



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

Agenda
Workforce Systems Committee
October 19th, 2017
8:00AM

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

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

- I. Introductions
- II. Review of FY 2017 Objectives and Goals with results and outcomes
- III. Review of FOW Responses and Regional Labor Market Information
- IV. Discussion of potential Objectives and Goals for FY 2018 and formulation of NSWIB Strategic Plan and Regional Planning effort with Merrimack Valley and Greater Lowell
- V. One Stop Contract – *report from Career Center*
- VI. Future of Work/North Shore Technology Consortium - *update*
- VII. Regional Planning Activity Session III – *update*

- VIII. Adjournment

Next Meetings: December 14th 2017, February 15th 2018, April 19th 2018, June 21st 2018

Tasks and Objectives for FY 17:

- Regional Planning under WIOA (FOW) and greater regional planning with GLWIB and GLWIB
 - Regional planning meetings – May and July 2017*
 - Involvement of Economic Development partners in selection of consultant to work with us on Regional Plan*
- One-Stop Operator Procurement
 - RFP released and 3 organizations responded*
 - Successful procurement process*
 - One Stop Operator Contract in place*
- Data Academy Review of Customer flow and changes in demographics
 - review of labor market supply data*
 - review of long-term unemployed customers and documentation of career center visits*
- New programming and industry/ critical occupation review
 - Manufacturing programming with DTA clients*
 - Tech Hire Grant*
 - Continued review of demand data from FOW study*
 - Submitted proposals in the area of STEM internships and IT Occupational Skills training across multiple industries*

	S trengths	W eaknesses	O pportunities	T hreats
Group 1 Kimberley Driscoll Laurie Roberto Tracey Cahalane Steve Shea Bonnie Carr Mary Zwiercan Katie Crowder David McDonald Katie Kass	<ul style="list-style-type: none"> • Support from politicians • strength of relationships btw leadership/staff of WIB • National relationships – work with other states • Partnerships with schools, etc. • Messaging • NSWIB role model for other WIBs • Diversified programs 	<ul style="list-style-type: none"> • Minimum wage increase <ul style="list-style-type: none"> ○ anticipate impact ○ industries ability to handle impact • funding <ul style="list-style-type: none"> ○ timing uncertain ○ bridge of programs ○ instability • continued skills gap 	<ul style="list-style-type: none"> • Messaging - gives ability to build ties/collaborate with those unfamiliar - schools • Grow relationships between ERS and Tech schools • Specific industries - advanced mfg. - education of labor needs • Partner schools with mfg industry 	<ul style="list-style-type: none"> • Impact of fewer jobs that we can't predict • decrease in funding - lost opportunities • cost of housing • public transportation - limited/disconnected • cost of doing business in MA - industry perspective
Group 2 Bob Bradford Dianne Palter Gill Sandy Nolfi Tim Doggett Jenae Miklowicz Paul Mahoney Ed O'Sullivan Maribeth Forbes	<ul style="list-style-type: none"> • Location • Reputation • measurable results • Supported by community • Good Communication • Collaboration - strong partnership w/local schools • innovative • repeat customers/employees • planning & execution • national presence 	<ul style="list-style-type: none"> • confusing & complicated regulations & standards set by funders • difficult/inconsistent communication • relationship w/funders • bureaucracy • training of existing staff 	<ul style="list-style-type: none"> • influencing/motivating relationships & communications with funders • build relationships w/new secretary of labor • manage the change in processes • deepen current business partnerships • reach out to new businesses to build partnerships 	<ul style="list-style-type: none"> • competition in private sector • lack of competition in public sector (threat of complacency) • rapid response to changing external environment • forecast & prepare for change in local world (forward & future thinking) • Transportation
Group 3 Stan Usovich Edward Terrell Dave Manning John Flinn Lauren Hubachek Andrew Shapiro Jocelyn Tibberri Mark Whitmore Mary Sarris	<ul style="list-style-type: none"> • Diversity of board memberships/all sectors represented • Active membership • Good relationships between staff and board • Integration of planning regionally • Educators at the table • Innovation encouraged • Highly respected in the state • Synchronization of board, CEO, and career center • NAMC partnership – apprenticeships • Customer Centered Design • Great institutional knowledge • Good participation of employers • Synergy with other WIBs 	<ul style="list-style-type: none"> • Very dependent on Government funding • Lack visibility – tough getting the word out • Lots of performance data but no discussion of data • Need for a summary report of performance 	<ul style="list-style-type: none"> • State-wide branding initiative could be helpful with visibility • More WIB collaboration – finding common strengths and weaknesses and work together to leverage success 	<ul style="list-style-type: none"> • Political changes leading to new policies and funding decisions • Competition for limited funding • Branding could also be a threat if not responsive to regional needs

