PUTTING EMPLOYERS FIRST

Active Engagement and Partnership in Closing the Skills Gap

November 20, 2013
WEBINAR LOGISTICS

- Phone lines may be muted. If you have a question, please type your question in the chat box or use the ‘Raise Hand’ icon and your line will be unmuted by the host.

- If your audio is disconnected during the webinar, Click the phone icon at the top of your screen and select ‘Connect My Audio’.

- Please change your information to your full name and state by clicking on the Attendee List drop down and selecting ‘Edit My Info’.

This webinar will be recorded and posted on: www.themanufacturinginstitute.org
AGENDA

- Welcome
- Through the Eyes of Employers
  - Brent Weil, Senior Vice President for Education and Workforce, The Manufacturing Institute
  - Kim Ballew, HR Director, Baker Hughes/Global Supply Chain
- Case Studies
  - Wichita Area Technical College
    - Sheree Utash, Vice President for Academic Services
    - Kent Irick, Dean of Aviation Programs and Former Manager, Cessna
  - Worksystems Inc.
    - Jesse Aronson, Sr. Project Manager; Director, Manufacturing Sector Strategy
    - Jon Warren, Manufacturing Engineer, American Precision Industries
- Facilitated Discussion
- Technical Assistance Tools
WHO WE ARE

- The Manufacturing Institute
- Community College Transformative Change Initiative, led by Office of Community College Research and Leadership (OCCRL) at the University of Illinois and The Collaboratory
POLLING QUESTION #2
SETTING THE CONTEXT
Strategic/Sustainable (this webinar)
- Community or regional focus
- One entity or organization plays convening role, but multiple partners are engaged
- Systemic focus
- Not dependent or focused on a particular grant or funding source, but can serve that oversight role
Transactional (next webinar)
- One-on-one or group engagement, often with a single provider
- Problem-based focus: a provider helping an employer(s) solve a particular problem
- Typically, but not always, reactive
MODELS FOR SYSTEMIC EMPLOYER ENGAGEMENT

- **Manufacturing Associations**
  - State-based or regionally-based
  - 501c3
  - Some create foundations to focus on workforce issues

- **Business Consortia/Chambers of Commerce**
  - Typically community or regionally based
  - May be sector and/or industry specific
  - Tied to economic development agenda
MODELS FOR SYSTEMIC EMPLOYER ENGAGEMENT

- Manufacturing Extension Partnerships
  - Some MEPs include workforce focus
  - Typically linked to business improvement strategies

- Sector/Skill Panels
  - Focus intensively on workforce needs of employers in a specific industry over a sustained period of time
  - Align education, economic development and workforce planning

- Advisory Committees
  - Getting past the “chicken sandwich” approach
  - Moving from local to regional committees
## GETTING TO SCALE

<table>
<thead>
<tr>
<th>Traditional/Current Approach</th>
<th>Needed for Scale</th>
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<tbody>
<tr>
<td>Program/funding driven</td>
<td>Problem-oriented</td>
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<tr>
<td>Time-limited</td>
<td>Responsive to industry, worker, and jobseeker needs over the long term</td>
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<tr>
<td>Work with employers individually</td>
<td>Work with employers as a group</td>
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<td></td>
<td>Aggregate needs</td>
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<tr>
<td><strong>Transactional</strong></td>
<td><strong>Relational</strong></td>
</tr>
<tr>
<td>Address needs of an individual, particular hire</td>
<td>Sustained involvement over the long term</td>
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<tr>
<td>Work within a government jurisdiction or service delivery area</td>
<td>Work within an industry or sector’s labor market</td>
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<td>Produce programmatic outcomes</td>
<td>Change the way systems work</td>
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STAGES OF ENGAGEMENT PROCESS

- Awareness
- Interest
- Involvement
- Commitment

Adapted from the Commonwealth Corporation, Strategic Employer Engagement, 2013.
THROUGH THE EYES OF A MANUFACTURER
BAKER HUGHES OFFERS TECHNOLOGICAL INNOVATION

Baker Hughes is a leading supplier of oilfield services, products, technology and systems to the worldwide oil and natural gas industry.
# ABOUT BAKER HUGHES*

<table>
<thead>
<tr>
<th>2012 Revenue</th>
<th>Research &amp; Technology Investment</th>
<th>Employees</th>
<th>Product Lines</th>
<th>Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>$21.36 billion</td>
<td>$492 million</td>
<td>58,800</td>
<td>28</td>
<td>80 countries</td>
</tr>
</tbody>
</table>

*2012
Current State

- No formal program across all sites
- Most training is ad hoc/localized
- Building partnerships with high schools and local colleges
- Average time to competency for an inexperienced Machinist
  - Minimum 2 months for honing, etc.
  - Minimum 4 months for CNC Machining
Let’s do this NOW!

