



NORTH SHORE WORKFORCE BOARD

70 Washington Street Suite 314
Salem, MA 01970
978.741.3805

Agenda

Skills Committee Meeting

December 17, 2019 - 8:00AM

70 Washington Street, WIB Conference Room

Membership: Laurie Roberto; Thelma Williams/Amy Doherty; Walter Stone; Nastaha Soolkin; Edward Terrill; Lisa Pais; Laura MacNeil; Heidi Riccio/Bonnie Carr; Tracey Cahalane; Troy Heggie; Camilla Blackman; Brian Pellinen; Christy Sugerman, Marcia Griesdorf; Jon Fienburg; Steve Shea; Amanda Warneck; and Kristianne Widman

- I. Introductions
- II. Discussion of Objectives and Goals for FY 2019/20 – review and discussion
- III. Further Skills Research
- IV. Northeast Regional Planning efforts – heat mapping project and performance standards
- V. WIOA Partnership Update
- VI. GE Foundation Grant
- VII. Updates from Committee Members
- VIII. Next Meeting – February 11, 2020; April 14, 2020; June 16, 2020

SKILLS COMMITTEE GOALS AND OBJECTIVES 2018 – 2020

GOAL 3: The North Shore WIB will strategically utilize resources (increasing LMI and financial) to fully engage the business sector and Educators (both K-12 and Adult) to better align skills that exist between workers and employers.

MAJOR THEMES FOR FY2018 - 2020

- Analyze and document academic skills necessary to be successful in post-secondary environment
- Use performance data for more discussion and promote future research and program enhancements
- Seek out private grant funds for regional/intra-agency programs
- Career Pathway development and translation for staff of all partner agencies

Objective #1: Collaborate with educational and training partners to increase (leverage) available resources and align policies, training program certificates/degrees so that employer and worker needs are met.

Activity:	Timeframe:	Benchmarks/Indicators of Success
Research and examine skill sets of the unemployed and underemployed and disseminate findings to partners and state officials in an effort to determine challenges behind finding success in today's economy	2018-2019	Report documented for WIOA partners and state officials. Recommendations in place for training options and skill development for unemployed and underemployed. <i>Update: (1) Examined data via MOSES of long-term unemployed and how they re-entered labor market. Looked at earnings changes when customers change occupations/industries</i>

Objective #2: Facilitate alignment of education, training, workforce and economic development activities so that employer and worker needs are met through LMI and other research-based facts and data.

Activity:	Timeframe:	Benchmarks/Indicators of Success
Document the causes of unemployment and outline models that have been successful to help people overcome the barrier of unemployment through training and other means.	2018-2019	Documented research and issue recommendations for the NSWIB and WIOA partners to consider when evaluating training programs and case management/coaching models. - Work with training providers to develop new programs OR to modify existing program based on results of survey. <i>Update: (1) Documented certification and degrees at local areas colleges and universities.</i>

Other research efforts

On the NSWIB website have documented career pathways for all critical and emerging industries documented along with examples of job opening and skills needed to successfully move along career pathways.

-Work with Partner organizations to develop responses to non-workforce issues (e.g. day care, family issues etc.)

Update: Utilizing data from regional planning sessions and LM Blue Print for the region – heavy emphasis on priority industries (1) manufacturing (2) Health Care and (3) IT related occupations.

Research and document successful models (i.e. Employment Express and others) of transportation (in particular for at-risk populations). Select 1 or 2 areas for workforce partners to address, educate and replicate in our region.

Update: Working with regional planning group and contracting with MACP to develop industry heat maps of the region that will include transportation routes etc.

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**Northeast Regional Planning
Blueprint Implementation – Year 2
December 18, 2019
10:00AM to Noon**

**North Shore Community College
One Ferncroft Road, Room MS106, Danvers, MA**

Agenda Item	Time	Who	Notes
I. Welcome	5 mins	Abel Vargas Mary Sarris Peter Farkas	Overview of meeting agenda, etc.
II. Introductions and Review of Minutes from Prior Meeting	5 mins	All	All attendees introduce themselves
III. Discussion of Planning Activities: A. Shared Measurement System B. Shared Resource Inventory C. Marketing/easy to read blueprint D. Other	15 minutes	All, led by Mary, Peter, and Abel	General Discussion
V. Heat Map discussion with MAPC	60 mins	Review of project and general introduction – Mary Josh Eichen – presenter	Present approach to mapping this year and its connection to MAPC's CEDs process. Show one heat map with housing costs on it. Discuss how to involve interested team members in this process – set three meeting dates, etc.
IV. – Prior Learning Assessment	15 mins	North Shore Community College	Dr. Christy Sugarman reviews project and takes questions from attendees
IV. Updates on activities of various team members	10 mins	All	Updates provided by various team members

