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# Customized Training Pilot Program

Report to the Legislature  
as required by Laws of Minnesota, 2013 Chapter 85, HF 729, Article 3, Section 25

January 15, 2015

Workforce Development Division

Minnesota Department of Employment and Economic Development

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## Department of Employment and Economic Development

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# Customized Training Pilot Program (CTPP)

## Minnesota Department of Employment and Economic Development

### Background

The Minnesota Legislature appropriated \$987,000 in 2013 to fund a pilot customized training program for skilled manufacturing industries, to be developed in collaboration by the Department of Employment and Economic Development (DEED), the Department of Labor and Industry (DLI), and the Minnesota State Colleges and Universities (MnSCU).<sup>1</sup> The legislation designated Alexandria Technical and Community College, Central Lakes College, Century College, and Hennepin Technical College, as program grantees.

### Program Purpose

The legislation directed the Department of Employment and Economic Development (DEED), the Department of Labor and Industry (DLI) and Minnesota State Colleges and Universities (MnSCU) to partner in developing a customized training program for skilled manufacturing industries that integrates academic instruction and job-related learning in the workplace and MnSCU institutions.

The Customized Training Pilot Program aimed to address critical employment needs in Minnesota by connecting private and public entities to successfully train workers in skilled manufacturing. The Customized Training Pilot Program directly targets populations with long-standing employment disparities, such as individuals from minority race/ethnic populations, and dislocated workers still working towards recovery from the recent national recession. The program focused its efforts on manufacturing, an industry with a growing demand for skilled workers.

### Program Goals

The Memorandum of Understanding established by DEED, DLI and MnSCU articulated six goals for this program<sup>2</sup>:

- 1) Provide Minnesotans over the age of 18 and from the following groups with training in a high-demand industry:
  - individuals in secondary and postsecondary school systems;
  - individuals with disabilities;
  - dislocated workers;
  - retired veterans and veterans with disabilities;
  - individuals enrolled in Minnesota Family Investment Program under Minnesota Statutes, chapter 256J;
  - individuals from minority race/ethnic populations;
  - individuals who had been previously incarcerated;
  - individuals residing in labor surplus areas as defined by the United States Department of Labor; and
  - any other disadvantaged group as determined by the commissioner of employment and economic development

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<sup>1</sup> Laws of Minnesota, 2013 Chapter 85, HF 729; both Article 1, Section 3, Subd. 3(g) and Article 3, Sections 24-25. <https://www.revisor.leg.state.mn.us/laws/?year=2013&type=0&doctype=Chapter&id=85>

<sup>2</sup> Memorandum of Understanding for the CTPP, signed October 2013. Please see appendix.

- 2) Provide participants in the program with employment during training and unsubsidized employment upon program completion.
- 3) Provide employers in high-tech manufacturing industries with skilled employees.
- 4) Strengthen and modernize Minnesota's economy.
- 5) Increase collaboration between MnSCU, DLI, and DEED.
- 6) Serve as a pilot program expandable across the state of Minnesota.

The Minnesota Hiring Difficulties Survey published in spring 2013 found that 66% of total production occupations were reported as difficult to fill. Some production occupations reported even higher percentages of difficult to fill vacancies, including machine tool operators (74%) and computer numerical control machines (78%).<sup>3</sup> Additionally, high turnover of workers is a significant problem in this industry. Employers attribute hiring difficulties to a lack of work ethic or of interest in manufacturing careers (28% of vacancies); demand issues such as undesirable work locations, uncompetitive wages, and inconvenient hours (26%); skills mismatches (14%); and a mix of skills mismatches and other issues (31%). Manufacturers are facing an aging workforce and many organizations are looking for ways to attract and develop the next generation to meet the demands of tomorrow's economy.

### Customized Training Pilot Program Timeline

The four MnSCU institutions were specified by the legislation. DEED and DLI signed a Memorandum of Understanding (MOU) with each of the four institutions in October 2013. The MOU states that the program will last "until January 15<sup>th</sup>, 2015, or until all funds have been expended and the Minnesota legislature has received the mandated program report".<sup>4</sup>

#### May 2013:

- Customized Training Pilot Program authorizing legislation (Laws of Minnesota, 2013 Chapter 85) was signed into law.

#### October 2013:

- DEED, DLI and MnSCU sign Memorandum of Understanding.

#### November – December 2013 (1Q of Customized Training Pilot Program):

- DLI develops participant and employer agreements.
- Alexandria Technical and Community College and Century College enroll their first Customized Training Pilot Program participants.
- Alexandria Technical and Community College invests a portion of its Customized Training Pilot Program funding in two computer numerical control machines for use in training program.

#### January – March 2014 (2Q of Customized Training Pilot Program):

- DEED publishes report on training needs of skilled manufacturing in the state, as required by Customized Training Pilot Program authorizing legislation.
- DEED, DLI, and MnSCU present Customized Training Pilot Program update to the Senate Committee on Higher Education and Workforce Development hearing.
- Hennepin Technical College enrolls its first Customized Training Pilot Program participant.

<sup>3</sup> "Hiring Difficulties in the Manufacturing Sector." Minnesota Department of Employment and Economic Development. March 2014. [http://mn.gov/deed/images/Hiring\\_Difficulties\\_in\\_the\\_Manufacturing\\_Sector.doc](http://mn.gov/deed/images/Hiring_Difficulties_in_the_Manufacturing_Sector.doc)

<sup>4</sup> Memorandum of Understanding for the CTPP, signed October 2013. Please see appendix.

- DEED and DLI engage community-based organizations and Adult Basic Education to provide remedial education resources where necessary.

April – June 2014 (3Q of Customized Training Pilot Program):

- Alexandria Technical and Community College enrolls additional participants in a new, shorter-term “boot camp” session.
- Century College Customized Training Pilot Program students begin completing and exiting program.

July – September 2014 (4Q of Customized Training Pilot Program):

- The first cohort of Alexandria Technical and Community College “boot camp” students completes class; Alexandria Technical and Community College apprentices continue program.
- Central Lakes College enrolls its first Customized Training Pilot Program participants.
- Century College holds a manufacturing showcase event to engage local employers, potential participants, educators, and elected officials. Community-based organization partners decided not to schedule classes during the summer.

October – December 2014 (5Q of Customized Training Pilot Program):

- Alexandria Technical and Community College begins 40-hour welding certification program.
- Hennepin Technical College invests portion of its Customized Training Pilot Program funding in a Zeiss Coordinate Measuring Machine to enhance training experience.

January 2015: Final report due to the Minnesota Legislature.

## Implementation

Customized Training Pilot Program was not a one-size fits all approach. Each of the four MnSCU campuses approached implementation differently.

### *Alexandria Technical and Community College*

Alexandria Technical and Community College enrolled current students in its four-year Machine Tool Registered Apprenticeship program into the Customized Training Pilot Program. In partnership with local employers, it also developed short-term training courses, including a “boot camp” training program in industrial maintenance as well as a 40-hour welding certification. Alexandria Technical and Community College is developing a “modularized” approach to training. Participants can pursue the option of a less intensive coursework as part of a process to achieve journeyworker certification by completing the program in stages. Students can complete all or part of the program and receive recognition for the knowledge and skills they attain. Alexandria Technical and Community College also invested some of its Customized Training Pilot Program funding to invest in two computer numerical control machines to benefit its training program.

### *Central Lakes College*

Central Lakes College shaped its Customized Training Pilot Program around training developed through the college’s Department of Labor Advanced Manufacturing Grant. All participants have been incumbent workers taking the training through the college’s business partners. The college paid for students’ tuition and books, as well as one Minnesota Skills Standards Council) exam per participant to assist students pursuing this certification. The college also invested Customized Training Pilot Program funding to train its safety instructor, enabling that instructor to provide manufacturing safety training.

The funding allowed the college to strengthen its for-credit, hybrid model, creating the opportunity for incumbent workers to receive training on-site at work.

