

How Site Selectors Can Utilize Work Keys Scores

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What is a Site Selector?

- Affiliated with real estate firms like CBRE, Jones Lang LaSalle, NKGf
- Affiliated with large accounting/financial firms: KPMG, Ernst & Young, BDO Seidman, Ryan Company
- Incentive drivers: lawyers, Parker Poe, BLS Strategies
- Independent boutique: Atlas Insight, Hickey & Associates, Global Location Strategies (trend)
- Located mostly in Chicago, New York/NJ/Philadelphia, Cleveland, Dallas, Greenville SC, Atlanta

What do locating/expanding companies want?

- Access to markets/freight costs
- Skilled workforce availability & quality
 - *Expanding workforce development programs (i.e. WorkReady with Work Keys)*
- Incentives
 - *Training, tax credits, site related, closing funds fund*
- Wages/salaries
- Sites/building
 - *Certified/shovel ready sites/buildings*
- Utilities/Infrastructure
 - *Electric power costs*
- Quality of Life
 - *Education, recreation, culture*

Freight/Logistics

The least understood factor by the ED community; could be factor



Ask community to set up interviews with companies at place of business

01

Ask questions on key factors including services in community: electric, gas, water, sewer, etc.

02

Attempt to interview mostly human resource managers in related industry. (or plant managers) HR normally has better feel of benefits as well as wages.

03

Labor Quality: Characteristics

- Turnover: higher or lower than industry norms
- Absenteeism: can be high for certain regions
- Attitudes: how employees feel about company
- Trainability: how easy are employees to train
- Communications: between employees and with management
- Basic Skills: reading, writing, arithmetic
- Alcohol and Drugs: (pre-screening) is it an issue/
- Labor Productivity: usually measured
- Accuracy: ISO may give high rating

Labor Supply (Availability)

- Highly dependent on quality of educational system
- Also factors are transportation and commuting as well as population.
- Other employers in the area as well as skills that are prevalent.
- Areas of supply:
 - Skilled
 - Semiskilled
 - Unskilled
 - Clerical
 - Technical
 - Management (and ability to recruit)

Wages

- Know your wages in your area (city)
- Conduct wage survey with human resource managers (*note: know all your human resource managers and try and know them on a personal basis*).
- Collect data from state and federal government.
- Calculate what a new employer should pay “wage threshold”

Education

- How many colleges in the area?
- Enrollment in each school, as well as enrollments by major
- Quality of each school (as well as physical appearance)
- Employers perception of schools
 - *how much IT and computers as well as other technologies*
- Secondary and elementary schools: quality-kids staying in school?
- Question: how many engineers can I hire from graduating classes

Training Programs

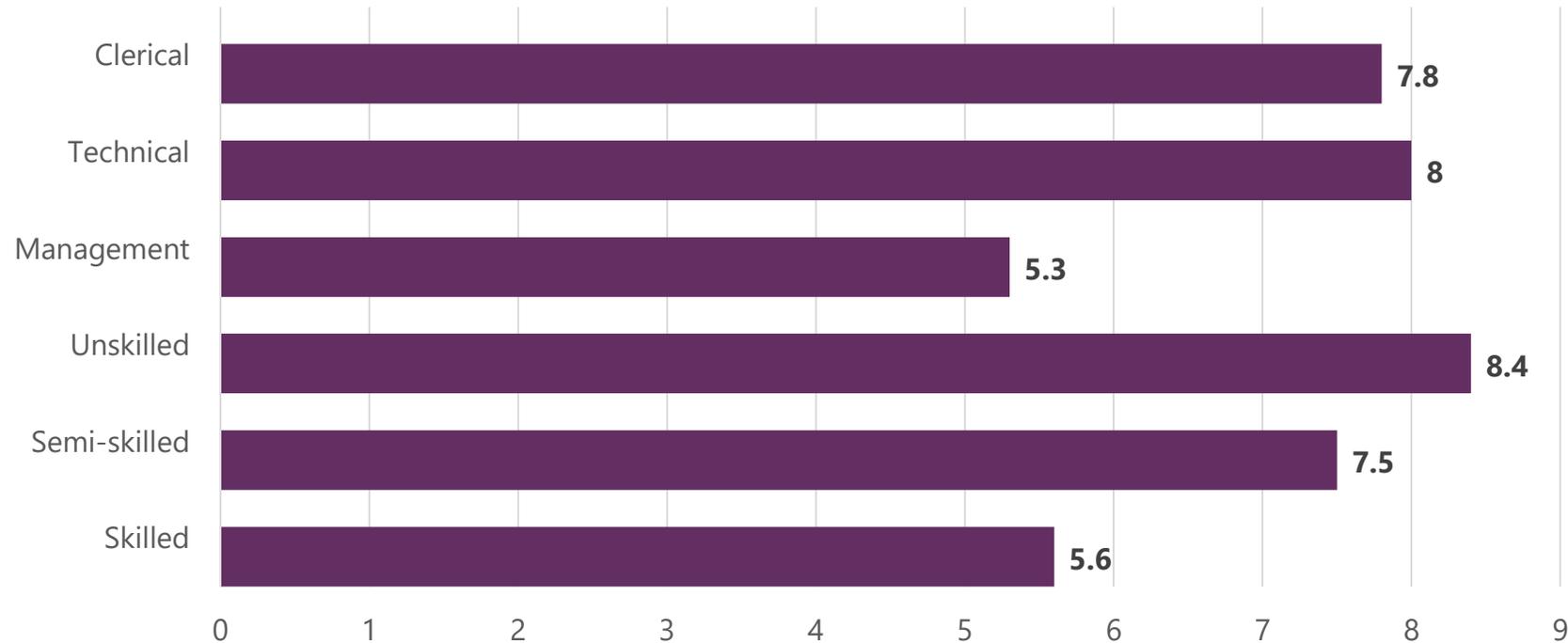
- Any reimbursable training programs?
- State, federal and local
- Any customized job training programs
 - *where training takes place by college or company and is set up by employer*
 - *training usually can take place at place of employment or college if college gets equipment - instructor can be from college or employer*
- Almost standard in the states
- Important for cash flow purposes and is regarded as incentive.
- In New Mexico JTIP is regarded by site selectors as critical.

Fringe Benefits

- Understanding fringe system by your employers is important (because prospects and site selectors will want to know)
- Being able to calculate health care costs, dental, 401K, etc.
- Cooperation of unions is essential.
- Availability of day care can be issue.
- Tuition reimbursement can become big benefit as well.

