Regional Planning

Massachusetts Workforce Skills Cabinet 2017

strategy matters

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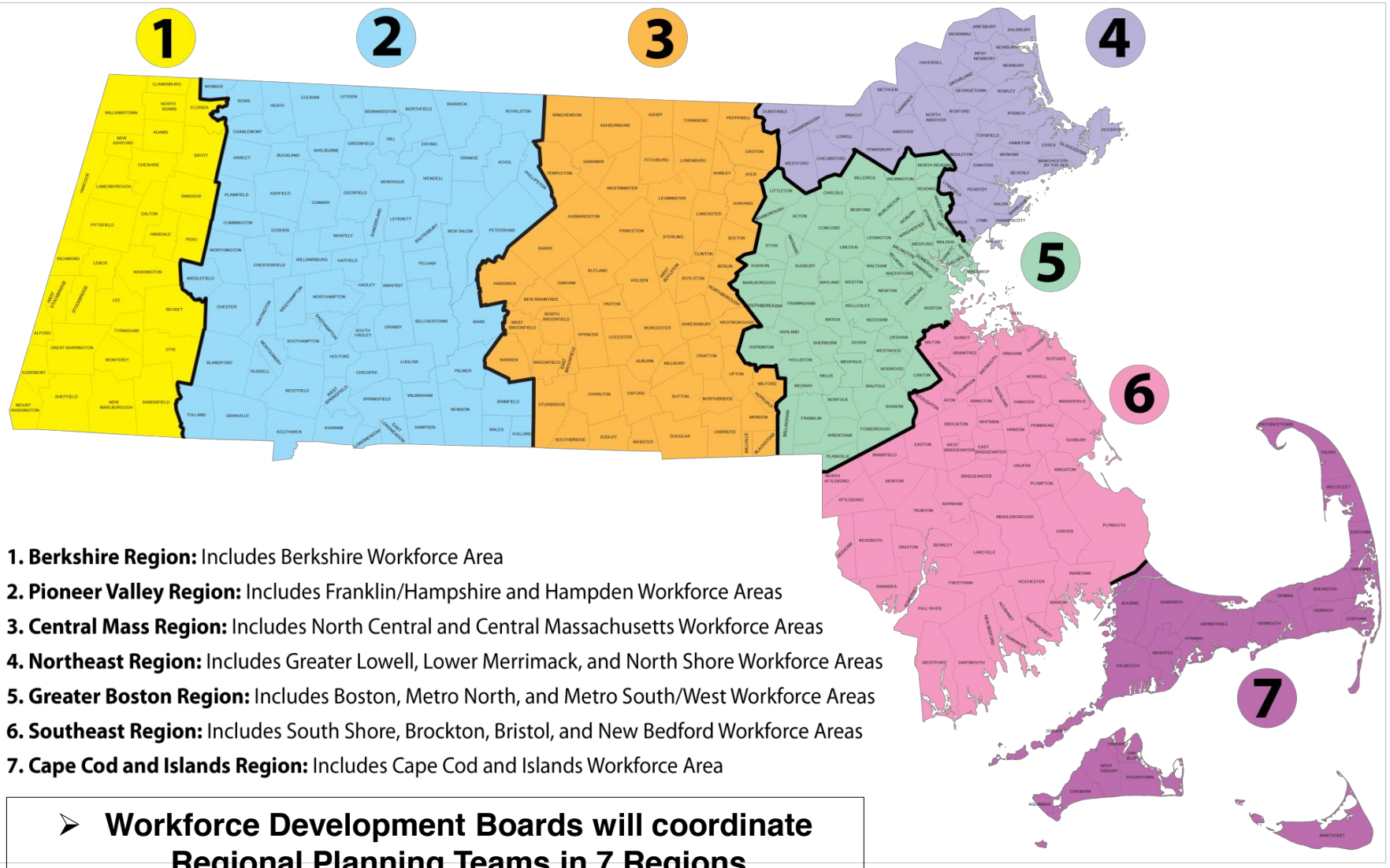
What are we asking you to do?

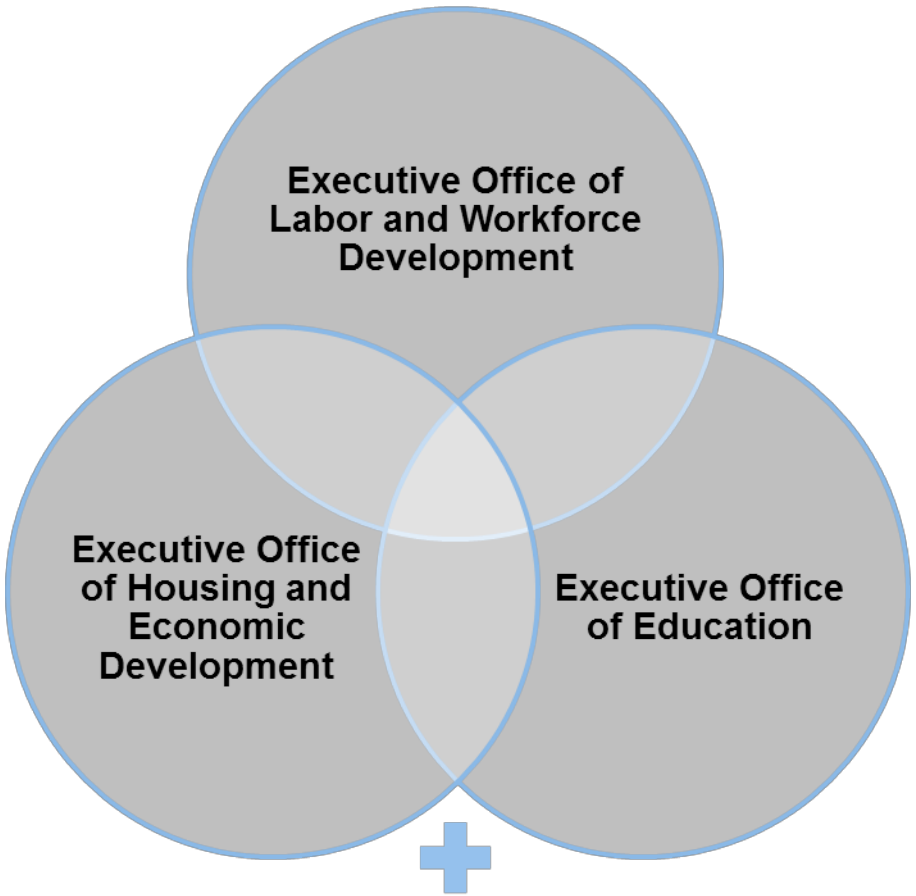


1. **Berkshire Region:** Includes Berkshire Workforce Area
2. **Pioneer Valley Region:** Includes Franklin/Hampshire and Hampden Workforce Areas
3. **Central Mass Region:** Includes North Central and Central Massachusetts Workforce Areas
4. **Northeast Region:** Includes Greater Lowell, Lower Merrimack,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

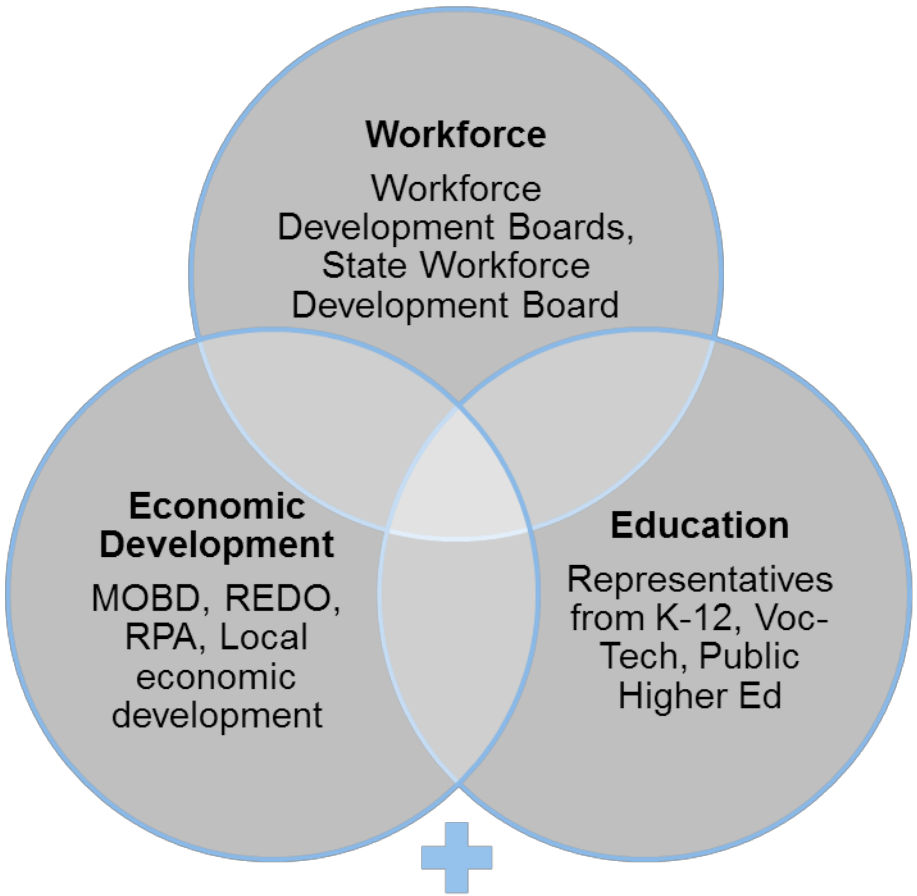
New State-Regional Structure

Workforce Skills Cabinet



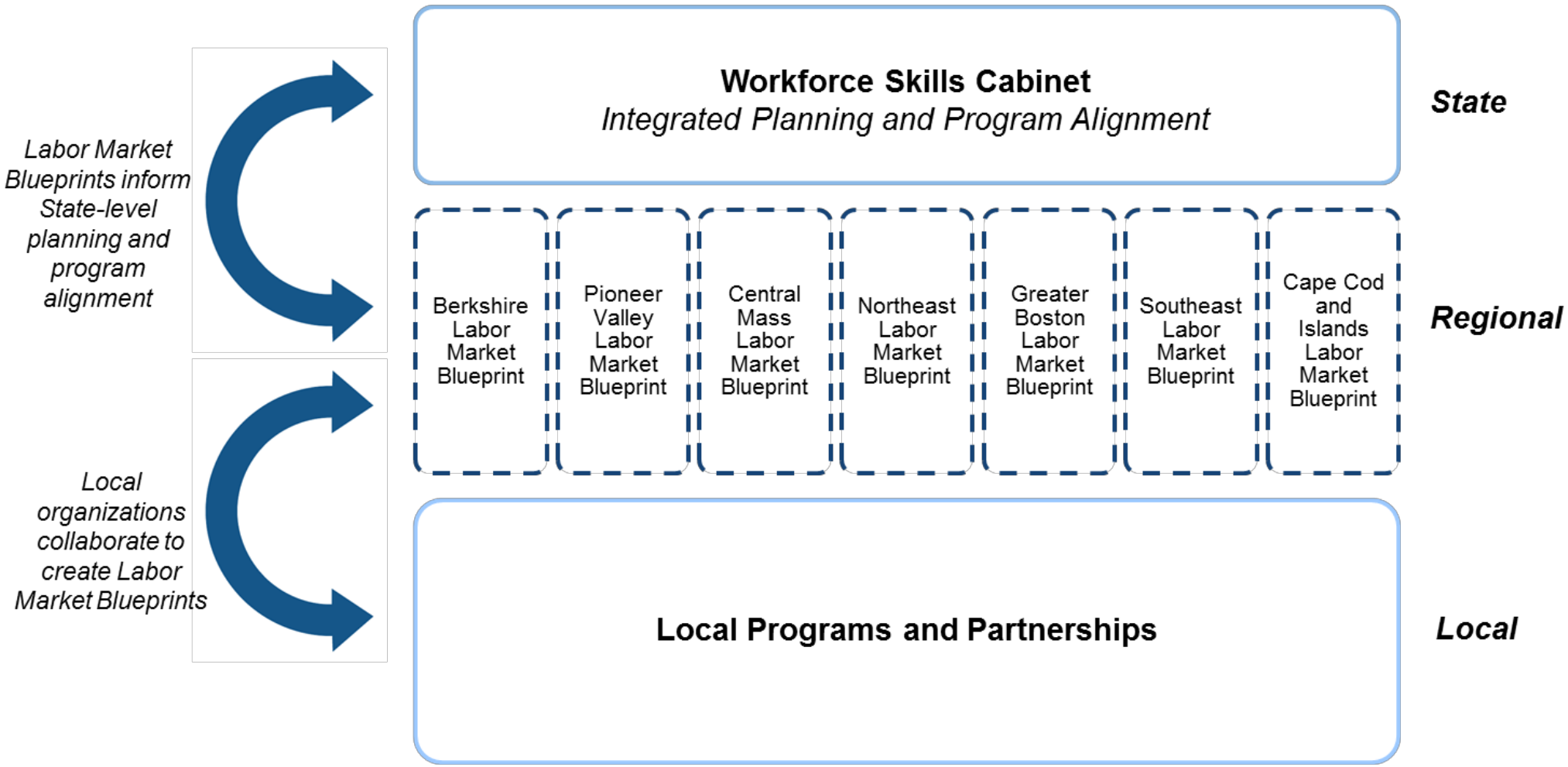
----- State-Level Stakeholder Engagement-----