Future Meeting Dates

**Subcommittee for Heat Maps – 9:30 to 11:30 on Jan 23, March 26, and May 28
Next Full Regional Planning Meeting – June 17 at 10:00 in Lowell – location TBD**

Development of a Shared Measurement System (II)

Workforce Development

Shared Performance Measurement System Design - DRAFT			
Organization Type	Standards/Programming	Current Goals	Year 1 evidence of progress (draft samples)
Workforce Development	Marketing/Outreach	Additional awareness of the Northeast Regional Planning Team's efforts by increasing the distribution list, use of social media	Establish system for tracking social media
	Inventory	Compile inventory of resources from Workforce Development, Educators, and Economic Development for distribution to stakeholders.	Internal inventory for use by regional planning members complete by _____
	MOSES	Advise State in establishing and providing data for a dashboard. Identify key data points and sources and establish regular data reports on a biannual basis from all partners. Reports will be issued on June 30 th & Dec 30 th .	State begins work on the dashboard by June 30.
	Sector Projects	Increase participation in NAMC cross-region sector initiative	100 additional students and 10 new companies participate in NAMC projects.
Job Seeker Services	Business Services	Establish a second industry sector initiative from among the priority industries and targeted training to serve the industry sector.	Collaborative for health care begun.
	Business Services	Increase number of completions in priority occupations	10- more completions a year recorded.
	Business Services	Increase job postings in priority industries	Increase postings by XX% or by XX job postings.
Labor Market Research	Labor Market Research	Provide LMI to partners and stakeholders on a biannual basis. Identify relevant emerging industry and workforce trends.	LMI data to be released on June 30 th & Dec 30 th .

Development of a Shared Measurement System (I)

Educators/Economic Developers

Educators	Marketing/Outreach	Promote workforce development programming to potential customers. Refer interested customers to MassHire Career Center/coordinator for potential enrollment.	Enrollees increase by 3 to 5%
	Inventory	Share inventory of resources with Regional Planning team.	Inventory in use by regional planning team
Economic Development	Curriculum Development	Actively participate in curriculum design for second industry sector initiative team.	New Curriculum ready for piloting and/or annual review in June/July
	Increase number of students preparing for employment in priority industries	Track and report enrollments and graduates, (and placements where possible) from programs that are relevant to priority industries	Numbers in each of these categories increase year-to-year by 5%
	Marketing/Outreach	Promote region to outside for potential relocation or new establishment location.	Number of permits pulled in priority industries year-to-year; increase year-to-year by 2%
Economic Development	Inventory	Share inventory of resources with Regional Planning team.	Inventory includes regional planning data
	GIS Services	Provide GIS Mapping services to Regional Planning team on priority industries.	Maps available to regional planning team

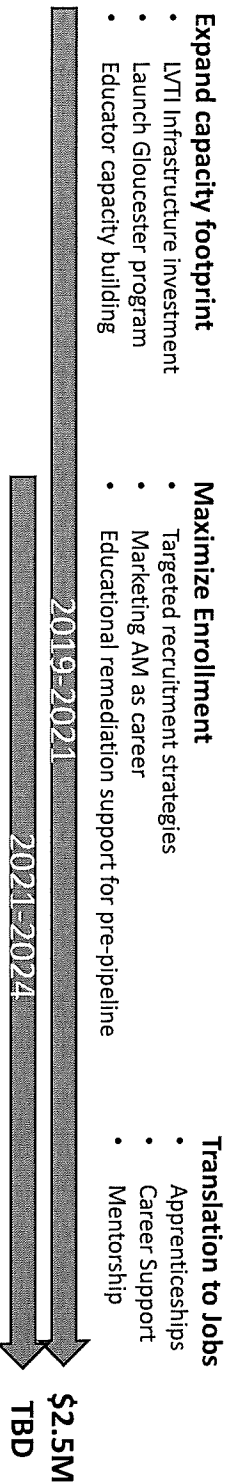
Advanced Manufacturing Training Expansion Program (AMTEP) Across the North Shore Regions served: Lynn and North Shore of MA

Implementing Partner: Northeast Advanced Manufacturing Consortium (NAMC) Phase 1 term : Two years (2019-2021)

This Advanced Manufacturing Training Program is focused on Lynn and the North Shore of MA to address the skills gap by supporting and coordinating manufacturing training for residents and connecting them to full-time employment to meet the needs of the manufacturing employers in the region. Our goal is to triple the training footprint and build sustainable capacity to create a "ready to work" pipeline. This initiative is targeted to train over 900 adult learners and high schools students by 2024 and sustain these training levels post GE Foundation grant funding.

