

### **Executive Summary**

Employ Florida Manufacturing and Logistics Banner Centers met at Polk State College in Winter Haven, Florida. They convened a focus group of industry leaders and educators to help develop a strategic process and High School/entry-level worker curriculum that will provide students needed skills for certification in the logistics and distribution environment. It is hoped that students going through such a program will have several choices upon completion. They can secure an entry-level job within the industry upon graduation, elect to secure an AA degree in their selected vocation, or decide to go forward with their education and secure a Bachelor's degree in Logistics and Distribution.

### **Introduction**

On February 16, 2010 the Banner Center for Manufacturing and the Banner Center for Logistics and Distribution held a joint focus group meeting at the Lakeland Campus of Polk State College (PSC). The statewide focus groups initiative is a key element of an ongoing dialogue with the manufacturing community, where the dialogue provides an information exchange essential to addressing the significant and emerging training requirements for Florida's manufacturing workforce. The regional focus group conducted at PSC was specifically for companies located in central Florida. The purpose of the focus group was to discuss the need for, and value of, an industry certification for entry-level workers in logistics and distribution careers – both in the manufacturing and logistics sectors. Industry input was solicited to ascertain what skills sets were needed, how best to measure those skill sets, how candidates were currently selected, what training was most needed, and what delivery method(s) would be preferred.

The Employ Florida Banner Center for Logistics and Distribution (BCLD) employed R&B Consultants, Ron Shamlaty and Brett Harper, to facilitate the focus group. They used a portfolio of approaches to ensure the industry members, comprised of experts in a wide spectrum of manufacturing and logistics operations, adequately addressed the topics. The format of the focus group meeting agenda (see Appendix 1 - Focus Group Agenda) served to elicit general and specific feedback on the topics of interest. The facilitators utilized a Power Point presentation (Appendix 4). Following the meeting, R&B Consultants prepared a report to the two Banner Centers. Their original report can be found in Appendix 3 – Facilitators' Report. The Banner Center for Manufacturing combined notes and data collected during the meeting with the facilitators' report for clarity and readability.

### **Focus Group Topics**

The purpose of the focus group was to determine what starting point was required from the education community to meet the industry needs for entry-level positions. The focus group meeting included participants from across the business, economic, development, education and workforce sectors. Participants possessed experience and expertise in management, manufacturing, transportation, warehousing, and maintenance. As in any focus group, the meeting at PSC served as a qualitative tool to gain insight and understanding into the nature of the workforce needs of the regions' manufacturing

industry community. This type of research forum facilitated direct interaction with the group respondents and allowed opportunities for clarification, follow-up questioning, and probing responses. However, the focus group findings presented in this report are not survey results. Rather, the findings provide insight into manufacturing & logistics industry workforce-related issues under study, but are not for statistical inference.

In collaboration with the directors the Banner Centers (Dr. Eric Roe – Manufacturing & Elaine Puri – Logistics and Distribution), the facilitators led the focus group participants (see Appendix 2 - Attendee List) through the following topics during the discussion forums:

- What are the current and future trends that will drive workforce training needs?
- How are companies currently assessing the job skills of applicants?
- What job titles are currently used by industry?
- What industry certifications are important to your company? Curriculum for American Society of Transportation and Logistics' (AST&L) Global Logistics Associate (GLA) certification is being developed by the Banner Centers. Utilizing the curriculum to meet the Manufacturing Skill Standards Council's (MSSC) Certified Logistics Associate (CLA) certification is also an objective.
- What specific jobs related to logistics should a certification program focus upon?
- What technical and soft skills should an entry level certification program incorporate?
- What training format and delivery is relevant for your business?

Following the discussion portion of the Focus Group, the facilitators administered a survey developed from the "Global Logistics and Supply Chain Technology" program framework (CIP number 9503100/T300100). This program framework informs the program currently in place in Florida for secondary C&TE programs related to logistics and distribution aligned with the AST&L GLA and MSSC CLA certifications. The survey was intended to validate program of study and identify any program and certification gaps.

### **Discussion Findings**

Today, training needs merge technology and communications in an increasingly changing environment in this industry. Jobs are beginning to be filled with many applicants that lack the basic skills expected from high school graduates. Highly skilled blue collar and white collar employees are hard to find with companies often courting employees from each other.

