

Winning Strategies for Expanding NC's Tightening Labor Market – Materials & Resources

May 16, 2018

RTI, International

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Winning Strategies for Expanding NC's Tightening Labor Market

May 16, 2018 | RTI International, Research Triangle Park

AGENDA

9:30 a.m. **Winning on Talent in NC**

Jeff Frederick, Senior Vice President Global Human Resources Business Partnering, RTI International
Emily Williamson Gangi, ncIMPACT Engagement Director
Anita Brown-Graham, Professor of Public Law and Government, ncIMPACT Director

9:40 a.m. **Refining the Role of Workforce Development in a Tightening Labor Market**

Setting the Stage

Senator Chad Barefoot (Invited)

The Tightening Labor Market

Jeff DeBellis, Director of Economic & Policy Analysis, North Carolina Department of Commerce

10:30 a.m. **Networking Break**

10:45 a.m. **Assessing Your Region's Skills Census and Gaps**

Moderator: Steve Klein, Director, Career & Adult Education and Workforce Development, RTI International
Andrew Berger-Gross, Senior Economist, North Carolina Department of Commerce
David Hollars, Executive Director, Centralina Workforce Development Board
David King, Director of Corporate Training, Rowan-Cabarrus Community College
Wendy Walker-Fox, Director, Northwest Piedmont Workforce Development Board

11:45 a.m. **NC Job Ready**

Governor Roy Cooper

12:15 p.m. **Work-Based Learning and Local Innovations: The Days Ahead (Lunch Served)**

Jeff Frederick, President of the NC Association of Workforce Development Boards

Transforming Talent Development: A National Perspective

Beth Brinly, Vice President of Workforce Innovation, Maher & Maher

Career & Technical Education Innovations

John Kirkman, Assistant Director for Career & Technical Education, NC Department of Public Instruction

1:30 p.m. **Successful Strategies to Expand the Labor Pool moderated by Anita Brown-Graham**

Tammy Childers, Executive Director, Eastern Carolina Workforce Development Board
Barbara Darby, Regional Business Services Coordinator, Mountain Area Workforce Development Board
Jeff Gannon, Lead Instructor, Building Construction Technologies, Central Carolina Community College
Andre Pettigrew, Director, Durham Office of Economic & Workforce Development

2:15 p.m. **Networking Break**

2:30 p.m. **Employers Leading the Way**

Moderator: Kevin Trapani, Chair, NCWorks Commission
Ann Ashley, Vice President of Talent and Organizational Development, The Biltmore Company
Tommasanne Davis, Director, Talent Acquisition and Career Exploration, Mission Health
Deb Lindner, Human Resources Manager, Precor
Tania Garcia Richardson, Senior Manager for Global Talent Acquisition, Red Hat

3:15 p.m. **Strategic Discussions facilitated by Beth Brinly: Applying tools and strategies to your region**

3:45 p.m. **Moving Forward: Putting What We Learned Into New Practices**

Danny Giddens, Assistant Secretary for Workforce Solutions, NC Department of Commerce
Pat Sturdivant, Executive Director, Capital Area Workforce Development Board



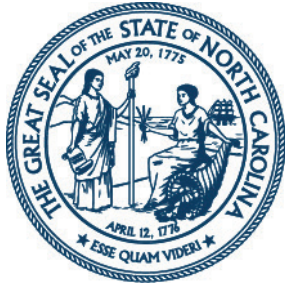
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Presenter Information

Ann Ashley

Vice President of Talent and Organizational Development, The Biltmore Company

For over 30 years, Ann Ashley has watched Biltmore Estate grow from a small, family-owned business to a major attraction of 2,400+ employees that welcomes one and a half million visitors annually. With a background in education and a proven track record building interpersonal relationships, Ann rose through the ranks from restaurant server to Visitor Center Manager of the Biltmore Estate Winery to Guest Relations Manager of the Estate to become a Vice President with The Biltmore Company. The recipient of numerous awards in business, she has been honored with The Diamond Award for Outstanding Achievement in Business from The Business Journal and embraces opportunities to serve and to continue learning. Recognized by the North Carolina Chamber of Commerce for her involvement in founding the statewide HR Subcommittee which advises the governor's office and legislature, she also serves on numerous boards and as a volunteer in her community. Ann is a graduate of the University of North Carolina at Greensboro and has done post graduate work at the University of North Carolina Chapel Hill, the University of North Carolina at Asheville, Wake Forest University, and The Neuroleadership Institute.

Senator Chad Barefoot (Invited)

North Carolina General Assembly

Senator Chad Barefoot is a member of the North Carolina Senate representing North Carolina's 18th Senate district, which includes Franklin County and parts of eastern and southern Wake County. A native of Thomasville, he won his first election in 2012 and was reelected in 2014 and 2016. Senator Barefoot currently serves as Chairman of the Senate Appropriations Subcommittee on Education/Higher Education and the Senate Education/Higher Education Committee. He holds a Master of Arts in Christian Ethics from Southeastern Baptist Theological Seminary in Wake Forest and a Bachelor of Science with a concentration in public management from Appalachian State University.

Andrew Berger-Gross

Senior Economist, North Carolina Department of Commerce

Andrew Berger-Gross works with colleagues in the Labor & Economic Analysis Division (LEAD) to develop research products that empower students, workers, employers, and policy-makers to uncover new insights and make informed decisions. A native of New York City, Andrew has lived and worked in the Carolinas for eight years. Andrew received his Bachelor's degree at Oberlin College and a Master's degree at New York University Robert F. Wagner Graduate School of Public Service.

Beth Brinly

Vice President of Workforce Innovation, Maher & Maher

Beth Brinly has significant experience leading large planning initiatives for local, state, and regional workforce, education and economic development collaboratives. Beth is facilitating state board strategic planning and training efforts in several states. She is currently coaching three Workforce Innovation Fund grantees and three State Apprenticeship Expansion grantees. Beth is a transformational leader and a significant advocate nationally for regional approaches, spanning 28 years of state and federal service, including projects in statewide and regional workforce asset mapping, sector strategy development, school to work partnerships, and talent pipeline development. Most recently, Beth served as Deputy Secretary of the Kentucky State Education and Workforce Development Cabinet. She also served as Commissioner of the Kentucky Department of Workforce Investment, and was the Division Chief of Workforce Investment in the U.S. Department of Labor's Philadelphia Regional Office. Beth holds a BS from the University of Louisville and MED from Pennsylvania State University.

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Presenter Information

Anita R. Brown-Graham

Professor and Director, ncIMPACT, UNC School of Government

Anita R. Brown-Graham rejoined the School of Government in 2016 to lead the public launch of a special initiative that seeks to expand the School's capacity to work with public officials on policy issues that affect North Carolina communities. Anita was also a faculty member from 1994–2006, when she covered the areas of civil liability and community and economic development aimed at revitalizing communities. In 2007, she became the director of the Institute for Emerging Issues (IEI) at NC State University. She led IEI's work to build North Carolina's capacity for economic development and prosperity. She is a William C. Friday Fellow, American Marshall Fellow, and Eisenhower Fellow. In 2013, the White House named her a Champion of Change for her work at IEI, and the Triangle Business Journal named her a 2014 Woman in Business for her policy leadership in the state. She also currently serves on the boards of several organizations. Brown-Graham earned an undergraduate degree from Louisiana State University and a law degree from the University of North Carolina at Chapel Hill.

Tammy Childers

Executive Director, Eastern Carolina Workforce Development Board

Since 1996, Tammy Childers has led the Eastern Carolina Workforce Development Board, which serves a nine county region that includes Carteret, Craven, Duplin, Greene, Jones, Lenoir, Onslow, Pamlico, and Wayne Counties. The board represents a unique public-private partnership consisting of a 28 member board of directors comprised of local elected officials, employers, and community leaders, whose role is to ensure that the local NCWorks workforce development system is market-driven and responsive in meeting the employment and training needs of both job seekers and employers. Tammy is a member of the National Skills Coalition's (NSC) Leadership Council and has been involved in workforce development since 1989, following a 10-year career in the banking industry. She is also active in the Rotary Club of New Bern and is a Paul Harris Fellow. Tammy holds a master's degree from Liberty University in Human Services Executive Leadership.

