



Program Year 2011 Annual Report

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

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submitted by the
Commonwealth of Massachusetts

to the United States Department of Labor
Employment and Training Administration

Commonwealth of Massachusetts

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INTRODUCTION

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

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

A. PY11 REVIEW OF STATEWIDE WIA TITLE I PERFORMANCE MEASURES

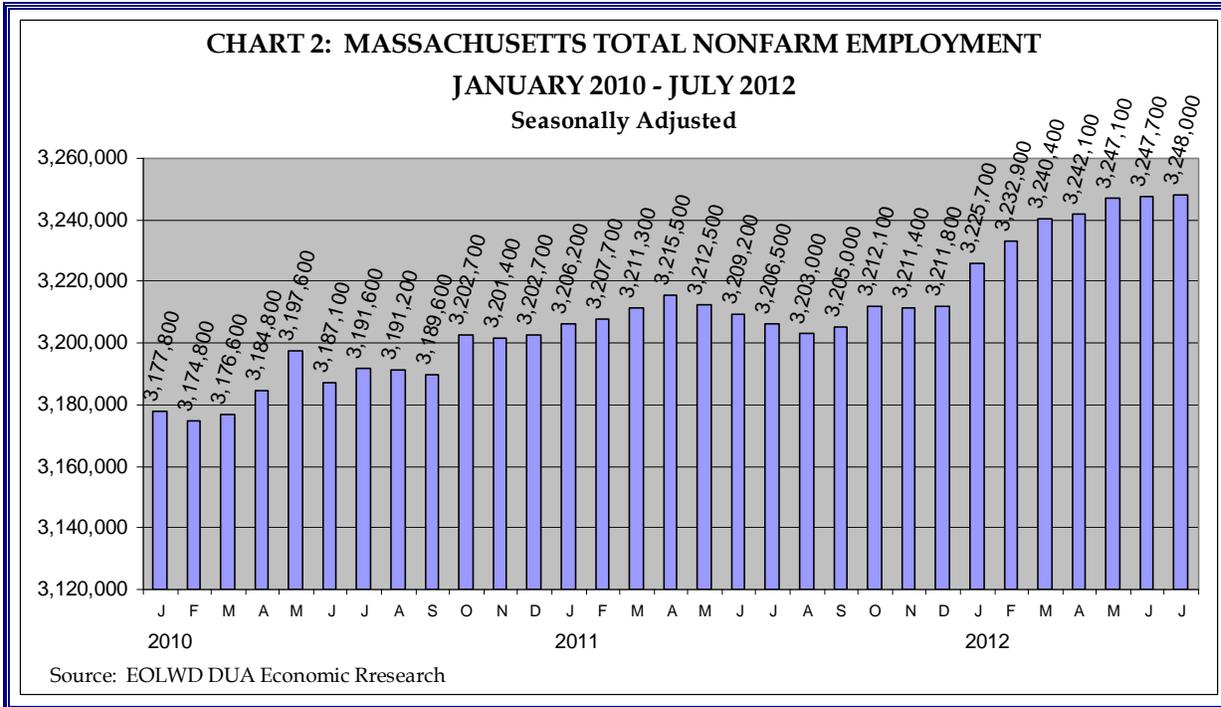
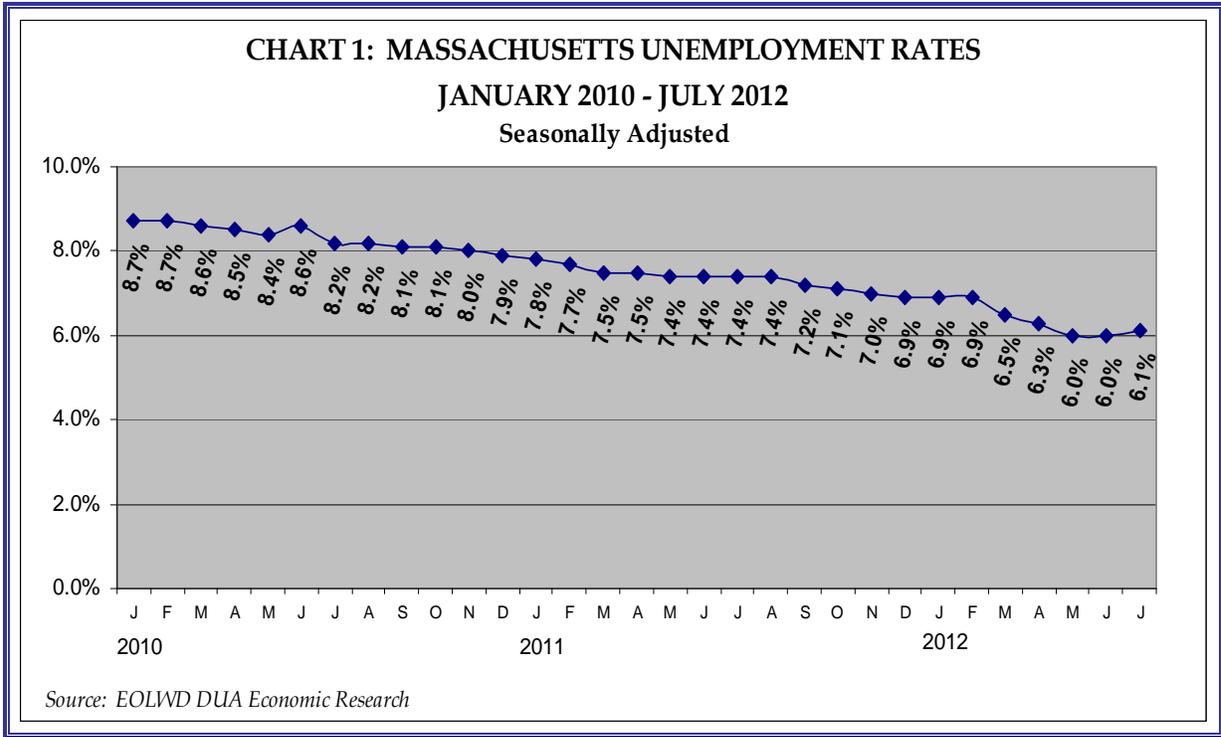
State performance goals for Program Year 2011 (PY11 or FY2012: July 1, 2011 to June 30, 2012) were established with the U.S. Department of Labor's Employment and Training Administration (DOLETA). Beginning with PY2011, Massachusetts is reporting under the Common Measures waiver. This report covers performance for adults, dislocated workers and youth who exited these programs between April 2010 and September 2011. Funds supporting program services during this period were regular WIA Title I Adult program, Dislocated Worker program, and Youth program grant funds provided through an annual allotment from DOLETA.

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

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

Performance results in this report cover participants who exited programs into an improving, but still recessionary climate. Charts 1 and 2 below display the unemployment rates and nonfarm employment levels for Massachusetts for the period from January 2010 through July 2012.

For the group of exiters covered in the PY11 report, the period of review extends from October 2010, when the unemployment rate was 8.1%, through December 2011, when unemployment had dropped to 6.9%. The statewide employment level over this period rose from 3,202,700 to 3,211,800, showing a gain of 9,100 nonfarm jobs or 0.3%, with a peak of 3,215,500 jobs in April 2011.



State Common Measures goals were negotiated with and approved by the U.S. Department of Labor, Employment and Training Administration (DOLETA). For WIA Title 1-B programs, the floor for acceptable performance is 80 percent of the negotiated level of performance. Performance on an individual measure is interpreted according to the criteria below.

