



## WIOA Local 4-Year Plan

### Strategic Plan

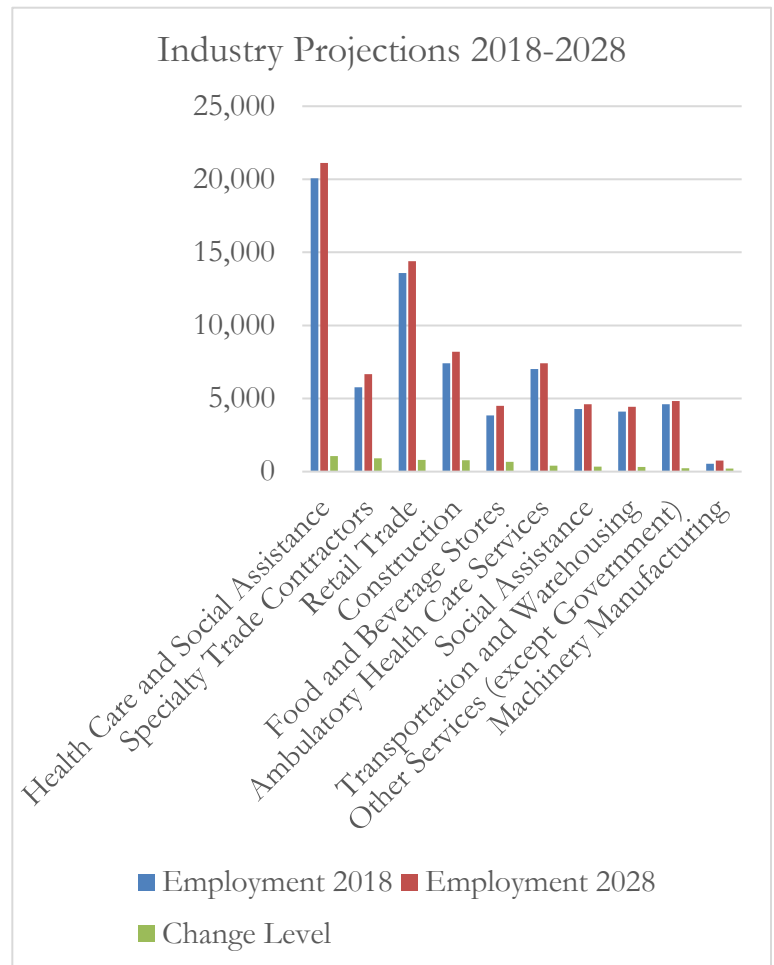
MassHire Greater Brockton Workforce Board service delivery area comprises 10 communities, with diversity amongst as well as within the communities. Not unlike other areas in Massachusetts, the region is recovering from the COVID-19 pandemic. The strategic plan will be used as a forecast to help us readjust our services and delivery to respond to our new environment and the with mitigating consequences that have resulted with the subsequent quarantine and closing of businesses. Examining the historical data from 2019 along with the changes from 2020 and anticipations for 2022 and beyond we are anticipating the development of a roadmap that will enhance the services to our employers, jobseekers and communities in the workforce environment.

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

### KNOWLEDGE & SKILLS NEEDED

The knowledge and skills needed to meet the employment demands of our region fall 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 to have advanced degrees. In our other high demand industries, requirements are primarily focused on certifications and credentials related to the workplace such as:

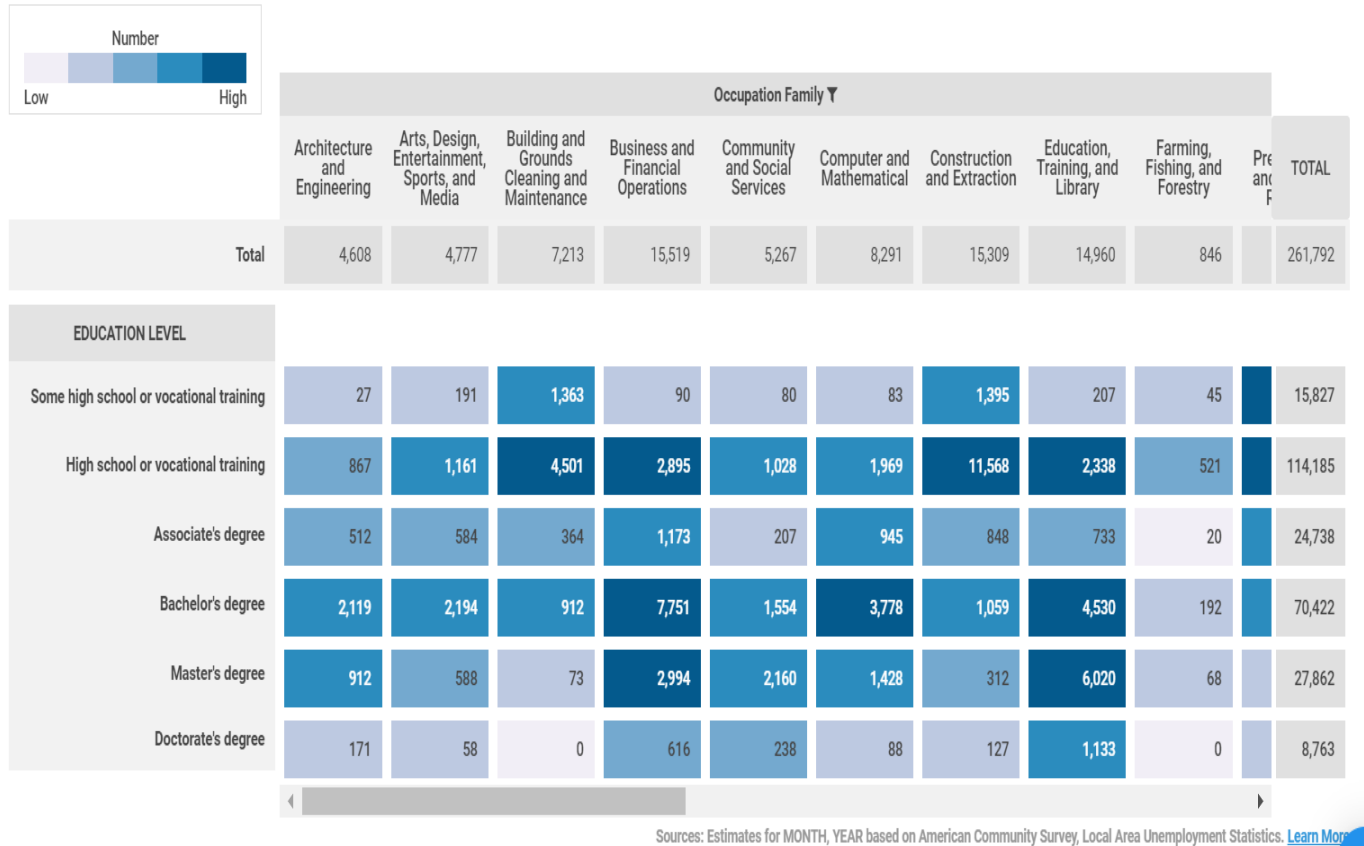
- Certified Nursing Assistant
- Home Health Aide
- Commercial Driver’s Liscence
- CNC Machining



- Web Management

Across occupations, the number one skill in demand is that of 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.

