



# Industry Training Consortia: Sector Interventions with High Growth Industries

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# An Economic Development Strategy

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- Industry clusters typically have some sort of advantage that makes them more competitive than other locations in the global marketplace;
- If economies can sustain and grow that advantage, they assure future competitiveness;
- An innovation system that supports the local competitive advantage is our ultimate goal



# A Workforce Investment Strategy

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- Understand their local economies;
- Prioritize and invest in industries that are growing, that are competitive, and that grow good jobs;
- Listen to the priority industries and provide the services that they need...not necessarily what the workforce system has traditionally provided.



# A Shift in Paradigms

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- Moving from a supply-driven to a demand-driven system...from a primarily jobseeker focus to system that has an employer and a jobseeker focus;
- Moving from a social service orientation to an economic development mandate;

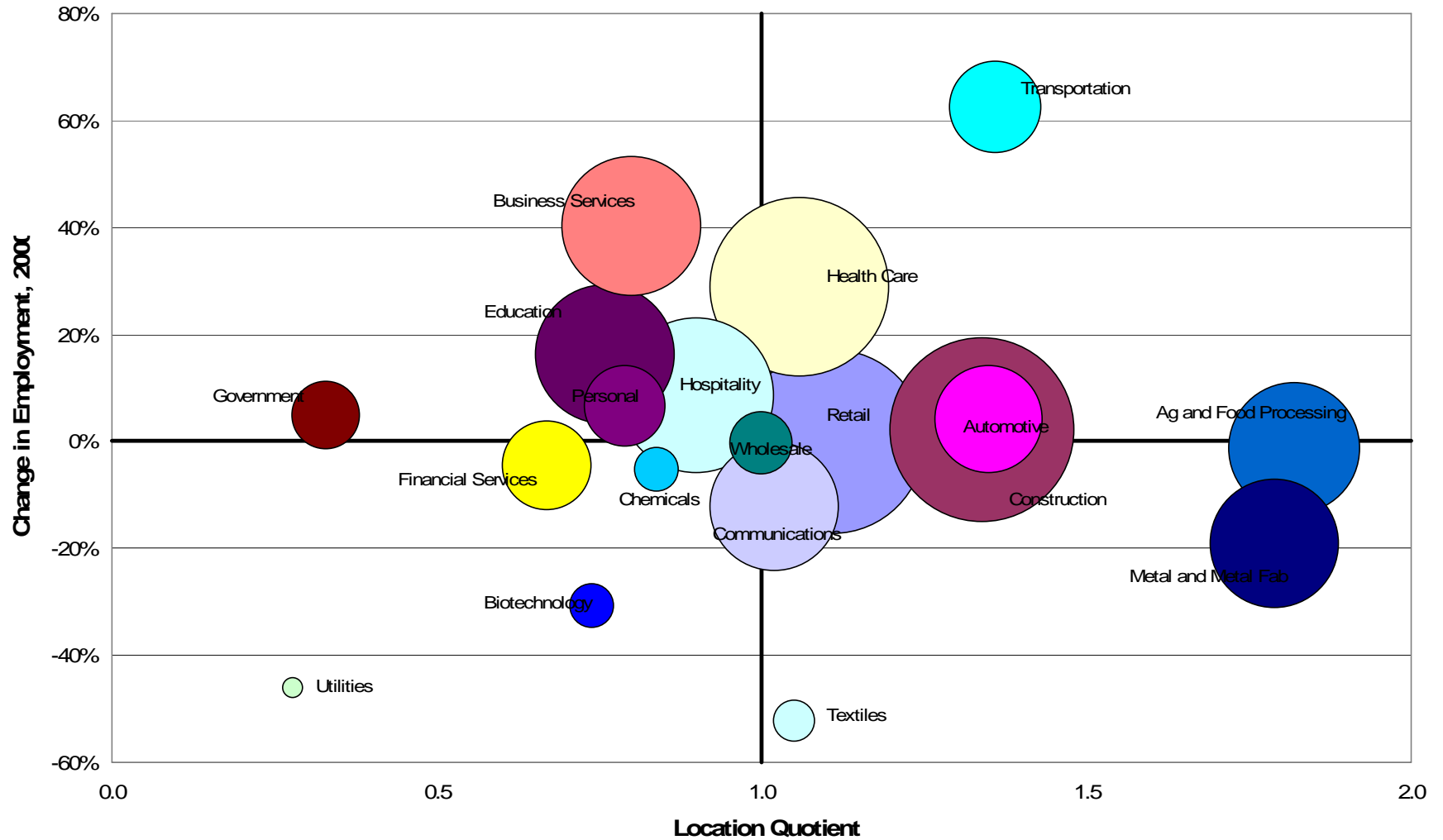


# Strategic Planning

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- Study of local economy led to the identification of five priority industry clusters for workforce investment;
- A US DOL Community Audit Grant allowed further study that yielded two additional priority clusters and profiles of 13 additional clusters.

