



Workforce Innovation and Opportunity Act

MassHire Workforce Boards and WIOA Partners

Local Memorandum of Understanding (MOU)

I. PURPOSE

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the **MassHire Hampden County Workforce Board**, with agreement of the **Chief Elected Official, Springfield Mayor Domenic J. Sarno**, and the **Hampden County MassHire Career Center Required Partners noted below**, relating to the operation of the MassHire Career Center delivery of service in the local workforce area.

The **MassHire Hampden County Workforce Board** will act as the convener of MOU negotiations and together with **Hampden County MHCC Required Partners**, will shape how local MassHire Career Center services are delivered.

This MOU defines the roles and responsibilities of the MHCC Required Partners to operationalize the delivery of services necessary to produce the best possible outcomes for shared customers – youth, job seekers and businesses.

The MOU may include other provisions agreed to by all parties that are consistent with all Partner programs, services and activities authorizing statutes and regulations.

II. MHCC REQUIRED PARTNERS

In accordance with WIOA Section 121(c), this Local Memorandum of Understanding has been developed and executed with agreement of the Chief Elected Official of the **MassHire Hampden County Workforce Area**, the **MassHire Hampden County Workforce Board (MHHCWB)**, and the Workforce Innovation and Opportunity Act (WIOA) MHCC Required Partners as defined by WIOA in WIOA Regulations 20 CFR Part 678.400 as mandatory Partners in the MassHire Career Centers and include, **for Hampden County**:

1. **The Adult Program** (Title I), as part of the MassHire Department of Career Services (MDCS), Executive Office of Labor and Workforce Development (EOLWD);
2. **The Dislocated Worker Program** (Title I), as part of MDCS/EOLWD;
3. **The Youth Program** (Title I), as part of MDCS/EOLWD;

4. **The Adult Education and Family Literacy Act Program** (Title II), as part of Adult and Community Learning Services (ACLS), Department of Elementary and Secondary Education (DESE) Executive Office of Education (EOE);
5. **The Wagner-Peyser Act Program** (Wagner-Peyser Act, as amended by Title III), as part of MDCS, EOLWD;
6. **The Vocational Rehabilitation Program** (Title I of the Rehabilitation Act of 1973, as amended by Title IV), as part of the Massachusetts Rehabilitation Commission (MRC) and Massachusetts Commission for the Blind (MCB), Executive Office of Health and Human Services (EOHHS);
7. **Federal-state unemployment compensation program**, as part of the Department of Unemployment Assistance (DUA), EOLWD;
8. **Trade Adjustment Assistance for Workers Programs** (Activities authorized under chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)), as part of DCS, EOLWD;
9. **Jobs for Veterans State Grants Program** (Programs authorized under 38, U.S.C. 4100 et. seq.) as part of DCS, EOLWD;
10. **Temporary Assistance for Needy Families Program** (42 U.S.C. 601 et seq.) as part of Department of Transitional Assistance (DTA), EOHHS;
11. **Employment and Training Programs under the Supplemental Nutrition Assistance Program**, (Programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C.2015(d)(4)), as part of DTA, EOHHS;
12. **Senior Community Service Employment Program** (Programs authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)).
13. Ex-Offender Program (Sec. 212 of the **Second Chance Act** of 2007)

Additional non-required Partners:

1. Springfield Technical Community College
2. Holyoke Community College
3. Westover Job Corps Center
4. Way Finders

III. DURATION OF THE MOU

WIOA Section 121(c) (g) requires that the MOU shall be reviewed not less than once every 3-year period to ensure appropriate funding and delivery of services, also including effectiveness, physical and programmatic accessibility. WIOA Regulations Subpart C 20 CFR Part 678.500 further requires MOU renewal following the 3-year review if substantial changes have occurred.

This agreement shall commence on **July 1, 2021** and shall terminate on **June 30, 2024**, unless otherwise terminated by agreement of all parties or superseded.

IV. ASSURANCES

The *MassHire Hampden Workforce Board* and the *Hampden County MHCC Required and non-Required Partners* agree to conduct the following activities at the local level:

1. Enter into a local MOU with the MHHCWB relating to operation of the Hampden County MHCC delivery system.
2. Participate in the operation of the Hampden County MHCC delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of Federal laws authorizing the programs and activities.
3. Agree to serve Shared Customers and define how multiple providers, services and resources should support youth, job seekers, and businesses.
4. Utilize the Hampden County MHCC Customer Flow and incorporate partner agency points of referral whether in-person or virtual to ensure accessibility and availability of programs and services for shared customers.
5. Ensure the effective use of modern tools and technology that enable shared customers to access needed services to complete program participation and achieve training and employment goals.
6. Develop a process for partner communication, referrals, enrollment, and sharing outcome information on shared customers to staff. And develop a process to review data on shared customers.
7. Use a portion of the funds available for programs and activities to maintain the Hampden County MHCC delivery system, including infrastructure and shared costs of Hampden County MHCC, through methods agreed upon by the Local Board, Chief Elected Official, and Partners. If no consensus on methods is reached, the Governor, after consultation with the Chief Elected Official, Local Board, and State Board shall determine the portion of funds to be provided (WIOA sec. 121(a) (h) (1) (C)).
8. Provide representation on the MHHCWB to the extent possible and/or participate in MHHCWB ad hoc activities/events or on standing committees.
9. Convene locally as an MOU Team at least quarterly and agree to the roles and responsibilities each Partner will have in the development of a diversity, equitable, and inclusive integrated service delivery strategy that meets the needs of customers and businesses.
10. The MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once every 3-year period to ensure appropriate funding and delivery of services. The MOU must be updated to reflect any change in the MHCC Partner infrastructure cost contributions.

V. MEMORANDUM OF UNDERSTANDING CONTENT

Please include a description of the following:

1. A description of the process to develop an MOU, career pathway models for populations, and shared customers.

Process to develop MOU: MHHCWB conducted one-on-one meetings with Core Partners in April and May, 2021. Discussions included any changes to the target population of the core partner agency, including barriers to education and employment as a result of the pandemic, changes to partner infrastructure and service delivery, and assessment of current and future partnerships with Hampden County MHCCs and other Core Partners

MHHCWB convened all Core Partners on May 12, 2021 to review the goals and process of MOU development and implementation, to review the MOU template, and to discuss priority focus areas for collaboration in FY22.

Defining Shared Customers: The MOU Partners will continue to collaborate to serve job seeking shared customers, defined as job seekers who require services from one or more MOU Partner to prepare for success in post-secondary education, job training, and/or employment. MOU Partner Co-location Schedule (Attachment A) identifies staff at each agency responsible for identification and referral of shared customers. MOU Partners will also collaborate to serve employer shared customers, defined as employers with workforce needs that could be met by customers from one or more partner agency.

Career Pathways Models: All MOU Partners will continue to collaborate to provide an integrated system that aligns with the needs of priority sectors and occupations in Hampden County and provides job seekers with education, training, employment and support services that prepare them to enter career pathways leading to family-sustaining wages, as seen in "Hampden County Workforce Region Career Pathway Model" (Attachment B) adapted from CLASP's Alliance for Quality Career Pathways Initiative. Career pathway models are being developed for specific industry sectors with input from local employers and labor market information, and adapted for specific populations through the inclusion of multiple entry and exit points. See more in section 8.

2. A description of the needs and size of the WIOA priority populations and other key customer groups in the region identified by the MOU Partners. At a minimum, WIOA requires that each local MOU address: unemployment insurance claimants; low-income adults including TANF and SNAP recipients, homeless; Adult Education participants (Title II); individuals with disabilities (Vocational Rehabilitation Title IV); Veterans; older workers (Title V); re-entry populations (program authorized by the Second Chance Act) ; and, youth, including youth with barriers to employment including youth participating in YouthBuild and Job Corps programs.

Unemployment Insurance Claimants

Population: Anyone who applies for and is approved for unemployment insurance.

Educational and service needs: Because the UI Claimant population is quite broad, the educational and service needs vary greatly. Claimants may need high school completion courses or may need job re-training to enter a new industry.

How population will benefit from MHCC services: UI Claimants receiving career center services such as resume building, interviewing skills and online job search assistance may be able to

become reemployed sooner.

MHCC service differentiation: Based on the initial assessment of the UI Claimant MHCC services should be tailored to meet the claimants' specific needs.

Low-income adults

Population: The Department of Transitional Assistance (DTA) primarily serves low-income, disabled, chronically un/underemployed individuals, most often with family dependents and significant barriers to education, training, and employment. Customers are most often served through the Supplemental Nutrition Assistance Program (SNAP), and may also be eligible for Temporary Assistance for Needy Families (TANF) to provide financial assistance and related support services.

Educational and service needs: In addition to financial assistance, many DTA customers require intensive case management and career counseling to develop basic education, occupational, and employability skills. Support in planning for childcare, transportation, housing, legal services, and family stabilization is often required.

How population will benefit from MHCC services: Access to business/employer relationships – information from local industries about employment opportunities and requirements; guidance on training vendor performance, cost and services, and access to training opportunities. Access to MHCC information on specific priority sectors, occupations and career pathways will greatly benefit the population.

MHCC service differentiation: MHCC services, including pace of workshops and level of support available for self-service resources, should be more accessible to adults with low reading, writing, and computer skill levels. Job search and placement services should include strategies to support those who have very limited work experience.

Adult Education participants

Population: The Adult Education (AE) system primarily serves adults who do not have a high school diploma or high school equivalency credential, or adults who do not have sufficient English language skills to be successful in college or career. The AE system also recognizes but has limited capacity to serve the large population of individuals who have a high school credential but have significant academic deficiencies that prevent them from pursuing further education or employment.

Educational and service needs: Many adult learners require individualized planning and support to access services that will help them make progress toward their goals. Experiential learning and supported work experiences greatly benefit the population and increase the likelihood of persistence to completion of training certificates, college degrees, or retention of employment. Many learners begin with very low academic skill levels and need employment opportunities that allow them to work while making a long-term commitment to complete HiSet or GED. Workplace readiness skill development is a significant need. Population often needs skill development to prepare for training opportunities. Child care, transportation, and lack of income are barriers to education and training required to gain employment. For some, undiagnosed or undisclosed mental health issues or learning disabilities present significant barriers to acquiring and retaining employment and need to be addressed.

How population will benefit from MHCC services: Access to employer relationships; information from local industries about employment opportunities and requirements; guidance on training vendor performance, cost and services. ABE programs specialize in

moving learners to higher literacy and language skill levels, and provide general career awareness and workplace readiness skill development. Access to MHCC information on priority industries, occupations and training opportunities will greatly benefit population. MHCC service differentiation: MHCC services, including pace of workshops and level of support available for self-service resources, should be more accessible to adults with low reading, writing, and computer skills. Virtual services are particularly useful to this population, and should be maintained whenever possible even when in-person services resume. Job search and placement services should include strategies to support those who have never worked in the U.S. and who may have experience and credentials from other countries.

Individuals with disabilities

Population: Anyone with a documented disability that impacts at least 3 life functions is eligible for MRC services; anyone who is identified by a physician as legally blind, has a substantial impediment to employment and requires Vocational Rehabilitation (VR) services is eligible for MCB services. Services include education, skill development, technical training, job development and placement, and post-employment support.

Educational and service needs: Most individuals require and receive comprehensive one-on-one case management and counseling that results in an individual vocational plan. Individuals often require intensive post-employment support, including ongoing coaching and case management. Many individuals require mobility training, adaptive technology, and independent living skill development. Work readiness skill development is a priority; transportation and CORI issues are frequent barriers.

How population will benefit from MHCC services: While MRC and MCB provide many of the same individualized career services offered at the MHCCs, the population will benefit from partners sharing information on education, training, and employment opportunities. MRC, MCB and the MHCCs can collaborate in education and training, which will increase the number of customers who can access these services. MHCCs can refer customers to MRC and MCB to meet specialized needs of individuals with disabilities.

MHCC Service Differentiation: MHCC staff should have knowledge of current services available to individuals with disabilities; MHCC services should be adapted to ensure full accessibility to people with physical and mental disabilities and visual impairment.

Veterans

Population: Veterans with barriers to employment, including but not limited to homelessness, incarceration, service-connected disabilities, Sec. 115 recipients, low-income, recent return from military service, and lacking a high school diploma/credential.

Educational and service needs: Most veteran customers being served through Veterans Employment and Training Programs need basic academic skill development to be prepared for entry level jobs. Most customers need basic computer skill development and many need housing, healthcare, and food assistance. Many customers also need essential skill development, particularly in professional attitude, maintaining positive working relationships, and timeliness. Transportation, mental health challenges, substance use disorders, lack of or inconsistency in work history, and CORI issues are also frequent barriers to employment.

How population will benefit from MHCC services: The Veterans Employment and Training Program is very well integrated into both Hampden County MHCCs, but the population will benefit from additional support during and after transition to employment.

MHCC service differentiation: Because Veteran Representatives have been co-located at MHCC's, services have been adapted to meet needs of this population, including intake, needs assessment, case management, and job development.

Older Workers

Population: Anyone 55 years or older, legally eligible to work in the United States, currently unemployed with income at 125% of the Federal Poverty Level is eligible for the Senior Community Service Employment Program (SCSEP), the only Federal program specifically targeting older adults seeking employment and training assistance. SCSEP is a job training program. Veterans and homeless seniors are prioritized. Participants are paid an hourly rate for up to twenty hours per week. Participants are placed in non-profit or government host agency sites at which they receive training.