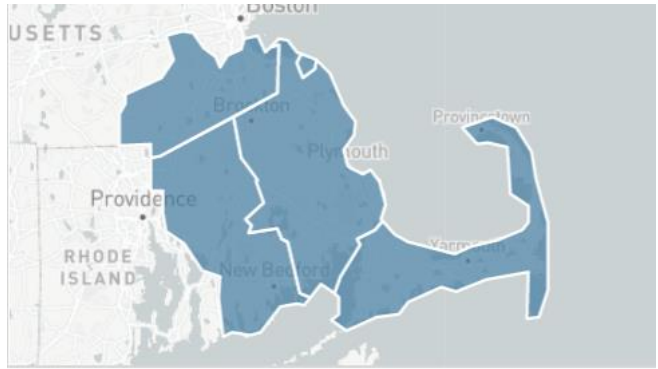
### Occupational Demand by Educational Attainment



### REGIONAL WORKFORCE

As we look at our local labor market needs and demands, it is also imperative that we recognize that the geographical boundaries for a workforce board area are not valid for the needs of employers and businesses in our state. As many of our employers have multiple sites or specialized fields that require employees to travel at a distance, more and more of our work is being based on a regional basis. Currently, our regional efforts have been focused on the priority areas and high wage career opportunities that can be afforded to our communities. Within our region, we have a Healthcare Hub focusing on entry level and incumbent worker healthcare certifications, a manufacturing effort for both pipeline and incumbent workers on Lean Manufacturing and in transportation providing CDL A and CDL B along with additional options in 7D and warehouse.

# REGIONAL DEMOGRAPHICS



2,013,076

0.3%  
May 2019 - May 2020

Population Size

Source: U.S. Census Bureau

## Working Age Population



Source: U.S. Census Bureau, 2015 - 2019 American Community Survey 5-Year Estimates

## Aging Workers

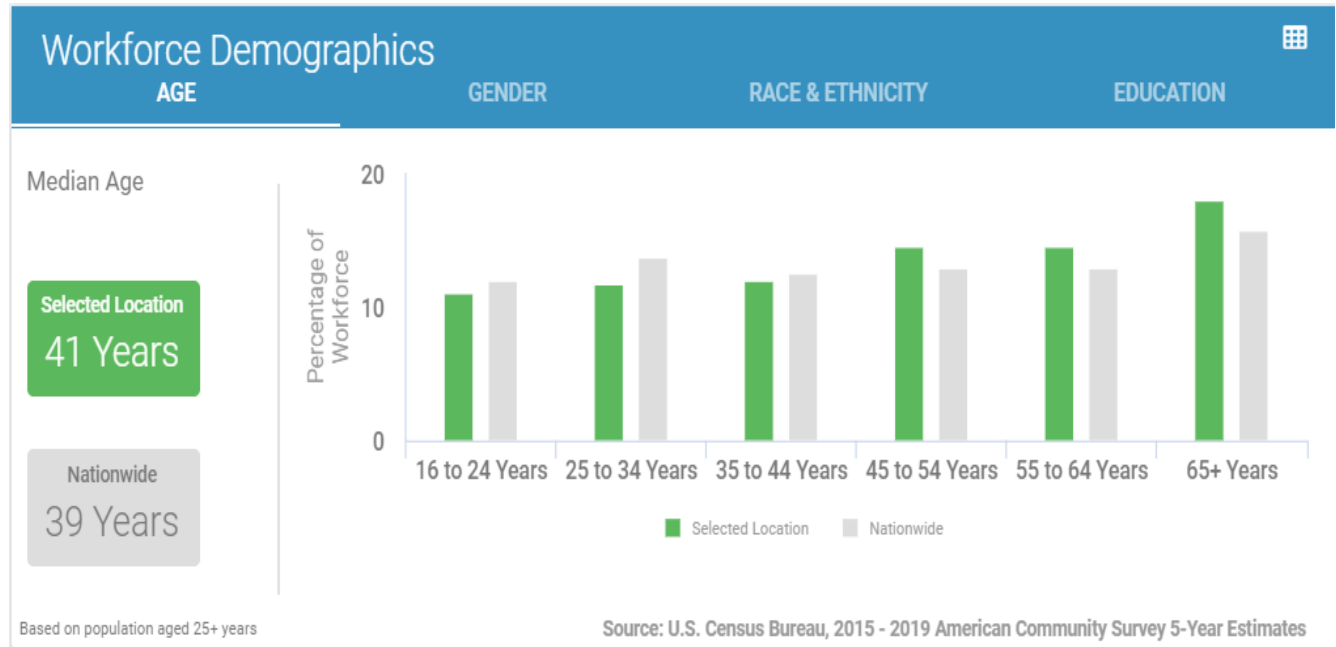


Source: U.S. Census Bureau, 2015 - 2019 American Community Survey 5-Year Estimates

