



Out of the Box Strategies: Using Partnerships to Strengthen Recruitment, Retention and the Advancement of Diversity, Equity, Inclusion and Access



Jess Guerra

Director
Transportation Workforce
Institute, Los Angeles
Trade Technical College

Mona Babauta

Deputy General Manager
Golden Gate Transit -
Amalgamated Transit
Union

Rich Diaz

Golden Gate Transit
Mentor Coordinator
Amalgamated Transit
Union Local 1575

Meghna Khanna

Senior Director
Systemwide Team,
Mobility Corridors - Los
Angeles County
Metropolitan
Transportation Authority

Judy Shanley

Assistant Vice President
Education and Youth
Transition at the national
office of Easterseals

Tracy Spikes

Workforce Development
Program Manager
Central Ohio Transit
Authority

John Tkach

Executive Director
Keystone Development
Partnership

Jarvis Williams

President
Transport Workers Union
Local 208



Moderator



Jess Guerra

Director

**Transportation Workforce
Institute, Los Angeles
Trade Technical College**

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Transportation
Workforce
Institute



Transportation Workforce Institute

Mission: Ensure the transportation industry has the requisite, skilled workforce to keep America's people and goods moving.

Contact:

- Transportation Workforce Institute
Los Angeles Trade-Technical College
- twi.lattc.edu
- 213.763.3997

TWI's Reach is National:

- Translating national standards and certifications into model, competency-based curriculum
- Constructing and disseminating transportation workforce development resources

TWI's Impact is Regional:

- Serving as a transportation sector intermediary and convener
- Creating replicable education and training programs for emerging, high-growth, and hard-to-fill occupations
- Building gateway programs, that serve as on-ramps to postsecondary transportation education and training programs, for youth and disadvantaged communities



Transit Industry Workforce Challenges



- **Recruitment And Retention**
 - Attracting The Next Generation Of Transit Professionals
 - Capturing Institutional Knowledge and Onboarding New Entrants
 - Especially Challenging For Skilled Labor Occupations
- **Address Current Workforce Needs While Ensuring:**
 - Diversity, Equity, and Inclusion Focus
 - Provide Access To Living Wage, Family Sustaining Careers

Partnerships



- **Partnerships Are Key- We Cannot Do This Alone**
 - Leverage Organizational Resources and Core Competencies
 - Avoid Duplication of Effort
- **Many Successful Models Exist**
 - California Transit Training Consortium
 - WIN-LA
- **This Session Will Highlight Other Excellent Examples**



Mona Babauta

Deputy General Manager
**Golden Gate Transit -
Amalgamated Transit
Union**



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**Amalgamated Transit
Union Local 1575**



CALIFORNIA TRANSIT WORKS!



Strategies for Breaking the Box

with a focus on Diversity Equity and Inclusion

Presented by:

Richard Diaz, Bus Operator Apprenticeship Coordinator

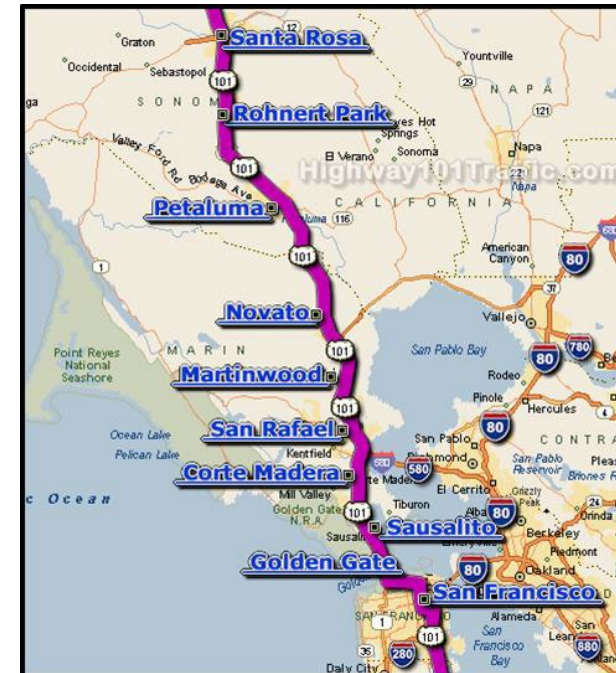
Mona Babauta, Deputy General Manager-GGT

Transit Workforce Center's Making Connections 2022 Conference
December 13, 2022

Background on Golden Gate Transit



- Golden Gate Transit (GGT) – Serves 4 counties in San Francisco’s Bay Area.
- Prior to the COVID-19 Pandemic, we moved thousands of commuters to/from San Francisco each day.
- GGT suspended approximately 90% of its commute service during COVID.
- Currently operating roughly 50% of Pre-COVID service levels but interested in growing service as San Francisco “reopens” and ridership demand returns.
- **Like other agencies, GGT is challenged with hiring and retaining bus operators, which are important for growing service over time.**



Pre-COVID Hiring Experience & Barriers to Employment



- Approximately **67% of applicants didn't/ couldn't submit a completed application.**
 - Asian/Native Hawaiian/Pacific Islanders (AAPI) struggled the most. Hispanic applicants a close second.
 - Of the remaining 33% of applicants who completed the application, roughly **40% failed the written skills test.**
 - AAPI and Hispanic applicants appeared to struggle the most.
- At this point, of the total, original applicants, only 20% of them proceeded to **the interview phase.**
- Approximately 16% of the total, original applicants were ultimately offered employment as Bus Operators.
- **Majority of applicants live in Priority Populations (PPs) /Disadvantaged Communities, many of which live 1-2.5 hours away from GGT facilities. *Could benefit from more focused recruiting in local PPs closer to work.***

We needed to Break the Box...



