



Serving

Job Seekers

and

Businesses

Today and Tomorrow



**Cayuga-Cortland
Workforce Investment Board**

State of the Workforce Report 2004
Prepared by the Cayuga-Cortland Workforce Investment Board

State of the Workforce Report



ACKNOWLEDGEMENTS

The Cayuga-Cortland Workforce Investment Board acknowledges the contributions of Elected Officials, Board Members, businesses, partner agencies, and staff who contributed to this report through time devoted to interviews, collecting and sharing of data, and review of the draft document. Special recognition is given to Judy Davison, Director of the Board, for her leadership, vision, and commitment to this process; Tammy Reed, staff to the Board, for her attention to detail and unrelenting willingness to be of assistance whenever and wherever needed; and to Roger Evans, Labor Market Analyst with the New York State Department of Labor, for his insight, collection and sharing of data, and accessibility. This report was funded by the New York State Department of Labor.

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MESSAGES FROM . . .

SCOTT STEVE, CHAIRMAN CORTLAND COUNTY LEGISLATOR

As Chairman of the Cortland County Legislature, I have had the pleasure and privilege of working with the Workforce Investment Board (WIB) during the past 14 months.



The WIB has done an exemplary job of bringing together job seekers and employers, matching the workforce needs with the worker's talents. They have supplemented the existing talents by providing training opportunities that have led to skill enhancement benefiting the employer, employee, and community in general.

I look forward to the continued relationship with the WIB as they move forward in concert with their partners to develop and maintain a united, comprehensive proactive program generating a high quality workforce and growing the next generation of skilled workers.

Hats off to all those involved with the WIB.

HERBERT MARSHALL, CHAIRMAN CAYUGA COUNTY LEGISLATOR



I would like to commend the Cayuga-Cortland Workforce Investment Board for their *State of the Workforce Report* for Cayuga and Cortland Counties. The Cayuga County Legislature supports the action steps set forth in the State of the Workforce Report. The goals of maintaining a high quality workforce, generating a skilled workforce for the future and marketing the Cayuga Cortland Workforce Investment Board are key to the economic growth in Cayuga County.

WORKFORCE INVESTMENT BOARD MEMBERS

**David Daum, Chairperson
Everett Boise, Vice Chairperson**

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Marilyn E. Brown

Gregory M. Bulkley

Chris Calabro

Kathleen Cusick

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Bonita A. Lindberg

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William R. McVea

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Brian Noteboom

Andrew Nottidge

Judy O'Brien

Theresa Walsh

Duane Watson



STATE OF THE WORKFORCE REPORT

Cayuga-Cortland Workforce Investment Board

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PURPOSE

The purpose of the *State of the Workforce Report* is to provide the Workforce Investment Board (WIB) and Elected Officials with information they need to make informed decisions regarding policy, funding, and future directions for the workforce development system in Cayuga and Cortland Counties. Information can also be used by:

- businesses as they retrain their workforce and prepare for future change;
- the emerging workforce, job seekers, and workers as they prepare for, enter, and retrain for the workforce; and
- providers of education, employment, training, and support services as they continue to respond to the needs of job seekers and businesses as partners with the WIB.

This information will also be shared with job seekers, workers, businesses, and providers of services, vital to the success of the workforce development system.

The three major sources of information used to develop the themes addressed in this report were:

- a facilitated forum with over 80 businesses;
- interviews with over 40 WIB Members, Elected Officials, unions, businesses, and providers of educational, employment, training, and support services; and
- data collected by the New York State Department of Labor, Department of Research and Statistics; the U.S. Department of Labor, Bureau of Labor Statistics; Partnerships for Quality; and the U.S. Census Bureau: Unless otherwise noted, the U.S. Census was the source of data used throughout the report.

The WIB is considering the development of business profiles in order to provide the statistical data and information on skill sets required in the workplace that could not be gathered and included in this report.

IDENTIFYING THEMES

Since the focus of this report was to describe the state of the workforce, the themes emerged from a workforce context and as a result, focus primarily on workforce issues of the emerging workforce, job seekers, workers, and businesses. There are two categories of themes, one focusing on job seekers and their characteristics and the other on businesses and how work is changing.

Each theme is identified and described with supporting data taken from a variety of sources including those interviewed. Knowledge and understanding of these themes can help people make informed decisions regarding the future direction of their business, job pursuits, and the workforce development system. The document concludes with action the WIB will take to address these themes. With a decrease of approximately 40 percent funding over the past four years and an increase need for services, the WIB has prioritized and responded to the themes they deem most critical and within their means to address.

*The important question regarding these themes is,
“What action can the WIB take to address them
within the context of their mission and resources?”*



WHAT IS THE WORKFORCE INVESTMENT BOARD?

The Workforce Investment Boards (WIBs) were created under the *Workforce Investment Act of 1998*, replacing the *Job Training Partnership Act* and the Private Industry Council. The WIB is comprised of representatives of public and private sector businesses and partner agencies. The Board oversees the development and implementation of programs and help coordinate local workforce investment activities in their Workforce Investment Area. Funding for the WIBs flows from the United States Department of Labor to the New York State Department of Labor (NYSDOL) and then to the county level.

The purpose of the WIB is to work with Elected Officials, businesses, and providers of employment, training, and support services to create and provide oversight of a One Stop system where job seekers, workers, and businesses can access workforce development information and services across agency lines. This coordinated system is designed and implemented at the local level for a Workforce Investment Area which includes Cayuga and Cortland Counties.

WHAT DOES THE WORKFORCE INVESTMENT BOARD DO?

The WIB serves two groups of customers, job seekers (unemployed and employed) and businesses. The WIB serves their customers by working with businesses and providers of education, employment, training, and support services, other partners in economic development and planning, and Elected Officials to help job seekers and those currently working:

- train for existing employment opportunities,
- attain employment,
- retain employment,
- retrain for other employment opportunities, and
- advance in their careers.

The WIB works with partner agencies and businesses to help businesses:

- secure employees with the skills needed,
- provide training to incumbent workers,
- access and secure funding for training, and
- access and develop a network of workforce development resources.

Partners are co-located in a One Stop Career Center in each County. The One Stops provide universal access to educational, employment, training, and support services to job seeker and business customers. The WIB helps develop and maintain a qualified workforce that is financially self-sufficient. This workforce provides businesses with the human resources they need to grow and prosper.

MISSION STATEMENT

The Cayuga-Cortland Workforce Investment System serves the employers and individuals of Cayuga and Cortland Counties by providing a full array of workforce development services in a professional, efficient, and timely manner, for the betterment of our communities.

VISION

The Cayuga-Cortland Workforce Investment System is the universal access point that promotes job growth and self-sufficiency for all individuals.

FOCUS

“The more we interact directly with the employer community, the more in tune we will be with their needs and challenges, and the more prepared we will be to assist them to successfully meet those challenges.”

(Cayuga-Cortland Workforce Investment Act Annual Report Data, 2004)

MISSION STATEMENT, VISION, AND FOCUS



WHAT WE KNOW

The emerging workforce, job seekers, and workers are changing, not only in personal characteristics but in how they need to prepare to enter the workforce and retrain to re-enter and/or remain in a changing workplace. The following themes focus on these changes:

- education levels and quality of the current workforce,
- age of the workforce,
- population size,
- earnings and out-migration,
- regional/local focus on job seeking and recruiting, and
- skills of the emerging and re-emerging workforce.

The State University of New York at Cortland was ranked one of the top 50 best value public colleges by Consumer's Digest.

“The quality of our workforce is outstanding, but who is skilled to replace them? We need to grow the next generation of skilled workers.”

David Daum,
Owens-Illinois Glass Containers

OUR WORKFORCE: ONE OF OUR STRONGEST ASSETS

The workforce in the Workforce Investment Area is one of the area's greatest assets, according to those interviewed. **Chris Calabro**, Calabro Properties, **David Daum**, Owens-Illinois Glass Containers, and **Bonita Lindberg**, Albany International, were among those acknowledging the high quality of their workforce. **Garry VanGorder** from the Cortland Chamber of Commerce explained.

Our workforce is well educated, possess a great work ethic, and is loyal. If a company closes or relocates, [workers] want to stay in the home region but their skill sets are their motivation to put in a good day's work means they are highly coveted elsewhere.

Van Gorder expressed the relationship between employee and employer and the faith the workforce has in the local economy, a changing economy that will require both businesses and workers to remain current: “It is critical that employers keep employees up to speed on new technologies and processes. We have to recognize that this needs to be done.” Interviewees agreed that their challenge lies in recruiting the same high quality employee as currently employed. The following themes emerged as they identified various elements of this challenge.

HEARING FROM BUSINESSES

“We promote from within. With the consolidation of [name of business] there have been excess workers, but they may not be reliable. You can only promote from within so much. You need a strong base to promote from.”

Anonymous

NOT ALL OF US ARE AGING

The median age of the workforce in Cayuga County is growing older while the workforce in Cortland County is becoming younger.