- Partner with local educators to build/fill the pipeline
- Leverage new and current apprentice programs
- Hire based on core competencies (NIMS certifications)
- Build the bench

Identifying target positions

Partner with various educators (HS, Community Colleges, Tech Colleges)

Increase time to competency and build the bench

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EFFECTIVE ENGAGEMENT

Employers

Tech & Community Colleges

High Schools
EFFECTIVE ENGAGEMENT
DO’S AND DON’TS

Don’ts

- Sell us on what you have
- Focus on tailoring the approach to each employer
- Focus on relationship and process
- Assume we know how to be engaged
- Assume we can/will provide candidates for programs

Do’s

- Listen and understand what we need
- Offer NIMS Certifications
- Focus on action and outcomes
- Give us options and best practices you’ve seen work
- Build a recruitment plan

And don’t forget to help us:
- Bridge the Skill Gap for Veterans
- Improve our Diversity, Particularly Gender Diversity
- Rebrand the Industry
CASE STUDY #1:

WICHITA AREA TECHNICAL COLLEGE (WATC)
BACKGROUND

- **WATC is home to the National Center for Aviation Training** created through regional economic development and driven by employers.

- **In 2005 a needs assessment was conducted to determine the needs of the aviation industry**
  - Guided the development of the facility and programs
  - **13 Curriculum committees were created with industry partners**
    - Operated from 2006-2010
    - Implementation 2008-2011
EMPLOYER DRIVEN

- Partner in economic and workforce development
- Curriculum Development with SME’s
- On-going Industry Advocacy Teams (IAT)
- Work with employers to learn their changing needs
  - Change delivery methods and schedules based on demand
  - Employer specific training offered through business and industry
EMPLOYER ENGAGEMENT STRATEGY

The Cessna Story

The Spirit Story

Aviation Industry Board of Directors Involvement at the College
ENGAGING EMPLOYERS

- Creating a partnership with employers at all levels
  - Policies
  - Forecasting
  - Employment

- Being a partner to employers
  - Coordinating commitments
  - Responsiveness

- Tackling challenges together
  - Public perception of the industry
  - Identifying career paths for students
October 2012 awarded TAACCCT Round 2 Grant, creating the National Aviation Consortium (NAC)

- The NAC is committed to increasing industry-recognized credentials through a proven accelerated, online, interactive approach that results in closing the skills gap and produces qualified workers within the aerospace and aviation industry

- Design a strategy to meet the demands of open jobs today and high performance pipeline for job tomorrow
NAC will train and certify 2505 participants over the next two years.
Aerospace Manufacturing Technician

Right Skills Now - Aviation

12-16 weeks

Critical Core Competencies

- PLUS
- One Technical Certificate
- Assembly Mechanic
- Electrical Assembler
- Composite Repair
- Quality Assurance
- Tooling
- CNC

PLUS
Full-time, hands on lab work

- Transitioning Military
- Unemployed/underemployed
- Job seekers

2+2 Bachelor of Science

Associate of Material Sciences Science (AAS)

Job!
EMPLOYER ROLE IN NAC

- **National Industry Council**
  - Provide feedback on setting competency standards
  - Confirm national approach to building industry-driven certification
  - Guidance to expanding employer support

- **Regional Industry Councils**
  - Workforce needs
  - Projections
  - Retention
  - Leverage resources
    - Funding
    - Recruitment
    - Media
NCAT built with growing international reputation
Spirit and Cessna offer guaranteed interviews
Scholarships (employer-based)
Equipment donations
Snap-On partnership
WATC/NCAT in the news (Marketing strategies)

It is all about creating, maintaining and caring for the relationships with your industry partners
Sheree Utash
Vice President for Academic Services
sutash@watc.edu
Wichita Area Technical College
http://watc.edu
National Aviation Consortium
http://watc.edu/nac
CASE STUDY #2:
COLUMBIA-WILLAMETTE WORKFORCE COLLABORATIVE
BACKGROUND

- 2 States, 7 Counties, 24 Cities
- 6,600 Square Miles
- 2.2 Million People
- 1.7 Million Workers
- 50,000 Businesses
- 27 Colleges & Universities
- 28 Business Chambers
- 41 School Districts
- 61 Economic Development Organizations
The Columbia-Willamette Workforce Collaborative
A multi-jurisdictional, cross-sector body rooted in continuous improvement of the region’s workforce development efforts