Governor Roy Cooper

Governor Roy Cooper has spent nearly three decades in public service protecting families, keeping communities safe, and working to create jobs and improve schools. During his service in the state legislature, Governor Cooper worked with members of both parties for balanced budgets that raised teacher pay to the national average, grew the economy, and cut taxes for middle class families. In 2000, the people of North Carolina elected Roy Cooper as Attorney General, where he worked to increase penalties for drug dealers, partnered with law enforcement and school administrators to make schools safer, and helped protect victims of domestic violence and stalking. He also made protecting consumers a priority, fighting to keep utility rates low, put predatory lenders out of business, and help families fend off telemarketers. Governor Cooper earned undergraduate and law degrees from UNC-Chapel Hill.

Barbara Darby

Regional Business Services Coordinator, Mountain Area Workforce Development Board

Barbara Darby oversees the On-the-Job Training Program, the NC Works Incumbent Worker Grant Program, Sector Initiatives, and business services for Madison, Buncombe, Henderson, and Transylvania Counties. Barbara has 20 years of experience in workforce development as a project manager, training manager, supervisor, job developer, and assessment specialist. Barbara holds master's degrees in education and human resources development and is a certified senior human resource professional and project manager. Prior to her career in workforce development, Barbara taught biology in NC public schools.

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Presenter Information

Tommasanne Davis

Director, Talent Acquisition and Career Exploration, Mission Health

Tommasanne Davis is Director of Talent Acquisition and Career Exploration for Mission Health, where she was previously the Manager of the Career Exploration Center for Human Resources. Additionally, Tommasanne was the Career Counselor and Internship Coordinator for UNC Asheville, Director of Career Exploration & Development at Brevard College, Director of Admissions for The Outdoor Academy at Eagle's Nest Foundation, and the Advertising Account Executive & Graphic Designer for The Black Mountain News. Tommasanne received her bachelor's degree in communication from Appalachian State University and her master's degree in community counseling from Western Carolina University.

Jeff DeBellis

Director of Economic & Policy Analysis, North Carolina Department of Commerce

Jeff is the Director of Economic & Policy Analysis for the North Carolina Department of Commerce. Previously, Jeff was the Director of Marketing & Research Services for SBTDC, and before that a Market Research Analyst for SBTDC. Jeff was also a Senior Survey Research Specialist for RTI International. Jeff received his Bachelor's degree from University of Mary Washington and his MBA from North Carolina State University College of Management.

Jeff Frederick

Senior Vice President Global Human Resources Business Partnering, RTI International

Jeff Frederick is Senior Vice President for Global Human Resources Business Partnering at RTI International. He was previously Vice President of Human Resources for Parker Hannifin, Strategic Business Partner for Syngenta, and Regional Human Resources Manager for PPG Industries. Jeff is President of the North Carolina Association of Workforce Development Boards, Chairman on the Board of Directors for Guilford County Workforce Development, and serves on the NCWorks Commission. Jeff received his Bachelor of Applied Science at North Carolina Agricultural and Technical State University.

Emily Williamson Gangi

ncIMPACT Engagement Director, UNC School of Government

Emily Williamson Gangi leads projects designed to help public officials in North Carolina navigate critical policy challenges across a wide range of topics, including education, economic development, health, criminal justice, public finance, and the environment. She teaches a service-learning course for undergraduates on state and local governance. Prior to her work at the University, Emily directed strategic planning for the North Carolina Community College System and spent eight years at Western Piedmont Community College, serving as vice president for student development and executive director of Western Piedmont Foundation. She served on the Hildebran Town Council as mayor pro tempore, Z. Smith Reynolds Foundation Advisory Panel, and board of directors for Burke Economic Development Council, Blue Ridge Healthcare Foundation, and Community Foundation of Burke County. Emily received the UNC Distinguished Young Alumnus Award and was named Burke County Woman of the Year. She received her BA and MPA from the University of North Carolina at Chapel Hill.

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Jeff Gannon

Lead Instructor, Building Construction Technologies, Central Carolina Community College

Jeff Gannon is Lead Instructor in the Building Construction Technologies Program at Central Carolina Community College at the Chatham County campus in Pittsboro. Jeff transitioned from his private practice general contracting company, Green Door Design/Build, to establish the associate degree offering and help meet the increasing demand for construction trades in the region. He is a leader in Central Carolina Community College's grant from the National Science Foundation's Advanced Technological Education program to expand the curricula of its Sustainability Technologies and Building Construction Technologies programs. He is also recognized for recruiting and training underrepresented populations in the construction field. For example, 30 percent of students in the training program are women, which is notable for an industry where only nine percent of workers are women, according to the U.S. Bureau of Labor Statistics. He earned an undergraduate degree from American University and MFA from UNC-Greensboro.

Danny Giddens

Assistant Secretary for Workforce Solutions, NC Department of Commerce

Daniel (Danny) Giddens is Assistant Secretary of Commerce's Division of Workforce Solutions. He previously served as the Division's Director of Field Operations. In that capacity, Danny provided policy direction and strategic oversight to several areas of the Division, including activities associated with the Workforce Innovation & Opportunity Act Title I, Trade Act, Title III Employment Services, Special Programs, and the Management Information System group. Before coming to North Carolina in 2001, Danny served more than 15 years as the director of a local workforce development board in the state of Georgia. A graduate of Georgia Southwestern State University, Danny has a Bachelor of Science degree in Political Science and a Master of Science degree in Business Management.

David Hollars

Executive Director, Centralina Workforce Development Board

David Hollars provides expertise and resources to support the work of the Board partnering with economic development, education, and businesses creating innovative strategies to serve employers and career seekers and investing in the future of the community (Anson, Cabarrus, Iredell, Lincoln, Rowan, Stanly, and Union counties). The Centralina Workforce Development Board was the first multi-county, regional workforce board in NC, starting in 1983. With over 39 years of experience, David's honors include: the George B. Autry Leadership Award for lifetime achievement in workforce development; International Workforce Professionals Association Administrator of the Year; and the US Department of Labor Recognition of Excellence award for his leadership with the Pillowtex project. David received his BS degree in Political Science from the University of North Carolina at Charlotte. He is also a graduate of the Municipal Administration program at the UNC School of Government. David is a Rotary Club Paul Harris Fellow.

David King

Director of Corporate Training, Rowan-Cabarrus Community College

David King was previously Business Development and Admissions for Medical Facilities of America, NC Community Relations Development Coordinator for United Hospice/UHS-Pruitt Corporation, and Regional Sales Manager for Western NC and Southwest VA for Advanced Home Care. David previously served on the Board of Directors for the Cannon Memorial YMCA, was a Panel Member for the Rowan County United Way, and was a Committee Member for the Rowan Cabarrus Family Foundation. David received his bachelor's degree from University of North Carolina at Charlotte and his MBA from John Wesley College.

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John Kirkman

Assistant Director for Career & Technical Education, NC Department of Public Instruction

John Kirkman currently serves as the Assistant Director for Career & Technical Education (CTE). John has been a CTE Teacher and CTE Director in several local school systems. At the department since 2007, he previously served as Regional CTE Coordinator, Lead Regional Coordinator, and Interim State Director. John earned a BS and MS in Agricultural Education from North Carolina A&T State University. John has spent the last 29 years working in the educational field.

Steve Klein

Director, Career & Adult Education and Workforce Development, RTI International

Steven Klein, PhD, specializes in the design of education accountability and finance systems, policy analysis and research, and the evaluation of federal and state career education and pathways initiatives. Dr. Klein's expertise includes delivering customized technical assistance to help states align their secondary and postsecondary career education and workforce development systems and use longitudinal data to improve student and program performance. Dr. Klein has a demonstrated track record managing large-scale contracts extending over multiple years and is currently managing a task-ordering contract for the US Department of Education, Office of Career, Technical, and Adult Education, awarded in 1998 and again in 2004 and 2010. Dr. Klein currently serves as principal investigator for the National Center for Innovation in Career and Technical Education, and is directing evaluation studies for the congressionally mandated National Assessment for Career and Technical Education to assess states' implementation of federal Perkins legislation.

