



Executive Summary:

WORKFORCE NEEDS SURVEY ANALYSIS AND FOCUS GROUP SUMMARY 2020

Presented to:

AREA 10 WORKFORCE DEVELOPMENT BOARD



Project Team:

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OUR APPROACH

Established in 1989, Thomas P. Miller & Associates, LLC (TPMA) provides comprehensive consulting services throughout the United States and internationally, working with nonprofit organizations, educational institutions, communities, local and state governments, and industry associations. Our firm empowers organizations and communities through strategic partnerships and data-informed solutions that create positive, sustainable change. TPMA envisions a world that thinks strategically, works collaboratively, and acts sustainably. Working toward that vision, we have provided clients with a range of services to design, develop, evaluate, and implement effective programs.

Our philosophy for community outreach is to combine rigorous data analysis with collaborative community goals. As a team of experienced researchers, facilitators, and workforce professionals, TPMA's team understands the importance of seeking out a diverse set of voices, leveraging best practices from our previous work, and creating a neutral environment to obtain input from stakeholders. In addition to creating guides for stakeholder interaction to avoid leading questions, in sessions we emphasize that the participants' input is what is important as we are there to facilitate, not force a particular outcome.

OVERVIEW

TPMA created a brief Workforce Needs Survey for gathering input from a wide array of partners and stakeholders, including employers, minority-owned businesses, workforce and business services staff, and community organizations in Richland and Crawford counties to gather initial input on several questions to give vision to the Area 10 WDB outreach initiative. The survey was administered online for three weeks and captured a total of 70 responses:

- 34 Local Employers
- 21 Community Stakeholders (government, non-profits, social services organizations)
- 10 Education + Training Providers
- 5 Workforce Board Members or OMJ Staff

While the survey allowed our project team to gather a broad base of feedback related to local workforce, stakeholder focus groups and interviews allowed TPMA to dig deeper and ask questions of "how" and "why" in a way that was not practical in a survey. TPMA facilitated a virtual focus group session and strategic interviews between October 2020 - November 2020 to engage stakeholders in understanding their perspectives, ideas on strengths and areas for growth, and thoughts on engaging African American men and minority owned businesses in the public workforce system. That process included:

- A Focus Group of 18 Community Partners from Richland County
- 3 Strategic Interviews with Local Manufacturing Employers
- 5 Strategic Interviews with Local African American Male Jobseekers

METHODOLOGY

For the Workforce Needs Survey, TPMA utilized *Design Thinking* and a branch survey structure including specific questions for workforce professionals, employers, training providers, and

community stakeholders. The electronic survey was sent out by the North End Community Improvement Collaborative, Richland County Chamber of Commerce, and The Crawford Partnership. Once closed, TPMA collected and analyzed the survey results, compared it to input received from the first task force meeting, and used the findings from the analysis to design strategic focus group sessions and interviews. An example of questions include:

- What are your region's greatest challenges in placing African American men into high wage jobs? What ideas do you have for approaching solutions?
- How do you recruit African American men into your program or organization?
- How should success be measured in developing a workforce?
- What organizations and partnerships are critical for implementing change and enhancements to the public workforce system?
- How are you marketing job opportunities or services? What additional resources are needed?
- Which employers in your region typically recruit for high wage opportunities? How have you partnered with them? What are their skills gaps?
- What state and/or local policy influenced the success of your region? Which proved to be a barrier?
- What are the top issues the public workforce system should address in a new, inclusive, futuristic system?

The focus group session was recorded (with consent) and three (3) TPMA team members attended the session - two facilitators and a detailed notetaker. This session was co-facilitated with the North End Community Improvement Collaborative (NECIC). The notes assisted in capturing quotes and common themes expressed by community partners and ensured that context was not lost. For the interviews, TPMA worked with NECIC to determine a list of interviewees. Once the list was determined, TPMA scheduled all interviews which lasted between 15- 45 minutes. The questions were framed similarly to those asked in the focus group session, but the one-on-one setting allowed for further detail to be gained. TPMA utilized facilitation guides with pre-defined guiding questions.

Examples of discussion questions posed to employers include:

- What are your greatest needs related to workforce development?
- As a business, how do you engage with the public workforce system?
- What training organizations or internal training processes do you use? What trainings do you need?
- What strategies exist or could be utilized by the workforce development system and its partners to address these needs?
- Do you have any Diversity, Equity, and Inclusion (DEI) initiatives in place? What do they consist of and what have the outcomes been?

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- What opportunities exist to align your internal recruitment strategies with the employment needs of African American men in the region?
- What is the best way to create meaningful connections among regional players in the workforce, education, and economic development areas?

Examples of questions for workforce, education, community partners, and elected officials include:

- What is working well within the local workforce development system? For minority businesses? For dislocated African American men? For career pathway initiatives? What are the challenges?
- What are the best methods of engagement to reach African American men and minority-owned businesses in the area?
- What marketing materials and/or tools do you utilize for outreach? Which do you need?
- Are there successful small, localized programs that can be brought to higher scale?
- When you think about positive outcomes for African American men or minority-owned businesses, what parts of your current strategy are contributing to success?
- How do you currently collaborate and share information among agencies and organizations? What opportunities exist for further collaboration?
- What ideas do you have for making the workforce development system more inclusive, effective, or efficient for the future?
- What initiatives would you suggest if funds were available?

Examples of questions for African American men:

- Have you interacted with the public workforce system? What was it like?
- How would you describe African American men's perceptions of local employers? The public workforce system?
- In your opinion, what is the biggest barrier to obtaining high-wage employment in the manufacturing and healthcare industries?
- What resources do you need to overcome these barriers?

ANALYSIS

Workforce Needs Survey Analysis: Thomas P. Miller & Associates conducted an online survey of local stakeholders in Richland and Crawford counties in order to collect feedback about strengths and challenges related to hiring, retaining, and serving jobseekers, especially African American men looking for jobs, in the area. After analyzing the survey results, the below key findings emerged. The full survey analysis can be found in Appendix A.

