

Business Leaders United Employer Fly-in

Meeting Biographies

January 14-15, 2015

Chris Adams, WCP Communications
Greensboro, North Carolina

Chris serves as the Director of Operations for WCP Communications. The company provides public relations, crisis management, and hospitality management services. Working in an industry that covers a wide range of jobs from entry level to management, finding skilled workers is critical. Chris is an active participant in a local industry partnership and also works with nearby community colleges to find the talent he needs.

Shirley Adams, Nautique Boat Company
Orlando, Florida

As the Human Resources Director, Shirley experiences firsthand the challenges of finding skilled workers. Nautique Boat Company is a 90-year-old manufacturer of fiberglass waterskies and wakeboard boats. It currently has 397 employees and anticipates hiring 50 more per year, especially in the areas of engineering and product development, to accommodate increased customer demand and retirements over the next five years. Shirley is an active member of an industry partnership, which with the capacity of Valencia Community College, has developed a curriculum, in cooperation with other manufacturers in the area, to provide skills needed in the manufacturing environment.

Rebecca Aguilera-Gardiner, Diego & Son Printing, Inc.
San Diego, California

Rebecca serves as Vice President for Diego & Sons Printing, Inc., a full service printing company offering digital and offset printing. The company currently employs 21 workers, but since winning a contract with CVS, additional workers have been hired and a third shift will likely be added. Finding skilled workers is difficult, so the company is a member of the local workforce development board and an industry partnership, through which local colleges teach graphic design students how to set up their files for print.



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Toya Allen, Cornerstone OnDemand
Charlotte, North Carolina

Toya is the Director of Client Success Services for Cornerstone OnDemand, and Vice Chairman of Charlotte Works, a local workforce investment board in Charlotte, North Carolina.

Cornerstone OnDemand is a leader in cloud-based applications for helping organizations recruit, train, manage, and empower their workforce, as well as increase worker productivity. Over 1,900 clients worldwide, spanning more than 16.6 million users across 191 countries and 42 languages, use these applications. The company is always seeking skilled workers in the areas of engineering, product development, and client relations, and anticipates five percent of its workforce may retire over the next five years.

Liza Alvarez, SPHR, Vi-Chem Corporation
Grand Rapids, Michigan

As the Human Resources Manager, Liza takes a proactive role in finding skilled workers. Vi-Chem Corporation manufactures innovative TPE (Thermoplastic Elastomer), PVC (PolyVinyl Chloride) and PVC-based polymer alloy compounds to various industries worldwide.

Approximately 6 percent of its workforce is expected to retire over the next five years. Liza is an active member of a local industry partnership facilitated by The SOURCE, a not-for-profit employee support organization designed to help employees keep their jobs, receive training to enhance their employment, and help them move into better positions within or across companies.

Lawrence Beck, Good Samaritan Hospital of Baltimore, member of Med Star Health
Baltimore, Maryland

Lawrence is the past president of Good Samaritan Hospital of Baltimore, an urban teaching hospital of over 2,000 employees which offers a full range of acute and outpatient services. Because of the Affordable Care Act (ACA), job openings in outpatient care and case management are growing. The hospital is an active partner in the Baltimore Alliance for Careers in Healthcare (BACH) industry partnership to fill these openings. Through this partnership, the hospital works with area colleges and other stakeholders to train the current and future workforce.



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Randy Bennett, Automation Tool and Die, Inc.
Brunswick, Ohio

Randy is the Vice President and Co-Owner Automation Tool & Die, Inc., a one-stop, concept to completion, metal forming company specializing in tool and die, metal stamping, welding, riveting, clenching, and assembly that serves a diverse range of manufacturers. As a member of his local workforce board and industry partnership known as the Workforce Alliance of Medina County, Randy is working firsthand to recruit and train workers. The Alliance is a formal group of businesses collaborating to meet current and future staffing challenges by identifying common assessment tools, coordinating employee training, creating internship opportunities, and reaching out to youth. The company, like others in the area, is facing a shortage of skilled workers, as openings go unfilled. This makes retaining current workers even more difficult, and is compounded by a lack of reliable childcare and transportation. What's more, approximately 10 percent of the workforce is eligible for retirement over the next 5 years.

Tony Bohn, Norton Healthcare
Louisville, KY

Tony Bohn is the system vice president and chief human resources officer for Norton Healthcare. In this role, Tony is responsible for the planning, organizing, implementing and strategic oversight of all human resources functions and acts as a strategic advisor to senior management, the board of trustees and various business partners regarding a full range of human resources and organizations issues. The scope of his responsibility extends to all phases of human resources including, but not limited to, employee relations, compensation and benefits, training and development, talent acquisition, workforce planning and development and employee health and wellness. Tony has over 20 years of progressive human resources leadership experience in the healthcare arena. He holds a bachelor's degree in business administration from Bellarmine University and a master's degree in human resources development from Webster University.



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Scott J. Burgmeyer, Bridgestone
Des Moines, Iowa

Scott is the Continuous Improvement Manager for the agricultural tire division of Bridgestone. To improve the pipeline of skilled workers, especially with credentials like the National Career Readiness Certificate (NCRC) and machine specialist, Scott has joined a workforce board and industry partnership called Central Iowa Works. The partnership works with employers, like Scott, to align workforce training with industry needs, invest in targeted and innovative programs that help low-income adults receive postsecondary credentials, and support programs that help workers get trained and advance in their fields. This work is critical as approximately 30 percent of the workforce is eligible for retirement over the next 5 years

Lee Byrd, CHHR, SPHR, LALFA, Masonic Home of Virginia
Henrico, Virginia

Lee is the Chief Human Resources Officer for Masonic Home of Virginia, a retirement and assisted living facility for Masons, their wives or widows with about 240 employees. Finding registered nurses (RN), licensed practical nurses (LPN), and certified adult nurses (CAN) is difficult, so Lee works with community colleges and local nursing schools to skill up the available pool of workers. The problem could get worse, as 18 percent of the workforce is eligible to retire over the next five years.

