

INDUSTRY LED, WORKER CENTERED AND COMMUNITY FOCUSED

WRTP/BIG STEP'S SECTOR-DRIVEN BEST PRACTICES
THAT LEAD TO WORKFORCE DEVELOPMENT SUCCESS



TABLE OF CONTENTS

INDUSTRY LED

- Industrial sector based needs assessments to capture real time the current and future workforce development needs and be prepared to meet the challenges industry faces in developing its workforce to strengthen its position.
- Industry Partnerships that are a true reflection of industry needs, strengths and goals. Industry is defined to include both management and labor input.
- Creation of the Industrial Manufacturing Technician Registered Apprenticeship which provides an entry-level structured apprenticeship program and industry recognized skill standards, credentials and certification which is structured as a 12-18 month apprenticeship or 3,000 hours. This was developed by labor management and community based partnerships.
- Implementation of the AFL-CIO Building and Trades Department Multi-Craft Core Curriculum in Wisconsin

WORKER CENTERED

- Thorough assessment of each participant's whole workforce readiness needs and individual work plans to address those needs holistically. This total preparation approach ensures higher success rates for participants building career pathways by leveraging multiple internal, labor, employer and community resources to eliminate common and uncommon pitfalls to success.
- Industry driven sector based training programs including Entry Level Construction Skills and Entry Level Manufacturing Skills that include valuable certifications
- Industry driven occupation specific trainings that prepare individuals for career pathway opportunities

COMMUNITY FOCUSED

- Assessment of and Alignment to community resources through our Community Workforce Partnership which provide the priming capacity. These linkages enable access to resources which help economically disadvantaged take meaningful steps to family sustaining careers.
- Fostering Public/ Private Partnerships by providing strategic alignment of information and communication.

BEST PRACTICES

The Wisconsin Regional Training Partnership / Building Industry Group Skilled Trades Employment Program (WRTP/BIG STEP) is an innovative and nationally recognized Industry Led, Worker Centered and Community Focused 501(c) 3 non-profit workforce development intermediary based in Milwaukee, WI with field offices in Madison, WI and St. Paul, MN. Their mission is *to enhance the ability of private sector organizations to recruit and develop a more diverse, qualified workforce in construction, manufacturing and emerging sectors of the regional economy.*

WRTP/BIG STEP develops comprehensive systems to align the needs of a diverse population of unemployed and under served community residents seeking family supporting careers. As an intermediary, WRTP/BIG STEP works with industry and the community to align public and private resources to the needs of industry and workers.

WRTP/BIG STEP is a “high road” approach to connect people to family supporting career pathways by facilitating recruitment, training, direct hire, placement and retention. Complementary to a traditional “jobs programs,” WRTP/BIG STEP has developed a flexible and industry responsive model that identifies employment and career opportunities then develops strategies and programs to connect traditionally under served community residents with those careers.

1. INDUSTRY LED

INDUSTRIAL SECTOR BASED NEEDS ASSESSMENTS TO CAPTURE REAL TIME THE CURRENT AND FUTURE WORKFORCE DEVELOPMENT NEEDS AND BE PREPARED TO MEET THE CHALLENGES INDUSTRY FACES IN DEVELOPING ITS WORKFORCE TO STRENGTHEN ITS POSITION.

WRTP/BIG STEP's intermediary model aligns a range of partners: employers, contractors, labor unions, government and community leaders to ensure that the earliest planning stages include a workforce development strategy to identify and meet critical workforce development needs from a regional perspective. Their programs are expanding, innovating and on the cutting edge of industry demand. WRTP/BIG STEP regularly conducts a sector based Industrial Needs Assessment that drives nearly every other aspect of WRTP/BIG STEP's programming. Their most recent manufacturing Industrial Needs Assessment identified tremendous growth opportunities for the SE Wisconsin manufacturing labor market. The large number of retirements, the increasing high technological needs of the industry and growth in sales exposed a need for both incumbent worker skills upgrade trainings and entry level manufacturing skills training to fill the expanding workforce needs. Their manufacturing needs assessment, *Manufacturing Better Opportunity and a Stronger Economy*, was published in May 2013 in partnership with the Center on Wisconsin Strategy (COWS) and sparked a national conversation culminating in regional summits on the state of manufacturing in the Midwest, hosted by the Federal Reserve Bank of Chicago. WRTP/BIG STEP's preparation includes providing major increases in the number of people trained this spring and summer for the anticipated open opportunities in both the construction and manufacturing industries regionally. Their construction needs assessment determined that all trades are increasing apprenticeship opportunities to meet anticipated demands during the upcoming large regional construction projects. WRTP/BIG STEP responded to the needs assessments by doubling the orientation sessions offered monthly and the number of people in tutoring. By significantly increasing the pipeline of people prepared to enter these trades, opportunities for local residents are optimized.

