GREATER MIAMI CHAMBER of COMMERCE

2024

MIAMI-DADE EDUCATION AND WORKFORCE DEVELOPMENT SURVEY

FIU Jorge M. Pérez Metropolitan Center
Steven J. Green School of International & Public Affairs

Acknowledgments

The 2024 Miami-Dade Education and Workforce Development Survey Report was prepared by the Florida International University Jorge M. Pérez Metropolitan Center, Florida's leading urban policy think tank and solutions center.

FIU Research Team

Maria Ilcheva, Ph.D., Principal Investigator
Victoria Lerma, M.B.A., Research Specialist
Lilliam Jarquin, M.A., Research and Outreach Coordinator
Britney Broxton, M.P.A., Research Analyst II
Kezia Moros-Achong, M.A. Research Assistant
Antwan Kelly, Research Assistant

The Greater Miami Chamber of Commerce created the survey questionnaire and promoted the survey among its contacts. This report is funded by the Greater Miami Chamber of Commerce´s Education and Workforce Development Committee and FIU's Center for Community Impact and Public Purpose.

The Greater Miami Chamber of Commerce and FIU would like to thank our partners and contacts at the following organizations:

Miami-Dade County Office of the Mayor Daniella Levine Cava

The Office of the Mayor supported our research efforts by promoting the survey among their contacts.

The survey questionnaire was shared in the newsletter of the South Dade Chamber of Commerce and shared among their members by the following: Aventura Sunny Isles Beach Chamber of Commerce and Community Development, Key Biscayne Chamber of Commerce, Ascendus, Prospera, and the Beacon Council

The cruise lines Carnival Cruise Line and Royal Caribbean supported our research efforts by donating cruises to be raffled among survey respondents.

Special thanks to **Lisa Martinez, LM Genuine Solutions,** Vice Chair, Education & Workforce Development Committee, who led the survey instrument development.

Miami-Dade Education and Workforce

Summary

The Greater Miami Chamber of Commerce (GMCC) Education and Workforce Development Committee developed a survey questionnaire that addressed the information needs of GMCC, including questions on:

- business challenges,
- retention and recruitment strategies,
- future workforce needs of Miami-Dade County businesses.

Respondent Characteristics

55.2% for-profit businesses

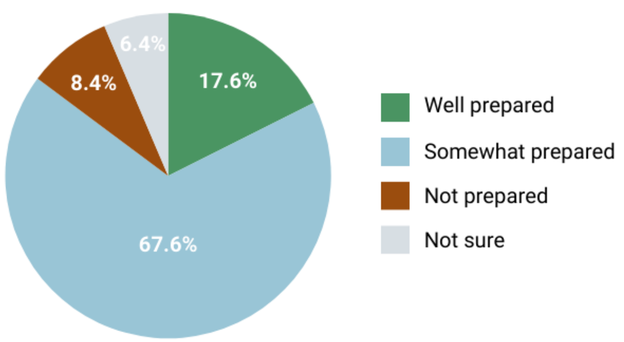
29.1% with fewer than 10 employees

26.9% with less than $1 million in revenue

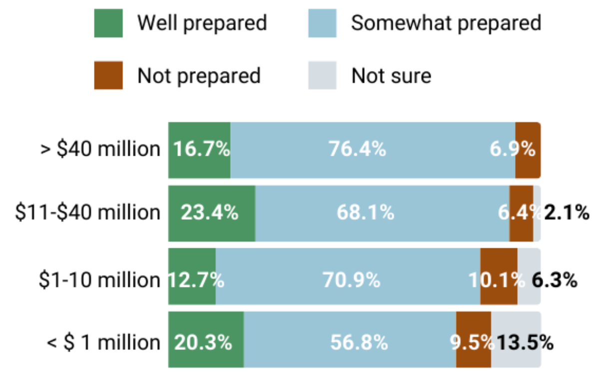
26.5% with over $40 million in revenue

Perspectives on the Current Workforce

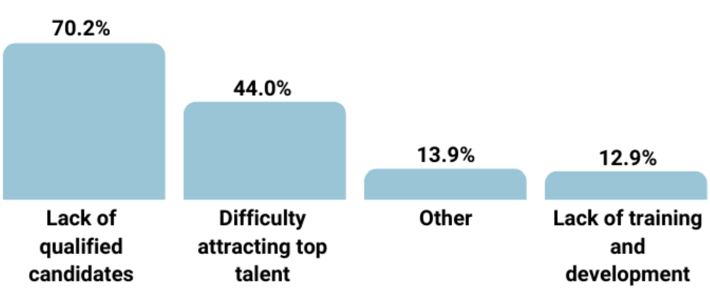
Only **17.6%** of employers consider their organization well-prepared to handle the evolving landscape of Miami-Dade County's workforce.



Employer preparedness to handle the evolving landscape of Miami-Dade County's workforce varies by revenue size, with smaller employers being more likely to be unprepared or unsure.



Most employers (70.2%) believe a lack of qualified candidates in the job market is a challenge in their recruitment process.



While 69.2% of employers saw no change in retirements, most employers reported an increase in resignations in the last two years.

16.1% reported a signifcant increase

38.9% reported a slight increase

36.2% reported no change in resignations

Of the employers who saw an increase in resignations in the last two years,

44.2% reported a slight impact on business functions

52.3% reported a significant impact on business functions

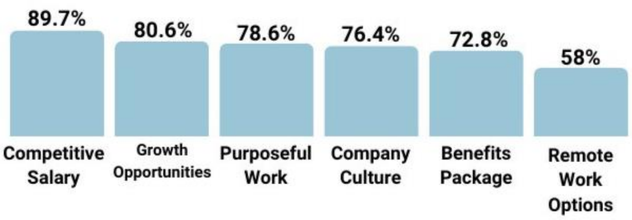
Some questions will add up to more than 100 because respondents could select multiple answers.

Development Trends 2024

Challenges

Candidates' Expectations

Managers chose the following as the top "very or extremely important" job characteristics that candidates are looking for when applying.



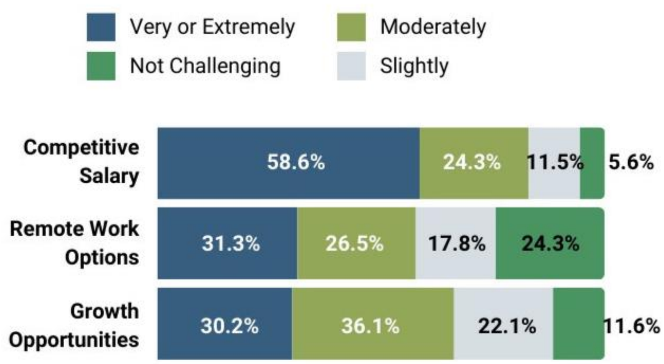
Candidates' Expectations by Business Type

Competitive salary is considered important for job candidates across all business types. Other expectations vary significantly depending on the business type.

- 93.3% of nonprofits selected **purposeful work** as very important for their candidates, compared to 70.4% of for-profits.
- 85.0% of nonprofits considered **work schedule flexibility** of higher importance compared to for-profits (67.9%) and education/government (62.5%).

Employer Ability to Meet Expectations

Most employers find it challenging to be competitive in the following areas:



Employer Ability to Meet Expectations by Revenue

Second to a competitive salary, the following are the most difficult expectations to offer by business revenue.

65.7%

< $ 1 million responded Benefits Package

34.2%

$1-$10 million responded Remote Work Options

34.7%

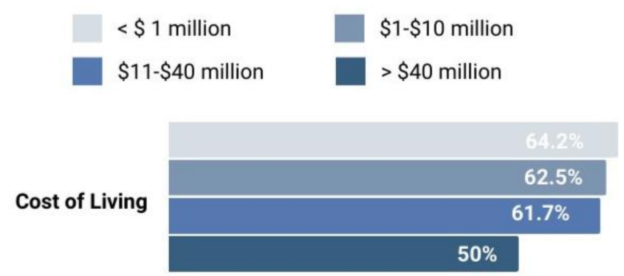
$11-$40 million responded Benefits Package

38.9%

> $40 million responded Work Schedule Flexibility

Reasons for Workforce Challenges by Business Revenue

When asked about the most significant reasons causing people to leave their organizations, 56.7% of managers said, "cost of living." Cost of living was more likely to affect employees in businesses with revenue less than $40 million.



Miami-Dade Education and Workforce

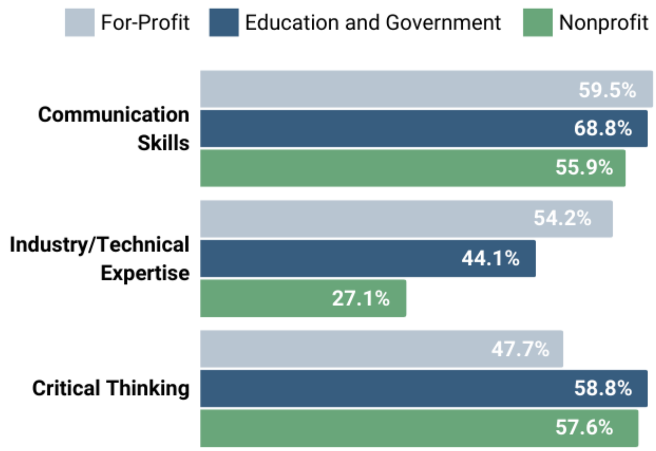
Recruiting

Location

Most employers recruit in Miami-Dade County, but some have widened their scope to other areas.

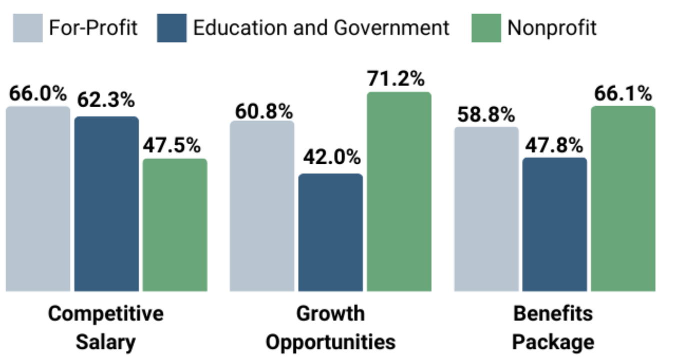
- **Miami-Dade County - 69.9%**
- **Other South Florida Counties - 36.4%**
- **Across the State of Florida - 21.7%**
- **Across the Country - 22.5%**

Desired Skills by Business-type



Nonprofits are more likely to use growth opportunities to attract/retain qualified employees, while for-profit and education and government employers are more likely to use competitive salaries to attract/retain employees.

What strategies do you use to attract and retain qualified employees?



How Employers Address Current Employee Learning and Development

70.2%
In-house Training Programs

39.9%
Tuition Reimbursement for Additional Education

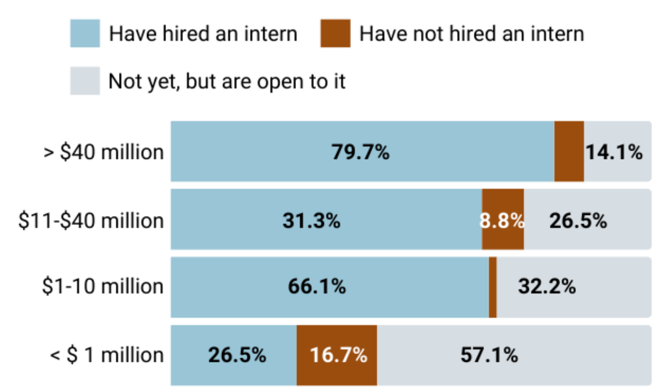
23.3%
Partnering with Local Colleges to Develop Trainings

Workforce Pipeline

Internships

62.3% of employers with internship programs have hired an intern in a more permanent position. Whether employers hired an intern in a permanent position varied by revenue.

Approximately four in ten employers with revenues under $1 million do not pay their interns.



GREATER MIAMI CHAMBER of COMMERCE

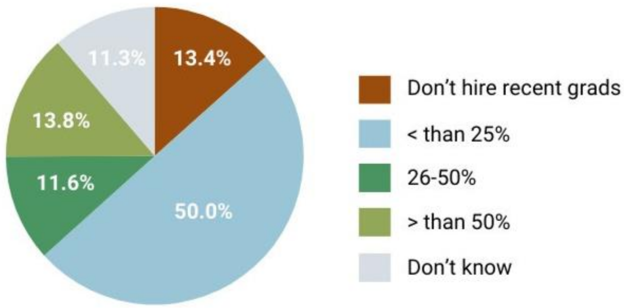
FIU Jorge M. Pérez Metropolitan Center
Steven J. Green School of International & Public Affairs

Some questions will add up to more than 100 because respondents could select multiple answers.

Development Trends 2024

Role of Universities and Colleges

Recent College Graduates in Current Workforce



Workforce Skills Expectations

The majority of employers ranked communication skills and critical thinking among the top three skills they want college and university graduates to develop.

For the third most important skill,

- More for-profits and education/government businesses ranked **technical skills** among their top three.
- More nonprofits ranked **emotional intelligence** in their top three skills expectations.

