

# THE FUTURE OF WORK ON THE NORTH SHORE – JUNE 22, 2017



## We put the North Shore to work!

*18 month project to research and listen to stakeholders across the North Shore about their thoughts and ideas on the Future of Work. Ultimately, this study is based on three primary questions:*

- *What does the Future of Work on the North Shore look like?*
- *Are we ready for it?*
- *How can the region effectively prepare for what's ahead?*



# Supply Side Data – North Shore Region



	Oct 2007	Jan 2010	April 2017
	Date of lowest unemployment rate pre-recession	Height of the recession	Most recent month available
Unemployment Rate	3.80%	9.20%	3.6%
Number of employed residents	206,137	195,871	231,840
Number of Unemployed	8,135	17,448	8,369

- *We have recovered from the recession and then some*



## North Shore Supply by Age

	North Shore	Mass.	New England	U. S.
Total Labor Force Over 16 yrs.	342,130	5,479,502	11,955,631	251,221,309
16 to 19 years	6.5%	7.0%	6.9%	6.8%
20 to 24 years	8.3%	8.9%	8.5%	9.0%
25 to 44 years	30.0%	32.1%	30.8%	33.3%
45 to 54 years	19.1%	18.2%	18.6%	17.5%
55 to 64 years	15.3%	15.9%	16.6%	15.7%
65 to 74 years	10.9%	9.8%	10.2%	10.0%
75 years and over	10.0%	8.2%	8.4%	7.8%

U.S Census Bureau, 2011-2015 American Community Survey, [www.census.gov](http://www.census.gov)

- *Our workforce is “older” – we need to pay attention to the needs of mature workers.*
- *Our youth are very important to our future*



## North Shore Supply by Education

Population 25 yrs. and over	North Shore	Massachusetts	United States
Less than a High School Graduate	9.6%	10.2%	13.4%
High School Diploma (includes equivalency)	26.9%	25.4%	27.8%
Some College or Associate's Degree	25.9%	23.9%	29.1%
Bachelor's Degree or Higher	37.6%	40.5%	29.8%
Percent High School Graduate or Higher	94.1%	89.8%	86.7%

U.S Census Bureau, 2011-2015 American Community Survey, [www.census.gov](http://www.census.gov)

- *The North Shore and Massachusetts labor supply is highly educated when compared to the US, but not all jobs require a college level education.*

## North Shore Supply by Age by Gender, Nativity Status and Race-Ethnicity

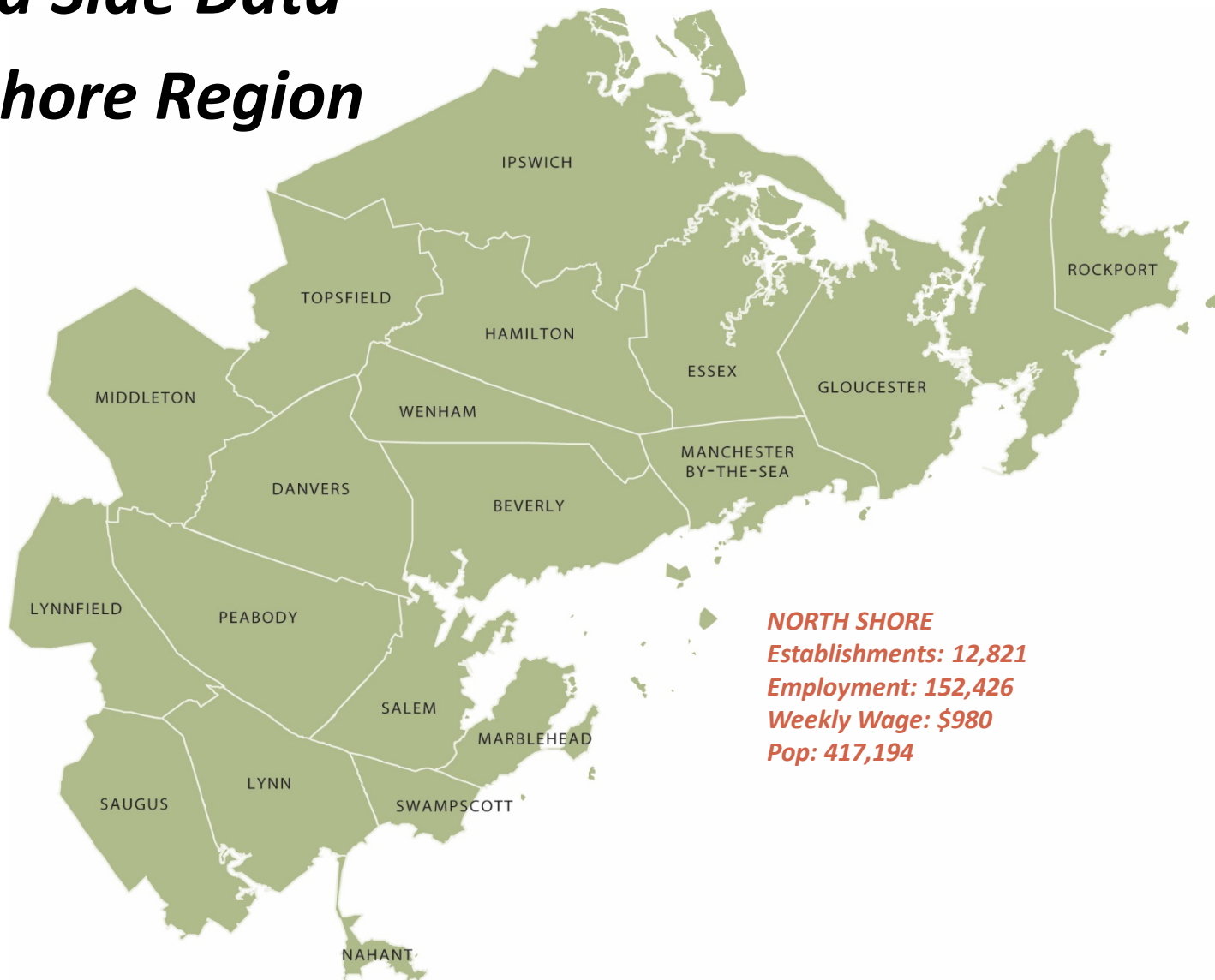
	North Shore	Mass.	New England
<b>Total</b>	419,939	6,705,586	14,727,584
<b>Gender</b>			
<b>Male</b>	47.7%	48.5%	48.7%
<b>Female</b>	52.3%	51.5%	51.3%
<b>Nativity Status</b>			
<b>U.S. Born</b>	83.7%	83.8%	85.1%
<b>Foreign Born</b>	16.3%	16.1%	14.9%
<b>Foreign Born entered since 2010</b>	19.5%	19.7%	18.7%
<b>Race-Ethnicity</b>			
<b>White, non-Hispanic</b>	78.3%	74.3%	77.2%
<b>Black, non-Hispanic</b>	4.0%	6.5%	6.0%
<b>Hispanic</b>	12.2%	10.6%	9.9%
<b>Other, non-Hispanic</b>	2.1%	2.6%	2.5%

U.S Census Bureau, 2015 American Community Survey, [www.census.gov](http://www.census.gov)

