

STRATEGIC PLAN EXECUTIVE SUMMARY

to support a comprehensive and accessible
Workforce Development System
in the South Shore Region of Massachusetts
2019-2021

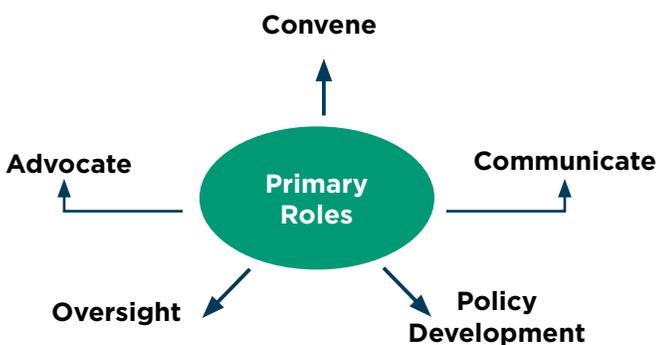


The MassHire South Shore Workforce Board (MHSSWB) is one of 16 individual MassHire Workforce Boards established across the Commonwealth of Massachusetts under the administrative oversight of the Executive Office of Labor and Workforce Development and the MassHire Department of Career Services.

The MHSSWB is tasked with ensuring the alignment of strategic, market driven workforce goals and initiatives through the collaboration of local businesses, educational institutions and community partners. The MHSSWB is guided by a dedicated staff and a private sector led Board of Directors with oversight responsibility and policy-making authority for federal and state workforce development activities within the South Shore Service Delivery Area as authorized by the federal Workforce Innovation and Opportunity Act (WIOA). The MHSSWB works in collaboration with the MassHire South Shore Career Center (MHSSCC) to administer the work of the Massachusetts Workforce Development System to support the workforce needs of businesses and jobseekers.

This document summarizes the goals, objectives and strategies outlined in the MHSSWB Strategic Plan and the corresponding WIOA Work Plan through June 30, 2021. Collectively these two strategic planning elements provide the organization with the tools and road map required to help the Board of Directors and Staff make strategic decisions in the overall objective to support the South Shore economy through efficient access to a vibrant and skilled workforce. A copy of these planning documents are available on MHSSWB website, www.MassHireSouthShoreWB.com.

Five Primary Roles of the MHSSWB



The Strategic Planning process consists of Ten Areas of Focus



Vision

An economically vibrant region strengthened by equitable access to a diverse workforce, and an economy that provides sustainable career opportunities for all ages, abilities and skill levels.

Mission

Convene workforce partners to provide strategic policy development and oversight guidance in the establishment of a comprehensive, demand-driven, accessible workforce development system in the South Shore.

The South Shore Region

The South Shore Service Delivery Area (SDA) for the MHSSWB consists of the following 22 cities and towns: Braintree, Carver, Cohasset, Duxbury, Halifax, Hanover, Hingham, Holbrook, Hull, Kingston, Marshfield, Middleborough, Milton, Norwell, Pembroke, Plymouth, Plympton, Quincy, Randolph, Rockland, Scituate and Weymouth.

The Region is home to a variety of industry clusters with a higher concentration in education, health care, financial services and insurance, professional and IT, accommodation/food services, and retail, in addition to a dynamic and diverse manufacturing sector.

The SDA encompasses two distinct regions within the larger South Shore geographic area. Cities and towns from Hanover north have a higher population density, higher concentration of industries, and a stronger economic and employment link with the Greater Boston Metropolitan Area. Cities and towns south of Hanover are more rural in character and have a higher concentration of agriculturally based industries.



556,462
Population (2018)

258,628
Jobs (2018)

Population grew by 14,231 over the last 5 years and is projected to grow by 11,974 over the next 5 years.

