

# UnidosUS Labor Market Summary Report

MIAMI-DADE COUNTY  
TRADE & LOGISTICS / BANKING & FINANCE

**AUGUST 2020**



## Table of Contents

Report Information .....	1
I. Focus Groups & Interviews.....	2
II. Summary & Trends .....	5
III. Identify Next Steps from a Local UnidosUS Affiliate – Centro Campesino .....	10
IV. Potential Changes to Workforce Programs.....	13
V. How UnidosUS can support Centro Campesino in their Program Implementation.....	15
Appendix A: Focus Group Flyers .....	18
Appendix B: Compiled Focus Group and Interview Notes (Summarized).....	19



## *Report Contact Information*

**Agency:** Centro Campesino  
**Contact Name:** John Martinez  
**Contact Title:** Executive Director  
**Contact Email:** JMartinez@CCFCFL.org  
**Contact Phone:** (305) 245-7738  
**Date Completed:** August 31, 2020

**Research Contact:**  
FIU Jorge M. Pérez Metropolitan Center  
**Contact Name:** Helen Roldan, MPA  
**Contact Title:** Research and Outreach  
Coordinator  
**Contact Email:** Hroldan@fiu.edu  
**Contact Phone:** (305)439-8423

## *Labor Research Grantee*

The Centro Campesino Farmworker Center (DBA: Centro Campesino), a South Florida based Community Development Corporation, was awarded a grant to conduct a local Miami Dade County Labor Market Research Project by UnidosUS, as part of an analysis of eight major markets with a high population of Latino workers. Centro Campesino contracted with the Florida International University's Jorge M. Pérez Metropolitan Center to conduct the study. Centro Campesino identified businesses that met the qualifying participating factors and responded to UnidosUS questions that relate to the grantee's next steps, workforce program changes, and identified support from UnidosUS. The FIU Metropolitan Center conducted the Labor Market Research Project including but not limited to ensuring that a sufficient number of eligible business participated, managed the focus groups, conducted individual business interviews, composed and finalized the report.

## *Focus Group & Interview Participant Demographics*

This study included 13 organizations surveyed in two focus group sessions and three individual interviews. Participants included members of the trade, logistics, banking, and finance sectors, as well as small businesses. Focus groups and interviews were conducted via zoom and phone call. There were eight female participants and five male participants. Job occupations from participants included: managers, chief financial officers, human resource directors, vice presidents, and executive officers.

## *Methodology*

Participants were asked a series of questions provided by UnidosUS for this study. Additional questions were created by the FIU Jorge M. Pérez Metropolitan Center team to further delve into specific skills sets and the impacts on industries related to COVID-19. Responses across the focus groups and interviews were compiled and analyzed by the research team at the FIU Jorge M. Pérez Metropolitan Center, in which key themes were explored.

# I. Focus Groups & Interviews





**Focus Group 1:** August 4, 2020  
**Industries:** **Logistics, Trade, and Banking**

<b>Organization Type</b>	<b>Industry</b>	<b>Title of the Individual</b>	<b># of Employees</b>
Tech Distributor	Logistics/Trade	Manager	101-250
Flower Distributor	Logistics/Trade	Chief Financial Officer	101-250
Local Electronics Distributor	Logistics/Trade	Manager	40-50
Community Bank	Banking/Finance	Director of Human Resources	101-250
Auto Parts Distributor	Logistics/Trade	Chief Financial Officer	101-250

**Focus Group 2:** August 6, 2020  
**Industries:** **Logistics, Trade, Finance**

<b>Organization Type</b>	<b>Industry</b>	<b>Title of the Individual</b>	<b># of Employees</b>
National Flower Distributor	Trade	Operations Manager	251-500
Lending Partner	Finance	Vice President	40-50
Insurance Company	Finance	Talent Acquisition Specialist	1000+
HVAC and Refrigeration International Distributor	Logistics/Trade	Manager	40-50
Auto Parts Distributor	Logistics/Trade	Vice President	101-250

**Interview 1: August 6, 2020**

**Banking/Finance**

<b>Organization Type</b>	<b>Industry</b>	<b>Title of the Individual</b>	<b># of Employees</b>
Small Lending Bank	Banking/Finance	Vice President	40-50

