

Program Year 2013 Annual Report

**Adult, Dislocated Worker, and Youth Activities
Workforce Investment Act of 1998, Title I-B**

November 14, 2014

**submitted by the
Commonwealth of Massachusetts**

**to the United States Department of Labor
Employment and Training Administration**

Commonwealth of Massachusetts

Deval L. Patrick, Governor

**Rachel Kaprielian, Secretary
Executive Office of Labor and Workforce Development**

**Alice Sweeney, Director
Department of Career Services**

**Nancy Snyder, President
Commonwealth Corporation**



TABLE OF CONTENTS

Introduction	1
A. PY13 Review of Massachusetts' Statewide WIA Title I Performance	1
B. Cost of Workforce Investment Activities	6
C. Evaluation and Research	8
D. Waivers	10
E. Business Engagement	14
Appendix A: WIA Title I-B PY11 Annual Report Form (ETA 9091)	21
Appendix B: WIA Title I-B PY11 Local Workforce Area Performance	25
Appendix C: Common Measures At-A-Glance (<i>Definitions</i>)	31

INTRODUCTION

The Massachusetts Executive Office of Labor and Workforce Development (EOLWD) is the state level agency responsible for the oversight of the workforce investment funding received through the U.S. Department of Labor's Employment and Training Administration (DOLETA). The Department of Career Services and Commonwealth Corporation are designated by EOLWD to implement specific initiatives related to the workforce development system.

Since the inception of the federal Workforce Investment Act (WIA) in 1998, Massachusetts has adopted a statewide strategy to maximize and leverage workforce development resources through our 16 local Workforce Investment Boards and 34 One-Stop Career Centers. In Massachusetts, the One-Stop Career Center system is the cornerstone of service delivery for job development and job search assistance, training referrals and placements, and employer outreach for workforce development services. Our goal is to ensure coordinated delivery of information and services throughout the system.

A. PY13 REVIEW OF STATEWIDE WIA TITLE I PROGRAM PERFORMANCE

State performance goals for Program Year 2013 (July 1, 2013 to June 30, 2014; also PY13 or FY2014) were established with the U.S. Department of Labor's Employment and Training Administration (DOLETA). Beginning with PY2011, Massachusetts began reporting under the Common Measures waiver. Funds supporting program services during this period were regular WIA Title I Adult program, Dislocated Worker program, and Youth program grant funds provided through an annual allotment from DOLETA. This report covers performance for adults, dislocated workers, and youth who exited these programs between April 2012 and September 2013, as well as youth participants measured in the Literacy/Numeracy measure between July 2013 and June 2014.

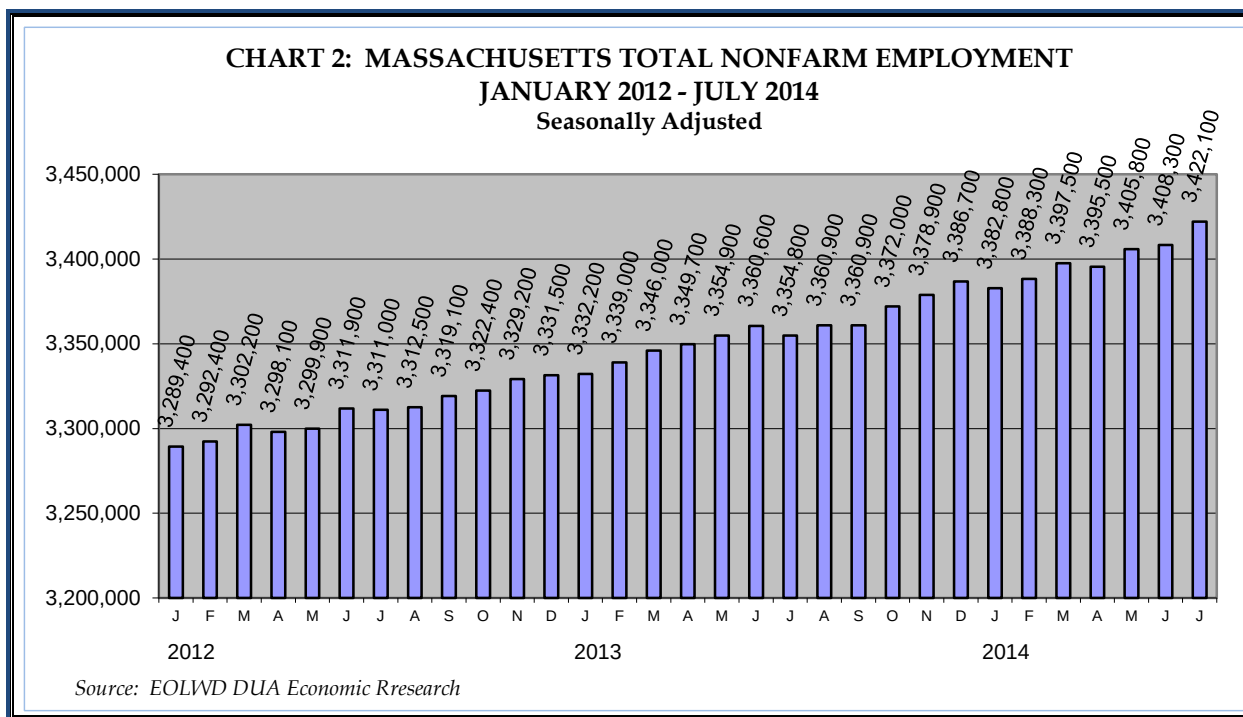
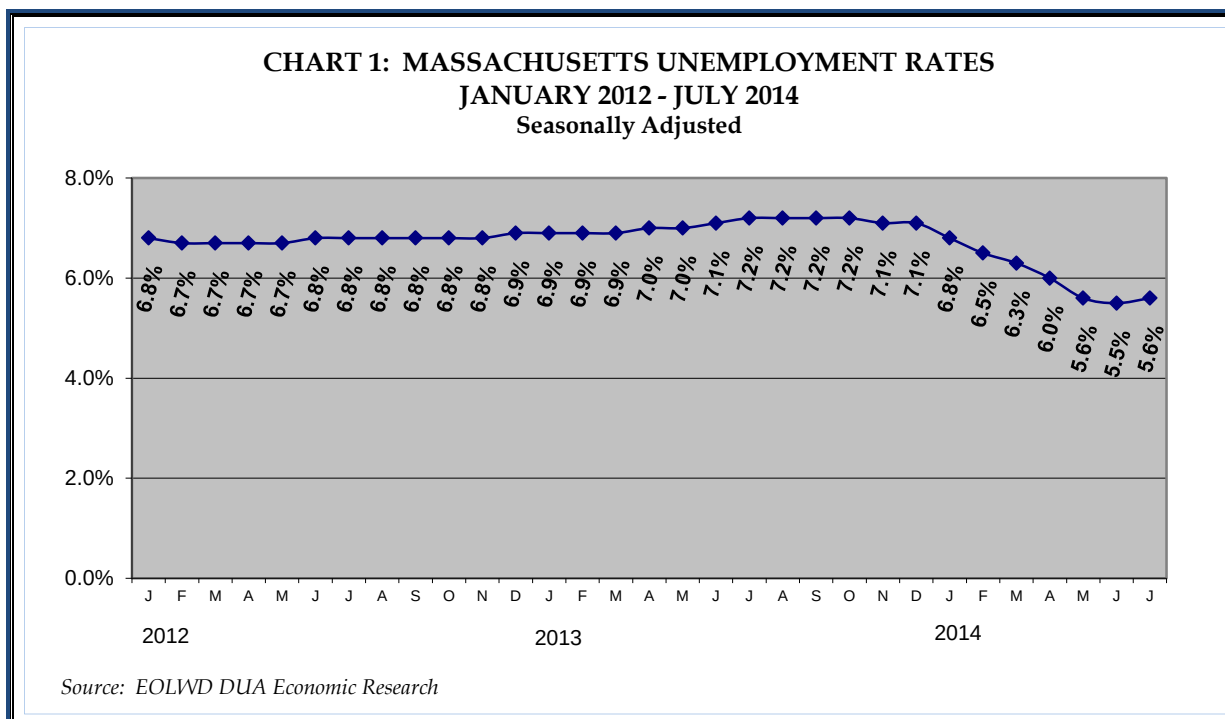
Following is an overview of performance on each of the nine Common Measures. The required statewide Annual Report ETA 9091 tables that are submitted to DOLETA via the on-line reporting system are included in Appendix A and a summary of local area performance is provided in Appendix B. Definitions of the Common Measures are presented in Appendix C.

