



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!

Building Apprenticeship Programs to Engage Youth in Manufacturing Careers



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.

Building Apprenticeship Programs to Engage Youth in Manufacturing Careers



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

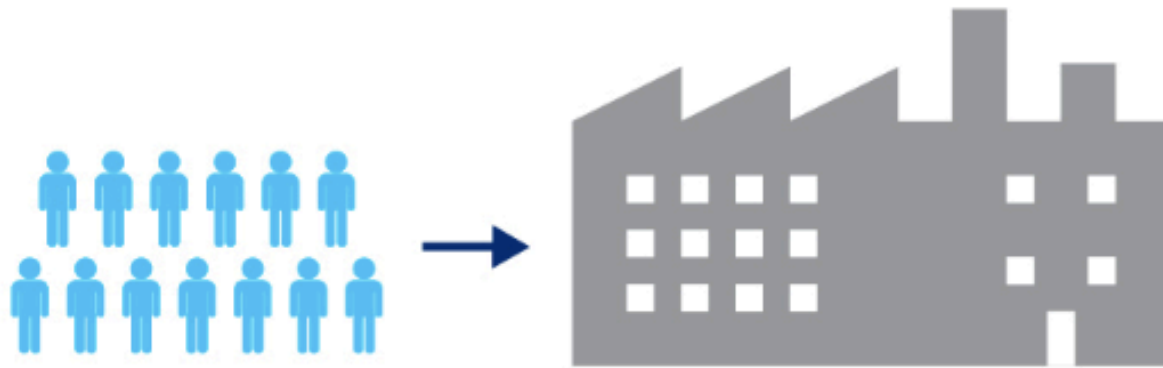
Today

- Curtis
- SFMade
- SFMade's Youth and Workforce Programs



What is SFMade?

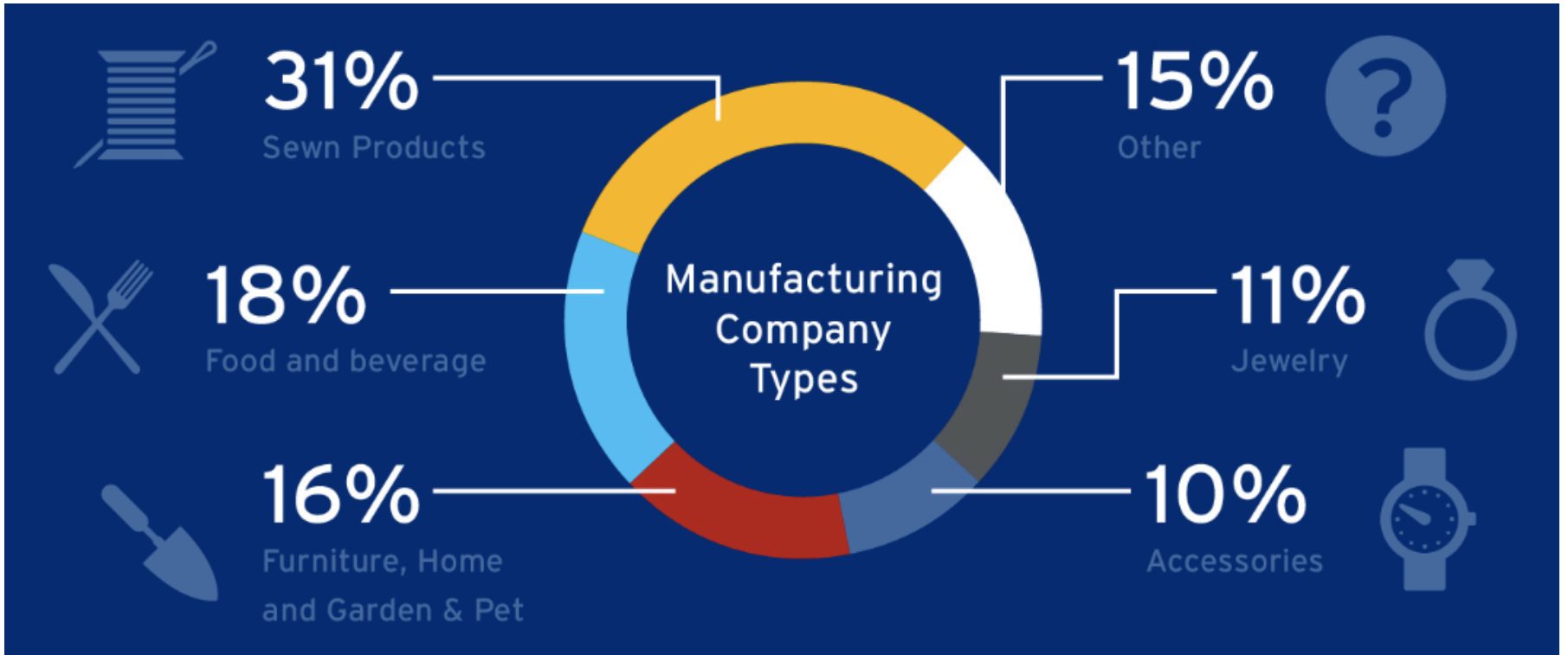
- Economic Development
- Intermediary
- Branding/Marketing
- City Liaison
- Community



