



**GREATER BROCKTON  
WORKFORCE BOARD**

# WIOA Local **4 YEAR PLAN**



# REGIONAL ECONOMIC AND EMPLOYMENT ANALYSIS FOR STRATEGIC PLAN

Regionally, projected growth by industry confirms healthcare and social assistance has continued to be our number one workforce driver. Manufacturing and the professional services industries make up the second and third most represented industries within the boundaries of our region, driving our training and educational needs. Construction, retail, food and beverage accommodations along with social assistance, transportation & warehousing and manufacturing are amongst the top 10 industries represented within our region.

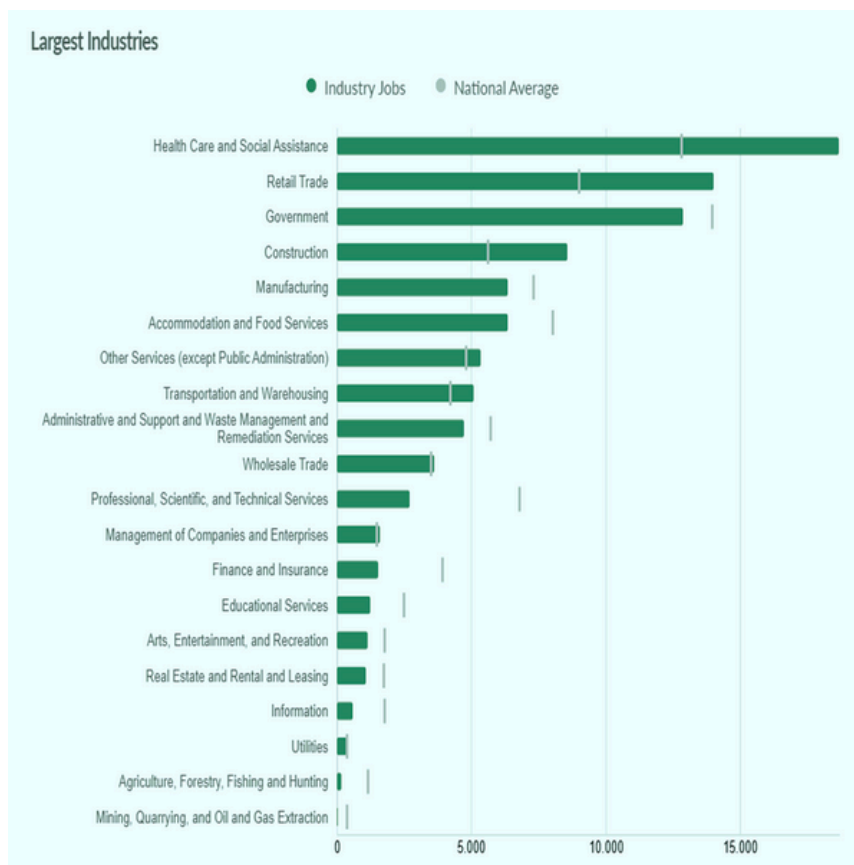
235,328		96,150		\$81.0K			
Population (2024)		Total Regional Employment		Avg. Earnings Per Job (2024)			
Population grew by 13,761 over the last 5 years and is projected to grow by 13,104 over the next 5 years.		Jobs decreased by 1,173 over the last 5 years but are projected to grow by 2,177 over the next 5 years.		Regional average earnings per job are \$4.7K below the national average earnings of \$85.8K per job.			
	Population (2025)	Labor Force (Apr 2025)	Jobs (2024)	Cost of Living	GRP	Imports	Exports
Region*	208,710	N/A	78,104	129.9	\$12.6B	\$22.4B	\$16.0B
State	7,037,782	3,941,251	4,068,167	132.3	\$768.8B	\$499.0B	\$627.7B

Source: <https://analyst.lightcast.io/analyst>

Focusing on the 2021-2024 trends, significant growth in raw numbers continues to occur in the Health Care industry cluster. It represents the largest industry cluster within the region with nearly 14% of workers employed in the industry and more than 5,000 new jobs added to health care occupations over the past three years. This represents roughly 10% of total job growth in the southeast over this same period. Healthcare is included as a priority in each of the four Workforce Boards' plans supported by the fact that career opportunities and wage potential are stronger in healthcare than in other growth industry clusters. Indeed, there are positions within the healthcare sector that exceed average annual wages in the Southeast. Still, while some of the growth occupations in this industry sector may be accessed with short term training, more advanced training and certificate and degree attainment is necessary to access the highest demand occupations that afford strong wages and opportunities for career growth.

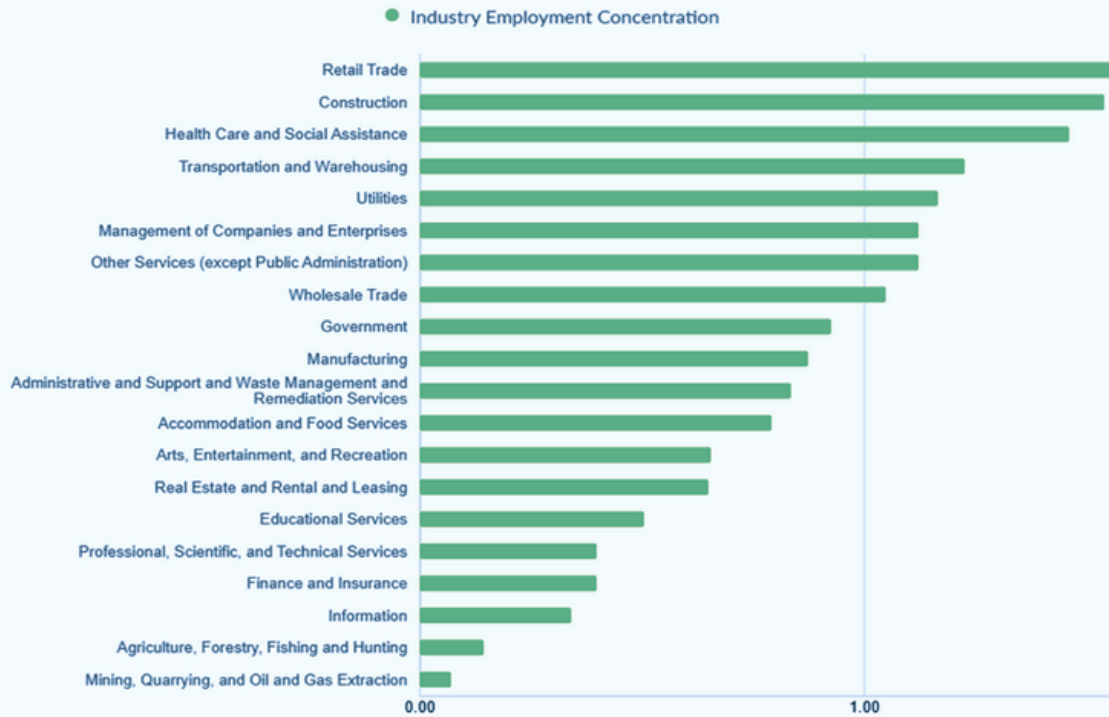
A second industry trend that is significant in both raw numbers and employment share can be found in the manufacturing sector. In recent years, employment in the manufacturing sector has strongly rebounded from a sharp short-term decline during the COVID pandemic. In fact, 2021-2023 data reverses longer-term historical trends of job loss in the industry. More specifically, the manufacturing industry has seen a 10.8% employment gain in the past three years resulting in an increase of more than 4,700 individuals employed in related occupations. This is in stark contrast to a 3.6% loss in total employment with approximately 1,500 jobs lost between 2009-2016 as well as a more dramatic employment loss of 16.2% during 2007-2009 in the midst of a recessionary economy. The southeast as well maintains a relatively high percentage of manufacturing jobs with the sixth highest employment share in the region with its 7.1% share. It is important to note that the larger reductions and layoffs in manufacturing 10-20 years ago were related to positions that were lower skilled and did not afford the affected workers with significant transferable skills to other industries. However, the current face of manufacturing occupations shows a need for higher skills sets. This comes with opportunity as wages in demand occupations such as Computer Numerical Control Machining (CNC) machinists and welders have increased even in recent months as evidenced by roughly 15-25% increase in entry level wages over the past two years for individuals placed out of Workforce Board coordinated specialized manufacturing training programs.

Other industry trends to note include the Professional Services industry maintaining a steady growth rate of 9.5% over the past three years and an increase in the growth in Construction (7.1%) over the past five years. The construction industry growth has benefited from major transportation, commercial, and residential projects throughout the region in recent years. Construction has shown steady employment growth, adding nearly 13,000 positions over the past five years. It remains firmly within the top five industries clusters by employment percentage in the Southeast. While the Financial Service Industry represents a modest percentage of the total workforce, it has seen an impressive increase of nearly 17% from 2021-2023 with a strong growth in average annual wage.



Source: <https://analyst.lightcast.io/analyst>

## Top Industry Employment Concentration



Source: <https://analyst.lightcast.io/analyst>

## Business Size



\*Business Data by DatabaseUSA.com is third-party data provided by Lightcast to its customers as a convenience, and Lightcast does not endorse or warrant its accuracy or consistency with other published Lightcast data. In most cases, the Business Count will not match total companies with profiles on the summary tab.

Source: <https://analyst.lightcast.io/analyst>

## KNOWLEDGE AND SKILLS FOR REGIONAL EMPLOYMENT NEEDS

As Workforce Boards are at a minimum 51% private, our initial outreach centered on our Board members as Ambassadors for their industry. Focusing within priority and critical industry sectors to solicit feedback on ongoing workforce needs and business challenges within the region, we regularly facilitate workshops, focus groups and surveys to help guide the process for regional workforce development strategies. Our Boards also utilized information gleaned from employer focus groups drawn from existing regional grant activities such as the HUB Healthcare grant, Center for Advanced Manufacturing Grant, and the Career Technical Initiative (CTI) Grants. Sectoral work in the Southeast, such as the Southeast Advanced Manufacturing Consortium (SAMC), provides additional avenues for employer input. Brokering meetings and individual conversations with direct care, behavioral health and home health care employers, manufacturing businesses, technology based occupational representatives, financial services and emerging industry representatives within southeastern MA were undertaken to engage employers in identifying career paths, current training capacity and steps to align curriculum. Relevant discussion on regulations that are changing their industry helped to form direction for the education and workforce partners.

The knowledge and skills needed to meet the employment demands of our region expand across a wide range of experiences. Looking at our healthcare and social assistance data, we are at both ends of the spectrum, occupations that require certifications, and occupations that require advanced degrees. In our other high demand industries, requirements are primarily focused on certifications and credentials related to the workplace such as:

- Certified Nursing Assistant (CNA)
- Home Health Aide (HHA)
- Commercial Driver's License (CDL)
- CNC Machining
- Diesel Technicians

Across occupations, the number one skill in demand is Customer Service, transcending entry level to senior management. Following that skill are the abilities related to oral and written communications and English language skills for the non-native speaker.