Labor Availability

Las Cruces



1 = very poor

5 = average

10 = excellent

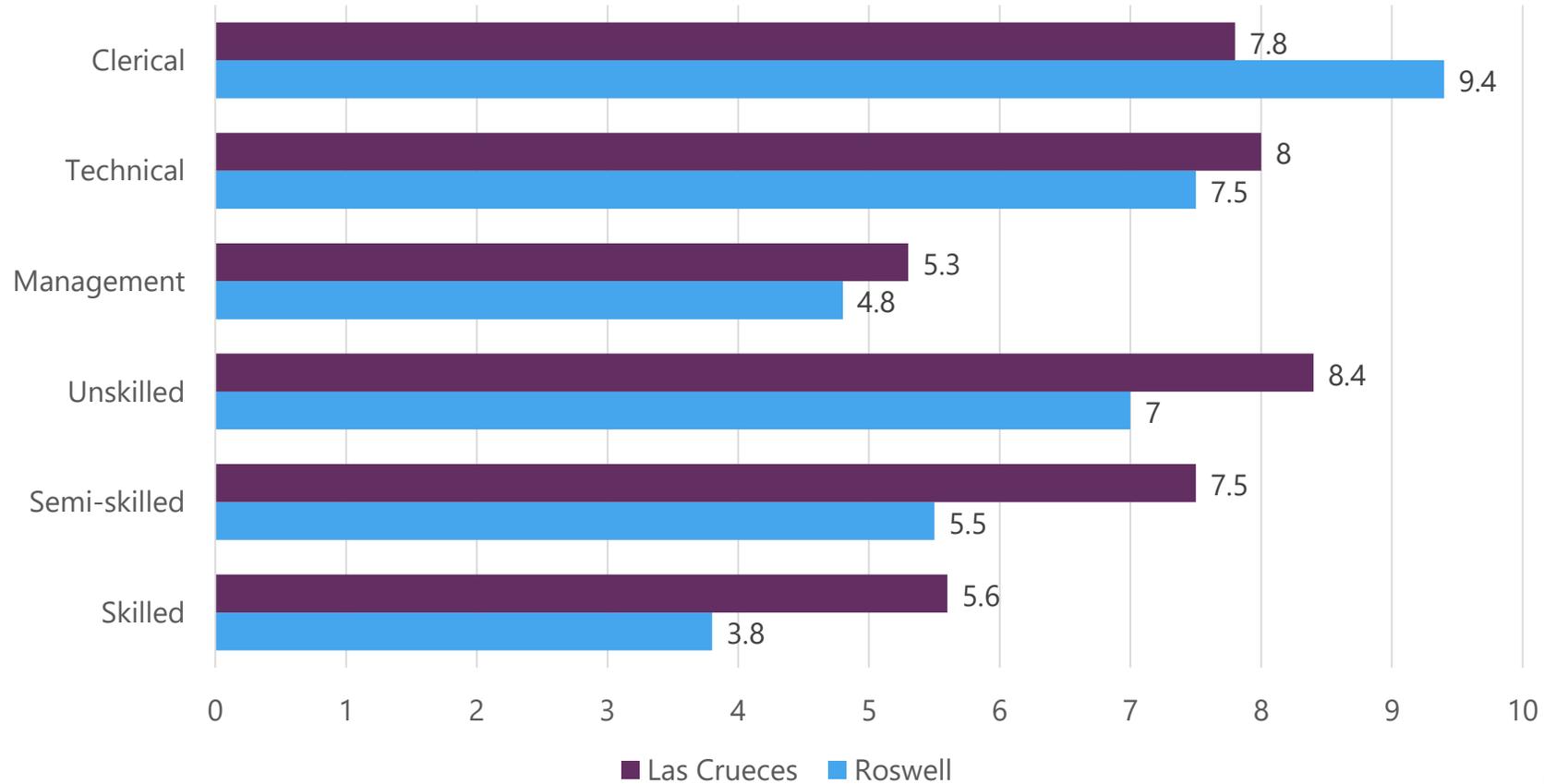
"Availability in Las Cruces is generally good"

