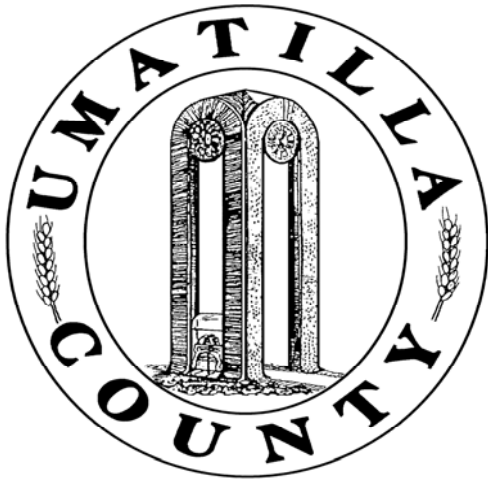


2016

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**[UMATILLA COUNTY SKILLED
WORKFORCE STUDY
MAY 2016]**

Umatilla County Skilled Workforce Study

May 2016

Study Commissioned by: Blue Mountain Community College and Umatilla County Board of Commissioners

Author: Susan Bower, MBA, SHRM-SCP, Eastern Oregon Business Source

Executive Summary

Blue Mountain Community College and Umatilla County Board of Commissioners sought to better understand the workforce needs in Umatilla County. In November 2015, the two entities signed a memorandum of understanding commissioning this study to be completed by Susan Bower of Eastern Oregon Business Source. The mission of the study was to connect with employers to better understand the workforce challenges and successes, to identify opportunities to contribute toward solutions, and to support existing business and attract potential industry. The vision of the project was to provide an in-depth look at Umatilla County's skilled workforce needs, available resources, and employer best practices and to share the information in a way that will ignite and propel initiatives to enhance skilled workforce development and availability of a quality workforce in the communities throughout Umatilla County. A public presentation was given on May 5, 2016 at the Umatilla County Economic Development Summit. A copy of the power point presentation is found in the appendices.

Method

A three-step strategy was used to connect with employers. A survey link was posted in January 2016 and heavily promoted through April 2016. 180 Umatilla County businesses participated in the survey. The link was heavily promoted through print advertising, chambers of commerce, email calls for action, and radio spots. 35 interviews were completed at which 4940 Umatilla County employees were represented by a report of total number of employees by each participant. A total of 15 industries were represented. 25 focus groups took place involving over 250 business owners, as each focus group was attended by an average of 10 participants. A total of 15 industries were represented. All interviews and focus groups were led by Susan Bower and many were attended by Cam Preus, George Murdock, Tamra Mabbott, or Bill Elfering.

A two-step strategy was used to understand the data. Meetings took place with representatives of the Oregon Employment Department, Work Source Oregon, and time with an economic analyst was spent looking at both the US Census Bureau statistics and the wealth of information published by the Oregon Employment Department. A literature review for best practices was completed and the sources are listed in the appendices.

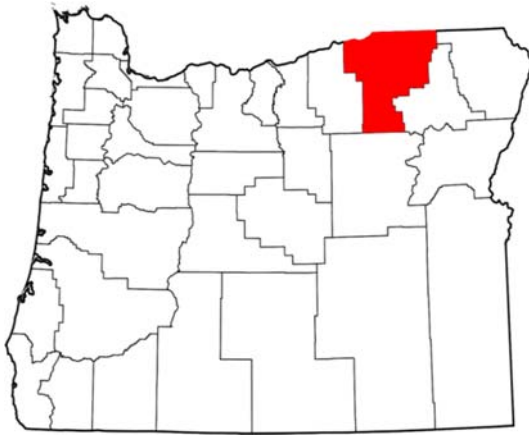
The sample of Umatilla County employers who informed this study is considered representative when compared to the U.S. Census Bureau statistics. According to the 2014 report, there were 4648 companies in Umatilla County. The skilled workforce study (the study) involved over 400 or nearly 9% of the total number of companies in the county. According to the 2014 report, there were 31,906 people over the age of 16 employed in Umatilla County. The study involved companies that employ nearly one-third of the total working age employed population.

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Umatilla County Census Snapshot

The following statistics are from the 2014 report by the U.S. Census Bureau.



