



RE-IMAGINING ORLANDO'S TALENT SUPPLY

Skills-Based Hiring for Upward Mobility



Executive Summary

Trends in automation, remote work and inclusivity accelerated by the COVID-19 pandemic are creating a new standard for work. Instead of waiting for jobs to reappear in a business-as-usual environment, strategic organizations need to pivot to new methodologies for talent acquisition and development. This four-part report introduces data-backed, easy-to-implement strategies that local employers, individuals, and workforce developers can use to address the rapidly changing dynamics within the region's labor market.

The analysis provides insight on increasing workplace diversity, accelerated workforce automation, and the challenges of transitioning beyond low-wage jobs by specifically focusing on three vulnerable occupations. These three jobs are highlighted for their lower than average wages, high automation risk, significant concentration in the Orlando job market and lastly, their exposure to COVID-19 related layoffs. The three most vulnerable occupations are :

- 1 Waiters and Waitresses
- 2 Cashiers
- 3 Maids and Housekeeping Cleaners

These three occupations, alone, make up 6.8 percent of all jobs in Orlando. They are low-wage and more likely to be held by women, ethnic or racial minorities, and people with lower levels of formal education. These characteristics signal a host of challenges workers might encounter even in a healthy job market. However, this does not mean these workers lack the skills necessary to succeed in a post-COVID economy. It is quite the opposite.

Research on in-demand skills and the identification of new workforce trends highlights the hidden skills and abilities these workers have that may normally be

overlooked through common hiring methods, such as requiring a four-year degree in a job post. These three occupations require strong, specialized skills in communication, customer service, cleaning, caregiving, etc., that make them potential candidates for other in-demand jobs that currently exist in the Orlando market.

The report matches abilities from this specific talent pool to skills of the future as a method for promoting skills-based hiring tactics and showcase areas for potential upskilling. Workforce developers, employers, and educators can use this report as an introduction to skills-based hiring and leverage future skills-based analytics for talent development.

Skills-based hiring represents a data-driven strategy that generates value for both employers and applicants. It requires a different mindset—one that encourages employers to evaluate an individual's skills and abilities, instead of background, and rethink job description requirements.

If implemented, skills-based hiring will help fill jobs quickly, retain talent, diversify an organization's talent pipeline, and help provide a greater awareness of skill attainment and critical upskilling needs.

Skills-based hiring practices encourage business leaders to identify candidates with the skillsets necessary to drive immediate value and progress along career pathways that, in turn, help drive long-term business and personal growth. As a deliberate departure from entrenched approaches to talent acquisition and development, this report represents an important step in reconnecting workers to career paths that foster broad-based prosperity™. ■

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RE-IMAGINING ORLANDO'S TALENT SUPPLY

Skills-Based Hiring for Upward Mobility

Introduction

In the wake of the global COVID-19 pandemic, businesses are seeking strategies to reduce risk, recover financially and address diversity and inclusion at all levels. As unemployment rates hit highs not seen since the Great Depression, underlying racial divides, trends in automation, and barriers to prosperity have been exacerbated. Orlando is no exception. This report introduces new data that local employers, individuals, and workforce developers can use to address increasing workplace diversity, the challenges of transitioning beyond a low-wage occupation, and accelerated workforce automation. If navigated successfully, improving outcomes from these trends will help the Orlando region reach a goal of broad-based prosperity™, where every resident has the access and capabilities they need in order to take advantage of increasing opportunity.

During the second quarter of 2020, Orlando's unemployment rate was as high as 22.6 percent, twice as high as the peak unemployment rate during the 2008 recession. When and how jobs will return to the local economy is on everyone's minds. The Bureau of Labor Statistics (BLS) reports that 78 percent of job losses in April 2020 were classified as temporary,¹ a sign that jobs could be waiting for laid-off employees on the other side of the pandemic. However, the depth of the

recession, speed of economic recovery, and integration of technology into the workplace will impact just how quickly jobs are regained.

It is important to recognize that the trends of automation, remote work, and inclusivity accelerated by the current environment are creating a new standard for work. Instead of waiting for jobs to reappear in a business-as-usual environment, strategic organizations need to pivot to new methodologies for talent acquisition and development. This entails research on in-demand skills and leveraging new tools to help implement skills-based pathways within the workforce. Using this information, workforce developers, employers, educators, and individuals are better armed with information about how to invest in skills of the future rather than pursue skills of the past.

Part I of this report includes concrete recommendations for tools and tactics aimed at implementing skills-based hiring practices and creating upward mobility pathways. Part II provides analysis on the shifting skills demand created by COVID-19 and other major trends including demographic shifts and technological disruption. Part III highlights the specific disruptions Orlando's workforce has faced throughout the pandemic. And finally, Part IV ends with an overview of three occupations in Orlando where the vulnerable workforce would benefit from the increased use of skills-based hiring practices. ■



“COVID-19 has accelerated the threat of automation to Orlando’s workforce. Understanding the need to reskill, upskill, and take advantage of existing skillsets is essential for both employees and employers to maintain competitiveness as technological advances continue to disrupt markets and workforces. The ability to better understand what emerging skill sets are needed to succeed is essential to recovery and growth in a post-COVID economy.”

Tim Giuliani

President and CEO, Orlando Economic Partnership



¹Bureau of Labor Statistics. Household Data [Unemployed persons by reason for unemployment].



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PART I

Implementing Skills-Based Hiring

What Is Skills-Based Hiring?

Skills-based hiring is a strategy that generates value for both employers and applicants by creating skill-focused job descriptions and evaluating candidates based on distinct and discrete skills. It requires a mindset shift—one that encourages an employer to evaluate an individual’s skills and abilities instead of background, and rethink job requirements. If implemented, skills-based hiring will help fill jobs quickly, retain talent, diversify an organization’s talent pipeline, and help provide a greater awareness of skill attainment and critical upskilling needs.

Put simply, skills-based hiring is the process of creating skill-focused job descriptions and judging candidates based on his or her concrete skills.

Advantages of Skills-Based Hiring

- 1 Fill Jobs Quickly
- 2 Retain Talent
- 3 Diversify the Talent Pipeline



²Trevor Pruitt, Manager of Employer Initiatives. Skillful, A Markle Foundation Initiative

Fill Jobs Quickly

CareerBuilder found more than half of employers have seen a negative impact on their business due to “extended job vacancies with a sizable proportion of these employers pointing to productivity issues, an increase in voluntary turnover and revenue loss.”

When trying to fill a job quickly, hiring managers often ask themselves, “What is the best path a person will take to be qualified for this job?” Instead, the simple question is, “What does it take to do this job?” Skills-based hiring encourages employers to take extra time to clearly define the competencies needed for a role and then evaluate candidates based on the competencies required, regardless of where they gained the skill sets. When implemented correctly, skills-based hiring practices will streamline the hiring process through identifying qualified candidates and on-boarding quickly.

Retain Talent

The Center for American Progress found that it can cost a business up to 21 percent of a person’s salary to replace them. Employee turnover can be one of the biggest expenses on an organization, leaving many organizations to enhance programs focused on employee retention when the problem could be eliminated during the hiring process. Retention depends on how well the employee is equipped for the job and how realistic the job expectations are from the beginning.

Fun, interesting job postings underperform in comparison to concise job descriptions that clearly outline the skills required and the expectations for the position.² By incorporating skill tests and scenarios during the interviewing process, hiring managers provide candidates with a real picture example of what a job will be like. The candidate is then able to determine if they will succeed in the role and make an informed decision before accepting the position.

Diversify the Talent Pipeline

There are racial disparities in the United States and Orlando when it comes to educational attainment. Of the adult (age 25+) population, 48 percent of Orlando's White residents have some form of college degree. Meanwhile, only 37 percent of Orlando's Hispanic or Latino population and 34 percent of Orlando's Black population have the same credentials. See Table 1 below. Skills-based hiring addresses these disparities directly by using tactics that open the talent pool to individuals who may have the necessary skills to perform the job but lack a college degree.

One key component of skills-based hiring, shown below, is removing credential requirements from job postings. Harvard Business School outlined in a 2017 report, *Dismissed by Degrees*, "the rising demand for a four-year college degree for jobs that previously did not require one—is a substantive and widespread phenomenon." The report finds that, in 2015, 67 percent of Production Supervisor job postings asked for a college degree but only 16 percent of employed Production Supervisors had one. As degree requirements in job postings for middle-skill jobs increased over the years, minority workers were removed from the potential talent pool.

TABLE 1
Percent Educational Attainment
Orlando MSA - population 25+

EDUCATION LEVEL	WHITE ALONE, NOT HISPANIC OR LATINO	HISPANIC OR LATINO	BLACK
Associate's degree	10.2	11.9	8.7
Bachelor's degree	24.7	17.2	16.7
Graduate or Professional Degree	13.6	8.0	8.3
Total	48.4	37.1	33.7

Source: U.S. Census Bureau, American Community Survey 2018

Elements of Skills-Based Hiring

According to Skillful, an initiative of the Markle Foundation, skills-based hiring structures a company's hiring process around competencies (knowledge, skills, and abilities) needed to do a job. The three key elements of skills-based hiring are:

- 1 Remove credential requirements when possible.** There are multiple avenues to gain skills and to be qualified for a position. Hiring managers often assume that a degree is the only way to show qualification; however, with only 43.7 percent of adults age 25+ in metro Orlando holding an associate degree or higher, this greatly narrows Orlando's talent pool. While a degree may be required for certain positions, an individual should be evaluated on what they are capable of doing, not what they have done in the past.
- 2 Use competencies specific to the job.** When a hiring manager describes a role, they are very competency-focused, and those same competencies should be highlighted on the job description instead of inflated degree and experience requirements. Bonus – hiring managers find even more success with candidate pools when training opportunities are highlighted in the position.
- 3 Reduce bias and increase diversity.** Bias heavily influences hiring decisions. Hiring managers will find the most success with skills-based hiring when they use clear, concise, inclusive language within job descriptions. For example, using the term "energetic" as a job requirement is not skill-based and biases hiring towards younger individuals. By focusing on a candidate's skills rather than background, opportunities are created for talent that are generally overlooked by traditional hiring methods. COVID-19 has widened Orlando's talent pool, offering individuals and employers the ability to think differently about transitional skills and the development of internal career pathways.



“Skills in demand today are different than what they were before the pandemic. Now, more than ever, organizations need to build a talent strategy that responds directly to their business strategy. Skills-based hiring encourages an organization to evaluate the skills needed for business success and to match their talent strategy with the skillsets that can adapt to new capacities that arise out of future growth.”

Kim Marshall

Chief Human Resources Officer, Wyndham Destinations



How to Implement Skills-Based Hiring

Implementing skills-based hiring practices is just as important as equipping individuals and talent sourcing partners with the tools to identify their own skillsets and career goals, along with resources that help transition those skills to in-demand opportunities. New tools and technology, such as EMSI’s Resume Optimizer, have advanced to a point where it is possible to break down past job experiences and specific degrees into a common skill language. Individuals can map their skill sets to job descriptions and explore new careers that create opportunity for skills transition and upward mobility.

As an employer, how do I implement skills-based hiring as a strategy to attract and retain talent?

During economic downturns, investment decisions are exceedingly important. As businesses reopen and re-energize, every hire will impact the bottom line. Skills-based hiring practices encourage business leaders to identify candidates with the skillsets necessary to help a business quickly, successfully reopen, and manage the challenges that come with growth in this new economy. And, it starts with a job description.

- 1 Select a hiring manager who buys into the process and will serve as internal champion.
- 2 Start small by focusing on a position that has been a challenge to hire for or experiences high turnover.
- 3 Prepare by using a tool like Skillful’s Job Description Generator. Research the top 10 competencies the position requires and then validate those competencies with the position’s hiring manager or a person currently finding success in the role.
- 4 Let skills drive your search.

Draft a competency-focused job description that highlights required and preferred skills and abilities for the position and removes degree requirements.

Review resumes for skills and remove automatic disqualifiers based on education level.



- 5 During the interview, use behavioral questions that speak to one skillset at a time. Implement technical scenarios or work assignments to evaluate a candidate's skillsets.
- 6 Evaluate candidates using clearly defined selection guidelines. Design on-boarding process to fit individual needs.

Visit skillful.com/employers for free guides on implementation, filling positions quicker, diversifying a talent base, and improving retention through skills-based hiring.

Global companies including IBM,³ Apple, and Penguin Random House have begun to implement skills-based hiring approaches, noting that it increases American competitiveness and creates better workforce outcomes.⁴ The Trump administration also issued an executive order in late June removing degree requirements from federal positions. The federal government is the largest single employer in America with 2.1 million civilian employees.⁵ While these strategies have been implemented at large, global employers, skills-based hiring does not require a large investment of resources and time—only the willingness to think differently about job descriptions and how candidates are evaluated.

Part II of this report provides an analysis of how the skills being demanded by employers are changing in the face of COVID-19 and other major workforce shifts. The analysis supports the implementation of skills-based hiring by showing how skill data can be used to understand the capabilities of workers who might be overlooked for positions based on their previous work alone (Part III & IV). This data is not required to implement skills-based hiring as an employer, but it does highlight how improving the outcomes of vulnerable workers strengthens Orlando's path to recovery. ■



³IBM Skill Gateway, New Collar Certificate Program.

