**WorkforceGPS**

**Transcript of Webinar**

**Apprentice Outreach: Strategies and Tools for Recruiting a Diverse Workforce**

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LAURA CASERTANO: Again, I want to welcome everyone to today's webinar and I'm going to turn things over to your moderator today, Zachary Boren. He's a division chief at the Office of Apprenticeship in the Employment and Training Administration, so he's Department of Labor. Zach, take it away.

ZACHARY BOREN: All right. Thank you, Laura. And as Laura said, I'm Zach Boren. I'm the division chief of policy standards here in Washington and I work with an amazing team that work to implement our Equal Employment Opportunity regulations. And as part of that, we're going to be talking about universal outreach today. So this presentation will help you learn a little bit more about outreach and recruitment that sponsors need to carry out under the current and updated apprenticeship EEO regulations.

Initially, I want to introduce and demonstrate something new. It's called a universal outreach tool, something that will be coming online soon, a brand new resource to help sponsors broaden their recruitment efforts and do required universal outreach. And we'll also hear from two nationally respected sponsors describing how they partner with public, private and non-profit organizations to expand and recruit new apprentices.

So our presentation includes Layli Oliver with Maher & Maher. She's an expert on the universal outreach tool and she'll provide a demonstration of the tool today. I'm also really pleased to be joined by Art Lujan, he's a special assistant to the president of the North America's Building Trade Unions; and Charnetia Young and she's advisor for workforce initiatives and pharmacy services at CVS Health. Thank you, Art and Charnetia. We are deeply indebted to you for coming and joining us today.

Both of these organizations are apprenticeship leaders and Art and Charnetia will speak about how their programs have successfully diversified their apprenticeship workforces through inclusive outreach and recruitment strategies.

So we're asking you today to respond to our poll question talking about how do you currently recruit apprentices? Like to get a sense of how sponsors on the webinar are recruiting apprentices. If you haven't already done so, please take a minute and respond to that poll. Let's see if we can pull up our poll numbers here.

Looks like you all are doing a lot of different things, but all of the (mum ?) seems to be leading the way, so word of mouth, a little bit of outreach to education, workforce and community organizations, and we would be interested in what those other things are, I think, that folks are doing to do universal outreach. So thanks for supplying those answers to the poll. Appreciate that.

So let's get a little bit to the apprenticeship EEO regulations and the outreach and recruitment requirements. Expanded recruitment is not only the right thing to do, but it's also one of the provisions of the regulations. And under the regulations, all sponsors need to one, develop and update annually a list of recruitment sources that will generate referrals from demographic groups in their recruitment area for the apprenticeship program.

Two, they'll identify and document contact information for each of the recruitment sources, including their name, mailing address, telephone number and e-mail address. Three, provide these recruitment sources with advanced notice, preferably about thirty days in advance of all those apprenticeship openings. And four, retain the information for record keeping purposes.

And these specific steps ensure that all available and qualified residents in the community for the apprenticeship program have the opportunity to apply for the apprenticeship openings, regardless of their race, color, national origin, sex, disability, age, genetic information, sexual orientation or religion.

So let's talk about expanding outreach and recruitment. And the labor force-ranked apprenticeship sponsors will need to make sure that they're tapping into all available and qualified talent for their programs. Now, all over the country we've shared the labor secretary out and about.

You hear lots of companies talking about the skills gap, the six million jobs that are available and open and having difficulty finding workers to fill those jobs. And one of the ways that we think apprenticeship programs can help solve that issue is really through expanding outreach and recruitment to all types of people who are available for the apprenticeship program.

So given the current proportions of women, minorities and individuals with disabilities in apprenticeship programs, there are many opportunities to increase their representation and satisfy the requirements of the EEO regulations and meeting your own recruitment goals.

However, if sponsors continue to recruit apprentices from the same places they always have, using the same approaches, you'll end up generally with the same result with a limited pool of candidates. So by broadening this outreach, sponsors open up new avenues for apprenticeship recruitment. This in turn can diversify apprenticeship programs and really promote greater inclusion of women, people of color, older workers and individuals with disabilities.

So how can community organizations help sponsors recruit apprentices? The recruitment sources that sponsors need to reach out in are located in their community, and there are a number of ways that community organizations can support apprenticeship sponsors as they broaden their outreach and recruitment efforts.

