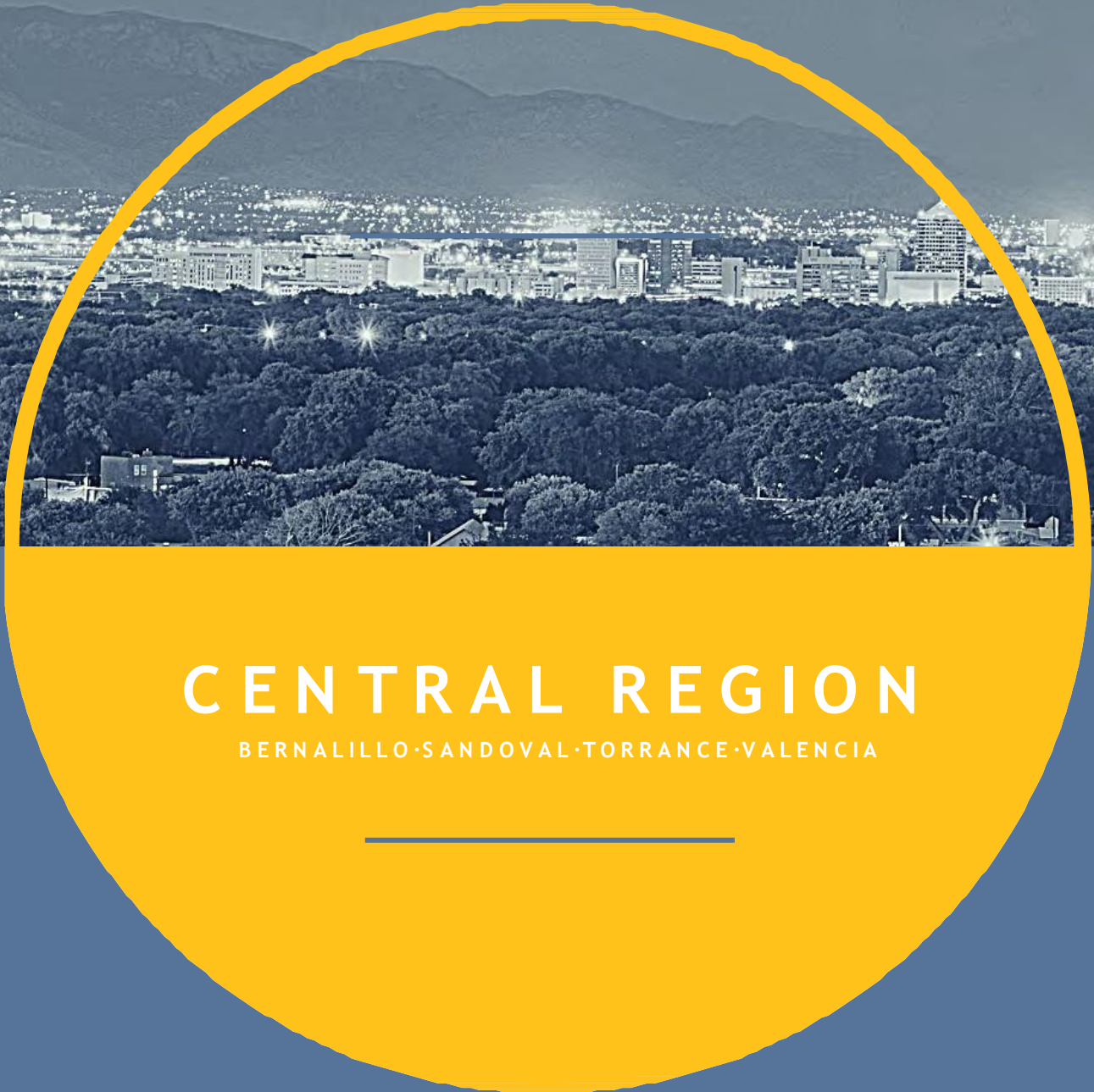


# ANNUAL REPORT

PROGRAM YEAR

2021



## CENTRAL REGION

BERNALILLO · SANDOVAL · TORRANCE · VALENCIA

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New Mexico  
Workforce Connection

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DECEMBER 2022

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# WORKFORCE CONNECTION OF CENTRAL NEW MEXICO



The Workforce Connection of Central New Mexico (WCCNM) board oversees the workforce partner network and federally-funded employment and training programs and services in the four-county region including Bernalillo, Sandoval, Torrance, and Valencia counties. The WCCNM directs the planning, oversight, policy guidance, and design of services in four New Mexico Workforce Connection centers located across the region. The programs and services help job seekers gain sustainable employment and connect businesses with a qualified and accessible workforce.

The WCCNM is one of four workforce development boards in the State of New Mexico and is the largest region with over 40% of the state's population residing in the region and Albuquerque Metropolitan Statistical Area (MSA).

The WCCNM is composed of approximately 35 members appointed by the Central Region's Chief Elected Officials Board. The WCCNM is business-led with a majority of the members coming from and representing the private sector. Other board members represent labor and community-based organizations, education, workforce partners, economic development organizations, and state agencies.

## **The Role of the WCCNM Board**

Board members apply their knowledge, experience and expertise to (1) build a strong economic environment in the Central Region that supports growing industries, competitive and profitable businesses, skilled and productive workers and thriving communities and (2) promote private sector involvement in the New Mexico Workforce Centers in order to assist employers in meeting their hiring needs.

In addition, Board members are responsible for planning, selecting one-stop operators, program monitoring and oversight, performance measures, choosing service providers and overseeing and approving the annual budget.

# CENTRAL REGION

Connecting individuals with career opportunities.  
Partnering with employers for workforce success.

The Workforce Connection of Central New Mexico (WCCNM) and the New Mexico Workforce Connection (NMWC) centers continue to move forward with strategic approaches to meet the needs of priority industries and assist businesses to become competitive and profitable. Our region's business-driven system allows us to be a qualified and valued resource for businesses and job seekers in the four-county area. During the past year and ongoing challenges with the COVID-19 crisis, the WCCNM has continued to enhance services to job seekers as well as the business community through the many resources offered through the NMWC centers.

Walk-in traffic and in-person appointments are now available in the Central Region New Mexico Workforce Connection Centers. A strict process that includes precautionary measures to keep all staff and customers safe is in place and also allows for service data tracking. On February 17, 2022, Governor Lujan Grisham announced the state's mask mandate has been lifted, effective immediately. For the New Mexico Workforce Connection Centers in the Central Region, we are following the new public health order, and masks are optional for all customers. Their decisions are respected, and we will continue to have disposable masks on hand for customers who request one.

All centers continue to receive signage, equipment, cleaning supplies, and other necessary protective gear, and all in-person appointments are being logged in the Lobby Central system to track visitors. The Operations Team continually stays informed of all guidance and public health orders from federal, state, local, tribal, and/or territorial health agencies and incorporates recommendations and resources into daily operations and the Service Delivery Plan as needed. The centers have done well with a hybrid approach of in-person services and virtual services that are still being provided via phone, email, and video conferencing to ensure services are available to all customers.

## VIRTUAL SERVICE HIGHLIGHTS

- Title I.B Adult & Dislocated Worker program YouTube videos
- Workforce Innovation and Opportunity Act (WIOA) Application and Orientation videos
- Virtual recruitment events recorded and streamed in-house at the New Mexico Workforce Connection in Albuquerque
- Weekly "Hot Jobs" announcement on IGTV and social media sites
- Efforts to convert all forms to electronic fillable PDFs





# CENTRAL REGION

Connecting individuals with career opportunities.  
Partnering with employers for workforce success.

