



MASSHIRE

Brand Ambassador Guide

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The Brand Ambassador Role

This toolkit was prepared for MassHire Brand Ambassadors. As your organization's Brand Ambassador, you should become a MassHire brand subject matter expert. You will serve as the primary point of contact to address brand implementation issues and serve as the principal leader for ensuring the unified brand is executed effectively by your organization.

MassHire Brand Ambassadors' responsibilities may be further defined by their organizations, but include the following:

- Participate in the Brand Ambassador workshop on May 24, 2018 from 9:00-1:00 at Quinsigamond Community College in Worcester
- Participate in state-led Brand Ambassador teleconferences, webinars, or in-person meetings to discuss emerging issues and best practices
- Ensure the internal brand orientation eLearning course, MassHire: Living the Brand Together, is effectively implemented by your organization and used regularly to introduce your staff team, board members, and partners to the unified brand
- Serve as an advocate and steward for the unified brand
- Possess and maintain a solid understanding of the following critical documents:
 - MassHire Brand Charter
 - MassHire Brand Standards Manual
 - MassHire Brand Implementation Plan
- Ensure that your organization, partners, vendors and others, as applicable, comply with the MassHire Brand Standards
- Foster strong communications regarding the new brand among your organization's staff team, board, and stakeholders
- Develop, direct, and support strategies for enhancing internal and external awareness and knowledge of the unified brand
- Champion brand success within your organization



The eLearning Presentation Tool

One of your first tasks will be to help everyone in your organization get up to speed on our branding initiative. Internal branding is recognized as an instrumental step in building and sustaining a successful brand. MassHire was created by a team led by MORE Advertising and included two other companies: IDEAS and Market Street Research. Beyond branding and experience design expertise, IDEAS specializes in the creation of immersive learning experiences based on stories. What better way to engage each of us who work in our newly branded statewide system than to participate in an interactive experience that tells the story of our brand journey and exciting future? To that end, an interactive eLearning experience titled ***MassHire: Living the Brand Together*** has been developed that will help you to roll out the new brand internally to your board, staff, and key partners. It's important that as you build an internal brand program, you identify opportunities to incorporate local priorities and consider ways to sustain this orientation to provide an ongoing brand introduction to new staff and board members.

The course has been designed to be used both by a facilitator (that's YOU!) with groups of people and, in the future as a stand-alone training tool when new team members might come on board. Interacting with the group is the best way to incorporate your own personal stories as well as to help others realize their own on-brand behaviors that they are already using so they can be *intentionally* used now and, in the future, to create the brand experience with customers as well as with each other.

Course Overview

For convenience, the course is divided into six separate modules. This allows users who might need to take the course in the future to fit the course into their busy schedules. Each module is accessed via a Table of Contents that gives you freedom to begin any module. *It is recommended that you experience and teach the modules in numerical order.*

- Module 1 is an introduction to the MassHire brand. It has two videos that answer two questions: "Why (do we need) a unified brand?" and "What is a brand?"
 - Time: 05:20
- Module 2 is an interactive experience that allows the learner to discover the internal and external research that was done on behalf of the new brand.
 - Time: 05:32



- Module 3 is an interactive overview of the components of our new brand charter that will prepare the learner to live the values every day and deliver on our brand promise. This module has multiple videos in which our colleagues share what each of the brand charter components means to them.
 - Time: 22:15
- Module 4 is an introduction to our new MassHire name and logo as well as the board and career center logos. It also notes that: a unified brand does not mean all regions are the same.
 - Time: 04:15
- Module 5 provides an interactive exercise and allows the learner to read stories provided by four workforce colleagues and discern which of our brand values each story exemplifies. This is a chance to see the brand values in action.
 - Time: 06:00
- Module 6 is the conclusion. It has two videos. The first is of our colleagues summing up their hopes for the future of our new brand. At the end of the module, it asks learners to “promise” to uphold the MassHire brand promise to the best of their ability. Then a video plays with various leaders sharing their own promise for how they will live this new brand.
 - Time: 06:15

By the time they have finished this eLearning experience, participants, regardless of their role in the workforce system, will be able to:

- Identify the need for the new brand
- Identify the process of the brand creation
- Recognize components of the new brand charter
- Recognize how the name and mark were created
- Identify “on-brand behaviors” as implied by the Values in the new brand charter
- Commit to upholding the brand Promise

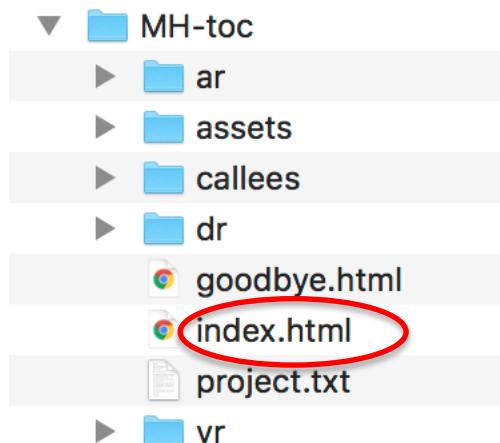
Course Access

The course is loaded on the MassHire Brand Asset Portal (<https://www.mass.gov/branding-asset-portal>). Any files on the Brand Portal that are password protected can be accessed by the password *masshire123*.



The course files are located in the “MassHire: Living the Brand Together” section of the Brand Portal. The course is packaged as a .zip file that must be downloaded to your computer. Make sure you have a decent Internet connection because download could take a while! On most computers, the file can then be located in the “Downloads” folder. Before you “unzip” the file, move it from the Downloads folder on your computer to where you want to store it and use it for presentation. (On a Mac, you only need to double click the .zip file to unzip it. On a PC, you must right click it, then choose “Extract all.”) Once unzipped, it is important that you NOT move or rename any files or folders in the “MH-toc” course folder. If you do, the course will not play properly.

Once unzipped, the course file structure should look like this:



To launch the course Table of Contents page, open the MH-toc folder and click on the *index.html* file (see above). You will then have access to launch each of the six modules independently.

