

PA INDUSTRY PARTNERSHIP ANNUAL REPORT

2008-2009

Overview

Pennsylvania's Workforce Development system is increasingly focused on promoting Industry Partnerships (IPs), a key institutional innovation for meeting the skills needs of businesses, the career goals of workers and the economic development goals of the commonwealth. To help improve the effectiveness of IPs, the Department of Labor & Industry requires each partnership to complete an Annual Report, also known as the High Performance Standards for Industry Partnerships.

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

The goals of this Annual Report include:

- capturing the significant accomplishments of the IPs,
- communicating expectations (to IP coordinators, participating employers, and other partners) regarding the full range of activities that IPs can undertake to improve outcomes for employers, workers, and the commonwealth,
- identifying exemplary IP interventions that other IPs might replicate and that can help demonstrate to legislators and others the benefits of IPs,
- helping the commonwealth design technical assistance and peer learning opportunities that improve the effectiveness of IPs, and
- helping partnerships gain insights about their progress.

Based on suggestions from IP representatives who completed last year's Annual Report, this new report has been simplified and redesigned. We hope these changes make the report easier to complete and be a more valuable tool in an IP's self-assessment and efforts to improve. The information provided in these reports will help us design more effective technical assistance programs.

Instructions

Each project receiving Industry Partnership and/or Industry Partnership Training Funds in the 2008-09 fiscal year is required to complete this report. The responses you provide in this report should represent the activities and/or results that were achieved during the 2008-09 fiscal year (July 1, 2008 through June 30, 2009). Do not include activities or results accomplished outside of this fiscal year. Doing so will cause skewed data and will result in the compilation of reports that do not represent Industry Partnership activities and accomplishments for fiscal year 2008-2009. **This report is due by close of business August 4, 2009.**

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

When you have completed the report, please save it as a Word document; version 97-2003. Please save the file with the initials of your targeted industry cluster/sub-cluster and your LWIB name.

Examples: BC_Berks.doc
 LT_Luzerne.doc

When fully complete, please email your document to Robert Garraty at rgarraty@state.pa.us by close of business August 4, 2009.

Contact Information

Grant title (as submitted on the project proposal):

Northwest Pennsylvania Transportation
Education and Economic Network (T.E.E.N)

Grant number:

77

Local Workforce Investment Board:
West Central

Targeted industry Cluster: Logistics &
Transportation

Sub-cluster:

Name and contact information of person to be contacted on matters involving this report:

First Name: Eric Last Name: Karmecy

Title: Assistant Director of Workforce Development

Telephone Number: 724-658-2501

Email: ekarmecy@wcjp.org

Incumbent Worker Training

The PA WIB will request, in a separate document a brief overview of the major training courses/categories that have been the primary focus area for the IP during fiscal year 2008-2009. Do not include this information in the year end report.

Industry Partnerships bring together multiple employers to identify and address common workforce needs. They also help educational institutions align programs to industry demand, and develop industry credentials to give companies more confidence in their hires and allow employees more mobility and earnings potential. **Identify if the IP has accomplished any of these activities by completing the table below.**

During FY 2008-2009 did the Industry Partnership:	Yes or No	<i>If so, describe what was done or explain the activity.</i>	<i>What was the outcome?</i> <i>or</i> <i>Describe the Impact?</i>
Develop /Revise Educational Curriculum to Fit Industry Needs	Yes	The IP developed the 1st Seat Driver Training certification.	The implementation of this program resulted in an additional 300 hours of the over-the-road instruction for entry-level truck drivers under the supervision of a 1st Seat Certified Instructor/Mentor.
Create or locate New Industry-Recognized Credential (s)	Yes	The 1st Seat Driver credential has been formally adopted by many partner companies and accepted internally by other employer partners.	Ongoing, 1st Seat Driver Training for entry-level truck drivers resulting in safer, more skilled truck drivers.
Articulate Industry Training and/or Work-based Learning with College Credit/Degree	No	N/A	N/A
Other activities that identify and address common workforce needs.	Yes	The employer partners have been surveyed in order to determine the current workforce needs.	The survey results are being utilized to develop consortia-style trainings that will address the common skills gaps that employers have identified.

