

Workforce Development Board of Oswego County

Title of the project: Workforce Needs Assessment

A SUNY Oswego MBA Program Study

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The Changing Landscape of the United States National Workforce

...stigma of manufacturing and vocational training and jobs as “dirty, dumb and dangerous”...

“Levi Strauss used to be here off of Hwy. 90,” said Innovation Technology Machinery VP of Operations John Dewey. “That was pure labor ... you can pull anybody in off the street, sit them down, spend 30 minutes with them to show them the job, and pay a wage commensurate with that skill set. Those jobs disappeared. What you see now are the high-tech jobs,”

The Skills Gap

“Despite a large pool of unemployed workers, employers continue to struggle to find skilled talent to fill the growing number of job openings.”

- American Society for Training and Development, 2012

By 2020:

- 38 million to 40 million fewer workers with college or postgraduate degrees than employers will need, or 13 percent of the demand for such workers.
- 45 million too few workers with secondary education in developing economies, or 15 percent of the demand for such workers.
- 90 million to 95 million more low-skill workers (those without college training in advanced economies or without even secondary education in developing economies) than employers will need, or 11 percent oversupply of such workers.

Oswego County Labor Statistics

Job Trends in Oswego County

“Manufacturing jobs have declined by more than 30% in the last 15 years, while Education and Health Care jobs increased 18%.”

Labor Force Participation

“Oswego County has the 10th lowest labor force participation rate in the state (out of 62 counties), and has a lower labor participation rate than the six counties bordering it.”

- LIFT Oswego Needs Assessment

Basis for the study

- Oswego County ranks second highest poverty rate in all of New York State with an annual unemployment rate around 9%.
- Businesses within Oswego County have jobs that they need to fill but are challenged with finding skilled and reliable employees from within the county.

Goals of the study

- Pinpoint local hiring clusters by industry and job type
- Identify essential employee skills necessary for new hires in order to obtain and retain these jobs
- Assess what local businesses are spending on recruitment from outside the county

Part A- Survey Responses

A look at the data

Data about the study

- The survey consisted of 26 questions.
- Surveys were distributed digitally to approximately 145 local businesses.
- The survey sample was 145 of the 3,000 businesses located within Oswego County.
- The established response rate goal was 30% in order to provide an effective sampling.

Methodology

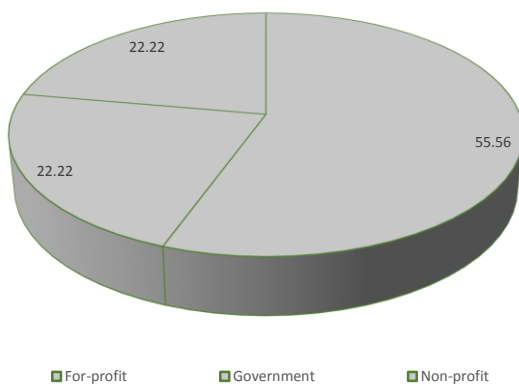
This study used both quantitative and qualitative research methods to identify specific problems, develop recommendations for workforce solutions and areas for future research and analysis.

Survey Data Themes

- Business Data
- Business Recruitment Data
- Business New Hire Data
- Data Theories

Business Data

Business Types



- 33.33% employ between 1-49 people
- 26.67% employ between 50-299 people
- 28.89% employ between 300-999 people
- 11% employ between 1000-3000 people

