

INNOVATING THE TALENT PIPELINE

Strategies for Workforce Development in the
Long Island Innovation Park at Hauppauge

October, 2023



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Acknowledgement



The mission of the Suffolk County Industrial Development Agency (SCIDA) is to promote economic development in the county by helping businesses expand and grow, increase employment opportunities and add to the quality of life for the residents of Suffolk County. The Suffolk IDA is the lead agency attracting new investment in Suffolk County and driving the region's innovation economy and job expansion. Carrying out the work of the Suffolk County IDA is a team of experienced, highly skilled economic development professionals. They focus on attracting new business, supporting the expansion of existing industries, and mobilizing local and regional assets supporting regional long-term growth and economic development.



The HIA-LI is one of the recognized voices for LI Businesses and a powerful force and economic engine for regional development for more than 40 years. We are a steward for the Long Island Innovation Park at Hauppauge, the largest innovation park in the Northeast with over 55,000 employees, 1,300 companies and an economic output of over \$13 Billion. We provide a forum for business leaders to connect, problem solve and obtain advice on critical issues facing their businesses. Our member companies represent tens of thousands of business professionals.



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The Workforce Development Institute (WDI) is a statewide non-profit that works to increase opportunities for all New Yorkers to succeed in the workforce while earning family-sustaining wages. We use a range of tools including “boots on the ground” information, workforce expertise, data analysis, and flexible funding to facilitate projects that help labor unions, employers, educational institutions, and other workforce partners think and act differently regarding hiring, training, educating, and retaining an inclusive and productive workforce.

The report is written and produced by James Lima Planning + Development (JLP+D). Special thanks to Suffolk County Industrial Development Agency (SCIDA) Acting Executive Director **Kelly Murphy** and HIA-LI President + CEO **Terri Alessi-Miceli** for their guidance, leadership, and support. JLP+D would also like to thank the Workforce Development Taskforce members and the many stakeholders who contributed to this study via interviews and survey responses. Your passion and valuable insights helped to inform the analysis and recommendations presented in this report.

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Executive Summary:

Introduction

In the wake of the global COVID-19 pandemic, workforce development has emerged as a paramount concern for businesses. As economies worldwide and across the country strive to recover and adapt to a rapidly changing landscape, the significance of investing in the skills, knowledge, and adaptability of the workforce has never been more evident.

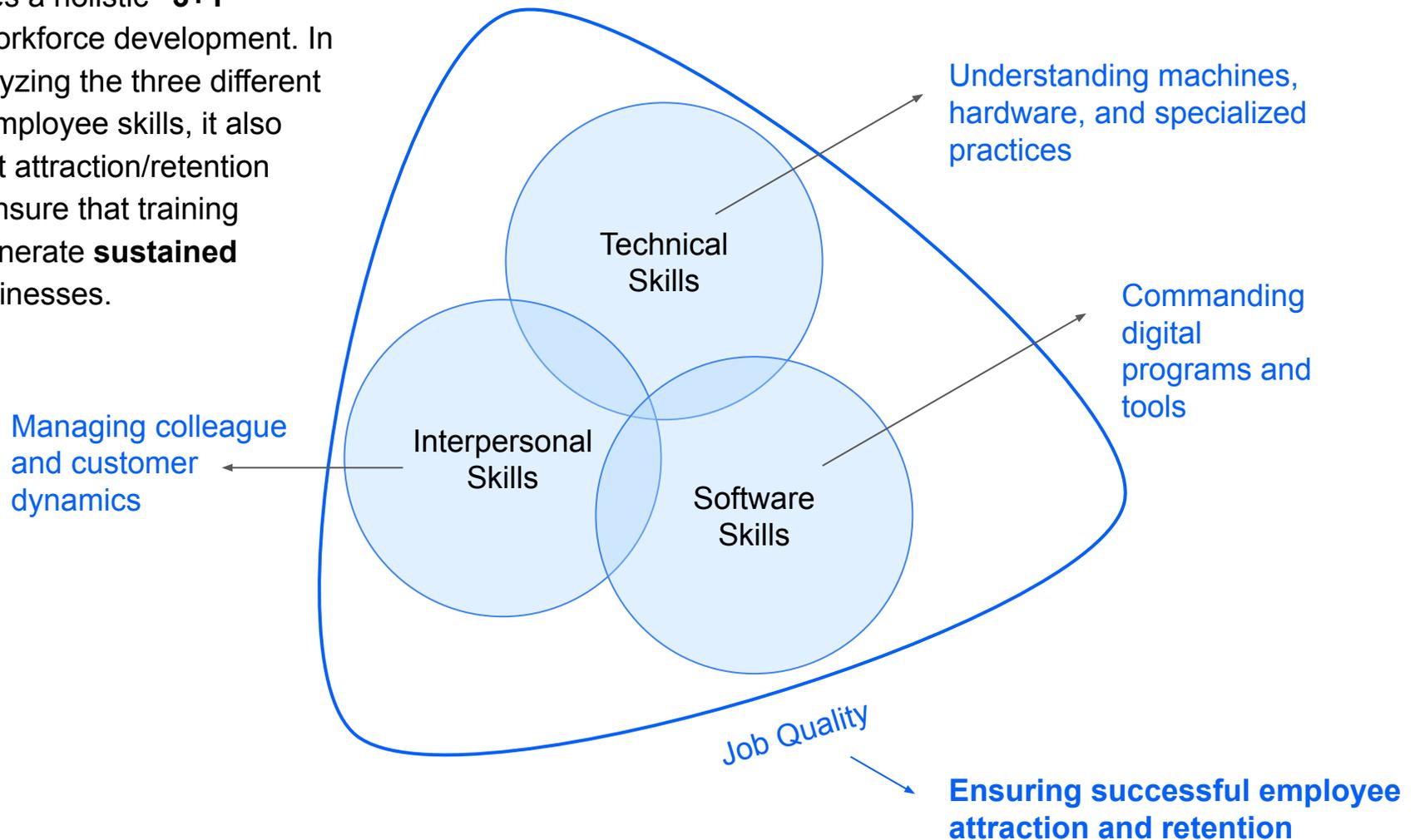
To further drive innovation, economic growth, and societal resilience, [Suffolk County Industrial Development Agency \(SCIDA\)](#) and [Hauppauge Industrial Association - Long Island \(HIA-LI\)](#), with support from the [Workforce Development Institute \(WDI\)](#), commissioned [James Lima Planning + Development \(JLP+D\)](#) to analyze workforce development needs and opportunities.

The focus of the study is the [Long Island Innovation Park at Hauppauge \(LIIPH\)](#), the second largest industrial park in the nation, with 1,300 businesses employing over 55,000 employees, generating economic output over \$13 billion annually. The goal of this project is to identify the post-COVID priority skill sets as well as taking a broader lens look at talent attraction and retention strategies in local companies. [Long Island Regional Economic Development Council's \(LIREDC\)](#) Phase II Regional Sector-Based Strategies (published in Nov 2022) provides important analysis and guidance on the region's industry growth. This report complements LIREDC's work and presents findings specific to LIIPH on skill gaps, training resources, and talent attraction/retention strategies, and discusses recommendations to align local and regional workforce development efforts with technological, market, and societal changes.

Approach

Pillars of a Robust Talent Pipeline

This report takes a holistic “**3+1**” **approach** to workforce development. In addition to analyzing the three different categories of employee skills, it also evaluates talent attraction/retention strategies, to ensure that training investments generate **sustained returns** for businesses.



Main Findings

Survey responses and insights gathered from interviews have provided valuable insights into the present state of skill training and the challenges related to attracting and retaining workers. The following key themes have emerged from this research, with further elaboration and details provided in the subsequent sections of this report.

Top skills for training:

- **Foundational and basic skills**
 - Good Manufacturing Practice (GMP)
 - Microsoft Office and Google Suite
 - English language proficiency
- **Dynamic and creative problem-solving skills**
 - Customer relations management
 - Scenario planning and responses
 - Organizational skills
- **Highly industry-specific tools and new software**
 - BIM for architecture and engineering
 - Design and marketing (including video editing)
 - Programming for both IT and manufacturing sectors

See Pages 9-28 and Page 52 for more details

Top talent attraction/retention strategies:

- **Currently more widely in use:**
 - Paid time-off
 - Insurance
 - Bonuses
 - Professional development
 - Language support
 - Career pathways
- **Currently less widely in use:**
 - Childcare
 - Transportation assistance
 - Flexible schedules
- **Other key concerns:**
 - High cost of living
 - Remote work / virtual engagement

See Pages 29-37 and Page 53 for more details

Recommendations

Looking ahead, to thrive in this new era, businesses, governments, and individuals must collaborate to advance innovative workforce development initiatives.

- **Create an “Access and Awareness” Campaign**
Leverage existing resources. Reduce the barriers to access them.
- **Forge Stronger Industry-Academia Partnerships**
Develop forward-looking curricula. Be prepared for the rapidly changing market.
- **Make the Business Case for Intra- & Cross-Sector Collaborations**
A rising tide lifts all boats. Design ways for more collaboration while addressing the concern for competition.
- **Foster a Pathway - and Culture - for Learning and Advancement**
Create a multidimensional system to support upskilling.
- **Advocate for More Affordable, Attractive Communities**
Make Long Island a competitive place for local, regional, and national talent.

