**MJSP Funded Projects**

**March 7, 2022**

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| **Grantee** | **Contributing Business (es)** | **Amount** | **Program** |
| Anoka Ramsey Community College | Dynamic Group | $49,434 | Partnership |
| Dynamic Group, located in Ramsey, is a contract manufacturer that specializes in providing complex precision injection molded plastic components and high precision molds. The company continues to face workforce challenges from an extended labor shortage that has stymied the industry since before the pandemic. The pandemic itself has directly impacted operations by creating rolling blackouts in certain operations and has fragmented training initiatives. The company has identified a need for more in-depth, product specific training. Since the medical device industry is its largest business segment, Dynamic Group would like to pilot a new training approach to product improvement, and the reduction of non-conforming parts. The pilot program will focus on workers producing molds and other components for specific companies and particular products that would produce the greatest improvement to production operations and provide a baseline for the development of specific standards for documentation and traceability, good manufacturing practice and regulatory compliance. Anoka Ramsey CC will provide training in the areas of Medical Device Production Traceability, Medical Device GMP Practices, Rules of Medical Device Production, and Microburst Molding Techniques. Some of the training will be provided using Just-in-Time microburst video training, which were developed in other MJSP funded projects.  Contact: Jon Olson, Anoka-Ramsey Community College, 763-433-1189 | | | |

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| **Grantee** | **Contributing Business (es)** | **Amount** | **Program** |
| Anoka Ramsey Community College | Interscapes, Inc. | $49,467 | Partnership |
| Interscapes, Inc., located in Brooklyn Center, is a manufacturer of custom cabinets for commercial and residential customers. To continue company growth and improve worker retention, Interscapes has decided to implement an earnings enhancement system for all employees. This plan would be a profit-sharing system based upon an Open Book Management (OBM) system. This differs in typical profit-sharing systems in that it does not just provide employees with a share of company profits, it also involves them in the active determination of how to increase profits. This will require a completely different skillset than most current employees have. Training to address these needed skill sets will include Intro to Profit Sharing, Financial Literacy, OBM Concepts and Process (provides an understanding in the dynamics of running a business), and Score Board Design and Practice (provides instruction on how to build relevant and visible scoreboards that promote immediate, consistent feedback and accountability). It is anticipated that the training will result in enhanced employee earnings and improved retention.  Contact: Matthew Salo, Anoka-Ramsey Community College, 763-422-6116 | | | |

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| **Grantee** | **Contributing Business (es)** | **Amount** | **Program** |
| Anoka Ramsey Community College | MRG Tool & Die | $49,210 | Partnership |
| MRG Tool & Die, located in Faribault, is a family-owned business that operates as a sole source tool and die company specializing in close tolerance metal working. Recently, MRG has experienced a significant surge in demand due in part to the company’s ability to maintain its production capabilities, and a stable experienced workforce during a time when many competitors suffered ill effects from the pandemic. In order to take advantage of these growth opportunities while facing labor shortages, MRG plans improve the productivity of its existing workforce and incrementally grow their workforce with strategic additions. To this end, training is required to enhance technical skills to meet customer specifications and third-party regulatory requirements and coordinate work in a unified cohesive manner. Specifically, training is needed to meet new specifications related to the production of components for Bell Helicopter. CERT Packet training and Bell 505 training will be provided to address certification processes as well as documentation strategies that demonstrate proof of process in manufacturing. In addition, Cross Function Team training will be provided to all employees and High-Performance Leadership training will be provided to Management, Engineers, and select Production employees.  Contact: Jon Olson, Anoka-Ramsey Community College, 763-433-1189 | | | |

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| **Grantee** | **Contributing Business (es)** | **Amount** | **Program** |
| Normandale Community College | Terrybear | $49,209 | Partnership |
| Terrybear Urns & Memorials, located in St. Paul, is a leading source of cremation urns, memorials, and cremation jewelry for loved ones and pets, distributed through a network of regional and international distributors. Recent years have seen a significant increase in demand for Terrybear’s products, leading to a need to develop its workforce to keep up with the needs of the business. As current employees are being promoted into leadership roles, further training on team management and teamwork practices is necessary. Furthermore, to keep up with the increased demand, the company needs to streamline the production and delivery of funeral service goods to customers and this induces a need to modernize their production capacity. To address these needs, training will be provided in the areas of Improvement Boards, Building Out 5S, Ideas Program Expansion, Kata Thinking, Kaizen Event, and Managing with Metrics.  Contact: Devin Smith, Normandale Community College, 952-358-8435 | | | |

