



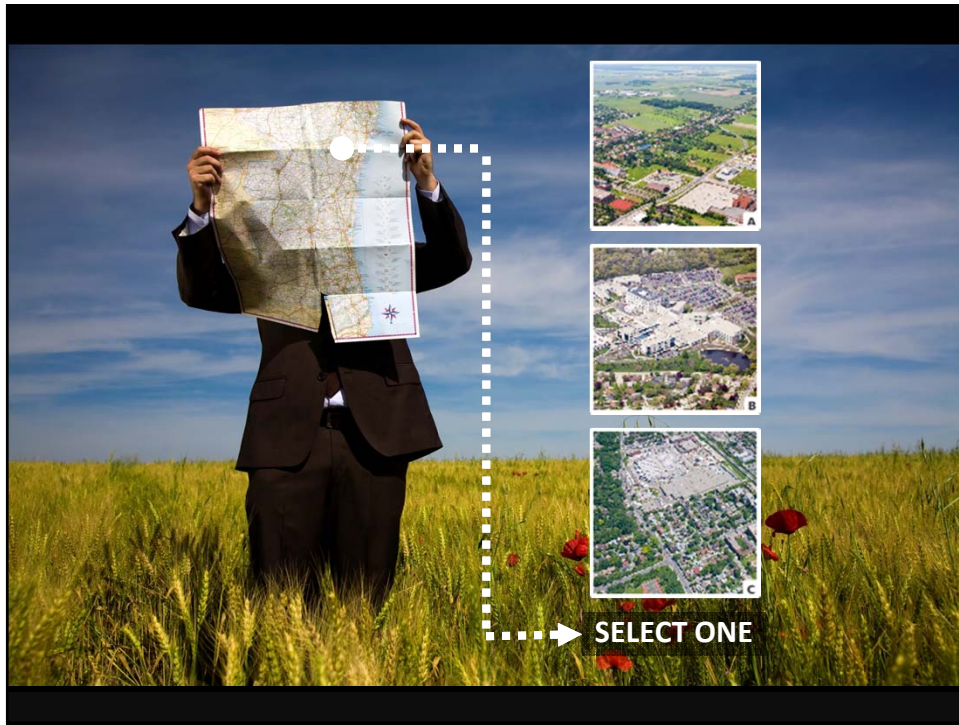
CompetitiveReady 

Is your Crew in Tip-Top Shape?


Prepared for OEDA Annual Conference

September 2011

At 50,000 feet, most cities
look roughly the same.



How does your city stand out?

Competitiveness is MORE than having a certified site. 

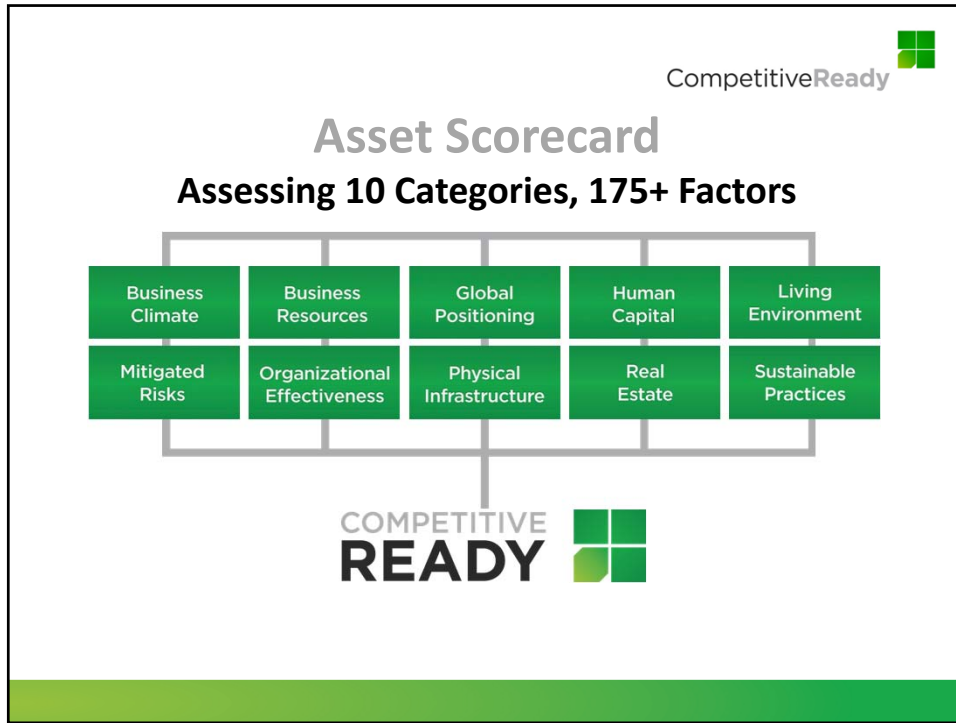
CompetitiveReady combines the expertise of four firms – each an industry leader – to address the full spectrum of what it means to be CompetitiveReady:

