



Workforce Development Forum Apprenticeship in Action

February 1, 2024

Meeting Recording – Passcode: 3KQ=S.=1
https://us06web.zoom.us/rec/share/Vydh_ODhIZpH39XY1iUE9GXF_smw4_z6lC21QkwzILmzlsNF3fNrqiEA8xqBcbIO.MGxhp5IzqnFnEniD




1

2/1 Apprenticeship In Action Agenda



| | | |
|------|--|---|
| 2:00 | Getting Leadership Buy-In Funding Apprenticeships The Mentor | Nikki Bailey Shelley Logan Cassandra Wilkins |
| 3:00 | Documentation for Certification Recruitment & Selection Connecting with High Schools ROI of an Apprenticeship | Greg Vitek Janet Cantrell Tim Bennett Greg Vitek |
| 4:00 | Apprenticeships – Here! Q & A Next Steps, Updates, Resources | Leslie McFarlin Greg Vitek |
| 4:20 | Adjourn | |

Recruitment & Selection



Janet Cantrell
Regional Human Resources Director
Sherwin Williams

The Mentor



Cassandra Wilkins
Human Resources Professional
Patterson Pump

Connecting High Schools



Tim Bennett
Senior Technical Recruiter
Haering Precision

Getting Leadership Buy-In



Nikki Bailey
Head of Human Resources
Haering Precision





2

Existing Apprenticeships



APP101 are USDOL Certified 2-year Apprenticeship Programs offered at Lanier Technical College and North Georgia Technical College. Each listed link provides the Related Technical Instruction (RTI) and the On-the-Job-Learning (OJL) requirements.

- ◆ CAD Drafting
- ◆ Industrial Maintenance Technician
- ◆ Machinist – General
- ◆ Machinist – CNC
- ◆ Quality Technical Control Apprenticeship
- ◆ Welder

<https://georgiamountainworks.com/apprenticeship-programs/>
<https://georgiamountainworks.com/resources/apprentice-checklist/>
<https://georgiamountainworks.com/post-an-opening/>

Shelley Logan, Business Partner, Workforce Strategies Group

3

Getting Leadership Buy-In



- Reducing the Skills Gap
- Controlling Supply and Demand
- Return on Investment

Nikki Bailey, Head of Human Resources, Haering Precision, Hart County

4

Funding Apprenticeships



- ◆ Average Cost
- ◆ HOPE Career Grant
- ◆ Incumbent Worker Training Funds
- ◆ High Demand Career Initiative Funds

Georgia Apprenticeship Funding Opportunities



Shelley Logan, Business Partner, Workforce Strategies Group

5

The Mentor



- Company's Subject Matter Expert
- Respect of his or her peers
- Heart of a Teacher

Notes from meeting:

- SME (but not necessarily degree or certified)
- Challenging limited assumptions
- In addition to boss
- Mutual expectations and goals communicated
- Celebrate successes
- Mentor mentors apprentice and apprentice becomes future mentor to future apprentice
- 1 assigned mentor but may have multiple mentors

Cassandra Wilkins, Human Resources Professional, Patterson Pumps, Stephens County

6

Documentation for Certification



- ◆ USDOL Certified
 - ▶ Employer Acceptance Agreement
 - ▶ Form 671 Apprenticeship Form
 - ▶ Work processes and RTI

Quality Control Technician Apprenticeship
ONET/SOC CODE 17-3026.00. RAPIDS CODE 0462
OJL Skills / Competency Matrix

| | Hours |
|------------------------------------|----------------------------|
| A. Safety and Health skills | <i>subtotal</i> 120 |
| B. Basic / General Skills | <i>Hours subtotal</i> 780 |
| C. Process Skills | <i>Hours subtotal</i> 1480 |
| D. Measurement | |

- ◆ Quarterly Reports
 - ▶ Excel OJL Matrix monitoring
 - ▶ Hours Accounted for
 - ▶ Competencies Acquired

| | IS |
|--|------------------|
| C. Process Skills | <i>total</i> 940 |
| 1 Tests and inspects products at various stages of production | |
| 2 Compiles and evaluates statistical data | |
| 3 Knowledge of Quality system required computer skills (QMS, Excel, Metlab, Minitab. Etc.) | <i>total</i> 680 |
| 4 Interprets technical information. Drawings, formulas, data tables, standards, specifications | |
| 5 Selects products for tests at specified stages in production process, AQL, SPC | 4000 |
| 6 Measures products and processes according to required specs / definitions | |
| 7 Records test data, applying statistical quality control procedures. | |
| 8 Prepares graphs or charts of data or enter data into computer for analysis | |
| 9 Understands Process Capability theory (Cpk, Variability sources) | |
| 10 Understands SPC and how used in production | |
| 11 Problem Solving skills - Root cause concepts | |
| 12 Auditing Skills | |

