Pioneer Valley Labor Market Blueprint Update 2020

A Regional Planning Initiative of the Massachusetts Workforce Skills Cabinet

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. They are all posted here. Pioneer Valley Blueprint is linked here.

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

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 follows the ***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.

I.   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. **Note see Appendix G for COVID related questions.**

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. All remain the same as listed in original Pioneer Valley Blueprint

1. Healthcare and Social Assistance (62)
2. Educational Services (61)
3. Advanced Manufacturing (31-33)

All three priority industries met the state and regional criteria outlined above and described in more detail in *Attachment A as updated with 2020 data points.* (Note: While IT (Software/Communication Services, etc.) was not a chosen Priority Industry sector, Priority cross-industry occupations do include those that are IT-related. **Please also note our Other Critical Industries and Occupational data have also been updated with new supply and demand data points.**

List 3 to 5 priority occupations or occupational groups by SOC code (4-8 digit, as necessary).

SEE ATTACHMENT A for various SOC codes and updated data points, as noted above, Priority and Other Critical Occupations.

1. Healthcare and Social Assistance Occupational Groups, specifically:
    *   Social & Human Service Assistants
    *   Direct Care Workers (RNs, Nursing and Medical Assistants, Personal Care Aides)
    *   Technical/Clinical Workers (Dental Hygienists, Pharmacy Technicians, LPNs/LVNs, Medical Records/Health IT, Physician Assistants, Occupational and Physical Therapists)
2. Educational Services Occupational Groups, specifically:
    *   Educators (all levels, and all fields, esp. members of diverse populations, and including vocational-technical, STEM, and trades educators)
    *   Teachers' Assistants
3. Advanced Manufacturing Occupational Groups, specifically:
    *   Supervisors
    *   Production Workers (Including CNC Operators, Machinists)
    *   Inspectors, Testers, Quality Control Workers
4. Cross-Industry Occupations such as those that are IT-related, Professional Services, Back-Office Administrative Support and Logistical Supports.

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? *Age, education, worker mobility, etc.*

Due to the COVID-19 pandemic, the unemployed labor pool has increased exponentially in the region with a total **number of unemployed at 50,723** at the end of April 2020 (Burning Glass/Labor Insights- Local Workforce Demographics - Hampden, MA, Hampshire, MA, Franklin, MA). This is a total number and a percentage may only be furloughed and may return to work. The distribution of these individuals shows approximately 32% being in the 16 to 24 age group. Of this group, the highest concentration of unemployed (57%) have an educational attainment of less than a high school diploma. The second highest, at 16.9%, is the 25 to 34 age group. Of this group, the highest concentration of unemployed (41%) have the educational attainment of less than a high school diploma. These two age groups are a significant point of emphasis for labor pool and talent pipeline considerations. Racial and Gender trends of individuals unemployed as a result of the COVID-19 at this time do not indicate major differences with the overall industry labor force diversity indicators for Region 2. However, we will continue to monitor these diversity trends in the region as individuals return to work for any changes in those ratios as well as prioritize overall diversity in the workplace. See also Attachment H.

Region 2 Demand – Top 10 Occupational Categories *(Total Postings-14,737)*

The top 10 job posting occupational categories have had little change compared to June 2019 except for the increase in Healthcare Support and Community and Social Services job openings. The two-digit supply and demand occupational categories are very close in alignment, however, the primary difference is the higher educational requirement for many of the job opportunities in healthcare, IT and education.

Supply Gap: The Supply Gaps/Ratios in selected priority occupations in the priority industries have not changed significantly in the 2020 Update. However, as a result of COVID- 19, there have been significant reductions in the labor force at all levels in the Accommodation and Food Services and other service related industries that are part of Region 2's Other Critical Industries that have resulted in a current state of excess supply, an increase in the Supply Gap Ratio in certain occupations.

The Region 2 partnership will need to monitor this throughout FY 2021and perhaps into FY 2022 to assess whether these changes in actual Demand vs. Supply numbers in selected occupational groupings are temporary or reflect long term Supply Gap challenges.

Have there been any developments related to business and industry that will have an impact on workforce demand in your region? *New employers, policies/regulations, etc.*

Since the approval of our original Blueprint, the MGM Casino opened and this has impacted the Supply Gap data as outlined in Attachment A in occupations under "Other Critical" in the Accommodation and Food Services sector.

COVID-19 has also had obvious impact. It is anticipated that current COVID-19 business reopening policies with respect to social distancing and occupancy ratios may create increased workforce levels in certain industries, most notably Accommodation and Food Services. The workforce boards will need to monitor this matter as it impacts the pace of re-employment and the staffing levels that result. Also, the emergence of remote work as a quasi- "new normal" in certain service and information laden industries may impact future hiring realities in those industries. See Appendix H for more details.

II.   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.).

PV Blueprint Implementation Teams have aggressively pursued funding that is targeted to meet the training and employment needs of priority industry sectors and occupations in Region 2. We have been consistent in "connecting" funding to our annual Blueprint Work Plan Goals and Strategies, and have ensured that our WIOA funded programming and our non-WIOA resources have connectivity, alignments, and cross-metrics that are focused on outcomes and results.

A review of the resources detailed in Appendix D will support this intentional focus to achieve programmatic synergies and desired outcomes. The Appendix focuses on those *most recently* sought after and does not include the approximate $950k in resources supporting training in manufacturing, health care and IT or the Skills Capitals grant totals to the region noted below from prior years.

Resource Allocation. Provide a summary of existing resources re-allocated to support priority industries and occupations.

We see the focused allocation of WIOA ITA and OJTs in our priority occupations as fitting in here and for FY20 have the following investments in our priority occupations for Region 2:

- Healthcare and Social Assistance: $258,839
- Manufacturing: $68,682
- Education: $7,910
- Cross-Industry Occupations (IT/Office Support): $62,154
- **TOTAL: $397,585**

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.

PRIORITY INDUSTRIES	PRIORITY OCCUPATIONS	SEATS
Healthcare and Social Assistance	**Registered Nurses**	**N/A**
	Community Health Worker (Registered Apprenticeship)	**FY 2021** **15**
	Certified Medical Interpreter (Registered Apprenticeship)	**FY 2021** **6**
	Innovation Pathways Designation Programs	**FY 2021** **20**
	CNAs	**FY20-21** **42**
Educational Services	**Teachers (diverse)**	**33**
Advanced Manufacturing	**CNC Operator** **Quality Inspectors** **Supervisors**	**FY 2020** **87** **FY 2021** **166**
	Mechanical Assemblers	**FY 2020** **30** **FY 2021** **16**
	Innovation Pathways Designation Programs	**FY 2021** **20**
	Ware High School Manufacturing/Engineering	**FY20 & 21** **11**
Professional, Technical, Scientific	**IT Technicians**	**FY 2021** **10**
	Innovation Pathways Designation Programs	**FY 2021** **15**
	Innovation Pathway – NHS - IT	**FY20 & FY21** **14**
	Innovation Pathway –Hadley Public Schools Environmental Sciences	**FY21** **12-16**

Pipeline Improvement. Provide a summary of upgraded seats related to priority industries and occupations.

PRIORITY INDUSTRIES	PRIORITY OCCUPATIONS	INCUMBENT SEATS
Healthcare and Social Assistance	**Registered Nurses**	**<u>8</u>**
	Community Health Worker (Registered Apprenticeship)	**<u>10</u>**
	Certified Medical Interpreter (Registered Apprenticeship)	**<u>FY 2021</u>** ← **6** →
Advanced Manufacturing	**CNC Operator** **Quality Inspectors** **Supervisors**	**<u>FY 2020</u>** **119** **<u>FY 2021</u>** **110**

In addition, there has been a total of **$7,069,780** in Skills Capital Investments in our Priority and Other Critical Industries & Occupations which will serve to upgrade seats in for high school, community college and re-entry students/learners in our region.

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 corrections?

In addition to our Regional Planning and Blueprint Implementation Core Team, Region 2 has constituted the following THREE Work Groups/Teams that meet regularly during the year, often in Joint Meeting configuration, and form Region 2's policy and programs development unit:

1. Data Team
2. Educator Work Group
3. Employer Advisory Committee

Our Implementation Workplan to date is included as Attachment B as well as our *Dashboard of Progress* as Attachment C which is updated and communicated twice a year in June and December.

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?

1. See Attachment C for our ***Dashboard of Progress;*** updated and communicated twice a year.
2. Hampden County's new Strategic Plan for FY21-23 and accompanying Scoreboard include many references to the Pioneer Valley Blueprint – here are 2 specific Key Performance Indicators (KPIs) in the Scoreboard:
    a. During all Plan years, MHHCWB will be the intermediary to facilitate coordination and increase capacity building among regional training providers, employers, and community serving organizations, to design and implement innovative programs, practices, and services that enhance the employability of adults in priority and other critical occupations detailed in the Pioneer Valley Labor Market Blueprint.
    b. During all Plan years, MHHCWB will provide guidance and technical assistance to connect non-WIOA funded secondary level In-school programs conducting activities and programs aligned with the Pioneer Valley Labor Market Blueprint with private sector companies committed to partnering with the schools on program/project implementation, including the provision of work-based learning opportunities.
3. The updated Franklin Hampshire Workforce Board Strategic Plan 2020-2025 also reflects alignment with the Regional Blueprint, including its emphasis on career pathway development in priority industries; its focus on increasing pipeline capacity through stepped-up readiness training; its special focus on transportation, re-entry and recovery issues; and its commitment to measuring progress and success.