Regional Planning Team



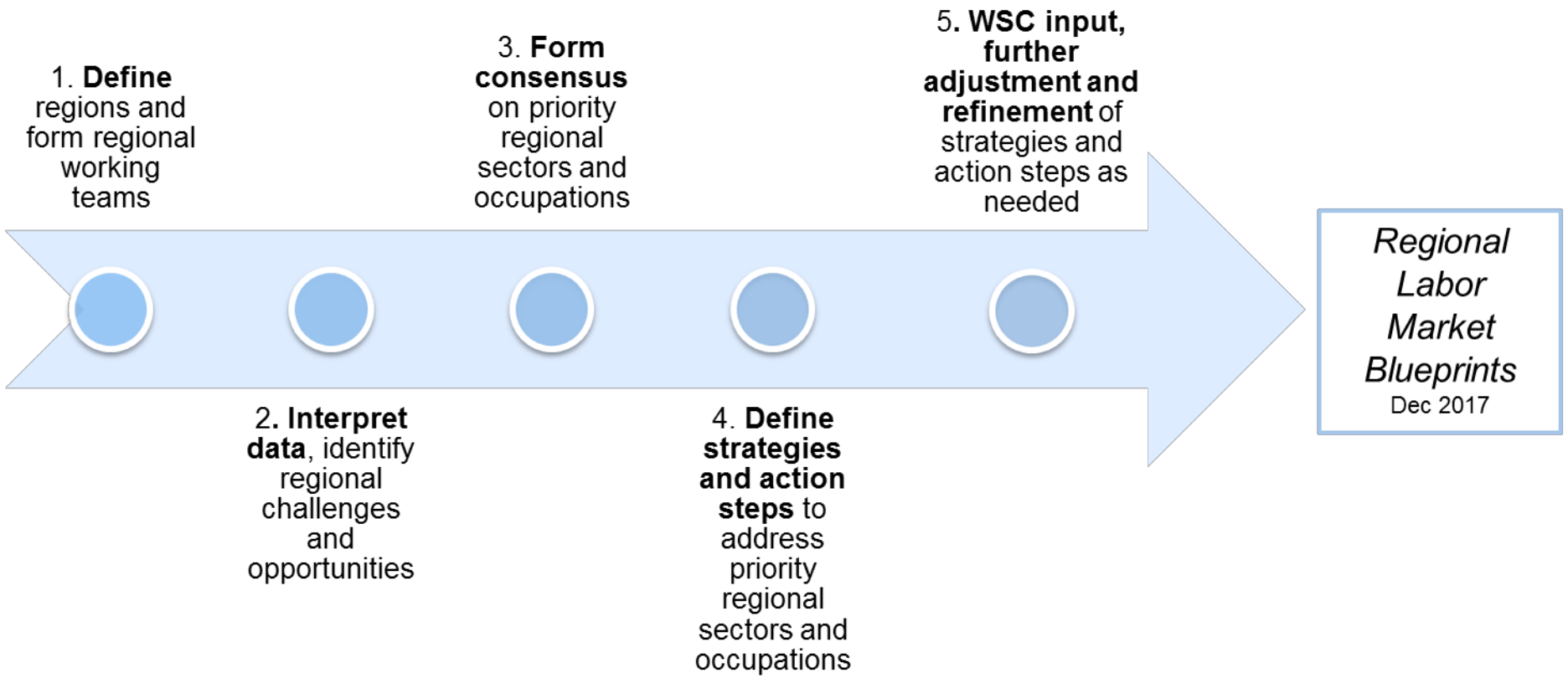
----- Regional Stakeholder Engagement-----

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?

Southeast Region Data Package

Massachusetts Regional Planning Initiative 2017

strategy matters

BLAKELY CONSULTING LLC.

SIGILLUM REIPUBLICÆ MASSACHUSETTENSIS.

LMI Overview

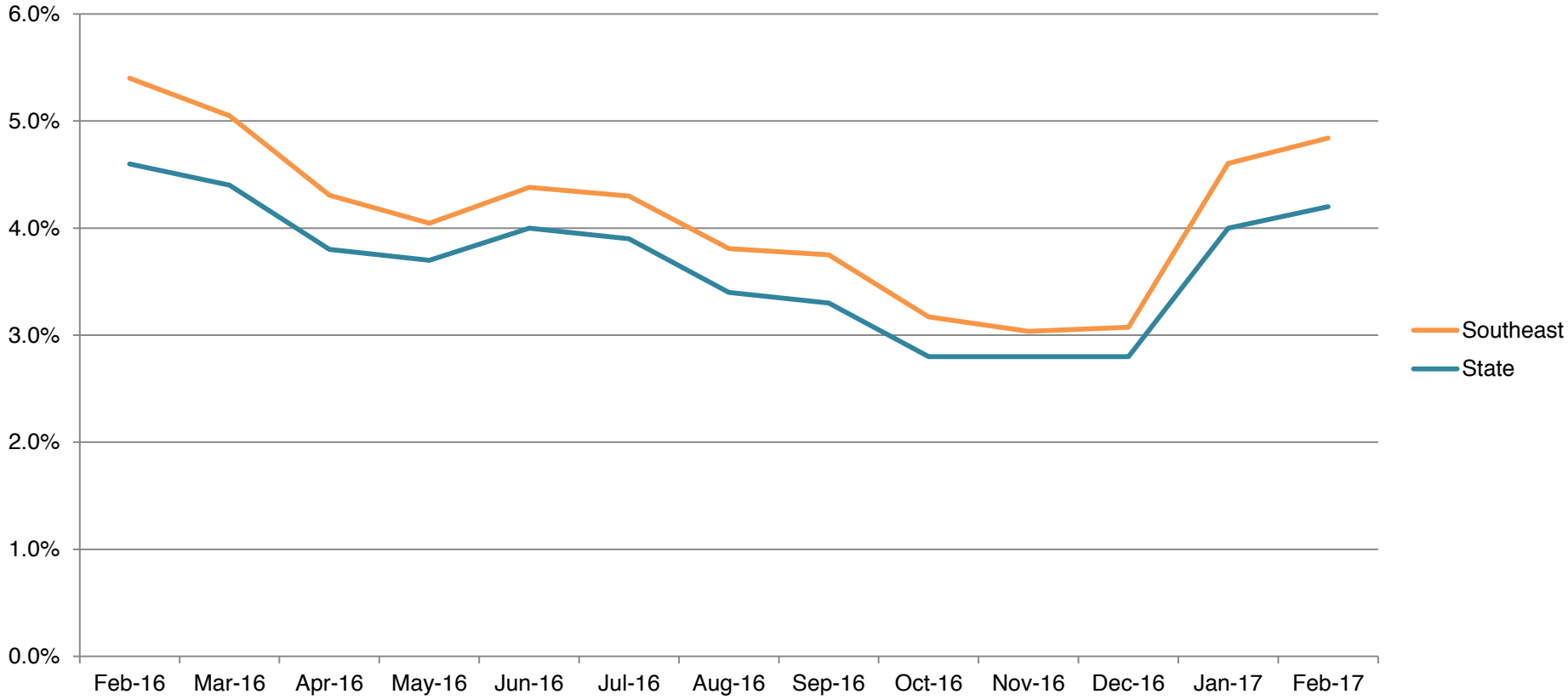
- Employers in our region have difficulty filling available openings.
- This **team** – representing education, workforce development, and economic development – is asked to identify skill gaps in priority sectors and occupations in your region and prioritize solutions to these skill gap problems.
- 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

Southeast MA unemployment trends are generally aligned MA trends, and regional rates tend to be approximately .5%-1% higher than the State.

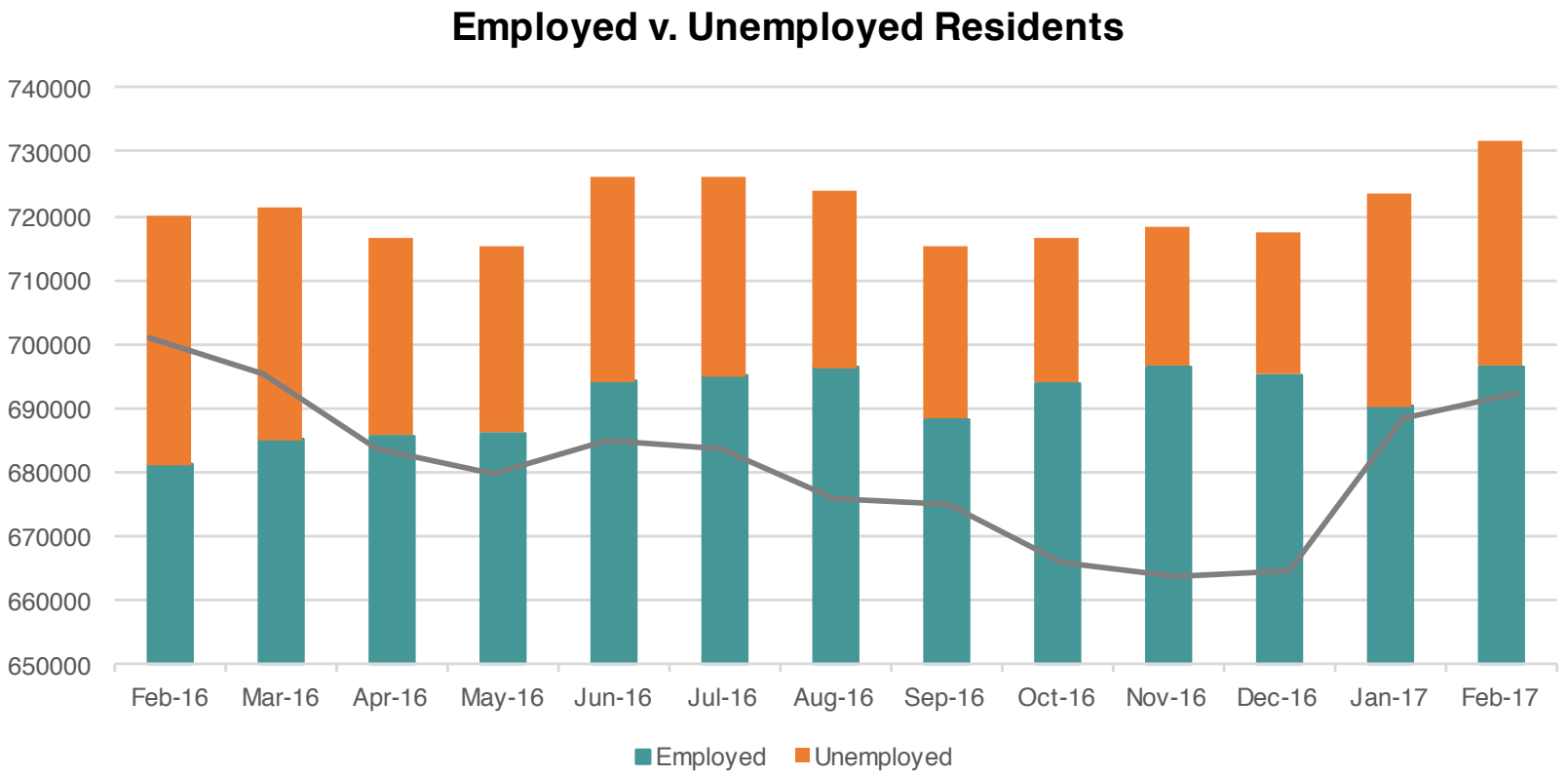


Feb 2017 Labor Force: 720,121

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

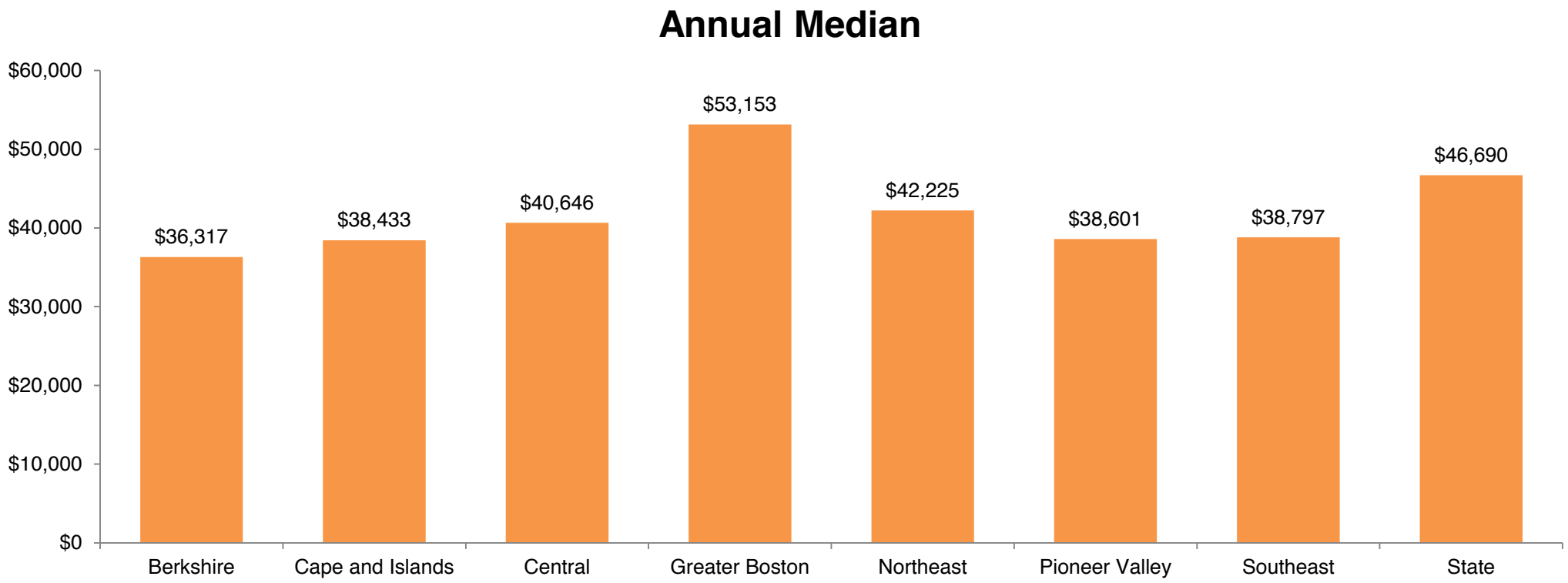
Labor Market Overview: Labor Force

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



Median Wage

Southeast MA rivals its neighbor, the Cape and Islands, for wage, but borders Greater Boston, home to the region's highest median wage.