In addition to increasing the size of the potential workforce, both sectors showed a significant interest in developing incumbent and new worker training programs that included a "green" component. They began heavily working with industry to explain and implement Wisconsin's first in the nation innovative Industrial Manufacturing Technician Registered Apprenticeship (IMT-RA) for incumbent workers.



Industry Partnerships that are a true reflection of industry needs, strengths and goals. Industry is defined to include both management and labor input.

WRTP/BIG STEP's Manufacturing and Construction Industry Advisory Committees, built over decades, represent hundreds of leading industry companies, contractors and labor unions. They are integral in designing all of WRTP/BIG STEP's new programming. As true partners, they also advance the programs to ensure the most up-to-date program designs.



Manufacturing Industry Success Story

HB PERFORMANCE SYSTEMS, UNITED STEEL WORKERS AND WRTP/BIG STEP COLLABORATE TO SOLVE WORKFORCE DEVELOPMENT ISSUES

In fall of 2012, HB Performance Systems was having serious issues recruiting for CNC machining and other open manufacturing positions in their facility. Their problems were severe enough that began to explore outsourcing their machining on the global marketplace as a solution to maintaining their local contracts. Their sales as a manufacturer of machined parts for motorcycles, bicycles and ATV's was growing and they could not meet the demand. HB's General Counsel and Human Resources Manager, Lou Ann Koval, approached WRTP/BIG STEP through a referral. Working with United Steel Workers Local 8149 and HB Performance Systems management, WRTP/BIG STEP designed a recruitment and training program in December 2012 that met HB's immediate and urgent needs to increase their skilled workforce.

In early 2012, HB began hiring candidates out of the WRTP/BIG STEP Entry Level Manufacturing Skills (ELMS) training which also included the Introduction to Manufacturing Standards Skills Council-Green Production Module (MSSC-GPM). Since the partnership began, over 150 local individuals from some of Milwaukee's most impoverished neighborhoods have completed WRTP/BIG STEP's ELMS training including OSHA 10 and MSSC-GPM Certifications. They are now learning CNC Machining, Assembly, Quality Control, Safety and many other entry level manufacturing careers in custom designed training programs at WRTP/BIG STEP's Center of Excellence and on site at HB Performance Systems. Most importantly, HB is maintaining its production levels and competing globally.

HB is also leading the pack in implementing the Industrial Manufacturing Technician Registered Apprenticeship (IMTRA) for their incumbent workers as a way to increase the skill level of their internal workforce to meet current and future needs for high skilled workers.



HB AND GE ENERGY SYSTEMS CNC MACHINING CLASS



WRTP/BIG STEP GRADUATE REGINALD CAESAR AT AN HB ASSEMBLY STATION.

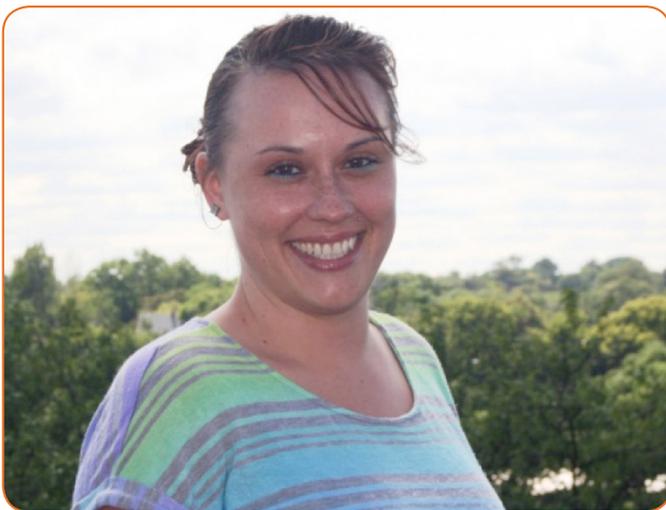
“As a Milwaukee area manufacturing employer, I was frustrated trying to find qualified employees for good paying jobs. By working collaboratively with WRTP/BIG STEP, we were able to train individuals with the skills needed for the positions. This is a very valuable program.”

— Lou Ann Koval

Vice President of Human Resources/General Counsel, HB Performance Systems, Inc.

CREATION OF THE INDUSTRIAL MANUFACTURING TECHNICIAN REGISTERED APPRENTICESHIP WHICH PROVIDES AN ENTRY-LEVEL STRUCTURED APPRENTICESHIP PROGRAM AND INDUSTRY RECOGNIZED SKILL STANDARDS, CREDENTIALS AND CERTIFICATION WHICH IS STRUCTURED AS A 12- 18 MONTH APPRENTICESHIP OR 3,000 HOURS. THIS WAS DEVELOPED BY LABOR MANAGEMENT AND COMMUNITY BASED PARTNERSHIPS.

