







MICHIGAN'S 2019 LOCAL AND REGIONAL FOOD SYSTEM WORKFORCE ASSESSMENT

Webinar 3 (of 4):
Developing Michigan's local and regional food system workforce – the challenges and opportunities identified by surveying business owners.

January 30, 2020 12:00PM - 12:30PM



Assessment Team

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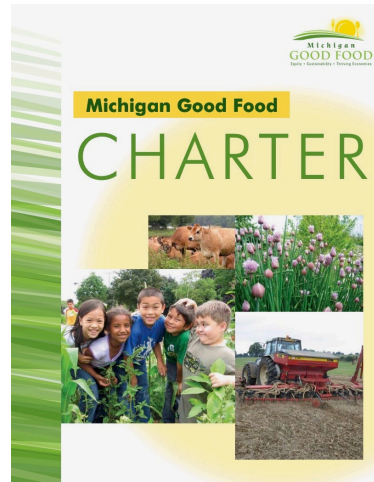
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LOCAL AND REGIONAL FOOD SYSTEMS DEVELOPMENT

Working closely with communities to:

- Improve HEALTH through better healthy food access
- Support ECONOMIC DEVELOPMENT through increased sales for Michigan businesses and better jobs.



Building collaboration infrastructure around the goals of the Michigan Good Food Charter.

Understanding the local and regional food systems workforce will help us better see how we can support communities in health and economic development goals.

WORKFORCE ASSESSMENT GOALS

- Better understand the local and regional food system workforce and identify challenges and opportunities.
- Identify possible gaps and opportunities in education and training.



Defining local and regional food systems



For the purposes of this work we defined local and regional food systems as:

Organizations that **produce, process and/or distribute food from Michigan** that is available to Michigan consumers, and/or organizations that **support this system.**

PROJECT RESEARCH AREAS

- **Food systems job scan**
 - Types of jobs, job and educational requirements, and salary ranges for jobs in the food system
 - Identified skills required and the different areas of growth
 - Note this was a broader food system scan and not specific to local and regional food systems
- **Survey of Local and regional food system businesses**
 - Data to better understand workforce needs, available jobs, gaps, challenges and opportunities.
- **Stakeholder interviews**
 - Data to enhance survey data on workforce needs, changes, challenges and opportunities.
- **Scan of other food system workforce research**
- **Food systems training/ education scan**
 - A review of the many training opportunities and educational offerings across MI that are pertinent to the job needs of the LRFS food system.
- **Worker profiles**



MICHIGAN'S LOCAL AND REGIONAL FOOD SYSTEM BUSINESS SURVEY AND INTERVIEWS

THE GOALS OF THE LOCAL AND REGIONAL FOOD SYSTEM SURVEY OF BUSINESSES AND INTERVIEWS

To better understand:

- Current and anticipated jobs available
- Hiring and retention challenges
- Education and training needs



CORE INDUSTRY SECTORS



1. Food production
2. Farm inputs
3. Food manufacturing and processing,
4. Wholesale distribution, and
5. Food retail sales and service

ALLIED INDUSTRIES & OCCUPATIONS

- Waste Management and Food Recovery
- Education and Training Providers
- Advocacy Groups
- Farm equipment/HVAC/Cooling repair services
- Regulation of Agricultural Marketing and Commodities (Food inspection)
- Community Food Services (i.e. food banks, social services)
- Financial institutions (i.e. ag specific lenders)
- Large allied consumers, including schools, hospitals, residential facilities, prisons and other institutions

