



WORKFORCE INVESTMENT BOARD

We put the North Shore of Massachusetts to work!



North Shore Workforce Investment Board

North Shore Career Centers

Report to the North Shore Congressional and Legislative Delegations

May 2015



NORTH SHORE WIB Strategic Goals: 2015 – 2017 –

WE PUT THE NORTH SHORE TO WORK!

The North Shore Workforce Investment Board is an integrative force, bringing together business, education, economic development and other public entities striving to ensure that our region has skilled workers to meet the demand of employers in the region.

Based on a comprehensive analysis of regional labor market needs, challenges and priorities, the North Shore Workforce Investment Board sets forth the following five strategic goals:

- The North Shore WIB will build the capacity of the north shore workforce system to respond to labor market needs.
- The North Shore WIB will strategically utilize resources and fully engage the business sector to close the skills gap that exists between available workers and employers.
- The North Shore WIB will enhance the youth pipeline by increasing and aligning education, training and employment program.
- The North Shore WIB will increase, strengthen and strategically align relationships with federal, state, and local partners/stakeholders.

INTRODUCTION

The North Shore Workforce Investment Board has been in existence since 2000, convened through the federal Workforce Investment Act and related state legislation. The Board was formed by the Mayor of Salem on behalf of the 19 cities and towns in the North Shore region of Massachusetts. The WIB's mission is:

The North Shore WIB is a public/private partnership which provides a central point where citizens, businesses, labor, and community leaders create programs that ensure our workforce has the skills our employers need today and tomorrow.

Communities served by the WIB include:



North Shore Workforce Investment Area Customers Served by Town/City of Residence:

	Number of Customers	% of service from July 2014 – May 2015		Number of Customers	% of service from July 2014 – May 2015
Beverly	1322	6.2%	Middleton	79	0.4%
Danvers	808	3.8%	Nahant	116	0.5%
Essex	111	0.5%	Peabody	1707	8.0%
Gloucester	1507	7.1%	Rockport	263	1.2%
Hamilton	134	0.6%	Salem	2766	13.0%
Ipswich	324	1.5%	Saugus	605	2.8%
Lynn	6917	32.4%	Swampscott	439	2.1%
Lynnfield	114	0.5%	Topsfield	91	0.4%
Manchester	113	0.5%	Wenham	62	0.3%
Marblehead	521	2.4%	Out of area ¹	3326	15.6%

Federal Funding:

The Workforce Investment Act provides 65% of our funding which includes training and services for our Adult, Dislocated and Youth customers

State Funding:

Grants awarded at the State level provide 35% of our funding. Those grants include our State One-Stop, Connecting Activities, Youthworks, Workforce Competitive Trust Fund, Adult Basic Education, and Workforce Training Fund grants.

¹ Out of Area refers to North Shore Career Center Customers who live outside of the North Shore Area. One-Stop Career Centers across Massachusetts typically budget for out of area customers. Some of the reasons for a customer to visit a career center outside of their area include: working in the North Shore, being referred to North Shore Career Center, preferring one Career Center over another, and living closer to a North Shore Career Center while living out of area. Areas with high concentrations of customers include Revere, Everett, Malden, and Boston.

a. State One Stop

One-Stop Career Centers are government funded job centers that help workers find jobs and help employers find workers. One-Stop Career Centers serve all regions of Massachusetts.

One-Stop Career Centers have job listings, career counseling services, job search workshops, workforce readiness training, information about job training grants and loans, and other employment-related services for job seekers. The Centers offer job posting, candidate screening, job fairs, tax information, and other services for employers

b. Connecting Activities

Connecting Activities (CA) is a Department of Elementary and Secondary Education initiative designed to drive and sustain the statewide school-to-career system. Working in partnership with the Executive Office of Labor and Workforce Development, it establishes public-private partnerships through the 16 local workforce investment boards to connect schools and businesses to provide structured work-based learning experiences for students that support both academic and employability skill attainment.