Collaboratively, Long Island's stakeholders can propel sustainable economic growth by prioritizing workforce development and fostering innovations in the talent pipeline.



Talking About **Skills**:

Technical:

Manufacturing
Logistics
Other specialized

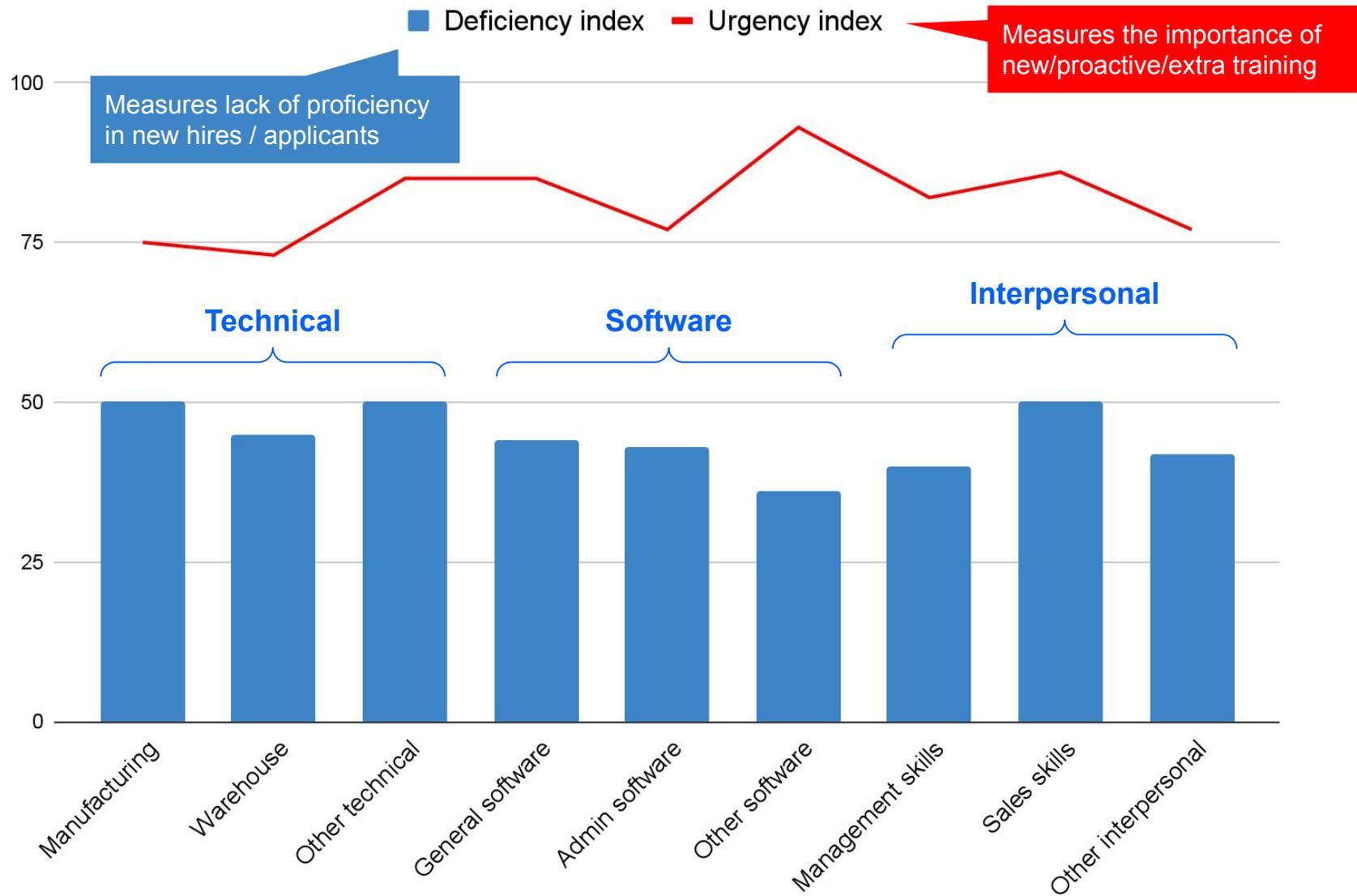
Software:

General
Administrative
Other digital

Interpersonal:

Management
Sales
Other job readiness

Where Do We Stand Today In Employee Skills



Based on 32 survey responses (55% from Manufacturing, warehouse, power generation-related sectors; 45% from Office-based sectors)
 The deficiency index is a factor of employers' rating on skill levels of new hires / applicants. The urgency index is a factor of employers' rating on the skill's importance and their rating on need for additional training.

a. Technical Skills: Manufacturing

Specific examples of these skills:

- Assembly (mechanical, packaging lines)
- Operations and maintenance (power plant; CNC - computer numerical control; gear cutting; cylindrical grinding; electronics; die cutting; sanding; grinding; riveting; forklift; pallet jack)
- Reading blueprints

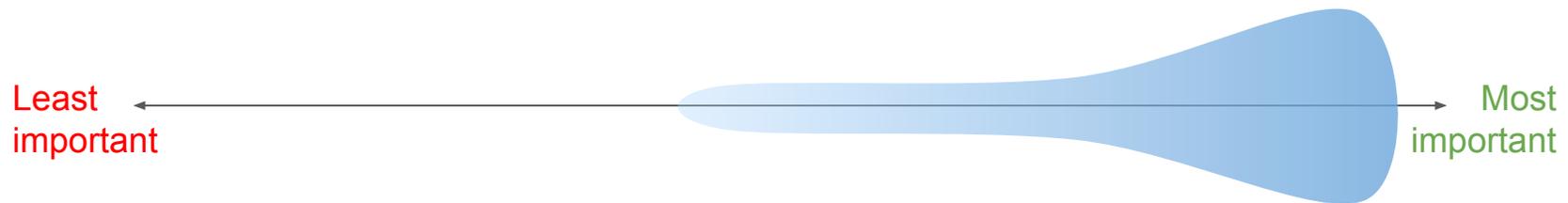
Types of companies / industries that hire people with these skills:

- Pharmaceutical; Nutraceutical
- Aerospace and defense
- IT and analytical instruments
- Energy
- General manufacturing

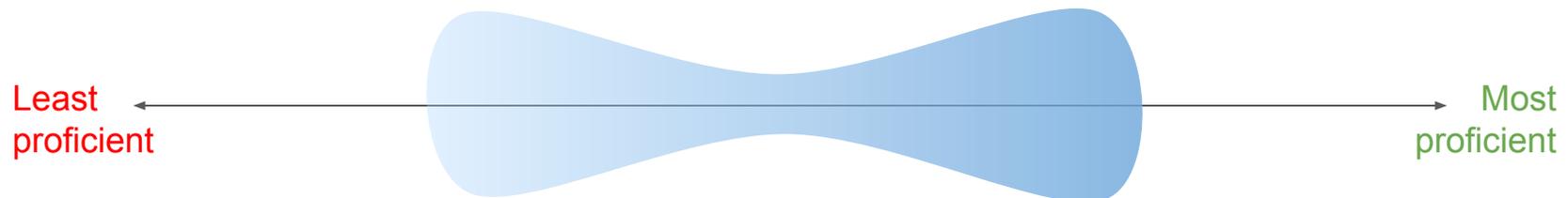


a. Technical Skills: Manufacturing [continued]

How employers in the relevant industry rate the **importance** of these skills:



How employers rate the **skill proficiency** among new hires / current applicants:



Existing training resources used by employers:

- On-the-job training
- Sponsoring employees for classes and tests
- Tooling U-SME
- Department of Labor apprenticeship program
- Machinist certification classes offered in local/regional schools

58% of survey respondents say they need **additional training resources**.

For more details on the survey results, see the Appendix

b. Technical Skills: **Warehousing**

Specific examples of these skills:

- Tools (forklift; pallet jack; clamp; hi-low)
- Truck driving
- Shipping and receiving
- NetSuite databases and system management
- Inventory
- Procurement

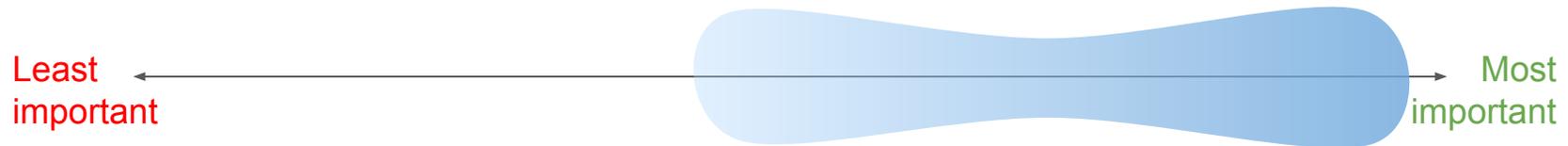
Types of companies / industries that hire people with these skills:

- Distribution and e-commerce
- Manufacturing
- Transportation and logistics

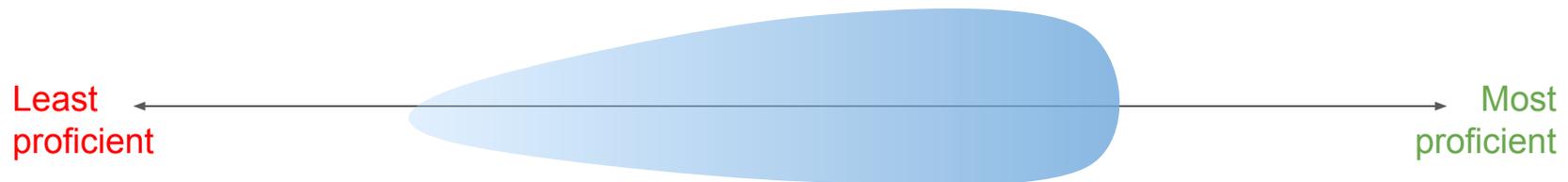


b. Technical Skills: Warehousing [continued]

How employers in the relevant industry rate the **importance** of these skills:



How employers rate the **skill proficiency** among new hires / current applicants:



Existing training resources used by employers:

- Online seminars
- Internal on-the-job training
- Consultant training
- Collaboration with external companies to train for specific tools (such as forklift)

70% of survey respondents say they need **additional training resources**.

