

2020 WIOA State Plan Overview

December 12, 2019



WIOA State Plan Background & Progress



Economic Analysis: Key Take Aways

- Massachusetts economy and employment is strong, and growing.
- Those with education and credentials in high-demand, high-wage occupations fare better in this economy, and will be more equipped to withstand an economic downturn.
- Through Regional Planning, Massachusetts has identified priority industries and occupations: Healthcare, Advanced Manufacturing and Tech.
- Strategic initiatives and resources are going to be increasingly more aligned to these areas.

Impact of WIOA: Partner/System Trends

- **1 Statewide, WIOA State Plan:** Vision, Strategy, Operations
- **1 new statewide brand:** MassHire
- **1 Statewide MOU** across partners – Blueprint for Partnership
- **15+ Secretaries and Agencies**
- **16 local partner MOUs**
- **90+ staff co-locate** onsite at MassHire centers (19 ACLS; 29 MRC; 9 SCEP; 34 DTA FEWs)
- **\$33M in WIOA/state adult education** funding to reform the Adult Community Learning Services (ACLS) based on a new regional funding allocations using Regional Planning LMI; focused learning performance outcomes, career readiness activities, and expanded integrated training prioritized to occupations identified by regional Regional Planning Blueprints.
- **3 new statewide cohort based pilots** with Partners and MassHire:
 - **DTA:** \$2M Statewide Work Participation Program for TANF and SNAP recipients (All 16 Regions)
 - **DHCD:** Moving to Work, \$3M (4 Regions in Design Phase)
 - **MRC:** MassHire Workforce Training Partnership: \$550K to MassHire to place 100 MRC consumers in workforce training (appendix)
- **27 Disabled Veterans' Outreach Program (DVOP) specialists** located in MassHire Career Centers across the state working with local Veteran offices and the Department of Veterans' Services.

Impact of WIOA: By the Numbers

Shared Customers at MassHire

Population	2014 % of Customer Base	2018 % of Customer Base	2018 # Served (exitors)*	2018 Entered Employment Rate*
All Job Seeker Customers	--	--	132,108	78.7%
UI Claimants	55.9%	63.5%	83,837	82.2%
Veterans	5.6%	4.7%	6,215	72.1%
People with Disabilities	6.1%	6.3%	8,331	66.2%
TANF/SNAP	6.2%	12.8%	16,946	78.7%
Older Workers (55+)	21.4%	23.5%	31,094	69.6%
Reentry/Returning Citizens	1.7%	2.8%	3,682	Not available

2020 WIOA State Plan Draft Goals, Strategies & Metrics



State Plan Goals & Strategies Overview

Topic	Goal	Strategies
Adult Job Seekers	Expand capacity of the workforce system to accelerate employment, especially for those with challenges to employment (priority populations.)	<ul style="list-style-type: none"> • Increase the number of job seekers and incumbent workers enrolling into and completing employment and credentialing programs. • Streamline access and customer navigation across broad network of workforce system partners. • Collaborate to increase training program access, options, and capacity • Enhance state and local partnerships to expand the workforce system's capacity to mitigate barriers to employment. • Pioneer cutting-edge supports for public assistance recipients incentivizing work and addressing labor gaps. • Develop new data sharing agreements to track customer progress along a career/wage pathway for priority populations
Youth & Young Adults	Improve career mobility and unsubsidized employment outcomes for youth.	<ul style="list-style-type: none"> • Build service pathways developing employability and career navigation skills. • Expand career readiness, Work Based Learning and career pathway opportunities for youth
Business Customer	Accelerate business growth and sustainability elevating workforce services and resources, and developing diverse talent pipelines for businesses.	<ul style="list-style-type: none"> • Expand business engagement in workforce services by enhancing access to and navigation among the broad array of workforce services and resources • Improve talent recruitment systems and processes to enhance job matching. • Engage business in building career pathways by increasing Registered Apprenticeship and other Work-Based Learning opportunities
Modernizing the System	Ensure Massachusetts has a world-class service delivery system by integrating use of modern tools and techniques.	<ul style="list-style-type: none"> • Safeguard the integrity of the system by enhancing security and reliability • Adopt a technological system across workforce partners that can track activity, services and outcomes of shared customers • Develop integrated data system between unemployment insurance (UI Online) and MassHire (MOSES/Workforce Connect) that accelerates progression from job loss to job gain. • Increase availability and delivery of virtual workforce services • Implement an applicant tracking system that will enhance matching and connectivity between job seekers and job openings.

