



WORKFORCE ECONOMIC DEVELOPMENT

Building Stronger Regional Economies

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2013 Economic Development Games

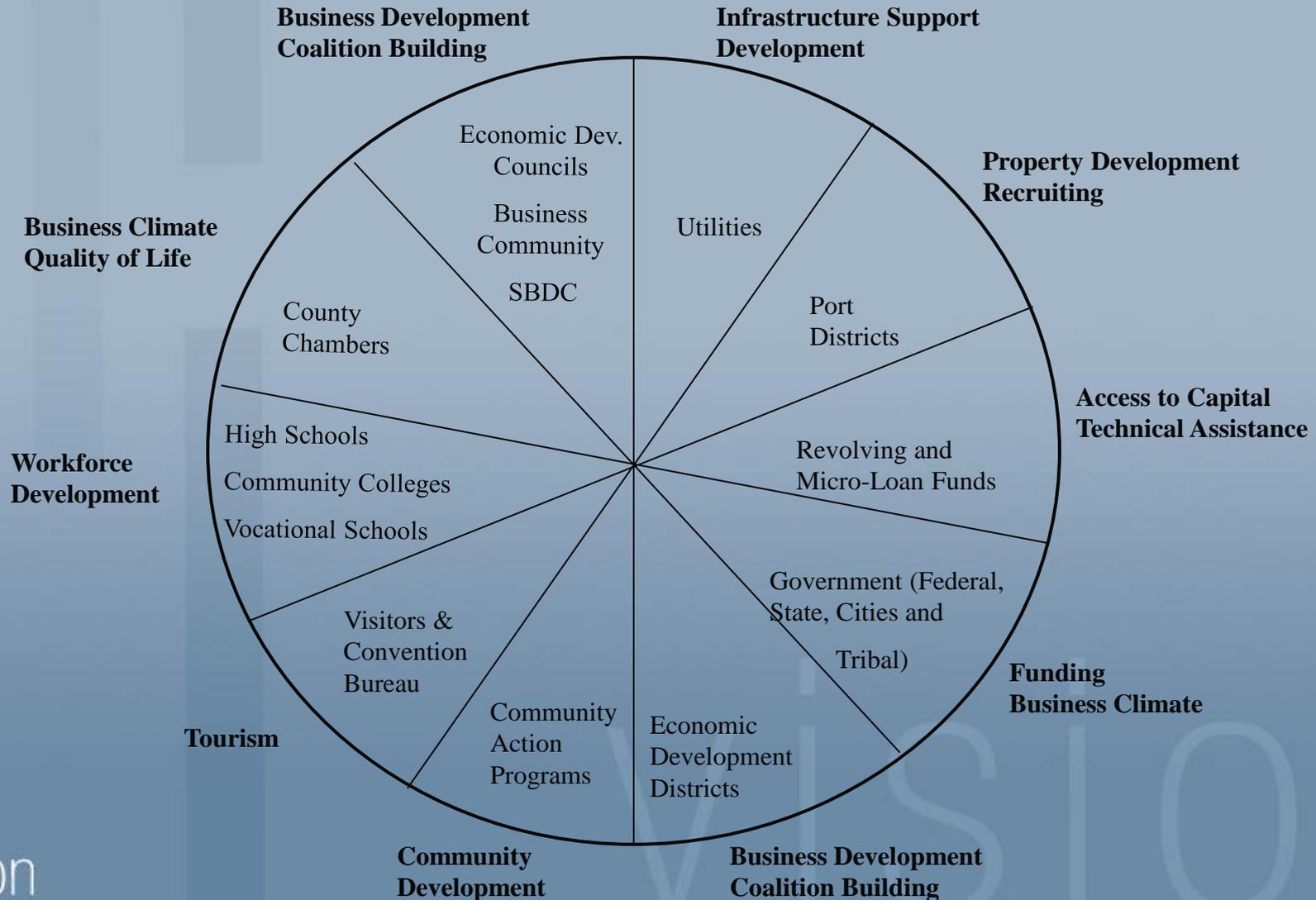
What Do You Want From Me!?



- What are the key workforce issues facing your community or region?
- What do you want to get out of this session today?



Remember: Economic Development is a TEAM Sport!!