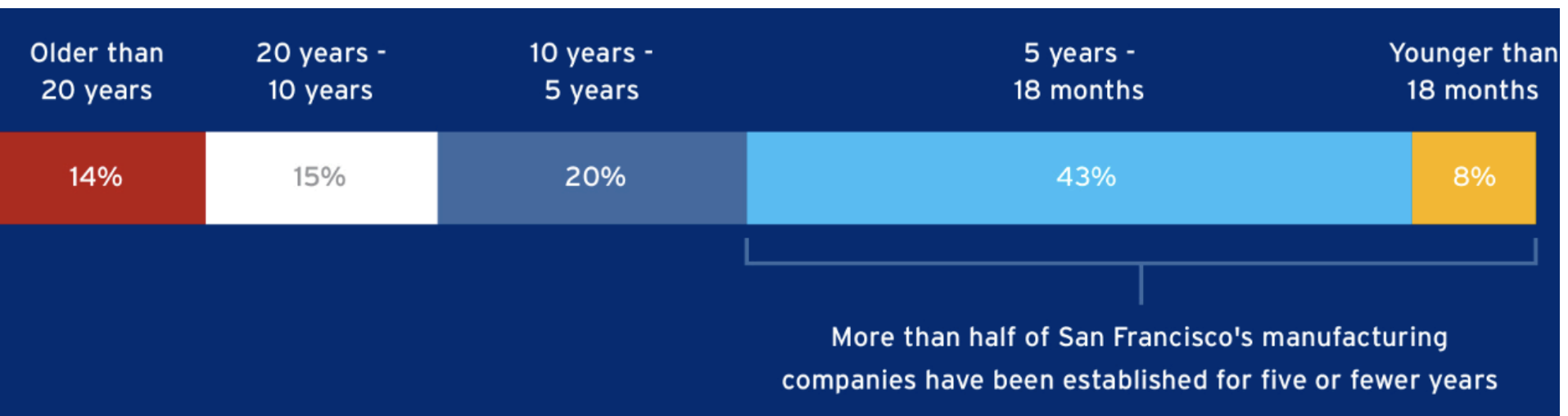
San Francisco's local manufacturing
sector now employs more than

4,000

people, and job growth is at its highest in four years.



Company Age



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

JOB LISTINGS

[Business Development](#) | [Job Seeker](#) | [Events](#) | [Support SFMade](#) | [About Us](#)

[Job Listings](#) | [Submit Job](#)

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](#)

Job Title	Ferry Building Staff
Company Name	Fort Point Beer Company
Compensation Information	\$12.25 + tip pool. The total hourly compensation is typically \$18 to \$28, depending on tips.
Job Title	Delivery Driver

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:

Land an
Interview:

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

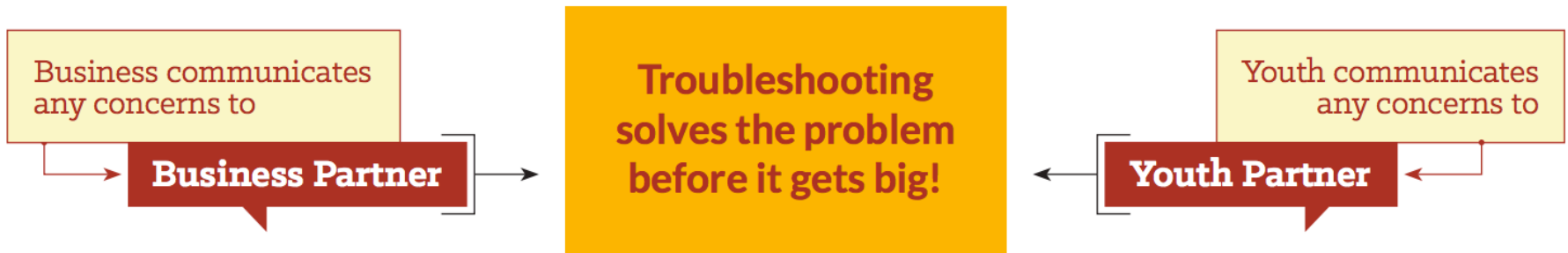
SFMade's YouthMade Programs

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

Workforce and Youth Programs



Summer Youth Internship Model



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

Year Company Began	Hosted a Youth Intern
Before 1925	6% (4)
1969-1989	9% (6)
1990-1999	12% (8)
2000-2009	33% (22)
2010-2015	40% (27)

Company Size

Company Size	Hosted a Youth Intern
1	32% (22)
2-5	30% (20)
6-10	16% (11)
11-25	10% (7)
26-100	9% (6)
Over 100	3% (2)

Type of Manufacturer

Type	Hosted a Youth Intern
Accessories	9% (8)
Apparel	12% (10)
Auto and Bike	1% (1)
Body Products	4% (3)
Children and Maternity	1% (1)
Contract Manufacturers	7% (5)
Food and Beverage	28% (19)
Furniture	3% (2)
House and Garden	13% (9)
Jewelry and Accessories	3% (2)
Other	3% (2)
Pet	3% (2)
Print and Media	6% (4)

