



Recruitment for Registered Apprenticeship Programs

NCATC 2024 Conference: Shaping the Future: Human Skills Amplified by Automation and AI

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Introductions

- ▶ **Dorinda Byers and Eddy Biehl**
- ▶ Manhattan Strategy Group
- ▶ Name, role, organization, favorite fall activity....



About the SCA Workforce Hub and Supply Chain Careers

US DOL RA Industry Intermediaries

Contractor	Industry
American Institutes for Research (AIR)	Information Technology (IT)
Apptea Inc.	Information Technology (IT)
Arbor E&T, LLC dba ResCare Workforce Services (RWS)	Healthcare, Health IT
District 1199C Training and Upgrading Fund	Care Economy
Fastport, Inc.	Transportation & Logistics
Early Care & Education Pathways to Success (ECEPTS)	Early Childhood Education
Healthcare Career Advancement Program (H-CAP)	Healthcare
Interstate Renewable Energy Council (IREC)	Clean Energy
Jobs For The Future, Inc.	Manufacturing
Maher & Maher	Information Technology (IT)
Manhattan Strategy Group	Supply Chain Automation
National Institute for Innovation and Technology (NIIT)	Supply Chain (Nanotechnology and Semiconductors)
RTI International	Education
North America's Building and Trades Unions (NABTU)	Construction
Net.America Corporation	Healthcare
National Restaurant Association Educational Foundation (NRAEF)	Hospitality (Restaurant & Hotels)
Safal Partners	Cybersecurity
Virginia Manufacturers Association	Critical Supply Chain (Adv. Mfg.)
Washington Technology Industry Associations (WTIA)	Information Technology (IT)
Wireless Infrastructure Association (WIA)	Telecom Wireless 5G
WRMA, Inc	Early Childhood Education

US DOL currently funds sixteen (16) RA Industry Intermediaries to provide technical assistance to RA stakeholders in specific industry sectors, accelerating the growth of Apprenticeship across the United States.

About the SCA Workforce Hub

- ▶ Aims to promote recruitment and training supply chain automation specialists
- ▶ Partnership between employers, workforce organizations, and education institutions
- ▶ Official US DOL Registered Apprenticeship Industry Intermediary
- ▶ Works to support a diverse talent pipeline, including people of color and veterans
- ▶ Provides a variety of support and services – all at no cost



Hub Services and Supports

- ▶ Conduct education and outreach about benefits of RAPs in supply chain automation
- ▶ Offer financial incentives and technical assistance to RAP sponsors
- ▶ Connect interested employers with education and training providers and workforce organizations
- ▶ Support national registration of RAPs
- ▶ Support education institutions offering applied learning aligned to in-demand careers and pathways to a college degree and/or certification
- ▶ Assist in outreach, marketing, and recruitment efforts to promote RAPs with a focus on equity and diversity
- ▶ Identify state and federal funding opportunities



2024 Sponsor/Employer Incentive Fund

- ▶ Offset costs of tuition and training of Apprentices
- ▶ **New** sponsors/employers/occupations: up to \$1,000 per apprentice
- ▶ **Returning** sponsors/employers/occupations: up to \$500 per apprentice for additional cohorts
- ▶ Up to \$30,000 per sponsor/employer, per year
- ▶ Funds can be used for:
 - ▶ Classroom education or online training for apprentices
 - ▶ Other costs related to on-the-job training (excluding wages)
 - ▶ Train-the-trainer costs or activities
 - ▶ Training equipment for apprentices
 - ▶ Curricula development
- ▶ Application period: from January 15 until October 31, 2024



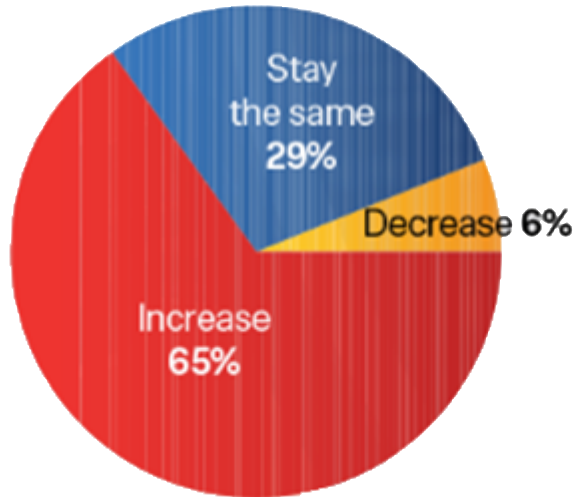
Supply Chain Automation Occupations

- ▶ Automation Technician
- ▶ Transportation, Storage, and Distribution Specialist/Manager
- ▶ Supply Chain Specialist/Manager
- ▶ Logistics Analyst/Logistician
- ▶ Industrial Machinery Mechanic
- ▶ Mechatronics Technician
- ▶ Industrial Engineer
- ▶ Industrial Electrician
- ▶ Water and Wastewater Plant Operator
- ▶ Warehouse Worker
- ▶ Power Lineman
- ▶ HVAC Technician
- ▶ CNC Machinist
- ▶ And Many More!

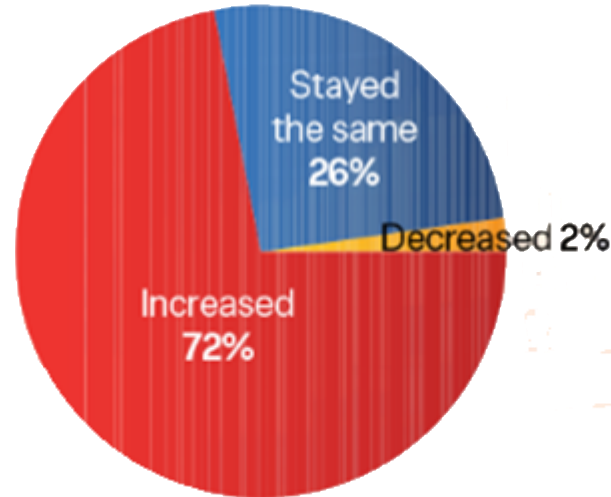


Supply Chain Compensation

**In the past year,
did your total annual
compensation:**



**Over the past three years,
has the number of
functions you manage:**



Average salary by region

New England \$154,857
(ME, NH, VT, MA, CT, RI)

Middle Atlantic \$150,787
(NY, NJ, PA, DE, DC, MD)

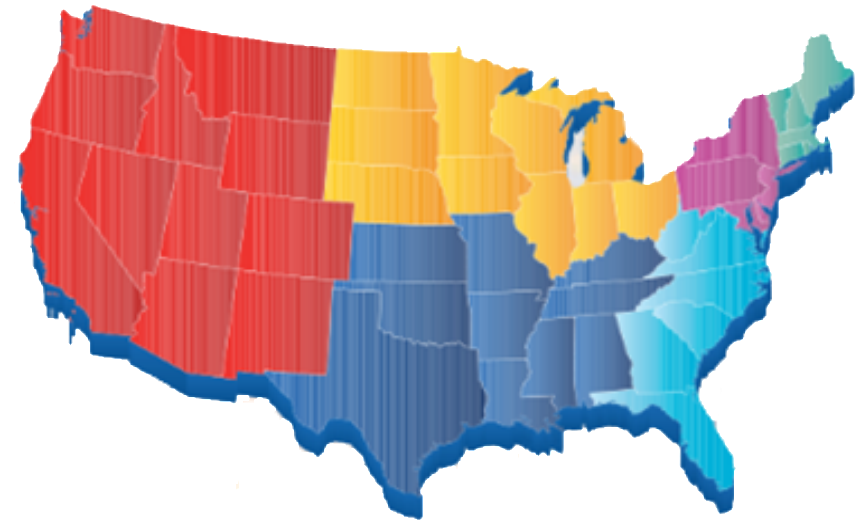
West \$150,223
(ID, MT, WY, NV, UT, CO, AZ, NM, WA, OR, CA)

Midwest \$145,424
(WI, MI, IL, IN, OH, ND, SD, MN, NE, IA)

Southeast \$139,556
(VA, WV, NC, SC, GA, FL)

South \$129,178
(KS, MO, KY, TN, MS, AL, OK, AR, LA, TX)

