



THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT

DEVAL L. PATRICK
GOVERNOR

JOANNE F. GOLDSTEIN
SECRETARY

TIMOTHY P. MURRAY
LT. GOVERNOR

September 14, 2012

Division of WIA Adult Services and Workforce System
Employment and Training Administration
U.S. Department of Labor
200 Constitution Avenue, NW, Room S-4209
Washington, DC 20210
Attention: Heather Fleck

To Heather Fleck:

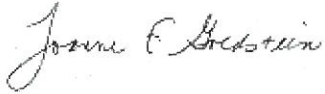
Attached, please find the Massachusetts State Integrated Workforce Plan for Workforce Investment Act Title I/Wagner-Peyser Act and Department of Labor Workforce Programs, for Program Years 2012 – 2016, including the Massachusetts Senior Community Service Employment (SCSEP) Program Strategic Plan. We are submitting these documents as part of the same package. The Executive Office of Labor and Workforce Development and the Massachusetts Executive Office of Elder Affairs, which is the lead state agency responsible for administration of SCSEP in Massachusetts, coordinated the development and completion of these documents.

The development of the Massachusetts Integrated State Plan was based on a year-long stakeholder process launched by the Executive Office of Labor and Workforce Development to examine the public workforce system in Massachusetts. Within this process, the Massachusetts Workforce Investment Board hosted discussions and helped shape the key strategies included in the State Plan. In addition, the Executive Office of Elder Affairs also held focus group meetings with specific SCSEP stakeholders and state and regional workforce partners to develop the SCSEP Strategic Plan. The key strategies, programs and areas of new work identified for Workforce Investment Act and Wagner Peyser programming, SCSEP, and the broad network of services available through the One-Stop Career Centers reflect the impact of the recession and changing needs of job seekers in the 21st Century.

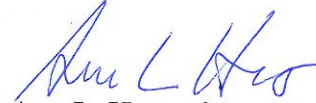
We look forward to working with USDOL ETA and our regional office to implement our new strategies and learn about creative strategies designed by other states.

We are pleased to respond to any questions or concerns that you may have, and I look forward to your feedback on the enclosed documents.

Sincerely,



Joanne F. Goldstein
Secretary
Executive Office of Labor and
Workforce Development



Ann L. Hartstein
Secretary
Executive Office of Elder Affairs

cc: Holly O'Brien



THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT

Massachusetts State Integrated Workforce Plan Program Years 2012 – 2016

September 17, 2012

**Massachusetts State Integrated Workforce Plan Requirements
Program Years 2012 – 2016**

***Workforce Investment Act Title I/Wagner-Peyser Act and
Department of Labor Workforce Programs***

Table of Contents

Section I – State Workforce Strategic Plan		
	Analysis of Massachusetts Employment and Workforce Trends	2 – 11
	State Strategies	11 – 22
	Statewide Performance Management	22 - 23
	Performance Indicators and Goals	23
Section II – State Operational Plan		
	Overview of the Workforce System	24 - 31
	Operating Systems and Policies Supporting the State’s Strategies	32 - 41
	Services to State Target Populations	42 - 52
	Wagner-Peyser Agricultural Outreach	52 - 59
	Services to Employers	59 - 60
	WIA Waiver Requests (please refer to Attachment G)	
	Trade Adjustment Assistance (TAA)	61 - 63
	SCSEP (please refer to Attachment I)	63
Section III – Integrated Workforce Plan Assurances and Attachments		65 – 73
	Statement of Assurances Certification	74
Attachments		
A	Program Administration Designees and Plan Signatures	77-79
B	21 st Century Visioning Stakeholder Meeting Timeline	80 - 81
C	21 st Century Stakeholder Summary and Testimony	82 - 92
D	Workforce Area/One-Stop Career Center Dashboard	93 - 100
E	Massachusetts Workforce Investment Board Roster	101 - 104
F	MA Wagner-Peyser Agricultural Outreach Plan	105 - 112
G	WIA Waiver Requests	113 – 126
H	One-Stop Career Center System Development Career Center Communications	127 – 174
I	Massachusetts Senior Community Service Employment Program (SCSEP)	175

Massachusetts State Integrated Workforce Plan Program Years 2012 – 2016

Workforce Investment Act Title I/Wagner-Peyser Act and Department of Labor Workforce Programs

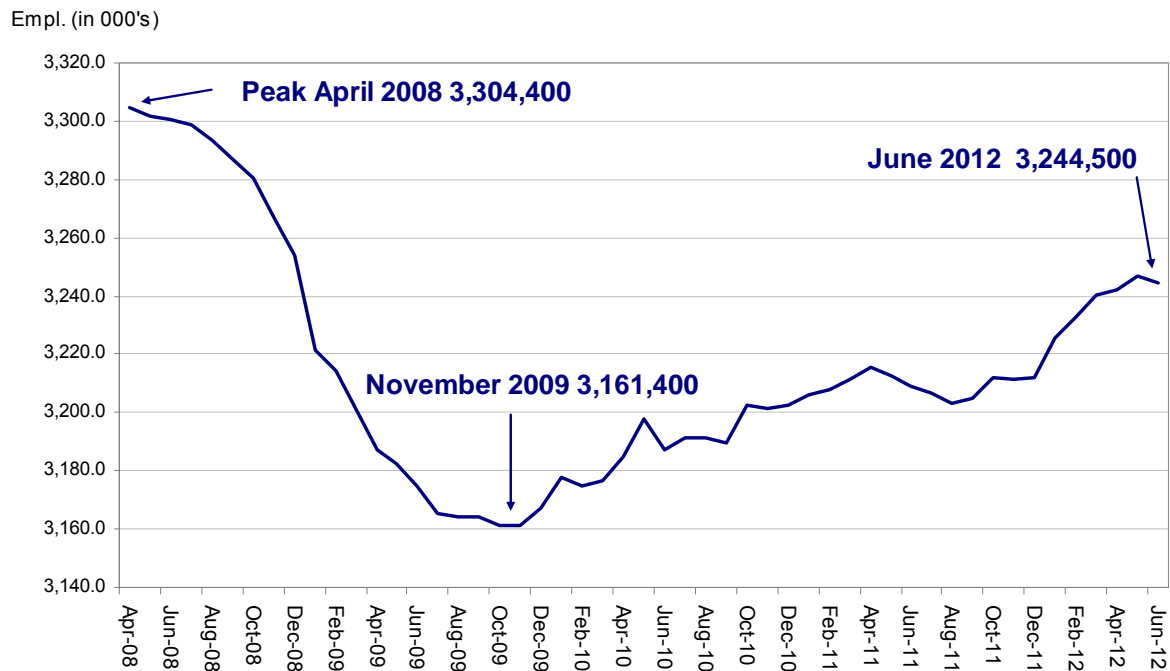
Section I. State Workforce Strategic Plan

Analysis of Massachusetts Employment and Workforce Trends

As of June 2012, the Massachusetts economy recovered 83,100 jobs, or 58 percent, of the 143,000 jobs lost from January 2008 through November 2009. Four sectors have been the engine of job growth in the state during the recovery, Professional, Scientific and Business Services; Trade, Transportation & Utilities; Education & Health Services; and Leisure & Hospitality sectors. The state has also experienced modest job increases in Manufacturing and Other Services. The Financial Activities and Construction sectors have yet to share in the recovery.

Massachusetts is well positioned to continue to grow jobs in the sectors that are driven by innovation and knowledge. Professional, Scientific and Business Services and Education and Health Services employ highly skilled and well educated workers, but both sectors also offer employment in middle skill occupations that require more than a high school diploma but less than a bachelor's degree. Manufacturing, Trade, Transportation & Utilities and Hospitality also employ significant numbers of middle skill workers, who benefit from effective partnerships among education, workforce and industry. One of Governor Deval Patrick's highest priorities is to strengthen the connection between the Massachusetts workforce system, our community colleges and economic development to ensure that the state has programs and pathways that are well-aligned with industry skill demand and present economic opportunity for unemployed and lower-skilled workers.

Chart 1
MASSACHUSETTS JOBS TRENDS 2008-2012



Source: BLS CES

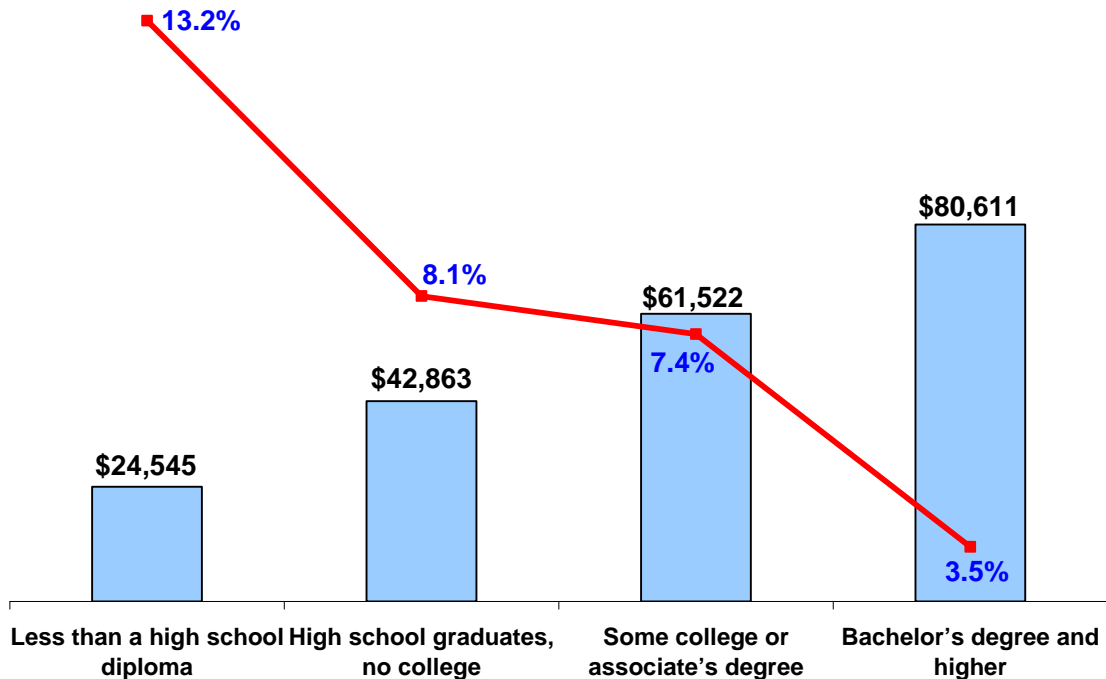
The Professional, Scientific and Business Services sector is the State's leader in job recovery, accounting for 45 percent of all jobs recovered since the low point of November 2009. As a result of job growth in Health Care and Social Services, the Education & Health Services sector did not lose any jobs during the recession. The Trade, Transportation, & Utilities sector regained a sizeable number of jobs led by growth in the Retail Trade component. Leisure and Hospitality jobs have been driven by gains in Accommodation and Food Services. Manufacturing jobs have increased by 2,400 since November 2009, due to job recovery in Durable Goods.

Labor Force and Unemployment Trends

In June 2012, Massachusetts had a total unemployment rate of 6.0 percent. Since November 2009, 96,300 more Massachusetts residents are employed and 94,900 fewer residents are unemployed. More than 200,000 unemployed residents are seeking jobs, which is above the pre-recession level.

Massachusetts workers with a high school degree or less have higher rates of unemployment than those with a bachelor's degree or higher, as shown in the Chart 2. The chart displays the 2011 median wage by educational attainment, obtained from the MA Occupational Employment and Wage Statistics program, and their respective twelve-month average total unemployment rates.

Chart 2
Unemployment Rates and Median Wage Rates
by Education Attainment Level
 July 2011 - June 2012



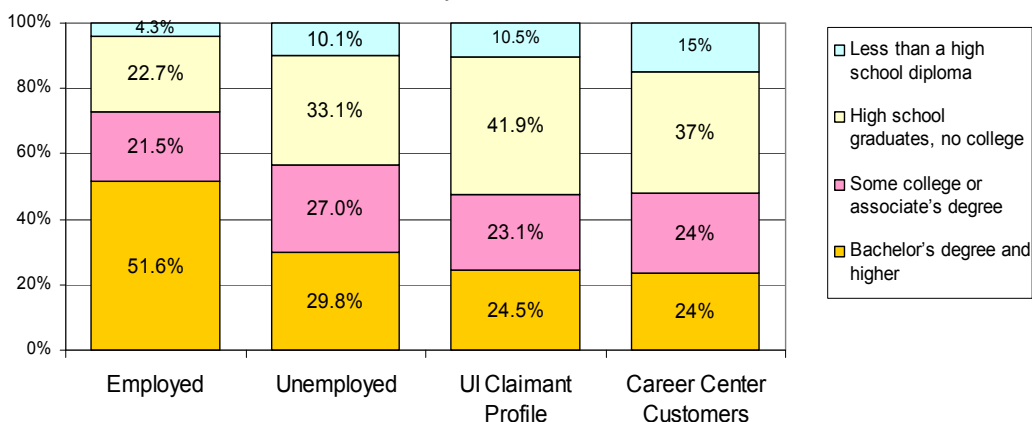
Sources: BLS; Massachusetts Occupational Employment Statistics

Chart 3 below compares the educational attainment levels of those employed and unemployed based on the U.S. Bureau of Labor Statistics (BLS) data compared to those who were claiming regular unemployment insurance (UI) benefits and individuals receiving job assistance services at the State's thirty-four One-Stop Career Centers. On average, 42 percent of UI claimants during the twelve months ending June 2012 were high school graduates, while another 10.5 percent had less than a high school diploma. Thus, a total of 52.5 percent of UI claimants on average have the educational attainment level of a high school diploma or less. For more than half of our UI claimants looking for work, their educational attainment falls below the necessary education and skill levels of the jobs in the Massachusetts economy.

The projected annual openings for all jobs show 23 percent of the openings require less than a high school diploma, 36 percent require a minimum of a high school diploma, 12 percent require some college or associates degree, and 29 percent require a minimum of Bachelor's degree or higher. These data further demonstrate the need for job assistance and training for many of the unemployed who may not have educational levels to meet the demands of the job market.

Chart 3

Distribution of Employed and Unemployed MA Residents, UI Claimants and Career Center Customers by Educational Attainment
July 2011 - June 2012



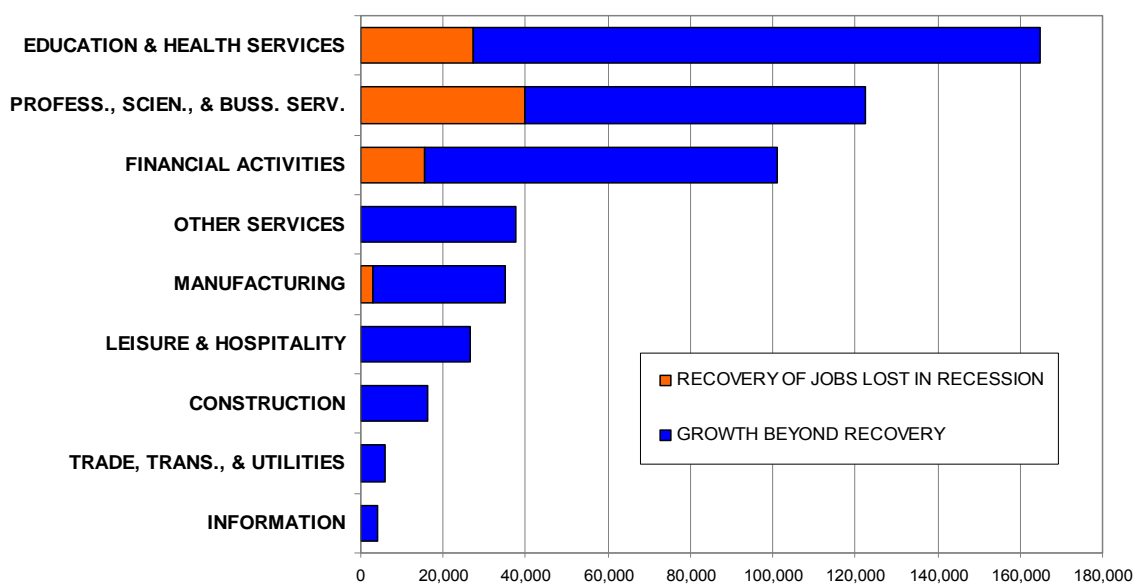
Sources: BLS; MA DUA; MA DCS

What is the outlook for jobs?

Based on the 2010 to 2020 employment projections, the largest numbers of new jobs will be in Education and Health Services; Professional and Business Services; Financial Activities; Other Services and Manufacturing. This outlook affirms the efforts that we are making – initiated by Governor Patrick and led by the Secretaries of Labor and Workforce Development, Education and Economic Development – to strengthen middle skill pathways for unemployed, low-skilled and emerging workers in Massachusetts.

Chart 4

Projected Employment Change By Sector 2010 Through 2020

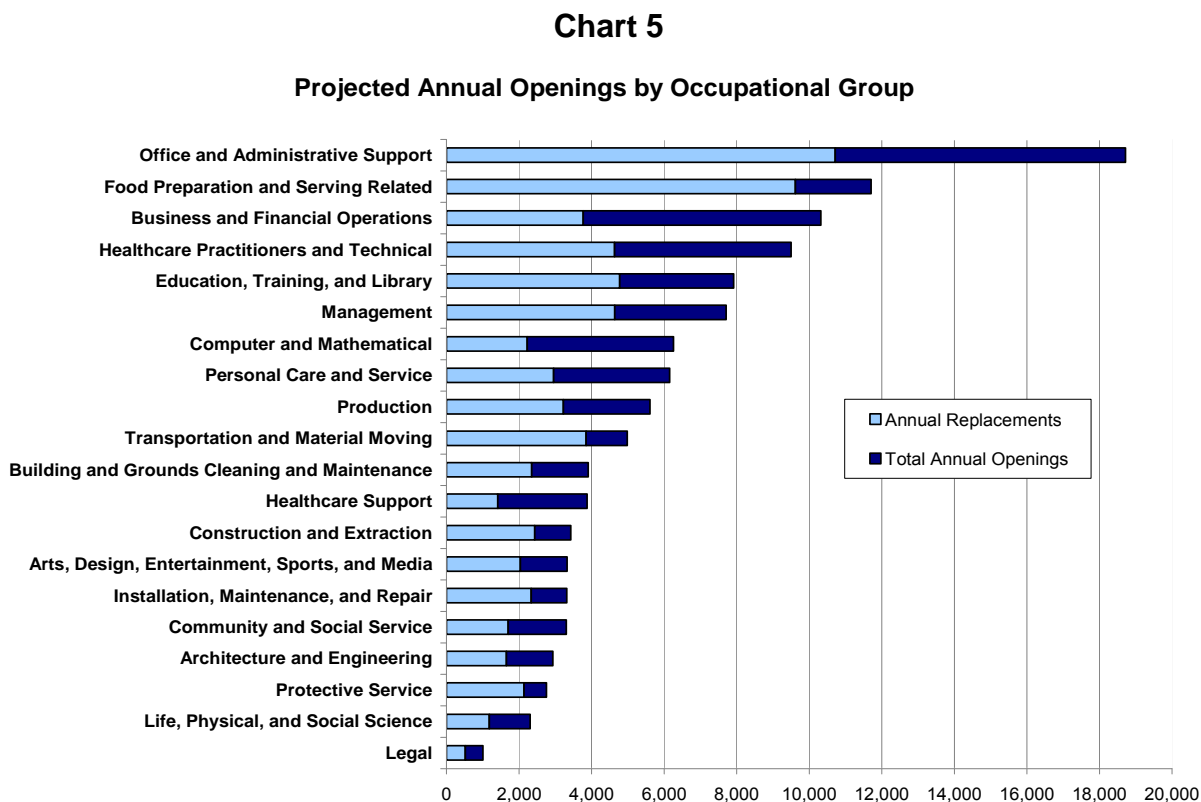


Source: MA EOLWD

What is the occupational outlook in Massachusetts?

The 2010 to 2020 occupational projections for Massachusetts estimate annual job openings of just over 130,000, a rate of four percent at current employment levels. On average, 57 percent of the openings will be due to the need to replace workers leaving jobs for various reasons including retirement. The remaining projected openings are due to growth.

Chart 5 below provides information on expected total annual openings including replacements by occupational grouping.

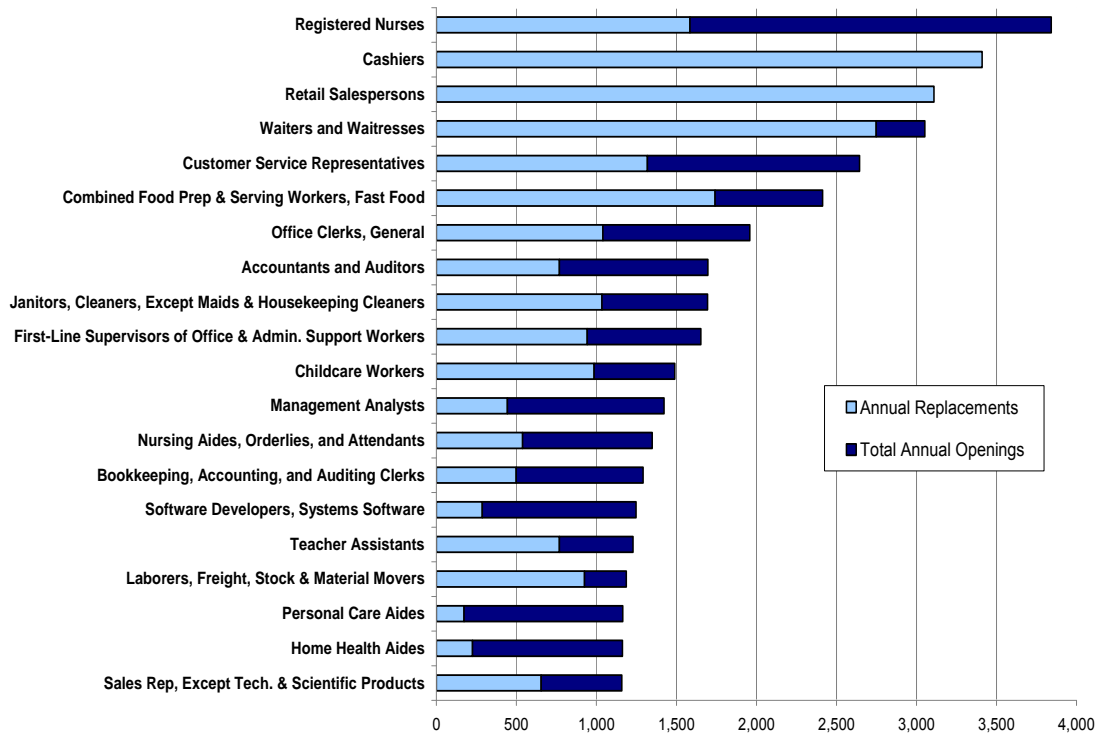


Source: MA Occupational Projections

At the detailed occupational level, the largest numbers of projected openings are for Registered Nurses, Cashiers, Retail Salespersons Waiters and Waitresses, Customer Services Representatives.

Chart 6

Top 20 Annual Openings by Occupation



Source: MA Occupational Projections

Current Massachusetts Skill Needs

When filing a UI claim, the claimant self identifies the occupation in which they worked prior to separation from their most recent employment. Based on this identification, a six-digit Standard Occupational Code (SOC) is assigned to the claimant.

In order to determine the likelihood that businesses would have difficulty filling vacancies with UI claimants, matched claimants' prior occupations against the Help Wanted On Line (HWOL) job openings posted from mid-May through mid-June 2012. Comparing the UI claimants to the top 10 occupations with the highest number of HWOL job openings, there is a strong demand for Registered Nurses with a ratio of 7.4 openings to each claimant. Additionally three of the occupations are computer related; Computer Specialists, Computer Software Engineers and Computer System Analysts. For the three computer-related occupations the ratio of claimants to openings ranges from 7.3 to 10.6 and the total job postings outnumber UI claims by 8.7 to 1. As noted in the chart below there is also strong demand for Retail Salespersons, First-Line Supervisors/Managers of Retail Sales Persons, Truck Drivers, and First-Line Supervisors/Managers of Food Preparation Workers.

Chart 7
Top Ten Occupations in Demand in Mid-June 2012

Occupation	UI Claimants (supply)	Job Postings (demand)	Ratio (demand/ supply)	Strength of Demand for Workers
Registered Nurses	1,058	7,847	7.4	Strong
Retail Salespersons	3,533	5,531	1.6	Slight
First-Line Supervisors/Managers of Retail Sales Workers	1,213	4,417	3.6	Moderate
Computer Specialists, All Other	477	4,194	8.8	Strong
Computer Software Engineers, Applications	551	4,012	7.3	Strong
Computer Systems Analysts	359	3,802	10.6	Strong
Executive Secretaries and Administrative Assistants	2,556	3,596	1.4	Slight
Customer Service Representatives	3,914	3,471	0.89	Over Supply
Truck Drivers, Heavy and Tractor-Trailer	1,413	3,332	2.4	Moderate
First-Line Supervisors/Managers of Food Preparation and Serving Workers	482	3,152	6.5	Strong

Source: HWOL; MA DUA

When HWOL openings are compared to the largest number of claimants by occupation, Construction Laborers have the hardest time finding work in their previous occupation with one job opening for every 7 claimants. A similar situation exists for Helpers--Production Workers, where claimants outnumber job postings six to one.

By occupation, the most UI claimants are General and Operations Managers where there are three claimants per job posting. For Retail Salespersons, the number of job postings exceeds the number of claims. Furthermore, this occupation is in the top ten that are high demand and high supply. However many retail sales jobs are part-time or seasonal and these job openings are due more to turnover than to a skill mismatch.

Chart 8
Top Ten Occupations by Supply in Mid-June 2012

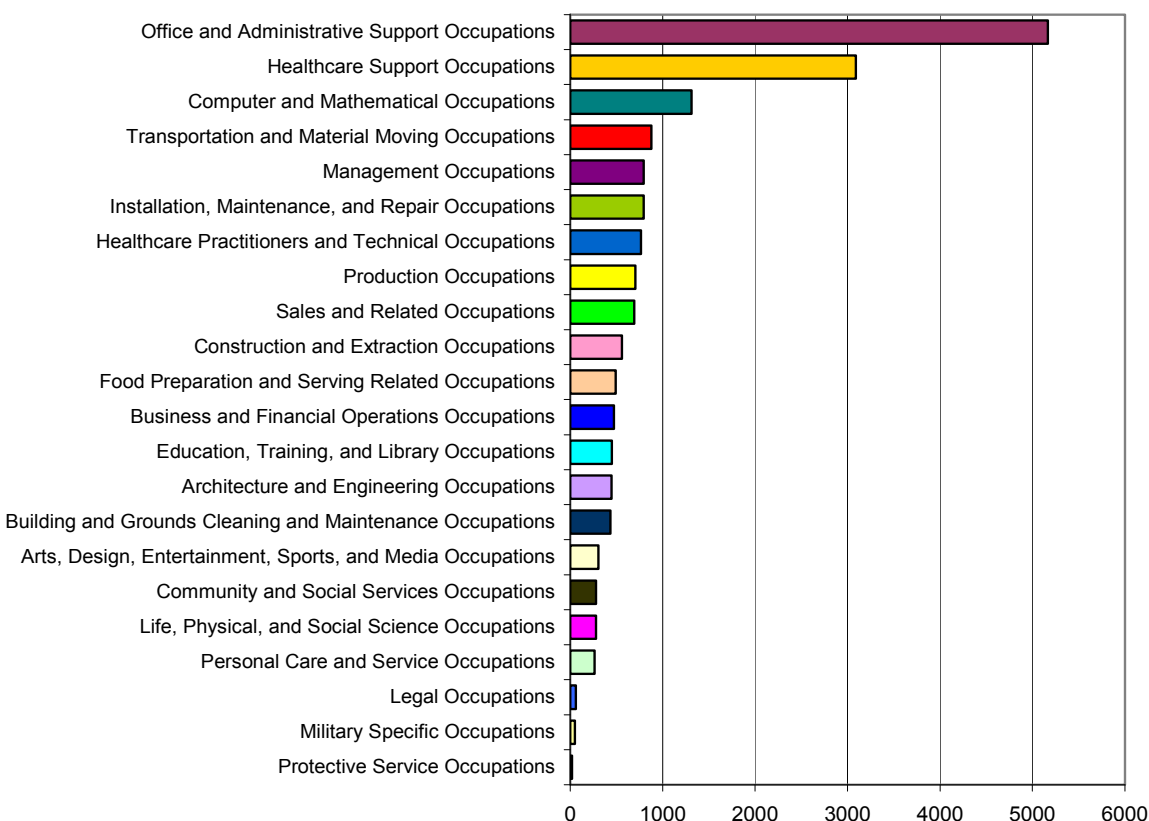
Occupation	Claims (supply)	Job Postings (demand)	Ratio (supply /demand)	Level of Supply for Workers
General and Operations Managers	5,007	1,570	3.2	Oversupply
Customer Service Reps	3,914	3,471	1.1	Slight Oversupply
Construction Laborers	3,913	583	6.7	Oversupply
Retail Salespersons	3,533	5,531	0.64	Under supply
Helpers--Production Workers	2,781	479	5.8	Oversupply*
Carpenters	2,559	747	3.4	Oversupply
Exec Secretaries and Administrative Assistants	2,556	3,596	0.71	Under Supply
Personal and Home Care Aides	2,244	938	2.4	Oversupply
Cashiers	2,090	499	4.2	Oversupply
Sales Representatives	1,978	2,315	0.85	Under supply

Source: HWOL; MA DUA

**Despite a general oversupply of production workers, within more specific production occupations, employers report a shortage of advanced manufacturing workers with highly developed math, software and technical skills related to proprietary equipment.*

The occupations in which One-Stop Career Center customers are being trained closely parallel the job openings projections and occupations with demand for workers displayed in Charts 4, 7 and 8. Data show that customers who are in need of training and who receive training support through workforce grants have higher rates of employment than those who do not receive this assistance. The state is committed to increase investments in training and education. With expanded tools, the Local Workforce Investment Boards will be able to use these data to match claimants and other job seekers they are assisting in their job search and training services. There may also be regional variances to the alignment of demand and supply.

Chart 9
Massachusetts Training Enrollments by Occupational Group



Source: MA DCS

Accessing Real-time Job Openings

One of the most common methods for obtaining work is through the Internet. Access to real time job vacancies is available through various services and websites including the Commonwealth's JobQuest which currently provides 24/7/365 access to 40,000 job openings and which we hope to enhance over the next two years.

The Conference Board Help Wanted On Line (HWOL) publishes monthly data on the number 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. Seasonally adjusted, the June 2012 Massachusetts Supply/Demand rate was 1.4 or statewide one plus worker for every opening, the next to lowest rate of the twenty largest states. The national rate was 2.6. The rate has been trending up since late fall 2011.

Using the HWOL unadjusted data as demand and the numbers of UI claimants at major occupational groups for supply, the supply/demand rates show high "supply" rates for the Construction and Extraction Occupations, 10.9 claimants for every posting, and Production Occupations, 7.4 claimants per posting. However, for Computer and Mathematical occupations the highest numbers of postings for Massachusetts, in the mid-May to mid-June 2012 period, was 4 postings for each claimant. Two additional occupational groups, Life, Physical and Social Sciences, and Healthcare, also show greater demand than supply of claimants.

Utilizing new tools and services the workforce system can broaden the services available to assist the current over-supply of unemployed claimants from Construction and Extraction occupations. In addition, it will allow them to explore alternative occupations that are in demand and are also align to the individual's skill set.

Using TORQ, an on-line tool available to counselors in the Commonwealth's One-Stop Career Centers, career counselors can match a customer's skills and qualifications against the on-line job openings in the National Labor Exchange, which includes all of the openings in the Commonwealth's JobQuest, and others available nationwide. For example, counselors can assist a claimant who is a carpenter to identify alternate occupations that compliment his or her skill set and identify and isolate the additional skills needed for a specific job opening. Running a match for "carpenter" through TORQ produced eighteen additional occupations that utilize similar skill sets. Searching HWOL for current openings in these eighteen occupations generated a total of 213 available jobs throughout the state.

Massachusetts is considering reinstating a contract to add additional job openings into JobQuest through a "real time" system like HWOL. Expanding the job orders in JobQuest to include those from an on-line service will greatly increase the numbers of openings and provide additional means to filter orders to meet the demands of job seekers. Layering TORQ on top of the expanded JobQuest system, along with information on occupations in demand from recent projections and vacancies from the statewide Job Vacancy System, provides the workforce agencies and staff state of the art workforce information, tools and products to assist job seekers and improve reemployment opportunities for unemployed and underemployed in Massachusetts.

Overarching Goals and Strategies for the Massachusetts Workforce System

In the fall of 2011, Governor Patrick called upon his Secretaries of Labor & Workforce Development, Education and Economic Development to create a shared position and vision for aligning the workforce system, community college and economic development/industry leaders across the Commonwealth and within sub-state regions. In the first quarter of 2012, the Secretaries jointly hired a Director of Workforce and Education who is working across all three secretariats to develop career pathways and shared strategies in four major industries with high demand: health care, life sciences, advanced manufacturing and information technology.

This effort builds off of sweeping economic development legislation, passed by the Massachusetts Legislature in August 2010 that calls upon each gubernatorial administration to develop and publish, with the assistance of an economic development planning council, an economic development policy and strategic plan for the Commonwealth. Over the span of an eight month period, an economic development planning council of 34 public and private sector representatives led by the Secretary of Housing and Economic Development developed a strategy and plan, which builds on the job creation strategy of the Patrick-Murray Administration over the last five years.

The Council developed an economic development plan for the state titled **[Choosing to Compete in the 21st Century](http://www.mass.gov/hed/docs/eohed/economicdevpolicystrategy.pdf)**, <http://www.mass.gov/hed/docs/eohed/economicdevpolicystrategy.pdf>. This strategy and plan describes five broad categories for action that were identified as most important for Massachusetts to retain or improve its competitive position in the world's economy. One of

the five broad categories describes the need for a strong *workforce* to create a competitive Massachusetts economy. The plan stresses the importance of (1) aligning workforce partners across systems (2) increasing responsiveness of education and workforce programs for businesses and (3) prioritizing the goals of the state’s STEM Plan aligned with “middle skill” job development.

As outlined in detail in the previous section, Massachusetts has a highly skilled economy, with significant demand for middle skill jobs that require more than a high school diploma and less than a bachelor’s degree. The UI claimants who are most vulnerable are those with a high school degree or less education. There is a “skills gap” for more than half of the UI claimants and for many of the customers currently using the workforce system. The Commonwealth faces the challenge of retooling the skills of a large number of unemployed individuals for growing occupations that require technical skills and credentials.

As part of the state’s vision for economic development and in response to the major labor force trends, the Executive Office of Labor and Workforce Development organized a set of input and research processes to design specific strategies for the workforce systems on behalf of the Patrick-Murray Administration. The year-long stakeholder process helped the Executive Office and its agencies to develop a set of overarching goals that will drive our work over the next two to five years. These goals also address the key themes in the economic development plan and describe specific workforce and education strategies for the Commonwealth.

Goal: Aligning Education, Economic & Workforce Systems

A key issue identified through the economic development planning process and the 21st Century stakeholder process called out the need to integrate education and workforce silos at the state level. Over the next five years, the Patrick-Murray Administration will create several new organizing initiatives at the state and regional levels to increase cross-agency planning, programming and responsiveness to business by *reorganizing* the structure and workload of *several existing coordination bodies*.

1) Statewide Policy Board: The Massachusetts Workforce Investment Board (MWIB) – Governor Patrick reinvigorated the MWIB upon taking office during his first term. This is the primary vehicle in Massachusetts to coordinate policy, programming and resources across education, workforce and business stakeholders.

This year, Governor Patrick and three Secretaries (Labor and Workforce Development, Housing and Economic Development, and Education) are creating a new regional planning process that cuts across major economic, education and workforce programs anchored in a new statewide organizing committee under the MWIB. The **new committee of the MWIB** will complement the three Secretariat career pathway initiative noted in earlier sections. This includes better coordination with job creation efforts under economic development and a stronger statewide system within the community college structure to credential more individuals with skills in demand. The new committee of the MWIB will organize its work through a “pathways” lens that focuses the work of the separate systems around critical industries for the state.

The key goal for the “Pathways Committee” is to increase capacity, accessibility and responsiveness of our workforce development, education and economic development systems in the Governor’s 4 identified Critical Sectors (Advanced Manufacturing, Healthcare, IT and Life Sciences).

The **Fundamental Principles** for the Committee include:

- Think in terms of ‘super regions’ when developing the regional planning process
- Acknowledge that each region is different with different strengths and priorities
- Advance our work through a “centers for excellence” model
- Work through the Pathways to Prosperity model as a mechanism for developing career pathways and scaling to new regions

The **Primary Roles** for the Committee include:

- Establishing Clear Goals to Develop and Scale Career Pathway Models by:
 - Directly tying Key Industry Priorities to Career Pathways Development Priorities
 - Monitoring the progress of the MA Pathways to Prosperity regional projects
 - Setting goals to replicate and scale the Pathways to Prosperity Projects towards statewide implementation
 - Advising the Secretaries on integrating and aligning career pathways across policy and programming in each agency
 - Working with Secretariats and Departments to develop an online tool that acts as a resource for mapping career requirements and providing awareness for career options (i.e. wage projections, job openings, etc.)
 - Using data from Secretariats to strengthen connections to business, inform career pathways development, and measure outcomes (number: credentialing, of internships, of career pathways, etc.)
- Encourage and Facilitate Regional Planning Strategies that Respond to B&I Workforce Needs through the
 - Establishment of an operational structure for regional workforce planning that includes critical partners from across systems within the Executive Office of Health and Human Services (EOHHS), Executive Office of Labor and Workforce Development (EOLWD), Executive Office of Housing and Economic Development (EOHED), and Executive Office of Education (EOE).
 - Establishment of a framework and implementation strategy for regional planning efforts that integrate education, workforce and economic development systems at the local/regional level (WIBs, Colleges/Universities, EDCs/Chambers, etc.)

The **Operational Functions** for the Committee include:

- Developing performance and progress measurement systems for implementation of the state career pathways system.
- Coordinating across state agencies to create and support the implementation of the statewide career pathways system.
- Advising the MWIB and Secretaries on career pathways related issues that may require state policy, communications, and funding.

- Directing communication efforts within agencies to support the adoption of, technical assistance for, and implementation of career pathways activities.

2) Interagency Funding Team (Newly Created)

The Pathways Committee will be supported by an Interagency Funding Team comprised of senior level staff from the Executive Office of Labor and Workforce Development, Executive Office of Housing and Economic Development, Executive Office of Education, and includes staff from relevant Departments, Commissions, Quasi-agencies such as the Department of Higher Education, the Department of Elementary and Secondary Education, Commonwealth Corporation, Administration and Finance Office of Performance Management, Massachusetts Office of Business Development, Apprenticeship and Health and Human Services. The group will:

- Implement the goals of the Pathways Committee;
- Address and set goals around talent pipeline and skills gaps improvements;
- Share data about credentialing across all programs funded by these agencies, including credit and non-credit certificates at institutions and programs such as:
 - Community Colleges
 - WIA
 - Registered Apprenticeships
 - Career Technology Education Certifications
 - Veterans
 - TANF
- Develop and coordinate performance criteria, metrics and goals for funding;
- Provide programming and marketing updates across agencies.

3) New FY14 Regional Planning Process – Regional Coordination

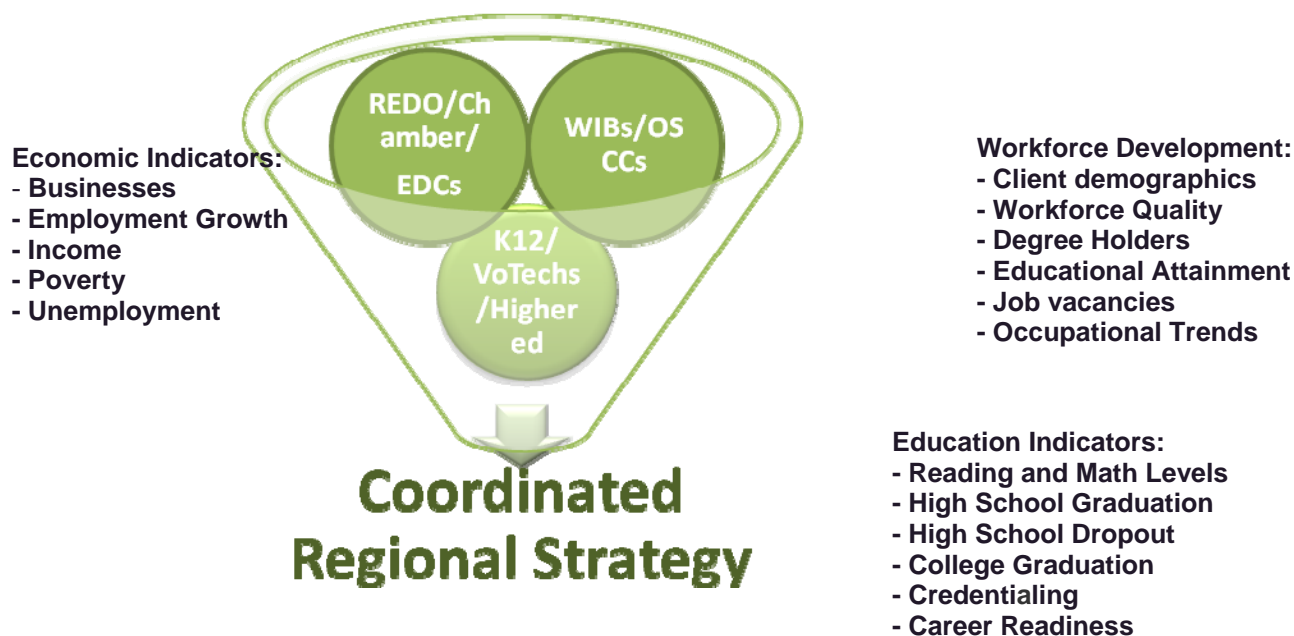
For the first time in Massachusetts, driven by the Governor’s vision to align the education, economic development and workforce systems across Secretariats, we will collectively design a regional planning process to define industry need and design programmatic models to support job creation, hiring and worker preparation in regions. The regional planning process will be driven by the new MWIB Pathways Committee. The work of the MWIB Pathways committee will be operationalized through the new FY14 regional planning process. Thus, a feedback loop is created that reflects cross-agency state planning, cross-regional plans and cross-agency state review.

Specific to the public workforce system, the process will align the 16 Workforce Investment Areas under “super regions” with boundaries consistent with the regional structure for Higher Education and Economic Development for the purpose of submitting regional plans. The state partners will work with the 16 Workforce Investment Boards to gather input on the best combination of Boards under a new set of super regions. The Secretariats, state agencies, regional partners and offices and various stakeholders will work together to design the final instructions for the FY14 regional process. EOLWD will utilize authority under WIA §661.290 to require regional plans. [Workforce Investment Areas will maintain their reporting under the

16 regions for performance and financial tracking for Department of Career Services and USDOL reporting.]

The expected characteristics for the new process include:

- A regional structure that is aligned between Executive Office of Labor and Workforce Development (EOLWD), Housing & Economic Development (EOHED), and Executive Office of Education (EOE)
- Once a year process that includes regions and state-level staff from HED, EOE and LWD
- Regions will develop an annual dashboard/scorecard that highlights major indicators, including:
 - Employment/Unemployment
 - Educational Attainment
 - Job Vacancies
 - Credentialing and Graduation
- Regions will create action steps for addressing skill gaps, increasing employment, and creating responsive programming that includes:
 - New Programming to address business and industry needs including strategies for grant funding, etc. (Workforce Training Fund (WTF), Workforce Competitiveness Trust Fund (WCTF), etc.)
 - Increasing Internship Opportunities and On-the-Job Training
 - Creating Industry Response Teams for Key Sectors
 - Developing Career Pathways
 - Marketing and Information Clearinghouse
 - Addressing policy and funding obstacles
 - Setting benchmarks and annual goals for annual dashboard/scorecard



Since the creation of the Workforce Investment Act (WIA), Massachusetts has implemented an annual local planning process with the 16 Workforce Investment Areas in the state. This Local Plan requires regions to design and report on the overarching workforce strategies for the region, including work with other federal and state funded workforce programs. The Annual Local Plan

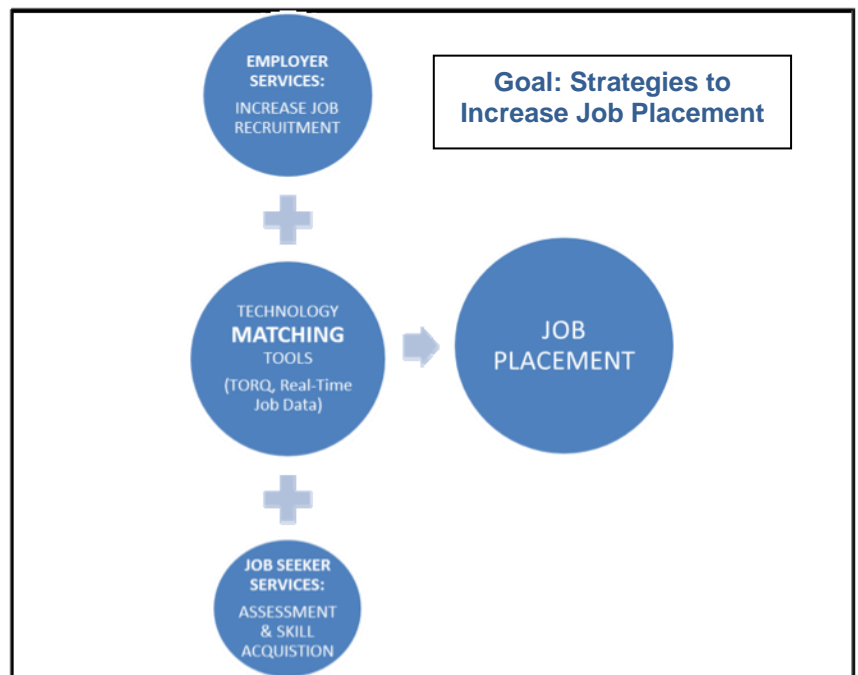
includes the region's integrated budget (which identifies planned spending for the Workforce Board, Fiscal Agent, Title I Administrator and Career Center across all major USDOL programs and additional state funding). The Annual Local Planning process has worked to integrate policy and resource across the core USDOL programs in each region (Unemployment Insurance, Wagner Peyser, WIA, Veteran's, TRADE, disability programming, state funded youth programs. However, funding and operations under other Secretariats (Health & Human Services, Education, Housing & Economic Development) has not been included. Thus, the new FY14 Regional Planning Process will be a historic change in state-regional planning since the creation of WIA.

Goal: Increase Job Placement Results

*Post-recession, there are a significant number of unfilled job openings (estimated at 120,000 a month by data sources such as Help Wanted On Line) in the Commonwealth despite larger number of job seekers. What are the best strategies to **increase the rate of match** between job openings and unemployed?*

Unlike the "full employment" environment during the creation of the WIA system, which supported broader workforce services around career planning, today's 21st century One-Stop Career Center system must invest resources and drive performance based on job placement outcomes for customers.

The first step in this equation is to refocus staff and resources expanding the job openings recruited or listed on-line through the One-Stop Career Center. The second set of strategies includes better "segmenting" or customizing OSCC services based on job seeker skills and attributes to increase efficiency of resources. Higher quality, more efficient technology tools exist today that can help assess a person's skill/education attributes more quickly and with a larger customer base. Access to sharper, deeper job matching tools will help increase the matching rate of a job



seeker to job openings based on their competencies and skill sets to push their job search into new industries or occupations that are appropriate to the skill sets of the job seeker. Massachusetts will work on several state strategies to ramp up employer services and job listings, redesign job seeker services and implement technology assessment and matching tools to increase the rate of matching. While intensive programs like WIA dislocated worker have high job placement rates (upwards of 75 and 80%) due to greater service intensity (staff assistance, deeper skill assessments, training funding, etc), the overall match rate for any customer using self-service resource rooms or one-time orientations at the OSCCs is closer to 50 or 55% in the recessionary period.

We will work to increase the overall match rate closer to the rates seen in “intensive” programs using the following strategies:

- * **Ramp up employer services** to recruit and fill a greater number of job openings. Test following strategies through pilots within regions:
 - **Focus employer services regionally through a “critical sectors” lens** (target staff knowledge and OSCC services to specific employer sectors e.g. health care)
 - **Redesign Business Services Representative (BSR) staffing model**
 - * *Create sector “experts” to engage businesses from critical sectors in regions*
 - * *BSRs work in cross-teams with job seeker counselors to identify match opportunities*
 - * *Consider using a pilot approach to implement redesign with input from Workforce Investment Area partners..*
 - Create an **Employer-based Training Internship program** in MA
- * **Redesign job seeker services to increase assessment and job matching rates**
 - **“Segment” One Stop Career Center foot traffic** by focusing face-to-face job counseling on Unemployment Insurance claimants/unemployed with greatest barriers / least education and direct Unemployment Insurance claimants with higher levels of education to online services first (but not exclusively online)
 - **Use TORQ and other assessment tools to identify and re-map job seeker skills** to hiring opportunities through education/training (community colleges, etc.) for a larger number of customers
 - Renewed focus on **job coaching** and placement, within limited staffing model
 - **Implement better technology tools to match job postings and job seeker skills**, including the use of social media tools to connect job seekers with job openings (not work history titles) -- (TORQ layered on top of JobQuest, Help Wanted On-Line streaming etc.)

Goal: Do More with Less

Every organization today has to do-more-with-less. Public resources are down and job seeker demand is up.

The state level saw even steeper cuts with the reduction of 15% set-aside funding. The first year of the reductions reduced state set-aside funding by 70% and maintained funding at these levels in the second year. As a result, there have been significant staff reductions among the workforce partner agencies and discretionary programs have been eliminated. Regions face the same challenges with reduced funding levels and rising demand. Several regions have attacked these trends head



on and formed committees to identify cost saving strategies, looking at new opportunities for co-location with other public spaces, shared staffing models, group services and reduced services. To ensure all regions are engaged in planning for reduced funding, the Executive Office of Labor and Workforce Development created a mandated cost analysis process for FY13 and FY14 to identify baseline infrastructure costs and efficiency strategies in FY14. The goal is to identify areas with high infrastructure costs statewide and work with regions to reduce, shift or eliminate costs by:

- * **Mandating state and regional cost analysis** and strategies to reduce infrastructure and staffing costs to better meet job seeker and business demands.
- * **Short and long-term changes in 16 Regional Workforce Investment Area Structure.**
 - o Implement FY14 Regional Planning within “super regions” across partners. (See previous sub-section “Aligning Efforts Across Workforce Partners” in Section I.B through MWIB Pathways Committee and FY14 Regional Planning process.)
- * Address **One-Stop Career Centers with highest infrastructure costs.** Investigate statewide feasibility to rollout “second” phase of system improvement strategy (outlined in prior State Plan) through a statewide One-Stop Career Center certification process
 - o *This process would be rolled out with input from regional partners*
- * *It would include a comprehensive audit of existing customer needs, workforce services, service costs etc. and would develop a baseline set of statewide guidelines on costs, service protocols, expectations for customer outcomes etc. **Analyze and advocate for the most cost effective administrative structures** within regions (Workforce Board, Fiscal Agent, CEO, WIA Administrator etc).*
- * **Design statewide performance measures for regions to more closely monitor impact of services.** See “Statewide Performance Management Section” on following pages for detail and templates. This includes a state developed system to improve access to wage record results for the 16 regions; currently only a few regions have capacity to analyze independently at the regional level.

Goal: Increase Job Seeker Credentialing to Meet Job Demand

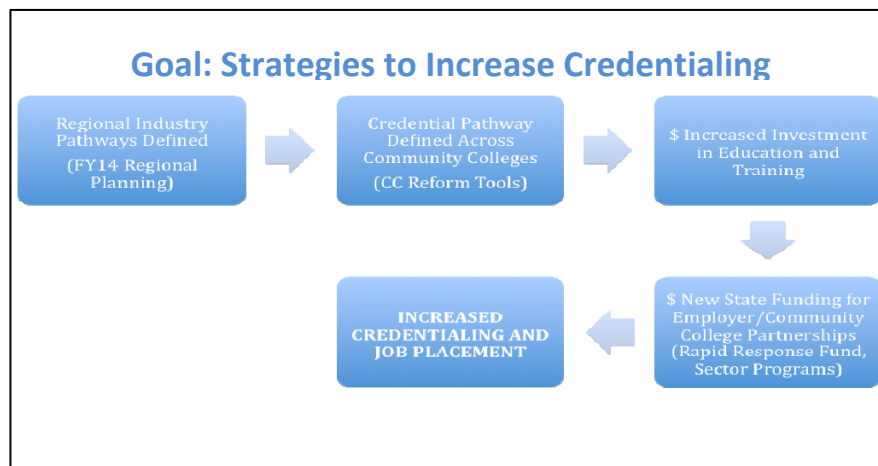
In Massachusetts, post-recession job openings require skill and education beyond a high school diploma. In order to successfully meet the challenges posed by this, Massachusetts will:

- * **Plan for “Career Pathways”** across education, economic development and workforce “players”. As part of an FY14 Regional Planning process (described in Section I.B.), Massachusetts will sponsor regional teams that will design “pathway plans” using collective resources based on critical sectors/occupations identified by Workforce Investment Board (with a statewide priority on advanced manufacturing, health care, IT and life sciences). The process will refocus workforce development response in collaboration with key partners, including the community college system. Statewide priority sectors are: Advanced Manufacturing, Life Sciences, IT and Health Care.
- * **Better define and accelerate career pathways across community colleges.** The state’s FY13 budget assigned new responsibilities to the Department of Higher Education (DHE) to help define career pathways across that statewide system of 15 community colleges. New tools include state authority to develop a performance-based formula for

state funding that takes into consideration enrollment, graduation rates, and alignment with workforce needs in a region. The Massachusetts state budget also advanced three new areas of workforce development planning and programming *statewide*: (1) establishing a new Office of Coordination within DHE charged with collecting and disseminating information on workforce development activities across all of public higher education; (2) establishing a Rapid Response Fund to support community colleges in responding to employer requests for training programs; and, (3) leading and staffing a Workforce Grant Advisory Committee charged with recommending criteria and guidelines to the Board of Higher Education as it distributes dollars from the Community College Fund (capitalized by future Casino licensing fees) to the campuses for workforce development activities. Collectively these tools will help the system define career pathways related to workforce needs.

*** Increase public investment in education & training expenditures**

- **30% “floor” for WIBs:** The Executive Office of Labor and Workforce Development and the Department of Career Services implemented a statewide policy that requires WIBs to invest at least 30% of WIA dislocated worker and adult program funding in education and training activities. This policy was incorporated into FY13 Local Planning requirements as well. Each year, the state will review funding levels and performance to adjust the “floor”, potentially raising the level over time.
- **Sector Initiatives:** The Legislature recently appropriated \$5M to the state’s Workforce Competitiveness Trust Fund to support employer-driven education and training models.
- **New state legislative funding for a “Rapid Response” Program at Community Colleges:** This fund was created by the Massachusetts Legislature to provide funding for community colleges to establish workforce training programs that begin within 3 months of an employer request, accelerated degree programs or programs scheduled for working adults. This is not the federal Rapid Response program that supports layoff aversion and reemployment.