The adult and dislocated worker performance measures report on the employment experiences of program participants during the three calendar quarters after the quarter in which they exited the program. The data are derived from quarterly wage records reported by employers. The measures examine job placement during the first quarter after program exit, employment retention during the second and third quarters after program exit, and six-month earnings during the second and third quarters after program exit.

Performance results in this report cover participants who exited programs into an improving but still recessionary climate. Charts 1 and 2 below present the unemployment rates and nonfarm employment levels for Massachusetts for the period from January 2012 through July 2014.

For the group of adult and dislocated worker program exiters covered in the PY 2013 report, the period of review extends from April 2012, when the unemployment rate was 6.7%, through

September 2013, when unemployment was 7.2%. The statewide employment level over this period rose from 3,298,100 to 3,360,900, showing a gain of 62,800 jobs or 1.9% over the period.



1. Performance Goals

State Common Measures goals for Program Year 2013 were negotiated with and approved by the U.S. Department of Labor, Employment and Training Administration (DOLETA). DOLETA approved performance goals that were considerably higher than the Commonwealth's goals for the prior year. The table below compares approved goal levels for PY13 and PY12.

Table 1: Negotiated Performance Levels			
Common Measure	Negotiated Performance Level		
	Program Year 2013	Program Year 2012	Percent Change
Adult Program			
Entered Employment Rate	83.0%	82.0%	1.2%
Employment Retention Rate	90.0%	90.0%	0.0%
Average Six-Month Earnings	\$12,700.00	\$11,800.00	7.6%
Dislocated Worker Program			
Entered Employment Rate	85.0%	85.0%	0.0%
Employment Retention Rate	95.0%	95.0%	0.0%
Average Six-Month Earnings	\$21,000.00	\$20,000.00	5.0%
Youth Program			
Employment or Education Rate	81.0%	80.0%	1.3%
Degree/Certificate Attainment	72.0%	70.0%	2.9%
Literacy/Numeracy Gain	45.0%	40.0%	12.5%

For WIA Title 1-B programs, the floor for acceptable performance is 80 percent of the negotiated level. Performance on an individual measure is interpreted according to the criteria below.

Assessment of Performance on Individual Negotiated Goals

- Fails: Actual Performance is less than 80.0% of the negotiated level.
- Meets: Actual Performance is between 80.0% and 100.0% of the negotiated level.
- Exceeds: Actual performance is greater than 100.0% of the negotiated level.

Massachusetts met performance on all measures for Program Year 2013. The following sections report on performance for individual measures.

2. Adult Program Performance Results

Table 2 presents performance results for PY13 for the Adult program. The entered employment rate (82.8%) was improved over the 80.0% level in PY12. The 88.9% retention rate at six months was higher than the previous year's level of 82.7%. The six-month average earnings goal at \$12,700 was 7.6% higher than the goal in PY12 (\$11,800). Six-month average earnings for adults in PY13 were \$11,558.43, below the goal and less than six-month average earnings in PY12 of \$12,467.00.

Table 2: Adults

Measure	Negotiated Goal	Actual Performance	Percent of Goal	Performance versus Goal
Entered Employment Rate	83.0%	82.8%	99.8%	Meets
Employment Retention Rate	90.0%	88.9%	98.8%	Meets
Average Six-Month Earnings	\$12,700.00	\$11,558.43	91.0%	Meets

As shown on Table 3, adults who received training experienced a lower entered employment rate (82.2% vs 84.7%), but a higher retention rate (89.9% vs 86.0%) and higher average earnings (\$11,931.30 vs 410,423.22) than those who received only core and intensive services. Six-month average earnings at \$14,819.01 were highest for veterans.

Table 3: Adult Program - Special Populations

Measure	Individuals Who Received Training	Individuals Who Only Received Core and Intensive Services	Veterans	Individuals With Disabilities
Entered Employment Rate	82.2%	84.7%	59.1%	68.0%
Employment Retention Rate	89.9%	86.0%	83.3%	83.3%
Average Six-Month Earnings	\$11,931.30	\$10,423.22	\$14,819.01	\$9,048.43

3. Dislocated Worker Program Performance Results

Table 4 presents performance results for PY13 for the Dislocated Worker program. The entered employment rate increased from 83.2% in PY12 to 84.1% in PY13, and the retention rate changed little over the year from 90.2% in PY12 to 90.3% in PY13. Average six-month earnings of \$17,478.91 were lower than the \$17,727.10 level reported for PY12.

Table 4: Dislocated Workers

Measure	Negotiated Goal	Actual Performance	Percent of Goal	Performance versus Goal
Entered Employment Rate	85.0%	84.1%	98.9%	Meets
Employment Retention Rate	95.0%	90.3%	95.1%	Meets
Average Six-Month Earnings	\$21,000.00	\$17,478.91	83.2%	Meets

Data on Table 5 shows that dislocated workers who participated in training experienced higher entered employment (84.6%) and employment retention rates (90.4%), but lower average six-month earnings \$17,390.40 than dislocated workers who received only core and intensive services. Veterans recorded the highest earnings of \$21,988.35.

Table 5: Dislocated Worker Program - Special Populations				
Measure	Individuals Who Received Training	Individuals Who Only Received Core and Intensive Services	Veterans	Individuals With Disabilities
Entered Employment Rate	84.6%	83.2%	82.5%	73.7%
Employment Retention Rate	90.4%	90.2%	84.2%	83.3%
Average Six-Month Earnings	\$17,390.40	\$17,962.26	\$21,988.35	\$17,439.44

4. Youth Program Performance Results

Table 6 presents performance results for PY13 for the Youth program for youth aged 14-21. Massachusetts met all goals for PY13, however actual performance on each measure fell below reported results for PY12: employment/education rate (77.3% compared to 82.6% in PY12), degree/certificate attainment rate (70.7% compared to 75.4% in PY12), and literacy/numeracy gains (43.2% compared to 45.0% in PY12).

Table 6: Youth (14 -21)				
Measure	Negotiated Goal	Actual Performance	Percent of Goal	Performance versus Goal
Employment or Education Rate	81.0%	77.3%	95.4%	Meets
Degree/Certificate Attainment Rate	72.0%	70.7%	98.2%	Meets
Literacy/Numeracy Gain	45.0%	43.2%	96.0%	Meets

5. Performance Summary

In Program Year 2013, actual performance over the year improved on four of the nine measures from Program Year 2012 actual performance levels. At the local level, all of the Commonwealth's 16 workforce areas met or exceeded their overall goals for the Adult and Dislocated Worker program groups, and fourteen met or exceeded overall goals for the Youth group. Performance for the local workforce areas on each of the Common Measures is presented in Appendix B.

6. Customer Satisfaction

The state does not calculate the American Customer Satisfaction Index (ACSI) score under Common Measures. Nevertheless, customer satisfaction is assessed through on-going surveys and direct customer feedback.

Results of 754 completed surveys from a survey of 874 customers with services provided at the One-Stop Career Centers statewide showed the following results.

Rating	Service Expectation	Employment Assistance	Learning Skills	Customer Treatment
Very Satisfied	93.0%	92.2%	89.5%	97.0%
Somewhat Satisfied	5.4%	6.2%	8.5%	1.3%
Somewhat Dissatisfied	0.3%	0.7%	0.4%	0.1%
Very Dissatisfied	0.7%	0.5%	0.5%	0.4%
No Response	0.5%	0.4%	0.7%	0.7%

The employer response rate was 68% (436/639). Results of the completed surveys from employers with services provided at the One-Stop Career Centers statewide showed the following results.

	Rating
Overall Satisfaction	73%
Met Expectations	69%
Comparison to Ideal	67%

B. COST OF WORKFORCE INVESTMENT ACTIVITIES

The Commonwealth of Massachusetts received a WIA Title I-B allotment of approximately \$39 million for Program Year 2013, a decline of 8% from the prior year's allotment of \$46.7 million. In PY13, funds for statewide activities again were capped at 5% of the total allotment, instead of the traditional 15%, with the 10% difference re-allocated to the local areas. The amount for statewide activities in PY13 at \$1.9 million represented an 8% reduction from \$2.3 million in PY12.

Of the annual allotment for PY13, \$33.3 million was allocated for local programs, a decline of \$6.4 million or 8% from the PY12 level. The over-the-year decline was essentially shared equally among the programs. Local formula allocations for Dislocated Worker program services declined by 8% or \$2.4 million, with Youth program allocations down by 8% or \$2,094,910 and Adult program funding also down by 8% or \$1,949,637. Approximately \$3.7 million was reserved for Rapid Response services in PY13, a decline of 8% or \$858,797 from PY12.

