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## AARP Foundation

In 2015, AARP Foundation will launch new efforts to expand the reach and core services of its Back to Work 50+ initiative by partnering with and investing in non-profit organizations, community colleges, and workforce investment boards to increase the skills of over 600 low-income, older adult workers. Over the next year, AARP Foundation and its partners will focus on helping unemployed and underemployed workers 50+ by facilitating their entry into employer-endorsed skills training and by connecting them with on-the-job training and apprenticeship opportunities. This work will help older adult workers develop important networks and in-demand skills while allowing employers to see first-hand that older workers are a viable and vital part of the workforce.

## Association for Career and Technical Education (ACTE)

ACTE, a highly valued post-secondary partner to Apprenticeship, has committed to promote the Earn and Learn model through coverage of the ApprenticeshipUSA expansion effort and related initiatives via various outreach vehicles, including Techniques Magazine, which reaches over 23,000 CTE Educator and Administrators. ACTE also commits to feature Registered Apprenticeship during its Annual VISION conference, attended by more than 4,000 CTE leaders from across the country. This outreach is paramount in DOL’s efforts to expanding awareness of the opportunities that exist for the career and post-secondary education sectors to partner with Registered Apprenticeship.

## AHIMA

In 2015, AHIMA, a leader in Health Information Management (HIM), has committed to work with the Department of Labor to expand their existing Apprenticeship programs to meet the growing demand for healthcare information occupations, including Hospital Coder, Clinical Documentation Improvement Specialist, Business Analyst and Data Analyst. AHIMA’s expanding use of Apprenticeship in HIM occupations and willingness to promote its growth in the Healthcare Industry includes commitments to promote Apprenticeship via videos, blogs, convenings and other outreach opportunities. AHIMA has also committed to sharing best practices to promote their replication across the healthcare industry.

## ALCOA

In 2015, ALCOA, a long-time apprenticeship sponsor and advocate has committed to become an ApprenticeshipUSA LEADER and expand its existing apprenticeship model in Advanced Manufacturing growth sectors. Alcoa, a major contributor to the Employer’s Playbook for Building an Apprenticeship Program, commits to support the national apprenticeship goal through promotion in high schools, colleges, and industry associations. ALCOA will also hold open houses and offer virtual tours, and will also participate in National Apprenticeship week and other state and local outreach campaigns.

## Amali Restaurant

In 2015, Amali Restaurant committed to increase investments in frontline workers by paying up front for all staff to have critical training, such as wine sommelier training. Additional opportunities include a dining allowance for less experienced line cooks to eat out at Michelin or comparable restaurants so that they may gain professional experience in the industry. Furthermore, Amali commits to creating new, creative programs—such as a 10 percent bonus for porters—and to expand the current internship program to include additional paid internships for adolescents who were arrested for nonviolent crimes.

## Anthem

In 2015, Anthem has plans to expand its College for America partnership in New Hampshire to offer it more broadly throughout the company and is working through the details of making it available to its associates. At this time, approximately 91 percent of Anthem associates are eligible for tuition reimbursement. Anthem has more than 51,000 associates across the country and approximately 35 percent work from home.

## ASI System Integration

In 2015, ASI System Integration, Inc. is increasing access to its Master Technician Training and Technical Foundation Building program. Employees that complete this program receive a 45% wage increase over the 14 months of training. These same employees are then eligible to receive additional training that will lead to job promotions and even higher wages.

## AT&T with Udacity

AT&T and Udacity will allocate 500 of the total 1200 Nanodegree scholarships described above to Year Up students. As part of this commitment, AT&T will also hire 100 Year Up students. The Nanodegree curriculum is a new educational pathway for learners to further their education and get high quality post-secondary training that prepares them for the jobs of the future, at AT&T and across the tech sector. The Nanodegree program will help AT&T and other companies widen, develop and diversify the talent pipeline to address the shortage of current and future employees with technology skills.

## Austal USA

In 2015, Austal USA will establish a systematic job rotation plan, a leadership training program, and two new welding training programs. The job rotation plan will enable the cross training of more than 2,000 frontline workers, the leadership training program will afford more than 350 workers the opportunity to move into leadership positions, and the welding training programs will position Austal's current welding pool of nearly 500 to expand their career opportunities. These new programs will build on Austal's ongoing commitments to its workers: the manufacturer has served more than 2,000 workers through a variety of training and support programs. It has partnered with local high schools, community colleges, and other manufacturers in order to align the region's training curricula and array of industry-recognized credentials.

## AXA Equitable Life Insurance Company

AXA Equitable Life Insurance Company (AXA) is using innovative digital technology to help identify and expand professional opportunities for our current employees. We are using a data insight approach and “gamification” to identify employee strengths and professional potential. This spring, approximately 3600 AXA employees, entry-level and above, will be encouraged to play a mobile game developed to help identify professional potential. Participants will receive a report indicating their strengths—information which they can use to access professional development opportunities and guide their pursuit of additional skills needed for the future.

## Bank of America

Bank of America is introducing new resources to help employees prepare for and find their next roles in the company: A new myCareer internal job-search site enables employees to view, search and filter jobs by multiple criteria. They also can set preferences to receive job alerts for roles that match their interests. In addition, a new Career Path tool provides an interactive online resource to guide employees through potential next roles and steps to get there. It describes the role, lists types of experiences that prepare a person for the role and offers advice for building relevant skills. These steps build on a history of supporting the advancement of all workers at the company, enabling over 20,000 of employees to find new positions within the company just last year.

## Barton Malow

In 2015, Barton Malow has created, and is currently in the process of implementing an advanced apprenticeship program and an emerging-leaders training. Through these programs, the company is investing in its future leaders and developing their skills and knowledge. Barton Malow invests in both on-the-job and off-the-job formal training programs to grow the skills of its frontline workers. This education provides skills that not only enable frontline workers to excel in their current trade or responsibility, but also prepares them to transition to management or administrative roles in the company.

## Belcan Corporation

In 2015, Belcan Corporation hopes to continue to recruit its talent pipeline from various community organizations with a focus on the homeless and veterans. The company is considering providing training and support for other area manufacturers who may be concerned about employment risks associated with new hires. Although this concept is still in a preliminary stage, Belcan would seek to be a training ground for engineering support-services jobs in manufacturing for homeless individuals and veterans, therefore mitigating risks for employers not ready to make the jump.

## BEST Corp., Hospitality Training Center

BEST Corp., Hospitality Training Center is a UNITE HERE/AFL-CIO affiliated labor management partnership in Boston, Massachusetts. There are 27 signatory hotel employers who comprise the Greater Boston Hospitality Employers (GBHE Local 26). The partnership will launch a Department of Labor Registered Pre-Apprenticeship Program, creating a pathway for housekeeping apprentices to

become skilled journeymen. With training and job placements, apprenticeships will earn \$16.50 per hour, and will increase to \$20.00 per hour after three months. Apprentices will also receive a comprehensive benefit package that includes health care benefits, dental, pre-paid legal and a defined variable pension. The initial pilot will start with 12-15 apprenticeship but will scale up to several hundred. As a result of completing the program, workers will be eligible for promotions and extra shifts at family sustaining wages.

## Beth Israel Deaconess Medical Center

After assessing its current career development offerings, Beth Israel Deaconess Medical Center (BIDMC) has committed to enhancing these offerings by encouraging career conversations between employees and their managers and using multiple innovative communication tools to enroll more employees into its existing training programs. While this effort will target all 10,000 Beth Israel employees, of particular interest is its goal of encouraging frontline workers to enroll in one of the organization's pipeline programs, which train employees into ten different positions facing shortages and provide opportunities for new jobs and higher wages. With over 450 participants in its training programs each year, BIDMC plans to use its communications and conversation strategy to increase employee participation in training programs and increase employee engagement and retention. These efforts complement BIDMC's Employee Career Initiative, which provides employees with free on-site college courses, ESOL and financial literacy courses, support from an in-house career and academic advisor, and tutoring from volunteer BIDMC employees.

## Black Star Co-op Pub and Brewery

Black Star Co-op Pub and Brewery is the world's first cooperatively owned and worker self-managed brewpub. In 2015, employees who are interested in joining Black Star's Leadership team will now be provided with training in financial literacy, decision-making models and other valuable leadership skills. Black Star currently offers 3.5 weeks of paid time off and is now adopting a maternity leave protocol. Black Star is also increasing its base pay for all entry level employees.

## Boston Centerless

Boston Centerless is introducing its new BC academy to give employees the ability to receive training on their own schedule. BC academy is an on-line offering of skills enhancement courses and other relevant material designed to increase the learning and development of its employees. With the addition of BC academy, Boston Centerless is providing the opportunity for employees to learn at their own pace and on a schedule that works for them. These courses supplement Boston Centerless' existing commitment to employees with ESL, leadership, and general skills training that leads to wage increases for employees.

## Bühler Inc.

In 2015, Bühler Inc., with training sites in Minnesota, Michigan, and North Carolina has made a commitment to becoming an ApprenticeshipUSA LEADER and is expanding its Apprenticeship in those locations. Bühler will expand its existing programs for Industrial Specialists for Machine and Process

Technology, Welding/Fabrication, Machining and Machine Building to include higher level hardware and software automation – Mechatronics, and Engineering – Plant Design. Bühler also commits to promote Apprenticeship in high schools, colleges, trade industries, the Chamber of Commerce, and the general public through open houses and local, state, regional and/or national outreach campaigns. Bühler will leverage partnerships with the Dunwoody College of Technology (MN) and the Wake Tech Community College (NC) to further promote the Apprenticeship model.

## C.A. Hull Co., Inc.

In 2015, C.A. Hull Co., Inc. plans to pair its internal training processes with a targeted mentorship-training program to improve candidate completion and success. This mentorship training program that will prepare some of its journeymen to mentor its On-The-Job-Trainee (OJT) apprentices during the construction season. In the initial meetings, apprentices will be asked to list their goals and plan for achieving those goals with their mentor. The subsequent sessions will consist of the mentors following up with their apprentices, to answer questions and hold them accountable to the goals they set earlier in the season.

