Building Apprenticeship Programs to Engage Youth in Manufacturing Careers

Lessons from San Francisco, Cincinnati and Montreal

Workforce Development Community of Practice
Urban Manufacturing Alliance

Justin Collins & Corey Zetts, Co-Chairs
February 28th, 2017
Building Apprenticeship Programs to Engage Youth in Manufacturing Careers

Today’s Agenda:

• Welcome and introductions
  – Poll – Where are you calling from?
    – 2 minutes

• What is the Workforce Development CoP?
  – Justin Collins and Corey Zetts, Workforce Development CoP Co-Chairs
    – 5 minutes

• Introduction to Today’s Webinar and Speakers
  – Steve Charters, Made in Montreal – Facilitator
    – 5 minutes

• San Francisco Case Study
  – Claire Michaels, Manufacturing Workforce Hiring Manager – SFMade
    – 10 minutes

• Cincinnati Case Study
  – Stephen Tucker, Director of Industry Partnerships – Partners for a Competitive Workforce
  – James Bax, Business Analyst - thyssenkrupp Bilstein of America, Inc
    – 10 minutes

• Montreal Case Study
  – Sarah Mongeau, Employment Counselor – Formétal
    – 10 minutes

• Facilitated Question and Answer Session
  – Claire, Stephen, James, Sarah, Justin, Corey
    – 15 minutes

• Audience Question and Answer Session
  – Please type your questions into the Questions box in your Control Panel
    – 15 minutes

• Thank you!
The Urban Manufacturing Alliance

UMA is a coalition of 500 members across 150 cities that are sustaining and growing manufacturing in urban centers. Through Gatherings, original research, policy development, and our Communities of Practice, UMA is working to ensure that cities continue to be places where we make things.

Manufacturing matters, and it matters deeply to the health and vitality of cities. A strong urban manufacturing base supports innovation, sustains living-wage jobs that provide a crucial pathway to the middle class, and promotes workforce inclusion.
What is a CoP: A mechanism for our members to easily access each other’s expertise and drive the creation of resources.

UMA’s Four CoP’s include:

• Equity
• Land Use Policy and Real Estate Development
• Workforce Development
• Local Branding
Building Apprenticeship Programs to Engage Youth in Manufacturing Careers

Thanks to our Workforce CoP Advisory Board

Justin Collins – Southwest Brooklyn Industrial Development Corporation, Brooklyn (CoP Co-Chair)
Corey Zetts – Menomonee Valley Partners, Milwaukee (CoP Co-Chair)
Steve Charters – Made in Montreal, Montreal
Claire Michaels – SFMade, San Francisco
Mike Slezak – Jane Addams Resource Center, Chicago
Stephen Tucker – Partners for a Competitive Workforce, Cincinnati
SFMade’s Workforce and Youth Programs
Today

- Curtis
- SFMade
- SFMade’s Youth and Workforce Programs
What is SFMade?

- Economic Development
- Intermediary
- Branding/Marketing
- City Liaison
- Community
San Francisco’s local manufacturing sector now employs more than 4,000 people, and job growth is at its highest in four years.
Company Age

More than half of San Francisco's manufacturing companies have been established for five or fewer years.
A Few SFMade Members

Pictured from left to right: DODOcase, Dandelion, Globia, Rickshaw Bags, Plethora and Magnolia Brewing Co.
Why a Youth and Workforce Program?

- Started in a recession (2010)
- “New manufacturing jobs”
- Job Growth and Job Retention
- Leverage business relationships to help disadvantaged job seekers
- Jobs often don’t require specific training
- Facilitate existing subsidies
- Connect to the local community
San Francisco now

- High cost of living
- Low unemployment
- Tech sector
- High end consumer products
- Part of a regional economy
- Workforce study: more interest in soft/employability skills
Workforce services for SFMade members

- Free job board
- Screening for multiple hires/entry level positions
- Referrals to resources
- Educational events
- Technical assistance
- Free, insured youth interns
- Opportunity to engage local high school students
Welcome to the SFMade Job Board, your resource for jobs in the San Francisco manufacturing industry.