Umatilla County, State of Oregon

| Umatilla County | |
|---------------------------------|--------------|
| County Population | 75,889 |
| Employed Population over age 16 | 31,906 |
| Median Age | 35.9 |
| High School or Higher Graduate | 83.3% |
| Median Household Income | \$47,185 |
| Mean Travel Time to Work | 17.4 minutes |
| Individuals below Poverty Level | 17.1% |
| Non-Farm Employment Change | +300 |

According to the Oregon Employment Department's Labor Market Information Report, employment in Umatilla County increased by an estimated 300 jobs between March 2015 and March 2016. The private sector added 310 jobs and the public sector decreased 10 jobs, creating a net gain of 300.

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Skilled Workforce Survey Link

The following tables summarize information about the participants who took part in the survey. The sample can be considered representative of the majority of industries; number of people employed, and company size.

Participant Summary

| Industry Representation | |
|-----------------------------|--------|
| Professional Services | 21.67% |
| Manufacturing | 11.67% |
| Government | 13.89% |
| Agriculture | 10.56% |
| Retail | 10.00% |
| Healthcare | 8.33% |
| Trades | 6.11% |
| Construction | 5.00% |
| Food Service | 5.00% |
| Non-Profit | 5.00% |
| Tourism | 5.00% |
| Schools/Education Providers | 3.89% |
| Processing | 3.33% |
| Social Services | 2.22% |
| Industrial | 1.67% |

| Position Held by Survey Respondent | |
|------------------------------------|--------|
| Owner | 33.90% |
| General Manager | 21.47% |
| Other | 18.08% |
| Non-Management | 9.60% |
| CEO | 7.91% |
| Human Resource Director | 7.34% |
| Finance Manager | 1.69% |

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Participant Summary (Employee Information)

| Total Number of Employees | |
|---|--------|
| 1 to 15 | 47.73% |
| 16 to 50 | 20.45% |
| More than 250 | 13.64% |
| 51 to 100 | 9.09% |
| 101 to 250 | 6.25% |
| Other | 2.84% |
| Source: Umatilla County Skilled Workforce Study, Survey. Bower. 2016 | |

| Total Number of Employees in Umatilla County | |
|---|--------|
| 1 to 15 | 48.00% |
| 16 to 50 | 21.14% |
| 51 to 100 | 12.00% |
| More than 250 | 8.57% |
| 101 to 250 | 7.43% |
| Other | 2.86% |
| Source: Umatilla County Skilled Workforce Study, Survey. Bower. 2016 | |

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| Umatilla County Employees Zip Code of Residence | |
|---|--------|
| 97801-Pendleton | 69.71% |
| 97838-Hermiston | 53.71% |
| 97813-Athena | 29.14% |
| 97875-Stanfield | 29.14% |
| 97868-Pilot Rock | 26.86% |
| 97882-Umatilla | 24.57% |
| 97810-Adams | 24.00% |
| 97826-Echo | 23.43% |
| 97862-Milton Freewater | 22.29% |
| 97886-Weston | 19.43% |
| 97835-Helix | 16.57% |
| 99362-NE Umatilla County/Walla Walla, WA | 10.86% |
| 97880-Ukiah | 6.29 % |
| Source: Umatilla County Skilled Workforce Study, Survey. Bower. 2016 | |

The majority of employees working for employers in Umatilla County both lives and works within the County.

Survey Highlights: Skilled Positions

Slightly under the majority (46%) of employers report that more than one in four jobs requires a specific skill, certification, or training beyond high school. 17% reports that zero to three percent of the jobs require a specific skill, certification, or training beyond high school. The majority (59%) of employers report that they have internal training programs for jobs they consider to be skilled positions, while 32% reporting not having any sort of internal training programs. An interest to learn more about establishing their own or partnering with other organizations to establish an internal training program was expressed by 7.43% of the survey participants. The majority (56%) of the companies say that their positions require a college degree; while 44% say that none of their positions require a degree.

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Survey Highlights: Average Number of Open Positions and Filling the Open Positions

| Average Number of Open Positions | |
|---|--------|
| 1 to 5 | 64.41% |
| 6 to 10 | 6.78% |
| 11 to 20 | 5.65% |
| 21 to 30 | 2.26% |
| More than 30 | 0.56% |
| Other (NONE or ZERO) | 20.34% |
| Source: Umatilla County Skilled Workforce Study, Survey. Bower. 2016 | |

The majority of survey respondents report that they have on average between one and five open positions. Notable was that 20.34% reported that they generally do not have any openings. Employers depend largely upon word-of-mouth (84.18%) and referrals by current employees (68.99%) to fill open positions. 49.37% fill their positions by an internal posting system, while 61.39% also post jobs externally through newspaper, radio, and similar sources. 43.67% use the internet and social media sites to advertise positions.

