

SOUTHEAST REGIONAL PLANNING BLUEPRINT

I. Introduction

The process of creating a regional plan.

Regional Planning Team. The Southeast Regional Planning team represents a broad spectrum of organizations spanning a large geographic region encompassing four Workforce Development Areas in the southeastern portion of Massachusetts including Bristol, Brockton Area, Greater New Bedford and South Shore. The region is comprised of 56 communities including six Gateway cities (Attleboro, Brockton, Fall River, New Bedford, Quincy and Taunton).

As seen in the chart below, the team strove to ensure contributions from a large array of organizations and included robust representation from the three Skills Cabinet sectors of Workforce Development, Education and Economic Development. The four Workforce Boards acted as the coordinating bodies in the plan development process. Workforce Development representation also included senior management from the region's seven career centers. Within the education sector, all three community colleges within the region were active participants in the planning process as were the two public four year Universities situated in the southeast. The region's high schools, particularly our vocational technical high schools, were well represented with four Superintendents and other representatives participating throughout the process. Numerous Economic Development representatives actively contributed to the planning process as well. These included the MA Office of Business Development, a local Regional Economic Development Organization (REDO), Regional Planning Authorities, and area Chambers of Commerce.

Individual Name	Individual Title	Organization Name
Tom Perreira	Executive Director	Bristol Workforce Investment Board
Sheila Sullivan-Jardim	Executive Director	Brockton Area Workforce Investment Board
Jim Oliveira	Executive Director	Greater New Bedford Workforce Investment Board
Dean Rizzo	Executive Director	South Shore Workforce Development Board
Lorraine Albert	Director of Regional Training	Brockton Area Workforce Investment Board
Joana Mateus	Director of Planning	Bristol Workforce Investment Board
Joseph Viana	Director of Operations	Bristol Career Centers
John Murray	Director	CareerWorks
Brenda Francis	Director	New Directions Southcoast
Tom Hickey	Superintendent	South Shore Vocational Technical High School
Luis Lopes	Superintendent	Southeastern Regional School District
Alex Magalhaes	Superintendent	Bristol-Plymouth Regional Technical High School
Kevin Lazaro	Director of Cooperative Education	Diman Regional Vocational Technical High School
James O'Brien	Superintendent-Director	Greater New Bedford Vocational Technical High School
Kevin DaPonte	Director of Business,	Brockton Public Schools

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	Technology and Career Ed	
Fred Clark	President	Bridgewater State University
Mary Waldron	Director, Institute for Policy Analysis	Bridgewater State University
William Brennan	Dean of Professional Programs	Quincy College
Maryellen Brett	Associate Dean of Corporate Education	Massasoit Community College
Paul Vigeant	Vice President for Workforce Development	Bristol Community College
Kathy Torpey Garganta	Vice President of Enrollment Services	Bristol Community College
Bernadette Driscoll	Dean of Adult Literacy	Bristol Community College
Hugh Dunn	Executive Director	Southcoast Development Partnership (REDO), UMASS Dartmouth
Maria Marasco, Esq.	Regional Director	MA Office of Business Development
Jeffrey Walker	Executive Director	Southeast Regional Planning and Economic Development District
Paul Chenard	Senior Transportation Planner	Old Colony Planning Council
Bruce Hughes	Economic Development / Community Planner	Old Colony Planning Council
Josh Eichen	Economic Development Planner	Metropolitan Area Planning Council
Steve Winter	Economic Development Manager	Metropolitan Area Planning Council
Chris Cooney	President and CEO	Metro South Chamber of Commerce
Rick Kidder	President and CEO	SouthCoast Chamber of Commerce
David DeJesus	Senior Vice President of Human Resources	SouthCoast Health Systems

Regional Planning Process.

Representatives of the Southeast Regional Planning Team, four Workforce Board Directors, three Education representatives and two Economic Development Representatives developed an initial work plan resulting in a signed MOU by all three sectors involved in the regional planning process. There were four full team meetings with an additional sub-committee working group engaging in additional analysis and work between these sessions. The sessions afforded all organizations on the team with the opportunity to identify priority areas for investment, and shared priorities reflecting the application of the criteria to analyze local data. Each session was designed to develop consensus around the common issues to be addressed in focusing on the needs of the region's employers

Session I – Outlining the process, data review, Initial identification of priority industry clusters

Session II – Data presentation and discussion, confirming industry and occupational priorities

Session III- Confirmation of regional criteria, challenges facing business and labor supply, articulate vision, mission, strategies and goals

Session IV – Review and refine goals and strategies, map resources available to support strategies, identify

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potential barriers to success and agree on structure moving forward into implementation.

Business Engagement.

As Workforce Boards are at a minimum 51% private, our initial outreach centered on our Board members as Ambassadors for their industry. Focusing within priority and critical industry sectors to solicit feedback on ongoing workforce needs and business challenges within the region, we facilitated workshops, focus groups and surveys to help guide the process for regional planning. Brokering a focus group of direct care and home health care employers within southeastern MA with the Director of Healthcare Workforce Development for the Massachusetts Department of Higher Education, we engaged employers to identify career paths, current training capacity and steps to align curriculum. Relevant discussion on regulations that are changing their industry helped to form direction for the education and workforce partners. Utilizing the longstanding Southeastern MA Advanced Manufacturing Consortium, (SMAMC), the team had direct access to employers on the steering committee (9) on a monthly basis, but also the larger group (54) semi-annually to help identify trends in the manufacturing industry. Discussion gave Board Directors and Educational partners the detail needed for planning incumbent and pipeline training.

The team engaged the finance sector through a CEO roundtable format, with 9 Chief Executive Officers of major banking institutions in southeastern MA contributing their challenges and successes as it relates to their workforce. The intimate setting allowed frank discussion on everything from developing diversity amongst their leadership ranks to the challenges with the millennial population. Continued conversation with the 17 invited CEO's is producing a database of HR contacts to develop internships for pipeline workers and certifications for incumbents.

II. Where are we now?

Regional Context

Stretching from southern portion of Norfolk County just south of Boston southward to the entirety of Plymouth and Bristol Counties, the southeastern region shares most of the Massachusetts border with Rhode Island to the west with the eastern border primarily a long stretch of coastline from Hull to Plymouth and Wareham to Westport. The Southeast region of Massachusetts includes 56 communities encompassing four Workforce Development Areas (Bristol, Brockton Area, Greater New Bedford and South Shore) with both common and divergent labor markets. The primary concentration of population is centered in six gateway cities located within the region.

As each Workforce Development Area in the southeast has at least one Gateway City within its borders, similar demands are made in English language acquisition (Foreign born: Brockton 28.3%, Fall River 19.4%, New Bedford 21.5% and Quincy 32.8%), building work ready skills through accessing post secondary education or specialized occupational training within the region's priority occupations (41% population 25+ have a HS diploma or less) and adapting to the change of an available labor pools. Historically, the dense population made these communities ideal for factories and multi-unit residences to supply the workforce, however, these now 100 year+ facilities are posing challenges to the new industries and residents who are no longer focused on working and living in the same vicinity. From the foundation days of fishing & shoemaking, industries within the Gateway Cities face challenges on transition into new technology, regulations and transportation for their workforce.

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Just as all the WDB have the commonality of urban Gateway Cities, within each region there are also pockets of suburbia, filled with small businesses driving the local economy that demands a different response in planning for the workforce. Many of these businesses have few opportunities for training and often have difficulty in filling both entry and mid-level jobs.

Focusing on similarities within the region, the planning team also recognized the uniqueness of each WDB region. Tourism, fishing, agriculture, marine industries are among the specialties within our regions that help to develop the economy. Crossover skills (accounting, marketing, information technology) are being identified to ensure that these industries are recognized in planning as part of a regional effort.

Critical trends in population change in the next decade that will have an impact on the workforce.

The Southeast region accounted for approximately 21% of the state's residents at the end of the decade. Between 2000 and 2010, the population increased at a modest annual rate of 0.3%. However, there was little growth in the native born population over the decade. Instead, strong annual growth in the region's immigrant population (2.2%) was the primary factor in the southeast's total population increase. The region has seen increased diversity over the past decade, with growing Black, Asian and Hispanic populations. The population also became older as baby boomers approached retirement age. This resulted in all cohorts of residents age 45 and older growing during the decade, while nearly all the cohorts of those ages 44 and younger declined. (Commonwealth Corporation/New England Public Policy Center of the Federal Reserve Bank of Boston, *Labor Market Trends in the Southeast Region*)

Within the UMASS Donahue Institute Report, *Long-Term Population Projections for Massachusetts Regions and Municipalities*, it is estimated that the southeast should expect to see continued population growth over the next decade but at a slower rate in the future. The UMASS Donahue Institute model estimates that the region will add another 39,490 residents between 2010 and 2020. By 2035, it is estimated that the southeast region will approach 1.19 million persons. The report indicates that continued modest growth will be driven by in-migration of persons in their thirties and international migration. It is anticipated these two factors will counter population loss through domestic out-migration. It is relevant to note that domestic out-migration is strongly concentrated among the college-age population reflecting a long term struggle to retain college graduates within the region.

The report also projects that the population will continue to age in the southeast. Significantly, it is estimated that 24% of the region's population will be over the age of 65 by 2035, compared to 14% in 2010. This age shift absent significant growth of the overall population has potentially significant labor supply implications in the region. Ultimately, as region's population ages, the share of the working-age and young people is declining.

The trends of a limited growth in the region's labor force are even more ominous when one considers the fact that southeastern MA employers face a net loss of approximately 135,000 employees who leave the region for work. More specifically, 332,134 individuals are living and employed in the southeast. While 152,536 individuals are employed in the region while living outside, a far more significant number (288,940) who live in the southeast are employed outside the region. This results in a net loss of approximately 135,000 employees who leave the region for work.

Critical trends in regional demographics that will have an impact the workforce.

Examining raw population numbers is only a first overall step in analyzing the changing nature of the workforce and its preparedness in meeting the evolving needs in our region's economy. In determining the best strategies for ensuring that local job seekers have the skills necessary to secure employment in growth industries, it is necessary to review the regional demographics of our region's workforce in greater detail.