Talent is found through a range of sources from off-the-street to campus recruitment. Job and company web-sites are increasingly used to put jobs and applicants together. However, a general lack of knowledge about jobs and careers in Logistics and Distribution seems to exist. Awareness and development of skills at the middle and high school level is needed. Only business majors in college get to "hear about" logistics and distribution, but not until their junior or senior year.

Once employed, employees are mostly trained in-house for technical aspects of the job. Soft skills such as supervisory, management and leadership skills are generally outsourced.

## **Current and Future Trends Which Will Drive Workforce Training Needs**

The focus group identified fifteen (15) different and important trends:

- Information Technology
- High Tech Equipment
- Combined Technical Skills  
(e.g., electrician/plumber/etc)
- Business Knowledge
- Warehouse Management Systems
- Planning/Forecasting
- Certification
- Economies
- Security
- Geography
- Safety/Food Grade (industry types)
- Diverse Workforce
- Process Orientation
- Strategy

As the group attempted to match the trends which need to be addressed through training, they linked them to technology skills, security and safety, and manufacturing and logistics processes.

## **How Are Companies Currently Assessing the Job Skills of Applicants?**

Most of the companies represented still use traditional hiring techniques which include evaluating the quality of ones application, a basic skills test, and face to face interviews. Because of the trends identified previously and the expected growth in logistics and supply chain jobs, hiring managers are beginning to consider other hiring techniques:

- Hire new associates with a well-defined probationary period
- Beginning to do job profiling work
- Certification in specific job skills is becoming more prevalent and important
- Entry- level management positions are requiring either certifications or degrees

## **Specific Jobs that a Certification Program Should Focus On**

Logistics Job Titles:

- Inventory Replenishment Clerk
- Transportation Specialist/Coordinator
- Preventive Maintenance Mechanic
- Lubrication Technology Specialist
- Technical Engineer Specialist
- Import/Export Specialist
- Quality Control Specialist
- Maintenance Clerk
- Expeditor/Purchasing Clerk
- Logistics Coordinator

**Specific skill sets required within these job titles are:**

Technical Skills associated with these entry-level occupations include:

- Safety Skills
- Computer Skills
- Basic Business and Life skills
- Math Logic
- Reading and Writing Skills
- Operation of Warehouse Equipment

In addition, the participants provided the following feedback as to skills an entry-level certification program should incorporate in addition to technical skills:

- People Skills
  - Communications
  - Managing Conflict
- Problem Solving & Critical Thinking
- Team Building and Participation
- Process Improvement Management
- Leadership and Supervision
- Project management

### **Training Format and Delivery Options**

As to how industry wanted this training delivered, they concluded it would take a combination of classroom, online, and modularized training to successfully deliver this desired training. It was stated that most of the workforce is not used to self-directed, online testing and training, for them the instructor-led, hands-on approach works best. There is a need for different delivery systems for different populations/generations of technicians. Any materials developed should be modular in nature to facilitate use in a traditional academic classroom, a corporate training scenario, or workforce training of displaced workers.

### **Florida Department of Education Curriculum Framework Survey**

Participants were asked to complete a Yes/No line item survey concerning the importance of each item identified in the “Global Logistics and Supply Chain Technology” program framework. The Framework was split into two separate survey instruments with half of the participants responding to one of the surveys. Participants were asked to indicate Yes or No to the need for each competency in the framework.

<b>Competency</b>	<b>Survey Results - % that confirmed the importance of the subject matter for this section.</b>	<b>Comments</b>
01.0 Demonstrate an Understanding of Global Logistics and Supply Chain.	94.3%	-
02.0 Demonstrate an Understanding of Transportation Systems.	98.2%	Some Overlap. Add International

03.0	Demonstrate Professional Communications Skills.	98.7%	-
04.0	Demonstrate Customer Service Skills.	98.0%	Communications
05.0	Demonstrate an Understanding of Information Technology Applications.	90.0%	Some overlap
06.0	Demonstrate Employability Skills.	86.6%	-
07.0	Demonstrate an Understanding of Warehousing Operations.	91.6%	-
08.0	Demonstrate an Understanding of Storage and Control Operations.	87.2%	-
09.0	Demonstrate an Understanding of Protection Skills.	83.7%	Some Overlap
10.0	Demonstrate Economics.	76.8%	Very Basic?
11.0	Demonstrate Career Readiness.	97.1%	Evaluate HS Grad/GED and Postsecondary
12.0	Demonstrate Competencies in a Specific Career.	98.6%	Reading, Writing and Math should be taught over all topics
13.0	Demonstrate Career Acquisition	80.0%	-
14.0	Demonstrate Career Retention.	98.0%	-
15.0	Demonstrate Integrated Learning and Life Skills.	90.5%	-
16.0	Demonstrate Technology and Information.	80.0%	Not necessary at entry level can be acquired