Peter Callan, Lantern Energy
Norwich, Connecticut

Peter is the Principal of Lantern Energy which provides energy efficiency services to 5,000 home and apartment complexes per year. Two years ago the company established a commercial division which has experience rapid growth. Its commercial energy audit business is growing as well. Four percent of the workforce is eligible for retirement over the next five years. The company collaborates with technical schools to find skilled workers, but also provides its own training. Job candidates with the fundamentals of building science in their skill repertoire are in demand. Peter is the Chairman of the Home Performance Alliance which was established to further knowledge, training and collaboration among the varying trades that work in the home performance industry.



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Armando C. Chapelliquen, Jos. H. Lowenstein & Sons, Inc.
Brooklyn, New York

Armando is the Director of Operations for Jos. H. Lowenstein & Sons, Inc., a private chemical manufacturing company which produces color and other chemical compounds for leather, fur and hair industries worldwide. The company is active in the industry partnership, East Williamsburg Industrial Development Corporation, which promotes business services like workshops, employment, and financing as well as advocates for a strong manufacturing presence in the area. Jos. H. Lowenstein & Sons, Inc. anticipates maintaining steady production in the upcoming years, and hiring additional employees for factory and laboratory operations. The company is always looking for chemical plant operators, with knowledge of factory equipment for handling of liquids and powders, and electro-mechanics for repairs and maintenance of the plant. Roughly 5 to 8 percent of the workforce is eligible for retirement over the next 5 years.

Tanja Chappelle-Logan, Owens-Illinois Glass Container
Ringgold, Virginia

Tanja is the Human Resources Manager within the glass packaging division of Owens-Illinois Glass Container, a manufacturer of glass packaging products with 30,000 employees worldwide. Skilled workers such as maintenance journeyman and mold makers are the hardest to find. The company recruits from within through its apprenticeship program and also works with the workforce investment boards and community colleges to recruit skilled workers.

Scott Christman, The Apprentice School at Newport News Shipbuilding
Newport News, Virginia

Scott Christman is manager of student services at The Apprentice School at Newport News Shipbuilding, a position he has held for the past 11 years. He began his career as a pipefitter apprentice at Newport News Shipbuilding, after which he served in various manufacturing positions for 10 years. With an interest in education and helping people develop, he spent the next 10 years as an academic professor teaching technology- and engineering-related courses at the secondary and postsecondary levels. Christman has represented Newport News Shipbuilding for the past two years at the American Apprenticeship Round Table. A doctoral candidate, his thesis topic is Enhancing Apprentice Training through Supervision of Work Experience.



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George Cohlma, LeaderQuest
Centennial, Colorado

George Cohlma has been in Information Technology for over 20 years having held a range of leadership roles between 1987 and 2000 for organizations like PepsiCo, Accenture, Oracle, and Avaya. George has been an entrepreneur since 2001 having started and operated several IT Service businesses focusing on full lifecycle technology rollouts for clients that included General Electric, Sun Microsystems, and Newmont Mining. George joined LeaderQuest as CEO through his acquisition of the company in 2006. He currently drives the company's strategic direction and product roadmap; and oversees Strategy, Sales and Marketing, Finance, Compliance, Operations and Client Services. Through his keen understanding of today's workforce development environment and his thorough understanding of the talent development challenges encountered by mid to large sized organizations, George remains active in the speaking circuit presenting on a range of industry topics including IT education, employment trends, emerging learning formats, and the career certification market. George earned his MBA in 1993 and his BSEE in 1987 from Wichita State University.

Mark Erickson, Top Tool Company
Minneapolis, Minneapolis

Mark is the President of Top Tool Company, a family-held, woman-owned precision metal stamping manufacturer, permanent tooling, and producer of micro components with complex geometries, tight tolerances and ultra-thin materials for highly regulated, high-tech industries like medical, defense, energy, electronics and other specialties. The company is looking to grow and will need skilled tool and die makers, tool designers and other types of skilled employees to meet its objectives. Roughly 15 percent of its workforce is eligible for retirement over the next five years. The company is active in an industry partnership, and has worked with various organizations in the Minneapolis area, including the Minnesota Precision Manufacturing Association, Dunwoody College of Technology, Hennepin Technical College and the Twin Cities School District resulting in punch press operator classes at the two-year technical schools. Mark is a past national chair of the Precision Metalforming Association.



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Andrew J. Fitzpatrick, The Hinckley Company
Trenton and Southwest Harbor, Maine

Andrew is the General Manager of Hinckley Yachts Maine Operations for The Hinckley Company which specializes in building sailboats and water jet powered luxury yachts with a multi-state service network and clientele around the world. In the past 42 months, the boat building operations has grown from around 70 to over 250 full-time workers. New hires have been in all areas from engineering and purchasing and there are still openings in carpentry, electronics, composites and mechanics. Compounding matters, about 15 percent of the workforce is eligible for retirement over the next five years. Military veterans such as the Coast Guard and Navy with trade skills are desirable candidates. When finding semi-skilled employees dried up, the company drafted the core skills needed to be successful on the shop floor, and then collaborated with Eastern Maine Community College (EMCC) to recalibrate their existing construction curriculum into the Fine Woodworking and Cabinetry Program. Students are now trained and certified to Woodworkers Career Alliance standards. The instruction of core carpentry skills happens alongside skill building in other areas like teambuilding, communication, and higher level math. A Department of Labor grant supports the program. Graduates are suitable for a number of industries like construction, boat building, and cabinet-making. The program has been so successful that the average age in the company's carpentry shop has been reduced by 12 years and acquired teamwork skills is leading to unbelievable quality and efficiency levels. The company also started an internal mentoring program in which new hires are paired with veteran employees to learn company methods and expectations.