Assessment of Performance on Individual Negotiated Goals

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

1. Adult Program Performance Results

Table 1 presents performance results for PY2011 for the Adult program. All three adult goals remained the same as for PY10. The entered employment rate (73.9%) fell below the 77.9% level in PY10, but exceeded the goal of 72%. The 83.9% retention rate at six months was just above the previous year’s level of 83.3%. Six-month average earnings (\$11,847) exceeded the \$9,750 goal and were higher than the \$11,045 level in PY10.

Measure	Negotiated Goal	Actual Performance	Percent of Goal	Performance versus Goal
Entered Employment Rate	72.0%	73.9%	102.6%	Exceeds
Employment Retention Rate	79.0%	83.9%	106.2%	Exceeds
Average Six-Month Earnings	\$9,750.00	\$11,847.00	121.5%	Exceeds

As shown on Table 2, adults who received training experienced a slightly higher entered employment rate (74.6%), retention rate (84.2%), and average earnings (\$12,166) than those who received only core and intensive services. Rates for individuals with disabilities were lower than the overall levels, and six-month average earnings were highest for veterans.

Measure	Individuals Who Received Training	Individuals Who Only Received Core and Intensive Services	Veterans	Individuals With Disabilities
Entered Employment Rate	74.6%	70.9%	68.3%	59.7%
Employment Retention Rate	84.2%	82.8%	77.4%	72.0%
Average Six-Month Earnings	\$12,166.00	\$10,562.00	\$14,491.00	\$10,503.00

2. Dislocated Worker Program Performance Results

Table 3 presents performance results for PY2011 for the Dislocated Worker program. Performance goals for the dislocated worker program remained the same as in PY10. The entered employment rate declined from 83.1% in PY10 to 82.0% in PY11, while the retention rate was relatively unchanged over the year at 89.6% in PY11 compared to 89.7% in PY10. Average six-month earnings of \$19,461.80 were higher than the \$18,930.80 level seen in PY10.

Measure	Negotiated Goal	Actual Performance	Percent of Goal	Performance versus Goal
Entered Employment Rate	75.0%	82.0%	109.3%	Exceeds
Employment Retention Rate	86.0%	89.6%	104.2%	Exceeds
Average Six-Month Earnings	\$16,000.00	\$19,461.80	121.6%	Exceeds

Data on Table 4 above shows that, similar to the adult program, dislocated workers who participated in training experienced a higher entered employment rate (83.4%), employment retention rate (90.1%), and average six-month earnings (\$19,637.60) than dislocated workers who received only core and intensive services. As with the adult population, rates for individuals with disabilities were lower than the overall levels, and six-month average earnings were highest for veterans.

Measure	Individuals Who Received Training	Individuals Who Only Received Core and Intensive Services	Veterans	Individuals With Disabilities
Entered Employment Rate	83.4%	78.9%	80.2%	75.0%
Employment Retention Rate	90.1%	88.4%	90.0%	86.3%
Average Six-Month Earnings	\$19,637.60	\$19,038.10	\$22,527.40	\$15,196.40

3. Youth Program Performance Results

Table 5 presents performance results for PY2011 for the Youth program. Under Common Measures there no longer are separate goals for older youth (18-21) and younger youth (14-18). The Common Measures youth goals cover all WIA program youth between the ages of 14 and 21. Massachusetts exceeded all goals for PY11 and performance on each measure was improved from reported results for PY10 on employment/education rate (79.2% vs. 77.6% in PY10), degree/certificate rate (69.5% vs. 67.6% in PY10), and literacy/numeracy gains (43% vs. 25.6%

in PY10). (Note: the Common Measures for youth have been reported in the federal ETA 9091 report in prior years, but not assessed against specific goals.)

Measure	Negotiated Goal	Actual Performance	Percent of Goal	Performance versus Goal
Employment or Education Rate	74.0%	79.2%	107.0%	Exceeds
Degree/Certificate Attainment Rate	61.0%	69.5%	113.9%	Exceeds
Literacy/Numeracy Gain	25.0%	43.0%	172.0%	Exceeds

4. Performance Summary

In PY11, all performance goals were exceeded, with the percent-of-goal for all nine Common Measures above 100.0%. Actual performance over the year improved on six of the nine measures from PY10 actual performance levels. At the local level, all of the Commonwealth's 16 workforce areas met or exceeded their overall goals for the Adult and Dislocated Worker program groups, and thirteen met or exceeded overall goals for the Youth group. Performance for the local workforce areas on each of the Common Measures is presented in Appendix B.

5. Customer Satisfaction

The state is no longer required to calculate the American Customer Satisfaction Index (ACSI) score under the Common Measures as in previous years. Nevertheless, customer satisfaction is assessed at the local and state level through on-going surveys and direct customer feedback.

Results of a survey of customer satisfaction with services provided at the One-Stop Career Centers completed by 896 job seekers statewide are shown below. Respondents reported on:

1. *The services I received met my expectations.*
2. *I am satisfied with the assistance I received to help me find new employment opportunities.*
3. *The information and skills that I learned will be useful in obtaining employment.*
4. *I was treated in a courteous and professional manner.*

Rating	Service Expectation	Employment Assistance	Learning Skills	Customer Treatment
Very Satisfied	90.1%	87.6%	85.7%	94.2%
Somewhat Satisfied	4.8%	7.0%	8.2%	1.5%
Somewhat Dissatisfied	0.3%	0.5%	0.5%	0.2%
Very Dissatisfied	0.5%	0.9%	1.5%	0.5%
Refused to Answer	0.3%	0.3%	0.5%	0.3%

B. COST OF WORKFORCE INVESTMENT ACTIVITIES

The Commonwealth of Massachusetts received a WIA Title I-B allotment of approximately \$51.4 million for Program Year 2011, a decline of 8% from the prior year’s allotment of \$55.8 million. In PY11, funds for statewide activities were capped at 5% of the total allotment, instead of the traditional 15%, with the 10% difference re-allocated to the local areas. Thus, the amount for statewide activities in PY11 at \$2.6 million represented a 69% reduction from \$8.4 million in PY10. Of the annual allotment for PY11, \$43.6 million was allocated for local programs and approximately \$5.3 million was reserved for Rapid Response services.

Including carry-in funds across all categories and fund sources, the total available for PY11 WIA Title I-B activities was \$68.7 million. This was a significant drop of 28% in available funding from the \$95.8 million in PY10, which included \$21.1 million of supplementary funding through the American Recovery and Reinvestment Act (ARRA), which ended in June 2011.

Approximately 73% of available local Adult funds were spent in PY11, with an additional 23% obligated, and 75% of available local Dislocated Worker funds were expended and 23% obligated. Three-quarters of available Youth funds were expended and an additional 23% obligated. Expenditures for out-of-school youth accounted for 67% of Youth funds spent, higher than the 57% level in PY10. These rates of expenditure demonstrate an effective utilization of these funds by the Commonwealth.