SURVEY RESPONSES

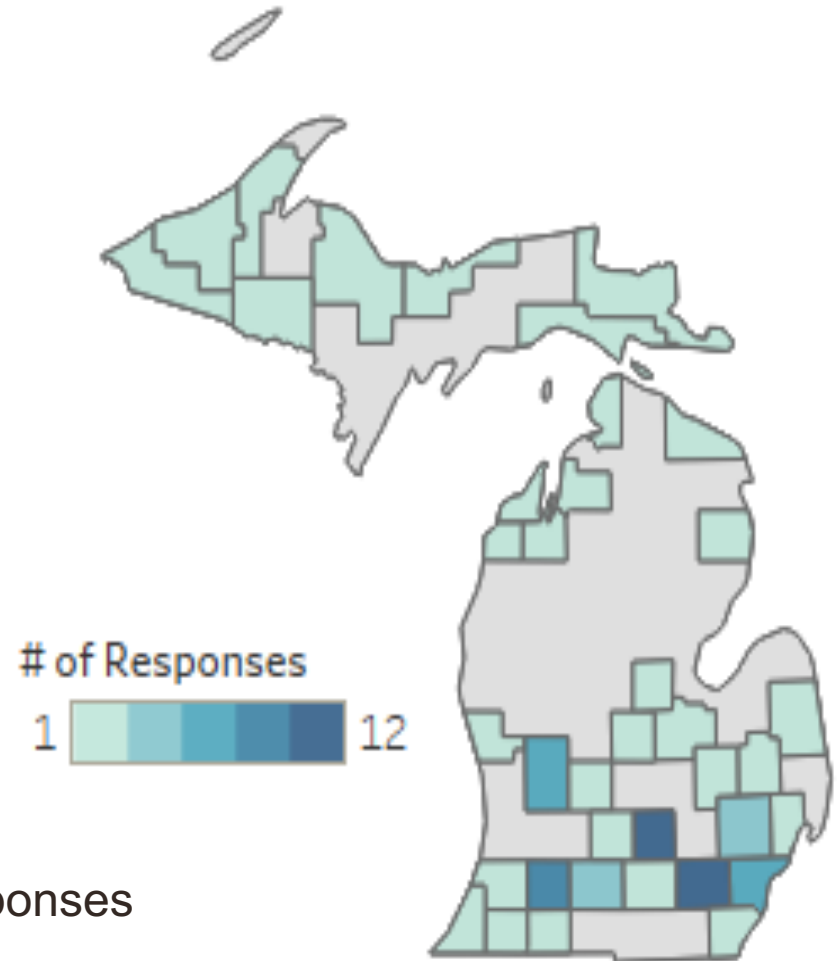


Current job openings,
hiring and retention

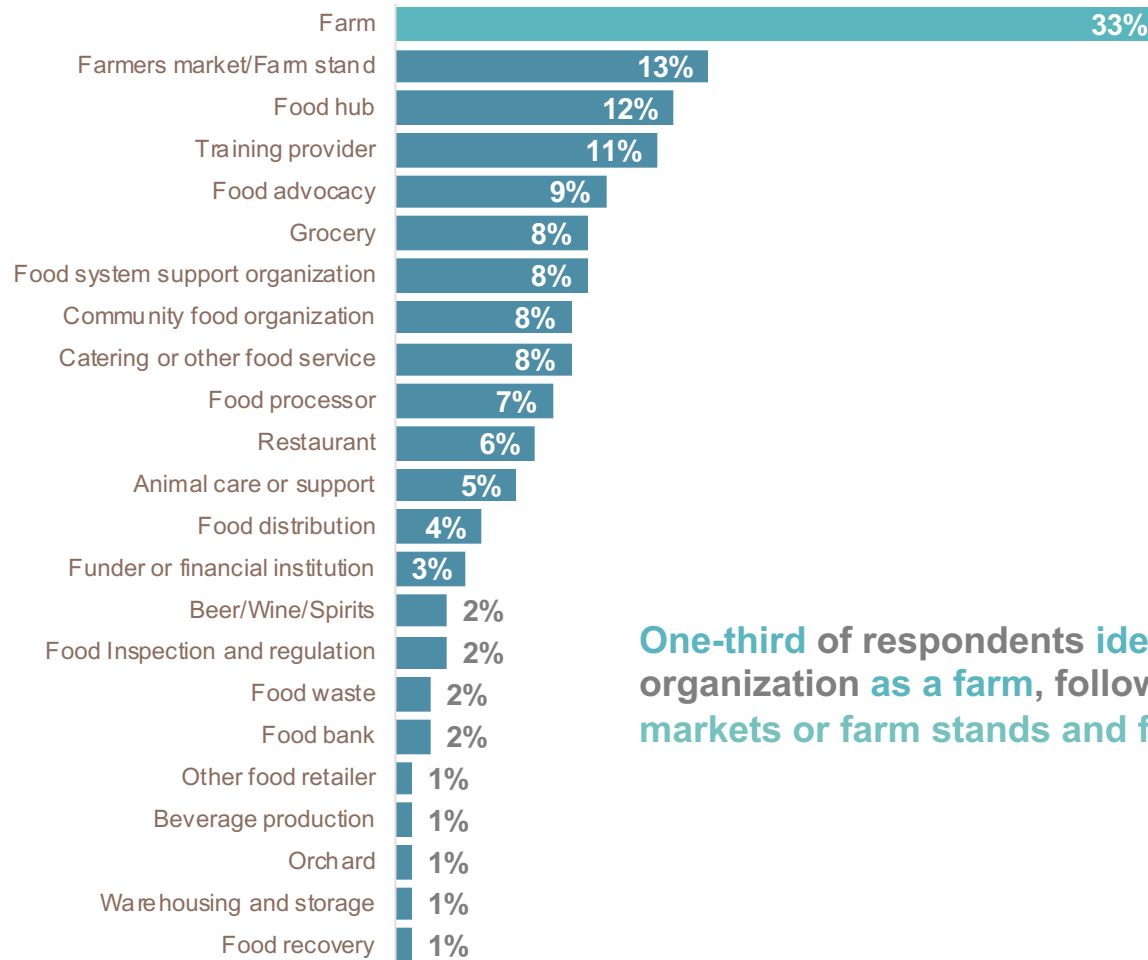
Skills and qualifications
for their staff

