



How to Serve Your Clients Through EARN Maryland



What is EARN Maryland?

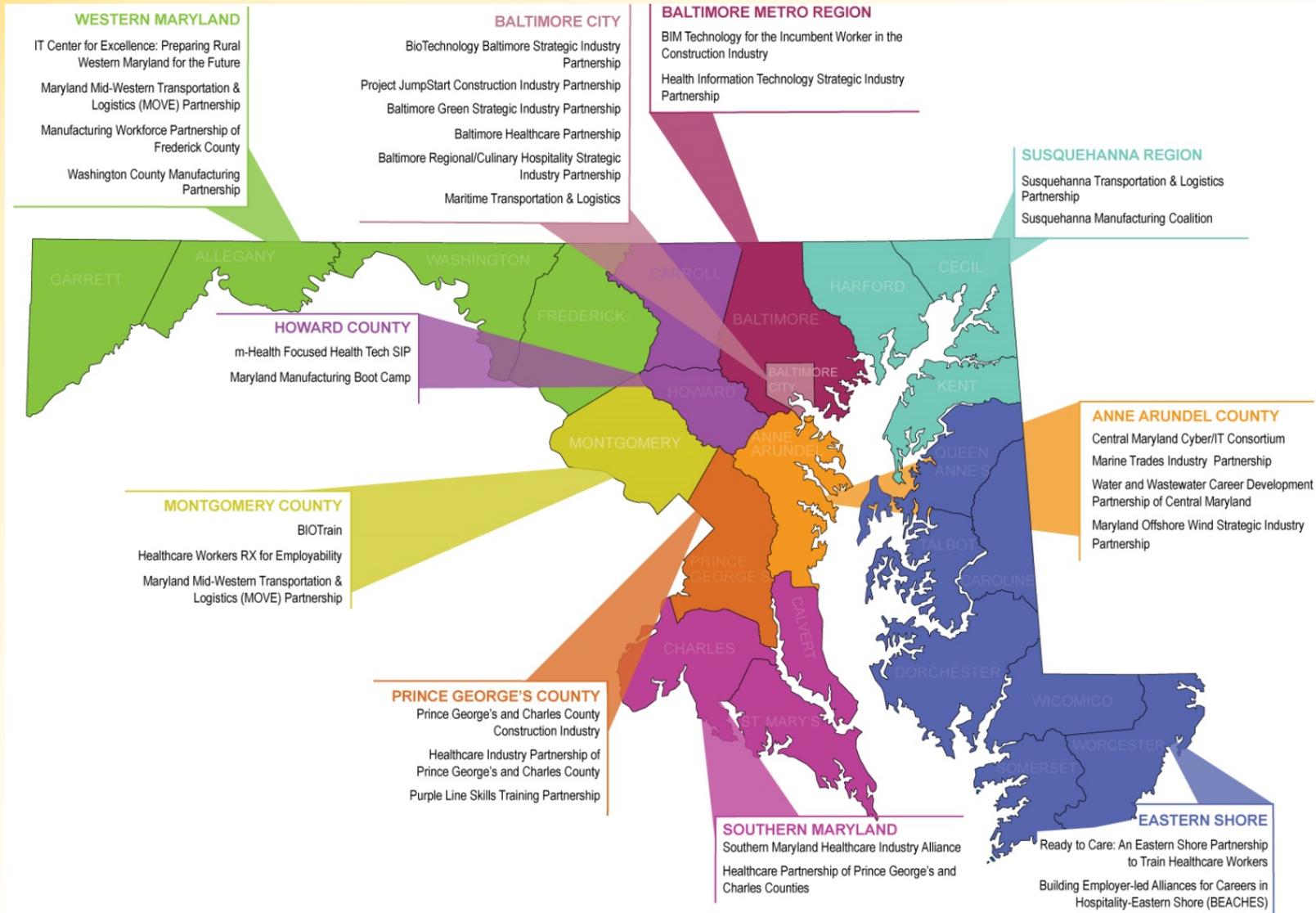
- A **paradigm shift** - Industry collaboration with critical and diverse partners to meet changing workforce needs and skills shortages
- Targets low and no-skilled workers as well as incumbents to eliminate barriers and create responsive career pathways
- Organizes formal sector partnerships in collaboration with the public workforce system, higher education, and community service organizations

How is EARN Maryland different?