**Interview 2: August 18, 2020**

**Banking/Finance**

<b>Organization Type</b>	<b>Industry</b>	<b>Title of the Individual</b>	<b># of Employees</b>
Large National Bank	Banking/Finance	Region Bank President	2000+

**Interview 3: August 21, 2020**

**Banking/Finance**

<b>Name of the Organization</b>	<b>Industry</b>	<b>Title of the Individual</b>	<b># of Employees</b>
Large National Bank	Banking/Finance	Director of Human Resources	1500+

## II. Summary & Trends



## Summary & Trends

Qualitative analysis of the two focus group sessions and the three individual interviews revealed an evolving South Florida workforce landscape. This includes acceleration of ongoing trends — such as digitization and technological advances — as well as the alteration of hiring needs and practices due to COVID-19. The main findings across the groups interviewed are related to:

- Shifts due to the Pandemic
- Skills Gaps
- Economic Ramifications from COVID-19
- Assistance from Nonprofit Organizations

### a) **Shifts due to the Pandemic**

In order to understand the influence of COVID-19 on both the Trade/Logistics community and the Banking/Finance community, the conversations began with a question of the operational changes organizations have experienced due to COVID-19. Across focus groups and interviews, participants experienced similar changes in their respective industries: working from home, buying new software and tools, social distancing measures, and new health policies. Most organizations interviewed were deemed essential businesses, while some smaller-scale businesses and organizations were not. Among those that closed at the start of the pandemic include offices for large nationwide banks, a local small lending bank, and a tech distributor. Warehousing operations remained open in the Trade/Logistics sector, with some organizations altering their sanitizing methods, shift arrangements, and employee responsibilities in order to adapt to public health needs. The risk of one employee's positive COVID-19 diagnosis poses a challenge to continued warehouse operation, which in turn could damage the financial stability of businesses. In fact, one organization in the Trade/Logistics sector explained they have had to close and re-open several times due to employees getting sick. As a result, they have expanded their hours of operation and shift schedules to accommodate employee safety. This has allowed them to increase social distancing and limit employees from touching surfaces.

Some white-collar employees — such as those in finance and banking, as well as non-warehouse employees in trade and logistics — shared that they worked from home for all or part of the time since the pandemic began in March, though they noted that counterparts who are client-facing (for banks) and warehouse employees were still working on-site. Participants mentioned the need to adapt to online meetings and communication, virtual supervision of employees, and changes in software needs. Some participants noted an age gap in digital fluency, with additional training needed for certain tasks such as using Zoom software, cameras, Microsoft Teams, among others. This was particularly evident for older adults. One male participant, a manager at a flower distributor company, noted: "There's already a skills gap with the older generation on some technical things. When we started working from home...that became more noticeable."



The challenges of supervising employees remotely — and maintaining stringent productivity standards — meant an increased emphasis on performance metrics for some participants (i.e., call statistics for sales employees). While these metrics were already observed, their role as a layer of accountability holds increased importance without in-person communication. One participant, a female talent acquisition specialist at a regional bank, noted that the emphasis on digital communication meant increased collaboration among employees at her organization. By incorporating software such as Microsoft Teams into their day-to-day work, it has facilitated cooperative work and attempts to mimic the effects of casual office conversation and sharing of ideas. In her organization, productivity has increased, and workers have expressed that they enjoy the flexibility that working from home offers.

While the pivot to remote work posed an operational barrier to organizations across industries, most participants expressed that working from home has been a positive shift for their organizations: with more flexibility. As mentioned earlier, some participants noted that older employees had a greater challenge with working from home due to their limited technological skills, though many have been able to gradually adapt. The digital skills gap has ramifications beyond day-to-day workforce productivity. One participant in the Banking/Finance sector said, "There are people intimidated by the mere idea of a Zoom call." This technological fear and aversion are compounded by other challenges, including child care and stable internet access. A female participant in the Trade/Logistics sector stated: "Employees who can work independently...[are] the ones who are really rising to the top right now." She posited that employees who require more supervision — and who, by virtue, often have a greater degree of difficulty with technology — are less likely to have upward mobility within their workplace.