- Align capabilities and resources
- Identify and leverage funding streams
- Coordinate ideas and strategies
- Link workforce supply with industry demand
- Reduce duplication and confusion of multiple programs working in isolation
THE MODEL

PHASE I: **INVESTIGATE**
Determine our target industries

PHASE II: **INVENTORY AND ANALYZE**
Examine and analyze industry growth trends

PHASE III: **CONVENE**
Prioritize potential workforce initiatives and identify stakeholders

PHASE IV: **ACT**
Implement workforce initiatives

PHASE V: **EVALUATE**
Assess our actions and results
EMPLOYER-DRIVEN

- Manufacturing Workforce Forum
- Manufacturing Workforce Survey
- Industry Panel Approach
2013-2015 Manufacturing Workforce Plan
for the City of Portland, Multnomah, Washington, Clackamas, Clark, Cowlitz and Wahkiakum Counties
1. BUILDING THE PIPELINE

- Support connection to future workforce
2. ENSURING A CERTIFIED WORKFORCE

- Validated skills and uniform standards
- Multiple feeder systems = robust candidate pool
2. ENSURING A CERTIFIED WORKFORCE

High Wage – High Demand Jobs

- Occupation-Specific Certifications
  - Entry Level Industry Certifications
    - Ready for Work, Ready for College
  - AWS Certifications
    - Certified Production Technician
    - National Career Readiness Certificate
  - NIMS Certifications

- AWS Certifications
  - Certified Production Technician
  - National Career Readiness Certificate

- Machinists
  - Machine Operator
  - Welder Helper

- Welders
  - Assembly & Production Workers
Manufacturers have to own the issue

The labor and skill shortage is real

The bottom line: industry has to provide
TIPS FOR ENGAGING EMPLOYERS

- Employers can play multiple roles
  - Advise on curriculum
  - Provide workplace-based learning opportunities
  - Impact systems change

- Keep it local/regional

- Try to identify business representatives with shared interests/goals
CHALLENGES

- Keeping industry engaged
- Influence vs. Control
- Media Strategy
SUCCESSES

- **Creation of a Regional Workforce Plan**
  - Employers don’t like silos
  - Employers need clarity

- **Strong business leadership**
  - NW High Performance Enterprise Consortium
  - Manufacturing 21 (industry association)
  - Association of Oregon Industries (local NAM affiliate)
  - Pacific NW Defense Coalition
  - Pacific NW Steel Fabricators Association
  - Association of Women in the Metal Industries
Start with the data
Engage with a mission
Listen to industry
Identify champions
QUESTIONS?

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www.worksystems.org
FACILITATED DISCUSSION

- Use the Chat Box!
LESSONS LEARNED ON EMPLOYER ENGAGEMENT

- To be successful, change must be employer-driven
- A champion or champions must drive the change
- There is no “one size fits all” approach
- Various models exist and can be effective
- No one entity can meet employers’ needs alone.
- Be clear about roles and responsibilities of partners so employers don’t experience mixed messages, gaps or duplication.
TECHNICAL ASSISTANCE TOOLS
GENERAL RESOURCES

- **Employer Engagement Strategies**: Jobs for the Future, Hosted by the National Fund for Workforce Solutions and the Green Affinity Group, 2011

- **Effective Employer Engagement**: Trends, Issues and Strategies, NGA Center for Best Practices, Collaborative Practices, Corporation for a Skilled Workforce, 2012

- **Strategic Employer Engagement**: Commonwealth Corporation, 2013

- **How to Effectively Engage Employers**: New Innovators.
Website: www.themanufacturinginstitute.org

Resources available on Skills Certification, Research, Image, and Initiatives

Employer Engagement
- Employer Toolkit
- Employer Profiles
- Return on Investment
Please mark your calendar for the next Webinar

12:00 p.m. - 1:30 p.m. (Eastern)
11:00 a.m. – 12:30 p.m. (Central)
10:00 a.m. – 11:30 a.m. (Mountain)
9:00 a.m. – 10:30 a.m. (Pacific)

December 18, 2013
Pushback in the Marketplace
Challenges—and solutions—from the perspectives of various stakeholders

- Employers
- Community and Technical Colleges
- Workforce Boards, Career Centers, and Other Agencies
- Community-based Organizations
- Certification Partners

Tools and resources to support outreach efforts
POLLING QUESTION #3:
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