- AUSTIN CONSULTING - corporate location strategy and site selection experts
- CHABIN CONCEPTS – ED strategies, targeting, development of business case, marketing strategy
- APPLIED ECONOMICS – research, modeling, economic impact
- ED SUITE - web development, social media, web tools, branding, custom software development

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Scorecards

- **Asset Scorecard:** Comprehensive asset inventory and rigorous assessment with corresponding recommendations
- **Industry Scorecard:** Assessment on industry priority location factors that prove a compelling business case
- **Comparative Scorecard:** Intelligence on how model & competitor communities position for targets and benchmarking on economic indicators

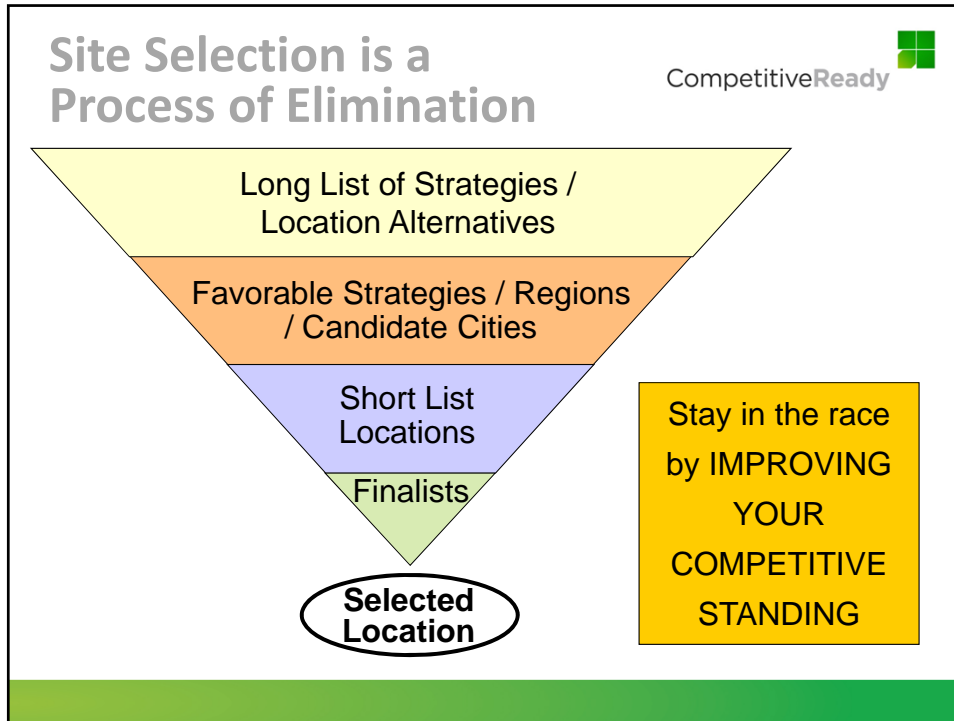


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Focus Today: Your Crew

People-based strategies to be competitive for job development



What Competitive Communities Do Well

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- Provide **Facts** – *depth of information*
- **Validation** from local employers
- **Instill Confidence** that new business will experience what EDO, WF Dev and local employers say



Competitive Workforce Readiness

- I. Labor Pool Data
- II. Skills
- III. Labor Costs
- IV. Workforce Resources
- V. Living Environment