A note: Workers Comp

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

YOUTHMADE TOOLKIT



How to Develop a Local Manufacturing Youth Internship Program

- 3 Staff Roles
- 3 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

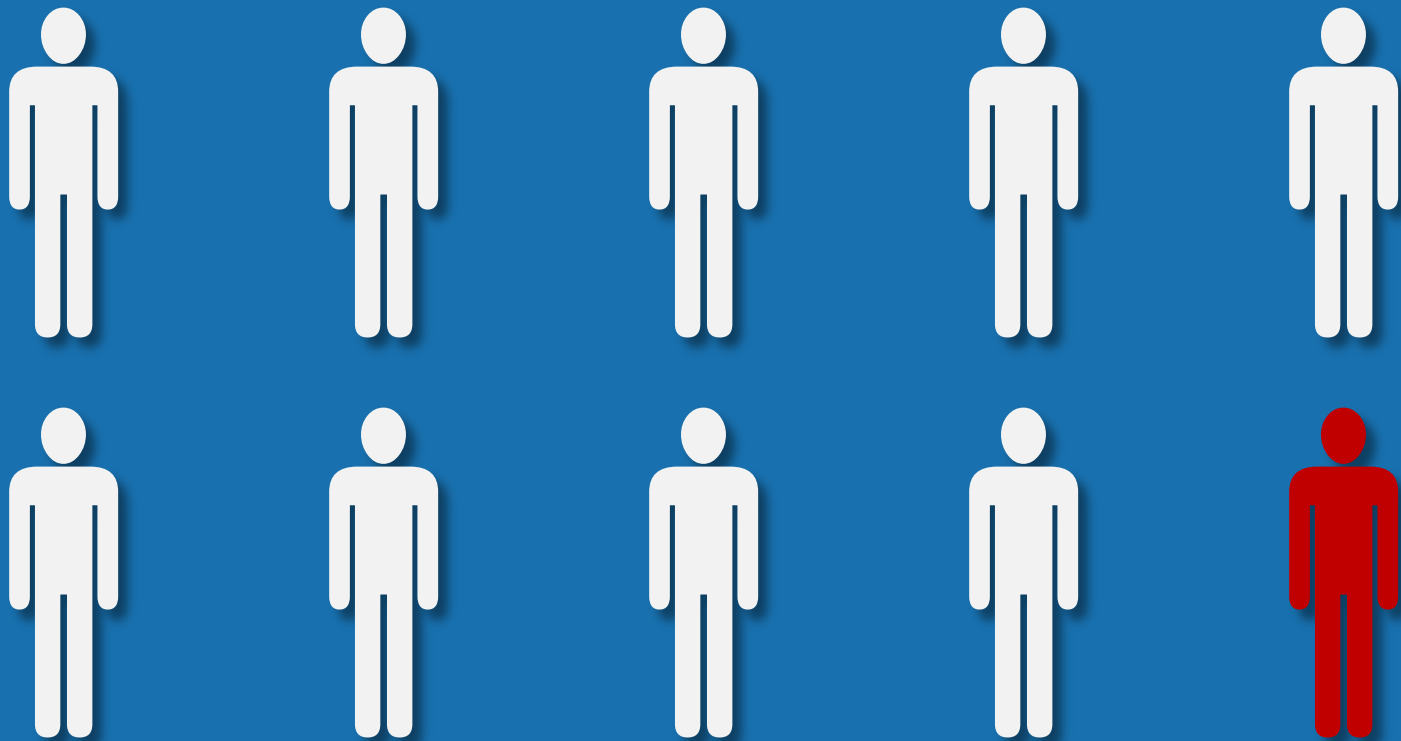
The good news:
Cincinnati is growing jobs

But, 50% employers
struggle to fill jobs

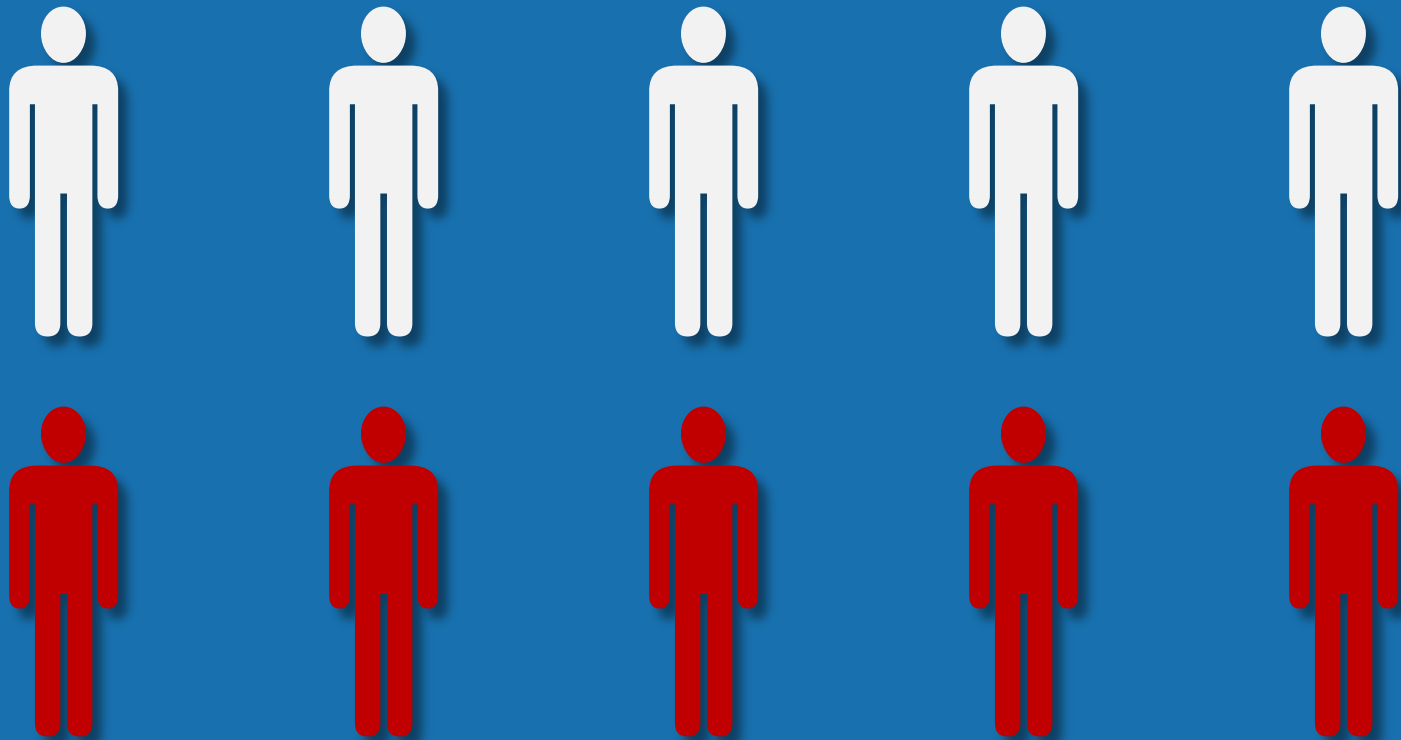
25,000 + jobs open
today, despite 85,000 +
people looking for work