#### b) **Skills Gap**

Participants noted a skills gap for both new hires and longtime employees. The most frequently mentioned skills gaps were baseline digital skills (see Appendix B), software skills, and Spanish skills. In one case, a banking institution with offices in the North Miami area stated that speaking Russian was a needed skillset, with the influx of Russian-speakers in the region. He also noted that Creole was a plus for communities with a higher concentration of Haitians.

As previously considered, the digital skills gap poses a challenge to employees with low digital literacy. Employers with robust training have the infrastructure to bridge this skills gap; smaller employers without the financial and/or organizational resources to do so do not. Prior to the pandemic, many organizations utilized a combination of in-person and digital training. Some of these organizations in both the Trade/Logistics sector and the Banking/Finance sector were able to adapt their training to be fully digital. One organization—an Auto Parts Distributor in the Trade/Logistics sector—is training employees in-person to upgrade to new software. They noted the challenges of maintaining social distancing and still successfully training employees while in person.

Participants in both the Trade/Logistics sector and Business/Finance sector expressed that employees should garner proficiency in several software systems. These systems include Microsoft Office suite, Microsoft Teams, Microsoft Dynamics, GSuite, Dropbox, Salesforce, and proprietary CRMs. While most employers said that the skills could be garnered on the job, others (especially in the Banking/Finance sector) said that software skills were important in order to be hired (predominantly Microsoft Excel). Two participants from different organizations in the Trade/Logistics sector agreed that if a job applicant had

advanced Excel, CRM, or ERP knowledge, they would be hired on the spot. For some organizations, this skillset was even more important than speaking English.

Employers stated that the individuals they ultimately hire are the ones with important "soft skills" and stressed the significance of such skills. One participant from the Trade/Logistics sector stated, "soft skills are important, [it's all about] how you relate to each other, how you build a sense of team environment." Certain traits are also significant. As a participant from the Banking/Finance sector mentioned, the traits they would like to see more of are "adaptability and forward-thinking" mentalities.

c) **Economic Ramifications**

When asked about hiring, all participants noted that hiring was reduced, frozen, or altered in some way. Notably, the justification for these changes was largely not economic; rather, it was focused on the difficulties of training new hires and the need for in-person interaction prior to offering interviewees a position. In regard to hiring, one participant in the Trade/Logistics sector shared a story from an interview, which led her organization to implement new hiring practices. "We had a little scare where we had someone show up for an interview, and then they advised us that their whole family got sick with COVID." Now, for future interviews in-person, the organization takes each interviewee's temperature and requires them to complete a survey regarding health considerations prior to meeting in person. They have also started to interview individuals virtually.

Another participant, a Flower distributor in the Trade/Logistics sector, said that some vacated positions would not be refilled due to improved workplace efficiency. While his workforce was still working in the office, their movement was restricted, leading to higher productivity. An HR manager in the banking sector said that loan modification employees were being hired to assist clients unable to repay their debt. She said, "That was a very popular position back in 2008-09 due to the real estate bubble." Overall, for those participants that are still hiring, they noted they are hiring in a variety of roles, from lower-level to upper-level positions. Hiring challenges were only outlined in lower-level positions: warehouse employees and drivers. In both of those positions, the challenges are unique to COVID-19. Two participants in the Trade/Logistics sector noted a decrease in interest in warehousing positions due to the discrepancy between unemployment insurance benefits and the minimum wage warehousing salary. Two other participants from the Trade/Logistics sector experienced a similar issue, mentioning that employees who were furloughed or laid off were not interested in returning to work for a lower weekly pay.

d) **Assistance from Nonprofit Organizations**

There is room for nonprofit organizations to assist organizations in both the Trade/Logistics and Business/Finance sectors. The types of assistance vary from training members of the community so they can succeed in obtaining employment to business-advising.

Participants expressed a need for employees and future employees to have software experience such as Excel, Salesforce, CRM, and ERP. They also highlighted the importance of communication skills such as written communication, collaboration, positive dispositions, and building effective relationships. However, not all of these organizations have the infrastructure or means to offer software or communication skills themselves. Many prefer to hire individuals who already possess these skills. One

participant from the Banking/Finance sector said they tend to hire younger individuals who teach themselves new tools or software skills. Nonprofits could offer targeted training for older job-seekers.

