

Advanced Manufacturing Career Consortium Executive Overview



Manufacturing Career Consortium Members:

26 Companies & 7 Service Support Organizations

Companies:

- ▶ AccroSeal
- ▶ Accu-Mold
- ▶ American Axle
- ▶ Chemlink
- ▶ Dimplex Thermal
- ▶ Eliason Corporation
- ▶ Fabri-Kal
- ▶ Fab-Masters
- ▶ Flowserve
- ▶ Graphic Packaging
- ▶ Humphrey Products
- ▶ Hydro Aluminum
- ▶ Kadant Johnson
- ▶ Kaiser Aluminum
- ▶ Landscape Forms
- ▶ Mall City Containers
- ▶ MANN+HUMMEL
- ▶ Marshall Plastic Film
- ▶ Micro Machine
- ▶ Parker Hannifin
- ▶ Perrigo
- ▶ Pfizer
- ▶ Schupan & Sons
- ▶ Stryker Medical
- ▶ Stryker Instruments
- ▶ Tru-Tech Industries

Service Support Organizations:

- ▶ Glen Oaks
- ▶ HRM Innovations
- ▶ KRESA
- ▶ KVCC
- ▶ MI Works!
- ▶ Sturgis EDC
- ▶ Southwest MI First



Background

- ▶ In early 2011, multiple focus-group meetings with area manufacturers revealed a lack of **qualified** candidates to fill entry-level, technician-level, and engineering job openings
- ▶ Estimated number of current and projected open positions at local manufacturing companies:

	Entry-Level Production Workers	Skilled Technicians	Engineers & Professionals
Spring 2011 – Summer 2011	390 in both categories combined		61
Fall 2011 – Spring 2012	267	65*	39

