


A decorative network diagram consisting of a series of interconnected nodes and lines, with a prominent blue node in the upper left and another in the lower right.

Talent Roadmap Manufacturing Workshop: **Output Summary**

WORKSHOP DATE: MARCH 29, 2023



How to use this document

The **purpose** of this document is to:

Provide a **detailed overview of the Talent Roadmap Manufacturing Workshop** which includes the **output summary** from the workshop, **key themes** that emerged during the workshop, and **key actions** that will **aid in the establishment of a formalized, tightly integrated feedback loop that aligns key business and education stakeholders.**

This document also outlines the key **next steps to formalize and launch the feedback loops across industries**, as well as **next steps to develop the Wichita Skills Navigator.**

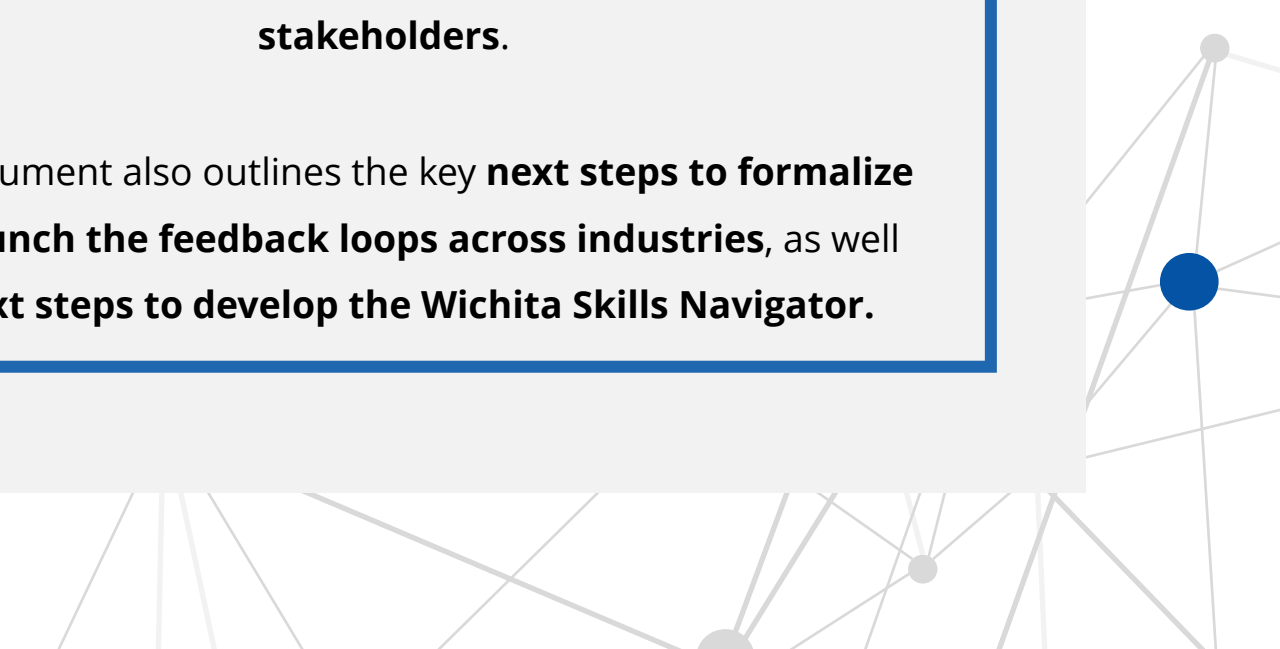


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Executive Summary



Genesis of the Manufacturing Workshop

The Greater Wichita Region is on a multi-year journey to accelerate the future of work through realizing their ambition statement and focused commitments. One of their key priorities in 2023 is activating the feedback loop between industry, education, and workforce development

GREATER WICHITA'S FUTURE OF WORK AMBITION

**We are a vibrant, global community of possibility that invests boldly,
takes risks, and defies expectations.**

ACTIVATING FEEDBACK LOOPS



As Wichita's workforce **prepares to meet the evolving needs of the business sector**, it is necessary **to ensure strategic alignment** between **businesses and the education / workforce development sector**. Establishing a **formalized, tightly integrated feedback loop** between these stakeholders **on skills demand/supply** will help to **enable agile and responsive workforce planning**.

To activate these feedback loops, the Greater Wichita Partnership will be **hosting a series of roadmap sessions**, focused on the **Manufacturing, Technology, and Healthcare** industries.

Journey to Activate Feedback Loops

In early March, The Greater Wichita Partnership partnered with Deloitte to facilitate the first of these workshops to bring together leaders from manufacturing, education, and workforce development industries to discuss emerging trends and key steps needed to prepare the region's workforce

WHAT

LISTEN

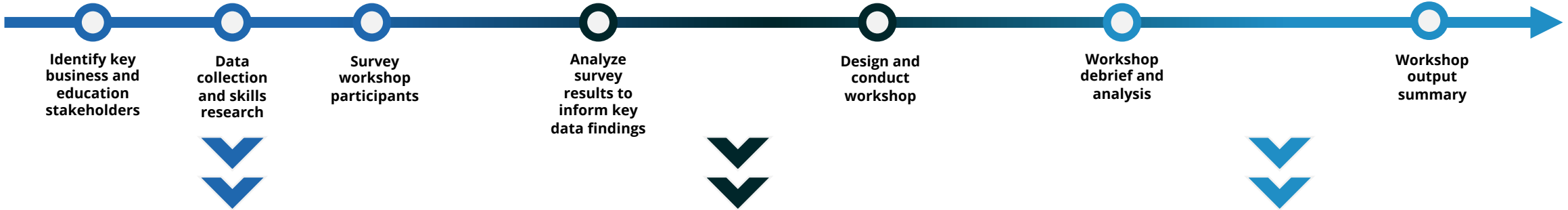
Design and conduct a **survey** seeking inputs from key business and education stakeholders to inform workshop design.

IMAGINE

Host industry-specific **workshop** to evaluate future talent priorities and engage stakeholders to establish a continuous feedback loop.

ACTIVATE

Uncover **opportunities** to further progress Wichita's future of work ambition and identify immediate actions to mobilize the them



WHY

To capture **existing perceptions** of the industry and understand the **highest priority near / future term skills, capabilities, and certifications** as a critical starting input for establishing feedback loops

To engage **key stakeholders in active discussion and networking** using a collaborative approach to set the foundation for **strong, continuous feedback cycles** in the long-term

To generate an **action-oriented strategy for future feedback loop discussions** within the industry and long-term alignment on what priorities to invest in

Manufacturing Workshop Agenda and Outcomes

On March 29, 2023, the Greater Wichita Partnership hosted a three-hour Talent Roadmap Manufacturing Workshop to set the foundation for a successful feedback loop between manufacturing, education, and workforce development leaders



OPENING REMARKS

Greater Wichita Partnership President, Jeff Fluhr, and Wichita Public Schools Superintendent, Dr. Alicia Thompson, reinforced the ambition for the Future of Wichita.



FUTURE OF WORK LEADERSHIP PANEL

Wichita leaders shared their perspectives on the future of the industry and addressed participants questions around existing priorities and opportunities.



FUTURE OF WORK TRENDS

Deloitte shared three emerging trends impacting the global and local landscapes, that must be considered as a continuous feedback loop is implemented.



FEEDBACK LOOP WORKSHOP

Participants discussed strategies and next steps for implementing a feedback loop and progressing the industry, in small groups.



STUDENT EXPERIENCES

Future Ready Center students shared personal experiences and impact of early exposure to manufacturing industry pathways.

OUTCOMES

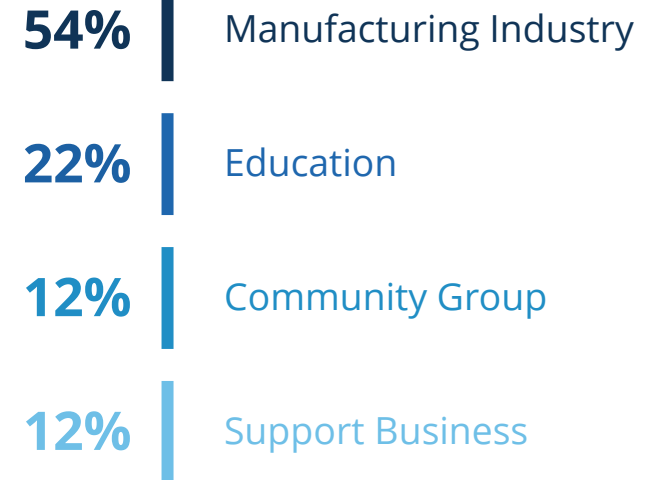
- **Gained buy-in and alignment around the importance of an integrated feedback loop** between business and education / workforce development sectors
- **Discussed future priorities** for the manufacturing industry
- **Identified immediate actions** to further accelerate the Future of Work in Wichita
- **Ignited excitement and momentum** for the future of the manufacturing industry

Manufacturing Workshop Participants

Approximately, 250 people with a variety of missions were identified by the Greater Wichita Partnership, with collaboration from the Planning Team, and invited to the Talent Roadmap Manufacturing Workshop.



A diverse group of **103 participants** from **61 different organizations** attended the workshop. Outlined below is the organization type makeup of participants in the room:



Organizations with Highest Attendance:



Key Themes and Actions

Small group discussions and individual reflections during the workshop, reinforced the value of a feedback loop between sectors and identified three key themes that can be actioned on in the near-term

KEY THEME

ILLUSTRATIVE QUOTE

QUICK WINS



INDUSTRY AWARENESS

Ignite excitement for the manufacturing industry early on and provide accurate picture of the industry.

