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- 2013 Class
 - 4 Plumbers
 - 4 Electricians
 - 4 HVAC
 - 4 Years
- 2017 Class
 - 2 Electricians
 - 3 HVAC Mechanical
 - 2 HVAC Controls
 - 3 Stationary Engineer, Seniors



The Case For Apprenticeships

13 %



Construction sector
growth projections
2014-2024

20 %



Replacement Rate for
retiring Baby Boomers

• Bureau of Labor Statistics (BLS)



The Problem... Attrition and Perception

- 1/3 of all of America's construction crafts workers are over 50.
- 66% of 12-18 year olds have little to no interest in construction careers*
- 44% of parents think that construction careers will negatively impact their child's financial goals*

• Go Build Alabama

Skills Gap

7.8 Million unemployed

5.8 Million jobs unfilled

BLS 7/8/2016

The Solution:

Apprenticeship
Programs



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- Opens minds and doors to high-demand careers
- Invaluable on the job training with experienced professionals
- Earn a salary while learning
- In some instances, schooling at greatly reduced tuition



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- Address critical workforce shortages
- Custom trained workforce
- Transfer knowledge from one generation to the next
- Achieve bottom line benefits:
 - Higher employee engagement
 - Better recruitment
 - Stronger retention



Succession Planning

Identify the need

Articulate the problem and the solution

Key milestones

Make alliances

Project planning - Roadmap for success

Implement



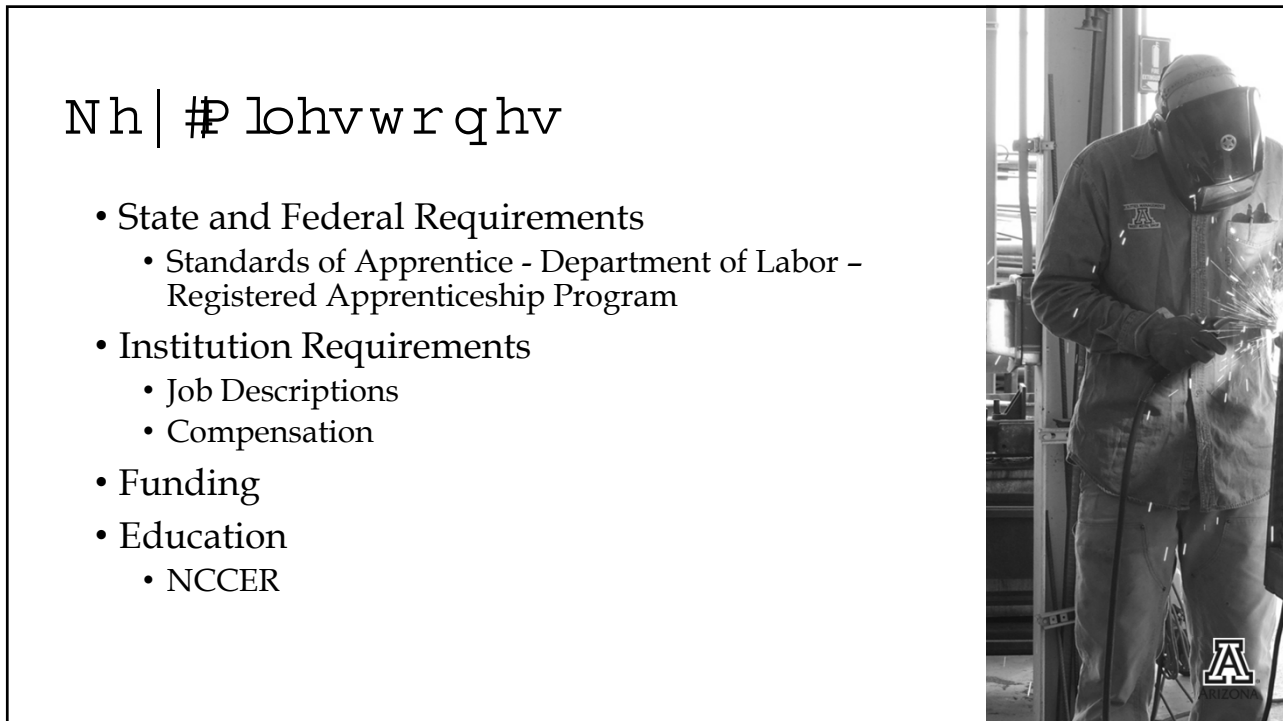


- Turnover rates
- Estimated retirements
- Growth areas
- Length of time to train