Interactions with Academic Institutions

49.8%

of employers interact by visiting academic institution websites

49.8%

of employers directly contact someone they know at the institutions

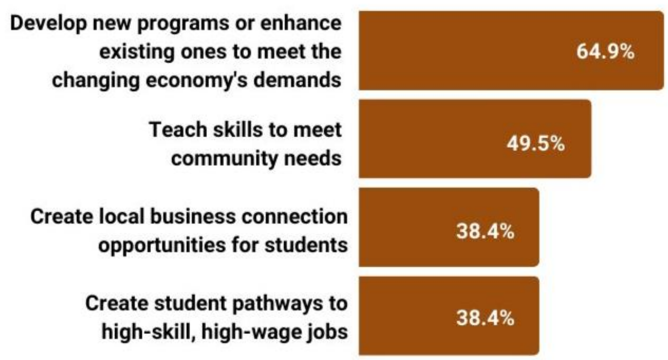
38.6%

of employers attend community events at academic institutions

4.7%

of employers do not interact with their local academic institution

Expectations of Academic Institutions



Partnerships with Academic Institutions

Most employers envision partnerships with academic institutions as an opportunity to focus on developing:

1. Specialized and/or industry-specific programs (73.2%)
2. Customized internship programs (62.5%)
3. Guest lectures and adjunct professorships (39.5%)

Table of Contents

Executive Summary iii
Survey Creation, Distribution, and Methodology 1
Results 3
- Current Workforce Challenges 3
- Recruiting 10
- Workforce Pipeline 12
- The Role of Universities and Colleges 16
- Business Characteristics 20

Survey Summary and Implications 21
Appendix 25

Survey Creation, Distribution, and Methodology

Since its founding in 1907, the Greater Miami Chamber of Commerce has served as a civic engine that "fuels the advancement of our great city."[1] The Chamber seeks to bring together diverse members of the business and nonprofit sectors and includes a membership representing 400,000 employees (about half the population of Delaware). Since 1997, the Jorge M. Perez Metropolitan Center (JPMC) has provided policy solutions to public, private, and non-profit organizations in South Florida, considering the unique needs of individual communities. The Center offers customized services and studies while adhering to recognized methodologies for applied research. Our staff combines skills and experience in various areas of research and practice, from economic and community development, housing and business analysis, population studies, survey research, and public policy development and feasibility analysis.

The Greater Miami Chamber of Commerce (GMCC) Education and Workforce Development Committee developed a survey questionnaire for the **2024 Miami-Dade Education and Workforce Development Survey** comprised primarily of closed-ended questions that address the information needs of GMCC, including questions on business challenges, retention and recruitment strategies, and future workforce needs of the businesses in Miami-Dade County. The survey focused on gauging businesses' workforce needs through the opinions of upper-level managers, including business owners, C-suite executives, and middle managers. The survey questionnaire was translated into Spanish by the JPMC staff and set up on the Qualtrics platform, where an anonymous link was created for distribution. Survey responses were confidential, and the JPMC prioritized the privacy of respondents by utilizing the aggregate results of survey responses. Respondents were provided with an incentive as they could choose to provide their name and contact information to be entered into a raffle to receive a free 7-day cruise with Royal Caribbean or Carnival Cruise Lines.

The survey went live on September 06, 2023, at the Greater Miami Chamber of Commerce September luncheon. The QR code for the survey was displayed on flyers at each table so members could scan and complete the survey. In addition, an announcement was made to familiarize members with the survey and its objectives. The Greater Miami Chamber of Commerce promoted the survey among its members and contacts. Florida International University promoted the survey among the university-wide community through an email blast and among its contacts and an FIU News article discussing the survey on September 06, 2024.[2]

From September 06, 2023, to its closure on January 31, 2024, the JPMC has promoted the survey through various outreach efforts. For instance, the survey flyer with the QR code was shared across social media accounts (Instagram, LinkedIn, Facebook, and X, formerly known as Twitter) on September 7, October 6, November 13, and November 28. The flyer is also pinned to the center's Instagram profile for higher visibility. The flyer was added to the center's September, November, and December monthly newsletters and shared with a mailing list of over 13,000 subscribers.

In addition to these efforts, the JPMC created a list of top employers in Miami-Dade County, with dedicated staff calling said employers and verifying their email addresses to send personalized invitations to the survey. The JPMC also created a list of local chambers of commerce and business associations, contacting said organizations and asking them to

[1] "About the Greater Miami Chamber of Commerce: Greater Miami Chamber of Commerce." About The Greater Miami Chamber of Commerce | Greater Miami Chamber of Commerce. Accessed March 5, 2024. https://www.miamichamber.com/about.

[2] "FIU Partners with the Greater Miami Chamber of Commerce to Survey Business Owners about Needs, Challenges." FIU News, September 6, 2023. https://news.fiu.edu/2023/fiu-partners-with-the-greater-miami-chamber-of-commerce-to-survey-business-owners-about-needs-challenges.

promote the survey among their members. For instance, the South Dade Chamber of Commerce shared the survey flyer with a QR code in their November 16, 2023, newsletter. The JPMC team contacted the thirteen Miami-Dade County commissioners with the survey information, and Commissioners Eileen Higgins and Rene Garcia shared the flyer in their newsletters. Finally, the JPMC received the list of Greater Miami Chamber of Commerce contacts. The JPMC sent personalized links to the survey and reminder emails on December 04, December 12, January 09, 2024, and January 25, 2024.

The following analysis is for a total of 397 survey responses after removing duplicate survey responses for certain individuals and unusable surveys whereby respondents did not answer at least three questions. Percentages for each question are based on the total number of responses for that question. As such, the total number of responses varies by question. Survey questions were predominantly closed-ended; however, many questions had the 'Other' option to write in responses. Content analysis of open-ended responses allows the individual responses to be grouped into categories. This condensation allows for numerous responses to be interpreted into meaningful themes. If respondents who selected ‘Other’ provided an answer similar to the choices mentioned in the question, these were not recoded and were categorized with the ‘Other’ responses. Although most questions only allowed respondents to select one answer, several accepted multiple responses.

To understand variation in responses by type and size of the organization, we analyzed responses by organizational category – for-profit, education/government, and nonprofit, revenue, and employment size. The three types of organizations were based on the most meaningful grouping of responses, which created sufficiently large categories for comparative analysis. Of the 297 organizations that provided their industry, 55.2% were for-profit, 24.6% were education or government, and 20.2% were nonprofit. As the industry was self-reported, respondents could select the category in which their business belonged. Respondents who selected education as their industry sector include universities, private colleges, private schools, and daycare facilities. Regarding employment size, 29.1% had ten or fewer employees, 23.6% had 11-50 employees, 24.0% had 51-250 employees, and 23.3% had more than 250 employees.

The responding organizations were almost equally represented in the four revenue categories: less than $1 million: 26.9%, $1-$10 million: 28.7%, $11-$40 million: 17.9%, and over $40 million: 26.5%. Due to the correlation between revenue and employment size, the analysis will focus on the differences between employers by revenue.

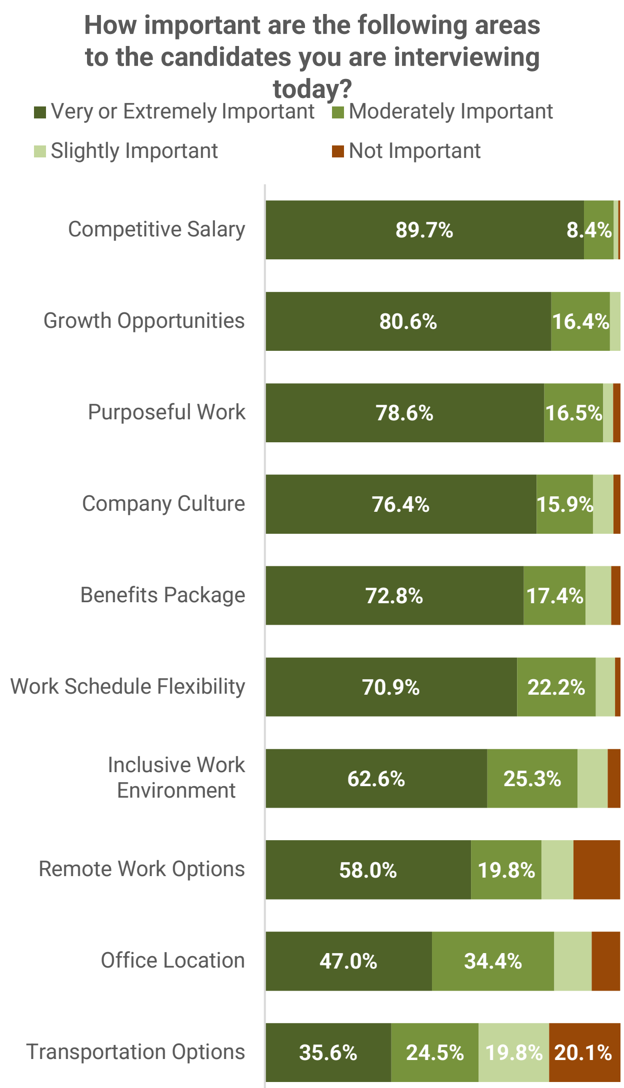
Results

The Greater Miami Chamber of Commerce and Florida International University launched a community-wide education and workforce survey to help guide efforts in meeting current and future business needs in Miami-Dade County.

By answering the survey, businesses helped identify the challenges of our business community in meeting current and future workforce needs. Business leaders provided feedback on topics including the state of the current workforce and workforce recruiting, internship programs, future workforce needs, and others. The following is the analysis of survey respondents.

Current Workforce Challenges

The managers indicated that job candidates have a variety of expectations about their positions. The top expectations, reported as very or extremely important by over three-quarters of employers, include company culture (76.4%), purposeful work (78.6%), growth opportunities (80.6%), and competitive salary (89.7%). Less than half report office location (47.0%), and transportation options (35.6%) as extremely or very important. A total of 32 respondents provided 33 'Other' responses for topics of importance to potential candidates, as one provided two responses. These include work environment/company culture/values (8), work hours/commute time/flexibility/remote work options (6), training and professional development (5), benefits/fringe benefits/insurance/vacation time (4), 3 for other benefits (3), opportunities for growth (2), non-applicable (2), and salary and commission (2) and housing cost (1).



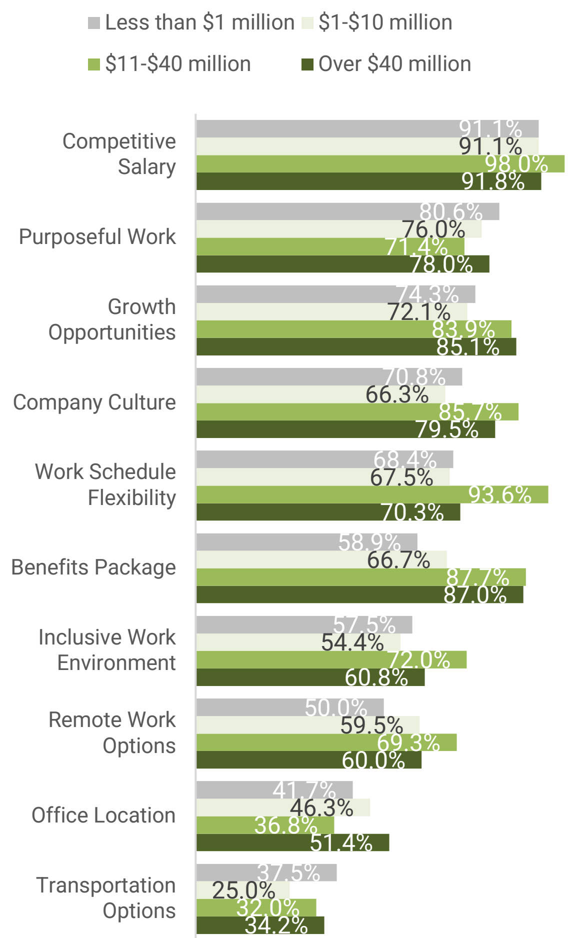
Response Differences by Organization Type: While a competitive salary is considered important for job candidates across for-profit, nonprofit, and academic/governmental organizations, other responses vary significantly depending on the type of organization. These include:

- *Purposeful work* was the second most selected as very or extremely important for their job candidates for nonprofits (93.3%) and education and government (78.2%), compared to 70.4% of for-profit organizations.

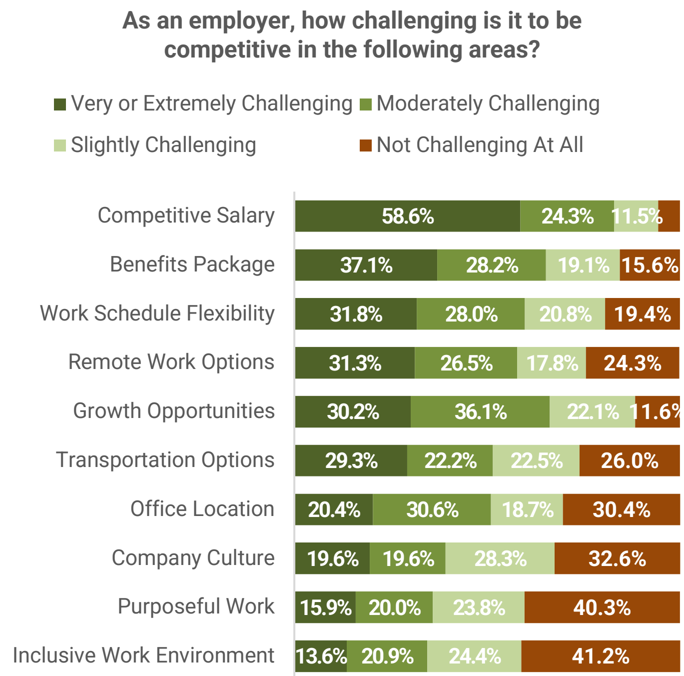
- *Growth opportunities* was the second most selected category as very or extremely important for their job candidates for for-profit organizations.
- Other selected categories include *Work schedule flexibility, which* was considered of higher importance for nonprofits (85.0%) than for-profit (67.9%) and educational/governmental organizations (62.5%), and *remote work options*, which seemed to be of greater importance for candidates at nonprofits (74.6%), than for profit (60.5%) or educational/governmental organizations (38.5%). *Inclusive Work Environment* was rated highly by 73.3% of nonprofits, 56.8% of for-profits, and 55.6% of educational and government organizations.

