Regional Planning

Massachusetts Workforce Skills Cabinet 2017

strategy matters

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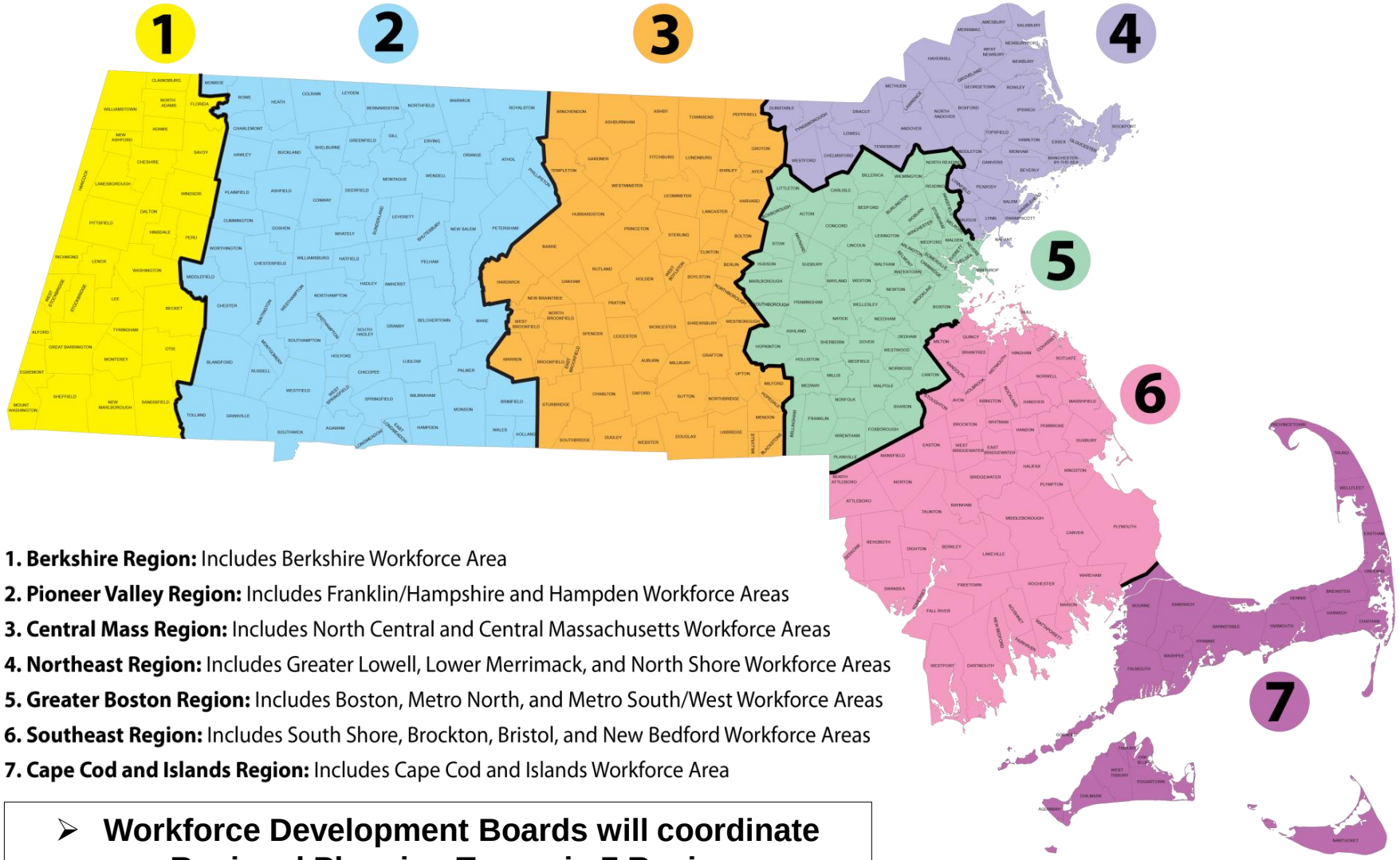
What are we asking you to do?

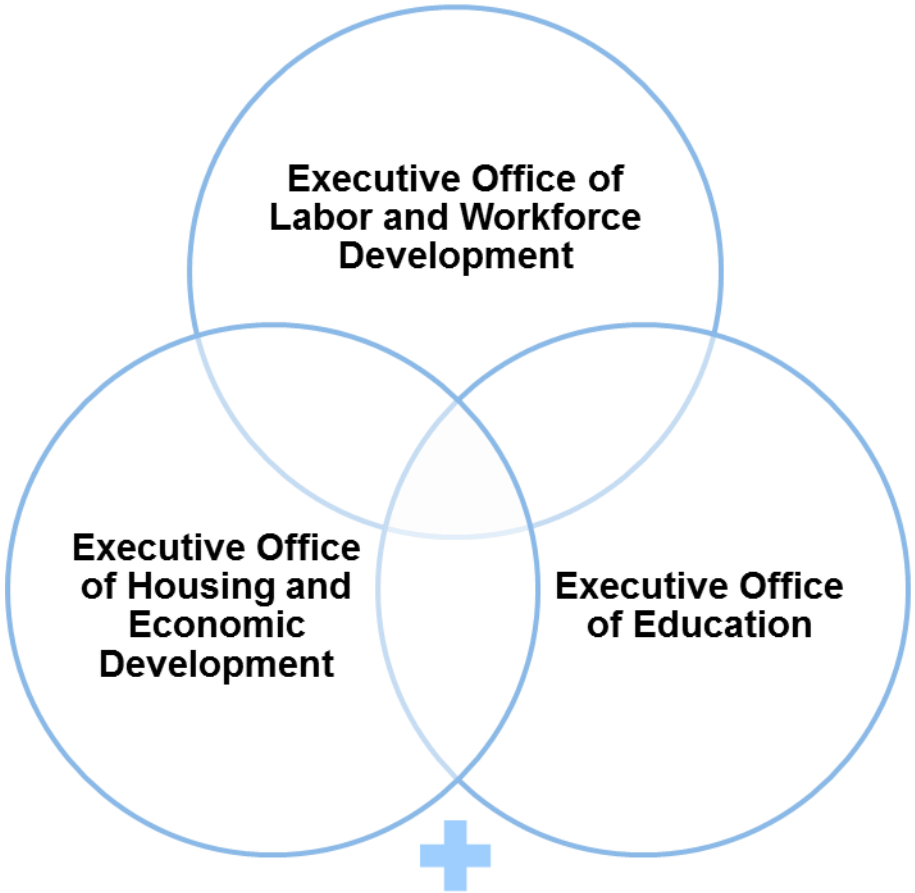


1. **Berkshire Region:** Includes Berkshire Workforce Area
2. **Pioneer Valley Region:** Includes Franklin/Hampshire and Hampden Workforce Areas
3. **Central Mass Region:** Includes North Central and Central Massachusetts Workforce Areas
4. **Northeast Region:** Includes Greater Lowell, Lower Merrimack,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

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

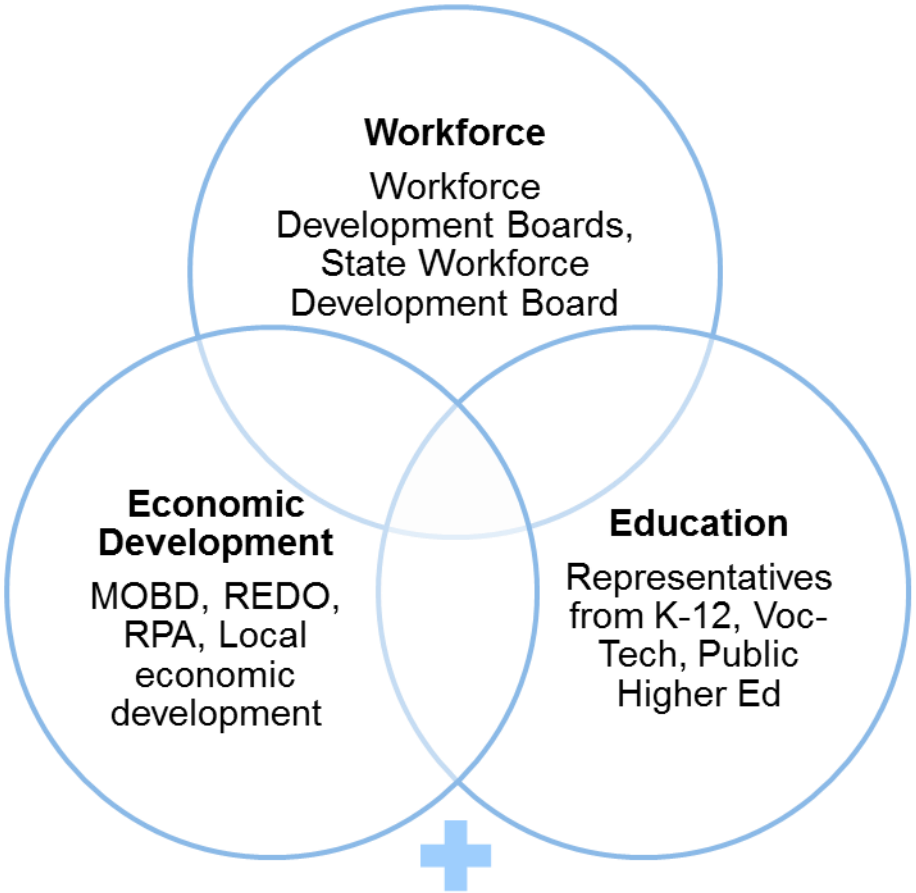
New State-Regional Structure

Workforce Skills Cabinet



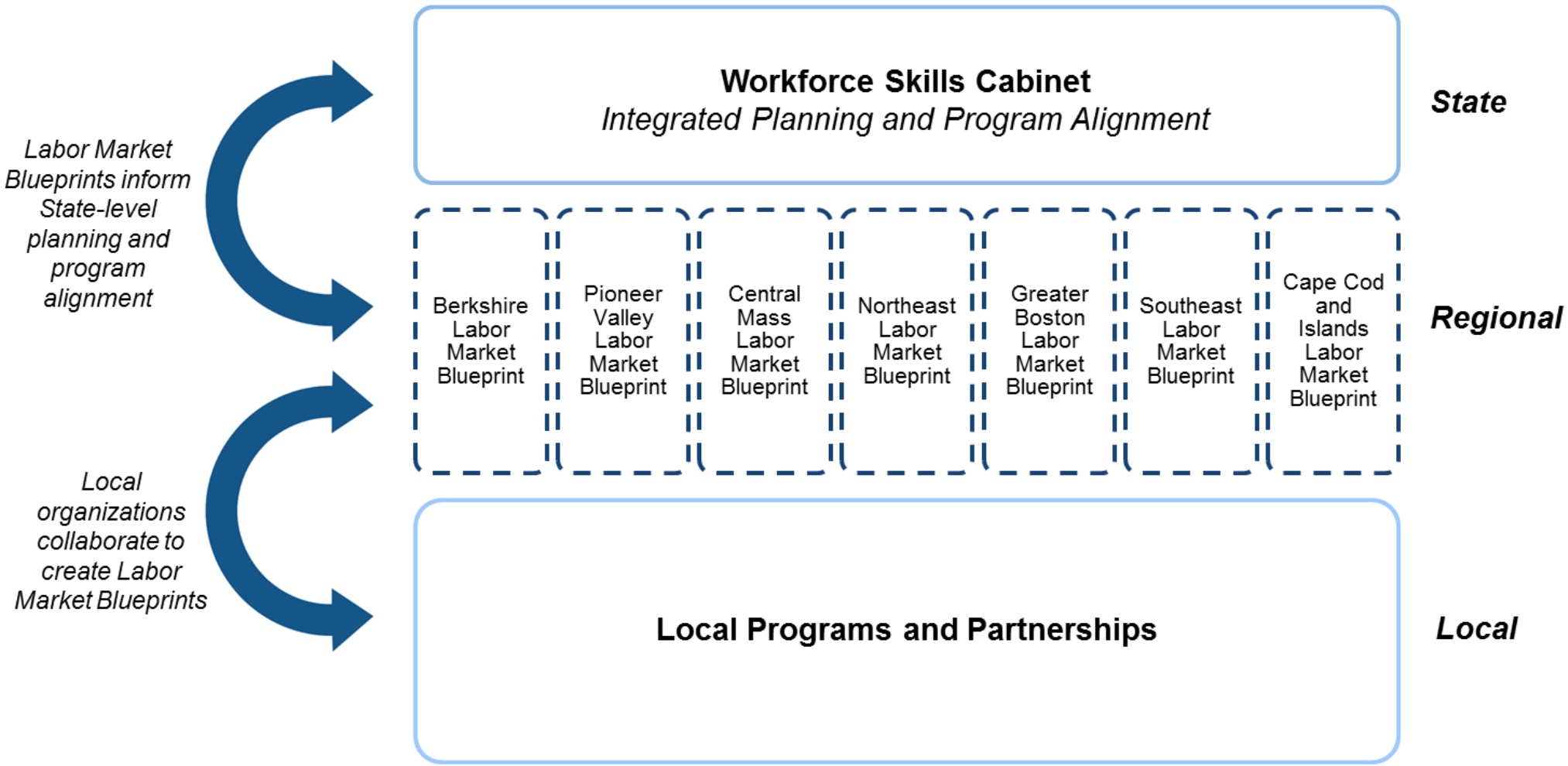
----- State-Level Stakeholder Engagement-----

