough, Westborough, Milford, Hopedale, Mendon, Millville, Blackstone, Southbridge, Charlton, Sturbridge, Leicester, Spencer, Paxton, Holden, Rutland, Dudley, Oakham, New Braintree, Hardwick, North Brookfield, East Brookfield, Brookfield, West Brookfield, and Warren.*

III. How We Operate

To help visualize the Workforce Development System within which CMWIB operates, we have included the Central Massachusetts Workforce Development System Chart (below).

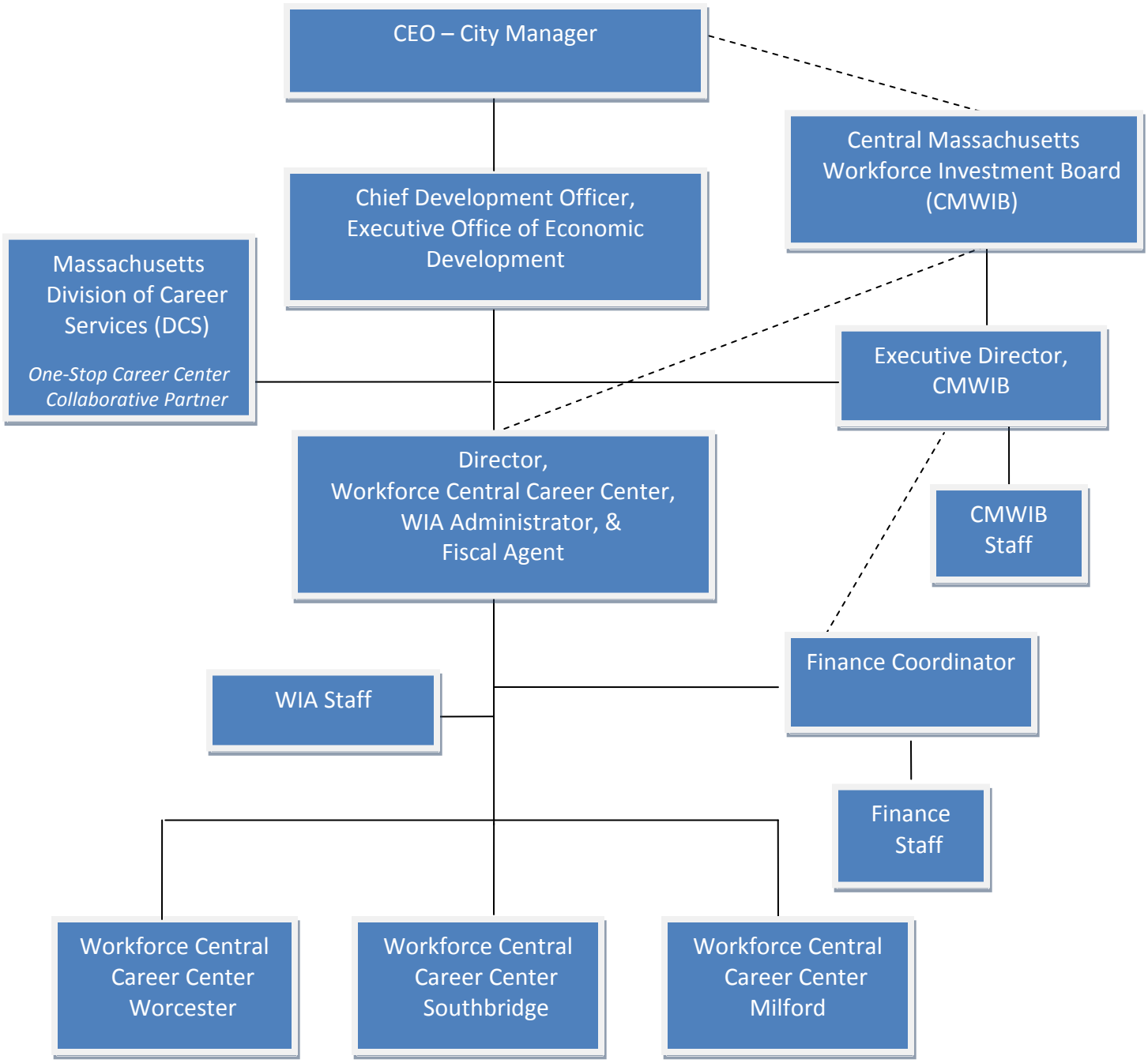
You will notice at the top of the chart that our system is led by a Chief Elected Official (CEO). In our region this position is held by the Worcester City Manager. The CEO holds primary fiduciary responsibility for the entire system and appoints members to the CMWIB.

The Central MA Workforce Investment Board and Workforce Central Career Center (WCCC) operate as separate divisions within the City of Worcester's Executive Office of Economic Development. Both the Career Center and the CMWIB receive administrative support from the Finance Coordinator and staff.

The CMWIB oversees the policies and performance of the three career centers, youth programs, and other initiatives. WCCC's Director manages the operations of the three career centers in Worcester, Milford, and Southbridge, overseeing the day-to-day efforts of City of Worcester and the State Division of Career Services staff.

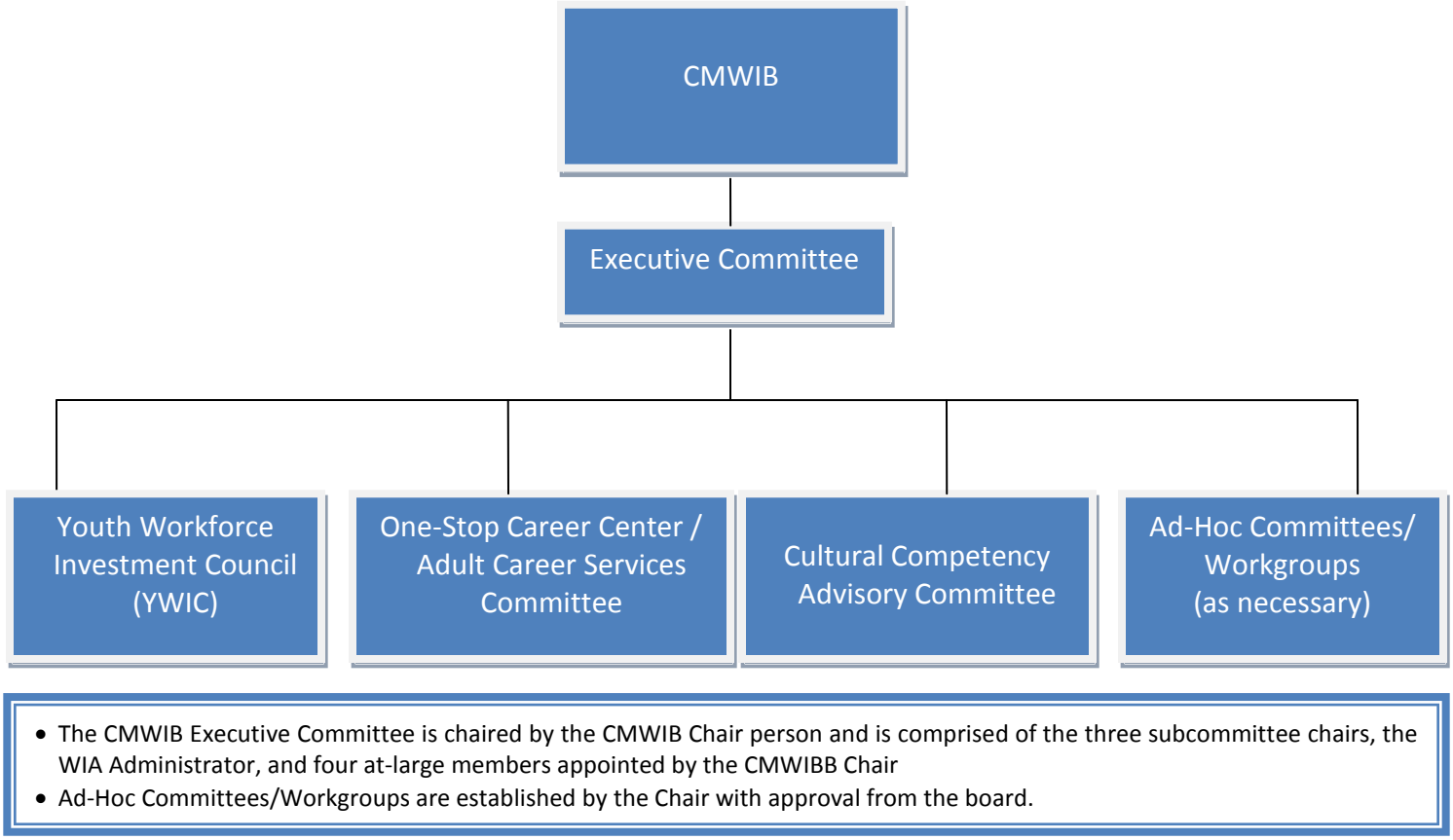
Within the Workforce Development system, the CMWIB has been structured to have a full board which serves as the overarching and directing body, and sub-committees which focus on priority areas (please refer to the CMWIB Committee Structure Chart).

Central MA Workforce Development System Chart



- The solid line from the CEO, to the Chief Development Officer, to the Director of the Workforce Central CC, WIA Administrator & Fiscal Agent indicates direct authority and financial accountability. The CEO retains financial liability.
- The dashed line from the CEO to the CMWIB reflects the role the CEO has in appointing the Board.
- The dashed line from the CMWIB to the Finance Coordinator reflects the support role the Finance Coordinator plays to the Board.
- The dashed line from CMWIB to the Workforce Central Career Center reflects the Board's policy making and oversight responsibility.

The CMWIB relies heavily on its sub-committees to assist in carrying out its mission. See below for a brief outline of each of the CMWIB's committees, their roles, and information about when they meet.



Executive Committee: The Executive Committee is comprised of the CMWIB Chairperson, all Chairs of the standing sub-committees, the Central Massachusetts Workforce Investment Area (WIA) Administrator, and at least four other appointed members. The Executive Committee has many of the same powers as the Board, with the exception of those not relegated to the Committee, based on the By-Laws. The Executive Committee meets monthly, except for months when the full Board meets (January, April, July, and October).

Youth Workforce Investment Council (YWIC): The YWIC is comprised of youth service providers, community based organizations, private sector businesses, and CMWIB members. The duties of the YWIC include developing the portions CMWIB's Strategic Plan relating to eligible youth. This includes recommending eligible providers of youth services to be awarded grants or contracts on a competitive basis by the CMWIB to carry out these services, conducting oversight of the CMWIB-funded youth service providers, and coordinating youth activities authorized under Section 129 of the Workforce Investment Act. Meetings are held bi-monthly.

Career Center/Adult Career Services Committee: The Career Center/Adult Career Services Committee is comprised of members from the CMWIB, private sector businesses, and community based organizations. This committee is responsible for making recommendations to the CMWIB with respect to the One-Stop Career Centers and other career services offered to adults within the Central Massachusetts Workforce Investment Area. Meetings are held bi-monthly.

Cultural Competency Advisory Committee: The Cultural Competency Advisory Committee is comprised of CMWIB members, Workforce Central Career Center and CMWIB staff, and other interested community and business representatives. This committee helps to ensure that the programs and services offered through the CMWIB and Workforce Central Career Center effectively serve the broad range of populations within the Central Massachusetts Workforce Investment Area. Meetings are held on a monthly basis.

Operating Principles

The following operating principles have been established to help guide the manner in which CMWIB staff and members work toward the goals and activities identified in the strategic plan:

- **Integrity:** The CMWIB will follow all local, state, and federal rules and regulations and conduct our business with honesty and integrity.
- **Timeliness:** The CMWIB will respond to inquiries from partners and the public in a timely manner and will meet deadlines for reporting and programming.
- **Transparency:** The CMWIB will conduct its business and make decisions in a transparent manner and communicate these actions to members and the public to ensure that the CMWIB is viewed as an honest broker in the community.
- **Inclusivity:** The CMWIB will seek input from a representative sample of the communities we serve when making policy and funding decisions and will seek to convene and connect numerous stakeholders when addressing workforce development issues.
- **Impact:** The CMWIB will seek to utilize its limited resources in a way that maximizes the positive outcomes of our efforts. We will track and monitor our work to measure our impact.
- **Innovation:** The CMWIB will strive to seek new and creative approaches to meeting workforce development challenges and will aggressively work to gather the resources necessary to implement these new approaches.
- **Technologically Savvy:** The CMWIB will integrate the use of new technologies to improve its effectiveness and efficiency.
- **Relevant:** The CMWIB will publically address issues relating to workforce development and strive to be viewed as an authoritative voice in these matters by the community.

IV. Strategic Planning Process

This plan builds upon CMWIB's past work and accomplishments to set a future course for successful workforce development in our region, designed to ensure that the area's workforce is ready to meet the needs of our employers.

Starting in October 2012, Board members and staff from both the Central MA and North Central MA regions came together for a Labor Market Information Summit, sponsored by the Commonwealth Corporation and the Boston Federal Reserve. The summit provided members with current labor market trends and data concerning the economic state of the two regions. Attendees representing a wide variety of stakeholders from Central MA, including employers, K-12, higher education, labor, One-Stop Career Center staff and partners, and community based organizations offered feedback related to the data presented. The Summit helped to ensure that our Board leadership was equipped with the most relevant and current information and analysis for the Central MA region to begin the strategic planning process.

Figure 1: The CMWIB Strategic Planning Process involved a collaboration of Board Members, Key Stakeholders, and Career Center/CMWIB Staff

The regional economic information from the Summit was then used to guide the Board's discussion regarding priorities and goal development at the CMWIB's Leadership Retreat later that year. At the full day retreat, staff met with the Board's leadership team which included the Chairs of all of the CMWIB Committees and developed 'overarching goals' to align with the work of the CMWIB's Committees.

Armed with these overarching goals, the Committee Chairs worked within their Committees with support from the CMWIB staff to define data-driven activities for each goal.

In addition to these efforts, the CMWIB took additional steps in 2014 to refine its strategic goals. The CMWIB Executive Director met with key community stakeholders including the leadership at the Greater Worcester Chamber of Commerce, Quinsigamond Community College, Worcester Public Schools, Worcester Community Action Council, Local Labor Officials, etc. to gain insight and feedback on regional issues and priorities. Additionally, all CMWIB and Committee members were asked to complete an online survey to identify and clarify regional needs and priorities.

The capstone for this process was the CMWIB Spring Board meeting where a representative from the Greater Worcester Chamber of Commerce presented its 'Worcester Regional Economic Competitiveness Outlook' to the Board and a consultant from Strategy Matters guided a strategic planning discussion and assisted the group in refining its locally identified goals, activities, and benchmarks.

IV-A. Central MA Regional Demographic Data

As noted in the previous section, the CMWIB staff and members reviewed a number of labor market sources and data points to inform its strategic planning process. This section contains a compilation of some of this information and provides a snapshot and context for the planning process in terms of our regional economy and workforce.

Charts 1A through 1E below provides an overview of the population in the whole of Worcester County, giving context to the demographics of our local economy and the changes which have implications for our workforce development efforts.

Worcester County Population Profile

Worcester County Households	
HOUSEHOLDS	
Total households	303,080
HOUSEHOLD TYPE	
In married-couple family	61.5%
In other households	35.1%
HOUSEHOLD SIZE	
Total households	303,080
Average household size	2.55
Average family size	3.09

Worcester County Population	
TOTAL POPULATION	798,552
MEDIAN AGE (years)	39.2
RACE	
White	683,361
Black or African American	33,314
American Indian and Alaska Native	1,976
Asian	31,815
Hispanic or Latino (of any race)	75,422
Native Hawaiian and Other Pacific Islander	246
Other	29,078

Worcester County Household Income	
Total	299,350
Less than $10,000	5.5%
$10,000 to $14,999	5.0%
$15,000 to $24,999	8.9%
$25,000 to $34,999	8.0%
$35,000 to $49,999	11.5%
$50,000 to $74,999	17.1%
$75,000 to $99,999	13.9%
$100,000 to $149,999	17.1%
$150,000 to $199,999	7.4%
$200,000 or more	5.6%
Median income (dollars)	65,968

Charts 1A, 1B, 1C: Worcester County Demographic Profile (Source: US Census Bureau, American Community Survey, 2012)

The Worcester County Demographic Profile (Charts 1A, 1B, and 1C above) identifies the total population for Worcester County as 798,552 with an average age of 39.2 years. As this data indicates, Central MA has a large population of "working-class" households; nearly 20% of the County's households have an income under $25,000 per year; 38.4% have an income less than $50,000 annually, and more than half earn less than $75,000 per year. On the other hand, more than 30% of households make more than $100,000 annually (with more than 13% making more than $150,000 per year). This highlights the dichotomy and income inequality of our region's economy between high earners and their middle-wage (and below) counterparts. This wide income spread also exists within our career center customer base and has implications for the services we provide to both job seekers and employer hiring demand.

