

MASSACHUSETTS WORKFORCE DEVELOPMENT SYSTEM

MassWorkforce Issuance

100 DCS 31.100

☒ Policy ☐ Information

To: Chief Elected Officials
Workforce Board Chairs
Workforce Board Directors
Title I Administrators
Career Center Directors
Title I Fiscal Officers
DCS Operations Managers

cc: WIOA State Partners

From: Alice Sweeney, Director
Department of Career Services

Date: August 3, 2018

Subject: **MassHire Branding Policy**

Purpose: To notify Local Workforce Boards, One-Stop Career Center Operators, and other local workforce partners of guidance and requirements regarding the MassHire Branding Policy.

Background: On March 6, 2018, the Massachusetts Workforce Board voted unanimously to recommend the adoption of the MassHire brand across the Massachusetts public workforce development system. This universal brand will apply directly to the Department of Career Services (DCS), the Massachusetts Workforce Board, local Workforce Boards, Career Centers, and other departments and partners at the Executive Office of Labor and Workforce Development's (EOLWD's) discretion, creating aligned, system-wide brand names and logos.

Establishing a unified brand for the state workforce system will leverage the collective strength of the system and enhance customer awareness and use of vital employment and training services, providing greater clarity and consistency about the Massachusetts workforce system's mission and role as well as its contributions to supporting Massachusetts economy.

The purpose of this policy is to provide guidelines to Workforce Development Boards (“Workforce Boards”) and One-Stop Career Centers (“Career Centers”) for the statewide implementation and application of the MassHire unified brand.

Definitions:

Brand—A brand is represented by visual assets or creative expressions such as a name, logo, and colors, and reflects a powerful (and ideally positive) connection to customers, stakeholders and the public at-large because its value is defined in the minds of these audiences and is based on their experiences and perceptions.

MassHire Brand - The MassHire brand refers to the unified identity of the Massachusetts workforce system and is represented by aligned brand names and logos applying to the Massachusetts Workforce Board, Department of Career Services, Local Workforce Boards, and Career Centers.

MassHire Implementation Plan – This is a step-by-step guide for local areas to implement the new brand, and is included as Attachment C.

MassHire Brand Standards Manual – The manual describes a set of rules that explain how the brand is applied. It includes logo usage, color palette, type style, image style/photography, and asset design, and is included as Attachment B.

Brand Ambassador –This Workforce Board or Career Center employee responsible for coordinating brand transition in his/her region and being the point of contact to EOLWD.

Policy: The Massachusetts workforce development system will move forward to adopt a common, customer-facing “brand” to unite the state, regional, and local organizations that guide and operate services for businesses and job seekers in Massachusetts.

MassHire is the master brand for the public workforce system. It refers to the workforce system in its entirety.

- The Massachusetts Department of Career Services will adopt MassHire in the naming of the state department.
- The Massachusetts Workforce Board will adopt “MassHire” in the naming of the statewide Workforce Development Board.
- All local areas will use the master brand and sub-brand as prescribed in this policy.
 - Each local workforce board will adopt a sub-brand identity formed by using “MassHire” followed by a geographic locator or regional identifier.
 - Each Career Center will adopt a sub-brand identity formed by using “MassHire” and a regional or local identifier.



Rollout Framework and Role of Local Area

EOLWD, DCS, and consultants hired to manage the branding process will support local implementation of the new brand. Consultants hired by EOLWD will develop templated materials for the system and for regions (i.e. websites, brochures, etc.). Local areas will work to customize and implement templated materials. EOLWD/DCS and consultants will distribute newsletters at key points of the branding process to ensure that all system stakeholders receive updates on implementation activities.

The local point-person for the branding process will be a Brand Ambassador, who will be a designated Workforce Board or Career Center employee (Brand Ambassador description in Attachment F). Brand Ambassadors will train colleagues in their local area in the new brand and ensure that local materials adhere to brand standards. While there should be one main point of contact per local area, implementation will likely require additional staff support as articulated in the Staff Training section of this document.