## California Labor Federation

California Labor Federation, a state federation made up of more than 1,200 AFL-CIO and Change to Win unions, representing 2.1 million union members in manufacturing, retail, construction, hospitality, public sector, health care, entertainment and other industries, will collaborate with local building trade unions to establish a construction pre-apprenticeship program covering multi-craft core curriculum (MC3). Two of these pre-apprenticeship programs will be launched in 2015 at local community college districts within the state.

## California Long-Term Care Education Center

California Long-Term Care Education Center (CLTCEC), a labor management partnership which provides educational opportunities to members of the SEIU United Long-Term Care Workers (ULTCW) in California, will expand its technology programs to serve more long-term care workers in an effort to improve their basic computer skills as the healthcare industry becomes more technologically advanced. Over 1300 In Home Supportive Services (IHSS) workers employed through the California Department of Social Services IHSS program will be trained in 2015. In the last 18 months, CLTCEC has trained approximately 3,700 workers.

## Campbell Soup Company

In 2015, Campbell Soup Company has committed to continuing work with the US Department of Labor to register a Production Technician Apprenticeship program that will include partnerships with local community colleges at three of their manufacturing facilities. The program will offer Apprenticeship opportunities to both incumbent workers and new employees. Campbell also commits to explore expansion opportunities in other Campbell Soup and Pepperidge Farm locations across the U.S. Additionally, the company agrees to participate in National Apprenticeship activities and related outreach events.



## Capital One

Recognizing that digital skills are critical for the 21st century workforce, Capital One will expand its efforts in 2015 with online educational organization Udacity to provide its call center associates with pathways to develop the skills required for entry-level software engineering roles. Through the Udacity Nanodegree program, employees can participate in an online tech skills training focused on developing specific job competencies as employees build a portfolio of projects with guidance from coaches and classmates. This new initiative builds on the company's award-winning Capital One University training and development programs and also complements Capital One's recently announced Future Edge initiative, a \$150 million effort that will help more Americans build the digital skills required for the jobs of today and tomorrow.

## Carpenters' District Council of Greater St. Louis & Vicinity Joint Apprentice Program

Carpenters' District Council of Greater St. Louis & Vicinity Joint Apprentice Program, an affiliate of the United Brotherhood of Carpenters in St. Louis, Missouri, will offer opportunities to upskill frontline workers through a new pre-apprenticeship program for two long-term public and private projects in the region. This multi-trade effort to build diversity is known as the BUD (Building Union Diversity) program. Both of the aforementioned construction projects have participation goals for non-traditional workers. To meet these goals, seven construction unions, in collaboration with their respective management association partners, local community college and university, faith- and community-based organizations, local and state workforce agencies designed a pre-apprenticeship training program to serve the needs of women, people of color, and workers on the economic margins. Starting in April, 20 new pre-apprentices will start the BUD program. The pre-apprenticeship program will run for another three rounds over the remainder of the year.

## CDW

CDW has designed a five and ½ month sales training program for newly hired Account Managers (AM) led by an award winning sales training team. This training consists of classroom and real time on-the-job training covering a wide range of topics including sales, technology, and selling resources. Approximately, 500 Account Managers a year will be trained, and those who complete the Sales Academy receive over 400 hours of training and 1:1 coaching during the 5.5 Month program. Furthermore, CDW maintains a quarterly cycle for content updates that ensure our over 700 pieces of content are current, relevant and impactful. Some of the largest updates made in the last year focus on evolving delivery methods of IT solutions.

## Cengage Learning

In 2015, Cengage Learning with its Career Online High School is launching new commitments with their partners, The McDonald's Corporation and Walmart Stores Inc., to offer career certificate training and Career Online High School to all eligible U.S. employees. McDonald's plans to reach at least 5,000 employees with a single elective course, and will make this resource available to its franchise stores,

building on a previous partnership with ed2go that brought these resources to its corporate employees. The goal is that 500 successful completers will move on to complete the entire COHS diploma program. Cengage has also entered into an expanded partnership with Walmart to offer its Instructor-led online training programs to U.S. Walmart employees beginning in May. This program will offer employees a catalog of over 350 career building and skill development courses, led by an online instructor that will assist employees in expanding their range of skills. In addition, 25 courses have been mapped to specific job competencies for managers. Cengage hopes to reach 500 new employees with this expanded career development opportunity.

## Chipotle

Over the next 12 months, Chipotle is taking several steps to invest in frontline workers, including by promoting its tuition reimbursement program company-wide through its company benefits website as well as during market meetings in the field in conjunction with benefits and wellness fairs, regional and patch meetings, and new employee orientation; partnering with national universities that will offer scholarships, reduce tuition expenses, provide fee waived application and flexible scheduling to make higher education more affordable and accessible to its employees; providing scholarships to its current employees studying at select universities as a commitment to their education; and implementing tablets in restaurants to help workers more efficiently learn the necessary skills to advance to the next step in their career.

## Civil Service Employees Association

Civil Service Employees Association (CSEA) operates a benefit fund in New York State for more than 525 CSEA affiliates represented local government units, school districts, libraries, and public authorities. In 2015 it will expand the work it is currently doing in partnership with the Office of Children and Family Services to deliver upskilling opportunities to home-based child care providers. CSEA will develop and deliver trainings that will assist providers in meeting state and federal requirements for health and safety training. Upon completing these trainings, these providers will become eligible for an increased reimbursement rate. CSEA will also offer tuition assistance and mentoring for providers enrolled in associates, bachelors or master's degree childhood development programs. Research demonstrates the efficacy of utilizing peer mentors to ensure workers enroll and complete upskilling programs. CSEA will also make upskilling opportunities available on Saturdays and make sure training locations in urban areas are close to public transportation options.

## CMT

CMT is in the process of finalizing its 2015 locations to target 20 "rural-serving community colleges" as defined as Associate's Colleges that are either: (1) physically located in Primary Metropolitan Statistical Areas (PMSAs) or Metropolitan Statistical Areas (MSAs), respectively, with populations below 500,000 according to the 2010 Census or (2) are physically located outside of a PMSA or MSA.\* We will work with these partners to expand opportunities to empower students and workers with the credentials they need to advance in the workplace. CMT's goal is to increase the number of residents from its 20 partner

communities with postsecondary credentials (including degrees and certificates) by approximately 2% (which averages to 30 people per community or 600 total people).

## COLORS Restaurant

In 2015, COLORS Restaurant, building off of a successful pilot, is implementing a restaurant-based worker co-op incubation model nationwide. This will create access to technical assistance and other resources as COLORS employees pursue their own entrepreneurial goals. COLORS Restaurant currently connects with community colleges to make sure its trainings carry college credit. To make sure its employees are able to access this training, COLORS offers scheduling flexibility and is currently working to make training available as a mobile app. COLORS also uses a clear promotions guide, available to all staff, so that its employees know the skills needed to advance into higher skill positions. COLORS Restaurants in each city house CHOW Institutes (COLORS Hospitality & Opportunities for Workers), a workforce development program that provides no-cost professional training to front and back of the house restaurant workers.

## Cox Machine, Inc.

Cox Machine, Inc. has committed to participating in RAPID, Kansas's proposed American Apprenticeship Initiative program, which will be run by Workforce Alliance of South Central Kansas. Cox intends to develop an apprenticeship program for the Quality Control/Assurance Technician and then potentially expand the program to other occupations. Cox also plans to add 20-50 employees over the next two years. Since learning of WIOA, Cox has been interested in developing an incumbent worker promotion program and then working with the Workforce Alliance to 'upskill and backfill' its workforce with more frontline workers. All of this will build on Cox Machine's existing commitments to its frontline workers, which include on-site training to employees, working with community organizations to recruit new hires with limited experience, and providing significant on-the-job training.

## Culinary Academy of Las Vegas

Culinary Academy of Las Vegas is a labor-management partnership between the Culinary Union 226, Bartenders Union 165, and 27 major properties on the Las Vegas Strip. Employer contributions to a training trust fund support the classes offered by the Academy. The Academy will leverage federal funding streams through close partnerships with community agencies to retrain hospitality workers who have been laid off, ensuring that they have the updated vocational and employability skills necessary to compete for current openings. This includes a customized English language class for employees of an employer partner that is closing its doors and a new fountain worker training class to expand the employment opportunities of other laid-off or frontline workers. To date, the Academy has trained more than 40,000 workers.

## CVS Health

In 2015, CVS Health is committing to double its pharmacy technician and retail management apprenticeship program to reach a goal of 3,000 apprentices, helping prepare the workforce it needs for its retail pharmacies nationwide. In addition, CVS Health is expanding access to job-advancement

training for their employees by launching two new regional learning centers that will serve thousands of additional employees in the next two years. This builds on the six regional learning centers CVS Health currently operates in partnership with community colleges and other community service organizations, to help support thousands of workers as they build customer service- and healthcare-related job skills for career progression.

## Daimler Truck North America

In 2015, Daimler Trucks North America (DTNA) has committed to pursue the Internal Capacity and Development Initiative (ICDI) in order to match employees to positions and career paths to which they are best and uniquely suited through the use of gamification and big data. This program will give employees the opportunity to measure their competencies through gamification, identify areas of professional growth, create a development plan, and be effectively matched to a career path through rotations, projects, and permanent positions. This investment of frontline workers will lead to a substantial increase of internally filled management and leadership positions. Daimler plans to collect three types of data: Employee data - Use gamification to measure competencies of our employee population. This information can be used to identify strengths and opportunities for growth. Initial roll-out will begin with low level non-managerial white-collar employees (L9-L5) (est. pop. 3,600), will expand to non-Union blue collar employees (est. pop. 1,800) and will conclude with union- blue & white collar employees (est. pop. 9,000).