*Check out these tips for how to get hired at an SFMade company!*  
Jobs are kept current on a weekly basis. Jobs posted here may not be reposted without permission. Email claire@sfmade.org with any inquiries.

**Job Categories:**
Full-time, Part-time, Entry-level, Food & Beverage, Sewn Goods & Apparel

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Ferry Building Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Name</td>
<td>Fort Point Beer Company</td>
</tr>
<tr>
<td>Compensation Information</td>
<td>$12.25 + tip pool. The total hourly compensation is typically $18 to $28, depending on tips.</td>
</tr>
</tbody>
</table>
SFMade’s Workforce Partners

- Training and Community Based Organizations
  - Veterans
  - Immigrants
  - Re-entry
- Learn about SFMade and companies
- Send pre-screened candidates
How to Get Hired at an SFMade Company

SFMade manufacturers are homegrown and local—and they’re looking for local talent.

They care about what they do—they’re here because they love the city and the products they make.

Most SFMade companies were started recently—getting a job at a growing company could give you the opportunity to learn new skills and advance in a manufacturing career.

YOU CAN GET A JOB AT AN SFMADE COMPANY! HERE’S HOW:

1. Read the job description carefully and take your time to make sure you follow all instructions:
How to Get Hired at an SFMade Food and Beverage Company

You can get a job at an SFMade food & beverage company! The *How to Get Hired at an SFMade Company* flyer can help you get a job in pretty much any sector, but here are some specific things to remember when applying for a job in the food & beverage industry.

**Land an Interview:**

1. **Make your application Personal:**
   - If you know someone affiliated with the company, ask them if they would be willing to provide you with a personal referral.
   - Make sure you visit the retail location where the food product is sold and **try their product** — then talk about that experience in your cover letter. Use language that is similar to what you see on their website or in their store.
SFMade:

- Leverages business relationships to create access to employment opportunities for job seekers with barriers to employment
- Assists member businesses with hiring
- Creates career exposure and paid internship opportunities for youth
SFMade’s YouthMade Programs

- Inside Manufacturing
  - Career exposure
  - Career and Technical Education classrooms
  - Field Trips, Workshops, Guest Speakers
  - Curriculum
  - Pipeline challenge
Workforce and Youth Programs

Career Exposure → Paid internship → Employment and Career
Summer Youth Internship Model

Business communicates any concerns to Business Partner

Troubleshooting solves the problem before it gets big!

Youth communicates any concerns to Youth Partner
Finding a Youth Partner

- Shop around
- Most Metro Areas have existing organizations that run youth internship programs
- Manufacturing can complement existing youth internship host sites
Results

- Direct placements
- Resource referral
- Youth interns placed
- Increased knowledge: businesses
- Increased knowledge: community
Recruiting Businesses

- Integrate into other communications
- Emphasize free/insured aspect
- Set expectations: mentorship
- Set deadlines (hurdles) for participation
  - Workplan/Job Description
  - Site Visit
  - Signed MOU
- Minimize pain points for participation
Repeat Customers

- 58% (39) have hosted once
- 22% (15) have hosted twice
- 20% (13) have hosted three or four times

- Most host 1 intern per site
Q: Which Businesses host interns?

A: Organized and Responsive ones!

- Any size/age/type that has the capacity to meet deadlines/prepare for the experience
- In-home businesses must have other employees working at their home during shifts
- Parental consent if necessary
## Company Age

<table>
<thead>
<tr>
<th>Year Company Began</th>
<th>Hosted a Youth Intern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before 1925</td>
<td>6% (4)</td>
</tr>
<tr>
<td>1969-1989</td>
<td>9% (6)</td>
</tr>
<tr>
<td>1990-1999</td>
<td>12% (8)</td>
</tr>
<tr>
<td>2000-2009</td>
<td>33% (22)</td>
</tr>
<tr>
<td>2010-2015</td>
<td>40% (27)</td>
</tr>
</tbody>
</table>
# Company Size