For more details on the survey results, see the Appendix

c. Technical Skills: Other Industry-Specific Techniques

Specific examples of these skills:

- Network design, configuration, and upgrades
- Programming
- Graphic and digital design

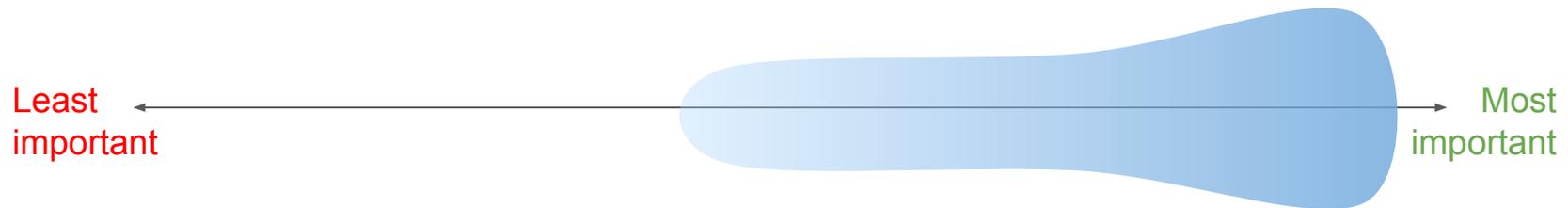
Types of companies / industries that hire people with these skills:

- IT and analytical instruments
- Aerospace and defense
- Manufacturing
- Distribution and e-commerce

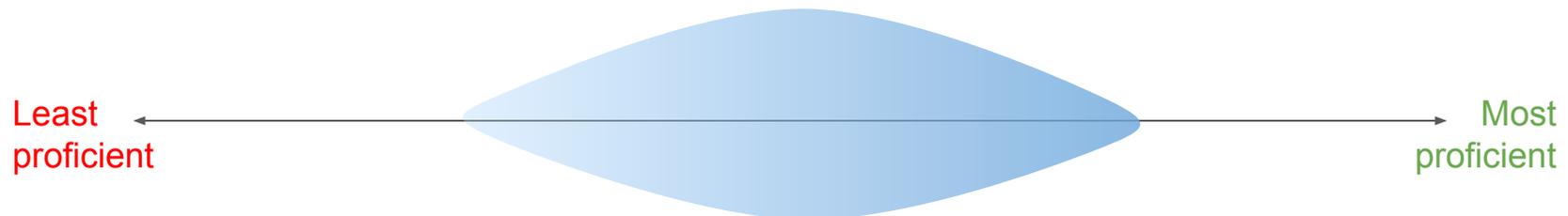


c. Technical Skills: Other Industry-Specific Techniques [continued]

How employers in the relevant industry rate the **importance** of these skills:



How employers rate the **skill proficiency** among new hires / current applicants:



Existing training resources used by employers:

- Reimbursement for exams and study material
- Rewards for completion of certifications
- Online resources (such as Relias training)
- Partner with software and hardware manufacturer for trainings

91% of survey respondents say they need **additional training resources**.

For more details on the survey results, see the Appendix

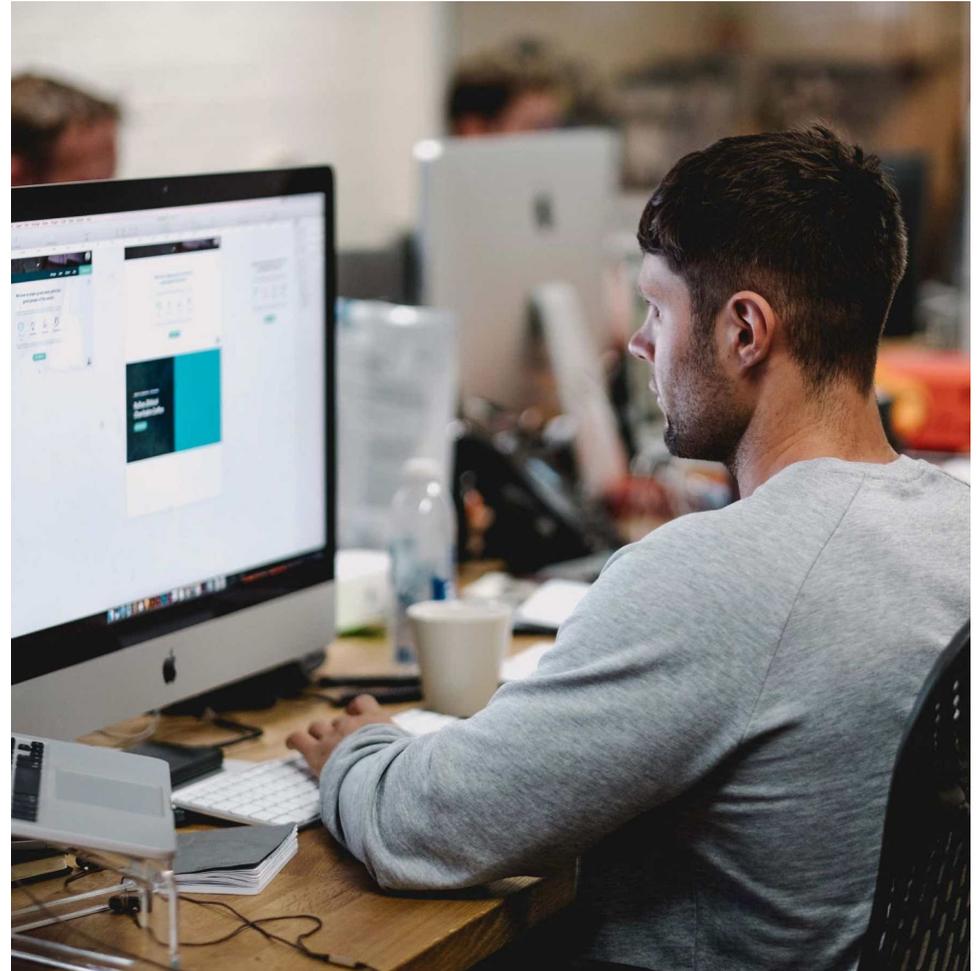
d. Software Skills: **General Computer Software**

Specific examples of these skills:

- Microsoft Office
- Google Suite
- Smartsheet
- Data entry, comprehension, and management
- Digital organizational skills

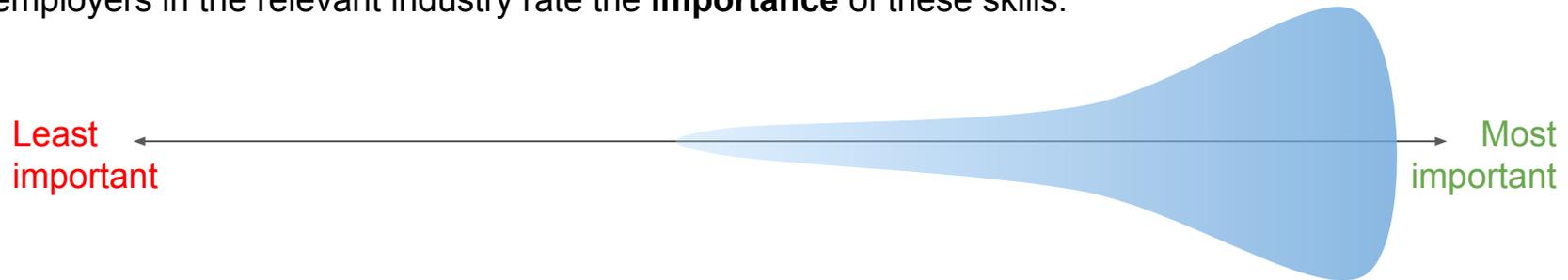
Types of companies / industries that hire people with these skills:

- Most industries (both manufacturing and non-manufacturing)