The skills required to succeed in a manufacturing career today are complex and there was not a method to recognize this increased skill and knowledge requirement. To meet this industry need and provide a transferable recognition of this skills set, WRTP worked with industry partners -employers and labor, technical schools, other training partners, community organizations and the State of Wisconsin Bureau of Apprenticeship Standards to design and implement the Industrial Manufacturing Technician Registered Apprenticeship (IMT-RA) for incumbent manufacturing employees in the State of Wisconsin. This is a first in the nation. Over 80 individuals have enrolled in 12-18 month employer sponsored incumbent worker training program. The IMT apprenticeship increases retention, serves as an incentive program, meets manufacturers' needs by increasing their worker's skill levels to fill higher skilled positions in-house, allows workers advancement opportunities within their companies and opens up entry level positions for new workers. It is a best practice in creating an industry recognized, portable credential that helps individuals move on a career pipeline.



Manufacturing Industry Success Story

BRANDI DUNHAM, QUALITY CONTROL INSPECTOR, FIRST INDUSTRIAL MANUFACTURING TECHNICIAN (IMT) REGISTERED APPRENTICE BECOMES THE FIRST IMT JOURNEY WORKER IN THE NATION

Brandi Dunham is the perfect pioneer for the Industrial Manufacturing Technician Registered Apprenticeship (IMT-RA). The first IMT-RA training began in January 2013 and Brandi became the first IMT Registered Apprentice in the entire nation. Brandi, who was just a few months into her assembly position, was the first person selected to register as an apprentice IMT-RA which includes paid related instruction and on-the-job-training.

After a rough childhood, Brandi attended college briefly but her progress was stalled by a run-in with the law. Determined to put her life back together, Brandi began working as a bank teller, a job she would hold for nine years. When an opportunity arose at HB Performance Systems, Brandi found herself switching careers again to work in manufacturing. "They took a chance with me. My first week I was super nervous, it was crazy, I had never used a bar code gun in my life!" Never having worked in manufacturing before put Brandi at a disadvantage, but because of her strong work ethic, she was recommended to and selected through a joint labor management process for the IMT-RA program.

Brandi said those first six months taught her so much, especially in skills like the math, tools and blueprint reading. With her new skills, Brandi became a Quality Control Inspector trainee and completed the IMT-RA in May 2014. In doing so, she became the first card carrying IMT Journey Worker in the nation! Brandi has a new career and a new life with a strong future in which she can now support her family. With her teenage son fueling her drive Brandi insists, "I'm going to succeed. I'm going to prove you can't judge a book by its cover. My son is so proud of me and tells me all the time." Brandi has certainly succeeded in becoming a very valuable worker for her company as well and in doing so, plowed a pathway for many others across the state and the nation to follow. With over 80 new incumbent workers in Brandi's wake, IMT apprenticeship programs are sprouting up in manufacturers like Ocean Spray and Pure Power Systems all over Southeastern Wisconsin. At least a dozen more companies are developing programs around the state of Wisconsin and in Minnesota.

IMPLEMENTATION OF THE AFL-CIO BUILDING AND TRADES DEPARTMENT MULTI-CRAFT CORE CURRICULUM IN WISCONSIN

Wisconsin’s Multi-Craft Core Curriculum (MC3) training programs are building partnerships and coordination among the trades, reaching out to diverse communities and expanding the pool of apprenticeship ready candidates for the construction trades. The MC3 is an innovative apprenticeship readiness curriculum developed by North America’s Building Trades Unions. The AFL-CIO National Standing Committee on Apprenticeship recommends that students who complete the recommended 120-hour curriculum be granted elevated standing or direct entry into union apprenticeship training. The Northeastern Wisconsin Building and Construction Trades Council partnered with WRTP/BIG STEP and implemented an industry driven approach to MC3 training programs across multiple trades. The Northeast Wisconsin Building and Construction Trades Council also worked with Lac du Flambeau tribe to implement MC3/YouthBuild training. WRTP/BIG STEP coordinated two Lac du Flambeau YouthBuild MC3 training programs in the spring and fall of 2014.

The spring 2014 MC3 training program inaugurated with eight participants who graduated. Labor training partners included IBEW, UA Local 434 (Plumbers, Steamfitters, Pipe Fitters and HVC), Operating Engineers and the Carpenters (including a tour of the Carpenter’s training facility). The fall 2014 MC3 program graduated nine participants who took all of the training described above and added training from the Ironworkers.

