

Program Year 2015 Annual Report

**Adult, Dislocated Worker, and Youth Programs
Workforce Investment Act Title I Activities**

October 1, 2016

**submitted by the
Commonwealth of Massachusetts**

**to the United States Department of Labor
Employment and Training Administration**

Commonwealth of Massachusetts

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INTRODUCTION

The Massachusetts Executive Office of Labor and Workforce Development (EOLWD) is the state level agency responsible for the oversight of the workforce investment funding received through the U.S. Department of Labor's Employment and Training Administration (DOLETA). The Department of Career Services and Commonwealth Corporation are designated by EOLWD to implement specific initiatives related to the workforce development system.

Since the inception of the federal Workforce Investment Act (WIA) in 1998, and continuing with the Workforce Innovation and Opportunity Act (WIOA) of 2014, Massachusetts has adopted a statewide strategy to maximize and leverage workforce development resources through our 16 local Workforce Boards and 32 One-Stop Career Centers. In Massachusetts, the One-Stop Career Center system is the cornerstone of service delivery for job development and job search assistance, training referrals and placements, and employer outreach for workforce development services. Our goal is to ensure coordinated delivery of information and services throughout the system.

A. PY15 REVIEW OF STATEWIDE TITLE I PROGRAM PERFORMANCE

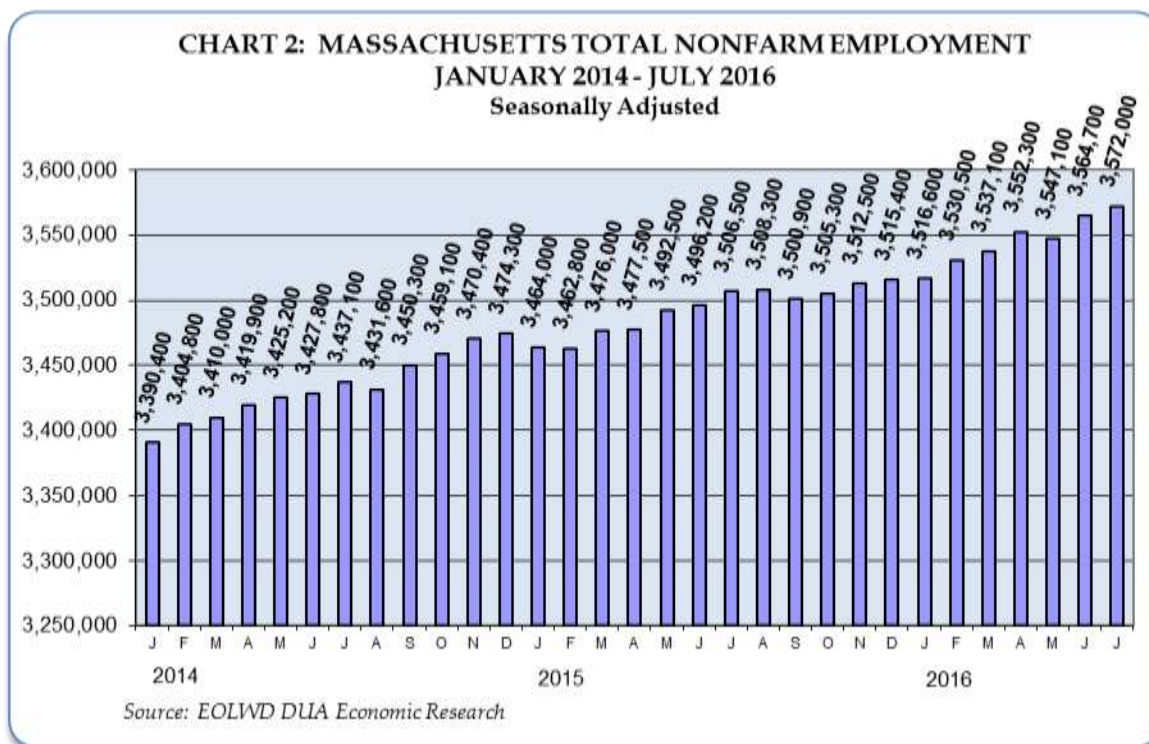
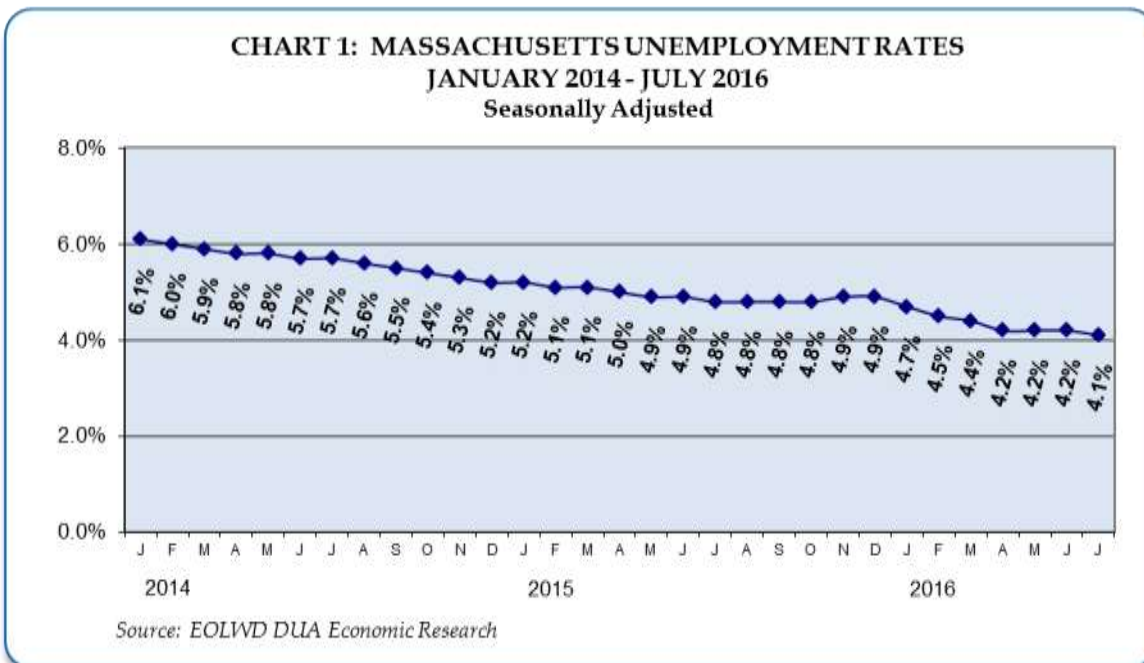
State performance goals for Program Year 2015 (July 1, 2015 to June 30, 2016; also PY15 or FY2016) were established with the U.S. Department of Labor's Employment and Training Administration (DOLETA). Beginning with PY2011, Massachusetts began reporting under the Common Measures waiver. Funds supporting program services during this period were WIOA and WIA Title I Adult program, Dislocated Worker program, and Youth program grant funds provided through an annual allotment from DOLETA. This report covers performance for adults, dislocated workers, and youth who exited these programs between April 2015 and March 2016, as well as youth participants measured in the Literacy/Numeracy measure between July 2015 and June 2016.

Following is an overview of performance on each of the nine Common Measures. The required statewide Annual Report ETA 9091 tables that are submitted to DOLETA via the on-line reporting system are included in Appendix A and a summary of local area performance is provided in Appendix B. Definitions of the Common Measures are presented in Appendix C.

The adult and dislocated worker performance measures report on the employment experiences of program participants during the three calendar quarters after the quarter in which they exited the program. The data are derived from quarterly wage records reported by employers. The measures examine job placement during the first quarter after program exit, employment retention during the second and third quarters after program exit, and six-month earnings during the second and third quarters after program exit.

Performance results in this report cover participants who exited programs into an improving economic climate. Charts 1 and 2 below present the unemployment rates and nonfarm employment levels for Massachusetts for the period from January 2014 through July 2016.

For the group of adult and dislocated worker program exiters covered in the PY 2015 report, the period of review extends from April 2015, when the unemployment rate was 5.0%, through March 2016, when unemployment was 4.4%. The statewide employment level over this period rose from 3,477,500 to 3,537,100 showing a gain of 59,600 jobs or 1.7% over the period.



1. Performance Goals

State performance goals for Program Year 2015 are the WIA Common Measures that were negotiated with and approved by the U.S. Department of Labor, Employment and Training Administration (DOLETA). (WIOA performance measures become effective in Program Year 2016.) The table below compares approved goal levels for PY14 and PY15.

