Training & Employment Pipelines that Deliver!

10 Success Strategies

2015 NCWE National Conference
Portland, OR
Zero to $32,000 in 2-3 weeks for $250

The Hampton Roads Marine Skilled Trades Training Program
Delivered

✓ 388 workers graduated (98%)
✓ 363 graduates hired (94%)
✓ Average $32,000 plus benefits start
✓ Average retention at two years (84%)
10 Training Challenges
10 Best Practice Solutions

Deborah George Wright, TNCC, VA
Theresa Bryant, CCAC, PA
Barbara Murray, SMART Center, TCC, VA
Training Challenge #1: Demand Exceeds Supply and Capacity

- Virginia Peninsula
- .5 Million people
- 11,150 vacancies 4 years
- 11 occupations
- Limited area labor pool
- Limited TNCC capacity
- One company, 89% jobs
The Greater Hampton Roads Region

1.5 million people
2,907 sq. miles
5 community colleges
10-120 min from jobs
The Greater Hampton Roads Region

Tidewater Community College

Eastern Shore Community College

The NSF SMART Center

Thomas Nelson Community College

Paul D. Camp Community College

Rappahannock Community College

Virginia Community College System

HII-Newport News Shipbuilding
Best Practice Solution #1:
The Hampton Roads Training Collaborative

- Thomas Nelson Community College
- Tidewater Community College
- Rappahannock Community College
- Paul D. Camp Community College
- Eastern Shore Community College
- Newport News Shipbuilding
- Virginia Community College System
- NSF SMART Center
The Marine Skilled Trades Training Collaborative
• Shared Vision – workers gaining high skills, full time jobs, benefits
• Shared Investment – all parties have skin in the game
• Organization – chair, agenda, administrative support, minutes
• Communication - set weekly WebEx, quarterly face-to-face
• Collaboration – consensus, all agree on decisions that affect all
• Open Data Exchange – continuous feedback loop, quality
Training Challenge #2:
Recruitment for Growth Spikes

PRODUCTION TRADES HISTORICAL HIRES

Shared Trades Hourly Hires; 1/1/2000 -10/23/2012; Excludes Apprentices

All data and alternatives in this study are considered feasibility assessments (“what-if”) and are not for planning or implementation purposes. This information is not considered cost or pricing data under Public Law 87-653.
# Strengths and Interests of the Collaborative Team

## Newport News Shipbuilding
- Effective Industrial Training Curriculum/Experience
- Talent Acquisition Flexibility
- Community College/WIB Relationships
- Cost Competitiveness Need

## Community Colleges
- Access to Middle-Skilled Population
- Instructional Delivery Systems
- Workforce Development Savvy
- Industrial Teamwork Record
- Classroom/ Lab Facilities
- Ability to Leverage Resources

## VA Community College System
- Positive Policy Impact on State Workforce (Jobs)
- Key “Central Player”
- Statewide Career Pathways leadership

## SMART (NSF-ATE Center)
- Maritime Workforce Understanding
- Data Collection
- Instructor Networking
- Structured Professional Development
Best Practice Response: A Seamless Co-Recruitment Process

Co-Recruiting – company, one stop, employment office, colleges, community; team orientations- all driven to company website

Rigorous Selection Process - application, experience, references, Work Keys, physical, interview, contract

Adopting Shipyard Culture- attendance, behavior, attitude, ethic, performance standards, teamwork
1. **Application** - Co-recruited by Colleges, One Stops, Shipyard. Complete NNS on-line Job Application.

2. **Screening** – Work Keys assessments and formal NNS Interview. If approved, physical exam, and conditional hire letter issued. Referred to College.

3. **College Registration** - Students pay $250 and gain scholarship for balance of the tuition for training.

4. **Instruction** - Students complete 80-120 hour course at College to company standard. Return to Shipyard.

