



**Training Proposal for:
Managed Career Solutions, Inc.**

Agreement Number: ET16-0239

Panel Meeting of: November 5, 2015

ETP Regional Office: North Hollywood

Analyst: E. Wadzinski

PROJECT PROFILE

Contract Attributes:	Veterans New Hire Multiple Barriers SET	Industry Sector(s):	Manufacturing Biotechnology/Life Sciences Services Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	N/A		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL:

Program Costs	+	Support Costs	=	Total ETP Funding
\$171,600		\$27,400 20%		\$199,000

In-Kind Contribution:	50% of Total ETP Funding Required	N/A
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	New Hire Veterans SET Multiple Barriers	Comm Skills, Computer Skills, Continuous Impr, Other Skills - Job Readiness	100	8-260	0	\$1,990	\$13.31
				Weighted Avg: 78			

Minimum Wage by County: New Hire: \$13.70 per hour for Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Santa Clara Counties, \$13.31 per hour for Los Angeles County; \$13.35 per hour for Orange County; \$13.28 per hour for San Diego County; \$13.13 per hour for Sacramento County, \$12.97 per hour for Alpine County, and \$12.33 for all other counties. MCS is aware of varying wages per County and although the minimum wage after retention is \$13.31, trainees placed in counties with higher wage requirements will meet those wage requirements.

Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: Yes No Maybe
Participating employers may use health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Quality Control Technician		15
Microbiology Quality Control Technician		15
Executive Protection Agent		70

INTRODUCTION

Founded in 1987, Managed Career Solutions, Inc. (MCS) (www.mcscareergroup.com) is a provider of workforce development services in Los Angeles County. MCS provides services that include outreach, intake, case management, job training and job placement for adults and dislocated workers, with priority service to veterans. MCS is eligible to contract with ETP as a recipient of Workforce Innovations Opportunity Act funds (WIOA; formerly Workforce Investment Act).

MCS’s Workforce Development Division serves over 40,000 unique customers annually to enhance their occupational competitiveness for re-entry into the workforce. Positioned within the City and County of Los Angeles Workforce Investment Systems, MCS provides services to job seekers in an effort to create economically viable communities and raise educational and economic aspirations. MCS serves job seekers and employers throughout Southern California, aligning labor market needs to job-seeker vocational training, focusing on demand-led, employer-driven jobs in high-growth industry sectors to ensure a seamless transition to employment. MCS has enrolled, trained and placed over 700 veterans in the last eight years. This project will exclusively target training and placement of unemployed veterans.

PROJECT DETAILS

Beginning October 2015, the new Food Safety Modernization Act (FSMA) will be implemented, increasing regulatory burden on small to mid-sized companies in the food, nutraceutical and pharmaceutical industries (they develop and manufacture allergenic foods, prepared foods and medical foods). The proposed training program seeks to connect Veterans with employers currently in need of hiring specialists to fulfill regulatory and compliance requirements in the advanced manufacturing and biotechnology industries.

Veterans are a good fit for the Quality Control Technician and Microbiology Quality Control Technician occupations as skills learned in the Armed Forces translate directly to the position. Job tasks for this position are carefully structured and hierarchical, with clear instructions, expectations, and milestones that allow the Veteran a solid indication of job performance. The parameters are clearly stated at the outset, and outcomes are easily measured against these parameters. The position is described as having labor-intensive processes, which creates solid bonds with co-workers engaged in a complex collective task that can only be successful if every individual performs their task properly. The occupation is also charged with the safety of the consumer, which grants it meaning and aligns closely with the Veteran's mission while serving in the Armed Forces. Also, it is not entirely a desk job, which provides the Veteran with a familiar experience that is still challenging and fulfilling.

In addition, MCS will provide training for the occupation of Executive Protection Agents in the professional services industry that will place veterans in employment with a focus on security. MCS was very successful in placing Veterans in these positions under their prior Agreement and exceeded the initial number of Executive Protection Agents placed and retained in employment for this occupation.

Veterans Program

MCS is requesting ETP funds to train and place unemployed veterans who have served on active full-time duty in the Armed Forces and were honorably discharged or released from active duty because of a service-connected disability; and reservists who have served on active full-time duty and are still on reserve status under the Panel's Veterans Pilot Program.

