

Attachment II

Promising Partnerships: Registered Apprenticeship and the Workforce System

Two examples of effective workforce system-registered apprenticeship collaboration follow.

1. Detroit Registered Apprenticeship Program

Overview:

Detroit has developed an innovative approach to preparing residents to attain marketable skills that meet the workforce needs of local employers. The Detroit Registered Apprenticeship Program (D-RAP) was launched as a pilot in 2012 to address two main challenges facing the City of Detroit: several large-scale infrastructure projects underway in need of trained workers, and large numbers of community residents who were unskilled or under-skilled who need jobs with upwardly mobile career pathways. The partners determined that Registered Apprenticeship was a good solution for these challenges, as employers would receive screened, qualified applicants, apprentices could begin work right away on vital projects and Detroit residents would have the opportunity to build their skills and advance in family-sustaining careers.

While the program started in 2012 with the modest goal of preparing 20 Detroit residents for sustainable careers, the program grew to more than 150 apprentices in 2014. All partners note that this effective program is strengthening the city's economic and workforce development recovery. Program results have been especially strong and contribute to quality performance outcomes for Detroit Employment Solutions Corporation (see data below).

Program Structure:

The Detroit Employment Solutions Corporation and its community partners recruit participants who are under-skilled and underserved. In November 2014, 23 percent of participants were female and 97 percent were African-American, reflecting the program's strong emphasis on inclusivity and diversity.

Workforce system staff screen potential candidates, provide testing and assessment and coordinate an extensive pre-apprenticeship, work readiness training program. Participants receive work readiness training that varies in length from 60 hours to 100 hours, depending on the occupational area.

Occupations requiring the 60-hour curriculum include information technology, transportation, health care, hospitality and culinary arts. In addition to work readiness, this curriculum provides participants with a customer service credential. The longer-term curriculum (including 40 hours of work readiness and 60 hours of contextualized training) is applicable to Level 1 construction trades. More extensive technical training is provided for participants in the Level 2 skilled trades track (e.g. carpentry, plumbing, electrical and masonry).

A vital component of the D-RAP program's success is that participants receive a \$10 per hour stipend while in work readiness training. Once they are placed in an apprenticeship track, the workforce system continues to assist them by funding Individual Training Accounts (ITAs) for

related instruction. They are also eligible for extensive supportive services that contribute to their long-term success, including transportation, uniforms, supplies and other needed items.

Program employers/sponsors receive financial support for the on-the-job training component of the apprenticeship – at an average of \$3,000 per participant. The duration and level of sponsor support is greater for more highly-skilled apprenticeship tracks and is currently capped at \$5,000 for up to three years.

D-RAP was initially funded by state (discretionary) and local workforce dollars. The level of success of the model attained in two years has attracted additional funding from JP Morgan Chase, resulting in a quality private-public funding model.

Partnerships:

D-RAP is the result of a strong partnership among the State of Michigan’s Workforce Development Agency, the U.S. Department of Labor’s Michigan Office of Apprenticeship, Wayne County Community College and the City of Detroit’s workforce development board, known as Detroit Employment Solutions Corporation. These partners have collaborated to address the skills gaps reported in the city’s key demand industries, which include health care, utilities and energy, information technology, manufacturing and construction. The construction industry in particular had immediate needs for a skilled workforce, as the City of Detroit has several major infrastructure projects underway. D-RAP has the active engagement of the Mayor of Detroit – and the city provides apprenticeship tracks for public transit and infrastructure projects.

D-RAP, the Office of Apprenticeship and other public sector partners have established Registered Apprenticeship programs with businesses in a variety of business and industries, including CVS Caremark, United Auto Workers, Detroit Electrical Joint Apprenticeship Training Committee, Brookins Construction Trade School, Detroit Carpentry, HERCo Construction, Kacent Culinary Institute, Local 324 Operating Engineers, Michigan Department of Transportation, Hart & Associates, and others. These organizations partner with the workforce system and the State Office of Apprenticeship for the dual purpose of building the trained workforce they need and providing quality employment opportunities for low-income residents of Detroit.

Wayne County Community College is the related training provider for many of the apprenticeship programs. Labor organizations also are strongly engaged and several offer technical training at their sites. Plans also are in place for the local workforce agency to explore a career readiness curriculum with additional post-secondary institutions, as well as with the Detroit public school system. This will provide opportunities for younger individuals to begin preparation for the apprenticeable fields. Additionally, the workforce agency partners with Job Corps to recruit graduates interested in apprenticeship opportunities.

The partners report that their keys to success include:

- **Ongoing communication – and shared expectations – among all partners:** Partners meet monthly to exchange information and ensure programs stay on track.

- **Effective selection and assessment of qualified apprentices:** The workforce system thoroughly screens candidates, ensures they have transportation to work sites, and works with the Office of Apprenticeship to ensure each apprentice is registered and tracked.
- **The subsidized workforce readiness model:** Providing a stipend for apprentices during their Work Readiness training has strengthened program retention and customer success.
- **Keeping employer partners at the forefront of the effort:** The partners are committed to providing participating employers with the well-prepared, quality workforce they need. The Office of Apprenticeship provides technical assistance and support to ensure apprenticeship standards and guidelines are met and result in nationally-recognized credentials for apprentices that complete the program.

