



Dual Training Competency Grant Annual Report

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About the Minnesota Office of Higher Education

The Minnesota Office of Higher Education is a cabinet-level state agency providing students/employees with financial aid programs and information to help them gain access to postsecondary education. The agency also serves as the state's clearinghouse for data, research and analysis on postsecondary enrollment, financial aid, finance and trends.

The Minnesota State Grant Program is the largest financial aid program administered by the Office of Higher Education, awarding up to \$180 million in need-based grants to Minnesota residents attending accredited institutions in Minnesota. The agency oversees tuition reciprocity programs, a student loan program, Minnesota's 529 College Savings Plan, licensing and early college awareness programs for youth.

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Introduction

In an effort to support the implementation of the Minnesota Private Investment, Public Education, Labor and Industry Experience (PIPELINE) Project, the 2015 Minnesota Legislature established the Dual Training Competency Grants (DTG) program ([136A.246](#)). Employers may apply for DTG awards to train employees in an occupation for which a competency standard has been identified in one of the four PIPELINE industries.

The PIPELINE Project is an initiative managed by the Department of Labor and Industry (DLI), in collaboration with the Department of Employment and Economic Development (DEED). The PIPELINE Project addresses current and future workforce needs by enhancing the number of skilled workers in the workforce through dual-training and registered apprenticeship programs. [Minnesota Laws 2014, Chapter 312, Article 3, Sec. 21](#) states the project “shall convene recognized industry experts, representative employers, higher education institutions, and representatives of labor” to define competency standards for occupations in four industries: advance manufacturing, health care services, information technology, and agriculture. More information about the PIPELINE Project can be found at www.dli.mn.gov/pipeline.asp.

The Office of Higher Education (OHE) is responsible for administering the DTG program in collaboration with DLI. Following the first round of grant awards, [Minnesota Statute 136A.246](#) was amended. Those amendments became effective on April 25, 2016 ([136A.246](#)). Subsequent grant rounds as well as any future grant rounds are awarded and administered under the amended statute. The first DTG round timeframe was approximately January 2016 through December 2016. The second round timeframe is approximately August 2016 through June 2017. The third, most recent, grant round will operate from approximately January 2017 to December 2017. The governing state statute indicates the DTG program is to:

make grants for the training of employees to achieve the competency standard for an occupation identified by the commissioner of labor and industry under section [175.45](#) and Laws 2014, chapter 312, article 3, section 21. "Competency standard" has the meaning given in section [175.45](#), subdivision 2. An individual must, no later than the commencement of the training, be an employee of the employer seeking a grant to train that individual. (Minnesota Statutes 136A.246, subdivision 1)

The statute also specifies that commencing in 2017, OHE shall submit a report annually by February 1 to the chairs of the legislative committees with jurisdiction over workforce policy and finance. At minimum, the report must include: (1) research and analysis on the costs and benefits of the grants for employees and employers; (2) the number of employees who commenced training and the number who complete training; and (3) recommendations, if any, for changes to the program. Item 1 will be addressed through wage and conferred credential information. Future reports will contain more detailed information about costs and benefits to employees and employers. Items 2 and 3 will be included in the report. All data included in this report is as of December 31, 2016.

Financial Overview

Total allocation for the DTG from 2016 and 2017 fiscal years was \$3,000,000. Of the allocation, up to \$130,000 was allowed for administrative costs. The total amount remaining for grant awards was \$2,870,000. Based upon current award amounts, the DTG has \$569,119.91 remaining for reapplications and/or new applications.

Analysis of grant application estimates, reported student population, and DTG remaining balance, revealed a need for an additional \$912,000 to allow students/employees from all current grant rounds to confer the credential they are seeking as part of the program. If no new grants were awarded, the \$569,119.91 in remaining funds could be used toward the \$912,000 amount needed; therefore, \$342,880.09 in additional funding would be needed to assist current students/employees in completing their programs of study. This amount may be further decreased by unspent funds from contracts that expired on December 31, 2016.

Table 1 Dual Training Grant Rounds Award Reconciliation

| | Original Awards | Current Awards | Reimbursement Payments | Awards Balance |
|-----------------|------------------------|-----------------------|-------------------------------|-----------------------|
| Round #1 | \$490,548.09 | \$380,880.09 | \$169,925.42 | \$210,954.67 |
| Round #2 | \$1,026,000.00 | \$1,002,000.00 | \$39,911.85 | \$962,088.15 |
| Round #3 | \$918,000.00 | \$918,000.00 | \$0.00 | \$918,000.00 |
| Total | \$2,434,548.09 | \$2,300,880.09 | \$209,837.27 | \$2,660,162.73 |

Table 1 reflects an awards balance total that is significantly higher than the \$569,119.91 balance remaining for additional awards. This is due to training providers (round #1) and grantees (rounds #2 and #3) taking time to submit invoices for reimbursement. In some instances, training providers and grantees wait until related instruction courses are complete for the given term before requesting reimbursement from the grant. In other cases, a high number of courses among a high number of students/employees has led to a longer timeline for grantees to administer invoicing.