- Identify talent
- Improve the pathway to employment
- Retain employees
- Better support candidates from priority populations/ disadvantaged communities
- Meet our goal of hiring approximately 100 operators in 2-3 years



Partnerships



- California Transit Works (CTW): Facilitated partnerships with Labor, California Labor Federation, Local Colleges, etc.
- WIN Partnership between ATU Local 1575 & GGBHTD
 - Foundation for Mentor Program
 - Led to Federal DOL Apprenticeship Program
- Santa Rosa Junior College
 - Pre-apprenticeship Program Partner
 - Supports talent acquisition
- College of Marin
 - Apprenticeship Program Partner
 - Supports Retention & Career Ladder
- Canal Alliance
 - Supports Talent Acquisition and Retention
 - Provides Wraparound services for those with immigrant backgrounds



Recruitment



Strategy 1: Establish Pre-apprenticeship Program



- 12-week curriculum with Santa Rosa Junior College (SRJC) Adult Education Department based on recruitment needs of GGT.
- Creates access to jobs/ pathway to employment for priority populations and disadvantaged communities
- Develop talent pipeline by building/ reinforcing key workplace skills
- The Practicum provides exposure to the workplace & addresses employment barriers
 - Peer Mentors active in delivering & planning curriculum
 - Onsite Shadow Days at GGT facilities
 - Application completion required for graduation
 - Informal Interview included in Practicum/Shadow Days
 - Class B Permit Preparation
- Seamless connection to Bus Coach Operator Apprenticeship Program with College of Marin; scheduling of pre-employment requirements included (drug test, medical eval, background, etc.)
- Signing bonus provided to support time spent on classes and onsite Shadow Days



Strategy 2: Address Employment Barriers



- **High school diploma waived** for pre-apprentices upon completion of program: SRJC & GGT developed alternative for evaluating technical reading, writing and math competencies.
- **Driving Experience:** Must be a licensed driver for at least three (3) years upon completion of the pre-apprenticeship program. Minimum Age (in this case) = 19 years. (Regular standard is 7 years as licensed driver.)
- **Moving violations:** Applicants with more than two (2) moving violations within the last three (3) years will be reviewed on a case-by-case basis and such violations may be cause for non-selection.
 - (Prior standard: No more than two (2) moving violations within the last three (3) years. No exceptions.)
- **Other violations, citations, and/or accidents will be reviewed on a case-by-case basis** and may be cause for non-selection.



Strategy 2: Address Employment Barriers (continued)



- Active support in completing GGT's application during class
- Routine Pre-employment skills test waived for pre-apprentices
- An informal interview conducted on final Shadow Day
- Informational sessions on the Pre-apprenticeship Program and some classes are taught in both English and Spanish.



Strategy 3: Build Partnerships with Organizations Supporting Priority Populations



- Identify CBOs focused on supporting priority populations & immigrant communities (i.e. Canal Alliance in San Rafael, CA 2-yr support program)
 - Hiring data reflects strong interest from these communities
 - GGT Board commitment to DEI & Lifting Communities in need
 - Aligned workforce development goals with that of community organizations
 - Partner on outreach and career building workshops
 - Aligned their wraparound services with agency retention goals & efforts
- Strong outreach team is key to sustain partnerships.
 - Find like-minded champions in your agency
 - Dedicated SRJC Outreach Specialist & GGT Bus Operator Apprenticeship Coordinator



Retention



Strategy 4: Facilitate an Effective Mentoring Program



- Worker-centered Program led by ATU Local 1575
- **Structured peer support** for new Bus Operators led by ATU in collaboration with Management
 - Support apprentices in new work environment and set them up for success
 - Serve as resource for understanding policy, culture, relationships + serve as respected leaders who help shape a professional environment
 - Maintain a productive & effective line of communication between labor and management- improves morale, collaboration, problem-solving
- **Leadership & career/personal growth** opportunity for current Bus Operators.
- Connection to a strong apprenticeship and training program, with continuing opportunities for **career development**.



Strategy 5: Establish a College Credit-bearing Apprenticeship Program



- Apprenticeship Program developed with College of Marin (COM)
- 5-course, 6-week curriculum/ training program for new Bus Operators/ Apprentices = 5 college credits
- 12-week Practicum (6th folded into On-the-job Training (OJT) apprenticeship = 1 credit
 - Led by Mentors/ ATU Members (certified as college faculty/ instructors)
 - Weekly, 4-hour forum for mentoring, reinforcing job skills/ knowledge, discussing challenges as new Bus Operators
- College Certificate of Achievement awarded upon completion (12 credits: 6 classes + OJT)



Strategy 5: Defining Career Ladder for Existing Employees



- Leadership and Mentor Training through CTW, GGT and other resources
- Part-time Adjunct Faculty designation at College of Marin
 - Professional growth opportunity for Bus Operators/ Mentors
 - Each instructor will have 12 college credits
 - Receives COM Faculty Benefits
- GGBHTD management training
- Working closely with labor leaders & management supports promotional opportunities



Strategy 6: Implement High-touch Employee Support Programs



Partnership with Canal Alliance of San Rafael, CA

- 2-years of wraparound services provided to clients upon completion of COM Apprenticeship Program: ESL, career support, transportation, rental assistance, etc.
- Feedback loops/ collaboration channel to support employee success ONLY with employee consent.
- Canal Alliance helps GGT staff better understand and respond to employee needs with empathy
- Will check-in with Bus Operators/ clients on job performance, attendance, etc.



