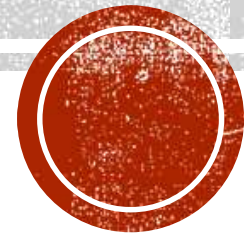


CREATING APPRENTICESHIP CULTURE



2017 COAA Best Practices Workshop

COAA Apprentice Attraction & Retention Committee

OVERVIEW

- Who are we?
- Why did we do this?
- Where did we start?
- What did we do?
- What did we find?
- How do we create it?

COAA BEST PRACTICES COMMITTEE

Best Practices designed to improve safety and performance in industrial construction projects across the province.



WORKFORCE DEVELOPMENT COMMITTEE

Building a workforce with the right skills, at the right time, in the right numbers.



APPRENTICE ATTRACTION & RETENTION COMMITTEE

Provide comprehensive strategic recommendations for endorsement and promotion of best practices for apprenticeship management.

Determine causal factors preventing apprentices from achieving journeyperson level & increase utilization of apprentices in industrial construction

THE STATISTICS WERE STAGGERING

WHY DO APPRENTICES LEAVE?

WHERE DO WE START?

COAA APPRENTICE RETENTION & COMPLETION STUDY

- February – December 2015
- Objective
 - ❖ Explore individual, supervisory and workplace factors contributing to apprentice attitudes and program completion
 - ✓ Improve youth transition outcomes
 - ✓ Aid Industry in improving completions
 - ✓ Be Practical and Publishable

RESEARCH TEAM

Primary Researcher:

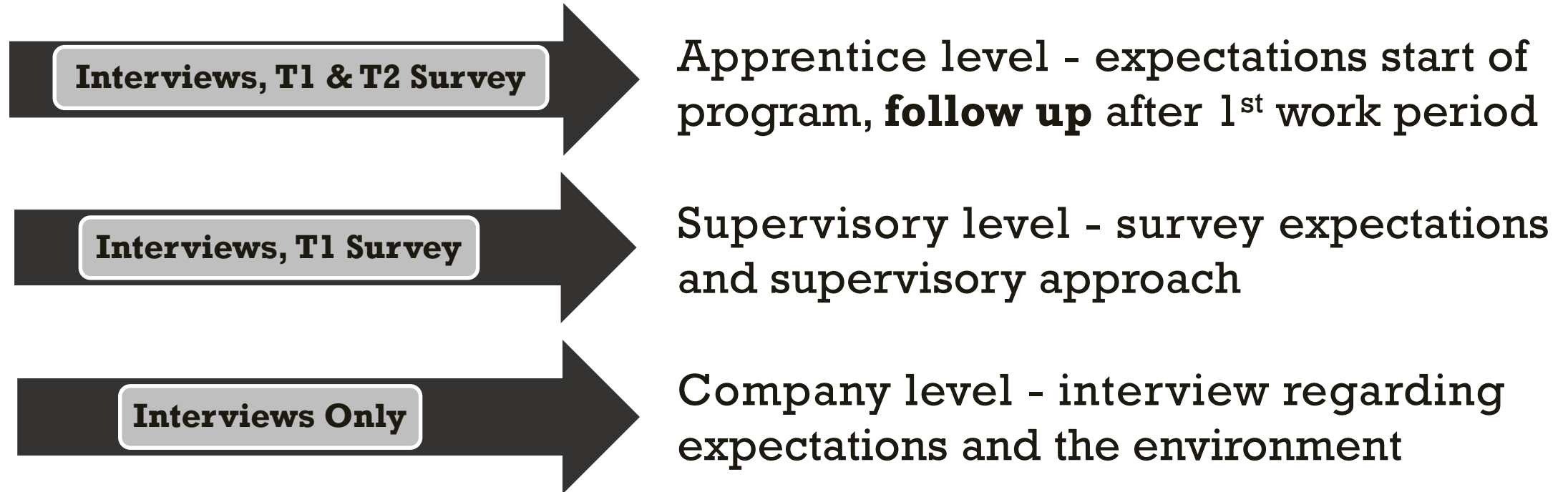
- **Dr. Peter Sherer**, Associate Professor
Haskayne School of Business, University of Calgary