Table 7 shows WIA Title I expenditures for PY13. Including carry-in funds across all categories and fund sources, the total available for PY13 WIA Title I-B activities was \$49.3 million. This was a significant drop of 9% in available funding from the \$57.1 million available in PY12.

Approximately 77% of available local Adult funds were spent in PY13, with an additional 18% obligated, and 83% of available local Dislocated Worker funds were expended and 11% obligated. Approximately 80.7% of available Youth funds were expended and an additional 16% obligated. Expenditures for out-of-school youth accounted for 67% of Youth funds spent, the same level as in PY12. These rates of expenditure demonstrate an effective utilization of these funds by the Commonwealth.

Table 7: WIA Title I Expenditures (PY13/FY14 Allocations and Carry-In)

Total All Fund Sources	Available	Expended	Percent Spent	Additional Obligations	Percent Spent or Obligated
Adult Local Program	\$13,173,367	\$10,165,293	77.2%	\$2,371,047	95.2%
Dislocated Worker Local Program	\$12,206,501	\$10,096,477	82.8%	\$1,372,603	94.0%
Youth Local Program	\$14,799,469	\$11,943,417	80.7%	\$2,356,614	96.7%
Out-of-School Youth (non-add)	--	\$8,020,089	(67% of youth expenditures)		
Statewide Rapid Response Funds	\$6,329,876	\$5,052,440	79.9%	\$880,350	93.8%
Statewide 5% Activity Funds	\$2,826,601	\$2,826,601	100.0%	\$0	100.0%
Combined Totals	\$49,336,214	\$40,084,228	81.3%	\$6,980,614	95.4%

Statewide Rapid Response funds, including funds made available for additional assistance to local areas, were expended at the rate of 80% of availability, compared to 65% in PY12. The Governor's 5% Reserve for statewide activities and state oversight expended 100% of availability, a higher rate than the 83% expended for the Governor's 5% Reserve in PY12.

Of the total \$49.0 million available, approximately 81%, or \$40.1 million had been expended by June 30, 2014. An additional \$6.9 million in obligations brought the Commonwealth's end-of-year total of expenditures and obligations to \$47.1 million, representing 95.4% of total available PY13 funds. This compares to PY12, with \$54.2 million end-of-year total expenditures and obligations, representing 95% of total available PY12 funds (\$57.1 million).

The reduction in federal allocations over the year resulted in fewer participants served in WIA Title I programs in PY13 compared to PY12 (refer to Table 8). There were an estimated 2,160 adult participants and 4,715 dislocated worker participants in PY13 Title I local programs. Overall, adult enrollments were down by 19% from PY12, while dislocated worker enrollments fell 14% below the prior year level.

Investment in training services remained strong with 75% (1,616) of WIA Title I adult participants receiving training services, compared to 73% in PY12. The number of dislocated worker participants receiving training services was 3,195 or 68% of program participants, higher than the 65% share in the prior year. There were 2,425 youth participants in year-round programs, 58% of whom were out-of-school youth, slightly lower than the 59% share in PY12.

Estimates of per participant costs for adults decreased in PY13, with an average per participant cost of \$4,815, compared to \$4,998 in PY12, \$4,098 in PY11, \$4,045 in PY10, and \$4,655 in PY09. The estimated cost per adult who received training services was \$5,196, about \$1,277 more than the cost for an individual receiving only core and intensive services (\$3,919).

Table 8: Estimated Costs per Participant

Program Strategies	PY2012		PY2013	
	Total Participants	Est. Cost per Participant	Total Participants	Est. Cost per Participant
Adult Program	2,665	\$4,998	2,160	\$4,815
<i>Training/Education Services</i>	1,945	\$5,532	1,616	\$5,196
<i>Core/Intensive Services Only</i>	720	\$3,559	645	\$3,919
Dislocated Worker Program	5,460	\$4,058	4,715	\$4,358
<i>Training/Education Services</i>	3,550	\$5,104	3,195	\$5,335
<i>Core/Intensive Services Only</i>	1,910	\$2,117	1,515	\$2,313
Youth Program	2,795	\$5,062	2,425	\$4,925
<i>Out-of-School Youth</i>	1,640	\$5,784	1,405	\$5,705
<i>In-School Youth</i>	1,155	\$4,038	1,015	\$3,865

The estimated cost per dislocated worker participant in PY13 increased, with an average cost of \$4,358, compared to \$4,058 in PY12, \$3,746 in PY11, \$3,116 in PY10, and \$2,879 in PY09. The cost for training participants in PY13 was \$5,335 about \$3,022 more than the average for dislocated workers receiving core and intensive services only (\$2,313). Estimated training costs for dislocated workers in PY13 were higher than in prior years, where per participant training costs were \$5,104 in PY12, \$4,756 in PY11, \$4,103 in PY10, and \$3,412 in PY09.

In calculating the costs for dislocated worker programs, funding from partner programs that co-enrolled participants was added to the WIA funds. These programs include Rapid Response additional assistance, as well as training and services provided through the Trade program and National Emergency Grants.

The average estimated cost per year-round youth participant decreased to \$4,925 from the PY12 level of \$5,062. The per participant youth cost for the out-of-school population was \$5,705 compared to \$5,784 in PY12, and the in-school youth per participant cost was \$3,865 compared to the PY12 level of \$4,038. The percentage of out-of-school youth served was 58% of total youth participants, compared to 59% in PY12, 60% in PY11, 57% in PY10, and 55% in PY09. Total expenditures on out-of-school youth were 67% of PY13 local youth expenditures. These levels far exceed the DOL requirement of spending at least 30% of funds on out-of-school youth.

C. EVALUATION AND RESEARCH

The Commonwealth has undertaken evaluation and research projects that reflect a commitment to promoting research and evaluation as integral parts of the design and delivery of workforce

development services, and as the foundations of well-informed, evidence-based policy. Research and evaluation activities include:

The *Job Vacancy Survey* (http://lmi2.detma.org/Lmi/JVS_a.asp) is a semiannual survey conducted by the Massachusetts Executive Office of Labor and Workforce Development. A representative sample of employers provide information on the number and types of positions for which they are currently recruiting, the expected education and training requirements for applicants, and the pay and benefits offered to job applicants. Results from the Job Vacancy Survey data are used to identify imbalances between the supply and demand for labor, to help business managers develop effective recruiting strategies, to identify industries and occupations in which jobs are available, and to detect emerging labor and skill shortages. EOLWD has expanded its capacity to analyze job vacancy information with use of the Conference Board Help Wanted On Line (HWOL) data of on-line job openings, a measure of demand, and an index that computes the supply/demand rates using state BLS estimates of number unemployed for labor supply.

For the *Skills Gap: Supply and Demand in the Massachusetts Economy* series, Commonwealth Corporation partnered with the New England Public Policy Center (NEPPC) at the Federal Reserve Bank of Boston to develop reports that profile eight regional labor markets within the Commonwealth. Each profile provides a detailed picture of a region's current and future labor supply, as well as information about labor demand in that region over the past decade. These profiles are designed to help guide workforce development professionals, policy makers, and civic, education, and business leaders as they make decisions about education and training opportunities. In addition, a summary report *Closing the Massachusetts Skills Gap: Recommendations and Action Steps* documents statewide and national trends and includes a set of recommended systems, innovation and policy action steps. The reports are available at the Commonwealth Corporation's website (www.commcorp.org/resources/category.cfm?ID=48) and additional detailed reports are available at the NEPPC site (www.bostonfed.org/economic/neppc/labor-market-trends-in-massachusetts-regions/index.htm).

Commonwealth Corporation recently issued several publications developed under its Workforce Development in Practice Series, an ongoing initiative designed to share tools and examples of effective practice with workforce development practitioners in Massachusetts and beyond.

Commonwealth Corporation released *Signaling Success: Boosting Teen Employment Prospects* (www.commcorp.org/resources/detail.cfm?ID=988) based on a study conducted with the Drexel University Center for Labor Markets and Policy to improve the understanding of the underlying causes of the dramatic decline in teen employment rates over the past decade. The study included a survey, interviews and focus groups with nearly 200 businesses. The research questions focused on perceptions of teens' hard skills and work behaviors as well as on other factors affecting hiring decisions. The report summarizes key findings of the research and provides recommendations that have the potential for improving the ability of teens to find unsubsidized private-sector jobs. A companion report *Building Blocks of Labor Market Success: Evidence from O*NET Job Analysis Surveys* (www.commcorp.org/resources/detail.cfm?ID=989) provides data analyses that reinforce the findings from employers.

