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**Case Study: The Regional Precision  
Manufacturing Partnership in  
Hampden County, Massachusetts**

By Russel Eckel, Navjeet Singh, and Lisa Soricone

October 2011



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**Partners**

Regional Employment Board of Hampden County, Inc.  
Western MA Chapter of the National Tooling and Machining Association  
Springfield Technical Community College  
Holyoke Community College  
Asnuntuck Community College  
University of Massachusetts Amherst  
Economic Development Council of Western Massachusetts  
World Institute for Strategic Economic Research  
Westfield Vocational Technical High School  
Chicopee Comprehensive High School  
Pathfinder Regional Vocational Technical High School  
Smith Vocational & Agricultural High School  
William J. Dean Technical High School  
Roger L. Putnam Vocational Technical High School  
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**Authors**

Russel Eckel, Navjeet Singh, and Lisa Soricone

**Layout and Art**

Laurinda O'Connor

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### Regional Precision Manufacturing Partnership (RPMP).



**Standing, Back Row:** Buck Upton, Pioneer Tool Supply; Craig Moore, Consultant; Larry A. Maier, President, Peerless Precision, Inc.; Robert G. Kispert, Director of Federal and University Programs, John Adams Innovation Institute; Jeffrey P. Hayden, V.P. for Business and Community Services, Holyoke Community College. **Standing, Front Row:** Eric D. Hagopian, President, Hoppe Tool; James D. Capistran, CUMIRP Director, UMASS; David M. Cruise, WCTF-PMTP Project Coordinator, REBHC; Allan W. Blair, President & CEO, Economic Development Council of Western MA; Susan M. Kasa, President, Boulevard Machine & Gear; Thomas Langevin, Applications Engineer, REBHC; **Seated:** Robert C. Holub, UMass Chancellor; Ed Leyden, President, Ben Franklin Design & Manufacturing, President, WMNTMA; John William Ward, President & CEO, REBHC; Gregory Bialecki, MA Secretary of Housing & Economic Development.



# Case Study: The Regional Precision Manufacturing Partnership in Hampden County, Massachusetts

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## INTRODUCTION

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The field of workforce development relies heavily on partnerships as the preferred structure for delivering workplace as well as community-based programs. Both public and private funding sources are increasingly inclined to require collaborative approaches to programming, as partnerships combine the multiple perspectives and varied resources that can support more effective workforce development efforts. To enhance our understanding of how industry needs can be met through the partnering of public and private sector entities, it is helpful to look at the experience of one such partnership, the Regional Precision Manufacturing Partnership (RPMP) in Western Massachusetts. The experience of this manufacturing partnership provides a good example of how an industry-led partnership addressing a serious workforce development challenge engaged with educational and workforce development organizations to influence regional educational and workforce development systems. The employers in the precision manufacturing industry recognized a serious workforce need, organized themselves to address these needs and by collaborating with vocational schools, colleges and public organizations, such as the the Regional Employment Board of Hampden County, leveraged multiple sources of funding to address their goals.

In presenting an example of a workforce development partnership, this paper:

- Provides a brief background that led to the formation of the Regional Precision Manufacturing Partnership in Hampden County, Massachusetts;
- Describes the actions and behavior of key agents that led to the formation of the partnership;
- Provides information about the partnership, including its goals and performance outcomes;
- Documents the role of other partners in the partnership's success;
- Provides insight into the question of sustainability of the partnership; and
- Draws lessons from the partnership.

## RESEARCH METHODOLOGY

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Our findings and analyses are based on a series of one-on-one interviews with ten employers and two education and training providers in December 2009 and January 2010. All of those interviewed are active members of the Regional Precision Manufacturing Partnership.



Two of the active employer partners, including the former and current president of the Western Massachusetts chapter of the National Tooling and Machining Association (WMNTMA), were interviewed on two separate occasions. The partnership coordinator, an employee of the Regional Employment Board of Hampden County (the REB), was also interviewed on multiple occasions.

In addition, eight partners, including two employer partners not involved in the interviews, completed a survey questionnaire about their experience as members of the partnership.

## BACKGROUND

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For several generations, precision machining and machine tool industries have played a critical role in the economic life of Western Massachusetts, especially the Pioneer Valley. This region has a long history as the home of manufacturing firms including the Springfield Armory and Smith and Wesson. A large precision machining industry and machine tool cluster have supported the aircraft and aerospace industries providing customized parts and tooling for firms such as United Technologies Corporation and Boeing Company.