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The skills sets and education levels of the region's population will always be a primary consideration in workforce development, education and economic development strategies to meet the workforce needs of area employers. As the local economy has evolved, the strongest growth occupations with high wages and career ladder opportunities are increasingly those with higher skill set requirements. The majority of southeast MA-based employment (62%) currently requires a high school diploma or less but again this is not indicative of priority and growth industries. Of the 165 occupations that achieved a four or five STAR ranking in the Southeast region, 113 or 72% required at least an Associate Degree. This translated as well to priority industry sectors with 2/3 of healthcare and almost ¾ of professional, scientific and technical services require at least some post secondary education.

This data becomes important within the context of the educational attainment rates among the region's population. Within the Southeast, Bristol and Plymouth County data (2011-2015 ACS gathered from American Factfinder) reveals educational attainment rates that are most often at the lower end of the Commonwealth's regions. The regional differences in high school graduation are relatively modest. Within Bristol and Plymouth Counties the percentage of age 25-64 population with at least a high school diploma or equivalency is 87% and 94% respectively. As we move to post-secondary education, the differences between the southeast and the remainder of the state become more pronounced. In fact, Bristol County has the lowest percentage of adults with some post-secondary education (57%) while Plymouth County (66%) falls within the middle of the state range of 57-78%. Finally, the percentage of Bristol County adults with a bachelor's degree is only 28% with Plymouth County at 37%. This puts the majority of the southeast region at the low end of the range (27-56%) of MA Counties. In looking at the combined southeastern data, 41% of individuals 25 or older have a high school diploma or less, 27% have some post-secondary or an Associate Degree while 27% hold a Bachelors or higher (American Community Survey 5 Year Averages 2011-2015). In examining job seekers served at the seven Career Centers in the region, the numbers are lower still with 35% holding a high school diploma or equivalent, 15% with some college, 9% with an associate's degree and 16% with a bachelor's degree (EOLWD-Career Center One Stop Career Center Access Reports Q3 FY'17).

In addition to education levels, it is also important to note that a significant portion of residents require language or basic skill remediation in order to access specialized occupational training or post-secondary education. An examination of 2011-2015 averages reveals that 8% of the 18 and over population in the southeast are Limited English Proficient. That would translate to more than 85,000 individuals within the region. Similarly, 10% of the 18+ population, representing more than 106,000 individuals lack a high school diploma with approximately half of these at less than a 9th grade level in basic skills attainment. The obvious implication to this data is a clear need for integrated Adult Basic Education strategies with contextualized curriculum, increased intensity (more hours per week) and potentially integrated ABE/Occupational training programs.

There is an obvious correlation between education levels and earning ability and this is confirmed by area wage data. In the southeast, the median wage is \$38,797 (Occupational Employment Statistics Wages, 2015) which is approximately 17% below the state median wage of \$46,690 and 27% below Greater Boston (\$53,153) which borders the region to the north.

It is also useful to examine the demographics of the region's population within the context of priority regional industries. The implication of an aging population and shrinking workforce has already been noted above. In examining more practically how this might affect priority industries, it is important to note that the oldest workforce is within the manufacturing sector with 34% of its employees over the age of 55. In comparison, Professional and Technical Services, Construction and Health Care, only 21-27% of the workforce is over the age of 55. Accommodation and Food Service represents the youngest workforce in the region though many of the positions part-time, entry-level and low wage.

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With regard to race, Healthcare is the most racially diverse industry, with 18% non-white employees with Construction the least racially diverse industry (7% non-white). All priority industries currently have a relatively low percentage of Hispanic employees. Professional, Scientific and Technical Services and Construction represent the lowest percentage with 5% and 4% Hispanic employees respectively. Manufacturing and Accommodation and Food Services were at 8% and 9% respectively.

With regard to education levels in priority industries, Construction (45% HS or less), Accommodation and Food Service (48% HS or less) and Manufacturing (43% HS or less) offer the most opportunities for individuals with a high school diploma or less. Conversely, individuals within 2/3 of Health Care positions and almost ¾ of Professional, Scientific and Technical Services have at least some post-secondary education. (Source for industry specific demographics: US Census Longitudinal Employer-Household Dynamics)

Current and past level industry trends affecting workforce needs

In examining industry trends within the southeast region, it becomes clear that recent changes mirror longer term trends that have been seen in this region over an extended period of time. The following represents employment share over the past seven years including percentage growth and decline. Some analysis of shorter term trends is included in the narrative below.

Industry Sector	Southeast Workforce 2009	Percentage of Workforce	Southeast Workforce 2016	Percentage of Workforce	Percent Growth / Decline
Health Care and Social Assistance	86,517	17.1%	104,514	18.8%	+20.8%
Retail Trade	76,267	15.1%	77,441	13.9%	+ 1.5%
Accommodation and Food Service	44,246	8.8%	52,889	9.5%	+19.5%
Educational Services	47,411	9.4%	48,769	8.8%	+ 2.7%
Manufacturing	41,944	8.3%	40,450	7.3%	- 3.6%
Construction	24,054	4.8%	35,858	6.5%	+49.1%
Finance and Insurance	30,460	6.0%	30,986	5.6%	+ 1.7%
Administrative and Waste Services	21,606	4.3%	27,179	4.9%	+ 2.9%
Wholesale Trade	23,647	4.7%	23,905	4.3%	+ 1.1%
Other Services	25,484	5.0%	20,736	3.7%	- 18.6%
Public Administration	18,795	3.7%	20,431	3.7%	+ 8.7%
Professional & Technical Services	18,853	3.7%	20,333	3.7%	+ 7.9%
Transportation and Warehousing	14,624	2.9%	17,870	3.2%	+22.2%
Arts	6,954	1.4%	10,163	1.8%	+46.1%
Management	9,685	1.9%	9,478	1.7%	- 0.2%
Information	9,525	1.9%	9,173	1.7%	- 0.2%
Utilities	2,821	0.6%	3,070	0.6%	+ 0.1%
Agriculture	2,115	0.4%	2,214	0.4%	+ 0.1%

DUA/BLS Quarterly Census of Employment and Wages

The most significant growth in raw numbers has been in Health Care and Social Assistance industry cluster. It by far represents the largest industry cluster within the region with nearly 19% of workers employed in the industry and nearly 18,000 new jobs added to health care occupations over the past seven years. This represents roughly 35% of total job growth in the southeast over this same period. Healthcare is included as a priority in each of the four Workforce Board's plans supported by the fact that career opportunities and

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wage potential are stronger in health care than in other growth industry clusters. Indeed, there are positions within the health care sector that exceed average annual wages in the southeast. Still, while some of the growth occupations in this industry sector may be accessed with short term training, more advanced training and certificate and degree attainment is necessary to access the highest demand occupations that afford strong wages and opportunities for career growth.

A second industry trend that remains consistent is a decline in both raw numbers and employment share in manufacturing. However this decline has slowed considerably with a 3.6% loss in total employment with approximately 1,500 jobs lost between 2009-2016. This is far short of the more dramatic employment loss of 16.2% during 2007-2009 in the midst of a recessionary economy. Despite these declines, the southeast still maintains a relatively high percentage of manufacturing jobs with fifth highest employment share in the region with its 7.3% share higher than the MA share of approximately 6%. It is important to note that the larger reductions and layoffs in manufacturing 10 or more years ago were related to positions that were lower skilled and did not afford the affected workers with significant transferable skills to other industries. However, the current face of manufacturing occupations shows a need for higher skills sets. This comes with opportunity as wages in demand occupations such as CNC machinists and welders have increased even in recent months as evidenced by roughly 15-20% increase in entry level wages over the past two years for individuals placed out of Workforce Board coordinated specialized manufacturing training programs.

Other industry trends to note include the Professional and Technical Services industry maintaining a steady growth rate of nearly 8% and an increase in the growth in Construction (22.9%) when isolating the most recent three years. The construction industry growth has benefited from major transportation, commercial and residential projects throughout the region in recent years. While the Finance and Insurance Industry has seen more modest growth, average weekly wages in this sector have increase a substantial 12.45% from 2013-2016.

Growth in other industries such as Accommodation and Food Services are worthy of note and can be integrated into planning through areas such as youth employment and career readiness. However, with wages that are somewhat lower than the average and career ladder opportunities not as closely tied to credentials, specific training and degree programs, this and similarly situated industries do not rise to the level of prioritized or critical.

While overall industry cluster analysis provides some basis for areas of focus, it is clear that analysis of sub-occupational clusters is highly important in the developing areas of priority and focus and implementing strategies to address the workforce needs of the region.

Critical trends in occupational employment history

An initial review of projected occupational growth in each of the four southeastern workforce development areas reveals a concentration of health care occupations among the fastest growing jobs. This includes occupations at the both the entry and advanced levels. The following is a representative listing of health care occupations with significant long-term growth projections. Higher level industry trends clearly translate to the occupational level in this industry sector.

Title	Long Term Projected Growth	Average Annual Wage
Home Health Aides	31.6%	\$ 27,675
Nurse Practitioners	28.7%	\$102,041
Occupational Therapy Assistants	27.8%	\$ 59,160

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Physical Therapy Assistants	27.7%	\$ 58,469
Physical Therapists	24.1%	\$ 82,397
Personal Care Aides	19.5%	\$ 27,236

Other industry clusters reveal occupational growth in categories that parallel areas of employer demand gleaned from ongoing analysis. These include CNC Machinists (18.6% long term projected growth), Computer Systems Analysts (16.4%) and Computer User Support Specialist (11.1%). Also worthy of note is Registered Nurses and Customer Service Representatives are in the top ten occupations projected to have the most job openings in the region over the next 10 years.

Source: MA Department of Unemployment Assistance – Long Term Occupational Projections 2014-2024

Examining employment by major occupational category (US Census Bureau Data) in the southeast results in the following workforce distribution.

Office and Administrative Support – 79,475
 Sales -70,039
 Management – 52,791
 Education, Training and Library Services – 34,983
 Healthcare Practitioners and Technical Services – 31,797
 Production – 31,320
 Food Preparation and Serving – 30,189
 Transportation and Material Moving – 28,197
 Construction and Extraction – 25,135
 Business and Financial Operations – 23,953
 Personal Care and Service – 19,704
 Healthcare Support – 18,126
 Building, Grounds, Cleaning and Maintenance – 18,050
 Installation, Maintenance and Repair - 15,818
 Computer and Mathematical – 9,520
 Architecture and Engineering – 7,550
 Arts, Design, Entertainment, Sports and Media – 6,703
 Life, Physical and Social Science – 3,938
 All Other – 27,782

While Office and Administrative support is the largest grouping, it has a long term trend of decline in total number of jobs. Occupations that are aligned with growing industries have increased, such as Healthcare Support occupations. While shorter term recovery is evident, occupations that are concentrated within industries that have shown employment decline over the long term have seen an overall reduction in numbers. This is notable in Production occupations within the manufacturing sector.