Organizational Effectiveness

A mature Industry Partnership is expected to help employers implement practices - in addition to training - that help them increase competitiveness and improve outcomes for workers. For example, an effective workplace may improve retention and productivity by implementing practices that increase employee satisfaction, commitment and skill. Helping businesses adopt effective practices is especially important because there are wide gaps *within* industries, between the practices/performance of the highest-performing companies and those at the opposite end of the spectrum.

During FY 2008-2009 did the Industry Partnership assist employers to increase competitiveness and improve outcomes for workers by conducting any the following interventions:

Intervention	Yes or No	If so, describe what was done or explain the activity.	What was the outcome? or Describe the Impact?
Training of mentors/preceptors to aide in On-the-job training	Yes	The 1st seat driver trainees' on-the-road training takes place under the supervision of a 1st seat certified instructor/mentor.	Trainees are evaluated by these certified mentors and receive instruction that is more uniform across companies that participate in the IP.
Higher-Level Management Training on Industry-Specific Best Practices	Yes	Some higher-level training has been completed by employers on an individual basis.	The partnership is establishing a dialogue with higher education and training providers in order to explore opportunities to provide participating employers the opportunity to send employees to consortia-style trainings.
Measuring variation in employer practices across employers to improve retention and other outcomes	Yes	The IP has identified the pre-employment requirements of both National and Local Trucking firms.	Being made aware of the experience requirements allows the PA CareerLink® Case managers to help assess the aptitudes and skill needs of the job-seekers.
Strengthened Career Ladders or Career Pathways	Yes	The Partnership has developed a Career Ladders and Lattices model handout in the DVD package distributed to secondary education throughout the region.	The Career Ladders and Lattices developed inform current and potential employees about career paths within the industry. It also provides them with an idea of where all the different jobs could lead them.
Support Services (e.g., transportation, childcare)	No	N/A	N/A
Case Management for Employees (including connecting with public or non-profit services)	No	N/A	N/A
Other practices to retain, recruit, or advance employees (describe)	Yes	Educated CareerLink® staff throughout the 17 county region as to the strategic mission of the T.E.E.N. IP as well as instructions to facilitate customer flow and pre-employment and training requirements.	The awareness of the PA CareerLink® Case Managers of the companies pre-employment requirements allows them to refer job-seekers to other services that they need in order to obtain employment and be successful in the L&T field.

Building the Pipeline

In order to help employers attract qualified employees, Industry Partnerships may undertake activities to build the pipeline of new hires. These may include career awareness, exposure to the job or revising the hiring process. They

may also conduct specialized outreach to disadvantaged populations (e.g., youth, welfare recipients, minorities, women pursuing non-traditional occupations).

During FY 2008-2009 did the Industry Partnership conduct any the following activities:

Activity	Yes or No	If so, describe what was done or explain the activity.	Specify Targeted Audience i.e. K-12, Adults, Both	What was the outcome? or Describe the Impact? *Provide quantitative data if applicable.
Career Image/ Awareness	Yes	Production and distribution of a L&T informational DVD and folder and website.	Both	Informed both youth and interested adults of the various career opportunities available in L&T. Also provided different career pathways for entry-level truck drivers and information on Training Providers where they can go to obtain training for careers in the industry.
Co-op Programs, Internships, and/or Job Shadowing	No	N/A	N/A	N/A
Pre-Apprenticeship/ Pre-employment training (including workplace readiness)	Yes	Through the CareerLinks® interested job-seekers are screened for pre-employment requirements and referred to appropriate agencies for needed instruction.	Both	Job-seekers receive skills that are required in order for them to pursue a career and obtain employment in the L&T industry.
Conduct specialized Outreach to Disadvantaged Populations (indicate target population)	No	N/A	N/A	N/A
Other pipeline development activities (describe)				

Has the Industry Partnership conducted pipeline development activities specifically targeting disadvantaged populations (e.g., youth welfare recipients, minorities, men and women pursuing non-traditional occupations). If so, briefly describe the pipeline development and activities and provide a quantitative description of the impact?

The informational DVD focuses on recruiting non-traditional employees such as youth, minorities and women into the Logistics and Transportation field specifically focusing on the high-priority occupation of Truck Driver by noting that men and women in this occupation come from "all walks of life" and that there is flexibility in the hours and locations of the job for those who are concerned with spending time with their families. T.E.E.N. has also leveraged funds to construct a website where those who are interested in a career in Logistics and Transportation can find more information such as: About the Industry Partnership, Partners, Career Ladders and Lattices, Education and Training, the 1st Seat Driver program, Testimonials and more.