## OCCUPATIONAL DEMAND BY EDUCATIONAL ATTAINMENT FOR SE MA

SOC Code	Occupation Title	Employment	Median Annual	Mean Annual	Entry Annual	Experienced Annual	Typical education needed for entry
29-9099	Healthcare Practitioners and Technical Workers, All Other	20	\$41,609	\$60,206	\$37,479	\$71,569	Postsecondary non-degree award

Source: [lmi.dua.eol.mass.gov/LMI/OccupationalEmploymentAndWageAllIndustries](http://lmi.dua.eol.mass.gov/LMI/OccupationalEmploymentAndWageAllIndustries)

SOC Code	Occupation Title	Employment	Median Annual	Mean Annual	Entry Annual	Experienced Annual	Typical education needed for entry
53-3032	Heavy and Tractor-Trailer Truck Drivers	1,580	\$60,780	\$58,855	\$45,123	\$65,720	Postsecondary non-degree award

Source: [lmi.dua.eol.mass.gov/LMI/OccupationalEmploymentAndWageAllIndustries](https://lmi.dua.eol.mass.gov/LMI/OccupationalEmploymentAndWageAllIndustries)

SOC Code	Occupation Title	Employment	Median Annual	Mean Annual	Entry Annual	Experienced Annual	Typical education needed for entry
51-4041	Machinists	330	\$61,953	\$61,845	\$46,742	\$69,396	High school diploma or equivalent

Source: [lmi.dua.eol.mass.gov/LMI/OccupationalEmploymentAndWageAllIndustries](https://lmi.dua.eol.mass.gov/LMI/OccupationalEmploymentAndWageAllIndustries)

## WORKFORCE ANALYSIS AND DEVELOPMENT CAPACITY

### ANALYSIS OF WORKFORCE DEVELOPMENT ACTIVITIES

As we examine the workforce in the Greater Brockton region and its broader Southeast Massachusetts context, it is essential to move beyond rigid workforce area boundaries. Many employers operate across municipal lines and seek qualified talent regionally. This shift in employer needs has prompted a more regionalized approach to workforce development, particularly in addressing critical industry sectors such as healthcare, manufacturing, and transportation.

### CURRENT LABOR MARKET CONDITIONS

As of 2024, the Southeast region of Massachusetts, which includes Greater Brockton, reflects both recovery and evolution following the COVID-19 pandemic. The labor force is changing due to demographic shifts, skill gaps, and growing diversity in educational needs. Unemployment in the Southeast region has stabilized, yet labor force participation has been affected by aging populations and low post-secondary attainment among key working-age groups.



## Workforce Development Activities: Strengths and Weaknesses

### STRENGTHS:

- The MassHire Greater Brockton Workforce Board (MHGBWB) operates a well-integrated network of workforce development partners, including the Career Center, local community colleges, high schools, state agencies, and community organizations.
- Training programs target both entry-level and incumbent workers in sectors such as CNA/healthcare, manufacturing (MACWIC Level 1 & 2), CDL licensing, banking/finance, and diesel emissions/alternative fuels.
- Significant collaboration with community colleges such as Massasoit Community College (MCC) and Career Technical Initiatives (CTI) has increased training options, career ladder access, and alignment with employer needs.

### WEAKNESSES:

- Many employers report challenges in finding workers with adequate technical and soft skills. CNC machining and the technical capacity to provide this training remain limited in our region. This hinders expansion and competitiveness in priority industries like healthcare and advanced manufacturing.
- Small businesses often lack the capacity to invest in employee training due to resource limitations, available training capacity, and low awareness of available workforce funding and support.
- Work readiness and foundational skills (e.g., English proficiency, digital literacy, customer service, punctuality) are lacking among some jobseekers, including those with barriers such as limited English proficiency (9% of adults), disabilities, and limited formal education.

## CAPACITY TO SERVE WORKFORCE NEEDS

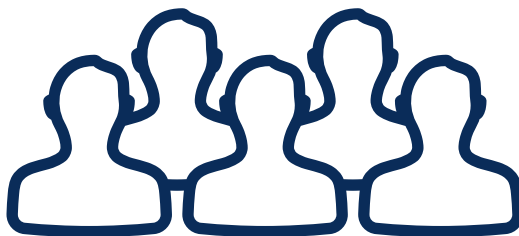
### a. EDUCATION AND SKILL NEEDS OF THE WORKFORCE

Across the Southeast region, customer service, oral and written communication, and English language proficiency remain top employer-requested skills.

Additionally, sector-specific needs include:

- Healthcare: CNA, HHA, and specialized certifications (e.g., Alzheimer's/Dementia Care).
- Manufacturing: LEAN certification, CNC machining, quality control.
- Transportation: CDL-A/B, 7D licensing, and emissions technologies.

MHGBWB has increased offerings in these areas through Individual Training Accounts (ITAs) and group training supported by federal and state grants.



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#### **b. INDIVIDUALS WITH BARRIERS TO EMPLOYMENT**

The region supports individuals facing barriers including people with disabilities, limited English proficiency, veterans, and youth through coordinated partnerships including but not limited to:

- Massachusetts Commission for the Blind (MCB)
- MassAbility (previously MRC)
- Department of Transitional Assistance (DTA)
- Brockton Adult Learning Center
- Youthbuild
- JobCorps
- Father Bills & Mainspring
- Jobs for Veterans State Grants Program
- Senior Community Service Employment Program
- Other community-based education providers

A robust partner Memorandum of Understanding (MOU) enables cross-referral, shared case management, and co-enrollment to better support those with challenges such as homelessness, reentry, or long-term unemployment.

#### **c. EMPLOYMENT NEEDS OF BUSINESSES**

Businesses in priority sectors such as healthcare, advanced manufacturing, construction, transportation, and finance require job-ready, credentialed candidates. The MassHire Business Services Team and BizWorks programs provide employer support in job development, incumbent worker training, layoff aversion, and hiring assistance.

For example:

- Healthcare employer partners, ex. Healthcare/Behavioral Health HUB Grant Program for CNA pipelines.
- Manufacturers engage through the Southeast Advanced Manufacturing Consortium (SAMC) and our four SEMA Regional Work Board partners to provide input and create programming.
- Construction, manufacturing, and culinary employers work with the CTI programming to provide hands-on training opportunities.

The region's CTIs and partnerships with Southeastern Technical Institute (STI), South Shore Technical Institute (SSTI) and other training providers have proven critical. These collaborations support dual enrollment, stackable credential pathways, and training for in-demand careers.

Programs include:

- Lean Manufacturing & CNC Training: Integrated into adult education and incumbent worker programs.
- Massasoit Community College: Diesel Tech, Alternative Fuel Program, and looking towards CISCO networking training in the next year providing funding is awarded.
- Southeastern Technical Institute: Culinary Arts, Machine Tool Technology, and Welding positions
- South Shore Vocational Technical High School: Automotive, HVAC, Landscaping, Carpentry, and Metal Fabrication/Welding, and MET



The MGBWB and its regional partners remain committed to strengthening our workforce development system through data-driven planning, equitable access to training, and responsive employer engagement. As the economic landscape continues to evolve, the region's workforce strategies will remain focused on aligning education, skills development, and business needs to ensure long-term economic opportunity and resilience for all the communities we serve.

SOC	Code Occupation Title	Employment 2020	Employment 2030	Numeric Change	Percent Change	Annual Openings
434171	Home Health and Personal Care Aides	20110	25611	5501	27.40%	3,308
512090	General and Operations Managers	14952	18191	3239	21.70%	1,683
533032	Customer Service Representatives	10331	10567	236	2.30%	1,339
211093	Laborers and Freight Stock and Material Movers Hand	7376	9028	1652	22.40%	1,240
413091	Heavy and Tractor-Trailer Truck Drivers	6668	8247	1579	23.70%	969
533031	Nursing Assistants	6700	7054	354	5.30%	865
537062	Bookkeeping Accounting and Auditing Clerks	7124	7397	273	3.80%	822
434051	Construction Laborers	5401	7144	1743	32.30%	783
395092	Registered Nurses	12357	13352	995	8.10%	764
436013	Light Truck or Delivery Services Drivers	4630	5928	1298	28.00%	705
291141	Electricians	3646	4855	1209	33.20%	557
111021	Carpenters	4295	5413	1118	26.00%	555
413021	Sales Representatives Wholesale and Manufacturing Except T	4816	5250	434	9.00%	531
113031	Maintenance and Repair Workers General	4242	4931	689	16.20%	496
319091	Receptionists and Information Clerks	3230	3626	396	12.30%	469
414012	First-Line Supervisors of Construction Trades and Extraction	3387	4354	967	28.60%	458
119111	Plumbers Pipefitters and Steamfitters	3255	4068	813	25.00%	452
512028	Medical Secretaries	3564	4034	470	13.20%	451
172112	Software Developers and Software Quality Assurance Analysts	4087	5211	1124	27.50%	449
319092	Miscellaneous Assemblers and Fabricators	3801	3952	151	4.00%	439
211022	Sales Representatives of Services Except Advertising Insur	3125	3625	500	16.00%	431
433021	Substance Abuse Behavioral Disorder and Mental Health Coun	3180	3876	696	21.90%	392
472061	Financial Managers	3200	3929	729	22.80%	325
112022	Medical Assistants	2051	2483	432	21.10%	305
499021	Social and Human Service Assistants	2020	2327	307	15.20%	280
472111	Licensed Practical and Licensed Vocational Nurses	3154	3431	277	8.80%	277
516031	Medical and Health Services Managers	2134	2840	706	33.10%	258
211023	Sales Managers	2446	2762	316	12.90%	250
311131	Driver/Sales Workers	1357	1786	429	31.60%	213
533033	Dental Assistants	1484	1709	225	15.20%	208
472031	Healthcare Social Workers	1909	2115	206	10.80%	203
499071	Heating Air Conditioning and Refrigeration Mechanics and I	1438	1751	313	21.80%	181
311120	Billing and Posting Clerks	1483	1618	135	9.10%	172
292052	Sewing Machine Operators	937	1130	193	20.60%	136
151256	Insurance Sales Agents	1312	1394	82	6.30%	128
433031	Electrical Electronic and Electromechanical Assemblers Ex	924	1026	102	11.00%	112
471011	Manicurists and Pedicurists	704	947	243	34.50%	111
472152	Machinists	861	999	138	16.00%	108
419099	Parts Salespersons	652	762	110	16.90%	95
412022	Sales and Related Workers All Other	393	436	43	10.90%	57
514041	Mental Health and Substance Abuse Social Workers	410	461	51	12.40%	45
292061	Pharmacy Technicians	460	526	66	14.30%	42
211018	Industrial Engineers	468	554	86	18.40%	40

Source: <https://www.mass.gov/doc/2024-south-east-regional-workforce-blueprint/download>

## STRATEGIC VISION FOR ADVANCING REGIONAL ECONOMIC GROWTH AND WORKFORCE SELF-SUFFICIENCY

MHGBWB supports regional economic growth and economic self-sufficiency through a strategic vision that aligns closely with the Massachusetts Workforce Agenda's Focus Area II: Talent Development, as outlined in the state's WIOA Combined Plan (2024–2028).

The strategic vision of MHGBWB is rooted in preparing a workforce that meets the needs of employers while advancing equitable access to employment opportunities for all residents, especially those facing barriers to employment. This vision reflects the broader goals of the Commonwealth's workforce strategy to drive competitiveness, affordability, and equity across all regions.

### KEY COMPONENTS INCLUDE:

- Building a collaborative workforce system that aligns training and education with industry demands.
- Promoting equitable and inclusive economic participation, particularly for youth, UI claimants, individuals with disabilities, veterans, and others with barriers to employment.
- Supporting high-demand, high-growth industries, including healthcare, advanced manufacturing, clean energy, construction, and logistics.

## GOALS FOR PREPARING AN EDUCATED AND SKILLED WORKFORCE

MHGBWB implements workforce strategies that mirror the state's priorities by focusing on:

- Youth: Programs such as YouthWorks (year-round and summer), and Connecting Activities that support youth career readiness, credential attainment, and work experience.
- UI Claimants: Approximately 70% of the job seekers served at the Greater Brockton Career Center are UI recipients. Services include retraining and individualized career counseling.
- Individuals with Barriers: Includes veterans, individuals with disabilities, and limited English speakers. Resources such as adaptive technology, accessible facilities, and targeted partner programs (e.g., MCB, DTA) help mitigate employment barriers.

Training efforts include:

- ITAs for industry-aligned credentials.
- Sector-based group training in banking, finance, healthcare, and manufacturing.
- Apprenticeship and credential-based programs (e.g., CDL licensing, Diesel Technology & Alternative Fuels, and CNA/HHA certifications) in response to regional industry needs.