Greg Vitek, Business Partner, Workforce Strategies Group

7

Recruitment & Selection



- Company Experience (2019 – Present)
 - Industrial Maintenance Apprenticeship
 - Dock Driver Apprenticeship
- Internal & External Applicants
- Process
- Assessments
- Feedback



SHERWIN-WILLIAMS®

Janet Cantrell, Regional HR Director, Sherwin Williams, Hall County

8

Apprenticeships Work

2020 State of Business

- ❖ 100% Turnover of all Buford DSC Maintenance Hired in 2019 & 2020
- ❖ Fall 2020 GHCC Job Fair – More than ½ of all MFG companies present, reported maintenance openings (i.e., our competition in the market)
- ❖ US was reporting an 85,000 Truck Driver Shortage (CDL Class A)



Janet Cantrell, Regional HR Director, Sherwin Williams, Hall County



9

Apprenticeships at Work

Current State of Business

- ❖ In 2020, SW launched partnership with Lanier Tech & US DOL APP 101 Maintenance
 - ❖ 100% Graduation Rate (3 Graduates, 1 Enrolled Jan2024)
 - ❖ All graduates remain employed with SW, currently occupying 3 of 7 Roles in Maintenance Department
 - ❖ While in program, our apprentices replaced 922 fluorescent lights with LED's, reducing consumption by 590,747 kWh and saving \$102K in energy costs (including rebate) in 1st year.
 - ❖ Pathway provided additional earning potential (avg \$70K/year with no OT)



Current State of Business

- ❖ In 2022, SW launched partnership with North GA Tech with a Dock 2 Driver Apprentice Program
 - ❖ 100% Graduation Rate (2 Graduates, 2 Openings planned, 2024)
 - ❖ All Graduates Remain Employed with SW
 - ❖ Provides Employees a New Pathway from the Warehouse Dock to Class A CDL OTR position with earning potential of (\$90-120K Annual)



10

Recruitment (Internal vs. External)

| | |
|--|---|
| Internal Applicants | External Applicants |
| <ul style="list-style-type: none"> Provides Employees Another Pathway for Growth & Development Candidate Knowledge of Business Demonstrated Performance Return on Investment <ul style="list-style-type: none"> Increase in Overall Engagement Selected Applicant Loyalty for Opportunity Given | <ul style="list-style-type: none"> Helps Build Brand in Marketplace Taps Into New Candidate Pool Expands Company Outreach <i>Earn While you Learn</i> Model Attracts New Talent |

Janet Cantrell, Regional HR Director, Sherwin Williams, Hall County

11

Recruitment & Selection Process

```

graph LR
    A[Launch Program via Communication Meetings/ Announcements] --> B[Share Program Requirements/ Show Financial Pathway]
    B --> C[Launch Formal Job Posting Process]
    C --> D[Review Candidate Submittals]
    D --> E[Prescreening Process  
File Review/ Good Standing (Internal Only)]
    E --> F[Conduct Assessment for Aptitude/ Set IV Standard  
(Ex: Ramsey)]
    F --> G[Site Interview with Behavioral Interviewing Questions  
(HR & Hiring Manager)]
    G --> H[Announce Hire & Give Feedback]
            
```

Notes from meeting:

- Communicated opportunity through all employee meetings rather than just a memo; included: school/work schedules, pay structure.
- Excluded employees with corrective action on file or attendance issues.

Janet Cantrell, Regional HR Director, Sherwin Williams, Hall County

12

Items for Consideration



Aptitude Assessment Tools

Aptitude Tests

Accurately measure candidates' ability to grasp concepts and predict apprenticeship or training program performance.

- Mechanical
- Electrical
- MultiCraft
- Clerical

Basic Skills Tests

Assess the requirements for learning and performing entry-level or learner jobs.

- Reading Comprehension
- Arithmetic
- Inspection and Measurement
- Troubleshooting and Problem Solving

Electrical and Controls/Instrumentation

Assess technicians for proficiency in electrical or controls and instrumentation knowledge and skills.