Several years ago, however, deindustrialization began to reshape the economic landscape as manufacturing declined. Our interviews revealed the following challenges:

- The structure of the market for precision machined parts and components has been shifting as larger Original Equipment Manufacturers (OEMs) have left the area or gone out of business. Many local firms had long-standing relationships with these OEMs, either as primary or secondary suppliers, and the shifting market added uncertainty to the future of individual firms.
- The need to invest in technology has been growing. Competition from other regions and/or other countries is making it necessary for firms to invest in new product/process technology and automation to lower manufacturing costs.
- Persistent volatility in demand from the aircraft and aerospace industries and an inability to diversify product markets beyond those industries has increased uncertainty for future sales and revenues.
- A shortage of skilled labor threatens to constrain growth opportunities. The aging skilled labor force exacerbates this shortage.
- An outdated education and training infrastructure limits opportunities to address the growing skills shortage.
- A negative public image of manufacturing limits the number of young people considering this sector.
- Intense competition among the manufacturing firms has made it difficult to generate shared strategies to address mutual challenges.



## FROM RECOGNITION TO ACTION: THE EMERGENCE OF THE REGIONAL PRECISION MANUFACTURING PARTNERSHIP

In the past, regional manufacturing owners' efforts to manage their own skills shortage typically meant enticing skilled employees away from one another. This method does not, however, address the longer-term, growing need for a new and reliable source of skilled labor. By 2006, it had become clear to Western Massachusetts precision manufacturing employers and a few public sector leaders that this problem could not be solved at the level of the individual firm. The absence of a reliable skills pipeline was a systems problem.

At this critical moment, sufficient leadership emerged to drive change. Larry Maier, President of Peerless Precision, Inc. describes his motivation for participating in the partnership.<sup>1</sup>

*“Western Massachusetts and the nation are now facing a critical shortage of skilled labor. Concerned groups include the Department of Defense, the Aerospace Industries Association, the National Defense Industrial Association and the National Tooling and Machining Association, and they are treating this as one of the most critical threats to our national security and our way of life. The problem covers the entire pipeline from highly skilled machinists who can operate the high-tech equipment utilized in today’s manufacturing to degreed engineers. If we do not find and commit to a solution we will no longer be able to compete on the world stage, both economically and militarily.”*

No single firm could address the systemic weaknesses underlying the skills shortage, and the industry itself seemed to lack the institutional capacity to seriously address the issue on its own. By challenging himself and his peers in the industry to “find and commit to a solution,” Mr. Maier helped to convince industry leaders and other business owners to rally behind him. Other owners, including Eric Hagopian at Hoppe Tool, Ed Leyten at Ben Franklin Design and Manufacturing Co. and Jack Mitchell at Mitchell Machine, Inc., also saw a need to act in concert. Below, Mr. Maier frames the initial “value proposition” that would become the mission of the Regional Precision Manufacturing Partnership.

*“We did not start with an ‘ask.’ We started with a statement of a need for people to do unfilled high-paying jobs in a vital, dynamic, and growing industry. We educated. We attended roundtables held by two different Massachusetts governors, testified at hearings held by state legislators, and conducted roundtables between industry leaders and legislators. We talked to local mayors, school superintendents, principals, and guidance counselors. We placed industry people on advisory committees of every manufacturing technology program in the area (both high school and community college). We met with the Massachusetts Manufacturing Extension Partnership (MassMEP) and the Regional Employment Board (REB). And we met with our Congressional representatives and their aides. We accomplished this with PR campaigns designed to attract media attention to our need for people. None of this was done with paid lobbyists, consultants or marketing people. As owners of small businesses we did not have time to do any of this, but we could not afford not to.”*

<sup>1</sup> Business West.com *Manufacturing and Industry*, April 14<sup>th</sup>, 2008.



The employer-owners revived the dormant Western Massachusetts chapter of the National Tooling and Machining Association to organize the manufacturing companies in the region and launch their advocacy efforts. This industry group also formed the core of the broader partnership with local educational institutions and public organizations that subsequently became the Regional Precision Manufacturing Partnership.

## THE KEY ROLE OF EMPLOYERS: THE CHAPTER

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The Western Massachusetts chapter of the National Tooling and Machining Association or the “Chapter” is a stand-alone organization of member firms engaged in manufacturing in Western Massachusetts. With new leadership, the Chapter worked to raise the visibility of manufacturing while simultaneously recruiting new member firms.