I. Labor Pool Data

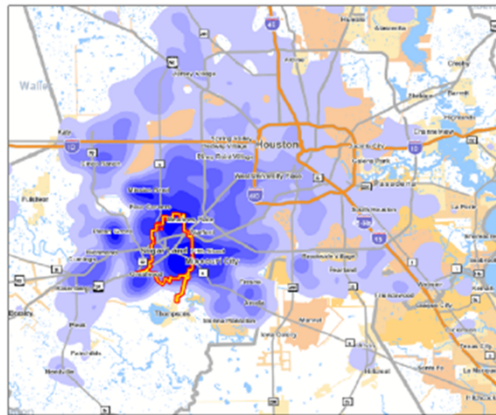


Tell me about your Labor Pool

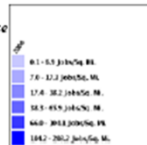
- **Demonstrate understanding of current WF**
 - Demographics, educational attainment, WF participation rate, unemployment, productivity, absenteeism, turnover
 - Trends, why trends occurring
 - Any issues or problems (solutions?)
- **Labor Shed**
 - Where do workers travel from? How far for X wage?
 - Map by occupation, skill or wage level
 - Explain major modes of transportation
- **Distribution of Occupations**
 - Relevant to target industries

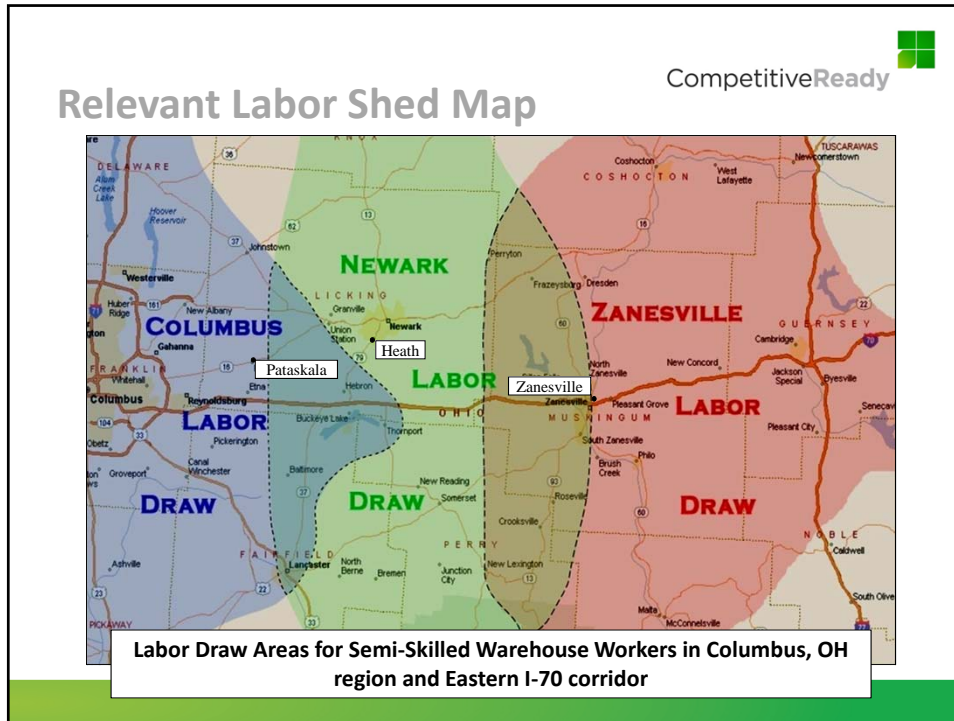
Labor-shed Map

Where workers live who are employed in Sugar Land.



Source: Greater Houston Partnership report based on US Census Bureau, LED OnTheMap Origin-Destination Database





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What about organized labor?

- Document unionization
 - % total WF unionized
 - % manufacturing WF unionized
 - List of unions represented
 - List of unionized companies
 - Recent activity (elections, strikes, issues)
- Good sources
 - National Labor Relations Board
 - Survey of local employers



How available are the workers I need?

- **Applicant-to-opening ratios** (relevant occupations)
- **Management & Supervisors**
 - Can you demonstrate they are available?
 - Will they relocate to your community?
- **Pipeline of Future Workers**
 - Enrollment at nearby univ, colleges, comm colleges
 - How many stay after graduation?
 - Areas of study/special programs for target industries
 - K-12 programs to encourage careers in target industries
 - Education partnerships with industry

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Go McPherson Initiative



The collage features three overlapping images showcasing the 'Go McPherson Initiative'. On the left is a screenshot of the 'MCPHERSON, KANSAS' website homepage with a navigation menu including 'MY LIFE', 'CAREER', 'HOUSING', 'EDUCATION', and 'HEALTH'. The central image shows a 'CAREER' page with a 'JOB POLICE' section. On the right is a screenshot of the 'Go McPherson' Facebook page, which includes a cover photo, a 'Wall' section with a post about a 'New Chamber Board Page', and a 'Like' count of 211.