Their organizations use of
and need for additional
training

143 responses

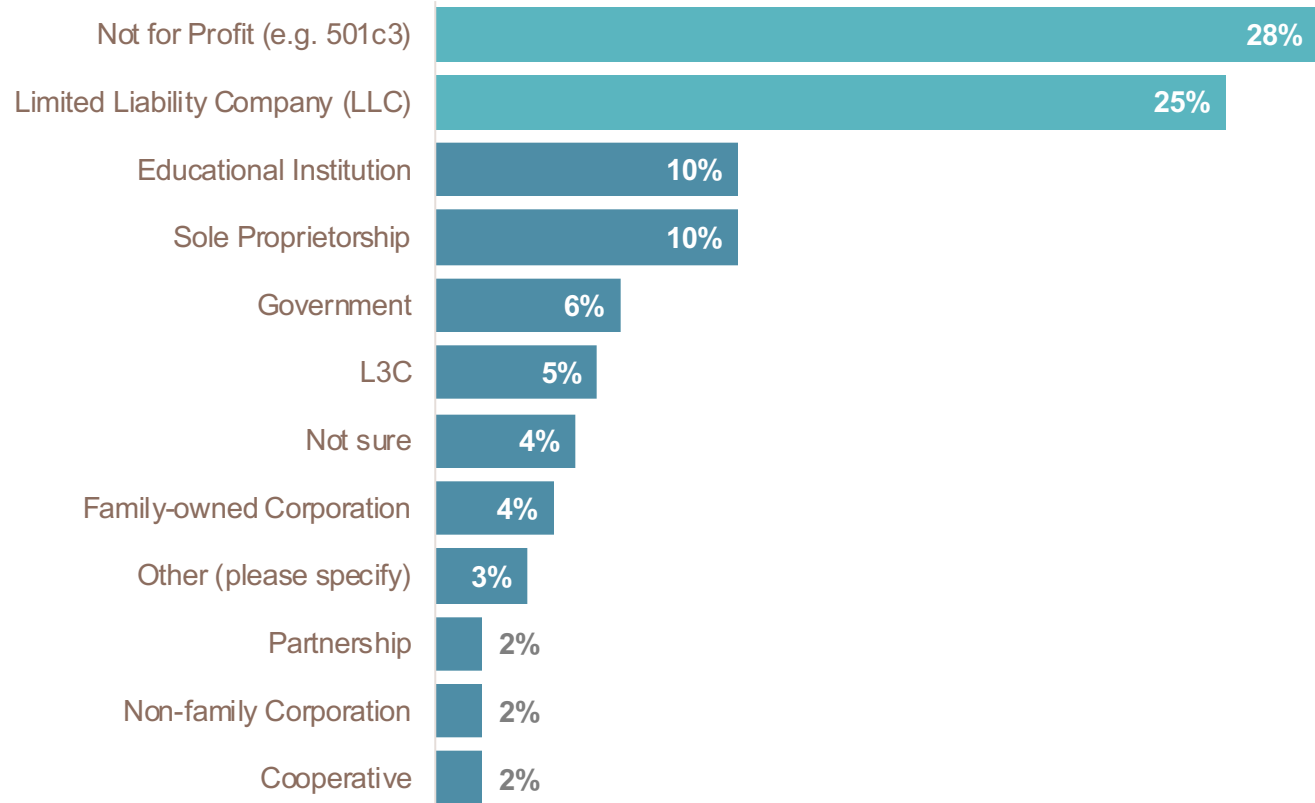


WHO RESPONDED?

