



Workforce Development Summit 2007

September 12, 2007



September 12, 2007
CSI Herrett Center - Rick Allen Room
8:00am – 4pm

8:00-8:30 am	Registration and continental breakfast
8:30-8:45 am	Introductions/Overview - Dave Westfall/Jan Rogers
8:45-9:00 am	Idaho Department of Labor – Roger Madsen, Director
9:00-10:15 am	<u>Truth in Numbers</u> - Jan Roeser, IDOL
10:15-10:30 am	Break
10:30-11:15 am	<u>Recruiting Strategies – In the Short Term</u> – Kate Woods, CSI
11:15 -12:15pm	<u>Recruiting Strategies – Feeding the Pipeline</u> – Todd Schwarz, CSI
12:15-1:30 pm	Luncheon Speakers – Idaho Department of Commerce – Jim Ellick, Director Flexibility in the Workplace – Patricia Kempthorne, President Twiga Foundation <i>Lunch sponsored by The Greater Twin Falls Association of Realtors</i>
1:30-2:30 pm	<u>Employee Retention Strategies</u> – Chris Orders & Brent Tolman, IDOL
2:30-2:45 pm	Break
2:45-3:30 pm	<u>Breakout Sessions for Attendees</u>
3:30-4:00pm	Wrap-Up – Dave Westfall/Jan Rogers

Truth in the Numbers

Jan Roeser

Regional Economist

South Central Idaho

Idaho Department of Labor

South Central Idaho

- 8 County area
 - Blaine
 - Cassia
 - Jerome
 - Minidoka
 - Camas
 - Gooding
 - Lincoln
 - Twin Falls

South Central Region Population

US Census Bureau Population Estimate July 2006		% of Region
State	1,466,465	
Region Total	173,626	100%
Blaine	21,501	12%
Camas	1,088	1%
Cassia	21,365	12%
Gooding	14,404	8%
Jerome	20,130	12%
Lincoln	4,522	3%
Minidoka	19,041	11%
Twin Falls	71,575	41%

Age Demographics

South Central Idaho Years of Age	% Change 2006 to 2016
24 & Less	-8.8%
25-44	+7.4%
45-54	-6.9%
55-64	+33.3%
65 & Over	+29.7%

Source: Economic Modeling Specialist, Inc.
9/2007

Sources of Data

- Idaho Department of Labor
 - State Unemployment Tax Quarterly Reports
 - Local office reports
- Bureau of Labor Statistics (BLS)
 - Occupational Employment & Wage Survey (OEWS)
- SIEDO
 - Workforce Survey

Unemployment Quarterly Reports

- Prepared and submitted by employers
 - Accurate payroll information
- Groups based on industry codes / no separation of occupations within company
- Quarter-plus lag

Wage Data – Sources

- State Unemployment Tax Quarterly Reports
 - Mixes part-time, regular full-time and full-time plus workers

$$\textit{Total Wages} \div \textit{Average Employment} = \textit{Average Wage}$$

