



Manufacturing Nuts and Bolts

Presentation for the

Chicago Jobs Council

April 22, 2003

**The Center for Labor and
Community Research**

Agenda

- Description of the MWD Project
- The Reality of Manufacturing Today
- How to Get Your Clients Hired

Manufacturing Workforce Development Project

- Project of Chicago Federation of Labor, and Center for Labor and Community Research.
- Funded by U.S. Dept. of Labor.
- Research, analysis & study of best practice.
- Advisory committee of 40+ organizations.
- Detailed report of what is happening in local manufacturing workforce development.
- Suggested way forward.
- Support of WIBs and others.

Cook County Manufacturing Workforce Development

- ☀ Cook County manufacturers will need over 10,500 new and replacement workers *each year*.
- ☀ Manufacturers overwhelmingly say they cannot find workers with the skills they need to fill these jobs, including entry level workers.

A Dysfunctional Non-System

- ☀ 1300 government-funded programs operating in the county that purport to prepare enrollees to work in manufacturing.
- ☀ Thousands are out of work, including 86,200 disconnected young persons 16 to 21 years old who are out of school and out of work.

Systemic Change Required

- ✱ Not guided by a contemporary vision.
- ✱ The parts aren't connected to each other.
- ✱ They are functioning poorly.
- ✱ Positive examples are small and marginal.
- ✱ Not meeting demands of employers and residents.