Other Shared Strategies. What other shared strategies do you employ to promote collaboration and strategic alignment among your region's core partners?

The Core Partners representing workforce development, education, and economic development, have posted the Blueprint on their websites and committed to embedding references to the Blueprint in the appropriate sections of EACH agency's Strategic Plans going forward. This action by the CORE partners is a significant affirmation on Region 2's commitment to support a collaborative and integrated strategy to Blueprint implementation, and to use the resources and assets of each entity to support data-driven regional job creation and economic development. In many cases the same members of the Core Planning team assisted in the development or updating of Core Partner plans so that a cross-fertilization of education, economic development and workforce perspectives were included with an eye to aligning priorities with identified priority industries. – See Attachment D for status of these updates.

Describe specific steps taken to coordinate workforce development, education, and economic development programs/initiatives.

1. The WSC designated representatives from workforce development, education, and economic development are members of the Regional Planning Core Team and each of the three constituted Blueprint Implementation Work Groups.

2. Each Work Group member includes major Regional Planning and Blueprint implementation deliverable and milestones on their respective web-sites.
3. Each representative has committed to embed Regional Planning and Blueprint Implementation into their organizations future Strategic Plans.
4. The entities have made joint presentations to various business and industry groups to promote regional planning and collaborative leadership as the region's best hope for sustained job creation and economic expansion.
5. Each entity has shared Regional Planning with their respective management teams and decision makers to ensure broad support for program activities and deliverables.

III.   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.

- Develop a unified regional process to develop virtual demand-driven job search, job development, and job placement matching at the MH One Stop Career Centers in Region 2
- Use Region 2's MH One Stop Career Centers as hubs to provide an array of re-employment services to businesses looking to source talent at all levels, and job seekers whose employment was impacted by COVID-19,
- Use state-wide and regional labor market information to identify new and emerging occupations created by COVID-19 with the capacity for development of new career pathways.
- Assess all current funding sources including WIOA Title 1 to ensure connectivity of resource deployment in priority and other critical industries post COVID- 19.

What new programs, initiatives, or policies would you like your team to enact or create related to your priority *industries and occupations? What processes would you like to improve?*

In addition to our Regional Planning and Blueprint Implementation Core Team, Region 2 has constituted the following three Work Groups/Teams that meet regularly during the year, often in Joint Meeting configuration, and form Region 2's policy and programs development unit:

1. Data Team
2. Educator Work Group
3. Employer Advisory Committee

The two workforce boards provide strategic policy guidance, offer concrete programmatic recommendations, suggest tactical implementation strategies, and allocate RP targeted funding ($40,000) to execute work tasks and deliverables aligned with the Blueprint.

Region 2 believes this governance structure is well positioned to respond to the post-COVID-19 planning that will be required in FY 2021 to assess **current** programs and initiatives in support of our Blueprint Goals and Strategies, and to assess future demand vs. supply issues that are developing as

a result of COVID-19. It is premature at this point to identify new programs and initiatives without significant research and discovery on the workforce and economic issues that are playing out in real time and will impact our RP and Blueprint implementation work tasks in FY 2021.

Partnerships. Describe your plans for developing additional strategic partnerships.

Where are you looking for partners to develop a particular pathway, program or initiative related to your priority industries and occupations?

1. The Region 2 partnership is a mature partnership with many of the partnering organizations, in particular the educational institutions at the secondary and community college levels, having institutional history of collaborative decision making and coordinated program development and implementation.
2. Going forward, we need to take the work detailed in **APPENDIX B- BEST PRACTICE # 1** and assess both current pathway programs and potential new pathway programs that we know will emerge to respond to new/modified occupations particularly in Healthcare and Social Assistance and Advanced Manufacturing- two of our priority industries. We will need to invite our regional public and private four-year degree granting institutions to a more intentional involvement with the pathway programming being done with our secondary and community college partners.
3. We need to broaden our employer partners to include more small and medium size enterprises (SME) that drive both innovation and job creation across multiple industries in Region 2.

How do you plan to coordinate and invest in partnership infrastructure where key industry partnerships are not yet developed?

1. The Region 2 partnership will ensure that our current partnership infrastructures that exist in Advanced Manufacturing through the *Western MA Chapter of the NTMA* and the *Franklin Hampshire Manufacturing Roundtable*, and in Healthcare through the *Healthcare Workforce Partnership of Western MA* and **Franklin Hampshire's Healthcare Employer Advisory Group** and in Educational Services through the Diverse Teacher Workforce Coalition Membership target their strategic planning around identifying new entities that can add value to the partnership and engage them at the appropriate level of engagement, either as cooperating entities, collaborators or partners.
2. Region 2 will continue to ensure that our infrastructure capacity building is inclusive and broad, and has a length of perspective that looks for new ways to ensure meaningful and sustained engagement both across and within industries, regardless of size or market segmentation.

Employer Engagement. Describe your plans for maintaining or strengthening employer engagement. *How have you continued to engage employers in the implementation of your region's blueprint strategies?*

1. We will broaden our employer partners to include more small and medium size enterprises (SME) that drive both innovation and job creation in several of our priority and other critical industries.

2. We will ensure that our current partnership infrastructures that exist in Advanced Manufacturing through the **Western MA Chapter of the NTMA** and the ***Franklin Hampshire Manufacturing Roundtable***, and in Healthcare through the ***Healthcare Workforce Partnership of Western MA*** and **Franklin Hampshire's Healthcare Employer Advisory Group** and in Educational Services through the Diverse Teacher Workforce Coalition Membership target their strategic planning around identifying new entities that can add value to the partnership and engage them at the appropriate level of engagement, either as cooperating entities, collaborators or partners.

IV.   Conclusion

Conclusion. Provide any closing remarks, next steps, or considerations.

Region 2 is deep into the Implementation Phase of its Regional Labor Market Blueprint. Our three Work Groups continue to provide the strategic guidance and direction that is driving the implementation of our Blueprint Goals and Strategies. Our Blueprint was crafted to allow us to pivot when needed, and the COVID-19 pandemic is testing our capacity and ability to do so. We see every challenge as an opportunity to develop innovative approaches and find new ways to create workable solutions to the challenges. Please see Appendix G for our initial thoughts on specific Workforce Skills Cabinet questions on the impact of COVID-19 on our workforce system.

Appendix A. Regional Planning Team Organization

Pioneer Valley 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, Adult Education, Workforce Development Board, Massachusetts Office of Business Development, Regional Economic Development Organization, Transportation and more) and provide contact information. **Note: We have 16 other representatives that serve on either our Employer Advisory Committee, Educator Workgroup or Data Team.**		
Individual Name	**Organization Name**	**Individual Email**
Christine Abramowitz	MassHire Hampden County Workforce Board	christine@masshirehcwb.com
Teri Anderson	MassHire Franklin Hampshire Career Center	tanderson@masshirefhcareers.org
Jessica Atwood	Franklin Regional Council of Governments	jatwood@frcog.org
Joanne Berwald	Mestek, Inc. / State Workforce Board	jberwald@mestek.com
Debra Boronski	Mass. Office of Business Development	Debra.Boronski@MassMail.State.MA.US
Jennifer Brown	United Personnel Services	jbrown@unitedpersonnel.com
Dr. John Cook	Springfield Technical Community College	jbcook@stcc.edu
Patricia Crosby	MassHire Franklin Hampshire Workforce Board	director@masshirefhwb.org
Stefan Czaporowski	Westfield Public Schools	s.czaporowski@schoolsofwestfield.org

Individual Name	Organization Name	Individual Email
David Cruise	MassHire Hampden County Workforce Board	dcruise@masshirehcwb.com
Linda Dunlavy	Franklin Regional Council of Governments	lindad@frcog.org
David Gadaire	MassHire Holyoke Career Center	dgadaire@masshireholyoke.org
Eric Hagopian	The du Mont Company, Hassay Savage / State Workforce Board	eric.hagopian@gmail.com
Kevin Lynn	MassHire Springfield Career Center	klynn@masshirespringfield.org
Larry Martin	MassHire Hampden County Workforce Board	lmartin@masshirehcwb.com
Anne S. McKenzie	Hadley Public Schools	aMCKenzie@hadleyschools.org
Eileen Monaghan	Representative Joseph Wagner Chief of Staff	eileen.monaghan@mahouse.gov
Tricia Oliver	Westfield State University	toliver@westfieldstateuniversity.mail.onmicrosoft.com
Shayvonne Plummer	City of Springfield	SPlummer@springfieldcityhall.com
Judith Roberts	The Literacy Project	jroberts@literacyproject.org
Dr. Yves Salomon-Fernandez	Greenfield Community College	Salomon-FernandezY@gcc.mass.edu
Sandra Sheehan	Pioneer Valley Transit Authority	

Individual Name	Organization Name	Individual Email
Rick Sullivan	Economic Development Council of Western MA	r.sullivan@westernmassedc.com
Lori Tanner	Pioneer Valley Planning Commission	ltanner@pvpc.org
Julian Tynes	MA Department of Transportation	julian.tynes@state.ma.us
Joseph Wagner	Representative / State Workforce Board	Joseph.Wagner@mahouse.gov
Mim Zayas	United Personnel Services	mzayas@unitedpersonnel.com

APPENDIX B. BEST PRACTICE DOCUMENTATION (1 OF 2)

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

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.*	***Summary of Technical Programs at the Community Colleges, Vocational Technical High Schools and Westfield State University*** As part of implementing the Goals and Strategies in the Blueprint, the workforce boards constituted in FY 2029 an **Educator Work Group** that worked with Springfield Technical Community College (STCC), Holyoke Community College (HCC), Greenfield Community College (GCC), the regions eight vocational technical high schools, and Westfield State University (WSU) to identify the current technical programs and courses of study, both credit and non-credit, offered at the educational institutions and to ascertain their association with the priority and other critical industries and occupational groupings identified in the Pioneer Valley Labor Market Blueprint.
Strategic Alignment	*List the associated industry or occupation and Blueprint goal.*	**Priority Industries:** **Healthcare and Social Assistance** **Educational Services** **Advanced Manufacturing** 1. **Blueprint Goal:** DESIGN educational/career pathway programs in specific priority industries.