Educational and service needs: Educational achievement and work experience is assessed and referrals are made to appropriate partners for services to enhance participant ability to secure unsubsidized employment. Computer and technology skill development is often necessary.

How population will benefit from MHCC services: Older workers will benefit from having access to the range of supports, services and opportunities offered by MHCCs and other core partners as they seek training and employment.

MHCC service differentiation: The existing relationship between MHCCs and SCSEP demonstrates that MHCC staff understands the value of the mature worker to employers and there should not be significant changes to current services. SCSEP staff will continue to keep MHCC staff informed of and knowledgeable about SCSEP eligibility, goals and populations.

Re-entry populations

Population: Formerly incarcerated individuals seeking employment as they reintegrate into the community.

Educational and service needs: Many individuals in this population lack work experience and require services related to basic education, financial and digital literacy, and job readiness skill development. Most have participated in some education and career planning during incarceration, but require additional specialized assistance addressing barriers related to criminal history. Many begin with very low academic skill levels and need employment opportunities that allow them to work while making a long-term commitment to complete HiSet or GED. Child care, transportation, and lack of income are barriers to education and training required to gain employment. For some, undiagnosed or undisclosed mental health issues, learning disabilities, and/or substance abuse present significant barriers to acquiring and retaining employment and need to be addressed.

How population will benefit from MHCC services: Access to employer relationships; information from local industries about employment opportunities; guidance on training vendor performance, cost and services. Access to MHCC information on specific priority industries, occupations and training opportunities will greatly benefit population.

MHCC service differentiation: MHCC services, including pace of workshops and level of support available for self-service resources, should be more accessible to adults with low reading, writing, and computer skill levels. Job search and placement services should include strategies to support those who have very limited work experience. MHCC staff working with formerly incarcerated individuals should be familiar with specific barriers to employment and tailor services to address these needs.

Youth

Population: Anyone aged 14-24, legally eligible to work in the United States and who meet the WIOA Youth Title I eligibility criteria is eligible for the WIOA Youth Program. In Hampden County, MHHWCWB provides the WIOA Youth Framework Services and procures service providers to provide comprehensive WIOA youth services, inclusive of the 14 required elements. The MHCCs do not receive any WIOA youth funding, but do serve youth in other capacities (via Wagner-Peyser and state line item funding, and other youth funding they may secure).

Educational and service needs: With 75% of WIOA funding for out-of-school youth, and in Hampden County, nearly 100% of those being high-school drop-outs, attainment of a GED or HiSet is critical while educational achievement and completion of high school is the focus of services to in-school youth. Work experience is a critical component and other required elements are assessed and services are provided accordingly, including referrals to appropriate partners for services to enhance participant ability to secure unsubsidized employment. Computer and technology skill development is often necessary.

How population will benefit from MHCC services: Youth will benefit from having access to the range of supports, services and opportunities offered by MHCCs and other core partners as they seek training and employment.

MHCC service differentiation: The existing relationship between MHCCs and youth partners will be articulated and further developed through a separate MOU between MHHWCWB, the MHCC operators and their youth-oriented programs, the region's WIOA Title I Youth service providers, YouthWorks providers, DESE School-to-Career Connecting Activities (STC-CA) funded partners, the Westover Job Corps Center, the Massachusetts Rehabilitation Commission/Massachusetts Commission for the Blind (MRC/MCB) WIOA 15% funded youth program/activities and the Department of Transitional Assistance (DTA) funded youth program/activities as they relate to the operation of youth services and programs in Hampden County (See Attachment C). That MOU is designed to specifically align and coordinate the delivery of WIOA and other services to youth aged 14-24 with the other MHHWCWB youth-funded programs and will augment this MOU.

3. A description of the continuum of services available for each priority population in the local workforce area based on a customer-centered design or career pathway model. Include a description or a visual of the customer flow across MOU partners, and a description of how each priority population are served through the partnership. The description should include:
 - a. The process for partner referrals of individuals to MHCCs for services and subsequent shared customer designation. The types of supports and services available for each priority population through the MOU partners (both MHCC Required Partners and non-Required Partners) that promote the education, training and career advancement of individuals receiving services. Stipulate the roles of the MOU partners in providing supports and services.
 - b. The process for partner referrals of individuals to MHCCs for services and subsequent shared customer designation.
 - c. Methods for referring individuals or business customers between the

partners for appropriate services and activities.

The Customer Centered Service Design Flowchart (Attachment D) describes the referral process and shared customer designation process for all MOU partners. Each Core Partner has its own referral form and internal Point of Contact (POC) who will collect referrals from agency staff, and submit to MHCC POC. Referred customers will complete an orientation, and preliminary need, skill, and eligibility assessments, at which point they will be designated as a shared customer in the MOSES system. Customers will then embark on career action planning and will engage in appropriate services, which may include MHCC seminars, resume writing, LMI Assessment, case management, job search and/or training, and referral to employment.

The WIOA MOU Continuum of Services (Attachment E) describes each service category and outlines services provided by MHCCs and MOU Partners within each category. Specific needs for each priority population are also listed for each service category.

4. A description of the continuum of services available for business customers in the local workforce area based on a customer-centered design or career pathway model. Include a description or visual for the business customer flow across MOU partners in the local area, including the types of supports and services available, the roles of the organizations in providing integrated services and referrals between organizations for the business customers.

MHHCWB, its WIOA Core Partners, and both Hampden County MHCC Operators follow a demand-driven, employer led engagement model that is focused on solutions and creating positive outcomes for both employers and job seekers. In order to operationalize this model, MHHCWB utilizes an Employer Engagement Framework (Attachment F) to provide strategic direction in service delivery to business customers, including processes to research and analyze priority industry sectors and known and prospective employers, and meet industry and employer needs. The Framework is aligned with the Goals and Strategies focused on employer engagement that are contained in the Pioneer Valley Labor Market Blueprint and the UPDATED Blueprint (September 2020) that has been have been approved by the MA Workforce Skills Cabinet.

The Hampden County MHCCs have successfully merged their business services teams to become MassHire Hampden County Business Solutions, a strategic, coordinated, integrated demand driven response ensuring a systemic response to matching job seekers to career pathway employment opportunities. Hampden County Business Solutions will provide services to employers consistent with WIOA principles and state-adopted standards for “demand-driven” strategies, and will devote considerable resources and efforts to developing effective and valuable relationships with employers. Services will be coordinated with WIOA Core Partners and will follow Virtual Contact to Business Customer Flow Chart (Attachment G) which outlines service delivery from initial contact through successful outcome, including needs assessment, job order processing, job development, and work based learning opportunities, including Registered Apprenticeships and On-the-

Job Training. MOU partners will collaborate to expand business engagement, with a specific focus on engaging businesses in the development of Career Pathway models in Healthcare, Manufacturing, Education, and Information Technology.

5. A description of agreements and efforts to integrate principles of diversity, equity and inclusion in the local partnership and service delivery.

Multiple MOU partners are actively engaged in Diversity, Equity and Inclusion work that aligns with the state-level MassHire Diversity, Equity and Inclusion (DEI) Committee's objective to instill principles and actions of racial equity to build an inclusive workforce system. In Year 1 of the MOU, partners will share strategies and identify opportunities to collaborate to ensure that DEI principles are integrated into shared customer program and policy development, service delivery, shared staff professional development. This work will be documented and advanced in each year of the MOU.

6. A description of the access to technology and materials available through MassHire Career Center delivery system.

MHHCWB has worked with each partner carrying out core programs to understand specific educational and services needs of priority populations, and ensure that all services are accessible to job seekers with barriers to employment. Access to services provided through the MHCC delivery system is enabled through a variety of access points both physical and technological. The Hampden County MHCCs are equipped with robust technology tools and training opportunities to scale-up practices and provide more significant supports for individuals with barriers to employment, including basic skills assessment, remediation, occupational training opportunities, on-the-job training, on-line job search strategies, career change tools, LinkedIn, Transferrable Occupational Relationship Quotient (TORQ), Help Wanted Analytics, SkillSmart, WorkKeys Curriculum, ONET Profiler, and many other career development tools. In addition, the following adaptive equipment allows the MHCCs the ability to service individuals with disabilities: the Deviance Low Vision Reader, Hearing Impaired Phones, LCD magnifiers/projector, updated Dragon Naturally Speaking speech recognition software JAWS (computer screen reader for electronic text), oversized keyboards, assistive listening device, accessible work stations, Zoom text and more. MHCC services, including the addition of virtual workshops and support available for self-service resources have been made more accessible to adults with low levels of reading, writing, and computer skills. Job search and placement services include strategies to support those who have never worked in the U.S. and who may have experience and credentials from other countries. MHCC staff have knowledge of current services available to people with physical and mental disabilities and visual impairment, Veterans, and mature workers. Staff from entities carrying out core programs are co-located at the MHCCs and work closely with Career Center staff to ensure expanded access for priority populations.

7. Where applicable, a description of access to MassHire Career Center services (in-person, virtual, etc.) during times when specific customers from MHCC Required Partner programs

are available outside regular hours of operation (e.g. evenings and weekends). [This component is locally negotiated based on resources and approved at a state-level when staffing contracts are involved.]

The addition of virtual services and technology tools and training at both Hampden County MHCCs have expanded access for individuals with various barriers to training and employment, as these services can be accessed anytime and anywhere, and can be accessed with support from a teacher or case manager. Remote and virtual services include Veteran priority of services information and provision, case management for WIOA Title I and other grant or contract related program enrolled individuals, services for customers living with disabilities, DUA application and assistance when on-site, DUA Level 1 and Level 2 assistance provided virtually. Also provided remotely are RESEA Review and triage services, Mature Worker, Re-Entry and Recovery Services, Homeless referrals and career services support, job development and job matching, Adult Education and Family Literacy Act Program (Title III-including ABE, HiSet/GED, ESOL referrals), and job or personal stress referrals, as well as access to supportive staff who are available on-line and telephonically. With the exception of DUA Level 1 and 2 support, the above are all provided both on-site and virtually. Hampden County Business Solutions combined job postings, Hot Jobs Board, and Education and Training information, also are viewable remotely. On-site services include RC computer access, fax machine, copier, and telephones; hard copies of industry occupation information, directories, company specific applications and referrals, Hampden County Business Services combined job postings, Hot Jobs Board, Education and Training information. Staff from entities carrying out core programs are co-located at the Career Centers and work closely with Career Center staff to ensure expanded access for priority populations. On-site access is available at MHCCs that are located on public transportation routes and offer hours that include at least one evening for those customers who cannot visit during daytime hours. Both Centers have developed their web access functionality to enable both job seekers and employers the ability to access services electronically. Examples include an "Ask the Counselor" service, a library of computer and job search webinars, and the ability to search and post job orders via the internet. Staff also provide services in locations other than the MHCC facility through job fairs, recruiting for training programs, visits to local high schools as well as teleconferencing capabilities. Additionally, social media (Twitter, LinkedIn and texting) are utilized to inform both job seeker and business customers about events and programs that might be of interest to them.

8. A description of partner engagement toward building skilled worker pipelines for priority and critical industries and occupations as identified in the region's Regional Labor Market blueprint (e.g. outreach, recruitment, planning for workforce training initiatives, etc.)

MHHCWB is working with employers and MOU partners on the development of career pathways in multiple Priority Occupations, defined as jobs that are currently in demand and expected to grow; have pathways that lead to family sustaining wages; and are accessible to workers without a college degree. Collaboration includes strategies to

improve career readiness/essential skills, and career pathways specific occupations in Healthcare (Medical Assistant, Social & Human Services Assistant), Manufacturing (Machinist), Education (Paraprofessional, Early Education Lead Teacher) and Information Technology (Computer User Support, Cybersecurity Analyst) industries. MHHCWB has developed a template (Attachment H) for use with partners that compiles information on each Priority Occupation and describes skills and requirements, steps in the career ladder, training providers, and employers. This work will be done in conjunction with the implementation of the Pioneer Valley Regional Blueprint.

9. A plan for cross-training staff, including training on WIOA Required Partner programs, eligibility requirements, and services.

MHHCWB will convene monthly meetings with MHCC and MOU Partner agency staff to share information and strategies to effectively serve exiting shared customers, and to coordinate marketing and outreach for programs and services for jobseekers, youth and businesses. In addition, MHHCWB will coordinate bi-annual cross-training events for staff from all MHCCs and MOU Partners to learn about existing and new programs and services. Together these strategies will strengthen relationships between staff at core partner agencies, and will enhance staff capabilities to improve the quality of services and outcomes for shared customers.

10. A plan for coordinating marketing and outreach of programs and services for jobseekers, youth and businesses.

MHHCWB will convene monthly meetings with MHCC and MOU Partner agency staff to share information and strategies to effectively serve exiting shared customers, and to coordinate marketing and outreach for programs and services for jobseekers, youth and businesses.

11. Identify a plan for ongoing recognition and celebration of staff, partner and customer success, including nominating teams and individuals for MassHire Awards.

MHHCWB will invite input from all MOU Partners during the nomination period for MassHire Awards each year. All nominations will be shared with MOU Leadership Team at the appropriate quarterly meeting, and will recognize and celebrate staff and partnership success.

12. Assurances of participation of the MHCC Required Partners in the competitive selection process for the MassHire Career Center lead operator in the local workforce area.

