



South Shore Workforce Investment Board

Strategic Plan: FY 2014 - FY 2017

Updated Draft as of June 23, 2014

The South Shore Workforce Investment Board undertook a strategic planning process in concert with the development of the South Shore Labor Market Blueprint in the first half of 2013. This process included taking on information from a wide variety of workforce development stakeholders in the region. This was the first strategic planning process undertaken by the SSWIB in quite some time. In spring 2014, the SSWIB revisited the plan, utilizing the data and research collected earlier to inform the development of new priorities under a new committee structure. The Board will approve these updates at its June 25, 2014 Annual Board meeting.

Specific strategies are discussed and measurable objectives are provided for the three critical goals that came out of the planning process. One and three year objectives are provided. Each year, the SSWIB will review achievement of the objectives to date and revise the one and three year goals as needed. It is also important to recognize that in creating this document, the SSWIB is not restricting itself from adding additional strategies, objectives, or goals at any time it deems them necessary. The overarching goal of the SSWIB is to always be improving the quality of workforce development services in the region and this living document is a roadmap for achieving this goal.

Pursuant to feedback from the Massachusetts Executive Office of Labor and Workforce Development, the Strategic Plan has been updated to incorporate additional labor market information from the Labor Market Blueprint and to clarify specific strategies that the SSWIB is committed to pursuing. Annually, the strategic plan will be reviewed and updated by the SSWIB and modified as the Board deems necessary.

Organizational Purpose and Goals

The South Shore Workforce Investment Board (SSWIB) is a non-profit corporation that is federally mandated to oversee the South Shore regional workforce investment system. In this role, the SSWIB works with employers, economic development stakeholders, educational institutions, community-based organizations and labor organizations ensure that workforce development programming meets the needs of the region. The SSWIB links adults and youth in the South Shore region with career opportunities in emerging and critical industries. We are dedicated to creating a community driven economy.

The SSWIB utilizes a dual-customer approach to its work. This approach provides for a mutual approach to serving the needs of businesses, particularly those in the region’s critical industries, and residents seeking employment and/or career advancement. Only by serving both groups of customers well can the SSWIB contribute to the economic growth of the region.

The mission of the South Shore Workforce Investment Board is to support a thriving region with economic opportunity for all.

The vision of the SSWIB is to be a business-led organization that ensures that the South Shore’s employment needs are met by a qualified, skilled, educated, trained, and job-ready workforce.

The values of the SSWIB to be an organization that is:

- Data and results-driven
- Transparent
- Accountable
- Efficient

Organizational Description

Workforce Investment Board: The SSWIB is led by a private-sector majority board, appointed by the designated Chief Elected Official for the region, the Mayor of Quincy. Private sector members of the Board are senior executives or are individuals with optimal policy making authority and/or, to the extent possible, representative of the demographic population and shall come from throughout the Board's geographic region.

In addition, the Board includes members who are mandated partners under the Workforce Investment Act (WIA) and other members as appointed by the Chief Elected Official. These partners include representatives of labor, Chambers of Commerce, education providers, Community Action Agencies, and the region’s Title I Administrator.

Currently, the South Shore Workforce Investment Board is made up of 32 members (see attached South Shore Workforce Investment Board Membership).

Committee Structure: The SSWIB performs its primary work through five committees. The committees and their work descriptions are:

Executive Committee: The Executive Committee is responsible for oversight and approval of all policy, fiduciary and operational aspects of the South Shore Workforce Investment System between meetings of the full Board. The Committee is comprised of the Chair, Vice Chair, Treasurer and Chairs of all standing Committees. This committee meets quarterly and reports back to the SSWIB Board of Directors quarterly.

Youth Council: The primary role of the Youth Council is to provide insight and expertise in youth policy. Its members reflect the region and assist the SSWIB in understanding and addressing youth education and workforce readiness. The Youth Council assists with the development and

evaluation of the annual youth services RFP process and the expansion of the youth summer jobs program. The Youth Council meets quarterly.

Career Center/Workforce Committee: The Career Center/Workforce Committee was recently established (merged the Career Center Committee with our Workforce Initiatives Committee). This committee shares the responsibility of reviewing, evaluating and monitoring the performance of the South Shore Career Centers along with examining the needs of the regional workforce system. The Committee examines the service delivery system in light of changes to the profile of local employers and job seekers, taking into consideration federal guidelines and fiscal realities. The Committee also reviews required data from the Career Center on a quarterly basis and proposes policies to the Board of Directors to address shortcomings or opportunities in the delivery system. This committee strives to ensure that the regional system is meeting the needs of all stakeholders and provides oversight of the region's workforce partnerships. The Career Center /Workforce Committee typically meet monthly.

Financial Oversight Committee: The Financial Oversight Committee is responsible for preparing the Annual Budget and subsequent modifications for the consideration by the Board of Directors. The Committee also has oversight responsibility for the Integrated Budget throughout the year. This committee meets quarterly and as needed during the budget preparation period.

Planning Committee: The Planning Committee meets regularly to review and make recommendations concerning the Strategic Plan and the Annual Plan.

Ad Hoc committees are created by the Board of Directors or one of the committees as needed and provide recommendations back to the full Board or the committee were it originated. These committees may include SSWIB board members and non-board members. For example, we are drawing on expertise in and outside of our Board to obtain assistance with branding and marketing strategies for the SSWIB.

The South Shore Workforce Investment Board and its committees are public entities and comply with the Massachusetts Open Meeting Law.

Staff: The SSWIB employs staff and consultants as the Board deems necessary and fiscally responsible to carry out its mission. The current staffing structure includes four senior staff and an administrative assistant. Their duties are:

Executive Director: The SSWIB Executive Director provides the day-to-day operational leadership for the organization. The Executive Director hires and supervises all staff of the organization. The Executive Director is responsible for implementing the South Shore WIB's Annual Plan and supporting the Board and its committees in the policy development and oversight of the region's workforce investment system. The Executive Director is hired by and reports to the SSWIB Board of Directors.

Director of Operations: The Director of Operations is responsible for the planning, direction, coordination and oversight of adult employment, training, and education initiatives in the region. The Director of Operations provides leadership and expertise to the Executive Director and the SSWIB in the areas of adult policy & planning, operations and oversight, communication, and resource development. This position reports to the Executive Director of the South Shore Workforce Investment Board.

