



# Setting up a Facilities Management Apprenticeship Program for seamless succession planning

Facilities Management  
The University of Arizona



# Apprenticeship Programs in the news

- Wall Street Journal – “One key element to a competitive workforce almost entirely overlooked in the U.S. is apprenticeships.”
- 2014 State of the Union - President Obama stated that he planned to work with business leaders, community colleges, Mayors and Governors, and labor leaders to increase the number of innovative apprenticeships in America.
- DesMoines Register - “Apprenticeships work,” said Teresa Wahlert, director of Iowa Workforce Development. “Not only do they provide training to address the middle skills gap, they also provide individuals with on-the-job training to a new career.”



# The Seattle Times

Winner of Nine Pulitzer Prizes

## EDUCATION LAB BLOG

Education Lab is a yearlong project to spark meaningful conversations about education solutions in the Pacific Northwest.

January 15, 2014 at 5:00 AM

### Workforce training: Some programs are stars, others have little effect

Posted by Katherine Long

More than \$842 million in state and federal money was spent on workforce training in Washington state last year, including money for many programs run by the state's 34 community and technical colleges.

So how well do these programs do?

A recently-released report card provides some answers.

Workforce training encompasses 16 programs, including vocational and technical education, apprenticeships, and community college associate of arts degrees and vocational certificates, said M... director for the Workforce Training and Education Coordi...

One of the top-performing programs is apprenticeships. Workers who complete an apprenticeship make, on average about \$63,000 a year shortly after finishing a program. They made about \$19,000 more a year than a control group of people with similar demographics who did not participate, and had an employment rate that was 9.8 percentage points higher than the control group.

Apprenticeships are rare and hard to snag, but they yield a \$91 to \$1 taxpayer return on — in other words, for every \$1 in taxpayer money spent to support the program, the employee will pay \$91 in projected additional lifetime taxes and reduced unemployment insurance benefits.

Other programs with good results:

- Vocational associate of arts degrees and vocational certificates earned at a community or technical college result in an employment rate 10.1 percentage points higher than a control group. These students made about \$29,000 a year — about \$9,000 more than the control group.
- Worker retraining, which provides unemployed workers with job retraining for a new career, results in an employment rate 7.5 percentage points higher than a control group. Students who completed training made about \$30,000 a year.
- About 86 percent of high-school students who participated in career and technical education were either in college or employed shortly after finishing the program.

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From the CEO

## Bring Back U.S. Apprenticeships

By Henry G. Jackson

Our country is facing a conundrum. Right now, 11.3 million people are in the market for a good job. Government and business are searching for ways to put Americans back to work while unemployment remains stubbornly high. And employers are desperately seeking individuals with the skills to fill nearly 4 million open jobs. Current projections indicate this gap between skills needed and talent available will widen in the near future.

One short-term solution: Bring back apprenticeships in the U.S.

For centuries, apprenticeships have been a proven way to develop a skilled workforce and build a strong working class while generating broad prosperity. Developed nations such as Germany, France and Spain have done just that and are continuing to do so. But in the U.S., the apprentice may be most widely known as a character on television shows. The concept of apprenticeships was abandoned decades ago when the nation's focus shifted to white-collar jobs and four-year college degrees.

Apprenticeships, I believe, must have a place in today's workforce. With major challenges like the skills gap and Boomer brain drain looming ever larger, apprenticeships serve as a bridge for transferring knowledge, a training opportunity and an effective talent management strategy to get the job done.

There are many benefits of the apprenticeship model. For individuals, apprenticeships open minds and doors

to high-demand careers. They provide invaluable on-the-job training under the tutelage of experienced professionals. And they're an opportunity to earn a salary while learning—a make-or-buy proposition for businesses that could not or would not pursue professional development without it.

Apprenticeship programs also benefit employers. They're a way to build a pipeline of talent, transfer knowledge from experienced professionals to younger employees and achieve better retention. They also help employees gain the skills and experience needed for stronger retirement and pension plans.

Apprenticeships are a Swiss Army knife solution to national challenges: developing a workforce equipped for 21st-century jobs, tackling unemployment among youth and other disproportionately affected segments, and boosting the nation's overall economic competitiveness.

Despite these benefits, U.S. apprenticeships are in short supply. According to the U.S. Department of Labor, in 2012 there were fewer than 360,000 apprentices nationwide, many of them in construction and manufacturing. The findings of a 2011 study published in *Industrial Maintenance and Plant Operations* magazine underscore the point: Although there were 12 million manufacturing jobs in the U.S., there were only 18,000 manufacturing apprenticeships—equivalent to just over a tenth of 1 percent of that workforce.

Apprenticeships work beyond manufacturing and blue-collar jobs, as well. Some European countries have expanded the model to additional industries, building pipelines to careers in technology, nursing, finance and more.

