Industry-based.
Leaders from the advanced manufacturing, agriculture, health care services and information technology industries inform and direct the work of the PIPELINE Program.

Employer-driven.
Groups of subject matter experts identify, define and validate specific occupational competencies for industry-identified PIPELINE occupations.

Dual-training experience.
The PIPELINE Program supports employers to develop and expand dual training through tools and technical support. Dual-training grants, administered by the Minnesota Office of Higher Education, provide funding to pay for the instruction with an education provider.

PIPELINE BY THE NUMBERS

1,396 industry leaders engaged in projects.

913 dual-trainees in PIPELINE dual-training programs.

36 occupations with industry-approved occupational competency standards.

12 new occupations in development to be published by March 15, 2019.

ABOUT THE PIPELINE PROGRAM

The Minnesota PIPELINE Program is an innovative approach to address workforce needs by developing industry-based, employer driven, dual-training programs throughout the state.

Employers in the industries of advanced manufacturing, agriculture, health care services and information technology invest in employees by building a training infrastructure, developing career pathways and investing in the employee’s education.
In October 2018, the PIPELINE team set out on 12 Community Conversations across Minnesota to discuss workforce issues.

**Key takeaways:**
- excellent opportunity for industry and education leaders and to connect with one another;
- participants learned more about the needs of diverse communities throughout Minnesota;
- attracting and retaining talented workers remains a significant challenge for businesses in Minnesota;
- employment-based dual training has proven itself as a way to overcome employment challenges; and
- while many employers are interested in establishing dual-training programs in their companies, they do not know where to begin.

The PIPELINE team continues to reach out statewide to learn the needs of each community and to offer services to help enhance our state’s workforce.

**PIPELINE PROGRAM LAUNCHES SPEAKER SERIES**

In response to requests from employer partners, the PIPELINE team launched a series of speakers focusing on specific subjects in the workplace.

- May 24, 2018: Amy Tolbert of ECCO International shared strategies to work across generations in the workforce.
- Sept. 13, 2018: Janel Anderson of Working Conversations shared ways to develop leaders from within your organization.
- Dec. 6, 2018: Cecilia Stanton Adams offered small acts that have big impacts for building an inclusive workplace.
- March 14, 2019: Jonathan Stuart will guide participants with developing effective on-the-job training.
- May 16, 2019: We will feature a speaker and welcome your suggestions about content.

**Community Conversation locations**
- Mankato
- St. Cloud
- Marshall
- Rochester
- Alexandria
- Bemidji
- Duluth
- Burnsville
- Brainerd
- Brooklyn Park
- White Bear Lake
- Moorhead

**PIPELINE PROGRAM REACHES OUT**

In 2018, the PIPELINE team addressed a variety of groups, associations and at community events statewide to further the visibility and knowledge of dual-training programs.

In 2018, PIPELINE outreach included presentations to and meetings with:
- more than 30 chambers of commerce;
- seven workforce roundtables;
- three economic development organizations;
- four local workforce development boards;
- two initiative foundations;
- five manufacturing business associations; and
- more than forty orientation sessions for dual-training programs.

PIPELINE participated in several national conferences:
- National Governor’s Association Knowledge Exchange in Tacoma, Washington, in May 2018 and Raleigh, N.C., in October 2018;
- Jobs for the Future in New Orleans in June 2018;
- National Career Pathways Network in Louisville, Kentucky, in October 2018;
- One international event: The PIPELINE Program manager presented with the Dual Training Grant administrator in November 2018; University of California, Berkeley, Center for Latin American Studies: The role of Community Colleges in the U.S. Higher Education System: Lessons for Latin America and the Caribbean.

If you have a workforce development or training-focused event and would like us to present about dual-training programs, contact us at PIPELINE.Program@state.mn.us or 651-284-5353.
### OCCUPATIONS IDENTIFIED BY INDUSTRY COUNCILS AND VALIDATED BY COMPETENCY COUNCILS