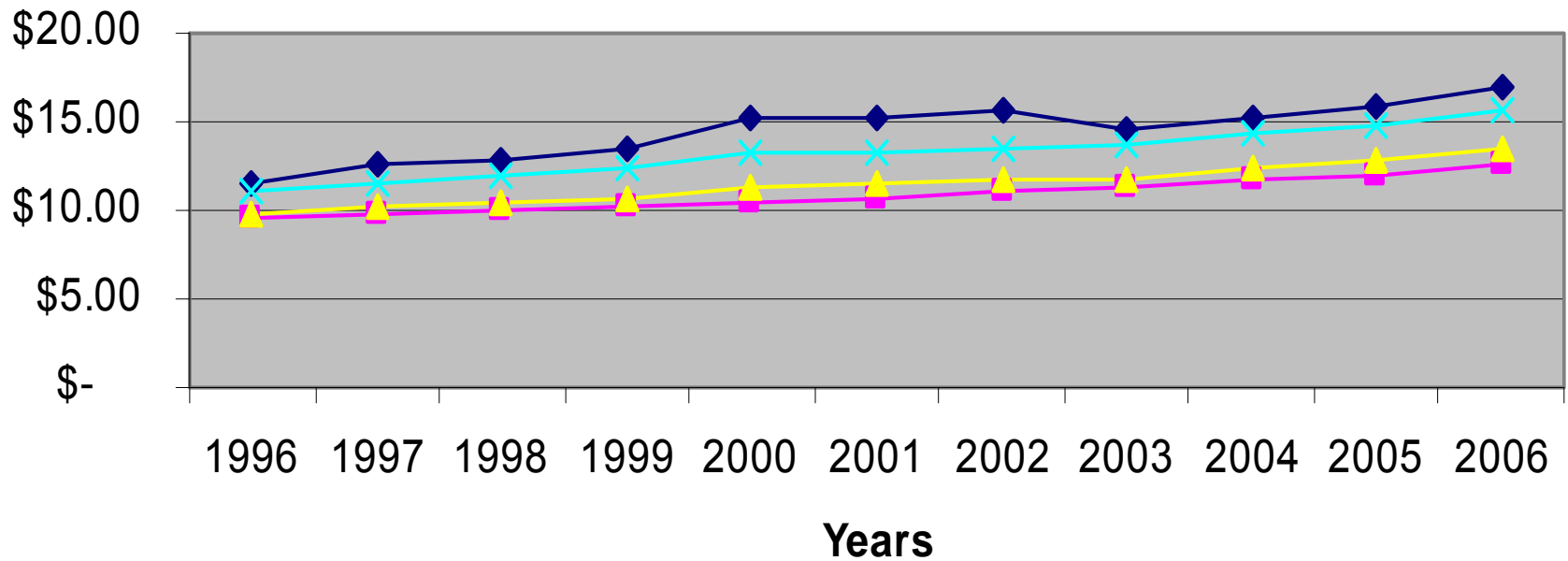
- Occupational Employment & Wage Survey
 - Survey results determine median wage
 - Each employer contacted every 3 years
 - Data is employment cost index aged

Average Wage Growth

	Average Wage	Average Wage	Average Wage	Average Wage	% Growth	% Growth	% Growth
	1996	2001	2005	2006	1 year	5 years	10 years
State of Idaho	\$11.18	\$13.34	\$14.82	\$15.66	5.6%	17.3%	40.1%
South Central	\$9.84	\$11.50	\$12.72	\$13.39	5.3%	16.4%	36.0%
SC less Blaine	\$9.51	\$10.75	\$12.06	\$12.62	4.6%	17.4%	32.7%
Blaine County	\$11.63	\$15.29	\$15.81	\$17.04	7.8%	11.4%	46.5%

Source: Idaho Department of Labor
SUTA Quarterly Reports

Average Wage Growth



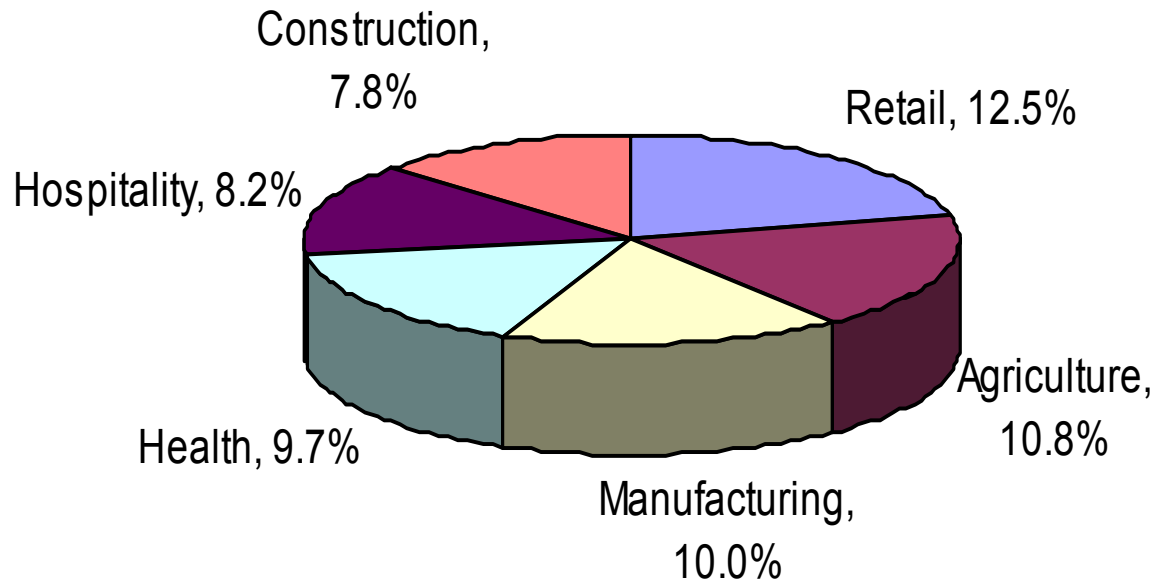
◆ Blaine County
■ SC less Blaine
▲ South Central
× State of Idaho