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Labor Availability

Las Cruces vs. Roswell



1 = very poor

5 = average

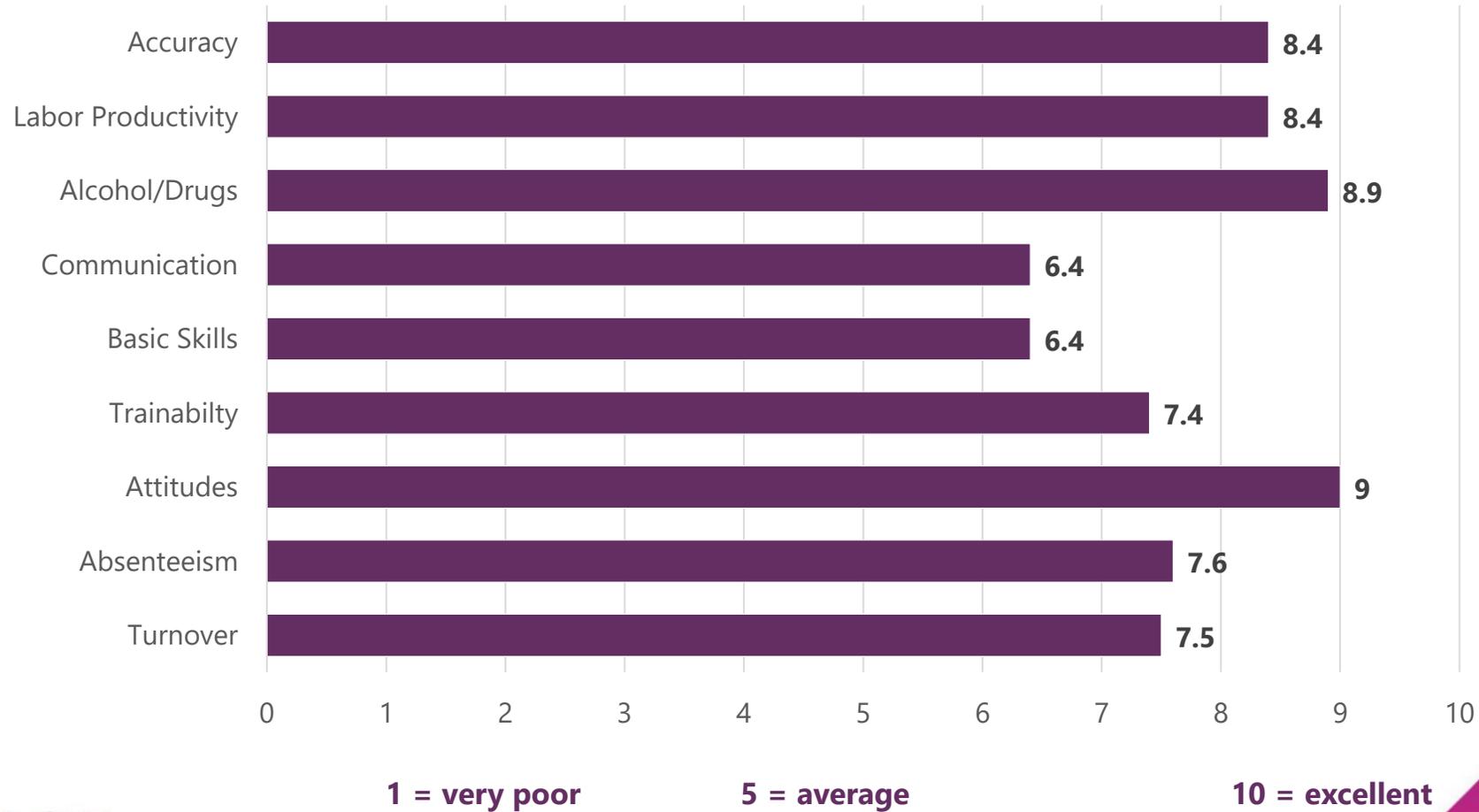
10 = excellent

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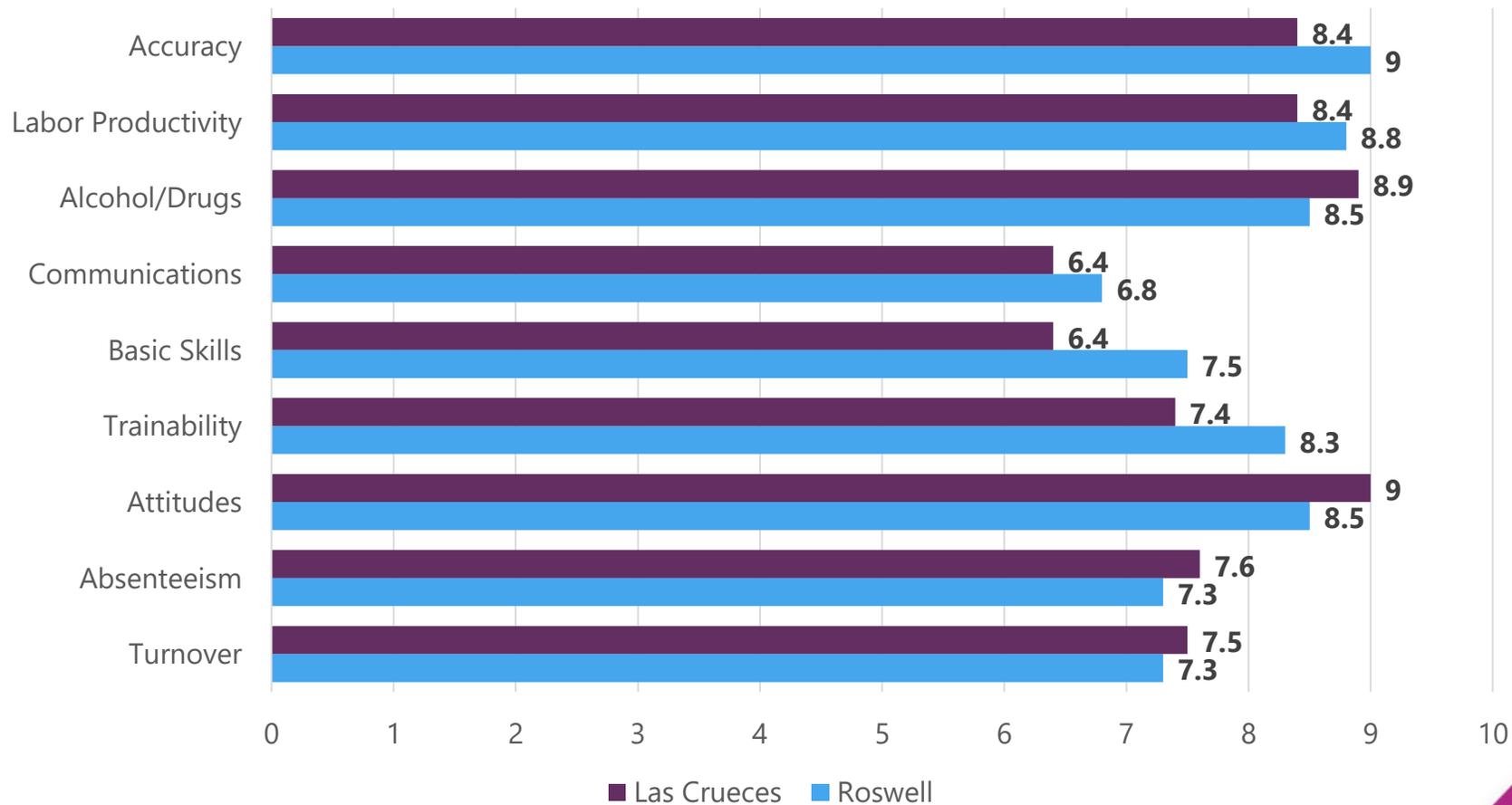
Labor Characteristics

Las Cruces



Labor Characteristics

Las Cruces vs. Roswell



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What is Labor Shed?