Table 1: Negotiated Performance Levels			
Common Measure	Negotiated Performance Level		
	Program Year 2014	Program Year 2015	Percent Change
Adult Program			
Entered Employment Rate	83.0%	83.0%	0.0%
Employment Retention Rate	90.0%	90.0%	0.0%
Average Six-Month Earnings	\$12,700.00	\$12,700.00	0.0%
Dislocated Worker Program			
Entered Employment Rate	85.0%	85.0%	0.0%
Employment Retention Rate	95.0%	95.0%	0.0%
Average Six-Month Earnings	\$21,000.00	\$21,000.00	0.0%
Youth Program			
Employment or Education Rate	83.0%	83.0%	0.0%
Degree/Certificate Attainment	75.0%	75.0%	0.0%
Literacy/Numeracy Gain	45.0%	45.0%	0.0%

For Title I programs, the floor for acceptable performance is 80 percent of the negotiated level. Performance on an individual measure is interpreted according to the criteria below.

Assessment of Performance on Individual Negotiated Goals

- Fails: Actual Performance is less than 80.0% of the negotiated level.
- Meets: Actual Performance is between 80.0% and 100.0% of the negotiated level.
- Exceeds: Actual performance is greater than 100.0% of the negotiated level.

Massachusetts met performance on all measures for Program Year 2015. The following sections report on performance for individual measures.

2. Adult Program Performance Results

Performance results for PY15 for the Adult program displayed on Table 2 were improved from PY14. The entered employment rate (88.01%) exceeded the 85.75% level in PY14. The 90.70% retention rate at six months was higher than the previous year's level of 89.26% and six-month average earnings for adults in PY15 was \$12,567.11, compared to \$11,790.30 in PY14.

Table 2: Adults

Measure	Negotiated Goal	Actual Performance	Percent of Goal	Performance versus Goal
Entered Employment Rate	83.00%	88.01%	106.0%	Exceeds
Employment Retention Rate	90.00%	90.70%	100.8%	Exceeds
Average Six-Month Earnings	\$12,700.00	\$12,567.11	98.9%	Meets

As shown on Table 3, adults who received training experienced a lower entered employment rate (86.34% vs 92.15%), but had a higher retention rate (91.82% vs 88.63%) and higher average earnings (\$12,660.91 vs \$12,383.37) than those who received only core and intensive services.

Table 3: Adult Program – Special Populations

Measure	Individuals Who Received Training	Individuals Who Only Received Core and Intensive Services	Veterans	Individuals With Disabilities
Entered Employment Rate	86.34%	92.15%	83.78%	75.00%
Employment Retention Rate	91.82%	88.63%	76.00%	83.33%
Average Six-Month Earnings	\$12,660.91	\$12,383.37	\$10,545.54	\$9,780.85

3. Dislocated Worker Program Performance Results

Table 4 presents performance results for PY15 for the Dislocated Worker program. The entered employment rate increased from 87.33% in PY14 to 88.99% in PY15, and the retention rate rose over the year from 91.11% in PY14 to 92.91% in PY15. Average six-month earnings of \$21,593.63 were higher than the \$18,621.24 level reported for PY14.

Table 4: Dislocated Workers

Measure	Negotiated Goal	Actual Performance	Percent of Goal	Performance versus Goal
Entered Employment Rate	85.00%	88.99%	104.7%	Exceeds
Employment Retention Rate	95.00%	92.91%	97.8%	Meets
Average Six-Month Earnings	\$21,000.00	\$21,593.63	102.8%	Exceeds

Data on Table 5 shows that dislocated workers who participated in training experienced a lower entered employment (88.89% vs 89.22%) but higher employment retention rates (93.25% vs

92.34%) than dislocated workers who received only core and intensive services. Six-months earnings for those who received training in PY15 were \$20,085.68 compared to \$24,093.89 for dislocated workers who received only core and intensive services.

Table 5: Dislocated Worker Program – Special Populations				
Measure	Individuals Who Received Training	Individuals Who Only Received Core and Intensive Services	Veterans	Individuals With Disabilities
Entered Employment Rate	88.89%	89.22%	93.02%	82.19%
Employment Retention Rate	93.25%	92.34%	92.79%	90.28%
Average Six-Month Earnings	\$20,085.68	\$24,093.89	\$24,562.95	\$18,754.07

4. Youth Program Performance Results

Table 6 presents performance results for PY15 for the Youth program for youth aged 14-21. The employment/education rate was 80.73% in PY15 compared to 80.90% in PY14. The attainment rate for degree or certificate was 67.17%, below the 70.32% reported in PY14. The literacy/numercy gain in PY15 at 50.88% was higher than the gain of 39.34% in PY14.

Table 6: Youth (14 -21)				
Measure	Negotiated Goal	Actual Performance	Percent of Goal	Performance versus Goal
Employment or Education Rate	83.00%	80.73%	97.3%	Meets
Degree/Certificate Attainment Rate	75.00%	67.17%	89.6%	Meets
Literacy/Numeracy Gain	45.00%	50.88%	113.1%	Exceeds

5. Performance Summary

In Program Year 2015, actual performance over the year improved on seven of the nine measures from Program Year 2014 actual performance levels. At the local level, all of the Commonwealth's 16 workforce areas met or exceeded their overall average goals for the Adult and Dislocated Worker program groups, and fifteen met or exceeded overall goals for the Youth group. Performance for the local workforce areas on each of the Common Measures is presented in Appendix B.

6. Customer Satisfaction

The state does not calculate the American Customer Satisfaction Index (ACSI) score under Common Measures. Customer satisfaction was assessed through a quarterly survey of participants and employers served under WIA Title I programs.

Results from 413 surveys (3,866 participants were requested to complete the survey) completed by program participants who received services provided at the One-Stop Career Centers statewide showed the following results.

	Rating
Overall Satisfaction	83%
Met Expectations	82%
Comparison to Ideal	79%

Results from 176 surveys (2,474 employers were requested to complete the survey) completed by employers who received services provided at the One-Stop Career Centers statewide showed the following results.

	Rating
Overall Satisfaction	77%
Met Expectations	73%
Comparison to Ideal	70%

B. COST OF WORKFORCE INVESTMENT ACTIVITIES

During Program Year 2015 both WIA and WIOA grant funds were available to serve Title I participants. The Commonwealth of Massachusetts received a WIOA Title I allotment of approximately \$52.5 million for Program Year 2015, an increase of 13.5% (\$6.2 million) from the Program Year 2014 WIA allotment of \$46.3 million. In PY15, funds for statewide activities were capped at 10.0% of the total allotment, instead of the traditional 15%, with the 5.0% difference allocated to the local areas. Statewide activities funds were capped at 8.75% in PY14. The amount for statewide activities in PY15 at \$5.2 million was \$1.2 million higher than the amount available in PY14 as a result of the increase in the total allotment and the slight increase in the share available for statewide activities. Approximately \$5.3 million was reserved for Rapid Response services in PY15, an increase of 12.5% or \$0.6 million from PY14.

TITLE I: ADULT, DISLOCATED WORKER, AND YOUTH	PY2014	PY2015	CHANGE FROM PY2014	PERCENT CHANGE FROM PY2014
TOTAL STATE ALLOTMENT	\$46,257,141	\$52,492,626	\$6,235,485	13.5%
Local Formula Allocations	\$37,484,754	\$41,927,065	\$4,442,310	11.9%
Rapid Response	\$4,724,887	\$5,316,298	\$591,411	12.5%
Statewide Programs	\$4,047,500	\$5,249,263	\$1,201,763	29.7%

Of the annual allotment for PY15, around \$41.9 million was allocated for local programs, an increase of \$4.4 million or 11.9% from the PY14 level. Local formula allocations for Dislocated Worker program services increased by 10.4% or \$1.3 million to \$13.8 million in PY15, while Adult program funding increased by 13.0% to \$13.2 million. The Youth program allocations at \$14.9 million were 12.2% or \$1.6 million higher than in PY14.

Table 7 shows WIA/WIOA Title I expenditures for PY15. Including carry-in funds across all categories and fund sources, the total available for PY15 Title I activities was \$52.5 million. This was a decrease of 7% in available funding from the \$56.7 million available in PY14.

Approximately 77% of available local Adult funds were spent in PY15, with an additional 23% obligated, and 85% of available local Dislocated Worker funds were expended and 14% obligated. Approximately 74% of available Youth funds were expended and an additional 25% obligated. Expenditures for out-of-school youth accounted for 73% of Youth funds spent, higher than the 67% spent in PY14. These rates of expenditure demonstrate an effective utilization of these funds by the Commonwealth.

