

# Executive Office of Labor and Workforce Development

## Commonwealth of Massachusetts



PERFORMANCE REPORT  
FISCAL YEAR 2014

Rachel Kaprielian  
Secretary

## A MESSAGE FROM THE SECRETARY

The mission of our Secretariat is to create, operate and oversee effective and innovative statewide services to: protect worker rights, health, safety, wages and working conditions; insure against job-related injury; provide individuals and families with economic stability following job loss or injury and illness; level the playing field for responsible employers; develop a pipeline of skilled workers for current, emerging and future employers; and, maintain labor harmony between employees, employers and labor unions. In accomplishing our mission, we oversee the Departments of: Unemployment Assistance (DUA), Career Services (DCS), Industrial Accidents (DIA), Labor Standards (DLS), and Labor Relations (DLR) and one quasi-public agency (Commonwealth Corporation).

Throughout the Patrick Administration we have accomplished great things in the realm of Labor and Workforce Development. Notably, we have transitioned much of the work of the Department of Unemployment Assistance online, improving the process for unemployment benefits easier for both the claimant and the employer. We have placed over 750,000 individuals into jobs through our One-Stop Career Centers. We have trained thousands of individuals from diverse backgrounds through programs like Youthworks, the Workforce Competitiveness Trust Fund and the Workforce Training Fund. We have worked to level the playing field for businesses and

protect workers through the work of the Joint Task Force on the Underground Economy. We have brought over 50,000 Massachusetts workers under workers compensation insurance as a result of our enforcement efforts. We have streamlined the arbitration and mediation process for public labor disputes resulting in a faster turn-around for decisions. Last but not least is one of our more recent key initiatives, the Women in the Workforce Initiative. In the spring of this year, Governor Patrick announced the establishment of the Successful Women, Successful Families Task Force (TF), which he charged with devising recommendations that would ensure that Massachusetts businesses better support women workers so that they realize their full potential as workers and in turn improve Massachusetts' global economic standing. I'm proud to say that the TF proposed a number of actionable recommendations, one of which was a corporate challenge to the business community, which the Governor issued on October 10<sup>th</sup>. We also established a Women's Leadership Fellowship with the Executive Branch to create a steady pipeline of leaders for public and private enterprise and which I hope is continued by the next administration.

The work of the Secretariat is vital to maintain the continued economic prosperity of the Commonwealth. Balancing the needs of employers with the needs of workers is the main tenet of everything we do. In this report you will

find information covering the breadth of on-going projects and initiatives for each of our agencies. I hope that you find this information helpful.



**Rachel Kaprielian**

Secretary of Labor and Workforce Development  
Commonwealth of Massachusetts

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## **VISION**

EOLWD and its agencies are committed to developing a world-class, highly-skilled labor force to support business growth and innovation in the Commonwealth. We will achieve this vision through a network of highly effective services that attract, support and train the Massachusetts workforce while protecting the rights and safety of workers.

## **MISSION**

To create, operate and oversee effective and innovative statewide services that: protect worker rights, health, safety, wages and working conditions; insure against job-related injury; provide individuals and families with economic stability following job loss or injury and illness; level the playing field for responsible employers; develop a pipeline of skilled workers for current, emerging and future employers; and, maintain labor harmony between employees, employers and labor unions.

## OVERVIEW

The Executive Office of Labor and Workforce Development was established by Governor Patrick at the beginning of his Administration. Led by Secretary Rachel Kaprielian, the office is responsible for the oversight and implementation of worker safety, labor relations and workforce development services in the Commonwealth.

### Labor Agencies:

- **Department of Labor Standards** - Promotes and protects workers' safety and health, wages and working conditions, and to support employers and workers in the utilization of apprenticeship as a workforce development tool.
- **Department of Industrial Accidents** - Oversees the Workers' Compensation system in Massachusetts.
- **Department of Labor Relations** - Administers the Commonwealth's collective bargaining statutes and protects the Commonwealth's workers.

### Workforce Agencies:

- **Department of Career Services** - Oversees the Commonwealth's network of 33 One-Stop Career Centers that serve job seekers and businesses.
- **Department of Unemployment Assistance** - Administers the Unemployment Insurance program, providing temporary financial assistance to unemployed workers.
- **Massachusetts Workforce Investment Board** - Advises the Governor on building a workforce development system that is aligned with education policies and economic development goals.
- **Commonwealth Corporation** – A quasi-public agency whose programs and services build upward mobility pathways for Massachusetts youth and adults to prepare for high demand careers, in concert with state and regional partners.

# ACCOMPLISHMENTS

The Executive Office of Labor and Workforce Development (EOLWD) and its agencies achieved a variety of important outcomes and reforms for workers and businesses in the Commonwealth. Since 2007 (unless otherwise noted), highlights include the following:

## **PROTECTING THE COMMONWEALTH'S WORKERS**

The Patrick Administration has put the health, safety, and rights of workers at the forefront of our collective agenda. In his first term, the Governor reestablished an Executive Office of Labor and Workforce Development (EOLWD) and appointed the Commonwealth's first Secretary of Labor in 16 years, elevating the concerns of working people to the highest levels of government and providing a voice for organized labor. By advocating on behalf of workers and employers, EOLWD has accomplished the goals below.

- On June 26th 2014, Governor Deval Patrick signed into Law Chapter 144 “**An Act Restoring the Minimum Wage and Providing Unemployment Insurance Reforms**, The law had a number of significant reforms including codifying the Joint Task Force on the Underground Economy (JTF), by making it a permanent fixture under the Executive Office of Labor and Workforce Development as the Council on the Underground Economy (CUE). This will ensure that government agencies work together in a concerted manner to uncover businesses that conceal or misrepresent their employee population to circumvent their employer responsibilities related to business laws and regulatory requirements. The JTF, established by the Governor in 2008 under Executive Order 499, has to date commenced hundreds of investigations and collected millions of dollars in tax obligations, wage restitution, fines, and penalties from unscrupulous employers. With the enactment of this law, the agency partners that comprise the JTF will become a permanent compliance unit to combat the underground economy. The CUE will continue Massachusetts’ work to level the playing field by bringing businesses and individuals into compliance with applicable state labor, licensing and tax laws. The law becomes effective March 25, 2015.
- The **Joint Task Force (JTF) on the Underground Economy and Employee Misclassification** (), a collaborative partnership across agencies, which recovered over \$55M million in wage restitution, state taxes, unemployment taxes, fines, and penalties since 2008. During calendar year 2013, \$15.6 million was recovered. The 2013 Annual Report can be found at <http://www.mass.gov/lwd/eolwd/jtf/annual-reports.html> for details.

**JTF Spotlight:** The JTF initiated what turned into a two-year state and federal investigation into two farm labor camps operated by Chang & Sons Enterprises Inc. in Western Massachusetts where workers and their families were exposed to unsafe and unhealthy living conditions and individuals worked long hours with little pay. In April 2013, the U.S. Department of Labor ordered Chang & Sons to pay workers \$305,500 in back wages, fined the company \$10,267 and permanently enjoined it from exploiting future workers. This case involved a coordinated response among local, state, and federal agencies all utilizing their respective authority to address a multi-faceted exploitation of workers.

## Unemployment Insurance (UI)

### ***NOW Online***

On July 1, 2013, the Department of Unemployment Assistance launched *UI Online*, a modern, web-based system that replaced Massachusetts' outdated and fragmented Unemployment Insurance computer system. Massachusetts now operates one of the most advanced UI data management systems in the nation.

Now, individuals and employers have faster, easier access to apply or manage information in the system.

In addition, the new system strengthened the state's ability to prevent, detect and rectify UI fraud.

After the launch of the system, demand for online services remains strong!

**Over 98% of UI claimants managed their claim through self-service, including UI Online (September 2014)**

**Over 61% of individuals applied for benefits through UI Online (September 2014)**

- Within the last few years, the Department of Unemployment Assistance (DUA) has put a strong emphasis on **collecting back unemployment taxes from delinquent employers**. We have accomplished this through improving our enforcement methods and collaborating with the Joint Task Force. The enforcement figures are based on certified assessments, court judgments, liens, levies, payment plans and Attorney General referrals. In total, **over the last 3 ½ years, DUA has collected more than \$101 million** through these specific efforts.