### *Century College*

Century College surveyed employers, staffing agencies, trade associations, and Workforce Centers to determine the need for IPC-certified soldering technicians. As a result, the college focused its Customized Training Pilot Program on hand-soldering and machine operating. Century recruited participants through local community-based organizations, including the Hmong American Mutual Assistance Association, Lao Assistance Center, and Vietnamese Social Services, as well as direct outreach to the Karen and Hispanic/Latino/a communities. Because of the college's portable lab, instructors could conduct classes at community-based organization locations and extend training to participants experiencing transportation, language and other barriers to opportunity.

### *Hennepin County Technical College*

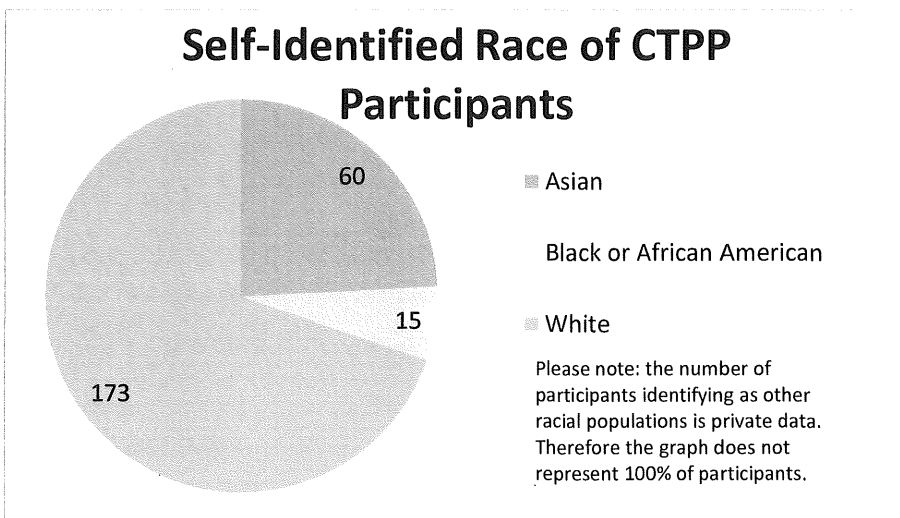
For its Customized Training Pilot Program involvement, Hennepin Technical College chose to offer credit-based coursework within its existing Quality Assurance program, a short-term, credentialing program in a high-tech, high-wage, and high-demand field. In line with its academic calendar, Hennepin Technical College enrolled students beginning in January 2014, with an expected graduation date of December 2014. Graduating students receive 16 academic credits and a certificate award. Some students are incumbent workers who are taking the training to move into quality inspection areas of their company or to a different company. Industry partners assisted Hennepin Technical College with recruitment and curriculum development. Hennepin Technical College received a new Zeiss Coordinate Measuring machine, partially funded through Customized Training Pilot Program dollars.

## **Characteristics of People Served**

Participant data for this program was tracked in the Workforce One data system. 262 participants have been served and exited through the Customized Training Pilot Program.

### *Race and Ethnicity*

Nearly a third of the 262 participants were people of color: 77 (29.4%) identified with a race other than white. 60 (22.9%) identified as Asian, 15 (5.7%) identified as Black/African-American, and 173 (66.0%) participants identified as white. Hispanic/Latino ethnicity, which is counted separately from race, was not reported to protect participants' privacy due to small numbers.



### *Unemployment*

19 participants reported being unemployed for 26 weeks or less; none reported long-term unemployment (over 26 weeks). Unemployment data was not available for 69% of participants (180 people). This may be due to the fact that some programs specifically

served incumbent workers.

*Labor Surplus Areas*

In Federal Fiscal Year 2014 (October 1, 2013 through September 30, 2014), only two counties in Minnesota were designated Labor Surplus Areas by the federal Department of Labor: Clearwater and Kanabec Counties.<sup>5</sup> No Customized Training Pilot Program participants resided in either of these counties; the distance between both counties and the MnSCU institutions would make it difficult for residents to attend classes at the participating colleges.

*Other Characteristics*

Data was not available for disability status, veteran status, Minnesota Family Investment Program status or offender status. Categories with less than 10 participants are not reported to protect those individuals' privacy.

Participants also had the option to not disclose some or all of their data. Participant information that was not included because of nondisclosure is recorded as "no data" in the Workforce One system. Unfortunately, this makes it indistinguishable from data that is not available for other reasons. In future reports, it may be helpful to include "refused to disclose" as an option for data entry to better understand what information participants choose not to disclose.

**Customized Training Pilot Program Outcomes**

As of the printing of this report, 157 out of 262 Customized Training Pilot Program participants tracked in the Workforce One data system have exited successfully. This means they have completed the training and either entered into employment or continued as an incumbent worker in manufacturing. The average hourly wage reported by successfully-exiting participants was \$14.63.

All participants exiting successfully received a completion certificate. Some colleges provided academic credit while some supplemented credit-based programs with additional skills training. Others provided industry-recognized certifications (e.g. IPC soldering certification and Minnesota Skills Standards Council certification testing).

**Customized Training Pilot Program Participant Outcomes:**

<i>MnSCU Institution</i>	<i>Number of Participants Enrolled</i>
Alexandria Technical and Community College	108
Century College	84
Central Lakes	43
Hennepin Technical College	27
<b>TOTAL</b>	<b>262</b>

Number of Participants with Successful Exits: 157  
Average hourly wage rate: \$14.63

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<sup>5</sup> "Labor Surplus Areas Fiscal Year 2014." Department of Labor. (See page 29 for Minnesota.) [http://www.doleta.gov/programs/pdf/2014\\_LSA\\_listings.pdf](http://www.doleta.gov/programs/pdf/2014_LSA_listings.pdf)

## Progress and Success



Century College student.

Century College's customized training manager comments: *A staffing agency recruiter was attempting to place one of the students from the Century College Customized Training Pilot Program at a local company. The company's HR manager stated that they required one to two years of experience and would not consider him. The recruiter insisted that although the student did not have on-the-job experience, his skills were excellent. Again, the company refused to hire him. The recruiter continued to advocate for the student until the company relented and agreed to give him a chance. They were amazed by his skills and commented to me that they couldn't believe he had not been soldering for years. They also stated that his skills were better than their current employees and he didn't have bad habits.*

### *Alexandria Technical and Community College*

Alexandria Technical and Community College reported great success with its "boot camp" manufacturing programs, which have broad support from local businesses. After completing the "boot camp" program, participants earn preferred status for employment with two local companies who are expanding their manufacturing operations. These workers would not have otherwise qualified for employment without the skills they learned while in the Customized Training Pilot Program.

### *Central Lakes College*

Central Lakes College brought together 12 local business partners to provide a customized training experience to incumbent workers. 46 students have taken the Minnesota Skills Standards Council certification test at no cost. Reducing costs for employers by providing books and industry-certification exams at no cost to their employees has made workforce development and employee advancement possible for more manufacturing companies in this area. Employers have sent multiple students to multiple courses per session, demonstrating how valuable this resource is to local manufacturing companies. Investing in staff training will also increase the sustainability of the program at Central Lakes College, which anticipates strong participation for the next term in January.

### *Century College*

Century College reports that 26 students successfully exited from the program into employment during the second quarter of the program alone (January 2014 through March 2014). In addition, the program has received strong interest from the Hmong and Lao communities. Overall, local employers are pleased with the skills and certifications that program graduates earn. Staffing agencies have visited classes to recruit students, and employers have requested additional skills training from the college. Cleanroom procedures, quality inspection, and panel-building will be taught at community-based organizations to meet these requests in the future. This type of responsive partnership ensures that in-demand training is available to students, enabling them to secure employment after their graduation.

### *Hennepin Technical College*

Hennepin Technical College's Customized Training Pilot Program produced 19 students who graduated with 16-credit certificate awards in Quality Assurance for Manufacturing. With the grant, the college

was able to increase student capacity by about 38 students per semester. The Customized Training Pilot Program facilitated new partnerships with industry, resulting in a feature article in the journal of the Precision Manufacturers' Association and many visits from employers to the Hennepin Technical College lab. Incumbent workers participating in the program reported that the classes significantly enhanced their skills, providing a better career pathway for them.