These organizations either have broad or focused customer-client basis, which can serve as a network for recruitment by making the populations they serve aware of apprenticeship and those apprenticeship openings. In some instances, these organizations may even be able to help sponsors identify a qualified individual to apply for those program openings.

We've heard of a lot of apprenticeship programs working with the American Job Centers, also known as One-Stops, to really figure out a qualified pool of candidates that would be ready and available and willing to work in your apprenticeship program and they do it at no cost to the employer.

And so in the Office of Apprenticeship, we regularly cooperate with the One-Stops all over the country to support recruitment of apprentices. And in the Employment and Training Administration in which we're housed, we're required to do so. So we're really excited to have that partnership.

So there are a variety of organizations in your states and communities that work with talented individuals from all demographic groups every day, and the EEO regulations list some of the sources that need to be included in sponsors' universal outreach. These are some of the ones that are shown in the first line of this slide.

Some of these organizations such as community and technical colleges, Youth Corps and YouthBuild may have placement offices through which sponsors can recruit graduates for their industry. Other groups such as National Urban League, Goodwill Industries and many others can help sponsors publicize the apprenticeship openings. You know too, they have large networks and individuals served by these organizations can learn of apprenticeship programs in their communities.

So the Office of Apprenticeship to really, as per of the regulation, we said we were going to develop a tool that would help sponsors do universal outreach, and we're excited that we are about to launch this tool. Just about ready to be launched on our website and we anticipate we'll be launching it this month. It's really a fantastic resource that will make it easier for sponsors to expand their outreach and recruitment efforts to satisfy the requirement in the EEO regulations for universal outreach and recruitment. It's really user-friendly. I've had a chance to get on it.

And it will really help sponsors identify their lists of public and non-profit organizations, to send notices when the apprenticeship program has openings. And doing so will really help run referrals to include all demographic groups. The universal outreach tool will also be valuable for sponsors that need to target specific underrepresented groups to help diversify their workforce when you do your utilization analysis. But we'll be talking about that at a future webinar.

So for now let me just turn it over to Layli Oliver, who's going to walk us through how to use the universal outreach tool. Layli?

LAYLI OLIVER: Thanks, Zach. As Zach said, my name is Layli Oliver. I'm a project manager with Maher & Maher and I've been working with Zach and his team to help them in their development in a number of tools and resources all around the EEO regulations. The universal outreach tool, as Zach said, is something that's completely new and it'll really allow sponsors to expand their outreach and thus, their pool of potential partnership candidates.

The tool pulls from a database of types of community organizations that Zach mentioned previously, including American Job Centers, community colleges and non-profits such as Goodwill Industries. And it's really any sort of non-profit organization where at least some of their focus is on workforce development and assisting job seekers.

And with that, I'll go ahead and share my screen so that I can do a demo and walk everyone through this very cool tool. All right. All right.

Now there are two different kinds of searches that can be done on this tool. I'm going to start with a search by state. So the first thing you do here, you go up to this drop down box, which is the default is set to radius. We'll do that search next. So I wanted to start with state here. So you say, I want to do search by state and then you go over to the drop down and you pick which state you want to search.

So let's do Colorado. And all you do is go over here, click search and you'll see these little dots popping up within your search area. And as you zoom in – and a lot of this, a lot of the interface here should be relatively familiar to anyone who's familiar with Google Maps, because it's built on that.

But as you zoom in, you'll see that these dots with the numbers in it begin to separate and that's because these are places where there are so many organizations being represented here and they're so close together that it's easier to have that number, but as you keep going, so let's say to Colorado Springs here, the closer we get we start seeing some of those pull out and that number there goes down.

And great, so now we can actually click on any of these dots and you'll see on the right-hand side, we'll get the name of that organization, their street address, their website, contact information as well as the recruiting population. This in particular is an LGBT organization. There's also the Goodwill over here, disabled American veterans. You'll see it really tries to break it down by demographic group for, as Zach said, for sponsors who are looking to do more granular outreach.

And if you back up here, and let's say I take it back to where it just says the number four, if I click on that, all of the organizations that we just saw individual will pop up here. And then you can click on that here and you'll see on the right-hand side all the contact information is popping up.