Outside U.S. & Mexico \$99,806
Canada \$94,216

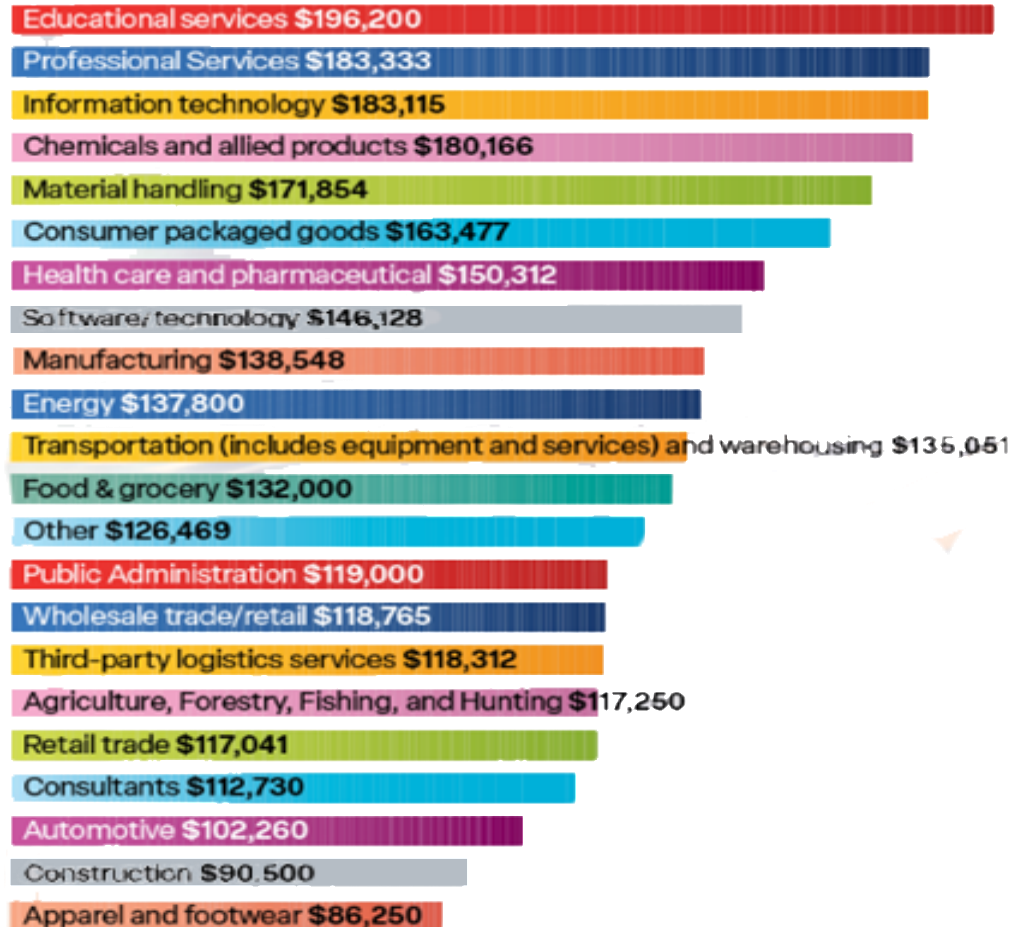


88% Say they are satisfied with their careers

91% Say they would recommend the profession to a young person joining the job market

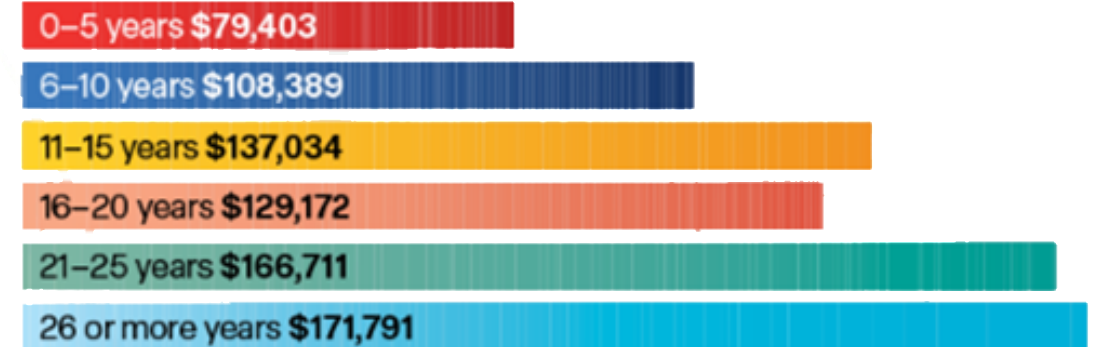
Supply Chain Salary by Factors

Average salary by industry sector

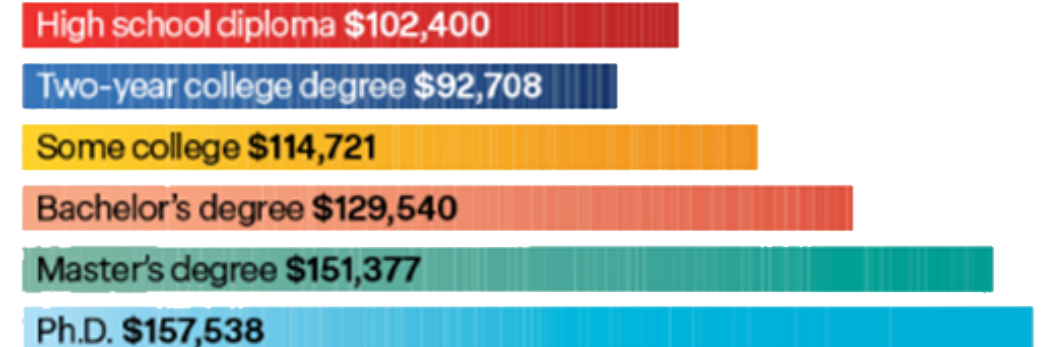


Average salary by experience

(years worked in logistics-related positions)



Average salary by education



Best vs Worst of the Job

What Supply Chain Managers

Like MOST about their jobs:

- ▶ Providing solutions to work/business-related challenges daily
- ▶ Learning something new daily
- ▶ Analyzing data to improve the supply chain
- ▶ Working with wonderful people

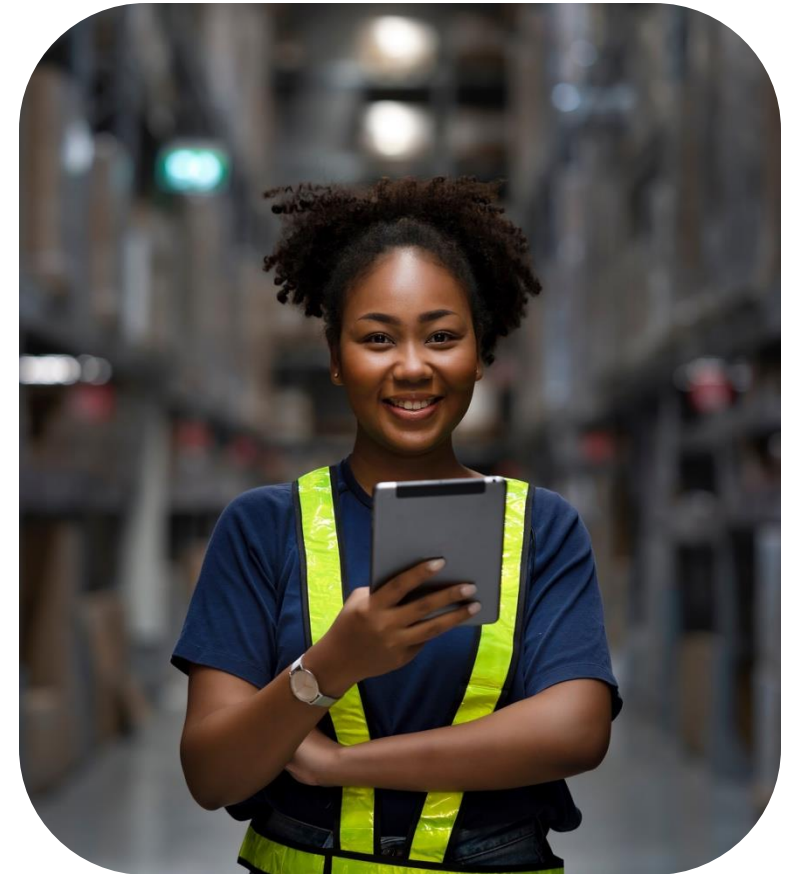
Like LEAST about their jobs:

- ▶ Poor communication from leadership
- ▶ Unrealistic expectations
- ▶ 24-hour industry with working hours fluctuating depending on operations
- ▶ High turnover for warehouse staff
- ▶ Variety and change in the market and industry

Building Satisfaction

Other than money, what would give supply chain managers more job satisfaction?