### Challenges and Recommendations

The Customized Training Pilot Program experienced both successes and challenges. The following are lessons learned and recommendations intended to address them:

1. **Challenge:** The legislation did not narrowly define progress and success. This allowed each of the 4 institutions to create unique pilot programs to address their individual workforce and business needs. Success was broadly defined by program partners as: strengthening relationships with local employers and community based organizations, creating new strategies for outreach to diverse populations, capacity-building, increasing skills and credentials for program participants, and ensuring employment placement and retention. The broad nature of these measures made it challenging to gauge effectiveness across the different institutions.

**Recommendation 1:** The MOU should clarify the program's purpose and define outcomes along the career pipeline spectrum. These measures could include enrollment numbers, acquisition of skills, earning of credential or industry-recognized certification, program completion, employment placement, wage level, and employment retention. These measures gauge success throughout the program, rather than focusing solely on the ultimate goal of gaining employment. Focusing solely on employment outcomes can create incentives to tailor efforts to participants who are easiest to place in jobs, excluding individuals who can benefit from more intensive services. Programs need to strike a balance between the final employment outcome and meaningful progress along the way. This framework should guide the future expansion of the Customized Training Pilot Program.

2. **Challenge:** In the Customized Training Pilot Program there were 2 data systems needed to collect participant data. The MnSCU data system captured information on individuals enrolling in post-secondary training. The Workforce One data system captured participant information including demographic information, credentialing, employment, wages, etc. Collecting and entering data into multiple systems creates a challenge for partners at both the state and local level. The role and responsibility for data entry may have been unclear. In particular, the collection of data regarding targeted populations should have been more robust.

**Recommendation 1:** In the future, the data collection process should be streamlined, including well-defined roles and responsibilities for how the data is entered into each system. Specific needs or program measures required by the legislature, state agencies or program partners should be well defined before the data collection begins. Additionally, simplifying the application process for program participants as well as the data sharing agreements among agencies will help harmonize the data collection.

3. **Challenge:** All participating MnSCU institutions reported difficulty securing employer agreements. Employers were reluctant to commit to a lengthy agreement (and in cases of apprenticeship, a multi-year program), and reported that these requirements made it more difficult for them to be



flexible with a new employee. At some institutions, this resulted in participants gaining work through temporary staffing agencies, rather than as direct hires by the employers themselves.

Recommendation 1: Training institutions and employers should identify the most appropriate way for their partnerships to move forward. If the program is expanded, institutions should be chosen for participation based on their demonstrated ability to secure strong partnerships with community-based organizations and local businesses. Strong partnerships allow employers to identify the skills they need and help educational institutions provide that training. These partnerships also enable educational institutions to offer mobile training on worksites and at community-based organizations, expanding access to workers. Effective industry partnerships could include working with a consortium of small companies, partnering with multiple companies, or creating a specific partnership with one primary employer. Regardless of the structure, it is critical to have these partnerships in place. If institutions that do not have strong partnerships in place, there should be intensive assistance from the program leads (DEED & DLI) to help establish them.

Recommendation 2: Programs should focus on areas with high demand for manufacturing labor. According to the March 2014 report on hiring difficulties in manufacturing in Minnesota, it was much more difficult to hire for production jobs in greater Minnesota (79% of production vacancies were deemed hard-to-fill) than in the Twin Cities metro (35% hard-to-fill). Hiring difficulties were highest in central Minnesota (90% of production vacancies were deemed hard-to-fill), southwestern Minnesota (81%), and southeastern Minnesota (71%). To be successful, manufacturing training programs should be expanded to areas where there is both labor supply (a sufficient number of workers ready to acquire training and to work) and labor demand (a sufficient number of employers ready to hire).

4. Challenge: The cost of training can be a significant barrier to students. Institutions addressed this in different ways, including covering the costs of classes for all participants or providing scholarships to students to help offset the costs.

Recommendation 1: Future programming should address the cost barrier to students and help alleviate the financial stressors of program participation, including the cost of training and supportive services necessary to be successful. Types of resources could include those in the workforce development system, employer engagement, MnSCU contributions, Ability to Benefit and financial aid resources.

5. Challenge: Participant recruitment was a significant challenge. Due to the high demand for workers, institutions had a difficult time identifying participants willing to enroll in an educational program prior to entering employment. Some institutions recruited participants without sufficient assessment to accurately ascertain ability or commitment, resulting in participants who were underprepared or quit the program prematurely.

Recommendation 1: As part of the intake process, educational institutions and/or partnering community-based organizations should assess potential participants to determine current levels of ability, interest/commitment to the field and program of study, and any barriers to training success. This pre-program assessment is critical to ensure that participants are able to be

successful in the program. The workforce development system has been successful in these types of activities and should be actively engaged moving forward.

Recommendation 2: Any program expansion should include plans and resources for marketing. All partners, including state departments and workforce service providers, educational institutions, community-based organizations, and others, can and should play a clearly defined role in recruitment.

6. Challenge: The Customized Training Pilot Program timeline did not align well with the MnSCU institutions' existing calendars and programming. For example, Alexandria Technical and Community College's four-year apprenticeship program did not produce any graduates within the time span of the current Customized Training Pilot Program.

Recommendation 1: Integrating program reporting timelines with institutions' academic calendars will allow for more complete results. If training extends beyond the timeline of the program, reported outcomes may not reflect total actual program successes. Campuses strongly recommended continuing this program, but suggested a longer timeframe for the program in order to better assess student development and outcomes.

### Program Expenditures

According to the MOU signed by DEED, DLI and MnSCU, collaboration will continue until January 15, 2015 or until all funds have been expended and the Minnesota Legislature has received the mandated program report. Since this program was structured on quarterly reports, the most recent finalized fiscal report covers activity through September 30, 2014. Finalized expenditure reports for the quarter ending December 31, 2014 are due from the MnSCU institutions on January 20, 2015. The final quarter of the program covers January 2015, so grantees will not have spent all grant funds as of the date of this report. This report contains the most recent numbers as of the printing date.

#### *Alexandria Technical and Community College*

ATCC reported expenditures of \$135,965 out of a budgeted \$187,000, or 72.7%.

#### *Central Lakes College*

Central Lakes College did not report expenditures in the beginning of the grant and worked with program staff to modify their plans and budget for the grant. The college has since expended \$40,565 out of a budgeted \$90,000, or 45.1%.

#### *Century College*

Century reported expenditures of \$363,020 out of a budgeted \$380,000, or 95.5%.

#### *Hennepin Technical College*

Hennepin Technical College reported expenditures of \$47,371 out of a budgeted \$90,000, or 52.6%.

#### *State of Minnesota*

Department of Labor and Industry reported expenditures of \$167,000 of their budgeted \$167,000, or 100.0%.

The Department of Employment & Economic Development reported expenditures of \$73,000 of the \$73,000 budget, or 100%.

### **Conclusion**

DEED, the DLI, and MnSCU are committed to working together to explore ways to improve the Customized Training Pilot Program. Positive outcomes of the Customized Training Pilot Program included alignment of training to employer needs, strengthened partnerships necessary to move individuals into appropriate employment and training programs, identification of participant needs and providing a holistic approach to participant success. We welcome and will seek out additional ways in which our agencies can continue to partner and align efforts within manufacturing that provide opportunities for on-the-job training, apprenticeships, and workplace learning. Minnesota is in a prime position to advance in these efforts; we have a strong foundation in which to build from and dedication to see our vision to fruition.

## **Appendix A – Customized Training Pilot Program Authorizing Legislation**

### **Laws of Minnesota, 2013 Chapter 85, HF 729, Article 1, Section 3, Subdivision 3(g)**

\$987,000 in fiscal year 2014 is a onetime appropriation from the general fund for the pilot customized training program for manufacturing industries under article 3. Of this amount:

- 1) \$240,000 is for the commissioner for coordination, oversight, and reporting responsibilities related to the customized training program;
- 2) \$187,000 is for a grant to Alexandria Technical College for the customized training center;
- 3) \$380,000 is for a grant to Century College for the purposes of this paragraph;
- 4) \$90,000 is for Hennepin Technical College for the purposes of this paragraph; and
- 5) \$90,000 is for Central Lakes College for the purposes of this paragraph.