All right. And then, let's say we want to take a look at the entire state. You want the contact information for this entire state. What you would do is go up to the top, click export, and it's going to export into an excel file. Should add a little thing over here so I can share that. And again, you have the names of all the organizations that are listed here, their street addresses, state zip, their websites, contact e-mail, contact phone number, and it also gives you the recruiting population, the population that whatever particular group this organization tends to work with.

And so this will also – again if you're doing more of a targeted outreach for a specific population, you can easily search to a state and sort search for individuals with disabilities. If you're doing just general outreach, then you can go ahead and copy all the e-mails that are here and pop them into an e-mail form and–

MS. CASERTANO: Can I interrupt you?

MS. OLIVER: Yes.

MS. CASERTANO: So it looks like what you're showing is private, so we're not able to see it in the screen share.

MS. OLIVER: Oh. Oh. All right. Let's see if I can fix that. Is there a way to share this to change the screen that I'm sharing?

MS. CASERTANO: What do you mean change the screen you're sharing?

MS. OLIVER: If I wanted to change it to a different window. Here. I'm going to stop sharing and then I'm going to start sharing. I apologize. But I do want people to be able to see the Excel sheet that I'm looking at. So okay. I apologize for that.

So you'll see this is the kind of spreadsheet that you'll receive when you click export. And you can save this to your personal computer or you just use it as a reference for more outreach. I mean, if you were looking to – let's say your organization wanted to do some specific recruiting around veterans organizations. You could do specific outreach to the Disabled American Veterans organizations in your state and just reach out directly to them and let them know that hey, we're doing an event with veterans and we want to make sure that your end attended.

All right. And now I'm actually going to stop sharing again just to go back to the tool itself because I do want to show the radius search, which I think will be very interesting to a lot of people. So I'm going to start with just clearing that search and go back to show the full United States. So now I want to do the search by the radius. Now for this you need an actual street address, so you would just use the street address of the apprenticeship program.

I am going to for this, I'm going to use the New Jersey Department of Labor street address. And let's say let's use 50 miles here and search. And I picked this because Trenton, New Jersey is right on the boarder of Pennsylvania. And so you'll see this'll be really useful for any sponsors that are located on or near a state boarder.

So you can see here as I get in closer to that address the – not only are there a lot of organizations coming up in New Jersey, but there are also plenty of search results coming in from Pennsylvania and even up into New York. So this'll be especially useful for sponsors that might be going across state lines or anything similar. And again, you can just click right on one of these numbers, and I have the AARP, community colleges, One-Stop.

And so it works the exact same way. You click on the AARP Foundation, get all of their information. This links right to their website if you want to go check that out. You also get the contact e-mail as well as their phone number and the population they work with. And once again, you can do just what I had done before. You click export and I had just opened it up. I won't do that again so I won't have to switch my screen. Or you can go ahead and just save it directly to your computer. It'll save as an Excel file and you'll be able to work with and sort that data as necessary.

And like I said, once you have that Excel sheet and you'll have a list of all of the e-mail contacts, making sure that those organizations are aware of any apprenticeship openings that you might have is as simple as copying and pasting into an e-mail with any apprenticeship openings, any information about that.

The database on the backend with all of the community organizations will be updated periodically, so you will want to make sure that you check back every so often and run a new search. And as Zach said, this is something that should be up by the end of the month and you should all be receiving the EEO newsletter, which will have a link to this.

(technical difficulty)

MS. BOREN: – the larger EEO and apprenticeship website that has a plethora of different pools for sponsors and for those that are interested in Equal Employment Opportunity. So let me see. We had a question that how can we receive the newsletter? And Layli – we send out apparently the newsletter to all sponsors, but I think maybe following this e-mail, if there's folks that would like to receive that newsletter, we can follow up on the webinar. Is that right?

MS. OLIVER: Absolutely. If anyone would like to enter their e-mail address in the chat, I'll make sure that they're pulled and added to the list to receive the newsletter. And that'll take them right to the EEO webpage and the page where this tool will be housed.

MS. BOREN: OK. Great. Thank you so much. Laura, can you help me see some of the participant questions? I'm having a little trouble seeing those. Oh. Here we are. We have the question. I think we already answered this, but -- "Where is the universal outreach tool located?" We plan to launch it this month and it'll be on our website. We'll give you that website at the end of this webinar, so you'll be able to have it. Right now, it's just available to some folks that are testing it out at the moment.