		A. Goal Strategy:
		
		Identify and categorize <u>existing</u> educational/career pathway programs in prioritized and other in-demand industries across the Pioneer Valley's unified workforce region.
		
		The Boards plan to update this ***Summary Report*** every two years, and when available, supplement the Report with data on the following metrics that are currently *not included* in the Report.
		
		    1. Program/course capacity **(ADDENDUM Report completed in April 2020)**
		    2. Actual student enrollment **(ADDENDUM Report completed in April 2020)**
		    3. Employment status of program graduates immediately following degree/program completion
		    4. Delivery modalities, in particular the use of On-Line instruction
		
		Data from these four categories, in particular post-graduation placement data, is critical to informing future decision-making on regional career pathway development and implementation, and on the short and long-term impact on Blueprint demand vs. supply issues.

Description	*Describe the processes and steps involved.*	The workforce boards constituted in FY 2019 an **Educator Work Group** that consisted of representatives from Springfield Technical Community College (STCC), Holyoke Community College (HCC), Greenfield Community College (GCC), one vocational technical high school, two comprehensive high schools and Westfield State University (WSU). The Educator Work Group directed the collection and analysis of this data during FY 2020, will continue to do the same in FY

		2021, and report its observations and recommendations as an on-going part of the implementation of this phase of the Pioneer Valley Labor Market Blueprint.

Results	*Report outcomes, including relevant next steps.*
	
	The Educator Work Group produced the following Reports:
	
	1. ***Summary of Technical Programs at the Community Colleges, Vocational Technical High Schools and Westfield State University***
	
	2. ***Addendum to Above Report***
		Each Report provides strategic guidance to the participating educational institutions in assessing the connectivity of their current and future educational programming and career planning with the talent demands and supply gaps identified in the Blueprint. In addition, the Reports contains valuable information and data that can be used by the regions counselors and academic and career advisors in their education and career planning activities with both students and parents.
		
		The Boards plan to update this ***Summary Report*** every two years, and when available, **supplement the Report with data on the following metrics that are currently *not included* in the Report.**
		
		1. Program/course capacity
		   a. **(ADDENDUM Report completed in April 2020)**
		2. Actual student enrollment
		   a. **(ADDENDUM Report completed in April 2020)**
		3. Employment status of program graduates immediately following degree/program completion
		4. Delivery modalities, in particular the use of On-Line instruction
		
		Data from these four categories, in particular post-graduation placement data, is critical to informing future decision-making on regional career pathway development and implementation, and on the short and long-term impact on Blueprint demand vs. supply issues.

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?*	Point of Contact (POC) at EACH partnering educational institution and a POC to collect and analyze data and prepare Report.
Barriers	*Did you encounter any obstacles to applying the BP? How did you solve them?*	The workforce boards constituted an Educator Work Group that led the design phase and guided implementation of the final deliverables.
Timeline	*How long did it take to introduce and implement the BP?*	Six months.
Measurement	*Are there performance measures associated with this practice?*	Yes. Performance Measures are detailed in the **Summary Report** and the **ADDENDUM to the Summary Report.**
Commentary	*Additional advice, lessons learned, etc.*	N/A

APPENDIX C. BEST PRACTICE DOCUMENTATION (2 OF 2)

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

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.*	***Pioneer Valley Priority Industries and Occupations Educational and Career Pathway Maps***
Strategic Alignment	*List the associated industry or occupation and Blueprint goal.*	**Priority Industries:** **Healthcare and Social Assistance Educational Services Advanced Manufacturing** **Blueprint Goal:** Classify regional secondary level-education career pathway programming being conducted at both the technical and comprehensive high schools. **Goal Strategy:** Identify current career pathway programs and activities that are preparing secondary level students for college and careers.
Description	*Describe the processes and steps involved.*	The workforce boards, with guidance from the **Educator Work Group** referenced in BP # 1, and the **Blueprint Implementation Data Team** worked with regional employers in the three priority industries and used occupation-based regional labor market data, financial and tuition costs to

		analyze educational and career pathways in EACH of the priority occupations in EACH of the PV Region's three priority industries, and created a web-based Map that provides guidance to employers, counselors, teachers, parents, students, MH OSCC staff, and regional Adult Education training providers.
Results	*Report outcomes, including relevant next steps.*	Produced ***Pioneer Valley Priority Industries Educational and Career Pathway Maps*** in each of the PV Region's priority industries and occupations.

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?*	Employer partners, regional labor market data, Point of Contact (POC) at EACH partnering community college, and a POC to collect and analyze data and prepare final **Pathway Maps.**
Barriers	*Did you encounter any obstacles to applying the BP? How did you solve them?*	No obstacles.
Timeline	*How long did it take to introduce and implement the BP?*	Five months.
Measurement	*Are there performance measures associated with this practice?*	Performance metrics are embedded in the design and use of the **Pathway Maps.**
Commentary	*Additional advice, lessons learned, etc.*	N/A

APPENDIX D. RESOURCE TRACKER

RESOURCE	APPLYING ENTITY	OCCUPATION	INDUSTRY	APPLICATION STATUS
U.S Department of Defense	Mass Technology Collaborative	Robotic Technicians AI Technologist CNC Technicians	Advanced Manufacturing	Application in Process West Region $166,972 (3 Years)
Comm. Foundation of Western MA	MHHCWB	CNC Operator Quality Inspectors CNC Programmer	Advanced Manufacturing	Awarded $18,300
U.S Department of Labor	MA EOLWD-DCS	CNC Operator	Advanced Manufacturing	Application in Process MHHCWB- $506,667 (4 Years)
CommCorp.	Holyoke Community College	IT Occupations	Information Technology	Awarded $249,889 (2 Years) MHHCWB- $3,000
CommCorp.	MHFHWB	CNA	Healthcare	$250,000
Employers	Via MHFHWB	CNA	Healthcare	$16,000 (12 seats)
MA EOHED	MHHCWB	CNC Operator Quality Inspectors	Advanced Manufacturing	FY 2021 Pending State Budget West Region-$583,750
MA EOHED Earmark	MHFHWB	CNC Operator	Adv.Manufacturing	FY21 Pending State Budget $200,000
Western MA Nursing Collaborative	Leveraged Investment Model	Registered Nurses (ADN, BSN)	Healthcare and Social Assistance	FY 2021 In Process $92,000

	Healthcare Service Providers Regional Schools of Nursing/.Healthcare			
U.S Department of Labor	MHHCWB Registered Apprenticeship	Community Health Worker	Healthcare and Social Assistance	FY 2021 In Process $ -TBD

APPENDIX E. PIPELINE CAPACITY TRACKER

PROGRAM	PROVIDER	OCCUPATION	INDUSTRY	CAPACITY CHANGE
Program #1	*[Name of primary provider.]*	*[Associated occupation(s).]*	*[Associated industry.]*	*[e.g., Number of seats added/upgraded.]*
FY 2020 **AMTP (West Region Hub)**	**STCC** **Greenfield CC**	**CNC Operator** **Quality Inspectors** **Supervisors**	**Advanced Manufacturing**	**NEW Pipeline Seats- 87** **Incumbent Upgraded- 119**
EOHED Earmark	**MHFHWB/GCC**	**CNC Operators**	**Advanced Manufacturing**	**12-15 additional seats**
FY 2021 **Youth Registered Apprenticeships**	**Westfield Technical Academy** **R.L Putnam Academy** **Chicopee Comp HS** **Agawam HS** **West Springfield HS**	**CNC Operator**	**Advanced Manufacturing**	**NEW Pipeline Pre-Apprentice Seats- 40** **Pre-Apprentices- 56**
FY 2021 **AMTP- (West Region Hub)**	**STCC** **GCC**	**CNC Operator** **Quality Inspectors**	**Advanced Manufacturing**	**NEW Pipeline Seats- 70** **Incumbent Upgraded- 110**
EOHED Earmark	**MHFHWB/GCC**	**CNC Operators** **Techs** **Quality Inspectors**	**Advanced Manufacturing**	**12-15 additional**
FY 2020/FY 2021 **START IT**	**Holyoke Community College** **Tech Foundry**	**IT Technicians**	**Information Technology**	**NEW Pipeline Seats- 40**