- ▶ Four-day work week or more time off
- ▶ Offering work-from-home options/hybrid schedules
- ▶ Reduced workload
- ▶ Better training opportunities
- ▶ More promotion opportunities for skilled and talented employees

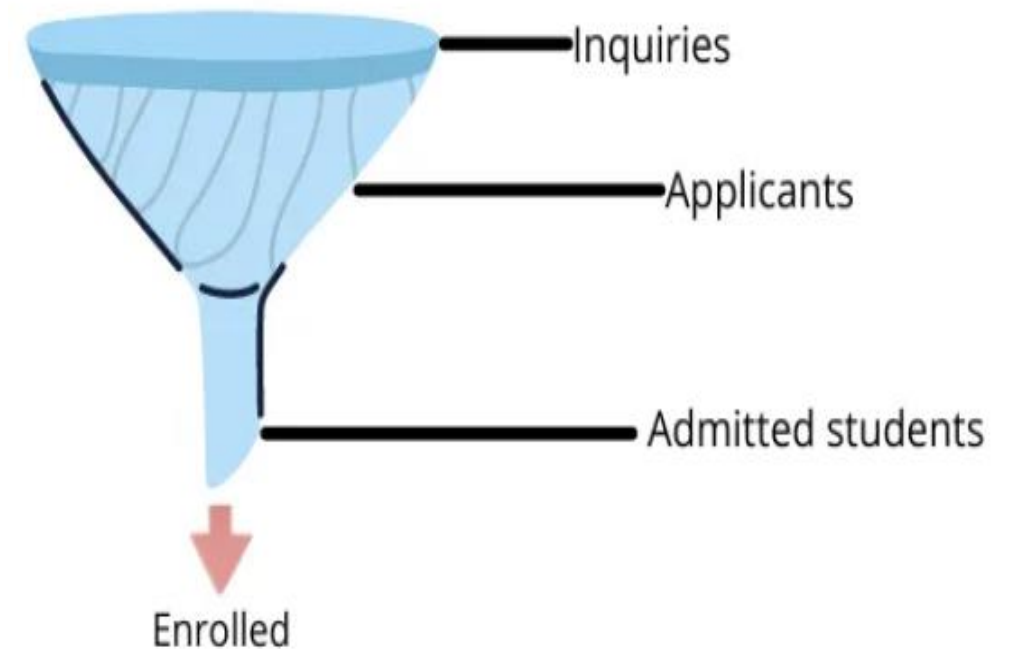


Foundational Knowledge of Recruitment

What is Recruitment?

Recruitment is the process of carefully **finding and recruiting the most ideal candidates** for an institution or program in a **cost-effective and timely manner**.

The 3 Stages of Recruitment



Factors Influencing Recruitment



Program Reputation



Facilities and Resources



Financial Considerations



Diversity and Inclusion

Barriers to Recruiting Candidates

A lack of general understanding about apprenticeships is the largest barrier to recruitment.

Lack of guidance and general knowledge

Inaccurate perceptions

Lack of understanding of long-term opportunities

Expectations mismatch with employers

Use Questions to Drive Recruitment

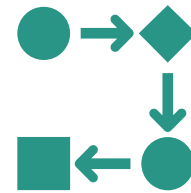
- ▶ How are we providing students, as early as third grade, with opportunities to explore apprenticeships?
- ▶ What can we do better to showcase a diverse workforce in our apprenticeship program and marketing?
- ▶ How do we encourage recruits to explore careers based on their aptitudes and interests, not their genders?
- ▶ What can we do to remove barriers to apprenticeship in schools, communities, and in the workplace?
- ▶ How do we create a supportive, nurturing environment that makes it possible for all apprentices to learn and achieve success?



Messaging the Opportunity



Look at your program materials. Is it clear what the benefits are to the customer for participation?



Is it clear what they need to do if they are interested in the program?



How will you get the word out?

Misconceptions about Apprenticeships

Unpaid

Believed
apprenticeships
are unpaid
opportunities like
internships

Do not exist

Believed
apprenticeships
do not currently
exist in
their community

Prevents College

Believed
apprenticeships
meant they could
not earn a college
degree

Team Activity

House of Cards Activity

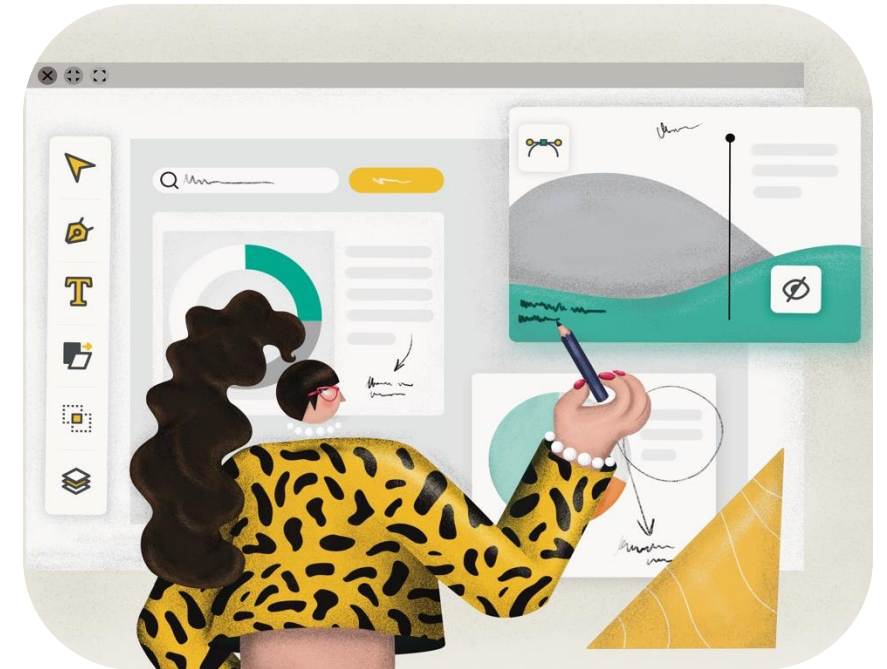


Communicate Apprenticeship Value

	Question	Answers
Length of Program	How long will the apprenticeship program last?	Typically, apprenticeships last anywhere from one to four years.
Curriculum	What will the apprentices learn during the program?	Develop a curriculum that includes both theoretical and practical components.
Mentors	Who will mentor the apprentices during the program?	Assign experienced employees to act as mentors for the apprentices.
Evaluation	How will you evaluate the apprentices' progress during the program?	Establish clear evaluation criteria and a process for providing feedback to the apprentices.

Finding Footing & Measuring Success

- 1. Set clear recruitment goals**
- 2. Look at previous enrollment data**
- 3. Use goals and questions to drive recruitment**
- 4. Obtain qualitative and quantitative data**



Develop Pre-Apprenticeship Programs



	Description	Examples
The Basics	Early programs that occur before the RA program that provide critical on-ramps to apprenticeships	Summer, Co-op, and Internship Programs
Flexibility	Designed with built-in flexibility so programs can target institution-specific goals	Can include programs that specifically target underrepresented groups
Community Development	Designed to get communities involved before apprenticeship and help future students meet entry requirements	Can be designed to integrate with community organizations from the start.