The majority of open positions can be filled within 45 days (68.52%), and nearly 1/3 of open positions take between 16 and 30 days to fill.

Survey Highlights: About the Employees

38% of the companies report that the average length of service is between five and ten years, 29% report an average between one and five years, and 23% report an average between ten and twenty years.

63% estimate the average age of their workforce is between 36 and 50 years of age and 10% estimate their average age of workforce is between 51 and 65 years. During interviews, the majority of employers reported that they are concerned about being able to fill management and line supervisory positions after current employees retire. Also during interviews, less than one-half of the employers said that they were actively involved in succession planning to fill key positions of the middle-age to aging- population.

The top three reasons employees give their employers for choosing to leave an organization are: retirement, relocation outside the area, and obtain a better paying job elsewhere. Employers were asked to share all reasons they have been given over the last three years. All responses are noted below in order from most to least reported reasons employees tend to leave jobs.

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| Employee Reasons for Leaving a Job | |
|---|--------|
| Retirement | 43.90% |
| Move from the Area | 40.24% |
| Obtain a Better Paying Job | 39.02% |
| Involuntary Termination | 32.32% |
| Career Change | 32.32% |
| Other | 20.12% |
| More or Better Benefits | 19.51% |
| Employer Does Not Know | 3.05% |
| Source: Umatilla County Skilled Workforce Study, Survey. Bower. 2016 | |

Some employers expressed a concern that desirable candidates do not always accept job offers after the interview process. The most common reasons candidates expressed why they decline a job offer are: the pay was not competitive; the employee's spouse did not like something about the community, and the inability to find suitable housing. All responses are noted below in order from most to least reported reasons desirable candidates either declined a job offer or removed themselves from the interview process.

| Reasons for Declining a Job Offer or Removing Themselves from the Interview Process | |
|--|--------|
| Pay is not competitive | 26.14% |
| Spouse does not like something about community | 24.84% |
| Inability to find suitable housing | 17.65% |
| Spouse is unable to find work | 15.03% |
| Benefits are not satisfactory | 11.76% |
| Minimal or no opportunity for advancement | 11.76% |
| Concerns about a the school system | 4.58% |
| Source: Umatilla County Skilled Workforce Study, Survey. Bower. 2016 | |

The above information aligns with the fact that the majority (87%) of Umatilla County employers feel that community livability impacts their ability to attract and retain the most qualified people for their positions. Employers who reported an extensive new employee orientation process and those who reported a conscious effort to promote from within experienced fewer or no candidate withdrawals from the interview process. Also notable was the fact that employers who reported investing in informing candidates from outside the area about the lifestyle and opportunities unique to the area also experienced fewer or no withdrawals from the interview process.

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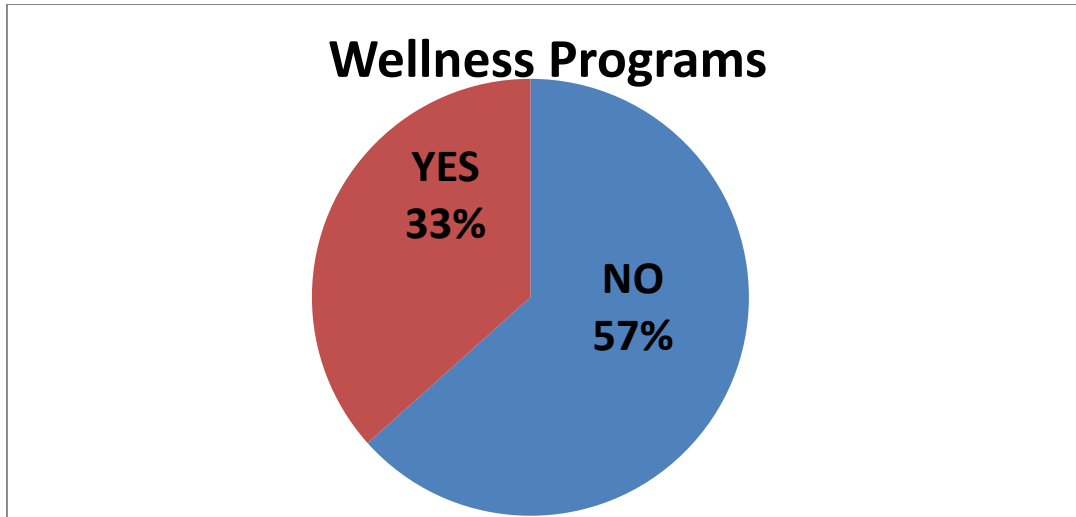
Survey Highlights: Benefits

