



**Employability Summit
JCC Carnahan Conference Center
February 21st, 2013**

**Hosted by:
The Rotary Club
of Jamestown NY**

**Observations; Conclusions;
Recommendations**

Draft-4
February 28, 2013

Attach: Rotary Employability Summit Participant Contact List

Background

The Rotary Club of Jamestown NY is an international service club which is comprised of over 100 members from a broad cross section of business, not-for-profit, government, and professional careers. The motto of our Rotary Club is: Service Above Self. As a function of our community service mission, the Rotary Club of Jamestown hosted a summit on the important issues relating to employability of non-college adults in Chautauqua County. The one day summit brought together 85 participants who represented organizations and programs dedicated to improving the employability of our County residents. This summary report will focus on the observations, conclusions, and recommendations which were generated from the panel member presentations and audience participants.

Agenda

Welcome and Summit Overview

The problem: “The Job skills gap”

- Employer Panel: IDA; Cummins; Resource Center; CCVB; MAST

The Solutions: “Workforce readiness/training/placement/experience”

- Workforce development panel: DSS; WIB; COI; BOCES; Jail; TRC; JCC

Lunch and Local employability success testimonials

Breakout sessions:

- Work experience : Developing soft skills at worksites
- Effective Supporting Services: Adult Mentoring; transportation; child care; addiction; English language fluency
- Public Policy: Public policy and workforce initiatives:

Breakout Reports/discussion:

Overall: Observations /Conclusions/Recommendations

Summit Overview

Scope: A community based comprehensive discussion to explore collaborative solutions to expand the pool of non-college employable adults with the skills required to fill available Chautauqua County jobs in order to:

- Educate the community on Chautauqua County employability issues
- Clarify and expand opportunities to support work participation program (welfare to work)
- Improve job placement success through measurable outcomes/accountability
- Expand / enhance employability supporting programs

Expected Outcomes: Energize a community focused approach to:

- Understand employer perspective on job skills/ requirements and shortfalls
- Understand roles and missions of current players in the employability process
- Coordinate Government (DSS & WIB), Not-for-profit, Foundation, United Way, and employer participation to increase employable non-college adults

The Problem: The Job Skills Gap

Observations:

1. Hospitality and tourism jobs are a growing opportunity for entry level positions
2. Positive and customer friendly attitude is essential: Attitude Productivity!
3. Direct customer contact has major impact on business success. Often too casual!
4. Communication and productivity skills are lacking--tourists need a good experience.
5. Reading and math skills essential for manufacturing jobs of the future
6. Baby boomers are retiring. Huge employment opportunities in MFG--good jobs
7. Soft skills are deficient including attendance, punctuality, communication skills
8. Manufacturing needs employees who can be problem solvers(team-based).
9. Many applicants lack transportation and reliable housing
10. The skilled trades are more in demand (electricians, etc). BOCES stigma?
11. Employee turnover is a high cost expense for business. 90 days is key to retention.
12. Job coaches are proving to be valuable in employee retention.
13. Drug testing continues to be a major problem resulting in employability
14. Great opportunities in manufacturing in Chautauqua County. 300+/year
15. Failure to pass the Total Adult Basic Education (TABE) test: 50% fail
16. Accountability is critical. MFG jobs need math/robotic technology skills.
17. Employers are spending too much money and time on employee issues
18. Education often lacks alignment with job availability--educate to the career.
19. A better partnership with our schools is needed (internship/work experience)
20. Knowledge is Good relates to Work is Good in Chautauqua County.
21. Pipeline needs to be established connecting the pool of unemployed adults with the skilled job opportunities. Need to measure input to output over time.
22. Language barriers are real and need to be addressed. Often it is literacy education and English language that needs to be addressed.
23. Private sector initiatives need to be in synch with public sector initiatives.

Conclusions:

1. Ability to pass TABE test is a significant barrier to employability
2. Soft skills of Attendance; Punctuality; Communications in Teamwork is a barrier to employability. Trade skills of electrician, machine operator, programmer need
3. Appearance, attitude, customer service hinder tourism job employability
4. Customer service training is seldom available but is needed in hospitality etc.
5. Work ethic and attendance is frequently a major reason for termination.
6. If employees can make it through the first 90 days they will succeed.
7. Many come from poverty which creates a live for today mentality.
8. Job coaching is essential and worth the investment to cut turnover costs
9. Our education system is often not aligned with job availability and job requirements

Recommendations:

1. Our schools need to align with employer needs and requirements for success.
2. We must educate to pass the TABE test.
3. We need to teach soft skills to fix the employability gap.

