



FLORIDA 2030

FLORIDA CHAMBER FOUNDATION

EMPLOYABILITY SKILLS FRAMEWORK

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EMPLOYABILITY SKILLS FRAMEWORK

Defining and Integrating Employability Skills

This framework focuses on the 2030 goal that 80% of working adults have employability skills included in **Florida 2030: The Blueprint to Secure Florida's Future**. This report builds on the Chamber Foundation's 50-year history of conducting forward-looking research as it offers a strategic blueprint for achieving Florida's potential. It defines goals and strategies to guide private, public and civic partners as they work together to shape Florida's economic future. In this spirit of collaboration, we invite you to work with us as we continue building strategies and recommendations to ensure that the state reaches the goal of 80% workforce attainment in employability skills. We welcome your involvement in this project by sharing your feedback on this report as well as your insights and best practices to support the goal.

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FLORIDA 2030

THE BLUEPRINT TO SECURE FLORIDA'S FUTURE

IMPROVING FLORIDA'S TALENT PIPELINE TO PREPARE A GLOBALLY COMPETITIVE WORKFORCE

The increasingly competitive global economy is a signal that talent is worldwide. Florida, by the sheer magnitude of its population and economy, is already positioned as a global competitor. If it were a country, Florida would be the 17th largest economy in the world, and the 58th most populous as of 2018. Florida's \$1.0 trillion economy is the fourth largest in the United States. With a population of more than 21 million, including 10 million workers, Florida is the third-largest state and workforce in the nation.

Floridians celebrate that the state's unemployment rates are low, and its economy is growing. However, taking a closer look at the state's workers, there are opportunities for improvement. At \$49,417 in 2018, Florida's per capita personal income was ranked 26th in the nation. Still, while the state boasts lower than average unemployment rates, employers note that there is a misalignment between the jobs available and workers' skills and competencies. Talent, therefore, is becoming a key driver of business effectiveness and growth. Industry leaders are increasingly ranking talent as the most important asset when considering moving into a state or region.

Focusing on talent development is critical as Florida continues to grow at a time of unprecedented and unpredictable changes in the world of work. By 2030, Florida will be home to 26 million residents with one of the most diverse populations in the world. Workplace innovations or "disruptions" including technological advances, automation and globalization are affecting every industry and community and anticipated to exacerbate skills gaps between workers and jobs in the future.

As Florida sets a goal to be the national leader in workforce education, an intentional focus on equipping workers with the technical skills for the job as well as the higher level thinking and reasoning "employability" skills that workers need to be successful in the 21st century workforce will ensure Florida is positioned as a hub, to attract and retain a greater share of global talent in the coming years.

"A knowledgeable and skilled workforce is essential for future economic growth..."

Gov. Ron DeSantis, Executive Order Number 19-31 (Charting a Course for Florida to Become Number 1 in the Nation in Workforce Education by 2030 and Ensuring Florida Students are Prepared for the Jobs of the Future).

GOAL: Florida
#1 in Talent



CURRENTLY: Florida ranked
#20 in the nation
post-secondary attainment
(Lumina Stronger Nation Report)



2030 GOAL:
80%
of working adults have
employability skills by 2030



EMPLOYABILITY SKILLS FRAMEWORK

FUTURE-PROOF: Employability skills are universally valuable work competencies that are essential to adapting to shifting demands within and between careers. These future proof skills remain constant and transferable in the changing workforce because they are comprised of a set of key personal attributes which are highly valued in the workplace. Unlike professional and technical expertise, these employability skills are general in nature, rather than job-specific, and are common to all work roles across industry types. These include high order thinking and cognitive skills along with interpersonal skills that include creativity and an entrepreneurial mindset. Employers will often note that employees lack core skills of communication, collaboration among team members, critical thinking and problem solving which are all linked to workforce skills that combine interpersonal skills. These foundational skills may be much more subjective because they are dependent on an employee's ability to apply them and contextualize them in the workplace. The transferability of these skills from one occupation or industry sector to another allows for an employee to remain employed even when their sector has been impacted by technological disruption. Automation, robotics, information, and the power of the internet are disrupting current jobs and creating new ones. The future of work includes a departure from traditional establishments to more on demand work opportunities making employability skills a premium for individuals.