⁴BrainStation. (2018).

⁵Collins, M. (2020) Trump signs order prioritizing job skills over college degree in government hiring. USA Today



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PART II

COVID-19 and the Shifting Skills Landscape

Automation, technology, and the fluctuating demands of employers have been changing the skills landscape for decades.⁶ The skills in demand today are not the skills that were required 10 years ago, nor will they be the skills necessary to perform cutting-edge work 10 years in the future. While new technologies may take years to be adopted and widely appear in job requirements, the COVID-19 pandemic has changed the skills demanded of workers in a matter of months.

⁶Escobari, M. & Seyal, I. & Meaney, Michael. J. (2019). [Realism about Reskilling](#). The Brookings Institution.

More than Just Tech Skills and Soft Skills

When a worker's skills are considered, they tend to be relegated to two different buckets: "tech" skills and "soft" skills. However, this simplistic categorization does not account for skills that require specialized knowledge falling outside those two categories. Grant writing, for example, is a skill that defies categorization. It is not "technical" in the sense that it utilizes special software or coding languages and is not a "soft" skill, such as teamwork. Instead, grant writing requires specialized knowledge gained on the job about managing multiple grants and application types. To understand the future of labor markets, these distinctions must be accounted for in more nuanced skill categorizations.

Burning Glass Technologies breaks skills into three categories: specialized skills, baseline skills, and software skills.

Specialized skills include professional and occupation-specific skills requested in job postings, which run the gamut from things like accounting and sales to database administration and welding. Also included in this category are software and programming skills, which can be a distinct category on their own.

Baseline Skills include cross-cutting or foundational skills that are found across industries and occupations. These include organizational skills, communication skills, and project management.

Software Skills include specific computer programs requested in job postings as well as programming skills. These skills can be baseline (example: Microsoft Word) or specialized skills (example: Java) but also stand on their own as a skill categorization.⁷

Within these groups, demand for specific skills grows and declines based on variables such as consumer demand, changing cultural dynamics, and technological

disruptions. It may take decades to see shifts in skill demand clearly referenced in job postings. See the case study below. However, the COVID-19 pandemic has created an environment where demand is rapidly evolving even in the near-term future. Our analysis adds a time element to the Burning Glass skill taxonomy to account for the current environment.



Software and Programming Skills Change from 2010-2019

The top software skills in-demand for all employers nationwide in 2010 (excluding the Microsoft Office Suite of tools) were SQL, Oracle, Java, UNIX and LINUX. In 2019, job posts requesting SQL skills had grown by more than 100 percent while UNIX and LINUX were replaced by Python and JavaScript in the top five. Projecting a few years ahead, Python is likely to remain a top requested skill in the future while SQL, UNIX, LINUX etc. are replaced by other software skills. Skill projections from Burning Glass Technologies show that the rapidly growing software skills of the future include: React Javascript, Anisble, Spring Boot, Python, and SAP. Not one of these were included on the original list of top software skills from 2010. More data and definitions of these skills can be found in the Appendix, Table 1 and 2. ■

⁷Burning Glass Technologies – Skill Types Taxonomy

Skills of the Future, Skills of the Past

Utilizing data from Burning Glass Technologies, the framework in the following pages identifies skills of the future, skills of the past, and the heavily requested skills of today. Projection data takes a national lens and utilizes online job posting trends to estimate if demand for a skill will grow, decline, or stay stable over the next two years. Data from companies posting in Orlando gives a sense of the overall volume of demand for those skills in the last 12 months.

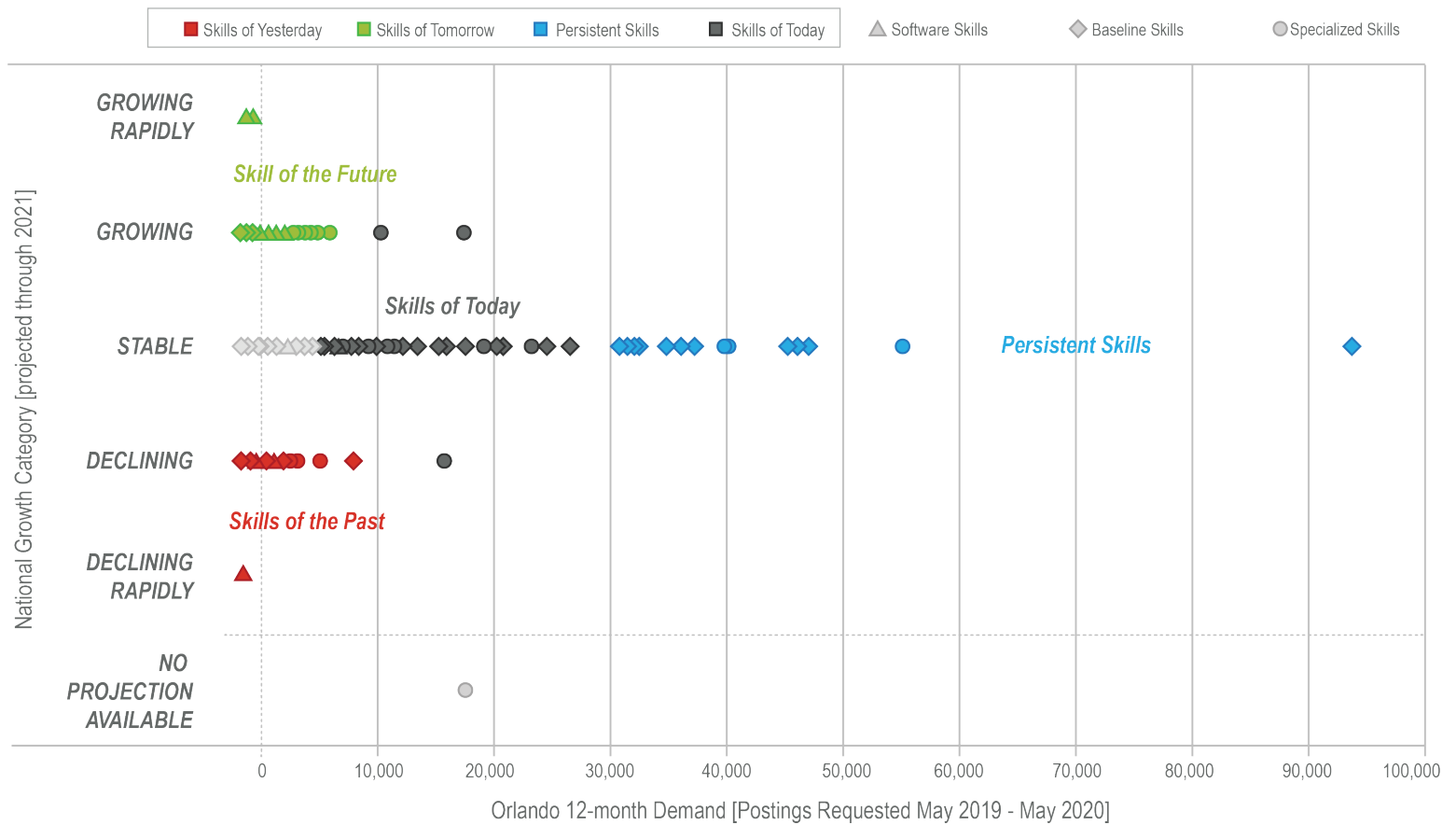
The **skills of the future** are projected to grow in need and are clustered around the average demand in the Orlando Metropolitan Statistical Area (MSA).

The **skills of the past** are projected to decline despite a sometimes greater than average demand.

Skills of today are in high demand and the majority have a stable growth projection.

A few key skills have stable growth but extremely high demand, which have been labeled as **persistent skills** due to ubiquitous use in job postings.

FIGURE 1
Skills of the Future, Skills of the Past
May 2019 - May 2020, Orlando MSA



Source: Partnership Analysis of Burning Glass Technologies, Labor Insight Data



Interact with this data and see all in-demand skills by clicking here.

The specialized, persistent skills of sales, scheduling, and customer service are widely requested across occupations. One or more of these abilities was requested in more than one third (36 percent) of all job postings in the Orlando MSA over the last 12 months. Exactly 59 percent of these job posts request high school or vocational training, while 42 percent request a bachelor’s degree. The fact that these skills appear in jobs bifurcated so starkly by education level speaks to the high value they deliver for employers and potential for creating upward mobility pathways, defined here as career pathways that build on an individual’s existing skills and help her/him move into a higher-paying job. In this example, the scheduling skills of an individual working in a job requiring a high school diploma are no less beneficial than in a job requiring a bachelor’s degree.

The skills of today mainly include those that have stable growth projections. They include patient care, staff management, troubleshooting, repair, multi-tasking, cleaning, Spanish speaking, and quality assurance con-

trol, among others. Overall, skills in this stable category are persistent skills that provide key rungs in career ladders for workers to highlight on their resumes and for employers to search for in candidates. A few skills of today are in high demand but have differing growth projections. Although still highly requested, project management skills are projected to decline, while cleaning and quality assurance control are highly requested and projected to grow in demand.

Cleaning, defined as the “process of removing unwanted substances, such as dirt, infectious agents, and other impurities, from an object or environment,” is a fast-growing and highly demanded skill of today that will likely be even more in-demand for the remainder of 2020, given the outbreak of the novel coronavirus.

The skills of the future, those that are both growing and clustered around the average demand in the Orlando MSA, are included in Table 2.

TABLE 2 — **Specialized - Skills of the Future**
 Number of postings requesting skill from May 2019-May 2020

SKILL	DESCRIPTION	ORL. JOB POSTS
Customer Checkout	The point of sale (POS) or point of purchase (POP) is the time and place where a retail transaction is completed.	7,545
Spreadsheets	A spreadsheet is an interactive computer application for organization, analysis and storage of data in tabular form.	6,480
Life Support	Life support refers to the treatments and techniques performed in an emergency in order to support life after the failure of one or more vital organs.	6,098
Acute Care	Acute care is a branch of secondary health care where a patient receives active but short-term treatment for a severe injury or episode of illness, an urgent medical condition, or during recovery from surgery.	5,459
Calculation	A calculation is a deliberate process that transforms one or more inputs into one or more results, with variable change.	4,917

Onboarding	Onboarding, also known as organizational socialization, refers to the mechanism through which new employees acquire the necessary knowledge, skills, and behaviors to become effective organizational members and insiders.	4,468
Python	Python is a widely used high-level programming language for general-purpose programming, created by Guido van Rossum and first released in 1991.	3,956
Food Safety	Food safety is a scientific discipline describing handling, preparation, and storage of food in ways that prevent foodborne illness.	3,897
SAP	SAP SE (Systeme, Anwendungen und Produkte in der Datenverarbeitung; “Systems, Applications & Products in Data Processing”) is a German multinational software corporation that makes enterprise software to manage business operations and customer relations.	3,677
Salesforce	Salesforce provides companies with an interface for case management and task management, and a system for automatically routing and escalating important events.	3,593
Data Analysis	Data analysis, also known as analysis of data or data analytics, is a process of inspecting, cleansing, transforming, and modeling data with the goal of discovering useful information, suggesting conclusions, and supporting decision-making.	3,302
Scrum	Scrum is a framework for managing software development.	2,792
Hospital Experience	A hospital is a health care institution providing patient treatment with specialized medical and nursing staff and medical equipment.	2,648
Atlassian JIRA	Jira (JEE-rah) (stylized JIRA) is a proprietary issue tracking product, developed by Atlassian.	2,372
Git	Git is a version control system (VCS) for tracking changes in computer files and coordinating work on those files among multiple people.	2,235
DevOps	Working experience of DevOps. DevOps is the combination of cultural philosophies, practices, and tools that increases an organization’s ability to deliver applications and services at high velocity.	2,164
Telemetry	Telemetry is an automated communications process by which measurements and other data are collected at remote or inaccessible points and transmitted to receiving equipment for monitoring.	2,067
Vital Signs Measurement	Vital signs (often shortened to just vitals) are a group of the 4 to 6 most important signs that indicate the status of the body’s vital (life-sustaining) functions.	1,993

Source: Burning Glass Technologies, Skill Projections. Job Postings May 2019 – May 2020

Skills of the future include healthcare services that involve the intensive care of patients and planning for patient needs. This could be related to the spike in need for healthcare professionals to care for those infected by COVID-19 but is also an outcome of America's changing demographics. The aging of the Baby Boomer generation is raising the national median age⁸ and increasing the need for caregiving and healthcare professionals, a trend now reflected in skill demand.

Software skills such as Python, Git, SAP, Salesforce, and Scrum were growing quickly pre-pandemic and the need for them has only increased as work shifts to the remote and digital realms. This job posting data

shows signs of other skills that have become crucial in a pandemic environment, such as food safety protocols.

Meanwhile, project management and supervisory skills are declining in an era of remote work and increasingly digital management tools, such as Git and Salesforce named above. This could be interpreted as a sign of flattening corporate structures and the decline in need for supervisory managers to watch over factory floors full of workers or fully staffed restaurants. Skills of the past include the demonstration of products, cash register operation, technical writing, QuickBooks, Adobe Photoshop, and C++.