The Solutions: Developing Employable Adults

Observations:

1. There is a lack of sharing individual capabilities and programs by all the players in workforce development arena.
2. We need to share constraints and hurdles that each of us face in employability issues. We need to look at OJT/Intern programs.
3. Education must be aligned with workforce requirements and gaps.
4. We need to identify what is meant by SOFT skills. Businesses need to be able to teach these skills too. What will the affordable health care act do to employment?
5. Jamie Volmer's book on the "Education List" could be helpful as we evolve forward. How do we stimulate employee training. Keep ideas fresh.
6. Our current welfare system uses thresholds which are disincentives to promotion and employment. Need a sliding scale.
7. We must celebrate successes at every level to move up the skills ladder.
8. We should redesign support services to move up the career ladder.
9. Health care field is growing and has opportunities for employable adults
10. We need to teach teamwork; dependability, work ethic!!
11. We need to focus on those who want to work/get out of jail/get out of poverty.
12. We need to overcome "the gorge" which people must jump from poverty to self sufficiency. This gorge is widened by the welfare system and other factors
13. Chautauqua Institution does some customer service and Disney training.
14. Background checks often preclude employment in health care and child care.
15. Brain gain initiatives are underway in some areas of the County.
16. We need a three track system with private industry. Govt & private need to team up
17. Need basic relationship skills, Need better development for ages 1-3 for life skills.
18. Need positive milestones/success models with incentives to work/self sufficiency.
19. The WIB is now under contract with DSS to provide: Job Preparation Training; Work experience program; work limited services; subsidized employment, and targeted training. We deal with Generational, Situational, New, Child poverty
20. Is there a Chautauqua County 20-20 plan connection?? Yes: Page 65
21. Why don't people show for BOCES classes?? 50% no-show rate??
22. Dream it Do it is high school focused. We are post high school but not college.

Conclusions:

1. We need to all understand what we are doing and how we work together in workforce development
2. Bridging adults out of poverty to self reliance needs to be a coordinated effort.
3. Barriers to employability are soft skills, transportation, child care, stable housing
4. Work ethic needs to be instilled. Job coaching is important to cut turnover costs
5. Retention Predictability Tool can help cut turnover. Cost \$3000 to train employees.
6. Overcoming the poverty mind set is essential. 40% of jail have mental health issues
7. ID & market (TAMP) employers (Temporary Employee Assistance Program) is key
8. We need more work sites for work experience training of soft kills.
9. Job coaches can help find solutions to overcome barriers--get through first 90 days.
10. Cuts in job coaching has increased turnover. It is a good investment.

11. We need to publicize and share success stories. BOCES needs rebranding!?? 12. Many not aware of our central resume sharing process through the WIB
13. We need a formal process to connect applicants with JOBS. WIB???
14. We need to connect generation by generation individually. Strategies??
15. We need a local centralized website for job search and job opportunities. WIB??
16. Probation has a big stake in employability. The County jail employment program has achieved good success in inmate rehab to work. Housing/Job/church are needed
17. Our success will be measured by people leaving services for employment. Measure time in the pipeline and output of the pipeline. Rapid response is key to success

Recommendations:

1. Job Coaching should be part of a normal process to increase employability. Rotary?
2. Teambuilding skills need to be part of the process.
3. We need a pipeline which clearly outlines how all the support services work cooperatively to move unemployed adults to employable adults with the skills necessary to fill available jobs.
4. Our focus needs to be on those who want to work and they are in good supply.
5. Overcoming the poverty mindset (Live for today) is a key challenge we need to focus on. Working on GED is very important.
6. Pre-employment education and training needs to be carved out and formalized.
7. We need to set up a government/education/private industry collaboration to address the job skills gap. BOCES is a big player in this collaboration.
8. Guidance counselors need to understand and partner to help the unemployable challenges. What are realistic goals?
9. We need to bring the right people to the table to understand how this all fits together.
10. We need a clear bridge out of poverty. A pipeline that takes the unemployable to employed. There needs to be T connectors for services. Maybe a road map from here to there with service stations along the way??
11. We need a pilot test program for a bridge to success. Welfare sliding scale.
12. We need to turn our fragmented approach into a coordinated, understood and well publicized roadmap to success.
13. Adult literacy, basic math, soft skills need to be taught for job readiness.
14. Need a cohesive approach by all to get desired outcomes. There needs to be continuity and sustainability to get long term results.
15. We need a lead agency to take charge and move the summit forward. It was suggested that County Government has a lead role. Human services committee of the legislature had two reps who are willing to lead a coalition effort.
16. Need a holistic approach, bringing all resources together.
17. We need a vision and strategic plan of how we are moving forward. A roadmap.
18. Need to form an employability coalition to keep the momentum moving forward.
19. We need to push the trade skills through BOCES.
20. We need to publish our results and market to the community.
21. We need to target our efforts. Non-College adults.
22. Govt is not the answer. We need private industry engaged in skill development

