

FAYETTE COUNTY PA SMALL BUSINESS STUDY

A Study Of Positioning With Regard To Business Issues in
Fayette County Pennsylvania For The Purpose Of Optimizing
Government Assistance Programs.

CONTENTS:

- **INTRODUCTION**
- EXECUTIVE SUMMARY
- FAYETTE COUNTY SMALL BUSINESS ENVIRONMENT
- ISSUE BREAKOUT
- INDUSTRY BREAKOUT
- GEOGRAPHIC BREAKOUT
- GAP ANALYSIS, SOLUTIONS, AND NEXT STEPS

- **Summary of this report:**

- This report contains the pertinent information obtained from a study of small businesses in Fayette County, PA.
- This study was conducted at the behest and with the financing of the USDA (United States Department of Agriculture)
- In order to meet the objective of the USDA, a plan of research was developed that involved interacting directly with small companies in Fayette County, PA. These small companies in Fayette County, PA were then surveyed across a range of issues to assess their perception how they were positioned with regard to these issues. Their responses ranged from 1 (Poor) to 5 (Excellent) to measure their perceived positioning regarding each issue.
- The objective of the USDA in commissioning said study was to better understand the business environment for small companies operating in Fayette County, PA.

- **Summary of this report:**

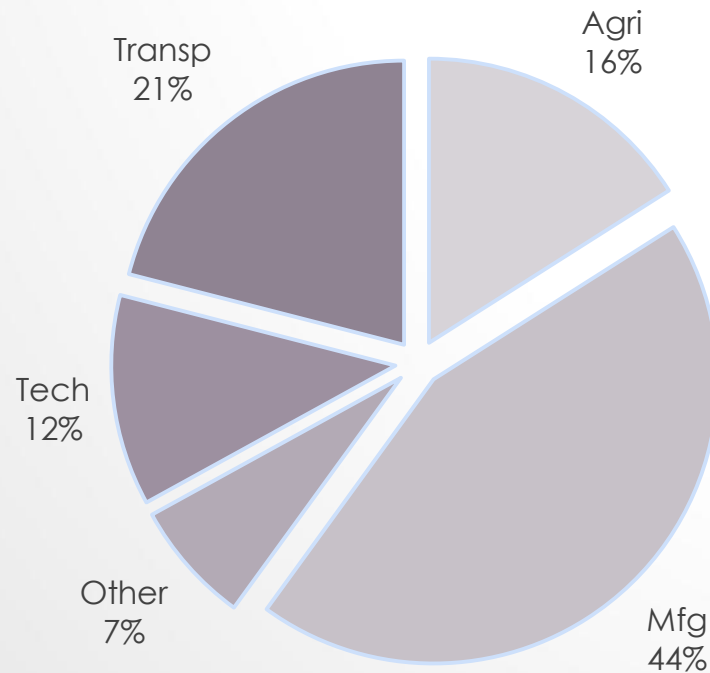
- The issues covered in the survey underpinning this report fall into several broad categories:
 - Government Assistance History (last 3 years)
 - Workforce
 - Finance
 - Business Strategy (fundament business areas)
 - Logistics
- Within each of the above broad categories there were additional more specific issues that were researched.
- For this survey, one hundred small business in were contacted in Fayette County, PA from a wide range of industries and from across the geographic region of the county.
- This report is intended to extract the most pertinent findings from the survey, but more complete data and analysis are available.

CONTENTS:

- INTRODUCTION
- **EXECUTIVE SUMMARY**
- FAYETTE COUNTY SMALL BUSINESS ENVIRONMENT
- ISSUE BREAKOUT
- INDUSTRY BREAKOUT
- GEOGRAPHIC BREAKOUT
- GAP ANALYSIS, SOLUTIONS, AND NEXT STEPS

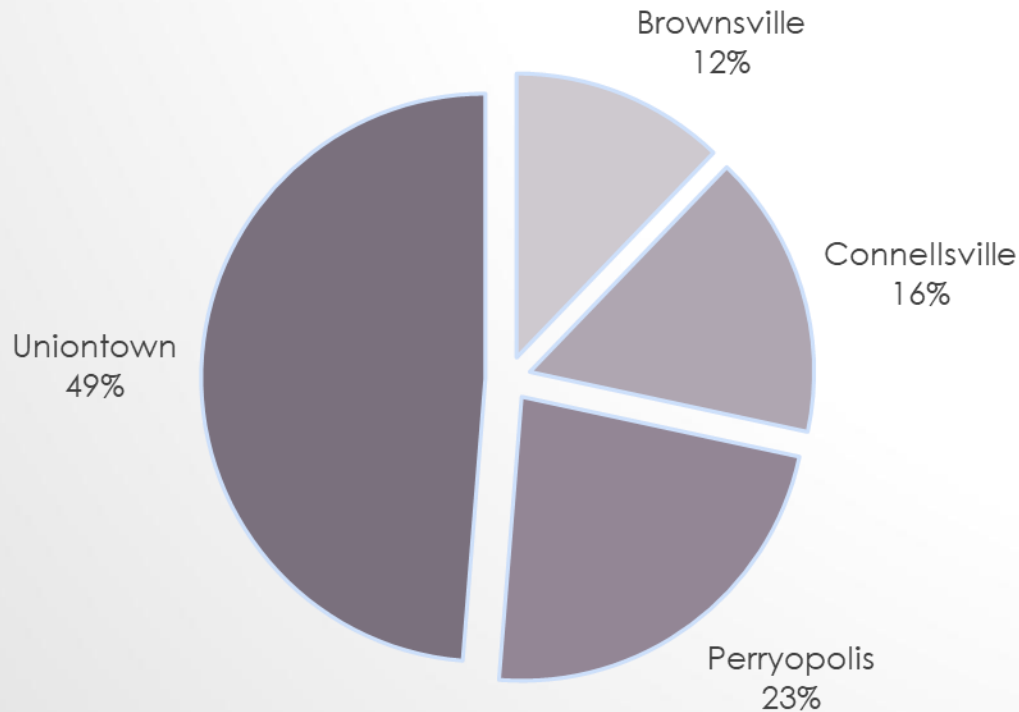
THE COMPANIES CONTACTED FOR THE SURVEY REPRESENT A RANGE OF INDUSTRIES WITH MANUFACTURING AND TRANSPORTATION TOGETHER REPRESENTING 65% FOLLOWED BY AGRICULTURE AT 16% AND TECH AT 12%

Fayette County Survey: By Industry



LOCATIONS OF SURVEYED COMPANIES HAVE BEEN AGGREGATED INTO GENERAL GEOGRAPHIC REGIONS; NEARLY HALF OF RESPONDENTS WERE IN THE UNIONTOWN AREA FOLLOWED BY PERRYOPOLIS, CONNELLSVILLE, AND BROWNSVILLE.

Fayette County Survey: By Geography

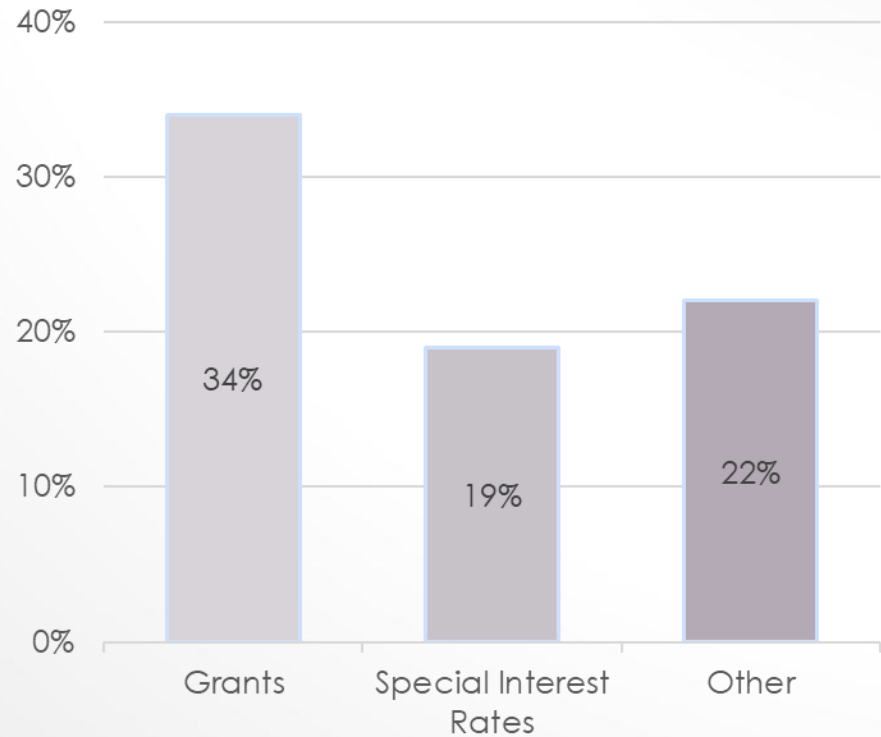


WELL OVER 50% OF COMPANIES SURVEYED INDICATED THAT THEY HAVE BENEFITTED FROM GOVERNMENT PROGRAMS IN THE PAST THREE YEARS, THE ROLE OF AGRICULTURE AND RECENT COVID RELIEF PROGRAMS ARE LIKELY A FACTORS HERE.

Gov't Asst History: Yes/No



Gov't Asst History: Breakdown



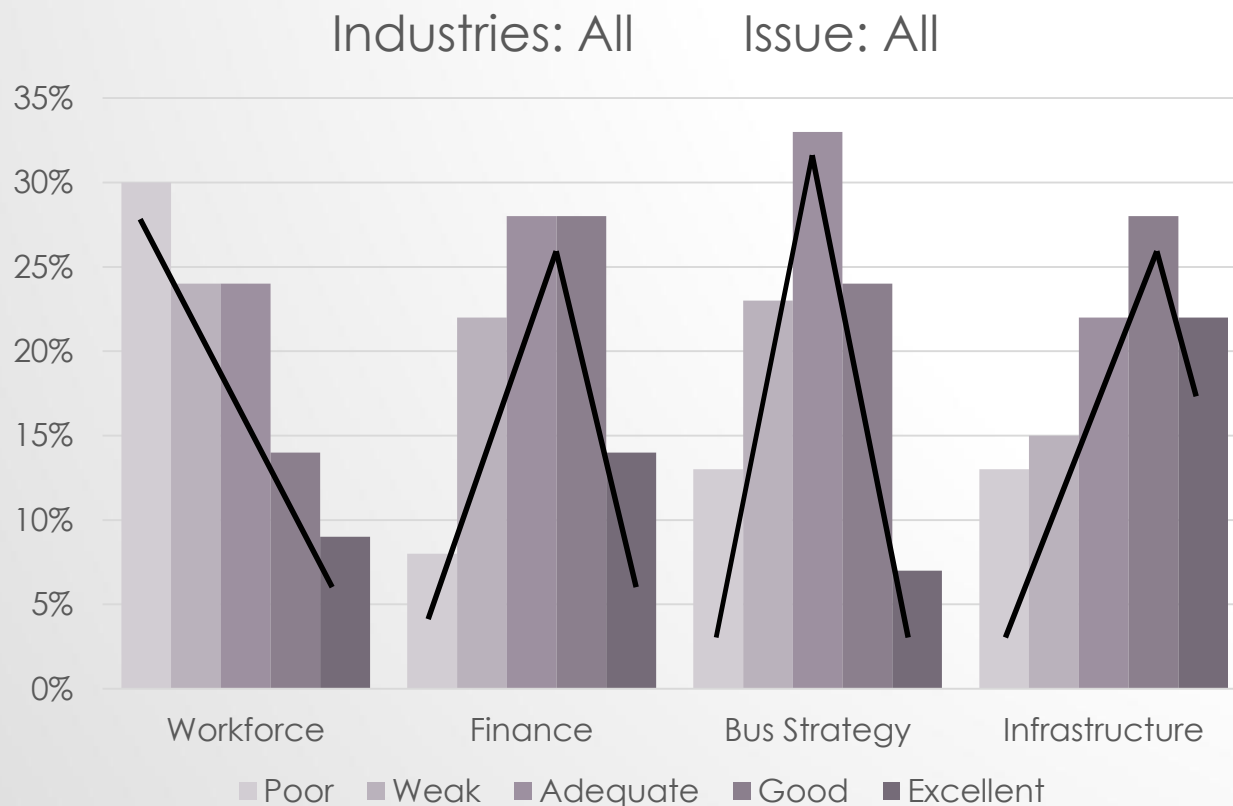
WORKFORCE ISSUES WERE REPORTED TO REPRESENT THE GREATEST CHALLENGES OVERALL AND HAD A "SCORE" <3 IN EVERY INDUSTRY

- The Issue Category/Industry permutation with the "lowest" overall score is "Workforce" Issues in the Agriculture industry. What this means is that the Agriculture industry in Fayette County, PA self-reported that its situation or the circumstances with regard to "Workforce" Issues is the most challenging out of all the industries and issue categories permutations in the study.
- Conversely, the Issue Category/Industry permutation with the "highest" overall score is "Finance" Issues in the Transportation industry. This means that the Transportation industry self-reported that "Finance" Issues are the least challenging out of all the industry and issue category permutations in the study
- It is also noteworthy that "Workforce" was the issue category with the lowest overall "score" and every industry category averaged less that 3.0 or ""Adequate for this issue category.