## Dartmouth-Hitchcock

In 2015, Dartmouth-Hitchcock, a national leader in patient-centered health care, has committed to expand its Workforce Development programs beyond its main academic medical center to include its community practices, affiliate and partner hospitals in New Hampshire and Vermont. In addition to existing Medical Assistant and Pharmacy Technician Apprenticeship programs, D-H will also be offering new programs to create opportunities in key health care information technology and clinical support functions. The organization is prioritizing development of both internal and external pipeline programs that will attract, educate, and retain a robust workforce. Initiatives include outreach to under and unemployed workers, veterans and diverse populations as well as New Hampshire and Vermont High Schools, Vocational Centers, Community Colleges and Universities.

## Deloitte Consulting LLP with The Aspen Institute

Deloitte Consulting LLP and The Aspen Institute are announcing the result of their work to capture leading practices, resources, and tools for employers to upskill their frontline employees. Their work includes direct input from employers, non-profits, educators, industry leaders, and frontline workers. The Guide to Upskilling America's Frontline Workers aims to deliver a structured resource for employers to understand the importance of upskilling frontline workers, and to provide various resources and tools to help businesses strengthen existing or jumpstart new upskilling initiatives. It outlines various upskilling initiatives from foundational components to enabling mechanisms, and also includes a business case and robust maturity model, which employers can use to evaluate their own upskilling and related learning and development efforts. The guide includes research

insights from Bersin by Deloitte – the related reports can be accessed for a limited time on this website.

## Dimo's Pizza

In 2015, Dimo's Pizza commits to upskilling its workforce via creating professional development opportunities, providing financial literacy programs and supporting wellness. Dimo's hires management positions from within—providing training for an unskilled worker to progress, allowing employees to see a future at the restaurant. Dimo's creates financial games that teach general level employees how to reach financial goals and track their progress, while rewarding them with a pre-determined prize when they hit their goal. This gives employees a sense of financial comprehension and helps them understand the financial workings of the organization while being rewarding for partaking in its success.

## District 1199C Training & Upgrading Fund

District 1199C Training & Upgrading Fund is a labor management partnership in southeastern Pennsylvania and southern New Jersey affiliated with District 1199C, National Union of Hospital and Health Care Employees, AFSCME. Over the next two years, the partnership will upskill 5,000 incumbent workers affiliated with District 1199C as well as job seekers and special populations not covered by the union, including individuals with criminal histories, immigrants, people with disabilities, and the long-term unemployed through several initiatives. The partnership will implement new apprenticeship and pre-apprenticeship programs in a variety of occupations including community health care, advanced home care, medical coding, and behavioral health for a total of 50 apprentices from the ranks of employed and unemployed workers. The partnership will also begin a new TANF training project for 80 participants that will integrate basic academic/literacy, technical, work-readiness and other occupational skills training within the nurse aide and childcare career pathways. Participants completing this program will be able to realize full-time employment and long-term career growth. In addition, the fund will expand work-based learning opportunities that lead to entrance in pre-apprenticeship and apprenticeship programs, technical and postsecondary programs, and employment for 450 in-school and out-of-school youth. Finally, the Fund and union will also organize meetings at 100 healthcare facilities which employ over 10,000 workers in southeastern Pennsylvania and southern New Jersey represented by District 1199C to discuss new opportunities for career advancement and upskilling the workforce, including traditional classroom instruction, online learning opportunities, or earn and learn programs such as apprenticeships and on-the-job training.

## DMG Mori Seiki USA

In 2015, DMG Mori Seiki USA is launching a multifaceted commitment that among other things will invest in new hires of all levels by starting a training program that will include three weeks of training in which it will send its employees to Japan and Germany to learn its corporate culture and passion for manufacturing as a way to increase employee engagement and retention as well as send its USA production and quality control workers to Japan for advanced skill training to learn alongside their Japanese peers. Furthermore, it will launch a Management Education Program for leaders, supervisors, and managers that will eventually be offered to staff of other levels who express interest in future

leadership. Also, it is launching a tiered compensation program for its factory workers that will lay out a clear path for upward mobility via an initial skills assessment and the establishment of skills targets. It will also promote the earning of NIMS skill credentials with our 300 direct field technicians and other employees desiring to upskill into technical positions as a way to assess skills and promote credentials as well as with dealers, suppliers and customers who attend its training classes for a fee.. It will expand existing apprenticeships for Service Engineers to Application Engineers by launching at least one new class in 2015, 2016 and 2017. And in order to incentive all of this, it will start a second shift so that employees have more choice in when they work so that they can access learning and development opportunities.

## The Dow Chemical Company

The Dow Chemical Company continues its commitment to the Advanced Manufacturing Partnership 2.0, leading the way in the use of apprenticeships to build the workforce of the future. As part of their commitment to serve as an Apprenticeship USA Leader, Dow will leverage their connections with local colleges to develop an industry leading curriculum for its Apprenticeship Program. They will also expand their outreach efforts to include job fairs and information sessions with local high schools in multiple cities and states. Dow will offer its three-year Apprenticeship Program to candidates who, upon completion, will receive an Associate's Degree and have an opportunity for full-time employment with Dow. Dow has also committed to share best practices and anticipates participating in proposed Apprenticeship Week events.

## EcoMize USA

In 2015, EcoMize USA will, for the first time, provide all employees full reimbursement for career relevant formal higher education and career skills training and will encourage them to leverage these benefits to continue their education while working. Furthermore, to develop a vibrant workforce to enhance its competitive edge in the marketplace, it will sponsor a new HVAC Apprenticeship program and develop an Electrician Apprenticeship program. This will equip workers with the additional skills that they need to advance into well-paying, in-demand jobs.

## EJ Ajax

In 2015, EJ Ajax will continue to aggressively recruit veterans, single moms, first-generation Americans, youth offenders, top college students, and most important, the long-term unemployed. In conjunction with their local employer partnerships and expending 5.5% of its payroll on workforce initiatives, over 60% of EJ Ajax employees have attained Class A journey worker Level III Status. This status is a portable NIMS certification that not only makes these employees more valuable to EJ Ajax but also leads to higher wages.

## Ford

Ford, a committed Apprenticeship advocate, has agreed to be an Apprenticeship USA LEADER. Through its partnership with UAW, Ford will develop opportunities to promote the Apprenticeship model as a high leverage method of satisfying needs for skilled workers and enhance their program through

advances in technology and work practices. Ford also commits to share standards and practices, and populate existing apprenticeships over the next year. It will also participate in at least one National Kick-off meeting and up to two sector-based convenings over the next year.

## Freedman Seating

Freedman Seating is committing to expanding a pilot program that it launched last year to find and retain highly skilled Press Brake Operators. Freedman has partnered with Jane Addams Resource Center (JARC) by donating a press brake machine to JARC for the creation of this program. This program is still in the early stages, and Freedman has already hired two of the program graduates. JARC will start a new class at the end of April with five or more students. These students can be potentially hired for full time positions with Freedman Seating, obtain employment at other manufacturers or continue with other educational programs offered at JARC, including Freedman's Welders Apprenticeship Program to provide entry level welders with additional skills to assist them along a career ladder.

## Gap Inc.

Gap Inc. is committing to integrate and ramp up the company's existing career advancement and management programs, creating opportunities for hundreds of emerging leaders this year, and thousands in the years ahead. To turbo-charge its talent pipeline and create opportunities for employees to move up the ladder, Gap Inc. is focusing on creating greater cohesion between a number of existing job readiness, skills training, and leadership development programs. The company has identified ten programs that together create a pathway that builds an individual's skills through pre-employment training, invests in entry-level talent, develops emerging leaders, and finally, prepares and places employees in management roles. This new comprehensive framework will ensure that current and future employees see a clear path forward to develop and improve upon the skills needed to advance at each stage of their retail career. One of the ten programs referenced above is the online training Gap Inc. will offer through LearnUp. Two different training pathways will be offered as a free resource: 1) skills needed to get an entry-level job; and 2) skills need to advance beyond the entry-level job.

## General Motors

General Motors has committed, through partnerships with United Auto Workers (UAW) and the International Association of Machinists (IAM), to add 38 Apprentices in the first quarter of 2015, and by Summer 2015, provide advanced Apprenticeship training to 40 displaced journeyman tradesmen to prepare them for careers in a new trade. GM has also committed to share its best practices with the DOL for replication. Additionally, GM leadership will participate in a National Apprenticeship Week event and conduct continued outreach to its stakeholders to promote the expanded use of Apprenticeship in the manufacturing and auto supplies industries.

## Genesis HealthCare

In 2015, Genesis HealthCare is focused on expanding the delivery and number of CNA trainings to new and existing nursing centers in New Jersey, Ohio, Pennsylvania, West Virginia, and other states. Genesis



seeks to incorporate these centers into the fabric of its company. The health system is also partnering with the Baltimore Alliance for Careers in Health Care for the Baltimore City YouthWorks summer program in Maryland. With recent enhancements in its culinary culture, Genesis is also focusing on developing the competencies of its culinary frontline staff by training them as chefs, servers and others. Genesis HealthCare offers a variety of workforce training such as Certified Nursing Assistant and Geriatric Nursing Assistant training, which allow frontline workers to obtain on-site certification and receive skills-basis wage growth.

## Glassdoor

In cooperation with the Upskilling initiative, Glassdoor, a jobs and career marketplace, has launched **On-the-Job Training Finder**, an interactive, map-based tool to help job seekers easily search job opportunities, such as apprenticeships and trainee positions, in which they can learn new skills to advance their career while getting paid. The company also created a new “Certifications & Pledges” feature to make it easier to identify employers offering career “upskilling” and other programs and commitments, such as registered apprenticeships, veteran hiring, pay equality and more.