- In FY14, **the Department of Labor Relations (DLR) closed over 1,173 cases** ranging from unfair labor practices to contract disputes. The DLR recently implemented scheduling tools to increase efficiency of its operations by enabling the agency to direct its resources to the cases with the greatest impact. During this past year, the DLR continued to customize its case processing system, allowing the DLR to provide more specific case processing data and direct staff resources using this data. The DLR used this data, to among other things, offer its stakeholders a better arbitration service and its stakeholders are increasingly using this service. These scheduling changes, together with specific time-targets and mandatory mediation, allowed the DLR to eliminate the probable cause backlog and greatly reduce the Hearing Officer and Commonwealth Employment Relations Board (CERB) backlog. Currently, the DLR is targeting resources to address its judicial appeal backlog. Additional case-processing information is available in the FY13 Annual Report linked under "News and Updates" on [www.mass.gov/dlr](http://www.mass.gov/dlr).

**In 2009, Gov. Patrick Established the Massachusetts Employee Safety and Health Advisory Committee via E0511** to increase occupational safety and health of the Commonwealth's employees using a collaborative, joint labor-management approach to identify and address workplace hazards.

The MA Employee Safety and Health Committee, was designed to help agencies build the capacity to implement and maintain the health and safety program structure necessary to achieve compliance with OSHA-level protections, as a means to reduce injuries and illnesses. On June 26<sup>th</sup> 2014, Governor Deval Patrick signed into Law Chapter 144 "An Act Restoring the Minimum Wage and Providing Unemployment Insurance Reforms," which extends workplace safety and health standards equivalent to OSHA to state employees.

Now that compliance with OSHA standards for executive branch agencies has been passed into law, and the new state plan around this law is being implemented, agencies will continue to use the work of EO 511 as a foundational element in their health and safety programs. The Department of Labor Standards (DLS) will administer and enforce safety regulations for state employees.

- **DLS answered approximately 775 inquiries on Minimum Wage from the public** during FY14.
- **DLS conducted 2,055 workplace site visits and conducted over 114 training sessions for workers and employers on occupational safety and health programs in** FY14, specifically of note DLS's:
  - Workplace Safety & Health Program (WSHP) conducted an inspection at a public school after becoming aware of a serious incident that resulted in a worker injury; the town administration was so appreciative they requested further assistance with other safety programs. The school and town used WSHP to improve their safety management systems.
  - After a major release of asbestos during a renovation in a Massachusetts school, (DLS) staff worked with the Department of Environmental Protection (DEP) and school officials to abate the problem and get construction back on track. DLS worked to ensure that the asbestos would be managed properly and the school safe for students and employees, while also providing innovative ways to manage a project so that DEP regulations could be met and the school renovation begin again.
- Issued **6,485 licenses and conducted over 1,000 onsite inspections** since June 2013 while administering state regulations for **lead and asbestos workers and employment and temporary staffing agencies** through the DLS.
- The Department of Industrial Accidents (DIA), widely viewed as a national leader in the administration of worker's compensation, **increased employer compliance by averaging 2,300 stop work orders a year making workplaces safer across the state.**
- The DIA **more than doubled the number of businesses reviewed monthly for compliance with worker's compensation insurance**, completing 86,649 field compliance checks thus ensuring that 5,785 workers are now covered by worker's compensation insurance in fiscal year 2014.
- The DIA Civil Litigation Unit **recovered over \$1,000,000 from non-compliant business and employers** who had uninsured workplace injuries over the past four years.
- The DIA increased the efficiencies and **reduced the cost of operating the worker's compensation system allowing the Commonwealth to lower the employer assessment rate.**



## **PROVIDING STABILITY FOR UNEMPLOYED INDIVIDUALS**

Through resources managed by the Department of Unemployment Assistance (DUA) and the Department of Career Services (DCS), EOLWD has assisted unemployed workers and displaced workers by providing critical resources and support services.

- The **Massachusetts statewide Rapid Response Team** at the DCS serves as a “first responder” for workers experiencing layoffs. Since 2007, **the Team worked with more than 2,400 companies and over 174,000 employees facing layoffs** by providing unemployment insurance assistance, access to career services, health care information and support services to workers immediately following layoffs and plant closings often on-site at the company. In addition, the Team works with the affected businesses to prevent layoffs and connect them to public resources that improve business results.
- In order to help stabilize individuals and families who experience job loss, the **Unemployment Insurance system delivered benefits to over 1,984,000 unemployed individuals since January 2007** while undertaking the long-term redesign and launch of the Unemployment Insurance web-based system, now known as UI Online.

## **JOB PLACEMENT AND CAREER SERVICES FOR WORKERS AND BUSINESSES**

One of the most important goals for the Secretariat is to help unemployed individuals find jobs. Service save delivered primarily through the local network of Workforce Investment Boards and One-Stop Career Centers.

### **SPOTLIGHT: Women in the Workforce Initiative (WiW)**

In March of 2014, Governor Patrick signed Executive Order 550 creating the Successful Women, Successful Families Task Force and officially launched the Women in the Workforce Initiative. The multi-prong Initiative explores ways to:

- 1) advance family friendly policies in the workplace,
- 2) advance women into leadership roles in both the public and private sectors
- 3) eliminate the wage gap , and
- 4) explore ways to advance economic opportunities for low-income families.

The accomplishments of the WiW are outlined below:

#### **Fellowship Program:**

On September 30<sup>th</sup> the Administration announced the launch of the Women’s Leadership Fellowship Program, in partnership with Bentley University and the Center for Women and Business, and introduced the first cohort of 14 Fellows. The Fellowship Program provides women with valuable managerial and executive level experience within state government. Participating Executive Offices created or filled leadership positions with talented women fellows who will interact with leadership and have the opportunity to concretely influence the decision making process.

#### **Task Force Report**

On October 10<sup>th</sup>, the Administration released *the Successful Women, Successful Families, Successful Economy Report* which highlighted tangible recommendations for achieving the four goals mentioned above. Recommendations included exploring paid leave and increasing pathways for girls and STEM Careers.

#### **Corporate Challenge**

One of the recommendations of the Task Force Report was the launch of the Corporate Challenge in partnership with Bentley University. The Corporate Challenge asks private companies to engage in an examination of their workplace policy as it relates to family friendliness and provides resources to participating companies to better address the needs of women in their workforce. To date, LWD and Bentley University’s Center for Women and Business have signed up more than 50 companies with the goal of signing up 100 by years end.

- **Since January 2007, the network of 33 One-Stop Career Centers across the state provided services to more than 1.6 million job seekers and over 101,400 employers, successfully placing approximately 750,000 customers into jobs.** Of the total customers served (1.6 Million), 861,953 were UI claimants, 87,834 were veterans, and 88,498 were individuals with self-identified disabilities.
- Apprenticeship offers new career pathways to unemployed individuals in a variety of high demand jobs. **The Division of Apprenticeship Standards tracked 7,596 registered apprentices and 613 registered employer sponsors,** and have registered 2,489 new apprentices in the last 12 months.
- EOLWD committed **\$6.5 million** in American Recovery and Reinvestment Act (ARRA) funding beginning in 2009 to support training for unemployed or underemployed Massachusetts workers in jobs with identified demand. Grants were awarded **to 41 programs to train 1,555 unemployed or underemployed workers** for jobs in health care, human services, construction, clean energy, logistics and hospitality.

### ***INCREASING EMPLOYMENT FOR YOUTH***

As part of the Governor's priority to reduce youth violence and improve educational and career pathways for youth, EOLWD has implemented subsidized employment programs for young people each year.

- During the summer of 2014, \$9 million from the Commonwealth's YouthWorks program was awarded to 31 cities to subsidize employment for more than 4,845 youth. **Between 2007-2014, YouthWorks provided \$65,100,000 in funding for summer and year-round programs that provided employment to 38,095 youth.**
- In 2013, **Commonwealth Corporation released:** [Signaling Success: Boosting Teen Employment Prospects](#), a research publication that focuses on employer perceptions of teens in the workplace and helps to explain the historically low employment rates for young people. Nearly 200 businesses participated in surveys, interviews, and/or focus groups. The study was a collaboration between Commonwealth Corporations and the Drexel University Center for Labor Markets and Policy.
- **In April 2014, the Department of Labor Standards updated the Youth Employment Permit process and disseminated it to all 296 high schools.** Recent interviews completed by *Teens at Work Project* staff within the Department of Public Health's Occupational Health Surveillance Program found that among over 250 teens who had sustained a workplace injury, 25% of those teens did not have an employment permit. Parents, schools, and employers need to work together to make sure that teens have employment permits before they begin a job. DLS is very

interested in ensuring that interested parties are have the information they need to keep minors safe on the job. More information on the youth employment permit process is available at: [www.mass.gov/dols/youth](http://www.mass.gov/dols/youth).

