Developing Career Pathways within Industry Sectors: An Apprenticeship Program Success

Stephanie Beckhorn – Director, MI Workforce Development Agency
Marcia Black-Watson – Industry Talent Director, MI Workforce Development Agency
Dave Jackson – Apprenticeship Representative, USDOL Office of Apprenticeship
Deb Lyzenga – Regional Director, Business Solutions Manager, West Michigan Works!
Jessica White-Hatinger – Service Center Manager, West Michigan Works!

WIOA Conference – A 360° View
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Today’s Presentation

Moderator:
Stephanie Beckhorn, Michigan Workforce Development Agency

Session Agenda and Panelists:
- Sector Strategies: A Pathway to Registered Apprenticeship
  Marcia Black-Watson, Michigan Workforce Development Agency

- West Michigan Works! Medical Assistant Apprenticeship Program
  Deb Lyzenga & Jessica White-Hatinger, West Michigan Works!

- Apprenticeships in Michigan
  Dave Jackson, Michigan USDOL Office of Apprenticeship

- Questions and Answers
Stephanie Beckhorn, Director
Michigan Workforce Development Agency
job preparedness

career-based education

worker training

employment assistance

unemployment insurance
Strengthening *Michigan’s* Talent | **KEY PRIORITIES**

- Promote career pathways and informed career choices
- Promote skilled trades - training
- Promote understanding of credentials
- Promote robust use of data and evaluation to make informed policy decisions
Alignment with WIOA Priorities

The purposes of this Act are the following:

1) To increase, for individuals in the United States, particularly those individuals with barriers to employment, access to and opportunities for the employment, education, training, and support services they need to succeed in the labor market.

2) To support the alignment of workforce investment, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system in the United States.

3) To improve the quality and labor market relevance of workforce investment, education, and economic development efforts to provide America’s workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages and to provide America’s employers with the skilled workers the employers need to succeed in a global economy.
Alignment with WIOA Priorities continued

4) To promote improvement in the structure of and delivery of services through the United States workforce development system to better address the employment and skill needs of workers, jobseekers, and employers.

5) To increase the prosperity of workers and employers in the United States, the economic growth of communities, regions, and States, and the global competitiveness of the United States.

6) For purposes of subtitle A and B of title I, to provide workforce investment activities, through statewide and local workforce development systems, that increase the employment, retention, and earnings of participants, and increase attainment of recognized postsecondary credentials by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance the productivity and competitiveness of the Nation.
Sector Strategies: A Pathway to Registered Apprenticeship

Marcia Black-Watson, Industry Talent Director
Michigan Workforce Development Agency
Sector Strategies + Apprenticeships = National Importance

USDOL:
“The critical strategies that are required in WIOA, such as sector strategies and career pathways, are at the heart of the apprenticeship model.”
Sector Strategies + Apprenticeships = National Importance

State of California:
“A state strategy based on ongoing skills attainment focused on regional growth industry sectors and clusters...This strategy draws on lessons from the traditional apprenticeship model – providing workers maximum employment outcomes through mobility among multiple employers within an industry sector or cluster.”
Michigan Industry Cluster Approach

- Manufacturing
- Information Technology
- Energy
- Agriculture
- Health Care
MICA Objectives
All Employer Focused

1. Employers identify industry demand and vacancies
2. Employers provide direct input into the design of educational program offerings
3. Services and programs align with industry’s need for workers and skills
4. Training investments includes programs representing high-demand occupations based on input from employers
What is the MICA?