Table 6: WIA Title I Expenditures (PY11 Allocations and Carry-In)

Total All Fund Sources	Available	Expended	Percent Spent	Additional Obligations	Percent Spent or Obligated
Adult Local Program	\$16,322,605	\$11,944,455	73.2%	\$3,809,315	96.5%
Dislocated Worker Local Program	\$17,068,802	\$12,814,036	75.1%	\$3,920,203	98.0%
Youth Local Program	\$18,349,813	\$13,779,159	75.1%	\$4,248,594	98.2%
Out-of-School Youth (non-add)	--	\$9,178,529	(67% of youth expenditures)		
Statewide Rapid Response Funds	\$8,488,976	\$5,070,774	59.7%	\$590,675	66.7%
Statewide 5% Activity Funds	\$8,431,618	\$6,178,196	73.3%	\$2,033,707	97.4%
Combined Totals	\$68,661,814	\$49,786,620	72.5%	\$14,602,494	93.8%

Statewide Rapid Response funds, including funds made available for additional assistance to local areas, were expended at the rate of 60% of availability, compared to 73% in PY10. The Governor’s 5% Reserve for statewide activities and state oversight expended 73% of availability, a lower rate than the 79% expended for the Governor’s 15% Reserve in PY10.

Of the total \$68.7 million available, approximately 72%, or \$49.8 million had been expended by June 30, 2011. An additional \$14.6 million in obligations brought the Commonwealth’s end-of-year total of expenditures and obligations to \$64.4 million, representing 94% of total available

PY11 funds. This compares to PY10, with \$88.4 million end-of-year total expenditures and obligations, representing 92% of total available PY10 funds (\$95.8 million).

There were fewer participants served in WIA Title I programs in PY11, reflective of the drop in available funding with the conclusion of ARRA at the end of PY10. There were 3,005 adult participants and 6,725 dislocated worker participants in PY11 Title I local programs. Overall, adult enrollments were 43% lower than in PY10 due to a decline in special activities funded in PY10 by ARRA and 15% Governor’s Reserve funds. Dislocated worker enrollments fell 24% below the prior year level (8,850).

Investment in training services remained strong with 75% (2,245) of WIA Title I adult participants receiving training services. The number of dislocated worker participants receiving training services was 4,510 or 67% of program participants. The percent in training for both adults and dislocated workers was lower than in PY10, where 82% of adult and 70% of dislocated workers were receiving training services. There were 3,085 youth participants in year-round programs, 60% of whom were out-of-school youth, higher than the 57% share in PY10.

Estimates of per participant costs for adults increased in PY11, with an average per participant cost of \$4,098, compared to \$4,045 in PY10, \$4,665 in PY09, and \$4,560 in PY08. The estimated cost per adult who received training services was \$4,477, about \$1,494 more than the cost for an individual receiving only core and intensive services (\$2,983).

Table 7: Estimated Costs per Participant

Program Strategies	PY2010		PY2011	
	Total Participants	Cost per Participant	Total Participants	Cost per Participant
Adult Program	5,280	\$4,045	3,005	\$4,098
<i>Training/Education Services</i>	4,330	\$4,402	2,245	\$4,477
<i>Core/Intensive Services Only</i>	950	\$2,416	760	\$2,983
Dislocated Worker Program	8,850	\$3,116	6,725	\$3,746
<i>Training/Education Services</i>	5,925	\$4,103	4,510	\$4,756
<i>Core/Intensive Services Only</i>	2,925	\$1,118	2,215	\$1,690
Youth Program	3,585	\$5,141	3,085	\$4,468
<i>Out-of-School Youth</i>	2,050	\$5,553	1,845	\$4,983
<i>In-School Youth</i>	1,535	\$4,590	1,240	\$3,704

The estimated cost per dislocated worker participant in PY11 increased, with an average cost of \$3,746, compared to \$3,116 in PY10, \$2,879 in PY09, and \$3,070 in PY08. The cost for training participants in PY11 was \$4,756 about \$3,066 more than the average for dislocated workers receiving core and intensive services only (\$1,690). Estimated training costs for dislocated workers in PY11 were higher than in prior years, where per participant training costs were \$4,103 in PY10, \$3,412 in PY09, and \$3,980 in PY08.

In calculating the costs for dislocated worker programs, funding from partner programs that co-enrolled participants was added to the WIA funds. These programs include Rapid Response

additional assistance, as well as training and services provided through the Trade program and National Emergency Grants.

The average estimated cost per year-round youth participant decreased to \$4,468 from the PY10 level of \$5,141. The per youth cost for the out-of-school population dropped to \$4,983 from \$5,553 in PY10, while for in-school youth the per participant cost estimate fell to \$3,704 from the PY10 level of \$4,590. The percentage of out-of-school youth served was 60% of total youth participants, compared to 57% in PY10, 55% in PY09, and 58% in. Expenditures on out-of-school youth were 67% of PY11 local youth expenditures. These levels far exceed the DOL requirement of spending at least 30% of funds on out-of-school youth.

C. EVALUATION AND RESEARCH

The Commonwealth has undertaken evaluation and research projects that reflect a commitment to promoting research and evaluation as integral parts of the design and delivery of workforce development services, and as the foundations of well-informed, evidence-based policy. Research and evaluation activities include:

1. Conduct and Disseminate Analyses of State and Regional Labor Market Information

The *Job Vacancy Survey* (<http://www.mass.gov/lwd/economic-data/eolwd-data-and-stats/lmi/job-vacancy-survey.html>) is a semiannual survey conducted by the Massachusetts Executive Office of Labor and Workforce Development. A representative sample of employers provide information on the number and types of positions for which they are currently recruiting, the expected education and training requirements for applicants, and the pay and benefits offered to job applicants. Results from the Job Vacancy Survey data are used to identify imbalances between the supply and demand for labor, to help business managers develop effective recruiting strategies, to identify industries and occupations in which jobs are available, and to detect emerging labor and skill shortages.

The *Skills Gap Project* led by Commonwealth Corporation has explored the current and future status of the state's labor market to determine where gaps are between the labor needs of employers and the available supply, the implications of such skills gaps, and what can be done to address these issues. The research shows that while large numbers of people are available to work, employers in selected occupations are experiencing persistent vacancies, due to a skills mismatch. The project takes a closer look at what these jobs are and what skills workers need to get these jobs. The findings have helped to inform local workforce development planning.

As part of this broader effort to understand and explain the "Skills Gap" in Massachusetts, Commonwealth Corporation uses the Job Vacancy Survey to develop and prepare "critical vacancies" reports at the state and regional level to help workforce development practitioners and policy makers gain a better understanding of the specific occupations that are in demand. (<http://www.commcorp.org/publications/detail.cfm?ID=784>)

For the *Skills Gap: Supply and Demand in the Massachusetts Economy* series, Commonwealth Corporation has partnered with the New England Public Policy Center (NEPPC) at the Federal Reserve Bank of Boston to develop reports that profile eight regional labor markets within the

Commonwealth. Using the most recent data available, each profile provides a detailed picture of a region's current and future labor supply, as well as information about labor demand in that region over the past decade. These profiles are designed to help guide workforce development professionals, policy makers, and civic, education, and business leaders as they make decisions about education and training opportunities. Starting in June 2012 and continuing over the summer and fall of 2012, the findings of each profile will be presented and discussed at a summit hosted in each region. Each region's profile and the summit's presentation will become available after each summit. (http://commcorp.org/about/news_item.cfm?ID=152) Additional detailed reports will be available at the NEPPC site. (www.bostonfed.org/economic/neppc/index.htm)

2. Gather Baseline Data for All Workforce Development Programs and Update Annually

The *Workforce Investment Profiles* (<http://www.commcorp.org/publications/detail.cfm?ID=965>) are produced on an annual basis by Commonwealth Corporation, with the guidance of an interagency workgroup. The report details the federal and state resources available in Massachusetts for local services delivery, from each of the major workforce development programs. The funding is broken down by program, by workforce area and by major initiatives such as youth, dislocated workers, incumbent workers, etc. The information presented for each program or resource includes the program name, the amount of resources available during the program year, and the number of people served during the same year. Funding notes for each table provide additional information about programs such as their source of funding, target population, services provided, and distribution of funds.

