# Introduction

The Regional Workforce Skills Planning Initiative was launched in April 2017 with the aim of fostering strategic alignment between state and local programs, policies and resources to fuel job growth and address employer demand for talent across the Commonwealth.

The original Regional Labor Market Blueprints—developed through a comprehensive year-long planning process that involved local, regional, and state leadership from workforce development, education, and economic development, and input from business and community stakeholders—reflected a collective understanding of regional priorities and strategy for investments in seven regions across the Commonwealth: Berkshire, Pioneer Valley, Central, Southeast, Cape, Greater Boston, and Northeast.



In order to promote a better understanding of the current and projected needs of the workforce system, a second round of regional labor market data packages was released in 2019.

# Purpose

This document offers a ***guiding template*** for Regional Teams to provide an update to their Regional Labor Market Blueprint. Intended as a resource for external audiences, the update should illustrate how the Regional Team fosters strategic alignment and ensures that the workforce system is industry-relevant, responding to the changing economic conditions and workforce needs of the region.

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| 1. **Where are we now?**

Describe the current state of your region, including a summary of regional industry and occupational priorities, demographic shifts, and gaps between employer demand and employee supply. |
| **Priority Industries and Occupations**Describe the collectively developed industry and occupational priorities for your region. |
| **List your 2-3 priority industries by 2-digit NAICS.** Where you have chosen to prioritize an industry that does not fit neatlyinto a 2-digit NAICS code (i.e. creative economy), note where it would best fit (i.e. Arts and Recreation) and describe the portion of the 2-digit industry sector that you prioritized. * NAICS 62: Health Care and Social Assistance – The largest industry in terms of employment and ranks near the top in terms of growth from 2001 to 2016, both in Greater Boston and in each of the three workforce development areas that comprise Greater Boston. The LQ analysis supports the notion that this sector is crucial for our region’s economic competitiveness. Job projections demonstrate that employment is expected to continue to grow, which will present workforce challenges, but also opportunities.
	+ NAICS 54: Professional and Technical Services – The second largest industry in terms of employment and ranks near the top in terms of growth from 2001 to 2016, both in Greater Boston and in each of the three workforce development areas that comprise Greater Boston.
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| **List 3 to 5 priority occupations or occupational groups by SOC code (4-8 digit, as necessary).** * • Computer and Information Analysts (SOC: 15-1120)
* • Software Developers and Programmers (SOC: 15-1130)
* • Database Administrators and Network Architects (SOC: 15-1140)
* • Health Technologists and Technicians (SOC: 29-2000)
* • Nursing, Psychiatric, and Home Health Aides (SOC: 31-1000)

Additional* • Computer Support Specialists (SOC: 15-1150)
* • Other Healthcare Support Occupations (SOC: 31-9000)
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| **Regional Context**Use the information provided through state data sets (i.e. data packages and dynamic data tools) and additional local analysis to explore the following questions and develop consensus for each section. |
| **Are there any new demographic, labor pool or talent pipeline considerations that will have an impact on labor supply in your region?***.* **Have there been any developments related to business and industry that will have an impact on workforce demand in your region?**The talent pipeline has been greatly impacted by COVID:* Most training providers were forced to offer virtual programing from March. This impacted the number of students, in particular the non-college training, as not all were able to make a smooth transition to on-line learning.
* Internal pipelines were affected by furloughs and lay-offs.
* Workforce demand - Difficulty attracting people to the HealthCare field as pandemic grew
* April Unemployment claimants were less educated – 76% less than BA and 40% under 35. High number from hospitality but with training and transferable skill could move to healthcare.
* Lower income jobs could not compete with the increased and expanded unemployment insurance.
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| 1. **How are we doing?**