Public Rollout Period

The Governor and EOLWD's announcement of a new statewide brand for the workforce system will occur in August 2018. An exact date for the formal statewide announcement will be determined by EOLWD by May 30, 2018 and communicated statewide. No local area should begin externally using its new brand name or logo, without the express permission of EOLWD prior to the statewide launch announcement.

The Massachusetts Workforce Board, Department of Career Services, Local Workforce Boards, and Career Centers must *internally* transition to their new brand names no later than September 28, 2018. Once a region has internally transitioned to the new brand and has been approved by EOLWD, it may externally launch its new brand. The regional brand launch must occur after the statewide announcement planned for August 2018, and before the deadline of October 31, 2018. EOLWD will begin marketing and promotion of the new, unified brand in November 2018. This means that each entity should take any

necessary steps and prepare to externally represent its new identity in digital and print communications, as well as via external signage.

Local areas must be approved by EOLWD to launch after submitting their Transition Checklist, which is included in the Implementation Plan. Checklists must be submitted at least two weeks prior to proposed launch, although local areas are encouraged to work with EOLWD to schedule State Administration officials for their local launches well in advance of the launch date.

More information regarding the statewide and local launches will be communicated to the field in May 2018.

Nomenclature

When referring to the unified brand name, whether state or regional, “MassHire” must appear in writing as one word with no space between “Mass” and “Hire.” The “M” and “H” must always be capitalized. Only the MassHire logo (name + mark) has MassHire in all capital letters (“MASSHIRE”) as shown on the previous page. “MassHire” is to be a standalone phrase when referring to the statewide system, or followed by the specific geographic locator adopted by a Workforce Board and Career Center and approved by EOLWD.

Local areas completed a survey articulating their preferred geographic locators. Those preferred geolocators are listed in Attachment H.

If an area would like to change its designated geographic location (i.e. the Career Center is listed as a city, but the local area wishes to identify the Career Center with a region), it must notify EOLWD of this request via email by April 13, 2018. Final designation and sign off on the local area’s names must take place by May 1, 2018, via the Naming Structure Form in Attachment E.

Certain brand asset templates will allow a local area to reference its Operator in branded materials. A local area’s logo does not include the Operator. Guidelines regarding Operators will be included in the Guidance for Partners that will be released in April.

Brand Transitions

Local areas must develop their own implementation plans to facilitate the brand transition using the MassHire Brand Implementation Plan as a guide (Attachment C). A Sample Implementation Plan is included in Attachment D.

The MassHire Brand Implementation Plan details transition instructions, including how to communicate the new brand transition with internal and external stakeholders.

During the transitional period, beginning with the official public rollout date until January 1, 2019, it is acceptable for local areas, at their discretion, to use a

combination of their new MassHire brand names and their former brand names to identify themselves in verbal communication or email signatures. For example, a Workforce Board may write, “MassHire Central Region Workforce Board, formerly Central Mass Workforce Investment Board.” Beginning January 1, 2019, it will not be permissible for a MassHire entity to use a non-MassHire brand to identify itself in written or web communication.

Brand Standards

Brand standards allow our system to strengthen continually the MassHire brand by ensuring clarity, consistency, and cohesiveness in how the MassHire system, and our partners, apply the brand’s assets system-wide. This consistency is important to maintaining the integrity of the brand and enhancing its equity over time. Brand consistency and strong customer service cultivates credibility among key audiences, such as businesses and industry leaders.

The specifications outlined in the MassHire Brand Standards Manual must be adhered to by any entity expressing the MassHire brand including its regional sub-brands in any digital and print branded materials.

The latest version of the MassHire Brand Standards Manual is included as an attachment to this policy document for reference and will be available to workforce partners on the MassHire Online Brand Portal, which is in development.