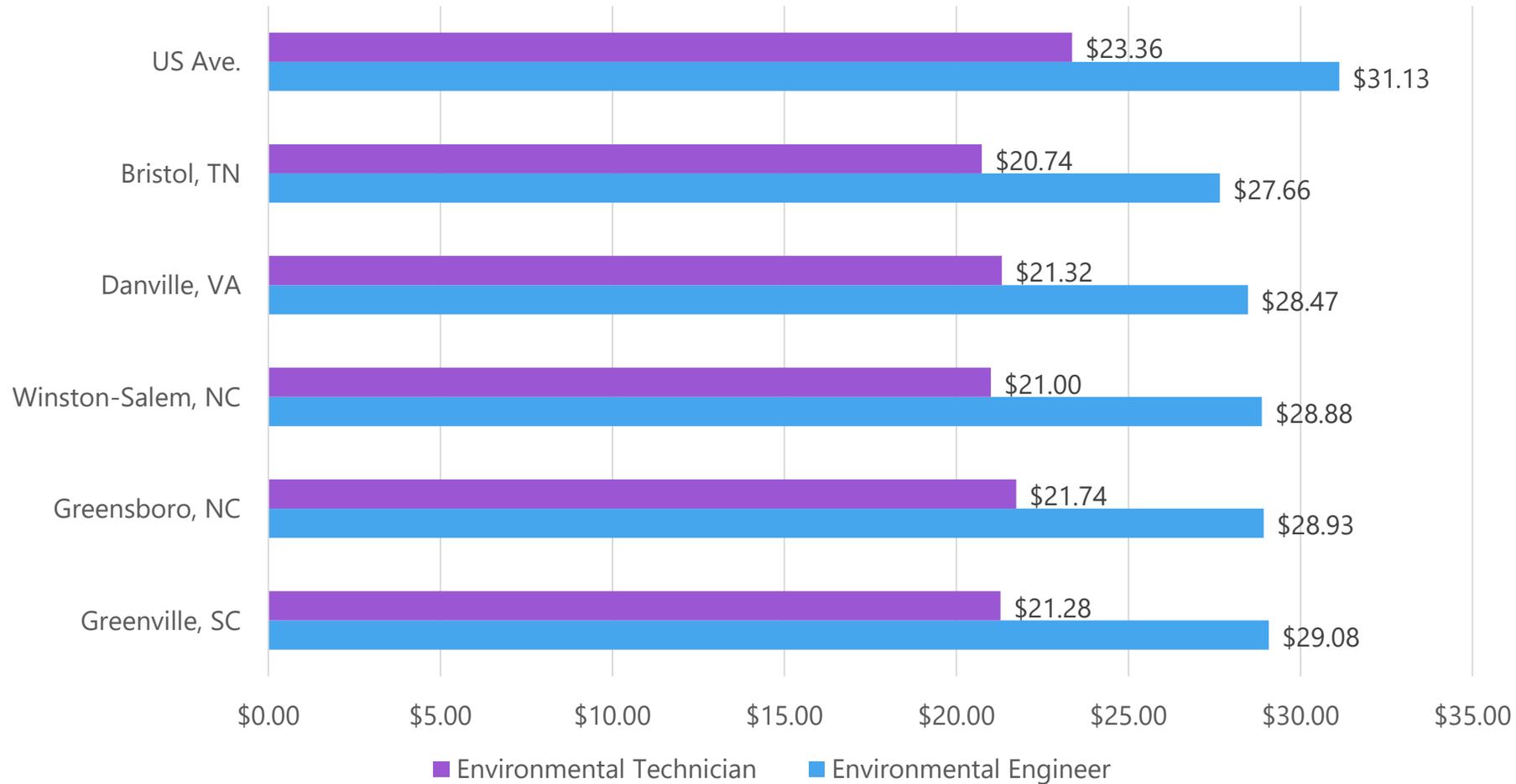
- Labor shed is defined as the **geographic area within which people will commute to a location for employment**
- The labor shed's boundaries typically **differ from traditional defined geographic regions** such as a city, county and metropolitan areas
- Typical method of calculation is results from **public and private surveys** by phone, mail, online or face-to-face interviews
- Phone surveys can **estimate the actual size and characteristics of the real-time labor supply within 5%**
- **Additional characteristics of your workforce** can be obtained during the process
- On the Map can be used

Sample Project

Environmental Engineering

- Environmental engineering firm seeking office location to employ 25 in first few years and 50 after five.
- Prefer southeast location because of growth of clients locating in South.
- Looking for location with talent pool pipeline in civil and environmental engineering.
- Wanted to be ensured city keeps youth and has apprenticeship and internship programs with high schools and four-year institutions.
- Additional requirement: Very good Work Keys scores

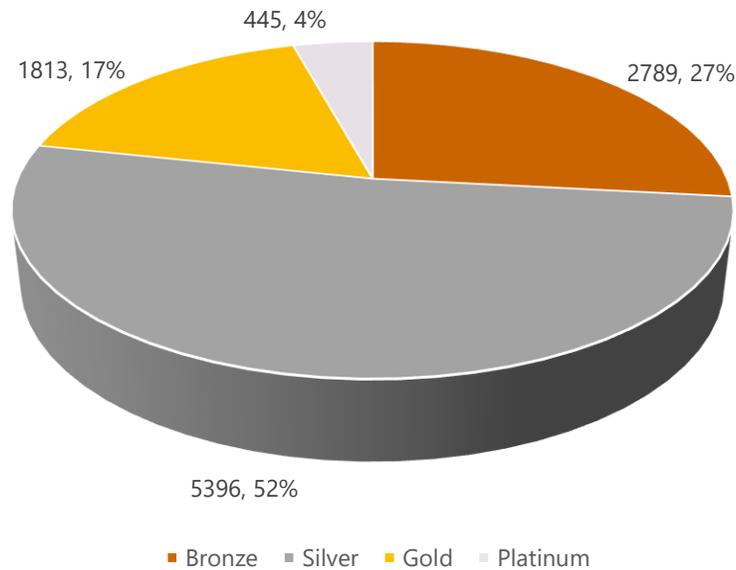
Southeast US Competing Cities



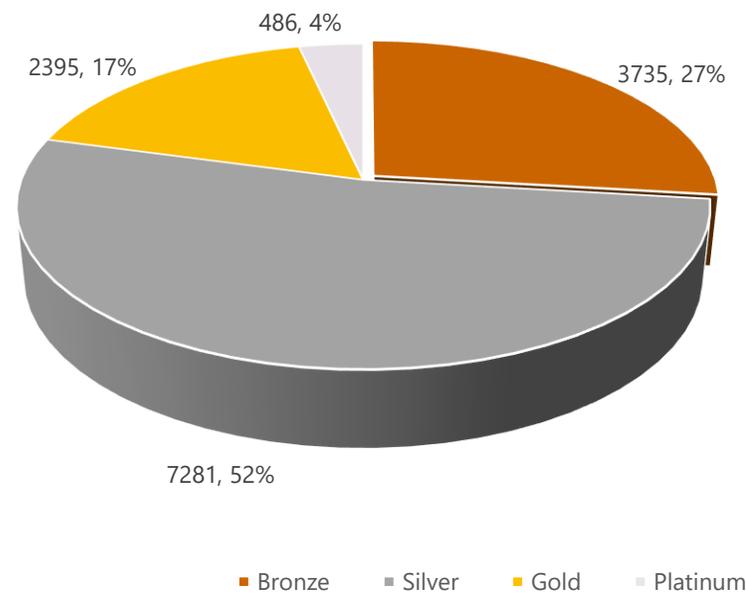
Guilford County (Greensboro)