The course will open and play in an Internet browser. (Since the course is loaded on your computer, you do NOT need an Internet connection to play the course.)

From the Brand Asset Portal, you should also download a copy of both the Brand Charter document (for distribution) and the Brand Standards Manual (for reference) in the MassHire Overview section.

The Playbar

At the bottom of the course screen, there is a playbar that looks like this...



It contains a rewind button, a play/pause toggle button, a sound on/off toggle button, and a CC toggle button that shows/hides the closed caption area at the bottom of the screen. In addition, in Module 3, you will find a forward and a back button. While *teaching* the course, please do NOT use these additional buttons, as every piece of the course is expected to be experienced by all participants. The forward and back buttons are there for you when you practice your facilitation. The playbar will disappear altogether when the learner (or you as the facilitator) are NOT expected to use it to go forward in the course.

Brand Values Teaching Stories

We have long been focused on the success stories of the people we have helped, but do we know what has driven that success? This is the intention of brand values teaching stories—to identify and help us focus on our own behaviors that drive our success and help us deliver our brand every day. We touch people's lives every day. As a Brand Ambassador, you will be helping your colleagues to recognize their own values-based behaviors that drive the success of your organization and ultimately, our customers!

In order to help bring our newly identified brand values to life, Module 5 of the eLearning course uses real-life stories collected from four of our colleagues in the MassHire system across the state. While unique in the respect that they came from the daily experiences of just four individuals who work in our system, each of us could tell many stories about how we have helped our customers and coworkers succeed. The stories collected for the eLearning course were short and succinct for the purpose of isolating and illustrating *just one* of our brand values. You will see when you try to write your own story that behaviors that lead to our success are generally integrated, exemplifying many of our brand values in one story. It's actually difficult to isolate just one value in our behaviors. This is a good thing. It means we are living the brand already! This experience will only make us more intentional.

When you are facilitating, take the time at the end of Module 5 of ***MassHire: Living the Brand Together*** eLearning course to allow participants to create and share at least one of their own brand values stories. (Following this section of the Facilitator Guide, there is a form for you to duplicate and distribute.) This will help your colleagues to incorporate the learning and truly embody the brand values which lead to the fulfillment of the Brand Promise.

We recommend six elements that will help eLearning course participants shape their own brand values stories:

1. Character

Stories have to be about someone. Strong characters are the heart of a good story



Characters must demonstrate enough “heart” to connect emotionally with an audience. People should be “starring” in their own story!

2. **Voice**

Stories are always *told* even if they’re written down. Because they *are* told, there must always be *a teller*. The unique qualities, point of view and perspectives of that teller give stories their voice. Each person should be the teller of their own story.

3. **Setting**

Setting provides a story with a *place* and *time* to happen. Was the setting a career center? A meeting at a business customer’s location? A job fair? A phone call or chance conversation that led to a job interview for a discouraged job seeker? Was *when* it happened germane to the story?

4. **Plot**

Plot pertains to action. What are these characters going *to do* in this place and time and *why should we care*? What are the behaviors the teller displayed that led to the success of the customer?

5. **Conflict & Resolution**

Compelling stories function with the dynamic of a main character having to overcome a significant obstacle. Customers come to us with problems. What we do to help them overcome these obstacles is what makes the story interesting.

6. **Emotion**

Stories, in order to be stories, must be more than recitations of facts. Good stories don’t just *tell* us about people, things and events, they let us *feel* them as well.

When you are leading a facilitated session, you can use your own personal brand values story as an example to your participants, to help them visualize and craft their own brand values stories. You can then use their stories to build our culture consistently based on the values that were identified as central to everything we do. Collecting and sharing these stories within and between workforce organizations will help keep the message in the eLearning course alive well beyond the few minutes it takes to complete the course.





My Brand Values Story

Your Name (as you want it if your story is shared)

Your Title: _____

Your organization: _____

Phone number where you can be reached: _____

Email address: _____

Exemplified Value: (circle ONE)

Collaboration

Respect

Reliability

Ingenuity

Directions: Write your story below about a real experience you had as a Massachusetts workforce professional that illustrates one or more of our system values. At the end, see if you can LIST THE BEHAVIORS you demonstrated in this story that exemplify these values. Use the back of the page to complete your story.

Story Title



Before You Facilitate a Group Session

Have the following materials at the ready:

- If you like using a **flip chart** while you facilitate, make sure one with enough blank pages is available in the classroom, or use a white board.
- Don't forget to make sure the **markers** are in good shape, too!
- Check out the **computer and projector equipment or monitor** and make sure it is working well and that you know how to work it.
- Make sure to have ample **SPEAKERS** for the room size, too.
- Duplicate enough "**My Brand Values Story**" forms to hand out to each participant.
- Have at least **a few Brand Charter** documents on hand to pass out if requested. (The course tells learners that they can get a copy from you!)

Take a deep breath! Greet and welcome participants as they enter the classroom. You're about to lead them through an exciting new experience that will help launch the MassHire brand in your organization. Your role is critical to the success of the learners and ultimately, the success of the Massachusetts workforce system. Thank you for all you will do to make this the world-class learning experience it was designed to be!

MassHire: Living the Brand Together—Script

The script for the eLearning product is below. There are three columns:

1. The column at the far left simply has reference numbers for each module.
2. The second column is what the learner will HEAR. It includes what the narrator says as well as the audio from the videos that will play.
3. The third column on the far right is mostly blank except that it does tell you which buttons to click on during facilitation. As you watch the course take notes here that will help you to facilitate your own group session.