## Overview of Lancaster County Industry Clusters and Segments 2000-2005 (NAICS)





# Criteria for Priority Industries

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- Sustained growth for the last five years;
- Sectors that have a higher than average location quotient (concentration of employment);
- Average pay at or above family-sustaining wage.



# Industry Cluster Priorities

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- Health Care
- Biotechnology
- Construction (Lumber and Wood Products)
- Agriculture and Food Processing
- Communications (Printing, Electronics)
- Automotive
- Metals and Metal Fabricating





# Industry Interventions

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- Driven by the readiness of the industry to cooperate;
  - Demand side need;
  - Willingness to invest in a solution;
- Further driven by economic circumstances;
- Timing is everything.



# Interface with Workforce System

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- Workforce system brings value
  - Labor market information;
    - Occupational information;
    - Career ladder analysis;
    - Skill mapping;
  - Involvement of one-stop system in servicing employer connection;
  - Incumbent worker training ices the deal.



# Sector Projects with High Growth Industries

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- Health Care

- Acute care, long-term care, MH/MR;
- Regional (3 WIBs, 10 counties) with hospital coop, association of non-profit long-term care providers;
- Intensive research;
- Media recruitment campaign connected with one-stop for fulfillment;
- Literacy and pre-employment training;
- Incumbent worker training;
- Articulation of education programs.



# Sector Projects with High Growth Industries

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- Health Care
  - Evolved into more of a focus on long-term care and its issues...
    - Recruitment;
    - Retention;
    - Training;
  - Extensive training program in Coaching Supervision for supervisors of direct care workers (100 supervisors and 40 trainers trained since March 2006);
  - Development and implementation of training program in palliative care;
  - Project manager is a person with extensive corporate training experience;
  - \$400,000 from Incumbent Worker Training grant (PA) and \$67,000 from High Growth Job Training grant (US DOL).



# Sector Projects with High Growth Industries

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- Construction
  - Residential and commercial;
  - Regional (3 WIBs, 10 counties) with Associated Builders and Contractors, six local homebuilders associations, PA Homebuilders Association;
  - Intensive research;
  - Media information campaign connected with one-stop for fulfillment;
  - Literacy and pre-employment training program;
  - Articulation of education programs.



# Sector Projects with High Growth Industries

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- Construction

- Evolved into a focus on pre-employment training that feeds into the traditional apprenticeship programs offered by the construction industry (75+ prospective workers trained since March 2006);
- Eight week training where students get hands-on experience, the core of the NCCER curriculum, the OSHA safety card, and an opportunity to improve their knowledge and skills through WorkKeys assessment and WIN knowledge enhancement;
- Project manager is the Executive Director of the WIB;
- \$298,000 from Incumbent Worker Training grant (PA).



# Sector Projects with High Growth Industries

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- Lumber and Wood Products
  - Part of Construction cluster, primarily 10-20 cabinet manufacturers;
  - Centered in Lancaster County with ties to Hardwood Development Council;
  - Intensive research;
  - Project manager is a former CFO of a cabinet company;
  - New worker training support;
  - Incumbent worker training in ESL, species identification, supervisory training, lean manufacturing;
  - Development of educational programs in finishing;
  - \$200,000 from High Growth Job Training grant (US DOL).



# Sector Projects with High Growth Industries

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- Agriculture and Food Processing
  - Heavy emphasis on food processing and packaging;
  - Regional (3 WIBs, ten counties) with two manufacturing associations, Penn TAP, and local MEP;
  - Intensive research;
  - Coordination of public sector services;
  - Project manager is a Food Scientist with extensive industry experience;
  - 40+ companies that include poultry, dairy, candy, cereal, and produce processors and distributors;
  - 8,300 hours of training offered to 450+ individuals from 35+ companies since February 2005;
  - \$125,000 from High Growth Job Training grant (US DOL) and \$358,000 from Incumbent Worker Training grant (PA).





# Sector Projects with High Growth Industries

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- Agriculture

- Evolved into an agriculture-centered consortium with project managers from PA Department of Agriculture, Penn State Dairy Alliance, Professional Dairy Managers of PA, and Cooperative Extension Service;
- Five distinct projects...
  - Skill development for dairy herdsman;
  - Productivity improvements for dairy managers;
  - Technology transfer activities for dairy managers;
  - Pesticide applicator licensing;
  - Skill development for egg handlers;
- \$178,000 from Incumbent Worker Training grant (PA).