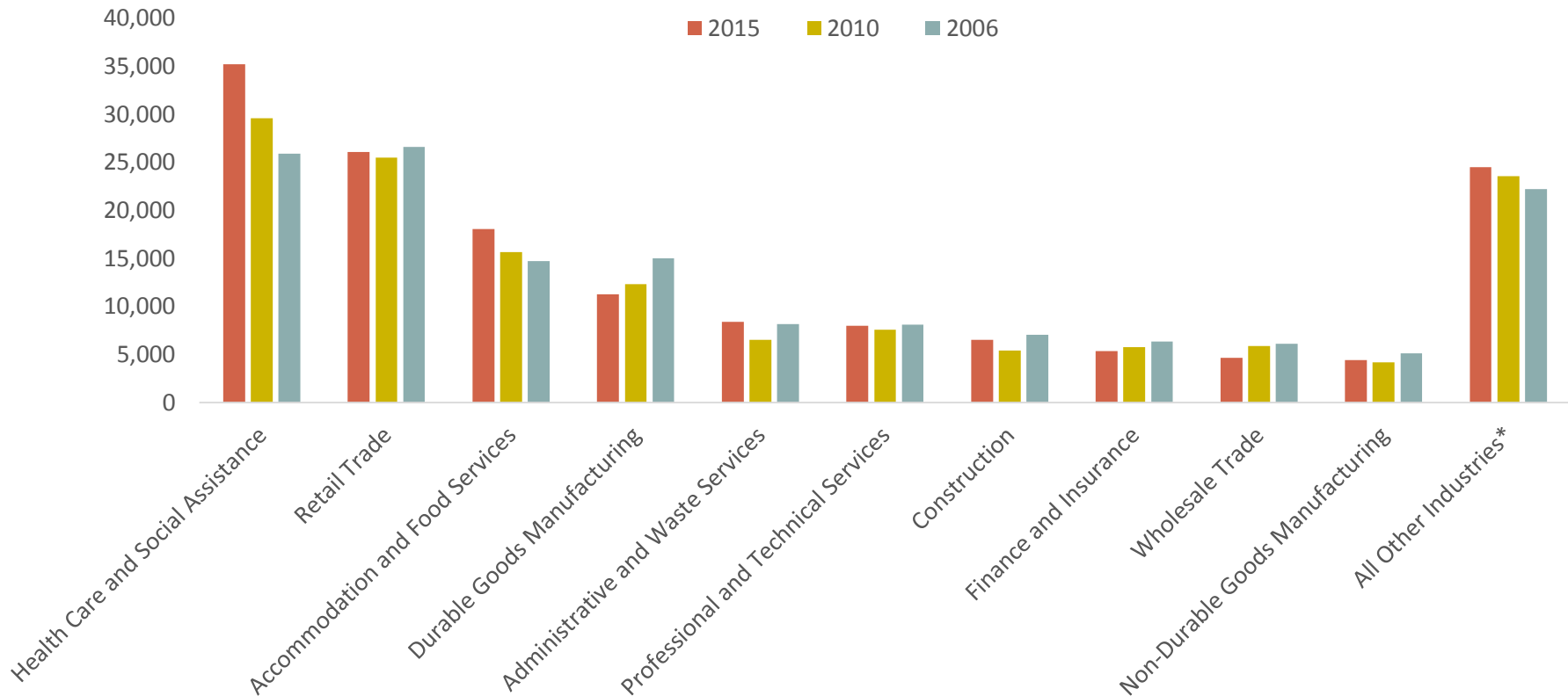
*While small in percent, foreign-born populations often require workforce preparation.*



# ***Demand Side Data – North Shore Region***



## Top 10 Industries of Private Sector Employment on the North Shore



- **Total Employment in 2015 was 152,426**

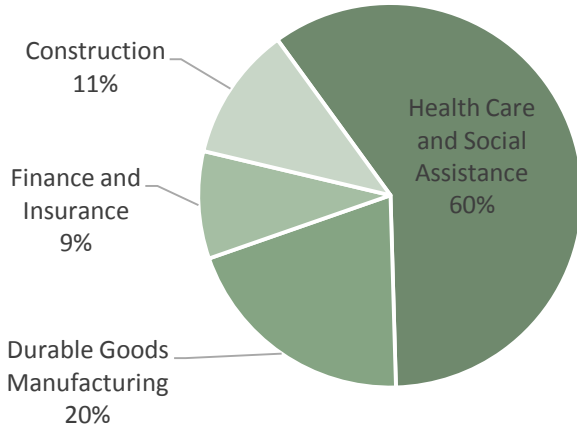
*\*Other Services, Information, Arts, Entertainment, and Recreation, Education Services, Transportation and Warehousing, Real Estate and Rental and Leasing, Management of Companies and Enterprises, Utilities, Agriculture, Forestry Fishing, & Hunting, Mining*





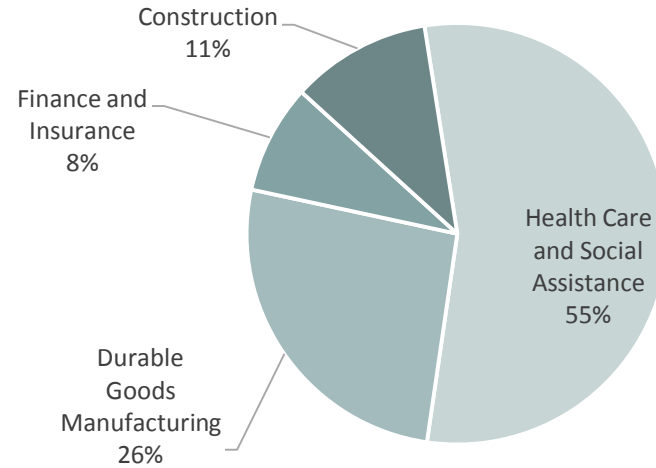
## Critical Industry Employment

### North Shore



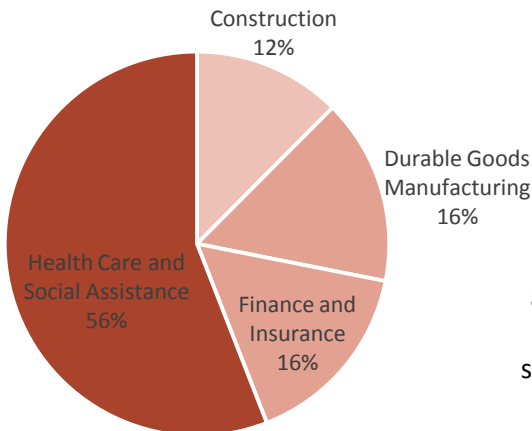
The critical industries account for 38.3% of the North Shore's private sector employment with a workforce of 58,366.

### Essex County



The critical industries account for 40.7% of Essex County's private sector employment with a workforce of 113,266.

### Massachusetts



The critical industries account for 35.2% of the Massachusetts's private sector employment with a workforce of 1,066,022.

