

TOMPKINS COUNTY WORKFORCE STRATEGY



A Strategy to Address Key
Workforce Challenges and
Strengthen the County's
Workforce Development System

EXECUTIVE SUMMARY



“ With the acquisition of Kionix by a world-leading semi-conductor company, we are poised for substantial growth. This fresh investment offers a tremendous opportunity for expansion of the company, and we will need quick success in ramping up our capacity. That means adding staff from the local region as well as recruiting highly specialized occupations. Without the right workforce, many of these jobs could be developed elsewhere in the global market. Workforce readiness and access to workforce are more critical than ever. ”

Greg Galvin
President and CEO
Kionix, Inc.



A MESSAGE TO THE COMMUNITY

Creating the Tompkins County Workforce Strategy has been an exciting process from assembling a thorough picture of the regional labor market to brainstorming solutions with community leadership. The Strategy is the first step in a cycle of renewal that will keep our activities and investments aligned with the changing environment for workforce development. This is critical in the increasingly competitive global race for talent. As we recommit to supporting a diverse and dynamic workforce, the Strategy will be our guide.

The Workforce Strategy provides direction for a coordinated and effective response to urgent talent issues stemming from rapid economic globalization, integration of technology into all occupations, and dramatic demographic change.

We aim to elevate the operations of our workforce system to meet those challenges. The Strategy does not address related challenges such as worker housing, access to childcare, and transportation; while important, these issues are being taken up by other initiatives.

The Workforce Strategy is the result of a rewarding collaboration between the County’s economic development and workforce development agencies. While Tompkins County Area Development and the Workforce Investment Board have a history of working together to address business and workforce development needs, this project has served to deepen our understanding of shared policy issues and goals. Economic development and workforce development will continue to work hand in hand going forward.

We are very pleased to offer The Tompkins County Workforce Strategy to the community as a road map for workforce development in these critical times. It is our belief that the Strategy will help individuals and employers reach greater success, and that will drive the success of the local economy.

Alan E. Pedersen, Chair
Workforce Strategy Steering Committee
Vice President Human Resources
Cayuga Medical Center

Julia Mattick
Executive Director
Workforce Investment Board

Martha Armstrong
Vice President
Tompkins County Area Development

TCAD’S VISION

A flourishing economy with exciting, innovative firms that inspire and attract a talented workforce.

THE WIB’S MISSION

Enhance the productivity and competitiveness of Tompkins County by developing and coordinating resources that meet employer workforce needs and facilitate employment and development opportunities for individuals.

THE STRATEGY

The Tompkins County economy has experienced moderate growth during the past several decades. The County's economic profile transformed from a durable goods manufacturing community in the 1960's to an education center by the 1980's. Since the 1980's, technology firms producing high-tech products, equipment, services, and software applications have had an expanding role in local economic growth, while traditional durable goods manufacturing continues to have an important, though diminished role. Health, tourism, agriculture, and an array of business and personal services round out the primarily knowledge-driven economy.

As the new century unfolds, three major trends are converging to challenge workforce development locally and globally. These are: rapid economic globalization, integration of technology into all occupations, and dramatic demographic change. For economies to thrive and compete, there must be intensified attention to workforce development. In response to this challenge, Tompkins County Area Development and the Workforce Investment Board partnered to create this workforce strategy for Tompkins County.

The first step in the strategic planning process was to prepare a study of the seven-county labor market region that is home to the County's workforce. This study provided a detailed picture of local employer and workforce characteristics. The Strategy is built on this information, as well as the experience of workforce development stakeholders, including employers, schools, and workforce development service providers.

THE STRATEGIC PLAN IS ORGANIZED AROUND 5 GUIDING COMPONENTS

These key elements are summarized below.