SAWDC K-12 Career Awareness Program

Kindergarten



4th grade

"Wouldn't It Be Cool?"
A Career Awareness Program for Fourth Grade Students



"Wouldn't It Be Cool?" is a collaborative effort between the Mobile Area Education Foundation, Southwest Alabama Workforce Development Council, Region 9 and the Mobile County Public School System



8th grade



"CHOICES"
A Career Exploration Program for Eighth Grade Students



The "Choices" career exploration program brings the world of work to the classroom setting through community volunteers sharing their personal career stories and the choices they made in order to become successful adults. Students learn from experienced workers about the academic and technical skills required for a variety of jobs. The program also includes a 9 minute DVD which highlights the positive and negative consequences of choices that students will be facing in the near future. The disparity in lifetime earnings and differences in lifestyles between high school graduates and non-graduates are revealed. An interview with "real people" telling their stories and offering advice about staying in school is a major part of the DVD. At the presentation ends, students participate in a question and answer session. The "CHOICES" program is designed to make students aware that the decisions they make today will greatly determine their future.

II. Skills



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Do worker skills match my needs?

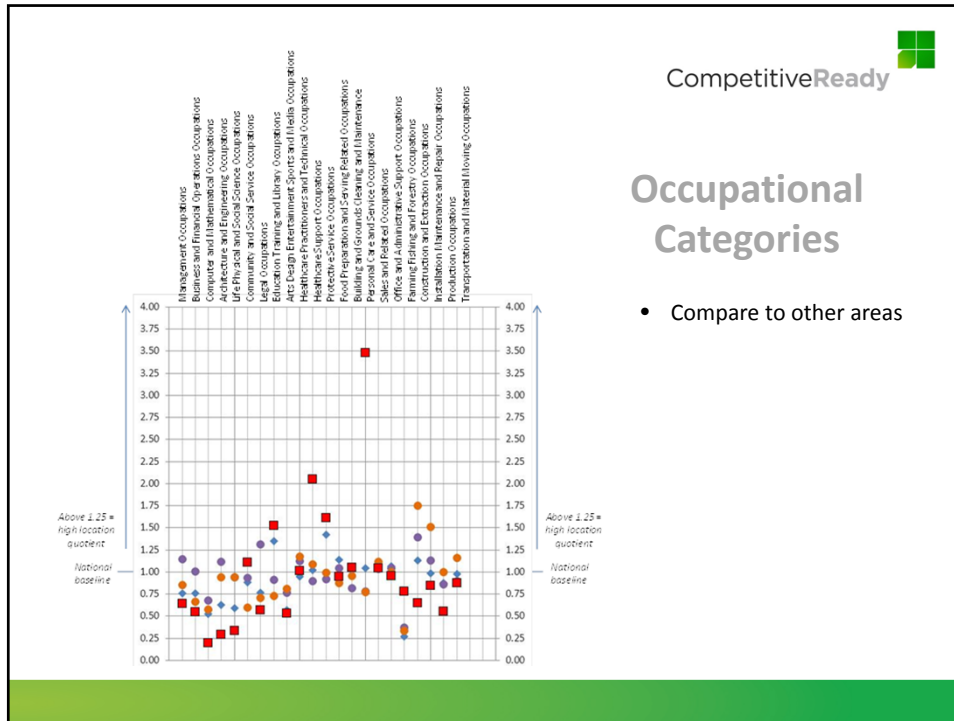
- % skilled vs. unskilled
 - Survey employers
 - Gather job seeker skill data (WIB, private placement agencies)
- Do literacy or language skills impact local businesses? How so?
- Specific skills and specializations
 - Occupational Location Quotients

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Occupational Location Quotients

- Focuses on specific skill sets
- Measures concentration of skills in your area versus concentration of skills nationally
- Benefit: able to compare directly to different sized-communities



Target Industry Skills

What are key occupational demands for each of your target industries?