**Critical Industries present across our region.**



## Top North Shore Online Critical Occupations Job Postings from the past year

Occupation	# of Job Postings	Prior Year
Registered Nurses	560	-4.60%
Social and Human Service Assistants	267	+10.79%
Industrial Engineers	222	-29.75%
Mental Health and Substance Abuse Social Workers	165	-7.30%
Medical and Health Services Managers	103	-1.90%
First-Line Supervisors of Production and Operating Workers	102	-12.07%
Medical Assistants	102	+5.15%
Nursing Assistants	97	-3.00%
First-Line Supervisors of Office and Administrative Support Workers	95	+15.85%
Medical Secretaries	91	-39.33%
Tellers	83	-55.14%
Securities, Commodities, and Financial Services Sales Agents	82	-12.77%
Customer Service Representatives	81	-37.69%
Electrical and Electronic Equipment Assemblers	77	+175.00%
Marketing Managers	72	-4.00%
	Total Top 15	2,199
	Total Online Postings	4,955

- *Top 15 Occupations account for 44.4% of all online postings*

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*THE FUTURE OF WORK SURVEY!*



# We put the North Shore to work!

## WHO WE HEARD FROM -

	Response(s)
Elected Official or City/Town Manager	18
Business	504
Student (K-12, Post-Secondary and Adult Learner)	512
Veteran	24
Economic Development Professional	23
Educational Leader	82
Social Service and Community Leader	134
Housing Expert	12
Job Seeker	416
Total	1668



**WHAT WE HEARD WHILE LISTENING -**

*“Companies do not have the skilled labor they need...”*

*“Transportation continues to be the biggest barrier to employment I see..”*

*“Health care is ever evolving”*

*“Ability to think creatively...”*

*“Technology fluency is key to acquiring a new job as well as keeping it...”*

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



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*Demand Side Responses – North  
Shore Businesses*



**WHAT DO YOU THINK?**

What are the future skill sets your business/industry needs? Please choose all that apply

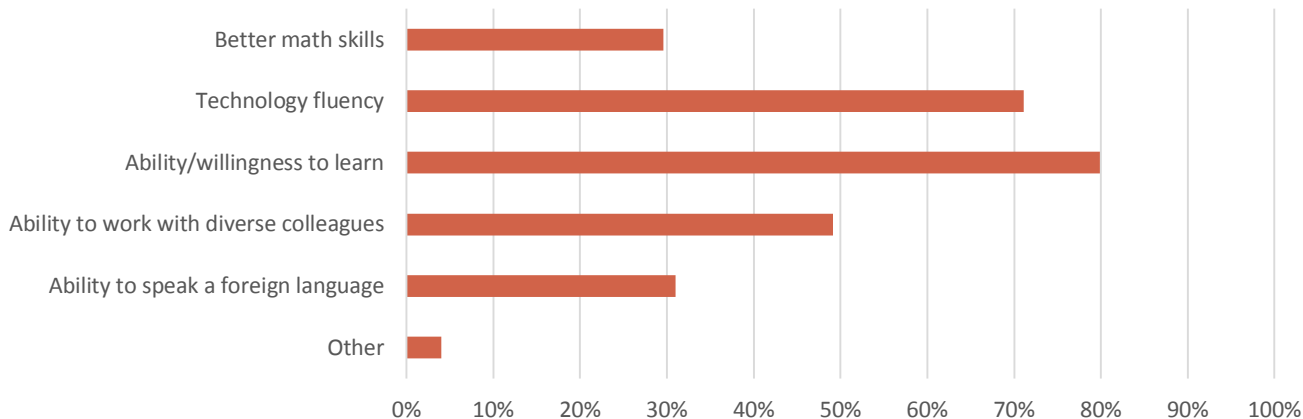
Better math skills																				
Technology fluency																				
Ability/willingness to learn																				
Ability to work with diverse colleagues																				
Ability to speak a foreign language																				
Other																				



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## WHAT DID BUSINESS TELL US -

What are the future skill sets your business/industry needs? Please choose all that apply



### Survey Comments

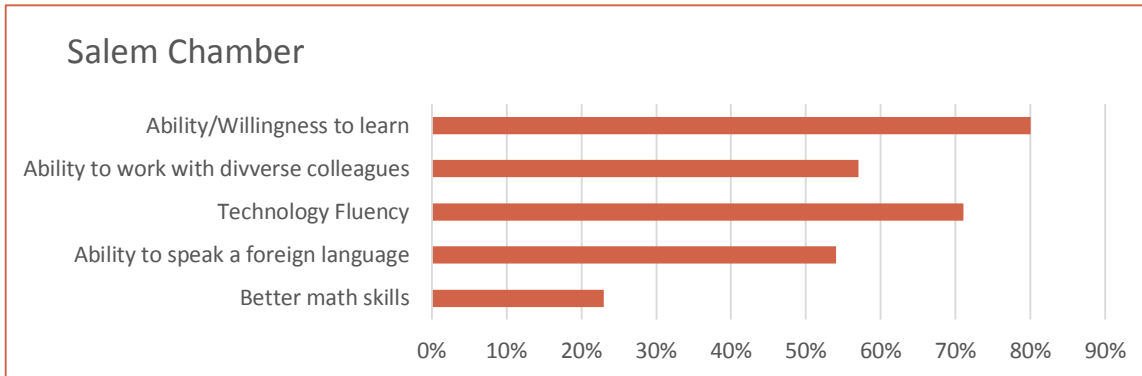
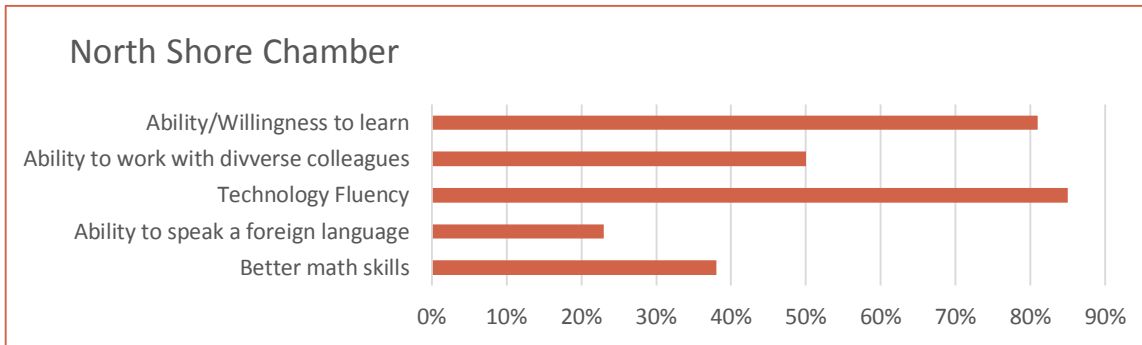
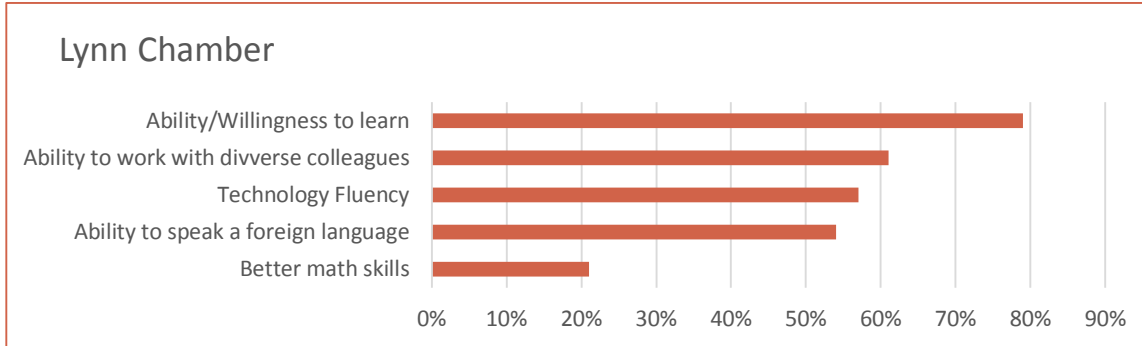
- *Willingness to keep learning...*
- *Ability to think creatively*
- *Improvement in customer service and interpersonal skills (e.g. talking on the phone)*
- *Professional presentation skills and improved writing skills*





