

# Regional Planning

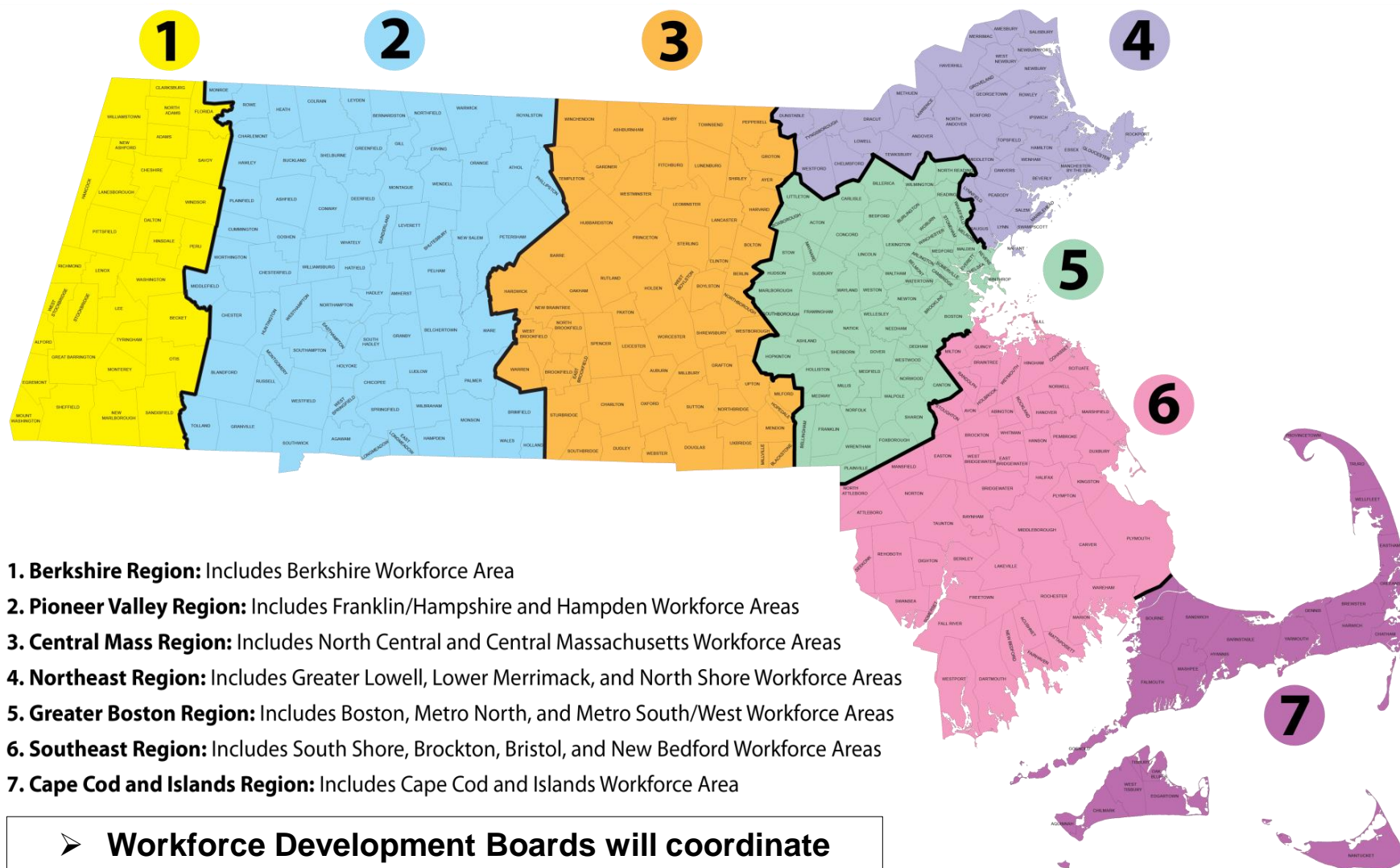
Massachusetts Workforce Skills Cabinet 2017



strategy matters



# What are we asking you to do?

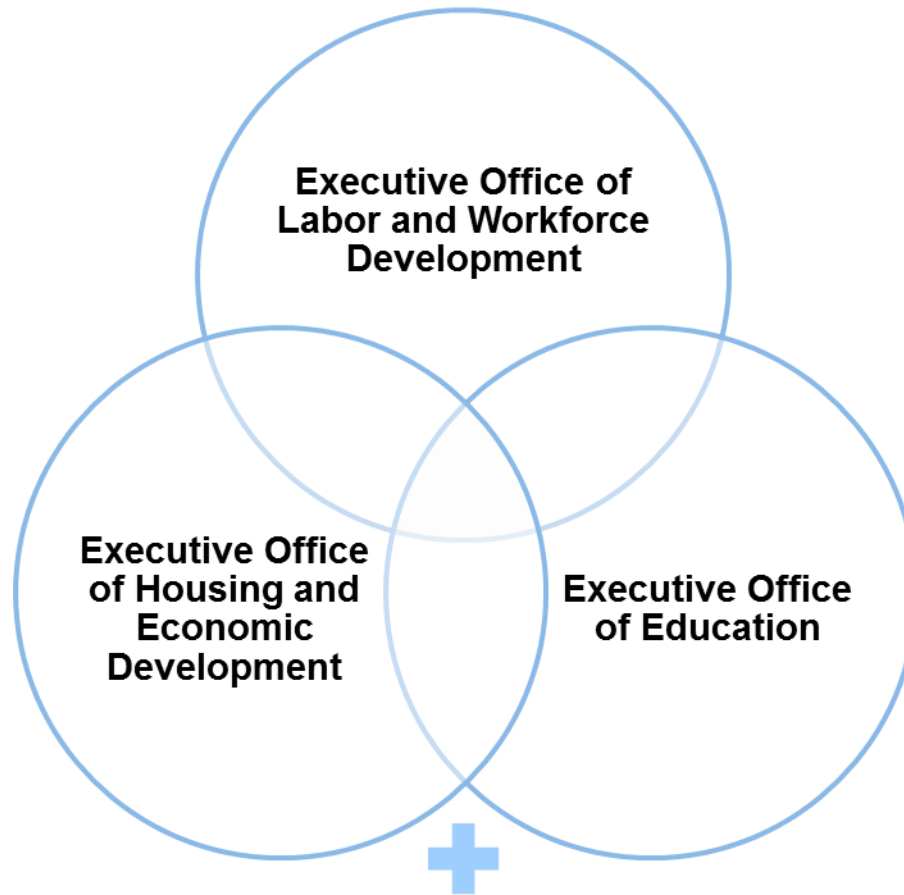


➤ **Workforce Development Boards will coordinate  
Regional Planning Teams in 7 Regions**



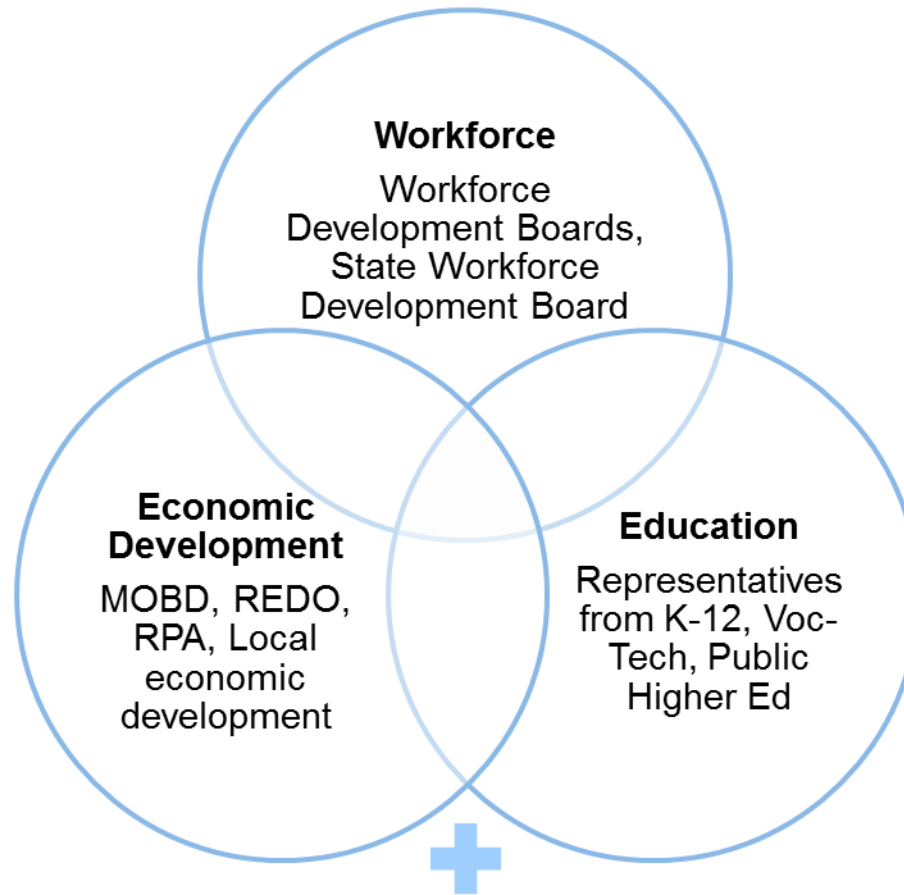
## New State-Regional Structure

### Workforce Skills Cabinet



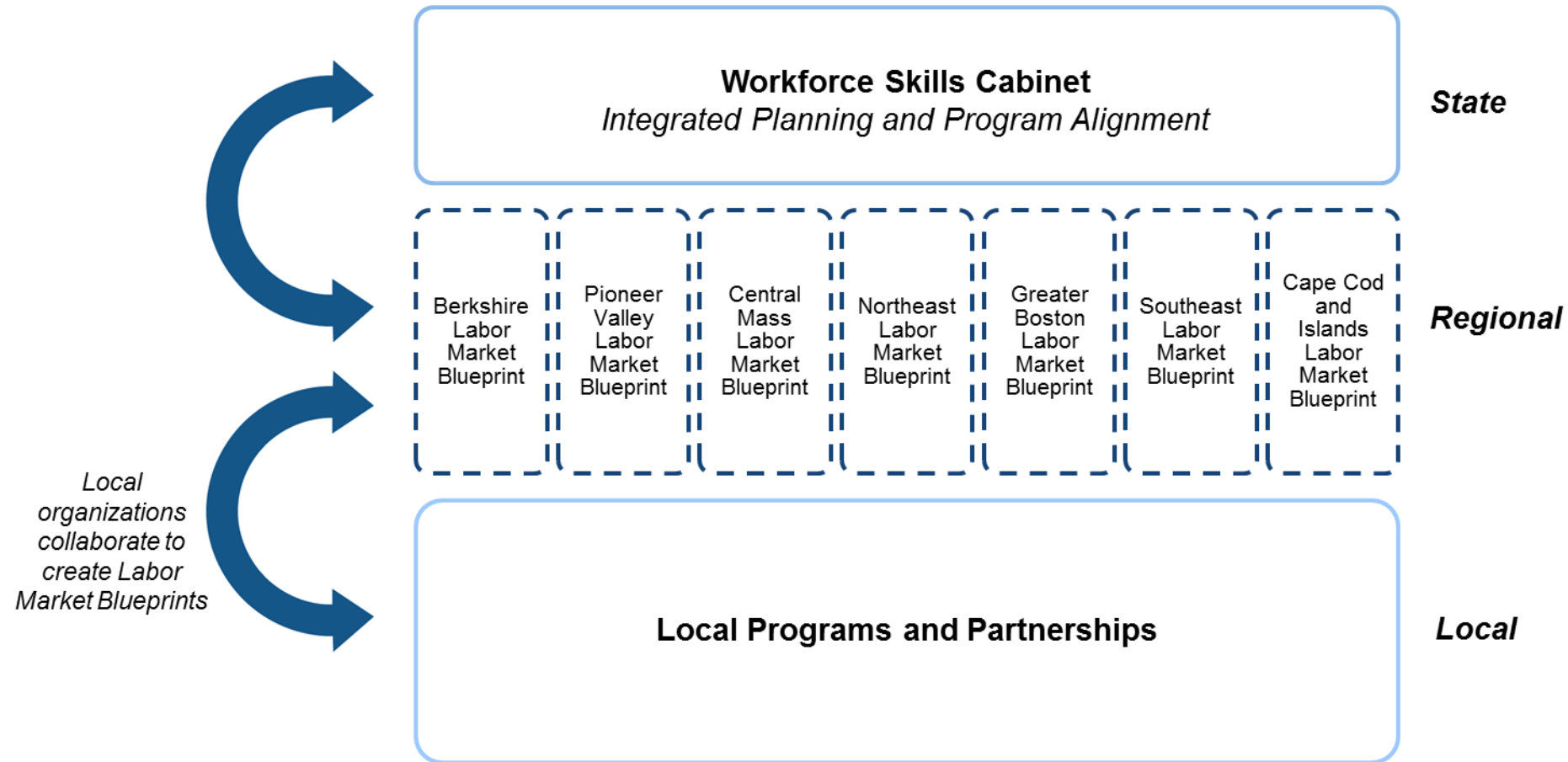
----- State-Level Stakeholder Engagement-----

