

Regional Planning

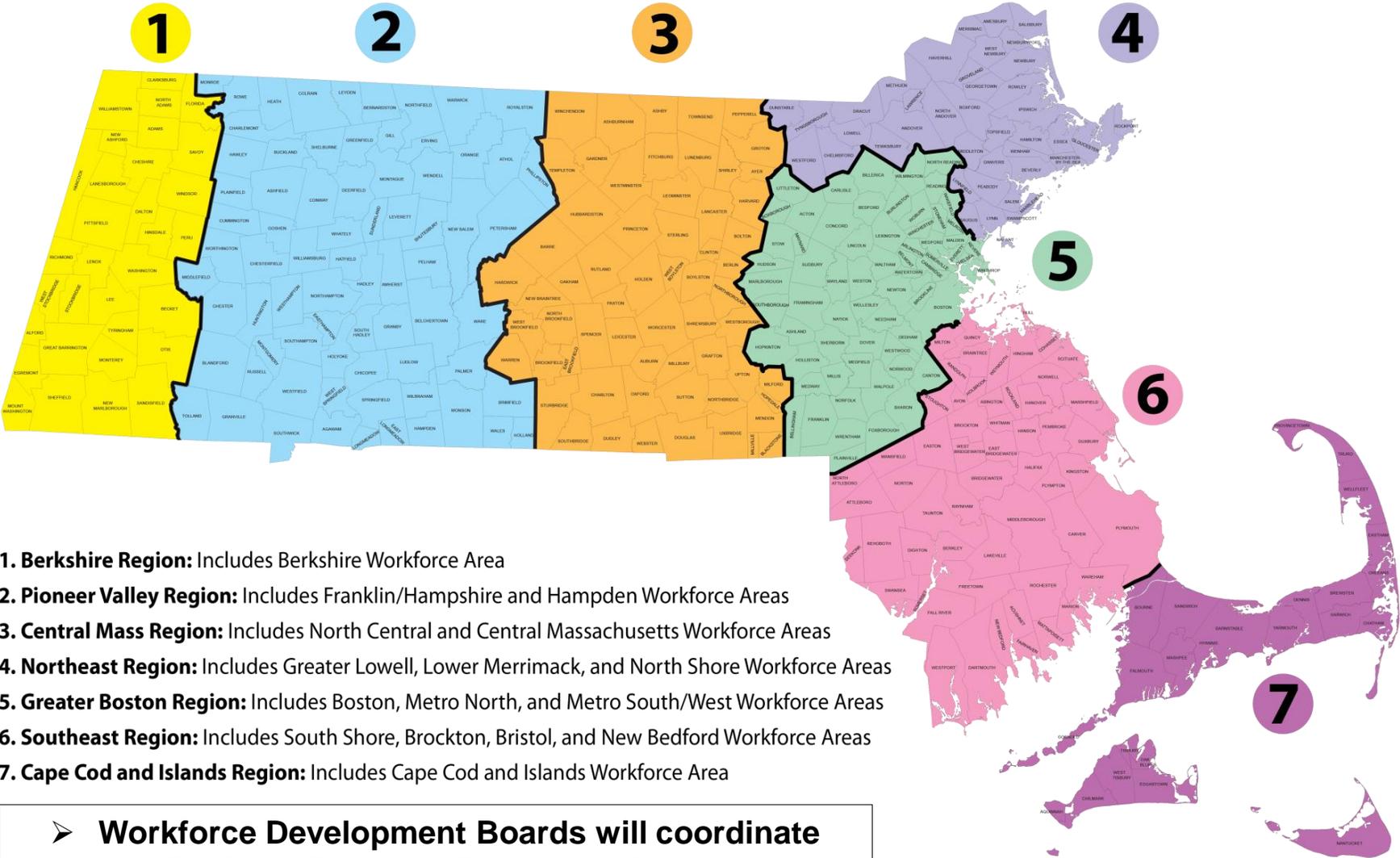
Massachusetts Workforce Skills Cabinet 2017



strategy matters



What are we asking you to do?

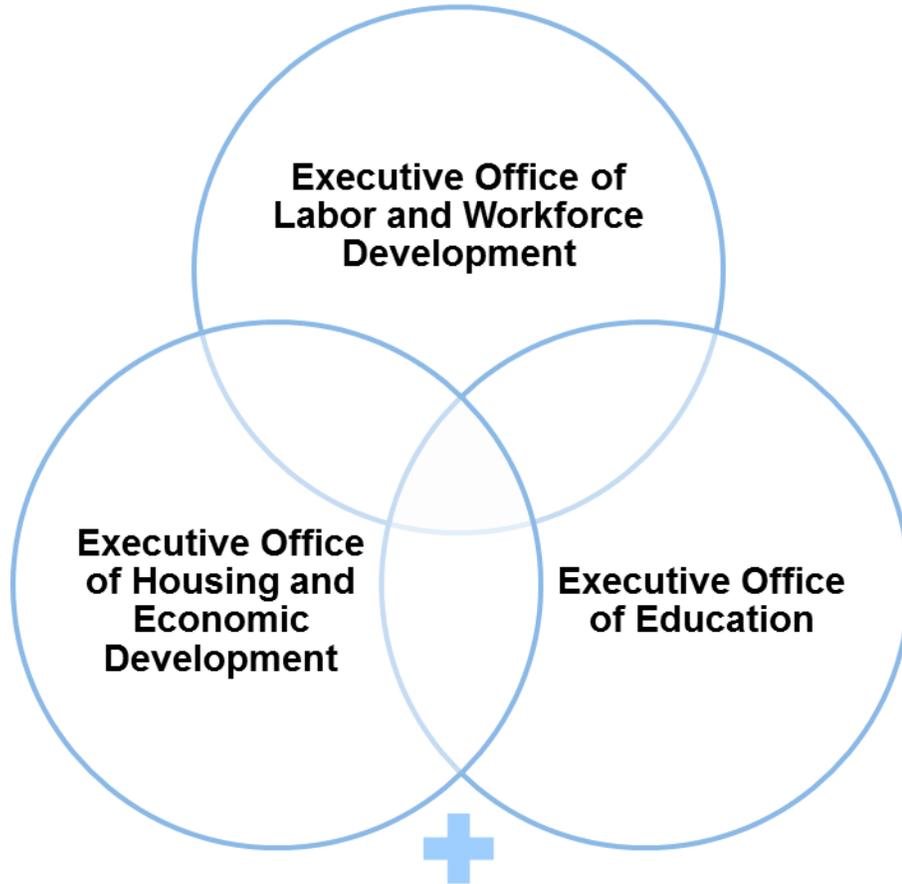


- 1. **Berkshire Region:** Includes Berkshire Workforce Area
- 2. **Pioneer Valley Region:** Includes Franklin/Hampshire and Hampden Workforce Areas
- 3. **Central Mass Region:** Includes North Central and Central Massachusetts Workforce Areas
- 4. **Northeast Region:** Includes Greater Lowell, Lower Merrimack, and North Shore Workforce Areas
- 5. **Greater Boston Region:** Includes Boston, Metro North, and Metro South/West Workforce Areas
- 6. **Southeast Region:** Includes South Shore, Brockton, Bristol, and New Bedford Workforce Areas
- 7. **Cape Cod and Islands Region:** Includes Cape Cod and Islands Workforce Area

➤ **Workforce Development Boards will coordinate Regional Planning Teams in 7 Regions**

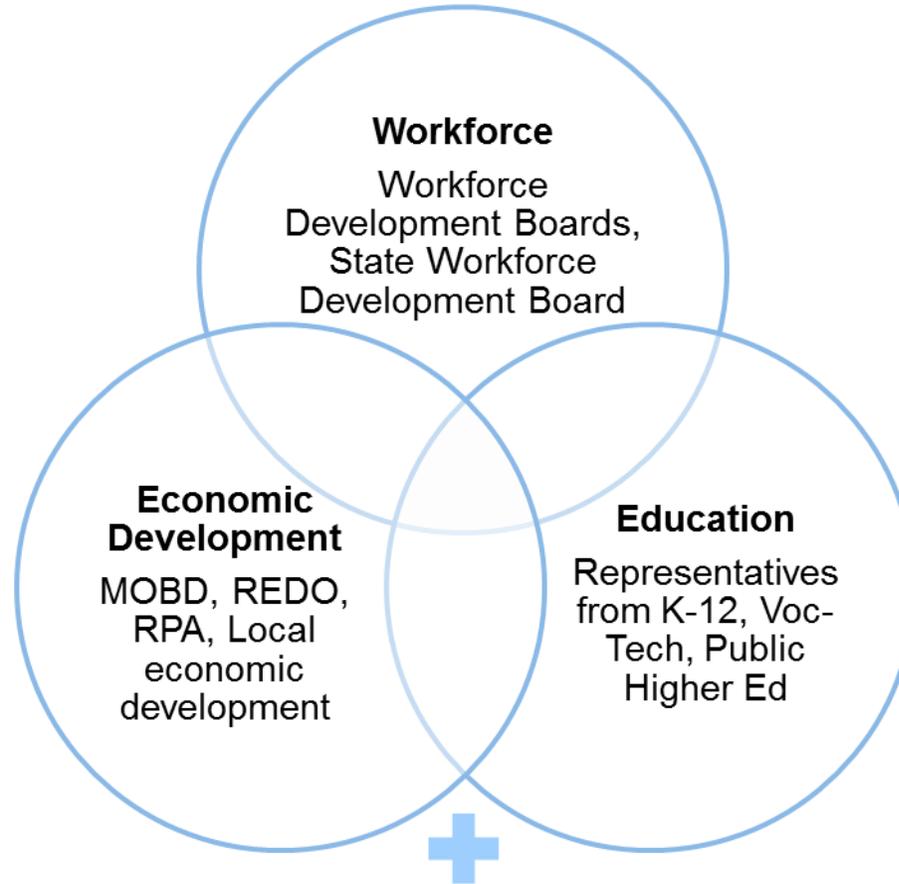
New State-Regional Structure

Workforce Skills Cabinet



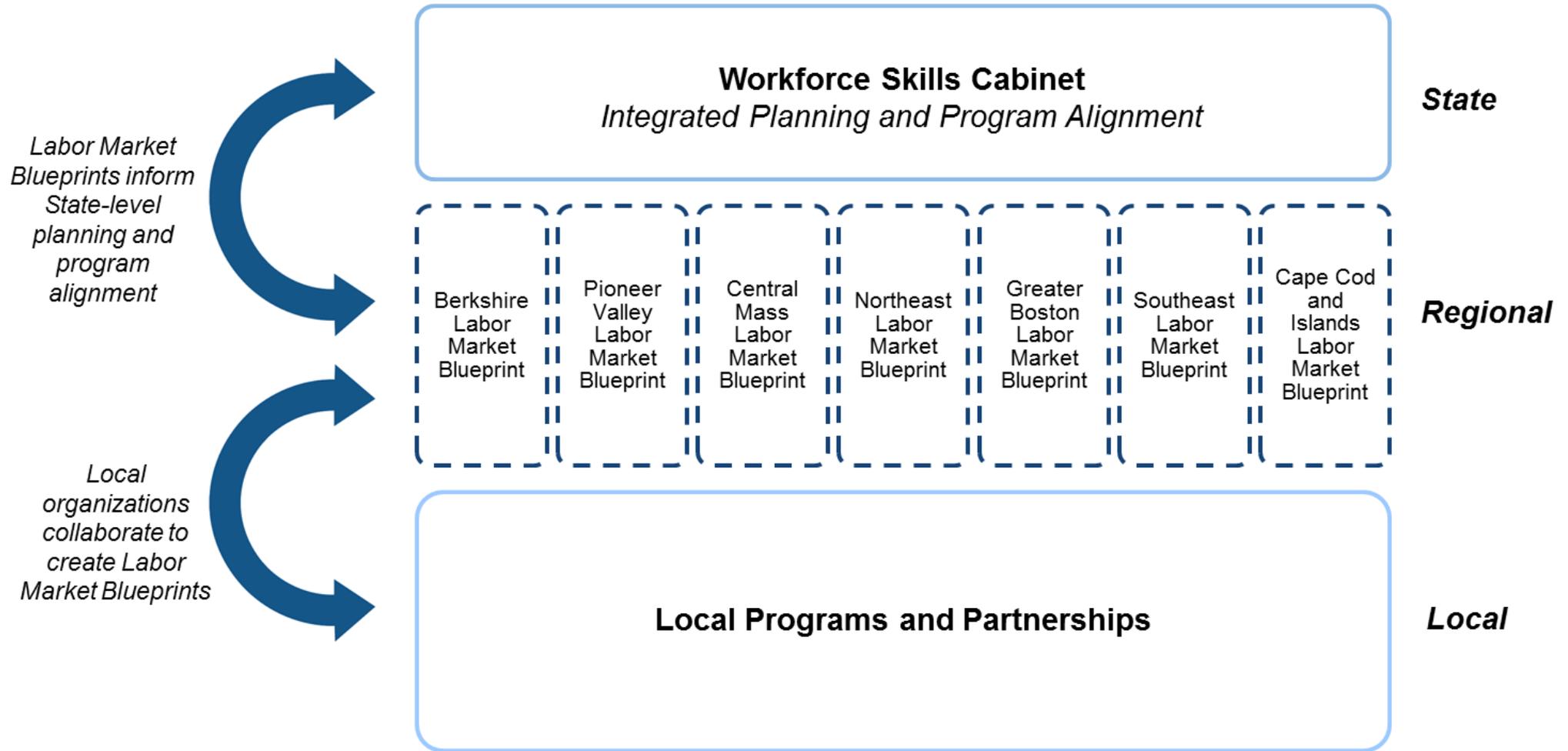
----- State-Level Stakeholder Engagement-----

Regional Planning Team



----- Regional Stakeholder Engagement-----

Why is this important?



