



***PRODUCING
MORE TALENT***

MakeMore
Manufacturing
Summit –
2022 Summary
Report

JANUARY 2023



Dear Attendees, Policymakers, Stakeholders, and Interested Parties

On October 12-13, 2022, Associated Industries of Florida, CareerSource Florida, the Florida Chamber of Commerce, Enterprise Florida, and FloridaMakes hosted the fourth annual “MakeMore Manufacturing Summit” at the GuideWell Innovation Theater in Orlando, Florida. The Summit brought together thought leaders from all segments of Florida’s manufacturing industry to discuss how manufacturers can build a stronger pipeline to produce more talent.

As a precursor to the Summit, FloridaMakes hosted four focus groups in August 2022 to better understand what manufacturers need to help recruit, hire, and retain qualified talent; and to provide this information to organizations that make up the manufacturing ecosystem so they can help manufacturers find the right talent. The key takeaways from the focus groups are appended to this report.

We are proud to present this summary of the 2022 MakeMore Manufacturing Summit, prepared by Florida TaxWatch, and we look forward to discussing the challenges and opportunities facing Florida’s Manufacturing sector with policymakers during the 2023 legislative session and beyond.

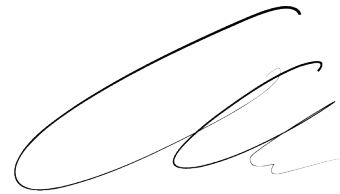
Sincerely,



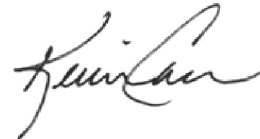
Brewster B. Bevis, President & CEO
Associated Industries of Florida



Mark Wilson, President & CEO
Florida Chamber of Commerce



Andrew Collins, COO & CFO
CareerSource Florida



Kevin Carr, CEO
FloridaMakes



Laura Dibella, Deputy Secretary of Commerce
Enterprise Florida, Inc.

Dear Fellow Taxpayer,

Florida TaxWatch has long recognized the importance of Manufacturing as one of Florida's leading industries, and as a key driver of future job growth and economic strength. With more than 24,000 manufacturers, Florida's Manufacturing sector provides high-wage, high-value jobs to more than 380,000 Floridians, with average annual salaries of more than \$70,000.

As part of our continued focus on this industry, Florida TaxWatch was honored to be asked again this year to participate in and summarize the discussions at the fourth annual MakeMore Manufacturing Summit, held October 12-13 at the GuideWell Innovation Theater in Orlando. This report summarizes the challenges facing Florida manufacturers as they try to build a stronger talent pipeline, and the innovative ways Florida's Manufacturing ecosystem is trying to close the skills gap.

Florida TaxWatch is proud to present this summary of the group event and we look forward to discussing the challenges and opportunities facing Florida's Manufacturing sector with policymakers during the 2023 legislative session and beyond.

Sincerely,

A handwritten signature in blue ink that reads "Dominic M. Calabro". The signature is written in a cursive style with a large initial "D".

Dominic M. Calabro
President & Chief Executive Officer

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INTRODUCTION

FloridaMakes is the manufacturing extension partnership for the state of Florida. FloridaMakes is managed by the National Institute of Standards and Technology, an agency of the U.S. Department of Commerce, and delivers business growth, talent development, and technology adoption services to manufacturers through regional manufacturers' associations.

Each year since 2018, FloridaMakes, along with its partners Associated Industries of Florida, CareerSource Florida, Enterprise Florida, and the Florida Chamber of Commerce, has hosted the MakeMore Manufacturing Summit. The Summit represents an annual platform to share best practices and exchange ideas about how our state resources are addressing the impacts of market dynamics, economic trends and policies, and new technologies available for manufacturers. The Summit brings together thought leaders from all segments of Florida's Manufacturing industry to facilitate a conversation around industry challenges and to offer solutions that will strengthen and advance Florida's manufacturers by improving competitiveness, productivity, and technological performance.

The theme for this year's Make More Manufacturing Summit, held October 12-13 at the Guidewell Innovation Theater in Orlando, was "Producing More Talent." The focus of the Summit was on how the Manufacturing ecosystem (any type of organization or agency that provides a service or a resource for the Manufacturing industry to help build the talent pipeline and bridge the workforce skills gap.

The collective goal for the MakeMore initiative is to elevate the state's Manufacturing industry and demonstrate its impact on Florida's economy. The partners recognize the importance of diversifying the economy and prioritizing the growth of an industry that provides high-wage and high-value jobs to enhance the lives of Floridians.

In preparation for the Summit, FloridaMakes hosted four focus groups in August 2022 designed to facilitate a conversation around talent development challenges, where manufacturers see opportunities for improvement, and what the ecosystem and its stakeholders can do to help manufacturers. Special thanks go to Mr. Phil Centonze, Director of Performance Assessment at FloridaMakes, who served as the Moderator for the four focus groups.

FloridaMakes would also like to thank the sponsors of the four focus groups, who recognize the importance of diversifying our economy and prioritizing the growth of an industry that provides high-wage and high-value jobs that can improve the quality of life for all Floridians.

- North Region sponsor – **Coastal Cloud**, a salesforce expert partner providing consulting, implementation, and managed services for businesses, nonprofits, and the public sector.
- South Region sponsor – **Veryable**, an on-demand marketplace for logistics and warehousing labor. Veryable’s flexible labor solution connects businesses with performance rated workers faster and only when they need it.
- Central Region sponsor – **Withum**, a forward thinking, technology-driven, client-centric advisory tax and accounting firm.
- West Region sponsor – **AME International, Inc.** – a worldwide supplier of tire service tools, accessories, and shop equipment.

The winners of this year’s Sterling Manufacturing Business Excellence (SMBE) Awards, Florida Advanced Technological Education Center (FLATE) Awards, GrowFL’s Florida Companies to Watch Honorees, FloridaMakes Apprentices of the Year Award, Florida Manufacturing Employer of Choice Recognition, and the Bob Provitola Manufacturing Leadership Award are identified in Appendix A. The key takeaways from the four focus groups held in August 2022 are identified in Appendix B.

MANUFACTURING IN FLORIDA

Florida is home to more than 23,000 Manufacturing companies, 80 percent of which have 20 or fewer employees.¹ Florida manufacturers produce a variety of goods including aerospace products, food and beverages, communications equipment, pharmaceuticals, medical devices, semiconductors, boats, and more.

Manufacturing helps to drive Florida’s economy. Florida manufacturers contributed \$56.1 billion in direct economic output in 2021 after adjusting for inflation.² Of this total, durable goods (e.g., electronics, vehicles, furniture) constituted 64 percent and nondurable goods (e.g., food, apparel, chemicals) accounted for 36 percent of statewide output. Florida’s

¹ Florida Department of Economic Opportunity, “Florida Manufacturing: August 2022 Labor Statistical Data,” September 16, 2022.

² U.S. Bureau of Economic Analysis (BEA), GDP by State: Florida, Accessed on Jun. 27, 2022. Table SAGDP9N_FL_1997_2021.

Manufacturing sector was directly responsible for 5.6 percent of the state's total economic output in 2021,³ employing 4.4 percent of the non-agricultural workforce.⁴

Manufacturing provides Floridians with high-wage jobs, with average annual wages (2021) of \$69,997.⁵ In August 2022, there were 417,500 Manufacturing jobs in Florida, an increase of about 27,800 jobs from the same time last year.⁶ Employment in the Manufacturing sector is concentrated in the northeast, central, and southeast parts of the state. More than one-half (56.2 percent) of all Manufacturing jobs are located in seven Florida counties: Miami-Dade County (more than 40,000); Orange and Pinellas counties (more than 33,000 each); and Hillsborough, Broward, Brevard, and Duval counties (more than 24,000 each).⁷

SUMMIT KICK OFF

Zoraida Velasco, Executive Vice President, FloridaMakes

The goal of the fourth MakeMore Manufacturing Summit is to elevate the impact that Manufacturing has on Florida and its economy. Participants were asked to brainstorm ideas, give their opinions, and share their experiences. By leaving the Summit inspired, participants are encouraged to take action back in their communities – to gather stakeholders and their communities to duplicate, expand, and amplify each other's voices, programs, and issues.

Reference was made to the report on last year's Summit, which was prepared by Florida TaxWatch, and which identified four major challenges for the Manufacturing sector:

- Finding people with the right skills necessary to keep up with the needs of Manufacturing and technology, particularly for emerging industries;
- Developing resilient and sustainable supply chains – interactive, dynamic, networks of people, processes, and technologies;
- Accelerating the adoption and implementation of Industry 4.0 technologies; and
- Attracting the next generation of manufacturers.

This year's Summit focused on talent – bridging the skills gap, building the talent pipeline, and making manufacturers more competitive so they can better attract talent and skills. The intent is to walk away from the Summit with a common roadmap for manufacturers to take

³ Ibid.