*We need **to change current perceptions** about manufacturing jobs being **dark and dirty**. The future of the industry is significantly different than the past, but people*

- **Activate meaningful career exploration experiences** for K-12 students by getting businesses in the classrooms and **engaging parents** to understand the opportunities that exist in the industry.



TRANSFERRABLE SKILLS

Develop skills that are transferrable across industries and over time. Use skills to find talent, traditional qualifications aren't as important as they used to be.

*It's critical that we invest in teaching **soft (employment) skills** along with specific manufacturing pathways because soft skills **will be important forever***

- **Identify the most in-demand employable (soft) skills** across Manufacturing, Healthcare, and Tech industries, and develop pathways that **integrate development of those skills** into primary education learning models.



ACCESS

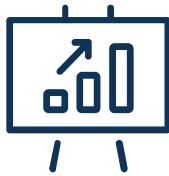
Bring new types of talent into the manufacturing industry. Understand and eliminate barriers to entry for potential talent.

*We can provide **more support to military spouses** and get them engaged in the manufacturing industry while they are stationed here with their partners. that yet.*

- **Establish a resource network for spouses and families of talent transplants** to ensure that they have opportunities to lean into the manufacturing industry while they're in Wichita.

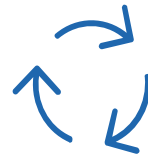
Next Steps

As the Wichita Region continues to collaborate to activate progress against their Future of Work ambition, the below next steps will help to ensure that industry and education / workforce development are integrated and aligned in their efforts



CONDUCT TECHNOLOGY AND HEALTHCARE WORKSHOPS

- Identify key business, education and community stakeholders to attend each session
- Begin industry-specific research and survey development
- Design agenda for each workshop



ESTABLISHING AND FORMALIZING FEEDBACK LOOPS

- Provide workshop participants with output summary
- Conduct fast-follow checkpoints approximately 3 months after each industry workshop
- Establish cross-industry feedback loop



DEVELOPING AND LAUNCHING THE WICHITA SKILLS NAVIGATOR

- Conduct local outreach to finish compiling a comprehensive list of resources
- Launch and market the skills navigator
- Keep skills navigator up-to-date

NOTE: Further details on the next steps to activate progress can be found in the next steps section of this document



Workshop Output Summary



Manufacturing Workshop | Planning Partners

The Greater Wichita Partnership engaged Deloitte to help plan and conduct the first of three industry workshops, focused on manufacturing and hosted at the Manufacturing Future Ready Center on March 29th, 2023

Partners from across the Wichita region supported the efforts to plan and execute the Talent Roadmap Manufacturing Workshop:



Greater
Wichita
Partnership

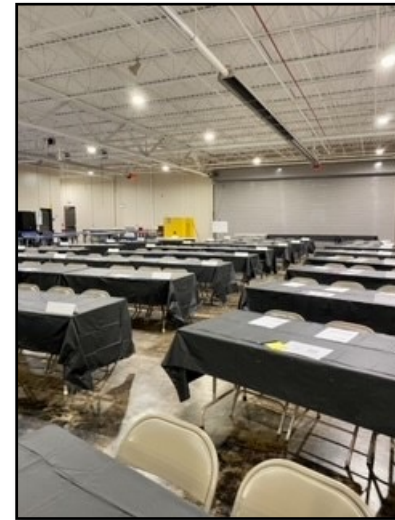


Wichita
Public
Schools



Workforce
Alliance of South
Central Kansas

D Deloitte
Consulting



These efforts culminated in an engaging workshop that provided the outlet for participants from across manufacturing, education, and workforce development to discuss key actions to drive collaboration across industries and prepare the region's workforce

Opening Remarks

Opening Remarks | Jeff Fluhr

Jeff Fluhr, President of the Greater Wichita Partnership, kicked off the workshop by sharing Wichita's Future of Work ambition statement and set the tone for the importance of establishing a feedback loop between the business and education sector



“

We all have the same purpose – connecting talent with incredible opportunities – and this workshop is how we begin to do that.

”

- Jeff Fluhr
President, Greater Wichita Partnership

Opening Remarks | Dr. Alicia Thompson

Jeff Fluhr then introduced Dr. Alicia Thompson, the outgoing Superintendent of Wichita Public Schools, who spoke about the investment into local education for qualified talent in the region



The students of Wichita public schools are our future; your futures are sitting in our classrooms so it's fitting that our community talk about what that future looks like.



- Dr. Alicia Thompson
Superintendent, USD 259

Future of Work Leadership Panel

Future of Work Leadership Panel I Introductions

The panelists shared their perspectives on Wichita levers and opportunities to progress the region before taking questions from the audience



Kelly Bielefeld

Executive Director of College and Career Readiness, USD 259

Incoming USD 259 Superintendent

*Our goal is to **kindle a flame** with kids early on to set an **inspirational foundation** that excites them for the future.*



Keith Lawing

President and CEO, Workforce Alliance of South Central Kansas, Inc.

*We are the **broker between educators and the business community**. It's imperative that we know the needs of local business so that we can determine the best education pathways to invest in.*



Debra Franklin

Associate Vice President of Strategic Initiatives, Wichita State University

*In order to make progress in sustainable and smart manufacturing technologies, we need to **empower continuous learning** so that the aging workforce can adopt new technologies.*

CONSIDERATION FOR FUTURE WORKSHOPS

Panelists shared unique perspectives from different stages of the education sector.

As partners begin planning for the next industry roundtable, it is recommended to include panelists from the business sector to ensure that the industry perspective around trends, skills, and capabilities is also shared

Future of Work Leadership Panel I Q&A

13% of workshop attendees submitted questions through the QR code at their tables. Of the submitted questions, the panel addressed four questions in the allotted time. Unanswered questions are captured in the appendix

Panelists responded to the following 4 questions during the Q&A section:

- *How do we attract talent to Wichita?*
- *What do you believe is the most critical resource for our industry to prioritize?*
- *How do company leaders engage directly with current efforts to develop career paths?*
- *How do we engage an aging workforce?*

CONSIDERATION FOR FUTURE WORKSHOPS

Q&A themes from the Manufacturing Workshop should be shared with the healthcare and technology panelists so that any potential overlap / trends can be addressed in their introductory statements



Future of Work Leadership Panel I Q&A

Panelists responded to audience questions by sharing their distinct experiences and perspectives around emerging trends and priorities for the future



HOW DO WE ATTRACT TALENT TO WICHITA?

WSU is becoming an institution of choice, which is great. We can lean on WSU to position Wichita as a city of choice - with great schools and great value.

HOW DO WE ENGAGE AN AGING WORKFORCE?

We need to have visible pathways for people to transfer their skills throughout their careers. This will make our workforce more agile

WHAT DO YOU BELIEVE IS THE MOST CRITICAL RESOURCE FOR OUR INDUSTRY TO PRIORITIZE?

Kansas is an exporter of talent. Therefore, we need to limit migration of talent out of Kansas and keep talent here. We must create a space for students who want to work, to be able to work.

We need to increase our talent pool. There are 2,600 workers needed soon. We must invest in every child.

HOW DO COMPANY LEADERS ENGAGE DIRECTLY WITH CURRENT EFFORTS TO DEVELOP CAREER PATHS?

Join an advisory board at a local high school - they are the ones advising educational pathways. Go take a tour at the public high school and get into classrooms to alter the perception of what the manufacturing industry looks like. It's not smokestacks and dark factories.

Future of Work Leadership Panel I All Questions

Approximately 13% of attendees submitted questions during the future of work leadership panel, and not all were answered during the allotted time

TALENT ENGAGEMENT AND RECRUITMENT

- *How do we attract talent to Wichita?*
- What is Wichita doing as a city and community to keep the city attractive to our youth
- *What do you believe is the most critical resource for our industry to prioritize?*
- There is a pay differential driving people to leave. How do we begin to change that trend?

MANUFACTURING INDUSTRY AWARENESS

- What is the marketing plan to let those outside of the manufacturing arena aware of our initiatives and goals?
- How are you introducing students in 'traditional' academic pathways to concepts and opportunities in CTE?
- *How do company leaders engage directly with current efforts to develop career paths?*

DEVELOPING EMPLOYABLE SKILLS

- What strategies are in place or need to be put in place in order to meet the fundamental skill needs, such as responsibility, communication, analytic/critical thinking skills, etc.?
- One of the biggest issues we have seen is relative to employability - having the desire to show up for work consistently, working as a team, treating peers with respect, etc. How are you trying to address these basic values and beliefs into your students?

TALENT PIPELINE

- Regarding workforce planning for our manufacturing jobs in Wichita, how many students do you predict each year will join our workforce vs what is required?
- What is being done to engage those in the disabled community in the future of work?
- *How do we engage an aging workforce?*

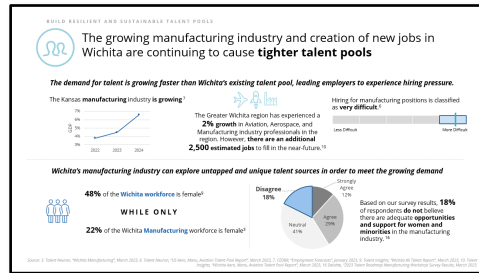
NOTE: Italicized questions were answered live during the workshop

Future of Work Trends

Future of Work Trends | Data Trends Overview

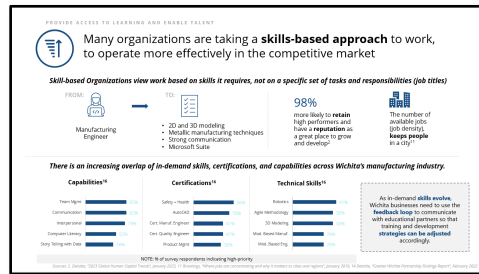
Participants were introduced to three emerging trends that have implications for the Wichita region, to think about prior to small group discussion

TIGHT TALENT POOLS



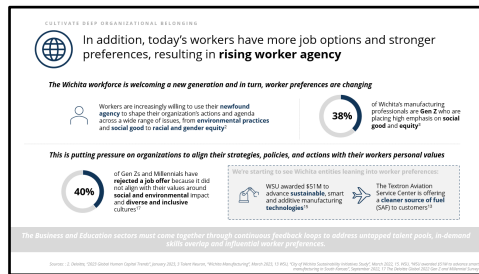
As the **industry grows** and new businesses enter Wichita, the demand for talent **outpaces the existing talent supply**.

