NORTH SHORE WIB WORKFORCE INVESTMENT BOARD

70 Washington Street, Suite 314, Salem, MA. 01970
p: 978-741-3805 f: 978-741-3809
www.northshorewib.com

Agenda
Workforce Systems Committee
April 26th, 2018
8:00AM

70 Washington Street, Small Conference Room 1st Floor- Salem

Membership: Paul Mahoney, Brian Cranney, Tim Doggett, Patricia Meservey, Lauren Hubbacheck, Tom Lemons, David Manning, Mike McCarthy, Patricia Gentile, and Dianne Palter-Gill

I. Introductions

II. Review of Objectives and Goals for FY 2018 and NSWIB Strategic Plan

III. One Stop Contract and Certification – review and discussion of performance to-date.

IV. WIOA Partnership MOA Implementation – *update*

V. Regional Planning Draft Labor Market Blue Print – update

VI. Future of Work on the North Shore/North Shore Technology Collaborative – update

VII. Adjournment

Next Meetings: June 21st 2018

## WORKFORCE SYSTEMS COMMITTEE GOALS AND OBJECTIVES 2018 - 2020

**GOAL 1:** THE NORTH SHORE WIB WILL IMPROVE AND ENHANCE THE WORKFORCE SYSTEM (INCLUDING THE NORTH SHORE CAREER CENTER AS WELL AS WIOA AND OTHER PARTNERS) TO RESPOND TO CURRENT AND FUTURE DEMAND AND SUPPLY CHALLENGES ON THE NORTH SHORE AND WITHIN THE NORTHEAST REGION.

MAJOR THEMES FOR FY2018

- One Stop Contract and Performance of the North Shore Career Center
- Translating 'Future of Work' and Labor Market Information for all stakeholders
- New and Targeted Funding
- Helping Priority Populations
- WIOA Partners and Memorandum of Understanding
- Advocating/Addressing Economic Development
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**Objective #1:** The North Shore WIB will build upon the capacity of the North Shore Workforce System as led by the North Shore Career Center to respond to labor market needs by implementing and fulfilling the requirements of the Career Center contract, including the WIOA Partner MOU.

| Activity: | Timeframe: | Benchmarks/Indicators of Success |
|---|---|---|
| Monitor and oversea the One-Stop Contract and Certification Process | 2018-2020 | Quarterly review of WIOA and local standards and goals set in Career Center Contract, including: Cost Effectiveness, Integrated Services, Federal and Local Performance, Demand Driven, Access for Job Seekers and Business, Leadership and Management. Meeting a minimum score of 3 or higher in all of these categories.<br><br>Document services and cost sharing among WIOA Partners and evaluate its impact in relation to the ability to serve, train and place shared customers into quality jobs with career potential, as indicated in the WIOA Partner MOU |

**Objective #2:** Increase coordination and collaboration with educational, human service and government organizations (including WIOA mandated partners) to increase understanding and expertise in relation to serving the business customer and on placing all job seekers into critical vacancies in the region.

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| Develop/expand recruitment efforts in partnership with companies, e.g., company tours for career center and partner staff | 2018-2020 | 6 company tours for Career Center and WIOA partner staff.<br>Develop company tour opportunities for Career Center customers, including shared customers. |
| Incorporate and market Apprenticeships and other related business services in collaboration with WIOA Partners in region | 2018-2019<br>2018<br>2018-2019 | Documented Apprenticeships and related services within the region.<br>Document results of pilot business project (as outlined in Career Center Contract) and share learnings with WIOA Partners.<br>Provide training for Career Center and WIOA Partner Staff on the Future of Work results and how to use this in with job seeker and company customers. |
| Develop framework for 'Career Coaching' model for individuals that can be shared amongst partner agency's | 2019 | Model is in place and being utilized with Career Center staff/WIOA Partners. |

## Other research efforts

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| In coordination with WIOA Partners, research how best to determine and develop Learning Skills and Technology Fluency in job seeker customers |
| Learn about the training capacity and culture within companies that we serve, e.g., companies that have training staff, use consultants, etc. so we can understand where and how workers are continually learning on the North Shore |
| Develop tools to communicate details of the FOW study to Career Center staff, job seeker and business customers, etc. in an efficient and effective manner |
| Study how companies are hiring staff in this tight economy |
| Develop method for companies to refer unsuccessful candidates to the career center |
| Shared customer data is documented and validated on a regular basis with all WIOA partners |

