Regional Planning

Massachusetts Workforce Skills Cabinet 2017

strategy matters

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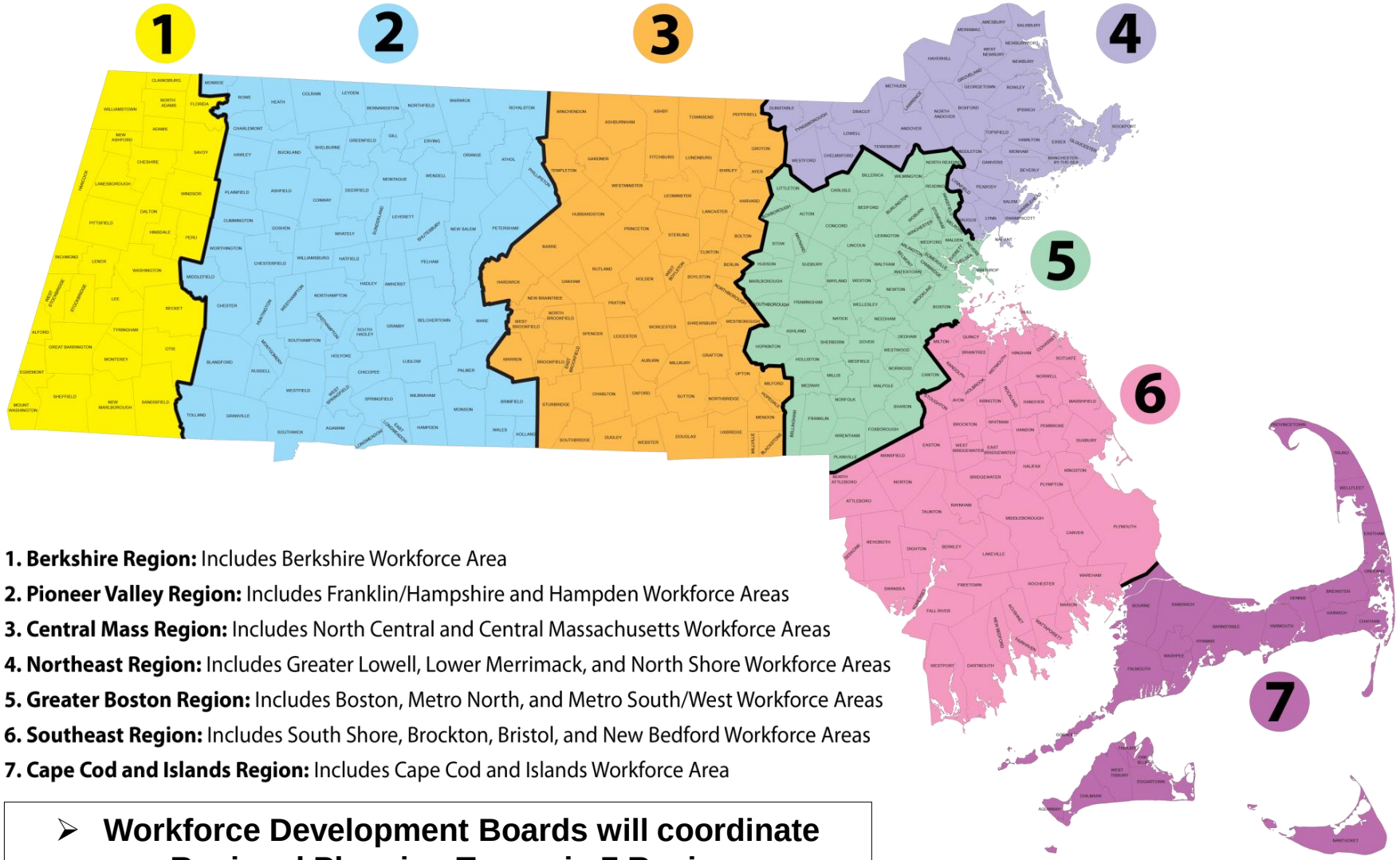
What are we asking you to do?

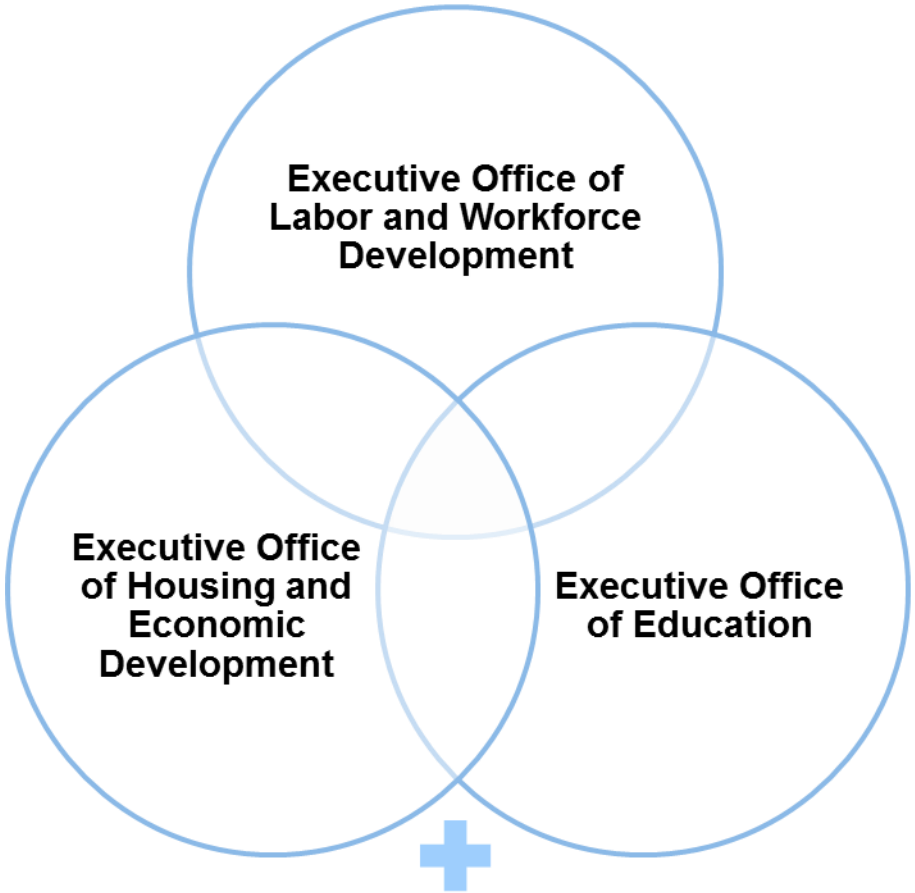


1. **Berkshire Region:** Includes Berkshire Workforce Area
2. **Pioneer Valley Region:** Includes Franklin/Hampshire and Hampden Workforce Areas
3. **Central Mass Region:** Includes North Central and Central Massachusetts Workforce Areas
4. **Northeast Region:** Includes Greater Lowell, Lower Merrimack,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

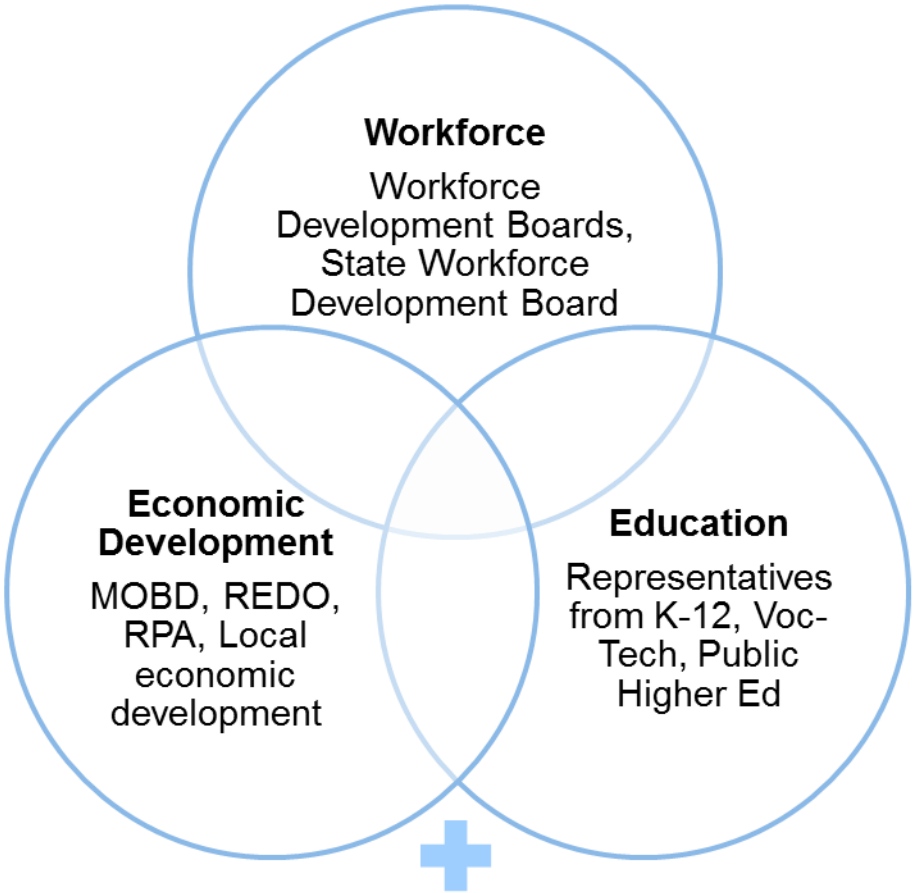
New State-Regional Structure

Workforce Skills Cabinet



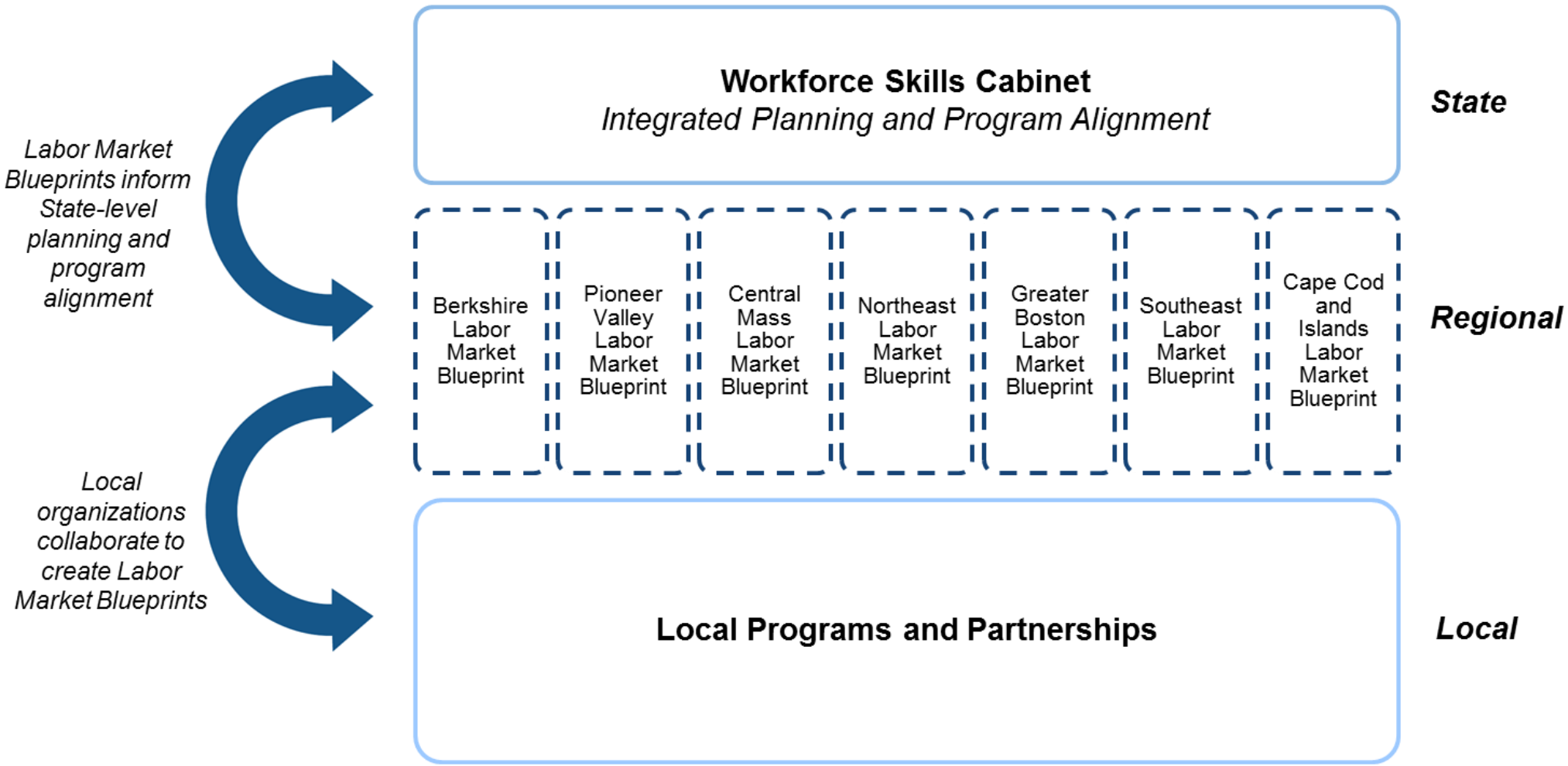
----- State-Level Stakeholder Engagement-----