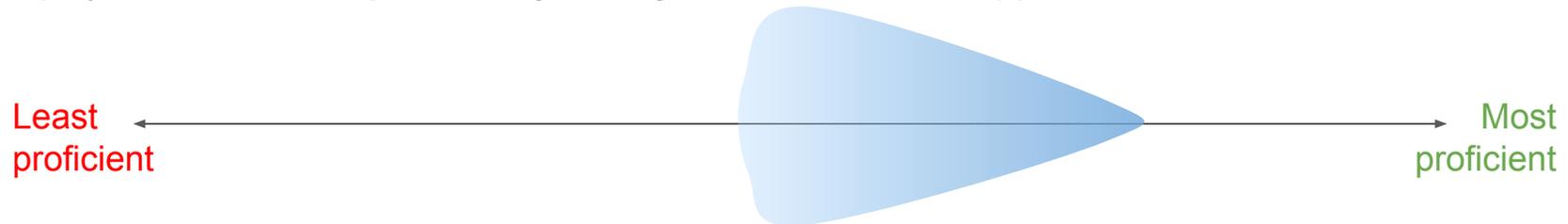


d. Software Skills: General Computer Software [continued]

How employers in the relevant industry rate the **importance** of these skills:



How employers rate the **skill proficiency** among new hires / current applicants:



Existing training resources used by employers:

- Online (Pryor, Relias training, LinkedIn, Microsoft KnowledgeWave, Udemy, Lynda)
- Internal IT department-offered training and new employee orientation

82% of survey respondents say they **need additional training resources.**

For more details on the survey results, see the Appendix

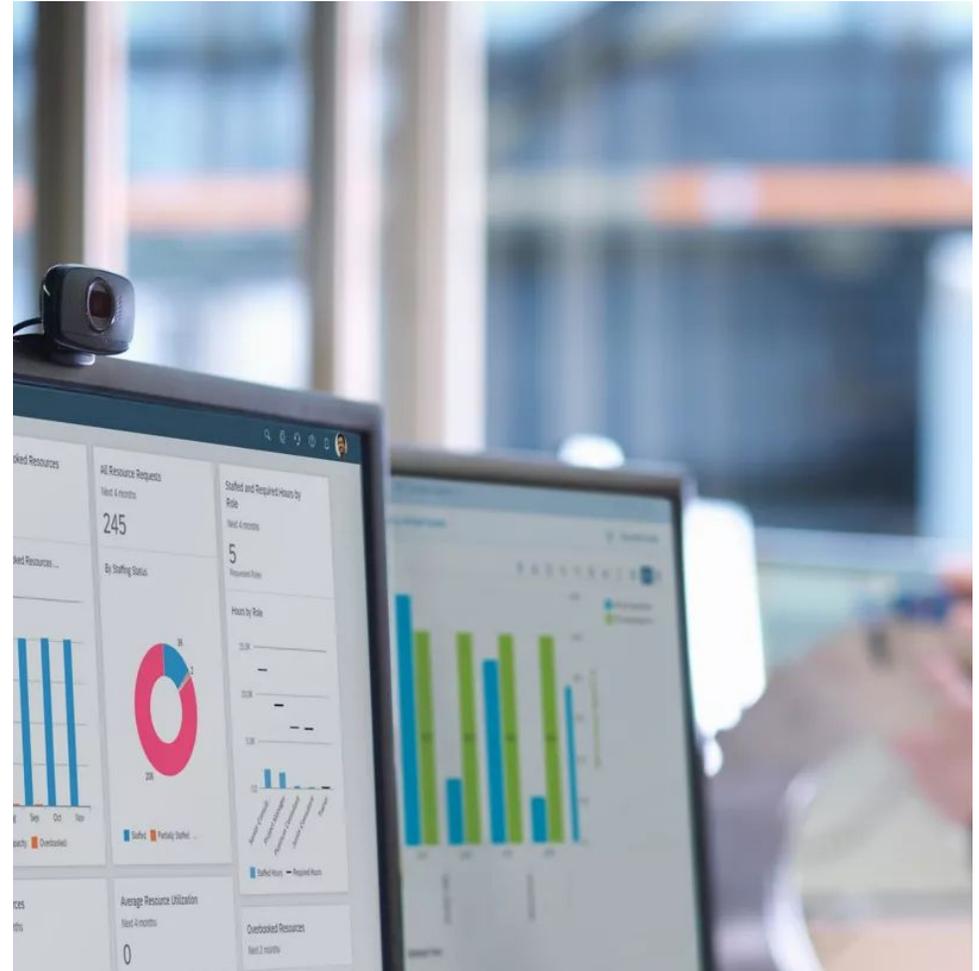
e. Software Skills: Administrative and Management Software

Specific examples of these skills:

- Customer Relationship Management (CRM, such as Salesforce)
- Advanced Excel and data analysis skills
- Accounting software
- Human Resources Information System (HRIS)
- Enterprise Resource Planning (ERP)
- Project management
- Integrated business software (Netsuite; Sage; Bluebeam)

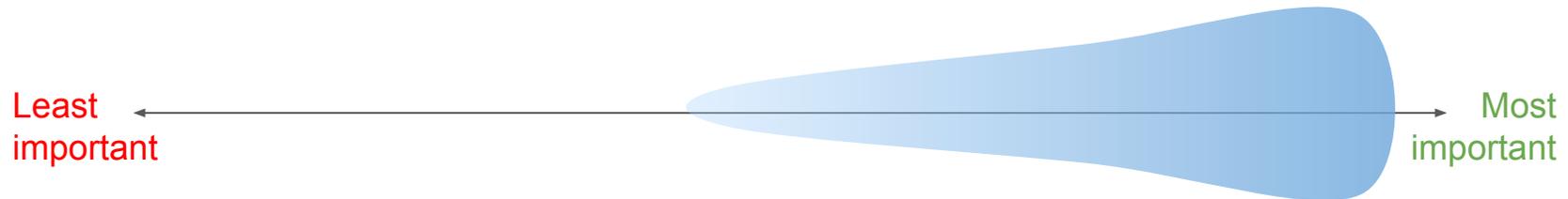
Types of companies / industries that hire people with these skills:

- Most industries (both manufacturing and non-manufacturing)

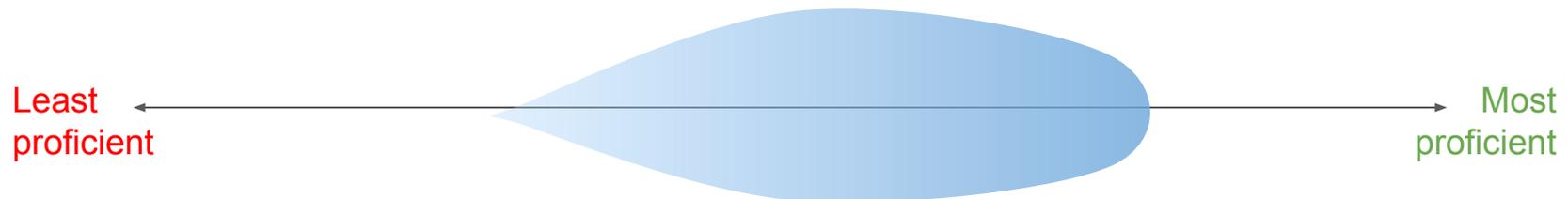


e. Software Skills: Administrative and Management Software [continued]

How employers in the relevant industry rate the **importance** of these skills:



How employers rate the **skill proficiency** among new hires / current applicants:



Existing training resources used by employers:

- Online training (Pryor; HR Web Advisor; HubSpot; Udemy)
- Internal orientation
- Industry associations (Construction Financial Management Association; Society for Human Resource Management)
- Customized courses

70% of survey respondents say they need **additional training resources**.

For more details on the survey results, see the Appendix

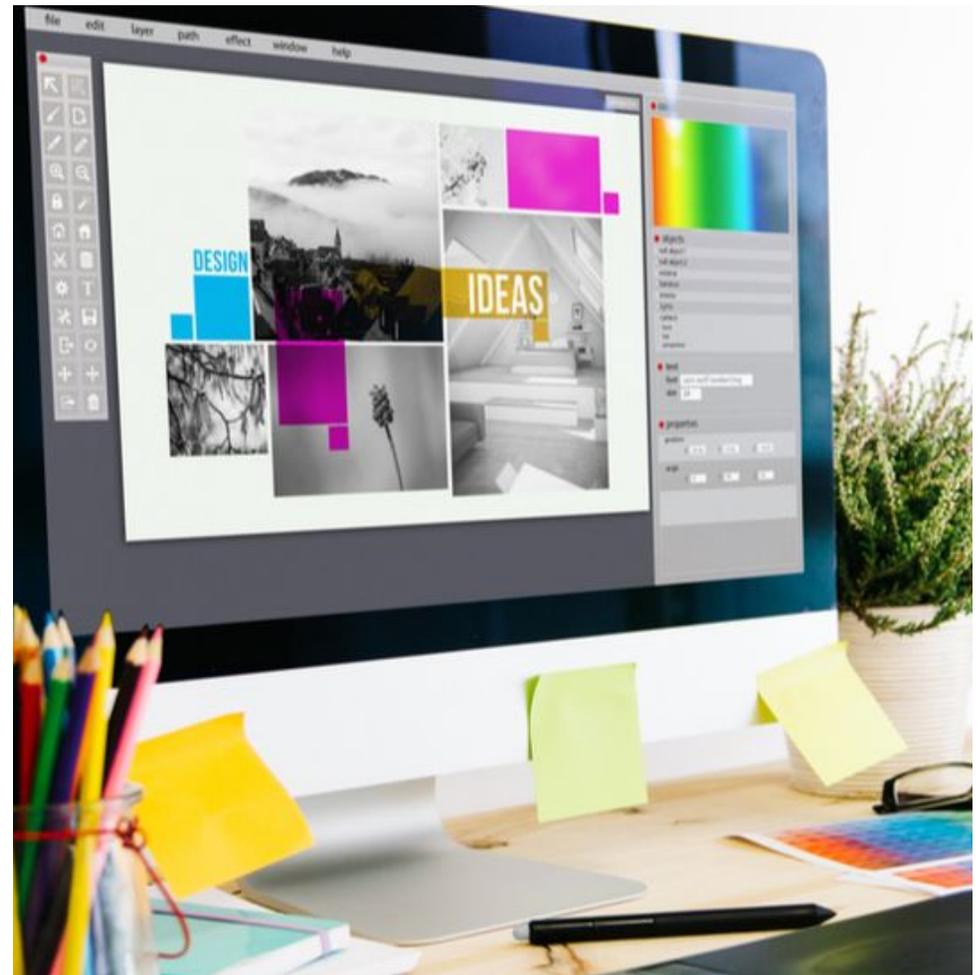
f. Software Skills: Other Industry-Specific Software