**Includes CNC Machinists and Mold Designers/Programmers*

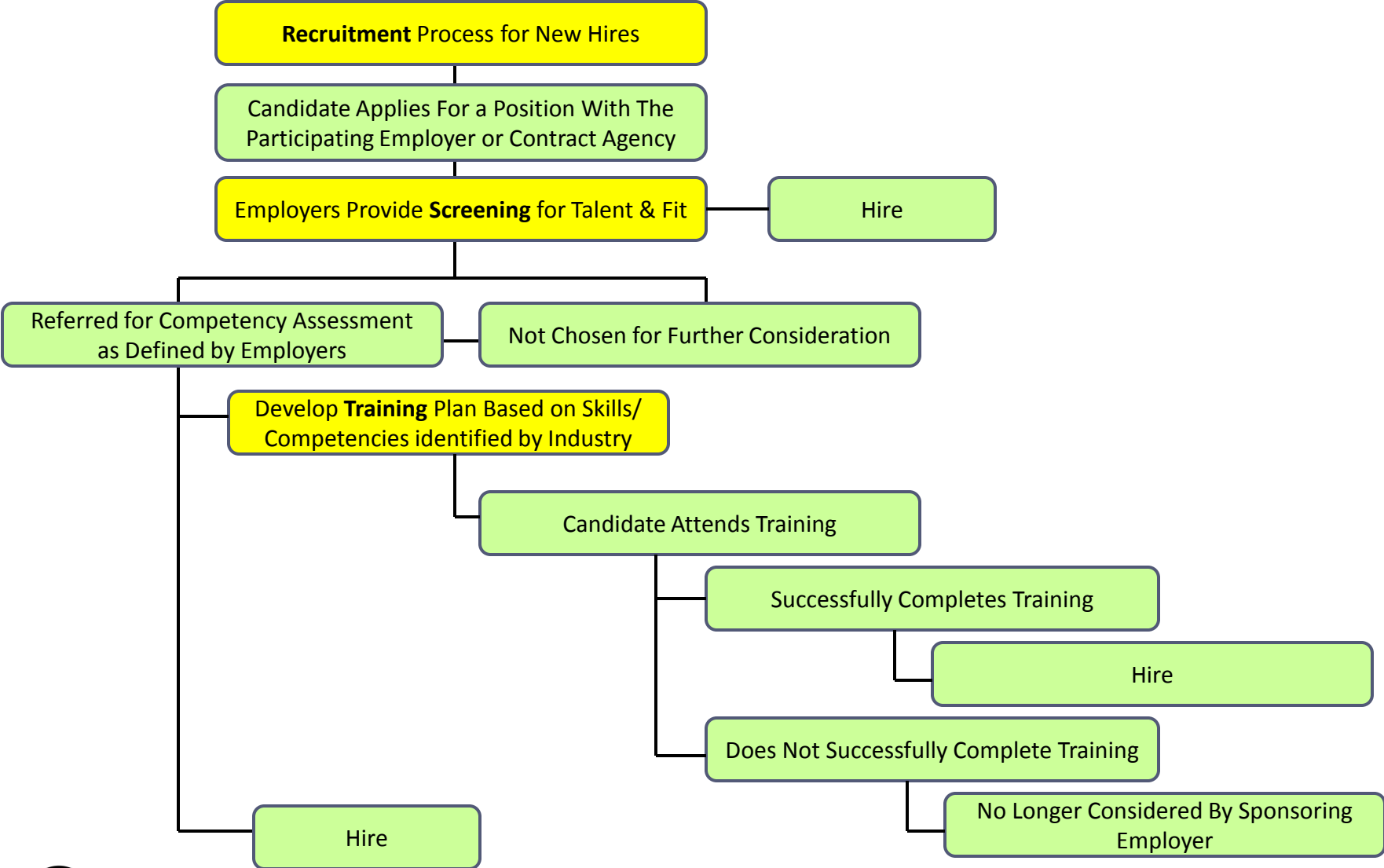


Background

- ▶ The manufacturers and service organizations represented in the focus groups agreed to pursue a partnership approach to address this chronic problem
- ▶ The consortium agreed to focus on three strategic areas to address the skilled-labor shortage:
 - ▶ **Recruitment** – How to recruit more potential candidates into manufacturing
 - ▶ **Screening** – The development of a community-wide, talent-based screening tool
 - ▶ **Training** – The development of an advanced manufacturing, competency-based assessment and training model



Framework for Action



Workgroups Formed

- ▶ Workgroups were formed for each of the three focus areas:
 - ▶ Recruitment
 - ▶ Screening
 - ▶ Training
- ▶ Each workgroup is made up of members from local industry and service provider organizations
- ▶ Individual workgroup updates are reported in the remaining pages of this presentation



Recruitment Workgroup Update



Recruitment Workgroup Goals:

- ▶ Assist local manufacturers in finding talent to fill open positions
- ▶ Identify ways to overcome the stigma associated with manufacturing
- ▶ Promote and create excitement about the career and employment opportunities available now and in the future by leveraging social media, local advertising, branding, and relationship building
- ▶ Key focal points:
 - ▶ Broad community – including the unemployed market
 - ▶ College solution – technical training, competency-based, skills certification model
 - ▶ High School solution – attract early on...manufacturing is cool
 - ▶ Branding & Advertising – career marketing campaign in SW MI



Key Focal Points: Details

▶ **Broad Community Solution**

- ▶ Attract to “advanced manufacturing” positions in the area
- ▶ Include those unemployed now to fill current positions – production, assembly, technical, maintenance, etc.
- ▶ Hold an “advanced manufacturing” focused job fair at KVCC

▶ **College Solution**

- ▶ Provide a technical training academy (i.e. Training group’s focus)
- ▶ Leverage on-campus services already in place (job boards, fairs, interview days onsite, etc.)
- ▶ Target for future job fairs, provide and promote internships, etc.



Key Focal Points: Details

▶ High School Solution

- ▶ Focus on the school guidance counselors first. Educate them!
- ▶ Attract and educate students early about what advanced manufacturing entails and the career opportunities available
- ▶ Develop a two-minute video attracting students to these types of career paths
- ▶ Show parents the career path available with local manufacturing employers

▶ Community Branding

- ▶ Each company should be able to articulate “why” they are an employer of choice
- ▶ Each company can develop their own video (i.e., [Perrigo](#)) promoting their culture and what it is really like to work there
- ▶ Use social media to attract attention (YouTube, Facebook, Twitter, LinkedIn)



Key Focal Points: Details

▶ **Local Advertising**

- ▶ Develop a local media campaign to tell the advanced manufacturing story in west MI (SW MI First has applied for a grant to fund this initiative)
- ▶ Create a tag line (POP!) to draw attention – “We are on the grow!” – Place on billboards and social media sites
- ▶ Use characteristics of a great employee. Define (or make light of) what we are NOT looking for in an employee.
- ▶ Utilize the Gazette/M-Live to highlight different companies who are currently hiring and need qualified candidates



