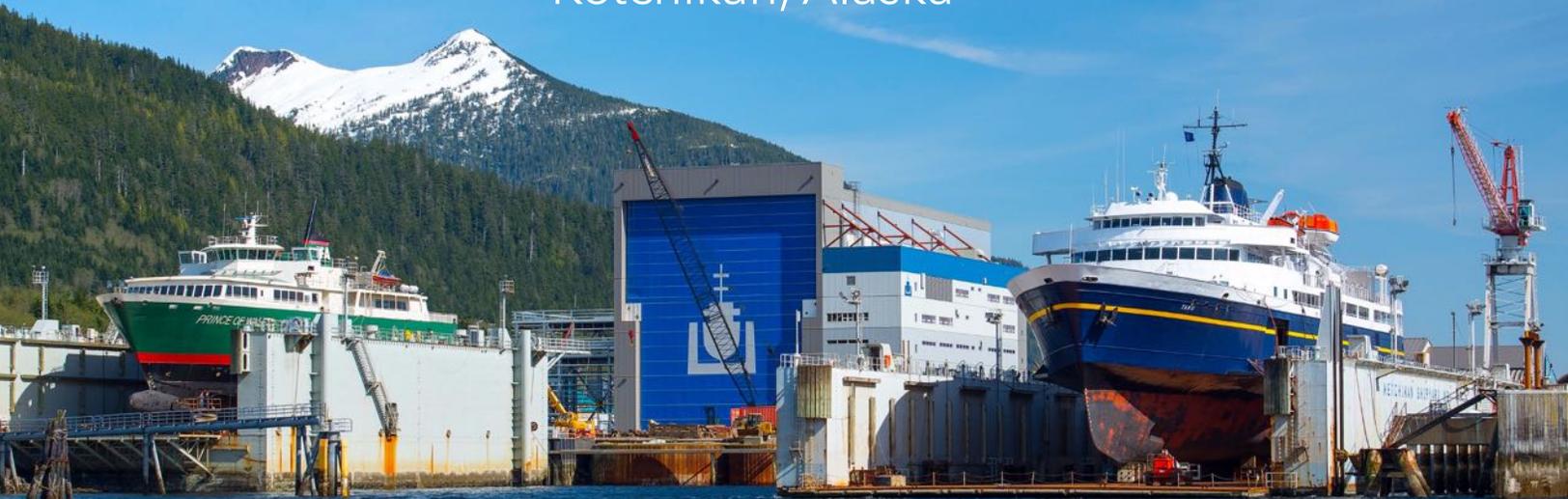


Vigor-Maritime Works Sector Partnership

A Strategy for a 21st Century Manufacturing Workforce in Ketchikan, Alaska



In 2017, the Vigor-Maritime Works Sector Partnership (VMW Partnership) will begin developing a best-in-class, Alaska resident shipbuilding and repair workforce. This partnership between Vigor Alaska LLC, the leading provider of shipbuilding, ship repair, and complex fabrication in the Pacific Northwest and Alaska, and Maritime Works, an alliance of Alaska maritime industry leaders, will demonstrate how employer-led co-investment of private, public, and philanthropic resources can sustain a regionally competitive, advanced manufacturing workforce in an isolated, rural, and resource-driven economy.

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Vigor operates the state owned Ketchikan Shipyard (KSY) as a public private partnership formed to re-industrialize Ketchikan following collapse of the regional timber products industry in the 1990s and today, to sustain economic diversification in response to the state's budget crisis stemming from a global collapse of oil prices. Over 90% of the state's unrestricted General Funds come from oil production.

The Partnership will begin addressing immediate talent needs in concert with developing regional talent supply chains through learning, sharing, and partnering. A competitive shipbuilding workforce is required to win new contracts and support long term economic transition and growth within the sector, the region, and the state.

In 2014, the state of Alaska awarded Vigor a four-year contract to build two new Alaska Class Ferries (ACFs) at below Pacific Northwest market prices. Over three years, 2014 - 2016, and two years into the contract, Vigor experienced a 47% turnover rate in its Ketchikan workforce. Additionally, the Alaska Department of Labor and Workforce Development issued an Alaska Hire determination, requiring that 90% of state-funded public construction jobs be filled by Alaska residents, effective July 1, 2015.

Growing need for a stable, competitive, and resident workforce; unacceptably high employee turnover rates; agency-imposed Alaska hire ratios; and deep chronic job losses in Alaska are all compelling economic and statutory influences motivating this intervention in 2017 by the Vigor-Maritime Works Sector Partnership.



