

Massachusetts Community College Provides its Employers With Customized Training...Literally

DANVERS, MA - The North Shore Community College (NSCC), located in Danvers, Massachusetts, is taking employer-based training to a higher level. In an effort to provide regional employers with faster trained, better skilled workers, NSCC is adding a new approach to its arsenal that it hopes will provide the missing critical piece to the work force development puzzle.

NSCC is positioned in the center of a booming high-technology area north of Boston. Assembly, software, precision metal, semiconductor, aerospace and medical device manufacturers, as well as telecommunications, health care and finance employers of all sizes have competed for NSCC graduates at an accelerated rate. As with any economic boom, this robust economy - unemployment rates as low as 2 per cent in some areas - traditional and non-traditional students need to be trained more accurately and deployed more rapidly in order to help each job candidate compete in the market and to sustain NSCC's client employer's drive to global competitiveness.

A pilot project is underway to help improve NSCC's approach to work force development. While building on its existing programs, facilities and staff, the project institutes a system of continuous improvement to better align core curriculum with emerging skill requirements. NSCC will be able to approach any job classification with an employer-based, structured on-the-job training and certification program.

The five pilot partner companies include Middleton Aerospace Corporation, Eaton Semiconductor Equipment Operations, Lepages Incorporated, Medtronic Interventional Vascular and Lemco-Miller. With the

help of a technical assistance grant from the Massachusetts Division of Employment and Training, NSCC teamed with Denver-based human resource software and consulting company Proactive Technologies, Inc. The objectives of the pilot project are:

- * Job/task analyze six current job classifications at five local companies for "today's" specifications;
- * Compare all jobs for common, portable core skills, abilities and competencies;
- * Review existing curriculum to ensure core requirements are being taught and met;

in helping them to develop their "team" concept. "We are focusing on analyzing CNC Milling Cell Leader and CNC Turning Cell Leader. If successful, the results may help us recruit, train and cross-train key individuals in our manufacturing area and to help cultivate our cell culture."

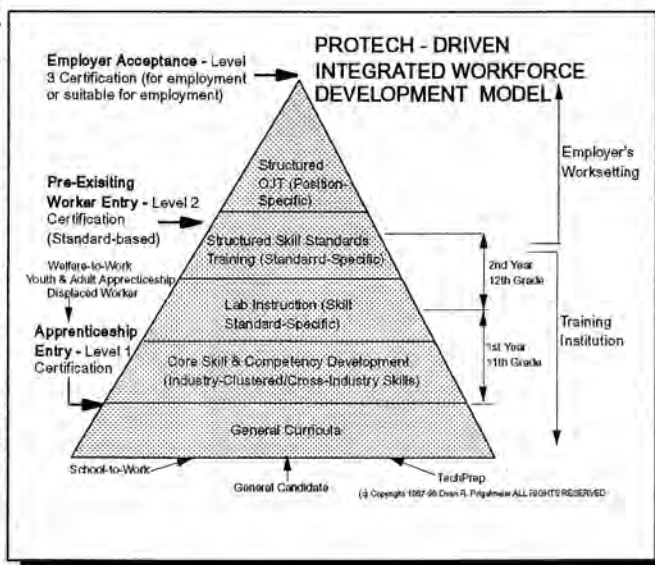
The jobs are first analyzed by detailing the tasks that make up the job. Each task is then examined procedurally for the way the expert performs them. Safety considerations, tools and equipment, reference documents, etc. are all identified through task performance observation.

The core skills, abilities and competencies are identified and content validated to document their relevance to training.

At several stages of the analysis process, the employer-designated subject matter experts are asked to review the data and accept it or work with the analyst to correct it. No data is used, nor any report run, until the final acceptance of the data by the employer is completed.