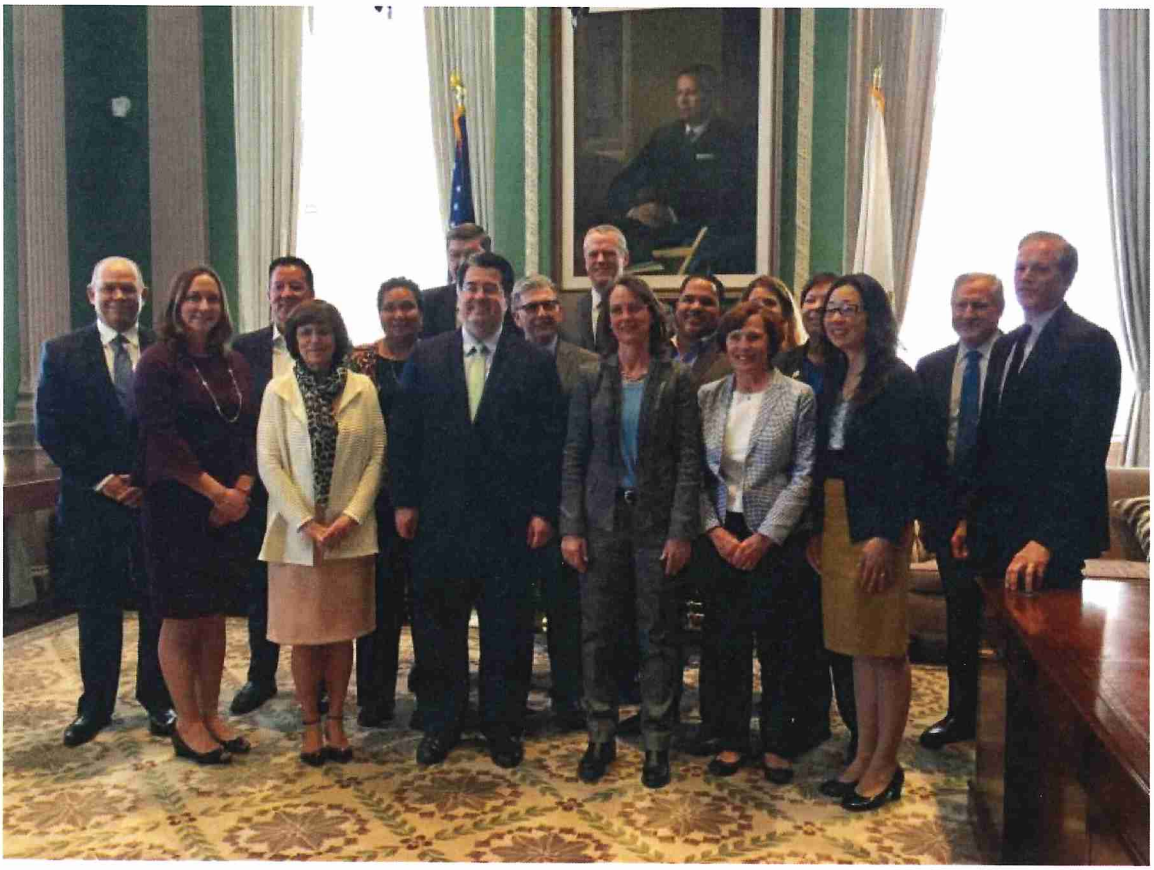
Gmail by Google

Ed O'Sullivan <ed@northshorewib.com>

# Commmonwealth Corporation Launches Governor Baker's Commission on Digital Innovation and Lifelong Learning

**Commonwealth Corporation** <eclark@commcorp.org> Tue, Apr 24, 2018 at 11:30 AM
Reply-To: eclark@commcorp.org
To: ed@northshorewib.com

COMMONWEALTH CORPORATION
Building skills for a strong economy.



Dear Friend of Commonwealth Corporation,

I wanted to make sure you knew about an exciting new initiative that Commonwealth Corporation is leading on behalf of Governor Baker: the Governor's Commission on Digital Innovation and Lifelong Learning. The purpose of this Commission is to articulate a bold new vision and action plan for the evolution of postsecondary education and training in Massachusetts.