WRTP/BIG STEP takes an industry driven approach to all of their training programs. In the first year of implementation of the MC3 trainings, they worked very closely with local labor partners to build strong relationships and enhance the existing curriculum in strategic ways. In addition to WRTP/BIG STEP’s highly trained instructional staff, they built relationships with several new trainers from a variety of building and construction trades training programs. In some cases, they have upgraded curriculum. For example, MC3 recommends OSHA 10 certification, but based on feedback from several local trades Training Directors, they have upgraded that to OSHA 30 and a Confined Space Awareness module was added. Feedback from industry shows that those were valuable trainings.

MULTI-CRAFT CORE COMPETENCIES (MC3) CURRICULUM:

Job Readiness Training	Hands-On Road Building Construction Practices
OSHA 30	Tool Identification
First Aid/ CPR & AED	Traffic Safety Control/ Flagging Awareness
Blueprint Reading	CDL Preparation
Confined Space Awareness Training	MC3 The Building Trades and Green Construction
Essential Skills Training	Construction Mathematics

The WRTP/BIG STEP pilot Entry Level Construction Skills (ELCS)-MC3 class includes 130 hours of non-paid training based on Multi-Craft Core Competencies (MC3) Curriculum:

They also included hands-on training programs, interviewing and resume building modules, field trips and heavy industry exposure.

In partnership with various trades, they have added and implemented hands on training modules to ensure that WRTP/BIG STEP’s graduates have exposure to the rigors of actual construction work. In trades such as Cement Masons, Laborers, Sheet Metal, Painters and Ironworkers among others, the skilled trades are able to work with, recruit, train and prepare candidates for the rigors of their apprenticeship programs. The variety of trainers and trades represented in the hands on training gives the WRTP/BIG STEP classes a great opportunity to ask questions of each tradesperson, get dirty and learn first-hand about a day-in-the-life of a tradesperson.

WORKER CENTERED

THOROUGH ASSESSMENT OF EACH PARTICIPANT'S WHOLE WORKFORCE READINESS NEEDS AND DEVELOPING INDIVIDUAL WORK PLANS TO ADDRESS THOSE NEEDS HOLISTICALLY- THE WORKER IS AT THE CENTER OF THE TRAINING RESPONSE. THIS TOTAL PREPARATION APPROACH ENSURES HIGHER SUCCESS RATES WITH PARTICIPANTS BUILDING CAREER PATHWAYS BY LEVERAGING MULTIPLE INTERNAL, LABOR, EMPLOYER AND COMMUNITY RESOURCES TO ELIMINATE COMMON AND UNCOMMON PITFALLS TO SUCCESS.

WRTP/BIG STEP offers services to employers and unions as well as community residents looking for career pathways. Their services for community residents include apprenticeship readiness, occupational training certificate courses in a variety of disciplines, referral services and certifications to ensure employers meet diversity and other workforce requirements. WRTP/BIG STEP's Community Workforce Partnership (CWP) is a group of community based organizations that meet monthly to discuss ways they can work together to facilitate referrals between community based resources and leverage the full power of all of their combined resources to holistically meet the full workforce readiness needs of their participants. Through the CWP, they work to recruit workforce ready women and minorities into WRTP/BIG STEP's General Information Sessions (GIS). They do intensive career exploration individually with WRTP/BIG STEP's participants. They also work with the trades and employers to break down traditional barriers to entry, support their diversity programs and encourage them to increase their skilled workforce with a deliberate intent to diversify.

WRTP/BIG STEP, in partnership with CWP, created a Resource Information Session (RIS). Individuals who are not eligible for WRTP/BIG STEP's programs and/or need additional support to become workforce ready attend WRTP/BIG STEP's RIS where CWP partners are on hand to explain their programs and sign individuals up on the spot in an effort to increase the pool of eligible applicants for WRTP/BIG STEP's programs. Examples of these needed services include: help with completing a GED, driver's license recovery, housing assistance and other services that help people move on to a meaningful career pathway.



Construction Industry Success Stories

DENNIS SABOURIN – 4TH YEAR ELECTRICAL APPRENTICE

"A world of a difference" - That's how Dennis Sabourin describes his life now compared to where he was just a few years ago. His instructors at Milwaukee Area Technical College and tutors at WRTP/BIG STEP have described the twenty-six year old Milwaukeean as polite, positive, selflessly helpful and incredibly driven. Characteristics that assumedly wouldn't be applied to someone who started selling drugs at the age of twelve and had frequented the criminal justice system between the ages of sixteen and twenty-three. It was during his last incarceration when Dennis was exposed to manufacturing, construction and the electrical trades. He had the opportunity to take a class in each field and during his four-week electrical class he "fell in love and realized that's what [he] wanted to do."