Despite all the challenges due to the pandemic, the customer services levels in the Central Region New Mexico Workforce Connection centers have remained high, and we have continued to strive to meet the needs of job seekers and employers with our flexible service delivery modes. The WCCNM has also maintained high performance levels while also taking on new grants and initiatives.

There continues to be a priority emphasis on marketing and promoting available services for unemployed individuals/dislocated workers preparing for re-employment due to federal unemployment benefits ending in September 2021. Focused marketing of services includes:

- building their skills;
- engaging in career prep activities such as resume writing and interview skills;
- exploring short-term training programs that lead to in-demand careers;
- considering all types of training opportunities include apprenticeship and apprenticeship pathway programs; and,
- taking advantage of New Mexico Workforce Connection virtual webinars, workshops, and videos that they can attend from anywhere and view on their phone, tablet, or PC.



## WIOA TITLE I.B ADULT & DISLOCATED WORKER PROGRAM

The Title I. B Adult & Dislocated Worker (DW) Program was very successful in PY21 as they developed 252 new On-the-Job Training (OJT) contracts, with hands-on job specific training for 262 individuals in the Central Region. In addition, 46 Customized Training Agreements were executed for training/retraining of 154 individuals, 112 clients participated in apprenticeship programs, and 54 in work experience/internships. Furthermore, 656 people received Individual Training Accounts (ITA), thus increasing job seekers' credential attainment, occupational skills, and overall employability. Overall, 942 individuals received Title I.B training services in the Central Region.

Using the Unemployment Insurance "Reemployment Bridge Report," the Adult & DW program continued a telephone and email campaign throughout the program year to reach out to individuals filing and claiming benefits directly, providing information about the Title I.B program and other additional New Mexico Workforce Connection (NMWC) services. Staff also use Reemployment Services and Eligibility Assessment Grant (RESEA) appointments as a recruiting tool for dislocated workers. Staff are currently attending four workshops per week to meet with attendees who express interest in training or are seeking a new career path through work-based learning. Staff are available after each workshop to answer questions and assist interested individuals in beginning the WIOA application process. Staff also attend all WCCNM hiring events to connect with job seekers, discuss job training opportunities, and provide WIOA information to employers in attendance.

### FACEBOOK CAREER CONNECTIONS

In 2020, the Title I.B Adult & Dislocated Worker (DW) program was one of the first WIOA programs in the country to successfully partner and fund internships through Facebook Career Connections, and this partnership continued for the PY21 internship cycles. Career Connections is a Facebook initiative that helps motivated job seekers (18+) prepare for a career in digital marketing. Their trainings cover topics like interview techniques mastering digital media marketing. The WIOA matched individuals with a competitively paid, virtual internships funded and administered by the WCCNM.

With a focus on underserved communities, the Career Connection Program also dedicates resources to employer partners, including \$500 in Facebook and Instagram ad credits, access to exclusive training, and online recognition. They also benefit from a pool of career-ready, technically trained employees from which to fill future positions and reduce recruitment costs. The WIOA program provides additional funding to employers who transition interns to full-time, permanent employment through on-the-job training (OJT) opportunities.

### NEG-DWG GRANT

National Emergency Grant - National Dislocated Worker Grants (NEG-DWGs) under WIOA provide resources to states and other eligible applicants to respond to large, unexpected layoff events causing significant job losses. Under the NEG-DWG, the Central Region Adult & Dislocated Worker (DW) program has two projects. The first is the transitional jobs project that strives to enable individuals with a limited work history or industry to experience the opportunity to gain meaningful work skills that lead to gainful employment. The target population is individuals with nonviolent criminal backgrounds who are currently unemployed or have been unemployed for 27 weeks or more. Transitional jobs participants are placed at worksites and with employers across a range of occupations and industries in the four-county region.

Staff continue to conduct outreach and follow-up with organizations that serve justice-involved individuals, in order to recruit more individuals to the program. Staff have had success in placing individuals into transitional jobs within the hospitality industry and have ongoing relationships with Ambience Hospitality and Excel Hospitality who own multiple hotels in the Central Region. The Adult & DW program team has also partnered with Fathers Building Futures to enroll their participants into transitional jobs. Participants in this program are formerly incarcerated individuals, to whom the program will teach life skills development and a trade. Through this partnership, participants will be placed for work experience with an employer partner, and potentially into an on-the-job (OJT) if the employer seeks to bring them on permanently.

Secondly, under the NEG-DWG, the Central Region continues a partnership with CNM Ingenuity to focus on short-term training certificates and other training/education opportunities for unemployed individuals hardest hit by COVID-19 and looking for careers in the IT/tech industry. The IT/tech training opportunities align with the overall sector strategy in the Central Region that is currently underway.

At the close of PY21, 135 individuals have been served by the NEG-DWG, receiving either an ITA, OJT, or transitional work experience.

**MAJOR CHALLENGES & OPPORTUNITIES FOR IMPROVEMENT**

The COVID-19 pandemic posed challenges to the Title I.B Adult & Dislocated Worker (DW) program's operations during PY20. The Adult & DW program has been continuing to reach out to dislocated workers through referrals, social media, phone, and email.

The shift to virtual service delivery during the pandemic created an opportunity for the Adult & DW program to implement new data-driven approaches for outreach and recruitment strategies, as the use of virtual platforms allows for data to be collected, tracked, and analyzed in new ways. New data sources that were accessible during the pandemic, such as the "Reemployment Bridge Report," have also allowed Adult & DW staff to pilot new methods of targeted outreach and recruitment, and offering virtual service options has reduced barriers such as distance, transportation, and childcare that may make it difficult for individuals to visit NMWC centers in person.

The expansion of regional and local sector strategies and an apprenticeship model is a significant opportunity for the Adult & DW Program during the next program year. Identifying ways in which to better align career and training services through the Adult & DW Program and funding to address skills gaps and in-demand industries will be critical, particularly in the healthcare and IT/tech industries. The Adult & DW program will pilot a new approach in PY22 where all Business Consultants are cross-trained as apprenticeship coordinators so they can more seamlessly assist business customers interested in developing apprenticeship programs.

The Adult & DW Program will continue to collaborate with various employers and industries to promote paid work experience/internships, transitional jobs, and OJT to create a continuum of services designed to allow participants to work and learn. Opportunities afforded via the "Transitional Jobs" policy may be significant for disadvantaged individuals, such as former prisoners and long-term unemployed, with a goal to reduce recidivism and poverty within the Central Region. Additionally, the partnership with the CHANCES grant program in PY21 will create an additional pipeline of justice-involved customers seeking training and work-based learning to the WIOA A&DW program, which will allow them to build their existing expertise in serving this population.

# Summary of WIOA Title I.B Youth Program

## MAJOR ACCOMPLISHMENTS

The Youth Program enrolled 418 new young adults into the program and carried over 345 (active caseload and/or in follow up) youth from the previous year. In PY21, 163 youth participated in work experience activities and 125 new participants received ITAs. In addition, participants earned a total of 237 incentives. Overall, 763 youth received WIOA Title I.B Youth services during PY21.

The Youth Program utilizes a “Positive Youth Development Framework” to assess each participant’s strength in order to tackle areas of growth. With this methodology in place, participants are required to develop an educational and employment goal that will guide them to a future career. This methodology encourages and motivates young adults to stay focused on their future career choice.

The Youth Program continues to integrate “Career Solutions” and “Why I Work” into program delivery to better gauge career interests. The Youth staff developed an Individualized Service Strategy (Education and Employment Goal), and implemented Basic Employability Skills Training (BEST) and SMART (Strategic, Measurable, Achievable, Relevant, Timely) goals strategy for work placement.