Evaluate the strategies you have jointly employed to align the work of multiple systems around your shared vision, mission and goals. |
| **Focusing Resources**Summarize your efforts to align resources that support and meet training and employment needs of priority industry sectors and occupations in your region. (See Appendix D for additional detail.) |
| **Resource Acquisition.** Provide a summary of new resources secured to support priority industries and occupations (state, federal, private, etc.).Greater Boston public colleges and universities have applied for and been awarded a total of $33 million in grants over the course of FY2017 through FY2022 to support programs related to the priority occupations. These grants fund equipment and laboratory upgrades, trainings, job placement, and renovations to connect students to priority healthcare and math / computer occupations. |
| **Resource Allocation.** Provide a summary of existing resources re-allocated to support priority industries and occupations.Refocusing ITA vouchers to priority areas and expanding use of Neighborhood Jobs Trust in Healthcare training. Increase in apprenticeship training and expansion of pre-apprenticeship programs in IT.  |
| **Expanding Pipelines**Identify your efforts to meet training and employment needs of priority industry sectors and occupations in your region. (See Appendix E for additional detail.) |
| **Pipeline Expansion.** Provide a summary of new seats added in programs related to priority industries and occupations.Not available at this time  |
| **Pipeline Improvement.** Provide a summary of upgraded seats related to priority industries and occupations.Not available at this time  |
| **Shared Strategies**While each system may make changes in individual programming to align with the region’s priorities, all systems must commit to shared changes in the following areas, stated below. Describe how your region has worked collaboratively in the following two areas. |
| **Continuous Communication.** How often and in what way do you meet to review progress towards shared goals and make course correctionConvened three regional planning meetings on 10/10/19 on data tools,1/30/20 on healthcare pathways, and 2/25/20 on transportation. Core members also met with college presidents on 1/13/20 and participated on planning call on 5/27 to address COVID issues.  |
| **Shared Measurement Systems.** What data and measurement systems do you use to support shared understanding of how well you are meeting your goals and making progress towards a shared vision?Shared Measures * Community college survey to collect and analyze enrollment, completion, and projection data for the relevant fields of study
* Employer pipeline data presented at regional planning. Data included type of training, college affiliation, career pathways and graduation rates.
* State reports on UI claimants with education and industry they last worked
* HS graduation and college enrollment rates and work-based activity reports
* LMI projections.
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| **Other Shared Strategies.** What other shared strategies do you employ to promote collaboration and strategic alignment among your region’s core partners? The Boston Healthcare consortium includes regional education, workforce and education partners and employers who operate in all WDB regions. We have applied to Commonwealth Corporation for WCTF to expand the reach of the consortium to include long-term care facilities and community health centers.  |
| 1. **Where do we want to go?**

Summarize your upcoming plans to address the priority industries and occupations identified in the Blueprint. |
| **Priorities.** Describe your priorities for 2020. Note that the priorities listed here should be those that need participation of players from multiple entities and across two or three of the systems for accomplishment.* Complete work on tracking and dashboard metrics (system goal 1.d)
* Increase capacity of existing programs aligned to health care and computer/IT priorities (system goal 2.b)
* Increase career awareness and exploration activities to high school and early college students to inform them of career paths in health care and computer/ IT (system goal 2.e)
* Assess the effectiveness of piloted apprenticeship -% completing, employment, wage growth. (healthcare goal 2.e)
* Expand tech high school internships across Greater Boston (IT goal 2.e)
* Increase labor market participation and employment of groups under-represented in the priority computer/IT industries and occupations (IT goal 3.d)
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| **Partnerships.** Describe your plans for developing additional strategic partnerships.In 2020 a lot of interest was generated with the colleges and health care employers to identify opportunities for partnerships. This includes:* Consider an associates degree in HC – is there value to employers
* Potential for shared simulation areas
* More opportunities for externships
* Standardize clinical contracts and immunization requirements for working with hospitals
* Diversity of workforce

We will continue the conversation with the partners to address changes in training and onboarding in response to COVID |
| **Employer Engagement.** Describe your plans for maintaining or strengthening employer engagement.We are convening IT employers to explore alignment with training providers. How do colleges stay relevant in this field? How do we increase diversity at the post high school level? We have funding to expand apprenticeships in partnership with DOL/PCG/Clark University and working with partners in this field.  |
| 1. **Conclusion**
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| **Conclusion.** Provide any closing remarks, next steps, or considerations. * How have your **priority industries** been impacted by COVID-19?

