

CAMBRIDGE EMPLOYMENT PROGRAM

UPDATE DECEMBER 1990

o Total Applications On File At ERI: (includes 146 "Carry-Ins" from last year and 247 from Filene's Job Fair)	524
o Total Walk-Ins to ERI since July 1st:	131
o Total "Active" Clients since July 1st:	174
o Total Client Referrals to jobs:	266
o Number of Companies listed with ERI:	215
o Number of Cambridge Companies listed:	162
o Percent of Companies that are Cambridge:	75%

CAMBRIDGE GALLERIA UPDATE

o Current Total of Hires:	1369
o Total Cambridge Residents Hired:	316**

** As of 10/31/90

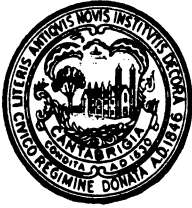


EMPLOYMENT RESOURCES INC.
432 COLUMBIA STREET
CAMBRIDGE, MA 02141
(617) 494-1154

CAMBRIDGE EMPLOYMENT PROGRAM 12/90

PARTICIPANT CHARACTERISTICS

MALE	61%
FEMALE	39%
18 - 21	33%
22 - 29	27%
30 - 39	21%
40 - 54	14%
WHITE (NOT HISPANIC)	24%
MINORITIES	76%
A. BLACK	59%
B. HISPANIC	15%
C. ASIAN	2%
SCHOOL DROPOUT	15%
HIGH SCHOOL GRAD OR EQUIV	63%
POST HIGH SCHOOL ATTENDEE	22%
UNEMPLOYED	86%
EMPLOYED	14%
LIMITED ENGLISH SPEAKING	15%
PUBLIC HOUSING RESIDENT	5%



498-9034

CITY OF CAMBRIDGE
COMMUNITY DEVELOPMENT DEPARTMENT
City Hall Annex - Inman & Broadway - Cambridge, Mass. 02139

THE 1991 CAMBRIDGE EMPLOYER SURVEY

SCHEDULE OF PROGRESS

December 12, 1990

Week of Dec. 10, 1990

Recruitment letters are sent
to target survey companies

Week of Dec. 17, 1990

Follow up phone calls are made
to set up interviews - all
interviews are scheduled

Jan. - Feb. 1991

Interviews are conducted

March - April 1991

Tabulation and analysis of
information is compiled

Early June

Final Report released at
public meeting (format yet to
be determined)

FY92

Program development begins

TO: Business Survey Advisory Group
FROM: Randy Wilson, Gene Gebolys
SUBJECT: Plans for Analysis of Survey Data
DATE: October 24, 1990

The following outline summarizes our plans for using the survey data including working hypotheses and avenues of research. We expect to report our results under headings similar to the ones in this outline. Also included here are sample findings from our pilot interviews.

Working Hypotheses

- o There is a growing mismatch between the Cambridge labor force and the skill and educational requirements of local employers, particularly in industries with job growth and higher average wage rates.
- o The area's entry level work force faces special difficulties in the "basics," rather than in specific skills. These difficulties effect both local business efficiency and resident worker mobility.
- o Certain industries and occupations afford better career paths to improved wages and skill levels for employees lacking a college degree.

In each section of the report, we will describe general findings, suggesting patterns across various industries, and then look for variations by industry or type of business, age, size and other attributes.

Organization of the Report

Occupational Trends: Where are the Jobs?

- Overall Trends: Proportion of firms reporting growth and decline
 - * Three of the five survey respondents reported net employment decreases in Cambridge over the last three years.
 - * Only one expected to have Cambridge based net employment losses over the next three years.
- Characteristics of Growing and Declining Industries including product, size, longevity, average wage levels.
- Job Categories experiencing major growth and decline.

* Clerical And Professional jobs were most often cited as the categories which experienced the greatest job expansion over the last three years. This reinforces the notion of an economy which increasingly provides for high paying and low paying jobs while middle wage jobs disappear. All respondents listed either professional, service, or clerical as their leading category of job growth during this period.

- Characteristics of Growing and Declining Job Categories: by industry and educational requirements.

* 60% of the firms expected to have growing recruitment demand for clerical workers while both of the companies that currently employ unskilled production workers expected to experience declining recruitment demand in that category.