WCCNM staff are part of the NMCAN “Transition Age Youth ECHO” project with monthly meetings that bring together various organizational representatives and voices to the table striving to improve the ability to approach challenges from a multiplicity of angles and with more resources for young people. The team comes together to promote authentic partnership, cross-sector learning, and improvements to streamline services and increase support for transition age youth impacted by systems in New Mexico.

WCCNM is also a member of the new Higher Education Access and Success ECHO, led by United Way of Central New Mexico. Following a similar model, this ECHO project focuses on convening stakeholders in order to share knowledge on supporting youth, young adults, and adult learners throughout their higher education and training journeys. WCCNM staff served as “hub team members” and assisted with the planning and launch of this ECHO project, which held its first meeting in May 2022.



## MAJOR ACCOMPLISHMENTS (CONTINUED)

The WIOA Youth Program continues to work Albuquerque EMS Corps which provides strong career pathways for youth adults into the healthcare industry. Albuquerque EMS Corps began their second cohort in spring 2022. The Youth program also continues to work with the Pre-Apprenticeship program with Associated Builders and Contractors (ABC), whose second cohort began on May 10. The WIOA Youth Services Provider has also worked closely with CYFD on its Emergency Medical Service program to promote work experience or internships for participants receiving their certification through the program, and with WilderWood Equine Therapy and Loving Thunder to plan internships for participants completing their training program.

Presentations and outreach at high schools continue. Staff have collaborations with Del Norte High School, Albuquerque High School, Highland High School, and Lutheran Family Services to present either weekly or bi-weekly to youth. Staff continue to hold presentations bi-weekly with New Day Shelter. The Youth program is also working in collaboration with the Operations Manager to support a new formal partnership with School on Wheels, to assist students in gaining paid work experience while also starting on a career pathway.

## MAJOR CHALLENGES AND OPPORTUNITIES FOR IMPROVEMENT

Continuing normal programming during the COVID-19 pandemic was challenging for the Youth Program, even through PY21. Online tutoring remains available for participants who were not able to resume or start work experience.

While the NMWC centers in the Central Region reopened to customers in early PY21, ongoing pandemic issues (including the Omicron wave in late 2021/early 2022) made it difficult to conduct face-to-face meetings/services, conduct in-person outreach, and engage youth customers throughout much of PY21. The Youth program conducted virtual services through computer or phone and held in-person meetings to the greatest extent possible.

The increase in wages for entry-level jobs across the Central Region posed challenges to recruiting youth to participate in paid work experience, as young people could earn higher wages working in the community than in the WIOA Youth program. In response, the Youth program increased its wages for paid work experience to \$13.50 and raised Summer Work Academy wages to \$15/hr. This has helped, but competition for young workers remains due to the large number of entry-level job openings and high wages in the Central Region.

The implementation or expansion of regional and local sector strategies will be a significant opportunity for the Youth Program during the next program year. The WCCNM and the Youth Program will work closely with stakeholders to develop pathways that align with the workforce needs of target industry sectors and provide career advancement opportunities for young adults.

# BUSINESS SERVICES

## MAJOR ACCOMPLISHMENTS

WCCNM has experienced great success with the management of the WIOA system and the NMWC centers in the Central Region with the goal of delivering upon the needs of the employers and the businesses in our regional economy. The WCCNM's Business Team is continually engaged with our employer and business customer base to better understand their immediate and future workforce needs and gain a snapshot of their industry and organization's culture and strategic business objectives. These relationships have deepened as businesses face challenges hiring new staff and filling open positions, and have required increased utilization of the Business Team's services and assistance.

The WCCNM has many long-standing and newly developed collaborations and partnerships with community-based organizations, employers, chambers of commerce, industry associations, local government, and more that have proved to be even more valuable during the challenging times of COVID-19. This has allowed the WCCNM to explore and pursue additional funding and program opportunities, leverage additional programs, and increase capacity to improve services, including virtual services, for individuals and employers.

These partnerships are critical in growing the Central Region's talent pipeline, and the WCCNM plays a role in not only recruiting and connecting qualified candidates to the employers and businesses but in helping to respond to the workforce gaps with linkages to training, education opportunities, and skill development strategies.

## SECTOR STRATEGIES

The WCCNM sector strategies have progressed with the IT/tech and healthcare industries. For IT/tech, the WCCNM and NMWC partners will continue to leverage the employer and industry relationships that have been established with other sector work, including the TechHire Advisory Council, formed under the TechHire New Mexico program, a \$4 million, four-year grant to support and fund IT/tech training opportunities in the region that ended in December 2020.

Also, the NMWC partners will coordinate with other existing IT/tech efforts that are currently going on in the region that are also engaging key industry representatives including programs such as NMITAP, the City of Albuquerque Job Training Assistance, etc. For healthcare subsectors, an inventory and assessment of existing healthcare-related business and community relationship will be used to facilitate meetings and strategy sessions based on feedback from employers, associations, educational institutions, economic development, and other stakeholders.

### SECTOR STRATEGIES (CONT'D)

The WCCNM Board is in the process of launching two new committees to focus on sector strategies and career pathways development. The Strategic Planning & Operations Committee will assist in the development of sector strategies efforts in the target industries of healthcare and IT, and the Business Engagement committee will support sector strategies efforts by building and strengthening employer partnerships in these sectors.

Additionally, the WCCNM will explore ways to support and engage with county-specific leading & emerging sectors to include: Bernalillo - Film; Sandoval - Advanced Manufacturing; Tarrant - Sustainable energy; and Valencia - Manufacturing/Construction. The WCCNM will leverage its Economic Development Committee to discuss workforce development challenges, workforce supply training/education needs, and how to maximize career technical education to better prepare our workforce for current and future careers.

### ECONOMIC DEVELOPMENT SUB COMMITTEE

Continuing The WCCNM Economic Development Committee, which was established during PY20, continued its efforts throughout PY21. The mission of the WCCNM Economic Development Committee is to forge alliances with Central Region economic development organizations, businesses, communities and training providers; identify workforce needs; develop strategies for county level planning; bridge skill gaps; and support economic development initiatives. WCCNM worked in collaboration with the City of Albuquerque to launch the committee, and membership includes representative from economic development agencies, chambers of commerce, local government, and workforce development. This committee will bring these varied stakeholders together to support both larger sector strategies areas for the Central Region (healthcare and IT) as well as county-specific leading and emerging industries.

Recent discussions have focused on the EDA ARPA grant opportunities, including Build Back Better and Good Jobs Challenge. The Build Back Better Regional Challenge Phase 1 awards were made in December 2021 and includes two awards from the Central Region: Albuquerque Hispano Chamber of Commerce - Create New Mexico, and CNM - Growing the Space Technology Industry in the central Rio Grande Valley of New Mexico.

WCCNM submitted a proposal for the Good Jobs Challenge grant in February 2022. The proposed project, the Real Jobs Alliance, was a collaboration between WCCNM and the University of New Mexico to develop, design, and implement employer led sectorial strategies to build talent as defined by employers and industry associations, with an emphasis on engaging underrepresented participants to obtain career pathways for in-demand higher pay occupations.

The proposal is asking for \$11,606,000 for UNM to serve as the Backbone Entity to support of three Industry Sectors: Healthcare, Construction, IT/Technology (Includes Information Technology, Aerospace etc.) and \$1,600,000 for the WCCNM to develop the system, collaboration of partners, provide oversight and ensure fiscal and program compliance. EDA is anticipated to make awards in September 2022.