Influencing Regional Institutions

The workforce system in each region is comprised of several organizations (public, private, and education) that serve the needs of employers and workers. These organizations must work in concert to align programs to industry needs, develop career ladders and/or new industry credentials, and remove barriers to successful employment. Industry Partnerships need to understand the opportunities and challenges facing key institutions in the region so that they work together to develop long-term solutions to existing workforce challenges.

Has the partnership been able to change practices, create new policies/programs, leverage funding or remove barriers to solve the workforce challenges the IP identified in the proposal by working with the key organizations and agencies in the region?

<i>Institution</i>	<i>Describe the Relationship</i>	<i>Activities and accomplishments during FY 08/09</i>
Local Workforce Investment Board	The West Central WIB serves as the fiscal agent for the TEEN IP. The four participating LWIBs oversee local activities.	The fiscal agent provides overall program management of the IP including providing policy support, developing contractual agreements, Collecting training needs assessments, monitoring financial records and completes all informational requests and reports required by the Department of Labor and Industry with the help and input of the LWIBs, Steering Committee and other Industry Partners.
PA CareerLinks	PA CareerLinks® that serve the 17 counties that participate in the Partnership.	Staff provide and help distribute informational materials as well as counsel interested job-seekers about the careers, training and pre-employment requirements for jobs in L&T.
RCEP (Regional Career Education Partnerships)	Serve as partners and are made aware of the objectives and initiatives of the partnership.	Helped to distribute the T.E.E.N. folder and DVD to high schools throughout the 17 county region.
Post secondary Institutions	Serve as formal educational partners.	The partnership has been developing a dialogue with these post-secondary institutions and training providers in order to explore consortia-style training opportunities.

K-12 System	Primary and secondary schools are not formal partners, but do receive and distribute educational materials targeted toward in-school youth.	Schools were provided with educational materials including a lesson plan for students.
Business Association/Chamber of Commerce	Several serve as formal members of the IP as well as Business Retention and Expansion contacts	Provided the Partnership with contact information for new L&T employers interested in participating in T.E.E.N.
Unions or Labor-Management Partnership	The Teamsters union is a member of the IP. Their primary responsibility is to represent the workforce development interests of the union employees employed by T.E.E.N. employer partners.	Informed of T.E.E.N. activities and invited to participate in meetings and conference calls.
Philanthropic Community (United Ways, foundations)	Not currently active in T.E.E.N.	The partners have showed interest in establishing communication with these organizations and will explore this option in the 2009-2010 FY.
Community Based Organizations (Non-Profits)	Not currently active in T.E.E.N.	N/A
DCED/WEDNet	The educational/training partners work collaboratively with the other IP members in order to identify and provide solutions to employer-identified skills gaps.	Four of the region's WEDnet PA providers have accepted a position of formal education and training partners.
IRC (Industrial Resource Centers)	Not currently active in T.E.E.N.	N/A
Ben Franklin Partners	Not currently active in T.E.E.N.	N/A
Business Association/Chamber of Commerce	See above "Business Association/Chamber of Commerce".	See above "Business Association/Chamber of Commerce".

Please describe challenges you have had in working with institutions in the region to implement new programs or to change policies and practices?

Governance, Collaboration, and Sustainability

In order to achieve their goals, IPs need to govern themselves effectively. Successful IPs must determine ways to engage their existing members as well as reach out to potential members and seek ways to sustain their success over time. **Identify the core competencies that are present/completed or non-existent/not addressed in the IP by completing the table below:**

Core Competencies for Effective IPs	Present	Non-Existent	Need Technical Assistance
Industry Analysis			
Survey of employers to determine training needs and priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IP has conducted a gap analysis of specific needs of the industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In depth Skill Gap Analysis or Other Assessment of Incumbent Worker Skills completed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The assessment identifies critical challenges facing the industry not just employer identified needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A formal process has been established to set IP priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Root causes of the gaps have been identified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Barriers for employees/new hires are identified and understood	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employer best practices are identified and understood	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Describe:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capacity Building			
The IP has written objectives including mission, vision and goal statements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employers take a leadership role in the partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Formal decision making protocols established	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Written governance principles (clear roles and responsibilities) are established to clearly identify the expectations for both the membership and those that assume roles on the governance structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Articulated lines of authority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meetings are scheduled in advance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Agenda is distributed in advance of meeting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meetings are followed by communication of meeting content (e.g., minutes/notes)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New employers are identifying and actively recruited	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meetings are attended by at least 10 employers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Labor participation in the partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Describe:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning			
Goals and objectives are clearly identified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Action plans or strategies are in place to achieve goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Describe:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implementing Effective Programs and Activities			
Continuous Improvement processes in place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability plan in place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Describe:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evaluation and Business Impact			
Formal evaluation methods to gauge IP effectiveness are in place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Formal evaluation methods to gauge training program effectiveness are in place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evaluation results are presented to key stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employers are committed to IP beyond the offerings of training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business impact is communicated with policymakers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Describe:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Measuring Success