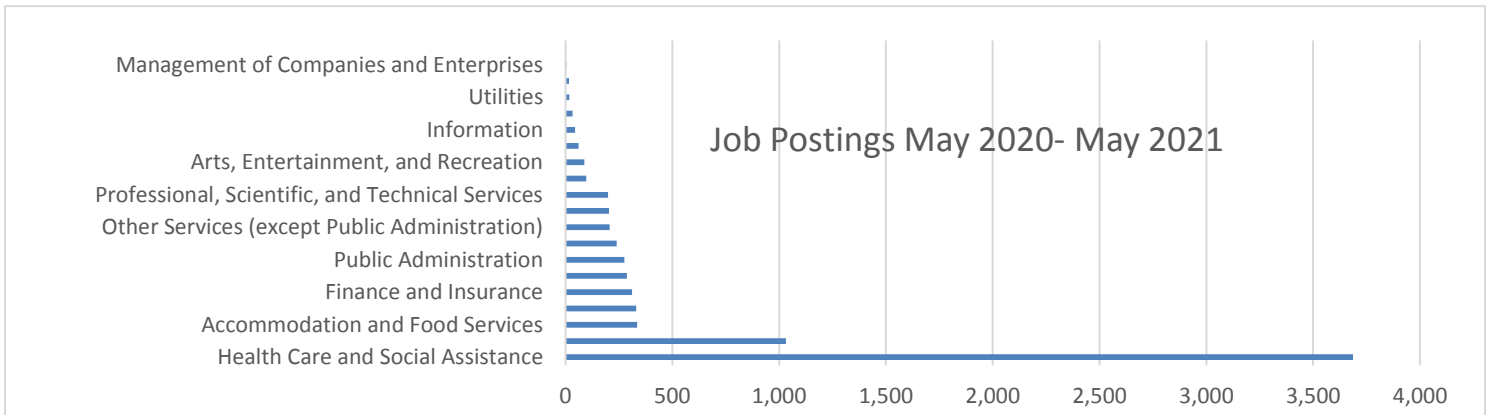
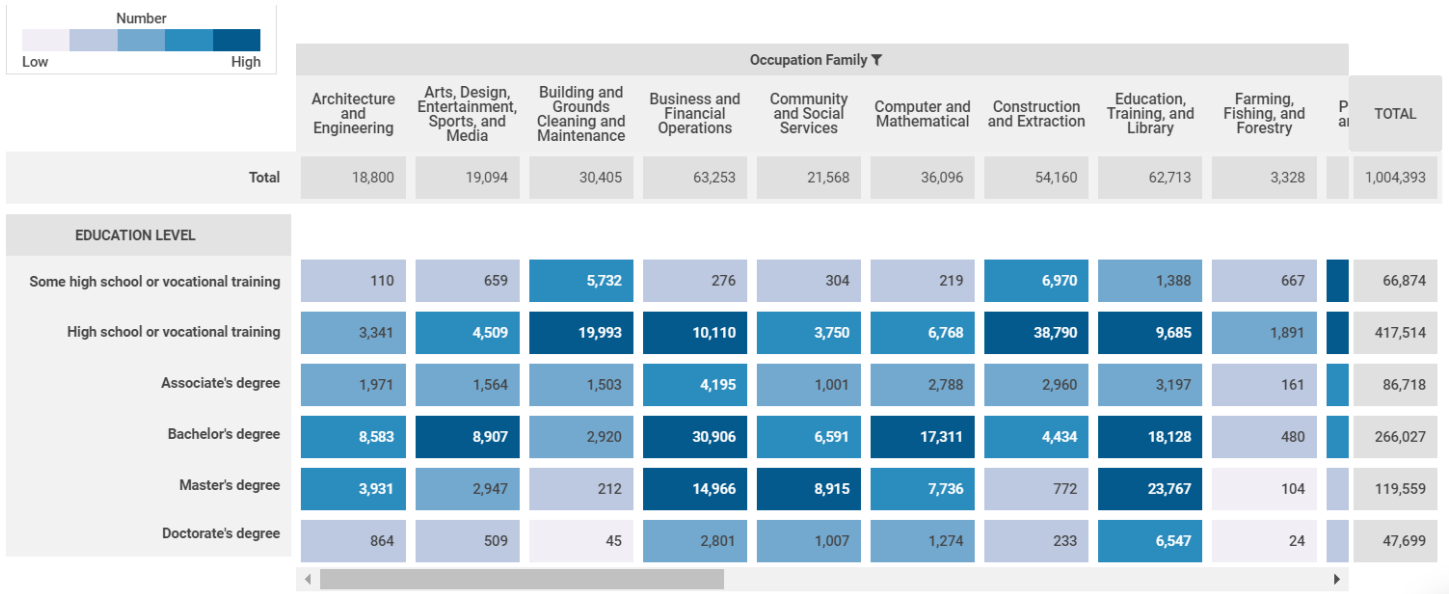
## Automation Risk



Source: [Burning Glass analysis](#)



## Occupational Demand by Educational Attainment for SE MA



## ANALYSIS OF WORKFORCE DEVELOPMENT ACTIVITIES

The Greater Brockton Workforce Area has a long established and robust partner network that is integral in providing workforce development activities to members of the community regardless of barriers to employment. Although primary responsibility for workforce development services is provided by the MassHire Greater Brockton Career Center, a wide variety of service providers form the overall structure of the activities.

This network at the Career Center includes:

- The MassHire Greater Brockton Workforce Board
- The Center for Workforce Development
- The University of Massachusetts Amherst Donahue Institute (Career Center Service Provider)
- Department of Transitional Assistance
- Department of Career Services (DVOP, LVER)
- Massachusetts Rehabilitation Commission

- Massachusetts Commission for the Blind
- Department of Unemployment Assistance
- Senior Community Service Employment Program
- Massachusetts Department of Elementary and Secondary Education

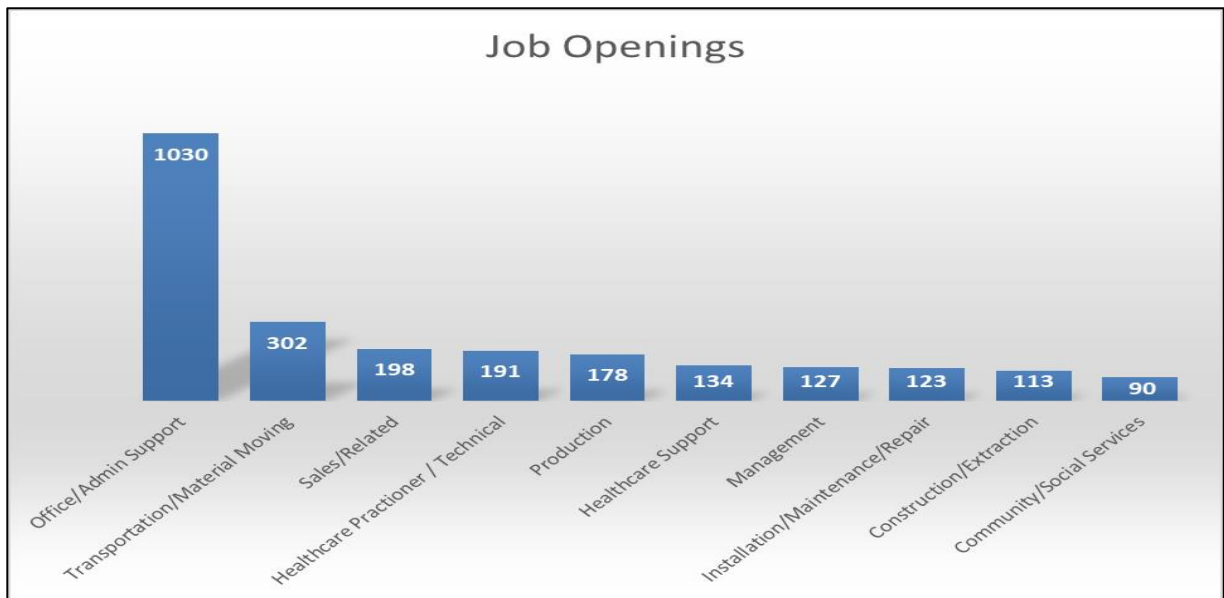
Through constant communication and coordination efforts, the capacity to provide workforce development activities remains strong.

