

Employment

LNP

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THINKSTOCK

Follow the OTJ road

College isn't your only route to a great career

KAREN TRIANO GOLIN
LNP CORRESPONDENT

If you think the pathway to a good career, one that's financially remunerative, challenging, rewarding and upwardly mobile is achievable only via a college degree, think again ... and again.

First think about cost. Have a spare \$47,000 for a private nonprofit school each year for four years? Or close to \$21,000 for a public four-year school? That's what you'll need for tuition, fees and room and board according to the College Board. And the costs keep rising. Thirty years ago, the cost was \$22,500 for a private nonprofit and \$9,000 for a public school adjusted to 2017 dollars.

While true that many students do pay less than retail after taking into consideration grants and aid, students are graduating with larger and larger student debt loads. The Institute for College Access and Success calculates that in Pennsylvania for the 2016 class,

Academic Year	Private Nonprofit Four-Year	Ten-Year \$ Increase	Public Four-Year	Ten-Year \$ Increase
1987-88	\$22,490	\$7,040	\$9,030	\$2,360
1997-98	\$29,530	\$8,070	\$11,990	\$4,540
2007-08	\$37,600	\$9,350	\$16,930	\$4,540
2017-18	\$46,950		\$20,770	\$4,540

Source: College Board, Annual Survey of Colleges; NCES, IPEDS

68 percent of students graduated with debt, averaging \$35,759, ranking us as the second highest in the nation just behind New Hampshire at \$36,367.

In fact student loan debt at \$1.45 trillion dwarfs US credit card debt which is a mere \$730 billion, as reported by usnews.com. And according to student-loanhero.com, students are defaulting at record levels which impacts everything from their ability to buy a house, get a credit card or even a job. And if you relish paying those loans back for the next 21 years - well, have at it.

Let's think again.

Believe the majority of jobs require a four-year degree? How about this short and sweet answer - no. Roughly 55 percent of jobs are in two of the eight Bureau of Labor Statistics (BLS) designated education categories: high

school diploma or equivalent and less than a high school diploma and a full 67 percent of all jobs need an associate's degree or less.

Only 21 percent of all jobs in the United States were in occupations that typically require a bachelor's degree. But more than 21 percent of high school graduates go on to college. That figure is more like 70 percent according to the BLS that is creating an imbalance between supply and demand. There are more college graduates than there are jobs requiring their skills.

Let's think once more.

How many times have you heard or read that companies are having trouble hiring? That they can't find workers with the right skill set? That jobs are going unfilled because qualified candidates can't be found? This is the

converse side of the labor demand - more jobs that require some level of training, but not a college degree and fewer workers with those skills. And it's a huge number. Right now there are 6 million open jobs in the US with over 1 million in healthcare, 850,000 in hospitality, 400,000 in manufacturing and more, according to the BLS. Additionally Forbes reports that the "National Federation of Independent Business reports that 45% of small businesses were unable to find qualified candidates to fill job openings and 60% of all employers have job openings that stay vacant for twelve weeks or longer, which costs them \$800,000 annually in lost productivity and advertising fees."

Saying you can't find a job or career is a fallacy. What you haven't found is the correct training and with more jobs requiring more highly skilled labor (which by extension are more highly paid) training is critical. It's also true that change is coming faster and faster, and skills learned only a few years ago can quickly become outdated so it's more important than ever to remain relevant by updating your skills.

What's needed is an alignment of education and training to meet local

TRAINING, page 6

Industry needs = opportunity for Stevens students

KAREN TRIANO GOLIN
LNP CORRESPONDENT

How would you feel if you graduated from school with multiple job offers? Or that of this school's 2016 graduating class 98 percent were either employed fulltime or were continuing their education? Sounds "horrible" especially in this age of sky high tuition and student loans, right? Would you believe it's for real and not a scam?

Truly this school exists and is in our own backyard. Thaddeus Stevens College of Technology has a national reputation for excellence and has been recognized five consecutive times by the Aspen Institute as one of the top two year colleges in the nation based on performance, improvement and equity.

And it's growing. Laurie Grove, director of Career Services, says the biggest changes in the last five years have been driven by industry demand and baby boomers retiring. "So much of manufacturing has evolved and requires a more

skilled workforce for positions that are on the frontline. Several job titles such as industrial maintenance technician and industrial electricians are in extraordinary demand, and we started the electro-mechanical technology program in response."

The program, a combination of electrical and mechanical skills using computer aided design and machine technology, teaches a multi-skilled approach to an array of technical and mechanical issues that can minimize downtime when equipment malfunctions and potentially save a company hundreds of thousands of dollars. The school already had an electrical technology program and demand was so remarkable they doubled capacity in 2013 before adding electro-mechanical technology whose first graduating class was 2016.

