



National
Urban League

**DIVERSITY AND
INCLUSION IN
REGISTERED
APPRENTICESHIP:
SUCCESS STORIES
FROM THE NATIONAL
URBAN LEAGUE'S
URBAN
APPRENTICESHIP
JOBS PROGRAM**

Sep 2019

CASE STUDY

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*National Urban League
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INTRODUCTION

MEETING THE DEMAND FOR LABOR AND ENSURING A DIVERSE WORKFORCE

THE UNITED STATES IS FACING AN ONGOING DEMAND FOR LABOR IN TRADITIONAL AND EVOLVING INDUSTRIES.

IN TRADITIONAL INDUSTRIES SUCH AS CONSTRUCTION AND MANUFACTURING, BABY BOOMERS ARE RETIRING WITHOUT ENOUGH SKILLED WORKERS TO REPLACE THEM.

IN NEW AND EVOLVING INDUSTRIES, SUCH AS THE INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) SECTOR, NEW JOBS ARE BEING CREATED THAT REQUIRE SPECIALIZED SKILLS AND TRAINING.

NUL IS PARTNERING WITH MMTC AND 12 OF OUR REGIONAL AFFILIATES UNDER A DEPARTMENT OF LABOR CONTRACT TO BRIDGE THE GAPS AND DIVERSIFY APPRENTICESHIP.

The National Urban League, through its Urban Apprenticeship Jobs Program (UAJP) and in partnership with the Multicultural Media, Telecom and Internet Council (MMTC) and 12 regional Urban League Affiliates, is providing underrepresented groups – primarily people of color – with Registered Apprenticeship and workforce development training, with the goal of diversifying Registered Apprenticeship (RA) programs and addressing the nation’s workforce needs pursuant to a contract with the U.S. Department of Labor (U.S. DOL).

Thanks to our large partner network of Affiliates and MMTC –each with specific programs, development, and outreach activities with still more partners and sponsors – NUL has enjoyed much progress and activity around our Year 3 work creating, building, expanding, developing, diversifying, and promoting Registered Apprenticeship, pre-apprenticeship, and workforce development programs in numerous regions across the country.

Our partnerships – whether part of the contract, or through the opportunity partners beyond – have helped us to build a pipeline that can take individuals from all walks of life on a path from ‘soft skills’ and workforce development training, to pre-apprenticeship programs, to formal apprenticeship training, to career paths that previously seemed all but impossible to reach. Some have transitioned from incarceration, to apprenticeship, to entrepreneurship, to home ownership.

These people and their stories are the reason NUL was created.

This case study examines NUL’s strategies and successes for diversifying America’s workforce through Registered Apprenticeship, pre-apprenticeship, and workforce development programs, including a best practices toolkit detailing NUL’s approach and success stories highlighting the changes our work has made to individual lives.

A WORKFORCE SOLUTION

THROUGH THE U.S. DOL REGISTERED APPRENTICESHIP INITIATIVE



The U.S. Department of Labor is working to meet the demand for labor through Registered Apprenticeship, a formalized, government-credentialed approach for preparing workers for jobs through an employer-driven, “earn-while-you-learn” model.

Apprenticeship has been part of the fabric of America since its earliest beginnings. In 1937, U.S. leaders recognized the benefit of apprenticeship for individuals and industry, and formalized apprenticeship through the National Apprenticeship Act. Today, there are over 545,000 registered apprentices in 1,000 occupations nationwide,[1] and employers have hired over 583,000 apprentices since January 2017.[2] The White House has set an ambitious goal to significantly increase these numbers 1 million by 2022.[3]

In 2016, the United States Department of Labor awarded \$20.4 million in contract awards to 14 national industry intermediaries and national equity partners in order to:

- 1) accelerate expansion of the scope of Registered Apprenticeship programs,
- 2) increase the number of individuals engaging employment as Registered Apprentices, and
- 3) achieve diversity and inclusion of previously underrepresented populations (women, persons of color, persons with a disability, etc.).[4]