Research Assistants:

- **Scott Rankin**, PhD Candidate
- **Brenda Nguyen**, PhD Candidate

STUDY DESIGN

Multi-level study reflect complex world of apprentice:



STUDY TIMELINES

- February 2015 - T1 questionnaire
- June 2015 – Preliminary presentation at ASAC conference
- September 2015 - T2 questionnaire & follow up interviews
- December 2015 – Findings released
- April 2016 - Dissertation papers
- June 2016 – Creating an Apprenticeship Culture

SURVEY RESPONSE

- Substantial Industry Investment \$\$
- T1: ~300 usable responses (51% of those who started)
- T2: ~100 usable responses (85% of those who started)

“I am a 1st year with a lot of prior knowledge and I find it impossible to find work. I have been trying for 7 months with barely a reply ... I believe I've been forgotten.”

SO WHAT WERE THE FINDINGS?

YOU DON'T KNOW WHAT YOU DON'T KNOW

- **Finding:**

- ❖ Apprentices come to a trade with little understanding or expectation of their role

- **Action:**

- ❖ Junior and Senior High schools
 - ✓ Career Technology Foundation (CTF) & Career Technology Studies (CTS) program
 - ✓ RAP program & work experience programs
 - ✓ Pre-apprenticeship training programs
- ❖ Educating school guidance counsellors and teachers

FIRST IMPRESSIONS MATTER

- **Finding:**
 - ❖ First 3 to 6 months are critical
 - ❖ Early experiences, such as orientation and meaningful exposure to trades-based work, are important predictors of progression
- **Action:**
 - ❖ Provide comprehensive employment and site orientation
 - ❖ Encourage loyalty to their trade
 - ❖ Implement an organizational Best Practice Orientation
 - ❖ Develop their apprenticeship skills and knowledge!

- LOYALTY DIVIDED - HAVING TO QUIT SUCKS

- **Finding:**

- ❖ Apprenticeship creates two separate loyalties
- ❖ The requirement to quit to attend trade school diminishes loyalty

- **Action:**

- ❖ Train them well
- ❖ Be committed to your apprentices: Have the goal of creating a Journeyperson!

SCHOOL – MAKE THEM GO – REMAIN COMMITTED

- **Finding:**

- ❖ Reluctant to part ways when work levels are high

- **Action:**

- ❖ Employers need to encourage apprentices to return to school
- ❖ Have a plan for schooling and progression

*Your trade is your profession;
it takes time and hard work to
become a Journeyperson*

LEARNER FIRST, WORKER SECOND – CREATING APPRENTICESHIP CULTURE

- **Finding:**

- ❖ UK Researchers (Fuller and Unwin, 2003) identified key environmental elements for apprentice success. In particular, the importance of seeing apprentices as **learners first, workers second**
- ❖ A successful example – Safety has become a culture in Alberta

- **Action:**

- ❖ Our goals needs to be a culture focused on the importance of learning coupled with technical training & consistent messaging on apprenticeship practices & continuing education

JOURNEYPERSONS...A KEY TO SUCCESS

- **Finding:**

- ❖ Journeypersons vary greatly in experience and approach to training
- ❖ For new stage apprentices – consistent Journeyperson interaction is critical!