Jeffery L. Frederick, SPHR
Greensboro, North Carolina

Jeffery has over 18 years of progressive Human Resources experience in the field of Human Resources Management. His background includes experience in staffing, training, benefits, compensation, labor relations, safety, worker's compensation and employee relations. His experience spans such industries as Aerospace, Chemicals, Biotech, Furniture and Healthcare. Jeffery is currently employed as VP of Human Resources at Purolator Facet, Incorporated. In this role, he has full HR responsibility for several manufacturing and distribution locations globally. Prior to joining leadership at Purolator, Jeffery served as a Strategic Business Partner at Syngenta. He currently serves as Workforce Development Board Chair for Guilford County. Committed to community service, Jeffery has served on community boards and committees such as ChildCare Connection, Communities In Schools and United Way. He is also a graduate



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of Leadership Davidson County and currently serves as a Governmental Affairs Chair for the Human Resources Management Association of Greensboro.

Kerry Gumm, Principal Financial Group
Des Moines, Iowa

Kerry Gumm, Director of Talent Acquisition and Diversity and Inclusion has been with the Principal Financial Group for sixteen years and has represented the organization on workforce development issues throughout the region. In addition to her role within The Principal, Kerry also serves as co-chair of the financial sector board of Central Iowa Works. Through this program, the board assists in the development of short term training programs which are designed to provide job seekers with an introduction to digital literacy as it applies to the work site, customer service and the basic skills/attitudes/work behaviors employers expect across industries from job applicants/employees. In partnership with her involvement, Kerry has spent time educating Iowa legislators on the growing skills gap within the state, in addition to identifying solutions which may ensure ongoing success. In addition to workforce issues, Kerry has been actively engaged in other state lead initiatives which are focused on the education and development of the state's future workforce. Throughout her career at The Principal, Kerry has spent time in benefit administration, technical project management and talent acquisition. A Minnesota native, Kerry received her undergraduate degree from Iowa State University. Kerry is also a member of the BLU Executive Committee.

Santa Ho, Cardinal Technical Training, I-Tech Staffing Services
Norcross, Georgia

Santa is the Director of Cardinal Technical Training and Vice President of Business Development for I-TECH Staffing Services. The companies address the skills demand of the high-end electronic manufacturing industry. Cardinal Technical Training provides solder skills assessment, training and certification for the unemployed. I-TECH Staffing Services recruits, coaches and places candidates upon completing training and certification. Cardinal Technical Training is also the lead agency of the industry partnership known as the Electronic Workforce Alliance (EWA). Atlanta CareerRise, Regional Commission, Goodwill, local staffing and one-stop agencies are also key partners. Local technical colleges, minority supplier diversity councils and chambers of commerce are also stakeholders. EWA creates a career pathway for unskilled, un/under-employed individuals by providing crucial solder skills training and certification required for high-end electronic production.



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Paul Hoffman, Orange Research
Milford, Connecticut

Paul is the President of Orange Research which manufactures differential pressure and flow instrumentation used to measure the condition of air, oil, gas and water in systems and storage facilities. The company was started by Paul's father in the basement of the family's home. Orange is involved in several industry partnerships through the New Haven Manufacturers Association. These partnerships ensure new workers have the right skills, provide training to incumbent and unemployed workers, and impact the future workforce by collaborating with K-16 schools. The company is also involved in providing experiential learning, incumbent, and job seeker training through the technical schools, agriscience and technology centers, comprehensive high schools, and local workforce boards. Orange Research is also working towards stackable skills credentialing that starts with the NCRC and includes NIMS certification for machinists and metal formers. Finding skilled workers is difficult especially for production line, production supervisor, and engineering positions. Moreover, 25 percent of the workforce is eligible for retirement over the next five years. So Paul frequently testifies before the state legislature, and meets with the State Board of Education and the Department of Education.

Jan Hunter, CareerSTAT, an initiative of National Fund for Workforce Solutions
Boston, Massachusetts

Jan serves as the Director of CareerSTAT, an initiative of the National Fund for Workforce Solutions and Jobs for the Future. This is an employer-led national collaboration of over 150 health care leaders who promote employer investment in the skill and career development of frontline health care workers. It's led by an executive committee of health care employers, and is funded through The Joyce Foundation. Health care jobs are changing, with one of the biggest trends being the migration of jobs from inpatient roles to outpatient home-based settings.

Stacey Jarrett Wagner, JarrettWagner Group, LLC
Washington, DC

Stacey is the Chief Executive Officer of the JarrettWagner Group, LLC and provides strategic consulting services for manufacturing firms focused on aligning business goals and investment in training their workforce. She is a member of an industry partnership and has been working with sector partners since 2002.