TABLE 3 — **Specialized - Skills of the Past**
Number of postings requesting skill from May 2019-May 2020

SKILL	DESCRIPTION	ORL. JOB POSTS
Supervisory Skills	Supervision is an act or instance of directing, managing, or oversight.	6,959
Description and Demonstration of Products	Working experience of the Description and Demonstration of Products, which is a promotion where a product is demonstrated to potential customers. The goal of such a demonstration is to introduce customers to the product in hopes of getting them to purchase that item.	4,831
Purchasing Information	Purchasing refers to a business or organization attempting to acquire goods or services to accomplish the goals of its enterprise.	4,802
Systems	An information system (IS) is an organized system for the collection, organization, storage and communication of information.	3,993
Outside Sales	The sale of products or services by sales personnel who go out into the field to meet with potential customers.	3,732
Facebook	Facebook is an American for-profit corporation and an online social media and social networking service based in Menlo Park, California.	3,356
Technical Writing / Editing	Technical writing is any written form of writing or drafting technical communication used in a variety of technical and occupational fields, such as computer hardware and software, engineering, chemistry, aeronautics, robotics, finance, consumer electronics, and biotechnology.	3,034
C++	C++ (pronounced cee plus plus) is a general-purpose programming language.	2,883

⁸US Census Bureau, American Community Survey

Microsoft C#	Working experience of Microsoft C#, which is one of the programming languages designed for the Common Language Infrastructure. C# is a general-purpose, object-oriented programming language.	2,870
Adobe Photoshop	Adobe Photoshop is a raster graphics editor developed and published by Adobe Systems for macOS and Windows.	2,754
Financial Statements	Financial statements (or financial report) is a formal record of the financial activities and position of a business, person, or other entity.	2,477
Child Care	Child care or childcare, child minding, daycare, or preschool is the caring for and supervision of a child or children, usually from age six weeks to age thirteen.	2,409
SQL Server	Microsoft SQL Server is a relational database management system developed by Microsoft.	2,039
Microsoft SharePoint	SharePoint is a web-based, collaborative platform that integrates with Microsoft Office.	2,025
Training Materials	Working experience preparing and planning the detailed elements that will be taught in training programs that will be administered to employees to better prepare them for an organization's goals.	1,990
Cash Register Operation	Working experience of Cash Register Operation, which is an electronic device used to calculate financial transactions. Most cash registers consist of a keyboard that is used to input entries, a scanner, a drawer that is used to hold cash, and a printing device for receipts. With the advancement of technology, cash registers are able to do a wide variety of additional functions including credit card processing, personal check verification, and inventory tracking.	1,971
Expense Reports	Detailed log of expenses recorded by an employee that is submitted to an employer either for reimbursement or tracking of any money spent.	1,962

Source: Burning Glass Technologies, Skill Projections. Job Postings May 2019 – May 2020

 ***Interact with this data and see all skills of the future and skills of the past by clicking here.***



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PART III

Jobs Most
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Jobs Most Impacted by COVID-19 Layoffs

Occupational and demographic data provide greater insight on where the impacts from COVID-19 have been felt the hardest and identify strategies for workforce recovery. In Orlando, five years of job gains were lost in the span of one month, as April's employment report recorded the staggering loss of 183,200 jobs,⁹ 14 percent of all employment in the region. Economic reporting in the region has focused the loss of jobs in Leisure and Hospitality, an industry that encompasses everything from restaurants and bars to museums and theme parks to hotels. However, data on the individual occupations lost, the demographics of those positions, and the chances of those jobs returning are more important than industry losses. Industry data alone does not answer these questions. People work across industries and functions, taking the skills they possess with them and picking up new skills along the way.

Occupations Rather Than Industry

Analyzing data from the Florida Research and Economic Information Database Application (FREIDA), the five jobs initially hit the hardest by the COVID-19 pandemic in the Orlando MSA were:

- 1 Waiters and Waitresses
- 2 Customer Service Representatives
- 3 Laborers and Freight, Stock, and Material Movers by Hand
- 4 Cooks, Restaurant
- 5 General and Operations Managers¹⁰

The chart on the following page highlights the claims for unemployment insurance these occupations reported in March and the occupational group they belong to.¹¹



“An individual with experience in new-hire orientation would have skills in corporate training and onboarding. A past barista has skills in customer service, merchandising, point of sale systems, etc. And with unique career pathways and experiences, no single person has the same exact set of skills.”

Pam Nabors

President/CEO, CareerSource Central Florida
Board Member, Foundation for Orlando's Future

⁹Current Employment Statistics (2020). Florida nonagricultural employment – statewide & all areas (April, preliminary). Florida Department of Economic Opportunity

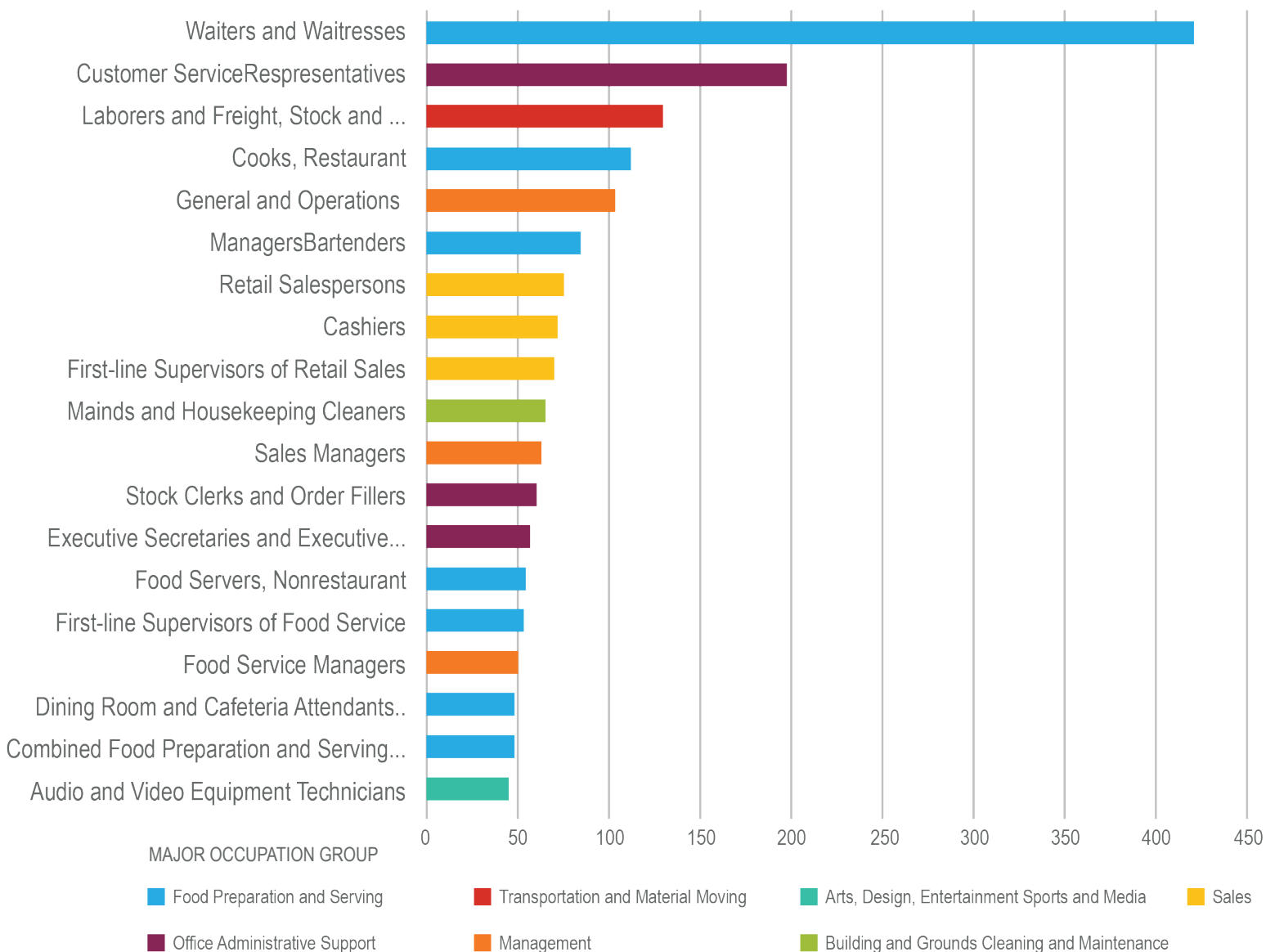
¹⁰Unemployment Insurance Claimants by Occupation. (2020). Occupational Listing by Group (March 2020) Florida Research and Economic Information Database Application.

¹¹This is the most recent data available at the time of publication. More recent reports from the Florida Department of Economic Opportunity show total, new claims peaking at 56,000 a week in April 2020. This data is not yet available by occupation.

FIGURE 2

Initial Claims for Unemployment Insurance

March 2020, Orlando MSA



Not surprisingly, workers typically associated with Food Service and other Leisure and Hospitality industries were heavily impacted. However, Customer Service Representatives, Laborers and Movers of Stock by Hand, as well as General and Operations Managers were all within the top five jobs reporting the most layoffs for March. These workers are employed across industries, often in the various aspects of Professional and Business Services. This highlights the spread of layoffs beyond those industries associated with Orlando's tourism sector and reinforces the importance of focusing on occupations and skills for understanding broader impacts.



Identifying Vulnerable Workers

The data above provides a starting point for analyzing an initial list of occupations by a variety of factors. Using share of total employment, automation risk and average occupation wage, this report highlights three occupations that represent areas of vulnerability in Orlando's workforce. Vulnerability here refers to high numbers of people working in low-wage positions that are susceptible to economic shocks; it is not to say that these jobs are insignificant. The activity these positions generate in a regional economy is invaluable and supports a wide array of other economic outputs. Instead, this data indicates the types of work that are insecure, undervalued, and employ a large share of Orlando's talent with untapped potential.

One measure used to identify vulnerability is automation risk. As the economy begins to recover, the EMSI automation index informs which occupations are less likely to return due to the replacement of human work with technology. Companies looking to implement social distancing policies and lessen risk in their operations are likely to use technology to replace aspects of

routine work. A common strategy for companies during downturns is to “replace less-skilled workers with a fewer number of more-skilled workers or retain higher-skilled workers but then to bring in new technology.”¹² Nir Jaimovich and Henry E. Siu identified this trend in their 2012 paper that shows recessions contribute to polarization of the labor force, where “essentially all employment loss in routine occupations occurs in economic downturns,”¹³ forcing those workers into low-wage positions.

The three most vulnerable occupations in Orlando are Waiters and Waitresses, Cashiers, and Maids and Housekeeping Cleaners. These can be identified by filtering for occupations:

- 1 with a higher than average automation risk
- 2 that make below the regional average wage
- 3 that account for a high percentage of the employment distribution in Orlando

The visualization depicting these occupations and others is included on the following page.



¹²Muro, Mark (2020, March 31). A coronavirus recession will mean more robots and fewer jobs. Vox.

¹³Jaimovich, N., & Siu, H. E. (2012) Job Polarization and Jobless Recoveries. Working Paper 18334. National Bureau of Economic Research.

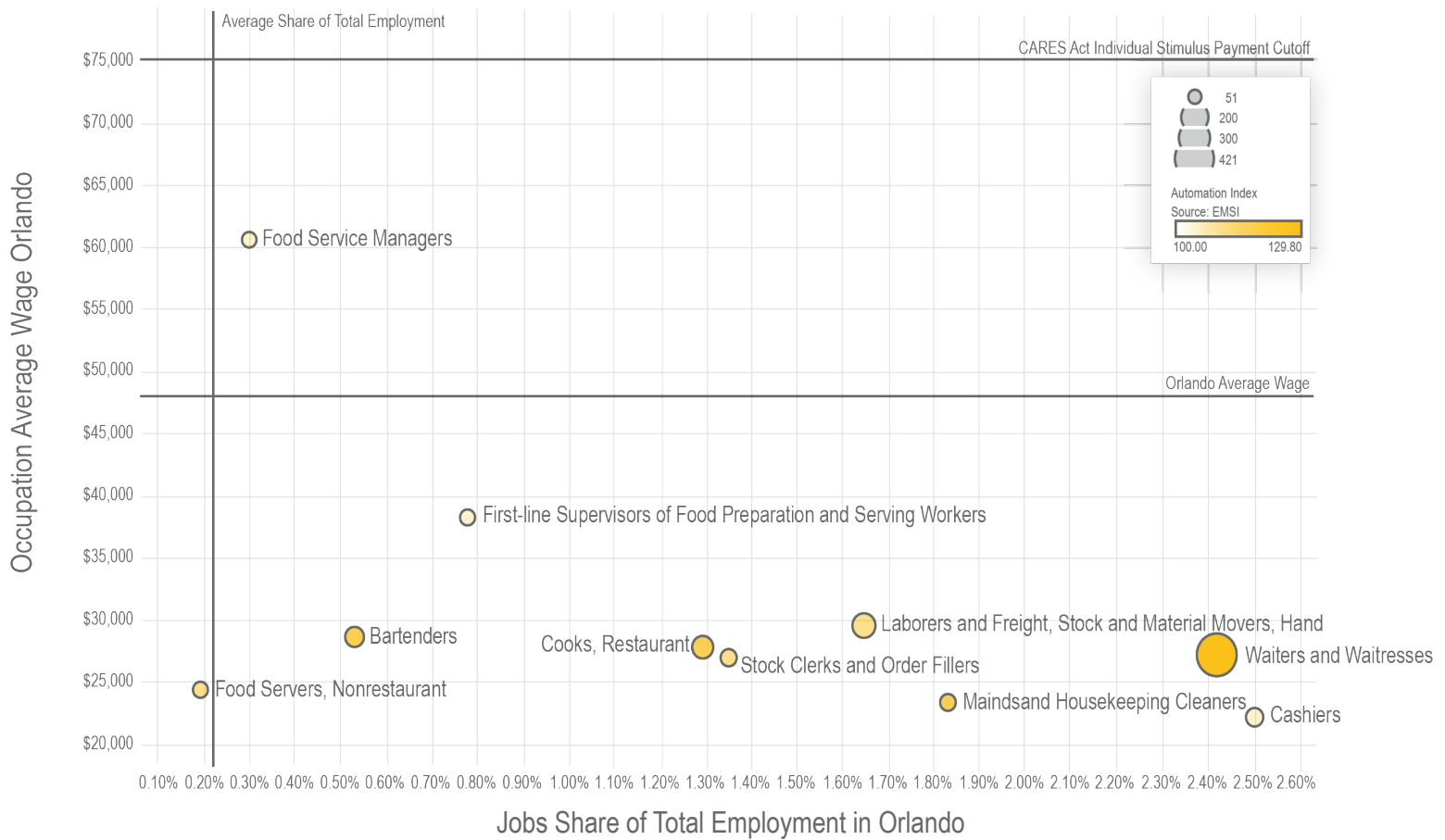
FIGURE 3

Occupations by Risk Factor

March 2020, Orlando MSA



Interact with this data and see all in-demand skills by clicking here.