Goal I: Adult Job Seekers

Expand capacity of the workforce system to accelerate employment, especially those with challenges to employment (priority populations)*

- **Increase the number of job seekers and incumbent workers enrolling into and completing employment and credentialing programs**
 - Expand Work-Based Learning and career pathway programs, including increasing Registered apprenticeship in non-traditional industries and diversifying the apprenticeship pipeline
 - Leverage WIOA funding streams (Title I, Title II (adult ed/ESOL), Voc Rehab, etc.) and increase collaboration in Perkins Post Secondary programs to pay for training enrollments
 - Adopt Signal Success (career readiness) or other employability skills curricula across adult training provider network
 - Develop a validated list of high-value, Industry-Recognized Credentials
- **Collaborate to increase training program access, options and capacity**
- **Streamline access and customer navigation across the network of workforce system partners.**
 - Imbed Universal Design principles in system-wide adoption of customer flow
 - Support intentional training program design and statewide adoption of standard curricula
 - Increase proximity of services through customer-centered design (co-location, online access)

**Priority populations includes individuals that are: low income, low skilled, persons with Limited English Proficiency, people with disabilities, older workers, returning citizens, racial/ethnic minorities, Veterans, unemployment claimants, etc.*

STATEWIDE METRICS

All Job Seekers

- Shared customers across partners
- Entered Employment
- Employment Retention
- Credential Attainment
- Educational advancement

Priority Populations –

- Entered Employment
- Credential Attainment
- Educational advancement
- Career/wage “pathway”

Goal I: Adult Job Seekers (cont'd)

- **Enhance state and local partnerships to expand the workforce system's capacity to mitigate barriers to employment.**
 - Develop strategic partnerships with key support agencies (e.g. ESOL/Adult Ed, Learn to Earn partnerships, transportation, EOPSS/Department of Corrections, Perkins Programs, etc.)
 - Convene business community to address opportunities and partnerships to increase employment for individuals with barriers to employment, including workplace ESOL
 - Develop resource guide for workforce system customers and staff
- **Pioneer cutting-edge supports for public assistance recipients to incentivize work and address labor gaps**
 - Scale and enhance Worker Program Participant (WPP) model for public assistance recipients
 - Build MassHire/DHCD partnership to launch Moving to Work pilots for public housing recipients
 - Use “Learn to Earn” resources to develop new innovations and approaches
- **Develop new data sharing agreements to track customer progress along a career/wage pathway for priority populations (build on existing LTE DULA)**

STATEWIDE METRICS

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Priority Populations –

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Goal II: Youth & Young Adults

Improve career mobility and unsubsidized employment outcomes for youth, ages 16 – 24.

- **Build service pathways for developing employability and career navigation skills**
 - Streamline services among youth workforce programs to ensure continuity and connectivity across the broader workforce system network (e.g. Connecting Activities, Youth Works, WIOA Title I Youth, MyCap, etc.)
 - Adopt Signal Success (career readiness) or other soft skills curricula across broader youth and adult training provider network
- **Expand career readiness, Work Based Learning and career pathway opportunities for youth**
 - Adopt High Quality Youth Program standards to align with in school High Quality College and Career Pathways, and include Work Based Learning requirement.
 - Work with broader workforce system network to implement High Quality Youth Program standard to ensure youth have the opportunity to be engaged in career-based skill development programs (career exploration, internships, apprenticeships, etc.)
 - Establish target rate for youth inclusion in apprenticeship expansion
 - Encourage all partner agencies to collaborate with EOE and DESE to scale Innovation Pathway programs.