Response Differences by Organization Revenue: Approximately nine of ten employers across all four revenue categories consider a competitive salary to be very or extremely important to their job candidates. A higher percentage of larger organizations see growth opportunities, benefits packages, and work schedule flexibility as very or extremely important.

How important are the following areas to the candidates you are interviewing today? - Very or Extremely Important



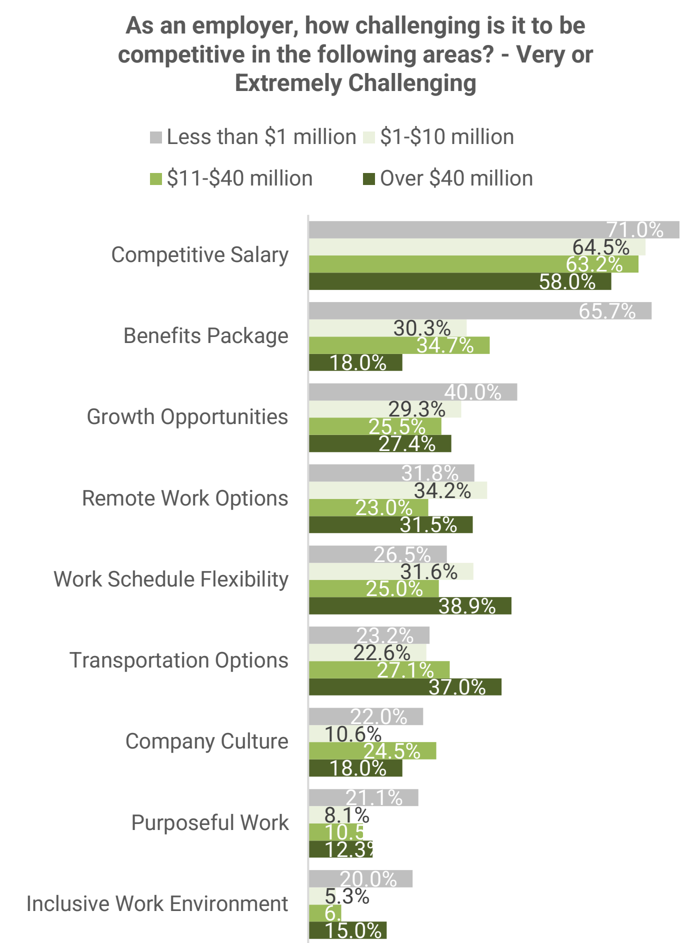
Challenges for Competitiveness: A majority of employers find it extremely/very challenging (58.6%) or moderately challenging (24.3%) to be competitive by offering a competitive salary. There are also other potential challenges to employee recruitment and retention. Approximately two-thirds of employers indicated growth opportunities as extremely/very (30.2%) or moderately challenging (36.1%). Two-thirds of employers also consider offering a benefits package very/extremely (37.1%) or moderately challenging (28.2%) for their competitiveness. Four out of ten employers do not consider having an inclusive work environment (41.2%) or offering purposeful work (40.3%) challenging for their competitiveness in the labor market. A total of 7 respondents provided 'Other' responses for how challenging it is to be competitive in different areas. Responses include non-applicable (2), funding and revenue sources (2), fringe benefits (1), training (1), and the difficulty of the non-profit sector to be competitive with the private sector (1).



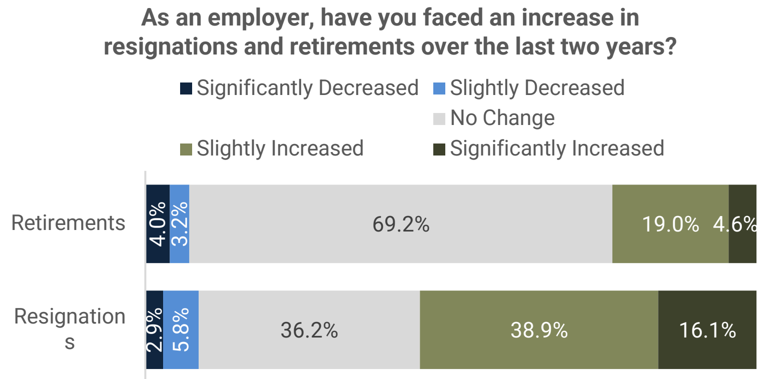
Response Differences by Organization Type: A higher percentage of nonprofits (70.2%) than for-profits (54.8%) and academic/government (59.0%) consider a competitive salary very or extremely challenging. Other significant differences include:

- *Work schedule flexibility* is challenging for more for-profit (32.9%) and government organizations (34.8%) than non-profit (21.0%).
- *Transportation* is challenging for more government/educational organizations (35.7%) than for-profit (28.2%) and nonprofits (19.6%).
- *The benefits package is more* challenging for more government/educational organizations (47.1%) than for-profit (31.3%) and nonprofits (40.4%).

Response Differences by Organization Revenue: A larger percentage of the smaller employers, especially with revenues of under $1 million, find a competitive salary, benefits package, and growth opportunities to be very or extremely challenging for their organizations. Larger employers are more likely to find work schedule flexibility and transportation to be very or extremely challenging.

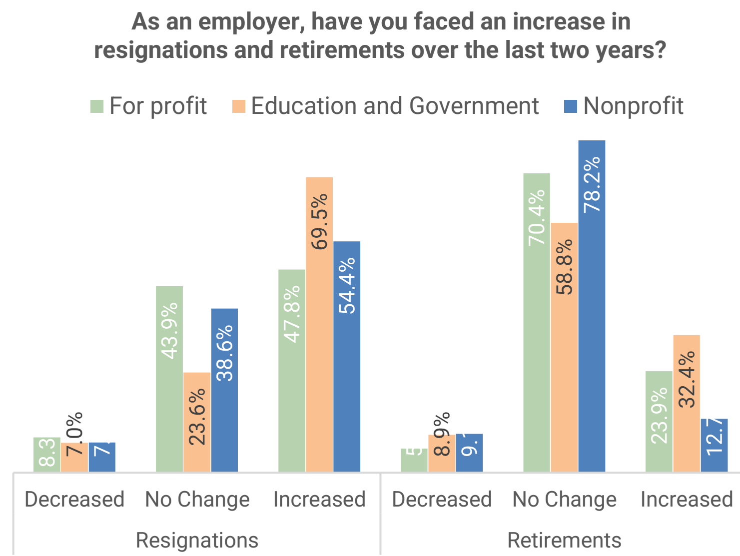


Retirements: Most employers (69.2%) have seen no change in retirements. Approximately 23.6% noted a slight or significant increase.



Resignations: Most employers reported an increase in resignations over the last two years, with 38.9% reporting a slight increase and 16.1% reporting a significant increase. Slightly over a third indicated no change in resignations. Most employers who experienced changes in resignations reported a slight (44.2%) or significant impact (52.3%).

Response Differences by Organization Type: More academic and governmental organizations noted increases in resignations and retirements over the last two years. Conversely, more for-profit and nonprofit organizations noted no changes in resignations and retirements.



Resignations and retirements had a significant impact on more nonprofit (61.3%) and educational/governmental organizations (64.0%), than for-profit (40.0%).

Response Differences by Organization Revenue: The impact of resignations has been more pronounced among smaller employers. Approximately two-thirds of organizations with revenues under $1 million indicated resignations had a significant impact on their business functions, compared to 36.6% of employers with revenues of $40 million and above. Conversely, the impact has been moderate for a larger percentage of the higher revenue organizations than for those with lower revenues.

The survey included one long open-ended question asking respondents to detail the negative consequences of resignations and the lack of staffing. Respondents provided detailed answers, often specific to their industry or business needs. These responses were analyzed and categorized for common themes. A total of 185 respondents provided 264 'Other' responses, as their responses could be classified into different categories. Of these, many (62) indicated resignations and lack of staffing resulted in shifting the burden to other staff who were often overworked, affecting morale, followed by decreased productivity/failure to meet goals or increased delays (39), and the inability to hire new employees or ensuing resignations and an unstable workforce (37). Others pointed to effects on customer service and relationships with clients and funders (29), a lower clientele or inability to grow/expand (27), an ensuing loss of income due to lower clientele, and increased costs for salaries, overtime and even insurance (19), the need to train new hires or retrain existing staff (18), and the effect on the knowledge lost by the company as experienced employees leave and are often replaced by less experienced employees (15). Some respondents pointed to lower staffing resulting in their business or school not meeting ratios or regulations required by law or lower supervisory capacity (8), others gave miscellaneous responses (6). At the same time, three commented on how the lack of staffing affects the health of their business or its continuity (3), and one stated their business was not currently experiencing resignations (1). Some quotes are included.

What are the negative consequences of resignations and the lack of staffing?

- "Capacity shortages impact our ability to effectively serve clients, increase burdens on remaining staff, increase resignations based upon the capacity realities for those left behind." Director of a non-profit organization.

- "Clients may decide they don't need our services if the positions are not filled quickly." Executive of a construction firm.

- "For safety reasons, we need to be fully staffed. And if we don't have positions filled, we lose grant funding for that period." President of a non-profit organization.

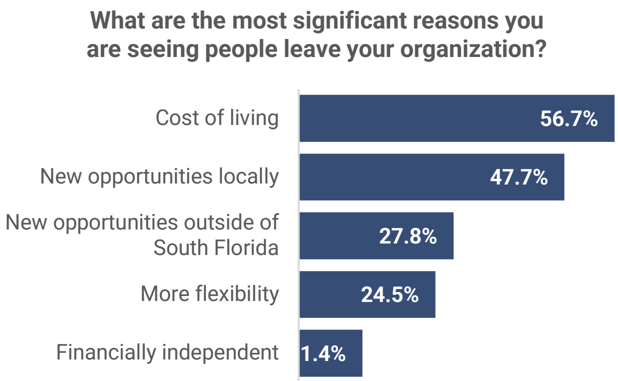
- "A long list of consequences including fulfillment of client obligations/expectations, knowledge loss, loss of continuity, and increased staffing costs." Technology firm.

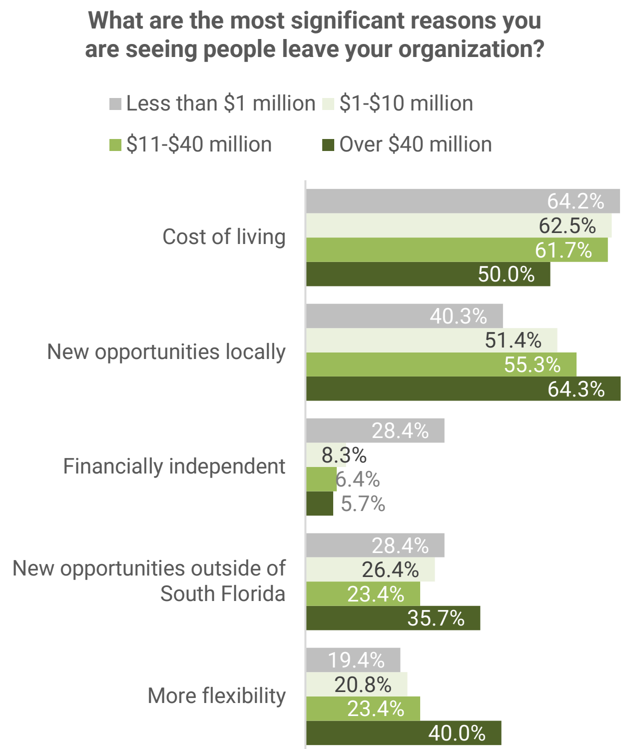
- "We only have one person doing each function in my team, so a resignation means someone has to pick up all their responsibilities. Very stressful in the 6 months to 1 year to recruit, hire and onboard." Executive of a museum

Reasons for Workforce Challenges: The leading reasons for employers' loss of workers were the cost of living (56.7%) and employees finding new opportunities locally (47.7%). Over a quarter of employers (27.8%) noted their employees are leaving for new opportunities outside of South Florida. Most employers (58.0%) reported experiencing significant challenges due to resignations and lack of staff. The 51 respondents provided 52 'Other' responses for the most significant reason they see people leave their organization. These include salary or higher pay/high cost of living (17), starting a business/changing industries/ professional growth (8), family and personal issues (6), no departures (4), retirement (4), flexibility and remote work options (3), other issues like the inability to work outdoors or a lack of transportation (2), benefits (2), fast pace and burnout (2), restructuring and budgets (2) company culture (1) and political environment (1).

Response Differences by Organization Type: Cost of living is a challenge for fewer for-profits (49.7%) than nonprofit (58.6%) or educational and governmental employers (68.5%). More educational and governmental (75.3%) than for-profit (48.1%) or nonprofit organizations (55.9%) have experienced significant challenges because of the resignations and lack of staffing.

Response Differences by Revenues: Cost of living was selected as the leading reason for resignations in organizations with revenues under $40 million, whereas a greater percentage of the largest firms by revenue indicated employees leaving for new opportunities locally. Another significant difference in responses was in the percentages of employers who point to flexibility as a reason for their employee resignations. Only 19.4% of organizations with revenues under $ 1 million selected flexibility as a reason for resignations, compared to 40.0% of employers with revenues of $40 million and above.