VISION An expression of what we hope to achieve

MISSION The general purpose of the strategic plan

VALUE PROPOSITIONS Desired outcomes for the stakeholders

KEY GOALS Major objectives of change

STRATEGIC THEMES Common approaches to change

1 THE VISION

A living, interdependent workforce development system that:

- 1 Flourishes in an environment rich in talent
- 2 Is leveraged by diverse and flexible strategies
- 3 Readily adapts to changing times

2 THE MISSION

Nurture and innovate the workforce system to support rewarding career pathways and fulfilling engagement of human capital over the next ten years of major economic and demographic change.

3 THE VALUE PROPOSITIONS

Define the unique, sustainable value the Strategy strives to provide for its stakeholders.

FOR WORKERS The Strategy will build individuals' capacity to pursue vocationally and economically rewarding work.

FOR EMPLOYERS The Strategy will develop the pipeline of willing and able talent to meet employers' strategic goals.

FOR THE COMMUNITY The Strategy will support a thriving community by helping workers and employers reach their fullest potential.

4 6 KEY GOALS

- 1 Increase the number of work-ready, basic-skilled workers
- 2 Retain and attract more young adults
- 3 Prepare for the wave of baby-boomer retirements
- 4 Facilitate and enable the recruitment of workers for specialized occupations
- 5 Reduce underemployment and its accompanying underuse of talent
- 6 Increase the workforce system's capacity to manage near-term challenges and opportunities

5 3 STRATEGIC THEMES

While the six goals define the targets for action, three strategic themes guide investments in change. These themes provide common approaches for implementing solutions, and are intended to improve the efficiency, consistency, and reach of the workforce development efforts.

RE-IMAGINE WORKFORCE DEVELOPMENT

SERVICE DELIVERY Use social networking forums and groups to increase the efficiency and innovation of workforce development programs.

SIGNIFICANTLY EXPAND THE USE OF

COMMUNICATION TOOLS Engage internet and conventional communication and marketing tools in order to elevate understanding of labor market information and perceptions of economic opportunity.

INCREASE INTEGRATION AND CONNECTIVITY OF THE WORKFORCE SYSTEM

Change the infrastructure and protocols of the service provider network to stimulate greater collaboration, referral, and real-time connectivity.

IMPLEMENTATION

There are four main spheres of workforce investment in the County:

- PUBLIC SCHOOLS**
- EMPLOYERS**
- TOMPKINS CORTLAND COMMUNITY COLLEGE**
- TOMPKINS WORKFORCE NEW YORK**

The Strategy seeks to meld these spheres more fully, enlarging on the concept of a seamless continuum, to provide a well-connected network of education, training, employment services, and supportive services. This envisioned network will mimic a living system that provides a smooth flow of information, resources, and service delivery through interdependent relationships.

The vision is of a system where the structures of both jobs and workforce programs support the individual's development of craft, of career pathways, and ultimately of greater engagement and success in the world of work.

The common goal is supporting individuals' ability to reach their full potential through lifelong, career-focused, skill development – in school, through employment, and independently.

This effort requires the engagement of employers, unions, schools, the One Stop Career Center partners, and myriad community based organizations.

Solutions will be both technical and cultural. While the Workforce Investment Board's role is to provide leadership, it will take the strength of all the players, working in a collaborative environment to achieve the strategic vision and goals.

FOUR MAIN CHALLENGES HAVE BEEN IDENTIFIED

ADDRESSING SKILLS MISMATCHES AND WORKER SHORTAGES

The Strategy's first five goals, which address workforce skill development and demographic trends, are the most tangible challenges facing workforce development. These manifest in many ways, including underemployment of workers and increased on-the-job training demands on employers. Labor shortages are projected to increase significantly after 2016 as the Baby Boomers retire.

FOSTERING WORKFORCE DEVELOPMENT COLLABORATION

To achieve the Strategy's vision and support a thriving economy, workforce development providers must foster deep collaboration between organizations as well as internally in their organizations. Each organization must cultivate respect for each other's mission to best leverage cooperative efforts.