SKILL-BASED APPROACH



In order to combat talent shortages, organizations are **viewing work based on the skills it requires**, rather than a specific set of tasks allowing them to take advantage of the **overlap in transferrable skills** and place talent more efficiently.

RISE OF WORKER AGENCY

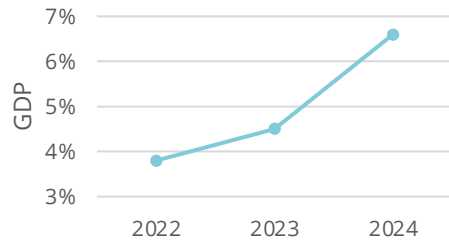


Workers have **more influence** than ever before over the actions and agendas of their organizations. As generational preferences come into effect, **environmental impact, social good and racial and gender equity** are top of mind for workers.

Future of Work Trends | Tighter Talent Pools

The demand for talent is growing faster than Wichita's existing talent pool, leading employers to experience hiring pressure.

The Kansas **manufacturing** industry is growing ⁷



The Greater Wichita region has experienced a **2% growth** in Aviation, Aerospace, and Manufacturing industry professionals in the region. However, **there are an additional 2,500 estimated jobs** to fill in the near-future.¹⁰

Hiring for manufacturing positions is classified as **very difficult**.⁶



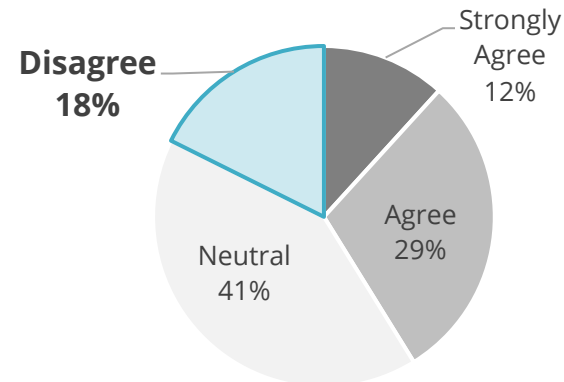
Wichita's manufacturing industry can explore untapped and unique talent sources in order to meet the growing demand



48% of the **Wichita workforce** is female⁹

WHILE ONLY

22% of the Wichita **Manufacturing** workforce is female³



Based on our survey results, **18%** of respondents **do not** believe there are adequate **opportunities and support for women and minorities** in the manufacturing industry.¹⁶

Future of Work Trends | Skills-Based Approach

Skill-based Organizations view work based on skills it requires, not on a specific set of tasks and responsibilities (job titles)

FROM:



Manufacturing Engineer



TO:



- 2D and 3D modeling
- Metallic manufacturing techniques
- Strong communication
- Microsoft Suite

98%

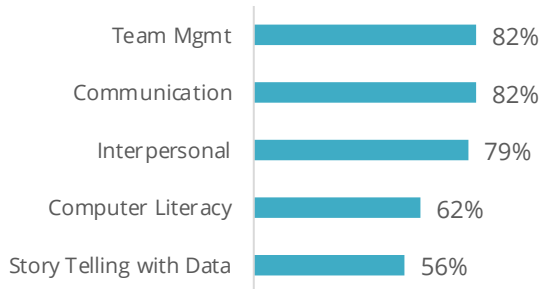
more likely to **retain** high performers and have a **reputation** as a great place to grow and develop²



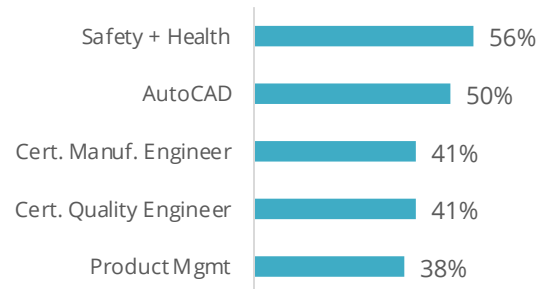
The number of available jobs (job density), **keeps people** in a city¹¹

There is an increasing overlap of in-demand skills, certifications, and capabilities across Wichita's manufacturing industry.

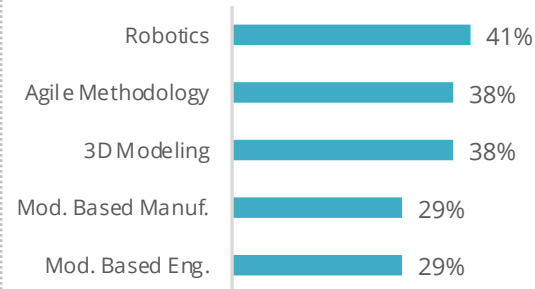
Capabilities¹⁶



Certifications¹⁶



Technical Skills¹⁶



As in-demand **skills evolve**, Wichita businesses need to use the **feedback loop** to communicate with educational partners so that training and development **strategies can be adjusted** accordingly.

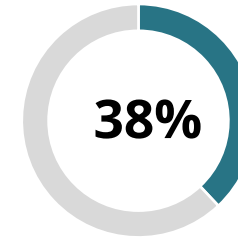
NOTE: % of survey respondents indicating high-priority

Future of Work Trends | Rise of Worker Agency

The Wichita workforce is welcoming a new generation and in turn, worker preferences are changing

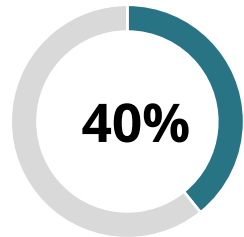


Workers are increasingly willing to use their **newfound agency** to shape their organization's actions and agenda across a wide range of issues, from **environmental practices** and **social good** to **racial and gender equity**²



of Wichita's manufacturing professionals are **Gen Z** who are placing high emphasis on **social good** and **equity**³

This is putting pressure on organizations to align their strategies, policies, and actions with their workers personal values



of Gen Zs and Millennials have **rejected a job offer** because it did not align with their values around **social and environmental** impact and **diverse and inclusive** cultures¹⁷

We're starting to see Wichita entities leaning into worker preferences:



WSU awarded \$51M to advance **sustainable**, smart and additive manufacturing **technologies**¹⁵



The Textron Aviation Service Center is offering a **cleaner source of fuel** (SAF) to customers¹³

The Business and Education sectors must come together through continuous feedback loops to address untapped talent pools, in-demand skills overlap and influential worker preferences.

Feedback Loop Workshop

Workshop Discussion | Small Group Breakouts

Participants were broken into groups of six at their assigned tables and asked to discuss two prompt questions. Tables were pre-assigned so that a diverse mix of organizations was present within each group

DISCUSSION QUESTIONS:

- How can we **come together** across the manufacturing industry to address changing workforce needs?
- What **new approach / tactic** can we try in order to prepare the community for future talent demands?



WHAT WE HEARD:

Transportation is a big issue for [Textron] hiring. The closest bus stop is a mile away, so it prohibits talent from being able to work here.

*Kids need more exposure early on about what their future career options are and **how many options** are within the manufacturing industry.*

Cross-industry collaboration is key to keeping talent in Wichita. We need to keep these discussions going beyond just the manufacturing industry.

*It's critical that we invest in teaching **soft (employment) skills** along with specific manufacturing pathways because soft skills **will be important forever**.*

*We need to **stay open minded** and prepare youth for future career possibilities, **instead of limiting** them to the exact professions and jobs that exist today.*

*We need to **change current perceptions** about manufacturing jobs being **dark and dirty**. The future of the industry is significantly different than the past, but people don't see that yet.*

*It's important that we **reassess the skills** that are needed regularly and determine **which skills can be more easily built upon** to fill a specific business / industry need.*

*We need to **get students excited** and bought into the future of work **vision** that we're all discussing. They need to be a part of this.*

Workshop Debrief | Key Themes

Small group discussions and individual reflections reinforced the value of a feedback loop between sectors and identified three key themes

INDUSTRY AWARENESS

Ignite excitement for the manufacturing industry early on and provide accurate picture of the industry.

“*Kids need more exposure early on about what their future career options are and **how many options** are within the manufacturing industry.*”

“*We need to **get students excited** and bought into the future of work **vision** that we're all discussing. They need to be a part of this.*”

“*We need to **change current perceptions** about manufacturing jobs being **dark and dirty**. The future of the industry is significantly different than the past, but people don't see that yet.*”

TRANSFERRABLE SKILLS

Develop skills that are transferrable across industries and over time. Use skills to find talent, traditional qualifications aren't as important as they used to be.

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“*It's important that we **reassess the skills** that are needed regularly and determine **which skills can be more easily built upon** to fill a specific business / industry need.*”

ACCESS

Bring new types of talent into the manufacturing industry. Understand and eliminate barriers to entry for potential talent.