The top three challenges facing the region’s business and industry over the next five years

- 1) The ability of employers to find workers with the right skills sets is a clear challenge. Employer expansion in some priority/critical industry clusters is clearly being hindered by an inability to find qualified/credentialed workers.
- 2) Many jobs seekers and employees lack work readiness skills. Workforce Development and Education partners have initiatives around this issue but not always coordinated.
- 3) Workforce training and development: Investing in the training and development of entry-level

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employees, particularly with small businesses, can be challenging due to limited resources, time issues, and lack of knowledge regarding assistance available through workforce development, education and economic development entities.

A number of additional industry concerns (transportation, regulation, energy costs) are not easily addressed by our partnership. Transportation is clearly a significant issue resulting in the labor pool for employers diminished due to job seekers unable to access employment and training throughout the southeast region. As a result, employers have shown a willingness to work with partners to identify creative solutions to transportation issues. As well, potential expansion of commuter rail in the southeast offers a potential opportunity for increase access to education, training and employment opportunities.

The top three opportunities related to business and industry in the region over the next five years

- 1) Regional coordination of work readiness skills activities is strongly desired by all partners with movement toward workforce development and education program alignment along with needs identification through economic development entities.
- 2) The southeast region has many employers seeing growth with desire to invest in their workforce. More specifically, there are a significant number of employers actively engaged with one or more of the Skills Cabinet sectors in addressing workforce and other needs. This is evident through employer engagement in existing sector partnerships in the southeast (i.e. more than 50 employers in the SE MA Advanced Manufacturing Consortium) and significant incumbent worker training occurring in the region.
- 3) The wide regional scope (four workforce development areas stretching from Quincy and areas south of Boston down to the South Coast) results in sub-regional variations but new growth opportunities. There is a significant opportunity through broader regional coordination to address the needs of emerging industries within the diverse areas of the southeast region.

Industry Demand Analysis (NAICS)

What top three industries are most important to the region's economic success and why?

Healthcare is clearly one of the most important industries to the region's economic success. As noted above, Healthcare by far represents the largest industry cluster within the region with nearly 19% of workers employed in the industry and nearly 18,000 new jobs added to health care occupations over the past seven years. This represents roughly 35% of total job growth in the southeast over this same period. The industry has the largest share of total wages paid by a large margin with \$1,223,033 in wages paid representing 17.7% of the regional total. From 2013-2016, the Health Care industry also saw the most significant increase (10.3%) in the number of establishments with a total of 11,127 separate employers now in the region. That represents nearly 26% of all establishments in the southeast. Multiple occupations within this industry are among the fastest growing jobs in the southeast. For example, Registered Nurse represents the top occupation by indexed employer demand and is projected to grow steadily by double digit percentages in all areas of the region. As well, Nursing Assistants, Home Health Aides, Physical Therapists, Occupational Therapists, Personal Care Aides, and Phlebotomists are only a partial list of Healthcare occupations that are projected to show long term growth of greater than 10%, in some cases approaching 35% in parts of the southeast region. (Department of Unemployment Assistance – Long Term Occupational Projections 2014-2024.) Population trends will only add to the demand for Health Care services as it is

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estimated that 24% of the region's population will be over the age of 65 by 2035, compared to 14% in 2010.

Professional and Technical Services offers a range of high level services and with few exceptions employers within this sector engage in activities that require high levels of expertise, advanced training and degree attainment. This has translated into strong growth prospects and high wages, and has shown a steady growth rate of 8% from 2013-2016. As well, wages in this industry have increased 8.67% over the same period representing the fourth highest average weekly wage in the southeastern region (\$1,505). The industry also has the third highest number of establishments in the region (3,748). In addition, many of the occupations within this sector, particularly in computer/IT occupations cut across multiple industry clusters. In most of these cases, the jobs are high demand (4 and 5 Demand STARS) rating and show strong projected growth. Examples include Computer Systems Analysts (16.4% projected long term growth) and Computer User Support Specialist (11.1% projected long term growth). It is also significant to note that attracting industry within this sector is a regional economic development priority supported by both the workforce development and education sectors. To illustrate the point with one example, the Southeastern Regional Planning and Economic Development District's (SRPEDD) Comprehensive Economic Development Strategy, Life Sciences already make up a majority of employment within the knowledge and technology-intensive industry clusters throughout the region. The same report cites efforts throughout the region to attract bio-tech companies to the area, further noting the MA Biotechnology Council ranks several area communities as "BioReady". These efforts have been replicated in the region for different occupational clusters in an ongoing effort to attract knowledge based occupations that offer high wages and career ladder opportunities.

Financial services is an important industry in the southeast region, particularly in its northern tier, having impact on all other sectors through capital and finance provision. According to a study by Mass Insight, banks and other financial institutions account for \$36 billion, or 9 percent of the state's total economic output. The Industry represents almost 7% of the southeast region's total wage output. In addition, wages in this industry are showing the highest growth rates with over 4% per year (12.45% total) from 2013-2015.

We would add a special note also highlighting the importance of manufacturing in the region. It represents 7% of the total workforce in the southeast and pays nearly 10% of the regions total wages. It's easily accessible on-ramps to entry level positions and strong intersection with the local workforce development system warrants its definition as a critical industry cluster in the southeast. This effort is aided by a strong commitment by local manufacturers to invest in their workforce, promote their industry and dedicate time and resources to the sector.

What three industries currently face the most significant workforce development challenges?

As one of the most rapidly growing sectors of the economy, the Healthcare industry also faces significant workforce development challenges. From a labor force standpoint, multiple important occupations within this industry face supply gaps resulting in labor shortages. Supply gap analysis shows most positions with low ratio of qualified individuals per opening (0.1 to 0.9 per opening) with occupations such as Nursing, Physical Therapy Assistant, Licensed Practical Nurse, Medical Records and Health Information Technicians, Dental Hygienists, Nursing Assistants and Radiologic Technicians showing long term supply gaps in the southeast. The struggle in developing a talent pipeline for this industry is affected by limited training and education capacity in the region for certain for occupations. For example, there is only one Associates Degree program in Radiologic Technology in the southeast region and the limited number of slots in Registered Nurse degree programs impacted by lack of teaching capacity is well documented. All this is occurring against the backdrop of ongoing changes in the healthcare industry and the unquestioned trend for increase demand for services forcing providers to move toward redesigned primary care models away from acute hospital utilization.

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Within the manufacturing sector, multiple labor supply gaps exist and are likely to increase in the near and longer term. The manufacturing sector is marked by an aging labor pool in the southeast with 34% of the workforce over the age of 55. As a result, the industry faces large scale attrition over the next 5-10 which has been confirmed through feedback from the region's manufacturers, particularly among members of the Southeast MA Advanced Manufacturing Consortium. This issue is compounded by the fact that the region has a limited training pipeline to develop the future workforce in this industry. The region's vocational technical high schools provide valuable programs and a supply of graduates who enter the manufacturing field, but this number does not meet the demand or level for skilled employees in this industry. While additional training opportunities for adults exist through partnerships among workforce boards, vocational technical high schools and community colleges and some credentialing is present (i.e. MACWIC), the programs are not as formalized as in other industry clusters and in many cases, lack systemic funding. Another contributing factor in the limited talent pipeline is the perception among area youth that manufacturing is a declining industry that does not offer strong career ladder opportunities or good wages.

The financial services sector is an industry that in recent years has faced dramatic changes in its operations and it appears that such trends will continue. Technology has been integrated into consumers' lives at a rapid pace. This has had significant residual effects in the financial service industry with demand for services growing but fewer people visiting banks. Online portals and self-service kiosks are examples of technologies that have streamlined services and changed the face of the labor force. Still, the industry shows steady employment growth and importantly, significant wage growth (12.45% from 2013-2016). On a talent development level, financial institutions often used the entry level teller position as the most common access point to career ladder progression but this has lessened somewhat as the industry has adopted a "Universal Banker" model. Representing many skill sets required by a Customer Service Representative, the Universal Banker provides customer service across a wide range of traditional financial services such as basic transactions, new accounts, and loan applications. In 2015, the Bank Administration Institute named increased implementation of universal bankers as one of the most anticipated trends in retail banking. A significant challenge to the industry is that these and similarly situated positions require significant cross training. In addition, there is a lack of training and education programs in the region that are specific to entry level positions in financial services. Feedback from local employers reveals customer service, problem solving, work readiness skills, interpersonal skills, teamwork, financial literacy and writing skills as core competencies to succeed in the industry. Additional workforce challenges articulated by local employers include difficulty in identifying and recruiting a more diverse and multi-lingual workforce, challenges in attracting younger workers into the industry who often do not see the available career pathways, and the desire to "home grow" employees. Leaders in the industry have investigated several strategies to address some of these issues including an effort to establish apprenticeships in the region through such mechanisms as internships. Clearly, these initial efforts would benefit from additional supports in the region as the region's financial services sector has not been as systemically connected to the skills cabinet divisions as some other industries.

Occupational Demand Analysis (SOC)

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The top occupations or occupational groups in which the region is facing the most significant employee shortages

In examining the STAR demand ratings and analyzing supply gap analysis combined with input from partners and employers, occupational shortages are evident within the region's priority industry clusters. Within the healthcare industry, supply gap analysis reveals that a low ratio of qualified individuals per opening:

Sub-BA Health Care occupations

Physical Therapy Assistant (0.4 qualified individuals per opening)

Licensed Practical Nurse (0.5 qualified individuals per opening)

Medical Records and Health Information Technicians (0.65 qualified individuals per opening)

Dental Hygienists (0.7 qualified individuals per opening)

Nursing Assistants (0.85 qualified individuals per opening)

Radiologic Technicians (0.9 qualified individuals per opening)

In addition, there are several BA level health care occupations that face a significant supply gap including Registered Nurses (most severe supply gap at less than 0.01 individual per opening) and Medical and Health Service Managers.