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Grailing Jones, Sr., Schneider Finance, Inc.
Green Bay, Wisconsin

Grailing Jones is the Director of Small Business Owner Operator Development for Schneider Finance, Inc. The company enables clients to start an Owner Operator Small Business with financing and equipment required to meet the needs of the industry. In his current role, Grailing networks on the local, state and national level about Schneider Finance's opportunities for individuals to start a Small Owner Operator CDL business financed by the company. Grailing is also a member of the Secretary of Commerce Wisconsin District Export Council. In addition, he serves as a board member for National Able Network, Inc. Grailing also spent four years as a board member for the Cook County Workforce Investment Board, received the "Year of the Veteran Award" in 2012 for his veteran advocacy efforts, and was appointed to Governor Walker's Governor's Council on Workforce Investment in April of 2013. Prior to joining Schneider National, Grailing served as a United States Marine Corps officer from 1972 to 1979.

Michael Kenig, Holder Construction
Atlanta, Georgia

Michael is the Vice Chairman of Holder Construction, a national commercial building general contractor of 750 employees specializing in the building of corporate, aviation, data, higher education, hospitality and sports facilities. The company is active in an industry partnership called Westside Works which has developed a program to provide basic training for adults in downtown Atlanta, regional alliances with trade associations, and industry-educator partnerships with local high Schools and technical colleges. Holder Construction anticipates growth in both hourly skilled and management/supervision positions, but finding talent continues to be a problem. Moreover, 15 percent of the workforce is eligible to retire over the next five years.

Marcia Lafemina, Penn Globe
North Bradford, Connecticut

Marcia is the President and Chief Executive Officer of Penn Globe, a traditional outdoor custom light manufacturer specializing in LED lighting, surveillance and data collection for the municipal and university markets. The company is looking to double its workforce over the next two years after filing two patents in the last two years that involves integrating surveillance and data collection into light products and becoming a Verizon Innovation Partner. Finding skilled workers is challenging, especially in positions related to electronics, surveillance, data communications, pattern making, and 3D printing. The company is active in a local industry partnership which includes the local workforce board and community colleges.



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Pamela Lenzion, MarineTec Management & Consulting Company
St. Augustine, FL

Pamela Lenzion is the CEO of MarineTec Management & Consulting Company, a privately held company focused on marina and boatyard development, third party operational management, and turn-around management for Banks and Investment Funds. The company provides staff, staff training and third party management and consulting services to parties who are buying or building a marina and/or a boat building and repair business. These services include site assessments, feasibility and market studies, business planning, construction project management, business start-up and ongoing operational management. Pam has 17 years experience in the Marine Industry as well as a 100 ton USCG Masters License. She was COO of Vinings Marine Group, Director of Third Party Management and Special Projects at Marinas International, and the Director of Marina Development for Legendary Marina Management. She currently is the CEO of MarineTec Management & Consulting Company. Prior to her experience in the Marine industry, Ms. Lenzion had a long and varied history in the hospitality industry including owning two restaurants and an executive hotel that she designed, built, and operated, employing 100+ people. She also owned and operated a professional development training business with 42 trainers licensed to use her program material.

Pam served as the President of the American Boat Builders and Repairers Association (ABBRA), the Chair of the Marine Industry Training and Education Council (MITEC), President/ Director of the Marine Industries Association of Northeast Florida, and is currently an International Marina Institute (IMI) faculty member, teaching leadership and management skills to marina and boatyard managers. Pam has been a speaker at trade conferences for many years. She is on the Editorial Board for Marina Dock Age magazine.

Deborah Lindner, Precor
Whitsett, North Carolina

Deborah is the Human Resources Manager of Precor, a fitness equipment manufacturing company for fitness chains nationwide and Hilton Hotels worldwide. Job openings in robotic welding, tool/model shop, and design engineering are expected to grow. The company is always looking for new hires with customer focus, accountability, teamwork, communication, collaboration, decision-making, adaptability, and conflict resolution skills. Finding workers with these skills is difficult, so the company collaborates with local community colleges, the one-stop center, workforce boards, and other manufacturing companies to find or train the workers they need.



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Joyce E. McDanel, UnityPoint Health – Des Moines
Des Moines, Iowa

Joyce has been involved in healthcare leadership for more than 25 years. Her experience as an administrator, COO and CFO in other healthcare organizations has prepared her well for her current role as the VP of Human Resources and Education with Iowa Health - Des Moines.

In 2005, Joyce joined Iowa Health - Des Moines as the Executive Director of Integrated Services. Joyce graduated with a Bachelor of Business from Washburn University located in Topeka, Kansas, has her MBA from the University of Iowa and has obtained Senior Human Resource Professional Certification (SPHR) and is a fellow in the American College of Healthcare Executives. Ms. McDanel is an active member of the local and national Human Resource Professional organizations, Society of Human Resource Management and serves on the board for the United Service Credit Union and also serves as an active member of the CIW Careers in Health Care committee as part of the Central Iowa Works initiative and CareerSTAT, a national initiative to validate and spread the investment in frontline, low-wage earners to move into sustainable wage positions through training and education programs initiated and/or supported by employers. In those roles, she demonstrates her ability to work with all areas of the organization to accomplish established goals, lead successful change and focus on the development of leaders and frontline staff.