In addition, smaller sized businesses expressed they lack the personnel and experience to market their products and company in a digital platform like social media or newsletter systems. With changes experienced from the pandemic, such digital skills have proved essential to attract more customers and connect with clients.

Smaller sized companies were also the ones more likely to be bracing themselves for the economic impact caused by COVID-19. Across both the Trade/Logistics and Banking/Finance sectors, these smaller businesses were the ones least likely to be hiring through the pandemic. For these organizations, assistance would be beneficial in the form of restructuring business plans, purchasing technological upgrades, and up-skilling or training their employees.

As mentioned earlier, some companies (both small and larger organizations) were struggling with hiring employees at minimum wage. They stated that unemployment benefits have been more enticing to minimum wage workers and job applicants. In addition, job-seekers have expressed safety concerns to their potential employers due to COVID-19, so certain jobs such as drivers and warehouse workers have been harder to fill. Nonprofit organizations could offer business advising so that companies are better positioned to hire employees at higher wages. In addition, they could assist companies with providing personal protective equipment so that their employees are kept safe throughout the remainder of the pandemic.

### III. Identify Next Steps from a Local UnidosUS Affiliate: Centro Campesino



## *Identify Next Steps from a Local UnidosUS Affiliate: Centro Campesino*

The focus group conversations, interviews, and data indicate COVID-19 had an impact that included a necessary shift in business operations for both industry sectors (Business/Finance/Banking, and Trade/Logistics), a review and adjustment of the critical employee skills and gaps, and a focus in hiring needs and practices.

- **Ongoing Analysis of Business Impact and Adjustments as Matter of Survival:**

For the independent sector (nonprofits) and specifically for a small nonprofit corporation like Centro Campesino, it was incumbent to have analyzed the impact of COVID-19 on disrupted business operations, as well as on other aspects of business: cash flow; ongoing impact to the balance sheet; and adjustments to business models, operations, and practices. For a small business, this is not just an educational practice, but in fact, a matter of the survival of the business model in this pandemic with no projected end in sight.

Additionally, while COVID-19 required a transition to a virtual workplace as a temporary measure, it became apparent that the workplace and business methods will be changed even after the pandemic is over. For many white-collar jobs, this may provide businesses with opportunities for greater efficiency, lower overhead cost, and greater flexibility for employees. But, for many blue-collar workers and clients of Centro Campesino whose jobs require them to be on worksites to make a living, COVID-19 has had a more significant financial impact and uncertainty for the future of work.

- **Ongoing Staff Development and Realignment of Hiring Practices:**

Like many of the study's participants, at the onset of COVID-19, Centro Campesino also had to rapidly train and prepare staff to adapt to online meetings and communication, virtual supervision of employees, and software needs changes. Gaps in digital fluency, especially for older workers, was a challenge.

Centro Campesino will review the costs and budget for ongoing professional training and support for employees on multiple communication platforms, Microsoft Office suite, Microsoft Team, Dropbox, and Salesforce.

From now on, it will not be enough for an employee to know how to answer a Zoom call— they must also have the ability to hold meetings with clients/customers and provide support to multiple customers at the same time. Proficiency instead of basic knowledge in these systems will result in



strengthened operational efficiency in all lines of business. Additionally, an existing contract will soon require the use of a Salesforce platform for program reporting.

New employees at Centro Campesino must have above average communication skills (speaking and writing) with the ability to verbally convey an idea, craft an argument, and effectively communicate in writing and use technology to communicate. Bilingual ability is desired, but English communication is mandatory. An ideal candidate for employment should have the traits of "adaptability and forward-thinking". These employee requirements are not new for Centro Campesino but are at a premium in our specific marketplace, sector, and office location. Centro Campesino typically receives many applications (sometimes as many as 100), and 98% percent do not have the requirements to apply.

Centro Campesino will need to seek support to realign employee recruitment, hiring, and onboarding procedures and practices.

## **IV. Potential Changes to Workforce Programs**



## *Potential Changes to Workforce Programs:*

As a result of the Labor Market Study, Centro Campesino will need to reevaluate its workforce training program and services. Of note, the study emphasized shifts due to the pandemic and a skills gap, particularly amongst older adults. One key element for Centro Campesino will be how to adjust to the accelerating emphasis on a digital transformation of the workplace and the increased need for digital literacy/education.