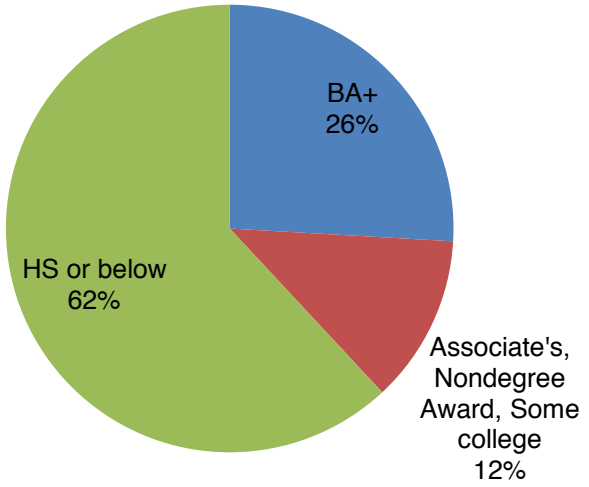


Occupational Employment Statistics Wages, 2015

Educational Requirements for Employment

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

2017 Projected Employment by Educational Requirement



Total Projected Employment: 492,619

2017 Occupational Employment Statistics Projections, BLS

Preview

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

Part I: Regional Industry Overview and Profiles

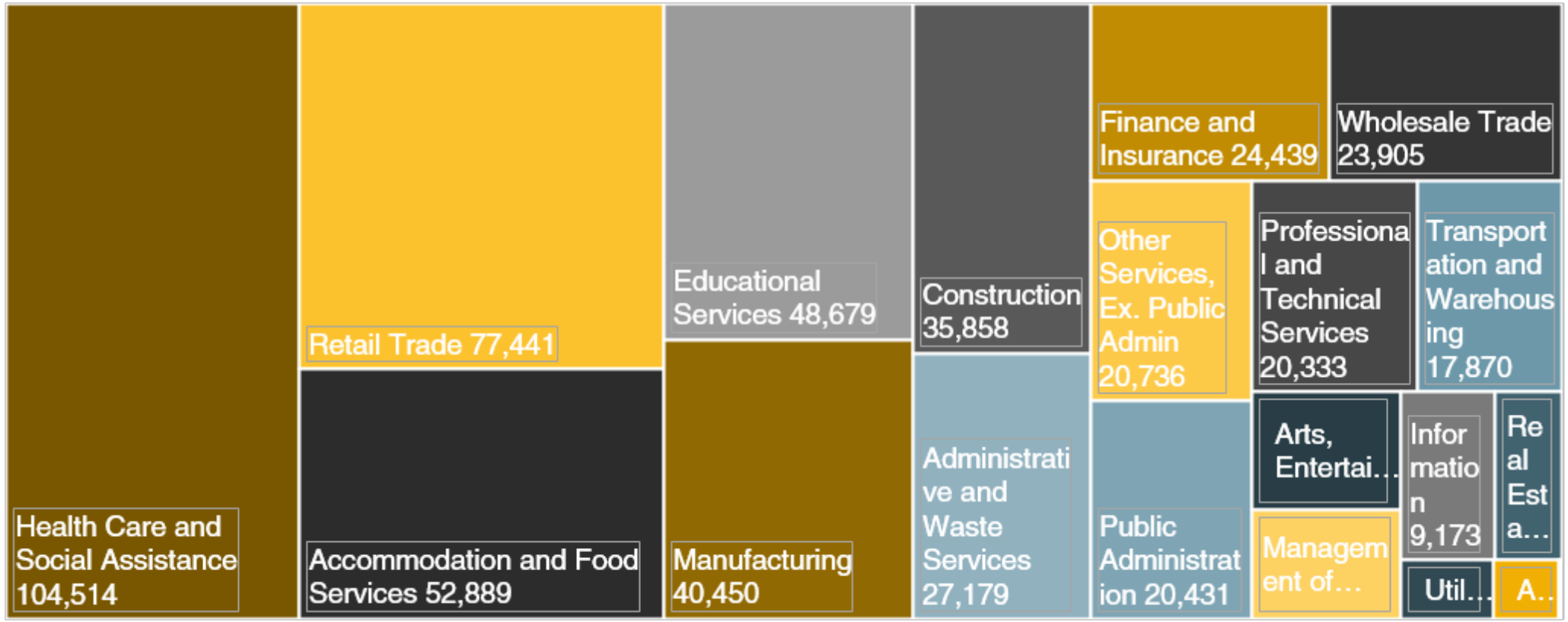
Who are the employers in our region?

Terminology

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

I.A.1: Southeast Region Sector Makeup

by total employment

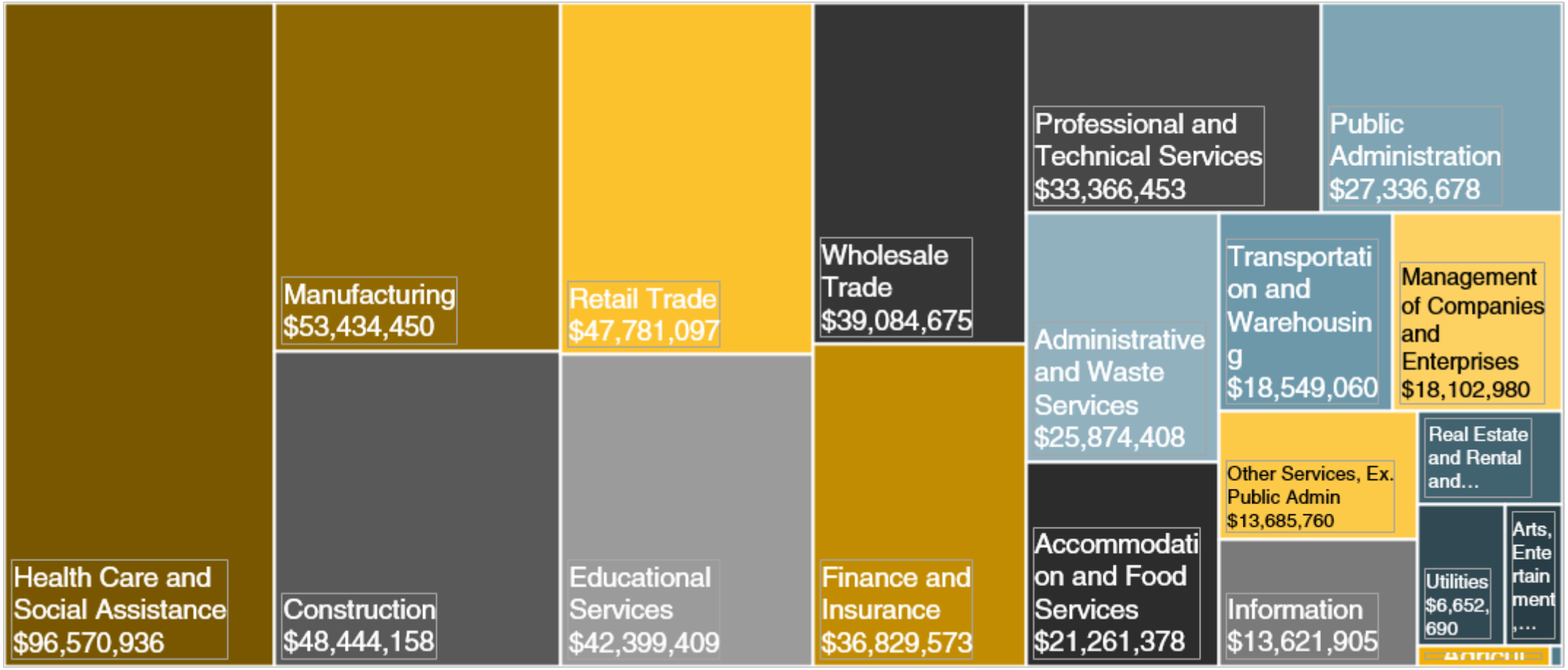


Arts: 10,163
Management: 9,478
Real Estate: 6,547
Utilities: 3,070
Agriculture: 2,214

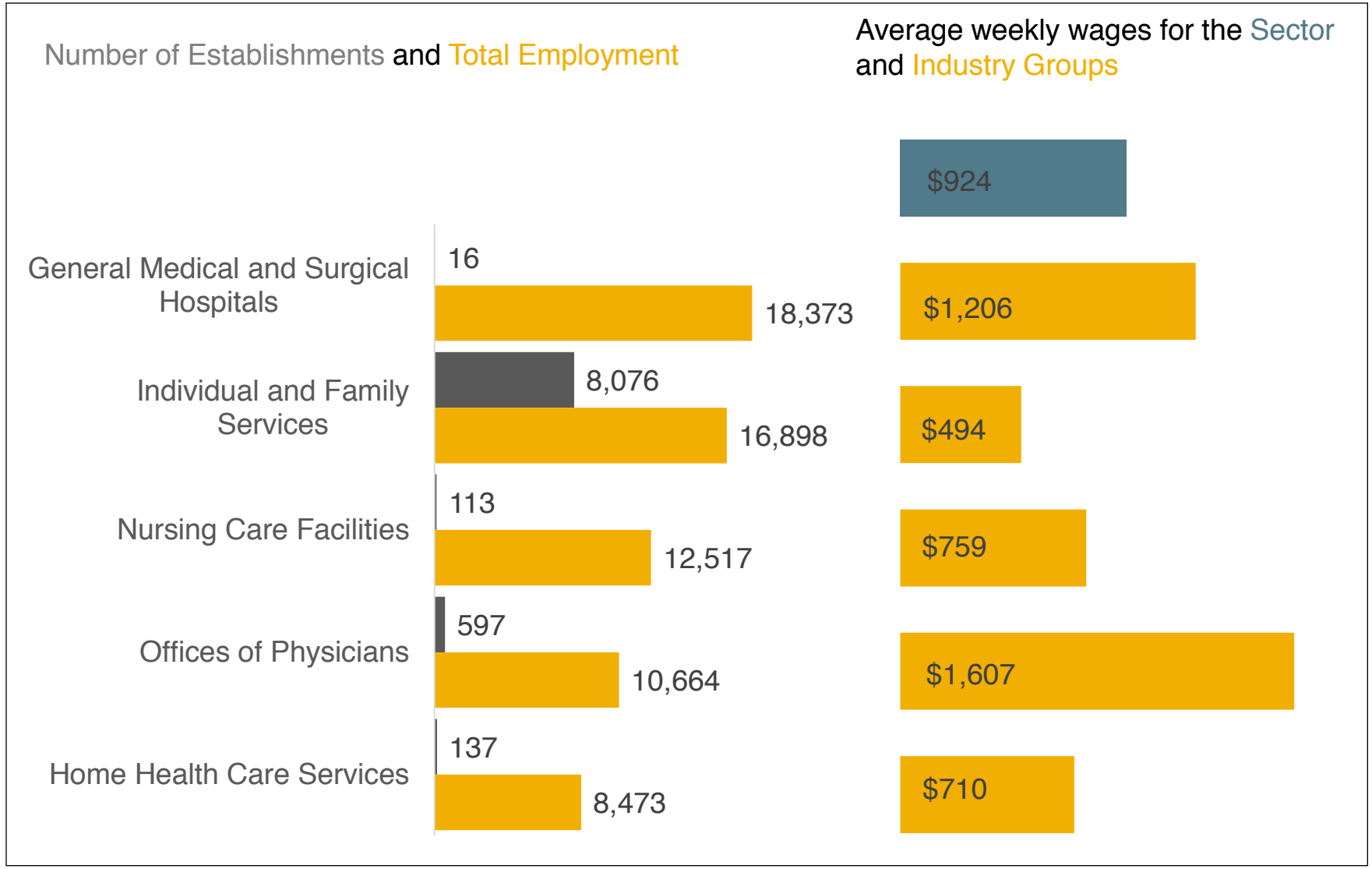
DUA/BLS Quarterly Census of Employment and Wages, QTR 3 2016