Director of Business Services: The Director of Business Services will serve as the South Shore Workforce Investment Board's lead contact for private sector businesses in the region. The Director will develop workforce partnerships in the critical industries identified by the SSWIB Labor Market Blueprint and other industries as identified by the Executive Director. The Director will market the Workforce Training Fund and other supports for workforce development and adult education in the region and provide technical assistance to potential applicants. This position reports to the Executive Director of the South Shore Workforce Investment Board.

Director of Youth Programs: The Director of Youth Programs is responsible for the oversight of youth workforce programs in the South Shore region. The Youth Director, under the supervision of the Executive Director, is responsible for the development of the annual Request for Proposals for youth services and for working with the Youth Council to implement the review process. This position also supports the development of the youth summer jobs program and the Board's ongoing oversight of youth workforce programming in the region. This position reports to the Executive Director of the South Shore Workforce Investment Board.

Partnerships and Interactions: The SSWIB extends its impact and influence in the region through working as a convener, collaborator, and partner with a wide variety of organizations in the region. The SSWIB's main priorities with regard to partnerships and interactions are:

- Maximize the region's ability to provide optimal service to the dual customers of the public workforce investment system: businesses and job-seekers.
- Ensure that the efforts of economic and workforce development stakeholders and systems are aligned to maximize efficiencies and provide the best possible service to businesses in the region.
- Create enhanced alignment of the region's education and training providers with the needs of businesses, particularly those in the critical and emerging industries.
- Attract additional funding resources to the region to meet the needs of businesses and job-seekers in the region.

South Shore Workforce System Improvement

Over the past six months, the SSWIB has taken a number of steps to improve its organizational structure. The SSWIB is presently short staffed; however, new staff job descriptions have been reconfigured to ensure the work of all staff is aligned with the WIB's needs. Over the next year, hiring additional staff, implementation and adjustment of work plans for staff positions based on goals and objectives outlined at the end of this document will be a major focus.

The SSWIB also developed and enhanced its committee structures over the past year. Committees, the backbone of any Workforce Investment Board, have been reinvigorated and most have new leadership. Committee charters and work plans have been put in place. Over the next three years, the work conducted by these committees will need to be evaluated annually and readjusted based on performance and new demands on the workforce system from all of its stakeholders.

The Board of Directors has seen a fair amount of changes over the past year. Some long-term members have left the Board and new members have been brought on. Over the coming years, the Board plans to address gaps in alignment between board membership and the region's critical industries and in so doing, be on track to meet the WIA private sector majority membership requirements. Over the next year, the Board will be organized to recruit new members from their peers in the community. The goal is to have at least one Board member from each critical industry and to increase the private sector business membership of the Board to at least 55% of Board membership.

Analysis of the South Shore Regional Labor Market

The South Shore Workforce Investment Board (SSWIB) recently completed a comprehensive analysis of the South Shore regional labor market resulting in the published October 2013 SSWIB Labor Market Blueprint. The development of the Labor Market Blueprint included a detailed analysis of the most recent secondary data from sources including:

- ES-202 data from the Executive Office of Labor and Workforce Development;
- U. S Census Bureau data from Census 2010 and the more recent American Community Survey;
- *Labor Market Trends in the Southeast Region*, Robert Clifford, Commonwealth Corporation and New England Public Policy Center of the Federal Reserve Bank of Boston;
- *The Middle-Skills Gap: Ensuring an Adequate Supply of Skilled Labor in Northern and Southern New England*, Julia Dennett and Alicia Sasser Modestino, New England Public Policy Center of the Federal Reserve Bank of Boston;
- Massachusetts Job Vacancy Survey, Massachusetts Department of Workforce Development;
- *Annual Profile of the South Shore Workforce Area*. Massachusetts Executive Office of Labor and Workforce Development.
- *Massachusetts' Forgotten Middle-Skill Jobs: Meeting the Demands of a Twenty-First Century Economy*, National Skills Coalition.
- UI Claimant Profiles, Occupational Employment and Wage Statistics (OES), and employer listings from the Executive Office of Labor and Workforce Development; and
- South Shore Career Center data

In addition to the analysis of secondary data, development of the Labor Market Blueprint and this Strategic Plan rest on primary research. Interviews and focus groups with business leaders were conducted in three industries: Health Care, Manufacturing, and Financial Services. Interviews were also conducted with business leaders including regional economic development leaders, education and training providers, and other key stakeholder groups.

While the public workforce investment must serve all industries in the region, in the current resource constrained environment, the WIB has prioritized engagement with industries most likely to grow and hire job seekers. The analysis in the Labor Market Blueprint found that four industries were critical employers in the regional labor market: Health Care, Durable Goods Manufacturing, Financial Services and Construction. These industry sectors were selected based on the relative size of employment in the region, growth projections for the industries, comparative average wages paid, the presence of career ladder opportunities in the industry, and an analysis of the potential for engagement with the public workforce investment system. Based on the criteria described above, Durable Goods Manufacturing, Finance and Insurance, and Health Care and Social Assistance were selected for special emphasis. It should be noted that this selection was due to circumstances at a particular point in time and it will be part of the Board's strategic plan review and updating process to examine up-to-date information and determine if changes to the critical industry list are warranted.

Labor Market Demand Overview: In 2012 total private sector employment was 182,108.¹ The largest private sector employer in the region was Health Care and Social Assistance, with 32,519 workers. Retail trade was the only other industry with more than 20,000 employees, with 29,272. The next largest private sector industry sectors were Accommodation and Food Services with 19,819 and Finance and Insurance. Construction, Manufacturing, and Other Services each had over 10,000 employees as well.