Bus Operator Mentor Program

- Collaboration channel between Canal Alliance Client
- 1:1 meetings and ride-a-longs between Mentor & Mentees to create forums for career feedback and advice
- 6th course in Apprenticeship Program provides group forum for Mentors & Apprentices for problem-solving & learning



Strategy 6: Implement High-touch Employee Support Programs (continued)



Partnership with Santa Rosa Junior College

- Tailored response to student needs by Mentors, GGT Bus Operations/ HR staff, Canal Alliance Client Advocates, etc. (i.e. ESL classes, computer skills classes, etc.)
- FERPA* waiver signed by students to allow for GGT-SRJC collaboration on student progress & curriculum effectiveness
- Outreach Specialist provides feedback on pre-apprentices.



Partnership with California Transit Works (CTW)

- 1:1 Training and professional growth opportunities between CTW staff and Bus Operator Mentors
- Helps develop highly effective training programs for Bus Operator Pre-apprentices and Apprentices.
- Supports the creation of collaboration forums between Mentors, Management, colleges, etc.- allows for stronger communication, professional growth, increased program effectiveness, and employee satisfaction.



*FERPA: Family Educational Rights & Privacy Act



Thank you!



Questions?

Contact:

Rich Diaz, Bus Operator Apprenticeship Coordinator, Rdiaz@goldengate.org

Mona Babauta, Deputy General Manager-GGT, Mbabauta@goldengate.org



Judy Shanley
Assistant Vice President
Education and Youth
Transition at the national
office of Easterseals

Building Diverse Partnerships to Recruit & Retain Individuals with Disabilities

December 2022



National Center for Mobility Management

Who We Are

A national technical assistance center funded through a cooperative agreement with the Federal Transit Administration and operated through a consortium of three national organizations.



Our Mission

To promote customer-centered mobility strategies that advance good health, economic vitality, self-sufficiency, and community.

We work to promote cross-sector partnerships and help communities create/improve transportation options – “mobility management”.

Have you Considered Hiring People with Disabilities?

- Extreme transit workforce shortages
- You know how to provide accessible services – Hiring people with disabilities is an opportunity to apply this experience
- People with disabilities are unemployed and underemployed
 - In 2021, 19.1% of persons with a disability were employed compared to 63.7% of persons without a disability that were employed.
 - [Bureau of Labor Statistics](#)

It's Not about
Charity or
Meeting an
Equal
Employment
Opportunity
Commission
(EEOC) Hiring
Goals!

Its about the value that qualified and
competent employees can have for your
organization!



MetroWest Regional Transit Authority (MWRTA)

- “It really was our benefit...We got some great employees, and we still have them to this day,”
 - Partnered with non-profit, human service agencies
 - Partners help MWRTA understand what job accommodations employees with disabilities need
 - Twenty-percent (20%) of the MWRTA workforce has disabilities
- Similar story from COTA – who you will hear from

Create a Welcoming Workplace in Which People with Disabilities Want to Work

- Demonstrate career paths, upward mobility, and employees with disabilities in key leadership positions
- Implement peer mentor programs
- Ensure your onboarding programs are inclusive
- Offer current educational opportunities for all staff regarding the Americans with Disabilities Act (ADA), reasonable accommodations, & disability etiquette
- Develop connections with non-profits
- Highlight examples of job accommodations and supports – develop accessible communication materials
- Create a workplace culture that values all employees!

Recruitment Strategies

- Establish and maintain relationships with human services organizations, particularly those with a workforce development program
 - Centers for Independent living (CILs) or State Independent Living Council (SILC)
 - Governors and Mayor Offices and Committees on People with Disabilities
 - Workforce Boards and Councils
 - Higher education organizations – disability services offices
 - K12 Schools and special education departments
- Ensure your recruitment methods are accessible
- Leverage the expertise of current employees with disabilities

Start Early

- Connect with youth transition professionals from K12 schools and vocational rehabilitation professionals from Dept of Labor offices
 - Visit K12 schools on career days and community fairs
 - Invite children and youth into your agency and facilitate awareness regarding mobility and transportation options
 - Be present at community forums that families attend

Always Assess your Progress

- Outputs
 - # of employment inquires
 - # new hires
 - # of employees with disabilities who have advanced in their positions
 - Length of employment
- Outcomes
 - Employee satisfaction
 - Career paths
 - Employees in leadership roles
 - Human services knocking on your door

Access NCMM Resources - Freely Available

- Research products and tools
- Our blog, Mobility Lines
- Participate in our events
- Share our online e-Learning modules
- Take advantage of our grant programs
- Encourage your MM colleagues to join MMC
- Connect with your regional liaison