- There appears to be a decreasing number of local youth who remain in or return to the area after college, according to those interviewed and Census data. *Who will be “aging?”*
- People are staying in the workforce longer. As a nation, the

MEDIAN AGE OF THE WORKFORCE

	Cayuga County		Cortland County	
	Ages of		Ages of	
	M	F	M	F
2000	36	39	33	35
2030	40	44	31	32



workforce is getting older. In 1980 there were 15 million workers over the age of 55. In 2005 there will be 22 million, and by 2015 nearly one-fifth of the workforce will be over the age of 55. (Novelli, 2001) An anonymous interviewee, explained, “Even at age 55, if you have made your mark on life you can’t retire for a while.”

How will businesses retrain and re-channel the experience of an aging workforce and capture the limited number of available, qualified youth? The age of the workforce is only one factor to consider.

THERE ARE FEWER AND FEWER OF US

The age of the population is only one dimension of a workforce decreasing in size. This issue is compounded by more workers out-migrating to other counties for work than workers from other counties in-migrating to Cayuga and Cortland Counties.

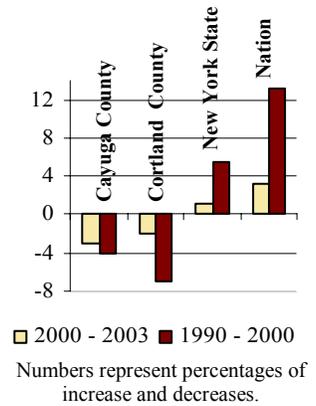
- The population in both Counties is decreasing, with a projected decrease in Cayuga County of 9 percent and 10 percent in Cortland County by 2030. Considering the prediction that in less than 15 years the growth rate of the U.S. workforce will fall below zero, *who will be working 25 years from now?* It is projected that out-migration in Cayuga County will continue to contribute to a declining population at an average of 1.64 percent in Cayuga County and an average of 2.43 in Cortland County percent between 2005 and 2030.
- There are a growing number of residents in both Cayuga and Cortland counties who migrate outside the county to work. Out-migration is highest to Onondaga and Tompkins Counties. The number of people out-migrating is greater than the number migrating into the county to work. Employment opportunities and wages appear to be the magnet.

Will there be enough people to fill all of the job openings? Are people earning enough in the Workforce Investment Area to keep them here?

ARE WE EARNING ENOUGH?

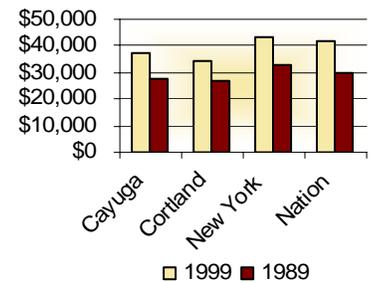
What is the reason for out-migration? With limited Census data and information from businesses, it appears the primary reasons why people work outside the Workforce Investment Area are higher salaries and greater employment opportunities. For example, in 1999, the median household income in Onondaga County was approximately \$3,360 higher than Cayuga County and \$6,483 higher than Cortland County. The 1999 median household income in Tompkins County was \$2,908 higher than Cortland County. However, the increase in household income in both counties, between 1989 and 1999, was higher than the National average, but less than the average for New York State (NYS) in Cortland County. The persons below poverty in 1999 in Cortland County exceeded both NYS and National poverty rates at 15.5 percent while the

POPULATION GROWTH AND DECLINE

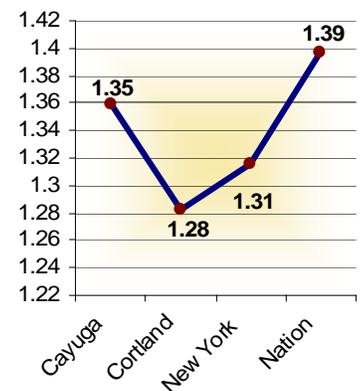


SUPPORTING DATA

MEDIAN HOUSEHOLD INCOME IN 1989 AND 1999



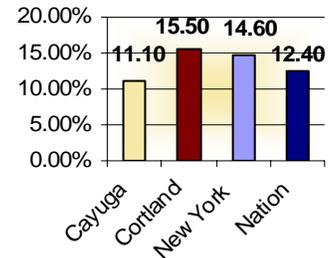
PERCENT INCREASE IN INCOME 1989 AND 1999



percentage of people below poverty in Cayuga County was over three percent below the NYS average and approximately one percent below the National average at 11.1 percent.

Are the residents of the Cayuga-Cortland Workforce Investment Area earning enough to live independently of help from government and other agencies? There is no recognized method or formula to calculate the self-sufficiency rate. Dr. Pearce, Wider Opportunities for Woman, has developed a formula that considers many factors: size of the family, location, taxes, health care, earned income tax credit, age of children, and a variety of expenses. In 1999 poverty levels in Cortland County were higher than NYS and National levels while Cayuga County levels fell below NYS and National levels. (Self-Sufficiency for New York, 2004) **William McVea**, KBE⁺ explained, “A single parent is lucky if they make \$7 an hour in a canning factory. By the time they find child care and pay \$2 an hour, pay their portion of social security, and pay for transportation, clothing, and other necessities, do they make as much as they did on welfare?” **Tom Gallagher**, Mayor, City of Cortland added, “Although we have more people employed now in Cortland County than when we were experiencing low unemployment numbers several years ago, the net wages are much lower. This is primarily due to the growth that we are experiencing in the service industries.” *How many people will choose to live in an area based on what they can earn through local employment opportunities? Where will future workers of the Workforce Investment Area live and what will they earn?*

PERSONS BELOW POVERTY IN 1999 AS A PERCENT OF THE TOTAL POPULATION



SELF-SUFFICIENCY LEVELS

SUPPORTING DATA

	Family Size of One Hourly	Annually
Cayuga	\$7.03	\$14,832
Cortland	\$6.71	\$14,172

	Single Mother and Infant Hourly	Annually
Cayuga	\$11.50	\$24,468
Cortland	\$11.06	\$23,364

(Self-Sufficiency for New York, 2004)

TO JOB SEEK AND RECRUIT JOBS REGIONALLY OR LOCALLY

Those interviewed differed on their support for a regional versus local approach to job seeking and recruitment. Some of the interviewees who live in northern Cayuga County see the benefit of a workforce attachment to Onondaga County and to a lesser extent, Tompkins, Oswego, and Wayne Counties. Others see the regional possibilities for Cortland’s workers finding employment opportunities in Tompkins and Onondaga Counties as beneficial. **Linda Hartsock**, Business Development Corporation in Cortland County, explained: “People are not sophisticated on how they do a job search, where to find opportunity. People here are part of a regional labor market. Opportunities are regional and people have to expand their search.”

Others believe local economies must support the type of businesses and jobs that will provide the tax base needed for a local, healthy economy, one with a balance of interdependence between types of businesses and resident workers. If qualified workers leave the local area, *will businesses stay and will there be the labor pool to attract businesses to the area?* **Timothy Lattimore**, Mayor of Auburn, explained: “When talking to a prospective business, I need to know the workforce is there for them. ...I need those technical people to get new businesses.” To some extent larger workforce attachment areas already seem to be recruiting from contiguous counties, explained **Chris Calabro**, Calabro Properties, Inc.: “If the Destiny Project takes hold in Onondaga County, I will lose my skilled workforce.” *Would a regional approach afford the work and*

“The workforce is not stable. There is a lot of turnover. People can move from a Civil Service job in Cortland County to the same job in Tompkins County and make \$10,000 more. We get people, train them, and then they go to another county or a state job. We lose approximately two to three percent of our workforce this way.”

Kristen Monroe,
Cortland Department of Social Services



pool of workers needed?

From a personal perspective those interviewed shared how they had family members and knew of other families whose loved ones had to move not just to contiguous counties, but throughout the United States to find work: **Timothy Lattimore** continued.

I want my kids to come home. My friend's father had a brain hemorrhage. He lived in California and came home to visit his father in the local hospital, but had to return to California to keep his job. His father died and he was in California. We are too good to be this bad.

There was no consensus on the reason why some displaced workers stay in the local area despite the fact they cannot find a job with a replacement wage or cannot find work. One perspective shared was that workers are loyal to the business, their families, the area, and/or each other and due to loyalty, prefer to stay. **Kristen Monroe**, Department of Social Services, explained what former factory workers have said to her.

There is a camaraderie among factory workers. It is about people, about being together, going out for breakfast together, or meeting after work. It is about a lifestyle. It is more comfortable to stay and earn less than to move and make more. They stay and work two jobs, work overtime.

Others explained that some displaced workers do not want to retrain for jobs in the local area or jobs they could secure elsewhere and do not want to move or are afraid the quality of life would not be as good as it is at "home." An anonymous contributor shared the dilemma faced by the displaced worker.

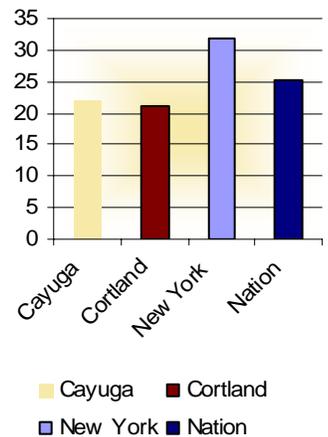
It is not always as simple as making a decision to move. Sometimes one person is working and there is a risk that both people will not be able to find a job. You have to support the structure of your family the best way you can. The older you are, the less competitive you may be. There is always the question of whether or not you can compete and finding out if you can.