Regional Planning Team



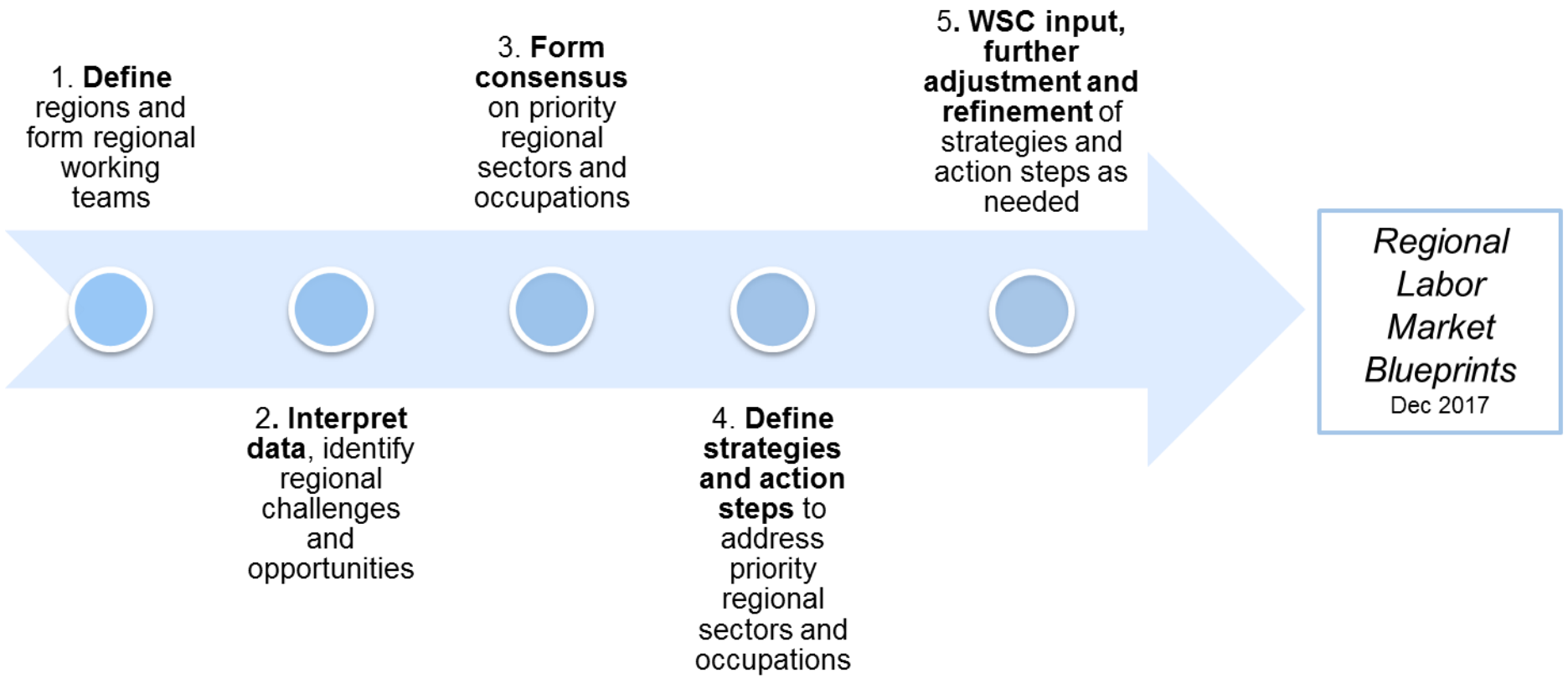
----- Regional Stakeholder Engagement-----

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?

Pioneer Valley Region Data Package

Massachusetts Regional Planning Initiative 2017

strategy matters

BLAKELY CONSULTING LLC

LMI Overview

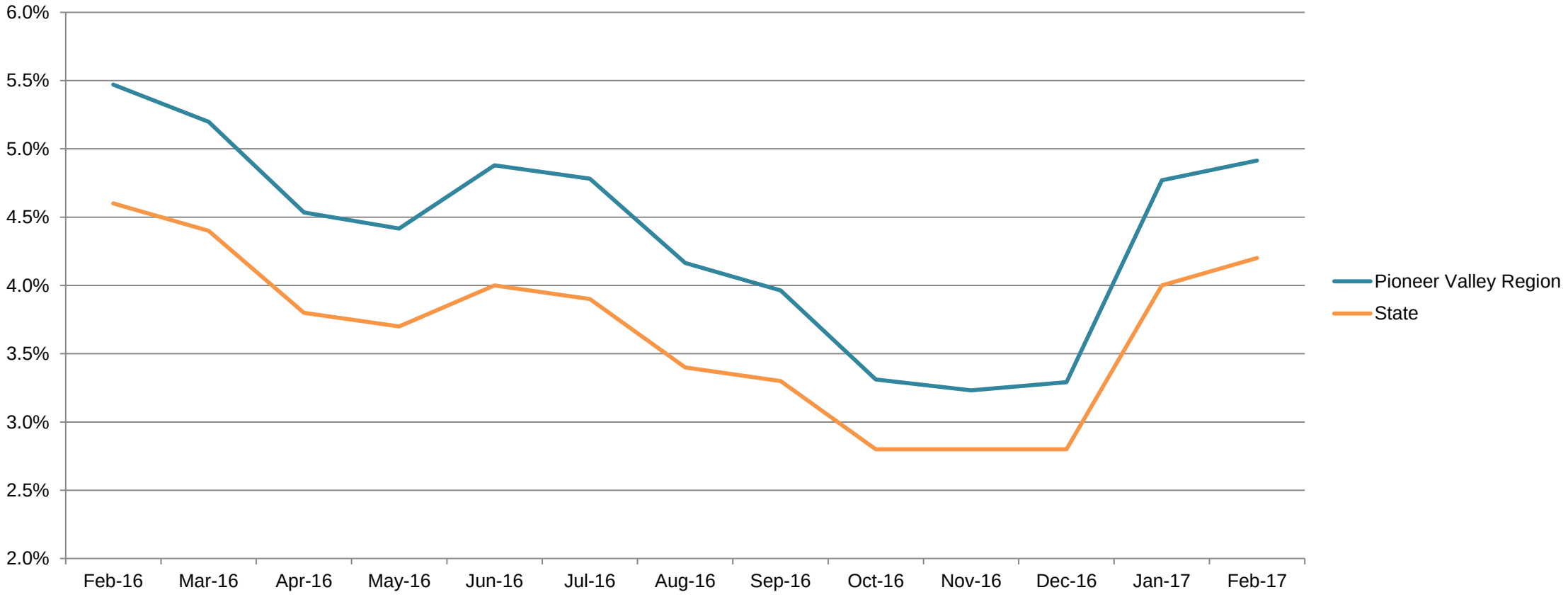
- Employers in our region have difficulty filling available openings.
- This **team** – representing education, workforce development, and economic development – is asked to identify skill gaps in priority sectors and occupations in your region and prioritize solutions to these skill gap problems.
-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

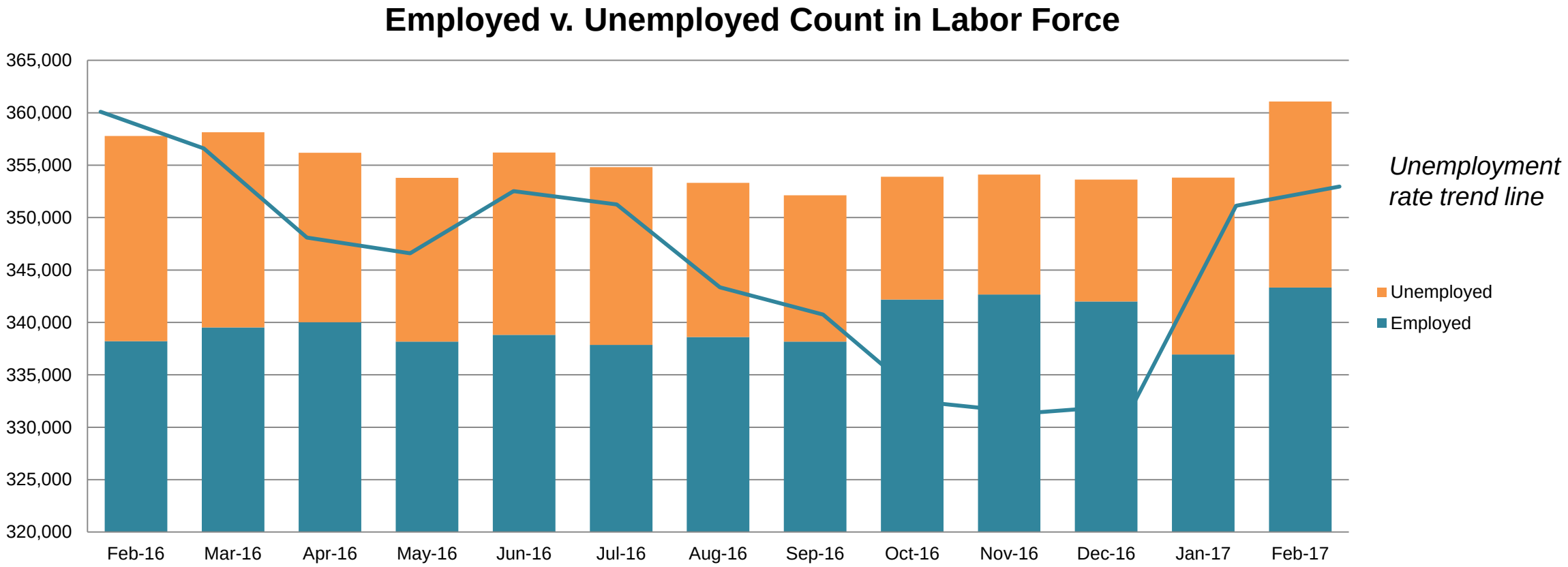
Pioneer Valley unemployment trends are generally aligned to MA trends, although regional rates tend to be higher than the State by approximately by .5-.75%.



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

Labor Market Overview: Labor Force

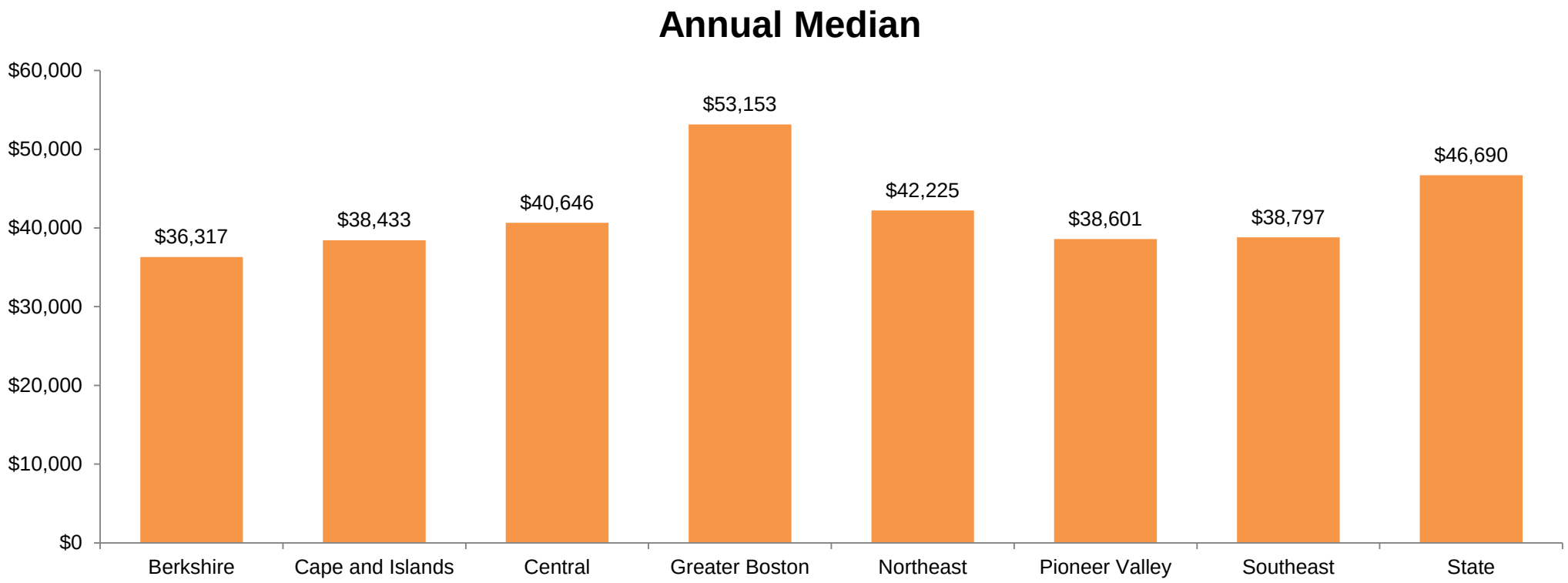
The unemployment rate alone is not the only indicator of employment levels in your region.



