



Governor’s Best Practices in Workforce & Economic Development Award Nomination Application

Nominated Project Title: Manufacturing Career Pathways Initiative

Project Lead Name: Robin Nixon, CAMPS Associate Director **Phone number** (253) 951-8321
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Summary of nominated project (No more than two sentences.): The CAMPS Manufacturing Career Pathway Initiative is based on industry driven feedback to enable entry level applicants and incumbent employees to participate in the TPA (Training to Placement to Advancement) and SOJT (Structured On-the-Job Training) programs leading to careers in Advanced Manufacturing. The TPA Pilot Project graduated 20 entry level candidates of which 7 have secured jobs in WA.

Region and/or communities benefitting from project: Initially in the Puget Sound Region, with plans to offer throughout Washington State.

When (month and year) did nominated project launch: Pilot Project was developed in February 2011 and the training was completed in May 2011.

Has the project/activity operated continuously since then: Yes

If not, explain: The TPA project is currently completing a full evaluation to identify the successful steps and where improvements are required. The final report will be presented to the Seattle-King County Workforce Development Council in September 2011.

Plans are currently in development to offer a next-step program working with the Washington National Guard and Washington State Department of Veterans Affairs. The Pilot Program included veterans, low income, and immigrant populations. One lessons- learned is the veterans have many of the skills needed in the manufacturing sector and can handle and accelerated training session, where as the low income and immigrant population require more detailed training. .

Start-up costs \$65,000 **Most recent annual budget:** The CAMPS portion was \$16,300.00 to cover the applicant intake orientation presentation, Wiesen Test Materials, Curriculum Development, Trainer, and Site costs. Moving forward, CAMPS costs will be greatly reduced, as the main curriculum is developed, testing materials are reusable, and on-going costs are primarily training delivery and site costs.

List your major funding sources, including tax credits or incentives, grants, and other private sector support: CAMPS received the \$16,300 mentioned above and supported the program with internal staff time. To arrive at this point, CAMPS has invested staff time at over \$60,000 in 2010 to complete the survey and work with member companies to identify workforce solutions.

Describe the purpose (need) and the unique approach taken by the nominated project to satisfy the stated need (450 words or less)

The CAMPS approach is based on “industry driven” information based on job and skills demand as expressed by the manufacturers. The manufacturers identify four pools for applicants: K-12, low income, veterans, and immigrant/English as a second language individuals.

To provide a career pathways CAMPS has broken this out into four distinct steps:

1. Interest and aptitude – Orientation and Weisen Test of Mechanical Aptitude and Interest
2. Introductory Training – TPA – introduction to manufacturing and demonstrated willingness to learn. The TPA provide the basic foundations necessary for companies to hire entry level applicants.
3. Structured On-the-Job Training – The SOJT approach is accelerated, on-site, specific to job demands, and for incumbent employees who earn while they learn and can elevate to higher jobs, making room for entry level new hires to replace them as they move up.
4. Certificate and Degree Programs – These programs exist in the community colleges and universities and the CAMPS programs provide the foundations for higher skills.

CAMPS realizes the long term solutions needed require a unified program including industry, education, government, and the community. The Training to Placement to Advancement (TPA) Pilot Program included Burst for Prosperity, Cares of Washington, and Green River Community College.

Describe how the nominated project incorporates both workforce and economic development practices and provides a benefit to workers and employers. (See cover page) (250 words or less) Manufacturing provides high wages jobs and has one of the largest multiplier effects to creates support jobs. Manufacturers are also confronted with two completing demands on workforce issues. Many of the most highly skilled employees are at the age where they will be exiting the workforce through retirement, with a lack of skilled replacements. Simultaneously, with the increased demands for higher technology equipment, advanced materials, and requirements for higher quality standards such as ISO, Six Sigma, Lean, and other methodologies, the skill requirements are elevating. Thus the need for immediate and evolving training support.