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

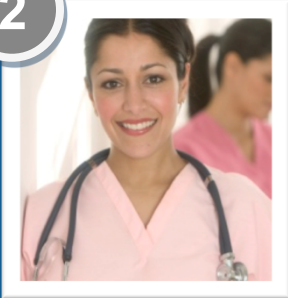
OUR MISSION IS TO MEET EMPLOYER DEMAND BY GROWING THE SKILLS OF THE WORKFORCE

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



thyssenkrupp Bilstein of America

Youth Apprenticeship Program

James Bax | February 28, 2017

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engineering.tomorrow.together.



thyssenkrupp



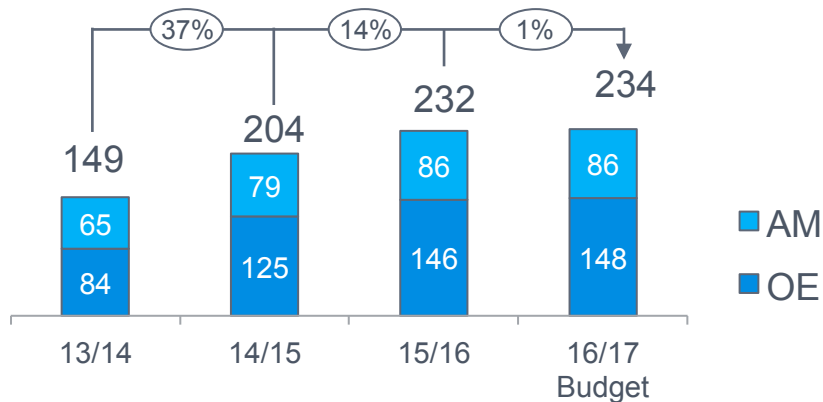
Our Plant



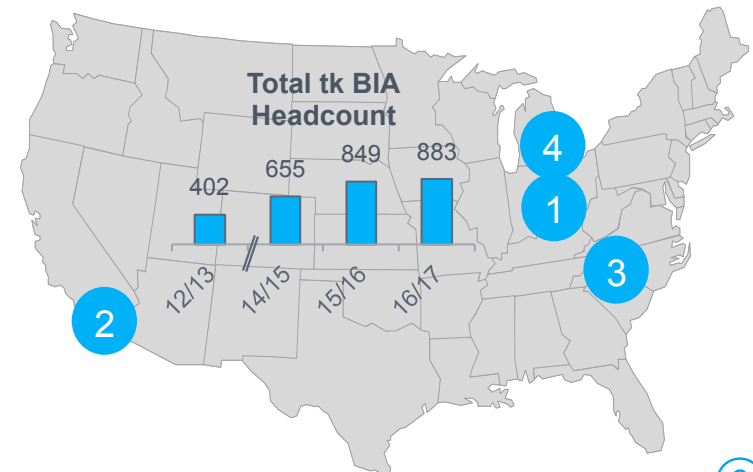
Bilstein Technical Center



Sales¹ [mn \$]



Employees by Location²



¹Sales of tk Bilstein of America; ²Includes temporary and student workers

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



Our Customers

Diverse Customer Base including Foreign and Domestic OEMs



Mercedes-Benz



TOYOTA



FIAT CHRYSLER AUTOMOBILES



TESLA



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

High School

- Attend classes required for graduation in the morning



Bilstein

- Afternoons, Monday/ Wednesday, work part-time
- Minimum 6 hours/week at \$10/hr
- Work mirrors MSSC coursework