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

Median Wage

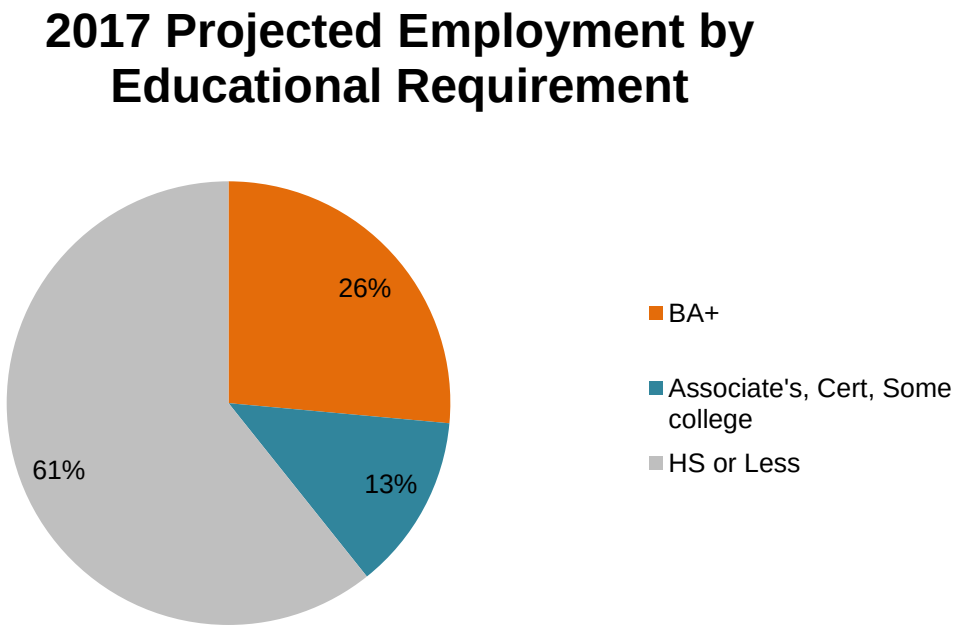
Pioneer Valley Region median wages are higher than neighbors to the west (Berkshire) but lower than neighbors to the east (Central).



Occupational Employment Statistics Wages, 2015

Educational Attainment: Employment v. Population

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



Total Projected Employment: 301,924

2017 Occupational Employment Statistics Projections, BLS

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

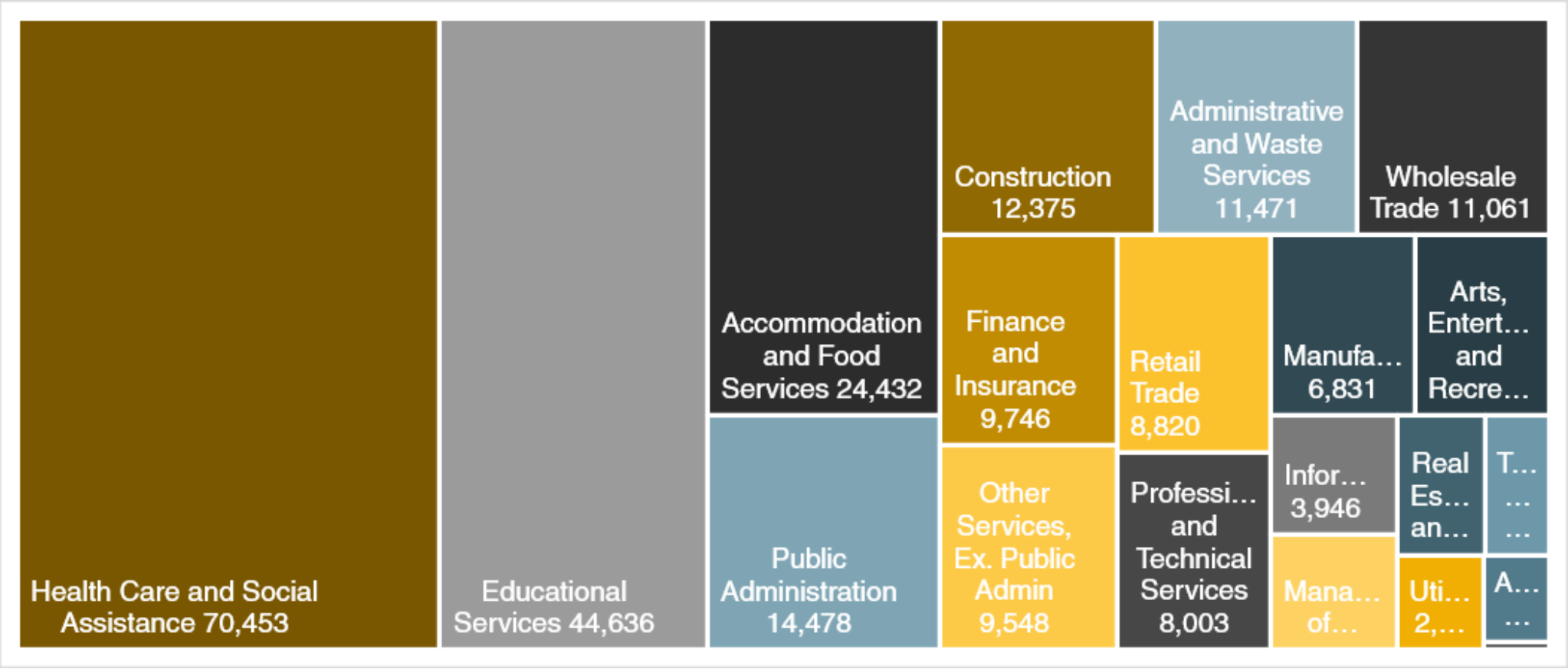
Who are the employers in our region?

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: Pioneer Valley Region Sector Makeup

by total employment

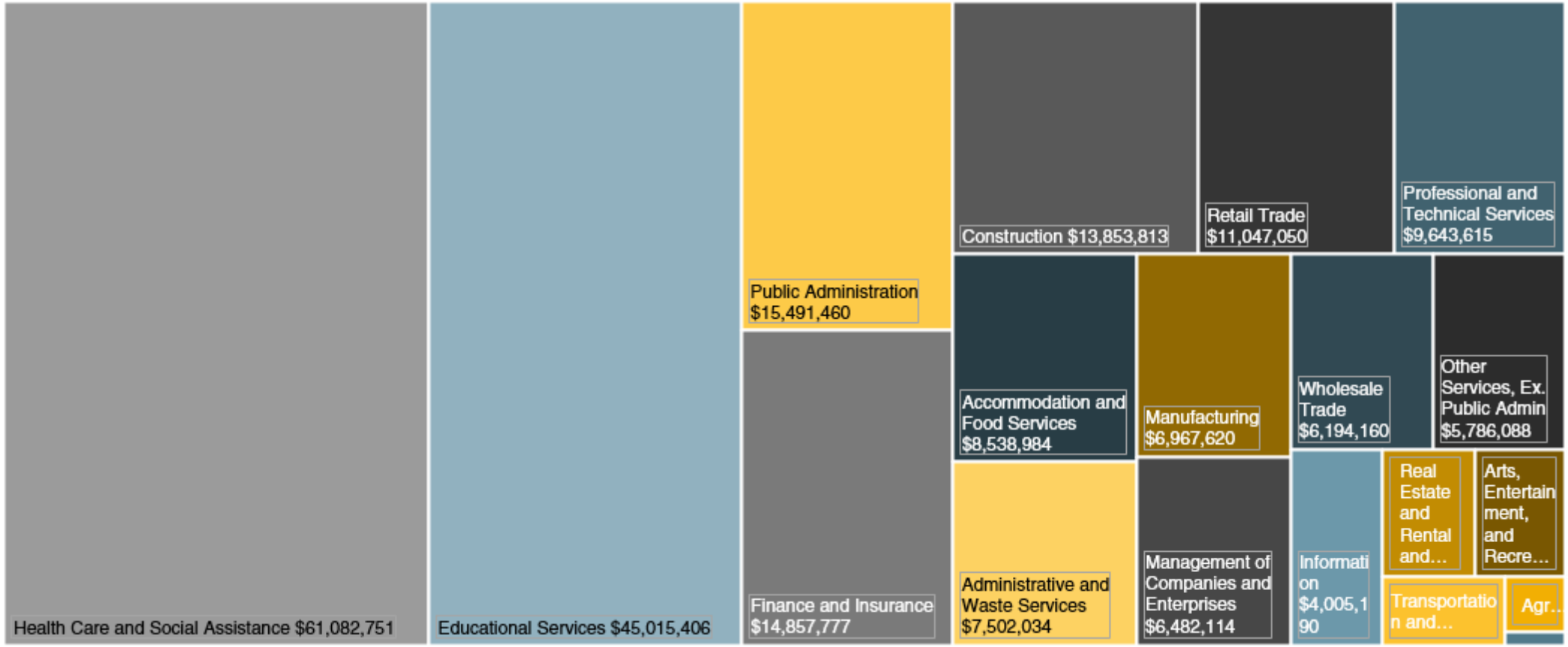


Management: 3863
Arts: 6404
Real Estate: 3231
Utilities: 2200
Transportation: 2376
Agriculture: 1492

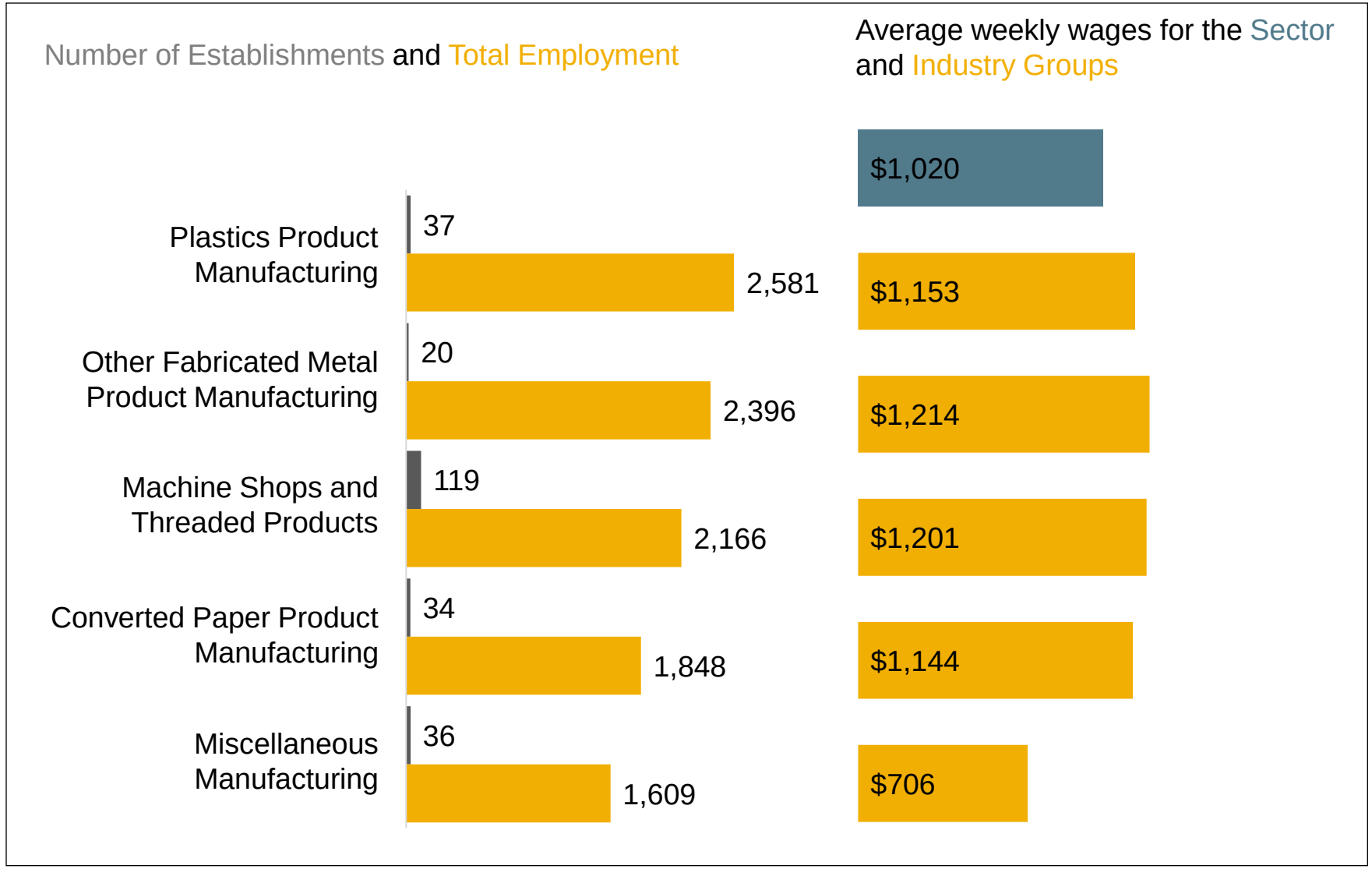
DUA/BLS Quarterly Census of Employment and Wages, QTR 3 2016