3. Conduct Program Evaluations

Given scarce public resources for workforce development, the Commonwealth needs recent information on the outcomes of, and public returns to, its investments in workforce development. To this end, the Commonwealth evaluates current and new sectoral and career ladder initiatives focusing on both worker outcomes (e.g., skill gains, mobility, and earnings) and the impact on business/industry (e.g., recruitment cost, quality of care).

In the fall of 2011, with the support of The Boston Foundation, Commonwealth Corporation published two reports based on its experience in measuring business impact in its sectoral and career ladder projects. *Measuring Business Impact: A Workforce Development Practitioner's Guide* (www.commcorp.org/resources/detail.cfm?ID=899) is a guidebook for practitioners that provides step-by-step instructions to measuring the business impact of workforce programs and also features case studies and tools. *Measuring Business Impact: Lessons Learned from Workforce Development in Massachusetts* (www.commcorp.org/resources/detail.cfm?ID=877) examines the challenges and opportunities of measuring the impact of workforce development programs on employers. It looks at impact of the Workforce Competitiveness Trust Fund's (WCTF) 31 projects across multiple industries such as manufacturing, healthcare, trades and financial services. Presentations on measuring business impact were made at the 6th Annual New England Workforce Development Professionals conference in March 2012 and at the 9th Annual Commonwealth Workforce Coalition (CWC) conference in May 2012. (<http://www.commcorp.org/publications/category.cfm?ID=43>)

Commonwealth Corporation has also prepared *Partnerships: A Guide for Workforce Development Practitioners* to be released in fall of 2012. The guidebook identifies the different

types of workforce development partnerships, the steps to establishing a partnership, its leadership and staffing, and processes for running a successful partnership. The partnership guidebook and the Measuring Business Impact guidebook were both developed under Commonwealth Corporation's Workforce Development in Practice Series, an ongoing initiative designed to share tools and examples of effective practice with workforce development practitioners in Massachusetts and beyond. Preliminary findings were presented at the Annual Commonwealth Workforce Coalition conference in May 2012 on *Fostering Successful Partnerships in Workforce Development* (www.commcorp.org/publications/detail.cfm?ID=967).

D. WAIVERS

The following waivers were in effect in the Commonwealth of Massachusetts during Program Year 2011. In accordance with the continued implementation of these waivers, and new implementation of Common Measures, the Commonwealth issued MassWorkforce Issuance No. 11-49, *FY2012 State Plan and Waivers (including Common Measures) Approved*.

1. Use of Formula Funds for Incumbent Worker Training

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

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

To date, this waiver has not been utilized.

2. Use of Rapid Response Funds for Incumbent Worker Training

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

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

To date, this waiver has not been utilized.

3. Expanded Transfer Authority – Adult and Dislocated Worker Funds

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

This waiver was initially authorized for Massachusetts in 2005. For those workforce investment areas that have chosen to utilize the waiver, the expanded transfer authority has provided the added flexibility necessary to enable these local areas to more effectively meet training service demand levels resulting from the increased numbers of dislocated workers. As the economy continues to recover, it is important that the Commonwealth retain the increased flexibility in order to assure the most effective response to changes in local labor market conditions and ensure that funds allocated to each local area are utilized in a manner that best meets customer service needs.

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

4. Sliding Scale Employer Match for Customized Training

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

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

The Commonwealth has not issued a formal implementation policy for use of this waiver; however, local areas are aware of the availability of this waiver and have been instructed to contact DCS for assistance with waiver implementation. To date, the waiver has not been utilized.

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

The waiver permits a sliding scale of reimbursement to the employer based on employer size. Under the waiver, the following sliding scale will be implemented: up to 90% reimbursement for employers with 50 or fewer employees; up to 75% reimbursement for employers with 51 – 250 employees; and for employers with more than 250 employees, the statutorily defined 50% limit

will continue to apply. The waiver was approved for use with all WIA formula funds: Adult, Dislocated Worker, and on a limited basis, Youth funds.

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

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

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

6. Waiver to Permit Use of ITAs for Older and Out-of-School Youth

The approval allows local areas to expand training opportunities for youth through the use of Title I Youth funds to establish Individual Training Accounts (ITAs) while retaining limited adult funds to be used on adult training services. This waiver was granted without the need for a formal request as USDOL has determined that it has become a fundamental aspect of the operation of the workforce system.

The waiver broadens access to training services for youth, allowing eligible youth to select from the statewide list of pre-qualified providers of occupational skill training and provides relief to local workforce boards from the requirement to conduct a separate competitive procurement for youth training services. The ITA provider eligibility process satisfies federal and state competitive procurement criteria.

In accordance with implementing the waiver, the Commonwealth issued WIA Communication No. 05-69, *WIA Title I Youth-Related Waiver Authority*.

To date, there have been a small number of youth ITAs. Evidence does not indicate that use of this waiver has impacted either state or local performance outcomes.

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

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

Under the regulations, all ten elements of youth services, including follow-up services, must be provided by youth service providers that have been procured in separate competitive bidding processes. Framework services may be provided either by the fiscal agent without a competitive procurement, or by another organization subsequent to a competitive award. Providers of

framework services are in a better position to provide follow-up services to youth, and the requirement of an additional competitive bidding process for follow-up services is duplicative and burdensome.

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

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

8. Common Measures Implementation

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

- Establish a simplified and streamlined performance measurement system.
- System-wide integration of performance accountability.
- Commonality of performance measurement across a broader spectrum of workforce development programs.
- Reduce paperwork and labor costs associated with performance data collection.
- Provision of clear and understandable information to the general public, Congressional and legislative leaders, the State Workforce Investment Board (SWIB), and to other system stakeholders with regard to the use of public funds and subsequent return on investment.
- Provision of a more effective program management tool.
- Focus on customer-driven rather than program-driven outcomes.
- Enhanced service coordination and information sharing among program operators.
- Improved efficiency in program delivery.

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

Use of the Common Measures will positively impact all customers, practitioners and stakeholders of the workforce investment system by providing a more broadly focused system of accountability while improving and streamlining program management and performance.

9. Waiver of Requirement to Provide Incentive Grants to Local Areas

The reduction to five percent in the WIA allotment for Program Year 2011 Governor's Reserve funds restricts the state's ability to effectively fund and carry out all of the required statewide workforce investment activities. The current funding level in the Governor's Reserve is

insufficient to cover the cost of incentive grants to local areas. The state's reduced funds are being used to cover the following required activities:

- operating fiscal and management accountability information systems (WIA Section 134(a)(2)(B)(vi) and 20 C.F.R. 665.200(b)(1));
- submitting required reports (WIA Section 136(f)); and
- providing technical assistance to poor performing local areas (WIA Section 134(a)(2)(B)(iv) and 20 C.F.R. 665.200(f)).

The goal in implementing this waiver is to ensure that the state may prioritize the use of Governor's Reserve funds for the required activities that are deemed most essential to the basic functions of the statewide workforce investment system.