A significant number of healthcare occupations are also represented among four and five STAR occupations. In most cases, the five star occupations in health care require a bachelor's degree. These include Medical and Health Service Managers, Nurse Practitioners, Occupational Therapists, Physical Therapists, Registered Nurses, Medical and Clinical Laboratory Technologists. While these occupations are not easily accessible due to experience and degree requirements, they do represent an important part of career ladder development in this industry. Other occupations within the health care industry that require less than a bachelors degree, facing shortages and classified as a four or five star occupation include Dental Assistants, Dental Hygienists, Medical Assistants, Occupational Therapy Assistants, Physical Therapy Assistants, Radiologic Technologists, Respiratory Therapists, and Surgical Technologists. Each of these has accessible entry points with strong career ladder opportunities.

Similarly, within the Professional and Technical Services sector, shortages are evident in several occupations. Revisiting the supply gap analysis shows in particular shortages in computer support/IT positions.

Sub-BA Professional and Technical Service occupations

Web Developers (0.15 qualified individuals per opening)

Computer User Support Specialists (0.45 qualified individuals per opening)

Within BA occupations, Software Developers, Network and Computer Systems Administrators, Computer Systems Analysts, Database Administrators and Computer and Information Systems Managers all range from 0.15 to 0.7 qualified individuals per opening. It is also evident that these occupations cut across industry sectors with shortages having a ripple effect among many area employers in different fields.

As with health care occupations, many of the occupations are four and five-star occupations. In fact, the BA occupations cited above are all five star occupations. The Sub-BA Computer User Support Specialist and Web Developer are four star occupations.

One additional occupation worthy of mention that fell within the financial services cluster analysis was Customer Service Representatives. This represents a four-star occupation that provides an entry level access point to career ladders within not only the financial services industry but also among nearly every

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industry sector in the southeast. It represents the highest number of projected jobs (both short and long term) of any four-star occupation in the southeast (10,222 positions in 2017), is among the occupations with the largest number of active job orders in the southeast, and is also ranked as the fourth highest occupation by indexed employer demand (Sub-BA). Finally, nearly all employer feedback we have received includes a need to identify individuals with strong customer service skills.

Other four and five-star occupations at the regional Sub-BA level, not necessarily falling into priority industry clusters were worthy to note as facing employee shortages. These include Automotive Service Technicians and Mechanics (0.4 qualified individuals per opening) and Heavy and Tractor-Trailer Truck Drivers (0.5 qualified individuals per opening). In addition, manufacturing production occupations such as machinist and welders are already seeing a supply gap which will likely increase due to imminent attrition among the aging workforce in this industry.

The Demand Star Ranking utilized as one component part of this analysis represents a 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.

Source: OES Projections 2014-1015, HWOL 2016 average, IPEDS, MA Department of Higher Education, MA Department of Unemployment Assistance

Occupations offering a “career pathway” for workers to move to higher skills and wages, especially workers starting at entry-level

Career ladder entry points in Southeast priority industries can be accessed in positions that are entry-level and in some cases require no formal credential. While offering a wage that may be at or below the region’s median, these occupations offer an entry points to viable career ladder opportunities. The Health Care industry features numerous career ladder opportunities below the 4 and 5 STAR Demand ratings.

Nursing Assistant/Patient Care Aides offers a strong career ladder in the Southeast with opportunities for substantial increased wages over time.

Position	Education Requirement	Median Wage in Southeast
Nursing Assistant	Non-Degree Certification	\$ 28,263
Licensed Practical Nurse	Post-Secondary Non-Degree	\$ 54,209
Registered Nurse	Associate’s/Bachelor’s Degree	\$ 77,476
Nurse Practitioners	Master’s Degree	\$102,041

Customer Service Representatives and Tellers are common entry points into the Financial Service Industry with opportunities to secure positions with wages significantly higher than regional median wage. In fact, multiple Presidents of area financial institution began their career in the industry as a teller.

Position	Education Requirement	Median Wage in Southeast
Tellers	HS Diploma or Equivalent	\$ 29,239
Customer Service Rep	HS Diploma or Equivalent	\$ 37,086
Loan Interviewers/Clerks	HS Diploma or Equivalent	\$ 42,396
Loan Officers	Associates/Bachelors	\$ 76,419
Financial Analyst	Bachelor’s Degree	\$ 91,594

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Financial Managers	Bachelor's Degree	\$ 92,770
Financial Services Sales Agents	Bachelor's Degree	\$102,666

Computer User Support Specialists offer opportunities to move into significantly higher wage positions in the Professional and Technical Services/IT Industry.

Position	Education Requirement	Median Wage in Southeast
Computer User Support Specialist	Some College, No Degree	\$ 55,342
Computer Network Support Specialist	Associates Degree	\$ 94,261
Computer Systems Analyst	Bachelors Degree	\$ 89,388
Computer Programmer	Bachelors Degree	\$100,002
Computer Information Systems Manager	Bachelors/Masters Degree	\$ 127,032

Entry points in other critical industry clusters have been evident in recent years. These include CNC Machinists and welders in the manufacturing sector and laborers in the construction industry.

Workforce Supply

The top three broad labor supply challenges facing the region over the next five years based on the existing workforce in the region

- 1) The Southeast region loses more workers to outside of the region than the amount of employees that it gains. (152,536 employed in the region but living outside while 288,940 living in the region but employed outside. In addition, slow projected population growth through 2025 combined with an aging population will likely contribute to a labor supply shortage, particularly in high skill, high demand jobs. Out-migration is strongly concentrated among the college-age population.
- 2) The talent gap in the region continues to result in employers finding it difficult to find workers with the right skills. Within the Southeast region, 2/3 of healthcare and almost ¾ of professional, scientific and technical services require at least some post secondary education. 41% of residents have a high school diploma or less.
- 3) A significant number of residents require language or basic skills remediation. 8% of 18+ population have limited English proficiency and 10% lack a high school diploma. Percentages are considerably higher in the six Gateway cities within the region. In order to access occupations with career ladders, many individuals require language and basic skills remediation prior to entering training programs in priority industries.

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The top three labor supply opportunities facing the region over the next five years based on the existing workforce in the region

- 1) The region boasts numerous education institutions with ability to adapt, revise and develop programming to address the labor market needs of the region. If coordinated among all three skills cabinet sectors, there are opportunities to develop customized, demand driven programs that incorporate ABE/Education upgrade in tandem with occupational training components.
- 2) While the Southeast is not at the state average of individuals with college degrees, the percentage of the workforce with a Bachelors Degree or higher has increased over the past decade. As well, growth in full-time enrollment at two and four year institutions in the Southeast has occurred at a faster rate than Massachusetts as a whole over the past ten years. Two of the largest three certificates awarded by major field of study are in Health Sciences and Engineering and Computer Services
- 3) Relatively low cost of living in the Southeast will contribute to projected in-migration of persons in their thirties, and with these young families, a fairly steady number of births.

The region's largest supply of unemployed workers based on UI Claimant population

The following represents the region's UI Claimants by job type within the southeast region. It should be noted that Management category represents management level positions within multiple industry clusters, including regionally prioritized and critical industries. Construction and Extraction occupations represent the highest UI Claimants though seasonal layoffs are often a factor in this number in the winter. Office and Administration Support, Management and Buildings and Grounds Cleaning and Maintenance are other occupation groups with more than 1,000 UI Claimants during the period measured. However, with the exception of Office and Administration Support positions, each of the larger occupation groups has seen a decline in UI Claimants over the past year. Also notable is a significant decline in UI Claimants within Production occupations (19.3% decline) and Transportation and Material Moving (11.7% decline).

SOC #	Claimant Count by SOC Occupation Name	December-17	December-16	Year Change
11	Management	1,800	3,476	-1,676
13	Business & Financial Operations	577	590	-13
15	Computer & Mathematical	367	312	55
17	Architecture & Engineering	191	158	33
19	Life, Physical, & Social Science	86	65	21
21	Community & Social Service	247	198	49
23	Legal Occupation	44	42	2
25	Education, Training, & Library	257	240	17
27	Arts, Design, Entertainment, Sports, & Media	238	205	33
29	Healthcare Practitioners & Technical	327	294	33
31	Healthcare Support	302	307	-5
33	Protective Service	140	118	22
35	Food Preparation & Serving Related	712	678	34
37	Building and Grounds Cleaning & Maintenance	1,016	1,135	-119
39	Personal Care & Service	477	430	47
41	Sales & Related	921	880	41
43	Office & Administrative Support	1,878	1,712	166
45	Farming, Fishing, & Forestry	343	333	10

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47	Construction & Extraction	2,448	2,983	-535
49	Installation, Maintenance, & Repair	539	518	21
51	Production	788	977	-189
53	Transportation & Material Moving	1,042	1,181	-139
55	Military Specific	9	10	1

Source: MA Department of Unemployment Assistance – UI Claimant Characteristics Reports (Aggregated from Bristol, Brockton area, Greater New Bedford and South Shore reports)

The following represents the number of UI Claimants by the top 10 Job Titles in the Southeast region.

Job Title	Occupational Category	Number
General and Operations Managers	Management	626
Customer Service Representatives	Office and Administrative Support	561
Sales Representatives	Sales and Related	384
Sales Managers	Management Occupations	383
Retail Salespersons	Sales and Related Occupations	312
Marketing Managers	Management Occupations	298
Construction Laborers	Construction and Extraction	241
Computer and Information System Manager	Management Occupations	223
Financial Managers	Management Occupations	213
Landscaping and Groundskeeping Workers	Building and Grounds Cleaning and Maintenance	205

Source: Bristol County Training Consortium – Customized Job Titles Report utilizing DUA Claimant Data, aggregating the Bristol, Brockton area, Greater New Bedford and South Shore WDAs, June – October 2017.

What are the characteristics of unemployed and under employed workers in the region?

The following represents total unemployed and under employed job seekers served at the seven Career Centers in the Southeast Region (Q3 FY'17).

Education Levels:

Area	Less than High School	HS or Equiv	Some College	Associate Degree	Bachelors Degree	Advanced Degree	Info Not Available
Southeast	13%	35%	15%	9%	16%	6%	7%

Ethnicity:

Area	White	African American	Hispanic or Latino	Native Am, Alaskan Native	Asian	Hawaiian Nat, Pacific Islander	Other
Southeast	65%	17%	12%	1.3%	3%	0.3%	7%

Gender and Age:

Area	Female	18 and Under	19-21	22-45	46-54	55 and Over
Southeast	47%	4%	4%	50%	20%	21%

Source: MA Department of Career Services – One Stop Career Center Access Reports (OSSCAR)

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The universe of the region’s existing pipelines of new workers (credentials) across public and private secondary and post-secondary institutions.