Strategic Employer Engagement: Building Dynamic Relationships with Employers in Teen and Young Adult Employment Programs (<http://www.commcorp.org/resources/detail.cfm?ID=990>) is

a guidebook for workforce practitioners with resources to aid teen/young adult-focused professionals in planning and executing successful employer engagement activities and related youth employment programming. This guide is designed around a strategic employer engagement model to help workforce development professionals in their efforts to increase the number and quality of training and employment experiences available to teens and young adults.

Creating Pathways to Careers in Precision Machining for Opportunity Youth is a concept paper that examines the manufacturing industry's skilled worker shortage and the importance of building a pipeline strategy that improves the basic and technical skills of young workers. The report focuses particularly on "opportunity youth" - young workers aged 18-24 years old who may not have completed high school and have barriers to education and employment.

In addition, Commonwealth Corporation sponsored regional presentations on workforce issues.

Commonwealth Corporation and the CONNECT consortium of five public higher education institutions in southeastern Massachusetts sponsored a series of meetings on the workforce needs of key industry sectors and how employers and educational institutions can partner to ensure a skilled and ready workforce. The meetings included presentations on research outlining the workforce and training needs of industry followed by discussions by panelists and attendees representing leaders in higher education, economic development and companies in the region. Topics included Biotechnology/Life Sciences, Advanced Manufacturing and Healthcare.

Commonwealth Corporation sponsored a series of regional presentations on *Payment Reform in Massachusetts: Impact and Opportunities for the Healthcare Workforce*. In August 2012, Massachusetts became the first state in the country to enact healthcare cost containment legislation. In a series of events, the Blue Cross Blue Shield of Massachusetts Foundation provided an overview of how the law will change the healthcare payment and delivery system and a review of the impact to the workforce. Topics included the increased demand for different types of healthcare services, increased demand for specific healthcare occupations and the new skills needed by the healthcare workforce. The events included a discussion of the implications for the healthcare workforce by leaders of regional healthcare employers.

D. WAIVERS

The U.S. Department of Labor (USDOL) approval of the Massachusetts State Integrated Workforce Plan, Program Years 2012–2016 (July 1, 2012 through June 30, 2017), includes the favorable disposition of the Commonwealth's waiver requests through June 30, 2017. Complete waiver content may be viewed at www.massworkforce.org Issuances, MassWorkforce Policy Issuance #13-43.

As of July 1, 2012, the following waivers were approved to continue through June 30, 2017.

1. Use of Formula Funds for Incumbent Worker Training
2. Use of Rapid Response Funds for Incumbent Worker Training
3. Expanded Transfer Authority - Adult and Dislocated Worker Funds
4. Waiver of Requirement for Competitive Procurement of Youth Follow-Up Services
5. Sliding Scale Employer Match for Customized Training

6. Sliding Scale Employer Match for On-the Job Training
7. Common Measures Implementation

1. Use of Formula Funds for Incumbent Worker Training

The waiver enables local workforce investment regions to expand training activities for individuals, including incumbent workers, to better meet the needs of a regional economy. This waives language limiting use of local formula funding for adults and dislocated workers in order to allow local areas to utilize up to 10% of these resources for allowable statewide employment and training activities, including flexible training design for unemployed and incumbent worker training activities, as described by WIA Section 134(a)(3)(A). Funds are tracked by funding stream.

Under this waiver:

- use of adult funds must be restricted to serving low-income adults;
- incumbent worker training must be a part of a layoff aversion strategy;
- all training delivered in conjunction with the waiver is restricted to skill attainment activities; and
- performance outcomes for individuals served under this waiver are reported in WIASRD.

To date, this waiver has not been utilized.

2. Use of Rapid Response Funds for Incumbent Worker Training

The waiver allows the use of up to a 10% portion of rapid response funding described in WIA Sec. 133(a)(2) funding for incumbent worker training as part of the state resources to assist regions, workers and companies anticipating layoffs to retain workers or retrain workers for new companies for layoff aversion and skill development purposes. Under the waiver:

- all incumbent worker training delivered under the waiver must be part of a layoff aversion strategy;
- all training delivered under the waiver is restricted to skill attainment activities;
- performance outcomes for individuals served under this waiver are reported in WIASRD; and

To date, this waiver has not been utilized.

3. Expanded Transfer Authority – Adult and Dislocated Worker Funds

The waiver enables local workforce investment regions to transfer up to 50% of Adult and Dislocated Worker funds between the two programs. The waiver provides local boards with greater flexibility to respond to changes in their local labor markets, and helps ensure that WIA funds allocated to each local area are being utilized in a way that maximizes customer service.

This waiver was initially authorized for Massachusetts in 2005. For those workforce investment areas that have chosen to utilize the waiver, the expanded transfer authority has provided the added flexibility necessary to enable these local areas to more effectively meet training service

demand levels resulting from the increased numbers of dislocated workers. As the economy continues to recover, it is important that the Commonwealth retain the increased flexibility in order to assure the most effective response to changes in local labor market conditions and ensure that funds allocated to each local area are utilized in a manner that best meets customer service needs.

Use of this waiver by local areas has been limited; those areas that have requested to transfer funds from the Adult fund stream to the Dislocated Worker fund stream have done so in order to provide additional training opportunities to Dislocated Workers. No evidence currently exists that indicates that use of this waiver has impacted either state or local performance outcomes.

4. Waiver of Competitive Procurement Requirement for Youth Follow-Up Services

The waiver allows follow-up services to be combined with youth program design framework services, without a need for a competitive procurement process.

Under the regulations, all ten elements of youth services, including follow-up services, must be provided by youth service providers that have been procured in separate competitive bidding processes. Framework services may be provided either by the fiscal agent without a competitive procurement, or by another organization subsequent to a competitive award. Providers of framework services are in a better position to provide follow-up services to youth, and the requirement of an additional competitive bidding process for follow-up services is duplicative and burdensome.

This waiver, initially authorized for implementation by the Commonwealth in 2005, enables a more streamlined approach to case management by allowing providers of youth framework services to provide personal attention on a consistent basis to each youth as they access the many different programs available for education and training.

In accordance with implementing the waiver, the Commonwealth issued WIA Communication No. 05-69, WIA Title I Youth-Related Waiver Authority and MassWorkforce Issuance No. 07-26, Implementing the Waiver for Youth Framework and Follow-up Services providing instruction to the One-Stop Career Center system.

5. Sliding Scale Employer Match for Customized Training

The waiver permits a sliding scale for a participating employer contribution based on the size of the employer. For employers with 50 or fewer employees, no less than a 10 percent match is required. No less than a 25 percent match is required for employers of 51 to 250 employees. For employers with more than 250 employees the 50 percent contribution will continue to apply.

The sliding scale provides an incentive for increased employer participation in customized training and expands employer involvement with the State's workforce system, particularly among small and medium-sized businesses. The waiver also encourages enhanced capacity and relationship building among a region's business, education and workforce development communities as a means of focusing resources on emerging skill acquisition and sustainability. The Commonwealth has not issued a formal implementation policy for use of this waiver; however, local areas are aware of the availability of this waiver and have been instructed to

contact DCS for assistance with waiver implementation. To date, the waiver has not been utilized.

6. Sliding Scale Employer Match for On the Job Training (OJT)

The waiver permits a sliding scale of reimbursement to the employer based on employer size. Under the waiver, the following sliding scale will be implemented: up to 90% reimbursement for employers with 50 or fewer employees; up to 75% reimbursement for employers with 51 – 250 employees; and for employers with more than 250 employees, the statutorily defined 50% limit will continue to apply. The waiver was approved for use with all WIA formula funds: Adult, Dislocated Worker, and on a limited basis, Youth funds.

The sliding scale provides an incentive for increased employer participation in On-the-Job Training and expands employer involvement with the State's workforce system, particularly among small and medium-sized businesses. The waiver also encourages enhanced capacity and relationship building among a region's business, education and workforce development communities as a means of focusing resources on emerging skill acquisition and sustainability.

Massachusetts operated an OJT National Emergency Grant (period of performance concluded on June 30, 2014), for which the U.S. Department of Labor approved a similar waiver per TEGL No. 38-09. The formula funds waiver was sought in order to ensure consistency across programs in the Commonwealth. Local areas have utilized formula funding on a limited basis to provide OJT.

The Commonwealth issued MassWorkforce Policy #11-28, which provides guidance in the implementation of On-the-Job Training, including sample forms and an accompanying Q & A. The policy requires that local areas develop a local OJT policy that is compliant with all WIA requirements and consistent with state guidance.

The Massachusetts Dislocated Worker Training National Emergency Grant also employs the sliding scale employer match for On-the-Job Training.