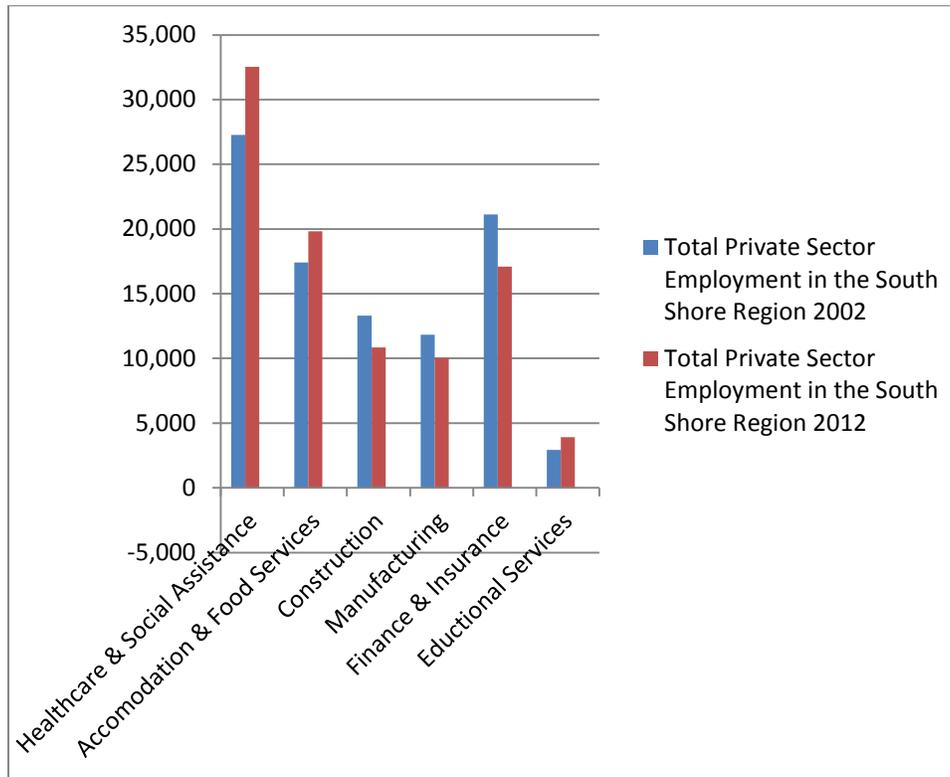
¹ Employment data in this section is from the ES-202 data series published by the Massachusetts Executive Office of Labor and Workforce Development unless otherwise stated. Employment numbers provided are annual averages of private sector employment.

South Shore Private Sector Employment: 2012

Industry	Employment
11 - Agriculture, Forestry, Fishing & Hunting	288
21 - Mining	77
23 - Construction	10,840
31-33 - Manufacturing	10,040
DUR - Durable Goods Manufacturing	5,935
NONDUR - Non-Durable Goods Manufacturing	4,105
22 - Utilities	1,078
42 - Wholesale Trade	7,536
44-45 - Retail Trade	29,272
48-49 - Transportation and Warehousing	2,897
51 - Information	4,346
52 - Finance and Insurance	17,092
53 - Real Estate and Rental and Leasing	3,353
54 - Professional and Technical Services	9,946
55 - Management of Companies and Enterprises	4,190
56 - Administrative and Waste Services	9,735
61 - Educational Services	3,909
62 - Health Care and Social Assistance	32,519
71 - Arts, Entertainment, and Recreation	3,819
72 - Accommodation and Food Services	19,819
81 - Other Services, Ex. Public Admin	11,355
Total, All Industries	182,108

Source: Massachusetts Executive Office of Labor and Workforce Development, ES-202 data.

Between, 2002 and 2012, total private sector employment in the South Shore region declined 1.2%, from 184,263 in 2002 to 182,108 in 2012. This decline was not evenly dispersed across all industry sectors.



Source: Massachusetts Executive Office of Labor and Workforce Development, ES-202 data.

Employment growth trends, both positive and negative, may be due to a number of factors that are beyond the scope of this analysis. The best way to understand the causes of these employment trends and what impact they will have on future employment requirements is to discuss these issues with business leaders in the region, which was done in preparing this strategic plan and will be discussed in the industry sections.

The average weekly wage for all private sector employers on the South Shore in 2012 was \$941, 20.4% below the statewide average of \$1,182 per week. The Finance and Insurance industry saw the highest average weekly wages, \$2,417. Other high wage industry sectors in the region include Construction, Manufacturing, Finance and Insurance, and Management of Companies and Enterprises. Several of the industry sectors which are large employers in the region also had below average weekly salary averages. These included Accommodation and Food Services, Other Services, Except Public Administration, Retail Trade, and Educational Services.

South Shore Weekly Average Wages: 2012

Industry	Average Weekly Wage
11 - Agriculture, Forestry, Fishing & Hunting	\$737
21 - Mining	\$933
23 - Construction	\$1321
31-33 - Manufacturing	\$1270
DUR - Durable Goods Manufacturing	\$1337
NONDUR - Non-Durable Goods Manufacturing	\$1173
22 - Utilities	\$2151
42 - Wholesale Trade	\$1591
44-45 - Retail Trade	\$531
48-49 - Transportation and Warehousing	\$836
51 - Information	\$1527
52 - Finance and Insurance	\$1477
53 - Real Estate and Rental and Leasing	\$1012
54 - Professional and Technical Services	\$1517
55 - Management of Companies and Enterprises	\$1756
56 - Administrative and Waste Services	\$840
61 - Educational Services	\$720
62 - Health Care and Social Assistance	\$901
71 - Arts, Entertainment, and Recreation	\$429
72 - Accommodation and Food Services	\$334
81 - Other Services, Ex. Public Admin	\$474
Total, All Industries	\$941

Source: Massachusetts Executive Office of Labor and Workforce Development, ES-202 data.

Twenty-nine businesses in the South Shore region employ more than 500 workers.² Health Care and Social Assistance led the list with six businesses, followed by Retail Trade with four, and Information with three.³ Of the largest industries in the region, Construction, Manufacturing, and Educational Services each only have one business each with more than 500 employees. In line with findings from the previous South Shore WIB blueprint (Mount Auburn Associates, 2009); this may indicate that most workers in these industries are employed in small businesses. On the other hand, the Information industry, which is a modest size employer in the region, has three businesses with 500 to 999 employees, suggesting that employment in this industry may be concentrated in larger businesses. In terms of geographical concentration, Quincy has eight businesses with more than 500 employees, followed by Plymouth with six and Braintree with five.

² Source: Massachusetts Executive Office of Labor and Workforce Development. This data includes both public and private sector employment.