The southeast region includes numerous institutions that provide credentials within our priority critical industry clusters. These include two four year universities, three private four year colleges, three community college and seven vocational technical high schools. In addition, multiple secondary schools provide Chapter 74 Career and Technical Education programs. Finally, there are multiple licensed private proprietary schools that offer short term occupational training throughout the region.

The primary source of the region’s existing pipelines of new workers is multiple post-secondary institutions within the region. These include Bridgewater State University, University of Massachusetts at Dartmouth, Stonehill College, Eastern Nazarene College, Curry College, Bristol Community College, Massasoit Community College, and Quincy College.

Through these public and private postsecondary institutions, the southeast saw the following degree and certificate awards (top ten fields of study ranked by associate’s degree) in the 2015-2016 academic year.

Fields of Study	Bachelors Degree	Associates Degrees	Certificates
Liberal Arts	85	844	0
Business Management and Marketing	1,121	467	42
Health Professions	510	436	297
Homeland Security	330	237	105
Multi/Interdisciplinary Studies	54	138	14
Education	523	99	9
Public Administration & Social Services	95	91	20
Engineering	168	68	21
Computer and Information Sciences	86	67	10
Visual and Performing Arts	281	46	21

Source: National Center for Education Statistics (NCES)

Within the healthcare industry cluster, there are multiple degree and certificate programs within our post-secondary institutions. For example, associate degree programs include Lab Technician, Nursing, Physical Therapy, Radiologic Technology, Occupational Therapy and Respiratory Care. Bachelor’s degree offerings include Medical Laboratory Science, Nursing, Healthcare Administration and Health Studies. Certificate programs are also offered including Medical Billing/Coding, Practical Nursing, Surgical Technology, Medical Assisting and Pharmacy Technician.

Multiple degree programs exist in professional and technical services particularly in computer/IT concentrations including bachelors degree programs in Computer Science and Information Technology. associates degrees and certificate programs include Computer Networking, Computer Technology, Computer Science, Web/Mobile Developer and Computer Network Technician.

The financial services industry includes a large number of programs in general Business Management and Marketing degree and certificate offerings in the region. In addition, there are bachelor’s degree programs in Financial Management including one with a banking career concentration.

Another source of credentials within our priority industry clusters is the region’s vocational technical high schools. Within the healthcare industry, 222 credentials were awarded. In addition, 515 certificates were awarded in production occupations particularly within manufacturing occupations. Students also receive

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industry recognized credentials through these programs including Microsoft Office, Manufacturing Center Workforce Innovation Collaborative (MACWIC), National Incident Management System (NIMS), Certified Nursing Assistant, Infection Control Certification, BLS Care Provider, Cisco Certified Entry Networking Technician (CCENT), CompTIA certification and hours toward journeyman licensure in multiple construction occupations.

Within the southeast, the following are programs within our vocational technical high schools that all within priority and critical industry clusters: Dental Assisting, Health Assisting, Medical Assisting, Programming and Web Development, Business Technology, Information Support Services and Networking, Machine Tool Technology, Metal Fabrication and multiple building trades programs,

In comparing total credentials awarded to long term projected job growth in priority industries, retention of the area workforce within these industries. As noted above, it is likely that population trends in the region will continue to impact retention. More specifically, domestic out-migration is strongly concentrated among the college-age population reflecting a long term struggle to retain college graduates within the region. Certainly, this factor could have significant implications for the region’s labor supply in our priority industries.

III. Where do we want to go?

Collectively developed criteria, industry and occupational priorities, vision, mission, and goals for the region.

Criteria for Priority Industries/Occupations

STATE CRITERIA

- High employer demand
- High demand and high wage (4-5 Star Occupations)
- Talent Gaps (Ratio of Supply to Demand)
- Career Pathways

REGIONAL CRITERIA

- What additional criteria are important to your Regional Planning Team?
- Supportive employers
 - Support industry resilience in the region
 - Aligned with regional priorities

Priority Industries and Occupations

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Our priority industries by 2-digit NAICS

- I. Health Care and Social Assistance – NAICS Code 62
Our prioritization in this industry centers on Nursing and Residential Care Facilities (NAICS Code 623), Offices of Physicians, Dentists and Other Health Care Practitioners (NAICS codes 6211, 6212 and 6313 respectively) and Medical and Diagnostic Laboratories (NAICS code 6215). Each of these categories represent numerous clinical and healthcare support positions that are in demand in our region.

Health Care and Social Assistance represents the largest employment sector in the region with approximately 19% of the workforce employed in occupations within this industry cluster. The industry also continues to show steady growth with a 7% growth rate from 2015-2017. In terms of career development, the industry is marked by strong career pathway opportunities with accessible entry points. Strong employer engagement within this industry is evident with sector partnerships in place within the region with workforce development and education participation already in place.

- II. Professional, Scientific and Technical Services – NAICS Code 54
Our prioritization in this industry centers on Computer Systems Design and Related Services (NAICS Code 5415). This industry encompasses a wide range of occupational categories that are supported by STEM education. However, computer related services were of particular interest as the occupations included in this category typically cut across multiple industry clusters including other prioritized and critical industries.

From 2013-2016, the Professional and Technical Services sector has seen an 8.7% increase in the number of establishments, a 7.9% increase in employment and an impressive 8.67% increase in average wage. The occupations within this industry are among the highest average weekly wages within the region (\$1,505 per week). Meaningful career ladder opportunities are available to those who access additional opportunities. More Specifically, significant supply gaps (0.15 to 0.7 qualified workers for each position) are evident in multiple Professional and Technical Service occupations including Computer User Support Specialists, Network and Computer Systems Administrators, Computer Systems Analysts and Database Administrators. While the top levels of the career ladder would in some cases require significant additional training and education requirements, there are opportunities for individuals with more limited skills competencies to enter the industry with relatively short term training interventions. The industry also aligns with regional priorities such as STEM initiatives occurring among education and workforce development partners.

- III. Finance and Insurance – NAICS Code 52
Our prioritization in this industry centers on Credit Intermediation and Related Activities (NAICS code 522). This would encompass areas that are seeing evolving career ladders and occupations that are changing within the financial service sector. Particularly in the areas of commercial banking services, credit, sales, customer service positions and financial investment activities.

The Finance and Insurance industry shows a steady growth rate at 4.5% and represents the highest average wage increase in any industry from 2013-2016 (12.45%) resulting in an income level 33% above the regional average. Accessible entry points within this industry offer individuals with less than a bachelors degree the opportunity for strong earning potential.

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Priority occupations or occupational groups by SOC code (4-8 digit)

Health Care Practitioners and Technical Occupations (SOC 29)

Dental Hygienists/Assistants (SOC 29-2021)

- Demand STARS* - 4
- Annual median wage (\$84,601) significantly above regional median wage
- Existing supply gap in the region with approximately 0.7 qualified employees per opening.
- Accessible entry point with less than a bachelors degree required for entry level employment

Radiologic Technologists (SOC 29-2034)

- Demand STARS – 4
- Annual median wage (\$70,650) significantly above regional median wage
- Career ladder leads to Physical Therapist – second highest indexed employer demand** in Southeast for occupations requiring a BA.
- Existing supply gap in the region with approximately 0.9 qualified employees per opening.

Health Care Support Occupations (SOC 31)

Nursing Assistants (SOC 31-1014)

- Demand STARS – 3
- Annual median wage - \$28,263 but higher with specializations
- Existing supply gap in the region with approximately 0.9 qualified employees per opening
- Accessible entry points with short-term, widely available training in the region
- Strong career ladder opportunities in the Health Care sector
- Increase specializations desired by employers has resulted in increased entry level wages

Physical Therapy Assistants (SOC 31-2021)

- Demand STARS – 4
- Annual median wage - \$58,469 (34% above regional median wage)
- Notable supply gap in the region with approximately 0.4 qualified employees per opening
- Intermediate Career ladder opportunities: Physical Therapist is a 5 Demand STAR occupation in the Southeast with high wages and a significant supply gap.

Computer and Mathematical Occupations (SOC 15)

Computer User Support Specialist (SOC 15-1151)

- Demand STARS – 4
- Annual median wage - \$55,342 (30% above regional median wage)
- Offers career ladder opportunities to multiple 5 Demand STARS occupations in the region.
- Offers skill sets that are transferable to multiple industry sectors throughout the region.

Office and Administrative Support Occupations (SOC 42)

Customer Service Representatives (SOC 43-4051)

- Demand STARS - 4
- High indexed demand: fourth highest sub-BA occupation by indexed employer demand in the southeast

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- While each industry has specialized skill sets unique to their occupations, research into current incumbent worker customer service training reveals numerous commonalities that cut across industries (i.e. Financial Services)
- Accessible entry points with strong career ladder and wage growth potential (\$74,880 average annual wage with advancement in Financial Services).
- Customer service almost universally cited by employers in the region as a critical skill set often in short supply. Majority of Workforce Training Fund Program applications from employers include customer services training components.

*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.

**Indexed Employer Demand: Short term openings from replacement and growth (2017), long term openings from replacement and growth (2024), and online postings, averaged.

Critical Industries and Occupations

I. Manufacturing

If there were an addition priority cluster, manufacturing would be included in that category. Indeed, each of the four Workforce Boards has placed emphasis on manufacturing within their respective strategic plans. Through work with area manufacturers, it is evident that there are significant employment opportunities with career ladder possibilities for area job seekers but also major workforce challenges facing the industry.

While there is not an overall growth rate in multiple manufacturing occupations, such a basic statistical analysis would not tell the complete story of future demand within the industry. More specifically, the manufacturing sector is marked by an aging labor pool in the southeast with 34% of the workforce over the age of 55. As a result, the industry faces large scale attrition over the next 5-10 years exacerbated by the fact that the region has a limited training pipeline to develop the future workforce in this industry. While training opportunities exist through partnerships among Workforce Boards, vocational technical high schools and community colleges and some credentialing is present (i.e. MACWIC), the programs are not as formalized as in other industry clusters and in many cases lack regular sustainable funding with programming often grant driven. As well, manufacturing is regularly perceived as a declining industry with most of the region's youth and their parents do not identify it as a viable career path

However, this industry features highly accessible entry points with strong entry level wages for positions that can be obtained without advanced degrees (73% of the region's manufacturing workforce have less than a Bachelor Degree). Occupations such as CNC Machinists and welders can be accessed through relatively short term training programs and feature strong entry level wages (\$18-\$20 per hour).

