



Promising Partnerships:

The Workforce System and Registered Apprenticeship A Deeper Look into Models of Success

DETROIT REGISTERED APPRENTICESHIP PROGRAM

OVERVIEW

Detroit, Michigan has developed an innovative apprenticeship model that provides residents with marketable skills while meeting the workforce needs of the area's employers. The Detroit Registered Apprenticeship Program (D-RAP) was launched as a pilot in 2012 to address two main challenges facing the City of Detroit: 1.) Several current large-scale infrastructure projects were in need of trained workers; and 2.) Large numbers of community residents faced limited career opportunities because they were unskilled or under-skilled. City leaders also determined there were skills shortages in other key industries in the Detroit area, including Healthcare, Energy and Utilities, Information Technology (IT), and Advanced Manufacturing.

The City of Detroit, the local workforce agency (Detroit Employment Solutions Corporation or DESC), the State of Michigan's Workforce Development Agency and the Michigan Office of Apprenticeship determined the Registered Apprenticeship training model was a good solution to address these challenges. Use of the

apprenticeship model would ensure employers had access to screened, qualified apprentices that would go to work quickly on vital projects. It would also offer Detroit residents the opportunity to build their skills and advance in family-sustaining careers.

While the program started in 2012 with the modest goal of preparing 20 Detroit residents for sustainable careers, the program had grown to more than 100 apprentices by 2014. As of June 2015, there were 108 active apprentices in D-RAP. The program began with a focus on the skilled trades. While this is still a major component of D-RAP, the program has expanded to include other industries, and now plans to support apprenticeships in Healthcare and IT occupations.

All partners involved in the process believe the program is an important asset in the city's economic and workforce development recovery. The occupations targeted by D-RAP are high-skilled, high-wage career track positions offering participants a viable path to the middle class.

PROGRAM STRUCTURE

DESC and its community partners recruit traditionally hard-to-serve participants who are low income, under-skilled and underrepresented in the skilled trades. Local workforce system staff identify and screen potential candidates, provide testing and assessment, and, for most apprentices, coordinate an extensive work readiness training program. Apprenticeship program employers identify the minimum test scores needed for their programs, which helps career advisors guide potential candidates to apprenticeship opportunities best suited to their skills and interests.

Participants then receive work readiness opportunities through pre-apprenticeship training that varies in length from 40 hours to 240 hours, depending on the level of preparation needed for the occupational area. For example, most of the pre-apprenticeship tracks focus on contextualized intensive math, blueprint reading and other skills apprentices will need on the job. Participants in the skilled trades track (e.g., carpentry, plumbing, electrical and masonry) receive more extensive technical training within this initial phase of instruction. The pre-apprenticeship training is provided by Wayne County Community College and others, and is funded by the local workforce system through Workforce Innovation and Opportunity Act (WIOA) funds.

A vital component of D-RAP's success is that participants receive a \$100 per week stipend while in long-term career readiness training. The stipend helps to offset their living expenses while participants are engaged in pre-apprenticeship training. Participants are also eligible for extensive supportive services that contribute to their long-term success, including transportation, uniforms, tools, supplies and other needed items.

ApprenticeshipUSA

Initially, D-RAP was funded almost exclusively through local workforce dollars. However, the level of success the model achieved in two short years has attracted additional funding from JPMorgan Chase, resulting in a quality private-public funding model and the opportunity to sustain and expand the program.

BUSINESS ENGAGEMENT

D-RAP has established Registered Apprenticeship programs with businesses in a variety of industries. Employers engaged in the model include:

- Greening of Detroit (Landscape Technicians)
- Michigan Laborers Joint Apprenticeship Training Committee (General Labor)
- Brookins Construction Trade School, Detroit Carpentry, Hart & Associates, Ironworkers Local 25 and HERCo Construction (Building Trades)
- Operating Engineers Local 324 (Heavy Equipment Operators)
- Detroit Electrical Joint Apprenticeship Training Committee IBEW Local 58 (Electrical Technicians)
- United Auto Workers (Advanced Manufacturing)

DESC works directly with employers to sponsor qualified participants. In return, employers receive financial support – up to \$5,000 per participant – for related instruction costs and apprentices’ supplies. New sponsors in the IT field, and in particular IT positions within the Healthcare field, are in the process of establishing apprenticeships.