Table 7: WIA/WIOA Title I Expenditures (PY15/FY16 Allocations and Carry-In)					
Total All Fund Sources	Available	Expended	Percent Spent	Additional Obligations	Percent Spent or Obligated
Adult Local Program	\$13,250,470	\$10,195,597	76.9%	\$3,013,499	99.7%
Dislocated Worker Local Program	\$13,822,378	\$11,754,206	85.0%	\$1,951,082	99.2%
Youth Local Program	\$14,854,217	\$11,044,051	74.3%	\$3,765,474	99.7%
Out-of-School Youth (non-add)	--	\$8,024,908	(73% of youth expenditures)		
Statewide Rapid Response Funds	\$5,316,298	\$4,676,085	87.9%	\$586,760	99.2%
Statewide Activity Funds	\$5,249,263	\$4,092,046	78.0%	\$147,416	80.8%
Combined Totals	\$52,492,626	\$41,761,985	79.6%	\$9,464,231	97.6%

Statewide Rapid Response funds, including funds made available for additional assistance to local areas, were expended at the rate of 88% of availability, compared to 78% in PY14. The Governor's 10% Reserve for statewide activities and state oversight expended 78% and obligated 3% of availability. In PY14, 84% of the Governor's 8.75% Reserve was expended.

Of the total \$52.5 million available, approximately 80%, or \$41.8 million had been expended by June 30, 2016. An additional \$9.5 million in obligations brought the Commonwealth's end-of-year total of expenditures and obligations to \$51.3 million, representing 97.6% of total available PY15 funds. This compares to PY14, with \$52.3 million end-of-year total expenditures and obligations, representing 92.2% of total available PY14 funds (\$56.7 million).

There were an estimated 2,065 adult participants and 4,575 dislocated worker participants in PY15 Title I local programs (refer to Table 8). Overall, adult enrollments were down by 3.7% from PY14, while dislocated worker enrollments fell 0.9% below the prior year level.

Investment in training services remained strong with 67% (1,390) of WIA Title I adult participants receiving training services, slightly down from 69% in PY14. The number of dislocated worker participants receiving training services was 2,950 or 64% of program participants, the same proportion as the prior year. There were 1,960 youth participants in year-round programs, 65% of whom were out-of-school youth, higher than the 60% share in PY14.

Estimates of per participant costs for adults decreased in PY15, with an average per participant cost of \$5,082, compared to \$6,415 in PY14. Estimated average per participant costs for prior years were \$4,815 in PY13, \$4,998 in PY12, \$4,098 in PY11, and \$4,045 in PY10. The estimated cost per adult who received training services was \$5,857, about \$2,371 more than the cost for an individual receiving only core and intensive services (\$3,486).

Table 8: Estimated Costs per Participant

Program Strategies	PY2014		PY2015	
	Total Participants	Est. Cost per Participant	Total Participants	Est. Cost per Participant
Adult Program	2,145	\$6,415	2,065	\$5,082
<i>Training/Education Services</i>	1,480	\$7,013	1,390	\$5,857
<i>Core/Intensive Services Only</i>	665	\$5,084	675	\$3,486
Dislocated Worker Program	4,620	\$3,931	4,575	\$4,936
<i>Training/Education Services</i>	2,965	\$4,992	2,950	\$6,368
<i>Core/Intensive Services Only</i>	1,655	\$2,027	1,625	\$2,338
Youth Program	2,230	\$5,363	1,960	\$5,635
<i>Out-of-School Youth</i>	1,345	\$5,972	1,280	\$6,269
<i>In-School Youth</i>	885	\$4,438	680	\$4,440

The estimated cost per dislocated worker participant in PY15 increased, with an average cost of \$4,936, compared to \$3,931 in PY14. Estimated average per participant costs for prior years were \$4,358 in FY13, \$4,058 in PY12, \$3,746 in PY11, and \$3,116 in PY10. The cost for training dislocated worker participants in PY15 was \$6,368 about \$4,030 more than the average for dislocated workers receiving core and intensive services only (\$2,338). Estimated training costs for dislocated workers in PY15 were higher than in prior years, where per participant training costs were \$5,363 in PY14, \$5,335 in PY13, \$5,104 in PY12, \$4,756 in PY11, and \$4,103 in PY10.

In calculating the costs for dislocated worker programs, funding from partner programs that co-enrolled participants was added to the WIA funds. These programs include Rapid Response additional assistance, as well as training and services provided through the Trade program and National Emergency Grants.

The average estimated cost per year-round youth participant increased to \$5,363 from the PY14 level of \$5,363. The per participant youth cost for the out-of-school population was \$6,269 in PY15 compared to \$5,972 in PY14, and the in-school youth per participant cost was \$4,440 compared to the PY14 level of \$4,438. The percentage of out-of-school youth served was 65% of total youth participants in PY15, compared to 60% in PY14, 58% in PY13, 59% in PY12, 60% in PY11, and 57% in PY10. Total expenditures on out-of-school youth were 73% of PY15 local youth expenditures, compared to 67% in PY14.

C. EVALUATION AND RESEARCH

The Commonwealth has undertaken evaluation and research projects that reflect a commitment to promoting research and evaluation as integral parts of the design and delivery of workforce development services, and as the foundations of well-informed, evidence-based policy. Research and evaluation activities include:

EOLWD and the Department of Unemployment Assistance's Economic Research Office has expanded its capacity to analyze job vacancy information with use of the Conference Board Help Wanted On Line (HWOL) and Wanted Analytic Technologies data of on-line job openings, a measure of demand, and an index that computes the supply/demand rates using state BLS estimates of number unemployed for labor supply. The goal for better labor market information is to develop more tools and products that integrate real-time demand and supply information with traditional LMI products. *Massachusetts Labor Market and Economic Review* released in September 2015 incorporates HWOL on-line labor supply trends with more traditional indicators and provides comprehensive data for the sixteen local workforce areas in Massachusetts (http://lmi2.detma.org/lmi/pdf/MA_Economic_and_Labor_Review_2014.pdf).

Commonwealth Corporation issued several publications developed under its Workforce Development in Practice Series, an ongoing initiative designed to share tools and examples of effective practice with workforce development practitioners in Massachusetts and beyond.

Commonwealth Corporation issued in 2013 *Signaling Success: Boosting Teen Employment Prospects* (commcorp.org/resources/signaling-success-boosting-teen-employment-prospects/) based on a study conducted with the Drexel University Center for Labor Markets and Policy to improve the understanding of the underlying causes of the dramatic decline in teen employment rates over the past decade. Based on one of the study's initial findings, Commonwealth Corporation released in September 2016 *The Job Seeker's Challenge: The Impact of Online Applications & Assessments*. This brief shares information about the reasons behind the growing use of online applications and pre-hire assessments in hiring (particularly at the entry-level), the format of the applications and strategies to prepare job seekers to complete online applications. (www.commcorp.org/resources/job-seekers-challenge-impact-online-applications-assessments/)

Signal Success Prepares Students for Careers is a pilot study of three school sites that provided an opportunity to gather information about how the program helped participants develop key skills and increase work readiness and future planning. Through a mix of work samples, and interviews and surveys with students, teachers and employers, the study found that participants who completed the *Signal Success* course, achieved gains in the four core skill areas of

communication, collaboration, dependability and initiative. The pilot also yielded clear information about how to improve both the content of the curriculum and the corresponding implementation models. (www.commcorp.org/wp-content/uploads/2016/07/resources_2016-signal-success-data-report.pdf)

With EOLWD, Commonwealth Corporation administers the Workforce Competitiveness Trust Fund (WCTF) which supports the development of sectoral employment programs. Sectoral programs are industry-specific workforce development programs that prepare unemployed and under-employed individuals for skilled positions and place them with employers seeking to fill such vacancies. *Effective Practices in Sectoral Employment Programs* reviews the key features of sectoral programs. (www.commcorp.org/wp-content/uploads/2016/07/resources_2016-effective-practices-in-sectoral-employment-programs.pdf)

The brief *WCTF and Building Pathways: Supporting Women and Minorities in the Trades* reviews the success of the Building Pathways project, designed as a pre-apprenticeship program to tap new talent to bring into the construction industry, especially minorities and women who have been under-represented historically in such program. Boston Building Trades, local building councils and employer partners were integral in designing the project. Building Pathways works with contractors and unions who agree to hire Building Pathways' graduates. Participants benefit from the on-the-job style training and employers have the opportunity to interact with the future workforce. (www.commcorp.org/wp-content/uploads/2016/07/wctf-resource_case-study-building-pathways.pdf)