## LOCAL PERFORMANCE OUTCOMES

The outcomes below demonstrate the region's commitment to helping participants attain and retain employment, increase earnings, and achieve industry-recognized credentials.

The MGBWB supports the state's strategic vision by fostering a responsive, inclusive, and performance-driven workforce system. It prioritizes alignment with high-demand sectors, targeted training for vulnerable populations, and accountability to federal performance standards.

1. Employment Rate Second Quarter After Exit: The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program.

**Youth – 80%; Adult – 66.3%; DW – 69.8%**

2. Employment Rate Fourth Quarter After Exit: The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program.

**Youth – 73.7%; Adult - 77%; DW – 78.9%**

3. Median Earnings Second Quarter After Exit: Median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program.

**Youth - \$5,682; Adult – \$5,621; DW - \$11,327**

4. Credential Attainment: The percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attained a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within 1 year after exit from the program.

**Youth – 40%; Adult – 65.2%; DW – 62.4%**

5. Measurable Skill Gain: The percentage of participants who, during a Program Year, are in education or training, and who achieve academic, technical, occupational, or other forms of progress towards such a credential or employment.

**Youth – 30%; Adult – 65.2%; DW – 66.7**

## STRATEGY FOR ALIGNING CORE PROGRAMS AND WORKFORCE PARTNERSHIPS

The MGBWB, in partnership with our One-Stop Career Center, will continue to collaborate with our core WIOA partners across the Greater Brockton region through the implementation of our most recent MOU. Using the MOU as a guiding framework, we will maintain regular engagement with regional partners to enhance the MassHire customer experience. Our regional team will include representatives from each agency who will actively participate in operating the MassHire Career Center delivery system in alignment with the terms of the local MOU, WIOA requirements, and applicable federal laws. Together, we are committed to serving shared customers and advancing a more efficient, coordinated approach for delivering services and resources to youth, job seekers, and businesses.

By utilizing the MassHire Career Center Customer Flow and incorporating partner agency referral points both in-person and virtual, we will ensure that programs and services are accessible and available to all shared customers. We will promote the effective use of modern tools and technologies to support customers' access to services, enabling them to complete program requirements and achieve their training and employment goals. Additionally, we will maintain and enhance processes for partner communication, referrals, enrollment, and the sharing of outcome information among staff. A review process will also be developed to analyze data on shared customers, identifying both successes and challenges within the customer experience across the MassHire Workforce System.

In our monthly Career Center Business Committee meetings, we review emerging trends in the workforce and highlight industries of need that can be promoted for eligible training providers in the region. If appropriate, we will develop and release a Request for Qualifications (RFQ) to determine the providers that could develop and implement the training necessary to satisfy businesses, workers, or job seekers.

### **a. THE BOARD FACILITATES ACCESS TO THE CAREER CENTER SERVICES**

The Board, in partnership with the OSCC and our youth services department, have developed and implemented a laptop loaner program in which we provide customers with a laptop for a specific timeframe, to access workshops, training or other workforce-related activities.

### **b. ENSURING COMPLIANCE WITH WIOA**

MGBWB is fully ADA compliant and offers a wide range of resources and adaptive technologies to ensure appropriate accommodations are available for customers with accessibility needs. Each core partner commits to cross-training staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement. All partnering agency staff will receive training on Career Center services from MassHire Greater Brockton. In turn, the partners will provide training on their individual programs at the Career Center, which will be made available to all partnering agency staff. This will allow for a comprehensive understanding of all partner programs and integration and alignment of services.

### c. SUSTAINING PARTNERSHIPS

MGBWB has developed and implemented an MOU which outlines the roles and responsibilities of core partner agencies and will meet on a quarterly basis to review efficiency, productivity, and promote best practices to stay in touch with new trends.

### ADULT AND DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES

According to the TrainingPro system, 523 training courses have received preliminary approval from the state of Massachusetts. Of these, 438 courses are preliminarily approved for funding in the Brockton region.

While many training providers offer programs accessible to Brockton-area residents, only seven providers are physically located within the Brockton service delivery area, including five in Brockton, one in Avon, and one in Easton. As a result, most training opportunities require individuals to travel outside the area or have access to the necessary technology for remote learning, when available.

For job seekers with limited resources, these barriers significantly limit access to training and reduce viable options for skill development.

For the Brockton region, there are currently:

- 187 training programs preliminarily approved for Individual Training Accounts (ITAs),
- 445 programs approved under Section 30, and
- 7 programs approved for individuals eligible under the Trade Adjustment Assistance (TAA) program.

Despite ongoing challenges related to accessibility and the fact that these programs have not yet received final approval by the MassHire Greater Brockton Workforce Board (MHGBWB), this represents a broad and diverse array of training opportunities available to job seekers in the Brockton region.

In addition to these ITA/Trade/Section 30 trainings, there are a wide variety of trainings available through other means:

a. **MHGBWB SECTOR TRAININGS:** The Workforce Board frequently offers training for and conducts/coordinates training for industry sectors it has found to be critical to the region's workforce needs. Through collaboration with the Career Center, Youth Department, and other partners, these group trainings play a vital role in the region's economic development. Examples of these training courses include CDL, Diesel Technician, Banking and Finance, and Welding.

b. **OTHER PARTNER CAPACITY:** The Greater Brockton region is fortunate to have the resources of several public educational institutions which support the workforce training in the area. These include our local community college MCC, a four-year college Bridgewater State University (BSU), and a regional vocational high school / technical institutes: Southeastern Vocational Technical High School, STI, South Shore Vocational Technical High School, and SSTI. Each of these institutions has a workforce development arm which supports and complements the efforts of the broader region.



For less formal and shorter-term training needs, the MHGB Career Center provides a wide variety of training sessions to sharpen the skills of job seekers.

These include:

- A robust monthly workshop series that includes both soft-skills like interviewing, use of social media in employment seeking, and resume writing as well as hard-skills such as a Microsoft Excel series.
- Customized weekly workshops on both employment and life skills for DTA programs.
- A job club to offer support and advice for job seekers.
- Hot Jobs live weekly, a live employer recruitment workshop to allow job seekers the ability to interact with employers in real time.
- Frequent employment recruitment events and job fairs, supported by pre-event training and preparation.

## LOCAL WORKFORCE SYSTEM COMPONENTS AND PROGRAM LISTINGS

### FY26–29 Workforce Development Systems and Coordination in the Greater Brockton

Over the next four years (2026–2029), the MassHire Greater Brockton Workforce Board, in partnership with the MassHire Greater Brockton Career Center, will continue to lead and coordinate a comprehensive and inclusive workforce development system in alignment with WIOA and the Massachusetts State Plan.

Through ongoing collaboration with our regional WIOA core partners and the implementation of our regional MOU, we are committed to delivering a customer-centered service model that ensures equitable access to high-quality programs and services for job seekers, youth, and businesses. This includes continued coordination with agencies such as Adult and Community Learning Services, DTA, MCB, and MassAbility, among other partners to align services and resources in a way that is consistent with WIOA. Together, we are formalizing shared service delivery strategies, enhancing referral processes, and promoting co-enrollment to streamline access and improve outcomes for shared customers.





The MGBWB offers a diverse array of programs as part of the local workforce development system, including but not limited to:

- WIOA Adult
- WIOA Dislocated Worker
- WIOA Youth
- Wagner Peyser
- One-Stop Career Center Service Provider
- One Stop Career Center Operator
- Connecting Activities
- Regional Planning
- Department of Transitional Assistance
- Mass Commission for the Blind
- MassAbility
- Adult and Community Learning Services (including but not limited to DESE funded ESOL and ABE programs as well as others in the community involved in the Community Partnership for Adult Education)
- Workforce Competitive Trust Fund (WCTF) Diesel Technology & Alternative Fuels Program
- Urban Agenda
- WCTF Commercial Driver's License Program
- MA Tech Collaborative Center for Advanced Mfg. Region 6 Southeastern MA Manufacturing Program
- Region 6 Southeastern MA Healthcare/Behavioral Health HUB Grant Programs
- DHCD
- YouthWorks Summer
- YouthWorks Year Round
- MA Clean Energy Center - Brockton Career Awareness and Capacity Building Program
- Early Childcare Apprenticeship
- South Shore Vocational School Career Technical Initiative Programs
- Southeastern Technical Institute Career Technical Initiative Programs

## **BOARD ALIGNMENT WITH THE MA WORKFORCE AGENDA AND CORE PROGRAMS**

The MassHire Greater Brockton Career Center utilizes the Career Center Customer Flow model continually reviewed and updated to improve access to services and ensure seamless integration of partner referrals, whether virtual or in-person. This model promotes accessibility, resource sharing, and customer-focused service delivery across programs.

Aligned with Focus Area IV of the MA Workforce Agenda, we continue to invest in system infrastructure by advancing the use of integrated technologies, enhancing partner communication, and using shared data to assess performance and customer experience. Our Career Center offers a full range of services, including adaptive technologies and remote workshops, ensuring equitable access for individuals with disabilities and underserved populations.

We are also committed to expanding access to career pathways and post-secondary credentials through close collaboration with education and training providers. Perkins-funded programs play a central role in our strategy, as we work alongside Connecting Activities, vocational schools, and local community colleges to align training with high-priority industries identified in our Regional Planning Blueprint.

To ensure our efforts remain forward-looking and inclusive, we continuously engage existing and new partners across Brockton and southeastern Massachusetts, reflecting the state's priorities around:

1. Talent attraction and retention,
2. Talent development,
3. Leadership by example, and
4. Workforce infrastructure.

Our regional portfolio includes robust local and state-funded initiatives such as YouthWorks, the WCTF (supporting Diesel Technician and CDL training), and the Clean Energy Initiative through the Mass Clean Energy Center. Together, these initiatives help us create a dynamic and inclusive workforce system responsive to the evolving needs of job seekers, youth, and employers.

By maintaining a strong focus on alignment, collaboration, skill development, and customer success, MHGBWB ensures that all individual's particularly underserved populations have access to the tools, resources, and opportunities needed to thrive in a rapidly changing labor market.

## **EXPANDING ACCESS TO WORKFORCE SERVICES FOR INDIVIDUALS WITH BARRIERS TO EMPLOYMENT**

The customers of all partnering agencies who become Career Center members may enjoy the full use of MassHire Greater Brockton Area's resources. This includes the use of MassHire Greater Brockton Career Center's state of the art Resource Room.

Resources available through the room include:

- State-of-the-art computers
- Reference Books
- Internet Access
- Company information
- High-quality laser printers
- Community resources
- High-capacity copy machine
- Adaptive equipment for the disabled
- Faxing services
- On-site employer recruitment
- Local "hot jobs" listings
- Brochures
- Links to many on-line job hunting sites
- Calendar of events
- Local labor market information
- Dialogue III TTY Text Telephone
- Mass Relay Phone Service
- Zoom Text
- JAWS for Windows
- Microsoft Accessibility Features
- CCTV
- BioAid Sound Enhancer
- Dragon Naturally Speaking
- Large print format versions of presentations and materials as requested

MassHireGBWB will ensure customers are provided with human-centered wrap around services that will ultimately place clients in Career Pathways to high-growth industries. It is our intent to work with core programs to ensure services are streamlined, and we have continuity of services with all activities for young people. We will prioritize core program referrals and ask the right questions during the comprehensive assessment to ensure connectivity across programs are happening.

