Agenda

Executive Committee Meeting

Feb. 13, 2018 9:00 to 10:30

I. Strategic Planning Committee Activity Review – 35 minutes

II. Career Pathway and Salary structure changes for Career Center – 20 minutes

III. Adult Education proposals – connection to Local Plan – 10 minutes

IV. Membership and Officer review – 15 minutes

V. Other – printed materials to be provided for review only on Rebranding and on the Future of Work Report

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WORKFORCE SYSTEMS COMMITTEE GOALS AND OBJECTIVES 2018 - 2020

GOAL 1: THE NORTH SHORE WIB WILL IMPROVE AND ENHANCE THE WORKFORCE SYSTEM (INCLUDING THE NORTH SHORE CAREER CENTER AS WELL AS WIOA AND OTHER PARTNERS) TO RESPOND TO CURRENT AND FUTURE DEMAND AND SUPPLY CHALLENGES ON THE NORTH SHORE AND WITHIN THE NORTHEAST REGION.

MAJOR THEMES FOR FY2018

- One Stop Contract and Performance of the North Shore Career Center
- Translating 'Future of Work' and Labor Market Information for all stakeholders
- New and Targeted Funding
- Helping Priority Populations
- WIOA Partners and Memorandum of Understanding
- Advocating/Addressing Economic Development

Objective #1: The North Shore WIB will build upon the capacity of the North Shore Workforce System as led by the North Shore Career Center to respond to labor market needs as prescribed by the "Future of Work Study" as well as by providing other supports to workforce partners.

Activity:	Timeframe:	Benchmarks/Indicators of Success
Monitor and oversea the One-Stop Contract and Certification Process	2018-2020	Quarterly review of WIOA and local standards and goals set in Attachment. Including: Cost Effectiveness, Integrated Services, Federal and Local Performance, Demand Driven, Access for Job Seekers and Business, Leadership and Management. Meeting a minimum score of 3 or higher in all of these categories.

Research and pilot the use of an on-line assessment tool (e.g. Wonderlic, DISC, Strengthquest, MBTI, or other) – Examining "The Ability and Willingness to Work" aspect of the FOW study As part of this research, discuss with WIOA partners what tools they use so as to potentially develop similar assessment protocols, making it more efficient and less stressful for the job seeker	2018-2019	Share assessment tools and applicability with WIOA Partners and businesses
Develop tools to communicate details of the FOW study to Career Center staff, job seeker and business customers, etc. in an efficient and effective manner	2018	2 News Flashes distributed to workforce system on the North Shore related to FOW study and results Hold workshops for career center staff and partners on the FOW study – gain input from attendees on how to implement findings
Learn about the training capacity and culture within companies that we serve, e.g., companies that have training staff, use consultants, etc. so we can understand where and how workers are continually learning on the North Shore	2018-2019	Documented survey of companies
Study how companies are hiring staff in this tight economy	2018-2019	Documented survey/focus group of companies
Develop/expand recruitment efforts in partnership with companies, e.g., company tours for prospective employees and/or parents	2018-2019	4 company tours for Career Center customers and/or parents interested in learning about growing industry and occupations in the region

Develop method for companies to refer unsuccessful candidates to the career center	2018	With Pilot group of companies established referral model back to career center
Incorporate and market Apprenticeships in region Maintain a regular schedule of Company tours	2018 2018-2020	Documented Apprenticeships within the region along with core group companies that can promote. Regular schedule of company tours

Objective #2: Increase coordination and collaboration with educational, human service and government organizations (including WIOA mandated partners) on regional economic development initiatives and advocate for policy changes at the state level that will help local partners increase the capacity of the workforce system

Activity:	Timeframe:	Benchmarks/Indicators of Success
Develop framework for 'Career Coaching' model for individuals that can be shared amongst partner agency's	2019	Model is in place and being utilized with Career Center staff/WIOA Partners
Cost Sharing of Partner agencies is established	2018 2019 -2020	Cost share is recorded and documented Additional resources are recorded and documented from partners as they begin is see value add of One-Stop model and customer referrals and linkages

Shared customer data is documented and validated on a regular basis with all WIOA partners	2018 2019-2020	MOU with Partners being followed and 'Shared Customer Matrix' is being filled out on a quarterly basis. Reinforce with local/state partners (as well as at the state partners) the importance of having a central reporting system – that induced, eligibility, programming and outcomes.

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YOUTH PIPELINE COMMITTEE GOALS AND OBJECTIVES 2018 - 2020

GOAL 2: The North Shore WIB will enhance the career exploration and career pathway development on the North Shore by integrating and aligning education, training and employment programs, with increased input from local employers

MAJOR THEMES FOR FY2018

- Labor Market Information/Career Pathway information for young adults
- STEM- Externships, Internships and Career Exploration
- Creating opportunities for ALL youth (In-School, Out of School, ELL, WIOA, etc.)
- Coordinated information sharing-new opportunities, challenges, successes, etc.
- Increasing successful performance outcomes in all programs

Objective #1: Expand connections between secondary schools, vocational education, WIOA training vendors, workforce development and employer partners.

Activity:	Timeframe:	Benchmarks/Indicators of Success
Continue to provide easy-to-understand Labor Market Information and career pathway information to young adults	2018	1. Share Labor Market Information in 10 workshops, reaching 100 youth in addition to the WIOA out of school youth 2. Create & Share One page information sheets on industry sectors 3. Create pre-post survey for LMI
Work with Connecting Activities network, WIOA youth training providers and employer partners to include employers in meetings/discussions with youth	2018-19	Arrange Career speakers, Job fairs, and company tours for students (minimum 6 events) Continue to expand Amp It Up teacher externships within our region.