Sources: Average Wages & Job Share of Employment - JobsEQ
March claims for unemployment insurance - FRIEDA

Automation Index - EMSI (scores greater than 100 have a greater than average chance of being automated)

Identifying transferable skills from vulnerable positions to in-demand occupations benefits both the individual looking to progress and employer implementing skills-based hiring practices. It is one tactic for building a resilient economy. Part IV of this report is dedicated to the three occupations highlighted above and provides a demographic overview of the impacted workforce, a skill profile of each position, and examples of how employers implementing skills-based hiring open their candidate pool to otherwise unconsidered sources of talent. ■



Identifying transferable skills from vulnerable positions to in-demand occupations is one tactic for building a resilient economy.



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PART IV

Occupational
Deep Dives

Demographic and Wage Overview

The demographic and wage data outlined for each occupation emphasizes that low-wage workers, women, young workers, and minorities have been heavily impacted by COVID-19 related layoffs.¹⁴

See the Appendix for full demographic statistics per occupation.

Waiters and Waitresses

Before the pandemic, Waiters and Waitresses (Waitstaff) made up 2.4 percent of all jobs in Orlando, approximately 32,000 jobs in the region. It is, by-far, the occupation that experienced the earliest impacts of COVID-19 layoffs as dine-in service and eating out halted across America.

Individuals employed as Waitstaff are typically younger, less educated, and are more likely to be female and Hispanic compared to the rest of Orlando's labor force. Racially, a larger percentage of Orlando Waitstaff are Asian or identify as Two or More Races, while a slightly smaller percentage are Black or White compared to the rest of the labor force.

These statistics reveal a young, diverse, female-dominated labor force that suffered heavy fallout from COVID-19 shutdowns. Youth and lack of higher education beyond a two-year degree puts these workers at a disadvantage when applying to positions that traditionally consider previous work experience and education requirements in job postings.

TABLE 4 — Average Wages – Waiters and Waitresses
Average wage data include reported tips¹⁵

	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Orlando	\$18,600	\$20,000	\$30,200	\$27,100
USA	\$18,800	\$21,800	\$28,300	\$25,800

Source: JobsEQ, 2019

¹⁴Berube, A. & Bateman, N. (2020) Who are the workers already impacted by the COVID-19 recession?. The Brookings Institution.

¹⁵This data is sourced from JobsEQ, which uses the Occupational Employment Statistics (OES) survey to report and estimate wage rates. Wages for the OES survey are straight-time, gross pay, exclusive of premium pay. Base rate; cost-of-living allowances; guaranteed pay; hazardous-duty pay; incentive pay, including commissions and production bonuses; and tips are included. Excluded are overtime pay, severance pay, shift differentials, nonproduction bonuses, employer cost for supplementary benefits, and tuition reimbursements.



Cashiers

Cashiers make up 2.5 percent of all jobs in Orlando, approximately 35,000 jobs in the region. Employed across a variety of retail and leisure industries, Cashiers in Orlando are most heavily employed in grocery stores (21.2 percent), general merchandise stores (13.0 percent), and amusement parks and arcades (11.0 percent).

Like Waiters and Waitresses, Cashiers are typically younger, less educated, and more likely to be female compared to the rest of Orlando’s labor force. Racially, a larger percentage of Orlando Cashiers are Black (22 percent) compared to 17 percent comprising Orlando’s labor force overall. Similar to Waiters and Waitresses, youth and lack of higher education beyond a two-year degree puts these workers at a disadvantage when applying to positions that traditionally consider previous work experience and education requirements in job postings.

While this occupation suffered high layoffs, the high percentage of Cashiers employed at grocery stores and the racial breakdown highlights another trend experienced across the country. More Black workers are at risk of being exposed to COVID-19 because they disproportionately work in jobs deemed essential.¹⁶ such as public transportation workers, delivery drivers,

and grocery clerks. These trends reveal that Cashiers have been heavily impacted depending on the industry they work in, either by layoffs or by increased risk of being exposed to the novel coronavirus.



TABLE 5 — Average Wages – Cashiers

	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Orlando	\$19,300	\$21,200	\$24,000	\$22,100
USA	\$19,400	\$22,400	\$25,000	\$23,200

Source: JobsEQ, 2019

¹⁶Rho, H. J. & Fremstad, S. & Brown, H. (2020) A Basic Demographic Profile of Workers in Frontline Industries. Center for Economic and Policy Research.

Maids and Housekeeping Cleaners

Maids and Housekeeping Cleaners (Maids) make up 1.8 percent of all jobs in Orlando, approximately 25,300 jobs in the region and a location quotient (LQ) of 2.31. LQs uncover specialization and concentration. An LQ of 2.31 means that Maids are 2.3 times more concentrated in Orlando than they are at the national level, revealing a high density of this type of talent in the region.

While Waitstaff and Cashiers tend to skew younger, Maids represent an older demographic. Approximately 71 percent of Maids in Orlando are between the ages of 35 and 64, while 59 percent of all Orlando workers fall into this age bracket. Almost three-fourths (72 percent) of Maids in Orlando have a high school diploma or less, compared to one third (33 percent) of Orlando's workforce. These workers are also more likely to be Black, Hispanic, and female.

TABLE 6 — Average Wages – Maids and Housekeepers

	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Orlando	\$20,000	\$22,100	\$24,800	\$23,200
USA	\$20,300	\$23,800	\$28,600	\$25,600

Source: JobsEQ, 2019

Overall, demographics reveal a talent pool that has the potential to be overlooked or discriminated against based on a wide variety of characteristics. These three vulnerable occupations are more likely to employ minority, female workers with lower levels of education than an existing job post may request. Waitstaff and Cashiers are also more likely to be younger, increasing their chance of being overlooked for positions based on previous experience. Skills-based hiring is one tactic for reducing discrimination in hiring practices¹⁷ and taking advantage of the unique abilities these workers have to offer. Find more about skills-based hiring in the Opportunities for Upward Mobility and Implementation section. ■



¹⁷Skillful (2019) How Skills-Based Hiring Practices Can Help You Find the Talent You Need.

Skill Profiles

The following skill profiles highlight competencies that a worker might possess but are not marketing correctly to potential employers. Using job posting data from Orlando employers, skill profiles reveal the skills of the future a recently furloughed employee may have and the baseline or specialized skills that are heavily demanded across occupation types.

Waiters and Waitresses

Typical competencies associated with Waiters and Waitresses are food service and restaurant experience. However, job postings reveal that these workers have a wide array of available skills that can be applied across industries. Aggregated job posting data from all of 2019 reveal the skills waitstaff are expected to have to perform the job, and provide insight into the skills a recently furloughed employee may possess despite her/his age or education level. In 2019, there were 3,119 online job posts for Waiters and Waitresses in the Orlando MSA, 61 percent of the posts included enough data to extract information on the necessary skills and abilities it takes to perform the job.

The number one skill requested of the job is physical abilities, “which refers to the ability to quickly and repeatedly bend, stretch, twist or reach out with the

body, arms, and/or legs.”¹⁸ Approximately 48 percent of the Waitstaff job posts required this baseline skill. Teamwork/collaboration, communication and work area maintenance are all baseline skills that are highly requested of Waitstaff. Fine motor skills is one skillset demanded of Waitstaff projected to grow in demand.

The specialized skills demanded of this labor pool include cleaning, one of the fast-growing skills of today. In the new economy, highlighting cleaning skills on resumes, and building on hygienic protocols are ways to promote the specific abilities of Waiters and Waitresses. Customer checkout is another specialized ability requested of Waitstaff that is projected to grow. Figure 4 illustrates how the top skills requested of Waiters and Waitresses are distributed on the Skills of the Future / Skills of the Past framework.



