



KEYSTONE STATE RAILROAD ASSOCIATION

Employer Resources for the Next Generation

Michele Malski

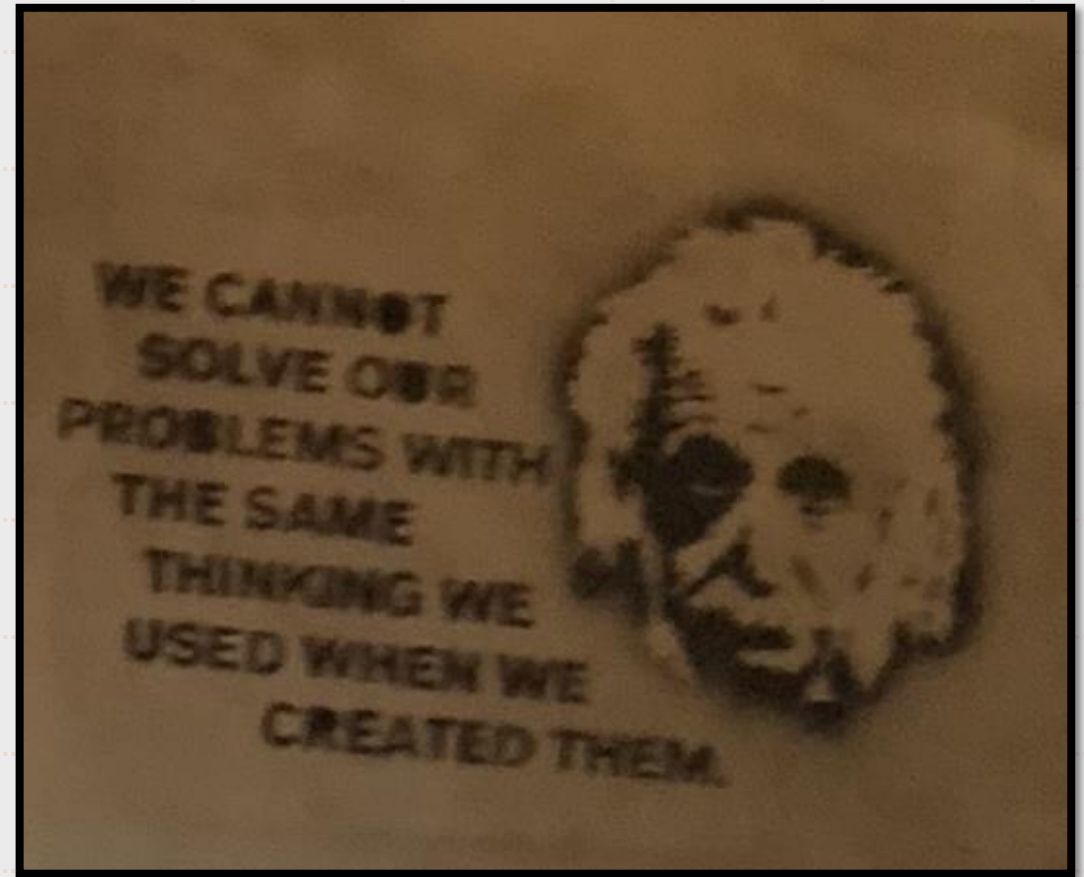
Founder of Succession Planning for
Railroads Investing in the Next
Generation (SPRING) LLC

Dave Harrison

Executive Director of Apprenticeships
Fastport

Agenda

- Succession Planning
- Inclusion & Diversity
- Employer Resources for retention and recruiting



Succession Planning

What is it?

It's not just
financial
planning

It is not your
emergency
brake lever

It is not
short term

It needs to
be company
wide



How do you expect to attract candidates if they do not know you exist?

• **Talk**

• **Walk**

• **Engage**

• **Grow**

Recruiting

Retention

Succession Planning

How are you keeping talent and utilizing your programs?