Grantees/Employers

Employers or employer organizations that have dual training programs among an approved industry and occupation are eligible to apply for DTG. DLI approved competencies for the following occupations among four industries:

Industry: Advanced Manufacturing:

- Flexo Technician
- Machinist/CNC Operator
- Maintenance and Repair Worker
- Mechatronics
- Quality Assurance/Food Safety Supervisor
- Welder

Industry: Agriculture:

- Agronomist

- Mechanic, Industrial Truck
- Quality Assurance/Food Safety Supervisor
- Swine Manager
- Swine Technician (grown finish)
- Swine Technician (sow farm)

Industry: Health Care Services:

- Health Support Specialist
- Medical Assistant
- Psychiatric/Mental Health Technician In-Patient
- Psychiatric/Mental Health Technician Out-Patient
- Senior Living Culinary Manager

Industry: Information Technology:

- Security Analyst
- Service Desk/Front Line Support or Computer User Support Specialist
- Software Developer
- Web Developer – Back End
- Web Developer – Front End

If an employer does not have an established dual training program or has an occupation not currently approved; DLI is available for consultation about designing a program and adding occupations. Dual training programs must have formal instruction through a related instruction provider and on-the-job training through the employer. Related instruction must result in an industry recognized degree, certificate, or credential upon completion of the training. If the related instruction program is eligible for federal student aid, students/employees are required to complete a Free Application for Federal Student Aid (FAFSA).

Grantees are able to receive up to \$150,000 per year for 25 students, not to exceed \$6,000 per student. Grant funds may only be used for related instruction costs (tuition, fees, books, and required materials). For round #1, grant funds are sent directly to training providers. Grantees with annual revenue more than \$25,000,000 are required to pay training providers for 25% of costs prior to training providers requesting DTG funds. For rounds #2 and #3, grantees are reimbursed directly from the grant (minus 25% match, if required) after paying 100% of related instruction costs. In limited instances, rounds #2 and #3 grantees have provided documentation supporting that they are unable to pay for training in advance; therefore, training providers are able to receive payment directly from the grant.

Application Process

Employers or employer organizations submit DTG applications to address several criteria in Minnesota Statutes 136A.246, subdivision 4:

“(1) the projected number of employee trainees;

(2) the number of projected employee trainees who graduated from high school or passed the GED test in the current or immediately preceding calendar year;

(3) the competency standard for which training will be provided;

(4) the credential the employee will receive upon completion of training;

(5) the name and address of the training institution or program and a signed statement by the institution or program that it is able and agrees to provide the training;

(6) the period of the training; and

(7) the cost of the training charged by the training institution or program and certified by the institution or program. The cost of training includes tuition, fees, and required books and materials.”

Subsequently, grantee selection is based on factors related to these criteria:

Minimum Eligibility Requirements (pass/fail):

1. OHE receives the application on or before deadline date.
2. The application describes how the dual training program meets PIPELINE occupational competency standards identified by DLI.
3. Training will result in an industry recognized degree, certificate, or credential upon successful completion of the training.

Scoring Criteria (points):

1. The training accurately describes a robust and complete program – 40 Points
 - a. Description of the related instruction program from the Related Instruction Training Form from the training provider(s) – 15 Points
 - b. Qualifications of trainers meet industry recognized standards to instruct the student/employee to attain the competency standard - 10 Points
 - c. Description of on-the-job training – 15 Points
2. Per student/employee cost of training and employer match minimizes costs to student/employee – 15 Points
3. Student/employee will have additional employment opportunities as a result of the training – 15 Points
4. Projected increase in compensation for student/employee as a results of the training – 15 Points
5. The number of recent high school graduates to be trained as part of the dual training grant – 15 Points

Applications have been accepted for three grant rounds since the program was established in law.

Grant Deadlines:

Grant Round #1: November 16, 2015

Grant Round #2: May 22, 2016

Grant Round #3: September 23, 2016

Awards

A total of 55 DTG awards have been offered among 46 grantees throughout three grant rounds. Tables 2 through 4 depict grantee/employer, city, industry, award amount, and number of students for each DTG award. The industry listed correlates with the industry listed on the DTG application and may differ from the industry commonly associated with the grantee/employer.

- Advanced Manufacturing: AM
- Agriculture: AG
- Health Care Services: HC
- Information Technology: IT

Table 2 Dual Training Grant Awards – Round #1

| Grantee/Employer | City | Industry | Award Amount | # of Students/ Employees |
|-----------------------------|----------------|----------|---------------------|-----------------------------|
| Accurate Home Care, LLC | Otsego | HC | \$83,250.00 | 20 |
| Apex International | Chaska | AM | \$4,285.95 | 3 |
| Design Ready Controls | Brooklyn Park | AM | \$91,935.00 | 18 |
| Fairview Health Services | St. Paul | IT | \$96,505.50 | 25 |
| Hartfiel Automation | Eden Prairie | AM | \$9,453.60 | 2 |
| Holden Farms | Northfield* | AG | \$15,558.75 | 5 |
| Jones Metal | Mankato* | AM | \$5,176.00 | 1 |
| Kingsland Public Schools | Spring Valley* | IT | \$2,995.00 | 1 |
| Owens Corning | Minneapolis | AM | \$3,722.78 | 2 |
| Park Industries | St. Cloud* | AM | \$6,421.26 | 3 |
| Pequot Tool & Manufacturing | Pequot Lakes* | AM | \$109,670.00 | 22 |
| Rothgreaves & Associates | Long Lake | AM | \$4,859.25 | 2 |
| Schuneman Equipment Co. | Marshall* | AG | \$45,000.00 | 20 |
| UMC, Inc. | Monticello* | AM | \$6,000.00 | 1 |
| Xylo Technologies | Rochester* | IT | \$5,715.00 | 1 |
| 15 TOTAL Awards | | | \$490,548.09 | 126 |

Notes: Location followed by (*) indicates a Greater MN County.