Other workers, according to business people interviewed, are willing to move from job to job for higher wages, a more conducive schedule, and/or benefits. *Will there be a balance between out-migration and in-migration that will secure the prosperity of the local economy?*

"We need more good paying jobs.... People in Cayuga County will travel east-west, people in Cortland tend to travel north-south."

William McVea,
KBE⁺

TRAVEL TO WORK IN MILES



HEARING FROM BUSINESSES AND SUPPORTING DATA

"Why pretend economic development has a county boundary around it? If we can keep jobs in our region rather than see them leaving the state or country, we are much better off in our community."

Carl Haynes,
Tompkins Cortland Community College

"I've got good people because I pay them pretty well. I pay a carpenter \$16 an hour. A carpenter in Cortland may make \$13 or \$14 an hour. It is cheaper to live in Cortland. People pay more in Tompkins. I'm comfortable with their skill level. Their quality of work is fantastic. They (carpenters who once worked in Tompkins County) were getting \$16 an hour so to be competitive for skilled people [in Cortland County], I need to pay them that amount."

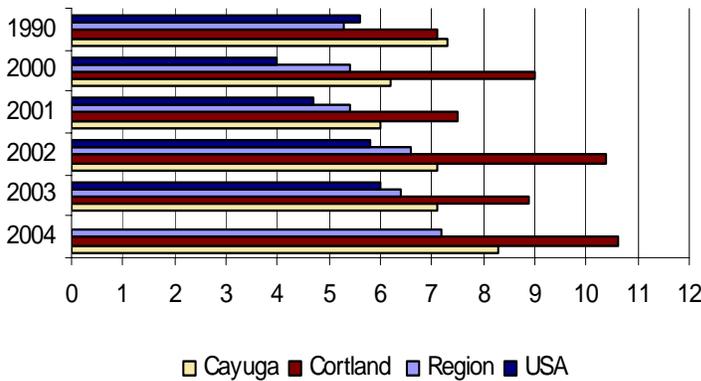
Chris Calabro,
Calabro Properties, Inc.



WHEN UNEMPLOYED PEOPLE + JOB OPENINGS ≠ EMPLOYMENT

One-hundred percent of the businesses interviewed stated they could not always find qualified workers and as soon as they needed, despite the fact unemployment rates have been consistently high in both counties. Current figures in January 2004 were the highest in 10 years in Cayuga County (8.3 percent) and the highest in 20 years in Cortland County (10.6 percent).

Unemployment Comparison in Percentages



The good news is that by October 2004 unemployment rates had dropped to 4.9 percent in Cayuga County and 6.0 in Cortland County. These numbers hover around the State’s unemployment rate of 5.0 and the Nation’s rate of 5.5.

With so many unemployed, why are businesses challenged to find qualified employees, especially for entry-level positions typically filled by youth? Those interviewed offered three possible explanations.

- The emerging workforce, youth graduating or dropping out from high school, do not always demonstrate the skills necessary to meet the expectations of the employer and remain jobless or repeatedly encounter joblessness.
- Dislocated and older workers do not always demonstrate the skills necessary to re-attach themselves to the workforce or to remain viable in the workforce.
- There is an insufficient number of youth pursuing the skilled trades.

THE EMERGING WORKFORCE

Interviewees were asked to identify the skills lacking in these applicants. The most common response was basic work preparedness skills and work ethic:

- time management (come to work when they are scheduled),
- motivated to work,

TWENTY LARGEST NUMBER OF OPENINGS IN CENTRAL NEW YORK PROJECTED FOR 2000-2010

GREATEST PERCENT INCREASE IN DESCENDING ORDER

- Registered Nurses
- Cashiers
- Retail Salesperson
- Computer Support Specialists
- Waiters and Waitresses
- Customer Service Representatives
- Combined Food Preparation and Serving Workers Including Fast Foods
- Home Health Aides
- Secondary School Teachers, Except Special and Vocational Education
- Child Care Workers
- Elementary School Teachers, Except Special Education
- Social and Human Service Assistants
- Construction Laborers
- Receptionists and Information Clerks
- Office Clerks, General
- Computer Software Engineers, Applications
- Food Preparation Workers
- Truck Drivers, Heavy and Tractor-Trailer
- Janitors and Cleaners, Except Maids and Housekeeping Cleaners
- Landscaping and Groundskeeping Workers

(New York State Department of Labor, 2004, December)



- communicate effectively (writing and speaking),
- set and achieve short- and long-term goals,
- appropriate dress and demeanor,
- basic math skills (use a calculator and make change),
- positive attitude, and
- initiative.

Brian Noteboom, Empire State Regional Council of Carpenters and Joiners of America, explained that youth do not always have the opportunities to develop a work ethic today.

Where can I send my son to make a little extra money and learn how to work outside the home? When I was a kid we worked in the summers on small farms, bailing hay or doing chores. I learned how to work hard and learned the value of labor and doing a good day's...work. I learned that from my grandfather. Today, where are the local farms where you can work? Where are the corner stores where you can bag groceries and carry them to someone's car?

These youth may experience failure and end up relying on Public Assistance, according to **Kristen Monroe**, Cortland County Department of Social Services.

These youth go on Public Assistance. Then we work with them on resume preparation. We send them to the One Stop after job search. But we need to catch them earlier so they don't go on the rolls, before they leave school. They need independent living skills. They have no sense of what it will be like after they graduate...no sense of what work will be like. They need more support systems such as mentoring, independent supportive living programs, and other services. We have seen the generation of "me" who threaten to quit when they get upset, but they don't. They need to develop the right attitude, responsibility, and learn how to communicate.

In addition, those interviewed said there is a decreasing number of people with the ability to "think on their feet," analyze a problem to find the cause and the solution, as **Terri Bridenbecker** from the Cayuga Chamber of Commerce explained.

I'm working with a business owner right now who would put in another product if he could find the right workers. He has found people only want to load a machine and push a button; they don't want to learn how to use the machine or understand how it operates. This

"Work ethic for us falls into five or six key categories or assets:

- interpersonal skills and teamwork,
- initiative,
- motivation,
- goals,
- attention to detail, and
- cooperation.

In addition, we look at people's ability to learn, and how flexible they are."

Bonita Lindberg,
Albany International

"If people haven't had academic success in their high school years, often employment situations help them realize that getting more education is going to be helpful to their career and prepare them for better jobs....They discover that earlier difficulties in an academic setting had nothing to do with their ability to do academic work but that the difference is one of motivation. They discover their strengths and use motivation to be successful. We at Tompkins Cortland Community College get them on the pathway to greater success."

Carl Haynes,
Tompkins Cortland Community College

"We can't find reliable people to work 40 hours a week, week in and week out. We might find someone who otherwise has a good work ethic, is an excellent worker when they are here, but they don't always show up."

Anonymous

HEARING FROM BUSINESSES AND THE WORKFORCE INVESTMENT BOARD



business owner would readily take a student under his wing, mentor him, work with him, if he could just find someone.

Business owner, **Everett Boise**, the Tavern, says he cannot give his business away.

If I could find four or five people who could learn to run my business I would give it to them....They [applicants] don't present themselves as neat and clean. They are not prepared to complete an application. They don't understand the obligation between employer and employee....I have to be a babysitter and an educator. I try to assess the abilities of employees. They need hands-on training in all the skills we take for granted like common sense, ability to analyze. For example, I show an employee how to make a sandwich once, twice and they don't get it. They'll come in the next day and I'll have to show them again. I can reshape their lives, show them what a job is, what an employer is, how to make change. I am talking about 16 year-old drop-outs through to people [who are] in graduate school. They don't have the skills to be an entry-level worker. I quiz applicants and employees. We need to test the system to see if they are helping people meet these requirements.

"People," explained **David Daum**, Owens-Illinois Glass Containers, "just don't understand how important it is to have these basic living skills." *How do youth obtain these skills?*

DISLOCATED AND OLDER WORKERS

Youth are not the only ones who do not always demonstrate the skills for which businesses are looking. According to those interviewed, many dislocated and older workers who are trying to re-enter the workforce do not always demonstrate the following:

- technical skills needed for a specific job function,
- documentation of the skills they have (certificates, transcripts, or portfolio),
- transferable skills that would allow them to transition effectively to another job without lengthy training,
- motivation,
- adaptability,
- willingness and/or ability to train or retrain,
- the positive attitude necessary to secure a job, and
- willingness to accept a lower salary.

Judy O'Brien from Employment Connections explained.

"More unemployed people could have jobs if they had skills. We need to recognize good paying jobs: They are not all based on academics."

Herbert Marshall,
Chairperson of the
Cayuga County Legislature

EMOTIONAL INTELLIGENCE

Research in brain-based learning suggests that emotional health is fundamental to effective learning. According to a report from the National Center for Clinical Infant Programs, the most critical element for a student's success in school is an understanding of how to learn. The key ingredients for this understanding are confidence, curiosity, intentionality, self-control, relatedness, capacity to communicate, and ability to cooperate.