Chart 1D below profiles the county's population as a whole and the changes between the year 2000 and the economic downturn of 2008-2010. As indicated in the 2012 joint Commonwealth Corporation and Boston Federal Reserve Regional research report, *Labor Market Trends in the Central Mass Region*, the number of people living in Central MA increased at an annual rate of 0.7 percent. This increase was largely fueled by growth in the region's immigrant population and accompanied by slight growth in the native-born population, which declined in most other regions of the state. Central MA also became more diverse over the past decade, with strong growth among Black, Asian, and Hispanic populations. The region's population also became considerably older as baby boomers (born between 1946 and 1964) neared retirement age.

	2000	2008-2010	Absolute Change	Annual Growth Rate (Percent)
Resident Population	628,644	667,115	38,471	0.7
Gender				
Male	304,428	325,996	21,568	0.8
Female	324,216	341,119	16,903	0.6
Nativity				
Native Born	557,843	568,814	10,971	0.2
Immigrant	70,801	98,301	27,500	3.7
Race/Ethnicity				
White, non-Hispanic	538,545	534,042	-4,503	-0.1
Black, non-Hispanic	15,628	26,035	10,407	5.8
Asian, non-Hispanic	15,701	28,658	12,957	6.9
Hispanic	46,575	65,550	18,975	3.9
Other race, non-Hispanic	12,195	12,830	635	0.6
Age				
Less than age 16	148,132	142,791	-5,341	-0.4
Age 16-24	62,184	73,151	10,967	1.8
Age 25-34	89,305	80,580	-8,725	-1.1
Age 35-44	110,086	99,029	-11,057	-1.2
Age 45-54	88,698	108,934	20,236	2.3
Age 55-64	50,966	78,624	27,658	4.9
Age 65+	79,273	84,006	4,733	0.6

Chart 1D: Worcester County's Population Demographic Changes (From: Labor Market Trends in the Central Mass Region; A joint project of the Commonwealth Corporation and New England Public Policy Center of the Federal Reserve Bank of Boston, October 2012; Source: US Census Bureau 2000 Decennial Census PUMS data files and 2008-2010 American Community Survey PUMS data files)

Chart 1E reinforces the importance of the fact that immigrants are driving the growth of the civilian labor force in our region. Between 2000 and 2005-2007, and 2005-2007 to 2008-2010, the number of immigrants in the civilian labor force (those people who live in the region and are either working or unemployed but actively looking for work) increased at a much higher rate than the rates in Massachusetts and the United States. This propelled the total civilian labor force to growth rates of 1.3% and 1.8% respectively over this time period, again exceeding the growth rates for both Massachusetts and the United States.

Civilian Labor Force Growth by Nativity Status, 2000 - 2010

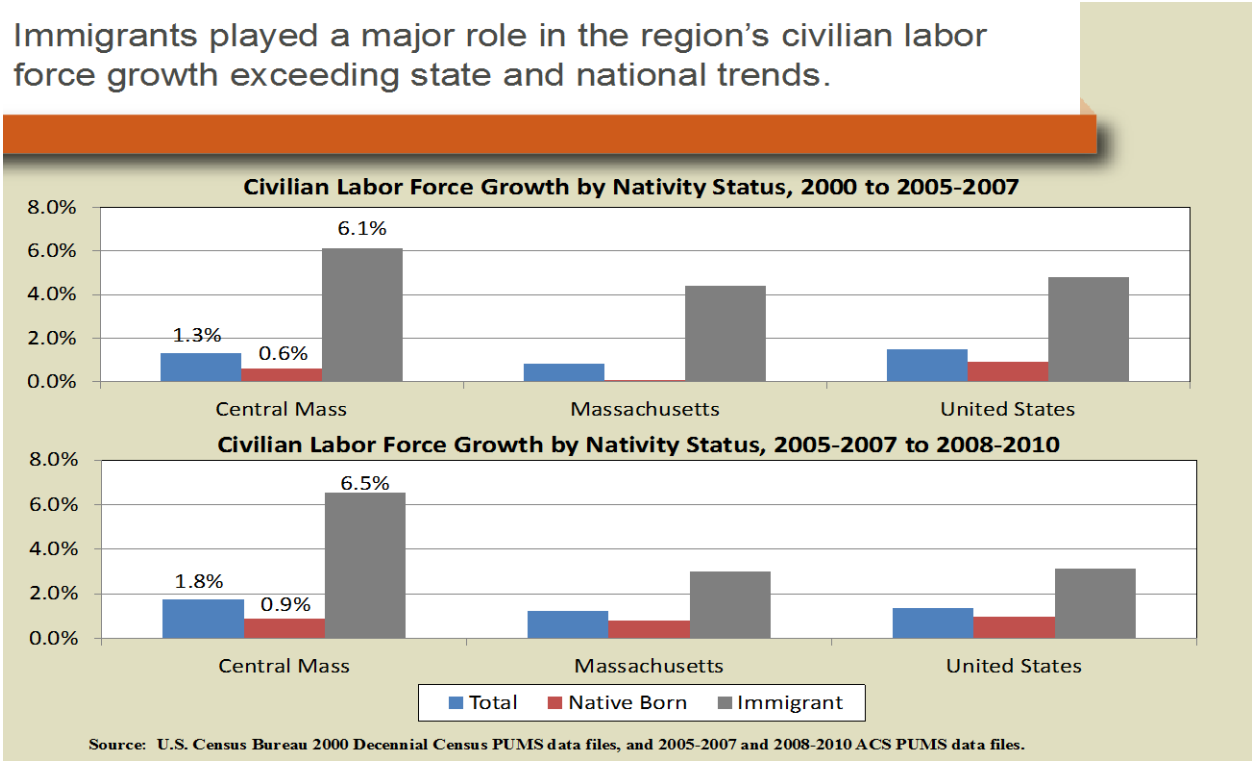


Chart 1E: Worcester County's Civilian Labor Force Growth by Nativity Status (From: Labor Market Trends in the Central Mass Region; A joint project of the Commonwealth Corporation and New England Public Policy Center of the Federal Reserve Bank of Boston, October 2012; Source: US Census Bureau 2000 Decennial Census PUMS data files, 2005-2007 and 2008-2010 American Community Survey PUMS data files)

Chart 1F below outlines regional demographic data from a different perspective which allows for a comparison of the populations with the job seekers served by the region's three career centers. This chart indicates the demographic breakdown of the working age population in the City of Worcester and Worcester County, as well as the Unemployment Insurance (UI) Claimants in the Central MA Workforce Investment Area, and compares them with the career centers' job seeker customer demographic profile.

Demographic Data for Select Local Populations

Demographics of Select Local Populations					
	City of Worcester Working Age Population	Worcester County Working Age Population	Central MA UI Claimants	Total Served-Workforce Central Career Center FY14 Q3 Year-to-Date (July 1, 2013- March 31, 2014)	
Total Served	83,197	396,075	7,101	13,813	100.0%
Female	50%	49%	44%	6259	45.3%
Male	50%	51%	56%	7551	54.7%
Afr. American or Black	11%	3.6%	7.0%	1102	8.0%
Amer. Ind. or Alaskan	0.2%	0.2%	0.2%	100	0.7%
Asian	5.3%	3.9%	1.8%	418	3.0%
Hawaiian, Pac Islander	0.0%	0.0%	0.1%	27	0.2%
Hispanic or Latino	15%	6.9%	11.9%	1535	11.1%
White	77%	88.5%	81.6%	10326	74.8%
Other Race	2.7%	2.1%		265	1.9%

Chart 1F: Selected Local Population Chart (Source: US Census - 2012 American Community Survey and UI Claimant Data from the Massachusetts Executive Office of Labor and Workforce Development Department of Unemployment Assistance Profile of Massachusetts Unemployment Insurance Claimants, June 2013).

This data shows the demographic split in our region between the urban core (the City of Worcester), and its suburban and rural surroundings. It should be noted that large numbers of people of color live in Central MA outside of Worcester, including significant communities of color in specific towns and areas, such as a large Hispanic population in Southbridge, MA. A review of this data also suggests that the career centers have served people of color in proportion to their representation in the unemployed population. However, there is still room for improvement in serving those populations, especially in Worcester, who are not attached to the labor market or currently collecting unemployment insurance. Programmatically, this translates into continued need for culturally appropriate services and training for these vulnerable populations in our region.

IV-B. Youth Education and Employment

The CMWIB is committed to collaboration with the numerous school districts within the Central Massachusetts region, recognizing a vibrant economy is closely linked to educational success. Much like other investment areas, Central MA recognizes the challenge of securing employment for young adults. The Worcester Public Schools is the largest district in Central Massachusetts, an area that also includes the school districts of Milford, North Brookfield, Southbridge, Webster, Southern Worcester County Regional Vocational Technical, Wachusett, Oxford, Blackstone, and Leicester, among others.

Charts two and three provide an overview of the public school system enrollment by race, gender, and key indicators for three school districts that represent the geographical diversity of the Central Massachusetts Workforce area (Worcester, Milford, Southbridge). Chart four offers an analysis table that provides a snapshot of district and school achievement and tracks selected data for a period of 1 year.

Public School Enrollment Demographics

Public Schools Enrollment			
	Worcester	**Milford**	**Southbridge**
Race	% of District	% of District	% of District
African American	14.5 %	2.7 %	1 %
Asian	7.7 %	2.8 %	0.8 %
Hispanic	38 %	19.8 %	37.9 %
White	35.8 %	70.2 %	59.8 %
Other	3.8 %	2.7 %	0.3 %
Gender			
Male	12,735 (51.8%)	2,158 (51.6%)	1,156 (51.6%)
Female	11,827 (48.2%)	2,024 (48.4%)	1,083 (48.4%)
Total	24,562	4,182	2,239

Chart 2: District Analysis Review (DART) (Source: Massachusetts Department of Elementary and Secondary Education [DESE])

Key Indicators by District

Key Indicators by District			
	Worcester	**Milford**	**Southbridge**
	# or % of District	# or % of District	# or % of District
Grade 9-12 Dropout Rate	3.4 %	3 %	3.7 %
Attendance Rate	95.1 %	95.5 %	92.5 %
Average # of days absent	8.3	7.7	12.3
Unexcused absences >9	29.8 %	15.4 %	32.9 %
Four-Year Graduation Rate	73.4 %	86.5 %	70.6 %
Low Income	70.6%	71.4%	72.9%
Afr. American/Black	76.9%	(sample size too small)	(sample size too small)
Asian	85.6%	88.3%	(sample size too small)
Hisp./Latino	63.1%	62.1%	68.7%
Amer. Ind. Or Alaskan	42.9%	(sample size too small)	(sample size too small)
White	79.9%	90.0%	70.2%
Total # of High School Graduates	1,402	249	96
% Still in school	11.3 %	5 %	4.2 %
% Non-grad completers	1.3 %	0.4 %	1.7 %

Chart 3: District Analysis Review (DART) (Source: Massachusetts Department of Elementary and Secondary Education [DESE])

A review of this data shows that while schools in our region are doing fairly well with student retention, there is still a need for support, especially in the Southbridge area, which lags behind the other districts in key areas, including attendance rate, retention rate, and graduation rate. Additionally, the education gap, as evidenced by the four-year graduation rate, continues to exist in our region and is most pronounced for Hispanic/Latino students which lag behind their white classmates by 16 percentage points in Worcester and more than 27 percentage points in Milford. Southbridge, while having a lower graduation rate gap among white and Hispanic students, has a lower rate overall.

Chart four below indicates Massachusetts Comprehensive Assessment System (MCAS) test proficiency rates for these same three districts and indicates that while Milford shows strong results, Worcester and Southbridge lag, especially Southbridge.

MCAS Outcomes by District

	2013-14 October Enrollment				2013 MCAS % Proficient of Higher			2013 MCAS Growth Median SGP	
District Name	**Total Enrollment #**	**Low Income %**	**SWD %**	**ELL %**	**ELA %**	**Math %**	**Science %**	**ELA %**	**Math %**
Worcester	24,562	73	20	31.7	51	42	31	51	49
Milford	4,182	31.9	16.4	8.8	72	62	64	55	52
Southbridge	2, 239	76.3	18.9	12.7	38	32	22	34	32

Chart 4: District Analysis Review (DART) (Source: Massachusetts Department of Elementary and Secondary Education [DESE])

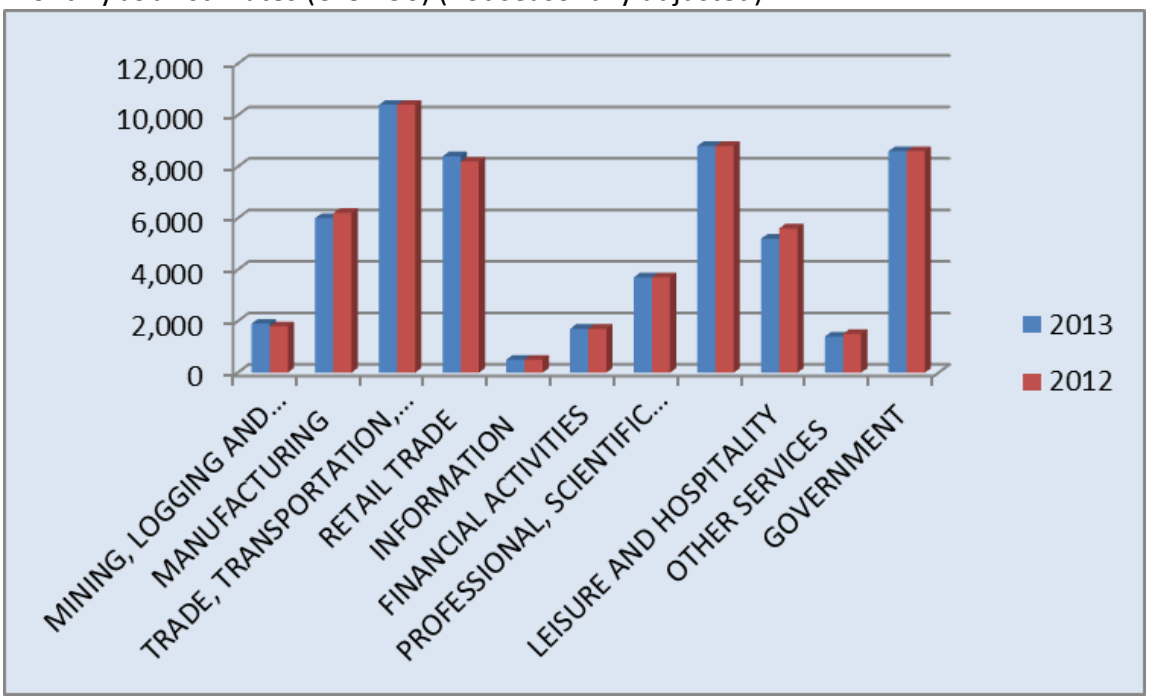
According to information from the Bureau of Labor Statistics, the unemployment rate for youth 16-19 is 14.9%. This is more than double the unemployment rate for adults 25 and older (6%), and youth of color fare far worse than their white counterparts when it comes to unemployment. These numbers indicate the challenges involved in developing young adult work readiness skills and the continued need for finding suitable employment for this undeserved population.

Overall, when looking at youth education and employment data, it is imperative that the CMWIB continue to support student success and the development of pathways to career readiness and success for both in-school and out-of-school youth throughout our region, with special attention paid to vulnerable youth, including youth in both the urban core and beyond.

IV-C. About the Region's Current Employment and Industries

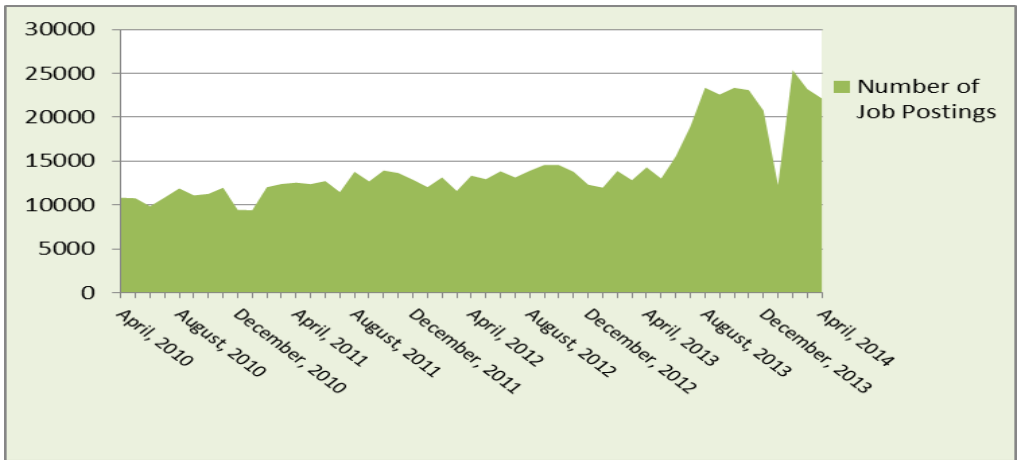
As part of our review of labor market information, we have compiled a variety of data points concerning our region's employment and job vacancies. The graphs below outline this data to help provide further context to the goals and activities stakeholders have identified for our focus areas. Graph One indicates the total non-farm job estimates by industry cluster for the Worcester MA-CT Metropolitan NECTA (New England City and Town Areas). We see that trade/transportation, professional, scientific, retail, and government are keys sectors, with manufacturing and leisure/hospitality also sharing a significant percentage of the total.