Table 3 Dual Training Grant Awards – Round #2

| Grantee/Employer | City | Industry | Award Amount | # of Students/ Employees |
|---------------------------|-------------|----------|--------------|-----------------------------|
| Adhesive Label | New Hope | AM | \$24,000.00 | 4 |
| Anez Consulting, Inc. | Willmar* | AG | \$6,000.00 | 1 |
| AWT Labels and Packaging | Minneapolis | AM | \$48,000.00 | 8 |
| Cardinal Glass Industries | Northfield* | AM | \$12,000.00 | 2 |
| Computype, Inc. | Roseville | AM | \$24,000.00 | 4 |
| Cybex International | Owatonna* | AM | \$36,000.00 | 6 |
| Fairview Health Services | Minneapolis | IT | \$150,000.00 | 25 |
| Flexo Impression | Savage | AM | \$12,000.00 | 2 |
| Gauthier Industries | Rochester* | AM | \$12,000.00 | 2 |
| Greater Bemidji | Bemidji* | AM | \$150,000.00 | 25 |
| Hormel Foods Corporation | Austin* | AM | \$12,000.00 | 2 |

| | | | | |
|----------------------------------|-----------------------|----|-----------------------|------------|
| JBS | Worthington* | AM | \$120,000.00 | 20 |
| Jones Metal | Mankato* | AM | \$6,000.00 | 1 |
| K&G Manufacturing | Faribault* | AM | \$30,000.00 | 5 |
| MN.IT Services | St. Paul | IT | \$150,000.00 | 25 |
| Ornua Ingredients, North America | Byron* | AM | \$6,000.00 | 1 |
| Sage Electrochromics | Faribault* | AM | \$12,000.00 | 2 |
| Sappi Fine Paper | Cloquet* | AM | \$150,000.00 | 25 |
| SFC Global Supply Chain Inc. | Marshall* | AM | \$30,000.00 | 5 |
| UMC, Inc. | Monticello* | AM | \$6,000.00 | 1 |
| Viracon | Owatonna* | AM | \$18,000.00 | 3 |
| Yeager Machine, Inc. | Norwood Young America | AM | \$12,000.00 | 2 |
| 22 TOTAL Awards | | | \$1,026,000.00 | 171 |

Notes: Location followed by (*) indicates a Greater MN County.

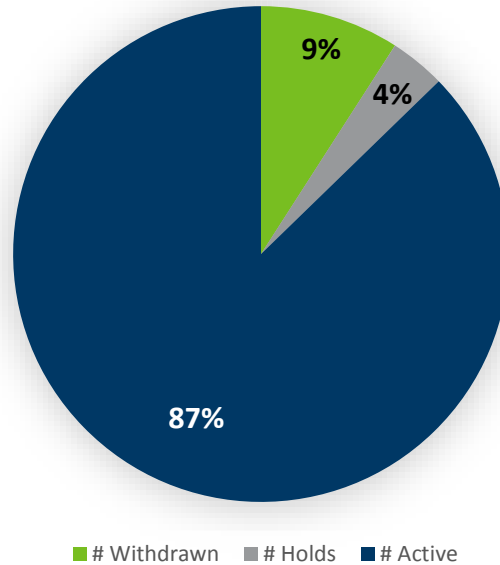
Table 4 Dual Training Grant Awards – Round #3

| Grantee/Employer | Location | Industry | Award Amount | # of Students/ Employees |
|-----------------------------------|---------------|----------|---------------------|-----------------------------|
| 3M (Alexandria) | Alexandria* | AM | \$6,000.00 | 1 |
| 3M (New Ulm) | New Ulm* | AM | \$12,000.00 | 2 |
| Amesbury Truth | Owatonna* | AM | \$6,000.00 | 1 |
| Bedford | Worthington* | AM | \$18,000.00 | 3 |
| Beltmann Relocation Group | Roseville | IT | \$36,000.00 | 6 |
| Care Providers of MN | Bloomington | HC | \$150,000.00 | 25 |
| Case New Holland Industrial Plant | Benson* | AM | \$48,000.00 | 8 |
| (RE) Design Ready Controls (AA) | Brooklyn Park | AM | \$6,000.00 | 1 |
| (RE) Design Ready Controls (MA) | Brooklyn Park | AM | \$42,000.00 | 7 |
| Dotson Iron Castings | Mankato* | AM | \$36,000.00 | 6 |
| Fairview Health Services | Minneapolis | IT | \$150,000.00 | 25 |
| IBI Data | Brownsdale* | IT | \$6,000.00 | 1 |
| Jennie-O Turkey Store | Faribault* | AM | \$6,000.00 | 1 |
| North Memorial | Robbinsdale | IT | \$150,000.00 | 25 |
| Reell Precision Manufacturing | St. Paul | AM | \$24,000.00 | 4 |
| Sappi Fine Paper | Cloquet* | AM | \$150,000.00 | 25 |
| Schuneman Equipment Co. | Marshall* | AG | \$30,000.00 | 5 |
| (RE) Schuneman Equipment Co. | Marshall* | AG | \$42,000.00 | 7 |
| 18 TOTAL Awards | | | \$918,000.00 | 153 |

Notes: Location followed by (*) indicates a Greater MN County. Grantee preceded by (RE) is a reapply from Grant Round #1. Design Ready Controls and Schuneman have two applications each, but are considered one grantee each.

Of the 55 awards, 5 awards were withdrawn by grantees due to the absence of participation among students/employees. Another 2 awards have been placed on hold to allow grantees additional time to identify employees who want to participate in a dual training program. A total of 48 awards were active as of December 31, 2016.