Employers

Local Michigan Works! Agencies and Workforce Development Boards

Local Partners & Resources
- 4-year Universities and Community Colleges
- Other Education & Training Providers
- Local Economic Development Organizations
- Community and Faith Based Organizations

Priority Clusters & Other Locally Relevant Clusters
- Agriculture
- Energy
- Health Care
- Information Technology
- Manufacturing

Job Seekers

Michigan Talent Connect

Traditional/ Employer-Based LMI
MICA Commitments In All 10 Prosperity Regions

1. Upper Peninsula Prosperity Alliance
   - Construction (2)
   - Healthcare
   - Manufacturing (3)

2. Northwest Prosperity Region
   - Agriculture
   - Information Technology
   - Healthcare
   - Hospitality
   - Manufacturing

3. Northeast Prosperity Region
   - Agriculture

4. West Michigan Prosperity Alliance
   - Agriculture
   - Information Technology
   - Manufacturing (3)
   - Construction
   - Energy (2)

5. East Central Michigan Prosperity Region
   - Agriculture
   - Healthcare
   - Manufacturing (4)
   - Energy

6. East Michigan Prosperity Region
   - Agriculture
   - Information Technology
   - Manufacturing (3)
   - Energy

7. South Central Prosperity Region
   - Information Technology
   - Manufacturing

8. Southwest Prosperity Region
   - Healthcare (2)
   - Manufacturing

9. Southeast Michigan Prosperity Region
   - Energy (3)
   - Manufacturing (5)
   - Healthcare (3)
   - Retail/Service
   - Information Technology (2)

10. Detroit Metro Prosperity Region
    - Agriculture
    - Information Technology (6)
    - Energy (7)
    - Manufacturing (4)
    - Healthcare (4)

Service Delivery Regions
Why Sector Strategies?

- Crucial component to the vision for the workforce system under WIOA
- Coordinated response to regional/industry-wide workforce needs
- Industry–driven model is important to the success of Registered Apprenticeship
Sector Strategies + Apprenticeships

- Successful apprenticeships are born from a collaboration among partners.
- Faster increase in apprenticeship numbers due to consortium of employers.
- RA as a workforce strategy that contributes to higher performance outcomes, retention, earnings, credential attainment.
- Partners can provide valuable cost saving benefits:
  - Serve as intermediaries
  - Access to pool of potential apprenticeship candidates.
Industry Sectors That Take Advantage of Apprenticeships

- Construction
- Manufacturing
- Public Utilities
- Military
- Health Care

- Information Technology
- Production
- Biomedical
- Automotive Services
- Public Sector

Michigan Clusters

1. Advanced Manufacturing
2. Advanced Energy
3. Information Technology
4. Agriculture
5. HealthCare
West Michigan Works! Medical Assistant Apprenticeship Program

Deb Lyzenga, Regional Director, Business Solutions Manager
Jessica White-Hatinger, Service Center Manager
West Michigan Works!
Background

- In August 2015, West Michigan Works! convened multiple healthcare employers and community colleges came together to develop an apprenticeship program for Medical Assistants.

- The program was Employer Demand Driven.

- Curriculum standards, wage commitment, # of apprenticeships for each employer, and each training provider, and a candidate screening process was negotiated and agreed upon.

- West Michigan Works! serves as the intermediary “backbone” agency by:
  - Convening employers and partners
  - Sponsor for the MA Apprenticeship program
    - Employers sign a participation agreement and agree to abide by the standards established for the MA Apprenticeship

- The first cohort began January 2016.
Medical Assistant Registered Apprenticeship Program

Valued Partners:

Cherry Health  MERCY HEALTH  SPECTRUM HEALTH

GRCC  Montcalm Community College  Muskegon Community College

Michigan WDA  United States of America
Critical Partners for Success

- Dave Jackson, Office of Apprenticeship, USDOL
- Russell Davis, Michigan State Director, USDOL
- Marcia Black-Watson, Industry Talent Director, WDA
Reasons to Develop Career Pathways

- Low unemployment rate
- Developing employment opportunities that will keep our youth in West Michigan
- Opportunities for post secondary education without the debt
- Certifications leading to careers
- Decrease turnover
- Increase diversity
## West Michigan Healthcare Demand