The CA state line item continues to leverage the initial federal School to Work investment in Massachusetts that created self-sustaining Local Partnerships throughout the Commonwealth. Connecting Activities supports staff to recruit employers; prepare and place students in brokered work-based learning opportunities; and structure those experiences through the use of Massachusetts Work-Based Learning Plan.

Through CA, students achieve more learning hours by extending the classroom to the workplace while providing more adults who can support these students in one-to-one relationship

c. Youthworks

YouthWorks is a state-funded year-round youth jobs program that provides funds to pay wages to youth for jobs in the public, non-profit, and private sectors. The primary component of the YouthWorks program is subsidized employment for eligible youth. Participants are typically employed part-time during the summer or year round. Participation in this program is limited to eligible youth aged 14–21 who live in areas of higher poverty including gateway cities.

d. Adult Basic Education Adult Career Pathways

The purpose of this grant program is to establish free access for eligible undereducated and limited English proficient adults, age 16 and older, to highly effective adult basic education services that have an occupational focus and can help to establish a successful career pathway. The purpose of the services is to assist adult students to achieve their educational and career goals as family members, workers, and community members, and prepare them to successfully take their next steps toward those goals, in college and further training, at work, and in the community.

e. Workforce Training Fund/Youth Council Support

These funds provide the NSWIB with resources to oversee all youth and adult workforce services and to connect companies to resources for their incumbent workforce. The WIB provides data to the Career Center and other partners on labor market trends and on overall performance, ensuring a demand driven approach to service provision. In addition, the WIB provides assistance to companies interested in increasing their employee and overall performance through training, also funded by the Workforce Training Fund. Youth Council support is used to convene youth partners and companies interested in youth issues to direct WIB programming in the direction that works best for youth in the region.

f. Workforce Competitiveness Trust Fund

The WCTF provides funding to support training needs in critical industry sectors that are currently unmet or insufficiently met through federal funding. On the North Shore these funds are currently being used to support training in the manufacturing arena. In cooperation with the Greater Lowell, Metro North, and Merrimack Valley WIBs, these funds are allowed 72 individuals attend training provided through Middlesex, Northern Essex, and North Shore Community Colleges and our local Vocational Technical School partners.

LABOR MARKET RESEARCH

In order to carry out this mission, the WIB has developed a strong culture of labor market research, through which it is able to understand the needs of north shore business and residence and drive the investment of federal and resources accordingly. This research, available on www.northshorewib.com, includes five detailed Blueprints done in 2000, 2002, 2007, 2010 and 2015 as well as numerous 'sector briefs', describing specific critical and emerging industries in the region. The current Blueprint has allowed the WIB to study the local economy from a macro perspective and has set the stage for the next three to five years

of programming. During the last two Blueprints we have included an Investment Snapshot – highlighting economic development and investment trends.

CAREER CENTERS

The primary vehicle through which the WIB offers services is the North Shore Career Center, located in Salem along with access point locations in Lynn (multiple locations), Beverly, Salem, and Gloucester – additional sites to be opened in Danvers and Peabody in spring of 2015. The North Shore Career Centers represents partnerships of several organizations including programs funded through the Workforce Investment Act, the Department of Career Services, Massachusetts Rehabilitation Commission, Adult Basic Education organizations, National Senior Network serving older workers, and other state and local organizations involved with workforce development. Services provided to job seeker customers include: career related workshops, job placement and job search, career counseling, occupational skills training, the use of assistive technology and a resource area with computers, internet access, software, phone, fax and photocopying machines. Services to businesses include: job posting, job fairs, assistance with recruitments, on-the-job training resources, and assistance accessing other workforce training resources in the Commonwealth

The Centers operates under a bi-annual Career Center Charter designed by the WIB and the Mayor of Salem to drive excellence in service to local companies and individuals. Current goals in the existing Charter include improved services to Youth and Business, improved access by disadvantaged residents to workforce services, and increased use of data to drive performance. Service improvement is driven by several customer satisfaction tools, including Mystery Shopping, Point of Contact surveys, periodic focus groups, and telephone surveys.