### **Laws of Minnesota, 2013 Chapter 85, HF 729, Article 3, Sections 24 and 25**

#### **Section 24: Customized Training Pilot Program for Skilled Manufacturing Industries**

##### **SUBDIVISION 1: PROGRAM**

The commissioner of employment and economic development in consultation with the commissioner of labor and industry shall collaborate with Minnesota State Colleges and Universities (MnSCU) institutions and employers, to develop a customized training program for skilled manufacturing industries that integrates academic instruction and job-related learning in the workplace and MnSCU institutions. The commissioner shall actively recruit participants in a customized training program for skilled manufacturing industries from the following groups:

- secondary and postsecondary school systems;
- individuals with disabilities;
- dislocated workers;
- retired and disabled veterans;
- individuals enrolled in MFIP under Minnesota Statutes, chapter 256J;
- minorities;
- previously incarcerated individuals;
- individuals residing in labor surplus areas as defined by the United States Department of Labor; and
- Any other disadvantaged group as determined by the commissioner.

##### **Subdivision 2: Definitions**

- a) For the purposes of this section, the terms defined in this subdivision have the meanings given them.
- b) "Commissioner" means the commissioner of employment and economic development.

- c) "Employer" means a skilled manufacturing industry employer within the state who enters into the agreements with MnSCU institutions and the commissioner under subdivisions 3 to 5.
- d) "MnSCU institution" means Alexandria Technical and Community College, Century College, Hennepin Technical College, and Central Lakes College.
- e) "Participant" means an employee who enters into a customized training program for skilled manufacturing industries participation agreement under subdivision 4.
- f) "Related instruction" means classroom instruction or technical or vocational training required to perform the duties of the skilled manufacturing job.
- g) "Skilled manufacturing" means occupations in manufacturing industry sectors 31 to 33 as defined by the North American Industry Classification System (NAICS).

**Subdivision 3: Skilled manufacturing customized training program employer agreement**

- a) The commissioner, employer, and MnSCU institution shall enter into a skilled manufacturing customized training program employer agreement that is specific to the identified skilled manufacturing training needs of an employer.
- b) The agreement must contain the following:
  - 1) the name of the employer;
  - 2) a statement showing the number of hours to be spent by a participant in work and the number of hours to be spent, if any, in concurrent, supplementary instruction in related subjects. The maximum number of hours of work per week, not including time spent in related instruction, for any participant shall not exceed either the number prescribed by law or the customary regular number of hours per week for the employees of the employer. A participant may be allowed to work overtime provided that the overtime work does not conflict with supplementary instruction course attendance. All time spent by the participant in excess of the number of hours of work per week as specified in the skilled manufacturing customized training program participation agreement shall be considered overtime;
  - 3) the hourly wage to be paid to the participant and requirements for reporting to the commissioner on actual wages paid to the participant;
  - 4) an explanation of how the employer agreement or participant agreement may be terminated;
  - 5) a statement setting forth a schedule of the processes in the occupation in which the participant is to be trained and the approximate time to be spent at each process;
  - 6) a statement by the MnSCU institution and the employer describing the related instruction that will be offered, if any, under subdivision 5, paragraph (c); and
  - 7) any other provision the commissioner deems necessary to carry out the purposes of this section.
- c) The commissioner may periodically review the adherence to the terms of the customized training program employer agreement. If the commissioner determines that an employer or employee has failed to comply with the terms of the agreement, the commissioner shall terminate the agreement. An employer must report to the commissioner any change in status for the participant within 30 days of the change in status.

#### **Subdivision 4: Skilled manufacturing customized training program participation agreement**

- a) The commissioner, the prospective participant, and the employer shall enter into a skilled manufacturing customized training program participation agreement that is specific to the training to be provided to the participant.
- b) The participation agreement must contain the following:
  - 1) the name of the employer;
  - 2) the name of the participant;
  - 3) a statement setting forth a schedule of the processes of the occupation in which the participant is to be trained and the approximate time to be spent at each process;
  - 4) a description of any related instruction;
  - 5) a statement showing the number of hours to be spent by a participant in work and the number of hours to be spent, if any, in concurrent, supplementary instruction in related subjects. The maximum number of hours of work per week, not including time spent in related instruction, for any participant shall not exceed either the number prescribed by law or the customary regular number of hours per week for the employees of the employer. A participant may be allowed to work overtime provided that the overtime work does not conflict with supplementary instruction course attendance. All time spent by the participant in excess of the number of hours of work per week as specified in the customized training program participation agreement shall be considered overtime;
  - 6) the hourly wage to be paid to the participant; and
  - 7) an explanation of how the parties may terminate the participation agreement.
- c) The commissioner may periodically review the adherence to the terms of the customized training program participation agreement. If the commissioner determines that an employer or participant has failed to comply with the terms of the agreement, the commissioner shall terminate the agreement. An employer must report to the commissioner any change in status for the participant within 30 days of the change in status.

#### **Subdivision 5: MnSCU instruction**

- a) MnSCU institutions shall collaborate with an employer to provide related instruction which the employer deems necessary to instruct participants of a skilled manufacturing customized training program. The related instruction provided must be, for the purposes of this section, career-level, as negotiated by the commissioner and the MnSCU institution. The related instruction may be for credit or noncredit, and credit earned may be transferable to a degree program, as determined by the MnSCU institution.
- b) The commissioner, in conjunction with the MnSCU institution, shall issue a certificate of completion to a participant who completes all required components of the skilled manufacturing customized training program participation agreement.
- c) As part of the skilled manufacturing customized training program, an employer shall collaborate with a MnSCU institution for any related instruction required to perform the skilled manufacturing job. The agreement shall include:
  - 1) a detailed explanation of the related instruction; and
  - 2) the number of hours of related instruction needed to receive a certificate of completion.

## Section 25: Skilled Manufacturing Reports

- a) The commissioner of employment and economic development shall study the training needs of skilled manufacturing industry employers in the state and report study findings and recommendations to the standing committees of the house of representatives and the senate having jurisdiction over employment and workforce development by March 1, 2014.
- b) The commissioner of employment and economic development shall coordinate and monitor customized training programs for skilled manufacturing industries at Century College, Alexandria Technical and Community College, Hennepin Technical College, and Central Lakes College. By January 15, 2015, the commissioner, in conjunction with each MnSCU institution listed in this section, shall report to the standing committees of the house of representatives and the senate having jurisdiction over employment and workforce development. The report must address the progress and success of the implementation of a customized training program for skilled manufacturing industries at each MnSCU institution. The report must give recommendations on where a skilled manufacturing customized training program should next be implemented, taking into consideration all current and potential skilled manufacturing training providers available.

## Appendix B – Memorandum of Understanding



### Memorandum of Understanding

**Agencies:** Department of Labor and Industry (DLI),  
Department of Employment and Economic Development (DEED)  
Minnesota State Colleges and Universities (MnSCU)

**Date:** October 14, 2013

**Subject:** Customized Training Pilot Program for Skilled Manufacturing Industries

#### Agency Contacts

- **Department of Labor and Industry (DLI)**
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  - Richard Davy, Senior Apprenticeship Field Representative
- **Department of Employment and Economic Development (DEED)**
  - Cynthia Bauerly, Deputy Commissioner of Workforce Development
  - Anthony Alongi, Director, Dislocated Worker and Trade Adjustment Assistance Programs
  - Ryan Merz, Policy Specialist, Dislocated Worker and Trade Adjustment Assistance
- **Minnesota State Colleges and Universities (MnSCU)**
  - Mary Rothchild, Senior System Director, Workforce Development
  - Joe Mulford, System Director, Education and Industry Partnerships
  - Hennepin Technical College
    - Mike McGee, Dean of Manufacturing
    - Craig Erickson, Vice President for Administrative Services (fiduciary contact)
  - Century College
    - Jeralyn Jargo, Vice President of Continuing Education and Customized Training
    - Larry Raddatz, Customized Training Representative
    - Tracy Riba, Grant Accountant (fiduciary contact)
  - Alexandria Technical and Community College
    - Jan Doebbert, Executive Vice President of Academic Affairs
    - David Bjelland, CFO (fiduciary contact)
  - Central Lakes College
    - Larry A. Lundblad, President
    - Kari Christiansen (fiduciary contact)





### **Introduction**

This Memorandum of Understanding (MoU) outlines the collaboration of the Department of Labor and Industry (DLI), the Department of Employment and Economic Development (DEED), and Minnesota State Colleges and Universities (MnSCU) in implementing the Customized Training Pilot Program for Skilled Manufacturing Industries appropriated in Minnesota Session laws of 2013, Chapter 85, HF 729, Article 1, Section 3 with policy language in HF 729, Article 3, Sections 24-25. The Customized Training Pilot Program for Skilled Manufacturing Industries will be held at the following four MnSCU institutions: Hennepin Technical College, Century College, Alexandria Technical and Community College, and Central Lakes College.