(Goleman, 1995)

HEARING FROM BUSINESSES AND SUPPORTING DATA

ASSESSMENTS

Some businesses are using the Stanton Survey to assess for integrity and the Profile XT and Omnia Profile to assess for personality and aptitude.

"You need the following skills:

- content,
- adaptability,
- flexibility, and
- goal setting.

I didn't end up in the career that was my goal. Things change. It's serendipity. You have to look for different opportunities and then determine how you want to direct yourself."

William McVea,
KBE+



Take a 55 year-old person making \$25 an hour who has just lost the job he has spent the last 30 plus years working in and expected to retire from. Or consider the same age person who has lost two or three factory jobs in the last few years, the only jobs he or she has known. Now there is no job, no retirement. Now they are starting from scratch or they are faced with relocation and what does that mean? It's not just what's available in Cortland. Money is not the only thing that makes a job work for them. Make sure the person is motivated, then they will want the job.

David Daum, Owens-Illinois Glass Containers, explained the type of service that needs to be provided.

I see the workers displaced from [name of businesses]. People sometimes undermine their interview with their attitude: They are angry, demanding, and inflexible. They want to be paid the same wage as their other job. It isn't going to work that way and their attitude isn't going to get them the job. We need to do something to help them understand why they need to change their attitude and how to change it.

How do dislocated workers re-tool for today's workforce?

LACK OF SKILLED TRADESPEOPLE

Another theme in response to high unemployment rates and lack of job seekers to fill job openings that emerged from the interviews was the concern over the decreasing number of youth choosing the skilled trades as an occupation. This concern was expressed by Elected Officials, businesses, unions, educators, and providers of services. **Ted Herrling**, Cayuga County Employment and Training, explained: "There are a lot of people retiring from the skilled trades and not many young people going into these fields. Schools don't push it, parents don't push it. We need to promote the skilled trades. We need a feeder program to fill trades."

Brian Noteboom, Empire State Regional Council of Carpenters and Joiners of America, shared what he learned when he returned to his high school.

I walked into the shop expecting to see machines, a metal shop, extensive woodworking shop with drills and saws that were there when I went to school. What I saw were computers. There was no metal shop and only a small woodworking shop. Since I have been out of high school, shops have changed from hands-on to computers. Everyone is using Computer Aided Design. Parents

"David Daum, Owens Illinois Glass Containers, explained that he put out an ad for a Maintenance Technician, making \$19.69 an hour, and he only received nine resumes. Out of the nine resumes, one person was from Cayuga County and the others were from Buffalo, Syracuse, and even as far as Toronto."

(Cayuga-Cortland Workforce Investment Board 2004, April 13)

HEARING FROM BUSINESSES

"If the Destiny Project takes hold, I will lose my skilled workforce. There just are not enough people in the trades. Sometimes I use subcontractors out of Cazenovia to get additional skilled labor. Either local subcontractors are busy or there are no skilled workers."

Chris Calabro,
Calabro Properties, Inc.



want things better for their child: “Look at my back, its all torn up. It’s hard work. I want better than that for you.” Society needs to realize these are good paying jobs....We might have to go to Asia or Mexico to get hard workers.

As **Robert Davis**, Onondaga-Cortland-Madison Board of Cooperative Educational Services (OCM BOCES) explained: “We had to close our Machine Trades program. We struggled with low enrollment. A Construction Trades program for adults is pending: We have one for high school students.” Less interest leads to less capacity for training providers.

How can a severe skill shortage of skilled tradespeople be avoided?

IN SUMMARY

There are many factors influencing who is working and who will be working in the future Cayuga-Cortland workforce.

- An educated, skilled workforce is growing older and it appears there are insufficient numbers of qualified applicants to take their place.
- The age of the population, at least in Cayuga County, is getting older.
- Out-migration is perceived to be the cause of an aging population as many youth do not return from college to work in the area and many with marketable skills secure higher incomes in other counties.
- Earnings are not as high in Cayuga and Cortland Counties as in some of the contiguous counties and the poverty level of Cortland County was higher than both New York State and National rates in 1999.
- Youth and other job seekers must develop the basic skills necessary to compete and be successful in the workplace.
- Dislocated workers and older workers will need to document their skills and invest in training in order to re-engage and keep working in a changing workforce.
- The decrease in the number of youth entering the skilled trades could lead to severe shortages in these occupations.

It is within the WIB’s mission to address the workforce preparation needs of the emerging workforce, other job seekers, and workers along with other partners in the workforce development system. The WIB can help influence the type of businesses that expand in and move to the area by leveraging its resources to maintain the high quality of the workforce that businesses in the Workforce Investment Area have relied on in the past. The WIB and its partners need to stay current with the changing needs of businesses and how work is changing.

“Who is going to fill low-wage jobs? Illegal immigrants. And they will keep the price of apples low. The whole family works and they manage to send half of their earnings home”
William McVea,
 KBE+

HEARING FROM BUSINESSES AND PARTNERS

“We have a card that verifies you have taken the training. The Occupational Safety and Health Administration can show up on the site and ask to see your card. If you don’t have the card, the person you work for can be fined. Seems like we all need a way to verify our skills.”
Brain Noteboom,
 Empire State Regional Council of Carpenters and Joiners of America

“The Ed Barlow summit made me shift some of my perspectives. When you think that about half of the knowledge/skills of the Baby Boomers became obsolete in 12 to 15 years and half of the Buster’s job skills became obsolete in just 20 to 26 months, how do we respond to this type of change?”
Cynthia Aikman,
 Executive Director, Auburn Industrial Development Authority



WHAT WE KNOW: TODAY'S LANDSCAPE

Businesses, workers, and job seekers today in Cortland, Cayuga, and other counties in the Central New York Region are benefiting by good news on many fronts.

- Unemployment rates have steadily declined in 2004 in Cortland and Cayuga Counties, both counties hoping to yield an annual unemployment rate well below their annual average for the last two years.
- New jobs have been added to the economy in several sectors in the region including agricultural, construction, service sector, education and health services, leisure and hospitality, and professional and business services.
- New businesses such as Bass Pro, a theme store for outdoor enthusiasts, is among the number of new businesses in Cayuga County.
- Manufacturers such as Barden Homes and Marietta Corporation continue to expand, building upon a skilled workforce in Cortland County.
- Programs and resources are available from Empire State Development, the U.S. Small Business Administration, and other sources, and Empire Zone Incentives have helped local businesses expand.
- Unoccupied plants are being utilized by companies such as International Electron Devices and real estate, such as the Build Now New York site, developed specifically for industry, and will house occupants such as Essex Steel and Monarch Tool in Cortland County.
- Local post-secondary educational institutions continue to be some of the best in the nation and offer businesses opportunities to participate in classes such as *Entrepreneur Boot Camp* and *ExportNY*.
- Small business have demonstrated record progress over the past few years in terms of volume and pace of growth.
- Businesses such as Albany International in Cortland County and Mackenzie Childs in Cayuga County have secured over \$500,000 in grants from the NYSDOL for training through BUilding Skills in New York State and Large Company Manufacturing Grants to upgrade skills of their workers with the assistance of the WIB.
- Over 6,600 customers have accessed the One Stop Career Centers since July 1, 2003. These customers have accessed services 25,545 times over the last five months.

This is all good news. From the interviews conducted, it appears these are not isolated incidents, but are the outcomes of a comprehensive and integrated systematic approach to economic development and ensuring prosperity for businesses and workers. The system consists of economic developers, planners,

UNEMPLOYMENT RATES IN PERCENTAGES

	Oct. 2004	Jan. 2004	Jan. 2003
Cayuga	4.9	8.3	7.1
Cortland	6.0	10.6	8.9
Regional	5.2	7.2	6.4
New York	5.0	7.2	7.0
Nation	5.5	5.6	6.0

HEARING FROM BUSINESSES AND PARTNERS AND SUPPORTING DATA

Small businesses in Cortland County led the 10 County Southern Tier region in small business growth as measured by volume and pace of growth in 2001. In one year small businesses grew from \$2 to \$6.3 million. (BDC, IDA)

“The Build Now New York site will provide the infrastructure for businesses to be competitive. It is zoned as industrial and will have water, sewer, telecommunications, and road infrastructure.... demonstrates we have planned for and want businesses here.”

Dan Dineen,
Cortland Planning Department

“The success of the [training] grant was due to assistance from Judy [Davison, WIB Director]. They [the WIB] were instrumental in helping draft the grant.”

Bonita Lindberg,
Albany International



businesses, Elected Officials, providers of services, and other partners working in conjunction with the WIB to ensure the economic prosperity of the area.

HEARING FROM BUSINESSES

As part of their strategic planning process, the WIB facilitated a dialog between over 80 businesses and providers of services on June 16, 2004 in an effort to understand how businesses and the work they do is changing. Participants worked in facilitated teams to identify:

- what skills and job titles they need,
- the skills applicants need,
- hiring and retention challenges,
- trends in their businesses, and
- recommendations for addressing those needs.