## CO-ENROLLMENT AND CAREER PATHWAYS IN CORE PROGRAMS

MassHireGBWB will ensure customers are provided with human-centered wrap around services that will ultimately place clients in Career Pathways to high-growth industries. It is our intent to work with core programs to ensure services are streamlined, and we have continuity of services with all activities for young people. We will prioritize core program referrals and ask the right questions during the comprehensive assessment to ensure connectivity across programs are happening. MassHire Greater Brockton Workforce Board (MassHireGBWB) actively aligns our career pathway development and co-enrollment strategies with the Southeast Regional Workforce Blueprint. This blueprint sets clear regional priorities including healthcare, advanced manufacturing, professional & technical services, construction, clean energy, and CDL/diesel programs highlighting the need to close talent gaps in these sectors. By leveraging our Local MOU and Career Center Customer Flow model, we coordinate intake and assessment across core partners and Perkins Career & Technical Education providers, ensuring participants are triaged early into aligned pathway programs such as CTE-certified diesel or CDL as well as WIOA Adult, Youth, and Dislocated Worker programs. This co-enrollment model removes barriers to entry, accelerates progress by bundling services (e.g., wraparound supports, soft-skills training, credential funding), and supports transitions into high-demand occupations prioritized in the regional blueprint.

Through structured outreach and partnership with CTE programs like those in diesel technology, commercial drivers licensing, and clean energy trades MassHireGBWB ensures that high-school and adult learners are seamlessly linked to industry-recognized credentials that are portable and stackable. Our approach, endorsed by Perkins-supported schools and community colleges, involves shared data systems for milestone tracking, co-hosted career fairs in targeted sectors, and coordinated referrals that guide students into successive levels of training. For example, a youth enrolled in a clean energy pathway through Perkins CTE may simultaneously access WIOA Youth funding for summer internships and post-secondary bridging through Title I Individual Training Accounts. This integrated system supports durable career ladders matching Southeast Blueprint objectives to expand labor supply in critical regional industries.

As part of SEMA regional planning and to leverage funding streams to support career pathways in our regional blueprint industries, we have been focused on sharing information, strategizing, and supporting Workforce Competitiveness Trust Fund and Career Technical Initiative applications with training and education partners. The Board continues its collaboration with the three other SEMA Workforce Boards on a Healthcare Hub grant from Commonwealth Corporation and Advanced Manufacturing grant from MA Tech Collaborative's Center for Advanced Manufacturing, which provide training opportunities in healthcare and manufacturing, both priority industries in the region. In addition, since 2023, MassHireGBWB has been working with the Brockton Public Schools, exchanging labor market information and discussing the needs and existing efforts and initiatives underway in Brockton related to the bilingual educator pipeline, to identify any common interests and related areas for collaboration.

In 2024, MassHireGBWB collaborated with the Brockton Public Schools on a US Department of Education initiative aimed at supporting Grow Your Own multilingual teacher education programs that served first-generation or low-income backgrounds. Of the 150 grant applicants, 13 were funded, including Brockton's initiative called ROPESS: Responsive Opportunities for Personalized Educator Systems and Supports. ROPESS is a five-year federal funded program that takes a Grow Your Own and Community Cultural Wealth approach to support multilingual educators and community members become licensed teachers. This multi-year, tuition-free program was specifically designed with paraprofessionals and community members interested in earning their initial teaching license and Bilingual Education Endorsement. MassHireGBWB continues to support the program by hosting meetings, sharing connections and flyers, referring interested individuals and serving on the ROPESS Partnership Advisory Council through 2029.

## **IMPROVING ACCESS TO RECOGNIZED POSTSECONDARY AND INDUSTRY-RECOGNIZED CREDENTIALS**

MassHireGBWB partners with educational entities to offer integrated training prioritized for occupations identified by the Regional Planning Blueprint. Staff take a structured approach for outreach to post-secondary training providers and institutions that offer courses specifically in those high priority areas identified in the most recent (third iteration) of the Blueprint. We continue to collaborate and create programs with Massasoit Community College including a Diesel Technology and Alternative Fuels Program for un/underemployed individuals in the Greater Brockton region. Additionally, MassHire GBWB with the other southeastern MA workforce boards, meets regularly with the vocational schools and Massasoit Community College to support and apply for funding to create, expand and align programs that meet the needs of local employers. Job seekers will have access to these opportunities through Individual Training Accounts and group training funded through MassHireGBWB's Title I funding and other grants.

## **EMPLOYER ENGAGEMENT STRATEGIES TO SUPPORT TALENT DEVELOPMENT AND IMPROVE ACCESS TO WORKFORCE SERVICES**

In our local area, MassHire Greater Brockton Workforce Board will continue to facilitate engagement of businesses in our region through engaging partnerships, outreach and networking. We will continue our work with the City of Brockton, Downtown Brockton Association along with other economic development agencies to promote the services and programs of the Career Center and the Board to small businesses and high demand industries. Re-engaging our economic and workforce development team, which is comprised of professionals from economic development, workforce development, financial institutions, chambers of commerce and other business partners within the region to visit with employers as a collaborative effort. Conduct an overview of the region with an employer to talk specifically about their individual circumstances and how we can best be of assistance.

Combining our efforts with small businesses, we are also tapping into the clean energy industry through the small businesses that populate the sector and by helping to promote clean energy as a career path. Having clean energy experts speak during our career days exposes youth and adults to the opportunities in the industry. Our efforts to support workforce development activities on a local level includes several components.

## **IMPROVING WORKFORCE SERVICES AND ENGAGEMENT WITH AGRICULTURAL BUSINESSES**

Please see pg. 36-37 for more detailed information on the Career Center services provided to agricultural businesses. The Brockton area has a relatively small MSFW population, and the Career Center remains fully compliant with federal MSFW service requirements.

## **BUILDING A LOCAL WORKFORCE DEVELOPMENT SYSTEM THAT MEETS BUSINESS NEEDS**

- a. Working with Advisory Boards and CEO Roundtables to ascertain immediate and future needs.
- b. Providing training for an incumbent workforce in priority industries
- c. Serving as an Ambassador for the Massachusetts Workforce Training Fund program and conducting workshops for prospective applicants.
- d. Providing opportunities through state and federal grant programs for capital expenditures along with technical assistance
- e. Presenting opportunities for businesses to develop partnerships through networking with other professionals in regional industries.

## **ALIGNING WORKFORCE DEVELOPMENT WITH ECONOMIC DEVELOPMENT FOR REGIONAL GROWTH**

MassHireGBWB will coordinate and align our efforts to contribute to the ongoing economic health and vibrancy of the region by preparing the workforce to meet the evolving skill set demands of area employers. We will continue our work with the City of Brockton with our regional economic development agencies to promote the services and programs of the Career Center and the Board to small businesses and high demand industries. Re-engaging our economic and workforce development team, which is comprised of professionals from economic development, workforce development, financial institutions, chambers of commerce and other business partners within the region to visit with employers as a collaborative effort. MassHireGBWB coordinates workforce development programs and economic development by sharing workforce data and projections, industry demands, and expanding upon the following strategies with our workforce, education and economic development partners and stakeholders across the region:



- All partners will support demand driven education and training strategies across K-12, secondary and postsecondary education that directly address the workforce needs of the region's priority and critical industries.
- Our education partners will work to expand education programming in each of the identified priority and critical industries in our Regional Blueprint to support increased capacity for area job seekers including efforts to expand the availability of stackable credits.
- All partners will focus efforts on aligning and expanding work readiness and career exploration activities with the education and workforce development systems in the region.
- Our partners will promote the progression of the region's workforce along career pathways with credentialing and lifelong learning strategies.

In addition to the above strategies, MassHireGBWB will continue working closely with Old Colony Planning Council (OCPC) who serves on the Board and Chairs the Young Adult Initiative Committee. MassHireGBWB partnered with OCPC on a grant opportunity issued by the Mass Tech Collaborative to designate Brockton and the Rt. 24 corridor as a Tech Hub which if awarded will bring benefits and opportunities for our region. This program is designed to strengthen regional innovation ecosystems by supporting industry clusters such as Advanced Manufacturing, of which our region has a major concentration, particularly within Aerospace & Defense, precision machining, mechanical systems, medical device, and HVAC.

MassHireGBWB, OCPC, MassHire South Shore Workforce Board, other municipal economic development, education and employer partners across the region, will work together to develop a strategic plan that will:

- Identify and assess regional assets, industry strengths, and innovation opportunities.
- Guide future investments in infrastructure, workforce training, and business growth.
- Strengthen collaboration between industry, academia, and government to position the region for long-term success in the innovative economy.

## **ENHANCING COORDINATION BETWEEN UNEMPLOYMENT INSURANCE AND REEMPLOYMENT SERVICES**

The Brockton area utilizes the RESEA program as our main connection between re—employment assistance and Unemployment Insurance. Each year the RESEA program provides services to over 3000 UI recipients. The RESEA program requires that all selected UI recipients attend a Career Center Seminar and complete specific goals in order to remain eligible for benefits. During the seminar customers receive a full explanation of WIOA programs as well as other re-employment services offered by the career center including job placement assistance through our resource room, job postings, employer recruitment and job fairs. The Career Center's RESEA team have all received level II UI training and are available to assist UI customers with certain issues with their claim and to review work search logs. The resource room coordinator also has Level II UI clearance.



## **ALIGNING LOCAL WORKFORCE STRATEGIES WITH STATEWIDE RAPID RESPONSE INITIATIVES**

Brockton has always had a close working relationship with the Rapid Response team. The Brockton Area Workforce Board has designated the Career Center as the main point of contact with the state's Rapid Response team. The center has developed a bilateral notification system for plant closings and mass layoffs, and the Rapid Response team shares WARN notices when appropriate. At the discretion of the Rapid Response team, the Workforce Board Director or Career Center Director may attend initial Rapid Response company meetings to determine how services will be delivered pre-layoff. A member from the career center's business services unit regularly attends employee meetings onsite with Rapid Response to explain career center services. When appropriate, the business services unit will assist the company by contacting similar companies in the area to set up on-site job fairs prior to the closing. The Career Center also has a Business Services Rep attend regional meetings hosted by Rapid Response.

## **OFFERING MASSHIRE CAREER CENTER BUSINESS SERVICES TO LOCAL BUSINESSES**

The MassHire Greater Brockton Business Services Team provides a comprehensive set of services to area employers. Regardless of where they are in the business cycle, the team offers a wide array of programs, grants, and services that are available, free of charge. Whether an employer is trying to hire new employees or is dealing with impending layoffs, services are available to assist them. MassHireGBWB also employs an Employer Services Manager who functions as a conduit to local business and works with the Metro South Chamber of Commerce to network and promote services available to local business. This role also works in conjunction with the Career Center Business Service Representative to promote Career Center services, conducting an overview of the region with an employer to talk specifically about their individual circumstances and how we can best be of assistance. If a referral is warranted, we work with the Career Center to make the connection to BizWorks for the employer's current service need.

## **IMPLEMENTATION OF BUSINESS-FOCUSED WORKFORCE INITIATIVES AND TRAINING PROGRAMS**

The MassHire Greater Brockton Workforce board has successfully implemented a variety of training initiatives that have been tailored to best meet the needs of both job seekers and businesses in the community.

The Workforce Board has sponsored incumbent worker training programs for both ESOL and LEAN manufacturing. The MassHire Greater Brockton Career Center has actively participated in on-the-job training programs utilizing both WIOA and national Dislocated Worker funding. The MassHire Greater Brockton Workforce Board researched labor market information and industry trends and convened industry leadership focus groups to inform regional training and workforce development initiatives. Through guidance and input from workforce board members staff have conducted several business roundtable sessions in both the Healthcare and Financial industries. As a result, the board has been actively providing training to area job seekers for entry level career pathway positions in Banking and Finance. The Board has also designated space in the Center for Workforce Development and has become an approved CNA training facility.

