

"Powerful Partnerships"



John R. Calver

Director, Southeast Virginia Advanced Manufacturing Pipeline, SEVAMP

Dr. Robert P. Leber

*Director, Education and Workforce Development, Northrop Grumman Newport News
Chairman of the Greater Peninsula Workforce Investment Board (VA LWIA #14)*

“Powerful Partnerships”

Agenda

- **Overview**
- **Workforce Challenges**
- **Organizational Realignment**
- **Initiatives and Accomplishments**
- **Southeast Virginia Advanced Manufacturing Pipeline**
- **Other Approaches**
- **Questions & Answers**

“Powerful Partnerships”

Workforce Management

Workforce Challenges

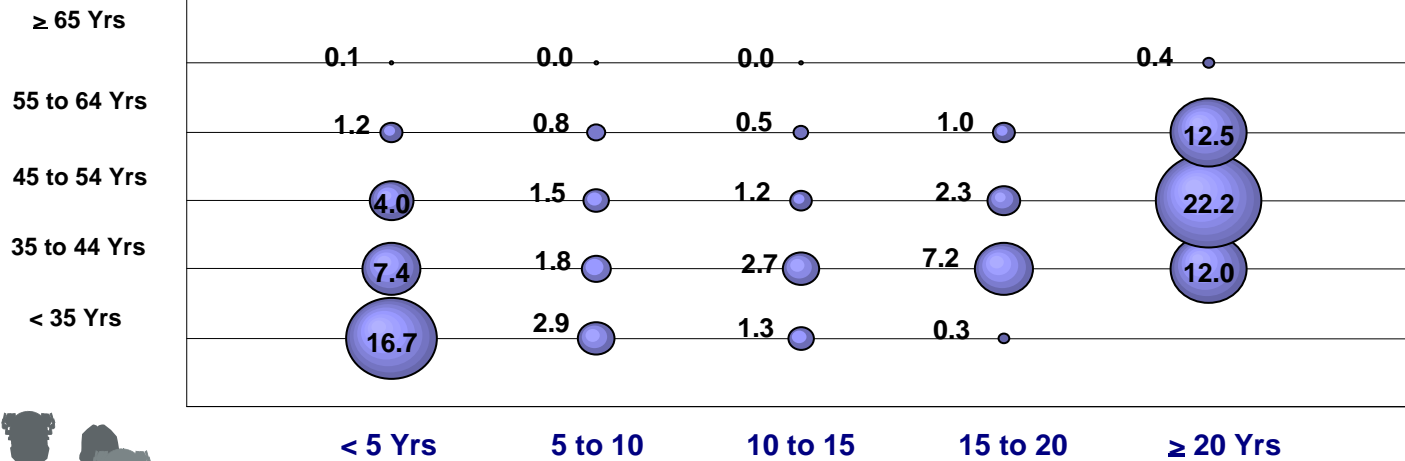
- Demographic shifts - “Baby Boom” retirement has started and will accelerate in next 5 to 10 years.
- Advances in technology –
 - Manufacturing jobs are technology jobs
 - Employees at all levels must have wide range of skills to respond to demands of increasingly complex environment
- Need for more efficiency –
 - U.S. manufacturers must compete on product design, productivity, flexibility, quality and responsiveness to customer needs - in addition to cost.
 - Competitive mandates put a high premium on worker quality.

“Powerful Partnerships” Workforce Management

Demographic Shifts



Age



Years of Service

Our Workforce Experience is Bimodal

“Powerful Partnerships”

Workforce Management

Responsiveness and Adaptability



*Transition from
Baby Boomers to
the Millenials*



“Powerful Partnerships”

Workforce Management

Advances in Technology



**FIBER OPTICS
MECHANIZED
WELDING**

**INDUSTRIAL
MEASUREMENT
HIGH SOLIDS**



85% of today's jobs are classified as skilled

“Powerful Partnerships”

Workforce Management

Need for More Efficiency



Our customer has significant funding challenges. Proposed budgets continue the trend that has brought the US Naval fleet to its lowest level since Pearl Harbor.

“Powerful Partnerships” The Apprentice School



The Apprentice School Builds Tomorrow's Leaders

“Powerful Partnerships”

Program Overview



- Formal program in continuous operation since 1919
- 805 apprentices in 17 trades; advanced programs in marine design, production planning, and advanced shipyard operations
- 17 academic and 64 craft instructors
- Student activities: student government, 6 intercollegiate athletic programs, 3 professional societies, and alumni and athletic associations
- Emphasis on Craftsmanship, Scholarship and Leadership

Tomorrow's Leaders Require Careful Development Today

“Powerful Partnerships”