Monthly Job Estimates (CES-790) (not seasonally adjusted)



Graph 1: Monthly Job Estimates (CES-790) (not seasonally adjusted), Source: Mass.gov, Central Region Fact Sheet, June 2013

According to data from the Help Wanted Online data series (Graph 2), the Central MA economy has experienced a sharp increase in online job postings since the months of December 2013 to present.



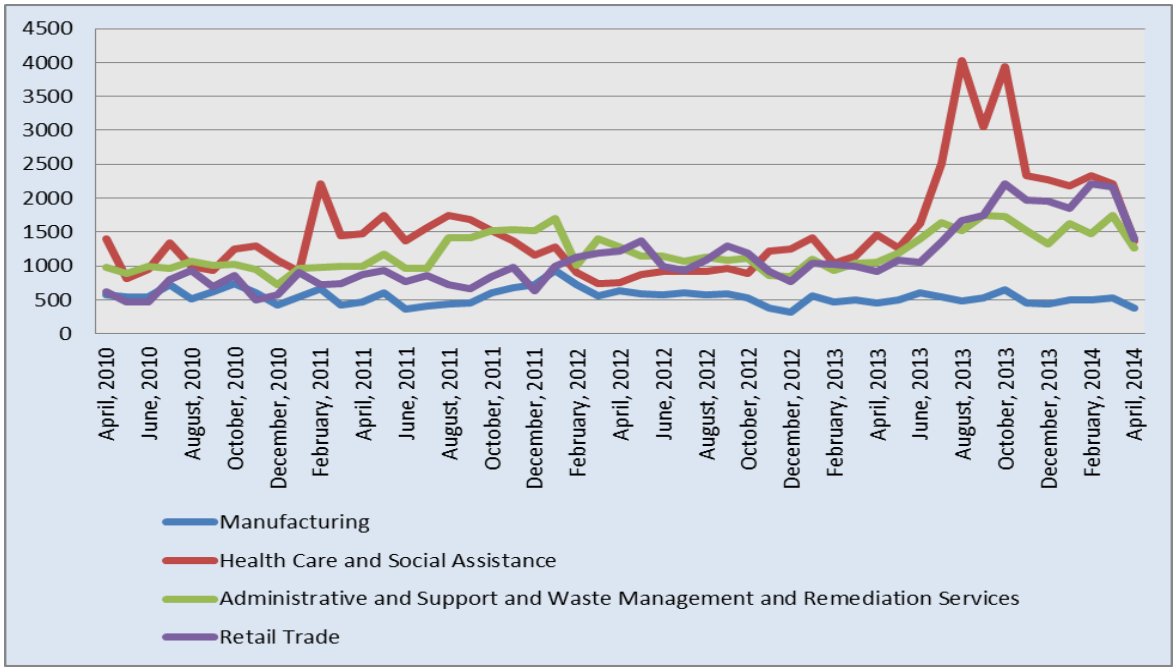
Graph 2: Total Number of Job Postings in Central MA (Source: WANTED Analytics: data provider for The Conference Board's Help-Wanted Online Data Series)

Our region's top three industry sectors, Health Care and Social Assistance; Administrative Support, Waste Management and Remediation Services; and Retail Trade have all experienced growth in online job postings during December, 2013 (Graph 3, below) especially Health Care and Social Assistance which went from roughly 3,000 online job postings to nearly 4,000 from October-December of 2013.

All three of these top industries have begun a decline in online job postings however, beginning in February of 2014 to present, with Retail Trade having the largest decline from close to 2,200 jobs to just about 1,800.

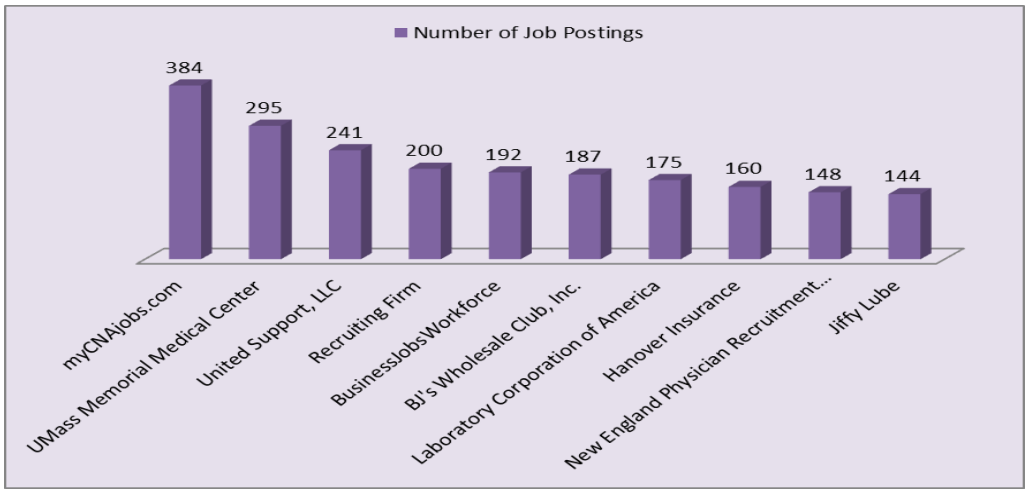
Manufacturing job postings have also trended downward from a high of 800 in January of 2012 to its current level of 480.

Given the recent downward shift in all four industry clusters, hiring demand has seemingly returned to their pre-surge levels and current swings appear to represent more seasonal shifts as opposed to larger structural trends.



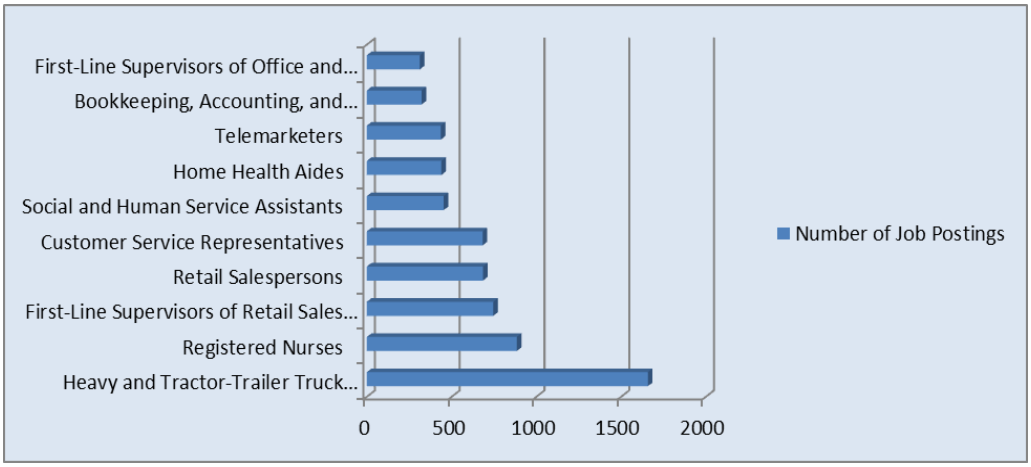
Graph 3: Online Job Postings in Central MA by Select Industries (Source: WANTED Analytics: data provider for The Conference Board's Help-Wanted Online Data Series)

Graph four outlines that between April-May, 2014, Central MA's top employers included myCNAjobs.com, UMass Memorial, United Support, LLC Recruiting Firm, BusinessJobsWorkforce, BJ's Wholesale Club, Laboratory Corporation of America, Hanover Insurance, New England Physician Recruitment, and Jiffy Lube. It is incumbent upon the CMWIB and the region's career centers to engage these employers to connect them with the employment services they need to grow, including assistance with employee recruitment.



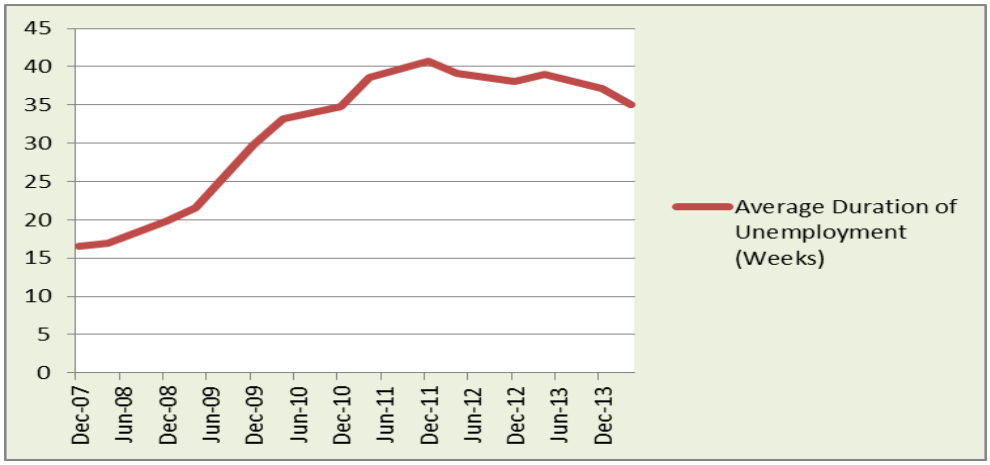
Graph 4: Job Postings in Central MA by Top Employers (Source: WANTED Analytics: data provider for The Conference Board's Help-Wanted Online Data Series)

Also according to the Help Wanted Online data series in Graph five, the top occupations in Central MA by number of online postings have been Heavy and Tractor-Trailer Truck Drivers (1,658), Registered Nurses (885), First-Line Supervisors of Retail Sales Workers (746), Retail Salespersons (685), Customer Services Representatives (683), Social and Human Service Assistants (453), Home Health Aides (440), Telemarketers (436), Bookkeeping, Accounting, and Auditing Clerks (323), and First-Line Supervisors of Office and Administrative Support Workers (313).



Graph 5: Job Postings in Central MA by Top Occupations (Source: WANTED Analytics: data provider for The Conference Board's Help-Wanted Online Data Series)

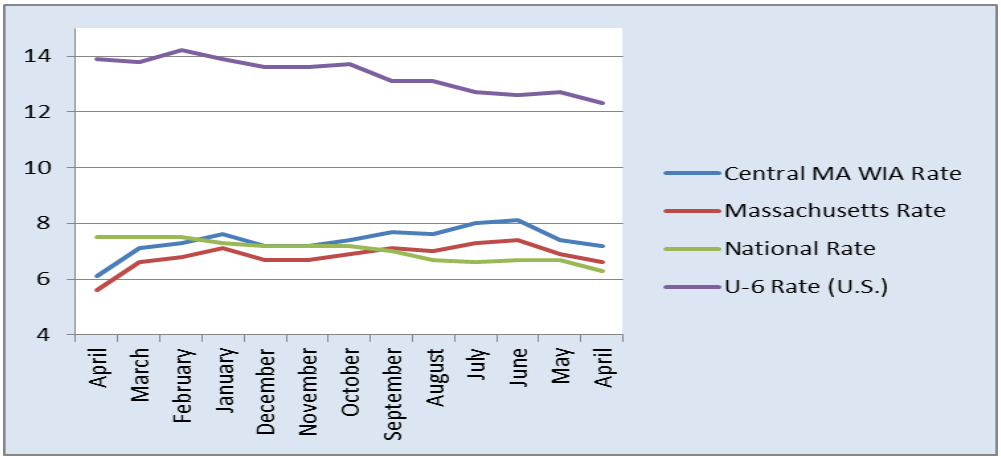
The duration of unemployment tracked by the US Bureau of Labor Statistics in Graph six has increased dramatically from an average of 16.1 weeks in December, 2007 to 35.1 weeks in December, 2013. The average peaked at 40 weeks in December, 2011 and began a gradual decline, but remains well above historical averages. As the long-term unemployed face additional barriers to re-employment, including the perceived (real or imagined) erosion of skills, and the personal/emotional trauma associated with lack of steady employment, the CMWIB must continue to provide additional services and programming for this customer population.



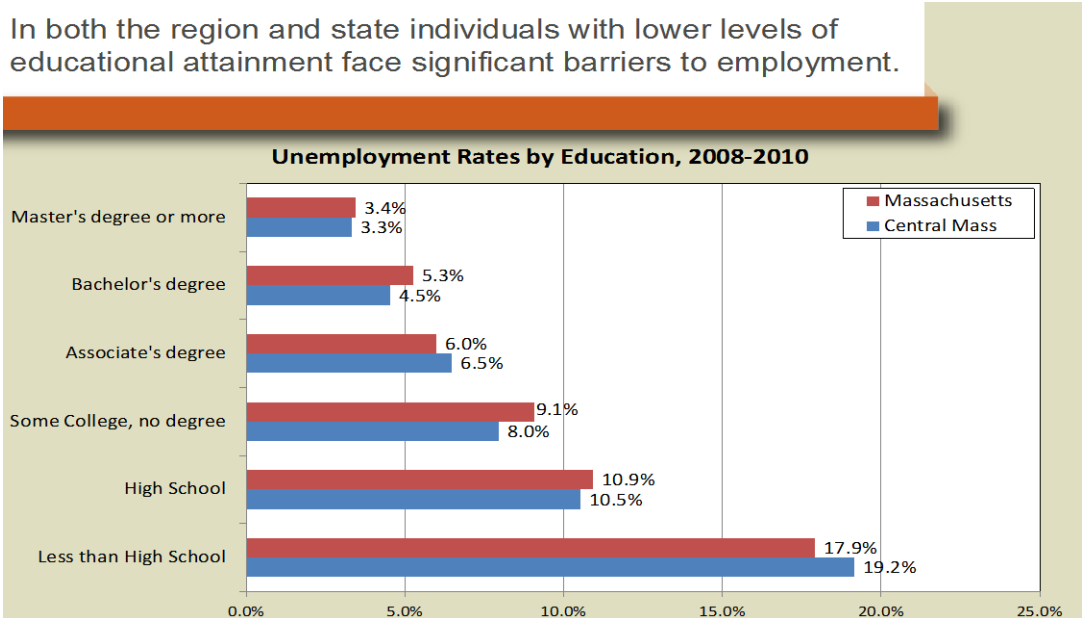
Graph 6: Average Duration of Unemployment in Weeks (Source: US Bureau of Labor Statistics)

In addition, although higher than the state and national average, Central MA has seen a gradual decline the in the unemployment rate. Most currently, in April, 2014, the Central MA WIA unemployment rate came in at 7.2% compared to the lower Massachusetts State rate of 6.6% and the National rate of 6.3%. However, these figures do not capture the number of unemployed that have dropped out of the labor pool.

The expanded unemployment rate (U-6) measure includes the total unemployed population, plus all marginally attached workers, plus all persons employed part-time for economic reasons. The National U-6 rate has been gradually declining but still remains high at 12.3% in April, 2014 (see Graph 7).



Graph 7: Unemployment Rates for Central MA, Massachusetts, and U.S. (Source: Mass.gov, Federal Reserve Economic Data (FRED), and the US Bureau of Labor Statistics



Graph 8: Unemployment Rates by Education, 2008-2010 (From: Labor Market Trends in the Central Mass Region; A joint project of the Commonwealth Corporation and New England Public Policy Center of the Federal Reserve Bank of Boston, October 2012; Source: US Census Bureau 2008-2010 ACS PUMS data files)

These employment and vacancy data points, taken together, identify some key challenges the region is experiencing in workforce development:

- Increasing income inequality in the region
- A declining but still high regional employment rate
- An increase in the duration of unemployment
- An increase in the number of unemployed low-income residents of color, especially immigrants
- A high unemployment rate for youth
- Changing employment trends, in terms of in-demand industries and top employers

CMWIB's leadership took these challenges into consideration in creating this strategic plan, and in outlining its seven key goals, listed below. It recognizes the need to continue its approach of connecting job seekers with employment in our region's top industries and in serving our top employers more directly. It also recognizes the need to serve those struggling the hardest to maintain connection to employment: the long-term unemployed as well as those with the most limited educational levels and the least amount of access to services and resources

V. CMWIB Strategic Goals

After its robust strategic planning process outlined above, CMWIB has arrived at seven major goals:

1. CMWIB will be viewed as the region's workforce development authority
2. CMWIB will increase the resources available for workforce development in the region
3. The CMWIB will increase its organizational effectiveness and capacity
4. Central MA employers will have access to the support they need from the public workforce system to foster growth
5. All job seekers in Central MA will have access to the information and services needed to support quality reemployment
6. All Central MA youth will be prepared for career success by age 21
7. All CMWIB programs and services will be conducted with cultural competence so that all customers, both internal and external, feel welcomed and valued

The following chart outlines each goal, related activities, and how CMWIB will measure success.