What are we asking you to do?

The Path to Regional Labor Market Blueprints: Core Regional Working Groups



Blueprint Components

ANALYSIS*

- ✓ Regional Industry Trends in Employment
- ✓ Demand Trends for Occupations (Across Industries)
 - Weighted Demand
 - Current Openings (HWOL)
 - Short/Long Term Projects
 - Star Ranked Occupations
- ✓ “Talent” Gap
 - Available workforce for priority occupations (UI claimants, graduates of Voc Tech, certificates, degrees)
 - Which occupations show the biggest gaps?
- ✓ Career Pathway Opportunities

STRATEGIES

- ✓ Priority Industries/Occupations:
 - Consensus from Team on top 3-5 occupational pathways that need more workforce capacity
 - Asset map of existing credential pathways
- ✓ Concrete Strategies to Grow Talent Pipeline:
 - Increases “seat” capacity or graduates
 - Increase retention of existing graduates in region
 - Better matching of existing workers with jobs
 - Recruit workers from other areas
- ✓ Measures/ Shared Accountability for Regional Priority Pipelines

*All data sources, analysis and initial occupational ranking tables are available through the data tool. The initial PPT packages for the region were organized into data “chapters” based on the needed analysis (e.g. industry profile, weighted demand, star ranking, career pathways etc.)

Goals for **today** and for our **process**:

PROCESS

- Build shared understanding of anticipated changes and challenges in the region's ability to meet labor market needs
- Create shared understanding of the outcomes each region wants to achieve in relation to priority sectors and occupations
- Identify existing assets and regional collaborations to be leveraged
- Identify role and understand strengths/capacity of each regional planning group sector to achieve outcomes
- Develop consensus around a clear strategy and work plan to achieve agreed-upon regional outcomes

TODAY

- Introduce new Regional Team
- Build shared understanding of the planning region's employer demand through industry and occupation lens
- Begin to build consensus around criteria that determine priority sectors and occupations
- Begin to build consensus around priority sectors and occupations
- Identify next steps for the Regional Team

How did we get here?

Fill in the timeline with events in each category (10 minutes)

After the timeline is made, read it.

Join your # group and then together answer these questions:

What is the story here?

How did we get to the place we're in now?

Berkshire Region Data Package

Massachusetts Regional Planning Initiative 2017



strategy matters



LMI Overview

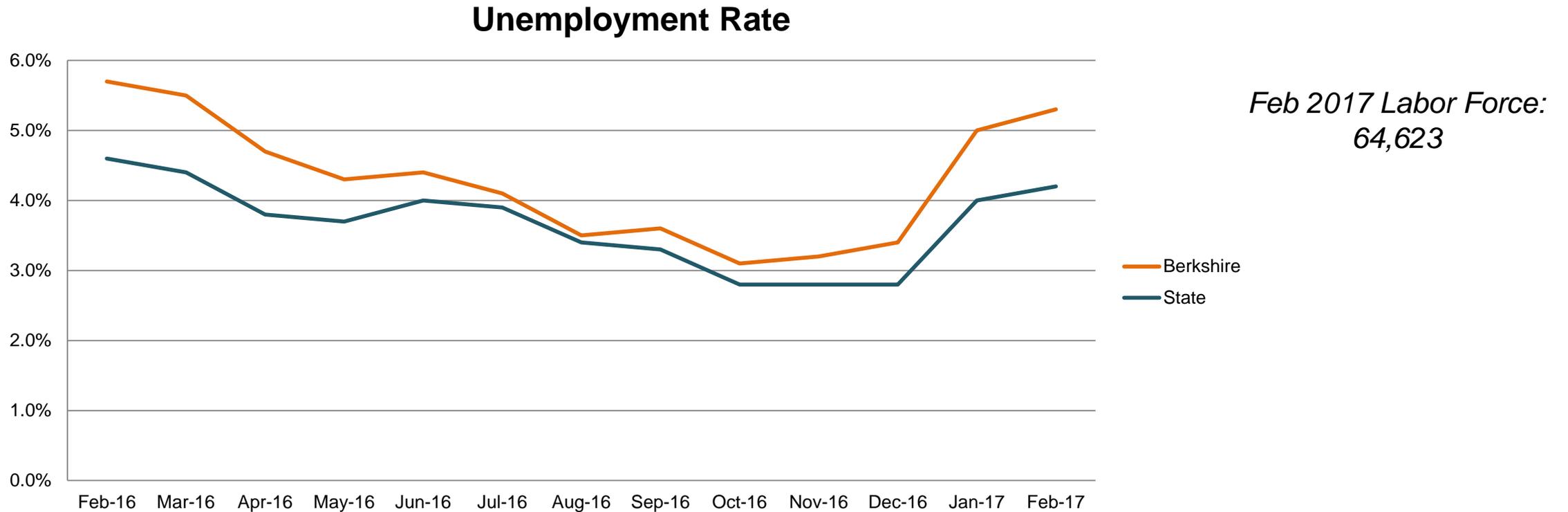
- Employers in our region have difficulty filling available openings.
- This **team** – representing education, workforce development, and economic development – is asked to identify skill gaps in priority sectors and occupations in your region and prioritize solutions to these skill gap problems.
- We need to understand how occupations and industries stack up against each other given different sets of **criteria**. For example:
 - Which jobs are plentiful, and make up a large share of an industry or employer base?
 - Which jobs pay well, and have a low barrier to entry?
 - Where do employers have a hard time finding skilled workers?
 - Which jobs are critical to an emerging industry in our region?
 - Which jobs are part of a career pathway, allowing workers to graduate from a lower-skill, lower-pay job to a higher-skill, higher-pay job?
- This initial data package and forthcoming data tool demonstrate different sets of criteria to frame your team's conversations around priority sectors and occupations. Remember, this data is a starting point -- we expect that you will start here, and complement and verify this with on the ground information and stakeholder feedback.

LMI Overview - Continued

- **Contextual data** will give us background on birds-eye view employment in our region.
- **Industry data** will show us what **employers** in the region look like.
- **Occupation data** shows us what **jobs** people in our region do. People often perform the same jobs at different types of employers and in different industries.
- This data will be organized across several different criteria and begin to guide your consensus and decision-making process.
- The data package will focus on demand data today. The slides will move through a thinking process on how to layer in criteria to see priorities within your region.

Labor Market Overview: Unemployment Rate

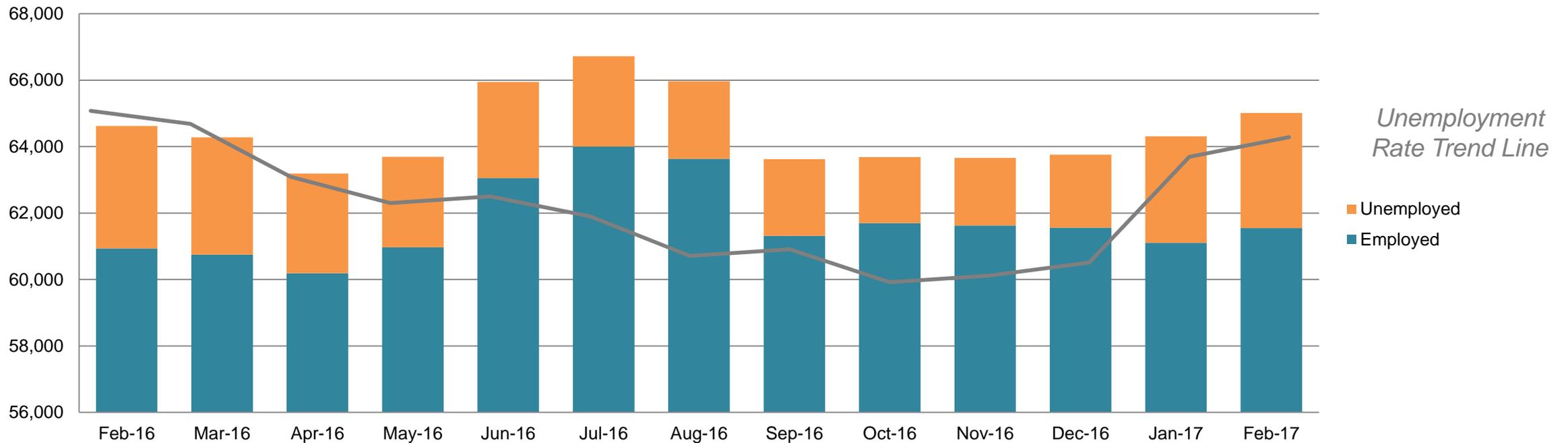
Berkshire unemployment rates are influenced by seasonal employment, with regional rates closer to the State rate during summer months.



Labor Market Overview: Labor Force

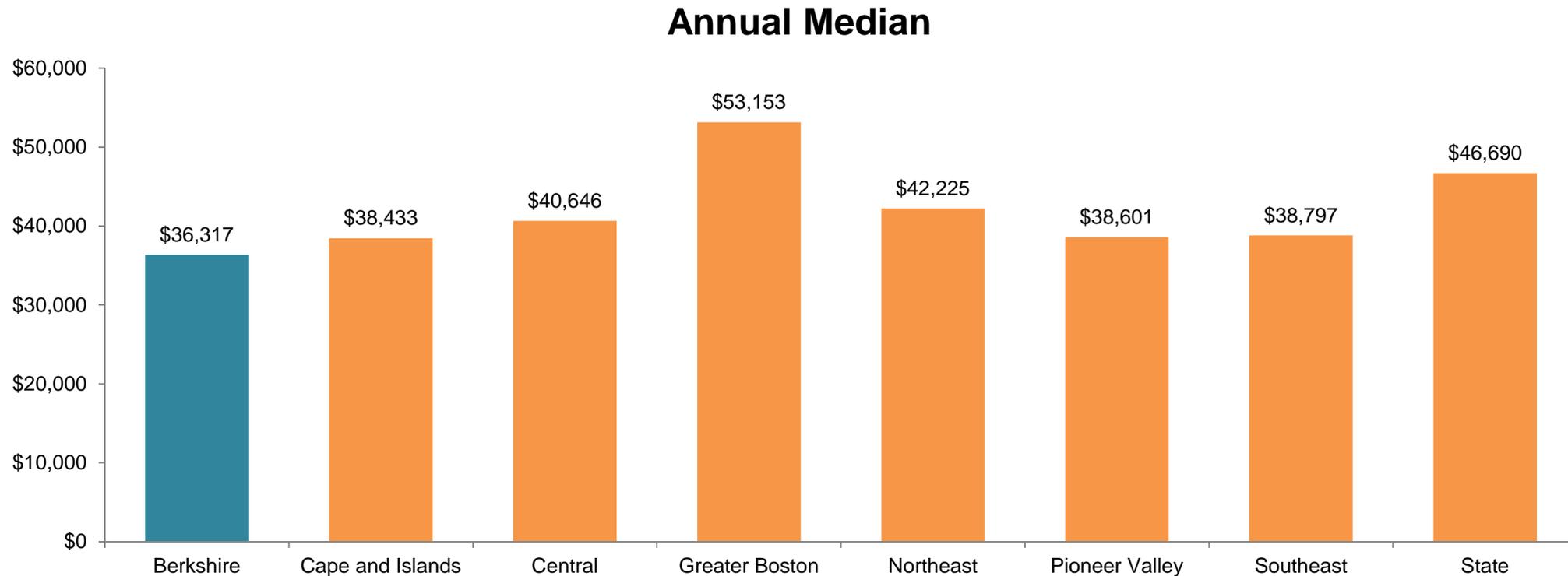
The unemployment rate alone is not the only indicator of employment levels in your region.

Unemployed v. Employed in Labor Force



Median Wage

The Berkshire Region's median wage is approximately \$10,000 lower than the State's median wage.

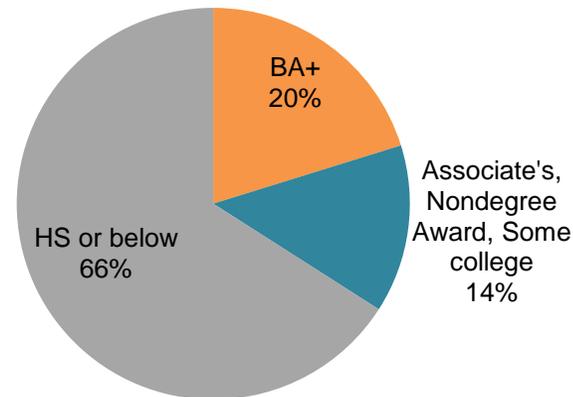


Occupational Employment Statistics Wages, 2015

Educational Requirements for Employment

The majority of Berkshire-based employment requires a high school diploma or less. However, educational attainment alone does not imply a skill match.