Employer Comparison Industry Leaders

	2001	2006	# change	% change
South Central	6,646	7,397	751	11.3 %
Construction	924	1125	201	21.8%
Agriculture	585	626	41	7.0%
Retail	862	878	16	1.9%
Professional	456	572	116	25.4%
Healthcare	479	567	88	18.4%

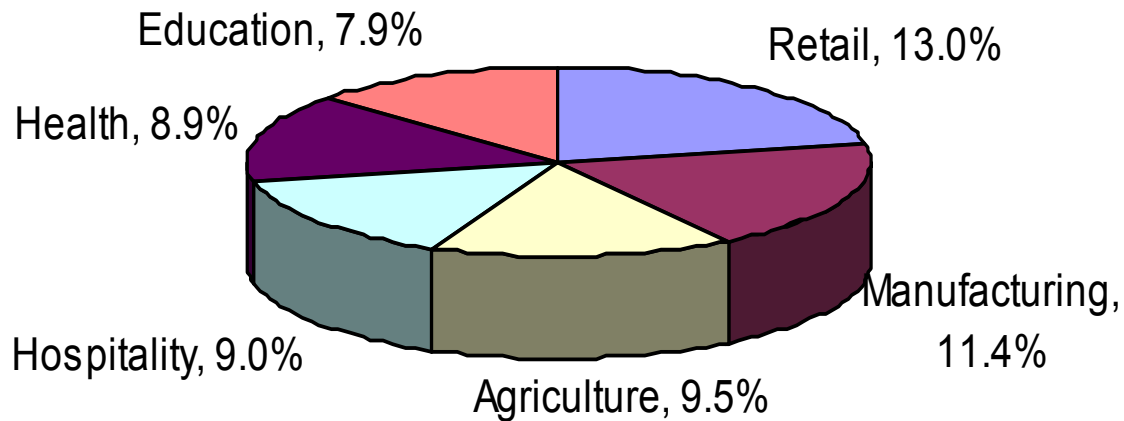
South Central Idaho Average Employment

2006 Top Six Industries - Jobs



South Central Idaho Average Employment

2001 Top Six Industries - Jobs



Job Openings and Applicants

2003-2006 Comparison	Idaho Department of Labor	
	Openings	Applicants
State of Idaho	62%	-20%
South Central - Region IV	47%	-16%
Panhandle - Region I	63%	-29%
North Central Idaho - Region II	16%	-22%
Southwestern Idaho - Region III	92%	-19%
Southeastern Idaho - Region V	23%	-15%
East Central Idaho - Region VI	50%	-20%