I.A.2: Southeast Region Sector Makeup

by total wages



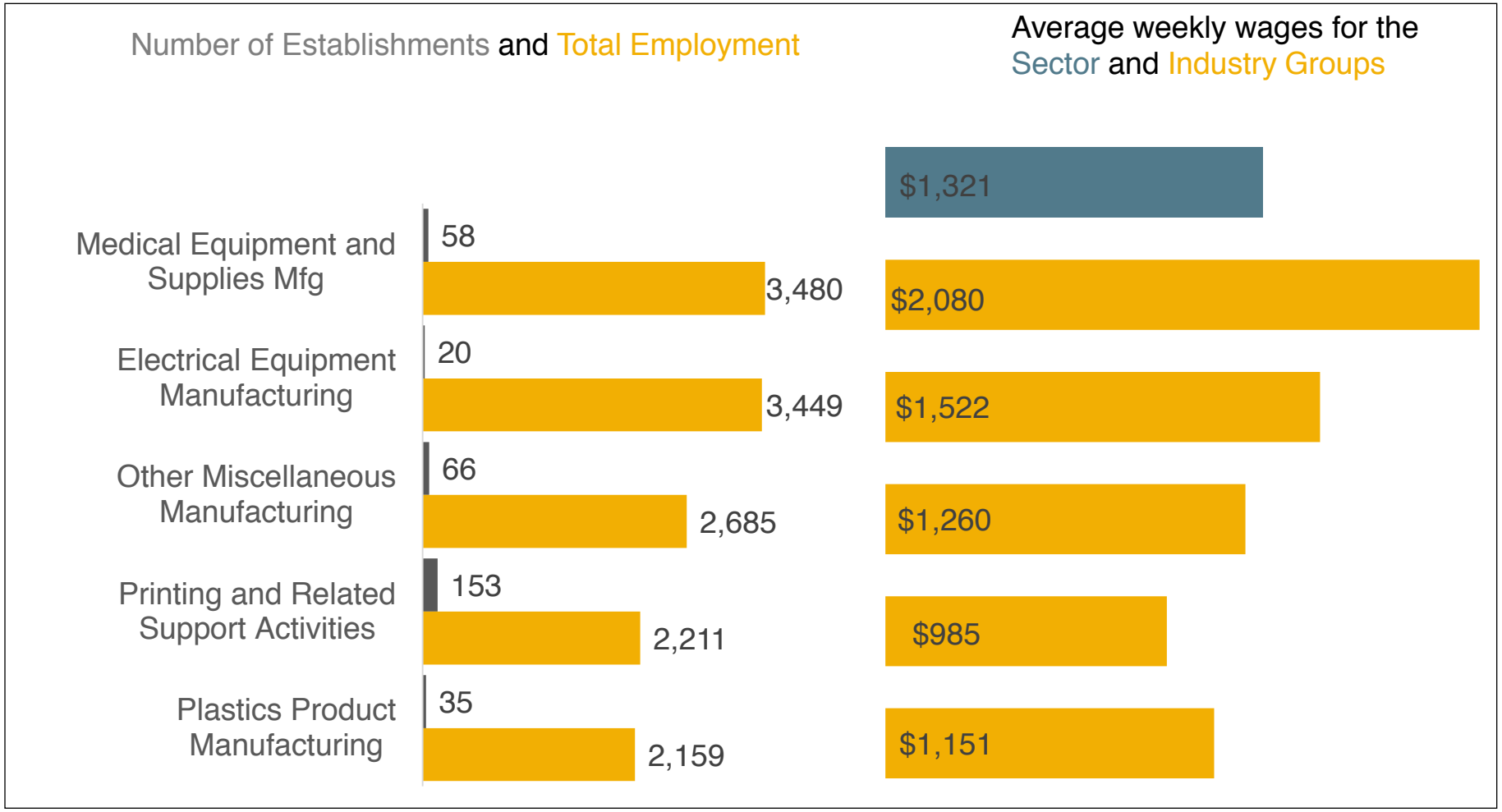
I.B.1: Health Care Industry Groups



Largest Employers by 12-month Job Postings	
Employer	Postings
South Shore Hospital	265
Signature Healthcare	199
Kindred Healthcare	153
Life Care Centers of America	148
Steward Health Care System, LLC	131

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

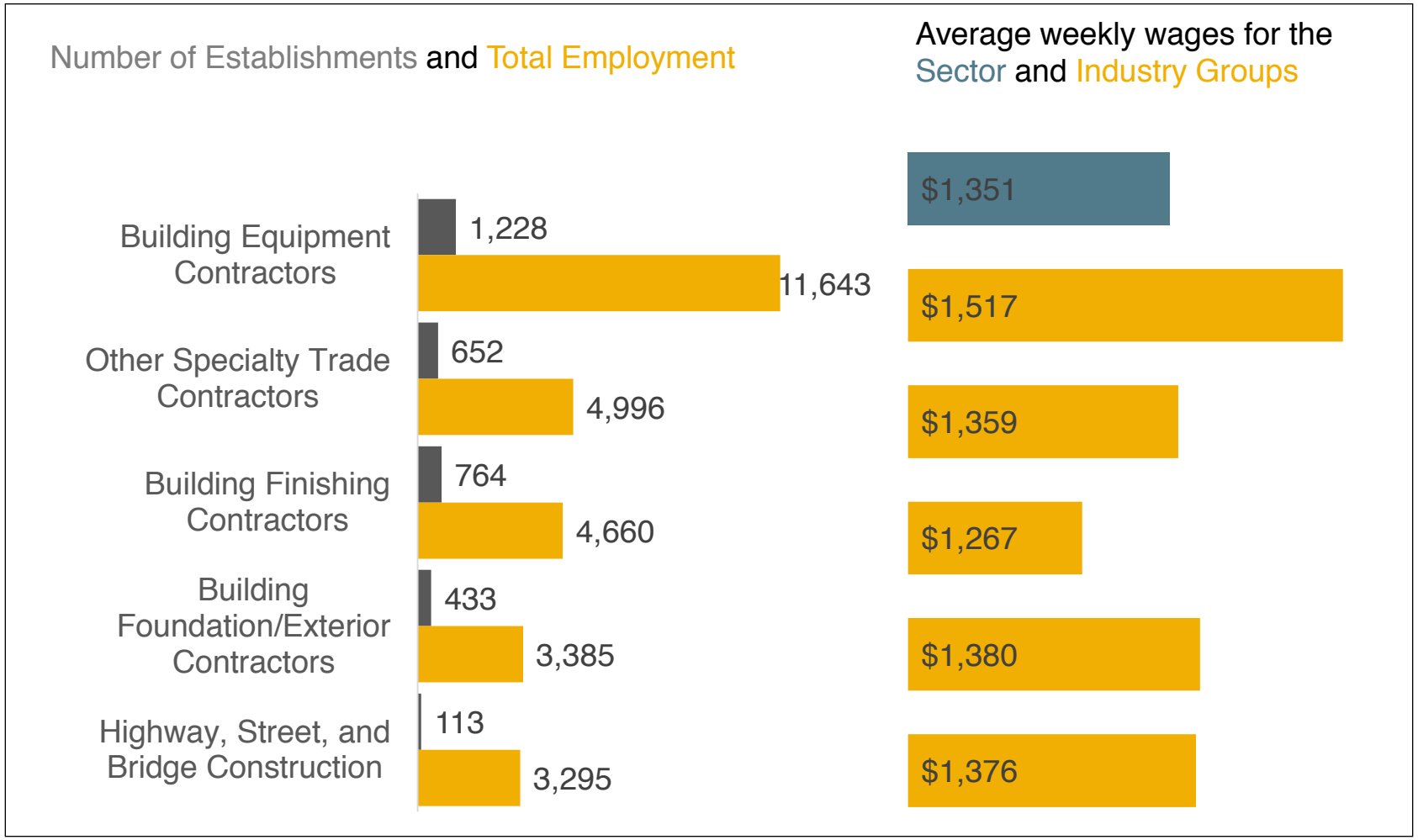
I.B.2: Manufacturing Industry Groups



Largest Employers by 12-month Job Postings	
Employer	Postings
Johnson and Johnson Family of Companies	389
Haemonetics Corporation	372
General Dynamics	76
Blount Fine Foods	68
Smith & Nephew Inc.	63

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

I.B.3: Construction Industry Groups

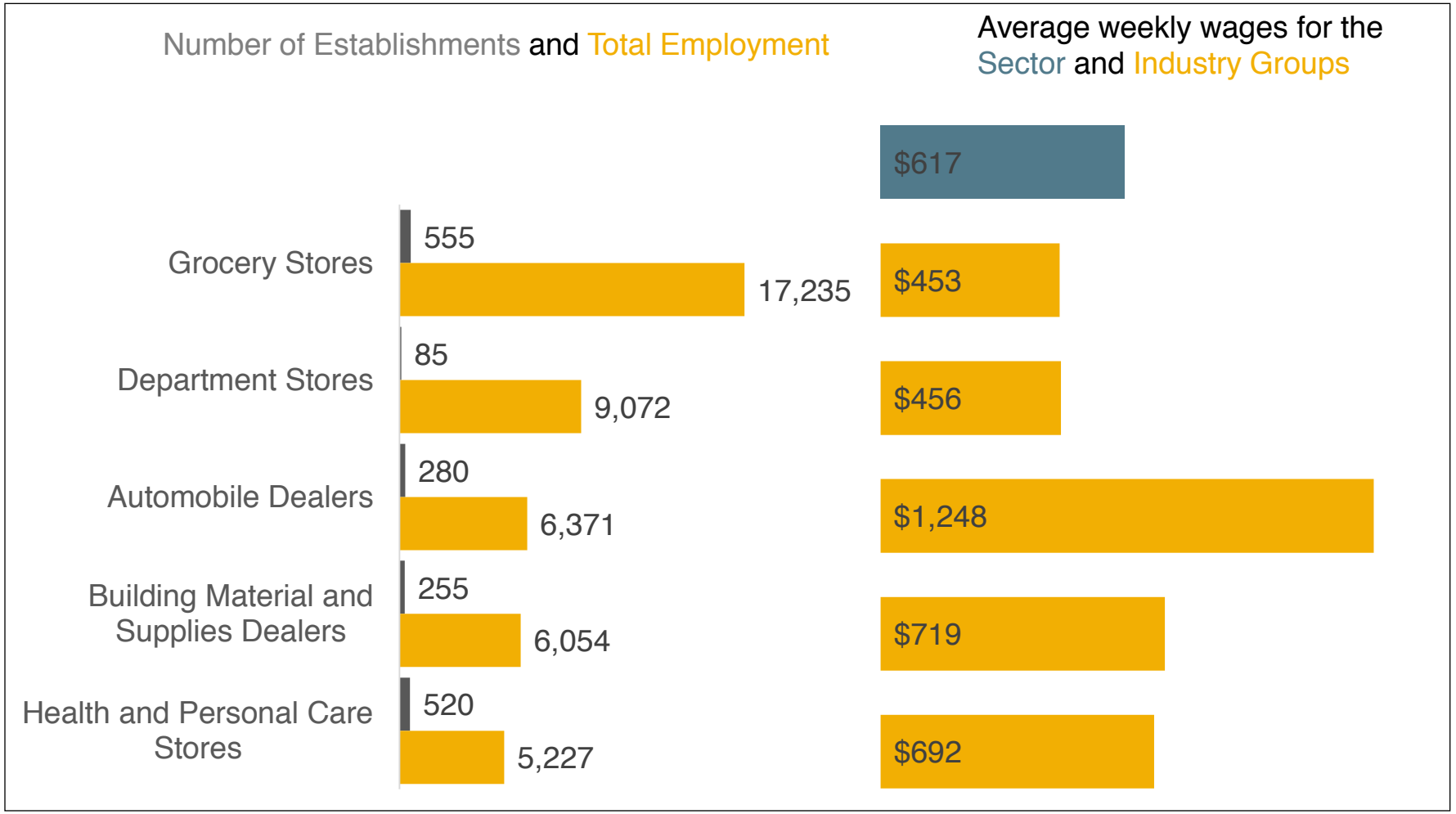


Largest Employers by 12-month Job Postings

Employer	Postings
DISH Network Corporation	64
State of Massachusetts	44
CAREGIVER Homes	15
American Residential Services	12
T&K Asphalt Services	10

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

I.B.4: Retail Industry Groups

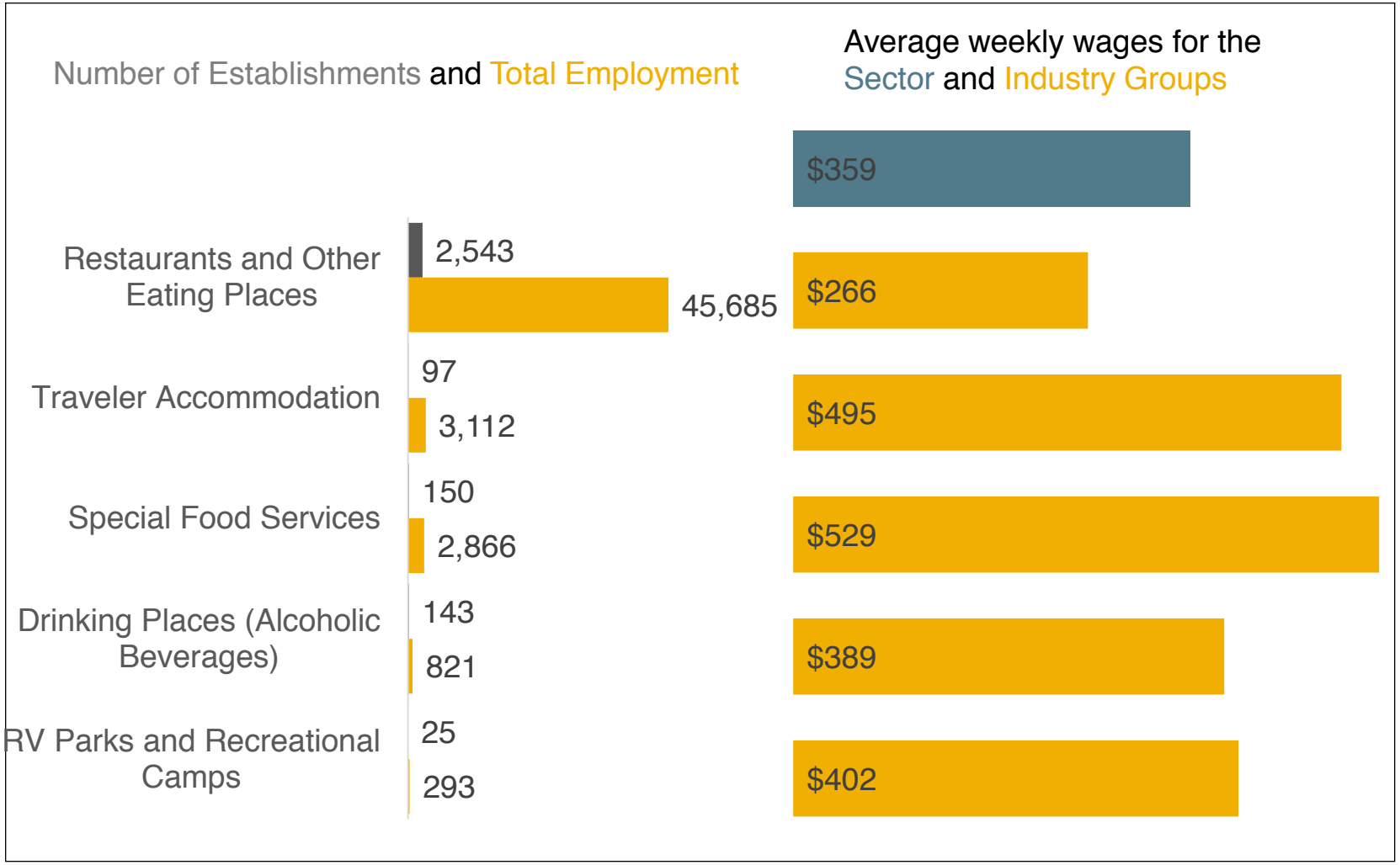


Largest Employers by 12-month Job Postings

Employer	Postings
Lowe's	846
Target Corporation	458
Macy's	408
Bridgestone	235
Kohl's Corporation	175