Testimonials

Observations:

1. People do want to work and bridge out of poverty.
2. A mentor/job coach is a key to success in every case.
3. Job readiness services are important but OJT with a job coach is key.
4. Sometimes crisis in a family situation can spur people to get help.
5. The successful leap out of poverty requires a coach/mentor to get to the end.
6. Worksite job experience training can be successful and lead to employable adults.
DSS case managers working with worksites who have good supervisors/job coaches are the key to success.

Conclusions:

1. We need more worksites to step forward to be work experience opportunities.
2. Job coaching is an essential part of the training to develop soft skills.

Recommendations:

1. We formalize the work experience partnership and job coach functions to develop soft skills such as dress, attendance, timeliness, attention to work ethic.
2. We integrate our support services to move applicants through the pipeline in an efficient and coordinated manner.

Work Experience Break-out

Observations:

1. Soft skills of attendance, reliability, team work, responsibility, and appearance can be developed at work sites. Work experience needs to be made more "worksite friendly"
2. A standard evaluation of soft skill development needs to be made available for worksite coordinators.
3. Subsidized employment can be used to bridge unemployed to employed status.
4. Employers need to step forward to participate in the subsidized employment program.
3. Job coaching at work sites and employment sites can be very useful in retention and successful transition to self sufficiency.

Conclusions:

1. NFP organizations can be a critical element in the employability transition process
2. A closed loop process that is "worksite friendly" needs to be put in place to move a client from unemployed through work experience to employment.
3. Mentoring & Job Coaching needs to be institutionalized in the work experience process.

Recommendations:

1. More NFP organizations should be approached as worksites.
2. Standard worksite friendly support procedures need to be developed.
2. A formal job coaching program should be funded and staffed.

Supporting Services Break-out

Observations:

Adult Mentoring in development: Chautauqua Striders, Amanda Gesing

1. FLZ at Gateway, Open Table (Faith Based) does some adult mentoring
2. DSS suggests mentors/job coaches at worksites would help. Occurs at times.
3. TRC uses job coaches with 18 months follow-up.
4. No adult mentoring exists for parents of youth (no help for youth employment)
5. Need pre-employment mentoring for soft skills then follow through after hire.
6. Job coaching needs to be explored and developed with measurable results.

Transportation Services: CARTS.

7. City, rural, specialized routes. CARTS is not well understood by public.
8. Need a strategy which blends employer needs with CARTS routes/schedules

Language issues: East Side Y and JNP.

9. ESL and GED do not count for core work requirements for DSS except for Gateway "specialized" program??
10. East Side Y: Key is to build respect through adult mentoring. His clients want to work and deserve respect, which is lacking and negatively effects the outcome.
11. Huge time between immediate job need versus time to develop adequate literacy skills to get a job.
12. No feedback on JNP referrals to BOCES. What happens to referred clients?
13. JNP needs more space for their programs.
14. No local GED site for Spanish speaking clients.
15. No sustainability for grant funded programs.
16. Evening Live and Learn programs could allow for DSS core work during day.
17. Need employers who could hire limited English speaking while language skills are developed then promote. Need time to acclimate.

Addiction:

18. Current programs only focus on a short term strategy.
19. FLZ does drug testing sends clients to mental health association
20. CASAC offers prevention and education programs.
21. TRC and Jones Hill have rehab program: (PROS Program)
22. 25-50% of entry level applicants cannot pass drug test. Marijuana biggest issue.
23. In some families Marijuana is a cultural norm.

Conclusions:

1. Adult mentoring and job coaching can be very effective but fragmented.
2. CARTS has good capability but not integrated into employer needs and schedules

3. Language training is available but is not integrated, coordinated, or strategically applied to the workforce development process.
4. Drug issues are a significant barrier to employability
5. Drug programs need to go beyond a short term strategy
6. The full spectrum of supporting services needs to be understood by all- Pipeline.