REF #	Narration (what the learner hears).	MY NOTES
	MODULE 1	
1-1	[TITLE SCREEN...no narration. Logo music only]	CLICK BEGIN
1-2	Thanks for joining me, and I do mean that literally because I'm going to tell you the story of our new unified MassHire brand, and YOU are a big part of that.	
1-3	The Massachusetts public workforce system is a vital tool to meet hiring demands for businesses, secure employment for job seekers, and maintain economic growth in the Commonwealth of Massachusetts.	
1-4	By the time we finish you'll have a good understanding of why we created this new MassHire brand for our workforce system <i>and</i> you will be able to live the new brand every day so that, together, we deliver a consistently great experience for businesses, job seekers, and communities we serve.	
1-5	You might be wondering what prompted this new unified branding effort in the first place.	
1-6	Listen as some of our colleagues share with us the business reasons for this statewide initiative.	
1-7	Rosalin Acosta Massachusetts needs a unified workforce brand because we need to make sure that our employers and our job seekers understand the power of the resources that we have in Massachusetts by unifying under one name.	





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REF #	Narration (what the learner hears).	MY NOTES
	<p>Joseph L. Viana Massachusetts needs a unified workforce brand for the purpose of delivering quality services across the entire state of Massachusetts so that anyone attending a seminar or a workshop or attending a particular service that's provided at a career center will believe and understand the quality of service that will be delivered not just in that location but also across the board in any part of the state. It is something that will be extremely valuable for the entire system, whether you're a staff person, an employer, a job seeker or certainly a partner in our agencies.</p> <p>Anthony Sapienza There's such a wide variety and complexity of the services in our workforce system. And by uniting all of these different components under one brand name, we will be able to communicate with the public the services that are available to both businesses and to residents in a much more effective way.</p> <p>Valerie Sutton One of the things that I have found challenging is that there are so many great services out there, but they're not necessarily tied together. We all know each other. We all work together. But, sometimes, it's just a little hard to create those collaborations because we're working in our own silos. By having a brand like MassHire, we're really unifying our... our sort of whole concept, and really thinking in a collaborative way, in which we may not have thought of in the past.</p> <p>Jeffrey Turgeon You know, right now our system is really a series of separate brands, separate logos, separate identities, separate personalities. Each partner in the system has their own brand and what happens is people don't realize that it is a network that's connected together. So, often times they won't realize that they're working with the network itself or working with several partners that exist within the network. So, having a unified brand will really kind of drive home for our partners and for the employers out there...job seekers...that they are working with a larger system that can help support their needs.</p> <p>Stacey L. Thompson If we want to move forward, if we want to be</p>	





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REF #	Narration (what the learner hears).	MY NOTES
	<p>innovative, we have to work together. So, there are different parts of the Massachusetts Workforce Development services currently. Those would be the career centers. Those would be vendors. Those would be training centers, employers, job seekers. How do they meet each other? How do they work together? By having that unified brand, everyone gets to move forward.</p>	
1-8	<p>You might be thinking that a brand is just a logo. Nothing could be further from the truth!</p>	
1-9	<p>Stacey L. Thompson So, what is a brand? A brand is all the things that you would think about. When you see a logo, that's part of a brand. The feeling you get when you get a service, that's a part of the brand.</p> <p>Joseph L. Viana A brand is something that you believe in. Something that stands for a certain amount of quality and services and resources that you can bring to the table.</p> <p>Anthony Sapienza A brand is what we think of when we, when we think about an organization, or a product. It defines the essential qualities of what that institution or item is.</p> <p>Doreen Treacy A brand is more than a logo. It's a collection of values that are lived out day to day by the partners who are represented by that brand.</p> <p>Saúl Caban A brand is what, the first thing that people are gonna know about you and what they're specifically gonna remember about you.</p> <p>Jeffrey Turgeon A brand is really the public image, the public face or the personality of an organization or in this case the-the public workforce system.</p> <p>Stacey L. Thompson So, it's a total...a variety of things put together that make you have a feeling, that make you want to come back, that let you feel like you've been served. That's what a brand is.</p>	





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REF #	Narration (what the learner hears).	MY NOTES
1-10	With the changes ahead, and <i>your</i> help, the story that others tell <i>about</i> us and the experiences they have <i>with</i> us will show that we are aligned and continue to be customer-focused across all of our cities and towns.	
1-11	It's our story. Together we <i>are</i> the brand to everyone who comes in contact with us no matter where in the MassHire network we work.	
1-12	[NO AUDIO]	CLICK EXIT
	MODULE 2	
2-1	[TITLE SCREEN...no narration. Logo music only]	CLICK BEGIN
2-2	Now let's learn a little about how our new brand was created. Click on each of the events on the timeline to learn how it all came together.	
2-3	[NO AUDIO]	
2-4	In November, 2016, the Massachusetts Executive Office of Labor and Workforce Development sought to leverage the strengths of the public workforce system through a rebranding process that would unify workforce entities across the Commonwealth.	CLICK #1 MARKER ON LEFT
2-5	EOLWD did a search for qualified providers who could conduct a branding analysis, engage stakeholders, develop a brand, and advise on brand implementation.	
2-6	In April, 2017, a Massachusetts-based company, MORE Advertising, experts in branding, messaging, design, production, and stakeholder engagement was selected as the prime contractor.	CLICK #2





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2-7	MORE Advertising's team consisted of experience design professionals from IDEAS who have a track record in workforce development branding as well as market intelligence professionals from Market Street Research, based in Northampton, who are experts in designing and implementing quantitative and qualitative research.	
2-8	The first step to telling a new story within a culture is to understand the culture as it is. We began with internal research to uncover what those of us who work in our system think and feel about the work we're doing.	CLICK #3
2-9	On June 13 th , 27 th , and 28 th of 2017, researchers from IDEAS conducted six 90-minute Culture Mapping Sessions in multiple cities and towns throughout the state. The participants represented all sixteen local areas. Researchers from MORE Advertising also conducted seven one-on-one interviews with key leaders from the legislature, business, government, and education sectors.	
2-10	Stories were collected that helped us gain insight into what was going well <i>and</i> what the right brand strategy should be going forward. Participants agreed that a brand platform that generates interest, excitement, and proactive support for the Massachusetts workforce system would be beneficial to the residents and businesses of our state.	
2-11	To ensure broad statewide representation, two online surveys were conducted in July of 2017 to gather data regarding public awareness of the Massachusetts workforce system. Distribution was well balanced across sixteen workforce areas.	CLICK #4