<table>
<thead>
<tr>
<th>Occupation</th>
<th>2012 Actual</th>
<th>2022 Projected</th>
<th>Projected 10-year Employment Growth Percentage</th>
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</thead>
<tbody>
<tr>
<td>Home Health Aide</td>
<td>37,600</td>
<td>49,990</td>
<td>32.95</td>
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<tr>
<td>Registered Nurses</td>
<td>93,990</td>
<td>104,730</td>
<td>11.43</td>
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<tr>
<td>Nursing Aides, Orderlies, and Attendants</td>
<td>53,460</td>
<td>60,160</td>
<td>12.53</td>
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<tr>
<td><strong>Medical Assistant</strong></td>
<td><strong>21,880</strong></td>
<td><strong>25,170</strong></td>
<td><strong>15.04</strong></td>
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<td>Licensed Practical and Licensed Vocational Nurses</td>
<td>18,800</td>
<td>21,580</td>
<td>14.79</td>
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<td>Physical Therapists</td>
<td>8,020</td>
<td>9,840</td>
<td>22.69</td>
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<tr>
<td>Dental Hygienists</td>
<td>9,030</td>
<td>10,660</td>
<td>18.05</td>
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<tr>
<td>Pharmacy Technicians</td>
<td>13,250</td>
<td>14,630</td>
<td>10.42</td>
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<tr>
<td>Physicians and Surgeons, All Other</td>
<td>11,950</td>
<td>13,300</td>
<td>11.3</td>
</tr>
<tr>
<td>Medical and Clinical Laboratory Technicians</td>
<td>6,980</td>
<td>8,180</td>
<td>17.19</td>
</tr>
</tbody>
</table>

Industry Sector Development

Catalyst for Change
- Multiple Healthcare Organizations separate but same discussions
- Talent supply & demand data
- Job seekers have a choice

Core Ingredients:
- Industry similar employers experiencing the same need
- Partnerships between education and training that focus on workforce needs
- Workforce intermediary or convener of stakeholders
- Stakeholders willing to collaborate for the good of the community and business

= Regional, employer-driven partnerships in Healthcare to solve talent demand
Career Pathways

Patient Registration/BOC
- Job Family & No.: BOC, 5
- ONET: 43-6013.00
- ONET Name: Medical Secretary
- MI Wage: $30,900
- Credentials: NCRC, Computer Proficiency

Medical Assistant
- Job Family & No.: MA, 6
- ONET: 31-9092.00
- ONET Name: Medical Assistant
- MI Wage: $28,500
- Credentials: RMA, CMA

LPN
- Job Family & No.: LPN, 8
- ONET: 29-2061.00
- ONET Name: Licensed Practical Nurse
- MI Wage: $44,200
- Credentials: LPN Credential, License

RN (ADN)
- Job Family & No.: RN, 15
- ONET: 29-1141.00
- ONET Name: Registered Nurse
- MI Wage: $65,500
- Credentials: ADN, RN License

RN (BSN)
- Job Family & No.: RN, 15
- ONET: 29-1141.00
- ONET Name: Registered Nurse
- MI Wage: $65,500
- Credentials: BSN

Notes
Wages are at 50th percentile based on ONET Online data for Michigan.
Each progressive step includes previous position's credentials (stackable credentials).
Apprenticeships in Michigan

Dave Jackson, Apprenticeship Representative
USDOL Office of Apprenticeship
Apprenticeships

- A system of career preparation for those careers which do not lend themselves to preparation by classroom study alone.
- Preparation combines On-the Job Learning, and formal education in theory and practice.
- Structured learning, advancement and progressive remuneration.
- Sponsorship of the Registered Apprenticeship
- Endorsed by and Registered with the U.S. Dept. of Labor.

What is Involved in this Proven Training Strategy?

Apprenticeship’s Three Components

- On-the-Job Learning
- Related Technical Instruction
- Sponsoring Employer

Apprenticeship Path

- GED, High School or College Graduate
- Selected for Apprenticeship in chosen craft
- Full time or Part time paid employment in career pursuit
- Mentored by a craftsperson
- Attends related training usually paid for by employer/sponsor.
- Earns a Certificate of Completion
- Positioned to continue toward Associate Degree, Baccalaureate Degree or beyond.