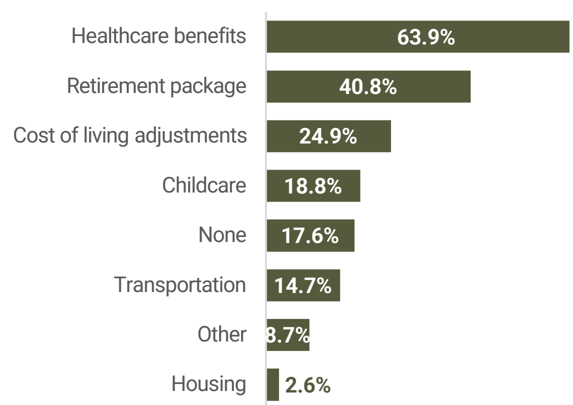




Employee Subsidies and Benefits: Many employers provide combinations of benefits to mitigate living costs and attract and retain employees. Most employers (63.9%) offer healthcare benefits. Only four in ten employers (40.8%) provide retirement benefits, and 24.9% have cost of living adjustments.[3] Approximately 17.6% have no subsidies or benefits.

The thirty-three ‘other’ responses for the areas in which their organizations offer benefits or subsidies to help employees mitigate cost included: vacation/paid time off and sick days (7), other benefits like lunch discounts, mental health sessions, cell phone, parking, free/discounted lunch, internet and performances (5), schooling or continuing education (5), flexibility or work from home options (3), bonus and tip pools (3), life insurance (3), retirement programs (2), loan repayment (1), stock options (1), not applicable (1) and miscellaneous responses (2).

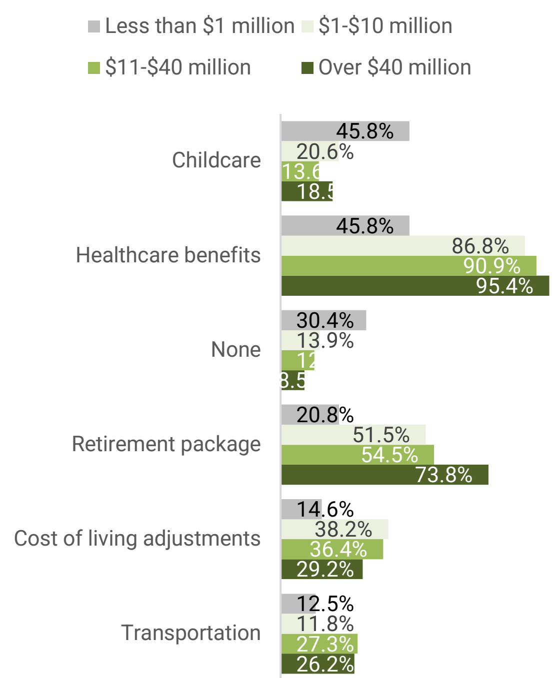
In which of the following areas does your organization offer employee subsidies or benefits to mitigate cost?



Response Differences by Organization Type: The most significant difference is in the high percentage of educational and governmental organizations (47.1%) that offer childcare subsidies or benefits to mitigate their employees’ costs. Only 9.0% of for-profit organizations and 15.0% of nonprofits indicated they offer that benefits category. Conversely, more for-profit (73.7%) and nonprofit organizations (83.3%) than education and government (45.7%) offer healthcare benefits. The low percentage for education and government employers could be accounted for by the participation of technical colleges, private colleges and schools, and daycare facilities in this comparison group. Nonprofits are more likely to offer cost of living adjustments (38.3%) than government (21.4%) or for-profit companies (21.2%).

Response Differences by Revenue: There are significant differences in employers' benefits, depending on revenue size. Almost one-third (30.4%) of employers with revenues under $1 million do not offer any benefits. Less than half of these employers (45.8%) offer childcare and/or healthcare benefits. Overall, employers with less than $1 million in revenues have fewer benefits, while larger employers offer multiple benefits. Housing benefits are offered by less than 5% of all employers.

In which of the following areas does your organization offer employee subsidies or benefits to mitigate cost? (please check all that apply)



[3] While the survey did not define cost-of-living adjustments, according to the Social Security Administration, Cost-Of-Living Adjustment (COLA) are salary or benefits corrections that reflect cost-of-living changes. https://www.ssa.gov/oact/cola/colasummary.html

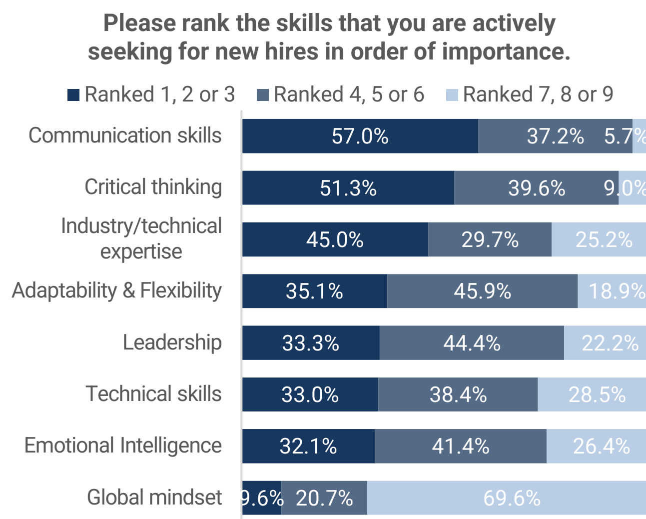
Recruiting

Recruitment Areas: Miami-Dade's employers are recruiting both within and outside South Florida to address their workforce shortages. Over two-thirds (69.9%) are focused on recruiting in Miami-Dade. However, these employers are also looking for talent elsewhere, as evidenced by the multiple selections on the question about areas for active recruitment. Approximately one in five employers are also recruiting across Florida and the country.

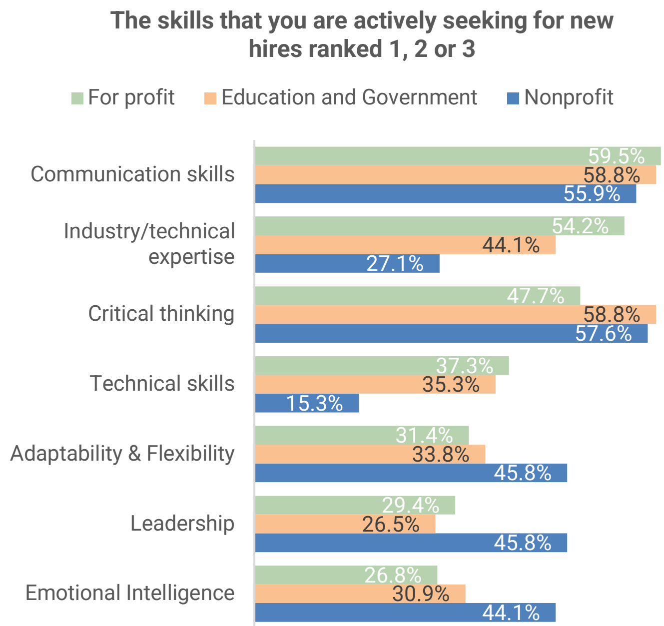
For-profit and nonprofit organizations show greater willingness to recruit from outside Miami-Dade. While some education and government organizations recruit outside the county, 80% indicated their candidates are in Miami-Dade.

Smaller organizations are more likely to recruit mostly locally in Miami-Dade County, whereas employers with higher revenues spread their recruitment efforts locally and elsewhere. For example, 54.4% of employers with revenues over $40 million recruit in other South Florida Counties, 44.1% recruit across Florida, and 42.6% recruit across the country. By comparison, 24.6% of employers with less than $1 million in revenues recruit in other South Florida counties, 8.2% across the state, and 14.8% across the country. Notably, approximately 16% of organizations with revenues between $1 million and $10 million indicated they are not recruiting because they are staffed appropriately, compared to less than 5% of larger employers.

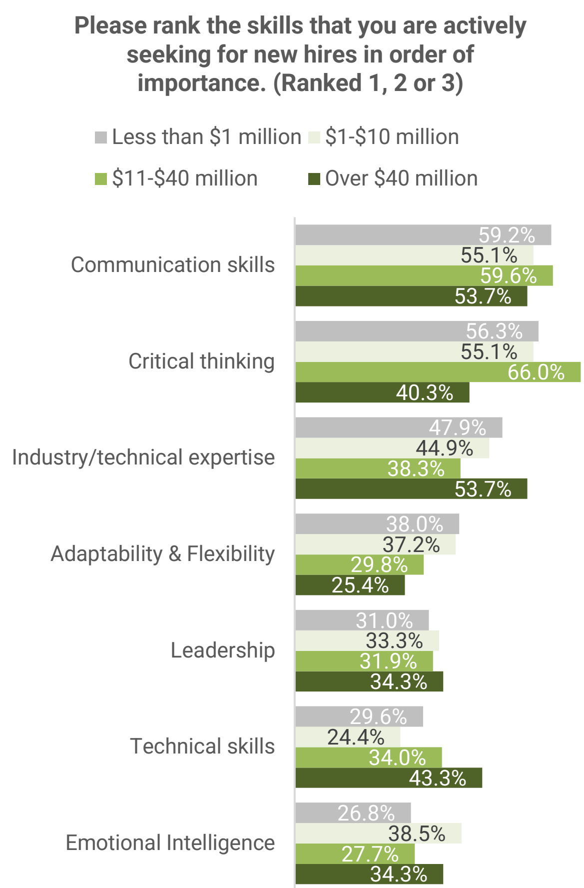
In-Demand Skills: Most employers seek a workforce with a combination of skills. Most employers selected communication skills (57.0%) and critical thinking (51.3%) among their top three in-demand skills. Almost half (45.0%) also ranked industry and technical expertise among their top three skill choices. The global mindset skill was selected with the least importance by 69.6% of employers. Twenty-four respondents provided 'Other' responses to the question, asking them to rank the skills they seek for new hires in order of importance. These include soft skills/teamwork/community (10), work ethic/dedication (6), ability to follow directions/competency (2), teaching/educational experience (2), problem-solving skills (1), not actively hiring (1), commute (1) and data science (1).



Response Differences by Organization Type: Communication skills were the only in-demand skill without a significant difference in responses, ranked in the top three by similar percentages across organizational types. A higher percentage of for-profit organizations ranked industry and technical expertise among their top three skills. Conversely, adaptability and flexibility, leadership, and emotional intelligence were top ranked more by nonprofits.



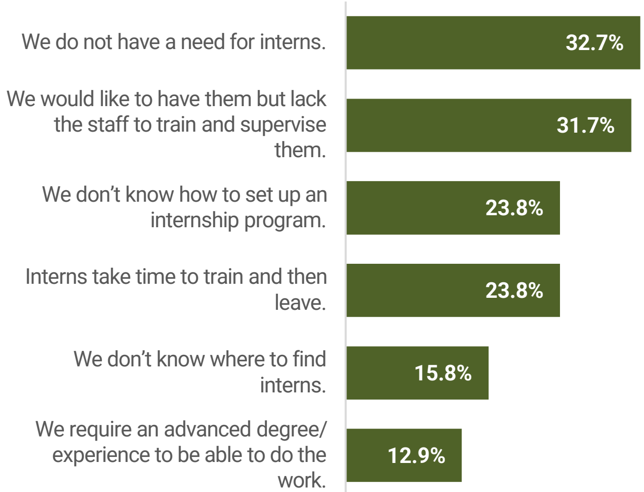
Response Differences by Revenue: Communication skills were the only skill that most employers across revenue categories consistently ranked among their top three. Critical thinking was ranked in the top three by employers with revenues of $40 million or less, whereas 40.3% of those with revenues over $40 million placed it in the top three skills they seek from new hires. Conversely, the largest employers are more likely to seek technical skills.



Workforce Pipeline

Internship Programs: **Over two-thirds of employers (69.6%) have internship programs.** The lack of need was the leading reason for not offering internships (32.7%). One reason firms do not offer internship programs is that they need additional support in finding and training interns. For example, 31.7% would like to have interns but lack the training and supervision staff. Almost one in four employers (23.8%) do not know how to set up an internship program.

Why does your organization not offer internship programs?



The most frequently selected sources for interns were college and university students (85.6%), followed by high school students (34.2%). Approximately 11.5% indicated other sources for interns, including referrals (5), careers sites and agencies (4), foreign talent or J-1 visa holders (3), youth and recent graduates (3), law school (3), industry resources/professionals in training (2), social media (1) and dual enrollment (1).

Some employers pay interns a salary (43.7%), while others pay a small stipend to help with travel, etc. (17.6%), or pay from grants or other sources (17.2%). Approximately 21.4% do not pay interns.

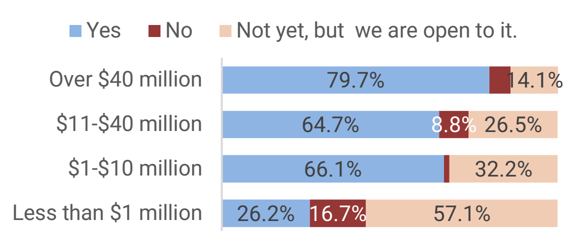
Response Differences by Organization Type: Most organizations, regardless of type, have internship programs, but for-profits (74.1%) and nonprofits (81.7%) are more likely to have them than governmental and educational organizations (63.4%). The for-profit organizations' most

> **62.3%** of employers with internship programs have hired an intern in a more permanent position.
>
> **31.4%** have not hired interns yet but are open to it.

frequently selected reason for not having interns was the lack of need (46.3%). Almost two-thirds of nonprofits (63.6%) who do not offer internship programs would like to have them but lack the staff to train and supervise them. Another barrier that is more common for nonprofits (27.3%) and education/government organizations (34.6%) than for-profit (14.6%) is a lack of knowledge on how to set up an internship program. For-profit employers are more likely to pay their interns a salary (61.7%) than nonprofit (8.3%) or government/education employers (29.5%).