SERVICES TO JOB SEEKERS

In addition to job placement services, career center customers whose skill sets no longer meet local company needs can be eligible for more intensive services, including but not limited to re-training, paid through federal funds. Examples of these customers include adults living in poverty and individuals who have been laid off from their jobs through down-sizing. Customers receive training at educational providers specializing in the delivery of occupational skills training within our critical industries i.e. healthcare, financial services, manufacturing and construction trades, as well as in other industries. On-the-job training options are also available for customers within in-demand occupations – customers are trained while working and receiving a pay check.

SERVICES TO COMPANIES

As an economic engine for the region, the WIB sees both companies and job seekers as its primary customers. In general, job seekers are relatively easy to find and serve. However, in 2004 the WIB made a concerted effort to better reach and serve local businesses, both those well established in the region and those moving in. To meet these objectives, WIB board

members and WIB/Career Center staff interviewed local companies to better understand their employment needs. With the data from these surveys, the Career Center established a Business Services Unit, with staff specifically targeted toward reaching out and service companies. Over the past 2 years the BSU has shifted staffing and resources to become more demand driven. Several examples of this include:

- Created an industry sector-focused team staffing approach – making connection between skills needed and skills of job seeker,
- Developed a Business Conference Room in Career Center assisting with recruitments for approximately 10 companies per month,
- Job Postings - 751 companies over two years have listed jobs through one of our BSU Representatives,
- Provide On-the-Job training funding to companies in demand occupations and industries.
- Career Fairs – most recently held at Lynn Vocational Technical Institute with over 60 employers,
- Job Fairs – most recently with 54 employers in collaboration with Salem State University and North Shore Community College
- BSU Focus Group sessions with specific sectors – listening to business and making linkages.

SERVICES TO YOUTH

Youth entering the workforce are seen as particularly important and vital as the WIB works to meet its mission. Youth programming includes general job search assistance, and more in-depth career, education, training, and support services for at-risk youth. WIB/Career Center staff work closely with local high schools to help students explore various careers and to find internships and job opportunities, and provides funding for academic remediation and high school equivalency testing for teens 16 – 24 who have dropped out of school.

Youth Career Center

Our Youth Career Center staff works to provide opportunities for teens to get jobs that meet your personal career goals. We have qualified staff that can assist you in accessing all of the resources needed to find education, employment and/or training. The NSYCC serves youth/young adults between the ages of 14 and 24. In FY 2014 the center offered services to over 1450 youth in our region.

Connecting Activities

The NSWIB Connecting Activities program works with local school assisting students with work/career readiness, internships and part-time employment. In FY 2014, 360 students from Lynn, Salem, Peabody and other North Shore communities were placed into part-time employment. Additionally, Connecting Activities staff offered critical job-readiness workshops, skill and career assessments, job fairs as well as the Massachusetts Work-Based Learning Plan.

FIRSTJOBS

The FIRSTJOBS initiative promotes summer employment for North Shore youth 14 to 21 through a two-pronged approach. First, local businesses are encouraged to hire youth directly within their companies. Second, local businesses, philanthropies and individuals are asked to contribute to a Fund at the Essex County Community Foundation so that youth can be hired by local public and non-profit agencies. In addition, F1rstJobs is supported by state funding including YouthWorks (described above). Staff located at the Youth Career Center help youth learn about getting “Your F1rst Job” through a series of workshops called – “Find It, Get It, Keep It.” In FY 2014 F1rstJobs helped place 590 youth in summer employment positions around the North Shore.