STATEWIDE METRICS

Youth & Young Adults

- Educational advancement
- Credential attainment
- Job placement
- Wages
- “pathway” outcomes
- Shared youth customer across target programs
- % youth cohort in apprenticeship and WBL programs

Goal III: Business

Accelerate business growth and sustainability by enhancing workforce services and resources, and developing diverse talent pipelines for business

- **Expand business engagement in workforce services by enhancing access to and navigation among the broad array of workforce services and resources**
 - Adopt common business customer flow across system
 - Build business-friendly access points with workforce system (e.g. self-directed and mobile-friendly internet-based tools)
 - Establish common communication channels between and among business
 - Enhance cross-training among partners who directly serve business.
- **Improve talent recruitment systems and processes to enhance matching job seeker customers to employment opportunities**
 - Invest in and deploy technology and skill development to streamline talent sourcing and matching, to be used by workforce system practitioners and business.
- **Engage business in developing career pathways, increasing Registered Apprenticeship, and creating Work Based Learning opportunities**
 - Increase Registered Apprenticeship and other Work-Based Learning Opportunities in priority industries and occupational groupings
 - Enhance job quality to improve worker recruitment and retention

STATEWIDE METRICS

- Number of business served
- Number repeat businesses
- Number businesses by industry/region
- Number of referred applicants hired
- Number of businesses sponsoring apprenticeship or WBL program
- Business customer satisfaction

Goal IV: Modernizing the System

Ensure Massachusetts has a world-class workforce service delivery system by integrating use of modern tools and techniques.

- Safeguard the integrity of the system by enhancing security and reliability
- Adopt a technological system across workforce partners that can track activity, services and outcomes of shared customers (job seeker and businesses) – e.g. Learn to Earn DULA, P20 data system etc.
- Develop integrated data system between unemployment insurance (UI Online) and MassHire (MOSES/Workforce Connect) that accelerates progression from job loss to job gain
- Increase availability and delivery of virtual workforce services (e.g. career exploration, virtual job fairs, skill development, etc.)
- Implement an applicant tracking system that will enhance matching and connectivity between job seekers and job openings

STATEWIDE METRICS

Implementation of new systems

- Shared customers served; related employment outcomes.
- Average time to employment
- Number of employers posting jobs
- Number of Jobs posted
- Average time from job post to position filled

Next Steps

- **Incorporate your feedback** from today's meeting on goals, strategies and metrics
- **State Plan Advisory Committee will draft narrative** of state plan
- **Briefing for Governor's office**
- **DRAFT of full state plan posted for public comment** and listening sessions across state (Feb 3 – 14, 2020)
- **MassHire State Workforce Board approves plan** on March 9, 2020
- Final State Plan submitted on **March 20, 2020**

Feedback & Contact

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APPENDIX

Massachusetts Economy Overview

- MA economy is strong
 - 19.8% growth in GDP since 2014
 - Employment reached an all time high June 2019 with 3.6 million jobs.

- Economy is diversified with steady growth in nearly all sectors
 - The Education and Health Services, Professional, Scientific and Business Services account for more than 43% of all jobs and 60% of growth in jobs from 2014 – 2019.

Sector	% Private Jobs 2019	% Change '14-'19
Total Private		7.90%
Education and Health Services	25%	10.60%
Professional, Sci. & Business Svcs	18%	12.10%
Trade, Transport., and Utilities	18%	3.30%
Leisure and Hospitality	12%	9.90%
Manufacturing	8%	-2.10%
Financial Activities	7%	4.10%
Construction	5%	19.30%
Other Services	4%	5.70%
Information	3%	6.30%

- Workforce Services should focus on occupations and career pathways
 - Health Care and Social Assistance employs the most workers, yet wages are at or below the state mean.
 - Professional, Scientific and Technical Services is the fourth largest sectors, but has the highest overall wages.