Response Differences by Revenue: Most employers offer internships regardless of revenue size. A smaller percentage of employers with revenues under $1 million offer internships (56.0%), compared to employers over $40 million (88.9%). Approximately 75% of employers with revenues between $1 and $40 million offer internships. Large employers are also more likely to hire interns into permanent positions.

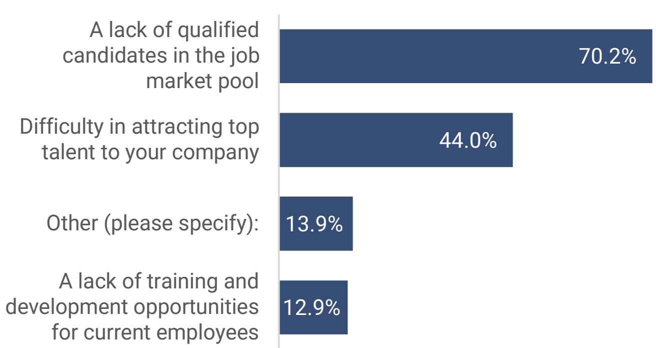
Have you hired an intern in a more permanent position?



Approximately four in ten employers with revenues under $1 million *do not* pay their interns. The larger the organization in terms of revenue, the more likely they are to have paid internships. Only 25% of employers with revenues of $1-$10 million do not pay interns, compared to 16.2% with revenues between $10-40 million, and 9.4% with revenues over $40 million.

Recruitment Challenges: Most employers in Miami-Dade County (70.2%) believe a lack of qualified candidates in the job market pool is a challenge in their recruitment process. Less than half (44.0%) indicated difficulty attracting top talent as a challenge. About 12.9% selected the lack of training and development opportunities for current employees as a challenge. Approximately 13.9% selected 'Other' as their response. Self-reported answers included competitive salaries (14), work ethic (5), no challenges/not hiring (5), candidates lacking experience or the right skills/languages for the job (4), problems advertising positions/unaware of opportunities/ cost of ads/insufficient response to ads (3), staff leaves despite best efforts (3), expectations of work flexibility and remote work (3), the cost of living (2), lack of services (1), employees failing background check (1), the political landscape (1), being in a high demand industry (1), and companies upskilling employees (1).

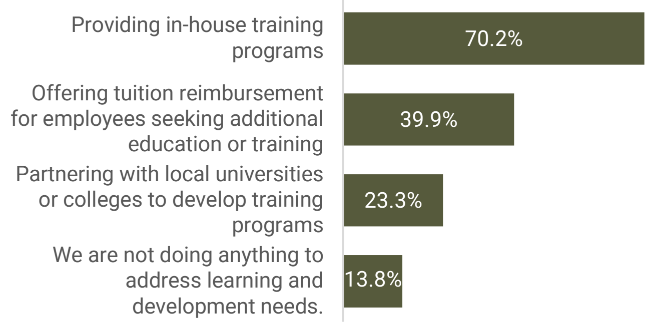
What challenges do you face employing qualified workers?



Only 4% of employers are very satisfied, and 22.5% are somewhat satisfied with the current pool of job candidates. There are no differences of opinion on this question across the different types of organizations.

Workforce Learning and Development: To address their organizations' professional development needs, most employers (70.2%) are providing in-house training programs. Over a third (39.9%) offer tuition reimbursement for employees seeking additional education or training. A significant percentage (23.3%) also partner with local colleges or universities to develop training programs. Nonprofits are more likely to partner with local academic providers (33.3%) than for-profit (17.8%) or government/education organizations (22.9%). However, fewer nonprofits offer tuition reimbursements (28.3%) than for-profit organizations (41.1%) or government (51.4%).

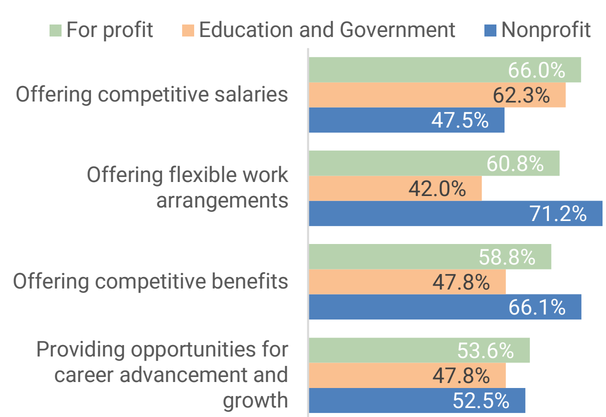
Considering your current employees, how is your organization currently addressing its learning and development needs for employees?



On-the-job professional development is also related to career growth. Almost half of employers (49.5%) consider providing opportunities for career advancement and growth to be a strategy to attract and retain employees. Employers use a combination of strategies for that purpose, including competitive salaries (59.5%), flexible work arrangements (55.5%), and competitive benefits (55.1%).

Response Differences by Organization Type: Nonprofit organizations are more likely to use flexible work arrangements for recruitment and retention of employees, but less likely to offer competitive salaries.

What strategies do you use to attract and retain qualified employees?



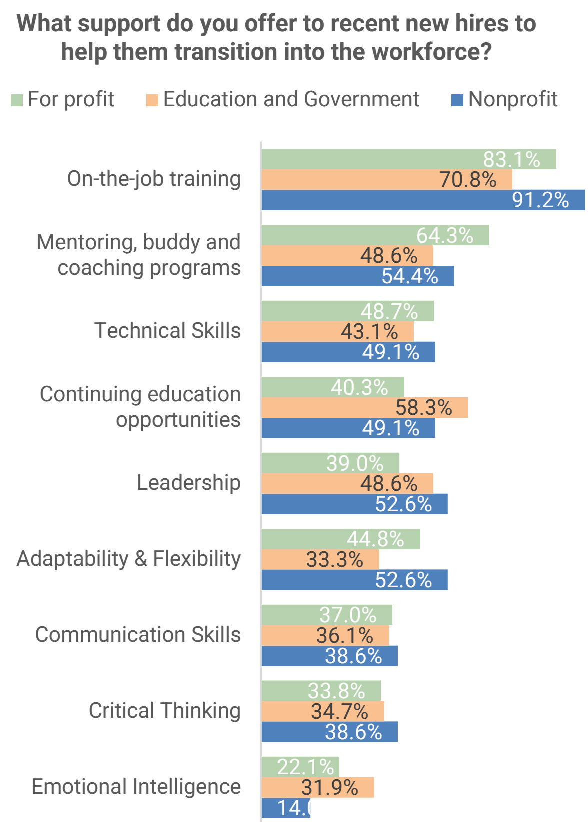
Twenty-three provided twenty-six responses for 'Other' strategies used to attract and retain qualified employees. Many listed challenging and purposeful work (6), work flexibility including remote work options (5), training/certification/learning (4), the company culture (4), bonuses (3), not hiring or not applicable (2), additional paid time off (1) and general experience with management (1).

Consistent with responses on the professional development of their current workforce, employers also have similar offerings for new hires. Most employers (77.6%) offer on-the-job training for new hires. More than half (55.8%) also offer mentoring and coaching. Over four in ten employers provide technical skills, continuing education, leadership, and adaptability and flexibility training.

Five respondents selected the 'Other' option for the services/programs they offer to new hires to help them transition into the workforce. These include financial and retirement planning and training (1), no employees (1), self-care strategies (1), service excellence and introduction to higher education (1), and social media (1).

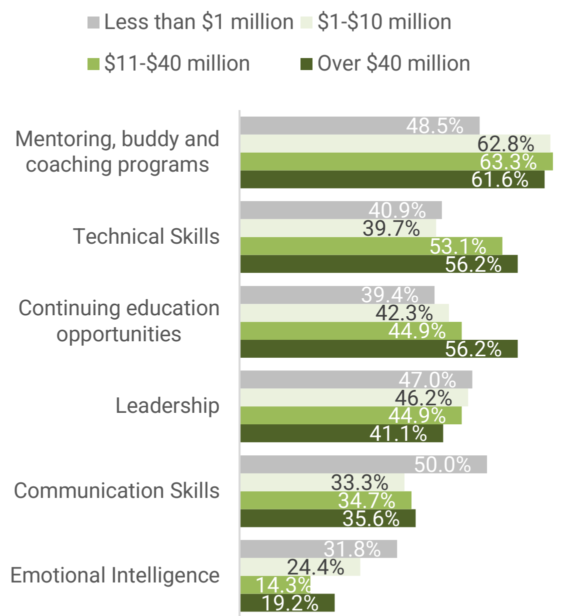
"Meaningful work, and a respectful work environment where team contributions are highly valued and heard. Although the organization itself does not have major opportunities to have staff grow to new hierarchical positions, they have the opportunity to grow the programs and areas that they manage."

Response Differences by Organization Type: While on-the-job training was the most frequently selected type of support organizations offer to recent new hires to help them transition into the workforce, a higher percentage of for-profit and nonprofit organizations selected that answer. For-profit organizations are more likely to offer mentoring, buddy, and coaching programs. A higher percentage of educational and governmental organizations offer continuing education opportunities.



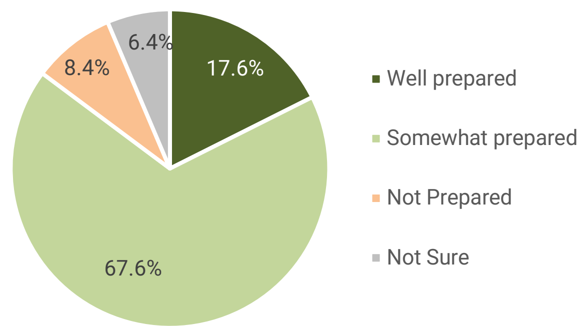
Response Differences by Revenue: Over three quarters of employers across the revenue categories selected on-the-job training as one type of support they offer to recent new hires to help them transition into the workforce. Employers with revenues under $1 million are more likely to offer emotional intelligence and communication skills support; 31.8% and 50.0% respectively. By comparison, 19.2% of employers with revenues over $40 million offer emotional intelligence and 35.6% offer communication skills support for new hires. Conversely, large employers are more likely to offer continuing education, technical skills, and mentoring and coaching support.

What support do you offer to recent new hires to help them transition into the workforce?



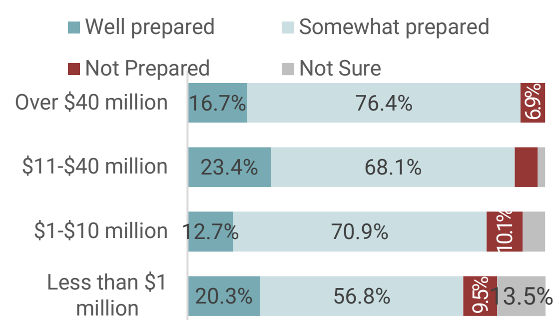
Given the workforce challenges and despite the various supports employers offer to new hires, **only 17.6% are well prepared to handle the evolving landscape of Miami-Dade's workforce.**

How prepared is your organization to handle the evolving landscape of Miami-Dade's workforce?



Response Differences by Revenue: Only a small percentage of employers across all revenue categories consider themselves prepared to handle the evolving landscape of Miami-Dade's workforce.

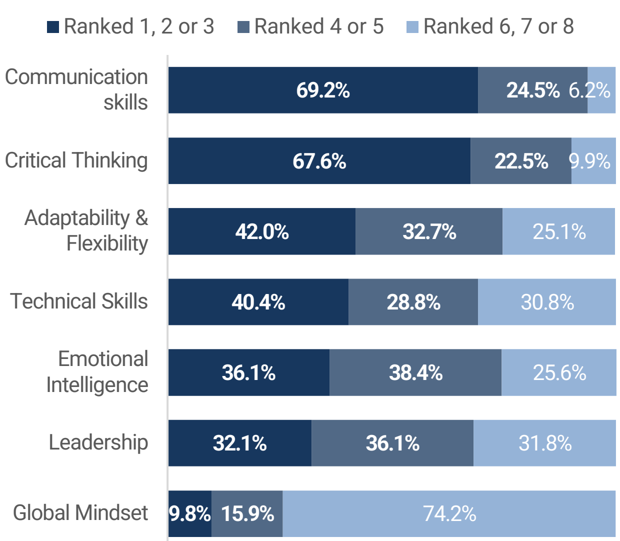
How prepared is your organization to handle the evolving landscape of Miami-Dade's workforce?



The Role of Universities and Colleges

Workforce Skills Expectations: Employers seek a workforce with diverse skills. The majority ranked communication skills and critical thinking among the top three skills they wish college and university graduates to develop. Many employers also selected adaptability and flexibility (42.0%) and technical skills (40.4%) among their top three ranked.

Rank in order of importance the knowledge and skill base universities and colleges need to graduate students to enter the workforce.

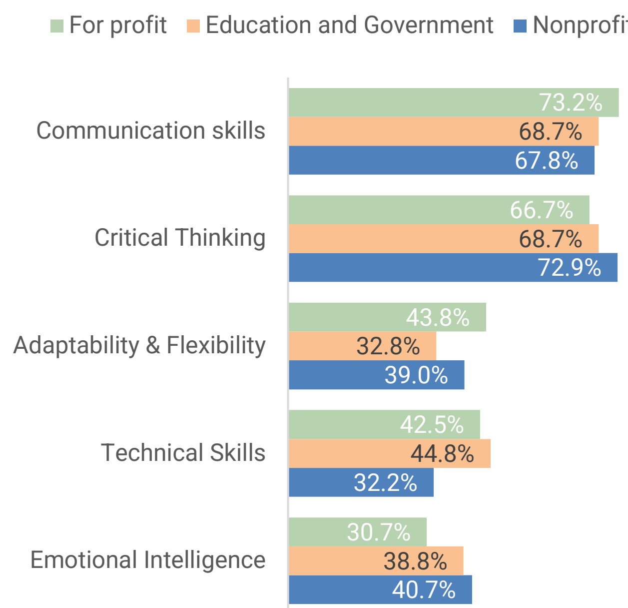


Eleven respondents provided 'Other' responses for the ranking of the knowledge and skill base universities and colleges need to graduate students to be ready to enter the workforce. Of these, some listed soft skills like interpersonal skills and being a team player (5), training (2), work experience (2), advocacy (1), and one cited data science/analytics (1).