# We put the North Shore to work!

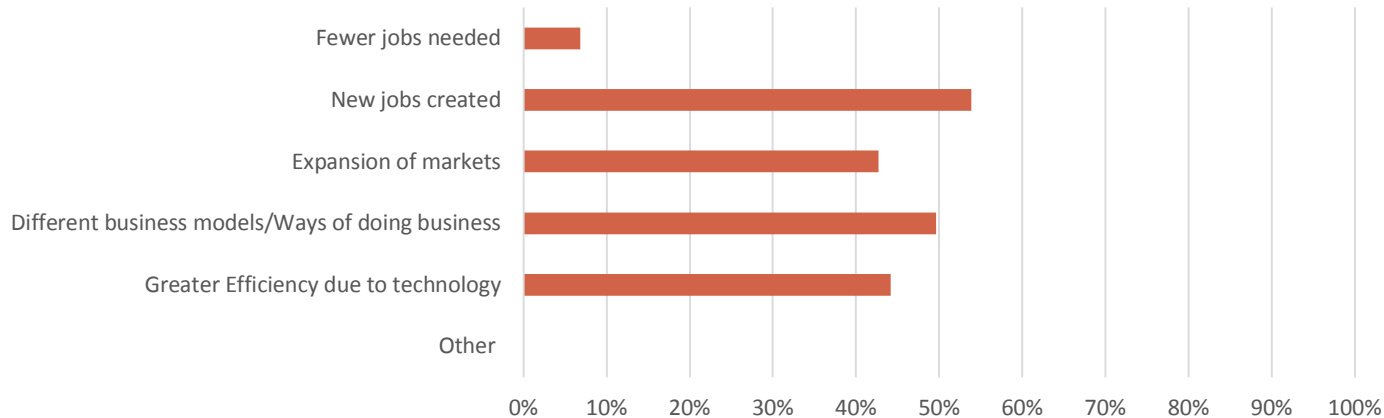
**RESULTS from Chamber Surveys - What are the future skill sets your business/ industry needs? (Same survey – distributed via chambers mailing list)**



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## WHAT DID BUSINESS TELL US -

What changes does your company/industry anticipate over the next several years? Please choose all that apply.



### Survey Comments

- *While technology increases may be eliminating some jobs/positions...it will also create new positions that focus on special job duties*
- *The high cost of unskilled labor and benefits in MA will lead us to invest in equipment to reduce labor required to do unskilled or minimum wage jobs.*
- *We plan on expanding our international footprint which will lead to new jobs being created.*
- *Replacement jobs for retiring workers*



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***WHAT DID BUSINESS TELL US -***

***If new jobs will be created, what will these new jobs be called?***

- Universal Banker***
- Social Media Manager***
- Network Security Technician***
- Customer Experience Analyst***
- IT Developer***
- Digital Marketing***
- Autism Specialist***



*WHAT DID BUSINESS TELL US -*

***What current jobs will increase in demand?***

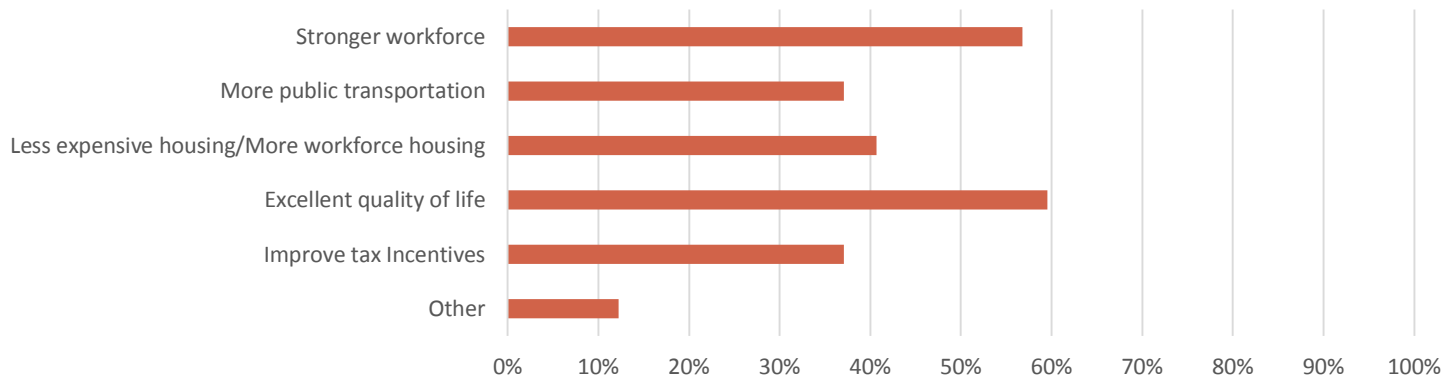
- Machinists*
- Engineers/Programmers*
- CAD Technicians*
- Plumbers, Electricians and HVAC*
- Nurses*
- CDL Drivers*



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## WHAT DID BUSINESS TELL US -

What will make a community more attractive and competitive for your business/industry sector? Please choose all that apply.



### Survey Comments

- **Better qualified workforce. We're in the manufacturing industry and it is difficult to find qualified employees.**
- **Noted that in Lynn a bus route on weekends has had some considerable cuts with less travel.**
- **Better public transportation would be a great advantage as many people do not have a car.**



***WHAT BUSINESS LEADERS TELL US IN FOCUS GROUPS – AIM***

- *People working longer (past previous retirement age), resulting in less openings*
- *“No job now is truly unskilled” – while not every job is highly-skilled, nowadays every job requires some level of basic math skills, basic computer skills, and/or basic social skills*
- *Meeting compliance and regulation requirements is a challenge*

***WHAT BUSINESS LEADERS TELL US IN FOCUS GROUPS – Tourism Group***

- ***Technology could have great benefits for tourism, from great use of ride-sharing apps to reduce commuting for both employees and tourists, easy to market online interface***
- ***Tendency of industry is to hire part-time, temporary contractors, this allows for a large pool of applicants to choose from but re-training costs remain consistent issue***
- ***Customer Service is essential, how to incentivize teens to work at minimum wage and provide adequate services***



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### *WHAT BUSINESS LEADERS TELL US IN FOCUS GROUPS – North Shore LINK (formerly, Aging and Disability Resource Consortium of the North Shore)*

- *Transportation is a large issue, tied with high cost of housing*
- *Employers need to work on employee growth, development and investment in an effort to improve employee retention; acceptance of the “new work environment” as the new normal if retention is to be improved (expanded cell phone usage, flexible work schedules, casual dress, etc.).*
- *Many care provider roles have historically been back-filled through immigrant workers, new tough regulation on immigrants is making these workers harder to employ*
- *Shortage of personal care workers, already some elder customers who can't be served due to shortage of staff, only the beginning of the aging boom*