## **CLOSING THE SKILLS GAP: EMPLOYER-BASED TRAINING**

A key priority for the Administration is to drive the use of public education and training resources to retrain workers to meet the hiring needs of employers. Critical programs that support this goal have impacted hundreds of thousands of individuals and thousands of employers across the state.

- The **Workforce Competitiveness Trust Fund (WCTF)** is a unique tool funded through the Legislature to support industry-driven partnerships that result in new education and training pathways to fill hiring demand for the participating employers. The Fund was recently recapitalized by the Administration and Legislature, and EOLWD announced **\$4.5 million in grants to 15 regional partnerships across the state**. These partnerships will benefit 868 job seekers and incumbent employees and involve more than 100 businesses as well as community colleges, vocational technical schools, community based organizations, workforce investment boards, career centers, and organized labor. Since 2007, 6,629 individuals have received training across the Commonwealth through previous WCTF funding.

- The **Workforce Training Fund** is a state-based program paid for by Massachusetts employers so that companies can train their incumbent workers. **Since January 2007, \$86.8 million has been awarded through the Workforce Training Fund in General Program Training Grants to 1,126 projects involving more than 1,187 businesses.** As a result of this

**Workforce Training Fund General Program:  
Grant Total Awarded by Industry FY14**

<b>Industry</b>	<b>FY14 Sum of Award</b>
Accommodation and Food Services	\$ 529,635
Arts, Entertainment, and Recreation	\$ 65,500
Construction	\$ 264,678
Finance and Insurance	\$ 990,660
Health Care and Social Assistance	\$ 766,374
Information	\$ 278,870
Manufacturing	\$ 8,234,314
Other Services (except Public Administration)	\$ 595,074
Professional, Scientific, and Technical Services	\$ 640,834
Real Estate and Rental and Leasing	\$ 204,565
Retail Trade	\$ 149,392
Transportation and Warehousing	\$ 102,736
Wholesale Trade	\$ 618,655
<b>Grand Total</b>	<b>\$ 13,441,287</b>

funding, 105,584 workers have been or will be trained across a broad range of industries. This fund works to close the skills gap by providing companies with the resources they need to develop the skills of their incumbent workforce.

- This year, the EOLWD created an **Employment Incentive Pilot Program** with Workforce Training Fund resources. The pilot will test the concept of providing incentive payments to employers to hire Massachusetts residents who have disabilities. The program partners with service organizations that have expertise in providing employment services to individuals with disabilities to engage employers, and eligible employers may apply for grants of \$5,000 for each new hire who meets program requirements. Employers may receive up to \$40,000 in a calendar year. An employer approved for a grant will be eligible for payment when the new employee has retained employment for at least 120 days and has earned a minimum of \$2,500 (gross earnings) during the 120 day retention period. The pilot will run from August 1, 2014 - June 30, 2015. Employers are eligible to apply for eligible new hires hired during this period. Employers must submit an application within 60 days of a new hire's start date.
- During 2013 and 2014, EOLWD and the Commonwealth Corporation released the **Health Care Workforce Transformation Fund Request for Proposals for Planning Grants**, following the Governor's authorization of "An Act Relative to Improving the Quality of Health Care and Reducing Costs through Increased Transparency, Efficiency, and Innovation". Nearly \$2 million was awarded to 51 projects for planning grants to assess training needs and develop training plans related to the implementation of cost containment and quality improvement efforts. A Request for Proposals for Training Grants was released in March of 2014 for to support training efforts. This year, we awarded \$12.2 million in implementation grants.

## **2014 Performance Management Initiative**

The Secretariat spent the last year working on refining and implementing the goals and strategies published in the 2013-2015 Strategic Plan. In addition, the MassResults initiative has worked with each Secretariat to help design and launch a Secretariat-wide performance management program to connect data performance review with changes in business practices. The results and outcomes of many of the core business activities within EOLWD are measured by a variety of federal and state standards. Our work over the last year has resulted in a set of "performance dashboards" for each major goal of the Secretariat – bringing together a variety of measurement tools into a more comprehensive view of the Secretariat's impact on the Commonwealth.

The next section of this Report provides an update on our original goals, strategies and actions steps. It also includes the performance dashboards. The performance dashboards in the EOLWD Annual Performance Report are version 1.0 and will be revised and improved over the year.

## Goal 1: Efficient Unemployment Insurance System

Provide individuals and families with **economic support following job loss** through an effective and responsive unemployment insurance (UI) system

### Increase public awareness of UI benefits following job loss

- **Provide UI information at time of layoff and reemployment services on-site at an employer through the Rapid Response Team.** In FY2014, the Rapid Response Team provided UI information and reemployment services to 16,612 affected employees and 277 employers working with the Departments of Unemployment Assistance and Career Services and the network of One-Stop Career Centers.

### Operate an effective and responsive UI system to assist individuals following job loss







- **Ensure UI benefits are paid timely.<sup>1</sup>** The percent of first time UI benefits paid on time was 69.6% in MA for the quarter ending September 30, 2014. The Department of Unemployment Assistance is working with the federal government to implement best practices from other states and improve timely payments through the new data warehousing and benefit systems in Massachusetts phased in over the last several years.
- **Ensure UI benefits are paid accurately.** This past year, the upgrade of major UI data warehousing systems and the new UI Online benefit system greatly improved the accuracy of benefit calculations and payments.
- **Provide excellent customer service to UI claimants and employers through** staff, training, and resources to handle a high volume of initial and continuing claims. This past year, the launch of the UI Online benefit system created self-service options and greater access for customers. The percent of customers filing initial UI claims through UI Online was up to 64% and the percent of customers requesting weekly benefits through self-service options was 98.6% in September of 2014.




### Promote reemployment of Unemployment Insurance Claimants

- **Connect UI claimants to reemployment services at One Stop Career Centers.** In FY2014, 56% of permanently separated UI claimants were registered at One Stop Career Centers for a range of reemployment services, up from 40% in FY2013 due to new resources for reemployment services.

<sup>1</sup> "Timely" is federally defined as the first benefit payment made within 21 days after the week ending date of the first compensable week in the benefit year.

## Efficient Unemployment Insurance System

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Percent of first Unemployment Insurance (UI) Benefit payments made on time	72.3% FY13	58.6% FY14	69.6% Q1 FY15	Improving	Improve timely first payments of UI benefits by 5% yearly		Data collected by Department of Unemployment Assistance (DUA). This is a federal measure with federal performance standards. This measure tracks the percent of first Unemployment Insurance benefit payments made within 21 days after the week ending date of the first compensable week in the benefit year.
UI call wait times (Average Speed of Answer [ASA] in minutes)	34:19 FY13	39:44 FY14	18:28 Q1 FY15	Improving	Decrease ASA by 10% yearly		Data collected by DUA. This measure tracks the number of minutes a caller waits to be connected to the Claims or Customer Assistance lines.
Percent of customers filing initial UI claim through UI Online and self-service options	59.7% SEPT 13	63.6% AUG 14	64.0% SEPT 14	Improving	65%		This measure tracks the number of first-time UI claimants using the UI Online portal and self-service options for transactions.
Percent of customers managing UI claim in UI Online and self-service options	98.1% SEPT 2013	99.0% AUG 14	98.6% SEPT 14	Stable	98%		This measure track the number of on-going UI claimants using the UI Online portal and self-service options for transactions.
Amount of UI Overpayment Recovery	NA	\$20,114,069 CY12	\$19,137,731 CY13	NA	NA	NA	Data collected by DUA. This is a federal measure of benefits paid to an individual to whom the individual is not legally entitled, whether or not the amount is later recovered or waived.
Percent of UI Overpayment Recovery	NA	19.3% CY12	29.1% CY13	Improving	Improve by 10% yearly		Data collected by DUA. This is a federal measure of benefits paid to an individual to whom the individual is not legally entitled, whether or not the amount is later recovered or waived.
Timeliness of non-monetary issues	8.2% Q1FY13	9.6% Q4FY14	44.6% Q1 FY15	Improving	Improve by 20% yearly		Data collected by DUA. This is a federal measure with federal performance standards. This measure tracks the percent of nonmonetary determinations (separations and non-separations) made within 21 days of the date of detection of any nonmonetary issue that had the potential to affect the claimant's benefit rights.