5. **Reimbursement** - Upon hire student’s $250 tuition is reimbursed by NNS, if background check successful. Earns $16 hour full-time with benefits.
Training Challenge #3: Limited and Scattered Resources

- SME Skill Levels Strong at NNS, Varied by College
- College Adult Learner and Training Expertise
- College Facilities and Capacity Varied Widely
- College In-Kind Resources Varied by College
- Each had access to Governor’s Non-Credit Funding
- NNS had tools, mock up experience, scrap
Best Practice Response: Leverage Public and Private Resources

- Funding: grants, cash & in-kind
- Resources specified by partner
- Responsibilities of each party
- Periodic evaluation & reporting
- Records/breach/resolution
- Signed by 5 College Presidents, Chancellor, and CEO of Trades Division
Public-Private Resource Match

- **Community Colleges**: $115,317, 21%
- **NSF/SMART**: $14,400, 3%
- **VCCS**: $127,224, 24%
- **NNS**: $277,472, 51%
- **Student**: $7,800, 1%

Public-Private Resource Match
Training Challenge #4: Finding & Training Expert Instructors

UNIQUE REQUIREMENTS:
- High Level of Skilled Trades Knowledge
- Experience in Shipbuilding and Repair
- Skilled in Adult Training Methodologies
- Familiar with NNS Work Culture
- Following Approved NNS Practices
- Community College Employees
Best Practice Response:
Co-Recruit, Screen & Develop Instructors

*Collaborative Recruitment & Screening* by Community Colleges, SMART Center and NNS

*Hiring and Contract* by Community Colleges

*Professional Development* in week-long SMART Center Instructor Certification Training, with stipend in adult learning methodologies

*Instructor Training* in curriculum using mock ups at NNS and Community Colleges for two weeks, with stipend
A National Science Foundation Maritime ATE Center:

- Structured Professional Development for all MSTTP Instructors
- Data Collection and Student Follow-Up
- Career Awareness and Promotion of Opportunities
- Career Pathways, Stackable Credentials, and Professional Development
Training Challenge #5: Lack of Courses for Highest Demand Jobs

- Specific NNS trades skills
- Replicate waterfront training
- Accelerated time frame
- World class competencies
- Uniform assessment protocols
- Uniform exit standard
9,350 openings in 6 trades

- Electricians-1,592
- Painters-1,300
- Welders-1,655
- Machinists-1,137
- Pipefitters-1,850
- Fitters-1,600
Best Practice Response:
Create Accelerated Custom Courses for High Demand Jobs

**Marine Electrician**
- 120 hours
- 12 students
- $659 per student

**Outside Machinist**
- 80 hours
- 10 students
- $659 per student

**Marine Painter**
- 80 hours
- 8 students
- $734 per student

**Marine Welder**
- 120 hours
- 10 students
- $949 per student
High Skills Training
Success Factors

✓ Curriculum content, methods developed by NNS
✓ Augmented adult learning techniques
✓ 80 or 120 contact hours
✓ Classroom/lab integration
✓ 7:30 to 3:00 workday, 40 hour week
✓ Guided independent practical program
✓ CRC, Applied Technology, cross training
Success Strategy
Detailed Training Manuals
Training Challenge #6: Creating a Real-World Work Environment

• Simulate waterfront
• Provide classroom and lab
• Resemble work environment
• Establish worksite habits
Best Practice Response:
Use Mock Ups to Replicate Real Work Setting
A truly finished product

- Full movie at
  
  http://www.youtube.com/watch?v=H9bGh2JkC18
Training Challenge #7:
Lack of Available Training Space

• Need to draw and train applicant pools throughout entire region
• Lack of dedicated space at 3 colleges
• Trades classes require dedicated labs
• Potential enrollments at small colleges would not justify a dedicated lab space
Best Practice Response:
Acquire a Shared Mobile Training Unit
Key Features

