Regional Planning

Massachusetts Workforce Skills Cabinet 2017

strategy matters

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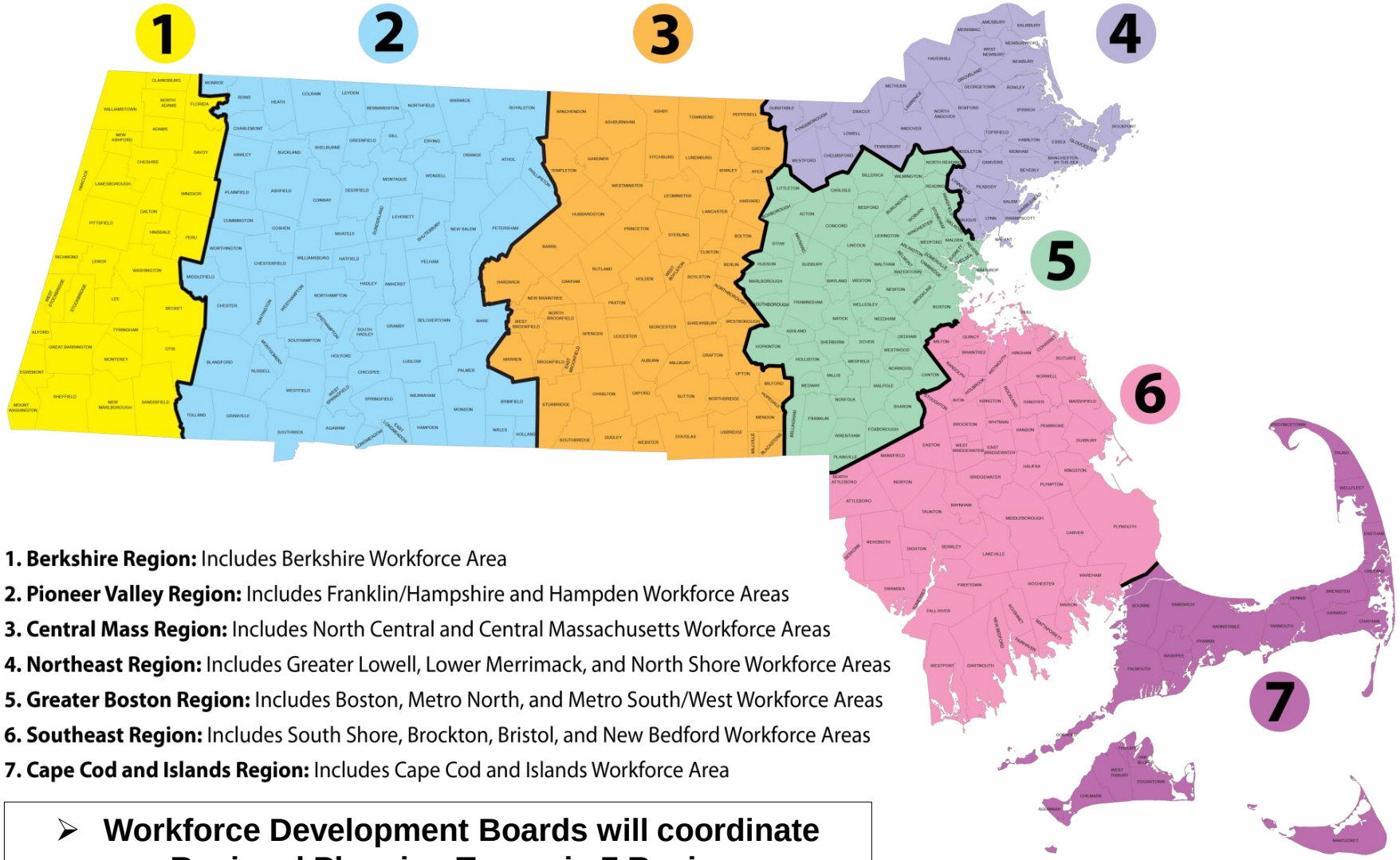
What are we asking you to do?

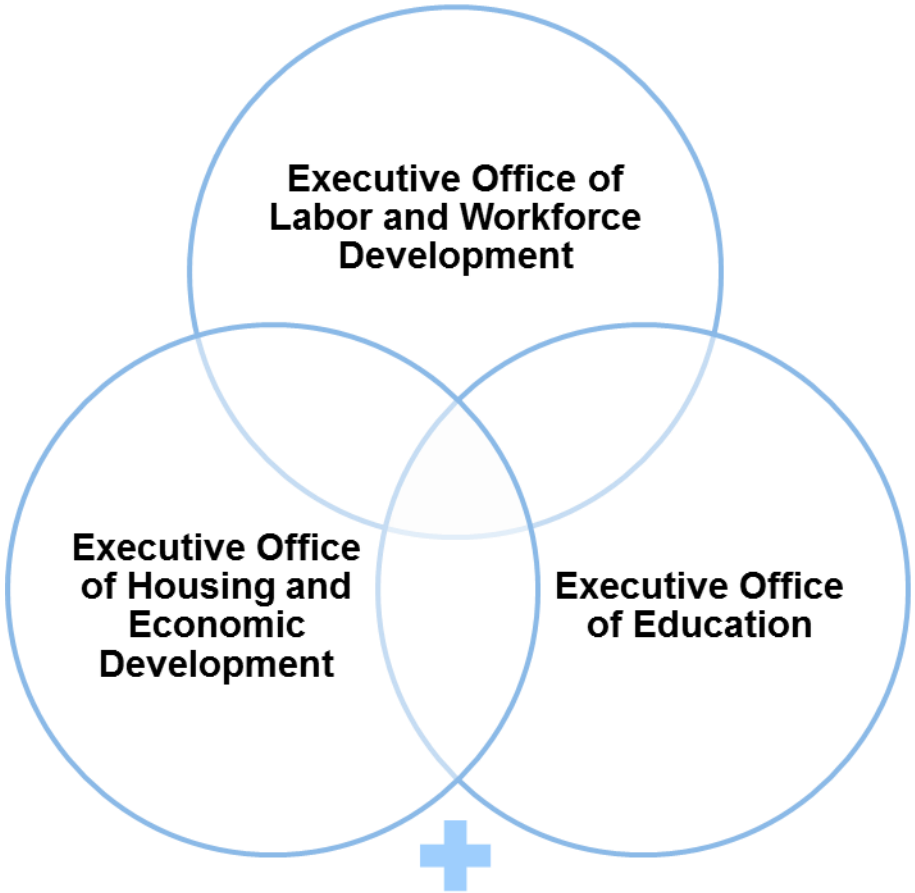


1. **Berkshire Region:** Includes Berkshire Workforce Area
2. **Pioneer Valley Region:** Includes Franklin/Hampshire and Hampden Workforce Areas
3. **Central Mass Region:** Includes North Central and Central Massachusetts Workforce Areas
4. **Northeast Region:** Includes Greater Lowell, Lower Merrimack, 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**

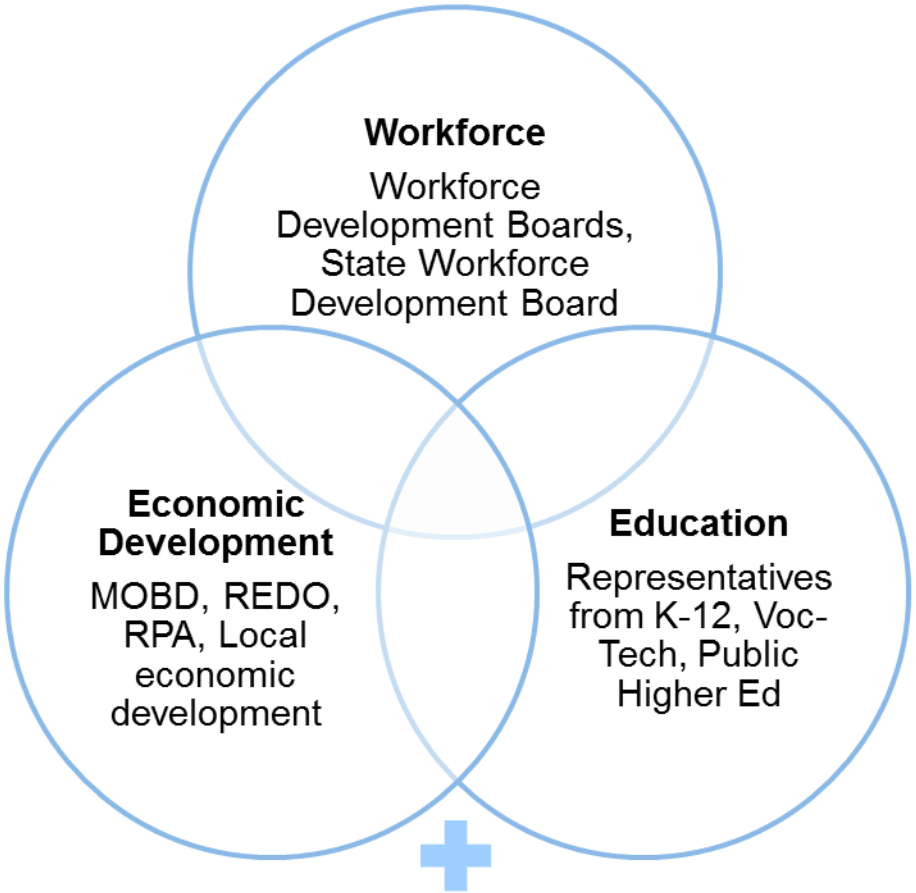
New State-Regional Structure

Workforce Skills Cabinet



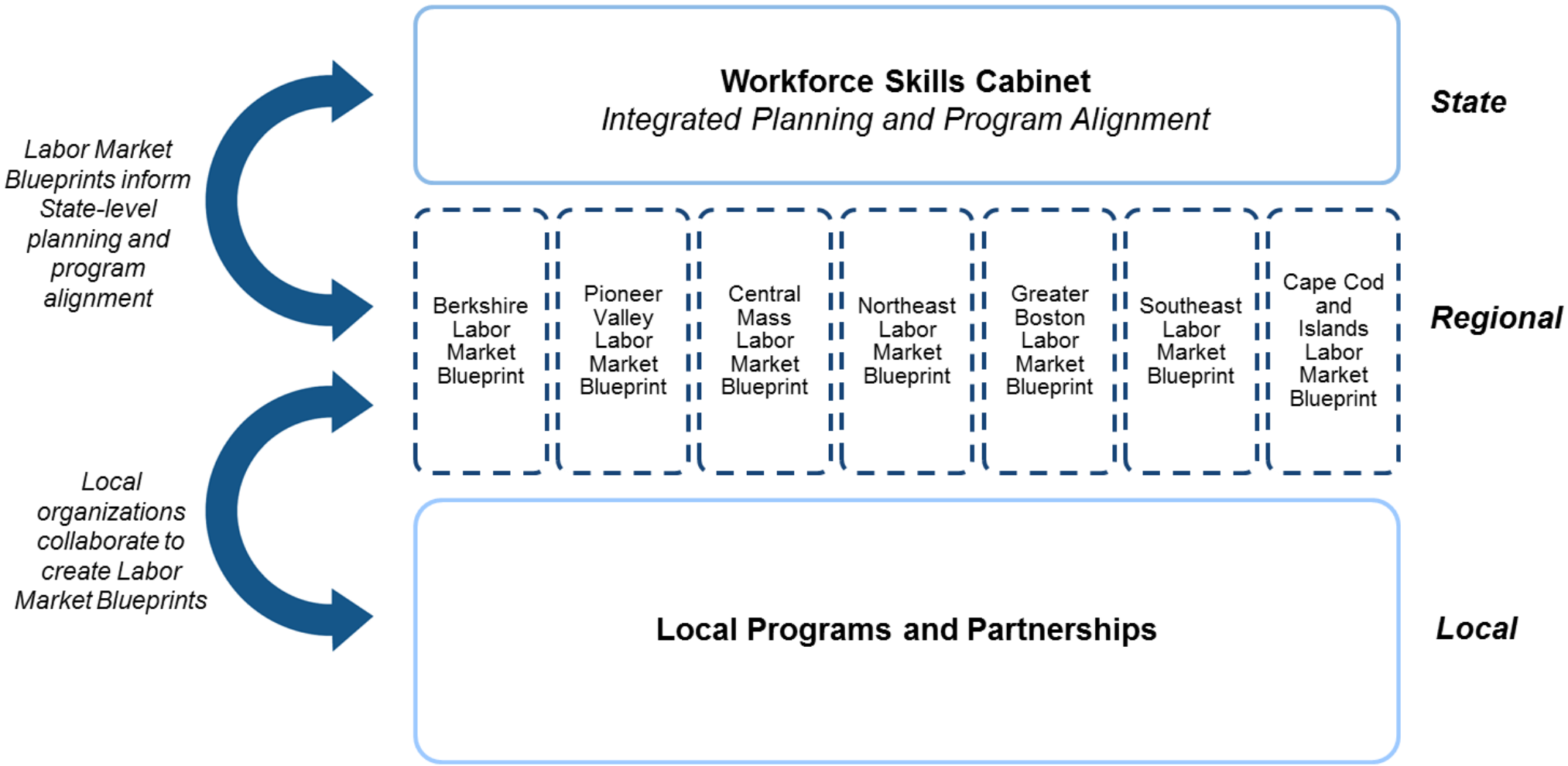
----- State-Level Stakeholder Engagement-----