F1rst Jobs 2014 Summary							
Age	Applicants	Placements	%	Residence	Applicants	Placements	%
13	0	0	0%	North Shore	1365	590	43%
14	56	15	27%	Beverly	25	17	68%
15	125	45	36%	Danvers	5	2	40%
16	217	112	52%	Essex	1	1	100%
17	282	118	42%	Gloucester	54	22	41%
18	297	115	39%	Hamilton	2	1	50%
19	168	72	43%	Ipswich	8	7	88%
20	130	78	60%	Lynn	906	348	38%
21	66	25	38%	Lynnfield	1	0	0%
22	20	8	40%	Manchester	4	3	75%
23	2	2	100%	Marblehead	8	2	25%
24	2	0	0%	Middleton	4	1	25%
Total	1365	590	43%	Nahant	2	2	100%
Gender	Applicants	Placements	%	Peabody	92	77	84%
Male	754	328	44%	Rockport	5	0	0%
Female	611	262	43%	Salem	226	100	44%
Total	1365	590	43%	Saugus	4	0	0%
Ethnicity	Applicants	Placements	%	Swampscott	3	1	33%
White	399	198	50%	Topsfield	1	1	100%
African American	243	116	48%	Wenham	0	0	0%
Hispanic	586	226	39%	Out of Area	14	5	36%
Asian	60	23	38%				
Multiethnic	2	0	0%				
Unknown	0	0	0%				
Other	71	25	35%				
Native American	4	2	50%				
Total	1365	590	43%				

WIA Youth

The vision for youth services established by the Workforce Investment Act (WIA) challenges local Boards to make available a variety of services that address youth needs in a comprehensive manner. WIA youth programming (which utilizes three vendors within our region: Catholic Charities North, Girls Inc., and Action Inc.) emphasizes serving youth within a year-round comprehensive workforce development system that is outcome based and is built on services around a set of ten required program elements that comprise our local area's year-round youth services strategy. In FY 2014 our vendors served 100 youth with the majority of youth coming from Lynn, Salem and Gloucester.

SECTORAL INITIATIVES

Through labor market research and career center activity, the WIB has identified several industries that require systemic interventions in order to meet their labor force needs. These interventions, called sector initiatives, involved convening groups of companies within industries, and through their leadership, designing and implementing curricula that address the industry-wide skills shortages in both new and incumbent workers. The WIB has convened and implemented several programs for these collaborates, including banking, acute and long-term health care, the construction trades, and manufacturing.

Manufacturing -

Northeast Advanced Manufacturing Consortium

The NE Advanced Manufacturing Consortium (NAMC) is an initiative led by four WIBs: North Shore, Greater Lowell, Merrimack Valley WIB, and the Metro North REB. Other partners include: Community Colleges, One-Stop-Career Centers, and Vocational High Schools. NAMC is led by a group of Manufacturers to ensure that the work is driven by the demand of the industry.

The Consortium meets monthly with a focus on the following:

- Identification of demand occupations/skills and developing training solutions in collaboration with manufacturers, e.g., stackable credentials
- Curriculum /career path development based on industry input
- Coordination of academic learning and on-site work experience
- Resource development to support consortium goals
- Comprehensive outreach campaign to manufacturing employers in the Northeast region of Massachusetts.

In FY 2013 a Training Program funded through the Workforce Competitiveness Trust Fund was developed and provides Foundational Skills through three Community Colleges and then two tracks: Machining or Electronics provided by six Vocational Technical High Schools in our region. The program has already enrolled over 72 participants with placement rate of 86% placement rate immediately following training.

Amp It Up North Shore

The overall goal of the program is to introduce Advanced Manufacturing and STEM related industries to middle and high school students, help them see how their course work is applied in the work place, increase their science and math interest and skills, perform better on MCAS and standardized testing, and potentially consider Advanced Manufacturing and STEM related industries as a career option.

Through several funding sources, including MassDevelopment and Connecting Activities, the WIB and partners hold day-long, in-depth field research experiences for teachers at area manufacturing and STEM related companies. The companies pair teachers (in both middle and high schools in our region – Lynn Vocational Technical High School, Lynn English, Salem High, Gloucester High, Peabody Middle School, Peabody Learning Academy, Masconomet Middle School, Swampscott Middle School, North Shore Technical High School and Danvers High School) with at least one company expert who works together to develop classroom activities that can help students see professional applications. Tours may also be available to students interested in STEM related careers. Companies participating in this program to date include: Bomco, Applied Materials, Analogic, Axcelis, G.E., Thrive Bio Science, Medtronic, Microline Surgical, Cell Signaling Technology, GT Solar, and Osram Sylvania.