Figure 1 Dual Training Grant Award Summary



Students/Employees

Student/Employee population data is collected on three separate occasions: application; work plan and budget; and reports. During the application process, applicants are required to indicate how many students/employees will participate in the program. The number of students/employees listed during the application process are known as Awarded students/employees. Once an employer applicant is awarded a DTG, the grantee is required to identify students/employees through a work plan and budget document. These students/employees are recorded as Identified students/employees. Lastly, grantees are required to submit reports in June and December that list the dual training status of students/employees. Students/Employees listed on reports are known as Reported students/employees. Due to the grant timeline, only grantees within Rounds #1 and #2 have been required to submit reports as of December 31, 2016. Below is the breakdown among Awarded, Identified, and Reported students/employees for each grant round:

Table 5 Dual Training Grant Student/Employee Population – Round #2

| Grantee/Employer | Awarded | Identified | Reported |
|--------------------------|---------|------------|---------------|
| WITHDRAWN | | | |
| Accurate Home Care, LLC | 20 | 0 | 0 |
| Apex International | 3 | 3 | 3 |
| Design Ready Controls | 18 | 14 | 12 |
| Fairview Health Services | 25 | 25 | 24 |
| Hartfiel Automation | 2 | 2 | Not Submitted |

| | | | |
|--|-----|----|---------------|
| WITHDRAWN Holden Farms | 5 | 0 | 0 |
| Jones Metal | 1 | 1 | 1 |
| Kingsland Public Schools | 1 | 1 | 1 |
| Owens Corning | 2 | 1 | Not Submitted |
| Park Industries | 3 | 3 | Not Submitted |
| Pequot Tool & Manufacturing | 22 | 22 | 22 |
| WITHDRAWN Rothgreaves & Associates | 2 | 0 | 0 |
| Schuneman Equipment Co. | 20 | 20 | 20 |
| WITHDRAWN UMC, Inc. | 1 | 0 | 0 |
| Xylo Technologies | 1 | 1 | Not Submitted |
| TOTAL | 126 | 93 | 83 |

During grant round #1, four grantees withdrew from the grant prior to identifying students/employees (highlighted in grey): Accurate Home Care, Holden Farms, Rothgreaves & Associates, and UMC. Of the grantees that were required to submit reports by the deadline of December 31, 2016, four grantees did not submit reports (highlighted in red): Hartfiel Automation, Owens Corning, Park Industries, and Xylo Technologies.

Table 6 Dual Training Grant Student/Employee Population – Round #2

| Grantee/Employer | Awarded | Identified | Reported |
|---|---------|------------|----------|
| WITHDRAWN Adhesive Label | 4 | 0 | 0 |
| Anez Consulting, Inc. | 1 | 1 | 1 |
| AWT Labels and Packaging | 8 | 1 | 1 |
| Cardinal Glass Industries | 2 | 1 | 1 |
| Computype, Inc. | 4 | 2 | 2 |
| Cybox International | 6 | 5 | 5 |
| Fairview Health Services | 25 | 8 | 21 |
| Flexo Impression | 2 | 1 | 1 |
| HOLD Gauthier Industries | 2 | 0 | 0 |
| Greater Bemidji | 25 | 25 | 25 |
| Hormel Foods Corporation | 2 | 2 | 2 |
| JBS | 20 | 8 | 8 |
| Jones Metal | 1 | 1 | N/A |
| K&G Manufacturing | 5 | 1 | 1 |
| MN.IT Services | 25 | 25 | 25 |
| HOLD Ornua Ingredients, North America | 1 | 0 | 0 |

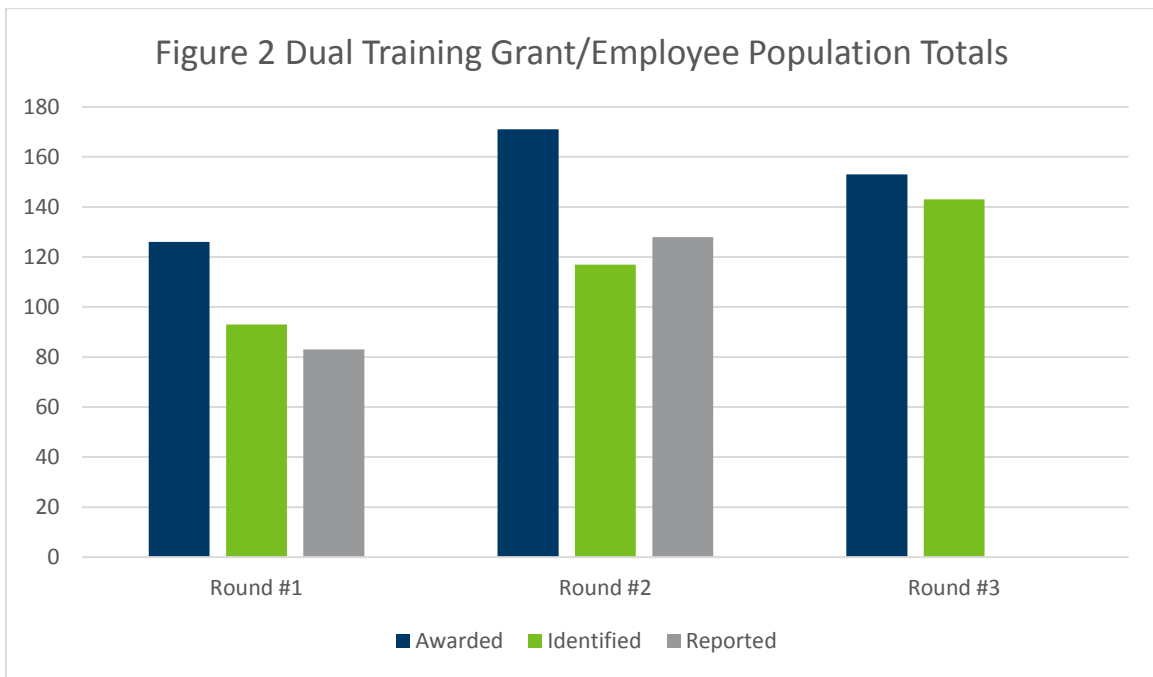
| | | | |
|------------------------------|-----|-----|-----|
| Sage Electrochromics | 2 | 2 | 2 |
| Sappi Fine Paper | 25 | 25 | 25 |
| SFC Global Supply Chain Inc. | 5 | 3 | 3 |
| UMC, Inc. | 1 | 1 | 1 |
| Viracon | 3 | 3 | 2 |
| Yeager Machine, Inc. | 2 | 2 | 2 |
| TOTAL | 171 | 117 | 128 |