Information from the dialog was analyzed by occupational clusters most prevalent in the Workforce Investment Area. Additional information on employment and earnings was supplied by the NYSDOL, Research and Statistics. This information provides a backdrop for understanding what participants shared. The following shifts are significant:

- while there has been a decrease in the number of manufacturing jobs, employment in the service industry has increased;
- skilled trades, specifically construction, and manufacturing jobs still command the largest weekly wages; and
- the highest percent increase in employment was in agriculture.

“I feel that the days of large manufacturers locating in our community are going to be far and few; we have taken the attitude that we need to focus on the facilities we already have and assist them in whatever means we have to help them grow locally.”

Tom Gallagher,
Mayor, City of Cortland

CAYUGA-CORTLAND DEMAND OCCUPATIONAL CLUSTERS



Cayuga and Cortland Counties Employment Change

Cluster	Employment 2003	Employment 1993	Employment Change (+/-)	Percent Increase/ Decrease	Number of Firms	Quarterly Payroll	Average Weekly Wage
Agriculture	909	534	+375	+70.07%	61	\$5,005,835	\$423
Education	3,881	3,303	+578	+17.50%	57	\$32,598,805	\$646
Health Care	6,148	5,846	+302	+5.20%	315	\$43,039,677	\$538
Manufacturing	6,240	9,096	-2,856	-31.39%	168	\$61,585,997	\$759
Retail	5,732	5,395	+337	+6.25%	443	\$28,193,170	\$378
Service Industry	13,791	11,990	+1,801	+15.02%	1,384	\$79,655,367	\$444
Skilled Trades (Construction)	1,789	1,565	+224	+14.31%	264	\$16,421,772	\$706

(New York State Department of Labor, August, 2004)



The information gathered during this event is the most current information available from the local business community and is summarized here.

WHAT SKILLS AND JOB TITLES ARE NEEDED?

The following demand occupations were identified for each occupational cluster. The skills related to the specific job titles were not identified. The WIB is considering developing business profiles that would include this data.

Agriculture

- Farm Workers, Farm Ranch Animals
- Agricultural Equipment Operators
- Dairy Farm Workers
- General Farm Workers
- Landscaping and Grounds Keeping Workers
- Nursery Workers

Education

- Teacher/Professor
- Nurses
- Bus Drivers

Health

- Dental Assistants
- Dental Hygienists
- Home Health Aides
- Licensed Practical Nurses
- Medical and Clinical Laboratory Technologists
- Medical Assistants
- Medical Secretaries
- Nursing Aides, Orderlies, and Attendants
- Radiological Technologists and Technicians
- Registered Nurses
- Rehabilitation Counselors

Manufacturing

- Computer Numerical Controlled Machine Tool Operator
- Supervisor of Production Workers
- Machine Tool Operators, Setters, and Tenders
- Forklift Operator

Manufacturing Continued

- Inspectors, Testers, and Sorters
- Machinists
- Mechanical Engineers
- Painting, Coating, and Decorating Workers
- Welders and Cutters
- Generic Manufacturing Skills
- Incumbent Manufacturing Workers
- Furnace, Kiln, and Oven Operators and Tenders
- Maintenance and Repair Workers
- Molders, Shapers, and Casters

Retail

- Customer Service Representatives
- Supervisors of Retail Workers
- Retail Salespersons
- Stock Clerks

Services (Other)

- Childcare Workers
- Social Workers
- Office Clerks, General
- Personal and Home Care Aides
- Receptionists
- Information Clerks
- Secretaries
- Social and Human Service Assistants
- Bus and Truck Mechanics
- Truck Drivers

Skilled Trades

- Carpenters
- Construction Equipment Operators
- Crane and Tower Operators
- Sheet Metal Workers

GREATEST PERCENT INCREASE IN DESCENDING ORDER

- Computer Support Specialist
- Computer Software Engineers Applications
- Computer Software Engineers Systems Software
- Network and Computer Systems Administrators
- Medical Records and Health Information Technicians
- Dental Laboratory Technicians
- Diagnostic Medical Sonographers
- Medical Assistants
- Physician Assistants
- Physical Therapist Assistants
- Network Systems and Data Communications Analysts
- Personal and Home Care Aides
- Medical Transcriptionists
- Respiratory Therapists
- Social and Human Service Assistants
- Special Education Teachers, Preschool, Kindergarten, and Elementary School
- Medical and Public Health Social Workers
- Roofers
- Database Administrators
- Physical Therapists

TWENTY FASTEST GROWING OCCUPATIONS IN CENTRAL NEW YORK PROJECTED FOR 2000-2010

(New York State Department of Labor, 2004, December)



WHAT SKILLS DO YOUR EMPLOYEES NEED PRE-HIRE?

The common skills needed pre-hire as identified among participants appear to be:

- communication skills,
- willingness and ability to participate in training,
- team skills, and
- work ethic.

WHAT ARE YOUR HIRING RETENTION CHALLENGES?

The common retention challenges among participants appear to be:

- worker unwillingness to participate in additional training,
- lack of work ethic,
- lack of workers with the skills needed, and
- low salaries.

WHAT ARE THE TRENDS IN YOUR BUSINESS THAT WILL HAVE AN IMPACT ON YOUR WORKFORCE NEEDS?

The most common trends that will have an impact on workforce needs appear to be the following:

- changes in the knowledge needed by workers,
- increased need for training,
- employees lacking skills necessary,
- outsourcing and services available via the Internet, and
- increased accountability.

WHAT RECOMMENDATIONS DO YOU HAVE TO ADDRESS THOSE CHALLENGES?

The most common recommendations to address those challenges appear to be the following:

- provide additional training,
- provide a more comprehensive approach to training,
- increase the use of computer technology, and
- businesses and education agencies working together to address issues.

During subsequent weeks, a subgroup of participants analyzed and used the information in order to ensure future funding for training would be targeted to meet the needs identified by businesses. This exchange of information resulted in the WIB updating its *Demand Occupations List* and identifying occupations for which there was no training. The WIB continues to work to ensure the training they fund reflects the changes in the world of work and meets the expectations of businesses.

WHAT DOES EMPLOYEE TURNOVER COST BUSINESSES?

\$13,335 Average Employee Turnover Cost August 2003-August 2004 Up 6.8 Percent From Its December 2002 Level

\$10,000-\$15,000 Construction, Education and Health, Manufacturing, Other Services, and Professional/Business Services

\$15,000-\$20,000 Financial Activities and Information

125% Annual Compensation to Replace an IT Worker

\$15,000 Front Line Retailer

\$3,000 to Interview Someone (Sweetman, 2001, Potter 2004)

“Build companies so they are not one dimensional. You need research and development to tell you the multiple directions you should be going in....You have to invest in the future and the workforce.”

Everett Boise,
The Tavern

“We have benefited by hiring people from the factories that have closed. They appreciate us, interact, plan, have a role in policy setting, which may be more meaningful than factory work. They tell some of their younger peers that they are ‘darn lucky to have a job.’ True, they may take work home in an emotional sense now. They didn’t have to do that in the factory.”

Kristen Monroe,
Cortland Department of Social Services

HEARING FROM BUSINESSES AND SUPPORTING DATA



CHANGES IN THE WORLD OF WORK

There are several influences that will continue to impact how businesses operate and how employees work.

- The increase and expanded use of technology will lead to obsolete products, equipment, and knowledge of employees if businesses do not upgrade equipment, processes, and staff.
- Consumers have more options available to them and options change more readily. Businesses need to forecast and prepare for these changes in terms of product development, manufacturing, and employee training.
- The work and role of the employee are changing based on the need of businesses to have a workforce with more expertise and flexibility. Employees' work is becoming more project based, sometimes in virtual teams, with the employee taking more responsibility for the continuous learning necessary to maintain his or her niche.
- Employees will have to take more initiative to participate in the training necessary to make them viable in the workforce.
- The rapid growth and change in information will mean continuous learning is the norm if employees are going to possess current and emerging knowledge at the rate information is developing and changing.
- There are a growing number of jobs that will require postsecondary training. For example, 13 of the 15 highest-growth occupations will require postsecondary training. (*Vocational Training News*, 2004)

Businesses, workers, and job seekers will be placing more emphasis on learning and training in order to compete and remain viable.

TRAINING

Businesses and representatives from educational agencies and other providers agreed that in order to “grow” and maintain a qualified workforce, educational institutions and businesses will need to work together more closely. **Ronald Hill**, International Brotherhood of Teamsters, explained: “We need more programs that reach out to potential employers and learning institutions. Programs should match the needs of businesses. We need more interaction between local government and employers to make sure we retain the businesses we do have through training.”