Deb Lindner

Human Resources Manager, Precor

Deb Lindner is Human Resources Managers at Precor, which manufactures premium fitness equipment. She was previously the Senior Human Resources Manager for Great West Healthcare, Human Resources Director for Infotrieve, Senior Director of Human Resources & Field Operations for Promowerks, and Human Resources Manager for Anheuser-Busch. Deb is the Vice Chair and Executive Board Member for Guilford Workforce Development Board, a Board Member on Guilford County Back to Work Initiative, and a Board Member on the Health Services Council. Deb received her associate's degree from Illinois Central College, her bachelor's degree from Lindenwood University, her master's degree from Webster University, and her law degree from Glendale University College of Law.

Andre Pettigrew

Director, Durham Office of Economic & Workforce Development

Andre Pettigrew is Director of the Durham Office of Economic & Workforce Development. He served from 2010 to 2015 as executive director for Climate Prosperity Project, Inc., a non-partisan initiative seeking to accelerate the growth of the clean, or green, economy through a coalition of regional chambers, economic development organizations and business partners. From 2007 to 2010, he served as executive director of the Office of Economic Development for the city and county of Denver. Through Denver's Revolving Loan Program, he worked in partnership with local banks to provide low-cost financing and working capital to emerging small businesses to create jobs. Pettigrew also served as assistant superintendent and chief operating officer of Denver Public Schools from 2001 to 2006. Andre attended the State and Local Government Senior Executive Program at Harvard University's John F. Kennedy School of Government and completed a Mel King Fellowship with the Massachusetts Institute of Technology's Community Innovators Lab. He has a bachelor's degree in economics from the University of California at Los Angeles.

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Presenter Information

Tania Garcia Richardson

Senior Manager for Global Talent Acquisition, Red Hat

As Senior Manager for Global Talent Acquisition at Red Hat, Tania Garcia Richardson works on the evolution of the Global Corporate & Campus + LATAM recruiting teams. Tania has been with Red Hat since 2011. She was previously Talent Development Consultant at Allscripts, and Leadership Development and Public Affairs at Biogen Idec. Tania received her bachelor's degree from North Carolina State University.

Pat Sturdivant

Executive Director, Capital Area Workforce Development Board

Pat Sturdivant serves as Executive Director of Capital Area Workforce Development Board. She was previously Basic Skills Counselor/Advisor for Durham Technical Community College, Content Management Director for Fidelity Investments, and the Workforce Development Director for the City of Durham. Pat received her bachelor's degree from North Carolina Agricultural and Technical State University.

Kevin Trapani

Chair, NCWorks Commission

Kevin A. Trapani has been CEO of The Redwoods Group since its inception in 1997. Prior to the formation of The Redwoods Group, Kevin was Executive Vice President of Burlington Insurance Group; Senior Vice President and Chief Underwriting Officer of Coregis Insurance Group; held senior leadership positions at Great American Insurance Companies and the Chubb Group of Insurance Companies; and started the first statewide HMO in New Jersey. A 1979 Duke University graduate with a bachelor's degree in political science, Kevin is a regular speaker at Duke University's Hart Center for Ethical Leadership. Kevin has been named one of the 50 most influential leaders in the state of North Carolina for his deep involvement in multiple philanthropic interests and his leadership of what is broadly recognized as one of the most innovative socially conscious for profit companies in the nation.

Wendy Walker-Fox

Director, Northwest Piedmont Workforce Development Board

Wendy Walker-Fox oversees federal and state employment and training initiatives in Caswell, Davie, Forsyth, Rockingham, Stokes, Surry, and Yadkin Counties and ensures the sound and seamless delivery of Workforce Innovation Opportunity Act programs. Her work involves coordinating and facilitating working relationships and partnerships with various boards, governmental agencies, economic development entities and numerous service providers. Her previous role was at Guilford Technical Community College, as a project director for a national aviation consortium grant initiative. Wendy received her bachelor's degree from Guilford College and holds advanced degrees in both Human Resources Development and Exercise Science.

Workforce Data Resource Guide

May 2018

Whether you're a policy maker, college administrator, job training provider, or business executive, you know that timely and accurate data is crucial to making informed decisions about the workforce who will fill the jobs of today and those of the years to come. Where can you find this information, and how can it help you? This resource guide, prepared in consultation with the NC Department of Commerce's Labor & Economic Analysis Division (LEAD), is an attempt to answer those questions. Below you'll find various ways of making sense of the data that's out there, from trusted sources like LEAD who know this state and its workforce.

The brief descriptions introducing each linked site are adapted from those resources with edits for clarity and brevity. Take some time to tour these resources and identify the ones presenting the data and analysis that will meet your specific needs.

I. NC Commerce LEAD Sites

[D4 \(Demand Driven Data Delivery System\)](#)

Access to the most recent published labor market data, which LEAD produces under contract with the U.S. Department of Labor's Bureau of Labor Statistics (BLS).

Employment Projections by Industry and Occupation

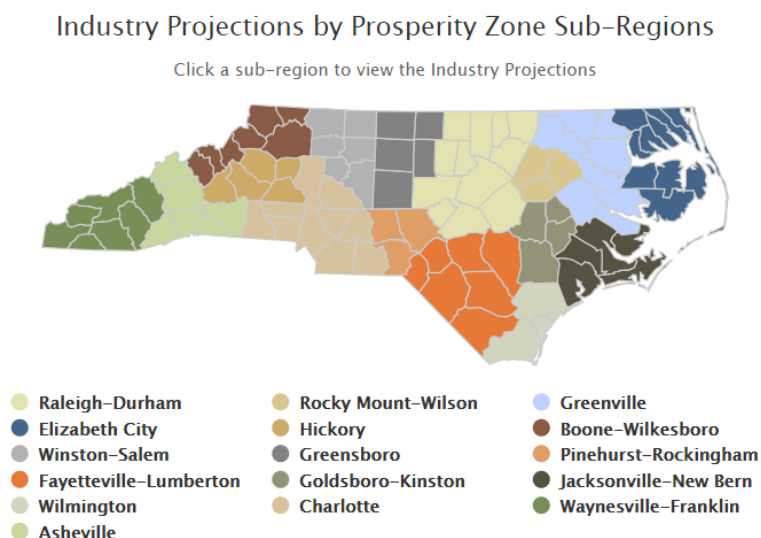
- Statewide and sub-state [industry](#) and [occupation](#) projections
Every 2 years, in conjunction with BLS, the NC Department of Commerce publishes 10-year industry and occupation employment projections for statewide and sub-state areas. These projections are an estimate of the future demand for workers based on historical employment data and various economic factors.
- Searchable table of [industry](#) and [occupation](#) projections
For industry, projections are available by sector (e.g., Manufacturing) and sub-sector (e.g., Wood Product Manufacturing). For occupation, projections are available by major occupation group (e.g., Healthcare Support) and detailed occupation (e.g., Nursing Assistants).

Occupation	Employment			% Growth ①	Total Openings ①			Wage ①	Education, Experience and Training ①		
Occupation Title	2014	2024	Net Change	Annualized	Replacement	Growth	Total	Annual Median	Education	Work Exp.	Job Training
Nursing Assistants	53,520	67,781	14,261	2.4%	12,089	14,261	26,350	\$22,550	Postsecondary nondegree award	None	None



- [Prosperity Zone sub-regional projections](#)

LEAD recently created additional sub-state industry projections for a total of 16 new Prosperity Zone sub-regions using regional industry data. A Prosperity Zone sub-region is a collection of counties that represent a more detailed geography than the eight existing [Prosperity Zones](#).