Massachusetts will monitor progress and ensure accountability for Federal funds in connection with this waiver by reviewing monthly expenditure, performance and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

E. BUSINESS ENGAGEMENT

1. Rapid Response Services

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

The Rapid Response team served 313 companies and 17,910 employees in PY 2011. This represented more companies but fewer affected employees in comparison to the 303 companies and 22,406 employees that Rapid Response served in PY 2010. The team assisted large companies, such as Niche Corporation, with 440 displaced employees, as well as a number of retail facilities such as Radio Shack, Borders bookstores, Friendly's Ice Cream, and Fashion Bug, all of which closed multiple locations across Massachusetts. Eighty percent of the companies served by Rapid Response in PY 2011 were centered in six industrial sectors: manufacturing (36%), retail trade (12%), professional, scientific, health care and social assistance (9%), accommodation and food services (8%), technical services (7%), and finance and insurance (6%). Between 2011 and 2012, ten Rapid Response Set-Aside grants totaling \$1,848,505 were awarded to assist 1,447 employees affected by plant closings and layoffs.

The Commonwealth's Rapid Response operation serves as a model for the country. At the request of the U.S. Department of Labor, the Rapid Response team has provided direct technical

assistance to other states. During PY 2011, Rapid Response consulted with Ohio, Illinois, California, and Texas around layoff aversion strategies.

2. Layoff Aversion Strategic Services

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

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

The Rapid Response team began introducing an improved Layoff Aversion Strategic Plan in PY 2011 under the Expanding Business Engagement Initiative that will feature a robust marketing program and an expanded partnership with stakeholders in and outside of state government.

3. Emergency Assistance Services

The Rapid Response team, in partnership with other state agencies, provided extensive disaster relief services to workers and businesses in Central and Western Massachusetts in response to the catastrophic damage done by the June 1, 2011 tornado and the floods that resulted from tropical storm Irene.

The Rapid Response team members and their partners provided staff for three State Disaster Relief Centers established in Southbridge, Monson and Springfield, until portions of Worcester and Hampden Counties were declared federal disaster areas by the President. After the federal disaster declaration the Rapid Response team expanded service into ten Federal Emergency Management Agency (FEMA) Disaster Relief Centers. In addition to standard Rapid Response services, the team provided Disaster Unemployment Assistance (DUA) and helped with preparation of a \$3M Disaster National Emergency Grant for Hampden County.

4. National Emergency Grants

The table below provides information on the twelve National Emergency Grants (NEG) that were operating in Massachusetts during PY2011, including the project operator, companies affected, grant award level, and the total number of participants.

National Emergency Grant	Project Operator	Companies Affected or Disaster Areas	Grant Award	Number of Participants
Metro Central	Employment & Training Resources Norwood, MA	ACT Electronics, Altus Pharmaceuticals, Bose Corp, EMC Corp, DHL, Sepracor, Snap-on, Staples, Taylor Corp	\$3,319,718	484
Jabil	Career Center of Lowell Lowell, MA	Jabil Circuit, Inc.	\$595,857	207
Financial	Employment & Training Resources Norwood, MA	Bank of America, Capitol One, Fidelity Investments, Putnam Investments, Sovereign Bank, State Street Bank, Wellington Management	\$3,874,594	742
On-the-Job Training	Regional Employment Board of Hampden County Springfield, MA <i>and</i> Greater New Bedford Workforce Investment Board New Bedford, MA	Various Companies Statewide	\$2,786,561	85
MA Community Impact	Regional Employment Board of Hampden County Springfield, MA	Big Y Store, Blackstone Medical	\$1,869,680	622
Sonoco	Valley Works Career Center Lawrence, MA	Sonoco Packaging Products, Debbie Staffing	\$701,933	397
AJ Wright	Employment & Training Resources Norwood, MA and Fall River Career Center Fall River, MA	AJ Wright Co.	\$4,279,199	594
Storms and Tornadoes (Disaster)	Regional Employment Board of Hampden County Springfield, MA	Cities/towns in Western MA: Brimfield, Palmer, Springfield, West Springfield, Monson	\$3,000,000	88
Solo Cup	Valley Works Career Center Lawrence, MA	Solo Cup Co.	\$646,056	160
Unilever	Employment & Training Resources Norwood, MA	Aerotek, Biogen IDEC, Commercial Sheet Metal, Covidian, EDO Fiber Inovations, Henkel, International Power America, Kelley Services, Randstad, Reveal ImagingTechnologies, Inc, Total Technical services, Unilever Breyer's Ice Cream	\$998,078	271
Evergreen	Workforce Central Career Center Worcester, MA	Advantage Technical, Evergreen Solar, Kelley Services	\$341,672	199
Healthcare, Science & Technology (Awarded 6/30/12)	Employment & Training Resources Norwood, MA	Adlife Healthcare, Fidelity Investments, Fidelity National Information Services, Hanscom AFB, IAP Worldwide Services, National Grid, Quantech Services, Sun Life Financial	\$2,697,185	--
TOTAL (12)			\$25,110,533	3,849

5. Massachusetts Workforce Training Fund Programs (WTFP)

The Massachusetts Workforce Training Fund Programs (WTFP) provide Massachusetts businesses with resources to invest in the skills of their workforce. These services are offered through a partnership between the Department of Career Services and Commonwealth Corporation. Financed by Massachusetts employers, WTFP offers matching grants ranging from \$2,000 to \$250,000 to offset training costs and as incentive to hire and retain workers. WTFP consists of three programs:

- The *Hiring Incentive Training Grant Program* (HITG) assists companies in paying for training of new employees that are Massachusetts residents and who have been unemployed for 6 months or more; the period of unemployment is waived for Veterans. HITGs provides \$2,000 per employee, up to \$30,000 per company over a 12 month period.
- The *Express Program* provides grants of up to \$30,000 to companies with 50 or fewer employees and to labor unions to plan and implement employee training through use of pre-approved training vendors and courses. Applicants are eligible to receive up to \$30,000 over a 24 month period.
- *General Program Training Grants* provide up to \$250,000 to employers, employer organizations, labor organizations, intermediary organizations, training providers, or a consortium of such entities, for up to two years, to train incumbent workers.

Workforce Training Fund Programs	Trainees	Grant Funds Awarded in PY11	Percent of Total Grant Funds
Express	1,558	\$890,287.33	6.77%
HITG	275	\$550,000.00	4.18%
General	13,365	\$11,714,360.00	89.05%
Total	15,198	\$13,154,647.33	100.00%

6. Employer Services Delivered By One-Stop Career Centers and Workforce Partners

The Executive Office of Labor and Workforce Development (EOLWD) holds a central leadership role in the Governor's business engagement strategy, primarily through its oversight of the state's 16 Workforce Investment Boards and 34 One Stop Career Centers. EOLWD recognizes that, to expand business involvement, the state needs an employer engagement strategy that is comprehensive, coordinated and unified. The partners that presently provide business services throughout the Commonwealth include:

Business Service Representatives (BSR)

BSR staff are located at the 34 one-stop career centers, and work daily with employers to assist with recruitment, hiring, training and retention requirements of local businesses.

Rapid Response Team

The RR Team offers layoff aversion services and reemployment/outplacement assistance in the event of a sizable lay-off or plant closing.

