



Understanding Sector Work: A Primer for Board Leadership

2010 State Workforce Development Partnership
Symposium

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Mission

Assure that Lancaster County businesses have the skilled workforce that they need to remain competitive in the global marketplace;

Assure that the people of Lancaster County are connected to career paths that lead to family-sustaining jobs



Strategic Understanding of the Workforce and the Economy

- Technology is driving dramatic change;
- Competition is global...American companies and workers competing with their global counterparts;
- Manufacturing is not a declining sector but rather one that is rapidly changing;
- There is a skill shortage now...there will be a growing worker shortage very soon;
- Career ladders and lattices...lifelong learning will drive human capital development;
- Skills not degrees.



Strategic Understanding of the Workforce System

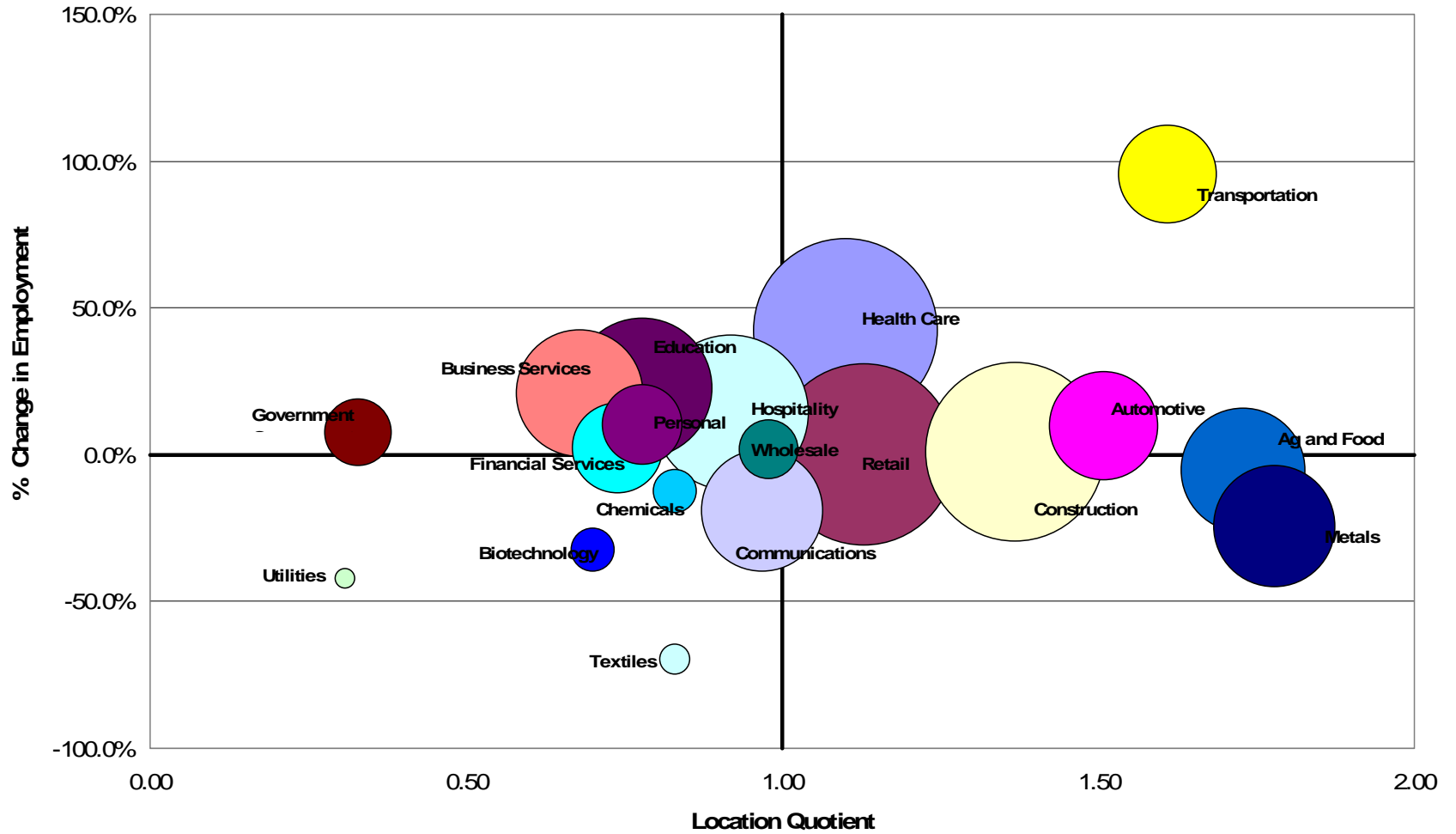
- Paradigm shifts...
 - From social service to economic development mission;
 - From jobseeker as only customer to employer and jobseeker as mutual customers;
 - From “work first” to investment in high road job strategy;
 - From unemployment to underemployment;
 - From welfare to work to incumbent worker training.