[1] Source: U.S. Department of Labor Apprenticeship Shareables, available at: <https://www.dol.gov/featured/apprenticeship/shareables>

[2] Source: U.S. Department of Labor, available at: <https://www.dol.gov/apprenticeship/>

[3] Source: U.S. Department Of Labor FY 2018-2022 Strategic Plan, available at: <https://www.dol.gov/sites/dolgov/files/legacy-files/budget/2019/FY2018-2022StrategicPlan.pdf>

[4] The USDOL award announcement is available at: <https://www.dol.gov/newsroom/releases/eta/eta20160921>. The USDOL funding announcement describing its aims is available at: <https://www.doleta.gov/grants/docs/FOA-ETA-18-08.pdf>

The Importance of Diversity and Inclusion

Registered Apprenticeship brings numerous advantages to companies and apprentices. In addition to filling labor shortages with tailor-made hires, it increases employment retention and reduces company turnover, and it allows apprentices to access these earn-while-you-learn pathways for long-term careers in sustainable and expanding industries. As companies embrace Registered Apprenticeship as a workforce solution, however, it is important to ensure that diversity and inclusion (D&I) is embedded in their outreach efforts. Unemployment rates for people of color tend to skew higher than the national average, and this underutilized population represents a large, untapped labor force employers can use to fill workforce shortages.

Studies link diversity with positive business metrics, including productivity, profitability, quality, employee commitment, and retention.

A focus on diversity and inclusion is also quantifiably beneficial for companies. Statistics show that, economically, diverse companies perform better. For example, a study by McKinsey & Company found that the top 25% of companies for racial and ethnic diversity are 35% more likely to have financial returns above their respective national industry medians; the top 25% of companies for gender diversity are 15% more likely to have financial returns above their respective national industry medians; diverse companies had 2.3 times higher cash flow per employee over a three-year period than non-diverse companies did; and the bottom 25% of companies both for gender and for ethnicity and race lag behind in financial returns.

Further, a focus on workforce diversity is mutually beneficial – there is a workforce shortage in telecom and other growing industries as technology changes, businesses grow, and seasoned workers retire. There are communities where unemployment is high and filled with people ready for jobs that guarantee career growth and advancement. Companies often cite having trouble identifying individuals who are available and ready to work. But targeted outreach, diversity and inclusion planning, and partnerships with local organizations help to bridge this gap. Moreover, companies will find increased value in their workforce by recruiting from a broader pool of candidates.

Assessment: As the U.S. expands apprenticeship training nationally, a diverse workplace helps businesses access all of our nation's talent, improving their bottom line.

Racially Diverse
Companies...

35%

More likely to have greater financial returns than national industry medians

Gender-Diverse
Companies...

15%

More likely to have greater financial returns than national industry medians

Racially Diverse
Companies...

2.3X

Higher cash flow per employee over a three-year period

THE NATIONAL URBAN LEAGUE:

Training a Diverse Workforce through Registered Apprenticeship

In September 2018, the National Urban League (NUL) was awarded an Option Year 3 contract from the U.S. Department of Labor (U.S. DOL) to further execute the Urban Apprenticeship Jobs Program (UAJP), an equity-in-apprenticeship program. Under UAJP, NUL works to provide access to Registered Apprenticeship (RA) programs on the part of historically underrepresented populations, particularly persons of color and women.

NUL, working through our network of Urban League Affiliates, is uniquely qualified to expand access to and equity within RA programs on the part of women and persons of color. We are fully committed to the recruitment, preparation, and support of women, people of color, and other disadvantaged populations for placement in and completion of Registered Apprenticeship programs, including pre-apprenticeship programs, across multiple geographic locations and occupations. Our specific focus is on the following industries: construction, telecommunications, information technology, manufacturing, transportation, and health care. We are continually exploring new opportunities to expand into additional industries and occupations.

As of December 1, 2018, the National Urban League expanded our geographic footprint from seven (7) to twelve (12) subcontracted affiliates.