- Electrical Learner Series
- Electrical Entry
- Industrial Electrician
- Controls Technician

Mechanical

Assess technicians for proficiency in mechanical knowledge and skills.


- Mechanical Learner Series
- Mechanical Entry
- Mechanical Maintenance Trainee
- MecTest

- Assessments are offered online or paper (both suggested to be proctored by Company official)
- Use National Average of Assessment Tool to determine interview qualification

Janet Cantrell, Regional HR Director, Sherwin Williams, Hall County

13

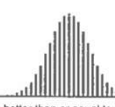
Items for Consideration



Individual Scoring Report
 MECHANICAL APTITUDE TEST - MAT-5

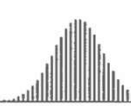
| Test/Section | No. of Items | Raw Score | Local Percentile | National Percentile |
|------------------------|--------------|-----------|------------------|---------------------|
| 1. MECHANICAL APTITUDE | 36 | 32 | 90.00 | 93.20 |

Local Percentiles for Mechanical Aptitude Test



A total score percentile rank of 90.00 indicates that this person's score was better than or equal to 90.00% of examinees' scores in the local group (N=5). A higher value indicates a better ranking compared to others in the local group (N=5).

National Percentiles for Mechanical Aptitude Test - MAT-4 + MAT-5



A total score percentile rank of 93.20 indicates that this person's score was better than or equal to 93.20% of examinees' scores in the national pool of examinees (N=16431). A higher value indicates a better ranking compared to others in the national pool of examinees (N=16431).

MECHANICAL APTITUDE TEST - MAT-5
 MONDAY, SEPTEMBER 11, 2023

Janet Cantrell, Regional HR Director, Sherwin Williams, Hall County

14

Items for Consideration

Scoring Tool

Maintenance Apprenticeship Requisition ID 2100067B

| Apprentice Candidate | DOH | Time In Role | Time in Role Rank (Recalculated @ IV) | File Check | Ramsy Score | Ramsy Rank | Interview Date | Interview Time | IV Rank Kennedy | IV Rank Cantrell | Mech Exp Rank | Current Status | Reason |
|----------------------|------------|--------------|---------------------------------------|------------|-------------|------------|----------------|----------------|-----------------|------------------|---------------|--------------------------|--|
| | 4/27/2015 | 5.68 | 1 | Pass | N/A | N/A | N/A | N/A | N/A | N/A | N/A | Applicant Withdrew | No longer interested as of 4/13/21 |
| | 5/17/2017 | 0.32 | 12 | Fail | N/A | N/A | N/A | N/A | N/A | N/A | N/A | Screening - Disqualified | Active Disciplinary in File - Disqualified |
| | 8/10/2020 | 0.68 | 7 | Fail | N/A | N/A | N/A | N/A | N/A | N/A | N/A | Screening - Disqualified | Active Disciplinary in File - Disqualified |
| | 2/20/2017 | 4.15 | 3 | Pass | 22 | 8 | N/A | N/A | N/A | N/A | N/A | Screening - Disqualified | Ramsy Too Low (Less than 50 Percentile) |
| | 11/4/2019 | 1.44 | 5 | Pass | 24 | 7 | N/A | N/A | N/A | N/A | N/A | Screening - Disqualified | Ramsy Too Low (Less than 50 Percentile) |
| | 11/27/2018 | 2.38 | 4 | Pass | 16 | 9 | N/A | N/A | N/A | N/A | N/A | Screening - Disqualified | Ramsy Too Low (Less than 50 Percentile) |
| | 8/10/2020 | 0.68 | 7 (3) | Pass | 25 | 6 | 4/20/2021 | 5:30 AM | 2 | 1 | 2 | Interviewing / Hired | Offer - Combined Score of 14 |
| | 12/7/2020 | 0.35 | 11 (6) | Pass | 30 | 3 | 4/20/2021 | 6:00 AM | 4 | 4 | 4 | Interviewing | No Offer - Combined Score of 21 |
| | 9/14/2016 | 4.32 | 2 (1) | Pass | 34 | 1 | 4/20/2021 | 12:30 PM | 5 | 5 | 4 | Interviewing | No Offer - Combined Score of 16 |
| | 11/2/2020 | 0.45 | 9 (4) | Pass | 31 | 2 | 4/20/2021 | 1:00 PM | 1 | 2 | 1 | Interviewing/ Hired | Offer - Combined Score of 10 |
| | 6/29/2020 | 0.79 | 6 (2) | Pass | 27 | 4 | 4/20/2021 | 2:30 PM | 3 | 3 | 3 | Interviewing/ Hired | Offer - Combined Score of 15 |
| | 11/30/2020 | 0.37 | 10 (5) | Pass | 27 | 5 | 4/20/2021 | 3:00 PM | N/A | N/A | N/A | Applicant Withdrew | Candidate NC/NS to N on 4/20 |