Half of the employers indicated that less than 25% of their workforce comprises recent college graduates, while 13.4% indicated they do not hire recent college graduates. Only 13.8% indicated that most of their workforce comprises recent college graduates.

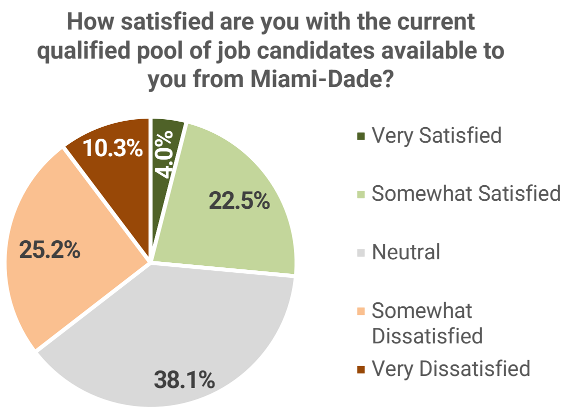
Response Differences by Organization Type: All organization types ranked communication skills and critical thinking among the top three. The differences were in relation to technical skills and emotional intelligence. More for-profit and government/education organizations ranked technical skills as one of the top three choices for the knowledge base universities and colleges must develop in their students. Conversely, more nonprofits ranked emotional intelligence among their top three.

Knowledge and skill base universities and colleges need to graduate students in order to be ready to enter the workforce (ranked 1, 2 or 3)



There were no significant differences across organizations in the different revenue categories in relation to the skills they consider important for universities and colleges to teach students to be ready to enter the workforce. All employers ranked communication skills and critical thinking among the top three in importance. The other skills received similar rankings except for emotional intelligence, which seems to be valued more by smaller employers. Whereas 38.6% of employers with revenues under $1 million ranked it in their top three, only 28.4% of employers with revenues over $40 million gave it similar importance.

Colleges and universities could play an important role in meeting the labor force needs of Miami-Dade employers. Over one-third of employers (35.5%) are dissatisfied with the current pool of job candidates, whereas 26.5% are satisfied.

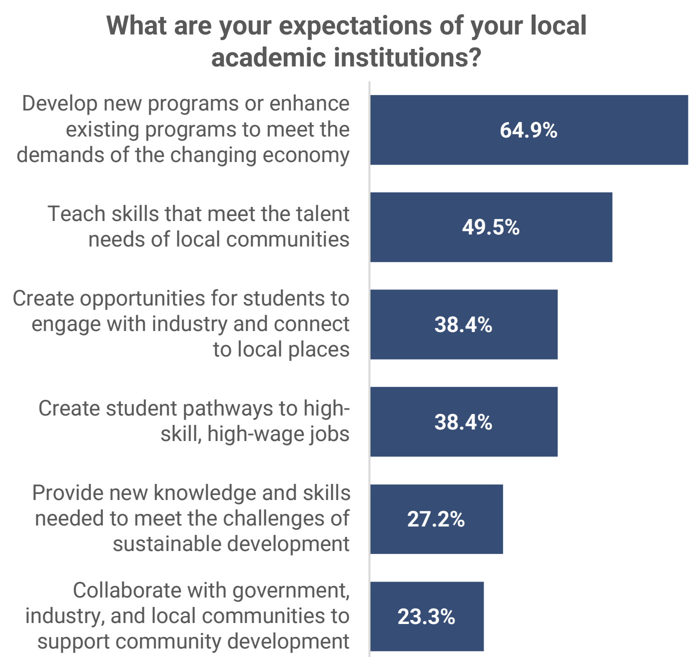


Response Differences by Organization Type: The variations in job candidate satisfaction were small across organization types. Between three and four percent of for-profits, nonprofits, and education and governmental employers were very satisfied with the current pool of candidates. Many were uncertain/neutral: 40.0% of for-profit employers, 39.0% of nonprofits, and 32.9% of educational government organizations. Education and government employers had the highest percentage of dissatisfied respondents (42.9%), followed by nonprofit (33.9%) and for-profit organizations (31.9%).

Response Differences by Revenue: Satisfaction with job candidates is higher among employers in the higher revenue categories. While 38.4% of organizations with revenues over $40 million indicated they were somewhat or very satisfied with the job candidate pool, only 19.1% of those with revenues under $1 million indicated the same. It is notable, though, that across all revenue categories, those who selected 'very satisfied' were few, including

- 6.8% with revenues under $1 million
- 1.3% with revenues $1-10 million
- 0.0% with revenues $10-40 million
- 5.5% with revenues over $40 million

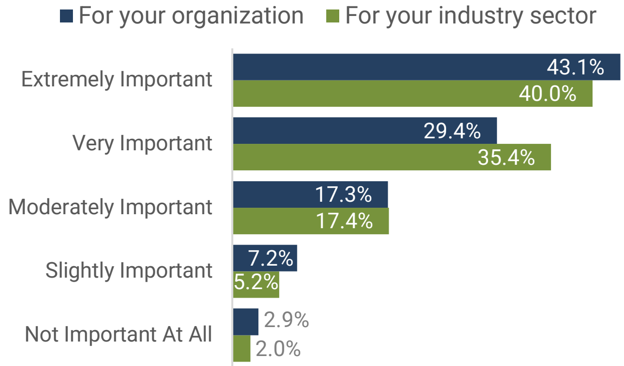
Expectations of Academic Institutions: Most employers (64.9%) expect local academic institutions to develop new programs or enhance existing ones to meet the changing economy's demands. Almost half (49.5%) expect local academic institutions to teach skills that meet the talent demands of the community. Over a third look to academic institutions to create student pathways to high-skill, high-wage jobs (38.4%) or create opportunities for students to engage with industry and connect to local places (38.4%). Less than a quarter selected among their expectations support for historically marginalized students, faculty, and staff (15.4%), academic institutions' contribution to solving community challenges through research (18.7%), demonstrating leadership in diversity and inclusion (21.6%), or collaboration with government, industry, and local communities to support community development (23.3%).



Four respondents provided 'Other' responses for their expectations of their local academic institution. These include all of the above (1), developing maturity for the workplace (1), and professional development and testing dates (2).

Partnerships with Academic Institutions: Most employers recognize that establishing partnerships and collaborations with local universities and colleges is extremely or very important both for their organization and industry. A higher percentage of nonprofit organizations indicated partnerships with academic institutions were very or extremely important for their organization (86.7%) or industry (83.1%).

How important is it to establish partnerships and collaborations with local universities and colleges?



Regardless of revenue size, over 70% of employers consider partnerships and collaborations with local universities and colleges very or extremely important for their organization and sector.

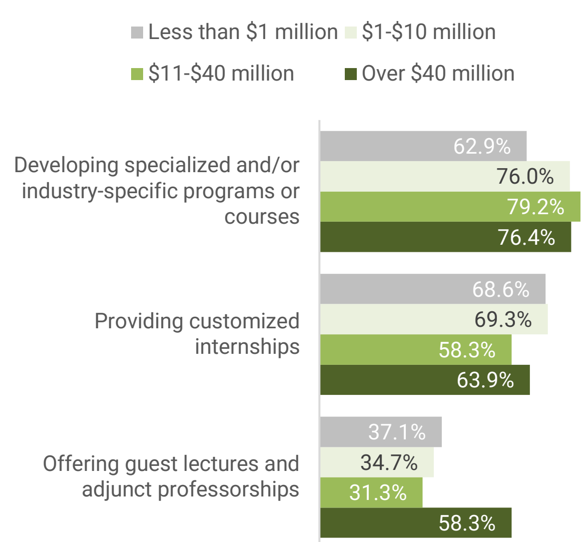
Most employers envision these partnerships to focus on developing **specialized and/or industry-specific programs or courses** (73.2%) and providing **customized internships** (62.5%). Over a third (39.5%) also indicated that academic institutions could offer guest lectures and adjunct professorships.

Thirteen respondents provided responses for the 'Other' option for the collaborations they think are important when considering relationships with local colleges and universities. Of these, many indicated they prioritized collaboration for employment of students in their industry (4), access to free services like healthcare, national parks and providing more Miami-Dade exam dates (3), research and research agreements (3), becoming a vendor (1), faculty on boards of directors (1) and understanding business needs in general (1).

Response Differences by Organization Type: Similar percentages of employers across organization types (73-74%) see a potential partnership with local colleges and universities in developing specialized and/or industry-specific programs or courses. A larger percentage of nonprofits (74.1%), than for-profit (63.6%) or education/government organizations (54.3%) see a collaboration in offering customized internships. Offering guest lectures and adjunct professorships was selected by a larger percentage of for-profits (45.5%) than nonprofits (32.8%).

Response Differences by Revenues: The majority of employers with revenues over $40 million selected all three options for possible partnerships and collaborations with local colleges and universities, including offering guest lectures and adjunct professorships (58.3%), providing customized internships (63.9%), and developing specialized and/or industry-specific programs or courses (76.4%). Only about one-third of the smaller employers selected guest lectures and adjunct professorships. A smaller percentage of employers with revenues under $1 million are interested in developing specialized and/or industry-specific programs or courses.

When considering relationships with local colleges/universities, what types of partnerships or collaborations do you think are important?

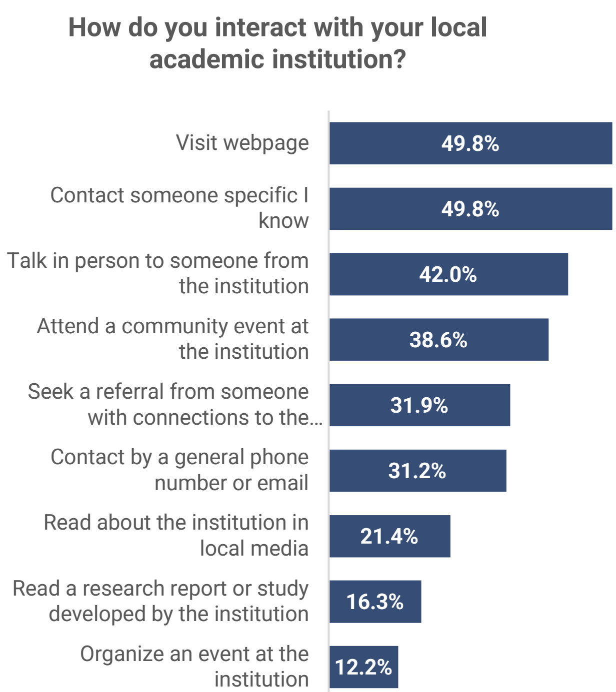


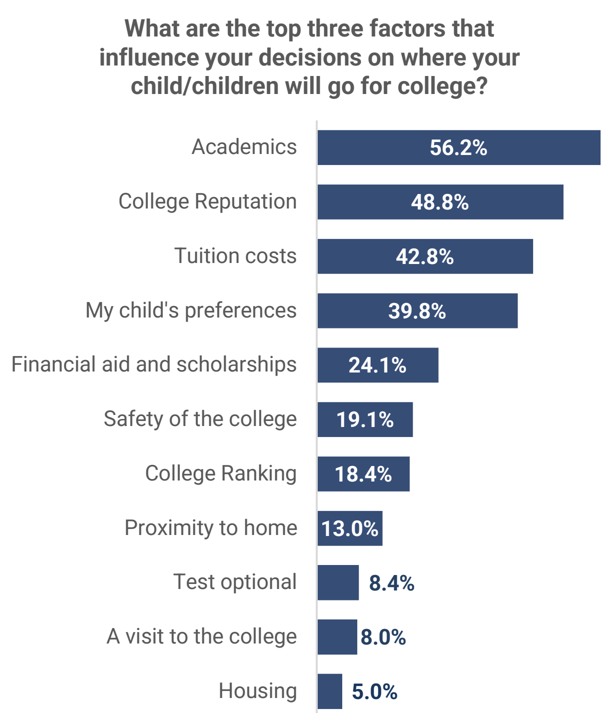
Interaction with Academic Institutions: Respondents were also asked how they interact with academic institutions to understand the most useful communication channels. Only 4.7% of employers indicated they do not interact with local academic institutions. Almost half visit the institution's webpage or contact someone they know specifically at the institution. Over a third attend community events at the institution/college (38.6%) or talk to someone from the institution (42.0%). A few respondents (3.1%) have commissioned a study to be completed by the institution.

Eight respondents selected the 'Other' option and described how they interact with their local academic institution. Some have members on advisory boards (2), others attend/speak at institutional events (2), and others are affiliated with training (1) or leadership collaboration (1). Two indicated this did not apply to them.

Personal Preferences for College Attendance: Respondents were also asked about the factors affecting their college choice preferences. A small majority (56.2%) indicated academics (programs, majors, minors) among the top three factors influencing their decision on the academic institution their children would attend. Less than half (48.8%) selected college reputation among their top three. Other factors selected by significant percentages include tuition costs (42.8%) and their children's preferences (39.8%).

Three respondents provided responses for the 'Other' option for the top three factors influencing where their children will attend college. These include two who did not have children and one looking for a culture of belonging and psychological and physical safety.

