

MID-SOUTH STEEL FABRICATORS COUNCIL MEETING

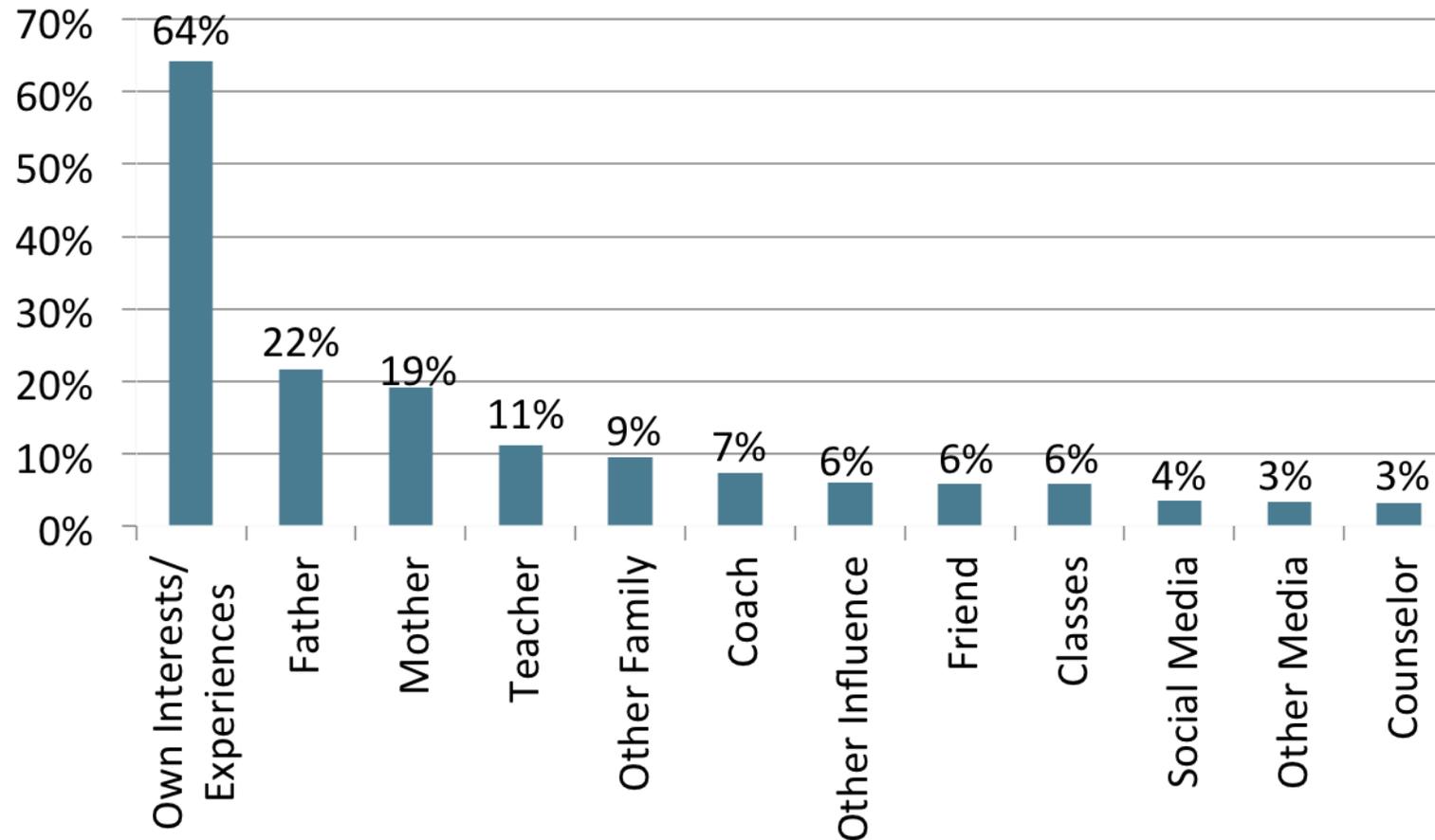
Work Based Learning



(Mis)Perceptions Cost Us Workers

Overall Respondents		Generation Y (ages 19-33) Respondents	
Industry	Rank	Industry	Rank
Technology	1	Technology	1
Healthcare	2	Healthcare	2
Financial services	3	Financial services	3
Energy	4	Retail	4
Manufacturing	5	Communications	5
Communications	6	Energy	6
Retail	7	Manufacturing	7

What Influences Careers?