Impact

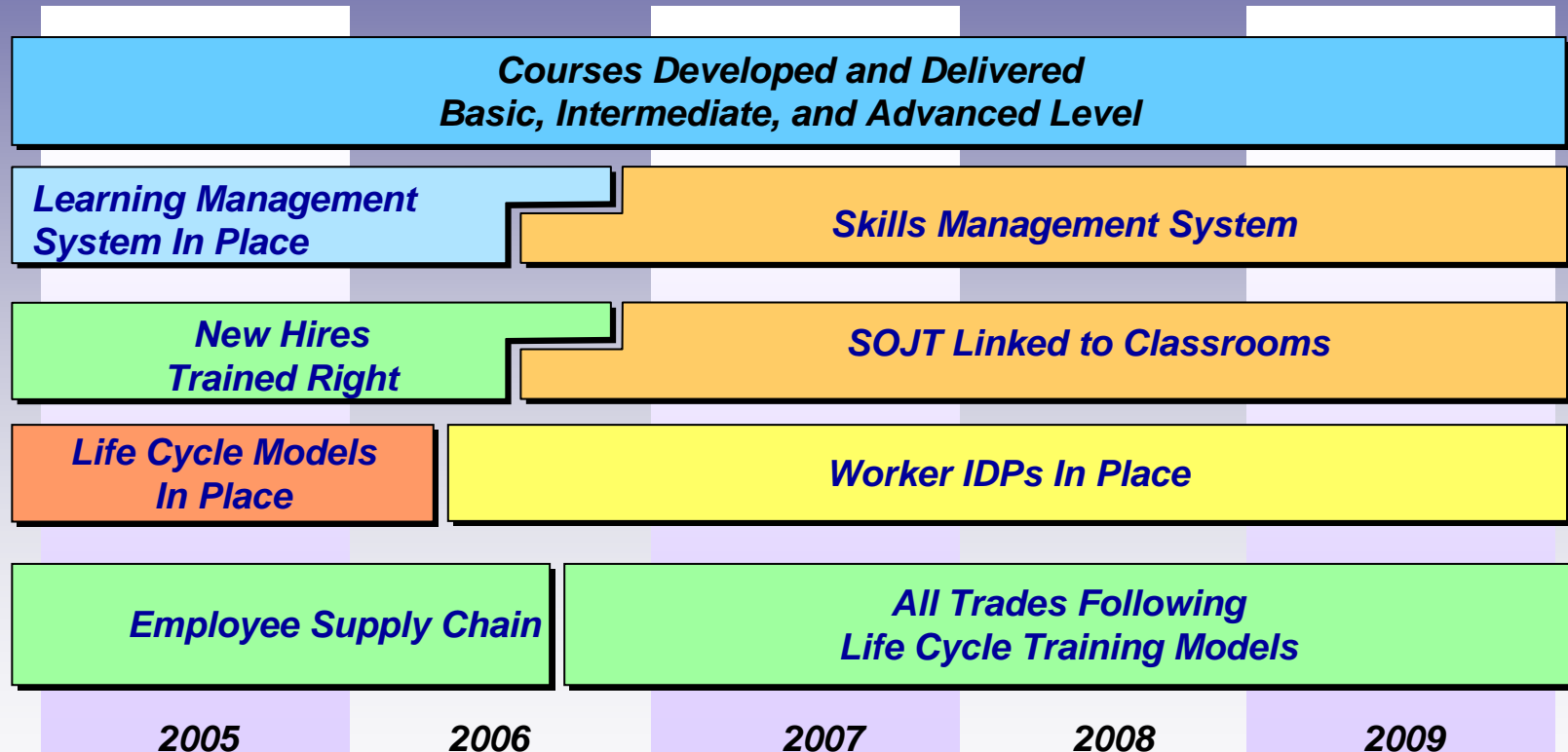


- Over 2,400 graduates among 19,000 employees
- Serving in 240 different leadership jobs
 - Vice President, Directors and Managers
 - Engineering and Design
 - Waterfront Operations
- Combined active apprentices and graduates:
 - 22% of professional, managerial & technical personnel
 - 11% of production & maintenance personnel
 - 42% of production management personnel

The Apprentice School Is the Backbone of NGNN

“Powerful Partnerships”

