**MEMORANDUM OF AGREEMENT**



**INTRODUCTION**

**Memorandum of Agreement Guidance**

WCTF Donnelly Success Grants support partnerships that commit to working together to provide an occupationally focused training and placement program for unemployed or underemployed Massachusetts residents and/or a training and advancement program for Massachusetts workers. As evidence of the partnership, a Memorandum of Agreement or Letters of Commitment (MOA/LOC) are required components of a WCTF Donnelly Success Grant application. The purpose of the MOA/LOC is to codify the goals, roles, responsibilities and commitments of individual partners (Individual Roles and Responsibilities) and of the partnership as a whole (Common Roles and Responsibilities). The WCTF Donnelly Success Grant requires that partnerships include a minimum of two employers that have operations in Massachusetts and demonstrated vacancies in the target occupation.  The Grant encourages robust partnerships with the MassHire Workforce Board and Career Center in the region/s that the program will serve. The MOA/LOCs should also include any partner organizations that will be providing essential services to program participants, such as training providers, case management and support services providers, and educational institutions.

In reviewing WCTF Donnelly Success Grant applications, Commonwealth Corporation evaluates the strength of the Memorandum of Agreement (MOA) or Letters of Commitment.  The Request for Proposals emphasizes the importance of clarity and quality of partners’ commitments, roles and responsibilities and shared goals and stake in the success of the partnership. The scoring rubric provided in the RFP defines strong MOAs/LOCs as including an articulation of shared goals and roles, responsibilities, and commitments of each partner, including strong commitments from employers that indicate a strong likelihood that employers will hire program completers.

## Please Note: Proposal reviewers will compare the names of the organizations that are signatories to the MOA or LOCs against the names of the organizations that are listed as partners in both your Application Summary Form and your Program Narrative Form. In your Application Summary Form, all organizations that are listed in 4. PARTNERSHIP MEMBERS AND CONTACT INFORMATION should also be included as signatories to an MOA or LOC.  In the Program Narrative Form, the employer partners that are signatories to your MOA or LOC should be included in Section 1EI. Primary Employer Partners and 1F. Demand Verification Chart. Any disconnect between these documents may send a signal to proposal reviewers that you have not carefully considered the composition of the partnership and how each organization will contribute to the success of your proposed program.

## The RFP application materials include a [Sample Memorandum of Agreement](https://www.dropbox.com/scl/fo/yk9kna8k6rv39y07nefjd/AHKTf_IcSK13z4Hxg_Ry8uk?dl=0&e=1&preview=Part+4_Sample+MOA.docx&rlkey=sey5gp11uqa1huawnxbix3peh&st=wbvrluns).  This Sample includes the components of a strong MOA:

## Goals of the partnership

## Specific activities and commitments that will be made by the partners

## Term (period of operation) of the MOA

## Partner Roles and Commitments (beginning with Common Roles & Expectations and then Individual Partner Roles & Expectations)

## Hiring or interviewing commitments of each employer partner which includes the business name, their specific commitments to engage hiring managers in the design of the program, agreement to interview graduates of the program and agreements to hire graduates of the program.

## Signatures

## If you choose to use Letters of Commitment instead of a Memorandum of Agreement, the LOCs should include all the elements that you would find in an MOA, with each partner signing a separate LOC, on their organization’s letterhead, with common language about the Goals, Term and Common Roles and Expectations, and language specific to their Individual Partner Roles and Expectations. The more specific the commitments, roles and responsibilities are spelled out, the stronger the LOC or MOA.

**Tools and Resources to Assist in Developing the MOA/LOC**

[**Commonwealth Corporation Partnerships: A Workforce Development Practitioners Guide**](https://commcorp.org/wp-content/uploads/2016/07/resources_2013-05-workforce-development-practitioners-guide.pdf)

This document provides step by step guidance for developing workforce development partnerships and includes a Sample MOA (pages 83-86)

[**Rhode Island Toolkit for Memorandums of Understanding: Industry & Community Workforce Partnerships**](https://gwb.ri.gov/sites/g/files/xkgbur746/files/2022-05/Partnership-MOU-Tool-Kit_Final.pdf)

This document defines the MOU, suggests key questions to consider in developing the MOU, and provides a text template and sample MOUs. A Sample MOU can be found on pages 28-31.

The report outlines the sections of the MOU to include:

* Intent, Goals and Responsibilities – the purpose, issues that underlie the MOU, definition of terms and acronyms
* Scope of Work - mutual expectations and obligations, detailed descriptions of individual partner expectations and obligations
* Terms of the Agreement – effective dates
* Authority – the signatory of the MOU should have signature authority and decision-making roles within the organization
* Resources – any commitment of facilities, funds, staff time that is contributing toward the success of the partnership and may be used in a match budget
* Performance Management Activities – check-in and review protocols and timelines
* Final Authorization – signed and dated

[**Sector Program Design Approach**](https://commcorp1.sharepoint.com/:w:/s/ESOLFSRsFY24-24204075-OeschMartha/EXZ1wfdPEqlFgVuyQrp2sjYBA2ouwW6_jGs4G2cFFB3Elg?e=jbMEbt)

This document provides an outline of the MOA as Step 5 (page 2)

* Articulate a shared goal, which includes a commitment to preparing, placing and supporting the target population in the target occupation
* Include timelines and resource requirements
* Articulate the decision-making process and the role each partner will play in program development
* Identify the resources each partner organization will commit to the program development effort and the individuals who have the authority to represent each partner organization

**Sample MOA**

**Purpose of the Memorandum of Agreement**

The Memorandum of Agreement (MOA) outlines the understanding among partners listed below. Partners are committed to implementing a program design that will:

* Provide employability and occupational skills training to 45 participants over 2 years to prepare them for entry into Patient Care Technician roles
* Implement an inclusive outreach and recruitment strategy to reach historically underserved populations and areas
* Engage employer partners in the design of assessment and screening protocols and ensure participants gain the technical and professional skills and certifications to meet entry requirements for Patient Care Technicians
* Provide case management and wraparound services to ensure program participants have the supports they need to find and retain employment as Patient Care Technicians
* Work together to develop, implement and continuously improve strategies and services to ensure that the partnership is successful in meeting its goals.