Work Keys Scores

Guilford County High School Students



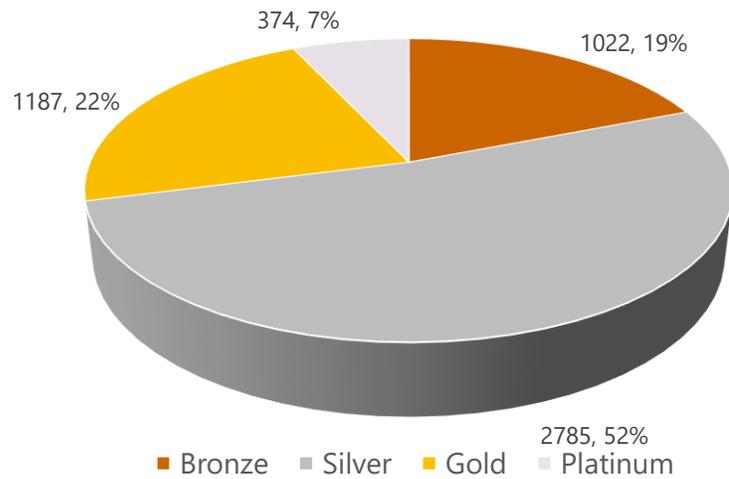
Guilford County NCRCs



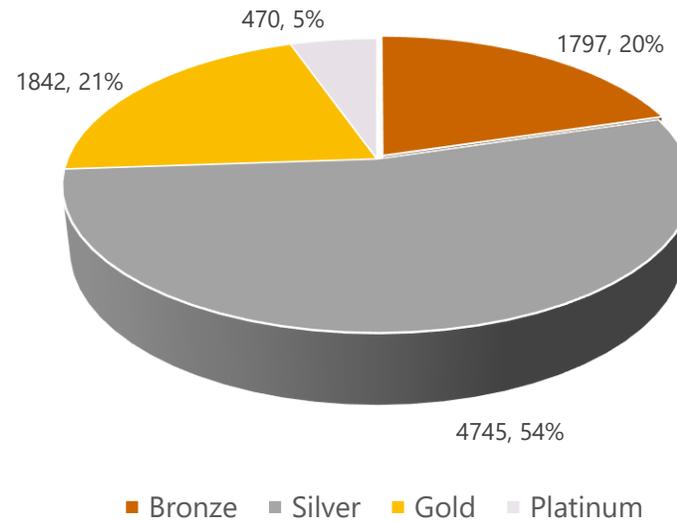
Forsyth County (Winston- Salem)