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| **Grantee** | **Contributing Business (es)** | **Amount** | **Program** |
| Northland Community College | Mental & Behavioral Health Consortium | $49,086 | Partnership |
| Alluma, Inc., LifeCare, and Sanford Community & Residential, all located in northeast MN, together form the main direct care service providers of the NW8 Adult Mental Health Initiative. This group is comprised of mental health and substance use disorder treatment providers, County Human Service agencies, Managed Care Organizations, Inpatient Psychiatric Hospitals, people with lived experiences and other entities that serve the eight counties of Kittson, Mahnomen, Marshall, Norman, Pennington, Polk, Red Lake, and Roseau. The group has identified workforce development as a high priority to help increase retention in the healthcare and behavior health fields which is critical to the ongoing stability of behavioral health practice. Currently, supervisors and coworkers train new hires on required skills, but the proposed project would produce training methods that would be more readily accessible to the region. Training will provide both entry-level Mental and Behavioral Health workers with a necessary foundation to apply to their positions as well better equip Health Care providers to handle situations with patients experiencing trauma or other behavioral health needs (e.g., suicidal, substance abuse, etc.). Specifically, training will be provided in the areas of Mental Health/Medical Terminology and Diagnosis, Interventions and De-escalation Techniques, Documentation and Charting, and Confidentiality in the Workplace.  Contact: Kirsten Michalke, Northland Community and Technical College, 218-683-8647 | | | |

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| **Grantee** | **Contributing Business (es)** | **Amount** | **Program** |
| Riverland Community College | Climate By Design International | $44,712 | Partnership |
| Climate by Design International (CDI), located in Owatonna, manufactures customized desiccant dehumidifiers and critical process air handler devices for markets that include food processing, ice arenas, pharmaceuticals, wastewater treatment plants, and other niche markets that require dry air climates. In order to meet growing product demands, CDI plans to build a new facility in Owatonna which would expand their workforce base by around 50 employees; however, CDI currently lacks the ability to provide training necessary for the new facility without financial and institutional assistance. In order to run new product lines, develop manufacturing capacity, and retain a skilled workforce, it is necessary to enhance the skill repertoire of the current workforce. While future training will focus on specialty growth areas and advanced manufacturing skills, this current training and funding request will focus on upskilling current employees in the entry-level areas of Assembly Fundamentals, Fabrication Fundamentals, Electrical Component Fundamentals, Quality & Standard Operating Procedures, and Advanced Quality. The training program will culminate with a train-the-trainer model that will ensure success of future curriculum delivery.  Contact: Peggy Young, Riverland Community College, 507-433-0602 | | | |

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| **Grantee** | **Contributing Business (es)** | **Amount** | **Program** |
| Anoka Ramsey Community College | The Imagine Group | $389,503 | Partnership |
| The Imagine Group, located in Minneapolis, is a family of print and graphic companies which are focused on providing print communications and experiential marketing solutions. The Imagine Group partners with companies from concept to consumer to provide innovative marketing solutions in conception, pre-media, direct mail, décor, commercial print, location signage, specialty packaging, and fulfillment. As with other industries, the printing industry is facing an unprecedented lack of skilled labor which is affecting their ability to grow. In addition, Imagine has experienced other challenges including the permanent loss of many skilled employees due to furloughs during the pandemic, ongoing turnover, and the need for workforce diversification. Imagine has developed an enterprise-wide strategic plan that is intended to address its labor needs through a massive workforce diversification effort that will increase recruitment, retention, and advancement of people of color and other protected classes. Imagine recognizes the need to include training as part of their strategy of meeting their labor needs. The Imagine Group with assistance from Anoka-Ramsey Community College has identified a tiered training program consisting of nine subject matter areas that will address current training priorities. The focus of the project is to provide training which will increase workplace diversity and successfully integrate that diversity into the daily operations of Imagine group at large. This includes Diversity, Equity, and Inclusion (DEI) training for all employees, three DEI Leadership focused courses, DEI Recruiter training for HR staff, Occupational English training for workers who don’t speak English as their first language, and DEI Train-the-Trainer training for their in-house training staff that will augment their current new hire training process with DEI policies and procedures. The project is expected to help the company revamp the hiring and training processes leading to further workforce diversification and a more effective production environment leading to long term business success. Anoka-Ramsey Community College will benefit from additional exposure to the printing industry and will develop a range of new training capacity in the diversity disciplines. The experience gained here will serve as a platform for ARCC’s coursework that can assist other businesses in both manufacturing and diversity enhancement.  Contact: Matthew Salo, Anoka-Ramsey Community College, 763-422-6116 | | | |