The brief *Workforce Competitiveness Trust Fund: Preparing Workers for Jobs in Demand* reviews the Bristol Manufacturing Partnership that brings together workforce development, vocational technical school, and employer partners to better prepare unemployed and underemployed individuals for jobs at regional manufacturing businesses. The Bristol Workforce Investment Board (WIB) created a training program at two vocational technical high schools to prepare adult participants for jobs as computer numerically controlled (CNC) programmers and machinists. A key to the success of the grant program is the active involvement of local manufacturers. Through the partnership, employers are engaging directly with students, sharing what they look for during an interview. This activity is particularly helpful for participants with limited or no previous job experience. (www.commcorp.org/wp-content/uploads/2016/07/wctf-resource_preparing-workers-for-jobs-in-demand.pdf)

The health care cost containment and quality improvement law (Chapter 224) established the Health Care Workforce Transformation Fund. Commonwealth Corporation, on behalf of EOLWD, funded 51 planning projects to support employers and health care organizations in identifying the workforce challenges associated with the law. The planning grants explored the training needs of a variety of clinical and non-clinical health positions, especially the skills needed by front-line workers. The major focus areas were primary care practice transformation, community health workers, clinicians and advanced practitioners, behavioral/mental health integration and certified nursing assistants. An example of the planning grants is summarized in the brief *Occupational Gap Analysis Report: Clinical Lab Workforce*. It was produced by the Regional Employment Board of Hampden County, on behalf of the Healthcare Workforce Partnership of Western Massachusetts. The report presents the results of the gap analysis process,

including supply and demand data, and also contains the aggregated regional results of the medical and clinical laboratory skill assessments. The report concludes with identified strategies that could be used to address clinical lab workforce issues and makes recommendations for next steps. (www.commcorp.org/wp-content/uploads/2016/07/hcwtf-resource_occupational-gap-analysis-report.pdf)

D. WAIVERS

The U.S. Department of Labor (USDOL) approval of the Massachusetts State Integrated Workforce Plan, Program Years 2012–2016 (July 1, 2012 through June 30, 2017), includes the favorable disposition of the Commonwealth’s waiver requests through June 30, 2017.

WIOA was signed into law on July 22, 2014; per TEGL WIOA NO. 1-15, the Secretary’s waiver authority under WIA and waivers approved under WIA do not extend to WIOA.

The following waiver was permitted to continue when used in support of activities, funding for which was obligated as of June 30, 2015. The utilization of this waiver was specific to the Job-Driven National Emergency Grant (JD NEG), under which the funding to support OJT was obligated prior to June 30, 2015.

1. Sliding Scale Employer Match for On the Job Training (OJT)

The waiver permits a sliding scale of reimbursement to the employer based on employer size. Under the waiver, the following sliding scale will be implemented: up to 90% reimbursement for employers with 50 or fewer employees; up to 75% reimbursement for employers with 51 – 250 employees; and for employers with more than 250 employees, the statutorily defined 50% limit will continue to apply. The waiver was approved for use with all WIA formula funds: Adult, Dislocated Worker, and on a limited basis, Youth funds.

The sliding scale provides an incentive for increased employer participation in On-the-Job Training and expands employer involvement with the State’s workforce system, particularly among small and medium-sized businesses. The waiver also encourages enhanced capacity and relationship building among a region’s business, education and workforce development communities as a means of focusing resources on emerging skill acquisition and sustainability.

2. Common Measures Implementation

As WIOA performance reporting requirements do not take effect until PY 2016, the MA waiver for Common Measures Implementation will remain in effect until that time.

The waiver is consistent with national policy to develop a workforce system that is responsive to the demands of both individual and employer customers. The Commonwealth set forth the following goals to be achieved with this waiver:

- Establish a simplified and streamlined performance measurement system.

- System-wide integration of performance accountability.
- Commonality of performance measurement across a broader spectrum of workforce development programs.
- Reduce paperwork and labor costs associated with performance data collection.
- Provision of clear and understandable information to the general public, Congressional and legislative leaders, the State Workforce Investment Board (SWIB), and to other system stakeholders with regard to the use of public funds and subsequent return on investment.
- Provision of a more effective program management tool.
- Focus on customer-driven rather than program-driven outcomes.
- Enhanced service coordination and information sharing among program operators.
- Improved efficiency in program delivery.

Local workforce investment partners have provided feedback with regard to implementation of Common Measures. A simplified methodology that uniformly measures performance across a significantly broader spectrum of programs and institutions results in a more cohesive workforce development system focused on serving the needs of Massachusetts workers and employers with significantly greater effectiveness.

Use of the Common Measures has positively impacted customers, practitioners and stakeholders of the workforce investment system by providing a more broadly focused system of accountability while improving and streamlining program management and performance. To date, the Common Measures have had minimal impact in affecting performance for Adults and Dislocated Workers. The Common Measures are proving to be better aligned with key service goals for Youth.

During PY16, Massachusetts will explore waivers that will lead to innovations and/or improved service delivery beyond the improvements provided for in WIOA.

E. BUSINESS ENGAGEMENT

1. Rapid Response Services

The Rapid Response staff works closely with the Department of Unemployment Assistance, local One-Stop Career Center management and business service representatives, the 16 local Workforce Boards, state, local businesses and economic development professionals, employer associations and organizations, unions, and local educational institutions. The Rapid Response Team deployment approach is closely coordinated with the Department of Career Services with respect to harnessing administrative, programmatic, systems and reporting support for local efforts. Rapid Response information gathering begins the essential processes for submittal of Rapid Response Set Aside Grants, National Dislocated Workers Grant applications, and identification of state and local resources to effect layoff aversion wherever possible. Additionally, Rapid Response provides employers assistance with Trade program certification.

The Rapid Response Team served 236 companies experiencing closings or layoffs affecting 15,436 employees in PY15. The companies served by Rapid Response in PY15 were centered in the following industrial sectors: manufacturing (34%), retail trade (10%), health care and social assistance (8%), professional, scientific and technical services (9%), administrative support & education services (7%), finance and insurance (6%), wholesale (5%), public administration (5%), accommodation and food services (4%), information (4%), transportation and warehousing (4%).

Massachusetts uses a portion of its Rapid Response funds as Rapid Response Set-Aside Grants to provide additional assistance to local areas that experience dislocation events that substantially increase the number of unemployed in the area. Between 2015 and 2016, 5 Rapid Response Set-Aside Grants were awarded totaling \$1,136,181.00 to assist 575 employees affected by plant closings and layoffs.

2. Layoff Aversion Strategic Services

The United States Department of Labor, Employment and Training Administration (DOLETA) considers a layoff averted when either a worker's job is saved with an existing employer that is at risk of downsizing or closing, or when a worker at risk of dislocation transitions to a different job with the same employer or a new job with a different employer experiencing little or no unemployment. The key to successful layoff aversion is identification of at-risk companies and early intervention by Rapid Response.

Rapid Response proactively seeks to identify at-risk companies, intervene early and propose alternatives to layoffs. The team advises companies of available federal, state and local assistance programs, such as WorkShare; the Economic Development Incentive Program (EDIP); the Employee Ownership (ESOP) program; and the Workforce Training Fund Program (WTFP); and matching soon-to-be dislocated workers with growing companies. The Massachusetts WorkShare Program allows workers in a company, a department or smaller unit within the company to work reduced hours while collecting unemployment insurance benefits to supplement their reduced wages. ESOPs are employee-owned businesses where the employees buy the business from the owner. Tools, such as the Layoff Aversion Services Database, match businesses and nonprofit organizations to various programs and opportunities based on the company's parameters.

The Rapid Response Team has continued layoff aversion strategies under Mass BizWorks (described in section 6 below) that features a marketing program and an expanded partnership with stakeholders in and outside of state government.

3. National Dislocated Worker Grants

National Dislocated Worker Grants (NDWG) temporarily expand the service capacity of Workforce Investment and Opportunity Act Dislocated Worker training and employment programs at the state and local levels by providing funding assistance in response to large, unexpected economic events which cause significant job losses.

During Program Year 2015, Massachusetts received three NDWG awards, for a funding total of \$3,001, to provide reemployment services, including occupational training to 660 workers, dislocated from eleven companies.

The chart below lists the National Dislocated Worker Grant awards made in Program Year 2015.