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REF #	Narration (what the learner hears).	MY NOTES
2-12	The first survey was of Massachusetts job seekers, both employed and unemployed workers seeking employment. Five hundred twelve Massachusetts residents ages 18 to 64 completed the survey.	
2-13	The second survey was of one hundred seventy-nine Massachusetts employers with three or more employees who are actively involved in recruitment and hiring for their companies and organizations.	
2-14	The research showed that there is a clear need for EOLWD to strengthen the workforce system brand.	
2-15	When asked “what organizations in Massachusetts can provide employment related services?” results showed that top-of-mind awareness of the Massachusetts Workforce System was poor. In fact, only seven percent of job seekers and six percent of employers named a career center or workforce board as a resource for employment-related services.	
2-16	The survey responses and open-ended answers were also highly aligned with the opinions expressed in the Culture Mapping sessions and interviews.	
2-17	On July 27, 2017, a group of 31 stakeholders gathered at Tower Hill Botanical Gardens in Boylston, Massachusetts for a full day StoryJam™ session.	CLICK #5
2-18	The attendees represented expert and objective points of view from across the Massachusetts workforce system including EOLWD staff, statewide workforce partners, jobseekers and representatives from economic development, education, and business. The session was led by a team of creative story specialists from IDEAS.	





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2-19	The objective for the session was to develop a brand story for the Massachusetts workforce system that exemplifies how employers and job seekers alike recognize the system's value-added services.	
2-20	Together, participants also crafted stories that were later analyzed to provide direction for development of our future brand charter.	
2-21	On September 25, 2017, the findings from the culture mapping, online survey, and StoryJam™ were presented to the Massachusetts Secretary of Labor and Workforce Development, Rosalin Acosta. Based on the entirety of research, the creation of a unified brand for our workforce system was recommended and approved.	CLICK #6
2-22	The brand research also provided the fodder for an initial draft of our brand charter. Over the next several months, stakeholders in our newly formed "Brand Advisory Panel" and from across all levels of our workforce system provided feedback and the brand charter was refined.	CLICK #7
2-23	The final brand charter was finalized and approved on December 15, 2017.	
2-24	This extensive awareness research was done in order to inform our brand strategy and gather enough information to build our new unified brand charter...the "Constitution" for our brand. Let's take a look at that now.	
2-25	[NO AUDIO]	CLICK EXIT
	MODULE 3	
3-1.	[TITLE SCREEN...no narration. Logo music only]	CLICK BEGIN
3-2.	As you have just learned, our brand charter was developed in an open dialogue with our customers and partners across the workforce system.	





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3-3.	Our brand charter consists of many components. Understanding our values, vision, mission, and promise will help you learn to live them each day.	
3-4.	Click on each of the components as they are highlighted to learn more about what they are and what they mean for our work.	CLICK ON VALUES AREA
3-5.	Values are the unwavering core beliefs and foundation of an organization. Values express the things about a brand that won't change over time. They are embraced by those in our organization as well as everyone doing business with us.	
3-6.	There are four values that emerged as our core beliefs. Listen as our colleagues discuss them one at a time.	
3-7.	Our first Value is <i>Collaboration</i> .	CLICK PLAY VIDEO
3-8.	<p>Rosalin Acosta The value of collaboration in the MassHire brand really is about uniting with our partners. Making sure that in all of our regions we are working very closely with every partner that it takes to make sure that we're successful in this economy.</p> <p>Anthony Sapienza There are many components in the MassHire system. And they all need to work together in very sophisticated kinds of ways. We need to be able to train people at entry-level positions. Provide them continuing training so that they can advance to the next level of position. And we need to integrate those services across public schools, community colleges, 4-year colleges, as well as training programs around specific skillsets...with unions, with businesses, with technology hubs. And these kinds of collaborations are what will make for the growth of those individuals, and for the companies that they work for.</p> <p>Kendall Molina Collaborating with another agency...it's really being able to work with other individuals that have the same...mission. We have something in common, and that is to seek out employment for individuals.</p>	





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	<p>Doreen Treacy Collaboration is about working in a very conscious and systematic way with different entities and partners who are also working with individuals who are looking to enter the workforce, who are trained, who are ready, and also working with employers so that we can better understand what their needs are so that we can make better connections with the right talent that are coming through our doors in the career center every day. It also means that we understand what other career centers are doing across the commonwealth, learn from best practices, replicate those best practices, and make sure that regardless of the experience, regardless of where someone walks in the door of the workforce system, they can know that we are in collaboration together and that we are delivering the best product that we can.</p> <p>Joseph L. Viana I see collaboration working on the floor of the career centers with the staff interacting with partner agencies to seamlessly deliver a service to a customer who is in need who is so different from the next customer that we're going to see. And that ability to have services for the individual is crucial, and every collaboration that we bring to the table will enable that job seeker to be successful. Also, on the employer side, the exact same thing. The collaboration with additional resources, whether it be with the state entities or with local entities or with particular training opportunities, the collaborations that are gonna be fundamental to delivering that service to that employer.</p> <p>Jeffrey Turgeon Collaboration looks like organizations that take on a problem and work together to solve it. For instance, a board might help develop new training programs that are responsive to business needs. The career centers might help refer and recruit job seekers into those programs and help make them aware of those opportunities. Educational partners, which is community colleges and others would be able to help develop those training programs and offers those training programs and, of course, the employers would help guide what those programs look like, what they cover and then at the end of the day help bring people from those training programs into their workplace.</p>	