- Most stakeholders involved in workforce or education recognize that the area has challenges related to hiring African American men, and consistently state that the area should work to remove barriers to employment such as biased hiring practices, awareness of job and education opportunities, and larger barriers like transportation and childcare.
- The OMJ Center/workforce board has many resources that some organizations find helpful, but many organizations (especially businesses that are well-respected in the community for their great environments and inclusive hiring practices) are not aware of workforce resources/funding that could help them succeed.
- Most stakeholders had interest in partnerships to improve the area's workforce environment, but not many had existing partnerships to build from. The workforce board could act as a convener, increasing awareness of available resources, connecting partners with complementary work, and empowering community groups to address barriers, like transportation or hiring people upon reentry, that the OMJ centers may not have the capacity or scope to address.

Community Partner Focus Group Analysis: TPMA and NECIC asked several questions during this session to identify ways community partners can work together and create successful resources to support African American men in Richland county. Participants were from a variety of industries including workforce development, social service, early and adult education, nonprofit, and small business owners. The following section will highlight each question, a summary of group responses, key takeaways, and recommendations.

Question 1: Thinking about providing workforce and/or social services in Richland county, what are the strengths and areas for opportunity?

- Response: Many areas of opportunity were discussed, but no identified strengths. This can conclude that many community partners recognize there is a deficit in this area and a need for change and advancement. Many felt that the "right" partners are now at the table to move from conversation to action. The suggested areas for suggested were:
 - Partnerships between businesses and city schools to improve the perception that there are qualified potential applicants and graduates.
 - Bring an awareness of training options to African American men.
 - Work closely with city schools to develop educational pipelines and disseminate information about colleges, community colleges and apprenticeships before graduation.
 - Establish pre-apprenticeship programs to connect to registered apprenticeships in Richland County to target under-represented populations.
 - Identify and create a list of employers who offer second chance hiring.

Question 2: What is working well for African American men in Richland? What initiatives can be expanded?

- Response: Collaborations with colleges, hospitals, businesses, shelters and faith-based organizations have taken place in the community. These partnerships have been established for some time and trust is being established to have those harder conversations. Methods of outreach have also been established (e.g. neighbor-to-neighbor, influencers, local barbers and faith leaders) to help communicate to the Black community. *Key takeaways include:*
 - The partners indicated that businesses have been more open to diversity, equity, and inclusion (DEI), but this information may not be known in the community, particularly the Black community.
 - There are incentives for businesses who want to hire more diverse candidates, but it was suggested that there may be biases among businesses to hire minorities or people who are categorized as low-income.
- *Suggested Recommendations:*
 - Start outreach in middle school to children and parents.
 - Identify and build relationships with influencers in the county and listen to their recommendations.
 - Use anonymized resumes and removing professional associations in upcoming hiring practices.
 - The OMJ centers and NECIC should use constant and repetitive messaging to disseminate information to employers.
 - Identify *champions* among employers and partner with them to work with OMJ for incentivized benefits.
 - Be intentional when creating change.

Question 3: *What are we doing to help make the workforce system more inclusive and effective? What outreach/marketing resources do we have for MBEs and jobseekers?*

- Response: There were no answers identified, however suggestions were made how to improve in this area. Most recommendations called for local businesses to do their part to create change. It was expressed that there are many businesses interested in changing whether for transactional or moral reasons. Key takeaways include:
 - Currently there are no known incentives or business structures set in Richland County to navigate them through the DEI process.
 - The US Chamber of Commerce has launched the Equity of Opportunity initiative (partnered with a large foundation) with great stats for the business case for DEI.
- *Suggested Recommendations:*
 - Provide DEI training for businesses
 - Adopt the *Culture of Caring Approach* in education and businesses where the students/employees are cared for and supported by staff/employers.
 - Provide a separate training session for companies interested in second chance hiring
 - Trusted community partners/advocates provide recommendations to businesses for potential candidates

Question 4: *When you think about positive outcomes for Black men and MBEs, what does that look like?*

- Response: The partners determined that positive outcomes would be a change in unemployment numbers for African American men and more support for minority owned businesses to ensure they are in the networks they need to succeed. Key takeaways include:
 - It was acknowledged that all partners have a role to play in figuring out how to maximize the tools and resources that each have to bring about desired outcomes.
- Suggested Recommendations:
 - Take the human approach. Value people as people
 - Pay livable wages
 - Provide support that will establish self-efficacy

African American Male Interview Analysis: Our project team interviewed five African American men in November 2020 to understand their perspective as jobseekers in Richland County. The men were all asked the same questions and given a chance to share their personal thoughts and experiences. Each question will be listed below with a summary of all responses and conclude with key findings.

Question 1: *Have you interacted with the public workforce system? What was it like?*

- Response: Only one gentleman reported working with the public workforce system through OMJ and Family Services. He described it as a good experience and spoke highly of the person instrumental in helping him to remove barriers and search for employment.
- The other gentlemen recognized though there are opportunities for employment in Richland county, they were unsure if they had a fair chance of being considered for them. A gentleman shared that he has no issues with getting an interview, but after interviewing, he is never the candidate the employers are looking for. He recalled a time when he interviewed for a job that worked with the public and was told that he was not “the face” the company wanted their customers to see. Another college educated gentlemen recalled interviewing for a company three separate times and being denied. At the recommendation of the company receptionist (who happened to be a black woman) he cut his hair (dreadlocks) and was hired the fourth time he interviewed.

Question 2: *How would you describe African American men’s perceptions of local employers? The public workforce system?*

- Response: Every gentleman expressed feelings of optimism when applying for employment, not necessarily because they feel they have a fair chance, but it is the only mindset to have as a jobseeker.

- One gentleman mentioned feeling anxiety before and during the interview process because he was unsure how the employers will view him and what preconceived ideals employers may have against African American men or people of color in general.
- The men collectively feel that many employers in Richland county hold biases against African American men which can prohibit them getting an interview or being hired.

Question 3: In your opinion, what is the biggest barrier to obtaining high-wage employment in the manufacturing and healthcare industries?