We put the North Shore to work!

FOW

WHO WE HEARD FROM -

	Response(s)
Elected Official or City/Town Manager	18
Business	504
Student (K-12, Post-Secondary and Adult Learner)	512
Veteran	24
Economic Development Professional	23
Educational Leader	82
Social Service and Community Leader	134
Housing Expert	12
Job Seeker	416
Total	1668



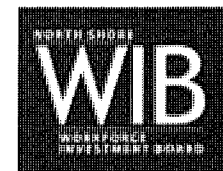
WHAT DID WE LEARN?

Overall -

- 1. Ability and Willingness to be a constant learner!**
- 2. Technology Skill set and proficiency is a MUST**
- 3. Various Communication Skills are necessary**
- 4. Diversity in the workplace and in customers**

Emerging Workforce -

- 1. Is not interested in North Shore career opportunities (Is this an awareness issue?)**
- 2. Different from current workforce in priorities and modes of operating**
- 3. Wants fulfillment in a career on their own terms**



SUMMARY of OUR PLAN-

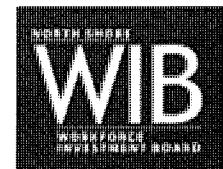
- 1. Support Innovative Ways of Learning for Current Workforce**
 - *Online anytime/anyplace*
 - *Quicker curriculum design and roll-out*
 - *Advocate for alternative funding mechanisms for public colleges*
 - *Help Academia change*
 - *Help Business Understand /relate to academia*
 - *Other?*
- 2. Support Innovative programming to bring employers and students together**
 - *Internships*
 - *Company tours*
 - *Career Information*
 - *Other?*
- 3. Support Innovative programming to bring employers and educators together**
 - *Teacher Externships*
 - *Educator/Business Conferences*
 - *Other?*
- 4. Ensure technological literate and communicative workforce**
- 5. Promote Diversity**



We put the North Shore to work!

Next Steps:

- 1. Deeper dive into this data, particularly more in-depth conversations with the FOW stakeholders on what is behind their responses, and strategy development for addressing the challenges each stakeholder is facing either individually or with other stakeholders.*
- 2. Updating of the North Shore WIB/North Shore Alliance Strategic Plans that include goals and activities around these challenges.*
- 3. Development of new Northeast Regional Strategic Plan, including the workforce, education, and economic development leaders from the North Shore, Merrimack Valley and Greater Lowell regions, basing goals and activities on this and other Future of Work data.*



ATTACHMENT A – 7/10/2017 (updated 10-18-2017)

STANDARD*	CRITERIA	ELEMENTS	MEASURE					
			0	1	2	3	4	5
Cost Effective-ness	1. Effective budget management	A budget and revenue plan that supports the approved local plan, target populations and sustainability	Not budget or plan	Budget includes all funding sources but does not support staff, training and operational balance	Budget that includes all funding sources and supports staff, training and local operations	Budget that includes all funding sources and leveraged resources that support staff, training and local operations	Budget includes all funding sources and provides for contingencies	Budget with all required and leveraged resources and addresses the ability to continue self-sustainability
	2. Aligning resources with industry/occupation targets	% of resources dedicated to occupational skills training	Less than 30%	30%	31%-35%	36%-40%	41%-50%	50% or more
	3. Strategies to increase/leverage resources	Strategies and experience utilizing leveraged resources in partnership with the WIB	No response	Demonstrated understanding of leveraged resources	Plan to secure leveraged resources	Secured at least one source of leveraged funding	Secured resources with outcomes that match annual plan	Consistently applies leveraged resources to meet workforce goals