## WORKBASED LEARNING

The WCCNM has increased the number of work-based learning opportunities available through the public workforce system in the Central Region. The WCCNM passed multiple policies to increase internships, transitional jobs, and work experiences in the region. Projects such as the Facebook Career Connections program have resulted in successful internships, and in many cases, full-time permanent employment with some on-the-job training opportunities. Opportunities afforded via the WCCNM “Transitional Jobs” policy may be significant for disadvantaged individuals, such as former prisoners and long-term unemployed, with a goal to reduce recidivism and poverty within the Central Region.

There has been increased support for apprenticeship in the Central Region as the WCCNM promotes that the “earn and learn” approach helps workers start new careers and helps businesses recruit and retain a highly-skilled workforce. The Adult & Dislocated Worker Program and the Youth Program will continue to work with trade associations and apprenticeship programs to use WIOA funds in a variety of ways to help individuals prepare for, enter, and complete apprenticeship programs. Additionally, in partnership with the NMDWS State Apprenticeship Office, the NMWC Central Region Apprenticeship Coordinators work closely with employer/sponsors to review and prepare their program standards for submission and approval of formal registered apprenticeship programs.

The WCCNM Apprenticeship Team continues to conduct outreach to employers and potential new apprenticeship sponsors continues, with a goal of a minimum of two outreach activities per week to promote the apprenticeship model to businesses. Outreach activity includes apprenticeship program discussions qualifying the needs and challenges of businesses and providing information relative to the design of apprenticeship models. The apprenticeship team is pursuing several leads with employers interested in developing Registered Apprenticeship programs, and annual participation in National Apprenticeship Week activities helps deepen the team’s relationship with existing Registered Apprenticeship program sponsors. Apprenticeship Coordinators also attend events such as CNM’s Women in Trades Summit in March, where they provide Registered Apprenticeship program sponsors with information about services available to them through WIOA and the Workforce Connection of Central New Mexico. Staff are also participating in an Apprenticeship Council initiative with Albuquerque Public Schools, the goal of which is to promote apprenticeship, trades, and other work-based learning opportunities to APS high school students.



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## MAJOR CHALLENGES AND OPPORTUNITIES

WCCNM Business teams, including staff from Adult & Dislocated Worker, Youth, Career Services, Veterans, and NMDVR, continue to work together in order to avoid multiple contacts with same businesses, associations, etc. by leveraging the communication tools. As part of the new website that launched in PY20, there is an employer/business services inquiry tool under final development at the close of PY21, which will allow businesses to quickly submit their workforce needs to business team representatives with a defined process, workflow, and tracking database on the backend. The tool uses a UX design so employers can quickly submit their hiring and training needs, and the tool sends the inquiry to the appropriate programs and staff who can assist with those needs. All staff can interact with the inquiry collaboratively in the inquiry tool and receive real-time updates on other staff's contributions to the inquiry, making collaboration more efficient for staff and avoiding a duplication of efforts. The employer inquiry tool is expected to launch in early PY22.

Repeat business may be a significant challenge for the Central Region. Although the WCCNM and NMWC partners have been successful within the area of business services, it is important that we pursue business services with strategic intent to ensure that we address business needs from a workforce system-wide perspective versus individual partner program goals and performance criteria. The WCCNM is building additional capacity, expertise and dedicating significant investments in technology and partner training. Opportunities for improvements is possible by leveraging industry sector strategies and "work and learn" initiatives, and also with significant investments in technical solutions to promote quality business engagement and increased customer satisfaction. Additionally, the WCCNM board will launch a Business Engagement subcommittee in PY22, which will help support these efforts.

The WCCNM is fortunate to have a variety of service providers, funding streams, grant opportunities, and programs and services; however, there are sometimes obstacles that many of the programs and funding streams have their own unique set of eligibility requirements and outcome measurements which can be limiting as well as create confusion for the customer including the business community. The WCCNM will continue to promote an operational approach in the NMWC Centers that promotes collaboration, strengthens programs, and encourages innovation in the delivery of services to individuals and employers in the Central Region.

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# PERFORMANCE

## MAJOR ACCOMPLISHMENTS

The PY2021 performance results for the Adult, Dislocated Worker, Youth, Title III - WP are detailed in the corresponding table for Employment Q2, Median Wages in Q2, Employment Q4, Credential Attainment Rate, and Measurable Skill Gains Rate. All performance indicators percentage indicate that performance primarily was exceeded and/or met in all five categories, with an exception of the Dislocated Worker Employed in the Q2 and Youth Credential Attainment Rate. Wagner-Peyser also failed in the area of Employed in the Q2 and in the Employed in the Q4.

In late PY 2018, the WCCNM board approved a change to the OJT policy in an effort to positively impact the Median Wage indicator. The change included a minimum of OJT reimbursable training cost in the amount of \$13.30 for participating businesses in the cities of Albuquerque and Rio Rancho. This change in policy continues to positively impact this objective in PY21 fiscal year, by enabling the Adult / Dislocated Worker Provider in reaching this indicator.

In PY 2021, all Youth Performance indicators have been mostly Exceeding (with a few Meeting) throughout the program year. WCCNM Administration staff continue to meet with the Youth Program provider though out the PY2021 and provided technical assistance on achieving this metric goal. Gains and improvement in all areas are evident (with a small shortfall in MSG) with the efforts to drill down into the applicable participant cohort by the Youth Program staff and capturing missed follow-up data and/or by determining errors in data entry. As a result of this effort, these indicators have remained at the Exceeds level throughout the whole year.



**PERFORMANCE PY2021 – ROLLING FOUR QUARTERS – FINAL**

	<b>WIOA Title I.B Adult</b>			
<b>Indicator Numerator/Denominator</b>	<b>Actual</b>	<b>Negotiated</b>	<b>% Met</b>	<b>Meet/Exceed/Failed</b>
<b>Employed in Q2 Rate: 388/491</b>	79.0%	78.00%	101.28%	Exceeds
<b>Median Wages in Q2: 388</b>	\$9,061.41	\$7,577.00	119.59%	Exceeds
<b>Employed in Q4 Rate: 446/578</b>	77.2%	78.70%	98.09%	Meets
<b>Credential Attainment Rate: 288/359</b>	80.2 %	72.00%	111.38%	Exceeds
<b>Measurable Skills Gains Rate: 641/845</b>	75.9%	72.00%	105.41%	*Exceeds

	<b>WIOA Title I.B Dislocated Worker</b>			
<b>Indicator Numerator/Denominator</b>	<b>Actual</b>	<b>Negotiated</b>	<b>% Met</b>	<b>Meet/Exceed/Failed</b>
<b>Employed in Q2 Rate: 183/272</b>	67.3%	76.00%	88.55%	Failed
<b>Median Wages in Q2: 183</b>	\$9,505.52	\$8,500.00	111.82%	Exceeds
<b>Employed in Q4 Rate: 113/171</b>	66.1%	73.00%	90.54%	Meets
<b>Credential Attainment Rate: 118/137</b>	86.1%	68.00%	126.61%	Exceeds
<b>Measurable Skills Gains Rate: 283/353</b>	80.2%	68.00%	117.94%	*Exceeds

		<b>WIOA Title I.B Youth</b>		
<b>Indicator Numerator/Denominator</b>	<b>Actual</b>	<b>Negotiated</b>	<b>% Met</b>	<b>Meet/Exceed/Failed</b>
<b>Employed in Q2 Rate: 231/319</b>	72.4%	66.50%	108.87%	Exceeds
<b>Median Wages in Q2: 219</b>	\$4,413.50	\$3,200.00	137.92%	Exceeds
<b>Employed in Q4 Rate: 239/304</b>	78.6%	66.25%	118.64%	Exceeds
<b>Credential Attainment Rate: 72/128</b>	56.3%	45.00%	125.11%	Exceeds
<b>Measurable Skills Gains Rate: 152/353</b>	43.1%	48.10%	89.60%	*Failed