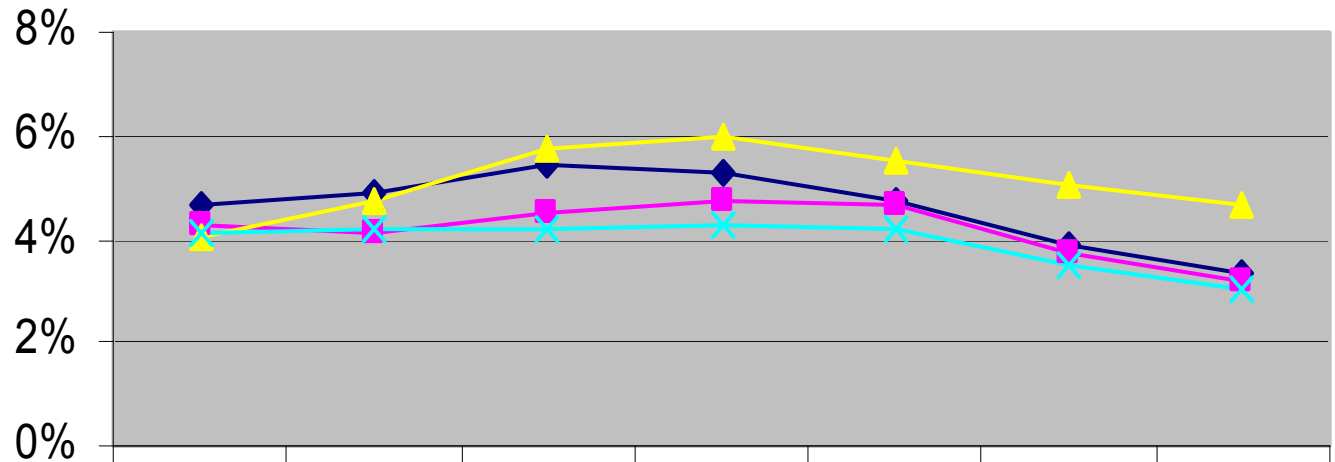
IDOL Occupations

2003-2006 Comparison	State of Idaho		Region 4	
	Openings	Applicants	Openings	Applicants
Architecture and Engineering	205%	-35%	606%	-37%
Business and Financial Operations	131%	-20%	543%	-20%
Computer, Science and Mathematical	154%	-21%	303%	-14%
Education, Training and Library	120%	-18%	71%	-11%
Food Science and Services	69%	-22%	20%	-14%
Military Professionals	1193%	4%	NC	20%
Transportation & Delivery	90%	-20%	76%	-17%

IDOL Occupations

2003-2006 Comparison	Blaine County Office		Magic Valley Office		Mini-Cassia Office	
	Openings	Applicants	Openings	Applicants	Openings	Applicants
Architecture and Engineering	708%	-43%	600%	-33%	0%	-41%
Business and Financial Operations	238%	-10%	781%	-25%	-21%	-11%
Computer, Science and Mathematical	1500%	56%	254%	-14%	500%	-29%
Education, Training and Library	-71%	-4%	43%	-14%	686%	-9%
Food Science and Services	13%	-24%	-20%	-20%	202%	2%
Military Professionals	NC	NC	NC	10%	NC	20%
Transportation & Delivery	87%	-23%	112%	-19%	-1%	-13%