- Industry drives the process –industry must be at the table in a robust and meaningful way
- Each Strategic Industry Partnership (SIP) must include at least 5 employers from the target industry and representatives from 2 diverse entities
- Collaboration and partnerships are key

EARN Maryland Partnerships

- Currently 40 EARN Maryland Partnerships representing every region of the State
- Industries include
 - Biotech
 - Cybersecurity/IT
 - Healthcare
 - Manufacturing
 - Transportation and Logistics
 - Construction



What does meaningful industry engagement look like - Beginning

- Industry members actively participate in defining COMMON workforce and skills needs and challenges
- Identify different mechanisms to solicit industry input
 - Meetings or workshops
 - Surveys
 - Focus groups
 - Other tools common in your industry
- Meets current industry demands

What does meaningful industry engagement look like - Middle

- Continued participation in quarterly partnership meetings
- Involvement in training
 - Mock interviews
 - Job Shadowing
 - Tour of facility
 - Mentoring
 - Teaching

What does meaningful industry engagement look like - End

- Employer partners in the partnership commit to interviewing trainees
 - Provide feedback on interview
 - Placement
- Identify strengths and weaknesses of training program based on industry demand and skills and gaps of trainees

Common Themes Among Partnerships

- Soft Skills Training
- Industry Engagement/Employer Led Model is working
- Flexibility with grant parameters
- Focus on barrier removal is key

EARN Maryland Results

- **Over 3,000** Marylanders have received job readiness and occupational skills training
- **Over 1,100**, or **80%** of EARN Maryland participants trained for Entry Level jobs have been placed
- **Over 2,500** incumbent workers have been trained
- **Over 500** industry representatives participating
- **Systems change within Workforce and Industry**

EARN Maryland Partners

Health IT SIP

Community College of Baltimore County

Culinary and Hospitality SIP

Humanim

Careers in Manufacturing

Jane Addams Resource Corporation

Baltimore Healthcare Partnership

Baltimore Alliance for Careers in Healthcare

EARN Maryland Partner

Health IT SIP

Community College of Baltimore County

CCBC

The Community College of Baltimore County
Division of Continuing Education



**EARN GRANT
FOR HEALTH IT**

Maryland EARN - Purpose

14

- Create Industry-led Partnerships
- Advance skills of Maryland workforce
- Grow state's economy
- Increase sustainable employment

Designed to ensure that Maryland employers have the talent they need to compete and grow!

(...while providing targeted education and skills training to Maryland workers)

Strategic Industry Partners

15

- **University of Maryland Medical System**
- **Johns HOpkins Hospital**
- **LifeBridge Health**
- **Chesapeake Health Systems**

Partners Identified Missing Skill Sets

16

- **Project Management for Health IT**
- **Training & Instructional Design theory for Health IT**
- **Health IT Security**

EARN Health IT – Training Numbers

17

- **Health IT Project Management**
 - 2 cohorts
 - 32 participants/28 successfully completed
 - Prepared to sit for the PMP® certification
- **Health IT Training & Instructional Design**
 - 2 cohorts
 - 28 participants/26 successfully completed
- **Health IT Security**
 - 1 cohort
 - 15 participants/13 successfully completed
 - Prepared to sit for the HCISPP® certification

EARN Health IT - Successes

18

- **High Success rates – 89%**
- **Participants Satisfaction and Skills gain**
 - “Due to attending this class which proved my dedication and intent to obtain my PMP, I have received a salary increase and promotion”
 - “I learned techniques that I can use in the real world”
- **Employers Satisfaction**
 - “All of the folks that went through the process are now convening to develop guidelines and standards that we didn't have in place before. They are learning from each other and frankly it's given me options beyond hiring consultants to do this work.”
 - “He returned from class with confidence in his abilities to train and develop curriculum. He has produced deliverables at faster pace and his deliverables are much more advanced.”