**Labor Market Information, Industry Sectors and Business Services**

The Brockton Workforce Development system is responsive to the local labor market and monitors job orders and job openings by industry sector. This past year, for example, all of the job openings that we registered for this region reflected the following industry involvement, listed in order of volume: Information, Health Care and Social Assistance, Transportation and Warehousing, Administrative Support and Waste Management, Professional Scientific and Technical Services, and Retail Trade.

**Business Engagement Measures – An Occupational Analysis**

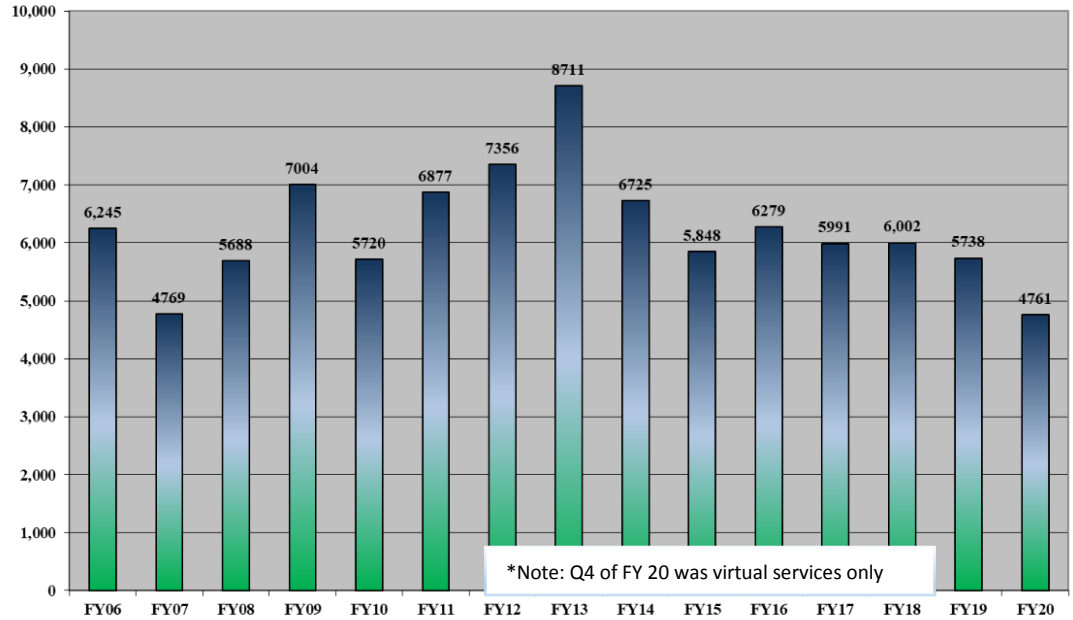
The following chart describes the top ten occupational categories of job openings listed by businesses (roughly 80% of the total) during the past fiscal year for the Brockton region.



## Job Seeker Customers Served and Their Characteristics

**Total Job Seekers Served: 2006 - 2020**

The Career Center provides services to thousands of job seekers each year and routinely surpasses our state goals. In FY 20 it served 4,761 customers. For many years, the Career Center anticipated that roughly 60% of our total job seeker population were collecting Unemployment Insurance (UI) benefits. Over the last four years however, it has been 70% of the total or over. This past year, 70% (3,346) of job seekers served were collecting unemployment insurance.



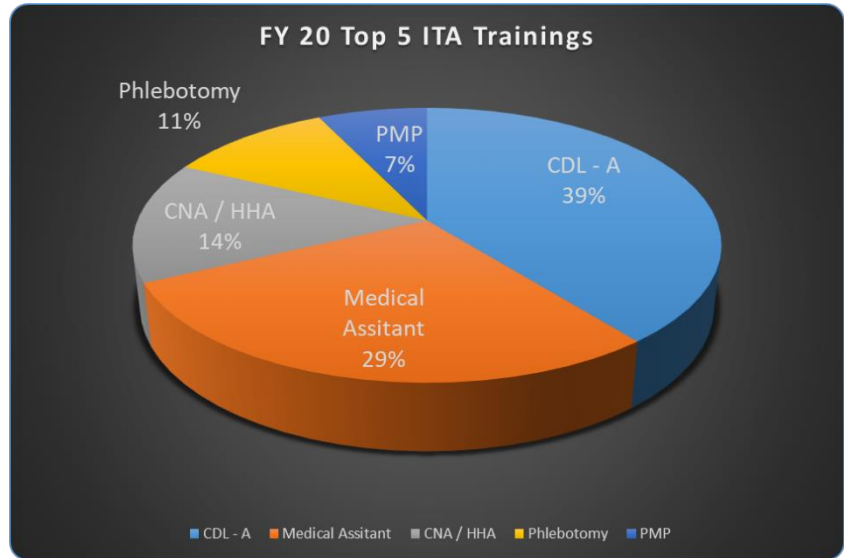
Roughly the same from year-to-year, between 4% and 7% of our job seeker customers identify themselves as having some form of disability and approximately the same percentage of job seekers designate their Veteran status. Veterans always receive priority of service at the Career Center.