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

I.B.5: Accommodation Industry Groups



Largest Employers by 12-month Job Postings	
Employer	Postings
Red Robin	116
Dell	103
Panera Bread	81
Chipotle	65
Marriott	60

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

II. Occupations

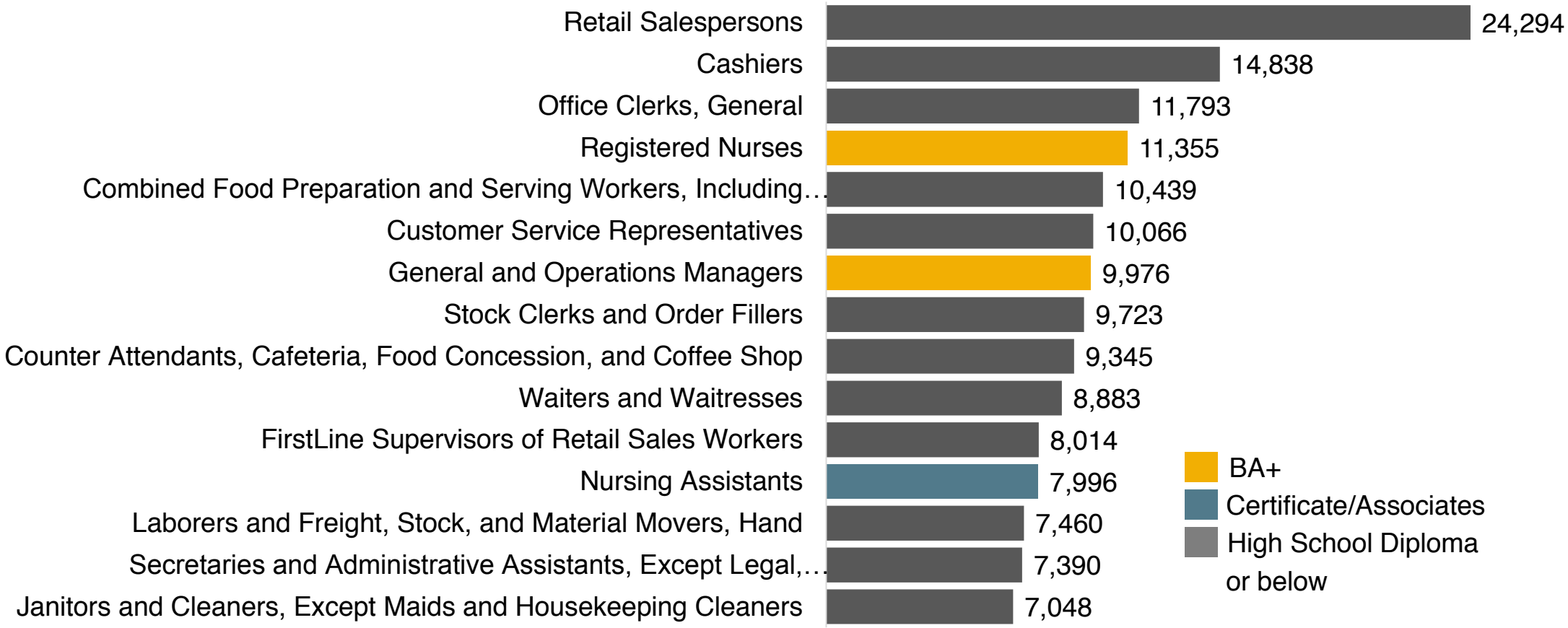
What work are people doing, and what work do employers need people to do?

II.A: Occupations by Share of Employment

Terminology

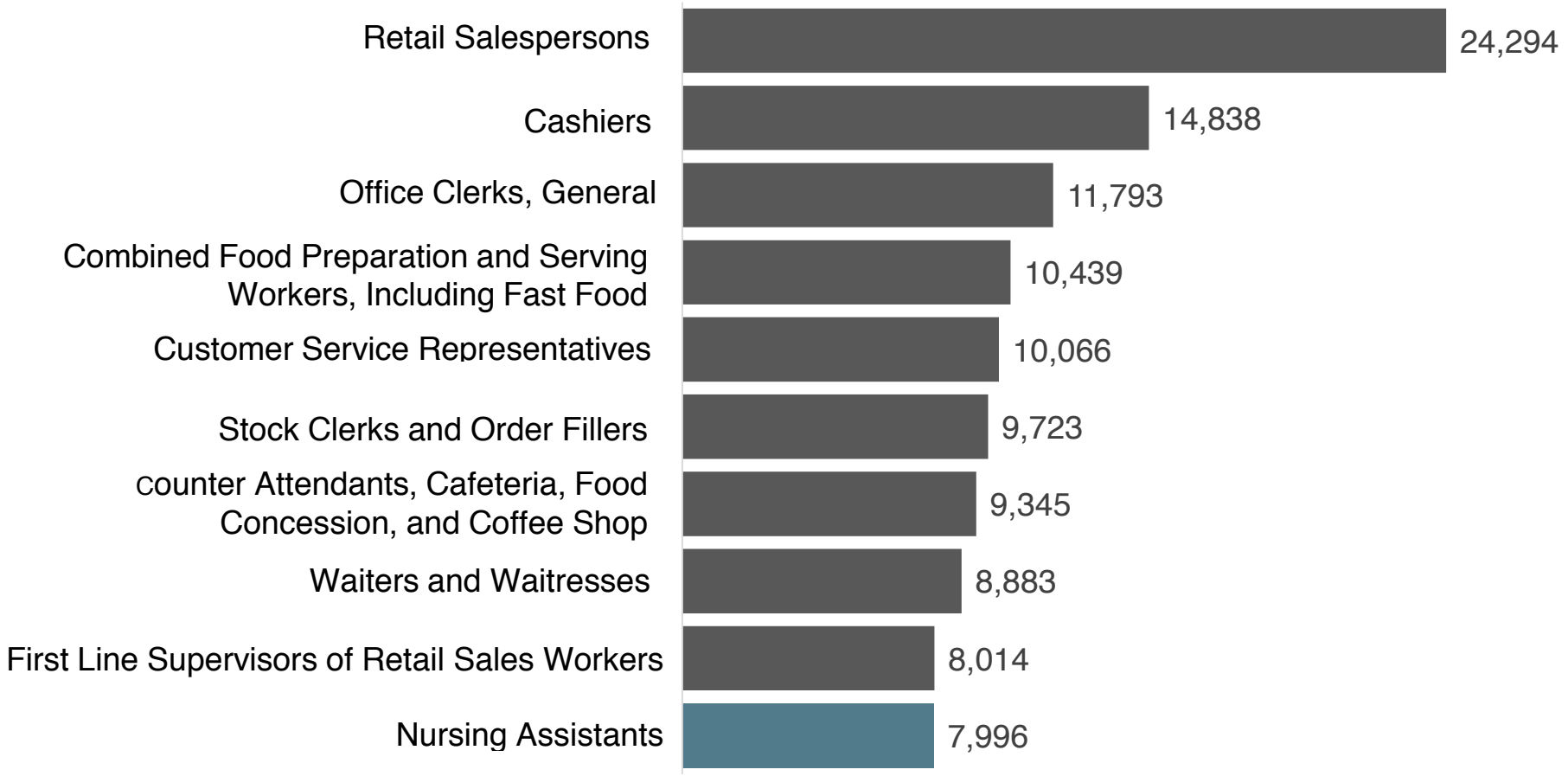
Employment Share	Number of workers currently in a specific industry or sector across all employers
Occupation	A job or profession, not specific to an industry, defined by SOC code

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



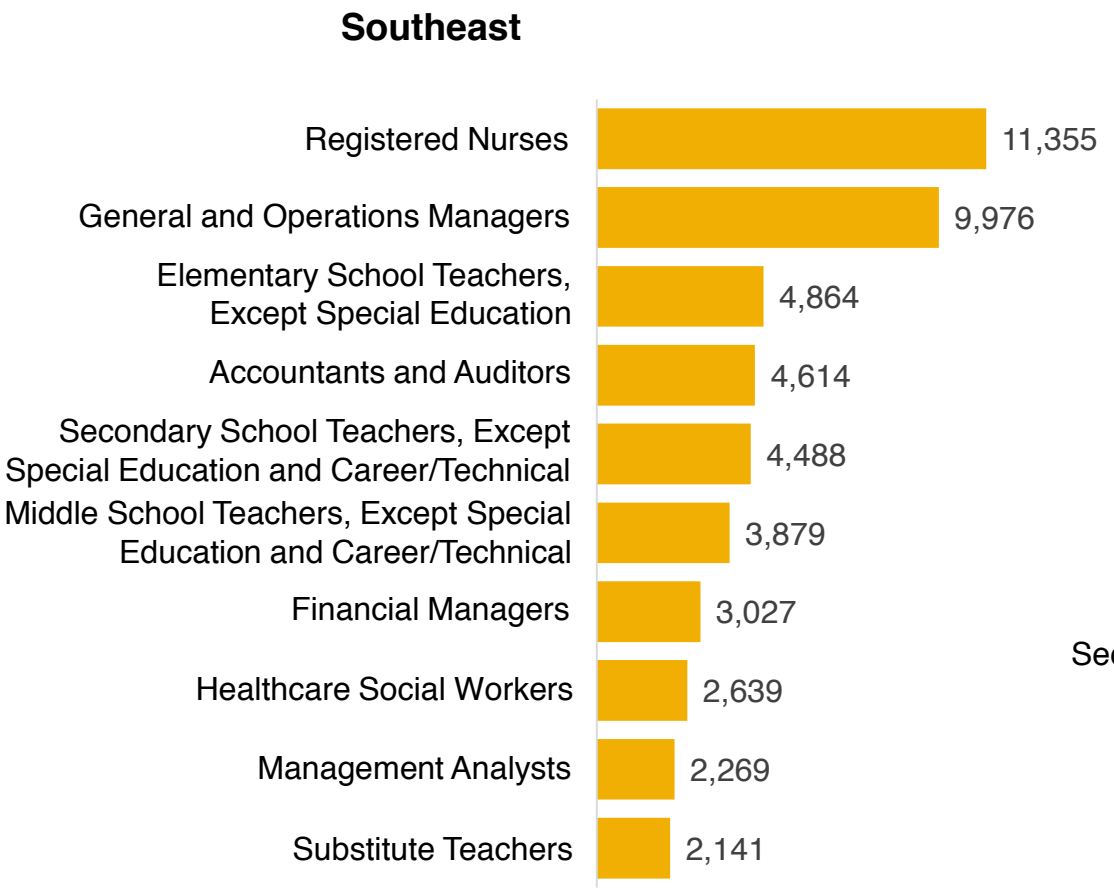
Occupational Employment Statistics, 2015 Short-Term Projection Employment Base