Workforce Preparation

- Overall Level of Preparedness
- Level of Preparedness by Job Category (across all industries)

Skills Gap
* The quality of available workers in lower wage positions seems to be a problem. Service worker applicants were considered less than adequately prepared to fill job openings in 60% of the surveyed firms and clerical job applicants are considered poorly prepared in 2 firms and adequate in 3. Only one firm ranked either service or clerical worker applicants better than adequately prepared to fill openings.

* Conversely, every firm reported that both their professional and managerial applicants were better than adequately prepared to fill openings. This may reflect respondent bias or may point out a widening skills and opportunity gap in our increasingly polarized workforce.

- Variations by Industry and Firm Characteristics
- Skill and Educational Deficits: variations by job category and industry, if relevant
- Greatest Impediments to Performance

* Poor worker attitude was consistently chosen as the number one obstacle to good job performance for workers in entry level positions. 4 out 5 companies agreed. Poor reading/literacy skills and poor communication skills were most often sighted as the next biggest obstacles for these workers and poor math skills was listed as one of the top three impediments by two of the five companies.

Getting In and Moving Up: Career Paths

- Minimum skill requirements across industries
 - * Opportunities for individuals without H.S. degrees are disappearing. 80% of the companies expected to hire less non-H.S. graduates over the next two years than they do currently. ✓
- Changes in Entry Requirements by Job Category and Industry
- Career Paths for workers without college degrees
 - * When rating career opportunities in their respective industries for individuals without a four year degree, 60% of the respondents said that the opportunities are poor or fair. 40% said that the opportunities for non-degree holders are excellent.

Finding and Cultivating Staff: Recruitment and Training

- Means and Media of Recruitment
- Special Benefits Offered
- Groups targeted for recruitment expansion
 - * Racial minorities and handicapped workers were the two populations most often expected to experience more hiring over the next two years. Each of these groups were mentioned by three of five companies as populations that they expected to hire more of.
- Types of Training Offered
- Evaluation of Training Programs
 - * Most companies reported that between 21% and 40% of their employees took advantage of their voluntary education and training opportunities. They all rated their expenditures on these offerings as either good or excellent investments.
- Training and Educational Needs for the Future

Doing Business in Cambridge

- Major Positives and Negatives
 - * Respondents ranked traffic/parking as the most negative factor of doing business in Cambridge. It was listed as either the first or second biggest obstacle by each of the five businesses.

* Rents/land costs was the next biggest obstacle. Two companies ranked this as the most negative factor and another listed it in its top three.

* The city's political environment was listed as one of the top three most negative factors by 60% of the businesses.

* Access to miscellaneous resources/institutions and access to markets are the two most positive factors of doing business in Cambridge.

- Ranking of Labor Quality with other issues

* The city's skilled labor force and its prestige and culture are its other most dominant attributes. Only prestige and culture made it onto all of the companies' top three factors lists but it was not ever sighted as the city's most important attribute.

- Perceptions of the Current Economy



498-9034

CITY OF CAMBRIDGE

COMMUNITY DEVELOPMENT DEPARTMENT

City Hall Annex - Inman & Broadway - Cambridge, Mass. 02139

CAMBRIDGE BUSINESS SURVEY

GOAL: To determine areas of job expansion and decline and to understand the skills and training required by local employers in these areas.

MEANS: By exploring the ways in which employers recruit and train staff, and by having them evaluate how workers are prepared for their work environments.

PURPOSE: The results will help city planners, school officials, and training organizations enhance work force preparation efforts in order to improve economic opportunities for Cambridge residents and local businesses.

CONFIDENTIALITY: Answers to this survey will be kept completely confidential. The data will not be reported in any way that would reveal information about individual organizations, or their staffs.

THE CAMBRIDGE EMPLOYMENT PROGRAM: The results of this survey will be used to improve the effectiveness of the Cambridge Employment Program which is a cooperative effort between the Cambridge Chamber of Commerce, the City of Cambridge, and the City's designated employment and training agency, Employment Resources Incorporated.

THE SURVEY: The survey is comprised of 5 sections: the first section asks for a brief company profile, the second section is about your workforce profile, the third section is about the present and future needs of your organization, the fourth section deals with recruitment and training issues, and the last section is about perceptions of doing business in Cambridge.

THE RESULTS: At the conclusion of the surveying process, a report will be generated from the results. A copy of this report will be shared with all survey participants.