	<i>Individuals Served</i>		
	FY 20 Goal	<b>FY 20 YTD</b>	% of Goal
<i>Total Customers</i>	4,622	<b>4,761</b>	103%
<i>Total Unemployed</i>	4,388	<b>4,519</b>	103%
<i>Persons with Disabilities</i>	300	<b>343</b>	114%
<i>UI Claimants</i>	3,249	<b>3,346</b>	103%
<i>Veterans Served</i>	280	<b>277</b>	99%

**Training**

**Individual Training Accounts**

The Career Center uses ITAs for job seekers who are in need of training to acquire new skills and an industry-required certificate to secure employment. Career Center staff assist job seekers in researching the best training option, the one which will provide an individualized opportunity for self-sufficiency and sustainable employment.



**Leveraging Alternative Funds for Training**

The Greater Brockton Career Workforce system is very active in retraining job seekers to have them be more employable. It accesses various federal funding streams to make this happen. One also sees that the MHGBWB and MassHire Greater Brockton Career Center work together to leverage other training fund sources to get job seekers back to work. Both agencies are committed to providing trained workers to meet local industry demands while expanding training opportunities beyond ITA funds availability. The opening of the Center for Workforce Development at 34 School Street has greatly increased these training options with many of the programs being offered right in our building.

Funding Source	Adults	Dislocated Workers
<b>Individual Training Accounts</b>	20	16
<b>MHGBWB Funded</b>	10	5
<b>Trade</b>	0	48
<b>FY 20 Total / Goal</b>	<b>30 / 16</b>	<b>69 / 19</b>

**MHGBWB Group Trainings**

The MassHire Career Center collaborates with the MHGBWB, supporting its group trainings offered through the Center for Workforce Development. Through an allocation from the Workforce Training Fund to the Workforce Competitiveness Trust Fund, the Commonwealth Corporation funded an Expanded Training Capacity & Employment Program Performance grant which was awarded to the MWGBWB. This funding opportunity supported additional seat capacity in sector-based employment programs that provide training, job placement and retention services to Massachusetts residents who are unemployed. These group trainings are industry focused and result in recognized credentials and certificates for in-demand occupations. Primarily targeting residents of the ten communities served by MassHire GBWB, the program also includes individuals from the secondary territory of southeastern MA. The group trainings included the following industries: Banking & Finance, Healthcare & Social Assistance, and Manufacturing.

**Banking & Finance – Bank Teller/Customer Service/Financial Literacy**

One of the two training programs enrolled and trained remotely during Covid-19 pandemic, the program kicked off remotely in late March, 2020 and utilized industry accepted curriculum aligning

the training with the occupational skills demanded in the banking industry, including on-line American Bankers Association (ABA) Bank Teller Certification and ABA Universal Banker Certification, Millennium Training Institute's Customer Service Training, Financial Literacy and MassHire Job Readiness Workshops provided a well-rounded candidate for employment in the finance and banking field. As of May 27, 2020, all seven participants have earned two industry-recognized credentials and all individuals remain actively engaged.

Although the program initially prepares individuals for the occupation of Bank Teller, it should be noted that this term differs by financial institution and may also be called Universal Teller or Personal Teller. This position is the point of entry for most positions within the banking industry which includes Commercial & Retail Loans, Branch Managers, Credit Analysts and Financial Securities, creating a pipeline for high paying, high demand occupations. The Southeastern Massachusetts Regional Blueprint identified Finance & Insurance as a priority industry in our region due to the opportunities for career ladder development, sustainable wages and the economic impact to our region. The two-year grant will allow 32 adults to receive American Bankers Association occupational training.

### **The MHGBWB Certified Nurse Assistant (CNA) Training**

Aware of the on-going need for qualified direct care workers, the MHGBWB sponsored training courses this past year to meet this demand. In partnership with the Academy for Health Care Training, MHGBWB provided CNA, CPR, Home Health Aid and Alzheimer's/ Dementia Care certifications. As in other collaborations, MassHire Greater Brockton Career Center staff provided individualized career services to promote long-term, sustainable employment.

### **STRATEGIC VISION & GOALS**

- a. The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program;

Youth – 75%; Adult – 86%; DW – 86%

- b. The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program;

Youth – 74%; Adult - 78%; DW – 85%

- c. Median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program;

Youth - \$3500; Adult – \$5800; DW - \$8300

- d. 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 – 71%; Adult – 73% DW – 65%

The MassHire Greater Brockton Workforce Board in partnership with our One Stop Career Center will continue to engage with our Greater Brockton regional core WIOA partners through the MOU just put in place for this fiscal year. Using the MOU as a blueprint we will continue to meet with our regional partners to further enhance the MassHire customer experience. Our regional team will have representatives from each agency participate in the operation of the MassHire Career Center delivery system consistent with the terms of the local MOU, the requirements of WIOA, and the requirements of Federal laws authorizing our programs and activities. In addition we all agree to serve shared customers and continue to work towards an efficient way how multiple providers, services and resources should support youth, job seekers, and businesses.

Utilizing the MassHire Career Center Customer Flow and the incorporation of partner agency points of referral, whether in-person or virtual, we'll ensure accessibility and availability of programs and services for shared customers. Ensure the effective use of modern tools and technology that enable shared customers to access needed services to complete program participation and achieve training and employment goals. Maintain and improve upon a process for partner communication, referrals, enrollment, and sharing outcome information on shared customers to staff. And develop a process to review data on shared customers to see the highlights and challenges to the customer experience in the MassHire Workforce System.

### **LOCAL PROGRAMS**

Programs that are included in your local workforce system (please list programs).

- WIOA Adult
- WIOA Dislocated Worker
- WIOA Youth
- Wagner Pysner
- One-Stop Career Center,
- Connecting Activities
- SNAP
- Brockton Redevelopment Authority
- Safe and Secure Youth Initiative
- Regional Planning Initiative
- DTA
- Mass Commission for the Blind
- Mass Rehabilitation Commission
- Adult and Community Learning Services
- Workforce Competitive Trust Fund
- HI SEP Internship program
- Urban Agenda
- Career Pathways
- Workforce competitive Trust Fund Commercial Drivers License
- Manufacturing
- Shannon
- DHCD
- YouthWorks summer
- YouthWork year round

## **SUPPORTING THE STATE PLAN**

The Board supports strategies identified in the state plan through our WIOA partners and One Stop Career Center Operator. The collaboration includes referrals and co-enrollment of mutual customers, networking & professional development activities, resource sharing for training and educational opportunities. We will continue to establish processes and standard operating procedures to uniformly develop a method of delivery that is best suited towards our customer achieving their success. Starting with the management and the commitment for collaboration, this effort is passed to all levels of the organization providing an acceptance of the partnership and the terms. With documents developed and approved, the process supports alignment of services provided by the partners.