While we cannot predict what jobs will exist in the future knowledge economy, we can predict that employability skills are future proof. A critical component to having a skilled workforce is ensuring that these foundational skills are integrated in every aspect of knowledge acquisition. It will require the adoption of an industry validated framework, a set of strategies that combine both formal education pathways as well on-demand training models and the expansion of work-based learning opportunities.

THE FRAMEWORK. As Florida sets a goal of being number one in talent to meet the demands of industry and strengthen its future economic growth, the state will have to focus on both the technical or “hard” skills and employability or “soft” skills of its workforce pipeline. This framework focuses on the employability skills goal in the **Florida Jobs 2030 Report: A Blueprint for the Future**, which outlined several goals to improve Florida's talent pipeline for a better workforce. The first goal is 80% of working adults possess essential employability skills, which include critical thinking, interpersonal, digital literacy, communication and general interpersonal skills such as working in teams to accomplish a project. Employers are seeing a shortage of qualified applicants that demonstrate mastery of these skills.

The objective of this framework is to inform how Florida can integrate employability skills into career pathways, certificates and degrees to enhance the state's talent or human capital pipeline. Florida has a strong foundation and accountability for education and serves as a national model for K-12 reform and higher education excellence. High school graduation rates are at an all-time high, and higher education systems rank first in the nation. The state has aligned policies and incentives to accountability, which has led to increased educational attainment at all levels. Florida's strong K-12 system, world-class colleges and universities and employer-based training programs are part of a robust ecosystem that prepares citizens for work and provides opportunities for life-long learning when individuals need to re-tool or upskill for the next career. Embedding employability skills into current education and training delivery models will ensure Florida's workers are adaptable and resilient to jobs in 2030.

For a copy of the Florida Chamber Foundation *Florida Jobs 2030 Report*, visit FloridaChamber.com

FLORIDA SKILLS GAP AND JOB VACANCY REPORT

The Florida Skills Gap and Job Vacancy Report provides a data-driven approach to identify skills gaps statewide in Florida's local labor markets.

The report is based on data collected in a survey conducted by CareerSource Florida, in partnership with the Department of Economic Opportunity, that was designed to assess skills gaps and job vacancies, and the accompanying attributes of the vacancies.



While there is no single definition of a skills gap, a skills gap is generally considered to be the difference in the skills required or desired for a job

by an employer and the actual skills and capabilities of the available workforce. Employers reported skills gaps in applicants applying for jobs that included both soft skills (also known as employability skills) and hard skills. The soft skills gaps included reliability and time management, communication, leadership, and problem solving. The hard skills included math, information technology and research, workplace safety, and tools use. The report recommends upgrading employee skills to ensure Florida's workers are more competitive, this will lead to enhanced job retention rates, career advancement, and broader career pathways.

As technology continues to advance and automation changes the world of work, strong employability skills will enable the state to position itself as a talent hub for both new and incumbent workers.

GROWING SECTORS FOR FLORIDA

The Florida Chamber Foundation conducted an in-depth analysis of the state's 21st-century jobs, *Florida Jobs 2030*, to ensure Florida leverages the strategic opportunity to prepare for shifts in the workforce and secure the talent needed to meet industry demands.

Together, aerospace and aviation, health care and life sciences, manufacturing, logistics and distribution, and financial and professional services represent 30 percent of Florida's jobs and over 40 percent of the gross state product. Strong middle-skill and entry-level opportunities exist within each of the five clusters. Furthermore, the projected gaps between anticipated number of workers available to fill positions and industry demand represent opportunities to diversify the workforce while helping more Floridians prepare for and enter high-demand occupations with strong career pathways.

