

Thank you for inviting me today to be a part of this crucial conversation. I would like to recognize and thank Representative Kate Klunk for her commitment to workforce development, and for serving as a strong advocate for businesses in her district.

The greater Hanover area is facing a significant workforce shortage that is close to crisis mode. Businesses including restaurants, retailers, hair salons, construction, healthcare, and manufacturing are facing historical labor shortages. As our economy begins to reopen many employers are forced to reduce operating hours due to the current labor shortage. Re-implementing the UC work search requirement is a great step in the right direction. We are also hopeful that the new online unemployment compensation system being installed next month will help streamline the process to connect job seekers with employment. We need to be innovative in our approach to addressing this major issue.

### Group Model Apprenticeship

In 2017, the Hanover Area Chamber of Commerce became the first chamber in Pennsylvania to submit a Chamber Apprenticeship Model that was approved by the Pennsylvania Department of Labor and Industry. By design, the non-joint group model allows the Hanover Area Chamber of Commerce the ability to provide guidance and connectivity among local businesses, schools, and other workforce entities. The model began when four companies (Elsner Engineering Works, Inc., KLK Welding, R.H. Sheppard Co, Inc. and Utz Quality Foods, Inc.) joined together, deciding it was time to build Hanover's own talent pipeline as these companies would experience a 45% turnover in skilled trade positions by 2025.

The program has allowed students from our surrounding high schools the opportunity to begin as a pre-apprentice in their junior year. The program is structured around their high school curriculum and is designed to prepare students to enter and succeed into an apprenticeship program with industry certified credentialing. Upon graduation, and through the completion of the pre-apprentice program, they can join a paid apprenticeship with one of our industry partners.

Since its inception, our apprenticeship program has grown to include three educational partners (South Western Senior High School, Hanover Public School District and Conewago Valley School District) and nine workforce partners, with the ability to add additional partners and occupations to best serve the needs of our business community. We currently have the following occupations registered with Labor and Industry, welding, mechatronics and machining. We are engaged in conversations with local employers to expand into healthcare and construction.

We are grateful for the relationship we have built with the Manufacturers' Association over the years as they have been instrumental in the development of the apprenticeship curriculum and delivering training. We are also appreciative of the valuable partnership that was established between the Hanover Area Chamber of Commerce and the South-Central Workforce Investment Board (SCPA Works), Labor and Industry and the ATO. They have played an important role in providing guidance and insight on how to develop the program in a way that would allow for multiple partners and occupations.

## Pre-Apprenticeship

There are nearly 3,000 students who reside within the greater Hanover Area. Hanover Public School District, located in the Hanover Borough, gained widespread and nearly immediate success after implementing the programs mentioned above into their high school; over 200 students participating in the first two-years, with 525 students enrolled in the entire high school in 2020-2021. The success they saw through the implementation of these courses led them to take the program one step further to develop a state recognized pre-apprenticeship program in precision machining, welding, and mechatronics.

Hanover Public School District also established a Pennsylvania Department of Education (PDE) National Occupational Competency Testing Institute (NOCTI) Welding Technicians Program. The program requires juniors to take three periods of welding in the metal's lab during their junior year (360 hours) and three periods of welding in the metal's lab during their senior year (360 hours). After they have successfully completed 720 hours, students take a written and performance-based NOCTI exam to prove their competencies as a welding technician to obtain the industry-based certification.

New Oxford High School, located in Adams County, has also become a key stakeholder of the chamber's apprenticeship program. They have approximately 250 students a year through their technology education programs; these programs include engineering, mechatronics, welding, machining, and construction technology. Students starting in ninth grade can participate on a part-time basis, the majority taking three courses per year in the technology center as soon as they enter high school. These students learn basic to advanced skills and are then able to participate in local job shadowing, internships, and even part-time employment with local businesses.

South Western School District is another education partner in the chamber pre-apprenticeship model focusing on machining and welding.

## WorkPath

The WorkPath program started in York County in October 2019, through a dynamic partnership between the Hanover Area Chamber of Commerce, South Central PA Works, Manpower, Goodwill Industries, and The Manufacturer's Association. The program offers adult learners their choice of an introduction to Manufacturing or Logistics.

Cohorts, typically 7 students, are run based on employer needs which directly determine class sizes and timing. Currently the employer partners in York County utilizing the pipeline created by WorkPath are RH Sheppard Inc., Schindler Elevator, ES3 Logistics, and Pennex Aluminum. Qualified employer partners must pay a sustainable hourly wage, offer opportunities for continued growth, and be truly engaged in becoming a long-term partner.

Manpower will work with schools to market this program effectively and screen students for these manufacturing "scholarship" opportunities. Those identified can tour the workplace and meet both the hiring employer and the trainer. The purpose throughout the program is to build layers of comfortability as people often head into new career opportunities with apprehension. If all parties feel that a mutual fit exists, Manpower moves forward to connect the selected students with the local CareerLink for the funding qualifications process. Those who qualify have training costs covered by Workforce Innovation Opportunity Act (WIOA) funding.

Prior to starting, Manpower onboards the student within their payroll system and as per the agreement, employers begin paying the learners via Manpower from day one of the program. While the trainers focus on instilling their curriculum into the minds of the learners, Manpower also serves as a job coach throughout the program. Once again, multiple layers of support leave participants feeling more secure in their new job and as such, increase the likelihood of positive program outcomes.

At the conclusion of the two-week classroom portion of the program, the learner receives 30 days of hands-on learning delivered by the employer. At the conclusion of this time, both the employer and employee will determine if this opportunity continues to be a good fit if so, direct employment begins immediately.

In conclusion, there is no one size fits all solution to addressing the workforce issues our businesses are experiencing at this time. Businesses need to work with educators, policy makers, intermediaries, elected officials, and with strong industry leadership develop innovative sustainable solutions to create a talent pipeline for the future.