Mike Mandina, Optimax Systems, Inc.
Ontario, New York

Mike Mandina is the President of Optimax and a master optician with an associate's degree in optical engineering from Monroe Community College and an associate's degree in engineering science from Rochester Institute of Technology (RIT). He earned his bachelor of science degree in applied physics from Empire State College and went on to earn an EMBA from RIT. An entrepreneur, he has started two manufacturing businesses providing precision optics to photonics companies. Mike joined Optimax in 1991 and has provided the leadership to help create the prospering company that it is today. Mike is an active member of several professional organizations, most notably serving on the boards of the Rochester Regional Photonics Cluster (RRPC), the Rochester Technology and Manufacturing Association, the New York State Finger Lakes Workforce Investment Board and the High Tech of Rochester's Manufacturers Extension Partnership. Mike was instrumental in the development of FAME (Finger Lakes Advanced Manufacturer's Enterprise), a non-profit organization committed to workforce development. He serves as the FAME chairperson and is the FAME representative on the Monroe Community College Optics Department Hiring Committee. As a known and respected businessman in the



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Rochester area, Mike has been privileged to speak at many business engagements. He was honored by being inducted into the New York State Business Hall of Fame in 2008 and is a recipient of the 2010 Entrepreneurship Award from the RRPC. Mike is also a member of the BLU Executive Committee.

Jason McBride, Superior Health Plan
Austin, Texas

Jason is the Chief Operating Officer of Superior Health Plan, the largest Medicaid Health Maintenance Organization (HMO) in Texas. The company contracts with the state to administer all aspects of Medicaid to almost one million members. Call center, clinical and social service jobs are expected to grow. High school degrees are required for all positions as are office and customer service skills. Many positions require clinical licensure such as register nurse, license practical nurse, or master of social work. Finding workers for these positions is difficult and is compounded by the fact that ten percent of the workforce is eligible for retirement over the next five years. Jason has joined his local workforce board to address this challenge.

Karen J. Miller, Manpower, Inc. of Central Iowa
Des Moines, Iowa

Karen serves as the Executive Vice President of Manpower® which provides screening, staffing and recruiting services through 17 offices around Iowa. The staffing industry is projected to grow by 6 percent in 2015. The company recruits for a variety of positions from entry level to senior level management. The technical skills required vary by client, but the proficiency in soft skills like communication, teamwork, critical thinking, work ethic and motivation are needed across the board. The company extensively collaborates with Des Moines Area Community College, Iowa Workforce Development, USCRI/Refugee Services, Iowa Vocational Rehabilitation Services, high schools, and community and faith-based organizations to fill open positions. Karen is also the president of the Employers Council of Iowa (ECI) which is a partnership between Iowa Workforce Development and the business community. Sixteen regions around Iowa have local ECI chapters.



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James Mulhall, Tokyo Electron America
Austin, Texas

James is the Installation and Planning Manager for Tokyo Electron Limited (TEL), a global company offering innovative semiconductor and flat panel display (FPD) production equipment worldwide. The company is looking for workers in STEM related fields with technical skills such as knowledge of work instructions, quality assurance, mechanical, electrical skills and soft skills like relationship management and cross functional teamwork. The company works with community colleges, universities, and the chamber of commerce.

Elizabeth Nault, Grady Health System
Atlanta, Georgia

Elizabeth is the Director of Training and Organizational Development for Grady Health System, which provides comprehensive health care especially to underserved communities, and has 5,400 employees on staff. To meet the demand for skilled workers, the company is an active member of the Atlanta Beltline Healthcare Partnership (ABHP), an industry partnership that has created a career pathway for individuals living in Beltline neighborhoods and seeking careers in healthcare. Pathway students are typically unemployed, but have been placed in certified nurse assistant, scheduling and registration positions. Other stakeholders involved in the partnership include the local and state workforce agency, funding collaborative, technical colleges, and community-based organizations. The health system is always looking for workers with job readiness, computer, and bi-lingual skills.

Cheryl Neiheisel, Richards Industries
Cincinnati, Ohio

Cheryl is the Vice Chairman of Human Resources for Richard Industries, a manufacturer of specialty industrial valves sold throughout the world. The company is involved in the workforce board and industry partnership called Partners for a Competitive Workforce through which it works with local high schools, community colleges, and other stakeholders to find workers. Because finding skilled workers is difficult, especially those with machining skills, the company often hires people with no technical skills and provides in-house training. About 25 percent of the workforce is eligible for retirement over the next five years.



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Sean Nix, Monogram Foods
Memphis, Tennessee

Sean is the Director of Talent for Monogram Foods, a meat snack and packaging company that produces its own brands as well as licensed and private label jerky, hot dogs, corn dogs, meat sticks, bacon and other meat snacks. Because of capital expansion projects across all plants, the company will be hiring 300-400 new employees over the next two years. Twenty percent of the workforce is expected to retire over the next five years. Community colleges, economic commissions, workforce development organizations, and chambers of commerce are key partners used to find skilled workers. The company is beginning to consider the National Career Readiness Certification (NCRC) as a requirement for employment.

Lynn Pecora, Inglis
Philadelphia, Pennsylvania

Lynn serves as the Director of Training for Inglis, an organization of 700 employees that helps people with disabilities. Over 1000 people with advanced multiple sclerosis, cerebral palsy, spinal cord injury and other disabilities are assisted per day. Inglis is a member of an industry partnership known as the Greater Philadelphia Healthcare Partnership. It is also active in the Pennsylvania Partnership for Direct Care Workers. This partnership was established in 2005 to bring together key stakeholders such as employers, educators, and policy makers in an effort to provide enhanced career opportunities for underprivileged employees. It is comprised of over 60 employer partners and 14 educational partners from a variety of different healthcare sectors, including acute care, long term care, behavioral health, home health and community health. Inglis is anticipating growth in the next few years. Also, nearly 40 percent of the workforce is eligible for retirement over the next five years. Working with local colleges, one-stop centers, and unions is necessary in finding workers with competencies that support the company's values.

