

Apprenticeships in Massachusetts

WIOA PARTNERS

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Agenda

Establishing an Apprenticeship Program in Manufacturing

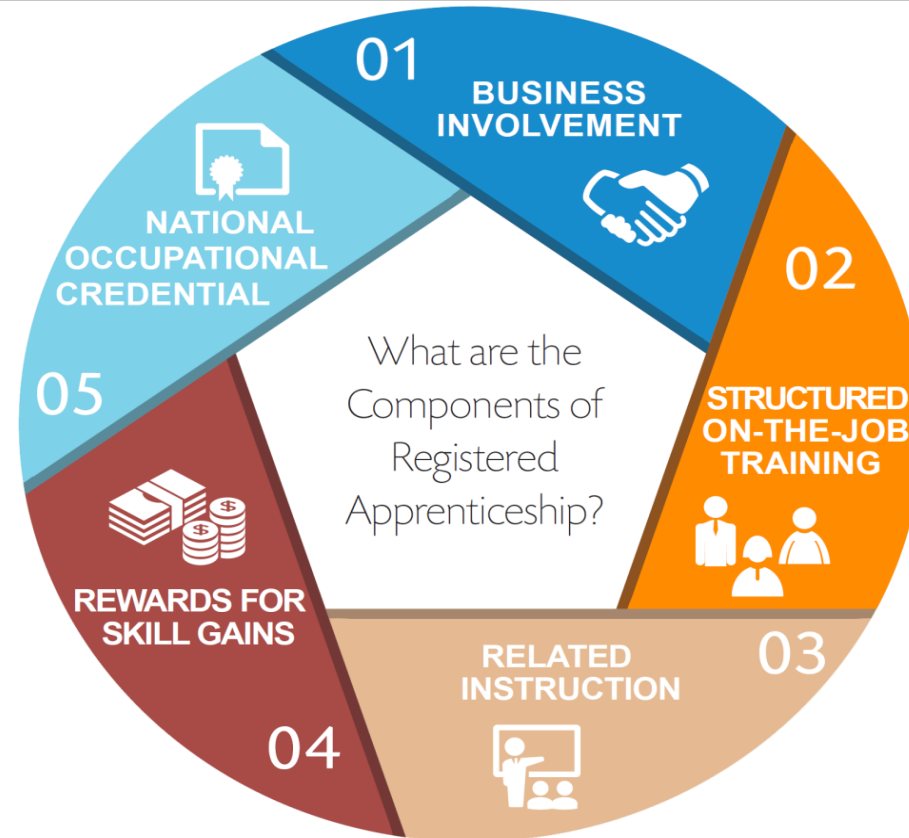
- What is an apprenticeship?
- NAMC's role as sponsor
- Establishing a value proposition for employers
- Targeted Occupations
- Developing a work process
- Celebrating Successes
- Overcoming challenges

Overview of Massachusetts Apprenticeship Expansion Initiative & Available Resources

Questions & Discussion

What is a Registered Apprenticeship?

RAs are innovative work-based learning and post-secondary earn-and-learn models distinguished by several factors.



Don't forget!

Must meet national standards for registration with USDOL or MA Division of Apprenticeship Standards

Participants are newly hired or already employed, and earn wages from employers during training

What is a Registered Apprenticeship?

A Registered Apprenticeship is a contract between an employer and an employee (the apprentice) that establishes a training plan for a specific occupation.

The employer role – to develop the training plan (Work Process)

On the job learning, performed during the work day under the supervision of a fully skilled employee (mentor, supervisor, journeyman)

Related Technical Instruction (RTI) delivered by a professional association, college, technical school, organized labor, or other outside trainer.

- Can be delivered during or outside of regular work hours
- Training can also be delivered by a company employee who is recognized in the industry as having expertise in a specific occupation (subject matter expert) and who has obtained certification in teaching techniques and adult learning styles.

The Apprentice role – to participate in and complete the training plan, leading to journeyman status for the Apprentice.

Apprentice contract includes detailed information about the training plan and pay increases that will occur either during or upon completion of the training plan.

Workforce Board as Sponsor

An Apprenticeship Sponsor is any person, association, committee, or organization operating an apprenticeship program and in whose name the program is registered or approved.

The Sponsor is responsible for ensuring that all activity in the contract is carried out. In addition, the Sponsor is responsible for all documentation requirements associated with the apprenticeship.

Sponsors are often the companies themselves, but the function can be fulfilled by intermediaries such as industry associations, unions, and workforce boards.