COMPANY PROFILE

1) In what year was your Cambridge location established?
year

1985 to present.....1
1984 to 1980.....2
1970 to 1979.....3
prior to 1970.....4

2) How likely is it that you will be in Cambridge in three years?
Please rate the probability on a scale of one to five, with one
meaning "very likely to be here," and five meaning "very unlikely to
be here."

1.....	2.....	3.....	4.....	5.....
very	somewhat	toss-up	somewhat	very
likely	likely		unlikely	unlikely

3) What is your total number of employees in Cambridge?
actual number

1 to 9.....1	250 to 499.....6
10 to 19.....2	500 to 999.....7
20 to 49.....3	1000 to 4999.....8
50 to 99.....4	5000 and up.....9
100 to 249.....5	use this key for next 2 questions also

4) How many of those work full time and how many work part time?

Full time <u> </u>	Part time <u> </u>
actual number	actual number

5) About how many people did you employ three years ago?
number

6) In the next three years do you expect your employment in Cambridge
to increase, decrease, or, stay the same? If it will change, by how
much? %

1.....same	6.....-0-3%
2.....+0-3%	7.....-4-10%
3.....+4-10%	8.....-11-50%
4.....+11-50%	9.....-51==>%
5.....+51==>%	

WORKFORCE PROFILE

In this section of the survey, we ask for two kinds of information: broad categories of employment, such as "clerical" and "managerial," and specific titles or positions in your organization, such as "secretary" or "lab assistant." Please answer all questions with these distinctions in mind.

7) List the minimum skills and education requirements for entry level applicants in each of these job categories.

Service (e.g. guards, cooks, janitors, orderlies)

Clerical (e.g. secretaries, clerks)

Skilled Crafts and Production (e.g. mechanics, production supervisors, skilled machinists)

Semiskilled & Unskilled Production (e.g. assemblers, machine operators)

Technicians (e.g. computer programmers, lab assistants)

Sales and marketing (e.g. sales representatives, cashiers)

Managerial (e.g. chief executives, administrators)

Professional (e.g. engineers, systems analysts, registered nurses)

8) In each of these categories, what is the highest position attainable without having a college degree? Please describe some of the typical career paths or ladders to these higher positions for entry level staff.

Service

Clerical

Skilled Crafts and Production

Unskilled Production

Technicians

Sales and Marketing

Managerial

Professional

9) Please rate the career opportunities in your industry for individuals with less than a four year college degree.

Very Poor	Poor	Fair	Good	Very Good
1.....	2.....	3.....	4.....	5.....

COMPANY NEEDS

10) In which of the following job categories have you had the largest increases in recruitment demand over the last three years? If more than one category applies, please rank the top three, with one meaning "largest increase."

- | | |
|---------|-------------------------------|
| _____ 1 | Service |
| _____ 2 | Clerical |
| _____ 3 | Skilled Crafts and Production |
| _____ 4 | Unskilled Production |
| _____ 5 | Technicians |
| _____ 6 | Sales and Marketing |
| _____ 7 | Managerial |
| _____ 8 | Professional |

11) In the growing job categories, which two job titles increased the most in recruitment demand over the last three years?

12) Which two job titles, from any category, declined the most in recruitment demand over this period?

13) Of the job titles not requiring a college degree, in which ones are you seeing the greatest surplus of available workers?

14) Of the job titles not requiring a college degree, in which titles have skill requirements or standards increased the most in the last two years? How have they changed?

15) In the next two years, do you expect recruitment demand in the following categories to grow, remain stable or decline?

	1	2	3	99
	<u>Grow</u>	<u>Stable</u>	<u>Decline</u>	<u>NA</u>
a) Service	_____	_____	_____	_____
b) Clerical	_____	_____	_____	_____
c) Skilled Crafts / Production	_____	_____	_____	_____
d) Unskilled Production	_____	_____	_____	_____
e) Technicians	_____	_____	_____	_____
f) Sales and Marketing	_____	_____	_____	_____
g) Managerial	_____	_____	_____	_____
h) Professional	_____	_____	_____	_____

16) Please list the three job titles not requiring a college degree which will grow the most in demand during the next three years.

17) Please list the three job titles requiring a college degree which will grow the most in demand in the next three years.

18) Name the three job titles not requiring a college degree where you expect to have the largest decreases in recruitment demand over the next three years.