⁴ Supra, see Footnote 3.

⁵ Supra, see Footnote 3.

⁶ Supra, see Footnote 3.

⁷ Supra, see Footnote 3.

back to their communities that will lead to a more cohesive impact in our efforts to elevate, grow, and retain the passion and interest in Florida's Manufacturing industry.

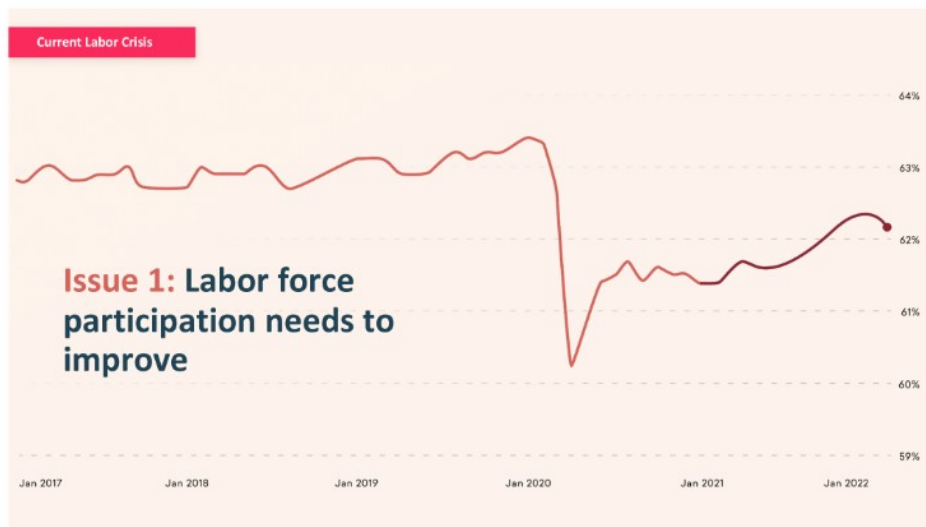
CHANGING DYNAMICS OF THE LABOR MARKET

Dr. Christopher Laney, Senior Workforce Strategist

Lightcast

The two things that we focus on when it comes to the labor market are labor force participation and what we believe companies are trying to hire based on the temporary (inflated) demand curve that has happened over the last couple of years. The reason we talk about labor force participation over and over again is because we used it to measure the success of a workforce based on unemployment. We would say that when unemployment is low things are good; however, there are many people who are not receiving unemployment compensation today who are on the sidelines and are not working.

Nationally, we have yet to recover labor force participation from where we were pre-pandemic. When one thinks about how well many businesses and companies are doing and people being able to get into jobs with higher wages, we have to remember that they have many people that are still not working.



In August of 2022, we finally recovered the number of people that we lost during the pandemic from a workforce standpoint; however, our population still grew and so we still need 3.6 million individuals in the U.S. to meet the labor force participation percentage that we had in February of 2020.

In addition, companies trying to hire on this temporary, inflated demand curve saw an abnormal amount of personal, disposable income increase over the course of 2020 and 2021. Some of that came from the CARES Act. In addition to receiving more money (e.g., federal stimulus checks), families had more options to use money. They deferred housing payments and student loans. Over the course of two years – 2020 and 2021 – we spent more money in the U.S. than we spent during the eight preceding years. Business profits increased by 40 percent in just a year and a half.



When we say a “temporary, inflated demand curve,” what we mean is businesses were trying to keep up with production as they saw fit, whether it was consumer purchasing or just goods going out the door. As a result, businesses are hired. Although there are still businesses that are in the process of “hiring up,” the curve is starting to level out a bit.

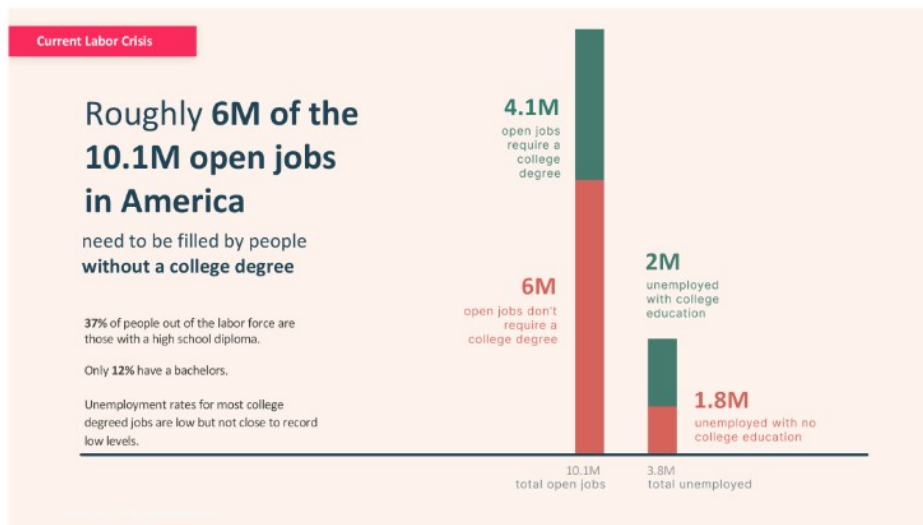
The term “sansdemic” (without people) was used to frame the discussion of how we live and work in an economy where there are not enough people to meet the demand of what is needed to do your jobs. A number of factors were identified that contribute to our current labor crisis; however, three are particularly significant: misalignment; underrepresentation of the 24-year-old population; and low immigration.

MISALIGNMENT

In the U.S., despite a highly educated workforce (98 million individuals have an associate's or a bachelor's degree), there are 46 million individuals right now that do not have a college degree. They either have a high school diploma or less. This is important to understand because there are differences in labor force participation when individuals get some sort of earned credential or degree.

For those with less than a high school diploma, the labor force participation is less than 45 percent of this population. For those with a bachelor's degree, the labor force participation is above 72 percent. Manufacturing's focus should be on those individuals who are not earning some sort of degree or credential.

We think about the 10.1 million job openings that we have right now – about six million of those jobs do not require any kind of college degree or credential. About 3.8 million individuals who are out of the workforce are currently receiving unemployment compensation. Interestingly enough, two million of these individuals have a college degree. So, there are more individuals on unemployment compensation that have a college degree than there are those without a college degree.

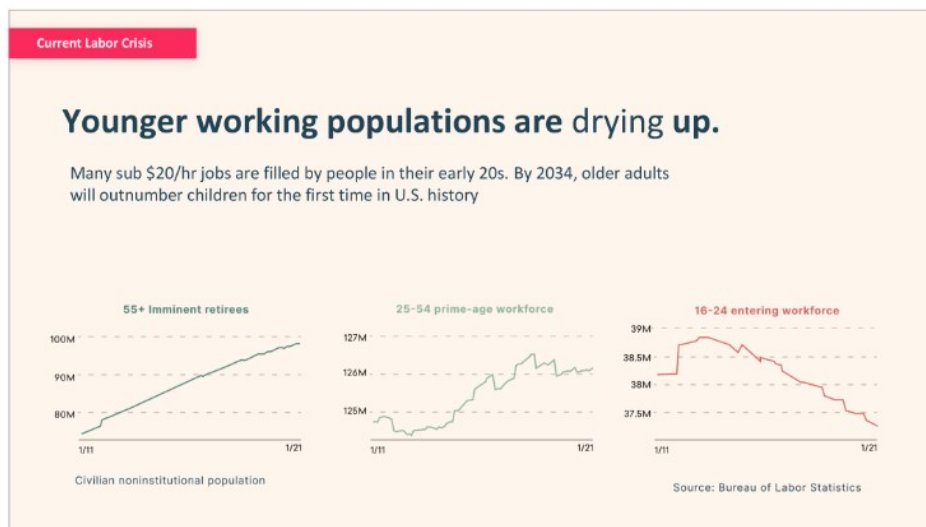


In a perfect world, the pool of the 8.1 million individuals that do not have a college degree would more than fill the six million job openings that do not require a college degree. The two

million with a college degree and who are collecting unemployment compensation would help fill the 4.1 million job openings that require a college degree. Even with perfect alignment, there would still be a shortage of individuals that we need to find in many of these jobs.

UNDERREPRESENTATION OF THE 24-YEAR-OLD POPULATION

Labor force participation among individuals aged 25 to 54 has started to level out over the last five to ten years. Of greater concern, labor force participation of 16- to 24-year-olds continues to decline. Among those aged 16 to 19, labor force participation has started to level out. The unemployment rate for 16–19-year-olds is at an all-time low, the lowest it has been since the Korean War. Those aged 16-19 who are not in the labor force at all are at an all-time high.



Generally, those aged 16-19 who leave the labor force do so because they are enrolling in some sort of post-secondary educational experience; however, since 2019, we have seen a decrease in enrollment by about 6.5 percent. This equates to 1.2 million students who are not in school right now and who have been accustomed to being in school.