There is Hope...

Programs would increase interest in manufacturing

72%

Internships, work study or apprenticeship

52%

Tours of advanced manufacturing facilities for students

**Those familiar with manufacturing are 2x
as likely to consider it**

Work Based Learning

- Provides hands-on, real world job experience while gaining structured education and training to show the employability skills and competencies needed in the workplace
- Often includes career exploration and job exposure
- Varying levels of intensity, from one-off activities to long-term structured partnerships
- Strengthens partnerships between employers, education, and workforce intermediaries



Benefits of Work Based Learning

For Students and Schools

- Workplace experience while earning academic credit
- Earning industry recognized credentials
- Increased employability skills and relationships with local employers
- Incentive to complete education or credential
- Earned income

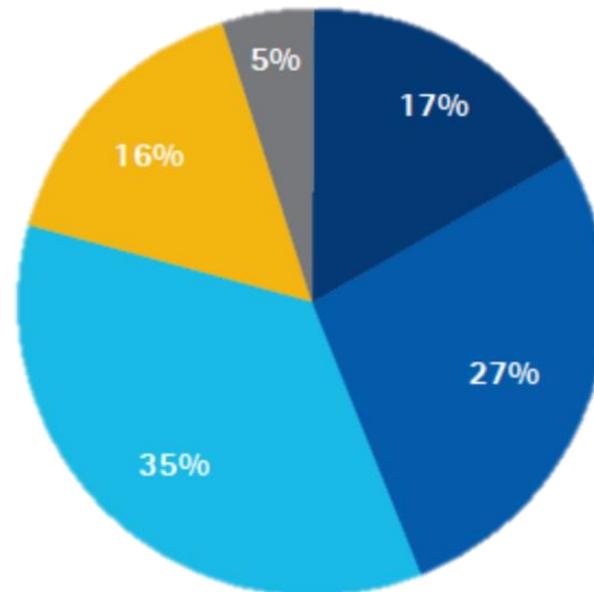
For Employers

- “Try before you buy”
- Long-term recruiting pipeline
- Increased community visibility
- Incorporation of employer needs into academic pathways
- Mentorship and leadership development opportunities
- Targeted recruiting opportunities
- Cost effective training method

The Training Gap

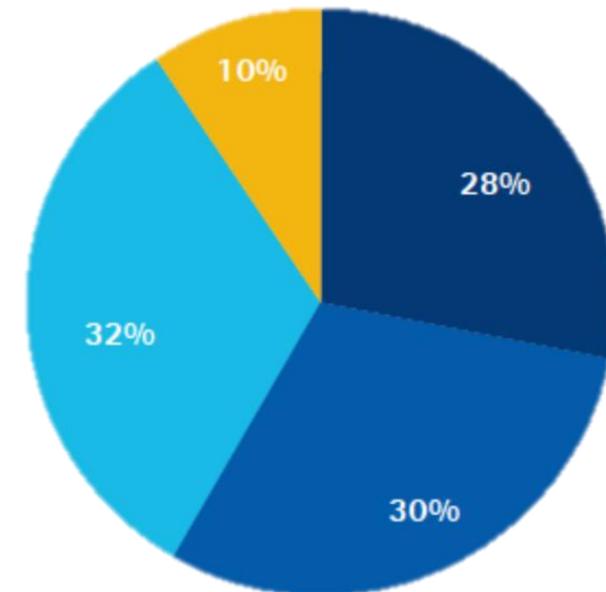
Manufacturers spend an average of **\$3,000** per new employee training and only **\$1,000** per current employee

New Hires



- Less than \$500
- \$500-\$1,000
- \$1,000-\$5,000
- \$5,000-\$10,000
- More than \$10,000