Regional Planning Team



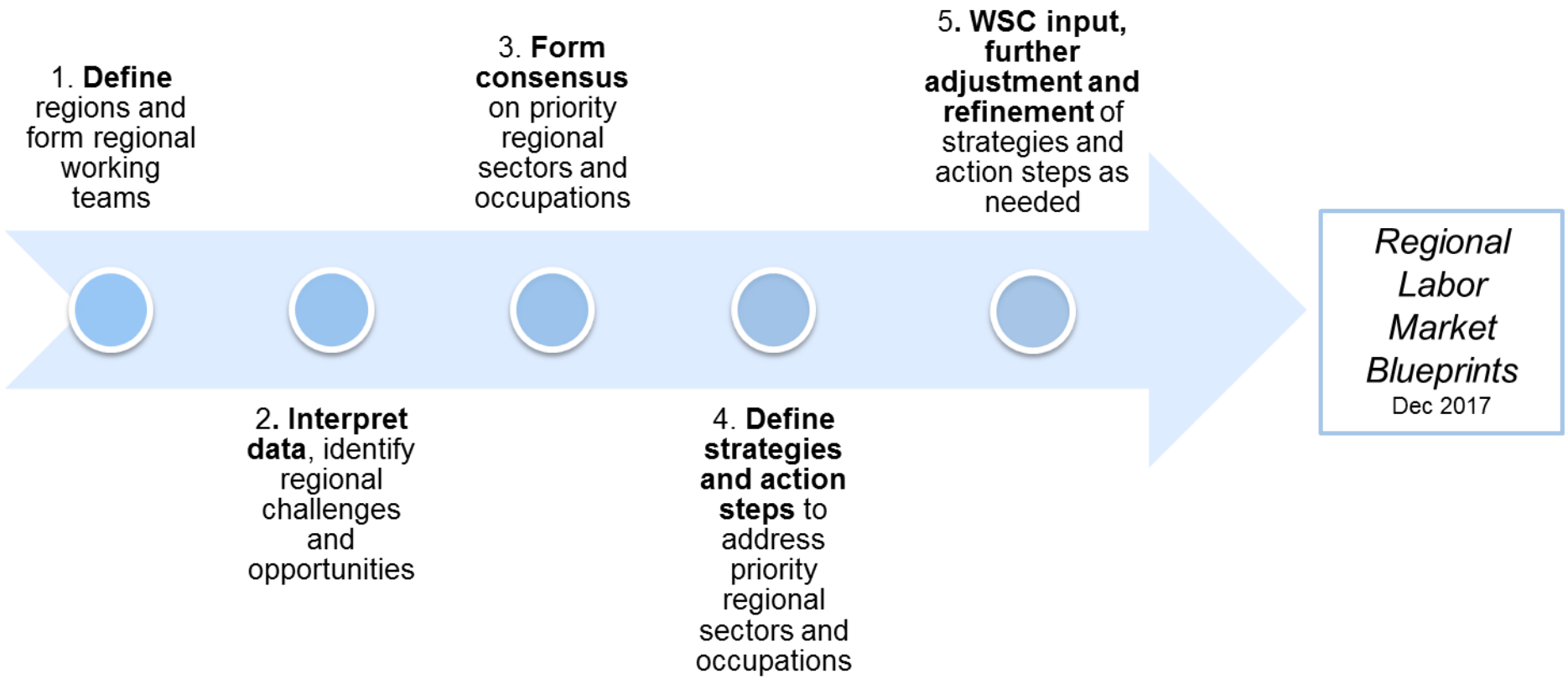
----- Regional Stakeholder Engagement-----

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?

Cape and Islands Region Data Package

Massachusetts Regional Planning Initiative 2017

strategy matters

BLAKELY CONSULTING LLC

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

- **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.

Preview

- Goal: a preliminary understanding of where we are
- Two lenses on labor force:
  - 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?

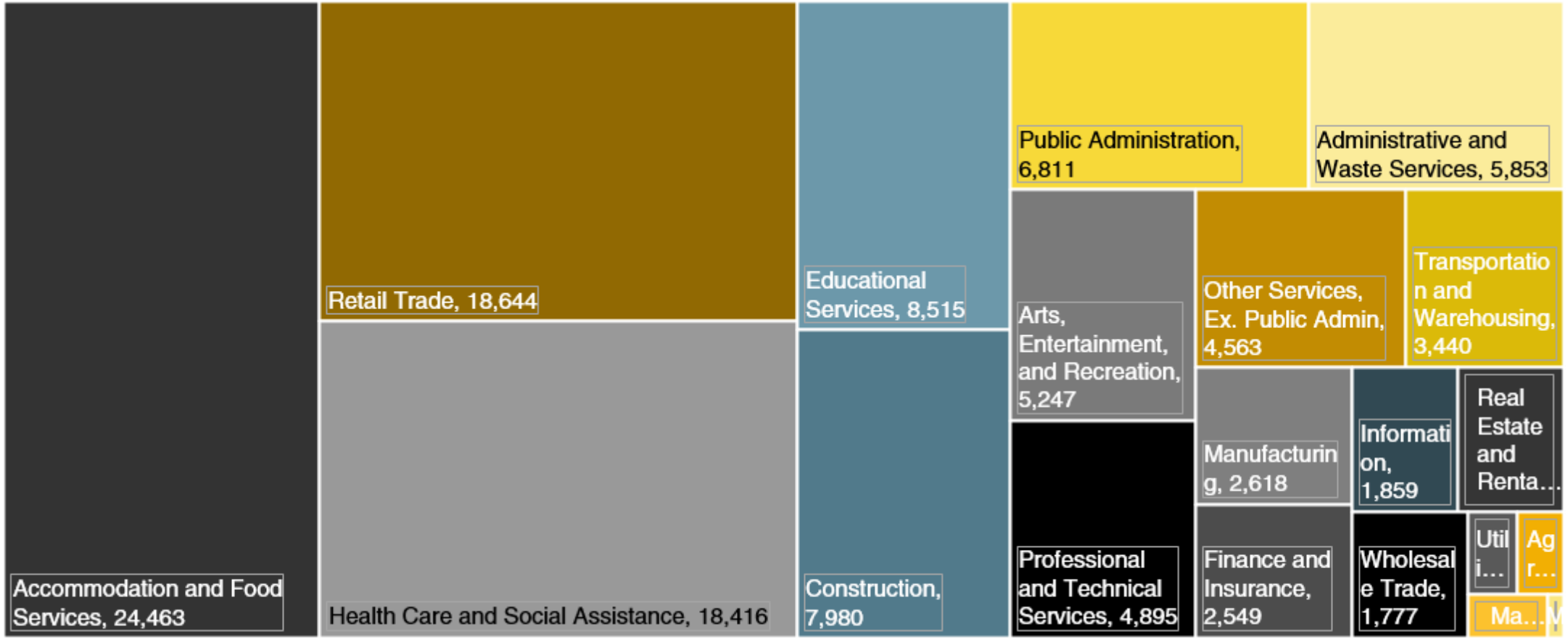
For discussion purposes only
Not for publication

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

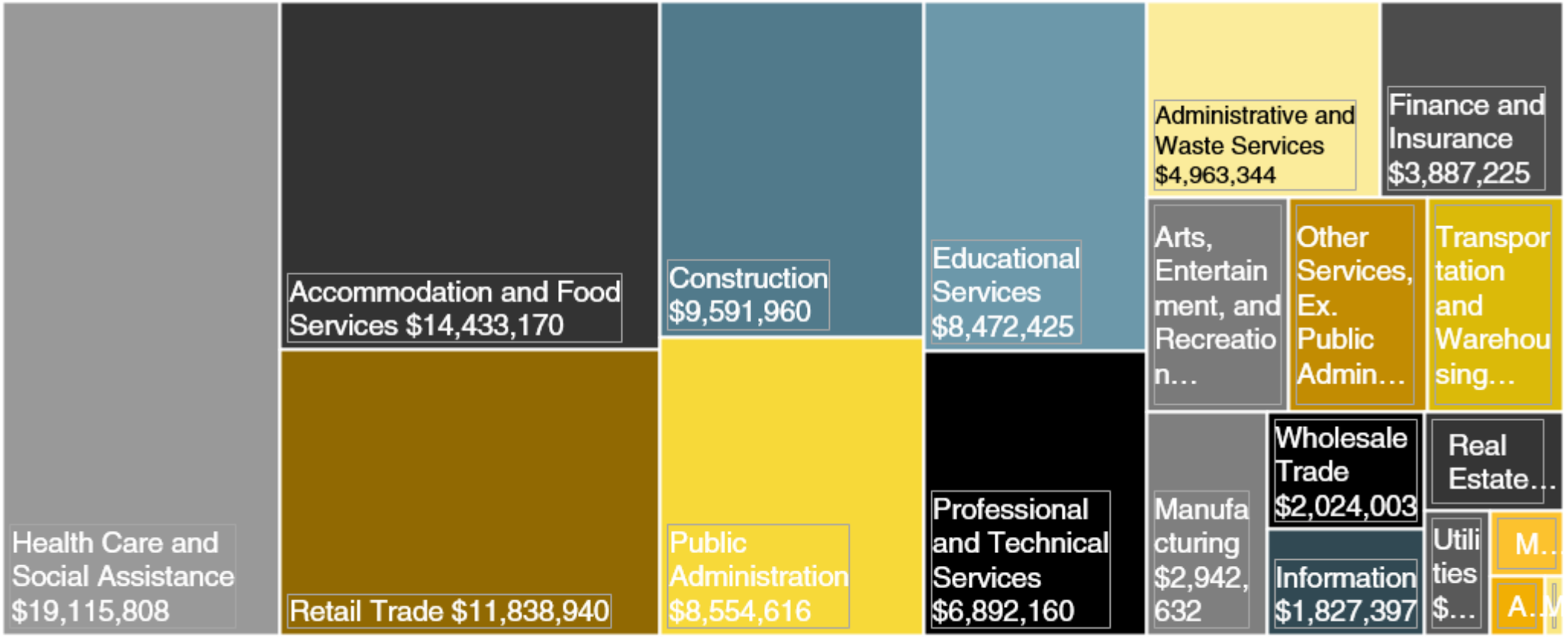
I.A.1: Cape Cod and Islands Region Sector Makeup