8. Common Measures Implementation

The waiver is consistent with national policy to develop a workforce system that is responsive to the demands of both individual and employer customers. The Commonwealth set forth the following goals to be achieved with this waiver:

- Establish a simplified and streamlined performance measurement system.
- System-wide integration of performance accountability.
- Commonality of performance measurement across a broader spectrum of workforce development programs.
- Reduce paperwork and labor costs associated with performance data collection.
- Provision of clear and understandable information to the general public, Congressional and legislative leaders, the State Workforce Investment Board (SWIB), and to other system stakeholders with regard to the use of public funds and subsequent return on investment.
- Provision of a more effective program management tool.

- Focus on customer-driven rather than program-driven outcomes.
- Enhanced service coordination and information sharing among program operators.
- Improved efficiency in program delivery.

Local workforce investment partners have provided feedback with regard to implementation of Common Measures. A simplified methodology that uniformly measures performance across a significantly broader spectrum of programs and institutions results in a more cohesive workforce development system focused on serving the needs of Massachusetts workers and employers with significantly greater effectiveness.

Use of the Common Measures has positively impacted customers, practitioners and stakeholders of the workforce investment system by providing a more broadly focused system of accountability while improving and streamlining program management and performance. To date, the Common Measures have had minimal impact in affecting performance for Adults and Dislocated Workers. The Common Measures are proving to be better aligned with key service goals for Youth.

E. BUSINESS ENGAGEMENT

1. Rapid Response Services

The Rapid Response staff works closely with the Department of Unemployment Assistance, local One-Stop Career Center management and business service representatives, the 16 local Workforce Investment Boards, state and local business and economic development professionals, employer associations and organizations, unions, and local educational institutions. The Rapid Response deployment approach is closely coordinated with the Department of Career Services with respect to harnessing administrative, programmatic, systems and reporting support for local efforts. Rapid Response information gathering begins the essential processes for submittal of National Emergency Grant applications, and identification of state and local resources to effect layoff aversion wherever possible. Additionally, Rapid Response provides employers assistance with Trade program certification.

The Rapid Response Team served 308 companies experiencing closings or layoffs affecting 16,911 employees in PY13. Ninety percent of the companies served by Rapid Response in PY13 were centered in the following industrial sectors: manufacturing (32%), retail trade (18%), health care and social assistance (12%), professional, scientific and technical services (10%), finance and insurance (7%), accommodation and food services (3%), information (2%), transportation and warehousing (6%).

Massachusetts uses a portion of its Rapid Response funds as Rapid Response Set-Aside Grants to provide additional assistance to local areas that experience dislocation events that substantially increase the number of unemployed in the area. Between 2013 and 2014, five Rapid Response Set-Aside Grants were awarded totaling \$685,000 to assist 568 employees affected by plant closings and layoffs.

2. Layoff Aversion Strategic Services

The United States Department of Labor, Employment and Training Administration (DOLETA) considers a layoff averted when either a worker's job is saved with an existing employer that is at risk of downsizing or closing, or when a worker at risk of dislocation transitions to a different job with the same employer or a new job with a different employer experiencing little or no unemployment. The key to successful layoff aversion is identification of at-risk companies and early intervention by Rapid Response.

Rapid Response proactively seeks to identify at-risk companies, intervene early and propose alternatives to layoffs. The team advises companies of available federal, state and local assistance programs, such as WorkShare; the Economic Development Incentive Program (EDIP); the Employee Ownership (ESOP) program; and the Workforce Training Fund Program (WTFP); and matching soon-to-be dislocated workers with growing companies. The Massachusetts WorkShare Program allows workers in a company, a department or smaller unit within the company to work reduced hours while collecting unemployment insurance benefits to supplement their reduced wages. ESOPs are employee-owned businesses where the employees buy the business from the owner. Tools, such as the Layoff Aversion Services Database, match businesses and nonprofit organizations to various programs and opportunities based on the company's parameters.

The Rapid Response Team began introducing an improved Layoff Aversion Strategic Plan in PY12 under the Mass BizWork\$, formerly the Expanding Business Engagement Initiative (see below) that features a robust marketing program and an expanded partnership with stakeholders in and outside of state government, which continued in PY13. As the EBE grant approached the end of its period of performance, Massachusetts continued the model of providing consistent statewide business services with multiple agencies and partners utilizing Mass BizWork\$.

3. National Emergency Grants

National Emergency Grants (NEGs) temporarily expand the service capacity of Workforce Investment Act Dislocated Worker training and employment programs at the state and local levels by providing funding assistance in response to large, unexpected economic events which cause significant job losses. Massachusetts received eight (8) National Emergency Grant (NEG) projects statewide with a total funding of \$10,672,872 to over 1,789 dislocated workers from over 46 companies in Program Year 2013.

The table on the following page provides information on new NEG funding received during PY13.

NEG	Local Operator	Award Amount	Number of Participants	Companies
Health Science Technology	Metro South West Employment & Training Administration	\$2,697,185	514	IAP Worldwide Services, Quantech Services, Inc., AdLife Healthcare LLC - 4 locations, Fidelity Investments, Fidelity National Information Services, Hanscom AFB, National Grid, Sun Life Financial - 2 locations, Gemini Industries, Oasis Systems, Odyssey Systems Consulting Group - 2 locations, P3I Inc - 2 locations, Sumaria Systems, and ADECCO.
Bristol MFG	Bristol County Training Consortium	\$560,754	124	Rock-Tenn, A L Ellis Curtain, Alliance Paper Company, American Dryer Corporation, C & E Industries, Corporate Image Apparel Inc, Findings Inc., Gentyle Thomas Group, Griffin Manufacturing, New England Electropolishing, Rapster Inc, Reflek Corp, Spectrum Lighting, Swan Dyeing and Printing Corp, Victor Innovative Textiles LLC, and Blount Fine Foods.
Philip Mersen D/E	Lower Merrimack Valley Workforce Investment Area	\$641,983	175	Philips Lightolier and Mersen USA LLC
MED D/E	Regional Employment Board of Hampden County	\$721,370	300	Avery Dennison Corp, DOW Jones & Co., Inc., Hasbro, ITT/Exelis, Southworth Paper and National Envelope
Metro North 4	Metro North Regional Employment Board	\$624,013	120	Macy's, The Inn at Harvard, Bank of America, Millipore, CSM Bakery, and Market Forge Industries
Swank	Bristol County Training Consortium	\$560,784	120	Swank, Inc
JD NEG	Ex Office of Labor and Workforce Development contracted with Hampden REB - Voucher	\$4,334,766	288	Companies not specified
Haemonetic D/E	Brockton / Quincy Career Centers	\$532,017	148	Haemonetics
Total		\$10,672,872	1,789	

4. Massachusetts Workforce Training Fund Programs (WTFP)

The Massachusetts Workforce Training Fund Program (WTFP) provides Massachusetts businesses with resources to invest in the skills of their workforce. These services are offered through Commonwealth Corporation. Financed by Massachusetts employers, WTFP offers matching grants up to \$250,000 to offset training costs of workers. WTFP consists of four programs:

- *Hiring Incentive Training Grant (HITG):* Businesses of any size are eligible to apply. Grant funds support businesses in hiring and retaining MA residents who are military veterans or who have been unemployed for at least six months. Applications must be submitted within 30 days of the new employee's start date; businesses must hire and retain the eligible new employee for at least 120 days to receive payment. Businesses may receive up to \$75,000 per calendar year, \$5,000 per eligible new hire. (Note: as of August 15, 2014, the amount businesses may receive has been reduced to \$40,000 per calendar year.)
- *Express Program Grant:* Businesses with 100 or fewer employees are eligible to apply. Grant funds will pay for up to 50% of the cost of an employee's participation in training courses selected from a database of pre-qualified courses. Businesses may receive up to \$30,000 per calendar year; the maximum payment per trainee per course is \$3,000.
- *General Program Training Grant:* Businesses of any size are eligible to apply. (Intermediaries may lead a consortium application.) They may request up to \$250,000 for up to two years to support training for their workforce. There are no application deadlines. Grant funds must be matched dollar-for-dollar. The match may be cash or in-kind (including wages paid to employees during training).
- *General Program Technical Assistance Grant:* Businesses of any size are eligible to apply. (Intermediaries may lead a consortium application.) Grant funds support businesses in conducting a training needs assessment, developing a training plan, and customizing curricula in preparation for submitting a General Program Grant application. Grant funds must be matched dollar-for-dollar. Match may be cash or in-kind (such as the cost of staff time, materials, or other expenses directly related to approved grant activities). Grants range from \$5,000 to \$25,000; activity must be completed in 12 months or less.