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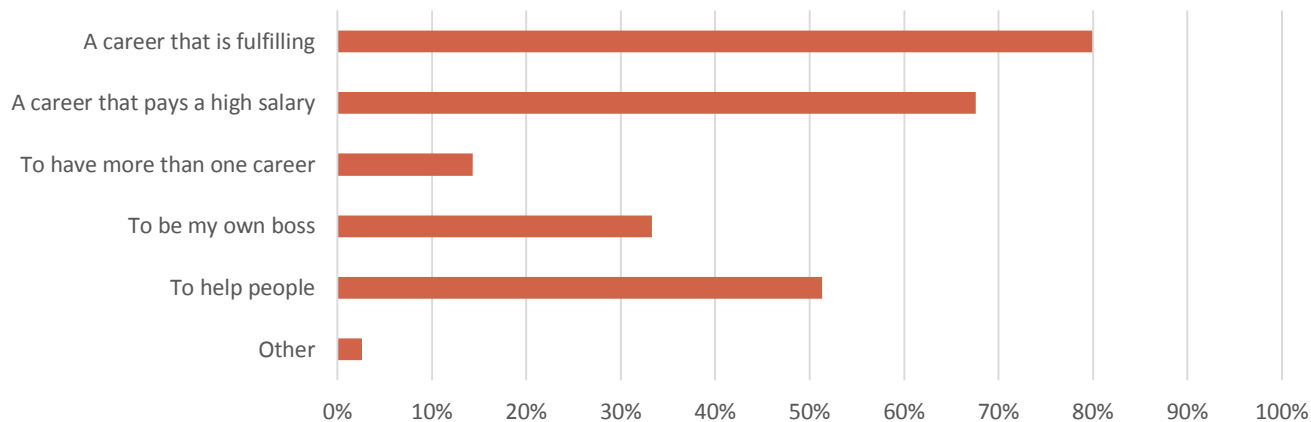
*Supply Side Responses – North Shore Job Seekers  
and Students*



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## WHAT DID YOUTH/STUDENTS TELL US -

What are your hopes and dreams for the future, or what are those for your child? Please choose all that apply.



### Survey Comments

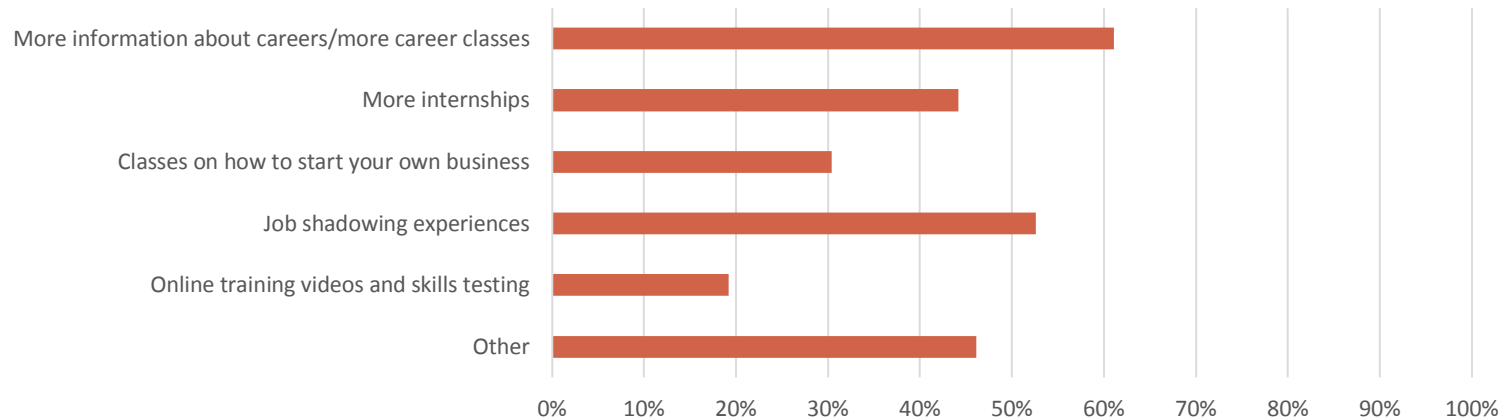
- *I wish one day to become something that will help my fellow citizen.*
- *I want to make lots of money*
- *Entertain People*
- *I would rather be happy in my job than crazy rich*
- *Want to own a house, a few trucks, a boat, and a couple classic cars*



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### WHAT DID YOUTH/STUDENTS TELL US -

What can be added to the educational experience to help achieve these goals? Please choose all that apply.



### Survey Comments

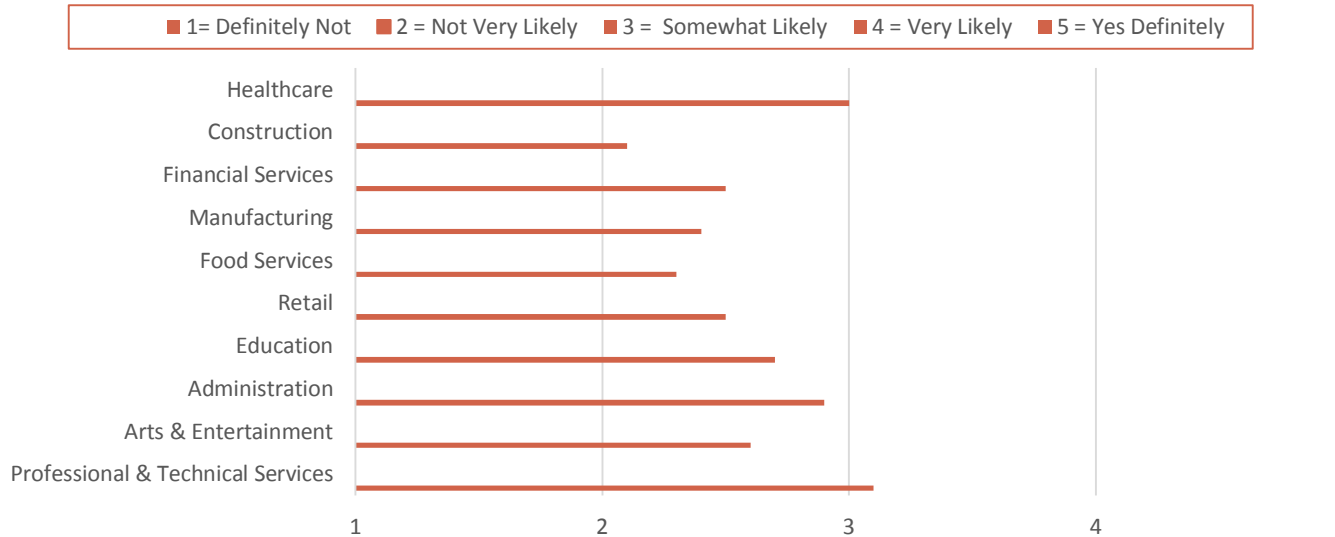
- *Scholarships/money for college (147 times)*
- *Classes that teach more of how to use certain equipment for current jobs*
- *I want to know all of my options before I start choosing colleges.*
- *Entrepreneurial encouragement*



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## WHAT DID YOUTH/STUDENTS TELL US -

How likely are you to pursue employment in each of the following industries?