Regional Planning Team



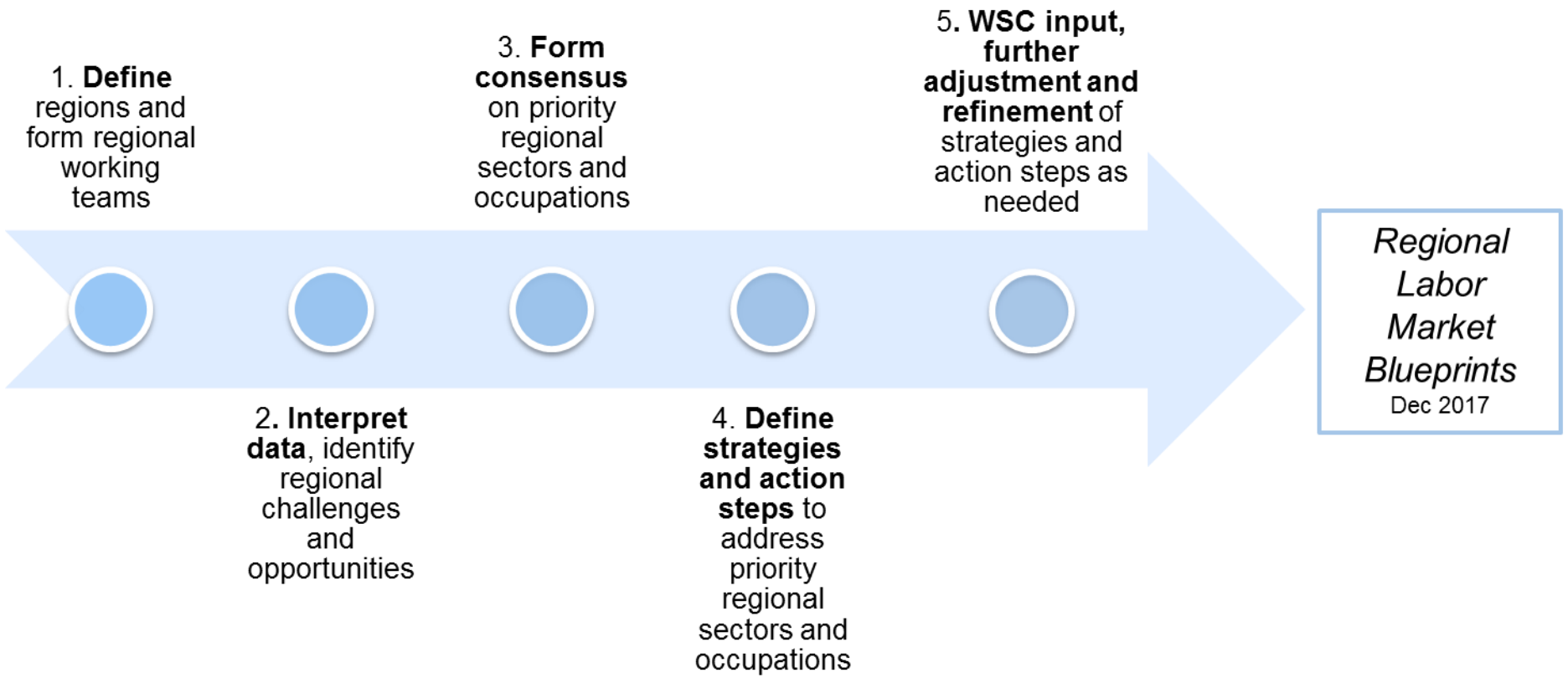
----- Regional Stakeholder Engagement-----

Why is this important?



What are we asking you to do?

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



Blueprint Components

ANALYSIS*

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

STRATEGIES

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

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

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

PROCESS

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

TODAY

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

How did we get here?

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

After the timeline is made, read it.

Join your # group and then together answer these questions:

What is the story here?

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

Central Region Data Package

Massachusetts Regional Planning Initiative 2017

strategy matters

BLAKELY CONSULTING LLC

LMI Overview

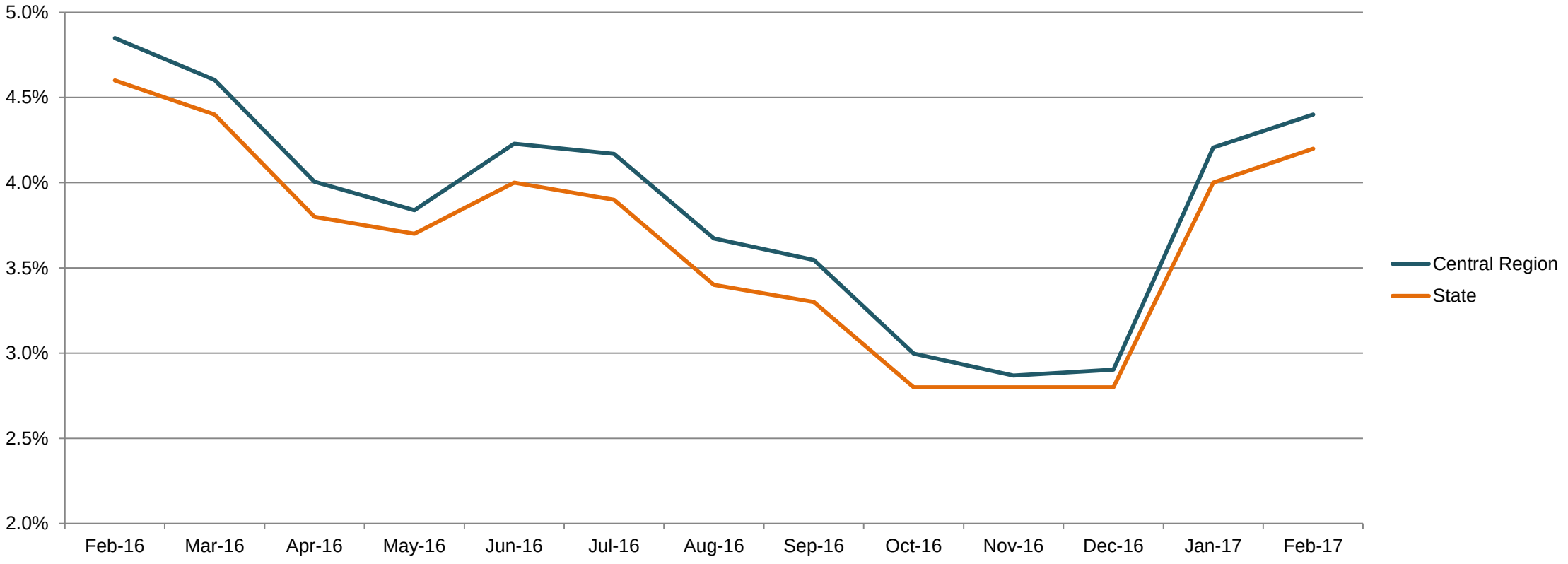
- Employers in our region have difficulty filling available openings.
- This **team** – representing education, workforce development, and economic development – is asked to identify skill gaps in priority sectors and occupations in your region and prioritize solutions to these skill gap problems.
-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

LMI Overview and Data Overview

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

Labor Market Overview: Unemployment Rate

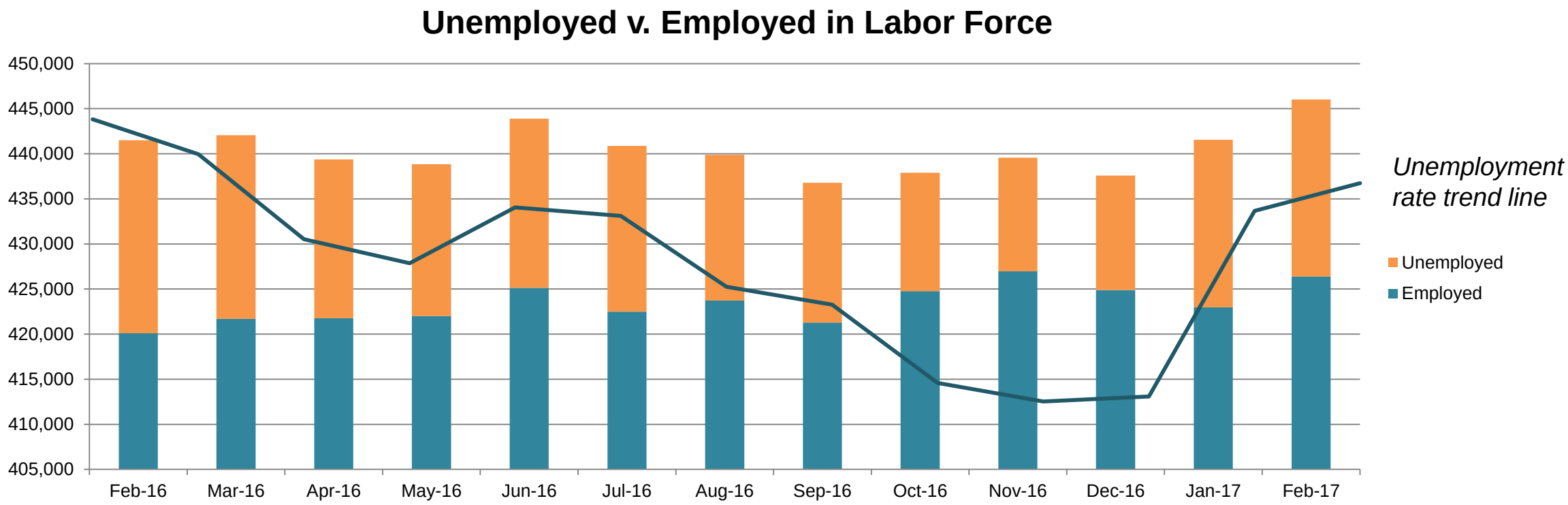
Central MA unemployment trends are generally aligned with MA trends.



Massachusetts Department of Unemployment Assistance; U.S. Department of Labor, Bureau of Labor Statistics, February 2016 – February 2017

Labor Market Overview: Labor Force

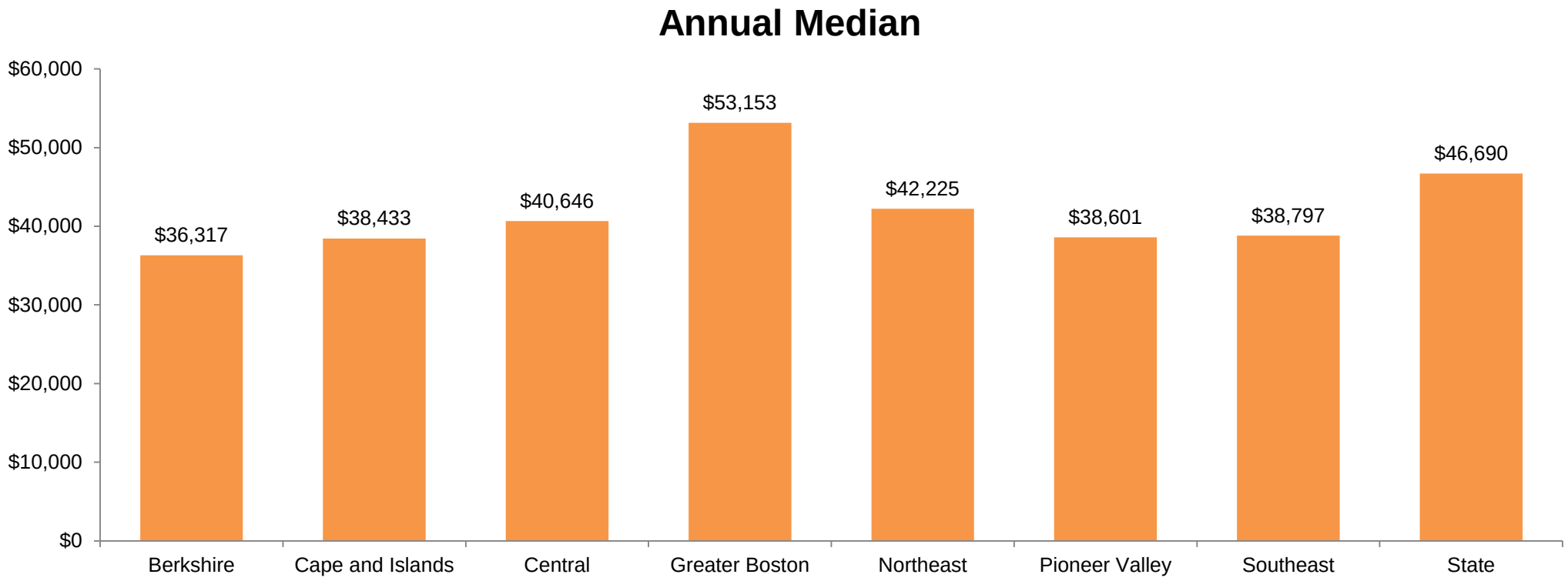
The unemployment rate alone is not the only indicator of employment levels in your region.