PROGRAM	PROVIDER	OCCUPATION	INDUSTRY	CAPACITY CHANGE
FY 2021 **The Bridge**	**PV Regional Technical High Schools** **Community Colleges**	**Manufacturing Generalist**	**Advanced Manufacturing**	**NEW Pipeline Seats- TBD**
FY20-21 WCTF - CommCorp	**MHFHWB**	**CNAs**	**Healthcare**	**42**
FY19-FY21 **Community Foundation of Western MA**	**Five College Partnership, Inc. in collaboration with SPS and NHS, and workforce regions**	**Para-professional to Teacher Pathway: Diverse Teacher Workforce Coalition**	**Educational Services**	**33 students on track to obtain teaching certification in 20-21.**

APPENDIX F-G. 2020 PROGRESS REPORT – SEE ATTACHMENT B FOR OUR PIONEER VALLEY DASHBOARD OF PROGRESS TOWARDS 2018-2020 GOAL IMPLEMENTATION

See Websites for Other Reports, Data Visualizations and Updates:
http://masshirehcwb.com/massachusetts-regional-workforce-development-planning/
https://www.masshirefhwb.org/labor-market-information/pv-regional-workforce-planning/

GOAL	STRATEGY FOCUS FOR 2020	PROGRESS HIGHLIGHTS
1. **Align Workforce, Education and Economic Development Activities**	• Continued Regional Planning Meetings in FY20 • Added Adult Education Rep to team and held region wide ABE-ESE Convening session • Added MA DOT and PVTA to team • Created Matrix of Strategic Planning Documents across all sectors including transportation and rural planning	• August 23, 2019, November 8, 2019, June 24, 2020 meetings • November 19, 2019 • Attended November 8 session • Tracking updates to all plan documents; partners posted Regional Blueprints to their websites
2. **ID and align Partner & Stakeholder Assets, Resources**	• ID innovation impacting priority industries • Engage and represent the interests of entrepreneurs and start-ups	• Early discussions with UMASS has occurred • Added Franklin County CDC to employer workgroup; Valley Venture Mentors TBD
3. **Collect, Analyze and Disseminate Data**	• Data Team analysis of updated state data package • Collect and disseminate other data and reports • Assess job growth in Pre-Apprentice and Registered apprenticeship (RA)	• See Attachment A data update • Manufacturing and Healthcare Surveys conducted, results issued; Manufacturing Forum held Feb. 14, 2020 • Several new RA programs operating and one new approved Pre-RA
4. **Create Coordinated and Improved Business Engagement Process**	• Continued Employer Advisory Committee engagement • ID current partner outreach strategies to businesses	• At November 8, 2019 and June 24, 2020 meetings • Continued discussion with MOBD and EDC of Western MA (RE-DO) • Engaged with EOLWD COVID Road to Re-Employment (R2R) Employer Recruitment and Job Placement Workgroup

GOAL	STRATEGY FOCUS FOR 2020	PROGRESS HIGHLIGHTS
5. **Provide Job Seekers Info on Blueprint Aligned Jobs & Career Pathways**	• Obtain current job descriptions of priority occupations with wage information to make available to job seekers	• See website links for resulting job descriptions, job information and "Career Roadmaps"; also distributed to One-Stop Career Centers, Region's School Superintendents, WIOA Youth Providers and ABE Providers
6. **Develop Communication Plan with Stakeholders-Partners**	• Prepare reports on progress • Create Dashboard of progress • Work in any state level communities of practice	• Regularly issued emails to tem members • See website links for prior progress reports and Attachment B Dashboard • Participate in MTC Manufacturing Collaborative and State Healthcare Collaborative
7. **Design Pathway Programs Aligned to Blueprint**	• Categorize existing education pathways • Provide TA to educational providers on data • Expand at least 1 pathway and increase participation of incumbents and non-traditional workers in programs • Embed employability skills in programs	• Conducted analysis to categorize current school year community college and Westfield State aligned programs; assessed capacity of current enrollments; then analyzed and produced observations and recommendations • November 19, 2019 ABE Convening and data distribution • See resource and pipeline capacity trackers for expansions in many pathway areas and that include many targeted workers • Signal Success and other work readiness required in state and regional RFPs; Establishing a process for WorkKeys National Readiness Certification in OSCCs
8. **Classify Secondary School Programming Aligned to Blueprint**	• ID current pathway programs • Use DESE Innovation Pathway (IP) and Early College programs, as well as new Ch. 74 opportunities and Skills Capital grants to expand	• Current Ch. 74 programs analyzed • See pipeline capacity tracker for expansions in all areas aligned to Blueprint • Convened FH School Superintendents and Manufacturing Roundtable to learn about Westfield Business/Schools model,

GOAL	STRATEGY FOCUS FOR 2020	PROGRESS HIGHLIGHTS
		hear from EOE/EOLWD about CTI, and formulate next steps
(#8 Continued)	• Align resources for career pathways aligned to Blueprint • Assist secondary schools to engage with employers	• Same as above, plus development of "Career Roadmaps" • New DESE programs include new employer partners; MH WFBs assisted to set up summer Teacher Externships aligned to Blueprint; held Healthcare Career event with secondary schools on Oct. 23, 2019
9. **Implement New Pathway Programs Aligned to Blueprint**	• Conduct two new aligned pathway programs with existing and new fund sources • Use LMI to ID new opportunities • Use OSCCs as hubs to increase workforce supply and provide job search services • Assist secondary schools to expand work-based learning in career pathway programs for expanded career awareness	• See resource and pipeline capacity trackers for expansions in many pathway areas • See Attachment A for new data points as well as 5-Year WestMass Manufacturing Plan and other Data Reports on websites • Hampden County Business Solutions and use of Talent Bank; lead POCs in Aligned industries at all OSCCs • See pipeline capacity tracker for expanded IP designations that imbed internships and other career awareness activities • TRAIN model developed via Career Centers to improve readiness/increase access to training in priority industry areas including manufacturing, healthcare, and social assistance/ recovery.
10. **Increase Availability of Blueprint Aligned Quality Jobs for Sub-BA and BA Job Seekers**	• Increase ESE programs for those with language barriers to enter the labor market • Improve demand driven job matching services at OSCCs • Adopt job seeker assessment tools in OSCCs	• DESE ACLS funding now tied to such outcomes; Held ABE Convening Nov. 19, 2020 • Hampden County Business Solutions and use of Talent Bank; lead POCs in Aligned industries at all OSCCs • WorkKeys in place

GOAL	STRATEGY FOCUS FOR 2020	PROGRESS HIGHLIGHTS
11. Increase Availability of Blueprint Aligned Quality Jobs with Competitive Wages-Benefits **12. Increase Availability of Blueprint Aligned Employment Share for SMEs**	• Target WIOA training towards priority industries • Build partnerships with SMEs, start-ups and education • Explore transportation access improvements • Build out internship programs as graduate retention strategy	• Analyzed baseline of current investments • Developed 5-year WestMass Manufacturing Plan that targets support to our mainly SMEs in that sector • Supported application submissions to MA DOT from regional transportation agencies • Continue implementation of DESE Connecting Activities and STEM@Work internships at secondary level; newly reinstated PVSTEM Network focuses on post-secondary internships

2022 Goals are reiterated below as our next phase of focus going forward:

1. Improve the Supply Gap Ratio in priority and in-demand occupational groupings by increasing the number of employees working in our prioritized regional industries.	• Broaden and deepen existing industry partnerships and identify new occupational groupings with high quality within the priority industries across the Pioneer Valley's unified workforce system.
2. Increase number of high quality jobs for job seekers and incumbent workers in occupations that have an Employment Share ≥ statewide averages for those occupations.	• Increase funding from public and private sources to increase programs and services for job seekers and incumbent employees across priority regional industries.
3. Increase number of high quality jobs in priority occupational groupings, and other critical regional industries, that pay median wages that ≥ regional averages and offer competitive employee benefit packages.	• Collaborate with employers to implement strategies and activities to improve workforce retention at all levels. • Assess the impact of the delivery of wrap around and supportive services being provided to job seekers and workers to support career pathway progression, and make necessary adjustments to services and/or delivery models.
4. Improve the annual average labor force participation rate of 62.0% to approximate the State's annual average labor force participation rate of 65.5%, adjusted over time.	

APPENDIX H. COVID RELATED QUESTIONS AND REGIONAL THINKING GOING FORWARD

This addendum to our submission is to document some initial thinking on how the labor market has changed in our area along with the training infrastructure and reflects our preliminary thinking on the impact of COVID-19 on our workforce supply, demand and ability to respond in preparation for the next fiscal year.

1. How have your **priority industries** been impacted by COVID-19?

Each of the Priority and Other Critical industries and occupations have been impacted by COVID -19.   The impact is still playing itself out, and it will be well into FY 2021 Q-3-4 until we will be able to assess the mitigation strategies and interventions that will need to be developed and implemented to respond to the impact of the pandemic on Region 2's priority industries, and in particular selected priority occupations.