Stakeholder Engagement Process

Over a year ago, the Commonwealth embarked on a stakeholder engagement process to identify major workforce policy priorities for Workforce Investment Boards and One-Stop Career

Centers that would address the state's workforce development needs for the 21st Century. In addition, the Executive Office planned to use this process to inform the recommendations of the state's new economic development plan and address several strategic planning requirements for the state's Secretariat of Labor and Workforce Development (EOLWD) set by the Legislature.

On behalf of the Governor, EOLWD organized a stakeholder process called the 21st Century Visioning Initiative to identify critical workforce challenges and solutions that would form the foundation of concurrent strategic planning requirements for:

- The future agenda for Massachusetts Workforce Investment Board (MWIB)
- A Strategic Plan for each Secretariat (EOLWD), as required by legislative mandate implemented through the Governor's Office
- The Massachusetts State Integrated Workforce Plan submitted to USDOL-ETA for federally funded workforce programs

The 21st Visioning Initiative outlined areas for stakeholder input, statewide research on the Massachusetts system, and research on best practices in other states. A flow chart for this work is on the next page. A detailed timeline of stakeholder meetings (Attachment B) and a summary of the stakeholder sessions and testimony are included in Attachment C.

At the same time, EOLWD and the regional network of Workforce Investment Boards and One-Stop Career Centers continually work across agencies and stakeholder groups to look at workforce priorities that cut across systems. This dialogue began with stakeholder meetings focused on workforce needs for specific populations through focus groups or participating in established committees. Participants included:

- Massachusetts Rehabilitation Commission through our jointly chaired Employment Steering Committee
- Institute for Community Inclusion
- SCSEP grantees
- State policy makers for adult education
- Non-profit organizations
- Department of Higher Education representatives
- Community Colleges representatives
- Health and Human Services representatives (TANF employment and youth services)
- Executive Office of Public Safety representatives (youth grants)

21st Century Workforce Development System Initiative

21st Century Environment:

- Increased demand for academic and technical skills in job growth areas (i.e. need for education/training money)
- Trajectory of reduced public funding
- Availability of technology driven tools to increase job matching/skill acquisition
- Customer demand for efficient, streamlined access to public services resulting in job placement outcome

Analysis of Customer Needs

- Job Seekers
- Employers
- Feasibility of “universal” access policy (*versus high value content for targeted customer groups*)

Public Workforce System Costs/Infrastructure

- “Bricks and Mortar” costs
- Administration Costs (regional and state levels)
- Direct service staffing costs (WIA v WP v ...)
- Cost versus Effectiveness Comparisons for Services
- Parallel WFD services for special populations
- Regional performance outcomes of major workforce services

Stakeholder Input on Services and Results of a 21st Century System

- Best methods to deliver highly effective services (= job placement)
- Ways to reduce costs
- Vision for regional governance and service delivery structure (*WIB/Fiscal Agents/OSCCs*)

Best Practices Across Other States/MA Regions

- Service Outcomes by Service Delivery Method (face to face/on-line/mobile services etc)
- Regional Infrastructure (*bricks/mortar, co-location etc*)

The 21st Century Visioning Initiative coupled with the new strategic planning requirements for the Executive Branch, and the Governor's Community College reform agenda have created a perfect opportunity to positively impact the workforce system. Results of these efforts to date include:

- **FY12/FY13 Landmark Community College Reforms** passed by Legislature (performance-based formula funding, workforce alignment goals, new resources to partner Colleges with Employers, mandate to align core curriculum etc.)
- **FY14 Agreement to Create Joint State and Regional Planning Process** across Secretariats under Massachusetts Workforce Investment Board
- **New FY13 State funding for Workforce Development Sector Projects**
- **New Regional Reform for Workforce Investment Areas** (FY14 Regional Planning and potential consolidation through WIA reauthorization)
- **New State Policy on Increasing Workforce Training Investments** through WIA and within the Community College system

Full implementation of this work will be a main focus for the public workforce development system and all of its partners over the next few years.

Statewide Performance Management

Several performance management initiatives are occurring in Massachusetts that impact the workforce development system. In May 2012, Governor Patrick issued Executive Order No. 540, "Improving the Performance of State Government by Implementing a Comprehensive Strategic Planning and Performance Management Framework in the Executive Departments." <http://www.mass.gov/governor/legislationeeexecorder/executiveorder/executive-order-no-540.html>. The executive order requires each secretariat to develop, publish and implement a strategic plan for their state agencies as well as operate a performance management system for their state agencies down, all of which should be detailed to the program level. The Executive Office of Labor and Workforce Development is developing this strategic plan and the corresponding performance measures.

Simultaneously, the Department of Career Services set forth an invigorated Performance Management strategy for the workforce development system that complements required federal measures by incorporating more detailed reporting on the effectiveness of specific activities and investments, while moving away from anecdotal reference.

A field-based workgroup was convened to develop a set of performance indicators across the workforce system that will generate comparative data on a wide range of OSCC and WIB service and performance indicators, beyond the WIA Common Measures. The goal of this initiative is to improve the ability to report on the effectiveness of the system. The measures are to be reliable indicators that help to drive performance and improve services. The performance factors to be used for this initiative are currently under development; implementation of an initial set of indicators is targeted for the second quarter of FY13, with data collection and analysis proceeding throughout the fiscal year. Findings will inform FY14 local planning, with adjustments in data sets remaining flexible toward culmination in a product of quality and

general use. The group will build off of existing non-DOL performance reports such as the One-Stop Career Center Dashboard reports in Attachment D.

Since the last five-year plan was submitted, federal funding for workforce programs has dropped, with the exception of an infusion with ARRA, and current funding trends call for continued declines. In response, the Commonwealth's state workforce agencies and local Workforce Boards and partner organizations will be undertaking an in-depth analysis of the sustainability of current programs, infrastructure, and administrative models in Fiscal Year 2013, in preparation for possible significant changes in Fiscal Year 2014.

Numeric USDOL ETA performance indicators and goals for WIA and Wagner Peyser for PY2011 are included in Section II in detail and included in the table below.

WIA Requirement at Section 136(b)	Previous Year Performance PY 2010	Performance Goal Common Measures¹ PY 2011
Adults:		
Entered Employment Rate	77.9%	72%
Employment Retention Rate	83.3%	79%
Average Six-Months Earnings	\$11,045	\$9,750
Certificate Rate	73.2%	N/A
Dislocated Workers:		
Entered Employment Rate	83.1%	75%
Employment Retention Rate	89.7%	86%
Average Six-Months Earnings	\$19,931	\$16,000
Certificate Rate	77.3%	N/A
Youth, Aged 19-21:		
Entered Employment Rate	78.9%	N/A
Employment Retention Rate	78.2%	N/A
Six-Months Earnings Change	\$3,500	N/A
Certificate Rate	56.7%	N/A
Youth, Aged 14-18:		
Skill Attainment Rate	83.3%	N/A
Diploma or Equivalent Attainment Rate	70.4%	N/A
Retention Rate	69.5%	N/A
Youth Common Measures^[1]:		
Placement in Employment or Education	N/A	74%
Attainment of a Degree or Certificate	N/A	61%
Literacy and Numeracy Gains	N/A	25%
Customer Satisfaction:		
Participant Customer Satisfaction	81.6	N/A
Employer Customer Satisfaction	79.2	N/A
Additional State-Established Measures	N/A	N/A
Wagner-Peyser:		
Entered Employment Rate	49%	50%
Employment Retention Rate	77%	77%
Average Six-Months Earnings	\$15,856	\$15,800

¹ Goals are negotiated for these measures by states reporting common performance measure outcomes only

Section II. State Operational Plan

Overview of the Workforce System: The State Operational Plan must present an overview of the workforce system in the state.

Organization – The overview must describe organization and delivery systems at the state and local levels for the programs covered in the plan, particularly how this organization effectively supports the coordination and alignment of the state’s workforce programs and supports integrated service delivery. The overview must include a description of the key state administrative personnel of the programs described in Section I of the Integrated Workforce Plan, and the organizational structure and membership roster of SWIB members and their organizational affiliation.

The Executive Office of Labor and Workforce Development (EOLWD) governs the Massachusetts Workforce Investment System.

As such EOLWD provides direction, counsel and support to the MA Workforce Investment Board (MWIB). The MWIB is a 65 member advisory board mandated by federal and state law. As such, a majority of its membership must be a majority of private sector business representatives. In addition, state legislative leaders, union representatives and all of the mandatory public sector partners serve on the Board. Convening the MWIB allows the leadership across multiple sectors to develop strategies that guide the Commonwealth’s efforts in ensuring workers have the skills they need to seize the employment and training opportunities available to them. The membership roster is included in **(Attachment E)**.

EOLWD assigned the State Workforce Agency (SWA) responsibilities to the MA Department of Career Services (DCS). DCS oversees the Commonwealth's network of 34 Career Centers that assist businesses in finding qualified workers and provide job seekers with career guidance as well as referral to jobs and training.

DCS is responsible for establishing policies that guide the workforce system, providing technical assistance in all areas of workforce programming, designing and developing special initiatives to meet the needs of job seeker and employer customers in concert with state and local partners, and safeguarding the integrity of the workforce system.

Locally, the MA Workforce Investment System comprises 16 Workforce Investment Areas led by 16 Workforce Investment Boards (LWIB) governing 34 One-Stop Career Centers.

The LWIBs maintain a majority of private sector business representatives as required by WIA. The LWIB provides local oversight of the Career Centers. In addition, and in conjunction with the Lead Elected Official (LEO) and local partners, the LWIB prepares and submits the annual business plan. The LWIB is responsible for chartering and evaluating Career Centers within the local workforce area.

The 34 One-Stop Career Centers (OSCCs) are the cornerstone of the MA Workforce Investment System. The goals of the OSCC are to:

- meet the needs of diverse populations; and

- prepare workers to meet the employment needs of local businesses.

The MA Workforce Investment System is a fully integrated/interconnected workforce system thereby duly positioned to maximize and leverage all relevant Federal and State programs to benefit job seeker and employer customers. EOLWD, DCS, LWIBs and One-Stop Career Centers rely upon a collaborative and cooperative process to inform policy and program development.

State Board – The State Operational Plan must describe how the SWIB effectively coordinates and aligns the resources and policies of all the programs included in the plan, and specifically, must include the following items related to the SWIB:

- How the board collaborated in the development of the plan, and how it will collaborate in carrying out the functions described in WIA Section 111(d). (WIA Sections 111(a), (b), (d), 112(b)(1); 20 CFR 661.205.)

Governor Patrick reinvigorated the MWIB upon taking office during his first term. This is the primary vehicle in Massachusetts for coordinating policy, programming and resources across education, workforce and business stakeholders. The Board brought together stakeholders around three key priority areas:

- Raise capacity of the public workforce system,
- Close the Skill Gap, and
- Enhance the Youth Pipeline.

MWIB Results to Date: The Board has contributed to these priorities through the work of its committees. Highlights of key accomplishments since 2006 include:

1) Basic Skills of Workers (ABE/ESOL Committee)

- ▶ **Committee Report** - Published August 2008
- ▶ **Creation of the Learn at Work program** as a pilot between EOLWD, DESE and CommCorp to explore new models for supporting workplace-based education.
- ▶ **Support for the EnglishWorks campaign**, promoting public policy to increase ESOL funding statewide, and to encourage business to support workplace education for their workers.
- ▶ **Influenced the Department of Elementary and Secondary’s bid process** for ABE/ESOL funding by increasing the focus on integrated work and learning, labor market relevance and employment outcomes.
- ▶ **Advocated for an expansion of the of ABE/Community College “transition” programs** across all 15 community colleges.

2) Cross-Agency Data Sharing and Performance Measurement (Performance Committee)

- ▶ **Creation of the Statewide Report on Performance & Accountability** – the report outlines information on all workforce programs (cutting across government agencies) including funding levels, enrollments, and outcome data on programs.
- ▶ **Facilitation of a cross-agency performance committee** that helped guide state efforts to create a K-employment tracking system (still in-progress).

- ▶ **Successful award of USDOL longitudinal data grant for \$1M** to facilitate data exchange across the **K-20 longitudinal data system** using workforce data in order to look at program results across all levels of education and workforce programs. This grant compliments the funding the Department of Elementary and Secondary Education received over the years for a K-20 system from USDOE.

3) *Close the Skill Gap (Skill Gap / Sector Committee)*

- ▶ **Cross-membership with the Workforce Competitiveness Trust Fund:** MWIB members **served on the WCTF advisory board** and assisted in the development of a “sectoral” fund, which provided state resources for grants to employer-driven partnerships that designed education/training programs for industry hiring needs.
- ▶ **High Performing Workforce Board Certification Process** - MWIB members and this Committee helped the state create a certification process to measure success for Workforce Investment Boards. The goal was to address weak Boards statewide and realign their internal and external goals with the talent needs of the region. Boards had to put in place new management tools and demonstrate results through:
 - ▶ A **strategic plan** focused on the “skill gap” needs of the region that outlined how the region would invest state and federal funding in services to address gaps. Regions had to provide evidence of industry partnerships describing the occupational pathways in the industry and programs in place to meet hiring needs in critical sectors.
 - ▶ A **“dashboard” tool** to measure the success of the board/region in meeting the skill gap needs of the region and target populations in the region.
 - ▶ **“Return on Investment” Measures** to better understand the impact of the investment in key public programs.
 - ▶ **Increased revenue** for the region outside of the formula funding from DOL.
 - ▶ 13 of 16 regions are certified to date.
 - ▶ These standards will be part of the PY2012 WIB certification process as a “floor” for performance.

4) *Youth Employment (Youth Committee)*

- ▶ **Statewide Report** – Focus on strategies within each region to develop and grow private sector employment campaigns.
- ▶ **Subsidized Youth Employment** - The Committee provided guidance to EOLWD, Commonwealth Corporation and several sister agencies in the ramp up of statewide subsidized youth employment programs with additional YouthWorks state funding and ARRA federal funding.
- ▶ The Committee and Report calls for a **statewide employer outreach campaign** for private sector youth jobs. The Committee, Commonwealth Corporation, Department of Elementary and Secondary Education, and other partners designed a set of strategies including:
 - ▶ A statewide PORTAL to match employers and youth.
 - ▶ Employer Engagement Toolkit.

Input for the State Plan was gathered through the 21st Century Visioning process described in Section I. The MWIB kicked off that process in early 2011 and members contributed to stakeholder meetings and development discussions. The result of these discussions through the MWIB and stakeholder sessions was the development of the three broad goals for the workforce development system described in Section I.

The information provided above and in Section I provide clear evidence that the MWIB is fully engaged in its prescribed role under WIA. The Committees of the Board worked on several key initiatives and deliverables that speak to its role in reviewing performance data on all major workforce programs (creation of the Performance Accountability Task Force Report and the annual USDOL report to the Secretary) and development of data sharing systems to increase research capacity, a review and standards-based planning process for Workforce Investment Boards to ensure coordination, quality and reduce duplication within regions (High Performance Board Process), oversight of existing formula allocations and funding distributions to regions (completed at the inception of WIA without alteration), and input on key Labor Market Products for the state.

Local Areas – The State Operational Plan must also describe the WIA title I local workforce investment areas in the state, including:

- An identification of local workforce investment areas designated in the state, and the process used for designating local areas. (WIA Sections 111(d)(4), 112(b)(5), and 116(a), 20 CFR 661.205(d), 661.250-.270.)
- The designation of intrastate regions and interstate regions, as defined in 20 CFR 661.290, and their corresponding performance measures. For interstate regions, describe the roles of the respective governors, and state and local workforce investment boards. (WIA Section 116(c).) States may also discuss other types of regional structures here.

The designated workforce investment areas are denoted in the list below. Boston is the only area which was automatically designated.

1. Berkshire County
2. Boston
3. Bristol County
4. Brockton
5. Cape Cod and Islands
6. Central Massachusetts
7. Franklin/Hampshire
8. Greater Lowell
9. Greater New Bedford
10. Hampden County
11. Merrimack Valley
12. Metro North
13. Metro South/West
14. North Central
15. North Shore
16. South Shore

The above designated regions have a thirty year track record of coordinating workforce development planning consistent with local labor market needs.

Program Performance Measurement

Massachusetts reported on the seventeen performance measures for Title I Adults, Dislocated Workers and Youth that were specified in the Workforce Investment Act from PY2000 to PY2010. Beginning in Program Year 2011, the Commonwealth was granted a waiver to report WIA outcomes against the common performance measures only. Performance measure goals are negotiated with the ETA Regional Office annually. Reporting is in accordance with the guidelines set forth in Employment and Training Program Letter (TEGL) 17-05, Common Measures Policy for the Employment and Training Administration's (ETA) Performance Accountability System and Related Performance Issues. The following chart compares the two sets of performance measures and includes the Wagner-Peyser measures that also are negotiated annually with ETA.

WIA PERFORMANCE MEASURES PY2000 – PY2010	WIA COMMON MEASURES PY2011 – PY2016
WIA Title I Adult and Dislocated Workers	WIA Title I Adult and Dislocated Workers
Entered Employment Rate	Entered Employment Rate
Six Months Employment Retention Rate	Six Months Employment Retention Rate
Six Months Average Earnings	Six Months Average Earnings
Employment and Credential Rate	---
Older Youth (19 - 21)	Youth (14 – 21)
Entered Employment Rate	Placement in Employment or Education
Six Months Employment Retention Rate	Attainment of a Degree or Certificate
Six Months Earnings Gain	Literacy and Numeracy Gains
Employment/Education and Credential Rate	---
Younger Youth (14 – 18)	
Skill Attainment Rate	---
Diploma or Equivalent Attainment Rate	---
Retention in Employment or Education	---
Customer Satisfaction – ACSI* Index Score	---
WIA Adult Participants	---
WIA Employers	---
WAGNER-PEYSER (EMPLOYMENT SERVICES)	
Entered Employment Rate	
Six Months Employment Retention Rate	
Six Months Earnings Gain	

**American Customer Satisfaction Index*

Workforce Investment Boards may set local goals for WIA Adult, Dislocated Worker, and Youth programs that meet or exceed the state goals negotiated with ETA each year, or may request adjustments based on populations served, service strategies or economic conditions. Goals for Wagner-Peyser are established statewide for all areas. The charts below show the state and local program performance goals for adults and youth for Program Year 2011.

ADULT MEASURES AND GOALS FOR PY 2011						
WORKFORCE INVESTMENT AREA	ADULTS			DISLOCATED WORKERS		
	Entered Employment Rate	Employment Retention Rate (6 mo.)	Average Earnings (6 mo.)	Entered Employment Rate	Employment Retention Rate (6 mo.)	Average Earnings (6 mo.)
Berkshire County	71%	78%	\$8,850	74%	85%	\$14,500
Boston	71%	78%	\$9,300	74%	85%	\$14,800
Bristol County	70%	77%	\$9,450	69%	80%	\$13,000
Brockton	69%	76%	\$9,000	73%	84%	\$15,100
Cape & Islands	71%	78%	\$9,000	73%	84%	\$13,600
Central Massachusetts	72%	79%	\$9,750	75%	86%	\$16,000
Franklin/Hampshire	70%	77%	\$8,850	75%	86%	\$14,800
Greater Lowell	69%	76%	\$9,150	74%	85%	\$15,400
Greater New Bedford	67%	74%	\$8,250	69%	80%	\$12,400
Hampden County	69%	76%	\$9,150	74%	85%	\$15,400
Merrimack Valley	68%	75%	\$9,000	72%	83%	\$15,100
Metro North	72%	79%	\$9,750	74%	85%	\$15,400
Metro South/West	70%	77%	\$9,150	74%	85%	\$15,400
North Central	71%	78%	\$9,450	73%	84%	\$14,800
North Shore	72%	79%	\$9,750	74%	85%	\$14,950
South Shore	72%	79%	\$9,750	75%	86%	\$16,000
STATE WIA GOALS	72%	79%	\$9,750	75%	86%	\$16,000
WAGNER-PEYSER STATE/AREA GOALS	50%	77%	\$15,800			

YOUTH MEASURES AND GOALS FOR PY 2011			
WORKFORCE INVESTMENT AREA	Placement in Employment or Education	Attainment of a Degree or Certificate	Literacy and Numeracy Gains
Berkshire County	74%	61%	25%
Boston	74%	61%	25%
Bristol County	74%	61%	25%
Brockton	74%	61%	25%
Cape & Islands	74%	61%	25%
Central Massachusetts	74%	61%	25%
Franklin/Hampshire	74%	61%	25%
Greater Lowell	74%	61%	25%
Greater New Bedford	74%	61%	25%
Hampden County	74%	61%	25%
Merrimack Valley	74%	61%	25%
Metro North	74%	61%	25%
Metro South/West	74%	61%	25%
North Central	74%	61%	25%
North Shore	74%	61%	25%
South Shore	74%	61%	25%
STATE WIA GOALS	74%	61%	25%

Proposed Performance Goals for Program Year 2012

Massachusetts' proposed performance goals for Program Year 2012 for Wagner-Peyser and WIA Adult, Dislocated Worker and Youth programs are included in the table below. Annual goals are negotiated with the Region I administrator of the U.S. Department of Labor's Employment and Training Administration (ETA). PY 2012 final negotiated goals will be effective for the period from July 1, 2012 to June 30, 2013. The proposed goals were derived from a review of current year performance through March 31, 2012, the regression analysis provided by ETA, and improving statewide labor market conditions. Local goals will be negotiated with local Workforce Boards after final state goals are negotiated and approved by Region I ETA.

**Performance Goals for Massachusetts
PY 2011 State Performance Goals and Proposed Performance Goals for PY 2012**

Performance Measure	Program Year 2011 Performance Goals	Program Year 2011 Q4 Performance	ETA Regression Target	Program Year 2012 Proposed Goals
One-Stop Services for Job Seekers (Wagner-Peyser)				
Entered Employment Rate	50%	52%	N/A	57%
Employment Retention Rate	77%	80%	N/A	85%
Average Earnings in 2nd & 3rd Quarter	\$15,800	\$16,749	N/A	\$17,000
Adult (WIA Title I)				
Entered Employment Rate	72%	73%	79%	82%
Employment Retention Rate	79%	84%	84%	90%
Average Earnings in 2nd & 3rd Quarter	\$9,750	\$11,846	\$11,401	\$11,800
Dislocated Worker (WIA Title I)				
Entered Employment Rate	75%	82%	83%	85%
Employment Retention Rate	86%	89%	90%	95%
Average Earnings in 2nd & 3rd Quarter	\$16,000	\$19,446	\$19,631	\$20,000
Youth 14 - 21 (WIA Title I)				
Employment or Education Rate	74%	79%	79%	80%
Degree or Certificate Attainment Rate	61%	69%	68%	70%
Literacy or Numeracy Gains	25%	40%	11%	40%
<p><i>Note: Final PY 2012 performance goals will be negotiated with the Region I Administrator, U.S. Department of Labor, Employment and Training Administration, no later than December 31, 2012, and will be effective from July 1, 2012 to June 30, 2013.</i></p> <p>Massachusetts Executive Office of Labor and Workforce Development Department of Career Services</p> <p style="text-align: right;">September 2012</p>				

Operating Systems and Policies Supporting the State's Strategies: The State Operational Plan must describe:

- *State operating systems that support coordinated implementation of state strategies (e.g. labor market information systems, data systems, communication systems, etc.). (WIA Section 112(b)(8)(A).)*

Labor market information (LMI) and occupationally-specific LMI are available online to Career Center staff working directly with customers and to the general public through our web sites. Employers, policy makers, workforce development partners, economic developers and customers can access this information at home, in Career Center resource rooms, and at places of public access.

Massachusetts also delivers workforce and labor market information on the Commonwealth's website at mass.gov/lwd/. The web site provides options for labor market information users to download data files or to select from a menu of report options. Customers include the public, policy makers, economists, researchers, economic developers, employers, job seekers and workforce professionals.

The state disseminates **customer-focused occupational and career information** through our Massachusetts Career Information System (MASSCIS) which is managed by the Department of Career Services, in cooperation with the Massachusetts Department of Education. MASSCIS includes occupational skill requirements, user-friendly descriptions, wages, and current and projected employment by occupation, plus links to the state job bank and to education and training venues. These venues include colleges and universities nationwide, as well as proprietary training schools throughout Massachusetts. DCS develops the information on proprietary schools through an annual survey. MASSCIS is available on a web site that is free to all state residents. Training and technical assistance in MASSCIS is provided to local One-Stop Career Center staff and educators. Materials are available to assist Career Center personnel, teachers and others, including a brochure targeted to parents. Principal customers for these products include Career Center planners, counselors, and administrators, elementary and secondary school career counselors, job seekers, employers, librarians, and parents.

The Commonwealth has developed numerous policies and procedures designed to ensure quality service delivery and maximum integration of services and operational structures within our One-Stop Career Center (OSCC) System. All 34 comprehensive career centers support integrated, on-site provision of all WIA and Wagner Peyser services. An integrated budgeting format included in the Local Annual Planning guidance includes the primary sources of funding available in the region and supports the development of an annual budget that maximizes the delivery of core, intensive and training services and staff functions. One-Stop Career Centers provide access to a wide array of employment and training services, direct access to and assessment for Adult Education programs, access to UI services, Trade and Rapid Response as well as access to all services provided by the required WIA partners present in a local area, whether or not on site at the OSCC.

Policies and Informational guidance are issued to all system partners through the “MassWorkforce Issuance” series, maintained by DCS. All currently active policies can be accessed via the internet at www.MassWorkforce.org, under “Issuances” in the content menu on the home page.

The **Massachusetts One-Stop Employment System (MOSES)** client/server application is a unified management information and client tracking system, used by staff at career centers and other workforce development service providers throughout Massachusetts. MOSES encompasses a broad range of job training and job placement programs operated/managed by local Career Centers, Title I Administrators, Department of Career Services (DCS) program managers and local Workforce Investment Boards.

The MOSES Internet applications used by the public and local workforce partners include: 1) Massachusetts JobQuest (MJQ) which provides job seekers access to job vacancies listed by Massachusetts firms and career centers; 2) TrainingPro which allows Training Providers to post information about and receive approval for the courses they offer and from which the state Approved Vendor and Individual Training Account listing is drawn; 3) Workforce Training Fund Program Grant application programs that permit employers to apply for state-funded training grants for their incumbent workers and through which WTFP staff manage applications and contracts; and 4) TAARRNEG used by staff to administer Trade program activities, Rapid Response services, and National Emergency Grants. The Commonwealth is expanding its internet applications for job seekers to provide applications optimized for mobile devices and integrate with social networking to support the manner in which increasing numbers of job seekers are looking for and applying for work.

Upgrades to the MOSES application are communicated to all users via the statewide *MassWorkforce Issuance* communication series posted on www.MassWorkforce.org.

The MOSES system does not provide a fiscal management tool. Each Workforce Investment Board must have a financial system that is certified by the state. Central financial management is handled through the state’s centralized Massachusetts Management, Accounting and Reporting System (MMARS).

American Job Center Branding Initiative

The Massachusetts Executive Office of Labor and Workforce Development agrees, on a pilot basis, to adopt elements of the branding initiative at the state level and encourage One-Stop Career Centers and Workforce Investment Boards to incorporate the new branding elements into their online and hard-copy materials, where practical. Pre-printed materials without the new branding elements, such as letterhead and business cards, will continue to be used. When existing supplies are exhausted, however, the state will affix the new branding logo and tagline when ordering replacement stationery. We will encourage local One-Stop Career Centers and Workforce Investment Boards to adopt a similar approach.

Specific rebranding action steps will include the following:

- The Department of Career Services will incorporate the *American Job Centers* logo, with the accompanying tagline *A proud partner in the American Job Center network*, to the appropriate state managed web pages.

- This will include web pages accessed through the Intranet within the Executive Office and Labor and Workforce Development, as well as the DCS landing pages customarily viewed by the general public.
- The Department of Career Services will encourage the one-stop career centers and the Workforce Investment Boards, as the chartering entities, to adopt the new branding logo and tagline on their websites.
- The Department will add the logo and tagline to materials that are copied and distributed for specific events, meetings, and handouts.
- The Department will encourage the one-stop career centers and Workforce Investment Boards to add the logo and tagline to materials copied for specific events or activities. Examples include: workshop curricula; job fair posters, handouts, and flyers; meeting agendas, when the center/WIB name is displayed; and posted notices.

EOLWD/Department of Career Services will encourage feedback regarding the new logo and tagline from the field to gauge the reaction of job seekers, employers, and other stakeholders. We will share this information with DOL to help shape and refine the rollout the new branding initiative in subsequent months.

Describe State policies that support the coordinated implementation of the state's strategies. (WIA Section 112(b)(8)(A).)

The Governor has empowered the MWIB to work collaboratively with all state and local agencies to promote operational collaboration. The MWIB identifies workforce development issues, sector and regional priorities and barriers to engage its private sector membership to promote the workforce development system. The committees of the MWIB are cross-agency and often raise issues considered politically difficult to discuss. Private sector leadership of the committees often allows public partners to move beyond “turf” issues and focus on the issue or problem to solve. Significant detail on accomplishments of the MWIB and new FY14 Regional Planning requirements through a new MWIB committee is included earlier in Section I.

Massachusetts has issued a number of policy documents intended to ensure that individuals with barriers to employment receive opportunities for employment and training services through the One-Stop Career Centers. The following MassWorkforce policies support the Commonwealth's strategies for coordinated implementation of programs and services:

WIA Communication 01-29: Address Confidentiality Program for Victims of Domestic Abuse, Rape Sexual Assault and Stalking provides instruction and guidance to Local Workforce Investment Boards, One-Stop Career Center Operators and other workforce investment partners as to policies and procedures established for service providers by the Commonwealth to protect and maintain the address confidentiality of victims of domestic abuse, rape, sexual assault and stalking.

WIA Communication Policy 01-34: Documentation Requirements, provides clarification and guidance to Local Workforce Investment Boards and One-Stop Career Center Operators regarding the required documentation for establishing customer eligibility for intensive program services under WIA Title I for Adults, Dislocated Workers and Youth. The policy covers documentation requirements under the Workforce Investment Act pursuant to case management; the need for intensive and/or training services; participation in training, job placement services and follow-up services.

WIA Communication 01-35: Equal Opportunity and Non-Discrimination, provides guidance to the Local Workforce Investment System administrators and practitioners of the Commonwealths policies and procedures regarding Equal Opportunity and non-discrimination under WIA Title I programs. This policy was updated by WIA Communication **04-22** as a result of the transfer of Administrative responsibilities for WIA Title I programs from Commonwealth Corporation to the then Division of Employment and Training (now the Department of Career Services).

WIA Communication Policy 04-34: Case Management for Jobseeker Customers, provides instruction and guidance to Local Workforce Investment Boards and One-Stop Career Center Operators regarding policies and procedures to assure the consistent application of case management services across the Commonwealth's One-Stop Career Center system. It also establishes parameters for reporting case management activities in the Massachusetts One-Stop Career Center system database.

WIA Communication Policy 04-46: Provision of Core Services Through the Massachusetts One-Stop Delivery System, provides guidance to Local Workforce Investment Boards and One-Stop Career Center Operators regarding the definition and identification of specific *core services* for job seekers and employers to be provided by all Massachusetts One-Stop Career Centers in order to assure greater consistency of services across the system.

WIA Communication Policy 04-53: Referral Process Between One-Stop Career Centers and Adult Education Programs & Alignment of Assessment Tools, includes instruction and guidance to Local Workforce Investment Boards and One-Stop Career Center Operators regarding policies and procedures for the effective referral of One-Stop Career Center Customers to Massachusetts Department of Education (MADOE) Adult Basic Education Programs and, conversely, the referral of MADOE customers to One-Stop Career Center services. The issuance also covers service reporting procedures related to such referrals.

MassWorkforce Policy 07-56: Support Services and Needs-Related Payments for Title I Adults, Dislocated Workers and Youth provides guidance to Local Workforce Investment Boards regarding development of local policies for the provision of Support Services and Needs-Related Payments for Adults, Dislocated Workers and Youth under the Title I of the Workforce Investment Act.

MassWorkforce Policy 11-27: Workforce Investment System Complaint Process, Revision II, provides guidance to Local Workforce Investment Boards, One-Stop Career Center Operators and other local workforce investment partners and service providers regarding the Commonwealth's policy to establish a single, "unified" local complaint system

model for WIA Title I and Wagner-Peyser Job Service customers and practitioners, replacing the two distinct complaint systems (one for Title I and another for Wagner-Peyser Job Service) that were previously in effect. The “unified” model developed by DCS was approved by the U. S. Department of Labor prior to issuance of the Commonwealth’s policy communication.

MassWorkforce Policy 11-28: On-the-Job Training, Revised, provides guidance to Local Workforce Investment Boards regarding the implementation of OJT. The policy includes 9 Attachments (A-I) that offer procedural guidance and templates for maintaining compliance with all requirements of an OJT. In a concerted effort to institutionalize OJT as a viable training option in all local workforce areas, DCS conducted a number of regional training sessions on all operational aspects of OJT.

MassWorkforce Policy 11-70: Career Center Seminar, Facilitators’ Guide and Related Handouts provides instruction and guidance to Local Workforce Investment Boards and One-Stop Career Center Operators regarding the implementation of policies and procedures to increase the connectivity of unemployment insurance claimants to the Commonwealth’s One-Stop Career Center system. This policy establishes the Career Center Seminar as a required One-Stop Career Center activity to more effectively market services to Massachusetts UI claimants.

MassWorkforce Policy 12-44: Training Expenditure Requirement notifies local Workforce Investment Boards, One-Stop Career Center Operators and other local workforce investment partners of the implementation of the minimum WIA Adult and Dislocated Worker expenditure requirement (thirty percent) for training.

In addition to the above policies EOLWD, through DCS and Commonwealth Corporation, provides informational guidance and regional or individual, on-site training for Career Center staff related to the delivery of services to non-traditional populations on an on-going basis.

How the delivery of services to jobseeker customers and employer customers, including Registered Apprenticeship sponsors, will be aligned across programs. (WIA Sections 111(d)(2), 112(b)(8).)

The Massachusetts One-Stop Career Center System is a wholly integrated system within which, all services for jobseeker and employer customers are aligned across programs. One-Stop partners, either co-located at OSCCs or within the MA referral network, are consistently consulted and utilized in the development of service strategies for individuals and employers. Through the High-Performing Workforce Board initiative (2008-2011), local workforce boards were required to develop a Strategic Plan that describes the regional strategies for industry/employer engagement, many of which are sector-based and all of which require intense commitment and involvement by regional partners, particularly employers in high-growth industries. The Strategic Plan delineates the regional strategy for connecting jobseekers to the industry/employers in demand, including as-needed preparation for specific occupational training. Registered Apprenticeship sponsors are sought out by local boards for membership representation and operational collaboration.

The Massachusetts Apprenticeship Advisory Council works with the WIA workforce system to provide direct information regarding careers within apprenticeship occupations and information on how to access apprenticeship training. The apprenticeship system is in the process of developing educational tools for the Career Centers to improve the awareness of apprenticeship, training regarding apprenticeship, and boost apprenticeship opportunities listed on JobQuest.

In addition, DCS will foster the integration of Registered Apprenticeship within the business engagement strategies of the local Career Center system in order to expand existing apprenticeship programs and encourage the development of new programs as a solution to meet the training and talent development needs of Massachusetts employers.

EOLWD will promote a stronger partnership between the WIA One-Stop System and Registered Apprenticeship by nominating a member of the Massachusetts Apprenticeship Advisory Council to the MWIB for appointment by the Governor as a voting member. This member will represent the interests of the Registered Apprenticeship community and work with CWI leadership to promote communication and cooperation among the wide range of stakeholders within the Massachusetts workforce development system.

Two new initiatives are in process for FY13 that will continue the strengthening of program alignment across the MA workforce system:

(1) The **Business Engagement Initiative**: all workforce development services for job seekers and employers are integrated within the One-Stop Career Centers. Employer service representatives across the OSCC system meet regularly to coordinate business outreach activities, to explore and implement best practices, and to develop effective and innovative new strategies to engage employers. In FY13 and ongoing, employer services will continue to be a statewide priority for the system. Employer service representatives within the Career Centers provide the primary link between employers, job seekers and other Career Center services and programs that may benefit local business. Beginning in FY13, EOLWD and DCS will focus on expanding and marketing our employer services in strengthened coordination with the State's economic development arm, as well as providing additional training for staff in specific high growth occupational areas which will improve their ability to better assist employers in identifying and hiring appropriate job seekers.

(2) The **biennial WIA WIB Certification process** in MA will now incorporate High-Performance Workforce Board standards as part of the FY13 WIB certification process. All boards will be required to maintain a current Strategic Plan, demonstrate the usage of a mapping tool and a resource development plan. These tools will further promote the alignment of service delivery both regionally and across all programs.

The Commonwealth has developed numerous tools and products, which have been previously outlined in this plan, including an integrated MIS system for all customers that provides case management capability for customers as well as tracking services for all customers, employers and job seekers. The state supports job bank and job matching systems and supports ongoing training and staff development activities. The Commonwealth meets monthly with all partners to provide informational and policy

updates, forums for sharing best practices and opportunities for additional funding to support and expand One-Stop Career Center activities.

How the state will provide WIA rapid response activities to dislocated workers from funds reserved under Section 133(a)(2), including designating a state rapid response unit. (WIA Sections 112(b)(17)(A)(ii), 133(a)(2), 134(a)(2)(A).)

The Massachusetts Rapid Response Team (MRRT) incorporates a single-team concept, which promotes a consistent delivery of services, statewide, and mobilizes staff to any location, maximizing the benefit of varying expertise and skills (including bi-lingual capabilities). Massachusetts does not have a threshold number to be laid off that triggers an MRRT response, but rather, MRRT responds to all layoffs, regardless of size. The MRRT is fully engaged in all layoff aversion concepts, acting as the field representatives for the Work Share program, as one example. All services are provided in coordination with the One Stop Career Centers

Linkage of Workforce Development and Economic Development is a key component to the growth of the Massachusetts economy. The MRRT has an ongoing partnership with the Massachusetts Office of Business Development.

In Massachusetts, a portion of Rapid Response funds supports grants to local areas experiencing elevated layoff activity; these are referred to as the “Rapid Response Set-Aside” grants. The grants support assistance to employees affected by business closures and layoffs and provide resources to Career Centers that are experiencing a heightened influx of Trade (TAA) eligible customers. Beginning in FY13, Massachusetts will implement pilot projects utilizing Rapid Response funds for layoff aversion grants, including incumbent worker and on-the-job training.

The coordination between Rapid Response, the AFL-CIO and labor unions is a key component of the Rapid Response team, enhancing the provision of quality services to employees by labor organizations in Massachusetts. Meetings are held monthly to promote information sharing and process improvements in services.

Describe common data-collection and reporting processes used for all programs and activities present in One-Stop Career Centers. (WIA Section 112(b)(8).)

State performance accountability system developed for workforce investment activities to be carried out through the statewide workforce investment system. (WIA Sections 111(d)(2), (d)(6)-(8), 112(b)(3), 136; W-P Section 15; 20 CFR 666.205(f)-(h), 661.220(c), and 20 CRF part 666.)

Data Collection and Reporting

The Massachusetts One-Stop Employment System (MOSES) client/server application is a unified management information and client tracking system, used by staff at career centers and other workforce service providers throughout Massachusetts. MOSES encompasses the broad range of job training and job placement programs operated/managed by local One-Stop Career Centers, Title I Administrators, Department of Career Services (DCS) program managers, Commonwealth Corporation and Local Workforce Investment Boards.

MOSES unifies the usage of information and technology across the 16 workforce areas and 34 One-Stop Career Centers. The MOSES Internet applications used by the public and local workforce partners include: 1) Massachusetts JobQuest (MJQ) that provides job seekers access to job vacancies listed by Massachusetts firms and career centers; 2) TrainingPro that allows Training Providers to post information about and receive approval for courses that they offer and from which the state Approved Vendor and Individual Training Account listing is drawn; 3) Workforce Training Fund Program Grant application programs that permit employers to apply for state-funded training grants for their incumbent workers and through which WTFP staff manage applications and contracts; and 4) TAARRNEG used by staff to administer Trade program activities, Rapid Response services, and National Emergency Grants.

The automated system was developed in preparation for the Massachusetts' first year of implementation of the Workforce Investment Act and launched in July 2000 to bring together the previously separate automated systems used locally for Title I, the Employment Service, and the first newly chartered One-Stop Career Centers operating in three regions (Boston, Hampden County and Metro North).

MOSES is the common client data collection point for the federal workforce programs. The MOSES database is the source for all federal reporting and performance accountability, except where data may be obtained from the Department of Unemployment Assistance (e.g., for reporting on the federal Trade Activity Participant Report or on programs that serve UI claimants) and from Commonwealth Corporation for federal grants supporting demonstration projects or targeted programs that they administer.

Upgrades to the MOSES application are communicated to all users via the statewide *MassWorkforce Issuance* communication series posted on www.massworkforce.org. Training is provided on specific data entry requirements relative to workforce programs. The DCS business analysts and MOSES Help Desk facilitate access to state level assistance, troubleshooting, training, policy development, data and reports, and performance and labor market information.

The MOSES system does not provide a fiscal management tool for Career Centers or other local workforce development program managers. Each Workforce Investment Board must have a financial system that is certified by the state. Central financial management is handled through the state's centralized Massachusetts Management, Accounting and Reporting System (MMARS).

Data Warehouse

Massachusetts was awarded a three-year Workforce Data Quality Initiative (WDQI) grant of \$1 million in December 2010 to include program data in a data warehouse under development by the Department of Unemployment Assistance. The first phase of development of the data warehouse has been to create the structural and data framework and to include all UI revenue and benefits data and produce required UI reports. The next phase will expand to workforce data. There are three major goals for the workforce system beginning in PY12 and beyond:

First, expand the planned design and development of a longitudinal data system for unemployment insurance and labor market information to include workforce information from the Department of Career Services and Division of Apprentice Training, and Commonwealth Corporation. The resulting longitudinal data system will comprise a single repository for data

records spanning the full range of workforce programs in Massachusetts, including unemployment insurance and programs operating through the One-Stop Career Centers.

Second, the longitudinal data system will integrate programmatic and performance data with sources of labor market information to analyze how program results tie back to labor trends in the state.

Third, utilizing the cross-agency membership of the Performance Committee of our statewide Workforce Investment Board, the Committee will drive a portion of the grant activities to link the design of the workforce-based data warehouse with the on-going development of the Massachusetts Department of Elementary and Secondary Education's education-based longitudinal data warehouse (P-20) supported by two grants from the U.S. Department of Education for statewide longitudinal data systems (SLDS).

Performance Reports and Tools

Each quarter the Department of Career Services posts Performance Summaries for the sixteen workforce investment boards and performance on the common performance goals. Periodic State and local reviews provide discussion of current performance levels, areas in which improvement is needed, and strategies for improving performance. The three key performance reports available to Career Centers from the Reports Menu in MOSES include:

- Quarterly Performance Summaries for WIA Title I
- Quarterly Performance Summaries for the Labor Exchange
- Monthly One-Stop Career Center Activity Summaries

Each quarter, the Department of Career Services (DCS) prepares and distributes *Career Center Performance Reports (CCPR)* comprising of a series of reports on program activity and performance by local workforce area. The CCPR is distributed in book form and posted on massworkforce.org. A CCPR tab on massworkforce.org provides access to performance reports from PY2002 (FY2003). Additionally, we draw upon the findings of the annual data Validation study to provide local areas with on-site technical assistance and training to address issues that are uncovered during the review that impact reporting.

Massworkforce.org also provides access to almost 100 reports that have been developed for use by career center staff and managers for program management and center operations. Reports also track performance, including a dashboard report providing summary graphs and charts that can be generated for the state or any local area. These reports have been developed by state reporting staff and by local areas.

Expanding Performance Management

The Executive Office and Department of Career Services have implemented a number of performance enhancing initiatives beginning in PY12 and ongoing.

- LWIA voluntary assistance through an ad hoc workgroup designed to develop a set of performance metrics that will enable us to measure and demonstrate the effectiveness of the system beyond the WIA measures.
- PY12 annual planning focus upon activity and infrastructure analysis to drive statewide infrastructure change in PY13 to align the state's workforce system for WIA reauthorization and reduced funding scenarios.

- Development of quarterly dashboards, LWIA profiles, technological and structural changes to drive system improvements outside the federal performance measures.
- State level quarterly performance review meetings to assess local performance, identify best practices and drive corrective action.
- Analysis of discretionary fund distributions to strengthen connections between performance and use of discretionary funding and target optimum use of future discretionary funds.

As funding and performance continue to be scrutinized from all angles, we are continually asked to explain the value of our system in a way that has meaning to the average person, business organizations, legislators, and outside agencies. We recognize a need to develop a set of performance criteria that creates a factual report of certain factors within the work of the workforce development system that can be understood by those outside of our system. Further, this approach recognizes that we need to evaluate ourselves using criteria other than WIA measures in order to create efficiencies and effect improvements in our system.

As noted above, we are analyzing infrastructure and performance outcomes in order to develop workforce programs and performance criteria that make sense to a non-workforce audience and demonstrate the value and contributions of the Massachusetts workforce development system. This approach takes advantage of activities already initiated locally and enhances the state-local connections that form the basis for the WIA funding system.

State strategies for using quarterly wage record information to measure the progress on state and local performance measures, including identification of which entities may have access to wage record information. (WIA Section 136(f)(2), 20 CFR 666.150)

Massachusetts uses both state wage record data and WRIS data (Wage Record Interchange System through the WRIS Data Sharing Agreement with U.S. Department of Labor) for reporting on state and local performance measures to the U.S. Department of Labor. Local areas or other agencies (e.g., Department of Higher Education) do not have access to state wage record data except through an agreement with the Department of Career Services and only for evaluation of workforce programs and all data are provided without personal identifiers.

Services to State Target Populations: The State Operational Plan must describe how all the programs described in the plan will work together to ensure that customers who need a broad range of services receive them. This is an opportunity for the state to describe how One-Stop Career Center services will address more specific needs of targeted sub-populations identified in the economic analysis. The State Operational Plan must describe how the state will:

- *Serve employment, re-employment, and training needs of unemployment compensation claimants; the long-term unemployed; the under-employed; dislocated workers (including trade-impacted dislocated workers and displaced homemakers); low-income individuals (including recipients of public assistance); migrant and seasonal farm workers; veterans; individuals with limited English proficiency; homeless individuals; ex-offenders; older workers; individuals training for nontraditional employment; and individuals with multiple challenges to employment. (WIA Sections 112(b)(17)(A), (b)(17)(B), (b)(8)(A), 20 CFR 652.207, 663.600-.640, 29 CFR part 37.)*
- *Serve the employment and training needs of individuals with disabilities. The discussion must include the state's long-term strategy to improve services to and employment outcomes of individuals with disabilities, including plans for the promotion and development of employment opportunities, job counseling, and placement for individuals with disabilities. (W-P Section 8(b); WIA Section 112(b)(17)(A)(iv), 20 CFR 663.230, 663.640, 667.275(a).)*
- *Deliver comprehensive services for eligible youth, particularly youth with significant barriers to employment. (WIA Section 112(b)(18)(A).) The discussion must include how the state coordinates youth activities, including coordination of WIA Youth activities with the services provided by the Job Corps program in the state. Job Corps services include outreach and admissions, center operations, and career placement and transition services. (WIA Sections 112(b)(18)(C), 129.)*

The Patrick-Murray Administration tasked the workforce system to meet the challenges faced by all job seeker customers by ensuring access to the broadest range of services available through the federal and state programs operated through the One-Stop Career Centers.

In order for Massachusetts businesses to thrive in the global economy – and for our workers to prosper along with our industries – the Commonwealth must ensure that worker skills match business needs. To that end, the 34 full service One-Stop Career Centers throughout Massachusetts form the foundation of the state's delivery system for employment and training services for job seekers, employers, and workers.

Massachusetts One-Stop Career Centers provide core and intensive services, both self-service and staff-assisted, case management, and group services such as workshops. Training is provided through the Individual Training Account (ITA) system, On-the-Job training, customized training and class-sized training, as appropriate. OSCCs serve as the point of access to a system of training providers with programs and services tailored to individual needs and career objectives. Services are provided in accordance with individual career plans, developed by case managers and jobseekers working together, and local planning and implementation decisions, and feature a combination of core, intensive and training services.

Each comprehensive One-Stop Career Center offers an extensive array of core services, which include:

- Determination of eligibility to receive assistance under WIA;
- Outreach and intake, including career center seminars that provide orientation to the information and other services available through the one-stop delivery system;
- Initial assessment of skills, aptitudes, interests and abilities, and supportive service needs;
- Career counseling, job search and placement assistance;
- Provision of employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, such as job vacancy listings in such labor market areas; information on job skills necessary to obtain the jobs available, and information relating to local occupations in demand and the earnings and skill requirements for those occupations; and provision of performance information and program cost information on eligible providers of training services;
- Provision of information regarding local area performance as relates to local performance measures and any additional performance information, as available;
- Provision of information relating to the availability of supportive services, including but not limited to child care and transportation.

Massachusetts One-Stop Career Centers offer a full menu of comprehensive services for employers, including:

- Timely screening and referral of competitive applicants;
- Active employer outreach and solicitation of job openings;
- Provision of information regarding the full array of OSCC services, including OJT and customized training;
- Customer assistance with on-line listing of job orders and access to Talent Bank;
- Basic labor market information, and listings of education and training programs and resources;
- Referral services for employers to sources of funding for worker training, community service organizations, and if available, tax credit programs;
- Assistance with significant employer downsizing or layoffs, including layoff aversion strategies;
- Job Fairs and Recruitment events are held either on site at the career centers or at other venues that will attract an increased number of businesses;
- Coordination with Economic Development as well as various programs that can assist business;
- Information sessions for businesses on tax incentive programs and the Workforce Training Fund programs- training for incumbent workers and layoff aversion programs and services;

Unemployment Insurance Claimants

An analysis of wage record data for Unemployment Insurance (UI) claimants who were Career Center customers demonstrated that UI customers who received one or more service after

attending a Career Center Seminar (the CCS provides an Orientation to the Career Center) had a 10% higher entered employment rate than those who did not. The conclusion was to re-design the “front door” presentation of the CCS to engage customers to return for services and to revamp customer flow.

DCS, in conjunction with the Department of Unemployment Assistance (DUA), convened a workgroup of state and local workforce partners that re-designed the pathway to career center services for our UI customers to support work search efforts and to accelerate their return to the workforce.

The Career Center Seminar (CCS) serves as the main portal into Career Center reemployment services programs, and therefore is the key to customer engagement. The CCS eliminates bureaucratic information, is concise and informative, and provides a “value added” experience for the UI customer. UI claimants complete a job search inventory, a skills assessment, and a Career Action Plan (CAP) with a job counselor.

A Career Center staff member reviews work search activity, individually, with the UI claimant. They discuss the number of jobs, types of jobs, industry of choice, labor market trends impacting the job market and the customer’s methods of follow-up. The counselor provides guidance if the customer appears to be “stuck,” for instance if he/she is only applying to one industry when his/her skills may be more broadly applicable. If, together, the customer and counselor agree that additional certification or training is needed to improve the prospect for employment, they will begin that process together.

In addition to engaging our UI Claimants in the system, the system wide approach has positioned the Commonwealth to obtain additional grant funding to support our UI Claimants through the Reemployment Eligibility Assessment (REA) and facilitated the implementation of mandated services to UI claimants receiving Emergency Unemployment Assistance.

All Populations

As described in prior sections, and in alignment with the Massachusetts strategic vision and plan, over the next several years, MA will redesign job seeker services to increase assessment and job matching rates. This strategy includes the examination of the following in order to improve/expand services to all customer populations:

- “Segment” One-Stop Career Center foot traffic by focusing face-to-face job counseling on unemployment insurance claimants/unemployed with greatest barriers/least education and direct unemployment insurance claimants with higher levels of education to on-line services first (but not exclusively on-line).
- Use of TORQ and other assessment tools to identify and re-map job seeker skills to hiring opportunities through education/training (community colleges, etc.) for a larger number of customers.
- Renewal of the focus on job development and placement.
- Improve access to and facility with technology tools to match job postings and job seeker skills (not work history titles) - (TORQ layered on top of JobQuest, Help Wanted On-Line streaming, etc.).

The jobs emerging over the next decade will require workers to have greater skills to compete for employment. The public policy conversation has focused on *middle skills*, credentials that reside

between a high school diploma and a college degree. The workforce development system must be part of the solution to the middle skills challenge by ensuring that sufficient training resources are dedicated to skill development. It also needs to be responsive to low skilled workers who need worker readiness or basic skills in order to become employed.

Accordingly, Massachusetts has developed a minimum training expenditure policy to stem a trend toward declining training investments. All local Workforce Investment Areas are required to ensure that at least thirty percent of formula-allocated program expenditures in a fiscal year are on allowable training costs for the WIA Adult and Dislocated Worker programs, combined. The rationale for the policy is based upon a goal of increasing job placement rates for individuals. Research shows that individuals who complete certificates and degrees have higher job placement rates compared to similar unemployed individuals. In addition, the public workforce system must increase investments in training and align training services with critical skill shortages facing the state.

In the face of diminishing resources, career centers continually examine cost-saving strategies in order to maintain the ability to provide the broadest range of services to those customers who need them the most. Career centers strive to provide staffing diversity to accommodate customers with limited English proficiency, and information is translated into other languages, as appropriate. On a local basis, career centers partner with CBOs, the Department of Transitional Assistance, Homeless shelters and correctional facilities to facilitate access and provide the level of service needed to special populations. DCS maintains a full staff position to act as a liaison among various groups involved in placing ex-offenders with employment. This has streamlined the duplicating efforts between the One-Stop Career Centers, Mass Rehab, the Probation office and Parole office by providing training and information on the current process regarding labor market information, job assessment tools and information on federal bonding.

DCS partners with SCSEP in order to expand knowledge of and participation in the SCSEP program. The partnership enables older low income job seekers to develop the skills and self-confidence to obtain unsubsidized jobs and become financially self-sufficient. It also provides valuable community service at on-the-job training sites, as a means to improve a participant's self-sufficiency, perform meaningful civic service, and to strengthen communities.

Veterans

The Commonwealth of Massachusetts prides itself in leading the Nation in the provision of a broad spectrum of benefits and services to our Veteran community across multiple state agencies.

The MA workforce system and its Career Centers “proudly serve those who proudly served our country;” as such, all qualified Veterans are provided Priority of Service (POS) across all programs and services operated through our Centers.

Similar to our counterparts across the country, a full array of services is available to all Veterans throughout the career center system. Disabled Veteran Outreach Program (DVOP) and Local Veteran Employment Representatives (LVER) are located at Career Centers to provide individualized services to Veteran customers in need of support.

In addition, DCS continually develops and designs new programming and service initiatives to support Veterans. During the past year initiatives were focused in the following areas:

Collaboration with the MA National Guard; Business Engagement and Training; and, Translating Military Skills to Civilian Workforce.