Overall Training



- Less than \$500
- \$500-\$1,000
- \$1,000-\$5,000
- More than \$5,000

Strategies to Consider

- *Length of Training*: How intensive will the training will, how long it will last, and what will the ratio be between on-the job and classroom (or online) learning?
- *Education and Training Partners*
- *Hourly vs. Salaried*: Consider extending supports for salaried employees, such as leadership development programs, tuition reimbursement, 360 performance reviews, and structured bonus systems, to your hourly employees as well to provide opportunities for growth within your company.
- *Career Growth*: Training incumbent workers provides the opportunity to create structured career pathways.
- *Diversity*: With a growing skills gap, manufacturers are increasing their attention on building a diverse workforce, including women, veterans, and minorities.

Low Intensity

- Guest Speakers

- [Making It Real: Girls & Manufacturing](#): high-impact event (or series of smaller events) designed to expose middle and high school girls to dynamic, successful businesswomen and educators who are passionate about their careers and the contributions they make to our world

- Facility or work site tours

- [MFG Day](#): an organized way for manufacturers to open their doors to students, parents, community members, media, and policymakers.
- [Schools2Skills Program](#): gives students, educators and parents the opportunity to tour local manufacturers and see firsthand the innovative and advanced technology that exists in manufacturers within their region or community. The tours conclude at a regional community or technical college, where attendees learn about the education available for these types of opportunities

- Job Fairs

- Mock Interviews

- Job shadowing

Low Intensity: High Impact

Manufacturing DaySM 2016 at a glance

Developing positive perception of manufacturing with students



Moderate Intensity

- Internships

- [Rotational Internships](#): Industry-driven collaborative model between employers, educators, trade organizations and local workforce investment boards that offers manufacturing students four six-week internships at multiple employers so they may experience a variety of manufacturing environments over a short period of time

- Mentoring

- Pairing more skilled or experienced employees (mentors) with a person who is less skilled or inexperienced allows mentees to grow specific competencies. An individualized approach, self-motivated learners can become proficient through an agreed upon training plan

- Ambassadors

- a way for employers to provide community engagement opportunities for their internal talent by reaching out to the education community around them and be a leading voice to the future generations of manufacturing talent

- Dream It. Do It.

- Focused on projecting positive images of manufacturing among young people, parents, teachers, and other influences on student career choices. Through DIDI, manufacturers can engage with students, parents, and educators through activities such as facility tours, internships, competitions and summer camps

High Intensity

- Cooperative education

- Cooperative (co-op) education pairs classroom instruction with paid employment directly related to coursework. Cooperative learning generally alternates school and work terms or divides the student's day to accommodate course schedules in a structured agreement between an academic institution and employer.

- Registered or Un-Registered Apprenticeships

- A flexible but more formalized work-based learning opportunity, may be time-based (students complete a minimum of 2,000 hours of OJT and 144 hours of related technical instruction), competency-based (students are assessed against competency standards, usually completed in a shorter period of time) or a hybrid combination of time- and competency-based approaches which give employers flexibility to customize training and address more immediate workforce needs

- Structured On-the-Job Training

- Puts a formal process in place tying training and performance expectations to career growth. Usually, this will mean laying out required or optional training needed to attain wage increases and promotions.

- Increase Workplace Flexibility

- Increasing flexibility in your workplace, especially for your frontline, production, or non-exempt staff, can help boost employee satisfaction, and ultimately productivity and your company's bottom line, and can help break down the perceptions of manufacturing as being inflexible and better support employees with families.

School Focused Opportunities

- School-based enterprise and entrepreneurial experiences
 - Simulate, or may perform the functions of actual businesses, including developing a business plan and/or operating a business, students develop hands-on experience related to operations, finance, management, and technical skills.
- Service learning
 - Combining community service with career and technical learning goals, students can gain valuable experience through volunteer efforts at public or non-profit agencies, including civic, charitable, and governmental organizations. Service hours help build a student's communication skills, sense of responsibility, and other employability skills, while making a contribution to their local community
- Pre-Apprenticeships
 - This type of apprenticeship applies to high school students on track to enter a registered apprenticeship program upon graduation