South Shore Employers with More Than 500 Employees

Company Name	City	Number of Employees	NAICS Code	Industry Sector
Boston Financial Data Svc Inc	Quincy	1,000-4,999	5239	Finance and Insurance
Jordan Hospital	Plymouth	1,000-4,999	6221	Health Care and Social Assistance
Quincy Medical Ctr	Quincy	1,000-4,999	6221	Health Care and Social Assistance
Silver Lake Senior High School	Kingston	1,000-4,999	6111	Educational Services
Sleepy's the Mattress Pros	Plymouth	1,000-4,999	4421	Retail Trade
Stop & Shop Supermarket Co LLC	Quincy	1,000-4,999	4451	Retail Trade
Talbots Inc	Hingham	1,000-4,999	4481	Retail Trade
Weymouth Lodge 2232	Weymouth	1,000-4,999	8133	Other Services, Ex. Public Administration
ARAMARK Uniform Svc	Norwell	500-999	3391	Manufacturing
Arbella Mutual Insurance Co	Quincy	500-999	5242	Finance and Insurance
Beth Israel Deaconess Hospital	Milton	500-999	6221	Health Care and Social Assistance
Braintree Rehabilitation Hosp	Braintree	500-999	6243	Health Care and Social Assistance
Clean Harbors Inc	Norwell	500-999	5622	Administrative and Waste Services
Entergy Nuclear Operations	Plymouth	500-999	2382	Construction
Fallon Ambulance Svc	Quincy	500-999	6219	Health Care and Social Assistance
Gatehouse Media New England	Quincy	500-999	5111	Information
Granite Telecommunications LLC	Quincy	500-999	5179	Information
Haemonetics Corp	Braintree	500-999	3391	Manufacturing
Hospice of the South Shore	Braintree	500-999	6231	Health Care and Social Assistance
Marshfield Town Hall	Marshfield	500-999	9211	Public Administration
Milton Medical Office Building	Milton	500-999	5311	Real Estate and Rental and Leasing
Ocean Spray Cranberries Inc	Middleboro	500-999	5611	Administrative and Waste Services
Patriot Ledger	Quincy	500-999	5111	Information
Pilgrim Nuclear Station	Plymouth	500-999	2211	Utilities
Plymouth County Sheriff	Plymouth	500-999	9221	Public Administration
South Shore Model Railway Club	Hingham	500-999	8134	Other Services, Ex. Public Administration
South Shore Visiting Nurse	Braintree	500-999	6216	Health Care and Social Assistance
Sysco Boston LLC	Plympton	500-999	4244	Wholesale Trade
United Liquors Ltd	Braintree	500-999	4451	Retail Trade

Source: Massachusetts Executive Office of Labor and Workforce Development, Infogroup, 2014. This data includes both public and private sector employment.

Overall, South Shore employment is projected to grow 14.8% from 2010 to 2020. Construction is projected to be the fastest growing industry (48.6%), followed by Wholesale Trade, Administrative and Waste Services, and Retail Trade and Transportation and Warehousing.

South Shore Industry Employment Growth Projections: 2010-2020

Construction	48.6%
Manufacturing	5.1%
Utilities	2.4%
Wholesale Trade	38.1%
Retail Trade	22.0%
Transportation and Warehousing	22.0%
Information	10.3%
Finance and Insurance	18.9%
Real Estate and Rental and Leasing	12.7%
Professional and Technical Services	8.9%
Management of Companies and Enterprises	8.9%
Administrative and Waste Services	32.2%
Educational Services	8.9%
Health Care and Social Assistance	8.9%
Arts, Entertainment, and Recreation	8.9%
Accommodation and Food Services	14.1%
Other Services, Ex. Public Admin	8.9%
Total	14.8%

Source: Massachusetts Executive Office of Labor and Workforce Development.

Labor Market Supply Overview: The South Shore region faces an unusual supply side challenge. On the one hand, the private sector industry workforce demand for the region is quite substantial and includes demand for high levels of skills and education in the critical industries, as discussed in the previous two sections. However, the South Shore region’s workforce is in demand from regions beyond the South Shore. A substantial portion of the South Shore’s potential workforce resides in the South Shore but goes into Boston daily for work. This condition imposes a serious requirement on the South Shore to both understand and work to improve its workforce to meet the demands of the region’s critical and emerging industries.

Demographic Characteristics of Residents of the South Shore Region: Over the ten year period from 2000 to 2010, the South Shore regional population grew from 500,527 to 523,751, an increase of 6.4%. The fastest growing towns in the region were Hingham, Pembroke, and Plymouth.

Other key demographic data for residents of the South Shore include³:

- **Age:** The southeastern Massachusetts region has 20% of its residents under the age of 16, 11% ages 16-24, 11% ages 25-34, 15% ages 35-44, 16% ages 45-54, 13% ages 55 to 64, and 14% ages 65 and over. Over the past ten years, the working age populations have been declining slightly in the region, while the three oldest age categories have been growing.

³ Data in this section are for the Southeastern Massachusetts region as defined by Clifford (2012). Demographic data are from the 2008-2010 American Community Survey.

- **Race/Ethnicity:** Eighty-three percent of the southeastern Massachusetts population is White, non-Hispanic, 6% Black, non-Hispanic, 4% Asian, non-Hispanic, 4% Hispanic, and 3% Other Race, non-Hispanic. The past decade saw a small decrease in the White, non-Hispanic and Other Race, non-Hispanic populations and growth rates of 5.0 to 7.4 percent in the remaining three categories.
- **Education:** Fifteen percent of southeastern Massachusetts' working age population have less than a high school education, 29% have a high school diploma, 19% have some college, no degree, 8% have an Associate's degree, 19% have a Bachelor's degree, and 9% have a Master's degree or higher level of education. Over the past ten years, the population categories with the highest levels of education have been growing faster than those with a high school diploma or less in educational attainment.

This demographic data suggests some areas of concern for the region. As the population ages, businesses in the region may not have easy access to the workforce they require. Of even more concern is the fact that the education levels of the workforce may not match up with the needs of businesses in the region. The lack of Associate's degree credentialed workers may impact the region's ability to attract or grow middle- skills jobs, which are projected to be some of the fastest growing over the next decade (National Skills Coalition, 2010).

Not all regional residents work in the region. Fifty percent of South Shore residents worked in the South Shore region, 23% worked in Boston, 10% in the Metro Southwest Workforce Investment Area, and 6% in the Brockton Workforce Investment Area. **Forty-one percent of the region's residents face a commute longer than 60 minutes (each way) every day.**

It is also interesting to note that 64% of the South Shore's workforce lived in the region, while 36% lived outside the region.⁴ Of those who lived outside the region and worked in the South Shore, 11% lived in the Brockton Workforce Investment Area, 6% in the Metro Southwest WIA, and 5% in Boston. Reverse commuting from the Commonwealth's central hub was not a significant factor in the South Shore region's employment pool.