by total employment



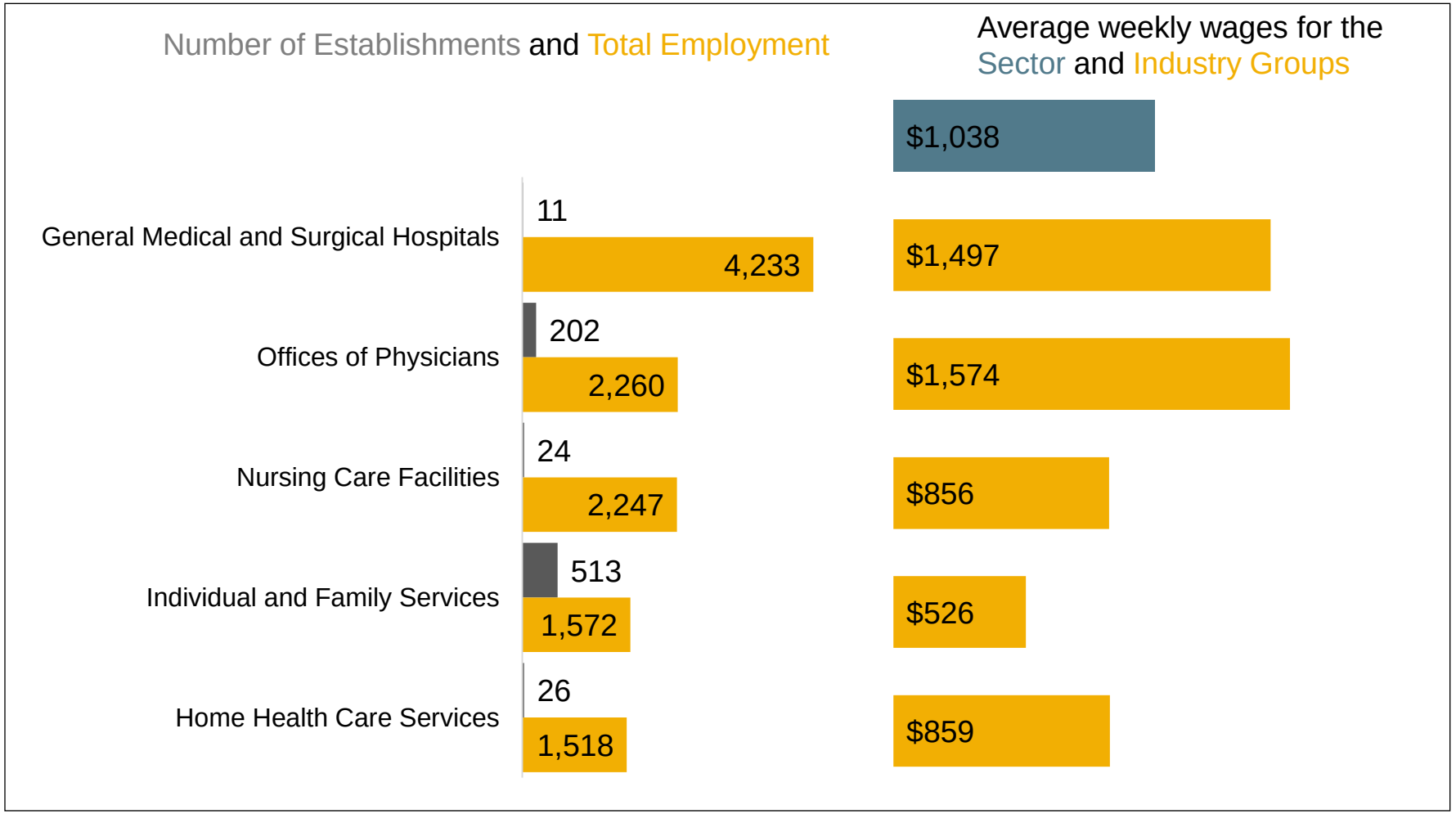
I.A.2: Cape Cod and Islands Region Sector Makeup

by total wages



DUA/BLS Quarterly Census of Employment and Wages, QTR 3 2016

I.B.1: Top 5 Healthcare Industry Groups

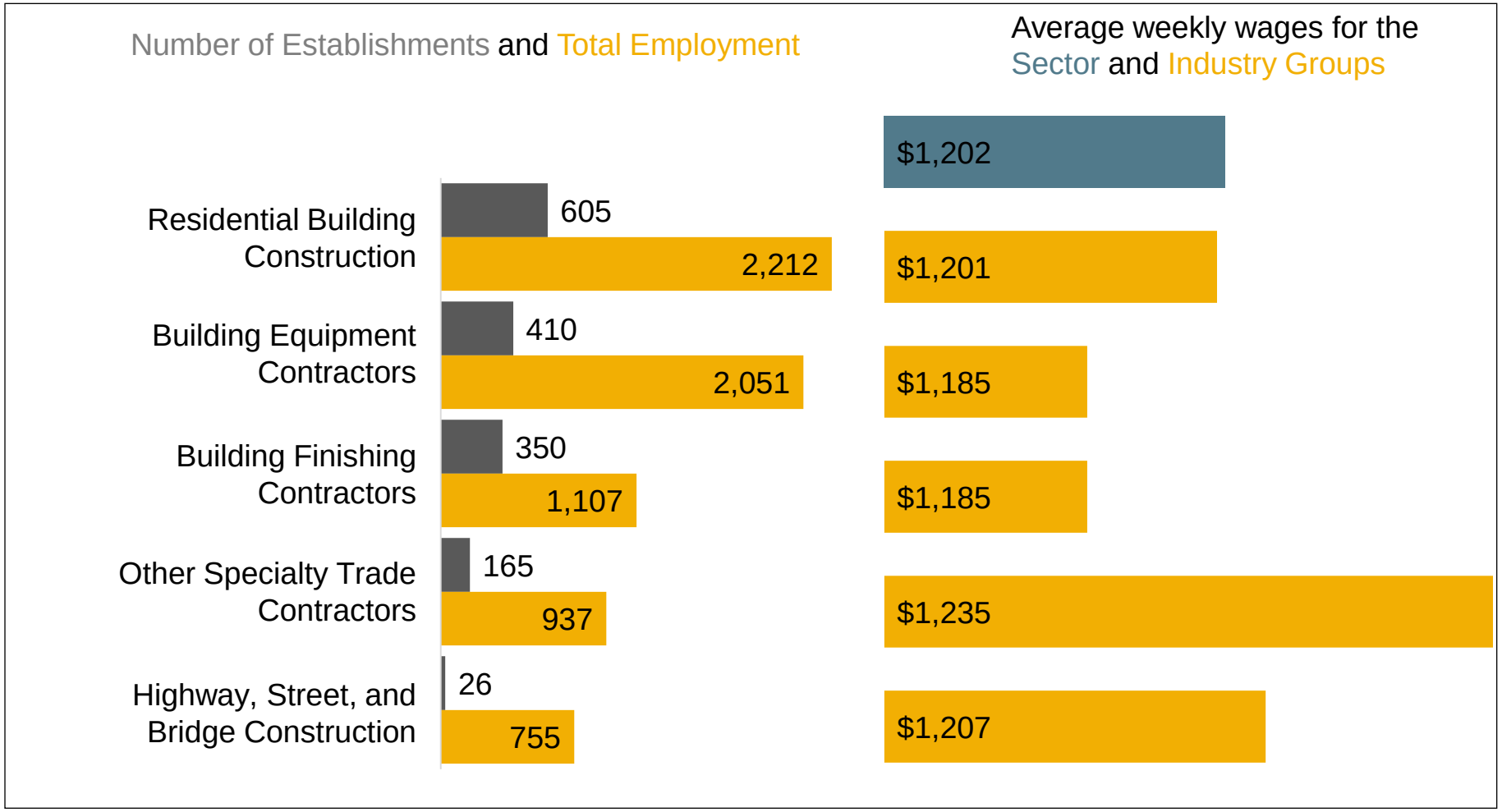


Employers by 12-month Job Postings

Employer	Postings
Martha's Vineyard Hospital	333
Atria Senior Living	142
Bayada	89
Nantucket Cottage Hospital	80
The May Institute	57

DUA/BLS Quarterly Census of Employment and Wages, QTR 3 2016; Conference Board Help Wanted OnLine 12 month totals 2017

I.B.2: Top 5 Construction Industry Groups



Employers by 12-month Job Postings

Employer	Postings
Ocean Edge Resort & Golf Club	22
Bluegreen Corp.	14
Lawrence Lynch Corp.	5
Shepley Wood Products, Inc	3
CAREGIVER Homes	3

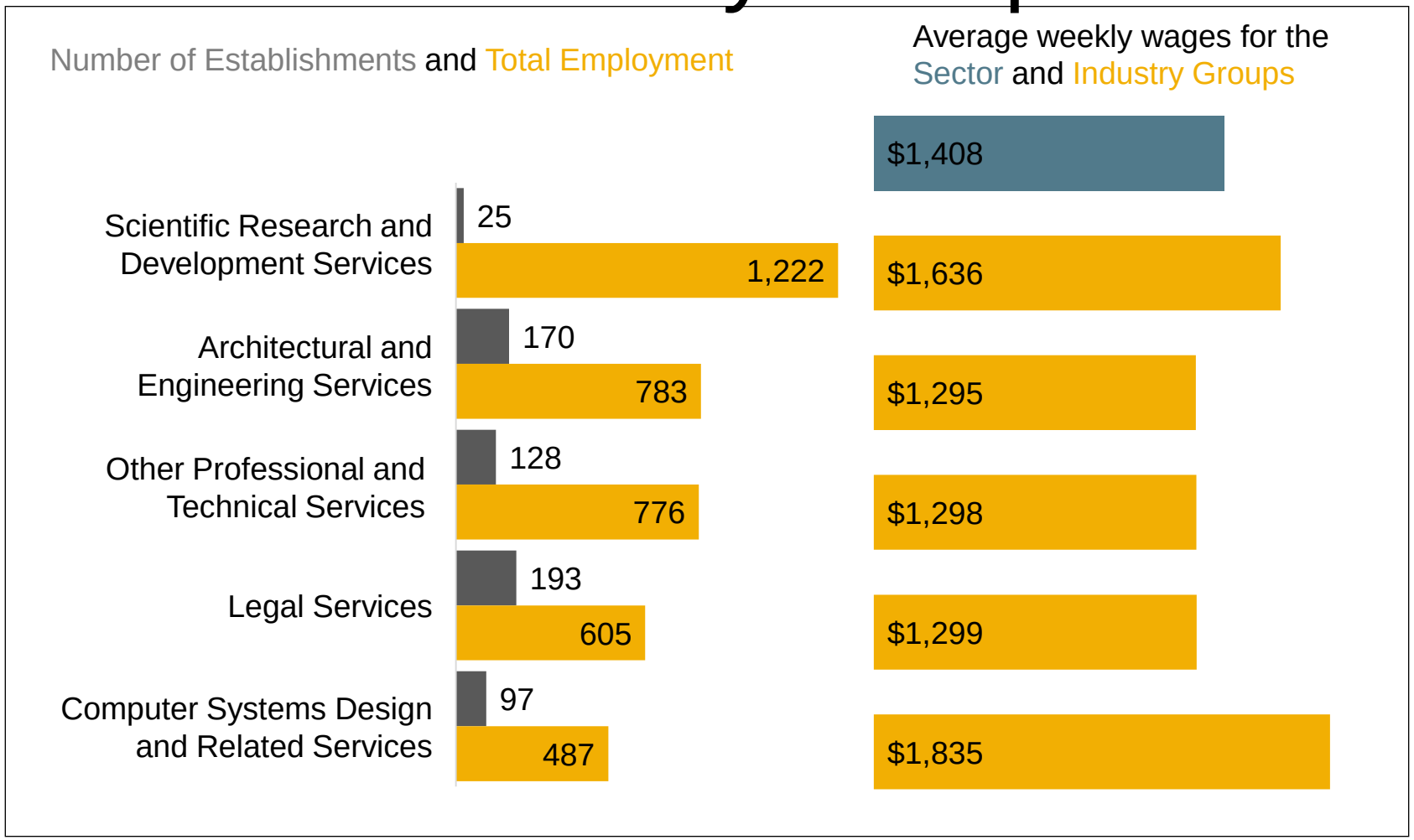
DUA/BLS Quarterly Census of Employment and Wages, QTR 3 2016; Conference Board Help Wanted OnLine 12 month totals 2017

I.B.4: Top 5 Retail Trade Industry Groups

Employers by 12-month Job Postings	
Employer	Postings
Roche Brothers Supermarkets	41
Staples	38
Macy's	31
United States Postal Service	24
Rite Aid	18

DUA/BLS Quarterly Census of Employment and Wages, QTR 3 2016; Conference Board Help Wanted OnLine 12 month totals 2017