- ❖ Scoring criteria should be pre-determined
- ❖ Offers clear criteria for selection and assists with feedback conversations for those employees not selected
- ❖ Following each round, employees were notified, in writing, if they would advance to next level

15

Site Feedback Post Implementation

Positive program feedback at all levels of organization

- ❖ Apprentices
- ❖ Mentors
- ❖ Management Team



Increased Career Development Index Survey Scores (2021 vs 2023) in all areas

- ❖ I have the opportunity to continually grow & learn
- ❖ My career goals can be met at SW
- ❖ I play an active role in my career development

❖ Stabilized Maintenance Department

- ❖ No department turnover since implementation of the program

Janet Cantrell, Regional HR Director, Sherwin Williams, Hall County

16

Connecting with High Schools



- Supply and Demand - the supply side
- Career Path Alignment
- Willingness to create common cause solutions

Notes from meeting:

- Funnel Sales Method (example #5)
- 530k GA HS Students
- 500+ Jrs & Srs in your county's high school
- 300 of those students enrolled in Career Path
- 100 of those enrolled in an Industrial or Hands-On Skill Pathway



Tim Bennett, Senior Technical Recruiter, Haering Precision, Hart County

17

ROI of Apprenticeship



- ROI = $\frac{\text{Benefits} - \text{Costs}}{\text{Costs}}$
- Specifics
- ROI Timeline

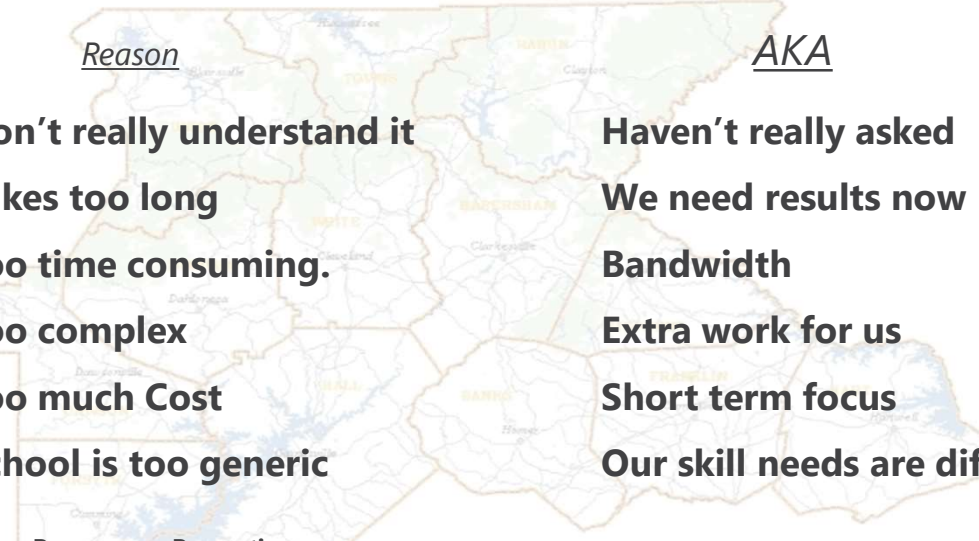
Notes from meeting:

- If you go into the market desperate, you're going to pay.
- Apprenticeship is not a short-term solution. The investment removes desperation.
- Invest in People is a cliché.
- Invest in people's potential. How do you get to potential, what's your process to access potential?