Massachusetts Workforce – Labor Demand

- Labor demand remains strong, with recent slowing
 - Active job postings have hovered between 150k – 180k per month since 2015
 - New job postings have slowed down since 2017 from approximately 70k per month to around 50k per month.
- Educational level impacts job opportunities and wages
 - More than half of the job postings were for occupations with a Bachelor's Degree or higher

Typical Required Education Level	Average Monthly HWOL Active Job Postings*	Projected 2018-2020 Annual Openings	May 2018 Employment	May 2018 Mean Wage
<i>No Education Credential</i>	21,274	168,325	962,430	\$33,049
<i>High School Diploma</i>	42,566	140,667	1,036,740	\$51,695
<i>Some College</i>	16,369	46,242	391,960	\$49,999
<i>Bachelor's Degree or Higher</i>	82,837	115,333	1,142,920	\$105,454

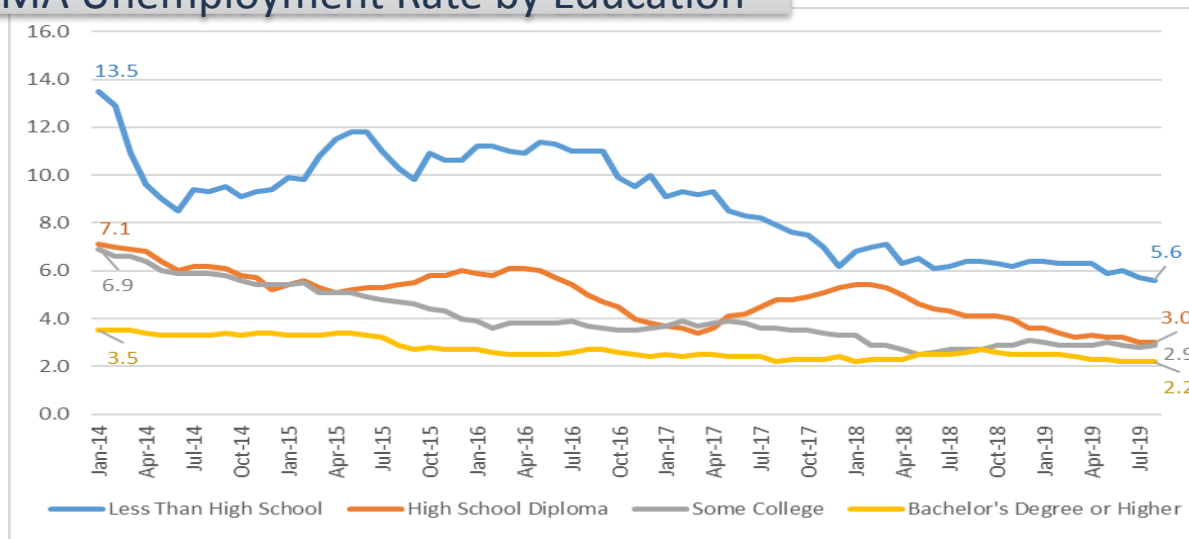
Massachusetts Workforce – Labor Supply

- As of July 2019 the labor force reached 3.8M individuals
 - Since the end of the Great Recession, the working age population and the labor force have continually grown
 - From 2014 – 2019 the labor force grew by 309k
- Labor force participation in MA has exceeded the U.S. rate
 - Labor force participation is 67.7%, peaking at 68% in Feb 2019
 - Labor force participation rate increased 2.8 percentage points 2014 - 2019
- Unemployment is declining in MA, and among key populations
 - 2018 annual unemployment average was 3.1%, the lowest in 10 years
 - From 2015-2019 Black unemployment dropped from 11.3% to 3.8% and Latino unemployment dropped 10.6% to 4.1%
 - Youth unemployment (16-24) had the largest decrease in unemployment, compared to other age cohorts.