- Response: The lack of opportunities for education and training were stated as the biggest barrier to obtaining high-wage jobs in manufacturing and healthcare, as well as employers who are closed-minded to hiring people of color.
- A gentleman expressed that most training opportunities go to “other” people in the area. Though they may hear of opportunities, rarely do they get the information to apply for them, or they choose not to apply because of the unlikely outcome. He expressed that he intentionally left Richland county when pursuing an education because opportunities are rarely afforded to people that look like him.

Question 4: What resources do you need to overcome these barriers?

- Response: One gentleman suggested that more money be placed in agencies like NECIC that are dedicated to recognizing and removing barriers for African Americans and minority owned businesses. He expressed that most programs are focused on minorities yet overlook African American men.
- Another gentleman expressed the need for more information about education and training opportunities in Richland county and the knowledge of established career pathways that lead to higher or livable wages. Key findings include:
 - African American male jobseekers in Richland county feel that the local employers have biases that prevents an equitable chance of obtaining employment. They are hopeful that employers will be open-minded to hiring them specifically, as well as people of color.
 - Education and training opportunities and identified career pathways will be essential to remove barriers to obtain high-waged jobs.
 - Proper funding be provided to agencies that work with African American men and minority owned businesses to ensure that information is being disseminated and barriers are being recognized and removed to achieve an equitable outcome.

Employer Interview Analysis: The TPMA project team was interviewed three local manufacturing employers in Richland County. The feedback received were along the same lines.

- Response: None of them had any specific recruitment efforts to target African American men or other minorities and acknowledged that they “hire based on skills, qualifications, and demand.”

- In addition, they were vaguely familiar with the business services offered by the Ohio Means Jobs Centers and would like more information on utilizing business and recruitment services.
- An opportunity outlined was an interest in learning more about city, state, and federal incentive programs for hiring or upskilling individuals from disadvantaged populations. Employers were specifically interested in On The Job Training, Work Opportunity Tax Credits, and other grants for upskilling incumbent workers.
- Lastly, they all stated that they would consider joining a diversity, equity, and inclusion workshop if offered.

CONCLUSION

The Workforce Needs Survey, community partner focus group, combined with African American men and employer interviews, provided invaluable insight into the workforce challenges and opportunities in Area 10. This stakeholder engagement concludes our Phase 2 and prompts the beginning of Phase 3, Implementation. Our project team is excited to utilize our findings to codesign strategies with Area 10 and local stakeholders.

TPMA has a wealth of experience in helping workforce boards, industry groups, and communities build effective, innovative, and lasting partnerships, career pathway strategies, and industry-specific coalitions. We:

- Analyze existing training programs and community resources to validate industry alignment and identify opportunities for continuous improvement;
- Convene education and business leaders to discuss common needs, plans, and goals;
- Create career pathway maps that streamline programs and spark system-level change; and
- Cultivate a collaborative system among education and training partners, industry councils, and economic and workforce development to work as one in planning a region's economic future.

TPMA possesses the unique ability to link networks and enhance relationships, thereby leveraging collective assets and resources for common goals. The result is a sensible system of education and training programs and workforce initiatives that is easy to navigate, meets the skill requirements of employers, and enables all individuals to begin and progress along a pathway to obtain credentials that lead to high-wage employment and advancement in high-demand occupations. Special thanks to local champions like Area 10 WDB, NECIC, The Richland Chamber, and Crawford Partnership for assisting the TPMA team in organizing and coordinating stakeholder engagement!

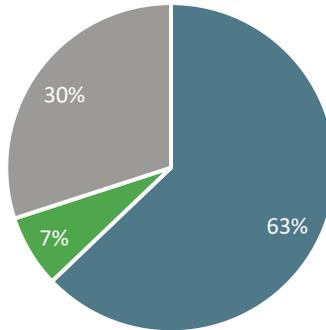
Appendix A: Workforce Needs Survey Feedback

Quantitative Responses from All Groups

- 1. Which county/counties does your organization primarily serve?

Primary County/Counties Served

■ Richland County ■ Crawford County ■ Both Counties

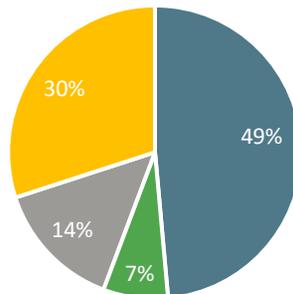


- 2. Which organization type best fits your primary place of work?

- a. Business
- b. Workforce Development Board
- c. Education/Training Provider
- d. Community Stakeholders (e.g. government, nonprofits, social services, and faith-based organizations)

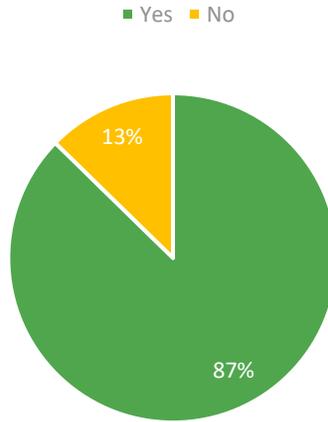
Organization Type

■ Business ■ WDB or OMJ Staff
■ Education/Training Provider ■ Community Stakeholders



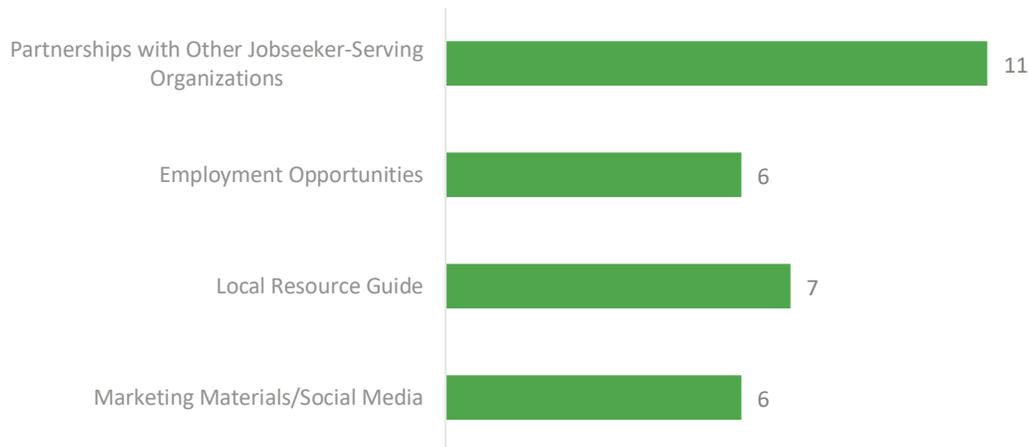
- 3. Are you familiar with Area 10's resources for jobseekers and community outreach activities?