The COVID -19 pandemic is having varied and real-time impacts on workforce **DEMAND** on Region 2's three Priority Industries and occupational groupings and on our "Other Critical Industries" and occupational groupings. On March 1, 2020, the monthly unemployment rate in the Region 2 was in the range of 3.4%-4.7%. As of June 1, 2020 that range had moved to 15.4%-22.8% contingent upon location. Although several companies in targeted industries, particularly those providing goods and services in response to the Governor's declared State of Emergency and the ensuing Stay Home Orders/Advisories, continue to hire, several other industries have laid off/furloughed employees in response to the same State of Emergency and Stay Home Orders/Advisories.   The following is a capsule summary of DEMAND in the Priority Industries and other Critical Industries in Region 2.

Priority Industries

1. **Healthcare and Social Assistance**-Demand in priority occupations continues at BC levels, particularly at long term care facilities in particular for Certified Nursing Assistants and Registered Nurses. The need to deliver some healthcare services virtually may create either new occupational groupings or result in the re-purposing of duties and responsibilities currently being performed by healthcare professionals. The need for a more structured and codified approach to COVID-19 related Contact Tracing may require re-purposing of duties and responsibilities either in selected occupations- Community Health Worker could be a place to begin this work-, or the development of new occupational classification. The growing presence of telehealth may spawn new/repurposed occupations that provide technical support or patient services in support of the delivery of telehealth.
2. **Educational Services-** The capacity and ability to open schools at all levels, and sustain face-to face instruction will determine demand. Disruptions that force instruction to remain in virtual environments EARLY in the 2020-2021academic/ school year may result in reductions-in force in non-teaching occupations, including paraprofessionals, building maintenance staff, and food services personnel.
3. **Advanced Manufacturing.** Demand at the production level is still strong. As some companies consider sustaining the re-purposing of their factory floor to manufacturing parts/components for post COVID -19 needs, the demand for process engineers, quality inspectors, and programmers may increase, and require robust incumbent training programming and re-

alignment of current community college curriculum. Regional SMEs working in the aerospace and defense markets must continue to monitor geo-political events, some of which have caused disruptions in their supply chains thereby impacting their book of business and future workforce needs and requirements.

Other Critical Industries:

1. **Accommodations and Food Service –** Demand will rebound from current COVID-19 high unemployment levels, however should social distancing become a long-term institutionalized practice, employment needs will not return to BC levels. We anticipate that several smaller and less capitalized enterprises in this industry will shutter, while consolidation and business mergers may occur among larger publically traded companies- all resulting in loss of jobs for many employees who will need training and supports to transition to new industries and occupations.

   We expect many impacted workers will migrate to other industries with more long term stability and higher wage and benefit packages. Sustainable funding for retraining programs for permanently separated workers from this industry will become critical in order to mitigate the depth of the downturn in this other critical regional industry

2. **Professional, Technical and Scientific-** Demand should continue but some consolidation will occur in FY 2021 as companies try to operate at BC levels with no new adds to staff regardless of any increase or changes to product demand or work flow.

3. **Finance and Insurance**- As economy improves, demand should be stagnant as   remote work becomes a greater part of the work pattern.

4. **Agriculture and Sustainable Food Systems-** Demand in a regional industry characterized by entrepreneurial enterprises should grow and may have developed a value proposition that will support growth. Due to COVID-19, there is greater recognition of food insecurity in the region, and the potential role of the local farm and food system to address these needs. Programs, such as the FCCDC/CISA Emergency Farm Fund and a new state food security infrastructure grant, are opportunities to help stabilize farm businesses at this time and grow the overall industry.

Based on current labor market research and conservations with employers and existing educational institutions/ training providers, COVID- 19, has created, in part, the following **workforce challenges** in each of our priority industries:

Healthcare and Social Assistance

Preparing the healthcare workforce to deliver a broader array of general public health services in non-acute care, community-based, and prevention/homecare settings.

Hiring and retaining an appropriately sized workforce at all levels, in all healthcare settings, but in particular at Long-Term Care facilities, community-based health centers, and homecare settings.

Continuing to provide required clinical training services to students at appropriate levels of scale due to shrinking and re-purposed capacity at healthcare facilities, shortage of clinical preceptors, and changes in staffing levels and rotations at participating clinical sites.

Developing on-going strategies to deliver both classroom and clinical training to students in blended and/or virtual environments, and in accordance with designated social distancing requirements.

Educational Services

Developing on-going strategies to deliver both classroom and technical training in blended and/or virtual environments.

Developing curriculum that is aligned with new competencies required for new occupations emerging as a result of COVID-19.

Providing internships and other forms of work-based training in safe and structured work settings with adequate supervision and controls.

Advanced Manufacturing

Recruiting, hiring and retaining an appropriately sized workforce at all levels to compensate for retirements and need for new pipeline employees to accelerate global competitiveness.

Ensuring that education/training curriculum is aligned with competencies required for new occupations emerging as a result of re-purposing of companies business to produce equipment and parts to mitigate future pandemic type events.

The exact impact of COVID-19 in each of these priority industries will continue into FY 2021 Q-3-4. At that point, we will be better able to assess the mitigation strategies and workforce interventions needed to respond to what will be a different work culture going forward.

2. At this time, what do you envision to be the top **3-5 priority occupations** impacted by COVID 19?

The priority occupations detailed in Region 2's Updated Blueprint continue to be critical to the workforce needs of the companies/entities in each of the three priority industries in the COVID-19 era. We believe that several of the priority occupations will continue to exhibit strong demand and will require creative workforce interventions to mitigate the current Supply Gap ratios. It is still unclear as to the impact of the availability of larger numbers of job seekers to mitigating the Supply Gap Ratios in many of the priority occupational groupings within our regional priority industries.

 We believe that several of the priority occupations will see changes in duties and responsibilities in order to provide more value-added work in a tighter cost control work environment.

The priority occupations listed in the table below reflect some of the occupations that Region 2 believes will be impacted both POSITIVELY AND NEGATIVELY as a result of COVID- 19. (Negatively impacted occupations are underlined).

Priority Industry	Priority Occupations
Healthcare and Social Assistance	Community Health Worker
	Registered Nurses
	Behavioral Health Clinician
	Home Health Aide
Educational Services	Pre-School Teachers (Family Day Care)
	College Faculty
	Low Seniority Elementary/Secondary Faculty
Advanced Manufacturing	Process Engineer
	Quality Technician
	CNC Operators

3. What education/training programs in your region are still available and able to retrain the unemployed population for job openings in your region?

All training programs in Region 2 have been delivering educational services in a virtual environment since March 2020. This has resulted in the temporary suspension of all programs delivering hands-on technical training. This has been particularly acute in the manufacturing related technical programs where the transition to virtual services is inconsistent with the demand from employers for direct "hands-on-the-equipment" training.

The uncertainties surrounding the mode and frequency- of- delivery of educational programs and services at all levels for the 2020-2021 academic/school year will impact the ability of the workforce system to plan and execute training programs for both unemployed/underemployed individuals as well as incumbent employees, in particular where face-to-face, hands-on training is an essential program component. The workforce system will need to adjust to this potential long-term reality, and must work closely with our employer partners to develop new and collaborative ways to ensure for the acquisition of the required competencies/credentials necessary to obtain and retain career directed employment positions.

4. What are the overall top 3 challenges you anticipate in FY21 facing in deploying training solutions?

   a. Delivering **clinical and hands-on required** instruction in a virtual environment
   b. Identifying NEW COVID-19 related occupational groupings and developing new curriculum
   c. Ensuring sufficient and sustainable funding to provide training/ retraining at a level and scale commensurate with the magnitude of the number of impacted workers requiring these services in order to re-enter the labor market.

5. What are the largest challenges that you anticipate jobseekers in your region will face in attempting to return back to work?

   a. Consolidation in the number of available positions in selected occupations due to new technologies and processes, and the need to appropriately resize current workforce to mitigate financial impact of pandemic.
   b. Employee work tasks being accomplished in virtual and remote work settings to control costs and better manage work throughput resulting in short-term stagnant Labor Force Participation Rate.
   c. Lack of Broadband access and limited digital literacy impacting ability of selected regional job seekers to access the array of resources and supports available in virtual platforms and settings to assist them in return to work job search and to successfully participate in a remote work environment.
   d. Reduction in entry level positions in targeted industries and occupations for new labor market entrants in particular for low income populations and minority youth aged 18-24.