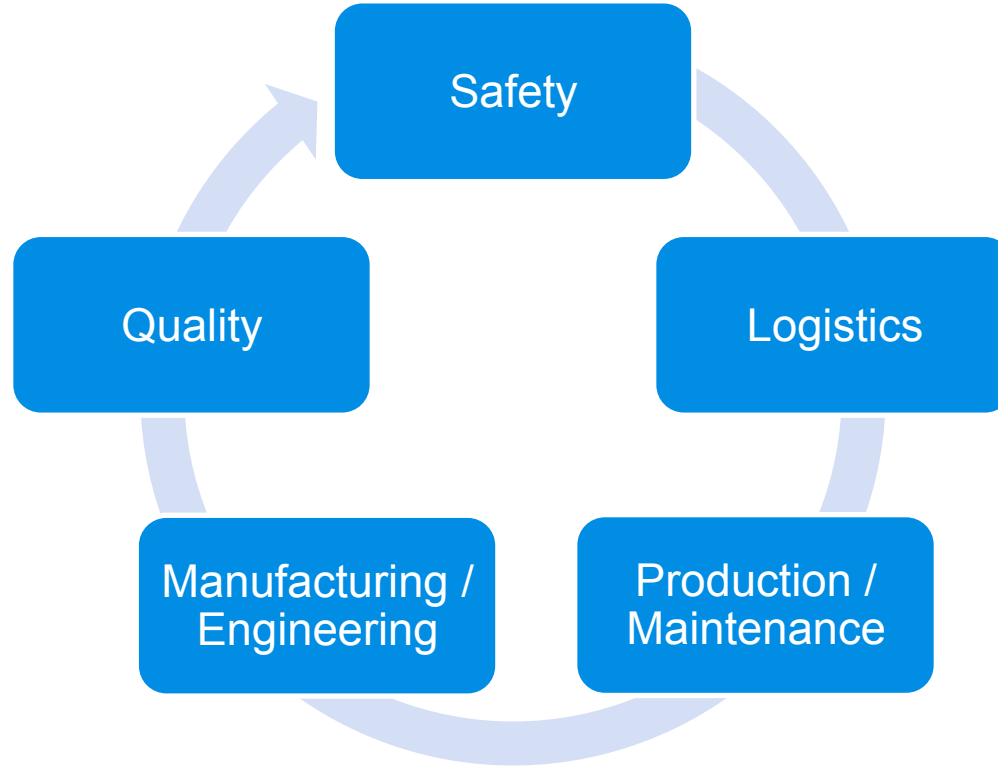
MSSC

- Afternoons, Tuesday/ Thursday, complete coursework for CPT certification
- Earn **college credit** and applicable skills/knowledge