MOU Partners participated in the recent competitive selection process for the MHCC lead operator in Hampden County, completed in March, 2021. MOU Partners will participate in

future competitive selection processes for MHCC lead operator in Hampden County.

13. Agreement that, at the state level, Partners will work together to develop the formula for distribution of shared and infrastructure funding based upon local data for each of the 16 workforce areas. Inter-Agency Service Agreements have been executed with MassHire Department of Career Services, who is the State Workforce Agency (SWA), and each required WIOA State Partner to utilize the current integrated budget format to show in-kind and shared costs, including infrastructure costs as a method to record joint costs.

The Parties of this MOU agree that all required partners have a joint funding responsibility to support and maintain an effective local integrated service delivery system. In addition all parties to the MOU recognize that shared and infrastructure costs are applicable to the all required Partners. To ensure that the MHHCWB and all the required local Partners can focus on the provision of quality services to our shared customers, the State Level Partners will issue allocations for shared and infrastructure cost to the Hampden County. State Partners will establish a methodology that will ensure costs are allowable, reasonable, necessary and allocable. As appropriate, State Partners will enter into Inter-agency Service Agreements (ISAs) with the MassHire Department of Career Services (DCS), the designated State Workforce Agency (SWA) to issue the local allocations. MHHCWB will ensure all allocations are incorporated into the local integrated budget during the annual planning process.

14. Agreement to negotiate with WIOA Required Partners locally when state level infrastructure agreements are not in place.

The Required Partners of this MOU agree to negotiate with each other when state level infrastructure agreements are not in place.

15. Include the duration of the MOU including commencement and termination date, and include the clause "unless otherwise terminated by agreement of all parties or superseded."

This agreement shall commence on **July 1, 2021** and shall terminate on **June 30, 2024**, unless otherwise terminated by agreement of all parties or superseded.

16. Assurances that the MOU review will occur not less than every three years. WIOA Sections 121(c) (g) require that the MOU shall be reviewed not less than once every 3-year period to ensure appropriate funding and delivery of services, also including effectiveness, physical and programmatic accessibility. WIOA Regulations Subpart C 20 CFR Part 678.500 further requires MOU renewal following the 3-year review if substantial changes have occurred.

Review of the MOU will occur not less than every three years. WIOA Sections 121(c) (g) require that the MOU shall be reviewed not less than once every 3-year period to ensure appropriate funding and delivery of services, also including effectiveness, physical and programmatic accessibility. WIOA Regulations Subpart C 20 CFR Part 678.500 further

requires MOU renewal following the 3-year review if substantial changes have occurred.

17. The MOU contains the assurances outlined in Section IV of this policy guidance.
18. The MOU may include other provisions agreed to by all parties that are consistent with all Partner programs' services and activities, authorizing statutes and regulations.
19. The MOU includes all requirements as set-forth in the WIOA MOU Joint Partner policy guidance.
20. The local MOU reflects an agreement of the MOU Partners to jointly review the WIOA mandated performance metrics for Hampden County or metrics negotiated as part of any shared and infrastructure contract costs between MHHCWB and the mandated Hampden County MHCCs, including incentives and penalties.
 - The MOU is fully executed when it contains the signatures of the MHHCWB, Hampden County MHCC, Required Partners, and the Chief Elected Official (CEO) and states the duration for which the MOU is in effect.
 - As stated above the MOU must be updated not less than every 3 years to reflect any changes in the signatory official of the Board, One-Stop Partners, and Chief Elected Official (CEO) or changes to infrastructure cost contributions.

VI. COMPETITIVE SELECTION OF MASSHIRE CAREER CENTERS

The WIOA Required Partners agree to participate in the selection process of MassHire Operators as required by WIOA, at least once every 4 years.

VII. PERFORMANCE MEASURES

The *MassHire Hampden County Workforce Board* in agreement with the *Hampden County MHCC Required Partners* agree to jointly review the WIOA mandated performance metrics for the workforce areas or metrics as negotiated as part of any shared and infrastructure contract costs between a Local Board and the mandated MassHire Career Center partner, including incentives and penalties.

VIII. SIGNATORIES

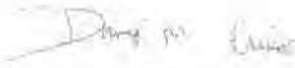
By signing this agreement, all parties agree to the provisions contained herein are subject to all applicable, Federal, State, and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of data and other confidential information relating to One-Stop Career Center customers.

By signatures affixed below, the parties specify their agreement:


Local Chief Elected Official
Domenic J. Sarno, Mayor of Springfield


Meredith Wise (Jun 3, 2021 13:50 EDT)

MassHire Hampden County Workforce
Board Chair
Meredith Wise, Employers Association of
New England


MassHire Hampden County Workforce Board
David M. Cruise, President & CEO


David Gadaire (Jun 3, 2021 12:13 EDT)

MassHire Holyoke Career Center
David Gadaire, President & CEO



MassHire Springfield Career Center
Kevin Lynn, Executive Director

Ken Messina
Ken Messina (Jun 7, 2021 08:48 EDT)

MDCS Operations Manager
Ken Messina

Marie-Lise Sobande
Marie-Lise Sobande (Jun 7, 2021 09:31 EDT)

DUA Representative
Marie-Lise Sobande

Jorge Messmer
Jorge Messmer (Jun 7, 2021 09:34 EDT)

MA Rehabilitation Commission
Jorge Messmer

Nathan Skrocki
Nathan Skrocki (Jun 7, 2021 10:02 EDT)

MA Commission for the Blind
Nathan W. Skrocki

Joanne LaCour
Joanne LaCour (Jun 7, 2021 10:21 EDT)

MA Department of Transitional Assistance
Holyoke, Joanne LaCour

Melissa K. Pietraszkiewicz
Melissa K. Pietraszkiewicz (Jun 7, 2021 13:17 EDT)

MA Department of Transitional Assistance
Springfield, Melissa Pietraszkiewicz

Sherilyn Benedetti
Sherilyn Benedetti (Jun 8, 2021 09:38 EDT)

Senior Community Service
Employment Program, Sherilyn Benedetti

Sandra Federico
Sandra Federico (Jun 8, 2021 10:10 EDT)

City of Springfield Department of Elder
Affairs, Sandra Federico

Jennifer Hansen
Jennifer Hansen (Jun 8, 2021 10:13 EDT)

Westover Job Corps
Center Director, Jennifer Hansen

Sean Dorantes
Sean Dorantes (Jun 8, 2021 14:00 EDT)

New England Farm Workers Council,
Sean Dorantes

Janette Vigo

Way Finders, Inc., Janette Vigo

Adult and Community Learning Services Centers

Christina Royal

Christina Royal (Jun 9, 2021 16:21 EDT)

Holyoke Community College
Dr. Christina Royal

John B. Cook

John B. Cook (Jun 9, 2021 18:19 EDT)

Springfield Technical Community College
Dr. John B. Cook

Susanne Campagna

Susanne Campagna (Jun 10, 2021 07:39 EDT)

Hampden County Sheriff's Department,
Susanne Campagna

Jessica e Derouin

Jessica e Derouin (Jun 10, 2021 09:16 EDT)

Training Resources of America, Inc.
Jessica Derouin

Stephen C. Huntley

Stephen C. Huntley (Jun 10, 2021 09:21 EDT)

Valley Opportunity Council, Inc.
Stephen Huntley

Attachment A: MHCWB MOU Partner Co-location Schedule



MassHire Springfield Career Center

Required Partner	Representative at the Centers	# DAY Per Week	Total hours per week
DESE	Mark Gaudet	2	Remote (7)
DTA	John Bednaz, Cheryl Bronner, Marilyn Lugo	2	Remote (6)
DUA	Jane Vogal	5	Remote (37.5)
MCB	Briana Guimond	1	Remote (1)
MRC	Sue Emerson	2	Remote (5)
SCSEP Elder Affairs	Suzette Livingston Olga Yulikova	2	Remote (2)
DVOP	James D. Acker Jr.	5	37.5

NON-Required Partner	Representative at the Centers	# DAY Per Week	Total hours per week
Holyoke Community College	Melissa Daniels	1	3 (Virtual Sessions)
Valley Opportunity Council	Mark Gaudet	2	7 (Remote)
Job Corps	Shayda Ortiz	1	2 (virtual Sessions)
HAMPDEN County Sheriff Re-Entry	Marisol Arzola	1	3.5 (once back onsite)

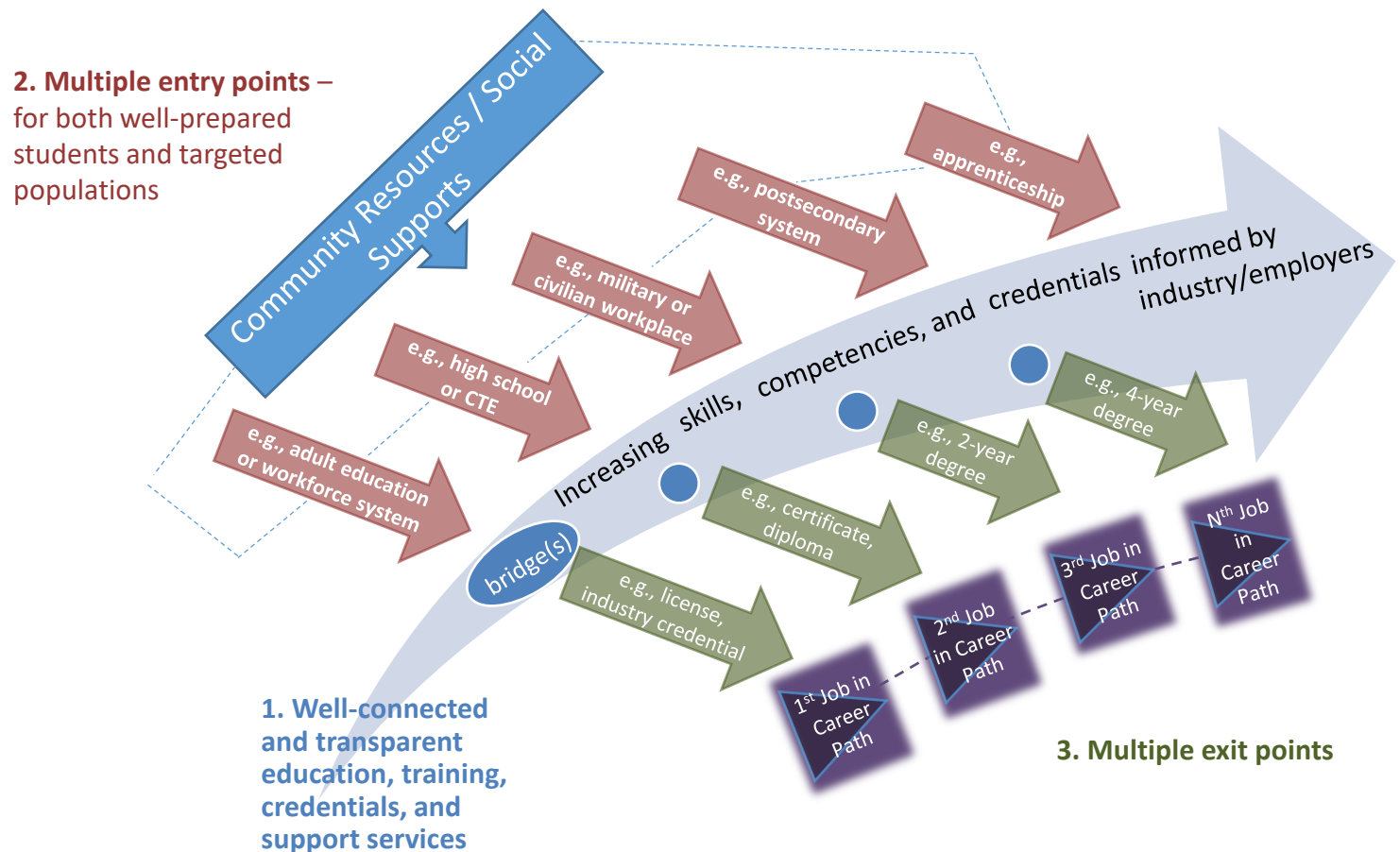
Attachment A: MHCWB MOU Partner Co-location Schedule

MassHire Holyoke Career Center

Required Partner	Representative at the Centers	# DAY Per Week	Total hours per week
DESE	Mark Gaudet	1	4/5 when in person services were provided. Now accessible via email
DTA	Tiana Lopez		
DUA	Edwin Cartegena	5	37.5 When in person services were provided
MCB	None		
MRC	Nicole DePaula/Adi Fortez	1	4/5 hours when in-person services were provided. Now email access as needed
SCSEP	Janice Blanchard was rep: James Comette worker assigned...recent outreach from Springfield SCESP Office	5	JP – 4 hours weekly when on-site. JC 20 hours when in person services were provided
DVOP	Rodney Evans	5	37.5 Just began two weeks ago

NON-Required Partner	Representative at the Centers	# DAY Per Week	Total hours per week
Westover Job Corp	Former: Marlene Corales...	Two days	8-10 hours when in-person services provided....access now to WJC remotely via MHH Website WJC Orientation
Western Mass Food Bank	Luis Ortiz ...	1	4 hours when on-site services provided
Juntos	Two MHH staff are assigned full time to Juntos programs	5	37.5 + 20 – 55 hours
Wayfinders	No WF staff in Center but MHH staff assigned to MCP		

Attachment B: Hampden County Career Pathways Model*



* As adapted from CLASP's Alliance for Quality Career Pathways Initiative's Model



**MassHire Hampden County Workforce Board, Inc.
Youth Memorandum of Understanding (MOU)**

I. PURPOSE

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the **MassHire Hampden County Workforce Board, Inc. (MHHCWB), as the designated Workforce Development Board for Hampden County**, the One-Stop Career Center (OSCC) operators and their youth-oriented programs, the region's WIOA Title I Youth service providers, YouthWorks providers, DESE School-to-Career Connecting Activities (STC-CA) funded partners, the Westover Job Corps Center, the Massachusetts Rehabilitation Commission/Massachusetts Commission for the Blind (MRC/MCB) WIOA 15% funded youth program/activities and the Department of Transitional Assistance (DTA) funded youth program/activities as they relate to the operation of youth services and programs in Hampden County.