PERFORMANCE PY2021 – ROLLING FOUR QUARTERS – FINAL

		WIOA Title III Wagner-Peyser		
Indicator Numerator/Denominator	Actual	Negotiated	% Met	Meet/Exceed/Failed
Employed in Q2 Rate: 1351/2517	53.7%	64.00%	83.90%	Failed
Median Wages in Q2: 1351	\$5,817.69	\$6,000.00	96.96%	Meets
Employed in Q4 Rate: 1998/3572	55.9%	62.40%	89.58%	Failed
Credential Attainment Rate:	N/A	0.00%	0%	N/A
Measurable Skills Gains Rate:	N/A	0.00%	0%	N/A

		Title IV - DVR		
Indicator Numerator/Denominator	Actual	Negotiated	% Met	Meet/Exceed/Failed
Employed in Q2 Rate:	N/A	N/A	0%	N/A
Median Wages in Q2:	N/A	N/A	0%	N/A
Employed in Q4 Rate:	N/A	N/A	0%	N/A
Credential Attainment Rate:	N/A	N/A	0%	N/A
Measurable Skills Gains Rate:	N/A	24%	0%	*N/A



**MAJOR CHALLENGES AND OPPORTUNITIES**

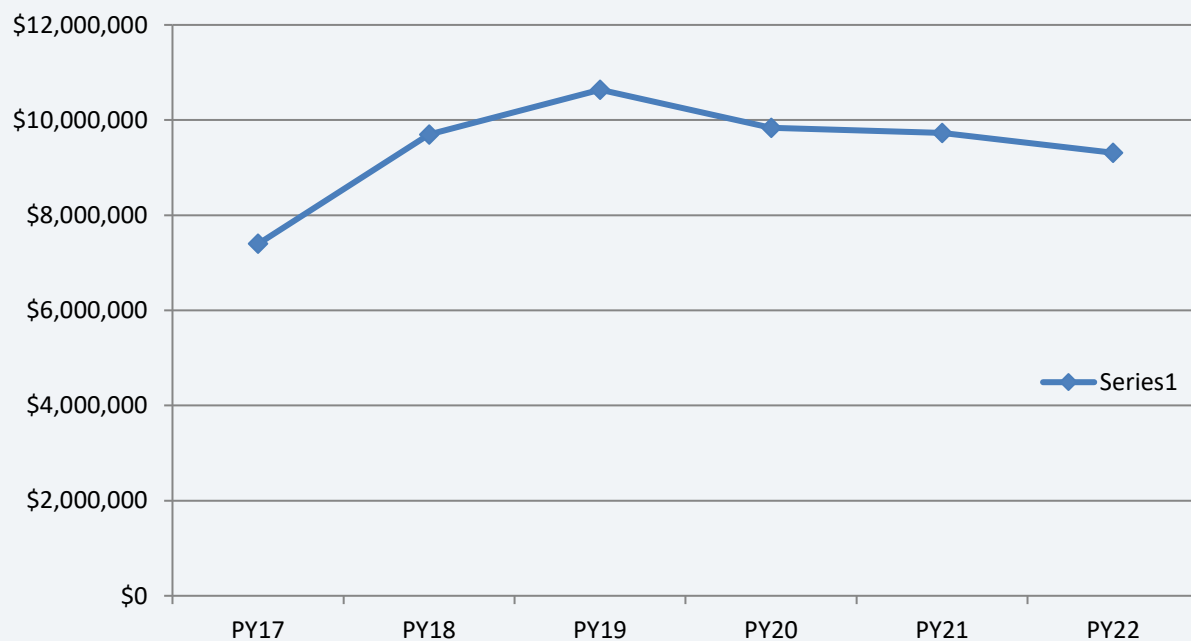
The Youth Measurable Skill Gains (MSG) indicator was not reached by a 0.40% margin and resulting in a 89.60% achievement. MSG was new requirement in PY2020 and continues to pose a slight challenge with the Youth Program. WCCNM continues to meet with the Youth Program though out the year and provided technical assistance on achieving this metric goal. Gains and improvement in this area were evident to a large degree with the efforts to drill down into the applicable participant cohort by the Youth Program staff and capturing missed follow-up data and/or by determining errors in data entry when students obtain their credentials. Unfortunately, this indicator was not met, and it appears that additional technical assistance and training may be needed to meet and exceed this indicator in the new year.

WCCNM has been attempting to report Performance results for Title IV - DVR, unfortunately DVR is only able to provide Statewide results and are unable to break down data by Region, thus WCCNM is unable to include their reports at this time.

**FUNDING**

The WCCNM has assumed responsibility for many workforce related special projects and grant opportunities from the USDOL and the State of NM. These include successful completion of ARRA American Recovery Reinvestment Act, SESP State Energy Sector Partnership Act, NEG National Emergency Grants, NM’s TechHire H1B Grant, Apprenticeship, USDOL REO Grant, and other workforce related initiatives. There have been no forfeitures of granted WIOA or other appropriations and the Central Region has managed to remain in good standing with clean third-party independent audits for over 16 years.

The following graph demonstrates the WCCNM WIOA Title I Formula funding allocation for recent years. The Program Year (PY) 22 (7-1-22 through 06-30-23) the WCCNM was awarded at \$9,310,916, representing \$415,589 decrease overall from the PY21’s \$9,726,505 formula funding, resulting in a 4.27% decrease.



## FUNDING CONTINUED

WCCNM's success is very much related to the structure of Central Region's Board members & Board Officers with active involvement. Additionally, the region's current and past business leaders, community development partnerships, and competent training institutions are also an important consideration in measuring WCCNM's success.

One particular success for the Central Region is budget management. The board members do not direct their particular interests to contractors or sub recipients and avoid any appearance or potential for conflict of interest. County board representatives work together recognizing the four-county region as one area, serving customers based upon individual needs via the New Mexico Workforce Connection centers without a focus on budget allocations or expenditures to each county. Therefore, the region's partner activities and direction may be adjusted quickly to address new demands and WIOA initiatives, while maintaining what is best for business leaders as a region versus a siloed approach.

Furthermore, the WCCNM has managed to perform USDOL directives and maintain costs at a reasonable level by sharing of resources and leveraging costs amongst WIOA mandated partners. The WCCNM provides the One-Stop Operator authority to navigate complexities of bureaucracies with a focus on customer service and flexibility in all the Central Region centers, including the operation of New Mexico's premier comprehensive jobs center in Albuquerque. In support, the WCCNM provides significant investments for development of a comprehensive communications and internet-based infrastructure that allows for a combination of in-person and virtual services which promotes robust service strategies and an enhanced customer experience.