In Dennis' case, prison introduced perspective: Dennis reflected on how his actions affected his mother the same way his brothers' poor decisions had put him through turmoil. Once introduced to something he felt passionate about, Dennis made the choice to do anything he could to regain self-pride and rebuild his life. A few years ago, Dennis connected with WRTP/ BIG STEP and was introduced to staff who helped him determine his career path and who often vocalized their appreciation for his dedication as well as exposed Dennis to other participants working in the field. "They were an inspiration," says Dennis of WRTP/ BIG STEP staff and participants, "and I could finally ask all of my questions." Dennis was assessed and needed to upgrade his math skills as well as other

essential skills. WRTP/BIG STEP's CWP made referrals for driver's licensing. Working with WRTP/BIG STEP tutors, Dennis successfully fulfilled his math requirements by the end of the summer, allowing him to enroll in an Electrician's Class at MATC that fall. Mentorship within WRTP/BIG STEP helped him stay focused on his goals. He entered WRTP/BIG STEP's Un-indentured Electrical Certificate Program designed in partnership with the Electrician's Union Training Directors to prepare individuals for an Electrician's apprenticeship. In 2012, Dennis earned an apprenticeship and is currently in his fourth apprenticeship year with Venture Electric earning \$20.36 an hour. In his Electrician registered apprenticeship, he does work on "pretty much a little of everything" including pipes, wire, lights, demolition, testing/troubleshooting and motor controls. His supervisor describes him as a hard worker who learns fast and is a fantastic addition to their crew. "I'm a fifth generation Electrician," his supervisor said, "and I wish I'd known about WRTP/BIG STEP sooner. They do a great job preparing people for this career and I'd hire someone from WRTP/BIG STEP again because they come with the basic skills needed to put them to work right away."

Another world of difference is how he treats his earnings, "I take pride in the money I earn and I don't just throw it away." At 26 years old, Dennis purchased his first home in 2014 and when asked if that's his greatest accomplishment, he replies, "I'm most proud of the feelings my mother has; it's by far the biggest gift to see her smile when she looks at me after what she's been through, what I've put her through."

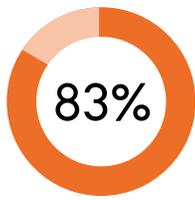
LAKISH WEATHERALL PAINTER'S APPRENTICESHIP CANDIDATE

Lakish Weatherall is one of WRTP/BIG STEP's June 2013 MC3 training graduates. She was referred through WRTP/BIG STEP's CWP from the Milwaukee Christian Center's AdultBuild program. After completing the MC3 course with WRTP/BIG STEP last summer, Lakish began work on two deconstruction projects last fall and has been working with Habitat for Humanity as a volunteer on multiple construction projects and most recently with a fence building company making \$46/hour. With an impressive Registered Apprenticeship application to IUPAT in place, Lakish is now quickly moving on the Painters Apprenticeship list and excited to begin her new career in the Skilled Trades with contractors lucky enough to hire her!

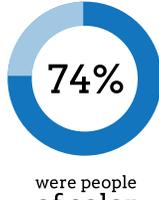
Lakish says of the MC3 training she received through WRTP/BIG STEP, "I've learned through hands on work to love a lot of the trades especially the Painters! I've learned high level skills and gotten great certifications to add to my Painters apprenticeship application. It feels amazing to complete a project and know you have helped someone by building a house for them or by painting their house to make it a place they are proud to live in. I love seeing the finished product and knowing that I did that!"



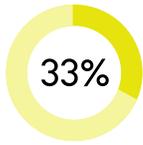
In 2013,



live in the city of Milwaukee



were people of color



had a past felony conviction



were women



were veterans



reported issues with reading & writing

INDUSTRY DRIVEN SECTOR BASED TRAINING PROGRAMS INCLUDING ENTRY LEVEL CONSTRUCTION SKILLS AND ENTRY LEVEL MANUFACTURING SKILLS THAT INCLUDE VALUABLE CERTIFICATIONS

Linking industry-recognized certificates provides those seeking career pathways an invaluable goal. To provide a knowledge base of the construction and manufacturing industries, the curriculum includes Entry-Level Construction Skills (ELCS) and Entry-Level Manufacturing Skills (ELMS) trainings. Their ELCS and ELMS trainings are designed to introduce students to the basics of each industry. These entry courses also provide industry recognized certificates such as OSHA Certification, First Aid and CPR. Core competencies in blueprint reading, tool identification and many other fundamental occupational skills needed on the job are key to the success of this training. The trainings also include an essential skills component which details specific employer expectations and effective strategies for adjusting to the workplace.

WRTP/BIG STEP works closely with its labor partners to ensure seamless integration for WRTP/BIG STEP's participants into union skilled trades' apprenticeship programs.