## **COLLABORATION ON CORE PROGRAMS**

### **Expanding access**

The customers of all partnering agencies who become Career Center members may enjoy the full use of MassHire Greater Brockton Area's resources. This include: use of MassHire Greater Brockton Career Center' 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 recruitments
- 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

Resources for Customers with Disabilities: MassHire Greater Brockton is fully ADA compliant, and maintains a host of resources and adaptive technology to provide appropriate accommodates to customers who need them. MassHire Greater Brockton offers a wide variety of workshops and trainings to enhance the skills of job-seekers. With the onset of the COVID-19 pandemic all of our workshops and trainings have been transitioned to online platforms, in addition we have added job fairs with the Premier Virtual application.

### **The development of career pathways**

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 to comprehensive assessment to ensure connectivity across programs are taking place.

### **Improve access to postsecondary credential**

MassHireGBWB will partner with educational entities to offer integrated trainings prioritized for occupations identified by the Regional Planning Blueprint. Staff will 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 Blueprint. Job seekers will have access to these opportunities through Individual Training Accounts and group training funded through MassHireGBWB's Title I funding.

## **FACILITATING BUSINESS ENGAGEMENT**

In our local area, MassHire Greater Brockton Workforce Board will continue to facilitate engagement of businesses in our region through partnerships, outreach and networking. We will continue our work with the Brockton Redevelopment Authority 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. Conducting 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 agricultural industry through the small businesses that populate our farmers markets and by helping to promote agriculture as a career path. Having agricultural experts speak during our career days exposes youth and adults to the opportunities in the industry. Working with Brockton high school, we have partnered on a food sustainability project through a grant for freight farming combining the science of growing and the Entrepreneurship of a business. Our efforts to support workforce development activities on a local level includes several components;

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

### **MassHire Career Center Business Services and MassHire BizWorks**

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 are dealing with impending layoffs, services are available to assist them.

### **Implementation of initiatives**

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 convened 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 Certified Nurse's Aide training facility.

## **COORDINATING REGIONAL ECONOMIC DEVELOPMENT ACTIVITIES**

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 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 are facilitated in this effort through the database of employers in our region that has been prepared by the MassHire Greater Brockton Workforce Board.

## **THE LOCAL MASSHIRE CAREER CENTER SYSTEM**

### **Continuous improvement of eligible 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.

### **The Board facilitates access to the Career Center**

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 a laptop for a period of time to access workshops, training or other workforce related activities. In addition, MassHire Greater Brockton promoted the Mass Tech Collaborative for assistance with the literacy skills, internet access or attainment of equipment for internet access.

### **Ensuring compliance with WIOA**

MassHire Greater Brockton is fully ADA compliant, and maintains a host of resources and adaptive technology to provide appropriate accommodations to customers who need them. Each core partner commits to cross-training of 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.

### **Sustaining Partnerships**

MassHire Greater Brockton has developed and implemented an MOU for the FY22-25 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**

Formal training programs available to job seekers is tracked in the Training-Pro system and accessible through the Mass Job-Quest system. This database may be filtered by Workforce Development Area and further filtered by pre-approval status for Individual Training Account (ITA), Trade Adjustment Act (TAA), or Department of Unemployment Assistance Section 30 eligibility. Note that inclusion in this system indicates that a training provider has met the mandates for inclusion at the state level, but has not yet been formally approved by the local Workforce Board. When requested by a customer, the Board will evaluate an individual training program's efficacy and provide an approval or denial of that program for the balance of the Fiscal Year.

135 training providers have listed 1376 training programs as available in the Brockton area and have received preliminary approval from the state to offer these programs. The schools with the most programs (20 or more) listed for the Brockton area are:

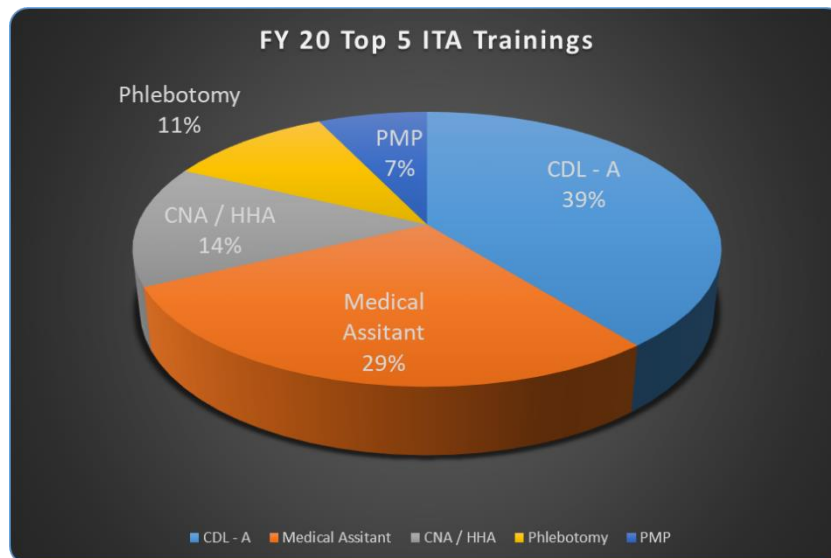
<b>School</b>	<b>Number of Courses</b>
Worcester State University	88
Network Technology Academy Institute	79
Quincy College	78
John Mason Institute at Hellenic University	78
UNIQUE System Skills LLC	66
QUINSIGAMOND COMMUNITY COLLEGE	57
Holyoke Community College	50
Salem State University	48
Bunker Hill Community College	47
Visible Edge Inc.	38
Bristol Community College	37
American Graphics Institute	35
North Shore Community College	35
Mass Bay Community College	30
Massasoit Community College	30
Springfield Technical Community College	26
William George Associates	26
Training Resources of America, Inc.	24
LARE INSTITUTE	23

Of the 135 training providers offering courses available to the Brockton area, only 36 are located within the Brockton service delivery area (33 in Brockton and 3 in Avon.) The practical implications of this are that accessing the vast majority of these providers requires either transportation to leave the Brockton area for training or the ability to access technology to engage in remote learning (if offered by the training provider.) Both of these implications serve to limit the options of job seekers with limited resources.