### Regional Planning Team



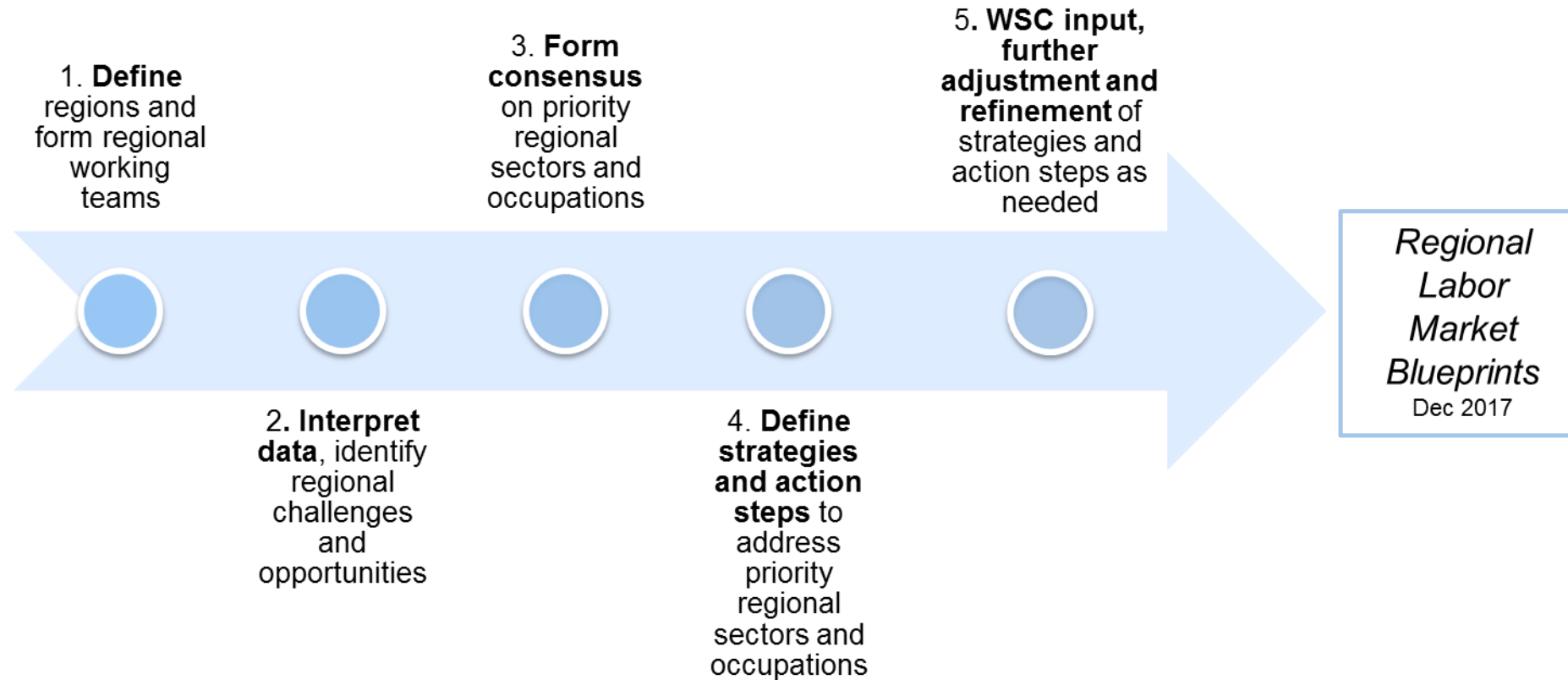
----- Regional Stakeholder Engagement-----

## 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**

- Create new Regional Team and develop understanding of organizational roles/capacity
- 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?



# Northeast Region Data Package

Massachusetts Regional Planning Initiative 2017



strategy matters



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II.B Occupations by Indexed Employer Demand

III.C Occupations by Demand STAR Ranking

IV. D Career Pathways

# LMI Overview

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

# LMI Overview - Continued

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

# Part I: Regional Industry Overview and Profiles

Who are the employers in our region?