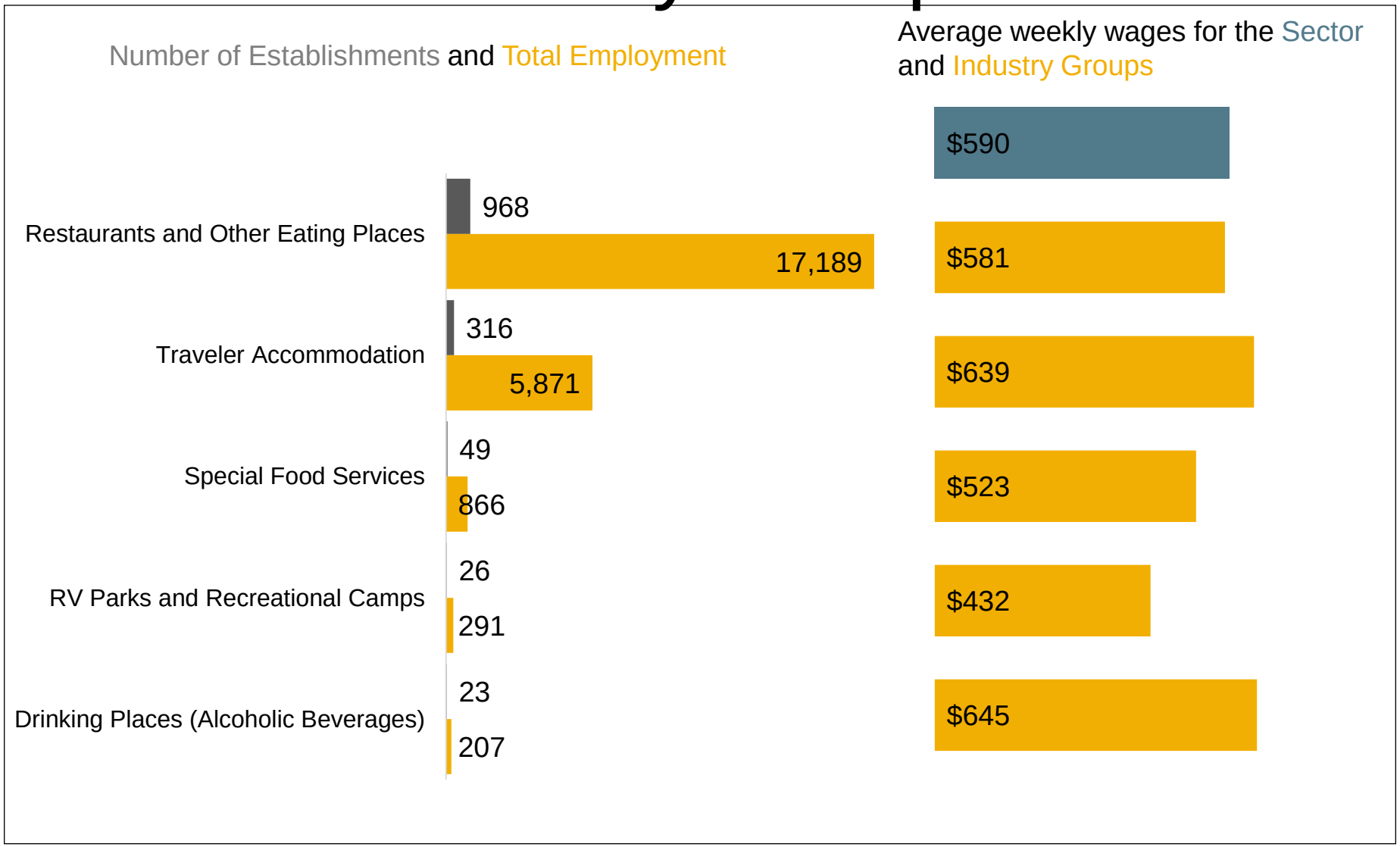
I.B.3: Top 5 Professional and Technical Services Industry Groups



Employers by 12-month Job Postings	
Employer	Postings
Cape Cod Healthcare	53
Celadon	17
ACRT, Inc	10
Wilkinson Ecological Design	10
SUPER SERVICE, LLC	8

DUA/BLS Quarterly Census of Employment and Wages, QTR 3 2016; Conference Board Help Wanted OnLine 12 month totals 2017

I.B.6: Top 5 Accommodation and Food Service Industry Groups



Employers by 12-month Job Postings	
Employer	Postings
Wequassett Resort and Golf Club	59
CBI Operations LLC	45
Chatham Bars Inn	13
99 RESTAURANT & PUB	13
Holiday Inn	8

DUA/BLS Quarterly Census of Employment and Wages, QTR 3 2016; Conference Board Help Wanted OnLine 12 month totals 2017

II. Occupations

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

For discussion purposes only
Not for publication

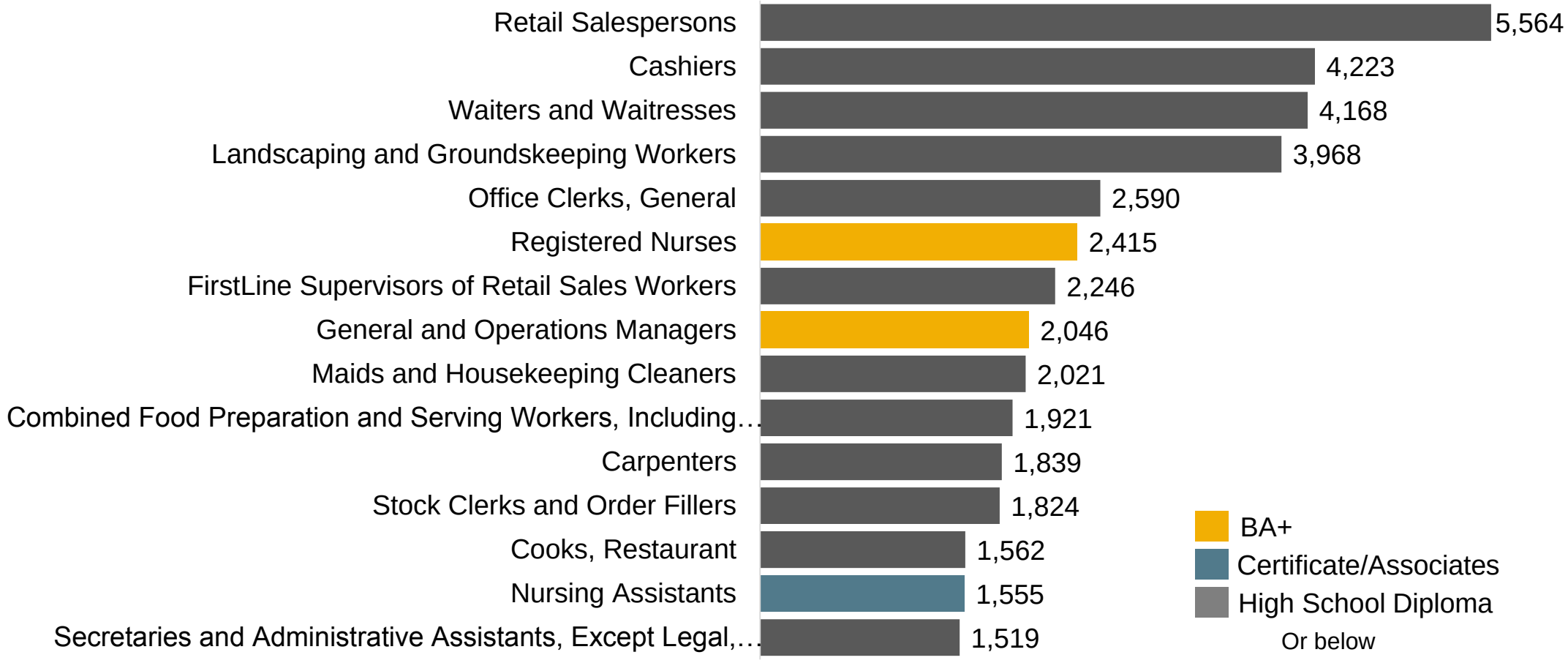
II.A: Occupations by Share of Employment

For discussion purposes only
Not for publication

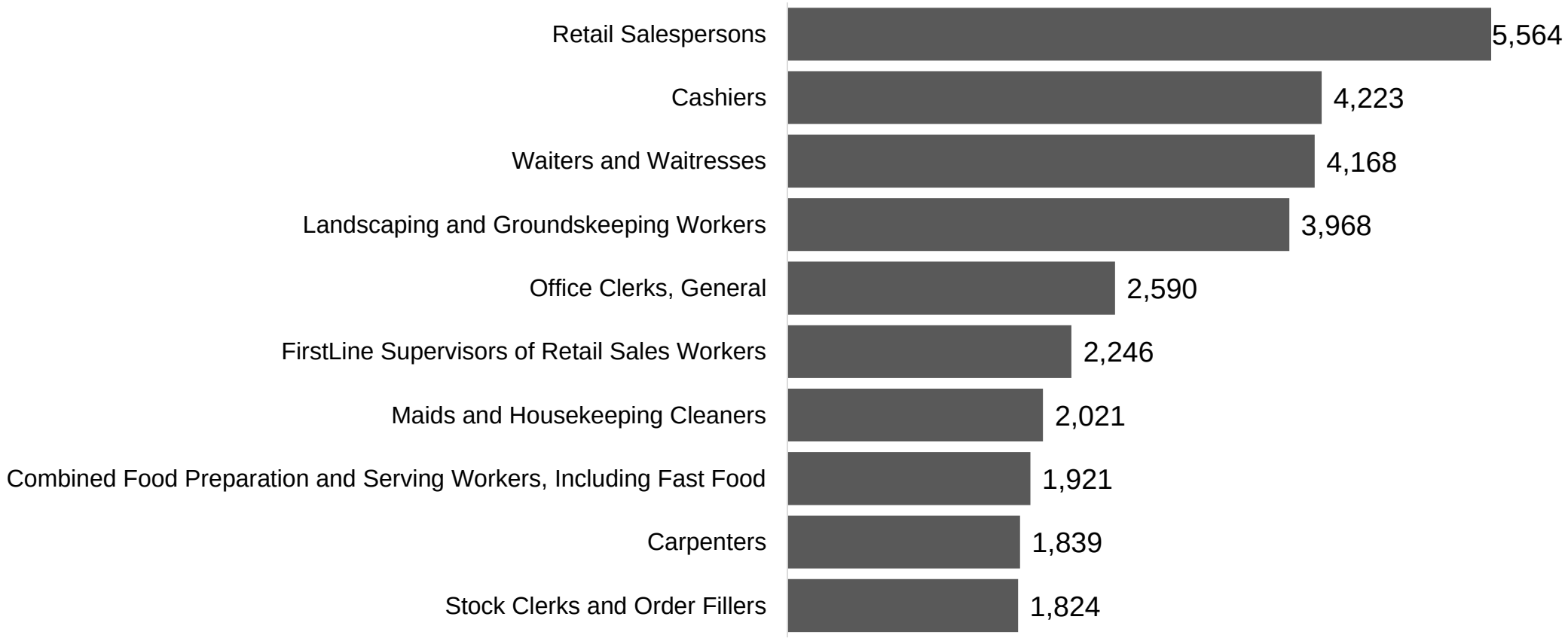
Terminology

Employment Share	Number of workers currently in a specific occupation or type of work
Occupation	A job or profession, not specific to an industry, defined by Standard Occupational Classification (SOC) code

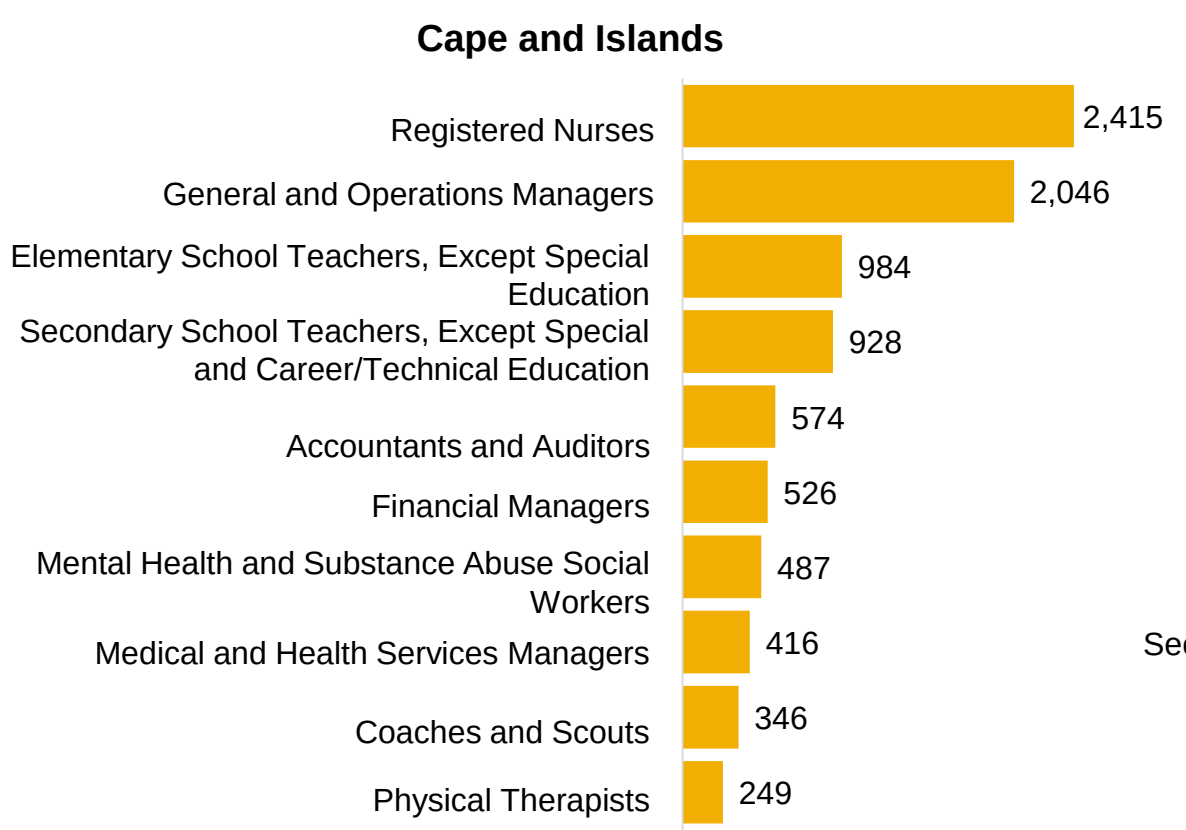
II.A.1: Top 15 Occupations by Share of Employment, 2015