Connecting with Students and Gen Z

Successful Recruiting Techniques

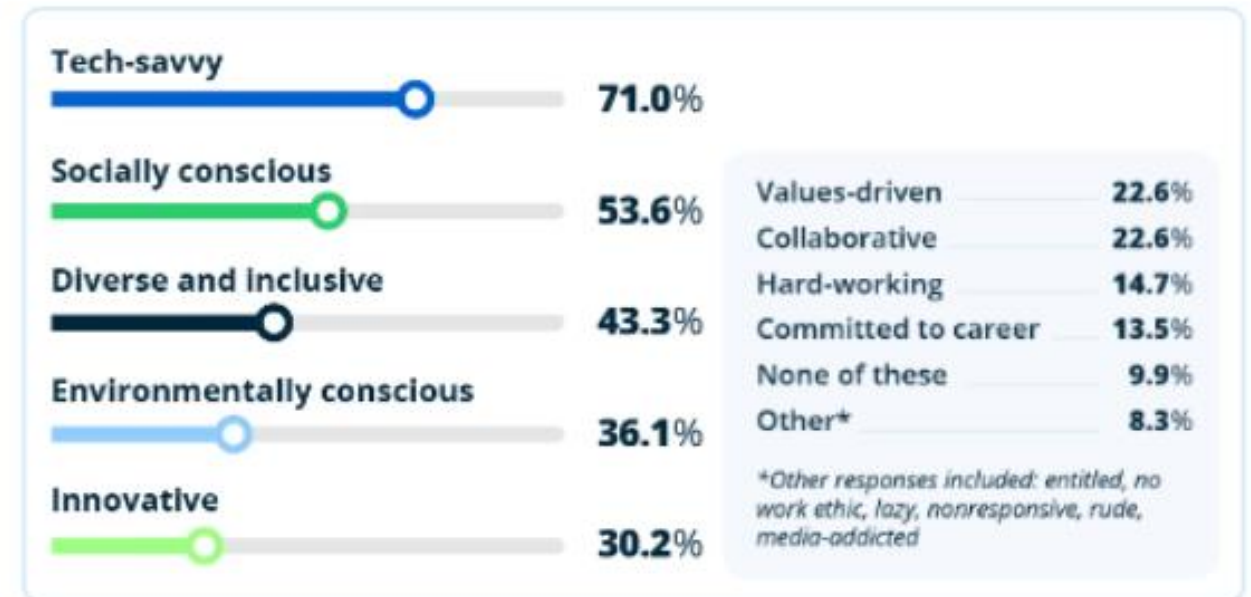
Who is Generation Z?

- ▶ **Generation Z** – *people born between 1997 and 2012*
- ▶ Unique generation - **First gen reared entirely in the digital age**, influenced by smartphones, social media, and instant access to information.
- ▶ However, **Gen Z experienced** the economic and social impacts of the **2008 recession** and **COVID-19 pandemic** during key points in their adolescent and young adult lives.
- ▶ Thus, Gen Z possesses distinctive perspectives, preferences, and values compared to previous workforce generations.

Stereotypes Around Gen Z

- ▶ **34.4%** of Gen Z believe employers' negative stereotypes about their generation impact their job searches/careers
- ▶ **69.3%** of Gen Z have a dream job they aspire to obtain in the next 10 years

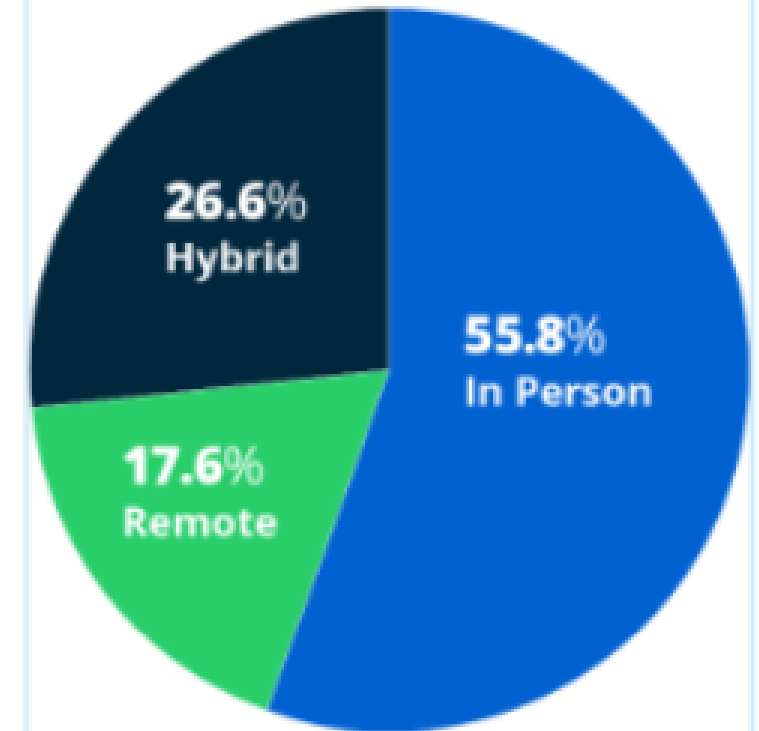
How would you describe Gen Z job seekers and/or employees? (Select all that apply.) *Figure 1*



Gen Z Want Human Connection

- ▶ **Generation Z** is sometimes called “**Zoomers**” because they **grew up** when video conferencing platforms, like **Zoom**, became **ubiquitous**
- ▶ Despite this nick-name, **55.8%** of Gen Z respondents preferred an entirely in-person work environment, compared to **17.6%** that preferred a fully remote work environment.

What is your preferred work environment? *Figure 2*



Gen Z's Benefits Wish List

- ▶ Aside from salary or flexibility-related perks, Gen Z's most-wanted benefits were health insurance and 401(k) options
- ▶ Many Gen Z commented on employers' need to better understand employees' mental health

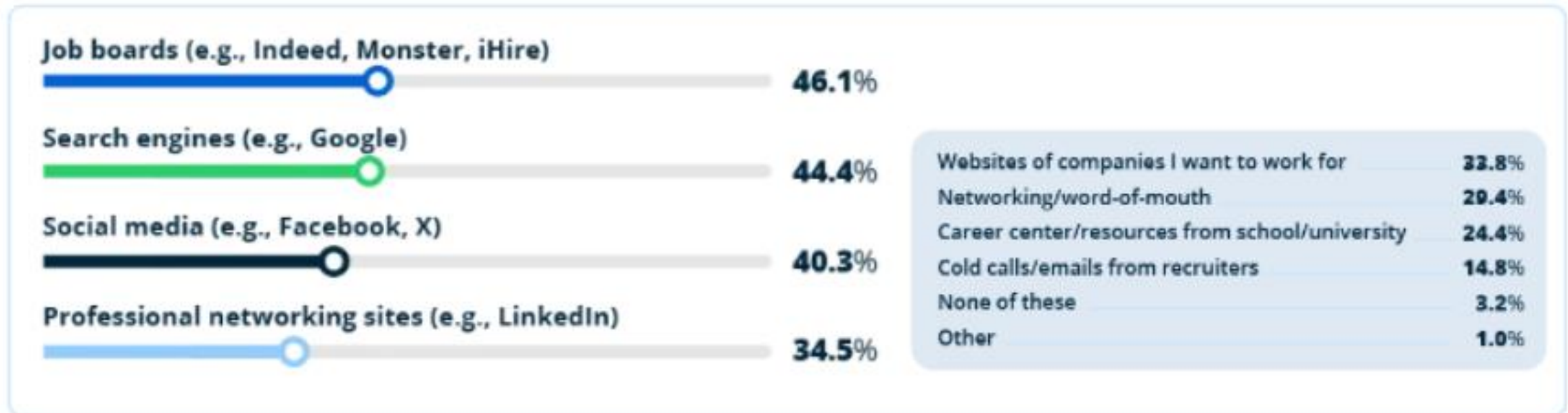
Besides salary, which of the following are most important when thinking about the benefits provided by your ideal job/workplace?



Gen Z Job Search Methods

Gen Z uses the internet as the primary tool for the job search

How do you find out about new job opportunities? (Select all that apply.) *Figure 6*



Struggles of Hiring Gen Z

Gen Z Struggles VS

What challenges have you experienced when searching for a job? (Select all that apply.) *Figure 7*



Employer Complaints



In which of the following areas do you believe Gen Z job seekers should improve to make themselves more marketable? (Select all that apply.) *Figure 8*

Cover letter writing	27.4%
Networking	19.4%
Salary negotiation	18.7%
Other	11.1%

Gen Z & AI

- ▶ **33.2%** of survey respondents feared that AI would replace their job or make their role less significant in the coming year
- ▶ **62.3%** of Gen Z seekers prefer in-person vs. video job interviews
- ▶ **42.7%** of Gen Z say they never use generative AI tools to assist them in their job search

How often do you use generative AI tools to assist you in your job search? *Figure 11*



Strategies for Retaining Gen Z

What strategies are you using/have used to attract and retain Gen Z workers? (Select all that apply.) *Figure 12*

While adjusting your hiring and retention strategies, put any aside any negative stereotypes about Gen Z and treat them with an open mind

Enhancing/promoting DE&I	33.7%
Offering internships	32.9%
Offering mentorships	28.6%
Changing/updating company mission/values	15.9%
Offering apprenticeships	12.7%
Enhancing/promoting CSR	10.3%
None of these	8.3%
Other	5.2%



Gen Z and Industrial Careers

- ▶ Only **14%** of Gen Z say industrial work is a career they would consider
- ▶ **25%** of Gen Z believe work conditions are unsafe in industrial jobs
- ▶ **20%** think the pay is low
- ▶ **14%** feel the benefits aren't good



Gen Z Opportunities

- ▶ **17%** say they would consider an industrial job if they knew someone who was working in the space
- ▶ **26%** of Gen Z think the hours are rigid in industrial work
- ▶ **40%** say that flexible hours/workdays are a primary deciding factor when considering a job offer
- ▶ **27%** of Gen Z wants to work for a company on the forefront of new technologies



Rising Appeal of Trades

- ▶ Burgeoning cost of college
- ▶ Questionable degree return on investment
- ▶ Competitive pay and advancement opportunities without debt
- ▶ Implications of technological advancements



Skilled Trades – A High-Paying Career

- ▶ Average salary of a skilled tradesperson in the United States is **\$73,117**.
- ▶ **50%** of Gen Z who want to own their businesses can do so without a four-year degree.
- ▶ **One in six** skilled tradespeople become entrepreneurs.