## Global Partner Solutions, LLC

In 2015, Global Partner Solutions, LLC will double its number of employees and open a secondary, higher-skill Design Center, which will create an internal career pathway for employees to receive on-the-job training and be eligible for promotions and skills-based wage raises. The 100% staffing increase is highly significant, given that 85% of the individuals hired by Global Partner Solutions have no prior experience; an exemplary investment is made in these frontline workers through training. The employer offers on-the job training, tuition reimbursement and scholarships for all new hires and workers. Furthermore, it works within the community by offering paid internships for aerospace drafting and design students, establishing industry-wide curriculum and credentials, and working with local educators and workforce boards to close skills gaps.

## Goldman Sachs Foundation

Beginning in 2015, the Goldman Sachs Foundation will expand 10,000 Small Businesses across the United States by annually providing up to 300 small businesses from across the U.S. with a business and management education delivered through a 10,000 Small Businesses national cohort at Babson College. Workers will benefit in line with the previous program graduates’ record of job creation: 46% of businesses created new jobs six months after graduating, a figure that rises eighteen months after graduating. The curriculum also includes a focus on upskilling through employee skill development and career development.

## Goodwill Industries

Goodwill Industries International is launching Careers in Retail, a replicable skills training and career progression model that supports career advancers as they move into middle skill retail positions. The initiative is funded in part by the Walmart Foundation. Eight pilot sites are working with employer partners and credentialing entities to deploy competency-based assessments, skills training and life



supports to connect 1,504 career advancers with opportunities to earn middle skill jobs in the retail sector and other industries with similar skill demands. With the support and training provided by the initiative, 75 percent of all enrollees will enter employment, with 71 percent obtaining middle skill employment. The initiative will support internal advancement for frontline workers as well as career opportunities for career advancers from outside the retail industry. In addition to locally provided training, Goodwill Industries International will provide its eight pilot sites with access to its existing Management Development Train-the-Trainer Program. The online program equips trainers who design and deliver management development training to managers in Goodwill member agencies. The curriculum in this program has been approved to offer college credit towards the Social Enterprise Management Certificate program offered to Goodwill employees at Anne Arundel Community College.

## The Greater Boston Hospitality Employers

In 2015, The Greater Boston Hospitality Employers (GBHE) labor management education fund will be increasing its investment in education and training this year. In March 2015, the 12 cents/hour/employee that employers pay into the education fund will increase to 14 cents/hour/employee. In addition, the partnership will roll out a new Room Attendant Apprenticeship Program, which will build on the success of the current Room Attendant Program (the return to society of which has been calculated at 673.66%). Additionally, BEST Corp. is pursuing an articulation agreement with a local community college to enable some of its classes to provide college credits.

## Grifols

In order to ensure its workforce can continue to fuel the company's rapid growth, in 2015 Grifols is enrolling - and paying for - hundreds of its employees to earn an accredited degree through College for America at Southern New Hampshire University. Beginning this past fall and ongoing through 2015, Grifols is making the commitment to pay 100% of tuition costs upfront, for any of its eligible 7,000 employees. More than 300 employees have enrolled in the program and four have already earned their degrees.

## H-CAP and H-CAP Education Association

H-CAP and H-CAP Education Association, a national organization of major healthcare employers and SEIU affiliates supporting career advancement in healthcare, will host three national meetings that bring labor-management partnerships together to share their work on upskilling frontline workers, promote effective practice, document outcomes of labor- management upskilling programs and use this research to promote the value of industry based-upskilling and career pathway programs for frontline workers. The association will also promote the spread of apprenticeships in the healthcare industry by working with over 15 union and employer partnerships that include approximately 900 employers as a way of upskilling the workforce. To that end, H-CAP's board and affiliated training programs will train approximately 110,000 workers in programs funded in part by \$75 million in bargained resources in 2015.

## HCSC

HCSC will implement several key initiatives as part of our commitment to enhance our workforce and provide opportunities for continued growth and innovation. HCSC has established a goal to have at least one educational partnership in each of its HQ states in order to create targeted educational offerings for its employees. We are currently working with a Chicago-area university to host an “RN to BSN” nursing degree program at the Chicago headquarters location in 2015. In addition, to increase greater use of our tuition reimbursement benefits, we will increase promotion of this valuable program through our internal website, company bulletin boards, and internal newsletters and at college fairs as part of our recruitment efforts. Ongoing internal education is also of importance to HCSC. All HCSC employees are required to complete corporate and division specific training each year. In 2014, the total investment in employee training for HCSC was more than \$45 million. In 2014 HCSC invested more than 3.2 million in tuition reimbursement for its employees and more than 1,900 employees took advantage of this benefit.

## Helen Miller Member Education and Training Center

Helen Miller Member Education and Training Center (METC) is an SEIU-affiliated educational center that helps healthcare and child care workers in Illinois, Indiana, Missouri, and Kansas achieve educational, personal, and professional goals. METC will work with the local and state public workforce officials to develop a program to provide advanced training to frontline home care workers. An initial cohort of 50 home care aides will receive training, enabling them to better care for the increasing number of senior citizen clients living with chronic conditions. By training home care aides to provide advanced levels of care for these clients, the program will improve health care outcomes for clients, and reduce health costs from emergency care events. METC will also work to turn this pilot initiative into a registered apprenticeship program. Increasing the skill level of home care aids through advanced training will also help to prevent worker dislocation, enable workers to develop transferrable skill sets and, create a path for career advancement not previously available.

## The Hinckley Company

The Hinckley Company partnered with the local community college in order to identify the foundational skills and training required for successful skilled employment in the boat building industry. These foundational skills and specific training plans were developed into a college degree program which also offers a woodworking industry certification. This effort not only assists with supplementing the need for workers in the regional boat building industry. It also encourages students to attend the community college who have interest in other industries in demand for skilled woodworkers. The aim is to continue to maintain a strong connection between industry and education in order to insure workforce training and certification remains aligned with advancing industries.

## Home Builders Institute

In 2015, Home Builders Institute (HBI) has committed to developing marketing plans to promote its four existing Registered Apprenticeship programs to state and local Home Builders Associations across the

U.S. HBI will provide content and technical assistance to these associations to encourage expansion and creation of new programs for multiple skilled trades occupations.

## Hospitality Training Academy

Hospitality Training Academy (HTA) is a UNITE HERE affiliated labor-management partnership/Taft-Hartley Fund serving and providing training benefits to employers, the union and its members in Los Angeles, California. The HTA will work with the Managing Director of The Concourse Hotel at LAX, a Hyatt affiliated hotel, to upskill the entire UNITE HERE Local 11 union workforce (150 members) at the hotel, and over 50 new hires at the end of 2015 or early 2016, to upgrade a 2 1/2 star Radisson Hotel LAX to a 4 star flagship Hyatt Regency Hotel LAX. The hotel is currently in the midst of a massive \$50 million dollar upgrade and the HTA will provide all the upskill training, including culinary, bartender, barista, room attendant, server, host, cashier, front desk, dishwasher, busser, customer service, and retail sales, among many other occupations. This is the first "upskill" hotel project in a long line of potential large-scale renovations being proposed in Los Angeles in the coming years.

## Hypertherm

Hypertherm, a U.S. based manufacturer of advanced plasma, laser, and waterjet cutting systems, and a current registered apprenticeship advocate, will expand its programs. Additionally, the company promotes the use of the Vermont HITEC model, which highlights the flexibility and credential based options Apprenticeships provide. Through its internally developed technical training institute, Hypertherm has sponsored and graduated 400+ CNC machine operator apprentices to date. Hypertherm commits to expanding the program by adding up to 50 more apprentices this year, which will include a new Summer Institute for high school juniors and seniors.

## IBEW Local Union 43

IBEW Local Union 43, a local affiliate of the International Brotherhood of Electrical Workers/AFL-CIO in Central New York, will offer opportunities to upskill frontline workers through multiple partnerships including a local inner city initiative with the Syracuse City School District, BOCES programs (Board of Cooperative Educational Services) and multiple pre-apprenticeship programs in eleven counties. The local Syracuse City School initiative focuses on enrolling high school students in soft skill pre-apprenticeship training and hands on electrical construction training in preparation for formal apprenticeship in the Electrical Construction Industry. This initiative is partnered with IBEW Local 43, Finger Lakes Chapter of NECA (National Electrical Contractors Association), Syracuse City School District, local community employers and Syracuse City Electrical Inspectors. Students will graduate with the skill sets to be successful electricians while earning CPR, First Aid and OSHA 10 certifications to allow immediate employment within the Central New York region.

## IBM

In 2015, IBM has made the commitment to be an active ApprenticeshipUSA LEADER and will work with the USDOL to start new Apprenticeship programs and expand existing IT-related Apprenticeship programs. IBM also agrees to participate in proposed National Apprenticeship Week activities. IBM will

also commit to conduct outreach to businesses and employers in the IT industry and related sectors, share best practices, and participate in industry convenings.

## The Independent Electrical Contractors

The Independent Electrical Contractors (IEC) continues its leadership as an Apprenticeship advocate by committing to the creation of new Apprenticeship programs and expansion of existing programs. This expansion will result in the registration of additional training centers to assist its over 3,000 member companies to offer continued access to highly trained apprentices. IEC also commits to use its market reach to increase awareness in rural and hard-to-reach populations on using Apprenticeship as the premier training model to gain skills that meet the growing talent needs within the electrical industry across the U.S.

## Institute for Career Development

Institute for Career Development is an educational initiative between the United Steelworkers and more than a dozen companies nationwide. In an effort to fill skilled positions being vacated by retirees, the Institute will expand its successful Maintenance-Technical Maintenance Technical Mechanical /Maintenance Technical Electrical (MTM/MTE) Prep Training Program which allows frontline production workers to access training on their own schedule and at no cost. By completing these trainings, workers become eligible for promotions into maintenance electrical craft positions. These jobs come with higher pay and better hours.