Massachusetts National Guard Collaborations

- DCS/VETS collaborated with the Massachusetts National Guard and Reserve Units to launch Operation Jumpstart. This program was first designed to assist the 182nd Battalion of the MA National Guard members recently returning as well as still serving in Afghanistan. The project grew to also include the 1st Battalion 25th Marines, along with the entire MA National Guard and Reserve.
- The DCS Transition Service Coordinator provides advance workshops on: translating military skills to the civilian workforce, building resumes and career guidance for all recently returning members of these units. These workshops were provided and continue to be provided, as needed, at the National Guard Headquarters in Milford, MA, Camp Guild in Reading, MA, and Fort Devens in Devens, MA.
- The DCS Transition Service Coordinator also provides services to members of these units who are currently still serving Afghanistan. The Transition Coordinator ensures that they are all registered within the Massachusetts One-Stop Employment System (MOSES) database, as well as, MA JobQuest (state job bank). In addition, each service member is provided with 1:1 job search, mentoring and resume review, which assists in preparing them for entering employment upon their return home. The project was designed to provide these services in-country, via secure video communication; however, at the time of program launch, security levels were heightened in Afghanistan, necessitating a workaround. However, the groundwork has been completed for any large Battalion nearing demobilization in the future. The 1:1 has been and will continue to be provided electronically through email as well as via telephone contact.
- The collaboration with the guard leadership has provided DCS with demographics and the contact information to assist these troops throughout their employment search.
- The DCS/VET team continues to be actively engaged with the Massachusetts National Guard Headquarters and is supporting reintegration / Yellow Ribbon events, for all recently demobilized unit members and their families. At the Yellow Ribbon events, DCS staff provides formal presentations on available OSCC services and Priority of Service (POS) to Veterans and operate an information table to respond to questions, and direct Veterans to a Career Center near their home for training and job placement support.

Business Engagement & Training

- DCS/VETs have established a Business Service Team and are a member of the MA Board of Apprenticeship, to assist employers in the recruitment, apprenticeship and the retention of Veterans and connect them with the local Career Centers.
- DCS/VETs have established a relationship with the Federal Executive Board as well as the Office of Federal Compliance to ensure our Massachusetts Veterans have access to the wide array of federal jobs and federal contractors. Federal Employment workshops

are held throughout the state to assist the Veterans in navigating the federal employment process.

- DCS/VETs and DVS have been working with Massachusetts Manufacturing Extension Partnership (MassMEP) and leveraging \$500K in state-funding to train Veterans in manufacturing positions. Last year the MassMEP successfully placed 47 Veterans in full time employment.

Translating Military Skills to Civilian Skills Initiatives

- TORQ software, purchased by the Commonwealth, is available to Veteran Employment Representatives in the field, combining the use of O'NET with assessment tools and the provision of local labor market information to assist our Veterans in translating their military skills and determining the employment opportunities currently available and the projected occupational outlook. All Veteran Employment Representatives are trained on its use.
- Networking and engaging the employer community is vital to successful employment opportunities for our Veterans. DCS/VETs are working with employer associations and Chambers of Commerce across the state to outreach to Veterans and assist our soldiers with translating their skills to the civilian sector.
- In Collaboration with the Greater Boston Chamber of Commerce and the Department of Veteran Service (DVS), DCS planned and designed a Veteran Mentoring & Networking program. DCS played a lead role in planning and coordinating the Greater Boston Chamber of Commerce "Boots to Business" kick-off event on July 12, 2012. This will become a statewide model. The premise is to provide Veterans with access to many of Greater Boston's most successful businesses across a variety of industries including financial services, technology, and others aligned with the Veterans specific background and experiences, and connect the Veteran with a mentor in the business community who can guide them through the process of securing long-term employment. To date, over 40 chamber members have signed up for the event. In addition to the mentoring program we have also engaged employer associations such as the New England Industry Liaison and American Organization of Employment Professionals, resulting in a greater awareness of the Career Center system and the value of recruiting Veterans.

Migrant Seasonal Farmworkers (MSFW)

As a customer of the Career Center system, MSFWs are offered a comprehensive menu of skill enhancement products and a variety of options to enhance their employment prospects. The services and products available are delineated with the Agricultural Outreach Plan at Section 3D within this document.

Individuals with Disabilities

In Massachusetts, the workforce development system has made great strides in its capacity to serve persons with disabilities. For the year ending June 30, 2011, 5.5% of individuals served in the workforce development system were identified as having a disability (n=11,715) with wide variation among the 16 workforce regions, ranging from 3.8% to 12.3%. In the WIA Adult Program, 6% of individuals served were identified as having a disability (n=202) with variation among the 16 regions, ranging from less than 1% to 11%. For WIA Dislocated Workers, only

2% of individuals were identified as having a disability (n=152), with variations between regions of 1% to 4%. For WIA performance, in PY 2010 (most recent data available) for both Adults and Dislocated Workers, individuals with disabilities have lagged the general population by approximately 10 percentage points in Entered Employment, and have also shown significant lags in average earnings, retention rates and employment and credential rates. Only .4% of individuals served (n=987) via Labor Exchange were identified as Veterans with a disability. The Entered Employment rate for those served was 39% compared to 49% for all customers. MA is in the process of developing long-term strategies to address the need for improving the workforce system across the state, address the lagging of performance in terms of WIA outcomes, and address the clear need to build significantly increased capacity to serve Disabled Veterans.

People with disabilities currently participate in the labor market in far fewer numbers than those without disabilities. Per the most recent US Census, ACS data, 8.4% (n=369,000) of working age individuals in MA reported some form of disability. The employment rate for individuals in MA with disabilities was 32% and 70% for individuals without disabilities. As a result 28% of people with disabilities in Massachusetts live below the poverty line, as compared to 11% of the general population (US Census, ACS, 2010). In MA there are approximately 273,000 individuals on SSI, SSDI or both, yet only 6.2% of the approximately 149,000 individuals on SSI work. (Source: Social Security Administration).

The One-Stop Career Centers utilize a service flow that places emphasis on integration within existing One-Stop services. As individuals enter the One-Stop system, they participate in the standard intake and orientation, and within this process, staff in consultation with the individual, determines the appropriate strategies to be utilized to assist the individual in successfully achieving his/her employment goals. Various One-Stop assessment tools are used to obtain a baseline of information regarding the individual's current knowledge, skills, and abilities, and accommodations in utilizing assessment tools are provided, as appropriate. Case managers engage job seekers in dialogue to assist in determining any current barriers to employment. Within the dialogue, previous work and job search experiences are explored to identify successes and challenges and any patterns therein. An initial benefits analysis may also be conducted to create a full understanding of the individual's current situation in terms of public benefits, and how these can both be leveraged (via work incentives, etc.) as well as posing potential challenges. Local partnerships resources are identified and used to support and assist individuals in meeting career goals.

Outreach and relationship building with the disability community and employers that began with efforts set forth previously from the DPN project and other initiatives continues through the OSCC. Job seekers with disabilities have consistently utilized the state's One-Stops at double the national average rate. This is clear evidence of the state's experience and success in outreaching to individuals with disabilities. Outreach to the disabled Veteran population occurs via the VETS representatives based on site, local veterans organizations, and the VA. As a result of the aggressive efforts of the VETS staff, 5% of individuals served via the system currently are Veterans.

To strengthen the capacity of OSCCs to serve the disabled population, Massachusetts has applied for a Disability Employment Initiative (DEI) grant. If funded, the Massachusetts DEI project (MA-DEI) will improve employment outcomes for individuals with disabilities, in terms of placement, wages, long-term job retention, and financial well-being, while building the capacity

of the workforce development system to better meet the needs of this population. In the event that the MA DEI proposal is not funded, the goals set forth in the proposal will be carried forward, and the MA OSCC system will do all that it can to implement those process improvements.

DCS follows Section 188 of WIA, also MA Executive Order 478 and WIA Communication Policy 01-35. Please refer to the Definitions section of the policy for a listing of assistive technology that is available at Massachusetts One-Stop Career Centers.

Youth

The WIA Youth program in Massachusetts is integrated into the One-Stop system per local policy, as developed by the Local Workforce Investment Boards and Youth Councils. In eight of the sixteen workforce areas, the WIA Title I fiscal agent is the entity that both provides youth program design framework services and also serves as the One-Stop operator. In these locations, the One-Stop Career Centers have been used as the physical location where youth eligibility and service strategies are determined, and youth are provided appropriate referrals to competitively-procured youth service organizations. Five workforce areas have established special one-stop centers that exclusively serve youth.

The Commonwealth works with LWIBs and Career Centers to ensure that:

- All OSCCs ensure that information and services are available for youth customers. This assurance includes the commitment to employ counselors and other staff who are specially trained to work with youth, and to have information and resources that are ‘youth friendly’ and readily accessible by all youth (not just those who are eligible for Title I services).
- LWIBs have developed appropriate local policies and Standard Operating Procedures that help to guide the provision of services to youth.
- WIA Title I youth program follow-up services, provided to every WIA youth, include referral to the One-Stop Career Center so that youth are made aware of all available resources and programs.

The Commonwealth provides oversight and technical assistance to local workforce areas regarding the delivery of youth service activities. A tool that promotes prompt assistance with questions regarding youth services is the WIA Youth Mailbox (WIAYouth@detma.org). Local youth staff may submit a question via the Youth Mailbox and will receive a prompt personal response; then the question and response is subsequently posted to a Youth Q & A, accessible by all. DCS staff also provides technical assistance on an as-needed basis, e.g. local approval of certificates that promote youth employability (per TEGL 15-10); development of locally defined barriers; appropriate assessments, individual eligibility determinations, etc.

Statewide youth program training is currently being developed that will provide guidance to WIA Title I Youth case managers. The following training sessions are planned:

- Program eligibility documentation such as: age, citizenship, Selective Service, barriers, income, applicant statements, case management, case notes and etc;
- Using MOSES to record WIA title I Youth program services
- Common Measures
- MCIS training geared toward assisting youth service providers in obtaining labor market information

Attendees will receive a certificate of completion for completing all of the four training modules.

Over the next several years, DCS plans to roll out the following:

- Workforce Issuance page dedicated to the WIA Title I Youth Program to disseminate information to the field. This page will announce future training/webinars from both DCS and other relevant partners, store training Powerpoints, announce new WIA youth program related MA Workforce Issuances, TEGs, TENs etc; with a link to the Q&A section.
- Conduct quarterly Webinar meetings that will address identified issues, including discussion of items that have been raised by DOL, data validation or monitoring reviews, and also include guest speakers from the local areas to present and discuss some of their best practices.
- Develop a survey to accompany the monitoring questionnaire, the results of which would be annually compared to assist with identifying trends or needs to inform future program development.
- Work toward a MOSES redesign to better address programmatic elements, such as changing the language in MOSES to better reflect WIA definitions.
- Provide technical support training sessions on developing local area tools, such as standard operating procedures, local policies, Individual Service Strategies, applicant statements, barriers documentation, Common Measures etc.

The following are some of the tools that are currently available to youth practitioners:

- WIA Youth Performance Guide, which provides a brief overview of components of performance and lays out federal and state resources that provide deeper guidance around program performance.
- Literacy/Numeracy Gains in WIA Youth Programs, which provides in-depth technical information around the literacy/numeracy common measure. It also provides strategies around program implementation of measure.
- DYS Southeast Region Community Resource Guide: Education, Employability and Social Services was developed by Commonwealth Corporation in collaboration with the Massachusetts Department of Youth Services. Community Resource Guides have also been developed for each of the other four DYS regions: Metro, Northeast, Central and West. The Guide contains education resources, including alternative and non-traditional high school programs and GED programs, employability resources, including Career Centers, job search and training resources, and social services supports.
- MassWorkforce Issuance 10-42, Locally Defined Additional Youth Barriers, a policy that provides guidance and examples of additional barriers for use by LWIBs and Youth Councils as well as acceptable forms of documentation.
- The Massachusetts Workforce Investment Act Youth Program Performance Guide, developed by Commonwealth Corporation, is designed to help WIA providers examine the many different aspects of creating a successful WIA Title I Youth program, focusing on building strong performance. The guide can be accessed at <http://www.commcorp.org/resources/documents/WIA%20Youth%20PerformanceGuide-rev0410.pdf>

Job Corps

Currently, three Job Corps Centers operate in Massachusetts: the Grafton Job Corps Center in North Grafton, the Shriver Job Corps Center in Devens, and the Westover Job Corps Center in Chicopee.

Local areas hold an MOA with the Job Corps vendor and OSCC staff work closely with staff of Job Corps to assure seamless transition between organizations. Until this year, Job Corps staff has had a presence in the OSCCs, maintaining space in the local office on certain days to recruit and provide other services. This model is undergoing a slight change; the vendor has decided to concentrate a larger number of Admissions Counselors in the Greater Boston area and to house several of them in free-standing offices. This will result in fewer Admissions Counselors permanently located in career centers than in the past.

At the same time, the vendor assures that adequate coverage will be provided, statewide. Substantive discussions will begin in the very near future with a view toward developing a memorandum of understanding that will stipulate, among other things, the frequency with which Admissions staff will conduct outreach, recruitment, applicant orientations, and interviews in each local area.

RDOL has assured DCS that they will be working with Job Corps to enhance communication and understanding regarding recruitment and contractor placement.

Youth Violence Prevention and Employment

The Governor's Safe and Successful Youth Initiative intends to bring additional services and supports to young men ages 14-24 who are likely to be perpetrators or victims of serious violence. Programs funded through these grants will directly serve about 1,000 youths in this population and will also support their family members, including children and siblings. An additional \$262,000 will be used to provide trauma response training to grantees and to hire a program director to monitor the implementation of the various plans and manage the overall program.

The Initiative brings together local officials, community organizations, and a range of stakeholders in cities to work with our most at-risk youth to implement comprehensive plans that will engage our at-risk youth as we address violence in our neighborhoods.

YouthWorks

YouthWorks is a state-funded youth employment program which provides funds that targeted communities use to pay wages to low-income youth, aged 14-21, for summer jobs in the public, nonprofit, and private sectors. Commonwealth Corporation administers the program on behalf of the Massachusetts Executive Office of Labor and Workforce Development.

The primary component of the YouthWorks program is subsidized employment placements in which participants are typically employed up to 30 hours per week over a six-week period during the summer. Hourly wages are required to be no less than the Massachusetts minimum wage. Participation in YouthWorks is limited to eligible youth aged 14-21 in select cities throughout the state.

Integrated Pathways to Responsible Fatherhood Project

The Massachusetts Integrated Pathways to Responsible Fatherhood project unites eight State human service agencies, one policy agency, and 14 Community Based Organizations (CBOs) with Friends of Children Trust Fund (CTF) to support low-income fathers in five communities of the State: Boston, Worcester, Springfield, Lynn and Athol/Quabbin. The project will assist fathers and their families in the areas of parenting, healthy relationships, and personal economic development. The project builds on existing relationships (some more than 10 years old) between the State agencies regarding responsible fatherhood and a commitment to pursue continued collaboration.

The primary target population is low-income fathers connected to families who are current and/or former recipients of TANF. In Massachusetts, social systems are accessed by more mothers than fathers, creating an undue burden on mothers and excluding fathers from opportunities to co-parent and support their children. The partners are committed to being more proactive in serving the unique needs of fathers who may not be comfortable using services for which they are entitled. The project will utilize Massachusetts' TANF agency, local One-Stop Career Centers, child welfare support agencies, domestic violence experts, all of which provide a broad array of services and have direct access to the targeted population.

Wagner-Peyser Agricultural Outreach: Each state workforce agency shall operate an outreach program in order to locate and to contact migrant and seasonal farm workers (MSFWs) who are not being reached by the normal intake activities conducted by the local offices. To this end, each state agency must include in its State Operational Plan an annual agricultural outreach plan, setting forth numerical goals, policies, and objectives. Regulations at 20 CFR 653.107 require that the outreach plan include the following elements:

- *Assessment of need*
- *Proposed outreach activities*
- *Services provided to agricultural employers and MSFWs through the One-Stop delivery system*
- *Numerical goals*
- *Data analysis*

Within the Wagner-Peyser framework, the role of the Department of Career Services and the Massachusetts One-Stop Career Center System (OSCCs) is to provide workforce and labor exchange services to the agricultural community and in particular agricultural workers. To that end, the Department of Career Services and the MA One-Stop Career Centers work with employers, employer organizations, farm workers, farm workers advocates, health services providers, legal aid and other state and local agencies or organizations.

As required by 20 CFR Subpart B, 653.107, the Department of Career Services (DCS) will provide Wagner-Peyser Act-funded services to migrant and seasonal workers and to prospective and actual employers of these individuals. DCS will make every effort to strengthen its working relationships with MSFWs groups or organizations, WIA 167 Grantee and employers to better serve this targeted population. Efforts will continue to include inter/intra-state job order servicing and the full range of One-Stop Career Center services delivered via an outreach staff designed to locate, contact, and inform migrant and seasonal farm workers about the nature and availability of services at the state-wide network of One-Stop Careers Centers.

The following delineates the Commonwealth's plan to outreach to its migrant and seasonal farm worker customers:

A. Assessment of need

i Previous year's agricultural activity in the State

In terms of revenue generated, Massachusetts' top five agricultural products are greenhouse and nursery products, cranberries, dairy products, sweet corn, and apples. A detailed summary of agricultural statistics (statewide and by county) is available on the Massachusetts Department of Agriculture webpage (<http://www.mass.gov/agr/facts/>) under the heading "*fingertip facts*". The following highlights the state of agriculture in Massachusetts:

- Massachusetts is 2nd in New England for direct sales of farm products to consumers. At \$42M in direct sales, Massachusetts farmers were responsible for 40 percent of New England's total.
- Massachusetts ranks 9th nationally in total value of direct sales, following states such as California, New York, Pennsylvania, Michigan, Ohio, and Washington.
- Massachusetts ranks 2nd nationally in value of average direct market sales at \$25,356 per farm.
- More than 80% of Massachusetts farms are family-owned. Over 95% fit the category of "small farms", sales below \$250,000.
- Massachusetts ranks 1st in the U.S. for farmland value at \$12,202 per acre.
- Female farm operators account for 29% of the farm operators in MA, up from 21% in 2002.
- Massachusetts increased number of organic farms from 129 in 2002 to 295 in 2007, and organic sales from \$7.8M in sales in 2002 to \$17.5M in 2007.
- Agritourism income totaled \$5.3M, up from \$665,000 in 2002.

Sources: Massachusetts Department of Agricultural Resources / NASS / 2007 Census of Agriculture.

For the 2011 calendar year, a total of 89 agricultural employers placed a total of 155 job listings with MA DCS, a small decrease from the previous year. The 155 listings represent 565 job openings which resulted in 25 local hires.

ii Previous year's MSFW activity

Currently there is no single agency or organization that tracks the number of migrant or seasonal farm workers in the nation. The estimates made by U.S. DOL through the National Agricultural Worker Survey (NAWS) are generic in nature and do not assist in the calculations for each individual state. Therefore the best employment estimates for MA are found on table 7 (Hired Farm Labor – Workers and Payroll) of the 2007 Census of Agriculture (http://www.agcensus.usda.gov/Publications/2007/Full_Report).

According to the 2007 Census of Agriculture (see attachment A) there are 13,039 hired farm workers in MA and the highest 5 counties reporting activity are: Middlesex (2,282), Worcester (1,740), Franklin (1,578), Plymouth (1,318) and Hampshire (1,315), followed closely by Bristol (1,073), Hampden (944) and Essex (918). It is important to note that

Hampden and Hampshire Counties have suffered the loss of a number of employers due to the downsizing of the tobacco industry.

These farm employment estimates should be seen as a base with agricultural employment likely to be much higher than the stated numbers. The “peak” of employment varies for each crop activity, but in general we find that peak employment is reached between the months of July and August. The average estimated employment for last year was 13,500. Based on DCS employment data for the H-2A Program, the trend of slight decreases each year continues.

iii A projected level of agricultural activity in the State for the coming year

With the pressure from overseas production where labor and regulatory impact are significantly lower and the options for mechanization are impractical or expensive the diversification of crop activities at local farms continues. In an effort to remain a viable business many of MA agricultural employers are harvesting crops that keep the farm in operation for longer periods of time than in the past. In fact, many operators remain open year round providing all sort of local produce or imports from other states to satisfy consumers’ demands.

The implementation of new technologies and expanding immigrant population may open up market conditions to sustain a viable agricultural sector. However, many other external factors continue to affect agriculture in MA, such as market fluctuations, consumer demands, immigration policies, etc. As a result, we are estimating that agricultural activities in the state will remain at similar levels with a possibility that economic growth may lead to a more active agricultural economy thus expanding the need for labor.

iv A projected number of MSFWs in the State for the coming year.

The number of migrant or seasonal farm workers in the state continues to be a moving target. As mentioned above, there are no concrete numbers quantifying the workers engaged in agriculture. A factor such as the transient nature of the migrant workforce legal status and the underground economy makes it difficult to enumerate this sector of the workforce. Taking into consideration the Census of Agriculture data for the last 3 years, we can estimate that the number of MSFWs in the state will remain at similar levels as in 2011.

U.S. DA, NASS, Census of Agriculture				
Year	1992	2002	2007	Projected
Hired Workers	13930	13545	13039	13000

v **A statement of the consideration given to the State Monitor Advocate's (SMA) recommendation**

In accordance with 20 CFR Subpart B, Part 653.107 and as prescribed by TEGL 11-21, the State Monitor Advocate participated in the preparation of the Agricultural Outreach Plan (AOP) and has been afforded the opportunity to review and comment on the plan. Such review indicates that the plan has been prepared properly, omitting none of the prescribed requirements and properly describing the activities planned for providing services to both agricultural employers and migrant and seasonal farm workers (MSFWs).

All recommendations were included as the State Monitor Advocate presented them in the annual MSFW summary developed under 20 CFR 653.108(t) in the preparation of this plan.

B. Outreach Activities

The Department of Career Services will conduct outreach activities to locate and to inform migrant and seasonal farm workers about the core, intensive, and training services available through the Massachusetts One-Stop Career Center system. Currently, the Massachusetts Department of Career Services has no designated outreach positions for Program Year 2012. The State Monitor Advocate (SMA) is available to assist DCS staff in the conduct of outreach activities. The number of staff positions assigned to outreach is the same as last year. The geographic area covered by outreach staff and the State Monitor Advocate is much larger than the jurisdiction of the local offices that they assist.

Staff providing outreach services will continue to be 1 bilingual Central Office employee. To help ensure equity of service, the efforts of the Central Office outreach worker may be supplemented by local office Business Service Representatives (BSRs), in areas of the state where significant migrant outreach workloads warrant additional assistance. BSRs are based at local One-Stop Career Center sites and can bring to the agricultural employers the full array of services, as well as program specific information relevant to partner organizations such as the WIA 167 grantee and other appropriate labor market information. This is accomplished in large part through conducting employer-coordinated visits to farms and food processing facilities. In-office services are continuously available, with evening hours at a number of locations.

It is DCS's goal to contact a significant number of MSFWs with the maximum utilization of resources available. Local offices, having farm labor camps in their service areas, will be designated to contact agricultural employers and offer labor recruitment assistance via the Agricultural Recruitment System (ARS) or the H-2A Program and to ascertain the employer's workforce needs.

Most of the recruitment activities occur between the months of March and May and July and August. Outreach services will be recorded by outreach staff, or other appropriate staff, on the Daily Log of Outreach Activity. The information collected on the form will allow DCS staff to target efforts in areas where the need is identified.

For the 2012 Program Year emphasis will be placed on developing effective partnerships with the WIA 167 Grantee, Migrant Education, Migrant Health and others to leverage resources to help identify and service the agricultural community including the MSFWs.

i Numerical goals for the number of MSFWs to be contacted during the fiscal year

The Department of Career Services will make an estimated 100 outreach contacts during PY 2012(FY13). We estimate that at least 50 contacts will be made by the SMA with the remaining contacts made by outreach staff and the cooperating agency. The total number of staff days to be expended by DCS outreach staff will be 15. This will represent 100% increased in the number of staff days devoted to outreach during the last program year.

The number of MSFWs contacts and staff days devoted to outreach activities by the WIA 167 agency will be determined once they filed their report, DCS and NEFWC are in the process of renewing the Non-Financial Agreement as required under the WIA. Based on historical data, it is expected that they will be identifying approximately 500 workers and that they would spent a cumulative of 50 staff days conducting outreach activities.

Projected Goals	
Organization	Contacts
DCS / OSCCs	100
WIA 167 Grantee	500

ii Numerical goals for the staff days to be used for outreach during the fiscal year

Outreach will be accomplished through personal contact and cooperative agreements with private and public agencies. DCS and the One-Stop Career Centers will continue to establish new linkages and use existing relationships with local and statewide networks to solicit information and suggestions from these groups on how to better serve the MSFW population. The table below shows the projected number of days to be utilized conducting outreach.

Assigned Outreach Workers	MSFW Contacts	Number of Staff Days
1	100	20

iii The level of W-P funding to be used for outreach during the fiscal year

To accomplish the maximum level of outreach activities, at least a part-time outreach worker position will be assigned at the DCS Central Office. The outreach worker will specifically target those areas where there is significant agricultural activity and where a large number of job applicants are expected to be MSFWs. The outreach worker will be trained in the recruitment and provision of services, and will be available directly through the One-Stop Career Center system. The SWA will consider and be sensitive to the preferences, needs and skills of individual MSFWs and the availability of jobs and training opportunities.

iv The tools which will be used to conduct outreach contacts

Outreach workers will make personal contacts with MSFWs as time and resources allow explaining the services available through the One-Stop Career Centers and other agencies or organizations that provide services to MSFWs. Outreach workers will visit sites where farm workers work, live and congregate, including, but not limited to pickup points, migrant health clinics and Legal Service offices in order to contact as many MSFWs as possible. Informational printed materials will be distributed at these locations to maximize penetration into the farm worker community. Follow-up contacts will be made with those MSFWs registered to ensure that the needs have been met and to determine if any other services are required.

Outreach activities will be documented on the Log of Daily Outreach Activities. The log form includes the number of MSFWs contacted, the amount of time expended, the services provided and information on complaints received. The outreach workers will utilize standard forms such as the job application, complaint forms and logs of apparent violations. Monthly reports that summarize all outreach efforts and activities will be submitted to the State Monitor Advocate. These reports will include an analysis of the outreach activities performed by the outreach worker on a qualitative and quantitative basis and a summary of the total One-Stop Career Center outreach effort. Monitoring of the outreach activities will be conducted to assess and report on the equivalence of services provided.

C. Services Provided to MSFWs through the One-Stop Delivery System

In the MA integrated service delivery system MSFWs as well as all customers are offered a comprehensive menu of skill enhancement products that includes a variety of options to enhance their employment prospects. Some of these products include, but are not limited to, access to local, state and national job listings, job matching and referral to employers, career assessment in groups and individually, information and referral to educational opportunities and job training programs, job search workshops, individualized career coaching and basic computer skills workshops, including a session on utilizing the internet for job search. In addition, One-Stop Career Center staff will use a variety of tools to attempt to match the job seekers' skills, interests and abilities with available jobs in their current labor market area, or in other areas if desired.

The Department of Career Services will continue to ensure that all local Workforce Investment Boards/One-Stop Career Centers serve all applicants; including MSFWs. One-Stop Career Center staff will be trained on how to properly implement the MSFW definition in order to correctly identify this targeted population. The goal is to familiarize OSCC staff with all of the requirements of the MSFW program. This should allow for every MSFW contact to receive a verbal and written explanation of services available in English, Spanish or other language as needed. A MSFW desk aide is available and provided to all OSCC staff to assist in identifying MSFWs.

Services, including core and intensive services, will be provided as necessary. The MSFWs' knowledge, skills and abilities will be assessed to determine appropriate jobs to which they may be referred. Job referrals will be provided through mass recruitments, H-2A job referrals and job development efforts. Staff will also suggest training programs

that may best serve the needs of those who possibly will not be job ready. Referrals will be made to local WIA Section 167 training programs, training programs and housing assistance agencies, etc. OSCC staff will be prepared to refer MSFWs to other community-base supportive services programs.

The DCS Quality Assurance Unit, in coordination with State Monitor Advocate, will conduct quality assurance visits on an annual basis to ensure that MSFWs have equal access to employment opportunities through the One-Stop Career Center System.

D. Services Provided to Agricultural Employers through the One-Stop Delivery System

The Massachusetts One-Stop Career Center system offers a menu of comprehensive services specifically designed to assist employers in matching their jobs to qualified job seekers. The OSCC connection to both the unemployed and employed work force, and to local community resources, provides a qualified applicant pool which has the potential to match all manner of jobs or occupations. Some of the services are listed below:

- Ability to post jobs on Job Quest, a statewide database, with an option to post on National Labor Exchange website.
- On-site recruitment sessions that allow employer representatives to meet pre-screened qualified candidates and explain opportunities that are available.
- Applicant referral service – OSCCs will send employers qualified, pre-screened candidates who meet the requirements of the job.
- Job Fairs, customized workshops on technical issues, assistance with exploring a variety of business incentive programs including tax credits and training grants, etc.

Massachusetts One-Stop Career Centers assist employers, including agricultural employers, in filling job openings. To increase agricultural employer participation, training on the specific recruitment options available for agricultural employers will be provided to OSCC Business Service Representatives (BSR) staff. The goal of the training is to better prepare the OSCC to assist, guide and establish linkages with this sector of the economy. The One-Stop Career Centers will develop new employer contacts, maintain existing contacts and encourage job order creation through the local centers. State office staff will also promote labor exchange services to agriculture employers through participation at employer conferences and through the DCS website.

With significantly increased concerns over an adequate labor supply for agricultural employers, mainly due to the potential impact of new Federal regulatory requirements, the Department of Career Services anticipates a minimum increase of labor exchange system activities by the agricultural employers. As a result, it is expected that the Agricultural Recruitment System (ARS) and/or the H-2A Program will be used by more employers. In anticipation of the possible increase in activity, training on the ARS or H-2A programs will be provided to OSCCs staff. In addition, DCS is in the process of completing the Prevailing Wage and Practice Surveys earlier than in years past in order to prevent any delays on the processing of these applications.

E. Other Requirements.

1. In accordance with 20 CFR Subpart B, 653.107 and as prescribed on TEGL 21-11, the Monitor Advocate participated in the preparation of the agricultural plan and has been afforded the opportunity to approve and comment on the plan. Such review indicates that the plan has been prepared properly, omitting none of the prescribed requirements and properly describing the activities planned for providing services to both agricultural employers and migrant and seasonal farm workers.
2. In accordance with 20 CFR Subpart B, 653.107(d)(1), (2), and (3), the Department of Career Services has given the opportunity to the New England Farm Workers Council (NEFWC) WIA Section 167 grantee, other appropriate MSFW groups, public agencies, agricultural employer organizations and other interested employer organizations to comment on the State Agricultural Services Plan. Any comments received after the submission date will be forwarded to the Regional Office under separate cover.

Please refer to Attachment F for the Massachusetts W-P Agricultural Outreach Plan

Services to Employers: The State Operational Plan must describe how the state will coordinate efforts of the multiple programs included in the plan to meet the needs of business customers of the One-Stop system in an integrated fashion, such as hiring plans, training needs, skill development, or other identified needs. The State Operational Plan should also describe how the state will use program funds to expand the participation of business in the statewide workforce investment system. (WIA Sections 111(d)(2), 112(a), 112(b)(8), 112(b)(10), W-P Section 8, 20 CFR 661.205(b)(1).)

All workforce development services for job seekers and employers are integrated within the One-Stop Career Centers. Business service representatives across the OSCC system meet regularly to coordinate business outreach activities, to explore and implement best practices, and to develop effective and innovative new strategies to engage employers. In FY13 and ongoing, employer services will continue to be a statewide priority for the system. Business service representatives within the Career Centers provide the primary link between employers, job seekers and other Career Center services and programs that may benefit local business. Beginning in FY 2013, EOLWD and DCS will focus on expanding and marketing our employer services in strengthened coordination with the State's economic development arm, as well as providing additional training for staff in specific high growth occupational areas which will improve their ability to better assist employers in identifying and hiring appropriate job seekers. However, the Commonwealth recognizes that the best recruitment strategy to reach business is a positive referral from another business. Therefore, the OSCCs and WIBs will continue to work on the quality of services provided to employers and the business-to-business referrals created in the field.

There are many unfilled job openings in the Commonwealth and many job seekers. The state has undertaken a primary effort to identify the best strategies to increase the rate of match between job openings and unemployed.

Strategies that are beginning in FY2013:

- The ramping up of employer services to recruit and fill job openings. This effort will provide a regional focus on employer services through a “critical sectors” lens.
- Redesign Business Services Representative (BSR) staffing model to develop the expertise of BSRs as sector “experts.” The BSRs will work in cross-functional teams with job seeker counselors. This model will also create an employer-based internship program in Massachusetts.
- Redesign job seeker services to increase placement rates; refocus face-to-face job counseling on job seekers with greatest barriers. Re-map job seeker skills to job demand through education/training (community colleges, etc.) and provide renewed focus on job coaching until placement.
- Examine the state’s inventory of current technology tools (skill assessment, job matching etc) and expand the availability of innovative tools (e.g. TORQ) to augment the BSR repertoire.

Further, Secretary Goldstein has identified employer engagement as one of the cornerstones of EOLWD’s workforce development strategy. Employer engagement is also one of the top priorities of the U.S. Department of Labor, which issued a new RFP to foster better connections with businesses. Massachusetts applied for the *Expanding Business Engagement* grant to support revitalized and enhanced business engagement activities within the state, and subsequently received a \$70,000 award.

DCS Business Engagement staff has begun to conduct regional meetings to reinvigorate employer engagement and to develop a comprehensive, cross-regional plan of action. The Rapid Response Program Director is the point person for DCS and has taken the lead in organizing this new initiative. Key elements of the plan will include:

- A review of existing outreach efforts and the services provided to companies.
- Methods to increase and expand employer engagement.
- Measurement of improvements that translates to business and the general public.
- Defining appropriate roles and responsibilities.
- Programs and services to add value to our relationship with business.
- Staff training needs, especially around any new programs and services.

Massachusetts also involves other partners that provide services to employers, such as the Massachusetts Office of Business Development, local chambers of commerce, business associations, DUA/WorkShare, and local economic development agencies.

Additionally, the upcoming WIB certification process will promote re-examination of WIB business membership in alignment with regional goals and sector-based strategies.

(Optional) WIA Waiver Requests: States wanting to request waivers as part of their Operational Plan submission must attach a waiver plan, as required by 20 CFR 661.420(c), that includes the following information for each waiver requested:

- *Statutory and/or regulatory requirements for which a waiver is requested.*
- *A description of the actions the state or local area has undertaken to remove state or local statutory or regulatory barriers.*
- *A description of the goals of the waiver, how those goals relate to Integrated Workforce*

Plan goals, and expected programmatic outcomes if the waiver is granted.

- *A description of individuals impacted by the waiver.*
- *A description of the processes used to monitor implementation, provide notice to any local workforce investment board affected by the waiver, provide affected local workforce investment boards an opportunity to comment on the waiver request, and ensure meaningful public comment, including comment from business and labor.*

Please refer to Attachment G: Massachusetts WIA Waiver Requests for FY2013

Trade Adjustment Assistance (TAA): *States must describe how TAA will coordinate with WIA/W-P to provide seamless services to participants and address how the state:*

- *Provides early intervention (e.g. rapid response) to worker groups on whose behalf a TAA petition has been filed. (WIA Sections 112(b)(17)(A)(ii), 134(a)(2)(A), 20 CFR 665.300-.340.)*
- *Provides core and intensive services to TAA participants, as indicated in the encouragement of co-enrollment policies provided in TEGL 21-00. The description should provide detailed information on how assessments are utilized to identify participants' service needs, including whether participants need training according to the six criteria for TAA-approved training. (20 CFR 617.21(c), 617.22(a))*
- *Has developed and managed resources (including electronic case management systems) to integrate data provided through different agencies administering benefits and services (TAA, Trade Readjustment Allowances, Unemployment Insurance, Employment Security, WIA, etc.) in order to ensure consistent program administration and fiscal integrity, as well as reliable fiscal and performance reporting. (May alternatively be discussed in "operating systems and policies" section of Operating Plan.) (WIA Sections 112(b)(8)(A), (B).)*

The Trade Unit works in conjunction with the Rapid Response Unit through notifications of TAA filings. In cases where Rapid Response is already working with the company, information regarding potential TAA benefits is provided to the employer. Upon certification, Rapid Response conducts on-site employee group meetings, reviewing TAA benefits in depth with employees prior to layoff and/or coordinates with the local Career Center to conduct meetings at the Career Center. In cases where Rapid Response is not working with the employer upon notification that a Petition has been filed, the TAA Unit notifies Rapid Response in order that outreach efforts to that employer can commence.

Local areas co-enroll 100% of their TAA customers with Wagner-Peyser and TAA strongly encourages participants to be co-enrolled with WIA when the customer is eligible. OSCC staff use the same assessment tools as they do for WIA and other federally funded participants to determine eligibility under the six criteria. Skills, education, barriers to employment, labor market information and case management are all documented in MOSES and are reviewed to ensure they meet each of the six criteria.

TAARRNEG is the MA automated system for TAA, Rapid Response and National Emergency Grants. This module of the MOSES database is important to the successful coordination of the three (3) programs. Petitions are tied to layoffs and automated messages are issued about all users. Petition status and icons are displayed so that staff of the three

programs can see what services or designations regarding the programs are relevant to the company displayed. Services provided to the company and its employees are all documented and shared among staff of the 3 programs including Career Center and TRA staff in DUA.

TAARRNEG assists in providing outreach to potential TAA workers and referrals are also made to the Career Center of choice upon layoff date. Career Centers can see what services, meetings and programs their client's have participated in or may be eligible for.

The State can access information regarding customers and their status with the application process for training services, and other related program allowances provided in conjunction with other federal and state programs, including universal access to core services, (including testing and initial assessment), access to needed intensive services (including testing and assessment) and case management services. State and Career Center staff can coordinate and monitor data. The State can also share information regarding TAA-related Hearings related to TAA benefit eligibility issues. Lastly, this module ensures proper data to the MOSES system for Trade reporting (TAPR).

The Massachusetts Trade Unit operates on a team concept that promotes statewide consistency in the provision of TAA services. The Trade Unit's business plan includes process improvements on a number of existing initiatives as well as the development of new processes and procedures. All services and processes are continually evaluated and improved as part of a continuous improvement strategy.

The State provides timely notice to potential TAA customers and ensures that local One-Stop Career Center Operators conform to all applicable policies and regulations. Oversight includes examination of the timeliness of local One-Stop Career Center assistance to customers with the application process for UI benefits, training services, and other related program allowances provided in conjunction with other federal and state programs including universal access to core services, (including testing and initial assessment) access to needed intensive services (including testing and assessment) and case management services consistent with state policy. The State also assures that local One-Stop Career Center Operators will cooperate with any Hearings requirements related to TAA benefit eligibility issues.

The following services are offered to all Trade Adjustment Assistance eligible customers:

- Rapid Response Services (required as of 2009 Law)
- Career Counseling
- Case Management
- A full menu of workshops
- Training assistance
- Trade information and services follow up (Trade Orientations either onsite at the company or at the One-Stop location's)
- Proactive Job Development services

Massachusetts One-Stop Career Centers:

1. Coordinate with Rapid Response staff in providing outreach when a company becomes Trade certified.
2. Provide outreach, intake and orientation to all Trade eligible clients that are referred by Rapid Response or otherwise access the Career Center, regardless of area of residence.
3. Provide access to “Core Services” for all Trade eligible persons.
4. Provide access to “Intensive Services” for all Trade eligible persons.
5. Coordinate and provide all data to the MOSES system for Trade SPIR reporting. Career Center staff will also coordinate with the Trade Unit of DCS to monitor the data.
6. Help ensure Unemployment Insurance enrollment to those that are eligible.
7. Provide assistance to potentially eligible workers in completing the *Application for Trade Adjustment Assistance Services and Benefits* form (1667 Form).
8. Comply with all DCS Trade Policies and procedures.
9. Attend Hearings conducted by the DUA Hearings Department for Trade clients, as needed.
10. Provide staff training and ensure Career Center staff attendance at DCS trainings, as needed.
11. Provide assistance and guidance to Trade clients in applying for all Trade benefits, including Training, Travel While in Training, Job Search Assistance and Relocation Allowances.

For those customers entering training, OSCCs are mandated:

- To provide in-depth skills, interests and aptitude testing.
- To determine that a Trade customer meets the initial eligibility requirements for Trade approved training programs and ensure all Financial Aid resources are identified.
- To complete all Trade Contract Request Information and documentation, including, a three (3) vendor comparison to identify the lowest cost training or a comparison of two (2) ITA approved courses/vendors.
- To provide Career Counseling and Follow-up through 30-day contact with Trade eligible clients.
- To provide timely and immediate notification to the Trade Unit of clients withdrawals, excessive absences, early completions, etc. for clients in Trade approved training.
- Provide Job Search and Job Placement Assistance to Trade eligible clients.

Optional Senior Community Service Employment Program Plan (SCSEP)

The Commonwealth of Massachusetts’ Senior Community Service Employment Program (SCSEP) State Plan 2012-2015 is located in Attachment I.

The SCSEP State Plan and Public Comments may also be accessed at:

1. <https://800ageinfo.com/learncenter.asp?id=178412&page=92>
2. <http://www.mass.gov/elders/civic-engagement/jobs/voc-train-ed-programs/senior-community-service-employment-prog-scsep.html>

ASSURANCES AND ATTACHMENTS – PLANNING PROCESS AND PUBLIC COMMENT

	<input checked="" type="checkbox"/>	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
1.	<input checked="" type="checkbox"/>	The state established processes and timelines, consistent with WIA Section 111(g) – and, where appropriate, 20 CFR 641.325 (g) – to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 641.325(f), (g), (h), 20 CFR 641.335	21 st Century Vision Sessions, all stakeholders invited: 8/17/11, 10/25/11, 11/03/11, 11/08/11. Timeline of Stakeholder Meetings, (Attachment B) Public comments posted at www.MassWorkforce.org , State Plan tab.
2.	<input checked="" type="checkbox"/>	The state afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d)	Discussion at Workforce Partners meeting 8/01/12. Statewide conference call input 9/11/12. Commentary from WIB and MWP Associations and other administrators considered within Plan content.
3.	<input checked="" type="checkbox"/>	The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public.		The final Massachusetts Integrated Workforce Plan and State Operational Plan are available and accessible to the general public at www.MassWorkforce.org , State Plan tab.
4.	<input checked="" type="checkbox"/>	The state afforded the State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan. The state solicited information and suggestions from WIA 167 National Farm Worker Jobs Program grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. At least 45 days before submitting its final outreach, the State provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 653.107 (d) 20 CFR 653.108(f)	The State Monitor Advocate developed the Agricultural Outreach Plan. In accordance with 20 CFR Subpart B, 653.107(d)(1), (2), and (3), the Department of Career Services (DCS) has given the opportunity to the New England Farm Workers Council (NEFWC) WIA Section 167 grantee, other appropriate MSFW groups, public agencies, agricultural employer organizations & other interested employer organizations to comment on the State Agricultural Services Plan. Any comments received after the submission date will be forwarded to the Regional Office under separate cover. http://massworkforce.org/Issuances/InfoIssuance2012.htm Issuance #12-42
5.	<input checked="" type="checkbox"/>	In the development of the plan, the state considered the recommendations submitted by the State Monitor Advocate in the annual summary of services to Migrant and Seasonal Farm Workers.	20 CFR 653.108(t)	In accordance with 20 CFR Subpart B, 653.107 and as prescribed on TEGL 21-11, the Monitor Advocate participated in the preparation of the agricultural plan and has been afforded the opportunity to approve and

☒	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
			comment on the plan. Such review indicates that the plan has been prepared properly, omitting none of the prescribed requirements and properly describing the activities planned for providing services to both agricultural employers and migrant and seasonal farm workers (MSFWs). All recommendations were included as the State Monitor Advocate presented them in the annual MSFW summary developed under 20 CFR 653.108(t) in the preparation of this plan.
6. ☒	The state established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIA Sections 111(g), 112(b)(9), 117(e) 20 CFR 661.207	<p>All MWIB meetings are public forums and are posted through the Secretary of the Commonwealth's Massachusetts State Publications and Regulations. In addition, notices are sent out to all Board members and workforce development partners via direct mail and email list servers. All meetings are governed by the Massachusetts open meeting laws (see below for description). Meetings are scheduled months in advance and notice is sent to all workforce partners on the MWIB mailing list. In addition, minutes to our meetings are electronically transferred and a hard copy is mailed to each of our Board members. Furthermore, all of our full Board meetings are recorded on a digital voice recorder and in the near future the minutes will be posted on our web page.</p> <p>Each MWIB meeting assembly is held in a facility that is wheelchair accessible, specifically, in the Boston state office building at One Ashburton Place, which is wheelchair accessible. Meetings are operated in accordance with the following language in MA Open Meeting Law.</p> <p>Disabled Access: Under a ruling issued jointly by the State Office on Disability and the Attorney General, all open meetings of governmental bodies must be accessible to persons with disabilities. The ruling was based on a number of</p>

<input checked="" type="checkbox"/>		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
				<p>federal and state civil rights statutes and a provision of the state constitution, read in conjunction with the Open Meeting Law's requirements that meetings are "open to the public" and that "any person" is permitted to attend open meetings.</p> <p>Under this ruling, all open meetings must be held in locations accessible by a wheelchair without the need for special assistance. If the town or city hall does not yet have such space, another location that is accessible must be found. Additionally, sign language interpreters for deaf or hearing-impaired persons must be provided, subject to reasonable advance notice.</p>
7.	<input checked="" type="checkbox"/>	Where SCSEP is included in the Integrated Workforce Plan, the state established a written policy and procedure to obtain advice and recommendations on the State Plan from representatives of the State and area agencies on aging; State and local boards under the WIA; public and private nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP project within the state, except as provided under section 506 (a)(3) of OAA and 20 CFR 641.320(b); Social service organizations providing services to older individuals; Grantees under Title III of OAA, Affected Communities, Unemployed older individuals, Community-based organizations serving older individuals; business organizations and labor organizations	20 CFR 641.315(a)(1-10), 641.325 (f), (g), (h)	<p><i>Include a link or copy of a summary of the public comments received.</i></p> <p>The MA Integrated State Plan includes a copy of public comments on SCSEP Plan.</p>
8.	<input checked="" type="checkbox"/>	The state made available to the public state-imposed requirements, such as state-wide policies or guidance, for the statewide public workforce system, including policy for the use of WIA title I statewide funds.	WIA Sections 112(b)(2), 129, 134 20 CFR 665.100	<p>The sole MA state imposed requirement is the Training Expenditure Requirement Policy, #12-44, which was developed with stakeholder input. http://massworkforce.org/Issuances/PolicyIssuance2012.htm</p>

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
9. <input checked="" type="checkbox"/>	<p>The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g).</p>	<p>WIA Sections 112(b)(13), 111(f), 117(g)</p>	<p>From Policy 06-78 http://massworkforce.org/Issuances/PolicyIssuance2006.htm Biennial Certification Package contains requirements for each LWIB related to the programs and services provided through the Workforce Investment Act of 1998 and includes a requirement that local board members sign a conflict of interest statement (as state board members do) containing the following:</p> <ol style="list-style-type: none"> 1. An Introduction to the Conflict of Interest Law http://www.mass.gov/ethics/laws-and-regulations-/conflict-of-interest-information/conflict-of-interest-law.html 2. An Introduction to the Conflict of Interest Law for the Private Sector http://www.mass.gov/ethics/laws-and-regulations-/conflict-of-interest-information/private-sector-trifold.html 3. Guide to the Conflict of Interest Law for Municipal Employees http://www.mass.gov/perac/training/conflictinterestmunicipal.pdf <p>General Laws of Massachusetts: Chapter 268A. CONDUCT OF PUBLIC OFFICIALS AND EMPLOYEES.</p> <p>Chapter 268B. FINANCIAL DISCLOSURE BY CERTAIN PUBLIC OFFICIALS AND EMPLOYEES.</p>

	<input checked="" type="checkbox"/>	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
10.	<input checked="" type="checkbox"/>	The state has established a written policy and procedure that describes the state's appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a local area under WIA Section 116.	WIA Sections 112(b)(15), 116(a)(5) 20 CFR 661.280 20 CFR 667.700	From the 2000-2005 State Unified Plan: "In the event that a unit of local government wishes to appeal designation of an area the following appeals process has been established by the Commonwealth: Any unit of general local government or grant recipient that requests, but is not granted, designation as a local area by the Governor has the right to a hearing before the Director of the Department of Labor & Workforce Development upon written application to the Director received by the Director no later than 10 days after denial of designation. If a hearing request is received within 10 days of notice of denial, the Director shall schedule said hearing no later than 14 days after receipt of the request and shall issue a final decision no later than 14 days after the date of the hearing. The provisions of Chapter 30A of the Massachusetts General laws shall govern the conduct of the hearing. Any party aggrieved by a final decision of the Governor may appeal directly to the State Workforce Investment Board. Said appeal must be received by the Chair of the State Board no later than 14 days after the date of the final decision issued by the Director. Upon receipt of an appeal, the Chair of the State Workforce Investment Board shall schedule a hearing no later than 14 days after the date of receipt of said appeal. Said appeal shall be heard by a panel of seven members of the State Workforce Investment Board consisting of the Chair who shall also chair the panel, and six additional private sector members selected by the Chair. The panel shall issue its final decision no later than 14 days after the hearing date. Any party aggrieved by a decision of the State Board shall have the right of appeal to the Secretary of the U.S. Department of Labor pursuant to Sec. 166(a)(5) of the Workforce Investment Act."
11.	<input checked="" type="checkbox"/>	The state established written policy and procedures that describe the state's appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area.	20 CFR 667.640 20 CFR 662.280	See above. http://massworkforce.org/Issuances/PolicyIssuance2000.htm

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
	<input checked="" type="checkbox"/>			Policy #00-04, Memoranda of Understanding; Policy #00-18, MOU Clarification
12.	<input checked="" type="checkbox"/>	The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members.	WIA Sections 112(b)(6), 117(b) 20 CFR 661.300(a), 20 CFR 661.325	http://massworkforce.org/Issuances/PolicyIssuance1999.htm Policy #99-09, Local Workforce Investment Boards Created as New Entities
13.	<input checked="" type="checkbox"/>	The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.	WIA Sec 117(c) 20 CFR 661.325	http://massworkforce.org/Issuances/PolicyIssuance2008.htm Policy #08-54
14.	<input type="checkbox"/>	Where an alternative entity takes the place of an SWIB, the state has written policy and procedures to ensure the alternative entity meets the definition under section 111(e) and the legal requirements for membership.	WIA Sections 111(e), (b) 20 CFR 661.210	Not applicable
15.	<input type="checkbox"/>	Where the alternative entity does not provide representative membership of the categories of required SWIB membership, the state has a written policy or procedure to ensure an ongoing role for any unrepresented membership group in the workforce investment system. (Only applicable in cases where a state uses an alternative entity as its SWIB, and that entity does not provide for representative membership by individuals in the categories required by WIA sec. 111(b).)	WIA Sections 111(b), (e) 20 CFR 661.210(c)	Not applicable.
16.	<input checked="" type="checkbox"/>	When applicable, the state takes any action necessary to assist local areas in developing and implementing the One-Stop system.	WIA Sections 112(b)(14), 134(c) W-P Section 8(c)	One-Stop Career Center System Development – Career Center Communications (Attachment H)
17.	<input checked="" type="checkbox"/>	The state established procedures for determining initial and subsequent eligibility of training providers.	WIA Sections 112(b)(17)(A)(iii), 122, 134(d)(4) 20 CFR 663.515, 663.535	http://massworkforce.org/Issuances/index.htm Policy #04-68, Process for Determination of Training Course Initial and Subsequent Eligibility for the Provision of Training Services to Individual Training Account Recipients under Title I of the Workforce Investment Act
18.	<input checked="" type="checkbox"/>	All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in One-Stop Career Centers.	WIA Section 188 W-P Section 8(b) 29 CFR part 37 20 CFR 652.8(j)	http://massworkforce.org/Issuances/PolicyIssuance2001.htm Policy #01-35, Equal Opportunity/ Nondiscrimination http://www.mass.gov/governor/legislationeeexecorder/executiveorder/executive-order-no-478.html Executive Order #478 http://www.lawlib.state.ma.us/source/mass/eo/eotext/EO246.txt Executive Order #246

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
19.	<input checked="" type="checkbox"/>	The state ensures that outreach is provided to populations and sub-populations who can benefit from One-Stop Career Center services.	WIA Section 188 29 CFR 37	Mass.Gov website – availability of OSCC services and technologies targeted to all populations.
20.	<input checked="" type="checkbox"/>	The state implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.	WIA Section 188 29 CFR 37.42	http://massworkforce.org/Issuances/PolicyIssuance2012.htm Policy #12-26, Fiscal Year 2013 Local Annual Plan Guidance, Attachment D, Assurances
21.	<input checked="" type="checkbox"/>	The state complies with the nondiscrimination provisions of section 188, including that Methods of Administration were developed and implemented.	WIA Section 188 29 CFR 37.20	http://massworkforce.org/Issuances/PolicyIssuance2012.htm Policy #01-35, Equal Opportunity/ Nondiscrimination http://massworkforce.org/Issuances/PolicyIssuance2012.htm Policy #12-26, Fiscal Year 2013 Local Annual Plan Guidance, Attachment D, Assurances
22.	<input checked="" type="checkbox"/>	The state collects and maintains data necessary to show compliance with nondiscrimination provisions of section 188.	WIA Section 185	MA collects SSN, age (birth date), and disability information on the MOSES application
23.	<input type="checkbox"/>	For WIA Single-Area States only, the state has memorandums of understanding between the local workforce investment board and each of the One-Stop partners concerning the operation of the One-Stop delivery system in the local area.	WIA Sections 112(b)(5), 116(b), 118(b)(2)(B), 20 CFR 661.350(a)(3)(ii)	Not applicable.
		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
24.	<input checked="" type="checkbox"/>	The state established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, Dislocated Worker, and Youth formula and rapid response funds. The policy establishes a process for funds distribution to local areas for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required by Section 112(b)(12)(a). In addition, the policy establishes a formula, prescribed by the governor under Section 133(b)(2)(B), for the allocation of funds to local areas for dislocated worker employment and training activities.	WIA Sections 111(d)(5), 112(b)(12)(A), (C), 128(b)(3)(B), 133(b)(2)(B), 133(b)(3)(B) 20 CFR 661.205(e)	http://massworkforce.org/Issuances/PolicyIssuance2012.htm Policy #12-26, Fiscal Year 2013 Local Annual Plan Guidance, Attachment T
24a.	<input checked="" type="checkbox"/>	For Dislocated Worker funding formulas, the state's policy and procedure includes the data used and weights assigned. If the state uses other information or chooses to omit any of the information sources set forth in WIA when determining the Dislocated Worker formula, the state assures that written rationale exists to explain the decision. <i>N/A</i>	WIA Section 133(b)(2)(B) 20 CFR 667.130(e)(2)(i)-(ii)	WIA Dislocated Workers <i>Formula</i> 1/5: area relative share of total average unemployed for the most recent calendar year 1/4: area relative share of unemployment rate for