34%

Withheld ideas or solutions

75%

Not proud to work for their company

33%

Feel regularly alienated at work

48%

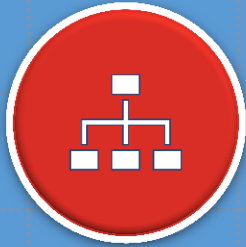
Have looked for another job while on the job

Diversity

What is diversity?

- **Legacy Diversity** - Reflects differences in physical attributes, such as race, ethnicity, age, gender, ability, and sexuality.
- **Experiential Diversity** - A function of our physical and social identities; the impact those identities have on our life histories and lived experiences. (e.g., generational differences)
- **Thought Diversity** - How our neural makeup and lived experiences impact our problem-solving, both in terms of the biological hardwiring of the brain and what occurs when two previously unrelated thoughts are connected in a new way – revealing new insights

Diversity



Organizational
Dimensions



External
Dimensions

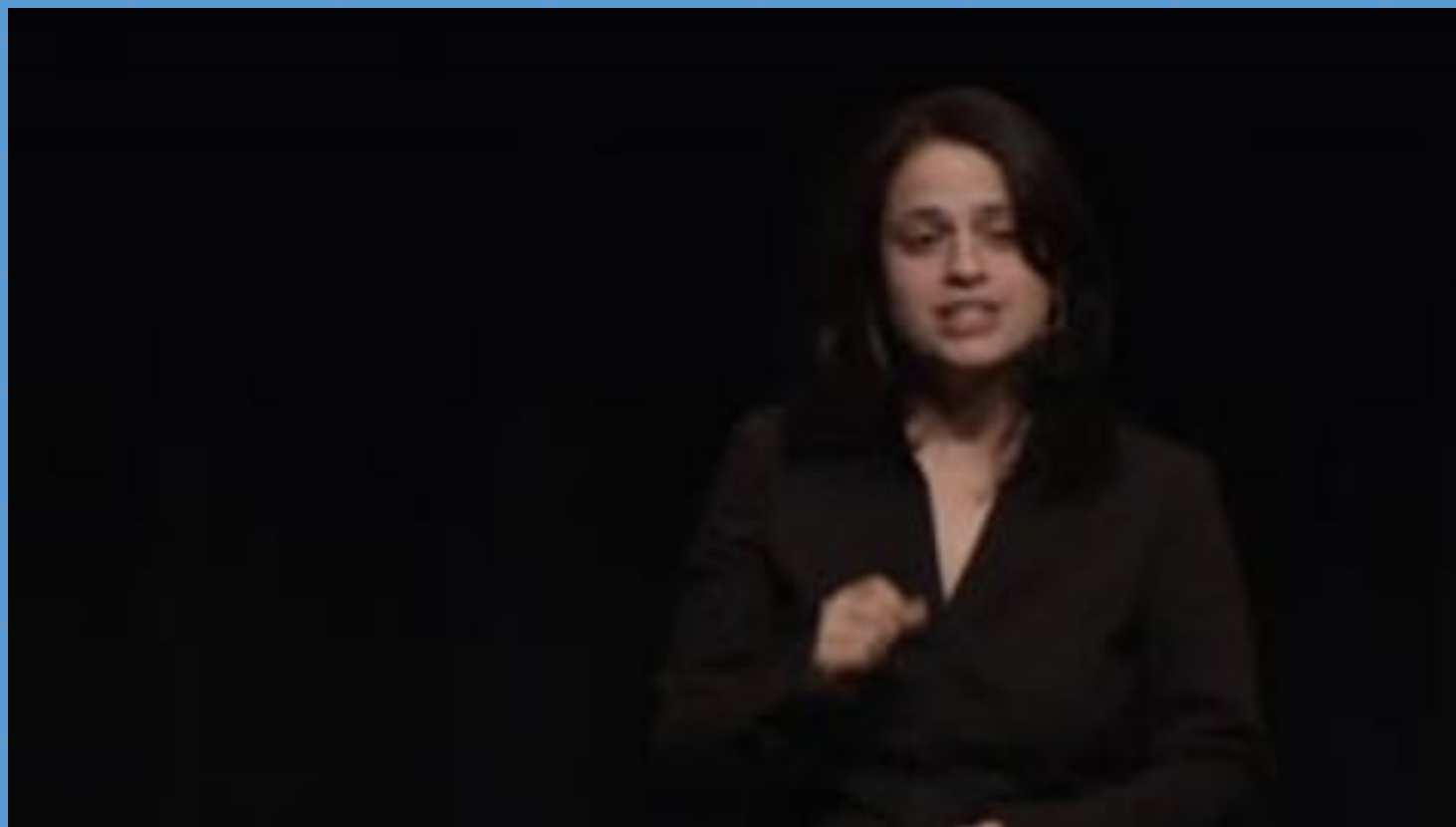


Internal
Dimensions



Personality

Video



Bias and Discrimination: The Messages Heard

“Don’t be yourself!”

“You’re not considered credible.”

“Just kidding!”

“Anything goes after hours.”

“You are not welcome here.”

“Gotcha!”



Unconscious Bias Defined



Unconscious Bias

Predisposition of which a person is unaware that operates outside of their control

How does bias impact employee engagement?



Why Inclusion is important



Inclusive Workplaces

Inclusion:

The extent to which diverse employees are valued, respected, and accepted, and encouraged to fully participate

Characteristics:

- Diverse Workforce
- Structures and processes in place to support inclusion
- Behaviors of management, leaders, and employees reflect the value of inclusion

Why it matters!

Two Times
as likely to meet or exceed financial targets

Three Times
as likely to be high-performing

Six Times
as likely to be innovative and agile

Eight Times
as likely to achieve better business outcomes





RECRUIT - TRAIN - RETAIN

Registered Apprenticeship