Educational Strategic Priority

The goal of the SSWIB is to establish a Hi-SET testing site within the South Shore region. Our hope is the proximity of this site will ensure accessibility to our region's at-risk populations. This testing site could benefit all our existing ABE, WIA Title I, ESOL and youth programs.

South Shore Critical Industry Analysis

As we have seen, the South Shore region has a varied industrial mix. Based on factors such as total employment, average wages, career growth opportunities, and projections of future employment growth, three industries were selected as critical industries on which to focus the work of the South Shore WIB. These industries are Durable Goods Manufacturing, Financial Services, and Health Care and Social Assistance. During the development of the blueprint, direct interviews with business leaders in each of these sectors and other stakeholders were conducted.

⁴ Source: U. S. Census Bureau Journey to Work, 2010.

Durable Goods Manufacturing

Durable Goods Manufacturing has lost quite a bit of employment over the past ten years, but it still remains a significant employer in the region. Durable Goods Manufacturing in the South Shore region is a very diverse industry. Over four hundred South Shore companies are represented in the Durable Goods Manufacturing industry. The largest sectors are Fabricated Metal Product Manufacturing, primarily Machine Shops and Coating, Engraving, and Heat Treating Metal Manufacturing, and Miscellaneous manufacturing, primarily Medical Equipment and Supplies Manufacturing. While these sectors are the largest, there are also large pockets of employment in several other areas. In line with the Commonwealth of Massachusetts, the manufacturing sectors with the highest employment in the South Shore region are those that are the highest value-added and generally have higher wage levels and skill requirements.

It is worth noting that this diversity of manufacturing employment is not the norm. Generally, regions have the majority of their manufacturing employment in one or two key sectors. The South Shore is much more diverse than the norm, which represents both an opportunity and a challenge for the workforce investment system. The opportunity is that, since employment is not concentrated in one or two key sectors, changing market conditions are not likely to pull down all manufacturing in the region equally. This makes it more likely that manufacturing will continue to be important in the region over the long term. The challenge, of course, is that it will be more difficult for the workforce investment system to understand so many industry sectors.

The occupational mix in the manufacturing industry is difficult to identify on a broad basis because of the extreme diversity of South Shore manufacturing discussed above. Median hourly wages range from \$17.00 to nearly \$23.00 per hour as shown in Appendix 3 of the South Shore Labor Market Blueprint. The Miscellaneous Product Manufacturing sector, primarily comprised of Medical Equipment and Supplies Manufacturing, had the highest median hourly wages. There is a substantial mix of occupations that generally require Bachelor's degrees and those that do not. The Computer and Electronic Product Manufacturing sector generally has the highest educational requirements due to the relatively large number of engineers, relative to production workers, employed in the sector.

The career ladder potential in manufacturing varies widely by sector. For the highest value-added sectors, there are generally the most jobs at the entry-level and quite a few at the highest end (that still do not require a Bachelor's degree), but relatively few in the middle. This means that people wanting to advance will need to undergo a lot of training and gain substantial experience before they are eligible for the highest-paying positions such as machinist. For manufacturing across the country, this is becoming a significant problem as the workforce ages and begins to retire, which may create an opportunity for the workforce investment system to assist with preparing workers for careers in manufacturing.

Some of the critical occupations in the region's manufacturing industry include:

- **Machinists:** Across the state, skilled machinists are in short supply and the machinist workforce is rapidly aging. Machinists require hands-on expertise in the use of computer-aided machining tools. Training is usually provided through a combination of basic machining skill development, often offered through training at proprietary schools, and then extensive informal apprenticeships with experienced machinists. As the manufacturing companies in the South Shore region become increasingly focused on high-end products, the

importance of the machinist occupation to the industry increases Manufacturing employers report that fewer young people are entering the occupation than will be needed.

- **Assemblers:** This occupation is involved in the assembling of mechanical, electromechanical, and/or electronic equipment using hand tools, soldering irons, and sometimes microscopes. Workers may also do some testing and troubleshooting of components. Training for this entry-level position is generally conducted on the job, although basic manufacturing training is helpful.
- **Supply Chain Managers:** Supply Chain Managers and other logistics professionals are seen as integral to the success of manufacturing in the region. There are several industry certification programs available, but most people in these positions rose through the ranks and received informal on-the job training.

Given the rapidly growing and changing nature of manufacturing in the South Shore region, businesses interviewed articulated significant diversity in their human resources. However, many of the basic skill requirements, including basic math, utilizing hand tools, measurement with precision, and quality control, are held in common across the critical occupations. More than any other sector, employers in the Manufacturing industry talked about the need to increase the levels of education in the secondary schools. STEM (Science, Technology, Engineering, and Mathematics) competencies were seen as foundational to success in this industry.

Manufacturing Strategic Priority

The SSWIB plans extend outreach for the manufacturing sector within the South Shore. We will build upon the Southeast Regional Advance Manufacturing Partnership by drawing partners from a variety of manufacturing based sectors. Our long term goal is to have a collaborative that is robust enough to apply for workforce training grants.

Financial Services

Finance and Insurance is the fourth largest industry sector in the region. The two largest sectors are Insurance Carriers and Related Activity and Credit Intermediation and Related Activity, primarily banks and credit unions. The median hourly wages for occupations in Finance and Insurance for which we have data are over \$25.00 per hour, with entry level wages in the \$16.00-\$17.00 per hour range. Wage levels vary quite a bit across occupational categories, far more than previous industries discussed. It is also worth noting that some occupations, such as Customer Service Representatives, have far higher wages in this sector and region than they do in other industries. This may be due to one or a few companies with wage structures outside the norm or with the industry as a whole valuing these positions more highly than other industries do.

Finance and Insurance has a far higher proportion of jobs that require a Bachelor's degree or higher levels of formal education. There are also fewer positions at the higher end of the non-Bachelor's degree scale. For example, in the Credit Intermediation and Related Activity sector, Tellers represent 8.3% of all employment, the second highest occupation trailing only Financial Managers. Teller positions can have decent wages (median wage of \$13.04 per hour) and offer career advancement opportunities.