### **Goals**

The pilot program has five goals:

1. Provide Minnesotans over the age of 18 and from the following groups with training in a high demand industry:
  - a. Dislocated Worker and Trade Adjustment Assistance program participants
  - b. Secondary and postsecondary school systems
  - c. Individuals with disabilities
  - d. Retired and disabled veterans
  - e. Individuals enrolled in MFIP under Minnesota statutes, chapter 4256J
  - f. Minority group members
  - g. Previously incarcerated individuals
  - h. Individuals residing in labor surplus areas as defined by the United States Department of Labor
  - i. Other groups as determined by DEED
2. Provide participants in the program with employment during training and unsubsidized employment upon program completion
3. Provide employers in high tech manufacturing industries with skilled employees
4. Strengthen and modernize Minnesota's economy
5. Increase collaboration between MnSCU, DLI, and DEED
6. Serve as a pilot program expandable across the state of Minnesota

### **Timeline**

DLI, DEED, and MnSCU will collaborate under this MoU starting immediately and lasting until January 15<sup>th</sup>, 2015 or until all funds have been expended and the Minnesota legislature has received the mandated program report. Thereafter, these agencies are encouraged to collaborate as needed in expanding this pilot program.



### **Roles and Responsibilities**

Each organization has the roles and responsibilities outlined below. Appendix A contains more detailed information on each role and responsibility.

- ***Department of Labor and Industry (DLI)***
  - Create manufacturing training program employer agreement template
  - Create manufacturing training program participant agreement template
  - Administer employer and participant agreements, including initiating and exiting students from agreements
  - Assist MnSCU in developing related instruction curriculum
  - Provide outreach and ongoing assistance
  - Conduct compliance reviews, including a review of training records
- ***Department of Employment and Economic Development (DEED)***
  - Serve as fiscal and administrative authority
  - Actively recruit participants through leveraging the WorkForce Center system
  - Coordinate and monitor customized training programs at each of the identified MnSCU institutions through “desk review” monitoring, including the enrollment of program participants in WorkForce One
  - Conduct and report on a study of the training needs of skilled manufacturing industry employers in Minnesota by March 1, 2014
  - In conjunction with MnSCU, report to the Minnesota legislature on the progress and success of the Customized Training Pilot Program for Skilled Manufacturing Industries at each identified MnSCU institution by January 15<sup>th</sup>, 2015
- ***Minnesota State Colleges and Universities (MnSCU)***
  - Provide related instruction in collaboration with employers
  - Recruit participants through secondary and post-secondary school systems as appropriate and in collaboration with DEED
  - Assist DEED in reporting on the progress and success of the pilot program at each MnSCU institution
  - Issue certificates of completion to participants



**Funding**

Legislation allocates \$987,000 to DEED to carry out the Customized Training Pilot Program for Skilled Manufacturing Industries. Of this amount:

- \$73,000 is for DEED to cover the costs of administration. This funding will be used to cover the costs of drafting grant agreements with each of the four MnSCU institutions, recruiting participants through the WorkForce Center system, monitoring the pilot program at each MnSCU institution, tailoring DEED's case management system to monitor the pilot program, conducting the two studies identified in this MoU, and general program administration.
- \$167,000 is for DLI to cover the cost of travel to and from colleges and employers, meeting with apprentices and time associated with developing programs. The Customized Training Pilot Program for Skilled Manufacturing Industries will require a full time employee from DLI. There is a potential for these costs to grow if each college were to have more than 8 employers each.
- \$187,000 is for a grant to Alexandria Technical College for the customized training center.
- \$380,000 is for a grant to Century College for the Customized Training Pilot Program for Skilled Manufacturing Industries.
- \$90,000 is for a grant to Hennepin Technical College for the Customized Training Pilot Program for Skilled Manufacturing Industries.
- \$90,000 is for a grant to Central Lake College for the Customized Training Pilot Program for Skilled Manufacturing Industries.

Cynthia Bauerly,  
Deputy Commissioner, Workforce Development,  
Department of Employment and Economic Development

10/25/13

Date

Jessica Looman,  
Assistant Commissioner, Construction Codes and Labor Standards,  
Department of Labor and Industry

10/16/13

Date

Joe Mulford, MnSCU  
System Director, Education and Industry Partnerships  
Minnesota State Colleges and Universities

10/15/13

Date



## Appendix A: Detailed Description of Roles

### Department of Labor and Industry (DLI)

#### *Create manufacturing training program employer agreement template*

DLI, leveraging its' experience in establishing the frame work for 16 registered manufacturing apprenticeship training programs, will create a template for the manufacturing training employer agreement in the model of registered apprenticeship standards. By legislation, the employer agreement must contain the following information:

- Name of employer
- Detailed information about number of hours spent in related instruction
- Number of hours a week of paid job training
- The hourly wage paid to the worker
- A schedule of processes in the occupation
- An approximate time to be spent in each process;
- And clauses for termination, reporting and safety, and other clauses prescribed by the commissioner

#### *Create manufacturing training program participant agreement template*

DLI will create a customized training program participation agreement in the model of an apprenticeship agreement. The template for the agreement will establish the specific training to be agreed upon by the employer, MnSCU and the participant and it will include:

- Employer
- Participant
- A state about the job processes contained in the pilot program
- The hourly wage paid to the worker
- An approximate time to be spent in each process;
- And clauses for termination, reporting and safety, and other clauses prescribed by the commissioner

#### *Administer employer and participant agreements, including initiating and exiting students from agreements*

DLI will, on an ongoing basis, administer employer and participant agreements. Included in administering these agreements is a responsibility to enroll and exit students or employers from the agreements.

#### *Assist MnSCU in developing related instruction curriculum*

DLI will actively participate in the development of the related instruction alongside MnSCU to make sure the pilot program is generalizable and to provide insight in employer collaboration



*Provide outreach and ongoing assistance*

DLI will provide assistance in ensuring the employers and participants are fulfilling the requirements of the pilot program by:

- Providing outreach assistance to the employers
- Providing outreach assistance to the participants
- Attending quarterly meetings with MnSCU and participating schools

*Conduct compliance reviews, including a review of training records*

DLI will conduct compliance reviews of the programs, including quarterly monitoring, to:

- Track employers in program
- Identify number of skilled (journey level) workers
- Track number of apprentices
- Follow up to make sure program follows requirements
- Provide support to apprentices
- Track diversity

**Department of Employment and Economic Development (DEED)**

*Serve as fiscal and administrative authority*

As the fiscal and administrative authority, DEED will be responsible for making sure the Customized Training Pilot Program for Skilled Manufacturing Industries is implemented efficiently and effectively. DEED will allocate funding appropriately and in accordance with this MoU.