Comparing the Old and New Economy

Key Features of the <i>Old Economy</i>	Key Features of the <i>New Economy</i>
Industrial sector (manufacturing) focus.	Sector diversity is desired, and clustering of related sectors is targeted.
Fossil fuel dependent manufacturing.	Communications dependent, but energy smart.
People followed jobs.	Talented, well-educated people choose location first , then look for or create a job.
Location mattered (esp. relative to transportation and raw materials).	Quality places with a high quality of life matter more.
Dirty, ugly, and a poor quality environment were common outcomes that did not prevent growth.	Clean, green environment and proximity to open space and quality recreational opportunities are critical.
Connection to global opportunities not essential.	Connection to emerging global opportunities is critical.

Comparing the Old and New Economy

Key Features of the <i>Old Economy</i>	Key Features of the <i>New Economy</i>
Inexpensive place to do business was key.	Being rich in talent and ideas is key.
Attracting companies was key.	Attracting educated people is key.
A high-quality physical environment was a luxury, which stood in the way of attracting cost-conscious businesses.	Physical and cultural amenities are key in attracting knowledge workers.
Success = fixed competitive advantage in some resource or skill. The labor force was skills dependent.	Success = organizations and individuals with the ability to learn and adapt .
Economic development was government-led . Large government meant good services.	Bold partnerships with business, government and nonprofit sector lead change.



What's Going On?!?!

- ✓ High unemployment rates
 - ✓ Youth unemployment at record highs
 - ✓ 1000s exhausting unemployment benefits
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- ✓ Employers having difficulty finding employees
 - ✓ Skill shortages on the rise
 - ✓ Businesses cite “work maturity” issues for GEN X



Generations Are Colliding

	Traditional	Boomers	Xers	Millenials
Goals	Build Legacy	Build Stellar Career	Build Portable Career	Build Parallel Career
Rewards	Job Well Done	Money, Title, Office	Freedom to Do	Work with Meaning
Training	Learn Hard Way	Train 'em & they leave	Training an incentive to stay	Continuous Learning
Feedback	No News Good News	Annual Review and data	Will ask when wanted	Instant Feedback
Changing Jobs	Change a stigma	Change puts you behind	Change necessary	Change a daily routine
Life Balance	Support in shifting and balancing	Help me find meaning	Give me balance now Not at 65	Flexibility to balance all activities
Retirement	Reward	Retool	Renew	Recycle

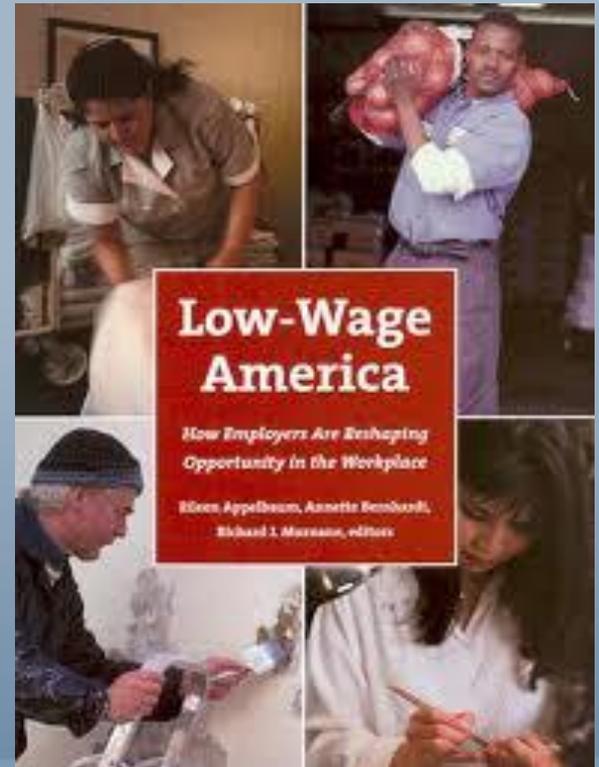
What's Going On!?!?

- "US manufacturers have 600,000 unfilled positions"
- "Canadian Chamber of Commerce has described Canada's growing shortage of highly skilled labour as 'desperate' predicting shortages in the construction, oil & gas, nursing, trucking and hospitality industries.
- 10,000 baby boomers reach 65 every day



What's Going On!?!?