Broadly speaking, the financial services industry business leaders who participated in focus groups and interviews for this research described an environment where they are generally able to meet their human

resources needs. One of the overarching issues raised was how much the industry has changed over the past twenty years. For example, many banking employers now hire tellers on a part-time basis and require much more sales ability of this occupation than in the past.

Many applicants face barriers to obtaining employment in the financial services industry. Basic job readiness and essential skills are critical issues across all occupations and sectors in the financial services industry. Most employers in this industry conduct both criminal background and credit checks of prospective employees and many applicants are denied due to failing a background check. The credit check is particularly challenging for many new applicants in the current environment. English speaking skills are an absolute requirement. Basic computer skills and Microsoft Office skills are also considered foundational skills for most entry-level jobs in the financial services industry. Sales skills are also a critical skill across most occupations in the financial services industry.

Critical human resources issues in the industry include basic job readiness and soft skills, basic computer skills, sales ability, and the ability to pass credit and background checks.

Critical occupations in the financial services industry include:

- **Tellers:** Tellers, historically, have been the backbone of retail banking institutions and credit unions. However, this position requires so much more than in the past. In addition to cash handling and customer interaction, tellers are almost always required to sell other financial services products as part of their job, and are evaluated based in part on their success at meeting sales goals. This role is transitioning into a “Universal Associate” role that requires strong customer service skills, product knowledge, and sales skills to provide a more holistic service approach to the customer.
- **Assistant Branch Managers:** The front-line supervisory position in many institutions is the Assistant Branch Manager. This position requires extensive customer service skills, sales ability, and supervision skills. Historically, this position was usually promoted from within the teller ranks. However, lately institutions have been more willing to hire from outside the industry. People with successful sales and supervisory experience are particularly valued.
- **Call Center Operator:** Several employers currently operate call centers in the region. Call center operators tend to have a high level of turnover but can be an excellent entry vehicle for people to get into the financial services industry. This occupation requires computer skills, excellent English language communication skills, and the ability to work on a computer and phone system for an extended time period with limited breaks.
- **Insurance Representative:** The current insurance industry workforce is seen as an aging workforce without adequate new entrants to replace people when they begin to retire. These workers require various insurance licenses, depending on the specific lines of provided by the company, as well as excellent sales and customer service skills.

Financial Services Strategic Priority

The SSWIB plans to begin outreach for the financial services sector within the South Shore. We want to continue our efforts to provide job seekers with personal financial capacity in order to access employment within the

financial sector. We plan to engage a collaborative with diverse representation from this sector to better understand their workforce and hiring needs in order to align them with potential workforce training opportunities. Our long term goal is to have a collaborative that is robust enough to apply for workforce training grants.

Health Care

Health Care is the largest industry in the South Shore region and it is also the only industry that demonstrated consistent employment growth from 2002 to 2012. Due to demand factors, this industry is likely to always be one of the critical industries in the South Shore region.

There is a great deal of occupational diversity in the Health Care and Social Assistance industry. Median wages are over \$21.00 per hour in Hospitals and Ambulatory Health Care Services and below \$15.00 per hour in Nursing and Residential Care Facilities and Social Assistance. Health Care Support Occupations, in particular, are much more poorly compensated in Nursing and Residential Care Facilities than in other sectors.

There are many positions in the Health Care and Social Assistance industry that do not require a Bachelor's degree and also many technical and back-office positions that are necessary to the operation of the businesses but that do not involve direct caregiving to patients.

The opportunities for career ladder development are quite varied across the largest sectors of the Health Care and Social Assistance industry. Ambulatory Health Care Services have the smallest number of pre-baccalaureate jobs overall, and even those jobs that exist that do not require a Bachelor's degree are most likely to be in the highest level. The Hospital sector has the largest number of pre-baccalaureate jobs in the highest level (roughly 55%), followed by entry-level jobs (45%). The gulf in mid-level jobs is the greatest challenge in developing career ladders program in this sector.

Nursing and Residential Care Facilities has the vast majority of its positions in the entry-level and so career ladder opportunities are difficult to find within the sector. In all of the health care sectors, the most common career ladders are from para-professional positions to nursing occupations.

In the focus groups and interviews conducted for this research, business leaders identified the following critical issues:

- **Diversity:** Employers cited a strong need to find additional Latino and Asian American staff across the entire spectrum of health care occupations.
- **Essential Skills:** All of the health care employers in focus groups and interviews conducted for this research cited difficulty finding applicants who were "work-ready" and had the basic social skills needed to succeed in the workplace. Also, many applicants had poor interviewing skills and knowledge of appropriate behavior in interviews that made it difficult for them to get hired even if they had the technical skills to do the job.

- **Basic Computer Skills:** Documentation and record-keeping are essential elements of the health care work environment and most employees need to keep records through computer systems as part of their jobs. This foundational skill is a requirement for most health care occupations.

There are a variety of critical occupations in the health care industry, with a lot of variation between the different sectors. Broadly speaking, health care occupations can be divided between care-giving, administrative, and support positions. In home health and nursing home businesses, employment is concentrated in the caregiving occupations. In the ambulatory care and hospital sectors, the occupational mix is much more diversified. Overall, the top areas of occupational concern cited by the industry are:

- **Home Health Aides/Certified Nursing Assistants (CNAs):** These are the direct care, hands-on staff of much of the health care industry. These jobs generally pay slightly above minimum wage and many are part-time, particularly in the home health sector. These positions can be obtained with two-weeks of training (~75 hours) and, in the case of CNAs, completion of a certification examination. There are good opportunities for advancement from these positions with additional training.
- **Medical Assistants:** MAs provide a wide variety of services, including taking medical histories, recording vital signs, processing records, and collecting and preparing laboratory specimens. The duties of the position vary quite a bit across employers. A variety of proprietary training schools and community colleges provide training for Medical Assistants. Employers projected that the number of these positions would be likely to increase over the next three to five years.
- **Nurses:** Registered Nurses are the largest occupational group in the hospital sector and are critical to all Health Care industry sectors. While there is not currently a nursing shortage in the employers who participated in the research for this report, the average age of the RN population is increasing and as the economy improves, retirements are likely to increase the number of vacancies for RNs.
- **Medical Billing and Coding:** As the health care industry increasingly requires electronic medical records and billing with insurance companies requires electronic records, these positions will become ever more important. The SSWIB currently spends a number of its WIA Individual Training Accounts (ITAs) on training for this occupation at proprietary training schools. However, the employers who participated in this research indicated that it is extremely rare for them to hire new graduates for one of these positions. They prefer to hire from within and train people themselves once they have shown that they will be a good fit with the organization.