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| **Grantee** | **Contributing Business (es)** | **Amount** | **Program** |
| Century College | Genz Ryan | $297,928 | Partnership |
| Genz-Ryan, located in Burnsville, is a family-owned heating, cooling, plumbing, and electrical maintenance and repair company whose services include shipping filters, water softener salt, and other products directly to their customers’ homes. In addition to the current labor shortage having a severe impact on the HVAC industry, the demand for residential heating, ventilation, and air conditioning systems has risen dramatically during the pandemic. Furthermore, HVAC companies are often at odds with the skills and training of new hires from college-level HVAC programs as they typically have strong theoretical knowledge and little practical application experience. Residential HVAC service often involves a large amount of customer facing interaction and fresh HVAC graduates often lack face-to-face customer training. To address the increased demand combined with the challenges of finding skilled workers, Genz-Ryan would like to develop an in-house, on-the-job training program to help skill and upskill workers. Genz-Ryan will partner with Century to create a comprehensive 12-week training program that will include onboarding, introductory level HVAC training, customer service skills, and hands-on experience for all technicians. The purpose of the training program is both to uptrain current Genz-Ryan employees while also allowing incoming talent to hit the ground running with practical experience shown to improve work performance. The HVAC specific curriculum will be purchased from Nexstar Network, and Century’s instructional team will work with Genz-Ryan’s subject matter experts to develop supplemental training and materials. In addition to customizing the HVAC material, Century’s instructors will work with Genz-Ryan staff to create a comprehensive onboarding course and customer service curriculum that focuses on company policies, procedures, and processes and will be included throughout the training. Afterwards, Century will develop training documents and provide Train-the-Trainer training for Genz-Ryan trainers to ensure a successful launch of the project. Finally, participants will have their training augmented via multiple ride-along days to give trainees the full experience of a workday in the HVAC industry. The proposed training program is expected to strengthen the workforce by familiarizing all employees with the technical aspects of the HVAC business and provide a meaningful training and onboarding pipeline for years to come. Century College will be able to add to its catalog a new series of customer-service related courses that may be used for other local companies.  Contact: Eric Riedel, Century College, 651-779-3310 | | | |

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| **Grantee** | **Contributing Business (es)** | **Amount** | **Program** |
| Century College | Trane Technologies | $175,000 | Partnership |
| Trane Technologies is an HVAC manufacturer and service provider. The White Bear Lake location supports the Controls business including product management, development, engineering, manufacturing, technical support, training, marketing and testing. Currently, 11% of the White Bear Lake’s employees are within four years of retirement. To ensure the continuity of operations, it is imperative that emerging leaders are identified and trained. The company has also identified a need for employees to receive training to obtain industry certifications that will ensure they are able to meet the quality production standards their customers expect. Finally, the current labor shortage has provided additional challenges and highlighted the need to provide tools and achievable pathways to career advancement. Therefore, the Trane onboarding process must be redesigned with long term training plans to both prepare new employees and advance current ones. The proposed program will train 70 employees with an emphasis to train for succession, improvement of operational performance, and the improvement of communication and team cohesion. The program will be customized to meet specific production and quality improvement needs of the White Bear Lake location such as the need for specific industry certifications. These credentials are the IPC-A-61 Certification and Recertification, IPC-J-Std-001 Certification, and the MSSC Certified Production Technicians Series certification. In addition, there will be courses on communication, team building, project management, and even the basics of soldering for managers so that team leads can fully understand and appreciate their workforce while enhancing management techniques. Century College’s subject matter experts will work with Trane to create a comprehensive onboarding training task list for all major areas to round out the training regimen. It is expected that Century College will benefit from the partnership by their development of two new courses: Soldering Basics and Electronics for Production technicians. The broadened set of skills at the White Bear Lake location will enhance employee retention while also providing an avenue for career advancement.  Contact: Eric Riedel, Century College, 651-779-3310 | | | |