Are you familiar with OMJ resources?



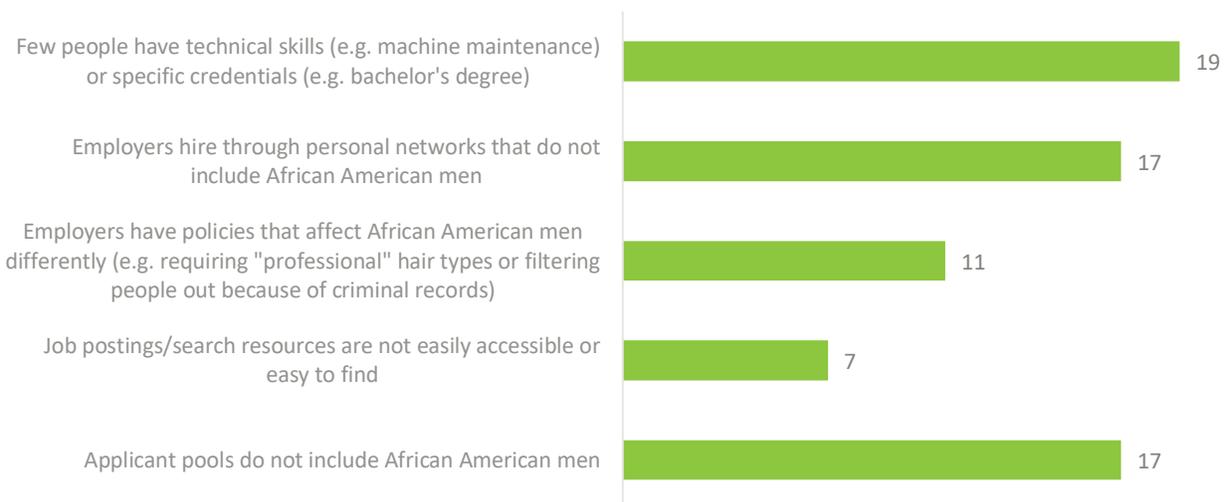
- 4. What resources/assistance would be helpful to conduct outreach to African American men?
 - a. Marketing materials
 - b. Contact information/sources for jobseekers
 - c. Assistance from the public workforce system
 - d. Partnerships with other organizations who work with jobseekers
 - e. Training/resources about equitable hiring practices
 - f. Other

Most Helpful Outreach Methods



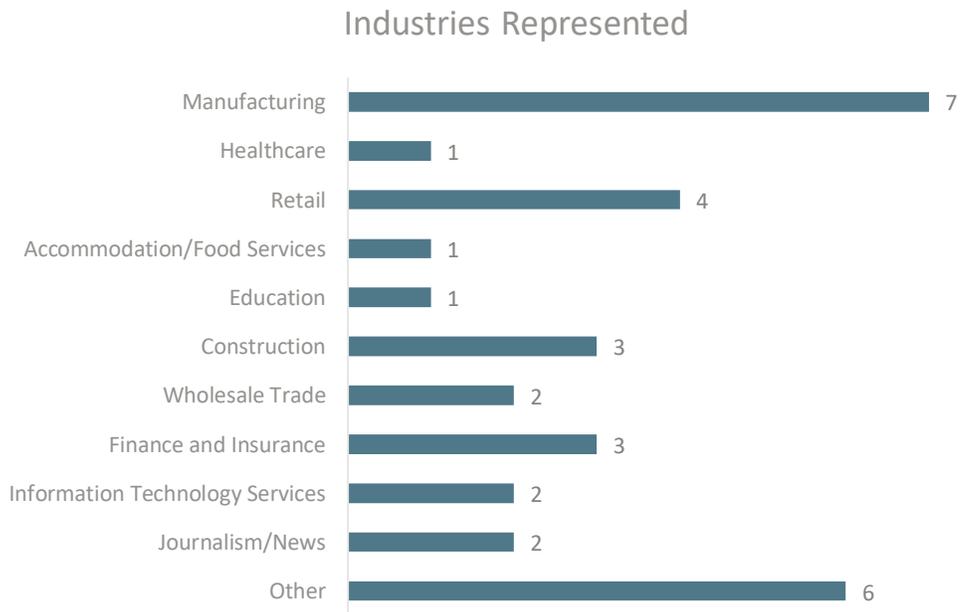
5. In your opinion, what are the region's top three challenges for placing African American men into high-wage jobs? **Choose three options.** [Ranked selection]
- a. Finding people/applicant pools do not include African American men
 - b. Job posting/search resources are not easily accessible or easy to find
 - c. Employers have policies that affect African American men differently (e.g. requiring "professional" hair types or filtering people out because of criminal records)
 - d. Employers hire through personal networks that do not include African American men
 - e. Few people have technical skills (e.g. machine maintenance) or specific credentials (e.g. bachelor's degree)
 - f. Other

Top Challenges for African American Men Jobseekers

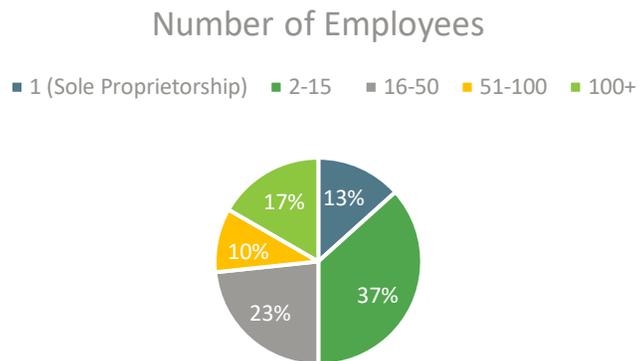


Business-Only Responses

1. Is your business minority-owned (a Minority Business Enterprise)?
 - a. Yes: 7 responses
 - b. No: 23 responses
2. Of the following industries, which best describes your business?
 - a. Manufacturing
 - b. Healthcare
 - c. Retail
 - d. Accommodation/Food Services
 - e. Education
 - f. Construction
 - g. Wholesale Trade
 - h. Transportation and Warehousing
 - i. Finance and Insurance
 - j. Information Technology Services
 - k. Other [comment box]