Massachusetts Department of Unemployment Assistance; U.S. Department of Labor, Bureau of Labor Statistics, February 2016 – February 2017

Median Wage

Central MA median wages are third to the Northeast and Greater Boston, and higher than its neighbor to the west (Pioneer Valley).

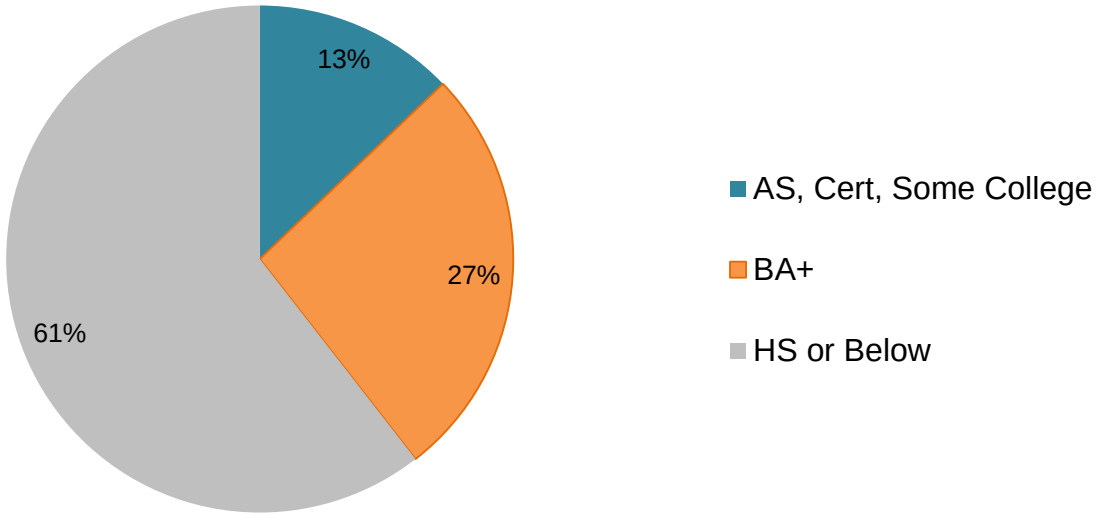


Occupational Employment Statistics Wages, 2015

Educational Requirements for Employment

The majority of Central MA-based occupations across industries require a high school diploma or less. However, educational attainment alone does not imply a skill match.

2017 Projected Employment by Educational Requirement



Total Projected Employment: 346,652

Where Do We Want to Go?
Preliminary Conversations on Criteria

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

How about jobs that:

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

Industry and Occupation Preview

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

Part I: Regional Industry Overview and Profiles

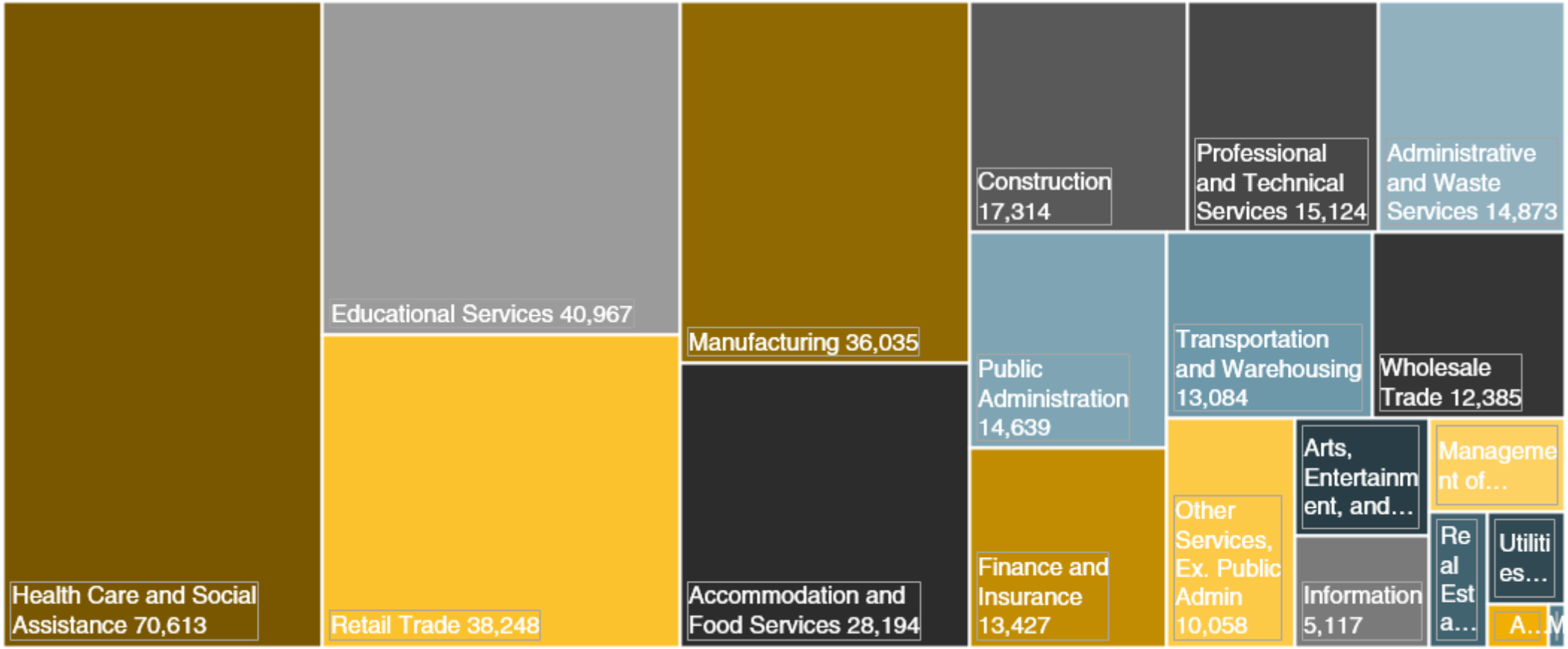
Who are the employers in our region?