Recommendations:

1. A flow chart with pipeline illustration needs to be developed - collaborations.
2. A series of subcommittees need to focus on various areas such as Soft skill mentoring; job coaching; transportation; Language literacy; drug and alcohol.
3. A feedback process needs to in place where referrals are made, followed-up.
4. The employability process improvement plan needs to have a holistic approach which can be integrated and coordinated. Benchmarks need to be established with milestones and measured.
5. Duplication needs to be replaced with collaborations and partnerships.

Public Policy Break-out

Observations:

1. What are the barriers to adopting a sliding scale for public assistance instead of threshold cliffs?
2. NYS lacks the technology to implement a sliding scale system at present time.
3. Let's focus on small solutions--those who want to work. Things are two fragmented
4. We need a flow chart to see who does what in the process of employability.
5. Marijuana use is a big impediment to employability, but more socially acceptable?
6. If we could design a pilot program within existing regulations, it could be taken to Albany for approval.

Conclusions:

1. A pilot program should be researched, designed, and considered for implementation
2. We need a flow chart to model our process and communicate individual roles and missions in the employability process.

Recommendations:

1. We should build a flow chart and model our employability process highlighting individual roles and missions.
2. We should consider a pilot program for Albany approval to enhance our welfare to work and employability process.

Overall Summit Results

Observations:

1. A significant number of manufacturing, retail, and tourism jobs are now and will continue to be available to qualified applicants right here in Chautauqua County. Baby boomer retirements will open up significant more employment opportunities.
2. Soft skills of attendance, attitude, appearance, team work are currently lacking in a significant number of non-college adults in Chautauqua County.
3. Job coaching is a very effective tool for successful transition to successful employment
4. The welfare system is an asset stripping system with no work or skill development incentives. It does not incentive a positive work ethic and this carries on to families.
4. There is a strong desire and broad consensus to carry on the work and momentum of this summit to increase the number of non-college employable adults in order to achieve greater levels of self reliance in the segment of the population currently on public assistance.
5. The Chautauqua County 20-20 Comprehensive plan (page 64,65) outlines many of the workforce development and self reliance issues which were addressed in this summit.

Conclusions:

1. The summit was very well received across a broad section of public, private and NFP institutions. Eighty-five participants attended the summit.
2. Rotary is a good neutral convener of the group to elevate the topic of employability to the community.
3. The issues discussed in this summit are listed as high priority workforce development actions in accordance with the Chautauqua 20-20 comprehensive plan.
4. A County-wide Employability Coalition structure can bring all the groups (businesses, education, government, community action, NFP, etc) and stakeholders together to develop benchmarks, milestones, partnerships, collaborations, and measurable outcomes.

Recommendations:

1. A formal handoff from this Rotary Summit initiative to a County Coalition initiative should be completed within 30 days to keep momentum moving forward. ACTION: Vince Horrigan, Rotary Project Coordinator.
2. The Rotary Club of Jamestown should be represented on the Employability Coalition to ensure the successful transition from summit discussion to coalition action.
3. The newly formed Employability Coalition should use the observations, conclusions, and recommendations in this report as a basis for their work going forward.
4. The Employability Coalition should present a follow-up progress report to the community within 1 year after the successful launch of the newly formed Employability Coalition.
5. Rotary should consider conducting future summits to bring all the players to the table in order to address major community issues

Participant Comments/Critiques

1. We need to target by group and focus on jobs in our community:
 - a. Educating youth
 - b. Current welfare recipients for jobs in our community
 - c. Limited language population
 - d. Family mentoring
2. This was a great summit. Please expand our work and continue on.
3. Too many people have unrealistic goals. College is not for everyone. We need to fit the right people in the right jobs/careers. (Probation officer)
4. Let's bring in the unemployed person. What do they say will help? What do they need? GED; meaningful work; mentoring, child care; transportation; job coach??
5. Let's look a rebranding some of our programs and services to emphasize success.
6. We have jobs. Employers need to better communicate their needs with schools.
7. Public policy forum didn't really hit the target. Not enough time for questions in workforce development panel.
8. Need financial support for transportation challenges. Need job tours for youth in schools. Need a list of job openings by position with skills and certifications clearly identified for each position. Need a list of companies willing to work with young people in internships, work experience.
9. Need guidelines and commitment from worksites to ensure that DSS welfare to work individuals succeed. Need a job coach and mentor.
10. We need adult mentors to help job seekers navigate the job search process.
11. We need a common thread to focus on career planning from schools, parent nights, open houses, PTA, school board meetings, after school programs, athletic events, churches. A community focus should be Career planning and goal attainment.
12. Open businesses and manufacturing to youth service groups. We need to better synchronize our supporting services and eliminate duplication. I like the idea of a pilot program to model the process forward. Key is inter agency teamwork.
13. We need to get deeper into why people are unemployable, lose hope, learned hopelessness, building internal and external assets. Need job coaching!
14. There is a great deal of fragmentation and frustration with this problem and solutions.

