

Employment



Special Advertising Supplement



Shelly Bitts, left, and Kathy Kirchgessner on the job at the Arconic plant in Manheim Township.

VINNY TENNIS | STAFF PHOTOGRAPHER

Closing the gap

Women are untapped resource for manufacturers facing talent shortage

KAREN TRIANO GOLIN | LNP CUSTOM CONTENT CONTRIBUTOR

Q uick — what comes to mind when you think “manufacturing”? Male, right? Well, you’re right and wrong, but mostly right.

Women are approximately 47 percent of the U.S. labor force, but only 29 percent of the production workforce, according to 2015 Bureau of Labor Statistics figures. This number has barely budged in the last five years; in 2010, women were 27.6 percent of the production workforce.

Why? Some of it may be ascribed to perceptions detailed in Deloitte’s 2015 study, “Minding the Manufacturing Gender Gap,” that include industry bias, organizational cultural norms, lack of mentoring, the view of manufacturing overall and lack of management support.

As manufacturers face a talent gap, this underrepresentation is an opportunity for them to address future needs as they come head to head with baby boomer retirements

and expected expansions. Deloitte analysis projects that of the 3.5 million manufacturing jobs that will need to be filled over the next 10 years, two million may remain open due to the skills gap. Sourcing this untapped resource is a way for companies to close the gender gap and talent shortage at the same time.

One company walking the walk is in our own backyard. Arconic, which was recently spun off from Alcoa, operates in a 1.3 million-square-foot plant in Manheim Township, employs more than 900 people and specializes in aluminum sheet and cast plate. Known as the Lancaster Works, its multi-alloy metals can be found in industries from appliance and automotive to medical and consumer electronics products.

Arconic actively seeks to hire from diverse backgrounds, in particular women. They strongly believe this diversity is good for their business.

“We’re forward thinking. We believe the more diverse the background, the better solutions you’ll get. Different minds with different backgrounds come up with different solutions,” says communications specialist Rosanne Macrina.

Beyond better solutions, she’s also looking at the future pipeline and understands that it’s hard to promote women if you don’t have any starting at the entry level.

But what’s stopping them? Again, partly perception. Many people, men and women, believe a career in production is dirty and dangerous and offers little in the way of career advancement opportunities. Today’s factory floors with advanced robotics and intelligent manufacturing systems are a far cry from yesteryear’s environments. Today’s workers are problem-solvers working with complex and automated machinery, using STEM (Science, Technology, Engi-

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INSIDE



MILLENNIALS

Only 16 percent plan to stay in their current job for the next decade, so how do employers win their loyalty?

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RECESSION-PROOF

No job is completely safe from a recession, but some occupations have more security than others.

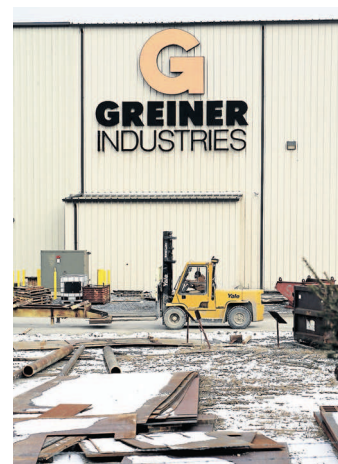
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RETIREES RETURN

Workers over 55 are the fastest-growing segment of the work force and will make up a quarter of the labor force by 2022.

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INFRASTRUCTURE

If infrastructure investment moves forward, a lack of qualified workers could derail a building boom.

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The millennial loyalty challenge

How can employers keep them from moving on?

KAREN TRIANO GOLIN
LNP CUSTOM CONTENT CONTRIBUTOR

Global consulting firm Deloitte's fifth global Millennial Survey focused on millennial loyalty, ambitions and values and what drives their job satisfaction.

Nearly 7,700 millennials (born between 1982 and 2002 or so) in 29 countries were surveyed, all of whom had a higher education degree and were employed full time in a 100-plus employee private sector organization.

Biggest take away? They are planning their exits.

In the next year, 25 percent would quit their job if given the choice. Look out two years and 44 percent would do so. And by the start of 2021, two-thirds hope to have moved on. Only 16 percent envision themselves working for their current employer for the next decade. In the U.S., 64 percent expect to leave in the next five years.

Looking more deeply into the data, millennials with children are somewhat more loyal than their childless counterparts, logical when considering the increased responsibility raising a family entails. Thirty-two percent of parents plan to remain for five years or more, but only 24 percent of those without children plan to do so.

Seniority doesn't seem to curb this sentiment. Of the 19 percent who head a department or division, are part of the senior management team

or sit on the board, over half (57 percent) believe they will leave before 2021. If true, employers face a significant human capital loss.

One reason, held by 63 percent, may be the belief that their "leadership skills are not being fully developed." In 2013, 49 percent thought their organization was making "full use" of their skills, down to 28 percent last year. Millennials don't believe their leadership competencies are complete, but think businesses are not creating the learning environment that will foster development. Significant to note is that 71 percent of those likely to leave within two years feel their leadership skills are not being advanced.

Forget "buzz." Millennials have a clear vision of how they believe an organization should treat people and what it does. Businesses should be more than financial performance, and should provide quality products, services and levels of employee satisfaction. Also ranking highly are customer satisfaction, innovation and efficiency. Most important to their values is for business to put employees first, followed closely by integrity. Very few thought a profit focus would bring about long-term success.