Specific examples of these skills:

- Building (AutoCAD, Revit)
- Design and marketing (Esko; Adobe; Lynda; video editing; social media content management)
- Healthcare (Atrio)
- Other (DonorPerfect)

Types of companies / industries that hire people with these skills:

- Real estate, design and construction
- Business, financial, and commercial services
- Other professional services
- Distribution and e-commerce
- Manufacturing

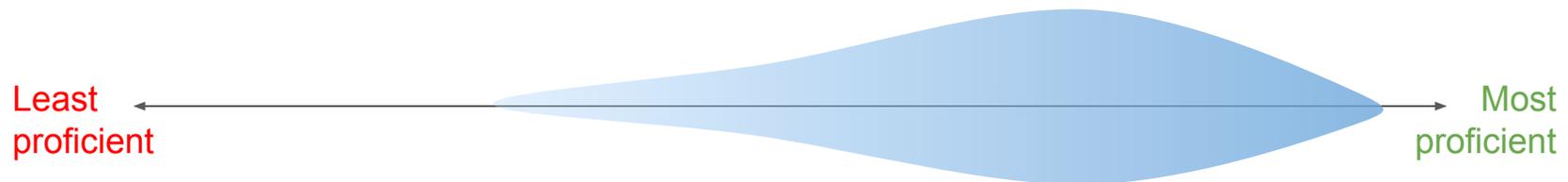


f. Software Skills: Other Industry-Specific Software [continued]

How employers in the relevant industry rate the **importance** of these skills:



How employers rate the **skill proficiency** among new hires / current applicants:



Existing training resources used by employers:

- Online courses
- In-person courses
- Peer-to-peer training
- Vendor-provided classes

90% of survey respondents say they need **additional training resources**.

For more details on the survey results, see the Appendix

g. Interpersonal Skills: **Managerial and Supervisory Skills**

Specific examples of these skills:

- Executive coaching
- Organizational behavior understanding
- Leadership and people management
- Time management
- Organizational planning
- Project management
- Human resources
- Negotiation skills

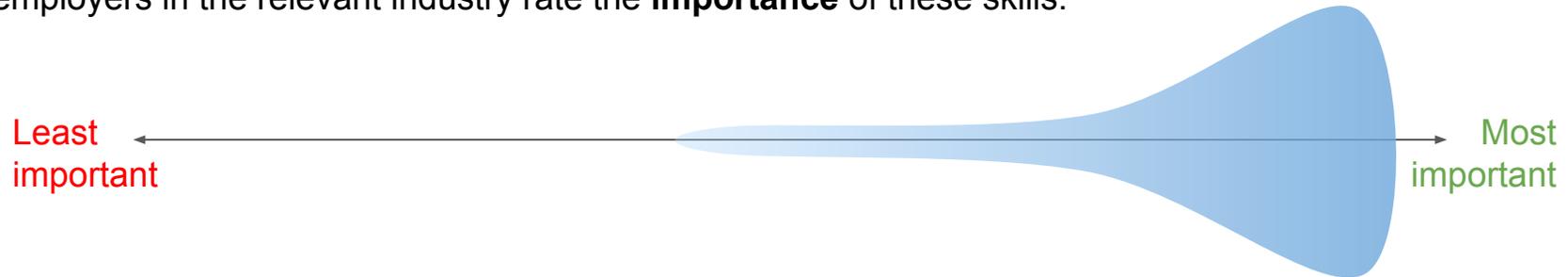
Types of companies / industries that hire people with these skills:

- Most industries (both manufacturing and non-manufacturing)

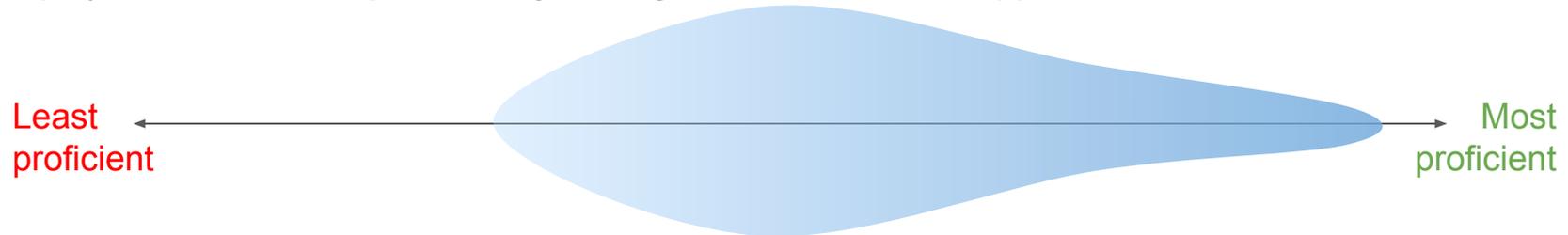


g. Interpersonal Skills: Managerial and Supervisory Skills [continued]

How employers in the relevant industry rate the **importance** of these skills:



How employers rate the **skill proficiency** among new hires / current applicants:



Existing training resources used by employers:

- Success coach
- Conferences; manager bootcamps
- Performance evaluations
- Online courseware (Karass)

70% of survey respondents say they need **additional training resources**.

For more details on the survey results, see the Appendix

h. Interpersonal Skills: **Sales Skills**

Specific examples of these skills:

- Customer service experience
- Relatability
- Networking skills
- Business development

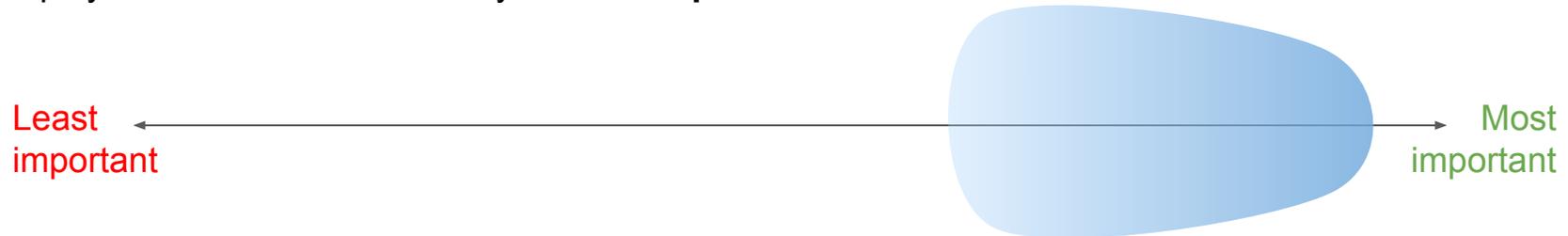
Types of companies / industries that hire people with these skills:

- Most industries (both manufacturing and non-manufacturing)

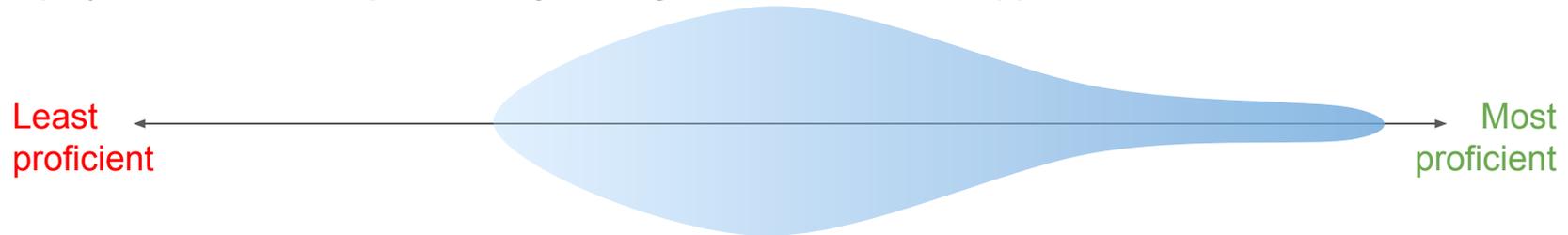


h. Interpersonal Skills: Sales Skills [continued]

How employers in the relevant industry rate the **importance** of these skills:



How employers rate the **skill proficiency** among new hires / current applicants:



Existing training resources used by employers:

- Performance evaluations
- Guest speakers
- Online courseware

89% of survey respondents say they need **additional training resources**.