PRIMARY OCCUPATIONAL NEEDS		
PLASTIC PRODUCTS		
SOC	Occupation	Workforce Distribution
51-4072	Molding, coremaking, and casting machine setters, metal and plastic	10%
51-2092	Team assemblers	7%
51-4021	Extruding and drawing machine setters, operators, and tenders, metal and plastic	6%
53-7064	Packers and packagers, hand	5%
51-1011	First-line supervisors/managers of production and operating workers	4%
51-9061	Inspectors, testers, sorters, samplers, and weighers	3%
53-7062	Laborers and freight, stock, and material movers, hand	3%
51-9198	Helpers--Production workers	3%
53-7051	Industrial truck and tractor operators	2%
51-9111	Packaging and filling machine operators and tenders	2%
49-9042	Maintenance and repair workers, general	2%
51-4031	Cutting, punching, and press machine setters, operators, and tenders, metal and plastic	2%
43-5071	Shipping, receiving, and traffic clerks	2%
41-4012	Sales representatives, wholesale and manufacturing	2%
51-4081	Multiple machine tool setters, operators, and tenders, metal and plastic	2%
51-4011	Computer-controlled machine tool operators, metal and plastic	2%
49-9041	Industrial machinery mechanics	1%
11-1021	General and operations managers	1%
43-4051	Customer service representatives	1%
51-4041	Machinists	1%
53-7063	Machine feeders and oilbearers	1%
11-3051	Industrial production managers	1%
51-9041	Extruding, forming, pressing, and compacting machine setters, operators, and tenders	1%
	All other occupations	33%

Source: Bureau of Labor Statistics, Industry to Occupation Matrix.

Compare Key Occupations of Target Industries to OLQ



EXHIBIT 5 – LOGISTICS & TRANSPORTATION

SOC	Occupation	Nat'l Industry Workforce Distribution	Occupational LQ		
			Brownsville	Mobile	OKC
533032	Truck drivers, heavy and tractor-trailer	40%	0.99	1.46	1.05
537062	Laborers and freight, stock, and material movers, hand	12%	1.14	0.96	1.05
537051	Industrial truck and tractor operators	5%	0.91	1.31	0.73
533033	Truck drivers, light or delivery services	4%	0.87	1.13	0.88
435081	Stock clerks and order fillers	3%	0.73	0.97	0.89
439061	Office clerks, general	2%	1.43	0.98	1.19
493031	Bus and truck mechanics and diesel engine specialists	2%	0.51	2.00	1.10
537064	Packers and packagers, hand	2%	0.27	0.73	0.83
435071	Shipping, receiving, and traffic clerks	2%	0.79	0.85	1.02
531031	First-line supervisors / managers of transportation and material-moving operators	2%	0.78	1.73	1.09
435032	Dispatchers, except police, fire, and ambulance	2%	1.02	1.26	0.59
434051	Customer service representatives	1%	0.97	0.95	0.97
531021	First-line supervisors / managers of helpers, laborers, and material movers	1%	0.93	1.36	1.04
111021	General and operations managers	1%	0.75	1.51	1.34
433031	Bookkeeping, accounting, and auditing clerks	1%	0.69	0.94	1.54
499042	Maintenance and repair workers, general	1%	0.37	1.46	1.23
431011	First-line supervisors / managers of office and administrative support workers	1%	0.97	1.07	1.07
436014	Secretaries, except legal, medical, and executive	1%	1.23	1.64	1.03
113071	Transportation, storage, and distribution managers	1%	0.80	0.84	0.92
413099	Sales representatives, services, all other	1%	0.31	0.00	0.43
433021	Billing and posting clerks and machine operators	1%	1.15	1.19	0.96


Source: Bureau of Labor Statistics, Occupational Employment Statistics, May 2010

III. Labor Costs




Is the labor pool cost effective?