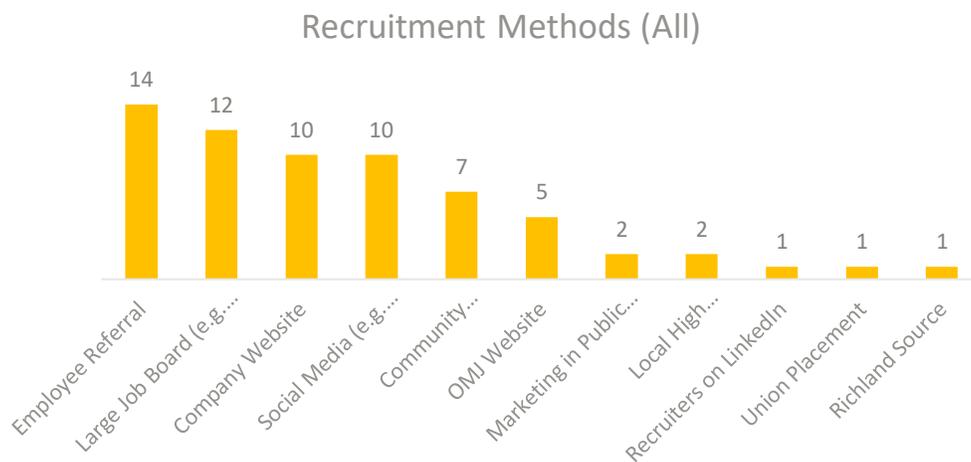


3. How many full-time and part-time employees does your business have?



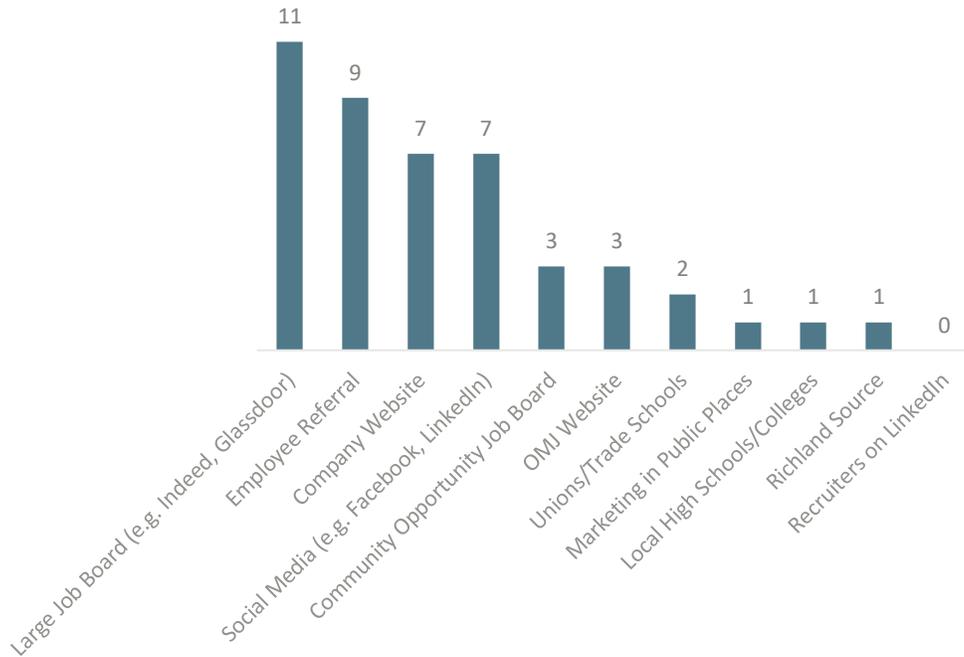
4. What are your recruitment methods? [Multiple selection]

- a. Job postings on company website
- b. Job postings on a large job board (e.g. Indeed, Glassdoor)
- c. Job postings on Community Opportunities (regional job board)
- d. Job postings on social media (e.g. Facebook, LinkedIn)
- e. Recruiters finding candidates on LinkedIn
- f. Employee referral
- g. Marketing/Flyers in public places
- h. Other:
 - i. Local High Schools/Colleges
 - ii. Union Placement
 - iii. Richland Source



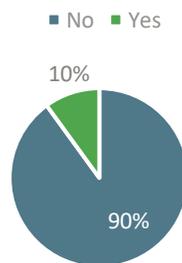
5. Of the recruitment methods you selected, which are the top three that are used most often and/or successfully? **Choose three options.**
 - a. This list was the same as the previous question.

Recruitment Methods (Select Top 3)