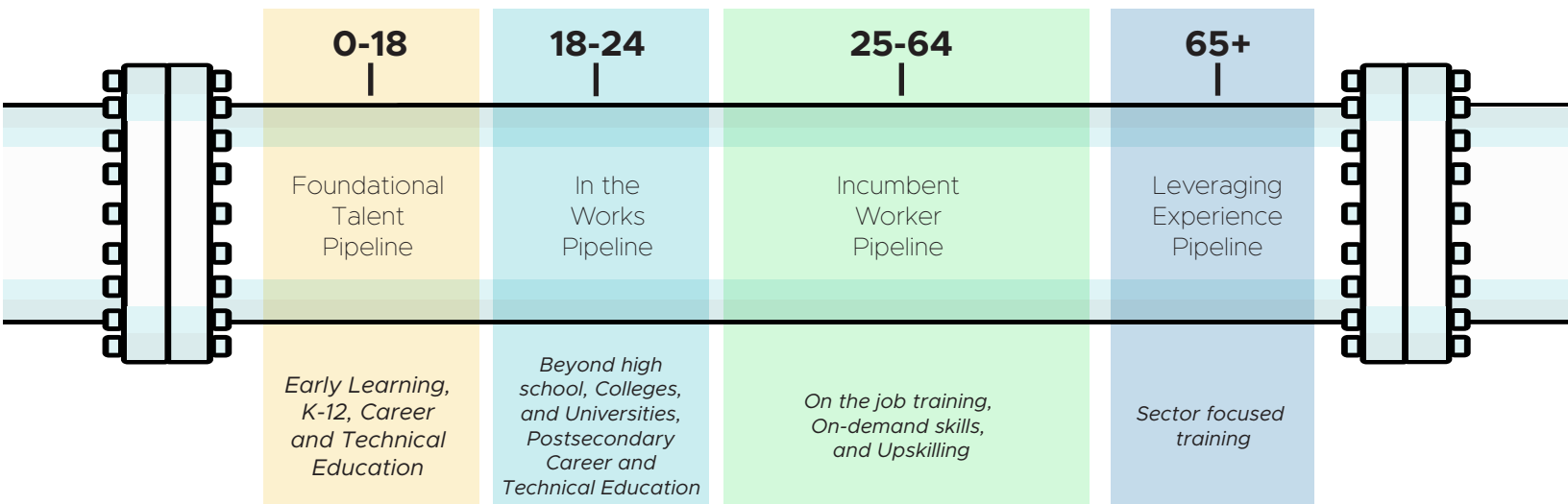
To prepare for projected shifts in Florida's labor market and the changing landscape of skills required for 21st-century jobs, the *Florida Jobs 2030* report also highlights five core recommendations for policymakers, educators, and Florida's business community:

- Deepen and expand cross-sector collaboration.
- Foster opportunities for targeted skills development that is responsive to economic shifts.
- Improve statewide career awareness and counseling.
- Streamline transitions between high school, postsecondary, and workforce and create a more seamless pipeline between education and the workforce.
- Adopt a data-driven approach to meeting Florida's needs for a 21st century workforce.

HUMAN CAPITAL PIPELINE

TALENT SUPPLY & EDUCATION

THE OPPORTUNITY: Align education, training, and lifelong learning to a diverse workforce that is adaptable to industry demand.



Potential Strategies to strengthen and prepare the talent pipeline in 0-18

- 100% of children are ready for kindergarten
- 100% of Florida 3rd graders read at or above grade level
- 100% of Florida 8th graders read and perform math at or above grade level
- Embedding employability skills throughout Florida's K-12 standards
- Increasing work-based learning opportunities for students

Potential strategies to advance talent development and pipeline beyond high school

- Ensure education and training address and validate skill and competency needs and attainment
- Improve career awareness and mapping
- Engage business leaders to provide internship opportunities
- Expand apprenticeship programs and other work-based learning opportunities
- Strengthen curriculum options to ensure graduates are prepared with competencies necessary for employment

Potential strategies to advance employability skills through business and policy

- Provide tuition reimbursement for workers
- Consider alternative hiring pathways (i.e. pre-apprenticeship programs)
- Support just-in-time on-demand retooling opportunities for workers (i.e. bootcamps)
- Identify labor market demands and align production, especially in middle skills occupations, by region and sector

LEARNING PROVIDERS can better advise students on technical skills acquisition and develop innovative and interdisciplinary problem-based learning (PBL) curricula that effectively foster human skills like critical thinking, choice-making and judgment, and collaboration.

