2019 MASSHIRE PLAYBOOK

CONNECTING TALENT & BUSINESSES

INTRODUCTION

What is MassHire?
The MassHire network of Workforce Boards and Career Centers creates and sustains powerful connections between businesses and jobseekers through a statewide network of employment professionals. We work every day to champion prosperity, connecting employers with talent and job seekers with tools, services, and connections to achieve meaningful and sustained employment.

What is the purpose of the 2019 MassHire Playbook?
The intent of this document is to help MassHire staff develop and replicate models, strategies, and behaviors which yielded positive outcomes for jobseekers, businesses, MassHire staff, and partner organizations.

Where did the material in the 2019 MassHire Playbook originate?
The MassHire State Workforce Board, in partnership with the Executive Office of Labor and Workforce Development and MassHire Department of Career Services, invited MassHire Workforce Boards to nominate MassHire staff for recognition at the 2019 MassHire Awards. Finalists were asked to present their work and respond to questions from colleagues at the MassHire Day workshops. The innovative approaches captured in those presentations are outlined here.

How can I use this document?
We suggest using this as a *digital* resource. Type "Ctrl + F" to search for keywords and phrases in document, which will take you directly to relevant information. It is organized according to three themes: (1) Creating Sustainable Change, (2) Opportunities for All Jobseekers, and (3) Connecting Businesses With Talent.

How do we know what works in our system?
Elevating best practices in such a large, complex, and dispersed network of workforce professionals is a persistent challenge. This document collects many proven models for replication across the system.

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COLLABORATION • RESPECT • RELIABILITY • INGENUITY

A NOTE FROM THE SECRETARY

Dear MassHire Colleagues,

Last year, I had the pleasure of working with you to launch our unified brand: MassHire. This brand was more than just a name and a logo – it was a set of values, driven by a mission and vision. Our values of **collaboration, reliability, ingenuity,** and **respect** are critical to accomplishing our mission of **creating and sustaining powerful connections between businesses and jobseekers through a statewide network of employment professionals**, all in order to see our vision become a reality: **a better future for the people and businesses in Massachusetts through meaningful work and sustainable growth.**

Over the past year, the MassHire State Workforce Board launched our very first **MassHire Day,** an event that showcased and honored staff and partnerships across our MassHire system that truly went above and beyond to live our values and achieve our mission. Representatives from all of our regions attended to hear from the exceptional staff that treated all customers with the respect and dignity they deserve; collaborated with our WIOA partners; devised creative solutions to intricate problems; and ensured that our customers could always return to us, in times of success and in times of trouble.
It is my pleasure to share these best practices with you in our **MassHire Playbook.** This document contains a summary of just some of the incredible work done across the Commonwealth in the last year, some of which we will work to scale in the coming months. It is my hope that this Playbook will be a resource to you as you continue the amazing work you do every day.

Onwards!

Secretary Rosalin Acosta

CREATING SUSTAINABLE CHANGE

Creating and sustaining transformative processes to support a dynamic & responsive system

With contributions from

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MassHire Metro North Career Center**

**Brian Norris, NAMC Director/Marketing Manager,
MassHire Merrimack Valley Workforce Board**

**Mikayla Tucker-Davis, Executive Administrative Assistant,
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**Stacey Thompson, Workshop Facilitator,
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Reducing Staff Time Spent Combating IT Issues Around Assistive Technology

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	What was the issue this work sought to address?	**How was this issue addressed?**	**What were the intended/expected outcomes?**	**What were the actual outcomes?**
Phase I: What We Did, and How It Happened	Information in annual assistive technology trainings was not immediately available nor customized to local needs.	1) Created an accessible training library for MassHire Career Center staff to better assist customers using assistive technologies 2) Built a knowledge base of short PPTs with homemade instructional videos showing use of actual standard adaptive equipment at the Career Center	I intended to provide staff with immediate access to instructions for assistive technology to service customers in a timely manner.	1) Reduction in IT Help Desk ticket requests 2) Empowerment of operational staff to refresh their understanding of assistive technology 3) Growing the assistive technology knowledge base among staff 4) Supported upskilling staff