Branded Materials and Websites

As outlined in the MassHire Brand Implementation Plan, (Attachment D), EOLWD is working in partnership with the consulting team at More Advertising to develop templates as a time and money-saving resource for key system-wide outreach tools including website templates, business stationary, websites, PowerPoint presentations, flyer templates, and brochures. These tools should be used by local areas and state entities to enhance efficiencies and reinforce brand consistency and cohesiveness.

Local areas may continue developing their own materials, permitted they adhere to brand standards and utilize brand assets. However, as outlined in the MassHire Implementation Plan, major materials (as defined by Implementation Plan) produced by a public workforce organization in a local area (Board or Career Center) are subject to review by Brand Ambassadors and EOLWD to ensure such customized materials are created in accordance to brand standards. Brand Ambassadors are state and local partners trained in appropriate brand use. Local areas are encouraged to submit their outreach templates to the MassHire Online Brand Portal to serve as additional shared tools for regional and state colleagues.

To the greatest extent possible, local areas should use this brand transition period to deplete current supplies of outreach collaterals and office stationary including

business cards and brochures with their current names and logos that will be discontinued upon launch of the MassHire brand in their local area.

Among the prominent outreach tools that will transition to reflect the new unified brand statewide are websites for each local area. Boards and career centers must have a website ready to go live on the first official day of their regional brand rollout as determined by the region, between August – October 31, 2018.

All websites must adhere to naming conventions specified in Implementation Plan. Any exceptions must be approved by email or writing by EOLWD.

EOLWD's subcontractor, IDEAS, will provide a fully downloadable, customizable WordPress compatible website with two homepage options, one for boards and one for career centers. Career Centers must use the provided Career Center home page template. Workforce Boards must either use the provided Workforce Board home page template *or* revise their existing home page to comply with Brand Standards as articulated in the MassHire Brand Standards Manual. Web templates include two hours of consulting with IDEAS per local area; other costs related to web implementation should be incurred as part of the local area transition budget.

Local areas must have printed materials and websites *internally* transitioned by September 28, 2018 at the latest in preparation for the region's external launch that must occur by October 31, 2018.

Signage

The MassHire brand name and logo, and the applicable regional sub-brand name and logo should be prominently displayed on external signage for local Workforce Boards and Career Centers.

Workforce Boards and Career Centers must have prominent external signage ready to display at their physical locations by or before September 28, 2018. It is recognized that some Workforce Boards and Career Centers may face unique challenges in addressing extraordinary circumstances such as local zoning regulations that may delay complete compliance with this deadline. Local areas should identify any extraordinary circumstances and notify EOLWD via their Brand Ambassador as soon as possible with the information which describes the challenges faced by the local area and an expected timetable when compliance with the signage requirements will be met.

Reimbursement for Web Development and Signage and Use of Centralized Vendors

Local areas will have the option to purchase external and internal signage and web development services locally or through a centralized vendor. Costs to use a local vendor should not exceed costs of working with a centralized vendor. If services/signage are purchased locally (not through a centralized vendor), the

local area's Brand Ambassador must submit photo of proof of signage and/or home page web mock-up to EOLWD/DCS for approval in order to be reimbursed for expenses. Photos or web mock-ups should be emailed to marina.r.zhavoronkova@massmail.state.ma.us with headline "MassHire Rebranding Reimbursement Approval." All requests will be responded to within 5 business days.

If a local area uses the centralized vendor(s), it does not need to submit proofs or mock-ups for approval.

Costs associated with use of centralized vendor should be included in the proposed budget. Once the budget is approved, these costs will be invoiced directly to and paid in full by EOLWD.

Staff Training

Local areas must designate a Brand Ambassador to be the point-person for the local areas' rebranding process. Brand Ambassadors will be trained in how to implement the brand in a "train the trainers" model, and will attend one half-day session in person on May 24, 2018. Next, they will then facilitate MassHire Internal Brand Orientations for staff in their regions. Statewide training will encompass training on vision, mission, values, and other components of the brand charter, along with brand implementation. Executive Directors of Workforce Boards and Career Centers are also encouraged to attend this training.

A Brand Ambassador description of responsibilities is included in Attachment F.