See. Got another question here. "Is commuting distance an option?" And yes, it is. If we did the radius around where you're going to set your recruiting area, I think one of the nice parts of this tool and what I've seen that I really liked was you could decide you wanted to do a 50 minute commute to your site, to your site of business or to the joint apprenticeship and training program. So that is certainly an option for you to use that to figure out exactly what your recruiting area is. And –

MS. OLIVER: Zach? I'm sorry. This is Layli. I do want to jump in.

MS. BOREN: Yeah.

MS. OLIVER: The commuting distance is something that is still being, the bugs are still being worked out, so they may not be in the initial iteration. It was something that we had been shown earlier. It didn't make it into this version of the tool however.

MS. BOREN: OK. Great.

MS. OLIVER: But it is something that is being worked on and will definitely be an option because I think it definitely makes a big difference if you're located in the country versus in an urban area.

Donna Lenhoff: Can I –

MS. BOREN: Oh. Great.

Donna: Can I say something too?

MS. BOREN: Yeah. Absolutely, Donna.

Donna Lenhoff: Hi. This is Donna Lenhoff. I am a former OA employee, but now I am a consultant and I just wanted to say that Zach is right that if you consider commuting distance to be 25 miles or 50 miles etc., if you can use that, but the features that Layli was talking about was even cooler, where you could put in something like commuting distance of 45 minutes at 8:00 a.m. on weekdays.

They're working on trying to see if they can put something in that specific. That's so cool. I can hardly stand it, but you may not all have the same wanting-ness that I do about that, but so that's an even more high level sort of kind, or maybe you could call it a deep dive level of commuting distance that hopefully we will be able to program into the tool in its next iteration.

MS. BOREN: Great. Yeah. That's a great point and some neat features. So and just like your iPhone, we'll be sending out updates on our universal outreach tool to make it even more effective than it will be on this initial launch.

We had another question come in. "Can the coverage area be identified as counties?" Of course. Sponsors are going to decide what their recruitment area is for their apprenticeship program, and I think this tool is really going to help determine your recruitment area and the organizations you want to reach out to, so that is definitely all possible.

"Is there a cost for the tool?" No. We will be making this – it's a tax payer funded tool, so as a tax payer you have already bought the tool and it will be available to you as a sponsor and available at no cost on our website.

Let's see. How about we go ahead and we'll take – keep putting in your questions here. We're going to take some more questions, but I want to make sure we have time for Art Lujan, the special assistant to the president of North America's Building Trades Unions, also known as NABTU.

Mr. Lujan will be followed by Charnetia Young, who's advisor to the workforce initiative in the pharmacy division of CVS Health. Looking forward to their comments on diversifying their apprenticeships workforces.

Let me turn it over to you, Art. Thank you so much for joining us.

ART LUJAN: Thank you, sir. I'm Art Lujan, special assistant to the president of North America's Building Trade Unions. Our leadership is committed to diversifying the workforce, and as they travel throughout the country, and since we are international, not only in the United States but in Canada, there is a deep-rooted commitment to diversity.

What we did in January of last year, we convened a diversity summit and we included all of the Department of Labor's equity partners including Oregon Tradeswomen, Chicago Women in Trades, a policy group on tradeswomen issues, Department of Labor, the National Governor's Association, Helmets to Hardhats, national community organizations, Urban League, Catholic charities. What we did at the diversity summit was we shared best practices from around the country. And the diversity summit was sponsored by North America's Building Trades Unions and NABTU's Committee of Women in the Trades, which is a standing committee.

And as a result of that convening, we developed a diversity tool kit in conjunction with the women's committee in the trades. And we have distributed that to all 350 local, regional and state councils as well as our national training directors. And we reference it throughout the country in all of our presentations to employers, to contractors, to construction users, because there is a commitment from the contracting community as well as the construction users if they want to seek different workforces on their particular projects.

And contained within the diversity tool kit, there's a commonality and it's put very succinctly by the National Governors Association in a one-and-a-half page document that outlines issues like how to conduct outreach and recruitment partnerships, messaging, orientation, pre-apprenticeship programs, participant support and retention, peer groups, mentoring, providing supportive services, soft skills.