Tap into Free National Resources



[National Center for Mobility Management](#)



[National Aging and Disability Transportation Center](#)



[National Center for Applied Transit Technology](#)



[Rural Transit Assistance Program](#)



[Shared-use Mobility Center](#)



[ACL Inclusive Transportation Partnerships](#)

National Workforce and Disability Resources

- US Department of Labor, [Office of Disability Employment Policy](#) (ODEP): Disability, Part of the Equity Equation
- [Job Accommodation Network](#)- free consultation on workplace accommodations
- [EARN: Employer Assistance and Resource Network on Disability Inclusion](#)
- [National Technical Assistance Center on Transition-The Collaborative \(NTACT\)](#): Connect with High school youth transition professionals
- [Easterseals Workforce Development Services](#)



I look forward to follow-up!

Contact Information

- Judy Shanley, Ph.D.
- AVP, Education & Youth Transition, Easterseals
- Easterseals Director, National Center for Mobility Management
 - jshanley@easterseals.com

Thanks!

A hand-drawn smiley face with its arms raised in a celebratory gesture, positioned below the word 'Thanks!'.



Addressing the Workforce Shortage

Invest in Transit Equity, Invest in Transit Workers



Meghna Khanna

Senior Director, Countywide
Planning & Development
LA Metro



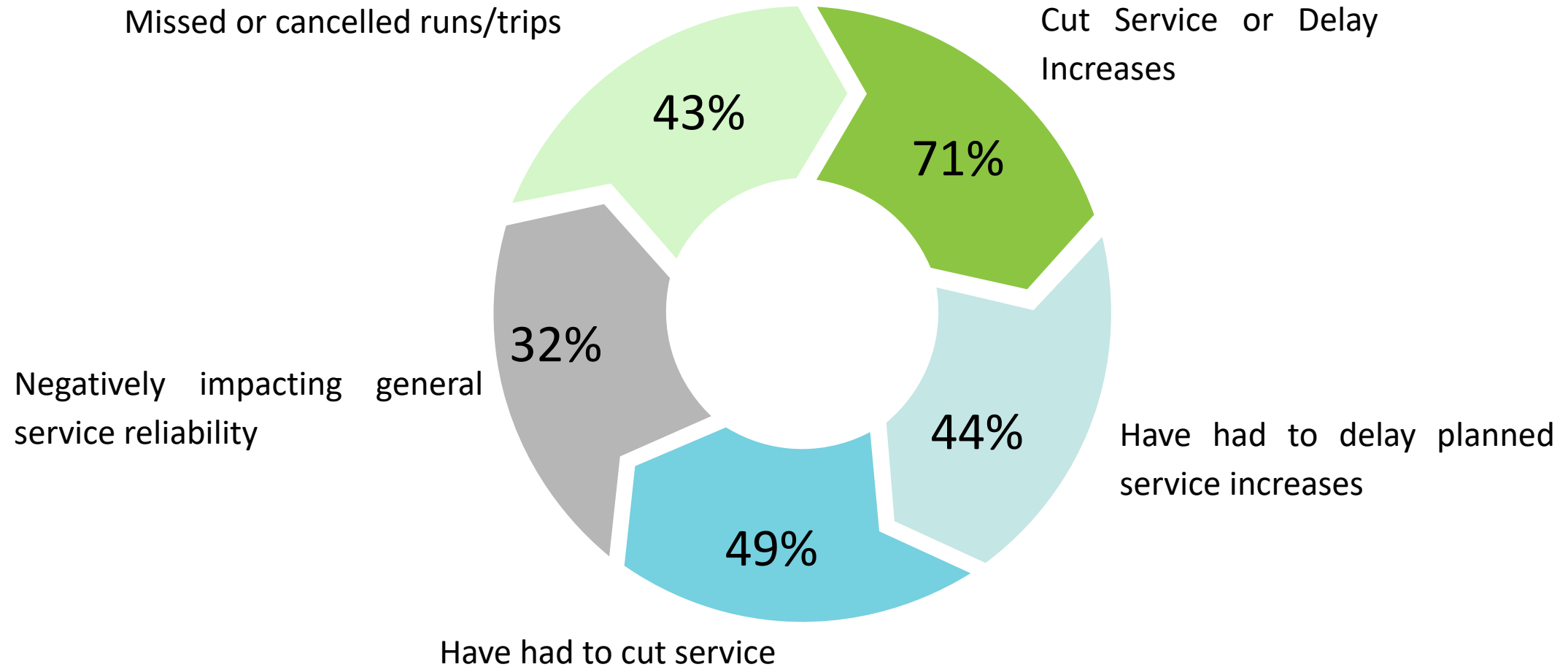
WORKFORCE CHALLENGE

92%

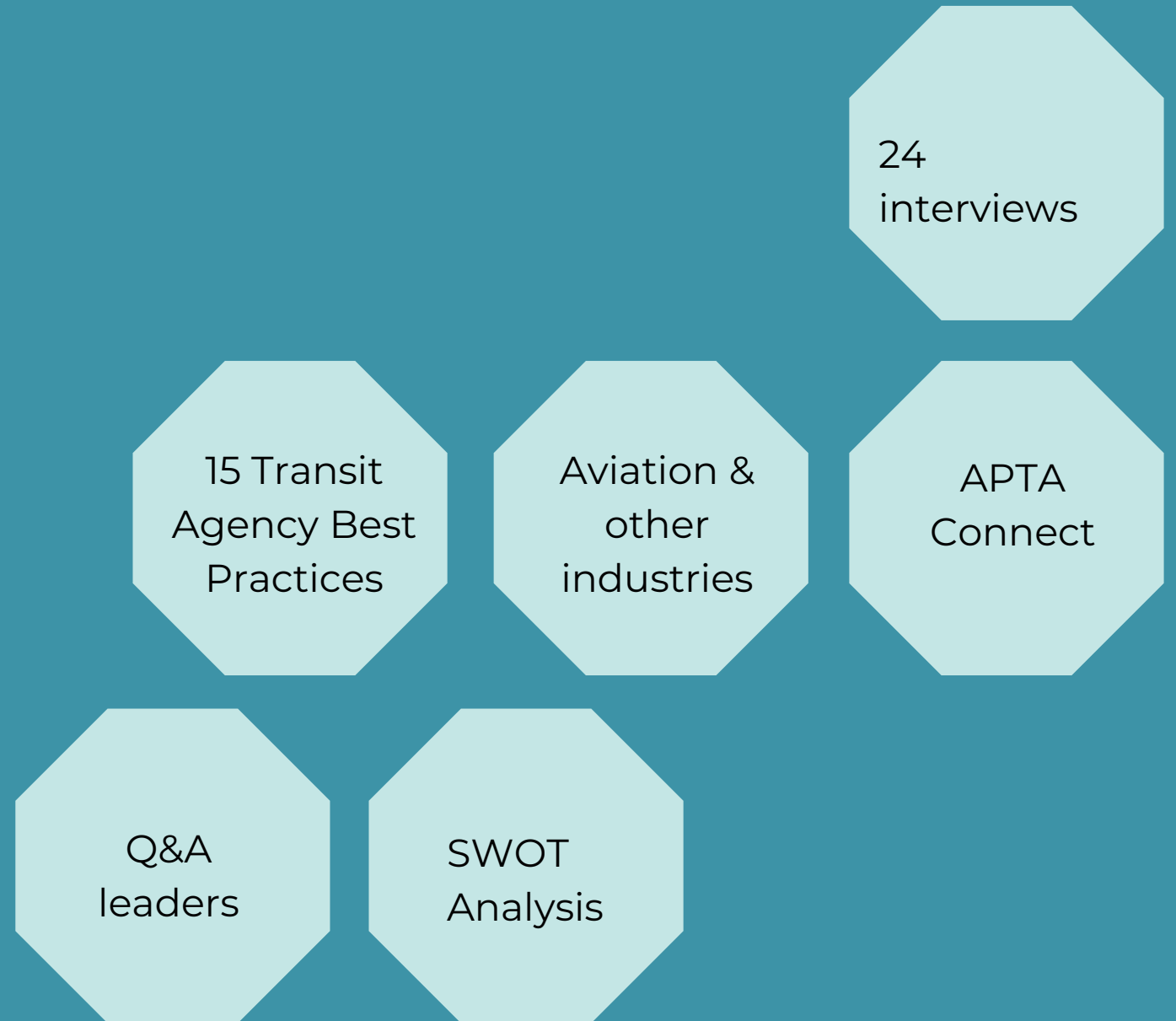
agencies are having difficulty
hiring new employees

74% ranked bus operator
position as most difficult to fill

Service Impacts of Workforce Shortage



Our Approach



“

"Transportation is about **transforming communities**"

Shawn Donaghy, CEO C-TRAN

"**Incentivize workers** to gain their interest"

Phil Washington, CEO Denver International Airport

"**Generational change** is essential"

Nadine Lee, CEO, Dallas Area Rapid Transit

"Be **creative** in your solutions"

Charles Frazier, COO JTA

”



THE BUSINESS CASE



Invest in Transit Equity

Invest in Workforce

Strategy 1:
Tap Youth



Changing Operator's
Driver License age
from 21 to 18

Strategy 2:
Transform Communities



Fair Chance Program

Strategy 3:
Address Gender
Equity



Employer-supported
childcare

3. Employer-supported childcare



A "Shecession"
- New York Times

42%

women left the workforce during pandemic

Twice as likely than men for caregiving
responsibilities



You are already
paying for the
lack of childcare.

TURNOVER COSTS

20%

of a worker's total compensation— including
income and benefits—to replace them.



Source: Washington State Department of Commerce

3. Employer-supported childcare

Why is it important?