## International Union of Painters and Allied Trades/International Finishing Trades Institute

International Union of Painters and Allied Trades/International Finishing Trades Institute (IUPAT/FTI), an international union representing commercial painters, drywall finishers, wall coverers, glaziers, glass workers, floor covering installers, sign makers, display workers, convention and show decorators, will conduct a national community outreach and involvement effort known as CORE (Community Organizing for Real Economics). Through this effort, IUPAT/FTI and its affiliates will reach out to several government entities and community organizations in order to connect veterans, immigrant communities, women, youth and other under-represented populations to the union's pre-apprenticeship training partnerships, political action, and social engagement and other activities.

## IUPAT District Council 9

IUPAT District Council 9, a local affiliate of the International Union of Painters and Allied Trades in New York City, will build coalitions with several faith and community-based organizations to address the lack of affordable housing, and other income supports for frontline workers. This will be done by pushing for local hiring goals, apprenticeship slots for local hires, and local hires getting access to housing constructed through awarded contracts.

## IUPAT District Council 11

IUPAT District Council 11, a local affiliate of the International Union of Painters and Allied Trades in Providence, Rhode Island and the Rhode Island Building and Construction Trades Council, which represents 10,000 construction workers in 16 unions, will direct frontline workers into the building trades, creating pathways to journeyman status.

## IUPAT District Council 16

IUPAT District Council 16, a local affiliate of the International Union of Painters and Allied Trades in San Leandro, California, will work with multiple pre-apprenticeship programs, including but not limited to City Build, A Philip Randolph Institute – San Francisco, West Oakland Job Resource Center, Fresno, Madera, Kings, and Tulare County Building Trades, and Job Corps, to enroll frontline workers from underrepresented populations in these programs.

## IUPAT District Council 21

IUPAT District Council 21, a local affiliate of the International Union of Painters and Allied Trades in Philadelphia, Pennsylvania, will upskill local high school students by enrolling them in a vocational intern program. The program will focus on preparing these students for formal apprenticeships through the Finishing Trades Institute of the Mid-Atlantic Region, which is associated with drywall finishing, glazing, painting, and paperhanging. Once the internship is completed, students will receive a certificate that will serve as recognized experience when applying to related apprenticeship programs. The program will also allow students to earn construction industry-recognized certifications in OSHA 10, Scaffold Erector Dismantler and First Aid/CPR. In the past, the program has achieved a 97 percent completion rate. The majority of those who participated in the program were students of color. Many received college credits and landed jobs in the building trades.

## IUPAT District Council 82

IUPAT District Council 82, a local affiliate of the International Union of Painters and Allied Trades in Little Canada, Minnesota, will work with several community organizations, including Hmong American Partnership, Boy Scouts of America Northern Star Council, Urban Ventures, Girl Scouts of Minnesota, and Wisconsin River Valleys, to identify and train apprentices. They will work within the community to address general awareness of IUPAT trades, as well as educational and language barriers that have kept potential workers from taking advantage of upskilling opportunities.

## IUPAT District Council 88

IUPAT District Council 88, a local affiliate of the International Union of Painters and Allied Trades in Austin, Texas, will collaborate with a local career pathways program called Capital IDEA to enroll their program participants in the District Council's glaziers registered stars apprenticeship program. This is a four-year program will teach participants how to install metal frames for glass-like storefront or curtain walls, set glass, weld clips for curtain wall systems, and read blueprints. The program will help frontline workers move into an industry projected to grow and prepare them for a career with prospects for long-term employment and good wages.

## Jostin Construction

Jostin Construction in partnership with Cincinnati's Partnership for a Competitive Workforce and several other community based organizations is developing a new apprenticeship program for small construction firms. This apprenticeship program will allow smaller firms to effectively develop the leaders of tomorrow for their companies even though they are unable to support a large, full blown apprenticeship. This work in conjunction with Jostin's existing On-the-Job-Training program will continue to create opportunity for employees to advance and receive higher wages.

## Kaiser Permanente

As a part of the Upskilling initiative, Kaiser Permanente is taking steps in preparing the workforce for the future of health care, which includes developing a customized and dynamic online career portal, including self-assessments, career exploration, action plan development, and career management tools, as well as tools for managers to assist in employee development. Kaiser Permanente is also rolling out Critical Skills for the 21st Century, which will provide skill enhancement and digital badging for its current workforce in process improvement, digital fluency, collaboration, and consumer focus. As part of a career mobility effort for entry level classifications, Kaiser Permanente will also pilot the development of comprehensive career upgrade programs that will include educational plan guidance, tuition assistance, time off to train, and career counseling support.

## Keystone Development Partnership

Keystone Development Partnership (KDP) was created by the Pennsylvania AFL-CIO in 2006 to assist unions and employers in forming and sustaining labor-management training programs. Severe employee demand - driven by an aging workforce coupled with a lack of skilled applicants - is creating a "perfect storm" for employers in Pennsylvania's utilities industry. The percentage of line workers workforce expected to retire within the next five to ten years could approach 50 percent in some organizations. To address this challenge, KDP will facilitate a partnership among the following companies and unions: Duquesne Light, PPL, NRG Energy, First Energy, plus 18 National Electric Contractor Association (NECA) employers along with the IBEW and Utility Workers of America in electric generation and transmission, Pennsylvania American Water and the Utility Workers of America in water transmission, and UGI, Inc. and the IBEW in natural gas transmission. This industry partnership will develop training strategies so that frontline workers will receive customized training in order to move into positions being vacated by retiring workers. The occupations planned for apprenticeship opportunities by this partnership include electrical power-line installers and repairers, electricians, plumbers, pipefitters and steamfitters, and welders, cutters, solderers and brazers. As a result of training, workers will also realize wage increases of \$5.00-7.00 per hour as they advance through the apprenticeship or career ladder.

## M. Davis & Sons, Inc.

M. Davis & Sons, Inc., an industrial contractor specializing in the construction, fabrication and maintenance of factories, plants, laboratories, warehouses, and other industrial and commercial facilities, has committed to expand the number of apprentices they train based on the ratios they can

meet. M. Davis & Sons also commits to expand their apprenticeships to include the occupations of Ironworker and Sheet Metal Mechanic. They also are at the ready to assist in promotional activities to include testimonials, social media outreach, presentations, etc., along with and targeted to their partners, including Associated Builders and Contractors (ABC), and the New Castle County Vocational and Technical School district.

## Max Daetwyler

In 2015, The Max Daetwyler Corporation commits to increase efforts to promote apprenticeship expansion to its wide array of stakeholders and partners in the North Carolina area. Also, it will leverage its involvement as a long-time partner of Apprenticeship 2000 to promote expanded use of Apprenticeship in the Advanced Manufacturing industry. Max Daetwyler Corporation will focus efforts on the expansion of apprenticeship programs to meet the growing need for skilled workers occupations to include CNC machinist, welding fabricator, machine technician, electrician, and mechatronics electrician and mechatronics technician.

## McDonald's

McDonald's has launched a new education strategy, "Archways to Opportunity," designed to meet the nearly 750,000 people employed by McDonald's or its independent franchisees at their point of educational need by helping these individuals upskill their capabilities and increase their probability of success. This overarching education strategy helps individuals learn English-language skills, get a high school diploma, or complete an Associate's or Bachelor's degree, and also includes resources and support, like tuition assistance and advising services, to help remove the many barriers that workers face when pursuing educational goals.

## Memorial Sloan Kettering Cancer Center

In 2015, Memorial Sloan Kettering Cancer Center (MSK) is rolling out a new talent management framework that will provide employees with a clear understanding of what differentiates success at each organizational level, as well as a common language to enhance developmental conversations and prepare employees to step into the next level of their careers. The framework is based on independent research data collected from employees in hundreds of companies around the world to determine what competencies are most strongly tied to success across different organizational levels. This commitment builds on a number of efforts to support the learning and advancement of workers at MSK, including a revamped learning curriculum with increased opportunities for frontline staff to enhance their skill and self-awareness through targeted development programs. MSK has also increased its maximum tuition reimbursement allotment from \$10,000 per calendar year to \$12,500. During 2014, over 11% of the workforce received funds from the Tuition Reimbursement Program totaling over \$7,120,000.

## Metaphase Technologies

Metaphase Technologies along with its sister company, LED Living Technology, has committed to a series of workforce-development priorities over the next year. These include: raising 20% of its current production line to management positions by 2016 (with increased salaries and opportunities for



growth), selecting 20-30% of the current workforce for education at higher-level product lines, offering subsidized language software programs and classes to all employees, maintaining a 50% post-apprentice hiring frequency, maintaining full health care benefits for employees, renewing its funding for the Wounded Hero Project, and maintaining entry-level wages that are well above minimum wage. Metaphase technicians experience approximately 1,500 hours of training per year in upSkilling. All participants in apprenticeship programs are paid above minimum wage and are given a minimum of 500 hours of training, with the remaining hours made up of hands-on experience.

## Midwest Underground Technology, Inc.

In 2015, Midwest Underground Technology, Inc. (MUTI), a Sabre company, has committed to serve as an ApprenticeshipUSA Leader. MUTI is supporting a coalition of more than 15 telecommunications companies, to launch a first-of-its-kind apprenticeship program for the telecommunications industry. Through the Telecommunications Industry Registered Apprenticeship Program (TIRAP), the coalition commits to hiring 3,500 Tower Technician apprentices over five years to improve industry safety. The program will serve both new and incumbent Telecommunication Technicians and offer strong safety and quality components coupled with high-level training. The TIRAP program will create career pathways and continuing education for Tower Technicians who, upon completion, will earn an apprenticeship credential from the U.S. Department of Labor.

## Milwaukee Building and Construction Trades Council

Milwaukee Building and Construction Trades Council is an AFL-CIO affiliated labor council who partners with building trades local unions, community organizations, construction associations and industry leaders to promote the growth of the union construction industry in Milwaukee, Wisconsin. The Council will partner with over 60 contractors to promote frontline jobs and skills training to unemployed and under-employed workers on a \$500 million construction project in City of Milwaukee, ensuring that these workers are put on pathways to careers within the building trades.