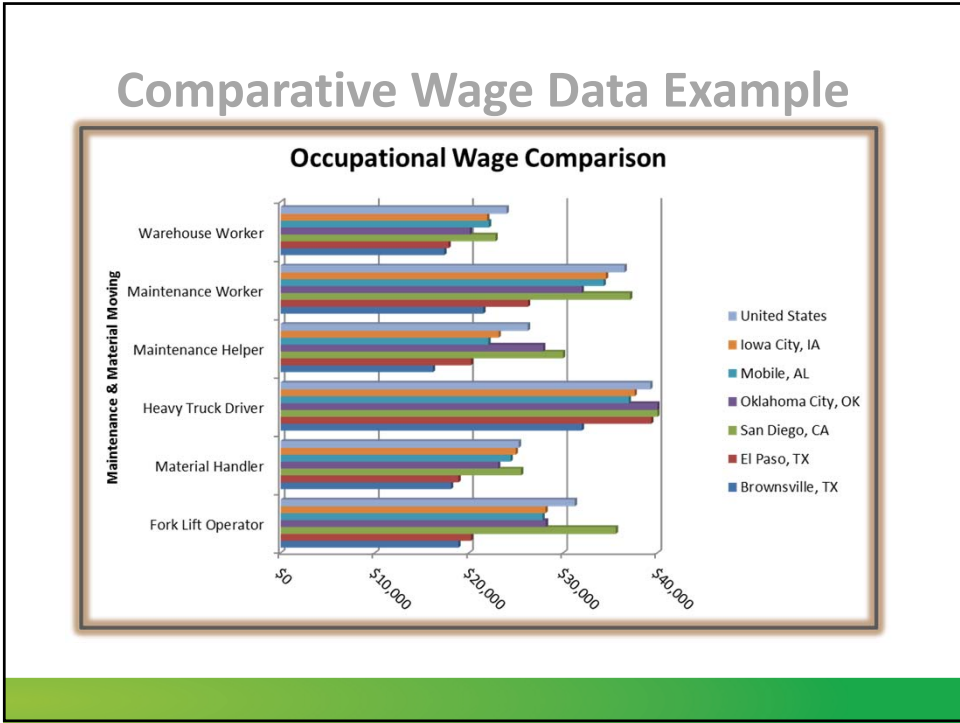
- Document wages: *“What do I really need to pay to recruit the skills and talent I need for my business?”*
 - Relevant to target industries
 - Bonus: compare to competitors and source areas
- Are wages competitive?
 - Lower than national median wages (BLS)
 - Lower than state median wages
 - What do employers say about wage levels compared to sister branches?




Comprehensive Wage Data Example

Occupation	Occupational Code	Mean Wage	Entry Wage	Experienced Wage	Median Wage
Accountants and Auditors	13-2011	\$ 24.91	\$ 20.74	\$ 28.74	\$ 22.81
Computer and Information Systems Managers	11-3021	\$ 39.27	\$ 28.03	\$ 44.88	\$ 36.86
Computer Operators	43-9011	\$ 14.76	\$ 10.18	\$ 17.05	\$ 13.68
Computer Programmers	15-1021	\$ 24.01	\$ 18.04	\$ 27.00	\$ 23.48
Computer Software Engineers, Systems Software	15-1032	\$ 30.99	\$ 24.18	\$ 34.39	\$ 31.11
Computer Specialists, All Other	15-1099	\$ 26.60	\$ 18.78	\$ 30.52	\$ 27.46
Customer Service Representatives	43-4051	\$ 12.77	\$ 9.87	\$ 14.23	\$ 12.25
Data Entry Keyers	43-9021	\$ 12.09	\$ 8.66	\$ 13.81	\$ 10.96
Databases Administrators	15-1061	\$ 28.61	\$ 17.98	\$ 33.93	\$ 26.65
First-Line Supervisors/Managers of Office and Administrative Support Workers	43-1011	\$ 21.65	\$ 15.19	\$ 24.88	\$ 20.36
Network Systems and Data Communications Analysts	15-1081	\$ 26.87	\$ 17.56	\$ 31.53	\$ 26.40
Office and Administrative Support Workers, All Other	43-9199	\$ 9.89	\$ 6.75	\$ 11.45	\$ 10.26
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	41-4011	\$ 39.89	\$ 13.95	\$ 52.86	\$ 51.09
Telecommunications Equipment Installers and Repairers, Except Line Installers	49-2022	\$ 21.17	\$ 16.49	\$ 23.50	\$ 18.19
Telecommunications Line Installers and Repairers	49-9052	\$ 20.95	\$ 17.28	\$ 22.79	\$ 20.95

This Iowa Wage Survey for the Iowa City Metropolitan Statistical Area (MSA) was produced by the Workforce Data & Business Development Bureau to provide communities local information on wages by occupation. This publication was developed specifically for the Iowa City MSA. The source of the wage and employment data is the 2007 Iowa Wage Survey. Additional data from the Iowa Wage Survey for individual counties, Iowa Workforce Development regions, and by industry statewide are available on the Iowa Workforce Development web site located at www.iowaworkforce.org.



What benefits are needed to recruit talent?