Terminology

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

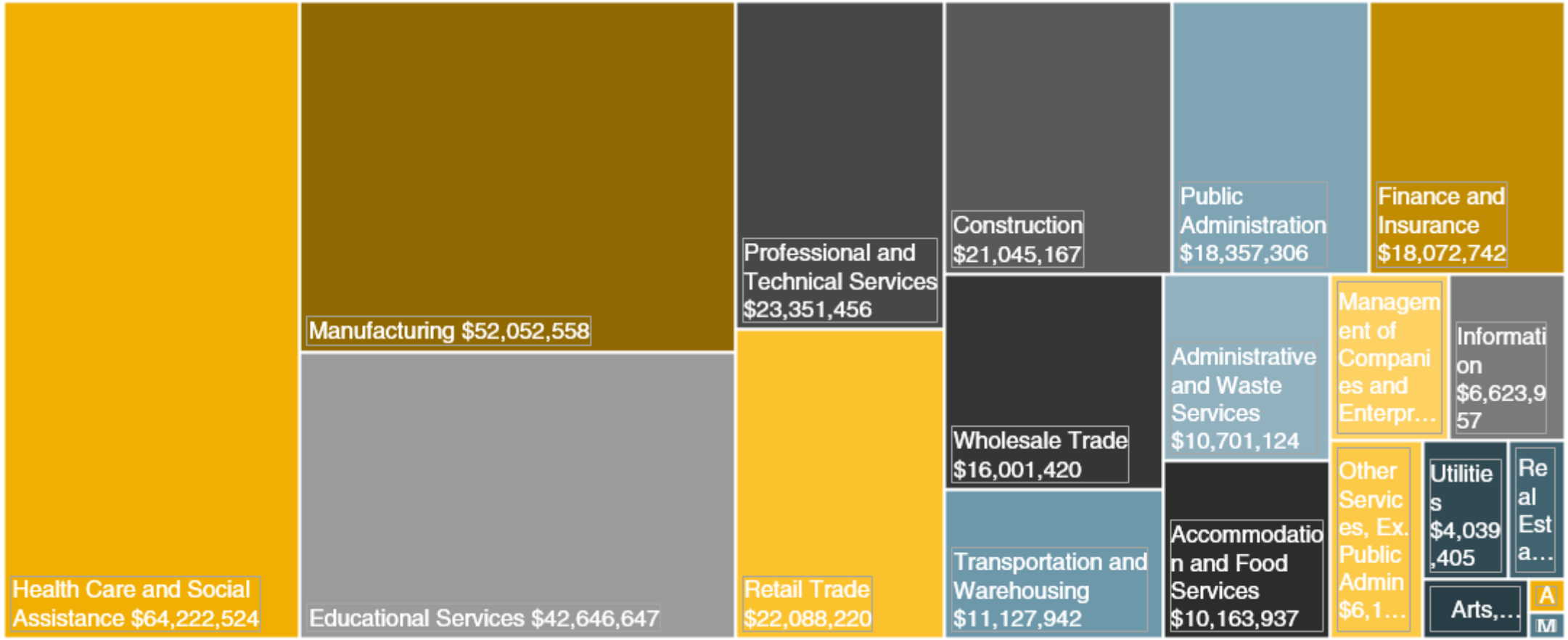
I.A.1: Central Region Sector Makeup

by total employment

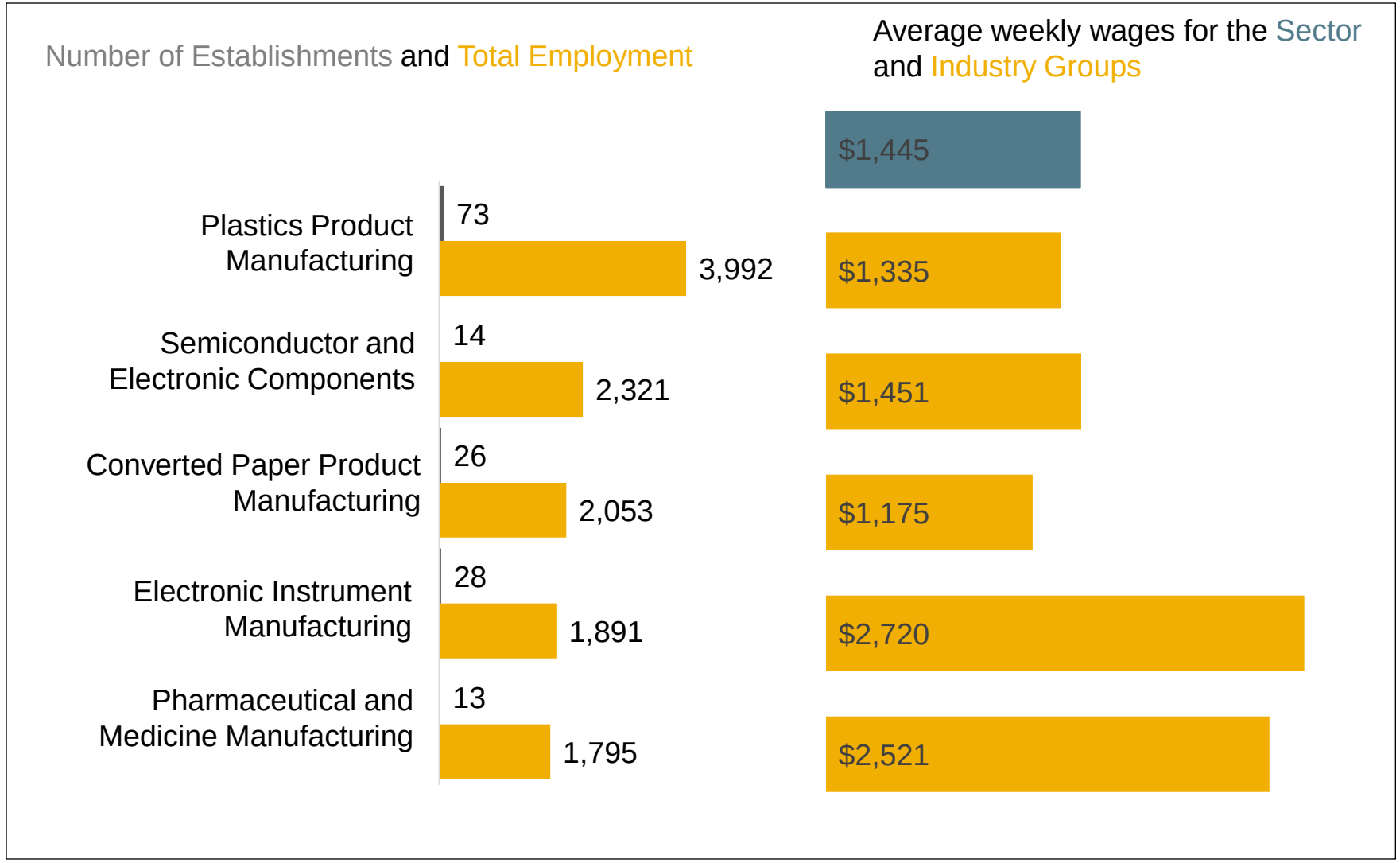


I.A.2: Central Region Sector Makeup

by total wages



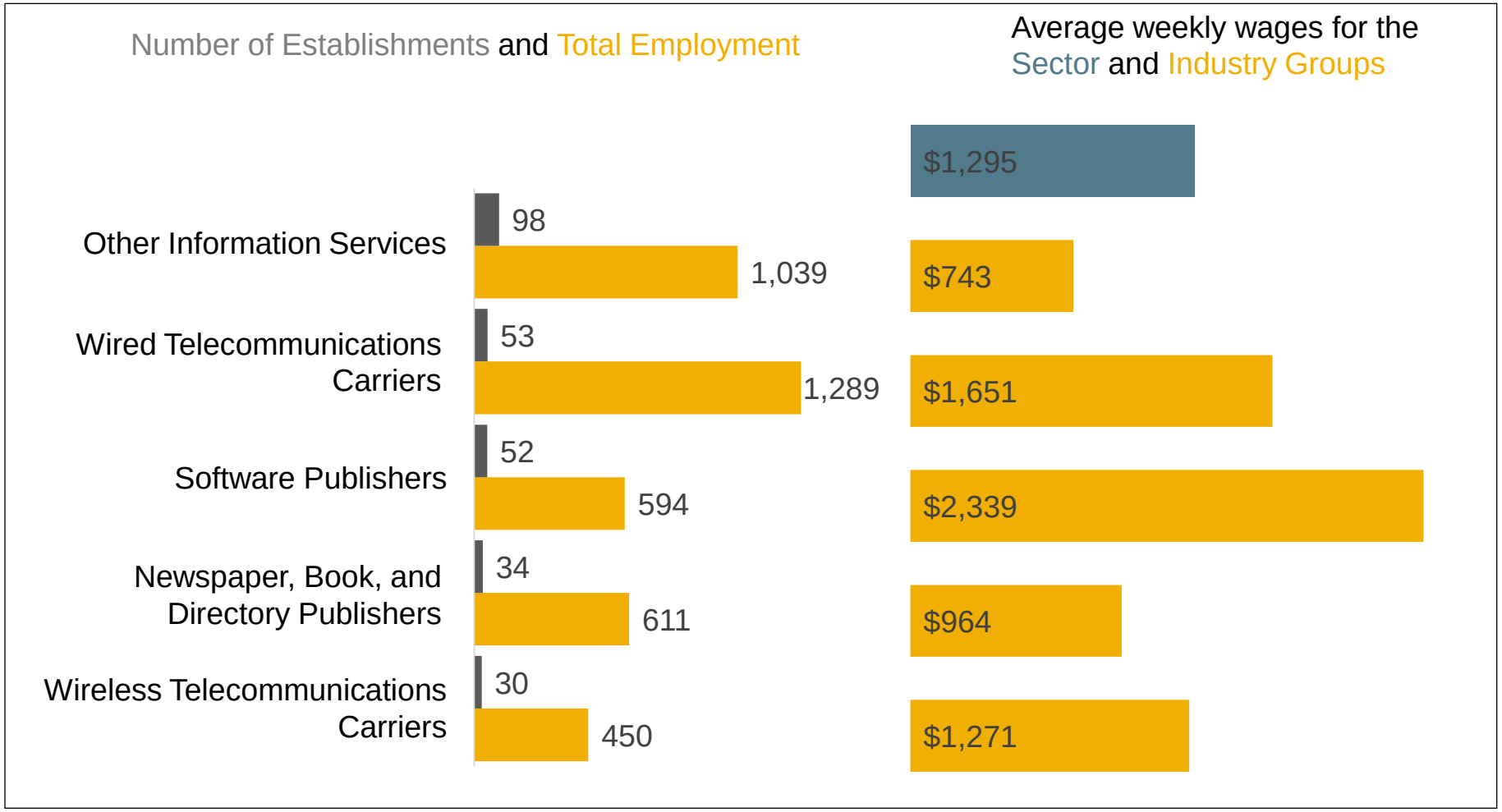
I.B.1: Manufacturing Industry Groups



Largest Employers by 12-month Job Postings	
Employer	Postings
AbbVie	203
KARL STORZ	141
Olympus Corporation	62
Avecia Biologics Limited	55
Deluxe Corporation	48

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

I.B.2: Information Industry Groups

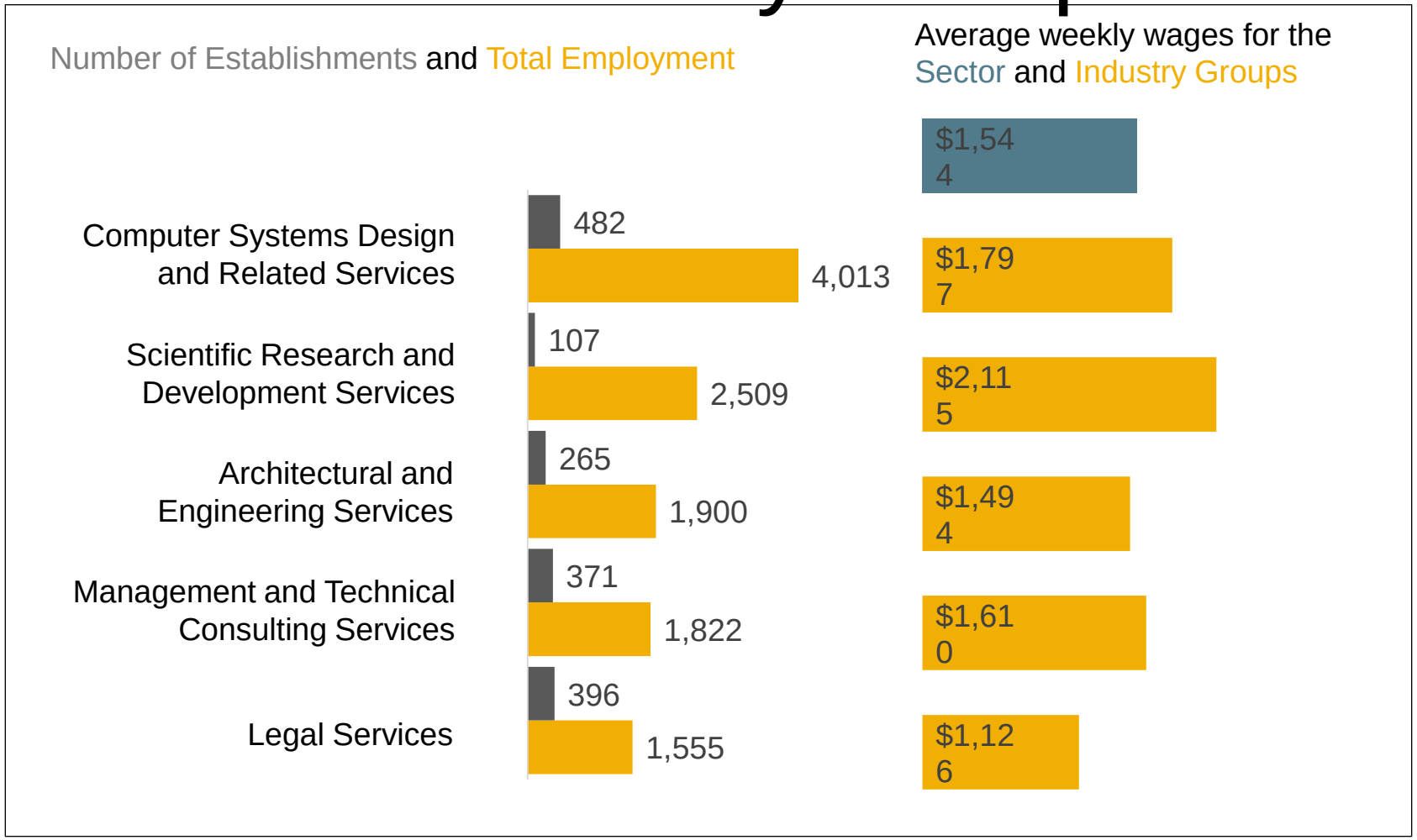


Largest Employers by 12-month Job Postings

Employer	Postings
Verizon	43
Charter Communications	36
Telegram & Gazette	14
Sprint Communications	14
Gale Free Library	12

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

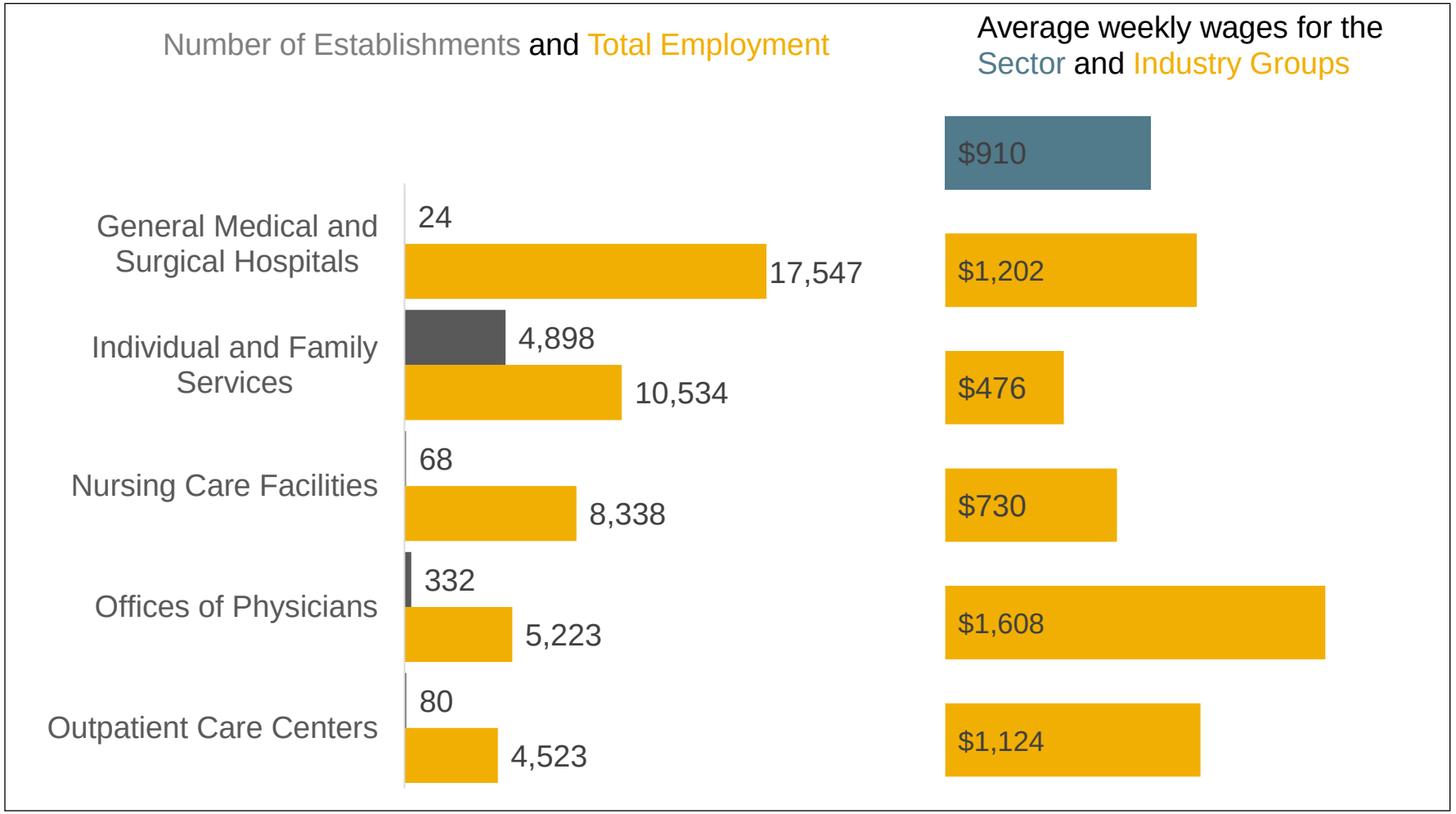
I.B.3: Professional and Technical Services Industry Groups