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

ATTACHMENT A – 7/10/2017 (updated 10-18-2017)

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STANDARD	CRITERIA	ELEMENTS	0	1-2	3-4	5
Integrated Services	1. Experience minimizing duplication 2. Coordinated service to job seekers and business	Career Center has structure of integrated management and provides access to Partner services	No response	Meets Comprehensive Center minimum requirements only	Some partner, some services at the One-Stop	All Partners, all services at the One-Stop
	3. Established operational procedures 4. Experience integrating multi-partner structure	Career Center demonstrates a customer flow for all customers that includes triage, initial assessment and how shared customers are referred and served	No response	Joint career planning with referral process to core partners and tracked outcomes	Experience triaging multiple partners and shared workflows, workshops, etc.	Policies in place and utilized with Partner involvement in setting procedures
	5. Effective state/local partnering models	Career Center demonstrates business flow for businesses that includes triage, initial assessment and how shared businesses are referred and served	No response	Business flow includes all elements	Business flow includes all elements and some Partner engagement	Business flow includes all elements, demonstrates Partner engagement and shared policy framework

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	6. Shared policy framework	Career Center demonstrates a plan for shared data outcomes	No response	Local MOU describes methodology for collecting and reporting on shared data	1-2 and Mechanism in place to collect shared data	1-4 and Shared data drives decision-making
STANDARD	CRITERIA	ELEMENTS	0	1-2	3-4	5
Performance Goals	1. Capacity to track, address and meet metrics/standards for locally set performance requirements	<p>Plan will meet state and federal goals as well as locally established measures/dashboard as defined below -</p> <p>Labor Exchange: <i>Employment, Retention and Wages will be at State average by 6/30/2019</i></p> <p>Dislocated Worker: <i>Wages will be equal to the state average by 6/30/2019</i></p> <p>Business Service: <i>Employers listing jobs with the Career Center will be at least 590 by 6/30/2018</i></p> <p>*calculations of new goals will be set after these dates have past and data has been analyzed.</p>	No response	Demonstrated capacity and capability to track, address and meet federal, state and local performance requirements	Demonstrates strategies and mechanisms or techniques in place to track, address and meet federal, state and local performance requirements	1-4 and demonstrates how it drives outcomes
	2. Pilot Project for intensive service to companies.	Companies willing to provide details on: -Quality of Referrals -Hiring and Entry Wages of Referrals	No response	Has met objectives with one company in each category	Has met objectives with two companies in each category	Has met objectives with two companies in each category and has instituted

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	Two Companies from each: -Manufacturing -Healthcare -Financial Services -Hospitality/Retail *Career Center will report to the WSC on general performance and result in this pilot: 10/2017, 2/2018, and 6/2018.	-Retention of these hires -Promotion of these hires -Other Quality Indicators				changes to better serve all companies
STANDARD	CRITERIA	ELEMENTS	0	1-2	3-4	5
Demand Driven	1. Use labor market, LMI data & tools to inform employer engagement plan development and implementation	Demonstrates understanding/use of data via narrative & outcomes; OSCC is responsive to the local LMI; meets Federal, state and local business measures	No response	Demonstrates need based on local LMI	Training and strategies are responsive to local LMI	Outcomes are improved based on new industry partners/employer engagement and successful grant seeking employment outcomes
	2. Meets federal/state/local criteria & metrics 3. Resources and staff aligned & solutions are responsive to documented	Demonstrates that use of tools & data driven decisions and outcomes; Demonstrate key sector investment; Training offered is demand driven & refined based on need & data;	No response	Career Center decisions regarding strategies and approaches are driven by business data	Key sector investments and/or Career Pathways are business driven	Items 1-4 and training is continually refined by business demand