Occupational Clusters	Occupation Title	SOC	STARS	Supply (Short Term)	New Demand Measure	Supply Gap	Supply Gap Ratio	Education Level	Wages Annual Median	Characterization of Occupational Needs
Healthcare & Social Assistance (62)										
Community & Social Services	Social and Human Service Assistants	211093	2	122	172	-50	0.70	High school diploma or equivalent	$ 30,821	More Openings Than Qualified
Healthcare Practioners and Technical Occupations	Registered Nurses	291141	5	424	1470	-1046	0.30	Bachelor's degree	$ 79,679	More Openings Than Qualified
Healthcare Practioners and Technical Occupations	Dental Hygienists	292021	3	19	26	-7	0.70	Associates degree	$ 83,880	More Openings Than Qualified
Healthcare Practioners and Technical Occupations	Pharmacy Technicians	292052	2	32	116	-84	0.30	High school diploma or equivalent	$ 31,623	More Openings Than Qualified
Healthcare Practioners and Technical Occupations	Licensed Practical and Licensed Vocational Nurses	292061	5	67	271	-204	0.20	Postsecondary nondegree award	$ 54,879	More Openings Than Qualified
Healthcare Practioners and Technical Occupations	Medical Records and Health Information Technicians	292071	4	83	101	-17	0.80	Postsecondary nondegree award	$ 40,440	More Openings Than Qualified
Healthcare Practioners and Technical Occupations	Physician Assistants	291071	4	37	64	-27	0.60	Master's Degree	$ 110,110	More Openings Than Qualified
Healthcare Practioners and Technical Occupations	Occupational Therapists	291122	5	110	63	48	1.80	Master's Degree	$ 83,188	More Qualified than openings
Healthcare Practioners and Technical Occupations	Physical Therapists	291123	5	39	274	-236	0.10	Doctoral or professional degree	$ 89,784	More Openings Than Qualified
Healthcare Support Occupations	Nursing Assistants	311014	2	209	503	-294	0.40	Postsecondary nondegree award	$ 29,845	More Openings Than Qualified
Healthcare Support	Medical Assistants	319092	4	308	230	79	1.30	Postsecondary nondegree award	$ 36,925	More Qualified than openings
Personal Care & Service Occupations	Personal Care Aides	399021	1	1072	2095	-1023	0.50	No formal educational credential	$ 29,771	More Openings Than Qualified
Educational Services (61)										
Education, Training & Library Occupations	Elementary School Teachers, Except Special Education	252021	5	131	318	-188	0.40	Bachelor's degree	$ 74,377	More Openings Than Qualified
Education, Training & Library Occupations	Middle School Teachers, Except Special & Career/Technical Education	252022	5	62	342	-280	0.20	Bachelor's degree	$ 76,915	More Openings Than Qualified
Education, Training & Library Occupations	Engineering Teachers, Postsecondary	251032	4	41	20	21	2.10	Doctoral or professional degree	$ 112,112	More Qualified than openings
Education, Training & Library Occupations	Health Specialties Teachers, Postsecondary	251071	3	89	23	66	3.80	Doctoral or professional degree	$ 101,400	More Qualified than openings
Education, Training & Library Occupations	Nursing Instructors and Teachers, Postsecondary	251072	3	25	17	8	1.50	Doctoral or professional degree	$ 79,710	More Qualified than openings
Education, Training & Library Occupations	Career/Technical Education Teachers, Secondary School *(A)*	252032	4	17	24	-7	0.70	Bachelor's degree	$ 79,766	More Openings Than Qualified
Education, Training & Library Occupations	Special Education Teachers, Kindergarten and Elementary School	252052	4	56	52	3	1.10	Doctoral or professional degree	$ 64,928	More Qualified than openings
Education, Training & Library Occupations	Special Education Teachers, Middle School	252053	4	50	107	-58	0.50	Doctoral or professional degree	$ 62,764	More Openings Than Qualified
Education, Training & Library Occupations	Special Education Teachers, Secondary School	252054	4	56	31	24	1.80	Doctoral or professional degree	$ 75,289	More Qualified than openings
Education, Training & Library Occupations	Preschool Teachers, Except Special Education	252011	2	117	154	-37	0.80	Associates degree	$ 33,617	More Openings Than Qualified
Education, Training & Library Occupations	Teacher Assistants	259041	4	101	519	-418	0.20	Some college, no degree	$ 34,124	More Openings Than Qualified
Manufacturing (31-33)										
Production Operations	First-Line Supervisors of Production and Operating Workers	511011	4	82	133	-51	0.60	High school diploma or equivalent	$ 59,314	More Openings Than Qualified
Production Operations	Machinists	514041	4	149	182	-33	0.80	High school diploma or equivalent	$ 45,858	More Openings Than Qualified
Production Operations	Computer-Controlled Machine Tool Operators, Metal and Plastic	514011	3	62	57	5	1.10	High school diploma or equivalent	$ 48,623	More Qualified than openings
Production Operations	Inspectors, Testers, Sorters, Samplers, and Weighers	519061	3	80	114	-33	0.80	High school diploma or equivalent	$ 40,016	More Openings Than Qualified

(A) Previousli identified as Vocational Education Teacher, Post Secondary 25-1194

Pioneer Valley - Critical Industries and Occupations

Occupational Clusters	Occupation Title	SOC	STARS	Supply (Short Term)	New Demand Measure	Supply Gap	Supply Gap Ratio (2020)	Supply Gap Ratio (original)	Education Level	Wages Annual Median	Characterization of Occupational Needs
Professional, Technical & Scientific Services (54											
Office and Administrative Support	First-Line Supervisors of Office & Administrative Support Workers (4.2)	431011	4	96	266	-170	0.36	0.22	High school diploma or equivalent	$ 55,828	More Openings Than Qualified
Office and Administrative Support	Bookkeeping, Accounting, and Auditing Clerks	433031	4	143	342	-199	0.42	0.40	Some college, no degree	$ 40,589	More Openings Than Qualified
Office and Administrative Support	Tellers	433071	2	53	57	-4	0.93	0.34	High school diploma or equivalent	$ 29,517	More Openings Than Qualified
Office and Administrative Support	Customer Service Representatives	434051	4	355	740	-385	0.48	0.79	High school diploma or equivalent	$ 36,888	More Openings Than Qualified
Office and Administrative Support	Office Clerks, General	439061	3	192	804	-612	0.24	0.79	High school diploma or equivalent	$ 36,411	More Openings Than Qualified
Computer & Mathematical	Computer User Support Technicians (0.5)	151151	4	79	126	-47	0.63	0.33	Some college, no degree	$ 50,889	More Openings Than Qualified
Computer & Mathematical	Web Developers	151134	3	10	29	-19	0	0.33	Associates degree	$ 56,607	More Openings Than Qualified
Accomodation & Food Services (72)											
Food Preparation and Serving	FirstLine Supervisors of Food Preparation and Serving Workers	351012	4	168	240	-72	0.70	0.35	High school diploma or equivalent	$ 37,949	More Openings Than Qualified
Food Preparation and Serving	Cooks, Restaurant	352014	2	139	325	-186	0.43	0.71	No formal educational credential	$ 29,587	More Openings Than Qualified
Food Preparation and Serving	Bartenders	353011	1	53	259	-206	0.20	0.73	No formal educational credential	$ 25,357	More Openings Than Qualified
Food Preparation and Serving	Combined Food Preparation and Serving Workers, Including Fast Food	353021	1	148	1088	-940	0.14	0.49	No formal educational credential	$ 25,207	no Voc or non credit program graduate data in supply
Food Preparation and Serving	Waiters and Waitresses	353031	1	134	642	-508	0.21	0.53	No formal educational credential	$ 25,435	no Voc or non credit program graduate data in supply
Agriculture & Sustainable Food Systems (81)											
Farm, Fishing & Forestry	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	452092	4	73	64	9	1.14	1.76	No formal educational credential	$ 31,310	**More Qualified than openings**
Healthcare Practioners and Technical	Veterinary Technologists and Technicians	292056	3	12	21	-9	0.57	2.61	Associate's degree	$ 40,150	More Openings Than Qualified
Transportation and Material Moving	Heavy and TractorTrailer Truck Drivers	533032	4	545	966	-421	0.56	0.35	Postsecondary nondegree award	$ 46,232	More Openings Than Qualified
Production Operations	Packaging and Filling Machine Operators and Tenders	519111	1	162	97	95	1.67	1.61	High school diploma or equivalent	$ 29,132	**More Qualified than openings**
Production Operations	FirstLine Supervisors of Production and Operating Workers	511011	4	82	133	-51	0.62	0.51	High school diploma or equivalent	$ 59,314	More Openings Than Qualified
Production Operations	Food Batchmakers	513092	2	5	18	-13	0.28	0.64	High school diploma or equivalent	$ 30,830	More Openings Than Qualified
Food Preparation and Serving	Combined Food Preparation and Serving Workers, Including Fast Food	353021	1	148	1088	-940	0.14	0.49	No formal educational credential	$ 25,207	no Voc or non credit program graduate data in supply
Management	Farmers, Ranchers, and Other Agricultural Managers	119013	4					4.29	High school diploma or equivalent	$ 48,920	**Data is N/A**

Pioneer Valley Regional Planning Labor Market Blueprint Goals	Pioneer Valley Labor Market Blueprint (PVLMB) Strategies	Party	WDBs/Other Staff		Time Frame
			Lead	**Resource**	
1. Align workforce development, education, and economic development activities to ensure successful implementation of Blueprint Strategies.	• WSC designated Regional Planning workforce development, economic development, and education entities, managed by the two regional workforce boards, form the Regional Planning Team (RPT) and meet on two (2) occasions (and three times annually thereafter) to review the alignment and implementation of Strategies contained in the PVLMB.	WDBs WSC RPT	Christine	David Patricia	**MEETINGs 1 - 5** 5/24/18 11/7/18 4/26/19 8/23/19 11/8/19 **CY20 – June, Aug, Nov**
	• Invite other education (including Adult and Community Learning service providers and Transportation) on the WSC Pioneer Valley RPT to attend meetings of the RPT.	WDBs WSC RPT, Invite to November Meeting	Christine Patricia	David	
	• Align existing and future economic development plans with workforce development plans.	WDBs WSC RPT	Christine	David Patricia	Discussion On-Going, 2019-2020
2. Identify and align partner and stakeholder assets and resources to support implementation of Blueprint Strategies.	• Map existing assets and resources within workforce development, economic development, and education systems. • Identify research being conducted in advanced technologies at UMass-Amherst with the potential to drive new innovation to regional priority industries and related new venture ecosystems that will inform the Blueprint implementation process. • Engage Valley Venture Mentors, the Franklin County CDC and similar regional entities to ensure representation of new entrepreneurs and start-ups in the Blueprint implementation process.	WDBs WSC RPT	Christine, David, Patricia	Larry	September – December 2019-2020

