Global Talent Competitiveness Council
Webinar Meeting Agenda

TUESDAY, OCTOBER 22, 2013
10:00 A.M. TO 12 NOON EST

Call-in Number: 1-888-670-3525, participant pass code 8894334803#.

URL: http://wfl.adobeconnect.com/gtcoct

I. Chairman’s Welcome & Opening Remarks
   Ric Shriver

II. Self-Introductions
    Council Members, Staff, Invited Guests

III. Review of Today’s Agenda
     Ric Shriver

IV. “Setting the Stage” for Finalization of Strategic Projects
    Ric Shriver

V. Presentations

   Strategic Plan Projects – Findings & Common Themes

   • Customer Satisfaction Index
     Mark Sandler, SRA Research
   • Supply/Demand Workforce Analytics
     Dr. Rod Lewis, the Haas Center
   • Target Industry Cluster Task Forces
     Teresa Barber, Fairfield Index
   • Florida Occupational Governance Study
     Mason Bishop, ICF

VI. Discussion on Strategic Direction
    All

VII. Employer Penetration Incentive Update
     Jayne Burgess

VIII. Public Comment

IX. Chair’s Closing Remarks / Adjourn
    Ric Shriver
A meeting of the Global Talent Competitiveness Council was held August 21, 2013 at 10:00 am. via teleconference.

Chairman Ric Shiver called the meeting to order and reviewed the agenda noting there would be informational items presented followed by presentations.

Council members in attendance were: Chairman Ric Shriver, Brittany Birkin, Linda Sparks, Ed Moore, Christy Daly, and Duane DeFreese. WFI staff attending included: Jayne Burgess, Debbie McMullian, Carmen Mims and Dehryl McCall.

Council Staff, Jayne Burgess, stated that today’s focus was on expanding business engagement followed by employer penetration. She shared some interesting facts from the report revealed *What Can Regions do to Grow More Jobs*. She continued by reviewing the background of the expanding business engagement project stating the intent is to encourage Florida employers to fully utilize more of our state employment retention and training services through our regional workforce boards. The initiative is intended to set in place a statewide business development process, explore the employer’s barriers to entry to enhance employer’s satisfaction and to develop a consistent method to measure effectiveness of employer outreach programs. She noted the USDOL $70,000 grant WFI received last year along with 12 other states and how WFI has had interfaced with Colorado and Oklahoma to gain insight on what they’re doing in the area of business development. It appears that in some instances, we are ahead of other states with our approach.

Ms. Burgess gave an update on Expanding Business Engagement activities with our contractor, TWSquared. Ms. Burgess continued by stating a new CRM system, Salesforce, has been purchased. Some regions are already using platforms such as this. The fifty licenses WFI has purchased will be distributed to targeted regions in the near future. This relationship management system, along with the creation of tracking a measurement tool, will be used in the development of a tool kit for the regions to use and expanding their business engagement in the region.

Tony Carter with the Performance Unit at the Department to Economic Opportunity presented an update on the Employer Penetration Report. He stated numerous requests from WFI, Council members and regional workforce boards, were received to look at the data in various ways. He noted by looking at the number of employers served through the EmployFlorida Marketplace, they
can determine the number of employers entered into the system that are receiving a workforce service. He reported that from our past Council meetings, a great amount of feedback was received on the receiving more details of the data. With these requests, the data was analyzed by targeted sectors using the first 2-3 digits of the NAICS code; penetration rates by sectors, new and returning customers and contact levels. This will be useful in determining a marketing strategy based on our current strengths and identifying areas that need improvement.

Mr. Carter reiterated that when analyzing the tracking for the past three years, the penetration rate has been relatively flat. Part of this can be attributed to the economy but it is also attributable to the small amount of business engagement. He stated that the report is gaining a lot of attention, especially with Governor Scott’s challenge to the regions to double employer penetration. He continued by stating 2012-2013 EFM baseline data of number of companies served by each region was being analyzed and that the data from EFM for 2102-201313 would be used. Additionally, he noted that analysis was being done on the number of services that had been delivered by the regions for this same time period. When questioned as to the data repository that will be used for collection, he indicated, the data must be entered into EFM. He did state that the employer penetration information will be soon entered into the Florida Workforce Integrated Performance Reporting System (FWIPRS) whereby regions can access the data to analyze according to their own needs.

Mr. Carter was thanked for his presentation and the work he has performed on data gathering and analysis relating to employer penetration.

A question was raised as to a proposed incentive program the Performance Council will be presenting for consideration for doubling business engagement. It was reported the intent of this plan, the overall purpose and the policy statement will be distributed in the board materials for the upcoming council and board-related meetings in West Palm Beach. It was noted that the performance plan will provide for recognizing and rewarding regions for their efforts. As with previous incentive awards, regions will not be categorized by small, medium and large. The regions will be basically competing against themselves in doubling the number of businesses and doubling the number of services to businesses in their region.

Chairman Shriver gave a recap of the recent Executive Committee meeting. He stated President Chris Hart reaffirmed WFI’s five Strategic Goals.