Goal	Activities	Benchmark for Success
The CMWIB will be viewed as the region's workforce development authority	Develop CMWIB and Workforce Central social media platforms	CMWIB Linked-In, Twitter and YouTube sites are launched by summer 2015; WCCC Facebook, Twitter, and YouTube pages launched by summer 2015 and a minimum of 1,000 views are achieved across these platforms annually.
	Create and distribute monthly CMWIB & Workforce Central "Central Connection" newsletter	12 monthly Central Connection newsletters are created and distributed
	Produce, air, and upload monthly CMWIB radio/TV show, *The Working Lunch*	12 monthly episodes are produced, broadcast and uploaded to CMWIB YouTube site
	Produce and distribute	Four regional economic

	quarterly regional economic snapshot report and CMWIB regional impact reports	snapshot reports and regional impact reports are created and posted on the CMWIB website by August 1, 2014
The CMWIB will increase the resources available for workforce development in the region	CMWIB will seek out and apply for additional grants and funding for new and existing programming, either as the lead entity or as a supporting partner	CMWIB will apply (or support) a minimum of six grant funded projects separate from formula-funded allocations annually
	Work with City of Worcester officials to research a method to establish 501c3 support foundation	Determination regarding the appropriate method for applying for 501c3 status is made in FY 15 (with follow up as appropriate)
The CMWIB will increase its organizational effectiveness and capacity	The CMWIB will create an annual revenue plan outlining fundraising goals	Revenue plan is created and updated annually
	All CMWIB sub-committees will develop annual work plans and incorporate member involvement in implementation where possible	Subcommittee work plans are completed and updated annually
	Develop resource development, nominating, marketing, and public affairs work groups to determine annual priorities for these respective areas	Ad-hoc work groups are established and meet as necessary to advise staff regarding resource development (revenue plan), membership recruitment (nominations), marketing, and public affairs.
	Conduct staff listening sessions with members individually to understand their priorities and ways to better engage them and their support	Member listening sessions conducted annually
	Provide an annual half-day member “retreat” to explore an issue(s) in greater depth	Half-day retreat conducted annually
	Develop a WIA Scorecard to measure program	Scorecard produced and utilized by the CMWIB and

	effectiveness using qualitative and quantitative metrics	subcommittees by September, 2014
Central MA employers will have access to the support they need from the public workforce system to foster growth	Conduct quarterly integrated business services meetings with regional economic development and industry groups and workforce system representatives to align and coordinate activities, resources, and best practices	Four business services meetings are conducted annually
	CMWIB and Workforce Central staff will utilize the state MA Bizworks resources guide (and include local addendum as appropriate) to support business growth	CMWIB and WCCC staff will have access to and be trained on the use of the MA Bizworks guide and supporting online information resources by the end of FY 15
	Support incumbent worker training for regional employers in high-demand fields, including STEM and healthcare industries	The CMWIB will promote and support incumbent worker training to STEM and healthcare employers, including the state Workforce Training Fund Program, and will develop at least one consortium training project in these areas annually
All job seekers in Central MA will have access to the information and services needed to support quality reemployment	Expand the post-high school career technical education/training that is offered in the region aligned with in-demand jobs	Additional post high school CTE training/education programs/slot capacity is developed and offered for manufacturing and other high-demand fields from FY 14 baseline level each year
	Enhance and align basic skills training offered in the region, including access to work-readiness, English as a Second Language, and Adult Basic Education training	WCCC basic skills programming is increased and coordinated; a regional ABE and ESL program provider group is established in FY 15
	Develop additional holistic programming for the long-term unemployed and other population groups facing barriers to employment	Bounce Training program is developed and offered to WCCC customers starting in FY 15

	(Bounce Training)	
	Continuation of industry sector-based services at Workforce Central (i-Team) supported through connection to CMWIB members and partners	WCCC i-Team services are established; CMWIB members engaged in i-Team programming starting in FY 15
	Expand digital services to job seekers at Workforce Central, including online peer groups, training, and placement strategies	Online peer groups, training, and placement assistance services established by the end of FY 15
	Increase the number of apprenticeship opportunities in Central MA and pre-apprentice training	The number of companies in the region offering apprenticeship is expanded, the number of apprentices in the region are also increased annually
All Central MA youth will be prepared for career success by age 21	Increase and align career readiness and work-based learning opportunities for youth, including the number of youth participating in YouthWorks, Connecting Activities, and Job1 partner programs,	The number of youth participating n YouthWorks is increased by 5% from FY 14 baseline; the number of schools affiliated with the Connecting Activities program increases by a minimum of two from FY 14
	Develop a standardized work readiness credential for use in CMWIB and Job1 partner programs and promoted to area employers	A work-readiness credential is established and promoted among the regions' youth programs & to a minimum of 50 businesses annually
	Establish work-readiness training and retention support strategies at Workforce Central for youth in the region	A youth work-readiness training program and retention support services are developed and delivered by the end of FY 15
	The CMWIB will promote professional development for staff working with youth workforce training/career	A minimum of two professional development training opportunities will be offered to regional youth staff

	development in our region	each year.
All CMWIB programs and services will be conducted with cultural competence so that all customers, both internal and external, feel welcomed and valued	Ensure the CMWIB and its subcommittees align with regional diversity	CMWIB and committees are reflective of the region's population; nominations sought from diverse sources
	Ensure the programs and services offered through CMWIB-funded entities are offered in a culturally competent manner	CMWIB reviews cultural competence when making-funding decisions for programming and service delivery beginning July, 2014
	Increase data tracking capacity for CMWIB and Workforce Central programming such as Connecting Activities, WCCC recruitment efforts (outreach), service utilization, and training referrals	Data collection process and tools developed and utilized by staff and committees by January, 2016
	Create a matrix report comparing CMWIB and Workforce Central program participation with regional demographics	The demographic matrix report is completed and utilized by the Cultural Competence Committee to review service delivery performance beginning July, 2014
	Increase community connection to CMWIB and Workforce Central programming through revitalization of the Access Point Initiative and through utilization of a community partner staff "train the trainer" model	Workforce Central access points are established at a minimum of three new partner locations with staff at each location trained to deliver basic information and services to clients by the end of FY 15

VI. Performance Oversight

In order to ensure the above goals and activities are met, each will be assigned to the appropriate CMWIB sub-committee which will then be responsible for developing the specific implementation strategies necessary to meet the goals/activities and will track performance using the tracking matrixes below.

Executive Committee				
Goal	**Activities**	**Benchmark for Success**	**Strategies**	**Status Update**
The CMWIB will be viewed as the region's workforce development authority	Develop CMWIB and Workforce Central social media platforms	CMWIB Linked-In, Twitter and YouTube sites are launched by summer 2015; WCCC Facebook, Twitter, and YouTube pages launched by summer 2015 and a minimum of 1,000 views are achieved across these platforms annually.		
	Create and distribute monthly CMWIB & Workforce Central "Central Connection" newsletter	12 monthly Central Connection newsletters are created and distributed		
	Produce, air, and upload monthly CMWIB radio/TV show, *The Working Lunch*	12 monthly episodes are produced, broadcast and uploaded to CMWIB YouTube site		
	Produce and distribute quarterly regional economic snapshot report and CMWIB regional impact reports	Four regional economic snapshot reports and regional impact reports are created and posted on the CMWIB		

		website by August 1, 2014		
The CMWIB will increase the resources available for workforce development in the region	CMWIB will seek out and apply for additional grants and funding for new and existing programming, either as the lead entity or as a supporting partner	CMWIB will apply (or support) a minimum of six grant funded projects separate from formula-funded allocations annually		
	Work with City of Worcester officials to research a method to establish 501c3 support foundation	Determination regarding the appropriate method for applying for 501c3 status is made in FY 15 (with follow up as appropriate)		
The CMWIB will increase its organizational effectiveness and capacity	The CMWIB will create an annual revenue plan outlining fundraising goals	Revenue plan is created and updated annually		
	All CMWIB sub-committees will develop annual work plans and incorporate member involvement in implementation where possible	Subcommittee work plans are completed and updated annually		
	Develop resource development, nominating, marketing, and public affairs work groups to determine annual priorities for these respective areas	Ad-hoc work groups are established and meet as necessary to advise staff regarding resource development (revenue plan), membership recruitment (nominations), marketing, and public affairs.		

	Conduct staff listening sessions with members individually to understand their priorities and ways to better engage them and their support	Member listening sessions conducted annually		
	Provide an annual half-day member "retreat" to explore an issue(s) in greater depth	Half-day retreat conducted annually		
	Develop a WIA Scorecard to measure program effectiveness using qualitative and quantitative metrics	Scorecard produced and utilized by the CMWIB and subcommittees by September, 2014		
Central MA Employers will have access to the support they need from the public workforce system to foster growth	Support incumbent worker training for regional employers in high-demand fields, including STEM and healthcare industries	The CMWIB will promote and support incumbent worker training to STEM and healthcare employers, including the state Workforce Training Fund Program, and will develop at least one consortium training project in these areas annually		

Career Center/Adult Services Committee				
Goal	**Activities**	**Benchmark for Success**	**Strategies**	**Status Update**
Central MA employers will have access to the support they need from the public workforce system to foster growth	Conduct quarterly integrated business services meetings with regional economic development and industry groups and workforce system representatives to align and coordinate activities, resources, and best practices	Four business services meetings are conducted annually		
	CMWIB and Workforce Central staff will utilize the state MA Bizworks resources guide (and include local addendum as appropriate) to support business growth	CMWIB and WCCC staff will have access to and be trained on the use of the MA Bizworks guide and supporting online information resources by the end of FY 15		
All job seekers in Central MA will have access to the information and services needed to support quality reemployment	Expand the post-high school career technical education/training that is offered in the region aligned with in-demand jobs	Additional post high school CTE training/education programs/slot capacity is developed and offered for manufacturing and other high-demand fields from FY 14 baseline level each year		
	Enhance and align basic skills training	WCCC basic skills programming is		

	offered in the region, including access to work-readiness, English as a Second Language, and Adult Basic Education training	increased and coordinated; a regional ABE and ESL program provider group is established in FY 15		
	Develop additional holistic programming for the long-term unemployed and other population groups facing barriers to employment (Bounce Training)	Bounce Training program is developed and offered to WCCC customers starting in FY 15		
	Continuation of industry sector-based services at Workforce Central (i-Team) supported through connection to CMWIB members and partners	WCCC i-Team services are established; CMWIB members engaged in i-Team programming starting in FY 15		
	Expand digital services to job seekers at Workforce Central, including online peer groups, training, and placement strategies	Online peer groups, training, and placement assistance services established by the end of FY 15		
	Increase the number of apprenticeship opportunities in Central MA and pre-apprentice training	The number of companies in the region offering apprenticeship is expanded, the number of apprentices in the region are also increased annually		

Youth Workforce Investment Council (YWIC)				
Goal	**Activities**	**Benchmark for Success**	**Strategies**	**Status Update**
All Central MA youth will be prepared for career success by age 21	Increase and align career readiness and work-based learning opportunities for youth, including the number of youth participating in YouthWorks, Connecting Activities, and Job1 partner programs,	The number of youth participating n YouthWorks is increased by 5% from FY 14 baseline; the number of schools affiliated with the Connecting Activities program increases by a minimum of two from FY 14		
	Develop a standardized work readiness credential for use in CMWIB and Job1 partner programs and promoted to area employers	A work-readiness credential is established and promoted among the regions' youth programs & a minimum of 50 businesses annually		
	Establish work-readiness training and retention support strategies at Workforce Central for youth in the region	A youth work-readiness training program and retention support services are developed and delivered by the end of FY 15		
	The CMWIB will promote professional development for staff working with youth workforce training/career development in our region	A minimum of two professional development training opportunities will be offered to regional youth staff each year.		

Cultural Competency Advisory Committee				
Goal	**Activities**	**Benchmark for Success**	**Strategies**	**Status Update**
All CMWIB programs and services will be conducted with cultural competence so that all customers, both internal and external, feel welcomed and valued	Ensure the CMWIB and its subcommittees align with regional diversity	CMWIB and committees are reflective of the region's population; nominations sought from diverse sources		
	Ensure the programs and services offered through CMWIB-funded entities are offered in a culturally competent manner	CMWIB reviews cultural competence when making-funding decisions for programming and service delivery beginning July, 2014		
	Increase data tracking capacity for CMWIB and Workforce Central programming such as Connecting Activities, WCCC recruitment efforts (outreach), service utilization, and training referrals	Data collection process and tools developed and utilized by staff and committees by January, 2016		
	Create a matrix report comparing CMWIB and Workforce Central program participation with regional demographics	The demographic matrix report is completed and utilized by the Cultural Competence Committee to review service delivery performance beginning July, 2014		

	Increase community connection to CMWIB and Workforce Central programming through revitalization of the Access Point Initiative and through utilization of a community partner staff "train the trainer" model	Workforce Central access points are established at a minimum of three new partner locations with staff at each location trained to deliver basic information and services to clients by the end of FY 15		

Additionally, each committee will utilize the recently developed CMWIB Scorecard, Regional Services Demographic Matrix, Career Center Survey results, as well as other state and local tools and reports.

VII. Contact Information

For information regarding this plan, please contact:

Jeffrey T. Turgeon
Executive Director
Central MA Workforce Investment Board
44 Front Street, Suite 300
Worcester, MA 01608

Email: turgeonj@worcesterma.gov

Phone: 508.799-1509

CMWIB Impact Dashboard

FY'2014: 3rd Quarter

Central Massachusetts Workforce Investment Board
guiding resources for a stronger workforce

Workforce Central Career Center

Job Seekers Served

13,954

51,860

Job Seeker Visits

Workforce Central Career Center 7/1/13—3/31/14

$8,319,683

Workforce Funding Brought to Central MA

Fiscal Year '14 through the CMWIB

242

Job Seekers Trained

Workforce Central Career Center 7/1/13—3/31/14

1,346

Confirmed Customer Placements

965

Businesses Served

Workforce Central Career Center 7/1/13—3/31/14

$19.48

Average Customer Salary

Workforce Central Career Center 7/1/13—3/31/14

1,062

Veterans Served

Workforce Central Career Center 7/1/13—3/31/14

Top 5 Specified Job Placement Industries

7% Construction

14% Healthcare/ Social Assistance

9% Admin Support/ Waste Mgmt

8% Professional/ Scientific/Tech

7% Mfg-Metal/Mach/ Elec/Furniture

Workforce Central Career Center 7/1/13—4/25/14.
Top 5 = 45% of all job placements

Training Enrollments: Top 5 Occupational Categories

20% Office/ Admin

30% Healthcare Support

13% Production

12% Computer/Math

6% Transportation

Workforce Central Career Center 7/1/13—4/25/14.
Top 5 = 81% of all training enrollments

Youth Served

168 WIA

182 Connecting Activities

371 YouthWorks

Total **721**

Employer Training

Workforce Training Funds Allocated to Central MA Businesses **$2,620,000**

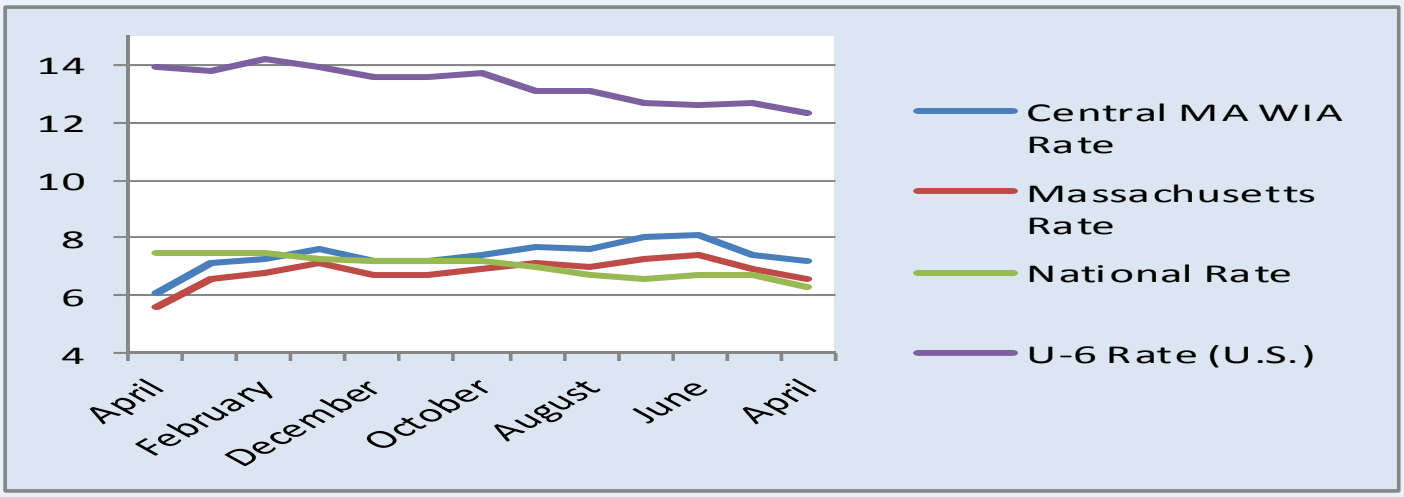
Central MA Companies Awarded Workforce Training Fund Grants **18**

