



NORTH SHORE WORKFORCE BOARD

70 Washington Street Suite 314
Salem, MA 01970
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Agenda
Workforce Systems Committee
December 19, 2019
8:00AM

70 Washington Street, WIB Conference Room - Salem

Membership: Paul Mahoney, Brian Cranney, Tim Doggett, John Keenan/ Lauren Hubacheck, David Manning, Patricia Gentile/Dianne Palter-Gill, Lindsay Harris, Bob Bradford, David Gravel, Steve Currier, and Andrew Patton

- I. Introductions
- II. Discussion of Objectives and Goals for FY 2019/20 – review and discussion
- III. WIOA Partner Portal Demonstration
- IV. GE Foundation Grant
- V. Northeast Regional Planning Update
- VI. WIOA Partnership Update
- VII. Adjournment

Next Meetings: February 13, 2019; April 16, 2020; June 18, 2020

WORKFORCE SYSTEMS COMMITTEE GOALS AND OBJECTIVES 2018 – 2020

GOAL 1: THE NORTH SHORE WIB WILL IMPROVE AND ENHANCE THE WORKFORCE SYSTEM (INCLUDING THE NORTH SHORE CAREER CENTER AS WELL AS WIOA AND OTHER PARTNERS) TO RESPOND TO CURRENT AND FUTURE DEMAND AND SUPPLY CHALLENGES ON THE NORTH SHORE AND WITHIN THE NORTHEAST REGION.

MAJOR THEMES FOR FY2018

- One Stop Contract and Performance of the North Shore Career Center
- Translating ‘Future of Work’ and Labor Market Information for all stakeholders
- New and Targeted Funding
- Helping Priority Populations
- WIOA Partners and Memorandum of Understanding
- Advocating/Addressing Economic Development
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Objective #1: The North Shore WIB will build upon the capacity of the North Shore Workforce System as led by the North Shore Career Center to respond to labor market needs by implementing and fulfilling the requirements of the Career Center contract, including the WIOA Partner MOU.

Activity:	Timeframe:	Benchmarks/Indicators of Success
Monitor and oversee the One-Stop Contract and Certification Process	2018-2020	Quarterly review of WIOA and local standards and goals set in Career Center Contract, including: Cost Effectiveness, Integrated Services, Federal and Local Performance, Demand Driven, Access for Job Seekers and Business, Leadership and Management. Meeting a minimum score of 3 or higher in all of these categories. <i>Update: Career Center Director Mark Whitmore has provided a detailed description of contract goals in writing and has led a discussion with the Committee on a quarterly basis. We have had conversations and detailed action plans to increase the number of job listings.</i>

		<p>Document services and cost sharing among WIOA Partners and evaluate its impact in relation to the ability to serve, train and place shared customers into quality jobs with career potential, as indicated in the WIOA Partner MOU</p> <p><i>Update: Documented services and cost sharing. Launching referral portal for WIOA partners this summer and staff training.</i></p>
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Objective #2: Increase coordination and collaboration with educational, human service and government organizations (including WIOA mandated partners) to increase understanding and expertise in relation to serving the business customer and on placing all job seekers into critical vacancies in the region.

<p>Develop/expand recruitment efforts in partnership with companies, e.g., company tours for career center and partner staff</p>	<p>2018-2020</p>	<p>6 company tours for Career Center and WIOA partner staff.</p> <p>Develop company tour opportunities for Career Center customers, including shared customers.</p> <p><i>Update: Company tours at North Shore Medical Center, Innovent Technology, as well as company speakers to customers from these companies as well as GE, Eastern Bank, Sperling Interactive, Gravoc and others.</i></p>
<p>Incorporate and market Apprenticeships and other related business services in collaboration with WIOA Partners in region</p>	<p>2018-2019 2018</p>	<p>Documented Apprenticeships and related services within the region.</p> <p>Document results of pilot business project (as outlined in Career Center Contract) and share learnings with WIOA Partners.</p>

	2018-2019	<p><i>Update: Career Center continues to work on this and document via contract.</i></p> <p>Provide training for Career Center and WIOA Partner Staff on the Future of Work results and how to use this in with job seeker and company customers.</p> <p><i>Update: staff and partners have received Future of Work summary documents...discussed during staff meeting and during WIOA partner meetings over several months.</i></p>
<p>Develop framework for 'Career Coaching' model for individuals that can be shared amongst partner agency's</p>	2019	<p>Model is in place and being utilized with Career Center staff/WIOA Partners.</p> <p><i>Update: coaching model is in place at Career Center and in process to share with WIOA Partners</i></p>

Other research efforts

<p>In coordination with WIOA Partners, research how best to determine and develop Learning Skills and Technology Fluency in job seeker customers</p>	<p>Learn about the training capacity and culture within companies that we serve, e.g., companies that have training staff, use consultants, etc. so we can</p>
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<p>understand where and how workers are continually learning on the North Shore</p>
<p>Develop tools to communicate details of the FOW study to Career Center staff, job seeker and business customers, etc. in an efficient and effective manner</p>
<p>Study how companies are hiring staff in this tight economy</p>
<p>Develop method for companies to refer unsuccessful candidates to the career center</p>
<p>Shared customer data is documented and validated on a regular basis with all WIOA partners</p>

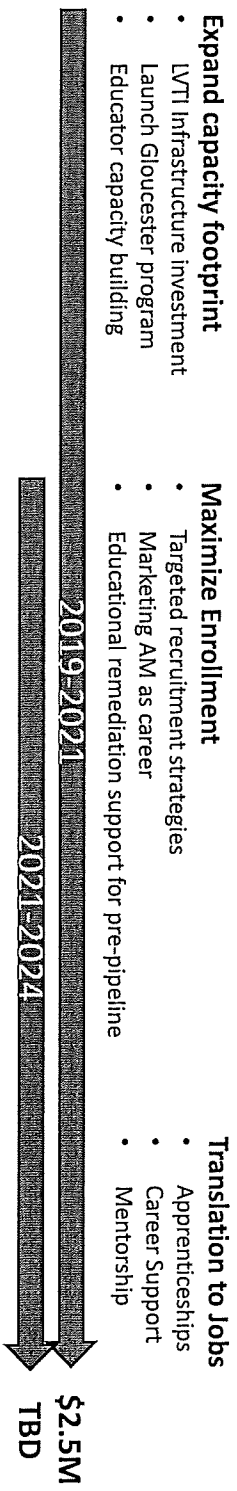
Advanced Manufacturing Training Expansion Program (AMTEP) Across the North Shore Regions served: Lynn and North Shore of MA

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



Expand capacity footprint

- LVTI Infrastructure investment
- Launch Gloucester program
- Educator capacity building

Maximize Enrollment

- Targeted recruitment strategies
- Marketing AM as career
- Educational remediation support for pre-pipeline

Translation to Jobs

- Apprenticeships
- Career Support
- Mentorship

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

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



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.