NDWG	Local Operator	Award Amount	Number of Participants	Companies
Multiple Companies	City of Lowell	\$1,040,264	110	A.H. Notini & Sons, Inc. Courier Westford, Inc. Cobharn Sensor Systems
GE (Dual Enrollment)	Brockton Workforce Board	\$688,805	150	New England Art Publisher General Electric Oil & Gas
Biotech	Metro South/ West Employment & Training Resources, Inc.	\$1,272,710 (additional increment)	400	Lonza Biologics, Inc. New England Primate Research Center Olympus Biotech Corp. Intel Avery Dennison Organogenesis, Inc.

4. Massachusetts Workforce Training Fund Programs (WTFP)

The Massachusetts Workforce Training Fund Program (WTFP) provides Massachusetts businesses with resources to invest in the skills of their workforce. These services are offered through Commonwealth Corporation. Financed by Massachusetts employers, WTFP offers matching grants up to \$250,000 to offset training costs of workers. WTFP consists of three programs:

- *Express Program Grant:* Businesses with 100 or fewer employees are eligible to apply. Grant funds will pay for up to 50% of the cost of an employee's participation in training courses selected from a database of pre-qualified courses. Businesses may receive up to \$30,000 per calendar year; the maximum payment per trainee per course is \$3,000.
- *General Program Training Grant:* Businesses of any size are eligible to apply. (Intermediaries may lead a consortium application.) They may request up to \$250,000 for up to two years to support training for their workforce. There are no application deadlines. Grant funds must be matched dollar-for-dollar. The match may be cash or in-kind (including wages paid to employees during training).
- *Direct Access Program (formerly called the Regional Training Capacity Pilot Program) Grants:* This program provides grants to training providers to provide

training slots in approved courses to WTFP-eligible businesses. The training providers market the opportunity to Massachusetts businesses, enroll and train workers referred by the businesses, and are reimbursed for training costs with grant funds on a per seat basis. Referring businesses do not pay any of the training costs but are required to pay their workers' wages for any time spent in training that is paid for with the grant. Businesses of any size are eligible to participate. There are no application deadlines. This program began in December 2014.

WTFP Summary for Program Year 2015

Workforce Training Fund Program	Grants	Trainees or New Hires (HITG)	Grant Funds Awarded in PY14	Percent of Total Grant Funds
Express	399	2,441	\$1,862,622	9.2%
General Training	157	13,984	\$18,160,352	90%
Direct Access (RTCP) Supplemental Funds	3	375	\$158,120	0.8%
Total	559	16,800	\$20,181,094	100.0%

5. Employer Services at One-Stop Career Centers

Employers are directly assisted at the State's network of One-Stop Career Centers (OSCCs) by Business Service Representatives (BSRs), Veterans' Service Representatives, who also assist with Federal contract compliance, and Rapid Response Team members stationed at the One-Stop Career Centers. The Department of Career Services centrally manages the Work Opportunity Tax Credit (WOTC) program and the Foreign Labor Certification programs for temporary agricultural (H-2A) and for non-agricultural (H-2B) workers. These services are supplemented by other administrative and professional staff at the One-Stop Career Centers and the local Workforce Boards.

The Executive Office of Labor and Workforce Development hired a new statewide Director for Business Services in PY15 to finalize and execute a business customer flow to ensure consistency and quality of service to businesses across One-Stop Career Centers. The "Demand-Driven 2.0" Model creates a more centralized focus on a single contact (BSR) to develop the business customer relationship. The BSR works with business to:

- explain BSR role, role of OSCC and services available;
- interview business customers to accurately determine primary business need(s);
- if recruitment needs are surfaced, obtain critical staffing information;
- if no immediate recruitment is needed, identify non-staffing business service needs;
- review the Service Level Agreement (SLA) with the business customer;

- determine next steps and summarize next step deliverables; and
- communicate all relevant business information to the OSCC Business Engagement Team.

The OSCC Business Engagement Team (BET) may consist of a Job Developer, Case Counselor, Trainer, Job Counselor, etc. This model was introduced and tested at One-Stop Career Centers connected to specific recruitment efforts. As OSCC customers are identified, the BET implements assessment processes which will determine the job seeker customer's skill level and how well those skills match the required skill sets of the position. Resumes of qualified OSCC customers are forwarded to the business customer for further review.

BET will confirm with the business customer which OSCC customers will continue in the hiring process and which customers have been selected out. Next steps may include: customer participating in a telephone screen, conducting an assessment test and/or being scheduled for an in-person job interview. "Coaching up" our OSCC referrals to reduce their anxiety levels and improve their "soft skills" is an essential part of the OSCC referral process. As a team, the BSR/BET follows up with both the OSCC referral customer(s) and the business customer on all scheduled points of interaction. Closely monitoring and correctly interpreting communication between both parties is very important. The BET and the BSR work on a business recruitment strategy for the local area.

6. Expanding Business Engagement Under WIOA

The Workforce Innovation and Opportunity Act (WIOA) Massachusetts Combined State Plan, submitted in April 2016, enumerates specific strategies to transform the way in which services are targeted to support Massachusetts businesses.

Coordination and collaboration of the entities that provide services to businesses has been and continues to be a major business service strategy for the Commonwealth. To that end, Massachusetts embarked on an Expanding Business Engagement (EBE) initiative in June 2012. That initiative was subsequently re-branded as MassBizWorks and continues to connect businesses to supports and services across Massachusetts agencies and the Massachusetts Workforce Development System to help businesses thrive and grow.

The key principles established to guide business services across partner agencies across the Commonwealth are as follows:

1. There is "no wrong door" for business services; business assessments are consistent, regardless of the entry point.
2. Staff always interact and operate in a professional business manner.
3. Businesses need a single point of contact within a coordinated regional structure/strategy.
4. All staff, regardless of their role, needs to be well versed in the leading industry sectors in their region.
5. All staff have a role in collecting business intelligence and contribute to their organization and system's learning about business needs.
6. All staff, regardless of their role, must be well-versed in the needs of employers who are Federal Contractors to ensure that a diverse talent pool is available to meet their needs

and to assist them with compliance of Section 503 of the Rehabilitation Act of 1973, as amended (Section 503) at 41 CFR Part 60-741.

7. All staff represent the Massachusetts Workforce System (not just a specific center, program, or agency) and are ambassadors to other state system partners offering business services.
8. Business-based talent development service models (sector strategies, internships, apprenticeship) are priorities.

MassBizWorks continues to lead efforts around marketing, staff development and systems/communications with a primary focus of information sharing, coordinating and making linkages electronically. MassBizWorks created the foundation for the organization of a Business Strategies Workgroup under the WIOA Steering Committee to identify strategies for how Massachusetts can leverage interagency collaboration to increase outcomes for businesses, meet business demand for hiring and talent development, and identify industry need for skills training models (on-the-job training, apprenticeship, sector strategies).

The Business Strategies Workgroup identified key issues for the workforce system to build capacity. The issues identified were direct inputs into the creation of the Workforce Skills Cabinet, State-level MOU and expectations to develop a consistent business customer flow across One-Stop Career Centers and partners.

The Core WIOA program partners participate in the BizWorks organizing effort as well as the Business Strategies Workgroup for WIOA. In Massachusetts, Massachusetts Rehabilitation Commission (MRC) has a robust set of outreach and direct service activities with businesses across the state and most likely works with the highest number of employers across programs funded by Title IV of WIOA. MRC participates in a business strategy workgroup between key workforce partners as part of the Commonwealth's effort to coordinate services to employers amongst partner agencies. MRC subscribes to the established key principles to guide business services amongst key partner agencies.

MRC has developed an innovative hiring event in partnership with the Office of Federal Contract Compliance Program for employment opportunities with federal contractors. The event prepares consumers for interviews, which are conducted on site and hiring offers are extended. Over 300 individuals to date have been employed through this program. MRC is looking to expand this model to other employers based on the success of the program. Massachusetts Commission for the Blind (MCB) consumers also obtain employment opportunities through this initiative.

A key goal for the WIOA Business Strategies Workgroup going forward is to also actively engage the Massachusetts Business Leadership Network, which is an association of Massachusetts companies committed to a diverse marketplace that includes people with disabilities as both customers and employees. The Massachusetts Business Leadership Network (MassBLN) is an affiliate of the US Business Leadership Network (USBLN) initiative, a national business-led endeavor upholding workforce initiatives that enable qualified individuals with disabilities to succeed in the workplace.

