



Advocacy



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In This Issue:

- [Proposed tariffs could let Trump crush the solar industry \[PMA Feature\]](#)
- [Postsecondary education for non-dummies](#)
- [How the post-9/11 GI Bill will help veterans close America's skills gap](#)
- [Can Trump resurrect U.S. aluminum, and who killed it anyway?](#)
- [Closing Nevada's skills gap leads to working with competitors](#)

Proposed tariffs could let Trump crush the solar industry [PMA Feature]

Proposed tariffs could let Trump crush the solar industry [PMA mention]

Think Progress

By: Jeremy Deaton

7/14/17

Trade officials are weighing new tariffs on imported solar cells that, if passed, would send shockwaves through the industry. By blocking the influx of cheap panels from overseas, tariffs would stunt demand for solar, dealing a critical blow to U.S. installers. By one estimate one-third of the solar workforce could lose their jobs.

We've actually run this experiment before. It didn't turn out well.

In 2002, George W. Bush imposed heavy tariffs on steel imports. For the president, who was otherwise a champion of free trade, this was a politically motivated decision, intended shore up support among steelworkers in battleground states like Pennsylvania, Ohio, and West Virginia. It didn't work as intended.

The European Union threatened to retaliate by imposing sanctions on imports from other swing states—including Tropicana orange juice from Florida and Harley Davidson motorcycles from Wisconsin. And the United Steelworkers of America didn't take the bait. They endorsed Democrat Dick Gephardt for president.

It was bad politics and even worse policy. While the tariffs gave a fleeting boost to the domestic steel industry, they dealt a blow to U.S. businesses that depend on cheap steel. Steel prices more than doubled, and U.S. manufacturers started buying parts from overseas suppliers with access to cheap steel.

"It sounds great to protect an industry like steel—certainly, it's critical to us—but you got to think about what

happens downstream, because that's equally critical," said Bill Gaskin, former president of the Precision Metalforming Association. "If you're buying parts for a toaster oven in China, you might as well make the toaster oven in China."

And, in fact, manufacturers did start moving their operations overseas. According to an estimate from the Consuming Industries Trade Action Coalition (CITAC), the tariffs cost 200,000 Americans their jobs—more than the total number of people employed by the U.S. steel industry. Firms that consume steel employ far, far more people than firms that produce steel. The tariffs drew fierce criticism from manufacturers in Michigan, Minnesota, and Wisconsin, and Bush eventually reversed course on the policy.

"There was a lot of chaos in the industry because companies were worried about their cost structures, whether or not they could maintain profitability and therefore stay in business," said Gaskin. "I think there probably are a lot of parallels with solar."

In April, Atlanta solar manufacturer Suniva petitioned the federal government to impose a tariff and pricing requirement on imported solar panels. The measure could double the price of solar panels in the United States, according to research by ClearView Energy Partners. Federal trade officials are reviewing the petition and will make a recommendation to the president this fall.

For Trump, the Suniva petition offers an opportunity to fulfill his campaign promise to block cheap imports from China to protect American manufacturing. It also gives him the chance to slow the growth of U.S. solar, to the benefit of his allies in coal and gas industry.

A 1974 law allows the president to impose tariffs on imports that threaten U.S. manufacturers. It does not matter if foreign competitors did nothing illegal or untoward. The only consideration is whether cheap imports have inflicted "serious injury" on domestic businesses. The last time it was successfully invoked was 2002, when Bush used the law to block steel imports.

If trade officials recommend tariffs on solar imports and Trump applies those tariffs, it would be devastating for the solar industry, which depends on imports of low-cost solar panels made cheaply in China. Falling costs have spurred a boom in solar installations. The proposed tariff and pricing requirement would eliminate two-thirds of solar installations expected to come online over the next five years, according to GTM research.

"Rather than help the industry, the action would kill many thousands of American jobs and put a stop to billions of dollars in private investment," said Abigail Ross Hopper, president of the Solar Energy Industries Association (SEIA), a D.C.-based trade organization.

Whatever gains are made by solar manufacturers would be dwarfed by losses among solar installers. Blocking imports of cheap solar panels might save a few manufacturing jobs, but it would eliminate far more jobs in sales and installation. The proposed tariff would put an estimated 88,000 solar workers out of a job, according to the SEIA. For comparison, there are only 50,000 coal miners in the United States.