*For discussion purposes only  
Not for publication*

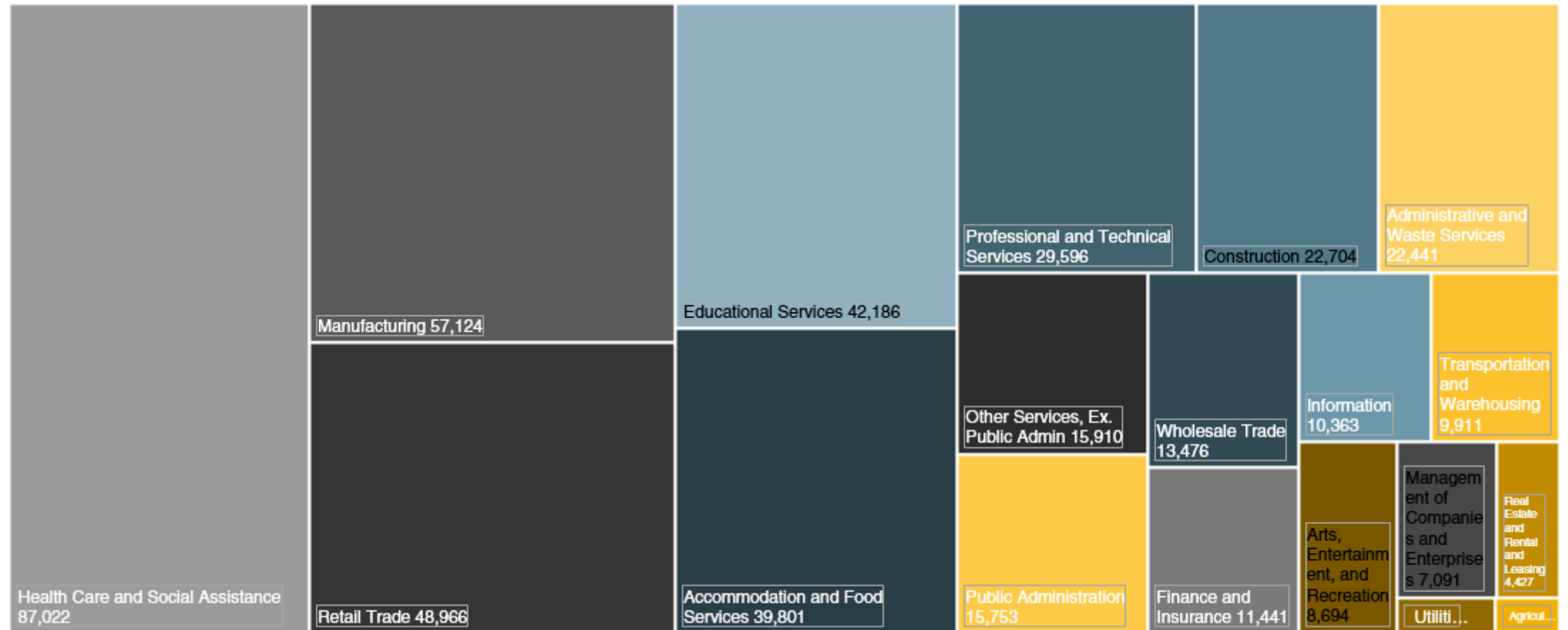
# Terminology

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



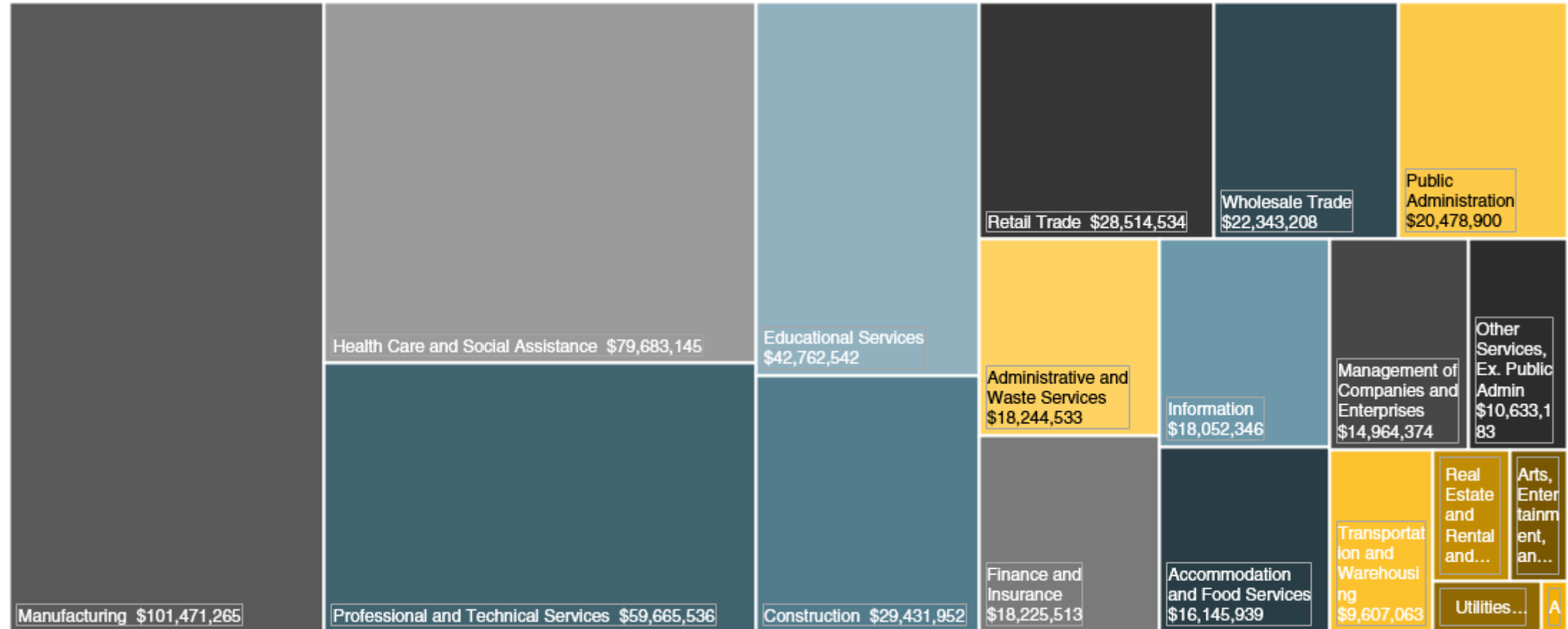
# I.A.1: Northeast Region Sector Makeup

by total employment

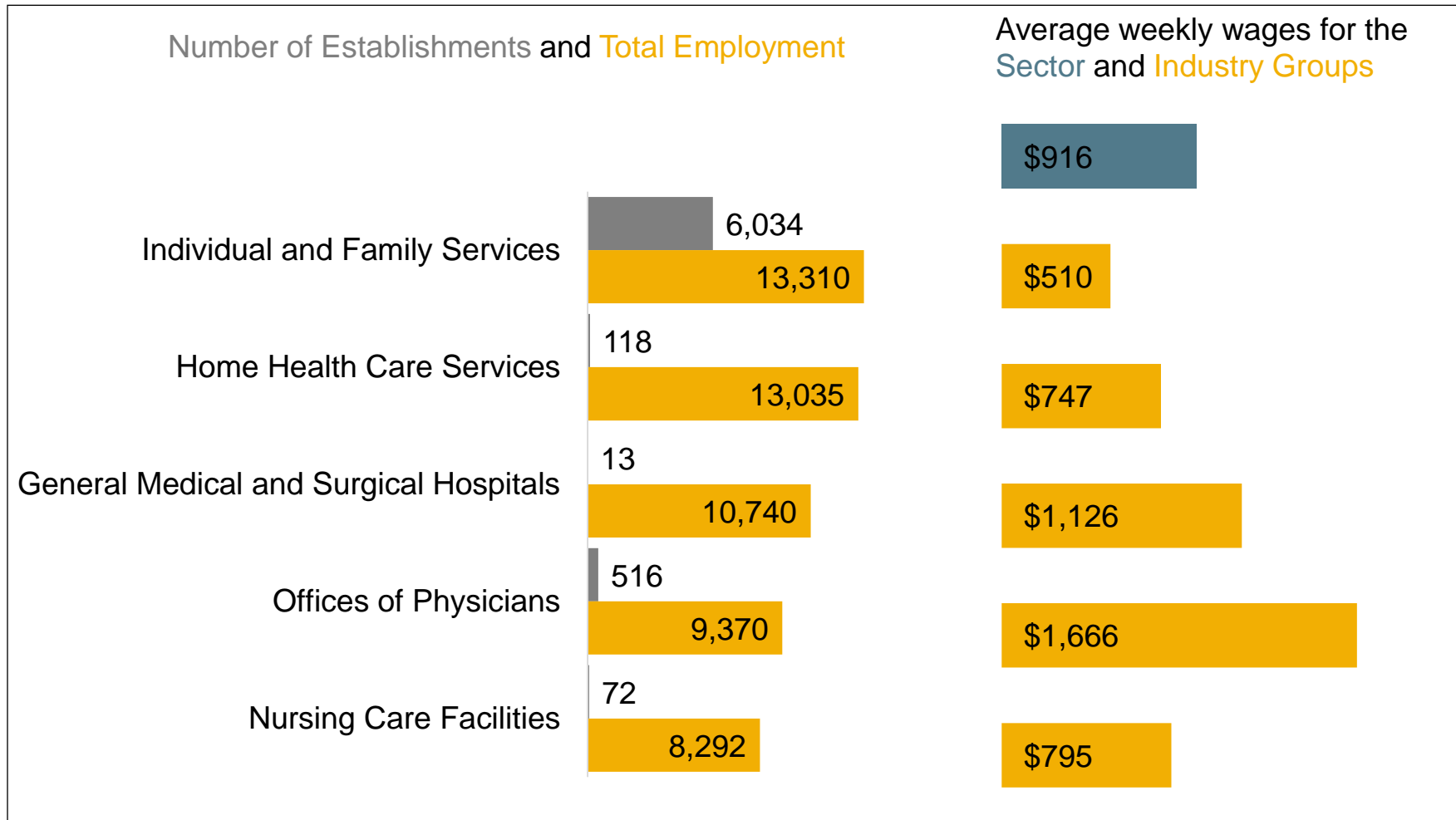


# I.A.2: Northeast Region Sector Makeup

by total wages

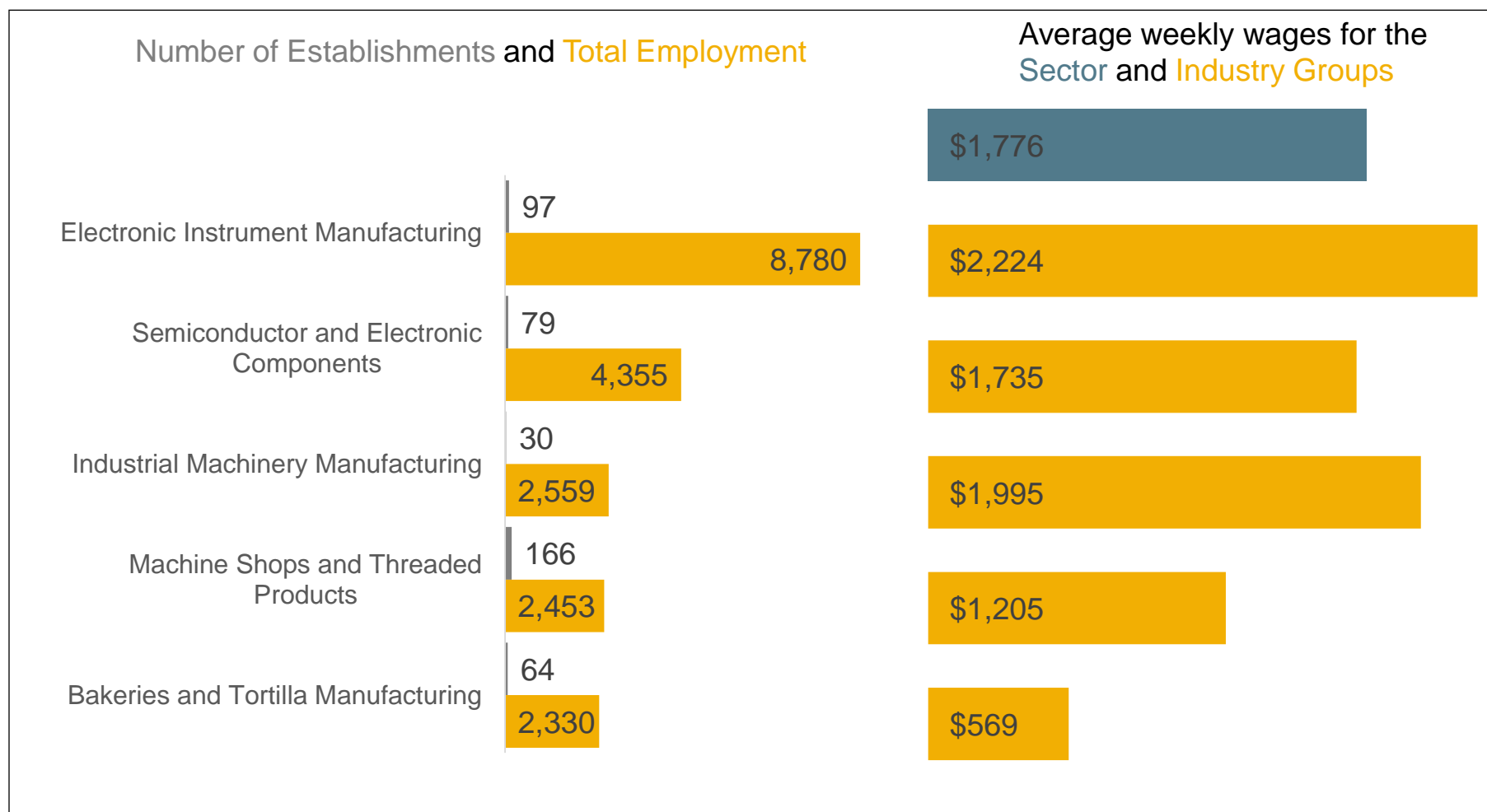


# I.B.1: Top 5 Healthcare Industry Groups



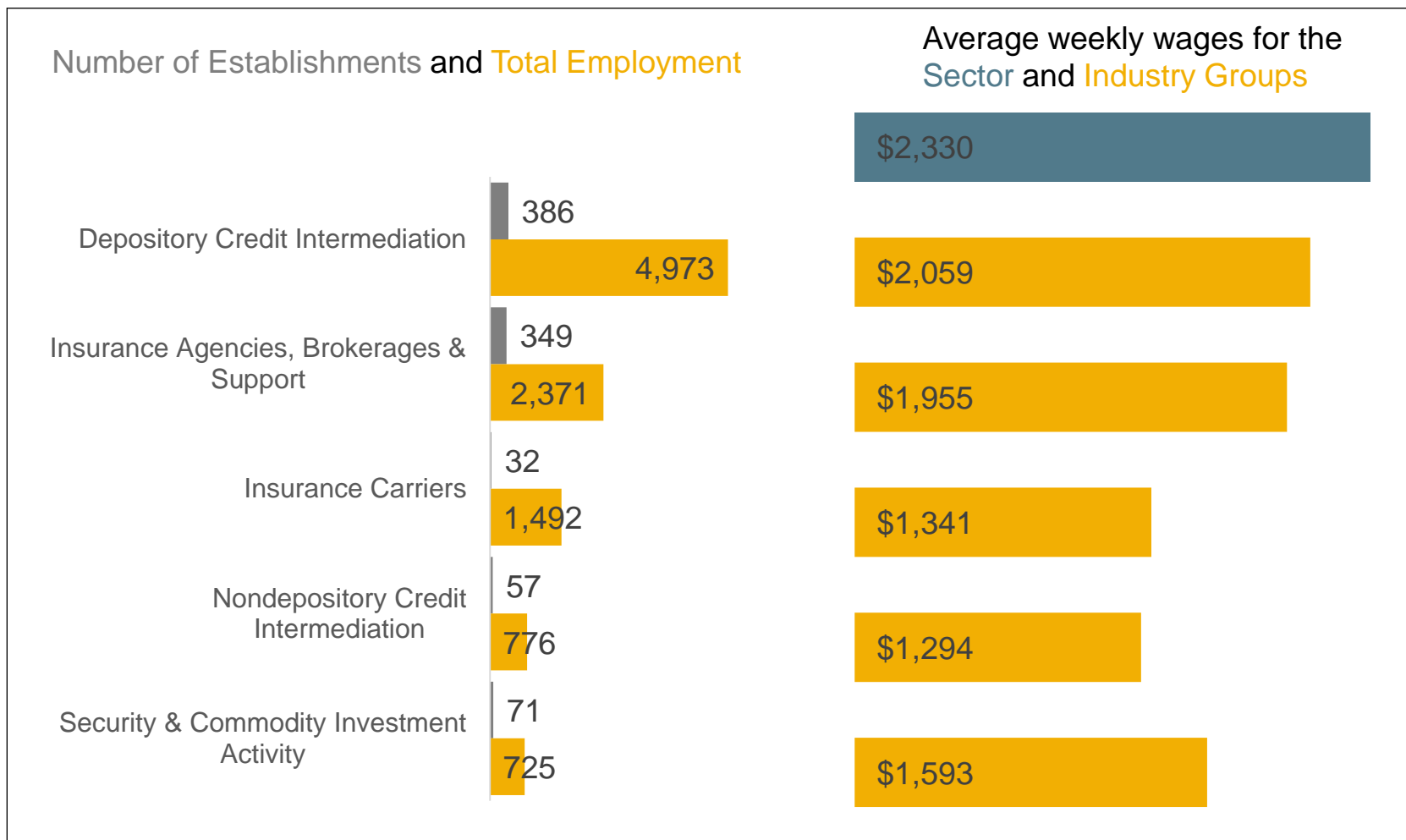
Largest Employers by 12-month Job Postings	
Employer	Postings
Beverly Hospital	407
Eliot Community	314
Kindred Healthcare	274
Vinfen	161
Lahey Clinic, Inc.	151