Work Keys Scores

Forsyth County High School Students



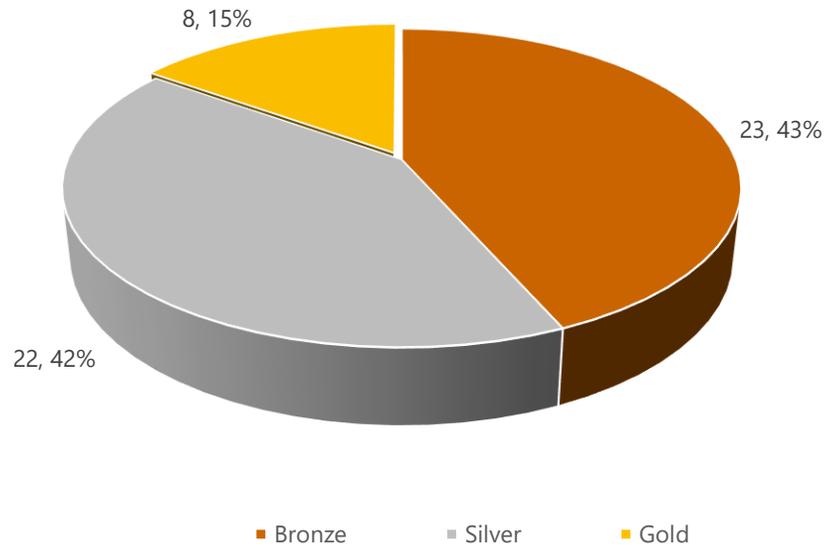
Forsyth County NCRCs



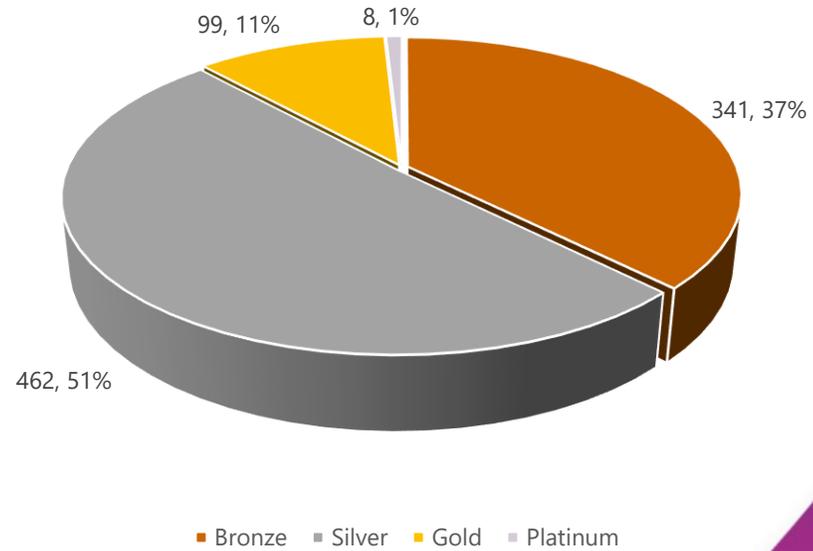
Danville, VA

Work Keys Scores

Danville City High Schools



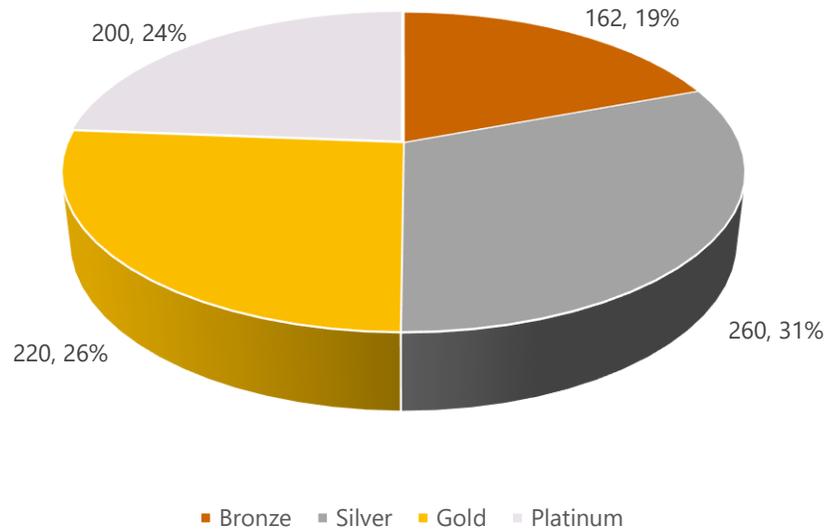
Danville NCRCs



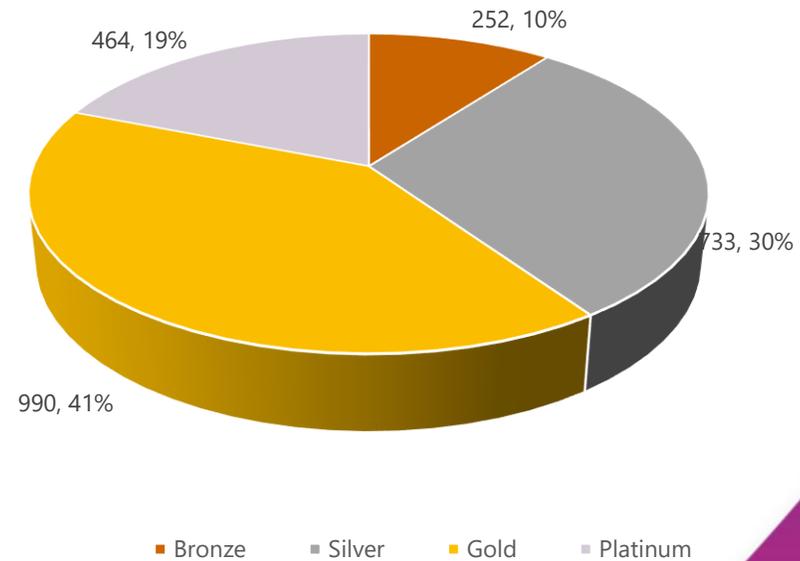
Sullivan County (Bristol)

Work Keys Scores

Sullivan County (Bristol) High School Students



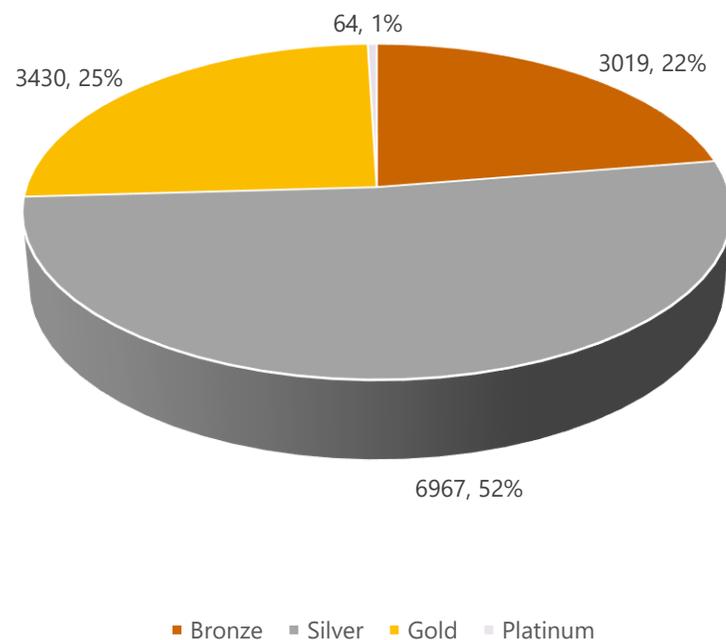
Sullivan County NCRCs



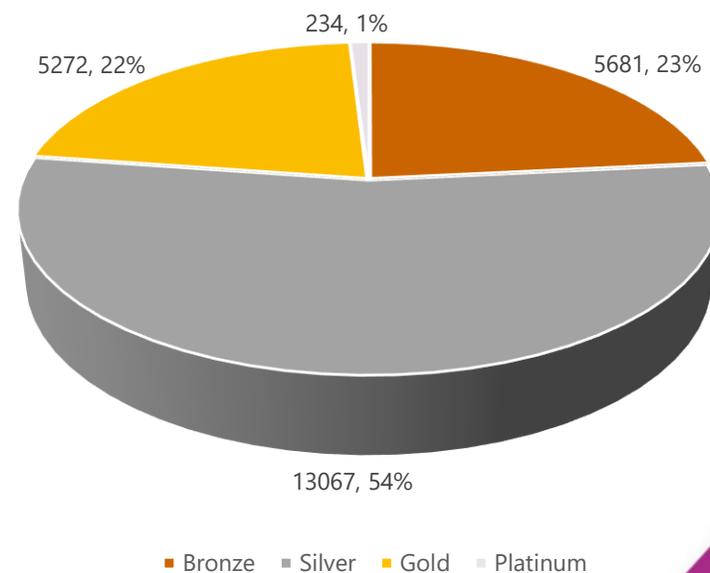
Greenville (SC) County

Work Keys Scores

Greenville County High Schools



Greenville County NCRCs



Helping Site Selectors Understand Your Workforce

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October 2019

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Who's Involved on the Local Economic Development Team?



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Everyone of You!



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What Do Site Selectors Need for Their Clients?



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NCRC Data Shows Your Community Workforce Strength

- **Commitment to a Stronger Workforce**
 - **Companies**
 - **Employees**
 - **Education**
- **Validated Skill Levels**
 - **Education & Experience**
- **Comparable Across Communities**
- **Standardized Information**

NCRC Certifications is the First Step

WORKFORCE		TOTAL NCRC	BRONZE NCRC	SILVER NCRC	GOLD NCRC	PLATINUM NCRC	NCRC PLUS
Emerging	High School	2092	476	1099	433	84	+
	College	295	26	155	105	9	21
Current	Private	851	117	428	272	34	62
	Public	360	72	211	70	7	17
Transitioning	Adult Education	36	9	20	6	+	5
	Unemployed	1995	382	1125	450	38	182
	Recent Veteran	16	+	9	4	+	+
	Workforce category not identified	172	29	102	40	+	0
	Totals	5817	1113	3149	1380	175	291