Joanne Pokaski, Beth Israel Deaconess Medical Center
Boston, Massachusetts

Joanne is the Director of Workforce Development for Beth Israel Deaconess Medical Center (BIDMC), an academic medical center affiliated with Harvard Medical School. In 2012, BIDMC hosted over three quarters of a million patient visits and had 50,990 inpatient discharges. Joanne also chairs the Boston Healthcare Careers Consortium, formed in 2010, which brings together health care employers, the education and workforce system to better align pathways to healthcare jobs. BIDMC also has created multiple pipeline programs to train current employees for jobs that are hard to fill such as medical coders, central processing technicians, pharmacy



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technicians, medical laboratory technicians and research administrators. The need for medical coders and health care IT professionals is growing and ten percent of the workforce is eligible for retirement over the next five years. Also, the medical center's Employee Career Initiative offers free onsite access to pre-college courses in reading, language, and math and college-level science courses, as well as on-site career and academic advising to employees. BIDMC has been recognized by the Hitachi Foundation and CareerSTAT for its investment in front line workers. Joanne is a member of the executive committee of CareerSTAT.

Karl Robinson, R & R Transportation, Inc.
Greensboro, North Carolina

Karl is the President and Chief Executive Officer of R & R Transportation, an asset-based trucking company that operates 24/7 within a geographical area of approximately 300 miles. The company has specialized services and a niche of LLTL "Local Less Than Truck Load" that it uses to service a wide variety of industries. R & R Transportation, Inc. is on pace to double revenues over the next 3 years, and is in the process of hiring new drivers and office personnel. Finding skilled workers is difficult, especially those with a Class A Commercial Driving License (CDL) and at least two years of driving experience. What's more, 30 percent of the workforce is eligible for retirement over the next five years. Karl is a member of his local workforce board.

Deborah Rowe, MS, RN, PHR, CHCR, Genesis HealthCare
Towson, Maryland

Deborah is the Vice President of Genesis Staffing Services. It is part of the operations of Genesis Healthcare, a provider of skilled nursing and rehabilitation services with over 400 nursing centers in 28 states and over 80,000 employees. The company needs registered nurses, licensed practical nurses, and certified nursing assistants, who also possess the ability to be punctual, use technology, and provide customer support. Genesis HealthCare also seeks workers to support its nursing centers such as nurse practitioners, physicians, culinary chefs, social workers, environmental and food services staff. Deborah sits on the executive board of the Baltimore Alliance for Careers in HealthCare and CareerSTAT, as well as the Baltimore County Workforce Committee. With the changing needs of the patients and residents, growth will continue in nursing positions such certified nursing assistant, nurses and nurse practitioners. The company collaborates with community colleges, universities, community-based organizations, workforce boards, and professional associations to find skilled workers.



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Alma Salazar, Los Angeles Area Chamber of Commerce
Los Angeles, California

Alma serves as the Vice President for Education and Workforce Development for the Los Angeles Area Chamber of Commerce, the largest business association in Los Angeles County which serves a diverse membership of businesses of every size, from nearly every industry, in every community across Los Angeles County. For several years, the chamber has convened a Health Care Sector Collaborative, jointly led by the Hospital Association of Southern California, which seeks to create and expand innovative partnerships between workforce development training providers and businesses to train health care workers for high-demand occupations in the Los Angeles region. The Health Care Sector Collaborative has been instrumental in the development of strategic associations between educational institutions (K-12 and post-secondary institutions) and employers (hospitals and community clinics). Participating members of the advisory group currently include high level leaders from: Community Clinic Association of Los Angeles County, Hospital Association of Southern California (HASC), Children's Hospital Los Angeles, City of Los Angeles Reconnections Academies, Jewish Vocational Services, Cedars-Sinai Medical Center, LAUSD School Based Health Centers, Community College Deputy Sector navigators, Goodwill and Managed Care Solutions.

Drew Scheberle, Austin Chamber of Commerce
Austin, Texas

Drew is the Senior Vice President of State and Federal Advocacy, Talent and Education Development for the Austin Chamber of Commerce, the largest Chamber in the State of Texas, with a membership of over 3,000 business members representing approximately 350,000 employees. Drew works with local small, mid-sized and large corporations and is involved in initiatives with Microsoft and Google to help grow the region's technology talent. The Austin region currently has over 42,000 job openings and the major areas of growth are professional, scientific, technical services, and healthcare. In fact, 20 percent of available jobs are in the technology sector. Drew works with state and federal legislators, all the central Texas chambers of commerce and economic development corporations plus seven other large chambers throughout Texas as well as local community colleges and school districts to close skill gaps.



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Scott Shelar, CEFGA - Construction Education Foundation of Georgia
Atlanta, Georgia

Scott Shelar is in his 16th year as Executive Director of CEFGA - the Construction Education Foundation of Georgia. CEFGA partners with trade associations like AGC Georgia and hundreds of small, medium and large construction companies across Georgia. CEFGA's is a 501c3 organization focused on workforce development and solving the construction industry's skilled labor shortage in Georgia. CEFGA is building the construction industry one person at a time.

Grant B. Shmelzer, Independent Electrical Contractors- Chesapeake Chapter
Laurel, Maryland

Grant serves as the Executive Director of the Independent Electrical Contractors- Chesapeake Chapter, a non-profit employer association representing merit-based electrical contractors in Delaware, North Carolina, Maryland, Virginia, West Virginia, and the District of Columbia. Affiliated contractors employ more than 15,000 people nationwide. Community colleges, workforce boards, community-based and faith-based organizations are integral in helping member employers meet their demands for skilled workers.