Health care has been greatly impacted in both the need for staff to respond to COVID and the staffing cuts associated with lost revenue. IT and computer occupations are impacted to a lesser extent- impact is in all industries including financial industry. * At this time, what do you envision to be the top **3-5 priority occupations** impacted by COVID 19?

There is more interest in remote services and the staff that will need to support this – both health related and technical. Healthcare support occupations (SOC 31-9000), community health care (SOC 31-1000) and Computer support specialists (SOC 15-1150) will be most impacted. * What education/training programs in your region are still available and able to retrain the unemployed population for job openings in your region?

Although training programs are adapting to virtual delivery, the enrollment rates are low. Approximately 30% of ETPL is enrolling students. CNA and medical assistant programs are finding it hard to find internships. * What are the overall top 3 challenges you anticipate in FY21 facing in deploying training solutions?
* Need to engage employers in program design
* Training equipment may need to have AI component to provide lab experience
* Cost of developing new programs
* What are the largest challenges that you anticipate jobseekers in your region will face in attempting to return back to work?
* High unemployment makes training less desirable – people need to work and training is postponed till the economy is more stable
* Many are discouraged from working in healthcare due to higher risks
* Lack of skills to change jobs
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##### Appendix A. Regional Planning Team Organization

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| **Regional Planning Team** |
| **Regional Planning Team.** Describe the different **partner organizations** brought together to be a part of the **Regional Planning Team** (K-12 District, Vocational Technical School, Community College, State University, Workforce Development Board, Massachusetts Office of Business Development, Regional Economic Development Organization, and more) and provide contact information. |
| **Individual Name** | **Organization Name** | **Individual Email** |
| MJ Ryan, Director of Workforce Development | Mass General Brigham *(formally Partners HC)* | MJRYAN@Partners.org |
| Peter Hunt, Director of Development, Education and Training  | East Boston Neighborhood Health Center  | huntp@ebnhc.org |
| Joanne Pokaski, Senior Director, Community Relations | Beth Israel Deaconess Medical Center | 'jpokaski@bidmc.harvard.edu' |
| Kristin Driscoll, Workforce Development Manager | Boston Children’s Hospital | Kristin.Driscoll@childrens.harvard.edu |
| Dena Lerra, Incumbent Program Manger, Workforce Development / Human Resources | Mass General Brigham *(formally Partners HC)* | DLerra@Partners.org |
| Jessica Jacobs, Workforce Development Specialist  | Tufts Medical Center | jjacob1@tuftsmedicalcenter.org |
| Colleen Moran, Director of Workforce Programs | Spaulding Rehabilitation Network  | CMMORAN@Partners.org |
| Dr. Pam Eddinger, President | Bunker Hill Community College | peddinger@bhcc.mass.edu |
| Alice Murillo Associate Provost  | Bunker Hill Community College | amurillo@bhcc.mass.edu |
| Maryanne Atkinson, Dean Health Services | Bunker Hill Community College | Matkinson@bhcc.mass.edu |
| Donna Savino, Assistant Dean of Health Sciences | Bunker Hill Community College | Dsavino@bhcc.mass.edu |
| Dr. David Podell, President | Mass Bay Community College | dpodell@massbay.edu |
| Lynne Davis, Dean of Health Sciences | Mass Bay Community College | LDavis@massbay.edu |
| Dr. Jim Mabry, President  | Middlesex Community College | MabryJ@middlesex.mas.edu |
| Lisa Tuzzolo, Program Manager, Business & Industry Programs | Middlesex Community College | TuzzoloL@middlesex.mas.edu |
| Judy Burke, Dean of Corporate and Community Education and Workforce Training | Middlesex Community College | BurkeJ@middlesex.mas.edu |
| Rosanna DeMarco, Nursing Department Chair | UMass Boston | rosanna.demarco@umb.edu |
| Josh Eichen  | MAPC | jeichen@mapc.org |
| Michelle Sylvaria  | Boston Public Schools  | msylvaria@bostonpublicschools.org |
| Jason Palitsch, Executive Director                 | 495 Partnership | jason@495partnership.org |
| Mary Skipper  | Somerville Public Schools  | mskipper@k12.somerville.ma.us |
| Chris Albrizio-Lee (and staff) | MH Metro North Workforce Board | clee@masshiremetronorth.org |
| Greg Bunn (and staff) | MH Metro Southwest Workforce Board  | gbunn@masshireMSW.com |
| Neil Sullivan (and Staff) | MH Boston | Neil.Sullivan@Boston |