- **We need to get them more information on our critical industries**
- **Youth seem to know what they don't want to pursue**

### Survey Comments

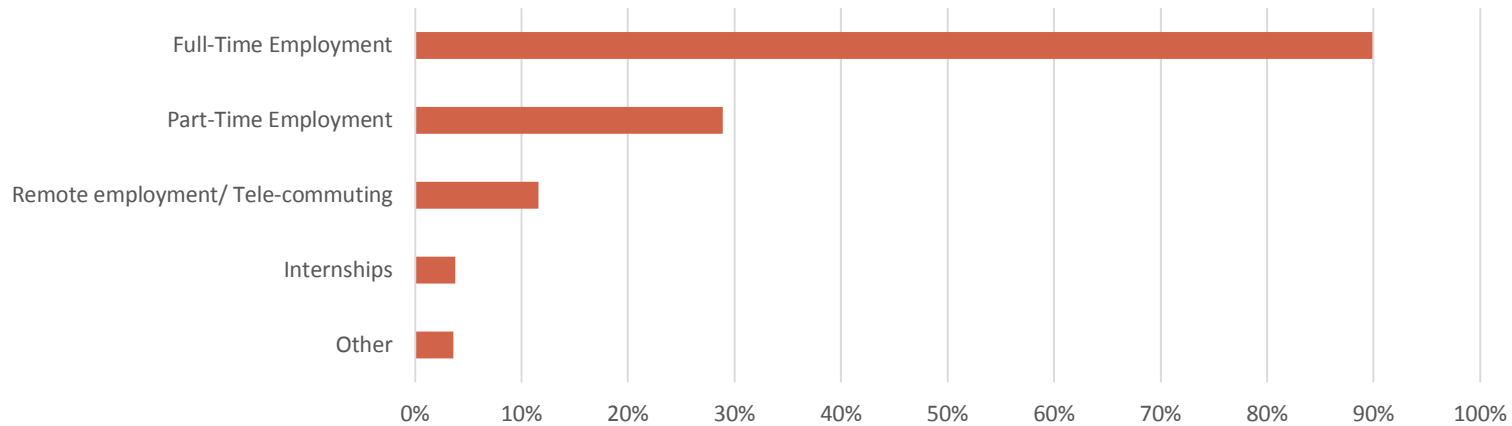
- **Pharmacist, x-ray technician, or Bank teller**
- **I would like to do something with computers**
- **Biotech/Pharma/Medical Device**
- **Pilot, Computer/Technical Engineer, Video/ TV, Legal/ Political**



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## WHAT DID JOB SEEKERS TELL US -

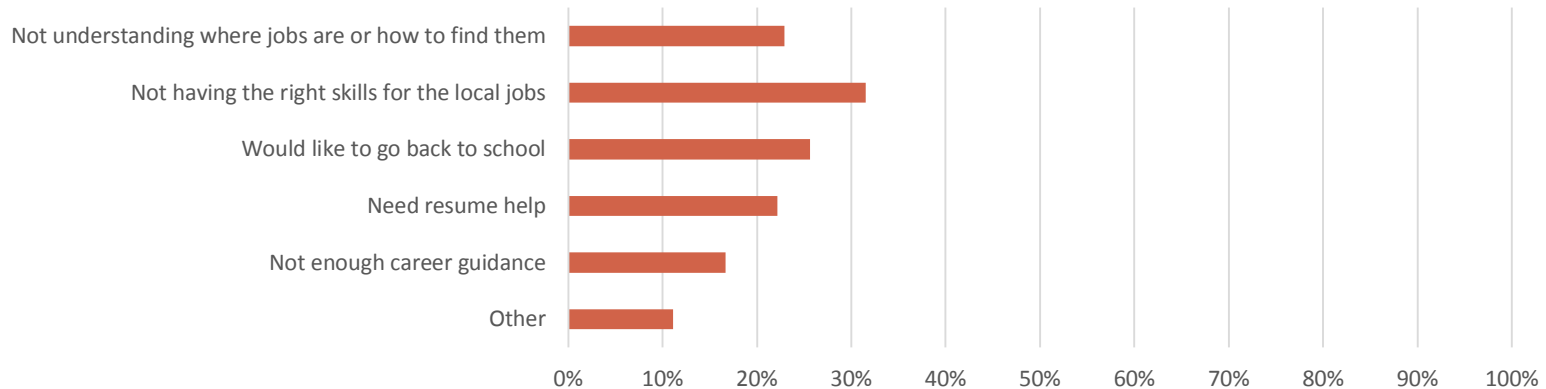
What types of employment are you currently looking for? Please choose all that apply.



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### WHAT DID JOB SEEKERS TELL US -

What have you encountered as barriers to employment? Please choose all that apply.



#### Survey Comments

- *I am Overqualified*
- *Most jobs are specialized "Niche" Job*
- *I need a Job specific to my experience*
- *Age & Salary*
- *Not able to match salary requirements with offers on the market*
- *Lack of openings in my areas of expertise. Also my age*

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*Intermediary Responses – North  
Shore Educators, Social Service  
Leaders, and Economic  
Development Professionals*



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## WHAT DO YOU THINK?

What do you need to help meet college and career readiness standards for your students, or to keep students actively and successfully engaged in post-secondary education? Please choose all that apply.

Exposure to business representatives outside classroom hours						
Internships for students						
Externships for teachers to work at companies						
Career fairs						
Improved educational technology						
Other						

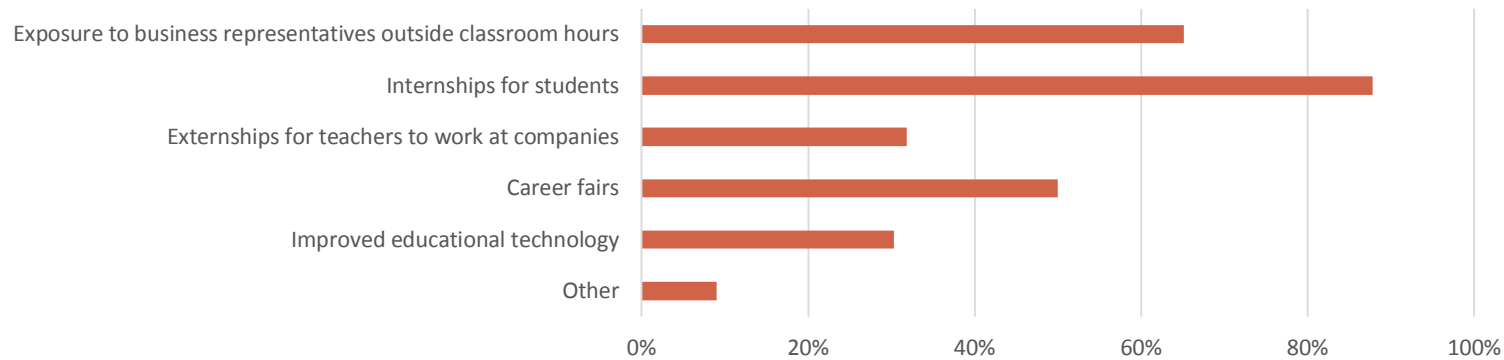




## We put the North Shore to work!

### WHAT DID EDUCATORS TELL US -

What do you need to help meet college and career readiness standards for your students, or to keep students actively and successfully engaged in post-secondary education? Please choose all that apply.