EARN Health IT - Challenges

19

- **Less than 50% of successful completers have taken the related certification exams**
 - Mid-career professionals too busy to study – work and family demands
 - Some employees only interested in the skills
 - Application difficult and daunting
 - Some employers did not reimburse for exam
- **Very tight budgets in Health IT/Measurable outcomes ?**
 - Raises hard to come by – successful completers don't necessarily see salary increases
- **Engaging/Growing the Partnership**
 - Demanding field – hard to get them to come to meetings

SIP Leveraged Resources

20

- **CCBC In-Kind:**
 - Curriculum development
 - Reduced prices on tuition
 - Space for meetings and courses
 - Travel expenses as needed
 - Director time/salary
- **Industry In-Kind:**
 - SME's as needed for overview curriculum
 - Space as needed
 - Time and travel of SIP members
 - Reimbursement/payment of employee certification exam fees

EARN Health IT – Phase 2

21

- **Health IT Project Management**
 - 1 additional cohort
 - Redesigned to complete the application during the course (as assignment and with guidance from instructor)
 - More structured practice quiz/exams
 - Grant funds will pay for PMI® membership
 - Recruitment aimed at those ready/willing to take PMP® exam
- **Health IT Security**
 - 1 additional cohort

EARN Health IT – Phase 2

22

- **Pilot of Internship Program**
 - Working with just one industry partner to start
 - Identified Systems Analyst Level 1 as appropriate entry point (Annual salary \$45-60K)
 - Students will be screened for entry into program by both CCBC and UMMS and must meet identified baselines
 - Targeting unemployed - will also partner with Baltimore County Workforce
 - Students complete a 175-hour Continuing Education Certificate in Health IT
 - Students will participate in a paid 3-month internship during the education timeframe

EARN Maryland Partner

Baltimore Culinary Hospitality SIP
Humanim

HUMANiM

HUMAN PURPOSE. HUMAN IMPACT.



who we are:

Humanim is a nonprofit organization focused on socio-economic impact through human services, youth and family services, workforce development, and social enterprise. Our mission is to build economic opportunity and provide uncompromising human services for those who face social or economic challenges. We are dedicated to creating dynamic business and employment solutions that contribute to local economies, strengthen communities, and advance the lives of the people we serve.

what we do:

Human Services

- We provide support services and economic opportunities to individuals with special needs, including (but not limited to) cognitive behavioral assessment, mental health services, residential and family assistance, case management and vocational support.

Workforce Development

- Our strategic business partnerships, job training and social enterprises strengthen and grow the workforce by building skills, placing people in good jobs and forging opportunities in exciting industries. We work to provide pathways to employment for those who may face social or economic barriers.

Youth and Family Services

- We work with schools, communities, and partners to provide student enrichment and education programs, vocational training and opportunities, as well as mentoring and outreach. We also provide support to families, including case management, financial coaching, and connecting them to resources.

Social Enterprise

- Our business model puts people first. We create social impact businesses that provide jobs for people who experience socio-economic challenges, in industries like deconstruction, food, and technology. We also work with corporate, community, and nonprofit partners to build equitable business solutions that grow our economies.

Humanim Culinary/Hospitality Training

- Recipient of an initial planning grant to create a partnership of culinary sector leaders and industry businesses (Four Seasons, Moveable Feast, Bistro RX, UMMS, Bon Appetite)
- Sector Industry Partnership (SIP) collected hiring and retention data and conducted employer specific interviews to gauge the needs of the Accommodation and Food Service
- Major challenges of the local industry:
 - Need to reduce costly turnover
 - Recruit workers with 21st Century Job Readiness Skills
 - Recruit workers with industry recognized certifications
 - Need a pipeline of “ready to employ” individuals to reduce recruitment costs

Training Model



- 6 Weeks of Soft Skills training and preparation for the National Retail Federation's Customer Service certification.
- 4 Weeks of Job Club activities including resume writing, cover letters, industry interview prep, business information sessions, customized skills match for cultural fit
- 4 Weeks of classroom preparation for the industry recognized ServSafe Manager's certification to become an accredited safe food handler.
- 6 Weeks of classroom and hands-on kitchen training focusing on fundamental cooking methods and techniques, essential kitchen terminology, sound knife skills, baking/pastry technique, menu planning and an introduction to nutritional concepts
- 2 Weeks of internship with industry partners