At the state leadership level, Governor Baker created the Workforce Skills Cabinet (WSC), which aligns Labor and Workforce Development, Education, and Housing and Economic Development to gather ideas and strengthen the pipeline to employment. The cabinet is charged with finding a way to better meet the demand needs of employers by matching qualified talent to pipeline needs. A clear issue from the inception of the WSC included the wealth of resources to support business scattered across state agencies. MassBizWorks originally organized the frontline staff working with business in regions; however, the state still needed to coordinate resources beyond traditional workforce partners at the state level across key Secretariats.

The Cabinet looked at the current view of government supports or assets from a business perspective to begin to identify solutions to move toward a more ideal approach to meeting the full cycle of business need.

In this pursuit, the WSC established a Secretariat liaison or point of contact to act as lead for a newly created Governor's BizWorks Team (Business Response Team) to meet with businesses who engage with the Administration to assess talent needs, ensure communication and collaboration across partners, and promote MassBizWorks staff development efforts. In addition, the group will help execute the identified need to promote data sharing and inform the results of the service provision to a business across multiple partner agencies. Collectively, these efforts will serve to enhance and align the Massachusetts workforce system's services to businesses.

APPENDIX A

Commonwealth of Massachusetts

WIA Title I-B

Annual Report Form (ETA 9091)

Program Year 2015

NOTE FOR TABLES B – N ON PAGES 20 - 27

The tables in Appendix A are the required state level data reported to the U.S. Department of Labor electronically on form ETA 9091. The data show statewide performance results on the nine mandated Common Measures and display additional performance results for selected populations.

Next to the actual performance levels and outcomes data displayed on Tables B - L are the data used in the calculations. The bottom number (denominator) is the total number of individuals in the cohort and the top number (numerator) is the number of individuals or earnings for individuals in the cohort with a positive outcome. Earnings data are derived from wage records. Data are rounded.

Beginning with PY2011, Massachusetts reports under the Common Measures waiver. As a Common Measures state, selected tables are no longer required to be submitted on the ETA 9091 report. However, the results are provided on the following tables for information.

(There is no Table A.)

Table B - Adult Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	83.00%	88.01%	1028
			1,168
Employment Retention Rate	90.00%	90.70%	1,112
			1,226
Six Month Average Earnings	\$12,700.00	\$12,567.11	\$12,604,807.89
			1,003
Employment and Credential Rate	---	73.59%	691
			939

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans	
Entered Employment Rate	87.05%	605	83.78%	31
		695		37
Employment Retention Rate	90.24%	647	76.00%	19
		717		25
Six Month Average Earnings	\$11,283.27	\$6,623,279.52	\$10,545.54	\$189,819.64
		587		18
Employment and Credential Rate	73.50%	405	64.71%	32
		551		53

Table C - Outcomes for Adult Special Populations (cont.)

Reported Information	Individuals With Disabilities		Older Individuals	
Entered Employment Rate	75.00%	48	80.19%	85
		64		106
Employment Retention Rate	83.33%	45	90.43%	104
		54		115
Six Month Average Earnings	\$9,780.85	\$381,453.19	\$13,317.93	\$1,198,613.45
		39		90
Employment and Credential Rate	60.38%	32	56.67%	34
		53		60

Table D - Outcome Information by Service Level for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services		Individuals Who Only Received Core Services	
Entered Employment	86.34%	670	92.15%	352	60.00%	6
		776		382		10
Employment Retention Rate	91.82%	730	88.63%	382	0.00%	0
		795		431		0
Six Month Avg. Earnings	\$12,660.91	\$8,406,844.81	\$12,383.37	\$4,197,963.08	\$0.00	0.00
		664		339		0

Table E - Dislocated Worker Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	85.00%	88.99%	2,303
			2,588
Employment Retention Rate	95.00%	92.91%	2,190
			2,357
Six Month Average Earnings	\$21,000.00	\$21,593.63	\$42,733,794.93
			1,979
Employment and Credential Rate	---	73.19%	1,223
			1,671

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities	
Entered Employment Rate	93.02%	120	82.19%	60
		129		73
Employment Retention Rate	92.79%	103	90.28%	65
		111		72
Six Month Average Earnings	\$24,562.95	\$2,235,228.90	\$18,754.07	\$1,087,735.95
		91		58
Employment and Credential Rate	70.51%	55	62.75%	32
		78		51

Table F - Outcomes for Dislocated Worker Special Populations (cont.)

Reported Information	Older Individuals		Displaced Homemakers	
Entered Employment Rate	82.22%	638 776	100.00%	1 1
Employment Retention Rate	91.10%	553 607	100.00%	4 4
Six Month Average Earnings	\$22,070.25	\$10,748,213.00 487	\$15,742.68	\$15,742.68 1
Employment and Credential Rate	63.68%	263 413	100.00%	2 2

Table G - Outcome Information by Service Level for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services		Individuals Who Only Received Core Services	
Entered Employment	88.89%	1,440 1,620	89.22%	861 965	66.67%	2 3
Employment Retention Rate	93.25%	1,368 1,467	92.34%	820 888	100.00%	2 2
Six Month Avg. Earnings	\$20,085.58	\$24,886,161.77 1,239	\$24,093.89	\$17,781,291 738	\$33,170.61	\$66,341.22 2

Table H.1 – Youth (14-21) Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	83.00%	80.73%	754 934
Attained Degree or Certificate	75.00%	67.17%	575 856
Literacy or Numeracy Gains	45.00%	50.88%	260 511

Table H.1.A - Outcomes for Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans	
Placement in Employment or Education	77.84%	281	0.00%	0
		361		0
Attained Degree or Certificate	66.17%	221	0.00%	0
		334		0
Literacy or Numeracy Gains	50.00%	101	0.00%	0
		202		0

Table H.1.A - Outcomes for Youth Special Populations (cont.)

Reported Information	Individuals with Disabilities		Out-of-School Youth	
Placement in Employment or Education	77.97%	230	80.37%	438
		295		545
Attained Degree or Certificate	70.71%	198	60.61%	240
		280		396
Literacy or Numeracy Gains	57.61%	53	50.88%	260
		92		511

Note that Tables H-2, I, J, and K are not reported to the U.S. Department of Labor electronically on form ETA 9091. However, data are produced and provided below for information.

Table H.2 / Table I - Outcomes for Older Youth (19 – 21) Results and Special Populations

Reported Information	Actual Performance		Out-of-School Youth	
Placement in Employment or Education	80.28%	232	81.93%	195
		289		238
Attained Degree or Certificate	86.71%	248	88.05%	221
		286		251
Six Month Earnings Increase	\$4,499.41	\$,147,350.81	\$4,806.87	\$1,076,737.78
		255		224
Credential Rate	33.52%	119	35.52%	103
		355		290

Table I - Outcomes for Older Youth (19 – 21) Special Populations (cont.)

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities	
Entered Employment Rate	75.00%	96	0.00%	0	64.29%	36
		128		0		56
Employment Retention Rate	86.92%	113	0.00%	0	80.36%	45
		130		0		56
Six Month Earnings Increase	\$4,570.39	\$530,165.22	\$0.00	\$0.00	\$3,517.96	\$168,862.01
		116		0		48
Credential Rate	37.50%	57	0.00%	0	31.43%	22
		152		0		70

Table J / K - Outcomes for Younger Youth (14 – 18) Results and Special Populations

Reported Information	Actual Performance Level		Out-of-School Youth	
Skill Attainment Rate	0.00%	0	0.00%	0
		0		0
Youth Diploma/ Equivalent Rate	64.56%	459	56.86%	174
		711		306
Retention Rate	75.07%	572	71.89%	266
		762		370

Table K - Outcomes for Younger Youth (14 – 18) Special Populations (cont.)

Reported Information	Public Assistance Recipients		Individuals with Disabilities	
Placement in Employment or Education	0.00%	0	0.00%	0
		0		0
Attained Degree or Certificate	56.85%	141	74.22%	190
		248		256
Literacy or Numeracy Gains	76.25%	199	71.57%	219
		261		306

Table L - Other Reported Information

Reported Information	12 Month Employment Retention Rate		12 Month Earnings Change (Adults and Older Youth) Or 12 Month Earnings Replacement (Dislocated Workers)		Placements for Participants in Non-Traditional Employment	
Adults	88.45%	1,019	\$5,521.47	\$5,609,809.24	4.77%	49
		1,152		1,016		1,028
Dislocated Workers	89.49%	2,085	\$90.95	\$40,884,956.87	3.34%	77
		2,330		\$4,495,678.52		2,303
Older Youth (19 -21)	85.51%	250	\$4,605.00	\$1,169,668.96	8.19%	19
		289		254		232

Table L - Other Reported Information (cont.)