“***Transportation is a big issue** for [Textron] hiring. The closest bus stop is a mile away, so it prohibits talent from being able to work here.*”

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“*We can provide **more support to military spouses** and get them engaged in the manufacturing industry while they are stationed here with their partners.*”

Workshop Debrief | Action Items

Participants were asked to provide an action that they believe will be important to prepare the region's workforce for the future of work in Manufacturing

First 90 Days
QUICK WINS

Next 6 – 12 Months
LAYING THE FOUNDATION

1+ years
SUSTAINING AN INTEGRATED FEEDBACK LOOP

INDUSTRY
AWARENESS

- Activate meaningful **career exploration** experiences for K-12 students by getting businesses in the classrooms
- Engage **parents** to understand the opportunities that exist in the industry

- Share non-traditional manufacturing employee **success stories** to ignite excitement for the industry
- Connect businesses to **job fairs** to spread manufacturing awareness

- Discuss opportunities for **rotational programs** between feedback loop businesses
- Reassess students' perception of Wichita manufacturing industry through survey (or similar)

TRANSFERRABLE
SKILLS

- Identify the most in-demand employable **(soft) skills** across Manufacturing, Healthcare, and Tech industries, prioritizing ones that overlap
- Integrate development of those skills into primary education **learning models**

- Identify and align on **core skills** needed within individual organizations
- Shift **recruitment strategies** to seek core skills identified by businesses rather than general job descriptions

- Design learning pathway for **aging workforce**
- Readminister the survey to reassess in-demand skills, update skills navigator accordingly

ACCESS

- Establish a **resource network** for spouses and families of talent transplants to ensure that they have opportunities to lean into the manufacturing industry while they're in Wichita

- Discuss opportunities to eliminate **barriers to entry** for different talent groups not engaged in the industry
- Understand the most important **values and preferences** of the Wichita workforce

- Eliminate barriers to entry and implement worker preferences
- Continue to invest in providing **childcare, transportation** and flexible schedule solutions

Student Experiences

Closing | Student Experiences

To close the day, participants got the opportunity to hear from 3 students who shared the impact that the Future Ready Center and the Manufacturing classes that they have taken have had on them. The students then took participants on a guided tour of the Future Ready Center facilities

I get to learn about and experience different career options. I learned there is such a wide variety of careers.

- **Alfonzo Guevara**, Senior 2023, Aerospace and Manufacturing Engineering

The Future Ready Center has given me exposure to engineering as a potential career path and I really like it.

- **Jasmine Acosta**, Senior 2023, Aerospace and Manufacturing Engineering

I've learned to operate the CNC machinery and hope to use this experience to get a job after school.

- **Edwin Sosa-Tinoco**, Junior 2024, Manufacturing Assembly and Automation

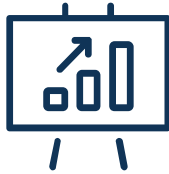




Next Steps

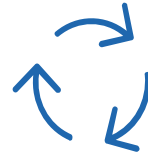
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DEVELOPING AND LAUNCHING THE WICHITA SKILLS NAVIGATOR

- Conduct local outreach to finish compiling a comprehensive list of resources
- Launch and market the skills navigator
- Keep skills navigator up-to-date

Establishing and Formalizing Feedback Loops

As the Wichita region continues to establish and formalize business and education / workforce development feedback loops the steps outlined below should be considered



Key Takeaways from Manufacturing Workshop

April 2023

Share the key takeaways from the manufacturing workshop with attendees and clearly outline next steps to implementing a feedback loop.



Manufacturing Feedback Loop Checkpoint

October 2023

Conduct a virtual check-in to share feedback on how the key theme action plans are progressing.



Conduct Health Care and Tech Industry Workshops

July 2023 ~ Oct 2023

Host additional industry workshops and adjust content / approach as needed. Include key representatives from other industries in future workshops.



Host Health Care and Tech Feedback Loop Deep-Dives and Checkpoints

Oct 2023 ~ Dec 2023

Turn the key themes from each industry workshop (health care and tech) into bite-sized action plans and check in on progress.



Conduct Cross-Industry Seminar

January 2024

Bring all three industries together to discuss progress and lessons learned while implementing their feedback loops. Lay the groundwork for implementing a cross-industry feedback loop.

Developing and Launching the Wichita Region Skills Navigator

The skills navigator will help connect the most in-demand skills to existing programs in the region that develop them, providing talent and employers with clarity on how to upskill for the future



BUILD THE SKILLS NAVIGATOR

1. **Appoint someone** to manage the skills navigator project
2. **Identify key stakeholders** from the education sector (beyond GWP and Workforce Alliance) to help build the tool
3. **Conduct stakeholder outreach** to collect comprehensive list of resources aligned to each in-demand skill
4. **Update the skills navigator** accordingly and establish a formal review process
5. **Complete review process** in order to finalization the tool



KEEP SKILLS RELEVANT

1. **Incorporate the highest-priority skills** from the Tech and Health Care industry surveys into the tool
2. **Identify overlapping skills** across industries
3. **Conduct annual survey** asking businesses to identify the most in-demand skills, capabilities, and certifications
4. **Keep a pulse** on in-demand skills through regular feedback loop checkpoints
5. **Update skills navigator** with most relevant skills on a regular basis (at a minimum once a year)



SPREAD THE WORD

1. **Determine the best platform** to house the tool (for ex: website)
2. **Design marketing campaign** to introduce the tool
3. **Publish the tool** to the desired platform
4. **Contact workshop participants** directly to share the published skills navigator
5. **Embed the skills navigator** into future newsletters, events and email campaigns for continued awareness



UPDATE PROGRAMS

1. **Maintain regular contact** between skills navigator project manager and education stakeholders
2. **Update the tool** as programs are introduced or retired
3. **Ensure all program links** are functioning and up-to-date
4. **Encourage regular feedback** between key education stakeholders to achieve maximum impact and avoid duplication of program offerings
5. **Keep a pulse** on current programs through regular feedback loop checkpoints

Wichita Region Skills Navigator

Outlined below is the current draft of the Wichita Region Skills Navigator

TOP PRIORITIES	LOCAL PROGRAM(S)	ORGANIZING INSTITUTION
Coaching / Team Management	Supervision Certificate	WSU CMD
Interpersonal Skills	Developing Your Emotional Intelligence	Flagship Kansas Tech
Communication	Communications Foundations	Flagship Kansas Tech
Computer Literacy	Computer Basics 101 / 102	Workforce Alliance
Project Management	Project Management	WSU CMD
Robotics	Robotics Certificate to AAS	WSU Tech
Agile Methodology	Introduction to Agile	WSU CMD
Data Science	Data Science Bachelor / Master	WSU
Model Based Manufacturing	Associate in Manufacturing Technology	WSU Tech
3D Model	CATIA	Dezignext Technologies
Safety and Health Fundamentals	Specialist in Safety and Health	OSHA Training
AutoCAD	AutoCAD	WSU Tech
Certified Quality Engineer	Certificate in Foundations of Six Sigma and Quality Improvement	WSU
Certified Manufacturing Engineer	Manufacturing Engineer Bachelors	WSU
Certified Welder	Fast Track Welding	Butler Community College



Survey Analysis



Survey Overview | Respondent Demographics

Takeaway - The survey administered to 250 invitees received a 13% response rate from 27 of distinct organizations with most of responses coming from industry representatives that had already RSVP'd to the workshop.



February

Invites sent to 247 people by the Greater Wichita Partnership.



March 7

Survey deployed by the Greater Wichita Partnership to all workshop invitees.



March 13

Response rate at 2.8%. Survey reminder #1 sent to all invitees by the Greater Wichita Partnership.



March 17

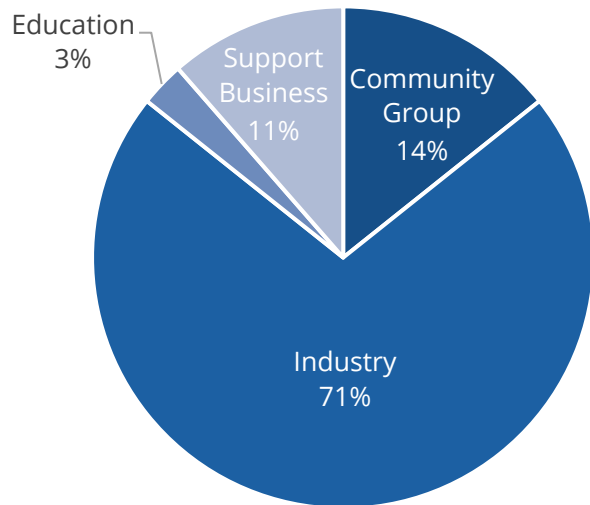
Response rate at 4.4%. Survey reminder #2 sent to all 80 RSVPs by the Greater Wichita Partnership.



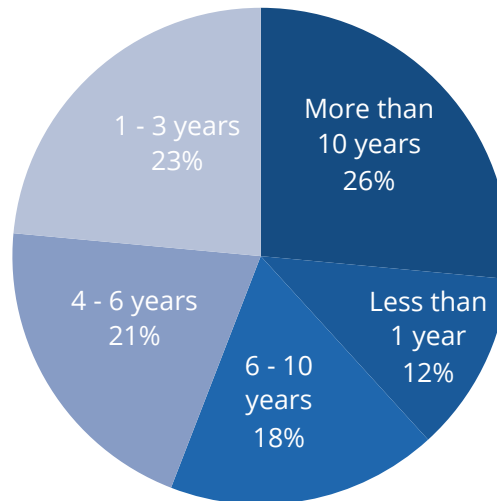
March 21

Response rate of 13.2% achieved. Survey closed.

Respondents by Organization Type



Tenure at Current Organization



Organizations with Highest Response Rate



Future Consideration - Send a separate survey request to those attending versus those invited and not (yet) attending. Tailor the survey instructions to capture more responses from education representatives.

Survey Overview | Key Themes

A survey comprising of three discrete sections that took approximately 10 minutes to complete was administered to all workshop invitees.