Like our counterparts across the globe, the U.S. should invest more in this time-tested training model, think more creatively about expanding it to new industries and careers, and consider it more seriously as an entry point into today's workforce and a viable alternative to address the underskilled labor market.

The U.S. apprenticeship is an idea whose time has come—again. It's also a strategy that we, as HR professionals, are uniquely qualified and need to lead. ■



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# Benefits of an Apprenticeship Program

- For employees:
  - Opens minds and doors to high-demand careers
  - Invaluable on-the-job training with experienced professionals
  - Earn a salary while learning
  - In some instances, schooling at greatly reduced tuition
- For employers:
  - Address critical workforce shortages
  - Custom trained workforce
  - Transfer knowledge from one generation to the next
  - Achieve bottom line benefits:
    - Higher employee engagement
    - Better recruitment
    - Stronger retention



# Planning for an Apprenticeship Program

- Succession Planning
  - Identify the need
  - Articulate the problem and the solution
- Key milestones
- Make alliances
- Project planning – Roadmap for success
- Implement



# Identify the need

FTE Per Year

## Identified Staffing Shortage in Next 10 Years for 3 Apprentice Program Shops

25

Number of Employees Eligible to Retire (80 points/62 years) Per Year														
	Current # FTE	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Retirement Potential	Total Percentage
Electric	23	3	1	2	3	1	3						13 out of 23	57%
Plumbing	20	2	1	1	1	1	1	2					8 out of 20	40%
HVAC	12	4	1					2					7 out of 12	58%
HVAC Mechanical	15	5						1		1		1	8 out of 11	73%
Utilities	20	4			1	1	3	1	2		1	1	14 out of 20	70%
Sheet Metal	14	3				1			2			1	8 out of 14	57%
Paint/Sign	22	8	1	1			2	1	1	1	2		17 out of 22	77%
Carpentry	21	2	2	2	1	4	4		1				16 out of 21	76%
GMM	11	3	1	2	1			1	1				9 out of 11	82%
Garage/Motor Pool/Small Engine Shop	5	1	1	1	1		1		1		2		8 out of 10	80%

FTE F

	0	1	2	3	4	5	6	7	8	9	10	11	12
Electric	23	20	20	19	17	14	14	13	10	10	10	10	10
Plumbing	20	18	18	18	17	16	16	15	14	12	12	12	12
HVAC	23	14	13	12	12	12	12	12	11	10	8	8	7



# Articulate the problem and the solution



## Facilities Management

### APPRENTICE PROGRAM PLAN

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# Key Milestones

- State and Federal Requirements
  - Standards of Apprentice - Department of Labor – Registered Apprenticeship Program
- Institution Requirements
  - Job Descriptions
  - Compensation
- Funding



# Make Alliances

- Apprenticeship Committee
- Funding Source
- Human Resources
- Office of Institutional Equity
- Office of the General Counsel
- Department of Labor
- Local Apprenticeship Programs
- High School Trades Programs
- Job Relocation Services
- Military



# Roadmap

- Budget
- Document Development
  - Standards of Apprenticeship
  - Affirmative Action Statement
  - Job Descriptions
  - Work Process Schedule
  - University policy/procedure modifications if needed
- Committee
- Training Plan
- Mentors



# Roadmap

- Communication
  - Website (FM and HR)
  - Internal to FM
  - Campus Communication
  - Local Community
- Selection
  - Define Process
  - Aptitude Testing
- Record Keeping

## Apprenticeship Opportunities



### FACILITIES MANAGEMENT DEPARTMENT

#### Exciting Opportunities Available In:

- HVAC
- Electrical
- Plumbing



#### What We Offer:

- Competitive salary and a comprehensive benefit package
- Paid on-the-job training
- The opportunity to work for a world renowned University

#### Candidate Requirements:

- Must be 18 years of age or older by August 19th, 2013
- One year of experience working in construction, maintenance or other trade settings; OR
- Any equivalent combination of experience, training and/or education approved by Human Resources

For more information on the Apprenticeship Program please visit our website:  
<http://www.fm.arizona.edu/fm-emp-resources/ApprenticeshipProgram.html>

Apply online at: [www.uacareertrack.com](http://www.uacareertrack.com)



# Implement

- Regularly Check in
- Invest in Retention
- Open Communication
- Report on Success
  - Apprentices
  - Departmental
  - Alliances
  - Community





ARIZONA

## Contact Information

Christopher M. Kopach  
[ckopach@email.arizona.edu](mailto:ckopach@email.arizona.edu)  
(520)626-4919

Jenna Elmer  
[jrelmer@email.arizona.edu](mailto:jrelmer@email.arizona.edu)  
(520)621-3849