## **INTEGRATION OF LOCAL WORKFORCE ACTIVITIES AND REGIONAL ECONOMIC DEVELOPMENT STRATEGIES**

The MassHire Greater Brockton Workforce Board collaborates with our economic development agencies throughout the region by working in partnership with the Executive branch and participating on their committees. The Workforce Board has continuously sought and received board membership from the Executive Director of the Old Colony Planning Council, ensuring participation in collaboration at the highest level within the agency. In addition, members of the MassHire workforce board staff serve on committees for the Old Colony Planning Council to further engage our economic partners and stay apprised of current activities and networking opportunities. Our outreach with the economic development agencies extends to partnerships and grant opportunities through the US EDA and local opportunities for business development.

Our collaboration with the Old Colony Planning Council has also included efforts in the entrepreneurial environment. Delving into the entrepreneurial environment for the first time about 10 years ago through a youth business plan competition. Our involvement and engagement of small entrepreneurs has grown since that time to include sponsorship, grant funding and establishing networks to facilitate entrepreneurial growth. In addition to partnering with the Old Colony Planning Council, we have partnered with the Brockton Redevelopment Authority and the Metro South Chamber Commerce to promote entrepreneurship through training, referrals and business guidance for emerging businesses in our region. We facilitate efforts through the database of employers in our region that has been prepared by the MassHire Greater Brockton Workforce Board.

## **FOSTERING ENTREPRENEURSHIP THROUGH SKILLS TRAINING AND MICRO-ENTERPRISE SUPPORT**

The MassHire Greater Brockton Workforce Board (MHGBWB) actively promotes entrepreneurial skill development and supports micro-enterprise services through a range of innovative, youth-focused and business-connected programming. These efforts are aligned with Massachusetts Workforce Agenda Focus Area IV, which emphasizes creating a more accessible and responsive workforce system.

### **ENTREPRENEURIAL TRAINING THROUGH CONNECTING ACTIVITIES**

Through the Connecting Activities (CA) program, MHGBWB offers a structured entrepreneurship training series delivered in partnership with local school staff, CA Coordinators, and experienced Entrepreneurship Consultants. This program is designed to cultivate the entrepreneurial mindset in high school students by introducing them to:

- Problem identification and solution development
- Business plan creation
- Marketing, budgeting, and pitching fundamentals

These skills are essential not only for launching new ventures but also for succeeding in traditional employment where innovation and self-direction are valued.

## EXPANDED ENTREPRENEURIAL CURRICULUM

This year, students participating in the entrepreneurship program are co-enrolled in Youthworks, expanding their access to additional high-demand skill workshops.

These include:

- Project Management
- Public Speaking
- Customer Service & Sales
- Nonprofit Development & Social Impact

Together, these offerings help youth prepare for success in both self-employment and workforce pathways, further reinforcing cross-sector readiness and career agility.

### THE PITCH: BUSINESS PLAN COMPETITION MHGBWB

The Pitch is a multi-phase business plan competition for students aged 14–21.

The competition includes:

- Practice Rounds: Held in the fall, providing feedback from a panel of local professionals.
- Final Round: Held in the spring, featuring cash prizes, community recognition, and mentoring opportunities from local business leaders.

This initiative builds confidence and public speaking skills while encouraging young people to explore entrepreneurship in a real-world setting.

### SUPPORT FOR MICRO-ENTERPRISES AND SMALL BUSINESSES

In addition to youth programming, MHGBWB supports micro-enterprises and small businesses through:


- Outreach via the MassHire Business Services Team, connecting entrepreneurs to state and federal resources including the Workforce Training Fund, BizWorks, and the Urban Agenda grant.
- Partnerships with Brockton Redevelopment Authority and local Chambers of Commerce to identify training and capital assistance opportunities.
- Business technical assistance for small enterprises participating in local initiatives such as farmers markets and neighborhood revitalization projects.

### WORKFORCE SYSTEM ALIGNMENT

These entrepreneurial efforts are seamlessly integrated into the broader workforce ecosystem through:

- Wraparound services at the MassHire Greater Brockton Career Center
- Youth-centered career pathways that span from high school programming through postsecondary and small business support
- Cross-sector regional alignment via the Southeast Regional Planning Blueprint, which identifies entrepreneurship and innovation as regional development priorities.

The MassHire Greater Brockton Workforce Board (MHGBWB) has developed a comprehensive, community-integrated approach to promoting entrepreneurial skill development and supporting micro-enterprise services. These efforts are centered on creating accessible, inclusive, and practical opportunities for emerging and existing entrepreneurs, particularly among youth and underserved populations.



Entrepreneurship and small business growth are seen as essential strategies for both personal economic advancement and community revitalization. MHGBWB's approach includes programming embedded in schools, summer and year-round youth employment, community competitions, and partnerships with local economic development agencies.

## **BOARD OVERSIGHT FOR CONTINUOUS IMPROVEMENT OF MASSHIRE CAREER CENTER PROVIDERS**

In our monthly Career Center Business Committee meetings, we review emerging trends in the workforce and highlight industries of need that can be promoted for eligible training providers in the region. If appropriate, we will develop and release an RFQ to determine the providers that have the ability to develop and implement the trainings necessary to satisfy the businesses, workers, or job seekers. In addition, the MHGBWB, Director of Operations and CC management review and discuss all ITA trainings and current performance metrics to ensure quality and appropriateness of trainings being provided to customers.

## **FACILITATING ACCESS TO MASSHIRE CAREER CENTER SERVICES, INCLUDING VIRTUAL AND REMOTE DELIVERY**

The Board in partnership with the OSCC and our youth services department, have continued to use a laptop loaner program in which we provide customers with a laptop for a period to access workshops, training or other workforce related activities. In addition, MassHire Greater Brockton continues to offer and enhance virtual programming for all jobseekers and businesses.

## **ENSURING ACCESSIBILITY AND ADA COMPLIANCE ACROSS THE MASSHIRE CAREER CENTER SYSTEM**

MassHire Greater Brockton is fully ADA compliant and maintains a host of resources and adaptive technology to provide appropriate accommodation for customers who need it. Each core partner commits to cross-training staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement. All partnering agency staff will receive training in Career Center services from MassHire Greater Brockton. In turn, the partners will provide training on their individual programs at the Career Center, which will be made available to all partnering agency staff. This will allow for a comprehensive understanding of all partner programs and integration and alignment of services.

## **SUSTAINING PRODUCTIVE PARTNERSHIPS & RESOURCE ALIGNMENT**

MassHire Greater Brockton has developed and implemented an MOU which outlines the roles and responsibilities of core partner agencies and will meet on a quarterly basis to review efficiency, productivity, and promote best practices to stay in touch with new trends.

## ASSESSMENT OF EMPLOYMENT AND TRAINING ACTIVITIES FOR ADULTS AND DISLOCATED WORKERS

The MassHire Greater Brockton Career Center acts as the hub for training activities in the Greater Brockton area for participants in the Adult and Dislocated Worker programs, which includes co-enrolled SBE Veterans. The Career Center provides these job seekers with the following categories of service:

### BASIC CAREER SERVICES

Basic career services are made available to all individuals seeking services served in the one-stop delivery system, and include:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including identification through the state's Worker Profiling and Reemployment Services system of unemployment insurance (UI) claimants likely to exhaust benefits), and orientation to information and other services available through the one-stop delivery system;
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs;
- Labor exchange services, including
  - a. Job search and placement assistance, and, when needed by an individual, career counseling, including
  - b. Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA); and,
  - c. Provision of information on nontraditional employment (as defined in sec. 3(37) of WIOA);
  - d. Provision of referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs;
  - e. Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including:
    - i. Job vacancy listings in labor market areas;
    - ii. Information on job skills necessary to obtain the vacant jobs listed; and
    - iii. Information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs;
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers;
- Provision of information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system;
- Provision of information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and provision of information and assistance regarding filing claims under UI programs, including meaningful assistance to individuals seeking assistance in filing a claim including meaningful assistance through on-site using staff who are properly trained in UI claims, filing, and/or the acceptance of information necessary to file a claim.



## INDIVIDUALIZED SERVICES

When Career Center staff determine that individualized career services are appropriate for an individual to obtain or retain employment, these services must be made available to the individual. Career Center staff may use recent previous assessments by partner programs to determine if individualized career services are appropriate.

These services include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include,
  - a. Diagnostic testing and use of other assessment tools; and
  - b. In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers;
- Group and/or individual counseling and mentoring;
- Career planning (e.g. case management);
- Short-term pre-vocational services, including developmental learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training, in some instances pre-apprenticeship programs may be considered as short-term pre-vocational services;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

## FOLLOW UP SERVICES

Follow-up services are provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Counseling in the workplace is an appropriate type of follow-up service. Follow-up services do not extend the date of exit in performance reporting Transitioning to Career Services.

## WORKSHOPS

MassHire Greater Brockton Career Center continues to update the content of our current workshop library offerings, as well as add new workshops this year, including “Beating the Bots” and “Strategies to Jumpstart Your Job search”. Beating the Bots offers various techniques for applying and interviewing through Application Tracking Systems (ATS) and Artificial Intelligence platforms. This workshop is also a segway from our existing webinar, Maximize Your Resume Exposure, which offers a glimpse into ATS. “Strategies to Jumpstart Your Job search” offers additional strategies to include when a customer’s job search has stalled.



We have re-introduced monthly, Massasoit Community College and MassEdCo Informational Sessions. Both provide information relevant to academics, including admissions and financial aid applications. In FY25, we offered on a quarterly basis the Small Business Administration's information and resources for those interested in learning ways to start their own business.

In FY25, we were also able to offer various topics provided by the Department of Labor, including Mental Health Parity, Savings Fitness and information relative to the Affordable Care Act. The MA Health Connector also joined our quarterly offering, providing information on health and dental insurance program options for families in Massachusetts. All workshops are offered virtually, with the option of attending in-person at the career center. In addition, all participants have the capability to have multi-lingual captioning, allowing for simultaneous translation of the workshop into the job seeker's native language.



## WORKSHOP ASSESSMENT

- Job Seeker Customer Satisfaction Surveys: Job Seeker customers are encouraged to complete a Customer Satisfaction survey after every workshop.
  - a. The feedback from all workshop participants is typically very positive.

Category	Percent rating "Excellent" or "Good"
Relevant to need	93%
Workshop quality	97%
Facilitator knowledge of subject matter	99%
Effectiveness of teaching methods	98%
Overall Workshop experience	98%

## COUNSELOR OF THE DAY

In August 2021, MDCS required all Career Centers to create a Career Coach program which would align to its new, customized dashboard for all job seeker customers. Career Centers were required to offer virtual staff availability and re-employment services via JobQuest during COVID. The Greater Brockton Center found these Career Coach reemployment services to be used intermittently, and since the end of the pandemic, we have added a Counselor of the Day virtual opportunity, which is promoted strongly at every Career Center Seminar. This is our equivalent to the Career Coach, and we have found that it has proven successful, based on the feedback of job seekers.

Our Workshop Coordinator is currently serving as our Counselor of the Day. She triages customers and assesses their needs. Virtual appointments are 30 minutes and include re-employment services, such as resume review, confidence building as it relates to their job search, strategizing for goal setting, career change assistance and TOPs or training questions. Career Center programs and services are discussed, expectations are managed, and a path for moving forward is ascertained, which typically involves referral to additional re-employment services.

## TRAINING - INDIVIDUAL TRAINING ACCOUNTS

Using federally funded Individual Training Accounts (ITAs), MassHire Greater Brockton Career Center retrains a portion of the Adult and Dislocated Worker population to make them more employable. ITAs are available to job seekers to acquire new skills and an industry-required certificate to secure employment. MassHire Greater Brockton Career Center staff assists job seekers in researching the best training option which will provide an individualized opportunity for self-sufficiency and sustainable employment.

The following table summarizes the occupational categories of the training we have provided in FY24. This training provided certificates for in-demand occupations across the regional industry sectors supported.