In order to make sure they are meeting their goals, Industry Partnerships need to measure the success that their activities are having for the employers and employees in their partnership.

What does the Industry Partnership use to gauge success?

The Partnership measures success through various methods including the comments of its industry partners and employees of the participating companies. Trainees who complete the 1st Seat Driver program also are evaluated with a competency progress report system that not only measures the success of that trainee, but also the program effectiveness.

Provide an example or testimonial that provides evidence of success. If applicable include quantitative data to support your answer.

Testimony from key management of participating T.E.E.N. companies is provided on a weekly, sometimes daily basis. Leadership and direction is imperative as the partnership continues to expand. Without the testimony of the partners, T.E.E.N. would not be a viable network. Their testimony has been evident in planning stages, during monthly conference calls, state and local meetings and community events. Below are a few of the employer testimonials that have been received:

"T.E.E.N. has been crucial and extremely beneficial to our recruitment and placement of drivers."

~ Klapac Trucking Company

"This partnership has helped recruit and train new and existing drivers, which has been a major part of our 25% increase in overall sales."

~ Stone & Company

"Our industry is traditionally adverse to partnering with competition so this partnership is bringing major competitors to the table and facilitating the beginnings of collaboration to address workforce challenges."

~ Werner Enterprises

"The partnership has allowed us to establish a communication link between our company, CareerLinks, a variety of educational facilities as well as our competitors."

~ Yourga Trucking Inc.

"The benefit has been T.E.E.N.'s ability to see the need and make the system respond to that need. A true success story to get business's help where they need it."

~ Falcon Transport

"We wish to continue working together, exchange ideas and share our common traits...To utilize available resources and encourage participants to continue to provide us with the tools and direction that can be beneficial to everyone in the L&T industry."

~Wayne W. Sell Corp.

"Pennsylvania is at the cutting edge on L&T initiatives. T.E.E.N. is truly a leader in promoting transportation and logistics careers. We appreciate your leadership and all the support you have given us in the past...Thank you."

~Roehl Transport

Continuous Improvement

What has been your greatest accomplishment over the past year?

Along with other successes, the partnership increased participation by nearly 25%. The additional partner input will allow the Partnership to further identify and address the workforce development needs throughout the Logistics and Transportation industry.

The IP has also began to implement a more formalized structure of governance and stakeholder recruitment including the finalization of a formal T.E.E.N. Application and Memorandum of Understanding for participating partners that clearly outlines the partnership structure, goals and partner responsibilities

What were the greatest challenges?

The economic environment of the past year, along with the decline in Manufacturing has posed challenges for the Partnership. Due to these factors, the business partners experienced a significant downturn. As a result, the partnership membership experienced significant turnover; and the need for increased focus on struggling small, local L&T businesses became evermore apparent as many of T.E.E.N.'s smaller employer partners suffering hiring freezes forced upon them as they could not compete with the rates offered to suppliers by larger firms

Describe your lessons learned.

The partnership learned that though the entire industry is affected by economic downturn, smaller employers have a more difficult time remaining competitive during these times. Consortia-style training opportunities concentrating on higher-level and supervisory skills can be used to enhance the competitiveness of those smaller companies who may not already offer training to higher-level employees.

How are you incorporating these lessons moving forward?

In the future, the Partnership plans to focus more on the needs of the local Transportation and Logistics employers while still gaining knowledge from the National Carriers on the best practices, trends and future opportunities and challenges that will be relevant throughout the L&T industry in order to address these skills gaps through training.

Is there any other additional information regarding the Industry Partnership or the activities you have accomplished that you would like to provide?