<table>
<thead>
<tr>
<th>Company Size</th>
<th>Hosted a Youth Intern</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>32% (22)</td>
</tr>
<tr>
<td>2-5</td>
<td>30% (20)</td>
</tr>
<tr>
<td>6-10</td>
<td>16% (11)</td>
</tr>
<tr>
<td>11-25</td>
<td>10% (7)</td>
</tr>
<tr>
<td>26-100</td>
<td>9% (6)</td>
</tr>
<tr>
<td>Over 100</td>
<td>3% (2)</td>
</tr>
</tbody>
</table>
## Type of Manufacturer

<table>
<thead>
<tr>
<th>Type</th>
<th>Hosted a Youth Intern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessories</td>
<td>9% (8)</td>
</tr>
<tr>
<td>Apparel</td>
<td>12% (10)</td>
</tr>
<tr>
<td>Auto and Bike</td>
<td>1% (1)</td>
</tr>
<tr>
<td>Body Products</td>
<td>4% (3)</td>
</tr>
<tr>
<td>Children and Maternity</td>
<td>1% (1)</td>
</tr>
<tr>
<td>Contract Manufacturers</td>
<td>7% (5)</td>
</tr>
<tr>
<td>Food and Beverage</td>
<td>28% (19)</td>
</tr>
<tr>
<td>Furniture</td>
<td>3% (2)</td>
</tr>
<tr>
<td>House and Garden</td>
<td>13% (9)</td>
</tr>
<tr>
<td>Jewelry and Accessories</td>
<td>3% (2)</td>
</tr>
<tr>
<td>Other</td>
<td>3% (2)</td>
</tr>
<tr>
<td>Pet</td>
<td>3% (2)</td>
</tr>
<tr>
<td>Print and Media</td>
<td>6% (4)</td>
</tr>
</tbody>
</table>
A note: Workers Comp

- Make sure the organization providing workers comp is aware that the students will be working in non-office environments
SECTION 1 Background

SECTION 2 Defining the Process

3 Staff Roles
4 Set Guidelines for Communication

SECTION 3 How to Recruit and Engage Businesses

4 Steps 1-7
5 Best Practice: Find Businesses Who are Organized and Responsive
5 Best Practice: Set Business Expectations
5 Best Practice: Minimize Pain Points for Business Participation

SECTION 4 How to Recruit and Engage Interns

6 Steps 1-5
8 Best Practice: Recruit through Partner Organization
8 Best Practice: Prioritize Youth Schedules and Transportation/Safety Issues

SECTION 5 How to Match Youth to Businesses

8 Two Possible Models

SECTION 6 How to Prepare Youth

9 Curriculum Development
9 Best Practice: Vary Mediums & Tools and Focus on Youth Participation
9 Best Practice: Incorporate Manufacturing Workshops and Field Trips
9 Two Sample Program Structures

SECTION 7 Program Evaluation and Tracking

10 Database Tracking
10 Individual Development Plans
10 Skills/Competencies
10 Youth and Business Surveys

SECTION 8 Case Studies

11 Poco Dolce (San Francisco) and Casa Kids (New York City)

SECTION 9 Marketing and Social Media
Thank you!

- Claire Michaels, Manufacturing Workforce and Hiring Manager
- clairem@sfmade.org
- (415) 408-5605 ext. 7
PARTNERS FOR A COMPETITIVE WORKFORCE
A GROWING SKILLS GAP IS HAMPERING OUR PROGRESS

The good news: Cincinnati is growing jobs

But, 50% employers struggle to fill jobs

25,000 + jobs open today, despite 85,000 + people looking for work
9 out of 10 well-paying jobs require some education or training beyond high school.
But nearly half of our current workforce lacks any education beyond high school.
PCW IS OUR REGION’S EFFORT TO CLOSE THE SKILLS GAP

Partners for a Competitive Workforce is a tri-state partnership, managed by United Way

We are 150+ organizations joining efforts...

