Building the Business Case for Work-Based Learning

National Institute on Scaling Work-Based Learning

Tuesday, April 9th, 2019
Point Clear, Alabama
1:45 – 2:45 PM
Speakers

Moderator:
• *Mike Bartlett*, Senior Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices

Speaker:
• *Melissa Aguilar*, Executive Director, Kentucky Workforce Innovation Board
Questions?
Governance Structures to Support and Scale Work-Based Learning

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Tuesday, April 9th, 2019
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Speakers

Moderator:
• Kimberly Hauge, Senior Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices

Speakers:
• Carrie Lively, Senior Director, The Office of Work-Based Learning and Apprenticeship, Indiana Department of Workforce Development
• Shannon Lewis, Director, Montana State Workforce Innovation Board
Questions?
Creating Partnerships for Long-Term Success

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Tuesday, April 9th, 2019

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Speakers

Moderator:

• *John Guerriero*, Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices

Speakers:

• *Renise Walker*, Senior Consultant, Colorado Workforce Development Council
• *Nina Pande*, Executive Director, Skills for Rhode Island’s Future
The Business Experiential Learning Commission

The Colorado Story
Why are we doing this?
The world has changed and we have an opportunity to better meet the needs of CO businesses and students.

**Colorado businesses are facing talent shortfalls...**

**Projected Job Education Requirements and Current Education Levels in Colorado**

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Current Education Levels of Adult Population</th>
<th>Projected Job Requirements by 2020 (Georgetown)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor's or higher</td>
<td>38%</td>
<td>42%</td>
</tr>
<tr>
<td>Some college, certificate or associate</td>
<td>30%</td>
<td>32%</td>
</tr>
<tr>
<td>HS diploma (or equivalent) or less</td>
<td>31%</td>
<td>26%</td>
</tr>
</tbody>
</table>

...and many **Colorado students** are left without compelling career opportunities

**Educational path through in Colorado**

- **Of 100 9th graders**
  - 77 graduated high school on-time
  - 43 enrolled in college that fall
  - 34 returned for next year of program
  - 23 graduate on-time

Why are we doing this?

Providing the Colorado workforce with the right skills and more opportunities will yield compelling benefits.

Businesses have access to skilled talent and individuals have career paths to the middle class.

Colorado businesses need skilled employees (Demand)

Colorado citizens need opportunities (Supply)

The demand for properly skilled talent already exists in Colorado...

...what is missing from the equation is an adequate supply of workers with the right skills to meet Colorado business needs.

“Colorado faces a potential gap in talent as its highly-educated workforce begins to retire and following generations aren’t getting the necessary education to close that gap.” - Denver Business Journal

“We can continue to fall victim to a talent gap, or we can embrace the opportunity and begin to equip our students with the 21st century skills they need to succeed in the modern workforce.” - The Denver Post
June 2015:
Governor Executive Order created Business Experiential Learning Commission to address experiential learning in CO
There are 3 types of experiential learning, and BEL’s initial focus is on expanding apprenticeships in CO.

**Internships**
- Short timeframe and limited training and skill development
- Historically focused on “white collar” jobs
- Typically from Postsecondary
- Paid, unpaid, or volunteer

**On-the-job training (OJT)**
- Occurs during existing employment to enhance skills
- Focused only on skills required for existing employer
- Lacks classroom training

**Apprenticeships**
- Longer timeframe and significant opportunity for skill development
- Includes both OJT and classroom instruction
- Paid opportunity: “earn while you learn”
- Historically focused on trade jobs

Given shortage of “middle-skill” workers and opportunities for students and job seekers, a focused youth apprenticeship initiative offers the “biggest bang for the buck” to meet Colorado’s current needs.
Research indicates that leading apprenticeship systems revolve around youth and are defined by some common characteristics:

- Youth-centric and a variety of career paths
- Coordination and guidance provided by government
- Business-led with support from all stakeholders
- Metric measurement and continuous improvement
- Demand-based system: applicants apply to employers
- High permeability between occupations and Postsecondary
- Standardized processes, competencies, and curriculum
- Dual-tier systems (OJT + classroom training)
- Industry Associations help define competencies to guide curriculum
- Communication to drive adoption from businesses and students
Leading apprenticeship countries, with youth as a foundation, rank highest across a variety of metrics.

The leading apprenticeship systems of Switzerland, Germany, and Austria have...

- ...the highest participation in apprenticeships
- ...highest apprenticeship completion rates
- ...and the lowest youth unemployment

BEL will increase apprenticeships by expanding beyond adults and traditional trade careers

BEL will also provide

1) An infrastructure that existing programs can leverage if they choose to
2) Increased quality assurance (by setting standards, program entry approval, quality control, etc.)
3) Increased awareness through communication and marketing
4) Continuous improvement of the program by measuring and analyzing outcome metrics
5) Standardization (competencies, curriculum, processes, etc.)
Partner with and guide businesses and education in curriculum creation

- Define Competencies
- Create Curriculum
- Completion Certificate

Industry
- Determines competencies

Postsecondary or K-12
- Creates and delivers classroom curriculum

Businesses
- Create and deliver OJT curriculum

Industry Association
- Administers final exams and issues completion certificate

Work-based Learning Unit
- Provides oversight and support throughout the process
## Business Services

**Skills RI’s Work**

<table>
<thead>
<tr>
<th>Direct Hire</th>
<th>Train-to-Hire</th>
<th>Internships</th>
<th>Consulting</th>
<th>Connector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruit Candidates</td>
<td>Customize Training Curriculum</td>
<td>Design Programs</td>
<td>Research &amp; Design</td>
<td>Public-Private</td>
</tr>
<tr>
<td>Screen/Assess Candidates for Jobs</td>
<td>Recruit Candidates</td>
<td>Employer of Record</td>
<td>HR Support</td>
<td>Thought Leadership</td>
</tr>
<tr>
<td>Entry Level to Management Roles</td>
<td>Screen/Assess Candidates for Jobs</td>
<td>Work Readiness Training</td>
<td>Secure Funding</td>
<td>Meeting Convener</td>
</tr>
<tr>
<td>All Industries</td>
<td>Secure/Leverage Funding</td>
<td>Recruit – Matching Based on Skills/Interests</td>
<td>New Business Cultivation</td>
<td>Partnership Development</td>
</tr>
<tr>
<td>Marketing Strategies</td>
<td>Secure Trainers</td>
<td>All Industries</td>
<td>Stakeholder Engagement</td>
<td>Referrals</td>
</tr>
<tr>
<td>Hiring Events</td>
<td>Project Management</td>
<td>High School or College</td>
<td>Project Management</td>
<td></td>
</tr>
</tbody>
</table>
Workforce Intermediary Role

What Skills RI Brings to Partnerships

- Program Design
- Employer of Record
- Stakeholder Engagement
- Marketing
- Assess Candidates
- Leverage Funding
- Single Point of Contact
- Project Management
Employer Engagement Approach

1. Do your homework
2. Understand employer or business industry challenges
3. Identify internal capacity
4. Identify external stakeholders
5. Map out solutions based ideas
6. Develop project plan
7. Work together on solutions and execution
8. Communicate, communicate and communicate even more
Contact Us

www.skillsforri.com

401-680-5960
Questions?