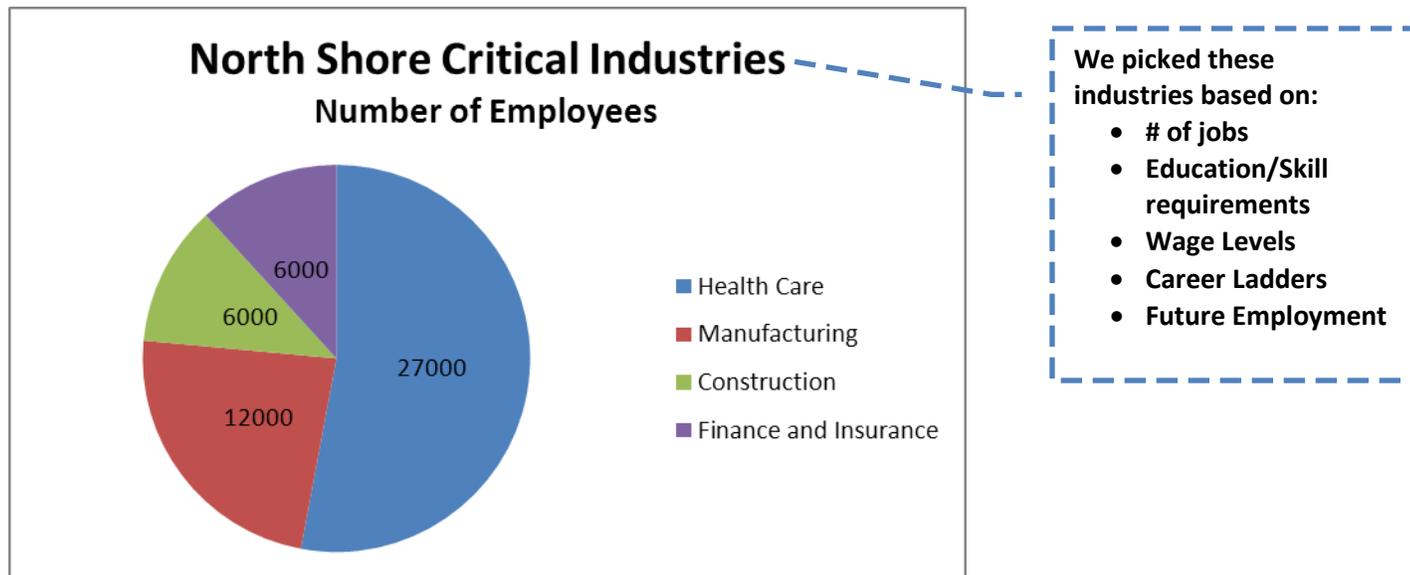


Introduction

Welcome to a snapshot of the North Shore Labor Market! Our economy is very complicated; this Labor Market Brief makes it meaningful to North Shore companies and residents. More detailed information is our [Labor Market Blueprint and Economic Development Snap Shot](#), available at www.northshorewib.com or by calling us at 978-741-3805.

Did you know that there are four industries in our region that make up the foundation of our economy? These Critical Industries are:



Within each industry you will find:

| <h3 style="text-align: center;">Construction</h3> | <h3 style="text-align: center;">Healthcare</h3> |
|---|---|
| <p>Advancement Pathways Examples</p> <ul style="list-style-type: none"> • Apprentice Laborer → Journeyman Carpenter Tender, Cement Mason Tender, Environmental Remediation Worker, etc. • Apprentice Electrician → Journeyman Electrician → Master Electrician • Foreman → General Foreman • Apprentice Carpenter → Journeyman Carpenter → Carpenter Foreman | <p>Advancement Pathways Examples</p> <ul style="list-style-type: none"> • Medical Assistant → Medical Technician → Medical Technologist • Housekeeper → Certified Nursing Assistant • CNA → Licensed Practical Nurse → Registered Nurse |

Construction Leaders Speak:

“Older employees need experience with new technology and new employees need technology experience.”

Economic Development issues

Construction is not rebounding from our economy as quickly as other industries. Construction’s connection to the emerging “green” industry may have some potential for job growth, but this is not completely clear yet.