A reduction in solar jobs likely wouldn't be offset by an increase in jobs in wind, coal, or natural gas. That's because solar is more labor-intensive than other power sources. Unlike coal- and gas-fired generators, solar panels can be distributed across homes and businesses. Solar firms need people to market and install rooftop solar arrays. Those are jobs that can't be automated or outsourced.

Thus, while solar supplies a tiny fraction of U.S. power, it employs roughly twice as many Americans as coal. The proposed tariffs would hit workers in North Carolina, South Carolina, California, and Texas the hardest, and it would threaten the large number of veterans who fill the ranks of the solar industry.

"Protectionism doesn't work. It always does more harm than good," said Lewis Leibowitz, a prominent trade lawyer who worked with CITAC to oppose Bush's steel tariffs. "Everybody gripes about how prices are too low for their products and competition is unfair... If somebody says that, they're just like everybody else. There is nothing special about them."

The petition is being evaluated by the International Trade Commission (ITC), a historically bipartisan panel that can have no more than three commissioners from the same party. Usually, three Republicans and three Democrats are chosen by the president and confirmed by the Senate, but they could also be independents. Trump has the opportunity to name four new commissioners to the panel. The ITC will make a decision by late September and submit a recommendation to the president by early November. Trump will then have 60 days to take action.

The ITC has a history of supporting U.S. solar manufacturers. In 2011, SolarWorld Americas, a U.S. subsidiary of a German solar manufacturer, alleged that Chinese manufacturers benefitted from government subsidies that allowed them to sell solar cells below cost. The ITC sided with SolarWorld, and the Commerce Department imposed tariffs on Chinese imports. Chinese manufacturers moved their operations to Taiwan, prompting the Commerce Department to place additional tariffs on Taiwanese imports. The U.S. solar industry continued to grow in the years that followed.

Now, SolarWorld has joined Suniva in the petition calling for steep tariffs on solar imports. Notably, these companies are not suggesting that overseas firms have violated trade laws, either by receiving government subsidies or by selling panels below cost to gain a foothold in the market. They merely contend that it's hard to compete with foreign manufacturers.

"Politically, that story works, but it doesn't really work logically," said Leibowitz, who said noted the U.S. laws that address unfair competition. "If those laws aren't enough, then you need to get better at what you do."

One possible outcome of the proposed tariffs on solar is that Chinese manufacturers open factories in the United States. Another is that China files suit with the World Trade Organization. "The United States is going to run into a lawsuit in the WTO, and it is going to lose it," said Leibowitz. U.S. manufacturers "might get relief for a couple of years, but they are going to pay for it."

Postsecondary education for non-dummies

Postsecondary education for non-dummies

Star Tribune

By: Katherine Kersten

7/14/17

High school graduation should be a time of optimism about the future and congratulations all around. But I heard recently about a mother who was in mourning at her son's graduation, struggling to restrain tears.

She had implored him to enroll in a four-year college, but he had chosen a two-year technical college instead. Now she fears he has lost his chance at the good life.

In fact, her son may have made a shrewd decision. Today, too many high school graduates start down the four-year road because they mistakenly think it's the only route to success. Too often, they wind up dropping out, jobless and in debt, and lacking the skills they need to succeed in the 21st-century workforce.

In recent decades, our society has developed a powerful cultural bias that a four-year college degree is optimal for everyone, and that any other path to a career is second-best, "for dummies." But in fact young people who choose alternative pathways — like a two-year associate's degree, an apprenticeship or an occupational certificate — can often land in-demand, well-paying jobs fast, avoid crippling debt and look forward to a secure future. Some earn significantly more than classmates who choose the four-year route.

Of course a four-degree remains an excellent choice for many. But it's increasingly clear that our educational system's single-minded focus on four-year colleges is failing many of our young people. It is also placing our society's future prosperity in jeopardy.

Here's the paradox: Today, while an increasing number of young people — especially young men — are adrift and living in Mom's basement, thousands of skilled jobs are going begging in our state. This is especially true in high-demand fields like technical occupations and the trades.

Our state's manufacturers, for example, struggle to fill two-thirds of the available jobs, according to Minnesota's Department of Employment and Economic Development (DEED). The problem will grow worse as baby boomers continue to retire.

This skills gap will severely hamper the ability of Minnesota's economy to grow unless we address it with urgency now.

"Today, 79 percent of construction companies can't find enough qualified workers," according to Dennis Medo, who heads Project Build Minnesota. "Unless that changes soon, building costs may skyrocket and many construction projects simply won't get built."