Hands-on Training



Program Entry Qualifications

- Applicants must demonstrate a commitment to a career in the food industry. Priority will be given to applicants with prior experience in food service.
- Applicants must have a high school diploma or GED.
- Applicants must be at least 18 years old.
- Applicants must demonstrate at least 3 months of being clean, sober and free of drugs/alcohol.
- Applicants must have a working telephone contact and a permanent address.
- Applicant must provide a letter of referral from a case manager or other professional reference.
- Applicants must attend an information session, a screening session and successfully complete an initial interview.
- Applicants must pass the screening process, which includes: basic reading and math skills assessments, drug screenings, and background checks.
- Applicants must commit to attending every day of the 12-week program.
- OTHER FACTS:
- Lunch will be provided each training day.
- A stipend of \$25 can be earned each week by students with perfect attendance.
- Black shirt, pants and work shoes are required; other uniform items will be provided.

Grants #1 & #2 Combined Outcomes



GOALS

50 Enrolled
 40 Completed (80%)
 30 Placed (75%)
 30 Certification

ACTUAL

59 Enrolled
 43 Completed (73%)
 36 Placed (84%)
 41 Obtained at least one certification
 38 Obtained all certifications

16 Non-completers were a result of poor attendance, health issues and unresolved housing and childcare challenges.

2 Additional non-completers were included in the completion count since they obtained employment prior to graduation and did not complete the internship phase. Both obtained certification.

Projected hourly placement wage of \$11.00 per hour

Actual hourly placement wage of \$12.77

Challenges & Successes

- Enrollments for the early cohorts were lower than projected.
- Participants did not have a clear understanding of their responsibility and commitment to all training modules including the National Retail Federation certification training provided by Humanim.
- The original industry partners did not have an adequate amount of open positions to accommodate our graduates.
- Understanding the importance of making a successful “cultural” match when referring graduates for positions

- Identifying new industry partners to diversify and increase employment opportunities
- Having the flexibility to work through procedural elements with our training partner based on a strong partnership.
- Creating an annual alumni event to celebrate retention of our trainees.
- Quality of training/trainers was stellar resulting in exceeding goals for obtaining certifications.

Lessons Learned

- Recognizing the need for more intensive case management
- Chefs have the power. They do not interview cooking staff using the same criteria established by traditional human resources personnel.
- Humanim has final approval of all applicants that we agree to fund. All must pass Humanim's job readiness screening.
- Humanim must dually share the responsibility for outreach and recruitment.

“Atwater’s is pleased to be a partner with Humanim on the EARN funded Culinary Apprenticeship Training (CAT) Program. The CAT program has become a pipeline to prescreened, quality candidates for our retail locations. The two-week, pre-hire internship model allows the candidate and our team members to explore the relationship without a commitment. We can share our knowledge and observe their culinary and customer skills throughout the internship. Atwater’s has found five new employees through the program that share our passion and energy for wonderful, healthy food and stellar customer service.” Ned Atwater