2017 Projected Employment by Educational Requirement



Total Projected Employment: 52,807

Preview

- Goal: a preliminary understanding of where we are
- Two lenses on employer demand:
 - Industry
 - Occupation
- Some criteria that we might choose to prioritize:
 - Employment share
 - Demand Index
 - Median wages + employment growth (STAR Ranking)
 - Career Pathways

Part I: Regional Industry Overview and Profiles

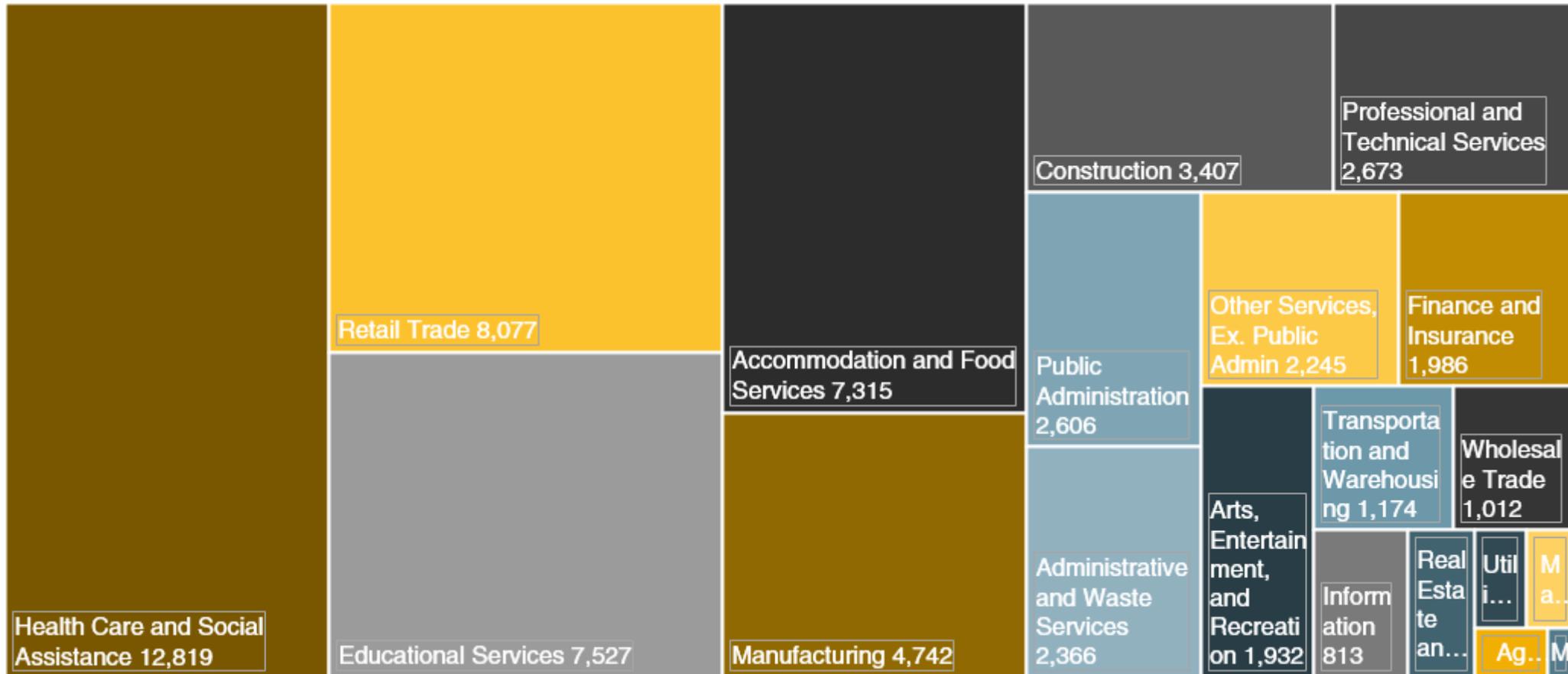
Who are the employers in our region?

Terminology

Industry Sector	Sectors that represent general categories of economic activities, 2 digit NAICS
Industry Group	More detailed production-oriented combinations of establishments with similar customers and services, 4 digit NAICS
Total Employment	Total number of workers

I.A.1: Berkshire Region Sector Makeup

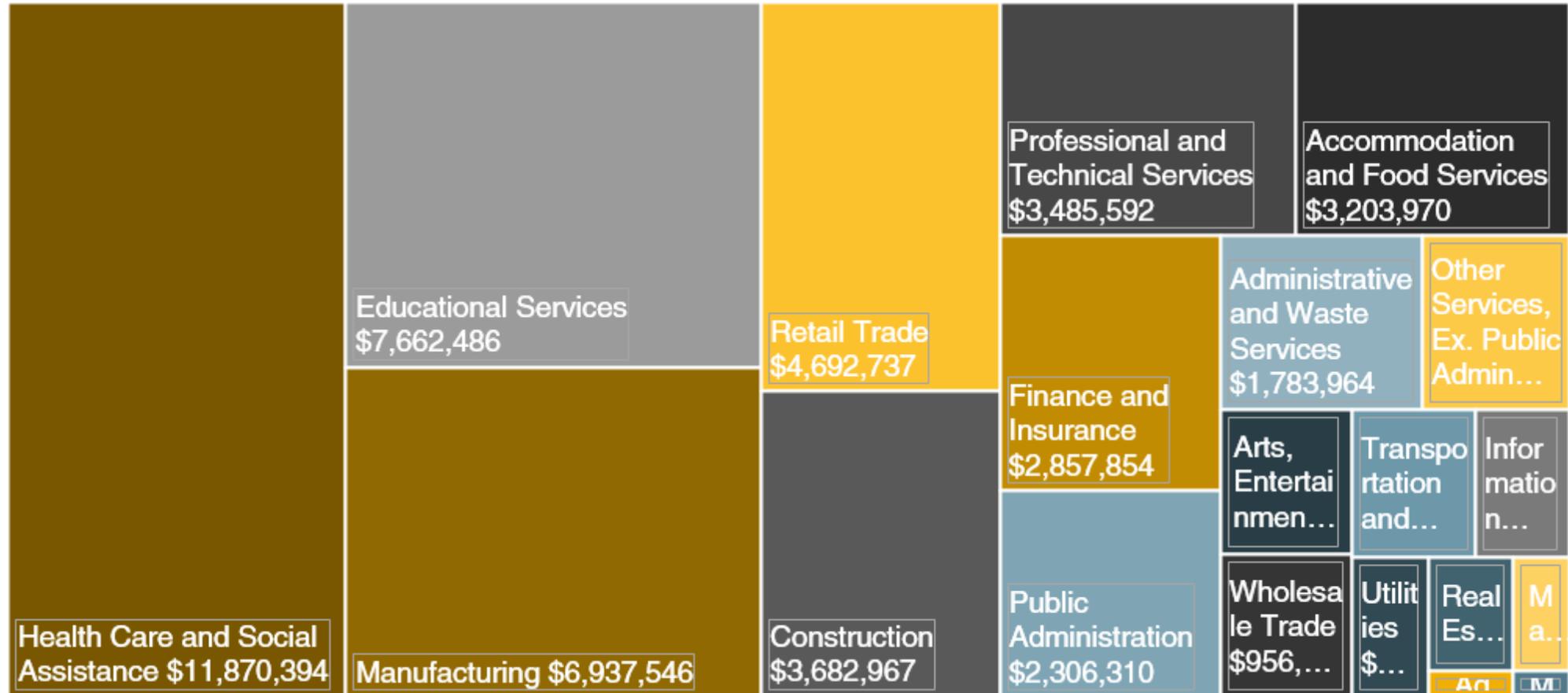
by total employment



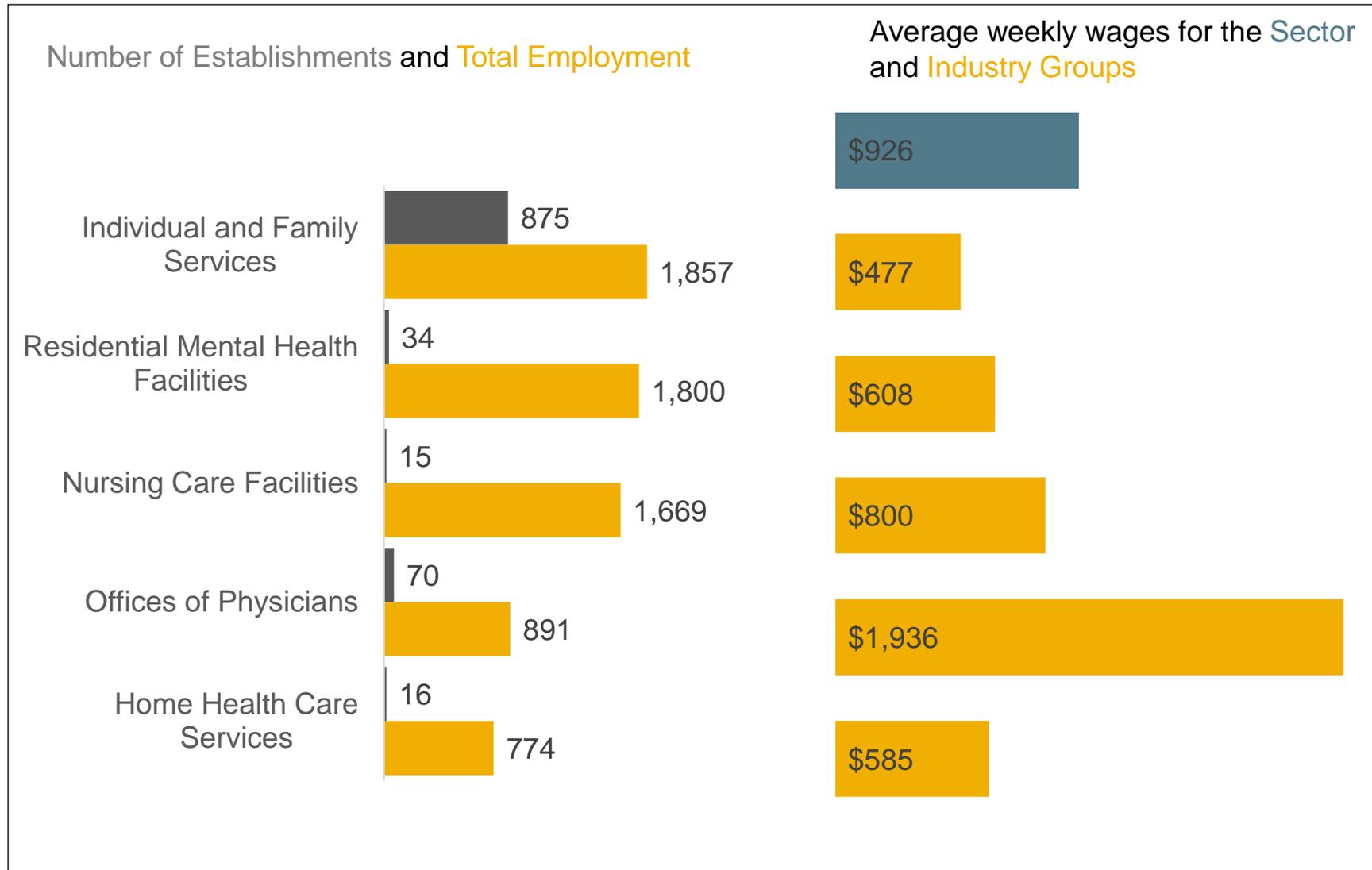
Real Estate: 576
 Utilities: 303
 Management: 267
 Agriculture: 213