II. Construction

The construction industry offers a highly accessible career path for individuals without a college degree with opportunities for career advancement through the expansion of apprenticeships. The region offers strong educational capacity for this industry through workforce development partnerships with the region's vocational technical high schools. Construction also aligns with regional economic development priorities. For example, major transportation projects have resulted in increased hiring activity in the southeast. There are a large number of potential candidates for employment in this industry through the region's Career Centers. The industry also features a strong average weekly wage (\$1,315) in comparison to the regional average (\$961)

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III. Emerging Industries

The Southeast Team will closely evaluate emerging industries over time to determine if additional attention is warranted. For example, the “Blue Economy” has become a regional priority in the southern part of the region. While not a stand-alone priority industry, it includes construction, production and technology jobs that will likely see growth in this region. This would include the developing wind energy industry which may emerge as a significant part of the region’s manufacturing industry in the southern part of the region. Emerging industries such as these will have a strong need to intersect with workforce development, economic development and education to meet their workforce needs.

Assets

Credential Asset Mapping

Credential Maps for the selected priority industries and occupations are attached. It is evident that priority health care occupations’ training programs, particularly degree offerings, are insufficient to meet employment demand. For example, there is only one Radiologic Technician Associates Degree and one Physical Therapy Assistant program in the southeast. It was also noted that technology changes require ongoing alignment with industry standards in the Computer Office User Specialist and related positions.

Non-Credential Asset and Gap Analysis

Our prioritized occupation not requiring a credential (Customer Service Representative) does not have a stand-alone training program for area job seekers. Formal training has more commonly been delivered via incumbent worker training through grant funding, primarily the Workforce Training Fund Program.

Vision, Mission, Goals.

Using your articulated priority industries, occupations, and existing assets, articulate your broader vision, mission, and goals.

Vision

Our vision is that southeastern MA will offer its residents a high quality of life with diverse education and career opportunities that contribute to business health and a strong regional economy.

We hope the following to be true in our region in 10 years:

- Growth of globally competitive employers within multiple industry clusters
- A workforce that meets the needs of area employers through education, training and lifelong learning
- Residents will have increase ability to achieve a sustainable wage in order to enjoy the amenities and quality of life available in the southeast region.

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Mission

We will coordinate and align our efforts to contribute to the ongoing economic health and vibrancy of the region by preparing the workforce to meet the evolving skill set demands of area employers.

This effort will be supported by the following strategies:

- All partners will support demand driven education and training strategies across K-12, secondary and post-secondary education that directly address the workforce needs of the region’s priority and critical industries.
- Our education partners will work to expand education programming in each of the identified priority and critical industries to support increased capacity for area job seekers.
- All partners will focus efforts on aligning and expanding work readiness and career exploration activities with the education and workforce development systems in the region.
- Our partners will promote progression of the region’s workforce along career pathways with credentialing and lifelong learning strategies.
- Our workforce development and economic development partners will organize industry sector partnerships and collaborations to gain their input in strategic planning and foster their investment in incumbent worker training.

Goals.

By 2018, we will...	By 2020, we will...	By 2022, we will...
<p>Develop process for regional collaboration, contact lists, social media cross referral and shared resources</p> <p>Organize regional business outreach teams (representatives from the WDB’s, chambers, planning councils, community colleges, regional economic agencies and career centers) to deliver presentations to employers to inform them of available resources.</p> <p>Survey existing data systems among stakeholders to determine available data and collection processes for measurement and information sharing.</p>	<p>Possess an internally sustained process for collecting & distributing common information amongst education, workforce & economic development partners.</p> <p>Possess marketing materials with a menu of services for employers and conduct 6-8 employer partner presentations on available resources for growth & stability.</p> <p>Completed information sharing processes in relation to compliance & regulations and produce a menu of data resources with links.</p>	<p>Demonstrate synergy between economic, education and workforce development agencies that produces seamless services.</p> <p>Develop a mechanism for education, economic and workforce development agencies to inform employers of services, increasing presentations by 10% each year. Increase employer contact level by 5% each year.</p> <p>Become a leader in coordinating the collection and distribution of data resources available for business owners and investors.</p>

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<p>Engage in analysis to determine and establish realistic and viable baseline measures for determining the return on investment for the goals and objectives of the partnership and design collection methods.</p>	<p>Produce measurements at the end of each fiscal year and evaluate for modification.</p>	<p>Continue examination of goals (+/-) to maximize resources and leverage programmatic initiatives.</p>
<p>Survey and determine alignment and delivery of existing job and career readiness activities amongst high schools, colleges and workforce board initiatives in the region.</p>	<p>Increase the capacity of youth and adults receiving Career Ready Certification by implementing a Train the Trainer program to be available for high school, college and nonprofit agencies.</p>	<p>Have increased the number of Career Ready Certification classes offered in high schools, colleges and nonprofit agencies by 15% of baseline data. Increase the number of youth (K-12) and job seekers (Post-Secondary, Career Centers) who receive formal career readiness activities by 10%</p>
<p>Establish two new regional sector partnerships in critical partnerships in priority, critical and/or emerging industry that directly involves both leadership and human resource professionals. Utilize these partnerships to identify industry-specific goals.</p>	<p>Conduct 2 focus groups/year to obtain real time data from industry professionals. Have established CEO roundtables as a mechanism for discussion of sector issues and developed mechanism to share information with stakeholders.</p>	<p>-Broker training opportunities to match discussion with CEO/HR directors to ensure demand driven instruction. -Increase the capacity of credentialed healthcare and IT trainings by 5% of baseline. -Increase the pipeline of credentialed healthcare and IT workers by 5%</p>
<p>Produce and overview of training and educational programs required for priority and critical industries which are offered within our area and distribute to employers and educational institutions for utilization.</p>	<p>Continue the production of industry specific educational and training opportunities reports. Move from print to web-based distribution and prepare for transition to real-time mobile apps.</p>	<p>Increase utilization of web-based information among employers and industry experts by 5% per year.</p>
<p>Establish a Regional Steering Committee that oversees implementation of strategies and achievement of goals.</p>	<p>Secure grant resources to establish at least one regional specialized training program in a priority industry sector.</p>	<p>Continue sustaining regional planning and implementation model.</p>
<p>Engage in analysis to determine and establish current baseline measures in credentialed workforce and career ready youth and adults.</p>	<p>Establish a new apprenticeship model in at least one of the region's prioritized industry clusters</p>	<p>-Increase talent pipeline in occupations with supply gaps. -Increase the number of "work ready" youth and adults with Career Ready Certification by 5%</p>
<p>Map available ABE/ESOL course offerings within the region.</p>	<p>Develop contextualized curriculum for delivery of high</p>	<p>-Increase the capacity of non-English speaking employees by</p>

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<p>Examine existing ABE programming and opportunities for supplemental activities that might be coordinated with DESE funded components.</p> <p>Engage in data analysis of residents who commute out of the area (including their occupations)</p>	<p>demand occupational clusters.</p> <p>Utilize an additional resources to increase intensive ABE programming.</p> <p>Develop one or more internship opportunities for new graduates in highest occupations seeing out-migration.</p>	<p>delivering 2-4 contextualized, in-demand trainings.</p> <p>-Increase capacity of ABE and ESOL trainings by 10% of baseline.</p> <p>-Increase the seat capacity of intensive and/or contextualized ABE programs by 20%.</p> <p>Increase retention rate of new college graduates by 5%.</p>
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IV. How do we get there?

Shared Strategies

Continuous Communication.

Our partners have collectively agreed to establish formal mechanisms to oversee the implementation of the strategies set forth in this plan. A Steering Committee, comprised of the four workforce board directors and representatives from education and economic development, will be responsible for overall strategic direction of the partnership and implementation of policies, projects and initiatives around all aspects of the plan. Coordinated by the southeast region’s workforce boards, it will take the lead in establishing protocols and processes around sharing information of partnership. The committee will also oversee the progression of the regional partnership toward its short and long-term goals. The committee will meet quarterly and will be facilitated and coordinated by the workforce board directors. Areas of focus are:

Performance: The Partnership will be charged with examining the possibilities and obstacles to the establishment of baseline performance measures, surveying existing data sources among the skills cabinet partners and the feasibility of data sharing, and reporting performance results to the partnership.

Work readiness: The Partnership will be charged with surveying the existing work readiness components existing among workforce development (i.e. Career Ready 101) and education (Connecting Activities, vocational technical high schools, comprehensive high school technical programs, etc.), working to see areas of alignment, developing a universal work readiness curriculum and identifying potential state initiatives in this area.

Resource Development: The Partnership will regularly review funding opportunities from federal, state and private sources and identify those that could support implementation of our shared goals and objectives. These might include training capacity expansion in priority occupations/industries particularly

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where gaps exist, integrated occupational training and adult basic education programs or expansion of incumbent worker training opportunities.

Education and Training: The Partnership will engage in ongoing analysis of existing education and training programs in priority industries and occupations. It will address issues such as course capacity, demand driven curriculum, increased credentialing, stackable and transferable credits, etc. The workforce boards will utilize input from the regional planning team in the review of new Chapter 74 program applications to ensure alignment with priority industries and occupations.

Employer Engagement: A cross skills sector team will develop strategies to secure real time labor market data from area employers on a regular basis. Similarly, the team will collect data around evolving workforce needs of both large and small businesses in the region. It will also oversee the development of cross skills cabinet business assistance teams to link area employers to the wide range of resources available from all stakeholders. This will also be the initial source of information sharing from economic development partners regarding regional priorities in attracting new businesses and fostering growth in emerging industries.

Shared Measurement Systems.

Throughout our planning process, team members agreed on the need for shared metrics among partners that ultimately tie directly to shared outcomes. Currently, information around goals is captured in different areas among all three skills cabinet sectors, and in some cases beyond. As noted in our 2018 goals, our partnership will survey the various data collection sources utilized currently to determine the potential sources to capture and measure progression toward the region's planning goals. We will also examine the feasibility of customized measures and data collection sources generated through partnership activity. For example, increase activity among Regional Sector Partnerships may afford an opportunity to collect additional employer and labor market information. Finally, we recognize that state initiatives around information sharing may also impact our work in this area. One example is the Department of Career Services' *Workforce Connect* initiative to share information and data among Career Center partners.

Other Shared Strategies.