So... if they're not working, if they're not looking for work, and they're not in school, where are the students?

IMMIGRATION

Currently, there are about two million fewer immigrants than were projected to be in the U.S. to participate in the labor force. Although this decline began before the pandemic, the pandemic made the decline much worse – not only for those coming to the U.S. to work but for those international students who want to study and then remain in the U.S. There was also a huge increase in the number of illegal immigrants in 2021.

Why is immigration important? Because what we are seeing is a change in skills. Since February 2020, openings for jobs requiring lower skills increased by 73 percent, and openings for jobs requiring higher skills increased by 52 percent. In the service industries, 20.6 percent of those that work in the service industry are foreign born. For those working in construction and maintenance, 13.6 percent are foreign born and 15.2 percent of those working in production are foreign born. One out of every four individuals that works in construction, farming, and maintenance is foreign born. One out of every five individuals that works in Manufacturing is foreign born. The U.S. labor force has benefitted from immigration; however, those countries that we rely on, we can't rely on them forever. Over the next 20, 30, and 40 years, we are going to see countries starting to compete at higher levels to keep their people there.

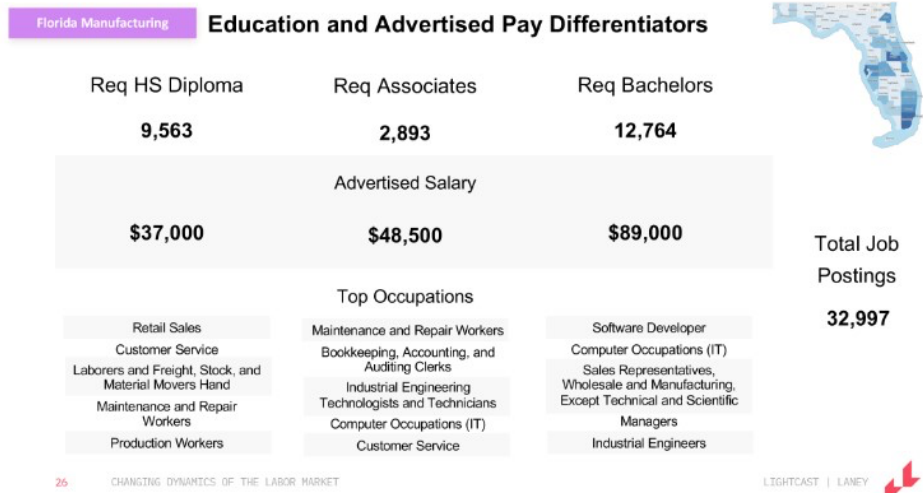
FLORIDA'S MANUFACTURING INDUSTRY

First and foremost, Manufacturing in Florida is strong. Despite this strength, the competition for talent is something that we know is not going to go away. One challenge facing Florida manufacturers is its aging workforce. Many individuals that are 55 years of age or older are going to be retiring soon, so the talent pipeline and the strategies necessary to fill the pipeline become essential.

One area that's concerning is supply – Florida is well below the national average when it comes to the supply of talent for Manufacturing. Over the past five years, Manufacturing has experienced 10 percent growth and we expect to see another five percent growth over the next five years. This means there will be more Manufacturing jobs, which means there will be more competition for talent.

Looking at job posting data, 61 percent of all Manufacturing job listings in the state of Florida require some sort of credential for higher education. For those job listings that required a high school diploma, the average advertised wage was \$37,000. For jobs requiring an associate's degree, the average advertised wage was \$48,500. For jobs requiring a bachelor's degree, the

average advertised wage goes up significantly. Over the past 90 days, there have been 33,000 Manufacturing job postings in Florida.



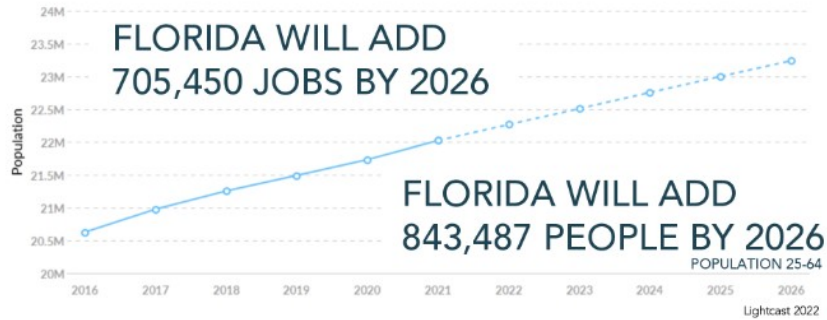
Nearly ten percent of the job postings in Florida were driven by three Manufacturing companies: Lockheed Martin, Northrop, and L3Harris. This is important because when large employers are dictating the needed skills, these are the skills that post-secondary education facilities are most likely to teach. Looking at current talent, the top certifications or qualifications that individuals already possess include some sort of security clearance, followed by project management, Six Sigma, and others. The top degrees include business administration, followed by engineering, marketing, and mechanical engineering.

FUTURE LABOR MARKET

Over the next five years, Florida is expected to add 705,000 jobs. Florida can expect to receive 1.2 million new residents, about 843,000 of whom are between the ages of 25 and 64 and will look to join the labor force. With a labor force participation rate of about 60 percent, Florida will not have enough people to meet the needs of the jobs that we're going to be creating. We do not have the people to meet the demand today and we are not going to have the people we will need tomorrow.

Growing Population, Needing Perfect Alignment with Jobs

As of 2021 the region's population increased by 6.8% since 2016, growing by 1,394,906. Population is expected to increase by 5.5% between 2021 and 2026 adding 1,219,766.



There are several overlooked talent pools that merit discussion, including differently abled, individuals who were previously incarcerated, and the homeless. More than 13 percent of individuals in Florida say they have some sort of disability. This equates to about two million Floridians who have a disability and are not working. The average labor force participation among this population group is about 30 percent so, if we can increase labor force participation among individuals with disabilities by five percent, that will put about 145,000 individuals back in our labor force. This will, however, require employers to rethink how to handle both recruiting and the retention strategies for this population. The same can be said for those that are homeless and those who were previously incarcerated.

Developing a robust talent pipeline for Manufacturing will depend in large part on our ability to:

1. **Adopt flexible creative work arrangements** – even though most Manufacturing jobs (53.6 percent) are not suitable for remote work, other concepts such as floating start times, switching shifts, compressed work weeks, etc., have proven to be worthwhile.
2. **Make the recruitment process simpler and more inclusive** – it is important that Manufacturing's recruitment and hiring processes be simple and inclusive.

3. **Split jobs into tasks** – job descriptions should be rewritten to focus on the specific skills to meet the need of that job, not necessarily the degree that could have had those skills. The focus should be skills based.
4. **Let workers grow into their jobs through targeted training** – discouraged workers often will not apply for a job because they feel like they are underqualified for the job, so it is important to communicate to a candidate that the company is going to help train them and help them get to 100 percent.
5. **Consciously work hard to retain employees** – training programs are essential, as are career pathways to success within the company. Periodic follow-ups to gauge an employee's job satisfaction are also important.

NATIONAL PERSPECTIVE: EXCITE, EDUCATE, AND EMPOWER THE PIPELINE

A panel of distinguished thought leaders was convened to discuss a national perspective on Manufacturing's talent pipeline. Distinguished speakers and panelists for this session include:

- Kevin Carr, Chief Executive Officer, FloridaMakes (Moderator)
- Mary Ann Pacelli, Division Chief, Network Learning and Strategic Competitions, NIST Manufacturing Extension Partnership (MEP)
- Sally Rood, Senior Policy Analyst for Economic Development, National Governor's Association

With an eye toward what other states are doing to develop robust talent pipelines, panelists discussed what they consider to be best practices. The key is better understanding what manufacturers need and what they do not have.

1. **Looking at data on a regional basis** – it is important to collect and analyze data on the skills that manufacturers in a region have, and the skills that they need, to better understand how to develop the workforce.
2. **Fishing in non-traditional talent ponds** – panelists discussed conducting machine skills training for incarcerated individuals in prisons and work release centers as opportunities to help build a talent pipeline for employment upon their release. Other opportunities exist for disabled populations.

3. **Making better use of students** – it is important that Manufacturing encourages young people, whether in high school or recent graduates, that Manufacturing is a viable career. Internships with high school students, either after school or during summer months, are becoming increasingly more popular.
4. **Work based learning** – employees who participate in work-based learning (e.g., apprenticeships, internships, on-the-job training, etc.) gain “hands-on” knowledge and skills that will not only advance at their current companies but also change course and enter new fields.
5. **Sector strategies** – these collaborative, regional, industry-focused approaches to building skilled talent have proven to be an effective way to align public and private resources to address the talent needs of Florida manufacturers.