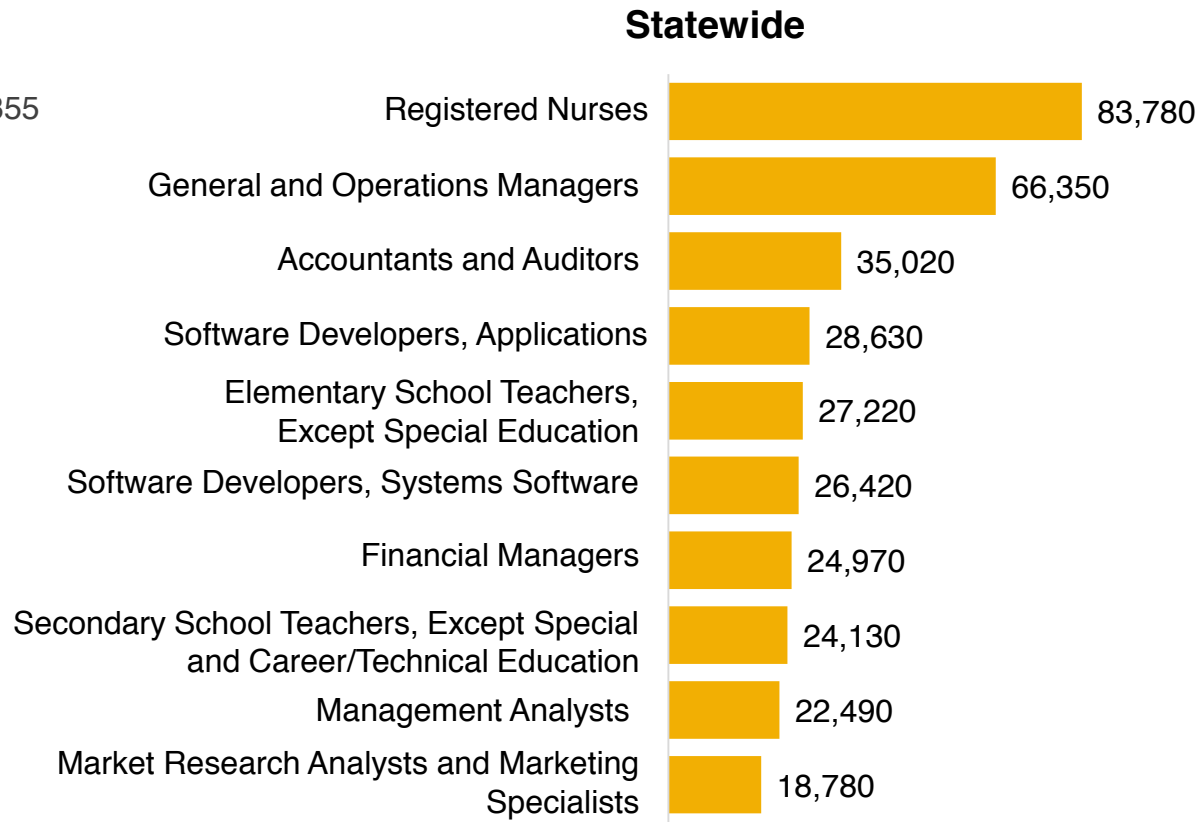
II.A.2: Top 10 Occupations by Employment Share, 2015 Sub-BA



Occupational Employment Statistics, 2015 Short-Term Projection Employment Base

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



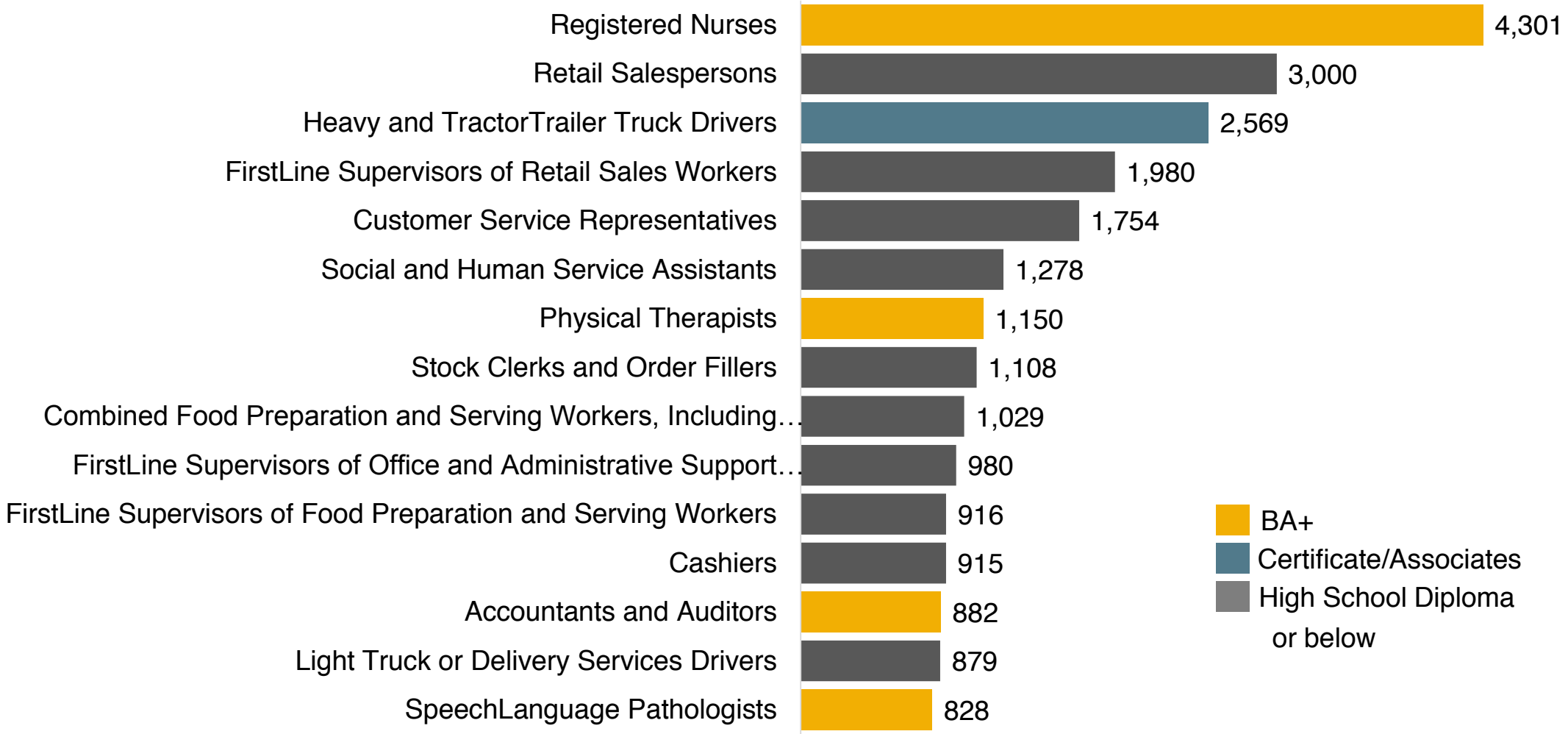


II.B: Occupations by Indexed Employer Demand

Terminology

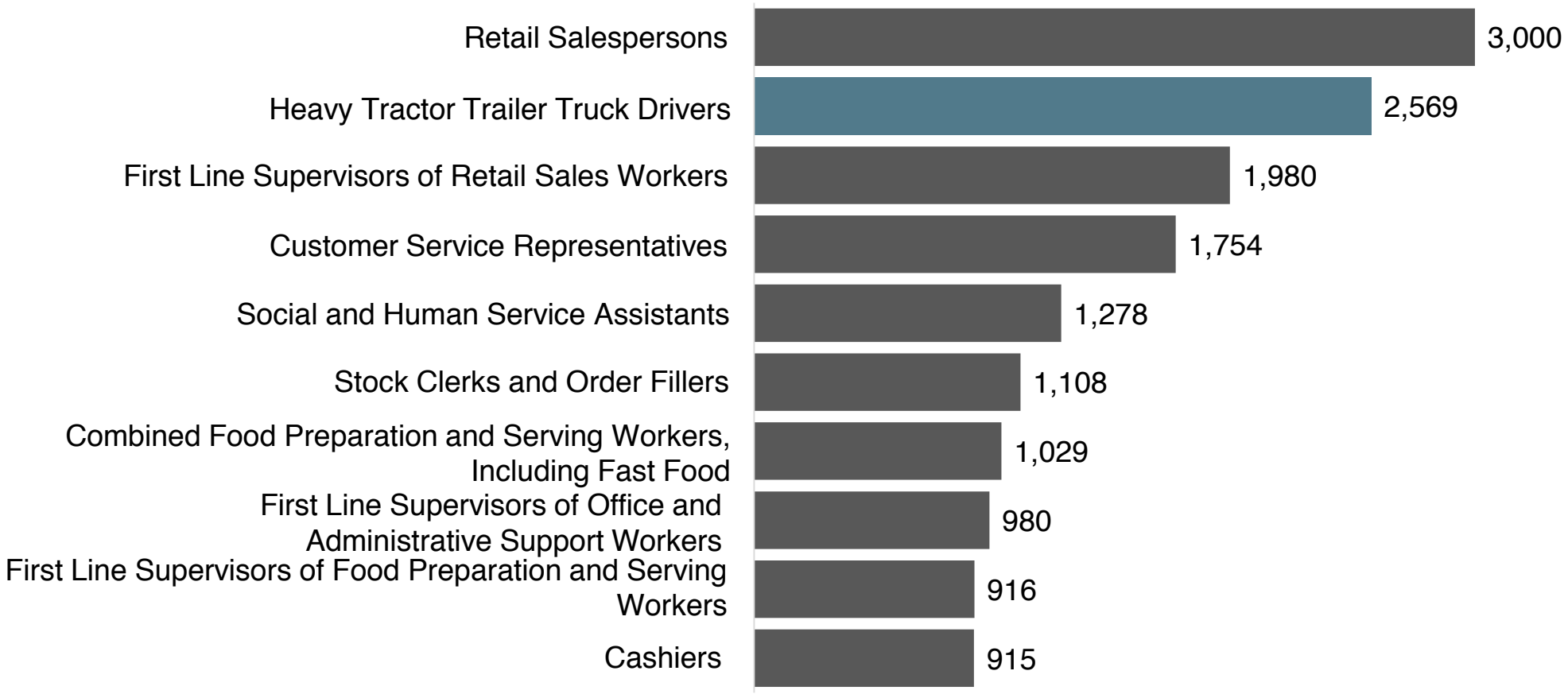
Employment Projections	Expected employment in 2017 (short term) and 2024 (long term) for a particular occupation, based on surveyed employers
Indexed Employer Demand	Short term openings from replacement and growth (2017), long term openings from replacement and growth (2024), and advertised online postings,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

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



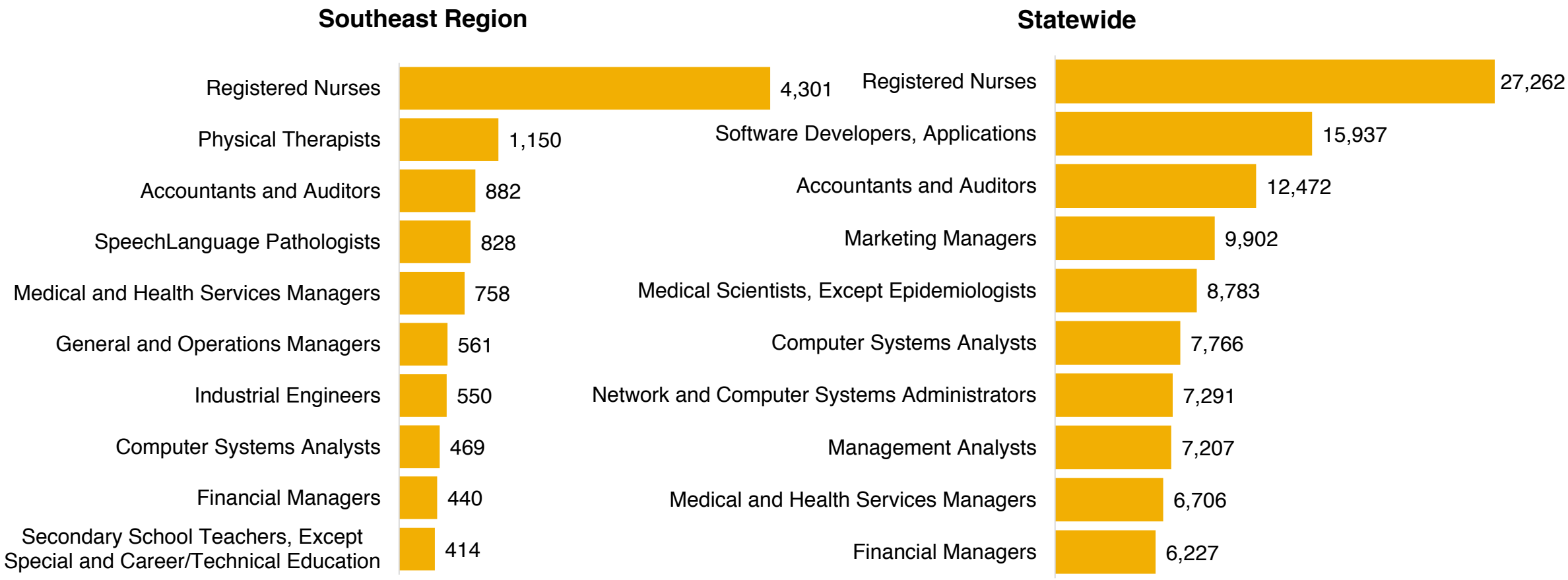
Occupational Employment Statistics, 2017 Projections and 2024 Projections, Conference Board Help Wanted OnLine

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 10 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 Title	Demand STARS	Associated Industry	Annual Median Wages
Transportation, Storage, and Distribution Managers	4	Transportation and Warehousing	$77,660
Food Service Managers	4	Accommodation and Food Services	$55,019
Property, Real Estate, and Community Association Managers	5	Real Estate and Rental and Leasing	$81,055
Claims Adjusters, Examiners, and Investigators	4	Finance and Insurance	$68,750
FirstLine Supervisors of Police and Detectives	4	Public Administration	$90,240
Police and Sheriff's Patrol Officers	4	Public Administration	$62,743
Chefs and Head Cooks	4	Accommodation and Food Services	$50,296
FirstLine Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	4	Administrative and Waste Services	$44,203
FirstLine Supervisors of Retail Sales Workers	4	Retail Trade	$42,599
FirstLine Supervisors of NonRetail Sales Workers	5	Retail Trade	$83,744
Insurance Sales Agents	4	Finance and Insurance	$58,947
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	4	Wholesale Trade	$62,715