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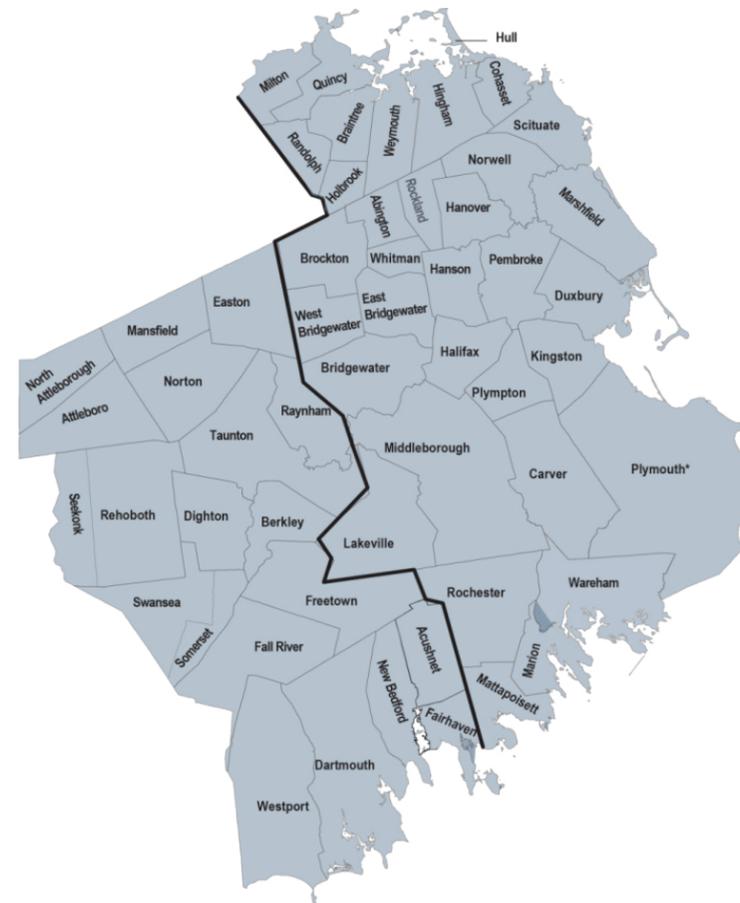
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Southeastern Massachusetts

The South Shore region is considered part of a larger economic and social geographic area in the Commonwealth referred to as Southeastern Massachusetts, which encompasses four MassHire Workforce Areas: South Shore, Bristol, Brockton Area and Greater New Bedford Workforce regions.

In April 2017, the Baker-Polito Administration launched a regional planning initiative aimed at addressing the skills gap in the Commonwealth by bringing together regional teams of educators, workforce and economic development professionals to create growth strategies in every region of the Commonwealth. The Southeast Regional Planning Team undertook an extensive regional planning process that included data gathering and thoughtful community discussions in the creation of a Southeastern MA Regional Labor Market Blueprint released in the Spring of 2018. (Copy available on the MHSSWB website: www.MassHireSouthShoreWB.com.)

The Regional Labor Market Blueprint identifies a variety of critical trends in respect to population, demographics and industry - including the impacts these trends have on the workforce needs of Southeastern MA. It is evident that high priority industries for Southeastern MA are aligned with high priority and critical industries within the South Shore SDA. As the work of the Southeastern MA Strategic Planning Team progresses, new workforce goals, objectives and findings will be incorporated into the Strategic Planning and Program of Work associated with the MHSSWB.