Program Strategy

- Target populations include high school students at technical schools and unemployed/underemployed adults
- Three pronged approach over 5 years, funded in two phases



Partners

- Essex County Community Foundation
- Vocational Technical Schools on Northshore (Lynn, Essex, Gloucester)
- North Shore Community College
- Advanced Manufacturing Educators & E-Team
- Career Centers
- Manufacturing Companies

Translation to Jobs

- Apprenticeships
- Career Support
- Mentorship

Desired Outcomes – Phase 1

- LVTI build out complete
- Complete evaluation for "best in class" model adoption
- Train at least 10 additional Advanced Manufacturing educators
- Develop strategic recruitment/PR plan for youth/adults
- Launch first ever adult program in Gloucester
- 900 trained by 2024
- 85% placed in jobs

GE Foundation/NAMC AMTEP Program Manager Job Description

The Program Manager of the GE Foundation/NAMC Advanced Manufacturing Training Expansion Program (AMTEP) is responsible for leading the final design, implementation, and ongoing operations. The goal of AMTEP is to substantially increase the pipeline of trained workers into the North Shore of Massachusetts Manufacturing industry, ensuring that the production talent needs of the area manufacturing employers are met. AMTEP will provide education and training for area residents, both high school youth and adults, to prepare them for quality careers. This initiative will help close the talent gap faced by area industry due to business growth and anticipated retirements.

The GE Foundation AMTEP is in partnership with the Northeast Advanced Manufacturing Consortium (NAMC) as the lead Implementation Partner. The AMTEP PM will be employed as part of the NAMC team, which includes four WIB regions and their Career Centers. Other key partners currently include the Essex County Community Foundation, Lynn Public Schools/Lynn Vocational Technical Institute, Essex Technical Institute, Gloucester High School, and North Shore Community College.

Job Functions – As part of NAMC

- Responsible for the wing-to-wing execution of this large scale, multi-year project. Key components include: expanding current training capacity, providing educational remediation, effectively marketing to recruit students and adults into the programs, and providing the supports needed to secure employment.
- Coordinate with all grant partners to further define program, ensure alignment, set project plan, outline communication operating rhythm, execute on plan, and manage all financial matters related to the grant spend.
- Build and maintain essential partnership relationships at the state, regional, local, and industry level, including a program Advisory Committee.
- Identify, track and manage all metrics related to each program component and partner and satisfy all grant reporting requirements.
- Work collaboratively with the GE Foundation Director of Global Programs including setting a regular rhythm of calls/meetings during implementation (i.e. weekly) and quarterly program updates with the broader GE Foundation team.

Requirements

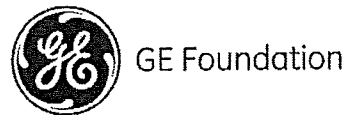
- Massachusetts based
- Bachelor's degree in relevant field of study
- Multiple years of leadership experience in the manufacturing industry
- Minimum of 5 year's experience in the field of workforce development
- Ability to work independently and in a team environment
- Demonstrated successful experience leading groups in a complex environment focused on a common goal
- Ability to resolve complex issues within functional area and/or area of expertise
- Ability to develop strategic plan, execute priorities and approaches to meet objectives

- Solid time management skills; ability to handle multiple projects, meet deadlines, and function independently in a busy office environment. Must have demonstrated experience managing multiple projects at once
- Strong written and oral communication skills
- Strong financial skills and ability to manage budgets
- Shows attention to detail in his/her work and demonstrates willingness “roll up sleeves” to get the job done
- Personable and positive attitude, both within the office and out in the community
- Understanding of LEAN principles
- Proficient in computer programs such as Microsoft Word, Excel, PowerPoint, and Outlook
- Demonstrated experience working with diverse groups of people
- Ability to work a flexible schedule, in order to attend community meetings and events outside of normal business hours

Salary: \$80,000 - \$100,000 plus full benefits

Contact: Mary Sarris
msarris@masshire-northshorewb.com

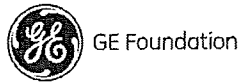
*Advanced Manufacturing Training Expansion Program (AMTEP)
is sponsored by The GE Foundation*



Advanced Manufacturing Training Expansion Program

- GE Foundation is funding a \$2.5M grant to launch an Advanced Manufacturing Training Expansion Program (AMTEP) focused in Lynn and the North Shore of Massachusetts. The program will help address the skills gap in the region by supporting and coordinating manufacturing training for residents and connecting them to full-time employment to meet the needs of manufacturing employers.
- The program aligns with and supports the goals and philosophy of Governor Baker's Workforce Skills Cabinet, the Executive Office of Housing and Economic Development along with the Executive Office of Labor and Workforce Development, and the Executive Office of Education to address the region's skills gap. The GE Foundation grant will complement the \$2M capital funding provided by Gov Baker to Lynn Vocational Technical Institute to expand its Advanced Manufacturing shop floor with the latest equipment.