Our Vision for a Youth Apprentice Program

Experiential Learning and First-hand Knowledge

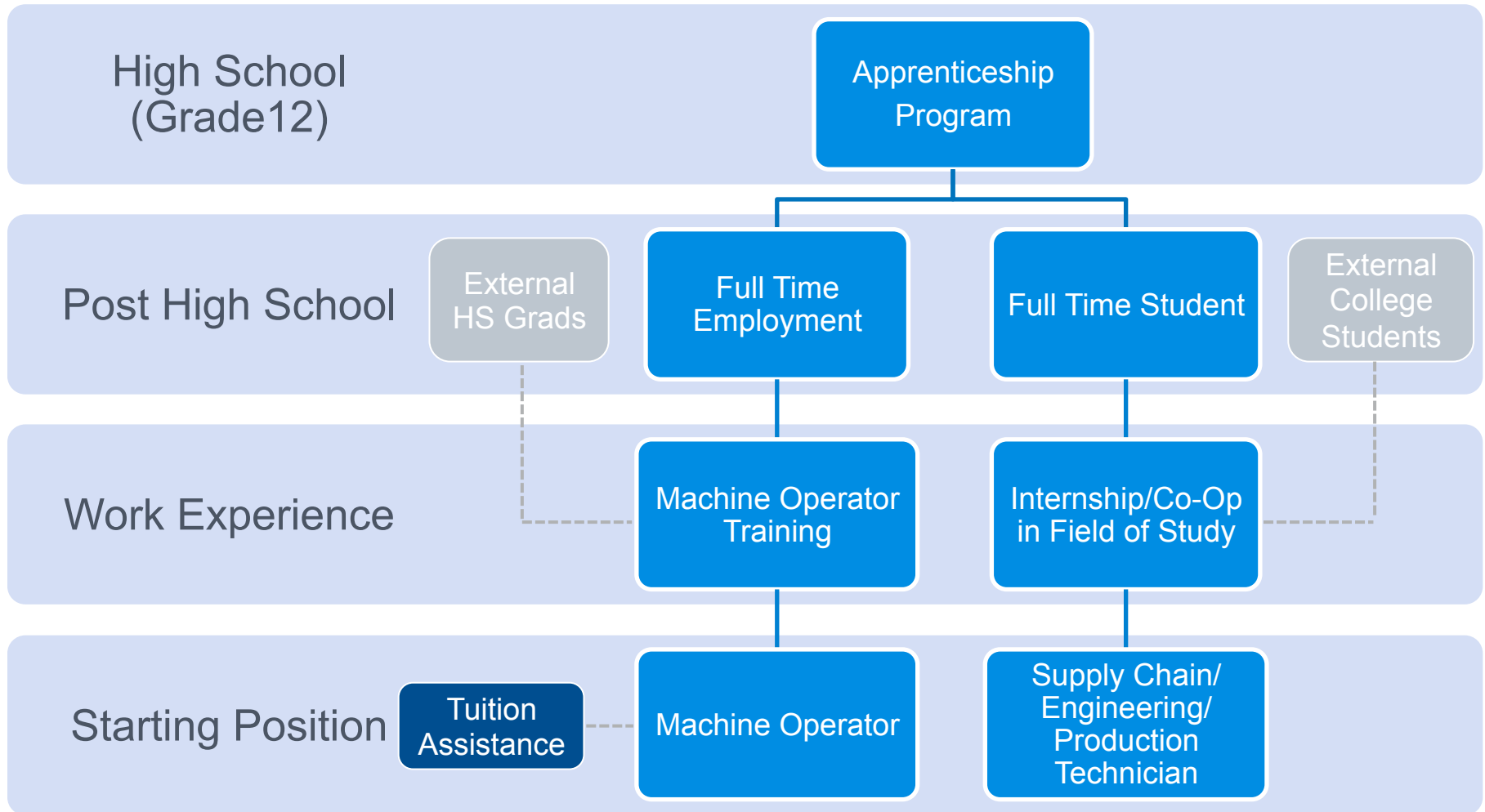


Apprentices Cycle through Operational Departments; Supplement to MSSC Coursework



Our Vision for a Youth Apprenticeship Program

Talent Pipeline



Youth Apprenticeship Program

Current Status

- Three apprentices currently
- Program Kickoff was August 15th
- MSSC Classes began August 16th
- Planned expansion of recruiting to additional schools – Goal of 6 for Round 2



Thank You!



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thyssenkrupp

WORK

LEARN

TRAIN



MANUFACTURE

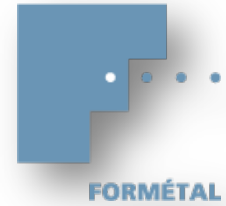
FORMÉTAL

MAKE

...DIFFERENTLY

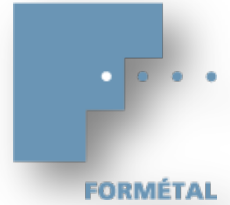
Since 1990

Work integration in Québec

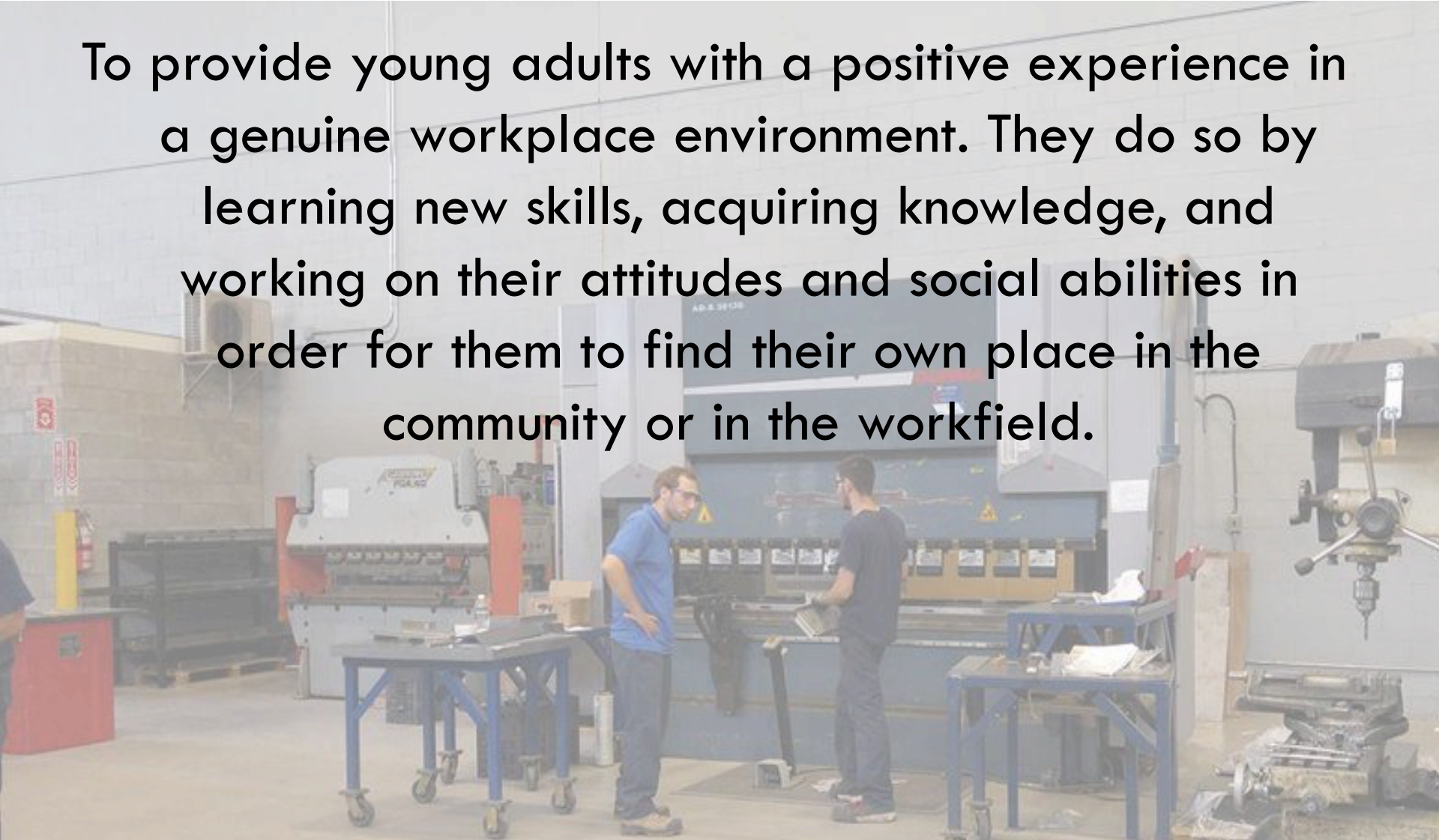


- 50 companies in 14 administrative regions of Québec
- 3,000 new trainees each year;
- Workplace integration or back to school rate : ± 75 %;
- 1,200 permanent employees;
- \$66 M in goods and services revenue;
- \$110 M global sales revenue;
- 45 M invested in the communities;
- 7 business sectors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