### Closing Comments and Observations

The focus group concluded that there is a very strong desire from industry to have the education community develop a certification program that will focus on both the technical and soft skills needed to succeed in the world of Logistics and Supply Chain Management. As indicated in the survey results, the proposed training skills identified

by the education community are the correct ones with an increased emphasis of basic people and life skills. If such a program is developed, industry said they would place graduates at the top of their list for hiring.

There was also a discussion as to whether industry would make similar learning experiences available to the current workforce and whether they would pay for this training. Some said they would pay for the training while others indicated they would offer their employees incentives to seek this training on their own.

## Appendix 1

### Focus Group Meeting Agenda

### **Meeting Agenda**

- |                                      |  |
|--------------------------------------|--|
| 9:45 - 10:00 a.m.                    | Registration   |
| 10:00 -10:10 a.m.                    | Welcome and Introductions <ul style="list-style-type: none"><li>• Elaine Puri, Director Employ Florida Banner Center for Logistics and Distribution</li><li>• Dr. Eric A. Roe, Director, Employ Florida Banner Center for Manufacturing</li><li>• Ronald Shamlaty, Director of logistics and supply chain, Division of Continuing Education, University of North Florida (UNF)</li><li>• Brett Harper, Director of logistics and supply chain, Division of Continuing Education, University of North Florida (UNF)</li></ul> |
| 10:10 - 10:20 a.m.                   | Participants Introduction  |
| 10:20 - 10:30 a.m.                   | Focus Group Orientation (Ronald Shamlaty & Brett Harper) <ul style="list-style-type: none"><li>• Introduction</li><li>• Role, context, and flow of the Focus Group</li></ul>   |
| 10:30 - 11:15 a.m.<br>Certifications | General Discussion: Trends, Internal Skills Assessment/Testing and <ul style="list-style-type: none"><li>• Trends – What are the current and future trends in your industry, which will drive workforce training needs for entry-level logistics occupations?</li><li>• Internal skill Assessment and Testing</li><li>• Certifications – What industry certifications (GLA, PLS, CLA, CLT, ...) are important to your companies?</li></ul>   |
| 11:15 – 11:45 p.m.                   | Logistics Job Title Validation <ul style="list-style-type: none"><li>• Identify appropriate job titles</li></ul>   |
| 11:45 – 12:15 p.m.                   | Lunch  |
| 12:15 -1:00 p.m.                     | Identify required Skill Sets for Logistic Positions: Current and Future  |
| 1:00 – 1:30 p.m.                     | Global Logistics and Supply Chain Curriculum Framework Survey  |
| 1:30 -1:50 p.m.                      | General Discussion: Training Format <ul style="list-style-type: none"><li>• Training Format – What formats for module development and delivery are of use to your company?</li></ul>   |
| 1:50 - 2:00 p.m.                     | Open Discussion and Meeting Recap  |

## Appendix 2

### Attendee List

Matt Kane – MOSAIC  
Mana Lehoczsky – Polk State College, Credit Side (Supply Chain)  
Renee Lambing – PenserSC  
Scott Lane – PenserSC  
Wayne Kline – Polk State College, Corp. College  
Rich Thompson - Polk State College, Corp. College  
Mark Larson – Warehousing & Polk State College, Adjunct  
Dave Kuhl – Trucking & Polk State College, Adjunct  
Ernie Helms – Polk State College, Corp. College  
Patrick Arnwine – R&B Business Services  
Dr. Eric Roe – Banner Center for Manufacturing  
Howard Johnson - Banner Center for Manufacturing  
Toni Lauters - Banner Center for Manufacturing  
Tom Grothouse – Polk State College, Corp. College  
Elaine Puri – Banner Center for Logistics & Distribution.  
Amy Palmer – Central Fla. Econ. Development. Council  
Ron Shamlaty – University of North Florida (facilitator)  
Brett Harper - University of North Florida (facilitator)

## Appendix 3

### Facilitators' Report

The February 16, 2010 Logistics and Distribution Banner Center Focus Group was made possible by Employ Banner Center for Manufacturing, the University of North Florida, and the Employ Florida Banner Center for Logistics and Distribution.