Greg Vitek, Business Partner, Workforce Strategies Group

18

Low Investment in Apprenticeships



| <u>Reason</u> | <u>AKA</u> |
|------------------------------|-------------------------------|
| ◆ Don't really understand it | Haven't really asked |
| ◆ Takes too long | We need results now |
| ◆ Too time consuming. | Bandwidth |
| ◆ Too complex | Extra work for us |
| ◆ Too much Cost | Short term focus |
| ◆ School is too generic | Our skill needs are different |

These Reasons are Perceptions

19

Apprenticeship ROI

Return on investment (ROI) is a metric that is often used to guide investment decisions. It is the ratio of the net benefits (i.e., benefits minus costs) that accrue to an investment divided by the cost of the investment:

$$\text{ROI} = \frac{\text{Benefits} - \text{Costs}}{\text{Costs}}$$

Costs include those described in Chapter 4: tuition, mentors' lost productivity, training supplies and wastage, and program registration costs. The study analysis includes apprentice compensation during the registered apprenticeship program as a cost, but not the compensation paid to a completer after the end of the registered apprenticeship program.³⁵

Greg Vitek, Business Partner, Workforce Strategies Group

20

ROI during a 2 year Apprenticeship

Consider this model results timeline:

- ◆ **1st 6 months**
- ◆ **2nd 6 months**
- ◆ **3rd 6 months**
- ◆ **4th 6 months**

highest cost period– start-up. Apprentice and mentor. Class time without much application

apply new learning from class and OJL, mistakes and value added, moving toward breakeven

application of knowledge and skills grows, added value, realize B/E and move toward ROI

integration and solid performance, high value added

Notes from meeting:

- It is all cost if the trainee is not working. An apprentices is working.
- Progressive ROI

Greg Vitek, Business Partner, Workforce Strategies Group

21

Apprenticeship

Costs and Benefits

| Costs | | Benefits | |
|---|----------|--|--|
| <ul style="list-style-type: none"> • Paid wages and benefits to the apprentice ✓ • Training costs associated with RTI ✓ • Reduced productivity of some experienced staff while they are mentoring or training the apprentice ✓ • Costs of supplies and wastage ✓ • Costs related to registering the program (usually in staff time to complete the accompanying paperwork) | Direct | <ul style="list-style-type: none"> • Value of the output or service produced by the apprentice • Reduced costs of hiring and filling a skilled labor position | |
| <p>✓ Funding available to assist employers</p> | Indirect | <ul style="list-style-type: none"> • Reduced turnover • Improved pipeline of skilled employees • Development of future managers • Improved productivity of co-workers • Improved workplace culture • Product or process improvement • Employee engagement and loyalty • Reduced use of overtime • Reduced downtime • More on-time delivery | |

22

Consider WFD a process like we do Quality.

- ◆ **Do we just drink from the pipe....** *Hiring Skills vs Developing*
- ◆ **ROI requires I** *Invest in developing people*
- ◆ **Train exactly the skills you need.** *Customize your apprenticeship*
- ◆ **Producing a quality product requires quality inputs** *Apprentices learn, grow, and stay*
- ◆ **Reduce Risk and Failures and improve results by focusing on the WFD processes** *Take control of your WFD*

Greg Vitek, Business Partner, Workforce Strategies Group

23

Advantages of Apprenticeships vs Skilled Hiring

- ◆ Learn and Work and develop simultaneously
- ◆ OJL Skills Customized by Employer
- ◆ College education and Certification
- ◆ Funding to assist Employer
- ◆ Apprentices stay long term
- ◆ Over-all less cost than hiring skills
- ◆ Employer reputation for career environment

Greg Vitek, Business Partner, Workforce Strategies Group

24

Apprentices - Here



- Apprenticeships offered
- Success Story
- First step, contact



Leslie McFarlin, VP Economic Development, North Georgia Technical College

25

Basics of Registered Apprenticeship

Components of a Registered Apprenticeship



A Registered Apprenticeship Program (RAP) is a robust & comprehensive training model that develops minimally skilled individuals into high-skilled talent.

Leslie McFarlin, VP Economic Development, North Georgia Technical College

26

Why Apprenticeship?