The most common employee benefits as reported by employers are: competitive salary, health insurance, competitive amount of paid time off, retirement plan, and room for advancement and internal training/professional development opportunities. The majority (57%) of employers do not offer a wellness program, while 33% report that they do offer a wellness program. 15% reported that they might consider offering a wellness program if available or training about them was offered. All employer responses are noted below in order from most to least reported employee benefits currently offered by Umatilla County employers.

| Employee Benefits offered by Umatilla County Employers | |
|--|--------|
| Competitive Salary | 82.72% |
| Health Insurance | 67.90% |
| Competitive Amount of Paid Time Off | 64.20% |
| Retirement Plan | 63.58% |
| Internal Training and Professional Development | 51.23% |
| Room for Advancement | 49.68% |
| Comp Time or Flex Time | 45.68% |
| Reimbursement for Certifications, License, Bonding Required to Meet Industry Standards | 43.21% |
| Reimbursement for job-related education | 41.36% |
| Disability Insurance | 36.42% |
| Employee Assistance Program | 35.19% |
| Profit Sharing or Match Program | 27.78% |
| Other | 14.20% |
| Career Planning | 13.58% |
| Source: Umatilla County Skilled Workforce Study, Survey. Bower. 2016 | |

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Survey Highlights: Growth & Expansion



Source: Umatilla County Skilled Workforce Study, Survey. Bower. 2016

The study disproved the theory that availability of a skilled workforce has a significant impact on an employer's decision to expand both within and outside Umatilla County. Only 43.5% of survey participants report that workforce has in fact been considered before expanding and just 47% report that availability of workforce has not been a consideration before expanding. Further telling is that 32% report that they have expanded their operations beyond Umatilla County, but the majority of those which have expanded (58%) report that lack of a skilled workforce did not influence the decision to expand. Further research is advised to better understand the factors which promote and inhibit business growth within Umatilla County.

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Interview Highlights

Workforce Challenges Faced by Employers

During in-person interviews and focus groups, employers were asked to describe the most common frustrating workforce challenges. The most commonly heard are listed below with other less commonly heard challenges following in a paragraph.

| Top 5 Workforce Challenges |
|---|
| Candidates' inability to pass a drug test |
| Some people can make more money from government programs than from being employed |
| State of Oregon requirements for electrician apprenticeships is cumbersome |
| State of Oregon's lack of reciprocity for certified trades is costly |
| Evolving image of what work ethic looks like |
| Source: Umatilla County Skilled Workforce Study, Interviews. Bower. 2016 |

Workforce challenges also heard, but less frequently across the majority of industries include: poor attendance, low wages, minimal or no work history, unsatisfactory screening by employment agency, inappropriate attire, use of filters when communicating, inability to sign name in cursive, reliability and consistency of behavior and attitude, strong union presence within the County and perceived less than optimal relations between union and employers in Pendleton versus Hermiston, modest number of potential workers within a 30-mile radius, lack of team building skills, minimal personal ambition and/or willingness to take ownership, minimal life experience to demonstrate consistency, drive, self-discipline, communication, and ethical decision-making, employees within State prison system can relocate after just one year of employment, supervisor's inability to develop a relationship with employee leads to turnover, employees not from Umatilla County sometimes have difficulty integrating into their new community, inability or unwillingness of employees to adapt to automation and technology, and inadequate basic writing skills.