Educational agencies and providers of services need to know more about what businesses do and the type of skills their workforce is required to demonstrate. Educational agencies and providers of services articulated a need to have access to this information and to share with businesses more about their organizational structure and their requirements. **Dennis Golladay**, Cayuga Community College, shared they have business profiles, but the profiles do not include the

“You have to almost be a computer technician to be an auto mechanic these days.” **William McVea**, KBE⁺

“Jobs have become an obsolete remnant of the old world of work. The new world of work revolves around projects -- an ongoing series of assignments that you take on inside one company, or an ever-changing portfolio of assignments that you complete for various clients.”
(Liber, 1999)

HOW WORK IS CHANGING

“Today’s skill deficiencies and tomorrow’s skill demands will require a significant investment in education and training. Employers estimate that 39 percent of their current workforce and 26 percent of new hires will have basic skill deficiencies. Forty-two percent of the projected new job growth between now and 2010 will require some level of college education. Sixty-five percent of all American employment now requires specific skills. Seventy-five percent of the American workforce will need to be retrained merely to retain their jobs. The salary gap between those with a college education and those without grew from 50 percent in 1980 to 100 percent today.”
(Harkin, 2003)

“We want better and accurate predictors of the skills people will need in the future. What are the new and emerging skills and what skills do we need to sustain?”
Greg Hinman, Cayuga-Onondaga Board of Cooperative Educational Services



“exact range of skills” needed by businesses:

We do our own market surveys and talk to people in the community to see if a new program is in demand. We also have an environmental scanning committee that analyzes trends and attempts to identify the specific skills needed and how they are being applied in the workforce. There is new information available all of the time, and the job of the committee is to learn it and then determine how specific programs can meet the needs of businesses.

John Lutz, Cortland City School District, echoed the same need for access to information, but added there is no systemic way of accessing information and having the data is only one missing piece of the puzzle.

It would be useful to know what businesses are doing, what type of work skills are being used in the existing workforce, where there are shortages of skills, what the job descriptions are and what the available pay is, what expectations businesses have of public schools, and where businesses are finding employees. There is no systemic way of getting the information unless it is solicited independently from the New York State Department of Labor, WIB, economic development or some other agency. However, we need more than data, we need the analysis of data and its implications for how education and business should be collaborating.

TRENDS IN TRAINING

According to the NYSDOL, approximately 96 percent of the businesses prefer to conduct their own training. **Bonita Lindberg**, Albany International, explained: “Give me someone with a positive work ethic and a little mechanical aptitude and I’ll train them.” **Kristen Monroe**, Cortland Department of Social Services added: “I’m not looking for direct experience.” Providers of education and training have already experienced this preference. **Carl Haynes**, Cortland Community College, shared: “Business leaders say, ‘Give me someone who is teachable, and we’ll provide them with the skills they need to be successful in our business’.” Businesses have transformed the way they train employees to reflect the fast pace with which information changes and to develop more effective and flexible delivery strategies.

Successful businesses, according to the American Society for Training and Development, are utilizing a multi-step learning process or training cycle to

BUSINESSES RECEIVING GRANTS FOR TRAINING THROUGH THE ASSISTANCE OF THE WORKFORCE INVESTMENT BOARD

Building Skills in New York State

VOLPI Manufacturing
Cayuga-Seneca CAP Agency
PTM Corporation
Beardsley Design Associates
4M Precision Stamping
Cayuga Counseling Services

Large Company Manufacturing Grants

Marietta Corporation
Albany International
Mackenzie Childs

These businesses received over \$500,000 in funding from the New York State Department of Labor.

SUPPORTING DATA

“We are not getting enough futuring. We try to respond to existing needs, but are we preparing a workforce for the future? We need to get ahead of the curve. We need to be more proactive and less reactive...and need a greater connection with economic development”

Martha Hubbard,
Tompkins Cortland Community College



ensure workers retain information and apply their skills that includes:

- study or training,
- feedback or coaching, and
- practice. (American Society for Training, 2004)

The representatives from businesses interviewed still rely on the WIB to provide a well-trained qualified labor pool and to assist them with securing grants for training.

ACCESSING TRAINING PROVIDED THROUGH THE WORKFORCE INVESTMENT BOARD

One of the central functions of the WIB is to help job seekers and workers access training funds. Some funds are allocated to the WIB through the NYSDOL. The WIB can secure or help businesses obtain grant funding. There are two issues to consider with regard to accessing training provided through the WIB. First, while the WIB has been very successful in helping businesses secure over \$500,000 in training grants through the NYSDOL, their allocation for training from the NYSDOL has decreased by approximately 40 percent between 2000 and 2004 despite an increase in the number of factory closings that have led to an increased number of dislocated workers and double-digit unemployment rates. (Cayuga-Cortland Workforce Investment Board, 2004, October) Therefore, the WIB must consider how to ensure the greatest return on the investment of a limited amount of training dollars and how to continue to help businesses access training dollars available through the NYSDOL.

The second issue to consider is the lack of visibility and knowledge of the WIB in the business community. Many of the representatives from businesses interviewed commented that the WIB remains an unknown entity to businesses and that some people still do not understand what the WIB does and how to connect to it. As the WIB continues to work with its partners to respond to these issues, they will consider alternative strategies for connecting to businesses and job seekers and increasing the return on the investment of Federal training dollars.

IN SUMMARY

There is substantial economic activity throughout the Workforce Investment Area. Businesses, job seekers, and providers of services are adapting to shifts from manufacturing to services, retail trades and agriculture. They are also transitioning from static information and processes to an environment of constant change. Training will be fundamental to businesses and the workforce as they continue to adapt. Businesses and workers within the Workforce Investment Area will continue to change. The challenge will be for the WIB and its partners in the workforce development system to be responsive to these changes in a way that is pro-active.

“I need to recruit and retain employees to operate fairly sophisticated technical equipment. We are willing to train. I have between a 1.5 and 1.75 full-time equivalent employees who do training, on site. We have the manpower and the system, when we find the right people we are successful at training them.”

Bonita Lindberg,
Albany International

“The strongest system offers the greatest choices for training. There is a danger, as the money gets smaller, choices get smaller. A wide array of training choices needs to be maintained.”

Robert Davis,
Onondaga, Cortland, Madison
Board of Cooperative
Educational Services

HEARING FROM THE WORKFORCE INVESTMENT BOARD AND PARTNERS

DECREASE IN TRAINING FUNDS 2000-2004

Audience	Percent Decrease
Adult	33.16%
Youth	21.60%
Dislocated Worker	48.99%
Temporary Assistance for Needy Families (Summer Youth Includes 200%)	60.59%
Total	39.87%

(Cayuga-Cortland Workforce Investment Board, 2004, October)



CONTEXT

While the economy in the WIA is improving, the issues identified indicate there is still work for the WIB to accomplish. No one entity can address any or all of these issues effectively by working in isolation. The WIB must evaluate their ability to address these issues within a context necessary to balance:

- the multiple roles specified within their legislative mandate,
- limited resources, and
- additional requirements that fall outside the provision of direct services.

With a decrease of approximately 40 percent funding over the past four years and an increase need for services, the WIB has prioritized and responded to the issues they deem most critical and within their means to address. The WIB can serve as a convener, conduit of information, and network of businesses and providers of services that together effectively addresses these issues across the entire workforce development system. The following response represents current and possible future efforts to address these issues.

RESPONDING TO THE ISSUES

The following are the proposed responses to the issues in this report.

- Maintain a high quality workforce through appropriate and effective training.
- Ensure the workforce development system has access to the most current information.
- Work together to grow the next generation of skilled workers.
- Ensure older and dislocated workers have the skills and support necessary to stay in the workforce.
- Identify the most effective means of marketing the value of the WIB to job seekers and business customers.
- Identify the benefits of and the WIB’s role in a more regional approach to economic prosperity for businesses and workers.

MAINTAIN A HIGH QUALITY WORKFORCE THROUGH APPROPRIATE AND EFFECTIVE TRAINING

The WIB could continue to help businesses maintain a high quality workforce through funding appropriate and effective education and training through the following strategies.

- The WIB has recently approved a new demand occupation list and identified the occupations for which there is no training available. The list

“We are too bogged down with all of the criteria of the Workforce Investment Act to think about making cultural change.”

David Daum,
Owens-Illinois Glass Containers

“We have to deal with the dynamics of continuing change when 80 percent of what we need to know is outside our immediate skill set. How do we respond to change? We have to learn faster than our competition.”

Cynthia Aikman,
Auburn Industrial
Development

“With the aging population, I guess we will need immigrants to fill our needs. We don’t have the young people staying in the community to fill jobs. We will need to keep the aging population working and raise wages to attract people to the position. There really is no extra money [to do this]. We can’t raise prices, the market won’t bear it and we have to be competitive.”

Chris Calabro,
Calabro Properties, Inc.

HEARING FROM BUSINESSES AND PARTNERS



was revised to reflect the most current and critical needs of area businesses and to ensure limited funding for training is leveraged to provide the greatest return to both businesses and job seekers. Included on the list is on-the-job training which would allow a job seeker to request training in an occupation not included on the list or to pursue hands-on experience only acquired through the workplace. The WIB will also consider funding for other training requests on an individual basis. The WIB will be exploring options to ensure training is available for all demand occupations.