	Workforce	Finance	Bus Strgy	Infrastructure	Average
Agriculture	2.0	2.9	3.0	3.1	2.6
Manufacturing	2.5	3.3	3.0	3.3	2.9
Other	2.2	2.7	2.9	2.9	2.5
Tech	2.9	2.7	3.0	3.5	3.0
Transportation	2.7	3.7	2.5	3.5	3.1
Average	2.5	3.2	2.9	3.3	2.9

FC SMALL BUSINESS: EXECUTIVE SUMMARY

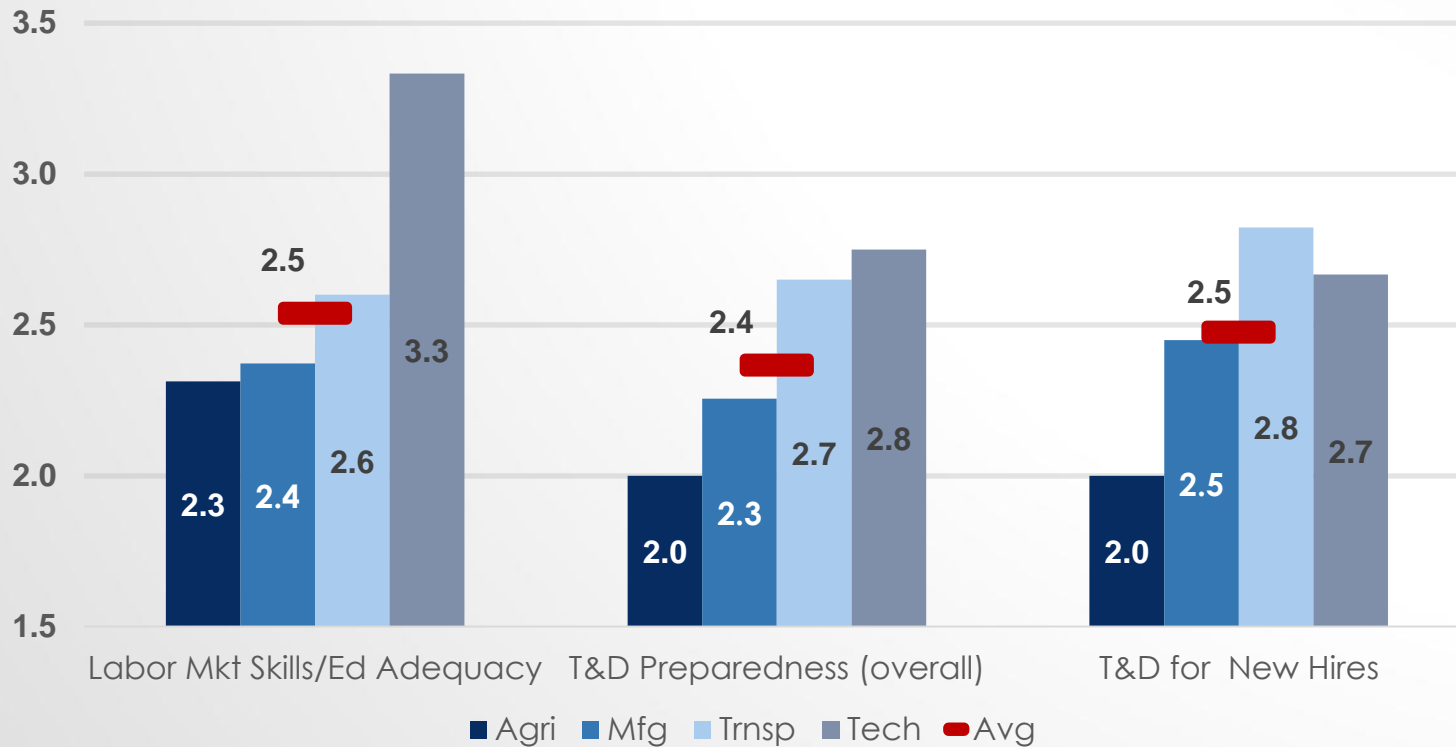
ACROSS ALL INDUSTRIES, SMALL BUSINESSES INDICATED THE STRONGEST “POOR” ISSUE CATEGORY WAS “WORKFORCE” AND THE STRONGEST “EXCELLENT” ISSUE CATEGORY WAS “INFRASTRUCTURE”



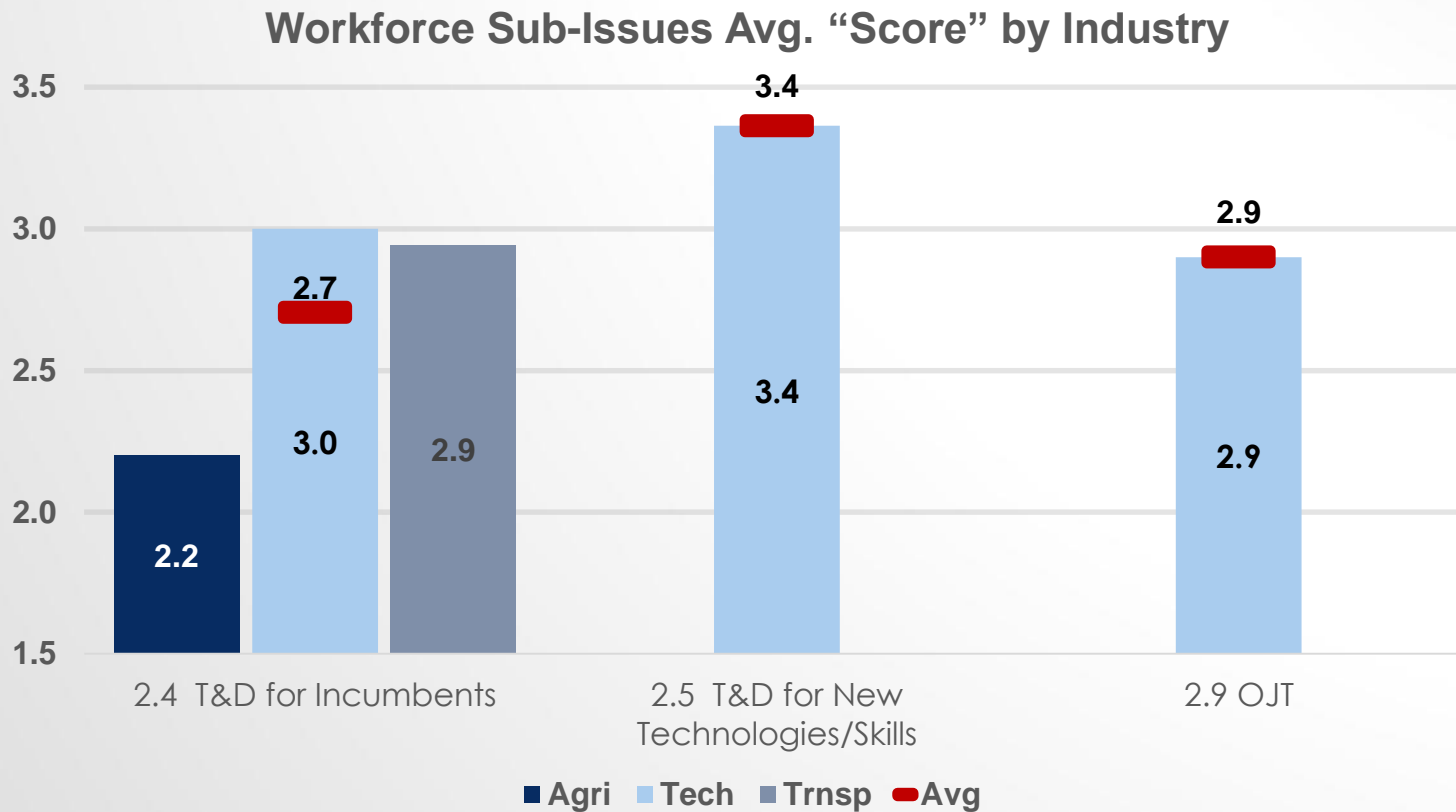
- The highest “Poor” response across all industries was pertaining to “Workforce” issues
- Across all industries, the highest “Excellent” response was pertaining to “Infrastructure”
- However, the above points notwithstanding, responses to issues vary significantly across industry **and Geographic Zone (?)**.

THE NEED FOR LABOR MARKET AND T&D SUPPORT IN THE AGRICULTURE AND MANUFACTURING INDUSTRIES IS VERY EVIDENT AS THESE INDUSTRIES CONSISTENTLY SELF-REPORT THE LEAST FAVORABLE POSITIONING REGARDING THESE ISSUES

Workforce Sub-Issues Avg. "Score" by Industry



EVEN WHEN LOOKING AT ANOTHER SPECIFIC T&D ISSUE, THAT OF “T&D FOR INCUMBENTS”, THE CHALLENGE TO THE AGRICULTURE INDUSTRY IS DISTINCT



ANECDOTES FROM RESPONDENTS CONSISTENTLY CONVEYED CHALLENGES REGARDING WORKFORCE ISSUES INCLUDING LABOR FORCE ADEQUACY AND T&D ISSUES.

- We have trouble finding employees that will come to work, work while they are at work, and are willing to learn. (Manufacturer)
- We see too many job applicants who basically little or no relevant skills. Also, we would like to provide more OSHA training for our workforce but that comes at an expense and carries the risk that after investing in an employee they will go to work elsewhere. (Construction/Homebuilder)
- Ideally, we would have more BPI (Building Performance Institute) weatherization training for our workforce, but that training is a week long and costs \$2K – employees leaving after we've sent them for training then we basically get of benefit from that expense. (HVAC)

ANECDOTES FROM RESPONDENTS CONSISTENTLY CONVEYED CHALLENGES REGARDING WORKFORCE ISSUES INCLUDING LABOR FORCE ADEQUACY AND T&D ISSUES. (CONT'D)

- We typically have 2 CDL drivers on staff and the youngest we've hired is 25. Younger than 25 might be possible but we prefer 25 or older. (Manufacturer)
- Some of our clients will not allow our employees on their property unless they've had OSHA-10 training, but that training is a significant expense and it there is the possibility that an employee can leave our company and then we have to pay to have another employee receive training. (Manufacturer)
- Our agriculture/livestock business has been solid and we have plans to grow and expand into retail but up-front costs have been prohibitive and finding reliable employees that have the skills, experience, or training has been a challenge. (Agri)

THE KEY TAKEAWAY FROM THIS STUDY IS THAT WORKFORCE ISSUES - LABOR MARKET SKILLS AND EDUCATION ADEQUACY AND TRAINING AND DEVELOPMENT ARE THE GREATEST CHALLENGES TO SMALL BUSINESSES IN FAYETTE COUNTY

- Labor Market:
 - Employee skills sets are perceived as inadequate or lacking.
 - Employee educational adequacy is perceived as insufficient to provide a foundation for efficient or profitable employee development.
- Training and Development (T&D)
 - Providing training specific to an employer's business and industry and incurring the direct and indirect costs of developing employees into valuable company assets is a financial challenge to companies that carries the risk of losing employees after significant investment.
- The issues above pertain to all industries but are felt most significantly in Agriculture, Manufacturing, and Transportation.

CONTRASTING THE “CURRENT CONDITIONS” OF THE LOCAL ECONOMY, AS PER THE FEEDBACK FROM SURVEYED RESPONDENTS, WITH “TARGET CONDITIONS”, IT BECOMES POSSIBLE TO IDENTIFY THE “GAP” THAT NEEDS TO BE CLOSED.



• Labor Market:

- Employee skills sets are perceived as inadequate or lacking.
- Employee educational adequacy is perceived as insufficient to provide a foundation for efficient or profitable employee development.

• Training and Development (T&D)

- Providing training specific to an employer's business and industry and incurring the direct and indirect costs of developing employees into valuable company assets is a financial challenge to companies that carries the risk of losing employees after significant investment.

- The issues above pertain to all industries but are felt most significantly in Agriculture, Manufacturing, and Transportation.

• Labor Market:

- Individuals with basic employment skills comprise an increasing portion of the workforce
- Workforce increasingly comprised of individuals with basic education elements that are foundational for employment.

• Training and Development (T&D)

- Instruments or programs are in place to defray the financial risk to employers associated with providing training to employees.
- Instruments or programs are in place to incentivize employees to remain with employers after being provided with industry-specific training.

THE PRIVATE INDUSTRY COUNCIL (PIC) IS ABLE AND READY TO PLAY THE KEY ROLE IN “SPANNING THE GAP” TO MOVE THE LOCAL ECONOMY FORWARD AND REACH “TARGET CONDITIONS”.

Spanning the Gap

Target Conditions

- Labor Market:
 - Individuals with basic employment skills comprise an increasing portion of the workforce
 - Workforce increasingly comprised of individuals with basic education elements that are foundational for employment.
- Training and Development (T&D)
 - Instruments or programs are in place to defray the financial risk to employers associated with providing training to employees.
 - Instruments or programs are in place to incentivize employees to remain with employers after being provided with industry-specific training.

Solutions

- Labor Market:
 - Deploy concise, focused investigation with key representatives in the local economy to identify essential labor market deficiencies.
 - Design, implement, and promote programs to address essential labor market skill deficiencies.
 - Design, implement, and promote programs to address essential labor market educational deficiencies.
- Training and Development (T&D)
 - Work with local companies to design and deploy industry-specific training programs to train employees and defray the financial risk for employers.

PIC HAS BEEN A LEADER IN THESE INITIATIVES SINCE 1983 AND WILL CONTINUE TO DELIVER A RANGE OF CAREER DEVELOPMENT SOLUTIONS TO THE REGIONAL WORKFORCE IN COLLABORATION WITH COMMUNITY STAKEHOLDERS.

Next Steps

- Train individuals in coordination with industry-specific skills and timelines.
- Provide broad-based fundamental skills, education, and personal development programs to prepare the whole person for career success.
- Provide career related soft skills, including basic financial literacy, business fundamentals, and basic career counseling.
- Implement industry-specific training programs, deploying career “champions” to encourage career aspirations.
- Promote the local economy including partnerships with other county and state economies.