Historic Unemployment Rates

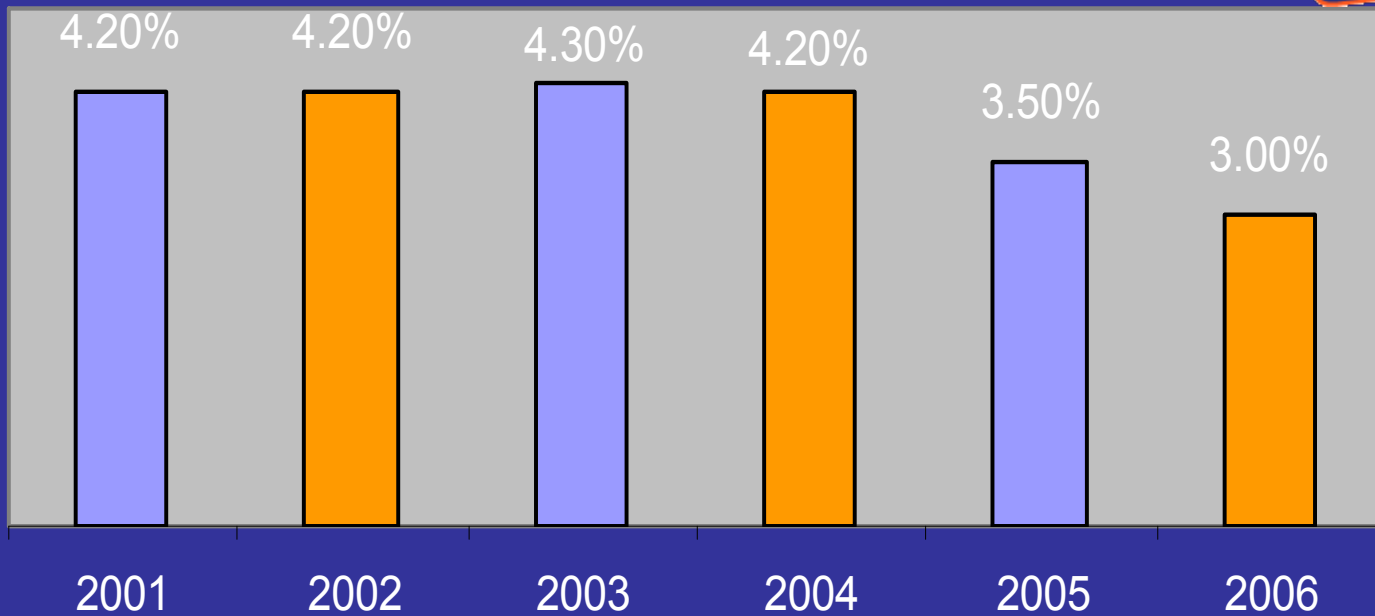


	2000	2001	2002	2003	2004	2005	2006
◆ State	4.6%	4.9%	5.4%	5.3%	4.7%	3.9%	3.4%
■ South Central	4.2%	4.1%	4.5%	4.8%	4.7%	3.7%	3.2%
▲ National	4.0%	4.7%	5.8%	6.0%	5.5%	5.1%	4.6%
✕ Twin-Jerome	4.1%	4.2%	4.2%	4.3%	4.2%	3.5%	3.0%

Unemployment Rate



Tw in Falls-Jerome Micropolitan Area



Underemployment

- Typical Definition
 - Those working below their skills, education or training level.
 - Those working temporary or part-time jobs.
 - Those working without benefits.
- Assessment is complex.
- Assumptions for study (see insert)
 - Active registered job seekers with associates degree or higher.
 - Ratio of job orders for county, specifically part-time and/or temporary (job lasts less than 150 days) applied to average employed labor force county, those residing in the county that are working.

Workforce Survey

- Process:
- Completed by participating employers = 199 surveys
 - Survey was available on chamber websites
 - Encouraged by local service organizations
 - Encouraged by local networking
 - Variety of industries represented
 - Cross-section of south central Idaho

How to achieve workforce equilibrium..

- **Tools**

- Regional Wage Data
- Occupational projections (Hot Jobs)
- Recruitment
- Retention
 - Training dollars allocation
 - Management
 - Career Opportunities

Significance

- New employers & expansions are creating wage growth.
 - Requirement of workforce training monies
 - Advanced skill set requirements – drives new programs at CSI
 - Underemployment is declining in our area.
- Pro and Con
 - New employers adding to competition for workers
 - New employers adding to population growth
- Participation by employer community in wage surveys yield solid data.



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Recruiting Strategies: In the Short Term

Kate Woods
College of Southern Idaho

Recruiting Strategies in the Short Term

1. Publicize your needs
2. Maximize use of Southern Idaho workforce
3. Recruit from outside Southern Idaho

TRADEOFFS IN TODAY'S MARKET:

Local Recruitment:

Flexibility

Relocation recruitment:

*Expense &
uncertainty*

There is always employment risk as long as we're talking about human beings.