"More than 40 percent of technical workers in the utility industry are eligible to retire in the next five years," says Bruce Peterson, executive director of the Minnesota State Energy Center of Excellence. "But if you take 40 percent of the people out of the power plants, how do you keep them running? None of us can function without electricity." All the skilled trades are "in the same predicament," he adds.

The solution is hiding in plain sight. We must do better at informing students, and their parents, about all their opportunities as they make postsecondary plans.

Many are likely to find the benefits of a non-four-year path enticing. For example, apprentices and students in some technical college programs can begin earning money in their occupation at age 18. The "learn and earn" model enables them to pay for their education and begin their careers with little or no debt as young as age 20.

Those entering in-demand fields can generally expect several job offers before they finish training. Many have impressive earning potential.

For example, the median annual wages for air traffic controllers, medical sonographers and dental hygienists are \$143,000, \$75,900 and \$72,500, respectively, according to DEED.

Electrical repairers and installers' median annual wages are \$58,600, and HVAC repairers and installers' are \$52,200. For electric power line installers and power plant operators, the figures are \$76,400 and \$72,700.

And that's just the beginning. Graduates with a two-year associate's degrees can go on to earn a four-year degree, in a "2 plus 2" arrangement. Sometimes employers will cover the cost of additional education. Those in the trades, such as electricians, plumbers and carpenters, can launch their own businesses if they like.

Unfortunately, many young people never learn about attractive opportunities like these, because of our society's "college for all" mantra, which rests on a number of myths.

The first is that a four-year degree is a kind of ticket you must punch to have a wonderful life. But here's the startling reality: Only 22 percent of jobs in our state require a bachelor's degree or above. Nevertheless, in a recent survey at the Southwest Career Expo, 64 percent of 10th-graders in southwestern Minnesota responded that they plan to attend a four-year college.

In short, today there's a striking mismatch between the educational requirements of the jobs in demand and students' educational pursuits. As a result, some Minnesotans with a four-year degree have a hard time finding work in the occupation for which they trained.

A quarter of all bartenders in Minnesota are graduates of four-year colleges. According to the U.S. Census Bureau, more than 100,000 college-educated Minnesotans are working as retail salespeople, waiting tables and working as maids and janitors — all jobs that require a high school degree or less.

Here's another myth: You use your brain in jobs that require a college degree, but otherwise you're just swinging a hammer or a cog in a machine.

Anyone who believes that hasn't seen a modern manufacturing facility. The Charles Dickens-era stereotype of "dark, dirty and dangerous" is woefully out of date. Today's manufacturing plants are high-tech, safe, and often as clean as a doctor's office.

I recently visited Ultra Machining Co. in Monticello. The computerized numerical controlled (CNC) machines I saw there are operated by highly trained, mathematically sophisticated machinists. The parking lot is filled with late-model trucks — some pulling an ATV or boat — and machinists can opt for a work/life balance that includes a three-day weekend.

At the state-of-the-art Minnesota Carpenters Union training facility in St. Paul, I heard about the many complex

skills carpenters master, such as how to use computerized robotics and GPS to lay out building foundations and how to create negative air pressure environments to work safely in occupied hospitals. Yet the average age of those starting their four-year apprenticeships is 28.

“We’d like to get them at age 19,” says Kyle Makarios, until recently the union’s director of government affairs, “but young people don’t seem to see carpentry as a desirable, meaningful career. If they were exposed to its rewards in high school, we could attract them much sooner.”

Robert McLain, a 27-year-old HVAC technician, says he would have chosen his path earlier if he had known how rewarding and intellectually stimulating his work would be. Not one teacher or counselor at his large Minneapolis high school mentioned the trades as a career option, he says. So he drifted from job to job until age 24, then entered Hennepin Technical College’s two-year program, where he snagged one of the school’s many scholarships.

Today, he earns twice as much as a friend who has both a four-year degree and a \$44,000 debt, McLain says. He loves the constant problem-solving in advanced electronics, and the fact that “I never know what puzzles the day will bring.”

In 2014, the average loan debt of students at four-year Minnesota institutions was almost \$32,000, with a typical repayment cost, including interest, of almost \$58,000. In Minnesota, 1 in 9 higher-education borrowers has seriously delinquent student loan debt.

About half of Minnesota high school graduates enroll in a four-year college. But only 36 percent of full-time, first-time students at the state’s public four-year institutions graduate in four years from the school where they started. Fifty-five percent finish in five years. Fewer than two-thirds have completed their degree after six years.