I.A.2: Berkshire Region Sector Makeup

by total wages

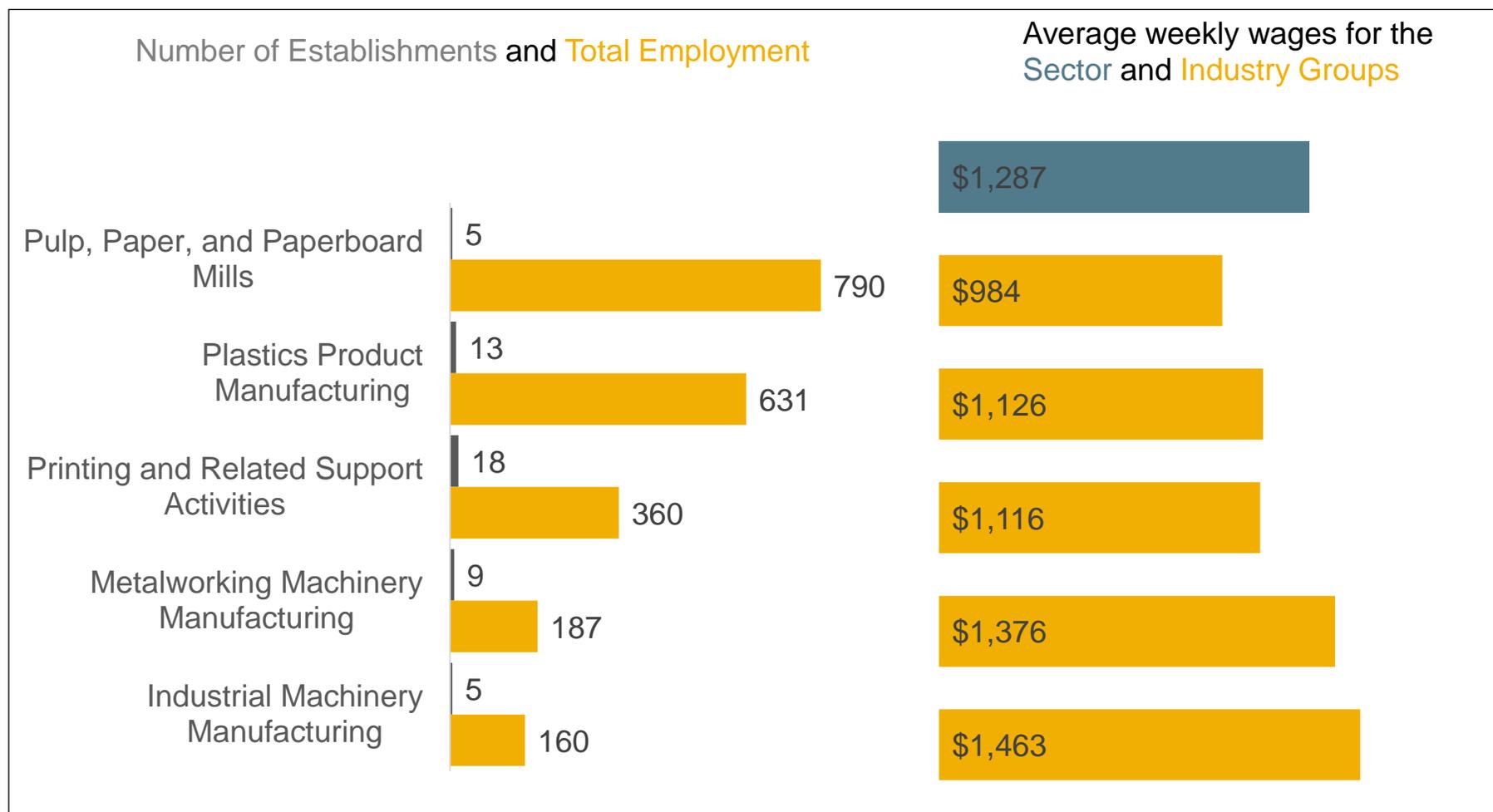


I.B.1: Healthcare Industry Groups



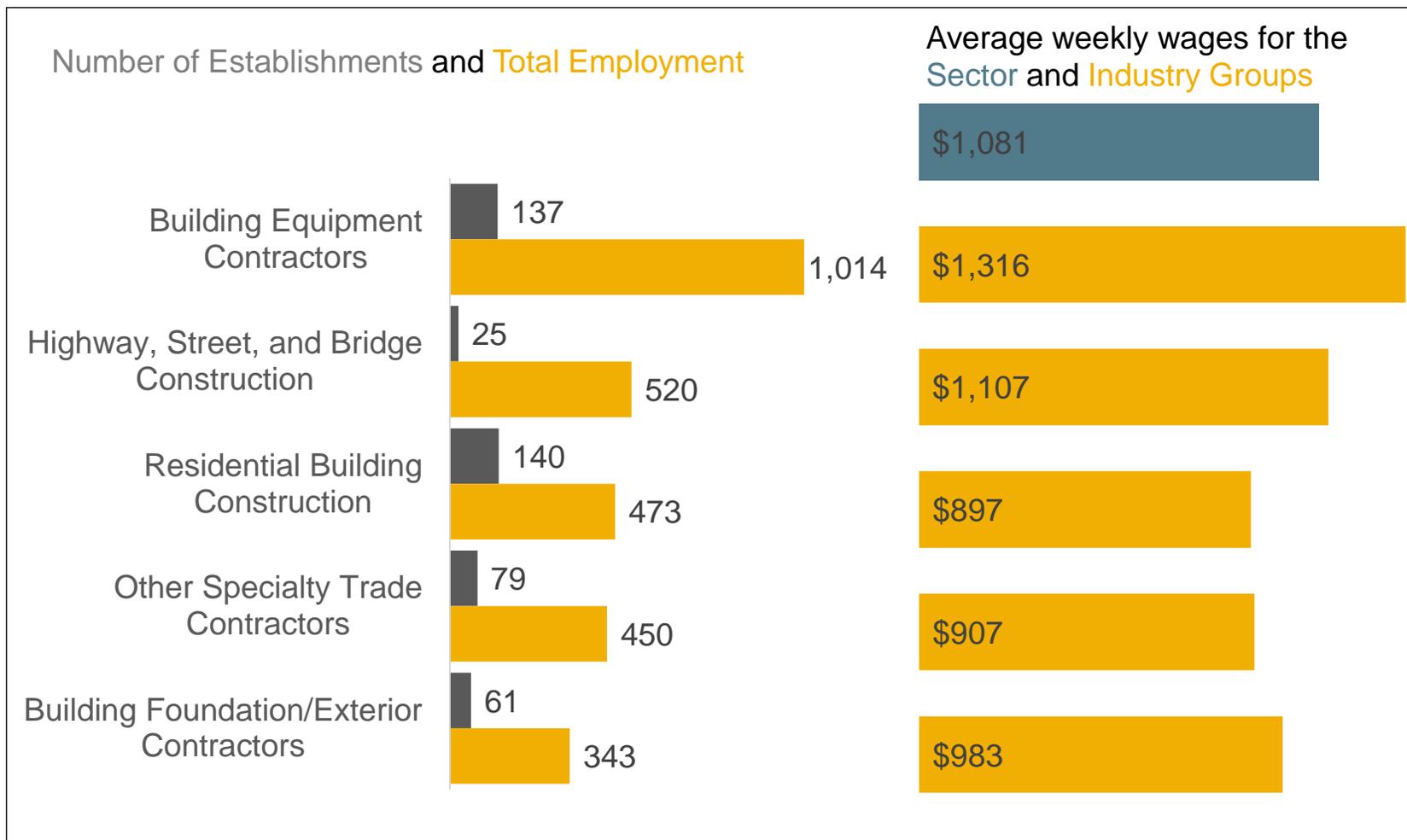
Largest Employers by 12-month Job Postings	
Employer	Postings
The Brien Center	77
Berkshire Healthcare	51
Berkshire Health Systems	48
Berkshire Children & Families	46
Amedisys Inc.	22

I.B.2: Manufacturing Industry Groups



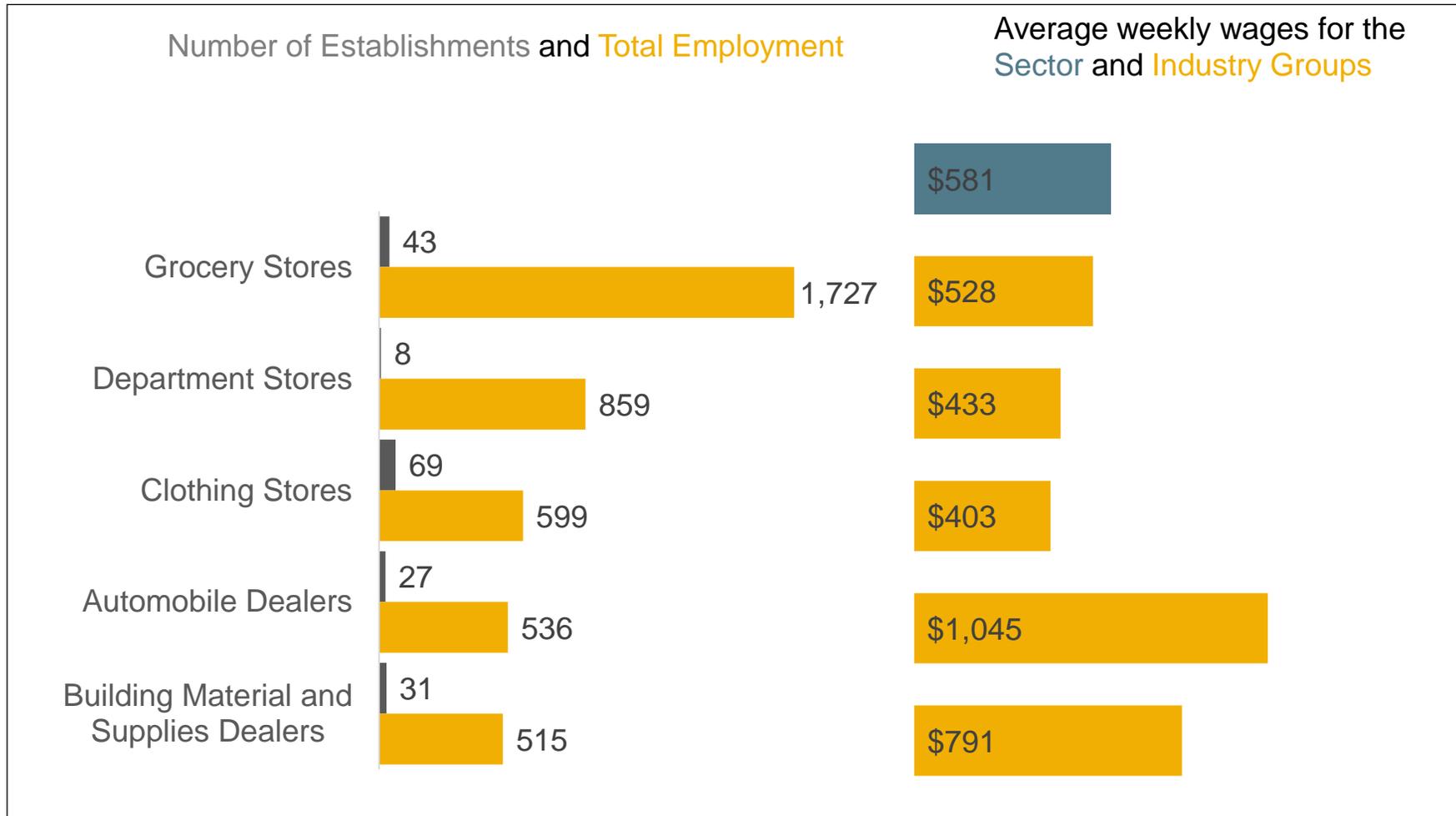
Largest Employers by 12-month Job Postings	
Employer	Postings
General Dynamics	462
Unistress Corporation	17
SABIC	15
Crane Currency (Alpharetta, GA)	14

I.B.3: Construction Industry Groups



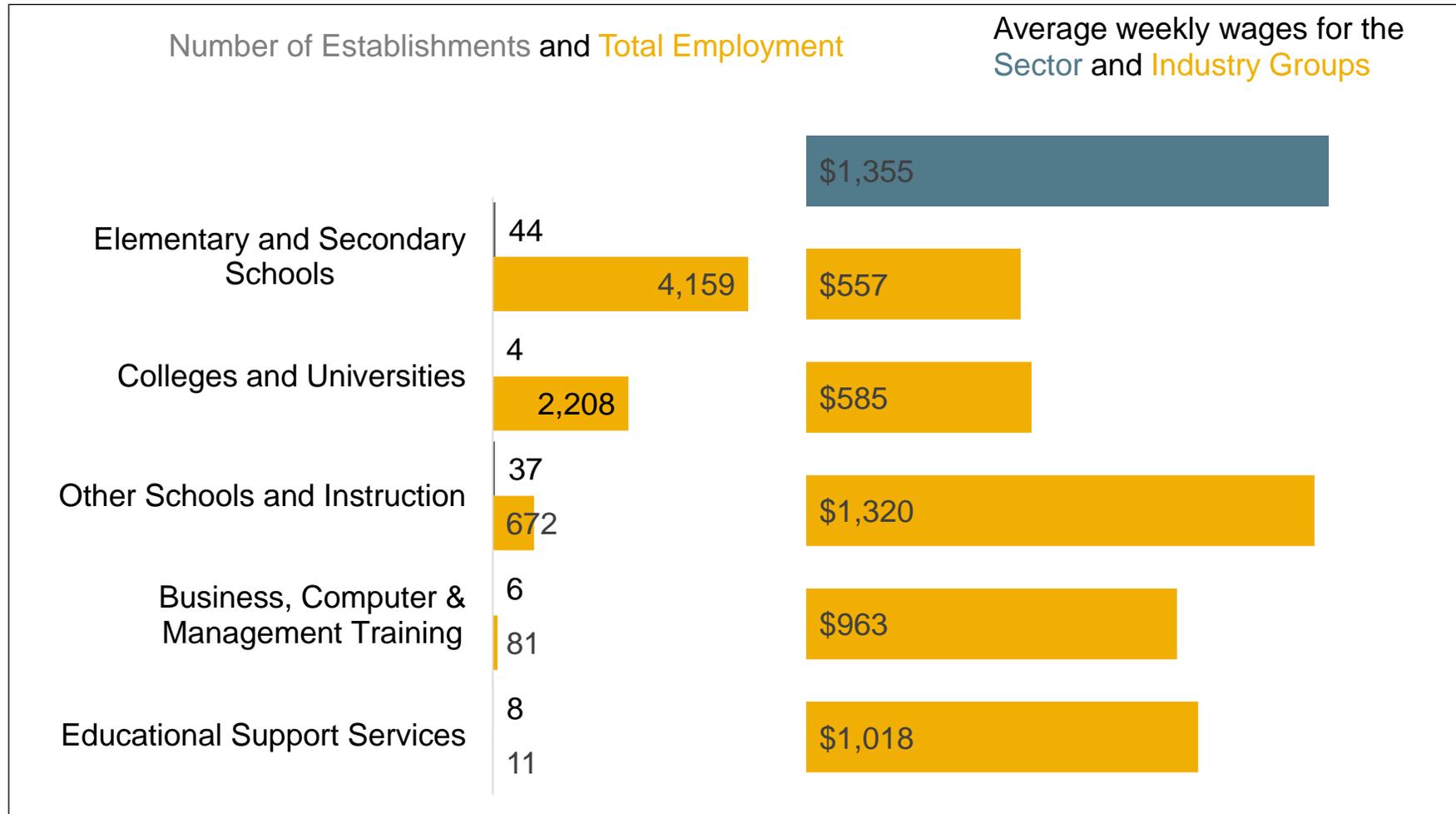
Largest Employers by 12-month Job Postings	
Employer	Postings
Petricca Industries, Inc. / Unistress Corp	24
Climate Heating & Cooling	12
Kapiloff's Glass Inc.	8
Dodge Construction	7
Lee Audio 'N Security	5