Occupation	Number
CDL A	11
Human Resources Technologies	4
Medical Billing and Coding	2
HVAC Refrigeration, Oil & Gas Heat	2
Project Management	1
Cardio Phlebotomy	1

Occupation	Number
Business Process Improvement Tech	1
Data Analytics	1
Phlebotomy	1
Digital Marketing	1
Substance Abuse Counseling	1
Entrepreneurship	1
Medical Assistant	1
Exercise Science and Personal Training	1
Pharmacy Technician	1
Full Stack Software Development	1
Photonics	1
Graphic Design	1
SHRM	1
Bookkeeping	1
Therapeutic Massage	1
CNA	1
Legal Assistant	1
<b>Grand Total</b>	<b>38</b>

## ADDITIONAL TRAINING PROGRAMS

### Career Technical Initiative (CTI)

The Career Technical Initiative (CTI) is a program of the Workforce Skills Cabinet (WSC). It addresses the persistent demand for workers in manufacturing and construction/trades by expanding training capacity for Massachusetts residents. On behalf of the WSC, Commonwealth Corporation administers CTI, building capacity at high schools with designated aligned Chapter 74 vocational programs. Using existing facilities and equipment, the schools provide training during evenings and weekends to un/underemployed individuals. The schools collaborate with MassHire Career Centers to engage employers and ensure programs meet local workforce demand, recruit students, and place them in jobs once they have graduated. The Career Center continued its collaboration with Southeastern Technical Institute to support culinary arts training and welding cohorts. The Center has also referred candidates for training in automotive repair at South Shore Technical Institute.


All of these training opportunities, which often involve enrollment in the Title I WIOA program, are overseen by our Upskilling Navigator, who continues to be funded through and state funds. Our Navigator has developed an expertise on training providers in our region, including key programs, their prerequisites and training cycles. The Navigator connects existing MassHire customers to training opportunities and builds marketing campaigns for the training success. They work closely with customers, ensuring enrollment readiness and training fit. The Navigator provides enrollment in Title I whenever possible and provides case management services in these cases. Our Navigator also engages with internal stakeholders for technical assistance and for sharing best practices.

### PROMOTING OTHER TRAINING OPPORTUNITIES

The Career Center continued to work with the Brockton Workforce Board on trainings for CDL Class A & B Drivers (WCTF). The target population for this effort includes underemployed and unemployed individuals who are seeking employment in the Transportation Industry and who reside in the Southeast Region of Massachusetts. The Career Center provides recruitment, assessment and selection services which include participation in a CCS and assignment to a Career Specialist, who will complete an initial assessment. The assessment consists of reviewing work history, labor market information, working conditions, and a brief discussion regarding driving history.

Successful completion of the program is determined by completion of the CDL A, or CDL B license exam, which indicates that the customer is ready to enter the job search/placement portion of the program. Job search, job matching, and job placement are part of the services provided.

The MassHire Greater Brockton Workforce Board (MHGBWB) remains attuned to the evolving federal policy landscape and its potential impact on workforce training access, system capacity, and resource alignment throughout the FY25–FY29 planning cycle. One area of particular importance is the future of Pell Grants, which continue to serve as a cornerstone of post-secondary access for individuals with low incomes and members of underrepresented communities. MHGBWB serves a population that heavily relies on Pell support, including Adult and Dislocated Workers, out-of-school youth, and individuals pursuing training in priority sectors such as healthcare, information technology, and advanced manufacturing.



MHGBWB will reinforce co-enrollment strategies between WIOA Title I programs and Pell-eligible postsecondary institutions. These partnerships are essential to ensuring sustained access to high-quality training that leads to industry-recognized credentials and family-sustaining employment. The Board will also continue to support efforts to expand Pell Grant eligibility to include high-quality, short-term credential programs aligned with in-demand occupations. If enacted, such policy changes would enhance MHGBWB's ability to offer responsive, accelerated training pathways that meet both job seeker needs and employer demand. MHGBWB remains committed to aligning public resources through braided funding approaches that connect WIOA funding with Pell, state aid, and other institutional or philanthropic supports. These strategies promote continuity of service, maximize training impact, and ensure the region's workforce remains competitive and resilient. The Board will continue to monitor federal guidance and adjust program design, fiscal planning, and employer engagement strategies to safeguard access to training opportunities that advance economic mobility for all Greater Brockton residents.

### **WEEKLY "HOT JOBS LIVE"**

MHGBCC continued to implement the "Hot Jobs Live" program to connect its' job seeker customers with employment opportunities. This program is offered through a Zoom session, and its purpose is to connect the most recent employer job opportunities with job seekers looking to be hired. This event is offered weekly, and 931 job seeker customers participated during FY 25. Just as important, the opportunity provides mini-recruitment events.

### **ON-SITE RECRUITMENTS**

Throughout the year we hosted onsite recruitment and hiring session for companies who preferred in-person events. Companies that hosted in-person recruitment sessions include, Transportation Security Administration (TSA), US Postal Service and Van Pool.

### **SERVICES TO VETERANS**

The Career Center is deeply committed to serving Veterans, especially in their return to meaningful employment in the workforce. There are long-standing systems in-place for providing priority of service to Veterans. Job seekers who are Veterans can designate themselves as such either through the DUA database or through registration on the state's Career Center system job portal website, called "JobQuest." In addition, Career Center staff identify Veterans with Significant Barriers to Employment (SBE), so they can be subsequently referred to the Center's Disabled Veterans' Outreach Program (DVOP) specialist. Involved staff include the Front Desk staff, the administrative staff who oversee the data entry for the Career Center Seminar (CCS) orientation, the facilitators of the CCS and RESEA staff. RESEA staff routinely interact with Veterans with SBEs, ensuring their successful completion of the requirements of the RESEA program and ensuring they are connected with American Job Center (AJC) and DVOP services.

Other SBE Veterans utilized services offered by the Career Center, including participation in the Center's CCS, job fairs, recruitment opportunities, workshops, the Resource Room and assistance with Unemployment (UI).

### **ASSESSMENT OF VETERANS PROGRAMMING:**

Some highlights of the Career Center's involvement with Veterans' services this past year were:

- MassHire Greater Brockton, in conjunction with the MCC provided a Fall Career & Internship Fair at which Veteran preference was given to Veterans and their family members. The focus was on Business & Technology; Nursing & Allied Health; Humanities and Communication Arts; Public Service, Social Science & Math programs and Culinary Arts and Hospitality.
- Career Center staff promoted the VA Healthcare System Job Fair on September 19th at the Brockton VA Campus, as well as the Veterans Expo event at the Brockton VA Hospital campus on September 23rd.
- Career Center staff also promoted (and provided database support) to the regional Federal Jobs for Veterans virtual event on November 8th. opportunity to hear directly from a federal job hiring representative who explained the federal hiring process.





## YOUTH WORKFORCE INVESTMENT ACTIVITIES: AVAILABILITY, ACCESSIBILITY, AND STRATEGIC COORDINATION

MassHire GBWB's youth initiatives offer young people universal access to a system of year-round workforce development programs in our region. The site functions as a hub of high-quality employment, training, and supportive services for 14–25 year-olds residing in the Greater Brockton Service Delivery Area (SDA). MassHireGBWB collaborates with the Core Program partners, social service agencies and private-employer partners to ensure positive, measurable outcomes. On a year-round basis, youth are connected to private employer partners based on availability and suitability. MassHireGBWB staff also help young people achieve their career goals by providing career awareness services, workshops, internships, access to post-secondary training, and job placement assistance. Additionally, staff will offer targeted pre-employment transition services for students with disabilities. Individuals with disabilities will also receive ongoing employment support services to maintain and advance in employment, including job coaching and counseling support.

Workshop topics include résumé writing, interviewing skills, career assessment and exploration, and job search techniques. Service activities include HiSET preparation referrals, college transition advising, financial assistance, skills training, and paid internships for youth experiencing multiple barriers to employment. Upon intake, staff will informally identify suitability and/or eligibility for specific programs and make appropriate referrals to the following activities and/or services.

### TRAINING

- Individual Training Accounts: Provides up to \$7,500 for youth to complete short-term career training programs.
- Employment Program: Offers one-on-one coaching and job placement support for long-term employment.
- CNA Program: Prepares youth for Certified Nursing Assistant credentials and employment.
- Banking & Finance Program: Introduces financial literacy and career pathways in banking.
- Media Moguls Program: Focuses on filmmaking, content creation, storytelling, and digital media skills.
- Google IT Program: Training for IT support and certifications using the Google curriculum.
- Aerial Lift Program: Provides OSHA-certified aerial lift operator training.
- Summer Jobs Program: Annual summer employment for youth ages 16–25 across multiple industries.
- Internship Program: Year-round internships aligned with career interests and skill development.
- WAVE Volunteer Program: Offers community service experience and leadership opportunities for 14–15-year-olds.
- Customer Service Training via National Retail Federation (NRF): Offers industry-recognized customer service certification.

## WORKSHOPS

- Resume & Cover Letter: Teaches youth how to craft professional resumes and cover letters.
- Job Search Workshops: Help participants learn strategies for finding and applying to jobs.
- Interview 101: Prepares youth for interviews through roleplay and coaching.

## SCHOOL TO CAREER CONNECTING ACTIVITIES

- STEM Exploration Day: Hands-on science and tech event in partnership with Bridgewater State University.
- Career Exploration Day: Exposure to various careers and industries through on-site experiences.
- Construction Career Day: Introduces youth to skilled trades and construction career paths.
- Pitch Business Plan Competition: Youth develop and present entrepreneurial ideas in a formal setting.

MassHireGBWB allows young people to access funding under our Individualized Training Accounts (ITA) program. Young people who are determined eligible for Youth Title I Services and need occupational training to successfully enter a career pathway in the workforce, can choose from a pre-approved list of training courses. In certain circumstances training services are provided to eligible youth as a Group training option. MassHireGBWB recognizes emerging industries and occupations that offer higher wages and more stable employment and in response will commit to contract group trainings to provide pathways to good jobs, and that meet specific industry needs. The prevailing theory behind the group trainings is that we may provide more youth with training opportunities through working with vendors to reduce the cost of the training if we provide them with the group.

Currently our Banking and Finance Training program is considered successful workforce development program. Graduates of this program find a pathway to fulfilling lasting careers in customer-facing roles in banking. Participants learn critical key areas including banking procedures and terminology, communications, fraud prevention, current banking regulations, daily transaction balancing and processing, customer needs recognition, and become familiar with government compliance regulations. Upon completing the occupation sessions, participants take part in one-on-one meetings with sector specific employers through the Banking & Finance Speed Networking event and then are given an opportunity to apply the knowledge they learned to real life experience by completing a 100-hour internship with a bank institution or financial agency.

## COORDINATION WITH THE DEPARTMENT OF TRANSITIONAL ASSISTANCE, MASSABILITY, & MASS COMMISSION FOR THE BLIND

MassHireGBWB meets with representation from DTA, MassAbility, MCB and the other core programs (usually weekly or monthly) at the minimum on a quarterly basis with other required workforce partners. During these meetings staff will coordinate and share information regarding programming.

## **ALIGNMENT OF SECONDARY AND POSTSECONDARY EDUCATION WITH WORKFORCE DEVELOPMENT STRATEGIES**

MassHireGBWB maintains a youth committee, the Young Adult Initiative Committee. It is the role of the MassHire Greater Brockton Workforce Board and its Young Adults Initiative Committee to provide leadership for the coordination of a comprehensive youth-serving system for the region and to make youth policy recommendations to the Workforce Board. This means going beyond typical youth employment programs. It means coordinating efforts with K-12 education, our community college, other post-secondary schools/programs, community-based organizations, and the public workforce system to:

- Build community awareness and demonstrate leadership in addressing key development, education, and employment issues affecting youth;
- Facilitate coordination of youth activities in the community;
- Influence and leverage other community youth funds and services; and
- Address the specific needs of youth in the community.

Working together, these key players can coordinate a strategy that will directly address issues surrounding our future workforce, combining forces to research and prioritize needs and barriers, generate resources, establish policy, and advocate for our youth to legislators and community leaders.