# Sector Projects with High Growth Industries

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- Agriculture

- Further evolved into the Lancaster County Center of Excellence in Production Agriculture;
- Earlier partners plus the Blue Ribbon Commission on Agriculture and Lancaster Prospers;
- Research and development, technology transfer, entrepreneurial development, incumbent worker training, and development of pipeline from school to work;
- \$158,000 from Industry Partnership funding from PA Department of Labor and Industry;
- [www.coeinproductionagriculture.com](http://www.coeinproductionagriculture.com)



# Sector Projects with High Growth Industries

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- Metals and Metal Fabricating
  - Initially oriented to supervisory and management training (225+ trained since March 2006);
  - Gradually turning to more traditional skill training (welding, machining) (135+ trained since March 2006);
  - Regional (3 WIBs, ten counties);
  - 35+ companies involved in Consortium;
  - Project manager is a Mechanical Engineer with extensive industry experience;
  - \$658,000 from Incumbent Worker Training grant (PA).



# Sector Projects with High Growth Industries

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- Industrial Maintenance and Mechatronics
  - Regional (3 WIBs, six counties)
  - Connecting skills training to the curriculum of the National Center for Integrated System Technology through a network of 8 career and technology centers, two community colleges, and a Penn State branch campus;
  - Traditional industrial maintenance themes (pneumatics, hydraulics, programmable logic controllers, HVAC, welding) with the addition of mechatronics (Ethernet, control loop technology, DeviceNet, and process control);
  - Course development and technology transfer in partnership with Hershey Food;
  - Project Manager is a retired Electrical Engineer from Hershey;
  - \$200,000 from a High Growth Job Training Grant (US DOL).



# Sector Projects with High Growth Industries

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- Evolved into the Industrial Maintenance Training Center at Reading Area Community College (RACC);
- Same partners as above offer a parallel curriculum to young people and incumbent workers that...
  - Begins with 200 hour non-credit NCIST certificate;
  - Articulates 11 academic credit hours to a 39 hour academic certificate or a 69 hour Associates Degree in Mechatronics;
  - Option to articulate to a BS in Electro-Mechanical Technology at PSU, Berks;
- Over 20 companies have enrolled 100+ people for the initial 200 hour NCIST training program;
- \$400,000 Industry Partnership grant from the PA Department of Labor and Industry;
- [www.imtcpa.com](http://www.imtcpa.com)



# Next Wave

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- Printing Consortium;
- Medical Devices Consortium;
- Mega-Consortium in Packaging;
  - Packaging Operations;
  - Packaging Materials;
  - Packaging Design;
  - Food Science for Packaging;
- Refrigeration Technology Consortium



# Common Elements

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- Every company completes a training plan as a condition of membership;
- Project manager is usually a subject matter expert or an expert in project management;
- A shared training plan becomes the initial curriculum that guides the shared training;
- A company-led Steering Committee plans the timing of training offerings;
- Training logistics sometimes happen through intermediaries, other times through the vendor;
- Opportunities for technology transfer events.



# Centers of Excellence: The Next Level

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- Goal is to grow the knowledge associated with local competitive advantage;
- Repositories of information about new technologies, best practices, and intelligence;
- Virtual nature more important than a geographical location;
- Encourage and support inventors;
- Facilitate cooperation among firms;
- Advisory services and R & D;
- Training for new and incumbent workers.





# Centers of Excellence in Lancaster County

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- Long-Term Care Practice
- Wood Finishing
- Packaging Technology
- Production Agriculture
- Construction Technology
- Automotive Technology



# Connections with Workforce System

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- Employers are working with the WIA and TANF youth programming to do career development for young people;
- Employers are registered on the public labor exchange system and are using it to place job orders;
- Employers are gradually signing onto the Workforce Readiness System run by the One-Stop;
- Title II has engaged employer for ABE and ESL services.



# Sector Interventions with High Growth Industries

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- Think across artificial boundaries, more regional;
- Use industry intermediaries to get started;
- Listen to the industry;
- Know more about the industry than anyone else, take advantage of labor market information, get into the field;



# Sector Interventions with High Growth Industries

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- Be the broker or facilitator for the needs of the industry which may or may not include the workforce system;
- Hire a subject matter expert with project management experience;
- Bring the assets of the workforce and one-stop system to bear where appropriate;
- Help industries connect with schools.



# Contact

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