Other critical occupations mentioned by industry stakeholders included geriatric services, clinical managers, pharmacists, and laboratory technicians.

Human resources issues in the Health Care industry include finding culturally competent caregivers, soft skills, basic computer skills, and several specific technical niches where there are skills gaps. Currently, due to the recession, there is not a shortage of nurses. However, given the increasing average wage of the nursing workforce and the aging of the region's residents, there is likely to be strong future demand for nurses. Home health aides are also likely to be in strong demand in the future as more people stay in their own homes for longer periods of time and require in-home health care services.

Health Care Strategic Priority

The SSWIB will leverage our employer partners to build training capacity for the frontline direct care workforce who require more sophisticated skill and ability to care specifically for an aging patient population.

The SSWIB will undertake two sets of strategies related to labor market demand. The strategies related to employer engagement and meeting employer demand in the critical industries are discussed in detail in the following section. The other strategy for meeting labor market demand is to regularly reassess the regional labor market. The Labor Market Blueprint represented a single point in time. Labor market issues are always changing, particularly in times of recovery from major recessions. This is certainly the case in our current times. Over the next three years, the SSWIB will regularly update the labor market analysis for the region. This plan will include:

- Annual review of the current critical industries. This review will include analysis of the quantitative data provided by the state and interviews and/or focus groups with employers in each critical industry. This work will be aimed at ensuring that these industries are likely to remain critical industries in the region over the next three years. Each year, Board staff will interview and/or conduct focus groups with at least six employers in each of the four critical industries.
- Analysis of the remaining large industries in the region to determine whether any of these industries merit inclusion in the critical industry list. The SSWIB Board of Directors will annually review the criteria for determining critical industries.
- The SSWIB will conduct regular analysis of the match between employer demand and services provided. The SSWIB will annually review the ITA list to ensure that sufficient training options are available which meet the needs of the critical industries. Throughout the period of performance of this Plan, the Board will solicit training providers to join the Approved Provider list to ensure that there are a wide variety of options available to customers seeking training. The SSWIB will also conduct evaluation of employer perceptions of the quality of applicant referrals they receive from the workforce investment system.

Employer Engagement

The key to success for any Workforce Investment Board (WIB) is successful engagement with the current and prospective future businesses in the region. This engagement must be broad based to meet the differing needs of employers, but may include:

- Creation of systems to monitor the demand side of the workforce development equation. These systems can include focus groups, interviews, and surveys of employers on their critical human resources needs. The South Shore Labor Market Blueprint represented the first step in this engagement process and should be replicated regularly.
- Development of collaborative efforts to drive sector-wide programs, such as workforce partnerships. This effort can develop consistent requests for services from the public workforce investment system and help support resource development.
- Regular assessment of employer perceptions of services being provided by the workforce development system.

- Industry-based outreach programs to spread awareness of the services available through the public workforce investment system and to encourage use of the region’s Career Centers and other programs.

Service Delivery System: The South Shore Workforce Investment Board (SSWIB) is not a direct provider of services. Workforce development services are primarily provided by the South Shore Career Centers and training providers. Employers also invest significant resources of their own in training their workforces. The SSWIB’s appropriate role is to set policy for, oversee, and evaluate the workforce development service delivery system in the region.

During the development of this strategic plan and the South Shore Labor Market Blueprint, several issues of service delivery were identified. Therefore, there may be additional issues that are currently unknown that will need to be addressed in the future. The issues discussed and strategies described are not to be considered restrictive in any way and the Board declares itself free to make additions as necessary at any time.

Strategies for System Improvement

- The SSWIB will develop infrastructure and systems for conducting regular funding opportunity searches to identify opportunities that meet the needs of workforce partnership members and other workforce development stakeholders.
- The SSWIB will set aside resources annually, to the extent possible, to support grant writing, program planning, and evaluation to maximize new resources brought into the region.
- The SSWIB will work with its workforce partnerships and other system stakeholders to bring new resources, including Workforce Training Fund grants, into the region.
- The Youth Council of the SSWIB has formally adopted Massachusetts’s Future Ready initiative for the South Shore region, an initiative designed to increase college- and career-readiness for all youth. To help guide its work in support of this initiative, the Youth Council has created five goals to drive its policies, priorities and activities.
 - Increase the ability of South Shore youth to matriculate into credit-bearing college courses.
 - Increase transitional programs for youth at-risk of disengaging from education and the workforce.
 - Expand career and technical education program offerings for secondary-aged students.
 - Increase foundational skills required for successful entry into the workplace or post-secondary education and training.
 - Increase the financial capability of South Shore youth as defined by the Workforce Innovation and Opportunity Act.

Recommendations of the South Shore Labor Market Blueprint: The Labor Market Blueprint provided specific recommendations to improve the regional workforce investment system. To begin this process, The Board has identified measureable goals and objectives to focus on and the details for the plan are provided in the following section.

Goals, Objectives, and Strategies from the Strategic Planning Process: The South Shore Workforce Investment Board’s industry priority areas for achieving workforce development system excellence. In this section, strategies for success are identified and measurable objectives for one year and three year time frames are

described. It is important to recognize that these goals, objectives, and strategies are for region's workforce development system as a whole. The SSWIB will need to hold itself accountable for delivering on its sections of work and for holding accountable the career centers it charters and training providers for the portion of the work for which they are responsible. These objectives and strategies should be reviewed by the Board regularly and updated annually.