Summary for Program Year 2013/Fiscal Year 2014

Workforce Training Fund Program	Grants	Trainees or New Hires (HITG)	Grant Funds Awarded in PY13	Percent of Total Grant Funds
Express	220	1,743	\$1,187,731	6.1%

HITG	687	1,092	\$4,747,000	24.5%
General Training	135	11,508	\$13,365,446	69.0%
General TA	4	n/a	\$75,840	0.4%
Total	1,046	14,343	\$19,376,017	100.0%

5. Expanding Business Engagement and Mass BizWork\$

Mass BizWork\$ is an outgrowth of the Expanding Business Engagement (EBE) Initiative funded with a grant of \$75,000 from the U.S. Department of Labor.

The goal of Mass BizWork\$ is to enhance and align services offered to Massachusetts businesses through the state's Workforce Development, Economic Development and Education entities to help businesses grow and thrive. To achieve this goal, efforts are directed to (1) building strong relationships across agencies and with businesses, (2) developing staff business service knowledge and competencies across the relevant state agencies, and (3) coordinating and linking resources and information so that businesses are aware of and utilize state resources and incentives effectively and efficiently.

Massachusetts established several key committees to harness and coordinate resources to meet its goals.

- The Advisory Board developed the Mass BizWorks (formerly EBE) Mission/Vision Statement and continues to meet on a regular basis to direct and implement activities of the 3 subcommittees and 5 regional operations teams. The Advisory Board also is overseeing the creation of regional business focus groups.
- The Marketing Committee developed a comprehensive Resource Guide for workforce and economic development professionals that identifies the resources, both organizations and programs, which offer benefits and services to address workforce development and expansion needs of Massachusetts businesses. This resource guide is used by staff providing guidance and support to businesses and employers on a regular basis. A companion *Massachusetts BizWork\$ Resource Card* was developed as a quick reference for distribution to employers. The Guide and Resource Card are also available as an on-line reference tools. The BizWork\$ marketing plan and campaign also included 62 electronic billboards on all major Massachusetts Highways, distribution of materials to Chambers of Commerce; expositions at the State House, and Business Expos around the state. Please refer to the BizWork\$ website: www.mass.gov/biz or 800 number (1-800-252-1591).
- The Systems Development Sub-Committee developed a statewide dashboard that captures services and outcomes from the various programs and agencies that

serve businesses and is updated on a quarterly basis. A business services survey was developed and administered. The survey will be expanded to all Mass BizWork\$ members and their input will be used in development of a database system to capture results of Mass BizWork\$ activities. A Memorandum of Agreement was developed to promote the sharing of information among the different agencies participating in the program.

- The Staff Training and Development Sub-Committee, along with the business service representatives reviewed the first module of USDOL's EBE Workforce3One website to tailor an EBE Business Certification program for Massachusetts. The module included the following topics: *Four Primary Roles for Business Service Staff*, *Recruitment and Hiring has Changed*, and *Building Relations with the Business Community* and from that developed a comprehensive curriculum Mass BizWork\$ Business Services Training, that trained a total of 120 participants across multiple agencies.
- The Regional Teams assist the Advisory Board in facilitating and developing the business focus groups and provides updates of the Mass BizWork\$ committees and all other programs on a regional level. A Business Focus Group of 10 companies participated and provided valuable feedback that will be used to inform program improvements.

6. Employer Services at One-Stop Career Centers

Employers are directly assisted at the State's network of One-Stop Career Centers (AJCs) by assigned Business Service Representatives (BSRs), Veterans' Service Representatives, who also assist with Federal contract compliance, and Rapid Response team members stationed at the One-Stop Career Centers. The Department of Career Services centrally manages the Work Opportunity Tax Credit (WOTC) program and the Foreign Labor Certification programs for temporary agricultural (H-2A) and for non-agricultural (H-2B) workers. These services are supplemented by other administrative and professional staff at the One-Stop Career Centers and the local Workforce Investment Boards.

There are many unfilled job openings in the Commonwealth and the state has undertaken a primary effort to determine the best strategies to increase the rate of match between employers' staffing needs and unemployed individuals and others seeking employment. Increasing placements is a key strategic goal in the Commonwealth's five-year workforce plan. A first step is refocusing staff and resources toward expanding the job openings listed on-line by the One-Stop Career Centers through business outreach strategies. To supplement employer outreach efforts, the state has expanded job postings with the Conference Board's Help Wanted On Line listings. This has more than doubled the number of available jobs in JobQuest, the state's on-line job bank. Investments also are being made in tools, such as TORQ, that allow counseling staff and job seekers to assess skills transferability and identify better job matches that align with the needs of employers, as well as training staff to understand their local labor markets and the personnel requirements of local employers in high growth fields.

APPENDIX A

Commonwealth of Massachusetts

WIA Title I-B

Annual Report Form (ETA 9091)

Program Year 2013

NOTE FOR TABLES B – L ON PAGES 20 -23

The tables in Appendix A are the required state level data reported to the U.S. Department of Labor electronically on form ETA 9091. The data show statewide performance results on the nine mandated Common Measures and display additional performance results for selected populations.

Next to the actual performance levels and outcomes data displayed on Tables B - L are the data used in the calculations. The bottom number (denominator) is the total number of individuals in the cohort and the top number (numerator) is the number of individuals or earnings for individuals in the cohort with a positive outcome. Earnings data are derived from wage records. Data are rounded to the nearest tenth.

Beginning with PY2011, Massachusetts reports under the Common Measures waiver. As a Common Measures state, selected tables are no longer submitted on the ETA 9091 report.

Table A is not submitted by states reporting under Common Measures.

Table B - Adult Program Results At-A-Glance

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	83.0%	82.8%	1,178
			1,423
Employment Retention Rate	90.0%	88.9%	1,278
			1,437
Six Months Average Earnings	\$12,700	\$11,558	\$13,130,377
			1,136

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate	80.8%	680	59.1%	26	68.0%	51	79.7%	94
		842		44		75		118
Employment Retention Rate	87.3%	692	83.3%	25	83.3%	50	89.9%	89
		793		30		60		99
Six Months Average Earnings	\$9,922	\$6,082,347	\$14,819	\$355,65	\$9,098	\$400,331	\$11,071	\$863,523
		613		24		44		78

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services		Individuals Who Only Received Core Services	
Entered Employment	82.2%	844	84.7%	331	100.0%	3
		1,027		391		3
Employment Retention Rate	90.0%	962	86.0%	312	100.0%	4
		1,070		363		4
Six Months Average	\$11,931	\$10,272,853	\$10,423	\$2,845,540	\$5,992	\$11,984
		861		273		2

Table E - Dislocated Worker Program Results At-A-Glance

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	85.0%	84.1%	2,529
			3,006
Employment Retention Rate	95.0%	90.3%	2,633
			2,917
Six Months Average Earnings	\$21,000	\$17,479	\$41,931,897
			2,399

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	82.5%	146	73.7%	70	77.5%	540	100.0%	4
		177		95		697		4
Employment Retention Rate	84.2%	139	83.3%	60	89.1%	514	66.7%	2
		165		72		577		3
Six Months Average Earnings	\$21,988	\$2,748,544	\$17,439	\$959,169	\$17,243	\$7,759,184	\$11,812	\$23,624
		125		55		450		2

Table G - Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services		Individuals Who Only Received Core Services	
Entered Employment	84.6%	1,745	83.2%	766	84.2%	16
		2,063		921		19
Employment Retention Rate	90.4%	1,862	90.2%	745	82.8%	24
		2,060		826		29
Six Months Average	\$17,390	\$29,407,164	\$17,962	\$12,286,188	\$9,114	\$200,502
		1,691		684		22

Table H.1 – Youth (14-21) Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	81.0%	77.3%	1,037
			1,342
Attained Degree or Certificate	72.0%	70.7%	873
			1,235
Literacy or Numeracy Gains	45.0%	43.2%	216
			500

Table H.1.A – Outcomes for Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Older Individuals	
Placement in Employment or Education	77.4%	473	100.0%	1	73.0%	305	73.8%	621
		611		1		418		841
Attainment of Degree or Certificate	68.2%	365	100.0%	1	76.0%	300	64.3%	413
		535		1		395		642
Literacy or Numeracy Gains	40.9%	103	0.0%	0	41.9%	49	43.2%	216
		252		0		117		500

Tables H-2, I, J, and K are not submitted by states reporting under Common Measures.