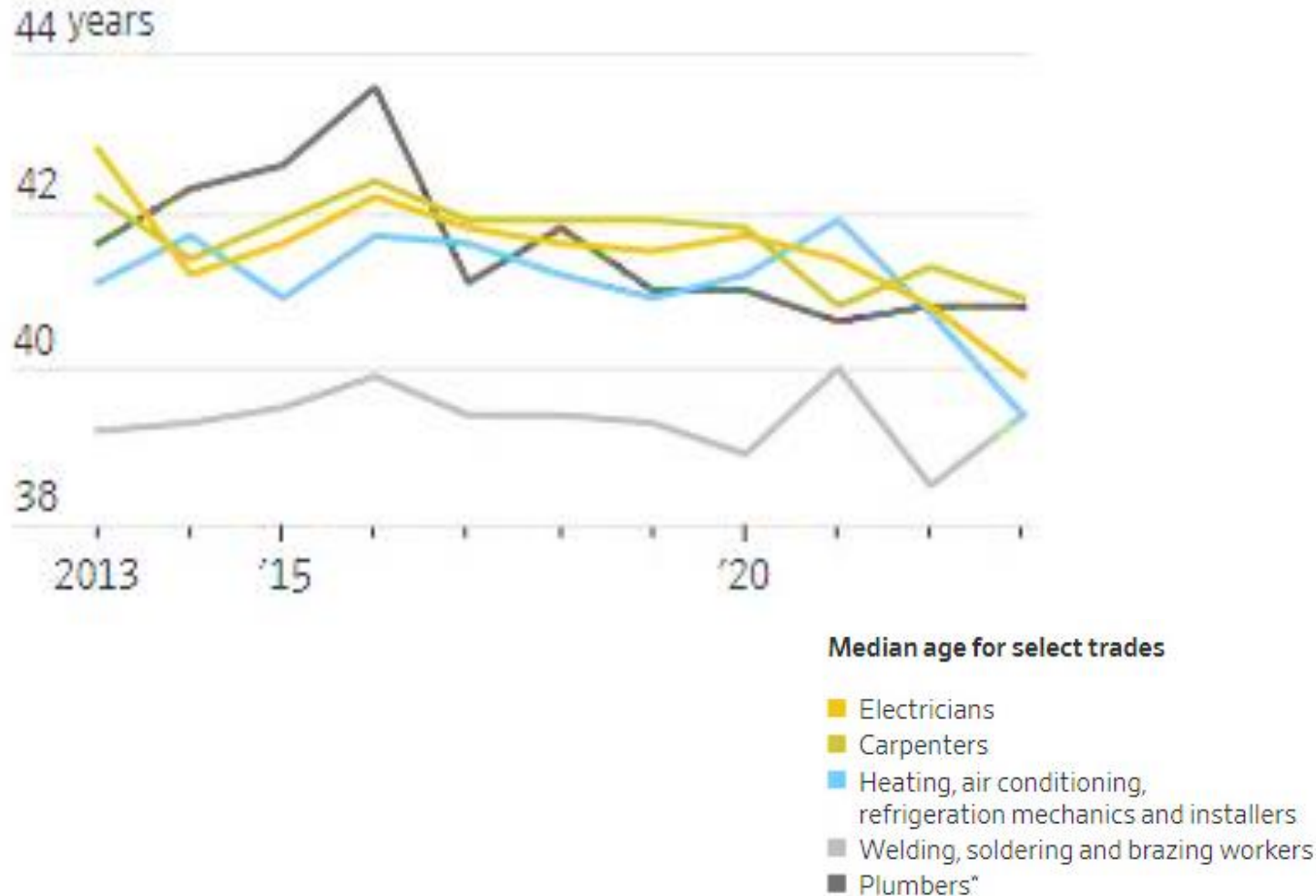


Skilled Trades vs AI

- ▶ With the rapid rise of AI, there are growing concerns about how jobs will be disrupted.
- ▶ Jobs most likely to be affected by AI are office jobs and college-educated workers per OpenAI.
- ▶ **75%** of jobs that required a 4-year degree would be affected by AI.
- ▶ **38%** of those that needed a vocational degree would be affected by AI.