Number of Employees Eligible to Retire (80 points/65 years) Per Year												
	Current # FTE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Retirement Potential
Electric	28	4	2	2	0	1	1	1	0	1	1	13
Plumbing	22	2	0	0	1	0	0	1	1	0	2	7
HVAC Refrigeratio	18	3	0	1	1	1	0	0	0	1	0	7
BAS/Controls	16	1	1	0	1	0	0	0	0	2	0	5
Plants	22	1	2	0	1	4	0	3	0	0	2	13
Sheet Metal	20	2	1	1	0	0	1	0	1	0	2	8
Paint	23	7	1	0	1	1	1	1	0	1	2	15
Carpentry	26	9	0	2	0	1	1	1	1	0	0	15
Masons	8	1	0	1	1	2	0	0	1	1	0	7
	Current FTE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total Percentage
Electric	28	14%	7%	7%	0%	4%	4%	4%	0%	4%	4%	46%
Plumbing	22	9%	0%	0%	5%	0%	0%	5%	5%	0%	9%	32%
HVAC Refrigeratio	18	17%	0%	6%	6%	6%	0%	0%	0%	6%	0%	39%
BAS/Controls	16	6%	6%	0%	6%	0%	0%	0%	0%	13%	0%	31%
Plants	22	5%	9%	0%	5%	18%	0%	14%	0%	0%	9%	59%
Sheet Metal	20	10%	5%	5%	0%	0%	5%	0%	5%	0%	10%	40%
Paint	23	30%	4%	0%	4%	4%	4%	4%	0%	4%	9%	65%
Carpentry	26	35%	0%	8%	0%	4%	4%	4%	4%	0%	0%	58%
Masons	8	13%	0%	13%	13%	25%	0%	0%	13%	13%	0%	88%
	Current FTE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
Electric	28	24	22	20	20	19	18	17	17	16	15	
Plumbing	22	20	20	20	19	19	19	18	17	17	15	
HVAC Refrigeratio	18	15	15	14	13	12	12	12	12	11	11	
BAS/Controls	16	15	14	14	13	13	13	13	13	11	11	
Plants	22	21	19	19	18	14	14	11	11	11	9	
Sheet Metal	20	18	17	16	16	16	15	15	14	14	12	
Paint	23	16	15	15	14	13	12	11	11	10	8	
Carpentry	26	17	17	15	15	14	13	12	11	11	11	
Masons	8	7	7	6	5	3	3	3	2	1	1	





Partners Who Could Help

- Apprenticeship Committee
- Funding Source
- Human Resources
- Office of Institutional Equity
- Office of the General Counsel
- Department of Labor
- Local Apprenticeship Programs
- High School Trades Programs
- Job Relocation Services
- Military



Urgent Steps

- Budget
- Document Development
 - Standards of Apprenticeship
 - Affirmative Action Statement
 - Job Descriptions
 - Work Process Schedule
 - University policy/procedure modifications if needed
- Committee
- Training Plan
- Mentors





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- Communication
 - Website (FM and HR)
 - Internal to FM
 - Campus Communication
 - Local Community
- Selection
 - Define Process
 - Aptitude Testing
- Record Keeping



Apprenticeship Program Sample Checklist

Set your deadlines - Absolute Dates

	Institutional documentation (job descriptions, pay grades, job postings, hiring matrixes, etc) finalized
	All DOL program documentation drafted, approved and submitted
	Communication plan reviewed, approved, rolled out
	Apprentice programs posted and advertised
	Selection process conducted
	All offers out for apprentices
	Apprentices register for coursework

Alliances - Identify campus and community members that will be part of your program and communication strategy

	Apprenticeship committee
	Funding source
	Human Resources
	Office of Institutional Equity
	Office of the General Counsel
	Department of Labor
	Local Apprenticeship Programs
	High School Trades Programs
	Job Relocation Services
	Military