STATUS LEGEND		On Target		Close-To-Target		Off Target	NA	Not Applicable
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## UPDATE ON GOALS AND ACTION STEPS

### Goal 2: Maximize Job Placement & Hiring

Maximize job placement and business hiring through an effective and responsive workforce system

Increase the job placement rate for all One-Stop Career Center (OSCC) customers, including specific populations, each year.





- **Redesign job seeker assessment and job matching services, including the use of innovative software tools.** This past year, the Department of Career Services added new technology tools statewide to provide job seekers with more detailed, higher quality information on job openings.
  - New information on over 90,000+ jobs statewide is now available through the state job bank called JobQuest. The number of jobs in JobQuest more than doubled (up from 40,000+ prior to launch in January 2013) due to the rollout of a new real-time labor market information tool.
  - The Department of Career Services also redesigned JobQuest with new social media capacity and microsites and provided statewide training to front-line job development staff on using TORQ, a new job matching tool.
- **Maximize workforce services across federal and state programs (e.g. Massachusetts Rehabilitation Commission, Department of Transitional Assistance etc.) to improve outcomes for job seekers with barriers to employment.**
  - To address historically low employment rates for individuals with disabilities, the Department of Career Services applied for and won a \$4.7M federal USDOL Disability Employment Initiative Grant to build enhanced job placement services across regional partners OSCC (, MA Rehabilitation Commission, community based organizations, etc.). EOLWD also released \$1.7 million in state funding dedicated to placing more than 160 individuals with disabilities in stable employment opportunities. This year, EOLWD launched an Employment Incentive Pilot Program using Workforce Training Fund resources to provide incentive payments to employers to hire Massachusetts residents who have disabilities.




Increase the number of companies that hire individuals registered with the One-Stop Career Centers (OSCCs)

- **Redesign Business Services through OSCCs.** In FY13 and FY14, the Department of Career Services launched the Mass BizWorks initiative to increase the number of employer customers. This Initiative is working to:
  - **Develop or improve collaborations among all entities** that provide services for Massachusetts businesses by creating and distributing a new “Employer Resource Guide” that outlines significant federal and state resources for employers.
  - **Leverage partner organizations to engage employers** as federal funding declines for OSCCs. The decline in funding in recent years led to a decline in the total number of employers engaged by One-Stop Career Centers between FY13 and FY14. Under the Mass BizWorks Initiative, One-Stop Career Centers, economic development offices, chambers and other employer organizations are working on strategies to integrate collective services and outreach capacity in order to increase business engagement in regions.








## Maximize Job Placement & Hiring




Measures	Prior Period FY12	Previous Period FY13	Current Period FY14	Trend	Target	Status	Comments
Number of job seekers placed in jobs (all One-Stop Career Center [OSCC] customers)	99,239	100,439	104,294	Improving	Increase the number of individuals placed in jobs each year		Data collected by Department of Career Services (DCS). This is a federal measure with federal performance standards. US Department of Labor (Wagner Peyser) measure. This measure tracks the total number of unique One-Stop Career Center unemployed customers placed in jobs. The individual is included in the measure regardless of the level of service provided (e.g. one-time visit up to intensive services / training dollars).
Percent of job seekers placed in jobs (all OSCC customers)	52%	50%	52%	Improving	Exceed national performance target of 50%		Data collected by DCS. This is a federal measure with federal performance standards. US Department of Labor (Wagner Peyser) measure. This measure tracks the percent of unique One-Stop Career Center unemployed customers placed in jobs. The individual is included in the measure regardless of the level of service provided (e.g. one-time visit up to intensive services / training dollars).
Percent of Unemployment Insurance (UI) Claimants placed in jobs	52%	50%	50%	Stable	Increase yearly		Data collected by DCS. This measure tracks the total number of unique One-Stop Career Center customers who were UI claimants who were placed in jobs. The UI claimant is included in the measure regardless of the level of service provided (one-time visit up to intensive services and training).
Average Percent (over the year) of permanently separated UI Claimants who were required to attend a One Stop Career Center Orientation out of all permanently separated UI Claimants	33%	40%	49%	Improving	Increase yearly		Data collected by DCS. This measure reports on UI Claimants who are categorized as permanently separated, i.e., unlikely to return to previous job and likely to exhaust UI benefits. A portion of these UI claimants are mandated to participate in One-Stop Career Center orientation session and services.

STATUS LEGEND		On Target		Close-To- Target		Off Target	NA	Not Applicable
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## Maximize Job Placement & Hiring (cont.)

Measures	Prior Period FY12	Previous Period FY13	Current Period FY14	Trend	Target	Status	Comments
Percent of job seekers with disabilities placed in jobs	37%	35%	36%	Stable	Increase yearly		Data collected by DCS. This measure tracks the total number of unique One-Stop Career Center unemployed customers with a disability placed in jobs.
Percent of low income job seekers placed in jobs (Workforce Investment Act Adult)	74%	80%	83%	Improving	Increase yearly		Data collected by DCS. USDOL (WIA Adult) measure. This measure tracks the total number of unique One-Stop Career Center customers enrolled in WIA Adult placed in jobs.
Percent of One-Stop Career Center veterans customers placed in jobs	49%	45%	46%	Stable	Increase yearly		Data collected by DCS. Currently measured annually by USDOL. This measure tracks the total unique number of One-Stop Career Center Veteran's customers placed in jobs.
Number of companies that utilize One-Stop Career Centers for recruitment (new and repeat companies)	12,844	12,068	10,980	Worsening	Increase yearly		Data collected by DCS. This measure is a unique count of the total number of employers who use the OSCC. The number of companies utilizing the OSCCs for recruitment has declined in recent years due to several years of federal funding declines for staffing levels supporting business services. NOTE: Due to reduction in federal Wagner-Peyser funding and WIA funding, less staff were available within Career Centers for outreach to business. As a result, DCS created the Mass BizWorks campaign to increase outreach to employers in 2014.
Over-the-year change in the number of new companies serviced by One-Stop Career Centers	-18%	9.5%	-11.2%	Worsening	Increase by 5% yearly		Data collected by DCS. This measure tracks the change over the year of the number of new companies working with a One-Stop Career Center as indication of business outreach. NOTE: Due to reduction in federal Wagner-Peyser funding and WIA funding, less staff were available within Career Centers for outreach to business. As a result, DCS created the Mass BizWorks campaign to increase outreach to employers in 2014.

<b>STATUS LEGEND</b>		On Target		Close-To- Target		Off Target	NA	Not Applicable
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## Goal 3: Align Skill Sets of Workers with Employer Demand

Align and develop the skill sets of workers with skill requirements in marketplace




Align skill sets of workers  
with job openings/job growth  
to increase hire and “fill rates” for employers




- **Increase basic reading and math skills of One-Stop Career Center customers (with HS diploma or less) through national assessment and remediation program (i.e. Career Readiness Credential).** EOLWD gathered investors and stakeholders to develop resources for a 3-year pilot called the *Career Readiness Initiative* beginning in January 2014. EOLWD is currently getting over 100 organizations up and running with new technology tools to address basic reading and math skills.
- **Increase industry specific skills of workers:**
  - Increase the utilization of apprenticeships, in particular minority and women apprentices, in high-demand sectors and occupations. The Division of Apprenticeship Standards tracked 7,596 registered apprentices and 613 registered employer sponsors, and have registered 2,489 new apprentices in the last 12 months.
  - **Increase the number of supported “regional workforce partnerships” to meet business hiring needs.** A new round of the Workforce Competitiveness Trust Fund was released in the summer of 2013, supporting \$4.5 million in grants to 15 regional partnerships across the state. These partnerships will benefit 850 job seekers and incumbent employees and involve more than 100 businesses as well as community colleges, vocational technical schools, community based organizations, workforce investment boards, career centers, and organized labor. As of June 30, 2014, 547 job seekers had enrolled in WCTF programs and 269 had completed training and been placed in jobs.

Align skill sets of incumbent workforce  
with employer talent needs to fuel company growth





- **Increase number of incumbent workers trained in high demand sectors or occupations through Workforce Training Fund Program.** EOLWD and the Commonwealth Corporation increased outreach efforts to businesses to encourage grant applications. As a result, FY14 grant allocations increased by 39% from \$14M in FY13 to \$19.5M in FY14. FY14 updates include:
  - In FY14, 139 General Program Training grants were made to 155 employers totaling \$13.4M in grant funding to train 11,508 workers (up from \$12M in FY13).
  - In 2014, EOLWD and Commonwealth Corporation approved 704 Hiring Incentive Training Grant applications from 331 businesses seeking a total of \$4.9M in incentive payments for hiring and retraining 1,063 eligible new employees (long term unemployed or military veteran). Of these, 69 new employees were military veterans.
  - In FY14, EOLWD and Commonwealth Corporation approved 220 Express Program grant applications from 185 businesses, seeking a total of \$1.2M in grant funds to training 1,743 employees.