Funding and Performance Data:

Funding Information	Results
Current funding sources include state and local workforce dollars and support from JP Morgan Chase	Package of financial supports for sponsors and apprentices
Average cost per participant (including staff, materials, ITAs, work readiness training, subsidy and supportive services)	\$6,588
Average training support provided to Registered Apprenticeship sponsor	\$3,000
Performance Outcomes	
Placement rate	96 percent
Average starting wage (across apprenticeship tracks)	\$17 per hour

(November 2014 data)

2. Arizona Apprenticeship Program

Overview:

The Registered Apprenticeship (RA) model has been in place in Arizona since 1947, and the state apprenticeship system has developed strong relationships with a variety of partners over the years. The State Apprenticeship Agency Director works within the Arizona Department of Economic Security and partners directly with the state workforce system. The director has an active collaboration with the directors of all 12 local workforce agencies and the 19 Tribal Nations (the federal Office of Apprenticeship registers and services all Tribal Nations although the state may provide supportive services) and supports each with their apprenticeship programs and related outreach efforts to employers. The State Apprenticeship Agency hosts a bi-monthly conference call with local workforce system representatives where information and ideas are shared.

Program Structure:

The Chair of the State Apprenticeship Advisory Committee serves as a member of the State Workforce Investment Board, known as the Workforce Arizona Council. Arizona has currently

112 Registered Apprenticeship programs statewide and 1,083 apprentices were registered during the state's Fiscal Year 2014 (July 1, 2014 to June 30, 2015). The average starting wage across the statewide Registered Apprenticeship programs for that year was \$13.83 per hour. Twenty-five percent of the apprentices received Workforce Investment Act support.

RA programs are available in a broad variety of industries including Construction, Information Technology, Advanced Manufacturing, Hospitality and Utilities to meet the skilled workforce needs of the state's employers.

Arizona has a policy in place that RA programs are automatically included on the state Eligible Training Provider List (ETPL) through a seamless, collaborative process. This approach predated the similar federal policy established under the Workforce Innovation and Opportunity Act (WIOA).

The State Apprenticeship Agency Director conducts outreach in collaboration with a variety of community partners and statewide agencies to attract women, minorities, individuals with disabilities, refugees and other populations underrepresented in the skilled trades to engage in pre-apprenticeship and apprenticeship programs. This has led to many success stories involving apprentices. Collaboration among the State Apprenticeship Agency and veterans' representatives encourages veterans to participate in RA programs. A veteran can use the GI Bill for RA training, which can greatly enhance retention and program completion for returning veterans. Arizona participates in the national [Helmets to Hardhats program](http://www.helmetstohardhats.org/military-service-members) (<http://www.helmetstohardhats.org/military-service-members>) to prepare returning service members for careers in the Construction trades. Additionally, the State Apprenticeship Agency Director and the federal Office of Apprenticeship are Points of Contact for military men and women leaving active service through the U.S. Department of Labor's website [My Next Move for Veterans](https://www.mynextmove.org/vets/) (<https://www.mynextmove.org/vets/>).

Partnerships:

Two examples of the strong apprenticeship/workforce collaborations in the state are in Maricopa County and the City of Phoenix. In each of these local workforce areas, the WIOA program supports apprenticeship strategies by funding tuition for related instruction and providing books, tools and other supplies needed for success in the classroom and on the job.

The Maricopa Workforce Connections program has developed an effective approach to introducing customers to and enrolling them in WIOA-funded apprenticeship training. When individuals are identified as potential apprenticeship candidates, they are offered the opportunity for a group enrollment session. This involves a workshop on career pathways, assessment, eligibility determination and registration with WIOA. The career pathways workshops are customized for each apprenticeship occupation and inform customers of the opportunities for continued learning and career growth available through RA programs, and help set appropriate expectations for the apprenticeship experience. Workforce staff provide additional training options and other workforce services for those customers not interested in RA training. Maricopa County currently partners with sponsors in the Electrical, Construction, Sheet Metal and Pipefitters skilled trades. Workforce Connections provides Individual Training Accounts for

related instruction, as well as support services for RA customers. In Fiscal Year 2014, the Maricopa County workforce program had 310 apprentices enrolled.

Maricopa Workforce Connections staff are partnering with the county's Adult Probation Program, the area community college and the State Apprenticeship Agency to establish RA training programs in the Hospitality industry for male and female probationers on work furlough. This innovative model will provide soft skills training, coaching and support for qualified probationers and will use the prison's existing equipment for apprenticeship training tracks in food services and laundry service. The six-month training program will be provided by the community college, and program completers will receive an industry-recognized credential, which will enhance their employability upon release.

The City of Phoenix is revitalizing its RA programs, especially in the Construction industry. The city's YouthBuild program serves as a pipeline to RA Construction programs for qualified program completers. Business Services staff also work with existing RA sponsors to determine how WIOA funds can assist with the cost of related instruction, tools and other supplies for WIOA-eligible apprentices. Additionally, a representative from the City of Phoenix workforce area serves on the State Apprenticeship Advisory Council. This workforce representative, along with the education representative, are assisting the Council to expand the industries served through Arizona's RA programs.

Other RA partners throughout the state, in addition to the State Apprenticeship Agency, local workforce systems, Tribal Nations State and Federal Prisons and apprenticeship sponsors, include:

- All community colleges throughout the state
- The Arizona Commerce Authority
- Secondary schools
- Community-based organizations
- YouthBuild
- Job Corps
- Veterans groups

There are 12 Joint Technical Education Districts in the state, with 46 high schools at which students attend technical training part-time to learn specific occupational skills. Participants attain industry-recognized credentials upon completion, in addition to their high school diploma. This provides the opportunity for interested youth to directly enter RA programs, with credit for the time and skills already invested. This approach has been so successful in the manufacturing realm that manufacturers are now sponsoring these programs in the technical colleges.

The State Apprenticeship Agency and workforce staff cite the following as components of their successful partnerships:

- Strong, ongoing communication among partners
- A focus on shared goals

- Commitment to providing high-quality services to apprenticeship sponsors and participants

The partners in Arizona's statewide apprenticeship program continually seek new opportunities to use the RA training model to support employers' workforce needs and career success for Arizona's residents.