CONTENTS:

- INTRODUCTION
- EXECUTIVE SUMMARY
- **FAYETTE COUNTY SMALL BUSINESS ENVIRONMENT**
- ISSUE BREAKOUT
- INDUSTRY BREAKOUT
- GEOGRAPHIC BREAKOUT
- GAP ANALYSIS, SOLUTIONS, AND NEXT STEPS

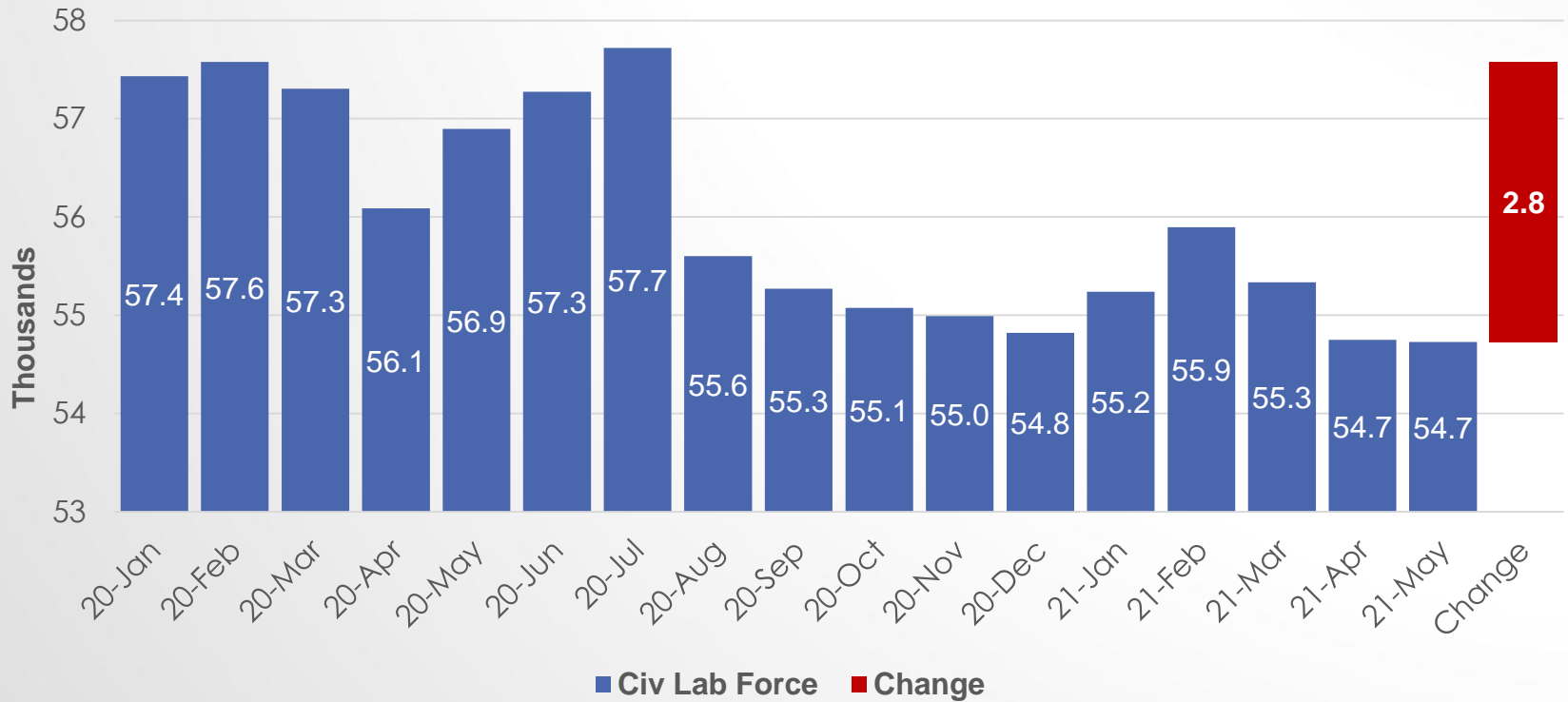
FAYETTE COUNTY NET MIGRATION INDICATES THAT THE COUNTY HAS BEEN CONSISTENTLY LOSING PEOPLE OVERALL SINCE 2010, BUT IT THE TREND HAS EASED IN RECENT YEARS; HOWEVER, THE COUNTY ISN'T UNIQUE IN THIS REGARD IN SW PA.

Fayette County Net Migration



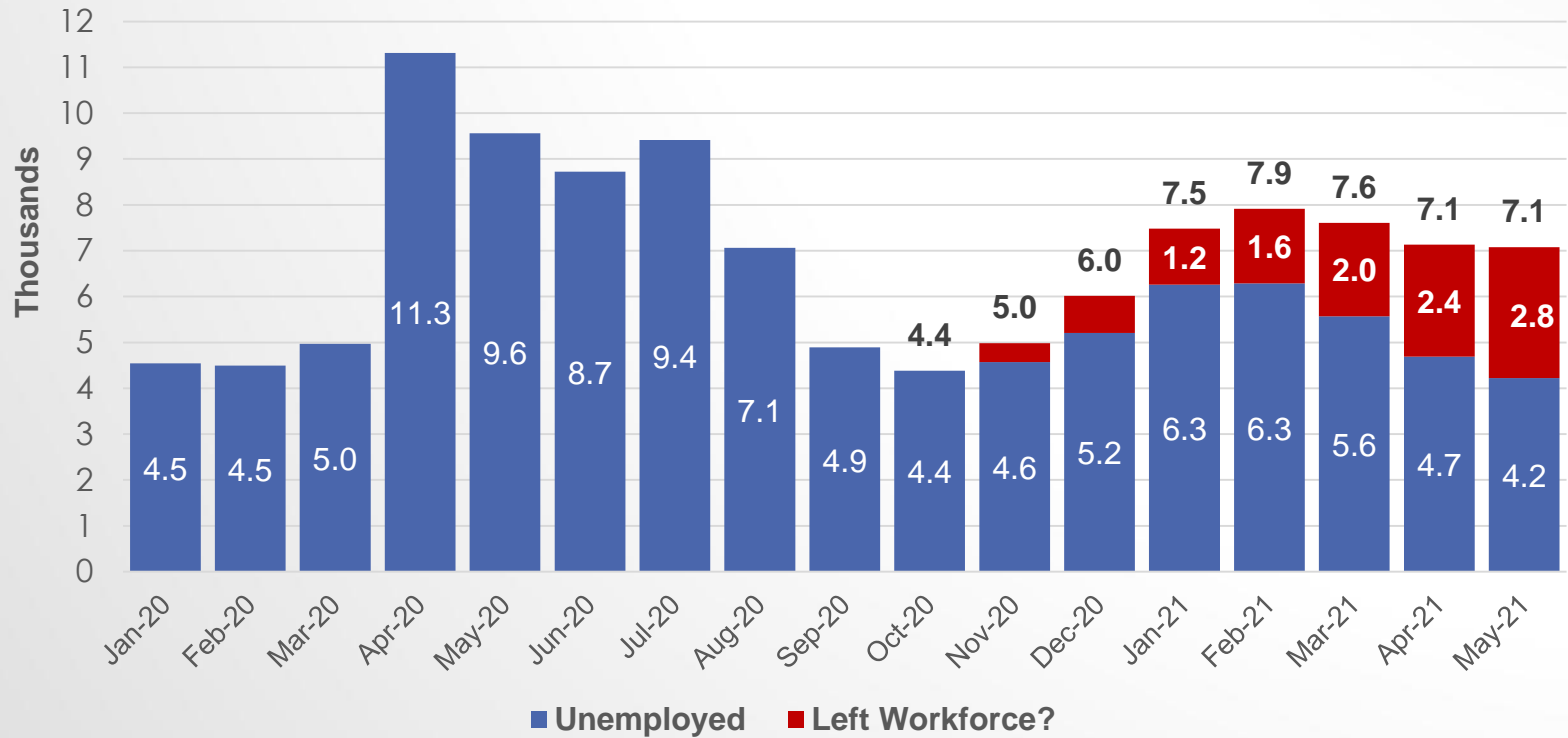
CIVILIAN LABOR FORCE DATA FOR FAYETTE COUNTY SHOWS A CONSIDERABLE DECLINE SINCE PRE COVID; IT IS NOT UNREASONABLE TO THINK THAT THIS IS LESS A MATTER OF FEWER PEOPLE THAN OF PEOPLE LEAVING THE LABOR FORCE.

Fayette County Civilian Labor Force



IF CIVILIAN LABOR FORCE NUMBERS WERE AT PRE-COVID LEVELS IT WOULD SUGGEST THAT THE ACTUALLY NUMBER OF UNEMPLOYED INDIVIDUALS IN FAYETTE COUNTY ARE SIGNIFICANTLY HIGHER THAT INDICATED BY THE STATISTICS.

Fayette County Unemployed With Correction (?)



CONTENTS:

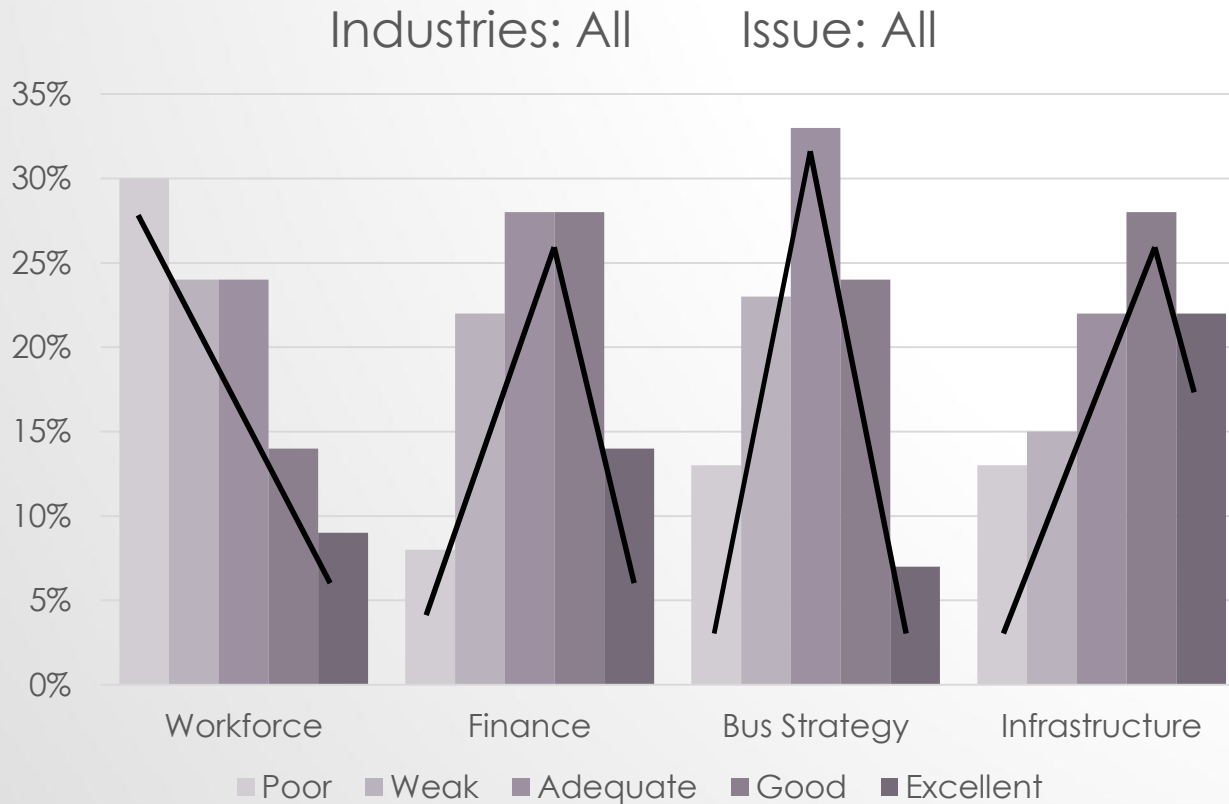
- INTRODUCTION
- EXECUTIVE SUMMARY
- FAYETTE COUNTY SMALL BUSINESS ENVIRONMENT
- **ISSUE BREAKOUT**
- INDUSTRY BREAKOUT
- GEOGRAPHIC BREAKOUT
- GAP ANALYSIS, SOLUTIONS, AND NEXT STEPS

WORKFORCE ISSUES IN THE AGRICULTURE INDUSTRY OF FAYETTE COUNTY, PA . . .

- Assessing Fayette County, PA Small Business positioning in terms of business issue categories, the issue of workforce emerges as the area where businesses self-report that they have the greatest challenges.
- Both the Agriculture and Manufacturing industries self-report that workforce is the issue which represents their greatest challenge.