		Support Early College efforts with local school districts that promote Career Pathways.
Share information between school partners and employers	2018-19	Include both employers and schools in YPC, WIB newsletters and outreach, and planning/informational meetings
Share success stories of past events in WIB newsletter	2018-19	Create/share minimum of 4 NSWIB newsletters per year Highlight WIOA out of school population, successes, and importance of career pathway development Share updates on social media

Objective #2: Increase number of work-based connections for students and teachers of in school youth and young adults (including out of school youth) that strengthen understanding for career and college requirements.

Activity:	Timeframe:	Benchmarks/Indicators of Success
New STEM Coordinator & other staff will increase outreach to businesses	2018	Outreach to a minimum of 15 employers in STEM to determine interest/capacity to hire high school interns – increase high school STEM internships to 50 in FY18 and 65 in FY 19. Create and share sample job descriptions for all internships with the general public, with youth service organizations, and with employers
Develop and pilot an IT training program for out of school youth with a focus on female enrollment	2018	Training program run by Dec. 31, 2018 – results reported and replication discussed
Enhance work experience opportunities for out of school WIOA youth (in particular in the areas beyond summer	2018-2020	WIOA Goals exceeded for out of school Youth Work Experience

employment that include: internships, apprenticeships, OJT's etc.)		
Continue to strengthen our WIOA out of school programming. Research and develop innovative ways to serve more youth with limited resources.	2018-2020 2019-2020	WIOA goals exceeded Out of School youth enrolled in creative programming, e.g., occupational training, apprenticeships, etc.

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SKILLS COMMITTEE GOALS AND OBJECTIVES 2018 - 2020

GOAL 3: The North Shore WIB will strategically utilize resources (increasing LMI and financial) to fully engage the business sector and Educators (both K-12 and Adult) to better align skills that exist between workers and employers.

MAJOR THEMES FOR FY2018

- Analyze and document academic skills necessary to be successful in post-secondary environment
- Use performance data for more discussion and promote future research and program enhancements
- Seek out private grant funds for regional/intra-agency programs
- Career Pathway development and translation for staff of all partner agencies

Objective #1: Collaborate with educational and training partners to increase (leverage) available resources and align policies, training program certificates/degrees so that employer and worker needs are met.

Activity:	Timeframe:	Benchmarks/Indicators of Success
Research and examine skill sets of the unemployed and underemployed and disseminate findings to partners and state officials in an effort to determine	2018	Report documented for WIOA partners and state officials. Recommendations in place for training options and skill development for unemployed and underemployed.

challenges behind finding success in today's economy		
Study non-workforce issues that affect workers and students in the region, including housing and homelessness, hunger, child care, and other issues and their impact of the workforce in the region.	2019-2020	Partner with WIOA or other organization to examine issues impacting workers and students in the region. Document and establish recommendations for NSWIB's action to address issues.
Develop responses to both skill-related and non-workforce issues that result in successful movement into career pathways and local job vacancies.	2018-2019	On the NSWIB website have documented career pathways for all critical and emerging industries documented along with examples of job opening and skills needed to successfully move along career pathways. -Work with Partner organizations to develop responses to non-workforce issues

Objective #2: Facilitate alignment of education, training, workforce and economic development activities so that employer and worker needs are met through LMI and other research-based facts and data.

Activity:	Timeframe:	Benchmarks/Indicators of Success
In line with the new Regional Plan, study in more depth the IT industry/occupation to determine need on the North Shore and how we might address it.		Report on North Shore IT available on the website. -Information on current education and training programs available for public information -New training programs available for the region. -IT collaborative established across the northeast region.
Document the causes of unemployment and outline models that have been successful to help people overcome the barrier of unemployment through training and other means.	2018	Documented research and issue recommendations for the NSWIB and WIOA partners to consider when evaluating training programs and case management/coaching models. -Work with training providers to develop new programs OR to modify existing program based on results of survey.
Transportation, examine successful models (i.e. Employment Express and others) and develop ways to replicate here in the region.	2019	Research and document successful models of transportation (in particular for at-risk populations). Select 1 or 2 areas for workforce partners to address, educate and replicate in our region.

Develop understanding of Housing issues and their impact on employment needs on the North Shore –	2018	Research and document housing issues for those not working or on low skilled positions.
Working in partnership with the Mayor's homeless task force, research Portland Model and others to see applicability in our region. Discuss with appropriate partners how to implement programs with the most likelihood of success.	2018-2019	Career Center and WIOA Partners have working knowledge of homelessness issues and trends in the area and can facilitate appropriate training and other job search options. - Issue recommendations and distribute to other partners who can begin to incorporate program elements that could be successful in our region.

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PARTNERSHIP COMMITTEE GOALS AND OBJECTIVES 2018 - 2020

GOAL 4: THE NORTH SHORE WIB WILL INCREASE, STRENGTHEN AND STRATEGICALLY ALIGN RELATIONSHIPS WITH FEDERAL, STATE AND LOCAL PARTNERS/STAKEHOLDERS.

MAJOR THEMES FOR FY2018

- Support Board Member Development and knowledge of greater workforce system
- Public Awareness Campaign that outlines "priority areas" of the NSWIB
- Consistent Marketing effort
- Involvement in 4 to 5 "partnerships" that can be leveraged with many initiatives across the region

Objective #1: To educate and increase the knowledge and awareness of NSWIB members so that they can understand and disseminate the work of the NSWIB

Activity:	Timeframe:	Benchmarks/Indicators of Success
Develop and use a better Board Report format that puts data in context with services provided	2018	Sample format put into place and board feedback is gathered during March and May 2018 meetings. New Format is put into place for September 2018 meeting.
Allow one Committee to report in greater depth at the WIB meetings	2019	Schedule and format for Board Meeting is adjusted to allow for report out at board meetings. At minimum each sub-committee would report out annually.
Develop user friendly and easy to access workshops for board members and	2019 -2020	Established and executed schedule for workshop series (4) that would involve Career Center, NSWIB and Partners as well as board members.

staff/partners (e.g. online, brown bag lunches, etc): i. Workshop services for board members and their invitees on specific topics that strengthen knowledge and understanding of specific workforce issues and concerns; and/or ii. Survey NSWIB members on additional ways to increase their knowledge of the workforce system and share ideas and thoughts…(e.g. lengthening board meeting by 30 minutes, etc)	2019-2020 2019	Briefings on these workshops recorded and shared with Board and Partners. Make these briefings available on-line (anytime.) Schedule adapted to promote time when needed for board members to discuss topics in more detail.