## Monogram Foods

Monogram Foods, a provider of prepared meats headquartered in Memphis, is implementing a range of investments in our front line workforce that includes increased wages and training to meet the significant growth that requires skilled team members, leads and supervisors at all locations. In 2015, its minimum wage will increase to \$10 p/hr across all our locations. Also, it is adding additional training and development specialists who will focus on team members' skills development and advancement and it is expanding its partnerships with community and technical colleges to provide increased training and certifications. It is creating new grades to existing positions to recognize skill development and advancement in the organization, and it is rolling out a company-wide campaign called "ID-3" which encourages managers to each identify three frontline workers for increased mentoring and UpSkilling support.



## MTU America

MTU America, a manufacturer of off-highway diesel engines, and an advocate of industrial apprenticeship programs, commits to become an ApprenticeshipUSA LEADER in 2015. MTU America will promote the benefits of vocational education and technical training. MTU America's innovative Apprenticeship Program is designed to help high school students, who may not have the means or interest in attending college, pursue a career in industrial manufacturing. Having implemented apprenticeship programs at its manufacturing plants in South Carolina and Minnesota, MTU America will encourage the expansion of similar programs in the communities and states where it operates, working with industries to adopt, implement, and register their own apprenticeship programs, thereby increasing employment skill levels in the region that would attract additional industrial investment.

## New Jersey Health Care Talent Network

The New Jersey Health Care Talent Network (NJHCTN), funded by the New Jersey Department of Labor and Workforce Development and operated by the Rutgers University School of Management and Labor Relations, commits to sharing its experiences and lessons learned to establish best practices and benchmarks around Apprenticeship with the USDOL. As the leader of the nation's first-ever Community Health Care Worker pilot apprenticeship program, the HCTN in partnership with Rutgers University is committed to hosting regional apprenticeship round table meetings. Additionally, the HCTN commits to start a new apprenticeship program for 500 community health workers and 500 clinical research associates and 500 health care IT professionals in the next four years. The Health Care Talent Network will promote apprenticeship throughout the State of New Jersey including in high schools, colleges, hospitals and with the general public by hosting events like National Apprenticeship Week and local, state, and national campaigns

## NIMS

In 2015, NIMS has committed to lead the effort to expand the use of competency-based apprenticeships in the precision manufacturing industry. NIMS will develop and disseminate an Apprenticeship Blueprint to help companies expedite implementation of customized apprenticeships that meet their talent needs. NIMS will also set a goal to issue 1,000 credentials to individuals in Apprenticeship programs. Through outreach to their network of 6,000 stakeholders, NIMS will provide a package of tools, resources, and technical assistance to support stakeholder efforts to establish or expand their use of Registered Apprenticeship.

## North Carolina's Research Triangle

In 2015, a coalition of employers in North Carolina's Research Triangle has made a new commitment to become an Apprenticeship LEADER and expand apprenticeships throughout the Region. NCTAP, led by companies like Buhler Aeroglise, Superior Tooling, Schunk, GlaxoSmithKline and other employers and partners, initiated the program and will seek to expand from 2 counties to 6 counties.

## North Sunflower Medical Center

North Sunflower Medical Center in conjunction with Mississippi Office of Nursing Workforce and partnering community colleges is developing a multi-dimensional approach to attracting, retaining, and training frontline health care workers. North Sunflower Medical Center partners with Mississippi Delta community colleges to encourage staff to enter training for career advancement. North Sunflower Medical Center, working with Mississippi Delta Community College, Coahoma Community College, and Delta State University, provides services including bridge programs, assessments, mentoring, college credit, flexible scheduling, work-based learning, guidance from a Student Navigator, and certification programs tied to salary increases. The hospital has committed to expanding its work-based learning program in 2015.

## Northwestern Memorial HealthCare

In September 2014, Northwestern Memorial HealthCare doubled its workforce from 10,000 to nearly 20,000 employees with the merger with Cadence Health. In 2015, NMHC will create a premier integrated academic health system that will serve a broad community and bring the best in medicine to the community and best in workforce practices to the nearly 10,000 additional health system employees. Expansion will include all offerings through the NM Academy, the 4 NM Clinical Schools and the host of pipeline programs from nursing students to medical assistants.

## Norton Healthcare

Norton Healthcare is taking a leadership role in the development of the Kentucky Health Career Center (KHCC), which is set to open in Spring 2015. By leveraging its experience and results in developing effective career pathways for frontline workers, Norton Healthcare intends to provide a model for the other participating employers in the KHCC—a model that it is sharing, even with competing organizations. This commitment bolsters Norton Healthcare's already substantial list of investments in workforce development initiatives, which total to \$9 million annually. Norton Healthcare's Career Center alone serves over 1,000 students per year—73 percent of whom receive financial assistance.

## Oberg Industries

In 2015, Oberg Industries, a long-time leader and advocate for Registered Apprenticeship has made a new commitment to become an Apprenticeship LEADER and expand its existing apprenticeship programs. Oberg intends to increase its apprenticeship programs such as CNC Operators, Toolmakers, and CAD Designers by 20%. To support this work and broader goals to promote Apprenticeship throughout Western Pennsylvania, Oberg has committed to promote apprenticeship in high schools, colleges, trade industries, and the general public through hosting open houses, participating in National Apprenticeship week and participating in local, state, regional or national outreach campaigns.

## Optimax Systems, Inc.

In 2015, Optimax Systems, Inc. will initiate a new apprenticeship program which will be complimentary to their efforts to develop career path strategies for each employee. Along with the apprenticeship OJT,

employees are encouraged to take advantage of Optimax's 100% tuition assistance program for community colleges.

## Orange Research, Inc.

In 2015, Orange Research, Inc. has committed to set aside 1% of their working hours in the upcoming year for intentional skill improvement efforts. This training will be conducted as part of the New Haven Manufacturers Association commitment to work with local community colleges and CTE's. The addition of training on lean techniques, team leadership training, skills enhancements and cross training efforts for the front line workers is designed to prepare more of their employees to be ready to move into leadership roles within the company.

## Owens-Illinois

In 2015, Owens-Illinois is starting a new program which partners frontline employees with retirement eligible peers to strengthen the O-I on-the-job-training program and more effectively equip frontline employees' with the skills they need to succeed and advance. This mentoring program allows employees to be better prepared for promotional opportunities and thus higher pay. In addition, mentoring helps promote front-line workers' successful participation in existing apprenticeship programs or utilize education reimbursement.

## Partners HealthCare

After a successful 2014 pilot class, Partners HealthCare is launching a new system-wide program for thousands of employees through a partnership with College for America at Southern New Hampshire University. Most full-time employees at Partners – the largest private employer in the state of Massachusetts – will be eligible for a full Associate or Bachelor's degree at a cost of just \$0-500/year after tuition reimbursement. Part-time employees are also eligible for the program and tuition reimbursement, making college very affordable and attainable for all. Partners HealthCare System is also working directly with College for America in developing workforce-informed Certificate and Associate's degrees in Healthcare Fundamentals and Management, and has developed a free Online College Preparatory Program available to all employees.

## PepsiCo

PepsiCo is doubling down on an existing program that aims to develop front-line employees enabling them to advance into supervisory and managerial positions. Roughly 50% of PepsiCo's entry level leadership comes from Frontline associates. In 2015, this program is being "refreshed" and re-energized across parts of our U.S. businesses, building on the best practices developed. By standardizing processes relating to the development and promotion of FL associates into entry-level management we expect to achieve greater success with those who are promoted. Two key performance indicators that we will be tracking for improvement are the new promoted supervisors Manager Quality scores (MQPI) and reducing the involuntary turnover rate of population. It is targeting a 20% improvement in both areas.

## PG&E

In 2015, PG&E is committing to ensure all workers receive the education and opportunities they need to continue to learn and grow their careers over time. PG&E has set a new goal to fill 75% of their management roles from within. In order to meet that goal, they are launching a new program called “Leading Forward” -- this program will include hands-on work experience, class-room experience and mentorship that gives over 2,500 PG&E employees a clear career map for continuous development and advancement within the company. They are also launching two new apprenticeship programs – in partnership with the International Brotherhood of electrical workers -- for front-line workers to upskill into more senior jobs.

## Pharr-San Juan-Alamo ISD

In 2015, Pharr-San Juan-Alamo (PSJA) ISD partnered with South Texas College in the Moving Forward Initiative to increase its auxiliary and maintenance workforce’s competency in the English language as well as their attainment of a high school equivalency degree. Eighty employees are participating and PSJA ISD has incurred the cost of teaching staff and facilities in order to offer its staff members free GED and ESL classes. PSJA ISD staff members with a High School degree are offered some college credit classes to complete an Associate's Degree and those with a two-year degree are offered classes to complete a Bachelor’s Degree. Through this partnership with South Texas College, financial and degree advisement sessions are provided to staff regarding the re-enrollment process, including financial assistance and degree planning.

## R&R Transportation

In 2015, R&R Transportation will be providing drivers with the necessary time and financial support to increase the number of security and logistics certifications needed for the transport of goods. Additional certifications lead to drivers being more mobile and able to earn higher wages. This effort complements R&R’s efforts to cross-train employees in multiple roles in the company to allow for promotional opportunities.

## Richards Industries

In 2015, Richards Industries has committed to playing a leading role in launching a new apprenticeship program being run through the local Cincinnati Manufacturing partnership. This apprenticeship program will not only benefit Richards Industries, but the machinist talent pool in the greater Cincinnati region. The program is a complement to Richards’ existing commitment to machinist training offered off-site and during paid working hours and overtime that lead to higher wages for these frontline employees.