<input checked="" type="checkbox"/>		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
				<p>the most recent calendar year</p> <p>1/4: area relative share of UI claimants in mass layoffs for the most recent calendar year</p> <p>1/10: area relative share of average job loss in declining industries for the most recent three calendar years</p> <p>1/10: area relative share of total UI exhaustees for the most recent calendar year</p> <p>1/10: area relative share of average number of long-term UI claimants for the most recent calendar year</p> <p><i>Minimum:</i> None</p> <p><i>Maximum:</i> None</p>
25.	<input checked="" type="checkbox"/>	The state established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions.	WIA Sections 111(d)(5), 112(b)(12)(A), 128(b)(3)(B), 133(b)(3)(B), 20 CFR 661.205(e)	<p>The distribution methodology has not changed since it was established with implementation of WIA.</p> <p>As described in the initial 5 Year WIA Plan, the Commonwealth appointed an Allocation Subcommittee to make recommendations to the Governor and the State Board. Members of the Allocation Subcommittee were reflective of many state board members; representatives of local boards and local elected officials were committee co-chairs and members. The final recommendations were approved by the Governor.</p>
26.	<input checked="" type="checkbox"/>	The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the timing and process for determining whether a distribution will take place.	WIA Sections 133(a)(2), 134(a)(2)(A) 20 CFR 667.130(b)(2), (e)(4), 665.340	<p>http://massworkforce.org/Issuances/PolicyIssuance2006.htm</p> <p>Policy #06-46 & #06-47</p>
27.	<input checked="" type="checkbox"/>	The state established written policy and procedures to competitively award grants and contracts for WIA Title I activities.	WIA Section 112(b)(16)	<p>http://massworkforce.org/Issuances/PolicyIssuance2001.htm</p> <p>Policy 01-52, Procurement and Contracting</p>
28.	<input checked="" type="checkbox"/>	The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.	WIA Sections 112(b)(18)(B), 123, 129	<p>http://massworkforce.org/Issuances/PolicyIssuance2001.htm</p> <p>Policy #01-28 Procurement of Title I Youth Activities</p> <p>http://massworkforce.org/Issuances/InfoIssuance2005</p>

<input checked="" type="checkbox"/>	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
			htm Information Issuance #05-78 Annual Report of WIA Youth Service Providers http://massworkforce.org/Issuances/InfoIssuance2006.htm Information Issuance #06-18 Youth Performance Toolkit http://www.commcorp.org/resources/documents/WIA%20Youth%20PerformanceGuide-rev0410.pdf The Massachusetts WIA Youth Program Performance Guide
29. <input checked="" type="checkbox"/>	The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.	WIA Sections 123, 129(c)(2)(C) 20 CFR 664.610.	http://massworkforce.org/Issuances/PolicyIssuance2001.htm Policy #01-28 Procurement of Title I Youth Activities
30. <input checked="" type="checkbox"/>	The state distributes adult and youth funds received under WIA equitably throughout the state, and no local areas suffer significant shifts in funding from year-to-year during the period covered by this plan.	WIA Section 112(b)(12)(B)	http://massworkforce.org/Issuances/PolicyIssuance2012.htm Policy #12-26, Attachment T
31. <input checked="" type="checkbox"/>	The state established written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the state through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.	WIA Sections 112(b)(11), 127, 132, 184 W-P Sections 9(a), (c) 20 CFR 652.8(b), (c)	The state utilizes the Commonwealth's mandated MMARS (Massachusetts Management Accounting and Reporting System) system supported by agency accounting records and a structure which includes data warehouse systems & reports, annual audits, certification of local systems and intensive monitoring.
32. <input checked="" type="checkbox"/>	The state ensures compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each local area.	WIA Sections 184(a)(3), (4) 20 CFR 667.200, .400(c)(2), 667.410	http://massworkforce.org/Issuances/PolicyIssuance2004.htm Policy #04-07 Systems Certification Supplemented by the issuance of annual monitoring schedules.
33. <input checked="" type="checkbox"/>	The state follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Departmental regulations.	WIA Sections 136(f)(2), (f)(3), 122, 185(a)(4)(B) 20 USC 1232g	All employees and workforce partners who access the state data systems are required to sign annual attestation regarding state policies related to

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
			20 CFR 666.150 20 CFR part 603	confidentiality, located on the state's intranet system.
34.	<input checked="" type="checkbox"/>	The state will not use funds received under WIA to assist, promote, or deter union organizing.	WIA Section 181(b)(7) 20 CFR 663.730	FY13 Annual Plan Assurances 26. UNIONIZATION AND ANTI-UNIONIZATION The Board assures that no funds covered by this plan shall in any way be used to either promote or oppose unionization.
35.	<input type="checkbox"/>	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding the "deficient in basic literacy skills" criterion.	WIA Sections 101(13)(C)(i) CFR 664.205(b)	Not applicable.
36.	<input checked="" type="checkbox"/>	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding "requires additional assistance to complete and educational program, or to secure and hold employment" criterion.	WIA Sections 101(13)(C)(iv) 20 CFR 664. 200(c)(6), 664.210	http://massworkforce.org/Issuances/PolicyIssuance2010.htm Policy #10-42 Locally Defined Additional Youth Barriers
37.	<input checked="" type="checkbox"/>	The state established policies, procedures, and criteria for prioritizing Adult Title I employment and training funds for use by recipients of public assistance and other low-income individuals in the local area when funds are limited.	WIA Section 134(d)(4)(E) 20 CFR 663.600	http://massworkforce.org/Issuances/PolicyIssuance2009.htm Eligibility Policy #09-20, Attachment C
38.	<input checked="" type="checkbox"/>	The state established policies for the delivery of priority of service for Veterans and eligible spouses by the state workforce agency or agencies, local workforce investment boards, and One-Stop Career Centers for all qualified job training programs delivered through the state's workforce system. The state policies: 1. Ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service; and 2. Ensure that covered persons are aware of: a. Their entitlement to priority of service; b. The full array of employment, training, and placement services available under priority of service; and c. Any applicable eligibility requirements for those programs and/ or services. 3. Require local workforce investment boards to develop and include policies in their local plan to implement priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers.	WIA Sections 112(b)(17)(B), 322 38 USC Chapter 41 20 CFR 1001.120-.125 Jobs for Veterans Act, P.L. 107-288 38 USC 4215 20 CFR 1010.230, 1010.300-.310	http://massworkforce.org/Issuances/PolicyIssuance2009.htm Policy #09-02 "Implementing Veterans' Priority of Service"

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
39.	<input checked="" type="checkbox"/>	<p>The state assures that Migrant and Seasonal Farm Worker (MSFW) significant office requirements are met.</p> <p>Note: The five states with the highest estimated year-round MSFW activities must assign full-time, year-round staff to outreach activities. The Employment and Training Administration designates these states each year. The remainder of the top 20 significant MSFW states must make maximum efforts to hire outreach staff with MSFW experience for year-round positions and shall assign outreach staff to work full-time during the period of highest activity.</p> <p>If a state proposes that its State Monitor Advocate work less than full-time, the state must submit, for approval by the Department, a plan for less than full-time work, demonstrating that the state MSFW Monitor Advocate function can be effectively performed with part-time staffing.</p>	<p>WIA Section 112(b)(8)(A)(iii), 112(b)(17)(A)(iv) W-P Sections 3(a), (c)(1)-(2) 20 CFR 653.107(a), 107(i), 653.112(a), 653.108(d)(1)</p>	<p>FY13 Annual Plan Assurances</p> <p>10. MIGRANT AND SEASONAL FARMWORKERS - MSFWs (SERVICES TO)</p> <p>The Board assures that the local One-Stop Career Center (OSCC) Operators will ensure (in accordance with all relevant state policies and procedures and as required under 20 CFR Parts 651, 653 and 658) that Migrant and Seasonal Farm Workers (MSFWs) receive the full array of workforce development services, benefits and protections on a non-discriminatory manner and the services provided to MSFWs are “qualitatively equivalent and quantitatively proportionate” to the services provided to other jobseekers. OSCC will identify Migrant and Seasonal Farm Workers (MSFWs); refer such identified customers to appropriate job openings, training opportunities, career guidance and any other workforce investment services as needed; conduct appropriate follow-up with employers and other applicable service providers; and report all relevant activities through MOSES. OSCC will continue to provide service to agricultural employers and implement systems and strategies to enhance and integrate service delivery to both MSFWs and agricultural employers.</p> <p>Updated Outreach Plan supplied to USDOL through 8-14-12 Consolidated Review Response</p>

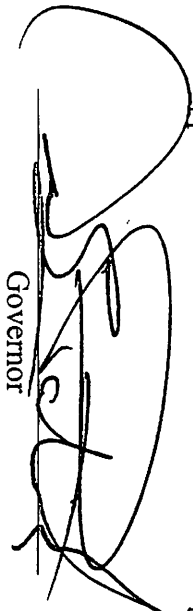
		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
40.	<input checked="" type="checkbox"/>	Merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Departmental regulations.	W-P Sections 3(a), 5(b) 20 CFR 652.215 Intergovernmental Personnel Act, 42 USC 4728(b)	DCS is mandatory partner, requiring Merit-Based Employees in all Collaborative Career Centers Exception: 4 federally-approved pilot areas do not utilize Merit-Based employees to deliver WP services.
41.	<input checked="" type="checkbox"/>	The state has designated at least one person in each state or Federal employment office to promote and develop employment opportunities, job counseling, and placement for individuals with disabilities.	W-P Section 8(b) 20 CFR 652.211	OSCC staff assist all individuals with disabilities
42.	<input checked="" type="checkbox"/>	If a SWIB, department, or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services.	W-P Section 8(b) 20 CFR 652.211	MRC, through partnership on the MWIB and local WIBs.

MASSACHUSETTS STATE INTEGRATED WORKFORCE PLAN

PROGRAM YEARS 2012-2016

STATEMENT OF ASSURANCES CERTIFICATION

The Commonwealth of Massachusetts certifies on the 14th day of September, in 2012 that it complied with all of required components of the Workforce Investment Act and the Wagner-Peyser Act. The Commonwealth also assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor guidance implementing these laws, and all other applicable Federal and state laws and regulations.



Governor

9-14-12

Date

ATTACHMENT A

PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

US Department of Labor Employment & Training Administration
Massachusetts Integrated Workforce Plan (Program Year 2012 – 2016)

Attachment A:

PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

Name of WIA Title I Grant Recipient Agency:

Address: Secretary Joanne F. Goldstein

Executive Office of Labor and Workforce Development

One Ashburton Place, Suite 2112, Boston, MA 02108

Telephone Number: (617) 626-7122

Facsimile Number: (617) 727-1099

E-mail Address: Joanne.Goldstein@state.ma.us

Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):

Address: George Moriarty, Director

Department of Career Services

Charles F. Hurley Bldg., 19 Stamford Street, 1st Floor, Boston, MA 02114

Telephone Number: 617 626-5005

Facsimile Number: 617 626-6661

Email Address: GMoriarty@detma.org

Name of WIA Title I Signatory Official:

Address: George Moriarty, Director

Department of Career Services

Charles F. Hurley Bldg., 19 Staniford Street, 1st floor, Boston, MA 02114

Telephone Number: 617 626-5005

Facsimile Number: 617 626-6661

Email Address: GMoriarty@detma.org

Name of WIA Title I Liaison:

Address: George Moriarty, Director

Department of Career Services

Charles F. Hurley Bldg., 19 Staniford Street, 1st floor, Boston, MA 02114

Telephone Number: 617 626-5005

Facsimile Number: 617 626-6661

Email Address: GMoriarty@detma.org

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:

Address: George Moriarty, Director

Department of Career Services

Charles F. Hurley Bldg., 19 Staniford Street, 1st floor, Boston, MA 02114

Telephone Number: 617 626-5005

Facsimile Number: 617 626-6661

Email Address: GMoriarty@detma.org

Name and Title of State Employment Security Administrator (Signatory Official):

Address: Michelle Amante, Acting Director

Department of Unemployment Assistance

Charles F. Hurley Bldg., 19 Staniford Street, 3rd floor, Boston, MA 02114

Telephone Number: 617 626-6500

Facsimile Number: 617 727-0315

Email Address: MAmante@detma.org

As the governor, I certify that for the State/Commonwealth of Massachusetts, the agencies and officials designated above have been duly designated to represent the State/Commonwealth in the capacities indicated for the Workforce Investment Act, title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Typed Name of Governor: Governor Deval L. Patrick

Signature of Governor



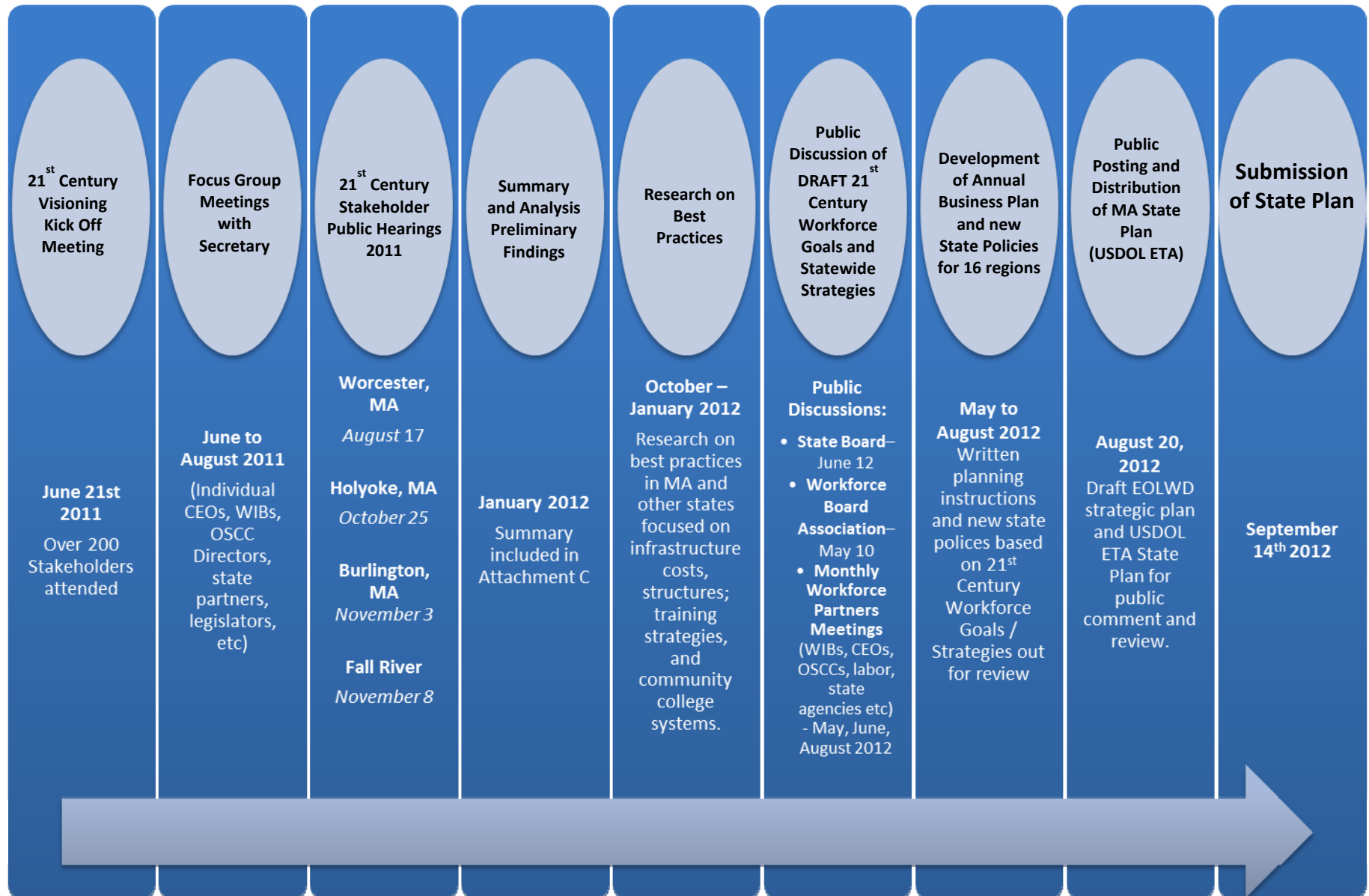
Date

14 Sept. 2012

ATTACHMENT B

21ST CENTURY VISIONING STAKEHOLDER MEETING TIMELINE

21ST CENTURY VISIONING STAKEHOLDER MEETING TIMELINE



ATTACHMENT C

21ST CENTURY STAKEHOLDER SUMMARY and TESTIMONY

21ST CENTURY STAKEHOLDER SUMMARY and TESTIMONY
(Example Feedback Letters and Minutes Stakeholder Sessions Follow Table)

AREA	ISSUE
SPECIAL POPULATIONS / PARTNER AGENCIES	<ul style="list-style-type: none"> • Master Plan for Homelessness (more work done by WFD system for free) • Collaborations with other organizations on special populations are effective (disability coalitions) • Youth: State needs to move programs to year-round models (not just summer). [Assume they mean Youthworks since WIA is year round.] • Move money at other state agencies for special populations into OSCCs (Connecting Activities, DTA funding, MRC funding etc) • Move Youth funding (EOPSS, Connecting Activities, EOHHS) to EOLWD to better coordinate eligibility performance and data collection. • The Governor should direct the use of TANF funding to support subsidized employment for hard to serve populations. • Create clearer pathways from training to JOB. Currently lots of organizations providing service (OSCCs, Community Colleges, CBOs, unions etc) is confusing. • Reduce silos – ED, WFD, Education etc. • Few community colleges use the ITA system. Need to increase usage. • Look to other partners (CBOs, cities/town resources etc) to make up for cuts (i.e. services at libraries) • State WIB, WIBs, Community Colleges, higher education and voc tech, economic development agencies should work under one resource allocation plan.
INFRASTRUCTURE	<ul style="list-style-type: none"> • Potential overlapping state and local functions (e.g. state oversight and WIB oversight / service delivery) • Infrastructure decision making is a local decision and cost savings are being implemented now. • Mobile, self-assisted services don't work. • Examine WP staffing impact on system, especially during layoffs. Retain best staff, not most senior. • "WIB" services provided by community colleges in other states (MD). • Devolve EOLWD IT services on behalf of field to field. • Streamline EOLWD contracting and fiscal processes. • Planning grants to analyze labor market areas, governance models etc prior to regional consolidation. • Within local Workforce Regions, consolidate fiscal agent role (determined by CEO) into WIB. • Launch second phase of capacity bld plan – OSCC Certification (state standards implemented by WIBs)
MARKETING	Statewide marketing of OSCCs
EMPLOYER PARTNERSHIPS / SERVICE	<p>Most effective services built on employer partnerships:</p> <ul style="list-style-type: none"> • Sector models • WTFP grants • On-site training at employers on equipment • Businesses want local, single point of contact on WFD issues • OSCCs do a good job of assisting sm/med size business that lack HR capacity. • EOLWD/DCS should NOT engage in direct statewide business services • EOLWD should "pilot" an approach to resource allocation based on biz services: increasing job listings, referrals, and employer activities.
BASIC SKILLS	<ul style="list-style-type: none"> • Allow WTFP to pay for "soft skills" • Expand capacity to delivery basic math and reading skills. • Implement WorkKeys and Keytrain. (Basic Skills) – x3
UNEMPLOYED INCENTIVES	<ul style="list-style-type: none"> • Allow UI claimants to maintain benefits for defined period of time while starting a new business. • Create adult workplace internships program / Launch JobConnect (x2) • Allow UI claimants to maintain highest level of benefits even if they take a temporary or lower paying job and need to reapply for UI.

21st Century Workforce Development System Initiative
Holy Cross
Worcester, MA

August 17, 2011

General Notes

Secretary Goldstein introduced a three-component action agenda for the 21st Century Workforce Development System Initiative:

1. To engage in taking a fresh look at the public workforce system. We need to examine all aspects of the system, beginning with a statewide analysis of customer needs, and a cost analysis of "bricks and mortar," administrative structure and staffing. This will include outreach to elected officials and research of the workforce development system structure in other states.
2. Work toward alignment of economic and workforce development and higher education to meet the skill needs of employers. There is currently a position posted to hire a person to lead this component, which will result in the development of a joint community action plan.
3. Retain a skilled workforce in the Commonwealth, with particular focus on individuals between the ages of 18 and 24 in the industry sectors of Biotech, Information Technology and Energy. The Governor is committed to funding for youth employment; we need to redefine how young people present themselves to employers and how we help them to present themselves - aid in the development of new skill sets.

We are open to all thoughts and ideas; this is a "turning point," and the beginning of a journey that we will take together.

The Secretary then opened the floor to comments, questions and ideas.

Don Gillis, Director of the Massachusetts Workforce Board Association, stated that the review should not be limited to the One-Stop system, but rather, take a more comprehensive approach. If we are re-engineering the system, we need to examine the whole system, not just the workforce development side. The "system" in Massachusetts is comprised of four state agencies, some quasi-public.

Mr. Gillis recommended "incentivizing innovation;" e.g. develop a performance improvement plan with financial incentives and goals such as regional collaboration and increasing the number of employers served.

Secretary Goldstein commented that collaboration may in fact be a more workable solution than restructuring, however, the state lacks the financial resources to offer monetary incentives. She concurred that multiple organizations will be included in the dialogue and employer outreach is key to our efforts. She introduced Michael Taylor as the state lead for building employer relationships.

A commenter spoke about the limited ability of the One-Stops to serve individuals with disabilities and encouraged more inclusion.

Joseph Bevilaqua, Chair of the Massachusetts Workforce Investment Board, offered his observation that other states look at Massachusetts for innovation. He cautioned that we must listen to the message that is

coming out of Washington, i.e. funding is never coming back; things must change, we must recognize this reality and examine new ways of doing business. Businesses are under pressure to be competitive – they need skilled workers and we need to identify ways to assist. This is the opportunity to look at the future in light of two divergent issues – drop in funding/skills gap needs.

Summary of comments from other individuals:

Work Readiness Skills for Youth

Work readiness skills for youth are not in the core set of objectives for secondary education; the focus is on MCAS outcomes. Young people lack the skills to present themselves appropriately. Preparation for work needs greater emphasis.

School-to-Career funding is a co-investment that is needed in the interest of our young people and business community; e.g. critical thinking, workplace behaviors, working in a team and business language. Secretary Reville is mindful of that and has created a new position to address work-readiness.

System Efficiency and Effectiveness/Financing

Efficiency and effectiveness in support of jobseeker and employers needs must be evaluated, not just management structure. We are appreciative of a thoughtful, deliberate forum that provides the opportunity to think ahead with regard to change resulting from diminished resources.

It is critical that we explore other sources of revenue, other options to support the needs of jobseekers.

The Federal government will decrease our funding; all ideas for other revenue sources are welcome. Efficiency and effectiveness are about job creation, not streamlined management; we need to become more effective at matching clients to jobs.

It is difficult for an outsider to understand how the system functions – recommendation: a “flow map” that identifies the organizations (roles responsibilities and functions) work flows and interactions so that we can identify where the gaps are.

Advocacy and media outreach is needed to promote the system and broaden the dialogue with employers.

21St Century Workforce Development System Visioning

Advanced Technology and Manufacturing Center

Fall River

November 8, 2011

NOTES

Secretary Goldstein's Opening Remarks

- Workforce development is facing an uncertain funding future, with potential cuts to WIA ranging from 10% to as high as 30-40%.
- I have no inside knowledge to confirm or deny this, but there seems to be a strong possibility that federal support for workforce development is unlikely to grow and, in fact, is more likely to diminish.
- Our challenge is to determine the best way to deliver services to job seekers and employers in an environment of diminishing resources.
- Some of the issues we are exploring are:
 - Need for more Middle Skills workers.
 - Better use of technology to help deliver essential services.
 - Examine our infrastructure costs, especially the bricks-and-mortar expenses associated with
 - We have no blueprint to follow and no preconceived ideas of where we need to go, but we recognize that we must take action in advance of the potential cuts, so we are in a better position to meet the challenge and ensure a strong delivery system.
- North Central Region has a good relationship with Title V Older Worker Program, as an example of seeking out strong partnerships.
- Many of the WIBs have focused on industry-sector partnerships as another example of reaching out to other groups to support workforce development issues.
- However, across the board, some think the workforce development system doesn't collaborate enough, especially with advocacy groups representing the disability populations.
- How can we collaborate more effectively?
- The South East region has been especially strong in collaborating with local partners.
- Example: the Disability Action Councils.
- Working together can help save money.
- Regarding the homeless population, one audience member noted that the homeless population faces many barriers, including the need for jobs, health care, and mental health services.
- The Fireman Foundation has asked local groups to reach out to the Workforce Investment Boards and the one-stop career centers.
- What is needed is a state-wide strategy to connect programs and services.

- The state doesn't seem to have a master plan.
- Commenting on the manufacturing sector, one audience member noted that the sector is the 5th largest sector in the state, employing approximately 250,000 people spread across 9,000 companies.
- The advanced manufacturing component of manufacturing is an especially vibrant area and one that offers diverse, high skilled jobs.
- The Secretary noted that the governor supports the manufacturing sector and is aware of the growing needs of advanced manufacturing.
- She further noted that, to meet the growing need for skilled workers, we need to find the sweet spot between a high school diploma and a Bachelor's Degree, but not necessarily an Associate's Degree.
- The Secretary noted that some states have centers for advanced skill training. Should Massachusetts explore this idea?
- One audience member noted that there is such variation among employers and their equipment that it might be difficult to establish centers that meet the unique needs of the many manufactures in the state.
- What is really needed is training in basic and advanced math and other core requirements.
- Others noted that it would be difficult to get people to travel to regional centers, since many unemployed and lower skills/lower educated workers lack reliable transportation and public transportation is inadequate.
- Need to address the lack of public transportation.
- Also, think about moving the regional training centers around the state.
- Speaking about the Workforce Training Fund Program, an audience member suggested that training under the grants might be done during off hours, since many small-to-medium sized companies have difficulty conducting training during work hours that could lead to lost production.
- Also, WTFP should explore including credit courses that are integrated in to the basic design of the training programs.
- Another individual commented that it would be great to have companies host *situational assessments* which allow after-hours exposure to real-world demands within a host company.
- The new Job Connect Program that will soon be launched provides an opportunity for unemployed people to spend quality time at a host company to both learn more about the selected business, but also give the company an opportunity to observe the skills of individuals, who might then be strong candidates for jobs.
- It was noted that the Greater New Bedford WIB and career centers use Work Keys and Key Training as assessment and training tools.
- On the youth front, the state needs to move programs to year-round models.
- Several comments focused on issues related to Unemployment Insurance recipients: U.I. is a disincentive to work; we need to hold U.I. recipients more accountable; there is a big problem with employers who may be refusing to hire long-term unemployed.
- U.I. recipients are allowed to work while they continue to collect benefits; usually, the cap is about one-third of their benefits.
- Several comments revolved around the role of community colleges.

- One person noted that in Maryland, many of the services provided through the WIBs are outsourced to the community colleges.
- Another person noted that few community colleges use the ITA system extensively.
- Another noted that there is a proliferation of training providers across the state.
- This proliferation has added to an already complex and confusing system of WIBS, providers, one-stop career centers, advocacy groups, and state partners.
- Several audience members commented that employers are placing a greater emphasis on credentials.
- The idea of a mobile career center was mentioned.
- A final note was sounded that we need more resource sharing. There may be some organizations that have some resources that can complement the diminishing resources of the workforce development system.

* * *

21st Century Workforce Development System Visioning Session
November 3, 2011
Lahey Clinic – Burlington

Secretary Goldstein opened the session and welcomed attendees to third in the series of four visioning sessions. She touched on a number of broad points that have helped shape the previous discussions, including:

- The workforce development system is facing the potential of declines in federal and state resources.
- We need to examine many options to address the decline and look for efficiencies in the types of services and programs we offer and in the delivery system, including the infrastructure costs across the 16 regions and 34 career centers.
- We have no pre-conceived ideas, only a need to be creative and solution-driven.
- Other states offer some interesting ideas that we might want to explore, such as regional training centers.

Comments from the members of the audience included the following:

- The approaches that have worked best have been ones that involved partnerships between the workforce development system and the business community.
- The Workforce Training Grant Program has been a very successful venture.
- The tax credit for the film industry has been a boon in Massachusetts, allowing the companies to train and employed highly skilled technicians.
- The business community isn't interested in issues related to workforce development areas; they want a local contact that is responsive and informed.
- We need to provide incentives for replicable programs, services, and projects.
- Boston Centers' collaboration with the North Shore WIB is a good example of how small businesses can work with local workforce development partners. This approach is especially effective, because small companies lack the resources to address many of their workforce challenges.
- Partnerships between companies and the workforce partners seem to succeed when few parameters are imposed.
- The state should encourage industry sector-based approaches as a good way to organize our efforts (e.g. STEM).
- The system needs to develop pathways from one point in the employment and training continuum to the next point.
- The Metro North WIB Chair became involved in the workforce development system through the Workforce Training Grant Program because of concerns about the talent shortages that exist across the state.
- Small businesses understand how to work with the WIBs and the one-stop career centers.
- The time is right to promote regionalization because of the emerging collaborations among career centers, Workforce Investment Boards, and community colleges.
- We need to breakdown the silos that separate education, workforce development, and economic development.

- The Spaulding Rehabilitation Hospital has developed a strong partnership with the Massachusetts Rehabilitation Commission (MRC) and its resource network.
- Funding for workforce development is diversified and has been used effectively.
- Job seekers with high level skills have access to computers at home, while those with lower level skills may, in some cases, be able to access online through the network of community-based organizations (CBO).
- EOLWD can help the CBOs build their capacity.
- At the Massachusetts Manufacturing Extension Partnership, the theme is collaboration. We strive to align resources with needs and involve more employers.
- Employers are looking for solid *middle skills* because workers, especially youth, with lower level skills may take too long to train, thus causing employers to disengage from the system.
- Secretary Goldstein reiterated the point about regional training centers and also shared a comment made at a previous session that the regional structure may need to be examined.
- To address the concern about traveling to regional training centers, the Secretary commented that gas cards could be explored as a solution.
- We may need to explore training, not on current equipment, but on the next generation of equipment. There may be employers who would be willing to make that investment, if they were confident that skilled workers would be available.
- The North Shore WIB will soon be conducting training onsite at local employers, thus getting around the need for expensive equipment.
- Having 3-4 regional training centers might be an idea worth exploring.
- Small businesses have a hard time competing against large companies like G.E., so maybe funding should be needs-based. Large companies shouldn't be looking to the federal and state governments to support its needs.
- The state should involve Associated Industries of Massachusetts (AIM) as EOLWD explores the idea of regional training centers, because every industry has different needs and AIM could help identify those needs.
- Secretary Goldstein noted that we don't want the state to be in a position where we don't have skilled workers in the industries that will help fuel recovery and continued growth.
- Spreading training among too many vendors may prove too expensive as resources decline.
- EOLWD should involve community colleges to train, not just for the current job, but the job after that.
- When New Hampshire applied for a major grant, the state failed to involve the Workforce Investment Board. That raises the concern that the needs of employers might not be met if the community college is the lead partner.
- Secretary Goldstein noted that Education, Economic Development, and Labor & Workforce Development have joined forces to create a new position that will ensure strong collaboration across the secretariats.
- The Mass BioTechnology Education Foundation has had difficulty identifying where the jobs are; they need real-time information to respond more effectively.
- The Workforce Training Grant Program could use some of its resources to support soft skills training.

- The soft skills training courses are very valuable, such as the Project Management courses offered by Middlesex Community College.
- The workforce development system should offer more assistance to smaller companies across the supply chain.
- The Metro North REB has created a STEM partnership that meets bimonthly to provide up-to-date information on employers' needs.
- Are chambers of commerce as involved as they should be in the workforce development system?
- EOLWD could play a stronger role in marketing the system through initiatives such as Jobs First Day, an annual event that showcased the services of the WIBs and the one-stop career centers.
- EOLWD needs to improve its website.
- Secretary Goldstein commented that she has no inside knowledge of the funding picture over the next few years, but all the signs point to diminishing resources. Therefore, how should we respond if the system is cut by 10%, 20%, or 30%? How can we use the kinds of ideas expressed in the Visioning sessions to help restructure the workforce development system?
- We need to consider our options now, rather than waiting until the ax falls.
- Valley Works is the only fully unionized career center. Should seniority be the only criteria used when staffing cuts have to be made? We serve the highest number of veterans and have the highest number of employer contacts.
- The workforce development system should look at establishing partnerships with other organizations that may not be facing such dire funding declines. The system may not be doing enough outreach to the community-based organizations.
- What is the appropriate role of the Workforce Investment Boards? The WIBs don't use a lot of resources, yet they provide a valuable oversight role.
- Which populations should the system focus its limited resources on? Youth 18-26 who have been hard-hit by the recession? People receiving unemployment insurance benefits?
- EOLWD could look to private companies to help support the system through 50-50 matching programs.
- There may be some overlapping roles and responsibilities between the state and the local areas that need to be examined and clarified.

* * *

8/01/12 State Plan Input – Workforce Partners Meeting

Challenges/Strategies

- Stakeholder attitudes – partners have disappeared with resource cuts – how do we get them back to share resources? How do we get partners back to the table with no \$\$? (example: adult education pulled funding out of OSCCs.)
- Infrastructure is hard to break apart; the CCs serve unique populations. There are cultural and diversity aspects to consider, e.g. use of IT.
- Staff development is key – staff are not on the cutting edge – how to develop? E.g. Burning Glass – great tool, but we are far away from being able to access.
- Reinvigorate partnerships – new strategies are needed to work together (e.g. MRC).
- Data – develop ways to better analyze. Getting funders to understand data it takes time:
 - System is compliance-driven – how to serve everyone while chasing data?
 - We can use current data to demonstrate the value of the system!
 - Contradiction: increase placement rate/work with most in need
- What is the governor and cabinet-level doing re: consolidation? (Labor, HHS, Education, Ec. Dev.)
 - State agencies/Secretariats should be mandated to work together.
 - Disparate WD pieces – how to align funding and efforts? E.g. MRC
 - State level has truly integrate major programs (MRC, TANF, OSCCs) in order for locals to believe it and buy in....state must become a “role model!”
- Basic skill needs critical to WD. ABE is now mandating staff to do Career Action Plans – this should be a joint effort with OSCCs! Secretariat influence is needed.
- Employers are not true partners – how do we affect that? (SkillsNet)
- Incentivize smart collaboration!
- EUC – re-profiling...limited resources – how to engage employers? Capacity issue.
- Increase quality of outcome data to show value of system
- Skills gap- providing basic skills for pre-training preparation is needed. Limited resources and capacity...needs attention!
- Multiple entities for planning re: workforce issues – how to engage & ensure plans have coordinated goals?
- State leverage other resources (e.g. Casino Bill)
- Local-based purchasing (Buying MA) – Jobs Commission – requires as part of state contracting. Determine leverage points for state spending.
- How do we align our systems with what is needed for industry participation? Promote industry-sector partnerships.
- Greater flexibility is needed around Sec. 30.
- Workshops are a valuable tool for customers (not all customers need training) – let’s not lose site of this with increased focused on education/training through ITAs!
- There are additional barriers for long-term unemployed, e.g. Technology. Also Vets, Older Workers, Mental Health clients.
- Staff are stretched and stressed – what is the break point?
- Maintain local control – needs are best known locally.
- Examine the ITA system – more cost-effective training is needed. Need strategies to reduce training cost. REMINDER: group training is allowable

ATTACHMENT D

Workforce Area / One-Stop Career Center Dashboard Tools

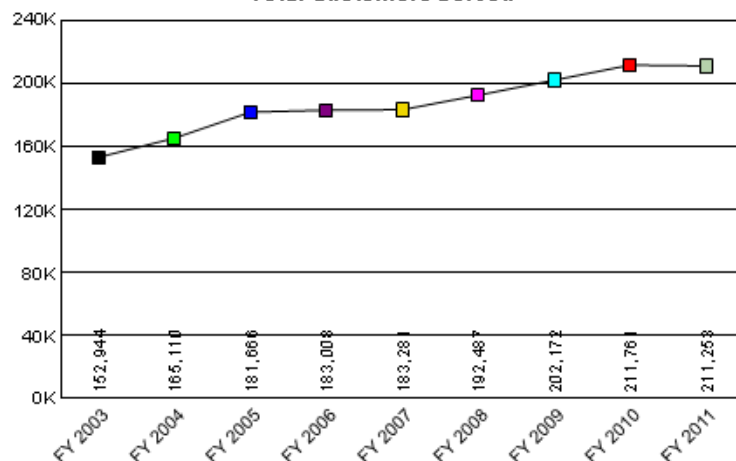


Performance Dashboard Statewide - All Locations

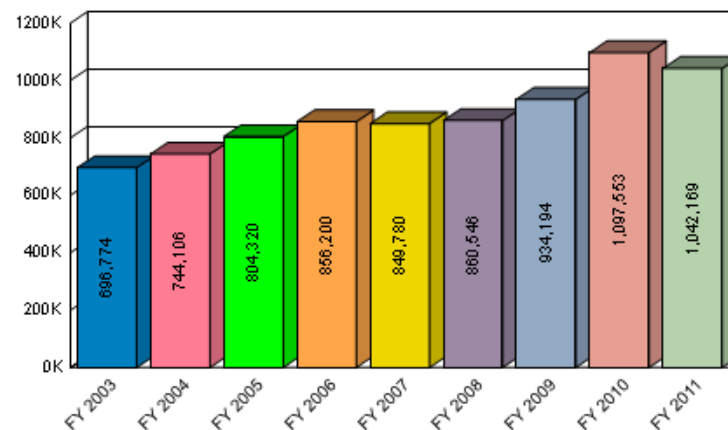
For the Period: July 01, 2002 to June 30, 2011
(Unless Otherwise Specified)

Job Seeker Customers

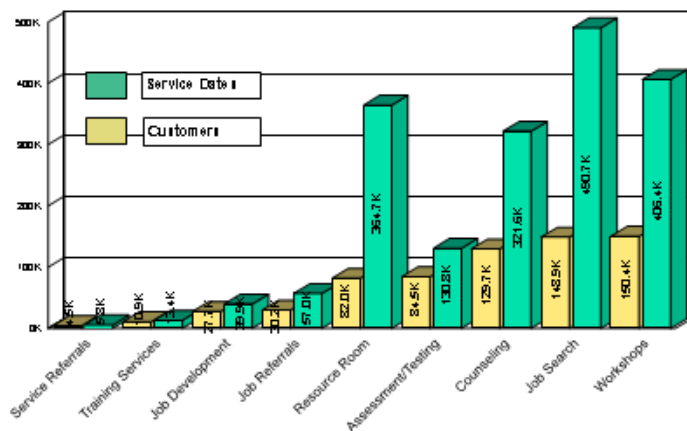
Total Customers Served



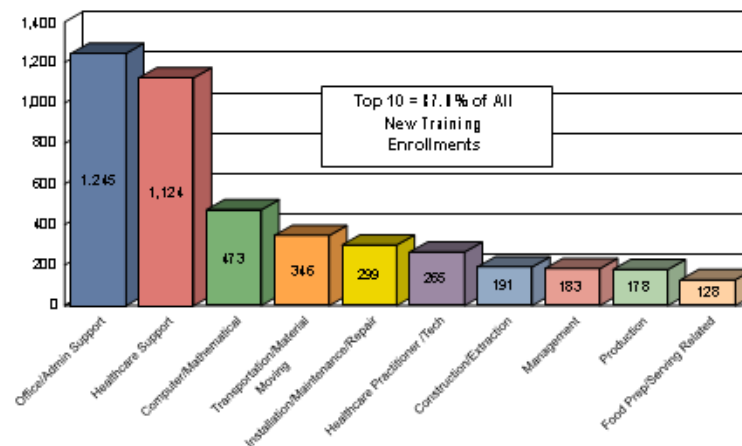
Total Customer Visits



Individual Services Provided
July 01, 2010 to June 30, 2011

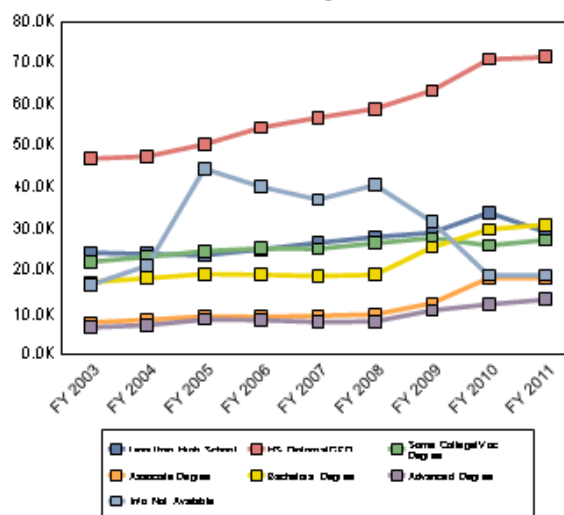


New Training Enrollments: Top 10 Occupational Categories
July 01, 2010 to June 30, 2011



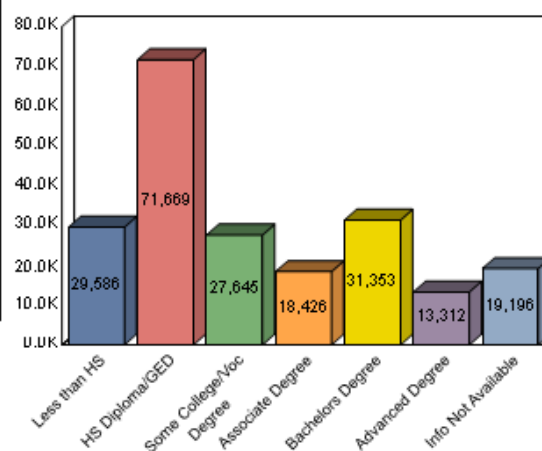
Job Seeker Characteristics

Education Levels by Fiscal Year

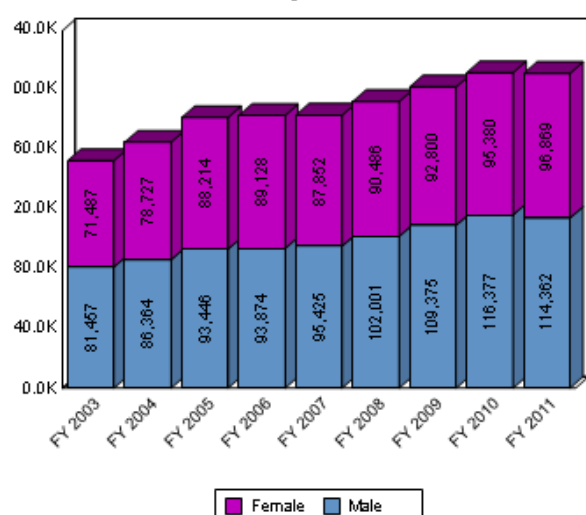


Education

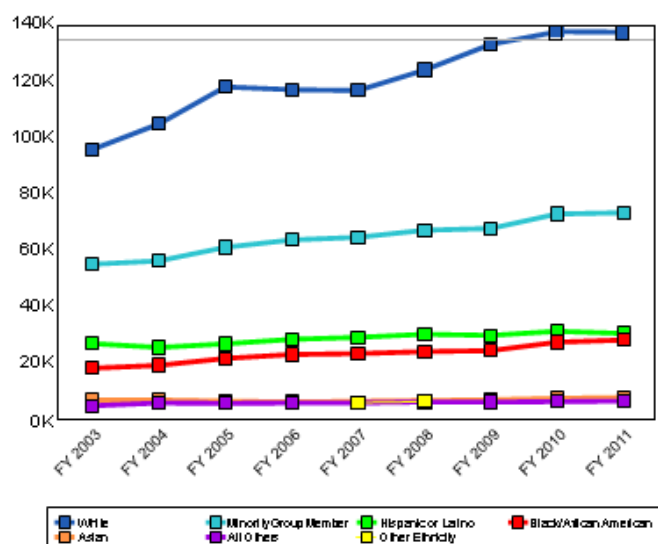
July 01, 2010 to June 30, 2011



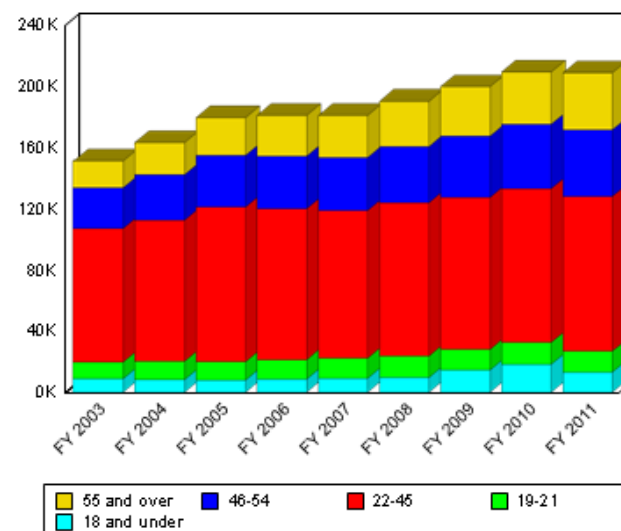
Gender by Fiscal Year



Ethnicity by Fiscal Year



Age by Fiscal Year

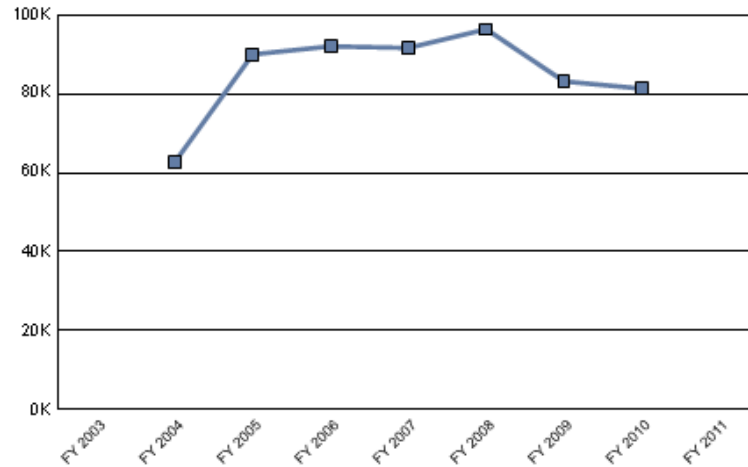


Performance Dashboard
Statewide - All Locations

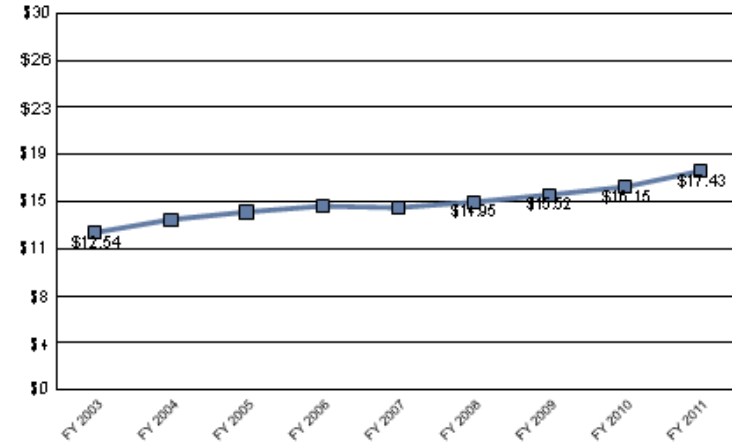
For the Period: July 01, 2002 to June 30, 2011
(Unless Otherwise Specified)

Job Seeker Outcomes

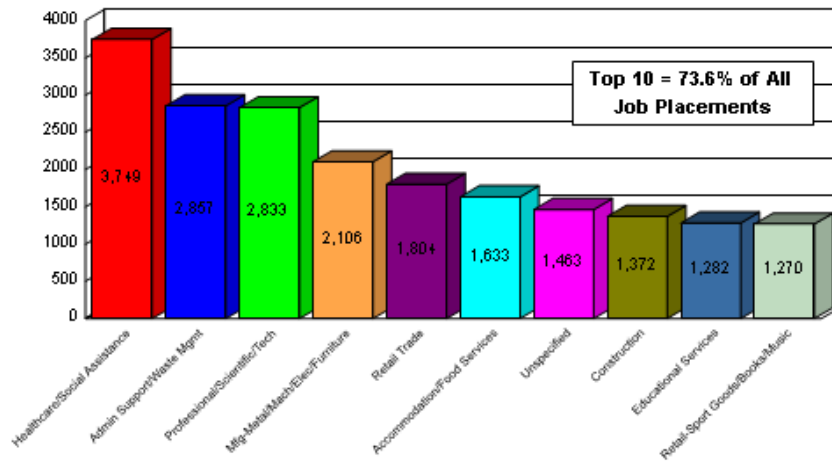
Job Placements



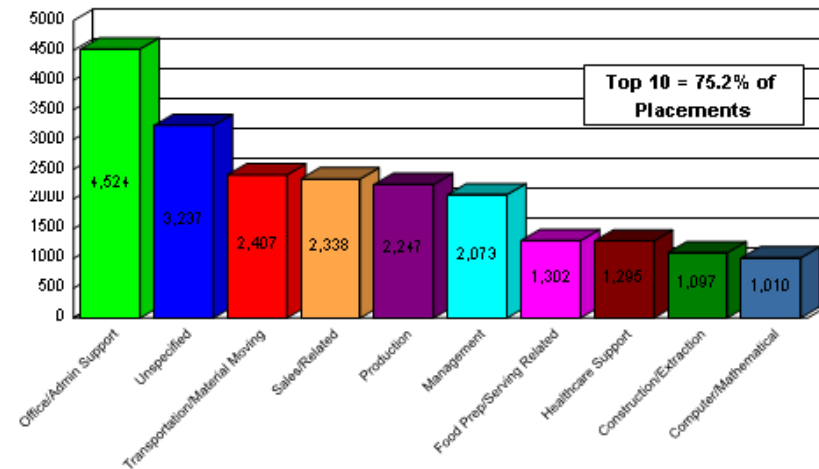
Average Wage



Job Placements: Top 10 Industry Sectors
July 01, 2010 to June 30, 2011

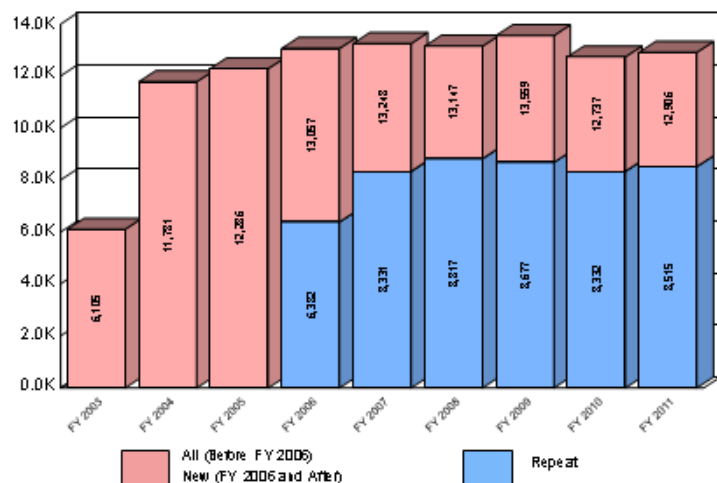


Job Placements: Top 10 Occupational Categories
July 01, 2010 to June 30, 2011

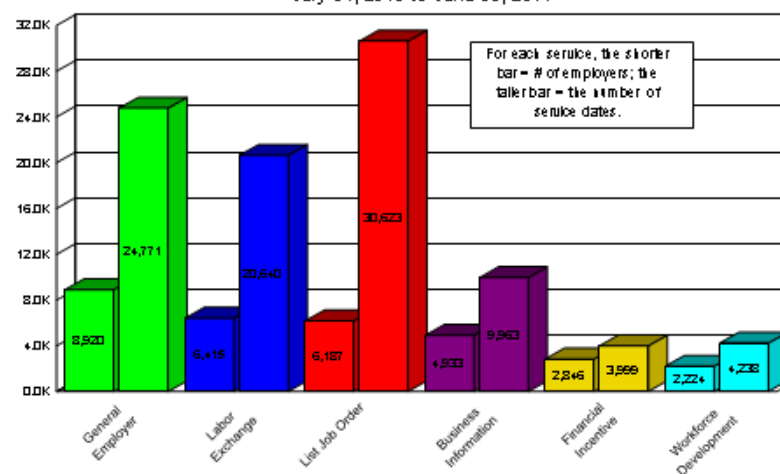


Employer and Job Opening Characteristics

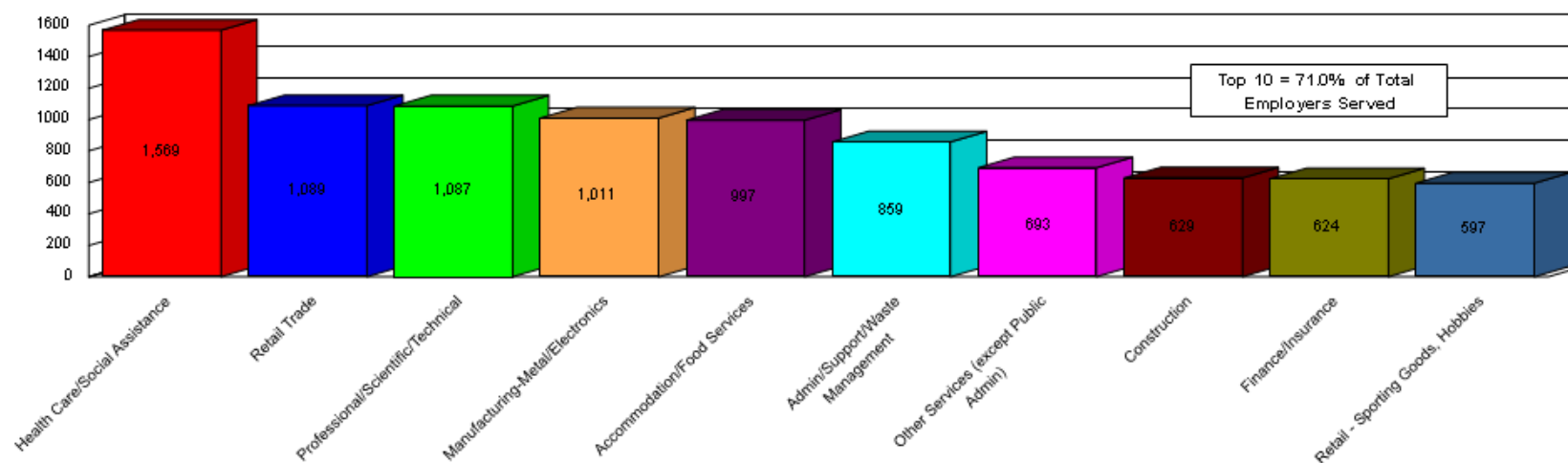
Employers Served



Employer Services
July 01, 2010 to June 30, 2011



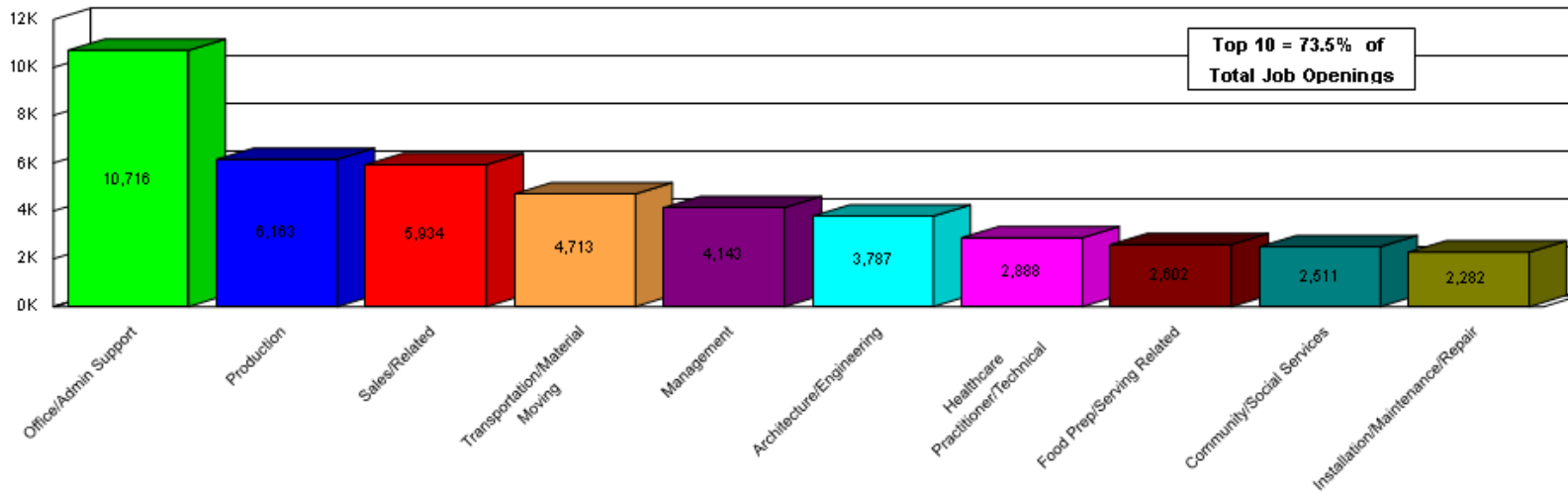
Employers: Top 10 Industry Sectors
July 01, 2010 to June 30, 2011



**Performance Dashboard
Statewide - All Locations**

For the Period: July 01, 2002 to June 30, 2011
(Unless Otherwise Specified)

**Job Openings: Top 10 Occupational Categories
July 01, 2010 to June 30, 2011**



KEY INDICATORS FOR WORKFORCE DEVELOPMENT			
GEOGRAPHIC AREA: X		TIME PERIOD:	FISCAL YEAR TO DATE
FOR MASSACHUSETTS & WORKFORCE AREAS			
NEW EMPLOYERS SERVED	ADULTS ENROLLED IN TRAINING	VETERANS SERVED	BUSINESS SUPPORT / LAYOFF AVERSION
13,146 % of Goal: Prior period: 12,636	5,707 % of Goal: Prior period: 6,096	13,388 % of Goal: Prior period: 13,393	518 Workers Affected: 23,500
JOB SEEKERS EMPLOYMENT RATE	TRAINING COMPLETERS EMPLOYMENT RATE	% of Goal:	UI CLAIMANTS EMPLOYMENT RATE
51% % of Goal: Prior period: 50%	81% % of Goal: Prior period: 81%	49% % of Goal: Prior period: 48%	52% % of Goal: Prior period: 51%
ADULTS ATTAINING CERTIFICATE OR DEGREE	ADULTS OBTAINING TRAINING RELATED JOBS	YOUTH ATTAINING CERTIFICATE/DEGREE	YOUTH OBTAINING JOBS
4,605 % of Goal: Prior period: 4,206	2,346 % of Goal: Prior period: 2,540	1,012 % of Goal: Prior period: 996	1,116 % of Goal: Prior period: 1,071

DRAFT FOR REVIEW - DATA SHOWN FROM DIFFERENT SOURCES - DATA QUERIES TO BE PROGRAMMED WHEN CATEGORIES FINALIZED

Department of Career Services Regional Monitoring Tool (Proposed Prototype)
Draft Date: June 30, 2012

LOCAL PERFORMANCE PROFILE QUARTERLY ASSESSMENT		
REGION:	QUARTER:	
	Numerical Rating	TA Need R / Y / G
CRITICAL SUCCESS FACTOR 1 - WIB Performance		
Strategic management by WIB in HPWB Environment Indicator: # DOL/WIB standards met (oversight, goals, results)		
CRITICAL SUCCESS FACTOR 2 - Job Seeker Placements		
Placement success utilizing WIA/WP funding Indicator: # of individuals placed by career centers		
CRITICAL SUCCESS FACTOR 3 - Training Funds		
Availability of training funds (30% or prior year if higher) Indicator: % of WIA A/DW funds made available for training		
CRITICAL SUCCESS FACTOR 4 - Employer Engagement		
Employer engagement success Indicator: Increase in # of business customers served		
CRITICAL SUCCESS FACTOR 5 - Service Models		
Integrated service models / service efficiency Indicator: Efficient and effective service model		
CRITICAL SUCCESS FACTOR 6 - Infrastructure/Cost		
Infrastructure / cost reduction Indicator: Infrastructure cost translated into meeting client needs		
EXTRA CREDIT		
Program or technical innovation Indicator: Statewide best practice in program or technical innovation		
	NUMERICAL RATING	
	TECHNICAL ASSISTANCE RATING	
Numerical Rating: 1-3 Unacceptable/Corrective action 4-6 Marginal/Needs Improvement 7-10 High Performing RED - Critical performance deficiencies noted / Immediate TA & corrective action required YELLOW - Performance difficulties noted / TA offered GREEN - Performance within acceptable range / no TA required		

ATTACHMENT E

Massachusetts Workforce Investment Board Roster

Member Name	Title	Organization
Governor Deval Patrick - co-chair	Governor	Commonwealth of Massachusetts
Spyro Mitrokostas	Executive Director	Dennis Chamber of Commerce
Mr. Ron Watters		INDIEFILMZ.COM
Ms. Joanne Berwald	Vice President, Human Resources	Mestek, Inc
Mr. Christopher A. Kealy	Deputy Director	Massachusetts Business Round Table
Kip Hollister	CEO	Hollister Staffing
Ms. Patricia Williams	Senior Vice President	HarborOne Credit Union
Mr. Philip L. Polimeno	Director	Meditech
Ms. Gail E. Radcliffe Ph.D.	CEO	Radcliffe Consulting (Life Sciences)
Ms. Carolyn Richins Blanks	Vice President	Mass Senior Care Association
Ms. Lisa Zankman Burke	Senior Vice President, Human Resources	Beth Israel Deaconess Medical Center
Mr. Randall C. Shepard	CEO	Eye Health Services
Ms. Connie Nelson	Director	MA Worker Roundtable
Mr. John Lloyd	CEO	Lloyd Consulting Group, LLC
Ms. Joanna Dowling	Vice President	Custom Group, Ince
VACANT		
Mr. Joseph J. Bevilacqua	President	Merrimack Valley Chamber of Commerce
VACANT		
Mr. Jerome E. Rubin	CEO	Jewish Vocational Services
Mr. Christopher B. Cooney	President and CEO	Metro South Chamber of Commerce
VACANT		
Ms. Wanda Reindorf	CFO	Conservation Services Group
Dr. Joshua Boger	Board of Directors	Vertex Pharmaceuticals, Inc
VACANT		
Mr. Edward Diamond	President	Snelling Personnel
Ms. Cora Beth Abel	Executive Director	Mass State Science & Engineering Fair
Ms. Elizabeth Thornton	Chief Diversity Officer	Babson College
Ms. Chizoma Nosike	President	Acclaim Home Health Care, Inc.