¹⁸Burning Glass Labor Insight, Baseline Skill Descriptions

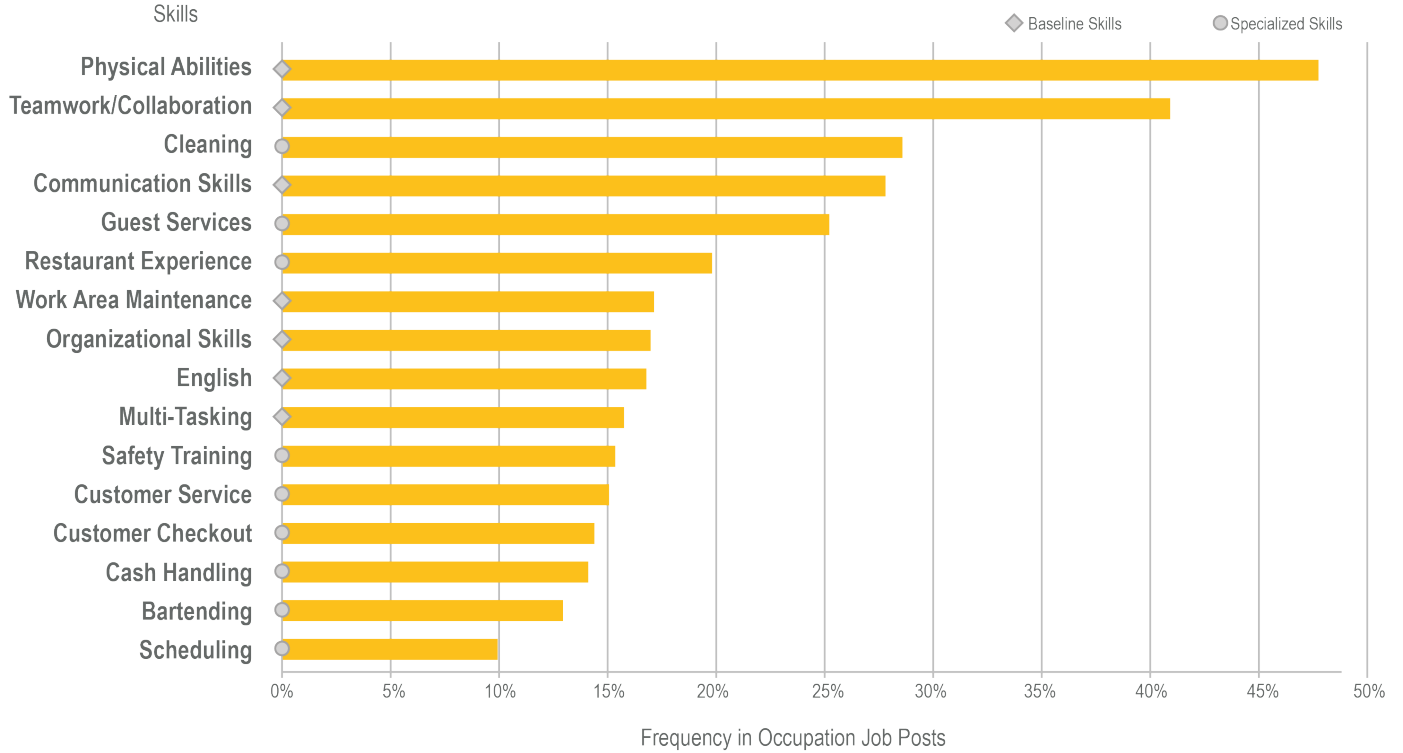
FIGURE 4

Waiter and Waitress Skill Profile

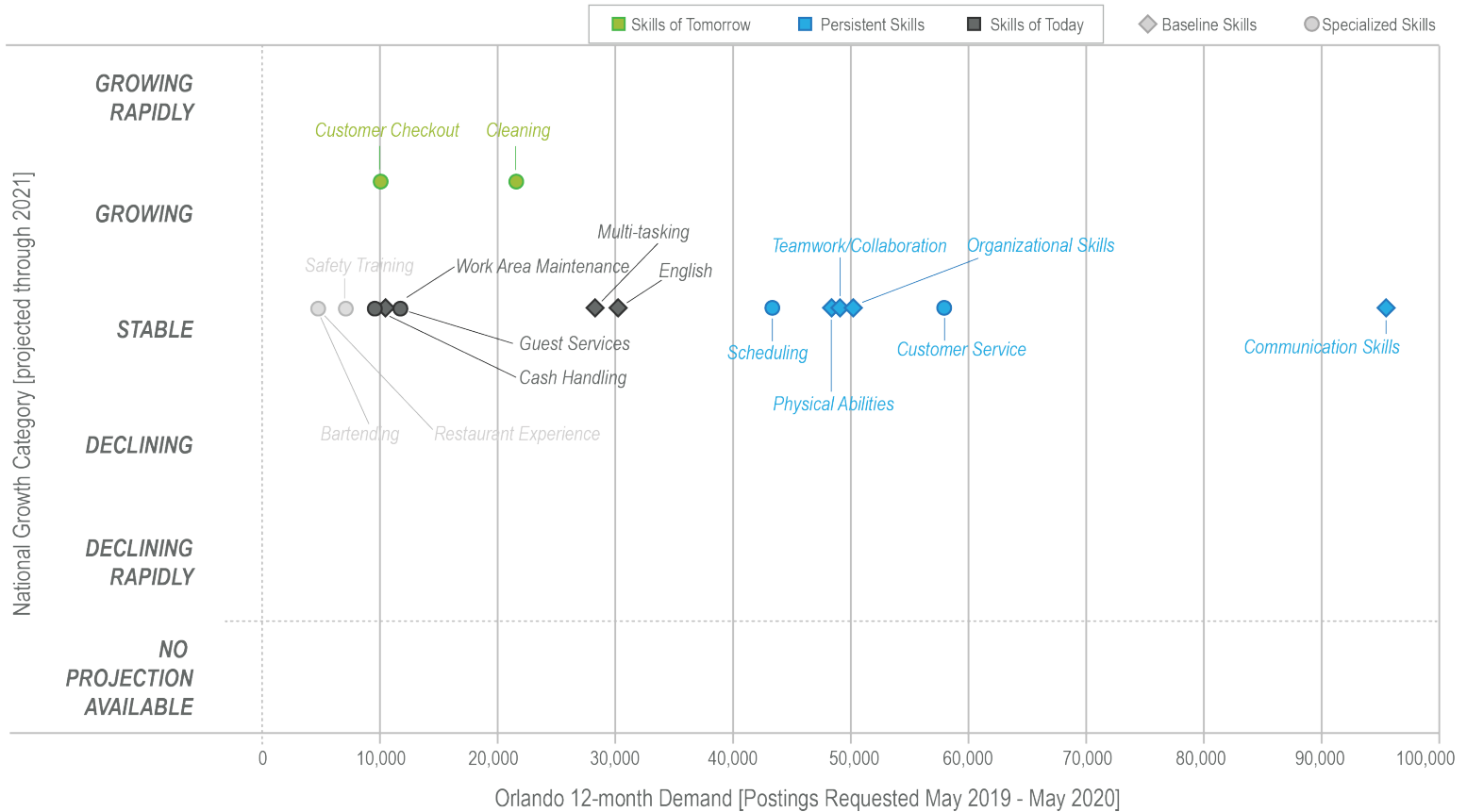
Interact with this data and see all in-demand skills by clicking here.

Top Occupational Skills

Skills requested in 10% or more of Orlando Job Posts, 2019



Skills of the Future, Skills of the Past



Source: Analysis of Burning Glass Technologies, Labor Insight Data

Cashier

In 2019, there were 2,019 online job posts for Cashiers in the Orlando MSA. Just over 83 percent included enough data to extract information on the necessary skills and abilities it takes to perform the job.

The number one skill requested of Cashiers is customer service. This skill is requested in 59 percent of jobs posts, followed by customer checkout, sales, and retail industry knowledge as other highly requested specialized skills that are developed on the job. Like Waiters and Waitresses, customer checkout and cleaning are highly requested skills that are projected to grow in the coming years.

While customer checkout is a skill growing in demand, cash register operation as a skill is declining. This dynamic reflects trends occurring in retail such

as self-checkout kiosks, mobile payments, and more digitized point-of sale systems. These technology advances still require employees (sometimes fewer employees) to help checkout customers, but do not require traditional cash register operation and signal further automation of the occupation.

Finding ways to pivot the communication, organization, and teamwork skills of Cashiers to other occupations would play on their strengths and employability in a scenario where fewer Cashier jobs exist in the future due to automation and/or social distancing related concerns. View Figure 5 below to see how the top skills requested of Cashiers are distributed on the Skills of the Future / Skills of the Past framework.

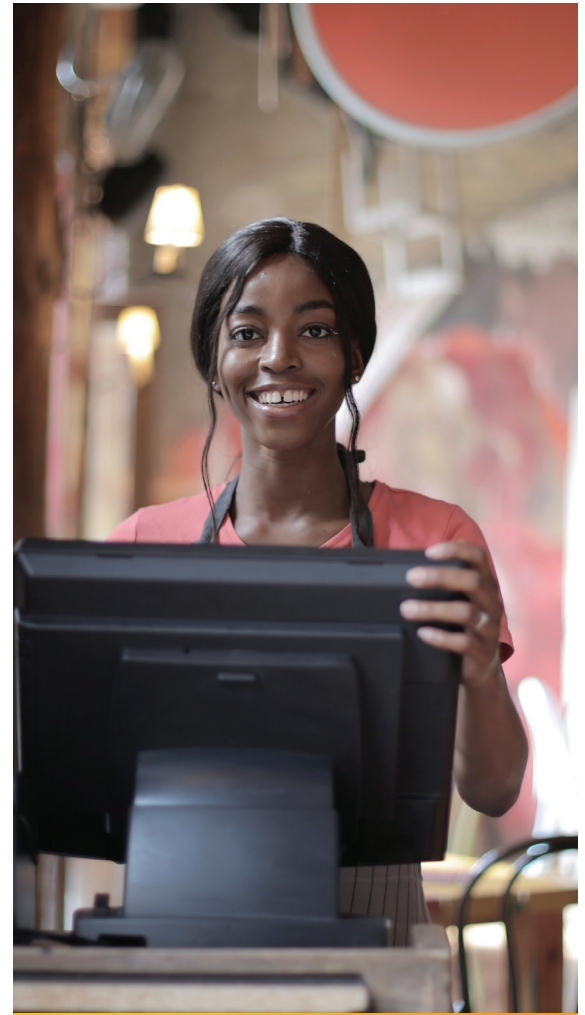


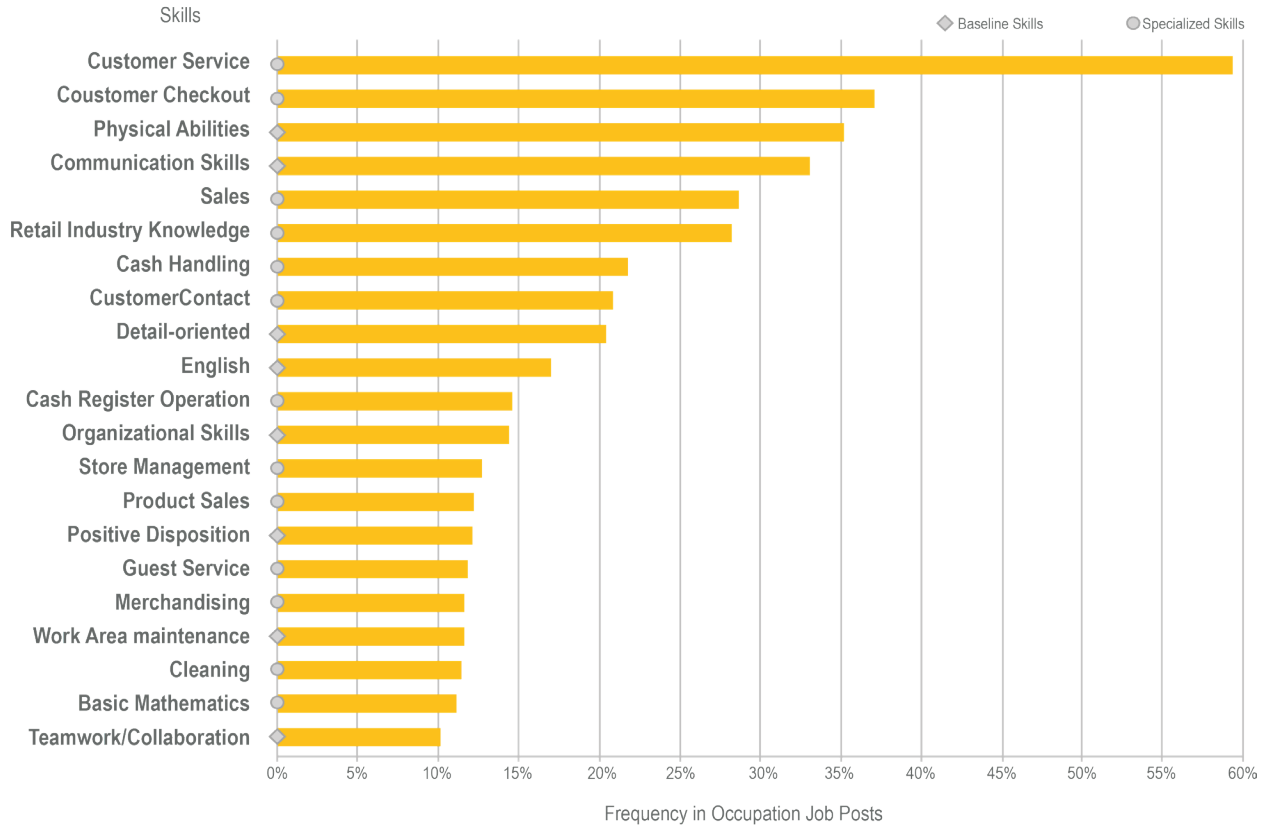
FIGURE 5

Cashiers Skill Profile

Interact with this data and see all in-demand skills by clicking here.

Top occupational Skills

Skills requested in 10% or more of Orlando Job Posts, 2019



Sum of Percenta in Job Posts for each Skills. Color shape details about Type. The data is filtered on Occupation and Percent in Job Posts as an attribute. The Occupation filter keeps Cashiers. The Percent in Job

Skills of the Future, Skills of the Past



Source: Analysis of Burning Glass Technologies, Labor Insight Data

Maids and Housekeeping Cleaners

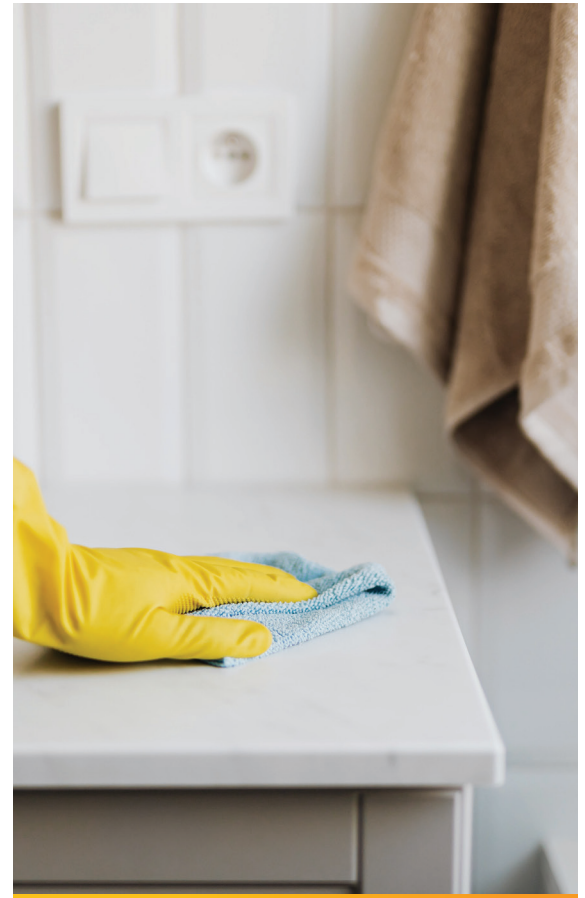
In 2019, there were 2,772 online job posts for Maids in the Orlando MSA. Approximately 78 percent included enough data to extract information on the necessary skills and abilities it takes to perform the job.

The number one skill requested of Maids is, not surprisingly, housekeeping followed closely by cleaning. Laundry and repair are two other related skills that are also highly requested. Much like Cashiers, Maids are required to have the specialized skills of customer service and guest service as well as the baseline skills of being detail-oriented, organized, communicative, and have teamwork skills.

Expanding the analysis to view skills that are requested in fewer than 10 percent of job postings, trends emerge suggesting the more detailed skills and functions Maids are being asked to perform, even if they do not appear widely across job postings. Building on cleaning and repair functions, recently displaced

Maids may have skills in infection control, predictive and preventative maintenance, and occupational health and safety training. This set of asset protection style skills will serve job seekers well in an emerging economy focused on reducing the spread of disease and reducing business operation risk.