Grove says, "By far, no question our most in-demand, highest recruited programs are anything to do with electrical



VINNY TENNIS | STAFF PHOTOGRAPHER

Justin Carvell operates a CNC Swiss turn machine in the machine tool and computer aided manufacturing class at Thaddeus Stevens College of Technology.



VINNY TENNIS | STAFF PHOTOGRAPHER

Josh Frantz, of Frey Lutz Corp., works on an oil burner during an HVAC-3 apprenticeship class at Keystone Chapter of Associated Builders & Contractors (ABC) in Manheim.

ABC: Training workers for a construction career

KAREN TRIANO GOLIN
LNP CORRESPONDENT

ABC Keystone is the local chapter of Associated Builders and Contractors Inc., a member based organization serving the commercial and industrial side of the construction business. Locally 550 members strong, it is one of 70 chapters with 21,000 member firms nationwide. ABC is a merit shop trade association which at its core believes in promoting, protecting and defending free enterprise in construction, as described by Todd Staub, director of Workforce Development.

One of the central goals of ABC is to train craft professionals. Staub says, "Our focus is on giving people advice and training on a career path rather than a job. These are not low skill jobs for folks who can't do other things. These people are truly trained professionals who have a handle on skills, materials and the construction process."

Yet construction carries a stigma he believes they have yet to overcome. Think about it. Would you trust your health or finances to someone you consider to be incompetent to perform any other job? Absolutely not. So why do we categorize the people who construct our buildings, infrastructure and homes as such?

ABC Keystone approaches their training and education objective three ways.

First they provide training programs for their members, some of which could be small shops with three or four employees or larger concerns. Any member has the same access to training despite size or ability.

Their four-year apprenticeship programs are state and federally approved. An earn-while-you-learn approach starts at 60 percent of the journeyman's rate, with a five percent increase every 1000 hours or six months' worth of training. This career head start combines hands-on experience, a classroom environment, a paycheck and a nationally recognized, portable credential.

Anyone can apply, not just those working for an association member. Cost varies by trade, but \$4,000 per year all in is a good estimate. Scholarships are available from their Merit Shop Training and Research Center Foundation. Payment plans are also allowed, but a better route is for their employer to "sponsor" them. To learn more about scholarships and enrollment information go to abckeystone.org.

ABC, page 5

Collaboration with a dash of nachos

How an HR generalist is giving high school students food for thought about careers in manufacturing

KAREN TRIANO GOLIN
LNP CORRESPONDENT

Advanced Food Products' (AFP) Human Resources Business Partner Jodi Pace is a big hit with high schoolers even at 7:45 am. Why? She supplies nachos. That they eat. Yes, at 7:45 am. All kidding aside while a great way to get students interested right off the bat, it's her subject matter that's the true substance.

Her purpose is to speak to students about opportunities and career readiness, and her efforts were recently recognized with an Expanding Our Horizons award from the Workforce Development Board (WDB) for her work with schools, the WDB and a regional consortium of businesses that she has helped build.

Pace is the HR generalist for her plant employees, but also part of an HR strategic team looking creatively for long term staffing solutions. The "business partner" piece refers to her not being a doer, but part of the thinking team, helping to steer partners in where and how to get employees trained and fill their recruitment needs.

All commenced at the end of 2016 when Pace and a peer from another company hijacked a Workforce Development Board meeting — not on purpose — and changed the tone to a discussion as to manufacturing hiring needs and issues. So the conversation began and from there, partnerships started to develop. Advanced Food Products sponsored and participated in the recent WDB mini-career forums, held fall of last year that focused parents and high school students on careers not requiring a four year degree. Yes, cheese nachos were again served. AFP is a food company after all.

Her first conversation at the school to the group of 10th graders was about simple things such as how to interview, do your research and how to dress. "Kids don't know what they don't know," Pace says. "This gave



Jodi Pace

"There's a disconnect between what's out there and their perception of success which is defined by many, schools, parents and students alike, as a college degree."

Jodi Pace, Human Resources Business Partner, Advanced Food Products.

them insight as to what a business looks for when hiring."

Part of the discussion also centered on the types of job opportunities available and salaries, starting at \$17.50 an hour. One student even commented that their dad wasn't making that much.

And that's the crux of this; the misconceptions that manufacturing has low wages, is dirty work and hard labor. As Pace pointed out, as a food company they are extremely clean, although she was referring to the mistaken beliefs about manufacturing in general.