- 1 Expand the pool
- 2 Support moms/single parents
- 3 Promote work life balance Show
- 4 family matters
- 5 Compete for Talent



Implementation



On-site
facility



Partnership:
Near-site
childcare centers



Partnership: Back-
up/after
hours/Emergency care



Onsite: LA Metro Child Development Center (Opened in 2012)

A year round facility with infant/toddler-care and preschool program

Operates for 12 hours a day

Hours: 6:30 am – 6:30 pm

Contract: Korner Child Care Center

Annual rent: \$1

Metro's maintenance & janitorial services: \$
400,000 annual

Budget source: Metro's operating budget



"Availability of dependable and affordable
childcare at work has allowed me to be a
better employee and mother -
Shannon Walker, LA Metro Employee"

Partnerships: Learning Care Group, Bright Horizons, Kinder Care

Near-site childcare centers or back-up/after-hours/emergency care



Specialists Organizations help employees:

- Navigate the child care system
- Find suitable and affordable licensed providers in employees' area
- Apply for Child Care Subsidies
- Provide 24/7 backup child care, virtual tutoring for school-age children, babysitting services, and virtual camps

Partnerships: LA Metro - PathwaysLA

A private, not-for-profit childcare and development agency



**Hey LA Metro! Do You Need Help Finding Child Care?
Pathways LA Can Help!**



A family of 4
making less than
\$95,289/year
may qualify for
subsidized child
care!

Pathways LA Provides:



**Financial Assistance
Paying for Child
Care**



**Referrals to
Licensed Child Care
Providers**



**Referrals and
Resources to
Community Services**



**Parent Workshops
and Events**



**Leadership and
Advocacy Training**





Overall Benefit

- Attract & retain:
65% turnover reduction
- Improve productivity:
46% reported increase in work-life balance
- Encourage Engagement:
30% reduction in absence

It's important



Tap the youth

Changing Operator's Driver
License age from 21 to 18



Transform communities

Fair Chance Program



Address Gender Equity

Employer-supported childcare

Please start your journey:



Acknowledgements

- Stephanie Burke, Denver Airport
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- Eric Reese, Bytemark CEO
- Kim Slaughter, Systra
- Jeffrey H. Smith, JTA
- Jeffery Tumlin, SFMTA
- Chris Van Eyken, TransitCenter
- Phil Washington, Denver Airport
- Terry White, King County Metro
- Karen Winger, WSP



Jarvis Williams
President
Transport Workers Union
Local 208



Tracy Spikes
Workforce Development
Program Manager
Central Ohio Transit
Authority

A photograph of two mechanics in a workshop. One mechanic, wearing a grey uniform with yellow reflective stripes and a name tag that says 'Korner', is reaching up to touch a large, heavy-duty wheel. The other mechanic, wearing a dark shirt and safety glasses, is holding a yellow power tool. The background is a blurred workshop environment.

THE POWER OF PARTNERSHIPS

Vehicle Maintenance Pre-Apprentice Program

MOVING EVERY LIFE FORWARD



COTA

PURPOSE

The Vehicle Maintenance Pre-Apprentice program is a partnership with Central Ohio Transit Authority (COTA), TWU Local 208 and Career Technical Schools throughout Central Ohio. COTA along with TWU Local 208 are committed to moving every life forward by fostering the education and interests of the students' pursuing careers in the automotive industry.

The Vehicle Maintenance Pre-apprentice program aligns with and fully supports the vision, mission and core values of COTA.

PROGRAM OVERVIEW

The COTA Vehicle Maintenance Pre-Apprentice Program's intention is that high school students who have completed their junior year in a participating career- technical program have the opportunity to work as paid interns in the Vehicle Maintenance Department at COTA. Students receive work-based learning opportunities through classroom training, hands-on training, laboratory experiences, and are partnered with coaches in preparation to enter the workforce as entry level automotive/collision technologies service technicians.



PROGRAM *objectives*

BUSINESS GOALS

COTA in partnership with Career Technical Centers throughout central Ohio will be a recognized leader in preparing youths and adults to become lifelong learners and productive members of society who excel as they enter either the workforce or transition into post-secondary training. High school students do not always have access to real world learning and hands-on-training, this partnership affords COTA the opportunity to use its resources for engagement in the following areas:

- Partner with the community
- Seek funding opportunities to assist with program sustainability
- Develop soft skills through training opportunities
- Provide Pre-Apprentice growth through work-based learning
- Provide alternative pathways for graduation
- Mentor and prepare students for his or her future career
- Early engagement of future workforce
- Employment recruitment tool
- Employees have the opportunity to coach and demonstrate their strong skillsets