Reported Information	Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	\$5,509.98	\$5,234,483.84	67.46%	452
		950		670
Dislocated Workers	\$10,811.60	\$22,974,620.60	73.75%	1,062
		2,125		1,440
Older Youth (19 -21)	\$3,285.73	\$690,003.77	0.00	0
		210		0

Table M - Participation Levels

Reported Information	Total Participants Served (July 2015– June 2016)	Total Exiters (April 2015 – March 2016)
Total Adults	16,161	12,599
Adults Self-Service Only	9,609	8,504
WIA Adults (includes self-service)	11,676	9,836
WIA Dislocated Workers	4,577	2,827
Total Youth (14-21)	1,959	1,177
Younger Youth (14-18)	1,286	807
Older Youth (19-21)	673	370
Out-of-School Youth	1,282	689
In-School Youth	677	488

Table N - Cost of Program Activities

Program Activity (PY14/FY15 WIOA/WIA & Carry-Over)			Total Federal Spending
Local Adults			\$10,195,597
Local Dislocated Workers			\$11,754,206
Local Youth			\$11,044,051
Rapid Response (up to 25%) §134 (a) (2) (A)			\$4,676,085
Statewide Required Activities (Up to 15%) §134 (a) (2) (B)*			\$3,492,046
Statewide Allowable Activities §134 (a) (3) [excludes administration]		Capacity Building	\$301,730
		Sector Strategies	\$298,270
Total of All Federal Spending Listed Above			\$41,761,985

APPENDIX B

WIA TITLE I-B Program Year 2015

LOCAL WORKFORCE AREA PERFORMANCE

Tables 1-10 present performance results on the nine Common Measures for each of the sixteen local workforce areas. (Refer to Section A, beginning on page 3, for a review of State performance.) State goals are negotiated and approved each year by the regional office of the U.S. Department of Labor, Employment and Training Administration (DOLETA). Local goals are negotiated each year with the Department of Career Services based on the approved state goals with adjustments to reflect local populations and local labor market factors.

PERFORMANCE MEASURE	STATE PROGRAM YEAR 2015 GOAL LEVELS	LOCAL PERFORMANCE TABLE – PAGE
Adult Program Measures		
Entered Employment Rate	83.0%	Table 1 – Page 29
Employment Retention Rate	90.0%	Table 2 – Page 29
Six Months Average Wage	\$12,700.00	Table 3 – Page 30
Dislocated Worker Program Measures		
Entered Employment Rate	85.0%	Table 4 – Page 30
Employment Retention Rate	95.0%	Table 5 – Page 31
Six Months Average Wage	\$21,000.00	Table 6 – Page 31
Youth Program Measures		
Placement in Employment or Education	83.0%	Table 7 – Page 32
Attainment of Degree or Certificate	75.0%	Table 8 – Page 32
Literacy or Numeracy Gains	45.0%	Table 9 – Page 33

Assessment of Performance on Individual Negotiated Goals (DOL Standards)

Fails: Actual Performance is less than 80.0% of the negotiated level.
 Meets: Actual Performance is between 80.0% and 100.0% of the negotiated level.
 Exceeds: Actual performance is greater than 100.0% of the negotiated level.

Table 1: Adult Program - Entered Employment Rate				
Workforce Area	Local Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	77.0%	78.9%	102.5%	Exceeds
Boston	77.0%	82.7%	107.4%	Exceeds
Bristol	77.0%	87.2%	113.3%	Exceeds
Brockton	79.0%	88.2%	111.7%	Exceeds
Cape Cod & Islands	83.0%	96.6%	116.3%	Exceeds
Central Massachusetts	83.0%	90.2%	108.6%	Exceeds
Franklin/Hampshire	83.0%	91.7%	110.4%	Exceeds
Greater Lowell	82.0%	95.0%	115.9%	Exceeds
Greater New Bedford	83.0%	88.7%	106.9%	Exceeds
Hampden County	73.0%	82.3%	112.8%	Exceeds
Merrimack Valley	73.0%	82.4%	112.8%	Exceeds
Metro North	78.0%	92.6%	118.7%	Exceeds
Metro South/West	83.0%	93.5%	112.7%	Exceeds
North Central Mass	80.0%	88.9%	111.1%	Exceeds
North Shore	83.0%	91.5%	110.3%	Exceeds
South Shore	83.0%	77.8%	93.7%	Meets
Table 2: Adult Program - Employment Retention Rate				
Workforce Area	Local Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	80.0%	92.0%	115.0%	Exceeds
Boston	90.0%	93.5%	103.9%	Exceeds
Bristol	85.0%	91.8%	108.0%	Exceeds
Brockton	89.0%	82.4%	92.5%	Meets
Cape Cod & Islands	89.0%	100.0%	112.4%	Exceeds
Central Massachusetts	82.0%	85.1%	103.8%	Exceeds
Franklin/Hampshire	90.0%	100.0%	111.1%	Exceeds
Greater Lowell	85.0%	95.7%	112.5%	Exceeds
Greater New Bedford	90.0%	90.3%	100.3%	Exceeds
Hampden County	82.0%	91.1%	111.1%	Exceeds
Merrimack Valley	83.0%	88.9%	107.1%	Exceeds
Metro North	84.0%	91.2%	108.6%	Exceeds
Metro South/West	90.0%	90.0%	100.0%	Exceeds
North Central Mass	90.0%	89.5%	99.4%	Meets
North Shore	90.0%	93.7%	104.1%	Exceeds
South Shore	90.0%	95.5%	106.1%	Exceeds

Table 3: Adult Program - Six Months Average Earnings

Workforce Area	Local Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	\$9,800	\$8,357	85.3%	Meets
Boston	\$11,800	\$12,556	106.4%	Exceeds
Bristol	\$11,500	\$12,676	110.2%	Exceeds
Brockton	\$13,000	\$13,923	107.1%	Exceeds
Cape Cod & Islands	\$11,500	\$12,761	111.0%	Exceeds
Central Massachusetts	\$15,500	\$14,929	96.3%	Meets
Franklin/Hampshire	\$11,000	\$10,926	99.3%	Meets
Greater Lowell	\$14,500	\$16,737	115.4%	Exceeds
Greater New Bedford	\$11,500	\$11,501	100.0%	Exceeds
Hampden County	\$10,000	\$11,206	112.1%	Exceeds
Merrimack Valley	\$12,000	\$12,809	106.7%	Exceeds
Metro North	\$10,600	\$11,489	108.4%	Exceeds
Metro South/West	\$12,700	\$15,822	124.6%	Exceeds
North Central Mass	\$10,000	\$10,669	106.7%	Exceeds
North Shore	\$12,700	\$14,633	115.2%	Exceeds
South Shore	\$12,700	\$16,743	131.8%	Exceeds

Table 4: Dislocated Worker Program - Entered Employment Rate

Workforce Area	Local Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	78.0%	86.5%	110.9%	Exceeds
Boston	75.0%	84.6%	112.8%	Exceeds
Bristol	80.0%	88.3%	110.3%	Exceeds
Brockton	85.0%	83.8%	98.5%	Meets
Cape Cod & Islands	85.0%	97.3%	114.5%	Exceeds
Central Massachusetts	84.0%	88.7%	105.5%	Exceeds
Franklin/Hampshire	85.0%	95.3%	112.1%	Exceeds
Greater Lowell	85.0%	95.4%	112.3%	Exceeds
Greater New Bedford	85.0%	88.7%	104.4%	Exceeds
Hampden County	82.0%	82.2%	100.2%	Exceeds
Merrimack Valley	85.0%	92.3%	108.6%	Exceeds
Metro North	81.0%	92.3%	113.9%	Exceeds
Metro South/West	85.0%	95.9%	112.8%	Exceeds
North Central Mass	85.0%	100.0%	117.6%	Exceeds
North Shore	85.0%	87.5%	102.9%	Exceeds
South Shore	85.0%	84.6%	99.5%	Meets