Workforce Management In-house Training Programs

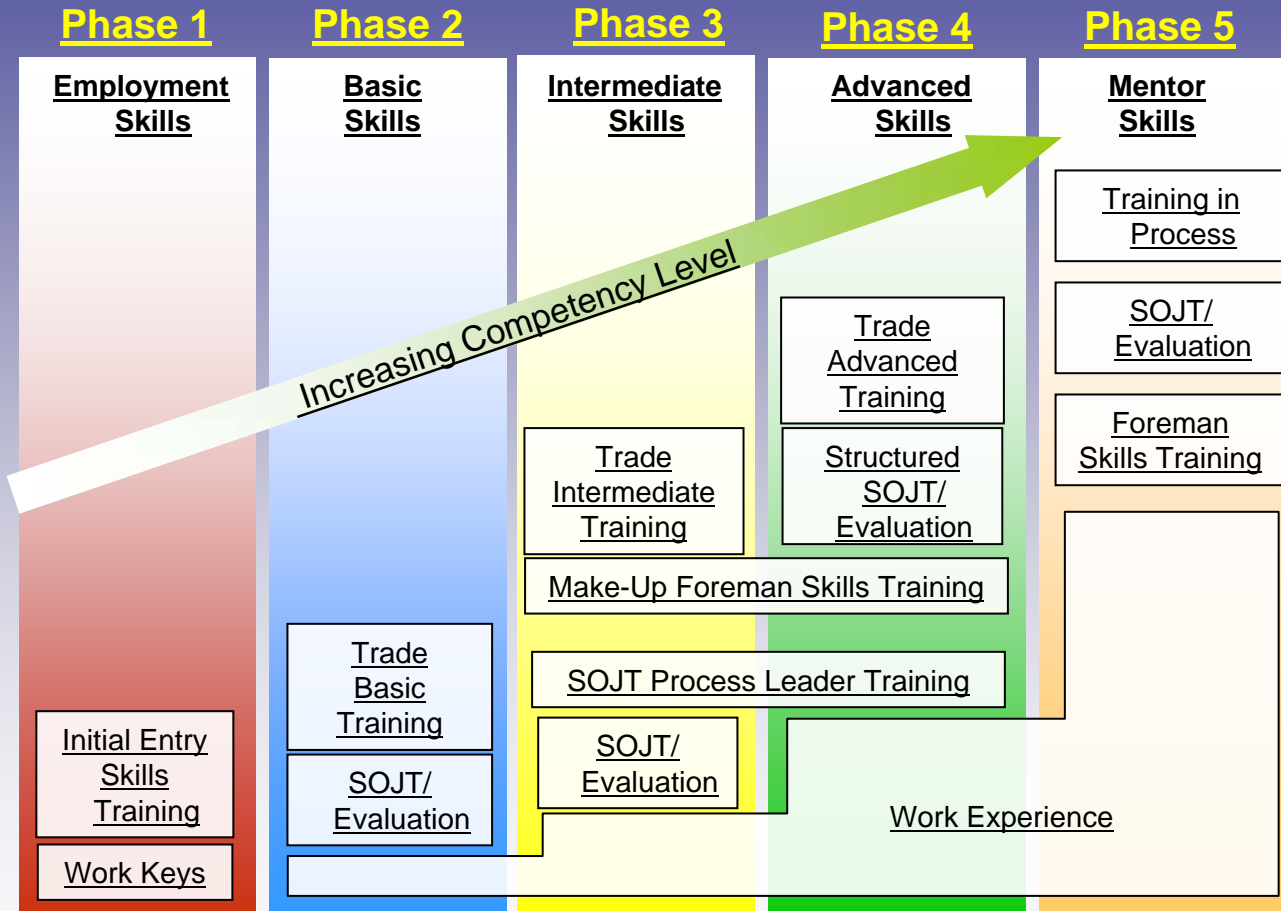


Comprehensive Training for a New Generation of Ship Builders

“Powerful Partnerships”