Figure 1: Business responses by Industry Types

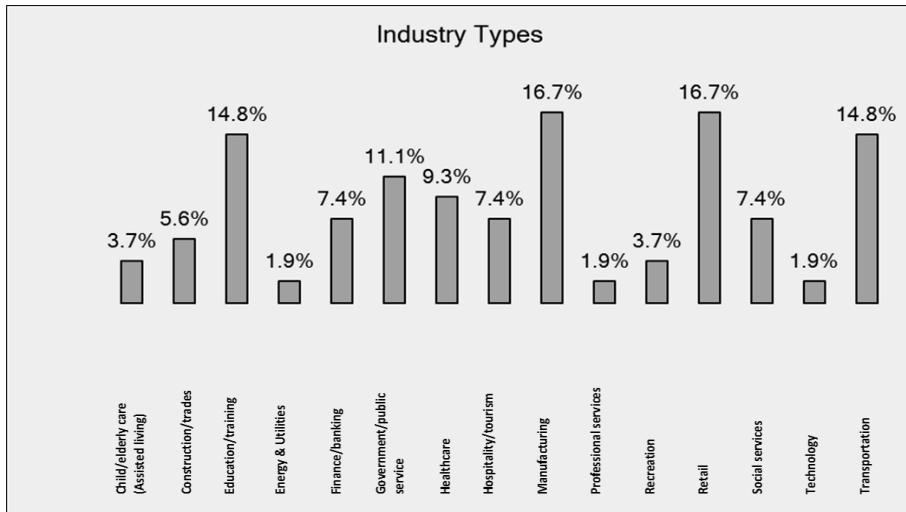


Figure 2:

Survey responses rated the level of importance employees place in the following benefits.

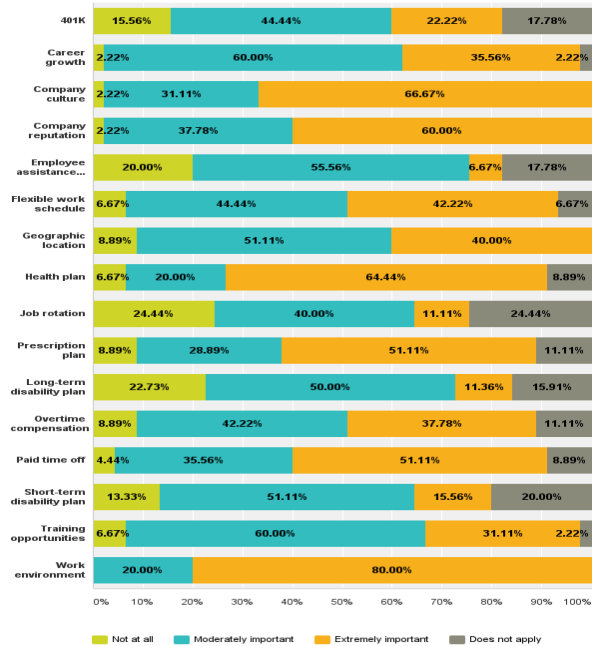


Figure 3:

Survey responses of annual salary range for the majority of positions in company.

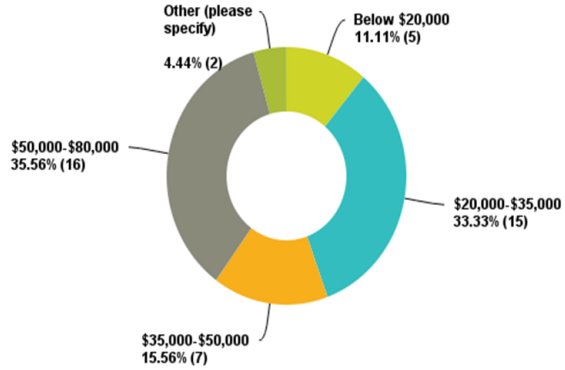
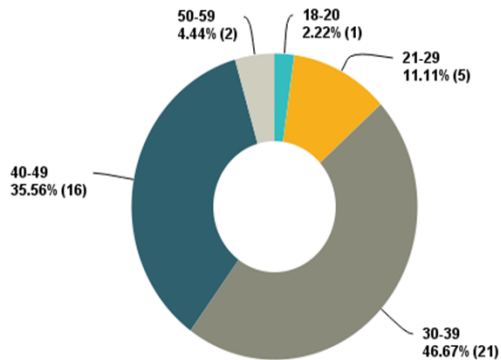


Figure 4:

Survey responses of average age of employees.



Survey responses Recruitment Data

- Annual recruitment costs totaled over \$1.2 million.
- 53.33% of survey responses said that they have trouble hiring from within Oswego County.

“It is estimated that roughly one-third to one-half of all jobs in the U.S. are found through social contacts and studies on other national contexts reveal similar levels of importance of networks.”