Pioneer Valley Regional Planning Labor Market Blueprint Goals	Pioneer Valley Labor Market Blueprint (PVLMB) Strategies	Party	WDBs/Other Staff		Time Frame
			Lead	Resource	
3. Adopt a coordinated process to collect, analyze, and disseminate demand-side data on current and future vacancies and skills needs in priority industries and occupational groupings to better match jobseekers with employer's demands and requirements.	• Establish a Regional Planning Data Team that includes representation from the three core partners and meets quarterly to implement a process to collect and analyze regional and local labor market data. • Provide updates on such data and any new emerging challenges and opportunities; share information with partners and end-users in easily accessible formats; and enhance coordination among partners. • Use regional LMI to further refine occupational groupings within other critical regional industries. • Conduct a trend analysis in construction/trades related industries to identify projected job growth and opportunities for pre-apprenticeship and registered apprenticeship programs. • Work with the State to re-establish the annual business hiring survey and create an annual rotation to survey employers and conduct sector focus groups to identify key hiring and skills needs.	WDBs WSC RPT, OSCCs, EOLWD/DCS, ROADS Partners, State Representatives	Larry, Teri, Process Report May 24 Meeting Framework/ Update on Regional Data- Larry, Teri Larry Larry Christine, David Patricia	$1,000 for LMI support, expansion of ROADS data platform	April 26, 2018 Meet / Report: May 24, 2018 September 26, 2018 Report: 11/7/18, 11/8/19 Spring-Fall 2019 into 2020 December 31, 2018-On Going to 2019-2020 Report: 11/7/18, 11/8/19 Spring-Fall 2019 into 2020

Pioneer Valley Regional Planning Labor Market Blueprint Goals	Pioneer Valley Labor Market Blueprint (PVLMB) Strategies	Party	WDBs/Other Staff		Time Frame
			Lead	Resource	
4. Create and formalize a more coordinated and sustainable process to improve business engagement in implementing Blueprint Strategies.	• Regional employers from each of the three (3) Priority Industries, and other identified in-demand industries meet twice annually to provide guidance and direction to the RPT. • Identify through the asset mapping strategy above, the regional economic and workforce development organizations that regularly outreach to businesses and create a coordinated and streamlined approach to business outreach and engagement.	WDBs, EDC, FRCOG, OSCCs, MOBD	David Christine Patricia Larry, Teri	Edda, Teri MHFHWB Special Projects Staff Edda BSRs	6/15/18, 4/4/19, 8/16/19, 11/8/19 **CY20 June, Aug, Nov** 11/7/18, Spring 2019 into 2020
5. Provide job seekers with increased and consistent access to detailed information about priority occupations and the availability of career pathway educational programs.	• Develop on-going professional development opportunities for OSCC staff to develop knowledge of business needs and requirements and strategies to manage business relationships. • Work with employers to obtain current job descriptions and information on wages and benefits for priority occupational groupings and develop method to make information easily available to job seekers.	WDBs OSCCs	Maura David, Patricia	Edda Christine	Sept. 2018-June 2019 - 2020 Sept. 2018-June 2019-2020
6. Develop an integrated communication and information-sharing plan that keeps partners, employers, and stakeholders informed on Blueprint implementation progress/resets, goals, and outcomes	• Prepare a mid-point and annual Pioneer Valley Blueprint Summary Report on Blueprint implementation processes and outcomes. • Create a common Dashboard on core partners' web sites to display progress on implementation of the Blueprint goals and strategies. • Determine the feasibility of conducting a Regional Workforce Summit on a biannual basis. • Develop/participate in Communities of Practice with Statewide Regional Planning Teams working in similar priority industries and/or occupational groupings.	WDBs WDBs WSC RPT w/ WSC staff WDBs, WSC RPT WDBs, w/ WSC Staff	Christine Larry David, Patricia Christine, David, Larry, Patricia	David, Larry Patricia Christine	Mid-Point: Nov.30, 2018, Dec. 2019 Annual: June 15, 2019, June 20, 2020 Spring/Fall 2019-2020 On-Going w/ State

Pioneer Valley Regional Planning Labor Market Blueprint Goals	Pioneer Valley Labor Market Blueprint (PVLMB) Strategies	Party	WDBs/Other Staff		Time Frame
			Lead	**Resource**	
7. DESIGN educational/ career pathway programs in specific priority industries.	• Identify and categorize <u>existing</u> educational/ career pathway programs in prioritized industries across the Pioneer Valley's unified workforce region.	WDB, Educational Institutions	Christine Patricia	Larry, Teri MHFHWB Special Projects Staff	November 7, 2018, Meeting
	• Provide technical support to educational institutions/training providers in the use of Regional Planning data to identify <u>future</u> education and training needs and gaps.	WDBs	Larry Patricia,		Spring/Fall 2019, On Going 2020
	• Expand at least one <u>existing</u> educational/ career pathway in one or more priority industries.	WDBs, Educational Institutions	Christine, David Patricia	Peta-Gaye	
	• Increase participation in educational/career pathway programs for incumbent workers, ABE/Second language learners (especially new immigrants), and non-traditional workforce with barriers to employment.	WDBs, Educational Institutions	Christine, David Patricia,	Maura, Edda Teri	
	• Embed employability readiness skills in all educational/career pathway programming.	Educational Institutions	Christine, David, Patricia	Maura, Edda	
8. Classify regional secondary level-education career pathway programming being conducted at both the technical and comprehensive high schools.	• Identify current career pathway programs and activities that are preparing secondary level students for college and careers.	WDBs, Educational Institutions	Christine, David, Patricia	Peta-Gaye MHFHWB STC Staff	< December 31, 2018, Spring 2019-2020
	• Utilize new MA DESE Early College and Innovation Pathways program designation process to increase access to college and career programs and services for students in all secondary schools.	WDBs, Educational Institutions	Christine, David, Patricia	MHFHWB STC Staff	Aligned with DESE Timeline
	• Align regional core partner assets and resources to assist and support development and implementation of career pathway programming consistent with Blueprint goals and strategies.	WDBs WSC RPT WDBs, Educational Institutions	Christine, David Patricia	Peta-Gaye MHFHWB STC Staff	< December 31, 2018-2020
	• Assist secondary schools in broadening and deepening business and employer relationships that will support quality teaching and student learning.				

Pioneer Valley Regional Planning Labor Market Blueprint Goals	Pioneer Valley Labor Market Blueprint (PVLMB) Strategies	Party	WDBs/Other Staff		Time Frame
			Lead	Resource	
1. IMPLEMENT educational/ career programs that increase the supply of trained workers and present clear pathways for credential attainment, quality career mobility, and wage advancement in specific occupational groupings in priority industries.	• Conduct two (2) new industry aligned pathway programs that will increase the supply of trained workers in selected priority occupational groupings.	WDBs, Educational Institutions, Employers	David, Patricia, Christine	OSCCs	By End of 2020
	• Identify existing resources to mitigate implementation gaps, and source new funding opportunities that will supplement or leverage investment from the WSC.				
	• Use regional labor market information to identify new and emerging industries with the capacity for development of new career pathways.	Data Team	Larry, Jessica, Teri, OSCCs, State WSC		
	• Use regions One Stop Career Centers as hubs to identify and increase new labor market entrants including non-traditional populations with barriers to participation, and provide job search and placement services in priority occupational groupings.	OSCCs			
	• Assist secondary schools in expanding work-based learning programs, paid internships, and pre-apprenticeship programs that provide career awareness and clear educational and career pathway identification.	WDBs, Educational Institutions	David, Patricia, Christine	STC Staff	
	• Use WIOA Core Partners and established networks of social service agencies and community-based organizations to provide wrap around and support services in the areas of transportation, childcare, health and social services, and housing to support career pathway progression.	WDBs, OSCCs	Patricia, Maura, OSCCs		

Pioneer Valley Regional Planning Labor Market Blueprint Goals	Pioneer Valley Labor Market Blueprint (PVLMB) Strategies	Party	WDBs/Other Staff		Time Frame
			Lead	**Resource**	
2. Increase the availability of quality jobs in priority occupations for job seekers at the sub-Bachelor's degree level, and improve upon 10% gap in the region's Bachelor's degree level population as compared to the statewide average	• Align existing training system delivery models and identify additional funding resources to increase the number of ESOL programs for immigrants, second language learners, and non-traditional workers with language barriers to labor market participation.	WDBs, Educational Institutions	Patricia, Maura		By End of 2020
	• Develop a unified process to improve demand-driven job development and job matching programs and services at the regions One Stop Career Centers.	WDBs, OSCCs	David, Patricia, Maura		
3. Increase the number of high quality jobs in priority occupational groupings that pay median wages that meet or exceed regional averages and offer competitive employee benefit packages*.	• Adopt standardized assessment tools, e.g. Career Ready 101 to better identify job seeker strengths, motivation, and potential barriers to successful labor market participation.	OSCCs, Educational Institutions	Edda, OSCCs		
	• Target WIOA training funds toward priority industries and occupational groupings.	WDBs	David, Patricia		
4. Increase employment share in sub-regional industries characterized by small and medium size enterprises (SMEs) and start-ups*.	• Coordinate initiatives across the Pioneer Valley's unified workforce region to build partnerships between SME's and start-ups in selective sub-regional industries and the educational institutions.	WDBs, EDC, FRCOG, MOB	Partners		*Decide on numerical target
	• Explore alternatives for improving and increasing public transportation access to employer sites.	WDBs, WSC, PVPC			
	• Build out internship programs in our educational institutions as a graduate retention strategy to increase the region's supply of workforce talent.	WDBs, EDC, Educational Institutions			