Massachusetts Workforce – Labor Supply

- MA has a highly educated workforce
 - 2/3 residents have some college or more
 - 47.1% hold a Bachelor's Degree or higher
 - Unemployment is highly correlated with educational level

MA Unemployment Rate by Education



Regional Planning Overview

- Regional Planning teams conducted localized labor market data analysis to of labor market demand and supply and measurable gaps in talent.
- Each region:
 - developed a **vision**, mission, and measurable goals
 - determined **priority industries** and occupations
 - created **an asset map** of existing pipeline programs for priority industries/occupations
 - Identified **regional strategies** to achieve goals
- This work is reflected in the [Regional Planning Blueprints](#)

Common among regional priority industries: Healthcare, Manufacturing, Tech



State & Regional Priority Industries and Occupations

All jobs

Prioritized

Critical

	Office and Admin	Healthcare / Soc. Svcs.	Construc. / Install. Maint & Repair	Manufacturing	Transport.	Education	Info Tech	Other
Greater Boston		<ul style="list-style-type: none"> Health Care Practitioner Technical Occupations Support 	<ul style="list-style-type: none"> Construction 				<ul style="list-style-type: none"> Systems analysts Programmers Software developers Web developers 	<ul style="list-style-type: none"> Hospitality
Southeast	<ul style="list-style-type: none"> Customer Service Reps 	<ul style="list-style-type: none"> Radiologic Tech Dental Hygienists Health Info Techs CNAs 		<ul style="list-style-type: none"> Machinists, Welders, Production Licensed Trades 			<ul style="list-style-type: none"> Computer User Support Specialist 	
Northeast		<ul style="list-style-type: none"> Direct care workers Practitioners HC admin 	<ul style="list-style-type: none"> HVAC mechanics, Drafters Laborers and Other Trades 	<ul style="list-style-type: none"> Supervisors CNC operators, Machinists Inspectors/Testers/QC 		<ul style="list-style-type: none"> No specific occupations cited 	<ul style="list-style-type: none"> Computer-related & IT 	<ul style="list-style-type: none"> Life Sciences Engineering Engineering Tech
Central MA		<ul style="list-style-type: none"> CNAs, LPNs Pharmacy technicians 	<ul style="list-style-type: none"> HVAC mechanics 	<ul style="list-style-type: none"> CNC machinists QC 	<ul style="list-style-type: none"> Commercial drivers Diesel tech 		<ul style="list-style-type: none"> Software developers Cybersecurity 	
Pioneer Valley	<ul style="list-style-type: none"> Back office admin support 	<ul style="list-style-type: none"> Direct care workers Tech/Clinical workers Social & Human Svc. Asst. 		<ul style="list-style-type: none"> Supervisors CNC operators, Machinists Inspectors/Testers/QC 		<ul style="list-style-type: none"> Educators (all levels & STEM) Teacher Assts. 	<ul style="list-style-type: none"> IT-related 	
Cape & Islands		<ul style="list-style-type: none"> Multiple occupations 	<ul style="list-style-type: none"> HVAC Carpenters Landscaping 			<ul style="list-style-type: none"> No specific occupation cited 		<ul style="list-style-type: none"> Hospitality – no specific occupations cited
Berkshire		<ul style="list-style-type: none"> RNs Personal/home health aides Nursing assts. Medical assts. 		<ul style="list-style-type: none"> Machinists Engineers Management 		<ul style="list-style-type: none"> Teachers, pre-school, assts, special education, & residential teachers Administrators 		<ul style="list-style-type: none"> Maids, housekeeping, cleaners Janitors Other hospitality

WIOA State Plan Development Timeline

Visioning

Dec 2018 – Mar 2019

- Jan-Feb: Stakeholder visioning session to develop framework for plan vision, high-level goals, and workgroup structure
- SPAC & MPC prepare framework for state plan for State Board approval
- March: State Board affirms state plan high-level goals & workgroup structure