During grant round #2, one grantee withdrew from the grant prior to identifying students/employees (highlighted in grey): Adhesive Label. Two grantees are in a hold status with the intention of identifying students/employees prior to June 30, 2017 (highlighted in green): Gauthier Industries and Ornuu Ingredients, North America. One grantee was in a hold status up until January 1, 2017; therefore a report submission was not applicable: Jones Metal.

Table 7 Dual Training Grant Student/Employee Population – Round #3

| Grantee/Employer | Awarded | Identified | Reported |
|-----------------------------------|---------|------------|----------|
| 3M (Alexandria) | 1 | 1 | N/A |
| 3M (New Ulm) | 2 | 2 | N/A |
| Amesbury Truth | 1 | 1 | N/A |
| Bedford | 3 | 3 | N/A |
| Beltmann Relocation Group | 6 | 5 | N/A |
| Care Providers of MN | 25 | 25 | N/A |
| Case New Holland Industrial Plant | 8 | 3 | N/A |
| (RE) Design Ready Controls (AA) | 1 | 1 | N/A |
| (RE) Design Ready Controls (MA) | 7 | 7 | N/A |
| Dotson Iron Castings | 6 | 4 | N/A |
| Fairview Health Services | 25 | 25 | N/A |
| IBI Data | 1 | 1 | N/A |
| Jennie-O Turkey Store | 1 | 1 | N/A |
| North Memorial | 25 | 25 | N/A |
| Reell Precision Manufacturing | 4 | 2 | N/A |
| Sappi Fine Paper | 25 | 25 | N/A |
| Schuneman Equipment Co. | 5 | 5 | N/A |
| (RE) Schuneman Equipment Co. | 7 | 7 | N/A |
| TOTAL | 153 | 143 | N/A |

Notes: Round #3 started January 1, 2017; therefore, a report submission was not applicable.

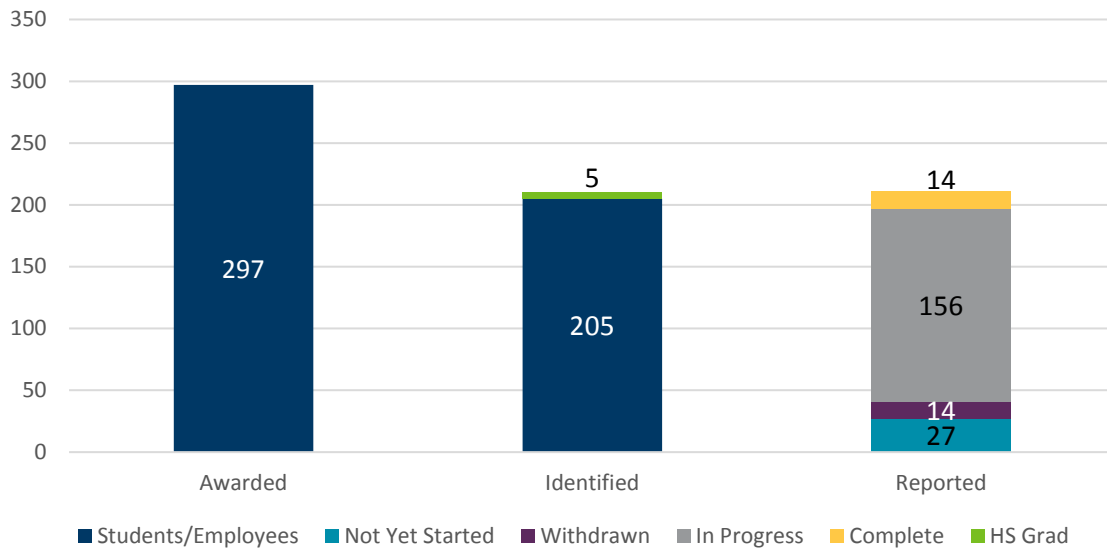


For grant rounds #1 and #2, the main obstacle for matriculating students/employees from the application process to starting programs (Awarded to Identified) was communicating about the DTG to students/employees. In several cases, grantees applied for the DTG without consulting students/employees about their willingness and availability to participate in the program. According to round #1 monitoring reports collected in October 2016, two grantees acknowledged difficulties among students/employees to balance education among work and home life. This obstacle led to some students/employees withdrawing from the program.

An important measurement to note is of the 210 identified students/employees during grant rounds #1 and #2, only 5 students/employees self-identified as being recent high school graduates during either 2015 or 2016 academic year. All other students/employees were previously established in the workforce and were seeking credentials, certificates and degrees for position advancement. Grant round #3 is estimated to have a maximum of two students/employees who recently graduated high school during the 2016 academic year. Some grantees with successful dual training programs have designed their programs to encourage incumbent workers to pursue additional training. At least one grantee with a successful program intends to end participation in the DTG due to the prioritization of recent high school graduates.