LEARNERS pursuing a liberal arts education can seek out career-oriented learning opportunities to cultivate technical skills that augment and apply their human skills, such as earning a minor or certificate in career-oriented programs or completing bootcamps that provide last-mile training. They should also embrace work-based learning opportunities such as internships, apprenticeships, mentorships, co-ops, and experiential learning programs.

EMPLOYERS can more effectively articulate the human and technical skills they are seeking, utilize skills-based hiring, and reimagine on-the-job training to cultivate workers' uniquely human skills.

ENTREPRENEURS have a greenfield opportunity ahead to fill a massive void in the workforce tech marketplace—to innovate and build robust ways of measuring and harnessing human potential no matter where learners are in their work lives.

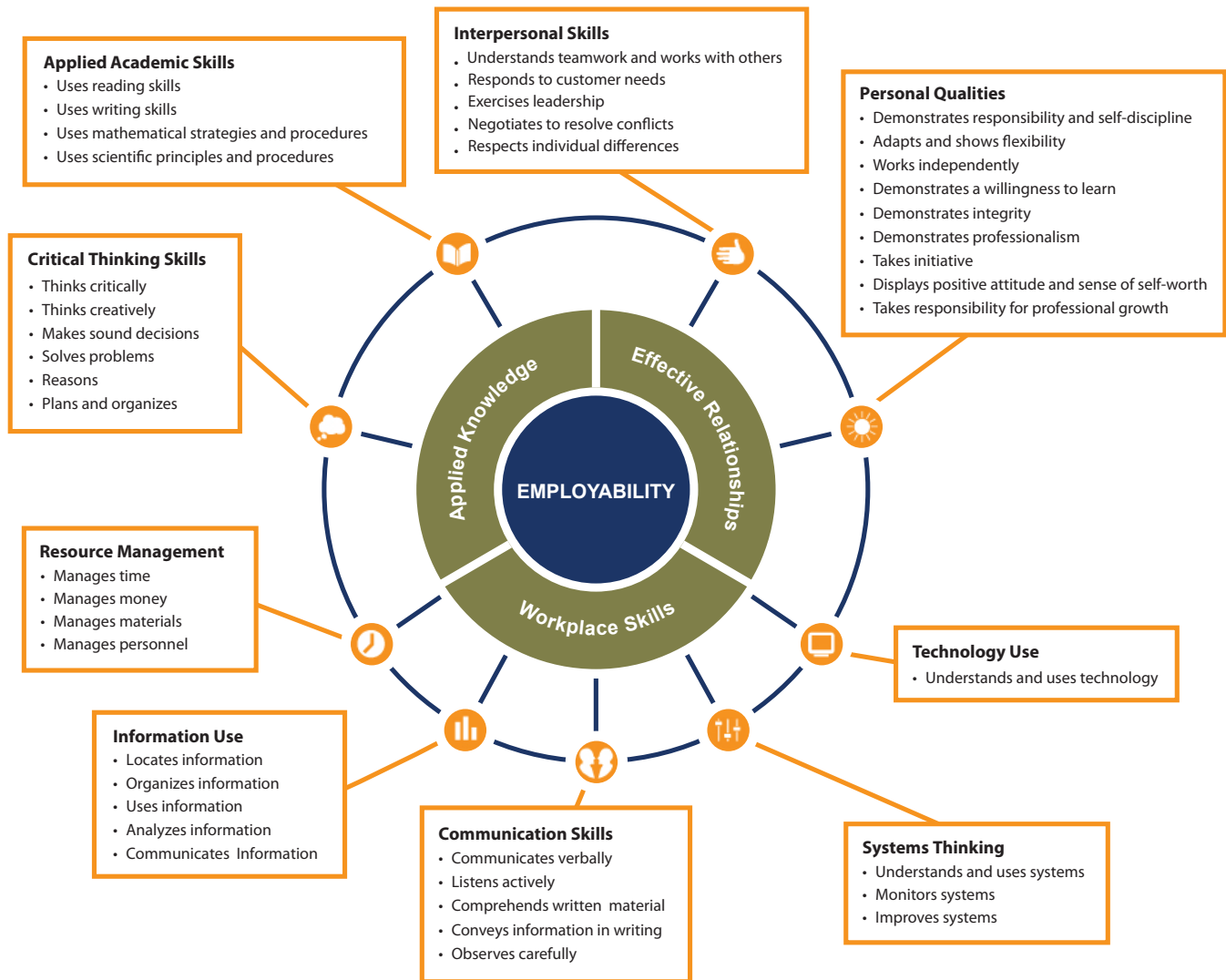
POLICYMAKERS can create new incentives centered on the cultivation of human skills and invest in a Rosetta Stone for skills: data systems and a common framework that learners, learning providers, entrepreneurs, and employers can utilize.