Our partnership has agreed on initial strategies to impact the goals established in this blueprint. These will be further refined and likely expanded through the work of the partnership.

A clear consensus developed around implementing common/universal work readiness components at the region's secondary, post-secondary and workforce development programs. At present, there are multiple work readiness activities occurring among multiple partners. For example, Career Ready 101 is being utilized at the local Career Centers, DESE funded Connecting Activities programming engages in ongoing work and career readiness activities, the region's high schools and vocational technical high schools include work readiness programming into specific activities, Commonwealth Corporation's *Signaling Success* curriculum is utilized for at-risk youth and Career Ready 101 is used in adult education programs. While there are some commonalities in these activities, there is not true alignment. As work readiness skills are identified almost universally by area employers as a critical need, our partnership will work to develop a universal/aligned work readiness component that links to a credential. The partnership does recognize that further alignment of work readiness curriculum would need to take into account the need to have some customization based on the target population being served.

As a major business challenge centers around lack of resources for employers, particularly small businesses, to address workforce needs, our partnership will establish regional business outreach teams that include representatives from all three skills cabinet sectors. These teams will not only connect

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employers with available programs and resources, they will also secure employer feedback regarding ongoing workforce needs and business challenges.

To increase career awareness among area youth, the partnership will develop career ladder documents in each prioritized and critical industry cluster to be utilized in K-12 and at local Career Centers. In addition, all three skills cabinet sector partners will work together to more efficiently industry involvement in career awareness activities.

Resource development was a recurring and common theme in regional planning meetings. Our partnership will utilize existing resources and establish a resource development committee to access new grant opportunities to develop programming with direct input from business in priority/critical industries.

Our partnership is committed to working to expand training opportunities for credentialed occupations. To that end, we will seek to increase capacity of healthcare training programs within the region by 10% and increase the capacity of training programs in Computer/IT occupations by 10%

The Southeast Regional Team will work closely with our post-secondary partners to Increase the number of stackable and transferable credits from certificate to associates degree to bachelors degree programs within our priority industry sectors.

The partnership will seek to increase seat capacity for customized training programs at vocational technical high schools and/or comprehensive high schools by 10% between 2019 – 2022.

Mutually Reinforcing Activities

Education

- Curriculum development, refinements and development of training programs that tie directly to growth occupations and lead to credential attainment in priority industry clusters.
- Adapt and expand Adult Basic Education/Language Skills programming to align with career objectives of learners and the needs of priority/critical industries and occupations.
- Work toward expansion of stackable credits in priority industries that allow for increased degree attainment among the region's population.
- Work with other partners to develop universal work readiness components with integration of this at all levels
- Develop programming that aligns with partners' career pathways work.

Workforce Development

- Maintain up to date knowledge of employer needs and demand through ongoing LMI analysis, convening industry sector partnerships, CEO roundtables, etc.
- Coordinate expansion of career awareness/exploration programming with education partners and Career Centers.
- Utilize existing and secure additional funding for job readiness activities across all partners.
- Coordinate alignment of work readiness activities across the partnership
- Coordinate and lead cross skills cabinet business teams for employer outreach and assistance.

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Economic Development

- Assist partnership in aligning activities with regional economic development priorities
- Assist in maintaining up to date knowledge of employer needs in the area of workforce and other services (financial, space, etc.) that will result in an integrated employer service strategy.
- Connect new businesses and other employers to education and workforce development partners.
- Participate in cross sector business service teams.

V. Conclusion

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

The regional planning process has revealed that each of skills cabinet sectors share many goals and objectives. Many share goals have emerged among the stakeholders. There are strong existing partnerships in the southeast but clearly there is room to establish closer coordination among workforce development, economic development and education and expand coordination beyond workforce area boundaries.

Our large region results in significant regional economic and demographic variations as well as connections to different labor markets (i.e. Quincy to Boston) but enough common needs exist to make meaningful impact through partnership. It is evident that translating broader goals to specifics (i.e. common metrics) may be challenging.

It should also be noted that while our partnership will look at ways to leverage assets, existing resources would likely result in more modest progression toward short and long-term goals. Still, we are confident that our efforts will expand activities and programming that will positively impact economic growth in the region.

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Credential Asset Mapping Tool – Certified Nursing Assistant (CNA)

Occupation	List the occupation the credential is for, including the SOC code.	31-1014.00 – Certified Nursing Assistant (CNA)												
Type of Credential & Title of Credential	List the type of credential (e.g. Certificate, Degree, Certification, License, or Apprenticeship Certification)	CNA certification state licensure which could be renewed every 24 months												
Credential Provider	List all training/ education providers that provide this credential in your region. For each provider, list the average number of individuals receiving the credential per year.	<table border="1"> <thead> <tr> <th><u>Institution</u></th> <th><u>Ave # of yrly grads</u></th> </tr> </thead> <tbody> <tr> <td>1. Quincy College</td> <td>15</td> </tr> <tr> <td>2. Health Care Trng Serv</td> <td>36</td> </tr> <tr> <td>3. Bristol CC</td> <td>60</td> </tr> <tr> <td>4. American Health Academy</td> <td>41</td> </tr> <tr> <td>5. American Red Cross</td> <td>500</td> </tr> </tbody> </table>	<u>Institution</u>	<u>Ave # of yrly grads</u>	1. Quincy College	15	2. Health Care Trng Serv	36	3. Bristol CC	60	4. American Health Academy	41	5. American Red Cross	500
<u>Institution</u>	<u>Ave # of yrly grads</u>													
1. Quincy College	15													
2. Health Care Trng Serv	36													
3. Bristol CC	60													
4. American Health Academy	41													
5. American Red Cross	500													
Integrated/ Accelerated	Is the training integrated with work experience and/or accelerated for adult learners? If no, how to basic learners matriculate?	Most programs have mandatory Internships												
Online/ Classroom/ Work-based	Describe education environment and instructional methods.	Classroom Hands-on Laboratory												
Pell-eligible?	Is the program Pell-eligible?	<ol style="list-style-type: none"> 1. Yes – Colleges and University 2. No - Others 												
Fee?	What are the fees?	Fees range between \$1,230 and \$1,625												
Employer-validated?	Do local employers validate the credential? If so, describe.	CNA license or verify license on line												
Stackable?	Is the credential stackable with other certificates? If so, describe.	Non-credit												
Portable?	Are the credentials portable to other states/ industries? If so, describe.	Credentials have Portability however some states may require a retake of the exam.												
Credit/ Non-Credit?	Are they credit or non-credit?	Primarily non-credit though a college credit may be obtained in some instances.												
Gaps?	Are there gaps in the pipeline for this occupation that require new strategies in the blueprint?	There is an increased demand for specialization beyond care hours required for state certifications.												

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Credential Asset Mapping Tool - Dental Assistants

Occupation	List the occupation the credential is for, including the SOC code.	31-9091.00 Dental Assistants										
Type of Credential & Title of Credential	List the type of credential (e.g. Certificate, Degree, Certification, License, or Apprenticeship Certification)	<ul style="list-style-type: none"> • Diploma as Dental Assistant • Certificate recognized by MA BHE • Eligible for the Dental Assisting National Board, Inc (DANB) Radiation Health and Safety (RHS) exam. 										
Credential Provider	List all training/ education providers that provide this credential in your region. For each provider, list the average number of individuals receiving the credential per year.	<table border="1"> <thead> <tr> <th><u>Institution</u></th> <th><u># of yrly grads</u></th> </tr> </thead> <tbody> <tr> <td>1. Massasoit CC</td> <td>16</td> </tr> <tr> <td>2. Southeastern Reg</td> <td>17</td> </tr> <tr> <td>3. Bristol Plymouth</td> <td>5</td> </tr> <tr> <td>4. Porter & Chester</td> <td>8</td> </tr> </tbody> </table>	<u>Institution</u>	<u># of yrly grads</u>	1. Massasoit CC	16	2. Southeastern Reg	17	3. Bristol Plymouth	5	4. Porter & Chester	8
<u>Institution</u>	<u># of yrly grads</u>											
1. Massasoit CC	16											
2. Southeastern Reg	17											
3. Bristol Plymouth	5											
4. Porter & Chester	8											
Integrated/ Accelerated	Is the training integrated with work experience and/or accelerated for adult learners? If no, how to basic learners matriculate?	These programs combine academic and clinical experience										
Online/ Classroom/ Work-based	Describe education environment and instructional methods.	Classroom Hands-on Laboratory										
Pell-eligible?	Is the program Pell-eligible?	All are except Bristol Plymouth										
Fee?	What are the fees?	<ol style="list-style-type: none"> 1. \$12,324 2. \$ 8,315 3. \$ 5,000 4. \$19,275 Varied program length										
Employer-validated?	Do local employers validate the credential? If so, describe.	Employers recognize the credentials										
Stackable?	Is the credential stackable with other certificates? If so, describe.	Credentials may be stackable, however not universally										
Portable?	Are the credentials portable to other states/ industries? If so, describe.	Credentials have portability; however some states may have their own credentials. Credentials are the same in MA, CT and RI.										
Credit/ Non-Credit?	Are they credit or non-credit?	<ol style="list-style-type: none"> 1. Diploma as Dental Assistant (40 credits at MCC) 2 – 4 Non-credit 										
Gaps?	Are there gaps in the pipeline for this occupation that require new strategies in the blueprint?	Several programs but none with large capacity.										