## SEIU Healthcare 1199 NW

SEIU Healthcare 1199 NW, a labor union representing nurses, healthcare and mental health workers throughout Washington State, will publicize regularly to its members the opportunities for career ladder advancement for which it has 90 percent degree and certification completion rates. In addition, the union will be bargaining this year to add an additional hospital to its training Fund which would cover an additional 250 service workers.

## SEIU Healthcare 1199NW Multi Employer Training and Education Fund

SEIU Healthcare 1199NW Multi Employer Training and Education Fund, a labor-management partnership and Taft-Hartley Trust Fund benefit negotiated between SEIU Healthcare 1199NW and hospital employers during contract negotiation, will increase access to training for over 200 entry level workers. The Training Fund will work collaboratively with the community college system in Washington State to offer customized classes in order to better meet the schedule and learning needs of incumbent healthcare workers. The Training Fund will also double the size of its basic skills program by offering classes at employer locations including Swedish Medical Center, University of Washington Medicine northwest Hospital, CHI Franciscans Highline Medical Center, Group Health Cooperative, and University of Washington Medicine Valley Medical Center.

## SEIU Healthcare NW Training Partnership

SEIU Healthcare NW Training Partnership, a nonprofit school formed by SEIU Healthcare 775NW and participating employers in Washington State, will launch a pilot to support English Language Learners and others in acquiring basic skills, using technology. Through its Advanced Home Care Aide Registered Apprenticeship program, the Training Partnership will work to raise the floor for low-wage workers by identifying new ways workers can gain skills and add value to the lives of consumers and to the larger long-term care system. The partnership is committed to growing the program to 3,000 workers in five years.

## SEIU Healthcare PA Training and Education Fund

SEIU Healthcare PA Training and Education Fund is a negotiated benefit of SEIU Healthcare Pennsylvania, a union with 25,000 members from all areas of the health care industry. The Fund will make entry level certification for medical assistant and coding available to full-time nursing home care workers. Certification classes will take place at the Fund's facilities and reach 65 existing and new employees. The Fund will also expand computer literacy training, cohort training, and add a skills enhancement class for housekeeping, laundry and maintenance workers. Computer literacy trainings will be geared towards low-skill workers, especially older housekeepers. Cohort trainings will organize workers as a group to take classes. This improves retention rates because the workers can form personal connections with each other. The skills enhancement class will cover topics like infections control, OSHA communication skills, reducing toxic chemicals and waste, self-care and literacy. As a result of these trainings, workers will understand how important they are to patients and how to do their jobs better.

## SEIU and AFSCME

In 2015, SEIU and AFSCME, together with their local unions and employer partners including Temple University Health System, Kaiser Permanente, Addus HomeCare Inc., and the League of Voluntary Hospitals and Homes of New York, are joining together to advance apprenticeship training in the healthcare industry. This groundbreaking partnership between the two largest unions in the healthcare industry will be placing a minimum of 1700 healthcare workers into apprenticeship over a five year

period. This initial phase will focus on six states and three high demand and high growth healthcare occupations: advanced home care aide, community health worker, and medical coder.

## SEIU Local 1 Training Center

SEIU Local 1 Training Center, a labor-management partnership in Chicago, Illinois, has recently leased extra space to expand their computer training through new investments of over \$8,000 in new computers, projectors, tablets, and other equipment. The labor-management partnership will also issue 1,200 certificates to roughly 850 different SEIU members this year for entry level janitors, maintenance technicians who can complete work orders for apartments, and chief engineers who can handle boiler systems, air conditioning, carpet replacements, bed bug prevention, and emergency response. By completing these certificate trainings, entry level janitors can move up to maintenance technician or chief engineer positions. This means they also get an opportunity to live in the buildings they work in which are often in better school districts and safer neighborhoods.

## SEIU United Healthcare Workers (UHW)-West and Joint Employer Education Fund

SEIU United Healthcare Workers (UHW)-West and Joint Employer Education Fund, a joint labor-management partnership and training fund for healthcare employees in California, Colorado, Oregon, Nevada and Washington State, will expand access to online educational opportunities through nationally recognized vendors such as SkillsSoft and CE Direct by approximately 20 percent annually or 2,000 additional employees over the next three years. There has been a dramatic growth in usage of online training courses from very minimal in 2012 to approximately 40 percent of the 8,000 students trained by the Education Fund in 2014 through online courses, resulting in workers earning postsecondary credentials or improving job-related skills. This strategy has been critical to meeting the needs of working adults eager to advance their skills and careers.

## SEIU United Long Term Care Workers

SEIU United Long Term Care Workers (ULTCW), a local SEIU affiliate representing 80,000 in-home care providers, assisted living, and nursing home workers throughout California, will promote the training curriculum available through the California Long-Term Care Education Center (CLTCEC) to its membership. Through the Nursing Home Training and Trust Fund, ULTCW will expand basic computer classes, GED testing, and re-certification for food handling for members working in nursing homes. ULTCW will also work with managed care organizations, other labor unions, and various state agencies and departments to share best practices for upskilling home care workers in the state.

## Service Employees International Union

Service Employees International Union (SEIU), an international union of 2 million members covering healthcare, property services, and the services sectors, will develop a nationally registered apprenticeship program to train nearly 1800 home care workers, community health workers and medical coders, in collaboration with the American Federation of State, County and Municipal Employees (AFSCME). The union will also build a national collaborative to increase the economic

security of childcare workers through education and training and will seek to collaborate with federal agencies to leverage federal funding streams and further upskill the existing childcare and early learning workforce. SEIU local affiliates currently support labor-management training funds in healthcare and in property services (janitors, custodians, and security guards) that include more than 3000 employer partners. SEIU will also expand the size and reach of its training funds by increasing the number of employers contributing to those funds and expanding training in new sectors.

## Starwood

In 2015, Starwood will formalize and expand an existing on-the-job training program, the Associate Development Program (ADP), to ensure graduates are equipped with the appropriate skills to capitalize on promotion opportunities. The enhanced formal program will be expanded to over 500 Owned, Managed and Franchise properties in North America to provide professional skill building, mentorship and coaching. In addition, participants will gain visibility to different departments within the hotel, allowing for career exploration and exposure to hotel leadership. This will offer entry-level associates the opportunity to gain visibility to different functional areas within a hotel and work with their mentor on a project to develop their skills. Specifically, the program enhancements will define criteria for program entry (for Owned and Managed Hotels), communicate mandatory components, metrics and reporting (for Owned and Managed Hotels), facilitate best practice sharing (for Owned and Managed Hotels), and translate materials into a toolkit for franchise hotels (for Franchise Hotels).

## Siemens

Siemens has committed to serve as an ApprenticeshipUSA LEADER and is working with the USDOL to expand their Apprenticeship programs through revamped recruitment strategies and the registration of additional programs where required by the business. Siemens will also work to promote the increased use of Apprenticeship in the advanced manufacturing industry and related sectors. Siemens is also working to help promote the Apprenticeship through the sharing of best practices, participation in outreach related activities and participation in proposed National Apprenticeship Week events and activities.

## The State of New Hampshire's Division of Personnel

The State of New Hampshire's Division of Personnel has a multi-faceted approach to upskilling its workforce of more than 10,000 state employees by offering a range of training programs, including a Certified Public Manager program that partners with several area colleges and universities. This spring, it launched an exciting new partnership encouraging its employees to continue its education by enrolling in the College for America at Southern New Hampshire University. The campaign includes on site information sessions at key state office buildings, direct emails to every employee and every manager encouraging enrollment, and posters and flyers at state campuses. Hundreds of employees have inquired and many are projected to enroll as students in 2015.



## Stober Drives, Inc.

Stober Drives, Inc. is committing resources to develop apprenticeships for non-traditional apprenticeship departments such as accounting, customer service, and marketing. In addition, it has committed to working with other employers in the region to help them develop similar programs. These apprentices are more qualified and are more likely to receive promotions than other employees in the organization.

## Tesla Motors

California-based Tesla Motors has committed to serve as an Apprenticeship Leader and is targeting transitioning military service members for an Apprenticeship program. Tesla will work with DOL to register an Apprenticeship program for Equipment Maintenance Technicians. TESLA also commits to promote the Apprenticeship model within the growing electric car industry and participate in National Apprenticeship Week events and related convenings. Additionally Tesla will share best practices identified during the development and expansion of their Apprenticeship program.

## TMC Transportation

In 2015, TMC Transportation will partner with our Hero's, Army PaYs, and Central Iowa IWD (RWIB) as well as schools in over 30 states to bring in 1000 or more new apprentice Class A drivers in 2015. TMC will engage & promote a military skills waiver program as well as the VA GI Bill (TMC's approved for 2 years). It will attract and promote apprenticeship opportunities with the dislocated or underemployed workforce, as well.

## Time Warner Cable

In 2015, Time Warner Cable has committed to expand its existing innovative Broadband Technician Apprenticeship program, one of the largest Apprenticeship programs in North Carolina, to additional states, beginning with Texas, with more states to follow. Time Warner also commits to conduct outreach to businesses and employers in their industry and related sectors, participate in National Apprenticeship week activities, and share best practices to increase awareness of the benefits of the Apprenticeship model in talent development.

## UAW

UAW has committed to continuing its leadership in expanding, creating, and promoting Apprenticeship programs to its over 410,000 members and over 750 local unions. UAW's efforts include engaging all of their partner companies to create over 50 new programs in a wide range of occupations in industries ranging from auto manufacturing, aerospace manufacturing, military equipment manufacturing, and healthcare. UAW's expansion efforts cover regions across the U.S. and include partners such as Ford, General Motors, Chrysler, John Deere, blue Cross, Blue Shield, and many more.



## UNITE HERE Local 23 Training Fund

UNITE HERE Local 23 Training Fund, a newly established labor-management partnership, will commit to building a collaboration in DC with an adult literacy partner and other not-for-profit training organizations to create a program that integrates literacy and culinary skills for members, enabling those with low level literacy and numeracy to build their skills and move up a career ladder.