Transition Funding

EOLWD has designated funds to support local areas' transition to a statewide universal brand. This implementation funding will be distributed as follows: small local areas will receive up to \$26,000, medium local areas will receive up to \$36,000, and large local areas will receive up to \$46,000.

Small local areas are defined as locations with one Workforce Board and one Career Center; medium local areas have one Workforce Board and two Career Centers *or* one Career and additional limited service sites; large local areas have one Workforce Board and three Career Centers *or* two Career Centers and additional limited services sites.

This funding may be used to address costs such as signage, development of new public outreach and informational materials, website implementation, business stationary and other implementation costs in adherence with federal and state guidelines. EOLWD/DCS will directly provide a certain set of collateral to all workforce areas, with final counts to be determined (for example, brochure holders and t-shirts).

Local areas must submit proposed budget by June 1, 2018 at the latest. Please refer to Attachment G for allowable use of funds.

Implementation Incentive Funding

EOLWD has designated \$372,000 in Implementation Incentive Funding for eligible local areas that achieve branding implementation criteria in six areas, outlined below. Small areas are eligible for a minimum of \$18,000; mid-size, \$24,000; and large, \$30,000. Adhering to the timeline and components below demonstrates the steps necessary for a high-quality and timely implementation on the part of the region, and thus qualifies for receipt of incentive funds. Local areas that achieve all six criteria, resulting in outcomes that advance the timely implementation of the MassHire brand, will qualify for a share of brand implementation incentive funds. The current allocations are determined based on 16 workforce areas completing the requirements; if the number of workforce areas implementing on the incentive timeline changes, the allocation amounts will be revised.

This incentive funding, while based on criteria that advance statewide implementation of the new MassHire brand, may be used for other non-branding program costs.

The criteria and needed documentation to substantiate achievement are as follows:

1. Designation of Local Brand Ambassador – *by May 1, 2018*
 - a. The designation of a local Brand Ambassador – a Workforce Board or Career Center employee – who will serve as the state’s primary point of contact for brand implementation questions and the primary local area staff leader for ensuring the unified brand is executed effectively in their organizations, submitted via the MassHire Naming, Website and Brand Ambassador Designation Form (Attachment E).
 - b. The Brand Ambassador description is included in Attachment F.
2. EOLWD-Approved Naming Structure – *by May 1, 2018*
 - a. A complete Unified Brand Name Request form submitted to and approved by EOLWD, submitted via the MassHire Naming, Website and Brand Ambassador Designation Form (Attachment E).
3. Development of Local Brand Implementation Plan – *by June 16, 2018*
 - a. Each Workforce Board must submit a local brand implementation plan to EOLWD and to DCS.
 - b. The local implementation plan must include a proposed local launch date within the August 2018 – October 31, 2018 time frame.
 - c. The plan does not have to comply with any specific format, but should use the MassHire Brand Implementation Plan as a guide. A sample local implementation form is included in Attachment D. Each Local Brand Implementation plan must at minimum include a timeline of key

tasks associated with local brand transition, and overview of work related to naming/legal transition, stakeholder brand transition, communication for internal staff and partners, internal brand orientation, collateral and signage transition, website transition, social media outreach, and brand launch plans. Local areas may include additional information believed to support the brand transition.