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Credential Asset Mapping Tool - Dental Hygienist

Occupation	List the occupation the credential is for, including the SOC code.	29-2021.00 Dental Hygienist				
Type of Credential & Title of Credential	List the type of credential (e.g. Certificate, Degree, Certification, License, or Apprenticeship Certification)	<ul style="list-style-type: none"> Associate Degree in Dental Hygiene <p>Each state has different licensing requirements for dental hygienists. To practice as a dental hygienist, candidates must be certified. To be eligible for certification, individuals must graduate from an accredited dental hygiene program.</p>				
Credential Provider	List all training/ education providers that provide this credential in your region. For each provider, list the average number of individuals receiving the credential per year.	<table border="1"> <thead> <tr> <th><u>Institution</u></th> <th><u># of yrly grads</u></th> </tr> </thead> <tbody> <tr> <td>Bristol CC</td> <td>18</td> </tr> </tbody> </table>	<u>Institution</u>	<u># of yrly grads</u>	Bristol CC	18
<u>Institution</u>	<u># of yrly grads</u>					
Bristol CC	18					
Integrated/ Accelerated	Is the training integrated with work experience and/or accelerated for adult learners? If no, how to basic learners matriculate?	This program combines academic and clinical experience				
Online/ Classroom/ Work-based	Describe education environment and instructional methods.	Classroom Hands-on Laboratory				
Pell-eligible?	Is the program Pell-eligible?	Yes				
Fee?	What are the fees?	\$29,355 – BCC Associates Degree				
Employer-validated?	Do local employers validate the credential? If so, describe.	Yes. Associates Degree				
Stackable?	Is the credential stackable with other certificates? If so, describe.	Credentials may be stackable, however not universally				
Portable?	Are the credentials portable to other states/ industries? If so, describe.	Credentials have portability, however some states may have their own credentials				
Credit/ Non-Credit?	Are they credit or non-credit?	Associate Degree (College Credit)				
Gaps?	Are there gaps in the pipeline for this occupation that require new strategies in the blueprint?	Limited number of programs in the region				

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Credential Asset Mapping Tool – Radiologic Technicians

Occupation	List the occupation the credential is for, including the SOC code.	29-2034.00 Radiologic Technologists 29-2099.06 Radiologic Technicians				
Type of Credential & Title of Credential	List the type of credential (e.g. Certificate, Degree, Certification, License, or Apprenticeship Certification)	To work as a registered radiologic technologist in a hospital located within Massachusetts, it is required to hold a valid license granted by the state. Upon successful completion of the American Registry of Radiologic Technologists' (ARRT) radiography certification examination, individuals are able to use the credentials of RT(R).				
Credential Provider	List all training/ education providers that provide this credential in your region. For each provider, list the average number of individuals receiving the credential per year.	<table border="1"> <thead> <tr> <th><u>Institution</u></th> <th><u># of yrly grads</u></th> </tr> </thead> <tbody> <tr> <td>1. Massasoit CC</td> <td>24</td> </tr> </tbody> </table> <p><i>*https://www.massasoitcollege.com/community-colleges/massasoit-community-college/radiology-technician</i></p>	<u>Institution</u>	<u># of yrly grads</u>	1. Massasoit CC	24
<u>Institution</u>	<u># of yrly grads</u>					
1. Massasoit CC	24					
Integrated/ Accelerated	Is the training integrated with work experience and/or accelerated for adult learners? If no, how to basic learners matriculate?	This is a 21 month program. Students attend classes at the College on certain days and have Clinical Experience on other days not to exceed 40 hours/wk.				
Online/ Classroom/ Work-based	Describe education environment and instructional methods.	Classroom Hands-on Laboratory				
Pell-eligible?	Is the program Pell-eligible?	Yes				
Fee?	What are the fees?	Associate Degree (college credit)				
Employer-validated?	Do local employers validate the credential? If so, describe.	Employers recognize the credential				
Stackable?	Is the credential stackable with other certificates? If so, describe.	Some credits may be stackable but unclear.				
Portable?	Are the credentials portable to other states/ industries? If so, describe.	Credentials have portability in most states				
Credit/ Non-Credit?	Are they credit or non-credit?	Credit				
Gaps?	Are there gaps in the pipeline for this occupation that require new strategies in the blueprint?	Limited training capacity in the region, with only one program. Entrance highly competitive.				

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Credential Asset Mapping Tool – Physical Therapy Assistant

Occupation	List the occupation the credential is for, including the SOC code.	31-2021 <i>Physical Therapy Assistant</i>
Type of Credential & Title of Credential	List the type of credential (e.g. Certificate, Degree, Certification, License, or Apprenticeship Certification)	Associates Degree in Physical Therapy Assistant plus opportunity to participate in the test sponsored by the Commission on Accreditation in Physical Therapy Education as a Physical Therapy Assistant
Credential Provider	List all training/ education providers that provide this credential in your region. For each provider, list the average number of individuals receiving the credential per year.	Quincy College 24
Integrated/ Accelerated	Is the training integrated with work experience and/or accelerated for adult learners? If no, how to basic learners matriculate?	An internship component is required
Online/ Classroom/ Work-based	Describe education environment and instructional methods.	Classroom Hands-on Laboratory
Pell-eligible?	Is the program Pell-eligible?	Yes
Fee?	What are the fees?	\$48,000
Employer-validated?	Do local employers validate the credential? If so, describe.	Employers recognize the credential
Stackable?	Is the credential stackable with other certificates? If so, describe.	Credentials are stackable – may be transferred to a 4 yr degree
Portable?	Are the credentials portable to other states/ industries? If so, describe.	Credentials are portable; however some states may require their own credentials
Credit/ Non-Credit?	Are they credit or non-credit?	Credit
Gaps?	Are there gaps in the pipeline for this occupation that require new strategies in the blueprint?	Limited number of programs in the region

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Credential Asset Mapping Tool – Computer User Support Specialists

Occupation	List the occupation the credential is for, including the SOC code.	15-1151.00 Computer User Support Specialists
Type of Credential & Title of Credential	List the type of credential (e.g. Certificate, Degree, Certification, License, or Apprenticeship Certification)	<ul style="list-style-type: none"> • Associate Degree in Computer Info Systems (Massasoit CC and BCC) • Certificate in Comp Science (Quincy) • Bachelors in Computer Science (Bridgewater U)
Credential Provider	List all training/ education providers that provide this credential in your region. For each provider, list the average number of individuals receiving the credential per year.	<ol style="list-style-type: none"> 1. Massasoit Community College – 57 2. Bristol Community College 3. Quincy College – 15 4. Bridgewater State University
Integrated/ Accelerated	Is the training integrated with work experience and/or accelerated for adult learners? If no, how to basic learners matriculate?	An internship component may be required in some of these programs
Online/ Classroom/ Work-based	Describe education environment and instructional methods.	Classroom Hands-on Laboratory
Pell-eligible?	Is the program Pell-eligible?	Yes
Fee?	What are the fees?	Bachelors and Associate Degree – college credit Others – fees are contingent upon length of program
Employer-validated?	Do local employers validate the credential? If so, describe.	Employers recognize the credentials
Stackable?	Is the credential stackable with other certificates? If so, describe.	Credentials are stackable – some credits could be transferred to a 4 year degree
Portable?	Are the credentials portable to other states/ industries? If so, describe.	Credentials have portability to most computer interfaces.
Credit/ Non-Credit?	Are they credit or non-credit?	Credit
Gaps?	Are there gaps in the pipeline for this occupation that require new strategies in the blueprint?	Ongoing alignment necessary to maintain pace with regular changes in technology at area employers. Possibility for internship development to close gaps.

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Credential Asset Mapping Tool – Network Administrators

Complete one credential asset map for each priority occupation that requires a credential.

Occupation	List the occupation the credential is for, including the SOC code.	15-1142.00 Network & Computer Systems Administrators						
Type of Credential & Title of Credential	List the type of credential (e.g. Certificate, Degree, Certification, License, or Apprenticeship Certification)	<ol style="list-style-type: none"> 1. Associate Degree in Science in Computer Information Systems (Computer Networking Concentration) 2. Computer Service Tech/ Network Installer Diploma 						
Credential Provider	List all training/ education providers that provide this credential in your region. For each provider, list the average number of individuals receiving the credential per year.	<table border="1"> <thead> <tr> <th><u>Institution</u></th> <th><u>ave # yrly grads</u></th> </tr> </thead> <tbody> <tr> <td>1. Bristol CC</td> <td>3</td> </tr> <tr> <td>2. * MTTI</td> <td>34</td> </tr> </tbody> </table> <p>*MotoRing Tech Training Inst</p>	<u>Institution</u>	<u>ave # yrly grads</u>	1. Bristol CC	3	2. * MTTI	34
<u>Institution</u>	<u>ave # yrly grads</u>							
1. Bristol CC	3							
2. * MTTI	34							
Integrated/ Accelerated	Is the training integrated with work experience and/or accelerated for adult learners? If no, how to basic learners matriculate?	Mandatory Internship						
Online/ Classroom/ Work-based	Describe education environment and instructional methods.	Classroom Hands-on Laboratory						
Pell-eligible?	Is the program Pell-eligible?	Yes						
Fee?	What are the fees?	<ol style="list-style-type: none"> 1. Associate Degree (college credit) 2. \$16,000 						
Employer-validated?	Do local employers validate the credential? If so, describe.	Employers validate the curriculum and recognize the credentials						
Stackable?	Is the credential stackable with other certificates? If so, describe.	Credentials are stackable – however they may or may not transferred to college credit						
Portable?	Are the credentials portable to other states/ industries? If so, describe.	Credentials have portability – acceptance may vary by employer						
Credit/ Non-Credit?	Are they credit or non-credit?	<ol style="list-style-type: none"> 1. Credit 2. Non-credit 						
Gaps?	Are there gaps in the pipeline for this occupation that require new strategies in the blueprint?	Ongoing alignment necessary to maintain pace with regular changes in technology at area employers.						

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Credential Asset Mapping Tool – Customer Service Reps

Occupation	List the occupation the credential is for, including the SOC code.	43-4051.00 Customer Service Reps
Type of Credential & Title of Credential	List the type of credential (e.g. Certificate, Degree, Certification, License, or Apprenticeship Certification)	Credential not always required but most commonly recognized is: National Retail Foundation – NRF <ul style="list-style-type: none"> • Customer Service & Sales • Advanced Cust Serv & Sales
Credential Provider	List all training/ education providers that provide this credential in your region. For each provider, list the average number of individuals receiving the credential per year.	Programs primarily stand alone for incumbent workers through customized training.
Integrated/ Accelerated	Is the training integrated with work experience and/or accelerated for adult learners? If no, how to basic learners matriculate?	
Online/ Classroom/ Work-based	Describe education environment and instructional methods.	Typically classroom based.
Pell-eligible?	Is the program Pell-eligible?	No
Fee?	What are the fees?	Varies on cost per hour based on employer.
Employer-validated?	Do local employers validate the credential? If so, describe.	Retail Federation validates credential for their industry.
Stackable?	Is the credential stackable with other certificates? If so, describe.	No
Portable?	Are the credentials portable to other states/ industries? If so, describe.	Yes
Credit/ Non-Credit?	Are they credit or non-credit?	Non-credit
Gaps?	Are there gaps in the pipeline for this occupation that require new strategies in the blueprint?	Lack of customer service training as a stand along program. Could be integrated more strongly in existing occupational training programs.