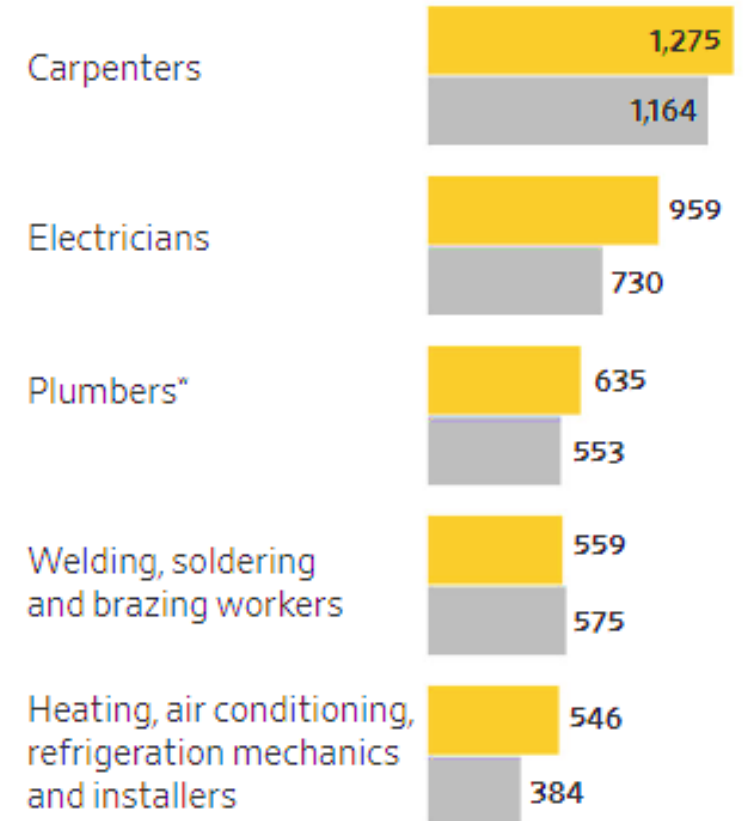


Gen Z is Pursuing Skilled Trades



Total number of workers, in thousands

■ 2023 ■ 2013



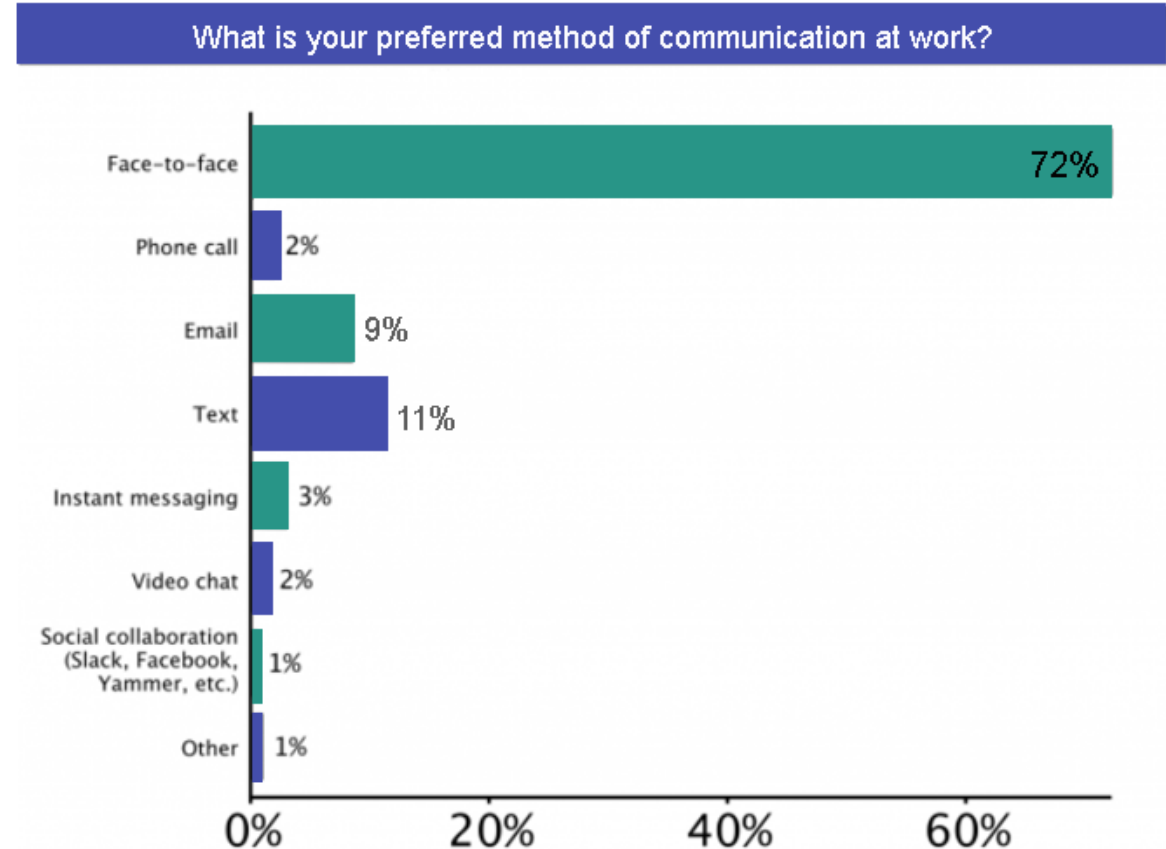
Connecting with Generation Z

▶ What motivates Gen Z

- ▶ Open and honest communication
- ▶ Equality and knowledge sharing
- ▶ Regular and constructive feedback
- ▶ Speed and efficiency in hiring

▶ What content engages Gen Z

- ▶ Bite-sized content
- ▶ Video content

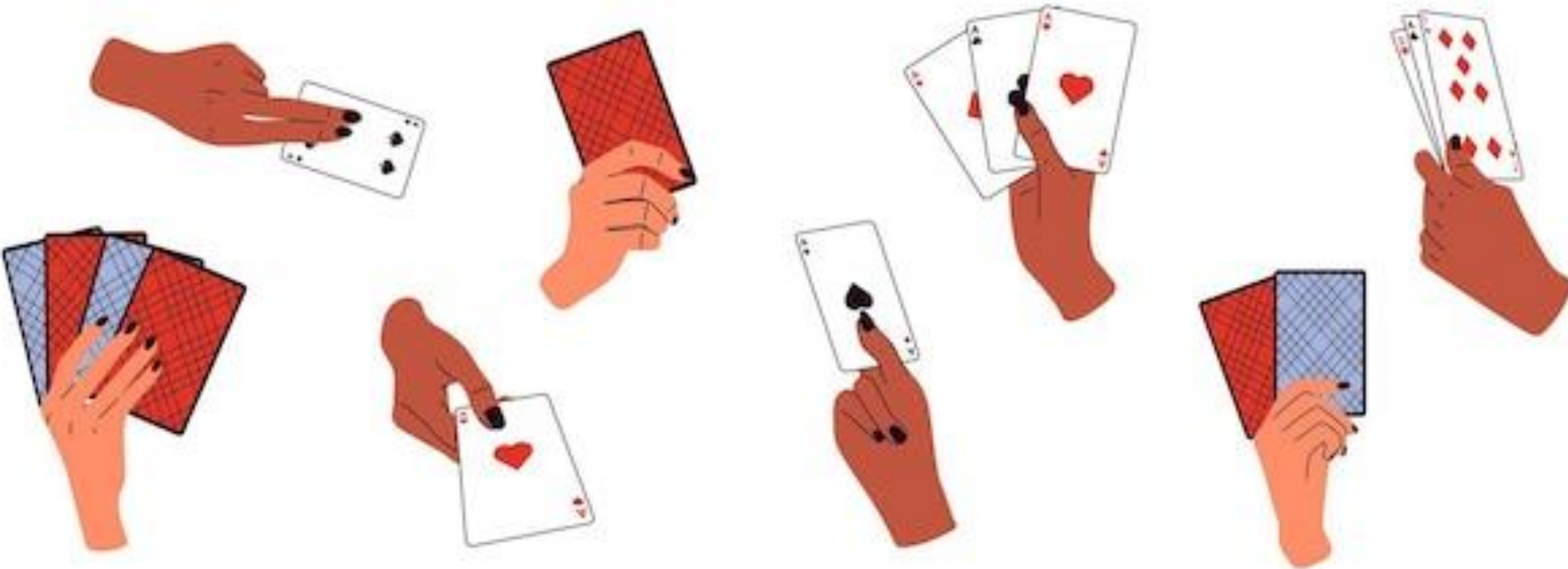


Gen Z: Working with Purpose

- ▶ More than half of Gen Z reports “work with a purpose is a must-have.”
- ▶ **83%** of tradespeople report being somewhat or extremely satisfied with their choice of work.
- ▶ **94%** of tradespeople would encourage their family or kids to pursue the trades.
- ▶ **22%** of tradespeople report their work’s meaning and value as their chief source of happiness.



Ubuntu Cards Connecting Activity



Socialization at Work

- ▶ Teens are looking for more than a paycheck at work: friends!
- ▶ Pandemic isolation has made young people eager for social interaction.
- ▶ **1/3** of teens, almost **6M**, are working.
- ▶ OTJ socialization allows teens to practice communication, conflict resolution, and problem-solving skills.



Best Practices for Gen Z Connection

- ▶ Highlight the financial benefits of apprenticeships, especially learning and earning and no debt
- ▶ Emphasize and model the use of technology and the opportunity of technology
- ▶ Offer ongoing training
- ▶ Supply mentors to support employee growth and emphasize connections
- ▶ Promote career advancement opportunities and purposeful work
- ▶ Ensure a positive work-life balance



8 Questions to Ask Your Young Employees



1. How many people in your graduating class got jobs in their chosen field? What other fields did they opt for and why?
2. What platforms are young people using to learn about jobs?
3. What stereotypes do young people have about our field and the work we do?
4. Are there any online accounts, groups, or social circles that make you feel supported in your career (even if they only provide humorous content)?
5. What workplace trends are you hearing about, both positive and negative?
6. What do other young people in this field dislike about their jobs? What do they love?
7. How can we make our industry more appealing to young people?
8. Do young people in our field feel they can be themselves at work?