This MOU **augments the WIOA Core Partner Umbrella MOU** that defines the roles and responsibilities of the OSCC Required Partners to operationalize the delivery of services necessary to produce the best possible outcomes for shared WIOA Core Partner customers, which includes youth. This MOU is designed to specifically align and coordinate the delivery of WIOA and other services to youth aged 14-24 with the other MHHCWB youth-funded programs.

The MOU may include other provisions agreed to by all parties that are consistent with all Partner programs, services and activities, authorizing statutes and regulations.

II. DURATION OF THE MOU

This agreement shall commence on July 1, 2020 and shall terminate on June 30, 2022, unless otherwise terminated by agreement of all parties or superseded.

III. ASSURANCES

The parties agree to conduct the following activities at a local level:

1. Enter into a local MOU with the MHHCWB relating to the operation of the youth delivery system.
2. Participate in the operation of the youth delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of Federal and State laws authorizing the youth programs and activities.
3. The MOU will be reviewed and updated as needed, but not less than once every 2-year WIOA youth procurement period, to ensure appropriate funding and delivery of services.

IV. MEMORANDUM OF UNDERSTANDING CONTENT

1. The MHHCWB convened and facilitated a representative group of youth providers to develop this MOU in 2017 and to come to an agreed upon career pathway model/youth service path for youth being served its programs. A sub-group worked on the career pathway model, led by the Westover Job Corps Center representative, which was then reviewed by the larger group. The MOU and accompanying documents were reviewed and approved by the MHHCWB Youth Council.
2. The following are the priority youth segments of the population identified by the MOU Partners:
 - a. low-income in-school and out-of-school youth meeting WIOA and YouthWorks eligibility,
 - b. high-school drop-outs,
 - c. high school students meeting DESE STC targeted services,
 - d. youth with disabilities;
 - e. re-entry populations;
 - f. young parents; and
 - g. other youth with barriers to employment.

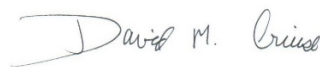
The MHHCWB and Youth Partners understand that while there is a priority on youth who have barriers to employment, we recognize the context of our regional labor market (e.g., the expectations of area employers). We also acknowledge a need to fill the local businesses' workforce needs with qualified applicants and as such will strive to develop youths' work readiness and essential skills so that they are prepared for the workplace.

3. The MOU Partners intend to collaborate to provide a holistic continuum of services to youth in Hampden County based on a youth-centered design / career pathway model as seen in Attachment A ("Hampden County Workforce Region Career Pathway Model"), as adapted from CLASP's Alliance for Quality Career Pathways Initiative's Model. We envision the following:
 - a) Various types of supports and services will be made available to youth through the MOU partners that promote the education, training and career advancement of youth receiving services.
 - b) Community resources and social supports will be engaged by MOU partners to ensure youth do not fall through the cracks between critical transition points in their pathway.
 - c) That through #4 as described below, there will be an ability to refer youth between the partners for appropriate services and activities. The individual partner will outline the service strategies they are providing and share any "individual service strategy plans" with the other partner(s).

4. In addition to the coordination and referral mechanisms between the OSCC Operators and WIOA Core Partners in the Umbrella MOU (which includes the Westover Job Corps Center and MRC/MCB); the OSCCs also will refer appropriate center customers aged 14-24 to the WIOA Youth service providers, with particular emphasis on out-of-school youth providers, YouthWorks Jobs programs (for the cities that have a program), STC-CA lead coordinators, DTA funded Young Parent Programs, and to the MRC/MCB WIOA 15% funded youth programs. Examples of when such referrals are appropriate include, but are not limited to, when a youth drops out of one of the programs or needs services as provided by another program. Program Contact lists will be on the MHHCWB website maintained at: <http://www.MassHireHCWB.org/youth-development-14-24-year-olds/>. Conversely, Youth programs will refer to the OSCCs those youth who can benefit from their services and assist in obtaining employment, participating in their workshops, etc. For WIOA youth, these activities will be captured in the MOSES database as well as documented in the youth's individual service strategy plan. For STC-CA youth, the DESE Connecting Activities/Work-based Learning Plan platform will capture such career exploration activities that may be delivered at an OSCC.
5. The MOU Partners intend to share various tools utilized in the provision of services to youth, e.g., MA Work-based Learning Plan, assessment tools, career exploration tools, work readiness training, mentoring supports, and other tools as agreed upon by the parties, amongst each other via Youth Council presentations, email distribution, and other means.
6. The MOU Partners will engage with business partners and industry groups in varying ways to provide career exposure, exploration and immersion (e.g., work experiences, internships, etc.) activities. While the intent is to provide such experiences in areas aligned with regional labor market needs and "future ready workforce" demands, for many youth it is understood that any work-based exposure will be helpful in building work readiness skills, especially in the area of developing 21st Century "essential/soft/employability" skills. The MHHCWB and Career Centers will partner with youth program providers, within a business partner/employer engagement framework to be developed over time as part of demand-driven strategies envisioned under WIOA.
7. The MHHCWB will facilitate mechanisms to ensure that the tracking and reporting of youth enrollment and outcomes across various databases/programs, where appropriate and allowable, occurs to the maximum extent possible.
8. Other provisions, as agreed to by all parties and that are consistent with all programs' services and activities, authorizing statutes and regulations, may be added to this agreement over time.

V. SIGNATORIES

By signing this agreement, all parties agree to the provisions contained herein are subject to all applicable, Federal, State, and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of data and other confidential information relating to youth customers. By signatures affixed below, the parties specify their agreement:



MassHire Hampden County Workforce Board, Inc.
David M. Cruise

David Gadaire

Hampden County Career Center, Inc.
dba MassHire Holyoke Career Center
David Gadaire

Kevin Lynn

FutureWorks, Inc. dba MassHire Springfield
Career Center, Kevin Lynn

Jorge Messmer

MA Rehabilitation Commission
Jorge Messmer, MRC MHHCWB Member



Westover Job Corps Center
Cleveland Burton, Youth Council Chair

WIOA Title I Youth Provider Points of Contact:

Peter Blain

Baystate Springfield Educational Partnership
BMC, Peter Blain

Antonio Quinones Albino

Holyoke Public Schools
Antonio Quinones Albino

Waleska Estrada

New England Farm Workers Council, Inc.
Waleska Estrada

Virgilio Gonzales

New North Citizens Council, Inc.
Virgilio Gonzales

Maggie Nugent

Pathfinder Vocational Technical HS
Maggie Nugent

Joan Kagan

Square One
Joan Kagan

Judith Kocik

Valley Opportunity Council, Inc.
Judith Kocik

Elizabeth G. Dineen

YWCA of Western MA, Inc.
Elizabeth G. Dineen

YouthWorks Points of Contact:

Gladys Lebron-Martinez

Hampden County Career Center, Inc.
DBA, MassHire Holyoke Career Center
Gladys Lebron-Martinez

Waleska Estrada

New England Farm Workers
Council, Inc.
Waleska Estrada

Kristen Wing

Valley Opportunity Council, Inc.
Kristen Wing

Shannon Barry

Westfield Public Schools
Shannon Barry

School-to-Career Connecting Activities Points of Contact:

Kara Blanchard

Chicopee Public Schools
Kara Blanchard

Antonio Quinones Albino

Holyoke Public Schools
Antonio Quinones Albino

Amy Scribner

River East School-to-Career, Inc.
Amy Scribner

Mike Chechette

River West Schools, MHHCB, Inc.
Mike Chechette

Haydee Lamberty-Rodriguez

Springfield Public Schools
Haydee Lamberty-Rodriguez

DTA Funded Young Parents Program Points of Contact:

Waleska Estrada

Corporation for Public Management, Inc.
Waleska Estrada

Anne Teschner

The Care Center, Inc.
Anne Teschner

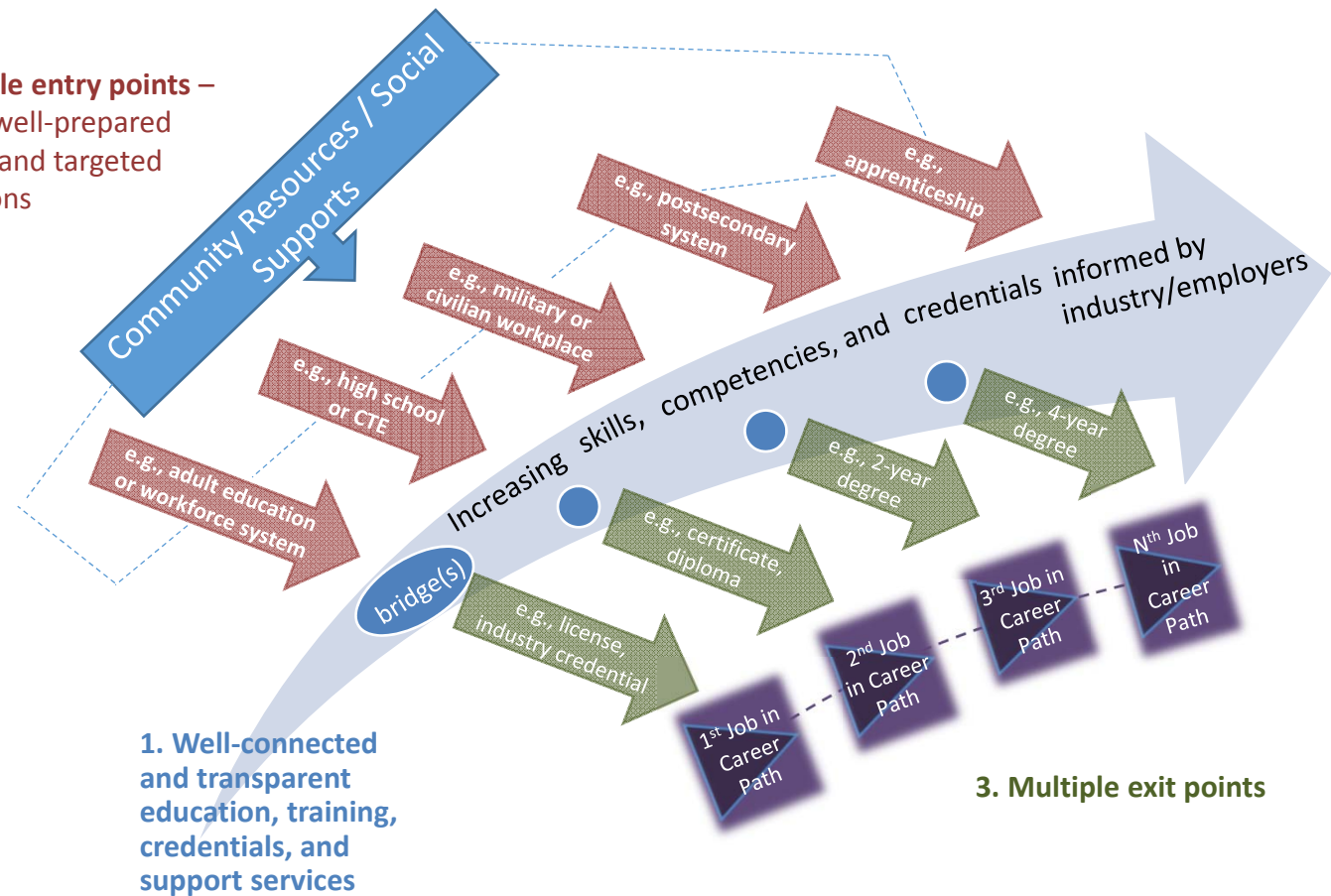
Jessica Derouin

Training Resources of America, Inc.
Jessica Derouin

Attachment A: Hampden County Workforce Region Youth Career Pathway Model*



2. Multiple entry points –
for both well-prepared
students and targeted
populations

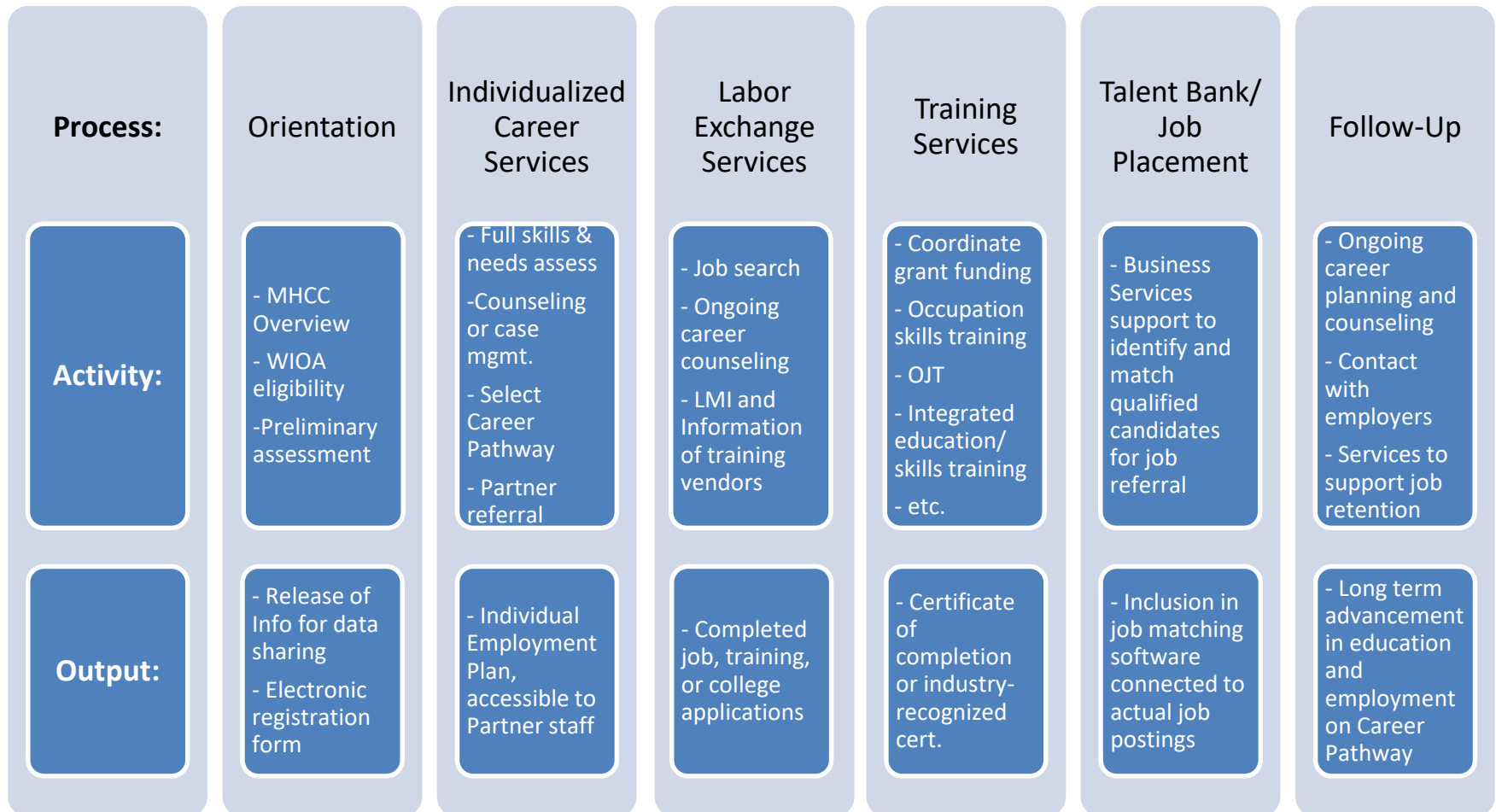


* As adapted from CLASP's Alliance for Quality Career Pathways Initiative's Model

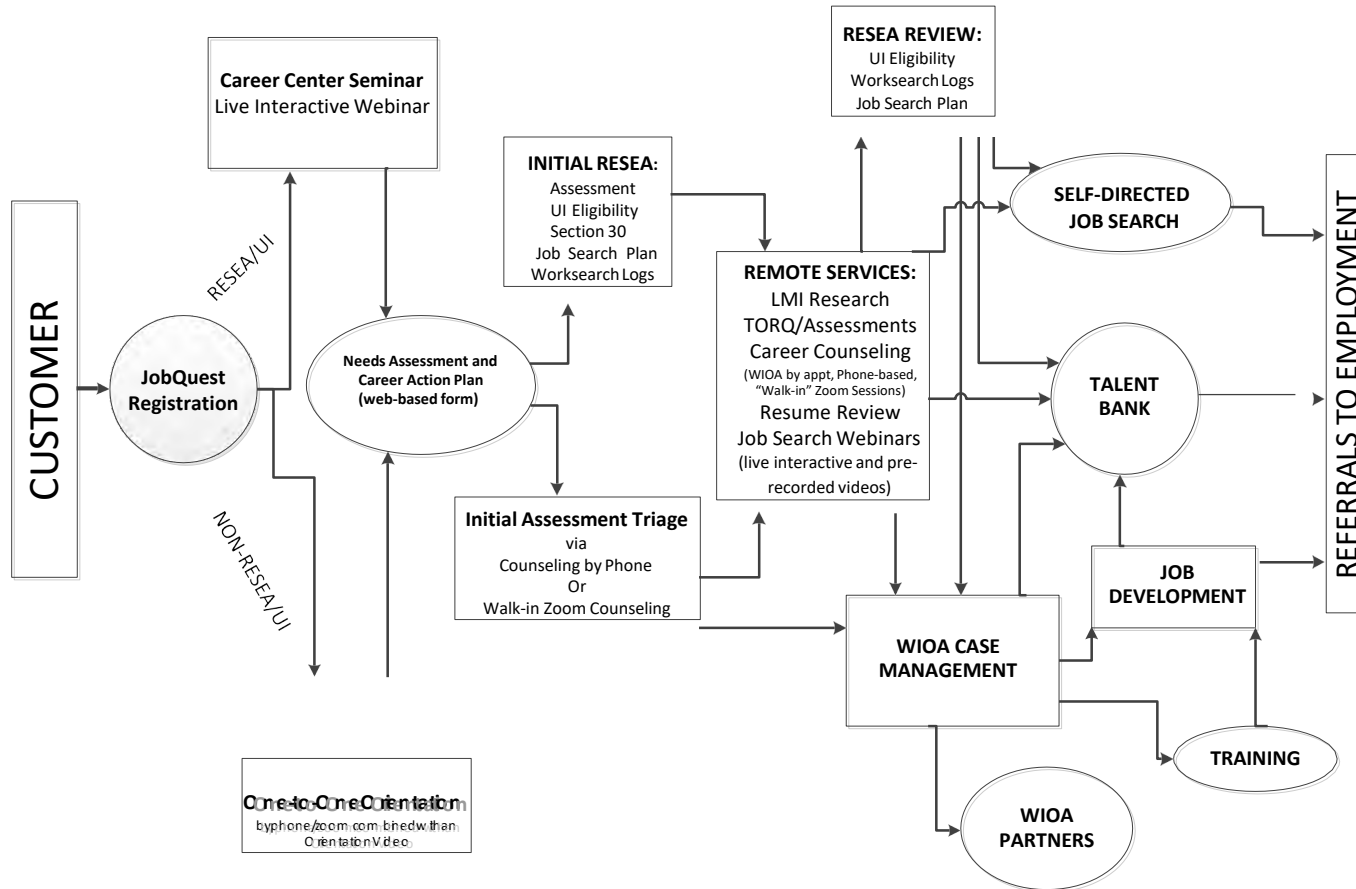
ATTACHMENT D: Customer-Centered Service Design Flowchart for Hampden County MOU Partner Shared Customer

Shared Customer: Job seekers who require services from one or more MOU Partner to prepare for success in post-secondary education, job training, and/or employment

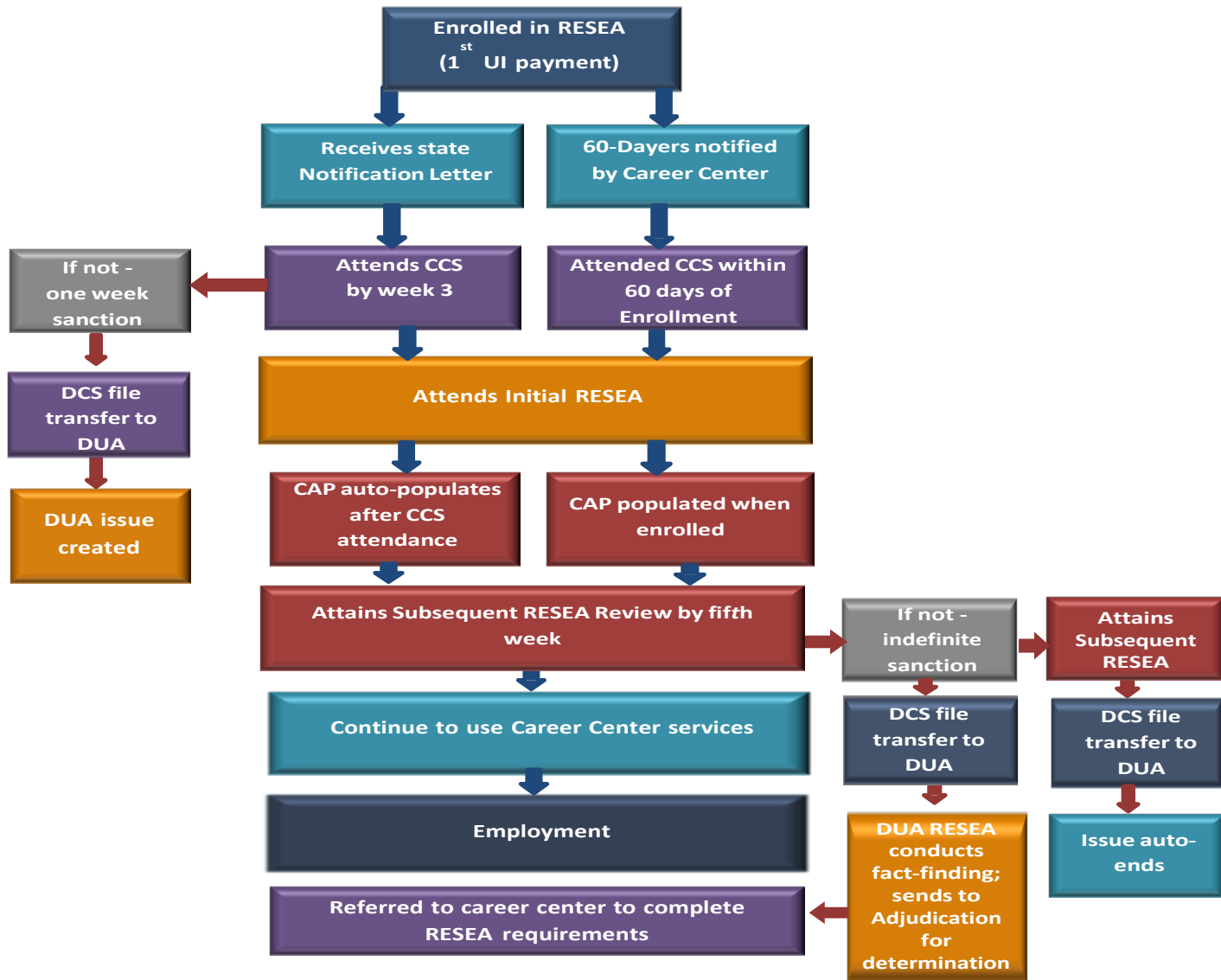
Referral: Partner program conducts preliminary assessment of work readiness, completes electronic referral form, enrolls customer to MHCC orientation and services



ATTACHMENT D: Customer-Centered Service Design Virtual Flowchart for Hampden County MOU Partner Shared Customer



ATTACHMENT D: Customer-Centered Service Design Flowchart FOR Unemployment Insurance Reemployment Services and Eligibility (RESEA) Grant