4. If Applicable: Legal Name Change or Fictitious Business Registration with the Massachusetts Secretary of the Commonwealth – *by September 1, 2018*
 - a. Each local area must provide documentation to reflect that it either registered its new Workforce Board and Career Center names as fictitious names (DBA) or sought a full name change to its articles of incorporation to legally change from its current name to its new MassHire name.
 - b. Organizations that are not registered with the Secretary of the Commonwealth are not required to complete this criterion.
5. Development of Locally Customized Outreach Materials and Templated Website - *by September 1, 2018*
 - a. Each local area must provide a digital or printed sample of newly-branded outreach materials such as brochures, folders, letterhead, and business cards for the board and career centers. At a minimum, each local area must have an introductory services brochure for job seekers and businesses, and customized business stationery ready to go live on the date of its regional launch.
 - b. A mock-up of its brand-integrated website consistent with website standards included in the MassHire Brand Standards Manual must also be provided. The website mock-up must also include the homepage and at least two interior pages of the website to substantiate achievement of this criterion. The new website must be ready to go live on the date of the new regional launch.
6. Delivery of MassHire Internal Brand Orientation Program - *by September 1, 2018*
 - a. A specially developed e-Learning online course –MassHire – Living the Brand Together – will provide a consistent and succinct unified brand introduction to Massachusetts workforce professionals to ensure they understand why the unified brand was created, how it is represented, and how it should be applied in their work to deliver the brand’s promise to jobseekers, workers, and businesses. Brand Ambassadors and Workforce Board and Career Center directors will receive information on accessing the course. The online course will also be provided via CD or thumb drive to each local area so that group sessions can be scheduled. Each Workforce Board and Career

Center staff member must complete the e-Learning course prior to the incentive award deadline in order for the local area to be eligible for incentive funding.

In order to be eligible for brand implementation recognition by the Massachusetts Workforce Board at its September 10, 2018 Quarterly meeting – and potentially eligible for incentive funds, local areas must complete criteria 1 and 2 by May 1, 2018 and criteria 3 by June 16, 2018. Local areas must also complete criteria 4, 5, and 6 by September 1, 2018. Any local area that completes all six criteria by September 1, 2018 and has its documentation reviewed by DCS and approved by EOLWD will be eligible to receive brand implementation incentive funding. Any local area that does not complete criteria 4, 5, and 6 by September 1, 2018 will not be eligible for implementation incentive funding. All documentation regarding the completion of criteria should be submitted by Brand Ambassadors or local board directors on behalf of the local area.

If a local area plans to qualify for Implementation Incentive funding but encounters extenuating circumstances that prevents meeting a particular referenced deadline, the local area should notify EOLWD as soon as possible, and EOLWD will evaluate extending the deadline, provided that the local area has made reasonable progress towards a given criterion.

Implementation Incentive Timeline

The following important dates are referenced throughout this communication.

Date	Milestone
April 13, 2018	Local geolocator change request (optional)
May 1, 2018	Meet Criteria 1 and 2 to be eligible for Implementation Incentive Funding <ul style="list-style-type: none"> • Designation of Brand Ambassador • Naming Structure Confirmation
June 1, 2018	Budget due
June 16, 2018	Meet Criteria 3 to be eligible for Implementation Incentive Funding <ul style="list-style-type: none"> • Local Brand Implementation Plan
August 2018	Statewide announcement of new brand
September 1, 2018	Meet Criteria 4, 5, and 6 to be eligible for Implementation Incentive Funding <ul style="list-style-type: none"> • Legal Name Change or DBA • Local Outreach Materials • Delivery of MassHire Brand Orientation
September 28, 2018	All regions complete internal transition to new brand, including printed materials, signage, and websites
August – October 31, 2018	Rolling regional launches of new brand
Early November	Statewide promotion of new brand begins

2018	
January 1, 2019	End of optional transitional co-branding period

Requirements for Transition for All Local Areas

A local area may choose to not pursue Implementation Incentive Funding. If so, the local area is required to complete all criteria in preparation for the statewide promotion of the new brand in November 2018 but on a later timeline.

Date	Milestone
May 1, 2018	Meet Criteria 1 and 2 <ul style="list-style-type: none"> • Designation of Brand Ambassador • Naming Structure Confirmation
June 1, 2018	Budget due
August 2018	Statewide announcement of new brand
August 1, 2018	Meet Criteria 3 <ul style="list-style-type: none"> • Local Implementation Plan due
October 15, 2018 or 2 weeks prior to regional launch, whichever comes first	Meet Criteria 4-6 <ul style="list-style-type: none"> • Legal Name Change or DBA • Local Outreach Materials • Delivery of MassHire Brand Orientation
October 31, 2018	<ul style="list-style-type: none"> • All regional brands launched
Early November 2018	Statewide promotion of new brand begins
January 1, 2019	End of optional transitional co-branding period

Youth Providers

A policy for brand application to WIOA Youth Programming is in development. Providers that are under the umbrella of an existing Career Center or Workforce Board should be branded as a part of the MassHire system. Youth vendors external to the system are not covered under this branding policy, but may co-brand if they wish to do so.