– Yakubovich 2003, Sharone 2014

Survey responses on Diversity and Inclusion Recruitment Data

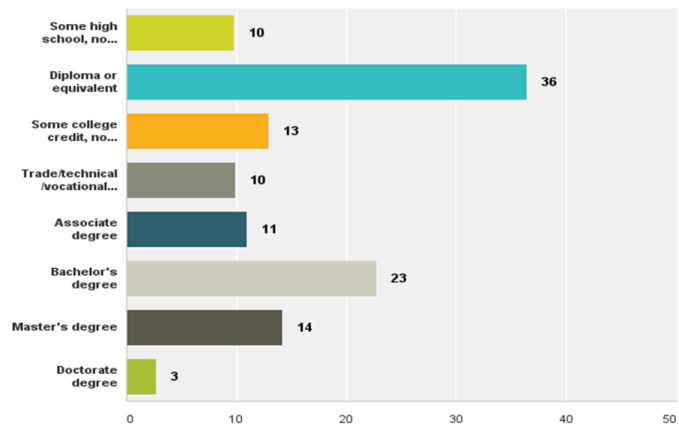
	Not at all important	Moderately important	Extremely important	Does not apply	Total	Weighted Average
Diversity/Inclusion	5.56% 3	38.89% 21	29.63% 16	25.93% 14	54	4.26
Minorities	7.41% 4	42.59% 23	24.07% 13	25.93% 14	54	4.11
Veterans	5.56% 3	42.59% 23	27.78% 15	24.07% 13	54	4.17

Survey responses indicated that new hires typically work in the following categories.

Entry level	41%
Clerical	10%
Technical	19%
Supervisory/managerial	9%
Professional	21%

Figure 5:

Survey responses to highest level of education of typical new hires.



Survey responses indicated the top four attributes that hiring professionals look for in a potential candidate.

- 1.) Reliability
- 2.) Communications Skills
- 3.) Team Work
- 4.) Interpersonal Skills

Time Management, Appearance and Problem Solving Skills were ranked in the top ten.

Survey responses indicated the top five certification programs they would like to see become available.

- 1.) Leadership/supervisory skills
- 2.) Industrial/occupational safety
- 3.) LPN and RN Certification
- 4.) Advanced Manufacturing Certification
- 5.) Industrial Certification

Survey responses indicated the top five professional development/skills training businesses would like to see become available.

- 1.) Communication Skills
- 2.) Team Work
- 3.) Leadership Skills
- 4.) Management Skills
- 5.) Interpersonal Skills and Planning/Organizing Skills (tie)

Part B- Open Ended Survey Responses

A deeper dive

Survey responses to open ended questions regarding attributes/factors of successful employees:

“Motivation”

“Accountability”

“Attendance/reliability”

The “Motivation Factor”

- a prominent theme

Intrinsic motivation

Self-efficacy beliefs, personal achievement, etc.

Extrinsic motivation

Family motivation, money, a house, etc.

Workforce Development Recommendations

- Career Pathway and Sector Strategy Self-Assessment
- Continue to develop our “Train the Trainer” Program for One-Stop Center Staff to train staff to deliver a series of career readiness trainings titled, Oswego County’s Workforce Readiness Certificate. The courses includes:
 - Civility, Respect and Engagement in the Workplace
 - Dealing with Difficult People
 - Time Management
 - Stress Management
 - Communication Skills
 - Meeting Facilitation
 - Effective Telephone Communications
- Address the pivotal role of coaching and mentoring as it relates to job seeker’s ability to obtain and retain local well-paying jobs.

Implement a series of Workforce Supportive Services

- **Transportation:** partner with local stakeholders to advocate and develop innovative transportation solutions.
- **Child Care:** partner with local stakeholders to advocate for the development of a childcare co-op program to provide state sanctioned and sponsored child care services and well as comprehensive and holistic family supports.

Final thoughts...

We need continued support from state and local government, community members and business leaders.

We must continue to invest in the workforce system through education, training, mentoring and coaching as well as provide provisions for critical supportive services.

Questions