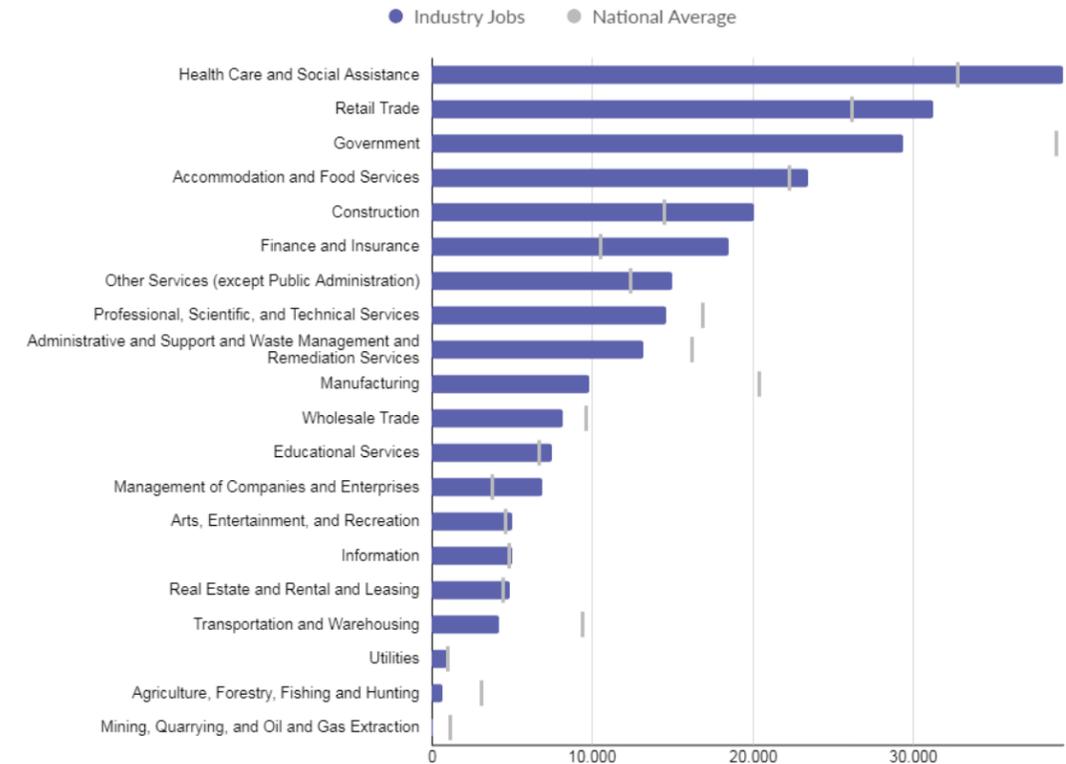


Priority Industries and Occupations in the South Shore Region

April 1, 2019

Data Generated from EMSI Data Modeling Services Informs our Strategic Planning Process.