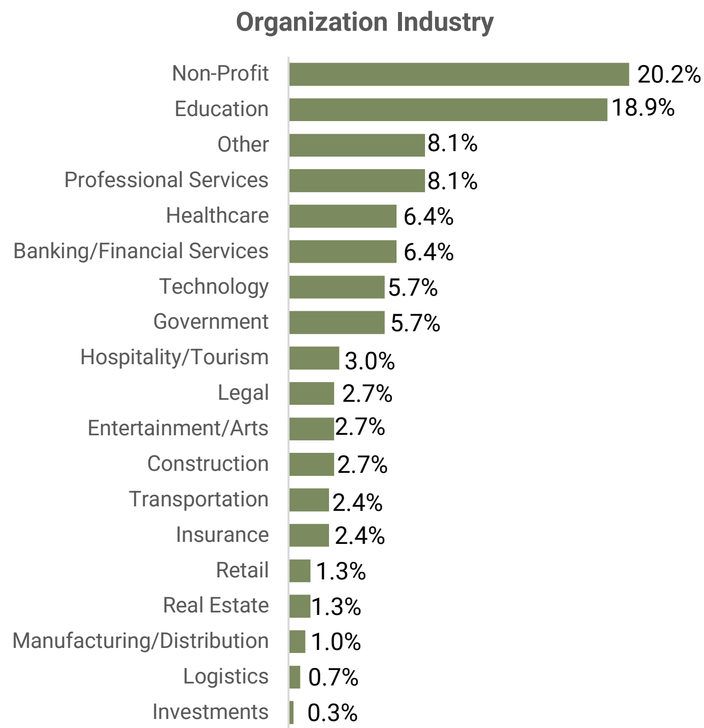


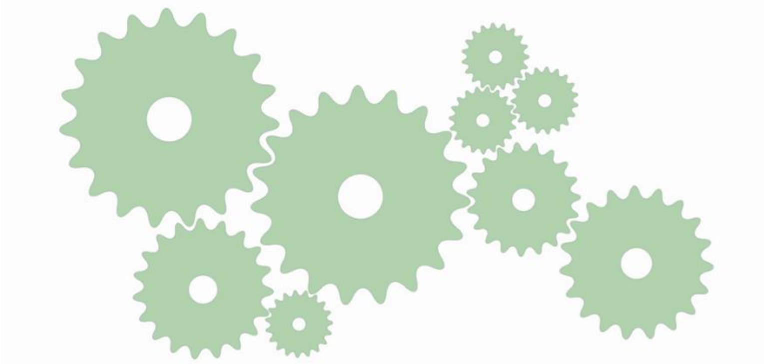


Business Characteristics

The survey sample included employers from all economic sectors. The most represented sectors were non-profit and education.

A total of 24 respondents selected the 'Other' option to identify their company's industrial sector. Of these, most selected advertising/communications/marketing (5), miscellaneous/parking/security/furniture (4), technology and media (4), architecture/design/engineering (3), attractions and events (3), chamber of commerce/philanthropy (2), consulting (1), medical (1) and mining (1).





Survey Summary and Implications

The *2024 Miami-Dade Education and Workforce Development Survey* is the first comprehensive local effort in recent years to systematically collect evidence from employers about their perceptions of the local labor market. The survey's local focus ensures that the specific contexts of the Miami-Dade economy are accounted for in employers' perspectives and allows for comparisons with national and state data. For example, a 2023 national survey found that 40 percent of business leaders believe recent college grads are unprepared for the workforce, citing work ethic and communication skills as top reasons why recent grads are unprepared.[4] The 2021 Florida Workforce Needs Study reported that 52 percent of employers believe their new employees need additional skills training, and 56.5 percent indicated that 'workforce generational shifts' will disrupt their business over the next ten years.[5] Beyond that comparison, this survey allows for an understanding of local employer perspectives, and it enables stakeholders to engage in meaningful conversations on the strategies to be deployed and programs to be scaled to address local employers' workforce needs. While many lessons can be drawn from the evidence, below are a few broad conclusions and recommendations.

Broad questions on employer satisfaction with the current and incoming workforce and employer preparedness to handle the evolving landscape of Miami-Dade's workforce supply evidence of an underlying mismatch between available talent, needs, and expectations. Analyzing perspectives by employer characteristics allows comparisons across industry sectors and employer revenue size. There are specific questions that gauge workforce pipeline and skills expectations, which provide insight into workforce development strategies. This rich data could inform actions across sectors, workforce development providers, and business-serving organizations. While many lessons can be drawn from the evidence, what follows is a summary of findings and a few board conclusions and recommendations.

Resignations and Workforce Gaps

Since bouncing back from the global pandemic, Miami-Dade County has experienced record-low unemployment rates, increased migration of tech, fintech, and major investment firms, and significant growth in small businesses. Even with the boon that has occurred, there are still many headwinds for businesses in filling their current and future talent needs. Despite the low unemployment rate, 55% of employers reported experiencing more resignations, with 70% of the government/education sector reporting greater resignations. These resignations have a compounding effect, as we know, with 34% of employers reporting that the shifted additional workload created by these sudden vacancies impacted the morale of the remaining employees, who then were more likely to leave, creating a vicious cycle.

Employers listed cost-of-living as the top reason (56.7%) their employees leave. Almost 48% reported their employees have gone to other local businesses, while 27.8% reported employees left for opportunities outside of South Florida. About a quarter of employers reported employees leaving for greater flexibility in their work schedule.

Recruiting Challenges: Lack of Qualified Talent

In their recruiting efforts to fill vacancies, most employers (70.2%) indicated that *a lack of qualified available candidates* represents their main obstacle to filling their talent needs. Of the

[4] Intelligent. (2023) "4 in 10 Business Leaders Say Recent College Grads are Unprepared to Entr Workforce." https://www.intelligent.com/4-in-10-business-leaders-say-recent-college-grads-are-unprepared-to-enter-workforce/

[5] Florida Chamber Foundation. (2021), *Florida Workforce Needs Study*. https://www.flchamber.com/floridaworkforceneedsstudy

26.5% expressing some level of satisfaction with available candidates, more tended to be larger rather than smaller employers. This could be due to larger employers offering higher salaries, which would allow them to attract more top talent. Despite this, it is important to note that only 4% of employers (regardless of size or industry type) rated their candidate satisfaction levels as very high.

To combat the challenges of a workforce pool that is seen as less prepared, most employers (77.6%) are offering on-the-job training to new hires. More than half offer mentoring and coaching, and more than 40% offer technical skills training, continuing education, leadership training, and adaptability and flexibility training. It was interesting to see that larger employers focus more on offering technical skills training, coaching, and mentoring, and smaller employers focus more on communications and emotional intelligence training. This perhaps can be attributed to the focus of larger employers' work being more narrowly defined and needing a higher degree of specialized skills, while smaller employers with smaller teams place greater stock in creating teams that can function well together and can communicate more effectively, especially around less prescriptive environments.

Recruiting Challenges: Attracting Qualified Talent

Many employers (44%) felt they had difficulties in attracting the top talent that is available. Their lack of confidence lies in the disparity between what they can offer prospective employees and those prospects' expectations. Competitive salaries, growth opportunities, and remote work were among the top expectations of employees, as seen by responding employers. However, 82.9% of employers felt unable to meet expected salary needs, 66.3% lacked confidence in being able to offer adequate growth opportunities, 65.3% felt they lacked a sufficient benefits package, and close to 60% felt flexible schedules and remote work were difficult for them to offer. Interesting differences were found among the different types of employers in this area. Higher salaries were more challenging for nonprofits and small businesses to offer. They tended to have fewer challenges offering flexible and remote work environments, which could be used to balance the scales when competing with for-profit employers for top talent.

Employers also offer benefits packages as a strategy to attract employees. Roughly two thirds offer healthcare benefits, 40.8% offer retirement benefits, and 29.9% offer a cost-of-living adjustment. Childcare, the lack of which is often cited as a barrier to employment, was only offered by 18.8% of the companies, and that level was reached only because almost half (47%) of government/education employers offer childcare subsidies. It makes sense that larger employers offer more benefits than smaller ones. The fact that 30% of small employers offer no benefits whatsoever indicates some opportunity for special purchasing programs to be developed so that they can become more competitive in the hiring environment.

Recruiting Challenges: Search Field

For most companies surveyed, recruitment was focused mostly in Miami-Dade (70%), with another 36.4% of employers expanding that search area to other South Florida counties. Less than 20% of employers search for talent beyond the South Florida market to the rest of the state and nationally.

Most employers reported seeking workers who displayed a multitude of skills. Chief among those skills was *Communications* with 57% of employers ranking that in their top 3 needed skills. *Critical* thinking (51.3%) and *Industry/Technical Expertise* (45%) were the other two skills most often selected as the top 3 skills needed. Communications was universally selected as a top skill regardless of type of industry or company size. However, *Industry/Technical Expertise* was more heavily favored by for-profits and government/educational employers. Nonprofits and small businesses ranked critical thinking higher more often than for-profits. This may be because nonprofits and smaller businesses rely less on narrowly defined job functions and more on a broader swath of responsibilities filled with more dynamic, less predictable information and tasks.

Evolving Workforce Needs

Of course, in addition to concerns regarding today's workforce needs, employers must also wrestle with their workforce needs of the future. Emerging technologies and shifting economies have long-term implications for the skills and training employers will need. However, only 17.6% of employers felt *well prepared to handle the evolving workforce needs*. Some 67.6% of employers felt *somewhat prepared,* with 14.8% *not knowing* or feeling *unprepared*. In general, larger businesses more often (93.1%) felt *somewhat prepared* than their smaller counterparts (77.1%).

So, if employers do not feel well prepared to handle future workforce needs, where do they expect to get them: academic institutions? Most employers (64.9%) expect colleges, universities, and workforce training institutions to develop the programs necessary to meet the changing economy. Almost half (49.5%) expect these institutions to teach the skills that will meet the talent needs of the local community. Indeed, most employers (over 70%) consider partnerships and collaborations with academic institutions as *very important* to *extremely important,* and most envision those partnerships to focus on developing specific industry programs (73.2%) and customized internships (62.5%). However, a possible disconnect appears between the expectations employers have of our academic institutions and their actual hiring of graduates from local colleges and universities. Only 13.8% of employers reported having most of their workforce comprised of recent college graduates. Half of employers indicated having less than 25% recent college grads in their workforce, with 13.4% not having any college graduates at all.

It would be of great interest to explore this in future studies. Are employers not using more college graduates because they fail to connect? Is work experience being held at a higher premium than college degrees or credentials? It may be that the employers' lack of confidence in handling the evolving workforce landscape belies uncertainty about what the future skills they need are. If employers are not sure of what they need, certainly our academic and workforce training institutions may not be sure what skills they should be producing in their graduates. Especially for small businesses, there may be a need to assist them in more precisely identifying what future skill sets will be needed in their industries. A continuous forum for dialogue between our business and academic communities may be called for to ensure direct and frequent discussions.

Internships & Apprenticeships: A Talent Pipeline

Lastly, it was encouraging to find that 70% of employers have internship/apprenticeship programs. The fact that 62.3% have hired from their intern pool or intend to do so in the future (32.4%) also points to a pathway forward for college graduates and employers to find each other. There is a clear need for services that reach out to businesses, especially small businesses, wishing to have intern programs but that either feel they lack the resources to start and maintain them (33%) or do not quite know how to start them (23.8%). Almost a quarter of businesses felt that internship programs are not worthwhile because interns take a lot to train and then end up leaving the company. These employers may be operating under the misconception of how best to take advantage of internships as a pipeline for the future workforce. They may benefit from some of the strategies used by 62.3% of the employers who hired interns from their program.

Staying Attuned to the Changing Economy: The economy is ever-changing, and that was as true yesterday as it is today and will be tomorrow. New technologies, work preferences, generational workforce differences, the emergence or expansion of new economic sectors, and other factors affect employer experiences and consequently their workforce needs. The survey data provides a snapshot of current perspectives, but will they still be valid two years from now? Five years? Diagnosing the needs of a rapidly changing labor market requires continuous monitoring, adaptation, and innovation.

Coordinating Workforce Development: Business and workforce development ecosystems need to work in sync while also maintaining agility to reflect changing conditions. Education, training, and employment systems are decentralized. Therefore, it is challenging to assess aggregate impact. Coordination across providers - institutions of higher learning, short-term skill-building, and certification offerings, in combination with on-the-job training – need to keep up with the times. The programs we develop today might need to be adapted to meet new and changing demands; they also need to be flexible in offerings for workers looking to change sectors, reskill, or upskill.

Attending to the Needs of our Small Employers: Designing customized programs for smaller employers, be they businesses or nonprofits, is challenging. Individually, they lack the critical mass to co-design programs, but they are critical parts of the economic engine. According to the latest data from the Florida Department of Economic Opportunity, in the third quarter of 2023, approximately 85 percent of employer establishments in Miami-Dade had fewer than ten employees, and 98 percent had fewer than 100 employees. Establishments with fewer than 100 employees accounted for the employment of almost 48 percent of workers. The economic rationale for investment in the success of small and medium-sized businesses is clear, and they need to be at the decision-making and program design table.

Create Pipelines of Employees: We need to build workforce pipelines through early integration in the workforce. The survey illustrates the willingness of employers to engage with the incoming labor force – 70 percent offer internship programs, and most who do not indicate reasons that could be addressed, including lack of knowledge of where to find interns, not knowing how to set up an internship program, or lacking staff to train and supervise them Apprenticeships, fellowships, internships, summer offerings, mentorships are valuable tools for employers to build a workforce pipeline by developing the skills their workforce needs.