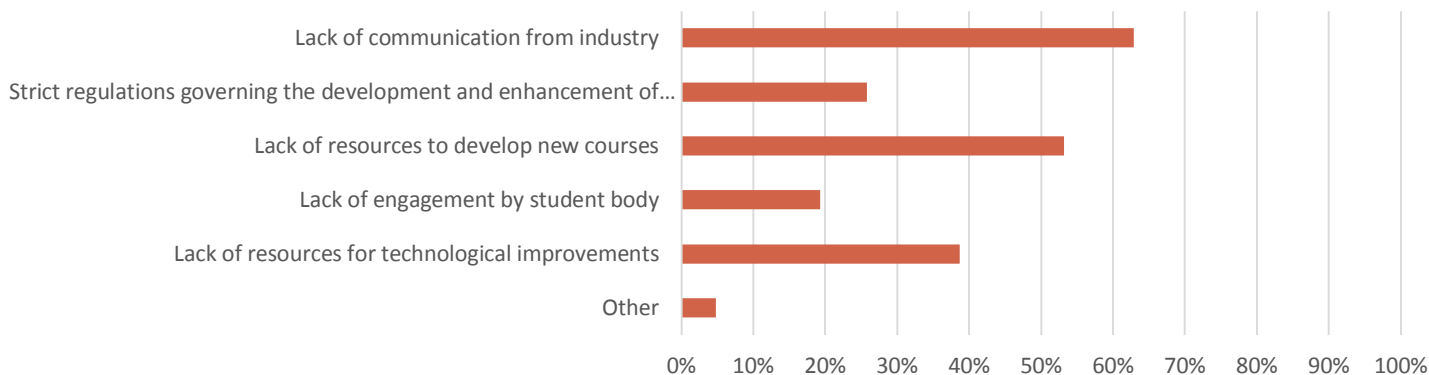
### Survey Comments

- **Networking Opportunities**
- **Expanded Voc. Tech Programs**
- **83% of our students work, working in a chosen career path is the challenge**

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### 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.



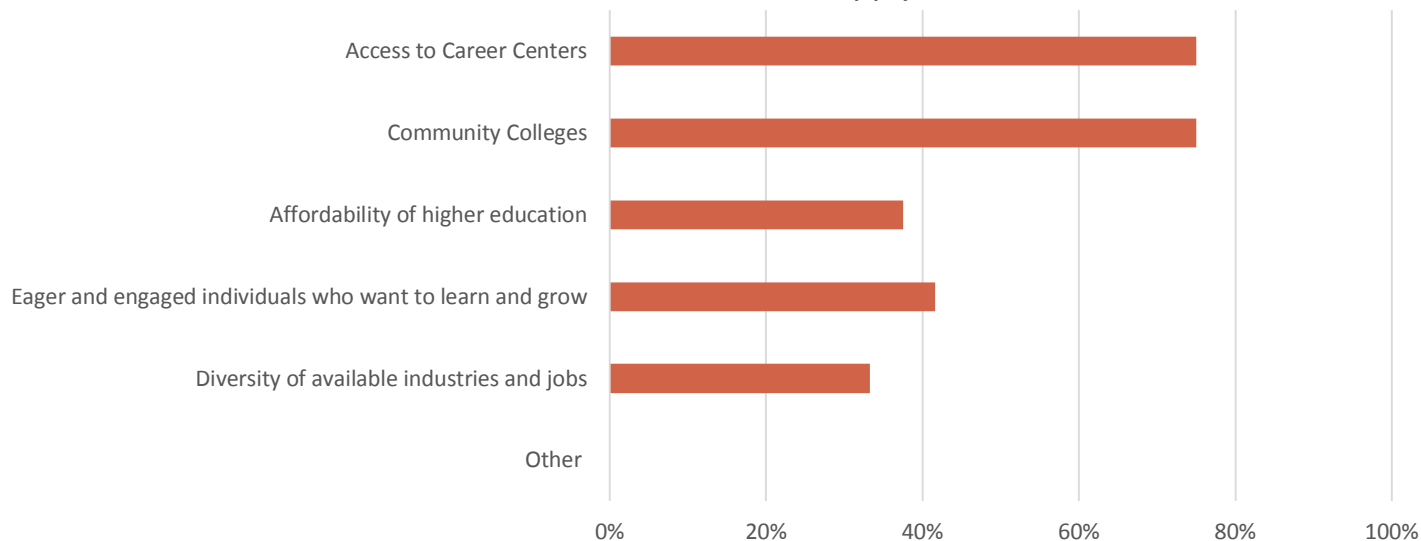
### Survey Comments

- *We have advisory committees with employers but need more interaction with curriculum development*

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### WHAT DID ECONOMIC DEVELOPMENT LEADERS TELL US -

What are the strengths of the workforce and economic systems on the North Shore? Please choose all that apply



### Survey Comments

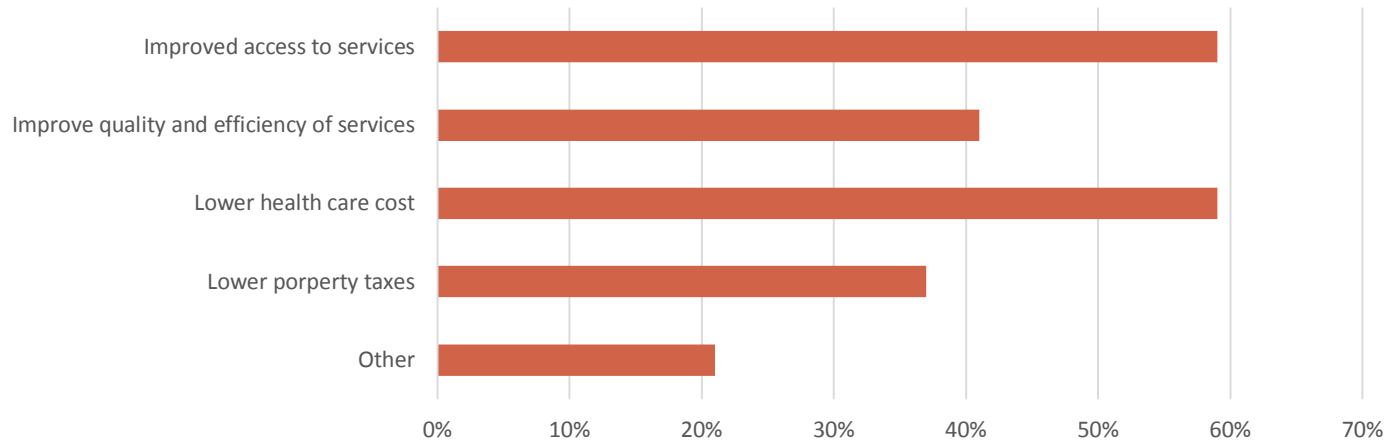
- **No pubic transportation anywhere off the rail lines**
- **Access is problem**
- **Transportation...**



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**WHAT DID ECONOMIC DEVELOPMENT LEADERS TELL US -**

What can we do to make the North Shore more 'business friendly'?  
Please choose all that apply.