And millennials stand behind their principles, as 56 percent "ruled out ever working for a particular organization because of its values or standard of conduct." Ask them to adopt an



assignment that runs counter to their core values or ethics and almost half will refuse. As millennials gain in seniority, expect this emphasis to continue and their decisions to include personal values as well as specific targets and goals.

Their priorities don't always align with that of their company's and are in some cases diametrically opposed. This doesn't mean they are naïve to the reality of business fundamentals or that they are anti-profit. They recognize there must be financial success if a business is to support and create jobs.

Perhaps surprising, the survey found millennials' values to be fairly traditional. They seek a balance in their personal lives, both in work and with a life partner, they want to own their home, and they want to achieve financial security allowing for a comfortable re-

irement. So what can companies do to retain talent?

First, offer opportunities to develop and enhance skill sets. Not only will this help advance careers, but loyalty will be strengthened. Employees with a mentor are twice as likely to stay for five years as those without (68 percent versus 32 percent). Providing developmental programs increases the likelihood of job satisfaction and length of tenure.

While pay and benefits motivate millennials' choice of employer beyond other factors, when this element is removed from the equation, work/life balance and career opportunities become the next two most important variables, followed by flexibility, a sense of purpose and professional development training programs.

Least influential are senior executives' repu-

tations, technology and market leadership. Loss of integrity or company disgrace could easily drive candidates away.

It is worthwhile to note that 88 percent of millennials want a greater opportunity for flexible work times. However, the biggest gap is seen in remote working conditions. Currently, only 43 percent have the ability to do so, while fully 75 percent "would like to start to, or more frequently, work from home or other locations where they feel more productive." It's easy to understand how these measures would increase satisfaction levels.

Millennials also thrive in collaborative, creative environments (76 percent) versus authoritarian approaches (49 percent). In a typical week they would spend more time discussing new ideas, developing

leadership skills and being mentored and less on emails.

Most survey respondents already believe they have control of their careers. Further empowering employees by giving them ownership over their assignments will increase their job satisfaction and promote their sense of purpose.

It's wise to remember that millennials entered the workforce during the financial crisis, and many saw that loyalty didn't pay as company careerists were laid off in droves. "Cautious" might be the best watchword to use as millennials understand they are in control of their futures and need to continually develop themselves.

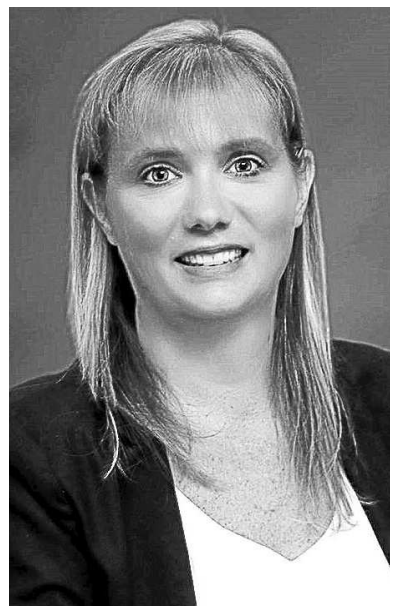
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—Cathy Rychalsky, executive director, Workforce Development Board of Lancaster County



Cathy Rychalsky

KAREN TRIANO GOLIN
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Consider this your advance notice. CareerLink of Lancaster County's Spring Job Fair will be held from 10 a.m. to 2 p.m. Wednesday, March 15, at Liberty Place, 313 W. Liberty St.

Sixty to 70 businesses and other organizations are expected to participate, representing the spectrum of industries, including, but not limited to, education, financial, health care, manufacturing, production, restaurants, retail, social services and transportation. Many of the marquee companies located in Lancaster County will be in attendance.

While it's important to plan to attend, it's even more important to plan before you attend.

An updated resume is imperative. If

yours needs some sprucing or if you've been out of the labor force for some time, are considering a career switch or need practice on how to interview, CareerLink offers services to assist you, free of charge.

For program and scheduling information, stop by the CareerLink office, 1016 N. Charlotte St., or visit online at <http://jobs4lanaster.com/programs/job-seeker-services/workshops>. Here you'll find the weekly schedule along with a description of each workshop.

While all services are free, an appointment is required as spaces are limited to ensure each attendee receives quality interaction with the instructor.

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Are there recession-proof jobs?

KAREN TRIANO GOLIN
 LNP CUSTOM CONTENT CONTRIBUTOR

No one wants to even consider another recession, certainly not when many of us feel as if we haven't recovered from the last one, but one will come at some point.

Since 1980, the U.S. has endured five recessions with the most recent "Great Recession" lasting from December 2007 to June 2009, according to the National Bureau of Economic Research. Of these five, the average duration was 9.3 months.

Though oft-cited, two consecutive quarters of decline is not the official definition of a recession.

NBER, which is tasked with identifying the dates of the peaks and troughs that bookend recessions and expansions, classifies a recession as "a significant decline in economic activity spread across the economy, lasting more than a few months, normally visible in real GDP, real income, employment, industrial production, and wholesale-retail sales."

And no one would say that just because a recession is deemed over that everything is rosy. It only means that a recovery has begun, and this is evidenced by the long slow climb we've been in since 2009.

While we may have turned the corner, it's never a bad idea to protect yourself as much as possible against future recessions. One way to do that is to consider a "recession-proof" or "recession-resistant" job. There are no guarantees, obviously, since no job



THINKSTOCK

is completely safe, but some have more security than others.