EARN Maryland Partner

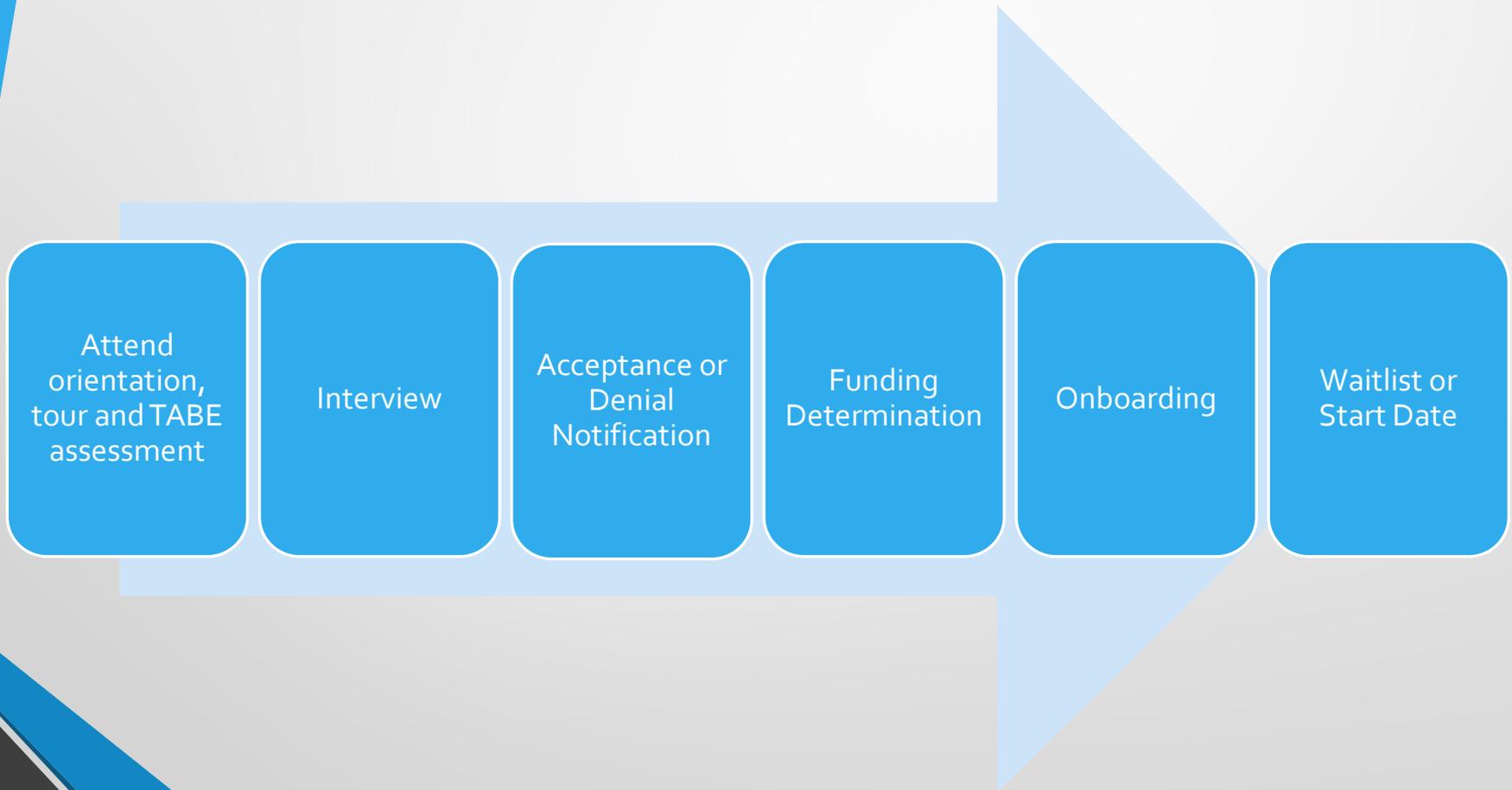
Careers in Manufacturing Program
Jane Addams Resource Corporation



JARC

**JANE
ADDAMS
RESOURCE
CORPORATION
BALTIMORE**

What is the Application Process?



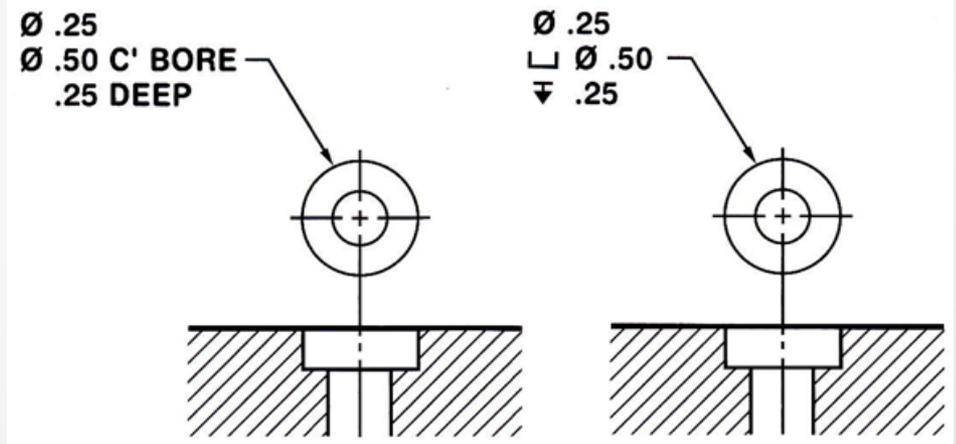
Eligibility

1. Eligible to work in the U.S.
2. Over the age of 18
3. No sexual offenses
4. Test at 5th grade reading and math level

Suitability

- ✓ Interest in a career as a welder or machine operator
- ✓ Attitude
- ✓ Attendance
- ✓ Ability