19) Now, name the three titles requiring a college degree where you expect to have the largest decrease in recruitment demand during the next three years.

20) Based on you experience, how well prepared are applicants to fill openings in each category? Please use the following scale:

poorly prepared	adequate					well prepared
1.....	2.....	3.....	4.....	5.....		
Service	1	2	3	4	5	99 (NA)
Clerical	1	2	3	4	5	99
Skilled Crafts and Production	1	2	3	4	5	99
Unskilled Production	1	2	3	4	5	99
Technicians	1	2	3	4	5	99
Sales and marketing	1	2	3	4	5	99
Managerial	1	2	3	4	5	99
Professional	1	2	3	4	5	99

21) For each category that you rated the available workforce less than adequately prepared, list the skills or education which job seekers are most consistently lacking.

22) The following is a list of impediments to job performance for workers already in entry-level positions not requiring a college degree. For each one, please state whether your staff has experienced these obstacles.

- ☐ 1. Poor work attitudes or unwillingness to learn new skills
- ☐ 2. Poor academic preparedness
- ☐ 3. Poor communication skills
- ☐ 4. Poor teamwork/cooperation skills
- ☐ 5. Poor reading skills/low literacy
- ☐ 6. Poor math skills
- ☐ 7. Poor computer skills
- ☐ 8. Lack of job-specific skills
- ☐ 9. Inability to adapt and learn
- ☐ Others: _____

23) Of the ones you listed as impediments to your staff's performance, please rate the top four, with one being the most important.

a=#1 b=#2 c=#3 d=#4

28) From the following list, what kinds of ongoing education and training do you provide?

- | | |
|--|-------|
| ☐ a. Informal On the Job Training | 1=yes |
| ☐ b. Formal In House Training | 2=no |
| ☐ c. English as a Second Language | 99=NA |
| ☐ d. Literacy Training | |
| ☐ e. Apprenticeships | |
| ☐ f. Job Rotation | |
| ☐ g. On Site Adult Education | |
| ☐ h. Off Site Adult Education | |
| ☐ i. Tuition Reimbursement | |
| ☐ Other: _____ | |

29) What approximate percentage of workers take advantage voluntarily of one or more of these opportunities? _____%

1...1-10%, 2...11-20%, 3...21-30%, 4...31-40, etc.

30) How good an investment have training expenditures been for your organization, on a scale of one to five, with one meaning "poor investment," five meaning "excellent investment." Please explain.

1.....	2.....	3.....	4.....	5
Poor		Adequate		Excellent

31) What education and job training services would most enable workers in your organization to advance professionally? Please explain.

32) What types of education and training of the future workforce would you most like to see improved or expanded upon by the schools and publicly funded employment and training agencies? Please explain.

BUSINESS PERCEPTIONS

Before we conclude this survey, we'd like to ask you some general questions about Cambridge as a place to do business.

RECRUITMENT AND TRAINING

24) Do you conduct Cambridge-based recruitment? If so, please list the media you use, as well as other means of reaching applicants, such as job boards, job fairs or recruitment in schools.

1...somewhat

2.....very much

3.....not at all

25) Have you heard of or used the Cambridge Employment Program, Employment Resources Incorporated, or any other publicly funded employment service? If so, explain and assess your experience(s).

1.....Yes, with positive results

2.....Yes, with negative results

3.....No, no experiences

26) For each of the following sectors in the labor force, do you anticipate employing more, less, or the same amount as you do presently three years from now:

	1	2	3	
	<u>More</u>	<u>Less</u>	<u>Same</u>	
a) Non H.S. Graduates	_____	_____	_____	99
b) Linguistic Minorities	_____	_____	_____	99
c) Employable Retired	_____	_____	_____	99
d) Racial Minorities	_____	_____	_____	99
e) Recent H.S. Graduates	_____	_____	_____	99
f) Handicapped	_____	_____	_____	99
g) Recent Immigrants	_____	_____	_____	99

27) List and describe all "special benefits" that your firm provides to recruit or retain staff:

- a) _____ On Site Day Care 1=yes
b) _____ Day Care Subsidies 2=no
c) _____ Health Care 99=NA
d) _____ T-Pass Subsidies
e) _____ Flexible Benefits (e.g. "Cafeteria" Plans)
f) _____ Flextime
g) _____ Job Sharing
h) _____ Free Parking
_____ Other: _____

Thank you for your participation. We would like to leave you with one page of additional questions which will help us cross reference your answers with the make up of your workforce. These questions may require some data gathering from you or your staff, but this information is critical to the quality of the survey. Thank You. Please answer these questions as completely and as accurately as possible. When completed, please send the questionnaire to: The Cambridge Community Development Department, 57 Inman Street, Cambridge Mass. 02139, Attn: Gene Gebolys or call 498-9034.