Table L - Other Reported Information

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	85.0%	1,217	\$4,729	\$6,039,070	4.5%	53	\$5,040	\$5,397,651	63.9%	539
		1,432		1,277		1,178		1,071		844
Dislocated Workers	87.1%	2,621	\$93	\$44,055,237	4.2%	106	\$8,428	\$19,722,574	68.9%	1,203
		3,008		\$47,413,737		2,529		2,340		1,745

Table M - Participation Levels

Reported Information	Total Participants Served (July 2013 – June 2014)	Total Exiters (April 2013 – March 2014)
Total Adults	18,977	15,706
Adults Self-Service Only	12,238	11,494
WIA Adults (includes self-service)	14,400	12,935
WIA Dislocated Workers	4,713	2,855
Total Youth (14-21)	2,423	1,462
Younger Youth (14-18)	1,674	1,016
Older Youth (19-21)	749	446
Out-of-School Youth	1,406	873
In-School Youth	1,017	589

Table N - Cost of Program Activities

Program Activity (PY13/FY14 WIA & Carry-Over)			Total Federal Spending
Local Adults			\$10,165,293
Local Dislocated Workers			\$10,096,477
Local Youth			\$11,943,417
Rapid Response (up to 25%) §134 (a) (2) (A)			\$5,052,440
Statewide Required Activities (Up to 15%) §134 (a) (2) (B)*			\$2,090,105
Statewide Allowable Activities §134 (a) (3) [excludes administration]		Providing capacity building to local areas.	\$386,145
		Conducting research and/or demonstration projects.	\$115,851
		Sector Programs	\$234,500
Total of All Federal Spending Listed Above			\$40,084,228

APPENDIX B

WIA TITLE I-B Program Year 2013

LOCAL WORKFORCE AREA PERFORMANCE

Tables 1-10 present WIA performance results on the nine Common Measures for each of the sixteen local workforce areas. (Refer to Section A, beginning on page 3, for a review of State performance.) State goals are negotiated and approved each year by the regional office of the U.S. Department of Labor, Employment and Training Administration (DOLETA). Local goals are negotiated each year with the Department of Career Services based on the approved state goals with adjustments to reflect local populations and local labor market factors.

PERFORMANCE MEASURE	STATE PROGRAM YEAR 2013 GOAL LEVELS	LOCAL PERFORMANCE TABLE – PAGE
Adult Program Measures		
Entered Employment Rate	83.0%	Table 1 – Page 26
Employment Retention Rate	90.0%	Table 2 – Page 26
Six Months Average Wage	\$12,700.00	Table 3 – Page 27
Dislocated Worker Program Measures		
Entered Employment Rate	85.0%	Table 4 – Page 27
Employment Retention Rate	95.0%	Table 5 – Page 28
Six Months Average Wage	\$21,000.00	Table 6 – Page 28
Youth Program Measures		
Placement in Employment or Education	81.0%	Table 7 – Page 29
Attainment of Degree or Certificate	72.0%	Table 8 – Page 29
Literacy or Numeracy Gains	45.0%	Table 9 – Page 30
Performance Average for Program Groups		Table 10 – Page 30

Assessment of Performance on Individual Negotiated Goals (DOL Standards)

Fails: Actual Performance is less than 80.0% of the negotiated level.
 Meets: Actual Performance is between 80.0% and 100.0% of the negotiated level.
 Exceeds: Actual performance is greater than 100.0% of the negotiated level.

Table 1: Adult Program - Entered Employment Rate				
Workforce Area	Local Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	77.0%	79.6%	103.4%	Exceeds
Boston	77.0%	72.7%	94.5%	Meets
Bristol	76.0%	84.3%	111.0%	Exceeds
Brockton	76.0%	84.3%	111.0%	Exceeds
Cape Cod & Islands	83.0%	97.6%	117.5%	Exceeds
Central Massachusetts	83.0%	85.7%	103.3%	Exceeds
Franklin/Hampshire	83.0%	88.2%	106.3%	Exceeds
Greater Lowell	80.0%	96.2%	120.2%	Exceeds
Greater New Bedford	83.0%	85.2%	102.6%	Exceeds
Hampden County	72.0%	74.6%	103.6%	Exceeds
Merrimack Valley	71.0%	75.6%	106.4%	Exceeds
Metro North	77.0%	90.7%	117.8%	Exceeds
Metro South/West	83.0%	67.9%	81.8%	Meets
North Central Mass	80.0%	91.7%	114.6%	Exceeds
North Shore	83.0%	86.6%	104.3%	Exceeds
South Shore	83.0%	75.0%	90.4%	Meets

Table 2: Adult Program - Employment Retention Rate				
Workforce Area	Local Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	80.0%	81.8%	102.3%	Exceeds
Boston	88.0%	95.5%	108.5%	Exceeds
Bristol	85.0%	91.3%	107.4%	Exceeds
Brockton	83.0%	93.8%	113.0%	Exceeds
Cape Cod & Islands	88.0%	94.3%	107.2%	Exceeds
Central Massachusetts	82.0%	86.1%	105.0%	Exceeds
Franklin/Hampshire	90.0%	81.3%	90.3%	Meets
Greater Lowell	83.0%	95.7%	115.2%	Exceeds
Greater New Bedford	90.0%	84.9%	94.3%	Meets
Hampden County	81.0%	90.0%	111.1%	Exceeds
Merrimack Valley	80.0%	86.6%	108.2%	Exceeds
Metro North	83.0%	85.7%	103.2%	Exceeds
Metro South/West	87.0%	84.9%	97.5%	Meets
North Central Mass	88.0%	90.5%	102.8%	Exceeds
North Shore	90.0%	91.9%	102.1%	Exceeds
South Shore	90.0%	85.1%	94.5%	Meets

Table 3: Adult Program - Six Months Average Earnings

Workforce Area	Local Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	\$9,700.00	\$9,365.00	96.5%	Meets
Boston	\$11,800.00	\$11,338.00	96.1%	Meets
Bristol	\$11,500.00	\$11,965.00	104.0%	Exceeds
Brockton	\$13,000.00	\$12,903.00	99.3%	Meets
Cape Cod & Islands	\$11,800.00	\$10,171.00	86.2%	Meets
Central Massachusetts	\$14,000.00	\$14,132.00	100.9%	Exceeds
Franklin/Hampshire	\$11,000.00	\$11,742.00	106.7%	Exceeds
Greater Lowell	\$14,500.00	\$15,224.00	105.0%	Exceeds
Greater New Bedford	\$10,500.00	\$9,894.00	94.2%	Meets
Hampden County	\$9,800.00	\$10,334.00	105.5%	Exceeds
Merrimack Valley	\$11,000.00	\$12,306.00	111.9%	Exceeds
Metro North	\$10,600.00	\$11,063.00	104.4%	Exceeds
Metro South/West	\$13,000.00	\$10,881.00	83.7%	Meets
North Central Mass	\$10,000.00	\$10,709.00	107.1%	Exceeds
North Shore	\$12,700.00	\$13,952.00	109.9%	Exceeds
South Shore	\$12,700.00	\$13,097.00	103.1%	Exceeds

Table 4: Dislocated Worker Program - Entered Employment Rate

Workforce Area	Local Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	78.0%	81.7%	104.7%	Exceeds
Boston	75.0%	70.6%	94.2%	Meets
Bristol	80.0%	85.2%	106.5%	Exceeds
Brockton	79.0%	92.7%	117.3%	Exceeds
Cape Cod & Islands	84.0%	95.9%	114.2%	Exceeds
Central Massachusetts	84.0%	86.0%	102.3%	Exceeds
Franklin/Hampshire	85.0%	88.7%	104.4%	Exceeds
Greater Lowell	85.0%	93.8%	110.4%	Exceeds
Greater New Bedford	85.0%	90.7%	106.7%	Exceeds
Hampden County	82.0%	81.4%	99.2%	Meets
Merrimack Valley	83.0%	77.2%	93.0%	Meets
Metro North	80.0%	86.1%	107.7%	Exceeds
Metro South/West	85.0%	81.5%	95.8%	Meets
North Central Mass	85.0%	97.7%	115.0%	Exceeds
North Shore	86.0%	92.1%	107.1%	Exceeds
South Shore	80.0%	77.7%	97.1%	Meets

