

# PA INDUSTRY PARTNERSHIP ANNUAL REPORT

## PY2016-2017

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### OVERVIEW

Pennsylvania's Workforce Development system is increasingly focused on meeting the skills needs of businesses, the career goals of workers and the economic development goals of the commonwealth. To help improve the effectiveness of Industry Partnerships and ensure that project goals are being met, the Department of Labor & Industry requires each partnership to complete an electronic annual report. **It is critical that ALL sections of this document be fully complete upon submission.**

It is important to note that the answers to the questions posed in this report must be a result of the collaborative effort between the individual responsible for submitting this report and the employers and other members within the IP. The commonwealth is interested in obtaining the collective knowledge of the IP and not just the observations of a single individual. To help insure this happens, after gathering the information from the IP members, **a copy of this completed report must be provided to all members of the IP.**

The goals of this annual report include:

- Capturing the significant accomplishments and outcomes of the IPs;
- Communicating accomplishments and outcomes to show the full range of activities that IPs undertake to improve outcomes for employers, workers, and the commonwealth,
- Identifying exemplary IP approaches and practices that other IPs might replicate and that help demonstrate to legislators and others the value and impact of IPs,
- Helping IP coordinators and members gain insight into the progress their partnership is making over time,
- Compiling a set of performance outcomes that can be shared statewide and nationally.

Additional information may also be collected through follow-up interviews and to develop case studies.

### INSTRUCTIONS

Each project that received Industry Partnership and/or Industry Partnership Training Funds in the 2016-2017 program year is required to complete this report. The responses provided in this report should represent the activities and/or results that were achieved between July 1, 2016 and June 30, 2017. Do not include activities or results accomplished outside of this program year. Doing so will cause skewed data and will result in the compilation of data that does not represent Industry Partnership activities and accomplishments for program year 2016-2017.

Please complete each section in its entirety by inserting all information directly into this document. You can present the information in a narrative form or simply by bullet points. Whichever way you select to present the information, be sure that the information is concise and understandable to the reader.

Once the report is complete, please save it as a Word document. Please save the file with the initials of your targeted industry cluster/sub-cluster and your LWIB name. Examples: BC\_Berks.doc; LT\_Luzerne.doc

**When fully complete, please email your document to the Industry Partnerships resource account at [RA-LI-PAWIB-IP@pa.gov](mailto:RA-LI-PAWIB-IP@pa.gov). This report is due by close of business Friday, July 21, 2017.**

## CONTACT INFORMATION

<b>Grant title (as submitted on proposal):</b> Lehigh Valley Diversified Manufacturing Industry Partnership	<b>Local Workforce Investment Board (fiscal agent):</b> Lehigh Valley Workforce Development Board
<b>Grant number:</b> _____	<b>Targeted Industry Cluster:</b> Diversified Manufacturing <b>Sub-cluster:</b>
<b>Name and contact information of person to be contacted on matters involving this report:</b>	
First Name: Gina    Last Name: Kormanik	
Title: Business Relations Director    Telephone Number: 610-841-1006    Email: gkormanik@lvwib.org	

## PARTNERSHIP INFORMATION

- A. Number of years this partnership has been in existence: 10
- B. Funding allocation in PY16-17: Admin: \$10,000    Training: \$140,000    Intermediary Services: \$50,000
- C. Funding expended in PY16-17: Admin: \_\_\_\_\_ Training: \$168,184.74    Intermediary Services: \$ \_\_\_\_\_
- D. Unexpended funds as of June 30, 2017 (must equal "B" minus "C") :  
Admin: \$ \_\_\_\_\_ Training: \$ \_\_\_\_\_ Intermediary Services: \$ \_\_\_\_\_
- E. Employer Cash Match Percentage Required by IP: 35%
- F. Employer Cash Contributions: \$90,561.01
- G. Employer In-Kind Contributions: \$303,181.45
- H. **Current Balance in Sustainability Fund** (by sustainability fund we mean a separate financial reserve that can be put toward the administrative, operational, and training activities of the Industry Partnership in the case that there is a temporary or permanent cut off in state support): N/A – Sustainability fund has not been established
- I. Number of employers in partnership in PY16-17: 135
- J. Number of employers utilizing training in PY16-17: 24%
- K. Percentage of IP training devoted to consortium-based training in PY16-17: 97%
- L. **Non-state funding:** Please list all outside sources of leveraged and pooled funding and approximate dollar amounts that helped to support the activities of your Industry Partnership in 2016-2017 program year. In addition, please list what activities the dollars helped to support and what (if any) funding level you feel this financial resource will be able to provide in the coming year. (Federal grants must be listed in the next section.)