CHANGING THE WORKFORCE DEVELOPMENT MODEL

Today, most job descriptions and occupations will undergo significant change throughout the span of a career. While college education is a recognized standard for career advancement, less than thirty percent of young people complete a bachelor's degree. Lifelong learning and the achievement of a portfolio of advanced credentials represents a new standard for workers with diverse levels of education, from a high school diploma, to some college, to college degrees.

OVERCOMING THE SHORTAGE OF RESOURCES

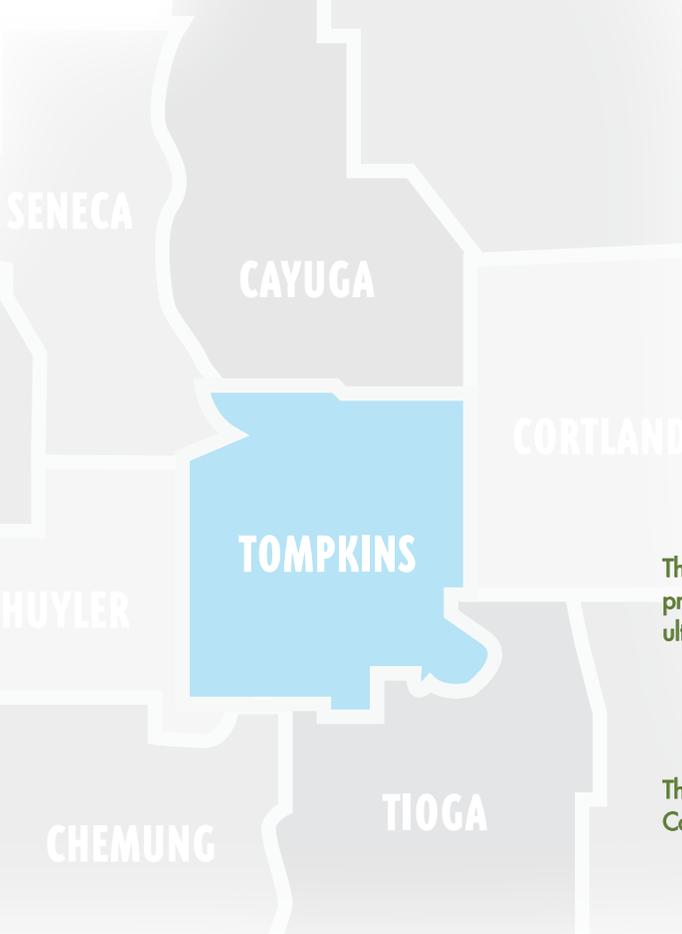
This is a time of exceptionally high budget constraints, and that lack of resources is a significant obstacle. However, Tompkins County has a solid platform for launching the Workforce Strategy. The community is creative, innovative, experienced, and stakeholder commitment is strong. By putting this new strategic framework in place, progress can proceed, gaining more resources and resource alignment as change takes hold.

MOVING FORWARD

Moving forward, success will come from working together to evolve the workforce development culture and establish a new paradigm for the workforce development system. The Strategy is the first step in a cycle of renewal that will keep local activities and investments aligned with the changing environment for workforce development. This is critical in the increasingly competitive global race for talent. The Workforce Strategy provides direction for a coordinated and effective response to urgent talent issues stemming from rapid economic globalization, integration of technology into all occupations, and dramatic demographic change.