Kilah Engelke, Training Director, Operative Plasterers' and Cement Masons' International (OPMIA) 599, discussed hands-on ELCS training project, "I was meeting with WRTP/BIG STEP staff and they invited me to participate in a project that would facilitate a relationship between International Brotherhood of Electrical Workers (IBEW) 494 and OPCMIA 599. They were invited to help by providing the training skills and expertise while WRTP/BIG STEP would provide the trainees and IBEW would provide the material and a project for the class to complete. This project was a culmination of the skills of several trades and was a perfect example of how solidarity, not only within each trade, but also between the trades works, how they will move successfully forward and into the future. The project served as a great opportunity to bring some realistic jobsite experience to these students interested in pursuing careers in the building trades and the (OPCMIA) Local 599 is eager to continue to take advantage of opportunities like this that will help us develop our work force and that will make all of our unions stronger!"

INDUSTRY DRIVEN OCCUPATION SPECIFIC TRAININGS THAT PREPARE INDIVIDUALS FOR CAREER PATHWAY OPPORTUNITIES

Different industries and employers often require specialized responses to meet their needs. WRTP/BIG STEP can provide a specialized response and help ground this into a larger career pathway for an individual's career development plan. Existing training is modified to ensure doors are opened and the graduate is taken seriously by the employer. For example, in addition to assuring the manufacturing instructor is trained to provide MSSC certification training (all within WRTP/BIG STEP's facility which was upgraded to become an office MSSC testing facility), they also offered trainings to become CNC machinists and welders in partnership with GE Energy and other manufacturers. For other needs, specialized certifications such as Asbestos, Lead Certification and Confined Space Awareness are provided. To meet another specific need, a series of green skills building trainings for the Bricklayers' union was offered to those in apprenticeship readiness training and incumbent Apprentices and Journey level.

In 2014, the Utility sector identified a need to create training for Line Clearing Working with WE Energies. Building upon the success of another customized training, Urban Forestry, WRTP/BIG STEP worked with these partners to train individuals in this highly specialized field. Commercial Driver's Licensing is a highly valued certification in the Construction, Transportation and Utility Sectors. WRTP/BIG STEP is certified to provide the classroom instruction and in 2014 partnered with Payne and Dolan, the local Operating Engineers union and the City of Milwaukee to recruit and train individuals in specific CDL classes and endorsements. This built the list of qualified individuals to enter the Operating Engineers apprenticeship.



COMMUNITY FOCUSED

ASSESSMENT OF AND ALIGNMENT TO COMMUNITY RESOURCES THROUGH WRTP/BIG STEP'S COMMUNITY WORKFORCE PARTNERSHIP WHICH PROVIDE THE PRIMING CAPACITY FOR TALENT PIPELINE DEVELOPMENT. THESE LINKAGES ENABLE ACCESS TO RESOURCES WHICH HELP ECONOMICALLY DISADVANTAGED TAKE MEANINGFUL STEPS TO FAMILY SUSTAINING CAREERS.

A critical piece to the success of WRTP/BIG STEP's model is the development and facilitation of WRTP/BIG STEP's Community Workforce Partnership (CWP) which represents members from throughout the Greater Milwaukee region. This network of community based organizations provides a number of specialized services to Milwaukee residents based on their individual needs and the organizations' various missions. The overall goal is to coordinate referrals, delivery of service methods, outreach activities, field work and the management of data with a goal to serve the whole needs of WRTP/BIG STEP's clients while minimizing the duplication of services within CWP organizations. By working with organizations that specialize in specific populations such as, returning ex-offenders, veterans, domestic violence victims and youth, WRTP/BIG STEP provides direct access to their partner's services; streamlines the process for their clients; and responds in real time to the needs of industry with well prepared workers. Through WRTP/BIG STEP's CWP, they reach deep into impoverished communities in Milwaukee to provide family supporting career opportunities to the parents and caregivers of vulnerable populations of children.

These resources are crucial if WRTP/BIG STEP participants are to succeed. In 2013, intake applications indicated that 64% of the individuals who entered WRTP/BIG STEP's programs reported having at least one child of their own and 51% reported no personal income source at all in the last 12 months. The average entry level wage of all the participants was \$9.31/hour. According to a report on poverty in Milwaukee by one of WRTP/BIG STEP's partners, the Social Development Commission (SDC), 29.4% of City of Milwaukee residents live in poverty including 43% of all children.

"Poverty extends into every arena of society and is associated with many social and economic problems. Poverty is intimately related to inadequate nutrition, food insecurity, exposure to environmental toxins, family and street violence, residential instability, mental health issues, decreased educational attainment and decreased access to employment opportunities among other detrimental issues. The local economy weakens because without a strong employment pool, private sector businesses lack incentive to stay in our community and provide much-needed jobs to all residents!"