Guidance for Partners

A policy for co-branding with partners (either on MassHire materials or on partner materials) is in development.

Statewide MassHire Brand Launch

EOLWD/DCS will work with local areas and other partners to plan the **August 2018** statewide public launch of the MassHire brand. All local areas should adhere to the launch plans developed and communicated to the field.

All local areas must be prepared to formally launch their new brands regionally, as outlined above, no later than **October 31, 2018**.

Procurement and Cost Allowability

All purchases made to implement the branding initiative must comply with the Workforce Board's approved procurement policies and procedures. Purchases must also comply with the applicable Uniform Guidance at 2 CFR part 200 that establishes principles and standards for determining allowable activities and costs for federal awards carried out through grants, cost reimbursement contracts, and other agreements. The applicable Uniform Guidance must be followed when determining the cost items and administrative requirements that require prior approval.

Massachusetts One-Stop Career Center Logo Affiliate Brand

Use of the Massachusetts One-Stop Career Center unified logo should be discontinued by the time of the region's launch, by October 31, 2018 at latest.



American Job Center Network

The U.S. Department of Labor, in TEGL No. 36-11, announced the American Job Center Network national unifying brand. The WIOA Final Rule at 20 CFR § 678.900 (August 19, 2016) provides more specific requirements of the common identifier, specifically how the common identifier or tagline, “a proud partner of the American Job Center network,” applies to primary electronic resources or printed, purchased, or created materials.

As part of its process to develop the customer-focused and business-driven MassHire brand, EOLWD evaluated the most effective way to integrate the new national brand. To that end, the websites for local boards and career centers, the state board, and other related programs or tools should display “a proud partner of the American Job Center Network” in the footer of their homepages only, as consistent with the MassHire Brand Standards Manual and the American Job Center Graphics Style Guide for Partners. Both documents will be available on the MassHire Online Brand Portal. The AJC Graphics Toolkit is linked here: http://wdr.doleta.gov/directives/attach/TEGL/TEGL_36_11.Att.pdf

All assets developed for use by the system, including external signage, will comply with AJC guidelines. The MassHire Brand Standards Manual will articulate specific guidelines for using the AJC brand. As a general guideline, “a proud partner of the American Job Center Network” should be used as a tagline at the bottom of materials, and should not be part of the main MassHire logo.

Measuring the Brand

The Massachusetts Workforce Board, EOLWD, and DCS will measure the success of the brand after implementation. Success metrics measured will include jobseeker and business awareness of the MassHire brand, perception and satisfaction with the MassHire system, and use of MassHire services.

Action

Required: All Workforce Development Areas are to implement any requirements with regard to the unified brand set forth by EOLWD.

Effective: Immediately

Inquiries: Please email all inquiries to PolicyQA@MassMail.State.MA.US. Please include the policy issuance number and description.

Attachments: A. MassHire Brand Charter

B. MassHire Brand Standards Manual – *updated August 3, 2018*

C. MassHire Brand Implementation Plan and Transition Checklist

D. Sample Local Implementation Plan

E. MassHire Naming, Website and Brand Ambassador Designation Form

F. Brand Ambassador Description

G. Allowable Use of Funds

H. List of Local Names

I. Frequently Asked Questions

J. MassHire Training Documentation – *updated August 3, 2018*

Addendum 1: MassHire Brand Application for Youth Programming (*posted 6/8/18*)

Addendum 2: MassHire Co-Branding Guidance (*posted 8/3/18*)

Addendum 3: MassHire Brand Standards Review Committee (*posted 8/3/18*)