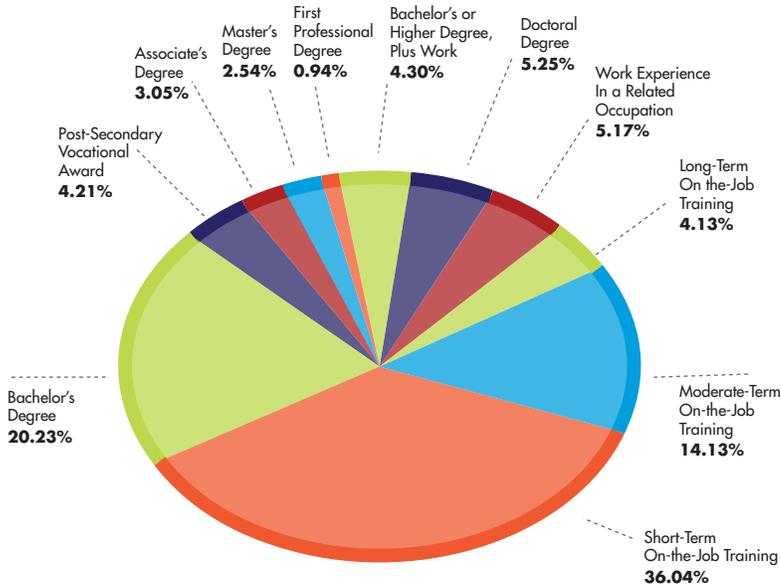
“Over the years TC3 has worked with employers and other training providers to deliver targeted programs such as TC3.biz, PACE, LEAP, and CollegeNow. These joint efforts result in wonderful successes for the students and all involved. The Workforce Strategy provides a strong vision for propelling this collaborative work forward.”

**Dr. Carl E. Haynes, President
Tompkins Cortland
Community College**



TOMPKINS COUNTY EMPLOYMENT STATISTICS

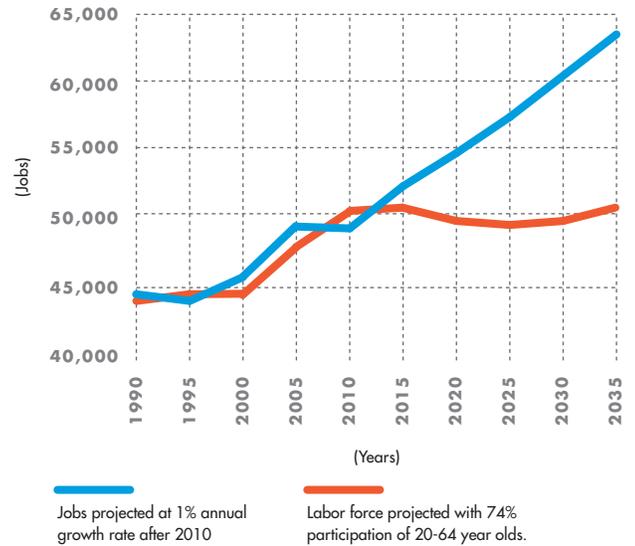
Training and Education Requirements for Employment



Notes - About 35% of jobs in Tompkins County required a Bachelor's degree or higher. In comparison only 21% of jobs nationwide required a BA or higher. About 55% of local jobs required some level of on-the-job training, comparing to 70% of jobs nationwide.

Source - JobsEQ 2008q4 (Chmura Economics & Analytics)