The range of information and services provided by WRTP/BIG STEP can result in dramatic changes to the standards of living and quality of life of Milwaukee families. Job readiness skills and employment best practices ensure participants understand what employers will expect from them in the workplace. PNC Bank provides financial literacy certifications. Healthy Communication courses with the Center for Self Sufficiency and Milwaukee Fatherhood Initiative services provides for family reunification and other assistance in parenting and communications that help not just in the participants personal lives, but also workplace interactions. Through the CWP, WRTP/BIG STEP makes referrals to organizations such as: Housing Resources Inc, so participants can begin to understand the home buying process; Ways to Work to provide access to affordable loans to purchase vehicles; COA Youth and Family Centers for affordable child care and after school programs; and access to Legal Action of Wisconsin to assist with legal barriers such as child support, driver's licensing and other issues that can be counteracting barriers to successful long-term employment.

By identifying the community resources available to WRTP/BIG STEP's clients and providing them with ready access to those services, they are able to take a whole person/whole family approach to lifting entire families out of poverty in strategic and deliberately designed ways that lead to success for them. This approach also addresses employers' needs by assuring them that those they are hiring have the skills they need, as well as a more stable and prepared worker.

¹ <http://www.cr-sdc.org/DefaultFileFile/PolicyandResearch/POVERTYFACTSHEET201210-10-12.pdf>

FOSTERING PUBLIC/PRIVATE PARTNERSHIPS BY PROVIDING STRATEGIC ALIGNMENT OF INFORMATION AND COMMUNICATION.

As an intermediary, WRTP/BIG STEP is an integrated funding model leveraging public and private investments and partnerships in meeting the needs of the economy and connecting people with careers. Some of WRTP/BIG STEP's partnerships include:

Milwaukee Mayor's Manufacturing Initiative:

In partnership with Milwaukee Mayor Tom Barrett, they are identifying open local manufacturing positions and with those employers, designing industry driven training programs for City of Milwaukee residents to fill those open positions.

Training Partnerships:

Working directly with key manufacturers such as HB Performance Systems, Harley-Davidson, GE Health, SPX Waukesha Energy and building and trades unions through the Joint Apprenticeship Training Directors Council, they are designing industry specific training programs for both new and incumbent workers.

HARLEY-DAVIDSON & INTERNATIONAL ASSOCIATION OF MACHINISTS AND AEROSPACE WORKERS/UNITED STEEL WORKERS OF AMERICA Located in Milwaukee, Wisconsin, Harley-Davidson is a leading international manufacturer of high end customized motorcycles. In order to become more competitive internationally Harley-Davidson determined that they needed a more flexible workforce. WRTP/BIG STEP partnered with Harley-Davidson to design strategies to recruit and prepare candidates for these high wage skilled positions. As a strong local partner Harley-Davidson has invested in promoting the MSSC certifications including the MSSC-Green Production Module (MSSC-GPM). In conjunction with WRTP/BIG STEP, Harley Davidson is developing creative and innovative workforce strategies that align high skilled manufacturing training programs both with their internal needs and promoting these certifications among their local supply chain.

GE ENERGY & INTERNATIONAL ASSOCIATION OF MACHINISTS AND AEROSPACE WORKERS

GE Energy partners with WRTP/BIG STEP to design customized skilled training programs to replace an aging workforce and promote family supporting manufacturing careers for local residents. In partnership with the local technical college, GE & WRTP/BIG STEP team up to develop their future workforce. GE and WRTP/BIG STEP design programs which include specific manufacturing career skills training such as CNC machining and MSSC, as well as individual skilled trades apprenticeships and the IMT apprenticeship.

MASTER LOCK COMPANY LLC & UNITED AUTO WORKERS

Master Lock Company is a nationally recognized company that produces locking mechanisms for a wide variety of uses. Located in Milwaukee's central city, the company is strongly committed to high skilled employment for local residents. Working with WRTP/BIG STEP, Master Lock is planning to utilize the MSSC certifications and IMT apprenticeship to upgrade the skills of its incumbent workforce.

OCEAN SPRAY CRANBERRIES INC. & INTERNATIONAL ASSOCIATION OF MACHINISTS AND AEROSPACE WORKERS

Ocean Spray is a leading food and beverage manufacturing company based throughout Wisconsin that is working with WRTP/BIG STEP to design a strategy to address their current workforce needs. Ocean Spray is heavily investing in the training of their workforce to advance efficiency and promote sustainable practices while increasing productivity and production capabilities. Ocean Spray has offered the opportunity to enter IMT-RA trainings to the general population of their entire Kenosha plant and providing incentives for employees who participate in the IMT-RA.