Fortunately, educators, employers, unions, nonprofits and government entities are tackling our skills gap/workforce development challenges in innovative ways.

For example, school districts such as Alexandria, Shakopee, Burnsville and Rochester are revamping their curricula. The Northeast Minnesota Office of Job Training in Virginia offers an excellent program called “Career EdVenture” to area schools. The program provides a host of career planning resources, teaches about employers’ expectations and helps students plan their optimal individual career paths.

Meanwhile, employers are donating state-of-the-art equipment to technical colleges, starting their own world-class-level apprenticeship programs or forming industry associations to work together to solve their talent pipeline challenges. In greater Minnesota, where the workforce problem is most acute, whole communities are pulling together to attract and retain skilled workers and to ensure top-quality educational options for all students.

[TOP](#)

How the post-9/11 GI Bill will help veterans close America’s skills gap

How the post-9/11 GI Bill will help veterans close America’s skills gap

The Hill

By: Miquel Howe

7/18/17

With surprising bipartisan support in a divided national climate, politicians are finally starting to address the need for skilled workers by making much needed modernizations to the post-9/11 GI Bill.

According to the Student Veterans of America, nearly half of the veterans transitioning from military to civilian life enter higher education, and two-thirds of them are first generation college students. Research shows that one of the leading motivations for military service is the opportunity to receive a post-service education. Since the post-9/11 GI Bill was signed in 2008 by President George W. Bush, early reports have found a possible \$8 return for every \$1 spent, correlating to a positive economic impact.

Politicians like to talk about creating more jobs, but they do not necessarily like to talk about finding skilled workers for those jobs. This is not an “either or” challenge. The lack of skilled workers in the United States is as much a reality as the need to create more jobs.

Deloitte and the Manufacturing Institute expect that two million manufacturing jobs will go unfilled in the next decade unless something changes. These jobs represent the “new manufacturing,” which require higher skills and education than our parents and grandparents needed. Modern manufacturing requires engineers, computer scientists, and mathematicians.

Veterans are well-positioned to fill these vacancies, and these numbers underscore a steady flow of potential workers. The U.S. has approximately 3.2 million post-9/11 veterans. More than one million of them are in college. Around 100,000 veterans graduate from college every year. Two-thirds of veterans are leaving their first post-military job within two years. And 200,000 to 250,000 service members, including enlisted men and women and officers, will transition out of the military every year for the foreseeable future.

Congress is finally addressing the skills gap by modernizing the post-9/11 GI Bill. By expanding benefits for those seeking science, technology, engineering or math degrees and providing eligibility to Purple Heart recipients and reservists who served less than three years active duty, politicians are incentivizing these individuals to pursue degrees that are needed in the fast-paced economy.

While we applaud Congress for making these much needed changes, the onus now falls on higher education leaders and institutions to step up and recruit this valuable population of veterans. At the George W. Bush Institute’s national Stand-To convention in Washington last month, more than 300 people from corporate, government, nonprofit and education sectors together outlined areas of improvement for veteran transitions. In those discussions, there was resounding agreement that leading higher education institutions need to have a clearer understanding of who veterans are and how their leadership mindset and unique military skills can benefit the institutions.

There is a common misconception from many institutions that those serving in the military are poor students who do not graduate. According to Student Veterans of America, the opposite is true. Student veterans are more likely to graduate and have a higher GPA than non-student veterans. Research has also demonstrated that on campus, veterans bring global experiences, broad diversity, and commitment to service.

These are students adept at team building, resilient, entrepreneurial, mature beyond their years, and who exhibit leadership abilities tested under the most real world conditions imaginable. Aren’t these the same qualities we value in those competing for admission to our best universities? Aren’t these the type of students we want to see in our classrooms, student governments, on our athletic teams, and as alumni?

The close ties between higher education and industry should highlight to forward-thinking college administrators a simple truth. That is, if veterans represent a talent pool coveted by the nation’s employers, shouldn’t it follow that our universities also covet the more than 100,000 veterans who aspire to higher education each year?

Since 2009, veterans have earned more than 453,000 degrees and certificates using the GI Bill, but businesses are more inclined to recruit nonservice member graduates than graduating student veterans. There is a clear opportunity for both business leaders and higher education institutions to mutually recruit more veterans.

The modernization of the post-9/11 GI Bill is moving the benefit from a war-time bonus to a permanent incentive for serving your country. This is a giant step in the right direction. Let’s see if higher education institutions capitalize on these changes and start recruiting more veterans.