SSWIB STRATEGIC GOALS FY2015

Goals	Overall Strategies	Benchmarks	Benchmark Status	Outcomes (Timeframe)
1) Develop a region-wide reporting and data-driven accountability system to establish performance baselines and monitor progress toward goals	<ol style="list-style-type: none"> 1. Develop and implement infrastructure to track, manage, and report on career center and SSWIB activity 2. Develop internal SSWIB capacity to track, manage, and report on relationships and partnerships with government, employers, and education and training providers 	<ol style="list-style-type: none"> 1. Transition to Citrix Server to be able to directly access MOSES 2. Implement standard career center dashboard and share with committees 3. Conduct scan of potential CRM/Project Management tools 4. Build out internal CRM with existing data 5. Staff training on use of all new tools 6. Develop performance reports from CRM database to guide activity 	<ol style="list-style-type: none"> 1. Not started 2. In progress 3. In progress 4. Not started 5. Not started 6. Not started 	<ul style="list-style-type: none"> • Capacity to directly write and review own reports on career center and SSWIB activity (FY16-FY17) • Developed, approved and implemented dashboard and performance tools to inform SSWIB members (FY15) • Provided data to SSWIB members on quarterly basis to inform strategic priorities (FY15) • Staff have tools needed to manage work and outreach in relation to SSWIB priorities and career center system development (FY16)
Notes for Goal 1: Have begun process reviewing CRM tools and “marketing drip” tools. Will need to do a comparison of comparable options and determine best fit/price. Creating “dashboard” for the SSWIB will help with determining the functionality/data required for a CRM tool to be able to capture the various metrics and have ability to run reports to track our impact. Anticipate CITRIX will be implemented in FY15 Q1 or Q2 and will require staff training on MOSES and Crystal Reports.				
Goals	Overall Strategies	Benchmarks	Benchmark Status	Outcomes (Timeframe)
2) Increase SSWIB and system capacity through revenue and resource development, and cross-sector collaboration to address the needs of target populations	<ol style="list-style-type: none"> 1. Develop infrastructure to conduct ongoing scans for funding opportunities 2. Formulate fundable ideas and engage stakeholders upfront in the development of the ideas 3. Develop grant writing capacity internally 4. Explore fee-for service models 	<ol style="list-style-type: none"> 1. Determine targeted populations in our region and prioritize needs 2. Create annual resource calendar to identify grant cycles of new and existing revenue sources 3. Develop criteria to determine funding priorities 4. Have standard/boilerplate text drafted and ready for future grant opportunities 	<ol style="list-style-type: none"> 1. In progress 2. Not started 3. Not started 4. Not started 	<ul style="list-style-type: none"> • New resources are brought in to improve outcomes for designated target populations (FY15-FY17) • Increased staff efficiency in pursuit of funding opportunities (FY15-FY16) • Increased funding from public and private sources (FY16-FY17)
Notes for Goal 2: Director of Business Services attended 2 day workshop on grants. Seminar discussed variety of funding sources as well as how to best strategize when writing a proposal. This area requires all staff participation and Board representation, ultimately allowing us to be ready to quickly pursue grant opportunities.				

Goals	Overall Strategies	Benchmarks	Benchmark Status	Outcomes (Timeframe)
3) Develop marketing strategies to increase awareness and access to SSWIB and partner programs, services and activities.	<ol style="list-style-type: none"> 1. Convene a marketing committee to conduct a comprehensive branding initiative for the SSWIB. 2. Create tools and resources to guide SSWIB Board and committee members as ambassadors of the system. 3. Develop & implement a multi-platform social media strategy 4. Develop and implement a public media strategy 	<ol style="list-style-type: none"> 1. Collect and promote success stories 2. Number of articles printed/posted in local media 3. Develop new marketing materials (tag lines, website, stationary) 4. Increase career center market penetration of employers in critical industries by promoting the career centers for labor exchange services 5. Implement a "marketing drip campaign" 6. Develop dashboard to measure goal progress 	<ol style="list-style-type: none"> 1. In progress 2. In progress 3. In progress 4. In progress 5. Not started 6. In progress 	<ul style="list-style-type: none"> • Increased community awareness of the workforce system's resources (FY15-FY17) • Create tools and resources to empower Board Members to represent the SSWIB at alternative events (FY15) • Identify and/or establish opportunities for Board members to represent the SSWIB (FY16)

Notes for Goal 3: An Ad-Hoc Marketing/Branding Committee has been established. We are recruiting experts on our Board and from other businesses to help drive the success of this committee. Staff has attended Social Media workshops and continues to learn best practices and have a better understanding of time requirements to have a successful presence on social media sites.

Goals	Overall Strategies	Benchmarks	Benchmark Status	Outcomes (Timeframe)
4) Increase employer collaboration in regional workforce initiatives by engaging priority industry sectors: healthcare, financial services and manufacturing.	<ol style="list-style-type: none"> 1. Gather industry information through focus groups 2. Attend association meetings 3. Convene industry sector groups to enhance sector based initiatives 	<ol style="list-style-type: none"> 1. Establish baseline outreach goals for each sector 2. Increased Board member engagement in SSWIB/Career Center activities 3. Increased number of successful regional applications for the Workforce Training Fund 4. Increased number of collaborative, regional industry applications for training resources 	<ol style="list-style-type: none"> 1. In progress 2. In progress 3. In progress 4. In progress 	<ul style="list-style-type: none"> • Increased employer participation in youth work-and-learning programming (FY15-FY17) • Increased subsidies for business training programs (FY15) • Increased public/private collaborations and projects (FY15-FY17) • Increased utilization of career center services by businesses (FY16)

Notes for Goal 4: Partnering with MassMEP to submit WTF General Program Consortium Grant application for manufacturers in the South Shore region. Engaging with Beth Israel Deaconess-Milton to partner on the Healthcare Transformation Implementation grant, presently submitting the Letter of Intent.

Goals	Overall Strategies	Benchmarks	Benchmark Status	Outcomes (Timeframe)
<p>5) Identify gaps in education and training pathways within critical industries</p>	<ol style="list-style-type: none"> 1. Identify career pathways within critical industries 2. Identify training programs for all critical industry career pathways available to South Shore residents 3. Conduct gap analysis between industry needs and existing training programs 4. Establish a Hi-SET test site in South Shore Region 	<ol style="list-style-type: none"> 1. Utilize HWOL to better understand the staffing demands of critical industries 2. Analysis of cost/per training 3. Cross reference regional training needs with priority apprenticeship program opportunities 4. Viable Hi-SET application to state and Hi-SET 	<ol style="list-style-type: none"> 1. In progress 2. Not started 3. Not started 4. Not started 	<ul style="list-style-type: none"> • The SSWIB is able to provide career centers with targeted industry & occupation priorities (FY17) • Develop a regional forum of stakeholders to address identified gaps in education and training pathways within critical industries (FY17) • A minimum of one Hi-SET testing site within South Shore region. (FY17)
<p>Notes for Goal 5: Engaged in discussion with Quincy College to support their proposed application as a Hi-SET testing site.</p>				