Our Proposal for a Manufacturing Career Path System

Train to Competency STANDARDS

CERTIFY Programs & Instructors

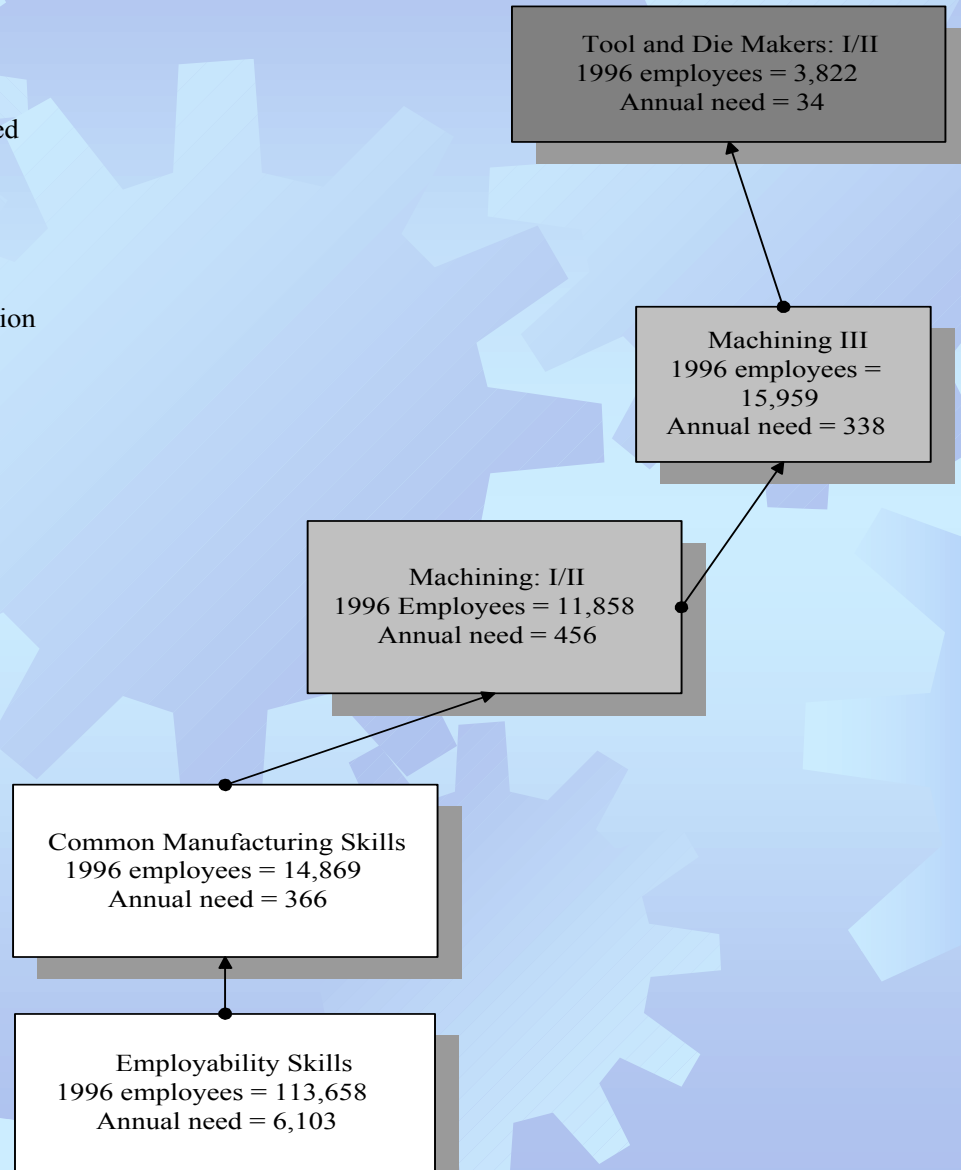
CREDENTIAL graduates

A Career Path System

◆ Advanced

◆ Core

◆ Foundation



The Demand: 10,500 New and Important Jobs Must be Filled Every Year

Workers added
because of
growth

801

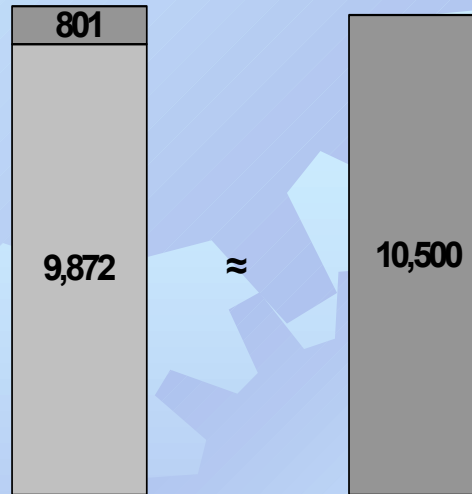
9,872

Replacement
Workers

≈

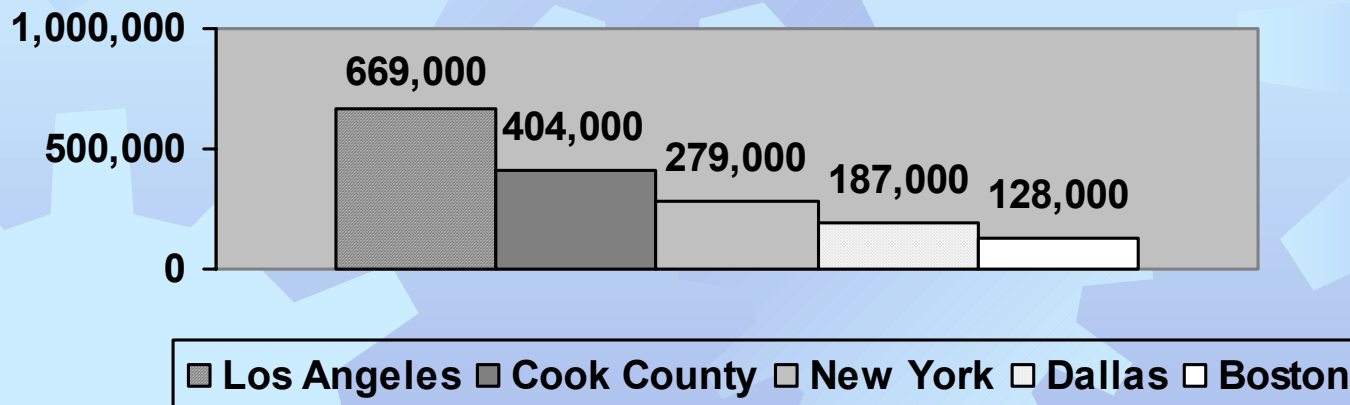
10,500

Total number
of new jobs



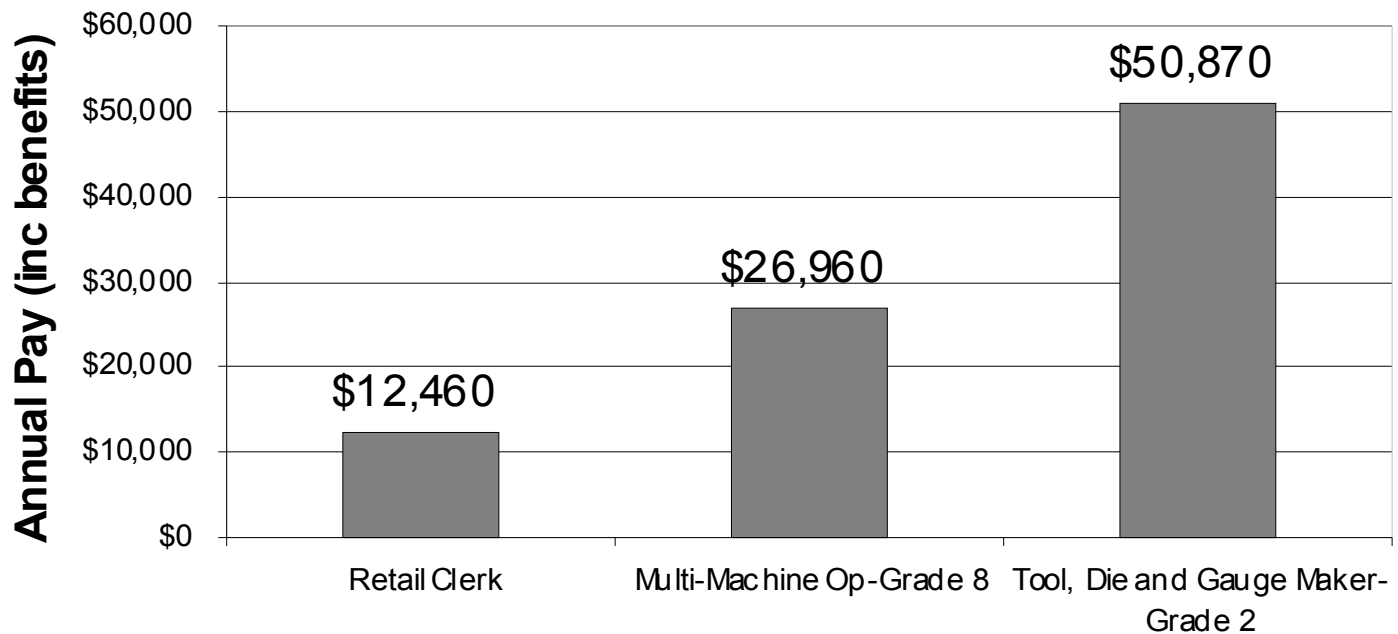