Presented by: **FASTPORT**

OVERVIEW

POINTS OF DISCUSSION

Who is FASTPORT

Definitions

Industry Intermediary Role

Myth Busting

Benefits of Apprenticeship Programs

Monthly Housing Allowance (MHA) and Funding

Resources

Contact Us



VSO PARTNER

TRUSTED TECHNOLOGY PROVIDER AND
INTERMEDIARY FOR LEADING VETERAN SERVICE
ORGANIZATIONS

HIRING OUR
HEROES



GEORGE W. BUSH
INSTITUTE



GOVERNMENT PARTNER

TRUSTED INTERMEDIARY FOR INDUSTRY,
GOVERNMENT AND MILITARY GROUPS



Partnering with an Intermediary

Intermediary services are highly customizable depending on the unique needs and preferences of employers they work with. Below is quick overview of some of the common roles that intermediaries play. Ultimately, intermediaries have the expertise to bring a program to scale for one or multiple employers.



Accelerate Program Creation

Leverage their diverse expertise, networks, and resources to fast-track to program development.



Provide Technical Assistance

Guide employers through the design and administrative tasks required to start an apprenticeship program.



Streamline Administration

Support employers with recruiting and screening candidates, developing curriculum and training, and more.

RESULTS

Over 15,000 New Apprentices

50% Diversity Apprentices

25% Veteran Apprentices

28 Occupations*

60 Industry Organizations & Employer Partners

*since January 2017

OCCUPATIONS

- Transportation, Distribution and Logistics
- Ammonia Refrigeration Technicians
- Railroad Occupations
- IT, Cyber Security and AI
- Animal Trainer
- Financial Services



DEFINITIONS

APPRENTICESHIP: A paid training program, considered a job category.

RELATED TRAINING INSTRUCTION (RTI): Education or training that serves as a pre-requisite to enter into an apprenticeship program.

REGISTERED APPRENTICESHIP PROGRAM (RAP): An apprenticeship that meets a standard set by the U.S. Department of Labor's Office of Apprenticeship (DOL ETA OA).