- In partnership with implementation partner, Northeast Advanced Manufacturing Consortium (NAMC), the GE Foundation’s goal is to triple the training footprint and build sustainable capacity to create a “ready-to-work” pipeline. The five-year initiative will be funded in multiple phases, with the goal to train more than 900 high school students and adult learners by 2024 while these training levels after the GE Foundation funding ends.
- The program will focus on high school students enrolled in Lynn Vocational Technical Institute, Essex North Shore Agricultural & Technical School and Gloucester High School, as well as underemployed and unemployed adults, and underrepresented populations, including: veterans, minorities and women living in Lynn and across the North Shore.
- The program has a three-pronged approach to expand training capacity, maximize enrollment in high school and adult programs, and translate that training to jobs. Specifically, the program will train additional educators to deliver advanced manufacturing curriculum; increase the number of cohorts across the North Shore’s vocational schools, including launching the first-ever adult program in Gloucester; provide foundational literacy and mathematics curriculum to adult learners to better prepare them for the program; and promote advanced manufacturing careers to high school and adult learners.
- In addition to NAMC and the North Shore’s vocational schools, additional partners include the Essex County Community Foundation, which is a non-profit organization that will administer the program’s funds, and the North Shore Community College, which will provide educational support for adult students. The program will also launch an advisory committee of stakeholders, including representatives from manufacturing companies, to ensure the initiative is designed to meet the needs of the region.
- The \$2.5M grant for Phase 1 has been approved for the first two years of the program (2019 – 2021) with Phase 2 projected to run through 2024.



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Request for Quotes for Program Evaluation Services

The Northeast Advanced Manufacturing Consortium (NAMC), in partnership with the General Electric Foundation, is seeking quotes from organizations and/or individuals skilled in evaluating adult education and training programs to review current program models, determining which model is most effective in moving learners into solid career paths in the manufacturing industry.

Currently there are two models on the North Shore, and several others across the State of Massachusetts, providing this service. This evaluation will provide information and guidance on how to improve training services so that more trainees can successfully enter and remain employed within manufacturing.

The evaluation shall cover three different training models (two from the North Shore plus one from a different MA region) and shall document at a minimum:

1. Detailed listing of curricula content (i.e. math, LEAN, etc), skills mastery, and sequencing.
2. Detailed schedule of training including total hours in the classroom and on the shop floor.
3. Review of the last three years of data for each training program, including student readiness, total student enrollment by cohort, demographics, program drop-out rate and reasons, NIMS certification pass rate, employment rate post 90 days
4. Program educator background/experience

Questions to be answered through this evaluation include:

1. What program model for adult machine operator training currently available on the North Shore most likely leads to successful placement in the industry, at an above average entry-level wage, with the best opportunity for career advancement within the industry in the most cost effective and efficient way?
2. Does a longer training program result in a higher placement rate and higher wage rate than a shorter training program?
3. What other factors can be proven, at least to some level, to effect the chances of student success in finding quality employment within the manufacturing industry (quality being defined as full-time, benefited employment, including tuition reimbursement, apprenticeship



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4. opportunities, or other proof of company commitment for upward mobility, starting pay at \$18 - \$20 per hour.)

Also, the evaluator will comment on such details as the quality (up-to-date and reflective of current industry needs) of the training environment and on the number and qualification of teaching and other staff associated with the program will be reviewed.

Items to be controlled for during this evaluation will include:

1. Average reading and math test scores prior to enrollment; evidence of learning disabilities
2. Previous work history, including, if out of work, length of time currently unemployed
3. Educational level, including English language capability
4. General review of level and type of barriers to employment, e.g., single parent status, age of children, CORI review
5. Attendance record, performance reports during training
6. Grades, successful attainment of industry recognized credentials, and any other reflection of academic success
7. Other items that may be added as this project develops

This data will be provided by NAMC to the evaluator once the project begins.

Interested applicants should submit a detailed letter of interest which would include:

1. A specific project plan, including a timeline, on how this project would proceed;
2. Previous and current experience performing such evaluations, including two specific examples of such work;
3. At least one example of the final report from one of the examples provided.
4. A budget for the project. (it is estimated that this project would cost no more than \$15,000)

We anticipate starting this effort early in 2020. Responses should be submitted as soon as possible to:

Mary Sarris
Executive Director
MassHire North Shore Workforce Board
70 Washington Street, Suite 314
Salem, MA. 10970

Questions can be forwarded to msarris@masshire-northshorewb.com or 978-741-3805.