2012 First Quarter Event Schedule

Branding & Marketing Campaign

Middle & High School Initiatives

Job Fair At KVCC

Next Steps	Dates	Details
Series of M-Live Kalamazoo Gazette articles	January 2012	Local-employer focused articles highlighting Advanced Manufacturing processes and available career opportunities
Education for Employment (EFE) Initiative at Kalamazoo Air Zoo	February 8, 2012	For students in 8 th – 10 th grade, parents, counselors and teachers
EFE Counselor Career Day At Stryker	February 21, 2012	Provide KRESA Guidance Counselors with on-site tour of Advanced Manufacturing facility, overview of the Career Path available in Manufacturing today and the hiring needs today and in the future
Job Fair at KVCC	March 21, 2012	Opportunity to match qualified or high potential candidates with employers Target 18 years old and up



Screening Workgroup Update



Screening Workgroup Goals

- ▶ Developing a community-wide screening process that can be used to help identify individuals who exhibit the “deal-breakers” that make them ineligible for successful employment
- ▶ Identified Deal-Breakers:
 - ▶ Drug Use
 - ▶ Poor attendance – not showing up
 - ▶ Lack of basic math and basic reading skills
 - ▶ Felony conviction for a violent crime
 - ▶ Lack of attention to safety and rules
 - ▶ Not a team player
 - ▶ Poor work ethic
 - ▶ No sense of urgency
 - ▶ Lack of general intelligence



Screening Workgroup: Results

- ▶ Completed a screening matrix of tools currently being used by local employers in addition to commonly used assessment products known to be utilized throughout the State
- ▶ Assessed the tools against the “Deal Breakers”, Reliability and Validity
- ▶ Decision was made to look into one specific assessment
- ▶ After further review of that assessment tool, input received from employers, and review of goals, the workgroup decided to research other assessments that could be utilized