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Through the Commission's work, we will be aiming to serve the needs of many more learners, employers, and workers in the Commonwealth throughout their lives, particularly using digitally enabled methods. It is comprised of a distinguished group of employers, entrepreneurs, higher education and workforce leaders and scholars.

The ceremony with Governor Baker to sign the Executive Order establishing the Commission and swear in the members occurred yesterday, and was followed by the first meeting of the Commission. It will meet through the spring and summer and deliver an action plan to the Governor by October.

I encourage you, as a friend and stakeholder of Commonwealth Corporation, to help inform and enrich our deliberations. Please visit our website for more details on the Commission, and please be in touch with any insights and advice you'd like to contribute.

Thank you, as always, for your partnership with Commonwealth Corporation. I look forward to updating you on this important endeavor.

With warm regards,

J. D. LaRock

Dr. J.D. LaRock
President and CEO



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| STANDARD* | CRITERIA | ELEMENTS | MEASURE | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | 0 | 1 | 2 | 3 | 4 | 5 | Status |
| Cost Effective-ness | 1. Effective budget management | A budget and revenue plan that supports the approved local plan, target populations and sustainability | Not budget or plan | Budget includes all funding sources but does not support staff, training and operational balance | Budget that includes all funding sources and supports staff, training and local operations | Budget that includes all funding sources and leveraged resources that support staff, training and local operations | Budget includes all funding sources and provides for contingencies | Budget with all required and leveraged resources and addresses the ability to continue self-sustainability | Seamless integration between WIB Fiscal and Career Center Operations functions. |
| | 2. Aligning resources with industry/occupation targets | % of resources dedicated to occupational skills training | Less than 30% | 30% | 31%-35% | 36%-40% | 41%-50% | 50% or more | Integration of Apprentice, STEM Interns, NAMC/TechHire, Help Desk Pilot for Youth and Summer Machining for DTA initiatives. $5K ITA cap for demand skills. ITA investment levels at 75% |

* During the FY2018 and FY2019 contract period the standard measurement to be met will be a 3 in all categories as this is a new contract and new set of terms and metric.

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| | 3. Strategies to increase/leverage resources | Strategies and experience utilizing leveraged resources in partnership with the WIB | No response | Demonstrated understanding of leveraged resources | Plan to secure leveraged resources | Secured at least one source of leveraged funding | Secured resources with outcomes that match annual plan | Consistently applies leveraged resources to meet workforce goals | Worked with WIB to secure Tech Hire and EOHED funds to support manufacturing programming. |

| STANDARD | CRITERIA | ELEMENTS | 0 | 1-2 | 3-4 | 5 | Status |
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| Integrated Services | 1. Experience minimizing duplication<br><br>2. Coordinated service to job seekers and business | Career Center has structure of integrated management and provides access to Partner services | No response | Meets Comprehensive Center minimum requirements only | Some partner, some services at the One-Stop | All Partners, all services at the One-Stop | Full service center incorporates; DTA, MRC, DESE, SCSEP, Veterans, UI, MSFW, Community College STEM, services into operations. Working to secure Job Corps as a MOU signatory |
| | 3. Established operational procedures<br><br>4. Experience integrating multi-partner structure | Career Center demonstrates a customer flow for all customers that includes triage, initial assessment and how shared customers are referred and served | No response | Joint career planning with referral process to core partners and tracked outcomes | Experience triaging multiple partners and shared workflows, workshops, etc. | Policies in place and utilized with Partner involvement in setting procedures | Career Pathways Team works with partner reps at Career Center to provide seamless assessment and smooth service hand-off for shared customers. |

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| | 5. Effective state/local partnering models | Career Center demonstrates business flow for businesses that includes triage, initial assessment and how shared businesses are referred and served | No response | Business flow includes all elements | Business flow includes all elements and some Partner engagement | Business flow includes all elements, demonstrates Partner engagement and shared policy framework | Career Center observes the CCD developed "Demand-Driven Candidate Model" to ensure business receives vetted candidates in a timely manner. Working with DTA to source candidates. |
| | 6. Shared policy framework | Career Center demonstrates a plan for shared data outcomes | No response | Local MOU describes methodology for collecting and reporting on shared data | 1-2 and Mechanism in place to collect shared data | 1-4 and Shared data drives decision-making | Career Center and DTA have begun to hold monthly customer progress meetings to discuss strategies to move customers through programming and into jobs. |
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| **STANDARD** | **CRITERIA** | **ELEMENTS** | **0** | **1-2** | **3-4** | **5** | **Status** |