NATIONAL STANDARD: Requirements set out to give a baseline that all RA programs must meet to qualify.

INTERMEDIARY: Company or organization in place to help streamline RA program application/development process.



CORE COMPONENTS OF REGISTERED APPRENTICESHIP



A horizontal timeline with five white circular markers. Below each marker is a dark blue downward-pointing triangle. The components are listed below the timeline.

BUSINESS INVOLVEMENT

Employer is the foundation for the RA program and must be directly involved and be the provider of OJT

STRUCTURED ON-THE-JOB TRAINING

Structured and Supervised

RELATED TRAINING AND INSTRUCTION

144 hours/year
Parallel | Front-loaded |
Segmented Options

REWARDS FOR SKILL GAINS

Increases in skills
brings about increases
in earnings

NATIONAL OCCUPATIONAL CREDENTIAL

Nationally recognized credential showing job proficiency. Sponsor certifies individual is fully competent for career.



MYTH BUSTING

Common Apprenticeship Myths and the Truth Behind Them

MYTH 1

Apprenticeship programs are just for the construction and skilled craft occupations.

MYTH 2

Apprenticeships are just for large companies.

MYTH 3

If I train apprentices, they will just leave once trained.

MYTH 4

My company can not afford an apprenticeship program.

REALITY 1

Trades have merely used the RAP model the longest—it is open to all industries (and 13,000 occupations).

REALITY 2

Company size is not a prohibitive factor. Since RAPs do not change your business model, you can train one apprentice or one thousand.

REALITY 3

91% Retention
Rate

Nine months after program completion

REALITY 4

Employers gain an average return on investment of \$1.47 for every \$1 invested in RAs.