A quick look back at Bureau of Labor Statistics Occupational Employment Survey data from the May 2008 and May 2010 releases illustrates that some major sectors fared better than others. Overall employment dropped by over eight million, or 6 percent, but some categories added workers.

The Lancaster metropolitan statistical area lost 11,000-plus workers or 5 percent of employment. So which sectors managed to grow? Five sectors grew nationally, led by health care. Lancaster demonstrated growth in seven, albeit minimally in two. Increases duplicated both nationally and locally were seen in three categories: community service, education and health care support.

Growth occupations will vary between markets, as markets mature and age, new technologies come to the fore and demographics change, but there are certain expectations about spending patterns that remain consistent from recession to recession.

For example, you'll be much less likely to purchase a new car rather than retain and repair your current vehicle. You'll dine in more. Or, if you go out, it may be to more of a limited versus full-service restaurant. You will probably put off large purchases such as furniture or appliances as much as possible and may be more likely to rent than purchase a new home. And let's remember that the "staycation" was born during the last recession.

So what can this tell us about safer occupations and why? Occupations

supported by consumer demand will be more vulnerable. Over a third of the total job losses during the Great Recession were tied to consumer-related employment, according to the Bureau of Labor Statistics October 2014 Monthly Labor Review.

Those with projected workforce growth will be better protected. Three sectors that demonstrated stability and even growth are health care, social assistance and education.

Some of this is due to external forces — aging isn't in your control, nor can you decide when you're going to need medical assistance. But education beyond high school is a choice, as people can delay entering the workforce in order to obtain additional skills and knowledge, hopefully emerging from their studies into a bet-

ter economy and with a leg up on the competition.

There are also foundational occupations that keep our world functioning. Trash has to be collected, utilities continue to provide phone services, electricity and water. And let's not forget infrastructure, the focus of a story elsewhere in this edition, deferred in recent years, but receiving renewed emphasis today.

This is by no means an exclusive list. Ask any pundit and their thought process may go in a different direction, but these certainly have merit. This list is not intended to be exhaustive, only to offer ideas.

Some to consider:

Teacher: Children continue to attend elementary, middle and high school, and many teachers in public schools are covered by a collective bargaining agreement offering a measure of job security.

Higher education professors: Workers may delay entry into the workforce or go back to school to avoid a gap on their resumes and increase their marketable skills.

Medical professionals: Illness isn't something you choose. Some types of treatment and procedures can be postponed, but accidents and many conditions require immediate and ongoing attention or assistance in daily life tasks. Plus we're aging, and the level of care needed will continue to increase.

Mental health providers: Personal crises

can be created or exacerbated by increased stress surrounding finances and can also increase marital conflict.

Utility workers and skilled trades: Someone's got to keep the lights on and the water flowing. These basic necessities are non-negotiable. New construction decreases during a recession, but these occupations also fall under the heading of retain and maintain your home and car, rather than purchasing new.

Infrastructure workers require these skill sets and more.

Law enforcement and firefighters: Woven into the fabric of society, these positions are fundamentally needed. Financial circumstances can lead to an increase in crime. Many positions are unionized, offering a cushion and more security.

Engineers: Our industrial base is being retooled to provide more automation, and engineers are integral to that process as they are to the rebuilding of our infrastructure.

Morticians: A slowdown in the economy doesn't stop the cycle of life.

The most recession-proof job, however, is yours, the one you currently have. If your company implodes, nothing can protect you, but your best defense is to continue to gain experience, take on new projects and increase your skill sets and value by adding training and certifications where applicable.



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Retirees return to the labor force

And it's not always for the reasons you might think

KAREN TRIANO GOLIN
LNP CUSTOM CONTENT CONTRIBUTOR

Retired? Maybe not for long.

Not unlike kids returning home to their old rooms, a growing trend is sixty-somethings returning to their old jobs.

One reason is longer life expectancy. A 65-year-old male has on average 19.3 more years to look forward to, while a woman has an additional 21.6 years, according to the Social Security Administration.

This trend is projected to grow.

Bureau of Labor Statistics data shows that in 1992 the percentage of workers 55 and up was 11.8 percent of the labor force. Fast forward 30 years and by 2022 that percentage will be 25.6., the fastest-growing segment of the labor force.

And with that longer and healthier life comes financial concerns, such as the risk of outliving one's savings or the need to support other family members. Social Security benefits and pension checks can no longer be relied upon to fund years of retirement. Some meet the challenge to become more self-reliant by starting their own businesses, others by re-joining the workforce.

A 2013 Merrill Lynch retirement study, "Americans' Perspectives on New Retirement Realities and the Longevity Bonus," coined the term "family cube" to describe the necessity to support family generationally up

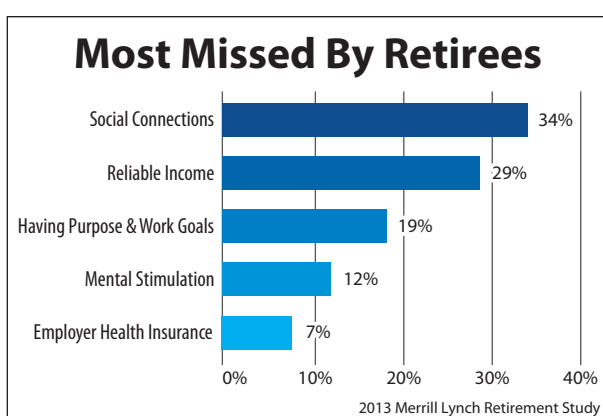
and down as well as side to side. Sixty-two percent of people over 50 were aiding other family members for a variety of reasons, including health concerns, unemployment or education expenses.