The Chapter launched a community awareness campaign along with a drive to reorganize the region’s vocational education system. The negative image of the industry contributed to the skills shortage, since neither parents nor students considered manufacturing to be a viable career option. The Chapter initiated what would turn out to be a successful community education and public relations campaign in an effort to make the case that the manufacturing sector was a viable and worthy career choice for talented young people.

In addition to negative perceptions about careers in manufacturing, the Chapter recognized problems within the vocational career education system. The region’s vocational schools, reflecting both industry needs (in the 1980s) and public perception, had cut back on investments in machining programs, making this choice of study even less attractive and accessible. Educational leaders and school officials were not used to thinking of manufacturing firms as representing a broader industry sector, nor were educators ever encouraged to think regionally or at a systems level. They were only addressing specific local skill needs. Consequently, as local manufacturing companies downsized, the vocational school response to local skill needs was naturally scaled down as well. In 2007, the Chapter identified the need to create a **regional vocational and technical training system**, which became a central focus of the activities of the Regional Precision Manufacturing Partnership.

The Chapter clearly articulated its key principles and goals in its strategic plan. The capacity to influence public policy is in part the result of the success of the Chapter as an institutional actor working in partnership with other regional institutions such as the Regional Employment Board of Hampden County, to bring resources to the industry and effect systems change. Notably, the Chapter as an organization acted capably as an independent agent and collective voice of employers as it had both re-invented itself and created the capacity for local manufacturers to:

- Develop a clear mission statement accompanied by goals and objectives representative of the sector as a whole;
- Attract new members and resources;
- Articulate the interests, needs and concerns of the sector to the public and policy makers;
- Promote the overall economic health of the sector;
- Provide for leadership succession;



- Earn the respect of other regional institutions; and
- Affect local, regional, and state policies that impact the sector.

**Western Massachusetts chapter of the National Tooling and Machining Association Principles**

- Record growth in their present business has created a new-found confidence in the members' perception of their global competitiveness, and provided the impetus for long-term investment decisions.
- In order to grow their business in an innovation economy, [members] must develop new partnerships, embrace new technologies and business models, seek out new markets, and develop practical ways to insure the availability of a qualified workforce that can take them to the next level of excellence.
- On-going dialogue and deliberation, transparency, partnering for solutions, sharing technologies and operational strategies, and cross-fertilization of ideas and operations will benefit individual member companies and the high technology precision manufacturing industry as a whole.

**WMNTMA Goals for 2009-2010**

- Goal 1:** Increase industry wide awareness of the Pioneer Valley Region as an innovative and agile high technology precision manufacturing region.
- Goal 2:** Strengthen cluster development and increase business competitiveness.
- Goal 3:** Build a well-educated technologically skilled workforce.

The Chapter engaged with the Regional Employment Board of Hampden County, the designated workforce board for the region, to obtain funding. The first grant from the Massachusetts Technology Collaborative's John Adams Innovation Institute (see Table 1: Grants Supporting the Regional Precision Manufacturing Partnership), titled Regional NetWorks (RENEW), was critical in providing seed capital for capacity building for manufacturing companies in the region – research, a website for the Chapter, formal links with educational institutions and new staff, a full-time project coordinator at the REB. From all accounts, it was significant that this first grant included funding for a staff person located at the REB. David Cruise, the person hired in this position, assumed a key role as coordinator for the partnership. According to survey and interview responses, the partnership benefited enormously from his leadership abilities as well as practical skills and abilities in strategic planning, facilitation and mediation and grant writing.



The research funded under this first grant confirmed what business owners knew from experience - that the supply of skilled workers was not meeting the demand and that with time the problem would get worse if left unattended. Several business owners interviewed for this report mentioned surprise at what the research revealed about the scope of the problem. The research findings galvanized support among employers and spurred interest for further dialogue with public officials and the Regional Employment Board of Hampden County. The research also provided details of workforce needs enabling the industry to engage with educational institutions and develop a formal agreement with them.