Background of Maritime Works

Maritime Works is a group of maritime industry leaders who came together in 2014 as the Industry Advisory Council for the development of the Alaska Maritime Workforce Development Plan, the first official acknowledgement of the state's largest private employer... the maritime sector. Upon completion of the plan, the group continued their engagement and commitment to carry out the recommended strategies, forming an alliance known as Maritime Works. Bound together by a shared goal and mutual trust, these leaders are now dedicated to carrying out the complex and collaborative work needed to employ more Alaskans in the maritime industry.

In late 2015, Maritime Works determined that the National Fund for Workforce Solutions' architecture, supporting jobs-driven, employer-led sector collaboratives offered a proven track record that showed promise for adaptation to Alaska's daunting geographic, economic and fiscal landscape. While not an official National Fund site, Maritime Works is built on this comprehensive framework. (<https://nationalfund.org>)

Maritime Works has designated the Alaska Process Industry Careers Consortium (APICC) as its fiscal agent and staffing base. APICC, an Anchorage based 501(c)(3), has been supplying Alaska's oil and gas sector with qualified process technicians for more than seventeen years.

CHELSEA BROWN



Chelsea completed University of Alaska Southeast - Ketchikan (UAS-KTN) advanced weld courses. She was hired on as a fitter/welder and advanced to crew leader in 8 months! Chelsea is in Vigor leadership program.

SHANE BENNETT



Shane was hired through the Ketchikan Indian Community Weld Program, advanced to Accuracy Control team, and now is enrolled at University of Alaska Ketchikan Campus to enter the Mechanical Engineering Program in Fairbanks. He is in Vigor Leadership program.

Building the Premiere Sector Partnership

The Vigor-Maritime Works Sector Partnership is designed to address the short and long term needs of Alaska's shipbuilding workforce. Vigor's main focus will be to accelerate advancement of its incumbent workforce to middle skill, journey, supervisory, management and leadership positions, thereby creating a relatively stable demand for new entry level positions. To achieve this, the Sector Partnership will combine funds and resources of its collaborators.

Timeline

Phase 1 - Structured on the Job Training (SOJT)

Period of Performance: October 1, 2016 – June 30, 2017

- Improve traditional on the job training (OJT) with demonstration of effective workplace coaching and mentoring;
- Introduce effective and efficient SOJT tracking system;
- Create a 'How To' video library and platform for sharing information about more complex industrial tasks; and
- Deploy SOJT demonstrations in selected shipyard processes.

Phase 2 - Registered Apprenticeship

Period of Performance: January 1, 2016 – December 31, 2017

- Improvement of Phase 1 work to support implementation of career path visualization, tracking, and advancement;
- Create a non-registered apprenticeship track;
- Evaluate the costs, barriers, and opportunities of implementing a U.S. Department of Labor registered apprenticeship in the occupation of shipbuilding and repair, NAICS 336611.

In addition to these Vigor-MW Sector Partnership-specific tasks, Maritime Works will support the overall Alaska maritime industry through concurrent and complementary initiatives, including:

- Public messaging about careers and opportunities in the sector;
- "We are Alaska Strong" - a series of commercials highlighting specific career paths in the sector. (First video set for release January 2017, "I am an Alaskan Shipbuilder.");
- Social media campaigns;
- Public awareness campaign in collaboration with APICC, KTVA, Denali Media Group, GCI, and Channel 11's Daybreak program - Development of Maritime specific content and sponsor opportunities for Workforce Wednesday segment;
- Increasing exposure of maritime careers to students through classroom outreach, job shadow experiences, and internships.

Partners & Investors

Alaska Construction Academy
Alaska Department of Community, Commerce, and Economic Development
Alaska Department of Labor and Workforce Development
Alaska Department of Transportation and Public Facilities, Civil Rights Office
Alaska Fisheries Development Foundation (AFDF)
Alaska Industrial Development & Export Authority (AIDEA)
Calista Corporation

Crowley Marine
Homer Marine Trades Association
Icicle Seafoods
Illisagvik College
Ketchikan Gateway Borough
Ketchikan Indian Community
Ketchikan Marine Industry Council (KMIC)
North Pacific Fisheries Association (NPPA)
Pacific Seafood Processors Association (PSPA)
Southeast Conference
The Alaska Community Foundation
University of Alaska Southeast Ketchikan Campus

Maritime Works: An Alaskan Careers Partnership



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