- Nearly 123 million workers are competing for 50 million lower-skill, lower-pay jobs.
- More than one-third (37 percent) of the 25-to-54 year old U.S. population does not have the basic ability to write a letter explaining an error on a credit card bill, use a bus schedule, or use a calculator to determine a 10 percent discount
- Nearly half of all new jobs being created require postsecondary credentials





It's Not Just @ K-12 Education

- 90 million adults over age 25 have no postsecondary education
- 26 million did not graduate from high school
- 52 million have only a high school credential





Problem or Opportunity

- With baby boomer retirement expected over the next 15+ years we will have enormous opportunities to fill skilled positions in the labor market
- We have an enormous pipeline of talent coming through our public and private schools
- We have a large segment of our adult population that could benefit from skill training
- **WHO WILL MAKE THIS AN OPPORTUNITY?**



What's Going On!?!?

- Please take a few minutes to characterize the workforce issues (and opportunities) in your own community

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It's Obvious!

- Training and developing the workforce in your community is probably the most important short and long term economic development priority in any community
 - Typically the number one issue of consideration for expanding companies considering new locations
 - One of the most important issues facing local industry
- Educational Attainment = Economic Development





And It's Your Responsibility!



- Developing or maintaining a world class workforce will not happen by itself;
- Helping a key local company expand and hire/train new workers will not happen by itself;
- **It is your job to develop a talent pipeline within your region.**

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The Workforce System

- The placement and training system can be confusing
 - **Understanding the programs is the starting point to making a difference**
 - There are a lot of programs though!
- A lion's share of these resources are designed to help job seekers
 - Unemployment compensation, training, placement, disadvantaged/dislocated worker support, etc.



Resources for Employers

- Labor Market Information
- Job screening and placement
- Identifying sources of training
- Customized and on-the-job training assistance
- Incentives

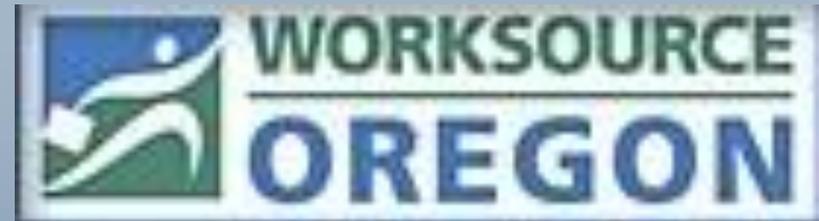
Customized Training

Designed. Developed. Delivered. For you!



It's Your Job!!

- One of the most basic job for ED practitioners is to help their region effectively connect job seekers with employers
- Coordinating demand and supply is difficult though!



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Finding a Productive Niche

- Effectively creating or brokering workforce resources depends on:
 1. Knowing about all the current placement and training resources available
 2. Knowing the people administering these programs
 3. Knowing what employers need
 4. Using technology effectively!





What Is the Context!?!?

1. What do employers need from public or private training or placement providers?
2. What kinds of services are needed to attract new industry?
 - A. Are these resources available?
 - B. Are new services needed to facilitate new business investment?
3. What kinds of workforce training or placement services are needed to help local businesses or key industries?
4. What is the best strategy within the ED organization?
 - A. What types of partnerships will mesh particularly well with existing initiatives?
 - B. What projects will leverage the organization's resources or effectiveness?

Your Turn!!!

- Please take a few minutes to characterize what businesses need from the workforce system in your areas.
- Also identify some of the workforce programs you have in your areas that help businesses



Be Patient

- Developing a new worker training initiative or enhancing a region's job placement capabilities does not happen overnight!
 - Remember that many people in the workforce system are more interested in employees rather than employers
 - Resources for employers are typically more limited
 - Often resources for employers need to be tweaked or tailored in order to work at all



Assessing Employer Needs



- There are a variety of ways to determine what employers or industries need in terms of workers and job placement/training support:
 - Face to face interviews
 - Focus groups
 - Surveys
 - Advisory councils