States that model best practices – Iowa, Idaho, Nevada – are doing a lot of scaling of talent pipeline work and broadening the base of partners and intermediaries. Iowa has a very elaborate matrix of intermediaries. The state level intermediary features the Future Ready Iowa Alliance, which includes representatives from industry, education, workforce development, and economic development. The Alliance is led by an executive committee of university presidents and gubernatorial appointees and is staffed by staff from the State Economic Development Department and the State Education Department. There are also 15 state-funded regional intermediaries that are similar to Florida’s regional manufacturers associations and that do outreach to students and arrange job shadowing and other activities. Iowa also offers an Advanced Manufacturing Work Based Learning Toolkit designed to promote Manufacturing careers and provide students with local opportunities to experience Manufacturing-related careers within their communities.

In Idaho, the Idaho Workers Opportunity Network (IWON) is a partnership with the state's Workforce Development Council and its unions. This partnership has been successful in tripling the number of Idaho businesses sponsoring apprenticeships in the last three years. There are other ways that states have elevated and expanded their intermediaries to help scale up their work-based learning in their states. One way is by including other agencies at the state level. There are some states whose work-based learning work includes agencies that handle housing, transportation, corrections, and even libraries. In Nevada, the libraries provide virtual reality training in advanced manufacturing. They also train for the healthcare workforce because their library system is officially tied to the state's One-Stop Career Centers.

Florida's Department of Corrections has instituted a very aggressive program for technical education in anticipation of participants' release back into society. This program has engaged industry leaders and routinely vets inmates against the standards of employers. Last year, 900 inmates were placed pre-release.

Best practices in the military community include Veterans Florida's service as the state's principal assistance organization under the Department of Defense's SkillBridge program. SkillBridge helps to meet Manufacturing's workforce needs by allowing service members to gain workforce training at private businesses while on active duty as they are transitioning out of the military.

THE VANISHING WORKFORCE - AN EMPLOYER'S RESPONSE

Gerry Hoeffner, President, Personnel Dynamics Consulting

It is important to look at what small and mid-sized employers are doing out there to find talent in a changing workforce. In 2013, the largest segment of the workforce was the Baby Boomers (38.6 percent), followed by Millennials (32.1 percent), Generation X (24.7 percent), and Veterans (4.7 percent). In today's workforce, the largest segment is the Millennials (41.0 percent), followed by Generation X (35.0 percent), Baby Boomers (13.0 percent), Generation Z (9.0 percent), and Veterans (1.0 percent).

The "rules" for how work works have been made in large part by the Millennials and Generation X. Today's work rules focus on the continued development and learning and understanding "why" things are done the way they are. Work-life balance is important as today's workers seek the flexibility to experience life and find a path toward something greater than just the work. Today's workers see themselves as a commodity that they will sell to the highest bidder. Consequently, they are twice as likely to leave a job today than they were in 2010, and they do so because the new work rules permit it. Employees want to be paid for their value and skill, not for how long they have worked there.



It is important that employers look at their businesses from the perspective of the applicant. Employers need to analyze and understand their employee turnover rates. Questions every employer should ask themselves include:

- What is your turnover number?
- How many employees quit during their first year of employment?
- What was the cost of them leaving?
- Why did that group leave?
- Why do you focus on the group that did not leave?

Recruiting is marketing, and modern recruiting is modern marketing. Employers need to better market themselves. In modernizing recruiting, employers need to consider:

- How engaging is your social media presence? Does social media know you as a great place to work?
- Does the community know you as a great place to work?
- What about you makes an applicant say “wow!”
- What is your company’s work-life balance?
- Have you considered “geo-fencing”⁸ your marketing efforts?

⁸ Geofencing is a location-based service in which an app or other software program uses radio frequency identification (RFID), Wi-Fi, GPS, or cellular data to trigger a targeted marketing action (such as a text, email, social media advertisement, app notification) when a mobile device or RFID tag enters or exits a virtual geographic boundary, known as a geofence.

- The reasons why someone would want to work for you.

It is also important to make sure your management team is trained in new leadership skills. Pay that is influenced by seniority; performance evaluations that rank employees by numbers; and policies that are just “stupid”; and other leadership ideologies and skills designed for the Veteran and Baby Boomer generations will not meet the needs of Generation X and Generation Z employees.

“It is important to remember that, in dealing with Generation X and Generation Z employees, you need them more than they need you.”

A MANUFACTURER’S PERSPECTIVE

- Phil Centonze, Director of Performance Assessment, FloridaMakes (Moderator)
- Art Hoelke, General Manager, Knight’s Armament
- Tara Matthews, Director, Advanced Operations, Stryker

The focus of this segment is to give the audience a little bit more flavor of the manufacturer’s perspective on the issues that they face in recruiting, hiring, and retaining the skilled people who can perform jobs that they need done. The panelists participated in the August focus groups.

Panelists discussed the absence of a consensus on the alignment of the efforts of Manufacturing ecosystem members to find the skills they need to meet their own customers’ needs. For example, one panelist was unaware of the sales tax exemption on Manufacturing equipment until three years ago, and of the availability of state workforce training grants until last year. The importance of a strategic vision and “connecting all the dots” cannot be overstated. This requires a partnership between the political front, the educational front, and industry as a core.

This requires elevating all the work that has been done to a national level and market what manufacturers are doing and who we want to have come to work for us. That is why involvement with our education system, control system, as well as state and local colleges, is so important. The only way manufacturers are going to make a huge change is to bring the need for talent to a national forefront and make the search for talent a national initiative. Right now is the best time to be involved.

Panelists stressed the need for outreach, to “get the word out” about the kind of benefits Manufacturing brings to the community through individual careers. It is important for manufacturers to be engaged in their community – in the educational community and the

community at large – to expand the knowledge and awareness about Manufacturing to the general public early on, particularly early on to younger people.

Any singular manufacturer can only do so much. Manufacturers have a very limited ability to address something like that. It takes a larger effort on the part of the ecosystem to really put together an aligned strategy that can focus the efforts, that can provide that vision, and that can guide hiring decisions. Panelists expressed the need to drive an awareness of the changes in Manufacturing over the past several decades.

Manufacturing is still seen as a dirty job with factory work. High school students have no idea how innovative, creative, and inspiring today's Manufacturing jobs are. Manufacturers have to change this perspective. Something that has happened recently is a dual enrollment in Manufacturing in the high school system (Space Coast Junior/Senior High School), where a student can graduate high school with an Associate's degree in Manufacturing.

Panelists discussed what the ecosystem that supports Manufacturing can do to help Manufacturing recruit, hire, and retain talent. Finding out what (e.g., information, more forums like this Summit, etc.) the ecosystem needs from manufacturers to strengthen the partnership is critical.

The regional manufacturers associations (RMAs) play a key role. There are more than 24,000 manufacturers in Florida; however, only three percent are represented by RMAs. The role of the RMAs was characterized as "the greatest story never told." Manufacturers simply are not aware of all the resources that are available to them. There is a need to create an awareness of the RMAs' role as a conduit between manufacturers and the resources that are available to manufacturers. Many manufacturers are small "mom and pop" operations that lack the time or resources to get involved. Understanding and seeing the value of participating in the RMAs will help drive up participation in the RMAs by the remaining 97 percent.

Panelists discussed the need for better branding – this is who we are and this is what we offer – to help young people (and parents) understand what manufacturers do and to change the existing cultural dynamics. Manufacturers need to go into the community to share that message of how exciting it is to be in Manufacturing and also to be able to reset the cultural differences that manufacturers have with different generations. This may require different messaging for each different population group.

The critical role apprenticeships play in developing Manufacturing talent was discussed. One size does not fit all when it comes to apprenticeships – the requirements of apprenticeships need to be tailored to encourage greater participation and to change the dynamics of

apprenticeship models if manufacturers are to create the qualified workforce that is so desperately needed.

BRIDGING THE GAP BETWEEN SOLUTIONS AND THE INDUSTRY

This session was a series of “lightning rounds” with a panel of workforce and education specialists who discussed the resources that they own and/or manage and how these resources can be used to better serve Florida manufacturers. Summit attendees were encouraged to become more acquainted with the services and resources they offer and then go back to their communities and engage with those services and resources to help local manufacturers.

PRESENTATION #1 MAKE THE CONNECTION

- Dr. Kevin O’Farrell, Chancellor, Career Technical & Adult Education, Florida Department of Education

To meet the state’s goal of becoming the tenth largest economy in the world (Florida is currently 15th) by 2030, we will need to create an additional 1.62 million jobs, many of which will be in Manufacturing. The Florida Department of Education (FLDOE) will play a key role in developing the talent for those jobs.

It is important to establish a good working relationship with the 28 Florida College System (FCS) institutions, each of which has a “workforce driven” focus. FCS institutions are designed to produce the talent needed to fill the demands of Florida businesses. There are three things attendees can do when they return home to establish those relationships. First, start at the top – reach out directly to the president of the FCS institution and make the connection with her or him and establish that talent development pipeline from the institution to your business.