I.A.2: Pioneer Valley Region Sector Makeup

by total wages



I.B.1: Manufacturing Industry Groups

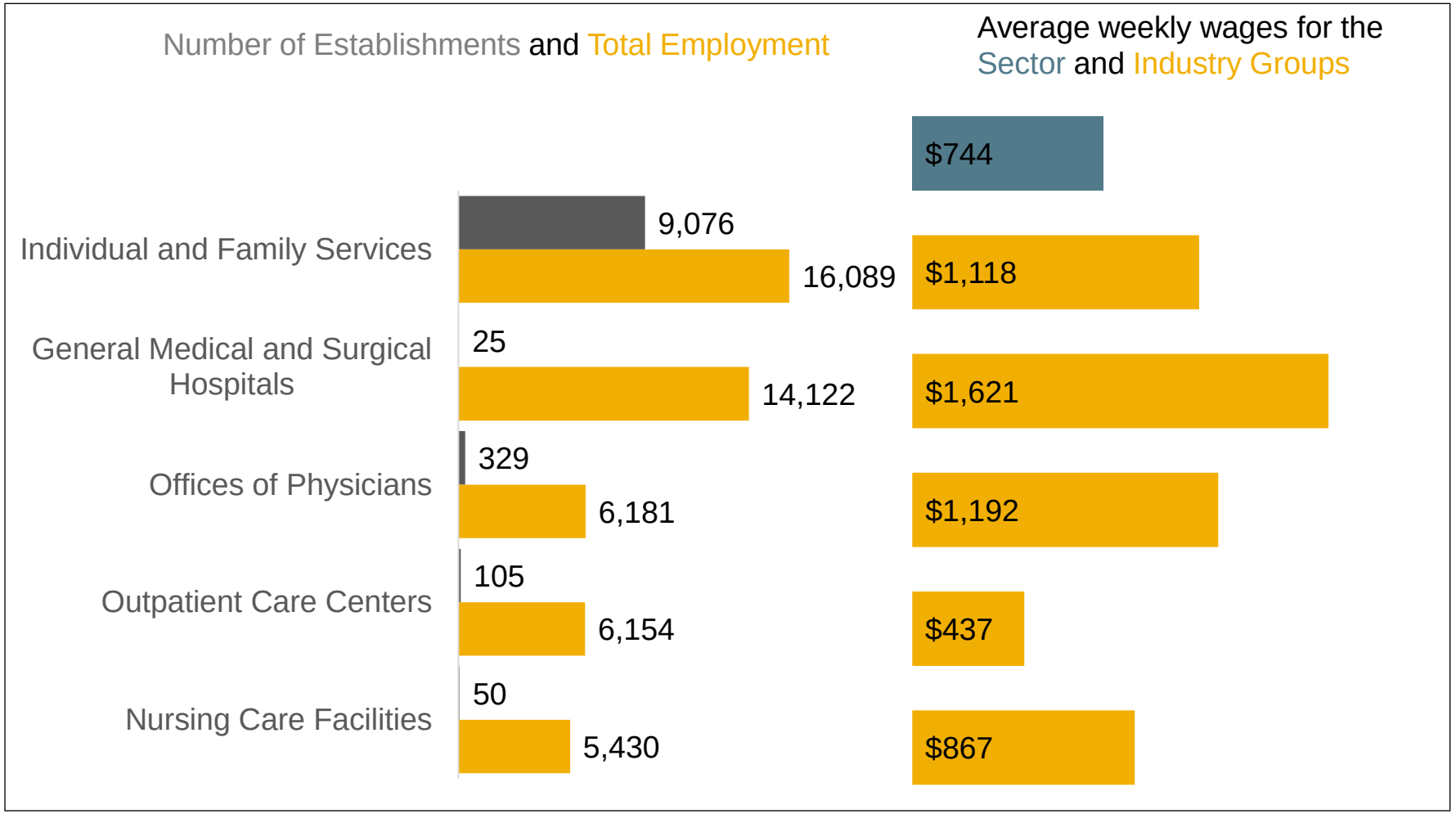


Largest Employers by 12-month Job Postings

Employer	Postings
L-3 Communications	88
HP Hood LLC	49
Smith & Wesson Holding Co.	38
The Coca-Cola Company	28
Advanced Drainage Systems	23

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

I.B.4: Healthcare Industry Groups

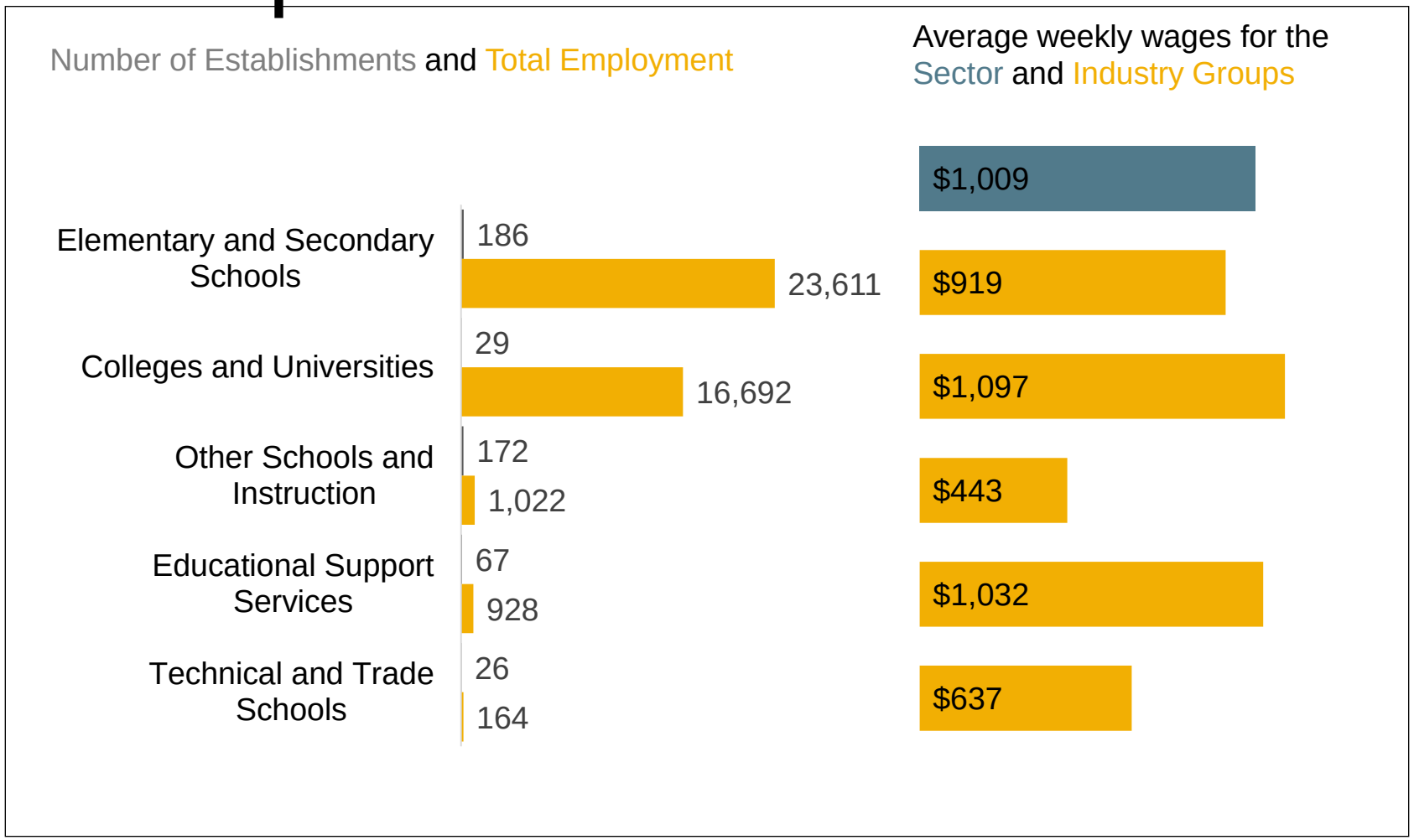


Largest Employers by 12-month Job Postings

Employer	Postings
Baystate Health	422
Kindred Healthcare	364
Cooley Dickinson Healthcare Corporation	339
Genesis HealthCare	169
Center For Human Development, Inc.	87

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

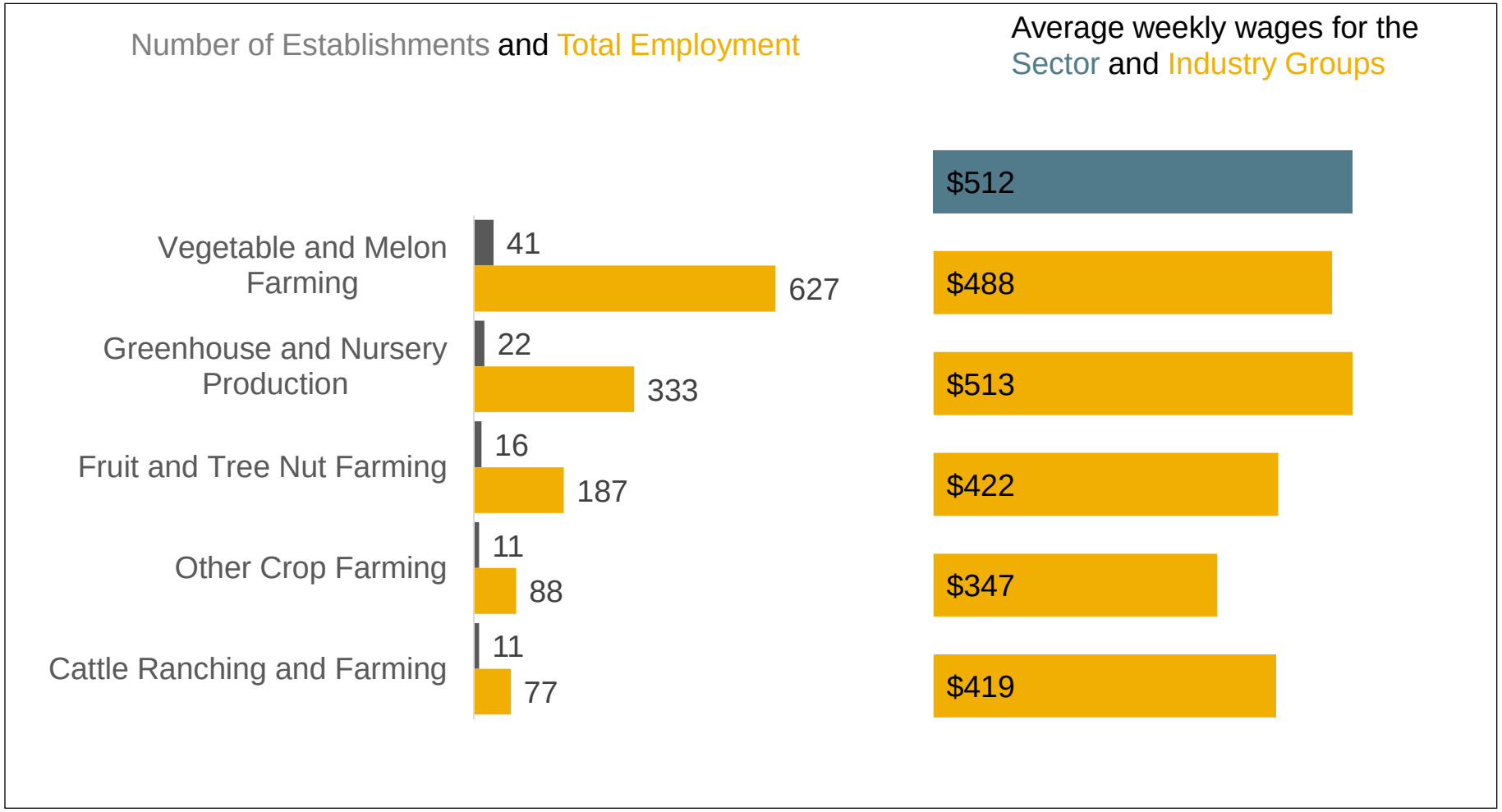
I.B.6: Education Services Industry Groups