# I.B.2: Top 5 Manufacturing Industry Groups



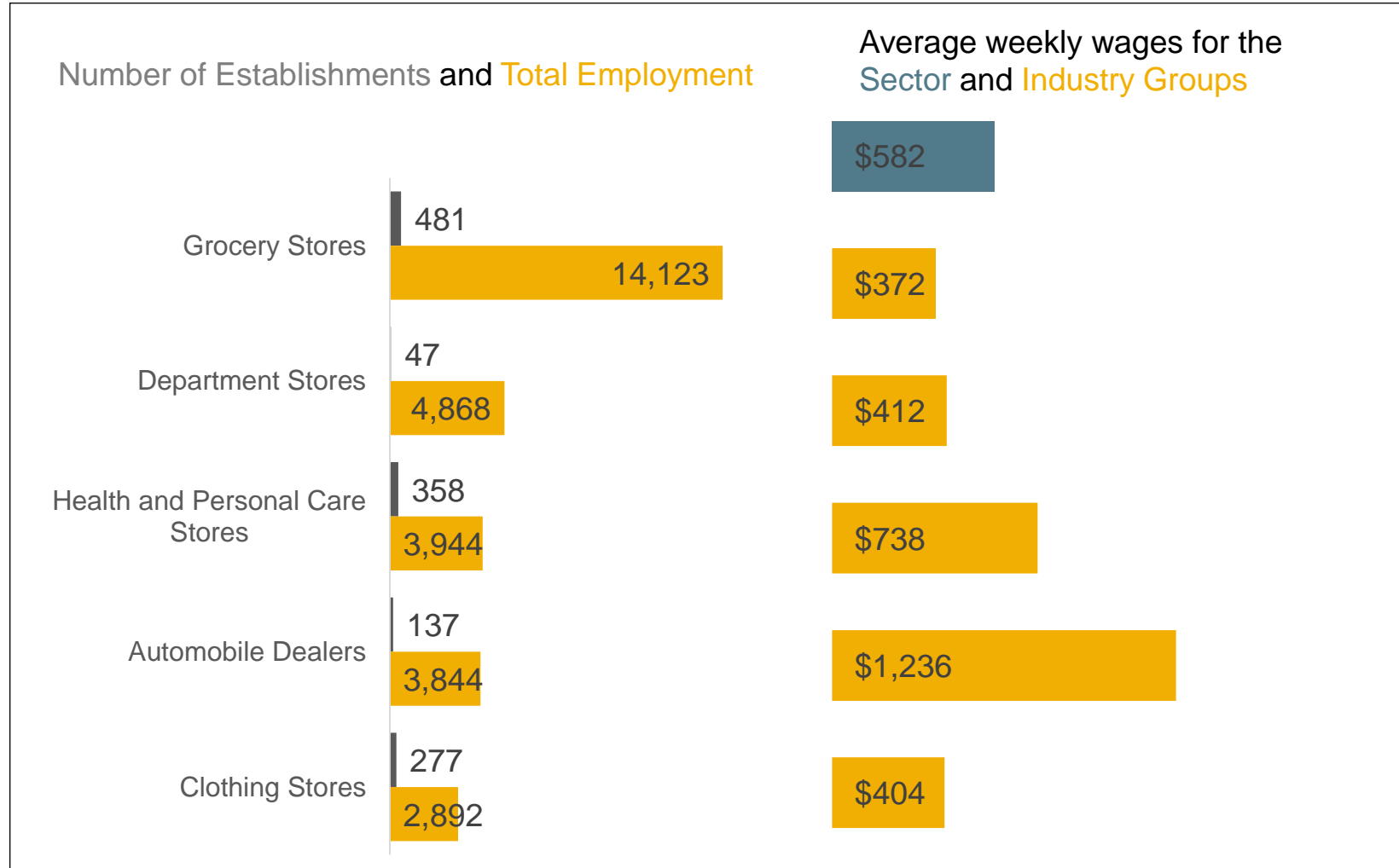
Largest Employers by 12-month Job Postings	
Employer	Postings
Pfizer	493
Entegris	275
Thermo Fisher Scientific, Inc	266
Medtronic	242
Bruker AXS Inc	232

# I.B.3: Top 5 Finance Industry Groups



Largest Employers by 12-month Job Postings	
Employer	Postings
Bank Of America	136
Citizens Bank	87
Eastern Bank	59
Santander	48
East Boston Savings Bank	44

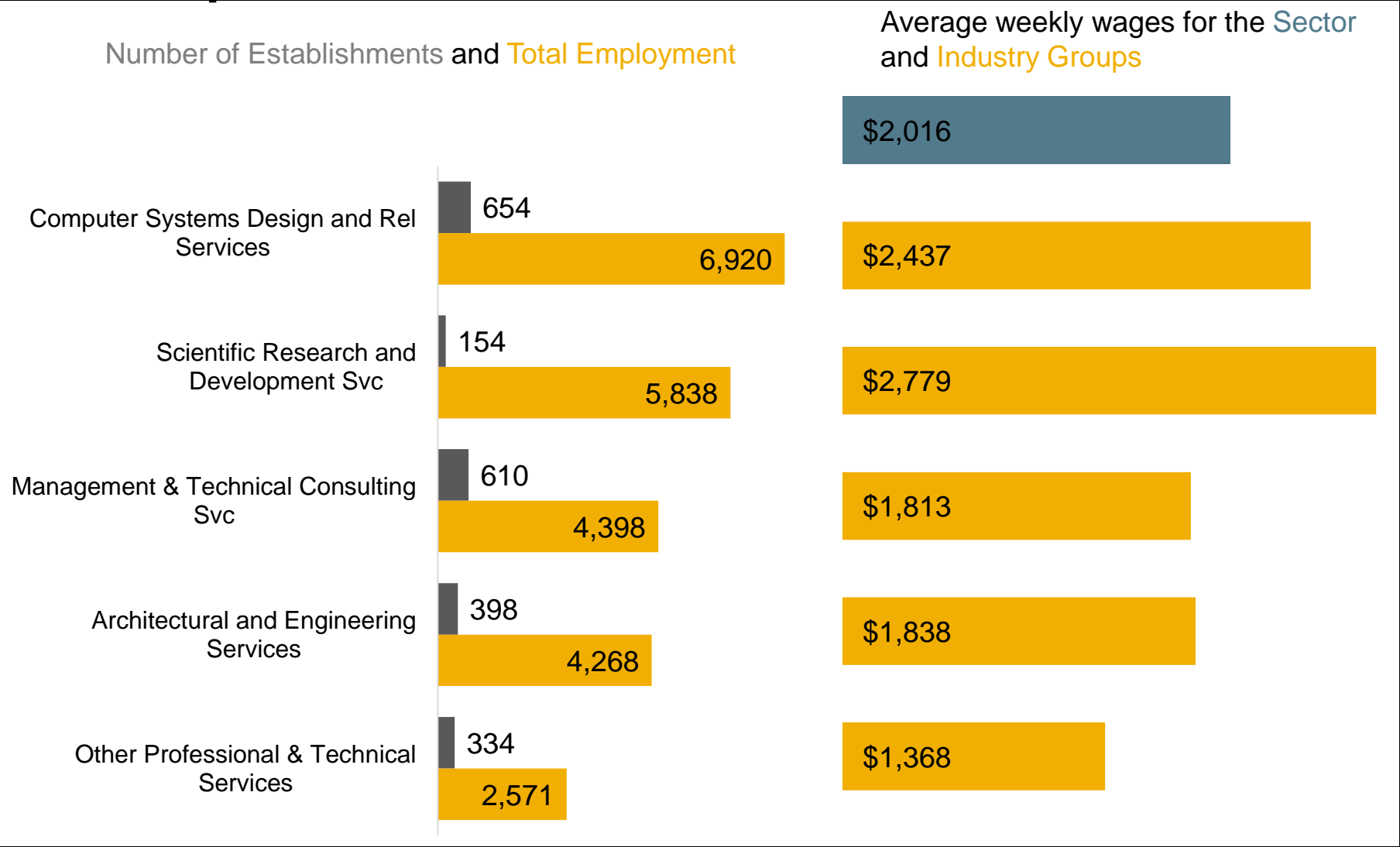
# I.B.4: Top 5 Retail Trade Industry Groups



Largest Employers by 12-month Job Postings	
Employer	Postings
Target Corporation	298
Lowe's	258
Macy's	171
Kohl's Corporation	114
Express Scripts, Inc	80

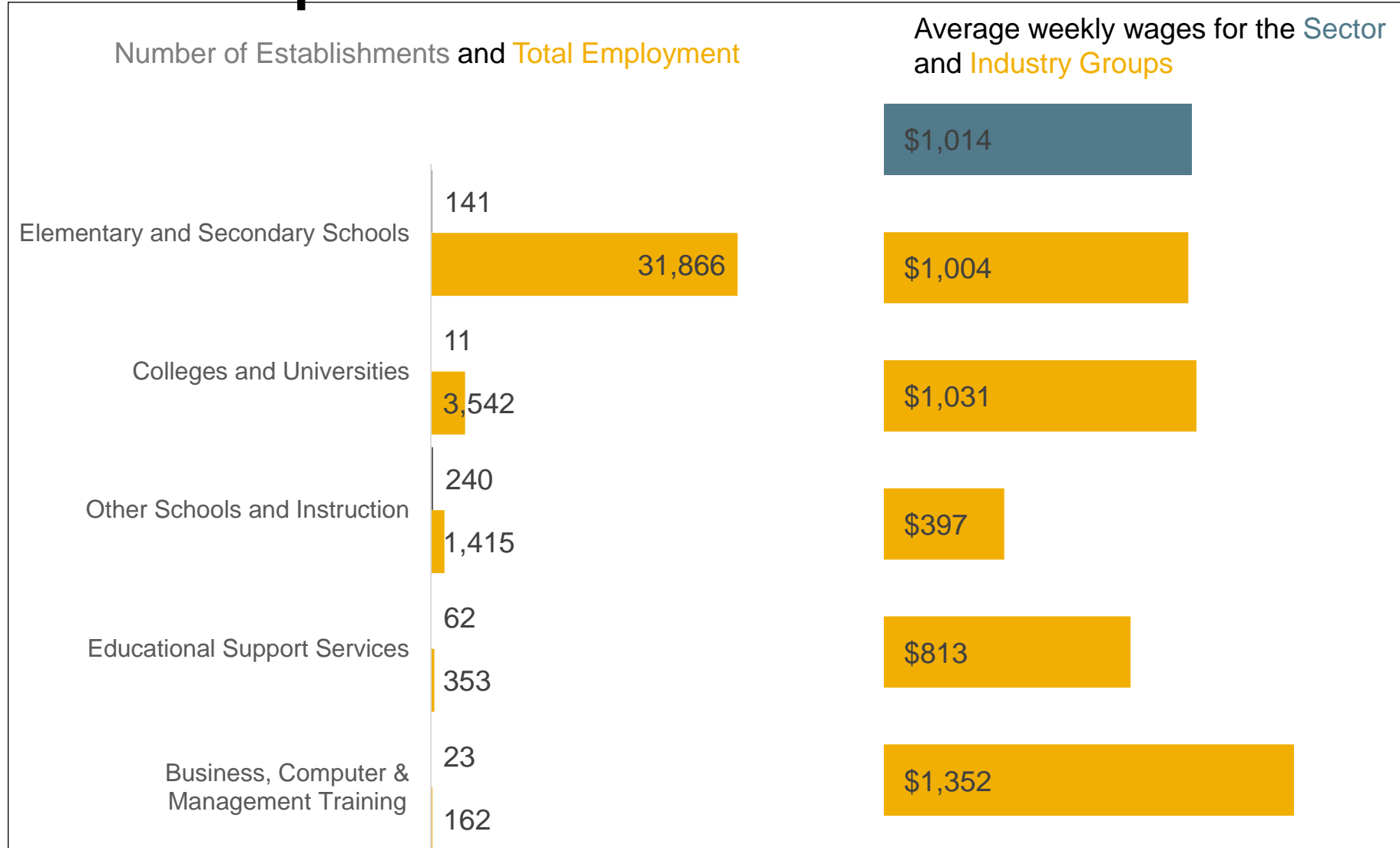


# I.B.5: Top 5 Professional and Technical Industry Groups



Largest Employers by 12-month Job Postings	
Employer	Postings
Netscout Systems, Inc	140
NaviSite, Inc	92
H&R Block	76
Eliot Community	72
Sonus Networks	70

# I.B.6: Top 5 Education Services Industry Groups



Largest Employers by 12-month Job Postings	
Employer	Postings
Merrimack College	168
North Shore Community College	135
North Andover Public Schools	132
Lawrence Public Schools	91
Salem State University	78