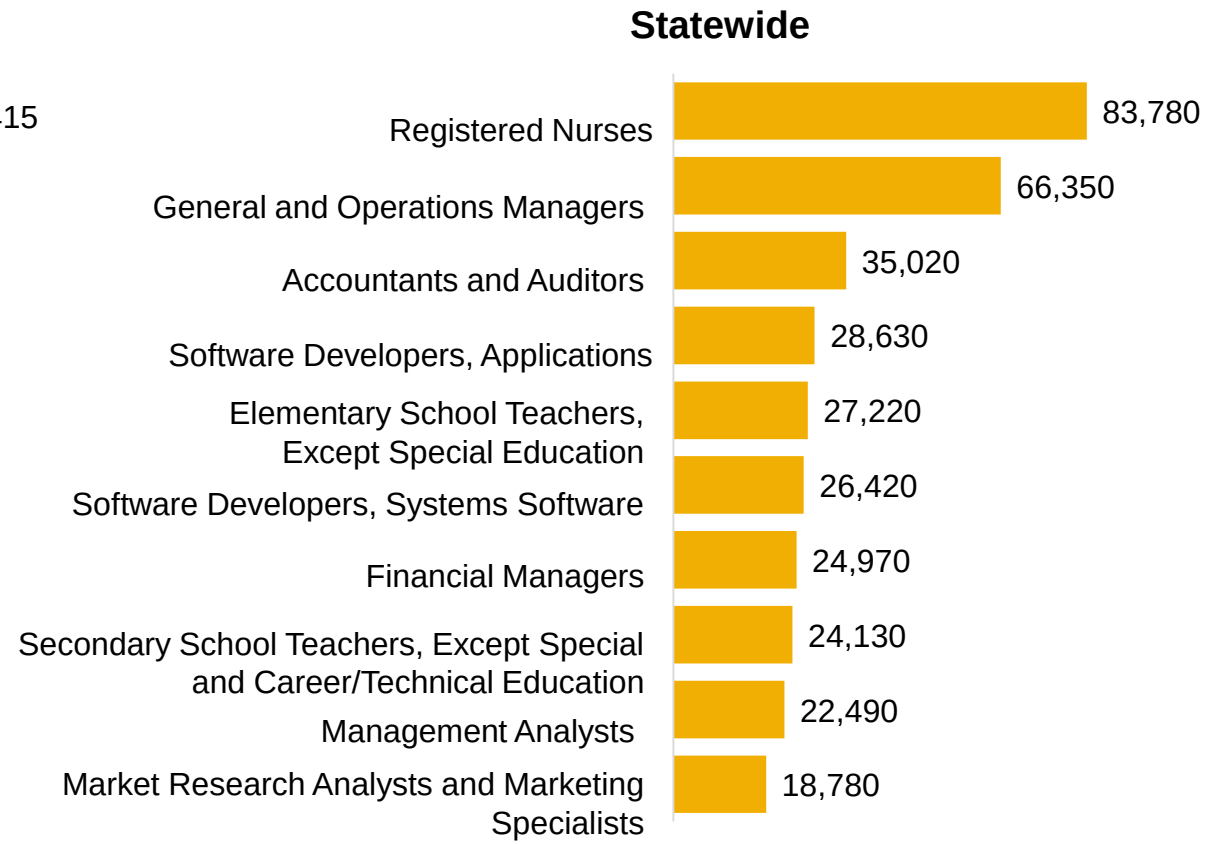


II.A.2: Top 10 Occupations by Employment Share, 2015 Sub-BA



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





II.B: Occupations by Indexed Employer Demand

For discussion purposes only
Not for publication

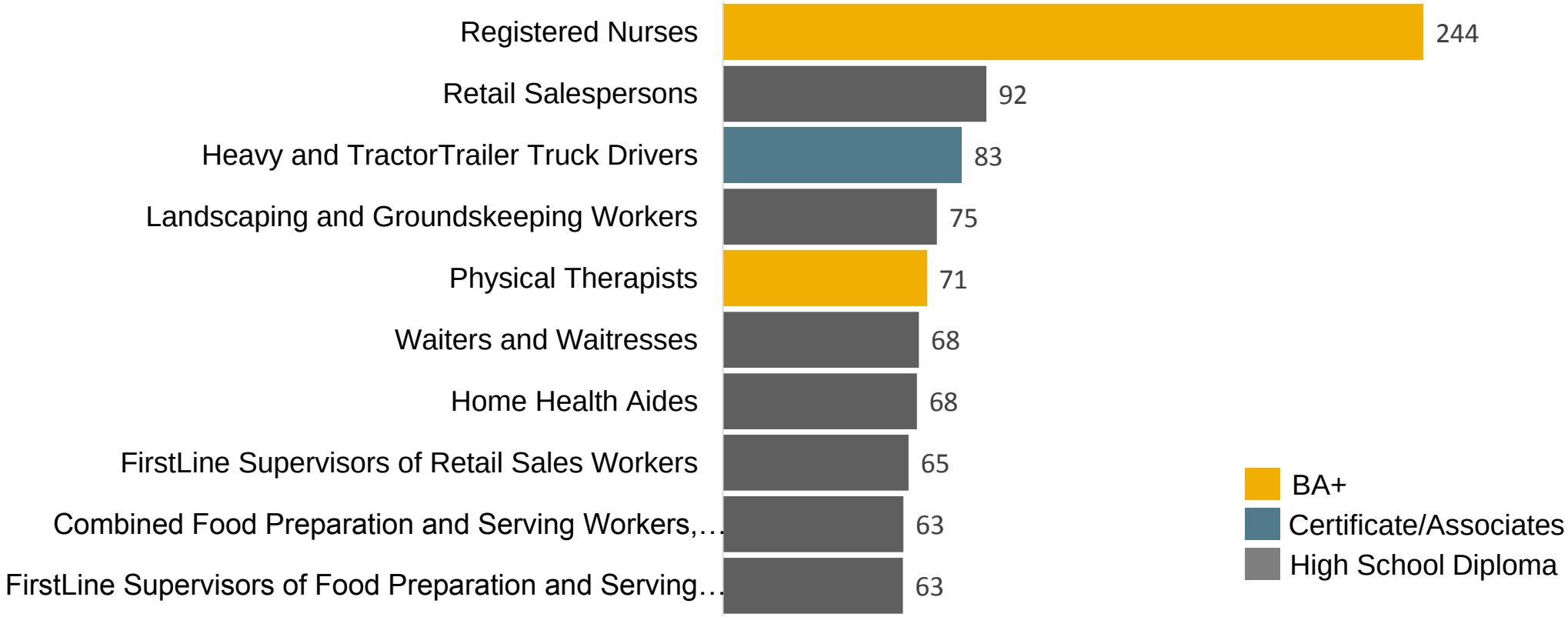
Note on Employer Demand

- There are many different ways to estimate increasing or decreasing employer hiring.
- For example:
  - Occupational Employment Statistics (OES) Short-Term and Long-Term Projections
    - Estimated number of total jobs and openings from growth and replacement
  - Online Postings
    - Jobs employers post online. High volume of postings often signifies jobs that are hard to fill.
  - Wages
    - High/increasing wages are often proxy for hard-to-fill jobs

Terminology

Employment Projections	Expected employment in 2017 (short term) and 2024 (long term) for a particular occupation, based on surveyed employers
Indexed Employer Demand	Relative indexing of occupations by short term openings from replacement and growth (2017), long term openings from replacement and growth (2024), and advertised online postings, averaged *Note #1: 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.*

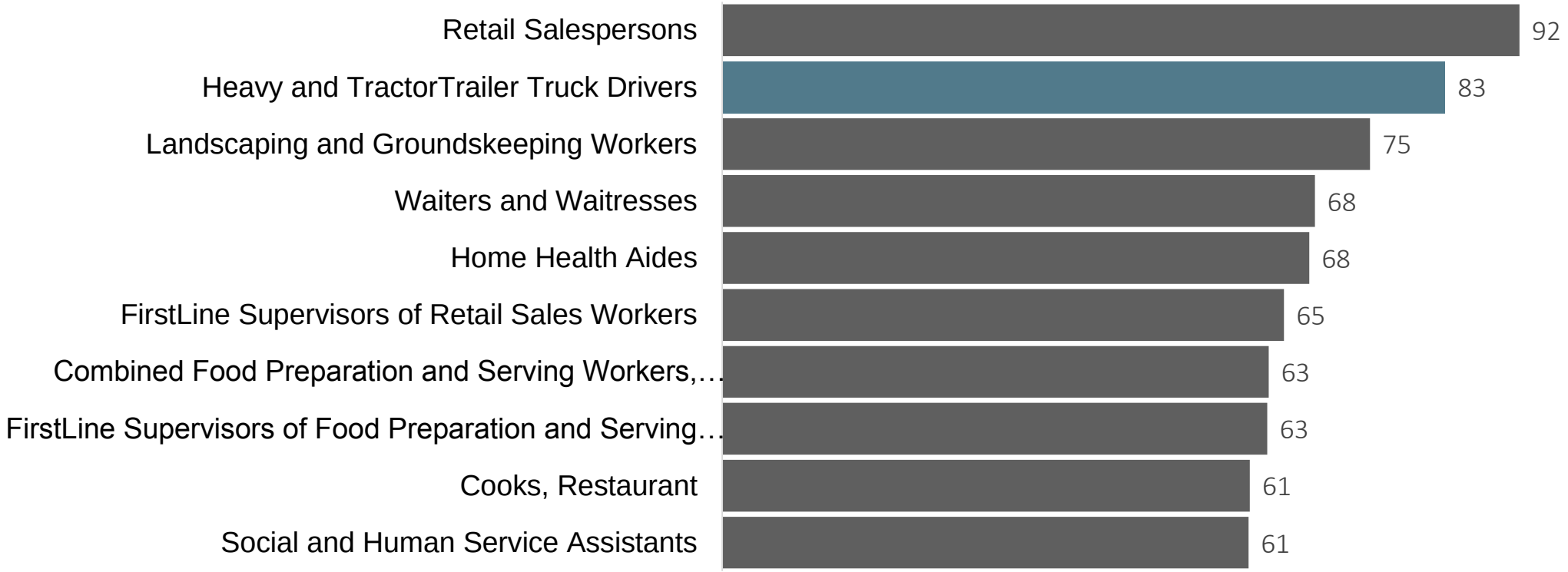
II.C.1 Top 15 Occupations by Indexed Employer Demand, All Education Levels



Average C&I Demand Index: 15

Occupational Employment Statistics, 2017 Projections and 2024 Projections, Conference Board Help Wanted OnLine