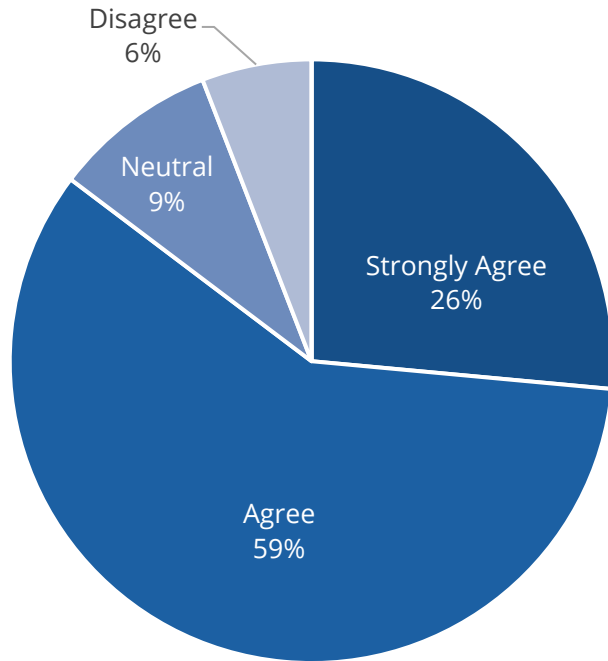
	Objective	Approach	Key Takeaway
Demographic Information	<ul style="list-style-type: none"> Understand the types of individuals and backgrounds that responded to the survey 	<ul style="list-style-type: none"> Respondents were asked to provide their name (optional), email (optional), organization, and tenure. 	<ul style="list-style-type: none"> 13.2% survey response rate There was low representation of responses from education sector.
Future of the Manufacturing Industry Prompts	<ul style="list-style-type: none"> Understand current perceptions of the future of the manufacturing industry 	<ul style="list-style-type: none"> Respondents received 8 statements and were asked to indicate their level of agreement with each statement. 	<ul style="list-style-type: none"> This section received a heavy number of “neutral” responses. Next time, consider adding a substantiation field for “neutral”.
Manufacturing Talent Priorities	<ul style="list-style-type: none"> Capture the top priority skills, capabilities, and certifications in the near term (today – end of 2023) and the future (Q1 2024 and beyond) 	<ul style="list-style-type: none"> Respondents indicated high / low priority for a list of 10 attributes within each category and wrote-in attributes that weren’t on the list. They were also asked the preferred learning method for how the attributes would be developed. 	<ul style="list-style-type: none"> Respondents prioritized human capabilities over technical skills and certifications. Respondents stated the importance of providing multiple learning experiences to accommodate different learning styles.

Pulse Questions

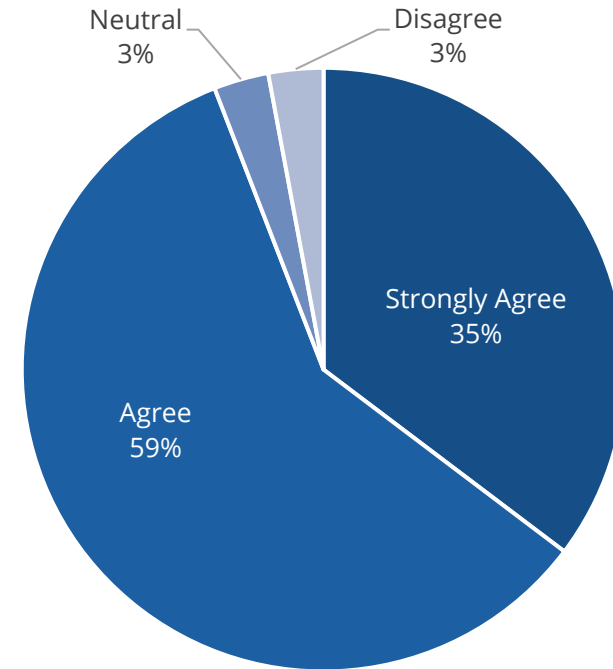
Pulse Questions | Industry Outlook

Takeaway - Survey responses illustrated that the group generally felt optimistic about the region of Wichita's ability to grow in the future and understood the importance of cross-industry networking in that process.

Generally, I have a **positive outlook on the future of Wichita's manufacturing workforce.**



There is a **benefit to cross-industry networking** opportunities.

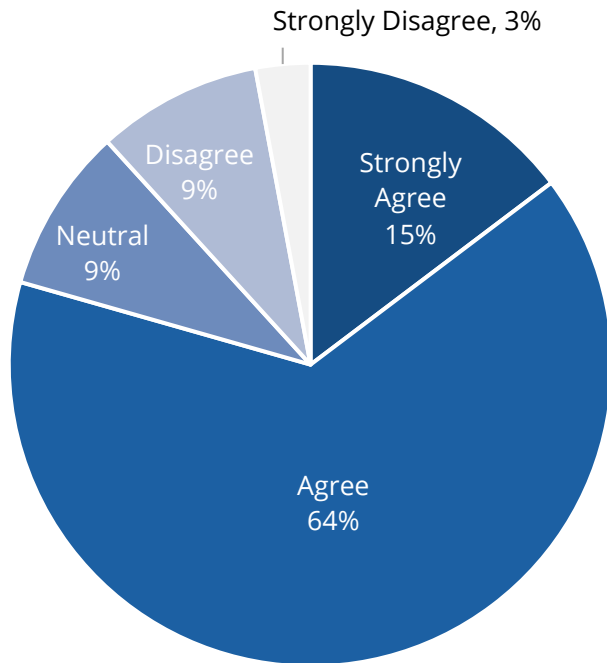


Future Consideration - Invite key manufacturing industry stakeholders to Healthcare and Technology workshops to set the foundation for future cross-industry feedback loops

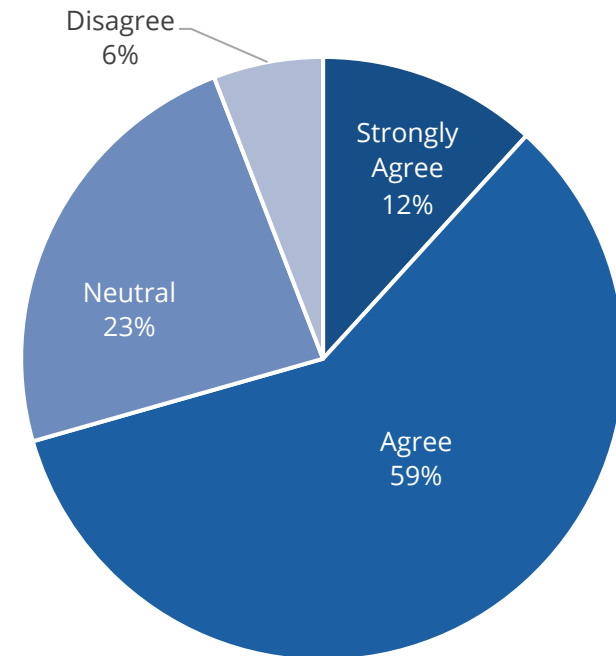
Pulse Questions | Wichita Region Resources

Takeaway – Most respondents believe that there are not enough development resources offered in the region, but of the resources that are offered, they can be easily found and accessed.

The Wichita region **provides** adequate educational, trade, and professional development resources that will properly prepare the workforce to meet the manufacturing industry's talent needs in 3-5 years.



Wichita residents **can easily find, access, and participate** in the educational, trade and professional development resources that are available to prepare talent within the manufacturing industry.

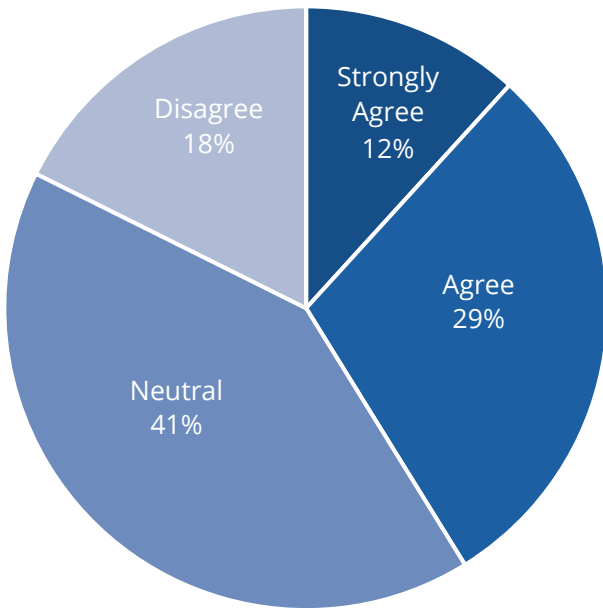


Future Consideration – Develop a robust plan to sustain and share the Wichita Region Skills Navigator

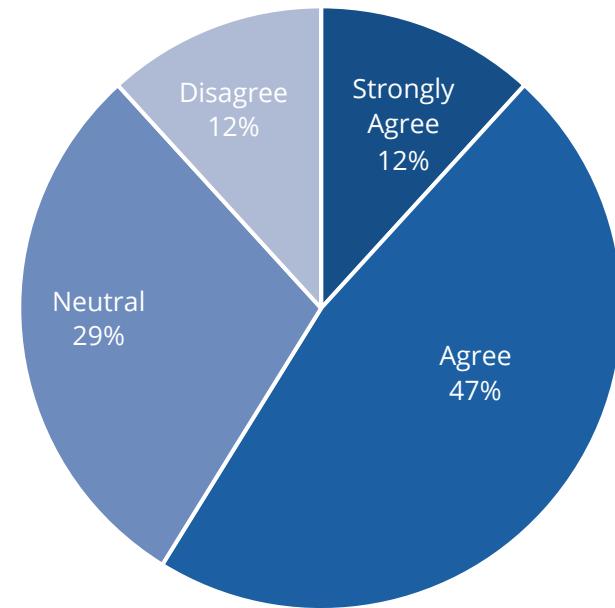
Pulse Questions | Industry Opportunities

Takeaway – Survey respondents identified a gap in support opportunities for women and minorities, and a misunderstanding of worker preferences when it comes to well-being, that can be addressed through the feedback loop.