CONCLUSION

As a workforce development intermediary, WRTP/BIG STEP measures its success based on the satisfaction of industry partners in meeting their immediate and long term workforce needs. Whether connecting individuals to registered apprenticeship in the construction industry, or providing access to workplace education and pre-employment training in the manufacturing sector, or responding to economic development opportunities that require a workforce solution – WRTP/BIG STEP measures its value to industry in both economic and community impact. It relies on its adaptability and ability to strategize well around key industry forces. These qualities have made WRTP/BIG STEP the success it is today, with its unique intermediary model, which is based on continually assessing and planning for current and future industry needs.

WRTP/BIG STEP's annual Manufacturing Industry Needs Assessment drove the creation, design and implementation of the Industrial Manufacturing Technician Registered Apprenticeship for incumbent workers while identifying manufacturers with critical workforce development issues. Their Construction Industry Needs Assessments led to major retooling of the apprenticeship readiness model to ramp-up for major construction projects expected to last and provide family sustaining employment for over a decade. Their ability to provide the MSSC certifications and others included in IMT-RA decreases the costs and increases the flexibility of where, when and how the training is provided. This flexibility in scheduling training in many cases has been

the turning point in the implementation decision for several manufacturers. WRTP/BIG STEP's nationally recognized workforce development intermediary model is the catalyst. Bridging multiple approaches raises the ability of each sector to grow regionally and thrive by building a pipeline of qualified and diverse workers to build a strong local current and future workforce.

To assure resources and answers are available to those who need help, the CWP continues to grow in scope and structure. They have created a formal referral process to track participant efforts across organizations. Their vision is a seamless community driven process for WRTP/BIG STEP's participants to holistically become workforce-ready as efficiently as possible with a little duplication of services and efforts as possible.

In 2013, WRTP/BIG STEP was awarded the Construction User's Roundtable (CURT) National Workforce Development Award for best Workforce Development program nationally. The CURT serves as the national voice of the Construction Industry Owners' Association. It is designed to provide significant national and international recognition for extraordinary, exemplary and innovative training and education programs which encourage individuals to pursue a career in the construction industry and/or enhance an individual's construction skills. The CURT Workforce Development Award winners represent the best-in-class nationwide in a highly competitive process.

The success of WRTP/BIG STEP lies in the success of those served. In 2013, WRTP/BIG STEP's served 1,943 individuals, 939 trained and 888 placed in employment at an average unsubsidized wage of \$16.92/hour. Of the individuals served in 2013, 17% were aged 18-24, 13% were female, 74% were people of color and 74% reported an annual household income below \$25,000/year. Women accounted for 19% of the trainees and 7% of the placements with no gender wage gap in these non-traditional occupations.

On the horizon is expansion of the model into other Wisconsin communities, Minnesota and nationally. The White House has begun to explore replication of the model into other sectors and regions of the nation. The WRTP/BIG STEP model is efficient, targeted and encompasses all the resources in the community to meet the needs of Industry, Workers and the Community. The results are no less than stunning, but not as a result of happy accidents. The WRTP/BIG STEP model is the result of decades of honing Best Practices internally, regionally and nationally.

The Wisconsin Regional Training Partnership (WRTP/BIG STEP) is an Industry Led, Worker-Centered and Community-Focused 501(c)3, non-profit workforce development intermediary.

Our mission is to enhance the ability of private sector organizations to recruit and develop a more diverse, qualified workforce in construction, manufacturing and emerging sectors of the regional economy. WRTP/BIG STEP's industry field work includes networking, organizing and building relationships with employers and labor partners to identify current and projected occupational openings, to discuss and analyze skills, experience and employment requirements for occupations and classifications, to discuss and develop workforce strategies to meet growth and expansion needs as well as advancement and retention strategies for current workers and looking at best practices for workforce development throughout industry to enhance industry's productivity and competitiveness. Thank you to the National Network of Sector Partners (NNSP) & Insight Center for Community Economic Development (ICCED) for their support and assistance in the creation of this report. The NNSP is a nationwide membership organization dedicated to promoting and increasing support for sector initiatives. Sector initiatives are regional, industry-focused approaches to workforce and economic development that improve access to good jobs and/or increase job quality in ways that strengthen an industry's workforce. As a companion to this report a virtual conference entitled Sector Initiatives and Apprenticeships: Policy and Practice Lessons from WRTP/BIG STEP was held on December 4, 2014. You can find out more about this conference and the Sector Initiatives and Apprenticeships projects at this link:

<http://www.insightcced.org/uploads/nnspp/Conferences/Conf2014/Sector-Initiatives-and-Apprenticeships-WRTP.pdf>

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