## THE PARTNERSHIP: GOALS AND OUTCOMES

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In 2007, the REB, in partnership with the Chapter, regional vocational technical schools, regional community colleges and the Economic Development Council of Western Massachusetts applied for funds to offer training for incumbent workers and for developing a pipeline of new workers. This second and much larger grant for the Precision Manufacturing Training Project (PMTP) (see Table 1), with the Regional Employment Board of Hampden County as the lead partner, was secured from the Massachusetts Executive Office of Labor and Workforce Development's Workforce Competitiveness Trust Fund (WCTF), administered by Commonwealth Corporation and included goals beyond the training of individuals. The WCTF grant had the following goals:

- **Goal 1:** To provide training in Machine Tool Technology to 40 unemployed/underemployed individuals.
- **Goal 2:** To establish 40 training slots per year to provide skills enhancement to 60 incumbent workers, increasing the industry's capacity to penetrate highly specialized and complementary markets.

The employer partners included: TellTool, Hoppe Tool, WGI Berkshire Industries, B&E Tool, Smith and Wesson, Savage Arms, Lenox, Poplar Hill Machine, DFF and Peerless Precision. Other members of the Regional Precision Manufacturing Partnership were the Franklin/Hampshire Regional Employment Board, Western MA Chapter National Tooling & Machining Assoc., Springfield Technical Community College, Asnuntuck Community College, Greenfield Community College, MA Career Development Center, Westfield Vocational Technical High School, Pathfinders Regional Vocational Technical High School, Smith Vocational and Agricultural High School, Chicopee Comprehensive High School, and Roger L. Putnam Vocational Technical High School.

In addition to the two specific training goals listed above the project also aimed to create significant system changes including:

- Create true (industry) cluster development that will allow for cluster-wide innovation and expansion resulting in increased market share on the regional, national and international levels;
- Increase the industry's transformative capacity to penetrate specific markets in highly specialized and complementary markets including medical devices, alternative energy, communications manufacturing, as well as fabrication of advanced materials for nano-manufacturing;



- Develop companies' ability to quote on additional work, given that the increase in the quality and quantity of workers will provide the impetus for long-term investment decisions throughout the precision manufacturing industry in the Pioneer Valley Region; and
- Herald the beginning of a new, collaborative approach to determining the best way to position member firms to align their current plan of operations, increase market share and generate sustainable growth in an innovation economy.

The partnership also identified the following concrete ways businesses would be impacted as a result of successful training:

- Reduction in error, scrap and re-work;
- Modest increase in initial productivity and efficiency with incremental improvements as the new employees become more productive;
- Reduction in the lead time to set-up the equipment and controls for the short, highly engineered production runs that characterize the precision machining production flow;
- Reduction in new employee recruitment costs, and in particular the costs involved in initial employee orientation to company protocols and operational procedures;
- Increased ability to quote on new work to expand plant operation capacity & improve profit margins;
- Increased ability to identify new & complementary market niches for future penetration; and
- Reduction in over-the-shoulder training time to move entry level employees to productivity status.

These goals for both training and business impact outcomes were ambitious, reflecting a growing confidence within the partnership. The outcomes achieved with Commonwealth Corporation and WCTF funding for the partnership are especially significant because they were achieved during a major recession:

- 134 workers trained including 86 incumbent workers;
- 30 workers enrolled found new employment;
- Of the incumbent workers 36 received a wage increase, 9 received a promotion; and
- A new one year certificate in program in Mechanical Engineering was developed at Springfield Technical Community College.

Subsequently, in 2008, the partnership operating as the Precision Manufacturing Regional Alliance, received another award from the John Adams Innovation Institute to undertake cluster development and expand sector markets, transform industry capability and build workforce infrastructure to enable the companies to move up the supply chain, and respond to specialized market demands (see Table 1). Writing an article titled, "Building Coalitions," for *Manufacturing Engineering* on February 10, 2009, Larry Maier took stock of the importance of the partnership's successes, many of which were made possible by the resources secured in 2006 and 2007:



- In the school year ending June 2008, enrollment in manufacturing technology programs at 5 area vocational high schools had grown by 27% when compared to the previous school year. Enrollment went from 71% to 90% of capacity.
- A sixth vocational high school resurrected a manufacturing technology program after terminating it six years earlier. In its second year (2008-2009 school year), there were 100 applicants for 16 ninth grade slots.
- Two schools have been asked to increase their capacity for students to meet the demand by students and the needs of industry.
- Springfield Technical Community College's manufacturing technology program has grown from enrollment of 10 per year to 100, with 50% of the students still in their 20s.
- Over 700 incumbent employees at area manufacturing companies have enrolled in free, voluntary evening courses designed to upgrade their skills.
- Through the Massachusetts state legislature, the Governor, and various state grant programs, over one million dollars has been awarded for pipeline awareness programs, as well as incumbent workforce training.
- Through local golf outings, bike rides, bond issues, and a federal earmark, more than one million dollars has been raised for manufacturing-equipment upgrades and purchases at local vocational high schools.
- Through the SME (Society for Mechanical Engineers) Educational Foundation and Siemens Corp, over \$14 million in state-of-the-art computer hardware and software was installed into the manufacturing technology department of one of the local vocational high schools.
- Six regional vocational and technical high schools have largely eliminated historical and geographical service boundaries as most now work collaboratively to offer a regional manufacturing technology education and training and STEM system along with Springfield Technical Community College.
- The Regional Employment Board of Hampden County, the Chapter, and other public economic development agencies have created a resilient network of partnerships supporting the continued growth of the precision machining sector in the pioneer Valley.
- The Western Massachusetts chapter of the National Tooling and Machining Association has nearly doubled its membership.

These successes include and highlight systems change outcomes, most notably the successes associated with upgrades to the region's vocational training schools and the new program at Springfield Technical Community College. In particular, the \$14 million in products and in-kind services offered by the Society of Manufacturing Engineers Foundation and the Siemens Corporation illustrate how an effective partnership can leverage its social capital in concrete ways.

By the end of the second year of partnership activities, the partners began to reap the fruits of their collaborative efforts. Individual firms benefited from the sizeable investment in work-place training, allowing many firms to upgrade incumbent workers skills and the skills of entry-level employees. These investments in human capital allowed several partners to



strengthen their competitive position during the worst recession in manufacturing in 30 years.

The parties involved with the Regional Precision Manufacturing Partnership in Hampden County have also demonstrated an ability to secure funding for important initiatives. The ability to engage successfully in fundraising is itself a demonstration of the organizational capacity of a public/private partnership. Starting in 2006 and continuing in 2010, the partnership has been able to raise enough funds to reach a critical mass of activity addressing the originally defined work force training needs.

## **SUSTAINABILITY AND FUTURE ACTION**

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In addition to the leadership, private sector engagement, and development of resources evident in this particular partnership, another factor in their progress is that the key players involved in the launch phase of this partnership shared an urgent desire to succeed. Their level of commitment stems from highly motivated individuals willing to do the hard and mostly unheralded work of building a partnership. This level of personal and collective motivation sprang from both the recognition of powerful threats in the external business environment and the joint acknowledgment among business owners that old solutions were counter-productive to their success as members of the industry.

The parties learned how to work together, build confidence in their collective abilities and build trust among the owners themselves and also between owners and public sector officials. One might assume that participants involved in a public/private partnership may want to avoid confronting difficult issues while perhaps also minimizing apparent conflicts on the theory that organizations need to strengthen relationships and build rapport during the “fragile” early stages of development. However, in the case of the members of the Regional Precision Machining Partnership, ambitious goals were set very early on and a great deal of work was done while the group simultaneously established a group rapport and a set of working principles.

In today’s uncertain business and political environment, it is hard to predict the future of an organization such as the Regional Precision Manufacturing Partnership. Will the partners continue to find the leadership required to sustain an effort of this nature? Will these same partners continue to harvest new resources?

An interesting and important shift appears to be underway as the partnership evolves. During the first four years of the partnership, its initial focus was on workforce development. Now the partners are moving into other areas such as business development, innovation and technology development. This maturation of the partnership suggests the partners have gained confidence and trust in their collective enterprise; the employer partners have obviously recognized the value of collective action and shared costs and have committed to a cooperative and collaborative effort to grow the sector.



**Table I.**  
Grants Supporting the  
Regional Precision  
Manufacturing  
Partnership

Year	Grant	Purpose
Spring 2006	John Adams Technology Innovation Award \$150,000	Capacity building, research, and planning
Winter 2007	Workforce Competitiveness Trust Fund Training Award \$400,000	Workforce development including training for unemployed individuals and incumbent workers
Spring 2008	John Adams Technology Innovation Award \$500,000	Further capacity building, business development, marketing and community awareness

## SUMMARY OF KEY PARTNERSHIP ELEMENTS

### Coming Together: Problem, Urgency and Shared Goals

Precision machining business leaders came together around industry challenges and reached an early consensus about a mutually defined and broad-based problem: the severity and importance of the skills shortage. There was agreement that the impact of the problem would be severe and far reaching if left unaddressed. It could mean the decline of competitiveness and the very survival of the industry in western Massachusetts. The partners realized the urgency of the problem, rallied around the issue, and were thus able to engage other partners such as the REB, STCC and vocational schools.