##### Appendix B. Best Practice Documentation (1 of 2)

*Note that compiled best practices will be shared across Regional Planning Teams.*

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| **Best Practice (BP) Documentation Tool**Using the following template, document two (2) proven processes or initiatives.  |
| **Best Practice Identification**Describe a best practice or achievement in support of your vision and strategic goals. |
| **Title** | *Provide a title and/or brief summary of the best practice.* | Mass Bay Nursing Assistant Program  |
| **Strategic Alignment** | *List the associated industry or occupation and Blueprint goal.* | Healthcare Goal 2 |
| **Description** | *Describe the processes and steps involved.* |  |
| MassBay Community College runs a 120-hour Nursing Assisting Program that is divided into three 40-hour parts: didactic instruction, labs, and clinical. With COVID spreading the college president, David Podell and DHE representative David Cedrone asked staff to find a way to quickly move our classroom-based instruction online With the approval of the Department of Public Health, and in partnership with Mary Ann Morse Healthcare Center, they set up remote instruction via WebEx with support materials housed in our college online learning platform, Blackboard. Specifically, the 40 hours of didactic instruction are via WebEx along with introduction to the labs skills.  MAM Healthcare Center provided space to complete the 40 hours of lab skill training onsite followed by the final 40 hours of clinical.  |
| **Results** | *Report outcomes, including relevant next steps.* | The pilot cohort of ten students started on May 17 and will complete the program on June 30.  A second cohort of ten will begin on July 7 and finish on August 25. Graduates will receive a certificate for the 120-hour program that can then be used to take the Red Cross exam for credentialing. |
| **Knowledge Management**Use the following fields as a guide to provide more information for other potential users.  |
| **Resources** | *What resources and skills are needed to apply the BP?* | The school had the resources to move classroom based instruction on line but needed a partner to provide lab and training site to complete the program. A member of the MSW workforce board was able to step in and offer facilities.  |
| **Barriers** | *Did you encounter any obstacles to applying the BP? How did you solve them?* |  |
| **Timeline** | *How long did it take to introduce and implement the BP?* | March -May  |
| **Measurement** | *Are there performance measures associated with this practice?* | Performance will be based on graduation rates and employment rate. |
| **Commentary** | *Additional advice, lessons learned, etc.* | This was one of the first programs to transition to remote learning. The need for nursing assistants was vital and moving the students to remote with labs was essential. |

##### Appendix C. Best Practice Documentation (2 of 2)

*Note that compiled best practices will be shared across Regional Planning Teams.*