Largest Employers by 12-month Job Postings	
Employer	Postings
Smith College	163
Greenfield Community College	129
Bay Path University	96
Hampshire College	82

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

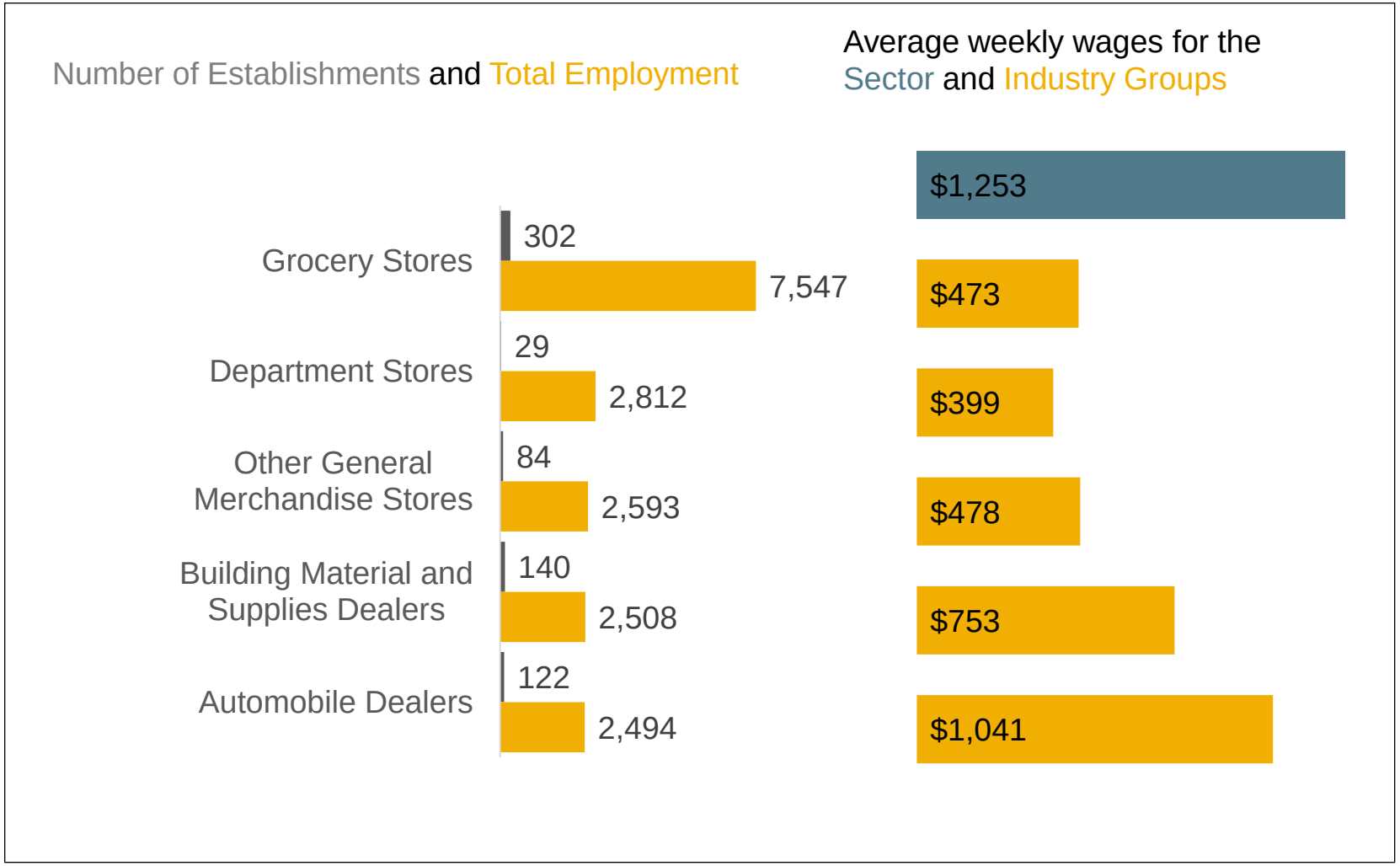
I.B.2: Agriculture Industry Groups



Largest Employers by 12-month Job Postings	
Employer	Postings
River Valley Market	7
VCA Antech Inc	5
Atkins Farms	5
Cumberland Farms	3
Savage Farms	3

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	162
Target Corporation	124
Staples	119
Home Depot	88
Macy's	82

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

II. Occupations

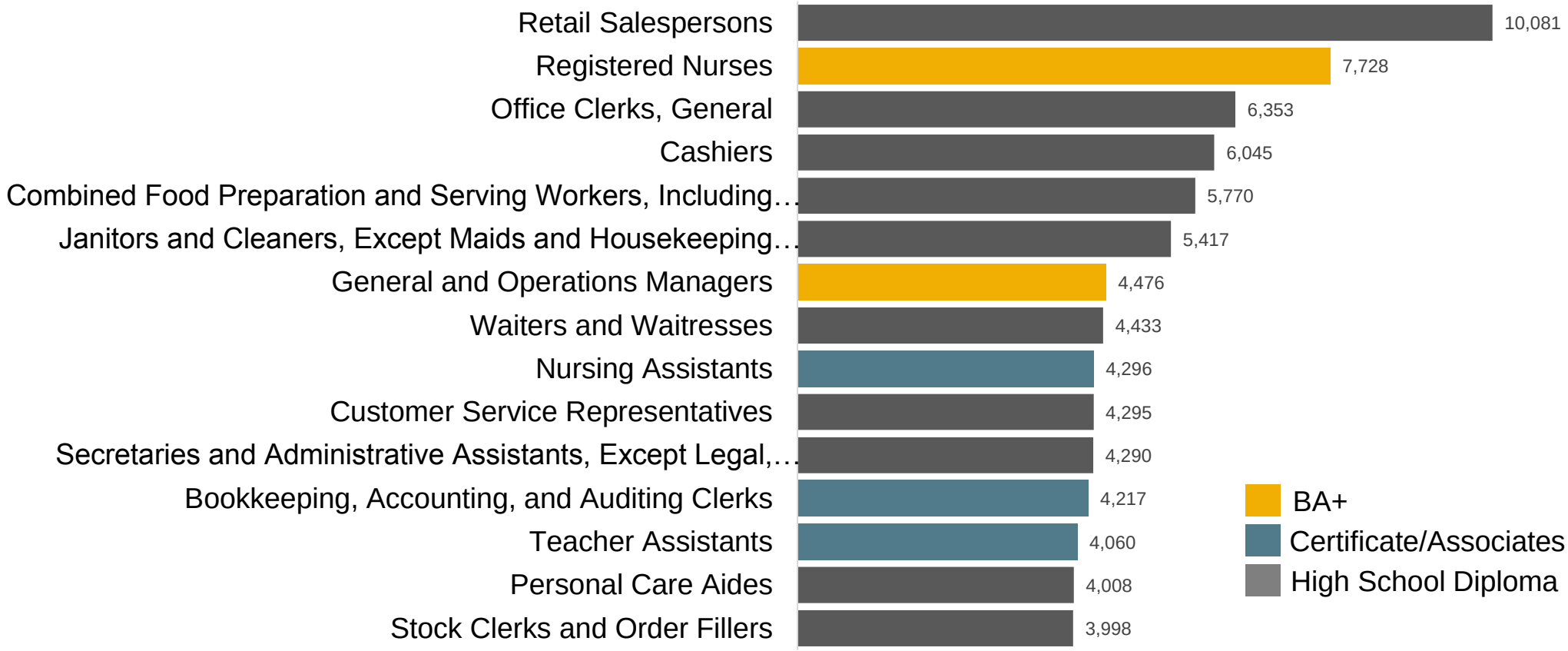
What work are people doing, and what work do employers need people to do?