	What practices were developed and how were they sustained?	**What factors at your organization made this work possible?**	**What information should I have before implementing this model?**	**How was this information gathered, or this knowledge developed?**
Phase II: How We Made It Stick	1) Changed understanding of technical instruction as an annual, required, task to an on-demand resource. 2) We've continued to build instructional aids which staff can use to resolve tech issues rapidly	Encouragement from executive level stake-holders, which enabled a continuous learning environment, and empowered staff to share new and exciting ideas.	1) Knowledge of MassHire Career Center standard adaptive equipment required by DCS 08.109 and the local Workforce Board video production capabilities 2) Familiarity with video-sharing sites such as YouTube, and fluency in PowerPoint.	My philosophy is, "have less, do more." I looked to produce these instructional aids with what available resources were already available in the organization. The videos were shot on my own phone and tripod with free downloaded teleprompter apps. I watched online videos to learn the basics of creating, editing, and uploading videos.

	What challenges arose when this work was implemented?	**How were these challenges addressed?**
Phase III: What We Didn't Know When We Started	One challenge was creating portal to the information with links on staff desktops.	Office365 SharePoint provided the solution I was looking for. I was able to provide links for staff using this product.

View John's work: ADA-Tutorial SharePoint Site (Instructional PowerPoints with YouTube embedded videos) https://careerplace.sharepoint.com/sites/ADA-Tutorials/_layouts/15/guestaccess.aspx?folderid=003e1109e75d44b65b443c83deecc1661&authkey=AR77XdlP6ZQTABcr3ZUD1yI&e=ymsqp5

YouTube Assisive Technologies (instructional videos) Channel Name is MNCC-IT https://www.youtube.com/playlist?list=PL5eSxEmQ1DoNR81FlG39_Br_ljpUt14r5

Developing a Training Culture: Registered Apprenticeships in Advanced Manufacturing

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	What was the issue this work sought to address?	How was this issue addressed?	What were the intended/expected outcomes?	What were the actual outcomes?
Phase I: What We Did, and How It Happened	Advanced manufacturing employers struggled to close the skill gap within their companies.	MassHire North Shore Workforce Board/NAMC served as a sponsor for specially tailored Registered Apprenticeships for one-year terms. We created customized individual and cohort training models with monitoring and coaching provided by MassHire Career Center staff.	Register at least 100 apprentices within the region covered by the National Advanced Manufacturing Consortium (NAMC).	As of Spring 2019, we registered 121 apprenticeships, including several within regions outside of NAMC.

	What practices were developed and how were they sustained?	What factors at your organization made this work possible?	What information should I have before implementing this model?	How was this information gathered, or this knowledge developed?
Phase II: How We Made It Stick	NAMC staff translated company job descriptions into both On-the-Job Training (OJT) and RTI requirements. NAMC staff worked closely with training providers to develop aligned curriculum delivered at RTI.	NAMC staff have significant experience in manufacturing processes and management. This enables them to understand company needs, and in many cases, explain to the company how their needs can be filled by developing robust training within the company at every level.	There are sets of foundational skills which are valued across a broad spectrum of manufacturing occupations. Staff should understand both what these are and where appropriate RTI materials can be found.	1. Interviewing manufacturers and identifying skill requirements defined during these interviews, plus developing an inventory of training providers 2. Perform research on O*NET and Burning Glass 3. Familiarity with industry trade groups

	What challenges arose when this work was implemented?	How were these challenges addressed?
Phase III: What We Didn't Know When We Started	The biggest roadblock so far is lack of regularly scheduled classes at potential RTI providers.	Technical high schools are beginning to introduce regularly scheduled adult training programs in precision machining. Ultimately, these programs should serve an audience that includes NAMC funded entry level training, RTI training, and open enrollment.