**Survey Comments**

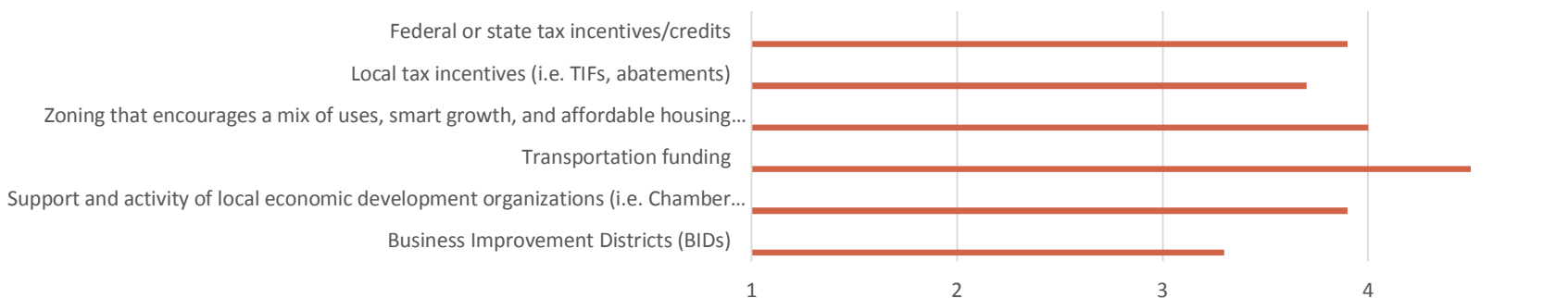
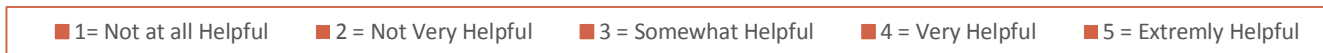
- **Better regional planning**
- **Transportation infrastructure improvements**



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## WHAT DID ECONOMIC DEVELOPMENT LEADERS 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?



### Survey Comments

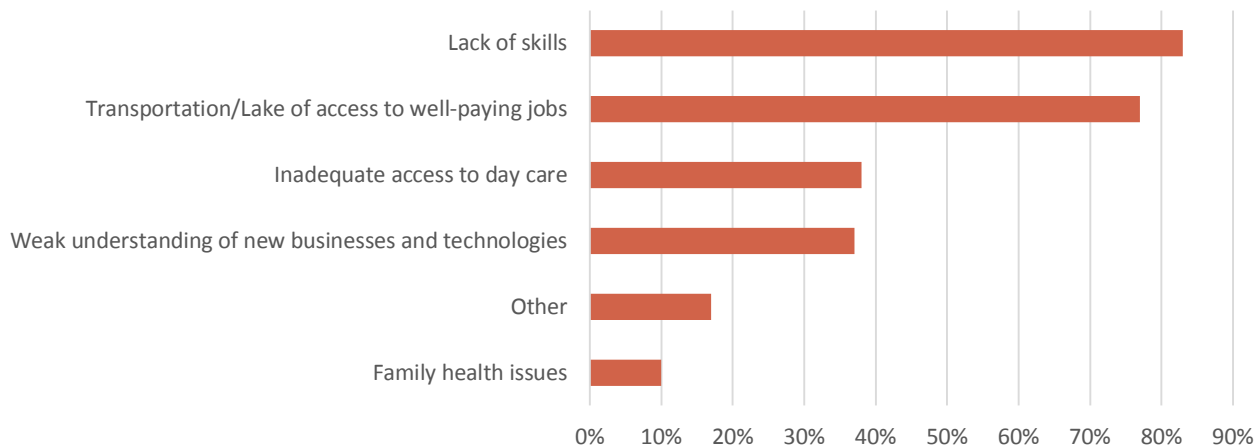
- *Focus on the town/city to too big...we need to think regionally*



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## 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.



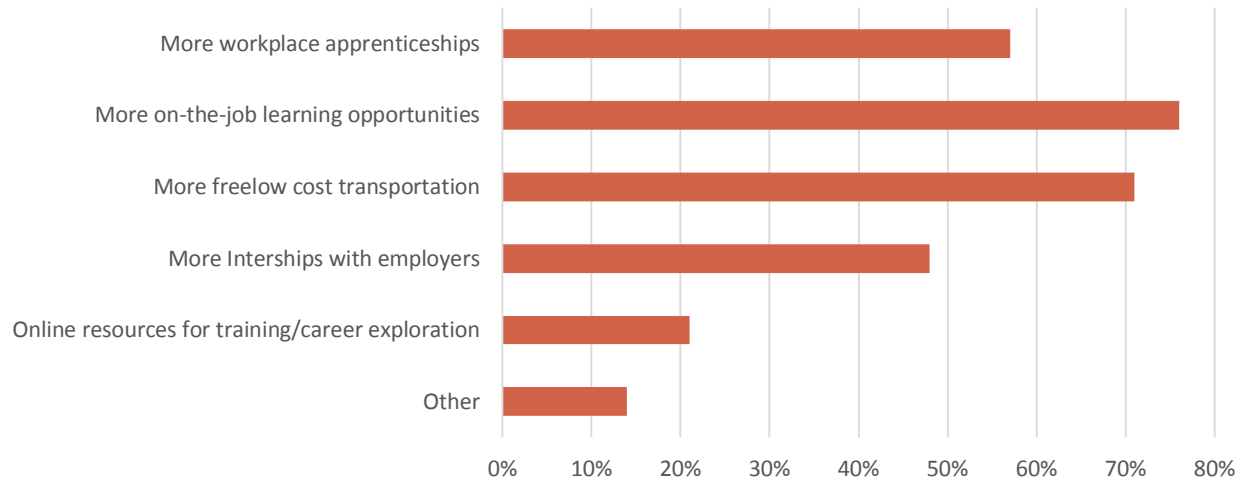
### Survey Comments

- *Transportation is huge barrier both financially and lack of access*
- *Many low and limited income individuals juggle not just one but many barriers*



## WHAT DID SOCIAL SERVICE AND COMMUNITY LEADERS TELL US -

What responses work best - or would work best - to move your constituents successfully into employment? Please choose all that apply.



### Survey Comments

- *Exposure to the variety of jobs that are out there*
- *Job Shadowing, mentoring and coaching while in High School*



## WHAT DID WE LEARN?

### Overall -

- 1. Ability and Willingness to be a constant learner!*
- 2. Technology Skill set and proficiency is a MUST*
- 3. Various Communication Skills are necessary*
- 4. Diversity in the workplace and in customers*

### 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*



## *SUMMARY of OUR PLAN-*

### *1. Support Innovative Ways of Learning for Current Workforce*

- *Online anytime/anyplace*
- *Quicker curriculum design and roll-out*
- *Advocate for alternative funding mechanisms for public colleges*
  - *Help Academia change*
  - *Help Business Understand /relate to academia*
- *Other?*

### *2. Support Innovative programming to bring employers and students together*

- *Internships*
- *Company tours*
- *Career Information*
- *Other?*

### *3. Support Innovative programming to bring employers and educators together*

- *Teacher Externships*
- *Educator/Business Conferences*
- *Other?*

### *4. Ensure technological literate and communicative workforce*

### *5. Promote Diversity*



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### *Next Steps:*

- 1. Deeper dive 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.*
- 2. Updating of the North Shore WIB/North Shore Alliance Strategic Plans that include goals and activities around these challenges.*
- 3. Development of 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.*



*Quote from Student and future worker:*

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

*Quote from Business:*

“Teenagers have to learn how to talk on the phone”



## THE FUTURE OF WORK ON THE NORTH SHORE