There are currently 632 training programs preliminarily approved for the Brockton area for ITA's, 1165 for Section 30, and 1158 for Trade. Notwithstanding the issues around accessibility and the fact that they have not yet been fully approved by MHGBWB, this represents a wide array of programs for the area.

Each training program entered in Training Pro includes a list of occupations supported by this training. There are 3,074 jobs supported by training programs preliminarily approved for the Brockton area. There are training programs available to the area that match all the critical industry needs, albeit in smaller numbers.

When looking at actual usage of ITA contracts at the MassHire Greater Brockton Career Center, the following is a breakout by training type with results for FY 20:



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

**MHGBWB Sector Trainings:** The Workforce Board frequently obtains trainings for and conducts/coordinates trainings for industry sectors it has found to be critical to the regions workforce needs. Through collaboration with the Career Center and other partners, these group trainings fill a vital role in the region’s economic development. Examples of these trainings have included CDL-A, Banking and Finance, and Welding.

**Other partner capacity:** The Greater Brockton region is fortunate to have the resources of several public educational institutions which support the workforce training of the area. These include a community college (Massasoit Community College), a four-year college (Bridgewater State University), and a regional vocational high-school / technical institute (Southeastern Vocational Technical High School). 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 MassHire Greater Brockton Career Center provides a wide variety of trainings 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 Department of Transition Assistance programs.
- A job club to offer support and advice for job seekers.
- Frequent employment recruitments and job-fairs, supported by pre-event training and preparation.

## **YOUTH WORKFORCE INVESTMENT ACTIVITIES**

MassHireGBWB'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 14–24-year-olds residing in the 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 can be 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, college transition, 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.

Currently we offer:

- Individualized Training Accounts (ITA)
- Group Trainings
- HiSET/GED Test Preparation Services
- Workforce Skills Training and Placement Services
- Career Awareness and College Transition Services (In School Youth Services)

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.

The Workforce Bootcamp is a two-week employment readiness program that will prepare young adults for the workplace. Young people will participant in a series of workshops encourage them to enhance and develop the soft skills needed to be successful in the workplace. Our goal for each participant is to raise their knowledge and experience in job search as well as their confidence in the interviewing process. This will empower each participant to ultimately become more poised in the both in-person and virtual work settings.

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, Massachusetts Rehabilitation Commission, and Massachusetts Commission for the Blind**

MassHireGBWB meets with a representation from DTA, MRC, MCB and the other core programs (weekly or monthly). During these meetings staff will coordinate and share information regarding programming.

### **COORDINATION OF SECONDARY AND POSTSECONDARY EDUCATION PROGRAMS**

MassHireGBWB maintain a youth committee, Young Adult Initiative Committee, at the Board. It is the role of the MassHire Greater Brockton Workforce Board and its Youth 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 Investment 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.

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 WIOA ACTIVITIES WITH TRANSPORTATION AND SUPPORTIVE SERVICES**

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 or CFO of the Brockton Area Transit for board membership . This connection and network 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 AVOIDING DUPLICATION**

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.

### **SERVICES TOMIGRANT SEASONAL FARM WORKERS (MSFW)**

The MassHire Greater Brockton Career Center will make “labor exchange services” available to migrant and seasonal farmworkers by offering services as follows:

- (i) Self-service;
- (ii) Facilitated self-help service; and
- (iii) Staff-assisted service;

#### **Identification/Enrollment Process:**

The MassHire Greater Brockton Career Center staff is required to determine whether an applicant is a MSFW at the time of the first interview, as defined by 20 CFR 651.10 (see MSFW Desk Aid). Eligibility for MSFW is summarized in the below chart:

<b><i>Seasonal Farmworker</i></b>	<b><i>Migrant Farmworker</i></b>	<b><i>Migrant Food Processing Worker</i></b>
✓ A person who during the preceding 12 months worked at least an aggregate of 25 or more days or parts of days in which some work was performed in farmwork,	✓ A seasonal farmworker who had to travel to do the farmwork	✓ A person who during the preceding 12 months has worked at least an aggregate of 25 or more days or parts of days in which some work was performed in food processing
✓ Earned at least half of his/her earned income from farmwork, and	✓ So that he/she was unable to return to his/her permanent residence within the same day.	✓ Earned at least half of his/her earned income from processing work and
✓ Was not employed in farmwork year round by the same employer.	✓ Full-time students traveling in organized groups rather than with their families are excluded.	✓ Was not employed in food processing year round by the same employer,
✓ For the purposes of this definition only, a farm labor contractor is not considered an employer.		✓ Provided that the food processing required travel such that the worker was
✓ Non-migrant individuals who are full-time students are excluded.		✓ Unable to return to his/her permanent residence in the same day.
		✓ Migrant food processing workers who are full-time students but who travel in organized groups rather than with their families are excluded.
		(As classified in the North American Industry Classification System (NAICS) 311411, 311611, 311421 for food processing establishments),

- Applicant completes application/registration (membership) in JobQuest. Career Specialist reviews information with the applicant for completeness/accuracy.
- Asks pertinent questions regarding demographics, employment history, education, skills and employment goals.
- Completes registration process onto MOSES.
- MSFW status is based on information obtained from the customer for the previous 12 months at the time that services provided or during registration.
- MSFW status is subject to change over time, and must be re-determined on an on-going basis when customers return to the Career Center for services.

Resource Room Assistance to MSFW customers:

Pertinent information shall be kept current

- Hot Jobs listing shall include local agricultural jobs
- Translation assistance of documents as needed for LEP customers

Staff covering the Resource Room shall provide adequate assistance to each MSFW to use the Resource Room / Area and for the use job order information and services effectively.

## Services to Agricultural Employers

All business services should be 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 will be followed.
- When posting Agricultural job orders, there will be five day follow-up with employers and customers.
- Business service representatives will contact the employer if an agricultural applicant is rejected.

## Agricultural jobs – LEP Applicants

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

## Agriculture Job Orders:

Agricultural Job Orders should include the following:

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

## Farm Labor Contractors/Crew Leaders:

When servicing Farm Labor Contractors (FLCs) and / or Temp Agencies:

- Staff will check the Certificate of Registration.
- It is a Federal / State requirement for farm labor contractors and crew leaders / Temp Agencies to carry and exhibit the Certificate of Registration at all times.