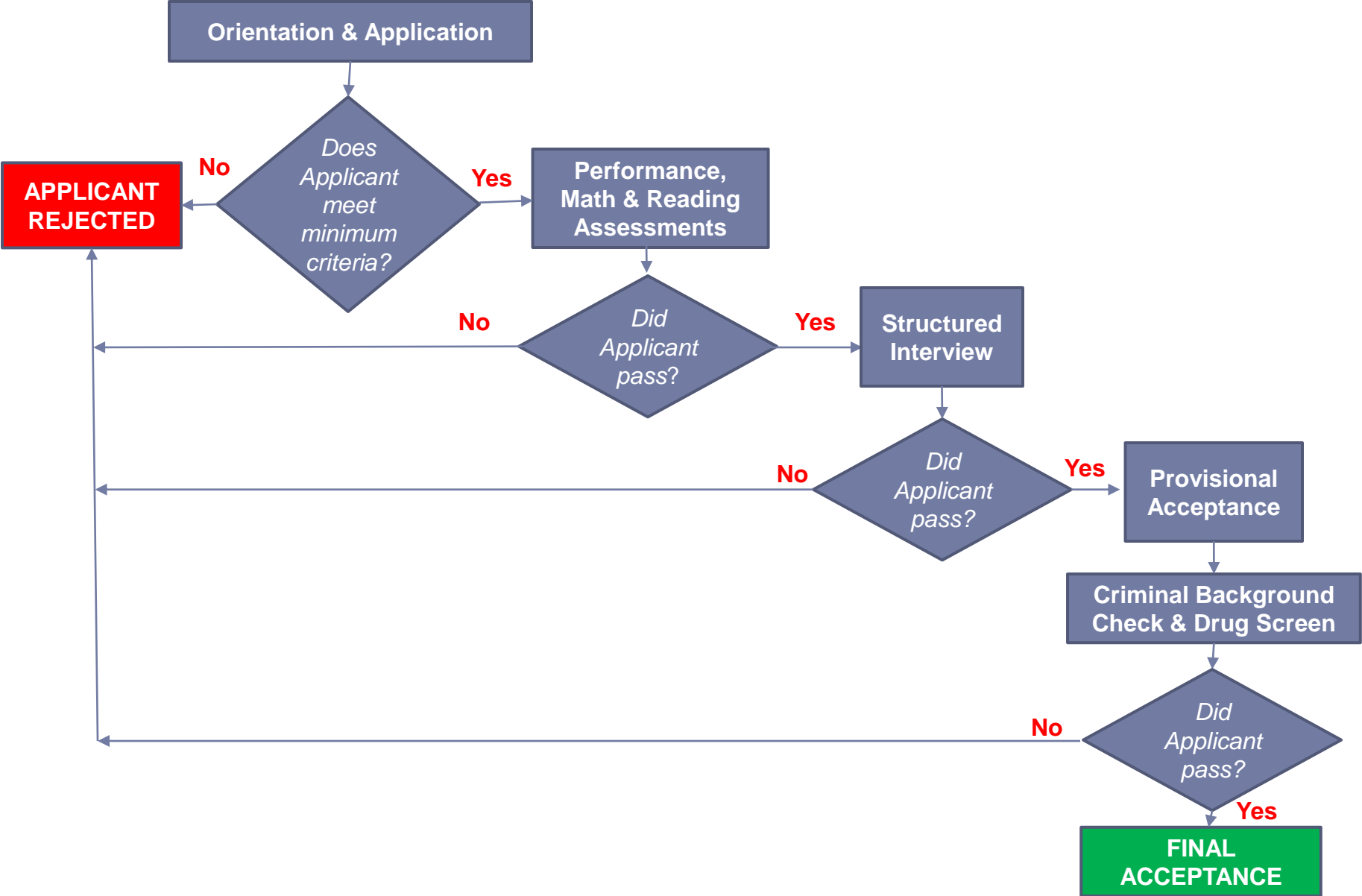


Screening Workgroup: Next Steps

- ▶ Develop a process that will include drug screening and background checks
- ▶ Identify a cost-effective assessment tool to address remaining characteristics that will meet the needs of employers
- ▶ Review assessment tool with employers
- ▶ Determine costs for assessment and how this will be paid
- ▶ Finalize implementation plan



Advanced Manufacturing Screening Process



Training Workgroup Update



Training Workgroup Goals

- ▶ Develop a competency-based assessment and training model for Advanced Manufacturing.
- ▶ The first priority is a program for Entry-Level Production Technicians
- ▶ The next priority is a program for Industrial Maintenance Technicians
- ▶ Future models for consideration include:
 - ▶ Machinists & CNC Equipment Operators ->January Focus Group TBD
 - ▶ Welders



Training Workgroup: Results

- ▶ Developed and distributed an Entry-level Production Technician survey to enable employers to identify the critical competencies required for successful employment
- ▶ Identified competencies:
 - ▶ Follows safety and environmental guidelines
 - ▶ May identify and prepare raw materials for production
 - ▶ Sets-up and adjusts production equipment
 - ▶ Operates and troubleshoots the equipment
 - ▶ Monitors manufacturing processes
 - ▶ Checks product quality
 - ▶ Finishes the product
 - ▶ Performs minor maintenance on production equipment
 - ▶ Provides and analyzes production data for monitoring and reporting purposes
 - ▶ Participates in safety initiatives, process improvement, quality improvement, or product development teams
 - ▶ Interacts with other team members, engineers, production staff, supervisors and customers to perform their job responsibilities



Training Workgroup: Results

- ▶ Based upon the competencies identified in the surveys, the team created a 4 ½ week Entry-level Production Technician Academy curriculum
- ▶ The Entry-level Production Technician Academy will cost approximately \$1,600 per participant (price includes instruction, lab and training materials)
- ▶ The workgroup is investigating the following possible funding options:
 - ▶ Participant self funds – a potential challenge at entry level pay
 - ▶ Multi-Company Collaboration funds community pilot program
 - ▶ Company reimburses program graduate upon hire
 - ▶ Grant funding



Training Workgroup: Results

- ▶ We are exploring the recruitment of local manufacturer Subject Matter Experts to review the content that will be delivered in selected course modules for the academy.
 - ▶ This approach will insure that industry informed content and competencies are delivered /measured and enable us to pilot the program and outcomes for continuous improvement