- Job requires **Advanced Skills or Experience**
- **Highly Skilled Workers are Retiring Soon**
- **Difficulty Finding Workers with the Right Skills**
- **Difficulty Attracting New and More Diverse Talent**
- **Assist Workers with Keeping Pace with Continuing Industry Advances and New Technology**
- **Competitive Advantages for Recruiting Labor Force**



Workers



Businesses



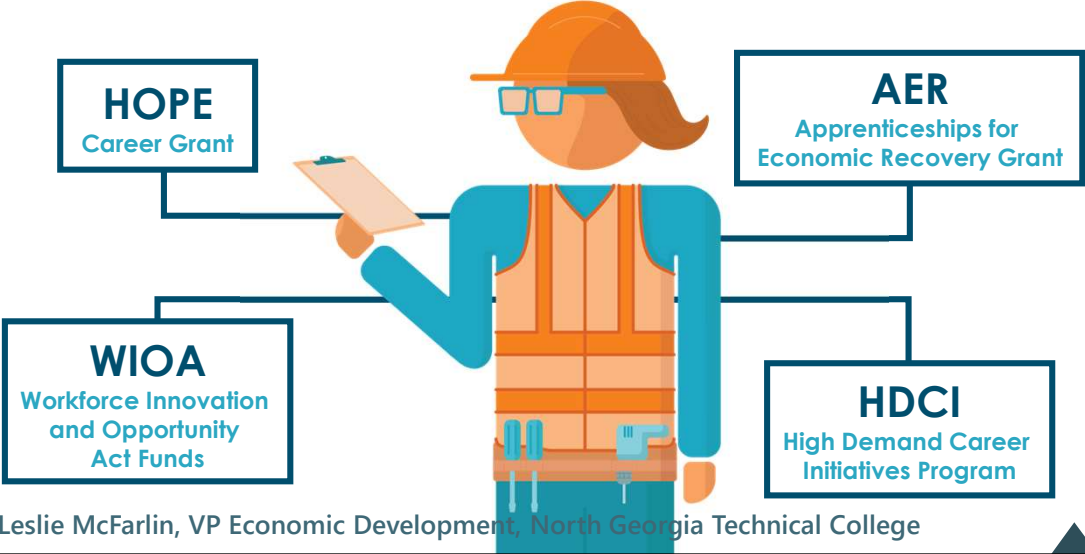
Communities

Leslie McFarlin, VP Economic Development, North Georgia Technical College



27

Georgia Apprenticeship Funding Opportunities




HOPE
Career Grant

AER
Apprenticeships for
Economic Recovery Grant

WIOA
Workforce Innovation
and Opportunity
Act Funds

HDCI
High Demand Career
Initiatives Program

Leslie McFarlin, VP Economic Development, North Georgia Technical College



28

Our "Apprenticeship In Action" Experts



Janet Cantrell,
Regional HR Director
Sherwin Williams
Janet.Cantrell@sherwin.com



Cassandra Wilkins
HR Professional
Patterson Pumps
Cassandra.Wilkins@pattersonpumps.com



Tim Bennett
Sr. Technical Recruiter
Haering Precision
Tim.Bennett@us.anton-haering.com



Nikki Bailey
Head of HR
Haering Precision
Nikki.bailey@us.anton-hearing.com



Leslie McFarlin
VP Economic Development
North Georgia Tech
Leslie.mcfarlin@northgatech.edu



Greg Vitek
Georgia Mountains Works
Workforce Strategies Group
greg@workforcestrategiesgroup.com



Shelley Logan
Georgia Mountains Works
Workforce Strategies Group
shelley@workforcestrategiesgroup.com

29

Upcoming Events:



Upcoming:

- 1/29 GMW at Franklin CTAE Industry Meeting
- 1/31 GMW at Stephens SCDA Industry Meeting
- 2/1 GMW Workforce Development Forum @ NGTC
- 2/8 LEAD Training starts @ NGTC
- 2/13 SAIL Training starts @ LTC
- 2/23 GMW Hire a Vet Panel Program
- 3/29 GMW Tour of Morito Scovill, Habersham
- 3/2024 QT APP101 @ LTC & @ NGTC

GEORGIA MOUNTAINS WORKS
PANEL DISCUSSION:
★ HIRE A VETERAN ★
FRIDAY, FEBRUARY 23, 2024 9:00-10:00 A.M.

| | | | |
|--|---|--|---|
| Jason Smith Sales Synergistics Veteran Community Leader | John Craig Willard III WorkSource Georgia Veteran Employment Representative | Don Edward Long Long Insights LLC Founder & President Long Insights, LLC | Johnny Varner Goodwill North Georgia Employment Specialist |
|--|---|--|---|

Discussion Topics:
Benefits of Hiring a Veteran | Where to post jobs
Culture Considerations | Employer Incentives



@georgiamountainworks



www.georgiamountainworks.com

30