Molly S. Seals, Mercy Health
Cincinnati, Ohio

Molly is the System Vice President for Human Resources Program Delivery at Mercy Health (formerly known as Catholic Health Partners) a Catholic healthcare ministry that operates acute care hospitals, long-term care facilities, housing sites for the elderly, home health agencies, hospice programs, wellness centers and other healthcare organizations. The company is experiencing growth in primary, preventive, and alternative care. Molly is a member of a workforce board, and collaborates with community colleges, universities, and other stakeholders to find talent especially since 28 percent of the workforce is eligible for retirement over the next five years. Relationship and technology skills and an ability to adapt to change is a must to be successful in Mercy Health's workforce.



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Anette Smith-Dohring, Sutter Health Sacramento Sierra Region
Sacramento, California

Anette is the Workforce Development Manager of Sutter Health, a not-for-profit network of doctors, hospitals, outpatient centers and home health services providing care to three million people in more than 100 communities throughout Northern California. Job openings for physicians, advanced practice clinicians and diagnosticians such as clinical laboratory scientists, diagnostic imaging technologists, registered nurses and pharmacists are on the rise. Openings for community health workers, scribes and navigators are also increasing as they are essential to implementing the Affordable Care Act. Candidates must have met academic requirements for national credentialing and state licensure. Frontline workers typically receive on-the-job training but that is expected to change as the health care industry becomes more complex. About 30% or 15,000 are eligible for retirement in mission critical areas over the next five years.

Sutter Health has participated in several industry partnerships with the largest being a nursing collaborative with a local community college which has produced 555 new RNs to support communities in northern California. Support includes classroom and laboratory facilities, faculty and clinical placements. This program received recognition from the Robert Wood Johnson Foundation as a "Practice with Promise," for its successful work to reduce nursing program attrition rates. In addition, this public/private partnership was replicated by then California Governor Arnold Schwarzenegger in his Nursing Education Initiative which resulted in 10,000 new nurses to care for patients in California. Sutter Health has partnered with the Sacramento Metro Chamber of Commerce and its education intermediary organization, NextEd, to create the Capitol Region Academies for the Next Economy (CRANE) and Capital Academy Programs (CAP). This is a six county regional initiative designed to create academic pathways where none exist, enhance existing pathways to meet employer needs and offer relevant linked learning experiences to high school students. This is a four-year, \$27 million effort funded by the California Career Pathways Trust. Anette is also a workforce investment board member, and is the founding chair of the Healthcare Industry Roundtable.

Liza Smitherman, Jostin Construction, Inc.
Cincinnati, Ohio

Liza is the Vice President of Professional Development for Jostin Construction, Inc., a full service construction company specializing in construction management, general contracting, and total package concrete construction. Job openings in carpentry, concrete finisher, and general laborer are increasing. Skilled workers with any industry-recognized credentials such as NCCER certification and OSHA 10/30 as well as associate or bachelor degrees in construction



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management and/or civil engineering are always in demand. Jostin Construction is an active participant in the Partners for a Competitive Workforce industry partnership which has developed a career pathway for the construction sector, and three additional industries, resulting 6,400 people trained, 82% obtained employment, 75% retained employment for 12 months, and annual earnings increased up to \$7,500, totaling \$7.3 million per year. Liza is also a member of the BLU Executive Committee.

Larry R. Spriggs, Soft-Con Enterprises, Inc.
Hyattsville, Maryland

Larry is the President and Chief Executive Officer of Soft-Con Enterprises, Inc., an information technology (IT) consulting firm with a focus on federal, state and local government support and specializing in program and project management IT integration as well as enterprise testing, IT application quality assurance and configuration management. The company anticipates growth in the business over the next 12 to 18 months as it is focused on the Department of Defense (DoD) sector and is currently applying to the DoD Mentor Protégé program. This will allow the company to expand in the area of cyber security and data analytics. Soft-Con Enterprises, Inc. works with the local workforce board, one-stop agency, and colleges to find individuals with enterprise automation testing (ISTQB certification), program management (PMP certification), agile process improvement (CSM certification) and network support (Microsoft certification). About 15 percent of the workforce is eligible to retire over the next five years.

Kenneth Statton, M & M Manufacturing, Inc.
Tulsa, Oklahoma

Kenneth is President and Chief Executive Officer of M & M Manufacturing, Inc., a certified precision machine shop and fabrication company that specializes in complex machined parts for the aerospace industry. M & M doubled its employment for this year and expects to add more in 2016. Kenneth is the President of Tulsa Area Manufacturers Association and sits on a number of boards and committees including the Oklahoma Manufacturing Alliance, Tulsa Technology Center, Tulsa Community College, OSU Okmulgee Manufacturing Technology, Transportation Connections, of Work Advance and the Madison Strategies Group, CPT Program with Tulsa Technology Center, and Dream It - Do it, Oklahoma. All of these programs focus on career pathways, stackable credentials, industry participation and opportunity to attract, train and retain new talent, under-employed talent and the existing workforce. These efforts have been successful in re-introducing industrial arts programs back in to at a local high school and others are following suit. The company is also interested in establishing baseline parameters for NIMS



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certifications in entry level positions as part of the redesign of high school industrial arts programs.