Largest Employers by 12-month Job Postings	
Employer	Postings
Charles River Laboratories	193
Adcare	182
The Bank of New York Mellon Corporation	173
Carroll Enterprises, Inc.	91
Liberty Tax Service	71

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

I.B.4: Healthcare Industry Groups

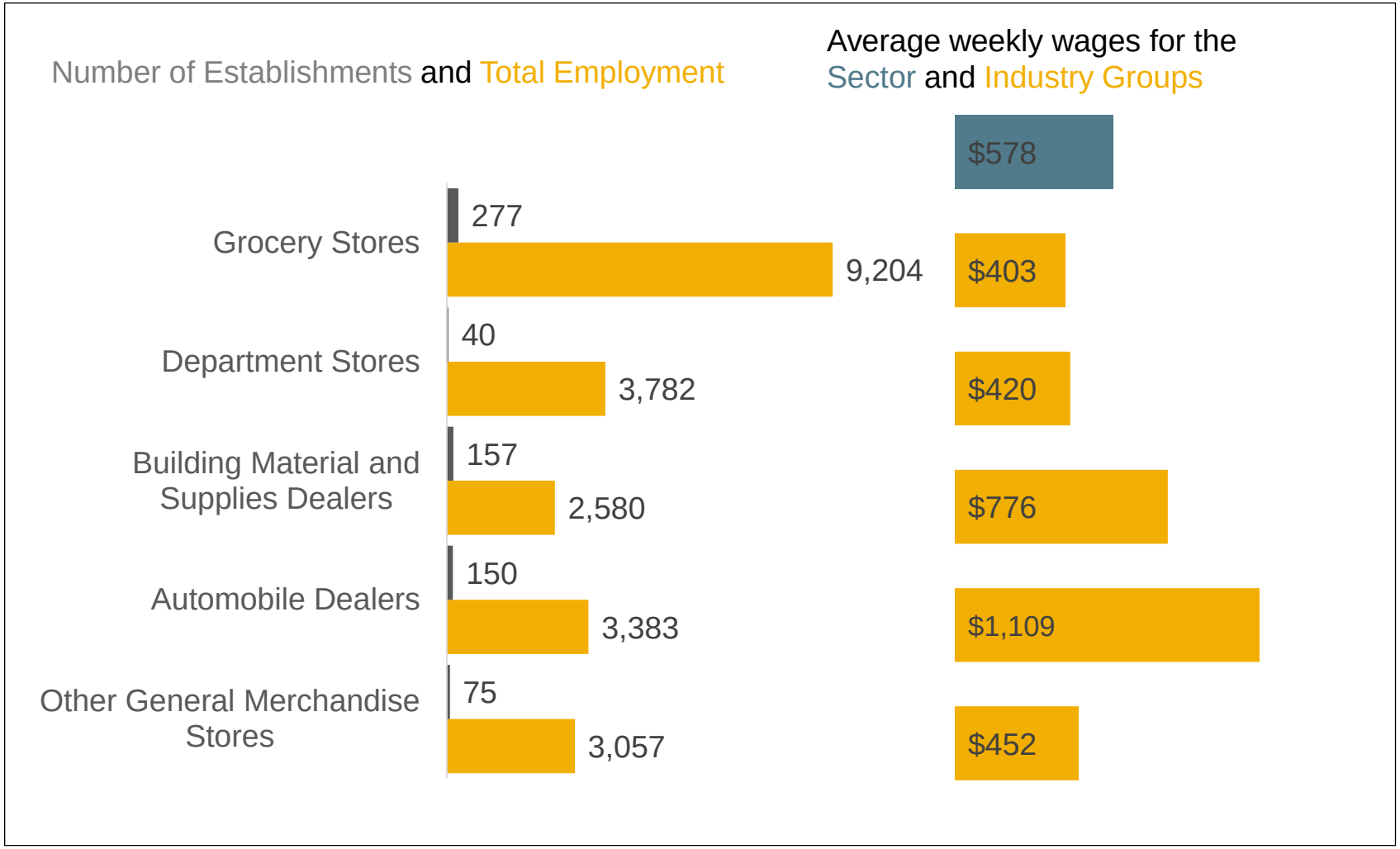


Largest Employers by 12-month Job Postings

Employer	Postings
University of Massachusetts	798
University of Massachusetts Boston	540
Milford Regional Medical Center	500
UMass Memorial Medical Center	349
Burncoat Family Center	231

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

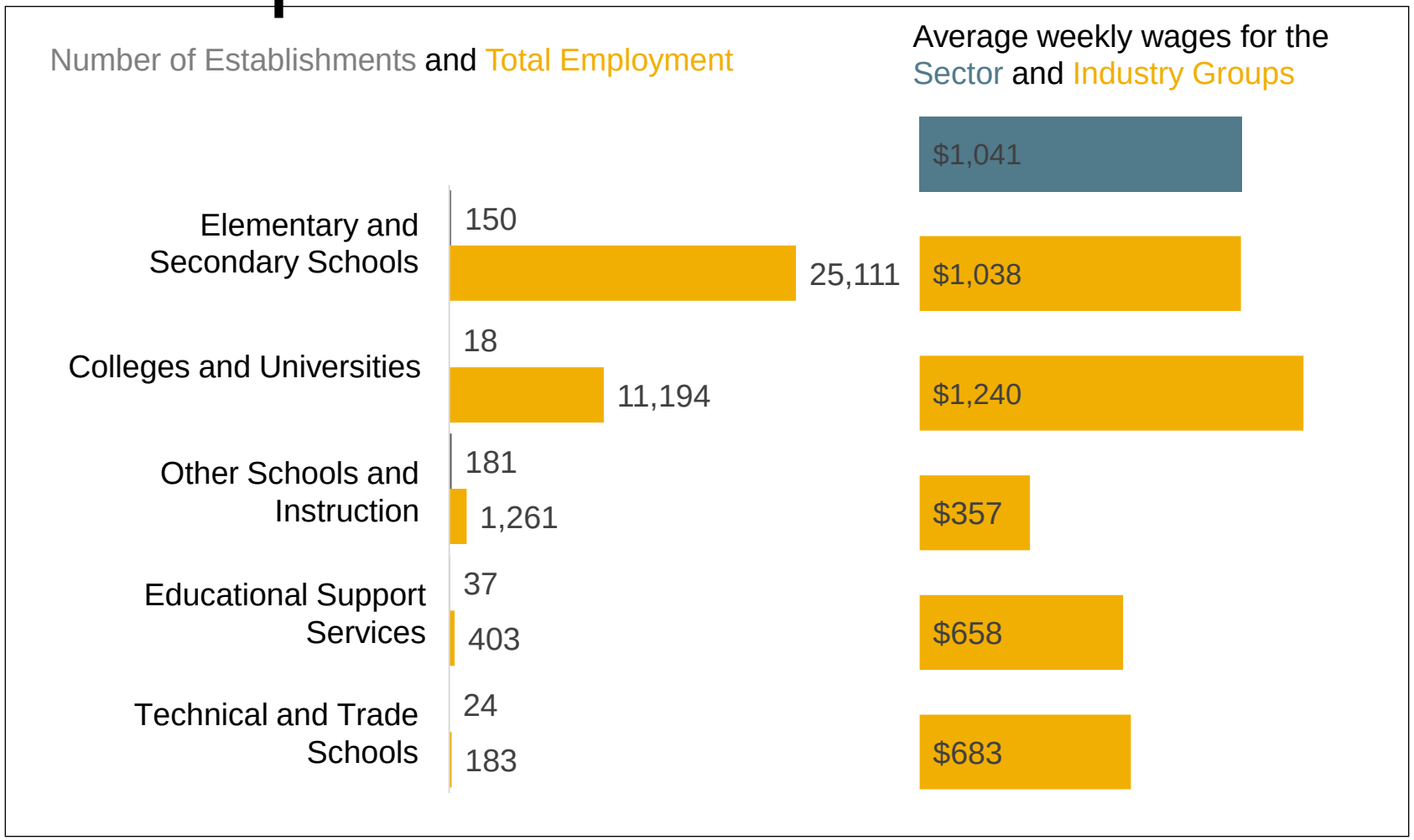
I.B.5: Retail Trade Industry Groups



Largest Employers by 12-month Job Postings	
Employer	Postings
Lowe's	512
Target Corporation	406
BJ's Wholesale Club, Inc	284
Hannaford Brothers	189
Kohl's Corporation	123

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

I.B.6: Education Services Industry Groups



Largest Employers by 12-month Job Postings	
Employer	Postings
Seven Hills Foundation	171
Clarke University	167
EduCare	94
Quinsagamond Community College	82
Devereux	60

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

II. Occupations

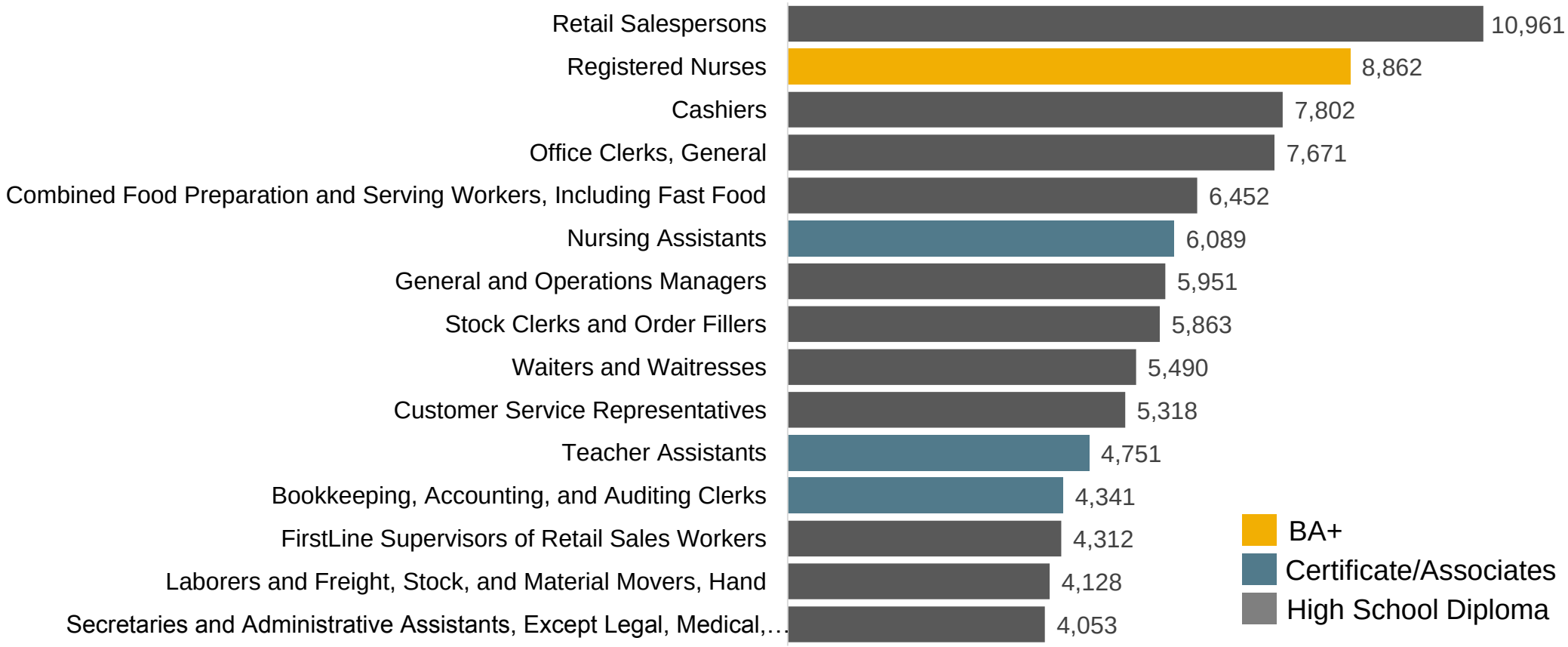
What work are people doing, and what work do employers need people to do?