General Life Cycle Model

Skills Training

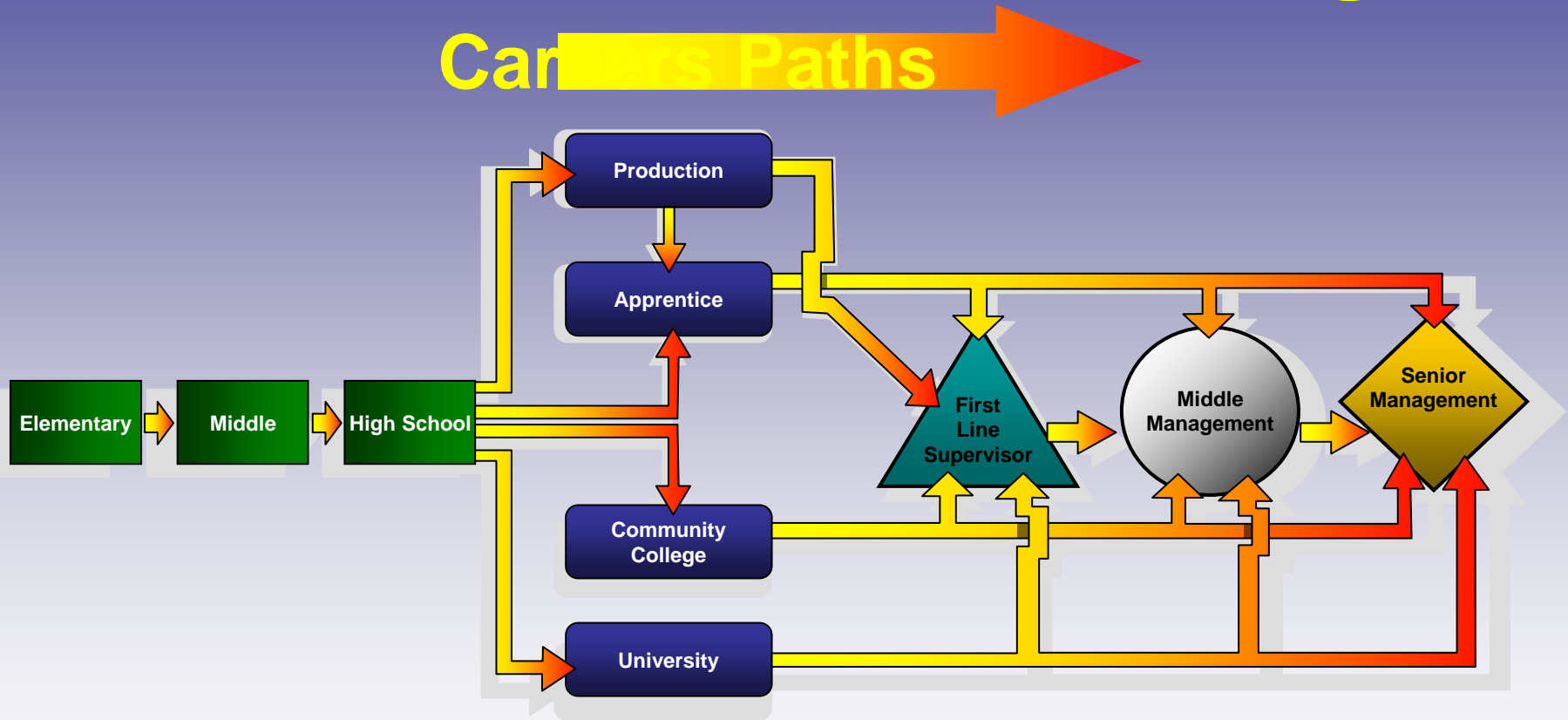


Training is Cumulative

“Powerful Partnerships”

What else are we doing?

Careers Paths



Career Pipelines and Pre-Employment Assessments and Training Improve Applicant Quality and Volume

“Powerful Partnerships”

The Greater Peninsula Workforce Investment Board

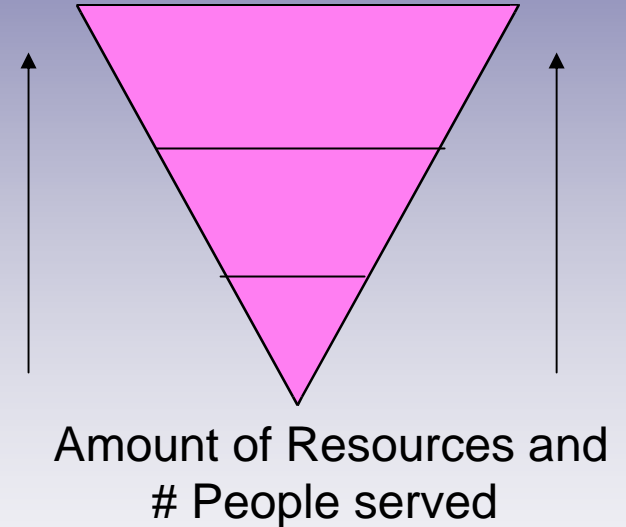


“Powerful Partnerships”

Virginia Peninsula’s Approach

“Broad Workforce Development System”

Level 3	Broad Workforce Development
Level 2	One Stop System
Level 1	Workforce Investment Act



“Powerful Partnerships”

