


# Pacific Northwest Economic Region Annual Summit July 13, 2015

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*Workforce Development*



**RevUp**  
Empowering Montana's Workforce



# Presentation Agenda

- History of RevUp Montana
- RevUp Montana Project
  - Mobile Credentials
  - Apprenticeship
  - Sector Partnerships
  - Zippering DLI and Colleges
- Opportunities to Leverage



# Background to RevUp – TAACCCT

- Obama Administration set aside \$2B in TAACCCT grants to reform how 2-year colleges serve students across US:
  - Specifically focused on improving student ROI and closing the skills gap
  - 4 Rounds of competitive funding – ended Sept. 2014
- Rd. 2: FVCC was awarded a \$3M grant to implement a manufacturing-focused project that better aligned MT's training programs with programs in ID and WA (Thank you Mary Kay Bredeson!)
  - Initiated use of "industry recognized credentials"  
*National Career Readiness Certificate (NCRC), Nation Institute of Metalworking Skills (NIMs) and American Welding Society (AWS)*
- Rd. 3: Montana's \$25M grant took the Rd. 2 concept to scale across the state and expanded the occupations included.



# RevUp in Brief



- In 3 years – train 3,419 workers at 13 MT colleges
- Create “stacked credential” programs in 9 occupational areas: *welding, welding fabrication, machining, industrial maintenance, industrial electronics, commercial drivers license, diesel mechanics, energy technology and entrepreneurship.*
- Procure more than \$6.6 million dollars of new equipment and \$6 million more in contractual services
- Create mechanisms to efficiently deliver online/hybrid programs across the 2-year system, particularly benefitting isolated rural students
- Pilot sector strategy partnerships as an approach for coordinating an industry-driven approach to workforce development
- *Not all colleges involved in all strategies*

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# Industry Recognized Credentials

## What We've Done

- “Industry Recognized” Credentials (a.k.a. professional licenses) embedded in all occupational programs achieves:
  - Alignment of all programs with national standards/benchmarks
  - Enhances worker mobility/utility
  - Consistency of workforce “product” (i.e. worker competencies)
- Workers given way to demonstrate specific skills gained and much earlier than in traditional higher ed programs
  - Enables alignment of pre-employment and post-employment training



# Industry Recognized Credentials

## What's We'll Do

- “Industry Recognized”:
  - We will initiate a marketing campaign targeting businesses to help inform them about the potential benefits of using IRCs:
    - In hiring processes
    - In up-skilling workforce
    - Outsourcing internal training to public partners
- Institutionalize the IRCs in our programs



# Industry Recognized Credentials

## Opportunity to Leverage Activities

1. Industry buy-in and use-of specific IRCs in region, allowing training partners confidence in building programs towards these IRCs and associated competencies
2. Reciprocal agreements that enables cross-border recognition of comparable professional licenses (e.g. NCCER/AWS/CWB/welding apprenticeship)



# Apprenticeship

## What's We've Done

- Establishing formal agreements to funnel student into union programs
- Consensus on best practice models for 21<sup>st</sup> Century apprenticeship:
  - Workers/Students earn degree, industry-recognized credentials, and apprenticeship credential simultaneously
  - New A-ship programs are partnership between a college, an/many employers, and the MT Registered Apprenticeship Office.
  - In order of preference:
    1. College program, classroom training @ college, O-J-T @ employer - set up as competency-based program with assessment completed by college faculty
    2. Same as #1. but with distance delivery of coursework by college
    3. Distance delivery of related instruction by college, O-J-T @ employer  
*This model only provides workers some credits towards degree.*





# Apprenticeship

## What We'll Do

- Expand the number of program → union agreements
- Pilot 21<sup>st</sup> Century models with willing businesses:
  - Helena College has a sheet metal apprenticeship program – not CBE
  - Hoping to help create apprenticeship opportunities in at least Machining, Maintenance, Energy Technology, Welding and Welding Fabrication programs by end of project



# Apprenticeship

## Opportunity to Leverage Activities

1. Tax credits for businesses that sponsor formal apprenticeship program
2. Encourage participation. We believe this is a critical model to help:
  - A. Close skills gap
  - B. Improve student ROI
  - C. Improve retention → ability to increase productivity of current employees



# Sector Partnerships

## Background

- Employers need to be intimately involved in the design of Career and Technical training programs – “demand driven”.
- Currently we have one-on-one conversations with employers of a small advisory committee.
- Feedback is scant and consistently inconsistent. It is challenging to build programs that are responsive to all needs/many voices.