II.A: Occupations by Share of Employment

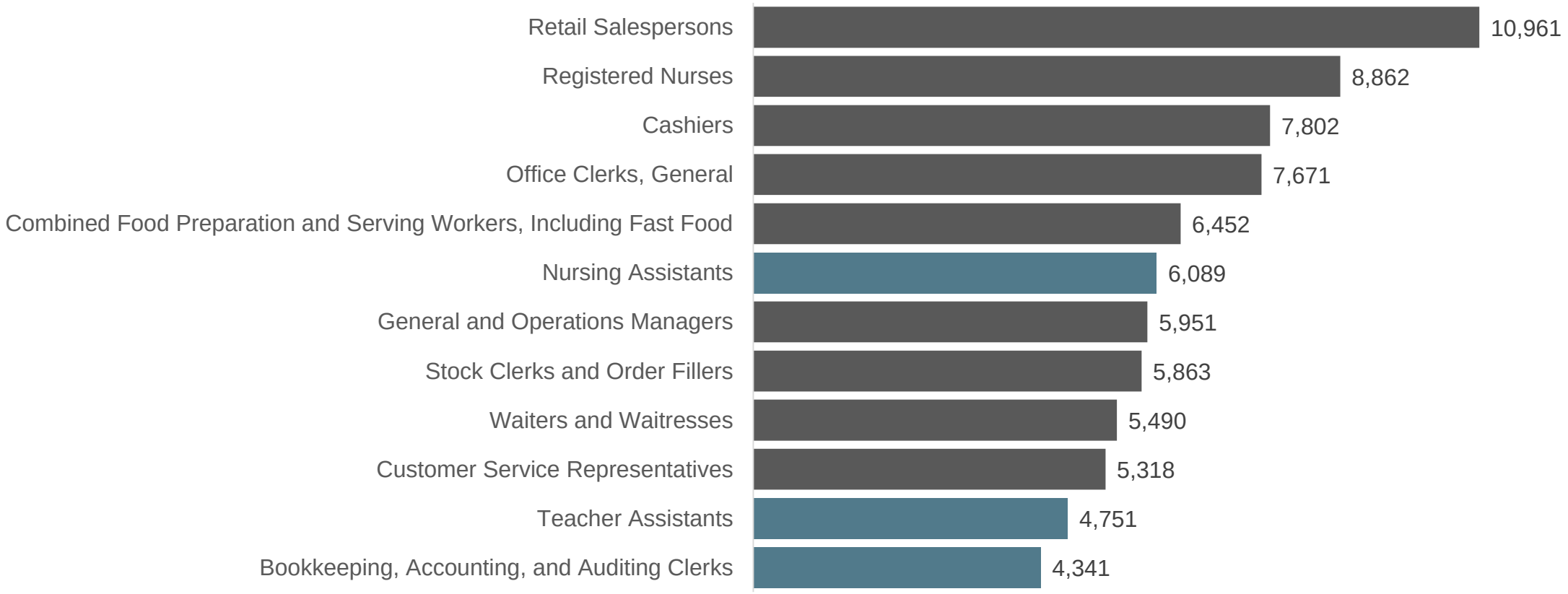
Terminology

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

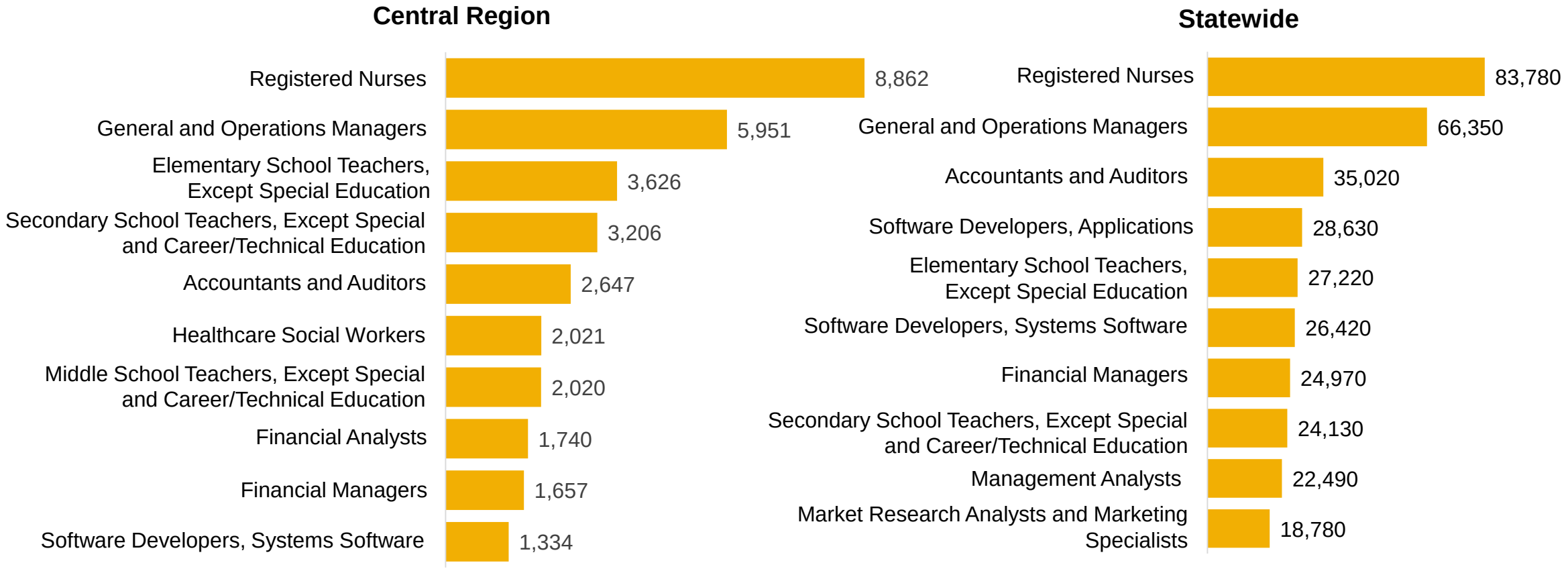
II.A.1: Top 15 Occupations by Share of Employment, 2015



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



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

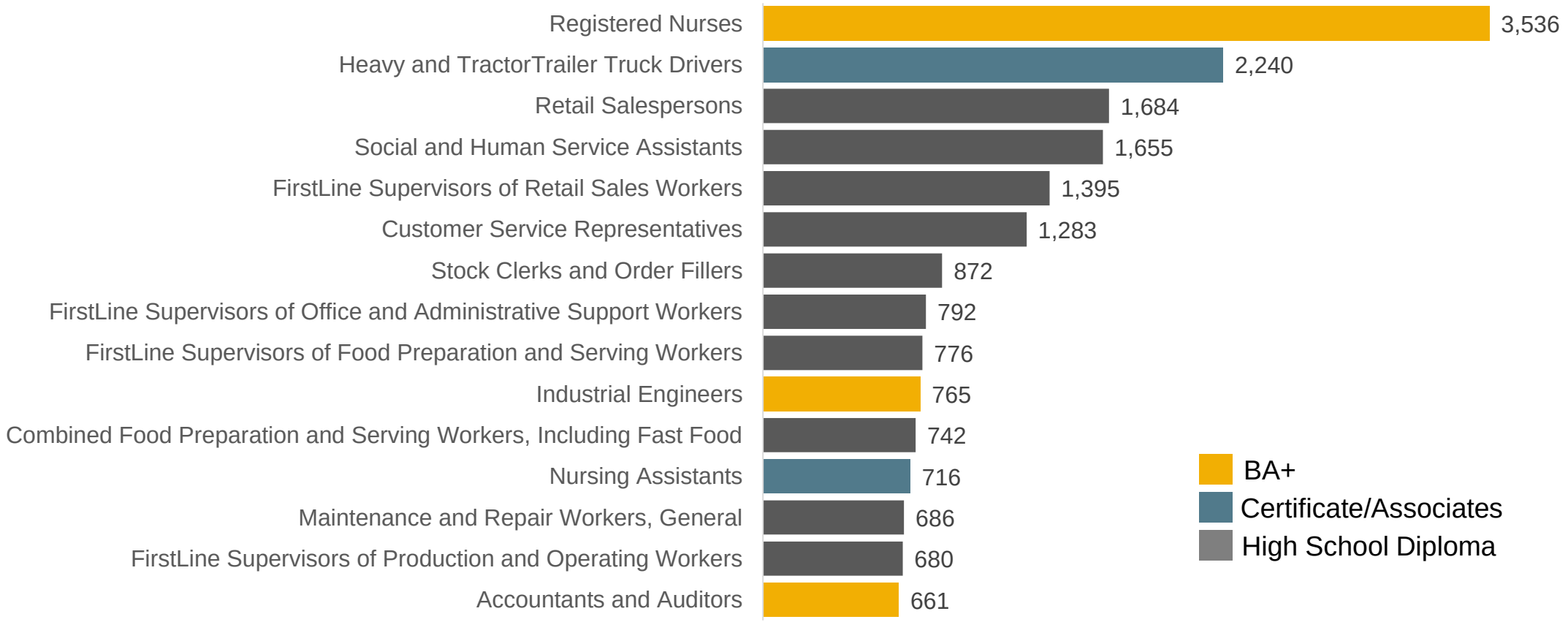


II.B: Occupations by Indexed Employer Demand

Terminology

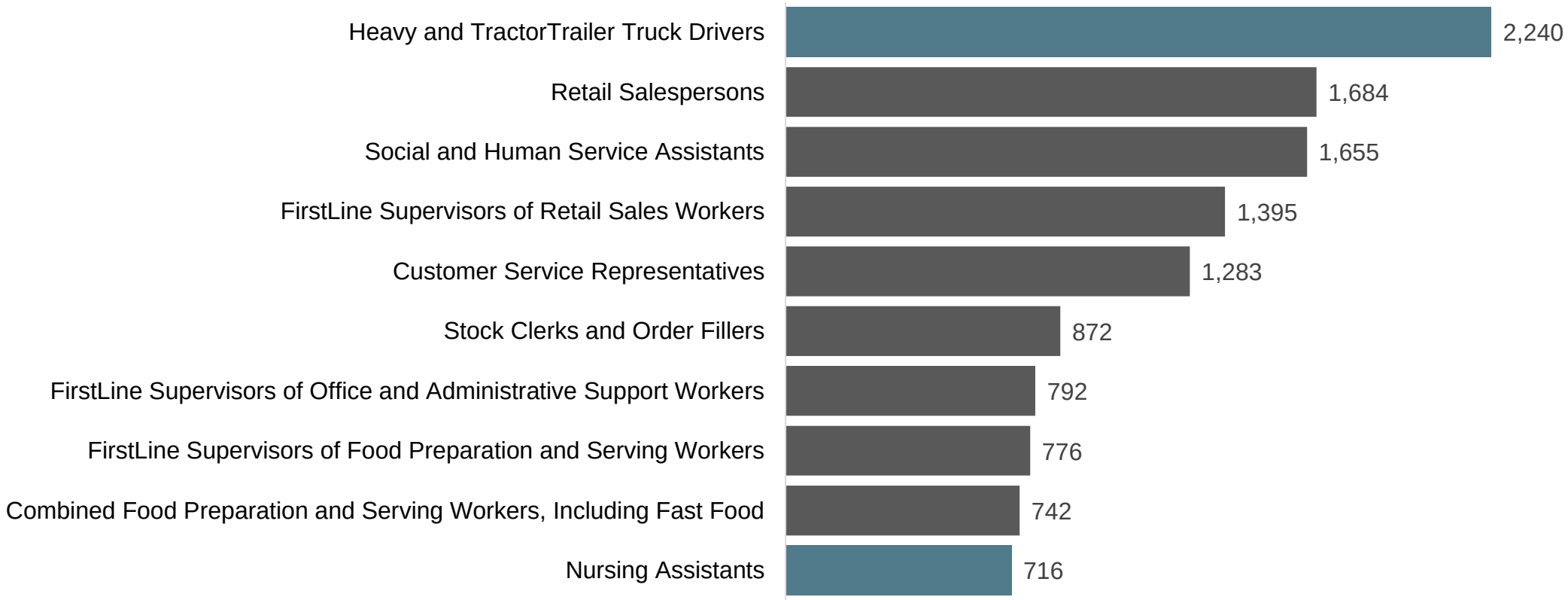
Employment Projections	Expected employment in 2017 (short term) and 2024 (long term) for a particular occupation, based on surveyed employers
Weighted Employer Demand	Short term openings from replacement and growth (2017), long term openings from replacement and growth (2024), and advertised online postings, averaged *Note: there are many different ways to measure "employer demand." The WSC team acknowledges that none are perfect, and thus an average of three different measures seeks to find middle ground.*