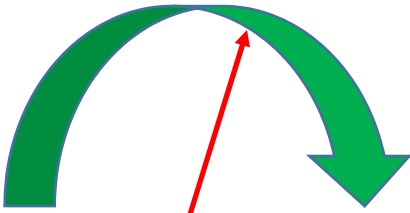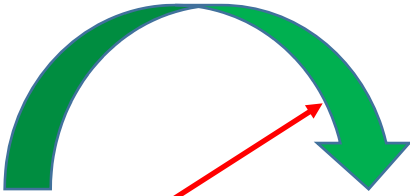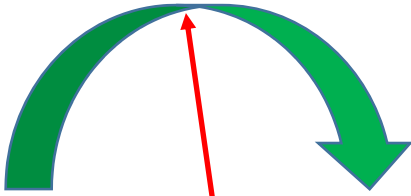| Pioneer Valley Regional Planning Labor Market Blueprint Goals	Pioneer Valley Labor Market Blueprint (PVLMB) Strategies	Party	WDBs/Other Staff		Time Frame
			Lead	Resource	
1. Improve the Supply Gap Ratio in priority and in-demand occupational groupings by increasing the number of employees working in our prioritized regional industries*.	• Broaden and deepen existing industry partnerships and identify new occupational groupings with high quality within the priority industries across the Pioneer Valley's unified workforce system. • Increase funding from public and private sources to increase programs and services for job seekers and incumbent employees across priority regional industries. • Collaborate with employers to implement strategies and activities to improve workforce retention at all levels. • Assess the impact of the delivery of wrap around and supportive services being provided to job seekers and workers to support career pathway progression, and make necessary adjustments to services and/or delivery models.				By end of 2022 Decide on numerical targets*
2. Increase number of high quality jobs for job seekers and incumbent workers in occupations that have an Employment Share ≥ statewide averages for those occupations*.					
3. Increase number of high quality jobs in priority occupational groupings, and other critical regional industries, that pay median wages that ≥ regional averages and offer competitive employee benefit packages*.					
4. Improve the annual average labor force participation rate of 62.0% to approximate the State's annual average labor force participation rate of 65.5%, adjusted over time.					
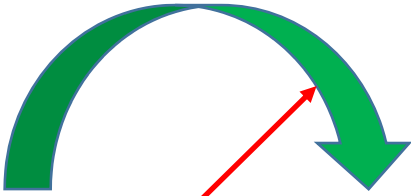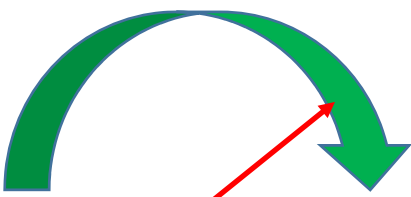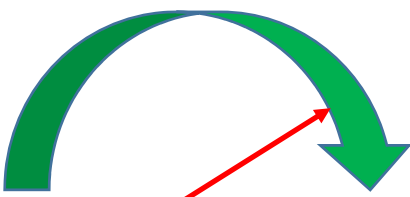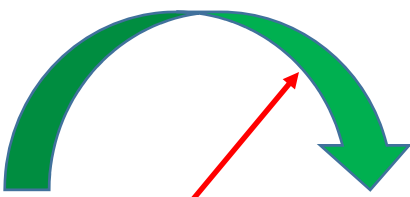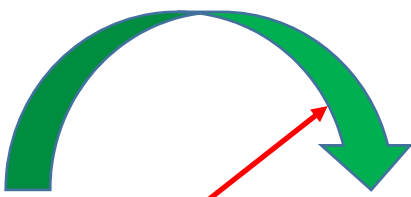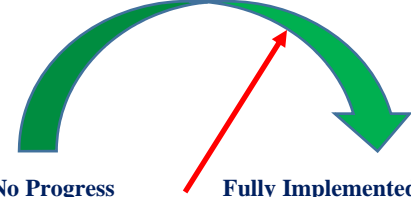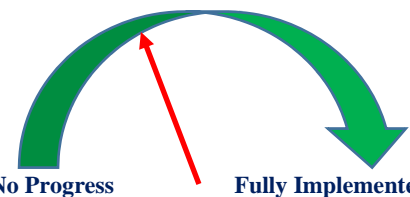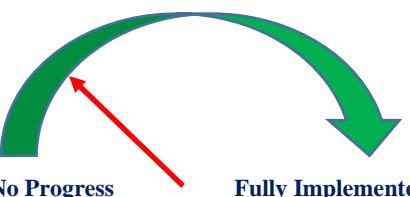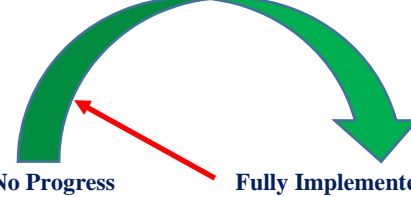
HAMPDEN COUNTY WORKFORCE BOARD — MASSHIRE

FRANKLIN HAMPSHIRE WORKFORCE BOARD — MASSHIRE

ATTACHMENT C - Pioneer Valley Labor Market Blueprint
Dashboard of Progress Towards 2018-2020 Goal Implementation Through June 2020

Goal 1: Align Workforce, Education and Economic Development Activities	Goal 2: ID and Align Partner & Stakeholder Assets, Resources	Goal 3: Collect, Analyze and Disseminate Data	Goal 4: Create Coordinated and Improved Business Engagement Process
No Progress — Fully Implemented	No Progress — Fully Implemented	No Progress — Fully Implemented	No Progress — Fully Implemented
Goal 5: Provide Job Seekers Detailed Info on Jobs & Career Pathways Aligned to Blueprint	**Goal 6: Develop Communication Plan with Partners-Stakeholders**	**Goal 7: Design Pathway Programs Aligned to Blueprint**	**Goal 8: Classify Secondary School Programming Aligned to Blueprint**
No Progress — Fully Implemented	No Progress — Fully Implemented	No Progress — Fully Implemented	No Progress — Fully Implemented
Goal 9: Implement New Pathway Programs Aligned to Blueprint	**Goal 10: Increase Availability of Blueprint Aligned Quality Jobs for Sub-BA and BA Job Seekers**	**Goal 11: Increase Number of Blueprint Aligned Quality Jobs with Competitive Wages-Benefits**	**Goal 12: Increase Blueprint Aligned Industry Employment Share for SMEs**
No Progress — Fully Implemented	No Progress — Fully Implemented	No Progress — Fully Implemented	No Progress — Fully Implemented

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WORKFORCE BOARD
MASSHIRE

HAMPDEN COUNTY
WORKFORCE BOARD
MASSHIRE

Pioneer Valley Labor Market Blueprint

Goal 1-Strategy 3

Align Existing and Future Economic Development Plans with Workforce Development Plans
(Added Education, Transportation and Rural Policy Plans)

Current Strategic Planning Documents

Workforce Development	Education	Economic Development	Transportation
MHHCWB **Strategic Plan** July 1, 2021-June 30, 2023 Scoreboard/Key Performance Indicators (as posted to **here**)	**Springfield Technical Community College** **2015-2020 Student Success Plan: A Strategic View** **President's Annual Report 2018/19**	**Economic Development Council of Western Massachusetts** **Strategic Plan**	**Pioneer Valley Planning Commission / Pioneer Valley Metropolitan Planning Organization Regional Transportation Plan** - **2020 Update**
MHFHWB **Strategic Plan** 2020 – 2025 *Synopsis at www.masshirefhwb.org*	**Holyoke Community College** **Strategic Plan FY19-22**	**Pioneer Valley Planning Commission Comprehensive Economic Development Strategy (CEDS) 2019-2024 Report**	**Franklin County Regional Transportation Plan 2020 Update**
MHSCC Strategic Plan 2015-2018 (*to be updated: 2019-2020*)	**Greenfield Community College** **Vision, Mission, Principles and Institutional Priorities** **College & Foundation Annual Report**	**Greater Franklin County Comprehensive Economic Development Strategy (CEDS) 2020 Annual Report**	**Commission on the Future of Transportation in the Commonwealth Reports** **Executive Summary** **Volume I** **Volume II**
MHHCC Strategic Plan *(Update in process)*	**Westfield State University** **Strategic Plan 2018-2023**	**Franklin County Community Development Corporation** **2017 Community Investment Plan**	
Rural Policy Advisory Commission – Rural Policy Plan, October 2019			