



Workforce Issuance

100 DCS 08.110.1

Policy Information

To: MassHire Workforce Board Chairs
MassHire Workforce Board Directors
MassHire Career Center Directors
MassHire Fiscal Officers
MDCS Operations Managers

cc: WIOA State Partners

From: Beth Goguen, Director
MassHire Department of Career Services

Date: June 9, 2026

Subject: **Functional Guidance at MassHire Career Centers**

Purpose: To notify MassHire Workforce Boards, MassHire Career Center Operators, and other Workforce System Partners of updated policy guidance for functional guidance at MassHire Career Centers. This policy replaces Issuance 100 DCS 08.110, "Functional Guidance by Non-State Management / Supervisory Personnel of DCS Employees Assigned to One-Stop Centers."

Background: MassHire Career Centers (MCC) operate under a locally executed Memorandum of Understanding (MOU) consistent with [20 CFR § 652.216](#). This regulation permits Employment Service (ES) staff also known as state merit-based staff to receive guidance from MassHire Career Center operators consistent with the provision of Wagner-Peyser Act services, the local MOU, and applicable collective bargaining agreements. In partnership with the local MassHire Workforce Board (MWB), the designated local operator/service provider and other state and local organizations, MassHire Department of Career Services (MDCS) state merit staff personnel duties and responsibilities are to provide business and jobseeker services as required under the Wagner-Peyser Act and Workforce Innovation and Opportunity Act (WIOA).

Functional guidance requires both MCC non-state management and state management to ***work collaboratively*** in the delivery of services available under the multiple programs at the MassHire Career Center (MCC).

Policy: ***In collaboration***, Directors, Managers and supervisors work together (to ensure fundamental fairness) as partners and as a team to achieve a high-level of customer satisfaction in services received by jobseekers, employers and any other customers of the MassHire Career Center. The directors, managers and supervisors who are state employees, together with those who are operator/partner employees, shall comprise the MassHire Career Center's "Management Team."

Clarifying the roles of the MassHire Career Center Management Team members is essential to ensure all obligations required under bargaining union agreement(s) are met. It is also recognized that collaboration between the management team must not include sharing any information that is deemed confidential under bargaining union contract(s).

This policy requires consistent communication among the MCC Management Team to prevent potential issues and to share responsibility for ensuring:

- Coordination related to MassHire Career Center Services
- Provision of guidance on customer flow and the efficiency and highest quality of service to customers

For the purposes of this policy, functional guidance is a ***collaborative effort*** to support staff to operate the MassHire Career Center as a fully integrated system.

Functional guidance includes, and the MCC Management Team shares:

- Sequence of service delivery
- Establishing service delivery priorities aligned with performance goals
- Utilizing a unified, standardized new hire onboarding training model (under development and will include field engagement) to maintain operational excellence across the workforce system
- Staffing plans that always provide adequate office coverage, including vacations, unplanned absences, conference and professional development attendance, etc. and are structured to allow equitable time-off opportunities for both state and non-state staff
- All staff receive appropriate training to perform their duties properly and effectively
- All staff understand and follow internal security policies and procedures, including both local requirements and those established by MDCS

- All staff present a positive and professional image of the MassHire Career Center System to customers and partners
- Regular staff meetings and center-wide initiatives are jointly planned and conducted by the Career Center management team
- Consistent communication with staff occurs, creating opportunities for feedback, problem solving, and ideas to improve customer service

To ensure compliance with all applicable legal requirements, MDCS state merit staff will maintain a direct reporting relationship to a designated MDCS State Manager/Supervisor for all personnel related matters. At all times, MDCS state merit staff are formally supervised by their State Manager, who holds full responsibility for the terms and conditions of state merit bargaining unit employment.

Functional guidance does not include items such as:

- The number of hours in the individual's work schedule, the individual's schedule or hours
- Compensation level and range
- Benefit package and schedule
- Job description
- Performance evaluation
- Corrective action/discipline
- Travel expense reimbursement
- Location of work/hybrid work schedule
- Overtime and items negotiated as part of a collective bargaining agreement such as vacation, personal, holiday, sick, military, court, bereavement leave, lunch breaks, and work breaks.
- Dress Codes
 - While operators may not impose a formal dress code, MDCS expects and will support that all staff dress in a manner appropriate for a professional setting when meeting with and providing services to the public. Maintaining a professional appearance supports a respectful, welcoming environment for customers and reflects the standards of the MassHire system.

Functional guidance should prioritize ensuring the full and continued delivery of services without disruption and a holistic focus on achieving the program service delivery goals established for the MassHire Career Center location and the MassHire system.

Functional guidance must be carried out with the expectation of ***cooperation and shared responsibility*** among the MassHire Career Center Operator, MDCS,

the local MassHire Workforce Board, and all partner organizations, ensuring that all parties work together to deliver consistent, high-quality services across the system.

Action

Required: Please ensure that each MassHire Career Center Operator and its management and supervisory personnel are informed of the content of this issuance. Additionally, please be advised that no local policy or procedure may be implemented that may be construed to be inconsistent with the requirements of this policy. Should any local policy or procedure exist, the terms of this policy shall take precedence.

Effective: Immediately

Inquiries: Please email all questions to PolicyQA@mass.gov. Also, indicate Issuance number and description.

References: [Unit 1 NAGE Administrative Personnel](#)
[Unit 6 NAGE Professionals](#)