The Panel has established a higher reimbursement rate and other incentives for training Veterans.

- Support Costs are 20% for Veterans (instead of the standard 12% for New Hire training) to encourage focused outreach.
- Incidental Placement with public and nonprofit entities is permissible not to exceed 45% (instead of the standard 20%).
- Retention may be satisfied by employment of at least 30 hours a week (instead of the standard 35) for at least 90 consecutive days. For occupations in which it is not customary to be employed 90 consecutive days, retention may be satisfied by employment of at least 500 hours within 272 days (the longest time period permitted by statute).

Training Plan

Commercial Skills (70%) – Training will be offered to all occupations. Training for Quality Control Technicians and Microbiology Quality Control Technicians will focus on advanced manufacturing in the food industry and pharmaceutical manufacturing and distribution in the

biotechnology industry. This training will include processes, methods, techniques and technology related to the preparation, packaging and distribution of products to meet newly implemented FSMA. Training for the Executive Protection Agent occupation will focus on the fundamentals of protecting high-profile clientele. In addition to patrol, monitoring, and report writing responsibilities, these courses will also cover the specifics of estate security and dealing with paparazzi.

Continuous Improvement (10%) – Training will be offered to all occupations and is designed to assist participants in re-thinking workflows, processes, and techniques in order to make quality production and/or service the highest priority. Training for Quality Control Technicians will include the use of structural tools for analysis, decision making and performance measurement including Lean Operations, Six Sigma, Design Thinking, Benchmarking and Root Cause Analysis. Training focuses on transition skills from military to civilian work environments.

Computer Skills (10%) – Training may be provided to all occupations and is designed to ensure trainees have a broad foundational knowledge of common software platforms (including MS Office, Productivity Suites). Additional technology modules are customized to particular industries. These include the following software platforms: Database Management, CRM System Design, Full-Stack Development, Drupal Web Development, Working with API and Open Source Tools, 3D and Solid Modeling (incl. AutoDesk Maya), Computer-Aided Drafting, Manufacturing Resource Planning, Inventory Trackers, Logistics Systems, and others as required.

Other Skills - Job Readiness Training (10%) - Training is designed to assist participants in preparing a Job Application dossier, including an updated resume, cover letter, and employment application. Additional modules focus on interviewing techniques, workplace skills, transition skills, and other skills as required to help veterans become competitive job candidates and prepare them for successful entry into the labor market.

Trainer Qualifications

Training for Quality Control and Microbiology Quality Control Technicians will be provided by Rx Research Services in Glendale. Training will include Commercial Skills and some Continuous Improvement as focused in the industry of advanced manufacturing or biotechnology. The Executive Protection Agent training will be administered by Advanced Security Concepts, Inc. This training will be delivered by a retired police officer with all current licenses and permits.

Job Readiness, Computer Skills and some Continuous Improvement training will be provided by MCS through its own instructors or those of a qualified vendor.

Training Coordinator

MCS's program director will be in charge of administering the program, delegating tasks, and resolving any conflicts. Two full-time employees will handle the recruitment of trainees, referrals, and reporting. MCS will provide job placement and retention services and coordinate the efforts of all training entities. MCS will also have the assistance of WorkSource Center staff.

Marketing, Recruitment and Support Costs

MCS plans to market and recruit trainees through three of its One-Stop Career Centers, the Employment Development Department, and various other one-stop centers throughout the Los Angeles area. MCS has been providing return-to-work activities since the 1990s and has established longstanding relationships with local area employers. Employers have already been identified for job placement.

MCS seeks full support costs of 20% to fund extensive marketing efforts and allow for the recruitment of trainees and participating employers. Staff recommends 20% support costs for the reasons set forth above.