## Align Skill Sets of Workers with Employer Demand

Measures	Prior Period FY12	Previous Period FY13	Current Period FY14	Trend	Target	Status	Comments
Percent of Workforce Investment Act Funding spent on education/training for One-Stop Career Center customers	35%	34%	21%	Worsening	Maintain or increase		Data collected by DCS. This measure tracks the total percent of Workforce Investment Act Adult and Dislocated Worker local program funds spent on education and training activities for individuals. NOTE: Delays in receipt of federal funds in FY14 and reduced funding limited first and second quarter enrollments.
Number of individuals who attain a Career Readiness Certificate each year	NA	NA	NA	NA	Establish program and a baseline	NA	Funding for the program was established and operational steps are in progress.
Number of individual Training Account vouchers attained through One-Stop Career Center.	6,424	5,488	3,490	Worsening	Increase yearly		Data collected by DCS. This measure tracks the number of One-Stop Career Center customers who receive an Individual Training Account, which is free funding for education and training. Delays in receipt of federal funds and reduced funding in FY14 limited first and second quarter enrollments. Additionally, increases in training costs and more individuals requiring longer training including remediation education and skills training affect the number of individuals that can be trained with available funds.
Percent of individuals completing Credential / Training who are placed in jobs (Workforce Investment Act Adult funding stream)	73%	76%	84%	Improving	Increase yearly		Data collected by DCS. This measure tracks the job placement rate for individuals who enroll and complete a training program funded through Workforce Investment Act Adult formula funding.

<b>STATUS LEGEND</b>		On Target		Close-To- Target		Off Target	NA	Not Applicable
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## Align Skill Sets of Workers with Employer Demand (cont.)

Measures	Prior Period FY12	Previous Period FY13	Current Period FY14	Trend	Target	Status	Comments
Number of apprentices working for Massachusetts employer sponsors	5,035	5,289	6,785	Improving	5,500		Data collected by Department of Labor Standards' Division of Apprenticeship Training.
Number of compliance and technical assistance visits performed by Division of Apprenticeship Training	17	17	15	Stable	15		Data collected by Department of Labor Standards' Division of Apprenticeship Training pursuant to a grant agreement with the Veterans Administration.
Number of businesses participating in Workforce Training Fund grants	131	146	156	Improving	Increase yearly		Commonwealth Corporation collects these data. This reflects Workforce Training Fund General Program grants only. The total award amount in FY2014 was \$13,441,287 and \$11,956,148 in FY2013. Grants are active for two years.
Number of employees to be trained by Workforce Training Fund Grants	10,845	11,397	11,508	Improving	Increase yearly		Data collected by Commonwealth Corporation. This reflects Workforce Training Fund General Program grants only. The total award amount in FY2014 was \$13,441,287 and \$11,956,148 in FY2013. Grants are active for two years. The number of planned trainees equals the number of trainees associated with grants approved in the year and do not reflect individuals in training from prior year grants.

STATUS LEGEND		On Target		Close-To- Target		Off Target	NA	Not Applicable
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## Goal 4: Increase Youth Employment

### Better prepare youth for work experience

- **Develop tools to support mock interviews, video learning, and resume development etc.**
- As part of the technical assistance provided to YouthWorks local operators, Commonwealth Corporation developed a new employability curriculum called Signaling Success and trained local partners in implementing the curriculum. Based on research with employers across the state, the new work-readiness training addresses the skills employers say they need in the workforce: dependability, collaboration, communication and initiative.



### Place teens with no work experience into *subsidized* employment




- **Increase job placements through state-funded YouthWorks program to provide summer work experience and prepare the teens to compete for unsubsidized jobs.**  
This year, EOLWD increased the total number of youth with subsidized work experience in FY14 compared to FY13 through two key programs.
  - Commonwealth Corporation administered the YouthWorks program in the summer of 2014 and was able to expand the number of youth placed in subsidized jobs in the summer to 5,186 youth.
  - In addition, Workforce Investment Boards and One Stop Career Centers utilized Workforce Investment Act Title I Youth funding to place more than 1,800 youth in subsidized employment and related services.

### Provide re-entry programs to youth returning from Department of Youth Services (DYS) Secure Facilities

- **Design and fund programs that offer occupational training, career exploration and/or transitional employment for DYS youth**
  - Commonwealth Corporation continued to operate the DYS Bridges to Opportunity Grant in FY14 enrolling DYS youth in education and career development services leading to employment.

## Increase Youth Employment

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Number of youth placed in subsidized employment with state YouthWorks Program funding	4,719 Summer 2012	5,175 Summer 2013	5,186 Summer 2014	Improving	Increase number of youth jobs each summer		Commonwealth Corporation collects these data. This measure tracks the number of youth placed in wage subsidized jobs during the summer. Many factors impact the number enrolled including: total allocation, number of hours per job and wages paid per placement, number of months of the placement etc. In the future, the goal is to develop a measure that reflects the quality of each placement. NOTE: Funding amount in summer of 2013 was \$8 million. Funding amount in summer of 2014 was \$9 million.
Number of youth placed in subsidized employment with Workforce Investment Act Funding	1,735 FY12	1,863 FY13	1,937 FY14	Improving	Increase yearly		The Department of Career Services collects these data. WIA Youth funding support youth enrollment in work experience/ summer work experience.

STATUS LEGEND		On Target		Close-To- Target		Off Target	NA	Not Applicable
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## Goal 5: Protect Workers

Promote and protect workers' safety, health, wages and working conditions

Increase employer awareness of wage regulations in order to promote compliance

- Amend the minimum wage regulations to clarify the legislative intent of the wage laws so that employers will better understand their obligations and employees will better understand their rights (in progress)
- Promulgate regulations for prevailing wage laws to increase transparency in the administration and interpretation of the laws by Dept. of Labor Standards (In progress)

Raise workplace safety awareness in order to reduce workplace injury and illness in the *public* sector

- Administer Executive Order 511 *Establishing the Massachusetts Employee Safety & Health Advisory Committee* to increase occupational safety for state workers
- Spearheaded effort by multi-jurisdictional Advisory Council to establish Safety and Health Capital Fund to assist state agencies in creating safer workplaces.
- Made on-line workplace violence prevention training available to all executive branch employees.
- Released first EO511 report: State Employee Health and Safety Achievements and Recommendations.
- Advocated for passage of statute extending OSHA level protection to executive branch employees.








Reduce workplace injury and illness in the private sector through collaboration with employers




- Provide consultation service to help employers recognize and control potential safety and health hazards at their worksites, improve their safety and health program, and assist in training employees
- In FY14, DLS administered 525 OSHA consultations at private sector worksites.
- Refer companies discovered through worksite investigations to Workplace Safety Grant program to expand number of employers applying (On going).
- Collaborate with Toxic Use Reduction Council to promote Consultation services.
- Collaborate with OSHA in focus areas of fall protection and temporary worker safety.

Reduce occupational exposure to asbestos and lead

- Focus Department of Labor Standards (DLS) inspection resources on suspected high exposure-risk schools for compliance with the Asbestos Hazard Emergency Response Act (AHERA) "asbestos in schools" regulations
- Promoted new support materials for schools to utilize to properly manage asbestos and to remain in compliance with AHERA.
- Refined hazard assessment and prioritization of high exposure-risk schools.
- DLS continues to collaborate with community partners to raise awareness of the Lead Safe Renovation Regulations.