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	<p>Stacey L. Thompson</p> <p>What does collaboration mean? I think it means you have to think about it in terms of a team. A team has a variety of different parts, of different players. Everybody has their own role. But in order for a team to reach its success, each person has to do its job well, and they have to be unified. So, if you take all the different players and put them all together and they're working separately, no one reaches their success. To have a unified Massachusetts workforce brand under MassHire means everyone works together and everybody scores a victory.</p>	
3-9.	Our next Value is <i>Respect</i> .	CLICK PLAY VIDEO
3-10.	<p>Anthony Sapienza</p> <p>Respect in the MassHire system has everything to do with understanding where people and businesses are coming from. What their needs are, what their limitations are, and how they can succeed.</p> <p>Doreen Treacy</p> <p>Frequently when people walk through the door of a career center for the first time it's because they are disconnected with the workforce system. Either they've just been laid off or they've never been actively engaged in the workforce. They're extremely vulnerable, and it's critical as a career center, as somebody who is on the front line every day, that we look at everyone coming through the door as someone who has value, who has something to offer the workforce system and employers and that we treat that individual, first off, as an individual and not as a number.</p> <p>Jeffrey Turgeon</p> <p>You know I think you live that value of respect by reminding yourself who you're there to serve and the reason that you're there and that, you know at the end of the day you really are there to serve the customer and that- and that by doing your best to do so you're bringing to them the respect they deserve.</p> <p>Rosalin Acosta</p> <p>When people come to our career centers they are coming to us with all kinds of different situations, and it could be a very vulnerable point in their life, and we want to make sure that as employees of the career</p>	





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	<p>center that we're responding to our job seekers as well as our employers in the most respectful way we possibly can to meet the needs of our, of our job seekers in the best way possible.</p> <p>Valerie Sutton So, respect is about communication. It's about meeting people where they are. Whether they're employers, or job seekers, we need to understand their individual needs, and to be able to communicate this across the region, so that we best serve our clients.</p>	
3-11.	<i>Reliability</i> is our next value.	CLICK PLAY VIDEO
3-12.	<p>Doreen Treacy Reliability means that regardless of when a customer walks through the door, whether it's a Monday morning or a Friday afternoon, they are going to get the exact same high-quality service consistently. That they are going to have programming available to them. That they are going to have staff available to them and that they can count on us. They can count on us to deliver programming. They can count on us to connect them with the needs of employers. That we know where the labor market needs are. That we know employers. That we have strong relationships and that they can count on us to help make those meaningful connections back into the workforce.</p> <p>Rosalin Acosta Reliability is critically important. It really develops consistency in our brand and everyone that comes to our career center should feel that they are also getting the value that they need from the resources that we have.</p> <p>Valerie Sutton Reliability is the consistent quality of services that we offer. So, whether they go to western Massachusetts, or they're in the Metro North region, they know they are going to have quality in the services we offer. And, that comes from the employer perspective, in providing them top quality candidates, to the job seekers' perspective, in really getting the training they need to move up the career ladder.</p> <p>Saúl Caban Reliability to me is just really being dependable, being</p>	





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	<p>responsive to the demands of the workforce whether I'm working with our employer partners or working with a job seeker, you know that you can count on me, you can count on us to be there for you and be responsive to your needs.</p> <p>Jeffrey Turgeon Reliability to me means consistency. It means following through on the things that you said you would do. It means- it means earning that trust of your customers by showing them that you're there to do what you said you would do and following up throughout the process. Not just doing it once but doing it time and again to develop that trust, and to develop the reputation as a reliable partner.</p>	
3-13.	<i>Ingenuity is our last value.</i>	CLICK PLAY VIDEO
3-14.	<p>Valerie Sutton Ingenuity is really creativity and innovation combined. You know, it can't be about doing the same things that we've always done. The market is ever-changing, and we need to adapt quickly to that market. So, what we want to do is really take the best practices across the region and be able to employ them and adapt them quickly to our region.</p> <p>Anthony Sapienza Ingenuity in the MassHire system has everything to do with the dynamic changes in our economy. We've seen tremendous technological growth in our economy, and MassHire has the ability to make sure we are constantly changing to meet these ever-changing needs.</p> <p>Doreen Treacy Ingenuity means being flexible and creative. To solve needs in the workforce both with job seekers and employers. So, for example...in Massachusetts right now one of the hardest-to-fill positions are Certified Nursing Assistants. Employers come to us time and again saying how can you help us fill this position? We can be agile, and we can respond and, for example, do a specialized recruitment just for that position in the employer's work place.</p> <p>Joseph L. Viana Ingenuity means that every opportunity that you have is quite different, and it requires different resources and</p>	





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	<p>different staff people to be present and that ingenuity is fostered every day. We have requests from employers that are so different. We have requests from job seekers that are very different. We have partners who are looking at different ways to serve people. Every single one of these is an opportunity, but...we can't just say that we're gonna do things the same way and if you can fit into this particular box, we're good. You have to really go outside of that and be creative in bringing the right mix of staff, the right mix of experience, the right mix of people and sometimes the right mix of outside resources to take advantage of that opportunity.</p> <p>Jeffrey Turgeon So for MassHire, ingenuity really means finding a better way of delivering services and never resting on things as is, but always looking for that next innovation, the next change that you can make that's gonna bring greater value to your customers. Sometimes that innovation, that ingenuity is driven by outside forces, maybe budget considerations, or maybe by new technology that's available. But it really means looking at what ways can we improve our service delivery by looking at new ways of doing things.</p> <p>Rosalin Acosta When people are performing with ingenuity, what that means is that they really are listening. Listening very carefully to what the job seeker may need, making sure that we're amassing all of the resources that we have, whether it's training, whether it's education, whether it's workshops, what is it that this particular person in front of us needs? We have to treat everyone as an individual and customize the solution for them in particular.</p>	
3-15.	Our values dictate the behaviors we must have as a system...and as individuals...to be successful. We must be aligned with our values each and every day and deliver consistent values-based experiences with the businesses, the job seekers, and the communities we serve as well as with each other.	
3-16.	Click on VISION to learn more about what we aspire <i>to be</i> .	CLICK THE VISION AREA