Source: Strada Institute for the Future of Work, Human + Skills Report

EMPLOYABILITY SKILLS FRAMEWORK

Employability Skills: A Crucial Component of College and Career Readiness

Individuals require many skills to be college and career ready, including academic knowledge, technical expertise, and a set of general, cross-cutting abilities called “employability skills.”



Common Framework for Employability Skills

The Employability Skills Framework advances a unifying set of skills that cuts across the workforce development and education sectors based on an inventory of existing employability skills standards and assessments.

The Employability Skills Framework was developed as part of the Support for States Employability Standards in Career and Technical Education (CTE) and Adult Education project, an initiative of the Office of Career, Technical, and Adult Education, U.S. Department of Education. Framework development was guided by CTE, adult education, workforce development and business organizations, and twelve federal agencies.

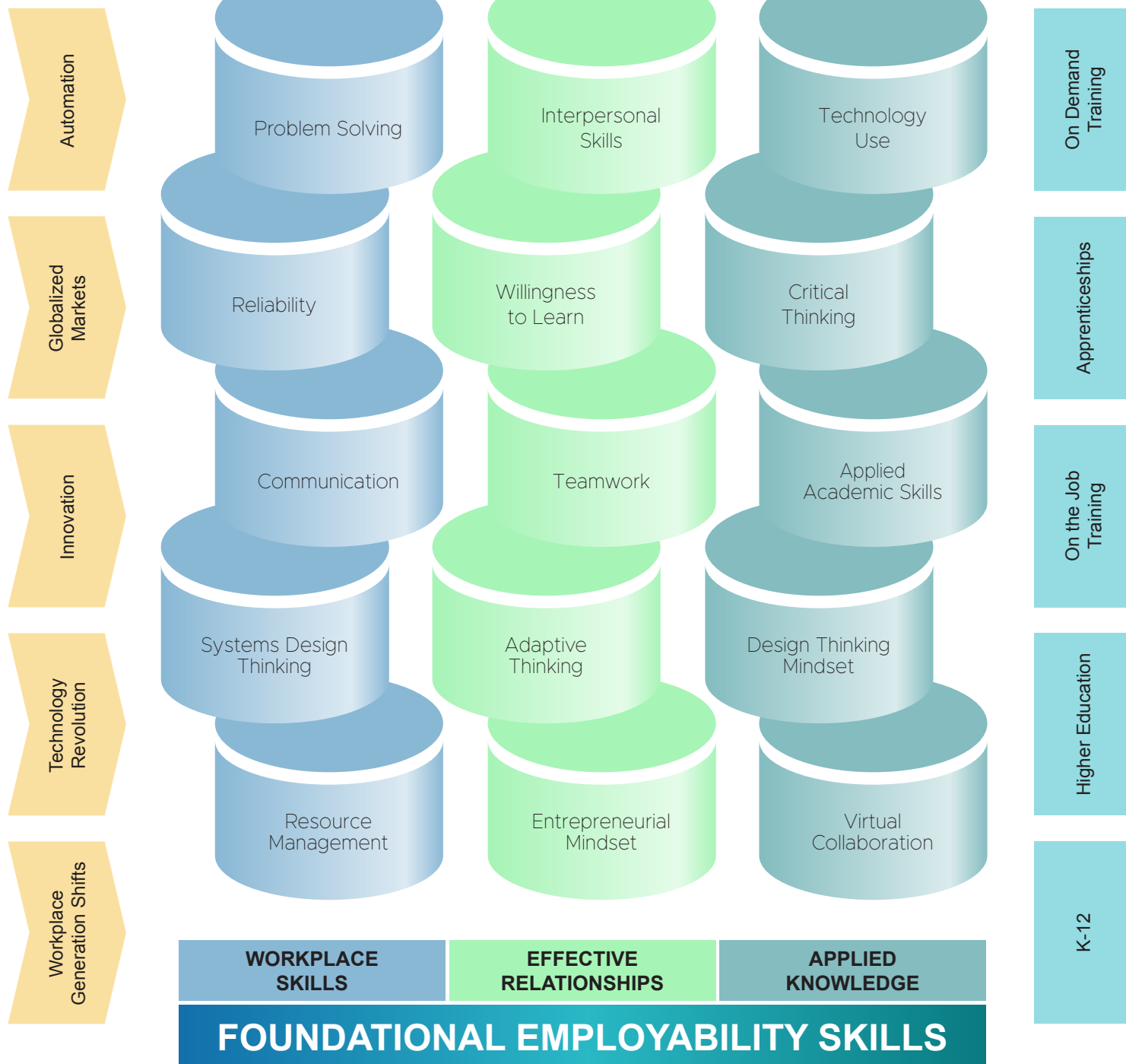
<http://cte.ed.gov/employabilityskills>

FUTURE OF WORK

The future of work in the next decade will have enormous disruption as a result of automation, globalizing markets, technology, and workplace generational shifts. The key to remaining competitive in this time of disruption is creating the talent pipeline that integrates both technical and soft skills in all aspects of training. The acquisition of these skills will require innovative approaches and delivery models. While K-12 and higher education are the primary delivery models of a formal education, the path to career skills will include programs that provide work-based learning such as apprenticeship training programs, employer-based training programs, and leveraging technology to create on demand training programs.