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Training Needs as Reported by Employers

During in-person interviews and focus groups, employers were asked to list the most common training needs of today's workforce. The most commonly heard training needs are listed below with other less commonly heard needs following in a paragraph.

| Top Training Needs Identified by Employers |
|---|
| Basic Math (cash handling, simple operations without a calculator) |
| Computer Readiness |
| Critical Thinking/Problem Solving |
| Supervision/Leadership Skills |
| General Office Skills (filing, alphabetizing, phone etiquette) |
| Customer Service Skills |
| English as a Second Language (ESL) |
| Communication Skills/Interpersonal Relations with Co-workers and Boss |
| Professionalism (dress, language, attitude) |
| Work Ethic |
| Source: Umatilla County Skilled Workforce Study, Interviews. Bower. 2016 |

Training needs also heard, but less frequently across the majority of industries include: inadequate interviewing skills making it difficult to assess an applicant's potential, ability to operate a fork lift, ability or willingness to show empathy or compassion for others, having a general understanding of agri-business, project management skills, proficiency with MS Word or MS Excel, ability to handle confidential information with care, being teachable, showing respect for self and others, demonstrating an intrinsic desire to do a good job, openness to change, understanding the importance of being compliant in a regulated industry, and ability to speak a foreign language-most commonly Spanish.

The most consistent and resounding message heard from employers was the need to have affordable employee training provided at times convenient to both employee and employer and to have courses such as ESL available on-site. Also frequently heard was the need for more local graduates from programs such as lab assistant, nursing, medical technologist, and dental assistant. Less frequently, but heard, was the need for a higher quality of training for the food processing, medical, agri-business, and auto mechanic industry. Some employers noted the need for more real world work experience and technology relevancy as part of the curriculum, specifically from regional higher education institutions.

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High Demand Skilled Occupations

During interviews and focus groups, Umatilla County employers were asked to share the positions in high demand as defined by difficulty in filling the position and/or increasing industry need. The most commonly heard high demand high skilled occupations as reported by employers are listed below.

| High Demand Skilled Occupations |
|--|
| Electricians, including Limited Maintenance Electricians (LME) |
| Mental Health Counselors (drug/alcohol, correctional counselor, family) |
| Medical Certificated Support (lab technician, nursing and medical assistant, diagnostic imaging technician, community health worker) |
| Mechanics (auto and farm equipment) |
| Commercial Truck Drivers |
| Value-Added Agriculture Technical Experts (irrigation specialist, water resource engineer, surveyor, soil scientist, agronomist, field foreman, farm foreman assistant, bio-mass industry specialists, programming logic control) |
| Computer Information Systems Support (database management, IT, trouble shooting, basic programming, customer support, logic, build/maintain websites, information security analysts) |
| Source: Umatilla County Skilled Workforce Study, Interviews. Bower. 2016 |

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In comparison, at a regional level, the following table indicates the top high demand skilled occupations in Umatilla and Morrow Counties combined, as reported by the Oregon Employment Department, Workforce and Economic Research Projections for 2012-2022.

| Skilled Occupations | Growth Projection (2012-2022) |
|---|-------------------------------|
| Physical Therapists | 35% |
| Health Technologists/Technicians | 33% |
| Chemical Technicians | 29% |
| Medical/Clinical Lab Technicians | 28% |
| Cost Estimators | 25% |
| Nursing Assistants | 24% |
| Source: Oregon Employment Department, Workforce and Economic Research High Demand Occupations, 2012-2022 | |

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The following table, at a state level, indicates the top five highest number of job openings for skilled positions in the State of Oregon, as reported by the Oregon Employment Department, Workforce and Economic Research for Post-secondary training for 2012-2022.

| Skilled Occupations | Average Annual Job Openings across Oregon |
|---|--|
| Truck Drivers, Heavy and Tractor-Trailer | 688 |
| Bookkeeping, Accounting, and Auditing Clerks | 664 |
| Nursing Assistants | 534 |
| Medical Assistants | 352 |
| Computer User Support Specialists | 309 |
| Source: Oregon Employment Department, Workforce and Economic Research Typical Entry Level Education: Postsecondary Training, 2012-2022 | |

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The following table, at a national level, indicates the top 10 in demand jobs and fastest growing occupations according to an article found on campusexplorer.com/college-advice-tips which references the U.S. Bureau of Labor Statistics.