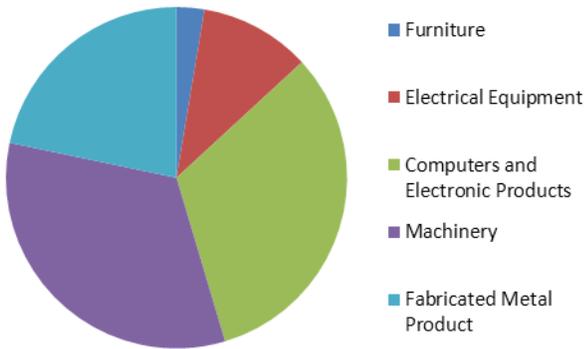
Health Care Leaders Speak:

“In radiology, skill sets change all the time. In long-term care, the more challenging sub-acute world needs more experienced RNs.”

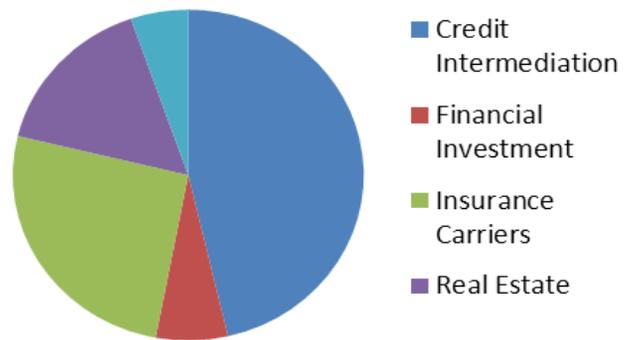
Economic Development issues

As our top cluster, we must improve dialogue among leaders to fully support this industry. Overbuilding, mergers, and reduction of higher skilled workers to lower-paying, less skilled workforce are potential perils.

Manufacturing



Financial Services



Advancement Pathways Examples

- Assembler 1 → Assembler 2 → Assembler 3 → Machine Operator (involves more electromechanical assembly and precision work)
- Assembler → Technician → Senior Technician → Engineer
- Assembler → Machine Operator → Lead/Foreman → Supervisor

Advancement Pathways Examples

- Teller → Senior Teller → Teller Manager → Assistant Branch Manager
- Teller → Customer Service Representative → Sales
- Teller → Operations Clerk → Analyst

Manufacturing Leaders Speak:

“We need a two year manufacturing degree with lots of math and science.

There will be a demand for skilled machinists because our workforce is eligible for retirement.”

Economic Development issues:

Easing of local zoning and permitting requirements for this industry could accommodate physical expansions and job creation.

Financial Services Leaders Speak:

“Part-time is the way to get your foot in the door and then options will open up. Banks like to have home grown talent.

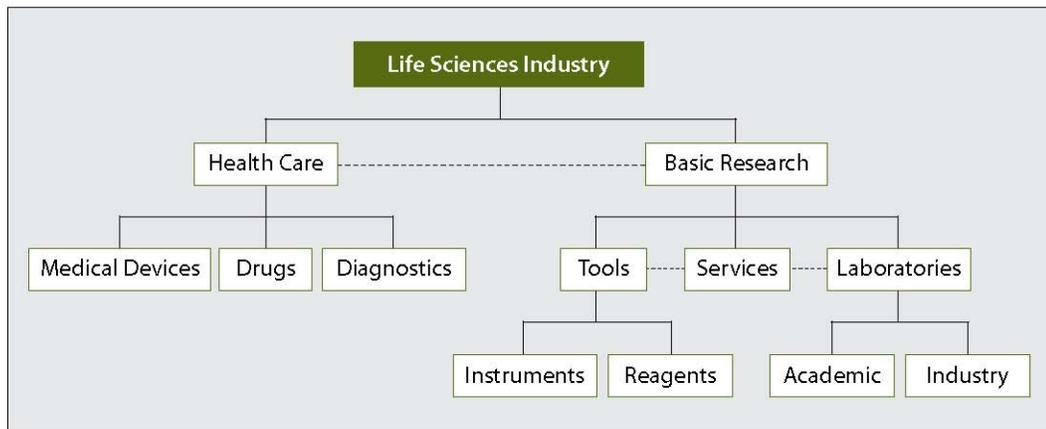
We have a lack of qualified people. Poor credit reports can bar people from the industry.”