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	business need & requirements	Identified career pathways that meet performance/dashboard measures.				
	4. Aligning resources with critical industries and occupations	% of training dollars invested in critical industry/occupation trainings	Less than 30%	30% to 40%	40% to 50%	50% to 60%
	5. Elicits job seeker/business customer feedback and responses are effective	Evidence of customer satisfaction; Effective plan implemented for Career Center/customer outreach, integration & collaboration	No response	Elicits feedback	Demonstrates use of survey to drive operations and change	Demonstrates engagement of Partners in this change process.
	6. Decisions & strategies are based upon defined, evaluated data & practices					

STANDARD	CRITERIA	ELEMENTS	0	1-2	3-4	5
Maximizing Access for	1. Comprehensive service via one comprehensive career center and multiple community based service points that provide in-person service and access via technology	Continuous Review and set aside resources to provide face-to-face and on-line service across the region	No response	An Universal design that addresses provision of services, hours, etc., to meet the needs of jobseekers and employers	1-2 and Multiple community service points and hours adjusted demonstrate flexibility and creativity	1-4 and continuous assessment is conducted to ensure the needs of specific populations are met

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	<p>2. Success meeting priority of service mandates for priority populations with shared WIOA Partners</p> <p>3. Success identifying barriers for targeted populations & implementing workable, measurable solutions</p> <p>4. Effective partner service referrals</p>	<p>Success identifying barriers for targeted populations & implementing workable, measurable solutions</p> <p>Effective partner service referrals</p>	<p>No response</p>	<p>Priority of Services policy for (required) target populations and all staff are aware and trained</p>	<p>Specialty services and strategies for serving designated populations</p>	<p>Items 1-4 and Increase in training, job placement and retention of targeted populations</p>
	<p>5. Knowledge of & compliance with Section 188 of WIOA</p> <p>6. Effective use of technology solutions and other available accommodations</p>	<p>Compliance with ADA</p>	<p>No response</p>	<p>Demonstrates knowledge of all requirements and plan in place for full compliance</p>	<p>Demonstrates knowledge of all requirements and plan in place for full compliance with dates and benchmarks</p>	<p>Fully compliant</p>

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STANDARD	CRITERIA	ELEMENTS	0	1-2	3-4	5
Effective Leadership and	1. Local OSCC leadership vision and plan reflect LWDB plan/goals/concepts/practices	Correctly cites and applies WIOA laws and regulations	No response	Unresolved finding(s) within the last 2 years	NO unresolved findings within the last 2 years	No unresolved areas of concern or finding(s) within the las 2 years
	2. Financial integrity	Meets Uniform Circular Standards				
	3. Understands WIOA law/regulations	Integrity demonstrated via audits and Federal/state reviews				

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	<p>4. Structured and comprehensive staff development</p> <p>5. Understands WIOA partner systems (including DCS, MCB, MRC, DTA etc.)</p> <p>6. Data-driven decision-making</p> <p>7. Continued emphasis on technology for staff development and customer satisfaction – implementation of improved technology to better serve job seekers and businesses</p> <p>8. Standard operating procedures in place & followed</p> <p>9. Continuous improvement plan</p>	<p>Staff attend and complete state and locally sponsored training</p> <p>Continuous improvement plan in place and followed</p>	<p>No response</p>	<p>Continuous improvement plan with policy to complete mandatory training</p>	<p>Documented demonstrated improvements based on continuous improvement plan. All staff have attended all mandatory training and 80% of staff have completed non-mandatory training state and/or locally developed</p>	<p>All staff (Partner and State) are cross-trained in fundamental Career Center operations and Partner Services</p>
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	10. Workable marketing plan	Outreach plan in place and followed	No response	Outreach plan in place and followed	Documented results from outreach plan. Increase in targeted customer use of Career Center.	Outreach plan demonstrates increase in job orders and placements in targeted industries that address local needs

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