I.B.4: Retail Industry Groups



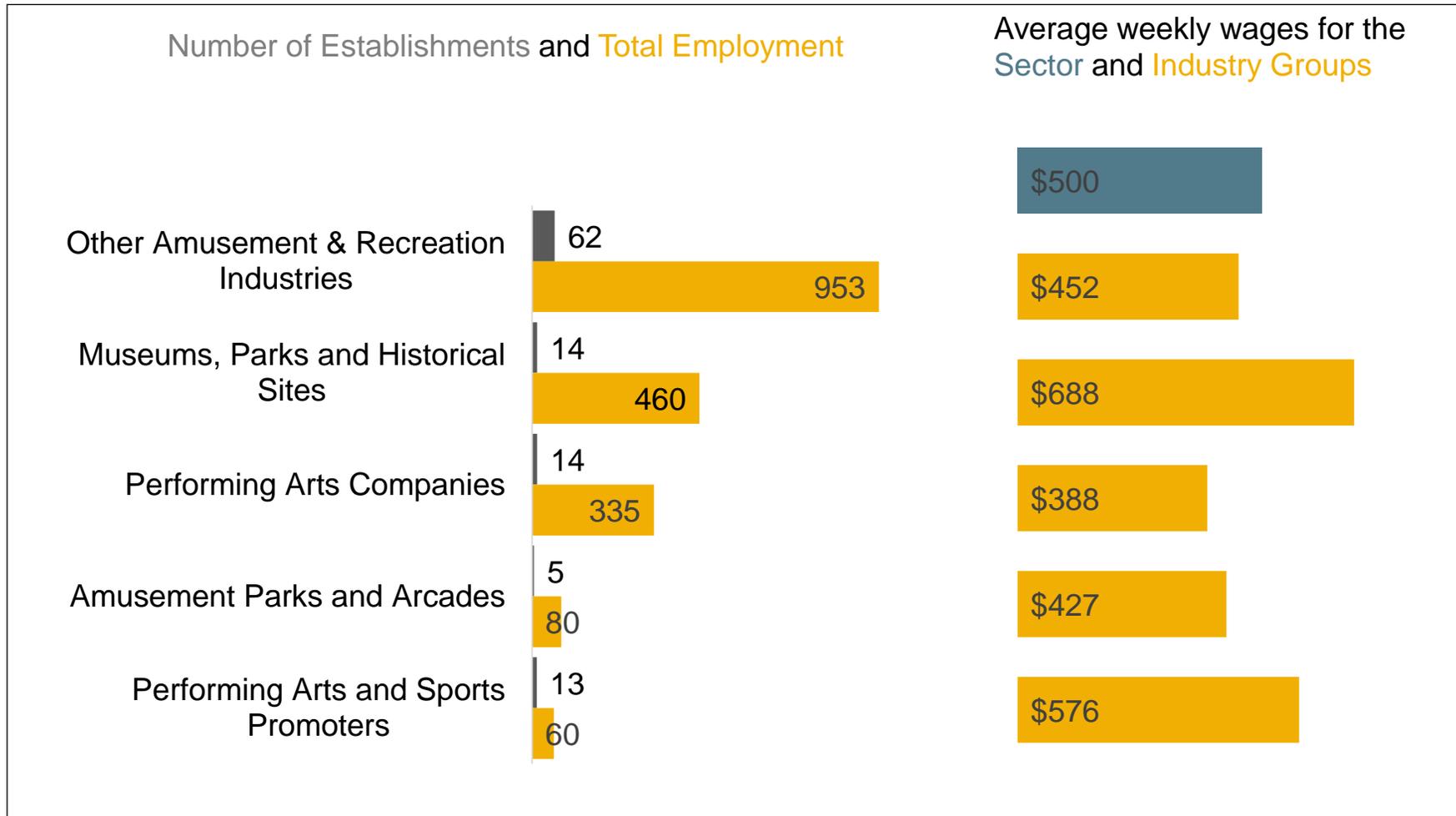
Largest Employers by 12-month Job Postings	
Employer	Postings
Target Corporation	55
Staples	44
General Nutrition Corporation	28
IKEA	26
BJ's Wholesale Club, Inc	26

I.B.4: Education Industry Groups



Largest Employers by 12-month Job Postings	
Employer	Postings
Williams College	66
Empire Education Corporation	41
Berkshire Community College	38
Miss Hall's School	27
Williamstown Elementary School	26

I.B.4: Arts, Entertainment and Recreation Industry Groups



Largest Employers by 12-month Job Postings	
Employer	Postings
Commonwealth of Massachusetts	34
MASS MOCA	32
Sterling and Francine Clark Art Institute	13
Jacob's Pillow Dance Festival	5
Clark Art Institute	5

II. Occupations

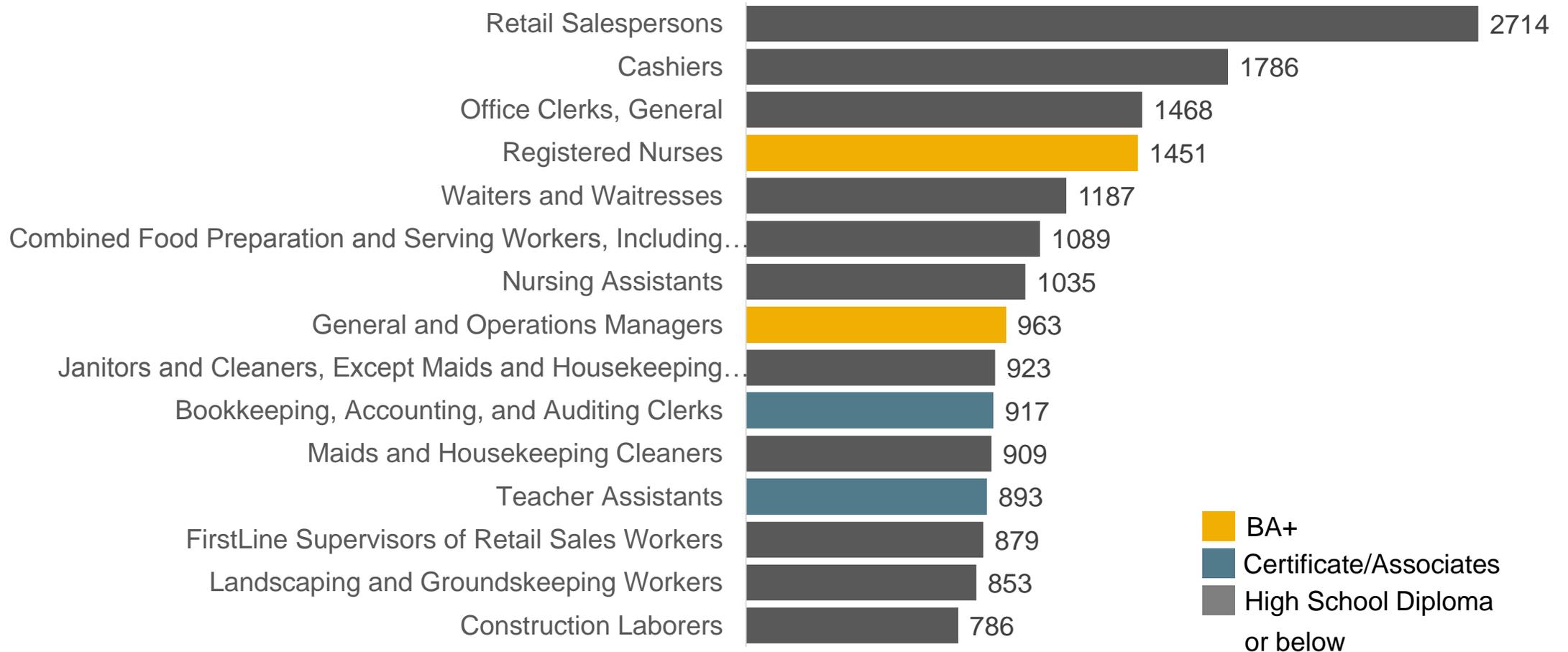
What work are people doing, and what work do employers need people to do?

II.A: Occupations by Share of Employment

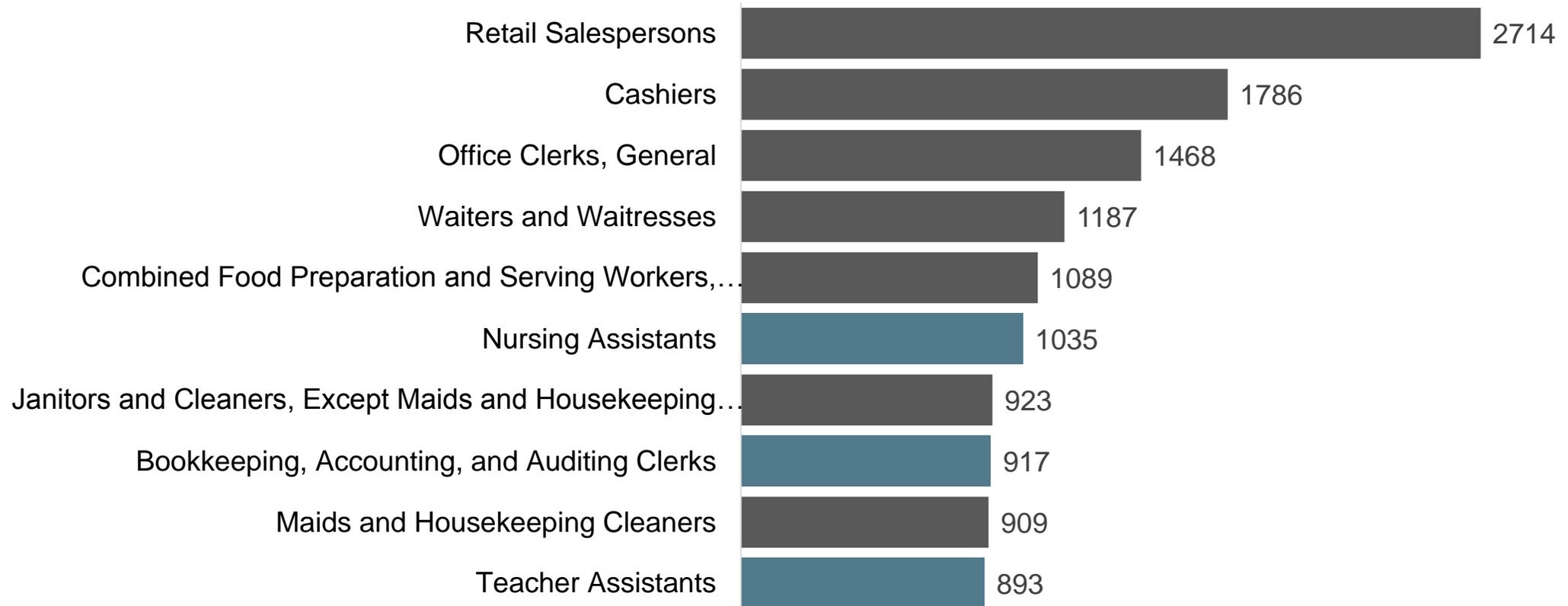
Terminology

Employment Share	Number of workers currently in a specific industry or sector across all employers
Occupation	A job or profession, not specific to an industry, defined by SOC code