Can Trump resurrect U.S. aluminum, and who killed it anyway?

Can Trump resurrect U.S. aluminum, and who killed it anyway?

Reuters

By: Andy Home

7/16/17

Alcoa is bringing one of its U.S. aluminum smelters back from the dead.

The Warrick smelter in Indiana has annual capacity of 269,000 tonnes, its own coal-based power source and is integrated with a rolling mill.

None of which saved it from Alcoa's scramble down the cost curve in the face of falling prices, culminating in its permanent closure in January 2016.

That's different from what the industry calls a "curtailment", a temporary idling for possible restart.

But now, miraculously, Warrick is back and Alcoa will fire up three of the plant's five production lines, with capacity of 161,400 tonnes of aluminum. The other two will be classified as "curtailed".

The timing of this resurrection is politically charged.

The Trump administration is determined to curb imports of aluminum, along with steel, with the aid of some heavy national security artillery. The results of both so-called Section 232 investigations are pending.

And Alcoa, for one, "appreciates the actions the Trump administration has taken to address the challenges faced by the U.S. aluminum industry, including Chinese overcapacity".

The United States had 23 operating plants in 1998. It now has five, soon to become six. There is a little more than a million tonnes of capacity lying idled, ready for restart if the conditions are right.

However, most of the lost smelters are long past the point of resurrection, with plants dismantled and sites reclaimed.

China, with its massive aluminum sector and equally massive exports, stands accused, but the real smelter killers were much closer to home.

Price and Power

Alcoa's change of mind is in part down to the aluminum price, which has risen from below \$1,500 a tonne in January 2016 to more than \$1,900 today. It has done so, ironically, on the promise of Chinese capacity cuts.

But there is also a power supply dimension, Alcoa noting an agreement with local utility Vectren to operate one of the four on-site power generation units through 2023.

This, Alcoa says, "provides important clarity for the power portfolio at Warrick", albeit without providing a lot of clarity for the rest of us.

The key point, however, is that there is always a power dimension in the mix when aluminum smelters close or restart. They use a lot of it and profitability is determined primarily by the interaction of power and aluminum prices.

West Coast Killer

It was the breakdown in that relationship in 2000-01 that dealt the killer blow for the 10 smelters feeding off the power generated by hydroelectric dams in the Pacific Northwest of the United States.

One of the more interesting submissions to the Section 232 hearings on aluminum imports came from Tim Belden of EnergyGPS Consulting. Belden used the events of 2000-01 to underline the importance of power availability and price in determining smelter viability.

Those were the years now known as the Western U.S. Energy Crisis, when California was hit by blackouts and wholesale power prices went supernova. The price rises, Belden says, were "of a magnitude and duration that had never been seen before or since in any North American power market".

All ten aluminum smelters closed. Five never restarted. Two tried and failed. Only one, Alcoa's Intalco plant in Washington, is currently producing aluminum, albeit after multiple near-death experiences.

The West Coast power crisis was caused by a toxic combination of too little generation capacity, a chaotic pricing

model and the machinations of traders who manipulated the flawed system.

So, if you want to know who killed the northwest aluminum smelters, it was Enron.

That flawed company was at the front of the line for official sanction. In June 2003 it was stripped by the Federal Energy Regulatory Commission of some of its power and gas trading rights for its role in the crisis.

While Enron killed the West Coast smelters in 2000, bankers killed another batch a decade later.

The global financial crisis brought a collapse in aluminum demand as the U.S. automotive industry went into meltdown. Prices slumped and London-traded aluminum hit a low of \$1,279 a tonne early in 2009.

By the end of that year another four plants had halted production: Alcoa's smelters in Texas and Tennessee, Century Aluminum's Ravenswood smelter in West Virginia and Glencore's Columbia Falls smelter in Montana. The latter was a survivor of the earlier power crisis.

Another, Ormet's Hannibal plant in Ohio, limped on but never fully recovered and gave up the ghost in 2012.

It's the remaining nine plants, three of them still inactive, that are now fighting for survival against what is the relatively new threat of Chinese overproduction.

While China doesn't export aluminum in commodity form, it ships out a lot of semi-manufactured products, which displace demand for the rest of the world's producers, not least in the United States.

That could change if the Section 232 investigation results in import quotas or tariffs.

How much of the battered U.S. smelter sector could be brought out of mothballs?

Alcoa and Century between them are running only two of their combined five operating smelters at capacity. Including the two lines on standby at Warrick, idled capacity at active plants is about 420,000 tonnes.