The way it used to be...

More people than jobs

Response to recruitment was overwhelming

Openings filled relatively easily

Strategy 1: Publicize

- A.** Online job posting
- B.** Online resume searching
- C.** Newspaper advertising
- D.** Employee referrals
- E.** Department of Labor

E: List all openings with Department of Labor

- List throughout Idaho or nationwide
- Skill matching
- Interview scheduling
- Space available for conducting interviews
- Labor market information (e.g. prevailing wages)
- No cost for services – tax funded



Help to create the “Big Picture”

- Information about local employment trends and outlook
- Critical to community and educational planning

Strategy 2: Maximize use of local workforce

- A.** Partner with CSI for training and re-training
- B.** Older workers
- C.** Workers with disabilities
- D.** Ex-offenders
- E.** Multicultural workers

The “Ideal Worker” Myth



A: Community College as a Partner to Business and Industry

Are there gaps between your needs and current workforce performance?

Technical Skills Customer Service **Soft Skills**

CSI can customize short-term training for your needs.
CSI Community Education offers online and evening classes.

B: Older Workers

ADVANTAGES:

- Title V and On-Job-Training
- Knowledge and skills
- Strong work ethic
- Lower turnover rates
- Fewer avoidable absences

POSSIBLE TRADEOFFS:

- Flexibility in work schedules
- Accommodation for standing, walking or lifting
(See ADA tax credit information)

What you can do to recruit Older Workers

- Forward your posting to community contacts
- Include welcoming language in job postings, such as “Older workers encouraged to apply.”
- Offer flexibility in scheduling

C: Workers with Disabilities

ADVANTAGES:

- Work Opportunity Tax Credit
- Counseling throughout placement process
- Job coaching, support systems at no cost to employers
- Work evaluation or On-the-Job Training
- Higher attendance and retention than average
- Employees with disabilities may relate to customers with disabilities
- Workers now allowed to keep Medicaid benefits and earn wages

Workers with Disabilities

POSSIBLE TRADEOFFS:

- “Job Carving”
- Physical accommodations may be needed
(ADA tax incentives may be available)

What you can do to recruit Workers with Disabilities

- Forward your posting to community contacts
- Include welcoming language in job postings, such as “Workers with disabilities encouraged to apply.”
- Offer flexibility

D: Ex-Offenders

ADVANTAGES:

- Work Opportunity Tax Credit
- Partnership with professionals: Better support system and leverage throughout employment
- Correctional counselors monitor placement & evaluate risks
- Retention is better than average due to supervision & support
- Community contribution: Chance of ex-offender success improves by 30% with employment

POSSIBLE TRADEOFFS:

- Work ethic may not be strong

What you can do to recruit Ex-Offenders

- Forward your posting to community contacts
- Form partnerships with service providers

E: Multicultural Workers

ADVANTAGES:

- Transferable skills
- Multicultural workers may relate to multicultural customers.

POSSIBLE TRADEOFFS:

- Language

What you can do to recruit Multicultural Workers

- Support ESL and bilingual skills as advancement opportunities
- Participate in cultural events: sponsor, donate, staff a booth
- Arrange for translation in interview process

Strategy 3:

Recruit for Relocation

TRADEOFFS IN TODAY'S MARKET:

Local Recruitment:

Flexibility

Relocation recruitment:

*Expense &
uncertainty*

Incentives for Relocation

- Financial
 - Cash
 - Buy-down of mortgage interest rate
 - Free or subsidized rent
- Educational
 - Free or reduced tuition
 - Industry-specific training
- Personal
 - Child care
 - Health benefits

Distance Interviewing

Use technology to streamline interviewing

- Telecommunications
- Webcam

Recruit for Relocation

- A.** Employee referrals from outside local area
- B.** College graduates
- C.** High unemployment economies
- D.** Military veterans

A. Employee Referrals

Monetary or other reward for referral of new employees from *outside Southern Idaho*

B. Relocating College Graduates

ADVANTAGES:

- Knowledge
- Transferable skills and training
- Discipline

POSSIBLE TRADEOFFS:

- Expenses
 - Travel to interview
 - Relocation incentives
- Retention: Will they stay?