Second, get on the board. Every workforce development program at an FCS institution has technical advisory committees, also known as business boards. This is designed to bring into the institution individuals who are industry experts who can answer questions about quality, relevant to their programs – questions like whether the curriculum is meeting industry standards, and whether the pedagogy being used is developing talent that has the requisite knowledge, skills, and abilities (KSAs) to be proficient in the workplace. If not, then a correction must be made; however, that correction cannot be made if Manufacturing does not have a seat at the table, engaged.

Third, get involved with students. Work-based learning (e.g., internships) provides an excellent opportunity to connect with the students. There are organizations on every campus that can connect manufacturers with students. The more engaged manufacturers get, the better.

PRESENTATION #2 SKILLS & CAREER ADVANCEMENT

- Marcelo Dossantos, Director of Workforce Development, FloridaMakes

Manufacturers in 2022 are experiencing a skilled labor shortage. Job quality is an essential component of recruiting and retaining Manufacturing talent. Recently, the National Institute of Standards and Technology (NIST), in partnership with the Baldrige Performance Excellence Program, created a “job quality toolkit.” The toolkit includes eight key drivers designed to turn a routine job into a high-quality job – one where employees feel respected, valued, and important to the company’s success:

Recruitment & hiring – it is important to recruit a diverse pool of applicants and to implement skills-based hiring that only requires the education, credentials, and experience needed to do the job.

Benefits – it is important to ask employees for their input on needed and desired benefits (e.g., paid time off, health insurance, retirement plans, etc.).

Diversity Equity Inclusion & Accessibility (DEIA) – Equal opportunity should be a core company value, as well as a best practice. It is important to promote systems where all employees feel empowered and respected in the workplace. Any identified barriers to DEIA should be identified and removed.

Empowerment & Representation – Employees should have a meaningful voice, without fear of reprisal. Employees should be permitted to have input into decisions that affect their work and how it is performed.

Job Security & Working Conditions – Employers should make sure that the workplace is safe, healthy, and accessible, and that jobs are secure. The use of temporary or contract labor solutions should be minimized and used only to meet short-term or emergency needs.

Organizational Culture – Company leadership should demonstrate (through their actions) that all employees are valued and make a meaningful contribution to the

enterprise. Employees' sense of engagement and respect should be regularly measured.

Pay – Employees should receive an equitable living wage subject to fair compensation practices.

Skill & Career Advancement – Companies should provide their employees opportunities and tools for self-improvement and advancement in their current jobs, within and outside the organization.

Employer-provided “upskilling” (teaching employees additional skills to expand their capabilities) has become a sought-after employee benefit that helps to address recruiting challenges, improve job satisfaction, and improve productivity. A June 2021 upskilling study conducted by Amazon and Gallup⁹ surveyed more than 15,000 adults and addressed interest and participation in upskilling; perceived benefits of upskilling; and the type of education and training respondents have received. The study found that:

- 57 percent of the respondents indicated that they wanted to update their skills;
- 65 percent of the respondents want upskilling to be paid by their employer and made available during normal working hours; and
- 71 percent of the respondents who had participated in additional training reported greater job satisfaction.

The study included data for each state. For survey respondents in Florida:

- 55 percent said they were “highly interested” in upskilling;
- 47 percent said they would leave their current job for upskilling opportunities elsewhere; and
- 69 percent of upskilling participants said their quality of life has improved.

In September 2021, Amazon set aside \$1.2 billion to provide access to education and skills training programs for 300,000 Amazon employees. In addition, 750,000 hourly workers qualified for fully paid college tuition.

⁹ Amazon and Gallup, “The American Upskilling Study: Empowering Workers for the Jobs of Tomorrow.”

“So, what that tells me is that if you're not upskilling and training your current employees, somebody else will. So, my call to action to all of you here today is that you actually go to jobquality.org, see where your company stands as far as the drivers of job quality, and from there download the job quality tool kit and see and implement the strategies that are there.”

PRESENTATION #3 BRINGING WORKFORCE SOLUTIONS TO MANUFACTURERS

- Dehryl McCall, Senior Director, Business and Workforce Strategies, CareerSource Florida

CareerSource Florida is the state’s workforce policy and investment board that, along with its network of 24 local workforce development boards and the vast amount of resources that it has and its connections with its partners, offers workforce solutions to Florida manufacturers.

CareerSource Florida provides services to both job seekers and businesses. For job seekers, CareerSource Florida programs help with resume development, hosting recruitment events, preparing for interviews, researching job openings and companies, and training for high-demand careers. For businesses, CareerSource Florida helps employers recruit, hire, train, and retrain employees through hosting job fairs, reviewing resumés, scheduling interviews, and by providing customized training.

CareerSource Florida offers two flagship training grant programs: Quick Response Training and Incumbent Worker Training. The Quick Response Training grant provides funding to qualifying businesses to train new, full-time employees, and reimburses new or expanding businesses in targeted industries. The grant is flexible to meet the company’s needs, with few strings attached. The company gets to select the training provider and has 12 months in which to complete the training. Approved training costs are reimbursed directly to the company. One caveat is that the training must create new, full-time, high-quality jobs (125 percent of the average county or state wage) and produce an exportable good or service in a qualified targeted industry.

The Incumbent Worker Training Program provides grant funding to train incumbent employees at existing Florida businesses. This is an upskilling program that reimburses businesses that pay for pre-approved, direct, training-related costs. The Incumbent Worker Training grant is flexible to meet the company’s needs. The company gets to select the training provider and has 12 months in which to complete the training.

These are federal workforce development funds so there are more restrictions on their use. The legislature put several priorities in place for fiscal year 2022-23:

- Businesses that provide employees with opportunities to acquire new or improved skills by earning a credential on the Master Credentials List;
- Hospitals operated by nonprofit or local government entities that provide nursing opportunities to acquire new or improved skills;
- Businesses whose grant proposals represent a significant upgrade in employee skills;
- Businesses with 25 employees or fewer, businesses in rural areas, and businesses in distressed inner-city areas; and
- Businesses in a qualified targeted industry or businesses whose grant proposals represent a significant layoff avoidance strategy.

CareerSource Florida has been working closely with the FLDOE to promote apprenticeships. It is a work-based training module. CareerSource Florida has invested in having apprenticeship navigators on every local workforce development board to help develop appropriate workforce development solutions.

INTERACTIVE REFLECTION WITH THE AUDIENCE

Zoraida Velasco, Executive Vice President, FloridaMakes

The previous panelists were invited to the front to entertain questions and comments from the attendees. The first issue raised was community engagement, and points of entry for manufacturers. Sector strategies,¹⁰ a major theme of the 2021 MakeMore Manufacturing Summit, have proven to be an effective way to align public and private resources to address the talent needs of Florida manufacturers.

Similar initiatives by the U.S. Chamber of Commerce and others have proven to be a good forum for identifying needs and facilitating solutions. Leadership Councils that meet on a monthly basis are excellent forums to discuss what is going on in the community and identify collective solutions. The importance of a great “facilitator” to provoke employees to get engaged and to have everyone listen to the needs of manufacturers cannot be overstated.

Panelists and attendees discussed several success stories. The need to communicate to the community where these programs have been successful and about how to get the money to

¹⁰ Sector strategies are collaborative, regional, industry-focused approaches to building skilled talent.

expand them to other communities was discussed. FloridaMakes can arm manufacturers with the information they need to have their voices heard by Florida legislators.

Three percent of Florida manufacturers are engaged with their Regional Manufacturing Association – that is not enough. To make the impact that we want Manufacturing to have on Florida’s economy, we need to move that percentage way up. All the stakeholders in attendance are encouraged to create awareness.

There is a tremendous network of talent and teams and services available to U.S. manufacturers, spearheaded by the FloridaMakes network. Attendees were encouraged to get involved, create that awareness, and help all of our manufacturers create a more dynamic Manufacturing environment.

VOICE OF THE BLUE-COLLAR WORKER

Alex Vazquez, Vice President, Operations, ResourceMFG

The U.S. economy is showing signs of recovery after the COVID-19 pandemic. The national unemployment rate in February 2020 (pre-pandemic) was 3.5 percent. Two months into the pandemic, the unemployment rate had increased to 14.7 percent, with more than 23 million Americans unemployed. As of September 2022, the national unemployment rate was back at 3.5 percent, with 5.7 million unemployed.