Susan Swanton, Maine Marine Trades Association
Biddeford, Maine

Susan is the Executive Director of the Maine Marine Trades Association which promotes the growth and prosperity of the marine industry in Maine through education, training and the dissemination of best management practices focused on the environment and worker safety and health. Employers affiliated with the association are in growth mode. They are looking for candidates with good attitudes and nationally and internationally recognized industry credentials. The association collaborates with the Maine Department of Labor, regional career centers, and industry recognized training providers, including The Landing School of Boatbuilding and Design, a Maine-based degree granting institution.

Michael Tamasi, AccuRounds
Avon, Massachusetts

Michael is the President and Chief Executive Officer of AccuRounds, an advanced manufacturer for contract precision machined components and assemblies that serves numerous industries including medical, defense, aerospace, oil/gas, robotics and emerging technologies. Openings for CNC machinists and process engineers are expected to grow. Approximately 20 percent of the workforce is eligible for retirement over the next five years. The company is active in the Massachusetts Advanced Manufacturing Collaborative, Massachusetts STEM Advisory Council, and Voc-Tech Advisory Board as well as collaborates with the local workforce investment board, and sponsors robotics programs to find skilled workers. Candidates with soft skills, NIMS credentials, CNC Swiss Screw machining, CNC Lathe, and CNC Mill experience are needed. Mike is also a member of the BLU Executive Committee.

Kwee Lan Teo, Austin Chamber of Commerce
Austin, Texas

Kwee Lan is the Vice President of Talent Development and Acquisition for the Austin Chamber of Commerce. She serves on the boards of the local workforce development agency and opportunity youth programs. Kwee Lan also works with local community colleges and veteran organizations to align coursework with industry skill demands, particularly in the technology field. As a result of her efforts, the community college is offering accelerated IT classes, and veterans can now receive free IT training through a grant award. In addition, Kwee Lan started the monthly Austin Job Market Report to provide concrete data on the region's skill needs.



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These reports are shared with college leaders, counselors, student body presidents, workforce boards, secondary schools, employers, and job seekers, and are tools that organizations use to apply for grant funding to address specific skill gaps. The general consensus among companies that Kwee Lan works with is that it is getting harder to recruit talent, not just in Austin, but elsewhere.

Anthony Varamo, MetroPower, Inc.
Albany, Georgia

Anthony is the Workforce Development Manager of MetroPower, an electronic contractor which provides electrical construction to residential, industrial, institutional, and commercial projects throughout the United States. MetroPower serves the southeastern states, Texas and Wisconsin, and hopes to increase its workforce by ten percent this year. The company is an active participant in the Construction Industry Workforce Alliance of Georgia. Through this industry partnership, MetroPower, Inc. works with trade associations, the Georgia Board of Education, the technical college and university system, and public workforce boards to promote careers in construction and to put people to work given that five percent of the current workforce is eligible for retirement over the next five years. Anthony also provides feedback to the board of education's construction pathways curricula. The company is closely involved in the South Georgia Technical College's electrical apprenticeship co-op program. Candidates of the program must have two to three years of high school level construction, mechanics, or agricultural experience. They must also have above average grades to prove they can be successful in the Electrical Systems Technology Diploma Program. There are 30 apprentices currently in program.

Deborah M. Weiss, Workforce Science Project
Chicago, Illinois

Weiss holds a master's in economics (Harvard) and a law degree (Columbia). She has written on a variety of topics, including pensions, tax, corporate law, political economy and sex discrimination. Her current research examines employment policy from an interdisciplinary perspective with special attention to improving the position of disadvantaged workers by improving labor market mechanisms and human capital information in securities markets. The Workforce Science Project (WSP) is part of the Northwestern University Law School's Searle Center on Law, Regulation, and Economic Growth. It is an interdisciplinary unit and work with faculty throughout Northwestern University, many of whom are in the Kellogg School of Management. Business partners include one of the 15 largest employers in the United States, a



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leading-edge workforce analytics firm, and an employer association that includes 600 of the Fortune 1000.

Joe Wesley, Wegmans Food Markets
Rochester, New York

Joe serves as the Director of Strategic Workforce Development for Wegmans Food Markets, a grocery chain with 85 stores located in six eastern states. The chain anticipates new stores this year. Joe is a member of a workforce investment board and an industry partnership called the NYS Regional Economic Development Council. The council's education and workforce development group focuses on training solutions for the culinary, healthcare, skilled trades, advanced manufacturing, and information technology sectors. The company also works with community colleges, public workforce agencies, labor unions, charitable foundations, and school districts to find skilled workers.

Sylvia Wetzel, Bison Gear and Engineering
St. Charles, Illinois

Sylvia is the Chief Learning Officer of Bison Gear and Engineering which designs and manufactures fractional horsepower electric motors, gear motors and gear reducers used in industrial and commercial OEM applications worldwide. The company expects growth in production and engineering personnel. About five percent of the workforce is eligible for retirement over the next five years. Sylvia sits on the State Workforce Investment Board and is also a board member of the Elgin Community College Foundation and the Manufacturing Skills Standard Certification (MSSC). The company active partner in the state's pathways efforts but has difficulty finding skilled workers, and is looking for workers with the NCRC and MSSC credentials.

Susan Zellers, Marine Trades Association of Maryland
Annapolis, Maryland

Susan serves as the Executive Director of the Marine Trades Association of Maryland, a non-profit membership organization dedicated to promoting recreational boating. The state's boating industry is growing. Entry level workers are needed and companies are looking for candidates with high school diplomas, mechanical aptitude, and problem-solving skills. The aging workforce is also a big issue for these employers. Susan works regularly with the Maryland General Assembly to promote small businesses, workforce development initiatives, clean water and boating.



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