The data is entered into Proactive Technologies' PROTECH® system of managed human resource development, processed and reported. One report, the Job Profile Comparison, will compare all analyzed jobs for the skills, abilities and SCANS (Secretary's Commission of Achieving Necessary Skills) most common and more appropriately delivered at NSCC or partner institutions. The Job Profile Analysis report breaks down each job into its core skills, abilities and SCANS to review and, if necessary, enhance and improve existing course material.

An On-the-Job Training Manual, with Training Outline and Plans, a Training Checklists Manual and Procedure Manual are all automatically



- * Provide a structured (apprenticeship-style) employer-based on-the-job training model;
- * Revise job data as necessary to keep "in sync" with employer's requirements as they change;
- * Monitor and expand the model with project, as well as other interested, employers.

Since the process is designed to develop more "experts," current subject matter experts for the targeted positions, selected by the employer, are studied in detail for task performance.

Julie Hussey, Human Resources Manager at Middleton Aerospace, believes that this approach has promise

developed to provide an employer - based, customized component to tailor -train any candidate. Not only is the employer receiving a candidate with higher entry-level skills, but a structured program to train an additional candidate to their specifications on demand. Use of work force development resources, whether the employer's, NSCC's or the state's, are maximized.

Dean Prigelmeier, President of Proactive Technologies and primary consultant for the project believes that work force development is undergoing significant changes. "The old paradigm of strict, textbook-guided vocational and technical training is not working as well as it has in the past. Jobs are being designed, redesigned, consolidated, automated and regulated. By the time a textbook is written, published, distributed and integrated into curriculum the job may have changed by 50-75%," said Prigelmeier. He went on to say that training providers, if not careful, may succeed in training individuals for jobs that no longer exist.

David Just, Dean of External Affairs for NSCC, who has used this approach successfully with other employers in Ohio while at North Central Technical College, sees the need to keep improving on the model of employee development. "The successful training programs of the future will contain a completely dynamic portion that can be tailored - regionally and for a specific employer. Everyone wins in that model." He added, "Should this economic drive slow down, the same model can quickly absorb displaced workers, retool and redeploy them based on current labor demand. We'll be ready for what employers want and need."

For more information, call David Just, Dean of External Affairs, North Shore Community College 978-762-4000, fax 978-762-4020



The Best Workforce Development System in the World!

PROTECH^(c)

by PROACTIVE TECHNOLOGIES, INC.™

Standard Report Generation:

- Job Descriptions
- Job Specifications
- OJT Outlines, Plans, Checklists
- Qualification/Certification Outlines & Checklists
- Pre & Post-Hire Written Exams/Answer Sets
- Performance Appraisals (Employee-Specific)
- Procedural Documents
- Document Control
- Employee Training/Certification Status
- Job Profile Analysis
- Job Profile Comparison
- Employee Cross-Functionality Analysis
- Records
- ..And Much More!

One revision updates ALL reports!



PROACTIVE TECHNOLOGIES, INC.
Human Resource Management for Tomorrow...Today!

For more information call

Proactive Technologies today at (303) 291-0311, FAX (303) 291-0358

P. O. Box 13485, Denver, Colorado 80201 USA

© Copyright 1996-99 Proactive Technologies, Inc. All Rights Reserved.

Quality Assurance and the Role of Job and Task Analysis

Whenever anyone talks about "Quality Assurance," "Total Quality Management," or "Process Improvement" they are at least implicitly referring to the relationship of the individual in the work process. If not in sync, an unclear process can be just as responsible for unacceptable product or service as under-skilled personnel. Furthermore, if the process is not defined clearly so that everyone can produce the same quality output every time, defective product can be most

certainly assured; "managing total quality" or "improving the process" when there is no consensus on how the process should be designed may be a futile venture. Training to an ambiguous process is frustrating and ineffective.

Job/task analysis, if performed completely, documents all aspects of how an expert performs work to share that information with others who need it. Subject matter experts reach a consensus before any training or procedural documents are developed. When improving the process, all inputs are considered to ensure ongoing validity.

The collective level of productivity through work competency