For at least the last five years, Centro Campesino’s workforce services have included partnering with Career Source of South Florida as a site location, offering computer access and support in job search, and job placement in jobs that require onsite work. Through the pandemic, a re-imaging of the workplace has meant more “working from home” jobs and an increased need in digital work. It has also led to more social distancing measures for onsite work. We will need to navigate these changes as we continue to provide services to the community.

Additionally, Centro Campesino has been working toward the implementation of an education and workforce partnership. One board member represents the state Association of Insurance Professionals. Another is the President of the Miami Dade College's North and InterAmerican Campuses. Together, we have an opportunity to develop a career in a growing industry after two years of college study. This partnership is described in more detail in the subsequent section.

## V. How UnidosUS can Support Centro Campesino in Program Implementation



## ***How UnidosUS can support their Local Affiliate – Centro Campesino in their Program Implementation:***

UnidosUS provides support to its national network of nearly 300 Affiliates across the country with applied research, policy analysis, state, and national advocacy efforts, and the potential for specific program-related work and funding. Their key areas of focus are civic engagement, civil rights and immigration, education, workforce, economy, health, and housing.

Support from UnidosUS for Centro Campesino’s efforts to provide effective workforce development program implementation in the South Florida marketplace could be done through the following investments:

- **Centro Campesino’s Adult Education and YouthPride Afterschool and Summer Education program**

UnidosUS and their partners have access to curriculum, capacity building training, and sometimes competitive programming funding. In Centro Campesino’s marketplace, adult tech literacy development that focuses on immigrants and older workers would be most beneficial. For young learners from ages 5 to 12 (the future workforce), technological access and materials for teaching math and coding would be useful to prepare the workforce at an early age.

- **Expansion of Broadband Services in the Southernmost area of Miami-Dade County**

UnidosUS connections and partnerships with industry leaders could support Centro Campesino and other affiliates to access capital to expand broadband services in rural areas and the southernmost region of Miami-Dade County. Access to high-speed internet connectivity would expand virtual education and training opportunities, home-based work, and small business development.

- **Education/Workforce Partnerships**

UnidosUS could support Centro Campesino by investing and participating in Education/Workforce Partnerships that would increase skill development for Latino young adults in a growing industry. For example, in the growing employment sector of insurance, Centro Campesino has a potential partnership opportunity with a statewide trade association, a nationally certified training curriculum, and interest from two Miami Dade College Presidents to expand a college-level training program to develop a career in this growing sector (which is currently available in Gainesville and Tallahassee but not in South



Florida.) Together, with UnidosUS, we could develop this training program for jobs in the insurance industry that will benefit young students of color.

The insurance industry and its subsectors have a depth of job and career opportunities beyond insurance, such as property liability and inspections. In Florida, the Department of Economic Opportunity estimates that the industry will add 6,652 new jobs a year through 2025 and will also need to replace over 8,506 jobs by retiring workers. This prospective industry has an association in each of the 50 US states and has the same issue of filling positions throughout the nation—for both new and retiring workers.

We propose to expand a nationally certified curriculum in two Miami Dade College campuses aimed for students of color (specifically Latino and Black young adults) that could lead to a starting salary of \$35,000 or more. Across the United States, this industry is “graying yet growing”; therefore, there is potential for replication on other markets with high Latino worker concentrations.

## Appendix A: Focus Group Flyers



## Appendix B: Compiled Focus Group and Interview Notes (Summarized)

### I. Opening Question

1. What types of operational changes has your organization experienced due to COVID-19? (*for instance, working remotely, reduction in business, demand in business, new software, etc.*)
  - a. **Banking/Finance:** For me, the probably only positive side of COVID is that we have all been thrust in the 21st century. We've invested in Microsoft, Microsoft Teams.
  - b. **Trade/Logistics:** We were deemed an essential business, so we could've stayed open, but there was so much fear from the employees and so much hesitation so we decided to work from home and have a very limited warehousing operation. We have been back in the office now, about 2 months, but there are still employees who refuse to work from the office, they are very scared. We are not forcing anyone to come to the office if they don't want to.
  - c. **Trade/Logistics:** Everybody at the office is working from home. For our warehouse, we are starting to create double shifts so we can guarantee that if part of the team is infected, we have a backup person. It also allows us to keep our workers more distant while still being able to have them continue working. We have had to install new technology like face recognition software, to try to limit people from entering spaces using their fingerprints.
  - d. **Banking/Finance:** We've had to purchase a few things like cameras. We didn't have cameras on everybody's computer. We had not entered the 21st century as far as video calling in the office.
  - e. **Banking/Finance:** Our teams are definitely collaborating a lot more these days. Across the board.