*Actively recruit participants through leveraging the WorkForce Center System*

DEED will capitalize on the WorkForce Center system to recruit participants for the Customized Training Pilot Program for Skilled Manufacturing Industries. DEED will recruit participants from the following groups:

- Dislocated Worker and Trade Adjustment Assistance program participants
- Secondary and postsecondary school systems
- Individuals with disabilities
- Retired and disabled veterans
- Individuals enrolled in MFIP under Minnesota statutes, chapter 4256J
- Minority group members
- Previously incarcerated individuals
- Individuals residing in labor surplus areas as defined by the United States Department of Labor
- Any other group as determined by DEED

*Coordinate and monitor customized training programs at each of the four identified MnSCU institutions, including the enrollment of program participants in WorkForce One*

DEED will coordinate and monitor the training programs at each of the four identified MnSCU institutions to the degree and extent necessary to ensure responsible use of funds and to gather the



information necessary to report on program success to the Minnesota Legislature. DEED's monitoring will not include site visits. DLI, however, will conduct site visits through compliance reviews. DEED will create interagency agreements with each of the MnSCU institutions. DEED will leverage the WorkForce One system in collecting performance information and will track the attainment of credentials or certifications of students enrolling in programs under the Customized Training Pilot Program for Skilled Manufacturing Industries.

*Conduct and report on a study of the training needs of skilled manufacturing industry employers in Minnesota by March 1, 2014*

As outlined in legislation, DEED will study the training needs of skilled manufacturing industry employers in Minnesota and report findings and recommendations to the standing committees of the Minnesota House of Representatives and the Senate having jurisdiction over employment and workforce development.

*In conjunction with MnSCU institutions, report to the Minnesota legislature on the progress and success of the Customized Training Pilot Program for Skilled Manufacturing Industries at each MnSCU institution by January 15<sup>th</sup>, 2015*

As outlined in legislation and in conjunction with MnSCU, DEED will report on the progress and success of the pilot program at each MnSCU institution. This report will include recommendations on where a similar program should be next implemented, taking into consideration all current and potential skilled manufacturing training providers available.

#### **Minnesota State Colleges and Universities (MnSCU)**

*Provide related instruction in collaboration with employers*

The four identified MnSCU institutions will work with employers and DLI to develop classroom, technical, or vocational training required to perform the duties of the skilled manufacturing jobs.

*Recruit participants through secondary and post-secondary systems as appropriate and in collaboration with DEED*

The four identified MnSCU institutions will recruit participants, as appropriate and in collaboration with DEED, for their individual training programs from secondary and post-secondary school systems.

*Assist DEED in reporting on the progress and success of the pilot program at each MnSCU institution*

MnSCU will assist DEED in reporting on the progress and success of the Customized Training Pilot Program for Skilled Manufacturing Industries at each of the identified institutions through helping DEED attain any information useful in evaluating the performance or assessing the generalizability of the pilot program. Additionally, MnSCU will provide insights to the report from its role as training provider and from its interaction with participants as well as employers.



*Issue certificates of completion to participants*

MnSCU will issue certificates of completion to participants who successfully complete the Customized Training Pilot Program for Skilled Manufacturing Industries. These certificates will provide confirmation of the skills attained by the participant.

Appendix C – Customized Training Pilot Program Participant Agreement

Skilled Manufacturing Customized Training Participant Agreement

This agreement is entered into on ( / / ) between (Enter company name) and (Enter participant name), a participant in the Skilled Manufacturing Customized Training Program.

The participant wishes to enter into this agreement as a trainee for the occupation of:

The training begins on \_\_\_/\_\_\_/\_\_\_ and will continue for \_\_\_ hours less accreditation of (enter number of accredited hours) hours with \_\_\_ to be completed.

The anticipated exit date will be \_\_\_/\_\_\_/\_\_\_

Hours per week of OJT: \_\_\_\_\_ Hours of related training \_\_\_\_\_

Shop worker wage rate for this occupation (Enter date agreement was made): \_\_\_/\_\_\_/\_\_\_

This agreement is subject to the approval of a representative of Minnesota State Colleges and Universities and the Minnesota Department of Employment and Economic Development.

By signing this agreement, the participant agrees to follow the guidelines of the employer agreement and will be provided with a copy of the employer and participant agreement. In addition, the participant authorizes the approving authority to collect wage detail information.

Participant Printed Name, Employer Name, Participant Signature, Employer Address, Participant MNSCU Institution Location, Minnesota State Colleges and Universities, Minnesota Department of Employment and Economic Development

This is a document... The document contains confidential and may be provided to third parties... This statement is not applicable and application for employment without a valid resume...



# Participant Information

## APPLICANT INFORMATION

Last	First	M.I.	Date
Street	Apartment/Unit		
Address			
City	State	ZIP	
County	E-mail		
*Social Security #	Phone Number ( )	Birth Date:	Gender: M / F
_____ - _____ - _____		____ / ____ / ____	
Race: White _____ Hispanic/Latin _____	Disability Status:	Other notes:	
Black/African American _____ Asian _____			
American Indian/Alaskan Native _____			
Other Pacific Islander _____ Other _____			
<i>Please note, answering this will NOT exclude you from the program</i>			
Are you a citizen of the United States?	YES <input type="checkbox"/> NO <input type="checkbox"/>	If no, are you authorized to work in the U.S.?	YES <input type="checkbox"/> NO <input type="checkbox"/>
Have you ever worked for this company?	YES <input type="checkbox"/> NO <input type="checkbox"/>	If so, when?	
Are you a veteran?	YES <input type="checkbox"/> NO <input type="checkbox"/>		

## EDUCATION

High School	City & State	
From To	Did you graduate?	YES <input type="checkbox"/> NO <input type="checkbox"/> Degree
College	City & State	
From To	Did you graduate?	YES <input type="checkbox"/> NO <input type="checkbox"/> Degree
Other	City & State	
From To	Did you graduate?	YES <input type="checkbox"/> NO <input type="checkbox"/> Degree

## REFERENCES

*Please list up to two professional references, if available.*

1. Reference Name	Relationship
Company	Phone
2. Reference Name	Relationship
Company	Phone

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Privacy Statement  
 This document is non-confidential and may be protected by legal privileges.  
 It is for internal use only and is not to be distributed outside of the organization. It contains confidential information, including but not limited to, personal information, financial information, and other information that is not to be disclosed to the public. It is the responsibility of the recipient to ensure that this information is not disclosed to unauthorized persons. If you are not the intended recipient, you should not disseminate, distribute, or act on the information contained herein. If you have received this document in error, please notify the sender immediately. Thank you for your cooperation.

**SKILLED MANUFACTURING  
CUSTOMIZED TRAINING PROGRAM  
EMPLOYER AGREEMENT**

**BETWEEN:**

The Commissioner of the Minnesota Department of Employment and Economic  
Development in consultation with the Commissioner of the Minnesota Department of  
Labor and Industry and:

Minnesota State Colleges and Universities (name of specific college) and:  
ABC Manufacturing Company (includes address and phone #)

---

(Name of Minnesota State College and University)

---

(Name of Manufacturing Company)

---

(Address of Manufacturing Company)

---

(Telephone Number of Manufacturing Company)

---

(Telephone Number of Manufacturing Company)

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Attachment #1 Job Process Schedule (See example)

Attachment #2 Safety Training and Workers Compensation Certification

Attachment #3 Related Instruction (See example)

Attachment #4 Participant Agreement

## 1. Introduction:

This agreement is based on Minnesota Session laws of 2013, Chapter 85, HF 729, Article 3 Section 24-25: Customized Training Pilot Program for Skilled Manufacturing Industries and (Section 24) and Skilled Manufacturing Reports (Section 25). This agreement describes the training program standards and the roles of Minnesota State Colleges and Universities (MnSCU), The Department of Employment and Economic Development (DEED), the employer (sponsor), and the participant. The program will be held at the following four MnSCU institutions: Hennepin Technical College, Century College, Alexandria Technical and Community College, and Central Lakes College.