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

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

Occupation Title	Demand STARS	Associated Industry	Annual Median Wages
Web Developers	4	Professional and Technical Services	$60,924
Computer User Support Specialists	4	Professional and Technical Services	$55,342
Respiratory Therapists	4	Health Care and Social Assistance	$66,822
Dental Hygienists	4	Health Care and Social Assistance	$84,601
Cardiovascular Technologists and Technicians	4	Health Care and Social Assistance	$71,590
Diagnostic Medical Sonographers	4	Health Care and Social Assistance	$85,447
Radiologic Technologists	4	Health Care and Social Assistance	$70,650
Magnetic Resonance Imaging Technologists	4	Health Care and Social Assistance	$84,830
Licensed Practical and Licensed Vocational Nurses	4	Health Care and Social Assistance	$54,209
Occupational Therapy Assistants	4	Health Care and Social Assistance	$59,160
Physical Therapist Assistants	4	Health Care and Social Assistance	$58,469
Dental Assistants	4	Health Care and Social Assistance	$42,246
Medical Assistants	4	Health Care and Social Assistance	$34,569
Telecommunications Equipment Installers and Repairers, Except Line Installers	4	Information	$71,759
Automotive Service Technicians and Mechanics	4	Retail Trade	$44,387
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	4	Construction	$53,519
Heavy and TractorTrailer Truck Drivers	4	Construction	$46,788

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

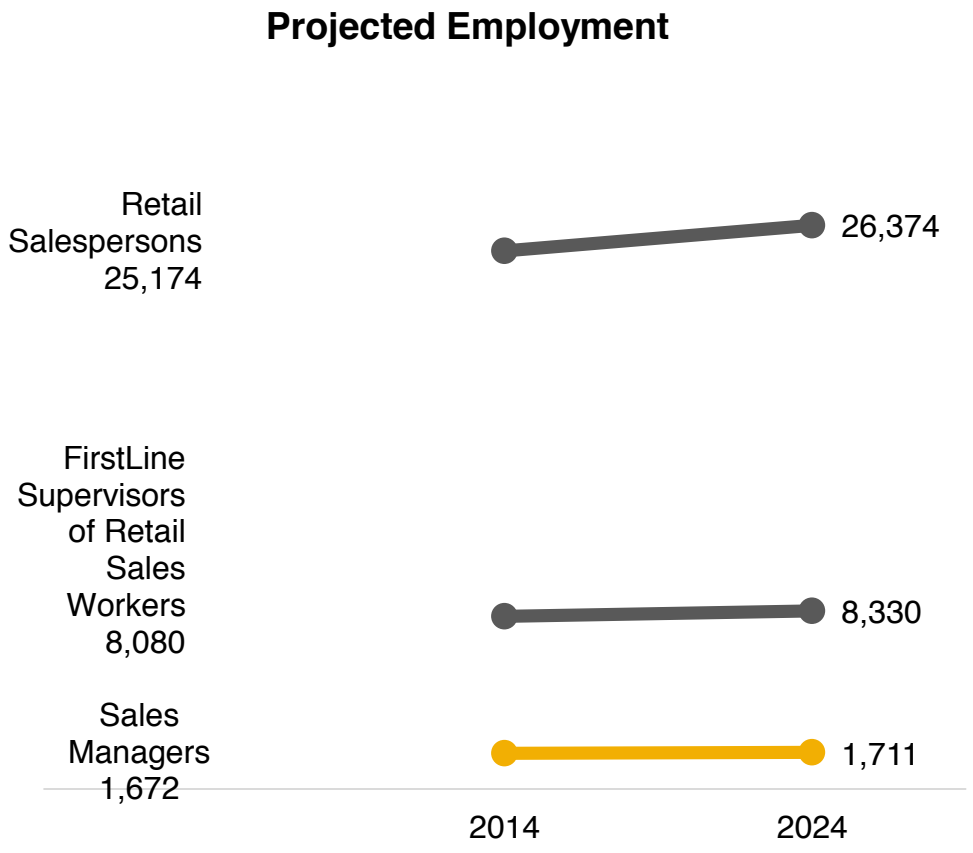
II.B.2: Selected 5-Star Occupations Requiring a BA+

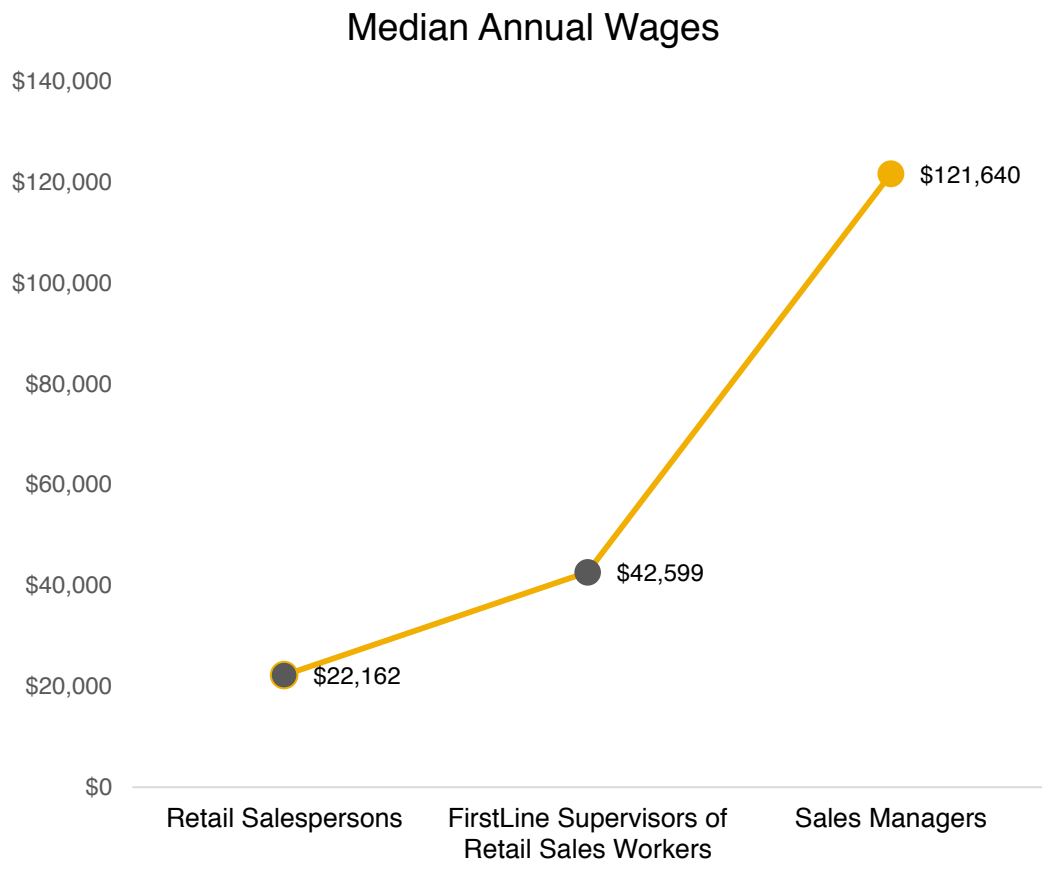
Occupation Title	Demand STARS	Associated Industry	Annual Median Wages
General and Operations Managers	5	Professional and Technical Services	$96,257
Advertising and Promotions Managers	4	Professional and Technical Services	$91,976
Marketing Managers	5	Professional and Technical Services	$119,113
Sales Managers	5	Retail Trade	$121,640
Public Relations and Fundraising Managers	4	Educational Services	$110,368
Administrative Services Managers	4	Professional and Technical Services	$86,317
Computer and Information Systems Managers	5	Professional and Technical Services	$122,022
Financial Managers	5	Finance and Insurance	$92,770
Industrial Production Managers	4	Manufacturing	$97,019
Purchasing Managers	4	Manufacturing	$105,845
Human Resources Managers	4	Professional and Technical Services	$93,508
Training and Development Managers	4	Professional and Technical Services	$125,488
Construction Managers	4	Construction	$98,050
Education Administrators, Preschool and Childcare Center/Program	4	Educational Services	$52,306
Education Administrators, Elementary and Secondary School	5	Educational Services	$105,419