On the other hand, Maids and Housekeeping Cleaners are also sometimes asked to perform caregiving roles, build effective relationships, be bilingual or speak Spanish, and generally have strong writing and listening abilities. Effective and personal caregiving is not a skill set that should be overlooked considering population aging trends. Sometime between 2025 and 2030, the number of senior citizens will outnumber children in Orlando for the first time in history.¹⁹ View Figure 6 below to see how the skills requested of Maids fall on the Skills of the Future / Skills of the Past framework.



¹⁹University of Florida. (2018) Bureau of Economic and Business Research (BEBR) Population Studies Program.

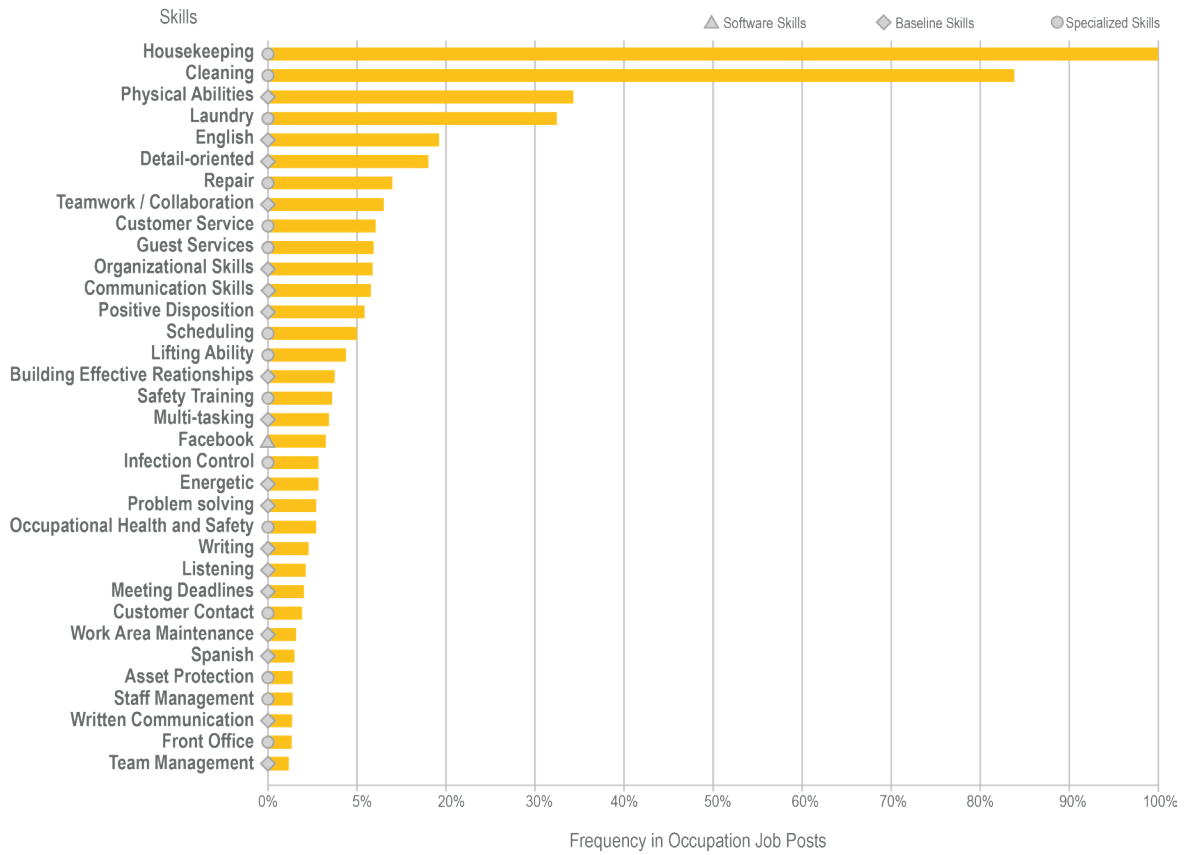
FIGURE 6

Maids and Housekeeping Cleaners Skills Profile

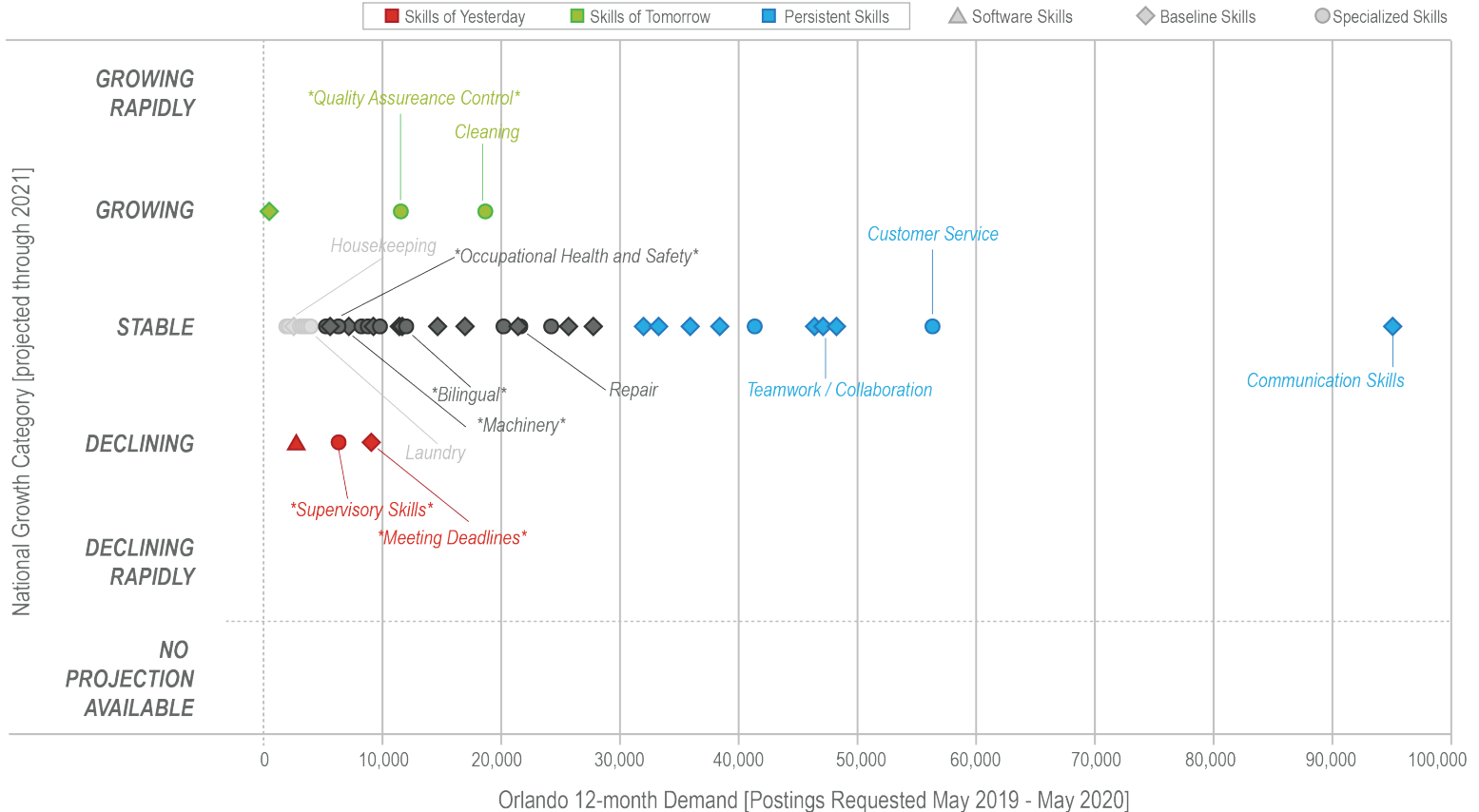
Interact with this data and see all in-demand skills by clicking here.

Top occupational Skills

Includes *skills requested in 3% or more of Orlando Jobs Posts*, 2019



Skills of the Future, Skills of the Past



Opportunities for Upward Mobility

Lastly, the opportunities for upward mobility highlight how a skill-based hiring approach, outlined in Part I, creates access to labor pools not otherwise considered in hiring practices. Opportunities for upward mobility are defined here as career pathways that build on an individual’s existing skills, and help her/him move into a higher-paying job. The opportunities listed are meant as examples to highlight how occupations typically thought of as “low-skill” share commonalities with higher-paying, more secure positions.

TABLE 7
Most Likely Occupation Transitions

	WAITERS AND WAITRESSES	CASHIERS	MAIDS AND HOUSEKEEPING CLEANERS
First	33% Another Waiter/Waitress Position	25% Another Cashier Position	37% Another Maid Position
Second	6% Cashier	5% Retail Salesperson	15% Janitor
Third	4% Hostess	5% Waiter/Waitress	4% Cashier

Data provided by The Workforce of the Future Initiative at the Brookings Institution

When a low-wage worker leaves one job for another, they typically churn through other low wage positions with few opportunities for advancement.²⁰ Occupation transition data provided by the Workforce of the Future Initiative at the Brookings Institution, Table 7, shows Waiters and Waitresses most frequently transition into

another Waitstaff job 33 percent of the time. Second most often, Waiters and Waitresses become a Cashier six percent of the time. Thirdly, they transition to a hostess position four percent of the time. This trend of cycling between low wage positions is not unique to Waitstaff. Cashiers and Maids also experience a similar churn. These transitions do little to help increase upward mobility for the worker or build workforce capabilities. The opportunities given below represent jobs that have a skills match, make higher wages on average, and have a lower automation risk than the starting occupation. These examples illustrate skill-transferability for vulnerable workers and provide insight for workforce developers to target specific demographic groups and occupations with targeted upskilling approaches.



“When leaders understand the value of current skills and know exactly what skills their employees need to develop to help keep the company competitive, employee retention improves and the organization succeeds.”

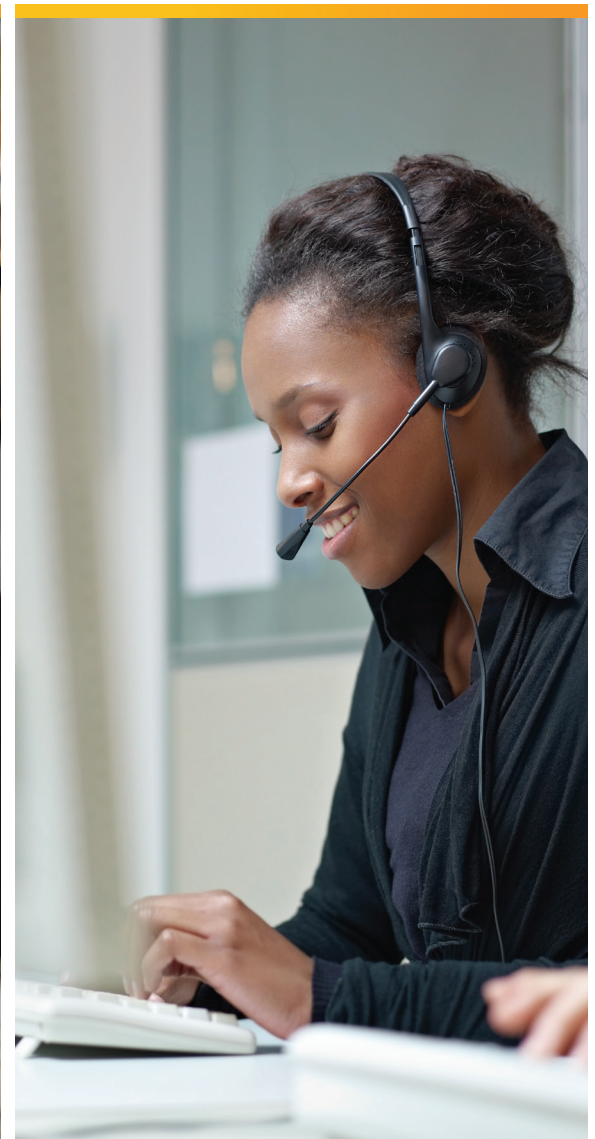
Tony Jenkins

Market President – Central Region, Florida Blue
Board Chair, Foundation for Orlando’s Future



²⁰Escobari, M. & Seyal, I. & Meaney, Michael. J. (2019). Realism about Reskilling. The Brookings Institution. <https://www.brookings.edu/research/realism-about-reskilling/>

Food Service Managers, Medical Secretaries and Medical Assistants all require a similar skillset as Waiters and Waitresses.