- The WIB may want to continue to assess unmet training needs of new and changing small businesses. This could be accomplished in conjunction with the development of business profiles.
- The provider community should continue to revise curriculum and develop new curriculum related to the needs of a changing business community and consider ways to assess and document skill development (e.g., portfolios).
- The WIB and its partners have a process to determine how the training dollars will be invested. They will want to continue this process. Part of the process includes identifying the economic viability of training. As **Dennis Golladay**, Cayuga Community College, explained: “One factor that can limit what we are able to do as a public community college is the ability to create programs, credit and noncredit, that are cost prohibitive. That can be especially true of technical programs when there is a high cost and few people to train for the limited jobs available.”
- The greater the number of training programs leading to a college certificate or degree, the greater the return on the investment made by the WIB and the job seeker. “We don’t currently have articulation agreements for apprenticeship training with area labor unions but this should be explored,” shared **Susan Kuncio**, Cayuga Community College. Training providers and community colleges may want to ensure job seekers have access to post-secondary education in a labor market where the majority of highest-growth occupations and 80 percent of the fastest-growing jobs will require postsecondary training. (*Vocational Training News* and U.S. Department of Labor Bureau of Labor Statistics)
- Providers could be encouraged to review the trends in corporate training and integrate the most effective delivery strategies in their programs.
- The WIB could continue to share their method for demonstrating a return on their investment in training.

In addition, providers need to know the skills required by businesses in order to develop an appropriate assessment process and curriculum.

“There is a web of support for the unemployed and the underemployed but not for small business formation.”

Linda Hartsock,
Business Development Corporation

HEARING FROM PARTNERS AND SUPPORTING DATA

“Portfolio assessment is used for high school as well as adult students. The portfolio includes documentation of their skills, examples, testimonials, industry standard exams, and job requirements and salary.”

Greg Hinman,
Cayuga-Onondaga Board of
Cooperative Educational
Services

**CORRELATION BETWEEN
EDUCATION AND
EARNINGS IN
NEW YORK STATE**

Level of Education	Median Annual Salary
High School Dropout	\$18,900
High School Graduate	\$30,000
Some College	\$35,000
Associate Degree	\$36,000
Bachelor’s Degree	\$44,900
Master’s Degree	\$57,400



ENSURE THE WORKFORCE DEVELOPMENT SYSTEM HAS ACCESS TO THE MOST CURRENT INFORMATION

The WIB could work with its partners to develop a systematic approach to collect, update, analyze, and make accessible the information needed by educational agencies and providers of services, and transfer this understanding and knowledge to action over a defined period of time. The WIB considered the following strategies.

- The WIB is currently assessing what information other agencies have gathered on the specific skills needed by businesses and is considering the potential of developing business profiles on small businesses. The profiles could include the information needed to develop appropriate assessment processes and curriculum to prepare the emerging workforce and other job seekers for gainful and sustained employment.
- Provision would need to be made to update information on a regular basis as businesses add or change needed skills.
- Consideration needs to be given to the accessibility of the information. People will need quick and ready access to the most current information.
- There needs to be a sustained dialog facilitated between educators, providers of training and other services, and businesses where this information is analyzed and appropriate action is identified and taken within a specific timeframe: Perhaps the WIB could facilitate this process.

Developing and maintaining this systemic approach is critical to people staying focused on this issue. **John Lutz**, Cortland City School District, explained: “We sent people to the futurist conference. It was thought provoking, inspiring, but there should be some follow-up. This is a great vehicle for providing a reason for business leaders and educators to get together to continue the conversation.” Tapping the work already accomplished through the daVinci Project, Board of Cooperative Educational Services New Visions Program, School Business Liaison Group in Cayuga County, reviewing the function of a Business School Alliance, and connecting with groups such as the Cortland Business Network could help identify efforts that would compliment the WIB’s response. Such an initiative could also address the following theme.

WORK TOGETHER TO GROW THE NEXT GENERATION OF SKILLED WORKERS

Educators and businesses appear eager to work together to continue a dialog, exchange and analyze information, and develop strategies to address some of the themes that emerged regarding the skills of the emerging workforce. The WIB could help structure a systematic approach to convene a group that facilitates this opportunity for dialog and action: This group could be the same and/or a subgroup of the group described in the previous theme.

CUSTOMER SATISFACTION WITH THE ONE STOP CAREER CENTERS

Category	Rating of Excellent/Good
Center Services	97%
Center Staff	97%
General Opinion of Center	95%

(Cayuga-Cortland Workforce Investment Board, 2004, October)

HEARING FROM THE WORKFORCE INVESTMENT BOARD

“The services provided by the One Stop have been effective in helping the Public Assistance and the 200% of poverty population become employed and to maintain employment. It is a journey to self-sufficiency.”

Michael Mancini, Cayuga County Department of Social Services

“This has bothered me since day one. Track youth. Five years from now ask, ‘Did it have any impact on them?’”

Everett Boise, The Tavern

HIGH GROWTH FIELDS

- Bio-Science
- Environmental Systems
- Digital and Electronic Devices
- Precision Metalworking
- Packaging



Possible outcomes of the exchange could include:

- increasing the focus on career exploration by educators, students, and parents, especially for the skilled trades, that would lead to an increase in the number of students entering these occupations;
- identifying the skills students need to successfully transition to college and work, achieve a diploma, retain their job, and advance in their career;
- developing a means for all students to document the basic skills, attitudes, and work ethic businesses require through some type of evaluation that provides the business with tangible evidence of the applicant's skills such as a portfolio assessment that would provide businesses with the information they need for hiring and promotion;
- ensuring students at both the secondary and post-secondary levels have opportunities to participate in a variety of work-based learning programs such as cooperative learning, internships, on-the-job training, job shadowing, mentoring, and work experience that would lead to direct application of learning, documentation of skills, and better matches between employees and employers; and
- identifying at-risk students and providing the services they need prior to them dropping out or graduating in an effort to make them successful earlier in their careers and relieve some of the burden on resources of the workforce development system.

Robin Weston, Cortland One Stop, suggested reaching out to youth to gain their perspective. **John Lutz's**, Cortland City School District, suggested reaching out to their parents would be effective as well: "We have kids for only about 35 hours a week for 180 days of the year. They spend the vast majority of their time with other people who have other significant influences on them to the extent that sometimes what we do is negated." While various organizations are working to better prepare youth for work and keep youth in the area, it will be important to do the same for older and dislocated workers.

ENSURE OLDER AND DISLOCATED WORKERS HAVE THE SKILLS AND SUPPORT NECESSARY TO STAY IN THE WORKFORCE

The WIB could help ensure older and dislocated workers have the skills and support necessary to stay in the workforce longer by developing the following strategies.

- Identify how workers with no formal training and/or education can formally document their skills: The documentation of a worker's skills would help them assess their training needs, provide information needed for career advancement, and would help them market their skills to businesses.

"We need jobs across the continuum. Provide jobs at all levels of skill."

Cynthia Aikman,
Auburn Industrial Development
Authority

"We need general measurements to see if people have the skills we want."

Kristen Monroe,
Cortland Department of Social
Services

"We have a work readiness curriculum we included in a grant for a coordinated youth project. We should review the curriculum. We proposed to assess final skills developed, give a certificate, and then provide them with the support they need to be successful in the workplace."

Judy O'Brien,
Employment Connection

"Supported employment with on-site job coaching has been successful with businesses seeing the value of this service, especially for entry-level work.

It reduces training costs for employees."

Duane Watson,
Vocational and Education
Services for Individuals with
Disabilities

"Bring your kids to my factory."

David Daum,
Owens-Illinois Glass Containers



- Identify how businesses, workers, and provider agencies can identify and incorporate into their curriculums, the transferable skills necessary for a worker to readily move between jobs, cross-train, and retrain in associated fields giving them the flexibility required of today’s workforce.
- Identify how businesses and providers can assess workers’ ability and willingness to learn and apply learning within the work setting: It’s not what you know....it’s what you can learn that counts.
- Identify the services offered through the One Stops and provider agencies that are customized for a population who may feel betrayed by a system that is no longer economically promising or psychologically fulfilling and where the concept of self is embodied within the fulfillment of work.
- Continue to help business access funding available for incumbent worker training through the NYSDOL in order to keep workers current with the skills they need to be competitive.

Older and dislocated workers, the emerging workforce, and other job seekers and businesses will not be able to benefit from the services provided by the WIB and their partners unless they know how to connect to it.

IDENTIFY THE MOST EFFECTIVE MEANS OF MARKETING THE VALUE OF THE WORKFORCE INVESTMENT BOARD TO JOB SEEKER AND BUSINESS CUSTOMERS

The WIB has embarked on several marketing strategies in an effort to reach job seekers and businesses. The WIB may want to build on their success by considering the following strategies.

- Review the current marketing strategy for its relevance to the market and current success. Identify the level of effectiveness of previous marketing efforts with regard to the resources leveraged.
- Define what the WIB does in simple terms and not just services offered, but results achieved by job seekers and businesses.
- Identify locations, names of contact people, telephone numbers, and web sites that will be consistent for each advertisement.
- Keep information in front of the customer on a regular basis. Have a 12-month marketing plan with marketing activities scheduled on a regular basis and through a variety of channels. Marketing experts find that someone has to be exposed to something several times before they are likely to link their need with a service or product.
- Continue to ensure customers contacting the One Stop or a partner agency will receive the same high quality service no matter where they call or to

“Maybe an auto mechanic can become a millwright. Don’t have tunnel vision, look for ways to improve, change to something new, otherwise, we might be going to Asia or Mexico to get hard workers.”