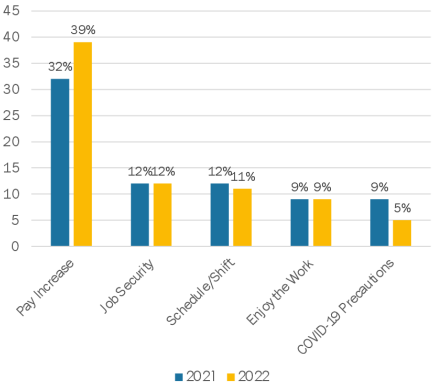
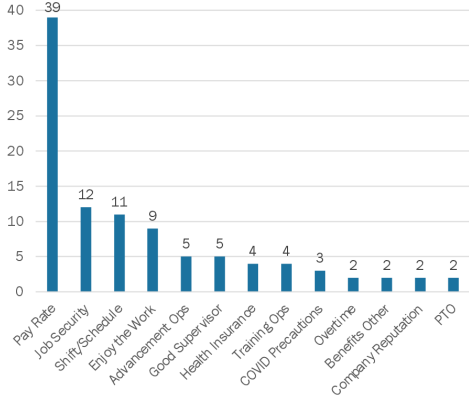
The rate of civilian participation in the workforce is about 62.3 percent, and there are 5.8 million more open jobs than there are people available to fill them. About 45 million participants are 65 years of age or older, many of whom are retiring at a record pace. Between now and 2029, Millennials will make up the largest generation in the workforce. Florida has seen a 92 percent increase in Manufacturing and production job postings from January 2020 (pre-pandemic) to September 2022, with 41 percent of this increase occurring since January 2021.

Since 2007, EmployBridge has administered the largest and longest running survey of America’s hourly, blue-collar workforce. The 2022 survey included more than 19,000 wage earners in the fields of transportation, logistics, and Manufacturing. When asked what is most important when looking for a job, pay rate, job security, and favorable shifts/work hours were the most important.

What is Most Important to You When Looking For a Job?

THE VOICE OF THE BLUE-COLLAR WORKER

Pay rate. While wages rose over the past year, pay rate remains the #1 factor applicants want when looking for a job.



Pay rate, job security and schedule/shift are still the top three motivators when looking for a job.

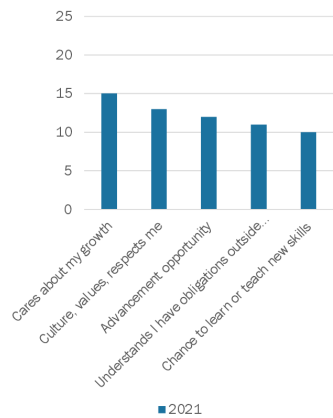
When asked about what (other than pay increases) companies can do to secure employee loyalty, opportunities for advancement rose to number one, with flexible work schedules and other aspects of compensation (e.g., health insurance, retirement benefits) rounding out the top three.

When given the choice between a \$1 per hour pay increase or their current salary and five days of paid time off (PTO), 82 percent of survey respondents chose their current salary and five days of PTO, even though the total monetary value was about \$1,750 less annually.

Flexible work schedules and shift schedules that are sensitive to what is happening in their personal lives have become more important to blue-collar workers. In 2022, the shift differential – the minimum raise necessary to convince a day shift worker to take and stay on another shift – increased about \$0.55/hour, from \$1.48 to \$2.03.

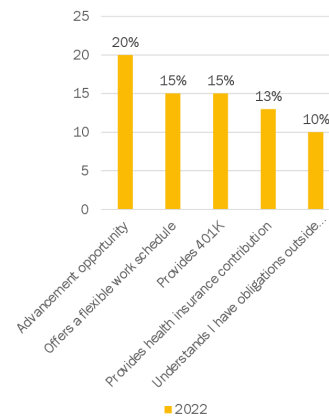
Retention Top 5

THE VOICE OF THE BLUE-COLLAR WORKER



Other than pay increases, what can companies do to earn your loyalty?

Advancement rose to #1, with flexible schedule and specific items related to compensation and benefits joining the top five.



Based upon the survey results, the following recommendations are offered to improve the recruitment and retention of Manufacturing employees:

- Shifts and work schedules continue to be a priority for hourly workers. Manufacturers should add part-time/flexible shifts for current employees and to attract students, parents, and second jobbers.
- Competitive compensation – including both wages and benefits – will continue to be a vital factor, especially as rising inflation chips away at the dollar’s buying power.
- Be aware that employees have many job opportunities, so align company views with the factual expectations of these employees.
- Show compassion and respect for the blue-collar employees and what they are experiencing personally as well as professionally.
- Establish strong, consistent on-boarding experiences for new hires that include specifics of career advancement.
- Review attendance policies and eliminate mandatory overtime whenever possible.

LOOKING FORWARD: MANUFACTURING AND THE FUTURE OF WORK

Ivette Faulkner, Executive Vice President of Strategic Communications and Marketing
Florida Chamber of Commerce

The Florida Chamber's strategic plan, "*Florida 2030: The Blueprint to Secure Florida's Future*," identifies key targets and strategies to unite Florida businesses and grow Florida's economy from the 16th largest in the world (2019) to the 10th largest in the world. By 2030, Florida can expect more than 3.5 million new residents; more than 1.62 million new jobs; and more than 50 million new visitors.

The Chamber's Florida Scorecard identifies a number of key innovation and economic development metrics that are important to manufacturers. Currently, there are 417,000 Manufacturing jobs in Florida. The 2030 goal is to make Florida a "Top 5" state for Manufacturing jobs. This will require Florida to create an additional 158,000 Manufacturing jobs by 2030.

This year the Chamber launched the *Florida Trade and Logistics 2030 Study*, which provides a roadmap for Florida to win the global supply chain war. Manufacturing plays a big role in that. Six key strategies are identified, two of which are specific to Manufacturing:

- Reaffirm the statewide priority for trade, logistics, and Manufacturing – Manufacturing needs to be elevated to the level of tourism, which has a public-private partnership (VISIT FLORIDA) to promote it and have an organization to tell Manufacturing's story.
- Establish a statewide Manufacturing initiative – this would include establishing a Chief Manufacturing Officer position within the Executive Office of the Governor.

"...we've got to continue to move more, we have to make in Florida, and we have to multiply. Those are the big, big themes in Manufacturing... we're not going to win a global supply chain war if we're not doing those things..."

A Chamber survey of parents and students revealed the following about the future of work:

- A college degree is not the number one thing students are interested in but is more of an aspirational goal than something that is needed to be successful.
- On the other hand, there was little interest in skills training, career technical education, and/or apprenticeships.

- Students are looking to their social networks for career advice.

There is a massive information gap between employers and job seekers. Looking ahead, we've got to change the narrative and perception around skills training, career technical education, and apprenticeships. The nature of Manufacturing is changing but the perception of Manufacturing is not. If manufacturers don't start telling the story, this perception will never change.

ACCESSING NON-TRADITIONAL TALENT PIPELINES

- Jake Stebbins, Director, Industry Sales, Main Street, TriNet (Moderator)
- Allison Chase, President & CEO, The Able Trust
- Dan Barrow, Communications & Marketing Director, Veterans Florida
- Reuben Rojas, Resettlement Outreach Coordinator, Church World Service

Panelists presented a number of ways to expand Manufacturing's talent search. Breaking down barriers to accessing talent includes changing the perceptions of what disabled persons can and cannot do. One-in-four Americans is living with a disability, 70 percent of which is an "invisible" disability (e.g., mental health/illness). Disabled persons are as diverse as the rest of us as far as their skills and abilities and interests.

SkillBridge is a Department of Defense program that provides opportunities for active military service members to gain valuable civilian work experience through specific industry training, apprenticeships, or internships during the last 180 days of service. Service members can be granted up to 180 days to focus solely on training full-time with approved industry partners. These industry partners offer real-world training and work experience in in-demand fields of work while having the opportunity to evaluate the Service member's suitability for the work.

The decrease in immigration has contributed to the gap between the work force and available talent. Church World Service works with refugees, many of whom have advanced technical skills and degrees, to help get them on the road to self-sufficiency (such as working with Florida manufacturers to help refugees find employment).

The Florida Department of Corrections, through a partnership with CareerSource Florida, provides 100 hours of "employability skills" and technical training to all inmates prior to their release. Panelists made mention that the typical non-traditional employee tends to stay at their job longer than those hired off the street.

When asked about the one thing panelists would want employers to know about the populations they represent, panelists responded that hiring people with disabilities is not a “quick fix” – it may require the investment of a little time; however, that investment will pay off in the long run. It was pointed out that “not all veterans have PTSD and are rough around the edges.” Given the opportunity, veterans consistently outperform their non-veteran and civilian counterparts in terms of productivity, being on-time, etc. Resiliency and loyalty are key qualities among the refugee populations, many of whom arrive in this state with nothing. After being hired, they tend to stay on the job longer because they want stability more than anything else.

Employers who are interested in and looking for employees from these population groups need to provide a path to the “American Dream” by making available competitive salaries, stability, and growth opportunities that allow these populations to become more self-sufficient and less reliant on safety net programs. Providing a diverse experience is also important, especially for veterans. Florida’s vocational rehabilitation programs begin working with people with disabilities as early as age 14, so it is important that manufacturers get these people into their talent development pipelines as early as possible.