15. Moving forward we need:
 1. Leadership of the coalition.
 2. Involvement and accountability of County Government
 3. Continued facilitation/organization/support of:
 - a. Key profiles of the targeted group.
 - b. ID common strategies supported by collaborative commitment
 - c. Data based. Benchmarks, milestones, outcomes.
 - d. Continuous evaluation and persevere
16. Continuity of care like medical electronic health records/managed care may have some application.
- 17.. Contact me, I am interested in being a worksite. (Vince will send to the WIB)
18. This is a great opportunity for employers to share what we need. We need to hold people accountable. Less work=less benefits and visa versa.
19. Youth need to know there are many opportunities. Traditional college not for everyone. Teach basic skills of attendance, dress, team work
20. Much work needs to be done. Partnering with the WIB will be good and make a big difference.
21. Excellent day. Look forward to next one with goals and outcomes.
22. Need to hear from those we are trying to help. Let's focus on career development early. Let's start a pilot program focus on our county needs and opportunities. Great program. Let's build a model to fight poverty: Work is Good!!
23. Need to reference the County 20-20 comprehensive plan and integrate this into the strategy. Coalition needs to develop 2 strands:
 - a. Local comprehensive flow chart for who does what.
 - b. Systemic change in federal and state policies??
24. Need to talk about our high taxes in our county. Too much duplication in supporting services.
25. The coalition mission could be: To build a pipeline using existing elements. Plan and create measurements and accountability for the pipeline performance. Lets benchmark and measure input to output over time.
26. Good session on business--I learned a lot. A pilot approach to a holistic solution is a good idea.
27. We need public, private, NFP agencies working together. We need to address a generation so different then the baby boomers. Work ethic, etc. We need to begin at the

early years to teach responsibility, accountability, hard work. Lets promote job shadow, internships, etc. BOCES stigma needs to be rebranded. Focus on those who want to work.

28. Stay on topic of non college adults. Focus on those who want to work.

29. We need a long term commitment on this.(10-20 years). Market and good PR is essential to build momentum. Re-instate craft-trade committees through BOCES. Local businesses meet like a small council with teachers to discuss skills and workplace requirements. Recruit youth into specific fields. Use scholarships, resources as incentives the process. Let's look at those in the rural areas for services. Can they get transportation help?? Let's build a womb to tomb flow chart for employability.

30. Push the trades. Push job coaching. Need to market TEAP (subsidized employment) and worksite experience training to County businesses and NFP's. Change the culture: Work is Good.

31. I want to learn more about the resource center job coaching and work ethic predictability test for retention of employees.

32. CASAC needs to be here--Need more info on drug issues/abuse/testing/education and rehab. Need a linked system--A pilot is a good idea.

33. I enjoyed the summit yesterday and hope that the momentum from the group will go forward. I was the workforce development/Bridge program director for JCC from March 1999- August 2010 until we lost our funding. This program worked with individuals receiving TANF who were going to JCC or other colleges. Our students endured situational and generational poverty such as Roberta Keller spoke of during her presentation. The Bridge program used a holistic model, e.g., Bridges out of Poverty which was successful in moving our clients into self-sufficiency. Most of our successful clients had a fairly high basic skill level, and were the 'low-hanging fruit' as the DSS Commissioner spoke of. An ad-hoc committee could develop a pilot project that primarily works with individuals that do have some basic skills level, and with remediation and career development would be ready for the workforce. You might want to explore this possibility first. As I stated yesterday in the public policy session, I feel that it is so important that collectively as a group we work together to build the system. We have many good programs/agencies available to help the individuals and families throughout our county. We (the professionals) need to find a better way to integrate our services for the benefit of these clients. I see one of the first steps is to educate those who provide the services on why and how we all work together to integrate our system of providers. Another step that I think would be important is to obtain input from the individuals that we are trying to serve. I conducted focus groups for my doctoral dissertation and found the input from these individuals to be enlightening.

****END****