### II. Required Questions

1. How has COVID-19 impacted your hiring strategy for 2020?
  - a. **Banking/Finance:** We are being conservative with hiring, and operating on the theory that the pandemic/economic issues will run through 2023.
  - b. **Trade/Logistics:** We had a little scare where we had someone show up for an interview then they advised us that their whole family got sick with COVID...then the people that met with him got kind of scared. I created a form for people to sign when they come in and inform us if they've been around someone with symptoms... That way, before they even enter the building, we kind of have an idea. We also take everyone's temperature.
  - c. **Banking/Finance:** It is easier to get a hold of talent because everyone is working from home so managing their own time has been easier. It is easier to attract higher quality talent at this time as well. This might be due to people being furloughed or laid off.
2. Which positions or roles do you expect to be reduced or eliminated?

- a. **Trade/Logistics:** We've probably eliminated some open positions...Requiring people to sit at their desk and not move around created ways to do business faster, streamline operations. It negates the need to rehire/fill positions.
  - b. **Trade/Logistics:** The help that the government is giving with unemployment is much better than the minimum wage that we are able to provide...we're hiring through temp agencies right now, I don't think that they do like what they're doing, they're taking it easy...the social environment is not helping because everyone is working from home.
3. What jobs are you hiring for right now?
- a. **Banking/Finance:** Loan modification employees for clients who are not able to repay their debt...That was a very popular position back in 2008-09 due to the real estate bubble. We think it will be popular again.
  - b. **Trade/Logistics:** We even tried to hire some people back and they didn't seem to want to come back too quickly, either because of COVID-19 or because of unemployment benefits.
  - c. **Trade/Logistics:** Warehouse, bench technicians, receptionists, some of the more entry level...same ones we are always hiring for. The same level basically.
  - d. **Trade/Logistics:** In our case, we are hiring a basic force and drivers. It's very difficult to hire drivers. Some of them need to go out of state and that is a challenge right now.
  - e. **Banking/Finance:** The majority of the hires are high level account managers. I would say the majority of the roles we have posted right now are those high level positions.
  - f. **Banking/Finance:** The jobs we are hiring for are more mid-level and high-level positions.
4. *What skills are required for these jobs?*
- a. **Trade/Logistics:** We're actually looking for a different set of skills with the pandemic. The way business has changed, we're looking for new graphic designers, new marketing people, to help us do more web-based interaction with customers. Now we're not limited anymore to people here [in South Florida]. We would like locals but we want a very specific marketing digital web skillset.
  - b. **Trade/Logistics:** Obviously our bench technicians need to have...at least a year of technical experience. We get a lot of people that come from Cuba who may have experience there, certifications. In our warehouse we ask for some warehouse experience. If they've worked in shipping/receiving, packing. Our director of the service center has a little test that he gives them to gauge their skills.

5. We are now going to discuss skills. As a reference, when I bring up skills, we are going to classify skills into three categories: 1) baseline skills, 2) specialized skills, and 3) software skills. (show example of skills on PowerPoint)

a. Looking over the first set, what are your top 3 skills your employees need? Are there any skills that are missing?