**Term**

This agreement will be in effect from July 1, 20XX to June 30, 20XX

**Common Roles & Expectations of Partners**

All parties agree to:

* Assign a representative who will attend and participate in partner meetings, as needed
* Communicate consistently via email and phone calls, review communications and respond in a timely manner
* Engage in problem solving, decision-making, planning and work together to generate successful outcomes for program participants and partners
* Provide an inclusive, structured and safe environment that supports program participants

**Individual Partner Roles & Expectations**

Please provide the total number of enrollees in your project that will complete the program over the course of your 2- or 3-year grant. This number should match the number you provide in the Training Timeline in Section 9 of your Application Program Narrative.

**Lead Agency – Roles & Expectations**

**The Lead Agency will:**

* Serve as lead applicant on the grant
* Coordinate program logistics among all partners and oversee long term implementation and day-to-day operations
* Convene all partners and facilitate planning and continuous improvement discussions and decisions
* Negotiate signed MOAs with each partner stipulating roles, responsibilities, payment and payment scheduling during the course of the grant
* Manage budget and reimburse all partners in accordance with work performed as appropriate
* Oversee all outreach, recruitment, screening and selection activities in accordance with MassHire, employer partners, CAP agency and training partners
* Complete all reporting requirements of the grant, including fiscal, data/evaluation, and other ongoing reports
* Obtain individual-level data from participants, partners and employers, as needed, in accordance with Commonwealth Corporation requirements
* Maintain secure, locked files for participant data

**ABC Hospital – Roles & Expectations**

**ABC Hospital will:**

* Provide the talents and support of hiring manager/s and collaborate with the lead organization to inform assessment and screening criteria and program design and curriculum
* Provide job shadows and/or paid internships for program participants
* Serve as a guest speaker on relevant topics
* Interview program graduates
* Hire 3-5 program graduates as Patient Care Technicians at a salary of $25/hour
* Provide individual level data on employees hired through the program to the lead agency, in accordance with Commonwealth Corporation data requirements

**JKL Hospital – Roles & Expectations**

**JFK Hospital will:**

* Provide the talents and support of hiring manager/s and collaborate with the lead organization to inform assessment and screening criteria and program design and curriculum
* Participate in interviews with candidates for the program as part of the assessment and screening process
* Provide job shadows and/or paid internships for program participants
* Serve as a guest speaker on relevant topics
* Interview program graduates
* Hire 5-7 program graduates as Patient Care Technicians at a salary of $25/hour
* Provide individual level data on employees hired through the program to the lead agency, in accordance with Commonwealth Corporation data requirements

**MassHire Workforce Board – Roles & Expectations**

**MassHire Workforce Board will:**

* Participate in the design of assessment/screening protocols and training program curriculum to ensure that graduates meet professional certification and hiring standards
* Connect the partnership and participants to resources and community-based organizations serving a similar target population
* Assist in developing job shadow opportunities and paid internships
* Assist in identifying additional employers with Patient Care Technician vacancies
* Provide regional Labor Market Information and local hiring practices

**MassHire Career Center – Roles & Expectations**

**MassHire Career Center will:**

* Help identify and recruit individuals from the target population who may be a good fit for the program
* Provide feedback on the design and implementation of assessment and screening tools
* Provide job placement assistance with participants
* Track, document and share participant data with partners as necessary and appropriate
* Assist in employer outreach and engagement

**Community Action Program – Roles & Expectations**

**The CAP will:**

* Help identify and recruit individuals from the target population who may be a good fit for the program
* Provide feedback on the design and implementation of assessment and screening tools
* Provide case management and wraparound services for participants during training and through the retention period of 90 days
* Connect participants to community agencies providing services that are needed to attend and complete training and find and retain employment
* Track, document and share participant data with partners as necessary and appropriate

**Training Provider ABC – Roles & Expectations**

**ABC will:**

* Participate in the design of assessment/screening protocols and conduct training to ensure that graduates meet employer hiring requirements
* Coordinate training logistics, oversee day-to-day training activities and certifications and document participant performance
* Provide durable skills and work readiness training and ensure completion of all certification exams
* Track, document and share relevant fiscal requirements of the grant
* Assist in recruitment of participants who are a good fit for the program
* Support participants in addressing barriers to retention and completion of program requirements, such as tutoring and exam preparation
* Provide teachers, space and equipment for instruction and hands-on training
* Evaluate participants and provide feedback to partners about participants’ progress
* Track, document and share program participant data to the lead partner
* Assist in reaching out to and engaging employer partners in the program and in work readiness, work experience and job search activities

**Resources**

Employer partner resources are in-kind and include staffing, meetings, travel, and all other responsibilities outlined in section IV above and presented in the match portion of the budget.

**Modification**

Upon written consent of all parties, this agreement can be modified at any time.

**Termination**

Any party may terminate this agreement if another party commits a material breach and fails to remedy the breach within 14 days of written notice from the non-breaching party. In addition, any party may terminate this agreement and without cause upon 30 days prior written notice to the other parties, provided that such termination will take effect only at the end of the current presentation cycle unless a breach of contract has occurred.

**Signatures**

Name Name

Title Title

Signature Signature

Date Date

Name Name

Title Title

Signature Signature

Date Date