DISRUPTION FACTORS

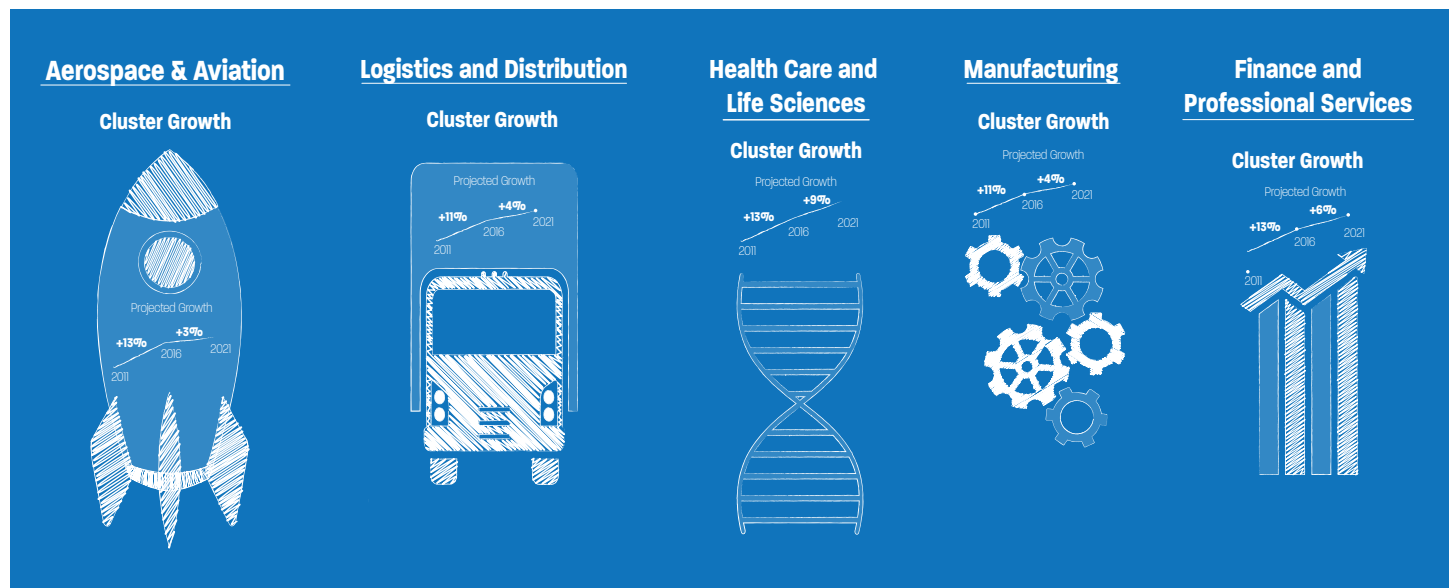
DELIVERY MODELS



ADVANCING EMPLOYABILITY SKILLS

While Florida has historically boasted strong agricultural, tourism, and construction sectors that serve as anchors for the state's workforce, in recent years the state has seen growth in five of Florida's eight targeted industry sectors. The *Florida Jobs 2030* report highlights an analysis of and current projections for jobs within these five clusters.

Together, aerospace and aviation; health care and life sciences; manufacturing; logistics and distribution; and financial and professional services represent 30 percent of Florida's jobs and over 40 percent of the gross state product.



STRATEGIES TO INTEGRATE EMPLOYABILITY SKILLS IN FLORIDA'S TALENT PIPELINE

- Engage partners in the creation of talent pipelines and career pathways that include workplace, effective relationships and applied knowledge skills required for the future of work.
- Embed employability skills into industry certifications, high quality certificates and technical training that align to regional industry needs.
- Build strong education-to-employment pathways that impart employability skills through work-based learning and internship opportunities.
- Measure and assess the integration of employability skills into academic and training programs and assessments.
- Leverage technology to provide on-demand and on-the-job training to incumbent workers to enhance their skills.
- Expand competency-based delivery models to accelerate the acquisition of foundational skills.

PROGRAM HIGHLIGHTS

FINANCIAL AND PROFESSIONAL SERVICES: YEAR UP