For more details on the survey results, see the Appendix

i. Interpersonal Skills: **Other Job Readiness Skills**

Specific examples of these skills:

- Professional interactions
- Collaboration
- Accountability
- Problem solving and creativity
- Attention to detail
- Emotional intelligence and empathy
- Verbal and written communication skills
- Relationship management
- Vendor and client interaction

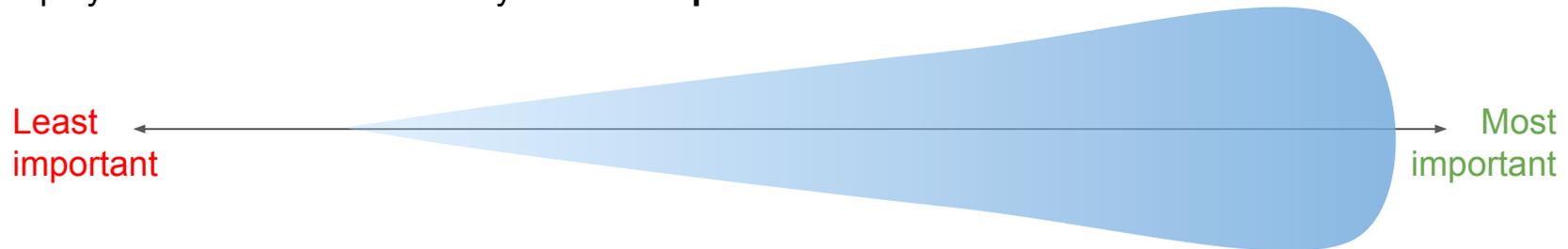
Types of companies / industries that hire people with these skills:

- Most industries (both manufacturing and non-manufacturing)

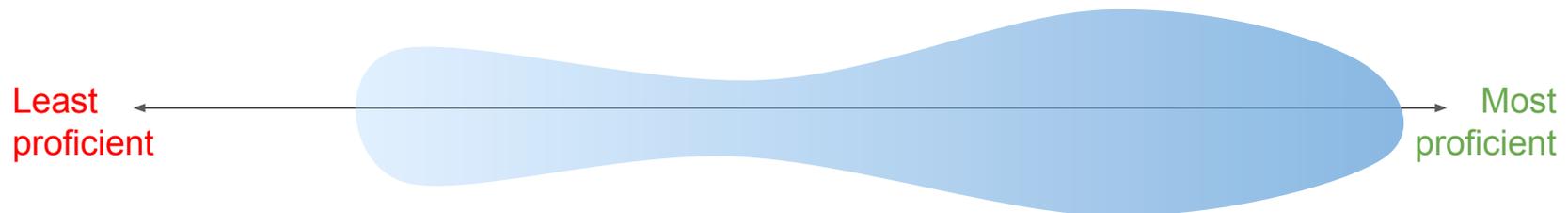


i. Interpersonal Skills: Other Job Readiness Skills [continued]

How employers in the relevant industry rate the **importance** of these skills:



How employers rate the **skill proficiency** among new hires / current applicants:



Existing training resources used by employers:

- Continued improvement
- Certain technical training covers related other job readiness skills
- Diversity-Equity-Inclusion initiatives

71% of survey respondents say they need **additional training resources**.

For more details on the survey results, see the Appendix



Talking About **Retention/Attraction:**

General benefits
Flexible schedules

Language support
Safety resources

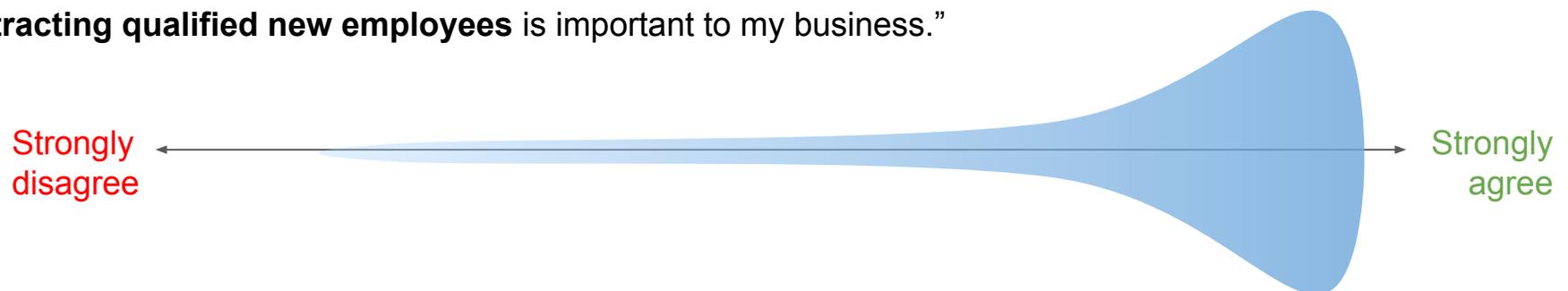
Worker voice
Pathways

Businesses said:

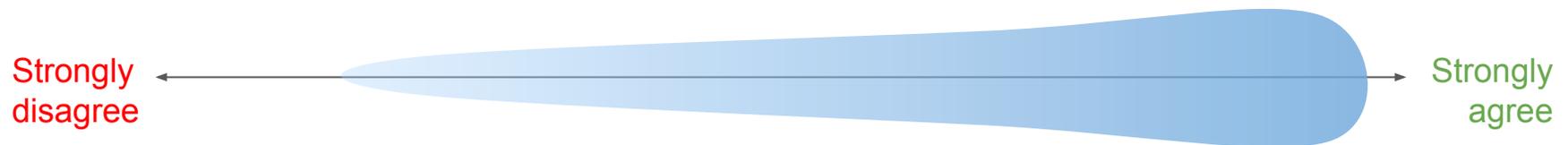
“Retaining existing employees is important to my business.”



“Attracting qualified new employees is important to my business.”



“My business has specific policies and benefits available for these purposes.”



Based on 33 survey responses (55% from Manufacturing, warehouse, power generation-related sectors; 45% from Office-based sectors)

Where Do We Stand Today In Retention/Attraction Strategies



Based on 32 survey responses (55% from Manufacturing, warehouse, power generation-related sectors; 45% from Office-based sectors)

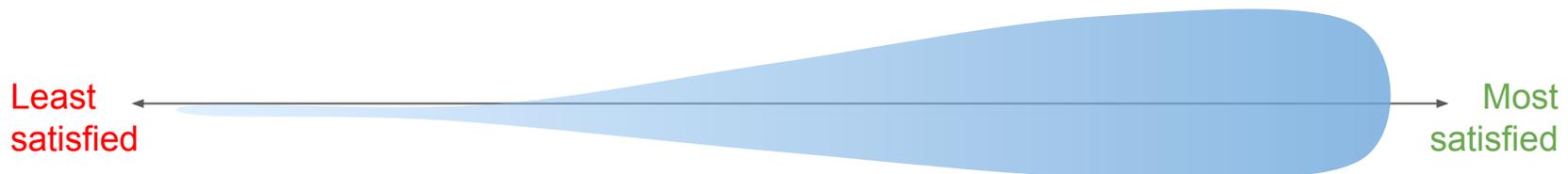
a. Workers Attraction and Retention: Offering a range of general benefits

100% of survey respondents provide some types of benefits, but the **range varies significantly**.

- **100%** of the respondents offer: Paid time off
- **97%** Health insurance
- **82%** Bonuses
- **82%** Paid professional development
- **73%** Set/predictable schedules
- **58%** Guaranteed number of hours
- **55%** Tuition reimbursement
- **39%** Other financial packages (401k, life insurance, Health Savings Account, etc)
- **36%** Profit sharing
- **3%** Transportation assistance
- **3%** Childcare

How employers rate the **employee satisfaction** for the benefits as a whole:

(Mostly based on management assessment, with some input from internal employee survey and other incidental feedback)



For more details on the survey results, see the Appendix

b. Workers Attraction and Retention: **Providing flexible schedules**

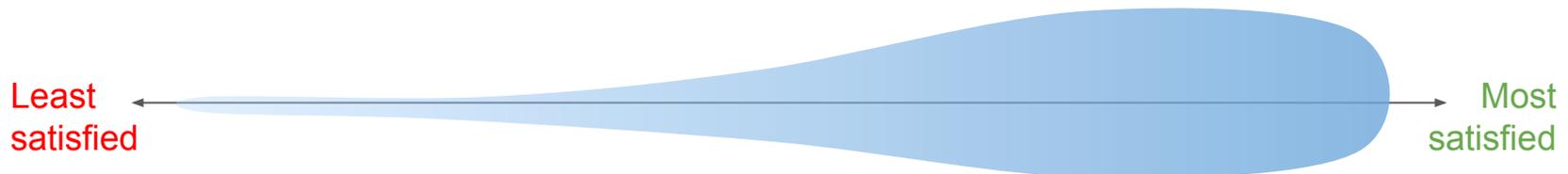
61% of survey respondents say they provide this benefit.