Waiters and Waitresses

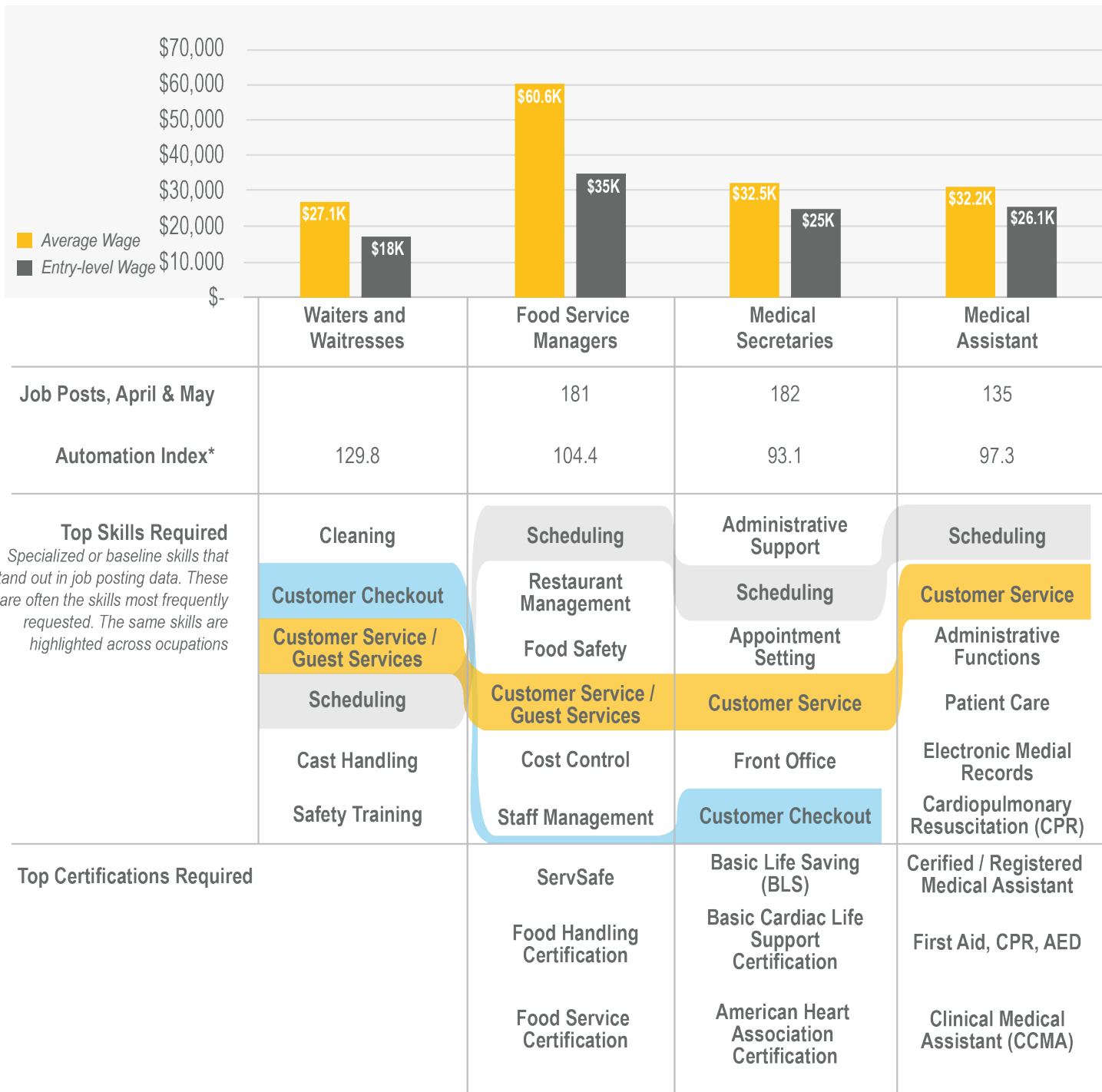
As an example, three occupations stand out in a search of current opportunities posted within the Orlando MSA that require a similar skillset as Waiters and Waitresses: Food Service Manager, Medical Secretary, and Medical Assistant. Demand for these occupations exists today; 498 postings were made for these occupations during April and May, the peak of COVID-19 related layoffs. The employers with the most job openings over those two months include Premise Health, Humana, and Nemours. These are only a few examples of positions where matching skillsets would ease workforce transitions and provide areas for upskilling. In the real world, no individual's career pathway is the same or perfectly linear.

Keep in mind that the wage data shown in Figure 7 includes reported tips, commissions, production bonuses, etc. However, the possibility of unreported tips means that Waiters and Waitresses may make more money than the average wage shown, putting them in a higher pay bracket than the occupations given as examples. On the other hand, wages do not account for increased job stability, benefits, and opportunities for upward mobility. It would be unrealistic to suggest a single mother working as a waitress quit her job to initially make less money as a Medical Secretary. But in a world where fewer food service positions return or they are automated away, this data highlights how skills transition from lost positions to those still in demand.

FIGURE 7

Opportunities for Upward Mobility - Waiters and Waitresses

Orlando MSA



*100 = Average chance of being automated.

Source: Buring Glass Technologies, JobsEQ 2018 Wages, EMSI Automation Index

Cashiers

Similarly, three occupations stand out in a search of current opportunities being posted within the Orlando MSA that fit the skill profile of Cashiers: Sales Representatives, Computer User Support Specialists, and Human Resource Specialists. During April and May,

the peak of COVID-19 related layoffs, 1,280 postings were made for these occupations. The employers with the most job openings over those two months were Centurylink, Cellular Sales, and State Farm Insurance.

FIGURE 8 — Opportunities for Upward Mobility - Cashiers
Orlando MSA



*Excludes technical and Scientific Products

**100 = Average chance of being automated.

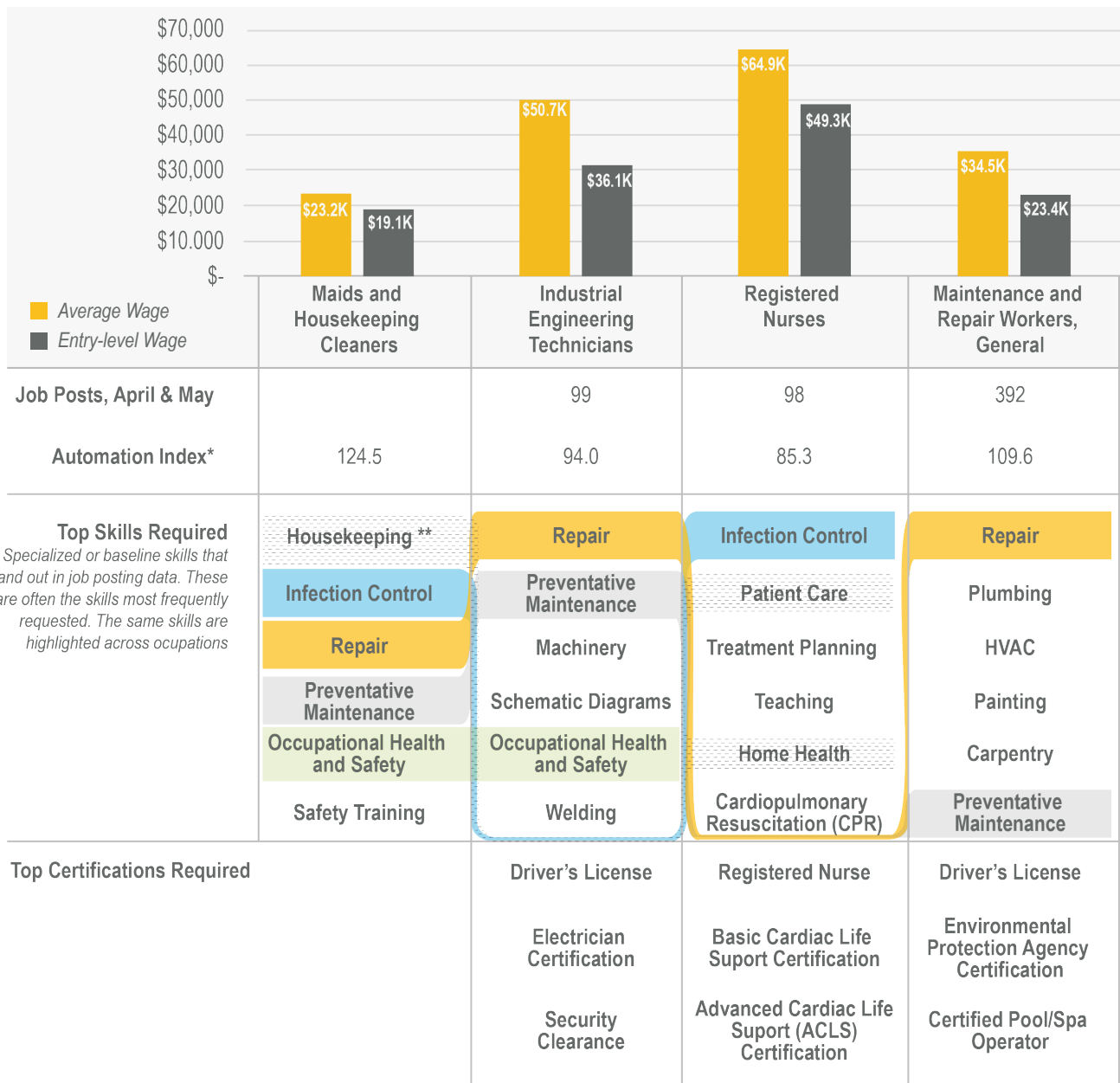
Source: Buring Glass Technologies, JobsEQ 2018 Wages, EMSI Automation Index

Maids and Housekeeping Cleaners

Finally, three occupations stand out in a search of current opportunities being posted within the Orlando MSA: Industrial Engineering Technicians, Registered Nurses and General Maintenance and Repair Workers. This analysis specifically focused on the asset protection skills revealed in the Maids skill profile, looking for occupations posting for similar skills such as cleaning, infection control, repair, predictive/preventative maintenance, occupation health and safety, and safety

training. During April and May, the peak of COVID-19 related layoffs, 589 postings were made for three occupations that required similar skills. The employers with the most job openings over those two months were Publix, Brookdale Senior Living, and Marriott International Incorporated. These are examples of positions where matching skillsets would ease workforce transitions and provide areas for upskilling.

FIGURE 9 — Opportunities for Upward Mobility - Maids and Housekeeping Cleaners
Orlando MSA



*100 = Average chance of being automated.

**Housekeeping is a similar skillset to Patient Care and Home Health, often occurring together
Source: Buring Glass Technologies, JobsEQ 2018 Wages, EMSI Automation Index



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Conclusion

The need to reskill, upskill, and understand existing skill advantages is greater now than it was just a few months ago. Skills are the DNA of an employee, and an ability to better understand emerging skill sets is essential to Orlando's economic recovery from the COVID-19 pandemic.

As the hospitality and leisure capital of the world, some of the most critical baseline skills that employers demand, like customer service, are in Orlando's DNA. These skills can be applied across a wide range of industries and job functions. Skills-based hiring encourages employers to think creatively about skill transfer and about an individual's potential for upskilling. When employers understand the value of a candidate's current skills, and map those to the necessary skills of tomorrow within their own organizations, it will move our economy closer to broad-based prosperity™ for all.

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APPENDIX

APPENDIX TABLE 1

Top Five Software and Programming Skills Requested by Year
United States

2010		2019	
SKILL	UNIQUE JOB POSTING	SKILL	UNIQUE JOB POSTING
SQL	538,000	SQL	1,134,000
Oracle	399,000	Java	820,000
Java	358,000	Python	652,000
UNIX	268,000	Oracle	578,000
LINUX	235,000	JavaScript	573,000

Source: Burning Glass Technologies, Labor Insight. Job Postings 2010 & 2019

APPENDIX TABLE 2

Top Five Software and Programming Skills by Projected Growth
United States, Most Recent 12 Months, May 1, 2019 – April 30 2020