Lake City Community College has been selected as Florida's Banner Center for Logistics and Distribution, a part of a Workforce Florida commitment to encourage and launch centers of excellence to meet Florida's economic and workforce needs of the future. Phase One of the effort requires formation of an implementation plan, a strategic plan to serve the Florida market, and near-term program implementation to demonstrate the customer commitment and operational capabilities of Banner sites.

**Survey  
Florida  
Department of  
Education  
Curriculum  
Framework  
Survey**

Industry Participants were asked to complete a yes/no line item survey concerning the importance of each item identified in the Curriculum Framework. The Framework was split into two sections with seven participants responding yes or no to each item in each section. The results by area are as follows:

**Occupational  
Completion Point A**

01.0 Demonstrate an

## Summary

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The topics covered and discussed at this focus group were:

- Current and Future Trends – Which will drive work force training needs?
- How are companies currently assessing the job skills of applicants?
- The group developed a list of specific jobs that a certification program should focus upon.
- The Focus Group provided feedback as to skills an

<p>Understanding of Global Logistics and Supply Chain. Results: 94.3% of the Responses confirmed the importance of the subject matter for this section.</p>	<p>entry level certification program should incorporate in addition to technical skills</p> <ul style="list-style-type: none"> <li>• Participants took a survey - Florida Department of Education Curriculum Framework Survey</li> </ul>
<p>02.0 Demonstrate an Understanding of Transportation Systems. Results: 98.2% of the responses confirmed the importance of the subject matter for this section.</p>	<p>The purpose of the focus group was to determine what starting point was required from the education community to meet the industry needs for entry level positions. Focus group I included participants from across the business, economic, development, education and workforce sectors. Participants possessed experience and expertise in management, manufacturing, transportation, warehousing, and maintenance.</p> <p>Today, training needs merge technology and communications in an increasingly changing environment in this industry. Jobs are beginning to be filled with many applicants that lack the basic skills expected from high school graduates. Highly skilled blue collar and white collar employees are hard to find with companies often courting employees from each other.</p>
<p>Comments: Some Overlap. Add International</p>	<p>Talent is found through a range of sources from off-the-street to campus recruitment. Job and company web-sites are increasingly used to put jobs and applicants together. However, a general lack of knowledge about jobs and careers in Logistics and Distribution seems to exist. Awareness and development of skills at the middle and high school level is needed. Only business majors in college get to “hear about” logistics and distribution but not until their junior or senior year.</p>
<p>03.0 Demonstrate Professional Communication Skills. Results: 98.7% of the Responses confirmed the importance of the subject matter for this section.</p>	<p>Once employed, employees are mostly trained in-house for technical aspects of the job. Soft skills such as supervisory, management and leadership skills are generally outsourced.</p>
<p><b>Current and Future Trends Which Will Drive Workforce Training Needs</b></p>	
<p>The focus group identified fifteen (15) different and important trends:</p>	
<p>04.0 Demonstrate Customer Service Skills. Results: 98.0% of the Responses</p>	<ul style="list-style-type: none"> <li>• Information Technology                      High Tech Equipment</li> <li>• Combine Tech Skill (e.g., electrician/plumber/etc)</li> <li>• Business Intelligence</li> </ul>

confirmed the importance of the subject matter for this section.

Comments:  
Demonstrate  
Acceptable Customer  
Communications

- Warehouse Management Systems
- Planning/Forecasting
- Certification
- Economies
- Security
- Geography
- Safety Food Grade (industry types)
- Diverse Workforce
- Process Orientation
- Strategy

As the group attempted to match these trends which need to be addressed through training, they linked them to technology skills, security and safety, and manufacturing and logistics processes.

## How Are Companies Currently Assessing the Job Skills of Applicants?

### Occupational Completion Point B

05.0 Demonstrate an Understanding of Information Technology Applications.  
Results: 90.0% of the Responses confirmed the importance of the subject matter for this section.