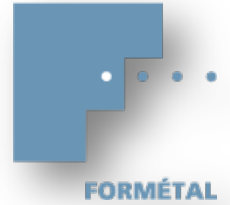
Formétal inc. - Mission



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 workforce.



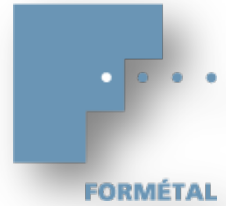
Formétal inc. – History



- 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



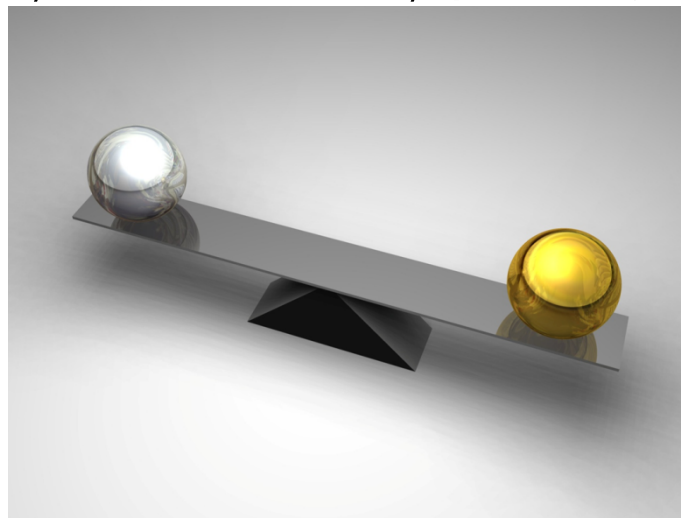
- Approximately 100 new trainees each year
- 83 out of them complete 4 weeks and more
- 4 distinct training programs:
 - Industrial welding
 - Sheet metal work
 - Powder coating paint
 - Forklift operator

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

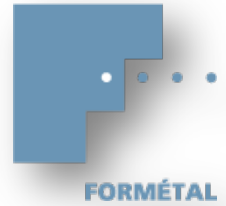
Economical vs social purpose

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



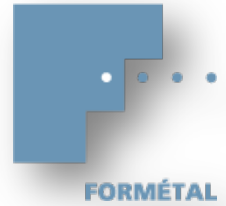
□ Individual plans

- 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.

The program – 4 ways to learn



Individual (social)

- Personal and professional goals
- Individual strategies included in a case plan

Group (social)

- Work and labour standards
- Health and safety principles
- Working as a team
- Weekly planning and stress management
- Job-searching strategies

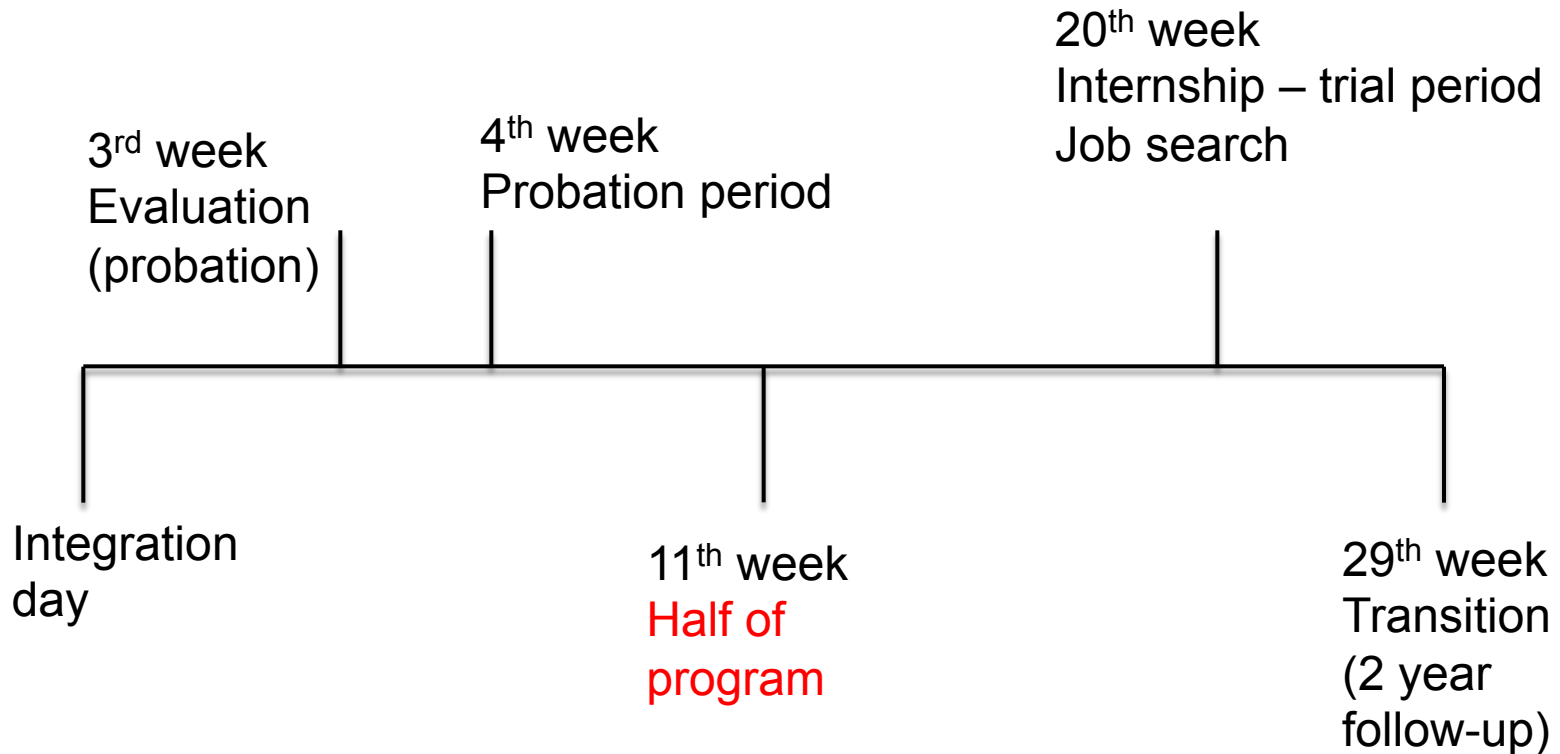
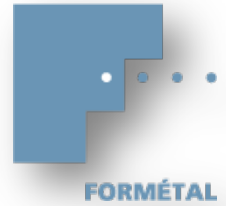
Technical