Training Workgroup: Next Steps

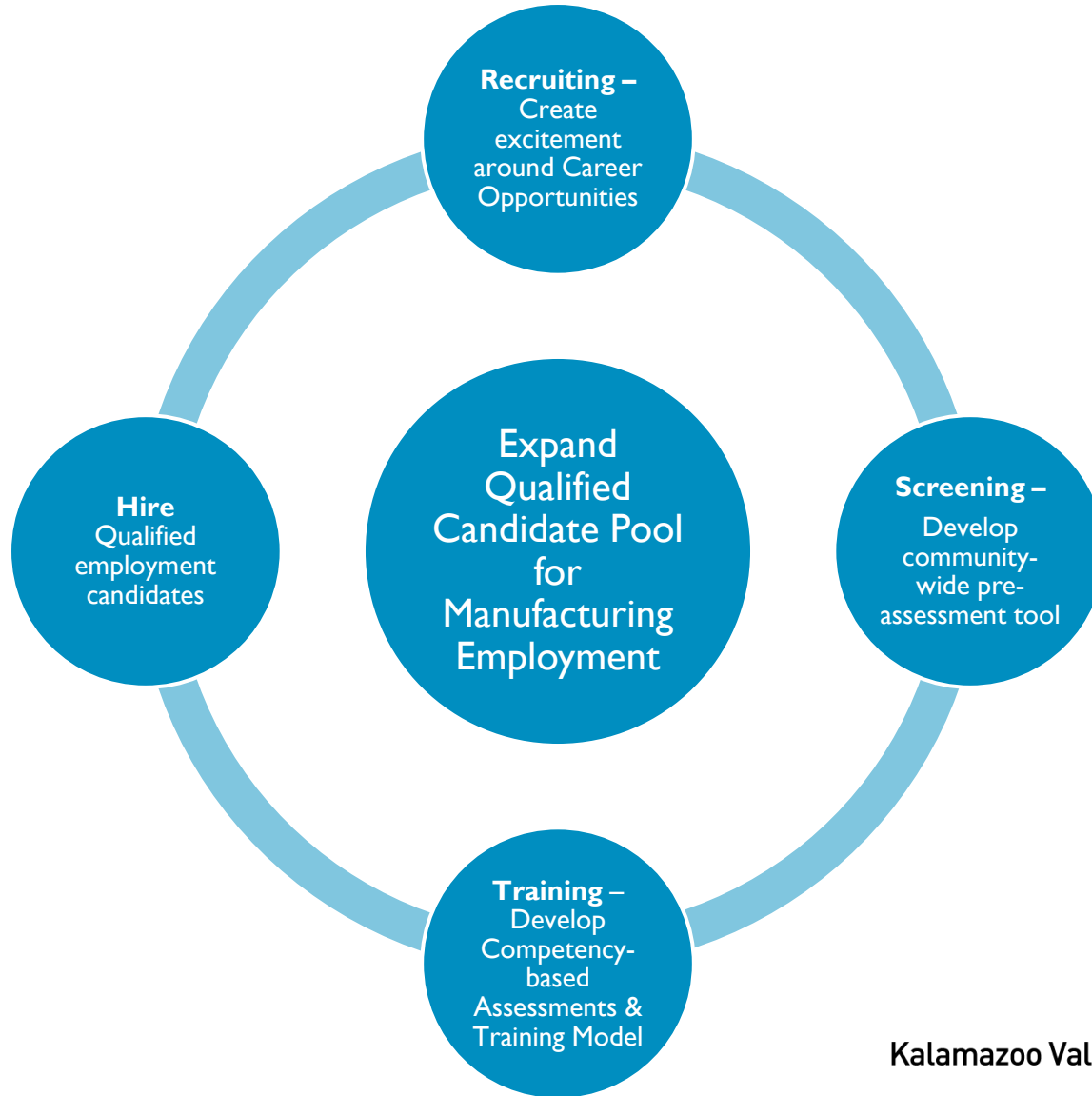
- ▶ Identify a champion at each company to communicate the initiative to internal stake holders to assess commitment to proceed with program development
- ▶ Identify available subject matter experts (SME) for the pilot academy
- ▶ Continue to develop the Entry-level Production Technician curriculum
- ▶ Pilot academy program anticipated to begin in March of 2012



Implementation Team



Role of Implementation Team - Connect Initiatives, Identify Funding & Launch



External Costs to Implement Initiative

AREA	Estimated Cost	Funding Source
Recruitment – Job Fair/Open House	\$ 11,800	KVCC, KRESA
Screening -320 candidates* \$90 per screening	\$ 28,800	Candidate
Training (160 students)	\$ 256,000	Public or company sponsored scholarship funds, other?

Costs above do not include in kind costs for existing personnel and I/T resources

- Assuming 50% of potential candidates are successful through screening process



Funding Strategy to Consider for Training

- ▶ KVCC/KRESA supporting recruitment
- ▶ Student pays screening costs
- ▶ Significant issues for students self funding training
- ▶ Trying to identify grants but do not want to delay start of training

- ▶ Preferred (proposed path) for training costs (needs input):
 - ▶ Establish company sponsored scholarship fund to award selected candidates
 - ▶ Ask all companies to donate to fund based on their ability
 - ▶ \$ 34,800 funds an entire class (16 students)
 - ▶ \$ 1,600 funds a student
 - ▶ Unable to begin training without funding source identified



Company Support Request

- ▶ Commitment to volunteer Subject Matter Experts to inform course content for Production Technician Academy delivery
- ▶ Commitment to receive project status updates to ensure alignment with the comprehensive program and the identified path forward
- ▶ Commitment to support recruitment efforts
- ▶ Commitment of funds for student scholarship pool
- ▶ Commitment to review program graduates for potential hire