## 2. Definitions:

- a) **“Commissioner”** means the commissioner of the Department of Employment and Economic Development.
- b) **“Company Specific Competencies”** The competencies identified by the employer that is necessary to meet the specific business needs of the employer.
- c) **“Employer”** means a skilled manufacturing industry employer within the state who enters into agreements with MnSCU institutions and the commissioner.
- d) **“MnSCU institution”** means Alexandria Technical and Community College, Century College, Hennepin Technical College, and Central Lakes College.
- e) **“Participant”** means an employee who enters into a customized training program.
- f) **“Participant Agreement”** The written agreement between the participant, employer, and MnSCU institution setting the responsibility and obligations of all parties to the Agreement with respect to the training to meet these standards.
- g) **“Related Instruction”** means classroom instruction or technical or vocational training required to perform the duties of the skilled manufacturing job.
- h) **“Skilled manufacturing”** means occupations in manufacturing sectors 31 to 33 as defined by the North American Industry Classification System (NAICS).

## 3. Qualifications of Participants

Participant applicants must be at least 18 years of age and physically qualified to perform the manual work of the trade.

## 4. Participant Agreement

The selected participant shall sign and properly fill out the agreement. The agreement will also be signed by the employer and submitted to the approval agency. After a participant has been selected, they will be given the opportunity to read and review the agreement, as well as the employer sponsor written rules and policies.

The approval agency must furnish approved copies of the agreement to:

- a) The participant
- b) The employer (sponsor); and
- c) other interested organizations or agencies as required

5. **Term of Skilled Manufacturing Customized Training Program**

The term of training must be designated in hours, months, years, or competency measures for the individual occupations included in these standards. For each trade to be included, a job process schedule including the total training term applicable must be attached to the employer agreement.

The recommended minimum hours of training will vary with each employer sponsor. Each employer sponsor in cooperation with the approval agency will determine the minimum hours of training needed.

This is a customized training program and is not constrained by calendar time. The term of Skilled Manufacturing Customized Training will provide sufficient on-the-job training and related instruction in order to complete. This will enable the participant to attain competencies in the skilled manufacturing trade and obtain a Certificate of Completion of this program.

6. **Compliance Reviews and Review of Training Records**

The approval agency will conduct compliance reviews of the program, including quarterly monitoring in order to:

- Track employers in the program
- Identify number of skilled workers
- Track number of participants
- Follow up to ensure the program follows requirements
- Provide additional support to the participants
- Track diversity

The records for each participant will be reviewed periodically by the approval agency. Records may consist of the periodic reports regarding progress made in attaining the required competencies, corresponding MnSCU related instruction performance, and any disciplinary action taken during the program. MnSCU shall keep a record of the classroom related instructions for the participant.

The number of hours of on-the-job paid training shall be kept by the participant and verified by the supervisor and approval agency.

Clause for termination:

If the attendance or the performance of the participant does not meet employer standards, the employer reserves the right to terminate the participant. If this occurs, the participant may have the option to seek training with another participating employer of this program. The approving authority must be notified of these changes to the agreement.

During the program, the participant agreement may be cancelled at the request of the participant, or may be suspended or cancelled by the employer sponsor for reasonable cause after documented due notice to the participant and the approval agency along with a reasonable opportunity for corrective action. In such cases, the approval agency will provide written notice to the participant, employer sponsor, and to the approval agency of the final action taken.

#### **7. Responsibilities of the Participant**

Participants employed under these agreements shall agree to be punctual and regular in attendance and to endeavor to the best of their ability to perfect the required skills of their chosen occupation:

Participants, having read the agreement and standards as formulated by the approval agency will sign a participant agreement and agree to all terms and conditions contained therein and agree to abide by the rules and policies, including any amendments, complete on-the-job learning and related instruction, and to attain the required core competencies and corresponding to the Skilled Manufacturing Customized Training Program, and company specific competencies deemed necessary to develop a level of competency and proficiency equivalent to a journey worker.

In signing the participant agreement, the participant assumes the following responsibilities and obligations under the program:

1. Perform diligently and faithfully the work of the occupation and other pertinent duties assigned by the employer sponsor and MnSCU institution in accordance with the provisions of these standards.
2. Respect the property of the employer sponsor and MnSCU institution and abide by rules and regulations of the college and employer.
3. Attend and complete all required related instruction in subjects related to the occupation as provided in these standards in a satisfactory manner.
4. Maintain and make available such records of work experience and training received on the job and in related instruction as may be required by the employer sponsor and MnSCU institution.

5. Develop and practice safe working habits and work in such a manner as to assure his/her personal safety and that of other workers.

8. **Supervision of Participants**

The employer shall designate a qualified individual as supervisor of participants who shall;

- a. Maintain an adequate record of progress in training each participant
- b. Be responsible for assuring that the requirements of the applicable training program are met during the prescribed training term; and
- c. Perform other duties as may be assigned by the employer relative to the development and operation of an effective customized training program

9. **Job Process Schedule**

The participant must be given work experience and instruction according to the applicable job processes schedule in the customized training program. The job process must be attached to the participant agreement (Attachment #1)

Training experience need not be in the exact order as listed in the schedule. Eighty percent adherence to the schedule will be considered adequate provided the full training period is accounted for.

10. **Progressive Wage Schedule**

It is recommended that the participants follow a progressive wage schedule during the program based on the current or determined Shop Worker wage rate.

**A reasonable wage can be negotiated between the participant and employer as long the wage complies with minimum wage laws.** At a minimum, a progression in wage of at least one step or advancement is required during the customized training program, as long as the participant completes a satisfactory performance review for the advancement during the time of participation in the program. Finally, the requirement for reporting to the commissioner is for actual wages paid to the participant.

<b>Approximate Term</b>	<b><u>Recommended Wage Rate</u></b>
<b>PERFORMANCE REVIEW CYCLE</b>	<b>% of Shop Worker Wage</b>
Entry Level Performance Review =	40% of Shop worker Wage
End of Probationary Period =	50% of Shop worker Wage
¼ Completion Performance review =	60% of Shop worker Wage
½ Completion Performance review =	70% of Shop worker Wage
¾ Completion Performance review =	80% of Shop worker Wage
Completion of Customized Program =	100% of Shop worker Wage

11. **Safety Training and Workers Compensation Certification**

All participants will receive instruction in safe and healthful work practices both on-the-job and in related instruction that are in compliance with the Occupational Safety and Health Standards promulgated by the Secretary of Labor under 29 U.S.C. 651 et seq., as amended and subsequent amendments to that law, or state standards that have been found to be at least as effective as the federal standards.

The safety training schedule must provide for a minimum of 50 hours per year of training in safe work practices in order to conduct safe operations of equipment and to maintain the safety of the participant and that of others around them. Workers Compensation certification is to ensure the participants are properly insured during their training program. (Attachment #2)

12. **Related Technical Instruction**

During each year of the customized training term, related instruction is required. Failure on the part of the participant to fulfill this requirement will be sufficient cause for cancellation of the participant's agreement which will result in termination of the participant from the customized training program.

13. **Hours of Work**

Time spent in related instruction cannot be considered as hours of work as required by the job process schedule. All time spent by the participant in excess of the number of hours of work per week as specified in the skilled manufacturing customized training program participation agreement shall be considered overtime.



14. **Certificate of Completion of Skilled Manufacturing Customized Training Program**

Upon successful completion of the training and related technical education requirements, and upon appropriate recommendation by the employer, MnSCU must issue a Certificate of Completion. These certificates will provide confirmation of the skills attained by the participant.

15. **Modification of the Program**

Details of the program may be modified from time to time and are subject to approval by grant partners.

Any modification cannot, at the time of modification, affect participant agreements then in effect without the consent of the parties to the agreement. The employer may withdraw from the program by submitting a written request to the approval body. Sufficient time must be given to the approval body to make a fair and justifiable decision. The approval body may cancel the employer agreement for good and sufficient reason, including violation of the agreement.

16. **Compliance with the Minnesota Plan for Equal Opportunity**

The provisions of the Skilled Manufacturing Custom Training Program must comply with Part 5200.0370 Rules of Procedure, and must include an approved equal opportunity pledge.