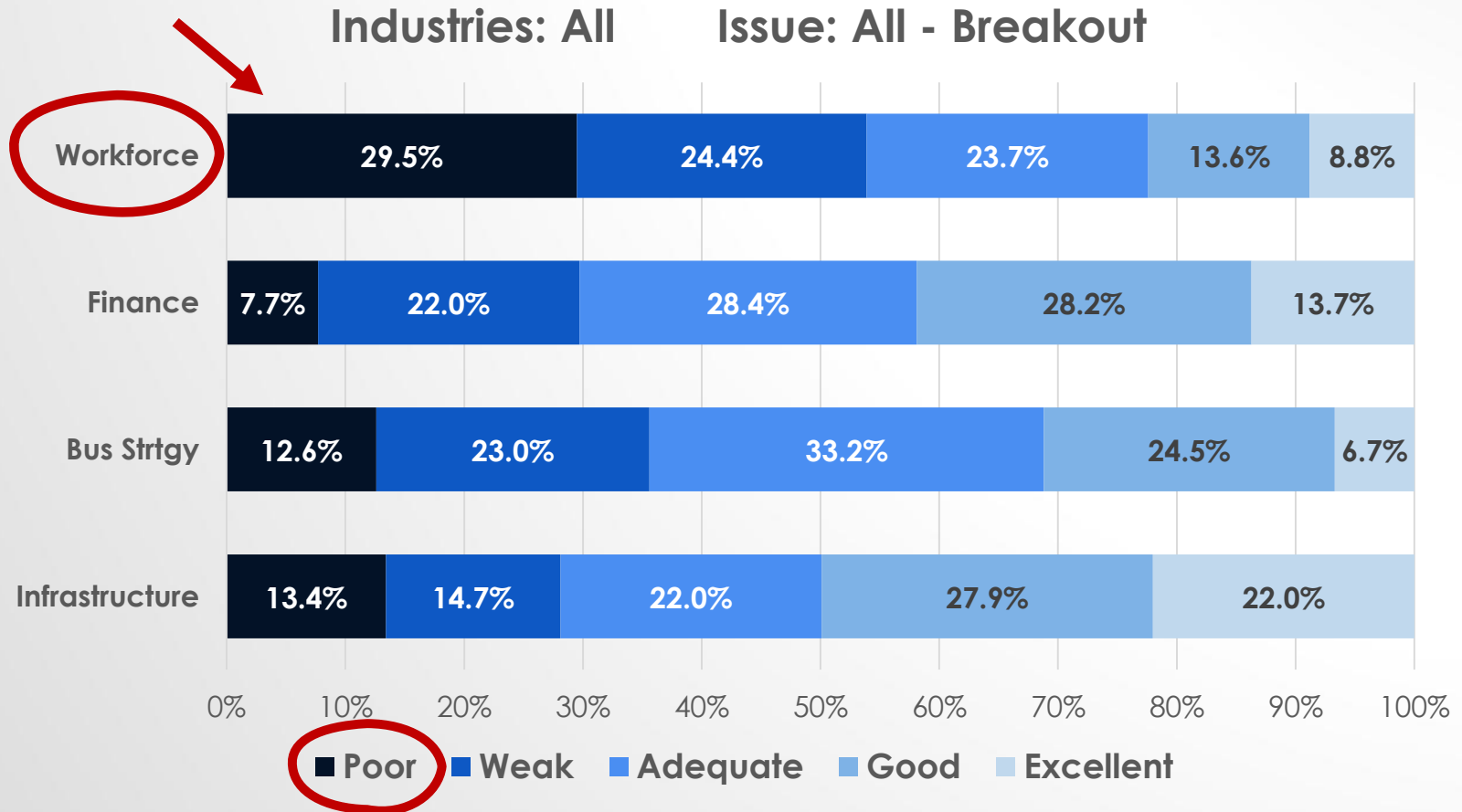
	Workforce	Finance	Bus Strgy	Infrastructure	Average
Agriculture	2.0	2.9	3.0	3.1	2.6
Manufacturing	2.5	3.3	3.0	3.3	2.9
Other	2.2	2.7	2.9	2.9	2.5
Tech	2.9	2.7	3.0	3.5	3.0
Transportation	2.7	3.7	2.5	3.5	3.1
Average	2.5	3.2	2.9	3.3	2.9

ACROSS ALL INDUSTRIES, SMALL BUSINESSES INDICATED THE STRONGEST “POOR” ISSUE CATEGORY WAS “WORKFORCE” AND THE STRONGEST “EXCELLENT” ISSUE CATEGORY WAS “INFRASTRUCTURE”

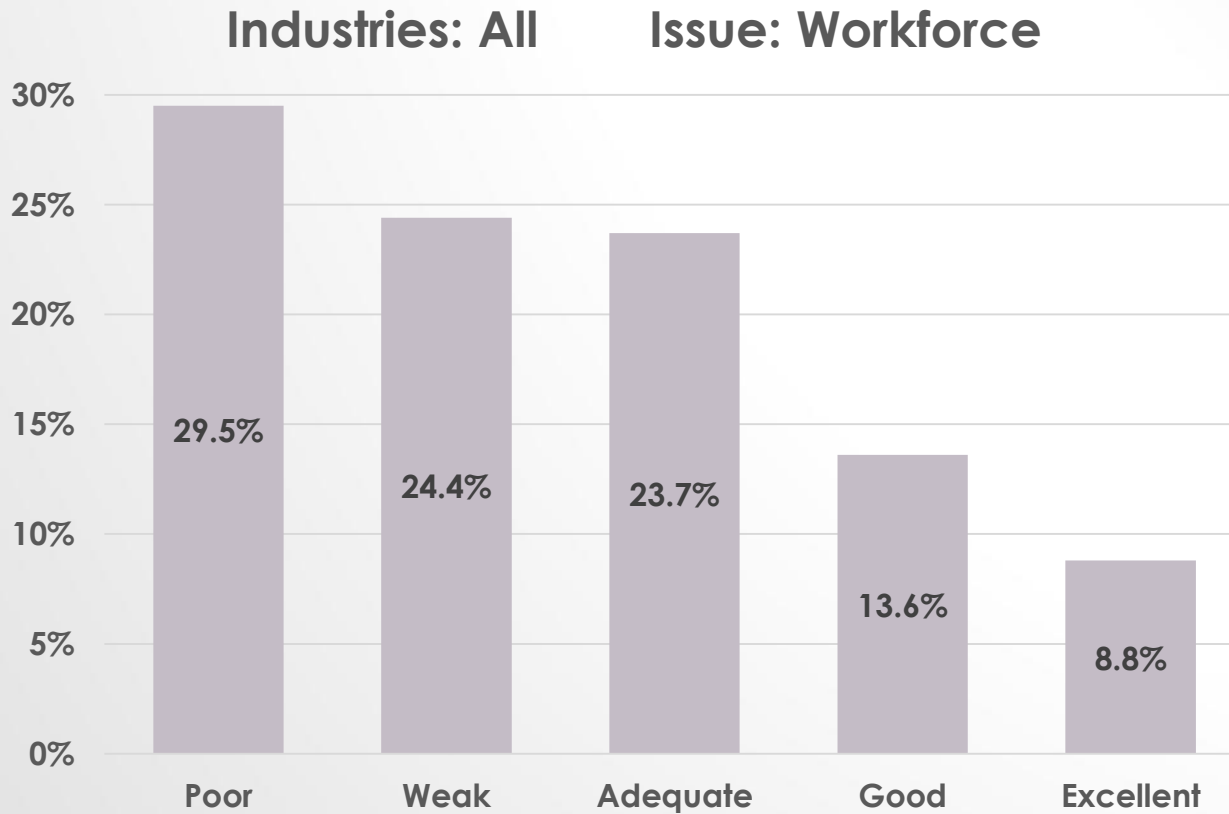


- The highest “Poor” response across all industries was pertaining to “Workforce” issues
- Across all industries, the highest “Excellent” response was pertaining to “Infrastructure”
- However, the above points notwithstanding, responses to issues vary significantly across industry **and Geographic Zone (?)**.

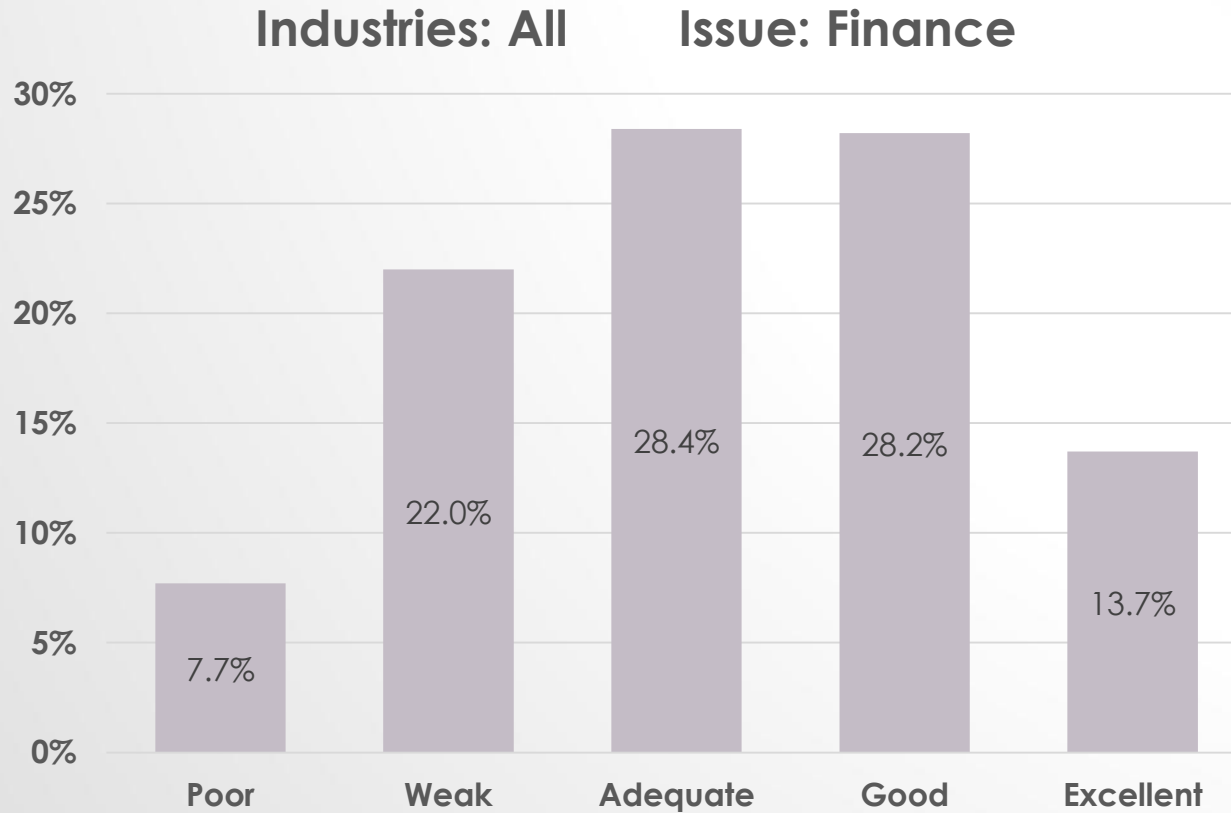
ACROSS ALL INDUSTRIES, NEARLY 30% OF SMALL BUSINESSES RESPONDENTS INDICATED THAT THEIR POSITIONING RELATIVE TO WORKFORCE ISSUES IS "POOR".



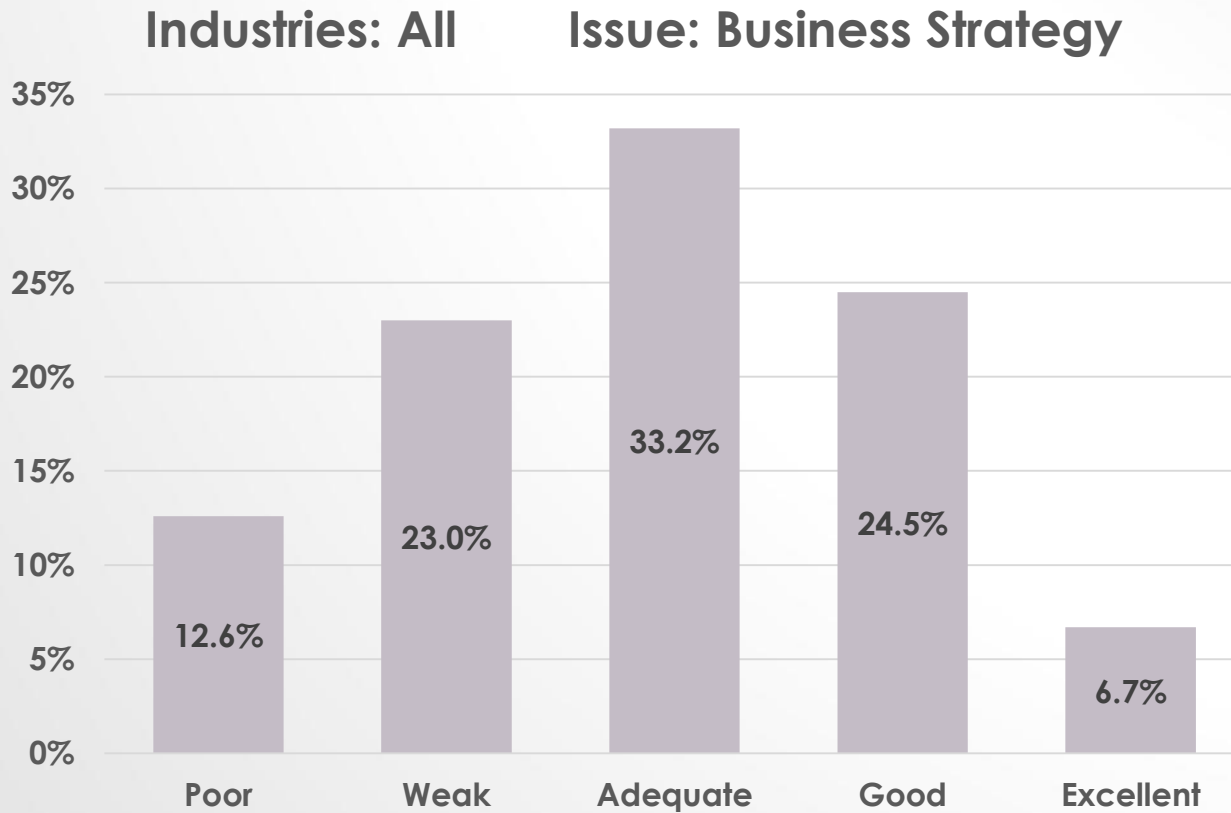
AGAIN, NEARLY 30% OF SMALL BUSINESS RESPONDENTS ACROSS ALL INDUSTRIES INDICATED “POOR” POSITING WITH REGARD TO WORKFORCE ISSUES AND NEARLY AN ADDITIONAL 25% INDICATED “WEAK” POSITIONING WITH REAGARD TO THESE ISSUES.