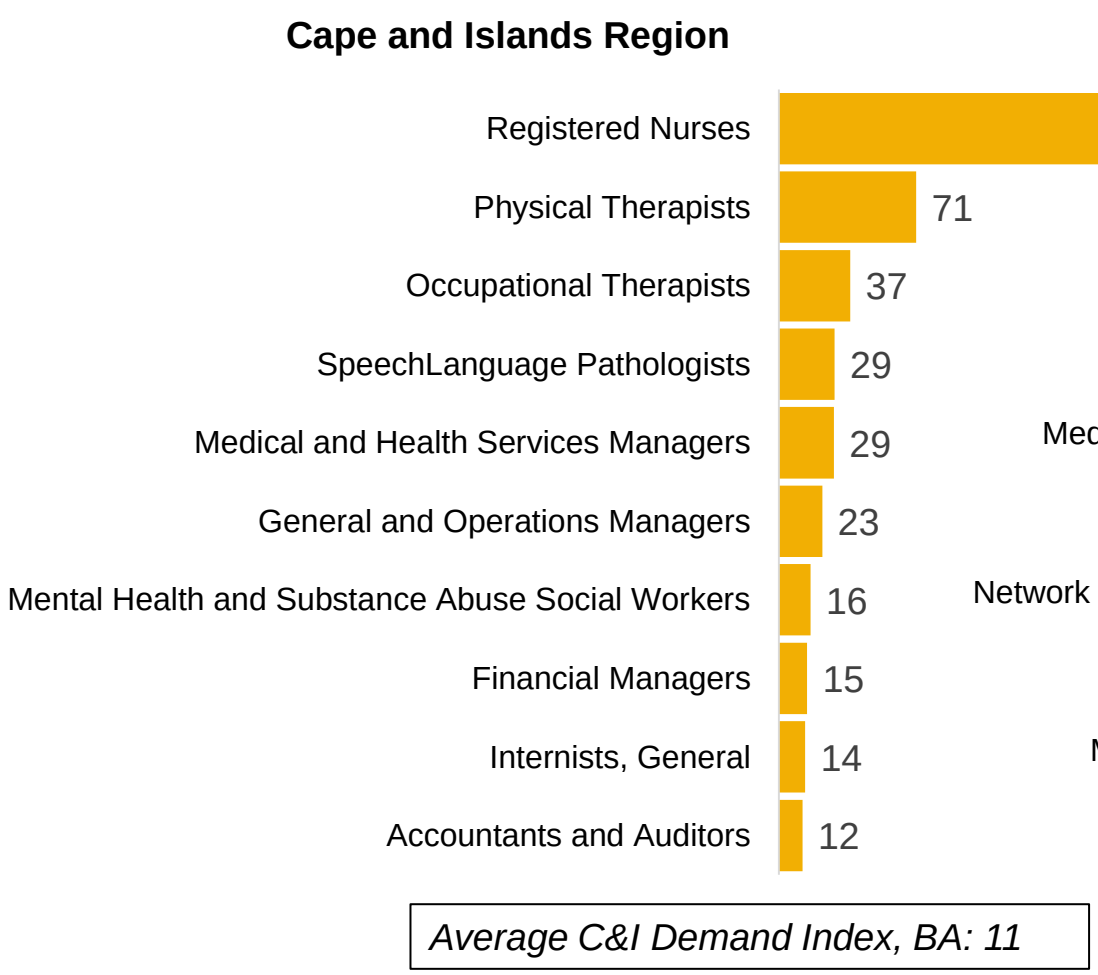
II.C.2: Top 15 Occupations by Indexed Employer Demand, Sub-BA



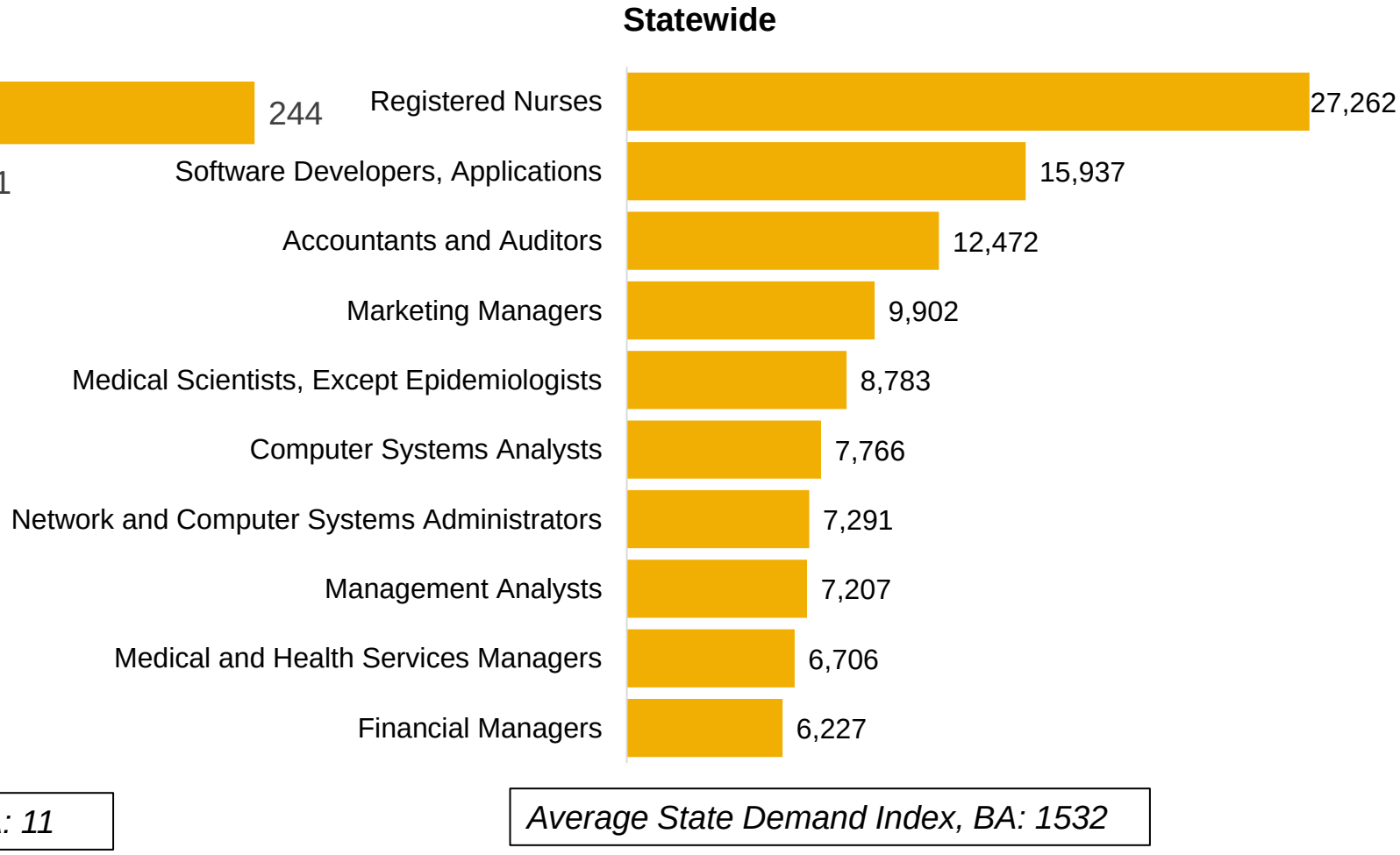
Average C&I Demand Index:
High School Diploma & Below Occupations: 17
Certificates, Associate's, Some College: 14

Occupational Employment Statistics, 2017 Projections and 2024 Projections, Conference Board Help Wanted OnLine

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



Average C&I Demand Index, BA: 11



Average State Demand Index, BA: 1532

Occupational Employment Statistics, 2017 Projections and 2024 Projections, Conference Board Help Wanted OnLine

II.C Occupations by Demand Star Ranking

For discussion purposes only
Not for publication

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 or Below

Occupation	Demand STAR	Associated Industry	Indexed Demand	Wages
FirstLine Supervisors of Construction Trades and Extraction Workers	5	Construction	27	$67,863
FirstLine Supervisors of Mechanics, Installers, and Repairers	4	Retail Trade	14	$65,543
Electricians	4	Construction	20	$56,895
Light Truck and Service Delivery Drivers	4	Transportation and Warehousing	36	$69,871
Food Service Managers	4	Accommodation Services	12	$57,217
FirstLine Supervisors of Office and Administrative Support Workers	4	Healthcare and Social Assistance	32	$54,883
Plumbers, Pipefitters, and Steamfitters	4	Construction	16	$53,289
Carpenters	4	Construction	54	$51,205

Occupational Employment Statistics, 2017 Projections and 2024 Projections, Occupational Employment Statistics Wages, Conference Board Help Wanted OnLine

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

Occupation	Demand STAR	Associated Industry	Indexed Demand	Wages
Heavy and Tractor Trailer Drivers	5	Transportation and Warehousing	83	$ 91,200
Licensed Practical and Licensed Vocational Nurses	4	Health Care and Social Assistance	43	$ 55,031
Physical Therapist Assistants	4	Health Care and Social Assistance	16	$ 64,325
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	4	Construction	11	$ 52,641
Telecommunications Equipment Installers and Repairers, Except Line Installers	4	Information	6	$ 61,943
Surgical Technologists	4	Health Care and Social Assistance	7	$ 56,460
Firefighters	4	Public Administration	6	$ 58,849
Dental Assistants	4	Health Care and Social Assistance	5	$ 44,532

Occupational Employment Statistics, 2017 Projections and 2024 Projections, Occupational Employment Statistics Wages, Conference Board Help Wanted OnLine

II.B.2: 5-Star Occupations, BA

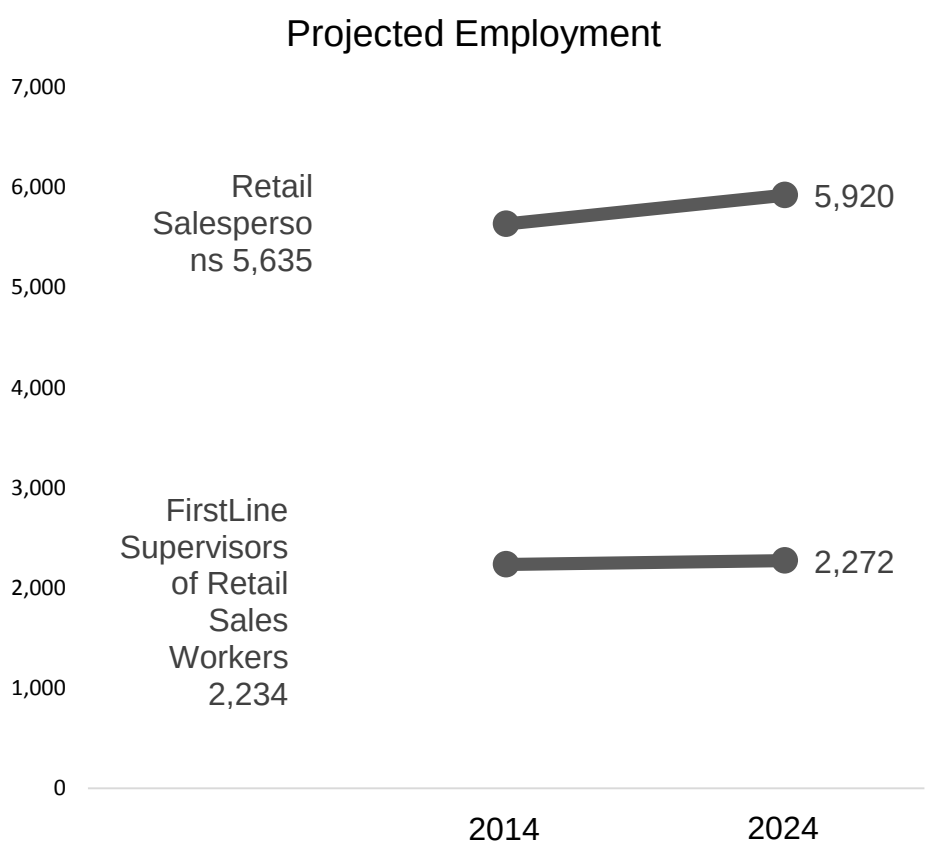
Occupation	Demand STAR	Associated Industry	Indexed Demand	Wages
Elementary School Teachers, Except Special Education	5	Education Services	11	$ 72,711
Educational Guidance, and Vocational Counselors	4	Education Services	11	$ 62,769
Accountants and Auditors	5	Finance and Insurance	12	$ 69,400
Financial Managers	5	Finance and Insurance	15	$ 77,464
Mental Health and Substance Abuse Social Workers	4	Health Care and Social Assistance	16	$ 41,990
Medical and Health Services Managers	5	Health Care and Social Assistance	29	$ 103,019
Middle School Teachers, Except Special and Career/Technical Education	4	Education Services	8	$ 71,206
General and Operations Managers	5	Professional and Technical Services	23	$ 81,045
Registered Nurses	5	Health Care and Social Assistance	224	$ 75,714