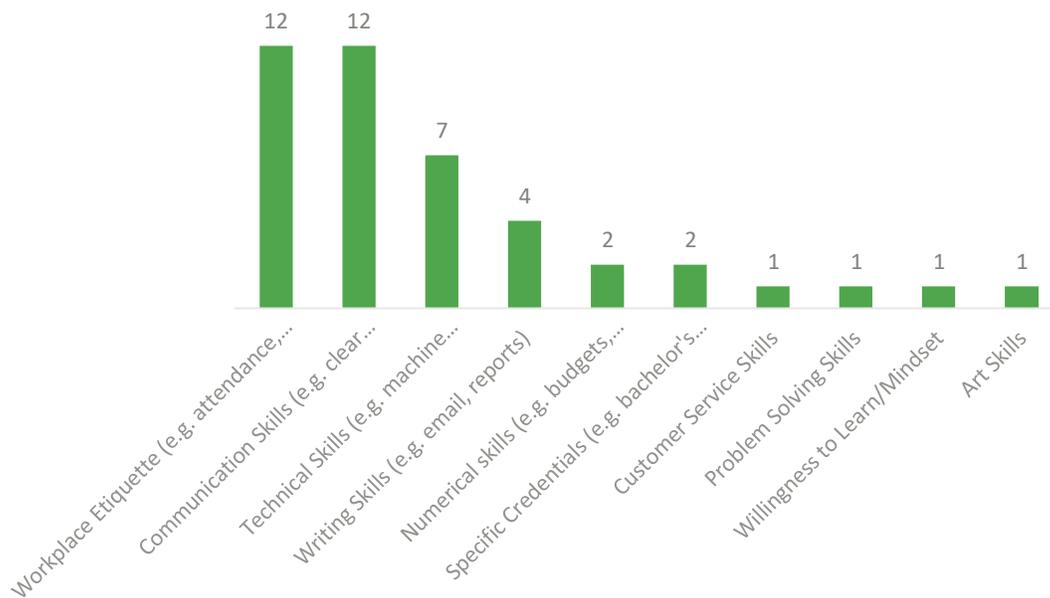
6. Does your company have a focus on or specific methods for recruiting African American candidates?
 - a. No
 - b. Yes

Do you have specific recruitment methods for African American candidates?



7. What skills do local employers need, but struggle to find in candidates?
 - a. Workplace etiquette (e.g. attendance, attire)
 - b. Communication skills (e.g. clear directions, assigning team tasks)
 - c. Writing skills (e.g. email, reports)
 - d. Numerical skills (e.g. budgets, financial reports)
 - e. Specific credentials (e.g. bachelor's degree, certifications)
 - f. Technical skills (e.g. machine maintenance, industry-specific software)
 - g. Other:
 - i. Customer Service Skills
 - ii. Problem Solving Skills
 - iii. Willingness to Learn/Mindset
 - iv. Art Skills

Skills Employers Need but Struggle to Find (Businesses)



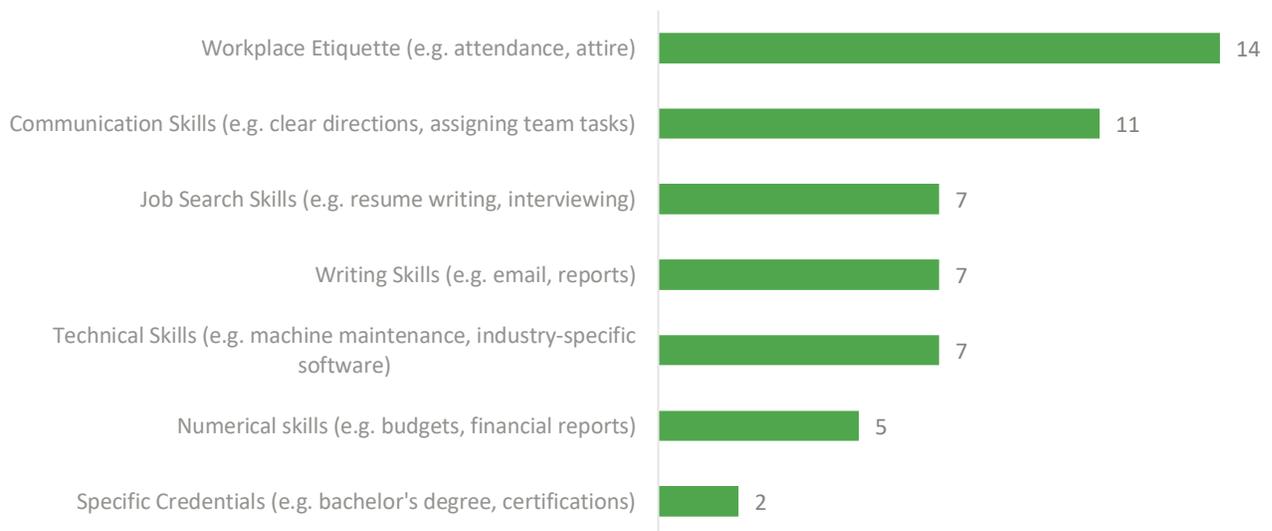
8. In your company, what roles/titles are considered entry level, mid-level, and high level (highest level below C-suite if present)? Please estimate/list the salary ranges if possible.
- a. Entry level roles:
 - i. Laborer (\$15-\$21/hr)
 - ii. Teller (\$24,000-\$40,000 or \$12.50-\$14/hr)
 - iii. Manufacturing (\$14-\$16/hr)
 - iv. Carpenter, Painter, Glazier Apprentices (\$15/hr)
 - v. Wholesale Customer Service (\$35,000)
 - vi. Warehouse Associate (\$35,000)
 - vii. Building Project Staff (\$12-\$15/hr)
 - viii. General Manufacturing (\$10.50-\$14/hr)
 - ix. Bindery Worker/Assembler/Press Helper/Office Admin (\$11-\$15/hr)
 - x. Retail Salesperson (\$14,000)
 - xi. Administrative Entry-Level (\$11-\$13/hr)
 - b. Mid-level roles:
 - i. Welder (\$17-\$23/hr)
 - ii. Skilled Trades (Carpenter, Ironworker, Operator, etc.) (\$18-\$28/hr)
 - iii. Customer Service Representative (\$30,000-\$50,000)
 - iv. Manufacturing (\$18-\$23/hr)
 - v. Customer Service (\$25,000)
 - vi. Journeymen Carpenters and Painters (\$42-\$47/hr)
 - vii. Wholesale Team Leader (\$45,000)
 - viii. Head Teller/Loan Officer (\$30,000-\$35,000)
 - ix. Building Project Lead (\$45,000)
 - x. Manufacturing (\$30,000-\$60,000)
 - xi. Pressman/Operator, CDL Driver, Floor Supervisor, Staff Designer (\$17-\$30/hr)
 - xii. Retail Office Manager (\$45,000)
 - xiii. Administrative Mid-Level (\$12-\$15/hr)
 - c. High level roles:
 - i. Branch Manager (\$43,000-\$65,000)
 - ii. Manufacturing (\$85,000-\$100,000)