What does this look like in the workplace (for certain, mostly non-manufacturing businesses):

- Flexible and staggered start/end times
- Telecommuting
- Mostly applied individually on a case by case basis

How employers rate the **employee satisfaction** for this benefit:

(Mostly based on management assessment, with some input from internal employee survey and other incidental feedback)



For more details on the survey results, see the Appendix

c. Workers Attraction and Retention: Offering language support

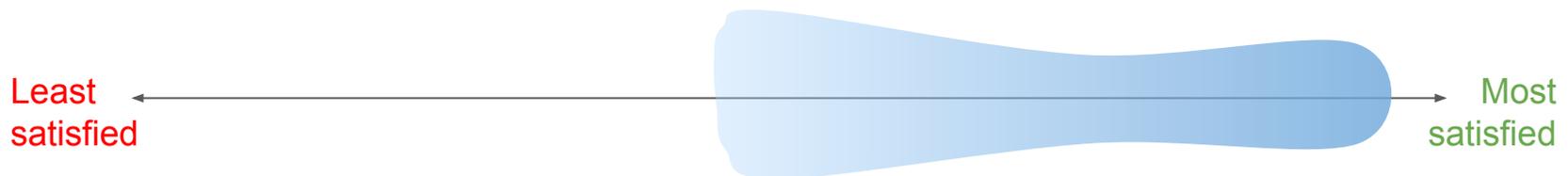
76% of survey respondents say they provide this benefit.
(Among companies where foreign languages are spoken)

What does this look like in the workplace:

- Bilingual management team
- Translated public information materials
- Benefits sessions and materials offered in Spanish
- Sign language support

How employers rate the **employee satisfaction** for this benefit:

(Mostly based on management assessment, with some input from internal employee survey and other incidental feedback)



For more details on the survey results, see the Appendix

d. Workers Attraction and Retention: Providing additional safety training and support

67% of survey respondents say they provide this benefit.

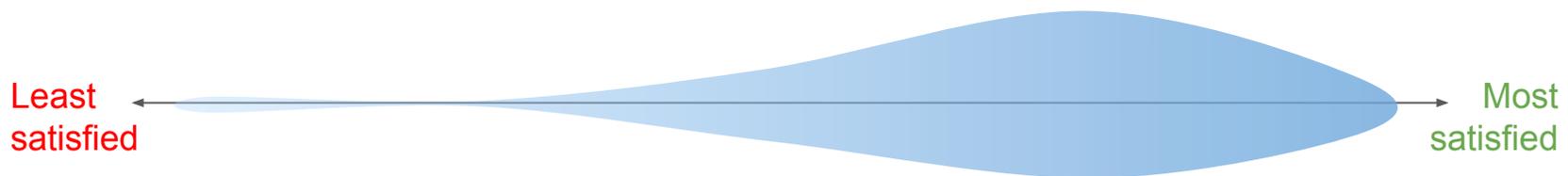
This is less essential for non-manufacturing businesses.

What does this look like in the workplace:

- Required OSHA trainings depending on position
- Other specialized training resources (Feeding America; Relias training; Alcott Group)
- Safety consultant services
- Safety procedure manual

How employers rate the **employee satisfaction** for this benefit:

(Mostly based on management assessment, with some input from internal employee survey and other incidental feedback)



For more details on the survey results, see the Appendix

e. Workers Attraction and Retention: Involving workers' voice in company decisions

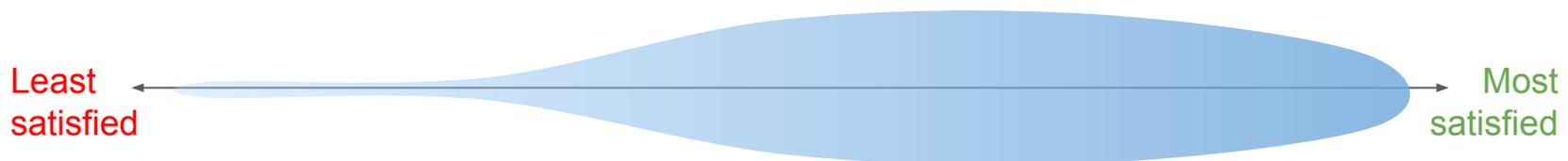
64% of survey respondents say they provide this benefit.

What does this look like in the workplace:

- Surveys and feedback sessions (internal and independent/external)
- Suggestion box
- Quarterly town halls
- Different types of structured meetings; focus groups
- Company intranet and teams chats
- A "raise your hand" culture and open door policy

How employers rate the **employee satisfaction** for this benefit:

(Mostly based on management assessment, with some input from internal employee survey and other incidental feedback)



For more details on the survey results, see the Appendix

f. Workers Attraction and Retention: Standardizing career pathways and pay scales

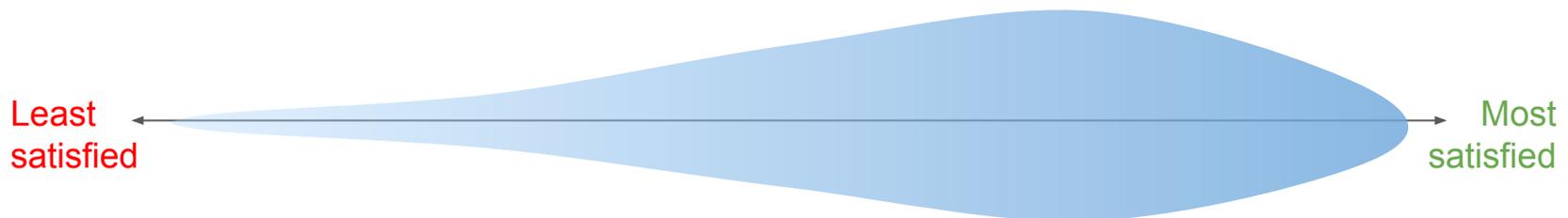
70% of survey respondents say they provide this benefit.

What does this look like in the workplace:

- Offered in certain but not all positions
- Performance evaluations
- Organizational revisions
- Set salary and promotion guidelines
- A "growth map" program with regular touch bases on salary and career path

How employers rate the **employee satisfaction** for this benefit:

(Mostly based on management assessment, with some input from internal employee survey and other incidental feedback)



For more details on the survey results, see the Appendix



What **Companies** Are Saying:

Lessons learned from key sectors
in the Long Island Innovation Park at Hauppauge

Case Study: *Coping With Surge of Demand Post-COVID*

A Manufacturing Company for Nutraceuticals

Industry trends and characteristics:

- Demand for product at **all time high** as consumers put greater emphasis on wellbeing
- Two types of talent pipeline challenges:
 - For scientists: **cost**
 - For factory workers: **language and skills**

Skill gaps and training needs:

- Most critical:
 - **English language** for prospective factory workers
- Also important:
 - General - and cross sector- understanding of machinery, **Current Good Manufacturing Practice (CGMP)**, and safety

Skill training mechanisms:

- Existing:
 - **On-the-job** training for industry and company-specific tools
- Additional opportunities:
 - **Better access to public resources**, such free language class in public libraries
 - Wider offerings
 - More outreach / awareness
 - **Government incentives** for companies to invest in employee training

Workers attraction and retention mechanisms:

- Reducing the **cost of living**
 - Potential relocation assistance
 - Advocacy for more public-private investment in affordable housing

Case Study: *The Importance of Soft Skills* A Facilities Maintenance Firm With 20 Years of History

Industry trends and characteristics:

- Dealing with **multiple types of stakeholders** (both clients and vendors)
- Managing **large data systems** (across locations, geographies, staff services)
- Emphasis on **creative problem solving** in dynamic situations

Skill gaps and training needs:

- Most critical:
 - **Customer Relationship Management (CRM)** computer skills for dispatching and tracking, such as IDS and Fexa
- Also important:
 - Communication skills
 - Problem solving and judgment
 - Attention to detail

Skill training mechanisms:

- Existing:
 - Heavily reliance on **on-the-job** training, especially for soft skills, procedures, and systems
 - Microsoft Office 365 “**KnowledgeWave**”, an on-demand training platform
- Additional opportunities:
 - Fostering creative thinking and leadership skills in high school and college, through **practice-based training and education**

Workers attraction and retention mechanisms:

- Engagement and psychological connection to work through **workforce culture**

Case Study: *Dealing With New Technology* An Architecture and Engineering Firm With 90 Years of History

Industry trends and characteristics:

- Increasing reliance on digital technology
- A greater division of labor between experienced staff with **expertise** vs. production workers with **efficient use of technological tools**
- Openness to break the degree inflation assumption (**hard skills more important than college diplomas**)

Skill gaps and training needs:

- Most critical:
 - **Building Information Modeling (BIM)**, such as Autodesk Revit
- Also important:
 - Client communication skills
- Additional opportunities:
 - Augmented reality (AR) and Virtual Reality (VR)

Skill training mechanisms:

- Existing:
 - **In-house** training, professional development, and mentorship programs
- Additional opportunities:
 - **Formalized** training in academic institutions
 - Schools should train Revit
 - More collaboration between academia and industries in curriculum development

Workers attraction and retention mechanisms:

- Career path and professional growth

Case Study: *Engaging Employees In A Remote World* An IT and Technology Consulting Company With 40 Years of History

Industry trends and characteristics:

- COVID and remote work making it **challenging to engage employees**
- Lower supply of **qualified young** graduates.
- Remote work also enabling people to leave the area