An Understanding of the Local Economy

- Data collection;
 - Growth;
 - Location quotient and change in location quotient;
 - Shift share;
 - Average wage and change in average wage;
- Identification of clusters;
 - Core industry;
 - Supply chain and distribution chain.

Overview of Lancaster County Industry Clusters and Segments 2000-2008





Criteria for Priority Industries

- 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;
- Traded or infrastructure cluster.



Industry Cluster Priorities

- Health Care
- Biotechnology
- Construction
- Agriculture and Food Processing
- Communications (Printing)
- Automotive
- Metals and Metal Fabricating



Industry Interventions

- 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.



Common Elements

- 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.



Sector Projects with High Growth Industries

- Health Care
 - Acute care, long-term care, MH/MR
 - Intensive research
 - Media recruitment campaign connected with one-stop for fulfillment
 - Literacy and pre-employment training
 - Incumbent worker training (coaching supervision and palliative care)
 - Articulation of education programs;
- Primary focus...increasing the supply of worker...recruitment and retention.



Sector Projects with High Growth Industries

- Construction
 - Residential and commercial
 - Associated Builders and Contractors and Building Industry Association as partner
 - Intensive research
 - Pre-employment training for non-traditional students...Construction 101
 - Literacy and pre-apprenticeship training program
- Primary focus...recruiting of non-traditional persons...recruitment.



Sector Projects with High Growth Industries

- Agriculture and Food Processing
 - Heavy emphasis on food processing and packaging
 - Regional (3 WIBs, ten counties) with two manufacturing associations, Cooperative Extension, County economic development departments and 40+ companies
 - Intensive research
 - Food-related training, supervisory and management training, technical training
- Primary focus...incumbent worker training.



Sector Projects with High Growth Industries

- Industrial Maintenance and Mechatronics
 - Relates to Ag and Food, Biotechnology, Metals and Metal Fabricating, and Communications
 - Regional (2 WIBs, ten counties)
 - Intensive research and curriculum development
 - Coordination and expansion of existing educational programs in secondary and post-secondary institutions
 - High end advanced curriculum for industrial maintenance and mechatronics
- Primary focus...incumbent worker training for a newly emerging technology.



Sector Projects with High Growth Industries

- Agriculture
 - Heavy emphasis on skill training for the dairy industry
 - Centered in Lancaster County but active in 25+ counties around Pennsylvania
 - Extensive use of intermediaries such as the Center for Dairy Excellence of the PA Department of Agriculture, Penn State Dairy Alliance, and Professional Dairy Managers of PA
 - Training from more effective management to Spanish language skill training for dairy herdsman
- Primary focus...incumbent worker training.



Sector Projects with High Growth Industries

- Plastics
 - Seven workforce investment areas in southeast PA
 - Industry focused on packaging, wire and cable, and injection molding of plastic parts
 - Use of international credentialing
 - Cooperation with similar projects in other regions
- Primary focus...incumbent worker training in highly technical subject matter



Sector Projects with High Growth Industries

- Printing
 - Initially began with an interest in technical training for incumbents
 - Developed Printing 101 as a pre-employment training program
 - Supported heavily by RR Donnelley, the world's largest printer
- Primary focus...pre-employment training...recruitment



Sector Projects with High Growth Industries

- Driven by needs of the industry;
- May include...
 - Recruitment;
 - Retention;
 - Training at a number of levels;
- Every one is likely to be different.