Member Name	Title	Organization
VACANT		
Ms. Jaquelin McGravey		
Mr. Donald P. Uvanitte	Senior Vice President	Eastern Insurance
Mr. John JACK Healy	Director	Massachusetts Manufacturing Partnership
VACANT		
VACANT		
Daniel Curley	Commissioner	Department of Transitional Assistance
Mitchell D. Chester	Commissioner	Massachusetts Department of Elementary and Secondary Education
Ms. Michelle Amante (Acting)	Commissioner	Department of Unemployment Assistance
Dr. Richard Freeland	Commissioner	Department of Higher Education
Gregory Bialecki	Secretary	Executive Office of Housing & Economic Development
JudyAnn Bigby	Secretary	Executive Office of Health & Human Services
Joanne Goldstein	Secretary	Executive Office of Labor & Workforce Development
Mr. Warren Pepicelli	Manager	UNITE HERE
Steve Tolman	President	AFL-CIO
Russel Bartash	Business Representative	Sheet Metal Workers International Association, Local 17
Robert DeLeo	Speaker of House	Legislature
Representative Bradley Jones	House Minority Leader	Legislature
Senator Therese Murray	Senate President	Legislature
Representative Jennifer Benson	House Representative	Legislature
Senator Bruce E. Tarr	Senate Minority Leader	Legislature
Senator Thomas M. McGee	Senate Representative	Legislature
The Honorable Linda M. Balzotti	Mayor	City of Brockton
VACANT		
Dr. Claire E. Redmond	State Training Director	AARP
Dr. Zorica Pantic	President	Wentworth Institute of Technology
Ms. Harneen Chernow	Training Fund Director	1199
Ms. Anne Serino	Director	State Adult and Community Learning Services

Member Name	Title	Organization
Ms. Marie Downey	Executive Director	Best Corp
Mr. Charles Carr, MRC	Commissioner	Department of Massachusetts Rehabilitation Program
Karen Redmond	Senior District Revenue Manager, Western & Central MA	University of Massachusetts Medical School, Center for Health Care Financing
Ms. Constance Jane Doty	Director	Mayor's Office of Boston
Mr. Donald H. Anderson	Director	Workforce Central Career Center
Mr. Juan R. Vega	President/CEO	Centro Latino, INC
Mr. Gerard E. Burke	President/CEO	Hillcrest Educational Centers

ATTACHMENT F

Massachusetts Wagner Peyser Agricultural Outreach Plan

PY' 2012 - Agricultural Outreach Plan

A. Assessment of Need.

Within the Wagner-Peyser framework, the role of the Department of Career Services and the Massachusetts One-Stop Career Center System (OSCCs) is to provide workforce and labor exchange services to the agricultural community and in particular agricultural workers. To that end, the Department of Career Services and the MA One-Stop Career Centers work with employers, employer organizations, farmworkers, farmworkers advocates, health services providers, legal aid and other state and local agencies or organizations.

As required by 20 CFR Subpart B, 653.107, the Department of Career Services (DCS) will provide Wagner-Peyser Act-funded services to migrant and seasonal workers and to prospective and actual employers of these individuals. DCS will make every effort to strengthen its working relationships with MSFWs groups or organizations, WIA167 Grantee and employers to better serve this targeted population. Efforts will continue to include inter/intra-state job order servicing and the full range of One-Stop Career Center services delivered via an outreach staff designed to locate, contact, and inform migrant and seasonal farmworkers about the nature and availability of services at the state-wide network of One-Stop Careers Centers.

- i Previous year's agricultural activity in the State.

In terms of revenue generated Massachusetts' top five agricultural products are greenhouse and nursery products, cranberries, dairy products, sweet corn, and apples. A detailed summary of agricultural statistics (statewide and by county) is available in Massachusetts Department of agriculture webpage (<http://www.mass.gov/agr/facts/>) under the heading "*fingertip facts*". The following highlights the state of agriculture in Massachusetts:

- Massachusetts is 2nd in New England for direct sales of farm products to consumers. At \$42M in direct sales, Massachusetts farmers were responsible for 40 percent of New England's total.
- Massachusetts ranks 9th nationally in total value of direct sales, following states such as California, New York, Pennsylvania, Michigan, Ohio, and Washington.
- Massachusetts ranks 2nd nationally in value of average direct market sales at \$25,356 per farm.
- More than 80% of Massachusetts farms are family-owned. Over 95% fit the category of "small farms", sales below \$250,000. N
- Massachusetts ranks 1st in the U.S. for farmland value at \$12,202 per acre.
- Female farm operators account for 29% of the farm operators in MA, up from 21 % in 2002.

- Massachusetts increased number of organic farms from 129 in 2002 to 295 in 2007, and organic sales from \$7.8M in sales in 2002 to \$17.5M in 2007.
- Agritourism income totaled \$5.3M, up from \$665,000 in 2002.

Sources: Massachusetts Department of Agricultural Resources / NASS / 2007 Census of Agriculture.

For the 2011 calendar year, a total of 89 agricultural employers placed a total of 155 job listings with MA DCS, a small decrease from the previous year. The 155 listings represent 565 job openings which resulted in 25 local hires.

ii Previous year's MSFW activity

Currently there is no single agency or organization that tracks the number of migrant or seasonal farmworkers in the nation. The estimates made by U.S. DOL through the National Agricultural Worker Survey (NAWS) are generic in nature and do not assist in the calculations for each individual state. Therefore the best employment estimates for MA are found on table 7 (Hired Farm Labor - Workers and Payroll) of the 2007 Census of Agriculture (http://www.aqcensus.usda.gov/Publications/2007/Full_Report).

According to the 2007 Census of Agriculture (see attachment A) there are 13,039 hired farm workers in MA and the highest 5 counties reporting activity are: Middlesex (2,282), Worcester (1,740), Franklin (1,578), Plymouth (1,318) and Hampshire (1,315), followed closely by Bristol (1,073), Hampden (944) and Essex (918). It is important to note that Hampden and Hampshire Counties have suffered the loss of a number of employers due to the downsizing of the tobacco industry.

These farm employment estimates should be seen as a base with agricultural employment likely to be much higher than the stated numbers. The "peak" of employment varies for each crop activity but in general we find that peak employment is reached between the months of July and August. The average estimated employment for last year was 13,500. Based on DCS employment data for the H-2A Program the trend of slight decreases each year continues.

iii A projected level of agricultural activity in the State for the coming year.

With the pressure from overseas production where labor and regulatory impact are significantly lower and the options for mechanization are impractical or expensive the diversification of crop activities at local farms continues. In an effort to remain a viable business many of MA agricultural employers are harvesting crops that keep the farm in operation for longer periods of time than in the past. In fact, many operators remain open year round providing all sort of local produce or imports from other states to satisfy consumers' demands.

The implementation of new technologies and expanding immigrant population may open up market conditions to sustain a viable agricultural sector. However, many other external factors continue to affect agriculture in MA, such as market fluctuations, consumer demands, immigration policies, etc. As a result, we are estimating that agricultural activities in the state will remain at similar levels with a possibility that economic growth may lead to a more active agricultural economy thus expanding the need for labor.

- iv A projected number of MSFWs in the State for the coming year.

The number of migrant or seasonal farmworkers in the state continues to be a moving target. As mentioned above, there are no concrete numbers quantifying the workers engaged agriculture. A factor such as the transient nature of the migrant workforce, legal status and the underground economy makes it difficult to enumerate this sector of the workforce. Taking into consideration, the Census of Agriculture data for the last 3 years, we can estimate that number MSFWs in the state will remain at similar levels as in 2011.

U.S. DA, NASS, Census of Agriculture				
Year	1992	2002	2007	Projected
Hired Workers	13930	13545	13039	13000

- v A statement of the consideration given to the State Monitor Advocate's (SMA) recommendation

In accordance with 20 CFR Subpart B, Part 653.107 and as prescribed by TEGL11-21, the State Monitor Advocate participated in the preparation of the Agricultural Outreach Plan (AOP) and has been afforded the opportunity to review and comment on the plan. Such review indicates that the plan has been prepared properly, omitting none of the prescribed requirements and properly describing the activities planned for providing services to both agricultural employers and migrant and seasonal farmworkers (MSFWs).

All recommendations were included as the State Monitor Advocate presented them in the annual MSFW summary developed under 20 CFR 653.108(t) in the preparation of this plan.

B. Outreach Activities.

The Department of Career Services will conduct outreach activities to locate and to inform migrant and seasonal farmworkers about the core, intensive, and training services available through the Massachusetts One-Stop Career Center system. Currently, the Massachusetts Department of Career Services has no designated outreach positions for Program Year 2012. The State Monitor Advocate (SMA) is available to assist DCS staff in the conduct of outreach activities. The number of staff positions assigned to outreach is the same as last year. The geographic area covered by outreach staff and the State Monitor Advocate is much larger than the jurisdiction of the local offices that they assist.

Staff providing outreach services will continue to be 1 bilingual Central Office employee. To help ensure equity of service, the efforts of the Central Office outreach worker may be supplemented by local office Business Service Representatives (BSRs), in areas of the state where significant migrant outreach workloads warrant additional assistance. BSRs are based at local One-Stop Career Center sites and can bring to the agricultural employers the full array of services, as well as program specific information relevant to partner organizations such as the WIA 167 grantee and other appropriate labor market information. This is accomplished in large part through conducting employer-coordinated visits to farms and food processing facilities. In-office services are continuously available, with evening hours at a number of locations.

It is DCS's goal to contact a significant number of MSFWs with the maximum utilization of resources available. Local offices, having farm labor camps in their service areas, will be designated to contact agricultural employers and offer labor recruitment assistance via the Agricultural Recruitment System (ARS) or the H-2A Program and to ascertain the employer's workforce needs.

Most of the recruitment activities occur between the months of March and May and July and August. Outreach services will be recorded by outreach staff, or other appropriate staff, on the Daily Log of Outreach Activity. The information collected on the form will allow DCS staff to target efforts in areas where the need is identified.

For the 2012 Program Year emphasis will be placed on developing effective partnerships with the WIA 167 Grantee, Migrant Education, Migrant Health and others to leverage resources to help identify and service the agricultural community including the MSFWs.

i Numerical goals for the number of MSFWs to be contacted during the fiscal year

The Department of Career Services will make an estimated 100 outreach contacts during PY 2012. We estimate that at least 50 contacts will be made by the SMA with the remaining contacts made by outreach staff and the cooperating agency. The total number of staff days to be expended by DCS outreach staff will be 15. This will represent 100% increased in the number of staff days devoted to outreach during the last program year.

The number of MSFWs contacts and staff days devoted to outreach activities by the WIA 167 agency will be determined once they filed their report, DCS and NEFWC are in the process of renewing the Non-Financial Agreement as required under the WIA. Based on historical data, it is expected that they will be identifying approximately 500 workers and that they would spent a cumulative of 50 staff days conducting outreach activities.

Projected Goals	
Organization	Contacts
DCS/OSCCs	100
WIA 167 Grantee	500

ii Numerical goals for the staff days to be used for outreach during the fiscal year.

Outreach will be accomplished through personal contact and cooperative agreements with private and public agencies. DCS and the One-Stop Career Centers will continue to establish new linkages and use existing relationships with local and statewide networks to solicit information and suggestions from these groups on how to better serve the MSFW population. The table below shows the projected number of days to be utilized conducting outreach.

Assigned Outreach Workers	MSFW Contacts	Number of Staff Days
1	100	20

Hi The level of W-P funding to be used for outreach during the fiscal year.

To accomplish the maximum level of outreach activities, at least a part-time outreach worker position will be assigned at the DCS Central Office. The outreach worker will specifically target those areas where there is significant agricultural activity and where a large number of job applicants are expected to be MSFWs. The outreach worker will be trained in the recruitment and provision of services will be available directly through the One-Stop Career Center system. The SWA will consider and be sensitive to the preferences, needs and skills of individual MSFWs and the availability of jobs and training opportunities.

iv The tools which will be used to conduct outreach contacts.

Outreach workers will make personal contacts with MSFWs as time and resources allowed to explain the services available through the One-Stop Career Centers and other agencies or organizations that provide services to MSFWs. Outreach workers will visit sites where farmworkers work, live and congregate, including, but not limited to; pickup points, migrant health clinics and Legal Service offices, in order to contact the as many MSFWs as possible. Informational printed materials will be distributed at these locations to maximize penetration into the farmworker community. Follow-up contacts will be made with those MSFWs registered to ensure that the needs have been met and to determine if any other services are needed.

Outreach activities will be documented on the Log of Daily Outreach Activities. The log form includes the number of MSFWs contacted, the amount of time expended, the services provided and information on complaints received. The outreach workers will utilize standard forms such as the job application, complaint forms and logs of apparent violations. Monthly reports (see attachment B) that summarize all outreach efforts and activities will be submitted to the State Monitor Advocate. These reports will include an analysis of the outreach activities performed by the outreach worker on a qualitative and quantitative basis and a summary of the total One-Stop Career Center outreach effort. Monitoring of the outreach activities will be conducted to assess and report on the equivalence of services provided.

C. Services Provided to MSFWs through the One-Stop Delivery System.

In an integrated service delivery system MSFWs as well as all customers will be offered from a comprehensive menu of skill enhancement products, a variety of options to enhance their employment prospects. Some of these products include but are not limited to; access to local, state and national job listings, job matching and referral to employers, career assessment in groups and individually, information and referral to educational opportunities and job training programs, job search workshops, individualized career coaching, computer workshops on basic pc skills, including a session of utilizing the internet for job search. In addition, One Stop Career Center staffs will use a variety of tools to attempt to match the job seekers' skills, interests and abilities with available jobs in their current labor market area, or in other areas if desired.

The Department of Career Services will continue to ensure that all local Workforce Investment Boards / One-Stop Career Centers serve all applicants; including MSFWs. One-Stop Career Center staff will be trained on how to properly implement the MSFW definition in order to correctly identify this targeted population. The goal is to get OSCCs staff familiar with all the requirements of the MSFW program. This should allow for every MSFW contact to receive a verbal and written explanation of services available in English, Spanish or other language as appropriate. A MSFW desk aide is available and provided to all OSCC staff to assist in identifying MSFWs.

Services including core and intensive services will be provided as necessary. The MSFWs' knowledge, skills and abilities will be assessed to determine appropriate jobs to which they may be referred. Job referrals will be provided through mass recruitments, H-2A job referrals and job developments. Staff will also suggest training programs that would best serve the needs of those who possibly will not be job ready. Referrals will be made to local WIA Section 167 training programs, training programs and housing assistance agencies, etc. OSCC staff will be prepared to refer MSFWs to other community-base supportive services programs.

The DCS Quality Assurance Unit in coordination with State Monitor Advocate will conduct quality assurance visits on an annual basis to ensure that MSFWs have equal access to employment opportunities through the One-Stop Career Center system.

D. Services Provided to Agricultural Employers through the One-Stop Delivery System.

The Massachusetts One-Stop Career Center system offers a menu of comprehensive services specifically designed to assist employers in matching their jobs to qualified job seekers. The OSCCs connection to both the unemployed and employed work force, and to local community resources, provides a qualified applicant pool which has the potential to match all kind of jobs or occupations. Some of the services are listed below:

- Ability to post jobs on Job Quest, a statewide database with an option to post on a nationwide JobCentral website.
- On-site recruitment sessions allow employer representatives to meet pre-screened qualified candidates and explain opportunities that are available.
- Applicant referral service - OSCCs will send employers qualified, pre-screened candidates who meet the requirements of the job.

- Job Fairs, customized workshops on technical issues, assistance with exploring a variety of business incentive programs including tax credits and training grants, etc.

Massachusetts One-Stop Career Centers assist employers, including agricultural employers, in filling job openings. To increase agricultural employer participation, training on the specific recruitment options available for agricultural employers will be provided to OSCC, Business Service Representatives (BSRs) staff. The goal of the training is to better prepare the OSCCs to assist, guide and establish linkages with this sector of the economy. The One-Stop Career Centers will develop new employer contacts, maintain existing contacts and encourage job order creation through the local One-Stop Career Centers. State office staff will also promote labor exchange services to agriculture employers through participation at employer conferences and through the DCS website.

With significantly increased concerns over an adequate labor supply for agricultural employers, mainly due to the potential impact of new Federal regulatory requirements, the Department of Career Services (DCS) anticipates a minimum increase of labor exchange system activities by the agricultural employers. As a result, it is expected that the Agricultural Recruitment System (ARS) and / or the H-2A Program will be used by more employers. In anticipation to the possible increase in activity training on the ARS or H-2A programs will be provided to OSCCs staff. In addition, DCS is in the process of completing the Prevailing Wage and Practice Surveys earlier than in years past in order to prevent any delays on the processing of these applications..

E. Other Requirements.

1. In accordance with 20 CFR Subpart B, 653.107 and as prescribed on TEGL 21-11, the Monitor Advocate participated in the preparation of the agricultural plan and has been afforded the opportunity to approve and comment on the plan. Such review indicates that the plan has been prepared properly, omitting none of the prescribed requirements and properly describing the activities planned for providing services to both agricultural employers and migrant and seasonal farmworkers (MSFWs).
2. In accordance with 20 CFR Subpart B, 653.107(d)(1), (2), and (3), the Department of Career Services (DCS) has given the opportunity to the New England Farm Workers Council (NEFWC) WIA Section 167 grantee, other appropriate MSFW groups, public agencies, agricultural employer organizations and other interested employer organizations to comment on the State Agricultural Services Plan. Any comments received after the submission date will be forwarded to the Regional Office, under separate cover.

ATTACHMENT G

WIA Waiver Requests

- 1.** Use of Youth Individual Training Accounts
- 2.** Use of Formula Funds for Incumbent Worker Training
- 3.** Use of Rapid Response Funds for Incumbent Worker Training
- 4.** Expanded Transfer Authority – Adult and Dislocated Worker Funds
- 5.** Waiver of Requirement for Competitive Procurement of Youth Follow-Up Services
- 6.** Sliding Scale Employer Match for Customized Training
- 7.** Sliding Scale Employer Match for On-the Job Training
- 8.** Common Measures Implementation
- 9.** Waiver of Requirement to Provide Incentive Grants to Local Areas

1. YOUTH INDIVIDUAL TRAINING ACCOUNTS

Statutory and/or Regulatory Requirements to be Waived

WIA Section 189(i)(4)(b) and 20 C.F.R. Part 664.510 prohibit the use of ITAs for youth unless they are found eligible for and co-enrolled in either the Adult or Dislocated Worker program.

Actions Undertaken to Remove State or Local Barriers

There is no state or local statutory or regulatory barrier to implementing the proposed waiver.

Goals and Expected Programmatic Outcomes of Waiver

A renewal of the waiver will maximize the service delivery capacity of the WIA Youth programs within the One-Stop Career Center delivery system by allowing youth focused on employment rather than academics, to have the same access as adults and dislocated workers to the advantages of ITAs.

The co-enrollment of youth in the Adult programs is overly burdensome, and contributes to unnecessary duplicative paperwork. Co-enrollment of youth in the Adult programs also creates an additional tracking and reporting burden on activities, expenditures, and outcomes for the 16 local workforce investment areas.

Granting the waiver renewal request will decrease state and local paperwork, reduce the need for extra staff needed to track and report co-enrollments, and make available youth case staff to work with the older youth - instead of transferring the case to an adult case manager.

A renewed waiver allowing the use of ITAs for youth without co-enrollment would allow youth to be treated equally with adults with similar training needs. Charging the cost of the ITA to the Youth program, instead of the Adult or Dislocated Worker program, would reduce dependence on limited Adult funds, and would allow the 16 local workforce investment areas to meet their 30 percent out-of-school expenditure requirements.

Individuals Impacted by the Waiver

There is no state or local statutory or regulatory barrier to implementing the proposed waiver.

Process for Monitoring Progress in Implementation

The waiver will directly impact older WIA eligible youth allowing them to benefit from an ITA. These youth would then be able to receive the same services given to adult and dislocated workers without unnecessary paperwork or tracking.

Opportunity for Public Comment and the Process for the Implementation of the Waiver

This request was developed as a result of concerns expressed by local areas. As with all other major policy and procedural decisions made by the Commonwealth of Massachusetts, we relied heavily upon input from local area staff and boards.

The Executive Office of Labor and Workforce Development (EOLWD) and its agencies, as the State administrator of WIA, will monitor the implementation of this waiver and work with the 16 local workforce investment regions and develop the appropriate state policies to govern its use by local regions.

2. USE of FORMULA FUNDS for INCUMBENT WORKER TRAINING

Statutory and/or Regulatory Requirements to be Waived

Language in Section 133 (b) (2) and WIA Section 129 limiting use of local adult, dislocated worker and youth formula funding for *allowable* statewide employment and training activities, including flexible training design for unemployed and incumbent worker training activities (described in Section 134(a) (3) (A)).

Actions Undertaken to Remove State or Local Barriers

There is no state or local statutory or regulatory barrier to implementing the proposed waiver.

Goals and Expected Programmatic Outcomes of Waiver

The waiver request is consistent with the national policy direction to develop a workforce system that is responsive to the demands of both individual and employer customers. In addition, it supports a key priority of the Governor to close the "skill gaps" between job vacancies in the state and the available workforce through better alignment of public investments with regional data on employer need.

The Commonwealth anticipates an increase in capacity of local workforce regions to respond to labor market changes within their region. The waiver allows local regions to increase the effectiveness and efficiency of education and training vendors and institutions by connecting program design and curriculum with the labor market needs for the region through the use of Workforce Investment Act funding.

Flexibility in the use of local formula funding will truly encourage collaboration with economic development organizations, business, industry associations, education and training institutions, Workforce Investment Boards, One-Stop Career Centers and other workforce intermediaries to change the system of delivery to align supply and demand for skilled workers. Specifically it provides the opportunity to increase collaborations with industry to address worker training.

Individuals Impacted by the Waiver

The Commonwealth anticipates an increase in the number of incumbent workers receiving training who might otherwise be ineligible.

All WIA customers and WIA partners — including the stewards of local formula funding, namely, Workforce Investment Boards, Title I Administrators and One-Stop Careers -will be positively affected by adoption of this waiver request.

Process for Monitoring Progress in Implementation

Massachusetts will monitor progress and ensure accountability for Federal funds in connection with this waiver by reviewing monthly expenditure, performance and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

Opportunity for Public Comment and the Process for the Implementation of the Waiver

This request was developed as a result of goals expressed by local workforce investment areas. As with all other major policy and procedural decisions made by the Commonwealth of Massachusetts, we relied heavily upon input from local area staff and boards. All requests for waiver renewal have been posted on the Mass Workforce website, with a procedure for submission of comments and questions. Public input is factored into all policy considerations in the Commonwealth.

3. USE of RAPID RESPONSE FUNDS for INCUMBENT WORKER TRAINING

Statutory and/or Regulatory Requirements to be Waived

Massachusetts requests a waiver of language in WIA Sec. 133(a)(2) to allow up to a maximum of 10% of the funding described in Sec. 133(a)(2) to be used for the described activities allowable under statewide activities described in 134(a).

Actions Undertaken to Remove State or Local Barriers

There is no state or local statutory or regulatory barrier to implementing the proposed waiver.

Goals and Expected Programmatic Outcomes of Waiver

The waiver request is consistent with the national policy direction to develop a workforce system that is responsive to the demands of both individual and employer customers. In addition, it supports a key priority of the Governor to close the "skill gaps" between job vacancies in the state and the available workforce through better alignment of public investments with regional data on employer need.

The Commonwealth anticipates an increase in capacity of local workforce regions to manage service changes required by the needs of dislocated workers and changes in the volume of layoff activity.

Flexibility in the use of Rapid Response Set-Aside funding will truly encourage collaboration with economic development organizations, business, industry associations, education and training institutions, Workforce Investment Boards, One-Stop Career Centers and other workforce intermediaries to change the system of delivery to align supply and demand for skilled workers. Specifically it provides the opportunity to increase industry collaborations to address worker training.

Individuals Impacted by the Waiver

Workers in companies anticipating layoffs or workers affected by layoffs would most directly benefit.

All WIA customers and WIA partners — including the stewards of local formula funding, namely, the statewide Rapid Response Team, Workforce Investment Boards, Title I Administrators and One-Stop Careers — will be positively affected by adoption of this waiver request.

Process for Monitoring Progress in Implementation

Massachusetts will monitor progress and ensure accountability for Federal funds in connection with this waiver by reviewing monthly expenditure, performance and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

Opportunity for Public Comment and the Process for the Implementation of the Waiver

This request was developed as a result of goals expressed by the Statewide Rapid Response Team and local areas. As with all other major policy and procedural decisions made by the Commonwealth of Massachusetts, we relied heavily upon input from local area staff and boards. All requests for waiver renewal have been posted on the Mass Workforce website, with a procedure for submission of comments and questions. Public input is factored into all policy considerations in the Commonwealth.

4. EXPANDED TRANSFER AUTHORITY – ADULT and DISLOCATED WORKER FUNDS

Statutory and/or Regulatory Requirements to be Waived

WIA Section 133(b)(4) and 20 C.F.R. Part 667.140 state that a Local Board may transfer, if such a transfer is approved by the Governor, not more than 20 percent of the funds allocated to the local area in a fiscal year between Adult employment and training activities and Dislocated Worker employment and training activities.

The Commonwealth of Massachusetts requests renewal of the waiver that allows local boards to transfer up to 50 percent of a program year allocation for Adult funds and up to 50 percent of a program year allocation for Dislocated Worker funds between the two funding streams.

Actions Undertaken to Remove State or Local Barriers

There is no state or local statutory or regulatory barrier to implementing the proposed waiver.

Goals of the Waiver and Expected Programmatic Outcomes of Waiver

The main anticipated goal is increased flexibility for the local areas in allocating and expending Adult and Dislocated Worker funds. Such flexibility would enable local areas to better serve the needs of their customers, and would heighten their ability to respond to changes in the local labor market. In addition, greater flexibility in use of funds may allow Local Workforce Investment areas to commit additional WIA Title I formula funding for education and training purposes.

The U.S. Department of Labor has already approved similar waivers for other states, and we ask that our waiver renewal request also be granted.

Individuals Impacted by the Waiver

All Adults and Dislocated Workers, as well as business customers, will benefit from the waiver. Granting local boards the ability to move substantial funds to the areas of greatest need will ensure optimum service to the general population of that workforce area.

Process for Monitoring Progress in Implementation

Massachusetts will monitor progress and ensure accountability for Federal funds in connection with this waiver by reviewing monthly expenditure, performance and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

Opportunity for Public Comment and the Process for the Implementation of the Waiver

This request was developed as a result of concerns expressed by local areas. As with all other major policy and procedural decisions made by the Commonwealth of Massachusetts, we relied heavily upon input from local area staff and boards. The problems with the prior 30% limitation on fund transfers between Adult and Dislocated Worker funding streams were discussed with the local areas to gain input on those problems and on the benefits of being granted this waiver. This waiver will be especially helpful in serving employed workers in an effort to assist them in retaining employment or obtaining employment leading to self-sufficiency.

All requests for waiver renewal have been posted on the Mass Workforce website, with a procedure for submission of comments and questions. Public input is factored into all policy considerations in the Commonwealth.

5. WAIVER of REQUIREMENT for COMPETITIVE PROCUREMENT of YOUTH FOLLOW-UP SERVICES

Statutory and/or Regulatory Requirements to be Waived

WIA Section 123, Section 117(h)(4)(B)(i), and 20 C.F.R. Part 664.400 require that eligible providers of youth services be selected by awarding a grant or contract on a competitive basis for youth activities and services.

Actions Undertaken to Remove State or Local Barriers

There is no state or local statutory or regulatory barrier to implementing the proposed waiver.

Goals of the Waiver and Expected Programmatic Outcomes of Waiver

A waiver renewal will maximize resources by allowing framework service providers to provide follow-up services to youth, instead of requiring a second competitive bidding process.

Granting the waiver renewal will decrease state and local paperwork, reduce the need for extra staff needed to track and report the progress of a youth through various programs, and make available youth case staff to work directly with youth on more substantive training and educational goals.

Approving the waiver renewal will allow for a smoother flow of data that documents the delivery of youth services, as well as the outcomes that result from youth participation, since the organization that is providing framework services will be in a better position to understand where each youth is in relationship to his or her Individual Service Strategy, when a youth has exited a WIA service or the WIA program, and when the period for follow-up begins.

We also believe that defining follow-up as a framework service will support the implementation of common performance measures, since the framework service provider will be in the best position to know when a WIA youth is also participating in another partner program, and therefore make a better administrative judgment as to when program completion will trigger the time period to determine a performance outcome under the new common measures.

Individuals Impacted by the Waiver

The waiver will directly impact WIA eligible youth.

Process for Monitoring Progress in Implementation

Massachusetts will monitor progress and ensure accountability for Federal funds in connection with this waiver by reviewing monthly expenditure, performance and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

Opportunity for Public Comment and the Process for the Implementation of the Waiver

This request was developed as a result of concerns expressed by local areas. As with all other major policy and procedural decisions made by the Commonwealth of Massachusetts, we relied heavily upon input from local area staff and boards. All requests for waiver renewal have been posted on the Mass Workforce website, with a procedure for submission of comments and questions. Public input is factored into all policy considerations in the Commonwealth.

The Executive Office of Labor and Workforce Development (EOLWD) and its agencies, as the State administrator of WIA, will monitor the implementation of this waiver and work with the 16 local workforce investment regions and develop the appropriate state policies to govern its use by local regions.

6. SLIDING SCALE EMPLOYER MATCH for CUSTOMIZED TRAINING

Statutory and/or Regulatory Requirements to be Waived

WIA Section 101(8) and the accompanying regulations in 20CFR Subpart G 663.715, 663.720, and 663.730 establish that local areas and the State may offer customized training through an agreement with an employer or group of employers for which the employer pays for not less than fifty (50) percent of the cost of the training.

Actions Undertaken to Remove State or Local Barriers

There is no state or local statutory or regulatory barrier to implementing the proposed waiver.

Goals of the Waiver and Expected Programmatic Outcomes of Waiver

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 following goals will be achieved with the approval of the waiver request:

- Assist local areas in marketing customized training as a vehicle to engage employers, particularly in targeted sectors, to provide training to new and current workers. This will build the capacity and future viability of both the workforce and the industries themselves.
- Increase the capacity of local workforce regions to respond to labor market changes within their region.
- Increase employer awareness of and engagement with One-Stop Career Centers and Workforce Boards at this critical time.
- Increase the opportunities for collaborations with industry to address worker training.
- Assist local systems in identifying and designing training that meets the needs of area employers.
- Equip workers with relevant job training with transferable skills that lead opportunities in high-skill, high-wage occupations and industries.
- Local regions will assist education and training vendors and institutions to connect program design and curriculum with the labor market needs for the region through the

use of Workforce Investment Act funding.

This waiver supports a key priority of the Governor to close the "skill gaps" between job vacancies in the state and the available workforce through better alignment of public investments with regional employer need.

A high percentage of job placements are with small to medium sized employers. When asked about utilizing the customized training option, many employers conclude that the 50% match requirement outweighs the benefits of participation in the program. Flexibility in the level of employer contribution to the cost of customized training will encourage increased business participation and foster increased collaboration among economic development organizations, education and training institutions, Workforce Investment Boards, One-Stop Career Centers and other workforce intermediaries to improve the system of delivery and align supply and demand for skilled workers.

Individuals Impacted by the Waiver

Benefit to individuals:

This waiver will increase the number of workers trained and hired through customized training programs, increasing opportunities to those individuals who are currently WIA-eligible job seekers to identify and obtain employment as a participant in a customized training project.

WIA-eligible individuals with multiple barriers to employment, low basic skills and/or English language proficiency stand to benefit most from customized training.

Benefit to Employers

The reduced match requirement for small businesses will make customized training a more attractive option for those employers, increasing the opportunity to utilize this model to train new workers. It will also assist employers seeking to expand product lines that require new skill acquisition by the current workforce. For current employers facing dislocation without additional skill acquisition, customized training will provide an effective lay off aversion tool.

Process for Monitoring Progress in Implementation

Massachusetts will monitor progress and ensure accountability for Federal funds in connection with this waiver by reviewing monthly expenditure, performance and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

Opportunity for Public Comment and the Process for the Implementation of the Waiver

This waiver request was developed at the request of local areas. As with all major workforce policies and procedures, the State has solicited dialogue and input from the local workforce boards and staff concerning the impact of this request. The local workforce areas support this request. This waiver request is posted on the State Workforce Website at: www.massworkforce.org.

The Department of Career Services (DCS) will monitor implementation of this waiver and work with the 16 local workforce investment regions to develop the appropriate state and local policies to govern its use by local regions.

7. SLIDING SCALE EMPLOYER MATCH FOR ON-THE JOB TRAINING

Statutory and/or Regulatory Requirements to be Waived

WIA Section 101(31)(B) and the accompanying regulations as promulgated at 20 CFR Subpart G 663.710(b) state that employers may be reimbursed up to 50 percent of the wage rate of an OJT participant for the extraordinary costs of providing the training and additional supervision related to the OJT.

Actions Undertaken to Remove State or Local Barriers

There is no state or local statutory or regulatory barrier to implementing the proposed waiver.

Goals of the Waiver and Expected Programmatic Outcomes of Waiver

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 anticipates the following goals will be achieved with approval of the waiver request:

- Maximize the flexibility needed to impact local economic vitality and direct resources where demand for services is greatest by assisting local areas in marketing OJT as a vehicle to engage employers, particularly in targeted sectors, to hire and provide training to new workers. This will build the capacity and future viability of both the workforce and the industries themselves.
- Assist with the transformation of the current workforce system to a demand-driven, sector based and regionally driven talent development pipeline.
- Increase training and transitional employment opportunities for unemployed workers and hard-to-serve youth and adults.
- Equip individuals with relevant job training and transferable skills in high-skill, high-wage, high-demand occupations and industries.
- Increase business usage of the local workforce system by providing added incentives to hire and train new workers.

Local workforce investment partners have provided feedback with regard to employer needs for assistance with economic competitiveness in the current economic downturn. Allowing businesses to be reimbursed on a sliding scale will address the primary reason for prior limited use of OJT and increase employer participation. Employer feedback indicates that they will be more likely to use this opportunity if reimbursement was greater than 50%.

Small to medium-sized employers are responsible for 51% of all the jobs in Massachusetts, therefore the Commonwealth estimates that small to medium-sized employers will comprise a significant percentage of OJT opportunities.

As cited above, Massachusetts has applied for OJT NEG funds that provide for the same sliding reimbursement scale as described in this request. Extending the option to the use of local formula funds will allow for a more consistent expansion of training options available to potential employers interested in hiring and training new workers.

Individuals impacted by the Waiver

The need for training is especially acute for those workers most in need: dislocated workers transitioning to new occupations and industries, long-term unemployed individuals in need of advancing outmoded skills in order to catch up with emerging technologies, and low-income and entry-level workers seeking to start their careers in the weakest economic climate in the past seventy years. Approval of the waiver will increase training options for WIA-eligible job seekers.

The reduced match requirement for employers, particularly new start-ups and other small to medium-sized businesses will provide an attractive and cost-effective financial incentive, increasing the opportunity to utilize the OJT model to hire and train new workers. This waiver will allow Massachusetts businesses to more rapidly adapt to both technological and general marketplace changes by improving their capacity to expand and remain competitive with affordable OJT options uniquely designed to achieve their specific developmental goals.

Process for Monitoring Progress in Implementation

Massachusetts will monitor progress and ensure accountability for Federal funds in connection with this waiver by reviewing monthly expenditure, performance and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

The Department of Career Services (DCS) actively sought the input of local regions during the development of this waiver request. As with all major workforce policies and procedures, the State has solicited dialogue and input from local workforce boards, one-stop career center operators and workforce investment partners concerning the impact of this waiver; the local workforce areas overwhelmingly support this request. This waiver request has been circulated statewide for review and comment and is posted on the State Workforce Website at: www.massworkforce.org.

DCS will monitor implementation of this waiver and work with the 16 local workforce investment regions to develop the appropriate state and local policies to govern its use by local regions.

Opportunity for Public Comment and the Process for the Implementation of the Waiver

This waiver request was developed at the request of local areas. As with all major workforce policies and procedures, the State has solicited dialogue and input from the local workforce boards and staff concerning the impact of this request. The local workforce areas support this request. This waiver request is posted on the State Workforce Website at: www.massworkforce.org.

The Department of Career Services (DCS) will monitor implementation of this waiver and work with the 16 local workforce investment regions to develop the appropriate state and local policies to govern its use by local regions.

8. COMMON MEASURES IMPLEMENTATION

Statutory and/or Regulatory Requirements to be Waived

The statutory sections effected by this request are Workforce Investment Act of 1998 §189(i)(4), §129, §134, §168; 20 CFR WIA Final Rules §652.3, §661.400, §661.410, §661.420, §666.100; Wagner-Peyser Act, as Amended, Section 10(c) and 3(c); Title 38 United States Code as amended by the Jobs for Veterans Act of 2002; the Trade Act performance measures.

Actions Undertaken to Remove State or Local Barriers

There are no state or local statutory or regulatory barriers to implementing the proposed waiver.

Goals of the Waiver and Expected Programmatic Outcomes of Waiver

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 anticipates the following goals will be achieved with approval of the waiver request:

- 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 will result in a more cohesive workforce development system focused on serving the needs of Massachusetts workers and employers with significantly greater effectiveness.

Individuals impacted by the Waiver

Approval of this waiver will positively impact all 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.

Process for Monitoring Progress in Implementation

DCS actively sought the input of local regions during the development of this waiver request. As with all major workforce policies and procedures, the State has solicited dialogue and input from the local workforce boards and staff concerning the impact of implementing this waiver. The local workforce areas overwhelmingly support this request. To solicit public comment, this waiver request is also posted on the State Workforce Website: www.massworkforce.org.

The Department of Career Services (DCS) will monitor implementation of this waiver and work with the 16 local workforce investment regions to develop the appropriate state and local policies to govern its use by local regions.

Opportunity for Public Comment and the Process for the Implementation of the Waiver

This waiver request was developed at the request of local areas. As with all major workforce policies and procedures, the State has solicited dialogue and input from the local workforce boards and staff concerning the impact of this request. The local workforce areas support this request. This waiver request is posted on the State Workforce Website at: www.massworkforce.org.

The Department of Career Services (DCS) will monitor implementation of this waiver and work with the 16 local workforce investment regions to develop the appropriate state and local policies to govern its use by local regions.

9. WAIVER of REQUIREMENT to PROVIDE INCENTIVE GRANTS to LOCAL AREAS

Statutory and/or Regulatory Requirements to be Waived

Waiver of WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) requiring the provision of incentive grants to local areas.

Actions undertaken to remove state or local barriers

There are no state or local statutory or regulatory barriers to implementing the proposed waiver.

Goals and expected programmatic outcomes of waiver

The reduction to five percent in the WIA allotment for Program Year 2011 Governor's Reserve funds restricts the state's ability to effectively fund and carry out all of the required statewide workforce investment activities. The current funding level in the Governor's Reserve is insufficient to cover the cost of incentive grants to local areas. The state's reduced funds are being used to cover the following required activities:

- operating fiscal and management accountability information systems (WIA Section 134(a)(2)(B)(vi) and 20 C.F.R. 665.200(b)(1));
- submitting required reports (WIA Section 136(f)); and
- providing technical assistance to poor performing local areas (WIA Section 134(a)(2)(B)(iv) and 20 C.F.R. 665.200(f)).

Our goal in seeking this waiver is to ensure that the state may prioritize the use of Governor's Reserve funds for the required activities we deem most essential to the basic functions of the workforce investment system.

Individuals impacted by the waiver

This waiver will provide the state agency with more flexibility in directing Governor's Reserve funds to those activities that best preserve basic functions of the statewide workforce investment system.

Process for monitoring progress in implementation

Massachusetts will monitor progress and ensure accountability for Federal funds in connection with this waiver by reviewing monthly expenditure, performance and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system. All other monitoring and feedback will continue as described above.

Opportunity for Public Comment and the Process for the Implementation of the Waiver

This waiver request was developed at the request of local areas. As with all major workforce policies and procedures, the State has solicited dialogue and input from the local workforce boards and staff concerning the impact of this request. The local workforce areas support this request. This waiver request is posted on the State Workforce Website at: www.massworkforce.org.

The Department of Career Services (DCS) will monitor implementation of this waiver and work with the 16 local workforce investment regions to develop the appropriate state and local policies to govern its use by local regions.

ATTACHMENT H

One-Stop Career Center System Development Career Center Communications

CAREER CENTER COORDINATION OFFICE

19 Staniford Street, 4th Fl ♦ Boston, MA 02114

(617) 626-5680 ♦ (617) 626-5689 (Fax)

CAREER CENTER COMMUNICATION: 2-99

SUBJECT: Requirements for Governance Agreement, Career Center models defined and definition of "universal access".

DATE: January 20, 1999

PURPOSE: _____ ACTION ☒ INFORMATION ☒ ATTACHMENT

DISTRIBUTION: _____ Other _____ ☒ CBWL

☒ REB Directors ☒ REB Association ☒ Career Centers ☒ DLWD

☒ DETRD's ☒ DETAD's ☒ PET Central ☐ MJC

☒ SDA Directors ☒ SDA Association ☒ DTA Central

BACKGROUND:

The attached policy has been issued by the Career Center Partnership in response to requests from the field for clarification as to the definitions of the three approved Career Center models in Massachusetts, the definition of what is meant by "universal access" in Career Center service delivery, and the requirements for the Governance Agreement between Career Center partners.

ACTION REQUIRED:

These definitions and Governance Agreement requirements are in effect and must be met for Certification as a Massachusetts One-Stop Career Center.

EFFECTIVE: Immediately

INQUIRIES:

Questions should be directed to Chris Swenson at the Career Center Coordination Office at (617) 626-6454 or Linda Rohrer at the Corporation for Business, Work and Learning at (617) 727-8158.

CAREER CENTER PARTNERSHIP POLICY

Career Center Communication 2-99

Date: January 20, 1999

To: REB Chairs
REB Directors
Career Centers
DET Regional Directors
DET Area Directors
SDA Directors
Career Center Partnership Members

From: Career Center Partnership

Subject: Governance Agreements, Career Center Models and Universal Access Defined

Background: The purpose of this document is to set forth the requirements for the Governance Agreement which must be developed between all operational partners and the Regional Employment Board (REB) prior to Career Center Certification, to provide definitions for the three approved Career Center models in Massachusetts, and to define the meaning of universal access for Career Center service delivery.

Policy: **A. Governance Agreement**
All Career Centers of whatever model must have in place a formal written Governance Agreement delineating the structure and processes adopted and used by all partner agencies in the operation of the Career Center. This Governance Agreement may be included in the Business Plan (Career Center Communication 3-98 Business Plan Template Sections II and III) for the Career Center or as a separate document **but must be signed and agreed to by all partners.** At a minimum the Governance Agreement will include:

1. Governance structure and processes
2. Management Structure and Processes
3. Financial Management

Within each of the above sections, authority relationships and the processes for decision making must be described. An organizational chart and reporting structure for all dedicated staff must be included.

B. Career Center Model Definitions:

Competitive Model

Competitive Career Centers are selected by a competitive bid process which is conducted by the Regional Employment Board. The following are the defining elements of a competitive career center model:

Management

- Integrated management
- Designated Career Center Director or designated Career Center management team whose responsibilities include day to day operational authority and decision making ability.
- Staff cross-trained and able to provide services across multiple programs areas including at a minimum Wagner-Peyser, JTPA Titles II and III and DTA employment and training activities funded through DET or the JTPA administrative entities.
- At least one career center location in the region must deliver all of the above described services on site.

Fiscal

- The Career Center Grantee has an independent financial structure which is separate from the Regional Employment Board.

Collaborative Model

Collaborative Career Centers are developed under the oversight of the Regional Employment Board by designated partners through a process which redefines the service delivery of institutional employment services and other employment and training programs. The following are defining elements of a collaborative career center model: **Management**

- Integrated Management
- Designated Career Center Director or designated Career Center management team whose responsibilities include day to day operational authority and decision making ability.
- Staff cross-trained and able to provide services across multiple programs areas including at a minimum Wagner-Peyser, JTPA Titles II and III and DTA employment and training activities funded through DET or the JTPA administrative entities.
- At least one Career Center in each region must deliver all of the above described services on site.

Fiscal

- Lead agency acting as fiscal manager for the collaborative.
- Single operational budget with dedicated funding and resource sharing.

Co-Located Model

In a Co-Located Career Center, institutional employment services and other employment and training providers share space in one location. The following are defining elements of a co-located career center model:

Management

- Availability of employment and training services on site in at least one location in the region to include at a minimum Wagner-Peyser, JTPA Titles II and m and DTA employment and training activities funded through DET or the JTPA administrative entities.

Fiscal

- No single fiscal agent.
- Funds remain within the budget and authority of partners involved in the co-location.

In the Co-Located model since there is no one lead agency the Regional Employment Board (REB) and/or its fiscal agent is responsible for all regulatory and reporting requirements attached to accepted additional resources. The REB is responsible for determining how those resources will be used to enhance Career Center operation. In the case of dollars which require programmatic services the REB will designate the partner that will provide those services (e.g. DOE).

C. Universal Access-Defined

To achieve the goal of providing universal access to all customers Massachusetts One-Stop Career Centers must:

- be able to provide all customers (job seekers and employers) with core services as described in the State Memorandum of Agreement and the Career Center Business Plan through a described method of service delivery.
- must provide fee-based enhanced services to all categorical populations as described in the State Memorandum of Agreement and Career Center Business Plan.

Action

Required: These definitions are in effect for all One-Stop Career Centers in Massachusetts.

Effective: This policy is effective as of the date of issuance

Inquiries: Questions related to this policy should be directed to Chris Swenson at (617) 626-6454 or Linda Rohrer at (617) 727-8158.

19 Staniford Street, 4th Fl ♦ Boston, MA 02114
(617) 626-5680 ♦ (617) 626-5689

SUBJECT: One-Stop Career Center Business Plan Template

PURPOSE: X ACTION INFORMATION X ATTACHMENT

DISTRIBUTION: Other DLWD

X REB Directors X REB Association Career Centers X CBWL

X DETRD's X DET AD's X DET Central X MJC

X SDA Directors *X* SDA Association X DTA Central

Attached is the Massachusetts One-Stop Career Center Business Plan Template for collaborative career centers. Collaborating partners of these new, collaborative career centers must, under the guidance of the Regional Employment Board (REB), write a business plan and submit the plan for Department of Labor and Workforce Development (DLWD) approval. The attached template is a framework to help the REB and the partners organize and write the plan.

ACTION REQUIRED:

Work on business plans should commence immediately. Business plans may be submitted prior to the approval of a charter or start-budget.

The REB may submit start-up budgets within 3-6 months prior to the One-Stop Career Center opening.

Send completed Business Plans to the Career Center Coordination Office (CCCO). They will be forwarded to DLWD for approval. Following approval of the Business Plan, formal notification will be sent from DLWD to the REB.

EFFECTIVE:

Immediately.

INQUIRIES:

Questions should be directed to Chris Swenson (617) 626-6454 or to Barbara Zeimetz at (617) 727-5682.

Massachusetts One-Stop Career Center Business Plan Template

**Career Center Partnership
Issued by: Career Center Coordination Office
Division of Employment and Training
(617)626-5680
September, 1998**

Introduction

The following pages were designed to provide technical assistance and a template for use by Regional Employment Boards and Career Center Partners in designing their Career Center Business Plans. The Career Center Partnership is aware that many regions have already begun this process and in some cases have already completed the majority of work on these plans.

The attached template should in no way be construed as proscriptive in terms of how the business plan should be submitted as long as those areas and requested elements identified in Sections I. through DC. are included in the body of the document and referenced in a cover page or index.

Business Plan — Sections

- I. Mission and Values**
- II. Organizational Factors**
- III. Management / Staffing Plan**
- IV. Customer Service Plan**
- V. Fee-Based Enhanced Services**
- VI. Customer Satisfaction and CQI**
- VII. Facilities Design**
- VIII. Technology & Equipment Resources IX.**

Anticipated Revenue & Spending Plan

Attachments:

- A. Core and Enhanced Service Menu**
- B. Sample Memorandums of Agreement**
- C. Technology and System Requirements and Specifications**

Section I. Mission and Values

Mission

In order to achieve the Massachusetts vision of superior One-Stop Career Centers, all career centers in each region must commit to the following:

- To provide innovative, practical and high quality services to its customers;
- To serve employers and jobseekers without regard to eligibility for specified categorical program funds;
- To include the active involvement of the customer in the design and continuous quality improvement of products and services to insure the highest level of customer satisfaction;
- To be the focal point of workforce development in each region.