Universal vs Targeted Outreach

Successful Recruiting Techniques

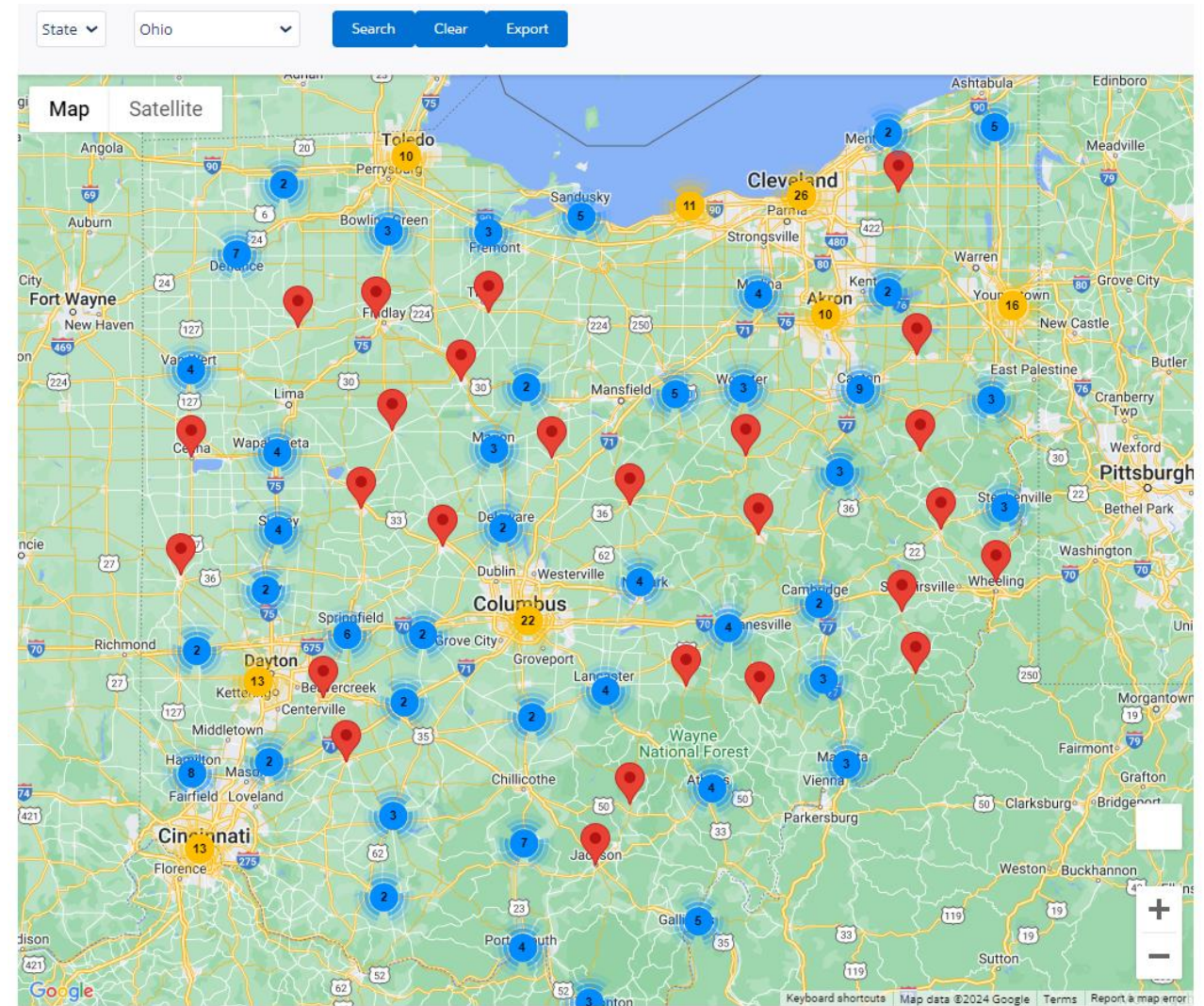
Universal Outreach

- ▶ All RAP sponsors are required to conduct universal outreach and recruitment.
- ▶ Universal Outreach entails reaching out to organizations within your recruitment area that can refer candidates for apprenticeship from all demographic groups.
- ▶ Recruiting widely can generate referrals from all demographic groups, including individuals from underrepresented groups.



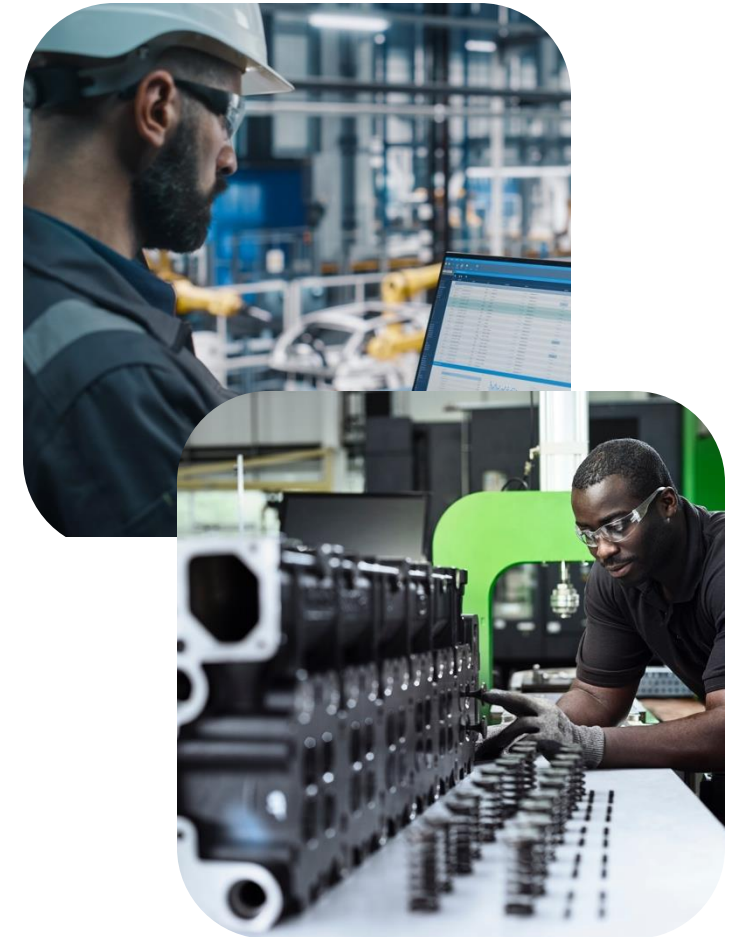
Universal Outreach Tool

- ▶ The Universal Outreach Tool provides an online mechanism for finding candidates for apprenticeship.
- ▶ The tool can help with the universal outreach requirements, including:
 - ▶ Developing a list of recruitment sources that will generate referrals from all demographic groups within their recruitment area
 - ▶ Identifying contacts at each of these sources
 - ▶ Providing sources with advance notice of all apprenticeship openings.
- ▶ By following these steps, sponsors can build their lists of recruitment sources.



When to Conduct Targeted Outreach and Recruitment

- ▶ Sponsors with five or more apprentices that do not already have approved EEO programs must develop Affirmative Action Programs and conduct analysis regarding the workforce demographics of your service area.
- ▶ When these analyses reveal that one or more demographic groups is underrepresented in your apprentice workforce, you must conduct targeted outreach and recruitment.
- ▶ RA staff will help you set aspirational goals to include more individuals from underrepresented groups in your apprentice workforce.
- ▶ Aspirational goals are NOT quotas and do not supersede merit-based selection. Hiring preferences are prohibited.



Targeted Outreach and Recruitment

- ▶ Developing apprenticeship Affirmative Action Programs requires conducting analyses comparing the demographic characteristics of your apprentices to the demographics of the available workforce in your recruitment area.
- ▶ Targeted outreach and recruitment refers to activities that are likely to increase candidates for apprenticeship from any targeted group of individuals found to be underrepresented in the apprenticeship program.
- ▶ If your sector is stereotyped as a field for a narrow cross-section of the population, say Caucasian males, make sure images and videos include non-traditional employees.



Targeted Outreach

- ▶ Currently, **80%** of apprentices in RA programs are white and **87%** are male.
- ▶ Utilizing sources of untapped talent within underrepresented groups can fill employment gaps and generate innovation.
- ▶ Diversity in the workplace helps drive innovation by increasing productivity, creativity, and problem solving.
- ▶ It also improves employee recruitment and retention, while providing any workplace a competitive, global edge.



Using Data for Better Recruitment

Successful Recruiting Techniques

Use Data to Drive Decisions

- ▶ Data driven decision-making uses collected metrics and insights to inform strategic decisions that align with institution goals, strategies, and initiatives.
- ▶ The process involves analyzing collected data and drawing for a better understanding of institutional needs.
- ▶ Rather than relying on assumptions, utilize hard data to make the most effective choices.



Recruitment Questionnaire

Today's Date _____
Location _____

Applicant's Name _____
Training of Interest _____

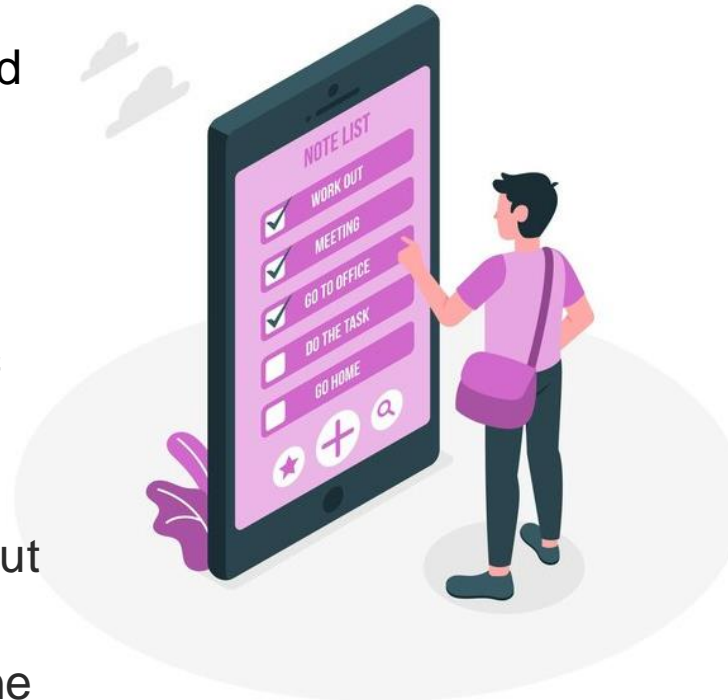
How did you learn about the Apprenticeship Program?