- **Action:**

- ❖ Be intentional about finding, developing, and retaining Journeypersons that can teach and mentor.
- ❖ Keep new apprentices with the same Journeyperson
- ❖ Implement the COAA Mentorship Best Practice

EMPLOYERS AND JOURNEYPERSONS – NEED TO BE UNITED

- **Finding:**
 - ❖ Often agree on the “why?” of training apprentices, but DO NOT agree on the “how?”
- **Action:**
 - ❖ Develop your program with Journeyperson input
 - ❖ Implement your program with Journeyperson assistance

AGE MATTERS

- **Finding:**

- ❖ Older apprentices (>35) tend to progress slower

- **Action:**

- ❖ Be knowledgeable about scholarships, grants & funding and ensure you pass that info along
- ❖ Older Apprentices may need additional support
- ❖ Promote alternative delivery models

ATTENTION REQUIRED

- First year apprentices experience inconsistent work or lack of work
- Second year apprentices report income issues
- Only 25% of respondent apprentices applied for available grants; 41% didn't know how; 24% didn't realize there was money available
- Open-ended enrolment creates opportunity to procrastinate

PROGRESSING TO SECOND YEAR

- **Factors contributing to higher likelihood of progressing to second year:**
 - ❖ Socialization
 - ❖ School attitudes
 - ❖ Expectations on career progression

WHAT WE NEED TO DO

- **Apprentices:**

- ❖ Be responsible for career education requirements, internship, relationships

- **Employers:**

- ❖ Dedicate resources and effort in hiring SUITABLE candidates
- ❖ Adopt and implement a robust mentorship program

- **Post Secondary Educators:**

- ❖ Provide education that is current
- ❖ Provide flexible options for course delivery and instruction

WHAT WE NEED TO DO

- **Owners:**

- ❖ Dedication to apprenticeship training
- ❖ Create responsibility for achieving apprenticeship goals

- **Provincial Government:**

- ❖ Keep Education costs remain reasonable
- ❖ Ensure Employers adhere to Apprenticeship Act
- ❖ Create incentives – Employers Apprentice Completion Program bonus

- **Industry Associations:**

- ❖ Deliver modularized mentorship training programs
- ❖ Deliver pre-apprenticeship programs that align with Government curriculum
- ❖ Identify, promote and utilize mentors
- ❖ Partner with school districts to create and provide exploratory programs

A QUICK ASSESSMENT – HOW COMMITTED ARE YOU?

Does your organization:

- Have an apprentice onboarding program?
- Provide detailed expectations towards:
 - ❖ Safety
 - ❖ Progression
 - ❖ Attitude
- Have a mentoring program and trained mentors?
- Have administrative management of apprentice progression?
- Competency breakdowns for school prep?

KEY TAKEAWAYS

- Further confirmation of what needs to be done in **OUR** industry
- Students need to be informed
- Mentoring and support at all levels
- **Learners First – Workers Second**
 - ❖ Strive to create an Apprenticeship Culture

THANKS TO . . .

COAA APPRENTICE & RETENTION COMMITTEE

CO-CHAIRS

- ❖ Lynne Harder, **Construction Labour Relations – An Alberta Association**
- ❖ Ryan Timmermans, **Christian Labour Association of Canada**

COMMITTEE MEMBERS

- ❖ Tim Brower, **Association for Construction Workforce Acquisition**
- ❖ Ken Eerkes, **Christian Labour Association of Canada**
- ❖ Brian Frevel, **Alberta Government - Innovation and Advanced Education**
- ❖ Mel Giles, **Careers - the Next Generation**
- ❖ Gwenneth Lauder, **Apprenticeship Insights**
- ❖ Don Middleton, **Calgary Board of Education**
- ❖ Keri Miller, **Progressive Contractors Association**
- ❖ Deloris Rushton, **Clearstream Energy Services**
- ❖ John Timmer, **Jacobs Industrial Services Ltd.**

SOURCES

- University of Calgary Haskayne School of Business: Study on Individual and Workplace Factors in Apprentice Completion
 - ❖ Report prepared by Scott Rankin & Brenda Nguyen
 - ❖ Funding provided by CLRA and CLAC
- Canadian Apprenticeship Forum – Apprenticeship, an Employer Handbook
- Apprentice Mentoring Program – COAA Best Practice