PROGRAM PARTNERS

The successful D-RAP model is the result of a strong partnership among the founding partners, service providers and community organizations. These partners have collaborated to address the skills gaps reported in the city’s key demand industries. The Construction industry, in particular, is now better positioned to address their immediate needs for a skilled workforce, which ensures success for the major infrastructure projects underway in the city. D-RAP also has the active support and engagement of the City of Detroit.

DESC and its community partners, including faith-based, community-based and education organizations, recruit participants for the program. Michigan Office of Apprenticeship and DESC work together to conduct outreach and recruitment of employers. Area community colleges and a local public-private community/labor/management partnership, known as Access for All, provide training during the apprenticeship tracks.

Labor organizations are also strongly engaged, with several offering related instruction at their sites. Partners in D-RAP include Detroit Electrical Joint Apprenticeship Training Committee IBEW Local 58, Detroit Carpenters Joint Apprenticeship Training Committee, Michigan Laborers Joint Apprenticeship Training Committee, Operating Engineers Local 324 and Iron Workers Local 25.

D-RAP has also established a partnership with Job Corps, where interested Job Corps participants can access D-RAP opportunities upon graduation. Additionally, DESC is exploring career readiness curricula with additional post-secondary institutions and the Detroit public school system. This will provide opportunities for youth to begin early preparation to participate in apprenticeships that offer long-term career opportunities.

TARGET POPULATIONS

As noted earlier, D-RAP is focused on disadvantaged, under-skilled residents of the City of Detroit. This encompasses recipients of Unemployment Insurance, dislocated workers, disconnected youth, ex-offenders, veterans, long-term unemployed, and TANF and other public assistance recipients.

Currently, 25% of participants are female and 97% are African-American, highlighting the program’s strong emphasis on inclusivity and diversity. The percentage of women enrolled in D-RAP is especially notable, given the typically low numbers of female workers in construction and skilled trades.

FUNDING SOURCES AND PERFORMANCE OUTCOMES

FUNDING SOURCES	USE OF FUNDS
<p>CURRENT FUNDING SOURCES INCLUDE:</p> <ul style="list-style-type: none"> • Workforce Innovation and Opportunity Act programs (funded by the U.S. Department of Labor) • JPMorgan Chase 	<ul style="list-style-type: none"> • Participant stipends • Supportive services (e.g. transportation, books, uniforms, tools, etc.) • Employer support for related instruction and tools/supplies
PERFORMANCE INDICATORS	OUTCOMES (SINCE PROGRAM INCEPTION IN 2012)
Customers that have received D-RAP Work Readiness training	239
Total Active Registered Apprentices (as of June 30, 2015)	108
Average Wage	\$14.51 Per Hour

KEYS TO SUCCESS

- **Ongoing communication – and shared expectations – among all partners:** All partners have been engaged from the outset of D-RAP. Current and potential partners continue to meet to exchange information and ensure programs stay on track. This commitment to regular, ongoing communication also facilitates continuous improvement of the model.
- **Effective selection and assessment of qualified apprentices:** The local workforce system thoroughly screens candidates, addresses transportation challenges to work sites and helps participants set realistic expectations regarding their apprenticeship experience. The Michigan Office of Apprenticeship and DESC work together to ensure each apprentice is registered and tracked.
- **The subsidized pre-apprenticeship/workforce readiness model:** Providing a stipend for participants during their pre-apprenticeship training has strengthened program retention and customer success. D-RAP’s up-front work readiness training also ensure employers receive qualified, work-ready employees.
- **Keeping employer partners at the forefront of the effort:** All partners are committed to providing participating employers with the well-prepared, quality workforce they need. The Michigan Office of Apprenticeship provides technical assistance and support to ensure apprenticeship standards and guidelines are met and result in nationally-recognized credentials for apprentices that complete the program. DESC solicits ongoing feedback from employers to ensure their needs are fully met and the workforce preparation of apprentices is of the highest quality.

For more information about D-RAP, please visit

www.descmiworks.com/detroit-registered-apprentice-program-d-rap