| In Demand Jobs & Fastest Growing Occupations |
|---|
| Industrial-Organizational Psychologists |
| Interpreters & Translators |
| Diagnostic Medical Sonographers |
| Occupational Therapy Assistants |
| Genetic Counselors |
| Physical Therapy Assistants |
| Skincare Specialists |
| Physician Assistants |
| Information Security Analysts |
| Physical Therapists |
| Source: U.S. Bureau of Labor Statistics. Occupational Handbook, 2014-2015. Top 25 In Demand Jobs and Fastest Growing Occupations. www.campusexplorer.com/college-advice-tips |

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According to the State of Oregon Employment Department, those who have a two-year college degree or more education enjoy higher average hourly earnings and are less likely to experience unemployment.

| Education Pays | | |
|---|----------------------------|-------------------------|
| Percent Unemployed | Education Level | Average Hourly Earnings |
| 3.2% | Four-Year or Higher Degree | \$29.83 |
| 4.5% | Two-Year College Degree | \$19.80 |
| 6.0% | Some College, No Degree | \$18.53 |
| 6.0% | High School Diploma | \$16.70 |
| 9.0% | No High School Diploma | \$12.20 |
| Source: State of Oregon Employment Department, www.QualityInfo.org. RS PUB 144 (0315) | | |

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Interview Highlights

Employer Best Practices

During interviews and focus groups, Umatilla County employers were asked to describe what they do that they feel most contributes to them being an employer-of-choice. Dr. John Sullivan, HR expert and Professor of Business Management at San Francisco State University, sees EOC as a "conscious corporate-wide employment strategy designed to re-make a company image as 'a great place to work'." The most commonly reported internal actions which are also considered to be best practices by the Society of Human Resource Management are listed below.

Umatilla County Employer Best Practices

Tuition Reimbursement and/or Opportunity for Employee to Work Off Amount
Owed for Educational Expenses

Internal Professional Development Program

Comprehensive New Employee Orientation Process

Job Descriptions with Minimum Qualifications for Every Position

Salary Increase or Bonus for Ability to Speak Multiple Languages

Pre-Employment Assessments

Behavioral Interviewing

Source: Umatilla County Skilled Workforce Study, Interviews. Bower. 2016

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Workforce Development

Definition

Workforce development is considered an economic development approach intended to enhance a region's economic stability by focusing on people. Over time workforce development has evolved from a problem-focused approach, focusing on issues involving low-skilled workers or the need for more workers in a particular industry; to a more holistic approach which considers the multi-skill levels within the workforce and the barriers to entry and overall needs of business and industry in a particular region.

Workforce development has historically taken two approaches placed-based strategies focused on the needs of people living in a designated area, or a sector-based approach focused on aligning skills to the needs of an industry which already exists in the region.

Best practices for workforce development, regardless of approach, have been established in the United States. The most successful and sustainably effective workforce development initiatives have a strong network of ties within the community and those responsible are able to respond quickly to changes and needs in the region served. In addition, the best workforce development initiatives actively involve employers across a variety of industries within the region. Workforce development is a human resources strategy which is most effective when the employers and public entities such as school systems, governments, and a network of other human service or community development stakeholders work collaboratively to address the workforce needs of a region.

Common threads have been identified by economic development experts in creating the most successful conditions for workforce development programs to be effective. The common threads are 1- pre-assessment of community needs, 2-connection with employers, and 3-adaptability.

An industry standard of measurement to evaluate workforce development programs is to assess the strength and number of ties with employers during the build-phase of the program in addition to a dynamic effort which continually assess the employers' needs. In an article in Economic Development Quarterly, author Robert Giloth states "employer leadership is key to long-term reform of workforce development systems." The need for a relationship and a mechanism to share information between workforce development initiatives and community stakeholders and non-profit organizations is critical to the success of workforce development efforts.

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Workforce Development Resources Serving Umatilla County

Existing Resources

A focus group was held at the Work Source Oregon/Employment Department serving Umatilla County. The purpose of the meeting was to inform this study about the resources currently available to employers and people looking for a job. Organizations represented include: Work Source Oregon, Capeco, Oregon Employment Department, Blue Mountain Community College, and the Confederated Tribes of the Umatilla Indian Reservation-Vocational Rehabilitation Program. These public-funded entities work collaboratively to serve job seekers and employers by providing information, consultation, training, career-readiness assessments, resources, and more. The location is equipped with computers, meeting rooms, internet, hard copy resources, and areas equipped for training. The reader is encouraged to visit the websites or obtain printed material at 408 SE 7th Street.