II.A.1: Top 15 Occupations by Share of Employment, 2015

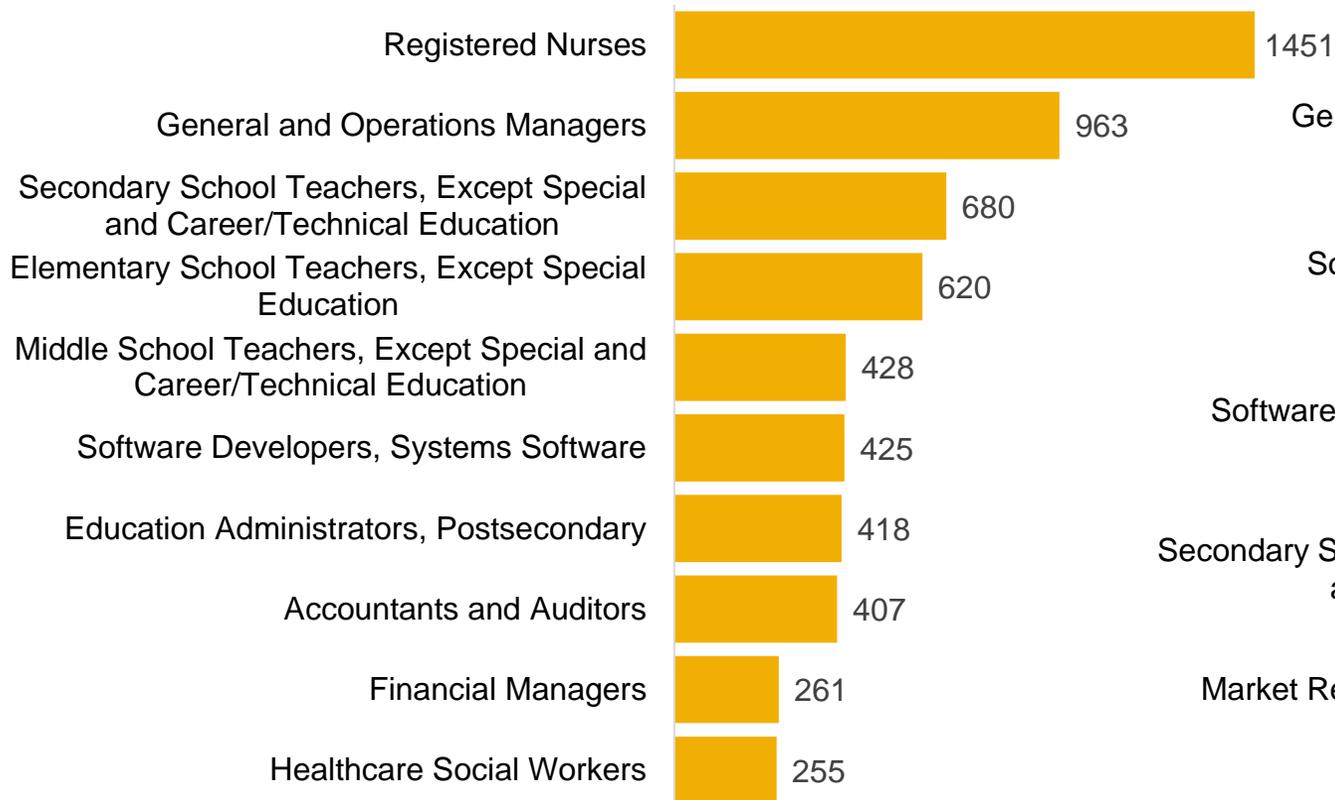


II.A.2: Top 10 Occupations by Employment Share, 2015 Sub-BA

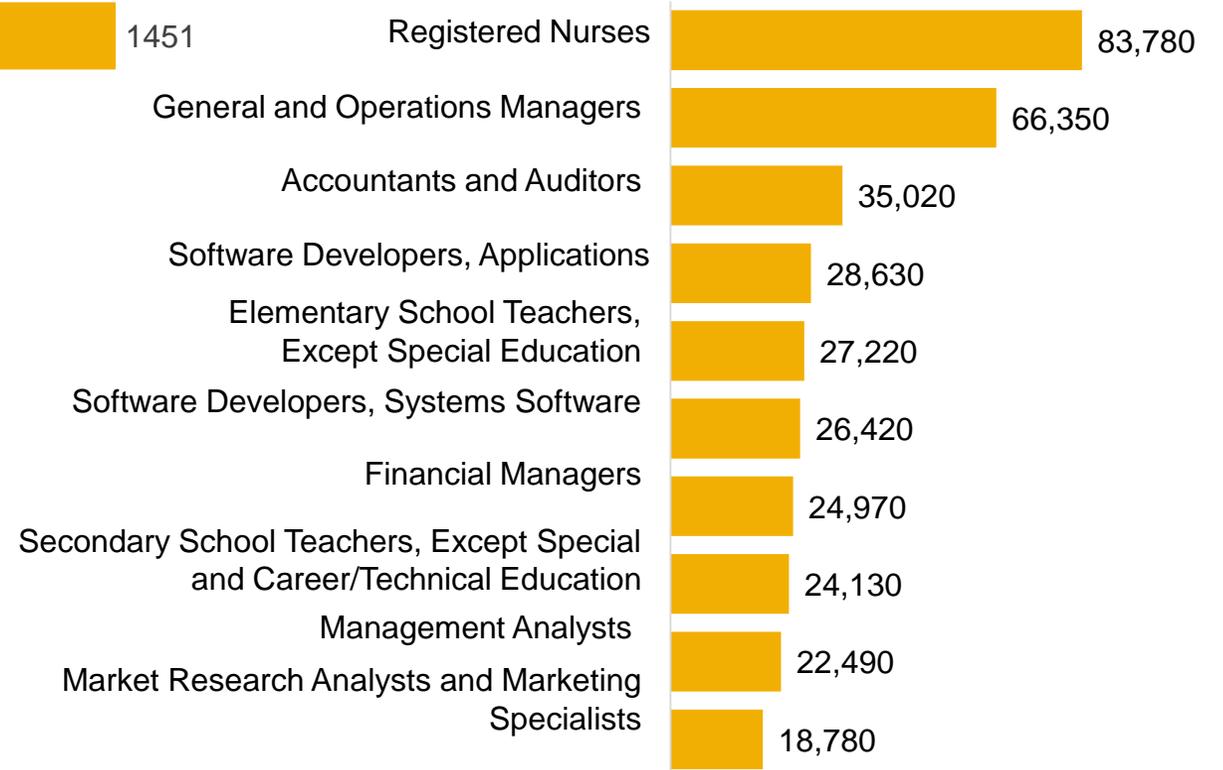


II.A.3: Top 10 Occupation by Employment Share, 2015, BA+

Berkshire Region



Statewide



II.B: Occupations by Indexed Employer Demand

Terminology

Employment Projections

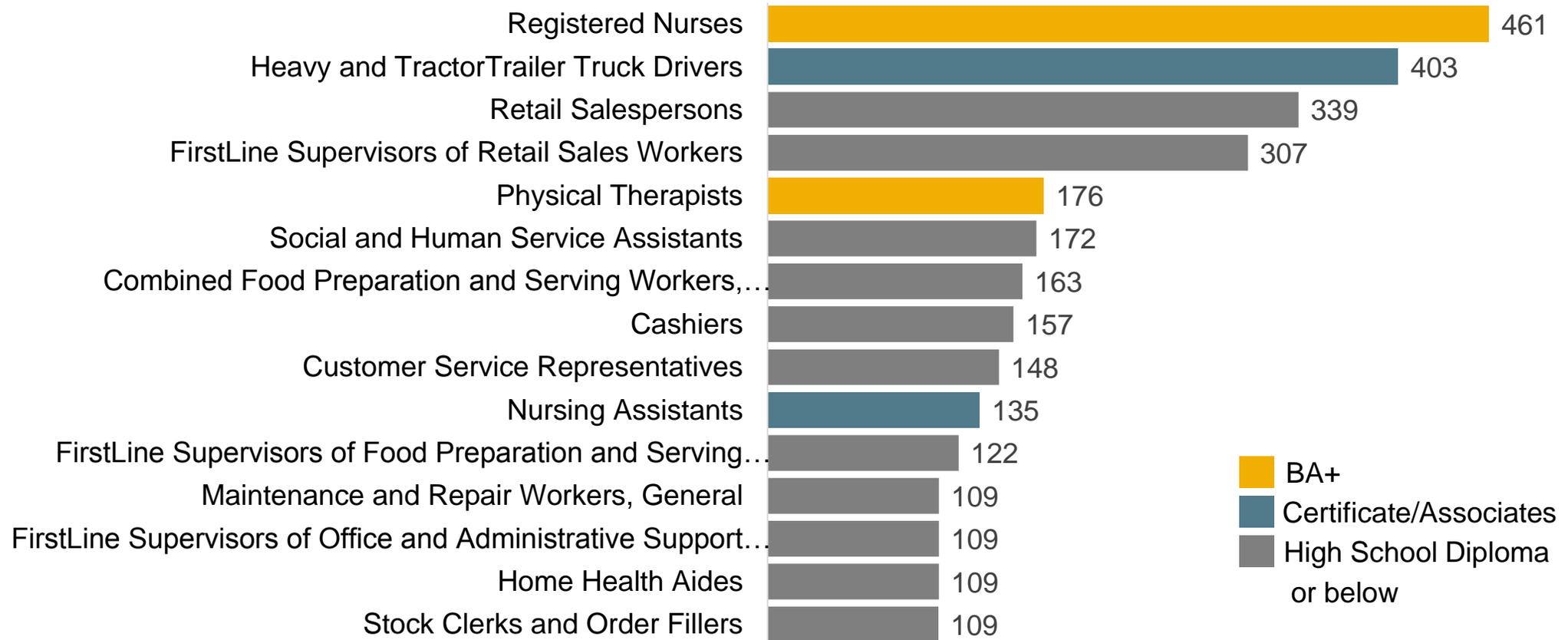
Expected employment in 2017 (short term) and 2024 (long term) for a particular occupation, based on surveyed employers

Indexed Employer Demand

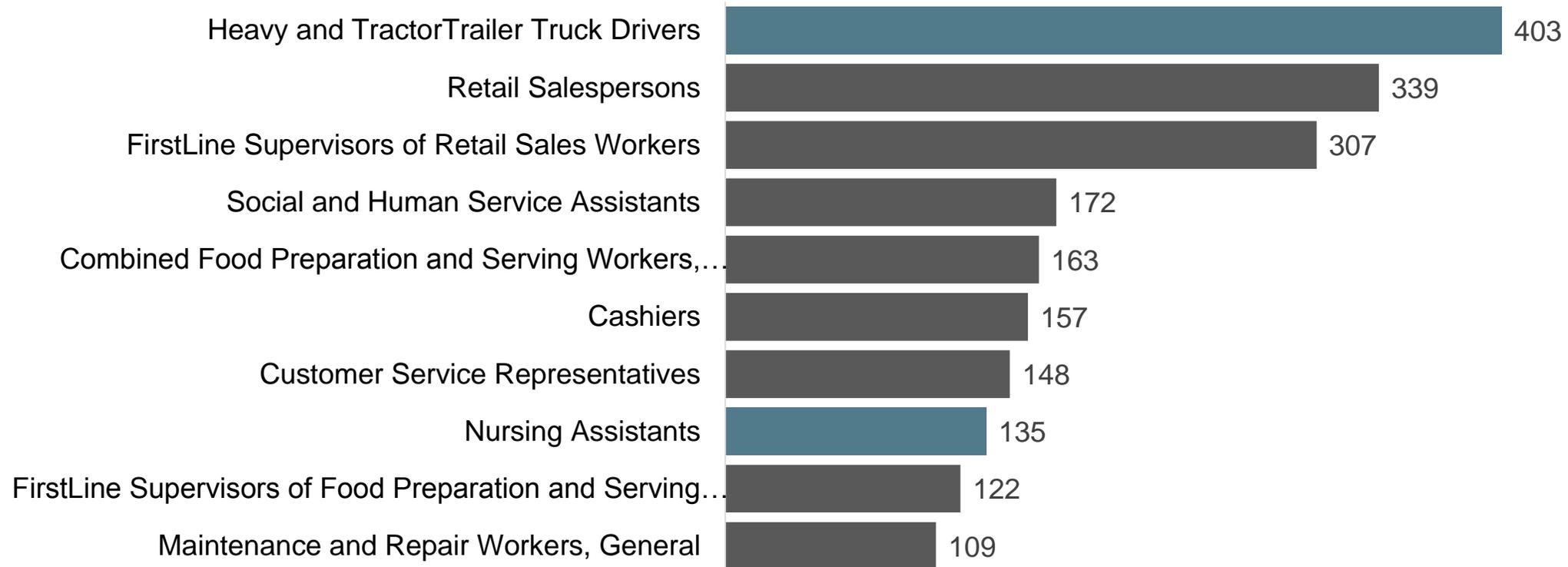
Short term openings from replacement and growth (2017), long term openings from replacement and growth (2024), and advertised online postings, averaged

Note: there are many different ways to measure “employer demand.” The WSC team acknowledges that none are perfect, and thus an average of three different measures seeks to find middle ground.