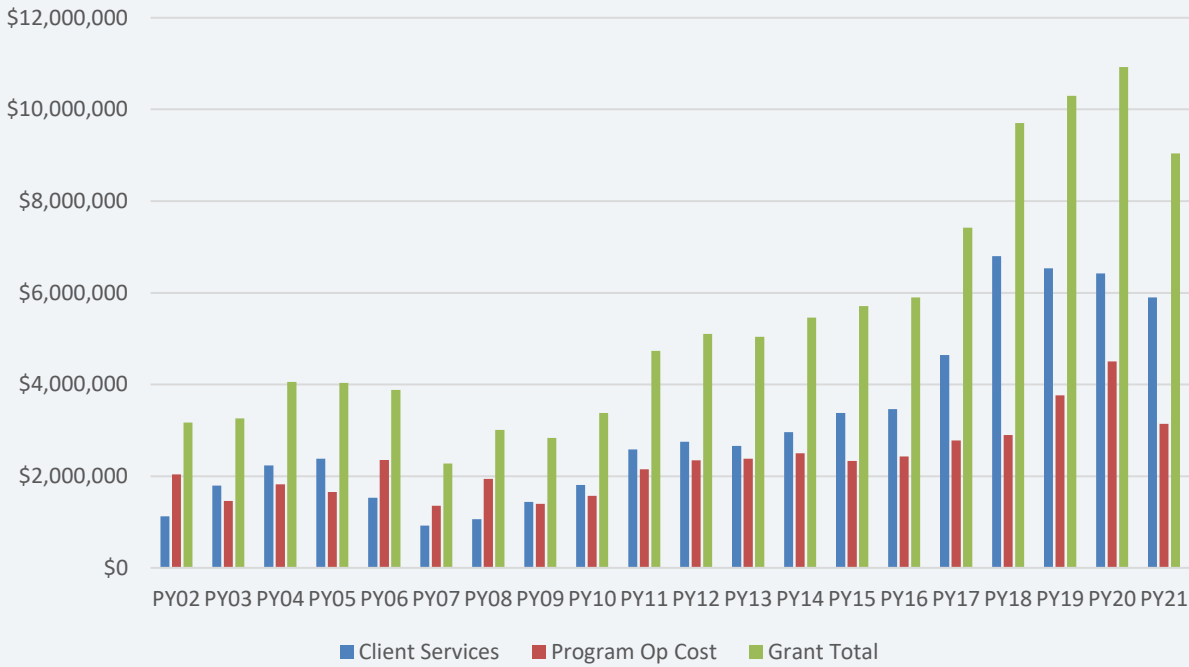
WCCNM operates under a grant requirement to expend 40% of WIOA monies on client or participant services, with 60% available for infrastructure and administrative costs such as facilities, staff and other board related expenses. The WCCNM manages to exceed this threshold and has been at least 55% expenditure rate year after year historically for training services. WCCNM attempts to reach 60% and can get there when redistributions by the State NMDWS occur. This is because our infrastructure costs and staff remain the same and this additional funding goes straight to participant services.

WCCNM has three subrecipients (One-Stop Operator, Adult/Dislocated Worker and Youth service providers) receiving monies for their staff's payroll costs and indirect business expenses. The MRCOG serving as the WCCNM's Fiscal Agent is responsible for all fund draw downs and management of capital improvement, administrative and operational monies, and the majority of participant fund distributions for payments. The MRCOG's comprehensive internal controls and procedures limits any financial risks and increases the capacity for the WCCNM to function and perform at a high-level.

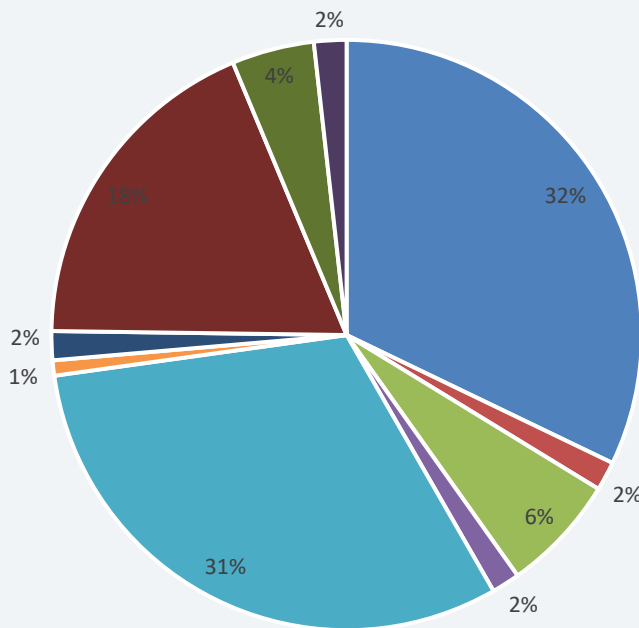
Please see the charts below depicting a breakdown of costs by program year periods to include Program Year 2002 through 2021.

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WCCNM Client Services vs Operations Cost of Total Grant



WCCNM Inception to PY21 Client Services by % Total



Adult DW ITA's	\$ 20,995,207
Adult DW ISA's	\$ 1,040,444
Adult Custom Trng	\$ 4,202,749
Adult Incumbent Trng	\$ 1,006,982
Adult DW OJT	\$ 20,308,526
Adult DW Work Exp Tra	\$ 544,545
Adult DW Supp Serv	\$ 1,036,398
Youth WE	\$ 12,078,112
Youth ITA's	\$ 2,951,904
Youth Supp Serv	\$ 1,160,094
	\$ 65,324,963

- Adult DW ITA's
- Adult DW ISA's
- Adult Custom Trng
- Adult Incumbent Trng
- Adult DW OJT
- Adult DW Work Exp Trans Apprent
- Adult DW Supp Serv
- Youth WE
- Youth ITA's
- Youth Supp Serv

# SUCCESS STORIES

## ADULT SUCCESS STORY: TRACY

Tracy enrolled into the Adult WIOA program for upward mobility and advancement in her career. She had previously attended Pima Medical Institute and earned her Dental Assistant Certificate. Tracy knew that she had to do more to achieve her goals, both long term and short term. After working for a few years as a dental assistant, she began to realize how competitive the job market was. She decided she wanted to enhance her current skills and receive more training. She knew that with an advancement in her current abilities she could find a career that would lead her to long-term employment and self-sufficiency. With the help of the Adult WIOA program, Tracy was able to enroll back at Pima Medical Institute and earn her Dental Hygiene Certificate. Tracy is now employed with Peppermint Dental earning \$40 an hour. She is so happy as she now has a wonderful career and is able to provide for her sons and herself. She is very thankful for the assistance the Adult WIOA program has provided her.

## YOUTH SUCCESS STORY: KYLEIGH

In June 2021, Kyleigh came into the New Mexico Workforce Connection center in Valencia County seeking assistance in finding a job. Kyleigh had graduated from homeschooling in May 2021. Kyleigh was accepted into the WIOA Youth Program and was interested in work experience. She completed four hours of Basic "Employability Skills Training" and five hours of tutoring. Then she was ready to be placed in a job. She registered in the fall at UNM-VC for the Nursing Program and continues to work hard in her classes, even being invited to join the Honors Society. Kyleigh also qualified for mileage and will continue to receive it while she attends college at UNM-VC.

Kyleigh completed her work experience hours at Senior Livings Systems in January 2022 and was hired on as part of their staff. She turned in her first semester grades and received an incentive for maintaining a "C" Average or above in her college classes. She has been very successful in the WIOA Youth Program.

## DISLOCATED WORKER SUCCESS STORY: NATASHA

Natasha holds a Bachelor's degree in philosophy. While she found philosophy extremely interesting, after graduating she found the field does not offer much of a clear career path. Natasha was employed with Panera Bread to cover her living expenses as she began to apply to teaching programs in New Mexico. In March of 2020, Natasha was laid off due to the governor's orders for temporary prohibition on indoor dining in an effort to curb an increase of COVID-19 infections, and she qualified for unemployment benefits.

Natasha received notification that she was accepted into the Alternative Teacher Resident program at The University of New Mexico and was given information about the WIOA Adult & Dislocated Worker Program to assist her with her tuition. Natasha attended a rapid enrollment session at the New Mexico Workforce Connection Center in Albuquerque, and after completing the application process, she was approved for tuition assistance.