The foundations of a thriving community are a vibrant economy that provides economic opportunity, Nonprofits that strengthen community fabric by supporting the most vulnerable, Government that enables well-being and prosperity, and a workforce that is healthy and with abilities that meet community needs. A critical component in this ecosystem is a diverse workforce development ecosystem that is responsive and innovative. None of these stakeholders can thrive without the integration of perspectives and actions. And while actions are already emerging in response to the identified challenges and gaps, efforts need to be expanded and scaled.

Appendix

GMCC - FIU Workforce Survey

2024 Miami-Dade Education and Workforce Development Survey

The Greater Miami Chamber of Commerce and Florida International University are launching a community-wide education and workforce survey to help guide our efforts in meeting both current and future business needs in Miami-Dade County. Are you a business decision-maker, CEO, or company hiring manager in Miami-Dade County? Help us identify the challenges of our business community in meeting current and future workforce needs by participating in this important survey. We are seeking input regarding:

State of Current Workforce
Workforce Recruiting
Internship Programs
Future Workforce

Responses will help inform strategies to meet those needs. Results will be shared with educational institutions and the business community at large in early 2024. The survey will take no more than 15 minutes to complete. All survey respondents who wish to be included will be entered into a drawing to win a 7-day cruise from our partners at Royal Caribbean and Carnival Cruises. To find out more about the Greater Miami Chamber of Commerce's efforts in workforce development and other initiatives or to receive a copy of the final report contact us at survey@miamichamber.com. The research lead is Dr. Maria Ilcheva, Associate Director of the Jorge Pérez Metropolitan Center at FIU. You can reach her at 954-438-8652 or via email at milcheva@fiu.edu. We thank you in advance for your participation in this important assessment. Your responses are important and confidential, and will be reported in the aggregate. Your accurate and candid response to the following questionnaire will assist us in our continuous efforts to serve the community.

Q1 First, to help us group responses into categories, please identify your role with your organization. Are you a company

- ○ Owner
- ○ C-Suite position (President, CEO, COO, CFO, CTO, Principal, Regional Director, Managing Partner)
- ○ Middle management (Director or Manager)
- ○ Employee with no supervising role

Q2 **CURRENT WORKFORCE**

How important are the following areas to the candidates you are interviewing today?

	Not Important At All (2)	Slightly Important (3)	Moderately Important (4)	Very Important (5)	Extremely Important (6)
Competitive Salary	○	○	○	○	○
Benefits Package	○	○	○	○	○
Work Schedule Flexibility	○	○	○	○	○
Office Location	○	○	○	○	○
Remote Work Options	○	○	○	○	○
Transportation Options	○	○	○	○	○
Purposeful Work	○	○	○	○	○
Inclusive Work Environment	○	○	○	○	○
Growth Opportunities	○	○	○	○	○
Company Culture	○	○	○	○	○
Other (please specify)	○	○	○	○	○

Q3 As an employer, how challenging is it to be competitive in the following areas?

	Not Challenging At All	Slightly Challenging	Moderately Challenging	Very Challenging	Extremely Challenging
Competitive Salary (1)	○	○	○	○	○
Benefits Package (9)	○	○	○	○	○
Work Schedule Flexibility (10)	○	○	○	○	○
Office Location (11)	○	○	○	○	○
Remote Work Options (12)	○	○	○	○	○
Transportation Options (13)	○	○	○	○	○
Purposeful Work (14)	○	○	○	○	○
Inclusive Work Environment	○	○	○	○	○
Growth Opportunities	○	○	○	○	○
Company Culture (17)	○	○	○	○	○
Other (please specify) (18)	○	○	○	○	○

Q4 As an employer, have you faced an increase in resignations and retirements over the last two years?

	Significantly Decreased	Slightly Decreased	No Change	Slightly Increased	Significantly Increased
Resignations	○	○	○	○	○
Retirements	○	○	○	○	○

Display This Question:

If As an employer, have you faced an increase in resignations and retirements over the last two years? = Resignations [Slightly Increased]

Or As an employer, have you faced an increase in resignations and retirements over the last two years? = Resignations [Significantly Increased]

Q4A How have these resignations impacted your business functions?

○ No impact ○ Slightly impacted ○ Significantly impacted

Q5 What are the most significant reasons you are seeing people leave your organization? (please check all that apply)

- ☐ New opportunities locally
- ☐ New opportunities outside of South Florida
- ☐ More flexibility
- ☐ Cost of living
- ☐ Financially independent
- ☐ Mental health
- ☐ Other (please specify) ________________________________

Q6 As a result of the resignations and lack of staffing, have you faced significant challenges?

- ○ Yes
- ○ No

Display This Question:

If As a result of the resignations and lack of staffing, have you faced significant challenges? = Yes

Q6A What are the negative consequences of resignations and the lack of staffing?

____

Q7 **RECRUITING**

Where are you actively recruiting? (please check all that apply)

- ☐ Miami-Dade County
- ☐ Other South Florida counties including Monroe, Broward, Palm Beach
- ☐ Across the state of Florida
- ☐ Across the country
- ☐ Internationally
- ☐ Not recruiting because I am staffed appropriately

Q8 Please rank the skills that you are actively seeking for new hires in order of importance. (please drag and drop skills)

- _____ Communication skills
- _____ Critical Thinking
- _____ Adaptability & Flexibility
- _____ Leadership
- _____ Technical Skills
- _____ Emotional Intelligence
- _____ Global Mindset
- _____ Industry/technical expertise
- _____ Other (please specify) ________

Q9 In which of the following areas does your organization offer employee subsidies or benefits to mitigate cost? (please check all that apply)

- ☐ Housing
- ☐ Transportation
- ☐ Childcare
- ☐ Cost Of Living Adjustments
- ☐ Healthcare benefits
- ☐ Retirement Package
- ☐ None
- ☐ Other (please specify) ___________________________________

Q10 INTERNSHIP PROGRAMS
Does your organization offer internship programs?

- ○ Yes
- ○ No

Display This Question:

If INTERNSHIP PROGRAMS Does your organization offer internship programs? = Yes

Q10A Where do you source your interns from? (please check all that apply)

- ☐ High School students
- ☐ College/University Students
- ☐ Other (please specify) ____

Display This Question:

If INTERNSHIP PROGRAMS Does your organization offer internship programs? = Yes

Q10B Do you pay your interns?

- ○ Yes, we pay a salary.
- ○ Yes, we pay a small stipend to help with travel, etc.
- ○ Yes, but paid by grant or other sources.
- ○ No, we do not pay our interns.

Display This Question:

If INTERNSHIP PROGRAMS Does your organization offer internship programs? = Yes

Q10C Have you hired interns in a more permanent position?

- ○ Yes
- ○ No
- ○ Not yet, but we are open to it.

Display This Question:

If INTERNSHIP PROGRAMS Does your organization offer internship programs? = No

Q10D Why does your organization not offer internship programs? (please select all that apply)
We do not have a need for interns.

- ☐ We would like to have them but lack the staff to train and supervise them.
- ☐ We require an advanced degree/experience to be able to do the work.
- ☐ Interns take time to train and then leave.
- ☐ We don’t know how to set up an internship program.
- ☐ We don’t know where to find interns.

Q11 FUTURE WORKFORCE
Considering your current employees, how is your organization currently addressing its learning and development needs for employees? (please check all that apply)

- ☐ Providing in-house training programs
- ☐ Offering tuition reimbursement for employees seeking additional education or training
- ☐ Partnering with local universities or colleges to develop training programs
- ☐ We are not doing anything to address learning and development needs.

Q12 What challenges do you face employing qualified workers? (please check all that apply)

- ☐ A lack of qualified candidates in the job market pool
- ☐ A lack of training and development opportunities for current employees
- ☐ Difficulty in attracting top talent to your company
- ☐ Other (please specify): ____

Q13 What strategies do you use to attract and retain qualified employees? (please select all that apply)
Offering competitive salaries

- ☐ Offering competitive benefits
- ☐ Providing opportunities for career advancement and growth
- ☐ Offering flexible work arrangements
- ☐ Other (please specify): ____

Q14 Please rank in order of importance the knowledge and skill base universities and colleges need to graduate students in order to be ready to enter the workforce. (please drag and drop skills)

_____ Communication skills
_____ Critical Thinking
_____ Adaptability & Flexibility
_____ Leadership
_____ Technical Skills
_____ Emotional Intelligence
_____ Global Mindset
_____ Other (please specify):

Q15 What percentage of your workforce is made up of recent college graduates?

- ○ Less than 25%
- ○ 26-50%
- ○ More than 50%
- ○ We don't typically hire recent college graduates
- ○ I don't know

Q16 How satisfied are you with the current qualified pool of job candidates available to you from Miami-Dade?

- ○ Very Dissatisfied
- ○ Somewhat Dissatisfied
- ○ Neutral
- ○ Somewhat Satisfied
- ○ Very Satisfied

Q17 What are your expectations of your local academic institutions? (select **three**)

- ☐ Support historically marginalized students, faculty, and staff
- ☐ Demonstrate leadership in diversity and inclusion
- ☐ Develop new programs or enhance existing programs to meet the demands of the changing economy
- ☐ Create student pathways to high-skill, high-wage jobs
- ☐ Contribute to solving community challenges through research
- ☐ Provide new knowledge and skills needed to meet the challenges of sustainable development
- ☐ Collaborate with government, industry, and local communities to support community development
- ☐ Teach skills that meet the talent needs of local communities
- ☐ Create opportunities for students to engage with industry and connect to local places
- ☐ Other (please specify): ____

Q18 How important is it to establish partnerships and collaborations with local universities and colleges?

	Not Important At All	Slightly Important	Moderately Important	Very Important	Extremely Important
For your organization	○	○	○	○	○
For your industry sector	○	○	○	○	○

Skip To: Q19 If How important is it to establish partnerships and collaborations with local universities and coll... = Not Important At All

Q18A When considering relationships with local colleges/universities, what types of partnerships or collaborations do you think are important? (please select all that apply)

- ☐ Providing customized internships
- ☐ Offering guest lectures and adjunct professorships
- ☐ Developing specialized and/or industry-specific programs or courses
- ☐ Other (please specify) ____

Q19 What support do you offer to recent new hires to help them transition into the workforce? (check all that apply)

- ☐ On-the-job training
- ☐ Mentoring, buddy and coaching programs
- ☐ Continuing education opportunities
- ☐ Communication Skills
- ☐ Critical Thinking
- ☐ Adaptability & Flexibility
- ☐ Leadership
- ☐ Technical Skills
- ☐ Emotional Intelligence
- ☐ Global Mindset
- ☐ Other (please specify) ____________
- ☐ None

Q20 How prepared is your organization to handle the evolving landscape of Miami-Dade's workforce?

○ Not Sure ○ Not Prepared ○ Somewhat prepared ○ Well prepared

Q21 **EDUCATION ECOSYSTEM**
The following questions ask about your views and interactions with local education providers.

What are the top three factors that influence your decisions on where your child/children will go for college? (please rank 1, 2 and 3 only)

- ______ College reputation
- ______ Proximity to home
- ______ College ranking
- ______ Tuition costs
- ______ Financial aid and scholarships
- ______ Housing
- ______ Safety of the college
- ______ A visit to the college
- ______ Test optional (does not require SAT/ACT/CLT)
- ______ My child's preferences
- ______ Academics (programs, majors, minors)
- ______ Other (please specify)
- ______ I do not have children

Q22 How do you interact with your local academic institution? (please check all that apply)

- ☐ Contact by a general phone number or email
- ☐ Contact someone specific I know
- ☐ Visit webpage
- ☐ Talk in person to someone from the institution
- ☐ Seek a referral from someone with connections to the institution
- ☐ Read about the institution in local media
- ☐ Read a research report or study developed by the institution
- ☐ Commission a study to be completed the institution
- ☐ Attend a community event at the institution
- ☐ Organize an event at the institution
- ☐ Other (please specify) ____
- ☐ I do not need to interact with local academic institutions

Q23 **ABOUT YOUR BUSINESS** The following questions will help us group responses into categories.
Please select the industry that best represents your business/organization:

- ○ Agriculture
- ○ Banking/Financial Services
- ○ Construction
- ○ Education
- ○ Entertainment/Arts
- ○ Government
- ○ Healthcare
- ○ Hospitality/Tourism
- ○ Insurance
- ○ Investments
- ○ Legal
- ○ Logistics
- ○ Manufacturing/Distribution
- ○ Non-Profit
- ○ Professional Services
- ○ Real Estate
- ○ Retail
- ○ Technology
- ○ Transportation
- ○ Other (please specify) _______________

Q24 Approximately how many employees does your organization employ in SFL?

- ○ 1-10
- ○ 26-50
- ○ 251-500
- ○ 11-25
- ○ 51-250
- ○ 501+

Q25 Are you a Human Capital Management Executive (HR manager, executive or manager in charge of hiring decisions)?

- ○ Yes
- ○ No

Q26 How long has your business been in operation?

- ○ Less than one year
- ○ 6-10 years
- ○ 26-50 years
- ○ 1-5 years
- ○ 11-25 years
- ○ Over 50 years

Q27 What are your organization's revenues?

- ○ Less than $1 million
- ○ $11-$25 million
- ○ $1-$5 million
- ○ $26-$40 million
- ○ $5-$10 million
- ○ Over $40 million

Q43 If you wish to be included in the drawing of a pair of cruise tickets on Royal Caribbean or Carnival Cruise Lines, please provide your contact information. Otherwise, please skip this question and submit your responses.

We will not share your contact information with any third party. This information will only be used to determine eligibility for the random drawing. Only businesses located in Miami-Dade County will be eligible to participate; one entry per business.

- ○ Name ____
- ○ Title ____
- ○ Organization ____
- ○ Business Zip Code ____
- ○ Email ____