## Protect Workers

Measures	Prior Period FY12	Previous Period FY13	Current Period FY14	Trend	Target	Status	Comments
Number of public sector workplace interventions or technical assistance provided each year	69	168	208	Improving	150		Data collected by the Department of Labor Standards (DLS). It tracks the number of technical assistance visits done by DLS each year at public sector workplaces.
Number of compliance visits to employment, placement, and staffing agencies	589	454	386	Worsening	350		Data collected by DLS. It tracks the number of compliance visits done by DLS each year.
Number of surveys cleaned, completed, and entered for Bureau of Labor Statistics Occupational Safety and Health Survey	4,424	4,551	4,454	Stable	4,000		It tracks the number of surveys cleaned, completed and entered by DLS each year. Average per month in FY13 was 364 surveys.
Number of Asbestos Hazard Emergency Response Act (AHERA-Asbestos in Schools) inspections	40	38	46	Stable	40		Data collected by DLS. It tracks the number of AHERA inspections done by DLS each fiscal and calendar year. Grant agreement with the EPA is a two-year grant cycle with 80 inspections required in the two years.
Number of Lead-Safe Renovation Contractor licenses issued	547	339	348	Improving	500		Data collected by DLS. It tracks the number of contractors who were issued Lead-Safe licenses by DLS each year. FY13 and FY14 experienced a low number of licenses issued to lead-safe renovation contractors due to a decline in the number of applications from contractors.
Number of Occupational Safety and Health Administration (OSHA) Consultation private sector workplace interventions and visits each year	472	485	525	Improving	450		Data collected by DLS. It tracks the number of OSHA technical assistance visits and interventions at private sector workplaces done by DLS each year.
Number of workers covered under the Mine Safety & Health Act who are trained by Department of Labor Standards (DLS)	734	804	832	Improving	750		Data collected by DLS. It tracks the number of workers trained on requirements in the Mine Safety and Health Act by DLS each year.

STATUS LEGEND		On Target		Close-To- Target		Off Target	NA	Not Applicable
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## Goal 6: Compensate Workplace Injury

Provide workers with compensation for workplace injury

Operate a prompt and fair workers' compensation system for employees, employers and insurance companies





- **Lower administrative cost by 3-5% per year, allowing lower employer assessment rates**
  - In FY14, the Department of Industrial Accidents (DIA) lowered the cost of workers' compensation administration by 4% from the prior fiscal year
- **Achieve a 75% final disposition of all Department of Industrial Accidents (DIA) cases received within 7 months of initial filing**
  - In FY14, DIA got closer to its goal, achieving a 68% disposition rate for all DIA cases within 7 months of initial filing
- **Achieve an 85% goal that all cases receive a final disposition within 12 months, by the year 2017**
  - In FY14, DIA maintained an 82% rate of final disposition of all cases within 12 months of initial filing (compared to prior year) just shy of 2017 goal.




Achieve a 50% reduction from 2011 levels in uninsured Trust Fund injuries by 2015

- **Increase by 10,000, over the next five years (2013 to 2018), the number of employers who provide workers' compensation insurance by educational outreach and stop work orders**
- **Increase by 25,000, over the next five years (2013 to 2018), the number of MA workers covered by workers' compensation insurance by educational outreach and stop work orders**



The Department of Industrial Accidents (DIA) operates a comprehensive investigation team reviewing worksites and employer compliance with workers' compensation requirements for businesses operating in all cities and towns of the state. The number of workers hurt on the job at companies without workers' compensation declined to 107 in FY14 from 126 in FY13. Businesses operating without workers' compensation is a continuing challenge that is a key focus of DIA and the Secretariat's *Joint Enforcement Task Force (JTF) on the Underground Economy and Employee Misclassification*. DIA conducted over 86,000 compliance checks statewide in fiscal year 2014, initiated 5,785 investigations, and issued 2,345 Stop Worker Orders for lack of workers' compensation. Each year, the number of investigations increases through better agency coordination, reporting and referrals to DIA. Despite the comprehensive detection and investigation work by the JTF and DIA, significant work is still required to increase the coverage rate across MA employers and reduce the number of uninsured injured workers.




## Compensate Workplace Injury

Measures	Prior Period FY12	Previous Period FY13	Current Period FY14	Trend	Target	Status	Comments
Department of Industrial Accidents Operating Budget	\$19,106,554	\$19,114,446	\$19,522,852	Stable	Annual increase less than 3.5%		Data collected by the Department of Industrial Accidents (DIA). This measure tracks the annual operating cost for DIA.
Percent of Department of Industrial Accidents cases in disposition within 7 months of initial filing for workers' compensation	65%	68%	68%	Stable	75%		Data collected by DIA. In order to reach a final disposition (the concluding of a matter) a case must be brought through the first stages of the Dispute Resolution process efficiently. When the cases can be brought to a Conference within 8 to 10 weeks of a filing, the chances greatly increase that a final resolution will be achieved either by a ruling of an Administrative Judge or via a settlement.
Percent of Department of Industrial Accidents cases in disposition within 12 months of initial filing for workers' compensation	80%	80%	82%	Improving	85%		Data collected by DIA. The DIA is seeking to reduce the timeframe between the Conference and the Hearing stages of the process. This is done by assigning additional cases to each Administrative Judge during their conference cycles. As the majority of cases are resolved before a Hearing, by acceleration of the timeframe, settlements are reached sooner.
Number of uninsured injuries	111	126	107	Improving	Less than 59 cases		Data collected by DIA. This measure tracks the number of workers hurt on the job at companies without worker's compensation insurance. The case is handled through the uninsured Trust Fund in order to pay out compensation to the injured worker. Target is 50% reduction from 2011 levels by 2015 (118 cases in FY11. Goal is therefor less than 59 cases)

STATUS LEGEND		On Target		Close-To- Target		Off Target	NA	Not Applicable
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## Compensate Workplace Injury

Measures	Prior Period FY12	Previous Period FY13	Current Period FY14	Trend	Target	Status	Comments
Percent completion of Return to Work plans	NA	NA	73%	NA	70%		Data collected by DIA. This measure tracks the number of vocational rehabilitation participants who were approved for education and training through DIA programming and completed their Return to Work Plan.
Percent of vocational rehabilitation participants who Return to Work	31%	45%	69%	Improving	60%		Data collected by DIA. This measure tracks the percent of vocational rehabilitation participants who were approved for education and training through DIA programming and then got a job. Although the RTW number declined, the percentage of workers' getting VR programs increased to 61% in FY2014. The number of participants that RTW declined largely due to a soft labor market. Number of approved VR plans increased to 61% in FY2014. As most programs are between one and two years, we expect an improvement in RTW by FY2015.

<b>STATUS LEGEND</b>		On Target		Close-To- Target		Off Target	NA	Not Applicable
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## Goal 7: Public Sector Labor Harmony




Resolve public sector labor disputes in a time-frame that provides stability to the parties

As the Department of Labor Relations reviewed its key strategies and most important performance measures for the agency's work, it revised the key strategies originally included in the EOLWD Strategic Plan.

- **Process a case brought to the Department of Labor Relations in an average of six weeks starting from the investigation completion date to the date the Hearing Officer issues a probable cause determination.**
  - In FY14, DLR processed cases on an average of 3.98 weeks, a 1.7 week reduction from the FY 13 average of 5.68 weeks and staying under the 6 week average.
- **Reduce the average number of weeks from “ripe date” to DLR hearing officer’s decision to at or below 24 weeks.**
  - In FY14, the average time to issue a hearing officer decision was reduced to 40.85 weeks, a 5.58 week improvement from the FY 2013 average of 47.43 weeks.
- **Ensure the average number of weeks that the Commonwealth Employment Relations Board (CERB) takes to issue its review decision of a Hearing Officer’s probable cause dismissal determination is 12 weeks or less.**
  - In FY14, the average number of weeks was 15.5
- **Ensure the average number of weeks from “ripe date” for the Commonwealth Employment Relations Board (CERB) to issue a decision on appeal from a Hearing Officer’s decision is 16 weeks or less.**
  - In FY14, the average number of weeks was 14.83.

## Public Sector Labor Harmony

Measures	Prior Period FY12	Previous Period FY13	Current Period FY14	Trend	Target	Status	Comments
Average number of weeks from investigation to probable cause determination	Data not tracked	5.68	3.98	Improving	6 weeks or less		Data collected by the Department of Labor Relations (DLR). This measure tracks the time it takes for the DLR to process a case from the investigation completion date to the date a Hearing Officer issues a probable cause determination. This is generally either a Complaint or a dismissal letter, though the Hearing Officer could defer the case to the parties' arbitration procedure or refer a case to mediation or another agency.
Average number of weeks from "ripe date" to Hearing Officer decision	Data not tracked	47.43	40.85	Improving	Within 24 weeks		Data collected by DLR. This measure tracks the time it takes the DLR's hearing officers to issue an unfair labor practice case decision after the parties complete a full hearing and have submitted their post-hearing briefs.
Average number of weeks for the Commonwealth Employment Relations Board (CERB) to issue its review decision of a Hearing Officer's probable cause dismissal determination	Data not tracked	10.58	15.15	Worsening	10 weeks		Data collected by DLR. This measure tracks the time it takes for the CERB to issue its review decision of a Hearing Officer's probable cause dismissal determination from the date of respondent's response to the request for review.
Average number of weeks from ripe date for Commonwealth Employment Relations Board (CERB) to issue a decision on appeal from a Hearing Officer's decision	Data not tracked	11.17	14.83	Stable	Within 14 weeks		Data collected by DLR. This measure tracks the time it takes the CERB to issue its decision on appeal from a Hearing Officer's decision from the date the parties file their supplementary statements until the CERB issues its decision.