> employers
> workforce boards
> chambers and economic development
> education and training institutions
> community organizations

Leveraged more than 50 Million Dollars to support Local Workforce Strategies
OUR MISSION IS TO MEET EMPLOYER DEMAND BY GROWING THE SKILLS OF THE WORKFORCE

1. Align education with industry needs

2. Facilitate career pathways in healthcare, manufacturing, construction, IT, & Supply Chain

3. Provide businesses with a qualified workforce and build the talent pipeline for the future
2017 Initiatives

- Implement Hitachi Foundation Job Quality Grant
- Continue to build the Dream It Do It OKI Brand
- Expand adult and youth apprenticeship and internship programs
THANK YOU!

Stephen Tucker
Director, Industry Partnerships
Partners for a Competitive Workforce
stephen.tucker@uwgc.org
513-762-3720
Building Apprenticeship Programs to Engage Youth in Manufacturing Careers
thyssenkrupp Bilstein of America, Inc.
Plant Hamilton

Our Plant

Bilstein Technical Center

Sales\(^1\) [mn $]

<table>
<thead>
<tr>
<th>Year</th>
<th>AM</th>
<th>OE</th>
</tr>
</thead>
<tbody>
<tr>
<td>13/14</td>
<td>65</td>
<td>84</td>
</tr>
<tr>
<td>14/15</td>
<td>79</td>
<td>125</td>
</tr>
<tr>
<td>15/16</td>
<td>86</td>
<td>146</td>
</tr>
<tr>
<td>16/17</td>
<td>86</td>
<td>148</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>14/15</td>
<td>204</td>
</tr>
<tr>
<td>15/16</td>
<td>232</td>
</tr>
<tr>
<td>16/17</td>
<td>234</td>
</tr>
</tbody>
</table>

Employees by Location\(^2\)

1. Hamilton, OH: 784
2. Poway, CA: 84
3. Mooresville, NC: 13
4. Troy, MI: 2

\(^1\)Sales of tk Bilstein of America; \(^2\)Includes temporary and student workers
Our Customers
Diverse Customer Base including Foreign and Domestic OEMs

Mercedes-Benz  TOYOTA  FCA  FIAT CHRYSLER AUTOMOBILES  TESLA

GM  Ford  NISSAN  OSHKOSH  DEFENSE
Why Develop a Youth Apprenticeship Program?
Areas of Focus

- Talent Shortage and an Aging Workforce
- Changes to Manufacturing Sector
- Skills Gap
- Community Engagement
## Our Vision for a Youth Apprenticeship Program
Combining Work, School, College Credit and Industry Certification

<table>
<thead>
<tr>
<th>High School</th>
<th>Bilstein</th>
<th>MSSC</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Attend classes required for graduation in the morning</td>
<td>• Afternoons, Monday/Wednesday, work part-time</td>
<td>• Afternoons, Tuesday/Thursday, complete coursework for CPT certification</td>
</tr>
<tr>
<td></td>
<td>• Minimum 6 hours/week at $10/hr</td>
<td>• Earn <strong>college credit</strong> and applicable skills/knowledge</td>
</tr>
<tr>
<td></td>
<td>• Work mirrors MSSC coursework</td>
<td></td>
</tr>
</tbody>
</table>
Our Vision for a Youth Apprentice Program
Experiential Learning and First-hand Knowledge

Apprentices Cycle through Operational Departments; Supplement to MSSC Coursework
Our Vision for a Youth Apprenticeship Program

Talent Pipeline

High School (Grade 12)

Post High School

Work Experience

Starting Position

Apprenticeship Program

External HS Grads

Full Time Employment

Full Time Student

External College Students

Machine Operator Training

Internship/Co-Op in Field of Study

Machine Operator

Supply Chain/Engineering/Production Technician

Tuition Assistance
Youth Apprenticeship Program
Current Status

• Three apprentices currently
• Program Kickoff was August 15\textsuperscript{th}
• MSSC Classes began August 16\textsuperscript{th}
• Planned expansion of recruiting to additional schools – Goal of 6 for Round 2
Thank You!