- [North Carolina Staffing Patterns](#)

This tool contains data that can help you: (1) determine the types of jobs in a particular business or industry; (2) inform career planners and job seekers of the industries most likely to hire people in specific occupations; (3) find baseline data on share of occupations within an industry; and (4) link industry information with occupation data to plan new academic programs.

[State Labor Market Conditions](#)

Provides an expanded overview of the workforce across North Carolina. Presents state labor force, employment, and unemployment data in narrative and graphical formats comparing the current month to the previous month and year. Also reports unemployment insurance activities.

[Example: March 2018 edition](#)

[County Labor Market Conditions](#)

Same as above, but presents data at the metropolitan statistical area (MSA) and county level.

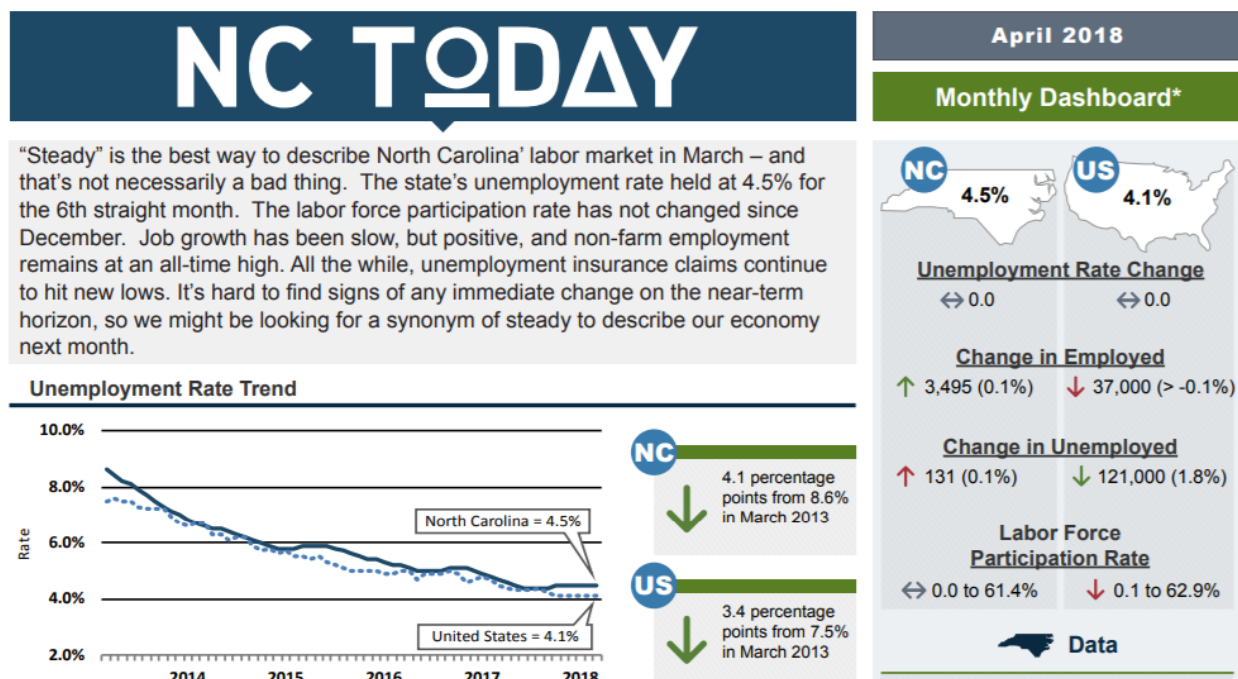
[Example: March 2018 edition](#)

[NC Today](#)

A monthly review of labor market conditions in North Carolina with comparative data from the U.S. and selected southern states on various aspects of the economy. Topics include employment and unemployment statistics, industry employment and wage measures, unemployment insurance benefits paid, and quarterly updates on employer cost for employee compensation.



[Example: April 2018 edition](#)



[Industry Data](#)

Provides detailed industry data on employment, hours, and earnings of workers in nonfarm jobs, as well as a listing of the Top 25 employers in each of North Carolina's 100 counties. There is also information on economic trends through industry projections, businesses that have announced closings and layoffs, and companies and industries throughout the state.

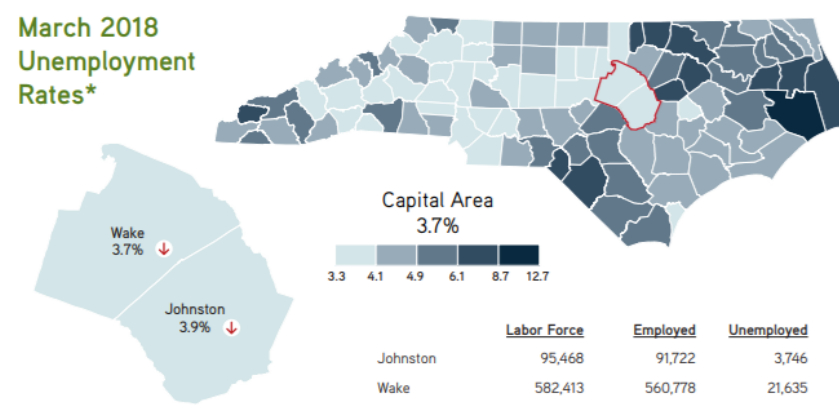
- [Projections](#)
- [Employment and wages](#)
- [Top employers](#)
- [Hours and earnings](#)
- [Business information](#)
- [Buildings and sites](#)

[Workforce Development Board \(WDB\) Labor Market Overviews](#)

Monthly fact sheets composed of economic and labor market data specific to each of the 23 WDB areas. Most of the included data has been selected by the WDBs themselves, and includes unemployment rates, unemployment insurance claims, new corporations, and civilian labor force figures, in addition to other topics of interest to the boards.



Example: May 2018 edition for Capital Area WDB



Who's Hiring past 90 days from April 30, 2018

• State of North Carolina	1,239
• IBM	1,035
• WakeMed	1,027
• UNC Health Care	893
• ACCENTURE	880
• Randstad	673
• General Electric	555
• Robert Half International	476

Source: The Conference Board Help Wanted Online

What Jobs past 90 days from April 30, 2018

• Software Developers, Applications	1,871
• Heavy & Tractor-Trailer Truck Drivers	1,676
• Registered Nurses	1,507
• Network & Computer Systems Admin.	1,353
• Computer Systems Analysts	1,237
• Web Developers	1,151
• Information Tech. Project Managers	1,116
• Management Analysts	977

Source: The Conference Board Help Wanted Online

REGIONAL EMPLOYMENT*

Capital Area Total = 652,500
3,255 More People Working
 in March than previous month
16,720 More People Working
 than same period one year ago

METRO JOB GROWTH*

Raleigh Total = 623,300
1,900 More Jobs
 in March than previous month
15,400 More Jobs
 than same period one year ago

TAXABLE RETAIL SALES

Capital Area Total = \$1,453,355,602
14.4% Higher
 than same period one year ago

Source: NC Dept. of Revenue
 Note: March 2018 data most current
 available at time of release.

ONLINE JOB ADS

49,116 Online Advertised Vacancies
 over past 90 days
2,834 Fewer Vacancies
 than same period one year ago

Star Jobs

LEAD's new and simplified way to identify promising occupations. Star ratings are assigned based on wages, projected growth rate, and projected job openings, with each occupation assigned a rating from one to five stars. Occupations with five stars are considered to have better career prospects than occupations with fewer stars. This year, LEAD created regional Star Jobs for the 16 new Prosperity Zone sub-regions.

- [Star Jobs searchable table](#)

Allows you to search more than 700 occupations in North Carolina by geography, wage, education, and career cluster with detailed occupation information and customizable sorting.



[AccessNC Dashboard](#)

Quick facts and links to related databases, such as **Demographics** and the **Open Data Portal**.



- [Demographics](#)

Census and other data compiled to create comprehensive **area** and **commuting** profiles.

Area profiles are available at the following levels:

- County
- Council of Government
- Metropolitan Statistical Area
- Prosperity Zone
- Workforce Development Board

Commuting profiles are available only at the county level.