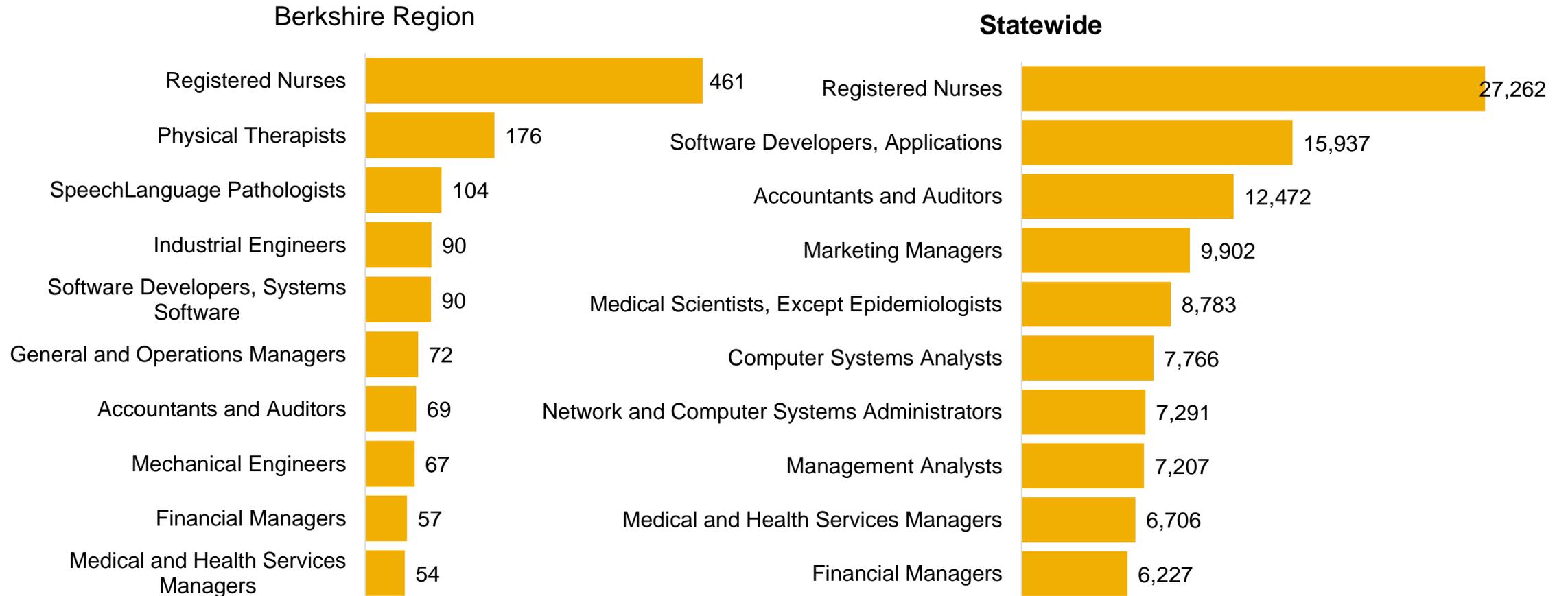
II.C.1 Top 15 Occupations by Indexed Employer Demand, All Education Levels



II.C.2: Top 15 Occupations by Indexed Employer Demand, Sub-BA



II.C.3: Top 15 Occupations Requiring a BA or above by Indexed Employer Demand



II.C Occupations by Demand Star Ranking

Terminology

Demand Star Ranking

Ranking of highest-demand, highest-wage jobs in Massachusetts, based on short-term employment projections (2017), long-term employment projections (2024), current available openings from Help Wanted Online, and median regional wage.

Ranking developed by State of Louisiana's workforce system and implemented with support of Boston Federal Reserve.

II.B.1: Selected 4- and 5- Star Occupations Requiring a High School Diploma

Occupation Title	STARS	Associated Industry	Annual Median Wages
Food Service Managers	4	Accommodation and Food Services	\$49,961
Property, Real Estate, and Community Association Managers	4	Real Estate and Rental and Leasing	\$58,744
Claims Adjusters, Examiners, and Investigators	4	Finance and Insurance	\$68,750
Social and Human Service Assistants	4	Health Care and Social Assistance	\$35,790
Chefs and Head Cooks	4	Accommodation and Food Services	\$46,650
Fitness Trainers and Aerobics Instructors	4	Arts, Entertainment, and Recreation	\$65,454
FirstLine Supervisors of Retail Sales Workers	4	Retail Trade	\$40,167
Insurance Sales Agents	4	Finance and Insurance	\$62,910
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	4	Wholesale Trade	\$58,112
FirstLine Supervisors of Office and Administrative Support Workers	4	Wholesale Trade	\$47,458
Medical Secretaries	4	Health Care and Social Assistance	\$39,546
FirstLine Supervisors of Construction Trades and Extraction Workers	4	Construction	\$66,177
Carpenters	4	Construction	\$43,459
Construction Laborers	4	Construction	\$37,221
Electricians	4	Construction	\$58,928

II.B.2: Selected 4- and 5-Star Occupations Requiring an Associates/Certificate

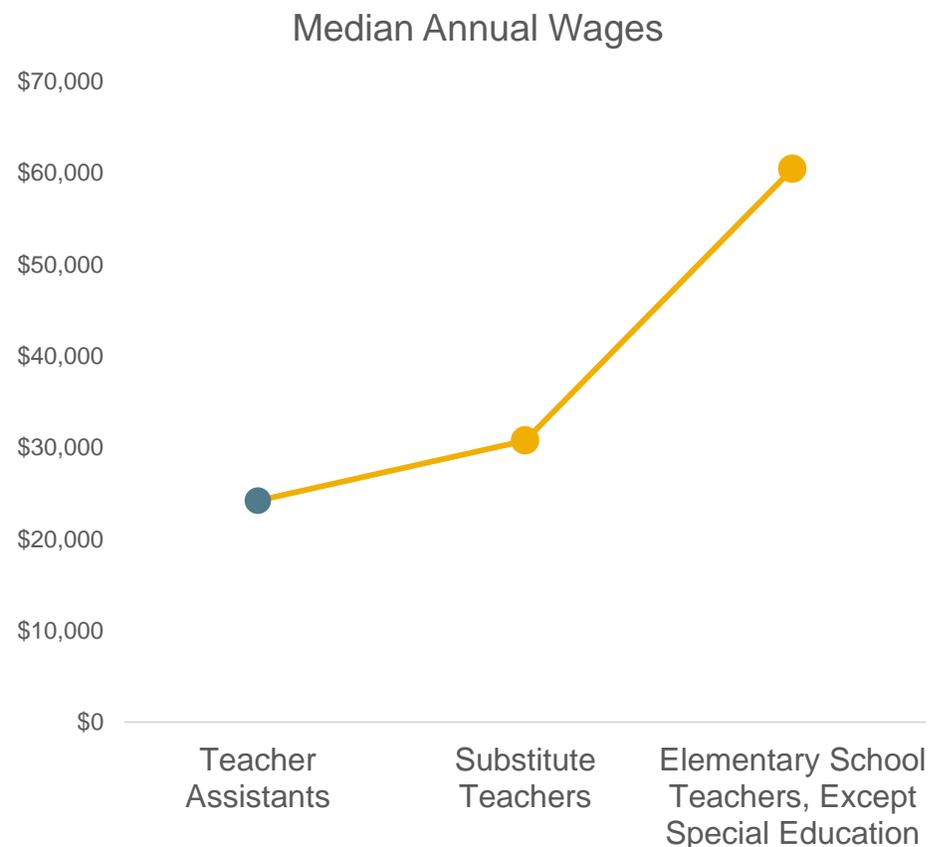
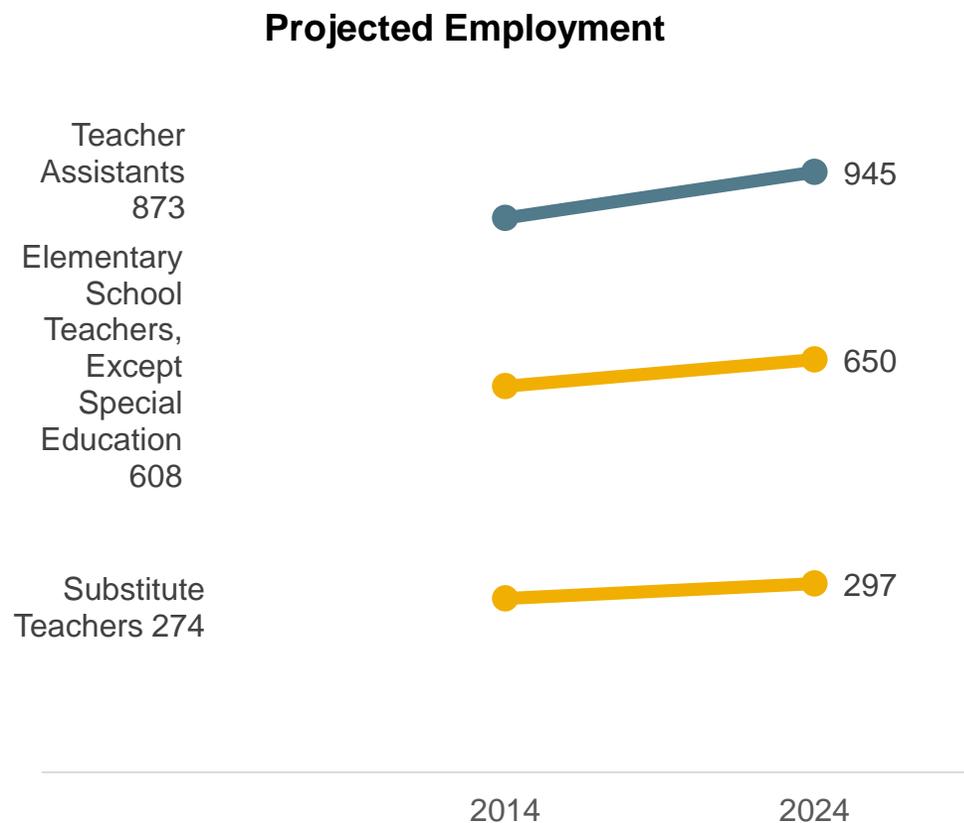
Occupation Title	STARS	Associated Industry	Annual Median Wages
Computer User Support Specialists	4	Professional and Technical Services	\$47,284
Electrical and Electronics Engineering Technicians	4	Professional and Technical Services	\$65,260
Dental Hygienists	4	Health Care and Social Assistance	\$72,543
Licensed Practical and Licensed Vocational Nurses	4	Health Care and Social Assistance	\$46,831
Occupational Therapy Assistants	4	Health Care and Social Assistance	\$55,830
Physical Therapist Assistants	4	Health Care and Social Assistance	\$57,820
Massage Therapists	4	Health Care and Social Assistance	\$69,718
Dental Assistants	4	Health Care and Social Assistance	\$38,351
Medical Assistants	4	Health Care and Social Assistance	\$33,282
Automotive Service Technicians and Mechanics	4	Retail Trade	\$40,469
Heavy and TractorTrailer Truck Drivers	4	Transportation and Warehousing	\$42,794

II.B.2: Selected 5-Star Occupations Requiring a BA+

Occupation Title	STARS	Associated Industry	Annual Median Wages
General and Operations Managers	5	Professional and Technical Services	\$74,173
Administrative Services Managers	4	Professional and Technical Services	\$76,659
Computer and Information Systems Managers	5	Professional and Technical Services	\$117,366
Financial Managers	5	Finance and Insurance	\$84,028
Education Administrators, Elementary and Secondary School	4	Health Care and Social Assistance	\$88,137
Education Administrators, Postsecondary	5	Educational Services	\$88,301
Medical and Health Services Managers	5	Health Care and Social Assistance	\$93,865
Social and Community Service Managers	4	Health Care and Social Assistance	\$57,427
Human Resources Specialists	4	Professional and Technical Services	\$52,485
Management Analysts	5	Professional and Technical Services	\$90,380
Market Research Analysts and Marketing Specialists	4	Professional and Technical Services	\$51,338