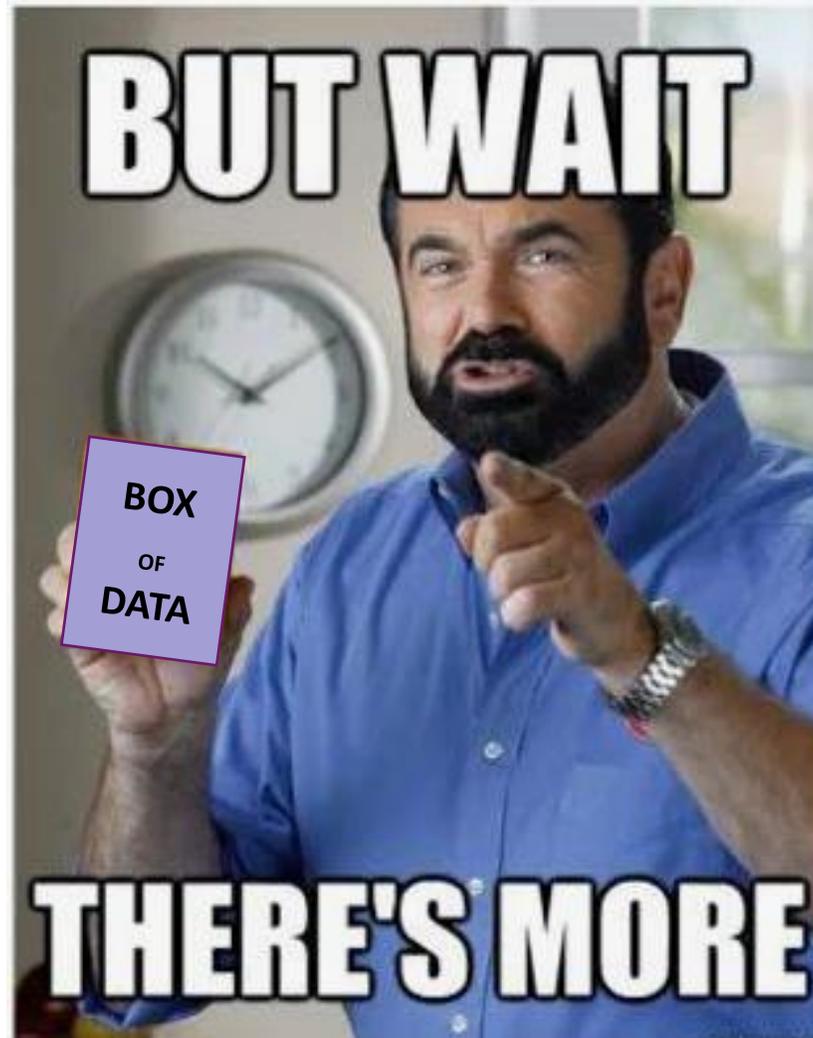
But Relate Data to Company

Occupation	Locating Info	Reading Info	Applied Math	Level
Sales Representatives, Wholesale & Manufacturing	4	4	5	Gold
Team Assemblers	4	3	3	Silver
Shipping, Receiving, & Traffic Clerks	4	3	3	Silver
Packers & Packagers, Hand	3	3	3	Bronze
First-Line Supervisors of Production & Operating Workers	4	4	4	Silver
Industrial Truck & Tractor Operators	3	3	3	Bronze
First-Line Supervisors of Mechanics, Installers, & Repair	5	5	4	Gold

Full Profile Helps Show Other Skills

Skill Area	Median Skill Level	Minimum Skill Level	Maximum Skill Level
Applied Math	3	3	4
Workplace Documents	3	3	4
Graphic Literacy	3	3	5
Reading for Information	3	3	4
Locating Information	3	3	5
Applied Technology	3	3	3
Business Writing	2	1	3
Workplace Observation	2	1	5

That's Great
Data!.....