Central MA Workers Trained Through the Workforce Training Fund **662**

Central MA Economic Snapshot

FY 2014: 3rd Quarter

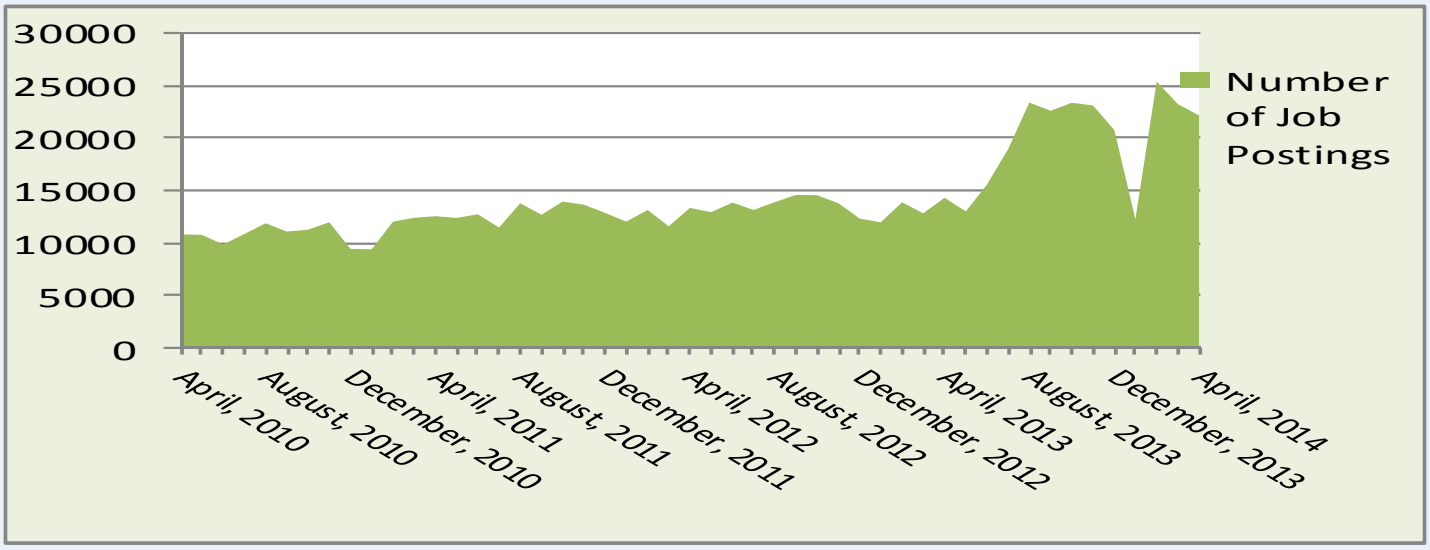
Unemployment Rates for Central MA, Massachusetts, and U.S.



The standard unemployment (U-3) rates for the US, MA, and Central MA, and the expanded unemployment (U-6) National rate from April, 2013—April, 2014. The U-3 rate covers all individuals above the age of 16 actively looking for work, but unable to find any within the past 4 weeks. The expanded U-6 unemployment rate includes the total unemployed populace, plus all marginally attached workers, plus all persons employed part-time for economic reasons.

Source: Mass.gov, Federal Reserve Economic Data (FRED), and the US Bureau of Labor Statistics

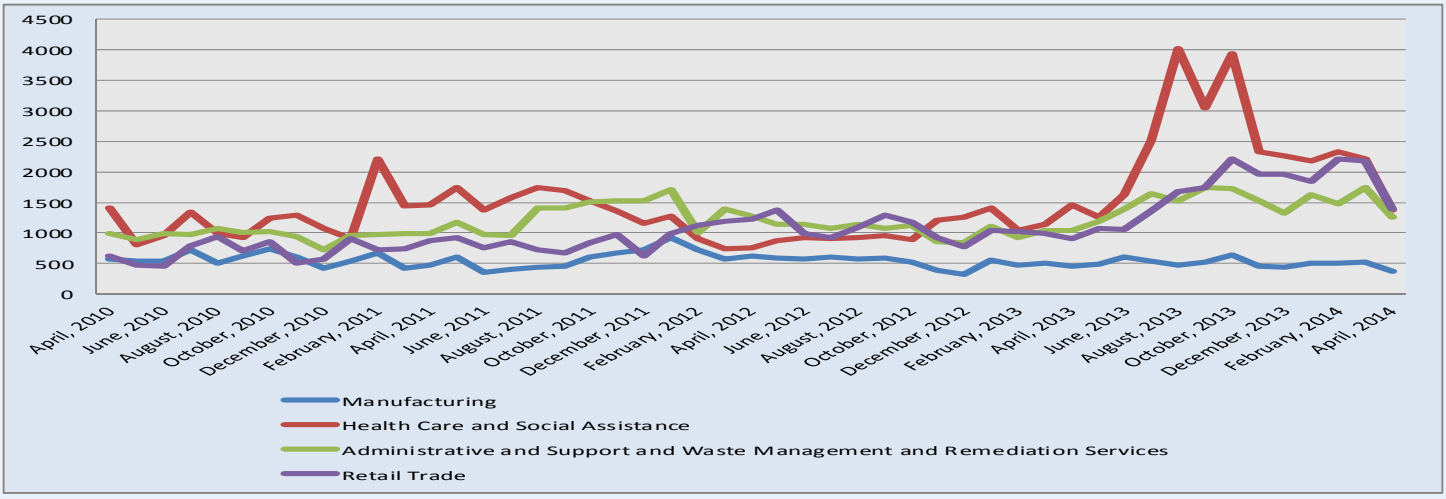
Total Online Job Postings in Central MA



Trend line for the total number of job postings in Central MA from April, 2010 –May, 2014

Source: WANTED Analytics: data provider for The Conference Board's Help-Wanted Online Data Series

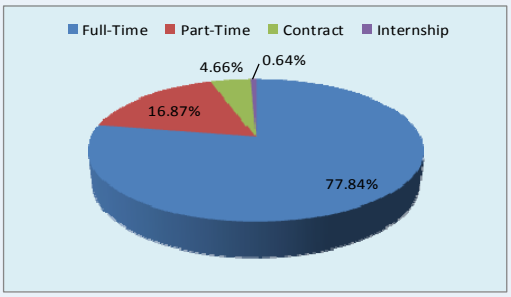
Job Postings in Central MA by Select Industries



The number of jobs posted between 4/13/14—5/13/14 for Central MA's top three industries and Manufacturing.

Source: WANTED Analytics: data provider for The Conference Board's Help-Wanted Online Data Series

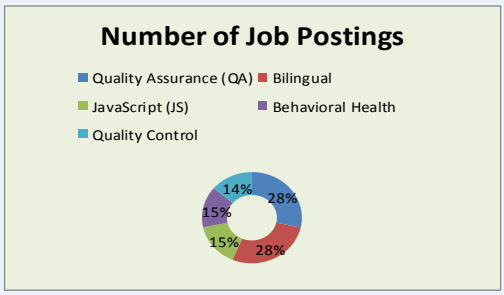
Job Postings in Central MA by Job Type



The number of jobs posted for specific job types between 4/13/13—5/13/14.

Source: WANTED Analytics: data provider for The Conference Board's Help-Wanted Online Data Series

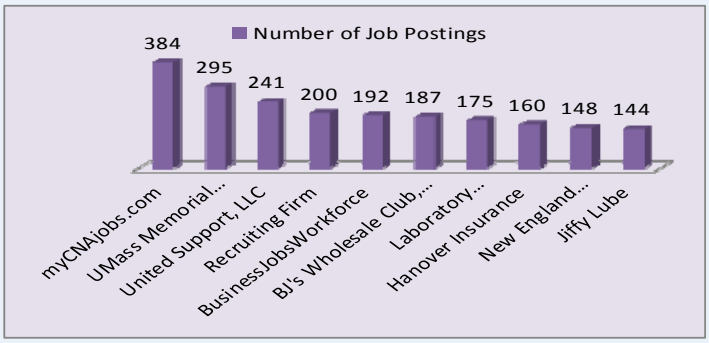
Job Postings in Central MA by Skill



The number of jobs posted for specific skills between 4/13/13—5/13/14.

Source: WANTED Analytics: data provider for The Conference Board's Help-Wanted Online Data Series

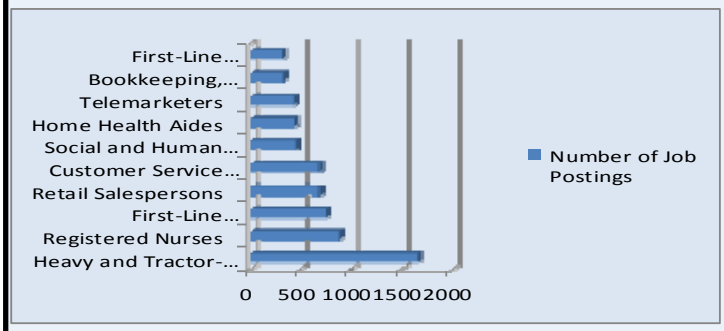
Job Postings in Central MA by Top Employers



The number of jobs posted between 4/13/14- 5/13/14 for Central MA's top ten employers.

Source: WANTED Analytics: data provider for The Conference Board's Help-Wanted Online Data Series

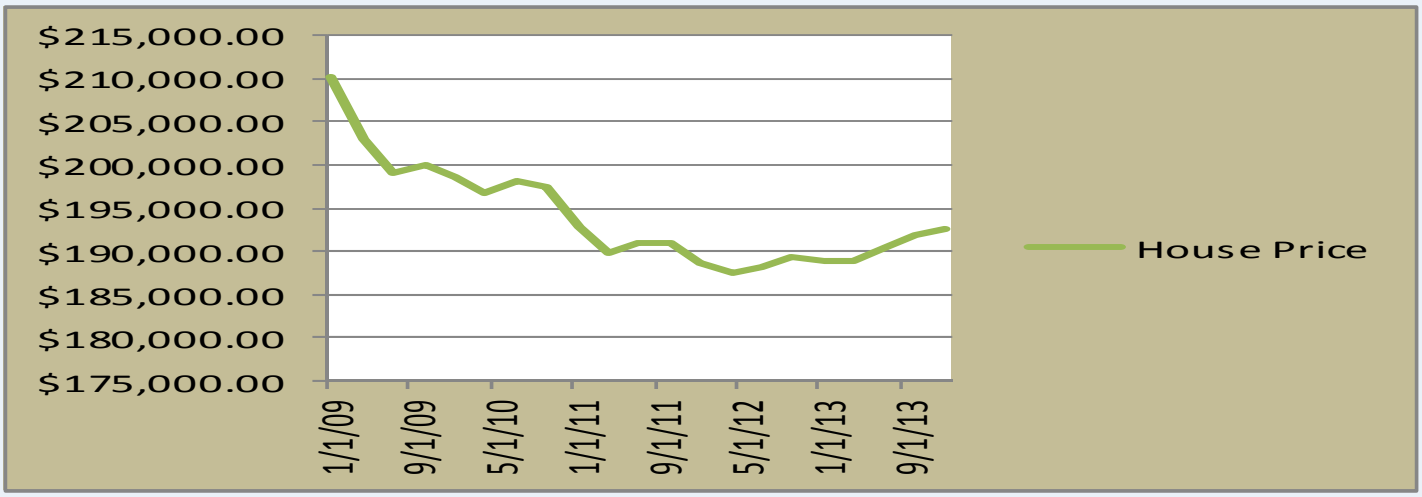
Job Postings in Central MA by Top Occupations



The number of jobs posted for specific occupations between 4/13/13—5/13/14.

Source: WANTED Analytics: data provider for The Conference Board's Help-Wanted Online Data Series

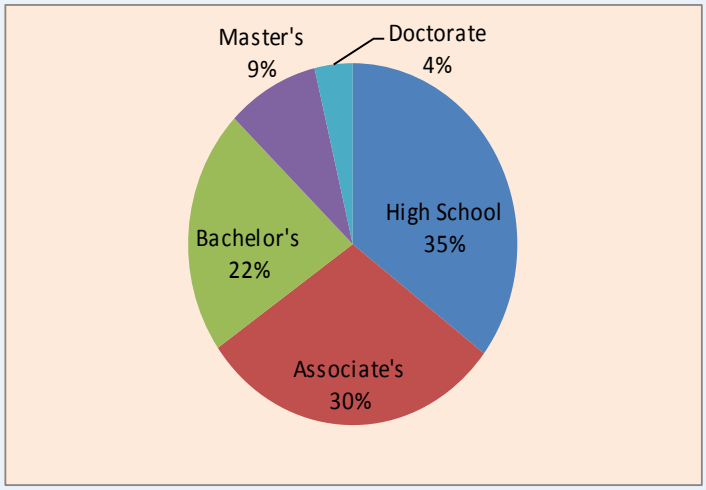
Worcester County House Price Index



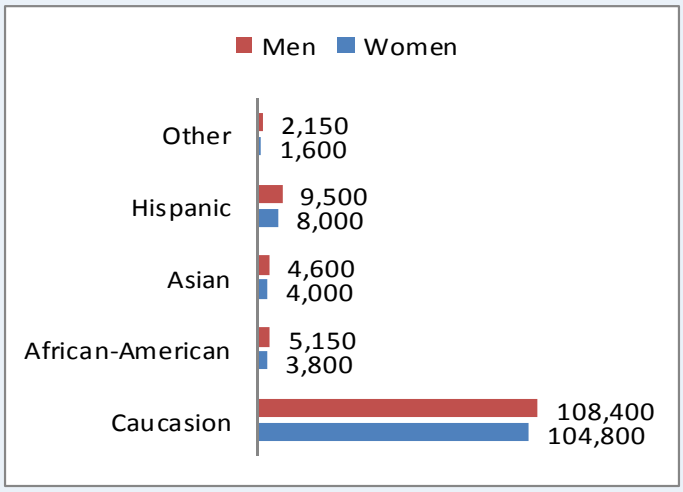
House Price Index is a broad measure of the movement of the price of a single family home in Worcester County for 1/1/09-1/1/14.

Source: Federal Reserve Economic Data (FRED)

Worcester MSA Labor Supply Pool



Education breakdown
May 2014.



Ethnicity and Gender breakdown
May 2014.

Source: WANTED Analytics: data provider for The Conference Board's Help-Wanted Online Data Series

CMWIB Regional Scorecard

Quarter: FY14 **2** **July- December**

Career Center Qualitative Feedback

Measure	Feedback	Orientation Survey	Workshop
Weight	5	7.5	7.5
Goal	4	4	4
Actual	3.66	3.56	3.77
Weighted Score	4.575	6.675	7.06875

Career Center Adult Measures

Measure	Total Employers Served V. Goal (1,960)	Total Job Seekers Served V. Goal (19,800)	WIA Adult Entered Employment Rate V. Goal (83%)	WIA Adult Emp. Retention Rate V. Goal (82%)	WIA Adult Six Month Avg. Wage V. Goal ($14,000)	WIA DW Entered Employment Rate V. Goal (85%)	WIA DW Emp. Retention Rate V. Goal (89%)	WIA DW Six Month Avg. Wage V. Goal ($21,000)
Weight	7.5	7.5	10	5	5	10	5	5
Goal	980	9,900	83%	82%	$14,000	85%	89%	$21,000
Actual	829	11,236	80.00%	86.00%	$14,622.00	90.00%	87.00%	$19,046
Weighted Score	6.34	8.51	9.64	5.24	5.22	10.59	4.89	4.53

WIA Youth Measures

Measure	WIA Youth Placement V. Goal (81%)	WIA Youth degree/cert. attainment V. Goal (69)	WIA Youth Lit./Num. Gain (45%)
Weight	10	10	5
Goal	81%	35	45%
Actual	67.00%	45	60.00%
Weighted Score	8.27	13.04	6.67

Total

Measure	Total
Weight	100
Goal	100
Weighted Score	101.27

Formulas:

Feedback Outcomes = (Average Actual Score/ Goal Score) X Weight
Orientation Survey = (Average Actual Score/ Goal Score) X Weight
Workshop Survey = (Average Actual Score/ Goal Score) X Weight
Total Employers = [Actual Employers Served / (490*Quarter)] X Weight
Total Job Seekers = [Actual Job Seekers Served / (4950*Quarter)] X Weight
WIA Adult Entered Employment Rate = (Actual % / Goal%) X Weight
WIA Adult Emp. Retention Rate = (Actual % / Goal%) X Weight
WIA Adult Six Month Avg. Wage = (Actual Wage/Goal Wage) X Weight
WIA DW Entered Employment Rate = (Actual Rate/ Goal Rate) X Weight
WIA DW Emp. Retention Rate = (Actual Rate/ Goal Rate) X Weight
WIA DW Six Month Avg. Wage = (Actual Wage/Goal Wage) X Weight
WIA Youth Placement = (Actual Rate/ Goal Rate) X Weight
WIA Youth degree/cert. attainment = [Actual Rate/(17.25*Quarter)] X Weight
WIA Youth Total Exits = [Actual Rate/(24*Quarter)] X Weight