PARTICIPANT OBJECTIVES

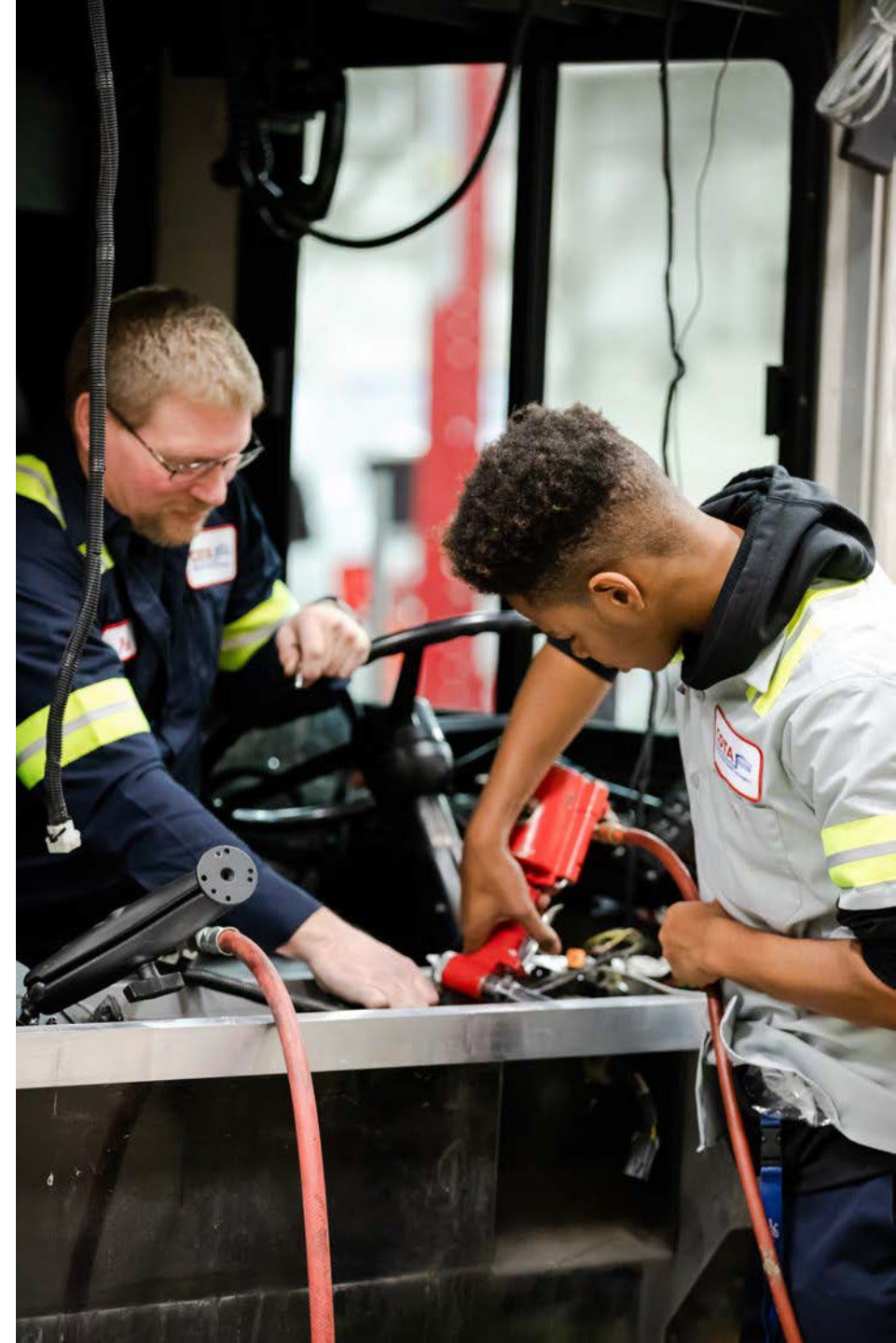
Students are prepared to enter the workforce by developing automotive/collision technologies competencies in the following areas in preparation for gainful employment.

- Personal Development
- Workplace Safety
- Alternative Fuel Technologies
- Diesel Power Systems
- Body/Paint Collision Technologies
- Use of state-of-the-art equipment, hand tools, specialty tools, parts, fittings
- Proficiency in installation, troubleshooting, and service and repair maintenance of automotive/collision technology systems.

PROGRAM *requirements*

STUDENT ELIGIBILITY REQUIREMENTS

- Instructor Recommendation
- No disciplinary issues
- On track for graduation
- 93%attendance at school and on the job
- Reliable transportation (COTA Transit Pass and/or car)
- Physically capable of doing the work of the trade safely
- No individual class or cohort related job grade can be lower than a "B"
- Maintain active membership/participation in Skill USA,(shows professionalism)



HIRING PROCESS

- Completed COTA employment application
- Current high school transcript with attendance record
- Letter of recommendation from their trade instructor
- Reliable Transportation (COTA Transit Pass and/or car)
- Students must complete all company required employment requirement (this includes a drug screen and background check, physical capability assessment. Results will be mailed and stored by the employer, not the district)
- Students are paid \$15 per hour and work a rotating schedule of 1 week on and 1 week off.