Largest Industries April 1, 2019



Top Growing Industries April 1, 2019



Priority Industries and Occupations in the South Shore Region April 1, 2019

Largest Occupations April 1, 2019

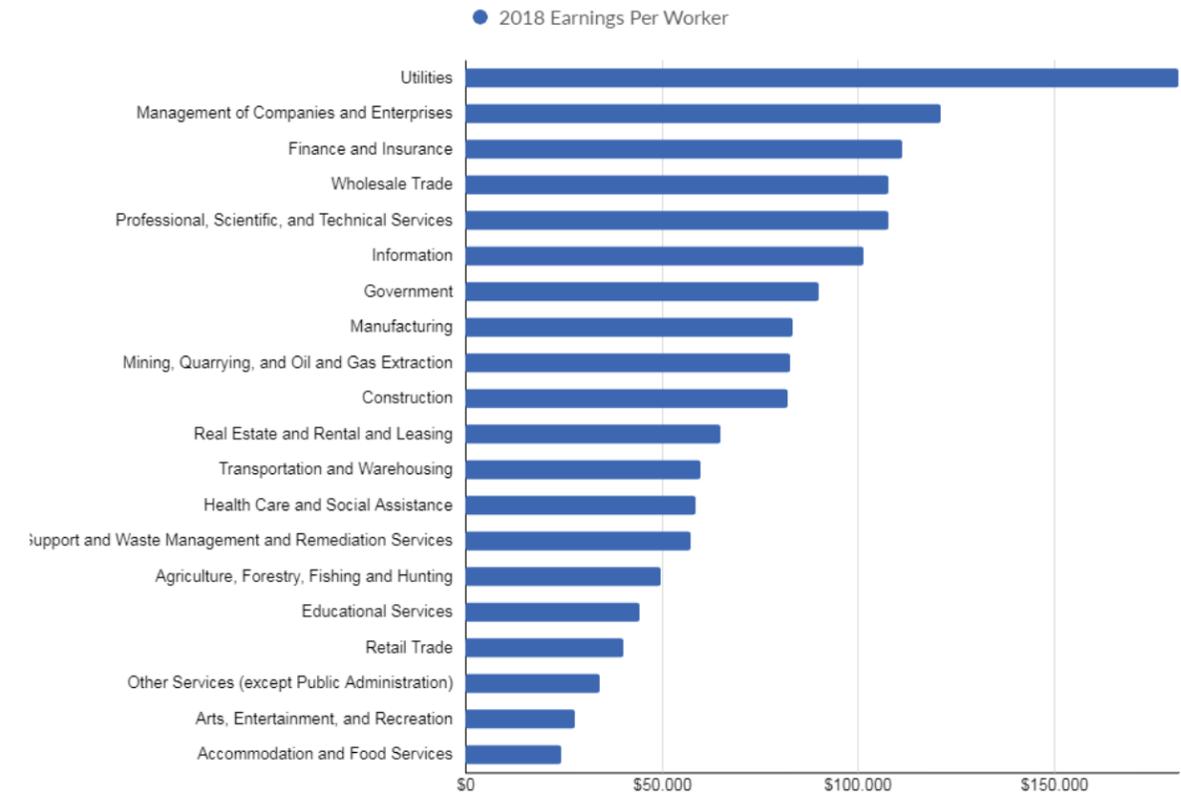


Top Growing Occupations April 1, 2019

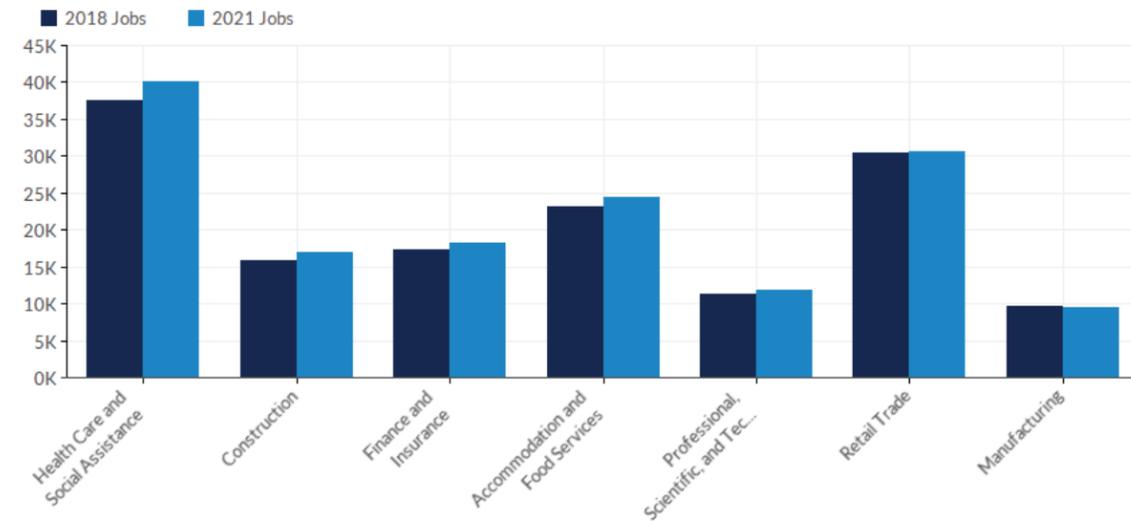


Priority Industries and Occupations in the South Shore Region April 1, 2019

Top Industry Earnings April 1, 2019



Projected Job Growth April 1, 2019



Group	2018 Jobs	2021 Jobs	Change	% Change
Health Care and Social Assistance	37,539	40,038	2,499	7%
Construction	15,874	16,866	993	6%
Finance and Insurance	17,329	18,197	869	5%
Accommodation and Food Service	23,209	24,353	1,144	5%
Professional, Scientific, and Technical Services	11,385	11,799	414	4%
Retail Trade	30,430	30,547	116	0%
Manufacturing	9,596	9,464	-132	-1%

Organization Strategies, Goals and Objectives Hi-lights

Business Services and Sector Strategies:

Sector strategies are regional, industry-focused approaches to building skilled workforces and are among the most effective ways to align public and private resources to address the talent needs of employers. At the heart of sector strategies are sector partnerships. These partnerships are led by businesses – within a critical industry cluster – working collaboratively with workforce areas, education and training, economic development, labor, and community organizations to identify and solve pressing human resource and other challenges. Sector partnerships are the vehicle through which businesses voice their talent needs and regional partners collaborate to develop customized solutions to meet those business needs.

In 2018 the organization implemented a Sector Strategy Initiative to support the Manufacturing Industry -establishing a successful business strategy template for the organization.

- ✓ The MHSSWB will undertake Sector Strategy Initiatives in support of the following Priority and Critical Industries:

Health Care	Finance & Insurance	Retail
Professional, Scientific & Technical Services	Construction	Food, Entertainment & Accommodation

- ✓ Work with the Career Center Business Services Team to effectively align resources and services to address the workforce needs of the region, with a specific emphasis on Priority, Critical and Emerging Industries.

Policy and Planning:

The organization must consistently update and shape policies and procedures in order to effectively address the needs and demands of the region, partners and customers. The MHSSWB must ensure that it continuously evaluates programs, and is able to make adjustments / amendments as needed to maintain a viable, adaptable and effective Workforce Delivery System that remains in compliance with WIOA.