Oregon's Labor Force Participation

Article Highlights

A State of Oregon Employment Department 2014 article entitled "Oregon's Falling Labor Force Participation: A Story of Baby Boomer, Youth, and the Great Recession" offers findings of interest which are applicable to Umatilla County's workforce availability challenge. The highlights of the article are listed below to provide insight and to inform this study. The labor force participation rate is defined as the percentage of the population ages 16 and older who is employed or unemployed. The author defines unemployed as "people who do not have a job, have actively looked for work in the prior four weeks, and are currently available for work."

- Oregon's labor force participation rate peaked at 68.9% in 1998 and declined to 61.4% in 2013.
- The aging of Oregon's population explains roughly half of the decline in Oregon's labor force participation rate since 2000.
- Oregon's older population (ages 55 and above) is the only age group projected to have a growing labor force participation rate through 2022.
- Labor force participation rates among Oregon's youth and young adults (ages 16 to 24) and prime working age group (ages 25 to 54) are projected to decline through 2022. The sharpest decline will occur among Oregon's teenage population.
- Across Oregon's counties there is a fairly strong correlation between high unemployment rates and low labor force participation rates. In addition, many counties with high unemployment rates are rural counties that also have older populations. Both of the factors-high unemployment and an older population-contribute to lower labor force participation rates.
- Declining labor force participation rates is not unique to Oregon.

Source: Oregon's Falling Labor Force Participation: A Store of Baby Boomers, Youth, and the Great Recession. Oregon Employment Department Workforce and Economic Research Division. Nick Beleiciks. July 2014.

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Workforce as a Constraint to Economic Development in Umatilla County

Top Concern among Business and Industry

Workforce development-related constraints to economic development were identified by The Greater Eastern Oregon Development Corporation in 2014. Workforce constraints listed in a Comprehensive Economic Development Strategy 2014-2019 publication include the following: 1-a decline in workforce, 2-lack of entrepreneurial development and support services, and 3-educational attainment. Separate interviews with Steve Chrisman, City of Pendleton, Economic Director and Mark Morgan, City of Hermiston Assistant City Manager affirmed that potential investors and employers considering relocation or expansion in Umatilla County consider availability and quality of a skilled workforce as a major area of concern. Similarly, separate interviews with Melisa Drugge and Scott Fairley, both of Business Oregon, also affirm that a top concern for prospects considering investment in Umatilla County involves workforce concerns. In a recent meeting, State Representative Greg Smith, stated “workforce is the number one economic development challenge in rural Oregon.”

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Recommendations

During interviews and focus groups, employers were asked what they thought could be done to enhance both the quality and the quantity of a skilled workforce in Umatilla County. In addition, a literature review for community workforce development best practices, and an interview of the Oregon Department of Employment and Work Source Oregon was conducted to further generate potential recommendations.

The following list represents the top recommendations as determined by frequency heard from employers, validated efficacy by Work Source Oregon and the Oregon Employment Department, and/or supported by established best practices. The recommendations will be shared with the two entities who commissioned this study, Blue Mountain Community College and Umatilla County Board of Commissioners; as well as with community members and stakeholders. This study and the recommendations it includes will be widely shared and available on both the Blue Mountain Community College and Umatilla County websites. Those responsible for the study are hopeful that interested stakeholders will consider collaborating to follow these and/or other recommendations not yet discussed; but inspired by the information presented in this study.

| Recommendations |
|---|
| Pursue State of Oregon Reciprocity for Certificated Trades |
| Work with State of Oregon Apprenticeship Accreditation Boards to Simplify the Process for Electricians |
| Develop a Collaborative Effort to Promote Career Technical Education (CTE) by Connecting Students with Employers and Trades |
| Take Steps to Ensure that Umatilla County Achieves a Work Ready Designation |
| Promote the Region to Encourage People to Live, Work, and Play Here |
| Source: Umatilla County Skilled Workforce Study, Interviews. Bower. 2016 |

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Work Source Oregon. www.worksourceoregon.org

Blue Mountain Community College Jobs Program

Oregon Department of Employment

Capeco

CTUIR Vocational Rehabilitation

National Career Readiness Certificate, Oregon Job Seeker Guide

ACT Work Ready Communities. <http://www.workreadycommunities.org/OR/059>

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Portland State University, various.

Contact

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