Workforce Development Organizations

Peninsula Council
For Workforce
Development
Board of Directors

Executive
Committee

Greater Peninsula
Workforce Development
Consortium
LEO's

Greater Peninsula
Workforce
Investment Board

Executive
Committee

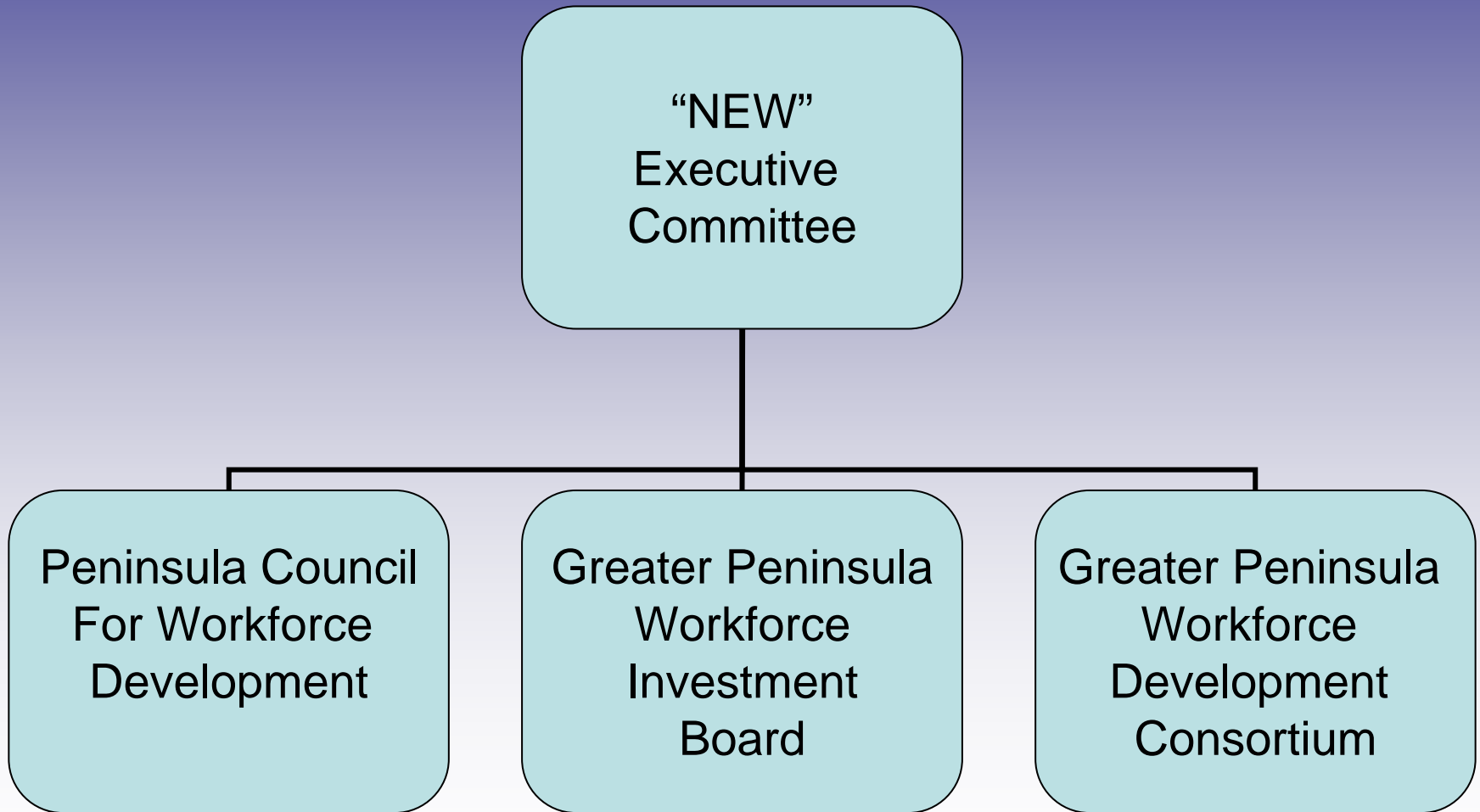
“Powerful Partnerships”

Purpose for Realigning the Greater Peninsula Workforce Development Organizations

- *Provide a unified vision and message to the community as to workforce development initiatives on the Greater Peninsula*
- *Reduce or eliminate redundancies in the workforce development delivery system*
- *Enhances the system’s ability to focus on broad workforce development issues*
- *Integrate elements of Economic Development and Workforce Development*

“Powerful Partnerships”

New Organizational Realignment



“Powerful Partnerships”

Realignment of Workforce Development Organizations

Organization	Peninsula Council for Workforce Development	Greater Peninsula Workforce Investment Board
Focus	Demand-driven Activities Initiate, facilitate and conduct regional employer-led workforce development programs	WIA-related Activities Oversee WIA-related investments and the One-Stop System, plus ensure strategic workforce planning for the region

“Powerful Partnerships”

Consolidation of Workforce Development Organizations

Organization	Peninsula Council for Workforce Development	Greater Peninsula Workforce Investment Board
<p>Executive Committee (17 Members)</p>	<ul style="list-style-type: none"> • A Chairman, Vice Chairman, and Secretary/Treasurer from the Private Sector • Six (6) Private Sector Board members including two (2) who are also members of the HR Economic Development Alliance • The President of TNCC • A representative from each of the seven localities* 	<p>Same Executive Committee Structure and Members as the Peninsula Council for Workforce Development</p>
<p>Board of Directors</p>	<ul style="list-style-type: none"> • Private Sector Members • Public Sector Member 	<ul style="list-style-type: none"> • Private Sector Members (potentially same as Council) • Public Sector Member (same as Council) • Mandated Members