In June 2021, Natasha successfully completed all requirements for her Alternative Teacher Resident Program licensure for K-8 Elementary and received a Bachelor's degree in elementary education. She then went on to complete her required Praxis exams and earned her Level One Alternative K-8 Elementary teacher licensure. Natasha received multiple offers for employment with Albuquerque Public Schools and accepted a position at McKinley middle school as a 6th and 7th grade teacher earning an entry-level annual salary of \$41,000. Natasha



# LABOR MARKET SUMMARY

Rank	Industry Sector	Number of Establishments	Number of Employees
1	Health Care and Social Assistance	5,054	69,123
2	Retail Trade	2,367	41,846
3	Accommodation and Food Services	1,857	38,633
4	Professional, Scientific, and Technical Services	3,891	34,140
5	Educational Services	714	31,013
6	Administrative and Support and Waste Management and Remediation Services	1,573	25,713
7	Construction	2,326	25,689
8	Public Administration	352	24,013
9	Transportation and Warehousing	595	16,778
10	Manufacturing	854	16,497

The Central Region and Albuquerque MSA, comprising Bernalillo, Sandoval, Torrance, and Valencia counties, surrounds the Sandia Mountains and includes the cities of Albuquerque and Rio Rancho. Most of the state's major technological industries and businesses are located in this region, which is the state's most populous but geographically smallest region. The income in the Albuquerque MSA represents 44.4% of the state's income per the U.S. Bureau of Economic Analysis, and 46.7% of the employees in the state per current QCEW data.

The demand for a qualified workforce in the Central Region and the alignment of WCCNM sector strategies and priority industries is reflected in labor market information and economic data. The top ten industry sectors in the region are represented in the corresponding table (Source: NMDWS, QCEW Q1 2022). The largest employers in the region are the University of New Mexico, Presbyterian Healthcare Services, Sandia National Laboratories, Ardent Health Services, and Rio Rancho Public Schools.

At the end of PY21, the unemployment rate in June for the Albuquerque MSA was 4.6 percent, below the state's whole of 4.9 percent. The Albuquerque MSA grew by 16,200 jobs in total nonfarm employment, representing a gain of 4.3 percent.

The following private sector industries added jobs: leisure and hospitality, up 5,500 jobs, or 13.9 percent; trade, transportation, and utilities, up 3,900 jobs, or 6.3 percent; mining and construction employment, up 3,300 jobs, or 13.0 percent; professional and business services, up 1,700 jobs, or 2.8 percent; manufacturing, up 1,000 jobs, or 6.2 percent; information up 500 jobs, or 9.8 percent; miscellaneous other services, up 400 jobs, or 3.5 percent; and education and health services, up 300 jobs, or 0.5 percent. Financial activities was unchanged from the previous year's employment level.

In the public sector, state government was up 200 jobs, or 0.8 percent; federal government was down 400 jobs, or 2.7 percent; and local government was down 200 jobs, or 0.6 percent.

Source: NMDWS, Labor Market Review, Vol. 51 No. 6 Published July 29, 2022.

# CONTINUOUS IMPROVEMENT & PROGRAM ENHANCEMENTS

## CONTINUOUS IMPROVEMENTS SUBCOMMITTEE

In PY21, the WCCNM Board launched a new Board subcommittee focused on implementing continuous quality improvements. The WCCNM Continuous Quality Improvements committee established two main focuses in PY21 - to develop formal CQI processes (templates, planning tools, etc.) and to pilot a CQI plan for the WIOA Youth Program, which was identified as a priority for CQI efforts due to the impacts of COVID-19 on their operations. Staff to the committee developed a formal CQI Plan template, which the committee reviewed and approved for use during its October 2021 meeting. Staff to the committee met biweekly with WIOA Youth program managers to review progress on the CQI plan, and the committee monitored data and progress on this initiative throughout PY21.



Summary

## SURVEY OUTCOMES

The Workforce Connection of Central New Mexico (WCCNM) conducted several customer and business surveys across multiple core WIOA programs for PY20 to capture service delivery feedback and opportunities for improvement for the upcoming year.

For the **Title I.B Adult & Dislocated Worker Program**, 707 surveys were sent to participants, and 66 responses were received (9.3% response rate).

- ◆ 87.9% of participants were satisfied or very satisfied with the program's services.
- ◆ 90.9% of participants felt that the services met their needs very well or extremely well.
- ◆ 89.4% of participants reported that they were satisfied or very satisfied with the professionalism and accessibility of staff.
- ◆ 95.5% of participants responded that the program either met or exceeded their expectations during COVID-19.

For the **Title I.B Youth Program**, 276 surveys were sent to participants, and 15 responses were received (5.4% response rate).

- ◆ 80% of participants were satisfied or very satisfied with the program's services.
- ◆ 53.3% of participants felt that the services met their needs very well or extremely well, and 40% reported that the services met their needs somewhat well.
- ◆ 66.7% of participants reported that they were satisfied or very satisfied with the professionalism and accessibility of staff.
- ◆ 80% of participants responded that the program either met or exceeded their expectations during COVID-19.

For **Title III Career Services**, 4,168 surveys were sent to participants, and 258 responses were received (6.2% response rate).

- ◆ It is important to note that although messaging was included on the initial survey email, as part of the survey instructions, and as an alert on the survey itself that the survey was specific to career services provided by the New Mexico Workforce Connection (NMWC), the majority of responses centered around the Unemployment Insurance Program, administered by the New Mexico Department of Workforce Solutions (NMDWS). With this considered, the survey results may not accurately reflect the customer service experience of the Career Services team during PY21.
- ◆ 80% of participants felt that the services met their needs somewhat well, very well or extremely well.
- ◆ 59.0% of participants reported that they were satisfied or very satisfied with the professionalism and accessibility of staff.
- ◆ 62.7% of participants responded that the program either met or exceeded their expectations.



### CHANGES TO SYSTEM & PROGRAM DELIVERY

The WCCNM uses the customer survey results on an ongoing basis to gauge the service delivery areas in each of the New Mexico Workforce Connection Centers that need improvement. There are many changes that will be made to the flow of resource room activities and pre-screening efforts based on the feedback from customers and the frequency that they reported needing these services. The surveys are also instrumental in finalizing the content and flow of the new WCCNM and NMWC Central Region website. There will also be improvement to the survey process itself with the Youth Program survey in particular, and the WCCNM will send surveys via text rather than email to encourage a higher response rate. Dislocated Worker (DW) Program Continuous Quality Improvements promotes efforts to identify and enroll participants that are not engaged in a career pathway consistent with acquiring meaningful employment that leads to economic self-sufficiency. These efforts include:

- Continued collaboration with RESEA;
  - Highlight opportunities for dislocated workers (and explain to viewers who qualifies as a DW) during weekly Hot Jobs livestream;
  - Develop additional targeted outreach efforts and products to feature benefits of the DW training program, especially for release on the WCCNM social media platforms;
  - Promote short-term training and credential programs for in-demand occupations such as IT Bootcamps, Apprenticeships, Fast-track Associate Degree Programs, etc.;
  - Provide needs related payments for DW clients that exhaust UI benefits to ensure successful completion of approved training; and
  - Conduct a data-driven dislocated worker outreach projects, focused on identifying areas with disproportionately high numbers of dislocated workers and targeting them with outreach.
-

# PARTNERSHIP ENGAGEMENT STRATEGIES

The WCCNM continues to pursue innovative approaches that produce long-term improvements across workforce system and to provide cost-effective outcomes for job seekers and businesses while supporting the local economy. Partnership engagement strategies and system-wide approaches have been at the center of these efforts.