Most of the companies represented still use traditional hiring techniques which includes evaluating the quality of ones application, a basic skills test, and face to face interviews. Because of the trends identified previously and the expected growth in logistics and supply chain jobs, hiring managers are beginning to consider other hiring techniques:

- Hire a new associate with a probationary period
- Beginning to do job profiling work
- Certification in specific job skills is becoming more prevalent and important
- Entry level management positions are requiring either certification certificates or degrees

Comments: Some overlap

06.0 Demonstrate Employability Skills.  
Results: 86.6% of the Responses confirmed the

## The Group Developed a List of Specific Jobs that a Certification Program Should Focus Upon

Logistics Job Titles:

- Inventory Replenishment Clerk
- Transportation Specialist/Coordinator

importance of the subject matter for this section.

**Occupational Completion Point C**

07.0 Demonstrate an Understanding of Warehousing Operations.  
Results: 91.6% of the Responses confirmed the importance of the subject matter for this section.

- Preventive Maintenance Mechanic
- Lubrication Technology Specialist
- Technical Engineer Specialist
- Import/Export Specialist
- Quality Control Specialist
- Maintenance Clerk
- Expeditor/Purchasing Clerk
- Logistics Coordinator

Specific skill sets required within these job titles are:

- Safety Skills
- Computer Skills
- Basic Business and Life skills
- Math Logic
- Reading and Writing Skills
- People Skills
  1. Communications
  2. Managing Conflict

08.0 Demonstrate an Understanding of Storage and Control Operations.  
Results: 87.2% of the Responses confirmed the importance of the subject matter for this section.

09.0 Demonstrate an Understanding of Protection Skills.  
Results: 83.7% of the Responses confirmed the importance of the subject matter for this section.

**The Focus Group Provided Feedback as to Skills and Entry Level Certification Program Should Incorporate in Addition to Technical Skills**

- Problem Solving Skills
- Team Building Skills
- Critical Thinking Skills
- Process Improvement Management Skills
- Leadership Skills
- Project management Skills
- Operation of Warehouse Equipment Skills

Comments: Some Overlap

The focus group concluded that there is a very strong desire from the industry to have the education community develop a certification program that will focus on both the

10.0 Demonstrate Economics.  
Results: 76.8% of the Responses confirmed the importance of the subject matter for this section.

Comments: Very Basic?

**Occupational Completion Point D**

technical and soft skills needed to succeed in the world of Logistics and Supply Chain Management. As you can see from the survey results, the proposed training skills identified by the education community are the correct ones with an increased emphasis of basic people and life skills. If such a program was developed, industry said they would place graduates at the top of their list for hiring.

There was also a discussion as to whether industry would make similar learning experiences available to the current workforce and whether they would pay for this training. Some said they would pay for the training while others indicated they would offer their employees incentives to seek this training on their own. As to how industry wanted this training delivered, they concluded it would take a combination of classroom, online and modularized training to successfully deliver this desired training.

11.0 Demonstrate Career Readiness.  
Results: 97.1% of the Responses confirmed the importance of the subject matter for this section.

Comments: Evaluate HS Grad/GED and Postsecondary

We wish to thank the many contributors to this focus group listed below:

12.0 Demonstrate Competencies in a Specific Career.  
Results: 98.6% of the Responses confirmed the importance of the subject matter for this section.

- Matt Kane – MOSAIC
- Mana Lehoczsky – Polk State College, Credit Side (Supply Chain)
- Renee Lambing – PenserSC
- Scott Lane – PenserSC
- Wayne Kline – Polk State College, Corp. College
- Rich Thompson - Polk State College, Corp. College
- Mark Larson – Polk State College, Adjunct
- Dave Kuhl – Polk State College, Adjunct
- Ernie Helms – Polk State College, Corp. College
- Patrick Arnwine – R&B Business Services
- Dr. Eric Roe – Banner Center for Manufacturing
- Howard Johnson - Banner Center for Manufacturing
- Toni Lauters - Banner Center for Manufacturing
- Tom Grothouse – Polk State College, Corp. College
- Elaine Puri – Banner Center for Logistics & Distribution.
- Amy Palmer – Central Fla. Econ. Development. Council
- Ron Shamlaty – University of North Florida (facilitator)

Comments: Reading, Writing and Math should be taught over all topics

Brett Harper - University of North Florida (facilitator)

13.0 Demonstrate Career Acquisition.  
Results: 80.0% of the Responses confirmed the importance of the subject matter for this section.