Establishing a value proposition for employers

Value of apprenticeship:

- Helps develop an organized and sustainable training culture within the company;
- Provides a framework for companies to understand and document job functions, skills, and practices across occupations within the company;
- Provides leadership opportunity for skilled workers who provide training;
- Connects companies with training providers through related instruction;
- Becomes a recruitment tool for interested entry-level employees, including those currently under-represented in the industry;
- Becomes a retention tool for apprentices moving up to journeyman status;
- Allows workers to earn credentials that are industry recognized and also recognized across the country;
- Builds relationships between companies, Workforce Boards, and Career Centers.

Developing a Work Process – walking it through with the company

What positions are difficult to fill? Which of your workers could progress if given appropriate training?

Do you have a Job Description?

- Does it document the skills sets required for success?
- Do you have a training program to develop those skills

NAMC will help you build an effective job description that includes training topics (the Work Process).

- Search for existing Apprenticeships.
- Consult O-Net for similar examples.
- NAMC will draft customized Work Process

What related instruction is required?

- Have you ever said “If only *Model Employee A* had some academic or practical training in X, we could promote her to. . . “?
 - Let’s go find someone to deliver X!, or
 - Let’s go find someone willing to develop X!

Successes in Manufacturing

Group Leader Training: The most popular Apprenticeship so far.

- Developed model to be delivered on site to a cohort of Apprentices. Cohort enables training partner to reduce per head cost of delivery.
- Community Colleges are key training partners.
- 2 companies in the process right now and 3 additional companies are close to starting.

CNC across multiple companies.

- Built cohort from 3 different companies to attend RTI at Center for Manufacturing Technology.
- Potential exists to build additional cohorts for CNC Machine Operator and other jobs.

Company led training.

- Operations Manager developed curriculum and gained teaching certification to deliver on site training to cohort of 6 apprentices.

Coming back for more

- Five (5) companies have registered additional apprentices after getting their first one underway – in the same job and in some cases a different job.

NAMC training programs

- 9 graduates have been hired into RAs

Progress in Health Care and IT

Health Care

Medical Assistant

Pharmacy Tech

CNA to RN

IT

Apprenti Model

8 Areas, including Coding, Cyber Security, Cloud Specialist, Data Analyst, etc.

Innovation in Related Technical Instruction (RTI)

Advanced Manufacturing Group Leader

Middlesex Community College – on-site at Mack Technologies and Nova Biomedical

Northern Essex Community College – on-site at Magellan Aerospace and Straumann

CNC Machine Operator

Center for Manufacturing Technology – built cohort of apprentices from Nova Biomedical, Magellan, and Berkshire Manufacturing

In the Future: Technical High Schools

Maintenance Mechanic

Peterson School – Bostic, Product Resources, and Pace Industries sending apprentices to regularly scheduled classes.

Human Resources Generalist

Middlesex Community College – regularly scheduled course

Various e-learning providers

Modular Furniture Installer

Sterling Office Services Operations Manager developed curriculum and gained teaching certification to deliver on site training to cohort of 6 apprentices.

Challenges

Internal to industry:

- Working with companies that don't have job descriptions

- Buy-in from CEO

- Buy-in from Operations personnel and mentors (Supervisors, Journeymen, internal trainers)

Internal to education/training partners

- Finding quality and relevant RTI

- Finding instructors

- Scheduling – inside or outside of work time

Internal to existing apprenticeship systems – driving innovation across new industry sectors

- Documentation

- Standard operating procedures

- Relationships with companies and certifying government agencies

 - Time needed to register a trade and an apprentice causes companies to miss training opportunities.

Goals and Strategies --Expansion Initiative

Our goals: Apprenticeship Expansion Initiative are increase the number of apprentices in **target industries** of healthcare, manufacturing, and tech; and **diversify** the existing apprenticeship workforce.

Our strategies:

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|----|--|
| 1. | Define clear strategy, governance, and institutional infrastructure |
| 2. | Formalize apprenticeship recruitment pipeline |
| 3. | Articulate simple pathways and transferability |
| 4. | Build pipeline of employer partners***** |
| 5. | Streamline processes to launch, monitor, and discontinue apprenticeship programs ***** |
| 6. | Articulate funding mechanisms |
| 7. | Establish consistent evaluation systems |

Available Resources

Tax Credit – Starting 2019

Related Technical Instruction Support

New Grants on CommBuy

Pre-apprenticeship programs managed by NAMC, MassMEP and others.

- Technical High Schools gearing up

NAMC Technical Assistance

Questions & Discussion