## United Home Care Workers of Pennsylvania

United Home Care Workers of Pennsylvania, a partnership of SEIU Healthcare Pennsylvania and the National Union of Hospital and Healthcare Employees, AFSME, AFL-CIO, will develop an advanced home care apprenticeship program to support the training of 60 United Homecare Workers of Pennsylvania over 2 years and 150 workers over 5 years. Specific training objectives include improving consumer and worker job satisfaction, providing participants with Home Health Aide, CPR and First Aide certifications, increasing knowledge through a standardized training curriculum, providing hourly wage increases for workers who complete the training program, and retaining workers one year after training.

## UnityPoint Health

Expanding upon the use of its retention specialists in preparing and assisting its frontline employees through its internal training programs, UnityPoint Health has agreed to partner with Vocational Rehabilitation services to directly place Vocational Rehabilitation clients into its organization. Building upon its 100% growth in the internal placement of supervisors, UnityPoint will continue to offer support services such as tuition assistance, free public transportation, talent retreats, and career coaching to identify the challenges and the correct programs for UnityPoint workers. Furthermore, UnityPoint will continue to focus on its training courses for individuals with disabilities that have achieved an employment placement rate of 80%.

## Universal Woods, Inc.

Universal Woods, Inc., a small manufacturer in Jeffersontown, Kentucky, is expanding its commitment to employee education and training by continuing its extensive program of onsite college-accredited classes and on-the-job learning; increasing by 25% its tuition assistance support for frontline team members; and, adopting a new registered apprenticeship program. Through its participation and leadership in Degrees at Work, a regional community enrichment initiative, Universal already supports more than 10% of its team members in higher education studies. Universal Woods will also inaugurate a registered apprentice program in 2015 focusing on maintenance skills. This program builds on an informal maintenance apprentice program operated by the company in the past.

## The University of Pennsylvania Health System

The University of Pennsylvania Health System is committed to communicating to its non-degreed employees to consider enrolling in College for America at Southern New Hampshire University, at no cost to full and part-time benefit eligible employees.

## Urban Health Plan

In 2015, Urban Health Plan has committed to expanding its worker services by investing in a Learning Management System with an elearning platform, integrating career development into its on boarding program and expanding outreach regarding tuition assistance to frontline staff, partnering with community colleges for health career and technical education focused on job development and placement programs, and overall expansion of its training programs. Urban Health Plan invests in its frontline workers through a wide variety of training and support services. These services include tuition assistance, paid on-site training, in-house career and education coaching, financial and legal advising, health and wellness, fitness classes, internship programs, connections to career and technical schools, and many others.

## Volkswagen

Volkswagen is working with the U.S. Department of Labor to determine the best way to explain and promote its existing training program and continue efforts to innovate and expand the use of technology to advance its training strategies. Volkswagen has committed to share their best practice models with other employers as part of the effort to expand and replicate successful Apprenticeship programs across the U.S. Volkswagen also agrees to help promote the benefits of Apprenticeship in the automotive industry and beyond to promote continued expansion of the Apprenticeship model to train workers.

## Western Association of Food Chains

In January 2015, the Western Association of Food Chains (WAFC) established a strategic plan to engage every partner company in our goal to significantly increase the number of incumbent workers enrolled in, and completing the Retail Management Certificate. The plan outlines action steps for each partner company to help WAFC achieve a collective goal of 2000 workers enrolled, and 1300 graduates, by 2016. Some of the strategies and tactics include: a tuition scholarship incentive, recognizing the certificate as a preferred qualification for hire or promotion, and awarding a cash honorarium for successful completion.

## Worker Education & Resource Center

Worker Education & Resource Center (WERC), a labor-management partnership and training fund based in Los Angeles, California will train the jobless and underemployed residents from medically underserved communities to work as Community Health Workers on medical teams serving complex care patients. WERC will partner with the Los Angeles County Department of Health Services (LA DHS) and SEIU Local 721 to upskill unemployed and incumbent workers to meet the needs of the 570,000 patients that LA DHS expects to see this year. LA DHS is the second largest public health entity in the country and the primary service provider to Medicaid patients in LA County. In addition, the labor-management partnership will prepare the workforce to transition to new health care delivery models and practices, including an electronic health record system, and other innovations that will improve access and quality care.

## WRTP/BIG STEP

WRTP/BIG STEP is a labor management partnership based in Milwaukee, Wisconsin, which brings together employers, unions, public sector and community-based organizations to develop solutions to the area's skill shortages. In order to meet the needs of manufacturers who must keep production moving and working adults who have family obligations, the partnership will integrate web-based and distance learning platforms in its industrial manufacturing training programs. In addition, WRTP/BIG STEP will be releasing a report on how industry partnerships can link underrepresented groups to career pathways and family sustaining jobs.

## Wyoming Machine, Inc.

Wyoming Machine, Inc. is launching a new effort to engage employees in low wage jobs outside of manufacturing in their training programs, opening up higher wage opportunities to individuals that would have been historically frozen out of manufacturing careers. This effort supplements the 5% of its workforce that is on flexible scheduling for their school schedules.

## Xerox

In 2015, Xerox is committed to expanding access to online learning and career development resources through Learning@Xerox. Learning plays a critical role in enabling business results and economic growth, so Xerox is introducing new high-impact learning practices and technology, including mobile access to training and industry certifications for workforce development.

## Zurich North America

In 2015, Zurich North America is establishing a first-of-its kind apprenticeship program for the insurance industry. As a leading provider of commercial property and casualty insurance, Zurich will recruit college students and foster the next generation of top underwriters and claims professionals. Zurich is working with William Rainey Harper College, near its North American headquarters in Schaumburg, IL, for administrative support and curriculum design. Zurich has committed to having 100 apprentices complete the program by 2020, with the inaugural class of 20 beginning in 2016. Upon completion of the pilot program, other insurance industry employers will be invited to join the apprenticeship program as it evolves.

## 1199SEIU Bill Michelson Home Care Education Fund

1199SEIU Bill Michelson Home Care Education Fund, a labor-management partnership between the 1199SEIU United Healthcare Workers East and New York City home care employers, will expand access to job-relevant, college-level and English as Second Language (ESL) learning for thousands of workers in 2015 through a number of new initiatives. The Fund will partner with contributing home care employers, managed long-term care providers and managed care organizations to design programs that reduce hospital readmissions and health care costs by training over 2,500 workers in the areas of workplace skills, allied health certifications, and college-level training. Utilizing employer contributions and grant funds, the Fund will also provide stipends to support 1,000 workers' success in these training programs in 2015. Finally, the Fund is expanding access to English language learning and citizenship

programs increasing the annual number served from 1,750 to 5,000 workers annually by the end of 2016. This includes the April 2015 launch of a contextualized ESL bridge program, in partnership with the New York City Department of Small Business Services and the New York Alliance for Careers in Healthcare (an initiative of the Workforce Development Corporation), for 70 home care job seekers in New York City to address the need for bi-lingual certified home health aides.

## 1199SEIU League Training & Upgrading Fund

1199SEIU League Training & Upgrading Fund, a labor-management fund based in New York, New York which provides benefits to 400,000 working and retired healthcare industry members of 1199SEIU United Healthcare Workers East, is committed to serving frontline healthcare workers and expanding career pathways. The Fund will connect at least 20,000 members in 2015 to upskilling opportunities through education and training information fairs, on-site visits to employers, newsletters and email blasts, tabling at health facilities and union meetings to help at least 20,000 people this year benefit from education and training. In addition, the training fund will engage the local WIOA system to develop apprenticeships. And whenever additional or leveraged resources allow, the training and upgrading fund will partner with other organizations to serve community members.

## 1199SEIU Training & Upgrading Fund-Massachusetts

1199SEIU Training & Upgrading Fund-Massachusetts will promote training and skill development opportunities to a pool of 44,000 health care workers in the Commonwealth of Massachusetts covered by the Fund. The Fund will employ a number of strategies to upskill frontline workers. It will utilize online and distance learning to connect and support adult learners with opportunities to build on their foundation skills and enroll in post-secondary programs. For working students who are required to complete clinical placements as part of their post-secondary degree or certificate programs but face conflicts with their working schedules, the labor management partnerships and employers will work together to arrange for some of these workers to get paid time off.

## 1199 New England Training and Upgrading Fund

1199 New England Training and Upgrading Fund, which covers 29,000 health care workers in Connecticut and Rhode Island, will partner with Capital Community College (CCC) in Hartford, Connecticut to help members transition successfully into credit level college courses, without being required to take the Accuplacer, an exam that measures basic skills. The Training Fund will partner with CCC to design and implement a self-paced learning program that uses an on-line learning platform developed by Plato, a for-profit education company. The Training Fund has purchased a license from the company, and will work with college faculty and PLATO curriculum experts to align learning modules with the developmental level reading and writing courses at the college. This will ensure that members who complete these learning modules will place directly into credit level English courses at the college, and will not have to pay for any developmental educational courses out of pocket. This will save workers time and money. The goal is to have the curriculum completed by July 2015, so that thousands of 1199 members may begin using it in September 2015. The program will be held at the Training Fund's Hartford Learning Center, and will be staffed by Training Fund staff. Students who successfully complete

the curricula will be placed directly into either English 101 or English 101P, based on the recommendations of Training Fund and college staff.

## 32BJ Thomas Shortman Training Fund

32BJ Thomas Shortman Training Fund (TSTF) will offer industry, academic and computer training to over 88,000 building service workers across 7 states and the District of Columbia, placing emphasis on entry level skills, specifically English language skills which make up over 75% of the training offered outside of New York State and about 40% of the training in the state. The training fund will also offer 18 online courses in topics ranging from an OSHA 30-Hour courses to Microsoft Office applications to a Tools of the Trade tutorial and is exploring mobile learning options as well using smartphones to deliver content for ESOL learners.