A mission and value statement for each career center must be developed which includes the four tenets of career center implementation:

1. Universality - The provision of a comprehensive array of information and brokering services; availability of services to individual customers from all population segments and to employers representing a full range of industries and occupations;
2. Customer Choice — Between centers, on methods or ways to access services, among training and education providers, among occupational / industry placement options; emphasis placed on informing customers to support their meaningful choice; customers include employers and individuals;
3. Integration — Incorporation of multiple programs and services into a unified "One-Stop" system, so that all job placement-related services can be accessed in one location; and
4. Accountability — Career centers are measured on their ability to achieve success in attracting customers, preparing job seekers for and placing job seekers in employment, satisfying customers with education and training programs, availability and excellence, satisfying employers with job applicant referrals, and demonstrating fiscal viability.

The following considerations should be kept in mind as you develop your mission statement:

- An inspiring goal, mission or objective as a point of focus keeps you on track. Collaborating partners should build the mission statement together. Vision or mission-building enables partners to clarify what they really want and to get an image, a sense and a feeling of the future of a superior workforce development

system in their region. This team building invites creativity, energy and commitment of partners to make the vision a reality.

- A good mission statement identifies:
 - A. The customer or beneficiary of the service. •
 - B. The value or contribution provided to that customer.
 - C. The special means and circumstances of providing the service.
- The Massachusetts One-Stop mission as stated in the Memorandum of Agreement (MOA) between the State (MJC / DLWD) and each Regional Employment Board:

The Massachusetts One-Stop Career Center System is a statewide, integrated, results-oriented labor exchange, implemented through locally developed, regional partnerships, that is based on the needs of individuals and employers, and ensures ongoing access to employment, labor market information, and workforce development* services. The Career Center system is committed to continuously improving the capability of the system and its employees to deliver high-quality services to customers.*

**Labor Exchange: Identifying current and projected job openings and skills needs of employers; providing individuals with the tools and the opportunity to acquire the skills needed to get, keep, or change a job; and linking those individuals to employers.*

^Workforce Development: Providing individuals with the opportunity to acquire the skills, knowledge, and abilities that will allow them to enter or change roles in the labor market

A. As part of your Career Center Business Plan please share the mission (or missions if different) for each of the Career Centers in your region.

Values

The following is background information to assist you in developing the value statement for your Career Center.

- Values should be focused from the mission. In other words, values recognize the mission statement as defining the purpose of the organization, and values are what will impel the career center staff to achieve the mission.
- The value statement should be concise and understandable.

The following are examples of values that have been incorporated within established career centers:

- to meet or exceed the expectations of employer and individual customers 100% of the time:

- to provide quality services that add value for the customer resulting in longer term outcomes within an ever evolving labor market and encouraging job seekers to embrace a proactive and empowered position within the world of work;
- to operate as a learning organization, seeking continual customer satisfaction and customer feedback and embracing a continuous quality improvement environment;
- to provide services that are universal, available, accessible and delivered by diverse staff that are culturally and linguistically competent;
- to operate in an equitable and integrated environment where multiple funding streams are transparent to the customer resulting in seamless and efficient services;
- to utilize a strategy of market segmentation to define the customer base, to drive service delivery, and to build market penetration and increase market share;
- to operate a center where staff have faith in and commitment to the quality process;
- to value, empower and understand our customers' requirements and continually assess our availability as a career center to meet those requirements;
- to operate as a learning organization and understand the continuing need to communicate and educate staff in quality excellence and reward them on their progress;
- to provide quality services to job seekers that assist them in appropriate job matches and in sustained employment;
- to provide quality services to employers by developing a pool of qualified candidates to meet their specialized needs and delivering those services by satisfying the employer and guarantees repeat business;
- to provide quality services to the customer seeking current, complete, training information that results in successful enrollment in education and training programs that enhances their employability and results in a job.

B. Please share the values that you will incorporate within your Center to achieve your mission.

Section II. Organizational Partners

All remaining Regional Employment Boards in Massachusetts have indicated that they plan to charter collaborative Career Centers in their region. The success or failure of these endeavors is largely dependent on the expertise of Career Center collaborators.

Collaborators should have a knowledge and understanding of the customer base and the regulatory constraints and compliance issues that are inherent in the numerous categorical funding streams that will be included within the Career Center.

The ability to identify best practices from within the employment and training business and without is a key element in developing a successful operation. Success also requires the ability to work with and understand the changes taking place in the workforce development system both at the State and nationally and a commitment to the Career Center model of service delivery.

The following information at a minimum must be part of your Business Plan.

A. Identify the lead agency in your Career Center collaboration.

B. List each of the members of your collaboration describing:

- **operational roles and responsibilities**
- **past experience and performance in delivering services to Career Center customers**
- **financial and other resources they will contribute to the Career Center operation**
- **how these resources (financial and non-financial) will be coordinated to avoid duplication and maximize services.**

Section III. Management/Staffing Plan

The management and staffing structure developed during the Career Center implementation process is critical to its future success. The selection of staff and their qualifications, the commitment of management and the willingness of the collaborators to work together in a new and innovative structure will determine success or failure of the Career Center initiative for both employees and customers.

A. The following should be carefully considered and included in the development of your Business Plan.

- **How will your Center be managed on a day to day basis?**
- **Will you have an Executive Director of the Career Center, if yes, how will that person be selected?**
- **How will the Executive Director relate to the management and line staff of collaborators?**
- **Without one central management person, how will management work with line staff to coordinate resources and provide seamless and universal services to all customers?**
- **What criteria will be most important in the selection process for all staff?**
- **Should you develop a Memorandum of Agreement among the collaborators to further delineate roles, responsibilities, and commitments? (examples of Memoranda of Agreement are provided in Attachment B).**
- **How will you coordinate staff resources available to the Center to avoid duplication and maximize services?**

B. Please include an organizational chart of your Career Center as an attachment to the Business Plan.

IV. Customer Service Plan

Career Centers will focus their efforts on individuals and employers within their regions that are seeking workforce education, skills training or employment services. Career Centers are expected to effectively provide services to a customer base that represents both the demographics of the labor force, the mandated populations targeted by the various Career Center funding streams, and the employer community. Services should be integrated, customer centered and focused on informed customer choice based on the four tenets of Career Center implementation as described in Section I., customer choice, universality, integration and emphasis on customer satisfaction in performance and outcomes.

Career Centers must (by federal and state mandates) include a menu of required core services for individuals and employers. Public funds will support the cost of these services. These core services must be available on-site at the Centers. Career Center operators may add to this list by offering additional free services as a means of attracting customers. However, in no case can a Career Center charge for core services. Career Center operators must ensure that customers are made fully aware of what services are available at no cost (core services) as well as those that are offered for a fee. Equal information must be provided to all customers ensuring that there is not an undue emphasis on fee based services. Core services will include but are not limited to a basic assessment, work history, and interest identification, completion of a Customer Action Plan, information and referral to enhanced education and/or training services, eligibility determination for additional financial resources, self or staff assisted access to the Job Bank and Talent Bank, Unemployment Insurance registration and a variety of group workshops.

Core services to employers include, but are not limited to; access to job applicants; the Talent Bank; listings in the Job Bank; information on financial resources for training and retraining that may be available; and use of an extensive network of labor market resources. A list of required Core Services and examples of possible fee based services for individuals and employers is Attachment A.

A. Please provide the following information within the narrative of your Business Plan:

- **Describe the initial procedures to be utilized to ensure that customer needs are correctly identified and efficiently referred to appropriate services.**
- **What Core services will be provided and for whom? (Please provide definitions for each activity.)**
- **A customer flow chart and narrative for both individuals and employers describing how service needs will be determined and delivered.**

How you plan to provide universal services to customers within the constraints of categorical funding streams?

How will you coordinate service delivery within the collaborative?

How will you coordinate your activities with other outside agencies and organizations?

The anticipated number of individuals to receive Core Services during your first twelve months of operation.

V. Fee Based Enhanced Services

Career Centers will offer fee-based or enhanced services to customers. These services are more intensive and customized to the needs of individuals and employers. Fees may be paid by either individuals, employers, unions, or, for eligible customers, by state, federal or philanthropic sources. The development of fee based services is essential to the viability of Career Centers and includes a number of services required by categorical funding streams. Operators should be creative and entrepreneurial in developing and delivering fee based services that are responsive to customer and local labor market needs.

A. Please include within the narrative of your Business Plan:

- **a description of fee based enhanced services to be provided**
- **a price list for those services.**
- **How you will market fee-based services to prospective customers**
- **The anticipated number of customers who will receive enhanced or fee-based services during the first twelve months of operation.**

VI. Customer Satisfaction and Continuous Quality Improvement

Customer Satisfaction

The customer satisfaction plan is referenced in the Memorandum of Agreement that is the non-financial contract between the State (MJC/DLWD) and each REB.' Section V of the Memorandum of Agreement, Performance Measures lists customer satisfaction as the seventh measure. The section reads as follows:

"Customer Satisfaction: Customer satisfaction is a critical performance measure in the Massachusetts workforce development system. One-Stop Career Centers are based upon a strong customer focus, both in terms of employers and job/training seekers. Services are shaped and centers measured in significant part by customer feedback and articulation of needs. The MJC/DLWD and the CCP require REBs and Career Centers to be actively soliciting customer feedback and to be using it to continuously improve customer satisfaction and services."

REBs and their collaborating Career Center partners must develop and operationalize a customer satisfaction system or plan for their region. This plan should, at a minimum, include means of obtaining customer expectations, feedback tools, frequency of use and reporting format that indicates regional or Career Center results of customer satisfaction.

Suggested tools or mechanisms for customer feedback may include the following:

- Job-seeker and employer surveys
- Focus groups
- On-site feedback
- Toll-free number for customers to call and pledge to resolve problems within 24 hours
- Customer advisory group
- Feedback from non-customers on why they didn't use services
- Customer letters
- Customer satisfaction feedback data displayed in lobby for customers

A. Please include your Customer Satisfaction Plan as part of your Business Plan.

Continuous Quality Improvement

High performing organizations have adopted as their core value, the concept of continuous improvement—the ongoing systematic improvement of products, programs, services, and processes by small increments or major breakthroughs. Traditionally, workforce development organizations have focused on discrete program components, such as case management or fiscal reporting, rather than the performance of the organization as a whole. By systematically evaluating every process within the organization and constantly seeking to improve those processes, organizations are able to achieve increasingly high levels of performance measured by quantifiable improvements in business results (out comes) and customer satisfaction.

The successful design and execution of a continuous improvement process within a workforce development organization will result in the following key benefits.

- Improved organizational performance
- Improved stakeholder perceptions
- The ability to "do more with less"

The above background information provides a starting point to begin the development of a continuous quality improvement process for your Career Center. Does your center plan to give training in CQI, team building? Does your career center plan to function as a learning organization: How will your center use customer feedback?

B. Please describe how your Career Centers will incorporate continuous quality improvement in center operations.

Facilities Design

A. Please provide the following information related to facilities:

- **Location (primary Center and satellites if appropriate)**
- **Accessibility to public transportation**
- **Availability of parking**
- **Square footage**
- **Describe layout (for example reception area, resource room and library, conference/workshop rooms/counseling/office space, UI Walk-in location if applicable)**
- **Is there room for expansion in cases of expanded service needs**
- **Planned hours of operation and rationale**

B. Include a copy of your floor plan if available as an attachment.

C. Will any services be provided off-site (not including satellites) if yes, please describe.

VIII. Technology and Equipment Resources

DET has reached agreement with the State of Indiana to adopt the distributed workforce development system currently in testing and implementation in Indiana. DET expects the entire system to be in demonstration mode in Massachusetts in early 1999 and later that year to be in production. This system will replace the Employment Service System currently being used by DET staff. New modules will be developed in the future to incorporate all workforce development partners. (Standards and Guidelines for use in purchasing equipment that will be compatible with planned technology changes is Attachment C).

- A. Please provide a list of your technology and equipment resources. This list should identify equipment to be used by staff (private side) and equipment to be used by customers (public side).**
- B. Please provide a list of your anticipated technological and equipment needs for the future. In other words, what would you need to function as the ultimate technological career center. For example: adaptive equipment for deaf or blind, multi-page scanners, etc**

IX. Anticipated Revenue and Spending Plan

A. The success of your Career Center is dependent on the commitment of resources (both financial and non-financial) from the Career Center collaborators. Please provide an anticipated Revenue and Spending Plan for the first twelve months of your Career Center(s). Include all anticipated sources of operational support (both cash and in-kind) from Career Center partners and fee based services.

CAREER CENTER REVENUE & EXPENDITURE PLAN

FY 1999

REGIONAL EMPLOYMENT BOARD:

CAREER CENTER:

R E V E N U E S O U R C E														
LINE	DET	DET	DET	DET	DET	DOE	SKILLS	FOOD	DTA	DTA	JTPA	JTFA	FEE	
ITEM	90%	10%	IF&P	DVOP	LYER	AGE	PLUS	STAMPS	EN	OTHER	T II	T II	BASED	TOTAL
Salaries														
Fringe														
Travel														
Space														
Office														
Equipment														
Communication														
Subcontracts														
Admin-Indirect														
Other														
TOTAL														
Antic. Revenue														
Planned % Exp														

CAREER CENTER SERVICES TO JOB SEEKERS

MENU OF CORE SERVICE REQUIREMENTS FOR INDIVIDUALS

(Services listed below may be provided as a self service or staff assisted)

- Basic assessment of customer skills and interests
- One on one interviews
- Development of one page Customer Action Plan (CAP)
- Job search assistance
- Computer assisted resume preparation
- Information on local labor markets
- Information on career options including self employment
- Information on education and training program availability and quality
- Access and referral to:
 - Employment Service Programs
 - Unemployment Insurance
 - JTPA
 - TAA/TRA Programs
 - Senior Community Service Employment Programs (Title V Older Workers Act)
 - Veteran's Services
 - NAFTA
 - Welfare to Work
 - TANF funded Employment and Training Programs
 - Adult Basis Education
 - Community College Education and Training Programs
 - Adult Vocational Education Programs
 - Mass Rehabilitation Commission Programs
- Listings of jobs currently available within the region and statewide
- Eligibility requirements for training programs and financial aid resources
- Unemployment Insurance enrollment
- Veterans assistance
- Referrals to specialty program providers, e.g., daycare, transportation, other social or health-related services
- Resume listing in planned statewide electronic "Talent Bank"
- Access to other "on-line" services and information/Internet

GROUPS

- Orientation to Career Center and services
- Workshop sessions on career transitions
- Basic skill and aptitude testing

- Resume development
- Job clubs, job search, skill-building
- Industry specific labor market information
- Introduction to starting your own business

MENU OF FEE BASED ENHANCED SERVICES FOR INDIVIDUALS (examples)

In-depth skills, interest and aptitude testing, assessment and career counseling

- Skill development including basic skills tutoring or targeted competency development
- Entrepreneurial training/Small Business Development
- Provision of supportive services, i.e., daycare, transportation, etc.
- Expanded workshop offerings, i.e., job search skills, interviewing techniques, motivational and group support activities

CAREER CENTER SERVICES TO EMPLOYERS

MENU OF CORE SERVICE REQUIREMENTS FOR EMPLOYERS

(may be self service or staff assisted)

- Screening and referral of competitive applicants in a timely manner
- Active outreach and solicitation of job openings
- Easily accessible free information:
- Orientation to Career Center services
- On-line listing on Job Bank
- On-line access to Talent Bank
- Basic labor market information, e.g., wage rates, occupational growth
- Listings of education and training programs and resources Referral Services for:
- Sources of funding for worker training
- Community service organizations
- Targeted Jobs Tax Credit Assistance, if available

MENU OF FEE BASED ENHANCED SERVICES FOR EMPLOYERS (examples)

- Customized recruitment, qualification verification, screening and assessment of applicants
- Outplacement services for downsizing firms
- On-site educational/skills assessments for existent workforce
- Job task analysis
- Assistance in developing workforce development and training plans
- Brokering training for current workforce
- Human resource management services re: education and training, compensation and benefits administration, affirmative action activities, cooperative education and apprenticeship programs
- Assistance with business expansions/relocations

Attachment E

**MEMORANDUM OF UNDERSTANDING FOR A WORKFORCE DEVELOPMENT CENTER
IN WAUKESHA COUNTY, WISCONSIN**

PURPOSE AND MISSION

This agreement is entered into in a spirit of cooperation by the signatory agencies to describe how their various human and institutional resources can be utilized to better serve mutual customers, both Job seekers and employers through an integrated system of service delivery operated in a single location, called the Workforce Development Center. It is understood that the development and Implementation of this Center will require mutual trust and teamwork between the agencies, all working together as partners to accomplish shared goals.

The Mission Statement of the Workforce Development Center is as follows:

The purpose of the Workforce Development Center is to advance the economic well-being of the region by developing and maintaining a quality workforce and by serving as the focal point for local and regional workforce development initiatives. This is to be achieved through the coordination and Integration of employment, training, education and economic development services for Job seekers, workers, and employers.

The objectives of the Workforce Development Center are:

1. To empower job seekers to actively achieve long-term economic self-sufficiency.
2. To assist employers in meeting their present and future workforce needs.
3. To meet participants' temporary economic and support service needs and strengthen the connection between economic assistance and preparing for work-related self-sufficiency.
4. To deliver necessary services in the most cost-effective and efficient manner possible.
5. To strengthen the bond between Waukesha County's economic development and employment and training programs by continual communication and cooperation between the public and private sectors.

PARTICIPATING AGENCIES AND REVENUE SOURCES

The following are the agencies that shall form the Workforce Development Center, along with the potential sources of funding that each will bring to the planning process. These agencies shall comprise the Management Team (along with any other major service provider in the Center), which shall be responsible for the on-going operation of the Center.

Agency

Revenue Sources

W-O-W Private Industry Council, Inc.

Job Training Partnership Act Public- & Private Revenues for Job Training Activities

Waukesha County Department of Health & Human Services

Job Opportunities and Basic Skills (JOBS) Food Stamp Employment and Training Funds
General Relief Employment and Training Funds
Children's First Program Funds

Waukesha County Technical College

Carl Perkins Vocational Education Act
Adult Education Act

Wisconsin Job Service

Wagner-Peyser Act & related Employment Service Funds

Wisconsin Office of Vocational Rehabilitation Waukesha County Economic Development Corporation

Vocational Rehabilitation Act

Public & Private Revenues for Economic Development Purposes

Partners for Education, Inc.

Public & Private Revenues for Educational/ Business Partnership Development

JOINT PLANNING PROCESS

The signatory agencies commit themselves to a Joint planning process wherein the annual plans of each agency's revenue sources will be mutually reviewed and discussed in relation to the operations of the Workforce Development Center. Particular focus shall be directed toward the Job Training Partnership Act, the Job Opportunities and Basic Skills (JOBS), Carl Perkins Vocational Education Act, and the Wagner-Peyser annual plans. Discussions shall include an overall review of the mission and service delivery approach of various grant funds, target group requirements, programmatic design, and budgeting priorities. The Center's Management Team shall be the body through which the joint planning process will take place. Meetings shall be conducted with the objective of obtaining consensus and joint planning decisions and shall occur periodically throughout the year in order to take into account the various timeframes for grant planning and implementation.

JOINT FUNDING OF SERVICE PROVIDERS

It is agreed that the following program activities will be mutually funded through a joint Request for Proposal process (from the revenue sources indicated), to become operative no later than January 1, 1994:

AREA OF SERVICE	REVENUE SOURCES •	COMMENTS/SPECIFICATIONS
Testing/Assessment	JTPA, JOBS	Separate layers of testing, assessment, and career exploration would be specified, each of which could be funded separately or on a combined basis. Testing for Job Service applicants would be included. Services under this RFP should be coordinated with other assessment services provided through WCTC.
Case Management	JTPA, JOBS, G.R/Food S.	Single agency, to be funded to provide on-going case management services for JTPA & JOBS-participants
Job Development; Employer Contacting	JTPA/JOBS	Single agency Will be funded to provide Job placements services to JTPA and JOSS job-ready applicants. The agency that is funded would be required to coordinate with Job Service and its Automated Matching System.
Personal Development Pro-Employment Groups	JTPA,JOBS	Single agency to conduct these group activities. This RFP could be combined with the Case Management RFP.
• Job-Seeking Skills Workshops; Job Clubs	JTPA, JOBS	Single agency to conduct these group activities. Could require coordination with Job Service U.C. Workshops. This RFP could be combined with the Job Development RFP.
Services to Minorities-	JTPA,JOBS	Single agency to perform services to targeted minorities.

It is possible that additional revenue sources, such as Carl Perkins Vocational Education funds, may be identified in the joint planning process to be part of these RFP processes.

Each Request for Proposals shall be jointly developed by the Management Team. (Any agency that intends to submit a proposal in response to the RFP must exclude itself from the RFP developmental process.) The RFP will contain the specific service and program requirements of each funding source, the amount of funds available from each source, the participation and performance levels expected, and combined criteria for selection of the service provider. The Private Industry Council Office will be the lead agency for this mutual process, will issue the RFP on behalf of the funding agencies, and coordinate the review and recommendations to be developed on the proposals.

The joint recommendations from the granting agencies on proposals will be referred to the Proposal Review Board for funding decision. The Proposal Review Board shall be composed of three County elected officials and three Private Industry Council members from Waukesha County, appointed by the County Executive.

Once an agency has been selected to provide a program service, each funding source shall execute a contract with the service provider or its fund. The granting agencies shall work together to coordinate the contract provisions to the same sub-agent. Likewise, a unified monitoring process between the granting agencies will be implemented, including monitoring reviews. The Private Industry Council Office shall be the lead agency in developing coordinated contracting and monitoring procedures. The Management Team will conduct the final performance evaluation review on all contracted services. Those findings will be communicated to the Proposal Review Board.

COORDINATION WITH JOB SERVICE

As an integral part of the Workforce Development Center, the Wisconsin Job Service shall provide public labor exchange, labor market information, Veterans employment services, and other services available through the Wagner-Peyser funds. These services shall include the services of the Automated Job Matching System.

The Job Service shall be responsible for the initial intake of all applicants to the Center through its Wagner-Peyser resources. The Job Service shall be the lead agency in developing common application or pre-application formats and procedures, acceptable to all funding sources. The intake process shall include a referral process to variously funded program activities in the Center.

COORDINATION WITH COUNTY ECONOMIC SUPPORT SERVICES

The County Department of Health and Human Services shall be responsible for development of procedures which coordinate services available to welfare recipients through its economic support unit with the employment and training services at the Center. This coordination includes linkages with child care and other support services, as well as relocation of economic support staff in the Center.

COORDINATION WITH VOCATIONAL REHABILITATION SERVICES

The Wisconsin Department of Vocational Rehabilitation shall participate in the development of the Requests for Proposals for Testing/Assessment and for Job Development/Placement, in order to assure that the RFP specifications include the service delivery needs related to OVR clientele. After the vendor selection process is completed for these two service delivery areas, it is planned that the Center's service delivery agent will respond to the OVR proposal process in order to include the OVR clientele in its service delivery functions.

REMEDIATION EDUCATION ACTIVITIES

Because of the critical importance of the development of basic math and reading skills in today's workforce, the Center will provide on-site classes in remedial education. Waukesha County Technical College shall be the lead agency for this function, through Adult Education Act and/or other basic education funds.

COORDINATION WITH ECONOMIC DEVELOPMENT ACTIVITIES

The Waukesha County Economic Development Corporation shall be responsible for coordinating various economic development activities with the Workforce Development Center, particularly in relating the workforce needs of new and expanding businesses. Included in this coordination will be the development of linkages with housing and transportation needs of the area workforce and referring employers to the Center to obtain job referrals. Through its contacts with area businesses, the Economic Development Corporation shall contribute to the employer data base and to overall private sector involvement in the Center.

COORDINATION WITH K-12 SCHOOL DISTRICTS

Partners for Education shall be the lead agency to coordinate Center activities with K-12 School Districts in Waukesha County, focusing on career information and school-to-work transition activities for area students and teachers and partnership linkages between school districts and area employers.

COORDINATED MARKETING TO THE COMMUNITY

The Private Industry Council shall provide staff at the Center to execute comprehensive marketing of the Workforce Development Center to the community, to implement centralized OJT training contracts with employers and to oversee coordination of the job placement functions with the Job Service's Employer Relations Program. Including exploration of the use of JTPA and JOBS funding for the Automated Matching System for use in the Center.

OPERATIONS MANAGEMENT AND ADMINISTRATIVE FUNCTIONS

The Workforce Development Center's Management Team shall be the body responsible for overseeing the operational management of the Center's activities. All of the lead agency functions designated in this document shall be subject to review and mentoring of effectiveness by the Management Team, in a spirit of mutual cooperation and development of high quality systems to serve the Center's customers. Decisions regarding the on-going management of the Center shall be made by the Management Team on a consensus basis.

The Waukesha County Department of Health and Human Services and the Private Industry Council Office, in close working relationship with the Management Team, shall share responsibilities of the operational management and the administrative functions of the Center, on the following basis:

1. Operational Management The County Health and Human Services Department shall provide, staff to conduct on-going operations, management of the Center, including coordination of overall operational activities, development of operational policies and procedures, facilitating the interaction of Center agencies and staff, preparation of special reports on Center's activities, participation in the coordinated monitoring process, approval of centralized expenditures, coordination of the preparation of annual plans and budgets, assisting in the development of the Management Information System,* preparation and monitoring of JOBS contracts, and development of integrated JOBS, and Income maintenance programming.
2. Administrative Management In add-on to coordinating the RFP, contracting and monitoring processes, the Private Industry Council shall maintain a computerized Management Information System which will collect and integrate data on program participants and employers utilizing the Center, after the MIS system has been jointly developed with all the members of the Management Team. The MIS system will be jointly supported by JTPA and JOBS funds. All of the participating agencies shall have input into the design of the data base and report formats, and have full access to the reports generated by this system.

'ADOPTION AND-AMENDMENT TO THIS AGREEMENT

Nothing in this agreement shall violate existing contracts. Signatories reserve the right to modify the scope, direction, structure and content of this agreement based on legislative changes, governing board directives, and funding availability.

The agreement is effective as of the date when all parties have signed the document and will continue in effect on an ongoing basis. This agreement may be modified at any time by mutual consent of all the signatory parties. Each signatory party reserves the right to discontinue its participation in this agreement upon 60 days written notice to all the other parties.

Attachment B


New London One-Stop Career Center Memorandum of Agreement Addendum

In an effort to clarify the day-to-day coordination activities within the New London One-Stop Career Center the following is agreed to by the Department of Labor and the New London Regional Workforce Development Board (RWDB) specifically with respect to operations in the Career Services Center (CSC) in New London:

1. The Career Services Center within the New London One-Stop Career Center is managed on a day-to-day basis by Carol LaBelle, Program Manager for the Southeastern Connecticut- Private Industry Council/Regional Workforce Development Board.
2. As Program Manager Carol LaBelle is responsible for ensuring the day-to-day coordination of assignments within the Career Services Center.
3. As Program Manager Carol LaBelle is also responsible for planning career services activities with the Department of Labor Job Center Director, Nancy Winker, and the Regional Workforce Development Board Executive Director, John Beauregard. This planning insures coordination with the overall activities of the One-Stop Career Center.
4. If in the course of performing day-to-day tasks within the CSC, DOL staff should have a question concerning their CSC responsibilities, they will contact the CSC Manager. The Job Center Director will support this policy by referring DOL CSC staff with CSC questions to the Program Manager.
5. If in the course of coordinating day-to-day assignments and activities within the Career Services Center, the Program Manager should have an issue with a DOL employee that cannot be resolved directly with the employee, the Program Manager shall contact the Job Center Director to discuss the issue(s) and seek to jointly arrive at a resolution.
6. If in the course of coordinating day-to-day assignments and activities within the Career Services Center, the Program Manager should have an issue with a DOL employee that cannot be resolved directly with the employee, and any action proposed and carried out under item #5 fails to correct the problem, the Program Manager may request that the Job Center Director conduct an investigation into the matter and take appropriate action to resolve the problem.
7. Any action taken by the Job Center Director as a result of the terms outlined in item 86 above shall be done in conformity with established rules, procedures, and collective bargaining agreements, as appropriate, in each case.
8. Any problem directly involving an issue with the Program Manager shall be handled by the Executive Director in consultation with the Job Center Director, and, if necessary, by the One-Stop Management Committee. (See 89)
9. The parties agree to communicate openly and directly with each other and that every effort will be made to resolve any problems related to the Career Services Center in a cooperative manner and at the lowest level of intervention possible.

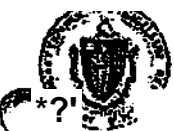
John Beauregard.—'
Beauregard.
Executive Director
Southeastern CT Private Industry Council-
Regional Workforce Development Board

Date
Date

 3/21/96

John E. Saunders lit
Deputy Commissioner
State of Connecticut
Department of Labor

Date



Commonwealth of Massachusetts Committee on Information Technology

Standards and Guidelines for Local Area Networks

These standards are to be applied to purchases for new installations unless some very compelling reason is found why they should not. For agencies with large existing computer installations, migration/conversion towards meeting these standards offers significant advantages for the future and should be considered whenever associated training, management and support issues can be successfully resolved. Configurations and capabilities are changing rapidly and it may be advisable to consult with an ITD analyst and/or consult current trade publications if your agency is considering a major purchase.

Minimum Server Hardware II Minimum Server Software

Minimum Server Hardware

- Pentium II - 233 mhz, 512 cache
- 64MB (or greater) memory
- 4.3GB - (or higher) hard drive, 3.5 inch, 144 MB floppy drive
- 20X CD-ROM
- Ultra Wide SCSI
- PCI or PCI/EISA expansion bus, at least 3 open PCI slots
- 32-bit network interface card (NIC)
- Tape Backup System
- Uninterruptible Power Supply
- Meets EPA Energy Star conservation standard (implemented in hardware).
- Year 2000 compliant.
- ADA compliant.
- Maximum Price \$12,000

Minimum Server Software

- Windows NT Server Version 4.0 (or greater) for new servers.
- Banyan and Novell networks, if retained, must be migrated to the acceptable version levels listed below.
- All departments with servers at either Banyan Vines version 4.x - 7.x must upgrade to Vines version 8.5 no later than December 31, 1998.
- Novel Netware Version 4.1 with TCP/IP Option(s) such as Novix or LAN Workplace.
- Servers must support routing of native TCP/IP traffic to and from administrative desktops. Generally recommended: Routed LAN to WAN connection (i.e. not through a server).
- Year 2000 compliant.
- ADA compliant.
- Maximum Price \$3,000 (20 users)



Commonwealth of Massachusetts
Committee on Information Technology

Standards and Guidelines for Personal Computer Workstations

These standards are to be applied to purchases for new installations unless some very compelling reason is found why they should not. For agencies with large existing computer installations, migration/conversion towards meeting these standards offers significant advantages for the future and should be considered whenever associated training, management and support issues can be successfully resolved. Configurations and capabilities are changing rapidly and it may be advisable to consult with an ITD analyst and/or consult current trade publications if your agency is considering a major purchase.

Standard PC Configuration

Hardware:

**Pentium Processor H - 233 mhz, 512 cache
32MB memory EDO
3GB hard drive, EIDE, 3.5 inch, 144 MB floppy drive
12X CD-ROM
At least 3 open slots with 2 PCI slots, At least 2 open bays
10/100 Ethernet network interface card
Sound Card (optional)
Microsoft-compatible mouse
Year 2000 compliant
ADA compliant**

Monitor.

- **17 inch or greater SVGA monitor, which meets MPRII (low electromagnetic radiation) standard.
64-bit PCI, 2MB DRAM or EDO, .28 dot pitch or better**
- **Meets EPA Energy Star conservation standard (implemented in hardware)**

Software:

- **Windows NT 4.0 Workstation or greater except when adding additional clients where compatibility with the older base client software is clearly in the best interest of the Commonwealth**
- **Year 2000 compliant. ADA compliant**

Maximum Price: \$1,650 - 1800



Standards and Guidelines for Notebook Computers

These standards are to be applied to purchases for new installations unless some very compelling reason is found why they should not. For agencies with large existing computer installations, migration/conversion towards meeting these standards offers significant advantages for the future and should be considered whenever associated training, management and support issues can be successfully resolved. Configurations and capabilities are changing rapidly and it may be advisable to consult with an ITD analyst and/or consult current trade publications if your agency is considering a major purchase.

Minimum Notebook Configuration II Suggested Notebook Configuration

Minimum Notebook Configuration

Hardware:

- Pentium Processor w/MMX - 150 mhz (L2 cache)
- 16MB memory
- Screen-12.2-inch DSN
- 2.1GB hard drive, (removable)
- 6X CD-ROM, (floppy swappable)
- PCMCIA-2 Type H/I Type DEI
- Battery - NiMH, 4-6 hours, battery status LED, hot change for spare, suspend/resume
- Mouse - Built-in pointing
- Modem - 33.6 Kbps/Fax/data, (internal or PCMCIA.)
- Size-9X12 inches
- Weight - 7 pounds
- Year 2000 Compliant
- ADA Compliant

Software:

- Windows 95 or NT 4.0
- Year 2000 compliant.
- ADA compliant.

Estimated **Price: \$1,400**

Suggested Notebook Configuration

Hardware:

- Pentium Processor w/MMX - 233 mhz (L2 cache)
- 32MB memory
- Screen - 12.2 - 13.3 inch TFT
- 4.0GB hard drive, (removable)
- 12X CD-ROM, (floppy swappable)
- PCMCIA-2 Type n/1 Type m
- Battery - Lilon 3-5 hours, battery status LED, hot change for spare, suspend/resume
- Mouse - Built-in pointing
- Modem - 33.6 Kbps/Fax/Data, (internal or PCMCIA)
- Size - 8 1/2 X 11 inches
- Weight ■: 8.2 pounds
- Year 2000 compliant
- ADA compliant

Software:

- Windows 95 or NT 4.0
- Year 2000 compliant.
- ADA compliant.

Estimated Price: \$2,800

| **Standards and Guidelines II Acronym Key**

Presented by the Strategic Planning Group of the Information Technology Division
© Copyright 1998 Commonwealth of Massachusetts

CAREER CENTER COORDINATION OFFICE
19 Staniford Street, 4th Fl ♦ Boston, MA 02114
(617) 626-5680 ♦ (617) 626-5689 (Fax)

CAREER CENTER COMMUNICATION: 3-99

SUBJECT: Requirements for Career Center certification.

JAN 25 1999

**CORPUHAUUNUM
BUSINESS, WORK,**

ATTACHMENT

DATE: January 20, 1999

PURPOSE: _____ **ACTION** X **INFORMATION** X

DISTRIBUTION: _____ Other _____ X CBWL

<u>X</u> REB Directors	<u>X</u> REB Association	<u>X</u> Career Centers	<u>X</u> DLWD
<u>X</u> DETRD's	<u>X</u> PET AD's	<u>X</u> PET Central	<u>X</u> MJC
<u>X</u> SPA Directors	<u>X</u> SDA Association	<u>X</u> DTA Central	

BACKGROUND:

The attached policy has been issued by the Career Center Partnership in response to requests from the field for clarification as to requirements for Certification by the Commonwealth as a Massachusetts One-Stop Career Center and the ramifications of non-certification.

ACTION REQUIRED:

These requirements are in effect and must be met for Certification as a Massachusetts One-Stop Career Center.

EFFECTIVE: Immediately

INQUIRIES:

Questions should be directed to Chris Swenson at the Career Center Coordination Office at (617) 626-6454 or Linda Rohrer at the Corporation for Business, Work and Learning at (617) 727-8158.

CAREER CENTER PARTNERSHIP POLICY

Career Center Communication 3-99

Date: January 20,1999

To: REB Chairs
REB Directors
Career Centers
DET Regional Directors
DET Area Directors
SDA Directors
Career Center Partnership Members

From: Career Center Partnership

Subject: Requirements for Certification as a Massachusetts One-Stop Career Center and consequences of non-certification.

Background: This policy is issued in response to questions related to the elements required for official Certification by the Commonwealth of a One-Stop Career Center within a region and the ramifications of non-certification prior to the implementation of the Workforce Investment Act (WIA) which will occur no later than July 1,2000. The implementation of WIA will require that services currently provided through Wagner-Peyser and the Job Training Partnership Act will become part of a regional Career Center delivery system.

Policy: **A. Requirements for Certification**
To be certified as a Massachusetts One-Stop Career Center the Regional Employment Boards (REBs) with their operational partners must comply with the following:

- Meet the definition of one of the approved Massachusetts One-Stop Career Center models as defined in Career Center Communication 2-99.
- Services within the Career Center must include at a minimum those core services currently or previously available through the Employment Service, (including access to unemployment insurance) and the Job Training Partnership Act (Adult programming in Titles II and III), Job placement services for TANF recipients as currently provided through the Division of Employment and Training (DET) or the currently operating competitive model Career Centers. All services must be available on-site in at least one location within each Region.
- Submission by the Regional Employment Board and approval by the

Commonwealth of a completed and signed *Career Center Business Plan*.

- Submission and approval of a signed and completed ***Governance Agreement*** if not included in the Career Center Business Plan.
- Submission by the Regional Employment Board and approval by the Commonwealth of a completed ***Charter*** agreement
- Submission of a signed ***State Memorandum of Agreement*** between the REB and the Department of Labor and Workforce Development (DLWD).

B. Consequences of non-certification by the Commonwealth

The implementation of the Workforce Investment Act on July 1, 2000 will require that services currently available through the Employment Service and JTPA are provided through a Career Center model. Those areas who choose not to implement Certified Career Center models in their regions prior to that date will be subject to the following ramifications.

- No State Career Center appropriation will be sought for those regions.
- No technical assistance will be provided through the Career Center Partnership or the Career Center Coordination Office.
- No additional state discretionary funds will be sought or distributed to non-certified Centers.
- In general federal discretionary funds available through the Career Center Partnership may be retained and redistributed to approved Career Center regions.
- No federal start up dollars will be allocated to the region.
- Limited access to newly developed information technology systems.

This Certification policy is in effect for all Massachusetts One-Stop Career Centers.

This policy is effective as of the date of issuance.

Questions related to this policy should be directed to Chris Swenson (617) 626-6454 or Linda Rohrer (617) 727-8158

CAREER CENTER COORDINATION OFFICE

19 Staniford Street, 4th Fl ♦ Boston, MA 02114

(617) 626-5680 ♦ (617) 626-5689 (Fax)

CAREER CENTER COMMUNICATION: 5-98

SUBJECT: One-Stop Charter Template

DATE: October 30, 1998

PURPOSE: X **ACTION** X **INFORMATION** X **ATTACHMENT**

DISTRIBUTION: Other X DLWD

X REB Directors X REB Association Career Centers X CBWL

X DET RD's X DET AD's X DET Central X MJC

X SDA Directors X SDA Association DTA Central

BACKGROUND :

The One Stop Charter Template was designed to assist Regional Employment Boards (REBs) in developing the Charter agreement between themselves and their Career Center operators.

The template describes those elements which must be included within the text of all Charter agreements. The locally developed Charter should be in conformance with the Memorandum of Agreement that exists between the State and the REB. REBs may also include additional language, specifications or requirements decided at the local level.

The Charter is one of the following four documents necessary for One Stop Career Center approval:

- © Memorandum of Agreement (REB signs)
- Financial Contract (REB includes spending plan and signs)
- © Charter (REB completes and DLWD approves)
- © Business Plan (Partners complete with REB input - REB approves and DLWD approves)

ACTION REQUIRED:

REBs must develop Charter Agreements that contain the elements required in the template.

The Department of Labor and Workforce Development will have final approval after review by the Career Center Partnership and the Mass Jobs Council.

Send completed Charters to the Department of Labor and Workforce Development (DLWD). The REB will receive formal written approval of the Charter from DLWD.

EFFECTIVE:

Immediately.

INQUIRIES:

Questions concerning the attached memo should be directed to Chris Swenson (617) 626-6454 or Barbara Zeimetz at (617) 626-5682 at the Career Center Coordination Office.

**MASSACHUSETTS ONE-STOP CAREER CENTER
CHARTER TEMPLATE**

**Career Center Partnership
Issued by: Career Center Coordination Office
Division of Employment and Training
(617) 626-5680
October 1998**

Introduction

The following pages were designed to assist the Regional Employment Boards (REBs) in developing the Charter Agreement between themselves and their Career Center Operators). The attached template describes those elements which must be included within the text of all Charter Agreements. Many of the elements required by the Charter are contained within the State Memorandum of Agreement between the Department of Labor and Workforce Development and each Regional Employment Board and the Business Plan submitted by the REBs. These documents should be incorporated by reference in the text of the Charter and must be attached as addendum to the Charter Agreement. The locally developed Charter should be in conformance with the Memorandum of Agreement that exists between the state and the REB.

REBs may also include additional language, specifications or requirements decided at the local level. The completed Charter should be signed by the Regional Employment Board and Career Center Operators) as identified within the agreement. Final approval of the Charter will be granted after review by the Commonwealth.

CHARTER AGREEMENT- REQUIRED SECTIONS

- I. PREAMBLE**
- II. GRANT OF CHARTER**
- III. PARTIES TO THE CHARTER**
- IV. ROLES AND RESPONSIBILITIES**
- V. IMPLEMENTATION PLAN**
 - LOCATION
 - NAME AND LOGO
 - POPULATIONS TO BE SERVED
 - PROVISION OF CORE SERVICES
 - PROVISION OF FEE BASED ENHANCED SERVICES
 - COMPOSITION OF CAREER CENTER WORKFORCE
- VI. PERFORMANCE MEASURES**
- VII. REPORTING REQUIREMENTS**
- VIII. REMEDIES AND SANCTIONS**
- IX. SIGNATORIES**

I. Preamble

This Section should provide the framing principles by which your Career Centers are to be chartered. You should describe how the mission, vision and values were developed by the Regional Employment Board and are included in and will be incorporated in the Career Center Business Plan developed by the operational partners. The principles contained in this section should be consistent with the overall mission for Career Centers in Massachusetts contained in the Memorandum of Agreement between the Department of Labor and Workforce Development (DLWD) and the REBs.

II. Grant of Charter

- A. Identifies the effective date of the Charter Agreement
- B. Establishes the term of the Charter Agreement (not to exceed three years)
- C. Terms and conditions for second and third year Charter renewal
- D. Process for Charter renewal at term completion

III. Parties to the Charter

Identifies the parties to the Charter, the Career Center model chosen (competitive, collaborative or co-located) and the partner identified as the lead agency for the Career Center if appropriate.

IV. Roles and Responsibilities

- A. This Section identifies the roles and responsibilities of the parties:
 - 1. The REB related to: Policy and oversight, monitoring of quality services, Employer development, insuring continuous quality improvement, evaluation and review of performance, insuring customer service and satisfaction, marketing, financial and contract management if applicable, solicitation of additional resources to be incorporated within the Career Center.
 - 2. The Career Center Operators) related to: Provision of core services, provision of fee-based enhanced services, continuous quality improvement, staff development, coordination and integration of service delivery, reports and information, meeting required performance, payment of all required taxes and fees, compliance with all applicable laws and standard business practices including proof of liability, insurance, accountability and audits of funds, all other state, local or federal operational requirements.
 - 3. The Commonwealth: (as described in the State Memorandum of Agreement between the Department of Labor and Workforce Development (DLWD) and the REBs.)

- B. Identifies the lead operational partner and management structure of the Career Center (include any Memoranda of Agreement between the parties or other applicable information as attachments.)

V. Implementation Plan

This section delineates the elements necessary for One-Stop Career Center implementation and must include at a minimum: (Note: you may reference appropriate sections of your Business Plan.)

- A. The location of the Centers)
- B. The name and local logo (if applicable) to be used by the Centers)
(Note: All Centers will add the suffix "a Massachusetts Career Center" to their name and will be required to incorporate the state logo into all materials generated by the Center)
- C. An identification of the planned populations to be served through the Career Center
- D. The anticipated volume of customers to be served in the first twelve month period by the Career Center
- E. How Core Services will be provided
- F. How fee-based enhanced services will be provided
- G. How will the Career Center be staffed by the partners
- H. How seamless service will be provided in the Career Center environment to a diversified customer base

VI. Performance Measures

The following performance measures must be included within the Charter Agreement as mandated by the Memorandum of Agreement between the Commonwealth and the Regional Employment Boards. These performance measures will be benchmarked in the first fiscal year of operation for consideration as potential performance standards in FVOO. Detailed definitions of the required measures listed below, and methodologies for calculations are included in the above referenced Memorandum of Agreement between the Commonwealth and the REBs.

The REB may incorporate additional performance measures at its discretion.

Measures to be benchmarked are:

- A. Number of Customers using Career Center annually
- B. Entered Employment Rate of All Staff Assisted Customers
- C. Entered Employment Rate of Unemployed, Staff-Assisted Customers
- D. Average wage at placement of all staff-assisted customers who enter employment
- E. Average wage at placement of unemployed, staff-assisted customers
- F. Those entering full-time employment.
- G. Job order return rate
- H. Customer Satisfaction

VII. Reporting Requirements

This section delineates reporting and notices required by the REB to maintain adequate oversight and performance management of Career Center operations. They must include at a minimum:

- A. Where will records be kept and by whom
- B. Customer service reporting (numbers, services provided, etc.)
- C. Fiscal reporting as required
- D. Participant reporting as required
- E. Notice of operational changes (strikes, unscheduled closings, etc.)
- F. Notice of lawsuits or legal claims
- G. Annual Operational Report
- H. Annual Audit Reports

VIII. Remedies and Sanctions

The intent of this section is to describe the remedies and sanctions, benchmarks and time frames that will be used by the REB to ensure successful implementation of the Career Center(s) in their region. These remedies may include but are not limited to:

- A. Rationale and methodology for implementation of corrective action plans
- B. Steps to be taken in the event of default by the Operator
- C. Steps to be taken in the event of financial insolvency of the Operator
- D. Steps to be taken in the event the approved Business Plan is not implemented
- E. Actions that will occur in the event of fraud
- F. Actions that will occur in the event of abuse
- G. Actions that will occur in the event of non-performance of the operator
- H. Steps to be taken in the event of termination of Charter
- I. Terms and conditions for mutual agreement termination at will
- J. Incentives available to reward success

IX Signatories

The Charter must be signed by the Regional Employment Board Chairperson and the Career Center operators or designee. The Charter may also be signed by the Lead Elected Official or other parties at the discretion of the REB.

ATTACHMENT I

Massachusetts Senior Community Service Employment Program (SCSEP)

Massachusetts
Senior Community
Services
Employment Program
State Plan
2012-2015



Submitted by:

Executive Office of Elder
Affairs
One Ashburton Place
5th Floor
Boston, MA 02108



Table of Contents

Introduction.....	4
Section I. Overview of Massachusetts' Economy and Labor Market Information.....	5
Overall Trends in Massachusetts Economy.....	5
Section II. Overview of Massachusetts' older workers and MA-SCSEP.....	10
Older Workers in Massachusetts.....	10
MA-SCSEP participants characteristics.....	11
Most needed areas.....	13
Section III. Long-term job projections and MA-SCSEP.....	14
Unsubsidized job placements.....	14
MA-SCSEP Participants' Employment Histories and Skills.....	14
Possible SCSEP occupations and skill training.....	15
Section IV. MA-SCSEP Coordination Plan with WIA and job training initiatives.....	16
Coordination with 16 Regional WIBs.....	16
Coordination with the Massachusetts Workforce Investment Board MWIB:.....	17
Coordination with the One Stop Career Centers (OSCCs).....	17
Coordination with other labor market and job training initiatives (20 CFR 641.302(j)).....	19
Section V. MA-SCSEP Coordination with other programs.....	20
AAAs and ASAPs.....	20
The State Health Insurance Assistance Program (SHIP) Program.....	20
Family Caregiver Support Program.....	20
COAs.....	20
Options Counseling.....	21
National SCSEP Grantees.....	21
Section VI. Coordination of MA-SCSEP with other private and public entities and programs.....	22
Integration of the Chronic Disease Self-Management Education (CDSME) Programs with MA- SCSEP and One Stop Career Centers.....	22
Section VII. Employer engagement.....	23
Section VIII. Equitable Distribution Strategy.....	24
The relative distribution of SCSEP eligible individuals.....	24
PY12 Equitable distribution.....	25
Section IX. Service to minority and most-in-need older individuals (20 CFR 641.302 (c)).....	27
Section X. Community Service Assignments.....	28
Section XI. Program Improvement and Monitoring.....	30
Program policy and communications.....	30
Quality assurance and program monitoring.....	31
Section XII. The state's long-term strategy to improve SCSEP services.....	32
Increase use of On-the Job-Experience (OJE).....	32
Provide Job Club training.....	32
Implement Skill Training.....	33
Increase effectiveness of the Community Service Assignments.....	33
Conduct re-procurement for program sub grantees.....	33
Appendix A-C.....	34



Commonwealth of Massachusetts Executive Office of Elder Affair Senior Community Service
Employment Program State Plan PYs 2012-2015

Appendix A. Industry Projections for number of Jobs in Massachusetts	34
Appendix B. 2010 MA-SCSEP Participants Survey Results.	39
Appendix C. Current MA-SCSEP Host Agencies.....	42



MA-SCSEP State Plan PYs 2012-2015

Introduction

The Executive Office of Elder Affairs (EOEA) operates the SCSEP program (MA-SCSEP) in all counties of the Commonwealth of Massachusetts except for Nantucket, Barnstable, and Franklin and Dukes counties. The three state regional MA-SCSEP subcontractors are:

1. Citizens for Citizens, Fall River, MA, (CFC) serving Bristol, Hampden, Hampshire, Middlesex, Norfolk, and Plymouth Counties.
2. Elder Services of Berkshire County, Pittsfield, MA (ESBC) serving Berkshire County.
3. Operation Able of Greater Boston, Boston, MA, (ABLE) serving Essex, Middlesex, Suffolk and Worcester counties.

Massachusetts recognizes the goal of the Senior Community Services Employment Program to be of a dual nature. As conveyed in the Older Americans' Act:

- Enable older low income job seekers to develop the skills and self-confidence to obtain unsubsidized jobs and become financially self-sufficient; and
- Provide valuable community service at on-the-job training sites, as a means to improve a participant's self-sufficiency, perform meaningful civic service, and to strengthen communities.

While developing the MA-SCSEP 2012-2015 State Plan, EOEA has taken the opportunity to take a longer term strategic view of the SCSEP in the state, including the SCSEP's role in workforce development and the role our service network for older adults can take to advance the interests of older workers in their local economies. Under the designation of Governor Deval Patrick, the Executive Office of Elder Affairs is responsible for the development and submission of the MA- SCSEP 2012-2015 State Plan. The State Plan presents an opportunity for the Commonwealth to build new partnerships as well as strengthen existing ones, create more employment opportunities and establish more employer-outreach partners and training locations in the state.



Section I. Overview of Massachusetts' Economy and Labor Market Information

This section describes the long-term projections for jobs in industries and occupations in the state that are likely to offer employment opportunities for older workers. (20 CFR 641.302(d))

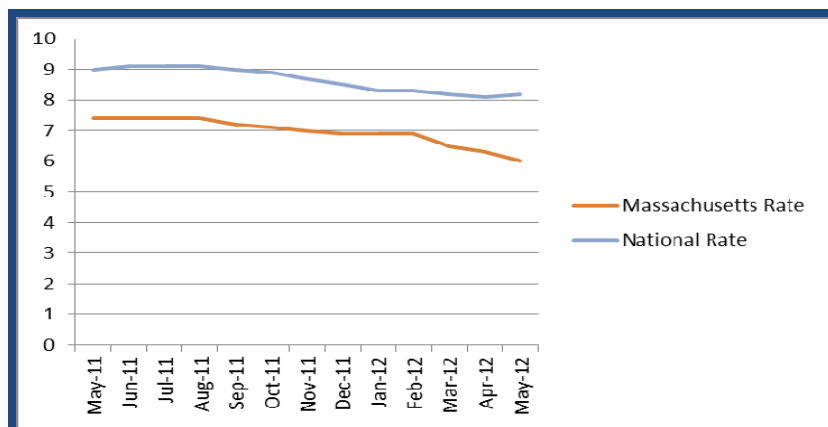
Overall Trends in Massachusetts Economy

The 21st Century economy represents a major change in the industrial structure of the US and Massachusetts economy. The new information technologies and globalization represent a major transformational force.

Massachusetts' economy is driven by the widespread proliferation of IT and natural sciences, "in contrast,... manufacturing and construction, continue to struggle... despite some signs of life in recent months..."¹

Massachusetts unemployment rate is below the national average with job growth primarily in highly skilled and technical jobs. The fastest growing occupations tend to be those with education-intensive fields such as computers, life sciences and management. See charts 1 and 2.

Chart 1. Labor Force and Unemployment Data. Area: Massachusetts Unemployment rate. Seasonally Adjusted Data.



2012 LMI data, <http://www.mass.gov/lwd/economic-data/>

¹ Michael Goodman, Robert Nakosteen, "Diverging Destinies: The Commonwealth's Relatively Robust but Imbalanced Economic Recovery," MassBenchmarks, The Journal of the Massachusetts Economy, 2011



Chart 2. Labor Demand

Table 7: Labor Demand by Occupation¹, Not Seasonally Adjusted: Massachusetts				
Occupation ²	Total Ads (Thousands)			Average Hourly Wage ³
	May-11	Apr-12	May-12	
Total	137.5	141.6	141.7	\$26.32
Management	16.6	17.1	16.9	\$58.40
Business and financial operations	9.4	9.6	9.6	\$37.32
Computer and mathematical	21.2	23.0	22.4	\$42.93
Architecture and engineering	6.0	5.1	5.1	\$39.45
Life, physical, and social science	4.5	4.9	4.7	\$35.69
Community and social services	2.7	3.1	3.0	\$21.59
Legal	0.7	0.8	0.8	\$49.09
Education, training, and library	3.9	3.9	4.4	\$28.56
Arts, design, entertainment, sports, and media	3.4	3.8	3.7	\$27.69
Healthcare practitioners and technical	13.9	13.3	13.9	\$39.55
Healthcare support	3.5	3.6	3.4	\$15.67
Protective service	0.9	0.8	0.8	\$22.57
Food preparation and serving related	5.4	6.1	6.4	\$12.27
Building and grounds cleaning and maintenance	2.1	2.5	2.3	\$15.23
Personal care and service	2.0	2.1	2.1	\$14.43
Sales and related	15.4	16.2	16.7	\$21.32
Office and administrative support	13.9	13.9	14.4	\$18.85
Farming, fishing, and forestry	0.2	0.2	0.2	\$14.54
Construction and extraction	2.2	2.2	2.2	\$26.79
Installation, maintenance, and repair	3.1	2.9	2.8	\$24.24
Production	3.8	3.7	3.5	\$17.81
Transportation and material moving	4.5	4.7	4.8	\$16.85

Source: The Conference Board

1. Approximately 95% of all ads are coded to the 6-digit SOC level.
2. Occupational categories use the 2000 OMB Standard Occupational Classification system (SOC definitions).
3. Wage data are from the BLS Occupational Employment Statistics (OES) program's May 2011 estimates.

© 2012 The Conference Board. All rights reserved.



Job Growth in Massachusetts

Massachusetts job growth rates exceeded the nation in life, physical, and social science occupations. These positions are in scientific research and development industry. Although the state was nearly on a par with US growth in personal care and services, and education, training and library occupation, the largest gaps between Massachusetts and the US were in extraction, production, and protective services-related occupations.”² (Extraction jobs are a part of the construction occupation, production is a part of manufacturing, and protective services-related occupation is Homeland Security, Law Enforcement, Firefighting etc)

Over the same period of time “the fastest job growth occurred among computer and mathematical occupations for both Massachusetts and the nation. Most of the jobs created within this occupation class were among computer software engineers, computer support specialists, and computer scientists and systems analysts. Combined, these occupations added more than 50,000 net jobs to the Massachusetts economy between 1990 and 2007.”