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



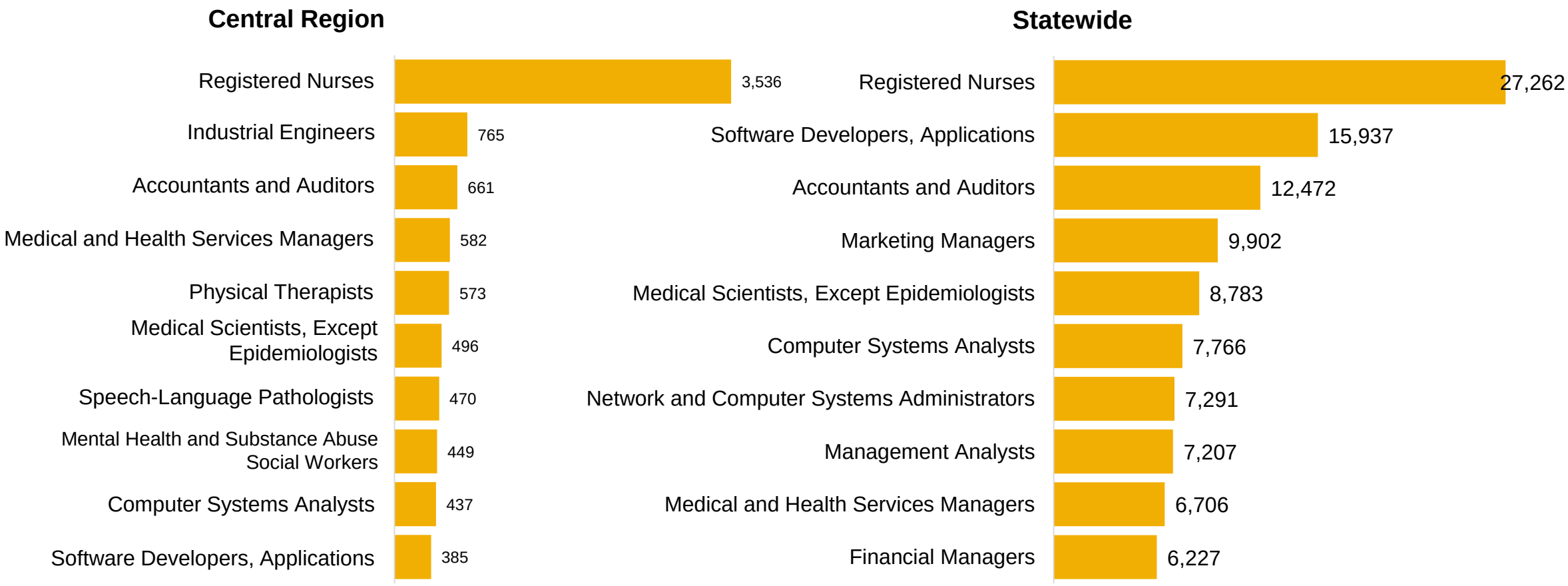
Occupational Employment Statistics, 2017 Projections and 2024 Projections, Conference Board Help Wanted OnLine

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



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

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



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

II.C Occupations by Demand Star Ranking

Terminology

Demand Star Ranking	Ranking of highest-demand, highest-wage jobs in Massachusetts, based on short-term employment projections (2017), long-term employment projections (2024), current available openings from Help Wanted Online, and median regional wage. *Ranking developed by State of Louisiana's workforce system and implemented with support of Boston Federal Reserve.*

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

Occupation	Associated Industry	Demand STARS	Median Wages
FirstLine Supervisors of Construction Trades and Extraction Workers	Construction	5	$67,108
Brickmasons and Blockmasons	Construction	4	$72,870
Carpenters	Construction	4	$45,727
Construction Laborers	Construction	4	$39,592
Operating Engineers and Other Construction Equipment Operators	Construction	4	$55,347
Electricians	Construction	5	$69,738
Plumbers, Pipefitters, and Steamfitters	Construction	4	$52,372
FirstLine Supervisors of Mechanics, Installers, and Repairers	Administrative and Waste Services	5	$69,814
Bus and Truck Mechanics and Diesel Engine Specialists	Transportation and Warehousing	4	$53,205
Mobile Heavy Equipment Mechanics, Except Engines	Construction	4	$57,063
Industrial Machinery Mechanics	Manufacturing	4	$50,511
Maintenance and Repair Workers, General	Real Estate and Rental and Leasing	4	$41,845

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

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

Occupation Title	Professional and Technical Services	Demand STAR	Wages Annual Median
Web Developers	Professional and Technical Services	4	$59,990
Computer User Support Specialists	Professional and Technical Services	4	$52,456
Paralegals and Legal Assistants	Professional and Technical Services	4	$55,859
Respiratory Therapists	Health Care and Social Assistance	4	$71,356
Dental Hygienists	Health Care and Social Assistance	4	$84,545
Radiologic Technologists	Health Care and Social Assistance	4	$77,109
Emergency Medical Technicians and Paramedics	Health Care and Social Assistance	4	$37,690
Surgical Technologists	Health Care and Social Assistance	4	$50,850
Licensed Practical and Licensed Vocational Nurses	Health Care and Social Assistance	4	$53,899
Physical Therapist Assistants	Health Care and Social Assistance	4	$54,270
Medical Assistants	Health Care and Social Assistance	4	$35,952
Firefighters	Public Administration	4	$51,477
Automotive Service Technicians and Mechanics	Construction	4	$40,880
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	Construction	4	$55,557
Heavy and TractorTrailer Truck Drivers	Professional and Technical Services	4	$46,015

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

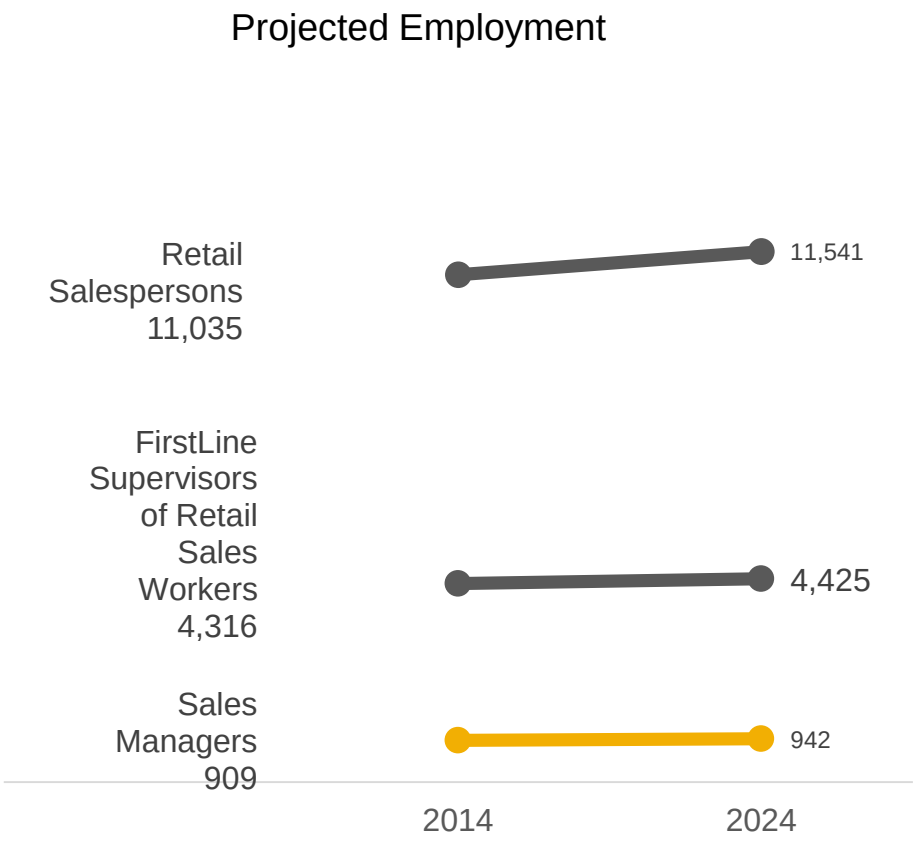
II.B.2: Selected 5-Star Occupations Requiring a BA+

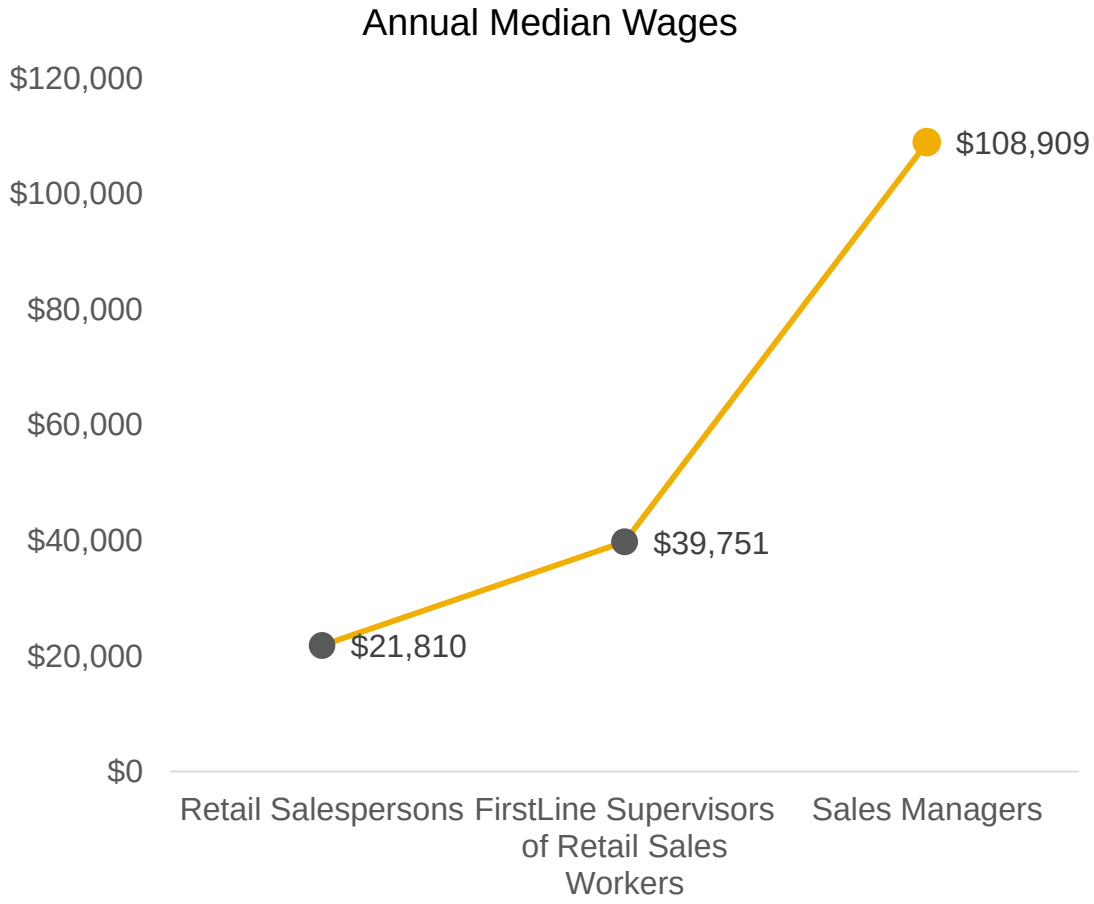
Occupation	Associated Industry	Demand STAR	Median Wages
General and Operations Managers	Professional and Technical Services	5	$97,586
Marketing Managers	Professional and Technical Services	5	$112,799
Sales Managers	Retail Trade	5	$108,909
Administrative Services Managers	Professional and Technical Services	5	$85,891
Computer and Information Systems Managers	Professional and Technical Services	5	$114,498
Financial Managers	Finance and Insurance	5	$86,268
Human Resources Managers	Professional and Technical Services	5	$92,479
Construction Managers	Construction	5	$97,054
Education Administrators, Elementary and Secondary School	Health Care and Social Assistance	5	$99,362
Medical and Health Services Managers	Health Care and Social Assistance	5	$97,583
Claims Adjusters, Examiners, and Investigators	Finance and Insurance	5	$63,710
Management Analysts	Professional and Technical Services	5	$76,908