- iii. General Manager (\$40,000)
- iv. Wholesale Manager (\$60,000)
- v. Bank Manager (\$45,000-\$60,000)
- vi. Building Project Architect (\$60,000)
- vii. Manufacturing Management (\$80,000-\$120,000)
- viii. Production Manager, Office Manager, Controller (\$75,000-\$130,000)
- ix. Retail Sales Manager (\$54,000)
- x. Administrative Skilled (\$12-\$17/hr)

9. What types of training would you like the workforce system to offer to jobseekers/your employees?

- a. Job search skills (e.g. resume writing, interviewing)
- b. Workplace etiquette (e.g. attendance, attire)
- c. Communication skills (e.g. clear directions, assigning team tasks)
- d. Writing skills (e.g. email, reports)
- e. Numerical skills (e.g. budgets, financial reports)
- f. Specific credentials (e.g. bachelor's degree, certifications)
- g. Technical skills (e.g. machine maintenance, industry-specific software)

Trainings for the Workforce System to Offer



10. What are your company's training needs?

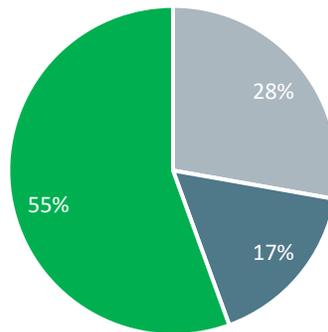
- Responses included Carpentry, Masonry, Steel, Computer skills (e.g. Excel), Customer service, Ongoing regulatory training (e.g. sanitation, health and wellness)

11. Are you aware of the workforce system's business resources, such as job fairs and on-the-job training programs?

- a. Yes, helpful
- b. Yes, not helpful
- c. No

Awareness/Usefulness of OMJ Services

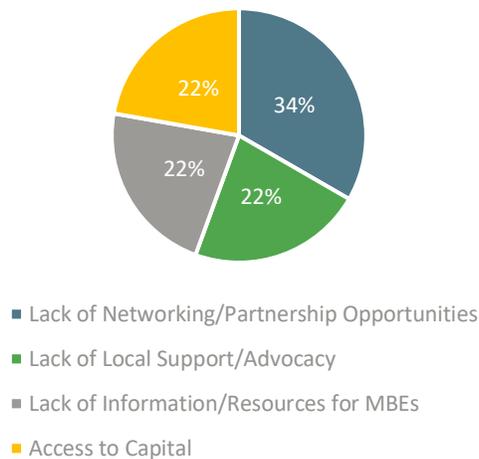
■ Yes, and they are helpful ■ Yes, but they are not helpful ■ Not aware



Minority-Owned Business-Only Responses

1. Types of MBEs Represented
 - a. Minority Business Enterprise: 1
 - b. Women Business Enterprise: 1
 - c. Minority & Women-Owned Business Enterprise: 1
 - d. Disadvantaged Business: 1
 - e. Small Business Enterprise: 2
 - f. Edge-Certified and Veteran-Owned Business: 0
2. What are your main business challenges, whether as a business generally or a minority-owned business specifically?
 - a. Lack of general business information/support (e.g. accounting, marketing)
 - b. Lack of information/support specifically for minority-owned businesses
 - c. Lack of networking/partnership opportunities
 - d. Lack of qualified talent to hire
 - e. Lack of funding support
 - f. Difficulty retaining employees
 - g. Difficulty reaching customer base

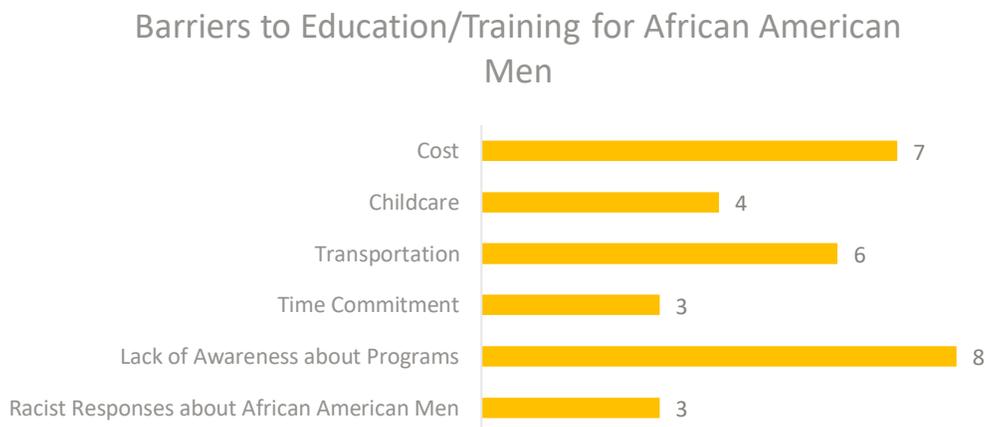
Main Challenges for MBEs



3. What can the public workforce system do to better support minority-owned businesses in Richland and Crawford counties?
 - a. Improved communication was the top response

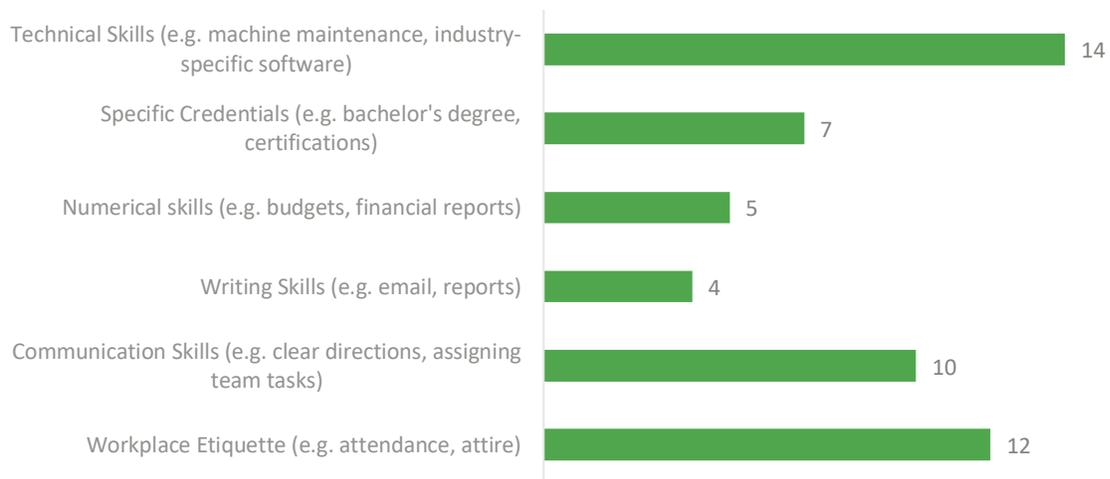
Education/Training Provider-Only Responses