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3-17.	<p>An organizational vision is a “to be” statement. It’s a simple, clear description of what we aspire to be in the world. It is a goal not only for the system but for everyone it touches.</p>	CLICK PLAY VIDEO
3-18.	<p>Anthony Sapienza A better future for Massachusetts has everything to do with economic growth and personal satisfaction in that growth. The economy here has been particularly dynamic. And that, that vision, that ability to continue to grow as the world changes and as we adapt, is essential to the role that MassHire is gonna play in helping workers find their best job, and employers, their best employee.</p> <p>Doreen Treacy A better future for Massachusetts employers and job seekers is one in which the labor market can connect with each other so that employers have the talent they need because the system has educated folks, has prepared them, and is making sure that the kinds of skills that are needed are available. The career centers are engaged in that process by being connectors and connecting employers with job seekers who have the right skills and talent.</p> <p>Kendall Molina The happier people are with their employment the better that they're going to produce and sustain that employment. It also puts them in a better economic position to be able to better provide for their families.</p> <p>Stacey L. Thompson It means making the connections that need to be made. It means getting those qualified candidates into the right positions. It means for employers to have great candidates so that they can actually grow their businesses.</p> <p>Doreen Treacy When we achieve this vision people's lives will be changed because they will understand that there is a network across the state in career centers and in workforce investment boards that can connect them to opportunities that are going to lead to prosperity. That are going to create career paths and that overall will help both the employers and the job seekers to build a</p>	





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	<p>future for the commonwealth that is strong. Strong economy and strong in terms of opportunities available.</p> <p>Rosalin Acosta When we achieve this vision, we will have people working to their potential, working to their capacity, and we'll have employers that will be able to participate in this fluid economy that we have no matter what challenges and opportunities lie ahead.</p>	
3-19.	Click on MISSION to learn what we will <i>do</i> .	CLICK ON THE MISSION AREA
3-20.	An organizational mission is a “to do” statement that describes how the vision will be achieved. Mission is what we get up every day thinking about. It directly informs our structure, our staffing, and the design of our operations. When someone looks at our organization, it is what they will see us doing.	CLICK PLAY VIDEO
3-21.	<p>Doreen Treacy The role that our career center plays in delivering the mission of the MassHire brand is to be sure that we are fully integrated with all of the other partners in this system, whether that be education programs, training programs, employers as a key partner in understanding the labor market needs and therefor being able to deliver on a mission.</p> <p>Jeffrey Turgeon The things that I'll specifically be doing to support the mission will really be connecting people personally. So, it might be a matter of talking to business leaders and then turning around and inviting others into that conversation, bringing up topics that are, that I've identified to the full board, to our sub-committees, helping them understand, what we're hearing out in the community. Bringing in other stakeholders and other community partners as needed to really meet the needs locally that exist.</p> <p>Kendall Molina So, the Department of Transitional Assistance fits in the mission of MassHire by providing people information pertaining to the statewide network that we have. We have 23 offices across the state of Massachusetts, so therefor we're in every area of the Commonwealth of Massachusetts, so there's nothing better than knowing</p>	





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	<p>that people that we serve are being informed of this network that's across the Commonwealth of Massachusetts and that they have equal access to that network.</p> <p>Valerie Sutton What we really focus on is understanding the labor market, and the strategies that we need to employ to help employers. And, one of those functions is really overseeing the career centers and bringing in funds that help support the training and development needs of the region.</p> <p>Rosalin Acosta Certainly, in my position, we have to make sure that we are giving employers and job seekers awareness of this very, very strong resource that the state has.</p> <p>Joseph L. Viana You have to be supportive of it. You have to show it. You have to lead it. You have to be not afraid to take a risk or two. And then you have to be able to stand behind what you believe in, and if you believe in the mission, and you drive it, and you encourage people and challenge people to do that, it actually becomes something that...it gets contagious. So, people really tend to believe that...wow, this can really happen! I didn't think it could. And not looking at failures in a negative way but looking at them as an opportunity for getting better the next time around.</p> <p>Anthony Sapienza MassHire is committed to helping us find, and also to train, great workers. There's numerous services that are available through state and federal government, that allow us to, in fact, enhance the skillsets of our employees. So, employers like me, require that additional benefit. Just like we take good kids out of high schools and make interns out of them. And have connecting activities so that they learn what the world of work is about. MassHire will continue to improve those kinds of collaborations, so that workers find their best job.</p>	





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3-22.	Certainly, this mission is not new! No matter where you work in our system, this is what has always driven you since you walked in the door. Nice to know we truly are all on the same page, isn't it?	
3-23.	Click on PROMISE now.	CLICK THE PROMISE AREA
3-24.	Promise is the contract between a brand and the people it serves. It is what people expect the brand to deliver. It's clear, concise, and unique to the brand.	CLICK PLAY VIDEO
3-25.	<p>Jeffrey Turgeon Prosperity doesn't just happen, it has to be worked at, it has to be earned and for a local region, and for the commonwealth, MassHire is an opportunity for us to really show and to really get that message across that there are things we can do as a system to bring people together to look at addressing challenges that create a stronger economy. And really a strong economy is what is going to undergird a strong society. So, our role as champions of prosperity is to help people understand that there's policy decision, there's funding decisions, there's programming decisions that can be made that can impact this prosperity and that us as a system working together through our partnerships can address those needs.</p> <p>Kendall Molina Both employer and job seeker benefit because developing that relationship and allowing it to happen naturally is probably one of the best things that can happen. That way it allows for each individual to be seen as themselves and be identified for the skills that they bring to the table.</p> <p>Stacey L. Thompson The job seeker should benefit because they're finding the employment that they're looking for. The organizations should benefit because they're actually meeting the needs and helping their organizations grow. So championing prosperity is actually not just talking about prosperity, but it's doing the work, taking actionable steps to move both of those groups forward.</p> <p>Saúl Caban</p>	