A key factor in the formation of the Regional Precision Manufacturing Partnership was development of a shared vision that has allowed employers to think on a bigger scale than their individual businesses. Partners developed the ability to see possibilities for the entire sector, not just individual firms. The partners want to make big changes and act together on projects that are intended to be transformative. In the past, conversations among a group of the partner organizations addressed only a current issue or problem, or action steps required today. At this point, the partners seem to assume they will be working together years hence. Perhaps their shared vision of a truly world-class advanced manufacturing sector in the Pioneer Valley motivated them through the difficult and time consuming day-to-day work that sustains real progress.

### Partnership Development: Resources, Relationships, and Results

Through the acquisition of grants and employer contributions, the Regional Precision Manufacturing Partnership garnered sufficient resources early on to reach a critical mass of activities. Over time, the partnership has generated a consistent stream of resources allowing for meaningful training opportunities that have made a difference at the level of each firm, providing early successes that help to sustain partner engagement. The resources also provided critical staff support for planning, coordination, project management, problem solving and publicity.



Building trust through relationships was a key factor in the partnership's ability to grow and sustain itself. The level of trust among partners may also be a key factor in their ability to bring about the systems change they have accomplished, speaking with a united voice and vision. The capacity and willingness to deal with conflict and decision-making has also been essential. Most partners are business owners used to running a business and making key decisions - often unilaterally. Joint action projects and collective decision-making are not standard operating procedure for them. And yet many of the strongest personalities here recognized the importance of listening to others' ideas and opinions. Responses to surveys and interviews indicate that these partners have a good deal of respect for each other and most will support decisions of the group even if they have individual differences of opinions.

A third element of the partnership's development was its attention to results in terms of training and systems change. The ability to focus on and see visible results has reinforced the value of partners' involvement in the partnership and promoted its sustainability.

### **Leadership**

There was committed and consistent leadership of the partnership from both the private and public sector. Early on leaders emerged from within the industry providing the necessary vision, direction, and inspiration sufficient to motivate collective action. Business leaders were also instrumental in advocating for the industry with the state administration, legislators, educators and others. The REB was instrumental in being able to interface with the public sector and to identify and access resources. The partnership coordinator, working as an employee of the REB, has successfully crafted a role that entails both leadership – holding the partnership together – and neutral facilitation. While the public sector, particularly the REB, played a lead role as convener and facilitator, the agenda and activities of the partnership have been the responsibility of business owners.

### **Coordination**

As a necessary complement to leadership in terms of ideas and strategy, the coordination role played by the REB staff has been a key to holding the partnership together through periodic meetings, regular communications, and the effective development and management of resources. The project coordinator has also played a key role in regular outreach, especially to the public sector, and in identifying resource opportunities and addressing them through applications and proposals. The coordinator meets regularly with the leaders of the Western Massachusetts chapter of the National Tooling and Machining Association, communicating almost daily. Strong working relationships were established early on, creating a type of social capital within the partnership that can be called upon to stimulate even more creative problem solving. The culture of manufacturing, and the culture of small business owners, relies heavily on face-to-face communication. This style is time consuming but has paid dividends within this partnership.



## CONCLUSION

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The Regional Precision Manufacturing Partnership provides an example of how sector-based partnerships in workforce development can operate effectively to achieve results. First, there was an urgent workforce need that was shared among a number of employers in the region. Second, the shared leadership of employers and the workforce intermediary, in this case the Regional Employment Board of Hampden County, has been instrumental in engaging key organizations, in development of funding and in successful coordination and execution of tasks. Third, early successes in obtaining funding and successfully engaging public officials and educational institutions to make changes in how they operated were invaluable in demonstrating the value of the partnership. It is also important to emphasize the importance of relatively flexible funding available through Commonwealth Corporation and John Adams Innovation Institute, two quasi-government entities. And last, the importance of coordination – of communicating effectively with various partners, facilitating joint decision-making cannot be underestimated.