There is another 640,000 tonnes of capacity at three inactive plants.

The New Madrid smelter in Missouri was last year bought out of bankruptcy by Swiss-based ARG International AG, led by former Glencore trader Matt Lucke, with the aim of restarting the 263,000 tonne a year plant.

Alcoa has idled capacity at Wenatchee in Washington, another "Enron survivor", and at Rockdale in Texas. Yes, the same Texas smelter that shut up shop in 2008. Alcoa closed permanently two of its six lines in 2012 but four, with capacity of 191,000 tonnes, are still primed for restart.

Old smelters, it seems, can sleep for a long time. But to awaken, they need the right power price as much as the right aluminum price.

And it is "competitive power" that will determine the extent of any U.S. aluminum smelter revival.

That is why Alcoa has been able to bring back Warrick.

"We were pleased to play an important role in helping make this a reality," said Carl Chapman, chairman, president and CEO of power utility Vectren.

It will likely determine ARG's success in bringing back to life what has been renamed that Magnitude 7 Metals smelter.

Missouri lawmakers passed a bill in May, freeing up utilities to enter longer-term, lower-priced supply contracts, offering the plant a potential lifeline.

The Trump administration wants more aluminum to be made in the United States, and import tariffs would tilt the playing field in that direction.

But when it comes to aluminum, "made in the America" needs to be powered in America – and that's down to local utilities, not national policy.

[TOP](#)

Closing Nevada's skills gap leads to working with competitors

Closing Nevada's skills gap leads to working with competitors

Las Vegas Review-Journal

By: Nicole Raz

7/19/17

State officials are working to implement a hearty apprenticeship program to address Nevada's skills gap.

Imagine a Nevada in which you can get paid to learn new in-demand skills — say to work in advanced manufacturing, or information technology, for example — even while maintaining another job.

But it's a no-go without employer buy in.

"The biggest challenge for every state is effective employer engagement," said retired U.S. Ambassador to Switzerland and Liechtenstein Suzi LeVine. LeVine and her husband, Eric, travel across the country "evangelizing" the Swiss-style of apprenticeship programs, as they put it. They stopped in Nevada over the weekend.

"If one company does it alone, then all of the other companies will just cherry pick the talent," said Eric LeVine, who is also CEO of CellarTracker. "How do you get enough companies doing it in a standard enough way that it makes sense for all of them, so they collectively are raising the talent pool?"

That is the question that Manny Lamarre, head of the Governor's Office of Workforce Innovation, is working to answer. Raising awareness is a start, he said.

"Apprenticeship programs have been proven to reduce turnover rates," Lamarre said. "It lowers costs of recruitment, it increases productivity, it closes the skill gap."

But a solid apprenticeship ecosystem in the state will require competitors to work together to help produce more talent.

Bill Ivie, regional human resources director for the Las Vegas branch of Utah-based Young Electric Sign Co., said working with competitors represents a shift in local business attitudes.

"It would be different, but it's not that much different from what unions do in sending employees to a range of employers," Ivie said.

The sign company manufactures electric signs, and trains employees who have no existing industry skills with a state approved apprenticeship program.

Their program consists of eight semesters, 72 hours each, covering eight subjects ranging from algebra to welding. Ivie estimates the company has 30 active apprentices currently.

Ivie said he agrees with the state's approach that apprenticeships are a way to address the challenges presented by a workforce positioned to not be able to meet employer demands.

Ivie said he is happy to work with competitors, and offered to do so about a year ago.

Education as currency

Nevada currently offers 81 apprenticeship programs, many of which were created over 20 years ago and most of which are in trade-oriented professions, like construction. On-the-job training is paired with classroom instruction.

Lamarre is working to recruit additional employers to create new programs and broaden the scope of industries to include health care, advanced manufacturing and information technology.

Other states, like Colorado, Washington and California had a head start in developing and implementing apprenticeships, but Nevada is well-positioned to catch up, the LeVines told the Review-Journal.

For example, Nevada is among a small set of states that have taken legislative action to lay the groundwork for a strong apprenticeship ecosystem, Suzi LeVine said.

And, Nevada is starting fresh.

“In some of the other states that we’ve seen, there’s a lot of different programs going on and a lot of stuff to reconcile,” Eric LeVine said. “Nevada is growing like crazy, crashed horribly during the recession, and is coming back from the recession really well. It just seems very nimble and very well timed.”

[TOP](#)

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