## By Regulations:

“Each registered farm labor contractor and registered farm labor contractor employee shall carry at all times while engaging in farm labor contracting activities, a Certificate of Registration or a Farm Labor Contractor Employee Certificate as appropriate and, upon request, shall exhibit that certificate to representatives of the U.S. Department of Labor and State Employment Service Agencies (DCS / SWA) and to all persons with whom he intends to deal as a farm labor contractor or farm labor contractor employee.”

If the Farm labor contractor fails to produce the Certificate of Registration then:

“The facilities and the services authorized by the Wagner-Peyser Act shall be denied to any farm labor contractor upon refusal or failure to produce, when asked, a Certificate of Registration. Services shall be resumed upon presentation of a valid Certificate of Registration.”

Note: This also apply to Temp Agencies engaged in agriculture recruitment activities.

**Complaint System:**

MSFW job seekers are included in the Unified Complaint system and SOP. Special protections are available to MSFW’s under this system. See SOP and relevant instructions for details.

**COORDINATING WIOA TITLE I WITH ADULT EDUCATION AND LITERACY**

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.

**CONTACT INFORMATION OF FISCAL AGENT**

MassHire Greater Brockton Workforce Board is the appointed fiscal agent for the SDA.

**PROCESS USED TO AWARD THE SUB GRANTS AND CONTRACTS**

MassHire Greater Brockton Workforce Board procures services for WIOA Title I services 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.

**LOCAL LEVELS OF PERFORMANCE**

The local levels of performance negotiated with the Governor and chief elected official consistent with WIOA sec. 116(c) are used to measure the performance of the local area and are used by the Local Board for measuring the performance of the local fiscal agent, eligible providers under WIOA title I subtitle B, and the CareerCenter system in the local area. A link to the MassHire Greater Brockton performance measures can be found here,

[FY21 Performance Measures](#)

**CONTINUED STATUS AS A HIGH-PERFORMANCE WORKFORCE BOARD**

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.

### **THE USE OF INDIVIDUAL TRAINING ACCOUNTS**

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 determine 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.

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 with all required federal and state regulations and leads 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 programs**

Young people 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 interested 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.

**STRATEGY AND SERVICE PLANS FOR TRAINING MODELS**

The Greater Brockton Workforce Area strategy for the use of various work-based learning models includes a multi-faceted approach and dovetails with the research done by Jobs for the Future (JFF) with respect to the utility and efficacy of the different options. 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
On the job training – employees who lack the	<ul style="list-style-type: none"> <li>• Job seekers who would be a good fit for a job</li> </ul>	<ul style="list-style-type: none"> <li>• Development of career-track skills</li> </ul>

<p>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.</p>	<p>but are lacking in one or more skills that would allow the employer to hire them.</p> <ul style="list-style-type: none"> <li>• Dislocated works and low-skilled adults</li> <li>• May be incorporated into individual service plans for youth.</li> </ul>	<ul style="list-style-type: none"> <li>• Obtain permanent employment</li> </ul>
<p><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.</p>	<ul style="list-style-type: none"> <li>• Job seekers entering a new career field</li> <li>• Youth interested in an industry</li> <li>• Incumbent workers seeking advancement</li> </ul>	<ul style="list-style-type: none"> <li>• Provides an academic base to supplement work-based learning</li> <li>• Develops focused career-track skills</li> <li>• Provides instruction while earning a living wage</li> </ul>
<p><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.</p>	<ul style="list-style-type: none"> <li>• Appropriate for low-skilled adults or adults in need of skill modernization</li> <li>• Service provided to employers who have workers needing additional skills.</li> <li>• May be appropriate for youth</li> </ul>	<ul style="list-style-type: none"> <li>• Allows training workforce instead of layoffs and hiring of more skills employees.</li> <li>• Allows standardization of employee training for employers.</li> <li>• Allows trainings to occur without tasking existing staff to do it.</li> </ul>
<p><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.</p>	<ul style="list-style-type: none"> <li>• Secondary and postsecondary students</li> <li>• Opportunity youth</li> <li>• Recent college graduates</li> <li>• Working-age adults needing exposure or initial experience in a field and who are unable to do so through normal employment.</li> </ul>	<ul style="list-style-type: none"> <li>• Exposure to a career field and/ or the world of work</li> <li>• Development of professional skills</li> <li>• Academic learning</li> <li>• Job (temporary)</li> </ul>
<p><b>Transitional jobs</b> - Time-limited employment combined with a range of supportive</p>	<ul style="list-style-type: none"> <li>• Individuals with significant barriers to</li> </ul>	<ul style="list-style-type: none"> <li>• Allows job seekers who have significant</li> </ul>

<p>services through which participants gain employability skills, become familiar with the world of work, and begin to establish successful work histories.</p>	<p>employment</p> <ul style="list-style-type: none"> <li>Youth needing work experience to develop both hard- and soft-skills.</li> </ul>	<p>deficits in job-skills to have experiences to establish base-line levels of competency.</p> <ul style="list-style-type: none"> <li>Exposure to the world of work</li> <li>Development of professional skills.</li> <li>Temporary employment</li> </ul>
<p><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.</p>	<ul style="list-style-type: none"> <li>Service provided to employers and apprenticeship sponsors to determine eligibility and fit of candidates.</li> <li>Provides an opportunity for skills remediation for OJT / apprenticeship candidates who would otherwise not be eligible due to skills deficit.</li> <li>Appropriate for screening any OJT / apprenticeship candidate and for skills remediation of any who are low skilled, including both adults and youth.</li> </ul>	<ul style="list-style-type: none"> <li>Allows the workforce development system to leverage technology to provide this service at no-cost to employers.</li> <li>Allows these services to be provided in a computer-based environment with minimal investment of time by workforce-development staff.</li> <li>Allows for high-quality, focused skills remediation for low-skills workers.</li> <li>On-line format provides definitive and measurable outcomes.</li> </ul>

**PUBLIC COMMENT PERIOD**

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

## **INTEGRATED SYSTEM 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”. As directed by DCS, MHGBWB will implement the Virtual Career Pathway tool with guidance from our State partner on implementation and monitoring.

### **PRIORITY SERVICES**

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 of 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:

1. 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 first priority for services provided with WIOA adult formula funds.
2. Non-veterans or eligible spouses who are included in the groups given priority for WIOA adult formula funds.
3. Veterans and eligible spouses who are not included in WIOA’s priority groups.
4. Any other populations identified by the Governor or MassHire Greater Brockton Workforce Board for priority.
5. 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 apply the above hierarchy for all WIOA and Wagner Peyser services.