- Cities of Newport News, Hampton, Williamsburg and Poquoson and the Counties of York, James City and Gloucester

“Powerful Partnerships”

Consolidation of Workforce Development Organizations

Activities	Peninsula Council for Workforce Development	Greater Peninsula Workforce Investment Board
Membership Approvals	Council Board of Directors - based on Nominating Committee Report	Consortium* - based on Council nominations and WIA requirements
Membership Fees	Yes	No
Grant Recipient - Fiscal Agent	Council for <u>non</u> WIA-related Funds	Consortium* for WIA-related Funds
Potential Funding Streams	<ul style="list-style-type: none"> • Private sector • Localities • Non-WIA funds and grants 	<ul style="list-style-type: none"> • WIA-related funds
Restrictions on Initiatives	<ul style="list-style-type: none"> • Few • Demand-driven 	<ul style="list-style-type: none"> • Many • WIA-driven

*Greater Peninsula Workforce Development Consortium

“Powerful Partnerships”

Initiatives and Accomplishments

- Pre Apprenticeship Trades Program (Construction Cluster)
- Certified Nursing Assistant (Healthcare Cluster)
- Financial Services Academy (Finance Cluster)
- Incumbent Worker Training (Various Clusters)
- *“State of the Workforce”* and Annual Reports
- *“Your Futurefest”* Youth Initiative
- Youth Career Café



“Powerful Partnerships”

Youth Career Café



A One-Stop Career Center in a Youth-Friendly Environment

“Powerful Partnerships”

Initiatives and Accomplishments

- Demand Driven Incubator Site Award
- Special Achievement Award for Building Innovative Strategic Partnerships
- Unconditional Approval of Strategic and Action Plans
- Peninsula Workforce Development Center Full Certification
- US DOL Grant for Southeast Virginia Advanced Manufacturing Pipeline (SEVAMP)



PENINSULA COUNCIL
For Workforce Development

“Powerful Partnerships”

Southeast Virginia Advanced Manufacturing Pipeline

John R. Calver

**Director, Southeast Virginia Advanced
Manufacturing Pipeline, SEVAMP**



“Powerful Partnerships”

SEVAMP

Ultimate goal:

- ✓ Build a sustainable pipeline
- ✓ to provide trainable
- ✓ and trained workers

for advanced manufacturing
in Virginia



“Powerful Partnerships”

SEVAMP

The Pipeline ...

- ✓ Demand driven
- ✓ Identify competent workers
- ✓ Develop open access skill building
- ✓ Flexibly train workers in skills
- ✓ Build career ladders/lattices
- ✓ Involve employers, professional organizations and all agencies
- ✓ Develop a manufacturing labor exchange system
- ✓ Introduce common workplace language



“Powerful Partnerships”

SEVAMP

- **Regional project across Hampton Roads**
- **Completely integrated front-end hiring system that feeds pre-qualified applicants to manufacturers**
- **Pipeline designed to incorporate entry-level and FEFE skills building**
- **Vacancies:**
 - Welding: 170**
 - CNC operators: 60**

“Powerful Partnerships”

SEVAMP

Entry into the pipeline
is integrated:

- ✓ VEC
- ✓ One-Stop Centers
- ✓ SEVAMP Briefings
- ✓ Realistic Job Preview Video
- ✓ WorkKeys
- ✓ Placement interview
- ✓ Applications



“Powerful Partnerships”

SEVAMP

Pipeline Tools ...

- ✓ **WorkKeys®**
- ✓ Career Readiness Certificate – CRC
- ✓ Customized just-in-time training
- ✓ Skill Mastery Variable Time - SMVT



“Powerful Partnerships”

WorkKeys® is a System that connects ...

... a job description
with

... assessments *plus*

... “gap” training



... **Job Profiling**

businesses define jobs

... **WorkKeys®
Assessments**

*allows us to show you what
you know*

... **KeyTrain®**

*focused training to strengthen
weak spots*

“Powerful Partnerships”

SEVAMP

The CRC ...

Demonstrates skills ability required by > 85% of jobs in

- ✓ applied math,
- ✓ reading for information
- ✓ locating information

**3 levels of standardized tool - Gold, Silver, Bronze -
assess skill levels of potential and existing employees**

“Powerful Partnerships”

Comparison: Work Keys to Actual Scores

Test Area	Welder Work Keys Profile	Electrician Work Keys Profile	Pipefitter Work Keys Profile	Average Applicant Scores
Applied Math	3	5	5	3.9
Read for Info	3	6	5	4.6
Locating Info	3	6	5	3.5
Applied Tech	3	5	4	2.5

“Powerful Partnerships”

SEVAMP

Pipeline Associates: 4 to 44 in < 18 months

Results:

- ✓ **Assessments – people** > **2,900**
- ✓ **Placements:** **1,010**
- ✓ **CRCs:** **395**
- ✓ **US DOL Grant** **\$1.965M**

Scholarship/Endowment

“Powerful Partnerships”

SEVAMP

Strategies: Tools & Techniques

- ***Build collaboratives - SEVAMP***
- ***Generate awareness about manufacturing – wages, skills, jobs***
- ***Embed concept of demand driven:***
 - ✓ Finite resources
 - ✓ Strive to eliminate waste
 - ✓ Provide only what customer is willing to pay for
- ***Build from bottom up – ladders/lattices/inverted pyramid – 65% not!***

“Powerful Partnerships”

SEVAMP

Strategies: Tools & Techniques - *continued*

- ***Recruit right first time – WorkKeys***
- ***Make training timely & flexible – FEFE***
- ***Relevant skill building at the speed of learner and employer – SMVT***
- ***Develop pipelines with cross-overs – e.g. CNC machinist***
- ***Create funding streams – leverage everything!***

“Powerful Partnerships”

SEVAMP

Lessons Learned

- **Create an environment that supports innovation and change**
- **Partner with best-in-class who understand return on investment.**
- **Include all Stakeholders... those that can kill your program and those who influence success**
- **Establish a rigorous, dedicated Program Management process focused on the Business Case--Full time work**
- **Everything changes...be flexible, aware of unintended consequences and exploit them.**

“Powerful Partnerships”

SEVAMP



Corollary:

- **Ford: the potential of the pipeline for the workforce facing close down**

“Powerful Partnerships”

Applicant Flow

Six Quarter Analysis

Time Period	VEC Total	Total # of Work Keys (TNCC)	Apps Received by NGNN	Interviews	Hires
Six Quarter Totals	4,318	3,891	3,769	1,517	1,217
Monthly Average	240	216	209	84	68

Applications to Hires – 3.1 to 1

Interviews to Hires – 1.2 to 1

“Powerful Partnerships”

Return on Investment

Applicant Flow Cycle Time - 33% Reduction

- Beginning Cycle Time – 60 Days
- Current Cycle Time – 40 Days

Hiring Cost Reduction - 31% Reduction

Reduced Attrition Costs - 23% Reduction

“Powerful Partnerships”

Workforce Management

Pre-Employment and Incumbent Worker Training Programs

THOMAS NELSON
COMMUNITY COLLEGE

**Regional Career
and Technical Schools**



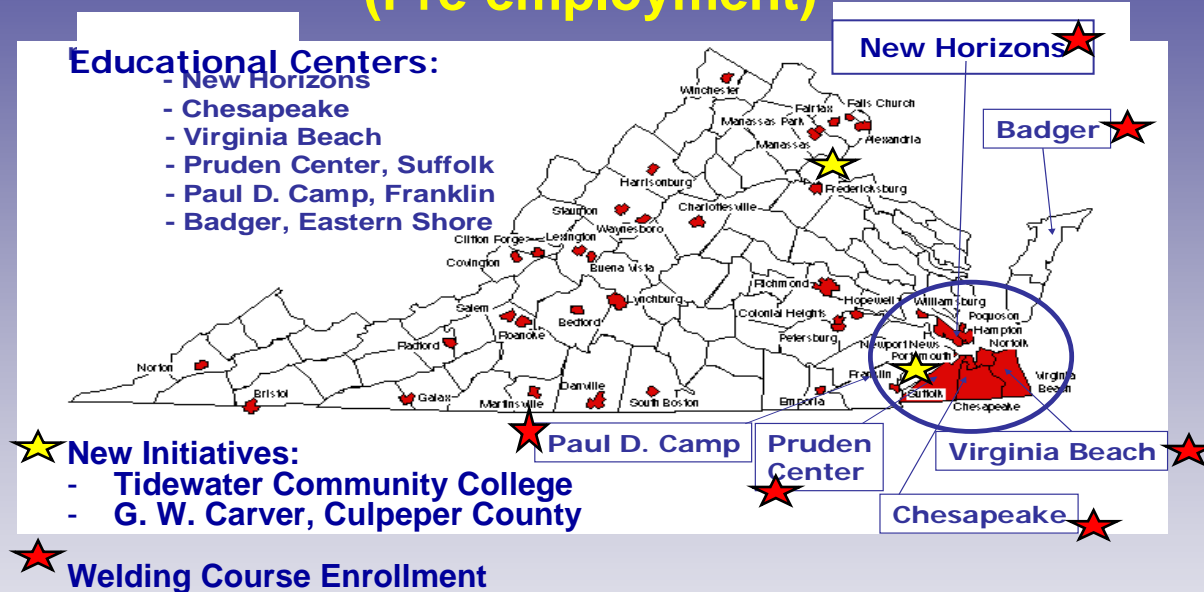
**Peninsula Workforce
Development Center**