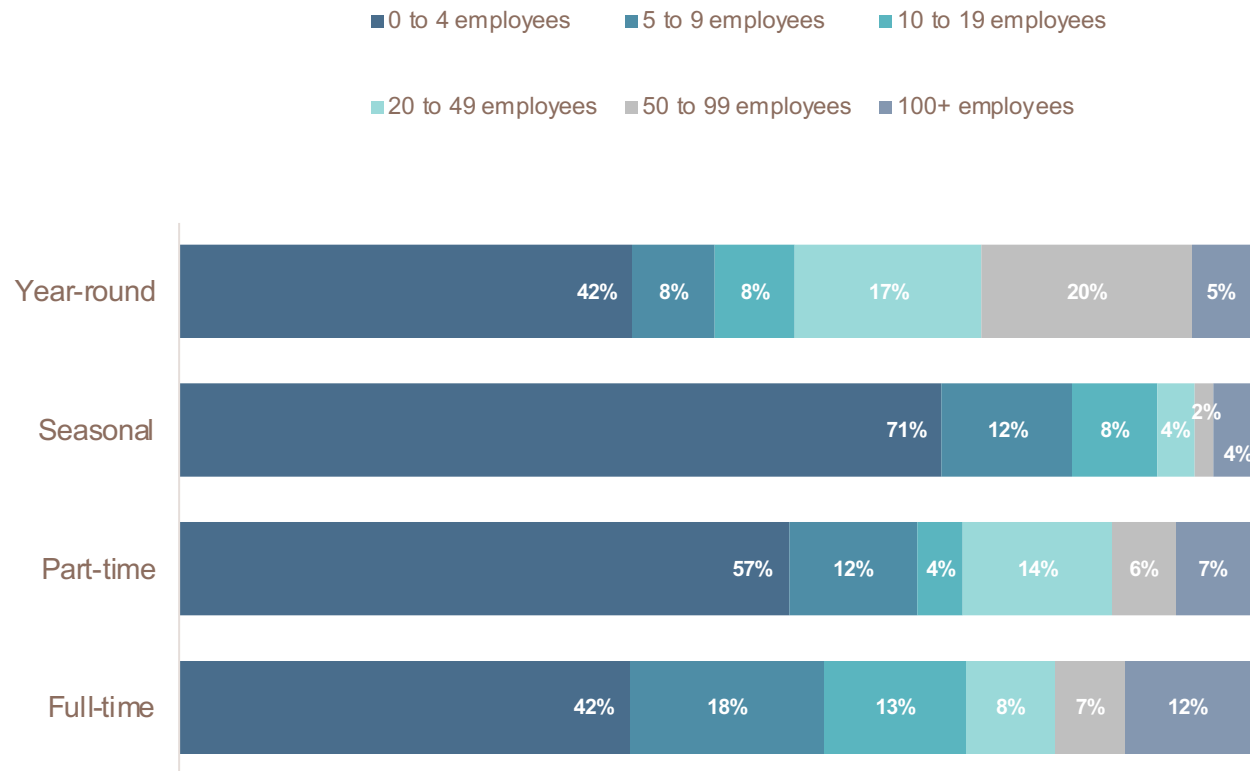


One-third of respondents **identified their organization as a farm**, followed by **farmer's markets or farm stands and food hubs**.