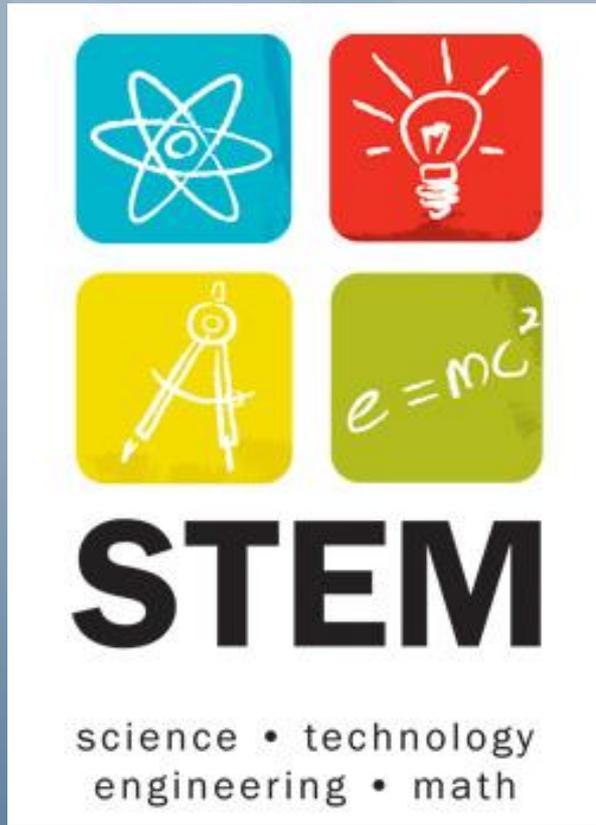
Keep in Mind!

- Be very clear about how information collected from businesses will be used constructively
- Construct surveys, focus group questions, and other research methods carefully so that data can be aggregated and analyzed
- Protect **confidentiality**
- **Coordinate** research and outreach efforts!
- Keep it short and simple
 - 60 minutes for focus group
 - 30 minutes for interview
 - 15 minutes or less for survey



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Retaining a Skilled Workforce



- No doubt about it, companies will need more skilled workers:
 - Nearly half of all new jobs being created require postsecondary credentials
 - The U.S. will have more than 1.2 million job openings in science, technology, engineering and math STEM related occupations by 2018.
- Let's talk about how we build or attract a talented workforce
 - What does the talent pipeline look like in your area?



Talent Development

- Generally developing highly skilled workers within your region involves:
 - Determining what higher education is doing and what they can do
 - Clearly identifying occupational and business needs
 - Working with K-12 institutions on STEM education and other related initiatives
 - Articulating pathways between high school and advanced instruction
 - Developing the talents of existing workers
 - Attracting new workers into the region



Developing the Talents of Existing Workers

- Training incumbent workers is a big need/opportunity
- Examples:
 - Lean manufacturing
 - Supervisory skills
 - Negotiation skills
 - Supply chain management
- Companies will invest in initiatives that make a difference
- Training programs (state, WIA, etc.) can often help pay for incumbent worker training.

**Incumbent
Worker.
Training**

Attracting New Workers Into the Region

- Sometimes the local pipeline of talent in particular occupations is not adequate
- HR managers and recruiters spend a lot of time attracting key technical and professional employees
 - There are many unfilled jobs in every community that represent opportunities
- **If our organizations are about job creation.. what are you doing to fill good existing job opening within your region?**
- "Talent Attraction" is part of economic development although it is more common in the Eastern United States and Canada



Talent Attraction in Yakima County

- Our organization started a talent attraction initiative because our key employers told us this was a huge issue.
- **It's about business retention**
- We formed a group of company executives, HR professionals, and realtors to determine what was needed to support talent attraction.
- We have:
 1. Created a specialize website (and FB page)
 2. Produced videos featuring happy new residents
 3. Trained 60+ newcomer ambassadors
 4. Developed a "twitter-based" job opening feed within the website
 5. Hosted numerous welcome receptions
 6. Done research to identify "talent attraction" issues

The screenshot shows the homepage of the Yakima Valley website. At the top, there is a navigation bar with links for 'Living in the Valley', 'Job & Career Exchange', 'Growing Local Business', 'Economic Development', and 'Visit the Valley'. Below this is a large banner with the 'YAKIMA VALLEY' logo and a quote: "Our idea of a traffic jam is three cars in front of you." - Garry Griggs, Magic Metals. The main content area features a large image of the Yakima Valley with the text 'Welcome to the Yakima Valley...' and a video player titled 'Meet The Rhodes'. To the right, there is a section titled 'The Good Life...' with a sub-headline 'The Yakima County Housing Market Shows Strong Signs of Recovery' and a small photo of a woman named Shannon. Below this is a 'Take a Visual Tour of the Yakima Valley' button and a 'Yakima Valley Relocation Packet' link. At the bottom, there is a 'Job & Career Exchange' section with a list of job openings, including 'Cashier - Tacoma Goodwill - Selah, WA', 'Teller 1 - Southgate Branch - Yakima, WA', 'U.S. Bank - Yakima, WA', and 'Pharmacy Assistant - Yakima Medical-Dental Clinic'.