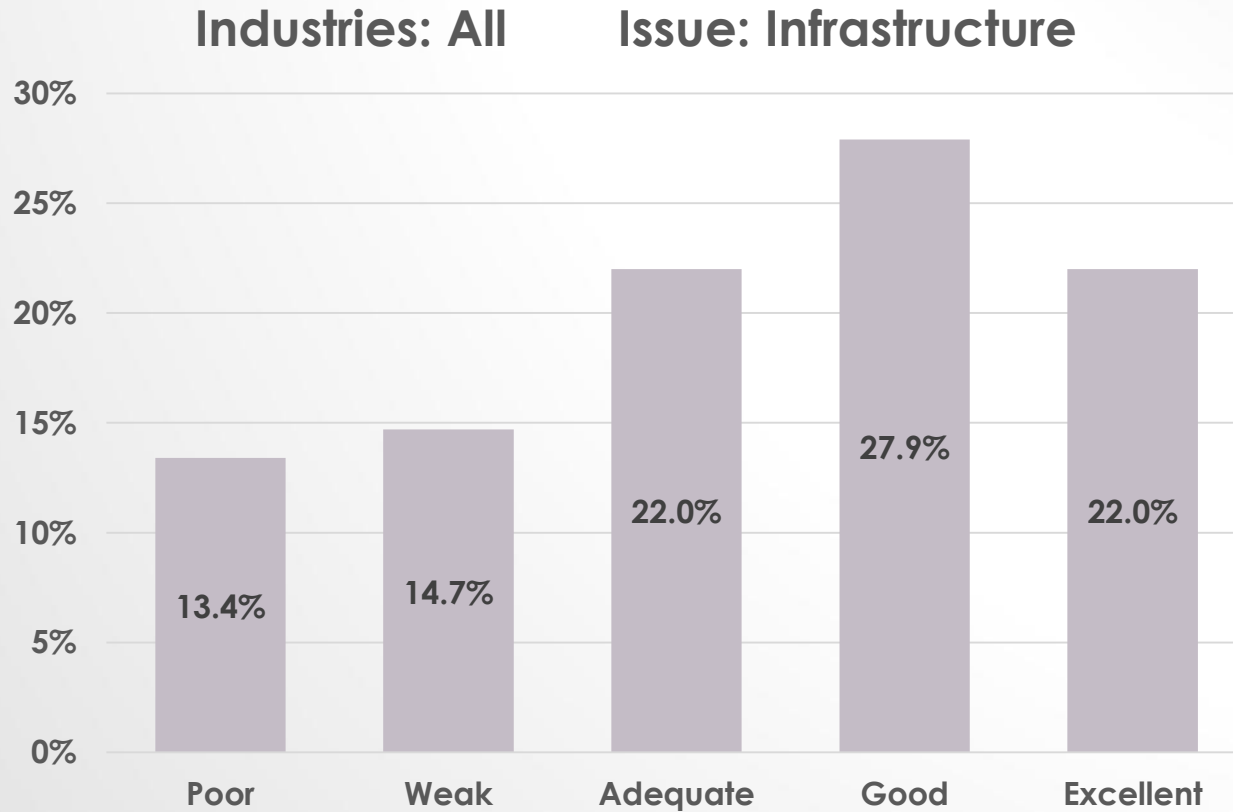
WITH REGARD TO “FINANCE” ISSUES, OVER 56% OF RESPONDENTS ACROSS ALL INDUSTRIES INDICATED THEIR POSITIONING AS “ADEQUATE” OR “GOOD”



ACROSS ALL INDUSTRIES, ABOUT 1/3 OF RESPONDENTS INDICATED THAT THEIR POSITIONING WITH REGARD TO “BUSINESS STRATEGY” ISSUES IS “ADEQUATE WITH ANOTHER 35% INDICATING “WEAK” OR “POOR” POSITIONING.



REGARDING “INFRASTRUCTURE” ISSUES, MORE THAN 70% OF RESPONDENTS ACROSS ALL INDUSTRIES INDICATED “ADEQUATE” OR BETTER POSITIONING.



AS THE ISSUE CATEGORY WHERE RESPONDENTS INDICATED THAT THEY NEED THE MOST ASSISTANCE, A CLOSER LOOK AT THE WORKFORCE ISSUE CATEGORIES IS IN ORDER

- Some sub-issues within the Workforce Issue Category received lower levels of response rate; in other words, for some sub-issues respondents indicated the issue as Not Applicable or they otherwise did not have a response.
- Sub-issues with a response rate >90% were
 - 2.1 Labor Market Skills/Education Adequacy
 - 2.2 Training and Development (T&D) Preparedness (overall)
 - 2.3 Training and Development (T&D) for New Hires
- Sub-Issues with a response rate <90% were
 - 2.4 Training and Development (T&D) for Incumbents
 - 2.5 Training and Development (T&D) for New Technologies/Skills
 - 2.6 Job Shadowing
 - 2.7 Apprenticeships
 - 2.8 Individualized Training Accounts (ITA's)
 - 2.9 On The Job Training (OJT)
- Where the Sub-issue overall response rate was <90%, individual industries with response rates >90% will be examined.

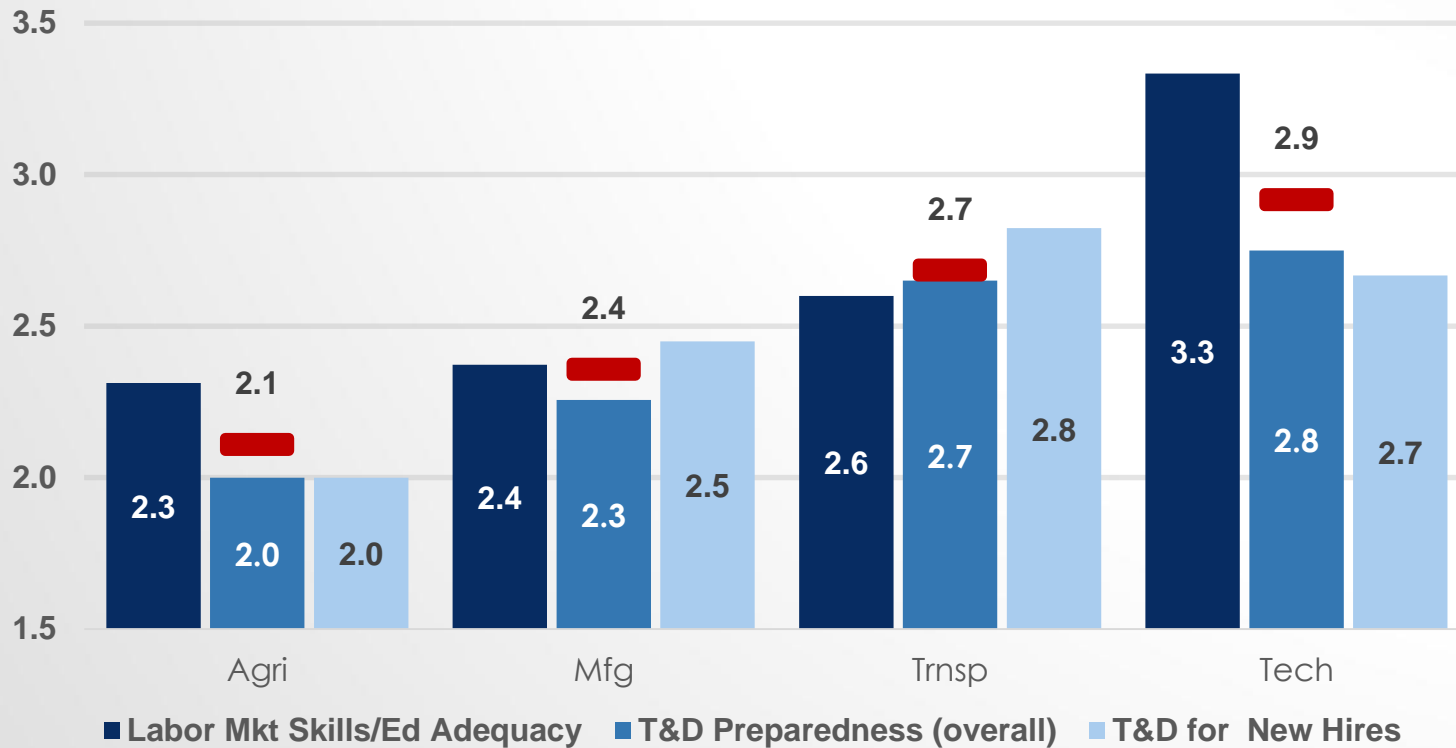
AS PER THE ABOVE, THE TABLES BELOW PORTRAY THE WORKFORCE SUB-ISSUES WHICH RECEIVED A LEVEL OF RESPONSES ADEQUATE FOR ANALYSIS.

Workforce Sub-Issue	Industry	Response Rate
Labor Market Skills/Ed Adequacy	All	97.0%
T&D Preparedness (overall)	All	96.0%
T&D for New Hires	All	91.7%

Workforce Sub-Issue	Industry	Response Rate
T&D for Incumbents	Agriculture	95.7%
T&D for Incumbents	Technology	100%
T&D for Incumbents	Transportation	90.0%
T&D for New Technologies/Skills	Technology	91.7%
On The Job Training (OJT)	Technology	90.9%

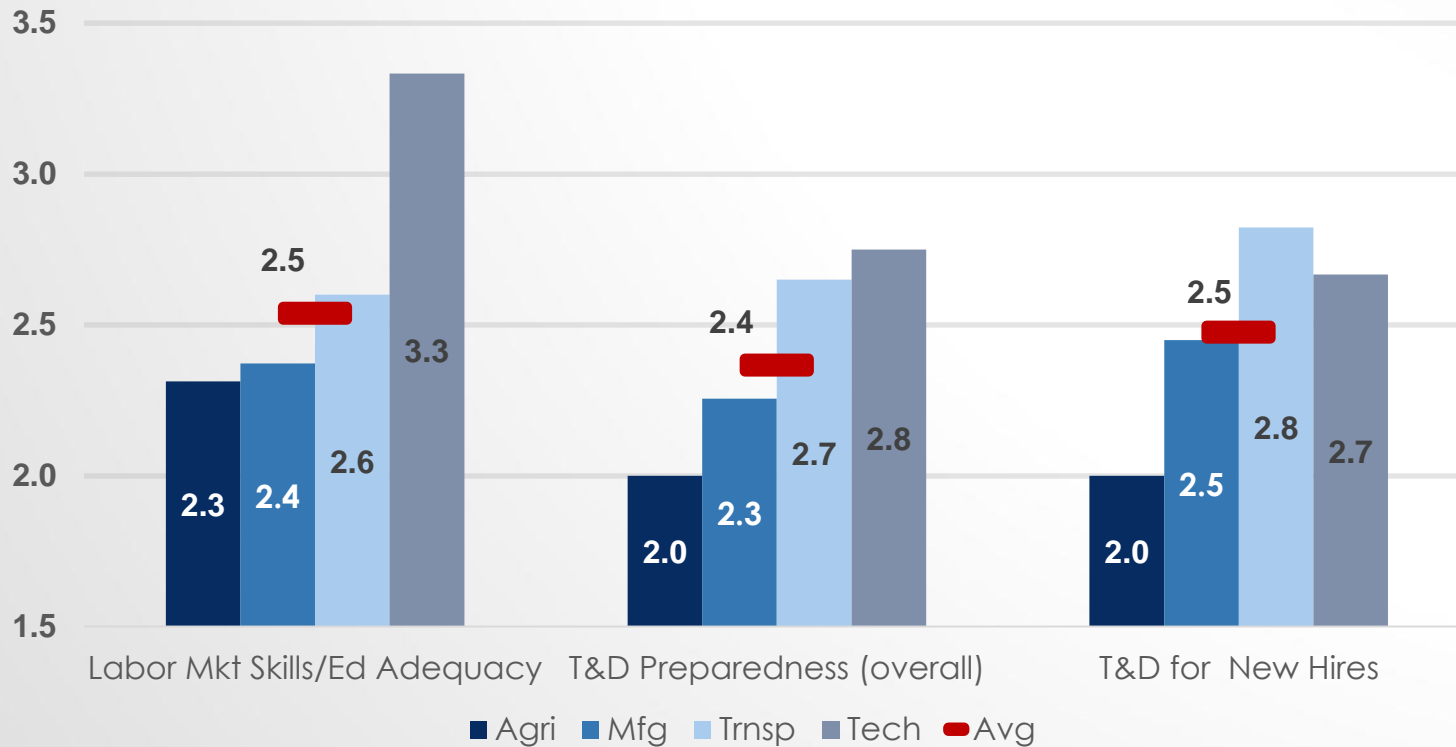
THE AGRICULTURE AND MANUFACTURING INDUSTRIES HAVE THE LOWEST AVERAGE SCORE FOR EACH WORKFORCE SUB-ISSUE; IT IS QUITE EVIDENT THAT EMPLOYEE T&D AS WELL AS LABOR MARKET ADEQUACY ARE IN NEED OF SUPPORT