Objective #2: To increase and systematically use quality social media outlets to inform staff, board members, as well as multiple workforce system stakeholders.

Activity:	Timeframe:	Benchmarks/Indicators of Success
Hire a marketing intern part time	2018 2018 2019	Draft Job Description complete (recruited from local area colleges/universities) Intern Hired Evaluate Intern effectiveness and added value for future
Consistently train current staff on effective use of social media	2018	Develop short training program on social media and impact on the organization and outreach
Focus on four major partnerships, keeping the Partnership Committee informed of, and overseeing activities within these Partnerships, including	2018-2020	
1. WIOA Partners, focusing on populations under-represented in the labor market i. Goal – meet shared customer goals set for 2018 and beyond	2018-2020	-Schedule routine meetings and communications -Collect data on Partners quarterly -Evaluate connections fostered by Partnerships -Report to Board quarterly on status of Partnership

ii. Goal – in 2018 report on 10 shared customers placed in jobs as example of how the partnership is working		
2. Career Technical Education Partnership, ensuring full labor market communications with these organizations and directing educational resources in the direction or priority and critical industries and occupations i. Goal – provide committee with new programs requested and how they fit or do not fit with priority and critical industries/occupations ii. Goal – increase the number of young people interested in these industries and occupations (in partnership with Youth Pipeline Committee		-Schedule routine meetings and communications -Collect data on Partners quarterly -Evaluate connections fostered by Partnerships -Periodically Report to the Youth Pipeline Committee -Report to Board quarterly on status of Partnership
3. Local Elected Officials Partnerships, ensuring that they are informed on a periodic basis of NSWIB activity in general and in their specific locality		-Schedule routine meetings and communications -Attend at least one North of Boston Mayor/Town Manager Meeting – MAPC annually -Evaluate connections fostered by Partnerships -Report to Board quarterly on status of Partnership

i. Goal – communicate bi-monthly via newsletter with information on WIB activity with region-wide and localized data relevant to local leaders ii. Goal – Provide data (annually) to cities and towns on customers in their areas.		
Regional Planning Partnership, ensuring that the goals and strategies of this work continues (and adds value to local area strategic plan) over the course of the next four years i. Goal – market the regional plan across multiple stakeholders ii. Goal – update committee on progress toward making plan goals for both regional work as well as local strategic plan. iii. Advocate for financial support from the State and other sources to support the activities outlined in this Plan		-Schedule routine meetings and communications -Collect data on Partners quarterly -Evaluate connections fostered by Partnerships -Report to Board quarterly on status of Partnership

Proposed Career Coach Salary Schedule Narrative:

The proposed Career Coach salary structure combines the current functions of the "Case Manager" and "Career Pathways Coach" positions into a new staff classification within the North Shore Career Center. This plan replaces the existing single salary range for each position with a new five (5) step salary structure within which staff members may expand their earning potential through, in addition to solid performance reviews, the attainment of specific workforce development professional certifications. The goal of the staffing restructuring includes the following elements:

- Create an environment in which the North Shore Career Center encourages the professional development of its customer-facing staff members,
- Provides staff with opportunities for upward mobility within the organization through the acquisition of professional certifications and development of workforce development skills,
- Provide Career Center Customers with an enhanced set of services as a result of being able to work with staff that poses a better defined set of skills.

The Implementation of this Career Coach structure will entail the initial evaluation of the skills and potential certifications possessed by North Shore Career Center and North Shore Youth Career Center staff members in the current Case Manager and Career Pathways Coach job categories. This "certification census" exercise will pave the way for each staff member to work with their supervision in the development of a Professional Development Plan (PDP). This plan will represent the staff member's intention to participate in training and certification programming over the next two year period. The staff member and manager will review progress being made on the goals established in the plan on a quarterly basis. Modifications to the PDP will be made as needed at these quarterly review meeting.

Staff members that do not attain a step increase in a given year will be eligible for a cost of living increase consistent with that approved for other staff members within the Workforce Board and Career Center.

The North Shore Career Center intends to provide financial support to allow the staff member to obtain the needed certification and associated course work to meet the skills standards at each Step within the salary structure. The average cost for a staff member to move from one Step to the next is approximately $820.00.

The Steps established in this plan were derived utilizing a combination of; consultation with the City of Salem's HR Director, salary analysis of similar State-funded positions at the North Shore Career Center and a review of literature from professional organizations related to desired certification attainment.

PROPOSED SALARY SCHEDULE FOR CAREER CENTER CASE MANAGMENT EMPLOYEES

	SALARY RANGE (Minimum/Maximum) Based on 37.5 hours per week	**REQUIRED CERTIFICATIONS** (Staff will be required to achieve certifications to advance from one step to another)
STEP 1	**$ 36,000 / $40,564** The average length of employment for this group is 2 years There are currently 5 employees in Step 1 The current average salary for this group is $37,904	No Certifications required
STEP 2	**$40,565 / $ 45,129** The average length of employment for this group is 9 years There are currently 2 employees in Step 2 The current average salary for this group is $43, 836	**Career Coaching Essentials** (inlcudes; Career Development, Collaboration & Problem Solving, Customer Service Skills Empowering Career Seekers Through Coaching and Engaging Hard to Serve Customers modules)
STEP 3	**$45,130 / $49,694** The average length of employment for this group is 7 years There are currently 2 employees in Step 3 The current average salary for this group is $47,160	**Certified Professional Resume Writer-CPRW** (earn CPRW standard as recognized by PARW/CC) **Certified Employment Interview Professional-CEIP** (earn CEIP standard as recognized by PARW/CC)
STEP 4	**$49,695 / $54,259** The average length of employment For this group is 14 years There are currently 2 employees in Step 4 The current average salary for this group is $51,860	**Certified Professional Career Coach- CPCC** (includes successful completion of PARW/CC six (6) module certification training program)
STEP 5	**$ 54,260 / $58,820** The average length of employment for this group is 15 years There is currently 1 employee in Step 5	**Certified Workforce Development Professional** (achieve certification from NAWDP by meeting the required competency areas for the CWDP)