BASELINE SKILLS		
Management	Interpersonal and Communication Skills	Computer Skills
Detail-Oriented	Building Effective Relationships	Microsoft Word
Multi-Tasking	English Skills	
Organizational Skills	Spanish Skills	PowerPoint
Problem Solving	Verbal / Oral Communications	
Time Management	Written Communication	Excel
Planning / Research	Collaboration	
	Creativity	Internet
	Physical Abilities	
	Positive Disposition	

- i. **Trade/Logistics:** One of the hardest things we go through is English skills. Written communication skills. We do a lot of business overseas...already, the other side doesn't have a great mastery of the English language. If you can't be understood by the other side then it makes it harder. I am very picky about English written and oral skills. In this day and age Excel is #1. Right out of college these people are lacking, they don't have practical excel skills. That is the most important skill.
- ii. **Trade/Logistics:** I've heard that with our customer service reps...they just couldn't function Excel. They would say they're familiar with this but not actually be comfortable using Excel.
- iii. **Banking/Finance:** The dominant language is English; however, in certain markets we hire 3 different language skills, doesn't mean that we require them but they are nice to have. Spanish, Creole, and Russian.
- iv. **Trade/Logistics:** On the warehouse side, more and more, we're seeing that there has to be some sort of technical ability for the employee...some employees need to have a little bit of tech savviness with the job...English, Spanish language skills, computer literate...Microsoft Office suite, things like that.

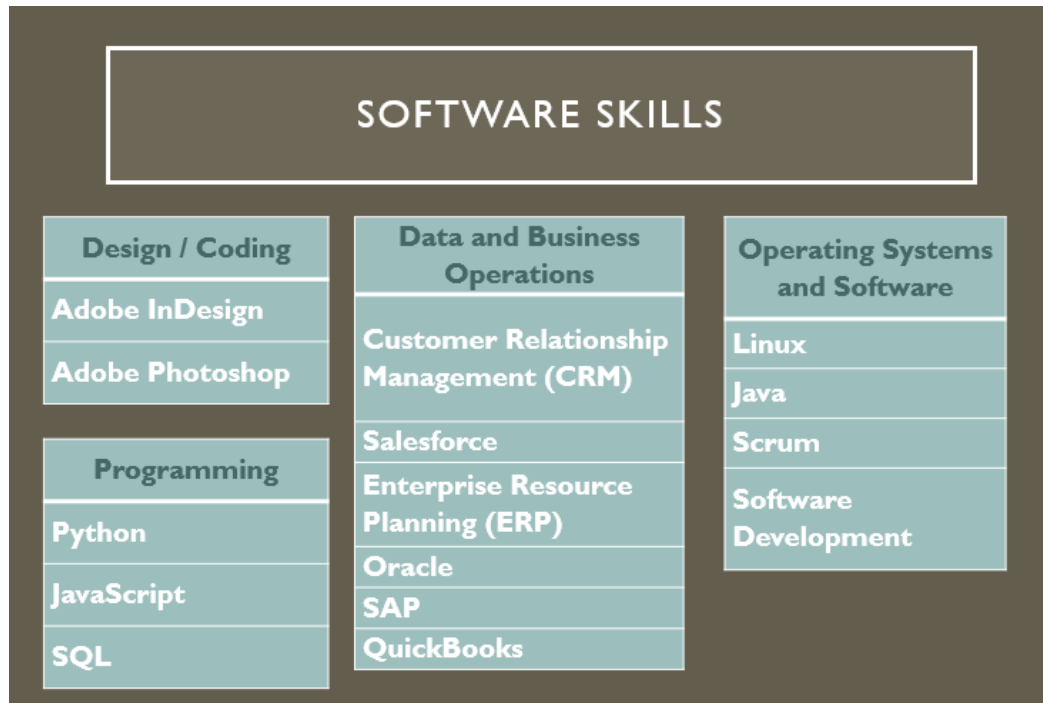
b. Looking over the second set, what are your top 3 skills your employees need? Are there any skills that are missing?



## SPECIALIZED SKILLS

Financial / Sales	Customer / Technical Skills	Administrative	Additional Skills
Accounting	Customer Contact	Administrative Support	Repair
Budgeting	Customer Service	Data Entry	Industry Knowledge
Customer Billing	Scheduling	Project Management	Social Media
Product Sales		Quality Assurance	Cleaning
Sales Goals		Staff Management	Lifting Ability
Merchandising		Teaching / Training	