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| **Performance Goals** | 1. Capacity to track, address and meet metrics/standards for locally set performance requirements | Plan will meet state and federal goals as well as locally established measures/dashboard as defined below -<br><br>**Labor Exchange:** *Employment, Retention and Wages will be at State average by 6/30/2019*<br>**Dislocated Worker:**<br>*Wages will be equal to the state average by 6/30/2019*<br>**Business Service:**<br>*Employers listing jobs with the Career Center will be at least 590 by 6/30/2018*<br><br>*calculations of new goals will be set after these dates have past and data has been analyzed. | No response | Demonstrated capacity and capability to track, address and meet federal, state and local performance requirements | Demonstrates strategies and mechanisms or techniques in place to track, address and meet federal, state and local performance requirements | 1-4 and demonstrates how it drives outcomes | The creation of the local referral portal will allow Career Center and Partners to track shared customers. This data will establish the customer's engagement within the system and provide for more consistent tracking in MOSES. Portal is slated to launch in May of 2018. Strategies for tracking minimum skill gains have been developed. Current benchmark year is being used to develop tracking mechanisms. |
| | 2. Pilot Project for intensive service to companies.<br><br>Two Companies from each sector grouping:<br>-Manufacturing/IT<br>-Healthcare/Retail<br>-Hospitality/Financial Services<br>*Career Center will report to the WSC on general performance and result in this pilot: 10/2017, 2/2018, and 6/2018. | Companies willing to provide details on:<br>-Quality of Referrals<br>-Hiring and Entry Wages of Referrals<br>-Retention of these hires<br>-Promotion of these hires<br>-Other Quality Indicators | No response | Has met objectives with one company in each category | Has met objectives with two companies in each category | Has met objectives with two companies in each category and has instituted changes to better serve all companies | Active participation with all sector team pilot project companies are underway including; OmniCare , Cataldo, Microline, Harmonic Drive, Eastern Bank and |

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| STANDARD | CRITERIA | ELEMENTS | 0 | 1-2 | 3-4 | 5 | Status |
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| Demand Driven | 1. Use labor market, LMI data & tools to inform employer engagement plan development and implementation | Demonstrates understanding/use of data via narrative & outcomes; OSCC is responsive to the local LMI; meets Federal, state and local business measures | No response | Demonstrates need based on local LMI | Training and strategies are responsive to local LMI | Outcomes are improved based on new industry partners/employer engagement and successful grant seeking employment outcomes | Training investments are made at a $5K level for programs responsive to business need. NAMC programming fills a critical skill need in the labor market. Work with local health care providers to supply needed CNAs. |
| | 2. Meets federal/state/local criteria & metrics<br><br>3. Resources and staff aligned & solutions are responsive to documented business need & requirements<br><br>4. Aligning resources with critical industries and occupations<br><br>5. Elicits job seeker/business customer feedback and responses are effective<br><br>6. Decisions & strategies are based upon defined, | Demonstrates that use of tools & data driven decisions and outcomes; Demonstrate key sector investment; Training offered is demand driven & refined based on need & data;<br>Identified career pathways that meet performance/dash-board measures.<br><br>% of training dollars invested in critical industry/occupation trainings<br><br>Evidence of customer satisfaction; Effective plan implemented for Career | No response<br><br>Less than 30%<br><br>No response | Career Center decisions regarding strategies and approaches are driven by business data<br><br>30% to 40%<br><br>Elicits feedback | Key sector investments and/or Career Pathways are business driven<br><br>40% to 50%<br><br>Demonstrates use of survey to drive operations and change | Items 1-4 and training is continually refined by business demand<br><br>50% to 60%<br><br>Demonstrates engagement of Partners in this change process. | Career Center work is organized around labor-market sector teams allowing for better understanding of business need and communication of career pathways for job seekers.<br><br>Critical industry training investment level for FY-18 is 75%.<br><br>Collection of customer satisfaction data on an every other month basis with results discussed at |