BENEFITS TO EMPLOYERS



SKILLED WORKFORCE

Recruit and develop a diverse and highly skilled workforce



Improved Productivity

Improve profitability and positive impact to your bottom line



Reduced Turnover

Minimize cost with reduced turnover and liability



Customizable Training

Create flexible training options that ensure workers develop the right skills



Retain Workers

94% of apprentices continue employment after completing an apprenticeship



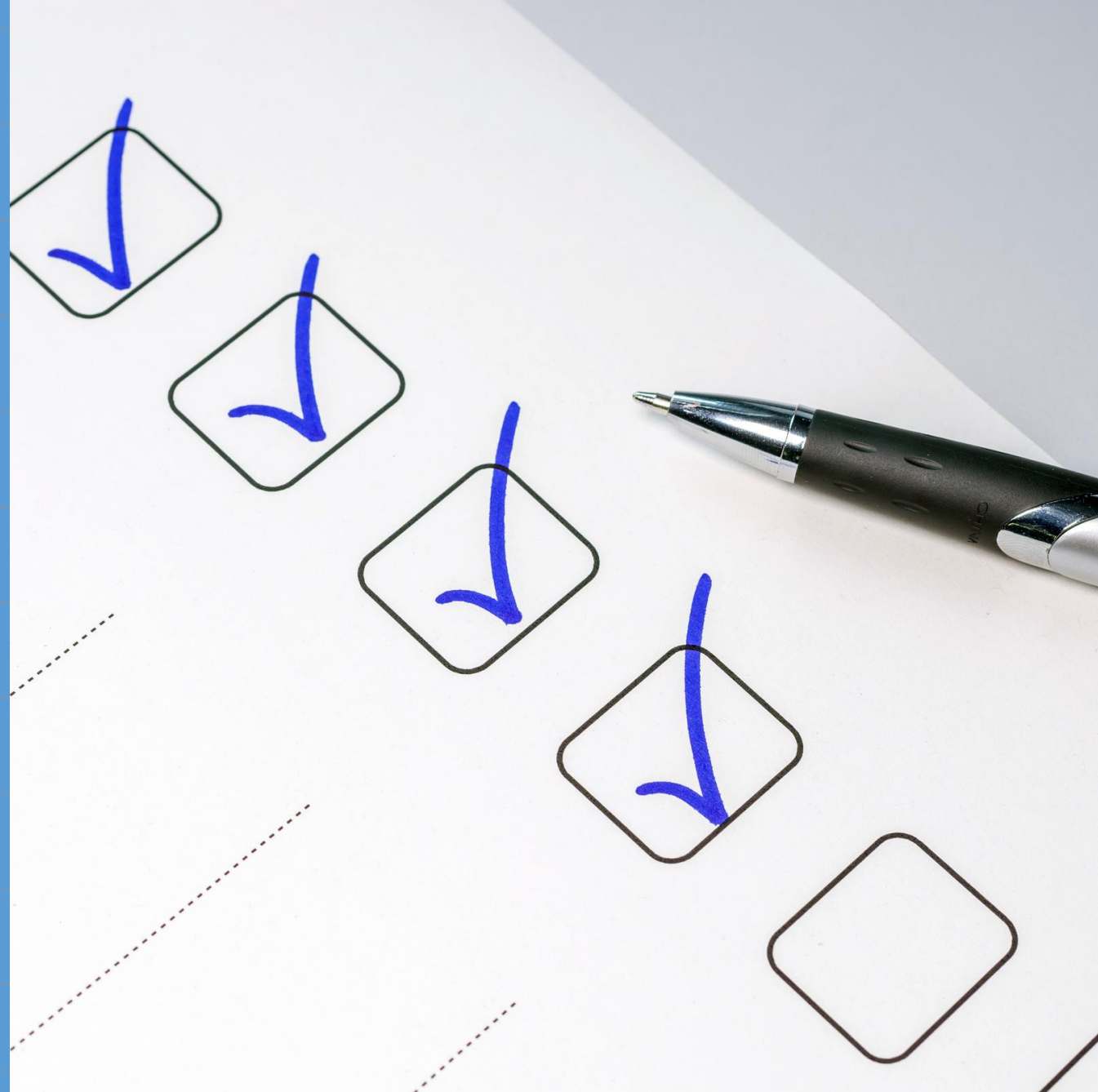
Diversity

Foster a diverse and inclusive culture

Explore how other employers have benefited from apprenticeship by clicking on each benefit.

EMPLOYER ACTIONS

- Administer the apprenticeship program
- Set minimum qualifications
- Approve related technical instruction
- Provide supervised on the job learning
- Evaluate apprentice at regular intervals with increase in wages as skills progress



BENEFITS TO APPRENTICES



HANDS-ON CAREER
TRAINING



PAYCHECK AND
RAISES



CLEAR CAREER
PATH



NATIONAL
CREDENTIAL

MILITARY CANDIDATES



- Nearly 250,000 servicemen and women separate from active duty in the US military each year.
- Record-low annual unemployment rate of 2.9 percent for post-9/11 veterans—however, many struggle with being underemployed.
- Veterans, transitioning service members, and spouses possess valuable skills but often need industry-specific experience and/or credentials to land a good job.
- Our nation’s Veterans are a proven talent pool within a tightening labor market.
- Apprenticeship provides a solid pathway to success.

There are currently 49K+ Veterans participating in apprenticeships program.

Apprenticeship allows Veterans to learn a trade through an apprenticeship, and utilize their GI Bill benefits to receive a tax-free monthly stipend.

- The post-9/11 GI Bill provides a monthly tax- free stipend (varies by employer location) and is paid in addition to the wages earned as an apprentice.
- Veterans continue to receive a stipend for every month of their apprenticeship. After six months of a Veteran's apprenticeship, the stipend is gradually reduced – and is offset by progressive wage increases.
- Many Registered Apprenticeships have some classroom training, and apprentices can receive an additional post 9/11 GI Bill monthly credit of \$83 per month to assist with the cost of books and supplies.