# II. Occupations

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

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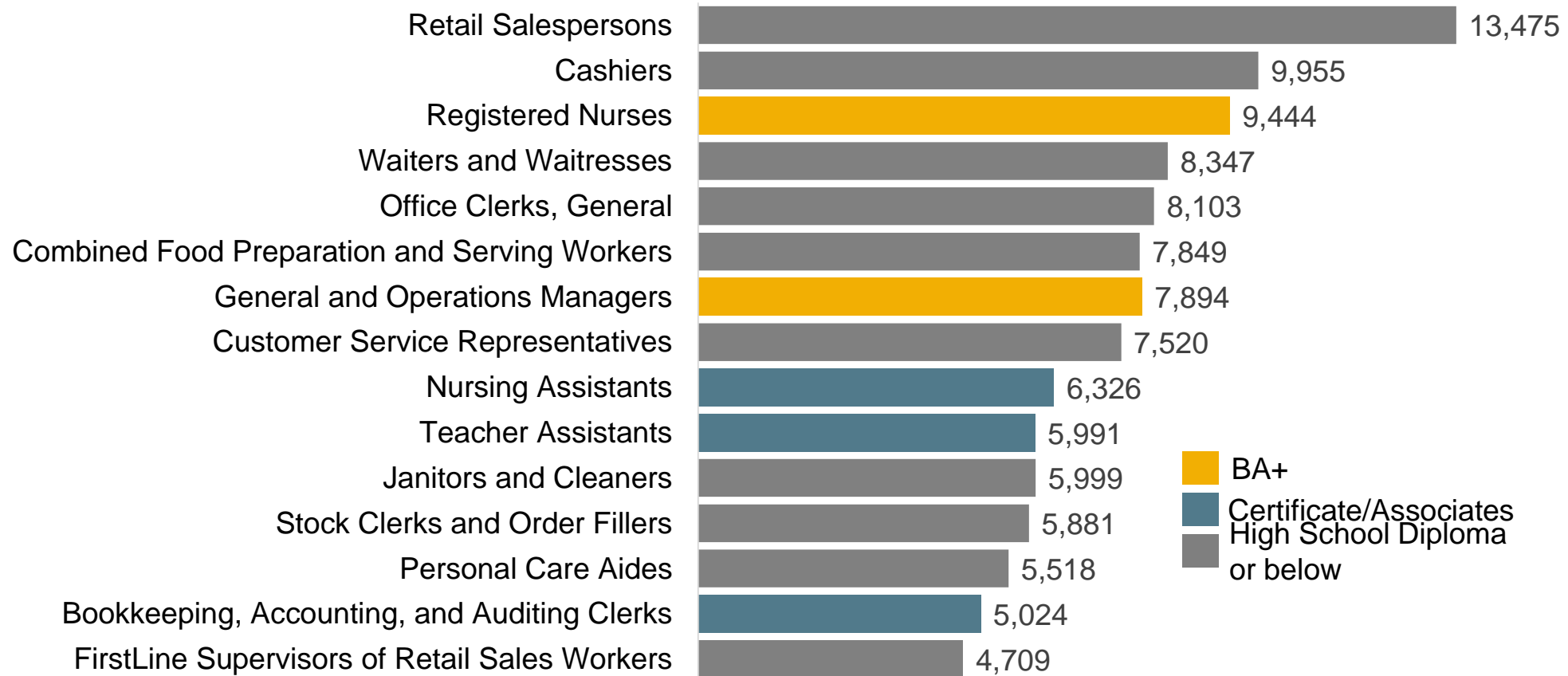
# II.A: Occupations by Share of Employment

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# Terminology

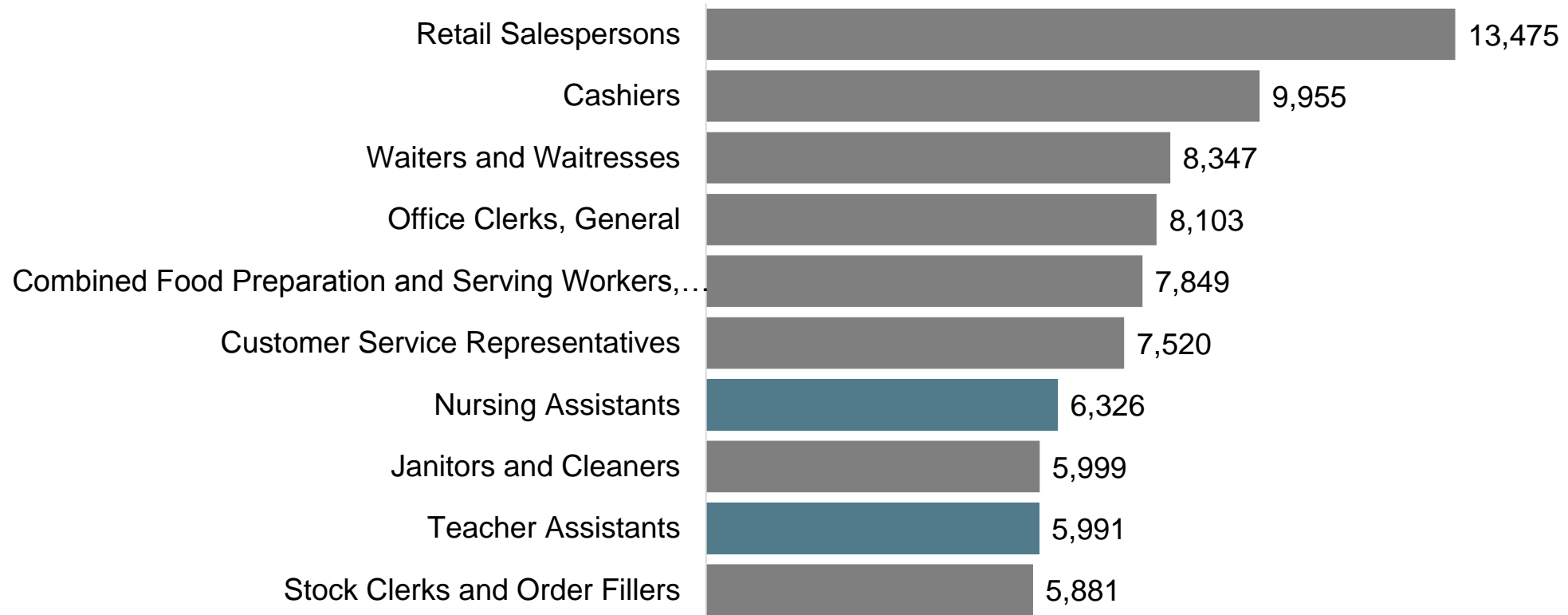
Employment Share	Number of workers currently in a specific occupation or type of work
Occupation	A job or profession, not specific to an industry, defined by Standard Occupational Classification (SOC) code