40) Your Name: _____ Title: _____

41) Name of Company: _____

42) Type of Business: _____ SIC# _____

43) How many square feet does your business occupy: _____ s.f.

44) Do you Own: (1) _____, or Lease: (2) _____, length of Lease: _____ yrs.

45) What are your annual gross sales (if applicable):

Less than \$500,000	1	_____
\$500,001 - \$1,000,000	2	_____
\$1,000,001 - \$5,000,000	3	_____
\$5,000,001 - \$10,000,000	4	_____
Over \$10,000,000	5	_____
No Answer	6	_____

	47	48	49	50	51
47) Enumerate Employment by Category for:	Total	Men	Women	Minorities	Cambridge Residents
-----	-----	---	----	-----	-----
a. Maintenance/Security	_____	_____	_____	_____	_____
b. Clerical/Administrative	_____	_____	_____	_____	_____
c. Production	_____	_____	_____	_____	_____
d. Technical	_____	_____	_____	_____	_____
e. Sales/Marketing	_____	_____	_____	_____	_____
f. Managerial/Professional	_____	_____	_____	_____	_____
g. Other: _____	_____	_____	_____	_____	_____

	1	2	3	4
52) Check the most appropriate column for each category:				
Average Annual Wage	<21,000	21,001-28,000	28,001-35,000	>35,001
-----	-----	-----	-----	-----
a. Maintenance/Security	_____	_____	_____	_____
b. Clerical/Administrative	_____	_____	_____	_____
c. Production	_____	_____	_____	_____
d. Technical	_____	_____	_____	_____
e. Sales/Marketing	_____	_____	_____	_____
f. Managerial/Professional	_____	_____	_____	_____
g. Other: _____	_____	_____	_____	_____

33) For each of the following factors, please state whether it has a negative impact on doing business in Cambridge.

- ☐ 1. Traffic/Parking
- ☐ 2. Labor Availability
- ☐ 3. Salaries/Wages
- ☐ 4. Labor Quality
- ☐ 5. Political Environment
- ☐ 6. Rents/Land Costs
- ☐ 7. Land Availability
- ☐ 8. Availability of Finance
- ☐ 9. Other: _____

34) Of the factors you listed, which three are the most negative? Rank the top three in order of importance with one being the most negative.

a=1st b=2nd c=3rd

35) For each of the following factors, please state whether it has a positive impact on doing business in Cambridge.

- ☐ 1. Access to Markets
- ☐ 2. Skilled Labor Force
- ☐ 3. Access to Institutions/Miscellaneous Resources
- ☐ 4. Prestige/Culture
- ☐ 5. Availability of Finance
- ☐ 6. Political Environment
- ☐ 7. Other: _____

36) Of the factors you listed, which three are the most positive? Rank the top three in order of importance with one being the most positive.

a=1st b=2nd c=3rd

37) What do you anticipate your organization's most important employment issue to be over the next 5 years?

38) Do you expect the success of your organization to be affected by this issue? If so, how?

39) Finally, what are your general perceptions about the Cambridge Economy? If you think we are in an economic slowdown, how long do you expect it to last and how are expecting to deal with it?

City of Cambridge

The Economic Development, Training and Employment Committee conducted a public hearing on Wednesday, December 12, 1990 beginning at 5:10 p.m. in the Ackermann Room, City Hall.

Councillor Jonathan S. Myers, Chair of the above referenced committee, convened the hearing and stated that the purpose of this date's agenda was to receive an update from Employment Resources, Inc. (ERI) as it relates to the Cambridge Employment Plan and from the Community Development Department on the progress of the survey of Employers as it relates to the Cambridge Employment Plan. Present at this hearing were Councillor Timothy J. Toomey, Jr. and Deputy City Clerk John E. Flynn.