HOW ARE THEY INSPIRED?

- Jeff Arnott, Executive Director of Post-Secondary and Secondary Career and Technical Education, School District of Osceola County – Career Technical Education (Moderator)
- Daniele Mendez, Software Engineer, Lockheed Martin
- Lily Fretwell, Lake Technical College
- Breana Smith, NeoCity Academy
- Xadhiel Rosado, NeoCity Academy

This panel was made up of students and former students who discussed their decisions to pursue careers in Manufacturing. One thing that appealed to panelists was the interest in a career that was “hands on” and that allowed the panelists to move around the work floor. The ability to “shadow” engineers and help in the manufacture of semiconductors and repair of equipment when it broke was deemed to be “cool.” The recurring theme among panelists was the opportunity to work part-time (e.g., paid/unpaid internship) in a Manufacturing facility while still in school. Manufacturers were encouraged to create/sponsor one or more apprenticeships/internships to help get students into the facility and interested in a career in Manufacturing.

LOCAL PERSPECTIVE: EXCITE, EDUCATE, AND EMPOWER THE INDUSTRY'S PIPELINE

- Ernie Friend, CEO, and Executive Director, Florida Advanced Technological Education Center (Moderator)
- Yvonne Fry, Executive Director, Rosie Riveters
- Carolyn McMorran, Assistant Vice President for Professional Continuing Education, Valencia College
- Brittany Greer, Executive Director, Rosie Riveters

Panelists agreed that most people in the community “don’t know what they don’t know” when it comes to Manufacturing. There are two things that we must continue to do: (1) talk about the careers and opportunities in Manufacturing: and (2) continue to give dignity to trade-based careers. Valencia and Polk State are two of 32 colleges with trade-based programs in the U.S. that the heavy metal band Metallica sponsors. Metallica recognizes that, if they don’t invest in the dignity of trade-based education, they will not be able to find the drivers, riggers, and welders needed to put on their shows.

When students go on field trips to Manufacturing facilities, that’s when “the lightbulbs go on.” There are three things that change everything:

1. Culture – when students see firsthand the teamwork and camaraderie that is required to make something so significant.
2. Working conditions – when students see how things are made and want to become part of that experience.
3. Wanting to “own” that finished product or service – when students feel like they contributed in a significant way to the final product.

Emphasis was placed on the need to provide an entryway to Manufacturing training right out of high school. In Plant City, students toured Manufacturing facilities in the morning before being assembled in a minor league baseball stadium where all kinds of equipment were on display. There, students were briefed by City staff on what they did; why it matters; why they love their job; and how they serve the taxpayers. Afterward, the students got to go down onto the field to meet and interact with staff and become familiar with the equipment.

ADVOCATING FOR WORKFORCE SOLUTIONS

- Adam Basford, Vice President of Government Affairs, Associated Industries of Florida (Moderator)
- Dan McGrew, Sr. Vice President, Business and Workforce Strategies, CareerSource Florida
- Senator Tom Wright, Florida Senate, District 14, Co-Chair of the Florida Manufacturing and Supply Chain Caucus
- Representative David Smith, Florida House of Representatives, District 28, Florida Manufacturing and Supply Chain Caucus
- Joe Mayer, Lockheed Martin Space (Retired), Co-Chair, Florida Manufacturing and Supply Chain Advocacy Council

Having the ability to work effectively with government is critical for all businesses. Key elements include “voices” and “relationships.” The regional manufacturers' associations play a key role. Many of Florida’s manufacturers are small businesses spread throughout the state. As such, they are so busy trying to be successful that advocacy is not “top of mind.”

“Advocacy is a critical element of business development.”

Joe Mayer, Lockheed Martin Space (Retired), Co-Chair, Florida Manufacturing and Supply Chain Advocacy Council

Unless manufacturers visit their legislators, they may not know what issues are important to the manufacturers. Manufacturers should invite their local legislative delegation to tour their facilities and come to local events, to start building an effective relationship to better understand the needs of manufacturers.

“Politics is a relationship business... reach out to us!”

Representative David Smith, Florida House of Representatives, District 28

Policy discussions are already taking place regarding next year’s legislative priorities, one of which is more funding for STEM (Science, Technology, Engineering, and Math) curricula. It is important that manufacturers help legislators better understand how STEM training helps meet the demand for Manufacturing talent.

SPECIAL ANNOUNCEMENT – TAKING MAKEMORE ON THE ROAD

**Elizabeth Godwin, Economic Development Manager
Duke Energy**

The Duke Energy Foundation awarded FloridaMakes a \$20,000 grant to take all of the great insights, the best practices, and resources “on the road” to partner with the regional manufacturers associations to host a series of live and virtual events across the state.

S.M.A.R.T. SOLUTIONS DISCUSSION

- Tony Carvajal, Executive Vice President, Florida TaxWatch
- Zoraida Velasco, Executive Vice President, FloridaMakes

The Summit closed with a discussion of action items and the identification of the following S.M.A.R.T. (specific, measurable, achievable, relevant, and time-bound) recommendations for policymakers and changemakers that will move the needle.

1. Change the name of the “apprenticeship” program to the “development” program. This rebranding will shake off any old-school, negative connotations and focus on the personal development aspect.
2. Approach the legislature to increase funding for more training/upskilling opportunities by at least 25 percent during the 2023 legislative session.
3. Implement a short-term, Pell-eligible training program that is not part of a degree program.
4. Provide more grants to attract entrepreneurs to build Florida’s advanced manufacturing and Industry 4.0 technology capabilities.
5. Find funding to support the transportation of students to site visits to Manufacturing facilities.
6. Reduce the paperwork requirements for existing apprenticeship programs to make them easier to implement.
7. Remove the restrictions around CareerSource Florida training dollars to be able to spend them where needed.

APPENDIX A

2022 AWARD WINNERS

2022 STERLING MANUFACTURING BUSINESS EXCELLENCE AWARDS

Each year, the Florida Sterling Council and FloridaMakes recognize the state's high-performing manufacturers. This year's nominated companies were judged in six categories, including leadership, strategic planning, customer and market focus, measurement, analysis and knowledge management, workforce, and operations. FloridaMakes is proud to recognize the following 11 winners of the 2022 Florida Sterling Manufacturing Business Excellence Awards:

Gold Winners

- BAE Systems – Jacksonville Ship Repair (Jacksonville)
- Lippert/Taylor Made (Bradenton)
- Stryker (Weston)

Silver Winners

- Bacardi Bottling Corporation (Jacksonville)
- Hamar Mobility (Sarasota)
- Shaw Development (Bonita Springs)
- Unison Industries (Jacksonville)

Bronze Winners

- Biorep Technologies, Inc. (Miami Lakes)
- MULLET'S Aluminum Products, Inc. (Sarasota)
- Solar Stik, Inc. (St. Augustine)
- Sy-Klone International (Jacksonville)

2022 BOB PROVITOLA MANUFACTURING LEADERSHIP AWARD

- Bayne Beecher, Production Control Manager, PGT Innovations (North Venice)

2022 FLATE DISTINGUISHED MANUFACTURING EDUCATION AWARDS

The fifteenth annual FLATE Awards recognize those who advocate on behalf of Manufacturing education. This year's winners are:

- Distinguished Manufacturing Secondary Educator-of-the-Year – H. Howard, Fry, II, Instructor of Engineering & Manufacturing at Nature Coast Technical High School (Brooksville)
- Distinguished Manufacturing Post-Secondary Educator-of-the-Year – Dr. Cecilia Stina Larsson, Professor of Engineering Technology at Seminole State College (Oviedo)
- Distinguished Manufacturing Partner Service Award – Michael A. Shaluly, President of Mastercut Tool Corporation (Safety Harbor)
- Most Innovative Manufacturing Month Student Event Award – Bay Area Manufacturers Association (Tampa Bay)

2022 FLORIDA MANUFACTURING EMPLOYER OF CHOICE RECOGNITION

The Florida Manufacturing Employer of Choice Recognition Program uses data from surveys of Florida manufacturers by Personnel Dynamics to identify and recognize the best Manufacturing employers in Florida. Data are collected through a 40-question survey designed to educate employers how to improve their workplace. Employers are measured against their peers on 37 different measurements, including turnover rates, growth percentages, employee development spending, promotion percentages, insurance packages, and retirement plans. Each participating manufacturer receives a 27-page analytics report that provides valuable baselines and market intelligence that can be used to improve and implement best practices. The following Florida manufacturers were Florida Manufacturing Employer of Choice award winners for 2022:

Small Employers (fewer than 50 employees)

- **OCULUS Surgical, Inc.** – provides ophthalmic surgeons with innovative, high quality, ophthalmic products and the highest level of customer support.
- **Silver Horse Racing, LLC** – an aftermarket replacement/restoration auto parts manufacturer.
- **Sun Graphic Technologies** – a wide format printing company that offers custom printing solutions.