# Sector Partnerships

## What We've Done

- Sector Partnerships are designed to help businesses in a self-defined economic region identify pre-competitive areas where collaboration that could benefit a whole region.
- The industry-led, industry-driven conversation is broader than workforce development, but workforce development typically plays a role in the conversation.
- RevUp hired industry experts to help launch sector partnerships in targeted regions in MT and Montana Manufacturing Extension Center to help continue momentum of initial effort.



# Sector Partnerships

## What We've Done

- Targeted Areas: NW Montana, Central Montana (Great Falls and Lewistown), Bozeman and Billings. Missoula and Butte were added after enthusiastic response in those regions.
- Train the trainer events have occurred for some regions while others are being scheduled (based on buy-in)
- Initial kick-off of broader Sector Partnership meeting will occur in NW MT on July 21<sup>st</sup>.



# Sector Partnership

## What We'll Do

- What we hope will come from the conversations: Is that industry helps define its aggregate workforce need (i.e. many voices become one)
- Formalize a relationship between sector partnership groups and MT Governor Main Street MT project
- Assess if establishing Centers of Excellence (e.g. WA Aerospace CoE model) would be appropriate way to formalize relationship between industry and workforce development system. If there is a group of industry voices – who do they talk to?



# Sector Partnerships

## Opportunity to Leverage Activities

1. Encourage participation in sector partnership efforts by wide-range of businesses
2. Transition institutionalization of sector partnership work under State Workforce Investment Board (as per WIOA legislation) without changing industry-driven culture of initiative



# Zippering MT DLI and Colleges

## What We've Done

- Leveraged strong relationships between Montana Department of Labor and Industry and Montana's 2-year Colleges to create the framework of one unified Workforce Development System.
  - All pulling in the same direction (e.g. strategic initiatives)
  - Alignment of support resources (i.e. Workforce Navigators)
  - Alignment of bureaucratic systems → increased efficiency
  - More efficient involvement of business community in workforce issues
  - Institutionalized relationship w/ first jointly-funded, policy-level position to focus on cross-agency collaboration.







Target Population

Outreach

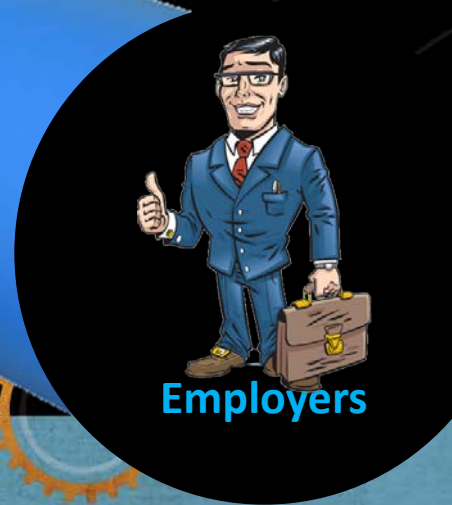


Workforce Navigator  
"Pipeline Champions"

Case Management

Placement

Training Programs



Employers



7/13/2015

# Zippering MT DLI and Colleges

## What We'll Do

- Explore the creation of a trades-oriented post-employment training system (lives in the zipper?)
  - Connects employers with public and private training providers – state-wide
  - Utilizes existing physical resources (e.g. equipment)
  - Enterprise model
- Explore institutionalization of promising personnel that serve both agencies (lives in the zipper?)
  - Workforce Navigators (recruitment, support and job placement)



# Zippering MT DLI and Colleges

## Opportunity to Leverage Activities

1. Support cross-agency collaboration (i.e. a unified public Workforce Development System)
2. Funding to pilot jointly-funded, cross-agency personnel placement



## FOR MORE INFORMATION:

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The SWAMMEI program is funded 100% by a grant award from the federal Department of Labor. The total amount of federal funds is \$24.9 million. The grant period is Oct. 1, 2013-Sept. 30, 2017.

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