Learn more about NAMC apprenticeships: https://www.namcnetwork.com/apprenticeships

Supporting "Returning Citizens" and Skilling Up Individuals Recovering from Opioid Addiction

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	What was the issue this work sought to address?	How was this issue addressed?	What were the intended/expected outcomes?	What were the actual outcomes?
Phase I: What We Did, and How It Happened	Employment counselors needed skill development to assist jobseekers with significant barriers to employment, including jobseekers in recovery and/or jobseekers reentering society post-incarceration.	MassHire Worcester Career Center staff completed a five week training program from the Bureau of Substance Addition Services to be certified in Massachusetts as an Addictions Recovery Coach.	Staff learned the components, core values, and guiding principles of recovery; learned the stages of recovery; learned recovery wellness planning; learned the ethics and boundaries of recovery treatment, and increased their awareness of culture, power, and privilege.	1. As of January 2019, over $77k has been secured to support recovery programs and other MassHire services for jobseekers in recovery. 2. Staff applied their certification to relationship building with jobseekers in recovery

	What practices were developed and how were they sustained?	What factors at your organization made this work possible?	What information should I have before implementing this model?	How was this information gathered, or this knowledge developed?
Phase II: How We Made It Stick	MassHire Worcester invested in developing institutional knowledge to help staff support a vulnerable population.	Our partnership with the Mass Rehab Commission helped us prioritize levels of services that go beyond basic job search and retention, and we began to understand that this population needs continued emphasis on the connections between sobriety, employability, and independence.	Staff understood fully the expectations for the ATR training, and understood how they were applying it to their work with jobseekers.	Staff attended every training session and debriefed with each other after, and prepared to deploy the training at MassHire Worcester.

	What challenges arose when this work was implemented?	How were these challenges addressed?
Phase III: What We Didn't Know When We Started	This training spanned five weeks in the winter, when weather was questionable. It was offered only on Saturdays about fifty miles from MassHire Worcester.	Staff carpooled to access the training, and committed to an extra day in the work week.

Learn more about Access to Recovery training: https://www.ma-atr.org/providers/career-building-initiative/

Creating and Delivering Career Development Resources Online: Making Webinars that Make a Difference

Stacey Thompson • Workshop Facilitator • MassHire Lowell Career Center • Stacey.Thompson@masshirelowellcc.com

Phase I: What We Did, and How It Happened

What was the issue this work sought to address?

In some cases, jobseekers had to travel a significant distance to MassHire Lowell, and they had to pay for parking.

How was this issue addressed?

We brought services to the jobseekers, rather than waiting for jobseekers to come to MassHire Lowell to access career development resources.

What were the intended/expected outcomes?

1. Reaching a wider audience
2. Providing flexible service-delivery options for jobseekers
3. Customer focused and customer friendly delivery model

What were the actual outcomes?

1. Attendance is consistently high, and many customers return after viewing one webinar
2. Demonstrated our services to non-MassHire Career Center members, thereby raising our profile in the community
3. Raised awareness of the services provided at MassHire Lowell

Phase II: How We Made It Stick

What practices were developed and how were they sustained?

1. We dissected workshops to glean webinar content, surveyed jobseekers to understand their needs, and reached out to other MassHire Career Centers to which wanted to replicated what we did here.
2. Workshop Facilitators were retrained and now understand webinar delivery and registration processes.

What factors at your organization made this work possible?

1. A dedicated space in which to conduct webinars
2. Understanding the balance between in-person workshops and webinars, & understanding which topics are best suited for each delivery method
3. Careful monitoring of attendees vs. actual participants numbers to stay informed

What information should I have before implementing this model?

1. Staff should have the technical acumen to deliver the webinar, and should understand what is different from delivering content in-person.
2. They should develop creative webinar content, and invent eye-catching webinar titles to enhance jobseeker interest

How was this information gathered, or this knowledge developed?

Staff conducted extensive research over six months. This included including attending webinars offered elsewhere, watching videos, and conducting experimental webinars during staff-only practice sessions.

Phase III: What We Didn't Know When We Started

What challenges arose when this work was implemented?

1. The platform for providing webinars had some technical issues.
2. Paying for the platform required significant buy-in.
3. Customers sometimes had limited computer access and/or limited computer literacy.

How were these challenges addressed?