But she's also struck by other informal conversations she's had with high

NACHOS, page 3

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Nachos

Continued from 2

school students who “don’t have a clue what they want to do, but are going to college because that’s just what you do.” Pace continues, “There’s a disconnect between what’s out there and their perception of success which is defined by many, schools, parents and students alike, as a college degree. Most don’t know what careers there are and consider areas they see every day such as a teacher or whatever career their parents have. We need to start encouraging them to think out of the box.”

And she did strike a chord. Several of the students remained afterwards for more one on one discussion, and communication has con-

tinued with some asking for advice on course selection to help them plan next steps.

And Pace can reference concrete information for AFP. She knows that her company is projected to lose one third of their maintenance staff due to retirement over the next ten years with no one to fill the pipeline. Everyone is in the same boat she says. “Part is due to retirements and part to the increased complexity and sophistication of the machinery. There are not enough schools offering the training and not enough students interested to fill open and upcoming vacancies.”

As proof — not that any is needed — she referenced figures from Thaddeus Stevens College of Technology 2017 graduating class in Machine Tool and Computer-Aided

Manufacturing. For the 18 graduating students, 3334 jobs were available just from the 177 companies recruiting there. That’s 18.6 jobs per graduate. For one graduating class in one program from a small subset of companies.

The business consortium that continues to build again started with one discussion, this time with HACC regarding the industrial maintenance technician program. That led to a visit and outreach to many other local companies to gauge their interest. The answer? Overwhelmingly positive. Twenty plus employers joined. From there school districts were invited, then the WDB, followed by the Economic Development Company, the Chamber and finally the busing authority to help resolve transportation hurdles.

“We’re looking at how to partner more with the schools and supply them with information. We’re partnering with the community to see what they can bring to the table. And we’re looking at how to work together to provide solutions for parents, schools and businesses,” Pace details. “We know that stealing each other’s employees is not the solution so we’re working together to create a bigger pool of employees that solves the problem.”

Pace is well aware that this must be a collaborative effort to effect change. She believes Lancaster County is head and shoulders above other locations by taking a strong approach and working together, due in large part to the WDB’s leadership and their willingness to listen to business and com-

munity partners, schools and all involved. “Not one person can solve this; it will take everyone together to change the culture and conversation in homes, by schools, students and parents as to what they think a good job looks like.”

She ends by saying that the focus should be on the fact that there is no one right or wrong way to be successful. Where previously the focus was on one way only — college — now the focus needs to be on a broader spectrum including training, two and four year degrees.

“Don’t go to college ‘just because’. Recognize that there are different talent pools,” Pace says. “Change the culture. Find your passion and then you’re never working.”

LNP

Monday:
Trending
What’s hip around the county

Tuesday:
Business
Local business news & profiles

Wednesday:
Food
Local recipes & area chef profiles

Thursday:
Home & Garden
Tips & trends

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Industry

Continued from 1
or electro-mechanical.”
Major growth is also being seen in Steven’s welding, metal fabrication and machine tool (CNC) program and computer and network systems administration which added an evening cohort of 25 to double the program’s capacity. As well a computer software engineering program was started this past fall at industry’s request.
Grove has a hard time wrapping her head around the numbers even though she sees them every day. Consider what’s occurred over the last three years. In 2015 Stevens graduated 270, recruited by 912 employers for an average jobs per graduate of 7.1. And note that this represents just those jobs posted by

companies intentionally recruiting the school’s students and graduates during a specific time-frame and does not include all jobs available even within Pennsylvania. In 2016 graduates rose to 345, 1,200 employers recruited for 7.7 jobs per graduate. And the 378 graduates of the 2017 class were pursued by 1,331 employers with 8.2 jobs per student, over 3,000 jobs in total.
Even these overall numbers pale for those in certain programs. Electro-Mechanical Technology had over 29 jobs per graduate, Mechanical Engineering Technology 26.1, and Machine Tool and Computer-Aided Manufacturing 18.6. The eye popping list goes on.
These statistics reinforce how difficult it is to fill open jobs. There are just not enough qualified

workers.
Stevens has been creative in their approach. “Internships have historically been more in white collar fields such as engineering, business and marketing,” remarks Grove. “When it gets down to skilled trades you typically don’t hear much about them, and companies are not willing to open their doors. Over the past three years we’ve been doing intentional outreach to help them understand that bringing in students between years one and two will give them hands-on real world experience. For students it helps answer the question as to whether they want to go into that industry. For companies intern-ing a student increases the likelihood of keeping them on as a worker after graduation.”
And it’s paid off. For the



Elly Mashuda bends some ductwork in the metal fabrication and welding technology class at Thaddeus Stevens College of Technology.