There are **adequate opportunities and support for women and minorities** in the manufacturing industry.



When employees ask manufacturing organizations to **promote well-being**, they are **asking for flexible working arrangements**.

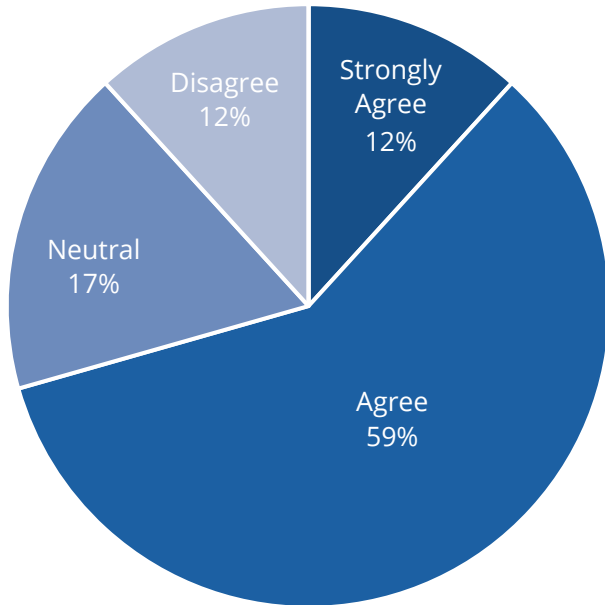


Future Consideration – Given the high number of neutral responses, add a substantiation field to capture additional insight on respondents' perspectives

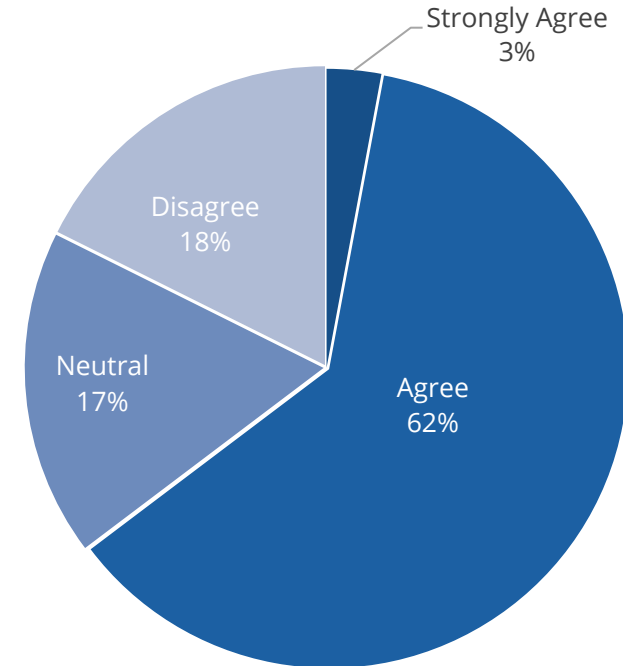
Pulse Questions | Future Skills

Takeaway - Most respondents feel they understand what the future of the manufacturing industry will look like and 35% of respondents aren't certain that future manufacturing technology is positively received by employees.

I understand what **future skills** will be required in the **manufacturing industry** in 3-5 years.



Employees see **automation (including robotics) as a tool** that can help to **drive efficiency, alleviate the burden of transactional work, and address labor shortages** in certain roles.



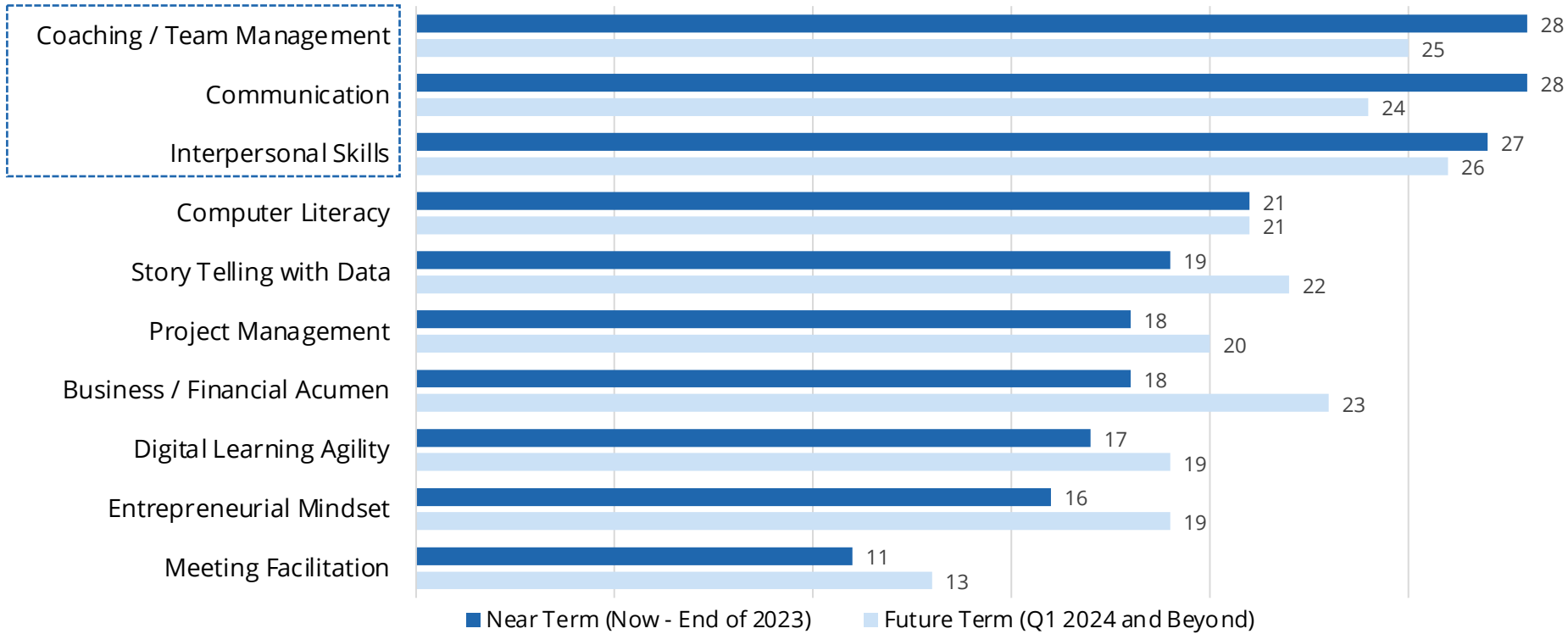
Future Consideration – Building on this topic, include a statement to understand how invested participants feel their organization is to developing future skills within the community

Capabilities, Skills, and Certifications

Highest Priority Manufacturing Capabilities

Takeaway - Survey respondents prioritized human capabilities over technical skills and certifications because they are transferrable over time and throughout the evolution of the manufacturing industry.

Highest Priority Capabilities



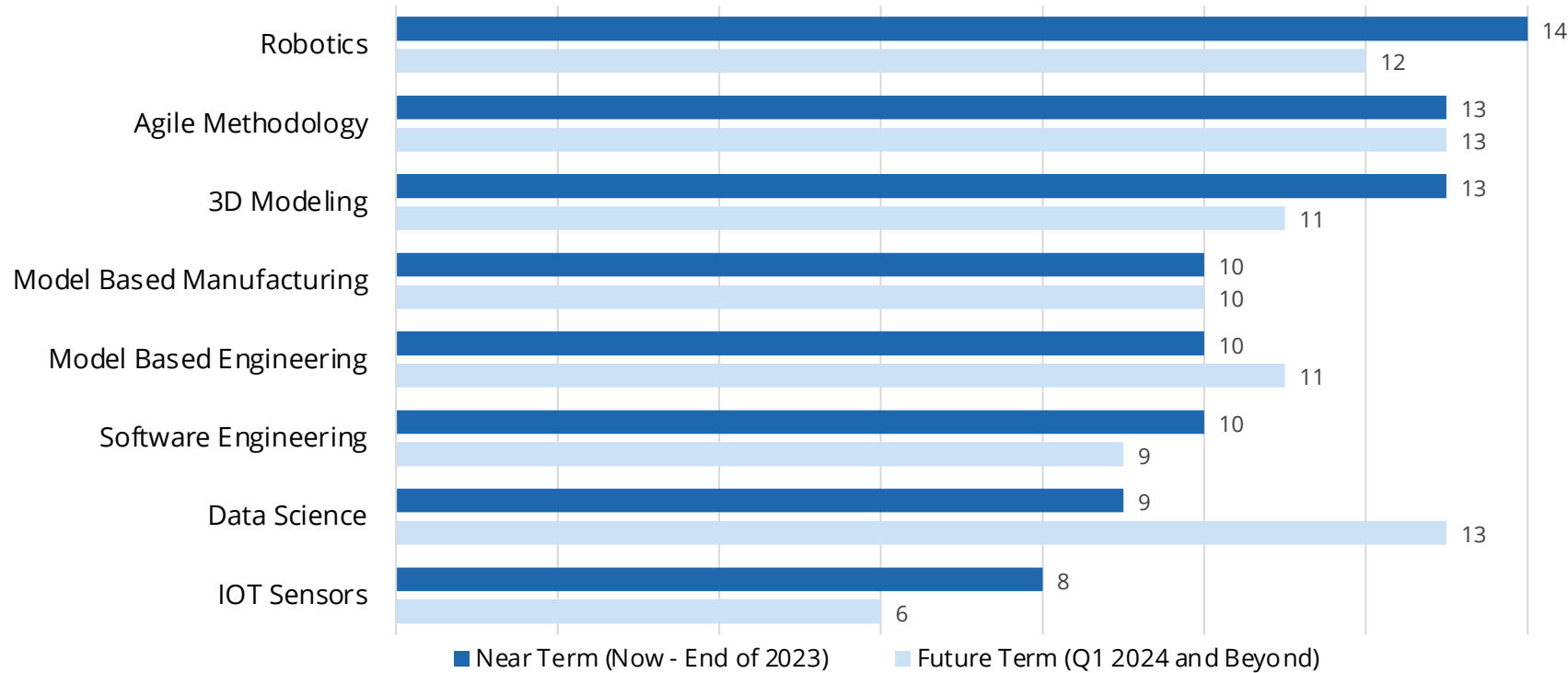
- Additional capabilities** reported by respondents:
- Work Ethic
 - Problem Solving
 - Critical Thinking
 - Being Present
 - Willingness to Flex Jobs
 - Personal Finance Skills
 - Ergonomic Skills
 - Relationship Skills

Future Consideration - Determine whether the same highest priority capabilities are true for the Health Care and Tech industries. Ensure there are adequate training programs to develop these capabilities

Highest Priority Manufacturing Technical Skills

Takeaway - Overall, technical skills were ranked consistently across near and future term outlooks, except for Data Science which was prioritized in the future.