- i. **Trade/Logistics:** For us, industry knowledge kind of stands out, lifting ability, cleaning, customer technical skills are also important. We don't have overseas customers, but we have a lot of customers around the United States who aren't Spanish speakers. If customer service doesn't have good oral skills or even writing skills, it becomes apparent.
  - ii. **Banking/Finance:** Saying what you mean in a way in which it can be understood. It's not what you say but how you say it.
  - iii. **Banking/Finance:** Product sales, sales goals, merchandising, or the call center which falls more to like customer services, overall though I would say each list falls into some department within the bank.
- c. *Looking over the third set, what are your top 3 skills your employees need? Are there any skills that are missing?*



- i. **Trade/Logistics:** Salesforce pops out at me. Now, with the pandemic, it has become even more important to maintain contact with the customers and follow up with them.
- ii. **Trade/Logistics:** Definitely need the CRM knowledge and the ERP. We also rely heavily on file sharing stuff like Dropbox...we've implemented a lot of Google Docs online...so there's no back and forth emailing of stuff all day long.
- iii. **Banking/Finance:** We want folks to come into the bank with these skills already, we just don't have the time to really be able to train folks.

6. What jobs will you be hiring for in 2021?

*Responses varied across participants. As mentioned in other questions, for Trade and Logistics many of the jobs are entry-level jobs, such as drivers, warehouse workers. For Finance and Banking the answers were mixed but many businesses are looking for mid-level or high-level workers.*

*Smaller sized organizations were the ones less likely to be hiring through the pandemic. Some expressed they will need to budget themselves as they brace for the economic ramifications that the pandemic has and will continue to bring.*

- a. Are these newly created jobs or existing positions that were either furloughed or laid off?
  - i. **Banking/Finance:** My guess is we'll have minimal hiring needs because what we're finding...is people are starting to discover digital banking. I mean, who wants to go to a bank, right? It's not a pleasant experience for people...people have looked for alternative ways of doing their business. Some have switched to virtual banking.
- b. Would the skills be similar to what you are looking for now?



- b. **Banking/Finance:** We help the community rather than the community helping us...we're the ones trying to help out others...we can give brain power and skills and knowledge.

### III. Optional Questions

- 11. Thinking about your incumbent workforce, do you need to upskill or reskill them due to the changes in your organization because of COVID-19?
  - a. What sort of upskilling or reskilling is needed?
    - i. **Trade/Logistics:** There's already a skills gap with the older generation on some technical things. Working from home, that became more noticeable. We've had to do some retraining, guiding on working from home. The department manager, myself will retrain the employee. We've had to do a little webinar to show them how to log in here, log in there. Instead of picking up the phone and calling them, now you have to do it this way.
    - ii. **Trade/Logistics:** A lot of our sales reps are on the older side. They need more help with things like Zoom.
    - iii. **Banking/Finance:** Not as much of a need as there was 15 years ago.
    - iv. **Banking/Finance:** People need to dress for the part and act for the part, they need to always be looking for ways to develop and grow. What we know today is not going to help us tomorrow.
  - b. Who will provide this training?
    - i. **Trade/Logistics:** We are not able to provide training, we do not have the capacity.
    - ii. **Trade/Logistics:** As managers, we provide training.
    - iii. **Banking/Finance:** We pay for training.
  - c. Who is this training for? Entry-level/front line staff or mid/senior level managers?
    - i. **Banking/Finance:** As far as training, if it's something that can't be done online, I don't think we'll be participating this year in training for staff.
    - ii. **Banking/Finance:** All of our employees have access to training online, at every level.
- 12. Is there an increased need for soft or non-technical skills (ex: communication, time management, goal setting, taking initiative, work-from-home etiquette, etc.) now than before?
  - a. **Trade/Logistics:** Employees who can work independently don't need to be micromanaged. They're the ones who are really rising to the top right now. Time management, independent working skills, are absolutely at the forefront right now. You can't micromanage someone working from home. The ones who don't need to be micromanaged have put themselves in a better position.
  - b. **Trade/Logistics:** Working from home is not for everybody. Almost all of our folks that are working from home are in a sales role...what makes it successful for that group is because of the sales and the commissions. We've seen some folks excel and do better working from home. We had call tracking, call statistics software already. These tools are keeping them honest and productivity has gone up.
  - c. **Banking/Finance:** I think it has changed my organization standpoint on working from home...we are currently reworking our policy. I think insurance can be a little of a dated industry...our productivity is much better at home, people are happier at home.