Although financial security is still an important motivator, it's not always the driving factor in the decision to return to work. The Merrill Lynch study finds that half would like to begin an entirely new career, a reinvention opportunity, and 48 percent desire to do so for continued "stimulation and satisfaction."

And while 38 percent thought income would be what they would miss the most, friendships and relationships with fellow workers turned out to be most important.

Working provides an identity and purpose. Encore.org, a nonprofit organization established to redefine the idea of retirement from the "freedom from work to a new life stage that offers the freedom to work," found in a 2014 study that 4.5 million people between 50 and 70 are working a second career. They want to stay up-to-date, be challenged and keep their minds sharp. Many do so to seek greater personal meaning and satisfaction, and of those with a high interest in an encore career, 78 percent want to pass along their knowledge.

Almost half (44 percent) choose a second,



or even third career in an industry different from their previous working life, according to an AARP 2015 Post Retirement Career Study. While most (73 percent) expect to work part time, they realize training is the key to remaining competitive, even among those expecting to remain in their current field.

For those considering a return to the workforce

or transitioning into a pseudo-retirement, there are dos and don'ts, tips and tricks, and tempered expectations. Retirees or those close to retiring, should make a plan.

Foremost is knowing that you probably won't make as much as during your pre-retirement working life. You may be more able, however, to negotiate your terms, perhaps to include which hours or days you

work, flex time or telecommuting. So while less lucrative, the role may be less demanding. If you freelance or consult, you have the ability to select which projects you accept.

Choose your new direction wisely. Consider what your early life passions were, what inspires you today and let your values guide you. Was there some pursuit you couldn't try before due to other demands? Is there a lifestyle component to what you want to do, such as travel?

Focus on your skill set. Depending on your previous positions, you may have developed leadership skills or a strong community presence. Remember you've built a lifetime of wisdom and experience. Think how you can reposition your expertise.

Spruce up. This may

entail seeking training to invigorate your skill set, but learning today is lifelong and, as noted above, necessary to remain competitive.

Use your contacts. Networking is invaluable for everyone. Almost 50 percent of respondents in the AARP study used personal contacts as their primary avenue to seek a new position.

Concentrate on smaller companies which may have a greater need for the experience you possess.

Whatever the driving factors for working after retirement — financial, philanthropic, social connections, challenge or a sense of purpose — remember you're not alone. Millions already are back in the workforce, and more and more people are joining the ranks of the re-employed every day.

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Infrastructure opportunities

If we have the investment, will we have the workers?

KAREN TRIANO GOLIN
LNP CUSTOM CONTENT CONTRIBUTOR

Here in Pennsylvania we're used to having our roads and bridges criticized. Hit a pothole or drive across a shaky bridge and you'll agree. Small comfort, but our infrastructure is actually a bit better than the nation's overall.

The American Society of Civil Engineers' 2013 Report Card for America's Infrastructure, conducted every four years, rates the U.S. overall at a D+. Most categories rank C, D or D-. In fact, the only category rated above C is solid waste at a B-.

The ASCE 2014 Report Card for Pennsylvania's Infrastructure rated the state a C- with grades for bridges to water. Of the 16 categories, our best performance is in hazardous waste (B-), parks (B-), and freight rail (B). Our worst? That's a toss-up with D, D+ and D- rankings in bridges, drinking water, inland waterways, roads, stormwater, transit and wastewater.

Pennsylvania has approximately 120,000 miles of state and local highways to maintain and improve. The state also has the highest percentage of structurally deficient bridges in the country, nearly 5,200 (23 percent), with an additional 19 percent functionally obsolete.

In other words, Pennsylvania has a lot of work to do.

Pennsylvania Department of Transportation rated 44 percent of

our roads fair or poor in 2012. Without a change, that number was expected to be above 50 percent in 2015. With truck traffic more than double the national average, construction of new roadways and lanes to increase capacity is vital.

Our state drinking water infrastructure requires over \$13.9 billion over the next 20 years to update and replace facilities and meet water regulations. Wastewater management systems need \$28 billion over the same time period to correct the discharge of billions of gallons of untreated sewage into our surface waters each year.

The list goes on and the money needed to repair, rebuild and renew goes up, not just in Pennsylvania, but across the nation, as underfunding over decades has resulted in an unprecedented degree of necessary maintenance and modernization.

If potential infrastructure investment moves forward, funding may be the least of our worries. According to the Bureau of Labor Statistics, approximately 205,000 construction jobs, representing 3.7 percent of all available jobs, were open in October. Without enough qualified workers, the proposed building boom could become derailed.