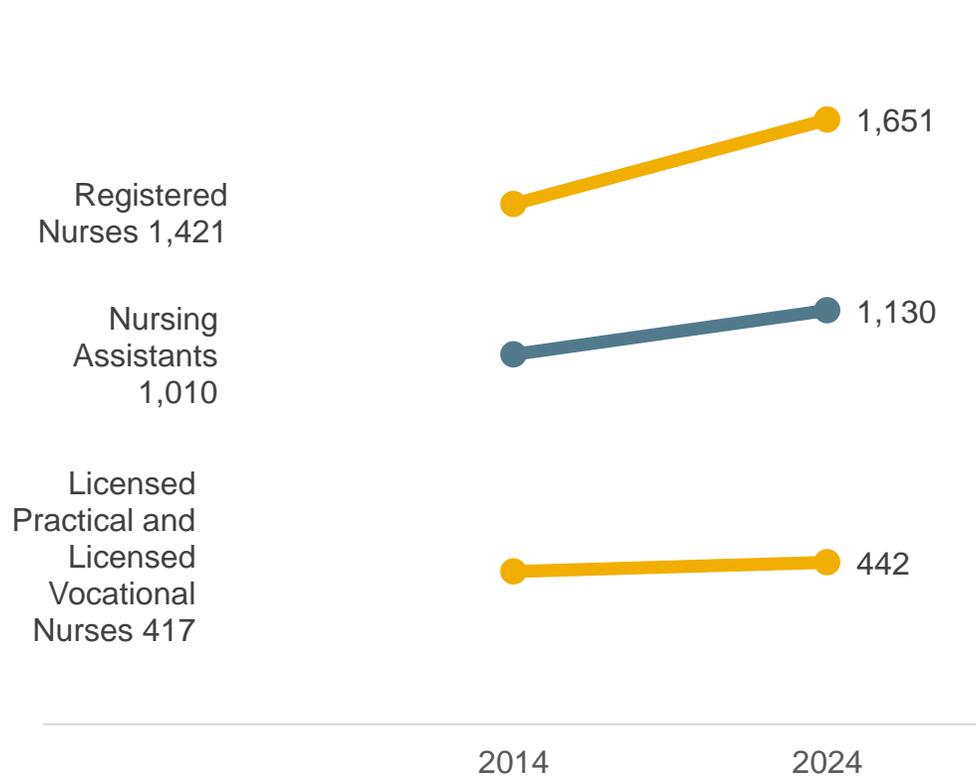
II.D: Career Pathways

II.D.1: Teaching Career Pathway

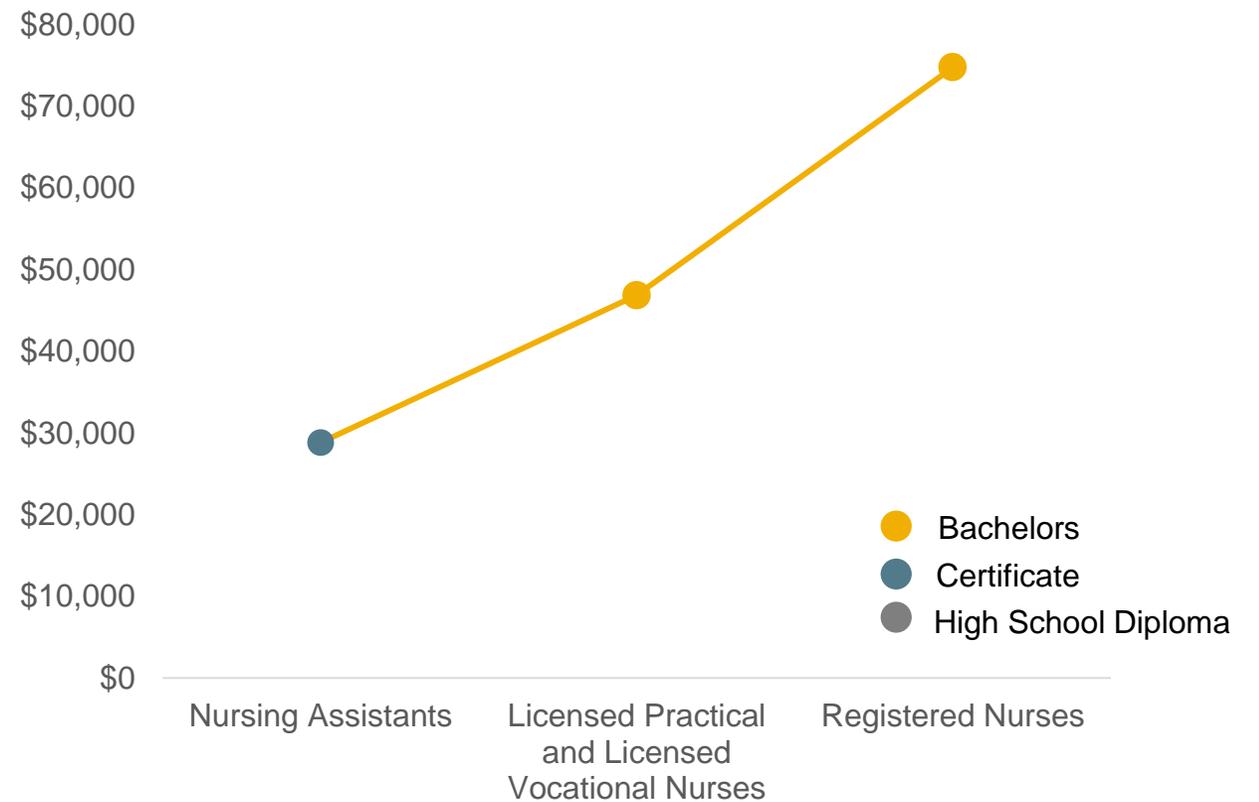


II.D.2: Nursing Career Pathway

Projected Employment

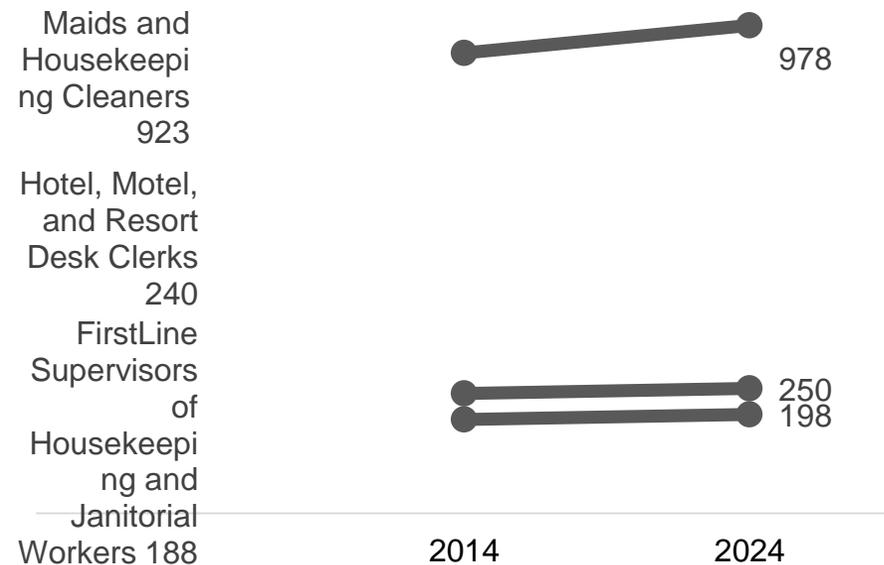


Median Annual Wages

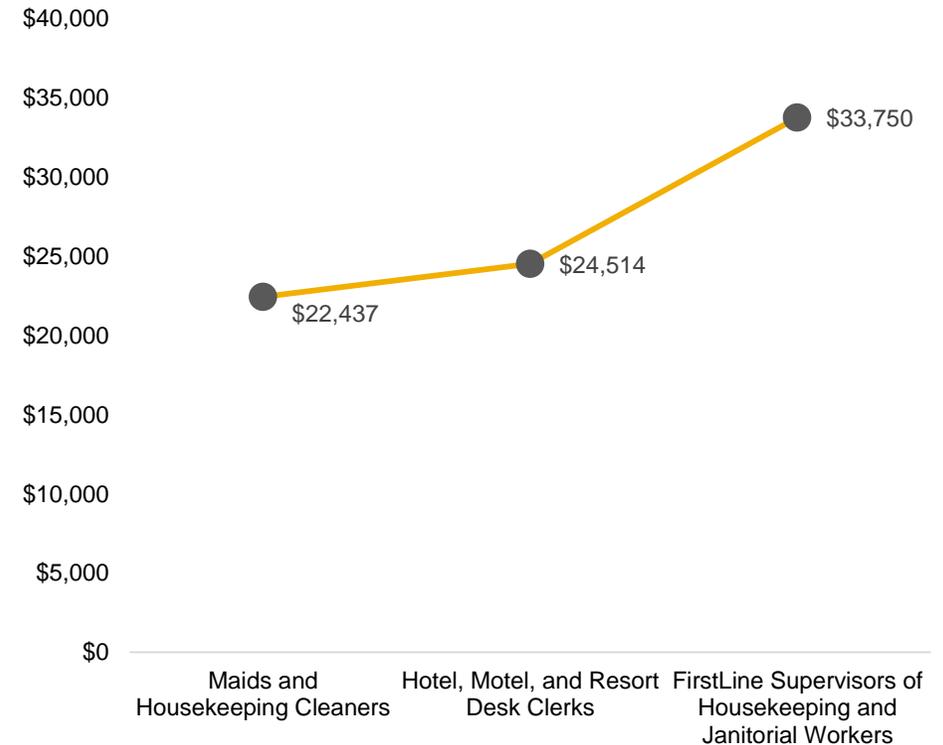


II.D.3: Hotel Career Pathway

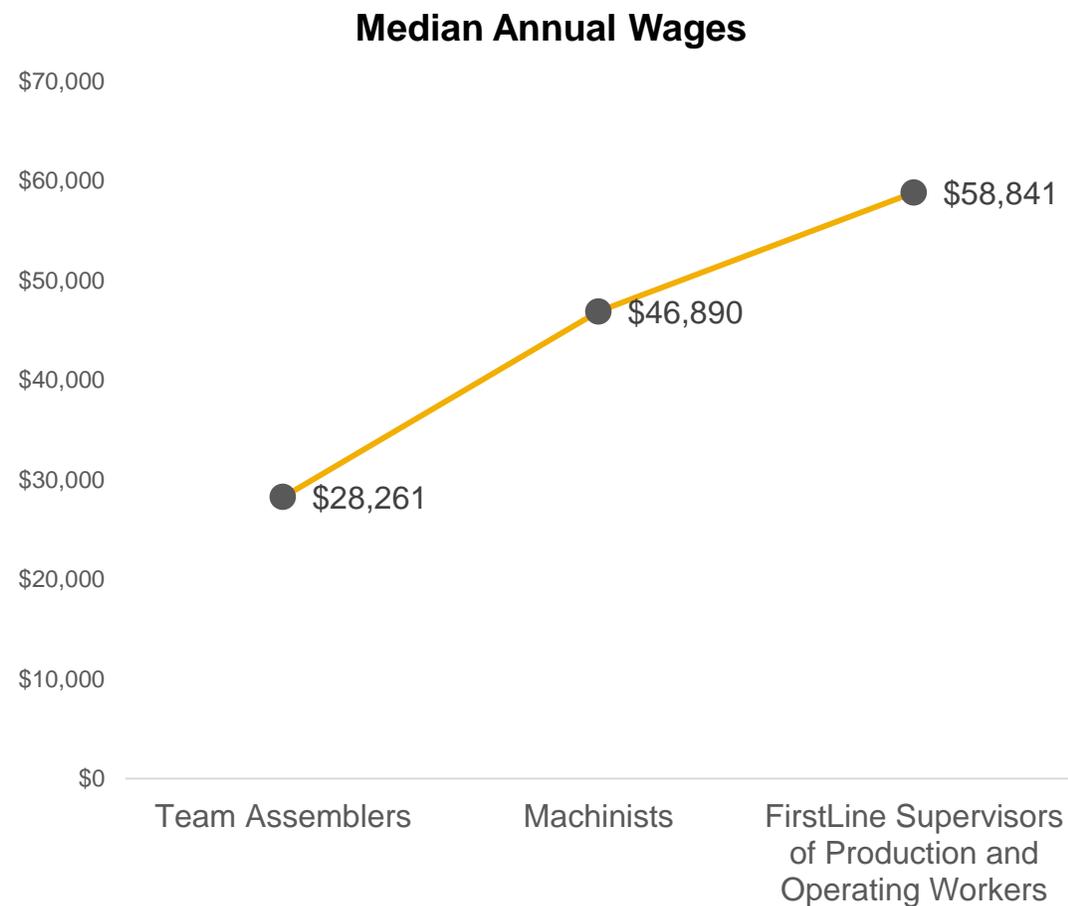
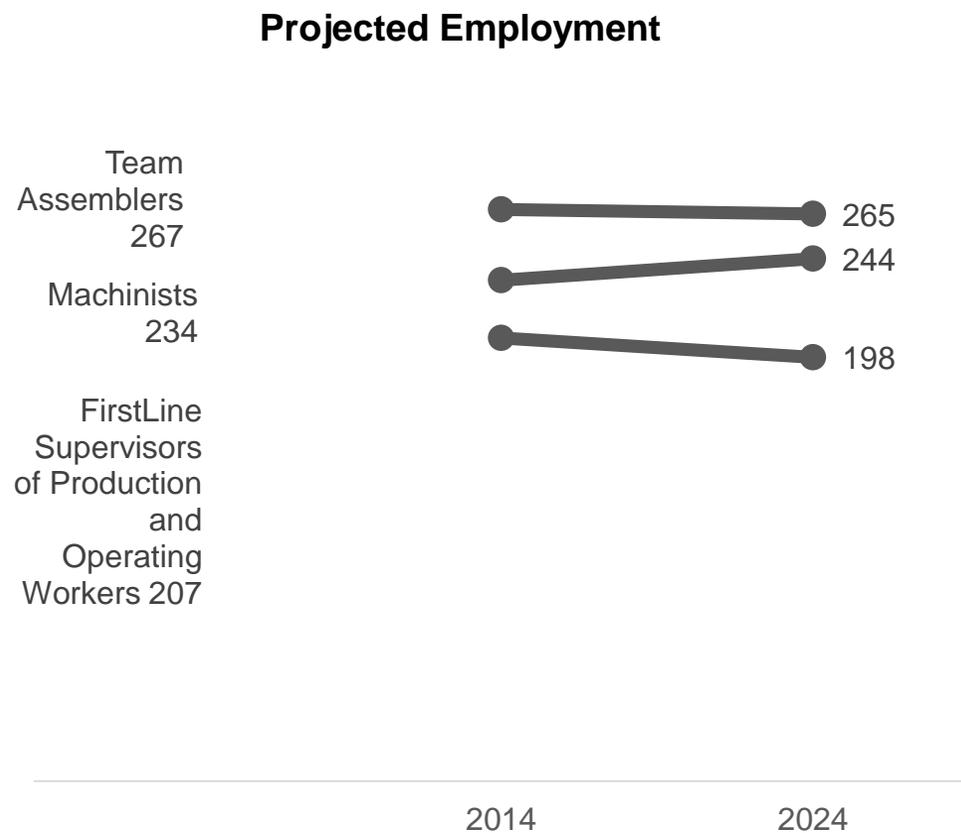
Projected Employment



Median Annual Wages



II.D.4: Manufacturing Career Pathway



Where Do We Want to Go?

Regional Goals

- 1) What criteria should we use to set priorities?
- 2) What does the employer demand data that we have available today tell us about industries and occupations in my region?
- 3) Given the information we have available, what industries or occupations could we preliminarily prioritize as a team?
- 4) What other information do we need in order to finalize these decisions?

Please discuss in small groups as directed and prepare to report your answers.

Next Steps

Region

- Workforce Boards role

State

- Support supply data for regions
- Webinar to introduce data tool
- Send blueprint template for comments
- Share full list of team members

Closing and Next Steps

What is your take-away from today?

Please complete the feedback forms and leave them at the door before you go.