Fundamentals of Manufacturing

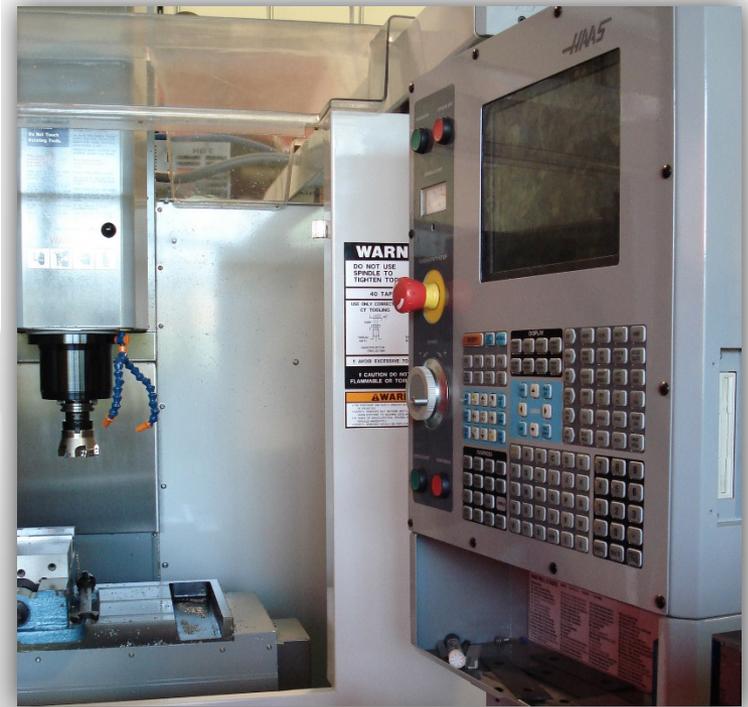
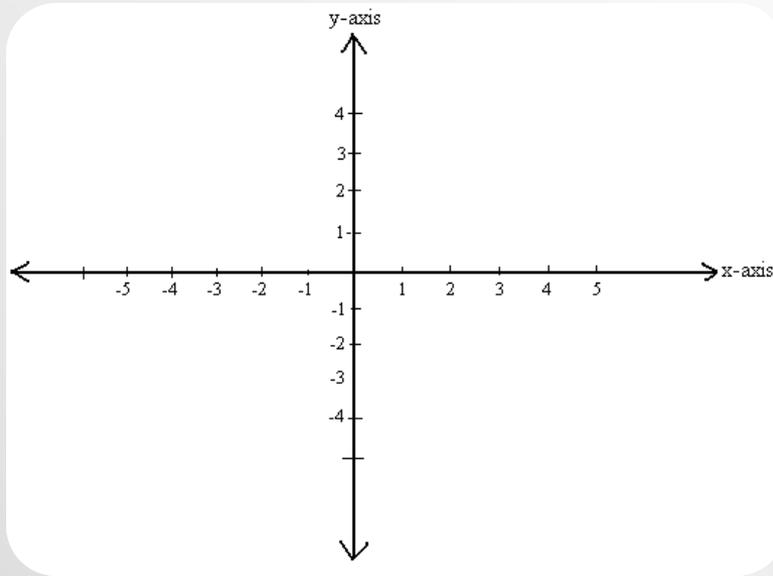


- Shop math, print reading, metrology
- At least 5th grade level in reading and math
- Monday – Thursday 9:30am to 1:00pm

JARC Program

- Monday – Thursday 9:30 a.m. – 4:00 p.m.
- Friday 9:30am-12:30pm (Soft Skills)
- No start dates and end dates
- Job Placement and Employment Assistance
- Financial Counseling
- OSHA 10 Hour Certification

Computer Numerical Control (CNC)



What is CNC like?



What are the jobs like?