This diversity tool kit is on our website, so you've got the site there in front of you, but it is found in several locations of the website. We feel it's that important. We have a special section for contractors. It's in there. Apprenticeship readiness, it's in there. A section on apprenticeship, it's in there. So, and we reference it. We're in the process of updating it because we've come across some good literature that we feel should also be included.

Now another concept that we have employed and have developed is apprenticeship readiness programs, and apprenticeship readiness programs are comprehensive what we call apprenticeship readiness training or pre-apprenticeship. We don't like to use that term. Programs that provide a gateway for community residents to gain access to the building trades' registered apprenticeship. And all of our apprenticeship programs are jointly administered by the unions and by the contracting community.

Now as part of those apprenticeship readiness programs, the standing committee in 2007 of the apprenticeship training created what we refer to as a multi-core curriculum, which is a standardized introduction to the construction industry. It's 120 hours and the AARPs are sponsored by state and local building trades' training coordinators, joint apprenticeship committees working, as Mr. Boren indicated, that working with community groups, government agencies, school, community colleges, the workforce investment boards and our contractors as well. And we can't stress the importance, enough of the importance that in order to successfully diversify our workforce, we recognize that we have to develop stake-holder tables that are as broad as we possibly can.

Now the goals are to increase the number of candidates for apprenticeship in all of the trades and increasing diversity of those candidates as we recruit to women and communities of color and transitioning veterans. But equally as important, since we invest $1 billion a year in training at 1,600 facilities across the nation with 20,000 certified instructors, we want to ensure that we increase the retention rate based on the financial commitment that we're making. And we feel that through these apprenticeship readiness programs, that individuals can make informed career choices, which will definitely help in achieving our goals.

Now in 2017, we had 135 programs, so we work with YouthBuildUSA in 16 states. So we have 25 programs. There's probably nine or 10 that we're working with in Los Angeles County alone. And you can see there that we have 40 apprenticeship readiness programs in California.

We're working with 14 CTE school districts around the country, California, Seattle, Colorado, New York, and we're getting requests on a regular basis from around the country. In 2017, we had 1,050 complete. To date this year, 2018, there's over 1,000 that have completed programs. And as you can see, 80 percent are from communities of color and 25 percent are women. And again, that's with the assistance of our community partners.

Now something that's extremely important for our community partners to understand, the requirements to get into the apprenticeship readiness programs, which can lead to pathways into the registered apprenticeship system. So if our partners have a good understanding of what the requirements are, they know what to prepare individuals for. They provide us in the recruitment assessment of individuals.

So this is just a sample of what we refer to as a matrix of all the different trades and requirements. Now depending on the community, they may add some requirements and in some cases, they may delete some of the requirements that we see here. But we feel that this is an extremely valuable tool going forward to have those community organizations recognize what our requirements are. Now we know that these programs are successful.

In this particular case down in Waynesboro, Georgia, the construction owner for the southern company, Georgia Power, was receiving complaints from local residents that there were no opportunities for them on these projects that were being built in their area. We implemented an apprenticeship readiness program, and as you can see by the numbers, 42 percent are females, 57 percent are males, 80 percent are persons of color. And if you look at Waynesboro, Burke County residents, it's almost 50 percent, which we continue to improve on. 10 percent are veterans and we have a 77 percent placement rate into the registered apprenticeship system in that particular community.

So we do recognize that using the diversity tool kit and sharing it with as many folks as possible, supplementing that with apprenticeship readiness programs, that we are well on our way to diversifying the workforce. Efforts are going better in some areas than others, but as we are asked to come into the schools to introduce the registered apprenticeship system, to introduce the opportunities that exist. All of our programs have been assessed for college credit, so counselors are beginning to understand that you can get college credit, you can earn while you learn, and most importantly, when you complete the program, you are free of student debt. And in many communities across the country, you can be earning six figures.

So if you're looking for additional information, the slide here, nabtu.org puts you into our website. Myself and Dr. Tom Kriger, our director of research and training, can answer any of your questions. We look forward to expanding our stakeholder tables in communities across the country to meet the needs.

Also the industry, because as we well know, our skilled workforce is aging very quickly, which means there are tremendous doors of opportunity that are opening themselves up and we want to ensure that all communities, especially communities of color, women that are transitioning veterans, have access to these opportunities. Thank you.