PROGRAM

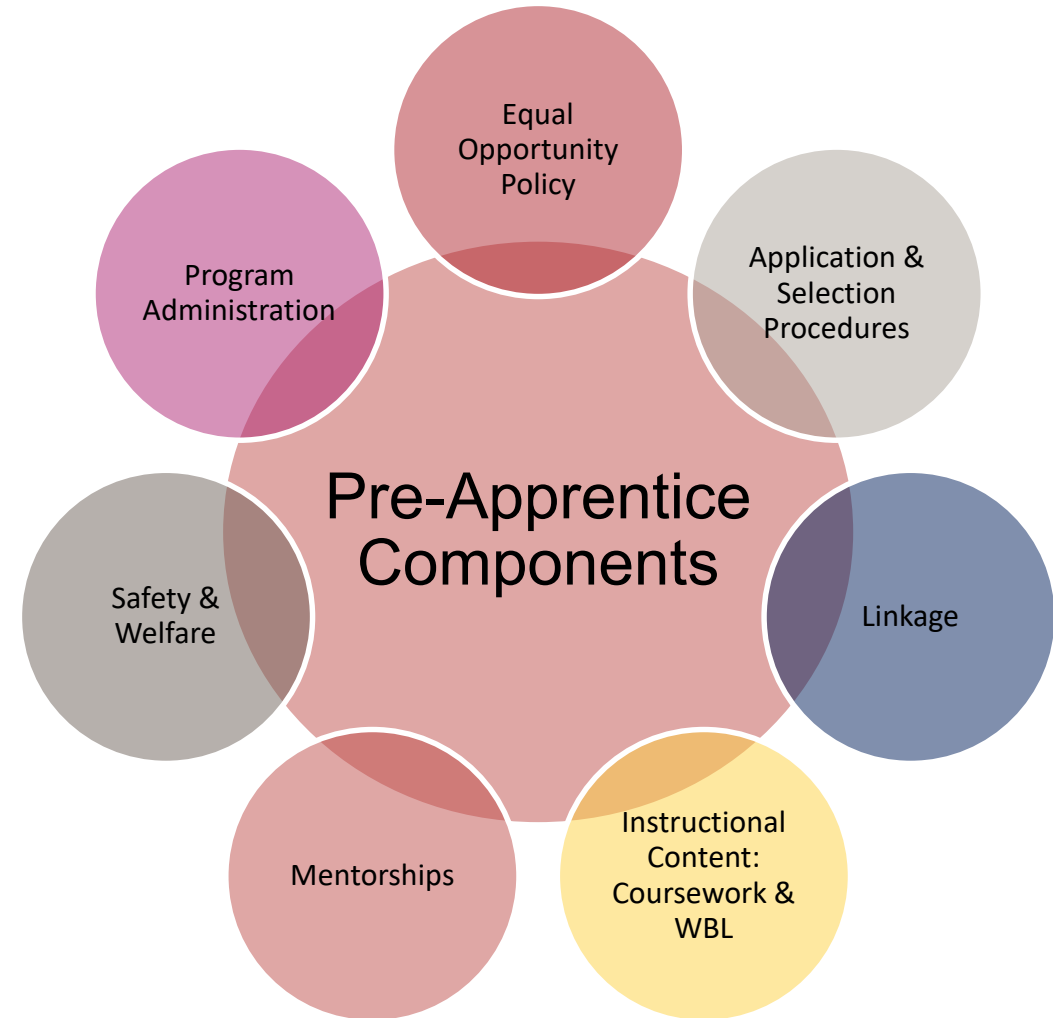
key success factors

SUCCESS FACTORS

- COTA Leadership and TWU Local 208 partnership/agreement
- Team COTA support (mentorships)
- Mentor rewards
- Ongoing Collaboration with Career Technical Schools
- Business Advisory Council Partnerships
- Apprentice Ohio support
- Funding sources (Apprentice Ohio, Ohio Department of Family Services SAA, Federal Funding)
- Registered Apprentice Program Support
- Job Opportunity upon graduation and matriculation into RAP with pre-apprentice voucher of credit towards RAP (2000 hours OJT/144 hour of related instruction).



PRE-APPRENTICE PLAN COMPONENTS



STATE OF OHIO REGISTERED APPRENTICE PROGRAM - CITE SPONSOR

Registered Apprenticeship is an industry driven, high quality career pathway where employers can develop and prepare their future workforce.

Individuals can obtain paid work experience, classroom instruction, mentorship and a nationally recognized credential.



Key Features

- Strengthens the overall local area workforce; provides more skilled, qualified, and trained employees. Employers can promote from within and retain talent.
- Employers who become signatory a “ready-made” solution to becoming a part of registered apprenticeship.
- Upskilling current workforce.
- Connect with a pipeline of talent
- Veteran stipend benefit
- Participants who complete the program receive a nationally recognized credential



POWER OF PARTNERSHIPS





Questions!

FOLLOW US



@cotabus



@COTAbus



@cotabus



@COTA



John Tkach
Executive Director
**Keystone Development
Partnership**



KDP is a non-profit organization founded by the PA AFL-CIO with the mission to develop and sustain organizations that address community and workforce programs, to promote labor management cooperation, and to better serve the public.

Workforce & Partnership Strategies

An overview | Tuesday, December 13, 2022

Workforce & Partnership Strategies

1.

Employment
Ecosystem

2.

Community of
Practice

3.

Funding Resources



01

Employment Ecosystem

Connecting Job Seekers and
Employers

Employment Ecosystem

- Gained value for employer partners
- Dependable pipeline of skilled workers
- Institutionalized training programs
- Registered pre-apprenticeship and Registered Apprenticeship Programs
- Increased opportunities for individuals from underrepresented populations





02

Community of Practice

It takes a Village

Community of Practice

- **Identify community stakeholders** with a common concern and a shared repertoire of resources
- **Connect the stakeholders** of the employment ecosystem, creating both a supply of and demand for programs.
- **CoP Stakeholders produce solutions** more readily than organizations working alone.





03

Funding Resources

Funding for workforce
development activities

Funding Resources

- Workforce Innovation and Opportunity Act (WIOA) Funding
- State Apprenticeship and Training Office funding
- State Department of Labor funding
- State Department of Community and Economic Development Funding
- Local Community Colleges
- Office of Vocational Rehabilitation
- Federal Grants
- Special Purpose Grants



THANK YOU

John Tkach, Executive Director,

412-849-5204

jtkach@kdpworks.org