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	<p>So, to champion prosperity is to change lives, and that's how I see it. So, by doing that I think we work very closely with our employers to, to meet their demands at all times. When we work with our job seekers, it's to really meet their needs as well, so their scales, their interests, we want to be able to identify what's out there for them and make that strong match and really changing lives in the process.</p> <p>Val Job seekers will know that MassHire is working for them, when they are able to receive quality services, including training and advising, to get their next role, and to move up the economic ladder. Employers will know that MassHire is working for them when they can have a sustained relationship with us because we are providing them with quality talent across all regions, in the system.</p> <p>Rosalin Acosta I really want employers to know that we're a resource, you know, it's very interesting, I was in the private sector for over 30 years and didn't even know about our resources. Really had no idea of the depth, and the wealth of resources that we have at our career centers, and I don't want that to be the case any longer. I really want all our employers in Massachusetts to take advantage of our career centers. Know that we're here for you and know that the most important thing is for us to partner together because if we don't have you then we don't have a workforce system.</p>	
3-26.	<p>This is quite a promise, and you are part of the Massachusetts workforce system professionals who are key to delivering on this promise. At each key decision point, we should ask ourselves, "Does this decision...this action...deliver on our promise?"</p>	
3-27.	<p>These are the parts of the brand charter for the unified MassHire system that outline the behaviors that can help you truly live the brand each day. You can ask for a copy of the complete brand charter from your Brand Ambassador.</p>	
3-28.	[NO AUDIO]	CLICK EXIT





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	MODULE 4	
4-1.	[TITLE SCREEN...no narration. Logo music only]	CLICK BEGIN
4-2.	Now, remember how a brand is not just a logo? That's true, but a new name and a new logo are often part of a re-branding effort.	
4-3.	In our case, our brand charter served as the foundation for a comprehensive exercise to develop a new name for our workforce system. In October, 2017, Market Street Research fielded another online survey to help us to choose our brand name and mark. Five hundred ten Massachusetts residents and one hundred fifty-six employers, a representative sample of the population, responded.	
4-4.	The survey respondents answered questions for us to evaluate five potential brand names and five separate logos for our workforce system.	
4-5.	MassHire was the clear first choice for the name with 29 percent of job seekers and 28 percent of employers ranking it as their first choice.	
4-6.	MassHire was more than twice as popular as the second-best choice of names.	
4-7.	Respondents indicated that the name works because it's simple and easy to understand, reinforces the connection to Massachusetts, and the word <i>hire</i> sounds optimistic and represents the fact that there are jobs out there for everyone.	
4-8.	This logo was the clear first choice for the brand mark with 59 percent of job seekers and 55 percent of employers ranking it as their first choice.	
4-9.	Respondents felt this mark reinforces the connection to Massachusetts and depicts people working together in the job search process.	





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4-10.	Employers and job seekers alike indicated they would work with an organization that uses this logo. And that's what we want!	
4-11.	This mark combined with the name is now our Massachusetts workforce system logo.	
4-12.	The master brand, MassHire refers to the statewide workforce system as a whole.	
4-13.	Our 16 local workforce boards throughout the state will each have a local signature that pairs MassHire with an identifier describing their geographic area.	
4-14.	Likewise, each logo of our career centers throughout the state will also have a geographic modifier.	
4-15.	Here are the original logos from throughout the state.	
4-16.	And here you can see how our local signatures create brand unity throughout the state. Find your board's logo, and click on it to continue.	CLICK ANYWHERE TO CONTINUE
4-17.	Now, find your career center's logo, and click on it to continue.	
4-18.	This brand is truly unified and will help people find us more easily.	
4-19.	This is a good time to mention that brand unity does <i>not</i> mean all local areas will be exactly the same! The needs of employers, job seekers, and workers throughout the state differ in some ways.	
4-20.	The economic development priorities may also differ in each region. For example, manufacturing could be important in some places and high tech or education could be important in others.	
4-21.	However, we have a common brand charter, so the <i>experience</i> of our brand should be the same regardless of what part of the system people encounter.	





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4-22.	Again, the brand charter is what unifies us and helps us create common experiences, while each local area customizes how it meets the individual needs of the employers, job seekers, and workers it serves.	
4-23.	[NO AUDIO]	CLICK EXIT
	MODULE 5	
5-1.	[TITLE SCREEN...no narration. Logo music only]	CLICK BEGIN
5-2.	Four of our colleagues will now share a real story from their daily experiences. After each story, choose which brand value their behaviors portray.	
5-3.	[NO AUDIO]	STORY #1 = RELIABILITY
5-4.	[NO AUDIO] (You only see this if your answer was incorrect.)	
5-5.	That's right. The consistent manner in which service was delivered made all the difference for these young people and is a good example of our value of <i>reliability</i> .	Click CONTINUE
5-6.	[NO AUDIO]	STORY #2 = COLLABORATION
5-7.	[NO AUDIO] (You only see this if your answer was incorrect.)	
5-8.	Correct. <i>Collaborating</i> within our own workforce organizations and with our businesses and other community partners gave this young person her best chance for success.	Click CONTINUE
5-9.	[NO AUDIO]	STORY #3 = RESPECT
5-10.	[NO AUDIO] (You only see this if your answer was incorrect.)	
5-11.	You got it. <i>Respecting</i> this individual and the unique needs of his family members allowed our colleagues to serve their various needs.	Click CONTINUE





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5-12.	[NO AUDIO]	STORY #4 = INGENUITY
5-13.	[NO AUDIO] (You only see this if your answer was incorrect.)	
5-14.	Absolutely. Using our knowledge and expertise to prepare others for the challenges they may face is a great example of <i>ingenuity</i> in action.	Click CONTINUE
5-15.	Living our brand each day...consistently...is really what it's all about. And not just with our employers, job seekers and workers, but with our co-workers, too. Each of us is part of the system, and it will take all of us to achieve our vision.	
5-16.	[NO AUDIO]	CLICK EXIT
MODULE 6		
6-1.	[TITLE SCREEN...no narration. Logo music only]	CLICK BEGIN
6-2.	You have now learned all about our new brand and have explored new ways to live our brand every day.	
6-3.	What are your <i>hopes for the future</i> of our new MassHire brand? Think about that question as you listen to our colleagues share their answers.	
6-4.	<p>Anthony Sapienza My biggest hope for MassHire is that we will be able to bring together people and jobs, in ways that have never been contemplated before, in an efficient, coordinated, growing environment for those workers and for those businesses.</p> <p>Doreen Treacy My biggest hope for MassHire is that we will be recognized as the go to system to solve both the needs of employers to hire talent and job seekers to connect with opportunities. Through the MassHire brand, both employers and job seekers will know exactly where to go, who to connect with, how to connect, and make sure that our commonwealth is prosperous and that it can grow. Right now the Massachusetts workforce system is by in large a hidden jewel. The MassHire brand</p>	