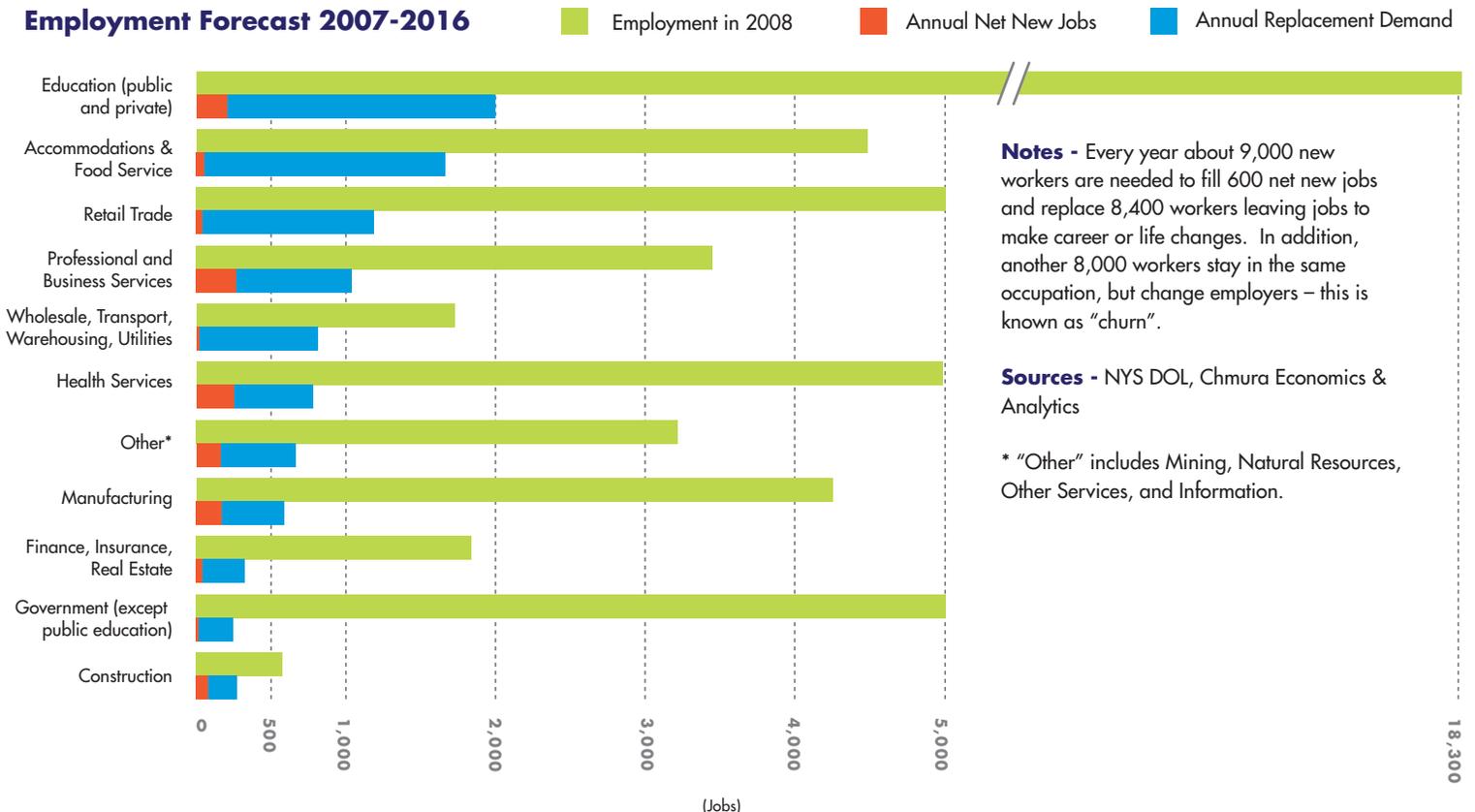
Projected Gap in Labor Force



Notes - This graph conveys the expected impact of Baby Boomer retirements. Without a significant increase in the younger workforce, the potential for business and job growth will be suppressed.

Sources - Woods & Poole, US Census, Chmura Economics & Analytics, TCAD. Due to multiple sources, absolute values should not be calculated from this graph.

Employment Forecast 2007-2016



Notes - Every year about 9,000 new workers are needed to fill 600 net new jobs and replace 8,400 workers leaving jobs to make career or life changes. In addition, another 8,000 workers stay in the same occupation, but change employers - this is known as "churn".

Sources - NYS DOL, Chmura Economics & Analytics

* "Other" includes Mining, Natural Resources, Other Services, and Information.

The Tompkins County Workforce Strategy is the product of a partnership between
The Tompkins County Workforce Investment Board and Tompkins County Area Development.

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This document and the full report are available online at:



www.tompkinsworkforceny.org



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