The WCCNM partner network in the Central Region continues to grow, and now includes:

- WIOA Title I.B Adult & Dislocated Worker (WCCNM Contracted Provider – MRCOG);
- WIOA Title I.B Youth Program (WCCNM Contracted Provider – YDI);
- WIOA Title III Career Services – Wagner-Peyser Services (NM Department of Workforce Solutions);
- WIOA Title IV Vocational Rehabilitation (NM Division of Vocational Rehabilitation);
- Trade Adjustment Assistance (TAA) Program (NM Department of Workforce Solutions);
- Reemployment Services and Eligibility Assessments (RESEA) Program (NM Department of Workforce Solutions);
- Veteran Services Program (NM Department of Workforce Solutions);
- MET, Inc.-National Farmworker Jobs Program-Employment and Training Grant;
- New Mexico Works-Wage Subsidy & CareerLink Programs (NM Department of Workforce Solutions);
- UNM Valencia Accelerated College & Career Education (ACCE);
- WIOA Title II (Albuquerque Adult Learning Center);
- WIOA Title II (Catholic Charities);
- WIOA Title II (CNM Adult Basic Education Program);
- WIOA Title II (UNM Valencia- Adult Basic Education);
- WIOA Title II (Southwestern Indian Polytechnic Institute);
- WIOA Title II (Gordon Bernell Charter School);
- WIOA Title II (Youth Development, Inc.);
- CNM Carl D. Perkins Grant;
- Five Sandoval Pueblos Inc. - WIOA Program;
- SCSEP (Goodwill);
- SCSEP (NM Aging and Long-Term Services Department);
- SCSEP (NICOA);
- Help NM-Community Based Service Grant;
- New Mexico Works - TANF Program (NM Department of Workforce Solutions);
- Isleta Pueblo - WIOA Program;
- Job Corps;
- Unemployment Insurance Program (NM Department of Workforce Solutions);
- Santo Domingo Pueblo WIOA Program;
- National Indian Youth Council WIOA Program; Innovate+Educate; and
- HopeWorks LLC.



### REENTRY EMPLOYMENT OPPORTUNITY GRANT-CHANCES

In June 2022, WCCNM was awarded the Pathways Home 3 grant by the US Department of Labor (USDOL) Employment and Training Administration (ETA). WCCNM's proposal for CHANCES, Collaborative Haven for Achievements, Nurturing, Careers, Employability, and Success has been chosen to receive \$2 million in grant funding to support employment and training services, continuous case management, and wraparound supports for individuals being released from a correctional facility in the Central Region. CHANCES program staff will work closely with the WIOA Adult & Dislocated Worker and Youth programs, as well as the many other partner programs in both the WCCNM and the CHANCES partner networks, to support CHANCES participants in achieving their education and employment goals. We are excited at the opportunity to expand services to our justice-involved customers and look forward to building the CHANCES program.

### PARTNERSHIP ENGAGEMENT AND SYSTEMWIDE APPROACHES

Many of the programs and services in the large Central Region partner network have their own set of reporting requirements and performance measures. Each program, including some core partners, often has a unique case management system, different data entry requirements, and intake paperwork. The lack of having a common intake, referral and data system across the workforce system creates an additional burden for both the customer and staff. The WCCNM began to explore a common intake process and system in PY20 and has successfully added several modules to the referral system in PY21.

The general referral and inquiry tracking system, built within the Central Region intranet, is available to all Central Region partners, both co-located and external, and has data detailing over 10,000 inquiries and referrals that have been received in the Central Region since the beginning of the pandemic. Additional referral modules have been built with program-specific fields for NMDVR, Gordon Bernell Charter School, UI Account Unlocks, Job Corps, and US Pretrial & Probation Services (MOU pending).

### QUARTERLY GATHERINGS

Quarterly Gatherings are very successful ½ day to full day sessions that include all partners listed in the previous (co-located, core, mandatory, and additional) across the Central Region to share information, celebrate achievements, recognize best practices, and allow for cross-training and networking. Each event has a tailored agenda depending on current training needs, new approaches, and upcoming initiatives/strategies. Training and guest speaker presentations included sessions on each of the WIOA core programs, additional partners such as National Indian Youth Council, core partner performance measures, Carl D. Perkins funding, sector strategies, EEO and ADA process, sector strategies, Unemployment Insurance meaningful assistance, and guidelines and best practices for serving individuals with disabilities. The events also provide an opportunity to meet with program directors and leaders to discuss infrastructure funding agreements and operating budgets. Quarterly Gatherings are typically held offsite, often at partner organization locations and educational institutions such as CNM and have 80-100 attendees. The COVID-19 pandemic made gathering for these events difficult, but the WCCNM held a virtual Quarterly Gathering in November 2022, and was able to host an in-person Quarterly Gathering in March 2022. This event was held at the ABQ NMWC center over two days, and staff attendance times were staggered to allow for social distancing. We received excellent feedback on this event and look forward to hosting more in-person gatherings in 2022.

### SYSTEM-WIDE TRAINING STRATEGY

The WCCNM and New Mexico Workforce Connection Training Strategy continued in PY21 to bolster cross-training opportunities and to ensure more consistency in pre-screening and partner referrals. The strategy includes three levels: LEVEL 1 (Training covering all “core” WIOA programs and legally-required/mandated training, COVID-19 Preventative Measures training); LEVEL 2 (Training covering all “participating” partners programs and system training such as the NM Workforce Connection online system); and LEVEL 3 (Professional development, additional partner and program training). Trainings are provided at the Quarterly Gatherings, as requested, and online. The Operations Manager maintains a training database to record all completed training for all Central Region staff. WCCNM is also incorporating a nationally recognized career counselor/workforce development professional (CWDP) certification into the current training strategy to build the overall capacity of staff working in counseling roles across the four-county region.

### BI-WEEKLY COORDINATOR MEETINGS

The WCCNM has had great success with Team Coordination Meetings held regularly and consistently with managers and supervisors of all Central Region programs and representation from the comprehensive and affiliate centers. The group comes together to discuss upcoming events and outreach opportunities, staffing challenges, customer flow issues, and infrastructure needs. The Team Coordination attendees also approve all operational policies and procedures. The meeting is hybrid, and managers are able to join in-person or via Zoom, enhancing participation from managers who are not co-located in the Albuquerque NMWC center.

### COMMUNICATION AND MARKETING EFFORTS

The WCCNM implemented several new approaches in PY21 to strengthen communication and marketing efforts with all partners in the Central Region.

The WCCNM is enhancing online communication via a new intranet that was launched in September 2019. The intranet provides all partners with easily accessible alerts, calendar of events and outreach activities, training modules, policies & procedures, contact information, IT work tickets, event kit requests, and room reservations. The WCCNM launched a new website ([www.wccnm.org](http://www.wccnm.org)) in order to tailor information for our various customer bases, better reach job seekers and businesses, improve our ranking in search engines, provide consistent and updated program information, announce events, integrate our social media, measure the interest in the programs across our network, and highlight our achievements and successes.

The WCCNM is deepening its virtual outreach and marketing to customers by increasing its focus on social media marketing to advertise programs, services, and events. All social media platforms (Facebook, Instagram, Twitter, LinkedIn, YouTube, and TikTok) are regularly updated with information about services and opportunities for jobseekers in the Central Region, and all comments and direct messages are answered by the Operations team within 24 hours. Information about the Dislocated Worker program is advertised each week during the “Hot Jobs in the Central Region – Live!” series, which is livestreamed to Facebook and cross-posted on all channels each Friday. A Social Media Design intern has also been hired to assist with social media outreach. The intern develops content (both for special events and evergreen informational content about programs and services) and posts to social media channels using a data-driven approach, which includes decisions about the best time to post on each platform, which audiences to target with outreach, when to boost posts to maximize return on investment, and more. WCCNM is also expanding into email marketing and is working to develop a “Career Connections” newsletter tailor toward jobseekers, to launch in early PY22.



# CENTRAL REGION

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