CENTRAL MASSACHUSETTS WORKFORCE INVESTMENT BOARD

Regional Services Demographic Matrix

For Period Ending: 03/25/2014

	Cty of Worc Working Age Pop	Worc County Working Age Pop	UI Claimants	Total Served		Assessment		Workshops		Counseling		Resource Rm		Job Search		Job Develop		Job Referrals		Training Svcs		Ref Other		Total Youth		WIA Youth		Youth Works		*Connecting Activities	
Total	83197	396075	7101	13813	100.0%	6947	50.3%	11827	85.6%	7341	53.1%	2707	19.6%	10782	78.1%	923	6.7%	575	4.2%	234	1.7%	66	0.5%	721	100.0%	168	23.3%	371	51.5%	182	25.2%
Female	50%	49%	44%	6259	45.3%	3257	52.0%	5430	86.8%	3404	54.4%	1311	20.9%	4917	78.6%	393	6.3%	184	2.9%	127	2.0%	10	0.2%	353	49.0%	87	51.8%	187	50.4%	79	43.4%
Male	50%	51%	56%	7551	54.7%	3689	48.9%	6396	84.7%	3937	52.1%	1395	18.5%	5864	77.7%	530	7.0%	391	5.2%	107	1.4%	56	0.7%	368	51.0%	81	48.2%	184	49.6%	103	56.6%
Afr American or Black	11%	3.60%	7.0%	1102	8.0%	544	49.4%	870	78.9%	532	48.3%	375	34.0%	820	74.4%	63	5.7%	29	2.6%	20	1.8%	7	0.6%	154	21.4%	12	7.1%	138	37.2%	4	2.2%
Amer Ind or Alaskan	0.18%	0.18%	0.2%	100	0.7%	42	42.0%	80	80.0%	51	51.0%	23	23.0%	76	76.0%	3	3.0%	2	2.0%	2	2.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Asian	5.30%	3.90%	1.8%	418	3.0%	208	49.8%	358	85.6%	228	54.5%	67	16.0%	322	77.0%	55	13.2%	14	3.3%	5	1.2%	2	0.5%	27	3.7%	3	1.8%	24	6.5%	0	0.0%
Hawaiian, Pac Islander	0.00%	0.00%	0.1%	27	0.2%	12	44.4%	18	66.7%	20	74.1%	7	25.9%	22	81.5%	4	14.8%	0	0.0%	1	3.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Hispanic or Latino	15%	6.90%	11.9%	1535	11.1%	691	45.0%	1259	82.0%	792	51.6%	390	25.4%	1212	79.0%	90	5.9%	85	5.5%	47	3.1%	6	0.4%	223	30.9%	55	32.7%	163	43.9%	5	2.7%
White	77%	88.50%	81.6%	10326	74.8%	5286	51.2%	8975	86.9%	5559	53.8%	1790	17.3%	8073	78.2%	694	6.7%	434	4.2%	165	1.6%	50	0.5%	86	11.9%	0	0.0%	35	9.4%	51	28.0%
Other Race	2.70%	2.10%		265	1.9%	126	47.5%	206	77.7%	117	44.2%	59	22.3%	204	77.0%	13	4.9%	9	3.4%	1	0.4%	0	0.0%	187	25.9%	54	32.1%	11	3.0%	122	67.0%
Persons w/Disabilities				638	4.6%	312	48.9%	495	77.6%	373	58.5%	181	28.4%	467	73.2%	65	10.2%	17	2.7%	25	3.9%	18	2.8%	44	6.1%	44	26.2%	0	0.0%	0	0.0%
Veterans				1054	7.6%	504	47.8%	815	77.3%	646	61.3%	196	18.6%	859	81.5%	165	15.7%	175	16.6%	4	0.4%	61	5.8%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

***Worcester City/County Work Age Population 16yrs and Olderfrom: US Census - 2012 American Community Survey**

***UI Claimant Data taken from the Massachusetts Executive Office of Labor and Workforce Development**
Department of Unemployment Assistance
Profile of Massachusetts Unemployment Insurance Claimants
June 2013
http://lmi2.detma.org/lmi/claimant/claimantprofiles_0613.pdf

***Informatiion is based on only limited data from Connecting Activiites Report (additional 256 participants do not have racial and 134 participants do not have gender infortion entered)**

MONTHLY NEWSLETTER OF **CENTRAL MASSACHUSETTS WORKFORCE INVESTMENT BOARD** AND **WORKFORCE CENTRAL CAREER CENTER**

Welcome to the Central Connection eNewsletter, created to keep you connected to the information that's important to you as an Employer, Job Seeker, Elected Official, or a Board Member.

CENTRAL MASSACHUSETTS WORKFORCE INVESTMENT BOARD

Oversees and implements local workforce development initiatives.
Read More

WORKFORCE CENTRAL CAREER CENTER

Serves as a link connecting job seekers and employers.
Read More

MASSACHUSETTS ONE-STOP CAREER CENTERS

A network of One-Stop Career Centers throughout the Commonwealth of Massachusetts.
Read More

Coordinates workforce development efforts of the Central MA Workforce Investment Board and Workforce Central Career Center
Read More

Employers

Success Story:
Career Center vs. Classifieds

Support Service:
June is National Safety Month

Employer Events:
Workforce Central Partners with QCC to Promote the Workforce Training Fund

Job Seekers

Success Story:
Gold Medal Customer Service Pays Off

Adult Education Classroom

Workshops:
Worcester
Milford
Southbridge

Special Events:
Job Fairs & Recruitments

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New Job Postings

Tip of the Month:
Tips for the Long Term Unemployed

Veterans' Services:
A Real WIn-Win: Helping Herself and Helping Others

Board Members

Member Resources:
Training Plan

News:
Workforce Central Career Center Names New Director

Five Women Receive YWCA's Erskine Awards

Meeting Information:
June Meeting Calendar

Elected Officials

Quick Facts:
Quick Labor Market Info for Central MA

News:
Are Teen Jobs Becoming a Luxury Good?

District Profile:
1st Worcester

Employer Success Story

Career Center vs. Classifieds

The manager of the printing plant operations for a newspaper company in Southbridge stopped by Workforce Central Career Center to ask for help to fill a general laborer position. When Workforce Central's Business Service Representative (BSR) asked how he had been advertising for this job, he explained that he placed an ad in his own newspaper but was not getting any candidates.

The BSR gathered the job details and had a qualified applicant at the plant within two hours of posting the job on JobQuest. This referral was hired and began working four days later.

The BSR made a site visit a week later where the manager pointed out his new employee in action and expressed his satisfaction with the help he received from the Career Center.

For more information about how Workforce Central Career Center can help your business, please contact your local Business Service Representative.

Hari Narayanan
Business Service Representative
Workforce Central Career Center- Milford
Tel: 508.478.4300 x 122
Email: hnarayanan@detma.org

Deborah Baillargeon
Business Service Representative
Workforce Central Career Center- Southbridge
Tel: 508.765.6430
Email: dbaillargeon@detma.org

John McCarthy
Business Service Representative
Workforce Central Career Center-Worcester
Tel: 508.799.1600 x 604
Email: jmccarthy@detma.org

Support Service

June is National Safety Month

The National Safety Council (NSC) is a nonprofit organization whose mission is to save lives by preventing injuries and deaths at work, in homes and communities, and on the road through leadership, research, education, and advocacy.

NSC advances this mission by partnering with businesses, government agencies, elected officials, and the public to make an impact where the most preventable injuries and deaths occur, such as distracted driving, teen driving, in the workplace, and even in our homes.

Each June, the National Safety Council celebrates National Safety Month as a time to bring attention to key safety issues and offers FREE materials for creative ways to engage everyone in reducing risk in your workplace.

For more information visit the National Safety Council website www.nsc.org.

Employer Events

Workforce Central Partners with QCC to Promote the Workforce Training Fund

In last month's newsletter, we had announced that Workforce Central's Worcester office will be partnering with Quinsigamond Community College to present two Workforce Training Fund Program (WTFP) presentations at the QCC campus. Please note: the dates have changed since last month's publication. Please note the new dates:

- Monday, June 9 (8:30am-11:30am)—*General Information Session*
- Thursday, June 19 (8:30am-12:30pm)—*Specific (technical) Grant Application Workshop*

A state fund enacted into law in 1998, the Workforce Training Fund is financed exclusively by Massachusetts employers and exists to provide "resources to Massachusetts businesses and workers to train current and newly hired employees."

Please see **flyer** with more detailed information.

For more information about how Workforce Central Career Center can help your business, please contact your local Business Service Representative.

Hari Narayanan
Business Service Representative
Workforce Central Career Center- Milford
Tel: 508.478.4300 x 122
Email: hnarayanan@detma.org

Deborah Baillargeon
Business Service Representative
Workforce Central Career Center- Southbridge
Tel: 508.765.6430
Email: dbaillargeon@detma.org

John McCarthy
Business Service Representative
Workforce Central Career Center-Worcester
Tel: 508.799.1600 x 604
Email: jmccarthy@detma.org

Information Sessions: Workforce Training Fund

The Training and Education Center of Quinsigamond Community College and Workforce Central Career Center - Worcester, are jointly sponsoring two Workforce Training Fund information sessions.

The first session is on Monday, June 9, 2014, from 8:30-11:30am. This session is for those who are unfamiliar with the details of the various grants available through the Fund.

The agenda includes:

- Overview of the Workforce Training Fund and the various grants
- Application requirements
- Consortium applications
- Q&A time

The second session is Thursday, June 19, 2014, 8:30am-12:30pm. Companies that are ready to apply or are in the process of applying for a Workforce Training Fund General Program Grant. This 4-hour **Application Workshop** provides a comprehensive review of the General Program grant application including:

- Discussing what makes for a competitive application
- How to develop a successful training plan
- Measurable grant outcomes
- Grant terminology
- Examples of general program grant applications

Both sessions will be held at:

Quinsigamond Community College
670 West Boylston Street
Worcester, MA 01606
Harrington Learning Center Rm. 109B

Please direct questions to: ptamulis@qcc.mass.edu

To register go online to: http://QCC.edu/tec

Jobseeker Success Story

Gold Medal Customer Service Pays Off

From Left to Right: Donna Dionne works with Katherine Commans

Katherine Commans is a junior at Tantasqua Regional High School in the Technical Studies division, with an emphasis on business.

Every year different schools from around the United States compete in a program called Skills USA. During this competition, various high schools compete against each other according to their course of study.

Katherine participated at the district level of the Skills USA competition in February. Part of the competition required that she take a test on her knowledge of customer service skills. Her test results were outstanding, and she came home with a gold medal and the chance to compete at the state level in May!

While Katherine was preparing for her state level of competition, Cheryl Hackensack, Katherine's teacher, thought it would be a great experience for her to do some job shadowing. Cheryl contacted Workforce Central in Southbridge to have Katherine job shadow our receptionist, Donna Dionne.

Katherine came in for the day and observed the high skill level of customer service that Donna demonstrates when she greets customers and triages them to the appropriate program, service, or staff person at Workforce Central. Katherine was grateful that she had the opportunity to spend the day job shadowing Donna. She said, “Observing was very helpful. I got great exposure to some hands-on experience in my field.”

Recently, Katherine went for a job interview with the Marriott Corporation and got the job! Katherine attributes the training that she had at Workforce Central to the success she had in landing her first job.

HSE/Skills Enhancement Classroom Newsletter by Brenna Kane

WORKFORCE CENTRAL CAREER CENTER

Fourth Quarter FY14

Volume 6, Issue 4

Carpe Diploma

Education is a journey, not a destination.

In this Issue:

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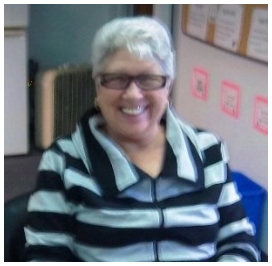
Student Successes	1
Student Successes HSE graduation 2014	2
Critical Thinking Corner In the Pipeline Classroom Update	3

Quote of the Day:

"The purpose of learning is growth, and our minds, unlike our bodies, can continue growing as we continue to live."

- Mortimer Adler

Student Success Stories

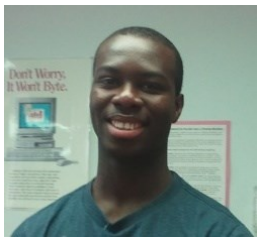


Claire Murphy is a perfect example of what determination can get you. She worked incredibly hard, using every day of the allowed six months here in Skills Enhancement class, and brought her scores up six and even SEVEN grade levels across the board! WOW!!!! She went on to Medical Office training and should be graduating from there soon. With her combination of brains, determination, and compassion, I think Claire will be a real asset to whatever company is lucky enough to hire her this summer...

Juana Naranjo was an exception to the rule in ABE. Usually, ESL students need help in language more than other areas, but Juana's language scores were spectacular! Her only weaknesses were reading and math. She needed less than three months in class to meet her goals and move on to another medical training. Great job!

Rosario Quezada has a degree in Education from her country, the Dominican Republic, but needed to improve her English. She is one of the most diligent students I've ever had—frequently staying late just to practice more! She met her goals, moved on to a Medical Interpreter training, and between her great skills and her sweet, helpful personality, I just know she'll have a highly successful new career. We're even featuring her on our TV show, Exposure with Mosher!

Student Success Stories Continued

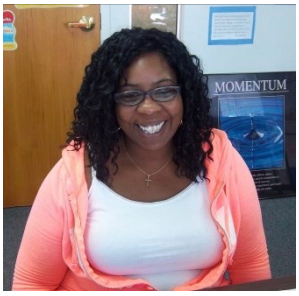


Justin Jensen is a smart young man who emigrated from Liberia with his family when he was still in school. After earning both a high school diploma and a certificate in carpentry, he came to the career center for help getting a job. It turned out to be something of a family affair - his counselor, Ethan Brown, had already successfully worked with two of Justin's older brothers! Well, Justin is no exception to the family rule: he had barely started class here to get ready for a training in BioTech when a well paying, full-time job was offered to him by the New England Center for Children! Transition to a great job is our ultimate goal, so... WOOHOO! Congratulations Justin!

High School Equivalency Graduation 2014

Graduation is always my *favorite* time of year. We had only four students achieve their High School Equivalency (HSE) diplomas this year due to the rocky transition from the old GED to the new HiSET exam. The entire state was shut down for all HSE testing for more than 7 months!

The few and the proud are: Janice Carter, Destiny Collazo, Flavio DaSilva, and Jessica Suarez! Congratulations guys!!!!



"When I got laid off for not having my high school diploma, I went to the career center. It was there that I met Brenna Kane, my teacher and mentor…"

-Jessica Suarez graduation speech, Clinton

Critical Thinking Corner

The ability to think critically is the difference between passing and failing most standardized tests, especially the HSE exams. If you've been out of school for a while, chances are those skills are rusty at best. With that in mind, a critical thinking exercise is a part of every class day. It helps students get focused first thing in the morning, and sharpen that crucial skill! Try this one:

The Voyage to Mars

If the technical problems of sending humans to Mars and bringing them back safely were solved, astronauts would still face physical and psychological problems. The trip could take 2 years. There would be no gravity, no family or friends. They would live in cramped conditions with little to no privacy. They would have nothing to look out at but the night sky. What could be done to solve these problems?

(answer at the bottom of the page)

In the Pipeline...

I'm going out on maternity leave next week and won't be back until the end of the first quarter of FY15. The class will be briefly shut down until the new fiscal year's funding is distributed. There will be a substitute teacher covering the class until I return in approximately mid-September. See you then!

"It was very helpful to refresh my mind on materials I had learned many years ago."

-Kirk Veira

HSE / Skills Enhancement Classroom Update

In the fourth quarter of FY14, one new ABE student entered the class. Five students also exited during this quarter: four to occupational training, and one exited directly to employment.

These lower than usual numbers are partially a result of exhausted funding this late in the fiscal year, and partially the HSE statewide shutdown.

Critical Thinking Answer:

This is one of those problems without a right or wrong answer. Try thinking of as many solutions as possible, like: a version of Skype that would allow astronauts to keep in contact with people they love, a "privacy chamber" that each astronaut would have regular time in, music, books and entertainment that would fill their down-time, exercise equipment to maintain their muscles and bones in zero gravity, a digital archive of scenic photos of Earth, and perhaps training in meditation and relaxation before they depart to minimize the effects of the stressful conditions, etc...

HOT JOBS

Laboratory Technician (Job Order #4167108) Close date 6/22

Company Name: AccuStar Labs
Job Location: Medway **Duration:** Full-Time, Over 150 Days
Shift: First/ Open **Hours Per Week:** 40
Description: Performs lab tests to determine levels of radon in air and water in AccuStar Labs' test devices. Bachelor's degree, lab experience, and 3-5 years related experience and/ or training, or equivalent combination of education and experience.
How to Apply: Send resumes by email to Lisa at llaflamme@accustarlabs.com.

CNC Machinist/ Programmer (Job Order #4158237) Close date 7/26

Company Name: Fiba Technologies
Job Location: Millbury, MA **Duration:** Full-Time, Over 150 Days
Shift: First/ Open **Hours Per Week:** 40
Description: Responsible for programming, set-up, troubleshooting, and operating CNC, NC, and other automated or manual equipment.
How to Apply: Apply online at www.fibatech.com or email resume and cover letter to stephaniecarr@fibatech.com.