- ✓ Establish a continuous process of improvement, evaluation and monitoring practices.
- ✓ Continuously review and modify the Local Partner MOU Agreement to ensure all Partners remain aligned, connected and integrated through the sharing of services and resources to support shared customers.
- ✓ Undertake a regional planning initiative within the South Shore Service Delivery Area to clearly identify the workforce, demographic and economic similarities and differences between the northern and southern parts of the region.
- ✓ Convene local and regional partners to implement goals and objectives in support of priority and critical industries as outlined in the regional plans and labor market blueprints.
- ✓ Ensure the organization is actively involved in local and regional economic development initiatives such as the South Shore Chamber 2030 plan, Quincy Center Redevelopment, Union Point Development, Plymouth 2020 and other initiatives throughout the region.
- ✓ Expand collaboration opportunities associated with the Southeastern MA Regional Planning Team to maintain alignment with the workforce needs of the South Shore Service Delivery Area.

Data Collection:

Quality, accurate, current data will guide a comprehensive and effective workforce delivery system for the region. Data will be utilized to understand the labor market needs and trends within the region, and to design/modify a program of work that effectively addresses the needs and trends. The data will also be utilized to inform public policy makers, community partners and businesses to guide their current and future planning.

- ✓ Establish a process in which current LMI data is effectively shared with all staff, jobseekers, partners and businesses on a consistent and reliable basis.
- ✓ Collaborate with local, state and federal entities/partners to develop effective data collection, analyzing and reporting practices among partnering organizations.

Education and Training:

Strengthening the connection and collaboration among primary, secondary, adult and postsecondary education providers, job seekers and the workforce needs of the region are critical components to fulfilling the goals and objectives of the organization. A strong emphasis will be placed on ensuring providers, including Higher Education Institutions with skills development programs, incorporate stackable career pathways certificate programs that accelerate achievement of diplomas and credentials that lead to employment and self-sufficiency.

- ✓ Utilize the Manufacturing Career Pathway Guide as a template to create similar guides for Priority and Critical Industries in the region.
- ✓ Ensure the effective implementation of an Individual Training Account (ITA) policy that addresses the workforce needs of priority and critical industries in the region, and provides equitable access to training for all job seekers that qualify.
- ✓ Create apprenticeship and internship opportunities in priority and critical industries in the region.

Youth Services:

The mission of the Youth Program is to provide guidance and personalized services to youth and young adults in our communities so that they can gain employment and/or access education and training programs which will help them achieve their goals.

- ✓ Develop a series of professional communication tools such as business focused literature, interactive videos, social media platforms and youth-focused promotional materials.
- ✓ Maintain an active and interactive Youth Initiative that ensures accessibility and establishes an environment in which Youth want to participate.
- ✓ Increase capacity to serve young people with disabilities through the development of relationships with local agencies such as the Mass Rehabilitation Commission (MRC), and implement staff training to learn best practices in working with this population of young people.

Career Center Services:

The MHSSCC operates a comprehensive Career Center in the City of Quincy, an access point in the Town of Plymouth, and also works closely with local partners in establishing satellite operations and services in the region. The MHSSWB is to work in collaboration with the MHSSCC team to provide a holistic approach in the delivery of programs and services.

- ✓ Work with the MHSSCC staff and management to consistently evaluate the Career Center to ensure it meets and/or exceeds its projected goals and objectives each fiscal year.
- ✓ Establish systems and partnerships to ensure all individuals, regardless of their barriers, have efficient access to the programs and services offered by the MHSSCC.
- ✓ Ensure staff have access to the training resources and services they need to meet/exceed their roles and responsibilities and grow within the organization.

Marketing and Communications:

Vibrant and comprehensive marketing and communications platforms are essential, and maintaining brand identity must be a consistent component of the MHSSWB program of work.

- ✓ Build and maintain an active and consistent social media presence on all relevant platforms for the MHSSWB and MHSSCC.
- ✓ Ensure all marketing and promotional platforms for the MHSSWB and MHSSCC remain current, relevant, effective and aligned with one another.

A complete list of Strategies, Goals and Objectives is located within the Strategic Plan Document available at www.MassHireSouthShoreWB.com.



**MASSHIRE
SOUTH SHORE
WORKFORCE BOARD**

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