<b>Outside Funding Source</b>	<b>Funding Amount</b>	<b>Activities Supported</b>	<b>Predicted Funding in 17-18</b>
Companies receiving WEDnet funds	Not pooled amounts	WEDnet eligible training	Contingent on company eligibility and available funding

**M. Federal grants:** Please list all federal grants (competitive, planning, etc.) and approximate dollar amounts that helped to support the activities of your Industry Partnership in the 2016-2017 program year. In addition, please list what activities the dollars helped to support and what (if any) funding level you feel this financial resource will be able to provide in the coming year.

<b>Federal Funding Source</b>	<b>Funding Amount</b>	<b>Activities Supported</b>	<b>Predicted Funding in 17-18</b>
PATH/TAACCCT Community College Grant	Not pooled amounts	Lehigh Carbon Community College and Northampton Community College representatives connect IP employers and job seekers with PATH resources	Contingent on funding availability
Micro-credentials Grant through PA L&I Workforce Innovation Fund	Not pooled amounts	Workforce development for Manufacturers	Funds support workforce pipeline
Crescent Regional Industry Sector Partnership Grant	Not pooled amounts	Workforce development for Manufacturers	Funds support workforce pipeline

## **INDUSTRY PARTNERSHIP WORKER TRAINING**

Now that training has concluded, please complete the chart below with actual partnership data from PY16-17.

<b>Name of Training</b>	<b>Total # of Participants (Final)</b>	<b>Total Cost per Training (Final)</b>	<b>Outcomes</b> (please provide detailed outcomes; specify by name each credential and certification)
Management, Leadership, Supervisory and Strategic Workforce Training	109	Total cost of training to grant: \$71,256.25  Average cost per trainee: \$653.72	Certificates of Completion Manufacturers Leadership Institute Certificates Management Certificates  Overall 3% reporting wage gain Overall 100% reporting potential future wage gain
Process and Quality Improvement	59	Total cost of training to grant: \$85,501.49 Average cost per trainee: \$1,449.18	Lean Certifications Six Sigma Certifications Certificates of Completion  Overall 9% reporting wage gain Overall 71% reporting potential future wage gain

Communication/Customer Service/Teamwork/Coaching	61	Total cost of training to grant: \$11,427.00  Average cost per trainee: \$187.32	Certificates of Completion  Overall 2% reporting wage gain Overall 98% reporting potential future wage gain
<b>Enter total #</b>  229		<b>Enter total \$</b>  \$168,184.74 grant dollars expended (Total avg. cost per trainee: \$734.43)	

**Did the partnership have approved changes to the training plan during PY16-17? If yes, please provide a detailed explanation for these changes.**

No changes were requested for the 2016-2017 Diversified Manufacturing Industry Partnership training plan.

**How many industry-recognized credentials and/or certifications were obtained through training by participants? Please explain how they will be beneficial to participants.**

227 Certificates were obtained through training by participants. These are beneficial since the training retooled manufacturers' workers, making their skills more valuable, and resulted in positive impacts to the companies such as productivity, profitability and competitiveness.

## INTERMEDIARY SERVICES

Now that intermediary services have concluded, please complete the chart below with actual partnership data from PY16-17.

Intermediary Service	Cost	Explanation for Intermediary Service
Diversified Manufacturing Industry Partnership management duties and services	\$ _____	Duties and services needed for Industry Partnership management, administration, business engagement, outreach, reporting, meeting facilitation, meeting agenda development, training options communication, surveys, evaluations, agreement preparation, databases, follow up, and others as required.
	<b>Enter total \$</b>  \$ _____	

### **How did intermediary services provided positively impact the partnerships, employers, and participants?**

Intermediary services impacted the Diversified Manufacturing Industry Partnership positively by providing partnership management, business engagement, outreach, coordination and other services to ensure that the IP grows as an industry-led program, helping retool manufacturing workers, updating their skills, and increasing productivity, profitability and other measures of success.