- Chicago Urban League
- Columbia Urban League
- Fort Wayne Urban League
- Houston Area Urban League
- Louisiana Urban League
- Urban League of Rochester
- Urban League of Central Carolinas
- Urban League of Greater Atlanta
- Urban League of Greater Madison
- Urban League of Greater Pittsburgh
- Urban League of Hampton Roads
- Urban League of Metropolitan Seattle



To fulfill our goals in Year 3, NUL has further strengthened and expanded our network with opportunity partners and Registered Apprenticeship program Sponsors; expanded our outreach and recruitment; developed new programs; and trained over 750 new individuals through Registered Apprenticeship and pre-apprenticeship trainings.

Urban League of Metropolitan Seattle's Priority Hire Program

MEETING THE DEMAND FOR LABOR AND ENSURING A DIVERSE WORKFORCE

To achieve its goals, ULMS has engaged in and built upon several local and regional partnerships, including:

- City of Seattle Outreach and Retention Funds
- Port of Seattle
- Washington State Department of Transportation (WSDOT)
- Association of General Contractors (AGC)
- PCL Construction
- Gary Merlino Construction
- Sellen Construction
- Walsh Construction
- Hensel Phelps Construction
- Mid Mountain Contractors, Inc.

Priority Hire Placement total for January through August 2019

95

Registered
Apprenticeship
Placements

97

Pre-Apprenticeship
Placements

192

**Total
Pre-Apprenticeship and
Registered
Apprenticeship
Placements**

Priority Hire (PH) is one of the Urban League of Metropolitan Seattle's (ULMS) signature workforce development programs. Priority Hire's goal is to create equitable access in the construction industry via preparation of individuals for pre-apprenticeship training and access to employment opportunities. ULMS assists by making sure that clients have the preliminary requirements to qualify for pre-apprenticeship programs and the construction trades such as a high school diploma/GED, a valid driver's license, and access to transportation, each of which is an essential requirement for consideration in participation in pre-apprenticeship programs.

With an expertise in program prerequisites, ULMS staff are able to educate clients regarding requirements to enter the industry. In addition, through relationships with the construction industry, ULMS is able to make connections through referrals to pre-apprenticeship and Registered Apprenticeship opportunities as well as entry into local labor unions and industry contractors. Occupations include laborers and technicians (forklift, metal/siding, rough carpentry, drywall/metal stud framing, electrical and plumbing). All of these occupations are open to individuals with criminal backgrounds; however, each occupation has its specific requirements.



Urban League of Metropolitan Seattle's Priority Hire Program

MEETING THE DEMAND FOR LABOR AND ENSURING A DIVERSE WORKFORCE

To continue to provide support for clients who face systemic barriers and implicit bias in an industry that is predominantly white, ULMS's Priority Hire program has been dedicated to educating, implementing outreach strategies toward, and recruiting underrepresented populations into the construction industry.

The Priority Hire program targets African Americans, other people of color, women, citizens from economic development zone (EDZ) zip codes, and especially individuals with a criminal history record and individuals experiencing homelessness.

In addition, ULMS:

- Prepares clients to meet pre-apprenticeship program requirements
- Connects clients to unions befitting their expertise
- Provides funds to purchase work related-equipment
- Assists with resolving transportation needs (including driver license fees)
- Connects clients to appropriate pre-apprenticeship and apprenticeship programs.

From January to August 2019, Priority Hire confirmed nearly 200 pre-apprenticeship and apprenticeship placements throughout the various groups listed below:

Pre-Apprenticeships	
ANEW (Apprenticeship and Nontraditional Employment for Women)	
Ironworkers Pre-Apprenticeship Program	
PACE (Pre-Apprenticeship Construction Education)	
PACT (Pre-Apprenticeship Construction Training)	
YouthCare / YouthBuild	
Apprenticeships	
LOCAL 86	Pacific Northwest Ironworkers and Employers Apprenticeship and Training Trust
LOCAL 528	Cement Masons and Plasterers of Washington
LOCAL 46	International Brotherhood of Electrical Workers Puget Sound Electrical Apprenticeship and Training Trust
LOCAL 2	Bricklayer, Tilesetter, Pointer-Cleaner-Caulker, Marble, Mason, Terrazzo Worker & Finisher
Local 242 (BLDGS)	Laborer's International Union of North America Northwest Laborers-Employers Training Trust Fund DALEC – 18-24 Boot camp/ Pre-Apprenticeship
LOCAL 302	International Union of Operating Engineers
LOCAL 32	United Association of Plumbers + Steamfitters
LOCALS 30, 41, 70, 96, 129, 196, 816	Carpenters Employers Apprenticeship Training Trust of Western Washington
LOCAL174	Truck Driver, Heavy, Construction Apprenticeship
LOCAL 104	International Brotherhood of Boilermakers + Puget Sound Employers Apprenticeship Committee
LOCAL 300 (Tacoma Local 1964)	International Union of Painters and Allied Trades
LOCAL 1238	Carpet, Linoleum and Soft Tile Layers
LOCAL 54	United Union of Roofers Waterproofers + Allied Workers
LOCAL 66	Sheet Metal Workers International Western Washington Sheet Metal JATC
LOCAL 364	Finishing Trades Institute NorthWest (Drywall)
LOCAL 699	Seattle and Vicinity Sprinkler Fitters

CVS Health Apprenticeship Programs in Atlanta, Madison, and Columbia

MEETING THE DEMAND FOR LABOR AND ENSURING A DIVERSE WORKFORCE

Collaboration with HBCUs and MSIs

CVS Health's Apprenticeship Programs include a focus on Pharmacy Tech and Retail Store Management, and the Urban League has engaged long-standing relationships with HBCUs and MSIs, such as:

- Morehouse College
- Clark Atlanta University
- Spelman College
- Atlanta Technical College
- Georgia Piedmont Technical College
- Perimeter College
- Georgia State University

Key Activities:

- Urban League of Greater Madison (ULGM) recently launched a Health Pharmacy Tech Program
- ULGM has committed to the goal of providing more than 1,500 jobs to 1,500 families and has historically partnered with SSM Health to provide training for people to enter the health industry
- NUL is currently working to improve CVS Health's online application portal
- More information is available in the full press release, available at <https://madison365.com/enrollment-now-open-for-new-urban-league-ssm-health-pharmacy-tech-program/>

The National Urban League and three of our Affiliates have entered into a partnership with CVS Health on All Things Apprenticeship, following coordination and introductions from Angela McDaniel of U.S. DOL.

NUL's goal through this partnership is to assist CVS with the development and implementation of apprenticeship programs in three (3) key regions: Atlanta, GA; Madison, WI; and Columbia, SC.

CVS (now owned by Aetna) is the first American employer to have initiated a Registered Apprenticeship program for pharmacy technicians. Since 2005, over 8,000 individuals have signed on to the earn-while-you-learn program, making CVS Health one of the most experienced U.S. sponsors of a non-traditional occupation apprenticeship.

While employees learn and develop their careers, they also receive a competitive salary - staff pharmacists make \$80,000 to \$100,000 per year - and a benefits package.

This presents a unique opportunity for the National Urban League to leverage CVS's notable experience in apprenticeship, and to help the company build out and diversify its program while providing significant opportunities to underrepresented communities.

Strategy and Implementation to Date

NUL has established an ongoing series of CVS and ULGA monthly information sessions and is currently working with CVS to screen, vet, and offer supportive services to applicants. In doing so, we are assisting with assessing, improving, streamlining, and simplifying the application website and process. NUL also will be responsible for promotional activities leveraging radio and social media.



Collaboration with the National Guard Youth Foundation and Jobs for the Future: ChalleNGe Academies

MEETING THE DEMAND FOR LABOR AND ENSURING A DIVERSE WORKFORCE

The National Urban League, through an introduction made by the Department of Labor, partnered with the National Guard Youth ChalleNGe Academy to introduce the organization to the opportunities available through the Urban Apprenticeship Jobs Program, which is designed to improve opportunities for underrepresented individuals to prepare for, enter, and complete Registered Apprenticeship and/or pre-apprenticeship training programs in all apprenticeable industries, putting said individuals on the pathway to middle-skill careers.