1. Looked for and secured a platform with a reporting feature
2. Marketed webinars beyond MassHire Lowell's ordinary events calendar
3. Developed a webinar registration process for jobseekers

Access MassHire Lowell's webinars: https://masshirelowellcc.com/events-calendar/

OPPORTUNITIES FOR ALL JOBSEEKERS

Further develop your expertise to promote access to skill development, education, and career pathways for jobseekers.

With contributions from

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Janet O'Brien, Supervisor, MassHire Lowell Career Center

Richard Berrena, Program Specialist, MassHire Springfield Career Center

Ramona Reno, Regional Director of Re-entry Services, MassHire Holyoke Career Center

Ana DaRosa, Career Specialist, MassHire Greater Brockton Career Center

Jenny Sherman, Healthcare Career Navigator, MassHire Downtown Boston Career Center

Heather Donovan, Supervisor, MassHire Lowell Career Center

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Streamlining Job Profiling to Support Dislocated Workers

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Phase	What was the issue this work sought to address?	How was this issue addressed?	What were the intended/expected outcomes?	What were the actual outcomes?
Phase I: What We Did, and How It Happened	1. Too few OJT (On-the-Job-Training) candidates with applicable skills 2. Too few businesses wanted to be involved in development of an OJT	Jobseekers were assessed and vetted through their resumes. The skills and experience there were matched with O*NET descriptions of occupations at selected employers.	More OJT candidates would be available for more employers participating in OJTs.	Jobseekers were placed in a standby group based on occupational categories. As employers request OJT candidate(s), jobseekers can be assessed and forwarded for an interview.

Phase	What practices were developed and how were they sustained?	What factors at your organization made this work possible?	What information should I have before implementing this model?	How was this information gathered, or this knowledge developed?
Phase II: How We Made It Stick	Jobseeker services staff worked closely with the BSR (Business Services Representative) to identify target businesses susceptible to the concept of an OJT. The two teams worked together to choose candidates and forward them to employers for interviews.	Both sides of the house, business services and jobseeker services, held discussions together to address questions and understand recruitment needs for OJT programming.	1. Career Advisors should have the know-how to perform an occupational skill assessment on O*NET with a jobseeker. They must deliver a constructive resume critique, and have a thorough understanding of prepping a job candidate for an interview. 2. BSRs must be able to create job profiles.	Over the course of a month, BSR sand Career Advisors met with businesses to craft a job profile of in-demand occupations. The BSR and Career Advisor streamlined the occupation into skill sets and built ideal candidate profiles.

Phase	What challenges arose when this work was implemented?	How were these challenges addressed?
Phase III: What We Didn't Know When We Started	The job descriptions in postings for in-demand jobs were vague and outdated.	The targeted employer was asked to submit a clear job descriptions with preferred skills to MassHire Worcester Career Center for review. In addition to job descriptions, employers provided a list of trainings which they could provide, and the skill sets which would be developed during these trainings.

Maintaining Career Longevity for Individuals with Disabilities

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	What was the issue this work sought to address?	How was this issue addressed?	What were the intended/expected outcomes?	What were the actual outcomes?
Phase I: What We Did, and How It Happened	Workers with disabilities experience many barriers as they progress along the career pathway, such as staying in a job for a prolonged period of time.	Business Services at MassHire Springfield and the Regional Disability Committee (RDC) established a link with companies to support post-employment services for individuals with disabilities.	Develop and support a post-employment framework for individuals with disabilities to maintain employment longevity	Increased employment for individuals with disabilities and long term consistency with employment

	What practices were developed and how were they sustained?	What factors at your organization made this work possible?	What information should I have before implementing this model?	How was this information gathered, or this knowledge developed?
Phase II: How We Made It Stick	The RDC linked up with MassHire Springfield Business Services in partnership with the IRT to monitor work progress and identify supports needed for program sustainability, both for employers and for jobseekers with disabilities.	Regular monthly meetings are held with both Business Services and the RDC to discuss case specifics and best practices for continued post-employment services.	Business services practitioners should understand each job candidate's prior work history and skills, in addition to the specific requirements of the occupation to which they are applying.	Through the monthly Business Services/RDC meetings, the RDC gained an understanding of MassHire's resources for jobseekers with disabilities.