Economic Development issues:

Mergers that create larger, “less local” banks are seen as dangerous to the community. Math, writing and communication skill sets will always need improvement.

In addition to our Critical Industries, we are always looking to emerging opportunities. Life Science is one such industry on the North Shore, and one that we are watching carefully. Life Science can be broken down as follows:

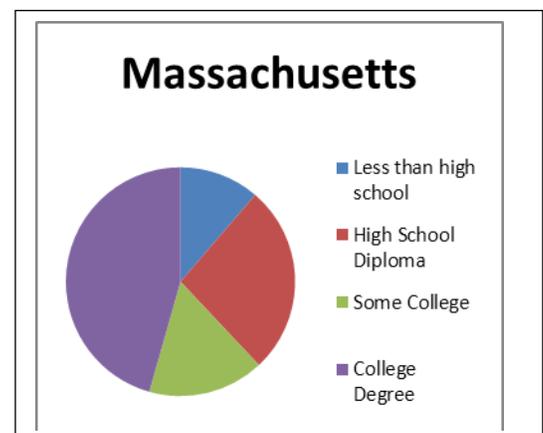
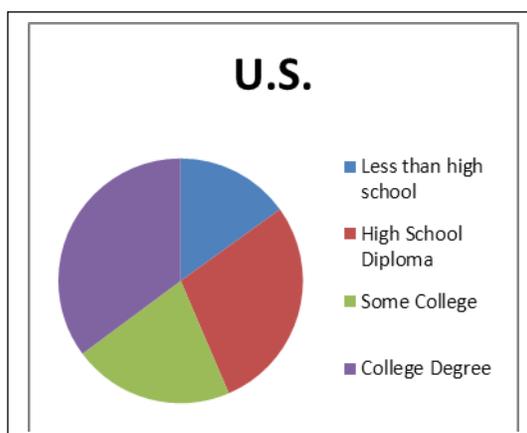
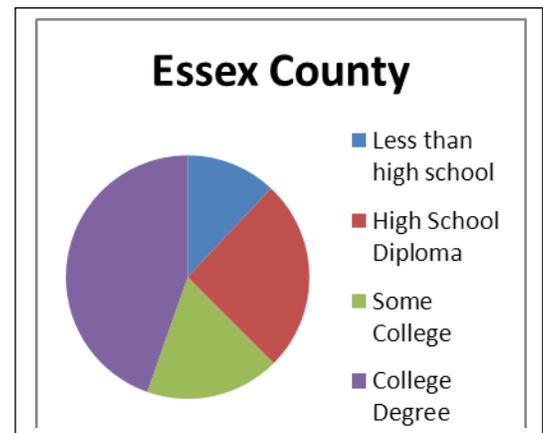
Figure 4.1 The Life Sciences Industry on the North Shore



Across the board, life science has a higher skill demand than almost any other industry in the region. Even where the jobs are the same, performing the job in the life science industry often requires additional training and/or hands-on experience.

The North Shore Labor Pool

The North Shore, as part of Essex County, has a high level of educated workers, similar to the entire state, and ahead of the country as a whole. This allows for the growth of high skilled industries which rely on these workers. On the other hand, we have an added sense of urgency to prepare our lower skilled residents to participate in these high skilled industries.



General Recommendations

- Advocate strongly for policies that increase the level of foundational skills in the region's workforce. Four years of high school advanced mathematics is required by many of the critical industries.
- Work closely with community colleges to ensure they consistently make available associate's degree training that meets the needs of workers and businesses in the region. New associate's degree training programs serving the manufacturing and enhanced degree programs serving the health care industry are needed.
- Continue to work on the development of soft skills. In every industry, businesses mentioned that they continually see people who lack work ethic and other soft skills.
- Utilize the current recession as an opportunity to make strong investments in educating and training the region's workforce so people will be ready to access the most in-demand jobs when the economy recovers.