As the manufacturing industry continues to recover from the recession, and as many current manufacturing employees reach retirement age, many positions for entry-level and skilled workers will need to be filled. CAMPS will continue to support workforce development by the implementation of the structured on-the-job training program in order to bridge this gap and provide quality candidates to manufacturers seeking to fill various skill level positions.

**Will the nominated project continue into the future? Yes
If yes, how will it be funded and sustained. (200 words)**

CAMPS is currently reviewing the Pilot Project results and feels three different programs will emerge.

- The Veteran population already have many of the skills as they are trained to operate some of the most advanced weapons, communication, and ground support equipment the World. This group can accelerate though a 3 to 4 week program. CAMPS is currently working with the Washington National Guard and Washington State Department of Veterans Affairs to schedule a class in the fall of 2011.
- The lower income population (un-employed and under-employed) may have skills in non-manufacturing jobs, but require more training in several areas of the curriculum. This group may require a 6 to 7 week session, with more emphasis on hands-on skill development.
- The immigrant or English as a second language population will take about 8 to 9 weeks to complete the TPA. The translation and comprehension requirements require additional time and attention to be effective.

Sustainability - CAMPS on a very limited scale has asked manufacturers if they would contribute an amount of \$500 to \$1,000 once a new hire successfully completes a 90 to 180 day probationary period to sustain the TPA program. Early indications are mostly positive and a larger scale survey will be conducted. The cost of \$500 to \$1,000 is much less that the cost of a bad hire and recruitment costs.

In an attachment, demonstrate how this project/activity has made a quantifiable difference to the economic health of working people and employers. (Tables and graphs based on verifiable numbers. Words should be used only to support the data and should be kept to a minimum) Check when done. ☒

A short concluding statement on why you believe this project/activity is noteworthy or unique and should serve as a best practice model. (100 words or less)

The CAMPS Manufacturing Career Pathways Initiative is based on two strong foundations. It is based on “industry driven” job and skill demands and supported by the CAMPS Manufacturing Assessment Survey completed in September 2010. The Pilot Program was development by bringing together partners from industry, education, government, and community to work together to benefit workers who want jobs with long-term career pathways and companies who need long-term employees to operate their operations.

Program or Project’s website or webpage: www.camps-us.com

List the leading individual(s) or organization(s) that should receive special recognition for their role in the project or activity. Please provide name, title, role, address and phone number. CAMPS

Robin Nixon, Associate Director CAMPS, TPA Project Lead, 417 Ramsay Way #112, Kent, WA 98032. Office 253-520-6288

• Tom McLaughlin, Executive Director CAMPS, TPA Project Lead, 417 Ramsay Way #112, Kent WA 98032. Office 253-856-9595 Ext 5301

Burst for Prosperity

• Maggie McKenna, Evaluator: mmckenna3@earthlink.net, Cell 206-935-6340

Green River Community College

**• Nancy M Zellers, The Human Resource Outsourcing Consultant THROC
Office: 360-405-0179, Cell: 360-340-7540, nancymzellers@yahoo.com,**

Washington National Guard

**• Rich Garmong (CTR), Sr Advisor Employment Transition Services
24410 Military Road, Kent, WA 98032, Cell: 253-512-1391,
Richard.garmong@us.army.mil**

Name and contact information of person completing this nomination form:

Robin Nixon, Associate Director CAMPS, Cell: 253.951.8321, robin.nixon@camps-us.com