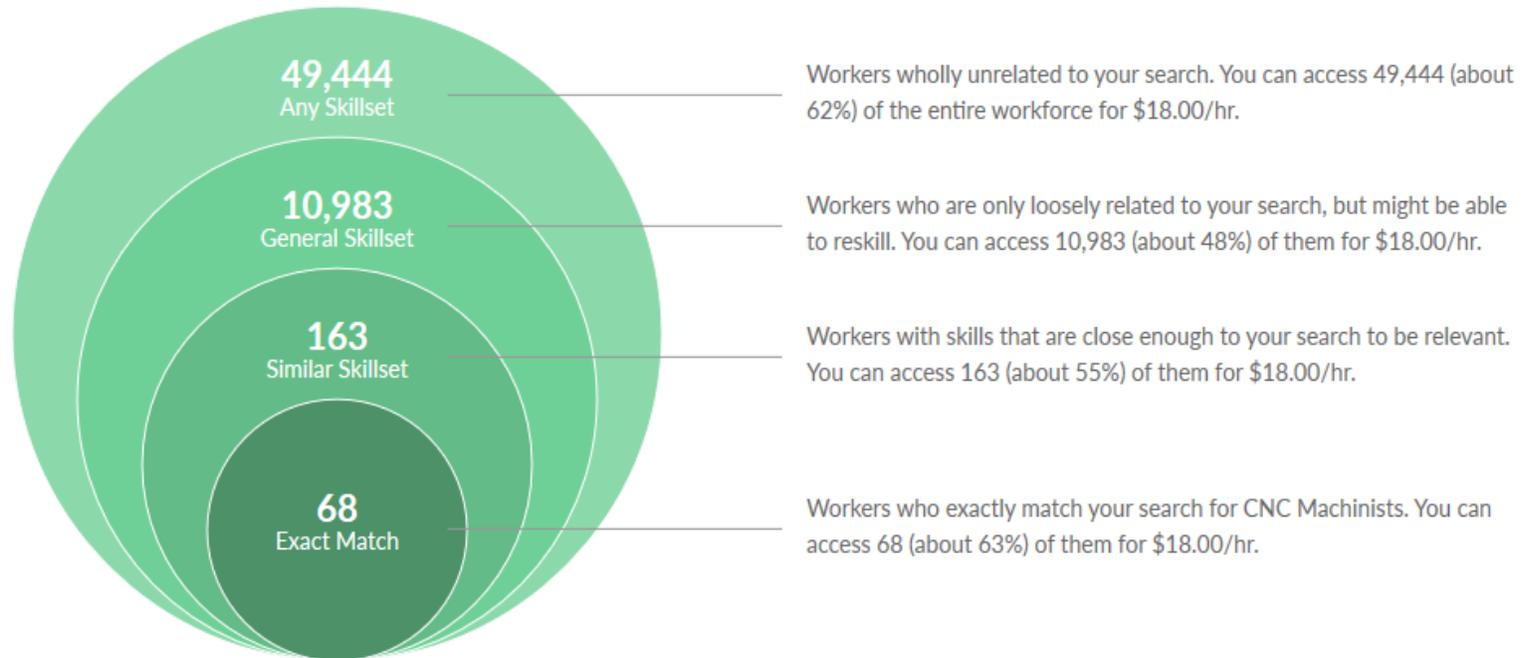


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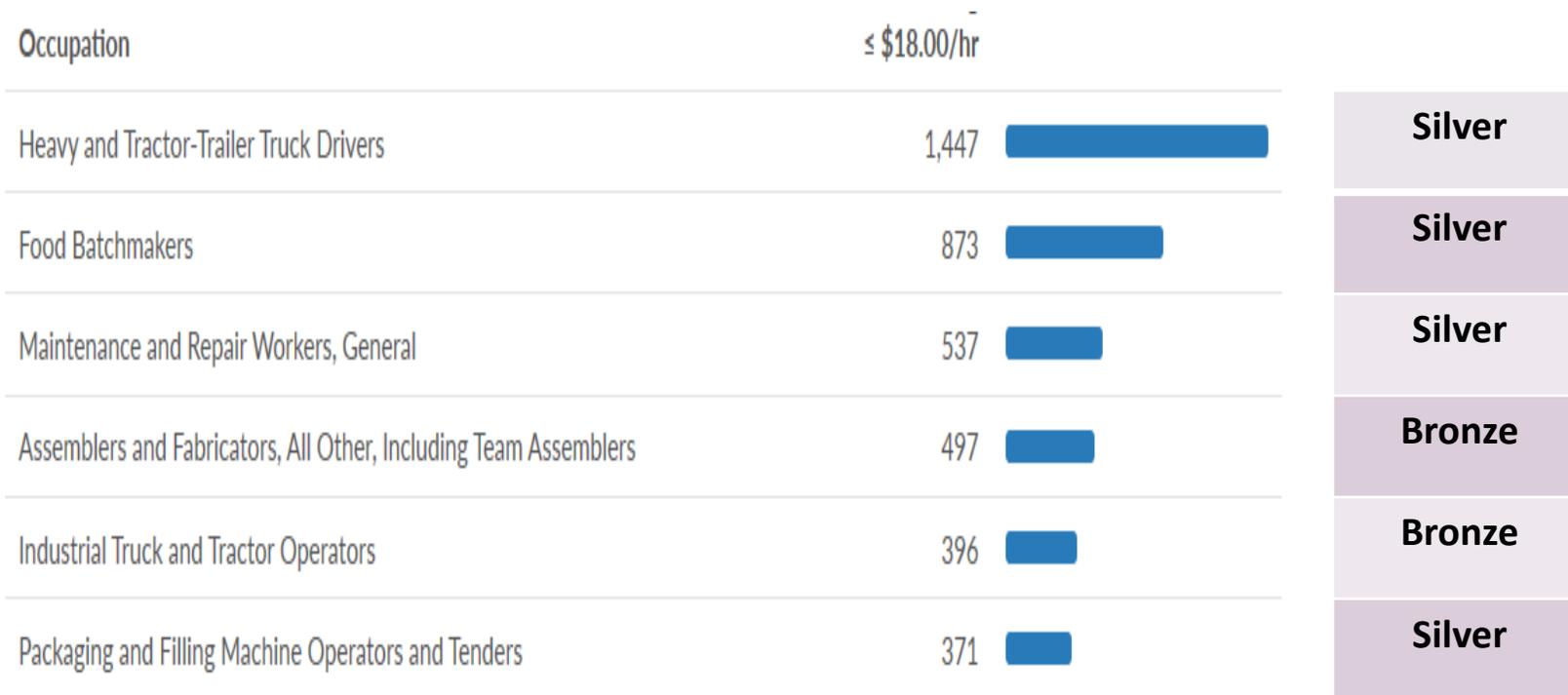
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Add Labor Availability Data

CNC Machinist @ \$18 hour NCRC: Silver



Compatible Jobs Expand Labor Options



New Companies Are Great; But First



Getty Images

Dance With The Ones That Brung Ya!

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Existing Companies Are Your Base

- Existing Employers Provide:
 - Most Jobs
 - Most Growth Opportunities
- Existing Employers Can Use NCRC:
 - Hire new employees who will be successful
 - Assess existing employees for continued training
 - Assess existing employees for new roles
- Existing Employers Will:
 - Help You Build the Community Talent Pipeline
 - Be Your Best Advocates to Site Selectors

NCRC Data Helps You Give Site Selectors What They Need

Your Efforts Help Bring Your Community

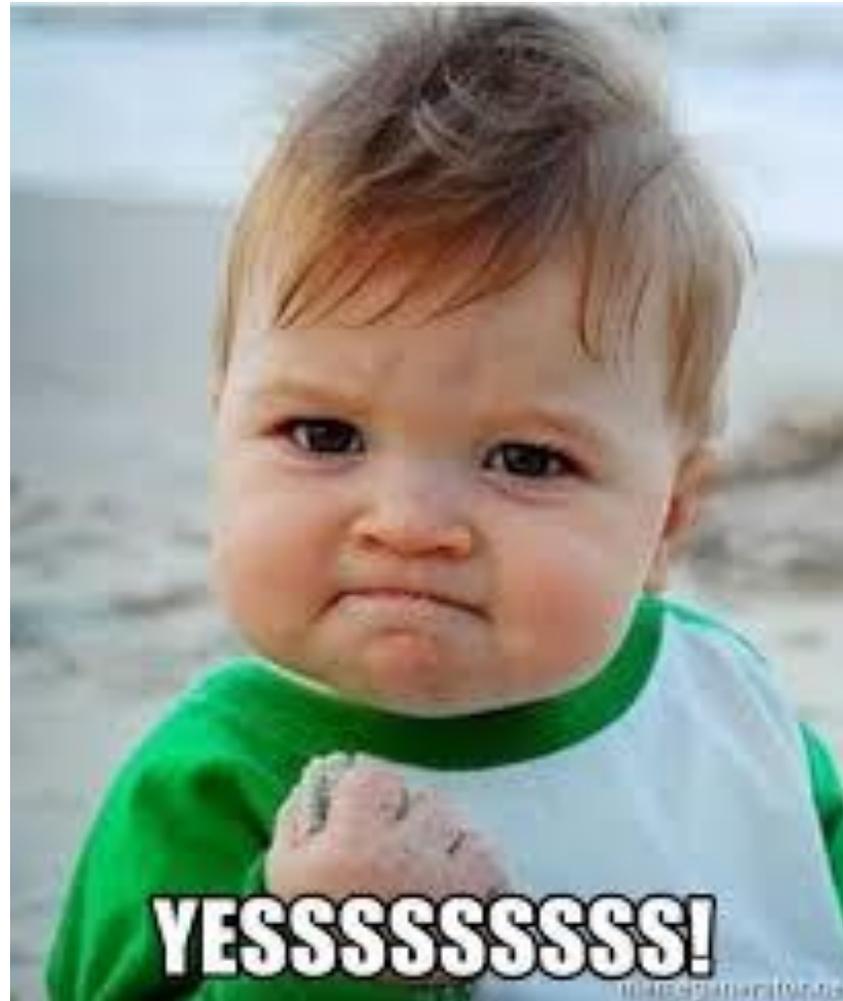
- New Jobs
- Better Jobs

Your Efforts Help Your People

- Validate the skills they have to get those jobs today
- Gain new skills to get those jobs of tomorrow

You Are Building Your Community For the Next Generation

What
Could Be
Better
Than
That?



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