II.A: Occupations by Share of Employment

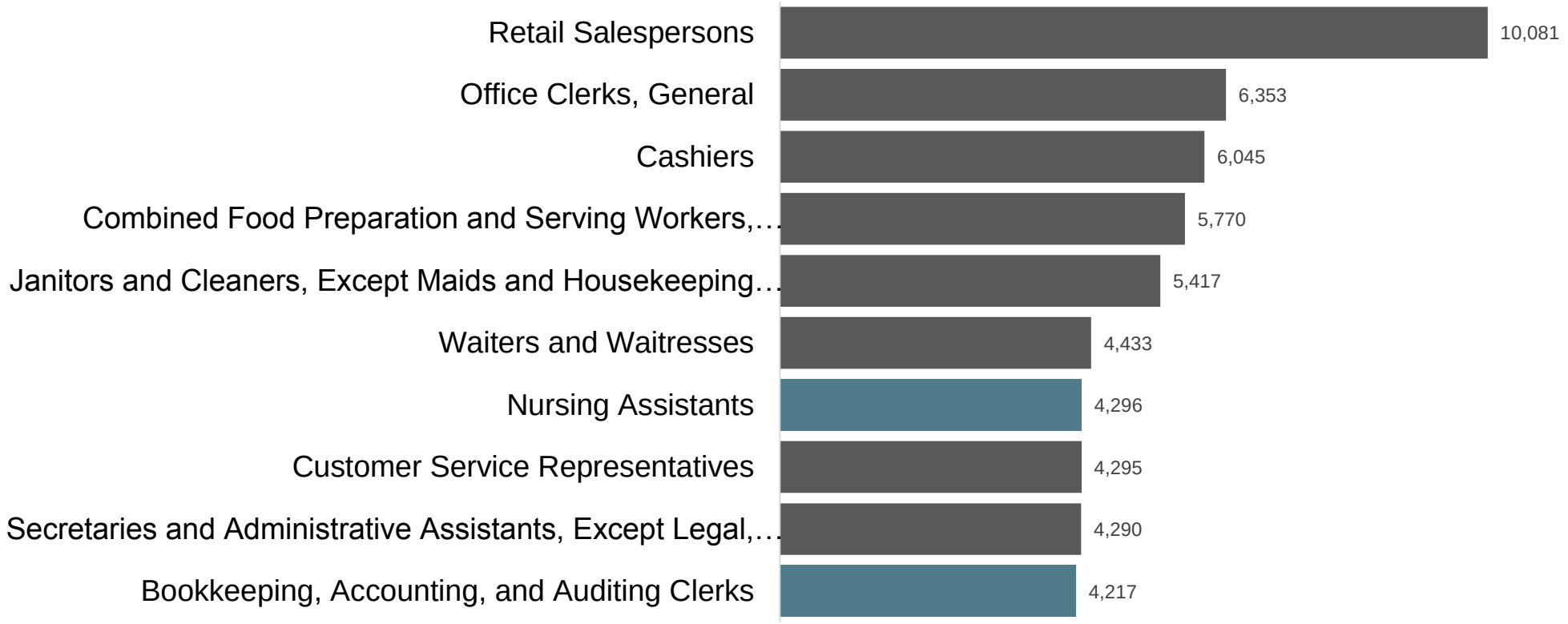
Terminology

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

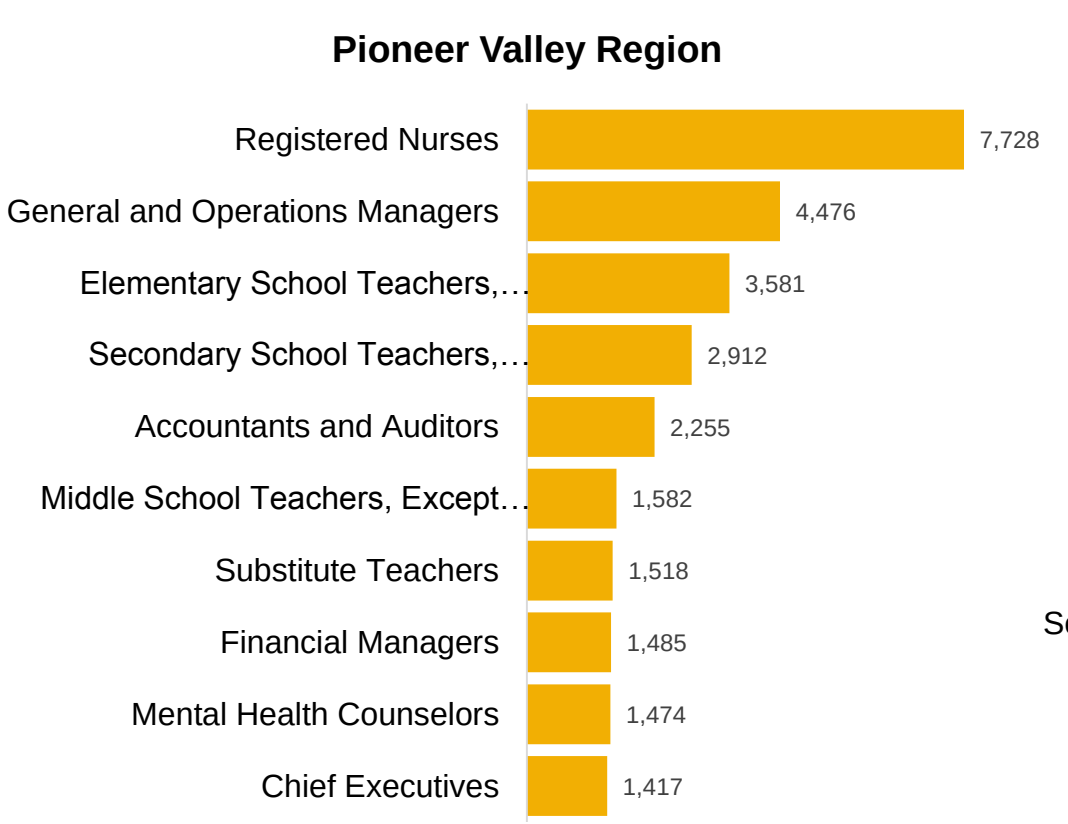
II.A.1: Top 15 Occupations by Share of Employment, 2015

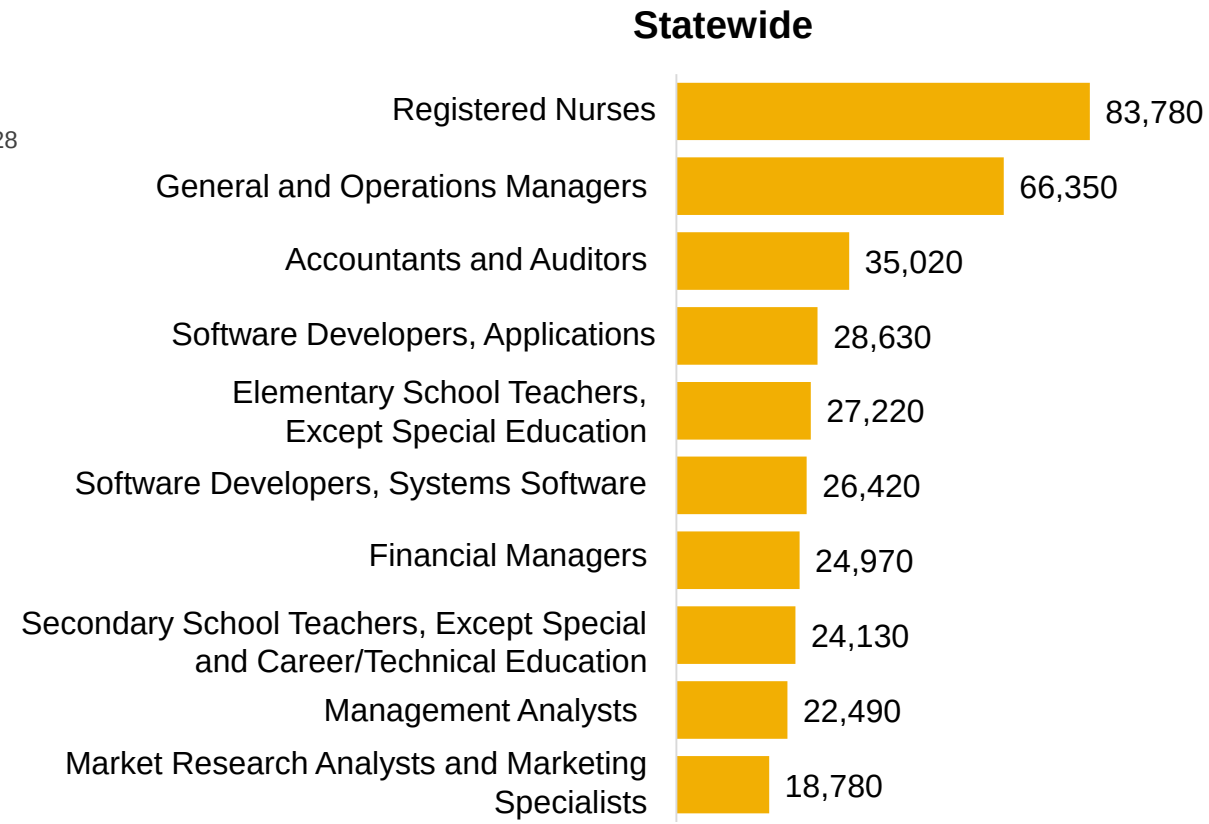


II.A.2: Top 10 Occupations by Employment Share, 2015 Sub-BA



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





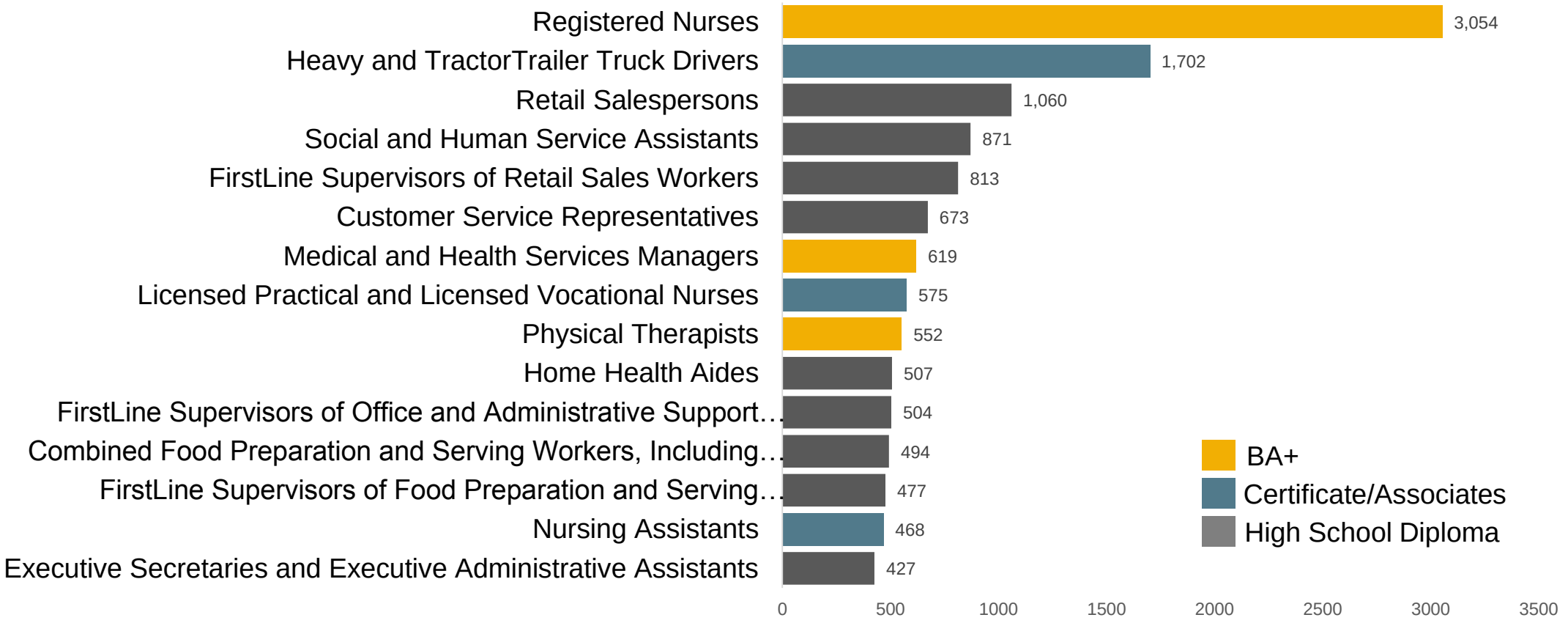
Occupational Employment Statistics, 2015 Short-Term Projection Employment Base

II.B: Occupations by Indexed Employer Demand

Terminology

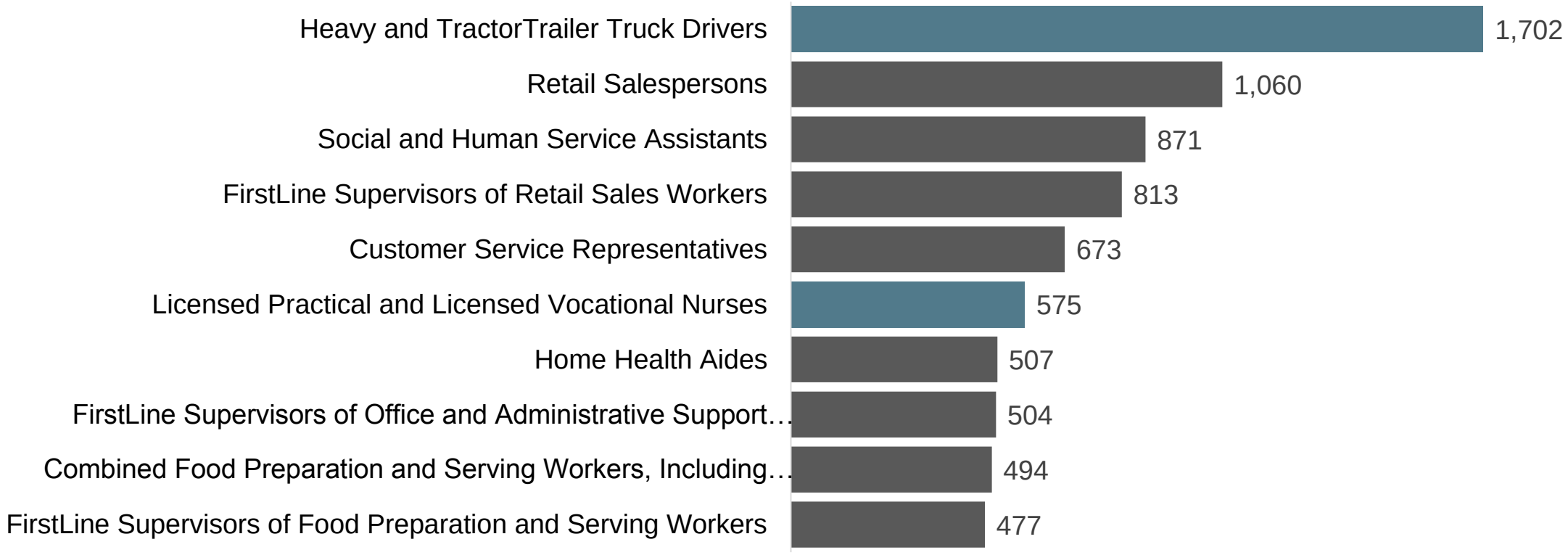
Employment Projections	Expected employment in 2017 (short term) and 2024 (long term) for a particular occupation, based on surveyed employers
Weighted Employer Demand	Short term openings from replacement and growth (2017), long term openings from replacement and growth (2024), and advertised online postings, 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