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



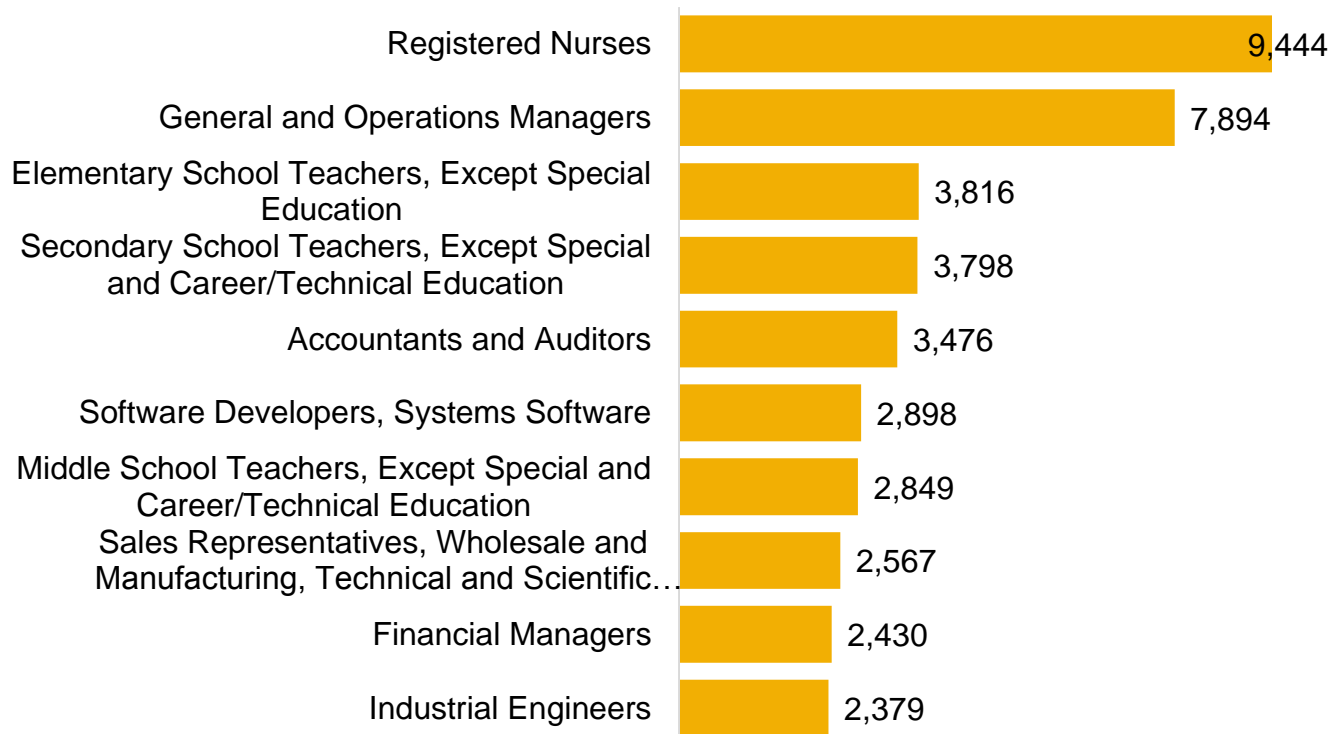


## II.A.2: Top 10 Occupations by Employment Share, 2015 Sub-BA

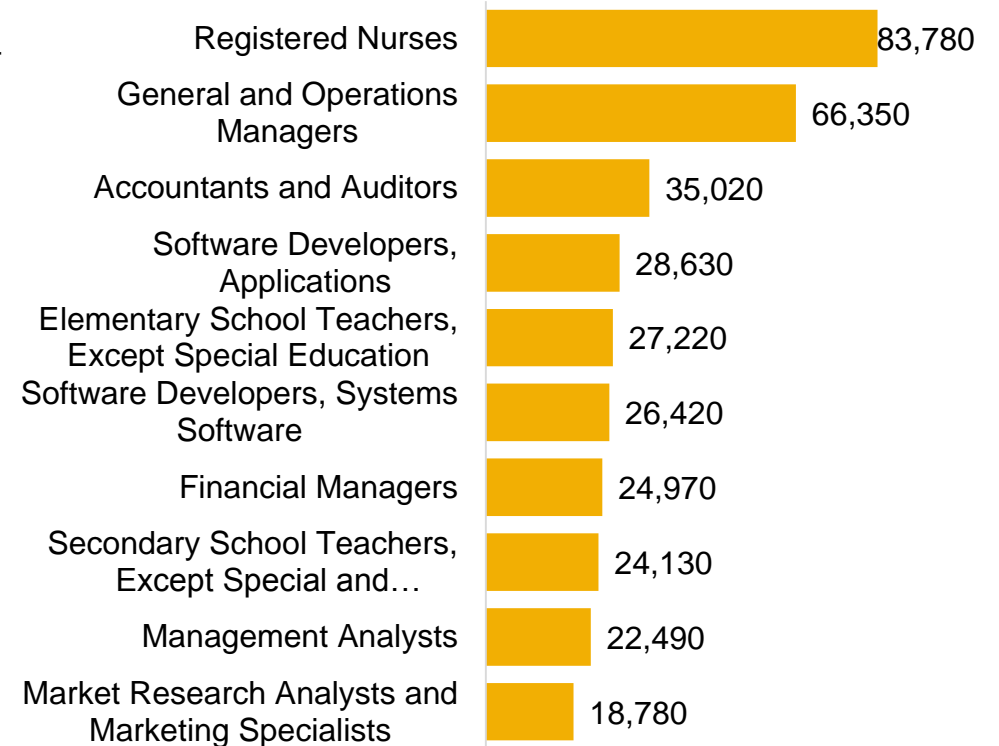


# II.A.3: Top 10 Occupation by Employment Share, 2015, BA+

**Northeast Region**



**Statewide**



# II.B: Occupations by Indexed Employer Demand

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# Note on Employer Demand

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

# Terminology

## Employment Projections

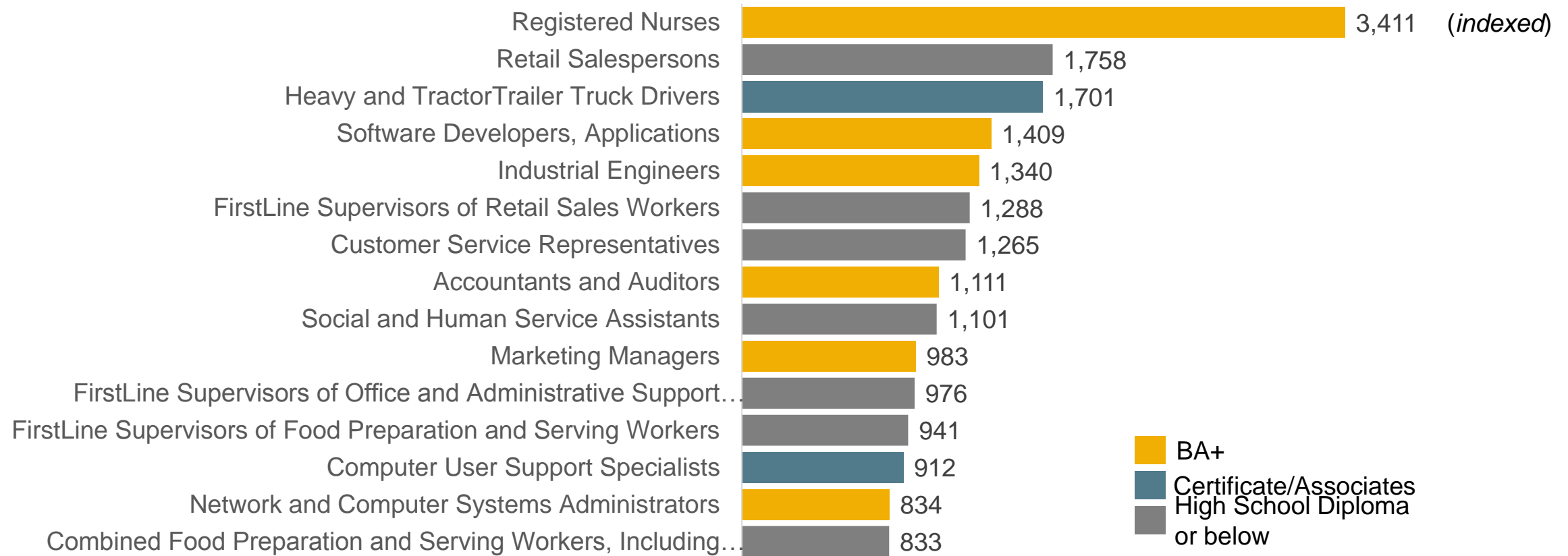
Expected employment in 2017 (short term) and 2024 (long term) for a particular occupation, based on surveyed employers

## Indexed Employer Demand

Relative indexing of occupations by short term openings from replacement and growth (2017), long term openings from replacement and growth (2024), and advertised online postings, averaged

*Note #1: there are many different ways to measure “employer demand.” The WSC team acknowledges that none are perfect, and thus an average of three different measures seeks to find middle ground.*

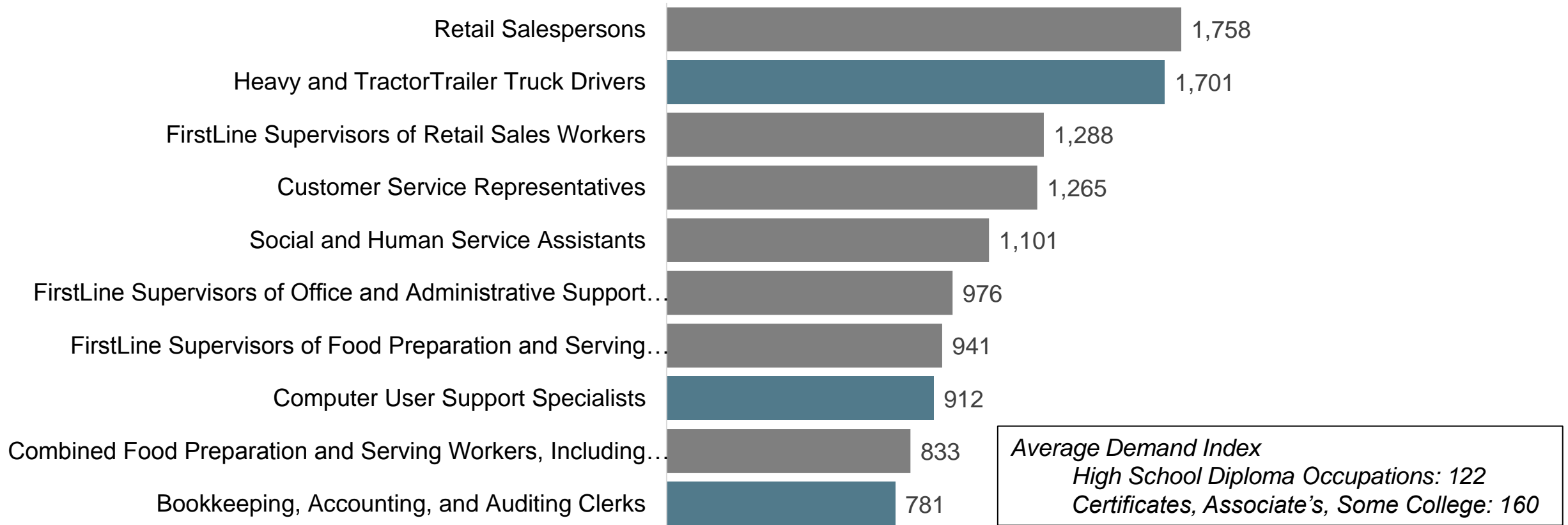
## II.B.1 Top 15 Occupations by Indexed Employer Demand, All Education Levels



Average NE Demand Index: 160

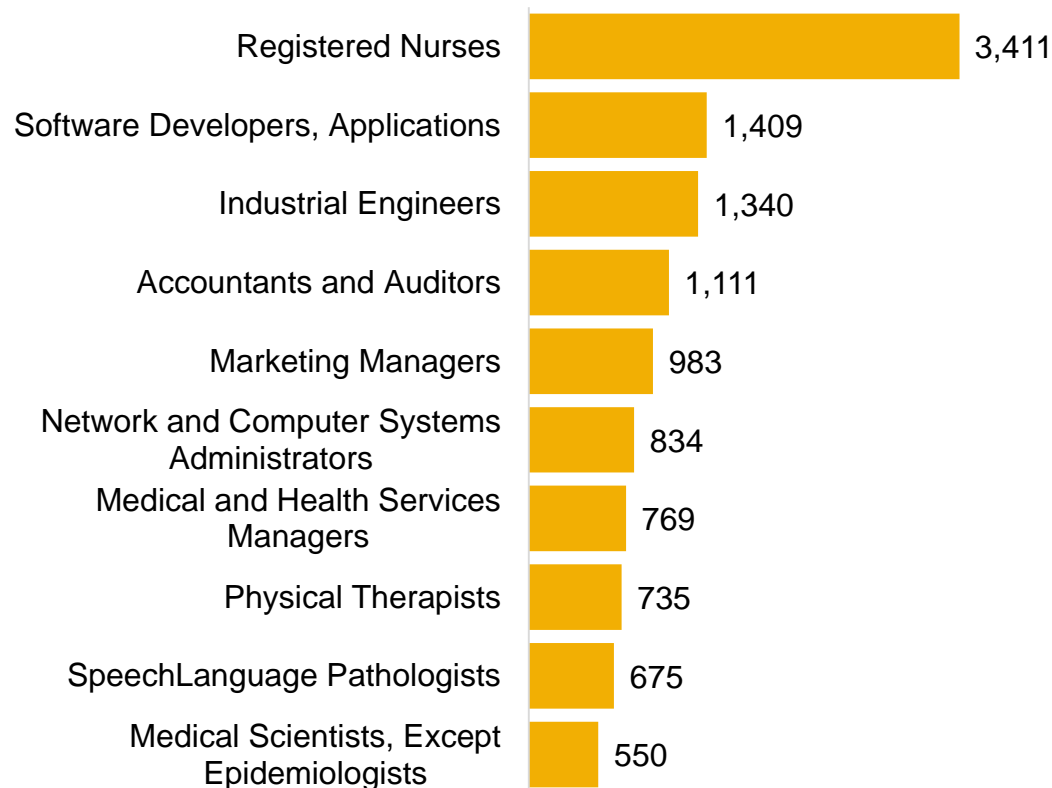


## II.B.2: Top 15 Occupations by Indexed Employer Demand, Sub-BA



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

**Northeast Region**



*Average NE Demand Index, BA: 212*

**Statewide**



*Average State Demand Index, BA: 1532*

# II.C Occupations by Demand Star Ranking

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Not for publication*

# Terminology

## Demand Star Ranking

Ranking of highest-demand, highest-wage jobs in Massachusetts, based on short-term employment projections (2017), long-term employment projections (2024), current available openings from Help Wanted Online, and median regional wage.

*Ranking developed by State of Louisiana's workforce system and implemented with support of Boston Federal Reserve.*

# II.C.1: 4- Star Occupations Requiring a High School Diploma

Occupation Title	Primary Industry	Indexed Demand	Median Wages
Industrial Machinery Mechanics	Manufacturing	105	\$ 57,983
Maintenance and Repair Workers, General	Real Estate and Rental and Leasing	674	\$ 43,241
FirstLine Supervisors of Production and Operating Workers	Manufacturing	614	\$ 64,740
Machinists	Manufacturing	212	\$ 53,146
Inspectors, Testers, Sorters, Samplers, and Weighers	Manufacturing	245	\$ 47,060
FirstLine Supervisors of Transportation and MaterialMoving Machine and Vehicle Operators	Transportation and Warehousing	285	\$ 58,848
Light Truck or Delivery Services Drivers	Transportation and Warehousing	622	\$ 36,168

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

Occupation Title	Primary Industry	Indexed Demand	Median Wages
Radiologic Technologists	Health Care and Social Assistance	62	\$ 70,650
Surgical Technologists	Health Care and Social Assistance	64	\$ 49,180
Licensed Practical and Licensed Vocational Nurses	Health Care and Social Assistance	590	\$ 56,252
Medical Records and Health Information Technicians	Health Care and Social Assistance	130	\$ 42,830
Occupational Therapy Assistants	Health Care and Social Assistance	111	\$ 49,472
Physical Therapist Assistants	Health Care and Social Assistance	199	\$ 54,859
Dental Assistants	Health Care and Social Assistance	159	\$ 40,758
Medical Assistants	Health Care and Social Assistance	337	\$ 36,064
Telecommunications Equipment Installers and Repairers, Except Line Installers	Information	65	\$ 70,768
Automotive Service Technicians and Mechanics	Retail Trade	348	\$ 44,251
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	Construction	131	\$ 56,254
Heavy and TractorTrailer Truck Drivers	Transportation and Warehousing	1701	\$ 46,793

## II.C.3: Selected 5-Star Occupations, BA+

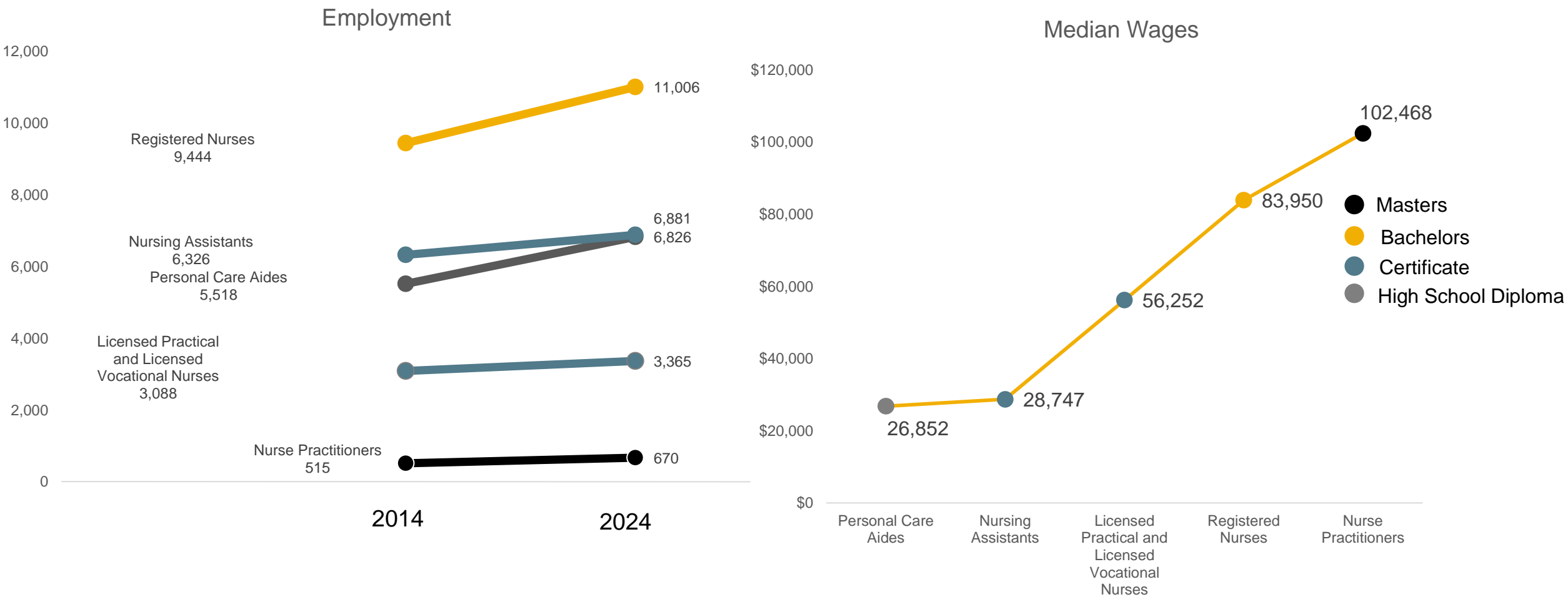
Occupation Title	Primary Industry	Indexed Demand	Median Wages
General and Operations Managers	Professional and Technical Services	501	\$ 98,312
Marketing Managers	Professional and Technical Services	983	\$ 124,266
Sales Managers	Retail Trade	326	\$ 135,720
Computer and Information Systems Managers	Professional and Technical Services	271	\$ 137,597
Financial Managers	Finance and Insurance	452	\$ 108,444
Architectural and Engineering Managers	Professional and Technical Services	190	\$ 144,779
Medical and Health Services Managers	Health Care and Social Assistance	769	\$ 93,810
Software Developers, Applications	Professional and Technical Services	1409	\$ 108,342

