In October 2017, the latest round of grants were announced by Lieutenant Governor Karyn Polito and Secretary of Labor and Workforce Development Rosalin Acosta. Awards and officials were hosted by grant recipient: Life of Harlem. Pictured from left to right: St. Didacus (Commonwealth Corporation), Labor and Workforce Development Secretary Rosalin Acosta (Commonwealth of Massachusetts), Lt. Governor Polito, Mayor Marty Walsh (City of Boston), Rep. Mike Kalus (Massachusetts State Legislature), Kerri Bielawa (Nobis Engineering), Lieutenant Governor Polito, Commonwealth President Karyn Polito (Commonwealth of Massachusetts), Steven Ro, Lynne Garone, and Dr. Paul Apen (E Ink).

Impact Highlights

As I travel across the Commonwealth I hear a consistent message from businesses small and large; our highly-skilled workforce is the engine that drives our economy. Continual investment in updating and improving the skills of our workers is critical to growing our businesses and creating more opportunities for the citizens of the Commonwealth.

The Workforce Training Fund Program (WTFP) is a powerful tool to grow businesses, create new jobs, and build stronger regional economies by co-investing in employee development via matching grants. Since the Baker-Polito Administration took office in 2015, $43.7 million has been awarded to Massachusetts employers to train more than 35,000 workers. In Fiscal Year 2017, the WTFP continued to be an engine for job creation in the Commonwealth. For example:

• Companies completing grants in 2017 added jobs at a rate of 8.2 percent, compared to 3.1 percent statewide, and 2.7 percent across New England.

• These employers added 1,591 workers, nearly double the 890 new jobs proposed.

A strategic priority of the WTFP is to provide demand-driven solutions to meet the needs of businesses of all sizes. The past year included significant progress responding to the needs of more small businesses by expanding options for small businesses and streamlining the grant application process. These improvements make the program more accessible to smaller businesses that may otherwise lack the capacity to participate. Results include:

• Since 2014, the number of small businesses awarded grants nearly doubled from 267 to 523.

• Additionally, $2.43 million in Direct Access Program grants were awarded in 2017. Direct Access grants are awarded competitively to training providers, allowing eligible businesses to directly enroll workers in pre-approved training courses on popular topics at no cost.

• 81% of businesses served by 2017 WTFP grants are small businesses.

The report that follows highlights the breadth and impact of the WTFP through 2017. As the results demonstrate, the leadership and staff of Commonwealth Corporation, who administer the Fund, are committed to using technology and continuous improvement methods to streamline and expand businesses access to WTFP programs. We look forward to continuing to work with the employers of the Commonwealth to ensure the WTFP remains one of the most dynamic job creation and skills advancement initiatives in the Commonwealth.
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In Fiscal Year 2017, the WTFP continued its strong record of job creation in the Commonwealth. For example:

- 81% of businesses served by 2017 WTFP grants are small businesses. These grants are expected to serve 535 more small businesses.
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Commonwealth Corporation is a Massachusetts public-private corporation dedicated to workforce development, youth development, and economic development. Commonwealth represents the collective business community in a collaborative partnership with industry, education, and workforce organizations. It seeks to meet the immediate and emerging needs of businesses and workers so they can thrive in a dynamic economy.
In October 2017, the latest round of grants were unveiled by Lieutenant Governor Karyn Polito and Secretary of Labor and Workforce Development Rosalin Acosta. Awards and officials were host by grant recipient "Le Bistro. Picked from start to finish by Karyn Polito (Commonwealth Corporation), Labor and Workforce Development Secretary Rosalin Acosta (Commonwealth Corporation), Governor Charlie Baker (Commonwealth Corporation), Lt. Governor Karyn Polito (Commonwealth Corporation), Simon Nip, Lynne Garone, and Dr. Paul Apen (E Ink). Capullo (Nobis Engineering); Lieutenant Governor Johnson (Massachusetts Eye Associates); Chris Capullo (Nobis Engineering); Lieutenant Governor Johnson (U.S. Bank); Lyne Garone, and Dr. Paul Apen (E Ink).

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Insulet Corporation, based in Billerica, is an innovative medical device company dedicated to improving the lives of people with diabetes. Specifically, through its revolutionary Omnipod Insulin Management System, Insulet seeks to expand the use of insulin pump therapy.

THE CHALLENGE: In order to keep up with the demands of a growing business, Insulet requires a skilled workforce to help maintain high levels of product quality and remain competitive.