## **COORDINATING WORKFORCE INVESTMENT ACTIVITIES WITH SUPPORTIVE SERVICES AND TRANSPORTATION**

The Workforce Board coordinates our programs and services with many partners in our community in order to provide a holistic approach for our customers. It has been found that with mutual support the services provided by our agencies are enhanced through additional case management and resources. A primary barrier for many of our customers, and also many of our employers, is that of transportation. In order to stay connected to our transit system, the Mayor has consistently appointed the CEO of the Brockton Area Transit for board membership. The BAT bus service has been free to the public since December 2023, and our building sits directly at a stop for customers. This connection and network also has allowed us to participate in pilot transportation strategies along with providing access for our customers to a wider geographical area. The similarities in the mission and vision of the transit authority and the workforce board has been demonstrated through the donation and ultimate creation of a Mobile Learning Lab. With a donation of an 18 passenger vehicle, the Board was able to retrofit the interior into a 10 station computer lab that is mobile and available to handle educational and training activities. The goal of delivering these trainings is the shared vision of increasing those community members who are earning a sustainable wage and above.

Additional board members have been chosen for their ability to connect with mutual customers, including the executive director of self-help, a community action program that serves many of the same customers that we do. Partnership with this agency comes through the activities of referrals, Headstart, and social service assistance.

## **MAXIMIZING COORDINATION AND SERVICE DELIVERY IN WAGNER-PEYSER AND CAREER CENTER PROGRAMS**

In order to ensure the MassHire Greater Brockton Workforce Board is delivering holistic services and not duplicative services, we are utilizing the state information system MOSES. By entering all information for all individuals served within our system we are able to better track which program/grant that the customer is being served and funded under.

## **PROVIDING CAREER SERVICES TO MIGRANT SEASONAL FARM WORKERS (MSFWs)**

Provision of services to MSFW's at the Masshire Greater Brockton Career Center begins at the reception desk, where required MSFW posters are displayed. MSFW status is determined through the triage process or through self-identification in JobQuest. Customers complete JobQuest registration, and staff assistance is provided in the Resource Room if needed, and they are scheduled to attend a Career Center Seminar. The MSFW program is discussed during the CCS where eligible customers are asked to identify themselves, and then they are assigned to a WIOA career specialist for further services. MSFWs receive services on a basis which is like services provided to non-MSFWs. Staff offer MSFWs the full range of career and supportive services, benefits and protections, and job and training referral services are provided to non-MSFWs. Employment Services (ES) are provided in a way that accounts for individual MSFW preferences, needs, skills, and the availability of job and training opportunities, so that MSFWs are reasonably able to participate in the employment services. Job order information is conspicuous and available to MSFWs.

### **SERVICES PROVIDED TO MSWF'S:**

- Job listings/Postings
- Recruitments and job fairs
- Workshops on a variety of job search topics
- Resource room with computers (Microsoft office and internet access), printer, fax machine, telephones, newspapers, career resource library
- Career Decision-Making Assessment
- Labor Market Information
- Employment and career counselors
- Veterans employment counseling
- On-the-job training
- Workshops and seminars

### **EMPLOYER SERVICES PROVIDED**

All business services are extended to agricultural employers

- Agricultural employers can benefit from WOTC, trade, veterans, bonding programs, job order / recruitment services, etc.
- The MassHire Greater Brockton Career Center Business Services SOP is followed.
- When posting Agricultural job orders, there is a five-day follow-up with employers and customers.
- Business service representatives contacts the employer if an agricultural applicant is rejected.

## AGRICULTURAL JOBS – LEP APPLICANTS

When servicing LEP MSFWs; job order information is translated in Spanish and or other language as needed.

Agricultural Job Orders include the following:

- Job Orders with NAICS farm work industries codes include specific working hours i.e. Start and end time, rate of pay, etc.
- If payment is made in piece rate, the job summary includes:
  - a. The amount to be paid;
  - b. The unit of measurement
- If the employer is a farm labor contractor (FLC) or farm labor contractor employee (FLCE), the job order includes the federal and / or state registration number.
- Use job titles that match the O\*NET Codes; if possible.
- If 1-150 days of duration are indicated, a specific estimated number of days or months are shown.
- A wage rates are specific; “depending on experience (DOE)” is not acceptable. Employers covered by FLSA must adhere to minimum wage laws.

The Brockton area has a relatively small MSFW population, and the Career Center remains fully compliant with federal MSFW service requirements.

## TITLE I AND II COORDINATION AND APPLICATION REVIEW

MassHire Greater Brockton Workforce Board works with our partners in the Department of Elementary and Secondary Education in participating in the reading of grant applications as well as participating in the annual “Program Quality Reviews” for each of our area’s programs. During the process of the application review the board will ensure that the connection is being made to the workforce system. While in the process of program quality reviews we are ensuring that the programs have systems in place to refer and share customers to the Career Center.

## FISCAL AGENT

Michele Ahern

Director of Finance and Administration

MassHire Greater Brockton Workforce Board

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(508) 584-3234 ext. 11

## COMPETITIVE PROCESS

MassHire Greater Brockton Workforce Board procures services for WIOA Title I through an RFP process. Based on the financial threshold, procurement can range from a written bid to a formal application. Responses to inquiries and bids, along with supporting documentation, references and cost are all considered as part of the process to award subcontracts and grants. Procurements are advertised on the MassHire website for easy public access.



## WIOA TITLE LEVELS OF PERFORMANCE NEGOTIATED

WIOA Performance Measures	Massachusetts Final Negotiated Goals PY24 / FY 25
<b>WIOA Adults</b>	
Employment (Second Quarter after Exit)	60.30%
Employment (Fourth Quarter after Exit)	67.90%
Median Earnings	\$6,978.00
Credential Attainment Rate	63.00%
Measurable Skill Gains	42%
<b>WIOA Dislocated Workers</b>	
Employment (Second Quarter after Exit)	73.50%
Employment (Fourth Quarter after Exit)	72.40%
Median Earnings	\$12,822.00
Credential Attainment Rate	70.00%
Measurable Skill Gains	80.30%
<b>WIOA Youth</b>	
Employment (Second Quarter after Exit)	81.40%
Employment (Fourth Quarter after Exit)	66.30%
Median Earnings	\$5,051.00
Credential Attainment Rate	57.00%
Measurable Skill Gains	45.00%

## **SUSTAINING A HIGH-PERFORMING BOARD THROUGH TRAINING, BUSINESS ENGAGEMENT, AND COLLABORATION**

Members of the Board receive Conflict of Interest training directly following their orientation. Additional Board-centered training is offered annually at the Board retreat and focus on strategic planning. Members also have access to training for their staff through assistance with the MA Workforce Training Fund and other grant opportunities.

## **BOARD MEMBERS CONTRIBUTE TO WORKFORCE DEVELOPMENT**

The Board members of MHGBWB are very engaged in the work that we do in the region. Members advertise their job openings with the Career Center, demonstrating confidence in their services, participate in sector based Advisory Boards, provide expertise in their subject matter at career fairs, high graduates of our training programs and serve as Advisors to the Executive Director.

## **BOARD SUPPORT OF BUSINESS SERVICES AT THE CAREER CENTERS**

The MassHire Greater Brockton Workforce Board Career Center Business Committee meets monthly to support and provide guidance to the Career Center's Business Services unit. Through these interactions the Board provides Business Services with up-to-date real-world information on trends and needs of key industries. They have also assisted with and provided guidance on marketing of MassHire services to area businesses.

Additionally, the Board staff includes a Business Services manager who serves as a liaison and assists with coordinating workforce board initiatives with the Career Center's Business Services team. Board members actively post job openings, participate in on-the-job trainings, access Workforce Training funds, utilize Workshare, attend job fairs, and conduct recruitments.

## **INTER-BOARD COLLABORATION**

The regional planning process undertaken in the development of the Labor Market Blueprint has revealed that each of the Skills Cabinet sectors (Workforce Development, Education, Economic Development) share many goals and objectives, and several common visions have emerged among the stakeholders within the region. There is clearly a variety of strong existing partnerships throughout southeastern MA, but clearly there is room to establish closer coordination among workforce development, economic development and education, as well as expand coordination beyond workforce area boundaries. The size and diversity of southeastern MA results in significant regional economic and demographic variations, as well as connections to different labor markets (ie. Quincy to Boston), however there is clearly significant common need to make meaningful impacts through deeper partnerships and collaboration. Although it is evident that translating broader goals to specifics (ie. Common metrics) may be challenging, the region has the institutions, commitment and vision to define the needs and establish a comprehensive approach to meet the demands of a vibrant and diverse economy. As our partnership looks at ways to leverage assets and existing resources, it is important to recognize that it will be a modest progression towards achieving the short and long-term goals. Southeastern MA is a historic, authentic and vibrant region, providing numerous amenities and resources that make it a great place to live, work and recreate. Through collective and collaborative efforts, our partnership is confident that the expansion of programming identified throughout this Blueprint will positively impact economic growth, and shape sustainable career pathway opportunities for the regions workforce and business community to benefit from.

## **INTRA-BOARD COLLABORATION**

The MassHire Greater Brockton Workforce Board supported the purchase of the Center for Workforce Development which has allowed the proliferation of in-house training programs. In order to defray job seeker out of pocket costs, the Board recently voted to increase the cap on WIOA training funds to \$7,500 per person. The Board conducts monthly monitoring of Career Center activities and a review of plan vs. actual to ensure quality programming for job seekers.

## **TRAINING SERVICE DELIVERY AND CUSTOMER CHOICE UNDER WIOA**

MassHireGBWB issues ITA funding for occupational skills training programs that lead to a national or industry recognized degree, certificate, or license. Young people who are determined eligible for Youth Title I Services and need occupational training to successfully enter a career pathway in the workforce can choose from a pre-approved list of training courses through the state sponsored Training Pro.

MassHireGBWB approves ITA eligible courses for the local service delivery area according to locally established criteria. Procurement for these services is done in an open and competitive process, applications are accepted at any time in the open and rolling application process. Private and public service providers offering a program of training services apply by submitting courses through Training Pro, the Massachusetts Department of Career Services database for approval through submission of performance data. Vendors and courses must meet all required federal and state regulations and lead to a certificate, an associate degree, or baccalaureate degree, or competency or skill recognized by employers.

If the course meets all requirements it is listed in Training Pro for review by potential trainees viewing training listings on Training Pro. If an individual would like to receive training listed in Training Pro the course would require local review for established local criteria. Upon review and approval of MassHireGBWB the course would be listed as approved in the Brockton SDA for one year.

## **ENSURING INFORMED CUSTOMER CHOICE IN TRAINING SERVICES**

Customers interested in receiving services through MassHireGBWB are required to participate in our Information Session. During the session staff discuss all program offerings and services. Following the discussion young people and staff decide which program would be the best fit based off eligibility and interest of the young person. When a young person is certified as eligible for WIOA Title I services, staff begin the enrollment process. If the ITA program is the program of interest, staff review the Youth Training enrollment Packet, filling out the available information. The young person complete and document completion of an Individual Service Strategy (ISS), skills assessments, interest assessments, labor market research, and training program research. Staff will assist the young person with researching a minimum of three (3) schools/trainings, online, in program catalogues, and/or from the list of ITA Approved Schools, offering comparable training programs. Staff and youth use Job Quest and/or MOSES to determine current programs eligible for ITA funding. Young person work with YouthWorks staff to research all three (3) schools of their choice and provide the requested information on the worksheets included in the youth training proposal packet. Based on this research the youth will then make a final decision.