Table 5: Dislocated Worker Program -Employment Retention Rate				
Workforce Area	Local Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	88.0%	86.1%	97.8%	Meets
Boston	85.0%	85.0%	100.0%	Exceeds
Bristol	90.0%	91.4%	101.6%	Exceeds
Brockton	91.0%	98.2%	107.9%	Exceeds
Cape Cod & Islands	92.0%	96.0%	104.3%	Exceeds
Central Massachusetts	89.0%	86.2%	96.9%	Exceeds
Franklin/Hampshire	92.0%	97.1%	105.5%	Exceeds
Greater Lowell	90.0%	95.2%	105.8%	Exceeds
Greater New Bedford	95.0%	82.9%	87.3%	Meets
Hampden County	90.0%	93.7%	104.1%	Exceeds
Merrimack Valley	85.0%	91.4%	107.5%	Exceeds
Metro North	90.0%	91.1%	101.2%	Exceeds
Metro South/West	95.0%	84.9%	89.4%	Meets
North Central Mass	90.0%	93.8%	104.2%	Exceeds
North Shore	95.0%	94.10%	99.0%	Meets
South Shore	90.0%	88.8%	98.6%	Meets

Table 6: Dislocated Worker Program - Six Months Average Earnings				
Workforce Area	Negotiated Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	\$15,250.00	\$14,969.00	98.2%	Meets
Boston	\$15,700.00	\$13,802.00	87.9%	Meets
Bristol	\$15,400.00	\$14,697.00	95.4%	Meets
Brockton	\$17,001.00	\$17,984.00	105.8%	Exceeds
Cape Cod & Islands	\$16,750.00	\$14,650.00	87.5%	Meets
Central Massachusetts	\$21,000.00	\$19,761.00	94.1%	Meets
Franklin/Hampshire	\$17,100.00	\$16,960.00	99.2%	Meets
Greater Lowell	\$20,500.00	\$21,249.00	103.7%	Exceeds
Greater New Bedford	\$15,000.00	\$12,767.00	85.1%	Meets
Hampden County	\$15,600.00	\$14,821.00	95.0%	Meets
Merrimack Valley	\$19,000.00	\$20,714.00	109.0%	Exceeds
Metro North	\$20,000.00	\$21,278.00	106.4%	Exceeds
Metro South/West	\$22,000.00	\$23,655.00	107.5%	Exceeds
North Central Mass	\$17,000.00	\$16,707.00	98.3%	Meets
North Shore	\$17,000.00	\$17,916.00	105.4%	Exceeds
South Shore	\$21,000.00	\$20,511.00	97.7%	Meets

Table 7: Youth Program - Placement in Employment or Education				
Workforce Area	Local Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	76.0%	52.6%	69.3%	Fails
Boston	74.0%	80.5%	108.8%	Exceeds
Bristol	76.0%	79.3%	104.3%	Exceeds
Brockton	81.0%	63.3%	78.1%	Fails
Cape Cod & Islands	81.0%	84.4%	104.2%	Exceeds
Central Massachusetts	81.0%	78.4%	96.8%	Meets
Franklin/Hampshire	80.0%	78.4%	98.0%	Meets
Greater Lowell	77.0%	87.5%	113.6%	Exceeds
Greater New Bedford	75.0%	51.6%	68.7%	Fails
Hampden County	82.0%	86.6%	105.7%	Exceeds
Merrimack Valley	78.0%	96.8%	124.1%	Exceeds
Metro North	77.0%	82.5%	107.1%	Exceeds
Metro South/West	81.0%	85.0%	104.9%	Exceeds
North Central Mass	81.0%	78.3%	96.7%	Meets
North Shore	81.0%	86.1%	106.2%	Exceeds
South Shore	78.0%	62.9%	80.6%	Meets

Table 8: Youth Program - Attainment of Degree or Certificate				
Workforce Area	Local Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	70.0%	56.6%	80.9%	Meets
Boston	61.0%	51.2%	83.9%	Meets
Bristol	66.0%	85.8%	130.1%	Exceeds
Brockton	68.0%	63.3%	93.1%	Meets
Cape Cod & Islands	72.0%	83.6%	116.2%	Exceeds
Central Massachusetts	72.0%	51.9%	72.1%	Fails
Franklin/Hampshire	62.0%	76.7%	123.7%	Exceeds
Greater Lowell	65.0%	88.3%	135.9%	Exceeds
Greater New Bedford	62.0%	49.4%	79.6%	Fails
Hampden County	68.0%	60.2%	88.5%	Meets
Merrimack Valley	66.0%	93.3%	141.4%	Exceeds
Metro North	68.0%	79.4%	116.8%	Exceeds
Metro South/West	72.0%	92.4%	128.4%	Exceeds
North Central Mass	72.0%	84.9%	117.8%	Exceeds
North Shore	73.0%	96.6%	132.3%	Exceeds
South Shore	67.0%	48.3%	72.1%	Fails

Table 9: Youth Program - Literacy or Numeracy Gains

Workforce Area	Local Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	45.0%	23.1%	51.1%	Fails
Boston	30.0%	33.0%	109.8%	Exceeds
Bristol	32.0%	18.8%	58.6%	Fails
Brockton	45.0%	61.5%	136.8%	Exceeds
Cape Cod & Islands	30.0%	na	na	na
Central Massachusetts	45.0%	63.8%	141.7%	Exceeds
Franklin/Hampshire	30.0%	20.0%	66.7%	Fails
Greater Lowell	45.0%	63.6%	141.4%	Exceeds
Greater New Bedford	37.0%	14.6%	39.5%	Fails
Hampden County	42.0%	34.7%	82.5%	Meets
`	35.0%	28.6%	81.6%	Meets
Metro North	45.0%	58.3%	129.6%	Exceeds
Metro South/West	35.0%	14.3%	40.8%	Fails
North Central Mass	45.0%	56.3%	125.0%	Exceeds
North Shore	50.0%	91.3%	182.6%	Exceeds
South Shore	30.0%	28.6%	95.2%	Meets

Table 10: Performance Average (Percent of Goal) for Program Groups

Workforce Area	Adult Group	Dislocated Worker Group	Youth Group
Berkshire County	100.7%	100.2%	67.1%
Boston	99.7%	94.0%	100.8%
Bristol	107.5%	101.2%	97.7%
Brockton	107.7%	110.3%	102.7%
Cape Cod & Islands	103.6%	102.0%	110.2%
Central Massachusetts	103.1%	97.8%	103.5%
Franklin/Hampshire	101.1%	103.0%	96.1%
Greater Lowell	113.5%	106.6%	130.3%
Greater New Bedford	97.1%	93.0%	62.6%
Hampden County	106.7%	99.4%	92.2%
Merrimack Valley	108.8%	103.2%	115.7%
Metro North	108.4%	105.1%	117.8%
Metro South/West	87.7%	97.6%	91.4%
North Central Mass	108.2%	105.8%	113.2%
North Shore	105.4%	103.9%	140.4%
South Shore	96.0%	97.8%	82.6%
STATE	96.5%	92.4%	96.5%

APPENDIX C

COMMON MEASURES AT-A-GLANCE

ADULT MEASURES	YOUTH MEASURES
Entered Employment <i>Of those who are not employed at the date of participation:</i> $\frac{\text{\# of adult participants who are employed in the first quarter after the exit quarter } (\div)}{\text{\# of adult participants who exit during the quarter}}$	Placement in Employment or Education <i>Of those who are not in post-secondary education or employment (including the military) at the date of participation:</i> $\frac{\text{\# of youth participants who are in employment (including the military) or enrolled in post-secondary education and/or advanced training/occupational skills training in the first quarter after the exit quarter } (\div)}{\text{\# of youth participants who exit during the quarter}}$
Employment Retention <i>Of those who are employed in the first quarter after the exit quarter:</i> $\frac{\text{\# of adult participants who are employed in both the second and third quarters after the exit quarter } (\div)}{\text{\# of adult participants who exit during the quarter}}$	Attainment of a Degree or Certificate <i>Of those enrolled in education (at the date of participation or at any point during the program):</i> $\frac{\text{\# of youth participants who attain a diploma, GED, or certificate by the end of the third quarter after the exit quarter } (\div)}{\text{\# of youth participants who exit during the quarter}}$
Average Earnings <i>Of those adult participants who are employed in the first, second, and third quarters after the exit quarter:</i> $\frac{\text{Total earnings in the second plus the total earnings in the third quarters after the exit quarter } (\div)}{\text{\# of adult participants who exit during the quarter}}$ <i>(Adult measures cover both WIA Adult and Dislocated Worker programs.)</i>	Literacy and Numeracy Gains <i>Of those out-of-school youth who are basic skills deficient:</i> $\frac{\text{\# of youth participants who increase one or more educational functioning levels } (\div)}{\text{\# of youth participants who have completed a year in the program (i.e., one year from the date of first youth program service) plus the \# of youth participants who exit before completing a year in the youth program}}$

Source: Training and Employment Guidance Letter No. 17-05, Common Measures Policy for the Employment and Training Administration's (ETA) Performance Accountability System and Related Performance Issues