<b>STATUS LEGEND</b>		On Target		Close-To-Target		Off Target	NA	Not Applicable
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## Goal 8: Shrink Underground Economy




Identify employee misclassification on the part of employers in the underground economy

Decrease the number of misclassified workers and increase lost revenue collection due to the Commonwealth as a result of misclassification and level the playing field for employers that play by the rules through the operations of the Joint Task Force (JTF) on the Underground Economy and Employee Misclassification

- **Increase education, coordination and enforcement of the state's labor, licensing, and tax laws through the work of the Underground Economy Task Force.**
  - The Joint Task Force fielded hundreds of phone calls to the Underground Tip Line leading to investigation of potential employee misclassification or illegal practices resulting in an annual increase in recaptured funding.
  - On June 26th 2014, Governor Deval Patrick signed into Law Chapter 144 "An Act Restoring the Minimum Wage and Providing Unemployment Insurance Reforms." In addition to increasing the state's minimum wage, the law also codified the Joint Task Force on the Underground Economy (JTF), making it a permanent fixture under the Executive Office of Labor and Workforce Development as the Council on the Underground Economy. The law becomes effective March 25, 2015.
- **Increase revenue recovery through enforcement by inspection, audit, and information-sharing.**
  - In Calendar Year 2013, the JTF recovered more than \$15.6M through coordination, cross-checks, referrals to fraud detection and investigation across many state agencies and other partners.
  - The JTF initiated what turned into a two-year state and federal investigation into two farm labor camps operated by Chang & Sons Enterprises Inc. in Western Massachusetts where workers and their families were exposed to unsafe and unhealthy living conditions and workers toiled long hours with little pay. In April 2013, the U.S. Department of Labor ordered Chang & Sons to pay workers \$305,500 in back wages, fined the company \$10,267 and permanently enjoined it from exploiting future workers.
- **Level the playing field for employers by publicizing Task Force enforcement successes to serve as a deterrent to employers who cut corners on labor, licensing, and tax laws.**
  - The JTF has assisted state agencies in recovering revenue from employers violating requirements for workers on unemployment insurance, workers' compensation and wage reporting and proper classification of employees and help employers who comply with the law compete in the economy.
- **Estimate the frequency of employee misclassification and underground economic activity among the Commonwealth's industries through the undertaking of a research study.**
  - The JTF procured an evaluation contractor and started work on a research study to estimate the frequency of underground economic activity. The study is still in progress.

## Shrink Underground Economy

Measures	Prior Period CY12	Previous Period CY13	Current Period CY14	Trend	Target	Status	Comments
Number of outreach events attended	NA	14	9	Stable	15 events/ materials		Current period is through 9/30/14. Data collected by the Department of Labor Standards and the Joint Enforcement Task Force on the Underground Economy. Measuring the number of outreach events and publications tracks the Task Force ability to education employers, workers and consumers about the effects of the underground economy.
Number of materials produced for outreach events	NA	3	4				
Total amount of revenue recovered related to employee misclassification and the underground economy	\$15.4M	\$15.6M	NA	Improving	CY2013 IS \$15M	NA	Data collected by the Department of Labor Standards and the Joint Enforcement Task Force on the Underground Economy. This measure tracks revenue collected by the Commonwealth through enforcement of employer regulations by inspection, audit, and information-sharing across state agencies in a calendar year. Data collected through Joint Enforcement Task (JTF) Force and all references to funds recovered represent monies that have been recovered through the cooperative efforts of the JTF and represent monies above and beyond what member agencies collect through their ordinary enforcement efforts.

STATUS LEGEND		On Target		Close-To- Target		Off Target	NA	Not Applicable
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## UPDATE ON GOALS AND ACTION STEPS

# Goal 9: Better Labor Market Data

Provide effective labor market information to policymakers, employers, and job seekers to align policy and customer services with economic demand

- **Develop tools and products that integrate real-time demand and supply information** with traditional information and products to provide more responsive information to users for their current needs
  - The Massachusetts Executive Office of Labor and Workforce Development (EOLWD) and the Department of Unemployment Assistance (DUA) launched the rollout of **new labor market tools developed by Help-Wanted Online and Wanted Analytic Technologies** to leverage and analyze all job postings for the Commonwealth. A joint team of state agencies developed funding and provided licenses to Workforce Investment Boards, One-Stop Career Centers, Community Colleges, and 4 year public higher education institutions to (1) expand statewide access to the largest aggregation of real-time job postings through one job search system (JobQuest) for job seekers and (2) provide a new dashboard tool to education and workforce leaders statewide that analyzes over 120,000 MA job postings by occupational type, hiring employer, industry, geographic location, and many other criteria. This tool helps Career Centers understand hiring demand to align job seeker services and gives higher education the same sense of hiring demand to align post-secondary curriculum, credentials and degrees. In 2014, EOLWD, DUA and DCS rolled out over 20 training sessions to organizations using HWOL to impact the use of data in their organization.
- **Expand partnerships within Massachusetts and with other states to produce more current industry and occupational supply and demand information** to help guide strategic planning and service deliveries for the workforce investment system and partner agencies.
- **Produce timely labor market trend products that provide regional and state information on labor force, labor market demand and pipeline supply and disseminate through regional meetings.**
  - Massachusetts completed data submission requirements to join the US Census Bureau's Local Employment Dynamics (LED) Partnership, which is a time series, on-line data tool created under the federal-state Local Employment Dynamics (LED) Partnership that provides unprecedented details about America's jobs, workers, and local economies and communities. LED creatively integrates existing data from state-supplied administrative records on workers and employers with existing censuses, surveys, and other administrative records to create a longitudinal data system on U.S., state, regional and local employment patterns.
  - In partnership with Connect (the Southeastern MA Higher Education Partnership), Commonwealth Corporation designed and facilitated employer panels about workforce needs in selected industry sectors health care and advanced manufacturing)
  - In partnership with BlueCross Blue Shield of MA Foundation, Commonwealth Corporation sponsored three sessions designed to provide health care workforce development practitioners with information about the impact of health care reform on health care workforce needs.



## Measure Definitions

GOAL	MEASURE	DESCRIPTION
<b>Efficient Unemployment Insurance System</b>	Percent of first Unemployment Insurance (UI) Benefit payments made on time	This measure tracks the percent of first Unemployment Insurance benefit payments made within 21 days after the week ending date of the first compensable week in the benefit year.
	UI call wait times (Average Speed of Answer [ASA] in minutes)	This measure tracks the number of minutes a caller waits to be connected to the Teleclaim, Telecert, Payment Status or PIN Service Lines.
	Percent of customers filing initial UI claim through UI On-Line and self-service options	These two measures track the percent of first-time and on-going UI claimants using the UI Online portal and self-service options for transactions.
	Percent of customers managing UI claim in UI On-line and self-service options	These two measures track the percent of first-time and on-going UI claimants using the UI Online portal and self-service options for transactions.
	Amount of UI Overpayment Recovery	This is a federal measure of benefits paid to an individual to whom the individual is not legally entitled, whether or not the amount is later recovered or waived.
	Percent of UI Overpayment Recovery	This is a federal measure of benefits paid to an individual to whom the individual is not legally entitled, whether or not the amount is later recovered or waived.
	Timeliness of non-monetary issues	This measure tracks the percent of nonmonetary determinations (separations and non-separations) made within 21 days of the date of detection of any nonmonetary issue that had the potential to affect the claimant's benefit rights.
<b>Maximize Job Placement &amp; Hiring</b>	Number of job seekers placed in jobs (all One-Stop Career Center [OSCC] customers)	This measure tracks the total number of unique One-Stop Career Center unemployed customers placed in jobs. The individual is included in the measure regardless of the level of service provided (e.g. one-time visit up to intensive services / training dollars). This is a federal measure with federal performance standards. US Department of Labor (Wagner Peyser) measure.