THE BUSINESS STRUCTURE OF RESPONDENTS TO THE WORKFORCE ASSESSMENT SURVEY (N=137)



THE SIZE OF THE PART-TIME AND FULL-TIME WORKFORCES AND YEAR ROUND AND SEASONAL WORKFORCES WITHIN LOCAL AND REGIONAL FOOD SYSTEM ORGANIZATIONS AS A PERCENTAGE. (N=121)



JOB VACANCIES

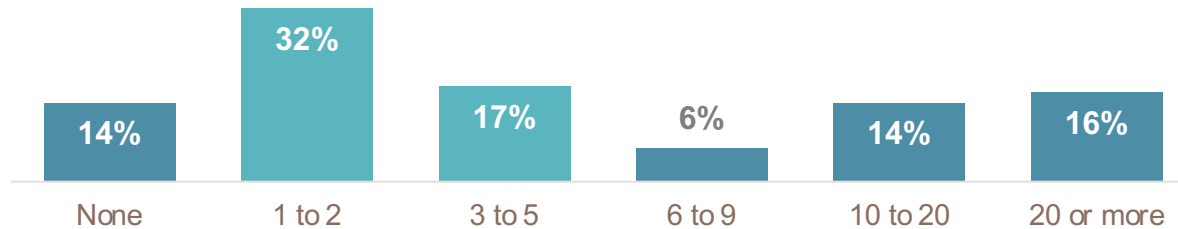
Current job vacancies are commonly caused by **organizational growth** or **replacement of workers**.

(n=47)



Almost 50% of respondents expect to hire between 1 and 5 workers in the next 3 years. Only 14% expect to have no hiring needs

(n=98)



Current Job Vacancies from Distribution, Retail and Food Service

<p>Barista Bartender Cashier Caterers Chef Cooks Coordinator Warehouse Associate Delivery Driver Dishwashers Economic Development Specialist Farmers Market Intern Food Busser</p>	<p>Food Hub Assistant Food Service Associate Food Service Worker Front Desk Receptionist Front End Coordinator General Staff Retail Grocer JUICEologist Line Cook Local Foodivore Meat Cutters Multiple Department Clerks Multiple Department Managers</p>	<p>Pastry Chef Program Assistant Project Manager Restaurant Management Route Driver Senior Grant Manager Server Staff Positions at Stores Summer Food & Health Fellowship Tray Passing staff Truck drivers, warehouse. Utility Volunteer Coordinator</p>
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Current Job Vacancies from Food Production & Processing