Year Up is an organization serving young adults, primarily from low-income communities that have not progressed beyond high school. The program is comprised of two phases – learning and development – as well as an internship. The program is focused on integrating technical and intensive employability skills to prepare students for an internship working in the offices of corporate partners including Salesforce, Microsoft and JP Morgan Chase that allows interns to apply their classroom learning in a work-setting.



AVIATION: BOEING AND WORKKEYS

The WorkKeys employment system (ACT) is an example of a system that is designed as an employer hiring tool, defining skill levels with curriculum, assessments, job analysis and validation. The system consists of 12 tests covering foundational skills and soft skills. The job analysis component provides a standardized framework for documenting the job alignment, validity and EEOC compliance for a specific position. The National Career Readiness Certificate employs the three most popular assessments to create a simple credential for the most essential applied academic employability skills.



MANUFACTURING: THE NATIONAL ASSOCIATION OF MANUFACTURERS' MANUFACTURING INSTITUTE

The Institute has created an ecosystem for awarding skills certifications for employability and industry sector skills. The system is designed to allow individuals to move up a career ladder and/or to make lateral movements while recognizing skills attained in education or throughout his or her career. Instead of creating a single database of specific skills, the system uses resources from various affiliates to assemble the total certification system. The use of industry-recognized certification partners provides a high level of portability to the endorsed credentials.