- Funded by state grant
- Shared by colleges
- Moveable throughout region
- Interchangeable yard-specified mock-ups
- Adaptable to multiple training needs
- Maximized investment in training equipment
- Expenses shared in separate MOU
Training Challenge #8: Uniform Course Pricing & Sustainability

- Different instructor costs per college
- Differing classroom/lab spaces
- Differing facility usage costs
- Differing in-kind resources

*Differing tuition for same class would undermine integrity of the colleges with students and community*
Best Practice Response: Build a Uniform Business Model

- Fixed and variable costs identified and factored
- Average overhead identified and factored
- Student tuition $250 regardless of location/course
- Tuition balance paid through scholarship
- $250 reimbursed upon meeting NNS background check/hiring requirements
Training Challenge #9:
Limited Funds to Reach Potential Market

- 2,900 sq. miles
- Lack of public, media awareness
- Plethora of media outlets, opportunities
Best Practice Response: Maximize Community Outreach Resources

- Career Counselors/Coaches
- CTE Faculty in High Schools
- WIA One Stop Centers
- Employment Commission
- WIB, Chamber Job Fairs
- College Career Centers
- Banners

*Word-of-mouth is essential for a rural community*
- Rack Cards
- College Banners
- Custom Routing Cards
Training Challenge #10
Continuing to Learn and Share Best Practices
Best Practice Response:
Use Research, Feedback, and Peer Groups

- Student work assessed at end of each module
- Student, supervisor, and trainer follow-up surveys
- Continuous improvement of design, practice
- Grading to universal standard, set by Shipyard
- Shipyard internal research and evaluation post hire
- Secret Sauce Analysis
The Secret Sauce!

- Partners Trust Relationship
- Shared Vision Standards SOPS
- Students’ Skin in the Game
- WorkKeys Silver Prerequisite
- College Instruction On Campus
- Instructor Professional Development
- Shared risk & investment
- Student’s Pre-hiring contract
- Student Course Behavior contract
- Replicating Job culture in classroom
- Replicating the work hours Mock ups, Performance
- The Secret Sauce!
CONFERENCE PRESENTATIONS
Peer Group Panels


Hire Education Conference
Virginia Workforce Council
<table>
<thead>
<tr>
<th>Course/Classes</th>
<th>Started</th>
<th>Completed</th>
<th>Hired</th>
<th>Retained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marine Electrician (17)</td>
<td>196</td>
<td>192 (98%)</td>
<td>185 (96%)</td>
<td>83%</td>
</tr>
<tr>
<td>Marine Painter (15)</td>
<td>107</td>
<td>107 (100%)</td>
<td>99 (93%)</td>
<td>80%</td>
</tr>
<tr>
<td>Outside Machinist (4)</td>
<td>38</td>
<td>38 (100%)</td>
<td>38 (100%)</td>
<td>95%</td>
</tr>
<tr>
<td>Marine Welder (6)</td>
<td>56</td>
<td>51 (91%)</td>
<td>41 (80%)</td>
<td>84%</td>
</tr>
<tr>
<td><strong>TOTAL CLASSES (43)</strong></td>
<td>397</td>
<td><strong>388 (98%)</strong></td>
<td><strong>363 (94%)</strong></td>
<td>84%</td>
</tr>
</tbody>
</table>
1. Convene and Formalize a Sector Training Collaborative
2. Establish a Seamless Co-Recruitment Process
3. Identify and Leverage Public and Private Resources
4. Co-Recruit, Screen, and Develop and Share Instructors
5. Create Accelerated Custom Courses for High Demand Jobs
6. Use Mock Ups to Replicate Real Work Setting
7. Acquire and Share a Mobile Training Unit
8. Build a Uniform Business and Pricing Model
9. Maximize Community Outreach Resources
10. Use Research, Feedback, and Peer Groups to Grow Best Practices
Training & Employment Pipelines that Deliver!

10 Success Strategies

2015 NCWE National Conference
Portland, OR