Tuition Reimbursement

MCS represents that students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Agreement.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by MCS under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0183*	Los Angeles	10/22/2012- 10/21/2014	\$231,899	\$129,372 (56%)
ET09-0478**	Los Angeles	03/30/2009– 03/29/2011	\$199,880	\$98,287 (49%)

*ET13-0183 – The focus for training in this project was Veterans in Healthcare (CNA) and Technical Services (Executive Protection). At approval, MCS estimated 52 participants; however, 65 participants completed training as either CNA or Executive Protection Agent. Veteran CNAs did not experience good retention as trainees left their positions before the required retention term. Conversely, veteran participants in technical services found a seamless match and continue to thrive as Executive Protection Agents. Low earnings were a direct result of low retention for CNAs.

**ET09-0478 – This Agreement trained Information Technology Specialists. Most of the trainees completed training and certification; however, several veterans chose to continue their education rather than work to fulfill the retention period.

This proposal was originally right-sized to the amount earned in the previous Agreement (ET13-0183). However, MCS showed high demand for the Executive Protection Agent (very successful position in previous Agreements) and a strong demand for the Quality Control Tech positions. MCS is confident that this specifically designed proposal will be successful as it will provide job training and placement opportunities to veterans seeking immediate job placement upon completion of training.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Advanced Security Concepts, Inc. of Encino has been retained to provide Commercial Skills training for the occupation of Executive Protection Agent for an amount to be determined.

Rx Research Services in Glendale has been retained to provide Commercial and some Continuous Improvement to Quality Control Technicians for an amount to be determined.

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-260 Trainees may receive any of the following:

COMMERCIAL SKILLS (Quality Control Technician)

- Food Formulation and Preservation
- Integration of Multidisciplinary Topics in Foods
- Food Biochemical Reactions
- Microbial Hazards in Food: Assessment and Control
- Functional Foods
- Contemporary Advances and Issues in Food Packaging Technology
- Innovations in Food Processing
- Principles of Hazard Analysis Critical Control Point
- Microbial Spoilage for Food Professionals
- Food Fermentation Technology
- Shelf Life of Packaged Foods and Beverages
- Marketing of Value-Added Foods
- Food Product Development

COMMERCIAL SKILLS (Microbiology Quality Control Technician)

- DNA and Protein Laboratory Techniques
- Protein Isolation/Purification
- Analytical Methods
- Safety and Regulatory Compliance
- Bioreactor/Cell Culture Techniques
- Clean Room Operations

COMMERCIAL SKILLS (Executive Protection Agent)

- Executive Protection Fundamentals
- Department of Criminal Justice Service Regulations
- Legal Authority and Civil Code
- Threat Assessment and Vulnerabilities
- Advances, Surveys, Preparation, Planning and Exercise
- Residential and Travel Security
- Arrest and Control
- Chemical Agents Training
- Taser
- Open-Hand Defensive Tactics
- Protection Formations
- Attack on Principal Procedures
- Motorcade Procedures
- Radio Communications
- Route Selection
- Guard Card Certification
- Firearm Permit
- Baton Permit
- Active Shooting

COMPUTER SKILLS

- MS Office
- Productivity Suites
- Database Management
- CRM System Design
- Full-Stack Development
- Drupal Web Development
- Working with API and Open Source Tools
- 3D and Solid Modeling (AutoDesk Maya)
- Computer-Aided Drafting (AutoCAD)
- Manufacturing Resource Planning
- Inventory Trackers
- Logistics Systems

CONTINUOUS IMPROVEMENT

- Quality Concepts
- Quality Benefits and Philosophies
- Team Roles and Responsibilities
- Team Formation and Dynamics
- Continuous Improvement
- PDCA (Plan-Do-Check-Act)
- Audits
- Process Improvement
- Six Sigma
- Lean Methodologies
- Benchmarking
- Root Cause Analysis
- Quality Improvement Tools
- Customer-Supplier Relations
- Workflows, Processes, and Management Techniques
- The Philosophy of Continuous Improvement
- Teamwork
- Statistical Thinking
- Structural Tools for Analysis
- Decision Making and Performance Measurement
- Design Thinking

OTHER SKILLS - JOB READINESS

- Resume
- Cover letter
- Employment Applications
- Interviewing Techniques
- Workplace Skills
- Veterans Transition Skills

Job Readiness training cannot exceed 50% of total training hours per trainee

Note: Reimbursement for new hire training is capped at 260 total training hours per trainee, regardless of method of delivery.