THE SOLUTION: The training included Continuous Improvement, Six Sigma training, Leadership training, Root Cause Analysis, Technical Writing, Risk Management for Medical Devices, and Auditor training. Modifications were made during the grant to accommodate the company’s need for additional leadership training due to rapid growth and to help support the development of entry level leaders.

BUSINESS IMPACT:

"THE WORKFORCE TRAINING FUND GRANT ALLOWED US TO PROVIDE ESOL CLASSES FOR OUR PRODUCTION STAFF, WHICH HAS LED TO A SAFER ENVIRONMENT WITH FEWER ERRORS. ADDITIONALLY, THE TRAINING IN TOTAL PRODUCTIVE MAINTENANCE AND TEAM PROBLEM SOLVING GAVE OUR STAFF THE ABILITY TO MAKE EQUIPMENT FIXES AND ADJUSTMENTS THEMSELVES. THIS ALLOWED FOR INCREASED PRODUCTION RATES, REDUCED DIRECT LABOR COSTS AND DECREASED DOWNTIME. THE TRAININGS HAVE BEEN CRUCIAL TO OUR GROWTH AND SUCCESS OVER THE LAST TWO YEARS, AND HAVE ENSURED THAT OUR OUTPRODUCTS ARE OF THE HIGHEST QUALITY AND SAFETY."—PATRICK ALLAN, EMPLOYMENT MANAGER
The workforce training fund grant allowed us to provide ESL classes for our production staff, which has led to a safer environment with fewer errors. Additionally, the training in total productive maintenance and team problem solving gave our staff the ability to make equipment runs and adjust themselves accordingly. Allowing for increased production runs, reduced direct labor costs and decreased downtime, the training has been central to our growth and success over the last two years. We have ensured that our products are of the highest quality and safety.

—Beth Allen, Employment Manager

## Jobs Growth Rate Comparison

<table>
<thead>
<tr>
<th>Industry</th>
<th>2016 Jobs Added</th>
<th>2017 Jobs Added</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>317</td>
<td>297</td>
<td>-6%</td>
</tr>
<tr>
<td>Professional, Scientific, &amp; Technical Services</td>
<td>263</td>
<td>269</td>
<td>2%</td>
</tr>
<tr>
<td>Transportation &amp; Warehousing</td>
<td>212</td>
<td>212</td>
<td>0%</td>
</tr>
<tr>
<td>Retail</td>
<td>207</td>
<td>207</td>
<td>0%</td>
</tr>
<tr>
<td>Finance &amp; Insurance</td>
<td>111</td>
<td>111</td>
<td>0%</td>
</tr>
<tr>
<td>Healthcare &amp; Social Assistance</td>
<td>19</td>
<td>19</td>
<td>0%</td>
</tr>
<tr>
<td>Construction</td>
<td>17</td>
<td>17</td>
<td>0%</td>
</tr>
<tr>
<td>All Other Industries</td>
<td>24</td>
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**WTFP Success Story**

### Insulet Corporation

Insulet Corporation, based in Billerica, is an innovative medical device company dedicated to improving the lives of people with diabetes. Specifically, through its revolutionary Omnipod Insulin Management System, Insulet seeks to expand the use of insulin pump therapy.

**The Challenge:** In order to keep up with the demands of a growing business, Insulet requires a skilled workforce to assure high levels of product quality and remain competitive.

**The Solution:** The training included Continuous Improvement, Six Sigma training, Leadership training, Root Cause Analysis, Technical Writing, Risk Management for Medical Devices, and Auditor training. Modifications were made during the grant to accommodate the company’s need for additional leadership training due to rapid growth and to help support the development of entry level leaders.

**Business Impact:**

- **Reduced Manufacturing Costs by $0.50 per POD**
- **Added 30% More Full Time Employees by the End of the Grant**

On September 27, 2017, Governor Baker joined Insulet employees and customers for the groundbreaking of a new production facility in Acton. Insulet expects to open the plant in early 2019, eventually adding hundreds of manufacturing jobs and nearly 500 corporate office workers.

**Small Business Grantees 2014-2017**

<table>
<thead>
<tr>
<th>Year</th>
<th>Jobs</th>
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<tbody>
<tr>
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<td></td>
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<td>10%</td>
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<tr>
<td>2017</td>
<td>388</td>
<td>19%</td>
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Since 2014, small business participation has increased by 95%.

**Home Market Foods**

Home Market Foods is a specialty provider of fully cooked and frozen entrees, appetizers and snacks for retail and food service customers. Home Market Foods operates in a state-of-the-art manufacturing, research & development facility in Norwood producing the brands Roller Bites, Cooked Perfect frozen meatballs, and Bahama Mama.