## **MEASURING IMPACT**

### **What has been the overall impact of the partnership on workers?**

For the fiscal year 2016-2017, the Lehigh Valley's Diversified Manufacturing Industry Partnership impact on workers, as reported by employers providing data, resulted in: 4% reporting overall wage gains, 96 % reporting worker retention post training, 99% reporting overall skill enhancement, 9% reporting overall current career advancement, and 33% reporting lower vacancy rates. Employers report 92% potential future wage increases and 94% potential future career advancement.

### **What has been the overall impact of the partnership on employers?**

For the fiscal year 2016-2017, the overall impact of the Lehigh Valley Diversified Manufacturing Industry Partnership training and activities on employers has resulted in a report 4.5 out of 5 overall IP satisfaction rate, 96% reporting productivity increased, 94% reporting positive impact on profitability, 41% reporting cost savings, 91% showing positive impact on competitiveness, and 37% showing increased safety rates.

### **How do you prioritize employer and worker needs?**

Continuing a best practice, employer and worker needs are determined ongoing during IP meeting Environmental Scanning sessions when employers highlight current and projected workforce and training needs and industry trends, as well as projected expansions, shared industry practices, and trends impacting their companies. An annual on-line survey is distributed to all employers to identify current and projected employer/workforce needs. Along with this primary data, secondary industry and labor market data is continuously analyzed and presented to all members of the IP to align resources with employer and overall industry cluster needs.

### **What is the process for determining the most suitable training provider?**

The process for determining the most suitable training provider continues to be employer-driven based on private sector demands for industry-driven curriculum, credentials and certifications aligned to the current Diversified Manufacturing Industry Partnership Training Plan and current high priority occupations. To facilitate this process, education and training providers are active members and communicate training opportunities aligned with the training plan and employer demands.

### **Did your IP identify additional resources to support a pipeline initiative? If yes, please explain in detail.**

As with previous years, the Industry Partnership continues to identify other workforce system resources and staff to support pipeline initiatives, such as our Youth career awareness activities, Strategic Innovations grant with our Employer Engagement Center and Career Pathways, Crescent Regional Industry Sector Partnership regional initiative, Micro-credentials Grant, and PA CareerLink® Lehigh Valley staff who participate in IP meetings, allowing employers the opportunity to connect with these respective activities and funding when available.

### **How do you track and increase employer investment?**

Employer investment in the workforce system is tracked on an ongoing basis by tabulating employer in-kind contributions of paid salary release time and cash match. Employer investment in the workforce system is tracked and measured with their involvement in the PA CareerLink® Lehigh Valley workforce system by requiring employers who apply for worker training funds to be connected to Workforce Board initiatives and the PA CareerLink® Lehigh Valley such as involvement in employer roundtables, forums, studies, JobGateway® job postings, using On-the-Job Training funds, and other initiatives. Employers are also involved in Youth CareerFORCE activities such as the Rotational Internship Network program, facility tours, job shadows, CareerLinking Academies, work experiences, mentoring, and employer panels.

### **How do you track and increase employer engagement?**

Employer engagement is tracked internally including how businesses are connected to the PA CareerLink® Lehigh Valley workforce system, participation in Youth activities and involvement in Workforce Board initiatives such as employer roundtables, job fairs, events, Board committees, local planning, and educating and informing policymakers on workforce issues. Employer engagement is increased by utilizing intermediary services which include business connections through the Greater Lehigh Valley Chamber of Commerce, Society for Human Resource Management/ Lehigh Valley Chapter, outreach efforts, social media, newsletters, emails, personal contacts and more.