	What challenges arose when this work was implemented?	How were these challenges addressed?
Phase III: What We Didn't Know When We Started	Communication between the employer, jobseeker with a disability, and the family member who cared for the jobseeker was difficult.	Regular meetings between MassHire staff and the RDC are held to resolve and smooth out communication issues.

Creating Real Change in the Life of a Jobseeker with Significant Barriers

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	What was the issue this work sought to address?	**How was this issue addressed?**	**What were the intended/expected outcomes?**	**What were the actual outcomes?**
Phase I: What We Did, and How It Happened	A jobseeker was the sole caretaker for her children, and relied on public assistance to eat and be housed. She was not confident in her ability to find, obtain, and keep a job which could provide for her large family.	I discussed all the jobseeker's skills and accomplishments, including attainment of her Bachelor's degree, which she earned while a single parent.	Get a full-time job with flexible hours to accommodate her children's schedules	The jobseeker learned how to market herself, and improved her interview skills greatly. She grew more confident, and motivated. After a short period of time, she secured employment.

	What practices were developed and how were they sustained?	**What factors at your organization made this work possible?**	**What information should I have before implementing this model?**	**How was this information gathered, or this knowledge developed?**
Phase II: How We Made It Stick	I deepened my understanding of what works to motivate jobseekers.	1. The Work Program Participant (WPP) system in partnership with the Department of Transitional Assistances (DTA) resourced the jobseeker. 2. MassHire Greater Brockton supports several workshops, like *Strategies for Successful Interviewing, Salary Negotiations.* 3. Mock-interviewing was very helpful for this jobseeker.	1. Staff should have a full understanding of each workshop the Career Center has to offer, and plan the jobseeker's engagement with those resources. 2. The Career Specialist must have a close relationship with a WPP's caseworker at the DTA, so that they can collaborate to support the jobseeker's progress.	1. Staff had experience and knowledge of successful job search strategies 2. Staff stay up-to-date on the latest tools and methods through trainings and other skill development activities

	What challenges arose when this work was implemented?	**How were these challenges addressed?**
Phase III: What We Didn't Know When We Started	Keeping the jobseeker motivated and helping her focus on the big picture was very difficult, given the challenges she had to overcome daily.	I met frequently with the jobseeker and worked with her on job development and career counseling. I gave her my undivided attention during these meetings. Each session was propelled by encouragements and reviews of her progress and successes up to that date.

A Story of Hope- The Road to Recovery Through a Career Pathway Lens

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	What was the issue this work sought to address?	How was this issue addressed?	What were the intended/expected outcomes?	What were the actual outcomes?
Phase I: What We Did, and How It Happened	The opioid crisis has made workforce engagement very difficult for young people in Lowell, and they need support to enter a career pathway.	We ensured open communication as well as a follow up process whether someone made it thru our program or not. We also built trust by welcoming everyone whether or not they were going to enroll in programs. The more the young people put their trust in us, the more successful we were able to be together.	1. Increased engagement with MassHire from young people in recovery seeking to enhance their skills and education, and secure employment or placement in a training program 2. WIOA Out-of-School Youth programs partner with local recovery homes to develop a unique service flow.	1. A young jobseeker in recovery secured meaningful employment, completed her HiSET, enrolled in secondary education, and now mentors other young people in recovery. 2. WIOA Out-of-School Youth programs partner with local recovery homes to develop a unique service flow

	What practices were developed and how were they sustained?	What factors at your organization made this work possible?	What information should I have before implementing this model?	How was this information gathered, or this knowledge developed?
Phase II: How We Made It Stick	1. Designation of a single point of contact at MassHire Greater Lowell, and at each recovery home in the area 2. Developed release and referral forms to document and normalize the process with ensuring jobseeker privacy 3. The recovery homes and MassHire shared accountability for eligibility form completion	1. We tracked carefully which jobseekers in recovery entered and completed MassHire programming, and looked at what made their success possible. 2. Also, we created a welcoming environment where jobseekers didn't feel judged, and communicated openly with them.	Young Adult Department Staff are able to meet people where they are at allowing real connection, deep trust and the ability to create sustaining change. The MassHire Lowell Career Center encourages staff to hit the streets, to be seen and to go after those that need assistance.	1. Young Adult Department Staff met people where they are at to develop real connections and trust 2. Staff to hit the streets, to be seen and to seek out those that need assistance.