Based on the Labor Market Information (LMI) data (see **Appendix A.**) the following are top ten main industries that have projected job growth by 2018:

- Health Care and Social Assistance
- Professional, Scientific and Technical Services*
- Ambulatory Health Care Services
- Educational Services*
- Hospitals
- Computer Systems Design*
- Management, Scientific, and Technical Consulting Services*
- Scientific Research and Development Services*
- Administrative and Waste Management *
- Social Assistance
- Nursing and Residential Care Facilities

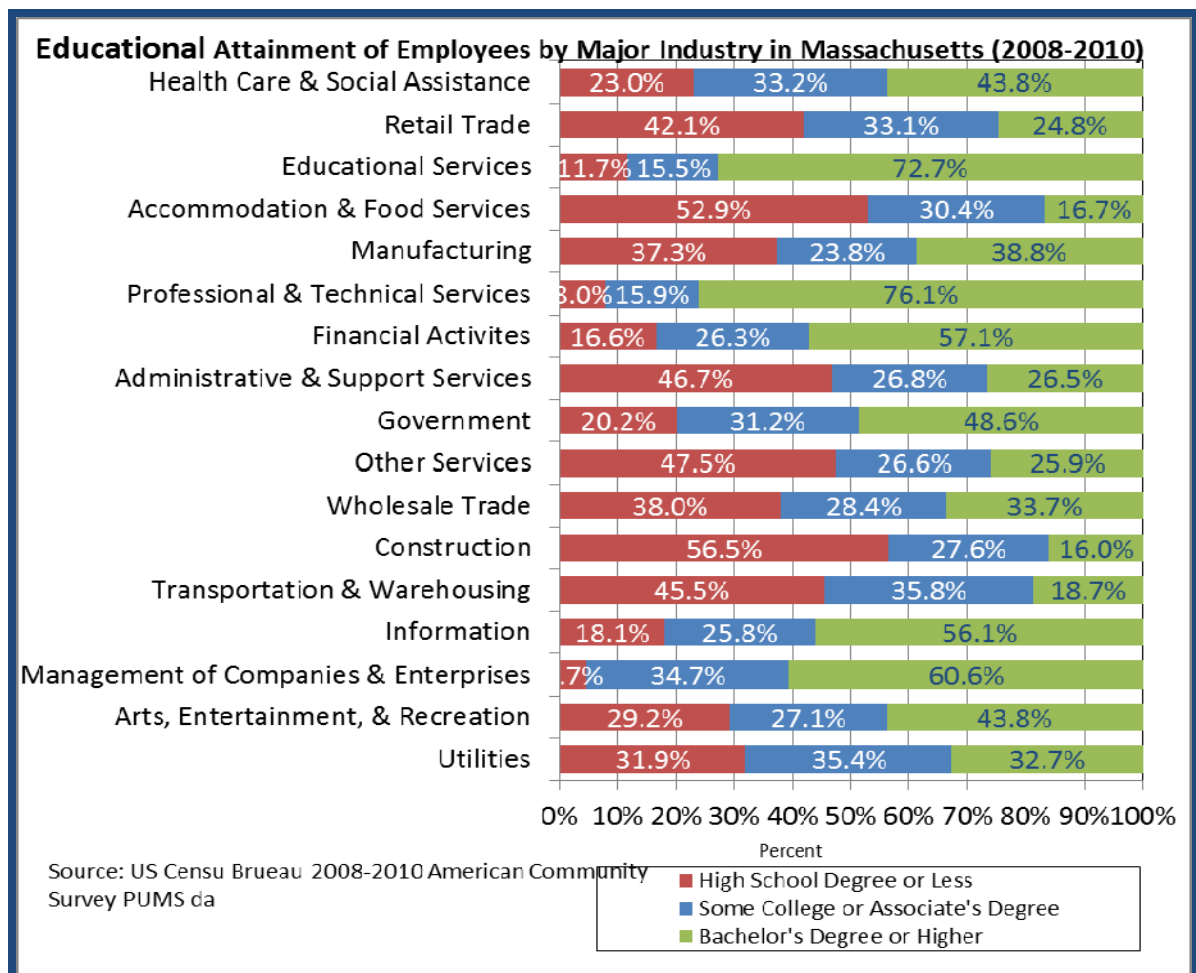
*Six out of ten industries are high value-added sectors, meaning that they add investment and profits to the local economy and add high value per employee (high earnings), these are not however especially effective in terms of adding new jobs.

Retail, Construction, Accommodation and Food Services, Transportation and Warehousing have the largest percentage of employees without Bachelor’s Degree or higher. See Chart 3.

² Henry Renski and Ryan Wallace “Workforce Skills and the Changing Knowledge Economy in Massachusetts,” 2012 Volume 14 Issue 1



Chart 3. Educational Attainment of Employees by Major Industry in Massachusetts (2008-2010)



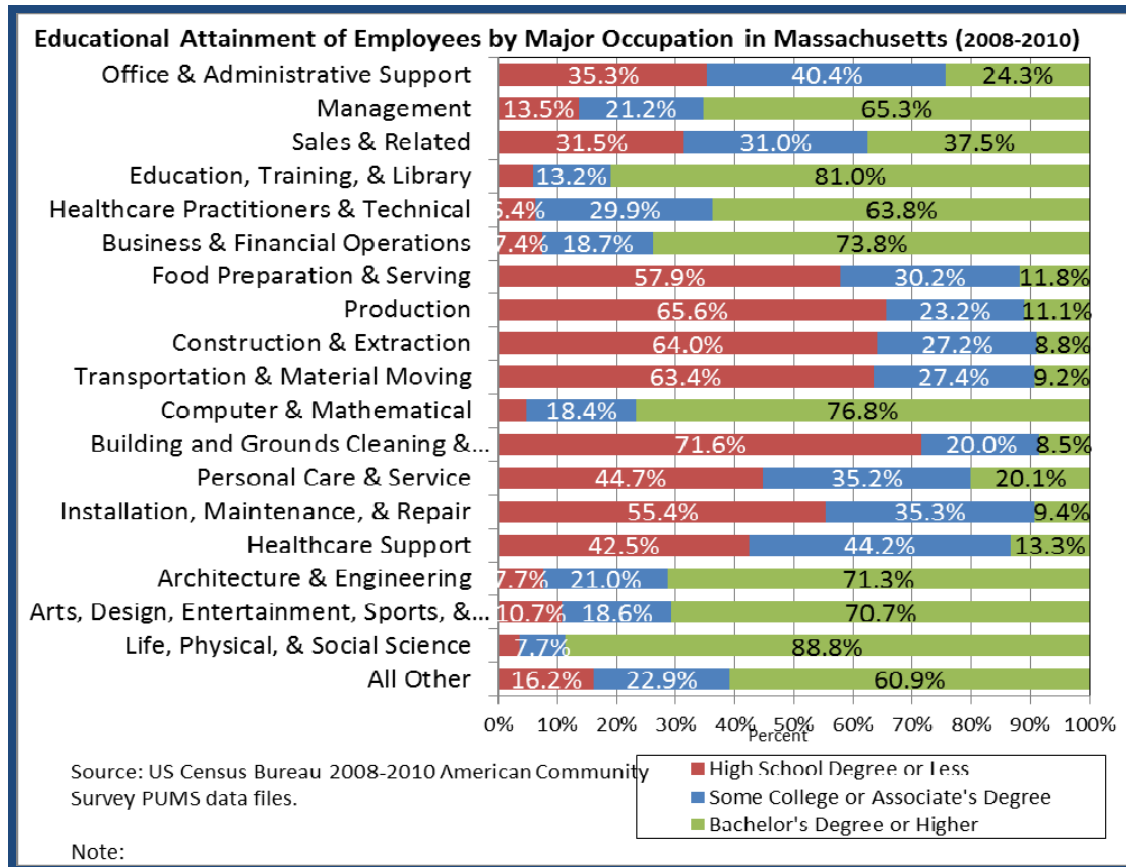
© 2012 Commonwealth Corporation

Chart 4 presents data on the following major occupations require mostly High School Degree and some College or Associate Degree. Some of these might provide a good match for SCSEP participants.

- Food Preparation & Serving
- Production
- Construction & Extraction
- Building and Grounds Cleaning
- Personal Care
- Installation, Maintenance and repair
- Healthcare support (see Chart 4 for more details)



Chart 4. Educational Attainment of Employees by Major Occupation in Massachusetts (2008-2010)



© 2012 Commonwealth Corporation



Section II. Overview of Massachusetts' older workers and MA-SCSEP

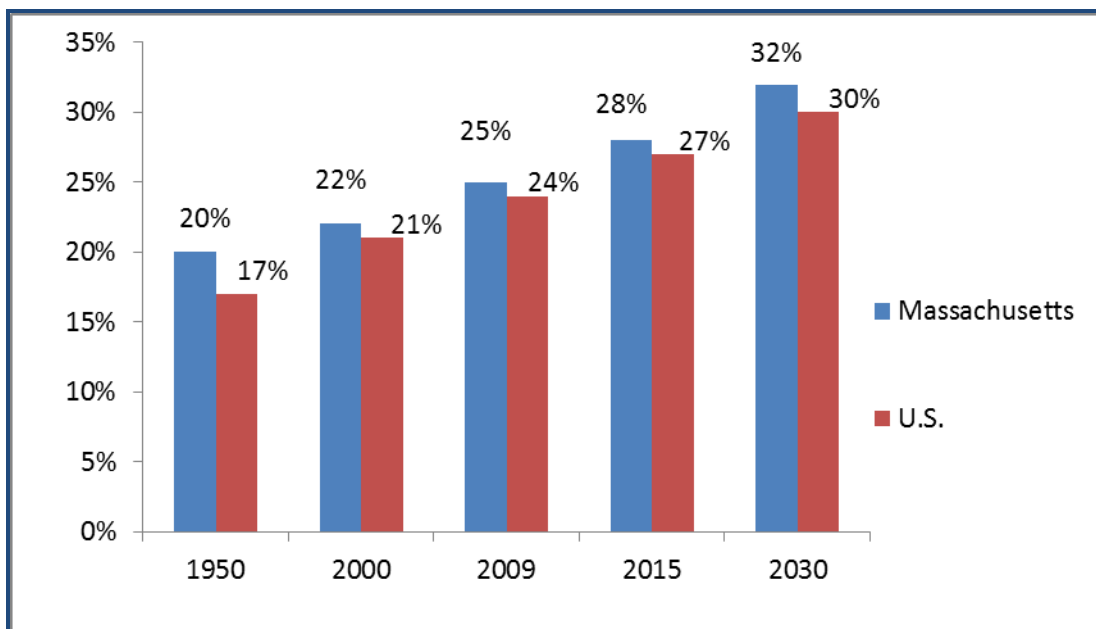
This section discusses the needs of mature workers, MA-SCSEP participants and the localities with the most need for SCSEP services.

Older Workers in Massachusetts

Based on the recent study by the Commonwealth Corporation and the Center for Labor Markets and Policy at Drexel University, "Massachusetts has a somewhat larger and more rapidly growing share of the older population than the nation. The older population is projected to be the source of all the population growth in the state between 2000 and 2030. Between 2008 and 2020, the share of older workers in the labor force is projected to increase from 19 percent to nearly 27 percent (24.6 percent in the nation)."

According to the same study, "the largest increase in the older worker share in the state occurred in the construction industry, rising by two-thirds, from 10.3 percent in 2003 and 10.7 percent in 2007 to 17.3 percent in 2010.

Chart 5. The Share of the Total Resident Population in the U.S and Massachusetts that is 55 Years or Older, 1950-2030



©Paul Harrington Center for Labor Markets and Policy Drexel University, "The Increased Presence of Older Workers in the Massachusetts Labor Market: Implications for Workforce Development Policies, Workplace Accommodation, and Universal Design."



In 2010, nearly 21% of all workers were 55 and older, up from 16% in 2003; an increase of 30% over just 7 years.

This trend is expected to accelerate in the future since all of the labor force growth is projected to occur among those 55+ (44% increase) while the under 55 labor force growth is projected to decline (-7% decline).

The professional and business services sector also saw a sharp increase (45 percent) in the share of older workers; from 13 percent in 2003 to 16.8 percent in 2007 and nearly 19 percent in 2010.

Older worker shares increased between 2007 and 2010 by 40% in repair and maintenance services and personal services sector, by 35% in the education and healthcare sector, 30% in the retail and wholesale trade sector, and over one-quarter in the manufacturing sector of the state.

In 2010 the share of older workers across industry sectors varied from over 28 percent in the repair, maintenance, and personal services sector, nearly one-quarter in the educational services and healthcare and manufacturing sectors, and one-fifth in retail and wholesale trade establishments to 13 percent in the leisure and hospitality sector.

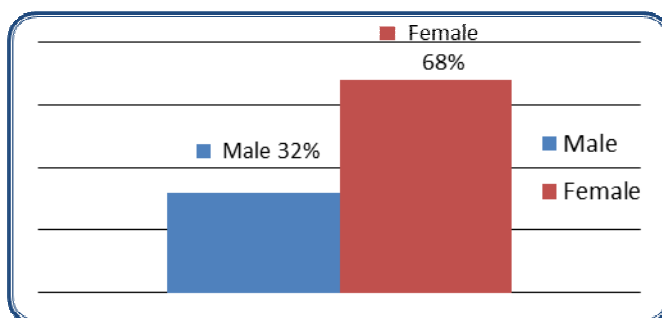
Sharp increases in the concentration of older workers in the shrinking goods-producing sectors of construction and manufacturing places them at increased risk of displacement, especially for those with fewer years of schooling.”³

MA-SCSEP participants characteristics

Currently demographic data for MA-SCSEP participants suggests that participants are primarily female, between 55-64 years of age, with High School diploma or 1-3 years of college. However, in 2012-2015 the numbers of male participants are likely to increase due to the shrinking construction and manufacturing industry. Charts 6, 7 and 8 show demographic data for MA-SCSEP participants.

PY12 MA-SCSEP Demographic Data:

Chart 6. Gender



³ Neeta P. Fogg, Paul E. Harrington, The Increased Presence of Older Workers in the Massachusetts Labor Market, July 2011



Chart 7. Education Level of MA-SCSEP Participants

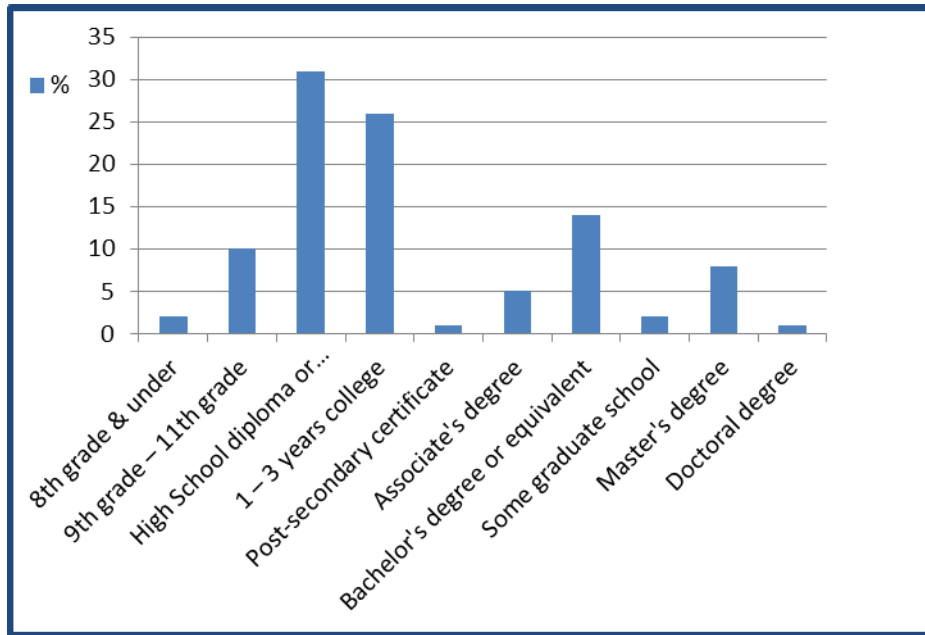
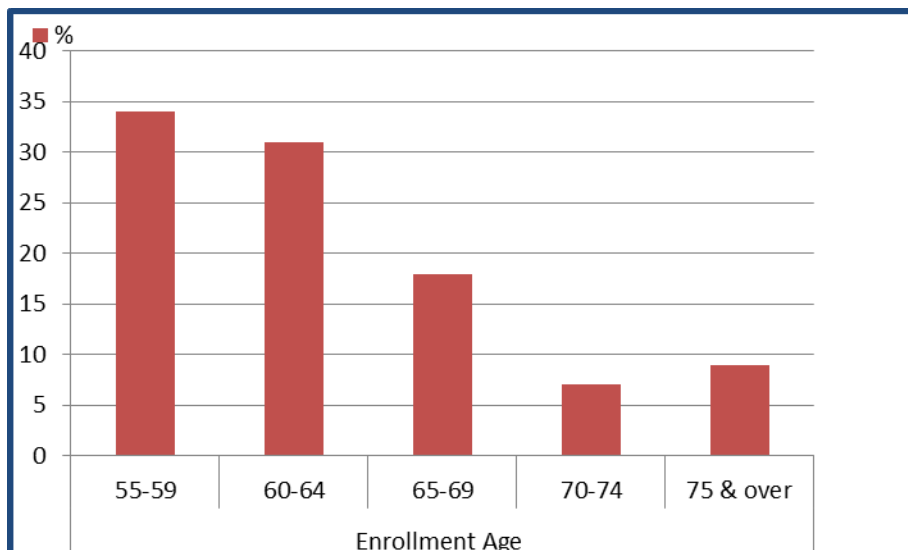


Chart 8. Enrollment Age of MA-SCSEP Participants



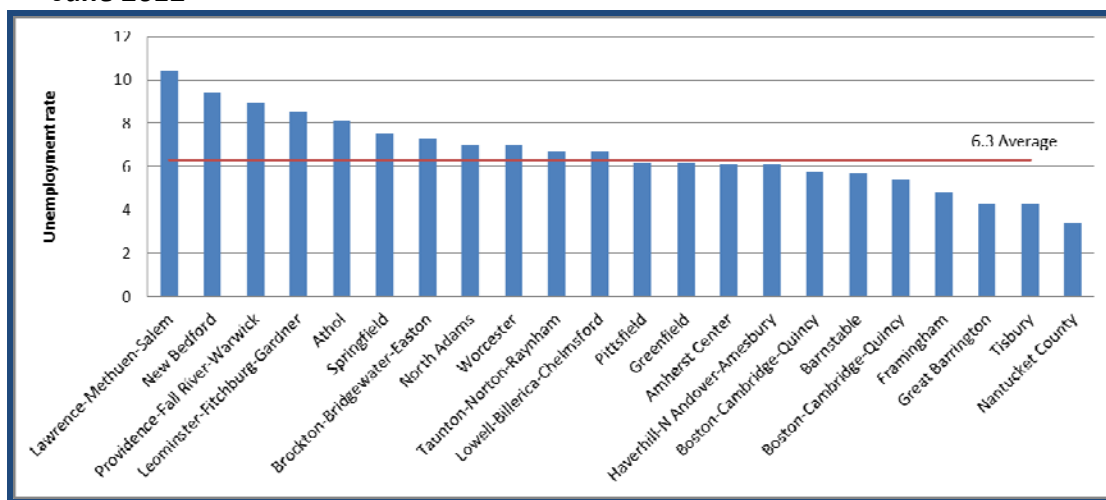


Most needed areas

The following data on Chart 9 is based on the current unemployment rates for Massachusetts, identifies those localities for which projects of the type authorized by Title V are most needed (20 CFR 641.325 (d).) These areas are with the unemployment rate above the state average.

Chart 9. Unemployment Rate for Massachusetts and Labor Areas (Data not seasonally adjusted)

June 2012





Section III. Long-term job projections and MA-SCSEP

This section describes current and projected employment opportunities in the state, the types of skills possessed by eligible SCSEP individuals, and how the long-term job projections relate to the types of unsubsidized jobs for which SCSEP participants will be trained and the types of skill training to be provided. (20 CFR 641.302(d)(20 CFR 641.325(c).)

Unsubsidized job placements

For MA-SCSEP the major worker training challenge is the 55+ older adult.. Most participants are working to overcome multiple barriers to employment while seeking jobs in a highly competitive labor market. The majority of MA-SCSEP participants seek and enter entry-level jobs.

In 2010-2011 EOEa conducted a participant self-assessment survey. The survey was distributed by mail to the participants and Host Agencies in all counties EOEa serves except for Berkshire County. The participants' survey helped identify the job interests of the participants, self-assessment of skills and other needs, such as transportation needs and desired commute time. Host Agency supervisors were asked to provide assessment of their participants' skills and job readiness. The results showed that majority of participants prefer Office and Administrative Support Jobs, while lacking basic Microsoft Office skills. Also, it indicated that majority of participants are interested in part-time jobs with commute time not to exceed 30 minutes. Majority of participants indicated their own transportation as the main means of commuting to work. **(See Appendix B. Summary of MA-SCSEP Survey, 2010-2011)**

EOEA will continue to assess and evaluate MA-SCSEP participants' skills and job interests, while focusing on specific occupations and skill training pathways.

MA-SCSEP Participants' Employment Histories and Skills

MA-SCSEP participants often have gaps in their work histories for the two-three years prior to their enrollment; many have outdated job skills. Other participants have some job skills and have been unable to find employment due to barriers such as assumed age discrimination, physical limitations, and transportation. Computer illiteracy and level of education continue to be the greatest barriers to employment. Based on MA-SCSEP sub grantees feedback the following outlines typical skill profiles for SCSEP participants:

- MA-SCSEP participants have low computer literacy rates and require basic computer literacy training from learning to use the mouse and Microsoft;
- Participants previously employed in labor, construction, and production industries often have physical or health limitations and are no longer able to perform physically demanding duties, such as required for these types of jobs.



- Typically, MA-SCSEP participants focus on such entry level job goals as receptionist, file clerk, cashier, maintenance and janitorial worker, customer service representative, sales clerk, and food preparer and server.
- To compete for existing jobs, most participants need basic skills training to acquire new skills or update existing skills.
- Participants with mental health needs have especially poor employment prospects and often only achieve unsubsidized employment at their Host Agencies.
- The unsubsidized placement can be particularly difficult in rural areas.

As discussed above there is a mismatch of current and projected employment opportunities and the skills MA-SCSEP participants possess. However, there are certain areas where participants can utilize their soft skills, or the occupation is not requiring more than HS or Associate Degree, for example, in healthcare industry there are growing occupations that do not require a bachelor's degree, such as Home Health Aides (HHA), or community health workers.

Possible SCSEP occupations and skill training

EOEA will continue to work with MA-SCSEP sub grantees to:

- Identify most likely jobs and training or certificate needed.
- Identify low-cost training providers.
- Identify interested participants and place them into the relevant training.

Given the educational and work experience of MA-SCSEP participants, and the projected occupational growth, the most likely unsubsidized jobs will be entry-level positions. The following table identifies key occupations areas that hold promise for employing MA-SCSEP participants and the types of skills training that could prepare them for unsubsidized employment.

Occupation	Example Skills training
Food Preparation and Serving	ServSafe Food Handler Program
Building and Grounds Cleaning and Maintenance	Green Building Maintenance
Healthcare support	Medical Coding and Billing, CNA, HHA



Section IV. MA-SCSEP Coordination Plan with WIA and job training initiatives

This section describes the coordination plan for MA-SCSEP with WIA, One Stop Career Centers (OSCCs) and other labor market and job training initiatives. (20 CFR 641.302(g), 641.325(e))

The planned actions to coordinate activities of SCSEP grantees with WIA title I programs, including plans for using the WIA One-Stop delivery system and its partners to serve individuals aged 55 and older are outlined. (20 CFR 641.302(g), 641.325(e))

The actions to ensure that SCSEP is an active partner in the One-Stop delivery system and the steps the state will take to encourage and improve coordination with the One-Stop delivery system are described. (20 CFR 641.335)

Coordination with 16 Regional WIBs

EOEA has been working with the Massachusetts Workforce Board Association to raise awareness of mature workers job needs and the capacity of the MA-SCSEP to train and place qualified workers. EOEA will continue to work closely with the Massachusetts Workforce Board Association to address the needs of mature workers in the state. MA-SCSEP sub grantees have MOUs and are active members of local WIBs in our service areas. EOEA and MA-SCSEP sub grantees will continue to work with the local WIBs to ensure the most effective strategies to help MA-SCSEP participants obtain unsubsidized employment.

Year One

1. EOEA will work with local WIBs to develop better strategies for linking the older worker population with businesses that are searching for skilled workers by arranging for increased outreach efforts by aging services organizations in their service network. A key step will be to work with Councils on Aging to outreach to older workers and connect them with the One Stop Career Centers, with the use of and support by One Stop Career Center materials and staff.
2. In 2011 the Massachusetts Association of Councils on Aging (MCOA) piloted a new Job Search Skills Training Program for unemployed older adults age 55+, titled Job Search Skills Training Program. The program was first developed at the Marblehead COA, Essex County in 2009. The Job Search Skills Training Program workshop is offered at local COAs over a 4-6 week period, 3 hours per week and is taught by HR volunteers. EOEA will continue to work with MCOA to further connect their efforts with the WIA system. In particular, EOEA plans on coordinating with Councils on Aging so they can:
 - Connect Job Search Skills Training Program with MA-SCSEP sub grantees to use the Job Search Skills Training Program workshop as a tool to help improve MA-SCSEP participants' job placement rates.
 - Post COAs' job openings at the One Stop Career Centers and with SCSEP.



- Promote the employment of older workers to local businesses, both public and private, and promote their use of the One Stop Career Centers to post jobs and recruit workers.
- Write and speak about the benefits of hiring older workers in their newsletters and public events.
- Include older workers' issues in their brochures and outreach efforts.
- Make sure the information and referral staff at Councils on Aging and regional Area Agencies on Aging are aware of training programs and employee assistance services and can make appropriate referrals to employment and training programs.

Year Two

1. Work with the WIBs on how to develop and implement a campaign to encourage businesses to:
 - Recruit mature workers from the One Stop Career Centers.
 - Consider adopting alternative work arrangements and phased retirement programs to attract and retain mature workers.
 - Provide feedback to the public workforce investment system about the quality of referrals and services received at the local One Stop Career Centers.
2. Work with the WIBs and One Stop Career Centers to monitor the performance of local One Stop Career Centers on the percentage of mature older workers placed in jobs.
3. As needed, develop new strategies in response to low performance findings and incorporate these plans into the local WIB work plans.

Coordination with the Massachusetts Workforce Investment Board MWIB:

The mission of the Massachusetts Workforce Investment Board (MWIB) advises the Governor on continuously improving the Massachusetts Workforce Development system. EOEa will explore the possible re-appointment of the MA-SCSEP Director to the Statewide Massachusetts WIB. EOEa will work with the MA WIB to enhance the services of the One Stop Career Centers provided to mature workers 55 and older by developing an older worker program. EOEa will assist the MWIB, the Executive Office of Labor and Workforce Development and the One-Stop Career Centers to develop funding to support services created as part of a targeted program. Such a program would mean the following changes to the current workforce development system:

- Make Career Centers more user-friendly for people 55 and older
- Offer more skill training classes geared to people 55 and over
- Establish more effective employer pipelines to hire older workers

Coordination with the One Stop Career Centers (OSCCs)

EOEA and MA-SCSEP sub grantees have been active partners with OSCCs. In the past EOEa offered training of OSCCs' staff on MA-SCSEP program capacity and the benefits of hiring mature workers.



Commonwealth of Massachusetts Executive Office of Elder Affair Senior Community Service
Employment Program State Plan PYs 2012-2015

In 2012-2012 EOEa will continue working with One Stop Career Centers to conduct educational sessions for OSCCs staff about the unique aspects of serving SCSEP participants that are hardest to serve due to barriers, including:

- need for more pre-employment skills development and training
- disability
- lack of or limited transportation
- language/cultural barriers
- CORI

In collaboration with MA-SCSEP sub-grantees, EOEa will explore strategies to expand the availability of new and relevant job placements for MA-SCSEP participants.

Year One:

- Conduct state-wide assessment of employers and job openings in Food Preparation and Serving, Building and Grounds Cleaning and Maintenance, and Healthcare support occupations.
- Engage local employers from these industries to identify their workforce needs and pathways for MA-SCSEP participants to obtain unsubsidized placements with these employers.
- Analyze currently enrolled MA-SCSEP participants' job interests and skills needed to obtain jobs in these areas.
- Evaluate Host Agency assignments to increase the effectiveness of Host Agencies in providing skills training that meets the needs of MA-SCSEP participants.
- Identify existing low-cost basic skills training vendors in these occupations.
- Pilot job readiness training through local One Stop Career Centers.

Year Two:

- Evaluate success of the pilot skills training, and
- Assess benefits of disseminating the training in other parts of the state.

Year Three-Four:

- Continue to analyze the skill training and job placement rates for MA-SCSEP participants.
- Develop additional types of occupational training.

In partnership with the Executive Office of Labor and Workforce Development, EOEa will develop and fund SCSEP-specific training curriculum at local OSCCs.



Year One:

- Pilot job readiness training through the One Stop Career Centers in Springfield to serve 27 authorized positions in Hampden County and Franklin/Hampshire Career Center to serve 2 authorized positions in Hampshire County.

Year Two:

- Evaluate training curriculum and delivery model. Assess benefits of and begin disseminating this training through other areas of the state.

Year Three and Four:

- In conjunction with the 34 OSCCs continue to improve and provide job readiness training for all SCSEP participants.

Coordination with other labor market and job training initiatives (20 CFR 641.302(j))

MA-SCSEP will identify appropriate job training initiatives across the state in the above mentioned occupations and develop SCSEP specific training to obtain certificates.

MA-SCSEP will also continue to provide cross-training for MA-SCSEP sub grantees' staff with other workforce development agencies.

For example, EOEA recently established a relationship with Commonwealth Workforce Coalition (CWC). This mission of CWC is to strengthen the capacity of Massachusetts' community-based education, training, and employment system to produce better employment and earnings outcomes for low income residents and low wage workers. CWC focuses on building the skills and knowledge of direct service and program management staff; supporting increased communication networks and connection among practitioners and other system stakeholders; and developing and strengthening leaders within the workforce development field. CWC also provides staff development training and workshops on working with population with multiple barriers to employment.

EOEA will continue to work with CWC to organize training for MA-SCSEP sub grantees' staff on how to work with ex-offenders, clients with difficult personalities and/or mental health needs and other staff development training.



Section V. MA-SCSEP Coordination with other programs

This section will describe the actions to coordinate MA-SCSEP with grantees with the activities being carried out in the state under the other titles of the Older Americans Act (OAA). (20 CFR 641.302(h))

AAAs and ASAPs

EOEA will continue to work with the AAAs, ASAPs and other service providers to coordinate access to the full array of social services. MA-SCSEP sub-grantees refer participants to the local AAA and ASAP I&R specialist and/or caregiver specialist, SHIP Program, and other services in order to make sure they are aware of all the ways they can stretch their limited pre-employment income and also use other supports as needed to remove barriers to employment.

EOEA will continue to collaborate with the Money Management Program offered by local AAAs to assist seniors with financial literacy and planning.

The State Health Insurance Assistance Program (SHIP) Program

SHIP (SHINE) volunteers are available to assist MA-SCSEP participants in understanding the basics of the Medicare health insurance program, Prescription Advantage Program, coverage gaps, supplemental insurance and prescription drug coverage options. This is important for the MA-SCSEP participants for their financial and healthcare planning.

MA-SCSEP will continue to refer SCSEP participants to SHINE for counseling.

Family Caregiver Support Program

According to a 2008 AARP survey of older workers, “about one-quarter (26%) of 45-74 year old workers currently care for one or more children, and nearly one in five (18%) provide care for a spouse. One in every seven (14%) older workers has responsibility for caring for both a child and an adult.”

The Family Caregiver support program provides one-on-one counseling, support groups, workshops, and respite, and can help to support family caregivers in SCSEP.

MA-SCSEP will continue to refer SCSEP participants to the Family Caregiver support program.

COAs

EOEA will continue to provide COAs with SCSEP program materials they can use as a part of the Job Search Skills Training Program workshop.



Options Counseling

Options Counseling is a gateway for many Massachusetts elders and people with disabilities to receive community supports and services. Launched throughout the Commonwealth in 2010, Options Counseling provides residents with objective information about long-term services and supports that can make the difference between people remaining in their homes -- or other preferred residential setting -- or placement in a nursing facility.

The program ensures that elders and people with disabilities have the opportunity to consider long-term support options at a variety of points in the planning process, not just prior to nursing facility admission. The timing and the number of counseling sessions provided depend on a consumer's individual need for information and decision-making support.

Options Counseling service is accessible through the Commonwealth's eleven Aging and Disability Resources Consortia (ADRCs). The counselors are located at ASAPs and Independent Living Center (ILCs.)

ADRCs are a local collaboration between Aging Service Access Points (ASAPs), Area Agencies on Aging (AAAs) and Independent Living Centers (ILCs) throughout the state.

EOEA will establish closer working relationships with the local ADRCs and ILCs to provide information about the SCSEP to their network, while ensuring that program participants are aware of the long-term services available in their community.

National SCSEP Grantees

EOEA shall continue to work with the National Grantees partners that include National ABLE, Senior Service America Inc. and the National Urban League. As the state SCSEP administrator, the Executive Office of Elder Affairs continues to:

- Negotiate the slot exchanges in selected counties;
- Develop of the annual Equitable Distribution and the State Coordination Plan;
- Promote collaboration with the One-Stop Delivery System and the recognition and promotion of mature workers state-wide;
- Coordinate the management of the respective SCSEP resources to the maximum benefit of participants, including participant transfer when approved by the Department of Labor;
- Work together to increase efficiency and efficacy of the mutual sub-recipients;
- Refer SCSEP applicants for aging and employment services to local providers;
- Continues partnering on special projects such as job fairs, training, workshops and conferences benefiting older workers especially where sub-recipients are shared;
- Host quarterly SCSEP meetings for all SCSEP providers to share "best practices" and enhance a coordinated approach to serving all SCSEP participants in the Commonwealth; and



Section VI. Coordination of MA-SCSEP with other private and public entities and programs

This section will outline the work that EOEA does with a variety of private and public entities and programs that provide services to older Americans and programs for those with special needs or disabilities. (20 CFR 641.302(i))

Integration of the Chronic Disease Self-Management Education (CDSME) Programs with MA-SCSEP and One Stop Career Centers

EOEA plans to explore ways to provide CDSME training to interested individuals through the One Stop Career Center system.

Background information on CDSME

CDSME programs include the following evidence-based programs: Chronic Disease Self-Management Program (CDSMP), Tomando Control de su Salud (Tomando- Spanish CDSMP) and Diabetes Self-Management Program (DSMP), both in English and Spanish, the Chronic Pain Self-Management Program. Also, an on-line version of CDSMP will be available.

Developed by Stanford University, CDSME programs are taught by lay leaders and provide a wide array of tools that can help people living with chronic health conditions:

- learn how to better manage their conditions
- develop action planning and problem solving skills
- gain confidence and self-esteem.

Recently EOEA developed a model integrating Chronic Disease Self-Management Program (CDSMP) workshops and the SCSEP. EOEA's vision is to use CDSMP as a tool to:

- maximize employability of SCSEP participants with chronic conditions,
- help prepare job seekers to thrive in a workplace, and
- selected SCSEP participants may also be trained to become CDSMP workshop leaders.

CDSME provides a wide array of tools that can help those living with chronic health conditions and their caregivers learn how to better manage their conditions, develop personal goals, gain confidence and feel more positive about their lives, start and sustain healthier behaviors, communicate more effectively with healthcare providers, and make daily tasks easier (among others). The workshops are designed to help participants better manage their chronic conditions and to provide them with the tools to develop a realistic and attainable action plan for job search.

CDSME training is currently underway and is offered in English and Spanish in collaboration with local community based organizations serving people with disabilities in different regions. In the past two



years MA-SCSEP completed CDSME workshops for 8 participants in Middlesex and Suffolk counties and 10 participants in Bristol County. MA-SCSEP sub grantees received very positive feedback from the participants.

Background information on disability and One Stop Career Centers services to people with disabilities:

Based on the U.S. Census Bureau report, *Americans with Disabilities: 2010*⁴ about 56.7 million people — 19 percent of the population — had a disability in 2010, according to a broad definition of disability, with more than half of them reporting the disability was severe.

The report shows that 41 percent of those age 21 to 64 with any disability were employed, compared with 79 percent of those with no disability. Along with the lower likelihood of having a job came the higher likelihood of experiencing persistent poverty; that is, continuous poverty over a 24-month period. Among people age 15 to 64 with severe disabilities, 10.8 percent experienced persistent poverty; the same was true for 4.9 percent of those with a non-severe disability and 3.8 percent of those with no disability.

In FY2010 there were a total of 13,121 people with disabilities served by the Massachusetts OSCCs.

Section VII. Employer engagement

This section will outline the state's long-term strategy for engaging employers to develop and promote opportunities for the placement of SCSEP participants in unsubsidized employment. (20 CFR 641.302(e))

EOEA has been working with the Business Service Representatives (BSRs) at OSCCs. Business Service Representatives work with employers find qualified new hires through OSCCs system. In collaboration with the Executive Office of Labor and Workforce Development EOEA will continue to work closely with the Business Service Representatives to:

- Raise their awareness about the needs of mature workers
- Educate them on goals and capacity of MA-SCSEP
- Coordinate employer outreach and recruitment
- Develop a marketing plan to better promote and market people with barriers to employment to the local employers

⁴ Matthew W. Brault, *Americans With Disabilities: 2010*



Section VIII. Equitable Distribution Strategy

This section will describe the state's long-term strategy for achieving an equitable distribution of SCSEP positions within the state.

The relative distribution of SCSEP eligible individuals

Table 10 shows a profile of Massachusetts General Population the distribution of eligible individuals who are afforded priority service as provided under the Older Americans' Act, section 518(b): the relative distribution of—“(i) eligible individuals who are individuals with greatest economic need;“(ii) eligible individuals who are minority individuals; and“(iii) eligible individuals who are individuals with greatest social need;

Chart 10. Massachusetts: Profile of General Population 2010. *(Based on the U.S. Census Bureau)*

2010 Demographic Profile Data	Number	Percent
Total population	6,547,629	100
55 to 64 years	803,369	12
65 to 84 years	757,525	11.5
85 years and over	145,199	2.2
VETERAN STATUS		
Civilian population 18 years and over	5,084,284	5,084,284
Civilian veterans	411,741	8.10%
DISABILITY STATUS OF THE CIVILIAN		
Total Civilian Noninstitutionalized	6,431,953	6,431,953
With a disability	63,718	4.50%
18 to 64 years	4,162,270	4,162,270
With a disability	365,191	8.80%
65 years and over	848,537	848,537
With a disability	288,346	34.00%
LANGUAGE SPOKEN AT HOME		
Population 5 years and over	6,147,298	6,147,298
English only	4,828,028	78.50%
Language other than English	1,319,270	21.50%
Speak English less than "very well"	541,648	8.80%
Spanish	471,910	7.70%
Speak English less than "very well"	207,669	3.40%
Other Indo-European languages	551,457	9.00%
Speak English less than "very well"	200,262	3.30%
Asian and Pacific Islander languages	229,539	3.70%
Speak English less than "very well"	112,681	1.80%
Other languages	66,364	1.10%
Speak English less than "very well"	21,036	0.30%
PERCENTAGE OF FAMILIES AND PEOPLE WHOSE INCOME IN THE PAST 12 MONTHS IS BELOW THE POVERTY LEVEL		
All people		10.50%
Under 18 years		13.20%
Related children under 18 years		12.80%
Related children under 5 years		15.00%
Related children 5 to 17 years		12.10%
18 years and over		9.70%
18 to 64 years		9.80%
65 years and over		9.30%
People in families		7.60%



Commonwealth of Massachusetts Executive Office of Elder Affair Senior Community Service
Employment Program State Plan PYs 2012-2015

Urban and Rural Populations (*Based on the U.S. Census Bureau*) distribution of individuals residing in rural and urban areas of Massachusetts is presented in the Chart 11 below.

Chart 11.

Year	Rural	Urban	Total
1980	14,029	5,723,064	5,737,093
1990	17,651	59,981,774	6,016,425
2000	24,507	6,324,590	6,349,097
2007	26,016	6,423,739	6,449,755

<http://www.census.gov/>

Provided below is the current PY12 Equitable Distribution

PY12 Equitable distribution

Provided below is the proposed PY12 Equitable distribution. See Chart 12.

Chart 12. PY12 Equitable distribution					
County	Total Population	SCSEP-eligible	All Grantees	State Grantee	National Grantees
Barnstable	215,769	7,220	35	0	35
Berkshire	129,288	5,380	25	15	10
Bristol	548,922	17,960	92	8	84
Dukes	16,766	655	3	0	3
Essex	748,930	23,360	112	26	86
Franklin	71,599	2,445	12	0	12
Hampden	463,783	17,995	87	29	58
Hampshire	157,822	3,860	18	2	16
Middlesex	1,518,171	35,120	173	50	123
Nantucket	10,142	405	1	0	1
Norfolk	675,436	14,360	69	18	51
Plymouth	497,579	11,315	54	14	40
Suffolk	730,932	32,225	146	14	132
Worcester	801,227	21,935	104	23	81
Statewide Total	6,586,366	194,235	931	199	732

Source U.S. Census Bureau: State and County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits, Consolidated Federal Funds Report Last Revised: Thursday, 07-Jun-2012 13:34:52 EDT



Commonwealth of Massachusetts Executive Office of Elder Affair Senior Community Service
Employment Program State Plan PYs 2012-2015

EOEA will continue to work with the new National Grantees, that include the National ABLE, Senior Service America Inc. and the National Urban League, to analyze the LMI data, SCSEP population needs, underserved locations in the state, rural and urban areas populations and their specific challenges to obtain and retain the unsubsidized employment.

EOEA will work with the National Grantees to ensure equitable distribution of slots in all counties of the Commonwealth. EOEA will take the steps necessary to avoid disruptions to the greatest extent possible, when positions are redistributed, as provided in 20 CFR 641.365.

In the case of any transition of positions, EOEA will ensure clear communication and coordination with participants, host agencies, other grantees, and USDOL. The Federal Project Officer will be consulted with and will subsequently approve any movements of positions. EOEA will not initiate any movement or transfer of positions until all stakeholders are notified. Through any transition process, EOEA will ensure that participants are paid and that where possible, shifts will be gradual and ensure minimum disruption to the participants.



Section IX. Service to minority and most-in-need older individuals (20 CFR 641.302 (c))

This section describes the strategies to ensure most effective service to minorities and most-in-need older individuals.

The Executive Office of Elder Affairs, through its elder network and partner agencies, serves all residents of the Commonwealth, reaching out to minority communities through local community service agencies, minority newspapers, and churches. The new immigrant populations in the Commonwealth are mainly Hispanic, Portuguese, Somali, Haitian and Vietnamese.

Key Strategies that MA-SCSEP will use to continue to increase culturally competent service to minorities is a combination of:

- Ensuring culturally competent and linguistically diverse staff that can provide outreach and recruitment within the new immigrant communities,
- Identifying and recruiting Host Agencies that serve minority populations;
- Intensified efforts in reaching out to minority-owned businesses that would provide unsubsidized placements for the participants.



Section X. Community Service Assignments

This section describes community service assignments that are needed and the places where these services are most needed.

The most effective way to ensure best service to MA-SCSEP participants is finding an appropriate Community Service Assignment. A good match between the individual participant and a Host Agency strengthens the ability of the individual to become self-sufficient, provides much needed support to organizations which benefit significantly from increased civic engagement, and strengthens the communities that are served by such organizations.

Community service needs are met in a variety of ways which include providing services to the general community and the senior community. **Appendix C.** Provides regional data and the list of the current MA-SCSEP Host Agencies.

MA-SCSEP sub grantees give priority to those non-profit agencies providing the most needed community services. Those agencies provide excellent training but, due to limited funding, often cannot provide the opportunity for unsubsidized employment. Among these agencies, top priority is given to sites that provide needed community services, and offer training in areas where the skills are transferable to available jobs, and have the potential to hire the participant. The Commonwealth of Massachusetts and its sub grantees are continually searching for new training sites. Assignments to training sites are made based on the needs of the participant and the training site.

The current PY11 Quarterly Progress Report, Chart 13, demonstrates the number of participants assigned to the general community service agencies vs. those agencies that serve the elderly community.

Chart 13. Community Service Assignments

Data from Q3 of PY11	No of Participants
Services to the General Community	249
Services to the Elderly Community	98
Total	344

Although SCSEP participants provide a valued service to communities throughout Massachusetts, unmet community service needs still exist and have yet to be specifically identified.

To address the issue of unmet community service needs, MA-SCSEP will work with the National Grantees to convene a workgroup to develop a strategy to identify unmet needs, recruit host agencies



Commonwealth of Massachusetts Executive Office of Elder Affair Senior Community Service
Employment Program State Plan PYs 2012-2015

to meet those needs, and place participants at non-profit organizations. This type of effort will result in a win-win situation for all parties involved.

MA-SCSEP sub grantees and the representatives or sub grantees of the National Grantees will work collaboratively to complete the following activities:

Year One

Gather information from assessment reports which identify unmet needs for community service in different areas of the Commonwealth, specifically addressing designated populations in particular locations. These reports may come from such sources as AAAs, County assessment reports and National Grantees research.

Year Two

Compile and analyze results from research and develop a plan of action which will be disseminated to all SCSEPs.

Year three and four

Initiate and execute the plan of action to recruit host agencies and place participants at host agencies to meet community service needs.



Section XI. Program Improvement and Monitoring

This section describes the state's strategy for continuous improvement in the level of performance for SCSEP participants' entry into unsubsidized employment, and to achieve, at a minimum, the levels specified in OAA Section 513(a)(2)(E)(ii). (20 CFR 641.302(f))

The Executive Office of Elder Affairs, acting on behalf of the Commonwealth of Massachusetts and in concert with the national SCSEP sponsors, is continuously working to improve relationships with the partners in the community, the aging network and employers across the Commonwealth.

MA-SCSEP sub grantees' staff members attend DOL sponsored conferences and trainings as well as participate in any DOL recommended web-based trainings

With the current trends of many older adults needing to continue to work past their retirement age, and the SCSEP being the only employment and training program geared towards people 55 and over, there is a need to strengthen the ties in the community and with local employers. Additionally there is a need to:

- develop new and/or expand current training options to reflect a changing economy
- work closely with National Grantees to provide as many chances as possible for people 55 and over and residents of the Commonwealth.
- improve and expand relationship/role at One Stop Career Centers
- continue to promote the value of hiring an older worker.

To ensure that all negotiated levels of performance are achieved EOEa provides day-to-day policy guidance and quality assurance of the MA-SCSEP program.

Program policy and communications

During PY11, EOEa conducted a series of Town Hall Meetings with Host Agencies, and a written participants and supervisors' survey. As a result of this work we learned that improved communication is needed by all stakeholders. Based on the feedback received, EOEa revised and released improved SCSEP Operations Manuals for sub grantees, host agencies and program participants. New manuals reflect the new policy and updated program procedures.

Additionally, EOEa has been designing a new on-line communication tool for all program users. This web portal will become the primary resource for all SCSEP stakeholders. It will contain all program handbooks, forms, relevant links and updated newsletter. It will also contain training webinars and participants' benefits links. All SCSEP forms were converted into an electronic format and are available to all staff on line.



Quality assurance and program monitoring

The following are the steps in the quality assurance process.

Annual review of program goals and measurable objective

Every year, during the month of June EOEa releases program performance goals and measurable objectives for all Sub grantees. These are based on the DOL's performance measures. They also reflect changes in the Labor Market Information, regional job trends and past year successes. Based on these objectives, each sub grantee is required to submit a detailed workplan at the beginning of fiscal year. This workplan is a part of the sub grantees' contract with EOEa. The workplan outlines specific steps to increase job placement, and meet the program performance goals. Sub-grantee's workplan is to be detailed; it has to be specific, measurable, attainable, realistic and timely. For each of six program performance goals, action steps and specific initiatives must be detailed by Sub-grantee, with assigned staff, a timeline and budget.

Quarterly reviews of the program goals and measurable objective

A workplan is a living document; it is updated and revised quarterly by MA-SCSEP sub grantees and the State Director. Quarterly revisions are to be submitted electronically to the State Director thirty calendar days after the quarter end. Changes and updates are reviewed through regular check-ins with sub grantees.

Bi-weekly reviews of program goals and measurable objective

To ensure the best program performance and management, the MA-SCSEP State Director monitors sub grantees' program enrollment, exits and budget on a bi-weekly basis. State Director has bi-weekly teleconferences with the three sub grantees via phone. Additionally, State Director communicates weekly and daily via emails, or phone calls as the need arises. There are weekly SPARQ QPR reviews, and reviews of bi-weekly spending reports.

Finally, overview of the program compliance is achieved through the Data Validation process and comprehensive audit of the sub grantees, which is conducted by the State Director.



Section XII. The state's long-term strategy to improve SCSEP services

This section outlines planned longer-term changes to the design of the program within the state, and planned changes in the use of SCSEP grantees and program operators to better achieve the goals of the program. This may include recommendations to the Department as appropriate. (20 CFR 641.302(k))

To improve SCSEP services, EOEA plans to focus on creating the industry-specific pipelines with the local employers to identify their workforce needs. EOEA will work with the local employers to identify their possible open positions and the types of skills that are needed to fulfill them. This is the most effective way to train MA-SCSEP participants. With the employers' input EOEA will then provide classroom based training and on the job training to the MA-SCSEP participants.

Increase use of On-the Job-Experience (OJE)

The main strategy to engage employers will be outreach and recruitment to local employers with the On-the Job-Experience (OJE) program.

In the past two years MA-SCSEP developed more focused employer outreach. State Director collaborated with Workforce Investment Association partners to meet and present about the SCSEP program and explain the OJE component to the One Stop Career Centers' Business Service Representatives

EOEA's main strategy in the next four years is to continue to engage employers through outreach and recruitment. To that goal, EOEA plans to continue more focused employer outreach, on three specific occupations: Food Preparation and Serving, Building and Grounds Cleaning and Maintenance and the Healthcare support.

EOEA will also continue to collaborate with Workforce Investment Association and the Business Service Representatives at the local One Stop Career Centers.

Provide Job Club training

In the past year, EOEA implemented an intensive job search training program, Job Club. The concept and delivery model was adapted from a curriculum developed by AARP and it was re-designed to help MA-SCSEP participants find unsubsidized employment. The training is divided into four 6 hour-days over the course of four weeks, and includes extensive homework assignments. The training was developed and taught by the team of the state SCSEP director, the SCSEP outreach coordinator, and MA-SCSEP sub



grantees. The training helped MA-SCSEP participants in developing a comprehensive job search strategy, while building their confidence and self-esteem. In the next four years EOEA will continue to provide Job Club workshops in all service areas.

Implement Skill Training

EOEA will continue to assess and evaluate MA-SCSEP participants' skills and job interests, while focusing on specific occupations and skill training pathways through WIA vendors, community colleges and other low-cost training providers.

Increase effectiveness of the Community Service Assignments

EOEA will continue to monitor and evaluate "best practices" and identify most effective Host Agencies that either provide best training opportunities or hire MA-SCSEP participants as staff.

Conduct re-procurement for program sub grantees

In 2014 EOEA will conduct re-procurement for MA-SCSEP.