What you can do to recruit College Graduates

- Post jobs with college placement offices
- Attend career fairs

C. Relocation from High-Unemployment Economies

ADVANTAGES:

- Skill Set match

POSSIBLE TRADEOFFS:

- Expenses
 - Research
 - Advertising
 - Travel to interview
 - Relocation incentives
- Retention: Will they stay?
Are cost of living and wages competitive?

Relocation from High-Unemployment Economies

CONSIDERATIONS:

- Rate of unemployment
- Worker skill sets
- Prevailing wages
- Cost of living
- Climate



What you can do to recruit from High-Unemployment Economies

- List openings nationally through Department of Labor
- List with college placement offices in target economies
- Work closely with Dept of Labor offices in target states
- Subscribe to online resume search (e.g. Yahoo, Monster)
- Advertise in target economies
- Hold job fairs in target economies

D: Relocating Veterans

ADVANTAGES:

- Transferable skills and training
- Discipline
- Relocation benefits
- Education benefits

Relocating Veterans

POSSIBLE TRADEOFFS:

- Expenses
 - Advertising
 - Travel to interview
 - Relocation incentives
- Retention: Will they stay?

What you can do to recruit Relocating Veterans

Advertise

- Idaho military media
- GI JOBS (monthly, 225 transition bases)
Rates Range \$1300/mo-\$5000/mo depending on frequency and size.
- Military “Times” (weekly, 4 military branches)
Rates range \$4,288-\$20,900 all 4 publications

What you can do to recruit Relocating Veterans

- Utilize Veterans Specialists at state employment offices
- Visit recruiting events
 - Job fair events held every month in Idaho & Utah



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Recruiting Strategies: Feeding the Pipeline

Todd Schwarz
Instructional Dean
College of Southern Idaho

Challenges

- Retiring population tipping point in 2010
 - More workers will be leaving than entering the workforce
 - USBLS predicts a workforce of 162.3 million with a total of 165.3 million jobs in 2012

Challenges

- Regional trends relating to enrollments
 - Idaho PTE figures for spring semesters 2003-2007
 - BSU: 848 to 709 (down 16.4%)
 - ISU: 1050 to 849 (down 21.6%)
 - LCSC: 465 to 364 (down 21.7%)
 - CSI: 694 to 767 (only school with an increase, up 10.5%)
 - NIC: 522 to 345 (down 33.9%)
 - EITC: 522 to 481 (down 7.9%)

Challenges

- HS graduation rates v. transition to higher education
 - Idaho ranks 8th nationally in HS graduation rates (86.6% class of 2005)
 - 44th nationally in transition to college (47.4% class of 2004)

Challenges

- Inexplicable lack of interest in certain occupations
 - Students seem to be more interested in what's "cool" than what's "practical"
 - Students gravitate towards occupations that are within their sphere of experience

Challenges

- Misinformation about the labor market and ties to educational choices
 - Only 23% of all jobs in the US require a baccalaureate or graduate degree
 - Less than 20% of all technical occupations require a baccalaureate degree

Challenges

- Major change rates (indicators of lack of information: don't know what they don't know)
 - 50% of college students who declare a major will change that major at least once (Kelly & White, 1993)
 - 2/3 of all college freshmen will drop out at least once before completing and 90% of these will never earn a degree (USDOL)

Challenges

- Low unemployment
 - Employers may be hiring unsuitable, unskilled, and even unemployable candidates

Challenges

- Availability of high school graduates
 - National and regional models indicate declining numbers of HS graduates beginning FY2008 and continuing through FY2013

Challenges

- Moving out
 - Many CSI program graduates leave the area to pursue higher wages and/or benefits

Opportunities

- Attention to the retiring population for second careers
 - Almost 80% of retirees plan to keep working (AARP)
 - “Organizations will need to find innovative ways to meet the needs of their age-divergent employees. Organizations must consider how to attract and retain older workers while meeting the development and career needs of younger workers (L’Lallier, J. J. and Kolosh, K. 2005).”