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

II.D: Career Pathways

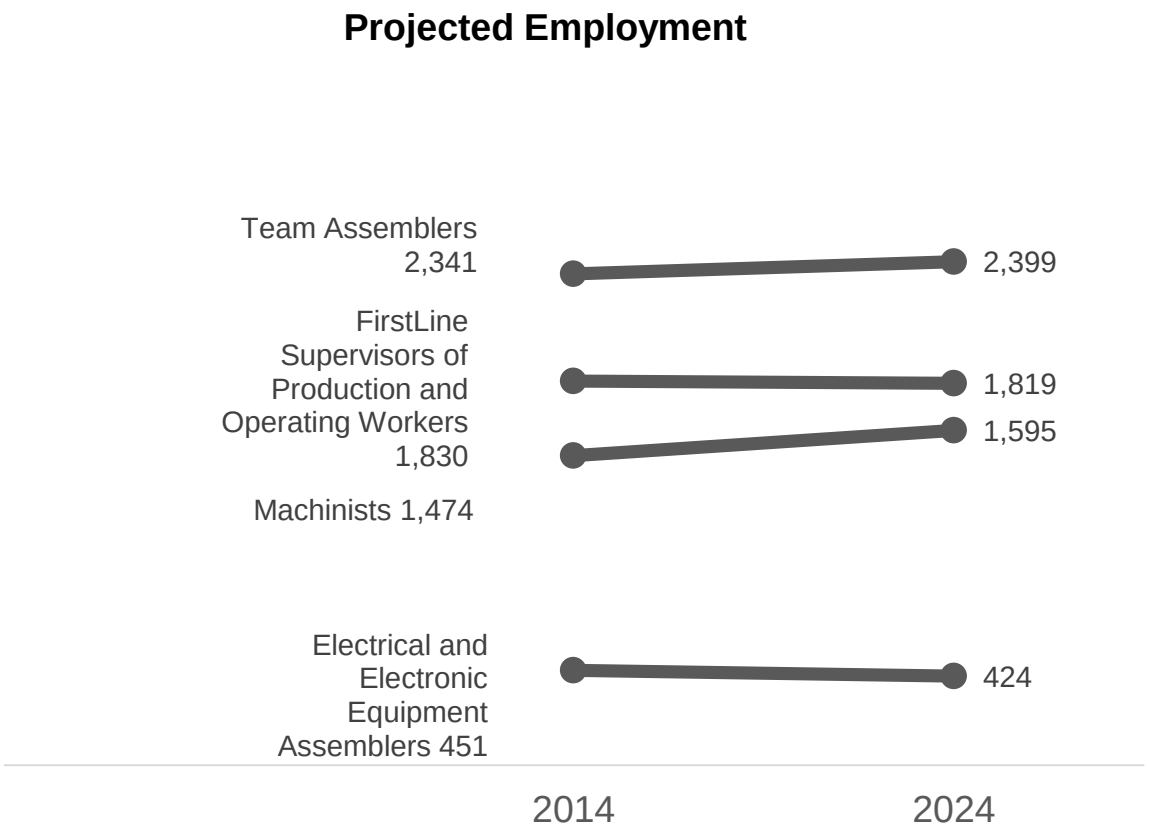
II.E.1: Retail Career Pathway

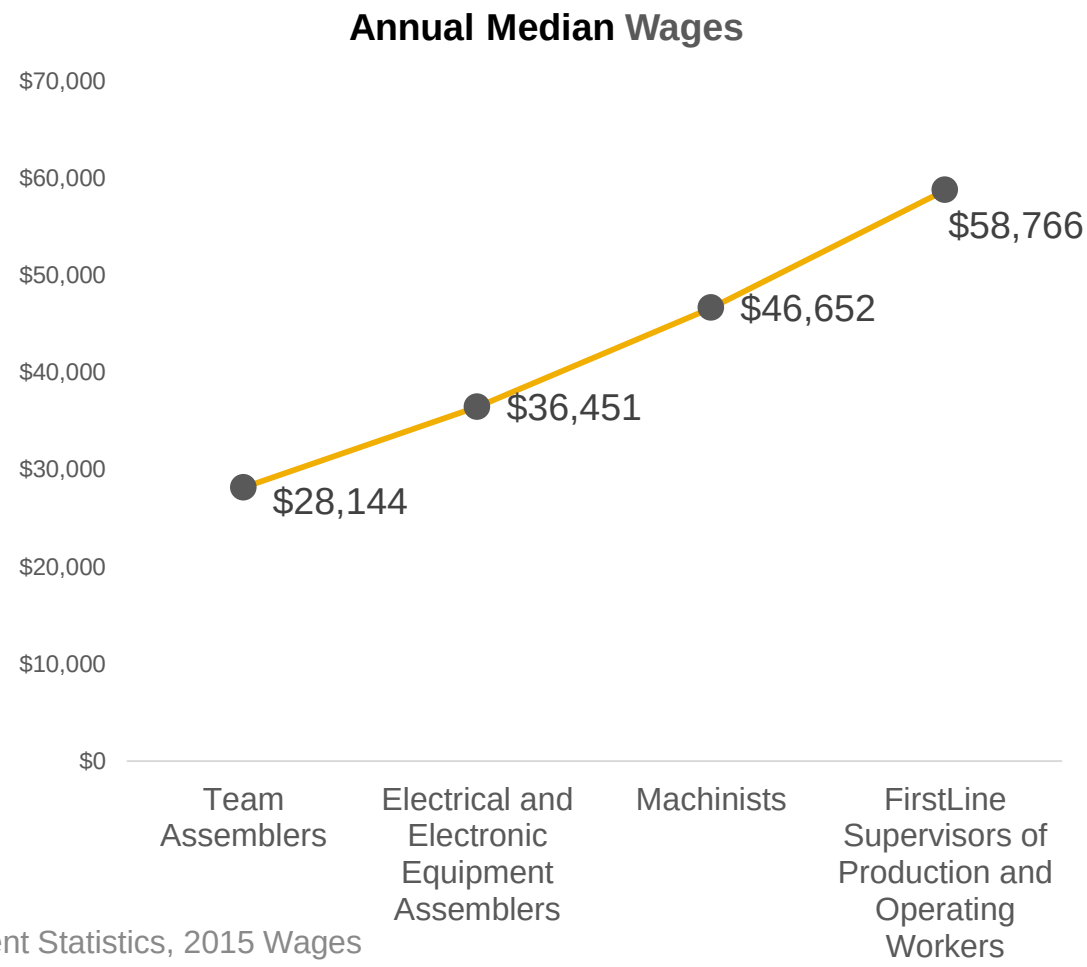




Occupational Employment Statistics, 2014-2024 Projections; Occupational Employment Statistics, 2015 Wages

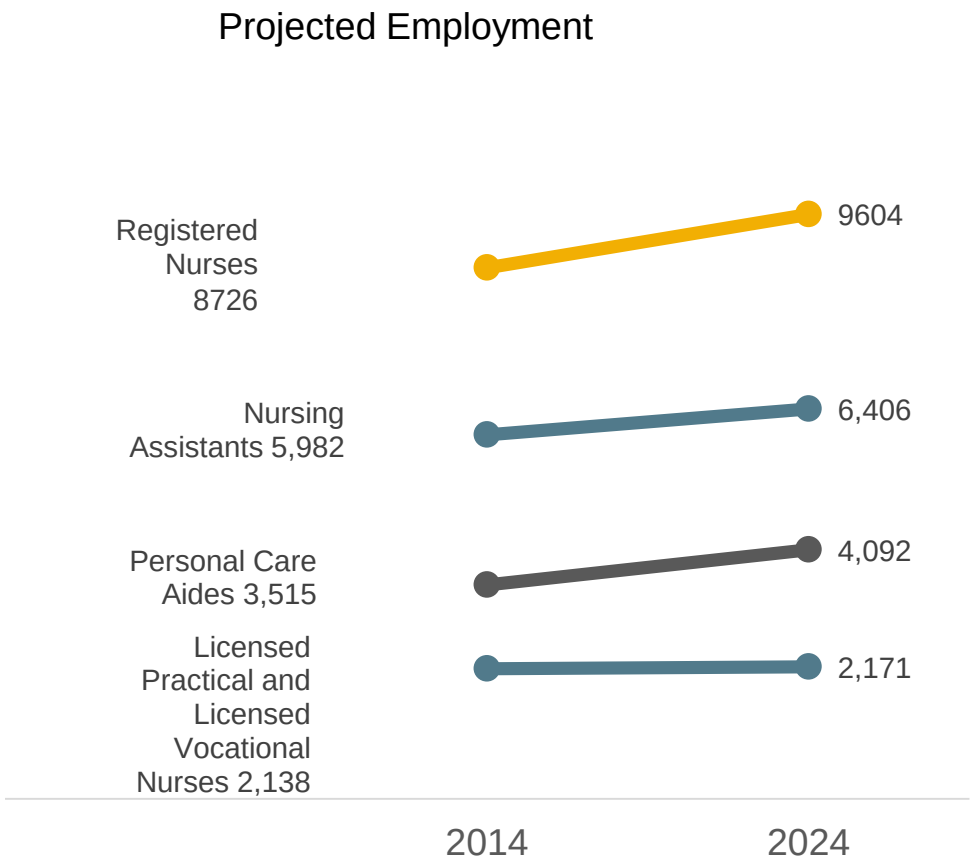
II.E.2: Manufacturing Career Pathway

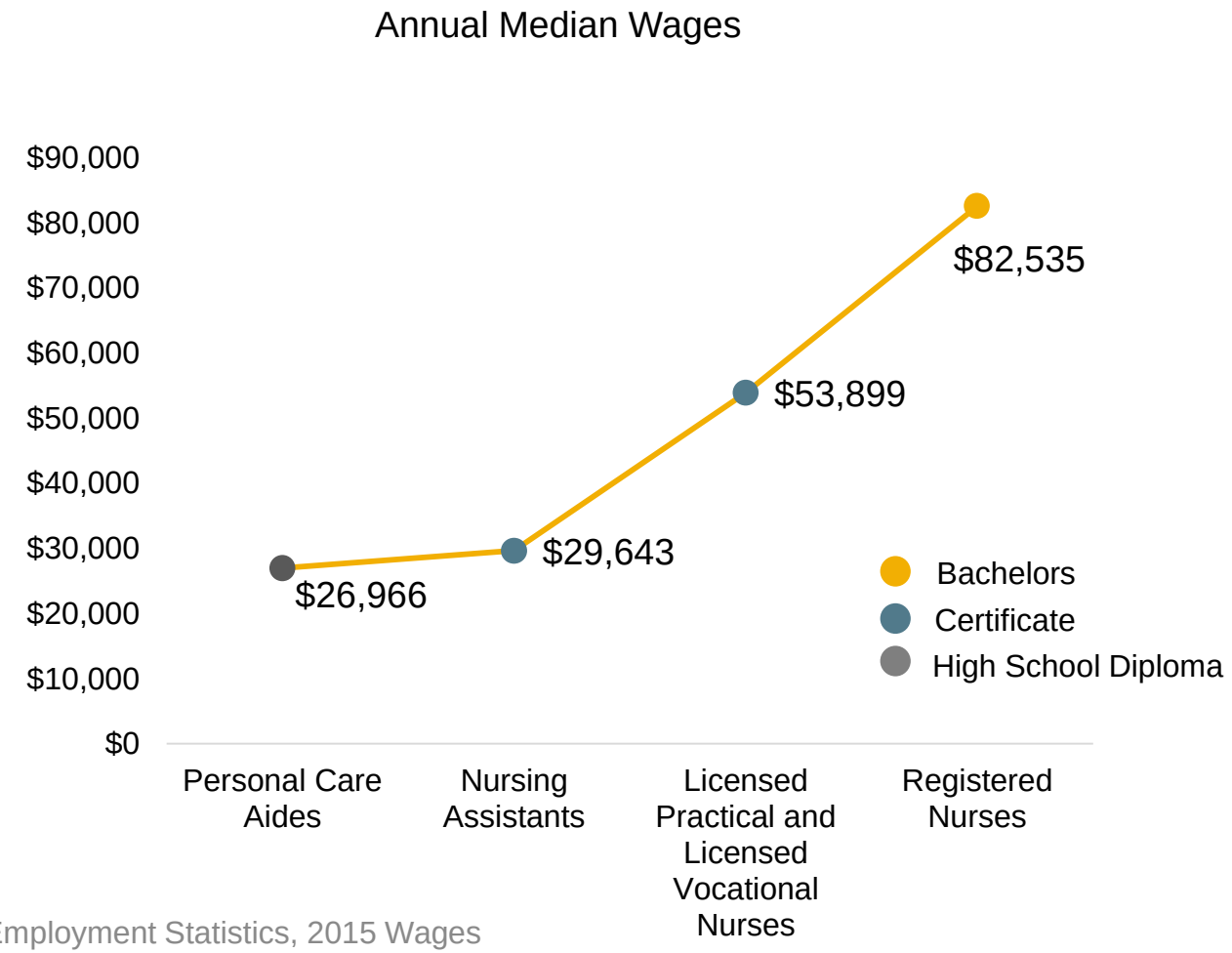




Occupational Employment Statistics, 2014-2024 Projections; Occupational Employment Statistics, 2015 Wages

II.E.3: Nursing Career Pathway





Occupational Employment Statistics, 2014-2024 Projections; Occupational Employment Statistics, 2015 Wages

Where Do We Want to Go?
Regional Goals

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

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

Next Steps

Region

- Workforce Boards role

State

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

Closing and Next Steps

What is your take-away from today?

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