**The Challenge:** Home Market Foods faced greater competition from competitors in states with lower labor costs, and needed to increase output while improving efficiency to remain competitive. In order to reduce errors, implement more efficient operating procedures and increase production, the company needed to improve internal communications. This challenge was significant because the company employs a significant number of workers with lower levels of English proficiency.

**The Solution:** Home Market Foods partnered with MassAccess Community College to provide workplace ESL for 58 workers and partnered with Mass MEP to provide training in lean process improvement and leader effectiveness training. In total, 157 workers took part in grant-funded training.

**Business Impact:**

- **Added 54 additional jobs, a 22% increase**
- **Reduced Labor Costs by 3% per pound which resulted in a 3% wage increase for trainers**

**United Electric Controls is Committed to Diversity. Investing in workplace ESL provides opportunities for workers with limited English proficiency. ESL training has resulted in better communications throughout our production line which results in increased confidence, competence, morale, quality, and efficiency.**

—Paul Paradis, Production Director, United Electric Controls

**Workplace ESOL**

Workplace English for Speakers of Other Languages (ESOL) training is one of the most powerful tools for improving business productivity, morale, and competitiveness. Because workplace ESOL creates opportunity for both businesses and workers it is a priority of the WTFP. Congratulations to the workers it is a priority of the WTFP. Congratulations to the WTFP. Success Story.

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**The Workforce Training Fund Grant allowed us to provide ESL classes for our production staff, which has led to a safer environment with fewer errors. Additionally, the training in total productive maintenance and team problem solving gave our staff the ability to make equipment runs and adjust themselves accordingly. Allowing for increased production runs, reduced direct labor costs and decreased downtime, the training has been central to our growth and success over the last two years. We have ensured that our products are of the highest quality and safety.**

—Beth Allen, Employment Manager

**Workplace English for Speakers of Other Languages (ESOL)**

Before the training the employees would be in groups, the English speakers on one side and the Spanish speakers on the other side. We hardly spoke to each other. Now, we are one team and lots of people try to speak Spanish with us and we try to speak English too. At the staff party, everyone sat at the same tables, mixed together. That never happened before.

—Kelvin Ramirez, Kitchen Staff

**Business Impact:**

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**Business Impact:**

- **Reduced Manufacturing Costs by $0.50 per POD**
- **Added 30% More Full Time Employees by the End of the Grant**

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<td>3.0%</td>
<td>2.2%</td>
<td>2.3%</td>
</tr>
<tr>
<td>Professional, Scientific &amp; Technical Services</td>
<td>3.4%</td>
<td>3.0%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Transportation &amp; Warehousing</td>
<td>2.1%</td>
<td>2.3%</td>
<td>1.6%</td>
</tr>
<tr>
<td>Retail</td>
<td>2.7%</td>
<td>2.0%</td>
<td>2.3%</td>
</tr>
<tr>
<td>Finance &amp; Insurance</td>
<td>3.1%</td>
<td>3.2%</td>
<td>2.3%</td>
</tr>
<tr>
<td>Information</td>
<td>3.9%</td>
<td>2.9%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Accommodation, Food Service, &amp; Hospitality</td>
<td>3.4%</td>
<td>3.0%</td>
<td>2.3%</td>
</tr>
<tr>
<td>Healthcare &amp; Social Assistance</td>
<td>1.8%</td>
<td>2.2%</td>
<td>2.0%</td>
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<tr>
<td>Construction</td>
<td>3.4%</td>
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**The Challenge:** To keep up with the demands of a growing business, Insulet has sought to improve its workforce to support its rapid growth. Insulet's workforce has no prior experience working with insulin pump technology, and the company needed to implement a unique training plan to prepare the workforce to be successful.

**The Solution:** The training included Continuous Improvement, Six Sigma training, Leadership training, Root Cause Analysis, Technical Writing, Risk Management for Medical Devices, and a host of additional skills training. In total 157 workers took part in grant-funded training.

**Business Impact:**

- Reduced manufacturing costs by $.50 per pod
- Added 30% more full-time employees by the end of the grant

On September 25, 2017, Governor Baker joined Insulet employees and customers for the groundbreaking of a new production facility in Acton. Insulet expects to open the plant in early 2019, eventually adding hundreds of manufacturing jobs and nearly 500 corporate office workers.

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<td>2017</td>
<td>523</td>
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Since 2014, small business participation has increased by 95%.