Ms. Nancy Brown, Director of ERI, proceeded to outline to the Committee the statistical compilation data for the period July 1, 1990 to December, 1990. (A copy is attached.) Ms. Brown stated that ERI has a total "Active" client service list of 174 for the period and a total of 131 walk-ins for the period. Councillor Myers questioned the effectiveness of the job bulletin boards (one located in the first floor lobby of City Hall) on the walk-in inquiry rate. Ms. Brown responded that the boards have generated a substantial number of telephone inquiries and walk-in visits by potential clients since their introduction three months ago.

Ms. Brown then proceeded to outline to the Committee the Cambridge Galleria Mall employment statistics for the period ending October 31, 1990. Mr. Jeff Rockett, also of ERI, explained that the collection of data from the Galleria Mall was a slow process and that new stores were opened in November, 1990. Councillor Myers questioned if ERI was still receiving job listings from Mall associated concerns. David Chamberlain, also of ERI, responded in the affirmative stating that contacts still exist.

At this time, Ms. Brown concluded her presentation to the Committee with a demographic update of participant characteristics for the Cambridge Employment Program for the period ending December, 1990 (A copy is attached.)

Councillor Myers in questioning the statistical information provided for a clarification in the makeup of "active", walk-in and referrals versus placement. Mr. Rockett stated that walk-in clients were included in the "active" total and that referrals referred to referrals and not placements. As a follow-up to the referral versus placement question, Councillor Myers inquired of the total placement statistic for the period. Ms. Brown stated that the placement figure was not available and would require staff follow-up. Mr. Chamberlain stated that additional staff would be in place by December 26, 1990 and a mechanism has been set-up to tract the status of referrals as it relates to placement. Regarding the issue of job development, Councillor Myers inquired of Mr. Chamberlain the percentage of time spent devoted to this issue.

Mr. Chamberlain in response stated that 60% of his time is spent in job development. Mr. Rockett stated that ERI has plenty of clients but the need exists to customize those clients for placement to meet the needs of the job market. Mr. Chamberlain stated that job development was the key but job counseling was important.

Councillor Myers inquired of the needs of ERI to face the changing factors of the present economic down turn as it relates to the various facets of the employment make-up. Ms. Brown in response stated the need to formulate a program to introduce creative job search skills to deal with an ever-changing employment environment.

Councillor Myers requested of ERI to reduce to writing the needs, issues, the statistics of those presently being served, and any and all recommendations regarding potential programs dealing with job development, placement and basic skill training for consideration by this committee in its recommendations to the full City Council on the implementation of a comprehensive job training and employment policy.

At this time the Committee heard from Mr. Michael Rosenberg, Assistant City Manager for Community Development, for an update on the department's Survey of Employers vis a vis the Cambridge Employment Plan.

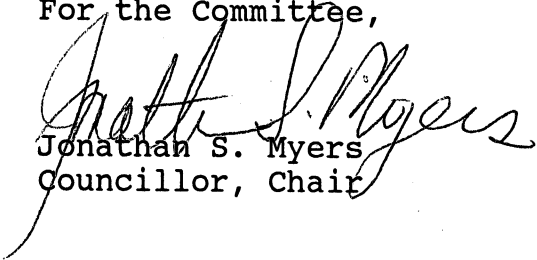
Mr. Rosenberg presented to and outlined to the Committee a joint report by the department and Cambridge Community Services (CCS) entitled The Changing Environment for Employment and Training. (A copy is available in the Community Development Department (CDD)). This report addresses the following areas: Demographic and labor market trends; assessment of problems and needs, and; responses and recommendations. Mr. Rosenberg stated that this report as a starting point to the development of a comprehensive employment and training policy.

In regards to the 1991 Cambridge Employer survey, Mr. Rosenberg outlined a schedule of Progress dated December 12, 1990 as well as an outline summarizing the use of the survey data (A copy of both is attached).

Councillor Myers stated that the survey will serve as a valuable piece of information in the development of a comprehensive City policy.

The hearing was adjourned at 6:28 p.m.

For the Committee,


Jonathan S. Myers
Councillor, Chair

1.

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COMMITTEE REPORT

Report from the Economic Development,
Training and Employment Committee for
a hearing held on December 12, 1990
relative to receiving an update from
Employment Resources, Inc. as it re-
lates to the Cambridge Employment Plan
and the progress of the survey of
Employers as it relates to the
Cambridge Employment Plan.

In City Council,

January 7, 1991

Placed on file