ATTACHMENT E: Continuum of Services for Adult Education Participants

1	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Self Service/ Universal Access	There is universal access to Employment Services involving self-help. Unregistered services include self-help or other unassisted basic career services not tailored to specific needs or basic information	<ul style="list-style-type: none"> • self-service, including virtual services • facilitated self-help • job listings • Labor Market Information • labor exchange services • information about other services 	<ul style="list-style-type: none"> • instruction and support to access job listings, LMI, information about other services 	<ul style="list-style-type: none"> • access to computer/internet • virtual services and evening hours at MHCC's
2	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Basic Career Services	Basic Career Services are made available and are consistent with allowable program activities to individual customers free of charge	<ul style="list-style-type: none"> • WIOA eligibility • outreach/intake orientation to information registration • job search assistance • initial assessment of skills levels & gaps • provision of information on English language acquisition and integrated education and training programs, support services, aptitudes and other services available at MHCC 	<ul style="list-style-type: none"> • AE staff outstationed at MHCC • workplace readiness training • assessment of academic and essential skills • resume development • career exploration • Career Ready 101 	<ul style="list-style-type: none"> • Standardize/ "cross-walk" assessments • Assessments available at OSCC and AE/ESOL program • Ability to access MOSES/SMARTT databases • Shared release of information
3	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Labor Exchange Services	Labor Exchange Services are made available to customers as they prepare to enter the workforce	<ul style="list-style-type: none"> • job search and placement assistance • career counseling • information on in-demand industry sectors and occupations • appropriate business/employer recruitment and services • coordination of referrals/activities with Core Partners and other agencies including programs and services within the MHCC system • delivery of labor market information • provision of information on eligible training vendor's performance, cost, and services by type of program and provider • provision of information and assistance regarding filing claims for unemployment compensation 	<ul style="list-style-type: none"> • career counseling • coordination of referrals/activities with Core Partners and other agencies including programs and services within the MHCC system • delivery of labor market information • provision of information on eligible training vendor's performance, cost, and services by type of program and provider 	<ul style="list-style-type: none"> • help filling out job applications, paper and online • sharing education and career plans between AE and MHCC • Information on priority industry sectors and local/regional job openings
4	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Individualized Career Services	Services to individual customers to obtain or retain employment. Short-term prevocational or employment services can be provided in group settings, individual counseling, workshops to prepare individuals to successfully transition into the completion of post-secondary education, training, or unsubsidized employment. Individualized career services may be provided free of charge or for a fee.	<ul style="list-style-type: none"> • comprehensive and specialized assessments of skill levels and service needs • identification of employment barriers • selection of career path and/or training, which will lead to employment • development of Individual Employment Plan to identify career planning, employment goals, barriers, skills gaps, and training needs • internships • paid or unpaid work experience • financial literacy and essential skills training necessary to obtain employment 	<ul style="list-style-type: none"> • assessment of skills & needs • identification of employment barriers • selection of career path and/or training, which will lead to employment • development of Ed. and Career Plan to identify career planning, employment goals, barriers, gaps, and training needs • financial literacy training 	
5	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Referral to Training Services	Training services are provided to equip individuals to gain and retain employment. Training may be made available after interview or assessment determines that the individual requires training to obtain/retain employment. A customer must be determined to possess skills and qualifications to participate in training services. Training is to meet the customers needs not wants. Customer must exhaust all other grant sources to pay for training before utilizing WIOA Title I funds. In most cases an individual will receive training services through and individual training account. The selection of a training program should be fully informed by the performance of relevant training providers.	<ul style="list-style-type: none"> • occupational skills training, including training for nontraditional employment • On-the-Job training • incumbent worker training • programs that combine workplace training with related instruction • training programs operated by private sector • skill upgrading and retraining • entrepreneurial training programs that assist qualified individuals interested in starting a business/ becoming self-employed • transitional jobs training (subsidized, time-limited work experiences) for individuals with barriers to employment, with comprehensive employment and support services 	<ul style="list-style-type: none"> • programs that combine workplace training with AE/ESOL instruction, which may include integrated education and training or career pathways programs 	
6	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Follow-up Services	Follow-up services are provided for participants enrolled in WIOA activities who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Follow-up services are made available, but not all participants will need or want such services.	<ul style="list-style-type: none"> • Follow-up services could include, but are not limited to, additional career planning and counseling, contact with the participant's employer and many other services. 		<ul style="list-style-type: none"> • funding and staff time to coordinate follow-up services between AE programs and MHCCs

ATTACHMENT E: Continuum of Services for Low-Income Participants

1	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Self Service/ Universal Access	There is universal access to Employment Services involving self-help. Unregistered services include self-help or other unassisted basic career services not tailored to specific needs or basic information	<ul style="list-style-type: none"> • self-service, including virtual services • facilitated self-help • job listings • Labor Market Information • labor exchange services • information about other services 		<ul style="list-style-type: none"> • access to computer/Internet • virtual services and evening hours at MHCC's
2	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Basic Career Services	Basic Career Services are made available and are consistent with allowable program activities to individual customers free of charge	<ul style="list-style-type: none"> • WIOA eligibility • outreach/intake orientation to information registration • job search assistance • initial assessment of skills levels & gaps • provision of information on English language acquisition and integrated education and training programs, support services, aptitudes and other services available at MHCC 	<ul style="list-style-type: none"> • Pathways to Self-Sufficiency preliminary assessment of work readiness and interests 	<ul style="list-style-type: none"> • Ability to access MOSES/Beacon databases • Shared release of information
3	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Labor Exchange Services	Labor Exchange Services are made available to customers as they prepare to enter the workforce	<ul style="list-style-type: none"> • job search and placement assistance • career counseling • information on in-demand industry sectors and occupations • appropriate business/employer recruitment and services • coordination of referrals/activities with Core Partners and other agencies including programs and services within the MHCC system • delivery of labor market information • provision of information on eligible training vendor's performance, cost, and services by type of program and provider • provision of information and assistance regarding filing claims for unemployment compensation 	<ul style="list-style-type: none"> • Basic career counseling • coordination of referrals/activities with Core Partners and other agencies including programs and services within the OSCC system 	<ul style="list-style-type: none"> • help filling out job applications, paper and online • sharing education and career plans between ABE and OSCC • Information on priority industry sectors and local/regional job openings
4	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Individualized Career Services	Services to individual customers to obtain or retain employment. Short-term prevocational or employment services can be provided in group settings, individual counseling, workshops to prepare individuals to successfully transition into the completion of post-secondary education, training, or unsubsidized employment. Individualized career services may be provided free of charge or for a fee.	<ul style="list-style-type: none"> • comprehensive and specialized assessments of skill levels and service needs • identification of employment barriers • selection of career path and/or training, which will lead to employment • development of individual Employment Plan to identify career planning, employment goals, barriers, skills gaps, and training needs • internships • paid or unpaid work experience • financial literacy and essential skills training necessary to obtain employment 	<ul style="list-style-type: none"> • identification of employment barriers • provide assistance with transportation and childcare • Clerical intern program 	<ul style="list-style-type: none"> • Access to training and work opportunities that will meet DTA work requirement
5	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Referral to Training Services	Training services are provided to equip individuals to gain and retain employment. Training may be made available after interview or assessment determines that the individual requires training to obtain/retain employment. A customer must be determined to possess skills and qualifications to participate in training services. Training is to meet the customers needs not wants. Customer must exhaust all other grant sources to pay for training before utilizing WIOA Title I funds. In most cases an individual will receive training services through and individual training account. The selection of a training program should be fully informed by the performance of relevant training providers.	<ul style="list-style-type: none"> • occupational skills training, including training for nontraditional employment • On-the-Job training • incumbent worker training • programs that combine workplace training with related instruction • training programs operated by private sector • skill upgrading and retraining • entrepreneurial training programs that assist qualified individuals interested in starting a business/ becoming self-employed • transitional jobs training (subsidized, time-limited work experiences) for individuals with barriers to employment, with comprehensive employment and support services 		<ul style="list-style-type: none"> • programs that combine workplace training with AE/ESOL instruction, which may include integrated education and training or career pathways programs
6	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Follow-up Services	Follow-up services are provided for participants enrolled in WIOA activities who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Follow-up services are made available, but not all participants will need or want such services.	<ul style="list-style-type: none"> • Follow-up services could include, but are not limited to, additional career planning and counseling, contact with the participant's employer and many other services. 		<ul style="list-style-type: none"> • funding and staff time to coordinate follow-up services between DTA programs and MHCC's

ATTACHMENT E: Continuum of Services for Re-Entry Participants

1	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Self Service/ Universal Access	There is universal access to Employment Services involving self-help. Unregistered services include self-help or other unassisted basic career services not tailored to specific needs or basic information	<ul style="list-style-type: none"> • self-service, including virtual services • facilitated self-help • job listings • Labor Market Information • labor exchange services • information about other services 	<ul style="list-style-type: none"> • instruction and support to access labor exchange services and information about other services 	<ul style="list-style-type: none"> • access to computer/internet • virtual services and evening hours at MHCC's
2	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Basic Career Services	Basic Career Services are made available and are consistent with allowable program activities to individual customers free of charge	<ul style="list-style-type: none"> • WIOA eligibility • outreach/intake orientation to information registration • job search assistance • initial assessment of skills levels & gaps • provision of information on English language acquisition and integrated education and training programs, support services, aptitudes and other services available at MHCC 	<ul style="list-style-type: none"> • MHCC staff presence within Hampden Co. Sheriff's Dept. & After Incarceration Support Services Center • Career Ready 101 	<ul style="list-style-type: none"> • Standardize/ "cross-walk" assessments • Ability to access MOSES/SMARTT databases • Shared release of information
3	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Labor Exchange Services	Labor Exchange Services are made available to customers as they prepare to enter the workforce	<ul style="list-style-type: none"> • job search and placement assistance • career counseling • information on in-demand industry sectors and occupations • appropriate business/employer recruitment and services • coordination of referrals/activities with Core Partners and other agencies including programs and services within the MHCC system • delivery of labor market information • provision of information on eligible training vendor's performance, cost, and services by type of program and provider • provision of information and assistance regarding filing claims for unemployment compensation 	<ul style="list-style-type: none"> • career counseling • coordination of referrals/activities with Core Partners and other agencies including programs and services within the MHCC system • provision of information on eligible training vendor's performance, cost, and services by type of program and provider 	<ul style="list-style-type: none"> • Communication between HCSD Job Developers and MHCC staff • Integrated Education and Training opportunities • Information on priority industry sectors and local/regional job openings
4	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Individualized Career Services	Services to individual customers to obtain or retain employment. Short-term prevocational or employment services can be provided in group settings, individual counseling, workshops to prepare individuals to successfully transition into the completion of post-secondary education, training, or unsubsidized employment. Individualized career services may be provided free of charge or for a fee.	<ul style="list-style-type: none"> • comprehensive and specialized assessments of skill levels and service needs • identification of employment barriers • selection of career path and/or training, which will lead to employment • development of Individual Employment Plan to identify career planning, employment goals, barriers, skills gaps, and training needs • internships • paid or unpaid work experience • financial literacy and essential skills training necessary to obtain employment 	<ul style="list-style-type: none"> • identification of employment barriers • financial literacy training 	<ul style="list-style-type: none"> • assistance identifying opportunities accessible to individuals with CORI issues
5	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Referral to Training Services	Training services are provided to equip individuals to gain and retain employment. Training may be made available after interview or assessment determines that the individual requires training to obtain/retain employment. A customer must be determined to possess skills and qualifications to participate in training services. Training is to meet the customers needs not wants. Customer must exhaust all other grant sources to pay for training before utilizing WIOA Title I funds. In most cases an individual will receive training services through and individual training account. The selection of a training program should be fully informed by the performance of relevant training providers.	<ul style="list-style-type: none"> • occupational skills training, including training for nontraditional employment • On-the-Job training • incumbent worker training • programs that combine workplace training with related instruction • training programs operated by private sector • skill upgrading and retraining • entrepreneurial training programs that assist qualified individuals interested in starting a business/ becoming self-employed • transitional jobs training (subsidized, time-limited work experiences) for individuals with barriers to employment, with comprehensive employment and support services 		<ul style="list-style-type: none"> • programs that combine workplace training with AE/ESOL instruction, which may include integrated education and training or career pathways programs
6	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Follow-up Services	Follow-up services are provided, as appropriate, for participants enrolled in WIOA adult or dislocated worker activities who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Follow-up services are made available, but not all participants will need or want such services.	<ul style="list-style-type: none"> • Follow-up services could include, but are not limited to, additional career planning and counseling, contact with the participant's employer and many other services. 		<ul style="list-style-type: none"> • funding and staff time to coordinate follow-up services between HCSD programs and MHCC's

ATTACHMENT E: Continuum of Services for Individuals with Disabilities

1	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Self Service/ Universal Access	There is universal access to Employment Services involving self-help. Unregistered services include self-help or other unassisted basic career services not tailored to specific needs or basic information	<ul style="list-style-type: none"> • self-service, including virtual services • facilitated self-help • job listings • Labor Market Information • labor exchange services • information about other services 	<ul style="list-style-type: none"> • job listings • labor exchange services • information about other services 	<ul style="list-style-type: none"> • vocational rehab (VR) staff on-site weekly to educate customers on available services • OSCC online services should be assessed for gaps/ accessibility
2	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Basic Career Services	Basic Career Services are made available and are consistent with allowable program activities to individual customers free of charge	<ul style="list-style-type: none"> • WIOA eligibility • outreach/intake orientation to information registration • job search assistance • initial assessment of skills levels & gaps • provision of information on English language acquisition and integrated education and training programs, support services, aptitudes and other services available at MHCC 	<ul style="list-style-type: none"> • outreach/intake orientation to information registration • job search assistance • initial assessment of skills levels & gaps 	
3	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Labor Exchange Services	Labor Exchange Services are made available to customers as they prepare to enter the workforce	<ul style="list-style-type: none"> • job search and placement assistance • career counseling • information on in-demand industry sectors and occupations • appropriate business/employer recruitment and services • coordination of referrals/activities with Core Partners and other agencies including programs and services within the MHCC system • delivery of labor market information • provision of information on eligible training vendor's performance, cost, and services by type of program and provider • provision of information and assistance regarding filing claims for unemployment compensation 	<ul style="list-style-type: none"> • job search and placement assistance • career counseling • information on in-demand industry sectors and occupations • appropriate business/employer recruitment and services • delivery of labor market information • provision of information on eligible training vendor's performance, cost, and services by type of program and provider • MRC specialist focused on 14-22 year old customers 	
4	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Individualized Career Services	Services to individual customers to obtain or retain employment. Short-term prevocational or employment services can be provided in group settings, individual counseling, workshops to prepare individuals to successfully transition into the completion of post-secondary education, training, or unsubsidized employment. Individualized career services may be provided free of charge or for a fee.	<ul style="list-style-type: none"> • comprehensive and specialized assessments of skill levels and service needs • identification of employment barriers • selection of career path and/or training, which will lead to employment • development of Individual Employment Plan to identify career planning, employment goals, barriers, skills gaps, and training needs • internships • paid or unpaid work experience • financial literacy and essential skills training necessary to obtain employment 	<ul style="list-style-type: none"> • VR provides all Individualized Career Services provided by MHCC's, customized to client population 	<ul style="list-style-type: none"> • Consistent information at both MHCC's and VR offices about education, training, and employment
5	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Referral to Training Services	Training services are provided to equip individuals to gain and retain employment. Training may be made available after interview or assessment determines that the individual requires training to obtain/retain employment. A customer must be determined to possess skills and qualifications to participate in training services. Training is to meet the customers needs not wants. Customer must exhaust all other grant sources to pay for training before utilizing WIOA Title I funds. In most cases an individual will receive training services through and individual training account. The selection of a training program should be fully informed by the performance of relevant training providers.	<ul style="list-style-type: none"> • occupational skills training, including training for nontraditional employment • On-the-Job training • incumbent worker training • programs that combine workplace training with related instruction • training programs operated by private sector • skill upgrading and retraining • entrepreneurial training programs that assist qualified individuals interested in starting a business/ becoming self-employed • transitional jobs training (subsidized, time-limited work experiences) for individuals with barriers to employment, with comprehensive employment and support services 	<ul style="list-style-type: none"> • MCB provides specialized services in this area for clients 	<ul style="list-style-type: none"> • adaptive technology and training materials to support individuals with disabilities
6	Service Category	Description	MHCC Services	Partner Services	Customer/Service Needs
	Follow-up Services	Follow-up services are provided, as appropriate, for participants enrolled in WIOA adult or dislocated worker activities who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Follow-up services are made available, but not all participants will need or want such services.	<ul style="list-style-type: none"> • Follow-up services could include, but are not limited to, additional career planning and counseling, contact with the participant's employer and many other services. 	<ul style="list-style-type: none"> • work with clients and employers to ensure that workplace remains accessible 	<ul style="list-style-type: none"> • upgrade in work environment or employee skills if disability/condition worsens or new technology becomes available