14.0 Demonstrate Career Retention.  
Results: 98.0% of the Responses confirmed the importance of the subject matter for this section.

15.0 Demonstrate Integrated Learning and Life Skills.  
Results: 90.5% of the Responses confirmed the importance of the subject matter for this section.

16.0 Demonstrate Technology and Information.  
Results: 80.0% of the Responses confirmed the importance of

the subject  
matter for this  
section.

Comments: Not  
necessary at entry level  
can be acquired

Created by R & B Business Solutions

## Appendix 4

### Power Point Presentation



## Employ Florida Banner Centers



**Manufacturing and  
Logistics & Distribution  
Welcome / Introductions**




## Banner Centers Focus Group February 16, 2010



### Today's Business

10:00 - 10:10 a.m.	<b>Welcome</b>
10:10 - 10:20 a.m.	Participants Introduction
10:20 - 10:30 a.m.	Focus Group Orientation
10:30 - 11:15 a.m.	General Discussion: Trends, Internal Skill Assessment/Testing and Certifications
11:15 - 11:45 p.m.	Logistics Job Title Validation
11:45 - 12:15 p.m.	<b>Lunch</b>
12:15 - 1:00 p.m.	Identify required Skill Sets for Logistics Positions: Current and Future
1:00 - 1:30 p.m.	Global Logistics and Supply Chain Curriculum Framework Survey
1:30 - 1:50 p.m.	General Discussion: Training Format
1:50 - 2:00 p.m.	Open Discussion and Meeting Recap

**Adjourn.** Thank you!




## Banner Centers Focus Group February 16, 2010

### You Tell Us!




- **What Trends Do You See In Your Industry That Will Impact Your Workforce Requirements Tomorrow?**





## Banner Centers Focus Group February 16, 2010

### You Tell Us!



- **How Do You Currently Certify Candidates for Entry Level Positions?**
  - **Testing**
  - **Degrees**
  - **Probationary Periods**




## Banner Centers Focus Group February 16, 2010

### Banner Centers and Educators are Preparing Certification Programs for High School Students for Entry into Your Industries.

- **CLT & CLA - Dr. Eric Roe**
  - Certified Logistics Technician
  - Certified Logistics Associate
- **GLA & PLS - Brett Harper**
  - Global Logistics Associate
  - Professional Designation in Logistics & Supply Chain





## Banner Centers Focus Group February 16, 2010

### Positions Needed Today and Tomorrow to be Filled with Qualified Candidates

- **Material Handler**
- **Packaging**
- **Dispatcher**
- **Maintenance**
- **Administration**



Banner Centers Focus Group  
February 16, 2010

**Positions Needed Today and Tomorrow to be Filled with Qualified Candidates**

- Material Handler
- Forklift Operator
- Receiving Clerk
- Picker
- Packer (shipment preparation)
- Inventory Control (cycle count asso.)




Banner Centers Focus Group  
February 16, 2010

**Positions Needed Today and Tomorrow to be Filled with Qualified Candidates**

- Packaging
  - Machine Operator
- Dispatcher
- Maintenance
- Customer Service
- Administration
  - Finance
  - Purchasing




Banner Centers Focus Group  
February 16, 2010

**Skill Sets Needed by Candidates Trained in These Jobs**


- Communication Skills
- Math Logic
- Reading & Writing
- People Skills
- Managing Conflict




Banner Centers Focus Group  
February 16, 2010

**Other Skill Sets and/or Knowledge Recommended By Educators and the Banner Center**

Survey




**Yes or No as to Whether the Skill or Knowledge is Important**

Banner Centers Focus Group  
February 16, 2010

**If These Programs were Available for You to Use with Your Current Workforce, What Delivery Method Would You Prefer?**

- Classroom
- Online
- Modularized

Banner Centers Focus Group  
February 16, 2010

**Would a GLA or CTL Graduate with These Skills Go to the Top of Your List for Hiring?**






Banner Centers Focus Group  
February 16, 2010

Thank You  
and  
Have a Safe Trip Home



Caring People  
BannerCenter