MS. BOREN: Thank you so much, Art. It's a really excellent presentation. And now we'll hear from Charnetia Young of CVS Health. Charnetia?

CHARNETIA YOUNG: Thank you so much, Zach. I wanted to just start off explaining that CVS does have a workforce initiative department.

And so what is workforce initiatives? We like to define it as the sweet spot between health care, workforce and education. And part of our role is to ensure that we're using community-based partners from all three spaces to make sure that individuals are prepared for all kinds of workforce programs including pre-apprenticeship and apprenticeship.

As I go on, I think it's helpful to define, helpful to go through how we define what the workforce initiative department does. Now workforce initiative is a department within our operations management team within CVS Health. It is not a part of our philanthropic arm or non-profit. It actually rolls up in our diversity and workforce management team and we're a division of HR.

And so our job is to develop pipelines of talent for our individuals and the way that we do that is through partnerships and programs. Ideally, those partnerships and programs help to equip our talent for dynamic and a divergent, dynamic career at CVS. And then our primary goal is to break the cycle of poverty and the dependence through supportive education training, helping filling in career opportunities.

And so, we're really looking at who we are as an organization and how we can assist individuals in becoming leaders. And so really every time we look at a partner, is that partner a partnership for a healthy workforce? Are they driving a healthy department of workforce? By doing workforce initiatives at CVS, we have been able to, on average, do about 30,000 young people that are hired every summer. And those are sometimes temporary hires and sometimes permanent hires.

We have driven our mature worker population who are 50 and older up to 20 percent. We have regional learning centers that train and support 14,000 individuals, both colleagues and non-colleagues, every year throughout the country. And then we have over 7,000 apprentices, close to 8,000 actually. We're able to expose over a million young people to careers in pharmacy and were able to move over 100 – over 200,000 people off of public assistance. And so by going in with a health lens, those are some of the outcomes that we've been able to reach.

So how does CVS Health define diversity? It's really important that we understand that there are many definitions of diversity, but at CVS, we define it as any collective mixture characterized by differences and similarities and their related tensions and complexities. And so, while that does not specifically say women or people of color, it implies women and people of color. You can't use this definition and not include those groups.

It also includes those individuals that may have socioeconomic differences. It may have individuals that may have educational disparities. There may be individuals that may have disabilities or may be veterans or military spouses, where they have transient lifestyles and we need to accommodate that. And so there are a variety of different mixtures that can make up our definition of diversity and we want to ensure that we're tapping into all of those individuals within our workforce system.

So how do we do that? So we do have certain programs that are specifically designed around target groups and our target groups include our Abilities in Abundance program, which is specifically targets individuals with disabilities. And if you notice on the slide, this is small because we're focusing on the abilities of the individuals.

I also want to include that subsidiaries do not do job carving because from a business perspective, we understand their job carving and time can, those jobs can be eliminated. And so as you drive to ensure you have an inclusive workforce, it is important to understand what can be reasonably accommodated, what can't, and how do we align the appropriate individuals to the appropriate occupation. And so there's more work on finding synergies with the occupations and less work on chopping the jobs up.

We also have our Talent is Ageless group, which is our mature worker group. We understand as we continue as some people may call it the silver blight. That silver blight is passing all over the country. Individuals are retiring every day in the hundreds of thousands and we have to ensure that we are protecting the intellectual capital.

And some of that, individuals are wanting more flexible employment. And so we're designing programs that allow individuals to be flexible, to live in different parts of the country during different times of the year, to have part time and full time flex up and down, to have our kind of employment permanently so that we can target that talent group and collect on the intellectual property by a significantly large intergenerational workforce.

We also do Pathways to Healthcare Careers, is how we target young people. And those young people are start at age five, so we understand that exposing individuals to careers as young as their early childhood education really makes a difference in the way that we do business. And it allows individuals to understand the types of occupations that are available and so that they can begin the prep.

There's a little bit more significant emphasis on our older adult – well, not our adult use. But I would say our older youth with 16 to 24 in which they are allowed to have more experiences which include pre-apprenticeship, internship, apprenticeship and other types of programs as well.

We also have a collaborative care, Collaborative of Caring, which helped us design employment opportunities for individuals who may be caregivers, whether it's for children, spouses, parents. We understand that more and more people are caregivers every day and that those types of programs that allow individuals who are caregivers to remain gainfully employed are really important to our success.