The next chart represents the student/employee population for rounds #1 and #2. Figure 3 includes dual training program statuses for reported students/employees: (1) not yet started, (2) withdrawn from the dual training program, (3) in progress, or (4) completed with all related instruction and on-the-job training.

Figure 3 Dual Training Grant Student/Employee Population
(Rounds #1 & #2)



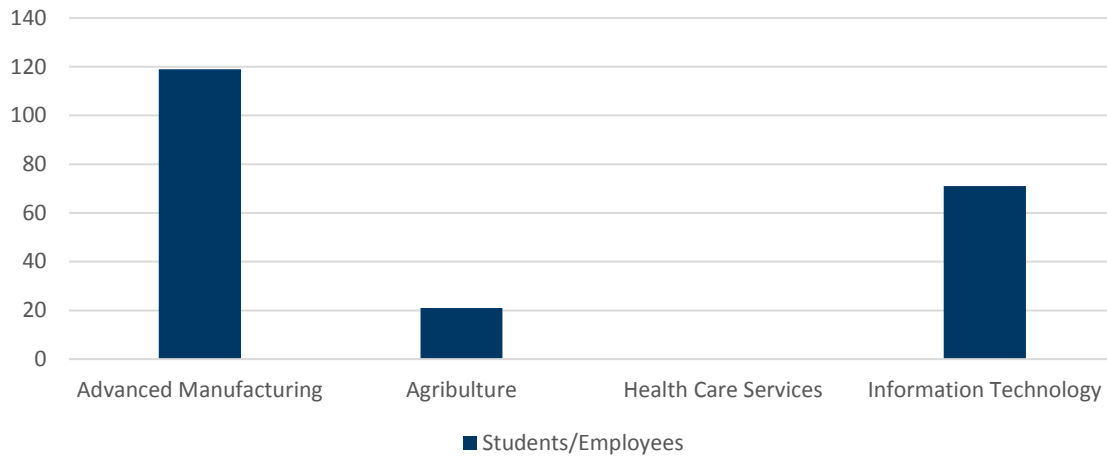
Wages

Pre-training and estimated post-training wage information was collected from employer applications and again from grantees through the work plan and budget process. Grantees for rounds #1 and #2 were asked to submit reports containing pre-training, current, and estimated post-training wage information. Overall, an average increase of \$0.62 per hour from pre-training to current wages for reported students/employees. The Advanced Manufacturing industry had the highest average increase of \$0.70. Information Technology had an average wage increase of \$0.60, and Agriculture had an average wage increase of \$0.26.

Industries and Occupations

Based upon reports submitted by Round #1 and Round #2 grantees, Figure 4 represents the division of 211 students/employees among industries:

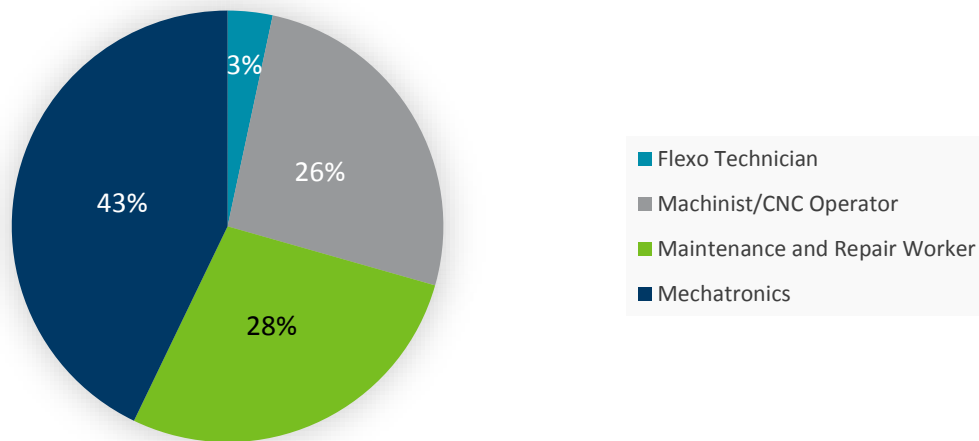
Figure 4 Dual Training Grant Reported Students/Employees per Industry (Rounds #1 & #2)



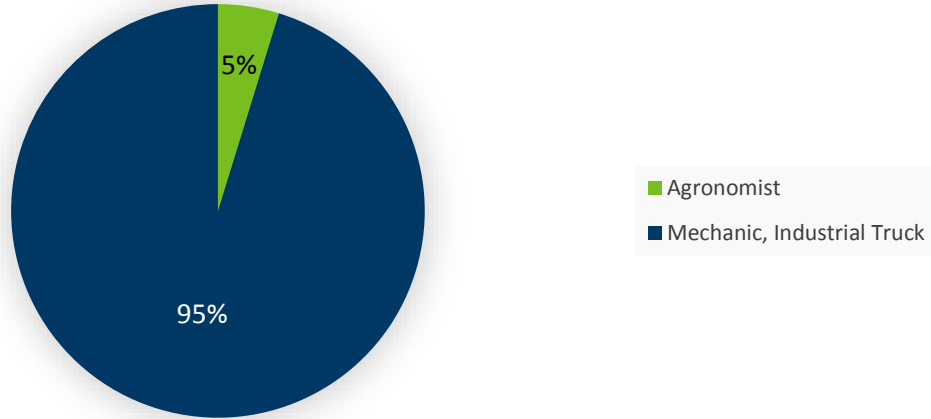
Rounds #1 and #2 did not have any applicants from the industry of Health Care Services. Both rounds did have grantees within the field of health care, but received grants under the industry of Information Technology. Some DTG industries operate within other industries; therefore, grantees apply under the industry that pertains directly to the students/employees. Round #3 does include 25 students/employees among one Health Care Services grantee.