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| **Best Practice (BP) Documentation Tool**Using the following template, document two (2) proven processes or initiatives.  |
| **Best Practice Identification**Describe a best practice or achievement in support of your vision and strategic goals. |
| **Title** | *Provide a title and/or brief summary of the best practice.* | Heatmapping for housing, transportation and workforce |
| **Strategic** of **Alignment** | *List the associated industry or occupation and Blueprint goal.* | All Industries System Goal 5. Improve transportation linkages to targeted employment and workforce resources |
| The Regional planning group concentrated fall activity on transportation and the ability of the workforce to access jobs. As part of MAPC’s Comprehensive Economic Development Strategy (CEDS), they created heat maps for the Greater Boston region, illustrating the relationships between job centers in priority occupations, transportation networks, and housing availability/affordability that will guide the regional planning group in identifying barriers towards achieving workforce blueprint goals. Wed convened a working group regional planning members, and transportation and housing stakeholders to analyze and understand these maps, and develop action steps for our regional planning collaborative to advance.In the Spring of 2020 MAPC shifted their work to focus on recovery and creating a framework of action for municipal representatives and partner organizations to use in a coordinated response effort to the unemployment crises caused by COVID 19. The Regional planning group will use this data to inform out 2021 goals.  |
| **Description** | *Describe the processes and steps involved.* | A working group with representation from all partners (Education, ED, employers and WFD)was established to work with MAPC and stakeholders. Three focus group were held on 2/27/20 4/30 and 6/25.  |
| **Results** | *Report outcomes, including relevant next steps.* | MAPC to produce heat maps for Greater Boston. This was delayed due to COVID  |
| **Knowledge Management**Use the following fields as a guide to provide more information for other potential users.  |
| **Resources** | *What resources and skills are needed to apply the BP?* | Strong partnership with MAPC and funding from regional planning grant. |
| **Barriers** | *Did you encounter any obstacles to applying the BP? How did you solve them?* | COVID delayed the final product but working drafts have been reviewed.  |
| **Timeline** | *How long did it take to introduce and implement the BP?* | January - June |
| **Measurement** | *Are there performance measures associated with this practice?* | An interactive map that will be shared with all stakeholders.  |
| **Commentary** | *Additional advice, lessons learned, etc.* | Large project that will have impact on all industry sector work. |

##### Appendix F. 2020 Progress Report

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| Goal | Strategy | Progress |
|  *System**Institutionalize the regional planning team to ensure successful implementation and monitoring of Greater Boston's Regional Blueprint strategies.* | 1d. Continue the work of the regional planning group to track progress through the dashboard | Convening continues with all parties actively involved. Greater Boston has many colleges, education systems and providers so dashboard measures are taking longer than expected. |
|  | 1e. Strengthen connections with existing city, town, planning organizations’ sector initiatives in IT and healthcare to coordinate strategies.  | Expanding sector work across region. Seeking additional funds to increase training |
|  *Better align education with workforce, a specific focus on alignment in priority occupations* | 2b. Increase capacity of existing programs aligned to health care and computer/IT priorities | Convened IT training providers to align with workforce needs. Engaged new providers Apprenti and Per Scholas as partners. Participating in *Tech Quest* a national $12m DOL program  |
|  *Improve transportation linkages to targeted employment and workforce resources* | *5.e Integrate regional needs of high priority industries with commuter rail vision plan and contracting*  |  Supporting MAPC and 495 Partnership activities.Heatmapping Greater Boston for transportation, employment and workforce needs. |
| *Healthcare**Increase pipeline of workers for priority occupations in blueprint* | *2.d Utilize publicly funded career awareness programs and internships (e.g., YouthWorks and Connecting Activities) to create opportunities for youth in healthcare fields* | Placed 328 youth in summer jobs with hospitals and life science employers. Jobs transitioned to virtual learning activities with employer involvement.  |
|  *IT**Increase high school and college workbased learning opportunities in region.* | 2.e Expand tech high school internships across Greater Boston | Placed more than 40 students at CBOS such as Digital Ready, Square Tech, and the Boston Public Library to provide them with opportunities to participate in project-based skill-building programming |
| *Increase access to and awareness of computer/ IT jobs* | *3*.c Allocate more workforce funding for IT sector projects and prioritize training vouchers for target occupations | Expand use of ITA’s for apprenticeships. Increased Neighborhood Jobs trust (NJT) funding to convene employers and providers |
|  | 3.e Increase labor market participation and employment of groups under-represented in the priority computer/IT industries and occupations | Continue work with *Resilient Coders* (funded)*Tech Quest* for apprenticeships expansion (funded) |
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