## **PARTNERSHIP ADMINISTRATION**

### **How did you collaborate with outside entities and leverage outside resources?**

The Industry Partnership collaborates with outside entities and leverages outside resources by:

1. Collaborating with Partnerships for Regional Economic Performance (PREP) partners including Lehigh Valley Economic Development Corporation, Manufacturers Resource Center and Small Business Development Center to increase and diversify employer membership in the IP.
2. Working with IP employers to improve the Rotational Internship Network program by exploring the inclusion of community colleges, job seekers and youth in the program.
3. Collaboration with the Lehigh Valley Economic Development Corporation to engage employers and education community in the next steps of the Bridging the Workforce Gap Study to analyze labor supply compared to industry demand for workers.
4. Continued collaboration with other funding sources such as WEDnet PA and special grants such as the Micro-credentials and CRISP grants to provide technical skills training resources for incumbent workers and job seekers, as available.
5. Leveraging the PATH community college grant to increase the pipeline of skilled manufacturing workers.

### **What indicators does the partnership currently measure in order to determine impact on stakeholders, businesses, workers, and the local economy?**

The Diversified Manufacturing Industry Partnership continues to measure success through: (1) ongoing analysis and measurement of job and labor market data to determine the regional economic impact of Manufacturing industries; (2) environmental scanning held at each IP meeting to validate and confirm labor market data; (3) skills gap analyses; (4) data gathered on IP training applications including wage gains, promotion/advancement, skill enhancement, productivity/profitability/ competitiveness increases, cost savings, safety improvement and lower vacancy and retention

rates; and, (5) on-line survey evaluation conducted each year to determine the impact and value of the IP on employers and workers, evaluate IP effectiveness, identify future training needs, and obtain additional feedback.

#### **How does the partnership collect participant promotion and wage gain information?**

Participant promotion and wage gain information is gathered when employers submit their applications for worker training reimbursement, re-validated at fiscal year-end and updates made if necessary.

#### **How long does it take to obtain participant promotion and wage gain information?**

Promotion and wage gain information is gathered at time of application and data is verified at year end. Employers continue to state that training made possible through the Industry Partnership may not immediately result in a wage gain or direct promotion/advancement. Some companies report that wage gains may be determined annually.

#### **How do you monitor and determine in-kind contributions from employers?**

In-kind contributions of paid salary release time match are monitored and tracked on an ongoing basis through an internal database and are a required component of the employer application and agreement documentation process.

#### **What percentage of employer partners utilize IP training funds?**

The average of employers who use IP funds is approximately 24%. The majority of employers surveyed note that value-added elements of the IP are job and labor market data, resources, networking, and connections to PA CareerLink® Lehigh Valley workforce system services such as JobGateway®, On-the-Job Training, Youth Veterans, Office of Vocational Rehabilitation, and more.

#### **Are all employers required to provide a cash contribution or just those that participate in training?**

For fiscal year 2016-2017, employers participating in training were asked to provide a 35% cash contribution to the cost of training to be in alignment with state guidelines and optimize the grant resources.

#### **Are all employers required to provide in-kind contributions or just those that participate in training?**

For fiscal year 2016-2017, employers participating in training are required to provide in-kind contributions of paid salary release time equating to approximately 50% of the training cost. Additionally, employers contribute facility space by hosting Industry Partnership meetings to showcase their facilities to the membership.

## **CONTINUOUS IMPROVEMENT**

#### **What does the partnership feel has been their greatest accomplishment over the program year?**

The Lehigh Valley Diversified Manufacturing Industry Partnership continues to grow each year with the active engagement of manufacturing and supply chain businesses. Attendees at each Industry Partnership meeting are predominantly employers, as well as education and training providers, PA CareerLink® Lehigh Valley staff and workforce system partners like the Office of Vocational Rehabilitation, Youth CareerFORCE staff, economic development representatives, PREP partners, Governor's Action Team, the Greater Lehigh Valley Chamber of Commerce

Manufacturing Council, Society for Human Resource Management/Lehigh Valley Chapter, and other community stakeholders.

**What does the partnership feel were their greatest challenges and why?**

The partnership's greatest challenge is the need to continuously grow and improve the value of the IP to ensure engagement of more employers in the Diversified Manufacturing industry sector.