The charts below represent the eight occupations within three industries that were comprised of reported students/employees:

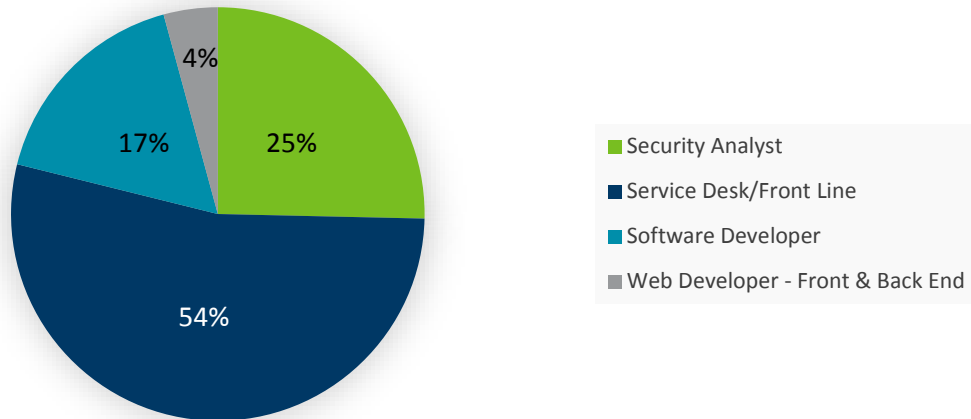
Figure 5 Advanced Manufacturing Dual Training Grant Reported Students/Employees



**Figure 6 Agriculture
Dual Training Grant
Reported Students/Employees**



**Figure 7 Information Technology
Dual Training Grant
Reported Students/Employees**



Related Instruction

Related instruction is formal training provided by qualified trainers to employees of grantees:

“The employer must have an agreement with a training institution or program to provide the employee competency standard training prior to the grant award. The training may be provided by any institution or program having trainers qualified to instruct on the competency standard. The Office of Higher Education and the Department of Labor and Industry must cooperate in maintaining an inventory of degree, certificate, and credential programs that provide training to meet competency standards. The inventory must be posted on each agency's Web site with contact information for each program by September 1, 2016. The postings must be updated periodically.” (Minnesota Statutes 136A.246, subdivision 3)

Grantees selected training providers based upon program offerings, ability to meet competencies, course location, course timing, and willingness to participate in the DTG. Training providers included higher education institutions and private educational companies. In a few cases, grantees and training providers worked together to create customized programs specifically for the DTG. A total of 23 related instruction training providers have entered into agreements with active grantees:

Table 8 Dual Training Grant Related Instruction Training Providers – Round #1

| Grantee/Employer | Training Provider(s) |
|--|---|
| Apex International | 1. Hennepin Technical College |
| Design Ready Controls | 1. Hennepin Technical College 2. Minnesota State University, Mankato |
| Fairview Health Services | 1. Global Knowledge 2. Intertech 3. Knowledge Peak 4. New Horizons |
| Hartfiel Automation | 1. Hennepin Technical College |
| Jones Metal | 1. South Central College |
| Kingsland Public Schools | 1. New Horizons |
| Owens Corning | 1. Hennepin Technical College |
| Park Industries | 1. St. Cloud Technical & Community College |
| Pequot Tool & Manufacturing | 1. PTM Incumbent Worker Training Program |
| Schuneman Equipment Co. | 1. John Deere University |
| Xylo Technologies | 1. New Horizons |

Table 9 Dual Training Grant Related Instruction Training Providers – Round #2

| Grantee/Employer | Training Provider(s) |
|----------------------------------|---|
| Anez Consulting, Inc. | 1. Ag Leader Academy 2. Farm Journal Corn College 3. University of MN Extension |
| AWT Labels and Packaging | 1. Flexographic Tech |
| Cardinal Glass Industries | 1. South Central College |
| Computype, Inc. | 1. Flexographic Tech |

| | |
|-------------------------------------|--|
| Cybox International | 1. South Central College |
| Fairview Health Services | 1. Knowledge Peak |
| Flexo Impression | 1. Flexographic Tech |
| Greater Bemidji | 1. Minnesota Innovation Institute |
| Hormel Foods Corporation | 1. Riverland Community College |
| JBS | 1. MN West Community and Technical College |
| Jones Metal | 1. South Central College |
| K&G Manufacturing | 1. South Central College |
| MN.IT Services | 1. CED Solutions 2. Collier IT 3. New Horizons |
| Sage Electrochromics | 1. South Central College |
| Sappi Fine Paper | 1. Lake Superior College |
| SFC Global Supply Chain Inc. | 1. MN West Community and Technical College |
| UMC, Inc. | 1. St. Cloud Technical & Community College |
| Viracon | 1. South Central College 2. Riverland Community College |
| Yeager Machine, Inc. | 1. Alexandria Technical and Community College 2. Ridgewater College |