Skill gaps and training needs:

- Most critical:
 - **Basic computer and IT knowledge** (data storage, network, hardware)
- Also important:
 - Basic accounting and business knowledge
- Additional opportunities:
 - Only with strong foundations for basic knowledge, can employees advance to more specialized knowledge

Skill training mechanisms:

- Existing:
 - Specific learning platforms and certifications (such as A+, Network+)
- Additional opportunities:
 - **Greater motivation** for learning / a culture of professional and personal development
 - **School - workplace coordination** on curriculum and training modules

Workers attraction and retention mechanisms:

- Payscale and incentives above the market
- Certain autonomy to make decisions in the scope of work, which leads to more fulfillment and sense of accomplishment
- **Continued learning** opportunities and supportive workplace culture



Next Steps:
Program and policy recommendations

Improving the Region’s Talent Pipeline

An Action Plan for Collaboration

	HIA-LI	Employers	Trainers / Schools	Gov Agencies	Community Orgs	Industry Assoc’s	Other Regional Assoc’s
Create an “Access and Awareness” Campaign	X	X	X	X	X		
Forge Stronger Industry-Academia Partnerships	X	X	X			X	
Make the Business Case for Intra- & Cross-Sector Collaborations	X	X		X		X	X
Foster a Pathway - and Culture - for Learning and Advancement	X	X				X	
Advocate for More Affordable, Attractive Communities	X			X	X	X	X

Recommendation 1: Create an “Access and Awareness” Campaign

Why:

- Existing foundational training and resources exist, some of which have low/zero cost
- Companies report that many employees do not know about those resources

Who:

- HIA-LI
- Employers
- Training and resource providers (government AND non-profit/private)
- Local community-based organizations (CBOs)

What are potential programs to build access and awareness for?

How:

- Low-hanging fruit:
 - Conduct an inventory of existing programs and resources (name, location, target customers, level, cost, registration information)
 - Partner with CBOs, training providers, and employers to host informational sessions
 - Measure uptake and revise campaign strategy
- Aspirational:
 - Provide wraparound and support services (childcare, transportation for commuters)
 - Create and maintain a website with one-stop overview and registration
 - Optimize schedule and length of programs to fit students’ other duties
 - Provide monetary incentives to use available resources

Adult English classes at local libraries

Suffolk County Dept of Labor Career One-Stop offerings

Farmingdale State College Job Fair Series

Recommendation 2: Forge Stronger Industry-Academia Partnerships

Why:

- Technology and business practice evolve at faster pace than traditional school curriculum changes
- Changes in full-fledged degree programs take time

Who:

- HIA-LI
- Employers
- Other industry associations
- Schools and training providers

What are potential programs to offer?

How:

- Low-hanging fruit:
 - Continue the customized training model and “micro credential” programs in schools
 - Continue engagement with schools’ and/or programs’ individual Industry Advisory Boards
 - Initiate a “Deans x CEOs” roundtable to discuss latest trends and training needs / opportunities, building on similar existing efforts locally
 - Create sector-based quarterly discussion series between academic and industry leaders
- Aspirational:
 - Test different models of industry-informed training curriculum

Project-based learning

Digital/AI tools

Emerging industry processes and materials

General manufacturing best practices

Recommendation 3: Make the Business Case for Intra- & Cross-Sector Collaborations

Why:

- Despite common challenges in talent attraction, businesses in the same sector avoid collaboration due to competition

Who:

- HIA-LI
- Employers
- Other industry associations
- Region-based interest groups
- Government agencies
- Other non-profit intermediaries

What are potential programs such partnerships can support?

How:

- Low-hanging fruit:
 - Continue to conduct sector-specific advocacy work
 - Enable direct collaborations / joint investments in training resources, by matchmaking with adjacent industries that share similar talent pool but without direct market competition
- Aspirational:
 - Government agencies use grant funding as a way to require consortium-based industry partnerships
 - Seek potential non-profit entities to serve as intermediaries that structure partnerships among businesses

General manufacturing best practices

Foreign language support

New common tools / software training

Recommendation 4: Foster a Pathway - and Culture - for Learning and Advancement

Why:

- A greater culture and supportive environment for learning will increase the uptake and outcome of training programs

Who:

- HIA-LI
- Employers
- Other industry associations

What are potential programs to achieve this goal?

How:

- Low-hanging fruit:
 - Continue to offer and advertise in-house training support
 - Industry associations to host informational sessions on easy-to-access and effective online courses for businesses who have been unfamiliar with such tools
 - Provide mentorship within the company
 - Organize frequent in-house skill sharing seminars
- Aspirational:
 - Reimbursing training / exam costs
 - Provide bonuses for obtaining certifications
 - Provide mentorship outside the company in the larger industry and region

Mentee/Mentor Programs

Pryor training;
Relias training;
KnowledgeWave

Recommendation 5: Advocate for More Affordable, Attractive Communities

Why:

- Cost of living has been among the biggest factors affecting talent attraction, according to businesses

Who:

- HIA-LI
- Government agencies
- Other industry and regional associations, especially real estate
- Community groups and associations

What are potential programs to achieve this goal?

How:

- Low-hanging fruit:
 - Continue to build transit-oriented, mixed-income communities
- Aspirational:
 - Explore more live-work-play developments, included inside or adjacent to the Long Island Innovation Park at Hauppauge
 - Offer amenities that alleviate the burden on working families (such as affordable and accessible daycare)

Workforce housing

Transit-oriented development



Appendix:

Survey Information

From July to September, 2023, the project team conducted online surveys to understand skill and talent attraction/retention needs.

The surveys were sent to employers in Suffolk County, and the majority of the respondents are physically located in the Long Island Innovation Park at Hauppauge (LIIPH).

32 respondents filled out the survey related to skills. 33 respondents filled out the survey related to talent attraction and retention strategies.

Physical location:	
% located in LIIPH	59%
Sectors:	
% in the manufacturing, warehouse, power generation-related sectors	55%
% in the Office-based sectors	45%
Organizational size:	
% whose number of full-time employees is 1-10	9%
% whose number of full-time employees is 10-20	3%
% whose number of full-time employees is 20-50	0%
% whose number of full-time employees is 50-100	41%
% whose number of full-time employees is 100-200	22%
% whose number of full-time employees is 200+	25%
% who also employs part-time employees	75%
Job title of the respondent:	
% who is Founder of company	13%
% who is Chief executive	28%
% who is human resource leader	56%
% who (also) has other job titles	16%

Survey Responses on Skills

	Manufacturing	Warehouse	Other technical	General software	Admin software	Other software	Management skills	Sales skills	Other interpersonal
% respondents who indicated that this skill is relevant to their business	63%	31%	34%	53%	63%	31%	63%	56%	41%
Average rating for the importance of this skill (5: most important, 1: least important)	4.7	4.0	4.2	4.5	4.4	4.8	4.8	4.3	4.3
Average rating for the proficiency of new hires / applicants for this skill (5: most proficient; 1: least proficient)	3.0	3.2	3.0	3.2	3.3	3.6	3.4	3.0	3.3
% respondents who indicated that certificates are necessary for this skill	31%	64%	9%	0%	20%	10%	5%	0%	8%
% respondents who currently invest in on-the-job training	50%	90%	82%	65%	95%	80%	85%	83%	131%
% respondents who currently invest in off-site customized training	20%	20%	45%	29%	30%	70%	40%	22%	38%
% respondents who currently invest by partnering with academic institutions	25%	10%	0%	12%	20%	20%	20%	11%	23%
% respondents who currently invest in other means of training	10%	10%	9%	12%	0%	0%	15%	0%	8%
% respondents who currently make no specific investment in training	10%	10%	18%	18%	5%	20%	10%	17%	46%
% respondents who indicated additional training is needed	58%	70%	91%	82%	70%	90%	70%	89%	71%

Based on 32 survey responses (55% from Manufacturing, warehouse, power generation-related sectors; 45% from Office-based sectors)

Survey Responses on Talent Attraction / Retention Strategies

	% respondents who indicated that:				For this type of benefit, employees have an average satisfaction rate of __ (5: most satisfied; 1: least satisfied)
	This is currently provided in the company	Employee satisfaction rating is based on internal employee survey	Employee satisfaction rating is based on management assessment	Employee satisfaction rating is based on other information	
Childcare	3%	24%	79%	9%	3.7
Transportation	3%	24%	79%	9%	4.0
Tuition reimbursement	55%	24%	79%	9%	3.9
Paid professional development	82%	24%	79%	9%	3.9
Bonuses	82%	24%	79%	9%	4.3
Profit sharing	36%	24%	79%	9%	4.5
Health insurance	97%	24%	79%	9%	4.1
Vacation and paid time off	100%	24%	79%	9%	4.3
Set schedules	73%	24%	79%	9%	4.2
Guaranteed number of hours	58%	24%	79%	9%	4.3
Flexible schedules	61%	21%	79%	18%	3.9
Language support	76%	15%	76%	18%	3.8
Additional safety training and support	67%	15%	79%	15%	3.9
Worker voice	64%	21%	82%	15%	3.5
Standardized career pathways and pay scale	70%	18%	85%	15%	3.5

Based on 33 survey responses (55% from Manufacturing, warehouse, power generation-related sectors; 45% from Office-based sectors)



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