- How much do benefits matter for recruiting in your market?
- “Bare minimum” benefits package
- Special offerings

IV. Workforce Resources



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Any services available to scale up my workforce?

- Candidate searches
- Screening of applicants
 - Skills
 - Drug testing
 - Legal worker status
- Are these services free?
- What's the catch? a.k.a. fine print to make sure company qualifies



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What training is available?

- Document: customized training resources, certification programs, career pathways, technical training (all levels)
 - Align to industry targets
 - Curriculum
 - Process to access
 - Cost; available financial assistance or incentives
 - Graduates per program
 - Placements (#, where?)
 - Case studies

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CAUTION

Customized training programs not enough to be truly competitive and stand out from the competition – every community offers

Training programs can be a tool for earning market position




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"The Iowa City area is where wind energy meets workforce."

IAWIND



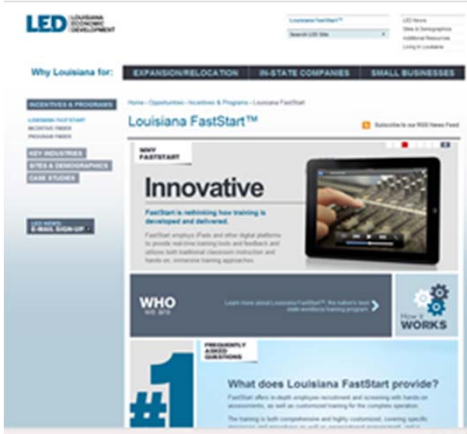
- Aligned to State Target
- Industry Association – diverse partners
- Portal to training resources




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Louisiana FastStart

- Comprehensive turnkey WF solutions
- Tailored
- Innovative (iPad)
- Flexible (any hour)
- Fast (starts immediately & stays ahead of company schedule)
- Talented (industry-specific resources)
- Driven (only metric is company satisfaction)



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Mobile AL's Workforce Coalitions

- Identify employer needs through collaboration, solicit input
- Demonstrate value to get industry to table



The screenshot shows the Mobile Bay Chamber of Commerce website. The header includes the Mobile Bay logo and navigation links: Home, Doing Business, Education, Visiting, The Chamber, News Room, Join Today, and Contact Us. The main content area is titled "Workforce Coalitions" and describes the Center for Workforce Development's role in addressing workforce issues through collaborative partnerships. It lists two active coalitions: the Bay Area Healthcare Coalition and the Gulf Coast Technology Council.

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Can I tour training facilities?

- Appealing, convenient location?
- Relevant equipment?
- Knowledgeable instructors?


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Example: Bowling Green Technical College

- Located at premier industrial park in region
- Feeder technical high school next door
- Modern building
- Connected to local industry
- Staying on top of technology: prepared for future industry needs; training methods






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 **Any incentives that work for my company?**

- Qualifying criteria and eligibility
- Process to access
- Contract terms
- Type of incentive
 - Cash
 - Tax credit
 - Free service; speed
- Potential savings/value of incentive
- List of participating companies (video testimonials)



Any assistance for employee candidates?

- Child care
- Transportation
- Uniforms/special shoes
- Tools

V. Living Environment



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Will this community enable me to recruit & retain talent?

- Appearance & pride in community
- Affordability (< or = 100 COLI)
- Housing stock (purchase & rentals)
- Recreation, arts, culture
- Shopping
- Lodging options for company visitors
- Quality of K-12 education
- Health care
- Crime rate

Some Parting Thoughts

Who can help you gather information?

- WIB and workforce agencies
- Private personnel/placement agencies
- Society for Human Resource Management (SHRM)
- Training & educational institutions
- Local employers



“Take Aways”

- ✓ **Document:** show the facts & explain in terms your targets understand
- ✓ **Primary research** very valuable
- ✓ **Case studies** good way to articulate value proposition
- ✓ Present info on **initiatives to improve** benchmark data
- ✓ Don't underestimate **employer interviews** – know what your Execs and HR Mgrs will say when you are not in the room (Why BRE is important for Biz Attraction)
- ✓ Many **model programs & best practices** to emulate



Thank You



Allison Larsen, Chabin & CompetitiveReady

509.972.0833

allison@chabinconcepts.com

Twitter [@allisonCHABIN](https://twitter.com/allisonCHABIN)

LinkedIn <http://www.linkedin.com/in/allisonchabin>

www.CompetitiveReady.com