Workforce Sub-Issues Avg. "Score" by Industry

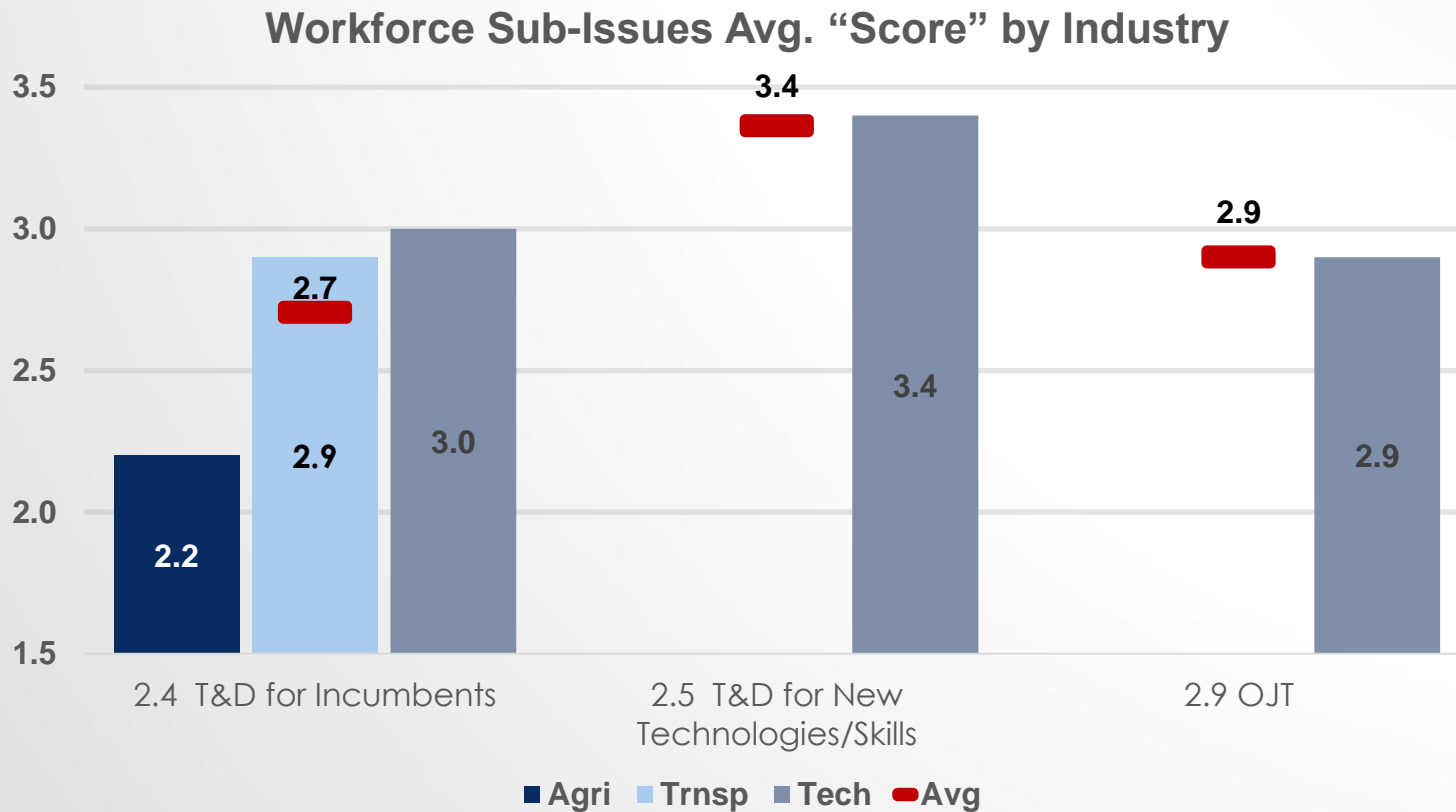


WHEN VIEWING THE SAME DATA IN A DIFFERENT ARRANGEMENT, THE NEED FOR LABOR MARKET AND T&D SUPPORT IN THE AGRICULTURE AND MANUFACTURING INDUSTRIES REMAINS VERY EVIDENT

Workforce Sub-Issues Avg. "Score" by Industry



EVEN WHEN LOOKING AT ANOTHER SPECIFIC T&D ISSUE, THE AGRICULTURE INDUSTRY APPEARS TO BE DISTINCTLY CHALLENGED.



CONTENTS:

- INTRODUCTION
- EXECUTIVE SUMMARY
- FAYETTE COUNTY SMALL BUSINESS ENVIRONMENT
- ISSUE BREAKOUT
- **INDUSTRY BREAKOUT**
- GEOGRAPHIC BREAKOUT
- GAP ANALYSIS, SOLUTIONS, AND NEXT STEPS

WORKFORCE ISSUES IN THE AGRICULTURE INDUSTRY OF FAYETTE COUNTY, PA . . .

- Assessing Fayette County, PA Small Business positioning by industry, the Agriculture had the lowest average score across issues (excepting “Other” which contains only 7 companies across disparate activities)
- Both the Agriculture and Manufacturing industries self-report that workforce is the issue which represents their greatest challenge.
- The Transportation industry had the highest average “score” across all issues at 3.1, but even this industry “scored” less than 3 or “Adequate” with regard to workforce issues.

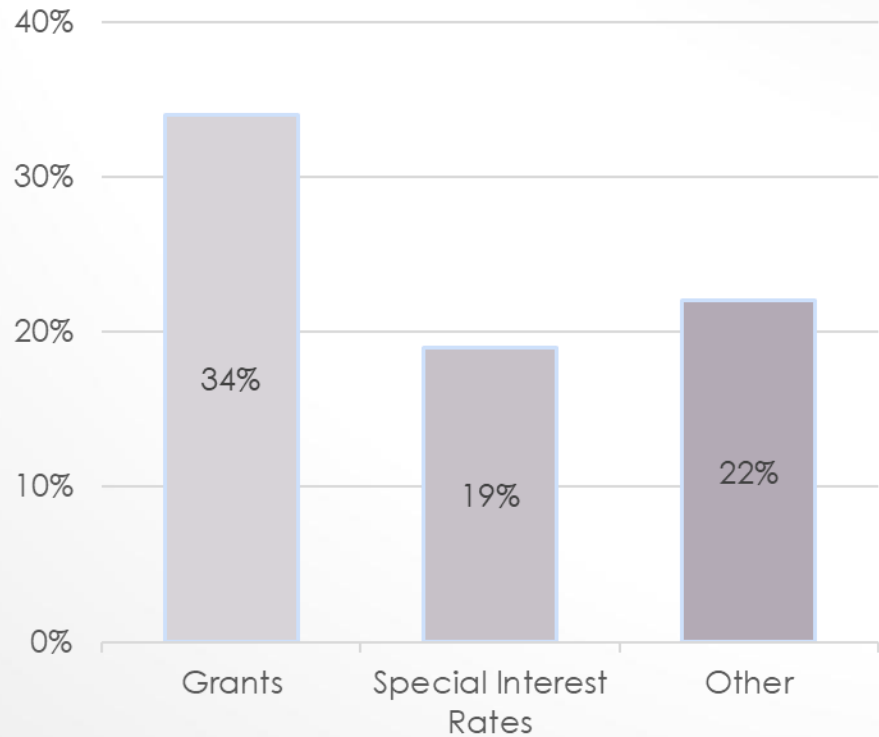
	Workforce	Finance	Bus Strgy	Infrastructure	Average
Agriculture	2.0	2.9	3.0	3.1	2.6
Manufacturing	2.5	3.3	3.0	3.3	2.9
Other	2.2	2.7	2.9	2.9	2.5
Tech	2.9	2.7	3.0	3.5	3.0
Transportation	2.7	3.7	2.5	3.5	3.1
Average	2.5	3.2	2.9	3.3	2.9

WELL OVER 50% OF COMPANIES SURVEYED INDICATED THAT THEY HAVE BENEFITTED FROM GOVERNMENT PROGRAMS IN THE PAST THREE YEARS, THE ROLE OF AGRICULTURE AND RECENT COVID RELIEF PROGRAMS ARE LIKELY A FACTORS HERE.

Gov't Asst History: Yes/No



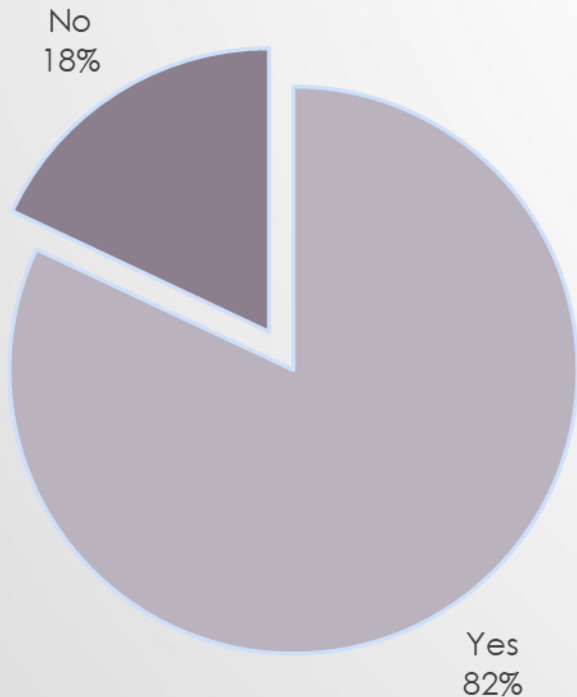
Gov't Asst History: Breakdown



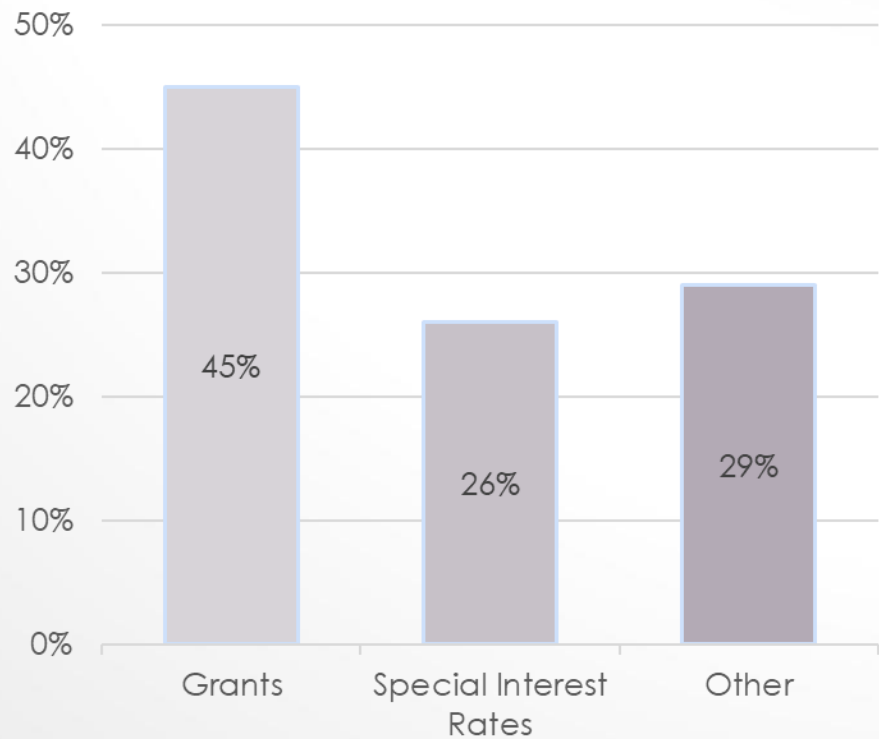
IN THE AGRICULTURE INDUSTRY, MORE THAN 80% OF RESPONDENTS INDICATED THAT THEY HAVE RECEIVED SOME FORM OF GOVERNMENT ASSISTANCE IN THE PAST THREE YEARS WITH NEARLY 50% OF THESE RESPONDENTS RECEIVING ASSISTANCE IN THE FORM OF GRANTS.

Agriculture

Gov't Asst History: Yes/No



Gov't Asst History: Breakdown



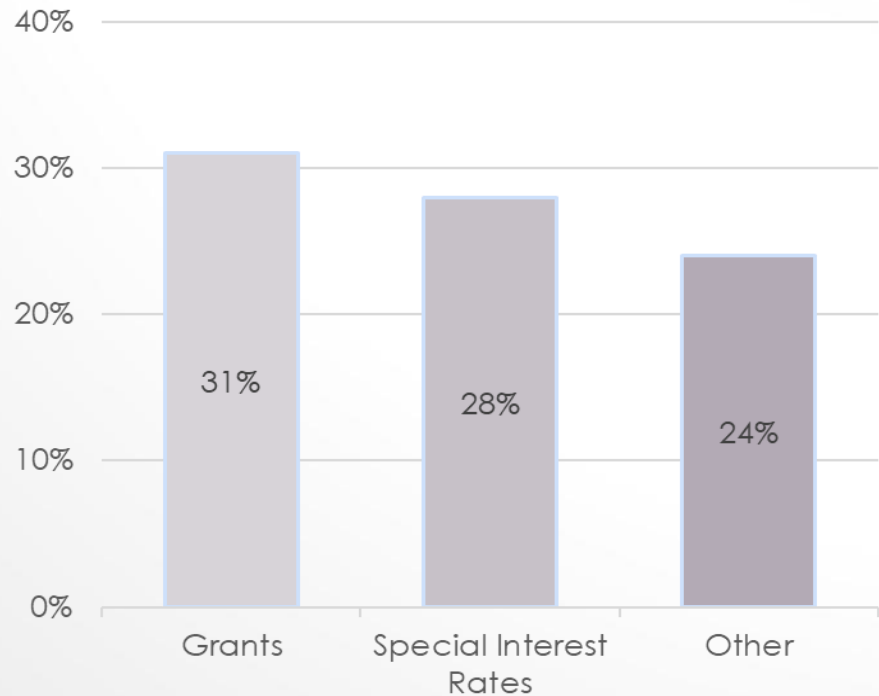
IN THE MANUFACTURING INDUSTRY, 55% OF RESPONDENTS INDICATED THAT THEY HAVE RECEIVED GOVERNMENT ASSISTANCE IN THE PAST THREE YEARS.