WIB Membership as of February 2018

Member Name and Title	Business Name
Representatives of Business	
Chair:	
Nancy Stager, Executive Vice President	Eastern Bank
Small Business (2):	
Tom Lemons, President	TLA Lighting
Brian Cranney, President	Cranney Electric
Balance of Businesses:	
Robert Bradford, Executive Director	North Shore Chamber
Timothy Doggett, Materials Manager	Thermal Circuits
Jenae Miklowcic, Senior Employee Human Resources Manager	G.E. Aviation
Sandy Nolfi, Human Resources Manager	Analogic
Marcia Griesdorf, VP Human Resources and Development	Northeast Health Systems
Paul Mahoney, Executive Director	Bane Care Management
Mike McCarthy, President	Bomco
Paula Reynolds, Director of Human Resources	Eliza Corp. (In Transition)
Laurie Roberto, Executive Director	Revera Living
Steve Shea, Agent	Life Solutions Group
Tracey Cahalane, Human Resources Manager	Microline Surgical
Diane Smith, Vice President Strategic Business Partners	Salem Five
Jocelyn Tiberii, District Manager	TJX
Bill Tinti, President	Tinti, Quinn, Grover, and Frey

WIB Membership as of February 2018

Stanley Usovicz, Regional Director	Verizon
David Gravel, President	GraVoc
John Flinn, Vice President	Innovent Technologies
Mary Zwiercan, Human Resources Director	North Shore Medical Center
Representatives of Workforce	
Labor Organizations	
Tony Dunn, Workforce Specialist	North Shore Labor Council
Steve Falvey, Regional Council Rep.	Carpenters Union
Registered Apprenticeship Program	
Patricia Gentile, President	North Shore Community College
Community Based Organizations	
Peggy Hegarty-Steck, Director of Administration and Operations	Action Inc.
Edward Tirrell, Executive Director	Operation Bootstrap
Representatives of Education and Training	
Adult Education & Literacy	
Edward Tirrell, Executive Director	Pathways, Inc.
Higher Education	
John Keenan, President	Salem State University
Economic and Community Development	
Andrew Shapiro, Economic Development Planner	City of Salem
Wagner Peyser	
David Manning, Program Accountability Systems and Support	Division of Career Services

WIB Membership as of February 2018

Vocational Rehabilitation	
Thelma Williams	Mass Commision for the Blind
Others, as appropriate	
Laurie Giaradella, Finance Director	City of Salem
Catherine Latham, Superintendent	Lynn Public Schools

Names in red need attention/discussion.

Total Members	Total Private Members	Percentage
Including Tom Lemons and Paula Reynolds		
34	21	62%
Excluding Tom Lemons and Paula Reynolds		
32	19	59%

WIB membership guidelines as recommended by the NSWIB WIOA transition team and adopted by the WIB Board on September 10, 2015 are as follows.

1. At least 60% of NSWIB membership be representative of the employer community, thus ensuring that we always keep a solid majority employer representation.
2. NSWIB maintains a slot for the City of Salem as our grant recipient and fiscal agent, thus ensuring that the City is knowledgeable and participatory in our activities and that our actions always protect the interests and fiscal integrity of the City. – Sarah Stanton
3. NSIWB maintains a slot for the public four year college in the region. – John Keenan
4. NSWIB maintains a slot for a K-12 school system in the area. – Cathy Latham represented by Bonnie Carr
5. NSWIB maintains the existing remaining members until they opt to not renew their membership, at which time the board will discuss the value of the membership for the particular group involved and acts accordingly. – Susan Jepson, Mickey Northcutt, Peggy Hegarty-Steck (Susan Jepson resigned as of 1/31/17, Mickey Northcutt resigned in 2016.
6. NSWIB remains open to recommendations of other groups to the Board, for consideration by the Executive Committee which is responsible for Membership.

Attachment B

Executive Office of Labor and Workforce Development
MassHire Brand Ambassador

The Executive Office of Labor and Workforce Development seeks a cohort of individuals for an exciting professional development and leadership opportunity. This cohort of Brand Ambassadors will inform, build and advance the new MassHire brand. Brand Ambassadors will represent the brand to various stakeholders in order to increase awareness, generate excitement and buy–in and drive performance of the Massachusetts workforce system. EOLWD is looking for up to sixteen (16) brand ambassadors who could be responsible for brand implementation in the local Workforce Area.

Responsibilities:

- Attend the statewide enculturation training program held by the Brand Team
- Lead a local internal Brand Orientation Session for Board and Career Center colleagues
    - Facilitate training on living the Brand, including shared Brand Charter values, vision, mission, etc.
    - Support career center and workforce boards in their efforts to implement eLearning enculturation training
- Champion brand success celebrations locally and share statewide how the brand is being implemented in your region
    - Create local system for collecting success stories that are exemplary of the kinds of behaviors you have identified as “on brand”
    - Share stories locally and celebrate improvement; communicate these success to the state workforce system
- Assist with local career center and workforce board adoption of new brand standards manual
    - Develop/assist with development of local Brand Implementation Plan
    - Be the contact for sharing any brand information from the state with local workforce boards and career centers
    - Be aware of how the new logo is being presented both internally and externally and identify regions that need support in implementing the new brand
    - Generate status updates monthly to Brand Team, including regional numbers/percentages monthly

- Make enculturation behaviors part of local job descriptions and performance management processes (make it an individual responsibility)
    - Identify opportunities to integrate brand charter and other branding requirements into operating procedures or policy documents
    - Collaborate with other regions and partners to demonstrate how each area is being measured against the brand standards
    - Partner with regional leaders to make sure brand enculturation behaviors are measured & acknowledged with employees during performance review conversations

Brand Ambassadors will receive ongoing training and support from EOLWD and More Advertising throughout the brand implementation process.