5-Axis Programmer/ Set-Up Technician (Job Order #4175238) Close 8/16

Company Name: Mayfield Plastics
Job Location: Sutton, MA **Duration:** Full-Time, Over 150 Days
Shift: First/ Open **Hours Per Week:** 40
Description: Manufacturer of custom thermoformed plastic parts used in both the medical and aerospace industries is looking for a 5-axis Programmer/ Set-Up Technician. This Sutton-based position will support specialized 5-axis machining. Training will occur in Holyoke, MA.
How to Apply: Email resume and cover letter to nryan@mayfieldplastics.com.

(Job listings are taken from JobQuest and are real time openings – Workforce Central cannot guarantee that these positions will remain open in time to process your application.)

Tip of the Month

Tips for the Long Term Unemployed

On May 15, 2014 The Commonwealth of Massachusetts Executive Office of Labor and Workforce Development announced that the unemployment rate in MA dropped to 6.0 percent. If you are one of the many job seekers who has been out of work for 6 months or more, this information should be encouraging. Although long term unemployment is discouraging, maintaining motivation and trying alternative strategies are both essential.

A recent article in U.S News & World Report focused on the long term unemployed and cited eight ways to confront long-term unemployment. Two of the more successful strategies include **networking** and **volunteering**. Many jobs are obtained as a result of a referral or recommendations made by someone from inside a company. Job seekers who donate their time and skills while unemployed often find that they not only expand their network, but they find new employment in the process. Networking and support groups that are organized and run by fellow job seekers provide other sources of information about navigating the job market.

Other suggestions include skill building and “midternships”. Midternships are for people in mid-career who have work experience but wish to learn new skills while applying learned skills. Operation A.B.L.E., a nonprofit with the mission of helping workers age 45 and older get back to work, provides job seekers with “midternship” opportunities. Workforce Central is fortunate to have representatives of Operation A.B.L.E. on site at our career centers in Worcester, Milford, and Southbridge. Taking courses, adding new certifications, and creating online projects show prospective employers that you are actively engaged in your field and keeping up with current trends.

If your resume is not getting responses or your interviews are not going well, individual coaching can be useful. Coaches can help you access information about labor market trends, prepare for challenging interviews, update your resume, and provide support throughout your job search.

Your resume may need a new approach. Reorganizing your work history by order of relevance rather than chronology will allow employers to focus on how your experience meets their current need. You could eliminate the summary, make the objective the job you are applying for, and list any and all relevant accomplishments. If you've worked part time, volunteered on committees, tutored or taught part time while unemployed—list those activities as well. If you haven't done any of those, it is time to start.

The best way to overcome feelings of frustration and maintain a positive attitude during a lengthy job search is to fill your time with meaningful activities and surround yourself with interesting people. The least effective way to deal with long term unemployment is to isolate yourself and limit your search to online activities. Every new connection you make is one step closer to employment.

Julie Crance, Certified Workforce Development Professional (CWDP)
Workforce Central Career Center
June 2014

Veterans Services

A Real Win-Win: Helping Herself and Helping Others

From Left to Right: Diane Ramsey meets with Marie Gagnon

Army Veteran and single mother Marie Gagnon came to the Southbridge Workforce Central office over a year ago to meet with Veteran Service Representative (Disable Veterans Outreach Program, or "DVOP") Diane Ramsay. At that time, Marie was interested in going back to school; she was 10 classes away from receiving her Associate's degree in social services.

While in the Army, Marie worked as a medic helping people on many levels and realized she wanted to work in the social service field, with an emphasis on veteran services.

Ms. Ramsay suggested that Marie look into the Veterans Retraining Assistance Program (VRAP)* training program and talk to Quinsigamond Community College (QCC) to explore her options.

Marie was approved for VRAP funding two weeks after she applied, and also found out that she was eligible for financial aid to attend QCC. She then enrolled at Quinsigamond Community College as a full time student with an anticipated graduation date of May 2014 majoring in social services.

While attending school, Marie had job shadowed with several veteran agencies such as Workforce Central, the town of Southbridge, and Veterans Inc., in hopes of discovering what type of veterans' organization she would like to work at when she graduates. Presently, she is involved in fund raising efforts to raise monies for a new veterans' home in Southbridge called Nick's Place.

Marie has just graduated with Dean's List Honors (May, 2014) and feels clear and confident about her job search.

Diane Ramsay, Veterans Service Representative/ DVOP

Workforce Central Career Center- Southbridge

*Please note: the VA's authority to issue payments under VRAP ended March 31, 2014.

Member Resources

Workforce Central Career Center recognizes that our job seekers may need training outside of our workshops to help them secure employment. At times, job seekers can find it difficult to find a new job in their industry because of a lack of degree/certificate, a lack of jobs or specific skills, etc. To address this need, a limited pool of funding, when available, can be accessed to offset some or all of the costs of training.

For those who need training or re-training to find employment, Workforce Central has a variety of training opportunities available, depending on fund availability. These training programs are offered through referral to a wide range of approved training institutions. To qualify for these opportunities, jobseekers must meet eligibility guidelines, determined with the assistance of Workforce Central Career Counselors.

When funding is available, interested job seekers would first attend a Workforce Central Career Center Seminar, and then a Training Information Meeting (which includes the Test of Adult Basic Education [TABE] for participants wishing to take the next step toward training). Following that, jobseekers would meet with a Career Counselor to determine the career training path best suited for them.

Many additional financial aid resources are available to assist you in your career path.

If you are receiving Unemployment Insurance (UI) benefits and eligible for the Training Opportunities Program (Section 30), the Training Opportunities Program does not provide financial aid for training. Financial aid would need to be secured from an alternative funding source.

News

Workforce Central Career Center Names New Director

After much anticipation, the new Director of Workforce Central Career Center (WCCC) has been named. The new face of WCCC is Janice Weekes.

Janice's name and face may be familiar if you have visited the Worcester WCCC since she has been working there for the past 3 years as the Department of Career Services Operations Manager.

"We're excited to continue working with Janice in her new role," said Jeff Turgeon, Executive Director of the Central MA Workforce Investment Board (CMWIB). "Her experience working within our system and familiarity with our recent projects and initiatives will allow her to hit the ground running," he added. "She is a great fit for the role and a huge asset."

Prior to Workforce Central, Janice worked for the Department of Agriculture during the 2010 Census focusing on the "Hard To Count" populations. Additionally, she served as the Founder & Executive Director of the Worcester non-profit Higher Education Resource Center (HERC) for 10 years, where she worked with at-risk high school students in the area.

Janice holds a Bachelor's of Science in Business Management from Bentley College and an MBA from Suffolk University.

Regarding her new position, she stated, "I am looking forward to continuing to work with WCCC colleagues to maximize our resources and make an impact in Central MA."

Please join us in welcoming Janice Weekes as the new Director of Workforce Central Career Center!

News

Five Women Receive YWCA's Erskine Awards

As seen in the Telegram & Gazette
Tuesday, May 6, 2014
http://www.telegram.com/article/20140506/NEWS/305069541/1101

The five Katharine F. Erskine Awards recipients stand Tuesday during the YWCA's annual Tribute to Women luncheon at Mechanics Hall in Worcester. From left, they are Parlee Jones, Arts and Culture category; Aleta Fazzone, Business and Law; Gail Carberry, Education; Noreen Johnson Smith, Health, Science and Technology; and Hazel Berry, Social Service and Government. (T&G Staff/PAUL KAPTEYN)

WORCESTER — Five women whose professional accomplishments have helped improve the lives of women and girls in their communities received the YWCA's Katharine F. Erskine Award during the annual Tribute to Women luncheon Tuesday at Mechanics Hall.

Parlee Jones was honored in the Arts and Culture category; Aleta Fazzone, Business and Law; Gail Carberry, Education; Noreen Johnson Smith, Health, Science and Technology; and Hazel Berry, Social Service and Government.

Ms. Jones is creator and founding director of OurStory Edutainment, a multicultural learning institute that teaches black history through education and entertainment. She is also a shelter advocate at Abby's House.

Ms. Fazzone is the director of community and customer management for National Grid's Central and Western Massachusetts division. She is also involved with the Worcester Education Collaborative and Habitat for Humanity.

Ms. Carberry is the president of Quinsigamond Community College. She is a member of the Worcester Education Collaborative and the Early Learning Leadership Advisory Council.
Ms. Johnson Smith is vice president of development and advancement at Family Health Center of Worcester Inc. She was a key contributor to the Massachusetts Prevention and Wellness Trust Fund grant for the city of Worcester.

Ms. Berry is a detective in the Special Crimes Unit of the Worcester Police Department. She serves as a member of the YWCA's Daybreak Standing Committee and as a mentor for at-risk youth with the Black Clergy Alliance.

Katharine Erskine was a longtime advocate for women who twice served as YWCA president, in 1930 and 1960. Erskine Award recipients show a commitment to the YWCA and Ms. Erskine's mission of empowering women and girls and eliminating racism.

CMWIB Calendar

June 2014

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
2	**3**	**4**	**5**	**6**
9	**10**	**11**	**12** **Youth Workforce Investment Committee Meeting** **Location:** CMWIB (44 Front St. Suite 300, Worcester MA 01608) Time: 2:30 p.m. - 4:00 p.m.	**13**
16	**17** **Career Center Committee** **Location:** CMWIB (44 Front St. Suite 300, Worcester MA 01608) Large Conference Room **Time:** 3:30 p.m. - 5:00 p.m.	**18**	**19** **Executive Committee Meeting** **Location:** CMWIB (44 Front St. Suite 300, Worcester MA 01608) Time: 8:00 a.m. - 9:30 a.m.	**20**
23	**24** **Cultural Competency Advisory Committee** **Location:** CMWIB (44 Front St. Suite 300, Worcester MA 01608) Large Conference Room **Time:** 3:00 p.m. - 4:30 p.m.	**25**	**26**	**27**
30				

www.CMWIB.org

Quick Facts:

Facts from the Central MA region:

- **Job Seekers Served: 14,792***
- **Employers Served: 1,459***
- **Central MA Unemployment Rate: 6.1%** (April 2014)
- **Hiring Demand: 23,117 Open Jobs Currently Posted****

These numbers are for the full Central MA region* ***for the period of 7/1/13 to 4/30/14.*

*** This number represents the number of jobs available in the Central MA Workforce Investment Act (WIA) area* ***for the period of 4/14/14 to 5/13/14****. Information provided by The Conference Board Help Wanted OnLine ®.*

Contact us directly for labor market information including Career Center usage numbers for your specific district.

News

Are Teen Jobs Becoming a Luxury Good?

A sharp decline in work for youth is depriving a generation of key skills—especially the kids who need them most

As seen in The Boston Globe
By Ruth Graham
May 2, 2014
http://www.bostonglobe.com/ideas/2014/05/02/are-teen-jobs-becoming-luxury-good/PPRkJhscPXBOvvn4zcc8wK/story.html

Teenagers who work in high school end up with better adult jobs and higher incomes, according to studies, as well as stronger "soft skills" like dependability, punctuality, confidence, and communication.

With the last day of school appearing on the horizon at last, this is the time of year that many teenagers have traditionally begun to think about finding a summer job. Once upon a time, this was a simple task: Stroll down the street, fill out a few one-page applications by hand, and you'd soon be scooping ice cream, trimming hedges, or folding sweaters.

As recently as 2000, 45 percent of Americans age 16-19 worked in some capacity in an average month. These days, only about a quarter do, the lowest rate since just after World War II. Last summer, just over 30 percent of teenagers had a job in June or July, when teen employment tends to peak.

That has many experts wondering just what will happen to the vast majority of today's teens, who are not working at all. "This is the first generation that will not have major work experience as part of their adolescent development," said Jeylan Mortimer, a sociologist at the University of Minnesota who has studied teenagers and work. "This raises major concerns."

Teenagers who work in high school do far more than earn extra spending money. They end up with better adult jobs and higher incomes, according to studies, as well as stronger "soft skills" like dependability, punctuality, confidence, and communication. For boys, especially, the chances of enrolling in and graduating from college are significantly higher for those who worked in high school. "Work experience matters a lot," said Paul Harrington, director of the Center for Labor Markets and Policy at Drexel University. "It matters for every kid, in every way possible."

Work may matter for every kid, but, experts are learning, not every kid has an equal chance of working. The more a family earns, the more likely its teenagers are to work. In the summer of 2012, according to a report from the Center for Labor Market Studies at Northeastern University, only 21 percent of teenagers from low-income families worked at all, compared to 38 percent of teenagers with household incomes between $100,000 and $150,000. Meanwhile, white teenagers were twice as likely to have worked last summer as black teens.

Taken together, this means white teenagers from wealthy families—who are already ahead in practically every way imaginable—are also the likeliest by far to have jobs. Whatever it is that early jobs provide—pocket money, work experience, soft skills—those benefits are going disproportionately to this more privileged group.
The tightening teen job market has energized advocates and policy makers. In April, President Obama announced the recipients of $107 million in federal grants to schools and organizations to connect high-school students to career opportunities. (The winners included Boston-based Jobs for the Future.) Locally, Mayor Martin J. Walsh told the Globe in March that he hoped to get 12,000 Boston teens employed this summer, by partnering with local businesses willing to hire them. But the decline in job opportunities for disadvantaged teenagers is so drastic that it may take more than these optimistic public programs to turn it around. And that may mean reckoning more directly with the fact that teenage jobs seem to be turning from a rite of passage into a luxury good—just one more thing that stratifies Americans before their adult lives even begin.

Certain parents and educators have long been wary of teenagers working during the school year, based on understandable fears that paid work interferes with homework or prompts children to grow up too fast. Indeed, there is some evidence that students working more than 20 hours a week while still in high school are likelier to drink and smoke, and earn lower grades. As recently as 2000, research into teenagers and work was driven largely by concerns that they were doing too much of it.

Today, however, there is increasing emphasis on the idea that work offers a positive life value that goes beyond the value of a paycheck. Mortimer's research has found that those working heavy hours in high school are more likely to move directly into "career" jobs soon after high school, the ideal outcome for those disinclined to college. Some researchers even question the importance of the 20-hour dividing line, saying once they account for things like previous grades and family socioeconomic status, the negative effects of working "too much" disappear.

Either way, since at least the mid 1990s, at least one thing's been clear: As long as young people are employed for less than 20 hours a week, work experience confers tremendous benefits. Recent research has found that

teenagers who work in high school and college wind up with salaries 16 percent higher than teens who don't work. Young people themselves report that working helps them overcome shyness and learn to take responsibility. Teenagers report high levels of job satisfaction, and when researchers ask adults about their own teenage work experiences, they are overwhelmingly positive.

"Work is really a child's first interaction with the adult world," Harrington said. "Knowledge, skills, and abilities vary across occupations, but behavioral requirements don't vary that much. The sine qua non is behavior." He coauthored a 2013 report on how public and private institutions can help boost teen employment, which argued that early work experience is crucial to jobs throughout a teen worker's future career. "The workplace is a lot less forgiving of attendance and punctuality issues than a lot of educational settings are," said his coauthor, Nancy Snyder, president of the Commonwealth Corporation, a quasi-public Boston organization devoted to youth employment. "That's really where a lot of teens and young adults end up acquiring those really basic work behaviors."

In particular, there is evidence that low-income teens and those who struggle with school benefit most dramatically from working. Mortimer and Pennsylvania State University sociologist Jeremy Staff are currently working on a longitudinal study on adolescent employment that began with 1,000 teenagers in 1988. In a 2007 paper based on that research, they found that what they call "low-promise" respondents—those who have poor grades and low education goals—were almost three times as likely to acquire a college degree if they worked consistently approximately 14 hours a week, than similar teens who didn't work at all. For those young people, "having a positive work experience can help to turn you around," Mortimer said. "For those who have a lot of disadvantages, any positive experience is likely to have a greater impact than on people with lots of advantages already." Intriguingly, black and Hispanic teens also seem less likely to be harmed by working long hours.

It's an unfortunate irony that as teenage work has declined, those who benefit the most from it have been hit the hardest. Black, Hispanic, and low-income teenagers have long been less likely to work, in part because they often live in neighborhoods with fewer job opportunities and tend to have fewer family connections to employment. Research by economist Andrew Sum, director of the Center for Labor Market Studies, has found that low-income teen workers are likelier than wealthier teens to use their earnings to contribute to family income—sometimes even contributing enough to boost their families out of poverty.

The employment rate has been plummeting about equally among every teen demographic over the last decade, but because poor and minority teens started so far behind, there are particularly steep odds against their finding work today. "If you're black or Hispanic or low-income, you're considerably less likely to work at any point at time," said Sum, who has researched teen employment for years. "The costs of joblessness are not equally borne across all young populations. They are borne disproportionately by low-income minority youth." Last summer, almost half of all white male teens with family incomes between $100,000 and $149,000 had jobs, in contrast to just 9.1 percent of black male teens with families in the lowest income group.