- CNC Operator = \$11-16/hour
- Set-Up / Operator = \$15-25/hour
- Programmer = \$25+/hour

CNC Program Expectations

- Up to 20 week program
- 10th grade level
- Nationally recognized industry certifications (NIMS-National Institute for Metal Working Skills)
- May receive certifications/experience in Turning and other operations

What is Welding like?



What are the jobs like?

Entry Level Welder = \$16+/hour

Welding Program Expectations

- Up to 14 weeks program
- 9th grade level
- Nationally recognized industry certifications (Stick Welding- D1.1 3G SMAW via American Welding Society)
- May receive experience in MIG and TIG Welding

EARN Maryland Partner

BALTIMORE HEALTHCARE PARTNERSHIP

Baltimore Alliance for Careers in Healthcare



BALTIMORE ALLIANCE
for Careers in Healthcare

Creating pathways to opportunity



**BUILDING
HIGH-QUALITY
EMPLOYER-DRIVEN
PARTNERSHIPS**



The Next Generation

KEY PLAYERS



- **Employers**
- **Community Organizations/Training Providers**
- **Community Colleges**

NEXT GENERATION



HOW DO WE MOVE FORWARD?

- **ASK THE HARD QUESTIONS?**
- **CHALLENGE THE STATUS QUO**
- **DEMAND RESULTS BASED
ACCOUNTABILITY**
- **RECOGNIZE THE URGENCY OF NOW**

INTERMEDIARY'S ROLE



- **CONVENE THE KEY PLAYERS**
- **COORDINATE ACTIVITIES**
- **ACT AS A CLEARING HOUSE OF INFORMATION FOR EVERYONE INVOLVED**
- **SEEK FUNDING TO SUPPORT THE WORK OF THE GROUP**
- **PROVIDE REPORTS TO FUNDERS**

STEPS



- 1. Convene all partners**
- 2. Determine level of jobs to be considered**
- 3. Have employers identify current job openings and leads within the next 12 months**
- 4. Employers identify key elements of jobs**
 - ❖ Essential Skills
 - ❖ Technical Skills
- 5. Determine steps necessary to ensure successful employment**
 - ❖ Recruiting
 - ❖ Screening
 - ❖ Training
 - ❖ Placement
 - ❖ Follow-Up

PARTNERSHIPS



- **Employers and Trainers determine curriculum**
- **When and where will the training be offered**
- **Employer engagement includes interviewing and selection of employees**

WHO TO SERVE



**Unemployed and underemployed
incumbents**

What results do we want?



- **QUALIFIED POOL OF CANDIDATES READY FOR EMPLOYMENT**
- **OPPORTUNITIES FOR DISENFRANCHISED MEMBERS OF THE COMMUNITY TO PARTICIPATE IN EMPLOYMENT OPPORTUNITIES**

What will it take to succeed?



- **Clearly defined results – answer the question “ we want employees who are...**
- **What are the indicators that tell us we have achieved these results – collect the data**
- **What is the story behind these?**
- **What works to achieve the results?**

Outcomes to Date



As a result of the EARN \$\$ over two years we have:

- **Screened 600+ individuals**
- **Enrolled 350+ individuals in technical training**
- **Had 245 complete training with some classes still in session**
- **170 have gained employment with the majority receiving benefits.**

Strategic Partnerships

STRONG employer partnerships can achieve results through

- Curriculum Development
- Employer Surveys
- Leveraging existing partners
- Advisory Boards
- Monthly/Quarterly meetings
- Identifying employer “champions”
- Positive program outcomes
- Opportunities to participate in Training



CHALLENGES



- Pipeline
- Other “Life” Circumstances
- Substance Abuse / Failed Drug Test
- Lack of Discipline
- Transportation
- Keeping employers engaged
- Policy changes needed

For More Information on EARN Maryland:

Mary C. Keller

Mary.Keller@maryland.gov

410-767-2017



For more information on

- **Health IT SIP**

Lynette Higgins

lhiggins@ccbcmd.edu

- **Hospitality/Culinary
SIP**

stagliaferro@humanim.com

- **Careers in
Manufacturing**

Elaine Carroll

elainec@jane-addams.org

- **Baltimore Healthcare
Partnership**

lspada@baltimorealliance.org