Training to Placement to Advancement Candidate Interview Log

	First Name	Last Name	Company	Date	Company	Date	Notes
1	Robert	Bernhardt	Red Dot	TBD			Surgery
2	Johnathan	Collier	Red Dot	6/6/2011			
3	Getachew	Enyew	Intv: MICI	6/23/2011			
4	Esselman	Esselman	Intv: MICI	6/24/2011			
5	Barry	Gilbert	Hired / now unemployed				Will call Lisa back. Spoke on 7/19/11
6	Christopher	Hamner					In communication with Lisa
7	Yonas	Hunde	Intv: MICI				In communication with Lisa
8	Jesse	Johnson	Red Dot	5/31/2011			
9	Tashane	Jones					
10	Steven	Kravitz	Unknown	By 6/1/11			
11	Roger	Kubara					Left messages
12	Lakmal	Marasinghe	Sent to Red Dot	6/3/2011			Going to school. Still interested in Mfg.
13	Chala	Negasa	Intv: MICI	6/27/2011			In communication with Lisa
14	Venuste	Ntakirtimana					In communication with Lisa
15	Hoang	Pham	Intv: Thomas Machine	6/3/2011	Intv: MICI	6/28/2011	Intv: Korry Intv: Boeing
16	Michael	Ross	Intv: Thomas Machine	6/3/2011	Intv: MICI	6/21/2011	
17	David	Stevenson	Intv: Thomas Machine	6/3/2011			Left messages
18	Ian	Wheatley					Unable to contact
19	Rosalyn	Winbush					Working but interested in Mfg.
20	Namsook	Yoon					In communication with Lisa

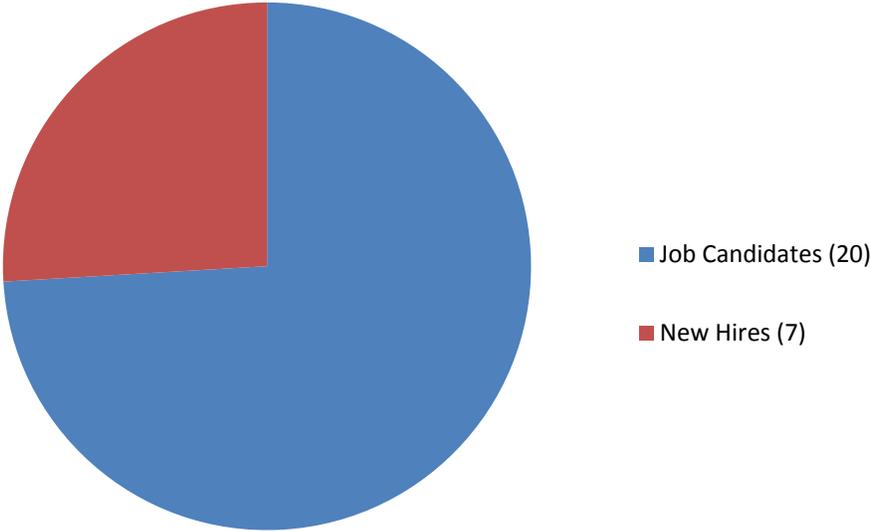
Training to Placement to Advancement Pilot Project Participant Scores

Name	Wiesen test score (60 possible)	Final test score- 20 questions, 60 points	Safety (6 test questions, 15 points)	Manufacturing process (7 test questions, 18 points)	Measurement, Shop tools (3 test questions, 7 points)	Shop Math (8 questions, 16 points)	Shop drawings 2 questions, 4 points
Jan Wheatley	53	57 Ab Av	15 well above av	16 above av	6 above av	16 well above av	4 well above av
Steven Kravitz	50	53 Ab Av	15 well above av	15 average	6 above av	14 below av	3 above av
Jesse Johnson	50	53 Ab Average	15 well above av	12 below av	6 above av	16 well above av	4 well above av
Barry Gilbert	50	38 Below Av	12 below av	8 below av	0 below average	14 below av	4 well above av
David Stevenson	47	52 Ab Av	14 above average	18 well above av	0 below average	16 well above av	4 well above av
Jonathan Collet	47	52 ab av	15 well above av	18 well above av	2 below av	13 below av	4 well above av
Michael Ross	47	45 below av	13 average	13 below average	4 above av	15 below av	0 below av
Lakima Washington	45	60 well above av	15 well above av	18 well above av	7 well above av	16 well above av	4 well above av
Tashane Jones	45	50 average	15 well above av	15 average	1 below av	16 well above av	3 above av
Roslyn Winbush	44	52 ab av	15 well above av	15 average	3 below av	16 well above av	3 above av
Robert Bernard	44	60 well above av	15 well above av	18 well above av	7 well above av	16 well above av	4 well above av
Christopher Farris	44	41 below av	8 below av	17 above av	4 above av	12 below av	0 below av
Nancy Yoon	43	51 above av	12 below av	17 above av	2 below av	16 well above av	4 well above av