# II.D: Career Pathways

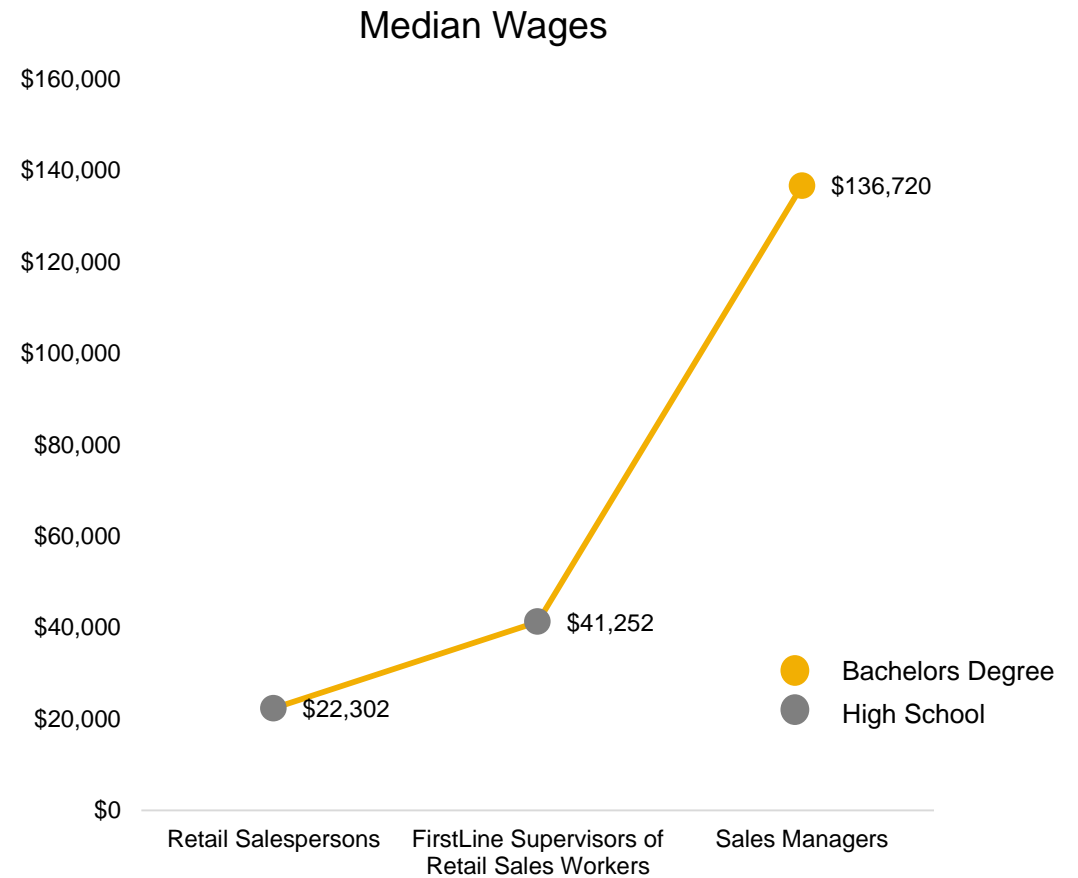
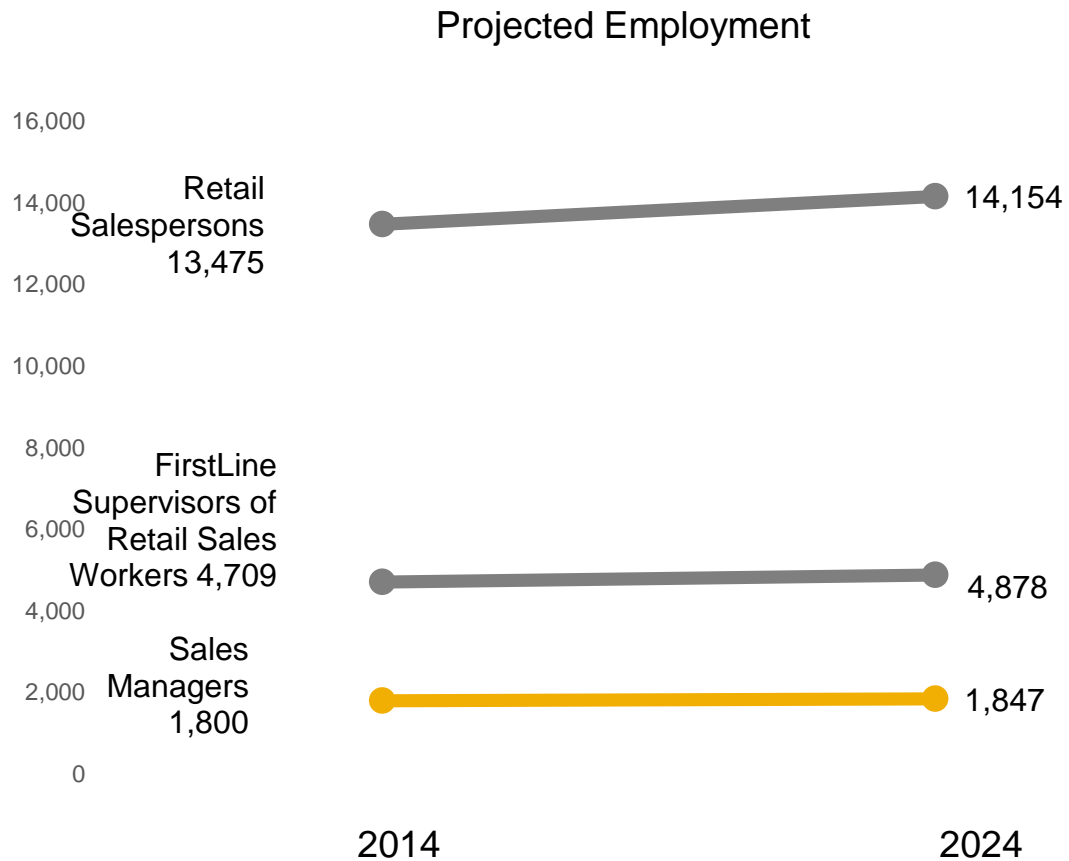
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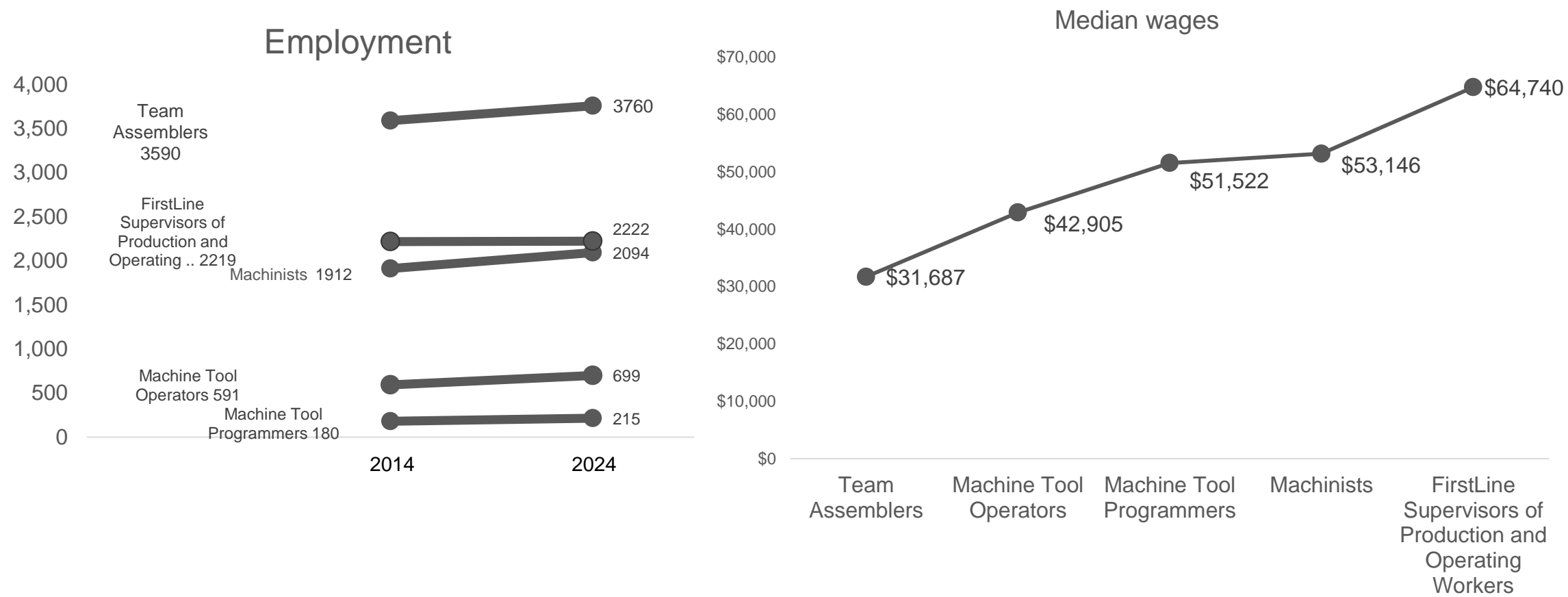
# II.D.1: Nursing Career Pathway