	What challenges arose when this work was implemented?		How were these challenges addressed?	
Phase III: What We Didn't Know When We Started	Recovery isn't a one size fits all and sometimes what we did with one customer didn't work at all with another customer, even another customer in a similar situation.		1. We did more upfront relationship building work was done prior to enrollment into programs. 2. We ensured that releases were signed so that in the case we were not able to locate someone, we at least had an open communication to attempt to resolve the problem.	

Bringing Together Partner Agencies for Individual Jobseekers In Crisis

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	What was the issue this work sought to address?	How was this issue addressed?	What were the intended/expected outcomes?	What were the actual outcomes?
Phase I: What We Did, and How It Happened	A job seeker with low income was experiencing homelessness, fleeing a domestic violence situation, coping with food insecurity and lack of childcare for her child.	We examined the resources available at partner agencies and brought everyone together. We contacted community organizations such as housing, DTA and Child Care Circuit, to fully leverage all the resources available.	1. Provide the customer and child with support systems and relevant resources in the community 2. Utilize network strengths and connections to support customer and child	1. All jobseekers' resumes were reviewed for experience and categorized based on occupation 2. Increased self-sufficiency, stability in home, food security and consistent childcare

	What practices were developed and how were they sustained?	What factors at your organization made this work possible?	What information should I have before implementing this model?	How was this information gathered, or this knowledge developed?
Phase II: How We Made It Stick	Integrate and coordinate social services by improving collaboration with partner agencies. Create Crisis Intervention Team for wrap-around services for a customer in crisis.	Social service integration to coordinate access to services such as housing, physical health, mental health, child welfare, childcare and workforce services	Think outside the box when it comes to partnerships and go beyond the WIOA mandated partners by researching what community organizations, like libraries for instance, might be able to offer in terms of long- and/or short-term assistance for the customer.	We focused our efforts on a community-centered approach by considering how every resource available could be streamlined and coordinated to support one person.

	What challenges arose when this work was implemented?	How were these challenges addressed?
Phase III: What We Didn't Know When We Started	Lack of knowledge of community resources that are critical to helping customers, such as homeless shelters, childcare resources, food banks, and workforce services	We brought together partner agencies together to discuss services by creating co-case management team with the customer.

Empowering Returning Citizens: Providing Reentry Jobseekers with Services Prior to Release

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	What was the issue this work sought to address?	How was this issue addressed?	What were the intended/expected outcomes?	What were the actual outcomes?
Phase I: What We Did, and How It Happened	Returning citizens need access to career-connected learning and job opportunities <u>before</u> they are released from incarceration.	MassHire stationed employment counselors in the jail for appointments with individuals and Career Counselors were trained in best practices on how to help people with a criminal records find meaningful employment.	1. An increased number of returning citizens engaged in MassHire services 2. Quality of services for returning citizens would yield stronger outcomes	Seventy percent of the customers who are engaged prior to release continue on to use MassHire services upon release.

	What practices were developed and how were they sustained?	What factors at your organization made this work possible?	What information should I have before implementing this model?	How was this information gathered, or this knowledge developed?
Phase II: How We Made It Stick	1. Programming was created with a strong understanding of the challenges returning citizens face during the job search 2. Building strong relationships with correctional institution staff & the incarcerated jobseekers is crucial	Collaboration is key when working with this population, inside and outside MassHire. A Regional Task Forces for Re-entry Services meets quarterly to discuss, plan and evaluate services for returning citizens.	Understand that this population requires intensive, multi-layered services. Therefore, stakeholders must be included at every decision point to ensure a fully comprehensive approach.	1. We leveraged decades of experience to systematize processes that have always supported this work. 2. We oriented ourselves around a documented process.

	What challenges arose when this work was implemented?	How were these challenges addressed?
Phase III: What We Didn't Know When We Started	Acquiring buy-in from the community and employers was difficult. We had little in the way of financial resources to provide essential services.	Being open-minded to changing what we do, and how we do it took us a long way. Through relentless outreach and careful listening, we got the attention of businesses and community partners, and educated them about the benefits of hiring returning citizens.