Name	Wiesen test score (60 possible)	Final test score- 20 questions, 60 points	Safety (6 test questions, 15 points)	Manufacturing process (7 test questions, 15 points)	Measurement, Shop tools (3 test questions, 16)	Shop Math (8 questions, 16)	Shop drawings 2 questions, 4 points
Esslemann, Esslemann	40	43 below av	9 below average	16 above av	2 below av	16 well above av	0 below av
Huang, Pham	37	42 below av	7 below av	13 below average	3 below av	16 well above av	3 above av
Yonax, Hunder	37	46 below av	12 below av	15 average	3 below av	16 well above av	0 below av
Chala, Negasa	35	55 above av	14 above av	18 well above av	3 below av	16 well above av	4 well above av
Getachew, Enyew	34	47 below av	12 below av	15 average	2 below av	15 below av	3 above av
Venuste	27	40 below av	9 below average	12 below av	2 below av	16 well above av	1 below av
Kabura, Roger	16	52 above av	13 average	15 average	5 above av	16 well above av	3 above av
AVERAGE	41.75 Average	49.5 average	12.8 average	15.2 average	3.4 average	15.3 average	2.75 average

**Nominated Project Title: Manufacturing Career Pathway Initiative – CAMPS
(Center for Advanced Manufacturing Puget Sound)**

Training to Placement to Advancement (TPA)





WASHINGTON MILITARY DEPARTMENT
JOINT FORCE HEADQUARTERS, WASHINGTON NATIONAL GUARD
CAMP MURRAY, WASHINGTON 98430-5000

Tom McLaughlin, CMC
Executive Director
CAMPS (Center for Advanced Manufacturing Puget Sound)
Green River Community College, Kent Campus
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Kent, WA 98032-4501

18 August 2011

Dear Tom,

I want to personally thank you for your leadership in Veteran Hiring. You have recognized from the beginning that the great young Veterans who elect to continue serving our state and nation in the Reserve Components deserve special consideration for employment. They bring special skills, determination, and experience to the workforce, and your effort to include them in your business practice is greatly appreciated.

Two of your initiatives come immediately to mind as best practices for all businesses to emulate. First, your work with our Employment & Transition Coaches to create apprenticeships and on the job training programs acceptable to the Washington Higher Education Board and the US Department of Veterans Affairs to allow Veterans to receive compensation while learning the skills necessary to be productive employees is noteworthy. Apprenticeship programs allow new employees to learn while earning an income capable of supporting their family. Your aggressive approach to creating new apprenticeships is commendable.

Your Structured On-the-Job Training designed for Veterans, including Dual Status Veterans serving in the Washington National Guard was unique because of the pre-assessment to determine if applicants met minimum standards in basic skills such as math, writing, communication, and basic technology skills. The use of diagnostic testing to determine mechanical aptitude and interest, and designing training curriculum specific to manufacturing, set the stage for success.

I also believe conducting the SOJT on weekends without pay created a sense of ownership in the Veterans who attended. Having "skin in the game" created a sense of pride in accomplishment and a strong desire to learn and develop additional skills. I am especially proud that of the seven students offered placement, four came from our Army National Guard.

Thank you CAMPS, and you personally Tom for your dedication to Veteran hiring. You have created models that all businesses would benefit from if copied. I wish you much success.

Sincerely,

Tom Riggs
Director
Joint Services Support