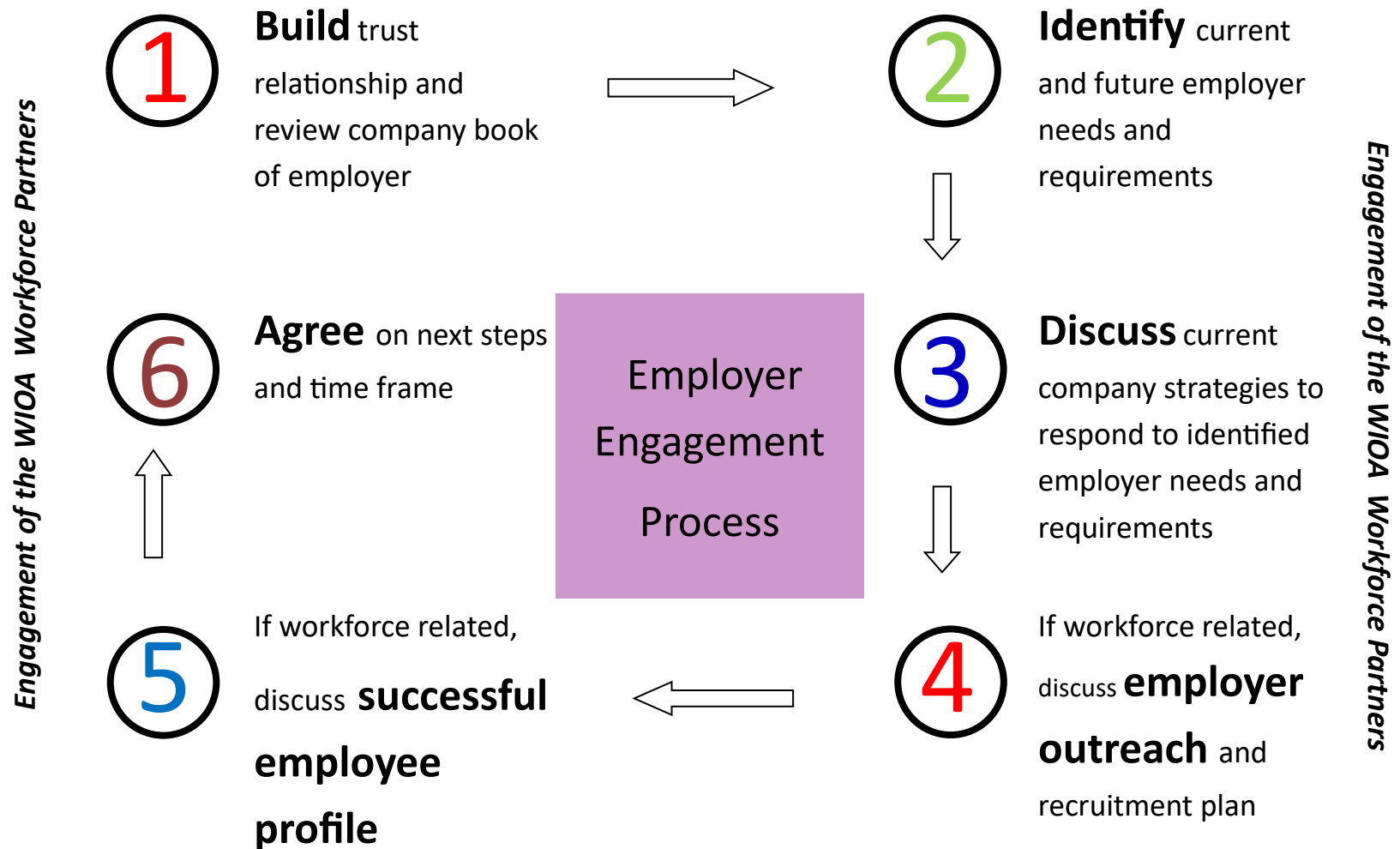
Attachment F



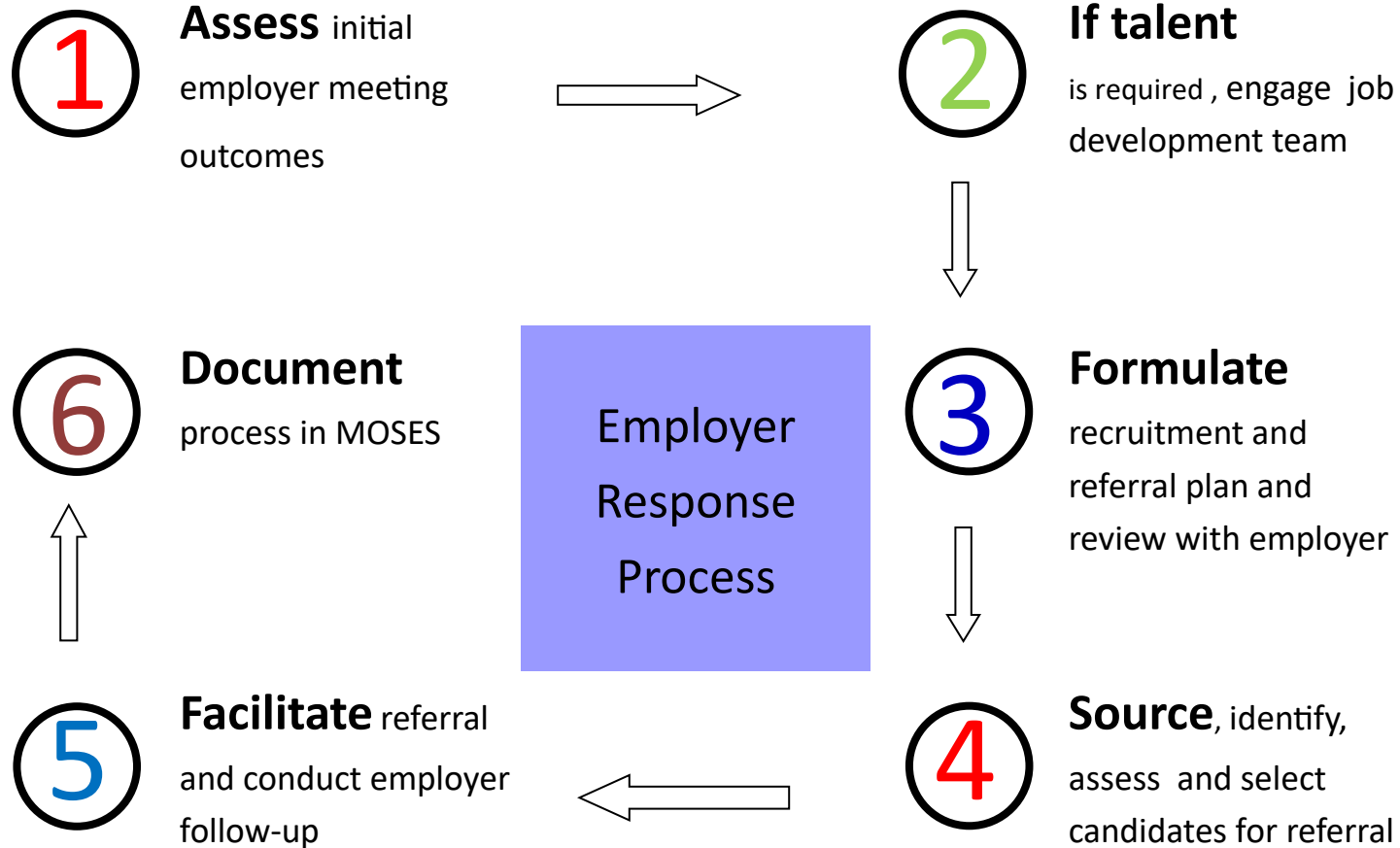
MassHire Hampden County Workforce Board, Inc. **Employer Engagement Framework**



MassHire Hampden County Workforce Board, Inc.
Employer Engagement Framework
OSCC Employer Engagement Process



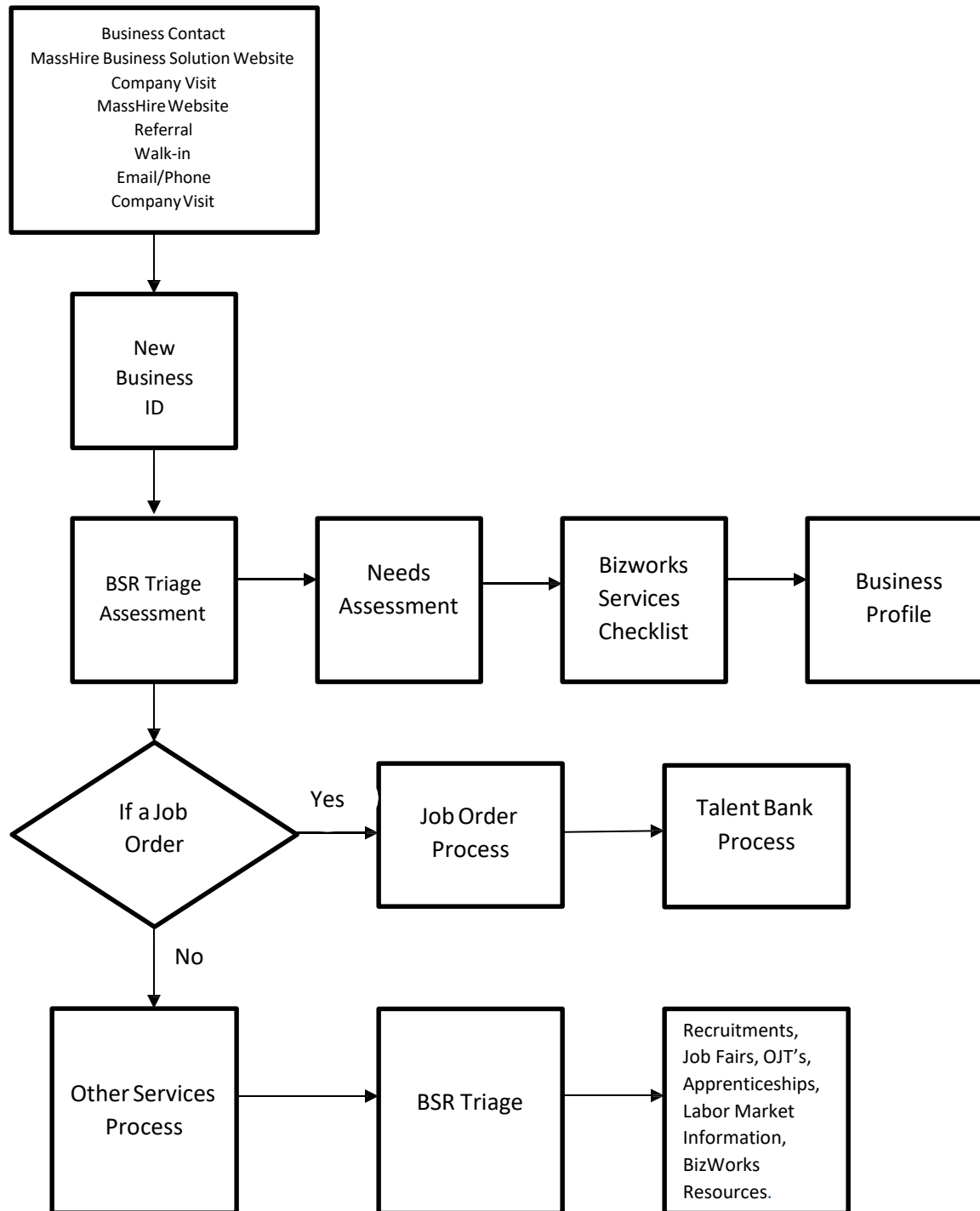
MassHire Hampden County Workforce Board, Inc.
Employer Engagement Framework
OSCC Communication Process