WFI Strategic Goals:

1. World-class Service to Florida’s Target Industry Clusters
2. World-class Service to Florida’s Infrastructure Innovators
3. Top National and State Leadership for the Demand-Driven Solution
4. Aligned, Responsive, Jointly Engaged Talent Supply Chain Team (now Talent Supply System)
5. Outstanding Business Communications and Intelligence for Performance and Accountability
6. Dedicated Commitment to Change Management and Transformation

Mr. Shriver continued by stating WFI is taking the direction of focusing more on strategy and policy, and less on administration with the notion of continuous improvement. A current efficiency review, currently being conducted by North Highland, revealed only about 15 percent of the WFI staff time is being spent on strategy and policy and about 50 percent or more of is being spent on administrative responsibilities. As North Highland continues with their work, suggestions for improvements will be made to WFI. Mr. Shriver also stated efforts will be made in supporting the statewide implementation of the public launch of the new unified brand for the Florida workforce system – CareerSource Florida.

Upon the end of the meeting, Chair Shriver closed the meeting thanking everyone for their participation.

The meeting was adjourned at 10:50 a.m.
HISTORY AND BACKGROUND

A catalyst for creating world-class talent, Workforce Florida Inc. is the statewide board of business and government leaders which, along with its workforce system and other collaborative partners, develops innovative strategies to strengthen the state’s business climate and help Floridians enter, remain and advance in the workforce.

Charged by the Legislature to “develop a strategic plan for workforce, with the goal of producing skilled employees for employers in the state,” Workforce Florida developed a five-year strategic plan—updated annually—to map out Florida’s workforce development vision for 2010-2015. The plan identifies six strategic goals to manage the challenges of getting Floridians back to work while focusing on the most promising opportunities to diversify the state’s economy for national and global competitiveness—now and into the future. In 2013, Workforce Florida’s Board of Directors reaffirmed the six strategic goals.

Beginning in 2010, Workforce Florida’s Board of Directors commissioned work among employers in five targeted industry clusters and six infrastructure industries to identify and document the issues they face in attracting and retaining the types of workers needed for their business. In all, almost 400 employers contributed to this work through Target Industry Cluster Task Forces, comprehensive workforce supply/demand analytics research, Technical Resource Groups, and individual depth interviews. In addition, this work is supported by quantitative industry surveys both in Florida and peer states. Now in the third and final year, of completion of this comprehensive strategic body of work, the following outlines the common themes identified by Workforce Florida staff and its consultant teams from Fairfield Index, SRA Research Group, and the University of West Florida Haas Center for Business Research and Economic Development.

As a complement to these strategic projects, and to ensure Florida’s workforce system is delivering the skilled talent businesses need, last year Workforce Florida’s Board of Directors gave direction to initiate a comprehensive examination of Florida’s Workforce Estimating Conference and the workforce system’s Target Occupations List process to identify prospective opportunities for improvements and efficiencies. Under contract to Workforce Florida, ICF, Inc. is completing its review and analysis of Florida’s talent development assets aligned to economic development priorities and employer occupational demands, as well as Florida’s current workforce investment system. As part of this work, ICF, Inc. will make recommendations on efficient and effective practices, policies and legislative changes that could be implemented to improve results for Florida’s employers and workers.

Taken together, these leading-edge projects have provided invaluable direct marketplace insights to Florida’s workforce system leaders, as well as provide a foundation for developing an action plan to build a world-class comprehensive talent development system utilizing all education, economic and workforce assets to align education and career pathways to support job growth.
OVERALL COMMON THEMES

Employers were surveyed to determine their level of satisfaction with available workers in their state. Employers in Florida’s targeted industry clusters (indicated in green below) are generally less satisfied overall with workers, while employers in infrastructure industries are more frequently at par in terms of satisfaction with workers in peer states.

<table>
<thead>
<tr>
<th>Overall Satisfaction with Workers</th>
<th>Florida</th>
<th>Peer States</th>
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<tbody>
<tr>
<td>Energy</td>
<td>66%</td>
<td>66%</td>
</tr>
<tr>
<td>Aviation and Aerospace</td>
<td>62%</td>
<td>60%</td>
</tr>
<tr>
<td>Broadband</td>
<td>56%</td>
<td>42%</td>
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<tr>
<td>Homeland Security and Defense</td>
<td>53%</td>
<td>67%</td>
</tr>
<tr>
<td>Life Science</td>
<td>48%</td>
<td>70%</td>
</tr>
<tr>
<td>Water</td>
<td>43%</td>
<td>58%</td>
</tr>
<tr>
<td>Healthcare</td>
<td>42%</td>
<td>61%</td>
</tr>
<tr>
<td>Clean Technology</td>
<td>39%</td>
<td>58%</td>
</tr>
<tr>
<td>Logistics/Distribution</td>
<td>38%</td>
<td>35%</td>
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<tr>
<td>Information Technology</td>
<td>33%</td>
<td>51%</td>
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<tr>
<td>Transportation Construction</td>
<td>33%</td>
<td>40%</td>
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</tbody>
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Themes Across All Eleven Clusters/ Industries

**Education**

1. Employers saw room for improvement in Florida’s K-12 education system in terms of preparing students for careers. Employers indicated the perceptions of Florida’s K-12 educational system can also be an issue when trying to attract top talent from out-of-state.