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	<p>is going to be an opportunity to come out from behind the anonymous space where we've been and really offer services.</p> <p>Jeffrey Turgeon My biggest hope for MassHire is that it really helps people to better identify us as a system and the value that we bring to them as job seekers and as employers to creating a stronger economy.</p> <p>Saúl Caban My biggest hope for MassHire is to continue to build on the successes we've had already, so really, meeting the demands of our employer partners and continue to do so, but also work closely with our job seekers and help, helping them prepare for the workforce with whatever their needs are and meeting them where they're at, and just building a strong workforce. Honestly, that's what it come down to so I'm really excited about the MassHire workforce system, the unified system, and just continue building on the work that we've done already.</p> <p>Kendall Molina My biggest hope for MassHire is for them to continue to provide the awesome service that they are providing for individuals that are in need.</p> <p>Valerie Sutton My biggest hope for MassHire is that we attract employers and we bring economic stability to the entire state. And, that each individual thrives through the services we're offering.</p> <p>Stacey L. Thompson My hope for MassHire is that people believe in it. They understand. The purpose of this re-branding was not for a new name, it was to actually look at the needs that exist in the current system and make them better. So my hope is that I have a real part in making it better and that people work together to do the same.</p>	
6-5.	On behalf of the MassHire brand and those we serve, thanks for doing what you do each and every day to create a better future for Massachusetts in which communities, job seekers, and businesses are supported in a	





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	collaborative process to build a prosperous and successful life through the opportunity of meaningful work and a growing economy.	
6-6.	Take a minute to think about <i>your</i> commitment to our new brand. If you agree to become a Brand Advocate and uphold our promise to the best of your ability, click the I PROMISE button now.	CLICK I PROMISE
6-7.	Thank you for your promise. It will take all of us working together to achieve our collective vision. Now listen as our colleagues sum up this lesson with their individual promises and commitments to our new MassHire brand.	
6-8.	<p>Various people smiling...</p> <p>Kendall Molina I promise to be invested at all times...</p> <p>Saúl Caban I promise to be very responsive to our employers...very responsive to our job seekers.</p> <p>Anthony Sapienza I promise to work hard to engage my employees.</p> <p>Doreen Treacy Our career center team promises to deliver consistent, high-quality services to both employers and job seekers.</p> <p>Anthony Sapienza I am committed to be a businessman in Massachusetts, to continue to employ, to continue to grow my business to the benefit, not only for my shareholders, but for my workers and for the community as a whole.</p> <p>Stacey L Thompson My personal commitment to MassHire and the people that it serves is to be present in every conversation, to make sure that people feel validated, that companies feel heard, that the needs are met on both ends. So, anything that I can do, or can influence my organization to think about will actually be done to make sure that MassHire gets where it needs to go.</p>	





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	<p>Joseph L. Viana I promise to every day, look at every opportunity in a positive light and work with all the resources that are available to us to make sure that we don't drop any opportunity and ensure that we give the maximum service to the job seeker as well as the employer all the while working with our staff in a supportive mechanism to help them grow and to help them see the differences they're making in people's lives, in businesses growing, in local communities, and certainly in every aspect of our life.</p> <p>Kendall Molina I have a passion to assist people in seeking employment, to better their lives, to become a better economic status, and to be able to better provide for their families.</p> <p>Saul If I'm working with my job seekers I'm doing everything in my power to work with them, prepare them for the workforce, whatever they're coming in, I'm meeting them exactly where they're at, and getting them ready to look for work. When I'm working with our businesses and our business community, I'm out there on the road visiting their sites, getting a tour of their facilities, really getting a really good need's assessment for their workforce and doing everything I can to identify the qualified candidates that they need.</p> <p>Jeffrey Turgeon My commitment is to make the MassHire brand my brand and to make it something that we live every day as an organization.</p>	
6-9.	[Fade out.]	CLICK EXIT



BRAND CHARTER **MASSHIRE**

VISION

MassHire envisions a better future for people and businesses of Massachusetts through meaningful work and sustainable growth.

MISSION

MassHire creates and sustains powerful connections between businesses and jobseekers through a statewide network of employment professionals.

VALUES

COLLABORATION

MassHire believes in the power of partnership and streamlined integration of services to achieve effective and timely results for those we serve.

RESPECT

MassHire is committed to understanding and valuing the diverse, unique requirements and professional goals of the businesses and people we serve.

RELIABILITY

MassHire creates trust and reliability by consistently delivering high quality professional services at each location and in every interaction.

INGENUITY

MassHire leverages flexibility, expertise, and knowledge to successfully meet our mission, regardless of new challenges and circumstances.

PROMISE

MassHire promises to champion prosperity, connecting employers with talent and job seekers with tools, services, and connections to achieve meaningful and sustained employment.

PERSONALITY

"I am your trusted partner in achieving your personal and business goals. I embrace your needs as my mission and offer a welcoming, professional experience at every point in our journey together. I believe in you as I do in myself.

Things change quickly... I GET IT. You can always depend on me to offer guidance, resources, and support. If you want a job, seek to fortify your business for the long-term, or need a quick response to a pressing need, I can help.

"Let's get to work!"

ESSENCE

"I feel like a valued, professional partner of MassHire."

POSITIONING

MassHire is an essential catalyst for professional and economic growth across the Commonwealth.