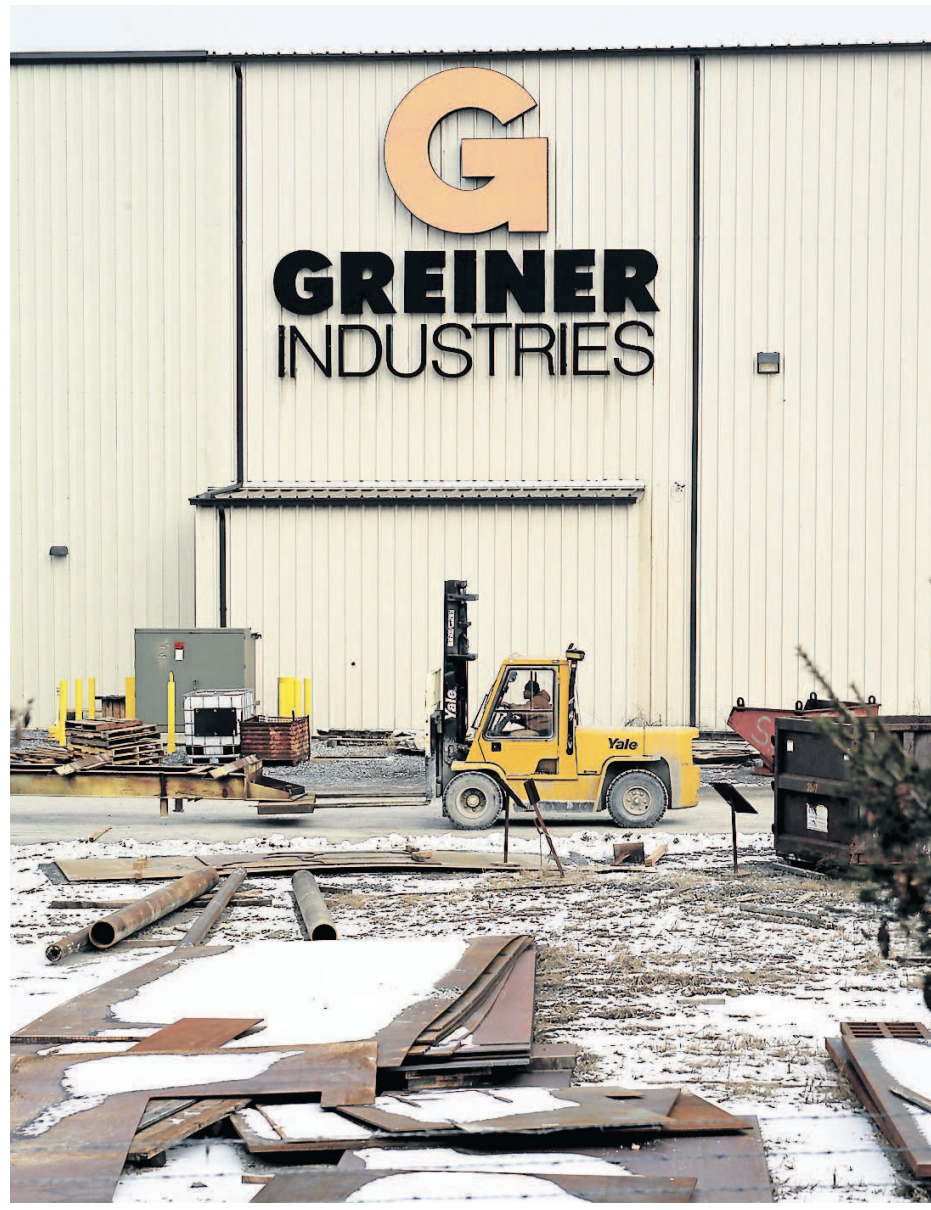
An August 2016 survey from the Associated General Contractors of America shows that already two-thirds of construction firms are having difficulty hiring for skilled worker positions.

These hourly qualified craft workers represent the bulk of the construction workforce, and demand is growing. Due to worker shortages and replenishment pipelines being lowly rated, many companies are changing their compensation schedules and how they operate. Some are increasing hours, improving efficiencies with new technologies and outsourcing to subcontractors.

Still others are doing more in-house training to compensate for their belief that the current pipeline is inadequately recruiting and training new workers, rated poor or fair by 75 percent of those surveyed. Thirty-seven percent report working with career-building programs at high schools and colleges.

Among craft labor, particularly hard to find are carpenters, electricians, roofers, plumbers and concrete workers. Salaried positions that are difficult are project managers/supervisors, estimating personnel, engineers, BIM (virtual construction) personnel and quality control personnel. The Northeast's situation is slightly better in that 41 percent of firms versus 54 percent nationally report difficulty hiring — and worse in that 36 percent versus 21 percent believe it will become more difficult.

But this isn't even the whole picture. Construction jobs account for only 15 percent of all infrastructure workers, while 77 percent operate



VINNY TENNIS | STAFF PHOTOGRAPHER

the systems, according to a Brookings report, "Beyond Shovel-Ready: The Extent and Impact of U.S. Infrastructure Jobs." This runs counter to the popular belief that most infrastructure jobs are construction related.

Of the 95 infrastructure occupation titles identified by Brookings, the Lancaster metropolitan statistical area has data associated with 40, totaling 11 percent of all employment, the national average. Con-

struction accounts for 16 percent of the infrastructure employment; operation, 79 percent; and design, 5 percent. The point is that even if we locate and train the people needed to build the infrastructure, we are also challenged to find the personnel to operate the systems.

As many infrastructure occupations typically require less formal education, the positions are open to a wide spectrum of the labor force. Of the

top 20 occupations, almost 70 percent of current workers have a high school degree or less. Many can receive short- or long-term on-the-job training or participate in an apprenticeship to begin a career that pays competitive wages.