1. What education/training programs do you provide? Please link to a website listing your program types, length, and cost, or give a brief description.
 - a. As an Educational Service Center, our services are most related to professional development and providing related services. We are offering an year long Administrative Leadership Development program that cost \$500 per participate which the ESC is subsidizing half the cost.
 - b. <https://www.mlzd.net/CareerDevelopmentPrograms.aspx>
 - c. <https://www.mlzd.net/Downloads/2020-21Student-Catalog3.pdf>
 - d. <https://ncstatecollege.edu/degrees-certificates/>
 - e. <https://www.mlzd.net/Downloads/MAD-5047%202020%20Career%20DevPersonal%20Enrichment%20Catalog%20FINAL3.pdf>
 - f. Apprenticeships, customized and contract training, technical skills (electrical maintenance, tool and die, engineering, health care, IT, business), soft skills, supervisory training, online learning through MindEdge and ED2Go: <https://ncstatecollege.edu/> and <https://ncstatecollege.edu/workforce/>
2. What barriers prevent African American men from taking part in your education/training programs?
 - a. Cost
 - b. Childcare
 - c. Transportation
 - d. Time commitment
 - e. Lack of awareness about the programs
 - f. Other



3. What skills do local employers need, but struggle to find in candidates?
 - a. Workplace etiquette (e.g. attendance, attire)
 - b. Communication skills (e.g. clear directions, assigning team tasks)
 - c. Writing skills (e.g. email, reports)
 - d. Numerical skills (e.g. budgets, financial reports)
 - e. Specific credentials (e.g. bachelor's degree, certifications)
 - f. Technical skills (e.g. machine maintenance, industry-specific software)
 - g. Other

Skills Employers Need but Struggle to Find (Education View)



Community Stakeholder (Nonprofit & Faith-Based Organizations)-Only Responses

1. What gaps in services exist for African American jobseekers?
 - a. Childcare
 - b. Transportation
 - c. Educational services
 - d. Case management
 - e. Job skills training (e.g. resume writing, interviewing)
 - f. Other

Gaps in Services for African American Men Jobseekers



Qualitative Responses

1. What positions are currently open in your organization?
 - a. Project Lead; Project Architect; Project Staff; Administrative Assistant / Office Manager
 - b. General labor
 - c. STNA, housekeeping, nurse, staff development
 - d. Bindery/assembler, press helper/trainee
 - e. Carpenters, ironworkers, masons, cement finishers, CDL truck driver
 - f. Teller
 - g. Welder
 - h. Carpenters, drywall finishing, plastering, glazing, warehouse, material deliveries
 - i. Customer service and inside sales

- j. Barber/stylist
2. In your opinion, what solutions would increase the number of African American men in high-wage jobs in the region?
 - a. Education/training opportunities that remove barriers to access: 13
 - b. Change hiring practices to be anonymous, open to hiring people with criminal records, etc.: 7
 - c. Grassroots outreach/community organizing: 6
 - d. Visibility/Representation/Marketing: 6
 - e. Address systemic barriers, such as lack of education access and lack of transportation: 4
 3. If any, what specific methods of outreach do you use to recruit clients, specifically African American men?
 - a. We do not have specific outreach that focuses on racial equity or African American men: 7
 - b. Community outreach, e.g. pastors, barbers, NAACP: 4
 - c. Outreach through the OMJ: 2
 - d. Hired specific staff member for outreach to under-represented populations
 - e. Outreach through school districts
 - f. Outreach through NECIC
 - g. Working on a DEI plan for outreach
 4. Do you have a list/flowchart of defined career pathways for industries like healthcare or manufacturing?
 - a. Yes: 7
 - i. <https://ncstatecollege.edu/degrees-certificates/>
 - ii. <http://education.ohio.gov/Topics/Career-Tech/Career-Connections/Career-Pathways>
 - b. No: 8
 5. Which employers in the region typically recruit for high-wage opportunities? High-wage opportunities are typically over \$50,000/year or \$25/hour, but vary by industry.
 - a. Avita
 - b. USPS
 - c. Gorman Rupp
 - d. AK Steel
 - e. Covert Manufacturing

- f. Timken
 - g. Ohio Health
 - h. Newman Tech
 - i. NC State
 - j. OSU
 - k. Construction and manufacturing
 - l. IT/Computer companies
6. Do you have a partnership with any of the employers you listed in the previous response?
- a. No: 13
 - b. Yes: 9
 - i. NC State is a partner with many companies in the area. The work is related to education, building a strong workforce and collaborating to leverage resources.
 - ii. Posting and recruitment for teachers and administrators
 - iii. Internship sites with the hospitals. Participation on our training program advisory committees.
 - iv. Comp TIA a+ Certification training
 - v. Some formal externship agreements exist, but more indirect partnerships have been built around MACC training students with employment skills.
 - vi. Referring candidates/ potential applicants/Outreach to Black Community; Urban Farm is on Gorman Rupp Property
 - vii. On the Job training with Covert, have done CNC classes with them in the past, have worked on other projects with GE and Timken in past. Mostly these days just help with recruiting.
 - viii. Chamber of Commerce connections
7. Which organizations, companies, or partnerships have the greatest influence on local companies' hiring practices and workforce outcomes?
- a. Workforce development agencies: 6
 - b. Temp/staffing agencies: 3
 - c. Chamber of Commerce: 2
 - d. Regional Manufacturing Coalition
 - e. Education/training providers