THE U.S. CHAMBER OF COMMERCE FOUNDATION TALENT PIPELINE MANAGEMENT®

(TPM) initiative is a workforce strategy for our time that can meet the needs of today's changing business environment. The TPM Academy® builds on this foundation to train state and local leaders, business associations, employers, and economic development agencies to drive partnerships with their education and training providers based on need.



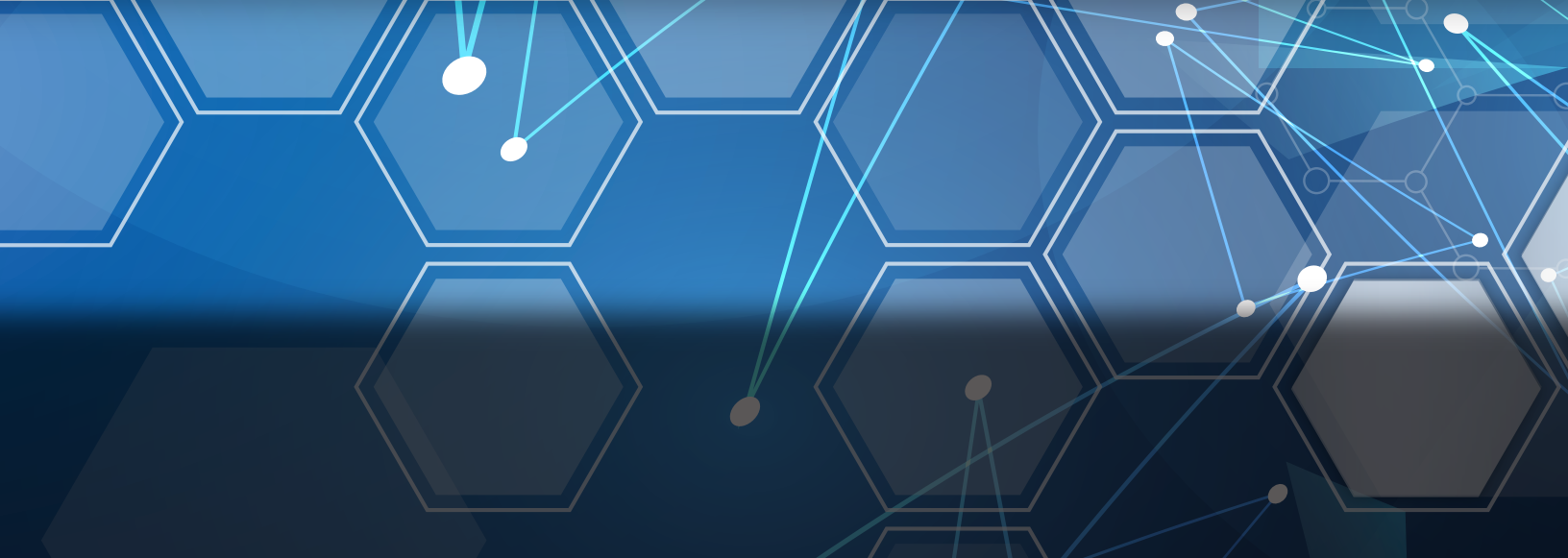
TO SUBMIT OTHER PROGRAM HIGHLIGHTS: TONY@FL2030.ORG

NEXT STEPS

1. Establish a transformative model to build state and regional talent pipelines, that addresses skill gaps and creates meaningful career pathways for a range of workers with varying skillsets.
2. Develop and implement sector strategies that are demand driven and industry sector-focused and engage "talent pipeline contributors" and employers.
3. Connect all partners, including chambers, economic development, workforce, education and employers, in creating talent pipelines for critical growth industries and strengthening employability skills for incoming and incumbent employees.
4. Develop, in partnership with employers, programs that support the creation of diverse talent pipelines. (i.e. pre-apprenticeships, apprenticeships, customized training, on the job training)
5. Develop advocacy policies that incentivize investments in talent pipeline programs that include both hard (technical and academic) and soft skills (employability skills).



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