Cook County is Second Largest Manufacturing Center in the U.S.

Manufacturing Workers by County



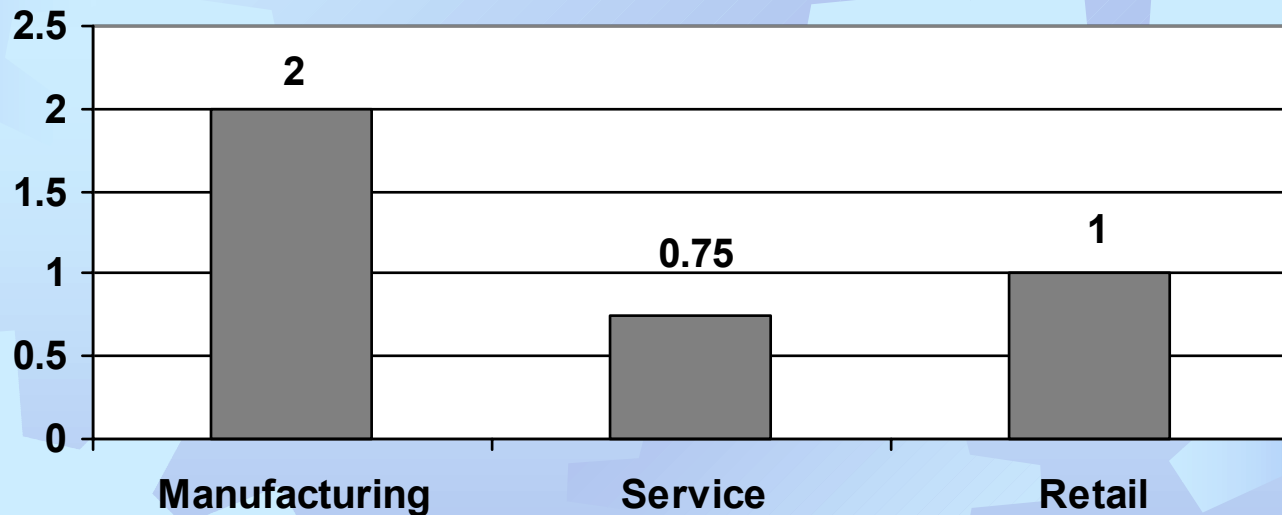
Manufacturing Jobs Pay 20% More than the Average Job

**Comparison of Annual Pay -
Manufacturing and Retail Jobs**



Manufacturing Builds Communities

**Ripple Effect -
Number of Jobs Created in Local Economy by
an Increase in One Job**



Sectors with Greatest Job Need

- ☀ Metal, Machinery, Electrical (MME) and Automotive: 4,050 new workers per year.
- ☀ Food: 1,090 new workers per year.
- ☀ Printing and Publishing: 1097 new workers per year.