Highest Priority Technical Skills



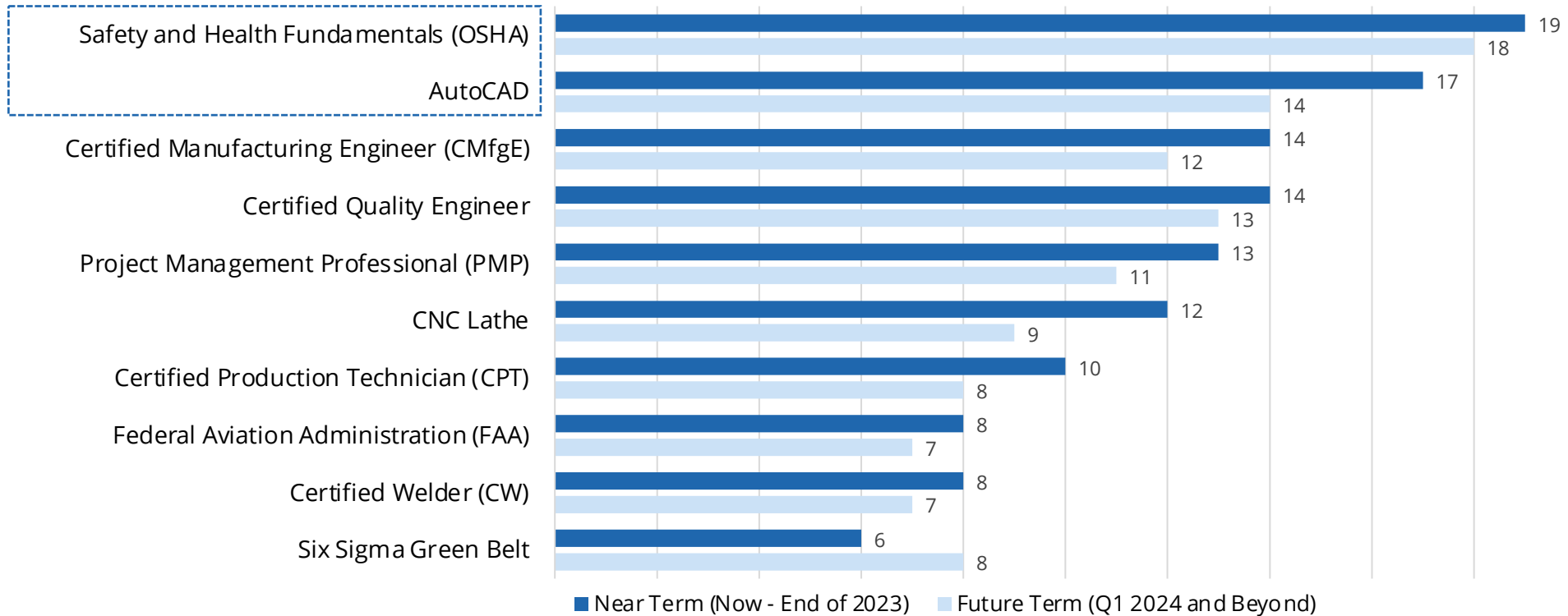
No additional capabilities were reported by respondents.

Future Consideration – Since the manufacturing industry and technology is evolving at such a rapid pace, reassess the need for and prioritization of technical skills during each feedback loop discussion

Highest Priority Manufacturing Certifications

Takeaway - Survey respondents tended to prioritize certifications in the near term compared to the future term, except for the Six Sigma Green Belt Certification.

Highest Priority Certifications



Additional capabilities reported by respondents:

- OSAT
- Kaizen Training
- CNC Machining

Future Consideration – Since Safety & Health Fundamentals and AutoCAD were identified as the highest priority certifications, ensure there are adequate Wichita-region programs and eliminate barriers to completing those trainings

Preferred Learning Format

Preferred Learning Format

Takeaway – Most of survey respondents prefer in-person trainings and shadowing / mentorship opportunities, regardless of whether it is a skill, capability or certification that is being taught.

1

In-Person Training



- Manufacturing Courses at the Future Ready Center
- Workforce Alliance Basic Computers 101
- OSHA Training from Great Plains OSHA Center

2

Shadowing and Mentorship



- Future Ready Center Partnerships
- Workforce Alliance WIOA Youth Program
- Workforce Alliance Registered Apprenticeship

3

Self-Paced Online Trainings



- Workforce Alliance Digital Skills eLearning Lab
- Flagship Kansas Tech Communications Foundation
- Flagship Kansas Tech Developing Your Emotional Intelligence

4

Instructor-Led Online Trainings



- Workforce Alliance Online Applications
- Dezinext Technologies' CATIA on 3D Model

Future Consideration – Since survey respondents also stated the importance of providing multiple learning experiences to accommodate different learning styles, ensure there is a balance of learning formats offered both now and in the future



Appendix I:
Workshop Participant List



Workshop Participants (1 of 2)

Participants attended the workshop across the business, education, and community sectors, with additional support businesses also attending

Sector	Organization	Title(s)
Business	BG Products Inc.	HR Director, HR Manager
Business	Bombardier	Talent Acquisition Manager
Business	Center Industries	HR Manager
Business	Cox Machine Inc.	HR Manager
Business	Creekstone Farms Premium Beef LLC	HR Manager
Business	Etezazi Industries Inc.	HR Manager
Business	Ferroloy	N/A
Business	Five Star Mechanical Inc.	Outside Sales Rep
Business	Great Plains Industries	Director of Operations, President
Business	High Touch Technologies	VP of Human Resources
Business	Hutton	N/A
Business	Integra	President/CEO, VP HR, Recruiter, HR Manager
Business	Johnson Controls - Ducted Systems	Director, HR Manager
Business	JR Custom	HR & Safety Coordinator
Business	Kansas Manufacturing Solutions	Recruiting Coordinator
Business	KGD Aerospace Manufacturing	HR Director
Business	Kyodo Yushi Manufacturing Americas, LLC	Administration Manager, President
Business	Lockheed Martin	N/A
Business	National Center for Aviation Training	VP of Aviation
Business	Omni Aerospace	HR Administrator
Business	Spirit Aerosystems	VP of Ops

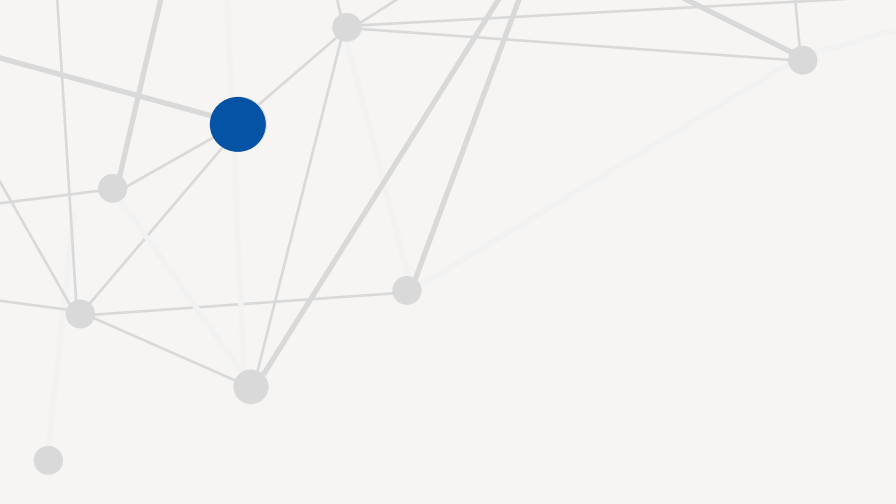
Sector	Organization	Title(s)
Business	Textron Aviation	HR Director, HR Managers
Business	The Lange Companies	Communications, Recruiting Coordinator
Business	Valence Surface Technologies	General Manager, HR Manager
Business	Vermillion Inc.	N/A
Business	Warner Brothers Discovery	People and Culture
Business	Wildcat Construction	N/A
Education	Clearwater USD #264	Director of Learning, High School Principal
Education	Friends University	President
Education	Maize USD 266	Director of College and Career Readiness
Education	Wichita Public Schools	Readiness, FRC, Marketing, Partnerships, Superintendent
Education	Wichita State University	Associate VP, Applied Learning Manager, Engineering Dean
Education	WSU Tech	CEO GCE/adjunct professor Advanced Cybersecurity
Community	City of Wichita City Manager's Office	Assistant City Manager for Development
Community	Greater Wichita Partnership	Director of Industry Engagement
Community	Kansas Department of Transportation	Division of Aviation
Community	Office of U.S. Senator Jerry Moran	N/A
Community	Ron Estes Office	N/A
Community	Sedgwick County	Chairman, CHRO
Community	US Senator Roger Marshall, MD	District Director
Community	Wichita Regional Chamber of Commerce	VP of Government Relations