Projections surpass 1.1 million new workers over 10 years, many in new and fast-growing occupations. An additional 2.7 million replacements will be needed due to **INFRASTRUCTURE**, page 7



CNH Industrial is a world-leading innovator in the development and manufacturing of Farm and Construction Equipment with locations around the globe. The CNH Industrial culture strongly promotes work/life balance. We maintain a worldwide manufacturing presence, grounded in agility and innovation. Our collaborative structure provides opportunity for career and personal growth. If you're driven by excellence and seek a different way of thinking, we'd love to talk about how you may fit into our team.

Through its people and brands, CNH Industrial delivers power, technology and innovation to farmers, builders and drivers all around the world. Each of its brands, including Case IH, New Holland Agriculture, Case and New Holland Construction, FPT Industrial, Capital, and Parts & Service, is a major international force in its specific sector.

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- Bachelor's degree in a relevant discipline and minimum of 4 years of relevant experience in team leader role in a manufacturing environment assigning and directing work, coordinating training and safety management
- OR a High School Diploma/GED plus a minimum of 6 years of experience in a relevant role supervising staff in a manufacturing environment assigning and directing work, coordinating training and safety management

Preferred Requirements:

- Demonstrates an ability to read and interpret blueprints
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- Proficiency in various systems; ie. Excel, Word, Outlook
- Able to identify training needs and deliver necessary training
- Excellent oral and written communication skills, able to communicate across all levels of the organization and ability to interact effectively in a multi-shift environment

Engineer

Required experience:

- Fabrication, Assembly or Maintenance: 3-5 years
- 3-5 years fabrication/machining/assembly experience in a manufacturing and/or prototype shop environment. Two year Trade School Degree with emphasis in Manufacturing, Fabrication, Machining, Welding or Automotive highly desired.
- Domestic travel up to 15%

The ideal candidate will have:

- Proven mechanical background and ability
- Desire to develop highly skilled shop practices in fabrication, machining, welding, and assembly.
- Demonstrated ability to quickly learn new tools and techniques.
- Experienced with personal computers using MS Office.
- Ability to communicate and work with a wide range of individuals including design, test and analysis.
- Must be a motivated self-starter and be able to work independently or in a team environment
- Blue print and Geometrical Dimensioning Knowledge and understanding
- Ability to lead or facilitate teams through prototype builds
- Ability to write CNC programs
- Math skills (Trigonometry)

Mechanical/Dyno Lab Technician Trainee (1st Shift)

CNH Industrial currently has an opening for a 1st Shift Mechanical/Dyno Lab Technician Trainee to join our team. This is a full-time position at our Engineering Facility in New Holland, Pennsylvania.

Successful candidates will possess the following:

- This is a comprehensive six-year training program consisting of on-the-job training and related home study courses
- Trainee to conduct tests to verify function, performance, reliability or durability of the component, subsystem or product meets stated requirements.
- 3-5 years fabrication/assembly build experience in a manufacturing and/or prototype shop environment (required)
- Skills to install/troubleshoot and repair up to 480-volt branch circuits such as plugs, receptacles, switches, etc.
- Must be able to read and follow machine schematics. Good working knowledge of electrical and hydraulic circuits; and application procedures for valves, pumps, motors, and cylinders.
- Inspect, repair, rework, troubleshoot and update complex hydraulic, mechanical, and electrical systems as required.
- Experience working with welding equipment is a plus!
- Must be a motivated self-starter and be able to work both independently and in a team environment
- Requires highly skilled shop practices, including fabrication, machining and welding of test fixtures and specimens.
- Good working knowledge of electrical and hydraulic circuits; and application procedures for valves, pumps, motors, and cylinders.
- Understanding of fixture construction of electrical and power train components using motors, gearboxes, sprockets, chains.
- Demonstrate the ability to quickly learn new tools and techniques is required.
- Good computer skills. The candidate should be experienced with personal computers using MS Office.
- Submit timely and concise verbal and written reports covering performance, reliability and durability of the component or subsystem under test.
- Communicate and work with a wide range of individuals including design, test and analysis.
- A High School Diploma or equivalent (required)

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Now's the time to future-proof your skills

As more jobs are computerized, they will require a higher skill set. Make sure you're ready

KAREN TRIANO GOLIN

LNP CUSTOM CONTENT CONTRIBUTOR

Routine jobs are going away, even as employers have rising hiring expectations.

A few ripped-from-the-headlines examples: Amazon's recently opened grocery store has no checkout line. Amazon Go, their test store in Seattle, uses an app scanned as you enter the store to shop. No checkout line equals no waiting, hugely appealing to the time-strapped masses. Since refuted by Amazon, The Wall Street Journal reported that depending on the success the e-commerce giant plans to open more than 2,000 brick-and-mortar grocery stores.

Whether or not Amazon moves forward to open more stores it won't happen overnight, but this is a harbinger of continuing automation contributing to the decline in cashier positions.

In the same vein, self-serve kiosks at McDonald's allow customers to select and pay for their meal with no human interaction. While McDonald's denies the self-serve kiosks are a direct response to rising labor costs and minimum wage issues and only offer additional service options, there's no reason to think the technology can't and won't replace order staff.

Carrier recently agreed to retain 800 jobs in In-

diana, a portion of the workforce that was to be outsourced to Mexico. But in an interview with Jim Cramer, host of CNBC's "Mad Money," Greg Hayes, chairman and CEO of Carrier's parent company, United Technologies, made the distinction between assembly line jobs and highly skilled jobs.