The Greater Brockton Workforce Area also utilizes a strategy for the use of various work-based learning models includes a multi-faceted approach. In the workforce area, there are a wide variety of job seeker needs, skills, and abilities. Differing long-term goals, short-term needs, and training deficits are most appropriately addressed by having a multitude of “tools in the workforce development toolbox.” These options include:

Overview	Population served	Core purpose
<b>ON THE JOB TRAINING</b> – employees who lack the knowledge for performing core elements of a job but would otherwise be a good fit are provided with initial training by the employer after hire. Both as an incentive to make the hire and in recognition that the employee is not yet a fully contributing member of the employers staff, a portion of the employee’s wages are subsidized.	a. Job seekers who would be a good fit for a job but are lacking in one or more skills that would allow the employer to hire them.	d. Development of career-track skills
	b. Dislocated works and low-skilled adults	e. Obtain permanent employment
	c. May be incorporated into individual service plans for youth.	
<b>APPRENTICESHIP</b> – through a formal combination of paid on-the-job learning and classroom instruction workers master the knowledge, skills, and competencies needed for career success.	a. Job seekers entering a new career field	d. Provides an academic base to supplement work-based learning
	b. Youth interested in an industry	e. Develops focused career-track skills
	c. Incumbent workers seeking advancement	f. Provides instruction while earning a living wage
<b>INCUMBENT WORKER TRAINING</b> – Employers provide training to existing employees to give them additional or updated skills to make them more competitive or efficient.	a. Appropriate for low-skilled adults or adults in need of skill modernization	d. Allows training workforce instead of layoffs and hiring more skillful employees.
	b. Service provided to employers who have workers who need additional skills.	e. Allows standardization of employee training for employers.
	c. May be appropriate for youth	f. Allows training to occur without tasking existing staff to do it.

Overview	Population served	Core purpose
<b>WORK EXPERIENCES (Paid and unpaid)</b> - These very short-term experiences consist of initial job experiences and are synonymous with “Internships.” They are often tied to secondary or post-secondary programs of study. Participants work under the guidance of a supervisor for a limited period of time, which may be paid or unpaid.	a. Secondary and postsecondary students	e. Exposure to a career field and/ or the world of work
	b. Opportunity youth	f. Development of professional skills
	c. Recent college graduates	g. Academic learning
	d. Working-age adults needing exposure or initial experience in a field and who are unable to do so through normal employment.	h. Job (temporary)
<b>TRANSITIONAL JOBS</b> - Time-limited employment combined with a range of supportive services through which participants gain employability skills, become familiar with the world of work, and begin to establish successful work histories.	a. Individuals with significant barriers to employment	d. Exposure to the world of work
	b. Youth need work experience to develop both hard- and soft skills.	e. Development of professional skills.
	c. Allows job seekers who have significant deficits in job-skills to have experiences to establish base-line levels of competency.	f. Temporary employment



Overview	Population served	Core purpose
<b>Online remediation tools for OJT/apprenticeship screening in support of cultivating and demonstrating workplace competencies.</b> – This includes both providing assessments and screening as well as online remediation tools for OJT’s and apprenticeships. As these programs both provide the actual “hard skills” needed for employment, this element consists of providing an assessment of soft skills or pre-requisite skills as well as remediation in those areas as required.	a. Service provided to employers and apprenticeship sponsors to determine eligibility and fit of candidates.	d. Allows the workforce development system to leverage technology to provide this service at no-cost to employers.
	b. Provides an opportunity for skills remediation for OJT / apprenticeship candidates who would otherwise not be eligible due to a skills deficit.	e. Allows these services to be provided in a computer-based environment with minimal investment of time by workforce development staff.
	c. Appropriate for screening any OJT / apprenticeship candidate and for skills remediation of any who are low skilled, including both adults and youth.	f. Allows for high-quality, focused skills remediation for low-skills workers.
		g. Online format provides definitive and measurable outcomes.

## LOCAL PLAN INPUT AND PUBLIC COMMENT PROCESS

MHGBWB distributes the Strategic Plan throughout our networks in the following manner; placement on website, emailing list to community partners, nonprofits & business leaders, local legislators and available operational business hours for direct input. Following the solicitation of input from the general public, comments that are aligned with the existing plan will be implemented, and those not directly aligned will enter into discussion and negotiation if necessary.

## TECHNOLOGY FOR WIOA PARTNER SHARED CUSTOMERS

The process for transitioning to an online form will be developed with our partners in the process of our MOU development moving forward with our new One Stop Career Center “Operator” Umass Donahue Institute, currently evaluating ways to integrate tracking system for all shared customers.

## ENSURING PRIORITY ACCESS TO WORKFORCE SERVICES FOR TARGET POPULATIONS

In the WIOA Adult and Dislocated Workers Program, the current law requires that first priority for individualized career services and training services be given to public assistance recipients and low-income individuals when adult funds allocated to a local area are limited. In regard to covered persons, the priority of provision of services would be established as follows: Available funds would not change. First to be served would be public assistance recipients and low-income individuals who are also covered persons. The second group to be served would be public assistance recipients and low-income non-Veterans. Among participants who are not public assistance recipients or low-income individuals, covered persons will receive priority over non-Veterans.

### WAGNER-PEYSER EMPLOYMENT SERVICES

Wagner-Peyser program providers (in their capacity as part of the United States Employment Service – USES) have historically provided Veterans' priority of service in the public labor exchange system. This priority includes, but is not limited to: registration, counseling, and job development.

### PRIORITY OF SERVICE FOR VETERANS

Veterans and eligible spouses receive priority service for all DOL-funded job training programs, including WIOA programs. Priority of service is discussed in Training and Employment Guidance Letter (TEGL) 10-09. This priority of service is not absolute and is provided within the context of the priority of service list, below.

#### **Priority of Service will be applied in the order of the below list for all services:**

- Veterans and eligible spouses (who also are included in the groups given statutory priority or WIOA adult formula funds). This means that veterans and eligible spouses who also are recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive priority for services provided with WIOA adult formula funds.
- Non-veterans or eligible spouses who are included in the groups are given priority for WIOA adult formula funds.
- Veterans and eligible spouses who are not included in WIOA's priority groups.
- Any other populations identified by the Governor or MassHire Greater Brockton Workforce Board for priority.
- Last, to non-covered persons outside the groups given priority under WIOA.

The MassHire Greater Brockton Career Center reviews each customer's background for Veteran status and applies the above hierarchy for all WIOA and Wagner Peyser services.

## ADDENDUM

### MASSACHUSETTS WORKFORCE AGENDA FOCUS AREAS

Building on the MassHire State Workforce Board's vision and mission, the Healey-Driscoll Administration's Workforce Agenda and WIOA State Plan include four focus areas:

#### **Focus Area I: Talent Attraction and Retention**

For the Commonwealth to be a leader in attracting and retaining talent, Massachusetts must reduce barriers to employment as a critical strategy that will increase labor market participation, especially among underrepresented and underserved populations, and foster a more equitable workforce.

#### **Focus Area II: Talent Development**

As Massachusetts invests in talent pipelines and career pathways for residents, it is imperative that workforce strategies align with industry hiring demands expressed by employers today and projected by employers for future in-demand occupations across the state.

With the goal of strengthening Massachusetts' talent pipelines, a collaborative workforce system needs to prepare future talent and create upskilling pathways for workers through effective education and training models that will fuel priority industries and occupation.

#### **Focus Area III: Leadership by Example**

Massachusetts has a tremendous opportunity to strengthen and scale effective strategies, programming, and resources to develop untapped talent especially with the Governor and Executive Branch leading by example, and the Commonwealth as the largest employer in Massachusetts.

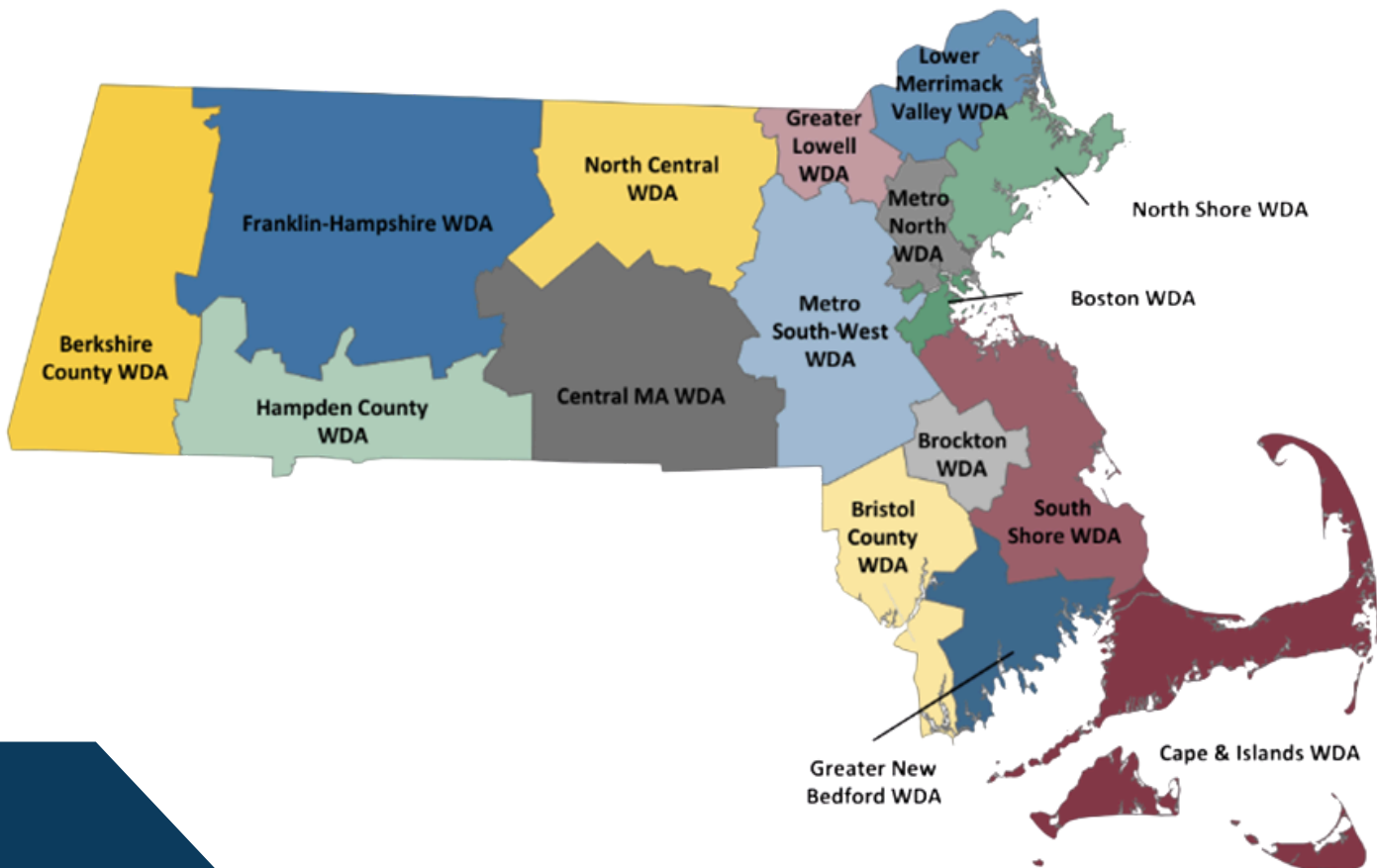
#### **Focus Area IV: Workforce System Infrastructure**

Massachusetts needs to modernize and strengthen the infrastructure and coordination across the MassHire public workforce system to improve support for jobseekers and employers.

Additionally, as the MassHire State Workforce Board serves as a convening body to influence and support Massachusetts' Workforce Agenda, the Board should also ensure alignment as a resource for the Executive Office of Labor and Workforce Development to engage Board members, regional workforce partners, and more.

\*\*\*Click here to [download](#) full Mass Workforce Agenda

# One System One Voice



More Information

508-584-3234

[www.massshiregbwb.org](http://www.massshiregbwb.org)