Development

Mar – Oct 2019

- Mar-Aug: workgroups meet and draft plan
- SPAC guides and tracks progress
- MPC provides feedback
- Oct: State Board briefing on State Plan & Board provides feedback on development

Refinement

Oct 2019 - Feb 2020

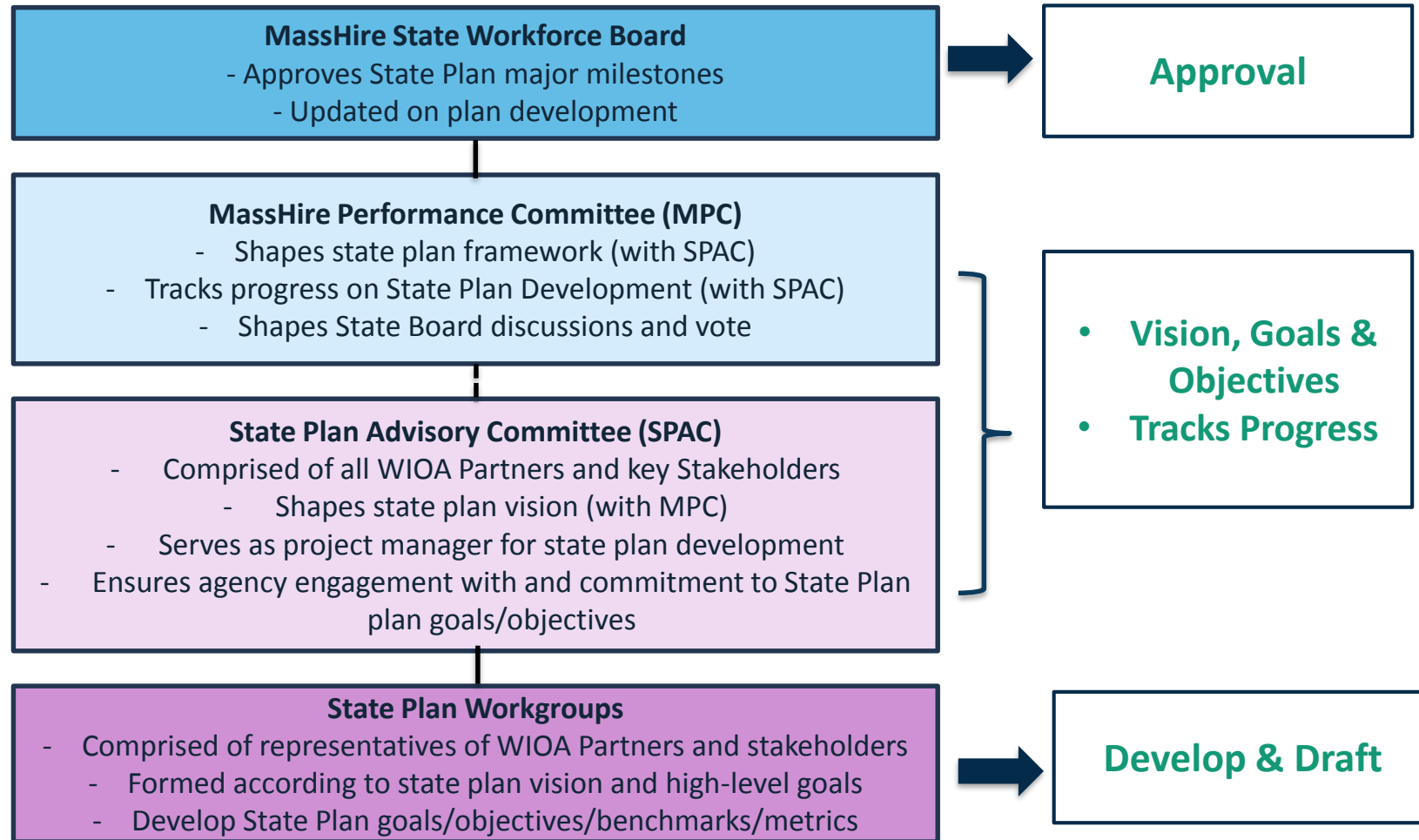
- Oct-Dec: SPAC & MPC continue to develop State Plan
- Jan: Plan published for Public Review & Comment
- Feb: Public review & comment series
- Workgroups, SPAC & MPC readies final draft for State Board approval

Approval

Feb – Mar 2020

- March: State Board approves final draft, and makes recommendation to Governor to submit State Plan
- March: State Plan submitted to federal agencies for approval (*pending Governor approval*)
- July: State Plan approved and goes into effect.