West Michigan Works! Medical Assistant Apprenticeship Program Continued

Deb Lyzenga, Regional Director, Business Solutions Manager

Jessica White-Hatinger, Service Center Manager

West Michigan Works!
West Michigan Works! Apprenticeship Model

Multiple Healthcare Employers + Multiple Community Colleges

Negotiations and agreement for curriculum cohort model & standards
- Wage commitment
- Determine # of Apprentices each employer would hire
- Candidate pre-screening

West Michigan Works! is Sponsor of the Apprenticeship Standards and Industry Convener
Candidate Recruitment & Selection

- **Interest**
  - 181 Applications of Interest
  - 114 Complete Applications

- **Information**
  - 81 Attended Information Sessions

- **Coaching**
  - 55 Attended Career Coaching Workshops

- **Offers**
  - 27 Hired
Other Opportunities…

- Intensive career coaching
- Identify transferable skills
- Career Portfolio → guaranteed interviews
- Opportunities for ITA or OJT (same or different industries)
- Next Medical Assistant Cohort?
Candidate Screening for Funding Eligibility

- Applications of Interest were submitted to West Michigan Works!
- Candidates attended an Information Session
- Assessment Tests were administered
- Candidates were assigned a Career Coach
- Career Coaches determined pre-eligibility for West Michigan Works! Scholarships (WIOA ITAs)
- Job Readiness Portfolios were created
- Candidates Portfolios were sent to participating employers
- Once offered employment, candidates met with their Career Coach to finalize eligibility and/or apply for all funding sources
  - WIOA eligibility and funding supports were disclosed only after offers of employment were made
## Braiding of Funds

### Associated Costs
- Community College Program costs
- Uniforms & on-campus parking
- Employee wages while training

### Potential Funding Sources
- Employer Tuition Contribution
- Skilled Trade Training Funds
- West Michigan Works!
  Individual Training Account Scholarships (WIOA)
- FAFSA Pell Grant (Financial Aid)
- Other Grants & Community Resources
- WIOA On-the-Job Training Reimbursement
Transition: Time- to Competency-Based Model
Measuring Success

- Overall support from training providers & employers
- Interest shown by community members
- Additional cohorts
- Additional apprenticeship opportunities
- Viewed as a best practice in the state
- Support from DOL & State staff
- Quarterly survey of M.A. Apprentices
Path Forward

- Continued Industry Sector Development
  - Manufacturing
  - Technology
  - Energy
  - Construction
- Continued and Deeper Collaborations
  - Education
  - Employers
  - USDOL
  - WDA
Challenges

- Method of Payment/reimbursements varied by funding source
- Payment/Reimbursement may be received at different times
- Documentation and validation varied by funding sources
- Multiple funding streams can be confusing to understand
- Candidates and employers had to submit multiple applications for funding
- Training provider may need to create multiple invoices
Successes

- Benefits to Workforce development serving as the intermediary “backbone” agency
  - Identify ways to blend and/or braid funding and resources
  - Bridge together various programs/services/funding streams
  - Consolidated approach to service delivery and information sharing
  - Intermediaries can minimize the confusion that categorical programs create for employers.
  - Ultimately, these strategies result in improved services for job seekers and employers.
  - Fund supports and services that are more integrated and coordinated
- Reduces work required for reporting by employer (however, increases work for backbone agency)
Successes continued

- Flexible Funding
  - Each funding stream had different eligibility requirements
    - Employers applied for STTF
    - Job Seekers applied for FAFSA, West Michigan Works! Scholarship, etc.
      - Applications for each funding stream was done on the same day, if possible

- Collaboration
  - Shared fiscal responsibility
  - Establish joint processes and procedures
  - Relationships were strengthened
Successes continued

- Allows for program sustainability
- Employers more easily engaged
- Overall, 72% of the MA Apprentice’s tuition was covered by grants and scholarships
Lessons Learned

- Communicate up front with the schools
- Allow sufficient time to process through the funding approval process for all funding streams
- Employer should hold apprentice accountable to apply for all funds
Questions?
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