This opportunity might be for you if:

- The prospect of leading a state-wide movement to bring the workforce system together under a compelling brand sounds new & exciting
- You love speaking in front of others, and you're a great communicator – you can explain just about anything to anyone
- You're a stickler for detail, and you make sure nothing falls through the cracks
- You're eager to work and collaborate with others in the MassHire workforce world, including other workforce boards, career centers, and state staff
- You like taking ownership over your work – when you set your mind to something, you see it through
- You bring positive energy and high energy to everything you do
- You have access to transportation to visit locations around your region
- You can attend a one-day in-person brand enculturation training plus spend 5-8 hrs per month to monitor the success of the brand

Brand Charter

Values

Collaboration

Mass Hire believes in the power of partnership and streamlined integration of services to achieve effective and timely results for those we serve.

Respect

Mass Hire is committed to understanding and valuing the diverse, unique requirements and professional goals of the businesses and people we serve.

Reliability

Mass Hire creates trust and reliability by consistently delivering high quality professional services at each location and in every interaction.

Ingenuity

Mass Hire leverages flexibility, expertise, and knowledge to successfully meet our mission, regardless of new challenges and circumstances.

Vision

A better future for people and businesses of Massachusetts through meaningful work and sustainable growth.

Mission

Mass Hire creates and sustains powerful connections between businesses and jobseekers through a statewide network of employment professionals.

Essence

"I feel like a valued, professional partner of Mass Hire."

Positioning

Mass Hire is an essential catalyst for professional and economic growth across the Commonwealth.

Promise

Mass Hire promises to champion prosperity, connecting employers with talent and job seekers with tools, services, and connections to achieve meaningful and sustained employment.

Personality

"I am your trusted partner in achieving your personal and business goals. I embrace your needs as my mission and offer a welcoming, professional experience at every point in our journey together. I believe in you as I do in myself.

Things change quickly… I GET IT. You can always depend on me to offer guidance, resources, and support. If you want a job, seek to fortify your business for the long-term, or need a quick response to a pressing need, I can help.

Let's get to work!"

THE FUTURE OF WORK ON THE NORTH SHORE

A North Shore opinion survey of the
FUTURE OF WORK
and how we might prepare for it!

NORTH SHORE ALLIANCE FOR ECONOMIC DEVELOPMENT

north shore career Center

NORTH SHORE WIB WORKFORCE INVESTMENT BOARD

Presented June 22, 2017

This publication is made possible by the generous support of the Eastern Bank Charitable Foundation.

INTRODUCTION

The North Shore Workforce Investment Board (NSWIB) and the North Shore Alliance for Economic Development (Alliance) joined forces in the early winter of 2016 to lead the North Shore community on an 18 month research and planning initiative called "The Future of Work on the North Shore".

The Alliance and NSWIB are responsible for providing economic and workforce services to all North Shore companies and residents. Both organizations recognize the pace of social and economic change happening now and into the future. Together they are committed to understanding the vision, goals, barriers, and challenges that North Shore businesses are experiencing, or anticipate experiencing, and to developing solutions that result in continued growth and prosperity.

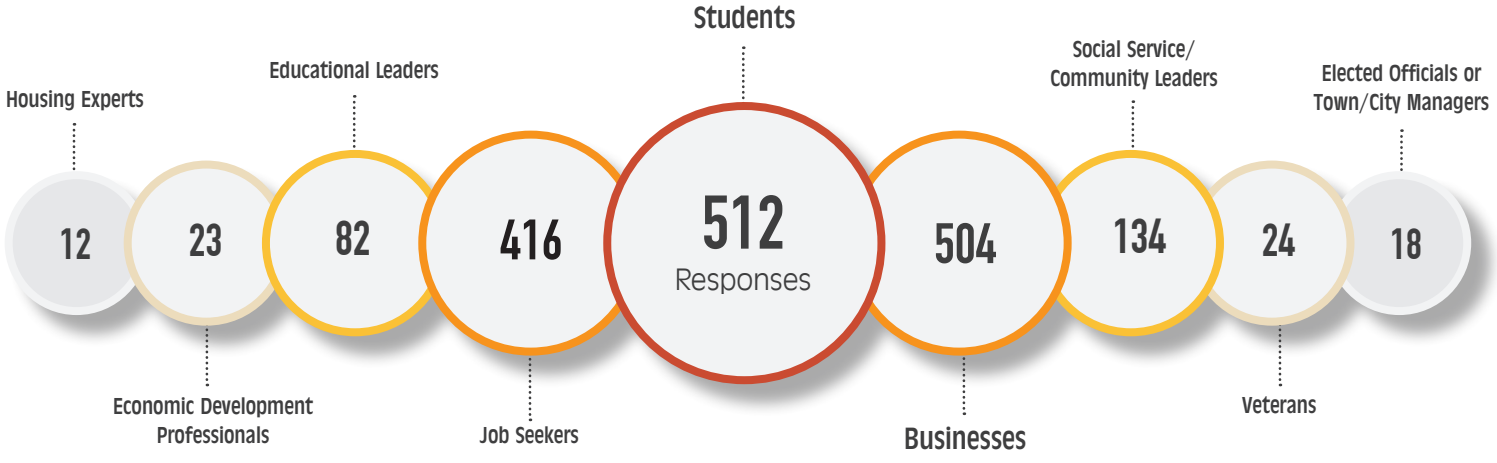
The NSWIB Labor Market Blueprint and Economic Development Snapshot, prepared in partnership with the Alliance in late 2015, provided a status report of the North Shore economy. This included a historic review of how the economy has been supported to date, what has and has not worked, and how the lessons learned can be innovated for greater levels of success.