Brian Noteboom, Empire State Regional Council of Carpenters and Joiners of America

HEARING FROM BUSINESSES AND THE WORKFORCE INVESTMENT BOARD

In 2003 the WIB received \$106,961 in Supplemental Dislocated Worker funds which supported 117 adults and dislocated workers in the Business Services, Health Care, and Skilled Trade areas. A portion of the funds were invested in On-the-Job Training.
(Cayuga-Cortland Workforce Investment Act Annual Report Data, 2004)

The WIB also received \$300,000 in Federal Trade Act Training funds to train individuals who lost their jobs due to an increase in imports from or shifts in production to foreign countries.

(Cayuga-Cortland Workforce Investment Act Annual Report Data, 2004)



whom they speak. An organization’s marketing strategy is only as effective as the degree of credibility and consistency of staff to deliver services the customer values. The WIB is marketing their confidence in staff of the One Stop and their partners. Follow-up on each customer contact by staff will continue to be important in ensuring accountability and success.

- Identify an individual or group of individuals who will focus on marketing.
- Identify how groups such as the Business Services Team and partners can market the value of the WIB.
- Identify how joint marketing efforts with agencies co-located at the One Stop and partners can have a more global impact.

As the WIB considers marketing efforts with a more global impact, it may be effective to consider the benefits of mobilizing resources across the region.

IDENTIFY THE BENEFITS OF AND THE WORKFORCE INVESTMENT BOARD’S ROLE IN A MORE REGIONAL APPROACH TO ECONOMIC PROSPERITY FOR BUSINESSES AND WORKERS

Since there was no consensus on whether the benefits to a regional approach to economic prosperity for businesses and workers outweighed the barriers or potential losses to individual counties, the WIB may want to continue the discussion with their partners and other WIBs to identify the outcome of a more regional approach and what their role would be given their legislative mandate.

ACTION TO BE TAKEN BY THE WORKFORCE INVESTMENT BOARD

The Cayuga-Cortland WIB has carefully reviewed and considered all of the issues identified in this *State of the Workforce Report*. The deliberation required the WIB to balance the compelling, unmet needs of job seekers and businesses against current resources and initiatives. As a result, the WIB will respond to the following issues by taking the following action. The expected outcome of these actions is an increase in job retention.

Issue	Action
<ul style="list-style-type: none"> • Maintain a high quality workforce through appropriate and effective training. 	<ul style="list-style-type: none"> • The WIB will continue to ensure funding for training is leveraged in the most effective way, in part, by keeping the updated list of demand occupations current and assisting additional businesses with applying for training funds through the NYSDOL.
<ul style="list-style-type: none"> • Work together to grow the next generation of skilled workers. 	<ul style="list-style-type: none"> • The WIB will move forward with pursuing the options available to create portfolio assessments for youth served

“The Business Services Team consists of job developers from different agencies. They make a comprehensive effort to share job orders, share information on other programs, and ensure that four or five job developers don’t knock on the same employer’s door.”

Ted Herrling,
Cayuga County Employment and Training

HEARING FROM THE WORKFORCE INVESTMENT BOARD

“If we provide training for the new and emerging skills, will these people stay here? If they don’t find a job here they will move. Sometimes we are our own worst enemy. New York State does a good job educating the rest of the country. How can we keep youth here?”

Greg Hinman,
Cayuga-Onondaga Board of Cooperative Educational Services



Issue

Action

through the One Stop Career Centers. Sample portfolios and criteria to be included will be reviewed.

- The WIB will investigate developing a youth credential for youth programs that has business and WIB member endorsement.
- Members of the WIB will seek to participate in a meeting of School Board Superintendents to engage them in the dialog and continue the work that resulted from the Barlow event.
- Identify the most effective means of marketing the value of the WIB to job seekers and business customers.
- New marketing materials for businesses will include a one-source contact for each One Stop Career Center.
- Upgrades will be made to the website to actively promote One Stop Career Center activities and services.
- The WIB will attempt to connect educators, parents, and businesses, by participating in meetings with school groups to identify how they can best work together.
- The Business Service Team will increase marketing efforts for businesses and jobseekers.

“Workforce development folks work well together with the utmost professionalism and we enjoy each other. It is always with the thought of not competing. I just wish there was more money for upgrade training.”

Susan Kuncio,
Cayuga County
Community College

HEARING FROM THE WORKFORCE INVESTMENT BOARD

IN SUMMARY

Businesses and job seekers will benefit from the united, comprehensive, and pro-active response currently taken by the WIB and its partners across the workforce development system to maintain a high quality workforce through appropriate and effective training, working together to grow the next generation of skilled workers, and identify the most effective means of marketing the value of the WIB to job seekers and business customers. With approximately a 40 percent cut in funding and increased need, the WIB will need to work in partnership across the entire workforce development system. The system will need to leverage it’s collective resources in order to address these priority issues.

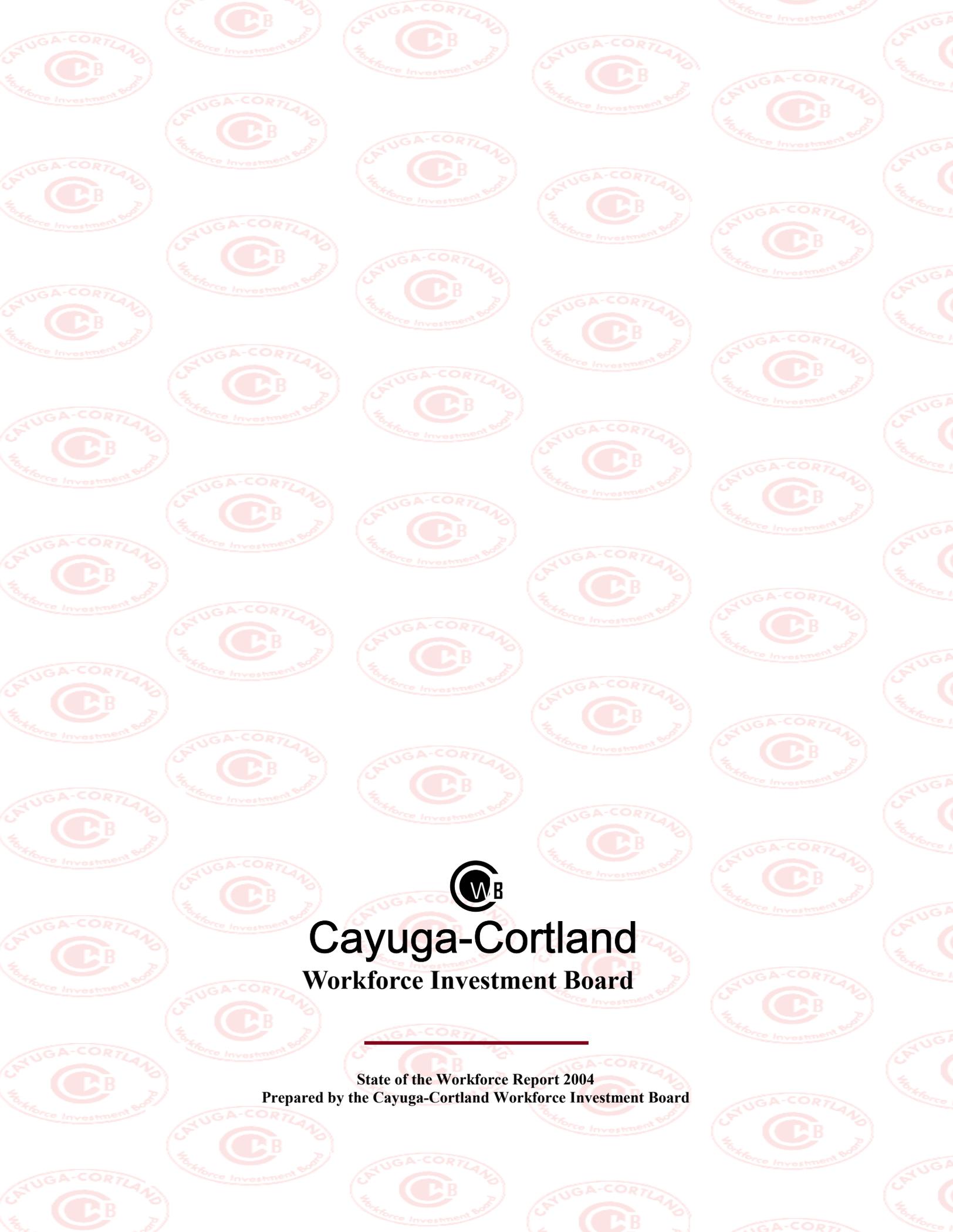
“Each agency needs to do whatever it takes to make sure they do what they can do and do it well. We could all be busy and still not meet all of the needs. There is a role for all of us.”

Judy Davison,
Cayuga-Cortland Workforce
Investment Board



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