- [Open Data Portal](#)

Though still in refinement, this tool has all of the labor market data contained in LEAD's Demand Driven Data Delivery System (D4), plus over 40 other state and national datasets from sources like the NC Department of Public Instruction, BLS, the Census Bureau, and the U.S. Bureau of Economic Analysis.

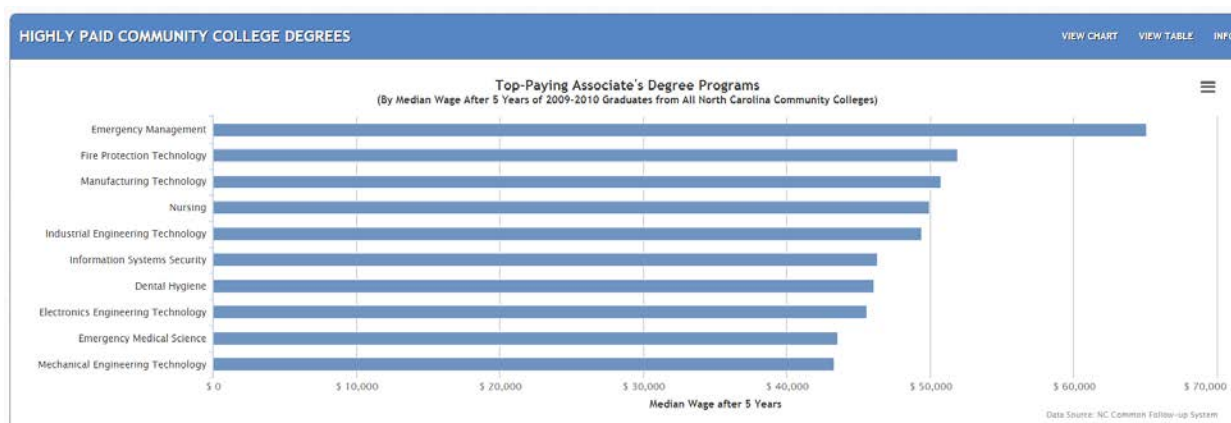
II. Other Helpful Sites for Workforce Data

[NC Commerce's NC Works](#)

Click "Find LMI data" for an information-rich dashboard that includes wage rates, employment statistics, top occupations, and long-term industry projections.

[NC Commerce's North Carolina Tool for Online Workforce and Education Reporting \(NC Tower\)](#)

Select "Community Colleges" or "Public Universities" and click "Go" to view information about the workforce and educational outcomes of programs at those institutions (e.g., median wage 5 years after graduation). Scroll down to see statistics describing North Carolina's state-funded education programs.



[BLS's Occupational Outlook Handbook](#)

Select occupations by 2017 median pay, required entry-level education, amount of on-the-job training, projected number of new jobs, and projected growth rate.

[BLS's Quarterly Census of Employment and Wages](#)

Single-screen interface for employment and wage data by county, industry, ownership type, establishment size, and data type.

[U.S. Department of Labor's O*NET OnLine](#)

Extensive information covering the knowledge, skills, abilities, tools, and technologies needed for over 900 current occupations.

Occupation Search

[Keyword](#) or [O*NET-SOC Code](#):

Find Occupations

Browse groups of similar occupations to explore careers. Choose from industry, field of work, science area, and more.

Advanced Search

Focus on occupations that use a specific tool or software. Explore occupations that need your skills.

Crosswalks

Connect to a wealth of O*NET data. Enter a code or title from another classification to find the related O*NET-SOC occupation.

Ready. Set. Engage.



OUR STRATEGIC DIRECTION

Vision: North Carolina workforce boards are best-in-class with the most competitive workforce in the nation.

Mission: NCAWDB enhances and supports the work of the local Workforce Development Boards through strategic advocacy, partnership convening, and capacity building enabling businesses to prosper economically and remain competitive by providing a highly qualified, motivated workforce.

Goals: To accomplish the Mission, NCAWDB will help coordinate with local workforce boards to:

- Increase public awareness and recognition of the Workforce Development Boards and their role as convener, facilitator, workforce broker, community voice, and capacity builder.
- Provide members with access to real-time information, solutions, and best practices through networking and a variety of communications platforms in order for boards to be successful.
- Foster and maintain active, engaged, and well-informed participation by board members.

Strategies: Each goal is in turn supported by a series of strategies. While goals address the “what” is to be achieved, strategies begin to answer the question of “how” it will happen. Later, more tactical action steps will further detail specific tasks required for each strategy’s implementation. Strategies and success indicators for each goal are listed on back.

Goal 1

Increase public awareness and recognition of the Workforce Development Boards and their role as convener, facilitator, workforce broker, community voice, and capacity builder.

Strategies

- Partner with allied associations and agencies.
- Create communication tools that can be customized for each local board and included on the web site to encourage boards to create a local Speakers Bureau.
- Tell the “story.” Boards will share business and job seeker success stories.
- Promote workforce education and training programs for board members.
- Inform workforce board members about labor market issues and trends in their region and in key sectors, and use this intelligence to engage community partners in solving workforce issues.

Success Indicators

- By June 2018, workforce boards across North Carolina achieve a 20% increase in the number of businesses that access board services.
- Each board meets with its state legislators at least once a year.
- NCAWDB viewed as a thought leader in the realm of workforce development.

Goal 2

Provide members with access to real time information, solutions, and best practices through networking and a variety of communications platforms in order for boards to be successful.

Strategies

- Develop dashboard reports of performances of boards across the state.
- Utilize web site for communications and additional resources to support the work of boards.
- Seek out and promote best and promising practices within and beyond the boundaries of NCAWDB membership.

Success Indicators

- All boards meet their performance measures annually.
- By June 2018, all workforce boards contribute to and use dashboard data.
- By June 2018, an increase of 30% traffic on the NCAWDB web site.

Goal 3

Foster and maintain active, engaged, and well-informed participation by board members.

Strategies

- Cultivate knowledge for board members.
- Host forums for members to share and learn.
- Create social media campaign in which all boards actively participate.
- Identify business champions from each local board to have their voice heard by local, state and national elected officials.

Success Indicators

- By June 2018, attendance of board members at NCAWDB meetings and events increases by 90%.
- By June 2017, business champions are identified at each local board.

NCWorks System Essential to Governor's New **NC Job Ready Initiative**

Governor Cooper says that he wants North Carolinians to be “better educated, healthier, and have more money in their pockets so that they can live more abundant, purposeful lives.”



NC Job Ready has three core components:



SKILLS AND EDUCATION ATTAINMENT

for the jobs of today and tomorrow



EMPLOYER LEADERSHIP

to remain relevant to evolving industry needs



LOCAL INNOVATION

to take great ideas statewide

The role of Workforce Development in a Tightening Labor Market

Jeff DeBellis
Director of Economic & Policy Analysis, LEAD
NC Department of Commerce
May 16, 2018



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The Role of Workforce Development

UNITED STATES
DEPARTMENT OF LABOR

Employment and Training Administration (ETA)

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WIOA Overview

Workforce Innovation and Opportunity Act

President Barack Obama signed the Workforce Innovation and Opportunity Act (WIOA) into law on July 22, 2014. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market, and to match employers with the skilled workers they need to compete in the global economy. Congress passed the Act by a wide bipartisan majority; it is the first legislative reform in 15 years of the public workforce system.

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The Role of Workforce Development

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How Does This Role Change w/ Economy?