CAUTION: *Opportunity in a sector does not necessarily translate into demand for your clients. Depends on firm specific job requirements.*

Manufacturing Is Changing

- ☀ Importance of information technology to:
 - ✳ Control processes and machines
 - ✳ Link to suppliers and customers
 - ✳ Report output
 - ✳ Integrate operations
- ☀ Technology continues to replace muscle.
- ☀ Workers expected to contribute ideas.

Accelerating Emphasis On

- ☀ Lean manufacturing
- ☀ Safety and health
- ☀ Quality
- ☀ Teamwork

National and international standards and requirements such as OSHA, ISO 9000, Six Sigma, etc. are common.



Manufacturing Output is Growing While Employment Declines

- ✿ Each American consumes more American-made manufactured goods than ever before.
- ✿ The number of manufacturing jobs is shrinking.

Result: Higher Productivity

Benefits

- Consumers
- Workers remaining in manufacturing
- The overall economy

Problems

- Disposable income we don't spend on goods has not resulted in enough good service jobs to replace the jobs lost in manufacturing.
- Manufacturing jobs dividing into very high-skilled high-pay and low-skilled low-pay.
- Service jobs also highly differentiated into high-pay and low-pay occupations.
- Increasing inequality.

Placing Your Clients

- ☀ Manufacturers are very diverse, even in the same industrial classification.
- ☀ High-pay jobs require high qualifications.

What It Takes to Get a Top Manufacturing Job

- ☀ Experience in manufacturing, sometimes very specific experience.
- ☀ Excellent work record.
- ☀ Good literacy and math skills.
- ☀ Demonstrable technical skills.
- ☀ Strong soft skills, especially teamwork.
- ☀ Drug free, often for some time.
- ☀ Sometimes, specific credentials.

Segment Employers

- ☀ If you don't have clients that meet these high qualifications you must identify manufacturing employers who will be happy with what your clients can offer.
- ☀ Generally lower pay, but often still good jobs.
- ☀ No easy way to do this: you have to make the cold calls. No particular category of manufacturer is more likely to hire workers with multiple barriers.
- ☀ Identical job titles do not mean identical jobs.

Know Your Customer

- ☀ Profile the open jobs.
- ☀ Profiles enumerate all hiring requirements.
 - ✳ Demonstrable SKILLS (Competencies)
 - ✳ Specific EXPERIENCE
 - ✳ KNOWLEDGE
 - ✳ CREDENTIALS
 - ✳ CHARACTERISTICS (including soft skills)

Build a Relationship

- ☀ Strive to be your customer's most reliable source for employees.
- ☀ NEVER send an applicant that does not meet the profile.
- ☀ Sell the BENEFITS to the EMPLOYER'S bottom line of using your service.
- ☀ LISTEN and learn about the employer's business and his/her needs.

The Job Developer Works for the Employer

- ☀ If you send an unqualified candidate not only will he/she not get the job but you will ruin the chances of other clients to work for that employer.
- ☀ This is a tough point but it goes to the heart of why employers see government workforce programs as irrelevant.
- ☀ Employers cannot afford to waste time in this economy.

Advise the Applicant

- ★ ALWAYS tell the whole and complete truth.
- ★ List ALL jobs on the resume and application. Do not leave anything out.
- ★ Ex-offenders face no special barriers in manufacturing as long as they disclose the offense. It helps if the applicant can explain what he/she learned. It does not help to assert innocence.
- ★ Do NOT apply to a manufacturer if you have a current or recent substance abuse issue.

Build Individual Career Paths

- ✦ It may take a series of jobs over many years to move a person with multiple barriers from unemployment to a job that meets all her/his needs.
- ✦ Successful programs provide support to clients for two years.
- ✦ Publicly funded programs generally fail to recognize that fairly long term interventions are required.

Model the Interview

- ☀ Your interaction with the applicant should be a sample of what he/she will face at the interview.
- ☀ Always act professionally.
- ☀ Never make excuses for the applicant, never accept excuses from the applicant.
- ☀ Be on time and expect the applicant to be on time.
- ☀ Learn good interviewing techniques.

What Applicants Can Expect at Top Employers

- ☀ Detailed, exhausting hiring process.
- ☀ Behavioral focussed interviews.
- ☀ Skill testing.
- ☀ Background checks to verify information - *all information*.
- ☀ Drug testing, including hair testing.

What You Can Expect From Top Employers

- ☀ Honest, candid feedback.
- ☀ You will be measured and compared to other sources of employees.
- ☀ More hires if you send qualified applicants, not even getting your applicants interviewed if you do not.
- ☀ The employer is in business, she/he isn't a social worker.

Questions