Assembly line jobs "are not jobs ... that people really find all that attractive over the long term," Hayes said.

"A workforce (of) ... highly, highly skilled; highly trained ... these are the kind of jobs that we can do in America because they require high skill and high value add," he said. "The assembly lines in Indiana ... the skill set to do those jobs (is) very different than what it takes to assemble a jet engine."

The positions being outsourced are the routine assembly line jobs, not the ones that require a high degree of technical knowledge and experience. And the outcome of the additional \$16 million investment to reduce production costs in the Indiana plant will be fewer jobs, as the money will be used for additional automation. Yes, outsourcing is moving lower skilled jobs, but technology may be the bigger threat.

Recessions act as reforming catalysts, allowing employers to restructure their workforce and efficiencies, creating a



THINKSTOCK

new norm. Productivity enhancements are more likely to leave displaced workers with the wrong skills for new production. Some jobs lost during the recession came back, those with a physical component such as janitor or landscaper, or that require some on-the-go thinking but are lower paid. Higher-paying occupations that involve analytical, cognitive or creative problem-solving bounced back.

But jobs that can be automated are being eliminated, permanently. In other words, jobs are being "upskilled" as employers demand more. A working paper by the National Bureau of Economics (NBER) found that it was anywhere from 8 to 16 percent more likely from 2007 to 2015 that a posting for the same pre-recession occupation included at least one specific prerequisite — education, experience level or other advanced skill — not pre-

viously required.

"Upskilling" in the immediacy of the recession was opportunistically used by companies seeking more highly skilled workers. But what's become apparent is that this trend is not going away, as more jobs become computerized. Firms changed how they handle production, which required hiring a different set of skills, thus creating an enduring conversion.

And while much of the media focus has been on manufacturing jobs, white-collar positions have been affected, too. Think of the many office and administrative jobs, such as bank teller, clerical, customer service (automated chat anyone?) or data entry positions, even some in the legal profession, such as paralegals used in the discovery process.

In fact, Forrester research forecasts that cognitive technologies will replace as many as

12 million U.S. jobs by 2025. Forrester predicts this is the net loss. Sixteen percent of jobs will be destroyed; however, 9 percent will be created as those jobs will support and monitor the new technologies. As productivity enhancements and labor substituting processes develop, technicians and specialists will be needed to create and manage these advanced and automated systems.

So what to do in this brave new world?

Don't be reactive; be proactive. Job training and retraining programs exist, but many people can't benefit from them until they lose their jobs, putting them at an even greater disadvantage.

Do what you can to future-proof your skills and increase your marketability. And note that this is on you to have a forward-thinking attitude and be self-directed to seek out opportunities and ways to enhance or learn new skill sets.

Coasting is no longer an option.

A first stop should be some soul-searching and a conversation with your employer. Actively seek out more responsibilities and demonstrate your willingness to learn. Is there anyone in your company who could mentor you?

Look at current ads for the job you hold and want to retain or the position you'd like to move into. Do you currently have the qualifications and skills necessary? In other words, could you be hired today? If not, ask what steps you need to take or use the ads as a roadmap for qualifications. Ascertain if in-house training or reimbursement for schooling is offered. Many times necessary skills can be gained in technical school, community college or an online course.

Cost, of course, is a consideration, especially if this is an out-of-pocket expense. Do the analysis to see if this investment is worthwhile, not just in dollars, but in the sacrifice of family time and the additional pressure. This is not to deter you, only to be sure you are doing it for the right reasons. Can you make the commitment?

Returning to Greg Hayes' interview, here is the nitty-gritty in his own words:

"I would tell you the key ... is not to be trained for the job today. Our focus is how do you train people for the jobs of tomorrow?"



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Women: *In manufacturing*

Continued from 1
neering and Mathemat-
ics) skills.

Plus, this is an industry that pays higher-than-average salaries. Total compensation, pay and benefits, for all workers was \$34.15 an hour in September 2016, according to the Bureau of Labor Statistics. For goods-producing workers it was \$39.02.

“Arconic provides a really good living for women who have a high school degree and are looking for a career,” Macrina says. “These are jobs that in the past were mainly held by men. Perception is changing more on the plant floor, not just in engineering.”

Do the same job as a man at Arconic and you’ll receive equal pay, a welcome change from the headlines that women on average earn between 76 and 79 cents for every dollar men earn. BLS 2015 statistics show that the median weekly earnings for women in production occupations was \$519 versus \$729 for men.

While you do need more than a high school diploma — a minimum of one year of any manufacturing experience is required — Arconic is working to help people get the training they need by partnering with organizations. In 2016, they along with the Arconic Foundation donated \$190,000 to 11 nonprofits; many of the grants were for STEM training.

Some of the organizations receiving grants included Boys and Girls Club of Lancaster, Mannheim Township Educational Foundation and Spanish American Civic Association. Local educational partnerships



Kathy Kirchgessner works in the chemistry lab at Arconic.

may be found with the Thaddeus Stevens College of Technology and Millersville University and much of their training is done in-house.

“People talk about the more educated STEM worker, but what about all the women in our community who could have a career in a STEM industry making a good living?” Macrina says, noting that she hopes “that through those programs some women can get involved in those partnerships.”

She knows it won’t be for everyone. The work is demanding. There are 12-hour rotating shifts, and as the majority of workers are male, some women may be a little uncomfortable.