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

II.D: Career Pathways

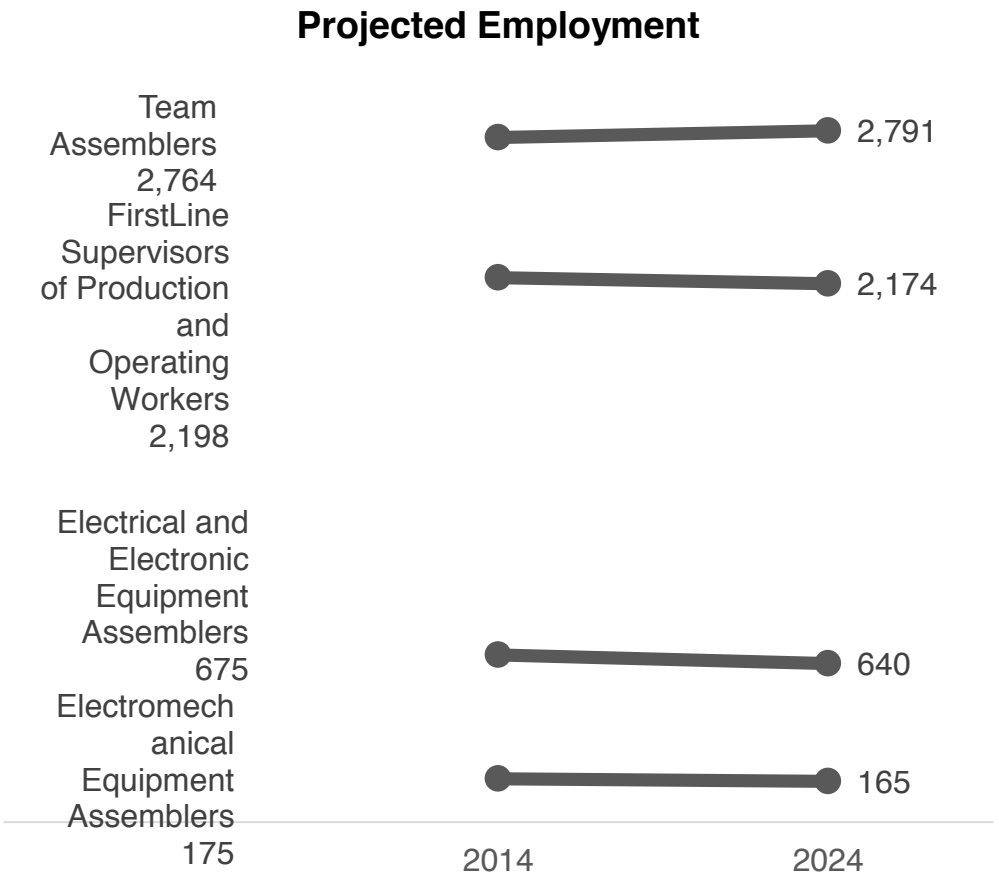
II.E.1: Retail Career Pathway

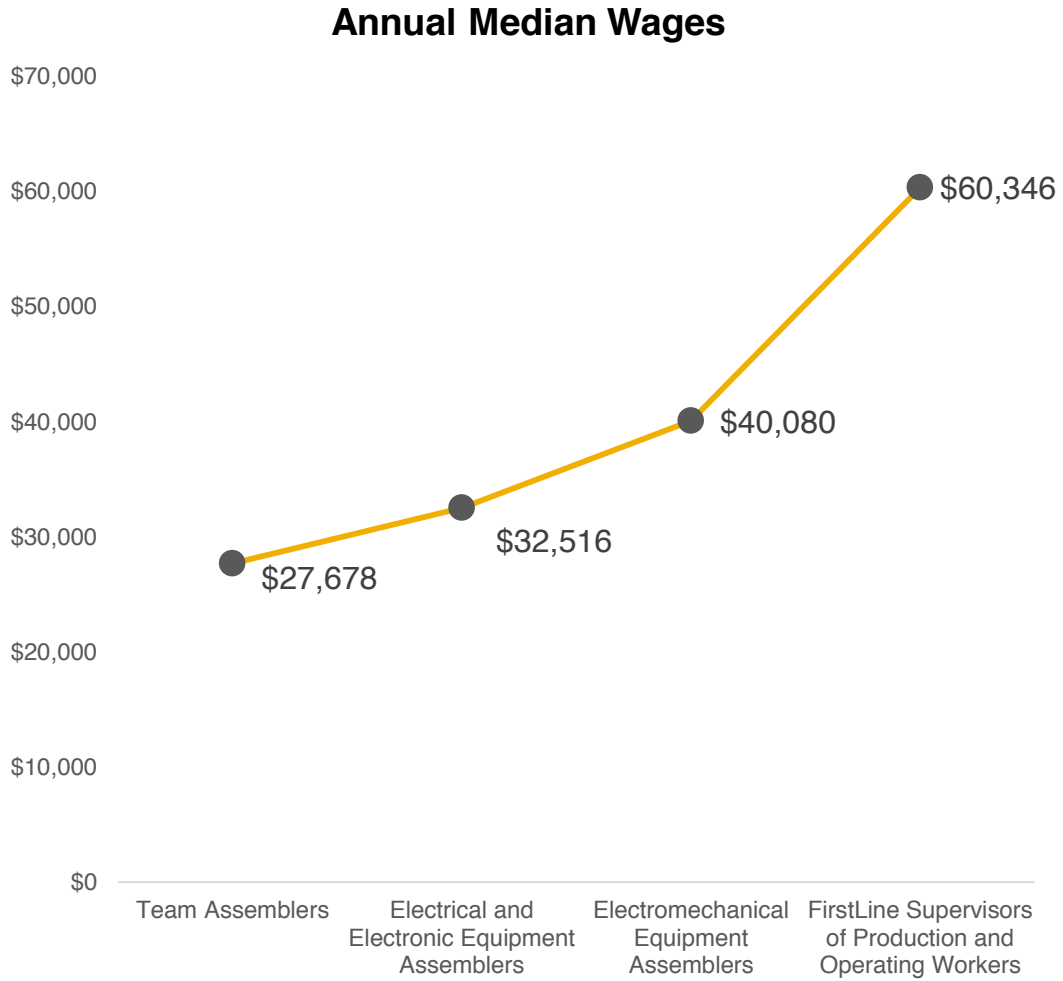




Occupational Employment Statistics, 2014-2024

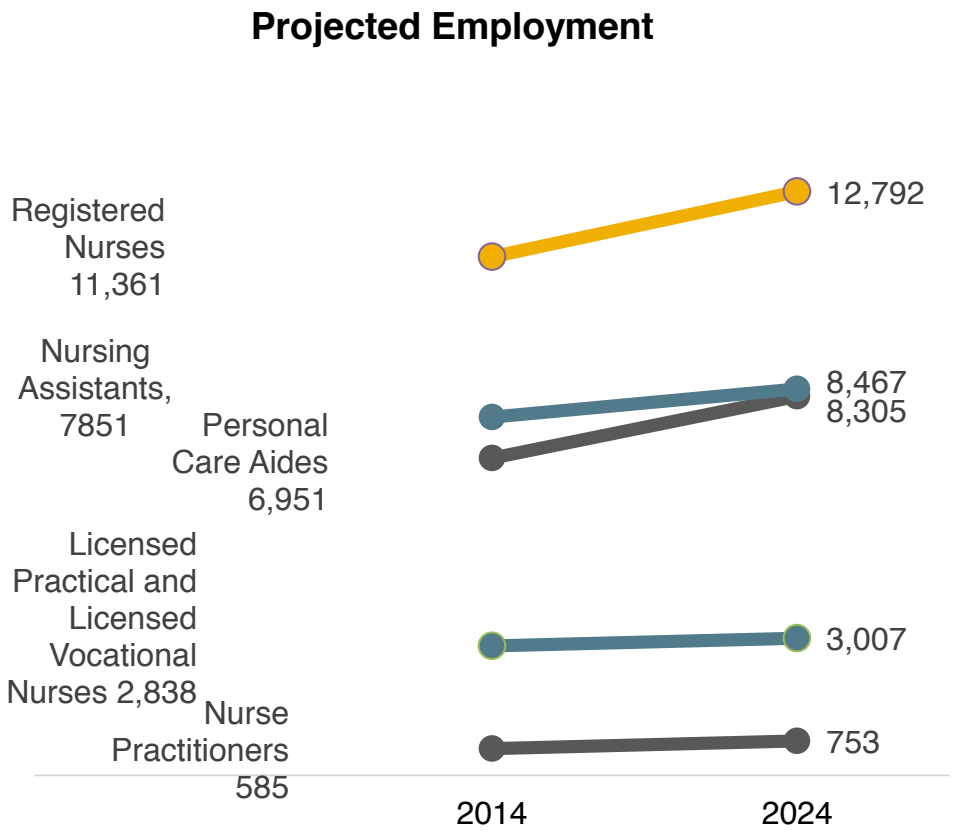
II.E.2: Manufacturing Career Pathway

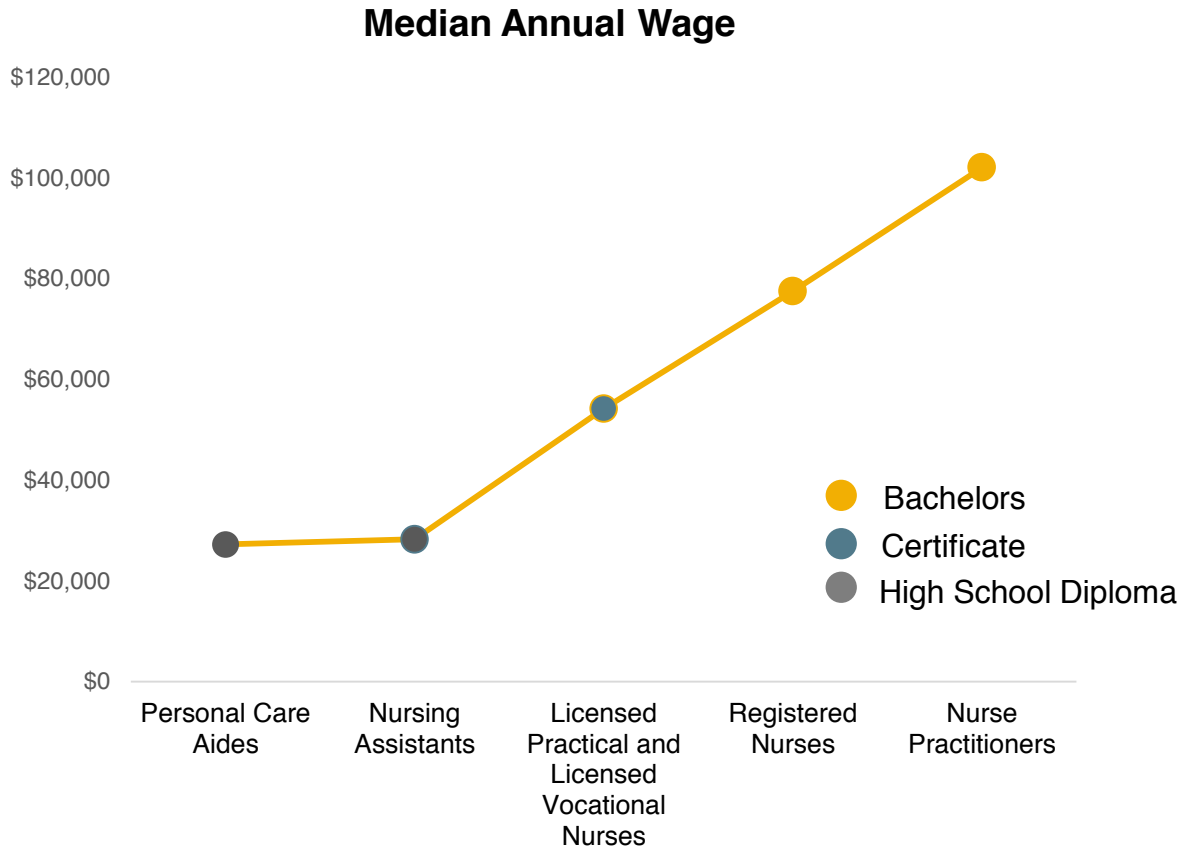




Occupational Employment Statistics, 2014-2024

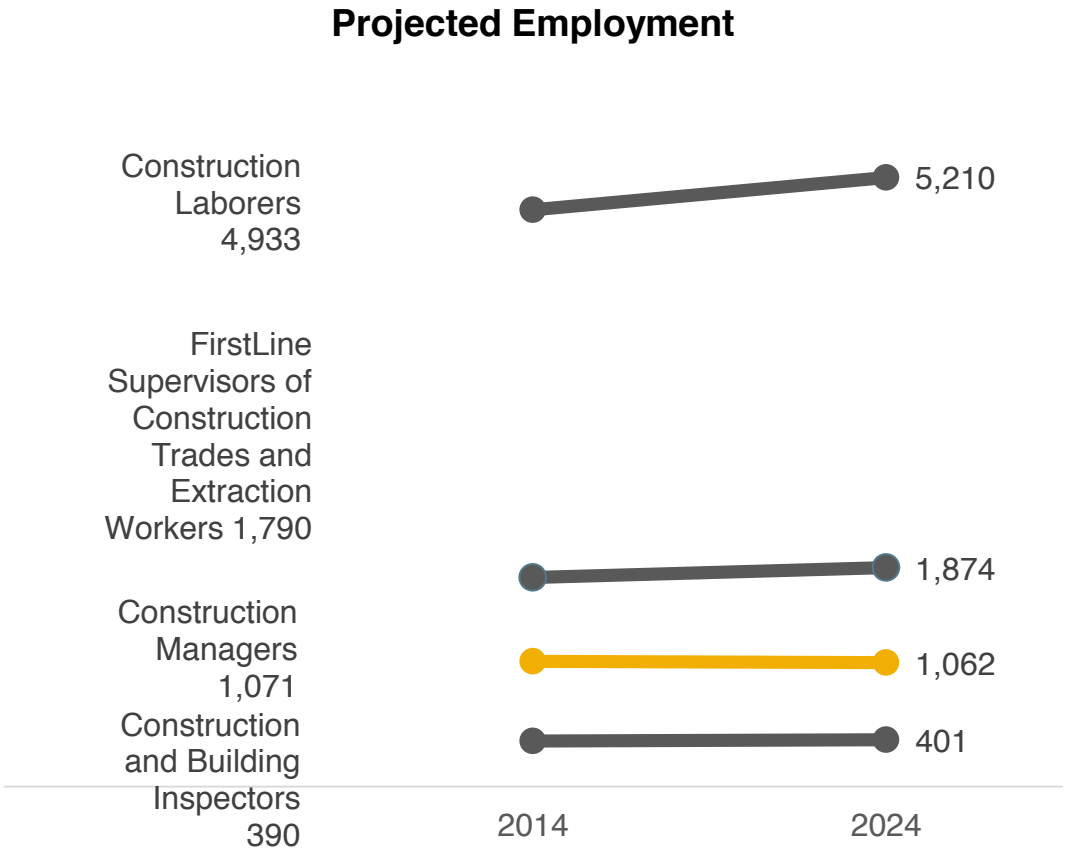
II.E.3: Nursing Career Pathway

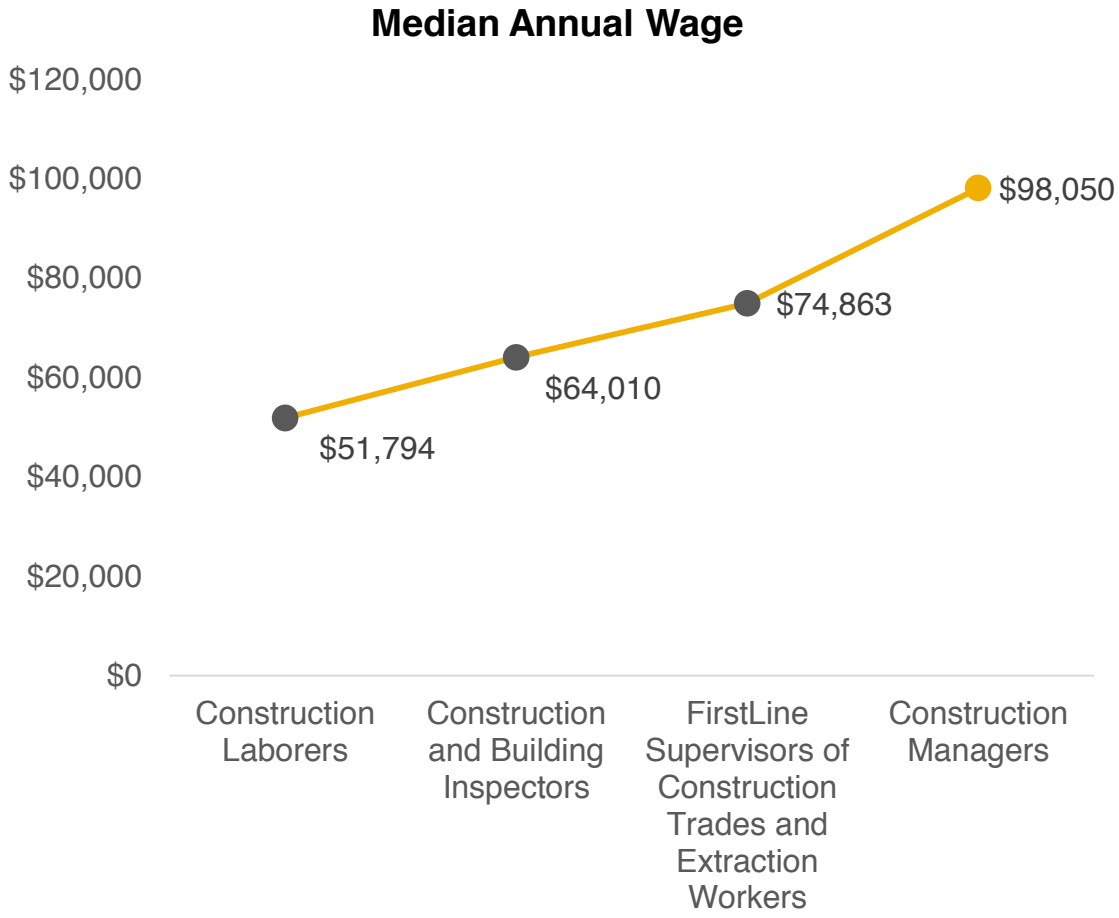




Occupational Employment Statistics, 2014-2024

II.E.4: Construction Career Pathway





Occupational Employment Statistics, 2014-2024

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.