Access Points Partnership: MassHire Downtown Boston Career Center and St. Francis House

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	What was the issue this work sought to address?	How was this issue addressed?	What were the intended/expected outcomes?	What were the actual outcomes?
Phase I: What We Did, and How It Happened	How do we attract more low-income jobseekers with barriers to employment, given these customers often have barriers to utilizing MassHire Career Centers?	Partner with St. Francis House (SFH), a CBO with expertise serving job seekers in recovery, returning from incarceration, and/or experiencing homelessness	MassHire case manager meets potential customers on site at SFH – relationship starts in customer's comfort zone	Partners determined customers would be motivated by MassHire's connections with employer partners and ability to make referrals. All information sessions focused on MassHire's strong relationships with businesses, and how these relationships could provide career opportunities for customers.

	What practices were developed and how were they sustained?	What factors at your organization made this work possible?	What information should I have before implementing this model?	How was this information gathered, or this knowledge developed?
Phase II: How We Made It Stick	Understand the barriers people face, and how some challenges trigger and compound further challenges outside of employment and training	Go to where your customers are BEFORE they come to you.	1. Understand what motivates your customers and speak to that 2. Partner closely and iterate to create a smooth referral process	SFH staff trained in WIOA IS enrollment process so that customers can be easily enrolled in this program.

	What challenges arose when this work was implemented?		How were these challenges addressed?
Phase III: What We Didn't Know When We Started	1. Customers had a low comfort level at first at MassHire, and were not always motivated to go.		1. Every communication with the customer has to have value that is clear to that customer 2. Sincere, open communication is key

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Helping to Stabilize Hurricane Maria Survivors

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Phase I: What We Did, and How It Happened

What was the issue this work sought to address?

There was a mass influx of people arriving from Puerto Rico in the aftermath of Hurricane Maria. They had a variety of needs beyond employment and industry recognized credential renewal, including needing to get their kids in school, obtaining housing, getting a car, other miscellaneous, urgent needs, like having a mattress and dishes.

How was this issue addressed?

Community organizations mobilized their resources and staged all operations from Enlace de Familias, a nonprofit which builds bridges between providers, institutions, and residents.

What were the intended/expected outcomes?

- Integrate fully the families and individuals into the Greater Holyoke community
- Support economic sustainability for new arrivals beyond a paycheck

What were the actual outcomes?

1. As of Spring 2019, 847 PR arrivals were served
2. Implementation of youth dual language programs including the Diaspora Youth Project, which supplied career-connected learning opportunities to youth arrived from PR
3. Stronger bilingual services at many orgs
4. Greater cultural literacy for MH staff
5. Developed relationship w/ the PR workforce professionals
6. Holyoke received a grant to continue developing best practices to address climate breakdown

Phase II: How We Made It Stick

What practices were developed and how were they sustained?

1. Created a Welcome Back Program for nurses with Bunker Hill Community College
2. Increased frequency of Spanish-language workshops & programming at MassHire
3. Assisted businesses to become more Spanish language-friendly

What factors at your organization made this work possible?

- Our staff is hired from the communities we serve. We are 60% bilingual, and 55% bicultural
- Management style is flexible and adjusts to staff needs

What information should I have before implementing this model?

- Cultural agility. Staff understand where people are coming from
- Strong tradition of community collaboration
- Knowledge of how to perform a holist assessment of a person's needs

How was this information gathered, or this knowledge developed?

Daily outreach to Enlace de Familias, which became the hub of information for all climate breakdown evacuees and service providers

Phase III: What We Didn't Know When We Started

What challenges arose when this work was implemented?

1. Language barriers
2. Government response was out of our control
3. Many credentialed, skilled evacuees needed new licensing
4. Evacuees' basic needs were not being met
5. Tremendous emotional impact on staff and families, suffering from burnout

How were these challenges addressed?