VINNY TENNIS | STAFF PHOTOGRAPHER

2017 class, of those graduates who participated in hands-on internships, 97 percent had fulltime job offers prior to graduation and more than 60 percent stayed with the company with whom they interned.

One change Stevens has seen is how industry has gone about recruiting. Instead of just attending a career fair or posting a job they are using a much more comprehensive and combination approach. Recruiters are actively participating on campus. The most recent phenomenon is from companies Grove has never heard of, companies reaching out who found Stevens by googling who is teaching the skill set they’re seeking. Most have been from Pennsylvania, but more and more are out of state.

Each program also has a vibrant industry advisory committee. Each of the 19 major technology programs has an Industry Advisory Council comprised of representatives from business, industry, education, associations and alumni whose experience and abilities represent a cross section of their industry according to Grove.

She explains, “Companies are committing representatives to sit on the

committees which meet twice a year. Their voices ensure the curriculum remains relevant, current and what is being used today. We morph and adapt to keep up with industry’s needs. More and more industries are partnering on the committees, not just to have a say, but to build relationships with faculty and to have a face in front of students which is most important to them.”

The biggest change according to Grove is the “whole idea of how employers are approaching recruitment and retention of highly in demand skillsets. The Idea of developing partnerships is a big part of how they’re going to change and see success.”

The committee roles reach beyond curriculum and involvement is encouraged in any number of areas including public relations, legislative and leadership activities and more dependent on the company’s time.

Stevens is moving forward in other ways as well. They broke ground in October on a new facility, the Greiner Advanced Manufacturing Center, which will house the machine tool and computer aided technology program, which although already increased, will allow it

to double again. Metals fabrication, welding and HVAC programs will be located there as well.

Even with everything they are doing, they will already be at capacity in 2018 and are looking for more ways to expand. But one thing doesn’t change. Stevens only offers programming in fields that have jobs with family-sustaining incomes of \$40,000 or more. If not they won’t teach a program.

That’s evident in some of the starting salaries earned by graduates. Averages over the last three years in the construction and manufacturing clusters are \$39,700 and \$42,237 respectively. And highest starting salaries are seen at \$57,400 in Electronic Engineering, \$50,999 in Electro-Mechanical Technology, \$50,430 in Electrical Technology and \$49,575 in Metal Fabrication and Welding Technology as examples.

For the most part, these are salaries earned locally as the vast majority come from the five counties around Lancaster and stay close to home after graduation. Raise them here, educate them here and keep them here. Not a bad way to build a strong industrial base with deep community and family ties.

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ABC

Continued from 2

Currently 329 students participate, many recommended by their employer. The trades vary — carpentry, electrical, HVAC, plumbing and sheet metal among others with the largest registrations in carpentry, electrical and plumbing. Plus a craft laborer program, an introductory training for someone who has started as a job site laborer. They'll gain additional skills that won't make them a carpenter, for instance, but will allow them to do more than sweep.

And they don't cap programs at a certain number of spots. It's all driven by demand. If they have enough interest to build another

class, they'll do so.

Next up is their welding training. Graduates of the six-week day program are certified as DI.1 structural welders, intended for those who have never welded before. Evening courses are longer, 12 weeks, and the next one begins February 19. Please call Todd Staub at 717.653.8106 for information.

The cost is \$3,900 and scholarships are also available for this craft based on merit and need to help defray costs although as Staub puts it, "We want them to have some skin in the game." As they build the training schedule for the next few months they anticipate alternating between day and evening courses to accommodate schedules. ABC Keystone is also looking to add additional certifications.

Finally the association is working with schools and guidance counselors as they develop comprehensive and integrated preK-12 guidance plans as mandated by PA Department of Education Chapter 339. As part of this endeavor Staub is speaking with students and counselors about careers in construction.

This effort goes hand in hand with their pre-apprenticeship program. While ABC Keystone has been teaching these concepts for many years in conjunction with Lancaster County Career and Technology Center (LCCTC) there was a push for the Department of Labor to recognize, define and approve standards, accomplished in November 2017. Staub says they are working towards receiving formal program approval which will al-

low them to work with school districts and other organizations in this capacity.

They view this program as an entry point and that working with community partners such as workforce investment boards, private and charter schools, Intermediate Units or Alternate Education programs, who are better at identifying appropriate candidates, will ultimately prove more successful for individuals. The reasoning they're looking to funnel folks into pre-apprenticeship first, according to Staub, is to show them what it's like to work in the industry and the skills they will need.