Opportunities

- CSI is bucking enrollment trends, particularly in the trades and health sciences
 - Only one of 18 peer institutions forecasting growth FY2008

Opportunities

- Community colleges will help
 - University mission v. community college mission
 - Increased economical access to higher education
 - Attention to training programs two years or less

Opportunities

- Industry engagement in career education alongside tighter partnerships between industry sectors/employers and educational institutions
 - Partnerships don't always involve money
 - Industry sectors investing time and attention in the future are better positioned
 - Gillette, Wyoming example (handout)

Opportunities

- Inform the public...it can't be left up to high school counselors to solve
 - Counselors are focused on problem-solving and graduation
 - We can all be career counselors, but must be informed

Opportunities

- Improve career education and engage students as early as possible in exposure to careers
 - Not **choosing** a career, but **exploring** careers
 - Accurate information

Opportunities

- Moving back
 - A number of skilled people will return to the area
 - Can only count on “quality of life” so far to attract them

Opportunities

- Conditions are not uniform across the US
 - Other fine community colleges/training programs in rust belt

Summary

- Things may get worse and may never get better without action
- Reality must replace myth and then must be communicated
- Business/industry and educational partnerships are crucial
- We are **all** career developers



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Employee Retention Strategies

Chris Orders

Brent Tolman

Idaho Department of Labor

Why Worry About Retention?

- Very expensive
- Loss of knowledge and expertise
- Decrease in productivity
- Decrease in quality
- Low unemployment rates
- Employee morale

Employee retention is not an event – it is a process that begins early in the recruitment stage and continues throughout the employee’s lifecycle with your company.

The Changing Employee

- Traditionalists 1900 - 1945
- Baby Boomers 1946 - 1964
- Generation Xers 1965 - 1977
- Millennials/Gen Y 1978 - 1999

Traditionalists

- Great Depression – caused them to be savers
- World War 1 and 2
- Family importance
- Sitting around on the front porch
- Introduction of the silver screen
- Sitting around the radio

Baby Boomers

- Vietnam War
- Space Race
- Divorce
- Watergate
- Civil Rights
- Move from the front porch to family rooms
- Consumers rather than savers

Generation X

- Latch-key kids
- Single Parents
- Computers
- Cable TV/MTV
- Video games
- AIDS
- Challenger
- Berlin Wall falls

Generation Y

- Technology in their pockets
- School violence (Columbine)
- OKC bombing
- TV talk shows
- Reality TV
- Diversity
- Internet – information at their fingertips

What Can We Expect?

- Differing core values
- Different concepts of work and careers
- Workplace issues

Why Do Employees Leave?

Employees leave managers and supervisors more often than they leave companies or jobs!

Helping Managers and Supervisors

- Integrate core values and mission and vision
- Let them know what is expected of them
- Provide training in core management skills
- Consider the 360 degree feedback

**Hire new managers and supervisors
for their talents!**

An Approachable Manager

- Remain open and approachable
 - Leave your door open
- Talk with your staff
- Set them up for success
- Don't "shoot" the messenger
- Don't let problems fester

Hiring for Retention

- Involve your team in the hiring process
- Give a realistic job preview
- Tell them about the company
- Let them tour the company and meet some of the staff if possible
- Be honest about advancement potential
- Be open about the job and your expectations
- Have new employee orientation

Ten Employee Retention Tips

1. Compensate fairly
2. Treat them with respect
3. Praise accomplishments and attempts
4. Communicate
5. Recognition
6. Involve employees
7. Growth opportunities
8. Practice active listening
9. Share information promptly
10. Celebrate successes

The 7 C's

- Courtship
- Coaching
- Communication
- Compensation
- Collaboration
- Commitment
- Continuous Improvement

Bottom Line

It is very simple –

**Satisfied employees stay.
The others go away.**