Manufacturing

Gov't Asst History: Yes/No



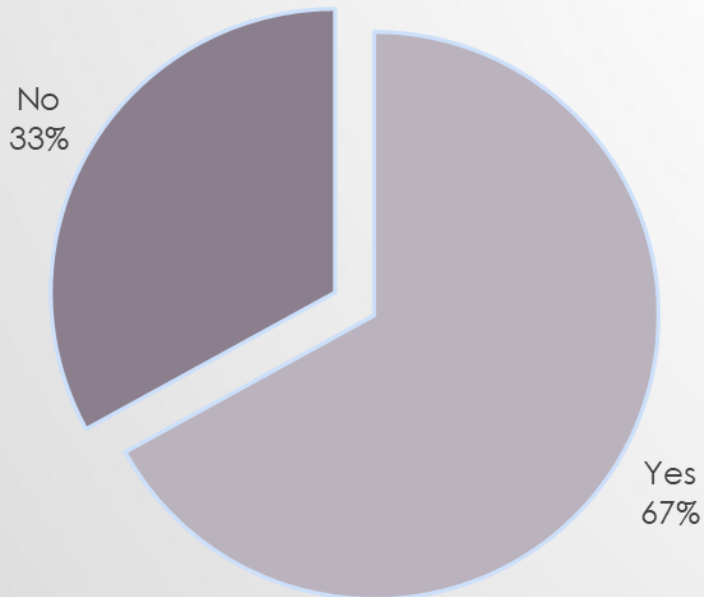
Gov't Asst History: Breakdown



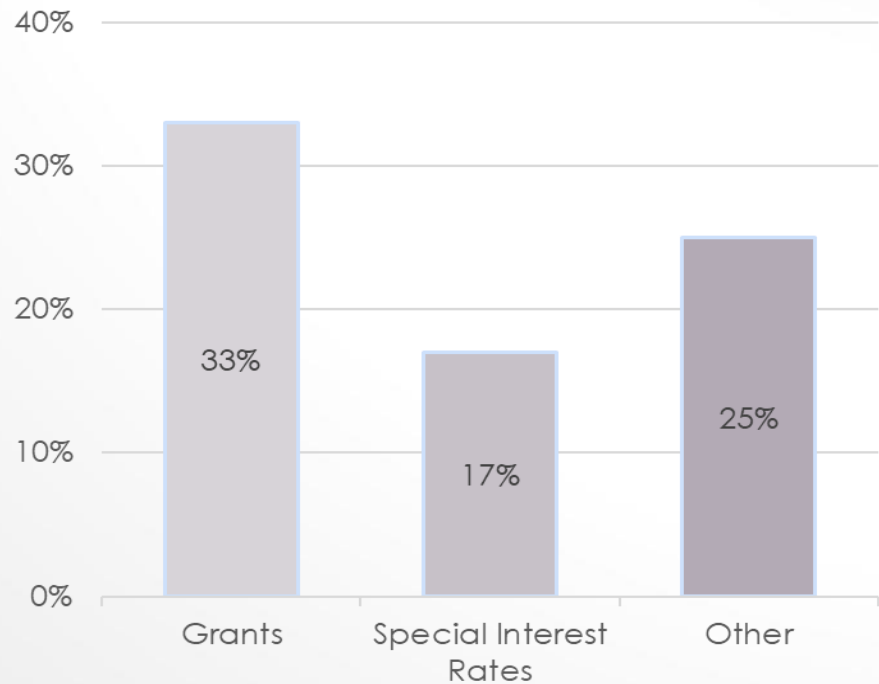
IN THE TRANSPORTATION INDUSTRY, 2/3 OF RESPONDENTS INDICATED HAVING RECEIVED GOVERNMENT ASSISTANCE IN THE PAST THREE YEARS.

Transportation

Gov't Asst History: Yes/No

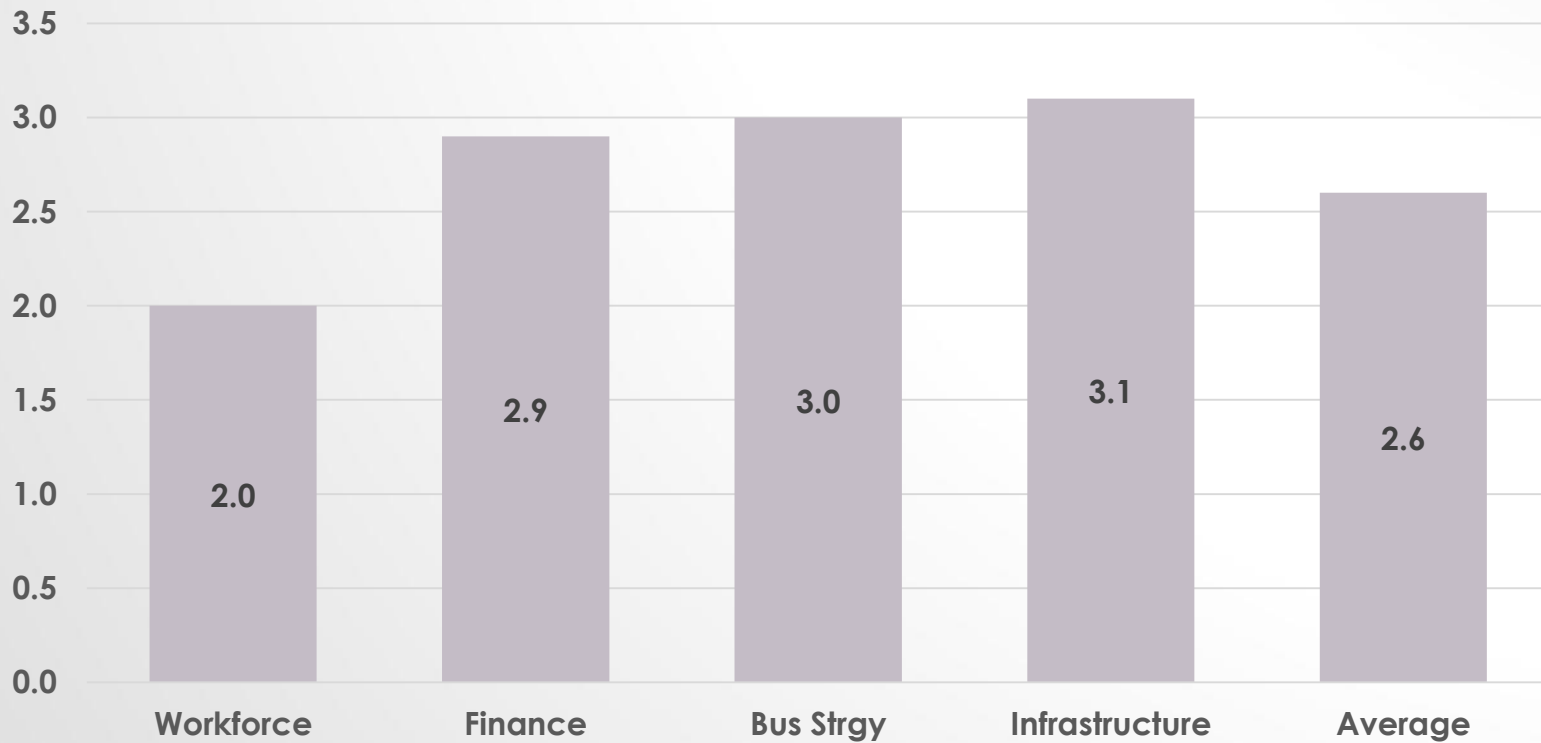


Gov't Asst History: Breakdown

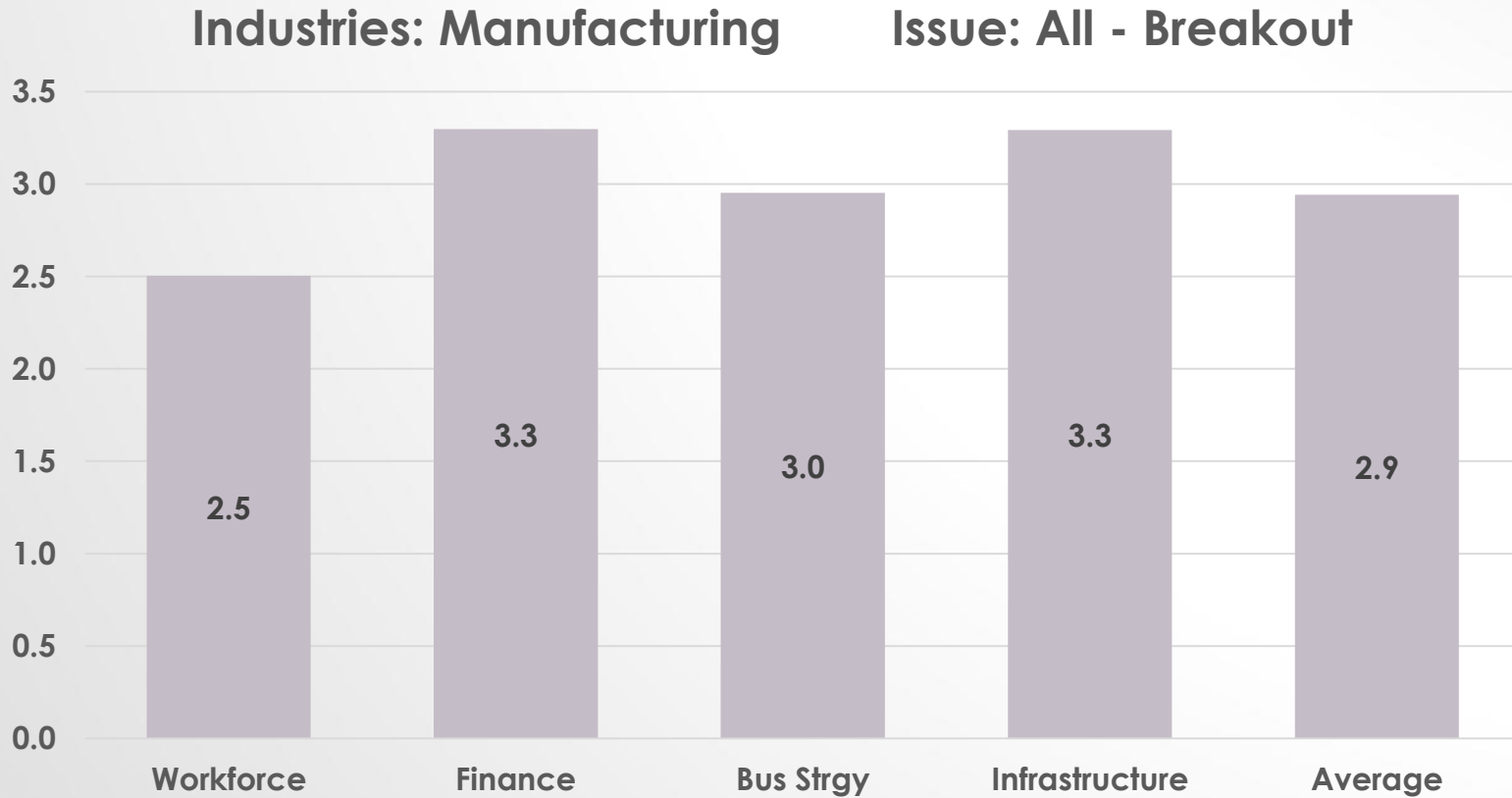


THE AGRICULTURE INDUSTRY HAD THE LOWEST WORK FORCE AVERAGE RESPONDENT RATING AT 2.0.