Table 5: Dislocated Worker Program -Employment Retention Rate				
Workforce Area	Local Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	88.0%	94.3%	107.1%	Exceeds
Boston	85.0%	85.9%	101.1%	Exceeds
Bristol	90.0%	93.4%	103.8%	Exceeds
Brockton	93.0%	92.0%	99.0%	Meets
Cape Cod & Islands	93.0%	98.3%	105.7%	Exceeds
Central Massachusetts	89.0%	91.3%	102.6%	Exceeds
Franklin/Hampshire	92.0%	92.1%	100.1%	Exceeds
Greater Lowell	90.0%	100.0%	111.1%	Exceeds
Greater New Bedford	95.0%	95.2%	100.2%	Exceeds
Hampden County	90.0%	94.4%	104.9%	Exceeds
Merrimack Valley	90.0%	89.0%	98.9%	Meets
Metro North	90.0%	88.2%	98.0%	Meets
Metro South/West	95.0%	95.2%	100.3%	Exceeds
North Central Mass	91.0%	98.4%	108.1%	Exceeds
North Shore	95.0%	97.6%	102.7%	Exceeds
South Shore	95.0%	87.2%	91.8%	Meets

Table 6: Dislocated Worker Program - Six Months Average Earnings				
Workforce Area	Negotiated Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	\$15,250	\$17,006	111.5%	Exceeds
Boston	\$15,700	\$16,457	104.8%	Exceeds
Bristol	\$15,400	\$17,117	111.1%	Exceeds
Brockton	\$17,680	\$19,098	108.0%	Exceeds
Cape Cod & Islands	\$16,750	\$18,588	111.0%	Exceeds
Central Massachusetts	\$21,000	\$22,635	107.8%	Exceeds
Franklin/Hampshire	\$17,500	\$19,921	113.8%	Exceeds
Greater Lowell	\$20,500	\$25,002	122.0%	Exceeds
Greater New Bedford	\$15,000	\$16,253	108.4%	Exceeds
Hampden County	\$15,600	\$16,271	104.3%	Exceeds
Merrimack Valley	\$21,000	\$20,136	95.9%	Meets
Metro North	\$20,000	\$23,546	117.7%	Exceeds
Metro South/West	\$21,000	\$35,148	167.4%	Exceeds
North Central Mass	\$17,000	\$20,834	122.6%	Exceeds
North Shore	\$18,000	\$20,063	111.5%	Exceeds
South Shore	\$21,000	\$24,192	115.2%	Exceeds

Table 7: Youth Program - Placement in Employment or Education				
Workforce Area	Local Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	75.0%	56.8%	75.7%	Fails
Boston	76.0%	85.0%	111.8%	Exceeds
Bristol	76.0%	93.8%	123.4%	Exceeds
Brockton	81.0%	75.5%	93.2%	Meets
Cape Cod & Islands	83.0%	89.5%	107.8%	Exceeds
Central Massachusetts	83.0%	91.3%	110.0%	Exceeds
Franklin/Hampshire	80.0%	78.6%	98.2%	Meets
Greater Lowell	77.0%	59.8%	77.6%	Fails
Greater New Bedford	75.0%	84.8%	113.1%	Exceeds
Hampden County	82.0%	88.1%	107.4%	Exceeds
Merrimack Valley	83.0%	84.8%	102.2%	Exceeds
Metro North	77.0%	78.8%	102.4%	Exceeds
Metro South/West	83.0%	97.8%	117.8%	Exceeds
North Central Mass	79.0%	79.5%	100.6%	Exceeds
North Shore	83.0%	90.9%	109.5%	Exceeds
South Shore	83.0%	56.9%	68.6%	Fails
Table 8: Youth Program - Attainment of Degree or Certificate				
Workforce Area	Local Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	70.0%	63.2%	90.2%	Meets
Boston	61.0%	55.2%	90.5%	Meets
Bristol	67.0%	69.4%	103.6%	Exceeds
Brockton	75.0%	62.1%	82.8%	Meets
Cape Cod & Islands	75.0%	75.0%	100.0%	Exceeds
Central Massachusetts	75.0%	61.1%	81.5%	Meets
Franklin/Hampshire	65.0%	71.4%	109.9%	Exceeds
Greater Lowell	71.0%	61.7%	86.9%	Meets
Greater New Bedford	64.0%	67.7%	105.8%	Exceeds
Hampden County	68.0%	60.9%	89.6%	Meets
Merrimack Valley	75.0%	67.4%	89.9%	Meets
Metro North	69.0%	68.6%	99.4%	Meets
Metro South/West	75.0%	88.3%	117.8%	Exceeds
North Central Mass	75.0%	80.4%	107.1%	Exceeds
North Shore	75.0%	86.7%	115.6%	Exceeds
South Shore	70.0%	40.0%	57.1%	Fails

Table 9: Youth Program - Literacy or Numeracy Gains

Workforce Area	Local Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	40.0%	55.6%	138.9%	Exceeds
Boston	35.0%	21.3%	61.0%	Fails
Bristol	32.0%	71.4%	223.2%	Exceeds
Brockton	50.0%	54.5%	109.1%	Exceeds
Cape Cod & Islands	30.0%	0.0%	0.0%	Fails
Central Massachusetts	45.0%	61.4%	136.5%	Exceeds
Franklin/Hampshire	30.0%	44.4%	148.1%	Exceeds
Greater Lowell	45.0%	38.5%	85.5%	Meets
Greater New Bedford	37.0%	44.7%	120.8%	Exceeds
Hampden County	42.0%	58.2%	138.6%	Exceeds
Merrimack Valley	35.0%	47.6%	136.1%	Exceeds
Metro North	46.0%	56.3%	122.3%	Exceeds
Metro South/West	45.0%	69.2%	153.8%	Exceeds
North Central Mass	45.0%	68.2%	151.5%	Exceeds
North Shore	50.0%	71.4%	142.9%	Exceeds
South Shore	40.0%	50.0%	125.0%	Exceeds

Table 10: Performance Average (Percent of Goal) for Program Groups

Workforce Area	Adult Group	Dislocated Worker Group	Youth Group
Berkshire County	100.9	109.8	101.6
Boston	105.9	106.2	87.8
Bristol	110.5	108.4	150.0
Brockton	103.8	101.8	95.0
Cape Cod & Islands	113.2	110.4	69.3
Central Massachusetts	102.9	105.3	109.3
Franklin/Hampshire	107.0	108.7	118.8
Greater Lowell	114.6	115.1	83.3
Greater New Bedford	102.4	104.3	113.2
Hampden County	112.0	103.1	111.9
Merrimack Valley	108.9	101.1	109.4
Metro North	111.9	109.9	108.0
Metro South/West	112.4	126.8	129.8
North Central Mass	105.7	116.1	119.8
North Shore	109.9	105.7	122.6
South Shore	110.5	102.2	83.6

APPENDIX C

COMMON MEASURES AT-A-GLANCE

ADULT MEASURES	YOUTH MEASURES
<p>Entered Employment</p> <p><i>Of those who are not employed at the date of participation:</i></p> $\frac{\text{\# of adult participants who are employed in the first quarter after the exit quarter } (\div)}{\text{\# of adult participants who exit during the quarter}}$	<p>Placement in Employment or Education</p> <p><i>Of those who are not in post-secondary education or employment (including the military) at the date of participation:</i></p> $\frac{\text{\# of youth participants who are in employment (including the military) or enrolled in post-secondary education and/or advanced training/occupational skills training in the first quarter after the exit quarter } (\div)}{\text{\# of youth participants who exit during the quarter}}$
<p>Employment Retention</p> <p><i>Of those who are employed in the first quarter after the exit quarter:</i></p> $\frac{\text{\# of adult participants who are employed in both the second and third quarters after the exit quarter } (\div)}{\text{\# of adult participants who exit during the quarter}}$	<p>Attainment of a Degree or Certificate</p> <p><i>Of those enrolled in education (at the date of participation or at any point during the program):</i></p> $\frac{\text{\# of youth participants who attain a diploma, GED, or certificate by the end of the third quarter after the exit quarter } (\div)}{\text{\# of youth participants who exit during the quarter}}$
<p>Average Earnings</p> <p><i>Of those adult participants who are employed in the first, second, and third quarters after the exit quarter:</i></p> $\frac{\text{Total earnings in the second plus the total earnings in the third quarters after the exit quarter } (\div)}{\text{\# of adult participants who exit during the quarter}}$ <p><i>(Adult measures cover both WIA Adult and Dislocated Worker programs.)</i></p>	<p>Literacy and Numeracy Gains</p> <p><i>Of those out-of-school youth who are basic skills deficient:</i></p> $\frac{\text{\# of youth participants who increase one or more educational functioning levels } (\div)}{\text{\# of youth participants who have completed a year in the program (i.e., one year from the date of first youth program service) plus the \# of youth participants who exit before completing a year in the youth program}}$

Source: Training and Employment Guidance Letter No. 17-05, Common Measures Policy for the Employment and Training Administration's (ETA) Performance Accountability System and Related Performance Issues