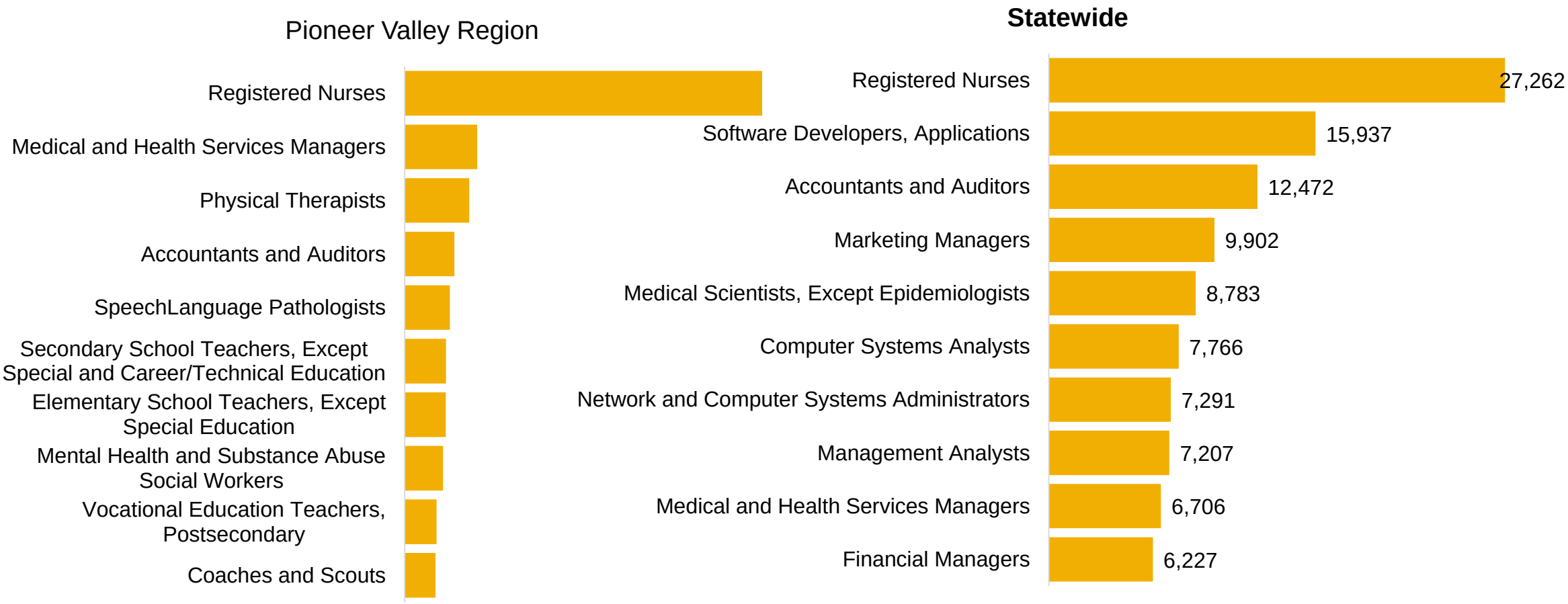
Occupational Employment Statistics, 2017 Projections and 2024 Projections, Conference Board Help Wanted OnLine

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 Title	STARS	Associated Industry	Median Wages
Insurance Sales Agents	4	Finance and Insurance	$68,277
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	5	Wholesale Trade	$62,440
FirstLine Supervisors of Office and Administrative Support Workers	4	Wholesale Trade	$54,102
Billing and Posting Clerks	4	Health Care and Social Assistance	$37,755
Customer Service Representatives	4	Finance and Insurance	$34,330
Production, Planning, and Expediting Clerks	4	Manufacturing	$51,692
Medical Secretaries	4	Health Care and Social Assistance	$39,010
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	4	Educational Services	$37,526
FirstLine Supervisors of Construction Trades and Extraction Workers	4	Public Administration	$65,601
Carpenters	4	Construction	$49,187
Construction Laborers	4	Construction	$44,891
Operating Engineers and Other Construction Equipment Operators	4	Construction	$60,936
Electricians	4	Construction	$57,449

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	Demand STARS	Associated Industry	Annual Median Wages
Web Developers	4	Professional and Technical Services	$62,615
Computer User Support Specialists	4	Professional and Technical Services	$49,603
Paralegals and Legal Assistants	4	Professional and Technical Services	$47,326
Respiratory Therapists	4	Health Care and Social Assistance	$64,781
Medical and Clinical Laboratory Technicians	4	Health Care and Social Assistance	$43,266
Dental Hygienists	4	Health Care and Social Assistance	$78,982
Cardiovascular Technologists and Technicians	4	Health Care and Social Assistance	$55,706
Diagnostic Medical Sonographers	4	Health Care and Social Assistance	$73,912
Radiologic Technologists	4	Health Care and Social Assistance	$58,344
Surgical Technologists	4	Health Care and Social Assistance	$48,947
Licensed Practical and Licensed Vocational Nurses	4	Health Care and Social Assistance	$48,166
Medical Records and Health Information Technicians	4	Health Care and Social Assistance	$39,845
Physical Therapist Assistants	4	Health Care and Social Assistance	$56,780

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

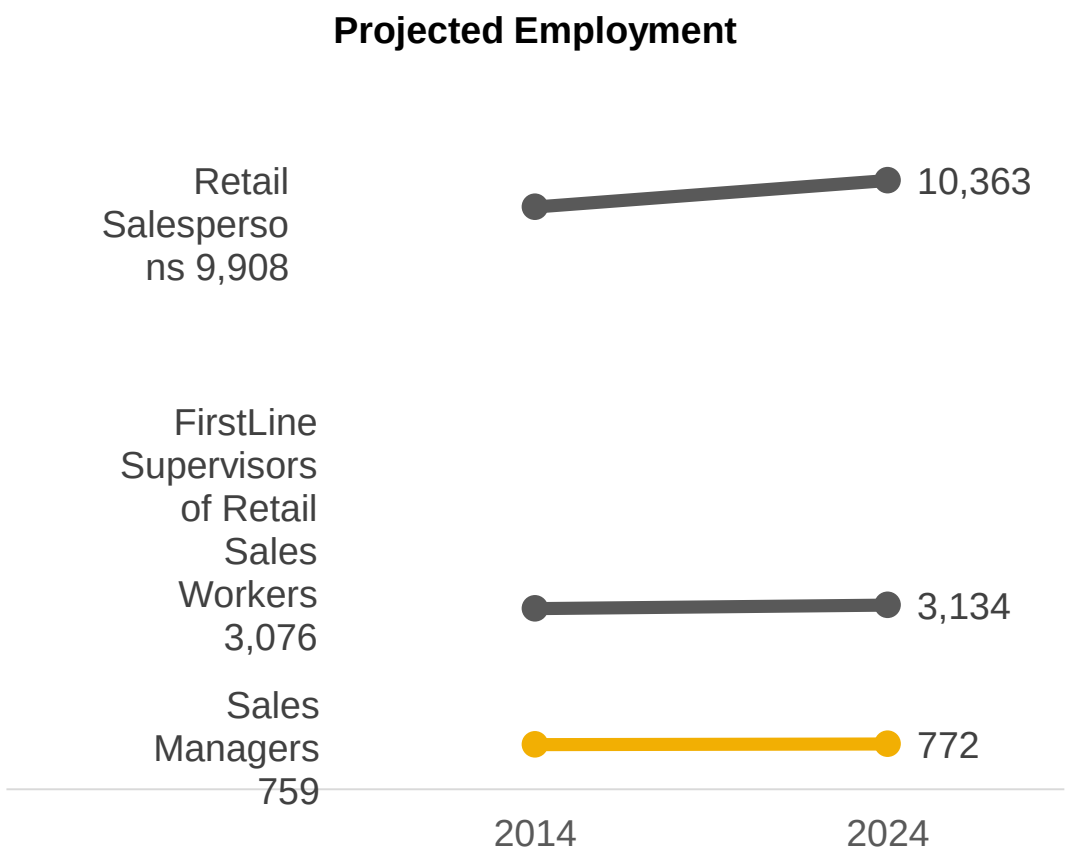
II.B.2: Selected 5-Star Occupations Requiring a BA+

Occupation	Demand STARS	Associated Industry	Median Annual Wages
Human Resources Managers	4	Professional and Technical Services	$86,281
Construction Managers	4	Construction	$87,651
Education Administrators, Preschool and Childcare Center/Program	4	Educational Services	$54,357
Education Administrators, Elementary and Secondary School	5	Health Care and Social Assistance	$89,837
Education Administrators, Postsecondary	5	Educational Services	$74,636
Architectural and Engineering Managers	4	Professional and Technical Services	$126,094
Medical and Health Services Managers	5	Health Care and Social Assistance	$93,572
Social and Community Service Managers	4	Health Care and Social Assistance	$51,071
Purchasing Agents, Except Wholesale, Retail, and Farm Products	4	Manufacturing	$59,634
Compliance Officers	4	Public Administration	$67,519
Cost Estimators	4	Construction	$62,112
Human Resources Specialists	4	Administrative and Waste Services	$59,673

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

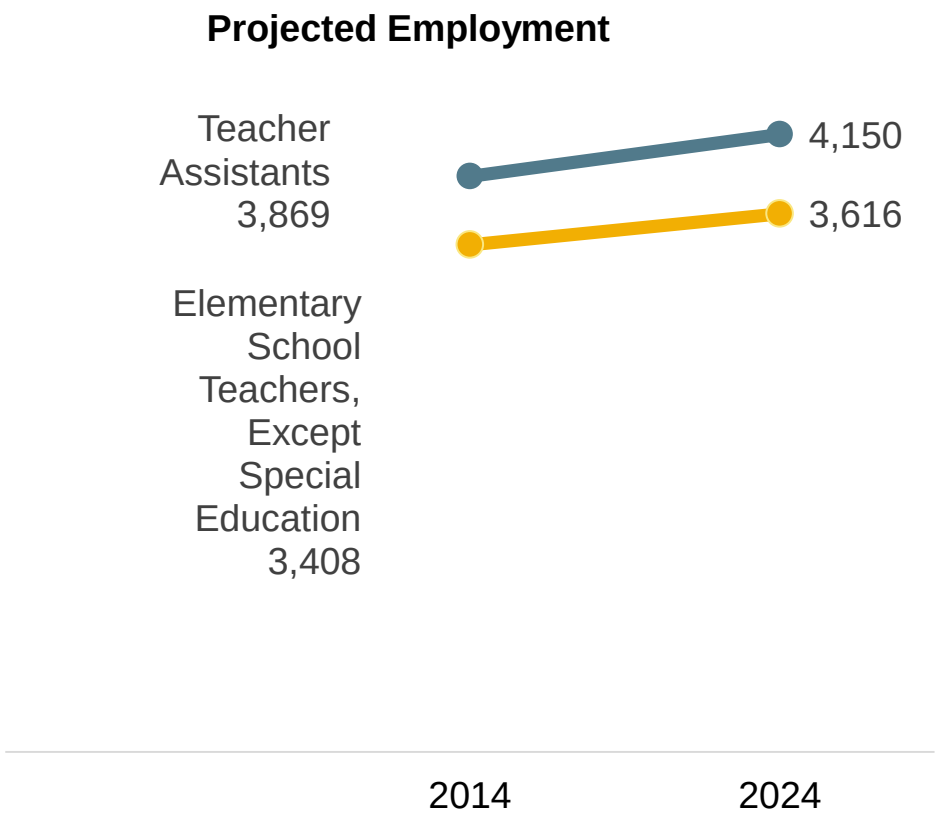
II.D: Career Pathways

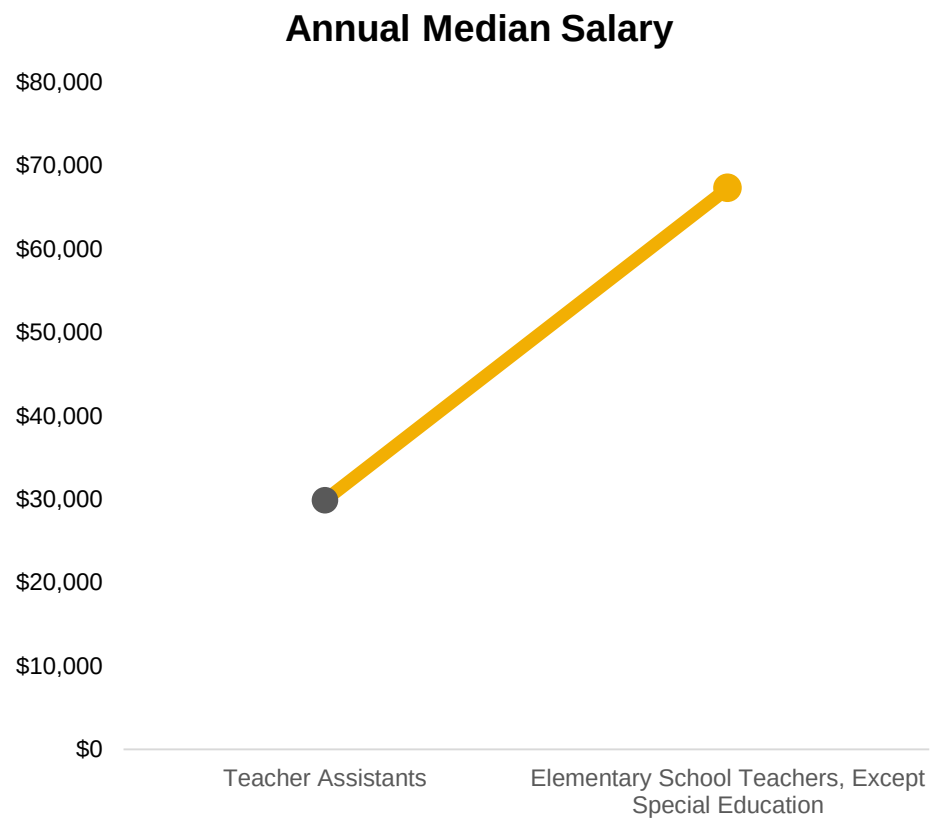
II.E.1: Retail Career Pathway



Massachusetts Industry-Occupation Employment Matrix, 2014-2024, DUA/BLS Quarterly Census of Employment and Wages, QTR 3 2016