Best Practices

- Middle School

- [Young Manufacturers Academy](#): Introduces middle grade students to all facets of the manufacturing industry through hands-on activities and simulation-based learning, travel to industry locations for onsite interaction with manufacturers, and a mock Career Fair capstone event

- High School

- [High School Champions Program](#): Creates broad awareness about manufacturing careers, redefining the image of manufacturing, demonstrating how young people and adults can secure great advanced manufacturing jobs through training and education, and bringing together our region's education and workforce system

- Post Secondary

- [Partners for a Competitive Workforce](#): Eight employers collectively sponsored 12 apprentices in the Competency Based Manufacturing Apprenticeship Program along two separate tracks (occupations) including Machine Operator 1 and Welder Fitter

Local Resources

- Advance Memphis

- WORK LIFE - A six-week, soft skills job training program, designed for those who are unemployed or underemployed. The program inspires, guides, and equips students as they prepare to find and keep meaningful employment.
- FAITH & FINANCES – A 12-week evening course empowering participants to track income and expenses, develop a budget, prepare for emergencies, avoid debt, and more.

- Workforce Investment Network

- For employers:
 - Custom Recruiting and Pre-Screening
 - Assistance with Job Fairs
 - Incumbent Worker Training
 - On-the-Job Training (OJT)
 - Work Opportunity Tax Credit
- For job seekers
 - Resume Writing
 - Interviewing Skills (Conduct Mock Interviewing & Dressing for Success)
 - Career Choices
 - Employability Skills for Success

Tools and Resources – Low Intensity

- [Manufacturing Day Quick Start Guide](#): This guide includes the necessary steps for hosting your MFG DAY tour, including how to sign up and where to access resources to make your event a success.
- [Host Toolkit](#): The Manufacturing Day Host Toolkit is designed to help manufacturers plan successful MFG DAY events from start to finish, answering common questions and outlining steps that every MFG DAY host will find useful.

Tools and Resources – Medium Intensity

- [Work-and-Learn in Action](#): This document highlights 15 real-life models, providing a blueprint to help companies implement similar strategies that improve workforce recruitment, training and advancement.
- [Internship Guide for Employers](#): This 7-page booklet developed by MAGNET (The Manufacturing Advocacy and Growth Network) of Ohio provides the basic instruction and tools needed to help an employer establish an internship program for post-secondary students.
- [Implementation of a Work-Based Learning Model Toolkit](#): MAGNET developed this resource to help employers and educators work together to design work-based learning experiences (internships) for upper-level secondary students with an interest in advanced manufacturing careers.
- [Making Mentoring Work Guide](#): Developed by Catalyst, this guide includes the following five components: how formal mentoring can support career development; measuring and assessing formal mentoring; building accountability into formal mentoring; self-assessments of your company's readiness for formal mentorship; and diversity and inclusion practices.
- [VOICE: The Guide to Developing Manufacturing Ambassadors](#): The Dream It. Do It. Ambassadors' Kit provides Launch Support, How-To Guides, Marketing Materials, Communications tools and more to launch an ambassador program out of your company.

Tools and Resources – High Intensity

- [Apprenticeship Playbook](#): developed from a collaboration of companies, including Alcoa, Dow, and Siemens, and was published by The Manufacturing Institute as an all-in-one solution to understanding the apprenticeship model, including registered and unregistered apprenticeship.
- [OTJ Best Practice Manual](#): This guide was developed by The Aerospace Joint Apprenticeship Committee (AJAC) with the goal to assist the training process, provide guidelines for creating successful programs and support the journey-level trainers' ability to pass the greatest depth and breadth of skills and knowledge to entry-level employees.
- [Guide to Upskilling America's Frontline Workers](#): This 54-page guide developed by Deloitte and the Aspen Institute as a handbook for employers includes: the business case for upskilling; understanding and assessing your upskilling abilities; getting started; and resources for advancing the careers of frontline workers.
- [Workflex and Manufacturing Guide](#): Developed by a partnership through Families and Work Institute and the Society for Human Resource Management (SHRM), this guide provides manufacturing employers resources and best practice examples for implementing workplace flexibility, no matter your industry or company size.

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