Building a Strong Workforce Development Delivery System

“Powerful Partnerships”

Improve Employee Supply Chain (Pre-employment)



- Use state and federal funding for workforce development activities
- Partnerships established with regional technical schools
- Partnerships established with educational institutions
- Improved hiring process via pre-employment assessments

**Employee Pipelines and Pre-Employment Assessments
Improve Applicant Quality and Volume**

“Powerful Partnerships” Maritime Task Force

Ship Building and Ship Repair Committee

- Norfolk Naval Shipyard
- Colonna Shipyard
- Earl Industries
- Davis Boat Works
- BAE Systems Norfolk Ship Repair
- Northrop Grumman Newport News
- Tidewater Community College
- Thomas Nelson Community College
- Peninsula Council for Workforce Development
- Opportunity Inc.
- Related Businesses and Associations

Partnering to Meet the Workforce Challenges of the Future

“Powerful Partnerships”

Tidewater Community College

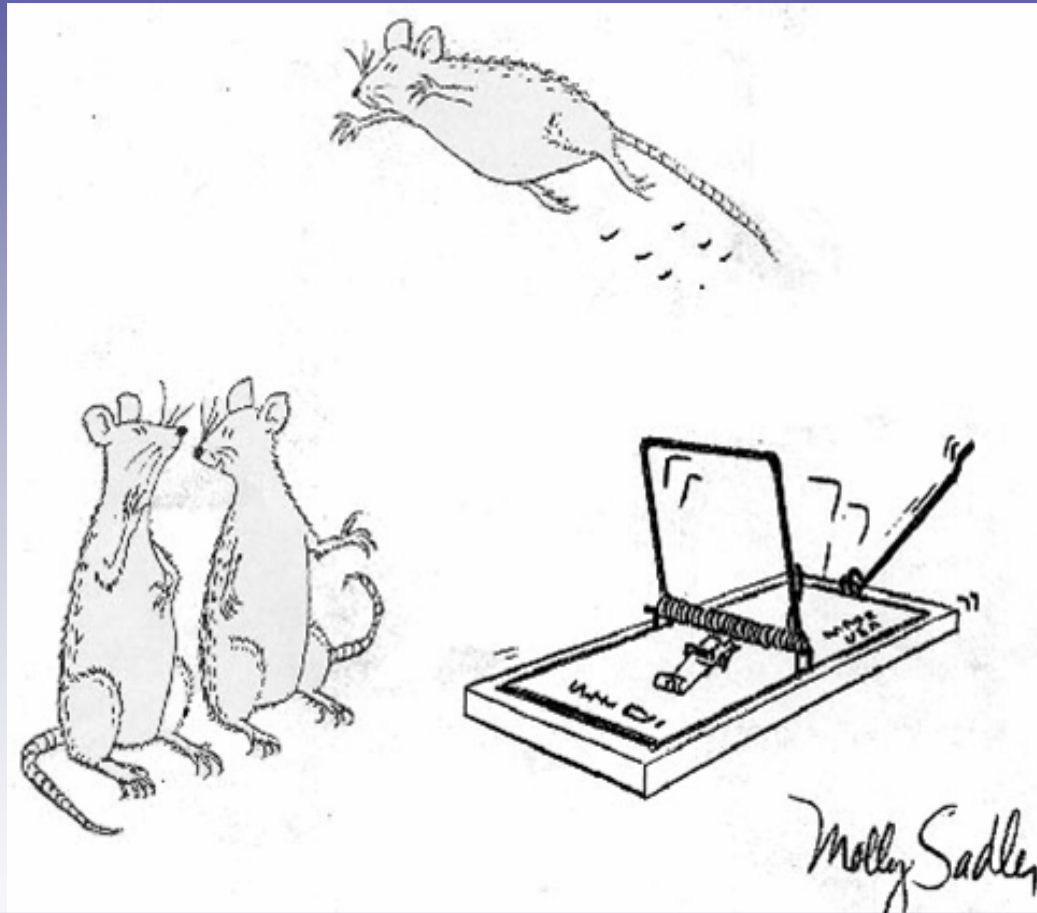
Maritime Training Center

- The ship building and repair industry is one of the largest employers in Hampton Roads. However, this industry is facing a workforce shortage of qualified workers, especially welders, shipfitters, and pipefitters.
- TCC, in cooperation with area industry business leaders, is answering this workforce problem by way of the Maritime & Transportation Center.
- The Center trains students for future maritime careers as skilled employees. These high-demand careers enjoy excellent salaries, benefits, and advancements.
- TCC is collaborating with colleges in Alabama, Florida and Washington State.

Preparing the Shipyard Workers of the Future

“Powerful Partnerships”

Questions & Answers



It's Fun, If You Do It Right!