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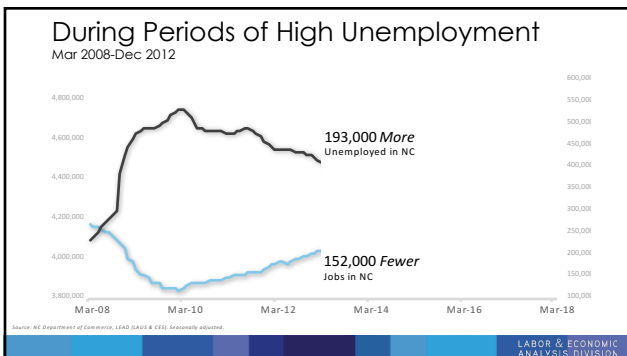
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During Periods of High Unemployment Mar 2008-Dec 2012



Perceived Role in Recessions/Recoveries

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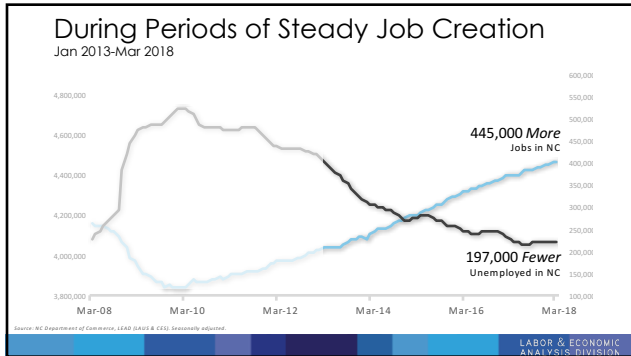
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CORPORATE SURVEY 2017

Key Indicator	Key Indicator %	Key Indicator %	Key Indicator %	Key Indicator %
Availability of skilled labor	41.3	41.3	41.3	41.3
Availability of unskilled labor	33.3	33.3	33.3	33.3
Training programs/technical colleges	28.4	44.3	28.4	4.6
Cost of labor	46.8	44.3	3.8	5.1
Low rates profile	15.5	15.5	1.1	8.5
Right to work state	16.4	26.3	12.7	12.7
Transportation/infrastructure	41.3	30.8	7.5	1.3
Railroad service	11.7	18.2	32.5	37.7
Accessibility to major airport	23.1	33.2	29.5	44.1
Waterway or seaport accessibility	10.4	20.8	24.7	44.2
Availability of advanced IT services	14.7	20.8	36.7	36.7
Finance	32.9	31.7	23.8	12.7
Availability of long-term financing	46.8	36.4	14.3	2.4
Corporate tax rate	41.3	44.7	9.8	5.1
State and local incentives	38.8	42.5	15.8	3.8
Other	32.9	42.5	19.8	5.1
Available buildings	39.7	37.2	9.9	14.1
Available land	42.5	42.5	5.1	19.8
Occupancy or construction costs	35.1	41.4	9.1	14.3
Expedited or "fast track" permitting	22.7	33.3	22.7	23.3
Raw materials availability	44.3	33.3	20.8	4.0
Energy availability and costs	29.8	31.2	20.8	9.1
Environmental regulations	42.5	42.5	11.5	3.8
Proximity to major markets	22.4	34.0	15.8	7.9
Proximity to suppliers	30.8	42.5	14.7	11.5
Proximity to innovation/ commercialized R&D centers	11.8	32.9	32.9	22.4
Water availability	22.4	22.9	27.4	17.1
Climate of the location	10.4	11.8	19.8	4.0

Source: Work Development Magazine

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Even in Times of
"full-employment"
Workforce Development
is Very Important

Perceived Role During Expansions

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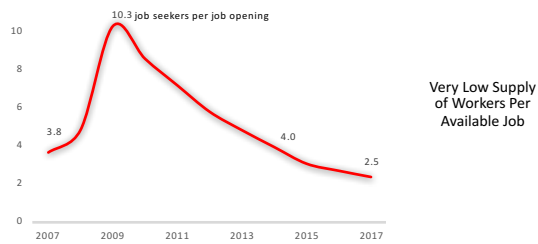
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Support for Continuing **Reactive Role** During Tight Labor Market

- Unemployment Rate far from all-time low, 3.0% in March 1999
- Relatively high numbers not participating in the labor force
 - 61.4% Labor Force Participation Rate (March 2018), 68.1% in March 2001
- Employers' difficulty hiring is rising
 - 50% of NC employers had some difficulty hiring last year
 - Up from ~40% in 2014 & 2016
 - Had more difficulty hiring **entry-level** workers than mid- or senior- level positions
 - 57% in Manufacturing & STEM Industries had hiring difficulties

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How Tight is NC's Labor Market?



Source: LEAD analysis of data from the U.S. Census Bureau, the Conference Board, and the U.S. Bureau of Labor Statistics (BLS). Annual averages of monthly data.

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96 Months Ago... NC's Unemployment Rate Peaked



Source: NC Department of Commerce, LEAD (2018), seasonally adjusted.

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The **Proactive** Role of Workforce Development

UNITED STATES DEPARTMENT OF LABOR
Employment and Training Administration (ETA)

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Congress passed the Act by a wide bipartisan majority; it is the first legislative reform in 15 years of the public workforce system.

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Potential for Large, Immediate Impacts on Unemployment, Lower in Tight Labor Market

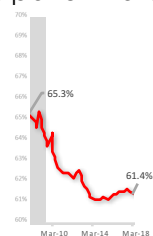
- Many remaining issues impacting NC's economy are secular/structural, not cyclical
 - Harder to 'move the needle'
- More workforce resources needed to make a more limited impact on current economic conditions

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Challenge of Increasing NC's Labor Force Participation Rate

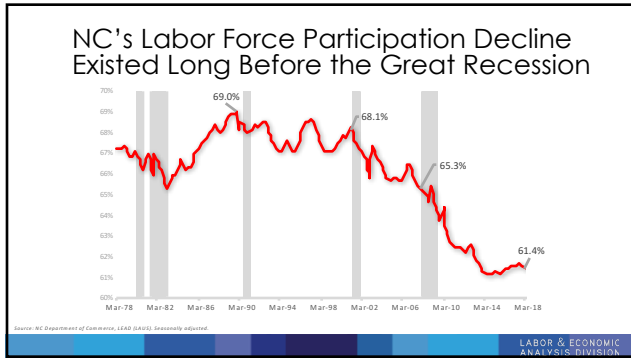
Reactive Response to Limited Data on Low Labor Force Participation:

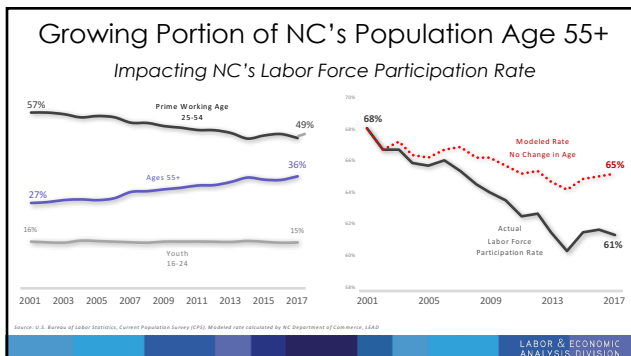
- *There's lots of "unemployed" left to serve. Our focus should be to recruit them back into the job market.*

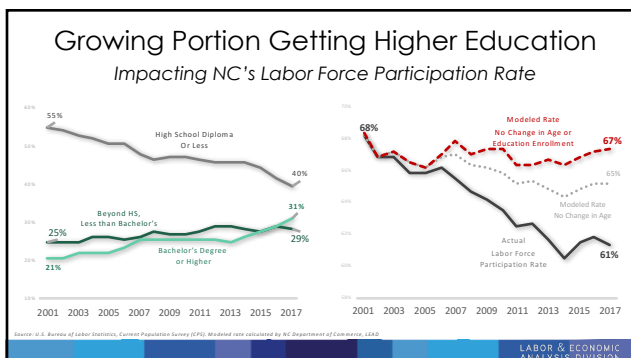


Source: NC Department of Commerce, LEAD 03/03/2018. Unemployment adjusted.