Industry: Agriculture Issue: All - Breakout

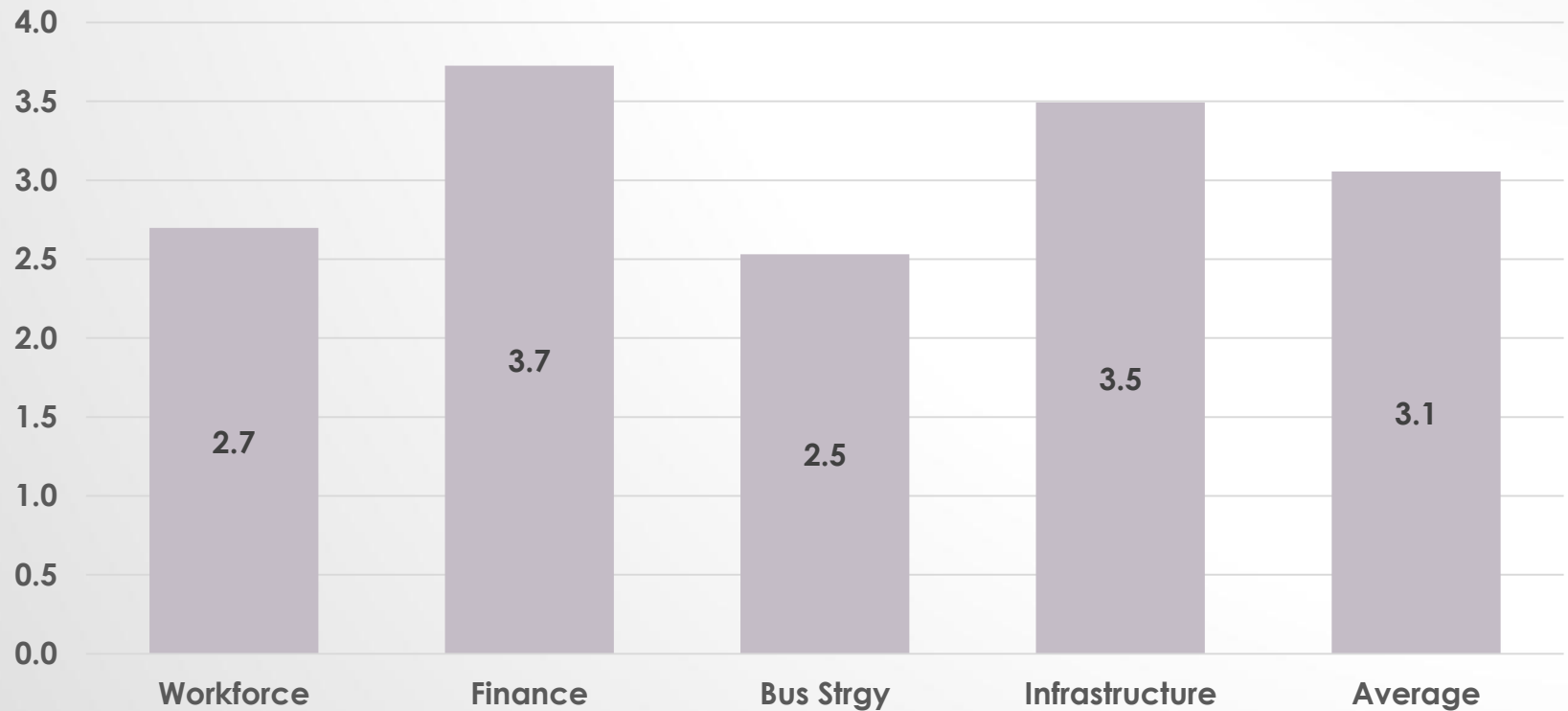


THE MANUFACTURING INDUSTRY “SCORED” 3.0 IN EVERY BUSINESS ISSUE CATEGORY EXCEPT “WORKFORCE”, WHERE IT “SCORED” 2.5.



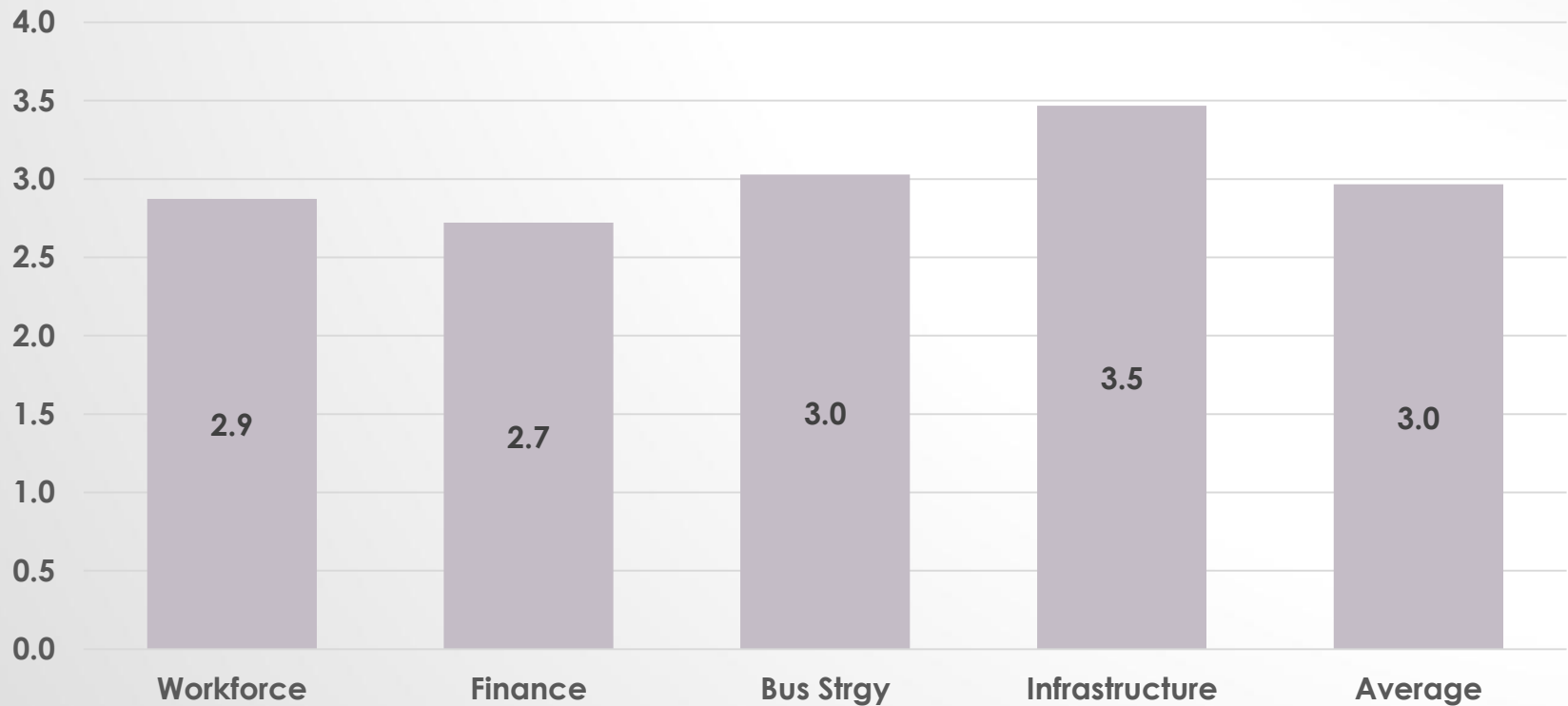
THE TRANSPORTATION INDUSTRY HAD THE HIGHEST AVERAGE “SCORE” ACROSS ALL BUSINESS ISSUE CATEGORIES, BUT EVEN THIS INDUSTRY “SCORED” BELOW 3.0 ON THE WORKFORCE ISSUE CATEGORY.

Industries: Transportation Issue: All - Breakout



THE TECH INDUSTRY AVERAGED A “SCORE” OF 3.0 ACROSS ALL BUSINESS ISSUE CATEGORIES BUT IT ALSO SCORED BELOW 3.0 IN THE BUSINESS ISSUES CATEGORY.

Industries: Tech Issue: All - Breakout

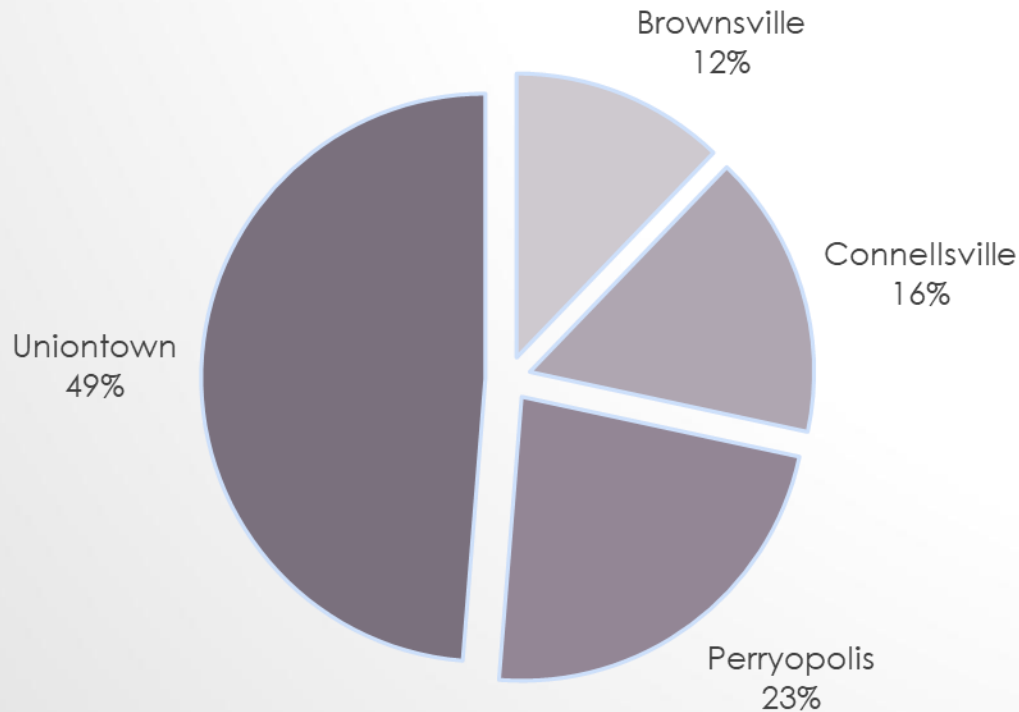


CONTENTS:

- INTRODUCTION
- EXECUTIVE SUMMARY
- FAYETTE COUNTY SMALL BUSINESS ENVIRONMENT
- ISSUE BREAKOUT
- INDUSTRY BREAKOUT
- **GEOGRAPHIC BREAKOUT**
- GAP ANALYSIS, SOLUTIONS, AND NEXT STEPS

THE COMPANIES CONTACTED FOR THE SURVEY REPRESENT A RANGE OF INDUSTRIES WITH MANUFACTURING AND TRANSPORTATION TOGETHER REPRESENTING 57% FOLLOWED BY AGRICULTURE AT 16% AND TECH AT 13%

Fayette County Survey: By Geography



WHEN LOOKING FAYETTE COUNTY GEOGRAPHIC REGIONS, CONNELLSVILLE X INFRASTRUCTURE HAD THE HIGHEST AVG. "SCORE" AND BROWNSVILLE X BUS. STRGY HAD THE LOWEST; AGAIN, WORKFORCE WAS THE WEAKEST ARE IN EVERY REGION.

- The strongest Business Issue Category x Geographic region "score" was Connellsville x Infrastructure at 4.0.
- The weakest Business Issue Category x Geographic region "score" was Brownsville x Bus. Strgy at 2.2
- The regions with the lowest avg. score across all Business Issue Categories were Brownsville and Perryopolis at 2.5 and 2.7 respectively.
- The Workforce Issue Category received <3.0 for every region and averaged 2.6

	Workforce	Finance	Bus Strgy	Infrastructure	Average
Brownsville	2.3	2.9	2.2	3.0	2.5
Connellsville	2.9	3.6	2.8	4.0	3.2
Perryopolis	2.4	2.8	3.0	2.8	2.7
Uniontown	2.5	3.4	3.0	3.5	3.0
Average	2.6	3.2	2.9	3.4	3.0

CONTENTS:

- INTRODUCTION
- EXECUTIVE SUMMARY
- FAYETTE COUNTY SMALL BUSINESS ENVIRONMENT
- ISSUE BREAKOUT
- INDUSTRY BREAKOUT
- GEOGRAPHIC BREAKOUT
- **GAP ANALYSIS, SOLUTIONS, AND NEXT STEPS**

CONTRASTING THE “CURRENT CONDITIONS” OF THE LOCAL ECONOMY, AS PER THE FEEDBACK FROM SURVEYED RESPONDENTS, WITH “TARGET CONDITIONS”, IT BECOMES POSSIBLE TO IDENTIFY THE “GAP” THAT NEEDS TO BE CLOSED.



• Labor Market:

- Employee skills sets are perceived as inadequate or lacking.
- Employee educational adequacy is perceived as insufficient to provide a foundation for efficient or profitable employee development.

• Training and Development (T&D)

- Providing training specific to an employer's business and industry and incurring the direct and indirect costs of developing employees into valuable company assets is a financial challenge to companies that carries the risk of losing employees after significant investment.

- The issues above pertain to all industries but are felt most significantly in Agriculture, Manufacturing, and Transportation.

• Labor Market:

- Individuals with basic employment skills comprise an increasing portion of the workforce
- Workforce increasingly comprised of individuals with basic education elements that are foundational for employment.

• Training and Development (T&D)

- Instruments or programs are in place to defray the financial risk to employers associated with providing training to employees.
- Instruments or programs are in place to incentivize employees to remain with employers after being provided with industry-specific training.

THE PRIVATE INDUSTRY COUNCIL (PIC) IS ABLE AND READY TO PLAY THE KEY ROLE IN “SPANNING THE GAP” TO MOVE THE LOCAL ECONOMY FORWARD AND REACH “TARGET CONDITIONS”.

Spanning the Gap

Target Conditions

- Labor Market:
 - Individuals with basic employment skills comprise an increasing portion of the workforce
 - Workforce increasingly comprised of individuals with basic education elements that are foundational for employment.
- Training and Development (T&D)
 - Instruments or programs are in place to defray the financial risk to employers associated with providing training to employees.
 - Instruments or programs are in place to incentivize employees to remain with employers after being provided with industry-specific training.

Solutions

- Labor Market:
 - Deploy concise, focused investigation with key representatives in the local economy to identify essential labor market deficiencies.
 - Design, implement, and promote programs to address essential labor market skill deficiencies.
 - Design, implement, and promote programs to address essential labor market educational deficiencies.
- Training and Development (T&D)
 - Work with local companies to design and deploy industry-specific training programs to train employees and defray the financial risk for employers.

PIC HAS BEEN A LEADER IN THESE INITIATIVES SINCE 1983 AND WILL CONTINUE TO DELIVER A RANGE OF CAREER DEVELOPMENT SOLUTIONS TO THE REGIONAL WORKFORCE IN COLLABORATION WITH COMMUNITY STAKEHOLDERS.

Next Steps

- Train individuals in coordination with industry-specific skills and timelines.
- Provide broad-based fundamental skills, education, and personal development programs to prepare the whole person for career success.
- Provide career related soft skills, including basic financial literacy, business fundamentals, and basic career counseling.
- Implement industry-specific training programs, deploying career “champions” to encourage career aspirations.
- Promote the local economy including partnerships with other county and state economies.