Near the start of contract year 3, NUL attended a meeting convened by U.S. DOL and the National Guard Youth Foundation to discuss and strategically plan relative to a partnership between NUL and National Guard ChalleNGe Academies. NUL has agreed to identify three Urban League Affiliates to work with three ChalleNGe Academies.

In February, NUL's Workforce Development Manager, Brandi Pray, attended the National Guard Youth Foundation's 14th Annual ChalleNGe Champions Recognition Reception, where she was able to meet with cadets, staff, and founders that provide support to the ChalleNGe Academy mission.

The next day, NUL, Chicago Women in Trades, and the National Guard Youth Foundation met with the directors of three ChalleNGe Academy sites in an effort to initiate local Apprenticeship Pilot Programs in conjunction with the **Chicago Urban League, Urban League of Central Carolinas**, and the **Columbia Urban League**.

As a result of this meeting and further planning and coordination throughout the year with the directors heading each identified location, pilot programs have been implemented in Chicago, Columbia, and Charlotte. The ultimate goal is to reach 39 ChalleNGe sites.

The ChalleNGe Academy Apprenticeship Pilot Program goals are:

- To provide direct support to ChalleNGe graduates with skills training or jobs in an effort to enhance the economic mobility of youth who were previously disconnected from education and the workforce, thus impacting the lives of generations to come
- To increase diversity and inclusion among historically under-utilized populations in Registered Apprenticeship and pre-apprenticeship programs
- To ultimately reach 39 ChalleNGe Academy sites

Urban League of Greater Madison Programs: START and Foundations for the Trades

MEETING THE DEMAND FOR LABOR AND ENSURING A DIVERSE WORKFORCE



The Urban League of Greater Madison (ULGM) has several accelerated career academies focused on training people of color in high-demand industries and occupations, such as construction and pharmacy.

In addition to classroom instruction, some academies include internships and hands-on training opportunities.

Participants are connected with preferred employer partners and are often quickly hired into good-paying positions.

All academies are free to participants.

Skilled Apprenticeship Readiness Training: START

START provides enrollees with six weeks of apprenticeship preparation training in the areas of work readiness and preparation for apprenticeship entrance exams in 19 different trades, including construction, pharmacy, carpentry, electrical, painting, and more.

As of September 2019:

- 44 individuals passed one or more apprenticeship-qualifying exams
- 40 individuals were placed into construction or construction-related jobs
- 100% of those placed into pre- or Registered Apprenticeship programs were women or people of color

University of Wisconsin School for Workers

In 2019, ULGM collaborated with the University of Wisconsin Schools for Workers for the first all-women apprenticeship readiness class to be held in the region in more than a decade. The class consisted of two sessions per week for a total of 44 hours over the course of four weeks.

Thursday evening classroom sessions were held at the ULGM, while Saturday sessions were hosted at four of the region's apprenticeship training centers (Steamfitters, Operating Engineers, Carpenters, and Laborers). Approximately half of the participants enrolled in the ULGM START class in order to get tutoring assistance to prepare for their apprenticeship qualifying exam.

Continued Expansion

ULGM is in ongoing discussions with the Workforce Development Board of South Central Wisconsin to discuss opportunities for expansion of apprenticeship into non-traditional industries, including information technology, healthcare, and biotechnology.

NCCER Construction Training and Credentialing: Chicago and Houston Area Urban Leagues

MEETING THE DEMAND FOR LABOR AND ENSURING A DIVERSE WORKFORCE

The Houston Area Urban League (HAUL) has collaborated heavily with numerous entities and sponsors in the delivery of and recruitment for construction and fiber optic training, including:

- Prairie View A&M
- University of Texas
- ADS Tech
- The Electronic Technicians Association
- The Fiber Optic Association
- The National Center for Construction Education and Research (NCCER).