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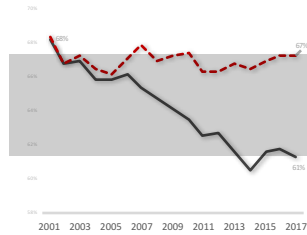


Growing Portion Getting Higher Education Impacting NC's Labor Force Participation Rate

88% of NC's recent LFPR decline can be explained by changes in demographics & educational attainment

Remaining 12% due mostly to:

- Disabled, ill, unable to work
- Taking care of family
- Don't want to work
- Long-term unemployed & discouraged



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Focus on Secular Economic Issues Requiring Long-term, Proactive Attention

- Special populations' entry into labor force & employment
- Youth employment
- Aging workforce
- Changing industry composition
- Automation & trade (changing occupational demand)

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Sustainable Solutions to Grow Employment for those with Barriers

- Criminal record
- Disability
- Severe poverty
- Family obligations / childcare
- Access / transportation issues
- Veterans



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Youth Employment

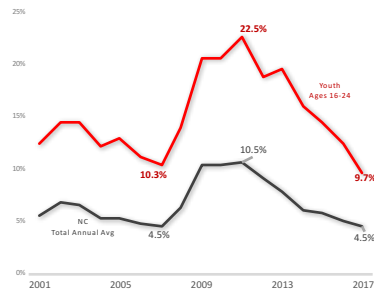


...or lack thereof

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NC's Improving Youth Unemployment Rate

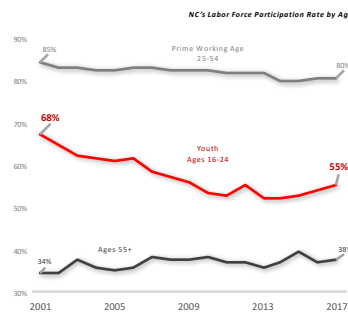
Smallest gap between NC's youth & total unemployment rates (5.2 pts) in 18 years



Source: U.S. Bureau of Labor Statistics, Current Population Survey (CPS)

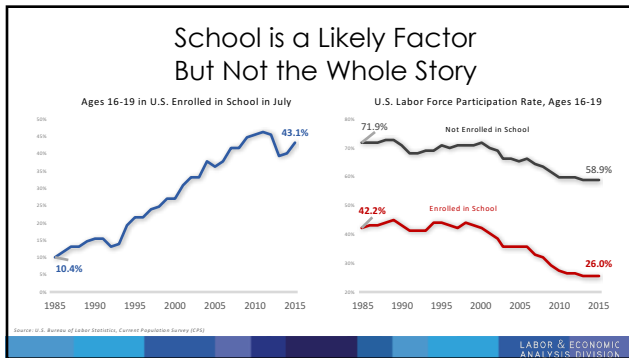
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NC's Youth Not Participating in the Labor Force Like Years Past



Source: U.S. Bureau of Labor Statistics, Current Population Survey (CPS)

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Why Youth Employment?

Teen jobs teach “employability skills”
e.g. work ethic, professionalism, reliability, motivation

- Employability issues cited most frequently by employers
 - By 65% of employers w/ hiring difficulties
 - 75% of those w/ difficulties hiring entry-level

NC employers need (and will need) the labor

- “Low Number of Applicants” cited 2nd most frequently
 - By 55% of employers w/ hiring difficulties
 - 59% of those w/ difficulties hiring entry-level
- Baby Boomers will retire (someday)

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Why Youth Employment?

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Employer Hiring Challenges

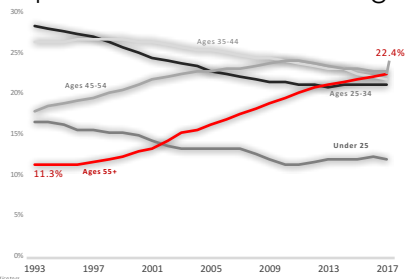


...likely to get worse

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NC's Future "Experienced" Worker Shortage

Over 1-in-5 NC workers are near retirement age



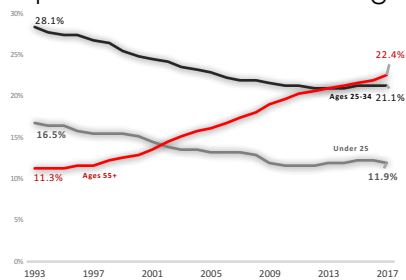
Source: U.S. Census Bureau of Labor Statistics, Quarterly Workforce Indicators

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NC's Future "Experienced" Worker Shortage

Over 1-in-5 NC workers are near retirement age

Share of NC workforce under 35 dropped from 45% to 33% since 1993



Source: U.S. Census Bureau of Labor Statistics, Quarterly Workforce Indicators

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Already an "Experience" Gap?



2016 Employer Needs Survey

- Employer's **degree of hiring difficulty rose** with the experience level of the position



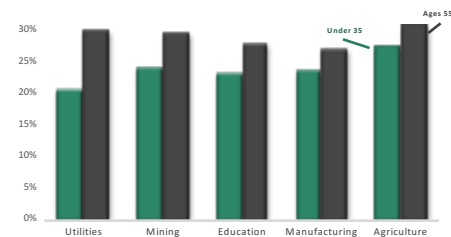
2018 Employer Needs Survey

- "Relevant Work Experience" **#1 & #2 reason** for hiring difficulty for employers hiring Senior and Mid-Level positions respectively
 - Cited by **over 60%** with difficulties

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Not All Industries Impacted Similarly

NC Industries with Greatest Difference between Older & Younger Workers



Many other industries also to be impacted

- Share of NC Construction workforce 55+ more than 2x greater than 20 years ago

Source: U.S. Census Bureau of Labor Statistics, Quarterly Workforce Indicators, 22 month average AD 2016:04-2017:01

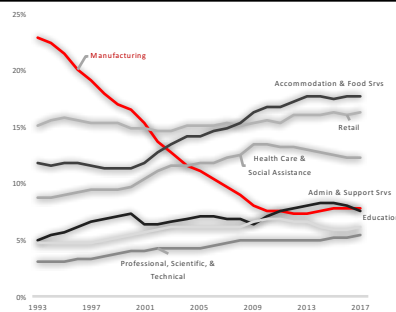
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Share of NC's Under 35 Workers Shifting Industries

% of Younger Workers declined in Mfg from 23% to 8% since '93

2016 avg earnings in Mfg for this age group = \$3,900/mo

- More than other top youth employers except Pro, Sci, & Tech (\$4,550/mo)



Source: U.S. Census Bureau of Labor Statistics, Quarterly Workforce Indicators

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Why aren't more youth in Manufacturing?

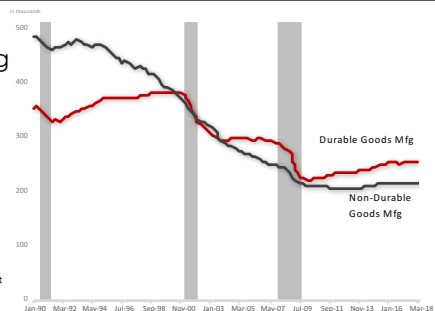
- Manufacturing misperceptions, not "cool"?
- Becoming more male-dominated?
 - Women comprise declining share of NC Mfg
 - 42% in 1993 to 32% in 2016
 - Generally make up smaller % in Durable Goods industries
 - Higher in Textiles, Apparel, & Food Mfg
- Past (and future?) industry job losses?