<p>Butcher Delivery Driver Farm Assistant Farm Laborer Farm Team</p>	<p>Farm Technician Harvester Packager Greenhouse Operator Head Grower Market Garden Assistant</p>	<p>Part Time Van Driver Tasting Room Pourer Value Added Food Producer Warehouse Labor</p>
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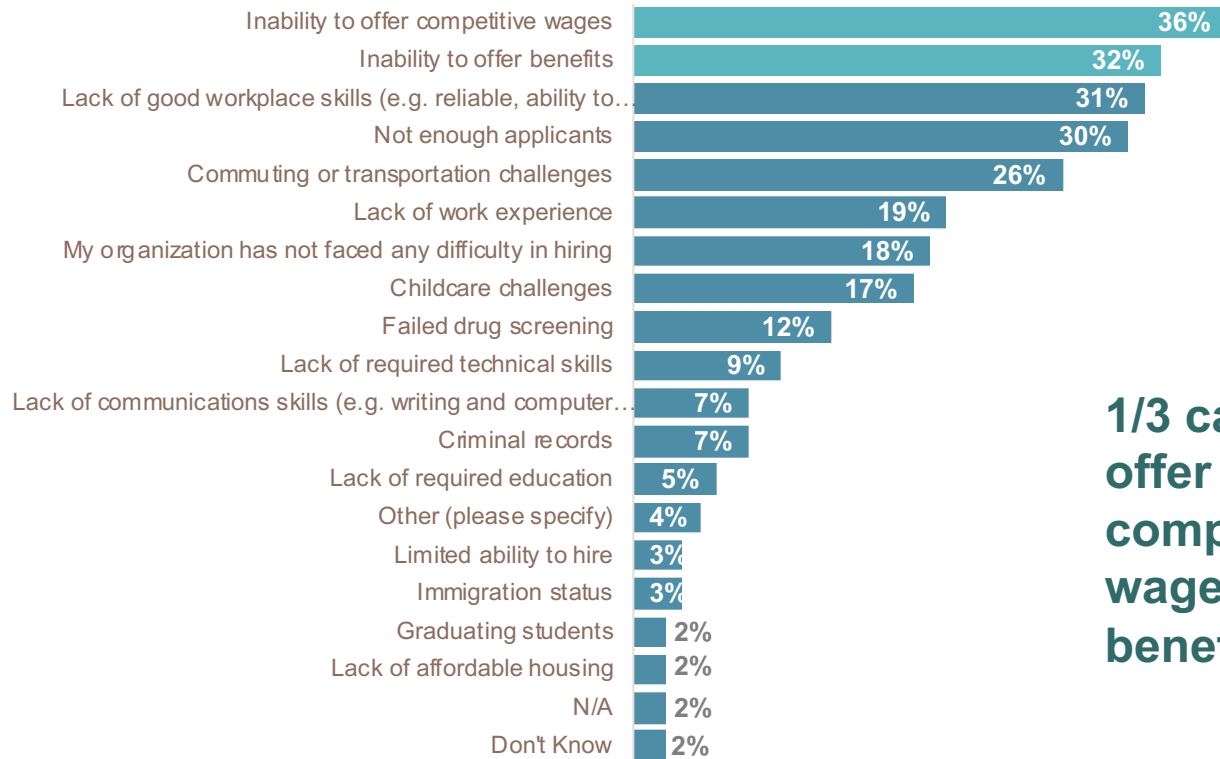
Current Job Vacancies from Allied and Support Organizations

<p>Café & Youth Program Manager Certified Compost Operators Farm Assistant Farmer Network Coordinators Food Hub Assistant</p>	<p>Haulers Infrastructure Internships Local Food Coordinators Processors</p>	<p>SNAP/Nutrition Educators Soil Use Educators Truck Drivers USDA Navigators Youth Farm Worker</p>
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HIRING AND RETENTION

Challenges in hiring:

The inability to offer competitive wages or benefits is the lead challenge in hiring qualified food system workers.
(n=101)



**1/3 cant
offer
competitive
wages and
benefits**

EMPLOYER HIRING AND RETENTION CHALLENGES

Loss of job candidates to a competitor was particularly strong for **food retail or food service** employers interviewed

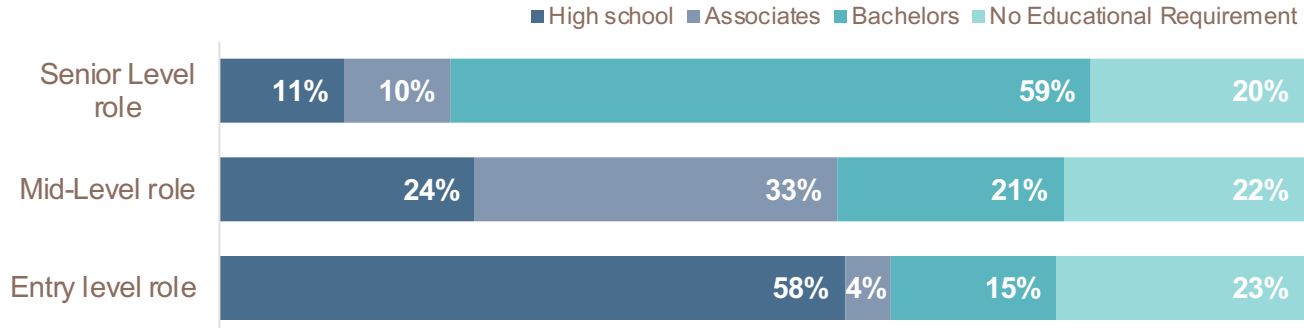
Tight labor market reason given for insufficient qualified candidates for a given job.