GOAL	MEASURE	DESCRIPTION
<b>Maximize Job Placement &amp; Hiring</b>	Percent of job seekers placed in jobs (all OSCC customers)	This measure tracks the percent of unique One-Stop Career Center unemployed customers placed in jobs. The individual is included in the measure regardless of the level of service provided (e.g. one-time visit up to intensive services / training dollars). This is a federal measure with federal performance standards. US Department of Labor (Wagner Peyser) measure.
	Percent of Unemployment Insurance (UI) Claimants placed in jobs	This measure tracks the percent of unique One-Stop Career Center customers who were UI claimants who were placed in jobs. The UI claimant is included in the measure regardless of the level of service provided (one-time visit up to intensive services and training).
	Average Percent (over the year) of permanently separated UI Claimants who were required to attend a One Stop Career Center Orientation out of all permanently separated UI Claimants	This measure reports on UI Claimants who are categorized as permanently separated, i.e., unlikely to return to previous job and likely to exhaust UI benefits. A portion of these UI claimants are mandated to participate in One-Stop Career Center orientation session and services.
	Percent of job seekers with disabilities placed in jobs	This measure tracks the percent of unique One-Stop Career Center unemployed customers with a disability placed in jobs.
	Percent of low income job seekers placed in jobs (Workforce Investment Act Adult)	This measure tracks the percent of unique One-Stop Career Center customers enrolled in WIA Adult placed in jobs.
	Percent of One-Stop Career Center veterans customers placed in jobs	This measure tracks the total unique number of One-Stop Career Center Veteran's customers placed in jobs.
	Number of companies that utilize One-Stop Career Center's for recruitment (new and repeat companies)	This measure tracks the total number of employers who use the One-Stop Career Centers.
	Over-the-year change in the number of new companies serviced by One-Stop Career Centers	This measure tracks the change over the year of the number of new companies working with a One-Stop Career Center as indication of business outreach.

GOAL	MEASURE	DESCRIPTION
<b>Align Skill Sets of Workers with Employer Demand</b>	Percent of Workforce Investment Act Funding spent on education/training for One-Stop Career Center customers	This measure tracks the total percent of Workforce Investment Act Adult and Dislocated Worker local program funds spent on education and training activities for individuals.
	Number of individuals who attain a Career Readiness Certificate each year	This measure tracks the number of low-skilled individuals who attain a Career Readiness Certificate annually. Low skilled individuals are workers who lack high school degrees or hold low wage jobs.
	Number of individual Training Account vouchers attained through One-Stop Career Center	This measure tracks the number of One-Stop Career Center customers who receive an Individual Training Account, which is free funding for education and training.
	Percent of individuals completing Credential / Training who are placed in jobs (Workforce Investment Act Adult funding stream)	This measure tracks the job placement rate for individuals who enroll and complete a training program funded through Workforce Investment Act Adult formula funding
	Number of apprentices working for Massachusetts employer sponsors	This measure tracks the number of apprentices working for Massachusetts employer sponsors.
	Number of compliance and technical assistance visits performed by Division of Apprenticeship Training	This measure tracks the number of compliance visits to apprenticeship locations to verify compliance with applicable provisions and laws.
	Number of businesses participating in Workforce Training Fund grants	This measure tracks the number of businesses participating in Workforce Training Fund Grants. These grants support companies training employees in job-related skills through a program designed by the company.
	Number of employees to be trained by Workforce Training Fund Grants	This measure tracks the number of employees participating in Workforce Training Fund Grants. These grants support companies training employees in job-related skills through a program designed by the company. The number of planned trainees equals the number of trainees associated with grants approved in the year and does not reflect individuals in training from prior year grants.

GOAL	MEASURE	DESCRIPTION
<b>Increase Youth Employment</b>	Number of youth placed in subsidized employment with state YouthWorks Program funding	This measure tracks the number of youth placed in wage subsidized jobs during the summer through state YouthWorks program funding.
	Number of youth placed in subsidized employment with Workforce Investment Act Funding	This measure tracks the number of youth (ages 14-21) placed in subsidized employment through Workforce Investment Act (WIA) funding. WIA Youth funding supports youth enrollment in work experience/summer work experience.
<b>Protect Workers</b>	Number of public sector workplace interventions or technical assistance provided each year	This measure tracks the combined annual number of public sector workplace inspections and technical assistance engagements conducted by the Department of Labor Standards.
	Number of compliance visits to employment, placement, and staffing agencies	This measure tracks the number of compliance visits to employment, placement and staffing agencies done by Department of Labor Standards each year.
	Number of surveys cleaned, completed, and entered for Bureau of Labor Statistics Occupational Safety and Health Survey	This measure tracks the number of surveys cleaned, completed and entered by the Department of Labor Standards each year. The Bureau of Labor Statistics Occupational Safety and Health Survey program provides annual information on the rate and number of work related injuries, illnesses, and fatal injuries, and how these statistics vary by incident, industry, geography, occupation, and other characteristics.
	Number of Asbestos Hazard Emergency Response Act (AHERA- Asbestos in Schools) inspections	This measure tracks the number of Asbestos Hazard Emergency Response Act inspections conducted by Department of Labor Standards each fiscal and calendar year. Grant agreement with the EPA is a two-year grant cycle with the 80 inspections required in the two years.
	Number of Lead-Safe Renovation Contractor licenses issued	This measure tracks the number of contractors who were issued Lead-Safe licenses by Department of Labor Standards each year.
	Number of Occupational Safety and Health Administration (OSHA) Consultation private sector workplace interventions and visits each year	This measure tracks the number of OSHA technical assistance and intervention visits at private sector workplaces done by Department of Labor Standards each year.
	Number of workers covered under the Mine Safety & Health Act who are trained by Department of Labor Standards (DLS)	This measure tracks the number of workers trained on requirements in the Mine Safety and Health Act by DLS each year.

GOAL	MEASURE	DESCRIPTION
<b>Compensate Workplace Injury</b>	Department of Industrial Accidents Operating Budget	This measure tracks the annual operating cost for the Department of Industrial Accidents (DIA).
	Percent of Department of Industrial Accidents cases in disposition within 7 months of initial filing for workers' compensation	This measure tracks the percent of Department of Industrial Accidents cases that are in disposition within 7 months of the initial filing for workers' compensation.
	Percent of Department of Industrial Accidents cases in disposition within 12 months of initial filing for workers' compensation	This measure tracks the percent of Department of Industrial Accidents cases that are in disposition within 12 months of the initial filing for workers' compensation.
	Number of uninsured injuries	This measure tracks the number of workers hurt on the job at companies without workers' compensation insurance. The cases are handled through the Uninsured Trust Fund in order to pay out compensation to the injured worker.
	Number of vocational rehabilitation participants who Return to Work	This measure tracks the number of vocational rehabilitation participants who were approved for education and training through DIA programming and then got a job.
	Percent completion of Return to Work plans	This measure tracks the percent of vocational rehabilitation participants who were approved for education and training through DIA programming and then got a job.
<b>Public Sector Labor Harmony</b>	Average number of weeks from "ripe date" to Hearing Officer decision	This measure tracks the time it takes the DLR's hearing officers to issue an unfair labor practice case decision after the parties complete a full hearing and have submitted their post-hearing briefs.
	Average number of weeks from investigation to probable cause determination	This measure tracks the time it takes for the DLR to process a case from the investigation completion date to the date a Hearing Officer issues a probable cause determination. This is generally either a Complaint or a dismissal letter, though the Hearing Officer could defer the case to the parties' arbitration procedure or refer a case to mediation or another agency.

GOAL	MEASURE	DESCRIPTION
<b>Public Sector Labor Harmony</b>	Average number of weeks for the Commonwealth Employment Relations Board (CERB) to issue its review decision of a Hearing Officer's probable cause dismissal determination	This measure tracks the time it takes for the CERB to issue its review decision of a Hearing Officer's probable cause dismissal determination from the date of respondent's response to the request for review.
	Average number of weeks from ripe date for Commonwealth Employment Relations Board (CERB) to issue a decision on appeal from a Hearing Officer's decision	This measure tracks the time it takes the CERB to issue its decision on appeal from a Hearing Officer's decision from the date the parties file their supplementary statements until the CERB issues its decision.
<b>Shrink Underground Economy</b>	Number of outreach events attended	This measure tracks the number of outreach events the Task Force attended to educate employers, workers and consumers about the effects of the underground economy.
	Number of materials produced for outreach events	This measure tracks the number of publications produced for outreach events by the Task Force to educate employers, workers and consumers about the effects of the underground economy.
	Total amount of revenue recovered related to employee misclassification and the underground economy	This measure tracks revenue collected by the Commonwealth through enforcement of employer regulations by inspection, audit, and information - sharing across state agencies in a calendar year.