**Has your partnership discussed possible solutions to these challenges? If so, what are the partnership's proposed strategies for overcoming these challenges next year? If not, please explain your strategy for discussing challenges and coming to a consensus on possible solutions with partnership members.**

The IP maintains that a proven strategy for effective business engagement is the IP's seamless connection with the PA CareerLink® Lehigh Valley Business Services staff, and continued strong connections to industry led associations including the Greater Lehigh Valley Chamber of Commerce and its Manufacturing Council, the Society for Human Resource Management-Lehigh Valley Chapter and other professional organizations to engage businesses. Industry Partnership communication and recruitment includes networking, outreach, email blasts, electronic and print media, and social networking through LinkedIn, Facebook and Twitter.

**In your opinion, how effective has the PA WDB been in administering the IP grants?**

PA WDB provides excellent technical assistance in the ongoing administration of the grants. We appreciate your support and guidance.

**What changes could be made at the state level to improve IPs?**

Our Industry Partnership continues to respectfully recommend that multi-year funding appropriations be implemented for IPs to increase continuity, improve business engagement and provide options for longer-term training opportunities which may result in even greater workforce outcomes such as wage gains and/or career advancement.



# ATTACHMENT 1: TRAINING PLAN INFORMATION

In order to make sure you are meeting the goals set forth in the approved submitted training plan, please complete the form below for **EACH** training offered through your partnership during the program year.

Training Plan Category	A. Name of Training	B. Employer Names (Small, Medium, Large)	C. # of Participants	D. # Completers	E. Overall Training Cost	F. # Credentials	G. # Certificates	G.a. Certificate Name	H. # Promotions	I. # and % Wage Gain	J. Add'l Outcomes: # Potential Promotions / # Potential Wage Gain
Supervisory/ Leadership/ Management	Manufacturing Leadership Institute	ABEC-M Airlite Plastics-M ATAS Mfg-M Atlas Machining-M B. Braun Medical-L Bio Med Sciences-S BRD Noise-S Brey-Krause-S Fluortek-M FMI-M Hydac-M Innovative Office-M Lutron Electronics-L Piramal Critical Care-M ProtoCam-S Windkits-S	24	24	\$53,222.00	N/A	24	MLI Certificate	6	2 / 8%	23 / 24
	Management Certificate Training	Crayola-L Follett-L Sussex Wire-S	9	9	\$5,661.50	N/A	9	*	0	1 / 11%	9 / 9
	Supervisory Bootcamp	B. Braun Medical-L Fluortek-M Lightweight Mfg-S	13	13	\$4,182.75	N/A	13	*	2	0 / 0%	13 / 13
	Leadership Training	B. Braun Medical-L Additional: Just Born	63	63	\$8,190.00	N/A	63	*	1	0 / 0%	63 / 63
Process/ Productivity/ Quality	Lean Training	Airlite Plastics-M Bosch Rexroth-L Ecopak-S Fluortek-M Hydac-M Inter-Tech Supplies-S Packaging Corp-M Windkits-S	8	8	\$22,694.75	N/A	8	Lean Cert.	2	3 / 38%	7 / 7
	Six Sigma	Crayola-L Fluortek-M Follett-L OraSure-M Victaulic-L	14	14	\$25,610.00	N/A	14	Six Sigma	1	0 / 0%	14 / 14
	Toyota/ Maintenance	American Craft Brew-L Crayola-L Ecopak-S Freshpet-M Hydac-M Ocean Spray-L Reed Millwork-M Windkits-S	22	22	\$27,894.75	N/A	22	*	4	2 / 9%	10 / 11
	Quality/ISO	Tioga Pipe-M Additional-Hydac	6	6	\$1,365.00	N/A	6	*	0	0 / 0%	6 / 0
	SAP/ERP Training	B. Braun Medical-L	4	4	\$5,759.49	N/A	4	*	0	0 / 0%	4 / 4
	Design/GD&T	Crayola-L Kadco Ceramics-S	5	5	\$2,177.50	N/A	5	*	3	0 / 0%	5 / 5
Communication/ Customer Service	Communication Training	B. Braun Medical-L Additional: Hindle Power, LVEDC	50	50	\$4,875.00	N/A	50	*	0	0 / 0%	50 / 48
	Customer Service/Sales	Applied Separations-S BRD Noise-S Fluortek-M	11	11	\$6,552.00	N/A	11	*	2	1 / 9%	11 / 11
TOTALS			229	229	\$168,185						

\*Certificate of completion by training provider.