Houston Area Urban League (HAUL) staff has participated in and conducted various NCCER graduation and recruitment events, career fairs, expos, and other events engaging local employers and apprenticeship trade schools and colleges for recent graduates who have obtained their NCCER Credential. HAUL collaborated with community partners such as: United Way Houston, U.S. Vets Houston, Goodwill Industry, Baker Ripley, and Time Warner Cable to recruit, screen and register clients for upcoming NCCER Core trainings.

Candidates are referred to HAUL for informational sessions and assessments held once per week, and selected candidates are given a follow-up date to complete registration and orientation. Each month, HAUL utilizes its community partners to help identify and refer suitable candidates for the next class scheduled to begin. On average, HAUL conducts 5 informational sessions and screens 24 clients per month.

In April-June 2019, HAUL trained and certified 13 participants obtaining NCCER credential, OSHA-10, and Abnormal Operating Condition (AOC) certifications. The training builds capacity for in-demand jobs and connects graduates with industry employers, labor unions, and higher education partners with RA programs.

Houston Area Urban League Empowering Communities. Changing Lives.

Construction And FIBER OPTIC Training

Training Features and Highlights:

- Anatomy of Buildings
- Structural Drawing On
- Insulation
- Overall Installation, Design and Layout
- Structural Electrical
- Wiring
- Fiber Optic Insulation
- Splicing & Termination

Class Eligibility Requirements:

- 18-25 years (4 weeks - 80 days/20 days)*Must be able to commit to complete time of classes.
- 1-2 years of Construction or Fiber Optic Experience
- High School Diploma or GED
- Employment opportunities based on post-graduation

FREE Certification APPLY NOW!

*Lunch Included

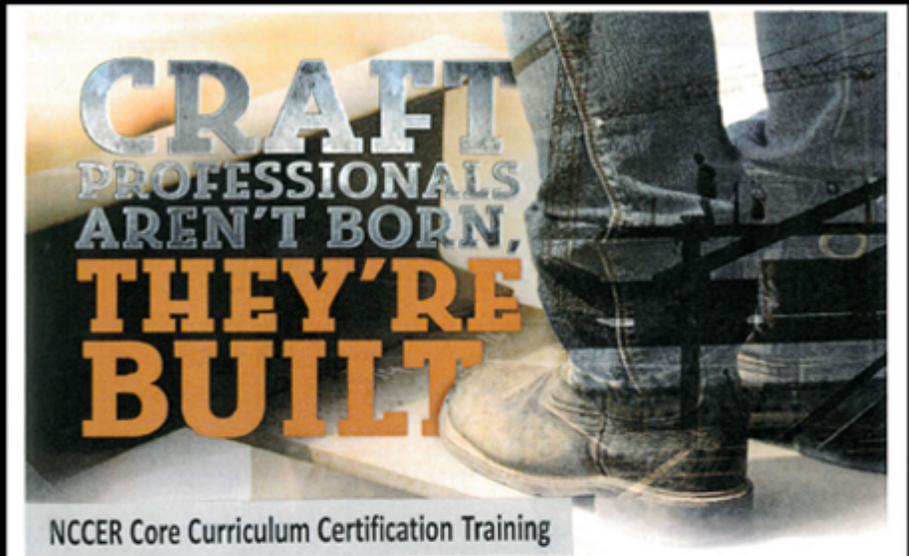
NCCER Construction Training and Credentialing: Chicago and Houston Area Urban Leagues

MEETING THE DEMAND FOR LABOR AND ENSURING A DIVERSE WORKFORCE

The Chicago Urban League (CUL) has also made significant in-roads in its NCCER credentialing.

In May 2019, the CUL Workforce Analyst continued to build relationships with employers and community-based organizations around diversity and inclusion in apprenticeships. The analyst collaborated with Associated Builders and Contractors (ABC) to certify the pre-apprenticeship curriculum through NCCER.

As a result of this work, CUL is now an accredited training site, or ATU (Accredited Training Unit).



CRAFT PROFESSIONALS AREN'T BORN, THEY'RE BUILT

NCCER Core Curriculum Certification Training

The NCCER Core Curriculum is a prerequisite to all other Level 1 craft curriculum. Completing this curriculum provides the core/basic skills needed to continue education in any craft area participants' choose.