- Flyer (Specify)
- Online
- Program graduate
- Friend/relative
- TV/Radio
- Employer
- Elected Official
- American Job Center
- Google Search

Keep Track
of Your
Recruitment
Strategies

Surveys

- ▶ Collects apprentice insights to make informed decisions using information directly from apprentices.
- ▶ Allows the efficient collection of feedback and opinions from a range of apprentices
- ▶ Obtains valuable information to improve program operations and the onboarding process.
- ▶ Survey data can confirm the effectiveness of current practices or provoke discussions by providing unbiased data
- ▶ Data can identify what apprentices think about your brand and program and
- ▶ Frequently collecting data provides a baseline for comparison over time.



Example Survey Types

- Market research survey
- Lead generation survey
- Community awareness survey
- Apprentice satisfaction survey
- Event evaluation survey
- New-apprentice survey
- Apprentice satisfaction survey
- Training evaluation survey
- Exit interview survey

Conduct Focus Groups

- ▶ Focus groups allow programs to engage apprentices to identify needs and preferences.
- ▶ Focus groups can be helpful for understanding:
 - ▶ Local workforce needs
 - ▶ Apprentice feedback
 - ▶ Employer apprenticeship needs
- ▶ Conduct a focus group with current apprentices and leverage their insights.
- ▶ As a qualitative method, the focus group allows for a greater examination of perspectives, values, attitudes, and processes through moderated group discussion.



Journey Mapping

Example Apprenticeship Journey Map



Journey Mapping allows you determine areas for improvement so you can retain and attract better candidates for apprenticeships.

- ▶ **Select Program Occupation:** Browse Apprenticeship.org Occupation Finder to find your preferred occupation and determine if it has already been approved for use in a Registered Apprenticeship program.
- ▶ **Identify Sponsors and Partners:** Apprenticeship programs largely rely on a strong partnership network to help meet business objectives.
- ▶ **Connect with Experts:** Meet with staff to assess suitability for local and national standards and complete registration
- ▶ **Develop Core Program Components:** RA programs must include seven key components
- ▶ **Launch and Manage Program:** Submit program to Department of Labor and operate program once registered

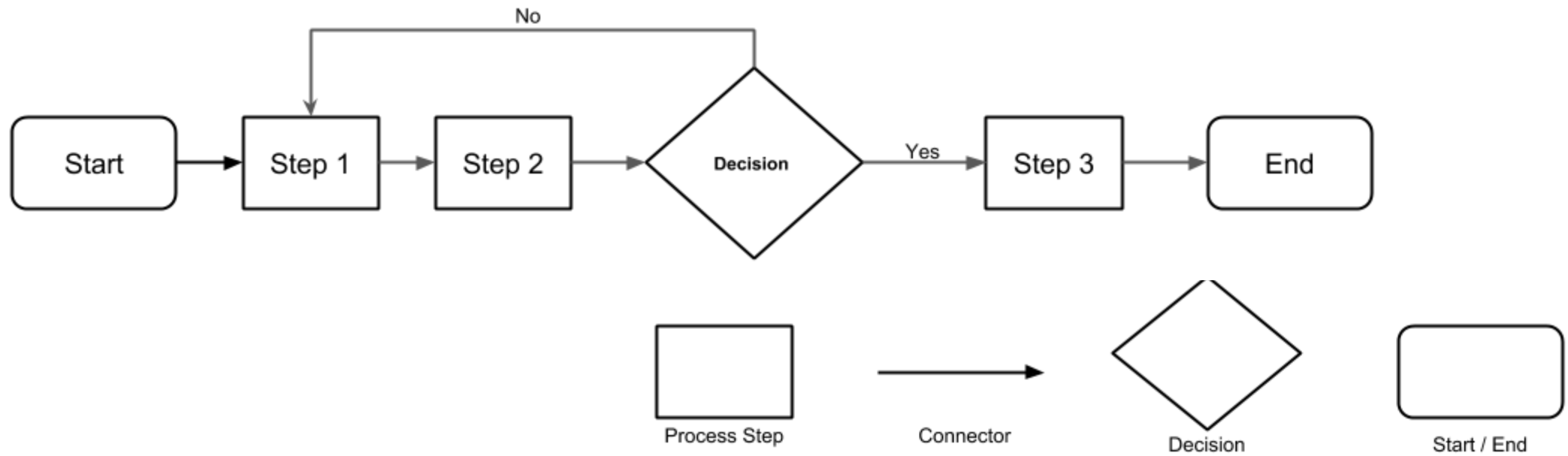
Mystery Shopping

- ▶ What does the candidate experience look like for people applying to apprenticeships at your organization?
- ▶ A **mystery shopper** is someone who observes and reports on their experience with a company
- ▶ This method gives **insight** into how apprentices are treated throughout the process
- ▶ This insight can **improve organization procedures**
- ▶ To learn more from the outside perspective, try 'mystery shopping' your apprenticeship process



Process Mapping

- ▶ A tool used to display the current process and information from the customer request to the delivery of the product or service to the customer.



Resources

- ▶ <https://aba.workforcegps.org/resources/2023/03/02/19/18/Registered-Apprenticeship-Tools-and-Tips>
- ▶ <https://youtu.be/hNilv599bmQ?si=iLRRD8encv2X5XD5>
- ▶ <https://youtu.be/gWYJUE7SUnw?si=cxv7qqL179kACX8d>
- ▶ <https://www.youtube.com/@scaworkforcehub>
- ▶ <https://www.apprenticeship.gov/sites/default/files/CCSurveyReport091917.pdf>
- ▶ <https://www.newamerica.org/education-policy/reports/community-colleges-and-apprenticeship-the-promise-the-challenge/recommendations>
- ▶ https://jfforg-prod-new.s3.amazonaws.com/media/documents/TAACCT-Engaging-Employers-DRAFT-072618_2_.pdf

Resources, continued

- ▶ <https://sinclair.edu/about/>
- ▶ <https://www.newamerica.org/education-policy/reports/community-colleges-and-apprenticeship-the-promise-the-challenge/what-is-an-apprenticeship-intermediary/>
- ▶ <https://www.apprenticeship.gov/sites/default/files/dol-industryfactsheet-ra-industryintermediaries-updated.pdf>
- ▶ <https://ase.workforcegps.org/announcements/2022/12/02/17/38/The-Seven-Key-Elements-of-All-Registered-Apprenticeship-Programs>
- ▶ https://www.dol.gov/sites/dolgov/files/OASP/evaluation/pdf/AAI/AAI_ROI_Final_Report_508_9-2022.pdf
- ▶ <https://www.thescxchange.com/articles/10444-despite-the-hassles-and-stagnant-pay-job-satisfaction-remains-high-for-supply-chain-pros>
- ▶ <https://www.thescxchange.com/articles/10444-despite-the-hassles-and-stagnant-pay-job-satisfaction-remains-high-for-supply-chain-pros>

Questions?

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The **Supply Chain Automation Workforce Hub (Hub)** is a one-stop solution for recruiting and training supply chain automation specialists – powered by employers, workforce organizations, and education institutions. Supply chain automation is the use of digital technologies to improve efficiencies, connect applications and streamline processes within supply chain operations including mechatronics, logistics, transportation, and warehousing. We help employers develop customized training programs to shore up and diversify their supply chain automation talent pipelines through **registered apprenticeship programs (RAPs)**.

A RAP is an **industry-driven training model** that enables employers to train workers to meet their unique needs. A RAP is a paid job. Apprentices participate in a mix of structured on-the-job and classroom learning, receive mentorship from experienced colleagues, and attain a portable, national, industry-recognized credential.

The Hub helps employers, education institutions, and career seekers – all at no cost.

We help:

- ▶ Conduct **education and outreach** to employers

RAP Benefits

Employer

- ▶ Acquire customized training to ensure employees develop the right skills
- ▶ Gain pipeline of diverse and skilled employees
- ▶ Lower recruiting costs; improve employee retention; reduce turnover
- ▶ Receive state and federal tax incentives
- ▶ Earn national recognition and visibility