Helping jobless teenagers is a complicated problem: It requires not just economic measures, but outreach to both employers and young people themselves. Because overall teen employment rates were decreasing even

before the recession, no one seems confident that they will naturally bounce back as the economy continues to improve. “I don’t see reason to be hopeful that this is going to change,” Mortimer said. “Now is a very bad time, but even when the economy improves, it seems unlikely we’re going to go back to the ’80s or the ’50s.”

The reasons for the last decade’s dramatic drop-off in teen employment are not fully understood, even by experts who have been studying the issue for years. Some have speculated that the drop can be attributed to more teens going to college, though this cannot fully explain the decline. The percentage of teens who say they want a job has dipped only slightly, so the change cannot be chalked up to changing preferences. A large part of it can obviously be attributed to the current downturn in the economy. But a significant part of the shift may come down to how automation and outsourcing are putting the squeeze on the labor market in general. As jobs up and down the professional scale disappear, teens, at the very bottom of the ladder in terms of skills, experience, reliability, and ability to work full time, are naturally the first to lose out, while more adults resign themselves to the kind of minimum-wage work once assigned to teenagers. “When we ask employers, ‘Why are you hiring a college grad for this job?’ they say, ‘Because I can,’” Harrington said.

Alicia Sasser Modestino, senior economist at the Federal Reserve Bank of Boston’s New England Public Policy Center and coauthor of a 2013 report on youth employment, said she sees two kinds of teenagers who aren’t working: Those who are opting out of the labor force in favor of volunteering, unpaid internships, and extracurricular activities (who are likelier to be privileged), and those who want to be working and simply cannot find jobs. It’s the latter group—who don’t have the resources to tap alternate sources of what economists call “human capital”—that has stoked fears of a lost generation of teenagers.

A wide network of programs have arisen to try to catch these teens before they fall behind in earnings, education, and engagement. The Commonwealth Corporation, for example, maintains training programs for teenagers and works with businesses that agree to hire them. Massachusetts is one of only a few states to devote public funding to teen jobs; the state-funded YouthWorks program has supported thousands of low-income teen workers over the years. (A report published last year suggested that another teen work program reduced summer violence among low-income teenagers in Boston.) Nonetheless, the teen employment rate in the state has dropped by half since the turn of the millennium. And many such programs rely on inconsistent sources of public funding: In February, more than 1,000 young people rallied at the State House to push for up to $24.5 million in summer jobs funding next year.

Another solution may lie in high schools, which have historically seen themselves as competing with jobs for the attention of teenagers. The exception has been career and technical education, or CTE, schools, which have a stated mission to help connect students with work. Harrington and Snyder’s 2013 report showed that employers view students from these schools much more positively than other teenagers. “It’s unclear to me why [non-CTE] schools feel they have to stay away from the world of work,” Harrington said. “I don’t know if it’s academic snobbery or what.”

In the meantime, the teen employment crisis—and its uneven distribution—raises troubling questions for a country that prides itself on providing equal opportunities for those who are willing to work hard. “It’s not just a matter of kids getting some extra pocket money,” Sum said. “Kids who don’t work carry this burden throughout adulthood.” For many of today’s teenagers, of course, the larger social solutions may be beside the

point. For them, this month, the more pressing problem will be finding and securing one of those ever scarcer jobs.

District Profile

First Worcester

Representative Kimberly N. Ferguson
R Holden

State House
Room 473B
Boston, MA 02133
Phone: 617-722-2263
Fax: 617-626-0182
Email: Kimberly.Ferguson@mahouse.gov

First Worcester, Consisting of **Holden; Paxton,** Princeton; **Rutland;** Sterling: Precinct 1; Westminster: Precinct 2. *(Communities in **Bold** represent communities included in the Central MA Workforce Region).*

Career Center service numbers for 5th Worcester District from July 1, 2013 to May 20, 2014:

		# of Customers	% of Total
Age	55 to 64	21	36.8%
	36 to 45	13	22.8%
	46 to 54	10	17.5%
	22 to 35	7	12.3%
	65+	6	10.5%
Total		57	100.0%

		# of Customers	% of Total
Residence	Holden, MA	19	33.33%
	Rutland, MA	17	29.82%
	Sterling, MA	11	19.30%
	Princeton, MA	6	10.53%
	Paxton, MA	4	7.02%
Total		57	100.00%

		# of Customers	% of Total
Education	AA	13	22.8%
	BA	13	22.8%
	HS/GED	10	17.5%
	Some Coll/Voc	10	17.5%
	Adv Deg	9	15.8%
	Less Than HS	1	1.8%
	UK	1	1.8%
Total		57	100.0%

		# of Customers	% of Total
Disability	No	55	96.5%
	Yes	2	3.5%
Total		57	100.0%

		# of Customers	% of Total
Ethnicity	White	53	92.98%
	Asian	2	3.51%
	Hispanic	1	1.75%
	Unknown	1	1.75%
Total		57	100.00%

		# of Customers	% of Total
Language	English	51	89.47%
	Unknown	6	10.53%
Total		57	100.00%

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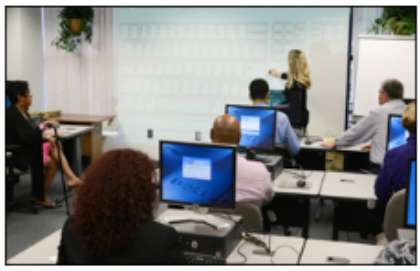

The Central Massachusetts Workforce Investment Board is a public/private partnership, serving needs of both employers and employees. The board collaboratively develops and implements strategies for job readiness and skills advancement, leveraging community resources that promote economic wellness within the region's 38 cities and towns.

The primary role of the CMWIB is to convene civic and business leadership, and utilize their insights to direct public funds aimed at building the skills of the workforce in our area. The CMWIB also oversees the region's three One Stop Career Centers (Workforce Central) located in Worcester, Milford and Southbridge.

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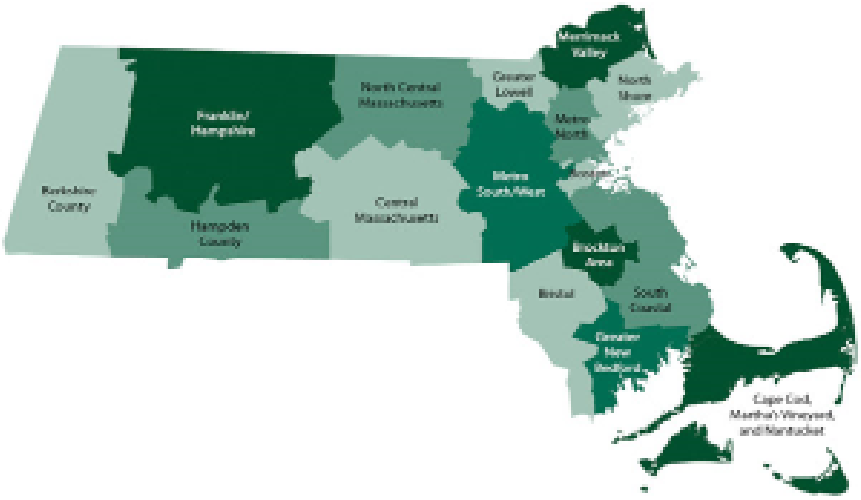
About Us

The Central Massachusetts Workforce Investment Board (CMWIB) is one of the 16 Workforce Investment Boards throughout Massachusetts charged with overseeing and implementing local workforce development initiatives. The CMWIB serves Worcester and 37 surrounding communities in Central Massachusetts. The purpose of the CMWIB is to develop a system that ensures individuals have the skills necessary to help employers grow and thrive.

Map of the Region



What is a WIB?

The Central Massachusetts Workforce Investment Board (CMWIB) created this short video to answer the question "What is a WIB?"

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MA Manufacturing Extension Partnership

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Dr. Gail Carberry
Quinsigamond Community College

Ms. Candice Carlson
AFL-CIO

Ms. Grace Carmark
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Ms. Jill Daglilis
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International Brotherhood of Electrical Workers Local 96

Mr. Paul Morano, Jr.
Economic Development

Mr. Timothy Murray
Worcester Regional Chamber of Commerce

Mr. Dennis Osborn
Shrewsbury Housing Authority

Ms. Leslie Parady
MA Manufacturing Extension Partnership

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Penta Communications, Inc.

Ms. Tee (Leontine) Provost
Operation A.B.L.E. of Greater Boston, Inc.

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Webster Public Schools

Mr. Robert Thomas
The Martin Luther King, Jr. Business Empowerment Center

Mr. David Wallace
Division of Apprentice Training
Executive Office of Labor & Workforce Development

Ms. Janice Weekes
Workforce Central

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Youth Workforce Investment Council Members

Mr. Ronald Scott
YWIC Chair
Ace Medical/Health Services

Ms. Jena Adams
Central MA Area Health Education Center

Ms. Cassandra Andersen
Worcester Division of Public Health

Mr. Cedric Arno
Future Focus Media Group

Ms. Maurie Bergeron
LUK, Inc.

Mr. Jesse Edwards
UMass Memorial

Ms. Jenna Glazer
Gateways to College

Ms. Charla Hixson
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Ms. Robin Hooper
The Community Builders, Inc.

Mr. Frank Kartheiser
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Ms. Donna Kilgore
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Sgt. Miguel Lopez
Worcester Police Department

Mr. Samuel Martin
Worcester Youth Center

Ms. Kristin Mayotte
Y.O.U., Inc.

Mr. Ike McBride
Boys & Girls Club of Worcester

Mr. Robert McGlory
Department of Youth Services

Mr. Isidore Nosike
The Fieldstone School

Mr. Tony Poti
Boys & Girls Club of Webster/Dudley

Mr. Michael Quigley
Training Resources of America

Mr. Mark Riolo
Grafton Job Corps Center

Ms. Nancy Thibault
Easter Seals Massachusetts

Mr. John F. Trainor
Continuing Education, Night Life and Community Schools

Mr. David Wallace
Division of Apprentice Training, Executive Office of Labor & Workforce Development

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Committees, Agendas & Minutes

Standing Committees

Executive Committee - The Executive Committee is chaired by the CMWIB Chairperson. This committee is comprised of the chairs of all standing sub-committees, the Central Massachusetts Workforce Investment Area WIA Administrator and at least four members appointed by the CMWIB Chairperson. The Executive Committee has all of the powers of the full CMWIB except those which by law or CMWIB by-laws may not be delegated to it. The Executive Committee meets monthly, except for months the full board meets (January, April, July and October).

Youth Workforce Investment Council - The duties of the YWIC include developing the portions of the Local Workforce Investment Plan relating to eligible youth, and recommending eligible providers of youth activities to be awarded grants or contracts on a competitive basis by the CMWIB to carry out the youth activities. The YWIC also conducts oversight with respect to the eligible providers of youth activities in the Central Massachusetts Workforce Investment Area, and coordinates youth activities authorized under Section 129 of the Workforce Investment Act in the Central Massachusetts Workforce Investment Area. Other YWIC initiatives may be determined by the members or the CMWIB Chairperson. Meetings are generally held bi-monthly.

Career Center/Adult Career Services Committee - The Career Center/Adult Career Services Committee is responsible for making recommendations to the CMWIB with respect to the One-Stop Career Centers and career services offered to adults within the Central Massachusetts Workforce Investment Area. This committee is comprised of the committee chairperson (appointed annually by the CMWIB Chairperson) and additional members as appointed by the chair. Meetings are generally held bi-monthly.

Cultural Competency Advisory Committee - The Cultural Competency Advisory Committee helps to ensure that the programs and services offered through the CMWIB effectively serves the broad range of populations withing the 38 communities which make up the central Massachusetts workforce investment area. The Committee is made up of Workforce Central Career staff, CMWIB staff and members. Meetings are held on a monthly basis.

Meeting Agendas & Minutes

Committee	Agenda & Minutes Archive
Full Board	- please select - Go!
Executive Committee	- please select - Go!
Youth Workforce Investment Council	- please select - Go!
Career Center/Adult Career Services Committee	- please select - Go!
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Requests for Proposals (RFPs)

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Listed below are the most recent bids (12 months) for your convenience and review. If applicable, included in the bid details are the Bid Results and Awardee(s) which are entered when available. Additionally, bids remain online for three years. To view click "Search Bids" on the resulting page.

Bid Number	Title	Close Date
CR-6129-J3	Space Rental, Office / Workforce Development	02/05/2014

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- Procurement Policy - Revised 2/19/13

- A. State Ethics Commission Guide for Municipal Employees
- B. Executive Order City Ordinance
- C. Non-Disclosure Statements
- D. City's Purchasing Policy & Procedures
- E. Individual Training Account Process
- F. Cost/Price Analysis Tool
- G. Program Monitoring Procedures
- H. Financial Monitoring Procedures

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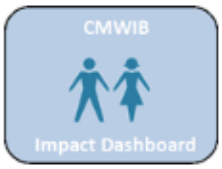
Labor Market Information

The CMWIB is dedicated to developing a system that ensures individuals have the skills necessary to meet the demands of area employers. To help identify trends and areas of need, the CMWIB utilizes a variety of reports from various sources to track employment levels, unemployment rates, wages and earnings, employment projections, jobs, training resources, etc.

Additional labor market data may be found at these sites:

- Massachusetts Executive Office of Labor and Workforce Development
- Bureau of Labor Statistics

If you have any problems finding the Labor Market Information (LMI) you need, please contact us. We are happy to assist you.



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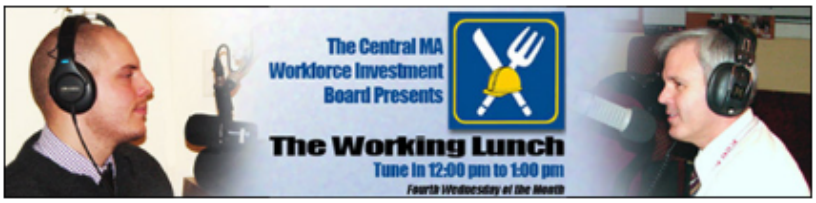
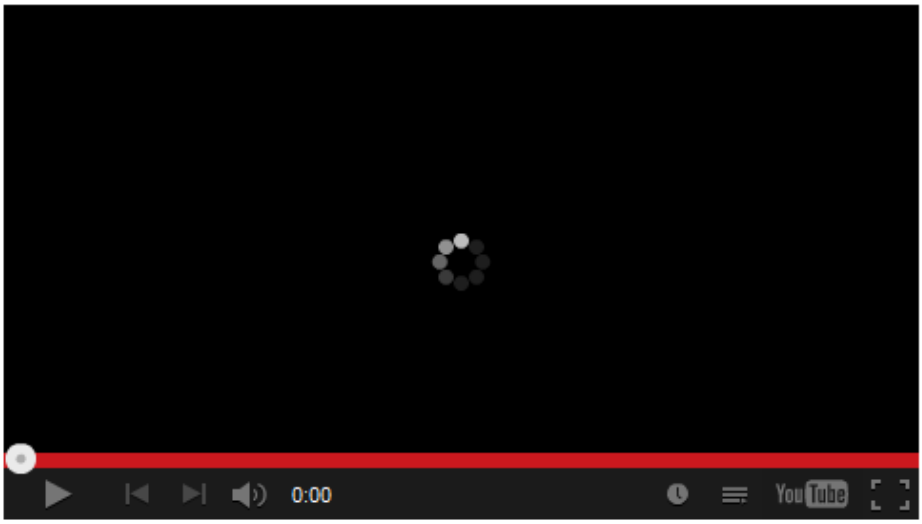
The Working Lunch Radio/TV Show



The Working Lunch highlights workforce development in Central Massachusetts, the State and the Nation with the latest employment trends and job search tips. Working Lunch, hosted by Jeff Turgeon and Sean McGauley, and produced by Bob Zukowski, also features interviews with special guests.

Stream Us Live from WCUW 91.3 FM during show times 12:00 PM to 1:00 PM every fourth Wednesday of the month, or view past episodes on our YouTube Channel.



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News & Announcements

Testing news and announcement postings.

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Subject	Views	Date Submitted
Another Test	11	2/10/2014 @ 1:21 pm
Test	8	2/10/2014 @ 11:56 am

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Additional Resources

Employers

- WFC Business Services - Workforce Central Career Center provides local businesses the essential services to support their workforce needs, as well as a variety of related resources at no cost.

Job Seekers

- JobQuest - Connects job seekers to all the employment opportunities listed with more than 30 Massachusetts One-Stop Career Centers statewide.
- WFC Job Seekers - Workforce Central Career Center can provide resources to make your job search more productive so that you can return to work faster.

Youth

- Connecting Activities - A State initiative that connects schools and businesses by providing structured work-based learning experiences for students that support both their academic and employability skill attainment.
- Job1 Initiative - A program created to align and support the schools and workforce development programs in the Worcester County region looking to work more closely with businesses to better prepare our youth for the workplace.
- WFC Youth Services - Workforce Central Career Center provides employment and training informaiton to services for youth.
- YouthWorks - A State-funded youth jobs program that provides funds to pay wages to youth for summer jobs in the public, non-profit and private sectors.

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