1. The state supported credentialing efforts
2. Daily communication with community partners
3. Checking in with staff to help with motivation and emotional support

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Hear from Hurricane Maria survivors: https://vimeo.com/281324748

CONNECTING BUSINESSES WITH TALENT

Enhance job matching, vetting job candidates, and develop sector strategies to meet the needs of businesses

With contributions from

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Outlining Staff Responsibilities and Expectations to Strengthen Coordination Within MassHire and Improve Job-Matching
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	What was the issue this work sought to address?	How was this issue addressed?	What were the intended/expected outcomes?	What were the actual outcomes?
Phase I: What We Did, and How It Happened	The Career Services Team and Business Service Team were not fully coordinated to connect companies with candidates vetted through the MCC.	We reexamined our approach, and looked at the career center as one unified team. Through many discussions, we came to view ourselves as a neighborhood of practitioners oriented around common goals with sector specialties.	Improved recruitment outcomes for employers in every industry	1. Companies returned to work with our team because MassHire provided them with qualified candidates who fit in with the company culture 2. Improved job matching, training, and successful hiring of candidates

	What practices were developed and how were they sustained?	What factors at your organization made this work possible?	What information should I have before implementing this model?	How was this information gathered, or this knowledge developed?
Phase II: How We Made It Stick	1. Developed a business services agreement template outlining the expectations and responsibilities of staff interfacing with employers & staff interfacing with jobseekers 2. Joint meetings of Business Service and Career Service Teams with employers to co-create solutions	1. Ongoing communication and continuous improvement between the two departments streamlines recruitment services 2. An attitude that reflected our shared focus: To get good candidates to employers, and to get good jobs to jobseekers	1. Experiment with different approaches, and don't be afraid to explore untested solutions 2. A strong identity as a team 3. Outstanding, consistent, and clear communication inside MassHire and to our constituents	1. MassHire BizWorks helped create an enhanced service approach and a business agreement template 2. MassHire BizWorks and Career Service teams tailored specialized recruitments to employer needs with both teams present to assist onsite

	What challenges arose when this work was implemented?	How were these challenges addressed?
Phase III: What We Didn't Know When We Started	We went through many iterations to support ongoing information sharing about employer needs and the corresponding jobseeker interests and qualifications. It was a matter of testing out a variety of options.	1. Continuous reassessment of effectiveness to find optimal communication between staff teams 2. Creativity in solutions to meet employer needs, e.g. training for desired candidates without required credentials

Worcester Jobs Fund

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	What was the issue this work sought to address?	How was this issue addressed?	What were the intended/expected outcomes?	What were the actual outcomes?
Phase I: What We Did, and How It Happened	Local job seekers were lacking skills necessary to attain local employment opportunities. Community stakeholders sought partnership with MassHire to develop solutions.	Worcester Jobs Fund brought together diverse stakeholders for common goal: Provide free trainings to low-income jobseekers in key industries, such as healthcare, manufacturing, and construction	Connecting jobseekers with "good" jobs nearby in key occupations as defined by regional planning	In FY 2019, 77 individuals were provided with job training and/or work readiness training. During FY 2018, 83% graduates secured employment with average wage of $15.84/hour

	What practices were developed and how were they sustained?	What factors at your organization made this work possible?	What information should I have before implementing this model?	How was this information gathered, or this knowledge developed?
Phase II: How We Made It Stick	MassHire supported an environment of constant adaptation, leading to the development of trainings which taught skill sets necessary for careers in transportation, healthcare, construction, customer service, and other in-demand jobs.	The City of Worcester contributed $200,000 annually in tax levy funding to support the foundational work of the project. This funding was leveraged in combination with additional funding from private, state, and federal sources.	1. Research local labor market data 2. Commitment from community groups – consider an MOU	Ongoing, thoughtful communication with stakeholders and public officials with clear objectives & benchmarks

	What challenges arose when this work was implemented?	How were these challenges addressed?
Phase III: What We Didn't Know When We Started	Different perspectives of stakeholders and history of disagreement	1. Monthly committee meetings 2. Discussions about goals of Jobs Fund Project with defined end-products

Connect with the Worcester Jobs Fund: https://masshirecentralcc.com/worcester-jobs-fund/