More importantly, The Future of Work on the North Shore sought out the opinions, ideas, and priorities of various North Shore industry sector leaders and stakeholders as they look forward. This information is being used to develop an Action Plan through which workforce and economic resources are used efficiently and expediently.

The Future of Work on the North Shore initiative was an opinion gathering effort, using the following methods:

- An online survey
- A paper survey, mimicking the online effort, and distributed at targeted events for immediate response by stakeholders in attendance, and then entered into the online data base
- Focus groups of specific stakeholders where input and ideas were solicited using a conversational method

FINDINGS:



IN THEIR OWN WORDS

By gathering the opinions of over 1600 North Shore leaders from various walks of life, The Future of Work on the North Shore initiative revealed how these leaders are viewing the future; where differences in expectations and priorities exist; where there is optimism and where there are concerns; and what steps must be taken to ensure a strong and successful future economy.

> Technology may eliminate some jobs....it will also create new positions that focus on special job duties.

> Companies do not have the skilled labor they need...

> Transportation continues to be the biggest barrier to employment I see...

> Technology fluency is key to acquiring a new job as well as keeping it...

> Ability to think creatively...

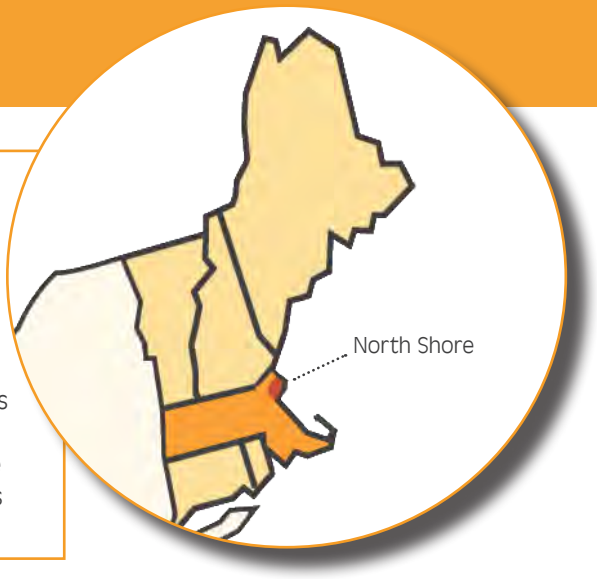
> I'd like to be able to avoid face to face communication, Customer Service, for example, would be nice.

> Teenagers have to learn how to talk on the phone

SUPPLY & DEMAND

The North Shore is defined for this survey as the 400,000 residents and 12,000 companies that exist in the 19 cities and towns between Saugus and Ipswich, Massachusetts. In general, on the Labor Market Supply side this region has fully recovered from the recession of 2010, with close to 36,000 additional people working now than in 2010, and close to 16,000 more working than in the economic surge of 2007.

The workforce is older than the state and nation as a whole, with workers over 45 representing a larger share of the labor market, and, vice versa, workers under 25 representing a smaller share. The North Shore, and the state as a whole, is higher educated than the rest of the country and has more foreign born, particularly Hispanic, residents.

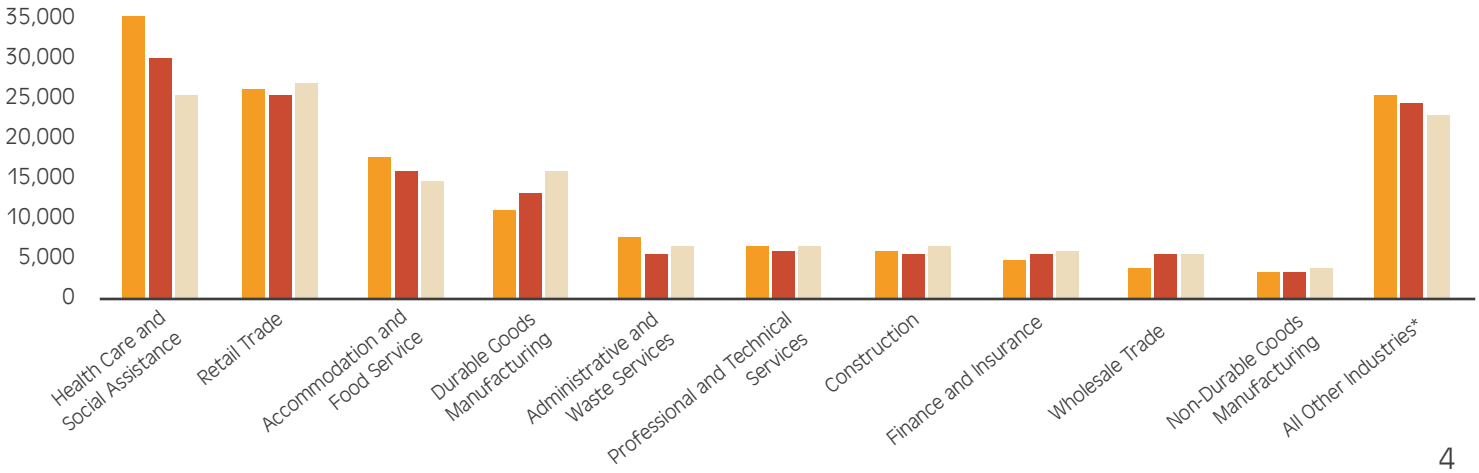


	45 and Older	24 and Under	High School Grad	Assoc. Degree or Higher	Foreign Born	Hispanic
North Shore	55.3%	14.8%	90.4%	63.5%	16.3%	12.2%
Mass	52.1%	15.9%	89.8%	64.4%	16.1%	10.6%
New England	53%	15.4%				
Unite States	51%	15.8%	86.7%	58.9%	14.9%	9.9%

This data indicates that we must have appropriate workforce responses to an aging workforce, and at the same time provide quality education and training to our emerging workforce as they are critically important to the future. While our immigrant population is relatively small, they are also critical to our labor force and need to receive similar education and training.