Engagement of the WIOA Workforce Partners



Attachment G: Virtual Contact to Business Customer Flow Chart



Attachment H: Priority Occupation Career Pathway Planning Tool

Selected from the top Priority and Critical Occupations identified in the Pioneer Valley Regional Planning and labor Market Blueprint <http://masshirehwcwb.com/massachusetts-regional-workforce-development-planning/>

(Updated Annually)



Social & Human Services Assistants



Medical Assistants



Paraprofessionals & Lead Teachers



Computer User Support Specialist



Machinist

The goal is to ensure that regional employers, educators, economic development entities, regional planning organizations and workforce training officials are coordinated in a way that creates strong talent pipelines, for both middle-skilled and highly skilled jobs. **A Labor Market Blueprint with strategies was developed as an end-product to this process.**

Attachment H: Priority Occupation Career Pathway Planning Tool

Opportunity Occupation	Description	Skills and Requirements	Career Ladder	Training Provider/ Scheduled Training	Employers
Social and Human Services Assistant					
<ul style="list-style-type: none">• High Demand• High Projected Growth• \$33,486 median salary	<ul style="list-style-type: none">• Work under the direction of social workers, psychologists, or other community and social service workers; connect clients with services, follow-up with clients to ensure receiving services• Recovery coach• Community health worker• Home visitor• Care coordinator• Counselor advocate – (entry level/support person in different focus areas)	<p>Hiring requirements:</p> <ul style="list-style-type: none">• Essential skills• Lived experience <p>Specialized</p> <ul style="list-style-type: none">• Mental Health• Case Management• Psychology• Social Services• Customer Billing• Behavioral Health• Health Insurance Portability and Accountability Act (HIPAA) <p>Work Keys Scores: 3 minimum for training</p> <p>Work Experience:</p>	<p>Onramp/ Recruitment</p> <p>Source: Residential component (entry level & 2nd job for many people).</p> <p>On the Job:</p> <ul style="list-style-type: none">• Stackable / Varied Credentials (CHW certificate required for advancement from 1 to 2)• Recovery coach certification• Associates degree <p>Leads to: Enrollment in certification or higher ed for supervisory</p>	<p>HCC</p> <p>STCC</p> <p>Holyoke Medical ?</p> <p>Umass?</p>	<ul style="list-style-type: none">• Gandara• BHN• Phoenix House• State of MA• Wayfinders• Work Unlimited• CHD• Consortium• Genesis Healthcare• Mentor Network• Baystate Health

Attachment H: Priority Occupation Career Pathway Planning Tool

Opportunity Occupation	Description	Skills and Requirements	Career Ladder	Training Provider/ Scheduled Training	Employers
Medical Assistant					
<ul style="list-style-type: none">• High Demand• High Projected Growth• \$31,338 median salary• \$16-\$17 / hr base entry level hiring wage (no experience)	<ul style="list-style-type: none">• Typically works in a medical practice setting• Takes patient history, checks vital statistics, enters clinical orders on behalf of the provider.• Assist medical practice performing clinical and administrative duties	<p>Hiring requirements:</p> <ul style="list-style-type: none">• Essential skills• Registered MA Certification• Accredited certification <p>Specialized Skills</p> <ul style="list-style-type: none">• Patient Care• Scheduling• Appointment Setting• Vital Signs Measurement• Medical Assistance• Patient Flow• Patient Preparation <p>Work Keys Scores: Minimum 4 to be successful in training</p> <p>Work Experience:</p>	<p>Onramp/ Recruitment source:</p> <ul style="list-style-type: none">• CNA• Incumbent, non-certified MAs• Adult learners• Career Center customers• Job readiness training programs <p>On the Job:</p> <ul style="list-style-type: none">• 4 levels of progressive responsibilities and pay; not necessary to advance to level 4 to advance to other positions (Baystate. Others?) <p>Can lead to:</p> <ul style="list-style-type: none">• Advanced careers including nursing, practice leadership, advanced practice providers (PA), Health IT	<ul style="list-style-type: none">• Holyoke Community College• STCC• Academic: Pre-training Readiness for college work (i.e., LTE)• Admin only training?• Other trainers?	<ul style="list-style-type: none">• Baystate• Trinity• Mercy Medical Center/Clinton• Holyoke Medical Center• Mercy Medical Center• Cooley Dickenson• Multiple physician practices with small staff, but combined represent significant demand <p>Validate/add employers w/ Career Centers</p>

Attachment H: Priority Occupation Career Pathway Planning Tool

Opportunity Occupation	Description	Skills and Requirements	Career Ladder	Training Provider/ Scheduled Training	Employers
Paraprofessionals					Public School District
<ul style="list-style-type: none"> • Very High Demand • High Projected Growth • \$28,801 median salary • <i>\$16.16-16.84/hour (adjust to reflect more school systems)</i> • Pay rate depends on school system/union contract • Pay rate depends on credential and/or higher ed degree • Pay rate impacted by experience in other educational environments 	<ul style="list-style-type: none"> • Assist teachers in delivery of quality education and support services • May include life skills, social/ emotional behavior support, visual or mobility orientation, language learning delays, medical care 	<p>Hiring Requirements:</p> <ul style="list-style-type: none"> • High School Diploma or GED, and • Associate Degree or higher, or • 60 undergraduate college credits, or • Meeting or exceeding the State mandated score on the Paraprofessional Assessment or • Work Keys Assessment • May be Bilingual preferred <p>Work Keys Scores:</p> <ul style="list-style-type: none"> • Reading: 5 • Math: 4 • Writing: 3 <p>Work Experience</p>	<p>Onramp/ Recruitment Source: Workforce Readiness Training Programs</p> <p>On the Job:</p> <ul style="list-style-type: none"> • Paraprofessional Certification <p>Leads to: Public School Teacher; Athletic Coaches</p>	<p>SPS: Internal: 30 hours PD over 10 week period in Spring and Fall</p> <p>Dress for Success Foot in the Door</p>	<ul style="list-style-type: none"> • Holyoke • Springfield • Agawam • East Longmeadow • West Springfield • Hampden Wilbraham Regional • Westfield • Alternative Schools

Attachment H: Priority Occupation Career Pathway Planning Tool

Opportunity Occupation	Description	Skills and Requirements	Career Ladder	Training Provider/ Scheduled Training	Employers
Early Education Lead Teacher					
	<ul style="list-style-type: none">• Oversee classroom of 20 children• Lesson Plan Development and Implementation• Social Emotional Learning• Pre-K Readiness	<ul style="list-style-type: none">• 3 College Credits Child Growth and Development• 3 College Credits Early Education curriculum/Program Planning/Behavior Management• 6 Additional Credit in Early Childhood• CDA Certification – replace above listed educational requirements• 36 months exp w/high school or GED• 27 months exp w/CDA• 18 months exp w/Associate’s• 9 months w/BA	<ul style="list-style-type: none">• Early Education Teacher	HCC STCC	Square One YMCA Giggle Gardens New Beginnings Head Start

Attachment H: Priority Occupation Career Pathway Planning Tool

Opportunity Occupation	Description	Skills and Requirements	Career Ladder	Training Provider/ Scheduled Training	Employers
Computer User Support					
<ul style="list-style-type: none"> • High Demand • High Projected Growth • \$40,827 median salary • \$37,900 based on TF placements (entry level) 	<p>IT support technician, computer technician, help desk,</p> <ul style="list-style-type: none"> • Provide technical assistance to computer users. • Answer questions or resolve computer problems for clients in person, via telephone, or electronically. • May provide assistance concerning the use of computer hardware and software, including printing, installation, word processing, electronic mail, and operating systems. <p>Note: does not include “Network and Computer Systems Administrators”</p>	<p>Hiring requirement:</p> <ul style="list-style-type: none"> • Microsoft office 365 • Windows Admin • Networking • Endpoint security • Computer Literacy • Essential skills • Internship (TF 80 hrs) • Upskilling: • Certified A+ Technician • Microsoft Certified Professional • Computer TIA Network + • IT Infrastructure Library Cert. <p>Specialized</p> <ul style="list-style-type: none"> • Technical Support • Customer Service • Repair • It Support • Hardware and Software Installation • Help Desk Support • Printers <p>Work Keys Scores: Work Experience:</p>	<p>Onramp/ Recruitment Source: local community, diverse, women, LGBTQ CBO referrals DFS, SQ one, etc...: Spfld, Holyoke, W. Spfld Public Schools, Community College, SR. Year 4 year: undergrads if need practical exp</p> <p>On the Job:</p> <p>Leads to: Stay for 2 – 3 yrs and get additional upskilling certifications Assistant managers for help desk, dev ops, specialty areas: i.e., cybersecurity</p>	<p>Tech Foundry Cyber Academy HCC STCC</p>	<ul style="list-style-type: none"> • American Outdoor Brands • Baystate • Best Buy • City of Chicopee • Lighthouse Professional • Viability, Inc. • BHN • Gandara

Attachment H: Priority Occupation Career Pathway Planning Tool

Opportunity Occupation	Description	Skills and Requirements	Career Ladder	Training Provider/ Scheduled Training	Employers
Machinist					
<ul style="list-style-type: none"> • Average Demand • \$46,362 median salary 	<ul style="list-style-type: none"> • Set up and operate machines, ensuring conformance to specifications and requirements with minimal supervision • Verify dimensions using standard measuring instruments, such as micrometers, depth and height gauges. • Read and interpret blueprints and operations sheets • Follow all machine operation safety requirements • Work flexible hours and overtime to meet customer deadlines and commitments. 	<p>Hiring requirements:</p> <ul style="list-style-type: none"> • CNC Machine Operator (occasional) • OSHA Forklift (occasional) <p>Specialized</p> <ul style="list-style-type: none"> • Machining • Computer Numerical Control (CNC) • Lathes • Micrometers • Milling Cutters • Hand Tools • Repair <p>Work Keys Scores:</p> <p>Work Experience:</p>	<p>Onramp/ Recruitment Source: STCC, Putnam, MassHire Workforce Board; discuss directly with small machinist companies; open house job fairs (how to engage more women); advertising in immigrant communities (sensitivity to language differences); show women in jobs when advertising; referrals</p> <p>On the Job:</p> <p>Can lead to:</p>	<ul style="list-style-type: none"> • STCC (advisory board), Putnam, Workforce Board, career centers, Westfield Vocational, Pathfinder Regional <p>Cont. from Career Ladder</p> <ul style="list-style-type: none"> • More early discussions with employers • Exposure to others working at the same capacity • Consider disconnect between Workforce Development ideas and what the companies actually need. • Terminology important. 	<ul style="list-style-type: none"> • American Outdoor Brands • Hoppe • Jarvis Surgical • Meridian Industrial Group • United Personnel (staffing agency) • Universal Plastics • Local association of machinists (connection to employers) – see Dave Cruise or Larry Martin

Attachment H: Priority Occupation Career Pathway Planning Tool

Opportunity Occupation	Description	Skills and Requirements	Career Ladder	Training Provider/ Scheduled Training	Employers
Sterile Processing Technician					
<ul style="list-style-type: none">• Demand: Average• \$33,280 median salary• \$16-\$17 / hr base entry level hiring wage (no experience)	<ul style="list-style-type: none">• Cleans and sterilizes surgical equipment.- Prepares surgical instruments, trays, basins and other supplies and devices as required per procedure specifications	<p>Hiring requirements:</p> <ul style="list-style-type: none">• Certification: None required for entry level• To advance it is preferred to have an CBSPDT and/or IAHCMM. <p>Work Keys Scores:</p> <p>Work Experience</p>	<p>Onramp/ Recruitment Source:</p> <p>High School Graduates</p> <p>Adult Learners</p> <p>Career Center customers</p> <p>Job readiness training programs</p> <p>On the Job:</p> <p>A part of a 4 step career ladder for available advancement.</p> <p>Leads to: Pathway typically leads towards advanced careers as surgical technicians.</p>	<p>Holyoke Community College/ Jump Start</p> <p>On the job training as part of orientation period.</p>	<ul style="list-style-type: none">• Baystate Health

Opportunity Occupation	Description	Skills and Requirements	Career Ladder	Training Provider/ Scheduled Training	Employers
Pharmacy Technician					
<ul style="list-style-type: none"> • Demand: High • \$35,360 median salary • \$17-\$18 / hr base entry level hiring wage (no experience) 	<ul style="list-style-type: none"> • Opportunities in retail pharmacies as well as working in the hospitals • Sterile compounding and working with hazardous compounds. • Careers available at the information technology and medical records for medication. 	<p>Certification: Certified Pharmacy Tech – Pharmacy Technician Certification Board Massachusetts state Pharmacy Tech License</p> <p>Work Keys Scores:</p> <p>Work Experience:</p>	<p>Career ladder available with progressive responsibilities and pay Onramp/ Recruitment Source: High School Graduates Graduates of a PTCB recognized program</p> <p>On the Job: A part of a 4 step career ladder for available advancement.</p> <p>Leads to: Pharmacist, Sales, Leadership</p>	<p>Holyoke Community College/ Jump Start CVS</p>	<ul style="list-style-type: none"> • Baystate Health • CVS