Centers of Excellence: The Next Level

- Connects with the economic development mission of Boards;
- Goal is to grow the knowledge associated with local competitive advantage (what makes the industry special in our local areas);
- 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 research and development;
- Training for new and incumbent workers.



Centers of Excellence in Lancaster County

- Centers of Excellence have been developed under the aegis of Lancaster Prospers, the Lancaster County collaborative of economic development organizations;
 - Long-Term Care Practice
 - Packaging Operations
 - Production Agriculture
 - Renewable Energy
 - Center for Manufacturing Excellence
- Broader mission, more diverse funding streams



Long-Term Care Practice

- Competitive advantage in providing services to the elderly;
- Supports research from local educational programs and practitioners;
- Develops curriculum for long-term care professionals and care-givers;
- Subsidizes incumbent worker training;
- Sponsors activities that support the pipeline for school to work;
- www.coeinlongtermcarepractice.com



Packaging Operations

- Competitive advantage in packaging operations in food and biotechnology manufacturing in tri-state area;
- Encourages development in supply chains of key end users;
- Offers a highly-articulated program of skill training in mechatronics and industrial maintenance that is being implemented around the country with the support of the Packaging Machinery Manufacturers Institute and the US Department of Labor
- www.imtcpa.com and www.coeinpackaginoperations.com



Production Agriculture

- Competitive advantage in high-intensity production agriculture;
- Community kitchen for food entrepreneurs;
- Research station at local career and technology center;
- Training for agriculture practitioners;
- Implementation of renewable energy projects with manure and bio-mass;
- www.KeepLancasterCountyFarming.com



Renewable Energy

- Competitive advantage in renewable energy...biomass, hydroelectric power, methane from landfills and manure, energy from trash recycling;
- Developing curriculum from construction to green jobs;
- Supports several initiatives in the production of biofuels;
- Coordinates community initiatives around energy efficiency;
- www.LancasterCountyRenewableEnergy.com



Manufacturing Excellence

- Competitive advantages in packaging, automation, connection to logistics;
- Developed US DOL-recognized Competency Model in Mechatronics;
- Sponsors regular plant tours;
- Industry training in food, metals, plastics, printing, and industrial maintenance;
- www.centerformanufacturingexcellence.com



Results

- In 2008-2009, industry consortia...
 - Engaged nearly 430 employers;
 - Trained 2,933 incumbent workers;
 - Using almost \$1.6 million in state training money at an average of just over \$564 per trainee.



Connect

Sectors to the One-Stop

- 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 signing onto the Workforce Readiness System run by the One-Stop, guaranteeing an interview if the skills of the jobseeker match the skills needed for the job;
- Title II has engaged employer for ABE and ESL services.



Results

- In 2008-2009 program year, 1,400 job orders placed on the PA CareerLink labor exchange system down from over 3,000 in 2007-2008;
- Over 132 new employers participated in the system, joining over 1,340 existing company participants;
- Nearly 16,400 new customers enrolled at the PA CareerLink with a total of 56,000+ visits made by new and returning customers during the year...an average of 210 people visiting daily;
- During the program year, nearly 875 people graduated from the Ready2Work program taking an average of 12-14 business days to complete the program;
- Over 63 people received training with nearly \$250,000 of American Recover and Reinvestment Funding from February-June 2009.



Move toward a Strategic Point of View

- Build an Investment Strategy into the Strategic Plan of the Board;
- Communicate the Strategy to all levels of the system;
- Start driving contracting toward the Strategy;
- Dedicate funding streams toward the Strategy;
- Reinvent the One-Stop System.



Use a New Set of Tactics

- Think across artificial boundaries, more regional;
- Scale is important (too small, too big);
- Include occupation and technology into your industry matrix;
- Use industry intermediaries to get started;
- Listen to the industry;



Use a New Set of Tactics

- Know more about the industry than anyone else, take advantage of labor market information, get into the field;
- Be the broker or facilitator for the needs of the industry which may or may not include the workforce system;
- Bring the assets of the workforce and one-stop system to bear where appropriate;
- Help industries connect with schools.



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