But, “if you’re a single mom and have a support network, you can make a really good living and can advance through the ranks,” she says.

As an example, one woman started on the plant floor as an assistant machine operator, then after 10 years moved to chemistry lab technician with on-the-job training

and some outside computer classes. Her next move was to chemistry lab coordinator, and she currently supervises four chemistry lab technicians.

Upward moves aren’t for everyone, though. One woman has worked on the plant floor in the cast house, one of the toughest areas of the plant, for nearly 42 years and loves where she is.

So what motivates women in manufacturing to remain or move on? According to the Deloitte study, the top three priorities are challenging/interesting assignments, attractive pay and work/life balance.

Conversely, these same priorities can trigger an exit if in the negative. Poor working relationships, work-life balance, low income/pay, lack of promotion opportunities and a lack of challenging or interesting assignments are all impactful concerns.

As well, underrepresented groups, including women, those of different races, ethnicities, religions or smaller cul-

tural groups, may feel isolated. Aiding them to network and integrate with the broader community can help.

Here too, Arconic is in the lead. They have six employee resource groups, including an Afro-American Heritage Network, EAGLE (Employees of Arconic for Gay, Lesbian and Transgender Equality) and a Veteran’s Network, all of which interact with each other, enrich the work environment and support the Lancaster community.

Paving the way to attract and retain women is a cultural shift. How to do so means addressing concerns and biases head-on. Other steps include a more flexible work environment, leveraging internal talent, and promotion of personal development and career progression among others. This won’t be a direct upward ascent, but with effort, positive changes will continue to be made. Arconic, for one, is more than up to the challenge.



Joyce Hostetler



Jane Earley



As co-chairs on the Workforce Readiness Committee for the Lancaster SHRM (Society of Human Resource Managers), we believe students graduating from both high school and college should leave school prepared to contribute to the local labor force filled with a desire to continue to learn in order to grow in a career. A healthy community begins with a healthy labor force and we see this as the greatest need for our community.

—Jane Earley, *Aloutte Cheese USA*
Joyce Hostetler, *Donegal Group*

Infrastructure

Continued from 5
retirements or those opting for a different career, equating to almost 25 percent of the infrastructure workforce. This potential workforce shortage could have a ripple effect through the economy as labor shortages lead to construction delays, according to the AGCA.

Both AGCA and ASCE believe the problem is solvable, but not without a commitment to leadership, sustainability and ongoing maintenance;

prioritized infrastructure investment; and a range of programs that would help fund training, expand the reach of community college and technical programs to high school students and veterans, and encourage more partnerships among institutions.

Nothing written today will change where we are currently. If you, however, are in need of not just a job, but a career, infrastructure positions offer a wide range of options.

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Requirements:

- At least a high school diploma or equivalent.
- At least one year of applied trades training.
- Refrigerant Certification, minimum Level I and Level II. (Johnson Controls Metasys experience preferred.)
- A valid PA Driver's license.
- Ability to work safely with hand and power tools used in the trade and related trades.
- Ability to work safely from stepladders, extension ladders, expanding planks, scaffolding and lifts.
- Basic computer knowledge.

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advanced food products llc NEW HOLLAND, PA

MAINTENANCE SUPERINTENDENT

AFP advanced food products llc, the leading co-pack manufacturer of aseptically packed cheese sauces and puddings located in New Holland, Lancaster County, has an immediate opening for a 2nd Shift Maintenance Superintendent due to a departmental reorganization.

This newly developed role is a hands-on position requiring extremely high mechanical and electrical capabilities. Candidates must have strong interpersonal skills to promote teamwork and train and lead their team. This position will work with PLC programming, machinery, electrical, refrigeration, and boilers.

A familiarity with food manufacturing equipment is preferred. Maintenance and supervisory experience is required. This position will require day shift training for an undetermined time frame.

LEAD MATERIAL PROCUREMENT - PACKAGING

AFP advanced food products llc, a premier food manufacturer of puddings, nutritional beverages, and cheese sauces located in New Holland, Lancaster County, is in search of an outgoing dynamic person for a newly created position of Lead Material Procurement - Packaging. This position will report to the Corp. Purchasing Manger and will support our New Holland location and remotely support our plants in Wisconsin and California.

Responsibilities include: ordering and expediting packaging for all phases of production; assuring all materials are in compliance with approved quality/functional specifications, negotiated contracts, and internal SOPs; and coordinating inbound logistics.

Additional responsibilities will include project management; tracking supplier quality and logistical performance; and assisting Corporate Purchasing as needed.

Job requirements include: BS or equivalent in purchasing/procurement; 3-5 years experience in materials buying or related experience in a food manufacturing environment; project management experience; strong Excel skills, as well as excellent verbal and written communication skills. SAP and MRP knowledge preferred.

COST ACCOUNTING ANALYST

AFP advanced food products llc, a premier food manufacturer of puddings, cheese sauces, and nutritional beverages located in New Holland, Lancaster County, is in search of a Cost Accounting Analyst. The person selected for this position will be involved in the day to day costing activities of 3 plants, fixed expenses reporting and budgeting, report consolidation, and monthly closing activities.

A minimum of one year of experience in cost accounting required plus a four year degree in a related field or equivalent work experience. Excel and Access experience required. SAP experience preferred. Solid analytical skills, excellent communication, attention to detail, and problem solving for long term issue resolution are necessary.

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