Appendix A-C

Appendix A. Industry Projections for number of Jobs in Massachusetts

NAICS	Industry Sector	# of people employed	# of people employed2	Change	Change in %
Code		2008	2018	Level	Percent
0	Total Employment, All Jobs	3,509,120	3,621,548	112,428	3.2 %
620000	Health Care and Social Assistance	487,970	562,328	74,358	15.2 %
540000	Professional, Scientific, and Technical Services	259,500	327,230	67,730	26.1 %
621000	Ambulatory Health Care Services	140,390	166,690	26,300	18.7 %
610000	Educational Services	371,400	395,000	23,600	6.4 %
622000	Hospitals	183,600	205,858	22,258	12.1 %
541500	Computer Systems Design and Related Services	55,400	74,900	19,500	35.2 %
541600	Management, Scientific, and Technical Consulting Services	37,800	57,000	19,200	50.8 %
541700	Scientific Research and Development Services	43,700	59,000	15,300	35.0 %
560000	Administrative and Support and Waste Management and Remediat	167,510	181,960	14,450	8.6 %
624000	Social Assistance	67,590	80,820	13,230	19.6 %
623000	Nursing and Residential Care Facilities	96,390	108,960	12,570	13.0 %
561000	Administrative and Support Services	157,740	170,260	12,520	7.9 %
720000	Accommodation and Food Services	256,700	268,600	11,900	4.6 %
722000	Food Services and Drinking Places	222,200	232,800	10,600	4.8 %
810000	Other Services (Except Government)	120,810	130,300	9,490	7.9 %
611300	Colleges, Universities, and Professional Schools	146,580	155,680	9,100	6.2 %
624100	Individual and Family Services	30,400	39,370	8,970	29.5 %
611100	Elementary and Secondary Schools	199,100	207,500	8,400	4.2 %
621600	Home Health Care Services	24,600	32,570	7,970	32.4 %
621100	Offices of Physicians	50,400	57,500	7,100	14.1 %
6010	Self-Employed Workers, Primary Job	217,820	224,790	6,970	3.2 %
511200	Software Publishers	22,700	29,400	6,700	29.5 %



Commonwealth of Massachusetts Executive Office of Elder Affair Senior Community Service
Employment Program State Plan PYs 2012-2015

710000	Arts, Entertainment, and Recreation	49,100	54,970	5,870	12.0 %
813000	Religious, Grantmaking, Civic, Professional, and Similar Org	58,000	63,720	5,720	9.9 %
561700	Services to Buildings and Dwellings	50,900	56,500	5,600	11.0 %
623100	Nursing Care Facilities	58,280	63,000	4,720	8.1 %
510000	Information	89,140	93,750	4,610	5.2 %
541300	Architectural, Engineering, and Related Services	41,600	46,100	4,500	10.8 %
623200	Residential Mental Retardation, Mental Health and Substance	18,540	22,970	4,430	23.9 %
561300	Employment Services	59,800	64,200	4,400	7.4 %
713000	Amusement, Gambling, and Recreation Industries	33,700	38,000	4,300	12.8 %
621200	Offices of Dentists	21,680	25,600	3,920	18.1 %
812000	Personal and Laundry Services	37,760	41,380	3,620	9.6 %
812100	Personal Care Services	19,210	22,700	3,490	18.2 %
621400	Outpatient Care Centers	18,700	22,170	3,470	18.6 %
541900	Other Professional, Scientific, and Technical Services	11,830	15,000	3,170	26.8 %
541200	Accounting, Tax Preparation, Bookkeeping, and Payroll Serv	22,100	25,100	3,000	13.6 %
518000	Internet Service Providers, Web Search Portals, and Data Pro	6,820	9,700	2,880	42.2 %
518200	Data Processing, Hosting, and Related Services	6,820	9,700	2,880	42.2 %
611600	Other Schools and Instruction	10,240	13,000	2,760	27.0 %
813400	Civic and Social Organizations	18,470	21,200	2,730	14.8 %
621300	Offices of Other Health Practitioners	13,050	15,750	2,700	20.7 %
623300	Community Care Facilities for the Elderly	14,030	16,700	2,670	19.0 %
325400	Pharmaceutical and Medicine Manufacturing	9,590	12,100	2,510	26.2 %
624400	Child Day Care Services	23,200	25,700	2,500	10.8 %
480000	Transportation and Warehousing	74,400	76,800	2,400	3.2 %
511000	Publishing Industries	42,500	44,900	2,400	5.6 %
446000	Health and Personal Care Stores	27,600	29,700	2,100	7.6 %
562000	Waste Management and Remediation Service	9,770	11,700	1,930	19.8 %
561600	Investigation and Security Services	17,330	19,150	1,820	10.5 %
541100	Legal Services	30,700	32,430	1,730	5.6 %
611700	Educational Support Services	2,960	4,450	1,490	50.3 %
531000	Real Estate	30,600	32,000	1,400	4.6 %
721000	Accommodation	34,500	35,800	1,300	3.8 %



Commonwealth of Massachusetts Executive Office of Elder Affair Senior Community Service
Employment Program State Plan PYs 2012-2015

813100	Religious Organizations	18,990	20,200	1,210	6.4 %
711000	Performing Arts, Spectator Sports, and Related Industries	9,980	11,140	1,160	11.6 %
999100	Federal Government, Excluding Post Office	28,600	29,680	1,080	3.8 %
624300	Vocational Rehabilitation Services	8,450	9,500	1,050	12.4 %
325000	Chemical Manufacturing	18,310	19,230	920	5.0 %
493000	Warehousing and Storage	9,080	10,000	920	10.1 %
519000	Other Information Services	6,390	7,250	860	13.5 %
541800	Advertising and Related Services	12,670	13,500	830	6.6 %
621500	Medical and Diagnostic Laboratories	4,830	5,650	820	17.0 %
485000	Transit and Ground Passenger Transport	18,640	19,450	810	4.3 %
623900	Other Residential Care Facilities	5,540	6,290	750	13.5 %
611500	Technical and Trade Schools	2,440	3,180	740	30.3 %
624200	Community Food and Housing, and Emergency and Other Relief S	5,540	6,250	710	12.8 %
812900	Other Personal Services	7,090	7,800	710	10.0 %
488000	Support Activities for Transportation	6,520	7,200	680	10.4 %
813900	Business, Professional, Labor, Political, and Similar Organi	7,890	8,570	680	8.6 %
813300	Social Advocacy Organizations	8,140	8,800	660	8.1 %
561100	Office Administrative Services	8,490	9,130	640	7.5 %
339100	Medical Equipment and Supplies Manufacturing	11,000	11,500	500	4.5 %
541400	Specialized Design Services	3,700	4,200	500	13.5 %
561400	Business Support Services	9,800	10,270	470	4.8 %
813200	Grantmaking and Giving Services	4,510	4,950	440	9.8 %
712000	Museums, Historical Sites, and Similar Institution	5,420	5,830	410	7.6 %
621900	Other Ambulatory Health Care Services	7,130	7,450	320	4.5 %
512000	Motion Picture and Sound Recording Industries	6,250	6,550	300	4.8 %
515000	Broadcasting (except Internet)	5,380	5,650	270	5.0 %
487000	Scenic and Sightseeing Transportation	1,160	1,400	240	20.7 %
812200	Death Care Services	2,510	2,680	170	6.8 %
811000	Repair and Maintenance	25,050	25,200	150	0.6 %
484000	Truck Transportation	15,560	15,700	140	0.9 %
811200	Electronic and Precision Equipment Repair and Maintenance	3,510	3,630	120	3.4 %
530000	Real Estate and Rental and Leasing	42,300	42,400	100	0.2 %
811100	Automotive Repair and Maintenance	17,400	17,500	100	0.6 %
811300	Commercial and Industrial Machinery and Equipment (except Au	2,510	2,570	60	2.4 %



Commonwealth of Massachusetts Executive Office of Elder Affair Senior Community Service
Employment Program State Plan PYs 2012-2015

212300	Nonmetallic Mineral Mining and Quarrying	1,260	1,200	-60	-4.8 %
311000	Food Manufacturing	22,700	22,600	-100	-0.4 %
481000	Air Transportation	7,800	7,700	-100	-1.3 %
811400	Personal and Household Goods Repair and Maintenance	1,630	1,500	-130	-8.0 %
324000	Petroleum and Coal Products Manufacturing	960	800	-160	-16.7 %
324100	Petroleum and Coal Products Manufacturing	960	800	-160	-16.7 %
452000	General Merchandise Stores	42,900	42,700	-200	-0.5 %
325500	Paint, Coating, and Adhesive Manufacturing	2,030	1,800	-230	-11.3 %
336400	Aerospace Product and Parts Manufacturing	12,160	11,900	-260	-2.1 %
321000	Wood Product Manufacturing	2,590	2,300	-290	-11.2 %
325100	Basic Chemical Manufacturing	1,190	900	-290	-24.4 %
334200	Communications Equipment Manufacturing	4,000	3,700	-300	-7.5 %
312000	Beverage and Tobacco Product Manufacturing	2,600	2,290	-310	-11.9 %
312100	Beverage Manufacturing	2,600	2,290	-310	-11.9 %
561500	Travel Arrangement and Reservation Services	6,880	6,550	-330	-4.8 %
325200	Resin, Synthetic Rubber, and Artificial Synthetic Fibers and	2,820	2,450	-370	-13.1 %
336300	Motor Vehicle Parts Manufacturing	1,170	800	-370	-31.6 %
325900	Other Chemical Product and Preparation Manufacturing	1,590	1,200	-390	-24.5 %
492000	Couriers and Messengers	11,510	11,100	-410	-3.6 %
316000	Leather and Allied Product Manufacturing	1,720	1,240	-480	-27.9 %
327000	Nonmetallic Mineral Product Manufacturing	6,320	5,750	-570	-9.0 %
337000	Furniture and Related Product Manufacturing	5,380	4,800	-580	-10.8 %
314000	Textile Product Mills	3,010	2,280	-730	-24.3 %
930000	Total local government	101,300	100,560	-740	-0.7 %
999300	Local Government, Excluding Education and Hospitals	101,300	100,560	-740	-0.7 %
812300	Drycleaning and Laundry Services	8,950	8,200	-750	-8.4 %
336000	Transportation Equipment Manufacturing	14,350	13,500	-850	-5.9 %
454000	Nonstore Retailers	11,560	10,710	-850	-7.4 %
420000	Wholesale Trade	136,100	135,180	-920	-0.7 %
339000	Miscellaneous Manufacturing	21,460	20,500	-960	-4.5 %
331000	Primary Metal Manufacturing	4,550	3,540	-1,010	-22.2 %
524000	Insurance Carriers and Related Activities	65,600	64,500	-1,100	-1.7 %
451000	Sporting Goods, Hobby, Book, and Music Stores	17,400	16,240	-1,160	-6.7 %
550000	Management of Companies and Enterprises	61,300	60,000	-1,300	-2.1 %



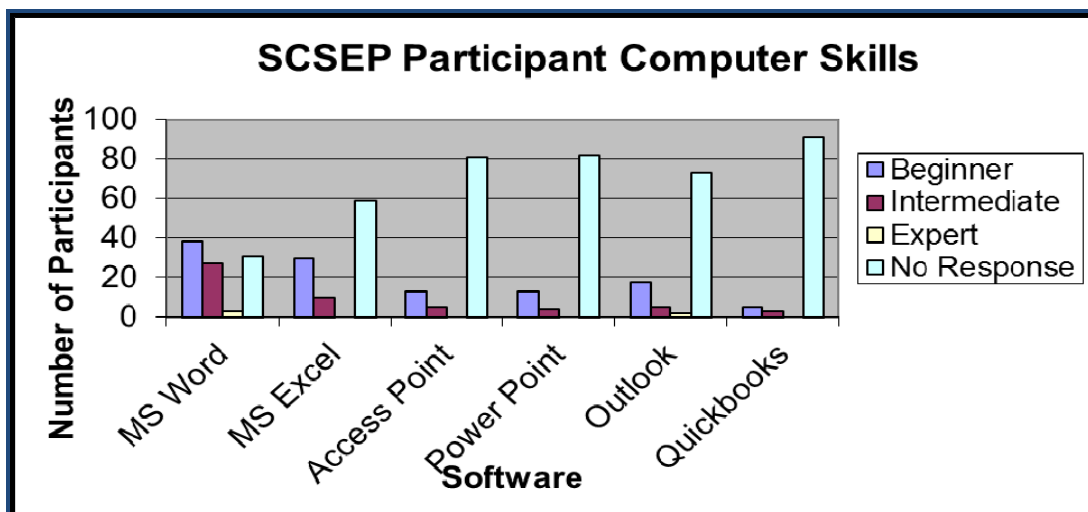
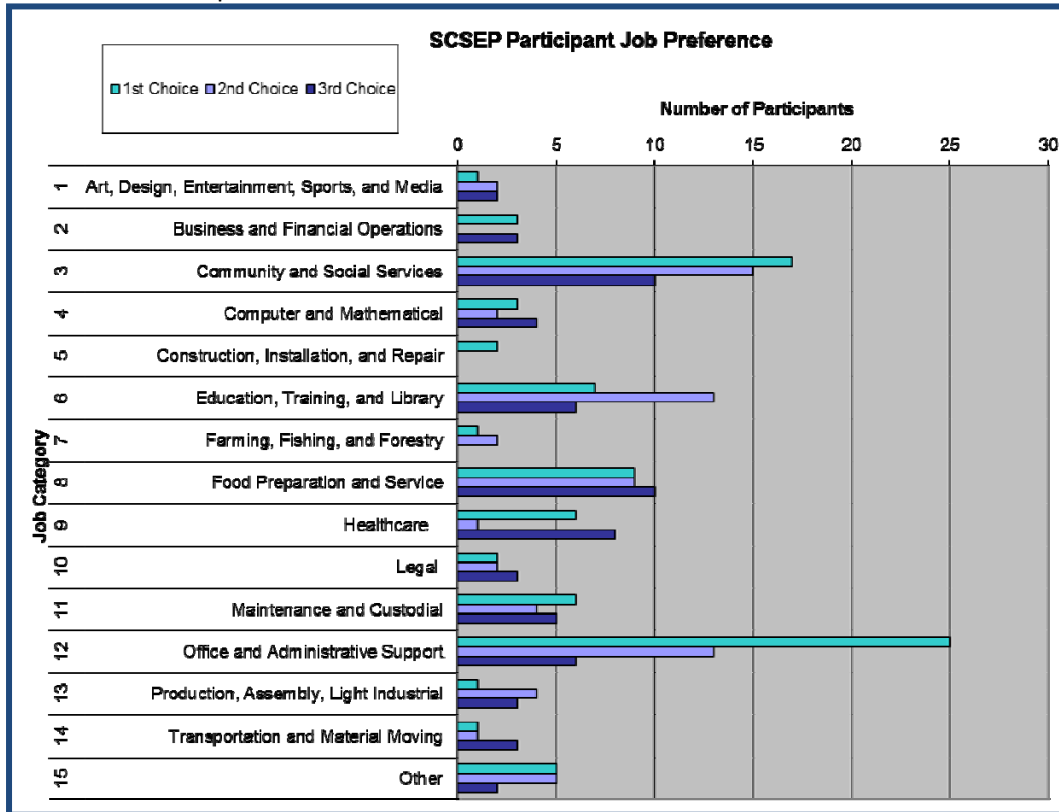
Commonwealth of Massachusetts Executive Office of Elder Affair Senior Community Service
Employment Program State Plan PYs 2012-2015

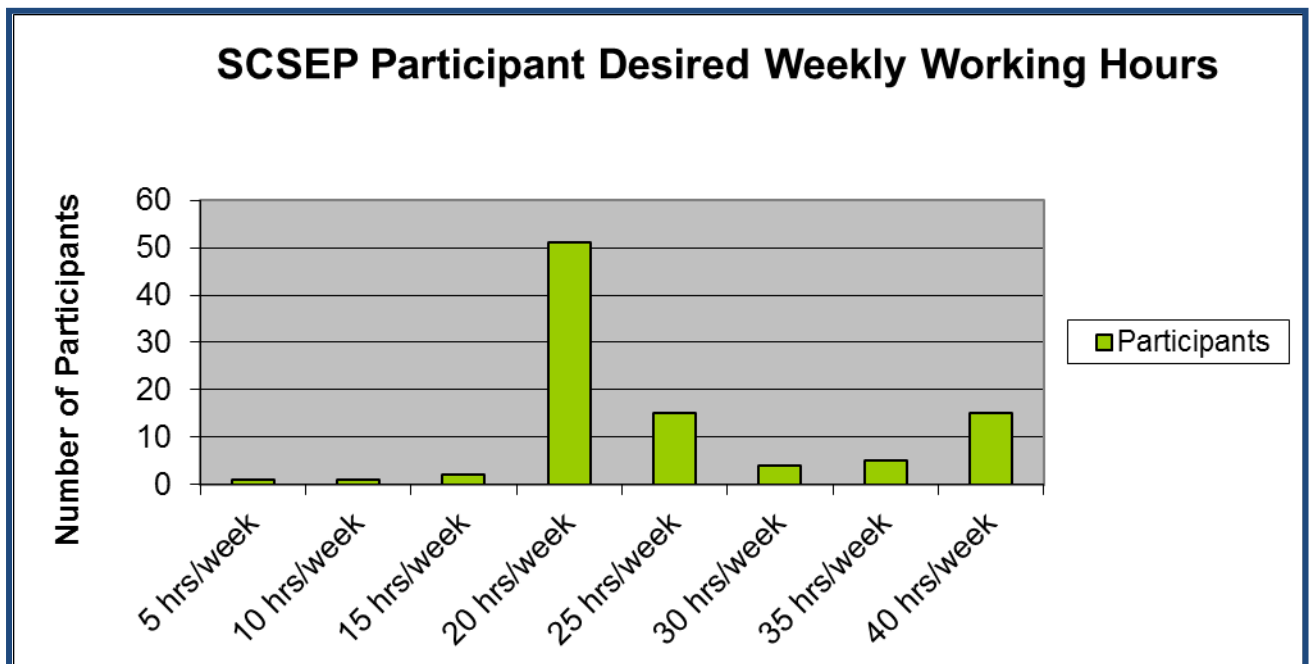
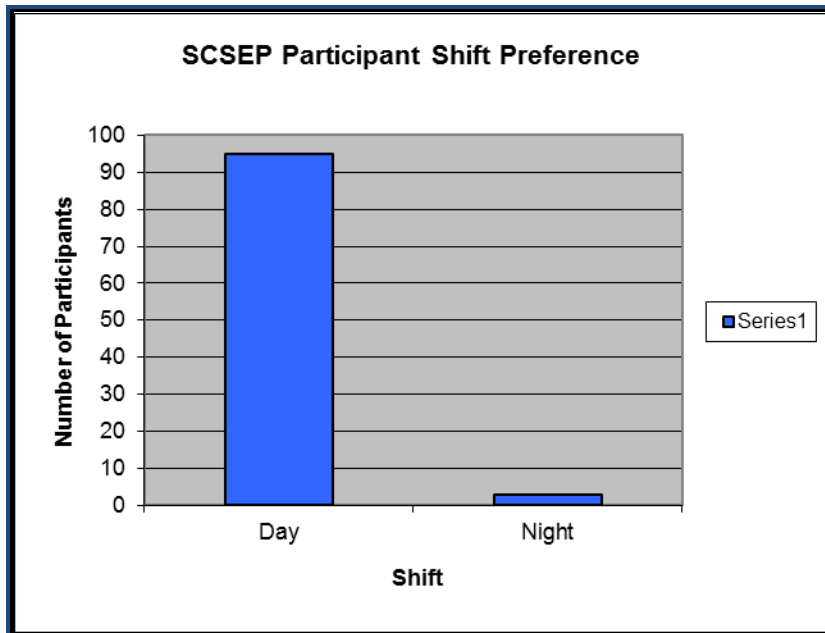
551000	Management of Companies and Enterprises	61,300	60,000	-1,300	-2.1 %
221000	Utilities	10,100	8,740	-1,360	-13.5 %
334500	Navigational, Measuring, Electromedical, and Control Instrum	28,300	26,900	-1,400	-4.9 %
339900	Other Miscellaneous Manufacturing	10,460	9,000	-1,460	-14.0 %
315000	Apparel Manufacturing	2,780	1,200	-1,580	-56.8 %
447000	Gasoline Stations	11,480	9,810	-1,670	-14.5 %
442000	Furniture and Home Furnishings Stores	11,800	10,100	-1,700	-14.4 %
453000	Miscellaneous Store Retailers	19,200	17,500	-1,700	-8.9 %
443000	Electronics and Appliance Stores	12,300	10,400	-1,900	-15.4 %
445000	Food and Beverage Stores	91,400	89,450	-1,950	-2.1 %
313000	Textile Mills	4,190	2,200	-1,990	-47.5 %
517000	Telecommunications	21,800	19,700	-2,100	-9.6 %
335000	Electrical Equipment, Appliance, and Component Manufacturing	11,600	9,450	-2,150	-18.5 %
444000	Building Material and Garden Equipment and Supplies Dealers	26,000	23,400	-2,600	-10.0 %
448000	Clothing and Clothing Accessories Stores	41,900	39,290	-2,610	-6.2 %
326000	Plastics and Rubber Products Manufacturing	13,900	11,230	-2,670	-19.2 %
323000	Printing and Related Support Activities	15,100	12,300	-2,800	-18.5 %
900000	Government	217,800	214,640	-3,160	-1.5 %
491100	Postal Service	20,300	16,900	-3,400	-16.7 %
523000	Securities, Commodity Contracts, and Other Financial Investm	49,500	46,000	-3,500	-7.1 %
441000	Motor Vehicle and Parts Dealers	34,300	30,700	-3,600	-10.5 %
322000	Paper Manufacturing	11,220	7,400	-3,820	-34.0 %
511100	Newspaper, Periodical, Book, and Directory Publishers	19,800	15,500	-4,300	-21.7 %
522000	Credit Intermediation and Related Activities	61,400	57,000	-4,400	-7.2 %
334100	Computer and Peripheral Equipment Manufacturing	14,000	9,400	-4,600	-32.9 %
334400	Semiconductor and Other Electronic Component Manufacturing	19,200	13,400	-5,800	-30.2 %
333000	Machinery Manufacturing	20,000	13,700	-6,300	-31.5 %
332000	Fabricated Metal Product Manufacturing	34,500	26,500	-8,000	-23.2 %
520000	Finance and Insurance	179,050	170,000	-9,050	-5.1 %
334000	Computer and Electronic Product Manufacturing	69,180	55,750	-13,430	-19.4 %
440000	Retail Trade	347,840	330,000	-17,840	-5.1 %
230000	Construction	132,500	105,000	-27,500	-20.8 %
310000	Manufacturing	286,420	238,560	-47,860	-16.7 %

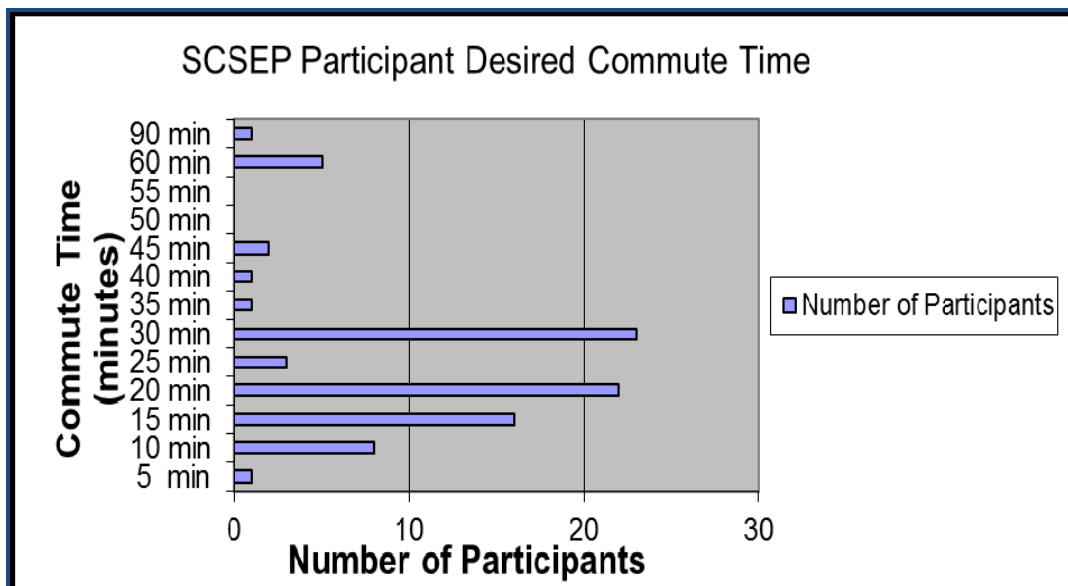
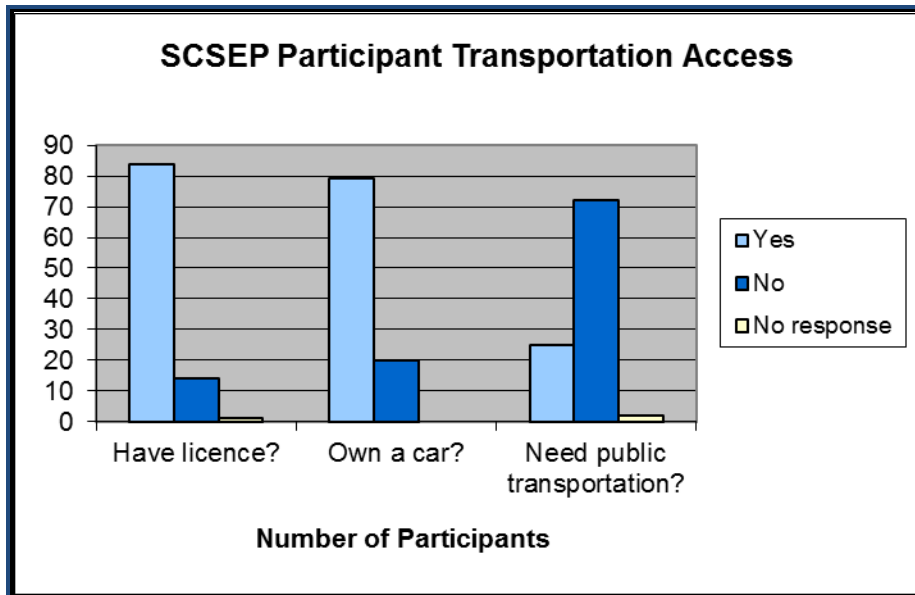


Appendix B. 2010 MA-SCSEP Participants Survey Results.

Number of Participants: 90









Appendix C. Current MA-SCSEP Host Agencies

Berkshire

INDUSTRY	AGENCIES	%
6. Education, Training & Library	1	1%
14 Personal Care & Service	6	10%
16. Protective Services	2	3%
17. Retail, Sales & Related	8	14%
2. Business & Financial Operations	2	3%
3. Community & Social Services	27	46%
6. Education, Training & Library	5	8%
7. Farming, Fishing & Forestry	1	2%
9. Healthcare	8	14%
TOTAL	59	100

Bristol

INDUSTRY	AGENCIES	%
10. Legal	5	14%
11. Maintenance &		
13. Office & Administrative Support	2	5%
14. Personal Care & Service	1	3%
2. Business & Financial Operations	2	5%
3. Community & Social Services	21	57%
7. Farming, Fishing, & Forestry	1	3%
9. Healthcare	3	8%
TOTAL	37	100%

Essex

INDUSTRY	AGENCIES	%
3. Community & Social Services	1	100%



Commonwealth of Massachusetts Executive Office of Elder Affair Senior Community Service
Employment Program State Plan PYs 2012-2015

Franklin

INDUSTRY	AGENCIES	%
3. Community & Social Services	1	100%

Hampden

INDUSTRY	AGENCIES	%
14. Personal Care & Service	1	2%
2. Business & Financial Operations	3	6%
3. Community & Social Services	34	71%
6. Education, Training & Library	4	8%
7. Farming, Fishing & Forestry	2	4%
9. Healthcare	4	8%
TOTAL	48	

Hampshire

INDUSTRY	AGENCIES	%
3. Community & Social Services	4	80%
6. Education, Training, & Library	1	20%
Total	5	



Commonwealth of Massachusetts Executive Office of Elder Affair Senior Community Service
Employment Program State Plan PYs 2012-2015

MIDDLESEX

INDUSTRY	AGENCIES	%
1. Art, Design, Entertainment, Sports, Media	2	11%
3. Community & Social Services	14	74%
9. Healthcare	3	16%

Norfolk

INDUSTRY	AGENCIES	%
3. Community & Social Services	9	75%
6. Education, Training, & Library	2	17%
14. Personal Care & Service	1	8%
Total	12	

Plymouth

INDUSTRY	AGENCIES	%
3. Community & Social Services	28	88%
6. Education, Training, & Library	2	6%
7. Farming, Fishing & Forestry	2	6%
10. Legal	1	3%
Total	33	



Commonwealth of Massachusetts Executive Office of Elder Affair Senior Community Service
Employment Program State Plan PYs 2012-2015

Suffolk

INDUSTRY	AGENCIES	%
3. Community & Social Services	14	78%
10. Legal	1	5%
9. Healthcare	1	5%
6. Education, Training, & Library	2	10%
Total	18	

Worcester

INDUSTRY	AGENCIES	%
3. Community & Social Services	15	79%
6. Education, Training, & Library	2	10%
9. Healthcare	2	10%
Total	19	100%



Public Comments Received via email.

I strongly support the continuation of SCSEP and its goals of providing training and work opportunities for older MA residents. We were fortunate to have a placement from SCSEP for more than a year, who was able to step into the role she had been trained for when an employee had to take a medical leave. We are very satisfied with the reliability, eagerness to learn and overall fit of the person placed with us by SCSEP. We have received another SCSEP placement for another role, who is also working out very well with our needs. Having programs like this to help seniors with minimal work experience or limited skills is very helpful for them to attain positions that could be improve their skill level and potential for longer term employment. It also helps the agencies who accept the placements to have the subsidy assisting their ability to fill another position until other funds become available.

Grace O'Donnell
Director of Elder Services
Callahan Center
535 Union Avenue
Framingham, MA 01702
508-532-5980

Hello:

I am very grateful to have had this program in my life.

In 2007, debilitating health due to advancing MS setbacks and the loss of my professional employment as a Dental Hygienist, resulted in both financial and personal "meltdown" for me. While waiting for SSDI to be approved, I had to liquidate over \$40,000 in personal resources to survive. I am single and own my own home. A new MS medication allowed me to do "marginal" work. I volunteered at the Freetown, MA COA.

It was here that I learned about this state program. I applied and was accepted. The extra money earned through this program has helped me remain in my home and remain solvent. The economy is still a struggle in Southeastern MA. I have sent numerous resumes and have many job interviews. I am limited in what I can do now, however, I am doing the best that I can with what I have.

Gratefully,

Paula Charette-Byers



Commonwealth of Massachusetts Executive Office of Elder Affair Senior Community Service
Employment Program State Plan PYs 2012-2015

Dear SCSEP,

As part of the request to submit public comments I would like to provide positive input for this program. I have been a citizen of Lancaster, MA for 27 years and am actively involved in community service. As such, I have visibility to many of the public activities of the Town. I have seen the results of this program that provides employment opportunities to eligible seniors. It has offered two major benefits in our Town; the ability for an elder citizen of Lancaster to provide a needed service to the community as well as providing this individual the opportunity to be more involved in the activities of the community and gain personal benefits from his participation. The services he delivers to the Town under this program have provided our community center with that extra work that helps keep the facility running during regular operating hours as well as support provided during special events.

I urge the State to continue to fund and support this program.

Steve Piazza
100 Old County Road
Lancaster, MA 01523
978 257-3938

Appendix A. Industry Projections for number of Jobs in Massachusetts

NAICS	Industry Sector	# of people employed	# of people employed2	Change	Change in %
Code		2008	2018	Level	Percent
0	Total Employment, All Jobs	3,509,120	3,621,548	112,428	3.2 %
620000	Health Care and Social Assistance	487,970	562,328	74,358	15.2 %
540000	Professional, Scientific, and Technical Services	259,500	327,230	67,730	26.1 %
621000	Ambulatory Health Care Services	140,390	166,690	26,300	18.7 %
610000	Educational Services	371,400	395,000	23,600	6.4 %
622000	Hospitals	183,600	205,858	22,258	12.1 %
541500	Computer Systems Design and Related Services	55,400	74,900	19,500	35.2 %
541600	Management, Scientific, and Technical Consulting Services	37,800	57,000	19,200	50.8 %
541700	Scientific Research and Development Services	43,700	59,000	15,300	35.0 %
560000	Remediat	167,510	181,960	14,450	8.6 %
624000	Social Assistance	67,590	80,820	13,230	19.6 %
623000	Nursing and Residential Care Facilities	96,390	108,960	12,570	13.0 %
561000	Administrative and Support Services	157,740	170,260	12,520	7.9 %
720000	Accommodation and Food Services	256,700	268,600	11,900	4.6 %
722000	Food Services and Drinking Places	222,200	232,800	10,600	4.8 %
810000	Other Services (Except Government)	120,810	130,300	9,490	7.9 %
611300	Colleges, Universities, and Professional Schools	146,580	155,680	9,100	6.2 %
624100	Individual and Family Services	30,400	39,370	8,970	29.5 %
611100	Elementary and Secondary Schools	199,100	207,500	8,400	4.2 %
621600	Home Health Care Services	24,600	32,570	7,970	32.4 %
621100	Offices of Physicians	50,400	57,500	7,100	14.1 %
6010	Self-Employed Workers, Primary Job	217,820	224,790	6,970	3.2 %
511200	Software Publishers	22,700	29,400	6,700	29.5 %
710000	Arts, Entertainment, and Recreation	49,100	54,970	5,870	12.0 %
813000	Religious, Grantmaking, Civic, Professional, and Similar Org	58,000	63,720	5,720	9.9 %
561700	Services to Buildings and Dwellings	50,900	56,500	5,600	11.0 %
623100	Nursing Care Facilities	58,280	63,000	4,720	8.1 %

510000	Information	89,140	93,750	4,610	5.2 %
541300	Architectural, Engineering, and Related Services	41,600	46,100	4,500	10.8 %
623200	Residential Mental Retardation, Mental Health and Substance	18,540	22,970	4,430	23.9 %
561300	Employment Services	59,800	64,200	4,400	7.4 %
713000	Amusement, Gambling, and Recreation Industries	33,700	38,000	4,300	12.8 %
621200	Offices of Dentists	21,680	25,600	3,920	18.1 %
812000	Personal and Laundry Services	37,760	41,380	3,620	9.6 %
812100	Personal Care Services	19,210	22,700	3,490	18.2 %
621400	Outpatient Care Centers	18,700	22,170	3,470	18.6 %
541900	Other Professional, Scientific, and Technical Services	11,830	15,000	3,170	26.8 %
541200	Accounting, Tax Preparation, Bookkeeping, and Payroll Servic	22,100	25,100	3,000	13.6 %
518000	Internet Service Providers, Web Search Portals, and Data Pro	6,820	9,700	2,880	42.2 %
518200	Data Processing, Hosting, and Related Services	6,820	9,700	2,880	42.2 %
611600	Other Schools and Instruction	10,240	13,000	2,760	27.0 %
813400	Civic and Social Organizations	18,470	21,200	2,730	14.8 %
621300	Offices of Other Health Practitioners	13,050	15,750	2,700	20.7 %
623300	Community Care Facilities for the Elderly	14,030	16,700	2,670	19.0 %
325400	Pharmaceutical and Medicine Manufacturing	9,590	12,100	2,510	26.2 %
624400	Child Day Care Services	23,200	25,700	2,500	10.8 %
480000	Transportation and Warehousing	74,400	76,800	2,400	3.2 %
511000	Publishing Industries	42,500	44,900	2,400	5.6 %
446000	Health and Personal Care Stores	27,600	29,700	2,100	7.6 %
562000	Waste Management and Remediation Service	9,770	11,700	1,930	19.8 %
561600	Investigation and Security Services	17,330	19,150	1,820	10.5 %
541100	Legal Services	30,700	32,430	1,730	5.6 %
611700	Educational Support Services	2,960	4,450	1,490	50.3 %
531000	Real Estate	30,600	32,000	1,400	4.6 %
721000	Accommodation	34,500	35,800	1,300	3.8 %
813100	Religious Organizations	18,990	20,200	1,210	6.4 %
711000	Performing Arts, Spectator Sports, and Related Industries	9,980	11,140	1,160	11.6 %
999100	Federal Government, Excluding Post Office	28,600	29,680	1,080	3.8 %
624300	Vocational Rehabilitation Services	8,450	9,500	1,050	12.4 %
325000	Chemical Manufacturing	18,310	19,230	920	5.0 %
493000	Warehousing and Storage	9,080	10,000	920	10.1 %

519000	Other Information Services	6,390	7,250	860	13.5 %
541800	Advertising and Related Services	12,670	13,500	830	6.6 %
621500	Medical and Diagnostic Laboratories	4,830	5,650	820	17.0 %
485000	Transit and Ground Passenger Transport	18,640	19,450	810	4.3 %
623900	Other Residential Care Facilities	5,540	6,290	750	13.5 %
611500	Technical and Trade Schools	2,440	3,180	740	30.3 %
624200	Community Food and Housing, and Emergency and Other Relief S	5,540	6,250	710	12.8 %
812900	Other Personal Services	7,090	7,800	710	10.0 %
488000	Support Activities for Transportation	6,520	7,200	680	10.4 %
813900	Business, Professional, Labor, Political, and Similar Organi	7,890	8,570	680	8.6 %
813300	Social Advocacy Organizations	8,140	8,800	660	8.1 %
561100	Office Administrative Services	8,490	9,130	640	7.5 %
339100	Medical Equipment and Supplies Manufacturing	11,000	11,500	500	4.5 %
541400	Specialized Design Services	3,700	4,200	500	13.5 %
561400	Business Support Services	9,800	10,270	470	4.8 %
813200	Grantmaking and Giving Services	4,510	4,950	440	9.8 %
712000	Museums, Historical Sites, and Similar Institution	5,420	5,830	410	7.6 %
621900	Other Ambulatory Health Care Services	7,130	7,450	320	4.5 %
512000	Motion Picture and Sound Recording Industries	6,250	6,550	300	4.8 %
515000	Broadcasting (except Internet)	5,380	5,650	270	5.0 %
487000	Scenic and Sightseeing Transportation	1,160	1,400	240	20.7 %
812200	Death Care Services	2,510	2,680	170	6.8 %
811000	Repair and Maintenance	25,050	25,200	150	0.6 %
484000	Truck Transportation	15,560	15,700	140	0.9 %
811200	Electronic and Precision Equipment Repair and Maintenance	3,510	3,630	120	3.4 %
530000	Real Estate and Rental and Leasing	42,300	42,400	100	0.2 %
811100	Automotive Repair and Maintenance	17,400	17,500	100	0.6 %
811300	Commercial and Industrial Machinery and Equipment (except Au	2,510	2,570	60	2.4 %
212300	Nonmetallic Mineral Mining and Quarrying	1,260	1,200	-60	-4.8 %
311000	Food Manufacturing	22,700	22,600	-100	-0.4 %
481000	Air Transportation	7,800	7,700	-100	-1.3 %
811400	Personal and Household Goods Repair and Maintenance	1,630	1,500	-130	-8.0 %
324000	Petroleum and Coal Products Manufacturing	960	800	-160	-16.7 %
324100	Petroleum and Coal Products Manufacturing	960	800	-160	-16.7 %

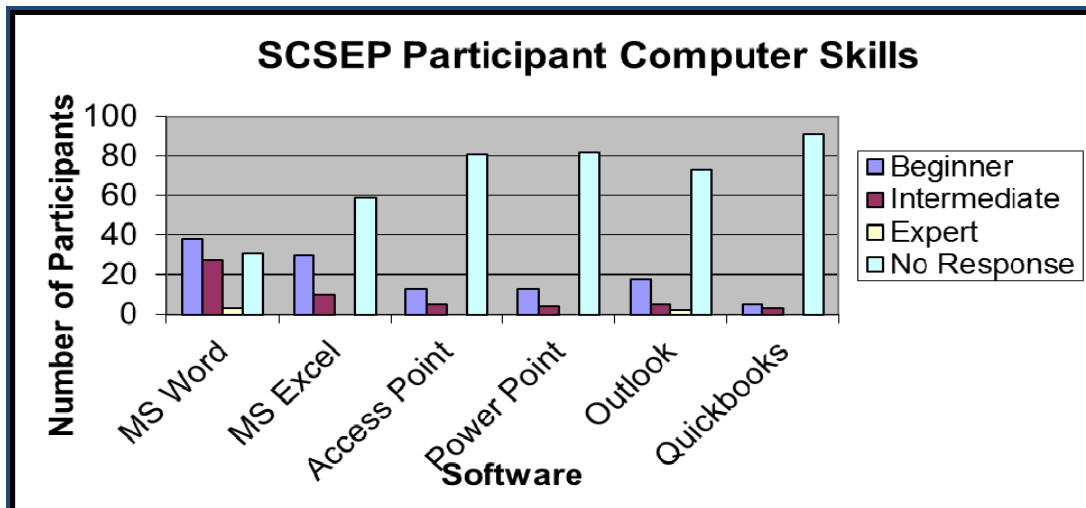
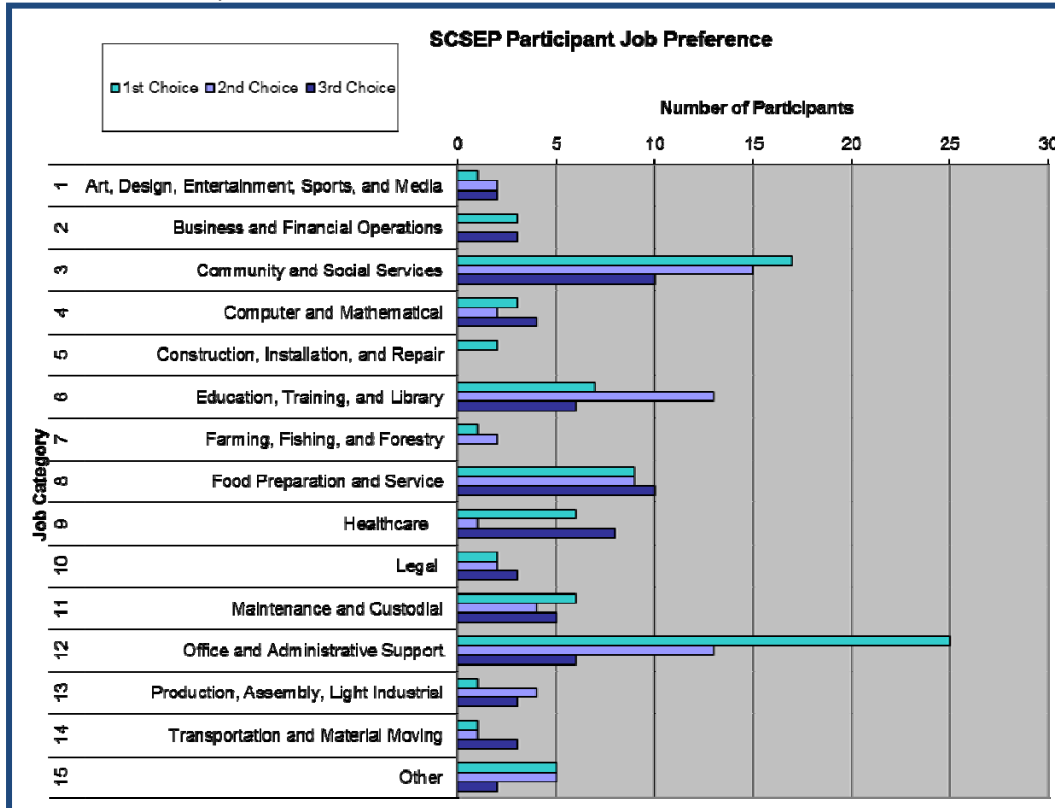
452000	General Merchandise Stores	42,900	42,700	-200	-0.5 %
325500	Paint, Coating, and Adhesive Manufacturing	2,030	1,800	-230	-11.3 %
336400	Aerospace Product and Parts Manufacturing	12,160	11,900	-260	-2.1 %
321000	Wood Product Manufacturing	2,590	2,300	-290	-11.2 %
325100	Basic Chemical Manufacturing	1,190	900	-290	-24.4 %
334200	Communications Equipment Manufacturing	4,000	3,700	-300	-7.5 %
312000	Beverage and Tobacco Product Manufacturing	2,600	2,290	-310	-11.9 %
312100	Beverage Manufacturing	2,600	2,290	-310	-11.9 %
561500	Travel Arrangement and Reservation Services	6,880	6,550	-330	-4.8 %
325200	Resin, Synthetic Rubber, and Artificial Synthetic Fibers and	2,820	2,450	-370	-13.1 %
336300	Motor Vehicle Parts Manufacturing	1,170	800	-370	-31.6 %
325900	Other Chemical Product and Preparation Manufacturing	1,590	1,200	-390	-24.5 %
492000	Couriers and Messengers	11,510	11,100	-410	-3.6 %
316000	Leather and Allied Product Manufacturing	1,720	1,240	-480	-27.9 %
327000	Nonmetallic Mineral Product Manufacturing	6,320	5,750	-570	-9.0 %
337000	Furniture and Related Product Manufacturing	5,380	4,800	-580	-10.8 %
314000	Textile Product Mills	3,010	2,280	-730	-24.3 %
930000	Total local government	101,300	100,560	-740	-0.7 %
999300	Local Government, Excluding Education and Hospitals	101,300	100,560	-740	-0.7 %
812300	Drycleaning and Laundry Services	8,950	8,200	-750	-8.4 %
336000	Transportation Equipment Manufacturing	14,350	13,500	-850	-5.9 %
454000	Nonstore Retailers	11,560	10,710	-850	-7.4 %
420000	Wholesale Trade	136,100	135,180	-920	-0.7 %
339000	Miscellaneous Manufacturing	21,460	20,500	-960	-4.5 %
331000	Primary Metal Manufacturing	4,550	3,540	-1,010	-22.2 %
524000	Insurance Carriers and Related Activities	65,600	64,500	-1,100	-1.7 %
451000	Sporting Goods, Hobby, Book, and Music Stores	17,400	16,240	-1,160	-6.7 %
550000	Management of Companies and Enterprises	61,300	60,000	-1,300	-2.1 %
551000	Management of Companies and Enterprises	61,300	60,000	-1,300	-2.1 %
221000	Utilities	10,100	8,740	-1,360	-13.5 %
334500	Navigational, Measuring, Electromedical, and Control Instrum	28,300	26,900	-1,400	-4.9 %
339900	Other Miscellaneous Manufacturing	10,460	9,000	-1,460	-14.0 %
315000	Apparel Manufacturing	2,780	1,200	-1,580	-56.8 %
447000	Gasoline Stations	11,480	9,810	-1,670	-14.5 %

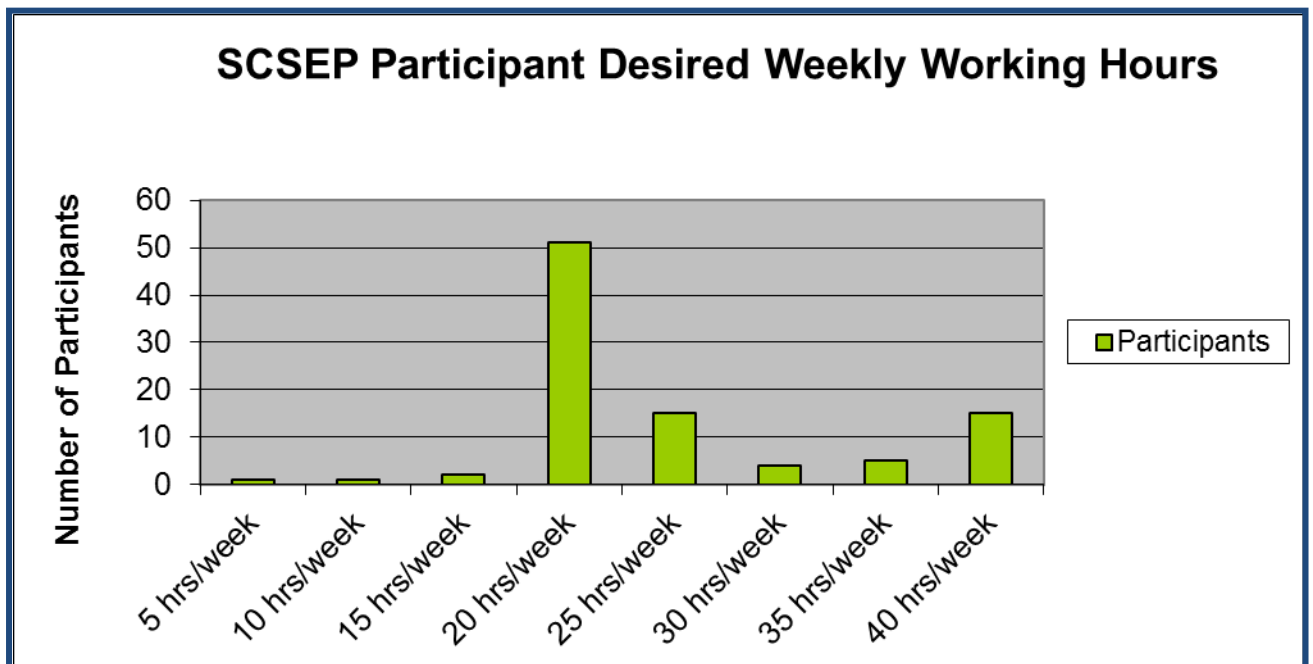
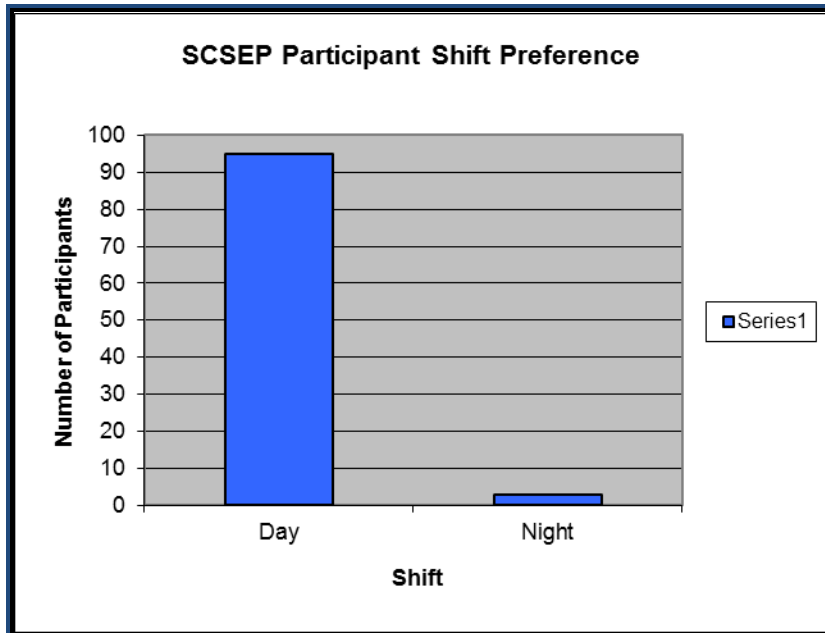
442000	Furniture and Home Furnishings Stores	11,800	10,100	-1,700	-14.4 %
453000	Miscellaneous Store Retailers	19,200	17,500	-1,700	-8.9 %
443000	Electronics and Appliance Stores	12,300	10,400	-1,900	-15.4 %
445000	Food and Beverage Stores	91,400	89,450	-1,950	-2.1 %
313000	Textile Mills	4,190	2,200	-1,990	-47.5 %
517000	Telecommunications	21,800	19,700	-2,100	-9.6 %
335000	Electrical Equipment, Appliance, and Component Manufacturing	11,600	9,450	-2,150	-18.5 %
444000	Building Material and Garden Equipment and Supplies Dealers	26,000	23,400	-2,600	-10.0 %
448000	Clothing and Clothing Accessories Stores	41,900	39,290	-2,610	-6.2 %
326000	Plastics and Rubber Products Manufacturing	13,900	11,230	-2,670	-19.2 %
323000	Printing and Related Support Activities	15,100	12,300	-2,800	-18.5 %
900000	Government	217,800	214,640	-3,160	-1.5 %
491100	Postal Service	20,300	16,900	-3,400	-16.7 %
523000	Securities, Commodity Contracts, and Other Financial Investm	49,500	46,000	-3,500	-7.1 %
441000	Motor Vehicle and Parts Dealers	34,300	30,700	-3,600	-10.5 %
322000	Paper Manufacturing	11,220	7,400	-3,820	-34.0 %
511100	Newspaper, Periodical, Book, and Directory Publishers	19,800	15,500	-4,300	-21.7 %
522000	Credit Intermediation and Related Activities	61,400	57,000	-4,400	-7.2 %
334100	Computer and Peripheral Equipment Manufacturing	14,000	9,400	-4,600	-32.9 %
334400	Semiconductor and Other Electronic Component Manufacturing	19,200	13,400	-5,800	-30.2 %
333000	Machinery Manufacturing	20,000	13,700	-6,300	-31.5 %
332000	Fabricated Metal Product Manufacturing	34,500	26,500	-8,000	-23.2 %
520000	Finance and Insurance	179,050	170,000	-9,050	-5.1 %
334000	Computer and Electronic Product Manufacturing	69,180	55,750	-13,430	-19.4 %
440000	Retail Trade	347,840	330,000	-17,840	-5.1 %
230000	Construction	132,500	105,000	-27,500	-20.8 %
310000	Manufacturing	286,420	238,560	-47,860	-16.7 %



Appendix B. 2010 MA-SCSEP Participants Survey Results.

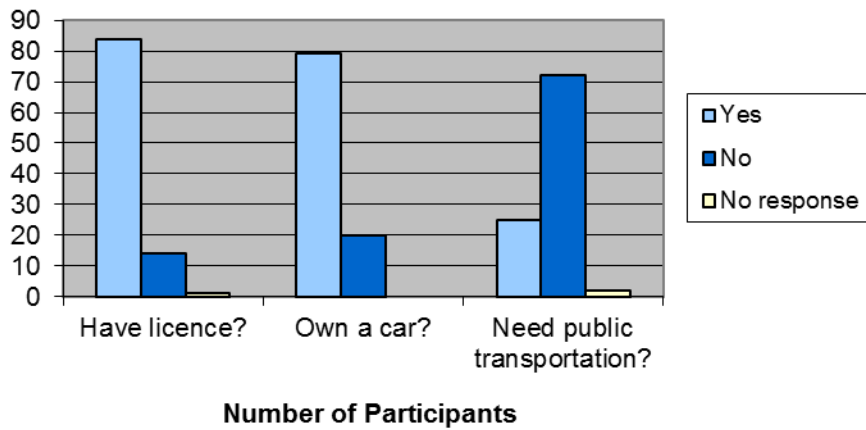
Number of Participants: 90



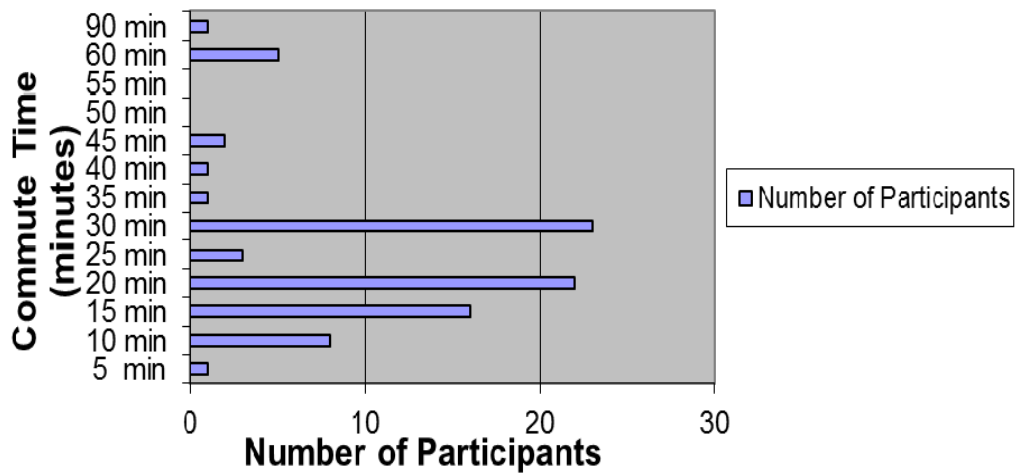




SCSEP Participant Transportation Access



SCSEP Participant Desired Commute Time





Appendix C. Current MA-SCSEP Host Agencies

Berkshire

INDUSTRY	AGENCIES	%
6. Education, Training & Library	1	
14 Personal Care & Service	6	10%
16. Protective Services	2	3%
17. Retail, Sales & Related	8	14%
2. Business & Financial Operations	2	3%
3. Community & Social Services	27	46%
6. Education, Training & Library	5	8%
7. Farming, Fishing & Forestry	1	2%
9. Healthcare	8	14%
TOTAL	59	100

Bristol

INDUSTRY	AGENCIES	%
10. Legal	5	14%
11. Maintenance &		
13. Office & Administrative Support	2	5%
14. Personal Care & Service	1	3%
2. Business & Financial Operations	2	5%
3. Community & Social Services	21	57%
7. Farming, Fishing, & Forestry	1	3%
9. Healthcare	3	8%
TOTAL	37	

Essex

INDUSTRY	AGENCIES	%
3. Community & Social Services	1	100%

Franklin

INDUSTRY	AGENCIES	%
3. Community & Social Services	1	100%

Hampden

INDUSTRY	AGENCIES	%
14. Personal Care & Service	1	2%
2. Business & Financial Operations	3	6%
3. Community & Social Services	34	71%
6. Education, Training & Library	4	8%
7. Farming, Fishing & Forestry	2	4%
9. Healthcare	4	8%
TOTAL	48	

Hampshire

INDUSTRY	AGENCIES	%
3. Community & Social Services	4	80%
6. Education, Training, & Library	1	20%
Total	5	



MIDDLESEX

INDUSTRY	AGENCIES	%
1. Art, Design, Entertainment, Sports, Media	2	11%
3. Community & Social Services	14	74%
9. Healthcare	3	16%

Worcester

INDUSTRY	AGENCIES	%
3. Community & Social Services	15	79%
6. Education, Training, & Library	2	10%
9. Healthcare	2	10%
Total	19	

Norfolk

INDUSTRY	AGENCIES	%
3. Community & Social Services	9	75%
6. Education, Training, & Library	2	17%
14. Personal Care & Service	1	8%
Total	12	

Plymouth

INDUSTRY	AGENCIES	%
3. Community & Social Services	28	88%
6. Education, Training, & Library	2	6%
7. Farming, Fishing & Forestry	2	6%
10. Legal	1	3%
Total	33	

Suffolk

INDUSTRY	AGENCIES	%
3. Community & Social Services	14	78%
10. Legal	1	5%
9. Healthcare	1	5%
6. Education, Training, & Library	2	10%
Total	18	