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NC's Past Manufacturing Jobs Losses

- Employment declining long before Recession
- 275,000 NC Mfg jobs lost since Jan 2001
- Modest Growth Recently
- 34,000 new jobs in Durable Goods since Feb 2010
 - Still Down -32,000 from Dec '07
- Future Declines Projected
- Projected total Mfg employment slightly lower by 2024

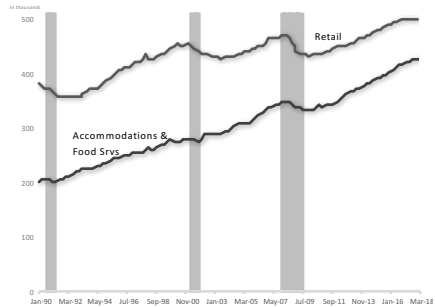


Source: NC Department of Commerce, LEAD (2012), seasonally adjusted

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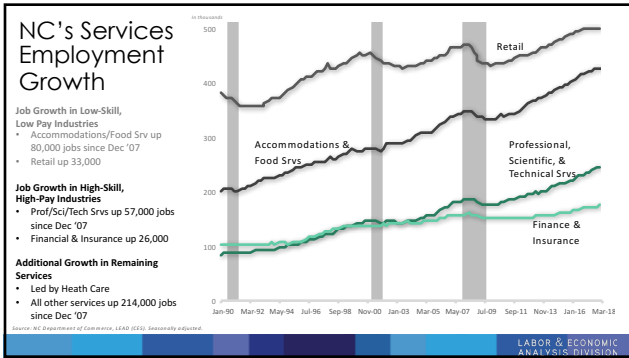
NC's Services Employment Growth

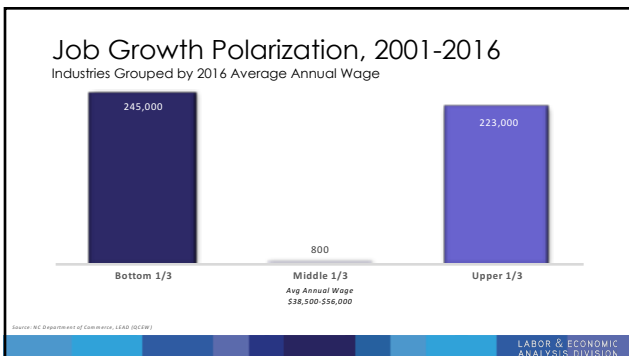
- Job Growth in Low-Skill, Low Pay Industries
- Accommodations/Food Srv up 80,000 jobs since Dec '07
 - Retail up 33,000

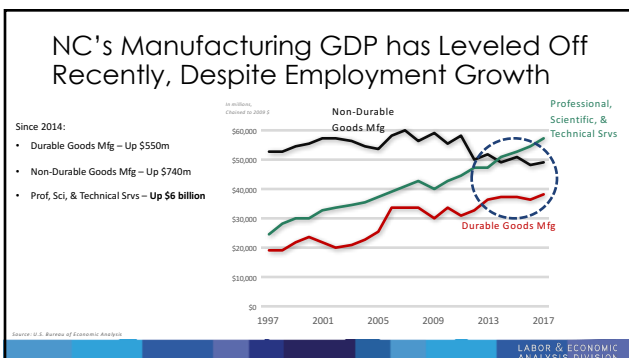


Source: NC Department of Commerce, LEAD (2012), seasonally adjusted

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Occupational Changes within Industries

Changing Share of NC's Manufacturing Industry Jobs
2010-2016

Declining

Production
Transportation & Material Moving
Office & Admin Support



Source: NC Department of Commerce, LEAD (2016)

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Occupational Changes within Industries

Changing Share of NC's Manufacturing Industry Jobs
2010-2016

Increasing

Computer & Mathematical
Business & Financial Operations
Architecture & Engineering

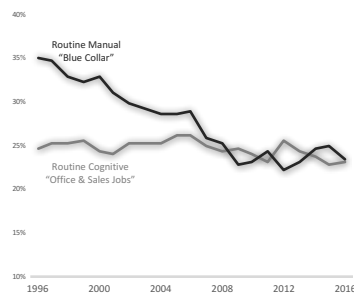


Source: NC Department of Commerce, LEAD (2016)

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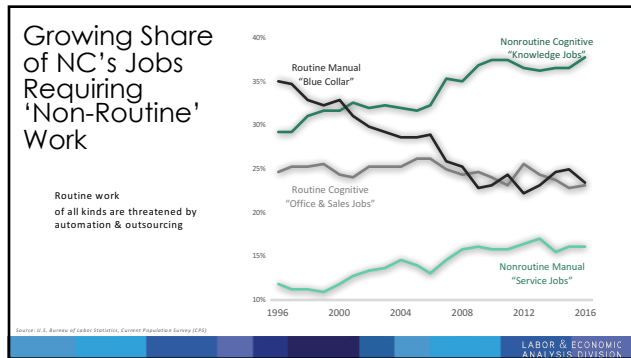
Declining Share of NC's Jobs Requiring 'Routine' Work

Routine work
of all kinds are threatened by
automation & outsourcing



Source: U.S. Bureau of Labor Statistics, Current Population Survey (CPS)

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The **Proactive** Role of Workforce Development

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Roles Exist for Workforce to Help Overcome Secular / Structural Issues

High Unemployment & Under-Employment of Special Populations with barriers to entry

- Redouble efforts to establish **relationships & trust** with employers and unemployed and take advantage of easiest time in ~20 years to get a job & hardest to find workers

Low Youth Employment

- Coordinate with employers, youth, parents, & educators to encourage greater youth employment **opportunities & participation**

Aging Workforce

- Assist employers in **strategic workforce planning** assessments, succession planning, & upskilling of existing younger workers for future vacancies

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Roles Exist for Workforce to Help Overcome Secular / Structural Issues

Weak Growth of Middle-Wage Industries

- Help employers increase the **productivity** of their workforce through increased skill training

Changing Industry Composition

- Assist job seekers in developing a **long-term career path** to help industry now & their careers long-term - may include several occupation/industry changes

Changing Occupational & Skill Needs

- Promote training / education to job seekers and existing workers to acquire **transferrable skills** with flexibility to transition to different industries/occupations in the future

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Thank you

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*Building a World-Class Workforce
for Regional Manufacturers*



Strategic Vision:
To build a world class talent pool to support the retention and growth of regional manufacturers

Key Focus Areas:

- Deliver training that closes the skill gap between job seekers and available jobs
- Provide services and systems to more effectively match job seekers and available jobs in the manufacturing sector
- Improve the image of manufacturing employment among job seekers, students, parents, and school personnel

Link and Leverage



Committed Business Partners

- Endorse CPT Program
- Actively Participate
- Field Trips
- Hire Graduates
- Sustainability Fund
- Cooperative Advertising Fund
- Applicant Screening
- Create Shared Value
- Total of 44 NCMI business partners (and growing!)



Our Value Proposition



Balanced Portfolio of Investors

- Federal, State and Local
 - Workforce Innovation and Opportunity Act (WIOA) Scholarships - NCWorks
 - Local Scholarship Funds
 - City of Salisbury (\$100K)
 - Rowan County (100K)
- Private
 - Advertising Fund
 - Sustainability Fund



Low No Overhead

Link and Leverage Existing Resources to Manage Projects

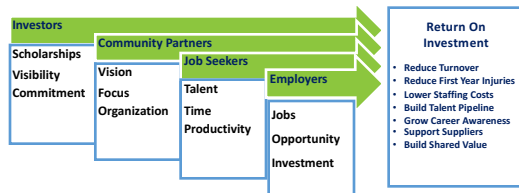
- **NCWorks Career Centers**
 - Recruit and Match candidates with funds
 - Career Management
- **Centralina Workforce Board**
 - Website Management
 - Labor Market Information
- **Rowan-Cabarrus & Mitchell Community Colleges**
 - Deliver CPT coursework
 - Deliver CPT assessments
 - Manage Sustainability Fund
- **Economic Development and Chambers**
 - Maintain employer engagement
 - Organize interview fairs
 - Manage Advertising Fund



So What Makes NCMI Work?

- **Not Just a Class—a Movement**
 - Training & Certification
 - Better Person-Job Fit
 - Manufacturing Image
- **Balanced & Diverse Portfolio**
 - Full Scholarship to ALL interested
 - Not Reliant on Short-Term Grants
- **No Overhead Model**
 - Sustainability
 - All Employer Funds to Scholarships







*Building a World-Class Workforce
for Regional Manufacturers*

Thank You!

For more information, visit

www.ncmanufacturinginstitute.com

David Hollars, Executive Director – Centralina Workforce
Development Board – dhollars@centralina.org

David King, Business Services – Rowan-Cabarrus Community College -
david.king@rccc.edu