17. **Program Outcome(s)**

a) The outcome of this training is for the participant to gain industry skills and reach full competency in all aspects of the occupation in which they are training and taking related technical instruction for.

b) The commissioner may periodically review the adherence to the terms of the customized training employer or participant (employee) agreement if the commissioner determines that an employer or participant (employee) has failed to comply with the agreement, the commissioner shall terminate the agreement. An employer must report any change in status for the participant within 30 days of the change in status.

c) The commissioner may periodically review the adherence to the terms of the customized training employer or participant (employee) agreement. If the commissioner determines that an employer or participant (employee) has failed to comply with the agreement, the commissioner shall terminate the agreement. An employer must report any change in status for the participant within 30 days of the change in status.

## Appendix E – Examples of CUSTOMIZED TRAINING PILOT PROGRAM Marketing Materials

# SKILLED MANUFACTURING

## CUSTOMIZED TRAINING PROGRAM

*New program now available through Jan. 15, 2015*



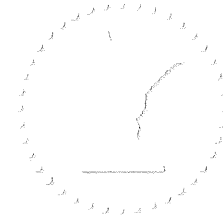
Minnesota's new Skilled Manufacturing Customized Training Program is designed to create skilled workers for current and projected manufacturing openings and to meet the needs of Minnesota employers that have customized training programs.

### ACADEMIC INSTRUCTION AND JOB-RELATED LEARNING

The Minnesota Legislature passed funding for this program in 2013. The legislation directs the Minnesota Department of Labor and Industry (DLI) to collaborate with **Alexandria Community and Technical College, Central Lakes College, Century College** and **Hennepin Technical College** to develop a program for manufacturing industries that integrates academic instruction and job-related learning in the workplace. State funding for this program ends Jan. 15, 2015.

The program is employee-centered. A student would take some classes at the school and get training at the manufacturer's worksite. The employer pays wages to the participant (new employee), who is hired to produce work and learn. This program is designed to provide:

- training for a variety of workers in a high-demand industry, such as dislocated workers, secondary and postsecondary school participants, individuals with disabilities, retired or disabled veterans, etc.;
- employment for workers during training and unsubsidized employment upon program completion; and
- employers in high-tech manufacturing industries with skilled employees.



The State of Minnesota seeks manufacturing employers and participants for a new training program that combines employment, economic development and workforce development to grow business and improve productivity in Minnesota's manufacturing industry.



### TECHNICAL COLLEGES

#### **Alexandria Technical and Community College**

[www.alextech.edu](http://www.alextech.edu)  
Alexandria, Minnesota

#### **Central Lakes College**

[www.clcmn.edu](http://www.clcmn.edu)  
Brainerd, Minnesota

#### **Century College**

[www.century.edu](http://www.century.edu)  
White Bear Lake, Minnesota

#### **Hennepin Technical College**

[www.hennepintech.edu](http://www.hennepintech.edu)  
Brooklyn Park, Minnesota

### CONTACT INFO

#### **John Vo, DLI representative**

Phone: (651) 284-5269  
[john.vo@state.mn.us](mailto:john.vo@state.mn.us)

#### **Rich Davy, DLI representative**

Phone: (651) 284-5199  
[richard.davy@state.mn.us](mailto:richard.davy@state.mn.us)

**For Program Information**  
or to apply  
call 952-995-1300  
or  
[info@Hennepintech.edu](mailto:info@Hennepintech.edu)

**Ask for a tour of our new QA Lab!**

**Questions about QA?  
Call Robert Lund at 763-488-2624  
or  
Mike McGee  
Dean of Manufacturing  
763-488-2648**

Hennepin Technical College is a member of the  
Minnesota State Colleges and Universities.

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Brooklyn Park Campus      Eden Prairie Campus  
9000 Brooklyn Boulevard,      13100 College View Dr.  
Brooklyn Park, MN 55445      Eden Prairie, MN 55347

**Manufacturing & Engineering  
Technology Programs  
at HTC**

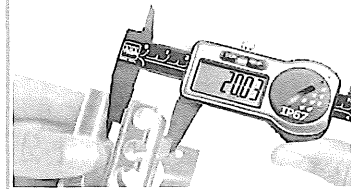
- ◇ Automation Robotics Engineering Technology
- ◇ Electronics Technology
- ◇ Engineering CAD Technology
- ◇ Fluid Power Engineering Technology
- ◇ Industrial Building Engineering & Maintenance
- ◇ Machine Tool Technology
- ◇ Manufacturing Engineering Technology
- ◇ Plastics Engineering Technology
- ◇ Quality Assurance
- ◇ Welding & Metal Fabrication

**As the largest technical college in  
the state, Hennepin Technical  
provides the most comprehensive  
selection of manufacturing  
programs available.**

**Why not enroll today!**

 Hennepin Technical College

**Quality Assurance in  
Manufacturing**



**16 Credit Certificate Program**

**HIGH TECH + HIGH DEMAND  
= GREAT CAREER!**

**If you believe in the idea of  
"quality in, quality out," and you  
want to play a vital role in  
helping an organization achieve  
success through quality, HTC's  
Quality Assurance Technician  
program is the way to realize  
your goal.**



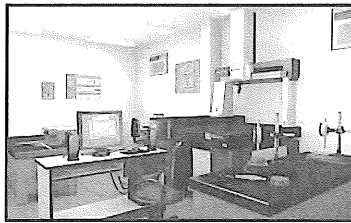
**Hennepin Technical College**  
**Quality Assurance in Manufacturing**  
**16 Credit Certificate Program**

**Program Description**

Do you like precision work? How about tolerances on the order of millionths of an inch? Quality Control Inspectors have the knowledge to operate highly sophisticated inspection equipment such as optical comparators, vision scopes and CMM (Coordinate Measuring Machine) systems. You will learn GDT (Geometric Dimensioning & Tolerancing) and how to measure and verify exact parameters of manufactured parts in a high tech inspection sequence.

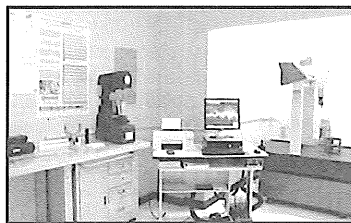
Today's advanced manufacturing facilities require the application of well-developed analytical skills to support the delivery of quality products and services. This program addresses Quality Assurance (QA) and will focus on the planned and systematic activities that are part of a quality system of manufacturing requirements for a product or service.

In addition to the foundational principles which govern advanced manufacturing practices, this certificate includes training that allows students to achieve proficiency in quality assurance practices and techniques. Precision measurement principles are introduced and reinforced through practical, real-world examples.



Students will become familiar with equipment and tools such as coordinate measuring machines, optical comparators, and vision inspection technology used in leading manufacturing facilities for quality assurance and quality improvement activities.

Classes will benefit those with the responsibility to inspect manufactured products and also would be beneficial to any machine operator or shop manager interested in learning new techniques for inspection. The classes will expose you to manual as well as sophisticated inspections tools. You will use CMM 3D Simulation Software and learn inspection skills that are in high demand in today's manufacturing operations.



**Work in Modern High Tech Labs**

**Required Courses**

**Technical Studies Required: 14 Credits**

- MACH 2600 Introduction to Quality Assurance
- MACH 2610 Inspection Processes
- MACH 2440 Quality Assurance
- MACH 2615 Inspection Equipment and Techniques
- MACH 2620 Quality Systems

\*Technical Studies Elective: 2 Credits

\*Any manufacturing program course that is not required for this award may be used as an elective.

**Award Outcomes**

- ◊ Apply precision measuring techniques
- ◊ Interpret blueprints/drawings
- ◊ Apply necessary math skills for industry requirements
- ◊ Operate equipment safely
- ◊ Inspect machined parts for tolerance requirements
- ◊ Demonstrate teamwork

**Spring Term 2014 Course Schedule**  
**Brooklyn Park Campus Only**

MACH 2600 51 3 Credits  
 Introduction to Quality Assurance  
 01/14 – 03/06 Tues/ Thurs  
 5:00pm - 8:50pm

MACH 2610 51 3 Credits  
 Inspection Processes  
 03/25 -05/15 Tues/ Thurs  
 5:00pm - 8:50pm