Workforce Training Fund Program

A \$20 million dollar employer-funded initiative that provides direct company grants to train incumbent workers.

WorkSharing Program

WorkSharing assists employers to retain employees by subsidizing employee wages with Unemployment Insurance (UI) benefits, thereby averting layoff or termination.

Learn-at Work Grants

These grants support innovative workplace partnerships among education providers, businesses and unions.

Workforce Competitiveness Trust Fund

This State-funded initiative develops pipelines to meet the skills needs in high demand occupations.

Massachusetts Office of Business Development

MOBD assists companies wishing to expand or relocate in Massachusetts.

The menu of services listed above reflects the Commonwealth's commitment to employer engagement across workforce development, education and economic development systems. The multiplicity of the various state and federal rules, regulations and service functions at times cause confusion to companies and hamper our ability to offer a unified employer engagement strategy. In response, the Department of Career Services, the EOLWD administrative agency for the workforce development system, with the support of the Expanding Business Engagement Technical Assistance Initiative, is in the process of crafting and implementing a coherent, coordinated and easy to navigate business engagement service delivery system.

Employer Services:

Statewide, business service representatives are staff who provide the primary link between employers, job seekers and other Career Center services and programs that benefit local businesses. The Commonwealth recognizes that the best recruitment strategy to reach business is a positive referral from another business, therefore, the One Stop Career Centers and Workforce Investment Boards continually work to improve the quality of services provided to employers and the business-to-business referrals created in the field. During the course of the next several years, EOLWD and DCS will focus on expanding and marketing Massachusetts' employer services in strengthened coordination with the state's economic development arm, as well as providing additional training for staff in specific high growth occupational areas which will improve their ability to assist employers in identifying and hiring appropriate job seekers.

Job Matching Services:

There are many unfilled job openings in Commonwealth and many job seekers. The state has undertaken a primary effort to determine the best strategies to increase the rate of match between job openings and unemployed individuals. Increasing placements is a key strategic goal in the

Commonwealth's five-year workforce plan. A first step is to refocus staff and resources toward expanding the job openings recruited or listed on-line by the One-Stop Career Centers through business outreach strategies.

Employer Impact Measurement:

The Department of Career Services will work with the One-Stop Career Centers and the Workforce Investment Boards to develop performance metrics that provide authentic measures of the value-added impact of our employer engagement activities. Some of the metrics being explored include the following:

- Number of business partnerships formed
- Number of businesses assisted
- Increased number of services used by employers
- Number of repeat employer services
- Business investment in the MA workforce development system
- Job seeker referrals to job postings
- Job placements to job postings
- Number of jobseekers hired by participating companies
- Training related placements
- Workforce Training Fund Grants awarded
- Number of WorkSharing contracts developed and the return on investment.

The department will work to further develop its existing tracking mechanisms including the review of existing reports, with expansion of current reports and development of new reports as needed, to accurately capture business engagement activities.

APPENDIX A

Commonwealth of Massachusetts

WIA Title I-B

Annual Report Form (ETA 9091)

Program Year 2011

NOTE FOR TABLES B – L ON PAGES 21 - 24

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

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

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

Table B - Adult Program Results At-A-Glance

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	72.0%	73.9%	2,024
			2,740
Employment Retention Rate	79.0%	83.9%	1,933
			2,303
Six Months Average Earnings	\$9,750.00	\$11,847.00	\$20,898,672
			1,764

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate	70.9%	945	68.3%	71	59.7%	142	65.6%	149
		1,333		104		238		227
Employment Retention Rate	82.3%	877	77.4%	65	72.0%	85	84.5%	120
		1,066		84		118		142
Six Months Average Earnings	\$9,795.00	\$7,649,522	\$14,491.00	\$825,988	\$10,503.00	\$724,685	\$12,085.00	\$1,281,018
		781		57		69		106

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	74.6%	1,637	70.9%	387
		2,194		546
Employment Retention Rate	84.2%	1,548	82.8%	385
		1,838		465
Six Months Average Earnings	\$12,166.00	\$17,202,051	\$10,562.00	\$3,696,621
		1,414		350

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	75.0%	82.0%	3,659
			4,462
Employment Retention Rate	86.0%	89.6%	3,730
			4,164
Six Months Average Earnings	\$16,000.00	\$19,461.80	\$67,980,202
			3,493

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	80.2%	190	75.0%	75	73.2%	717	100.0%	6
		237		100		979		6
Employment Retention Rate	90.0%	215	86.3%	63	88.2%	694	100.0%	2
		239		73		787		2
Six Months Average Earnings	\$22,527.40	\$4,528,009	\$15,196.40	\$911,786	\$19,791.00	\$12,883,936	\$8,268.90	\$16,538
		201		60		651		2

Table G - Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	83.4%	2,546	78.9%	1,113
		3,052		1,410
Employment Retention Rate	90.1%	2,644	88.4%	1,086
		2,936		1,228
Six Months Average Earnings	\$19,637.60	\$48,485,171	\$19,038.10	\$19,495,031
		2,469		1,024

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	74.0%	79.2%	1,323
			1,671
Attained Degree or Certificate	61.0%	69.5%	995
			1,432
Literacy or Numeracy Gains	25.0%	43.0%	294
			682

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

Table L - Other Reported Information

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	81.3%	1,755	\$4,654.00	\$8,953,531	4.7%	95	\$5,046.00	\$9,260,316	59.6%	972
		2,160		1,924		2,024		1,835		1,632
Dislocated Workers	89.5%	3,711	100.4%	\$70,263,535	4.0%	145	\$8,400.00	\$28,794,182	66.0%	1,679
		4,148		\$70,016,057		3,659		3,428		2,543

Table M - Participation Levels

Reported Information	Total Participants Served (July 2011 – June 2012)	Total Exiters (April 2011 – March 2012)
Total Adults	25,247	23,012
Adults Self-Service Only	15,761	15,873
WIA Adults (includes self-service)	18,767	18,965
WIA Dislocated Workers	6,723	4,240
Total Youth (14-21)	3,084	1,760
Younger Youth (14-18)	2,154	1,180
Older Youth (19-21)	930	580
Out-of-School Youth	1,842	1,059
In-School Youth	1,242	701

Table N - Cost of Program Activities

Program Activity (PY11 WIA & Carry-Over)		Total Federal Spending
Local Adults		\$11,944,455
Local Dislocated Workers		\$12,814,036
Local Youth		\$13,779,159
Rapid Response (up to 25%) §134 (a) (2) (A)		\$5,070,774
Statewide Required Activities (Up to 15%) §134 (a) (2) (B)		\$4,999,850
Statewide Allowable Activities §134 (a) (3) [excludes administration]	Providing capacity building to local areas.	\$617,820
	Conducting research and/or demonstration projects.	\$185,346
	Sector Programs	\$375,180
Total of All Federal Spending Listed Above		\$49,786,620

APPENDIX B

**WIA TITLE I-B
Program Year 2011**

LOCAL WORKFORCE AREA PERFORMANCE

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

Negotiated state goals for Program Year 2011 for the nine Common Measures are shown below for reference:

PERFROMANCE MEASURE	STATE PY2011 NEGOTIATED GOAL LEVELS	LOCAL PERFORMANCE TABLE – PAGE
Adult Program Measures		
Entered Employment Rate	72.0%	Table 1 – Page 26
Employment Retention Rage	79.0%	Table 2 – Page 26
Six Months Average Wage	\$9,750.00	Table 3 – Page 27
Dislocated Worker Program Measures		
Entered Employment Rate	75.0%	Table 4 – Page 27
Employment Retention Rage	86.0%	Table 5 – Page 28
Six Months Average Wage	\$16,000.00	Table 6 – Page 28
Youth Program Measures		
Placement in Employment or Education	74.0%	Table 7 – Page 29
Attainment of Degree or Certificate	61.0%	Table 8 – Page 29
Literacy or Numeracy Gains	25.0%	Table 9 – Page 30
Performance Average for Program Groups		Table 10 – Page 30

Assessment of Performance on Individual Negotiated Goals (DOL Standards)

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

Table 1: Adult Program – Entered Employment Rate				
Workforce Area	Negotiated Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	71.0%	78.9%	111.2%	Exceeds
Boston	71.0%	74.6%	105.1%	Exceeds
Bristol	70.0%	70.2%	100.3%	Exceeds
Brockton	69.0%	73.5%	106.5%	Exceeds
Cape Cod & Islands	71.0%	85.6%	120.5%	Exceeds
Central Massachusetts	72.0%	80.7%	112.1%	Exceeds
Franklin/Hampshire	70.0%	89.3%	127.6%	Exceeds
Greater Lowell	69.0%	92.7%	134.4%	Exceeds
Greater New Bedford	67.0%	65.8%	98.2%	Meets
Hampden County	69.0%	71.2%	103.1%	Exceeds
Merrimack Valley	68.0%	69.1%	101.6%	Exceeds
Metro North	72.0%	84.0%	116.7%	Exceeds
Metro South/West	70.0%	94.3%	134.7%	Exceeds
North Central Mass	71.0%	74.6%	105.0%	Exceeds
North Shore	72.0%	90.7%	125.9%	Exceeds
South Shore	72.0%	67.9%	94.3%	Meets

Table 2: Adult Program – Employment Retention Rate				
Workforce Area	Negotiated Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	78.0%	75.9%	97.3%	Meets
Boston	78.0%	82.7%	106.0%	Exceeds
Bristol	77.0%	84.4%	109.6%	Exceeds
Brockton	76.0%	88.6%	116.5%	Exceeds
Cape Cod & Islands	78.0%	87.9%	112.7%	Exceeds
Central Massachusetts	79.0%	80.2%	101.5%	Exceeds
Franklin/Hampshire	77.0%	95.6%	124.1%	Exceeds
Greater Lowell	76.0%	94.0%	123.7%	Exceeds
Greater New Bedford	74.0%	85.0%	114.8%	Exceeds
Hampden County	76.0%	85.1%	112.0%	Exceeds
Merrimack Valley	75.0%	84.8%	113.0%	Exceeds
Metro North	79.0%	79.5%	100.7%	Exceeds
Metro South/West	77.0%	78.1%	101.5%	Exceeds
North Central Mass	78.0%	88.2%	113.0%	Exceeds
North Shore	79.0%	93.1%	117.8%	Exceeds
South Shore	79.0%	83.3%	105.5%	Exceeds

Table 3: Adult Program – Six Months Average Earnings				
Workforce Area	Negotiated Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	\$8,850.00	\$9,427.83	106.5%	Exceeds
Boston	\$9,300.00	\$11,921.73	128.2%	Exceeds
Bristol	\$9,450.00	\$11,370.34	120.3%	Exceeds
Brockton	\$9,000.00	\$14,128.87	157.0%	Exceeds
Cape Cod & Islands	\$9,000.00	\$12,585.45	139.8%	Exceeds
Central Massachusetts	\$9,750.00	\$12,767.86	131.0%	Exceeds
Franklin/Hampshire	\$8,850.00	\$10,528.15	119.0%	Exceeds
Greater Lowell	\$9,150.00	\$15,349.07	167.7%	Exceeds
Greater New Bedford	\$8,250.00	\$9,795.76	118.7%	Exceeds
Hampden County	\$9,150.00	\$9,735.75	106.4%	Exceeds
Merrimack Valley	\$9,000.00	\$11,434.31	127.0%	Exceeds
Metro North	\$9,750.00	\$11,550.60	118.5%	Exceeds
Metro South/West	\$9,150.00	\$9,498.27	103.8%	Exceeds
North Central Mass	\$9,450.00	\$9,637.91	102.0%	Exceeds
North Shore	\$9,750.00	\$13,869.26	142.2%	Exceeds
South Shore	\$9,750.00	\$13,214.11	135.5%	Exceeds

Table 4: Dislocated Worker Program – Entered Employment Rate				
Workforce Area	Negotiated Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	74.0%	80.2%	108.4%	Exceeds
Boston	74.0%	72.6%	98.1%	Meets
Bristol	69.0%	79.7%	115.4%	Exceeds
Brockton	73.0%	81.0%	110.9%	Exceeds
Cape Cod & Islands	73.0%	94.7%	129.7%	Exceeds
Central Massachusetts	75.0%	88.4%	117.9%	Exceeds
Franklin/Hampshire	75.0%	90.1%	120.2%	Exceeds
Greater Lowell	74.0%	95.5%	129.1%	Exceeds
Greater New Bedford	69.0%	73.6%	106.7%	Exceeds
Hampden County	74.0%	83.7%	113.2%	Exceeds
Merrimack Valley	72.0%	79.5%	110.4%	Exceeds
Metro North	74.0%	78.5%	106.0%	Exceeds
Metro South/West	74.0%	80.5%	108.8%	Exceeds
North Central Mass	73.0%	88.2%	120.8%	Exceeds
North Shore	74.0%	92.1%	124.5%	Exceeds
South Shore	75.0%	76.6%	102.2%	Exceeds

Table 5: Dislocated Worker Program – Employment Retention Rate				
Workforce Area	Negotiated Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	85.0%	91.5%	107.6%	Exceeds
Boston	85.0%	82.8%	97.4%	Meets
Bristol	80.0%	90.4%	113.0%	Exceeds
Brockton	84.0%	93.9%	111.8%	Exceeds
Cape Cod & Islands	84.0%	92.0%	109.5%	Exceeds
Central Massachusetts	86.0%	89.4%	104.0%	Exceeds
Franklin/Hampshire	86.0%	92.0%	106.9%	Exceeds
Greater Lowell	85.0%	96.0%	112.9%	Exceeds
Greater New Bedford	80.0%	88.9%	111.2%	Exceeds
Hampden County	85.0%	91.5%	107.7%	Exceeds
Merrimack Valley	83.0%	87.8%	105.7%	Exceeds
Metro North	85.0%	84.0%	98.8%	Meets
Metro South/West	85.0%	91.4%	107.5%	Exceeds
North Central Mass	84.0%	91.3%	108.7%	Exceeds
North Shore	85.0%	92.6%	108.9%	Exceeds
South Shore	86.0%	82.4%	95.8%	Meets