Health Care -

Health Care Transformation Fund (HCTTF)

Building upon the results of our HCTTF Planning grant, this project provides training to 50 Medical Assistants employed at the Northeast Physicians Health Organization and Northeast Health Systems in skills that lead to the certification of physician practices as Patient Centered Medical Homes. This certification leads to enhanced patient care and satisfaction, along with cost growth containment as related to the Health Care Cost Containment Act.

Partners also include North Shore Community College and Salem State University.

Special Initiatives –

Working Cities Challenge - Career Gateway Program

The City of Salem has led an effort through funding from the Working Cities Challenge (The Federal Reserve Bank) among several strategic local partners, such as the North Shore Workforce Investment Board, North Shore Medical Center, and the North Shore Community Development Coalition to break down barriers between the City's Point neighborhood and the rest of the City. The initiative responded to actions recommended in a Vision and Action Plan, developed to improve the quality of life for the Point's primarily immigrant population. The initiative's goal is to improve the Point's unemployment rate, income levels and levels of civic participation

Keys elements relating to workforce development included:

- Establishing an industry leaders roundtable to discuss how to formulate a pipeline of employment between Point residents and area major employers;
- Successfully running a Career Readiness and Microsoft Office program (with ESOL supports) catered to nineteen (19) native Spanish speakers living in the Point – fifteen (15) of the participants continued onto Occupational Skills Training in the area of (Nurse Assistant, Phlebotomy and EKG) with clinical placements at Spaulding Rehabilitation Center, located in Salem.

Partners included the Latino Leadership Coalition, Metropolitan Area Planning Council (MAPC), North Shore Community Development Coalition, Inc., North Shore Community College, North Shore Medical Center, North Shore Workforce Investment Board, North Shore Career Center, Point Neighborhood Association, Mayor's Office of Latino Affairs, LEAP for Education, Salem State University, The Enterprise Center, and The Salem Partnership.

III Testimonials

While each training customer is different, consistent themes run through many of their stories. Below are a small sampling of the diverse nature of training customers, their circumstances, and specific training needs and outcomes.

Kathleen was laid off from her job after many years where she was the office manager earning \$16.00 an hour. At the age of 65 she was concerned about being able to find another job. She was not emotionally ready to retire plus she needed the income because she was caring for her elderly mother who had dementia. The staff encouraged her to update her skills, explaining the biggest barrier for older workers was that they never updated their skills. She met with a WIA Case Manager and found the confidence and the funding to return to school and earned a certificate in Accounting and Bookkeeping. Just as she finished school

her mother was declining further so she used her new resume outlining her years of experience and her newly acquired skills and was hired by a company that allowed her to work from home and she started at \$25.00 an hour. She is currently averaging 30 hours a week while still caring for her mother at home with her.

Michael, a 76 years old, was on unemployment benefits after 25 plus years as a purchasing manager. One of the first steps Michael took while working with staff was to review current ***Labor Market Information***. He soon discovered that finding another Purchasing Manager position was not very promising. Computer technology and cost effective long-term contracts between companies reduced the amount of negotiation that took place in the past. Many companies had merged and the use of credit card and electronic purchases also reduced the need for purchasing agents. Michael knew if he wanted to continue to work he had to reinvent himself. While working closely with his case manager he expanded on his past education, received a few more credits and completed his Master's Degree in Social Work. He is now employed full time at Lahey Behavioral Health earning \$30.00 an hour as a clinician.

Susan, a single mother, was desperate to find a way off Transitional Assistance and find a job with a future. Susan shared with her case manager that her long term goal was to work in the health care field but not until her children were older so she could commit to college studies. Her case manager discussed how working as a waitress and retail jobs would have no connection to the health care field and how training and working as a Certified Nursing Assistant would help her to have a job that was on a career ladder to grow professionally over time. She was excited to hear that the Career Center had funding that would pay for her education, as well as the State Exam and the required uniforms. She quickly applied and took all of the required exams and was in class in less than a month! She completed training, is now employed and so happy to be in the medical field making connections and learning more every day. She is making \$12.00 an hour. One of the highlights she shared with her case managers was that "she is so proud to be a good role model to her children."