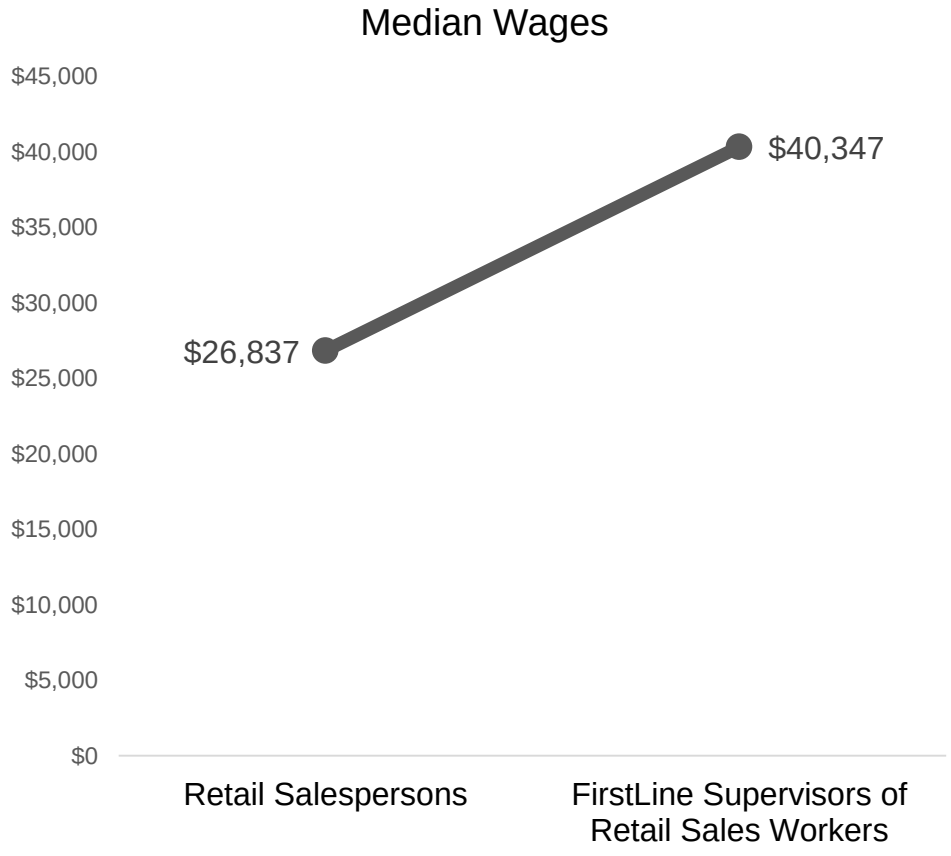
Occupational Employment Statistics, 2017 Projections and 2024 Projections, Occupational Employment Statistics Wages, Conference Board Help Wanted OnLine

II.D: Career Pathways

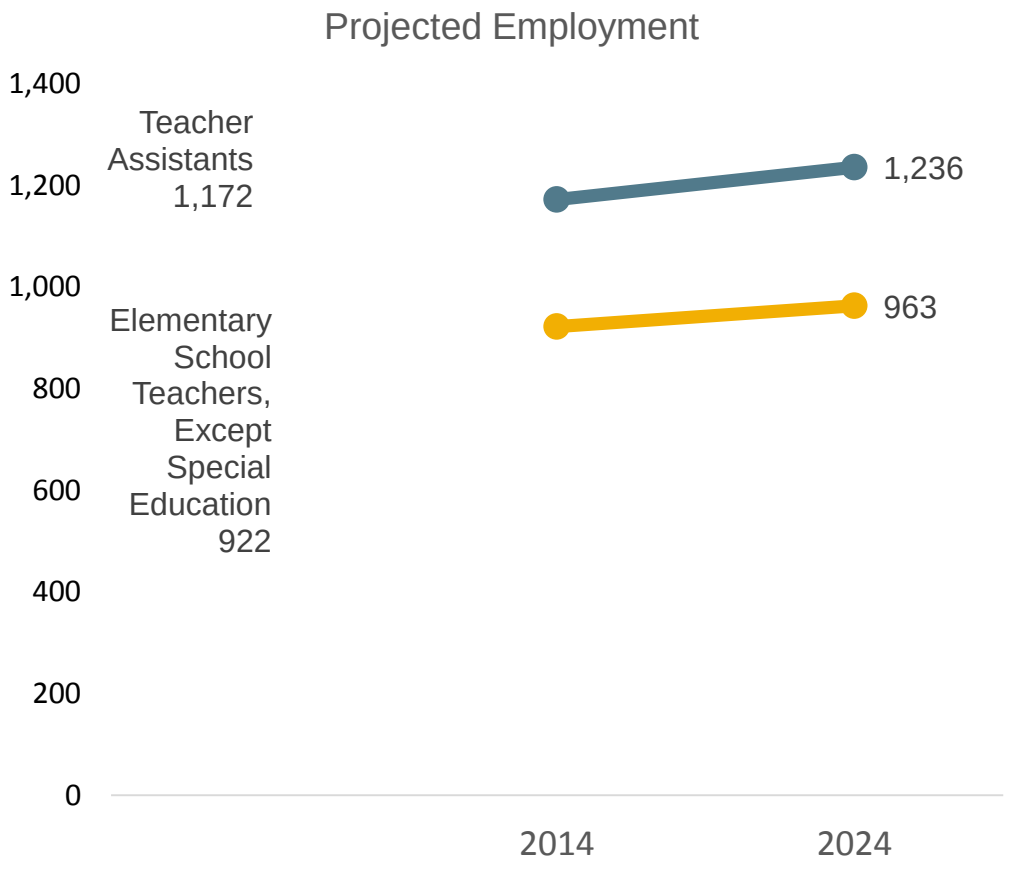
For discussion purposes only
Not for publication