Table 6: Dislocated Worker Program – Six Months Average Earnings				
Workforce Area	Negotiated Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	\$14,500.00	\$17,643.58	121.7%	Exceeds
Boston	\$14,800.00	\$14,214.35	96.0%	Meets
Bristol	\$13,000.00	\$14,651.39	112.7%	Exceeds
Brockton	\$15,100.00	\$20,122.72	133.3%	Exceeds
Cape Cod & Islands	\$13,600.00	\$15,958.92	117.3%	Exceeds
Central Massachusetts	\$16,000.00	\$22,638.93	141.5%	Exceeds
Franklin/Hampshire	\$14,800.00	\$16,673.11	112.7%	Exceeds
Greater Lowell	\$15,400.00	\$25,403.88	165.0%	Exceeds
Greater New Bedford	\$12,400.00	\$13,307.50	107.3%	Exceeds
Hampden County	\$15,400.00	\$15,832.98	102.8%	Exceeds
Merrimack Valley	\$15,100.00	\$20,266.56	134.2%	Exceeds
Metro North	\$15,400.00	\$23,190.17	150.6%	Exceeds
Metro South/West	\$15,400.00	\$30,364.24	197.2%	Exceeds
North Central Mass	\$14,800.00	\$20,149.80	136.1%	Exceeds
North Shore	\$14,950.00	\$21,355.48	142.8%	Exceeds
South Shore	\$16,000.00	\$20,974.41	131.1%	Exceeds

Table 7: Youth Program – Placement in Employment or Education				
Workforce Area	Negotiated Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	74.0%	67.6%	91.3%	Meets
Boston	74.0%	68.1%	92.1%	Meets
Bristol	74.0%	75.2%	101.6%	Exceeds
Brockton	74.0%	74.2%	100.3%	Exceeds
Cape Cod & Islands	74.0%	94.3%	127.4%	Exceeds
Central Massachusetts	74.0%	84.0%	113.5%	Exceeds
Franklin/Hampshire	74.0%	73.3%	99.1%	Meets
Greater Lowell	74.0%	80.0%	108.1%	Exceeds
Greater New Bedford	74.0%	65.3%	88.2%	Meets
Hampden County	74.0%	81.8%	110.6%	Exceeds
Merrimack Valley	74.0%	77.0%	104.1%	Exceeds
Metro North	74.0%	89.3%	120.6%	Exceeds
Metro South/West	74.0%	100.0%	135.1%	Exceeds
North Central Mass	74.0%	82.8%	111.9%	Exceeds
North Shore	74.0%	96.9%	130.9%	Exceeds
South Shore	74.0%	69.7%	94.2%	Meets

Table 8: Youth Program – Attainment of Degree or Certificate				
Workforce Area	Negotiated Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	61.0%	81.6%	133.8%	Exceeds
Boston	61.0%	53.6%	87.9%	Meets
Bristol	61.0%	89.0%	145.9%	Exceeds
Brockton	61.0%	27.2%	44.7%	Fails
Cape Cod & Islands	61.0%	83.8%	137.5%	Exceeds
Central Massachusetts	61.0%	85.0%	139.4%	Exceeds
Franklin/Hampshire	61.0%	39.4%	64.7%	Fails
Greater Lowell	61.0%	72.4%	118.7%	Exceeds
Greater New Bedford	61.0%	51.5%	84.4%	Meets
Hampden County	61.0%	68.4%	112.2%	Exceeds
Merrimack Valley	61.0%	68.2%	111.9%	Exceeds
Metro North	61.0%	83.0%	136.1%	Exceeds
Metro South/West	61.0%	80.0%	131.2%	Exceeds
North Central Mass	61.0%	91.8%	150.5%	Exceeds
North Shore	61.0%	90.2%	147.9%	Exceeds
South Shore	61.0%	51.1%	83.9%	Meets

Table 9: Youth Program – Literacy or Numeracy Gains				
Workforce Area	Negotiated Goal	Actual Performance	Percent of Goal	Performance Versus Goal
Berkshire County	25.0%	50.0%	200.0%	Exceeds
Boston	25.0%	14.8%	59.3%	Fails
Bristol	25.0%	27.8%	111.1%	Exceeds
Brockton	25.0%	36.4%	145.5%	Exceeds
Cape Cod & Islands	25.0%	16.7%	66.7%	Fails
Central Massachusetts	25.0%	58.6%	234.5%	Exceeds
Franklin/Hampshire	25.0%	8.3%	33.3%	Fails
Greater Lowell	25.0%	54.5%	218.2%	Exceeds
Greater New Bedford	25.0%	33.3%	133.3%	Exceeds
Hampden County	25.0%	57.5%	229.9%	Exceeds
Merrimack Valley	25.0%	23.8%	95.2%	Meets
Metro North	25.0%	65.6%	262.5%	Exceeds
Metro South/West	25.0%	20.0%	80.0%	Meets
North Central Mass	25.0%	43.5%	173.9%	Exceeds
North Shore	25.0%	91.7%	366.7%	Exceeds
South Shore	25.0%	5.6%	22.2%	Fails

Table 10: Performance Average (Percent of Goal) for Program Groups			
Workforce Area	Adult Group	Dislocated Worker Group	Youth Group
Berkshire County	105.0%	112.6%	141.7%
Boston	113.1%	97.2%	79.7%
Bristol	110.1%	113.7%	119.6%
Brockton	126.7%	118.6%	96.8%
Cape Cod & Islands	124.3%	118.8%	110.5%
Central Massachusetts	114.8%	121.1%	162.5%
Franklin/Hampshire	123.5%	113.3%	65.7%
Greater Lowell	141.9%	135.6%	148.3%
Greater New Bedford	110.6%	108.4%	102.0%
Hampden County	107.2%	107.9%	150.9%
Merrimack Valley	113.9%	116.8%	103.7%
Metro North	111.9%	118.5%	173.1%
Metro South/West	113.3%	137.8%	115.5%
North Central Mass	106.7%	121.9%	145.5%
North Shore	128.7%	125.4%	215.2%
South Shore	111.8%	109.7%	66.8%

APPENDIX C

COMMON MEASURES AT-A-GLANCE

ADULT MEASURES

Entered Employment

Of those who are not employed at the date of participation:

of adult participants who are employed in the first quarter after the exit quarter (÷)

of adult participants who exit during the quarter

Employment Retention

Of those who are employed in the first quarter after the exit quarter:

of adult participants who are employed in both the second and third quarters after the exit quarter (÷)

of adult participants who exit during the quarter

Average Earnings

Of those adult participants who are employed in the first, second, and third quarters after the exit quarter:

Total earnings in the second plus the total earnings in the third quarters after the exit quarter (÷)

of adult participants who exit during the quarter

(Adult measures cover both WIA Adult and Dislocated Worker programs.)

YOUTH MEASURES

Placement in Employment or Education

Of those who are not in post-secondary education or employment (including the military) at the date of participation:

of youth participants who are in employment (including the military) or enrolled in post-secondary education and/or advanced training/occupational skills training in the first quarter after the exit quarter (÷)

of youth participants who exit during the quarter

Attainment of a Degree or Certificate

Of those enrolled in education (at the date of participation or at any point during the program):

of youth participants who attain a diploma, GED, or certificate by the end of the third quarter after the exit quarter (÷)

of youth participants who exit during the quarter

Literacy and Numeracy Gains

Of those out-of-school youth who are basic skills deficient:

of youth participants who increase one or more educational functioning levels (÷)

of youth participants who have completed a year in the program (i.e., one year from the date of first youth program service) plus the # of youth participants who exit before completing a year in the youth program

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



Commonwealth of Massachusetts

Deval L. Patrick, Governor

Timothy P. Murray, Lt. Governor

Joanne F. Goldstein, Secretary
Executive Office of Labor and Workforce Development

George Moriarty, Director
Department of Career Services

Nancy Snyder, President
Commonwealth Corporation