Richard, a 33 year old, with a long history in retail, and a short-lived experience in a niche occupation of sapphire crystal machining, was laid off in July of 2014, and searching for a career that would be able to provide him with a future. Dealing with some personal adversity, and lacking general industry skills, Richard was searching for an answer when he walked into the North Shore Career Center. The recruitment had just started for the Advanced Manufacturing Machining and Electronics Training Program, and after attending an Information session, he entered into the program. Richard worked extremely hard and was at the top of his class, passing not only the entry level SET Certification from ETA in Electronics, but the CETa Certification from ETA as well - which is equivalent to an Associate's degree in Electronics. At the end of the 6 month program, Richard interned at a local Electronic Manufacturer, and secured a job with excellent entry level wages of \$19/hour as an Electro-mechanical Assembler.

F1rstJobs Teens— *The goal of the F1rstJobs program is to help young people get their first job so that they may build on that work experience to move forward in the workforce.*

Katherine, age 16, completed her summer job at North Shore Medical Center in Salem (Partners Health). Although she had never worked, Katherine is a quick learner, and her supervisors were impressed with her maturity. Katherine spent her days checking in on patients, asking their opinions of their food and related service, and then reporting back to supervisors. Katherine was required to demonstrate professional work attire, attitude, communication and behavior. Her experience at the hospital, as well as the North Shore Youth Career Center Job Readiness Workshops, taught her about the importance of punctuality, time management, and communication.

Moise, age 17, was hired in the Operations Department at North Shore Bank for a part time temporary position two years ago. North Shore Bank has been a strong supporter of the F1rstJobs program since the inception in 2005. The staff was impressed with Moise's work ethic and kept in touch with him. This past winter, he was hired as a full time teller at the bank! This is an example of the positive relationships that are created through F1rstjobs!

Cody, age 15, who was hired the summer after 10th grade to work for the City of Salem in the Cemetery Department. His supervisors were very pleased with the work he did but since the work was seasonal, Cody returned to the Youth Career Center for assistance in finding a new job. With the career readiness workshops already under his belt, the Youth Career Center staff helped him complete application and prepare for interviews, and Cody was hired for a permanent position at Christopher's Café.

North Shore WIB Board Members

Nancy Stager, NSWIB Chair	Eastern Bank
Arthur Bowes, Vice-Chair	North Shore Medical Center
Steve Falvey, Treasurer	Northeast Regional Council of Carpenters
Sarah Stanton, Secretary/Clerk	City of Salem
Joe Bourgeois	General Electric Aviation
Robert Bradford	North Shore Chamber of Commerce
Brian Cranney	Cranney Companies
Timothy Doggett	Thermal Circuits
Tony Dunn	North Shore Labor Council
Patricia Gentile	North Shore Community College
Marcia Griesdorf	Beverly Hospital
Peggy Hegarty-Steck	Action, Inc.
Susan Jepson	National Senior Network
Joyce Kilroy	Analogic Corporation
Catherine Latham	Lynn Public Schools
Tom Lemons	TLA Lighting Consultants
David Manning	Division of Career Services
Paul Mahoney	BaneCare Management, LLC
Mike McCarthy	Bomco
Patricia Maguire Meservey	Salem State University
Doris Murphy	Salem Five
Mickey Northcutt	North Shore Community Development Coalition
Paula Reynolds	Cell Signaling Technology
Laurie Roberto	Revera Living/Glen Ridge Nursing Care Center
Steve Shea	MassMutual (Representing the Lynn Area Chamber of Commerce)
Andrew Shapiro	City of Salem/Department of Planning and Community Development
Tracey Sherman	Microline Surgical
Jocelyn Tiberii	TJX
Bill Tinti	Tinti, Quinn, Grover, & Frey
Edward Tirrell	Operation Bootstrap
Stan Usovicz	Verizon
Thelma Williams	Mass Commission for the Blind