Mid-Size Employers (50-200 employees)

- **Q4 Services, Inc.** – an independent manufacturer and provider of innovative visual display systems and related services that support the global training and simulation industry.
- **Sy-Klone International** – a worldwide leader in the design and production of advanced precleaning and filtration systems (powered and non-powered) used on HVAC units and engines in a variety of applications.
- **Victory Tailgate, LLC** – the largest manufacturer of custom tailgate games in the United States, a licensed partner with more than 600 colleges, major professional sports leagues, and numerous iconic brands.

Large Employers (more than 200 employees)

- **Carlisle Interconnect Technologies** – designs, builds, tests, certifies, and delivers comprehensive, high-performance interconnect solutions created to elevate the performance of businesses.
- **Medtronic** – a global leader in the application of biomedical engineering in the research, design, manufacture, and sale of instruments or appliances that alleviate pain, restore health, and extend life.
- **Sun Hydraulics** – a leading designer and manufacturer of high-performance screw-in hydraulic cartridge valves and manifolds that control force, speed, and motion as integral components in fluid power systems.

2022 FLORIDAMAKES APPRENTICES OF THE YEAR AWARD

Thirteen registered apprentices were nominated by their respective employers. The following three apprentices were chosen by a panel of judges from Lockheed Martin, Pierce Manufacturing,

Veethree Electronics, Dupuy, and Medtronic. The three winners are:

- Brentyn Szalbirak, Tool & Die Maker, PGT Innovations;
- Carolyn MacGowan, Mechatronics Technician, Airbus OneWeb Satellites; and
- Krystle Turner-Wilson, Industrial Manufacturing Technician, Knight's Armament Company.

2022 GROWFL COMPANIES TO WATCH WINNERS

The companies to watch competition was developed by the Edward Lowe Foundation to recognize and honor second-stage companies that demonstrate high performance in the marketplace with innovative strategies and processes. This year, more than 400 second-stage companies were nominated, and the following companies were chosen as winners:

- 2TON
- ABC
- ACT Environmental/Infrastructure
- Affinity Management Services

- Anderson Connectivity
- Blue Ocean Title
- Brick Street Farms
- Bug Bite Thing
- Casabianca Home
- Constellation
- Critical Frequency Design
- D3 Glass
- Details Flowers
- DMSI
- Earth and Sugar
- My Employment Options
- NanoSpective
- Neobosis
- NuCycle Energy
- CE Wheels
- Pharmanatural
- Pinnacle Communications Group
- Poly Vinyl Creations
- ProCredEx
- Quottly
- ReachLink
- Right Rudder Aviation
- Energy Harness
- Everest Ice & Water Systems
- eXpress Badging
- FloSpine
- four winds it
- gen plant
- JHT
- Liberty Landscape Supply
- Limitless Vendor Mgmt. Solutions
- Micro-Ant.com
- Sloane Staffing
- Solcium Solar
- Springer Construction
- StiltDragon
- Sunshine Enterprise USA
- Techfit Digital Surgery
- TriageLogic
- Trinetics Group
- Ultimate 3D Printing Store
- Vedder Holsters
- Vertex Solutions
- Yaupon Brothers American Tea Co.

APPENDIX B

THE FLORIDAMAKES FOCUS GROUP TAKEAWAYS

Based upon the comments of those who participated in the four focus groups conducted over four days in August 2022, Florida TaxWatch offers the following takeaways:

Manufacturers and the Manufacturing ecosystem need to utilize more “nontraditional” methods of building the talent pipeline.

- At the end of the day, Florida manufacturers are all competing for the same talent.
- The traditional ways to recruit Manufacturing talent have not provided a robust pipeline of talent to meet the needs of Florida manufacturers. Although colleges, universities, and high schools continue to provide talent, success has been limited and Florida manufacturers are not being inundated with candidates.
- The hiring process today is a lot different than it was a few years ago. The use of traditional recruitment methods (e.g., Indeed, LinkedIn, employee referrals, etc.) is common. When these don't work, external recruiters are used to fill the gaps.
- More manufacturers are including videos with job postings that describe the company, its history and culture, and the vision of the CEO, in addition to specific details about the job.
- Manufacturers need a list of candidates that “had more than just a resume,” like some form of interactive question and answer session that is pre-recorded.
- Manufacturers need to collaborate (plan and share information) better with organizations that make up the ecosystem to help them better understand the expectations manufacturers have, and to find talent that has the required basic skills.
- Manufacturers need some indication that participants in apprenticeship and training programs really want to work with their hands and with equipment.
- The importance of “connections” in finding talent – connections with technical schools, external recruiting firms, job fairs, chambers of commerce, regional manufacturing organizations, etc., – cannot be overstated.
- Manufacturers need to “open the net” and recruit and accept applicants with different backgrounds, different skill sets (e.g., customer service, etc.), and who speak different languages.
- Manufacturers rely heavily on referrals from internal sources. The skills many manufacturers need are held by a small group who know each other. Their ability to connect to each other allows them to connect to manufacturers looking for people with their talents. The importance of word of mouth in recruiting talent was

emphasized. Because everyone is looking to hire, word of mouth means more because it provides better insight into the company.

- Many of what are known as “soft skills” are more important than the technical skills and knowledge manufacturers are looking for. Hiring people with good “soft skills” (e.g., attitude, aptitude, attendance, etc.) and then training them on specific tactical inputs of the job has paid off multiple times.
- The use of multiple interviews helps to identify people with good integrity, and who will show up on time. Panel interviews are also used to see how applicants align with core values. Values like high performance, collaboration, innovation, growth, trust, and transparency speak to an applicant’s employability skills.

Manufacturers and the Manufacturing ecosystem need to do more to get students excited about a career in Manufacturing.

Manufacturers need to start developing talent at a younger age. Waiting until a student reaches technical college is too late – the pipeline of talent needs to start at the junior high and high school levels.

- It is important for manufacturers to partner with the local schools to show students that there are careers and technical programs into which to funnel.
- It is important that superintendents, principals, and other education stakeholders understand what the Manufacturing sector needs, what talent it is looking for, and how we can work together to create the talent pipeline that is needed in our industry.
- Education programs need to bring students onto the Manufacturing facility floor a couple of days a week so they can try working with their hands and with the equipment and be evaluated on their ability to do the work.
- Manufacturers need to help parents understand that it is OK for their children to pursue a career in Manufacturing and that Manufacturing careers are stable careers. Manufacturers must create a roadmap so other manufacturers do not have to reinvent the wheel.

Manufacturers and the Manufacturing ecosystem need to step up their marketing and messaging efforts.

- There is a huge need for skilled, non-degree labor. It is important that people understand that Manufacturing can be a true career and “not just a job,” even without a college degree.
- It is important to market not just individual companies, but the Manufacturing industry as a whole. This marketing must match the message to the audience manufacturers are trying to reach.

- Manufacturers must also change the mindset that a college degree is required to have a good life. One critical message is that college “isn’t the only career choice” and that Manufacturing is another option where one can make a good career without a four-year degree.
- Regional Manufacturers Associations are promoting the fact that there is a lot of Manufacturing that you don’t think about as being “Manufacturing.” Not a lot of people, for example, think of brewing beer as Manufacturing.

Manufacturers and the Manufacturing ecosystem need to make sure that, once talent has been recruited, every effort is made to develop and keep it.

- The challenge is going above and beyond to develop employees. Every employee should have a career path. Every employer will have some employees who just want a job, but for those who want a career, they need to be asked where they want to go and be supported to get there, even if it is not ultimately with the same company.
- The key is engagement – making the work environment more fun and emphasizing the social environment, and not just the work environment, helps to engage employees with one another and build camaraderie.
- It is important to promote opportunities for personal and professional growth within the Manufacturing industry. Creating positions to which employees can aspire without having to be on a leadership track is important.
- The programs that help prepare students for careers (and not just jobs) in Manufacturing do not teach the students how what they do benefits the company and its customers. It is important that employees understand how what they do enhances the customer’s experience and not just the employee’s experience. It is important that they understand how their decision not to go to work on a given day affects the entire day’s production.
- It is important to focus on enhancing the employee experience in a meaningful way so there is a continuous improvement as well as better work/life balance.

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As an independent, nonpartisan, nonprofit taxpayer research institute and government watchdog, it is the mission of Florida TaxWatch to provide the citizens of Florida and public officials with high quality, independent research and analysis of issues related to state and local government taxation, expenditures, policies, and programs. Florida TaxWatch works to improve the productivity and accountability of Florida government. Its research recommends productivity enhancements and explains the statewide impact of fiscal and economic policies and practices on citizens and businesses.

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