We also do veterans alliances, programs that are associated with dislocated workers, and faith-based programs. All of those programs are done in a different variety throughout the country. We're partners with, you could probably imagine thousands of non-profits, government agencies at the state, local and federal level as well as other cases of community-based organizations, school systems and so on and so forth. And so all of those types of partnerships are partnerships that we've been growing at CVS for over 20 years.

Our department is the size of approximately 30 people who focus specifically on talent pipelines within target groups. We also have a group of individuals that work with us who ensure that our affirmative action roles are also wrapped into our plans for every state.

Some of the programs that we have designed for these groups include pre-apprenticeships that are specifically targeting around them, and obviously apprenticeships. We do apprenticeships in a significant number of our states, but we also have other types of programs that help prepare individuals for our pre-apprenticeship and apprenticeship programs, which include on-the-job training programs, health and wellness programs, school-based health programs that target the health and wellness of not only the students, but also the community around them, clinical experience programs, job shadowing and customized training programs. These programs are also leveraged to help move individuals and ensure that they are prepared for the rigorous curriculum and confidences development that's necessary for pre-apprenticeship and apprenticeship programs.

So what is the value of the WI program? Well, it's allowed us to have significant outcomes. CVS went from 1,500 apprentices in 2015 to close to 8,000 apprentices as of today. We are registered – we went from two states to 19 states and we drove our occupations up from two occupations to four occupations. And we're currently in development of another three occupations to add to our array of programs for individuals to choose from.

So that has made a significant impact on our business and that impact has increased our retention to 78 percent amongst our apprentices. It has increased our diversity to 80 percent female and 40 percent people of color and we're still driving that people of color number. And solutions for change, over 50 percent of our apprentices are under the age of 25.

As I mentioned earlier, many of our mature workers are retiring, and so having a significant apprentice program is a solution for those individuals as they continue to travel out of the workforce. And then we're still capitalizing, again, on that intellectual capital that mature workers bring with approximately 10 percent, which is – of our apprentices are actually over the age of 50.

So this is just kind of a snapshot of what CVS is doing and how we're doing it. As you can see, I just want to thank you for listening to me today and this is a list of our various business lines that we are driving apprenticeship in. And if you have any questions, feel free to reach out to me or go to our general WI info e-mail spot and you can be connected to your local workforce manager.

MS. BOREN: Well, thank you, Charnetia. And thank you for the presentations. Some really amazing outcomes, as you all have scaled up. You've done it well by also diversifying your apprenticeship program.

And so, with that, we want to have a chance to take any additional questions from those that are participating in the last few minutes of this webinar. So please take a minute and type your questions into the chat window, and if you have questions for Art, Charnetia or for the Department of Labor team, we're glad to take those at this time.

And as you're doing, entering those questions, you'll notice that in the main chat, thank you to Donna Lenhoff, who's been helping answer so many of your questions, indicating this is going to be a live tool, this outreach and recruitment tool that will be coming online, that we'll be adding additional information to that tool.

You can go ahead and send that information to your local OA rep if you want to add an organization that is not currently on the list. And additionally, if you want to be on that EEO list for the newsletter, we'll be adding you to that as well. So please go ahead and type that in there.

So with that, we have a question. "Can you provide some OA contact info?" Well, sure I can. And here it is. Here are some of the resources that we've been talking about that will live online. That EEO website, just note that it's doleta.gov/oa/eeo.

And so if you just go do dol.gov/apprenticeship and find equal employment, you'll find us on the website. And then, you'll find all of our contact information here. We have someone else had asked for that info. So you'll find myself, Charnetia, Layli; Natalie who works on my team is not able to be here today but is one of our EEO experts as well as Tom Kriger, who works at NABTU in the research department.

So I think that is the end of our questions, so we'll go ahead and we're at our hour and just say thank you so much for joining us today and we'll be sending an e-mail out. We'll blast out more information about kind of new news, what's happening in Equal Employment Opportunity and apprenticeships through our newsletter as well as when the tool is live on our website and ready for you.

So we look forward to that. And so with that, I just want to say thank you so much and I hope you all have a great week.

MS. CASERTANO: All right.

(END)