Workshop Participants (2 of 2)

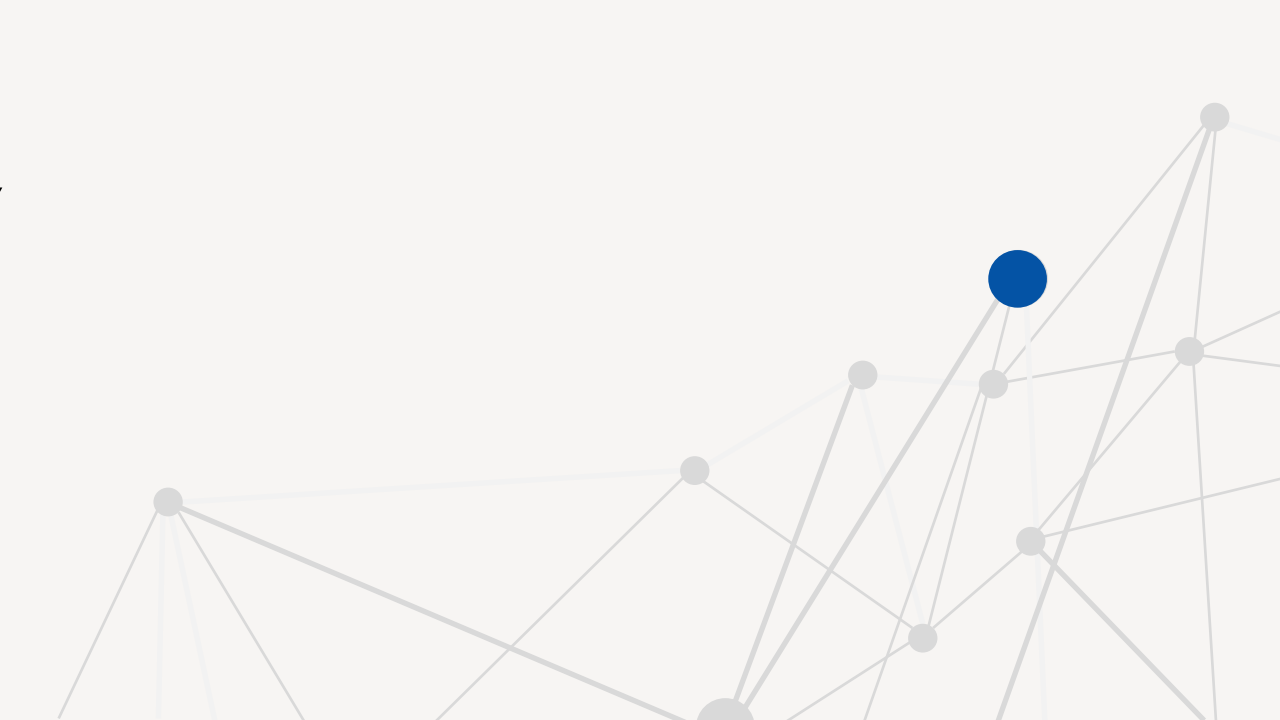
Participants attended the workshop across the business, education, and community sectors, with additional support businesses also attending

Sector	Organization	Title(s)
Community	Workforce Alliance	N/A
Support Business	Rapport	N/A
Support Business	Capital III	Chief People Officer, Talent Acquisition Recruiter
Support Business	Dot Strategies	Founder and Chief Dot Connector
Support Business	Hexcode Marketing LLC	Business Developer

Sector	Organization	Title(s)
Support Business	InfoFluency	N/A
Support Business	Kansas Gas Service	Community Relations Manager
Support Business	Symphony Workshop	Chief Executive Officer
Support Business	The Arnold Group	VP, Businesses Development and Executive Search
Support Business	Wichita Airport Authority	Air Service Development and Marketing Manager



Appendix II:
*Workshop – One Key
Takeaway*



One Key Takeaway I Responses (1 of 3)

We asked all participants to share one key takeaway that they'll leave with from the manufacturing workshop.

We need to work to develop a plan to **expose younger** Middle and Elementary students to manufacturing careers.

Did your study find any data related to the relative value-proposition for companies to provide **daycare options**? Neither prospects nor employers know what is truly available from each other. Kids will choose the best career fit from the options they've been given. Programs like this are critical to opening their eyes to a broad variety of choices.

All companies are struggling with similar issues around workforce development and upskilling their current workforce, but they are competitors for talent. How can educational institutions play a more prominent role in serving the community and offer competitive skills development?

Schedule a **visit to local high school** to inquire about CTE pathways. Request information from Workforce Alliance on summer internship engagement.

It is important to **Gen Z** that we talk about the social problem our company is trying to solve!

We need to go to students and take the initiative to connect and explain instead of expecting them to come ask. Businesses should be driving these interactions.

There is opportunity for everyone! There is opportunity for **EVERYONE!**

Open the opportunities up for **individuals with disabilities** by modifying equipment. Ramps for CNC machinists is an easy start to capture individuals in wheelchairs.

Finding a way to share our organization's identity, values and story will help attract talent that shares or appreciates those same things.

Regardless of the size of the company, we all are striving to understand how we recruit and retain employees. In addition, we need to partner better on **how we equip students to enter the workforce.**

Industry must focus on skills based and **transferable skills** to engage the workforce of the future.

Reach out to USD259 to **learn more about CTE opportunities.**

Volunteer on a CTE advisory board with a USD.

One Key Takeaway | Responses (2 of 3)

We asked all participants to share one key takeaway that they'll leave with from the manufacturing workshop.

Connecting with other businesses and ways to partner with USD 259 students to create **meaningful career exploration experiences**.

Looking around the room, I see less than a handful of **minorities**. That's not an indictment but still most likely an indication of the level of targeted, active engagement (or lack thereof) to leverage that section of the community. Are local businesses making efforts to make themselves available and appeal to these demographics? Cultural festivals, bilingual magnet schools, etc. could be excellent avenues.

We need to engage the **unusual suspects to expand the talent pool**. We need to engage with organizations that work with individuals who aren't currently considered as potential employees—individuals with disabilities that can be trained on tasks with minor accommodations.

It's not just one company's or industries or HR's job, this is a **collective venture** at the macro level that must be addressed for the whole region.

The need for **more partnership and better story telling** around manufacturing's potential career path to students and parents.

Consider implementing a **training internship for college students** to upskill them and then use that to hire from and help find them jobs upon completion.

Follow up on "how" Workforce Alliance partners with smaller employers on OJT.

High school advisory councils would welcome participation from businesses. We need to share with students that manufacturing careers are good careers and start early.

Create high school internship. Provide info session to students and parents. Tour classrooms. Redesign job descriptions to focus on skills. Get students to our facility. Consider transferable skills instead of degrees. Create teen internship at our company.

I found out more information about opportunities with middle and high school students and educators, it has created ideas about how we can partner with schools to **increase our minority and female manufacturing talent pool** and future employees.

The importance of **career mapping with consistent coding and job naming** for ease of students

Employers are unaware of long-term resources or opportunities they could be utilizing.

One Key Takeaway | Responses (3 of 3)

We asked all participants to share one key takeaway that they'll leave with from the manufacturing workshop.

Continue to connect with Derby, El Dorado, and Wichita high schools to **promote careers awareness** for both BG Products, and for other manufacturing businesses.

Great getting the community together to discuss the Future of the Work Trends here in Wichita. I'm looking forward to tapping into the potential workforce talent that is available for our growing community. Being a mechanical company, we are constantly searching for new talent within the trades & technical skill set.

The needs of large organizations are different than that of small businesses. Large companies need numbers, while small businesses must have a greater bias toward quality given the more limited resources.

Connect with high schools to start building connections and relationships for future summer internships/partnerships to build future workers for our business.

Follow up with potential actionable items with each member of discussion group. **Continue the conversation and develop resources.**

Transferable skills is important.

Continue building partnerships within the community and schools to build a pipeline.

There are a lot of great initiatives going on in this community.

We need to **form action committees** to prepare and transform Wichita businesses to support the future worker. We need committees to address economic issues, behavior issues, skills issues, selling Wichita outside of Wichita.

Look at how we continue to **market jobs in manufacturing** - using video, speaking to high school and college students but also exploring how to communicate with younger students and parents on jobs in manufacturing.

Provide industry **better information on skills-based and certification mapping** of programs.

Find out the different groups engaging on this topic - and be more deliberate about joining the conversation.



Appendix III:
Data Trends Sources



Future of Work Trends | Data Gathering

Deloitte leveraged a mix of publicly available data to identify the top three trends that are impacting the global markets and presenting implications for the Greater Wichita region.

DATA SOURCES



*Talent Insights
LinkedIn Reports*



*Deloitte Human
Capital Trends
Report*



*Greater Wichita
Partnership
Findings Report*



*Deloitte Manufacturing
Industry Outlook
Report*



*Wichita State
University
Sustainability Study*



*Talent Neuron
Reports*



*U.S. Chamber of
Commerce Analysis*



*Global Gen Z and
Millennial Survey*



*Talent Roadmap
Manufacturing
Workshop Survey
Results*



*U.S. Bureau of Labor
Statistics*



*Center for Economic
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15. WSU, "[WSU awarded \\$51M to advance smart manufacturing in South Kansas](#)", September 2022
16. Deloitte, "[2023 Talent Roadmap Manufacturing Workshop Survey Results](#), March 2023.
17. Deloitte, "[The Deloitte Global 2022 Gen Z and Millennial Survey](#)", 2022



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