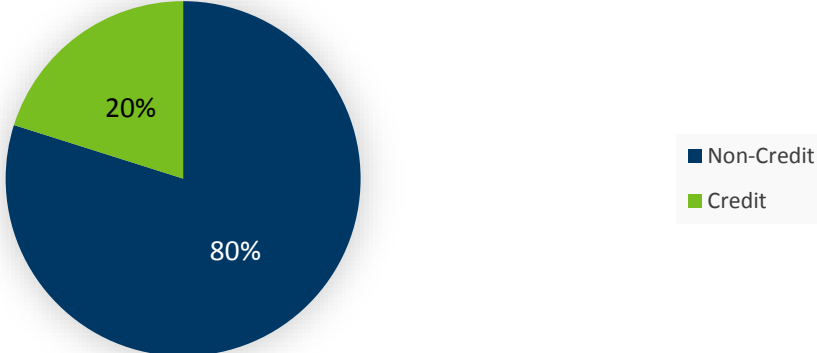
Table 10 Dual Training Grant Related Instruction Training Providers – Round #3

| Grantee/Employer | Training Provider(s) |
|--|--|
| 3M (Alexandria) | 1. Alexandria Technical College |
| 3M (New Ulm) | 1. Ridgewater College |
| Amesbury Truth | 1. South Central College |
| Bedford | 1. MN West Community and Technical College |
| Beltmann Relocation Group | 1. New Horizons |
| Care Providers of MN | |
| Case New Holland Industrial Plant | 1. MN West Community and Technical College |
| (RE) Design Ready Controls (AA) | |
| (RE) Design Ready Controls (MA) | 1. Minnesota State University, Mankato |
| Dotson Iron Castings | 1. South Central College |
| Fairview Health Services | |
| IBI Data | 1. Riverland Community College |
| Jennie-O Turkey Store | |
| North Memorial | |
| Reell Precision Manufacturing | 1. Century College |
| Sappi Fine Paper | |
| Schuneman Equipment Co. | |
| (RE) Schuneman Equipment Co. | |

Notes: Grantees that have not yet signed training agreements with training providers were left blank in the table.

According to December 31, 2016 reports from grantees, a majority of students/employees did not participate in courses measured by credits. Of the students/employees who did participate in credit based related instruction, 460 total credits were earned among 39 students/employees, averaging about 12 credits per student. The maximum number of credits earned was 28, and the minimum number of credits earned was 3. The substantial range among credits earned is due to the varying lengths and levels of enrollment. Figure 8 is a comparison between reported students/employees (In Progress and Completed) enrolled in credit based versus non-credit based programs:

**Figure 8 Dual Training Grant
In Progress & Completed
Students/Employees
(Rounds #1 & #2)**



Of the 14 students/employees who have completed all related instruction and on-the-job training, four students/employees have received a credential and ten students/employees were not required to receive a credential. 156 students/employees are still considered as having a dual training status of in progress and are working toward a conferred credential.

On-the-Job Training

Each grantee has the flexibility in designing schedules for on-the-job training. A grantee does not need to ensure that students/employees complete a minimum number of tasks or hours. Grantees are required to design and administer on-the-job training tasks that will encourage students/employees to obtain employer and occupation-specific competencies. On-the-job training data collected through grantee reporting focused on competencies to ensure that training activities were meeting the standards of the DTG. Of the total 211 reported students/employees, 159 (75%) began at least 1 hour per week in on-the-job training. Students/employees who had not begun on-the-job training were either withdrawn, had not yet started, or were progressing through the program.

Recommendations

One goal of the DTG program is to assist students/employees in conferring a credential, certificate, or degree. During orientation meetings, a majority of Round #3 students/employees expressed concerns about completing their programs through the use of the DTG. At minimum \$342,880.09 would need to be added to the current available award amount of \$569,119.91 to allow for students/employees from

all three grant rounds to complete their programs. A recommendation would be to at minimum fund re-apply applications for all current grantees. Below are two student testimonials that express the importance in completing their programs:

I completed 4 years of college in pursuit of a degree in Public Administration. As I neared the completion of this program I found entry level positions in the related field were in short supply. Participation in this Dual Training Program has allowed me to pursue an alternative career with immediate employment without incurring additional college debt. I enjoy learning each day and appreciate the opportunity associated with this program.

– Round #1 Advanced Manufacturing Student/Employee

I am a veteran of the US Military. I pursued a degree in aerospace engineering through funding from the GI Bill. Due to two separate personal health problems and the depletion of GI funds I was unable to complete my degree. I found myself without the education or work experience to enter a life-long career. The Dual Training Program gave me the opportunity I needed to gain knowledge and experience within the workplace.

– Round #1 Advanced Manufacturing Student/Employee

After reviewing and administering the DTG application and orientation process, a second recommendation would be to increase communication and outreach efforts. A majority of grantees had limited knowledge and expectations about the DTG process. Therefore, several grantees were not prepared for the general administration of the grant. In addition, students/employees did not fully comprehend the time commitment to earn a credential, certificate, or degree while maintaining employment.

Time has been the single greatest challenge. All of the students are production employees who are essential to our company throughout. This has impacted available time for dedicated training.

– Round #1 Grantee

A final recommendation would be to establish a funding source to support grantees in the setup and/or administration of dual training, including both related instruction and on-the-job training. A majority of grantees did not have dual training programs established prior to learning about the DTG. Employers are supportive of the dual training model but may not have the necessary resources to adequately support dual training. The quality of dual training could be greatly increased if grantees had access to funding for the setup and/administration of dual training. When asked to submit a monitoring report, a round #1 grantee specifically acknowledged this modification:

Reimbursement of program development costs would greatly improve our ability to increase employee competencies in an accelerated timeframe. This could include dedicated equipment purchases, dedicated training software, and curriculum development. Availability of these funds should be contingent on verified employer in-kind contributions to the training process through trainee wages, etc.

– Round #1 Grantee

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