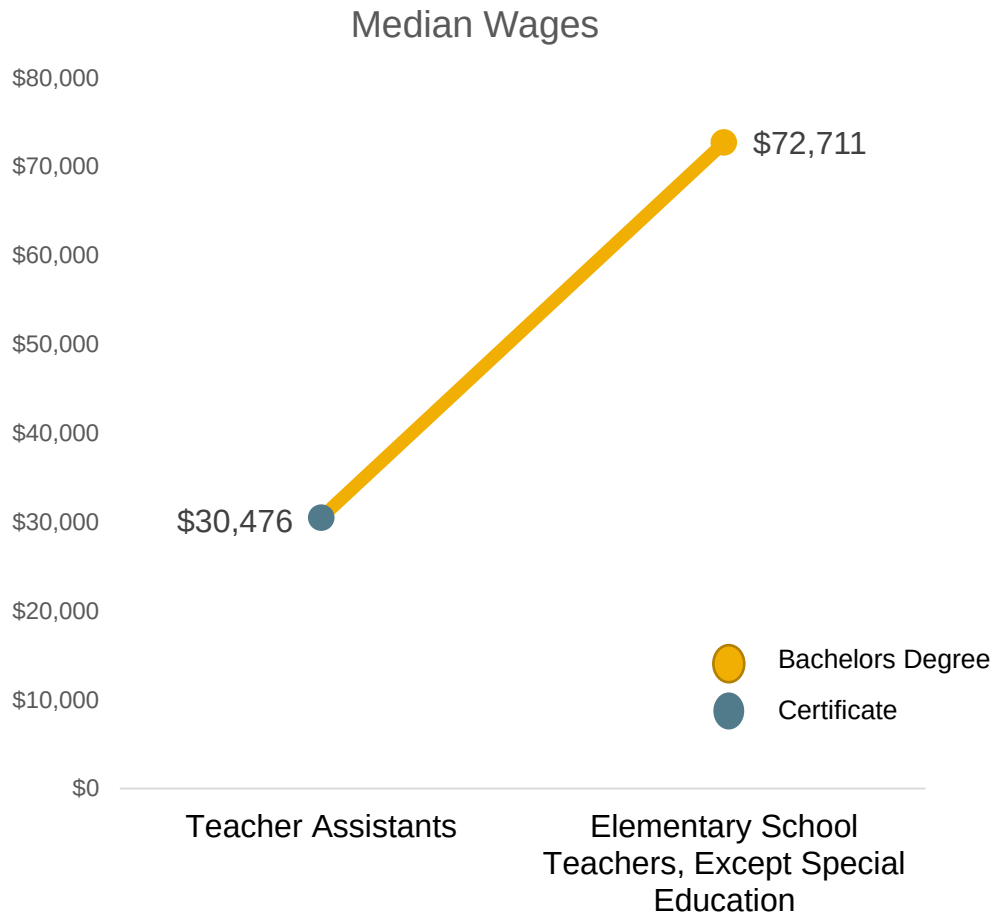
II.E.1: Retail Career Pathway



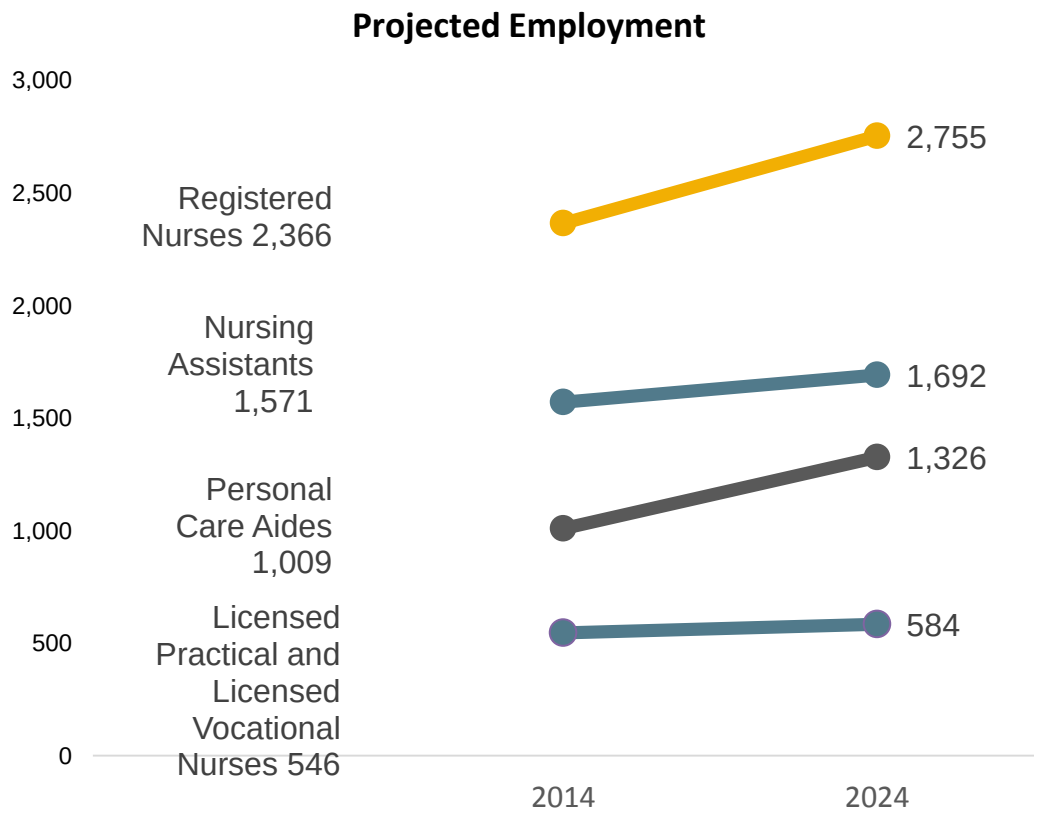


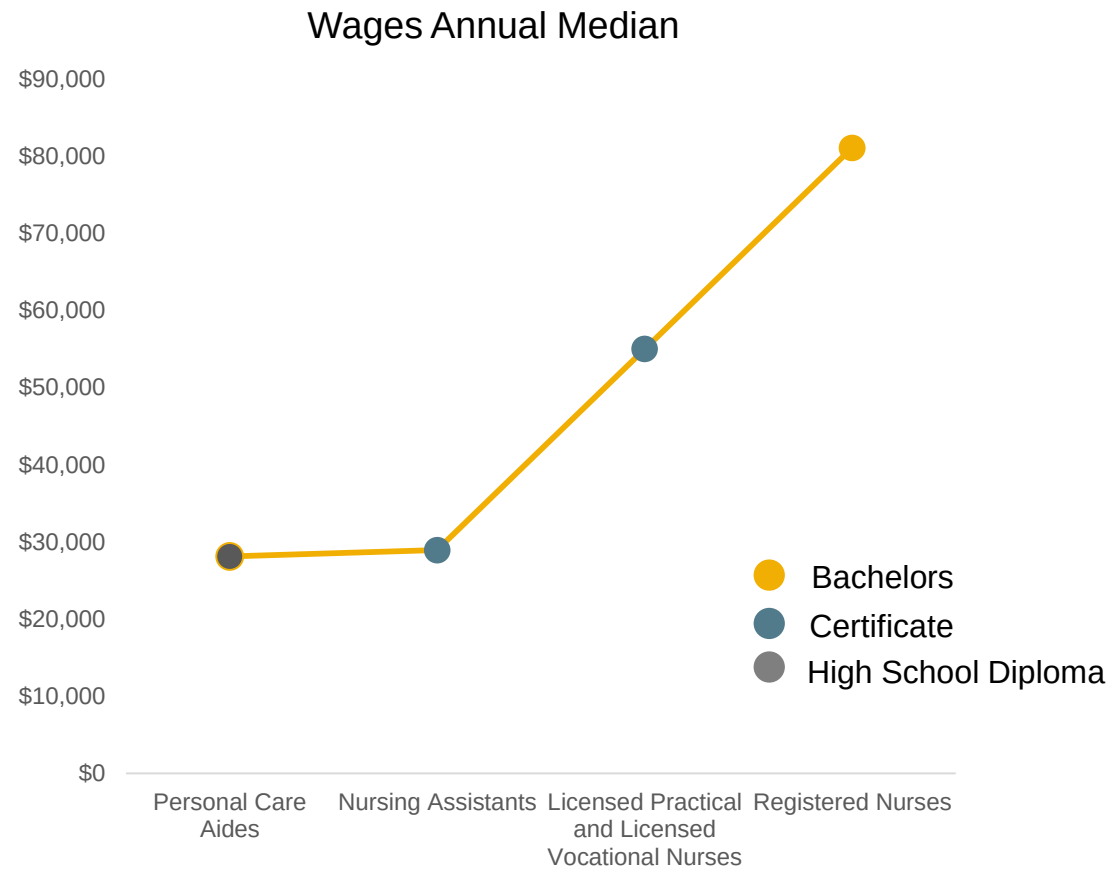
II.E.2: Teaching Career Pathway



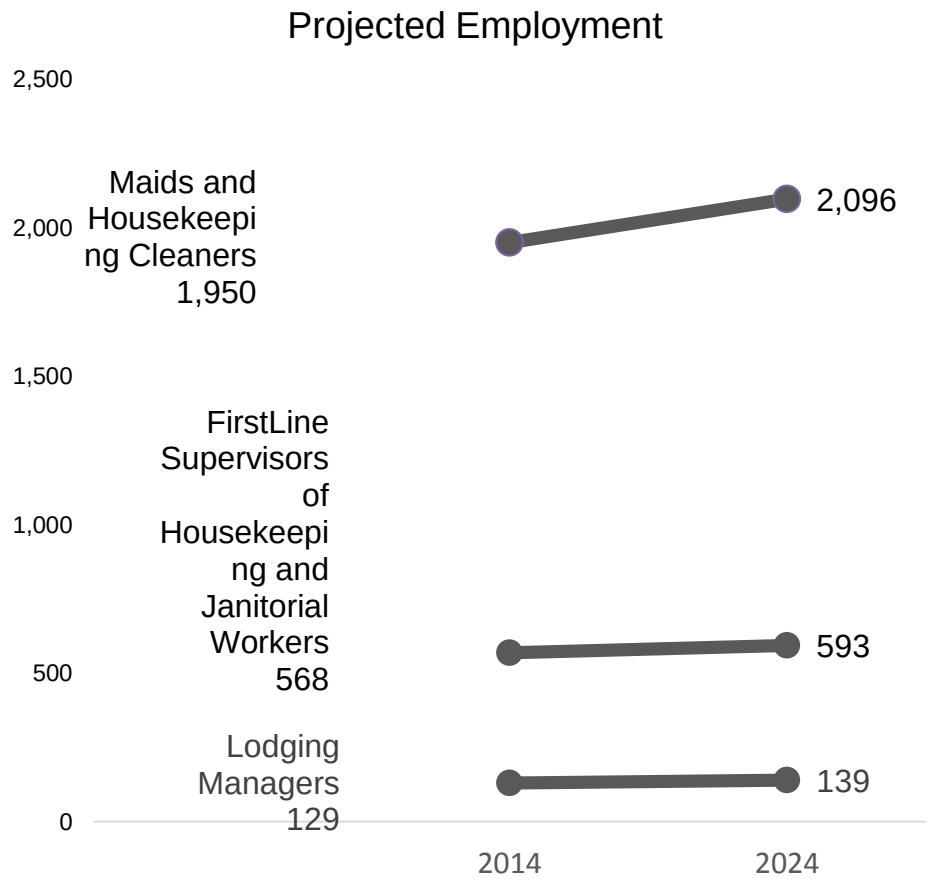


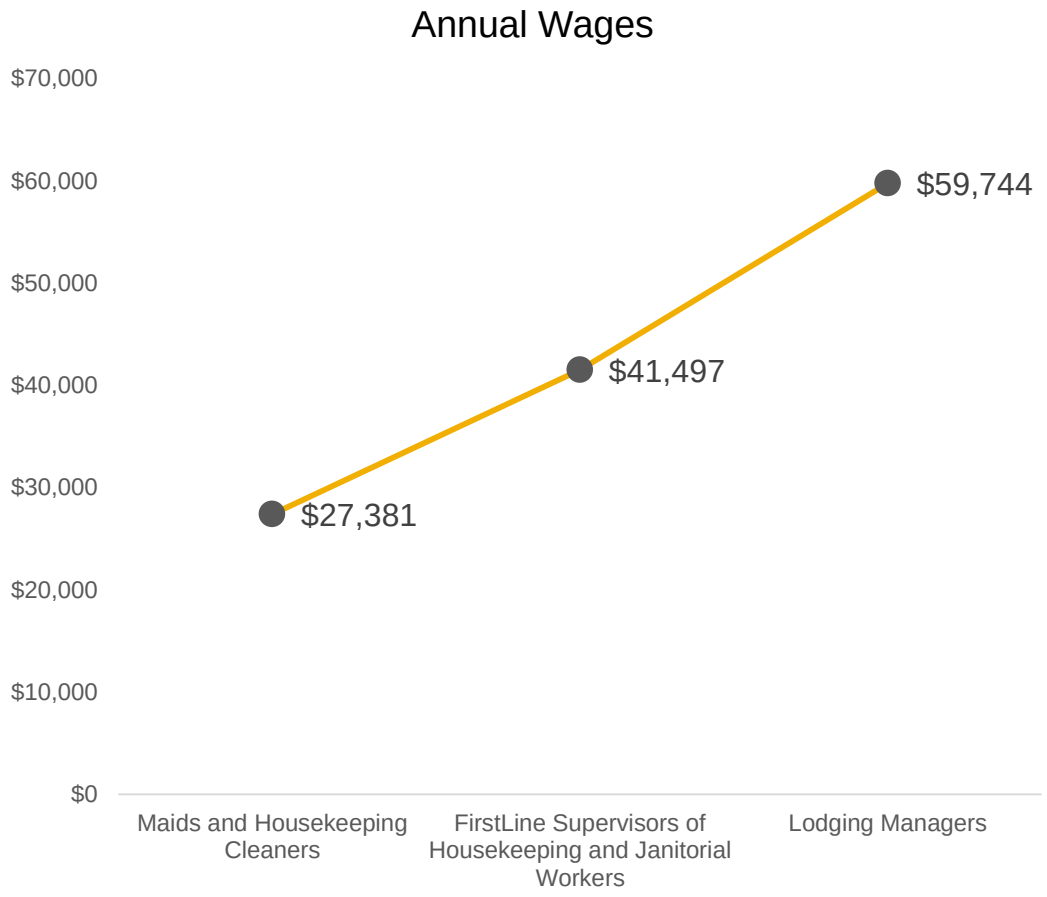
II.E.3: Nursing Career Pathway



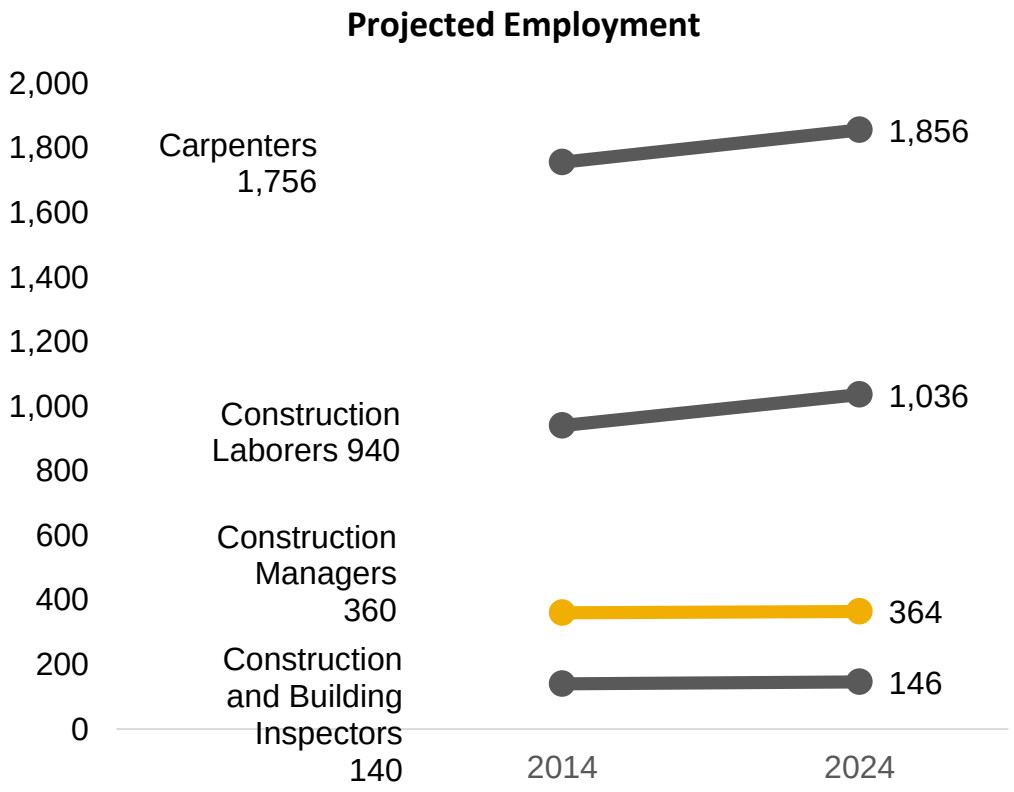


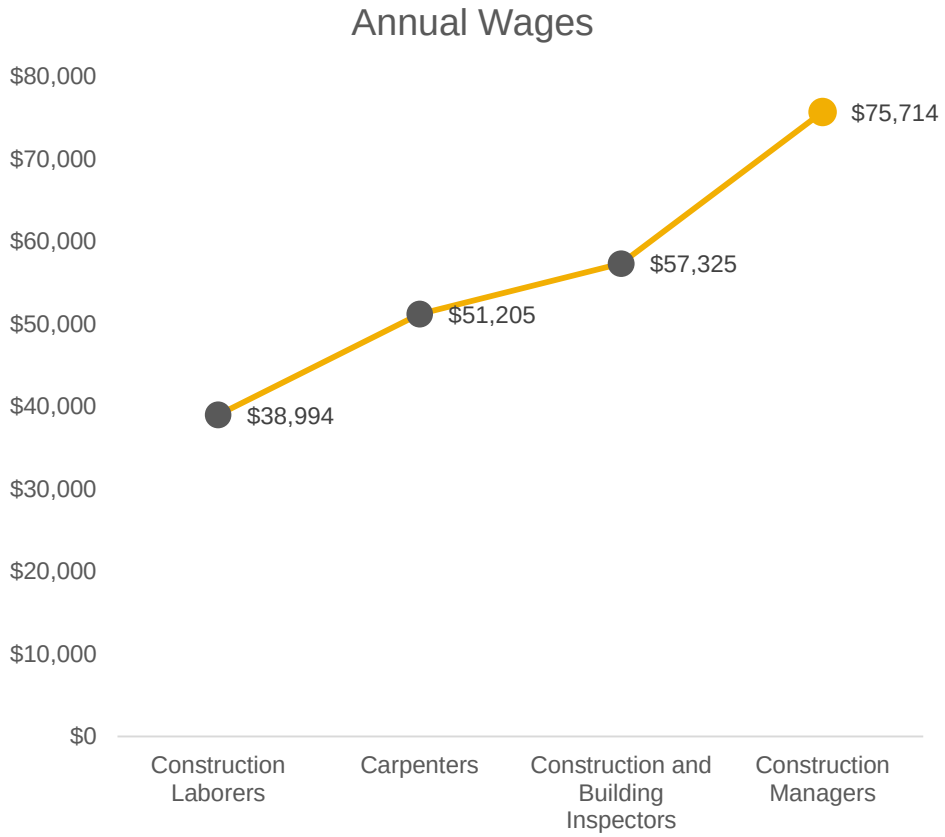
II.E.4: Hotel Career Ladder





II.E.5: Construction Career Ladder





Where Do We Want to Go?
Setting Regional Priorities for Investment

What criteria should we use to set shared priorities for future investment?

How about jobs that:

- Make up a large part of our economy
- With career pathways to higher wage jobs?
- That have low barriers to entry but also good pay?
- Employers find hard to fill?
- What else?

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.