WIOA State Plan Development Groups



2020 WIOA State Plan Stakeholder Engagement

Visioning Session (Feb 2019)

- 150+ stakeholders
- Identified key areas of focus for the State Plan
- Led to workgroup formation

Workgroups

- Representatives from partner organizations and stakeholders
- Meet bi-weekly
- Develop content for Plan based on guiding themes:
 - Scaling up proven models
 - Accelerating employment
 - Modernizing the system

Service-Focused Workgroups

**Workgroup #1:
Challenges to
Employment**

**Workgroup #2:
Business Services
& Engagement**

Workgroup Deliverables:
Articulate high-level
strategies, tactics,
benchmarks for State Plan

**Workgroup #3:
Data Integration &
Analytics**

**Workgroup #4:
Cross System
Alignment**

System-Focused Workgroups

WIOA State Plan – System Impact

- **Co-location of facilities and staff** with MassHire Career Centers (MCC): partner staff stationed at MCCs to provide services (ACLS, MRC, SCSEP), collaborative counseling (DTA), and partners using MCCs as a meeting place with customers (MCB)
- **\$1.3M in Infrastructure Funding** contributed by partner agencies to the MassHire system to support an integrated service delivery system
- **Coordinated services and operations** across MCC and partner agencies, including: common intake, referral and assessment, joint orientations and workshops for customers, integrated business services, joint training and staff development, and technology (adaptive technology, assessments, etc.)
- **New pilots and integrated service initiatives** with UI, Career Centers, SCSEP, Adult Education, MCB and MRC Vocational Rehabilitation for Adults and Youth
- **Regional Planning aligns workforce system and resources** towards building talent pipelines for key industries and occupations in the regions.

State Plan Opportunities

2016 Goal Topic	2016 Progress	2020 Opportunities
Youth	<ul style="list-style-type: none"> Pilot YouthWorks & Connecting Activities collaboration Pilot Signal Success integration in YouthWorks, WIOA Title I Youth pipeline and High Quality College & Career Pathways for in-school youth 	<ul style="list-style-type: none"> Systemic service pathways among public sector youth programs Scale up effective pilots (tools/models) Career on-ramps through work-based learning opportunities Career pathways for older/out of school youth
Adult Job Seekers	<ul style="list-style-type: none"> Strong and innovative partnerships across broad workforce system Breaking silos; shared customers and resources, joint policy making Customer-centered service pathway concept and pilots 	<ul style="list-style-type: none"> System-wide integrated service pathways to accelerate training, employment, economic mobility Broad system focused on access and inclusivity for target populations Widen and strengthen partnership umbrella to leverage resources to mitigate employment barriers
Business	<ul style="list-style-type: none"> Increased awareness of MassHire services and resources for businesses (Branding, MassHire BizWorks) Initiated business customer flow and staff development to enhance job matching process and business services Innovative regional business engagement 	<ul style="list-style-type: none"> Improve business customer experience to convert business awareness to system engagement Actualize business customer flow and accelerate effective job matching through use of modern tools and techniques Harness information gathered from business “touches” to spur system enhancements
Regional Planning & Labor Market Information (LMI)	<ul style="list-style-type: none"> Use of labor market information to guide regional priority industries/occupations for talent pipeline development. 	<ul style="list-style-type: none"> Scale up work based learning and career pathway building to fulfill labor market need Share and use LMI to track workforce needs and system progress