Creating a Work Ready Younger Generation

- No doubt about it... There is a huge opportunity to impact our next generation workforce
- Several focus areas could have an impact:
 - **STEM initiatives.** Where are your schools in terms of advancing STEM education?
 - **Job shadows/career prep activities.** What are schools doing? Where is help needed?
 - **Entrepreneurial education.** Who is doing this in your region? Is it adequate? What can be improved upon?
 - **Employer involvement.** Who is getting employers into classrooms? Who is getting employers to provide hands-on learning opportunities for kids?
 - **Teaching work habits.** It can be done. Who does it and what does it look like?





Roles in Creating a Work Ready Younger Generation

- Use the bully pulpit! Economic development professionals and their allies can provide leadership on local education/workforce training issues.
 - **Create a sense of urgency**
 - Identify the problems and opportunities
 - Advocate for action and appropriate policies
- Help schools and educators connect with business
- Promote **work readiness certificates** and other related initiatives that respond to employer needs and priorities.



It Starts and Ends With Partnerships



- Success in the Workforce Economic Development Arena depends on effective alliances
- **How Well Do You Know Your Training and Placement Agencies?**
 - What educational programs are available that correspond to current workforce opportunities?
 - How have local institutions responded to emerging labor market needs, both for current and prospective employers?
 - How quickly can partners respond?
 - What programs are available that educate low-skilled and low-literacy adults
 - Do you understand these partners' key challenges?

How Well Do Your Partners Understand You!



- What is the economic development vision for the region?
- How do partners fit into your regional economic development plan?
- What training is required for current and potential employers
- What are the resources needed
- How can the vision build alliances and capacity for the region as a whole?
- **Do not assume your partners understand the region's economic development priorities and programs!**



What @ Policies That Promote Alignment

- Montgomery County moved the workforce function under the umbrella of the county economic development agency
- Denver combined multiple functions (housing, workforce, etc.) under the City's Office of Economic Development
- Snohomish County EDC and Workforce Organizations are co-located
- Stanislaus County created a new entity that combines workforce and economic development functions
- Clark County (WA) hired the local workforce director as their new CEO



What is your region doing formally or informally to promote coordination?

What About Workforce Policy?

- Another key area of interface between workforce and economic development is public policy.
- You have big opportunities to weigh in and help shape placement and training resources on an ongoing basis:
 - Local Workforce Board
 - State Workforce Board
 - State Legislature
 - Local School Board
 - Community or Technical College Advisory Committees
- Training and placement agencies want feedback and typically have committees or boards empowered to get input



Be Creative and Look to Make a Difference

1. Workforce and Economic Development issues/opportunities are dynamic:
 - They differ from community to community
 - They change over time
2. Look for models and best practices
3. Also be prepared to break new ground. The best solutions and programs are locally designed
4. Three P's to always keep in mind:
 - **Patience**
 - **Partnership**
 - **Policy**





Principles for Successful ED Organizations

- **Sharkproof Principles For Success (or Survival)**
- **Based on over 100+ years of combined practitioner experience**
- **Focused on:**
 - **Partnerships**
 - **Communication/Public Relations**
 - **Board Management**
 - **Organization**
 - **Program/Personnel**



Partnership

- ➡ Get Your Partners Involved!!
- ➡ Resolve or Avoid “Turf” Issues with Partners!!
- ➡ ED is a Team Sport -- Spread the Credit around!

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Communications / Public Relations

- ➡ Keep Your Stakeholders Informed!!
- ➡ Your ED Program Should Tangibly Address Community Issues
- ➡ Your Organization Has to Engage in Public Relations and Community Education

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Board Management

- Nurture and Grow a Strong Board of Directors
- Clearly Define the Board's Responsibilities
- Keep Board members Informed and Educated
- Keep Your Board Focused and Involved

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Organization

- ➡ Strong Organizations are the Function of Boards, Stakeholders & Staff
- ➡ Organizations Depend on Quality Leadership
- ➡ Organizations Are Dynamic so Stay Ahead of the Curve
- ➡ Healthy Organizations Depend on a Solid Administrative Foundation



Program / Personnel

- Once the Board Adopts a Program & Budget - Focus on Execution
- Build Evaluation Activities Into Your Program
- Provide Clear Direction For Staff
- Invest in Training for Staff
- Invest in Technology for Staff
- Effective Internal Communication is Key to Staff and the Organization



Thank You

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