"In the military, there is an enormous amount of sacrifice given by the both military member and their family. This sacrifice has strengthened me and given me the confidence to achieve success in the civilian world...Trucking has always been my first choice for a career since I exited the military. I enjoy my career and life as a truck driver. I am positive, encouraging and happy every day because of my trucking career and that is worth more than all the money in the world."

DANIEL SHONEBARGER

U.S. Navy Veteran
Apprentice, Melton Truck Lines



The Monthly Housing Allowance (MHA)



Post 9/11 Chapter 33 GI Bill							
Eligibility Tier	100%	90%	80%	70%	60%	50%	40%
Per month for the 1 st six months	\$1,293.00	\$1,163.70	\$1,034.40	\$905.10	\$775.80	\$646.50	\$517.20
Per month for the 2 nd six months	\$1,034.40	\$930.96	\$827.52	\$724.08	\$620.64	\$517.20	\$413.76
Per month for the 3 rd six months	\$775.80	\$698.22	\$620.64	\$543.06	\$465.48	\$387.90	\$310.32
Per month for the 4 th six months	\$517.20	\$465.48	\$413.76	\$362.04	\$310.32	\$258.60	\$206.88
Supplies Per Month	\$83.00	\$74.70	\$66.40	\$58.10	\$49.80	\$41.50	\$33.20
12 Month Total	\$14,960.40	\$13,464.36	\$11,968.32	\$10,472.28	\$8,976.24	\$7,480.20	\$5,984.16
24 Month Total	\$23,714.40	\$21,342.96	\$18,971.52	\$16,600.08	\$14,228.64	\$11,857.20	\$9,485.76
Per Year	\$11,857.20	\$10,671.48	\$9,485.76	\$8,300.04	\$7,114.32	\$5,928.60	\$4,742.88

Additional Funding

Federal, State and Local

Apprentice
Tax Credits

Tuition
Support

Veteran Tax
Credits

Apprenticeship Return on Investment

For Apprentices:

- Apprentices on average earn more than \$70,000 per year upon program completion.
- Increases worker's compensation by approximately \$300,000 over lifetime.


For Employers:

- Employers realize an average return on investment of \$1.47 for every \$1 invested.
- Every \$1 invested in apprenticeships leads to a public return of approximately \$28 in benefits.
- Access to state and local resources.

[Click here to download the US Dept. of Commerce ROI Calculator for Apprenticeship](#)



RESOURCES

 An official website of the United States government [Here's how you know](#) ▾

APPRENTICESHIP.GOV

CAREER SEEKERS ▾

EMPLOYERS ▾

EDUCATORS ▾

RESOURCES ▾

HELP



Executive Order

President Biden issues executive order on strengthening Registered Apprenticeship

[LEARN MORE](#)

- Workforce Innovation and Opportunity Act (WIOA) Funds - <http://www.doleta.gov/wioa/>
- U.S. Department of Labor, Employment and Training Administration (ETA) Grants - <http://www.doleta.gov/grants/>
- Davis Bacon and Related Acts Federally Funded and Public Works Contracts - <http://www.dol.gov/whd/govcontracts/dbra.htm>
- Apprentice Wage Scales: Apprentices are paid a percentage of the journeyworker wage rate thereby reducing the overall labor cost for the employer. Ability to legally collaborate with employers in Group Registered Apprenticeship programs regarding wages, training and career pathways. <http://www.doleta.gov/oa/regulations.cfm>
- Theoretical Training (Classroom or Didactic Training) Funding Assistance through Federal and State programs <http://www2.ed.gov/fund/grants-apply.html> and <http://gsfc.georgia.gov/>
- Other Federal and State Funds Designated to Registered Apprenticeship Program Sponsors and Apprentices <http://www.dol.gov/apprenticeship/> and <http://www.georgia.org/>

THANK YOU!

DAVE HARRISON

dave.harrison@fastport.com

WEBSITE

nationalapprenticeship.org