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| | evaluated data & practices | Center/customer outreach, integration & collaboration | | | | | Manager's Meeting and used to modify process and service delivery. |
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| STANDARD | CRITERIA | ELEMENTS | 0 | 1-2 | 3-4 | 5 | Status |
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| Maximizing Access for Job-Seekers and Business | 1. Comprehensive service via one comprehensive career center and multiple community based service points that provide in-person service and access via technology | Continuous Review and set aside resources to provide face-to-face and on-line service across the region | No response | An Universal design that addresses provision of services, hours, etc., to meet the needs of jobseekers and employers | 1-2 and Multiple community service points and hours adjusted demonstrate flexibility and creativity | 1-4 and continuous assessment is conducted to ensure the needs of specific populations are met | The Career Center maintains a Salem full service location and two Access Point sites in Lynn and Gloucester. In addition ongoing workshops are provided in Peabody, Networking sessions in Danvers and special community access at Curwin Circle in Lynn. |

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| | 2. Success meeting priority of service mandates for priority populations with shared WIOA Partners<br><br>3. Success identifying barriers for targeted populations & implementing workable, measurable solutions<br><br>4. Effective partner service referrals | Success identifying barriers for targeted populations & implementing workable, measurable solutions Effective partner service referrals | No response | Priority of Services policy for (required) target populations and all staff are aware and trained | Specialty services and strategies for serving designated populations | Items 1-4 and Increase in training, job placement and retention of targeted populations | Tailored program options to meet the needs of partner populations include; manufacturing training for WPP customers, resume development workshop for customers with vision disabilities, Vets work readiness workshops, participation in LifeBridge Works program, and Making Real Changes program for Re-Entry population. |
| | 5. Knowledge of & compliance with Section 188 of WIOA<br><br>6. Effective use of technology solutions and other available accommodations | Compliance with ADA | No response | Demonstrates knowledge of all requirements and plan in place for full compliance | Demonstrates knowledge of all requirements and plan in place for full compliance with dates and benchmarks | Fully compliant | The Career Center and the WIB are working on this compliance plan as part of the certification package due to the state by the end of June.<br><br>The Career Center has fully compliant adaptive technology in place to assist customers. |
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| STANDARD | CRITERIA | ELEMENTS | 0 | 1-2 | 3-4 | 5 | Status |
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| Effective Leadership and Management | 1. Local OSCC leadership vision and plan reflect LWDB plan/goals/concepts/practices<br><br>2. Financial integrity<br><br>3. Understands WIOA law/regulations | Correctly cites and applies WIOA laws and regulations Meets Uniform Circular Standards<br>Integrity demonstrated via audits and Federal/state reviews | No response | Unresolved finding(s) within the last 2 years | NO unresolved findings within the last 2years | No unresolved areas of concern or finding(s) within the las 2 years | The North Shore was recommended by the DOL Region 1 office for participation in a USDOL national webinar to highlight the WIOA partner integration efforts at the local Career Centers. |
| | 4. Structured and comprehensive staff development<br><br>5. Understands WIOA partner systems (including DCS, MCB, MRC, DTA etc.)<br><br>6. Data-driven decision-making<br><br>7. Continued emphasis on technology for staff development and customer satisfaction – implementation of improved technology to | Staff attend and complete state and locally sponsored training<br>Continuous improvement plan in place and followed | No response | Continuous improvement plan with policy to complete mandatory training | Documented demonstrated improvements based on continuous improvement plan. All staff have attended all mandatory training and 80% of staff have completed non-mandatory training state and/or locally developed | All staff (Partner and State) are cross-trained in fundamental Career Center operations and Partner Services | Annual participation in mandated trainings by all staff. Career Coach development strategy for FY-19.<br>All Career Center staff have participated in DTA, SCSEP and BizWorks systems trainings.<br>Ongoing participation in the Data Analysis Academy projects.<br><br>Re-engineering of the Career Center registration process to incorporate technology. |

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| | better serve job seekers and businesses<br><br>8. Standard operating procedures in place & followed<br><br>9. Continuous improvement plan | | | | | | Creation of a Customer Referral Portal.<br><br>Standard Operating Procedures are being compiled for submission to the State by June 29th.<br><br>Creation of a series of partner progress meetings and training topics for Partner participation. |
| | 10. Workable marketing plan | Outreach plan in place and followed | No response | Outreach plan in place and followed | Documented results from outreach plan.<br>Increase in targeted customer use of Career Center. | Outreach plan demonstrates increase in job orders and placements in targeted industries that address local needs | Recent CCD process resulted in the creation of a marketing plan for WIOA Partners aimed at promotion of workforce system as our customers "education and employment system". Roll-out of marketing plan scheduled for Partners training in summer of 2018. |
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