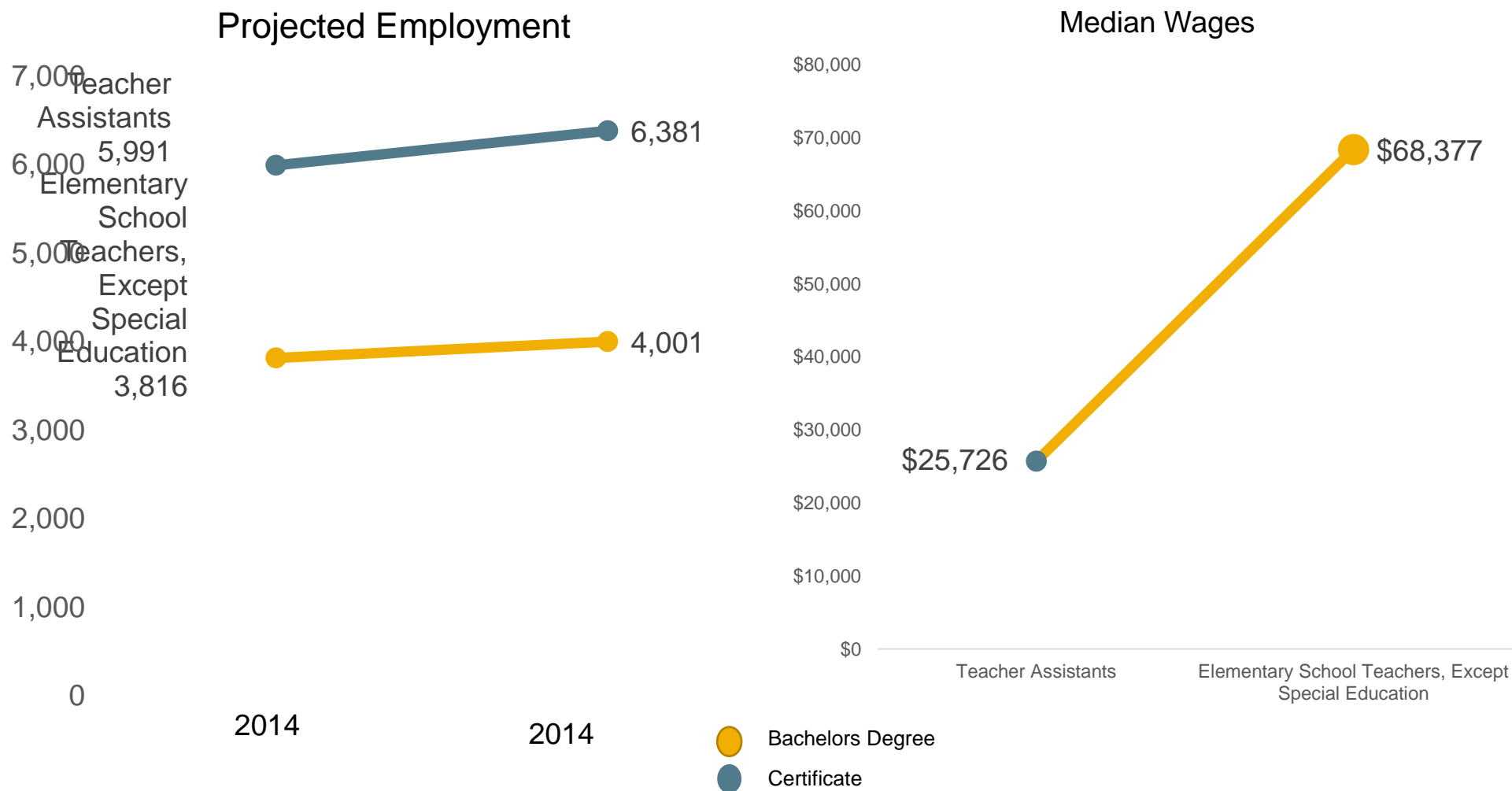
# II.D.2: Retail Career Pathway



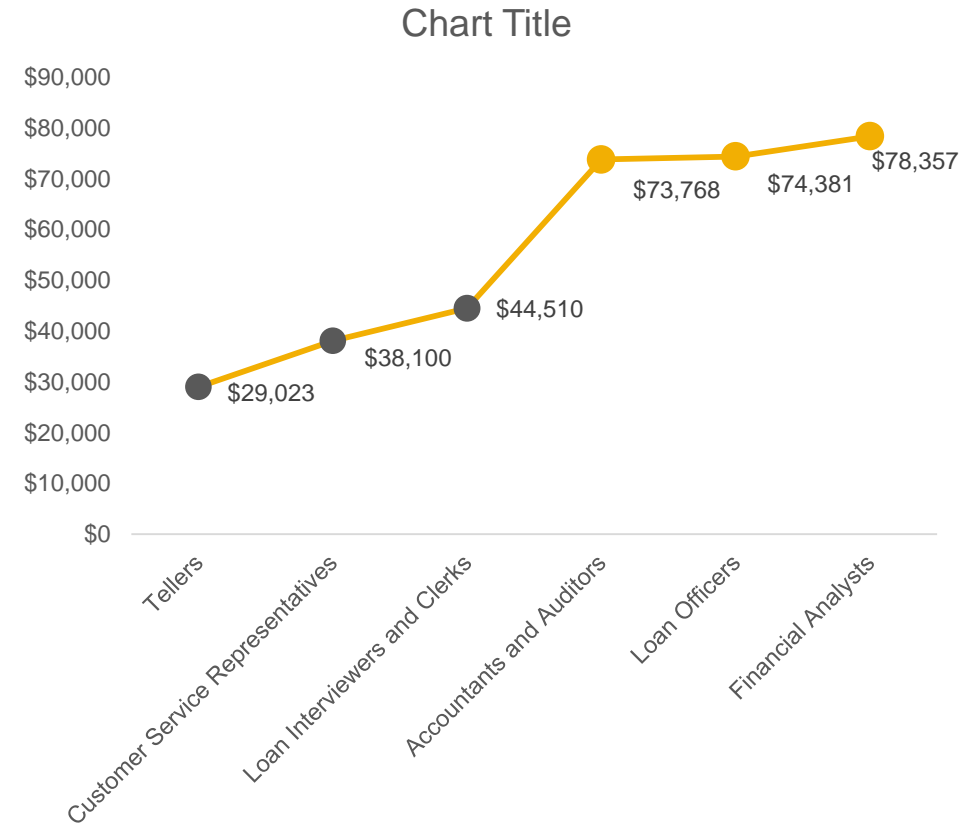
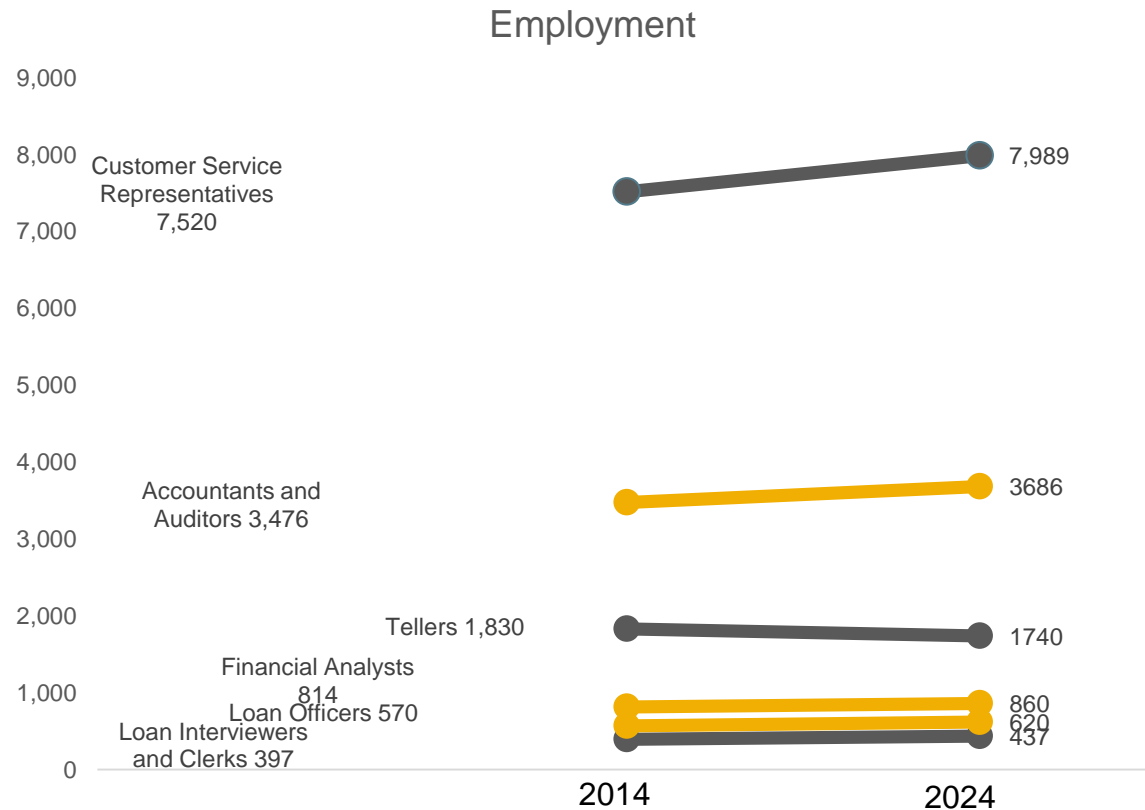
# II.D.3: Manufacturing Career Pathway



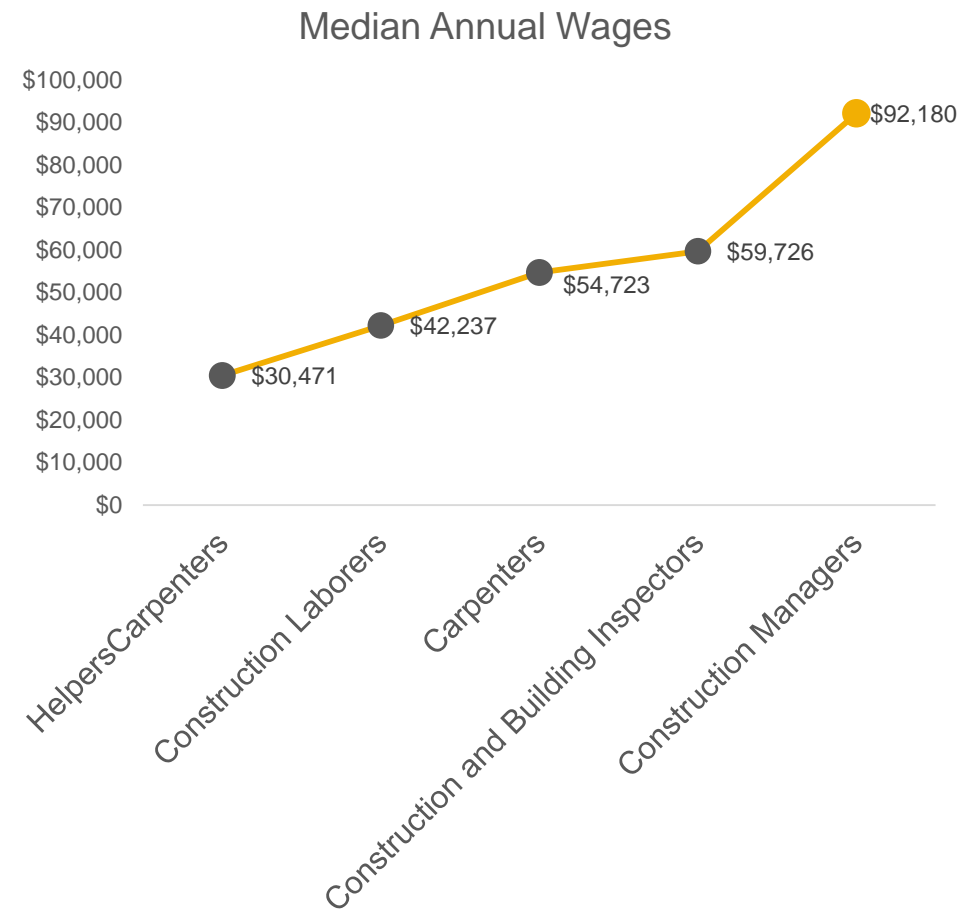
# II.D.4: Teaching Career Pathway



# II.D.5: Financial Services Career Pathway



# II.D.6: Construction Career Pathway



# Overlap in Mission Statements



- “Vibrant/diverse community”
- “Prosperity of the region”
- “Affordable education opportunity”
- “Economic and workforce development needs”
- “Economic security”

# Shared Concern: shrinking, restricted cash Resources

- Federal cutbacks
- Decreasing state support
- Rising cost of higher education
- Lack of capital investment in colleges
- Limited funding for training
- Start-and-stop nature of grant funding



# Hopes for Regional Planning

- **Clear, shared sense** of what is really doable. Not some abstract "plan" but real actionable items.
- Answer to my question: what's **new** about the Baker administration approach?
- A **clear process** leading to adequate state support for institutions of higher education
- A **shared definition of critical industries**
- A **date** set up for the next meeting.
- A **better understanding** of how all participants will **gain** from the regionalization process.
- A general understanding of **who does what** in our region
- **To establish best practices** for working together

# Ideas about what will lead to success in R.P.

- **Serious financial commitment at the state level.**
- **Employer** leadership, engagement, and true investment
- Commitment and follow through
- **Full state buy-in** to regional strategy development/allowing regional autonomy
- **Cooperation**
- **Good and consistent attendance** at the first and subsequent meetings.
- Keeping it un-**bureaucratic** or and not too political

# Where Do We Want to Go?

## Setting Regional Priorities for Investment

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

How about jobs that:

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

# Where Do We Want to Go?

## Regional Goals

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

Please discuss in small groups (your letter groups) and prepare to report your answers in 15 minutes.