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

Professional

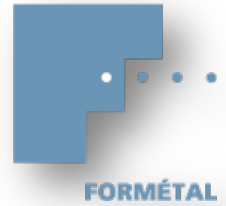
- Production working (rhythm and quality)
- Work stations

The program – timeline



Minimum wage : 10,75\$ hourly (\$8.23 USD)

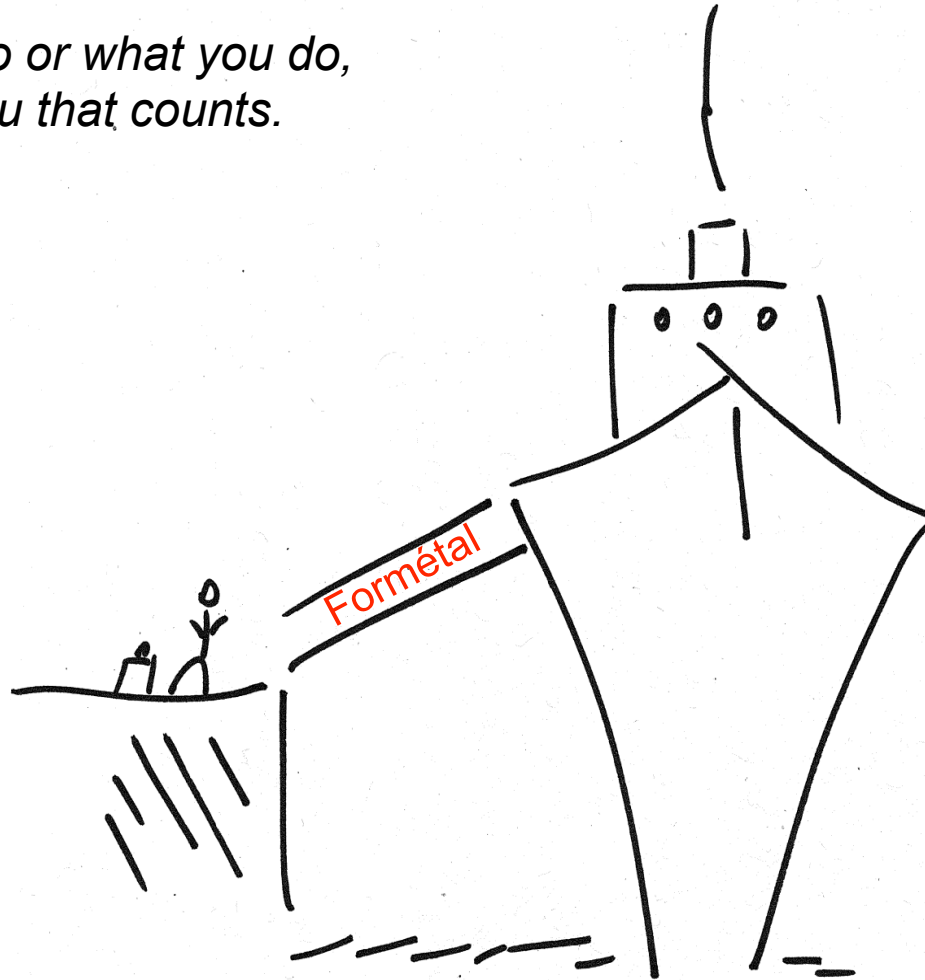
What happens after...



- Transition from Formetal 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.*



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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.



Building Apprenticeship Programs to Engage Youth in Manufacturing Careers



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