Providing competitive wages or offering benefits is seen as a solution to hiring and retention but



EDUCATION & SKILL REQUIREMENTS

Typical Education Requirements by Position Level n=103



No respondents listed either an industry credential or a graduate degree as an educational requirement at any level of employment (n=103).

Respondents were asked what additional industry certifications they look for when hiring a candidate

Certification in food safety in handling (most commonly SERV Safe for Handlers and Managers) was cited by 57% of respondents (n=37).



SKILLS DIFFICULT TO FIND IN NEW HIRES



- Workplace skills including **communication, work ethic and reliability** were hard to find in new hires
- Just over half said they forego skills and train on job.
- 22% said they forego hiring until they find a suitable candidate.
- During interviews – employers stated less experience enables them to hire at a lower wage.

TRAINING NEEDS

Areas of greatest need:

- Customer relations/customer service
- Day-to-day operations, food handling, safety procedures, and sales and marketing
- Machine operation, organic farming, safety procedures, animal handling and trade skills



FACTORS RESPONDENTS SHARED THAT MAY IMPACT WORKER HIRING OVER THE NEXT 1-3 YEARS (N=102)

The survey showed:

- **Access to capital/resources**
- **Increased revenue/sales**
- **Planned expansion**
- **Public policy**
- **Industry/market growth**
- **Commodity pricing**
- **Equity and inclusion**
- **Technology**
- **Climate change**



RESPONDENT TRAINING PARTNERS



- **MSU (60%)**
- **State Associations (52%)**
- **Other educational institutions (35%)**
- **State, federal and local government agencies (20%)**
- **Community resources including foundations, non-profits and libraries (26%)**
- **Proprietary training providers (eg Zingerman's Zingtrain) (11%)**
- **Online resources (6%)**



SUMMARY AND POTENTIAL NEXT STEPS

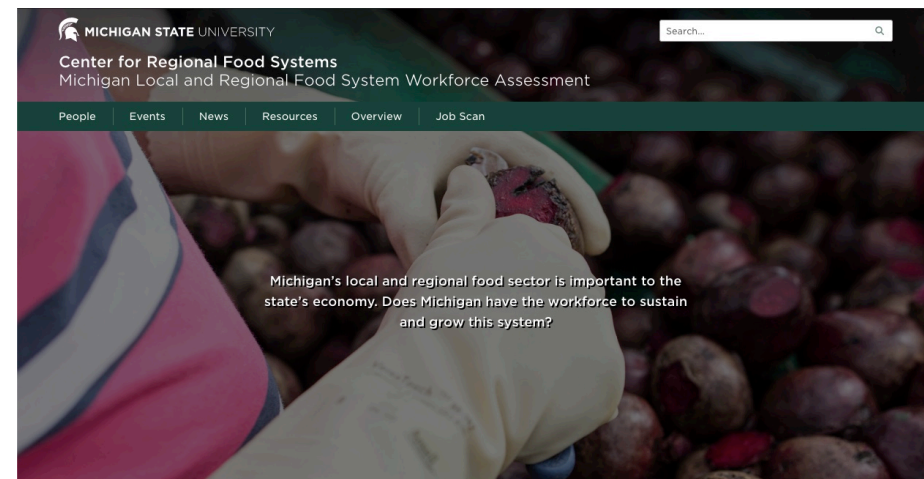
- Considerable hiring over the next three years
- Offering competitive wages and benefits is a challenge
- Lack workplace skills, transportation and previous work experience.
- Many employers do not require more than a high school diploma
- Skill development at high school
- Businesses identified specific factors that could develop the workforce and enable hiring and also identified specific training needs
- Cross sector partnerships to overcome some of these challenges.

FUTURE WORKFORCE ASSESSMENT WEBINARS

FEBRUARY 13, 2020 – 12pm

Webinar: Workforce education and training opportunities in Michigan's local and regional food systems (part 4 of 4)

All webinars, publications and infographics can be found on MSU CRFS website



Michigan Local and Regional Food System Workforce Assessment

Michigan-grown and processed foods are vital to Michigan's economy and workforce. [Food and agriculture](#) contributes \$104.7 billion annually to Michigan's economy and is the largest portion of the state's workforce. It is [estimated](#) that Michigan's local food system wages and business owner income represents 17.7% of Michigan's total food sales.