On the Labor Market Demand side, the North Shore has a highly diversified economy with most industry sectors doing very well in our current low unemployment situation. The NSWIB has designated Health Care, Manufacturing, (including Life Sciences), Financial Services and Construction as critical to the region, providing solid career pathways that allow those employed in these industries with an opportunity for wage growth. In addition, Information Technology career opportunities across all industries are increasing, providing solid jobs for workers at different levels of education.

TOP 10 INDUSTRIES OF PRIVATE SECTOR EMPLOYMENT ON THE NORTH SHORE[1]



* Total North Shore Employment in 2015 was 152,426

DEMAND SIDE

Over 500 North Shore businesses responded to our survey, providing their opinions on skill needs now and into the future and other thoughts on maintaining and expanding a business friendly environment.

Only 7% of business respondents indicated that they would need fewer workers in the future.

Many indicated actual job titles disappearing (teller, cashier, secretary, fast food worker, even customer service representatives perhaps not disappearing but becoming purely technologically driven) and new job titles (universal banker, social media manager, cyber security professional, adult autism specialist) being created. Jobs with current skill shortages but remaining vital into the future include machinists, engineers, tradespeople, nurses and CDL drivers.

Companies discussed the rise of different business models, more international work, and greater efficiencies from technology, with some replying that entry-level jobs, such as those listed above, are being replaced by automation.

The top two future skill sets needed, and very closely aligned, are the **Ability and Willingness to Learn** and **Technology Fluency**. The ability to **Work with Diverse Colleagues** and customers is a close third. Comments made in this section indicate the need for written and oral English language skills along with the ability to speak multiple languages.

Quality of life in the region is the number one driver for business development, but a strong workforce, improved transportation, and more affordable housing are all needed to keep the economy growing.

Future Skill Sets Needed	
Ability/Willingness to Learn	80%
Technology Fluency	72%
Work with Diverse Colleagues	48%
Better Math Skills	30%
Speak a Foreign Language	30%

Changes Your Company/Industry Anticipates	
New Jobs Created	54%
Fewer Jobs Needed	7%
Different Business Models	50%
Greater Efficiencies from Technology	46%

SUPPLY SIDE

Representing the workforce itself, the FOW survey heard from over:

500
Students
(generally high school and community college)

400
Job seekers

Most students express a desire to have a fulfilling career, but a close second choice is the desire to make money. Students feel they need more information about careers, either directly or through internships and job shadow experiences, as well as information on financial aid. Their overall ranking of potential future careers based on North Shore employment patterns reflects this need, as few students indicated a likelihood of pursuing careers in critical industries on the North Shore.

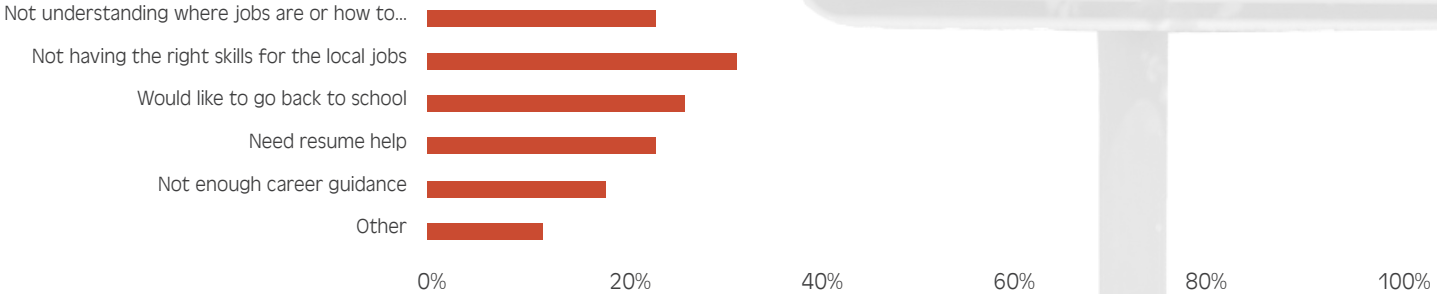
There were indications among our students of different work priorities, including the desire to have an employer that provides work in conjunction with the student's own schedule. Finally, the realities of technology came through clearly with one respondent indicating that a customer service job would be perfect as it doesn't require any face-to-face interaction.

On a scale of 1 to 5 with 5 being highly likely, HOW LIKELY ARE YOU TO PURSUE EMPLOYMENT IN THE FOLLOWING?

- 3.0 Health Care
- 2.2 Construction
- 2.4 Financial Service
- 2.3 Manufacturing
- 2.2 Food Service
- 2.4 Retail
- 2.6 Education
- 2.8 Administration
- 2.5 Arts and Entertainment
- 3.1 Professional and Technical Services

Virtually all adult job seekers express a desire for fulltime traditional employment into the future, and feeling a mismatch between their current skill sets and what is and/or will be asked of them by hiring companies. Job seekers appear ready to go back to school so long as employment will be the result, reflecting a willingness to continue learning. Some express a sense of being over-qualified for available work now and in the future. Career guidance is needed by many in the job seeking mode.