engineering.tomorrow.together.

thyssenkrupp
LEARN

Since 1990

MANUFACTURE

FORMÉTAL

...DIFFERENTLY

MAKE

TRAIN

WORK
Work integration in Québec

- 50 companies in 14 administrative regions of Québec
- 3,000 new trainees each year;
- Workplace integration or back to school rate : ± 75 %;
- 1,200 permanent employees;
- $66 M in goods and services revenue;
- $110 M global sales revenue;
- 45 M invested in the communities;
- 7 business sectors : food, retail, wholesale, culture, manufacture, service, tourism and lodging
- Government subsidized: integrate the marginalized

Source : Collectif des entreprises d’insertion du Québec
Formétal inc. - Mission

To provide young adults with a positive experience in a genuine workplace environment. They do so by learning new skills, acquiring knowledge, and working on their attitudes and social abilities in order for them to find their own place in the community or in the workfield.
Formétal inc. – History

- First created in 1990
- South-West of Montreal mobilisation around a common goal (mission) = boost economy
  - Bourrough creating means to fight socioeconomical crisis
- Creating a place to learn skills and develop oneself
- Industrial setting
- 30 trainee positions
  - 18-35 years old
  - Far or excluded from the labour market
  - Employment barriers (personal difficulties)
Numbers

- Approximately 100 new trainees each year
- 83 out of them complete 4 weeks and more
- 4 distinct training programs:
  - Industrial welding
  - Sheet metal work
  - Powder coating paint
  - Forklift operator

Goal: integrating the trainees in the workforce with a positive attitude, basic but useful skills and recommendations.
Economical vs social purpose

Trainees become active in a work-like environment based in a social economy business.

- All products are made by trainees: learning while working
- It’s a business as well as a training place (employee/student)
- Financing Model: 50/50 (government / products)
Intervention

- **Individual plans**
  - Achieving success through **action**: supervision, case plans and monitoring, coaching
  - Work on the psychosocial conditions of the individual: motivation, attitude towards work and training, values, mind-set, etc.

- **Being both the problem and the solution:**
  - Problems generally come from themselves: drug or alcohol abuse, education, motivation, attitudes, etc.
  - They become their own solution because they finally have a grip and are given the chance to change (empowerment).
  - Formétal offers them a place to experiment success and change.

Source: Jean-Marc Fontan, L’employabilité, Institut de formation en développement économique communautaire, 1990
The program – 4 ways to learn

### Individual (social)
- Personal and professional goals
- Individual strategies included in a case plan

### Technical
- Adapted and specific knowledge
- Learning new skills
- Educational and theoretical training

### Group (social)
- Work and labour standards
- Health and safety principles
- Working as a team
- Weekly planning and stress management
- Job-searching strategies

### Professionnal
- Production working (rhythm and quality)
- Work stations
The program – timeline

- **3rd week**: Evaluation (probation)
- **4th week**: Probation period
- **11th week**: Half of program
- **20th week**: Internship – trial period, Job search
- **29th week**: Transition (2 year follow-up)

**Minimum wage**: 10.75$ hourly ($8.23 USD)
What happens after…

- Transition from Formétal to work
  - Can be uneasy: big step
  - 2 years follow up
  - Recognition of skills

- Long-term vision
  - Durable partnership with companies
    - Internships
    - Cold calls
  - Efforts to start a circular model (community – workforce)
  - Networking with communities
In Summary

*It’s not where you go or what you do, it’s who is beside you that counts.*
Question & Answer Session

To ask a question **type your question** under the “Question” section on your control panel and **we will read your question to the group**. Please include your organization with your question.
Thank you for joining us!

And don’t miss UMA’s next program:

*The Workforce Community of Practice Webinar*

“Community College Partnerships to Create Workforce Pipelines”

Wednesday, April 12th at 1pmEST

Sign up at bit.ly/workforcepipelines