Apprenticeship Program Sample Checklist

Create and Route Program Plan

- ☐ Succinct, easy to read case that illustrates the problem and the proposed solution
- ☐ Route draft plan to supporters, contributors, and funding sources

Budget

- ☐ Estimate costs and identify funding options

Apprenticeship Documentation

- ☐ Plan to review all official documentation with legal and main HR
- ☐ Job Descriptions
- ☐ Does the apprenticeship program fit into an existing employment classification, or does a new one need to be created?
- ☐ Apprenticeship Standards - finalize
- ☐ Apprenticeship Standards - who will sign in agreement for the institution
- ☐ Create and finalize Work Process Schedule for each apprenticeship trade (needs to be approved by apprenticeship committee and mentors)
- ☐ Draft summary of compensation plans and recommendations for Main HR approval
- ☐ Draft offer letters (these will likely differ from template letters available through HR.) Review with HR and legal
- ☐ Work with HR to format job descriptions, get job codes set up, and place new job title in HRIS for recruiting purposes
- ☐ Create job posting
- ☐ Time cards, performance assessments, and schedule for tracking and retention



Apprenticeship Program Sample Checklist

Educational Course Work

- ☐ Determine who will offer educational component (vendor, local college, own)
- ☐ If creating internal training program
 - ☐ Who are the instructors
 - ☐ What, if any, are FERPA requirements
 - ☐ Who will track time in class and grades
 - ☐ What is the certification process for instructors
 - ☐ How will you compensate instructor time
 - ☐ Classroom and technology location determined
 - ☐ How do you create/purchase course materials
- ☐ If through a vendor or college
 - ☐ Who will track time in class and grades
 - ☐ What, if any, are FERPA requirements
 - ☐ How will courses be paid for
 - ☐ What is the course schedule
 - ☐ What is the registration process
 - ☐ Are there pre-requisites
 - ☐ What are the instructors like
 - ☐ Does the curriculum work or does it need to be supplemented
 - ☐ Is the course work in class or online



Apprenticeship Program Sample Checklist

Communication Plan

	Determine internal communication plan
	Develop FAQ
	Educate Leadership Team - What do we want our leaders to know about the apprentice program and what information can they have to share with their
	Develop the presentation for entire department - General Overview
	Create article for newsletter to all of FM or an email from AVP to all
	Develop training plan for interested internal candidates to educate on plan, expectations, requirements, and review FAQs
	Internal to Institution
	Campus newspaper article
	Host an open house/information night for interested University applicants or interested family members of University applicants
	Communication to Stakeholders (Alliances)
	Start sending planned updates with good information on program progress
	Host an open house/information night for local HS trades teachers
	Main HR - Communication for Applicants - Provide them with FAQs, FMHR call line for applicants with questions, and overall summary of selection process
	Advertising Plan
	FM Website (see example: http://www.fm.arizona.edu/fm-emp-resources/ApprenticeshipProgram.html)
	Main HR
	Newspapers and Job Boards



Apprenticeship Program Sample Checklist

Develop an Apprenticeship Committee

	Who will be on committee
	How often will the committee meet
	What responsibilities will the committee have
	Identify Program Coordinator

Identify Internal Mentors

	Who will you pair the apprentices with? (Ensure good attitude, training for the culture you want)
	Identify training needed and provide for mentors

Finalize Selection Process and Criteria

	Create interview plan timeline
	Will you do an assessment test?
	Create matrix
	Determine who is on the selection committee
	Determine what level involvement management would like in selection process
	Determine the interview process
	Prepare interview questions
	Are there questions that can be asked on the application to help in the selection?
	Require a letter of recommendation into program



Apprenticeship Program Sample Checklist

Implementation

	Regular communication with apprentices and mentors
	Ensure open communication
	Regular evaluation of apprentices success
	Communicate back to "Alliances" on apprentices success
	Ensure tasks are aligning with plan and deadlines for completion are being upheld



Room 20Xs

- Regularly Check in
- Invest in Retention
- Open Communication
- Report on Success
 - Apprentices
 - Departmental
 - Alliances
 - Community





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