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| **Grantee** | **Contributing Business (es)** | **Amount** | **Program** |
| MN State College Southeast | Watlow Electric Manufacturing | $389,196 | Partnership |
| Watlow Electric Manufacturing, located in Winona, is a custom designer and manufacturer of industrial electric heaters, sensors and controllers used in numerous applications, such as semiconductor processing, energy processes, foodservice equipment and life sciences. The company is growing due to increased demand and the addition of new customer product lines in highly regulated sectors such as semiconductor and medical equipment. To meet the quality requirements of these new sectors, Watlow needs new specialized training for its production workforce including an Electronic Manufacturing Process Boot Camp for new hires and upskilling and certification in critical new areas for both new and current production workers. The training will be delivered by three Minnesota State College Southeast (MSCS) instructors who will work closely with Watlow on curriculum development and technical project management. Most employees will receive training to become certified in one or more of three new areas: IPC 610 Circuit Board Inspection, J-standard Hand Soldering, and IPC 620 Box Build Cable/Harness. On top of these three certification courses, 115 recently hired and new production employees will participate in a 5-day Electronics Manufacturing Process Boot Camp that will give a comprehensive training on circuit board logic and construction, and the Watlow systems and electronics manufacturing process. This critical training will result in improved quality and increased productivity at Watlow while also providing industry relevant certifications to the workforce. This portable, traceable, and industry recognized certification process will also enable career and wage progression. Furthermore, MSCS will acquire new equipment and develop a soldering lab that can be utilized with other companies in the region and by MSCS students in Electronics, Biomedical Equipment, and Mechatronics Technology programs.  Contact: Calli Ekblad, Minnesota State College Southeast, 651.385.6320 | | | |

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| **Grantee** | **Contributing Business (es)** | **Amount** | **Program** |
| St. Cloud State University | Grede Casting | $300,000 | Partnership |
| Grede Casting, located in St. Cloud, is a manufacturer of iron castings for automotive, commercial, and industrial markets. Grede Casting operates 10 facilities across North America and employs a team of up to 3,800 workers. The manufacturing division in St. Cloud currently employs 342 individuals. The U.S. metal casting industry is vital component of the overall manufacturing economy as metal castings often form the foundation of other manufacturing processes. However, recent data from the AFS Metal Casters Quarterly Outlook Survey shows that 85% of respondents cited labor shortages as a major concern to production. When considering the economic outlook and labor shortage, it is clear there is a pressing need to retain workers, incorporate new automation, and train workers to be more effective more quickly. Grede’s strategic initiative is to retain, attract, and upskill their workforce with the new tools and automation needed. Grede Casting is readying to undertake phase one of a multiphase automation and modernization strategy. In the proposed training track, new and current maintenance repair employees will gain the ability to use and maintain new automation robotics, motors and motor controls, and programmable logic controllers. In addition, Grede aims to create standard business systems and quality process improvement plans. To address this area, employees will be trained in LEAN deployment across the entire company. Grede is also seeking to develop their workforce and employee engagement through training areas that include communication skills; emotional intelligence; effective leadership; conflict management; diversity, equity, and inclusion; employment law, succession planning; and more. The leadership and soft skills portion of the training program is designed to provide cohesive quality improvement via improved communication skills while also providing coaching and mentoring opportunities from within. The partnership with St. Cloud State University will provide a resource for future training and development needs both for Grede Casting and the local community, and the project will further facilitate the creation of an education to job pipeline in an economically critical part of a larger manufacturing economy. The training program will also provide industry recognized job credentials which should enhance employability of the workforce.  Contact: Tammy Anhalt-Warner, St. Cloud State University, 320-308-4252 | | | |

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| **Grantee** | **Contributing Business (es)** | **Amount** | **Program** |
| South Central College | Daikin Applied Americas | $382,263 | Partnership |
| Daikin Applied Americas, located in Faribault, designs, manufactures and sells heating, ventilation, and air conditioning (HVAC) products, systems, parts, and services for commercial buildings. According to Deloitte and The Manufacturing Institute, there is a manufacturing skills gap in the U.S. labor force that could result in 2.1 million unfilled jobs by 2030. In addition, the workforce available to hire often lacks critical skills relevant to the industry at large. The labor shortage is affecting Daikin in Minnesota where finding adequate human resources has been challenging with both increased demand for products and an increase in retirements. Daikin would like to work with South Central College to develop a new highbred method of delivering training that will help address the current training needs. Training will be provided to 367 Daikin employees in a hybrid model with both onsite and on-line instruction methods. Training will be provided in seven skills areas: Assembler Skills, Wire Harness Core, Press Brake Operator, IPC620-B Certification, Komax Machine Operator, Komax Machine Maintenance, and TWI Core. South Central College will adapt their existing programs to meet training needs at Daikin by either expanding capacity within their organization or seeking assistance from sister organizations within the Minnesota State system. In addition, South Central College instructors will acquire training to become IPC, Komax, and TWI certified trainers. South Central College will benefit by developing the ability to offer industry relevant certification training that will position them as a trainer of choice to meet Daikin’s current and future training needs as well as the training needs of other employers. It will also allow the college to develop entry-level training programs targeted towards underserved populations. The project will help Daikin address workforce shortages, increase production capacity and meet industry standards.  Contact: Tanja Stading, South Central College, 507-389-7392 | | | |