WHAT HAVE YOU ENCOUNTERED AS BARRIERS TO EMPLOYMENT? (CHOOSE ALL THAT APPLY)



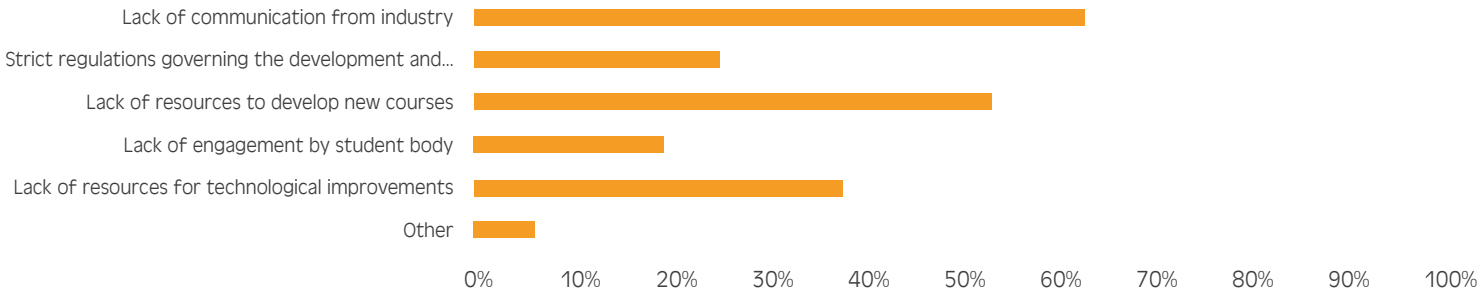
INTERMEDIARY SIDE

Approximately 251 workforce and economic intermediaries responded to the survey including educators, social service leaders, housing specialists, and economic development experts.

Educators feel challenged with meeting future needs as they feel not coordinated sufficiently with business. They know their students need to be learning outside the classroom – and they also need communication with the business world to better meet current and future college and career readiness standards.

WHAT DID EDUCATORS TELL US?

What challenges do your faculty face in keeping up with the new and changing skill requirements of today's global economy? Please choose all that apply.



Economic Development experts see the need for improved transportation around the North Shore in order to strengthen the current, and build the future, economy. This transportation need is also stressed by social service organizations. In addition, social service organizations express a need for on-the-job training programs that prepare workers in a hands on manner for the future job skill sets. Housing experts indicate that the cost of housing is and will continue to be a great burden on the workforce.

WHAT DID ECONOMIC DEVELOPMENT TELL US?

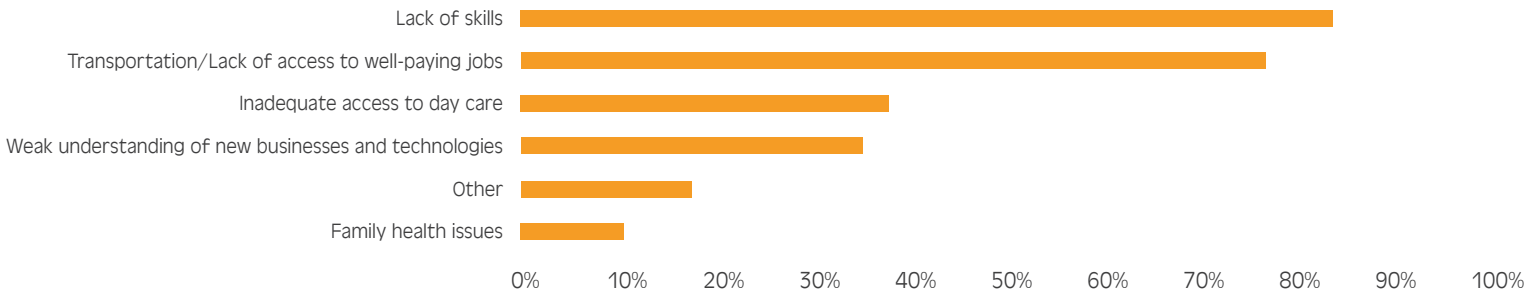
How helpful would each of the following initiatives or tools be for you as you develop the economy of your town or city?

1 = Not at all Helpful 2 = Not Very Helpful 3 = Somewhat Helpful 4 = Very Helpful 5 = Extremely Helpful

- **3.9** Transportation funding
- **3.7** Support and activity of local economic development organizations...
- **4.0** Buisness Improvement Districts (BIDs)
- **4.5** Federal or state tax incentives/credits
- **3.9** Local tax incentives (i.e. TIFs, abatements)
- **3.3** Zoning that encourages a mix of uses, smart growth, and...

WHAT DID SOCIAL SERVICE AND COMMUNITY LEADERS TELL US?

What are the biggest barriers that are keeping your constituents from finding and keeping fulltime employment? Please choose all that apply.



FUTURE OF WORK

1. **Ability and Willingness** to be a constant learner is number one.
2. **Technology Skill** set and proficiency is a MUST.
3. **Respect and Comfort** with workplace and customer diversity is critical.

Emerging Workforce –

1. Is not interested in North Shore career opportunities (Is this an awareness issue?)
2. Different from current workforce in priorities and modes of operating
3. Wants fulfillment in a career on their own terms

Intermediaries –

1. Feel disconnected from the demand side of the labor market
2. Want to develop training programs with hands-on learning techniques
3. Are concerned about transportation and housing issues, now and into the future

ACTION PLANS

1. **Support Innovative Ways of Learning for Current Workforce**
    - Online anytime/anyplace
    - Quicker curriculum design and roll-out
    - Advocacy for alternative funding mechanisms for public colleges
        - o Help academia change
        - o Help business understand / relate to academia
2. **Support Innovative programming to bring employers and students together**
    - Internships
    - Company tours
    - Career Information
3. **Support Innovative programming to bring employers and educators together**
    - Teacher Externships
    - Sector-based public/private partnerships
    - Educator/Business Conferences
4. **Ensure technological literate and communicative workforce + Promote Diversity**

NEXT STEPS

STUDY and dive deeper into this data, particularly more in-depth conversations with the FOW stakeholders on what is behind their responses, and strategy development for addressing the challenges each stakeholder is facing either individually or with other stakeholders;

UPDATE the North Shore WIB/North Shore Alliance Strategic Plans to include goals and activities around these challenges; and

DEVELOP a new Northeast Regional Strategic Plan, including the workforce, education, and economic development leaders from the North Shore, Merrimack Valley and Greater Lowell regions, basing goals and activities on this and other Future of Work data.

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