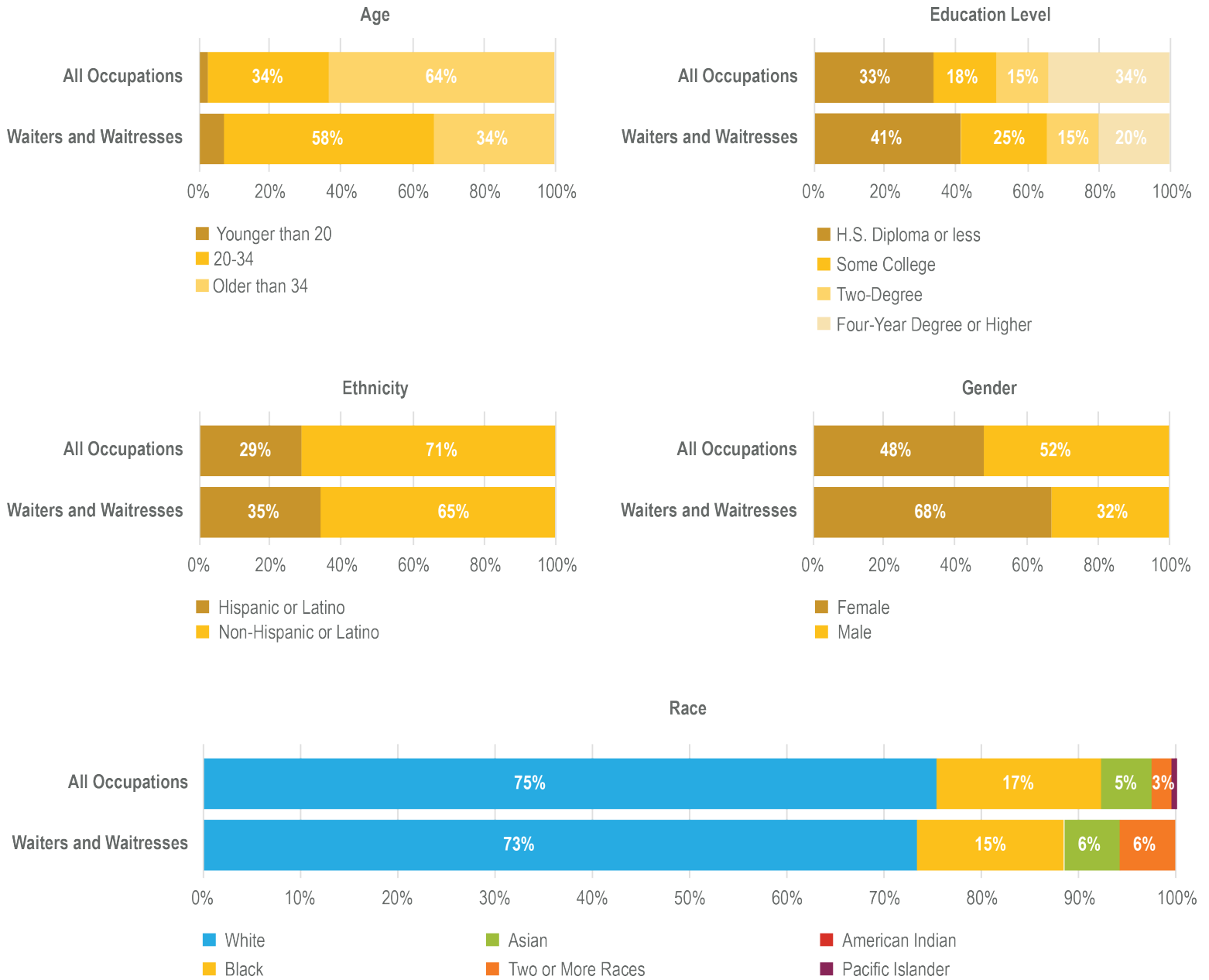
SKILL	DEFINITION	NATIONAL GROWTH CATEGORY	UNIQUE JOB POSTINGS
React Javascript	React (sometimes styled React.js or ReactJS) is a JavaScript library for building user interfaces. React allows developers to create large web-applications that use data and can change over time without reloading the page.	Growing Rapidly	124,000
Anisble	Software that automates software provisioning, configuration management, and application deployment.	Growing Rapidly	115,000
Spring Boot	Takes an opinionated view of building production-ready Spring applications. Spring Boot favors convention over configuration and is designed to get users up and running as quickly as possible.	Growing Rapidly	80,000
Python	Python is a widely used high-level programming language for general-purpose programming, created by Guido van Rossum and first released in 1991.	Growing	698,000
SAP	SAP SE (Systeme, Anwendungen und Produkte in der Datenverarbeitung; “Systems, Applications & Products in Data Processing”) is a German multinational software corporation that makes enterprise software to manage business operations and customer relations.	Growing	568,000

Source: Burning Glass Technologies, Labor Insight. Job Postings May 1, 2019 – April 30, 2020

APPENDIX FIGURE 1

Demographic Overview - Waiters and Waitresses

Orlando MSA



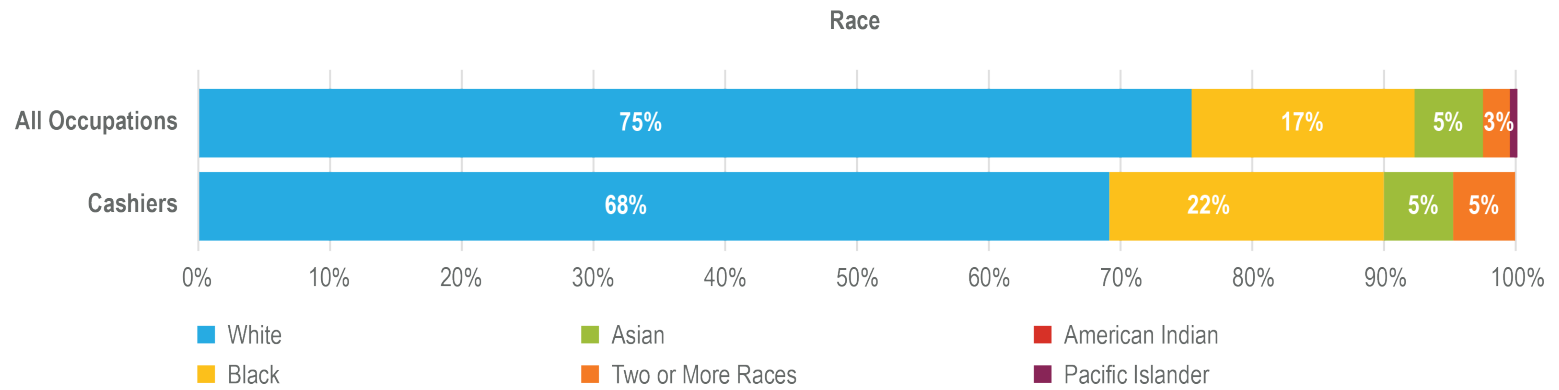
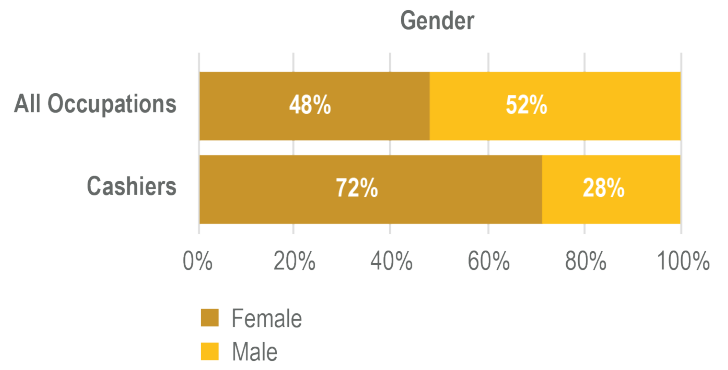
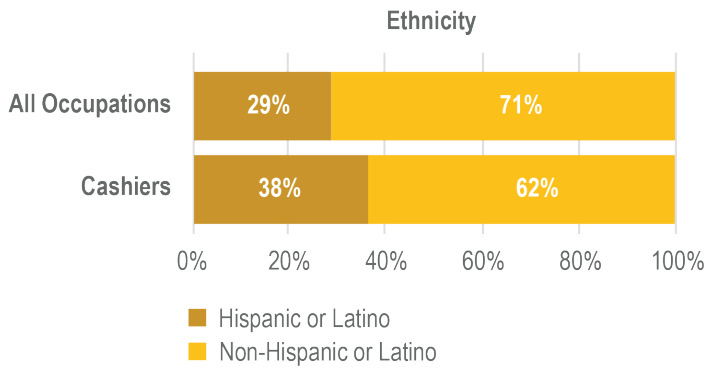
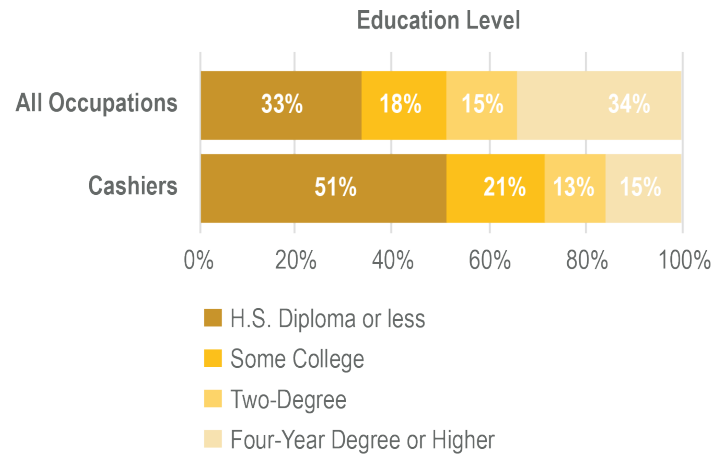
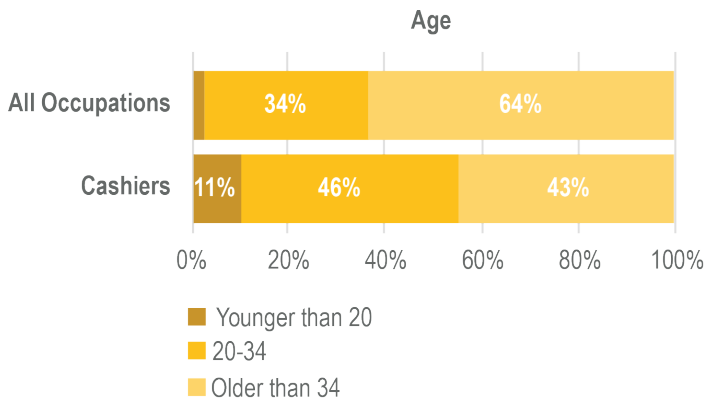
Source: JobsEQ Q4 2019



APPENDIX FIGURE 2

Demographic Overview - Cashiers

Orlando MSA



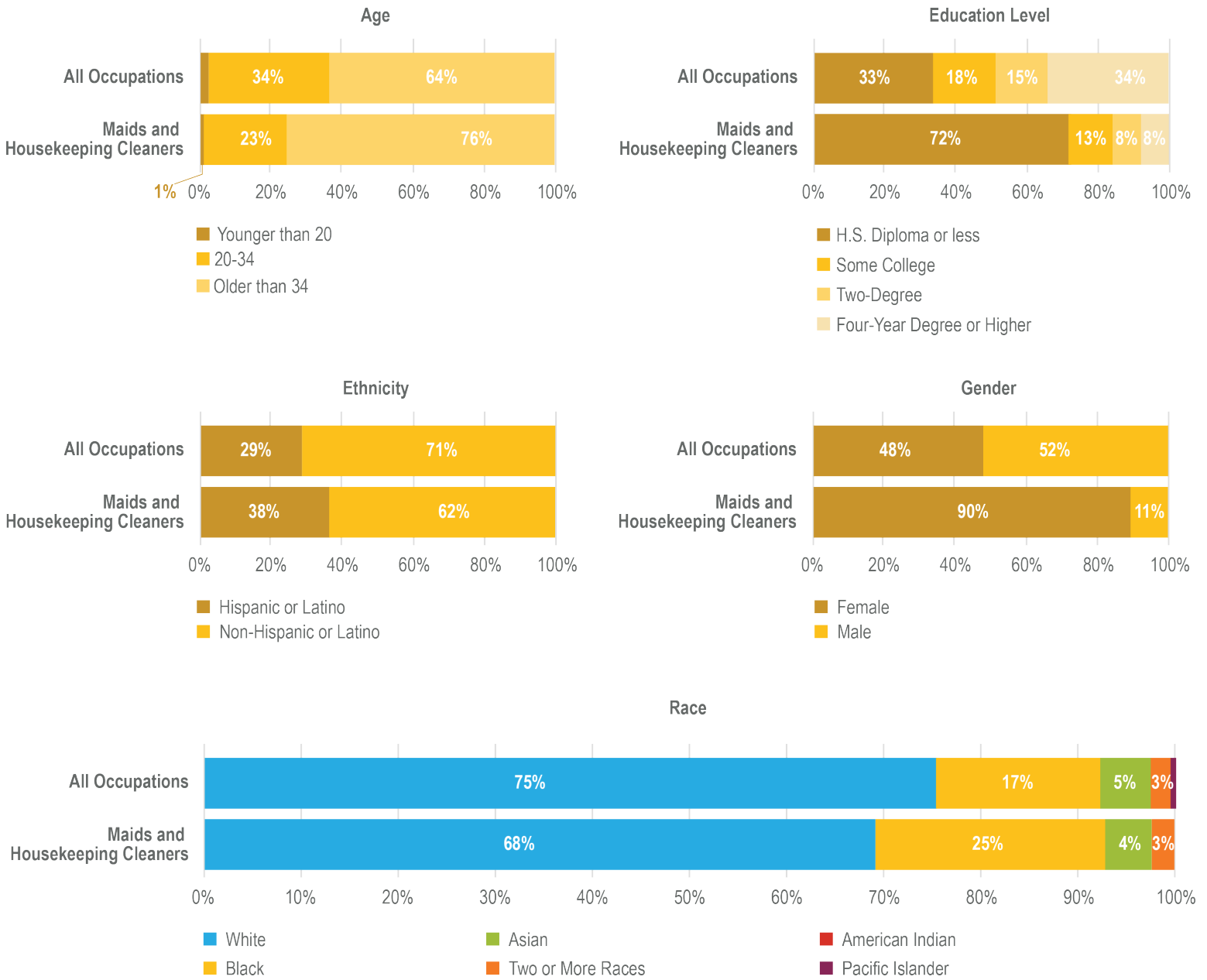
Source: JobsEQ Q4 2019



APPENDIX FIGURE 3

Demographic Overview - Maids and Housekeeping Cleaners

Orlando MSA



Source: JobsEQ Q4 2019





About the Orlando Economic Partnership

The Orlando Economic Partnership is a public-private, not-for-profit economic and community development organization. The Partnership represents seven counties in Central Florida, including the City of Orlando, and hundreds of the region's top private businesses.

Through the power of our partnerships, we strengthen our regional assets and businesses, advocate for regional priorities and write the next chapter of Orlando's story. We are injecting fresh resources and perspectives while harnessing the strength of the region's culture of collaboration and innovation to create a new future for our diverse and growing population.

About the Foundation for Orlando's Future

The Foundation for Orlando's Future provides analytical insight, strategic foresight and leadership development to inform and drive the region's pursuit of quality job creation, economic growth and broad-based prosperity by educating and empowering community leaders.

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