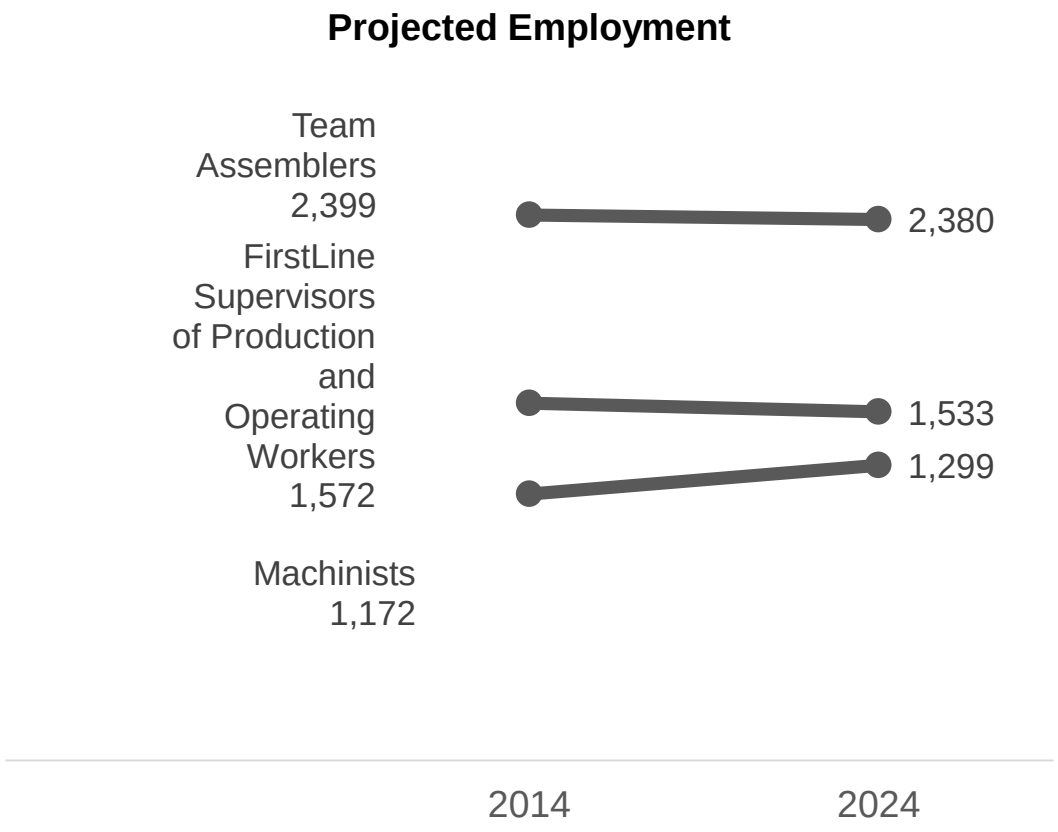
II.E.1: Teaching Career Pathway

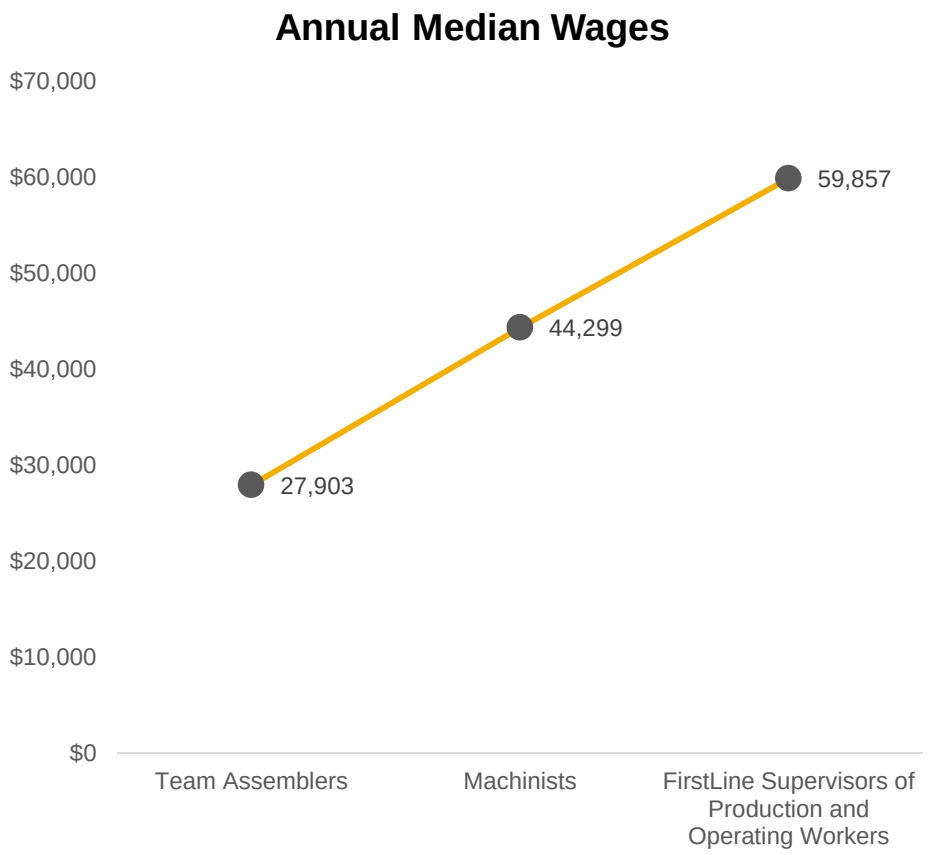




Massachusetts Industry-Occupation Employment Matrix, 2014-2024, DUA/BLS Quarterly Census of Employment and Wages, QTR 3 2016

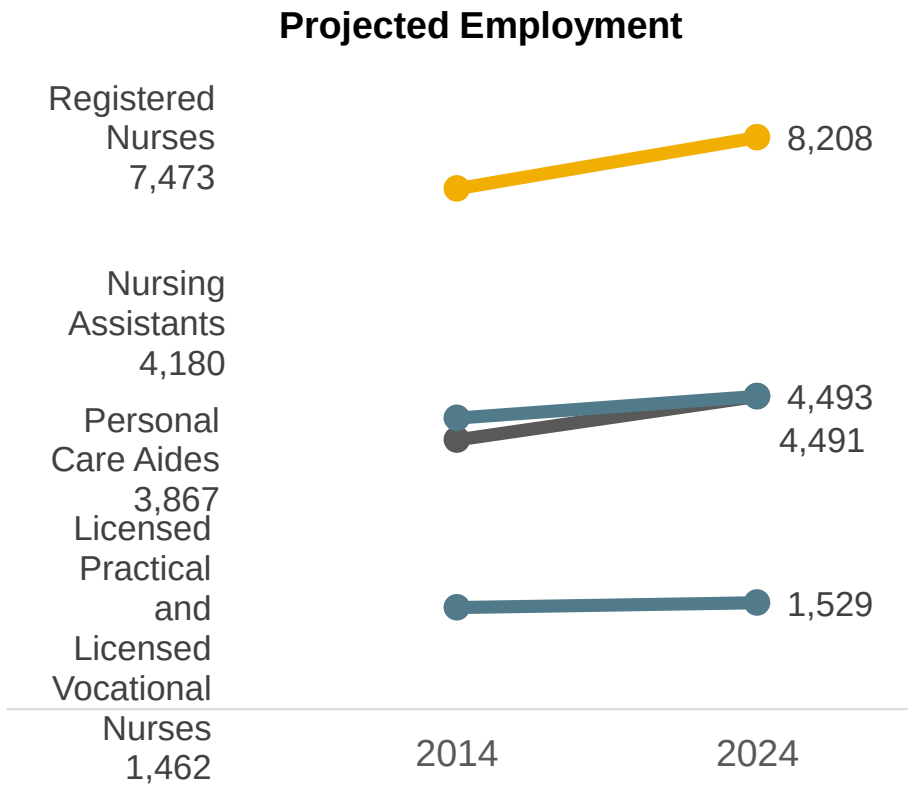
II.E.2: Manufacturing Career Pathway

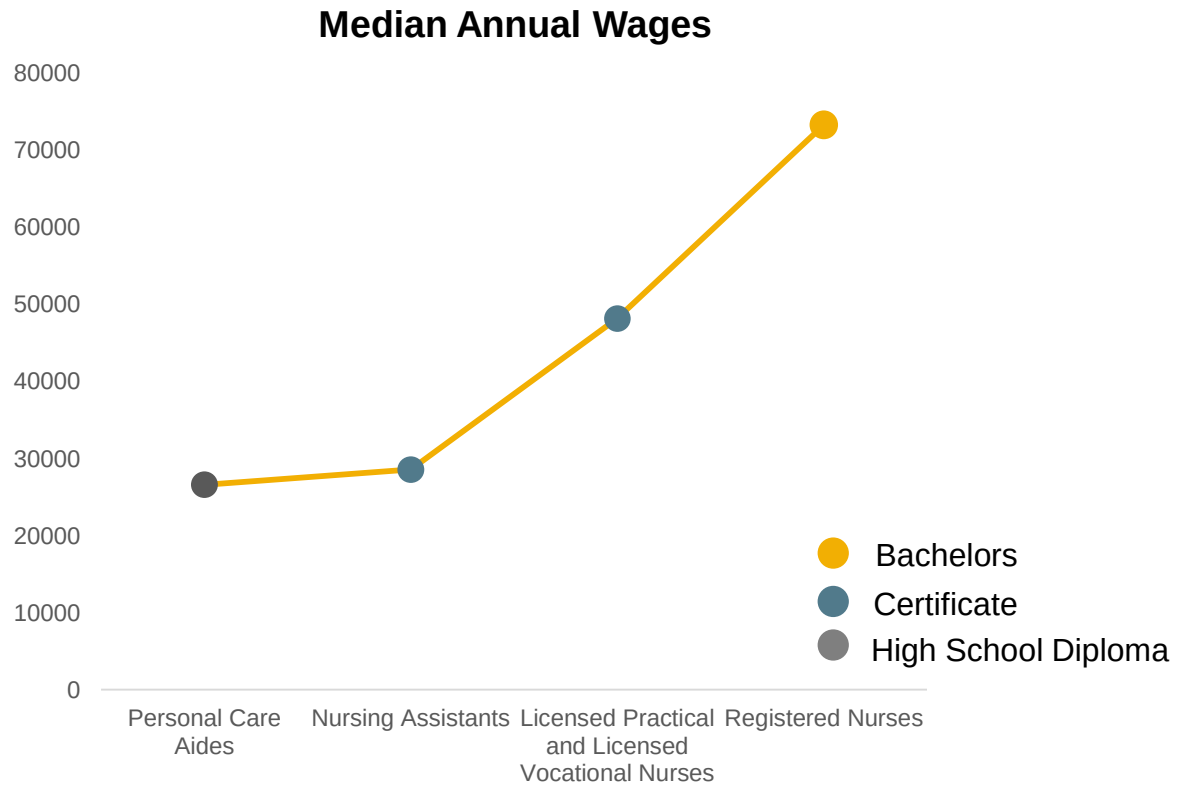




Massachusetts Industry-Occupation Employment Matrix, 2014-2024, DUA/BLS Quarterly Census of Employment and Wages, QTR 3 2016

II.E.3: Nursing Career Pathway





Massachusetts Industry-Occupation Employment Matrix, 2014-2024, DUA/BLS Quarterly Census of Employment and Wages, QTR 3 2016

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.