2. It was suggested that higher educational institutions should look for ways to work together towards a common goal of delivering talent to employers. Employers suggested they can see a benefit in educational institutions working together and treating employers as their customer rather than students.

3. There is an opportunity for Florida’s educational system and employers to be more collaborative. Employers appear to be taking the lead in active/collaborative efforts with educational facilities.

4. Employers need to understand they cannot rely exclusively on schools to train workers, as jobs are too specific/niche oriented in many areas.

5. Career awareness and education need to start earlier (Pathways to Prosperity).

6. According to employers, high schools both in Florida and peer states performed below other educational institutions in terms of preparing future workers.

7. There appears to be a lack of awareness of career academies among employers.
8. The push from parents and educators for students to get a college education precludes some talent from considering some industry clusters as a career option.

9. A portion of the talent trained by Florida educational institutions leaves the state for higher wage jobs elsewhere.

**Workforce System**

10. Most employers lack knowledge of the workforce system and as a result, do not take advantage of it.

11. Some employers in Florida, who have used the workforce system, have had mixed results, and expect to be provided with more and better qualified candidates.

**Skills**

12. Each individual cluster is very diverse in terms of talent needs.

13. Skill sets missing for younger workers include critical/analytical thinking, creative problem solving, communication, STEM skills, and soft skills.

14. Low skill or entry level talent is easiest to find, but employers need to train them.

15. Mid-level workers are frequently harder to find, with new hires requiring internal training to gain the needed technical abilities.

16. While certifications are necessary in some clusters, they do not automatically translate into workers being able to satisfactorily do their job.

17. The importance and use of technology is growing and it is difficult for some workers to keep up.

18. Future workers, at all levels, will not only be required to possess technical skills to do their job, but will also need to possess business, interpersonal, and information technology skills.


19. Clusters in mature industries are facing a silver tsunami where many workers are expected to retire in the near future. This is not an issue for life sciences and information technology.

20. The seismic shift in demographics happening in Florida will impact the workforce of the future and will need to be taken into consideration.

21. The mature clusters have an image problem and are not attractive to many younger workers. This is not an issue for life sciences and information technology.

22. Mature clusters have difficulty attracting a diverse workforce. This is not an issue for healthcare, life sciences, and information technology.
Recruiting Talent

23. The military is a good source of talent for some clusters, particularly aviation and aerospace, energy, water, logistics and distribution, homeland security and defense, transportation, and information technology.

24. Many employers use outside contractors to fulfill workforce needs when talent is not available to fill open positions.

25. Employers use traditional methods to find workers (ads, job websites, etc.) and have success with word-of-mouth.

26. Most employers compete with other businesses in their area or region for talent.

State Comparisons

27. California and Texas were selected as the peer states for ten of the eleven clusters. Other states mentioned with some frequency, listed in alphabetical order, include: Georgia, Massachusetts, New York, North Carolina, Pennsylvania, Virginia, and Washington.

28. Some states outperform Florida in terms of the quality and availability of talent as a result of educational systems which are recognized as among the best in the country and provide an opportunity for business growth.

29. Austin, TX is an excellent example of a center for excellence in technology innovation where business, government, and academia have collaborated to grow science and technology companies.

Healthcare

30. There is a need to explore alternate patient care models which remove some clerical burdens from healthcare professionals to allow them to spend more time on patient care. This will provide better care and efficiency, as well as more satisfied nursing staff which will help retain nurses.

31. There may be an opportunity to utilize retiring or retired RNs in roles similar to Resource Nurses, Educators, and Documentation Specialists which could extend the work life of the aging nurse population and utilize their experience and knowledge.

32. There is a need to provide oversight and consider a common core curriculum for nursing schools. Currently, there are over 300 nursing schools in the state with significant variation in quality, efficiency, and placement.

Themes Across Targeted Industry Clusters

Education

1. Both employers and students feel educational institutions should provide more hands-on experience.
2. Employers would like to see educational curriculums offered which are more current with industry practices and needs.

**Critical Mass**

3. Florida is perceived to lack critical mass in specific areas to attract businesses and workers in the targeted clusters.

4. Much of the top talent comes from outside Florida, except for general engineering talent which seems plentiful. (Specialty engineering talent comes from outside Florida).

5. Wages are seen as lower in Florida which precludes access to the best talent.

6. One of the strengths for Florida is a lower cost of living, but this does not always outweigh issues, such as lower wages and critical mass.

**Regional**

7. Location within the state is a factor impacting worker availability, and efforts to improve worker quality and availability will need to begin regionally.

**Recruiting Talent**

8. Security clearances/lack of U.S. citizenship/visas are an issue for many employers trying to hire talent.

9. There is a need to provide employment assistance for a wife/husband when their spouse is recruited for a professional position from another state.

**Alignment**

10. Employers desire assistance from state agencies, government officials, and economic development organizations in marketing and sustaining their cluster.

11. Lack of funding/capital for business expansion is an issue.