#### OCCUPATIONS BY INDUSTRY

<table>
<thead>
<tr>
<th>Advanced Manufacturing</th>
<th>Agriculture</th>
<th>Health Care Services</th>
<th>Information Technology</th>
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<tr>
<td>• Flexo technician</td>
<td>• Application technician</td>
<td>• Community health worker</td>
<td>• Information management and analytics pathway</td>
</tr>
<tr>
<td>• Logistics and supply chain manager</td>
<td>• Agronomist</td>
<td>• Electronic health records specialist</td>
<td>• Information security pathway</td>
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<tr>
<td>• Machinist/tool and die maker</td>
<td>• Agriculture equipment mechanic</td>
<td>• Health support specialist</td>
<td>• Infrastructure administration pathway</td>
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<tr>
<td>• Machinist/CNC operator</td>
<td>• Quality assurance/food safety supervisor</td>
<td>• Medical assistant</td>
<td>• Programming, development and engineering pathway</td>
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<tr>
<td>• Maintenance and repair worker</td>
<td>• Swine manager</td>
<td>• Psychiatric/mental health technician in-patient</td>
<td>• Security analyst</td>
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<tr>
<td>• Mechatronics technician</td>
<td>• Swine technician (sow farm)</td>
<td>• Psychiatric/mental health technician out-patient</td>
<td>• Service desk/front line support or computer user support specialist</td>
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<tr>
<td>• Quality assurance/food safety supervisor</td>
<td>• Swine technician (grow finish)</td>
<td>• Senior living culinary manager</td>
<td>• Software developer</td>
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<tr>
<td>• Quality assurance technician</td>
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<td>• Software testing and quality assurance pathway</td>
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<td>• Safety technician</td>
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<td>• Technology planning pathway</td>
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<td>• Welder</td>
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#### NEW OCCUPATIONS CURRENTLY IN DEVELOPMENT TO BE PUBLISHED BY MARCH 15, 2019

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<td>• Certified nursing assistant</td>
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<td>• CNC programmer</td>
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<td>• Dental assistant</td>
<td>• Information security pathway</td>
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<tr>
<td>• Print press operator</td>
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<td>• Licensed practical nurse</td>
<td>• Infrastructure administration pathway</td>
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<td>• Solderer</td>
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### ADDING NEW OCCUPATIONS

The PIPELINE team works with employers to develop competency models. We welcome the opportunity to include additional occupations for competency validation and dual-training program development. The criteria for adding new PIPELINE occupations:

1. Two or more employers express a need to DLI.
2. Must provide a family-sustaining wage, which is defined as $15.40/hour in Minnesota (may be less in some regions of the state due to cost of living).
4. Must offer a career pathway within the industries of:
   • Advanced Manufacturing,
   • Agriculture,
   • Health Care Services or
   • Information Technology.
5. Must lend itself well to the dual-training model.
We recently launched a dynamic, interactive tool to help employers find training partners for each of the 36 PIPELINE Program occupations. The web-based system contains a searchable, sortable directory of training programs that offer credentials recognized by the PIPELINE Program.

Visit www.dli.mn.gov/business/workforce/pipeline-related-instruction-inventory to learn more.

**NEW TOOLS HELP EMPLOYERS DEVELOP, TRACK PROGRAMS**

The PIPELINE team created dynamic tools to help employers develop dual-training programs – and to eventually track them.

Using spreadsheets available from our website, creating and tracking a program for existing and newly hired workers is much simpler. These tools can also help employers decide which competencies their workers need.

Learn more and start tracking at www.dli.mn.gov/business/workforce/pipeline-dual-training-tools.

**INVENTORY OF TRAINING PROVIDERS ONLINE**

We recently launched a dynamic, interactive tool to help employers find training partners for each of the 36 PIPELINE Program occupations. The web-based system contains a searchable, sortable directory of training programs that offer credentials recognized by the PIPELINE Program.

Visit www.dli.mn.gov/business/workforce/pipeline-related-instruction-inventory to learn more.

**MARK YOUR CALENDARS**

- **Dual-Training Grant application open** – April 1 through May 10, 2019.
- **PIPELINE Speaker Series** – Thursday, May 16, at 10 a.m. at East Side Neighborhood Services, 1700 Second St. NE, Minneapolis.
- **All-Industry Council Meeting** – Tuesday, June 11. Additional details forthcoming.

Visit www.dli.mn.gov/business/workforce/pipeline-events to see all upcoming events.

**CONTACT US**

For more information contact PIPELINE.Program@state.mn.us or
- Annie Welch, manager, PIPELINE Program – annie.welch@state.mn.us
- Kathleen Gordon, PIPELINE Program consultant – kathleen.gordon@state.mn.us
- Dan Solomon, PIPELINE Program consultant – dan.solomon@state.mn.us

Sign-up for Minnesota PIPELINE Program emails at www.dli.mn.gov/pipeline.

WHAT PIPELINE PROGRAM PARTICIPANTS ARE SAYING

Ultra Machining Company is a dual-training grant recipient that received funding to support their employees’ occupational development in mechatronics and quality assurance.

**Tyler Knudson – machinist dual trainee**

“What I have enjoyed about the dual-training program is that I get hands-on experience in an actual work environment where I can put what I have learned in school to the test.”

**Sara Rocksted – quality assurance dual trainee**

“This grant has allowed me to go back to school and get better educated on inspection equipment and quality assurance in a medical manufacturing environment. That in return will open more doors in the current company I work for and I will be able to help the company grow and provide quality parts to our customers”