One of the advantages is that credit from completion of the pre-apprenticeship program will be applied to a formal apprenticeship. In

fact the curriculum is the very first level of a first year apprenticeship course developed by the National Center for Construction Education & Research (NCCER) which develops standardized courses and portable credentials. Called Core it teaches the basic skills to be successful - math, blueprint reading, hand and power tools and is not trade specific. Graduates will receive a NCCER credential as well as any specific industry credential earned through the program such as forklift, scissor lift or CPR training.

Enrollment was up about ten percent this past year and Staub anticipates more this year as demand and interest are increasing. Contractors are looking for the association to do even more to help fill the

pipeline for them. ABC Keystone wants to work with community partners and organizations to identify people interested in construction industry careers and to provide a path.

Staub offers some advice. "If construction is something you think you may be interested in, talk to your guidance counselor. If you're out of school, when looking for a job, interview that potential employer. Ask if they have apprentices, if you'd be given the ability to attend a program and if they would provide training for you. Understand that professional trades are a career path and as professionals they will continue to receive training to expand their skills throughout their career, not unlike auto mechanics or healthcare professionals."



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Training

Continued from 1
workforce needs. This is where apprenticeships and on-the-job training, possibly supplemented by online education, come in. Pennsylvania created the Apprenticeship and Training Office in March 2016 with a commitment to raise the number of apprentices, expand opportunities into non-traditional industries and educate the public. Results are already being seen. In 19 months the total number of Registered Apprentices has grown by over 1,700 to in excess of 15,000. What exactly is an apprenticeship? Programs sponsored by an employer, employer or labor groups or employer associations for qualified individuals at least 16 years of age with specified

classroom and on-the-job training that results in certification. Since the programs are formalized registered apprentices secure a credential that is portable nationally. One of the beautiful aspects of these programs is that wages are earned from day one in an "earn and learn" model. As employees, apprentices are paid a percentage of a journey worker's salary that increases as they move through the program and acquire greater education and skills. Adults, displaced workers and youth can take advantage as a way to develop highly sought after skills and build the potential for a productive career. Apprenticeships, in the main, are collaborations among business partners, educational institutions, industry organizations, workforce systems and other com-

munity organizations that identify labor market demands and needs for particular skills. At the recent Lancaster County Workforce Summit Eric Ramsey, director of PA's Apprenticeship and Training Office, said that Pennsylvania has 750 programs with 15,000 apprentices ranking us within the top 10 in the US. Right now over 1,000 occupations are recognized as "apprenticeable", everything from butcher to bricklayer, floral designer to machinist, stonemason to welder. The structured combination of work experience and classroom education creates a highly-trained skilled individual. Most programs are four years, but can be as short as one year or as long as six. Each requires a minimum of 2,000 hours of on-the-job training and a mini-

mum of 144 hours of classroom instruction for each 2,000 hours of hands-on work. Not all instruction must be in a daytime class either. Programs may offer evening classes or even on-line learning. One way to locate apprenticeships is through the CareerOneStop.org website. Enter a keyword and location, and the site will return a list of registered employer sponsors although there is no guarantee that a current opening exists. Another site that returns similar information is mynextmove.org, this site you scroll through a list of occupation titles and click on the registered apprentice logo next to the one you'd like to review. On-the-job training is less formal and not regulated or registered as apprenticeships are. Training takes place after the

employee has been hired and is up to the employer to organize. Many workers acquire or increase their competency through on-the-job training which includes long-, moderate- and short-term training. The various levels of on-the-job training are defined as long-term, more than 12 months; moderate-term, more than one month and up to 12 months and short-term, one month or less. One potential hurdle is the difficulty that may be encountered when applying for jobs without certain skills. More and more third party education providers are jumping into the online education pool offering free or low cost courses. One such provider, available free to Lancaster County residents, is Metrix Learning. For information and to sign up visit skillupa-

merica.org. Job seekers and those already in the workforce can benefit by adding skills and education to their resumes, and increasingly employers are accepting credentials and certifications to help fill their talent gaps. Using these self-directed sources is a smart way to avoid debt and expand your skill sets. Each type of training has pros and cons, but no matter which pathway, everyone benefits. Businesses gain a well-trained workforce and potential long-term employees. Educators create new pathways to achievement and industry relationships that better aid them guiding and placing students. Most of all participants have a conduit to success and a secure future in a job that usually pays higher wages.



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- Manor Middle School/Hambright- Hours-2:00 p.m.-10:30 p.m.
- Marticville Middle School- Hours-2:30 p.m.-11:00 p.m.

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