PARTICIPANTS WILL RECEIVE FREE TRAINING AND SUPPORT SERVICES INCLUDING:

- Basic Safety – OSHA 10
- Introduction to Hand & Power Tools
- Introduction to Construction Math
- Construction Drawing
- Introduction to Material Handling
- Workplace Communication Skills
- Employability Skills: Workplace Job Readiness
- Financial Coaching: Budgeting
- Supportive Services & More...
- Get Help Finding Employment: In-house Recruitment

NCCER's resources include:

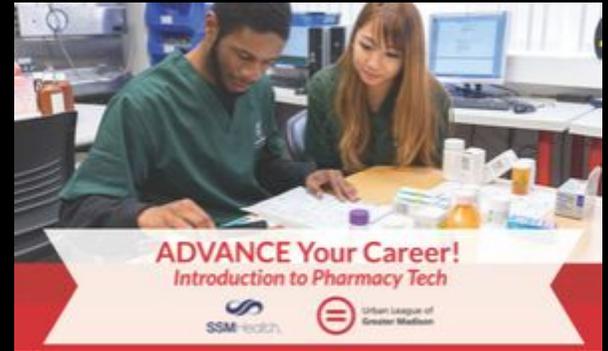
- Accreditation
- Standardized Training and Assessments
- Over 70 Different Craft Areas Covered
- 4,000+ Accredited Training and Assessment Locations Globally
- Industry-Recognized Credentials
- Instructor Resources
- Custom Book Build
- Recruitment Resources
- Online Curriculum and Testing

Class Hours: Mon - Fri / 8am - 5pm for 2 Weeks

[f](#) /nccer [t](#) @nccer [i](#) @nccer [v](#) nccer_us www.nccer.org

Success Stories

FROM THE URBAN APPRENTICESHIP JOBS PROGRAM



The National Urban League is uniquely positioned to bring underrepresented populations to Registered Apprenticeship and workforce development programs in the execution of our contract with the Department of Labor, because this is the population we have served since our founding over 100 years ago. The majority of those served by NUL are African American, nearly one-third are women, and many are veterans. 100% of individuals served in year 3 were from underrepresented populations.

In contract Year 3, the National Urban League provided supportive services to 100% of our program enrollees; created, developed, and/or expanded 131 opportunity partnerships; and yielded 119 new enrollees into Registered Apprenticeship programs and 630 new enrollees into pre-apprenticeship or preparatory programs.

Together, through these efforts and achieving these goals, the National Urban League has transformed hundreds of lives throughout the country – individuals who have faced incarceration, homelessness, and hopelessness in a world where they couldn't find employment – and NUL is poised to transform countless more in the next contract year.

Some of NUL's most inspiring success stories are in the following sections.

Byron Quarrles: From Inmate, to Workforce-Ready, to Pre-Apprentice, to Apprentice, to Homeowner

UAJP SUCCESS STORIES



Byron Quarrles, Jr., is an African American male who was raised in Seattle, WA's Central District Area – an area that has since seen rising economic development and expansion drive living costs up and made it unaffordable for many people of color to live there. As a result of various circumstances, Mr. Quarrles found himself facing an uncertain future with low prospects after being incarcerated for three years.

Fortunately, while incarcerated, Byron met Franklyn Smith, Transitions Specialist with the Department of Corrections, who worked with him and the Urban League of Metropolitan Seattle's Priority Hire Department. Priority Hire visited the Monroe Correctional Complex, where Byron was an inmate. This is how Byron learned about the opportunities that Urban League and the Priority Hire Department had to offer.

Upon release, Byron enrolled into Urban League's Career Bridge Program, a workforce development program designed to help individuals with multiple barriers access education, employment, and economic career pathway opportunities in order to improve their quality of life.

The goal of this effort is to create an integrated system that prepares individuals and increases access to jobs and training needed to attain good-paying jobs that provide a pathway to longer-term careers and economic opportunities.

In Byron's case, this program paved the way for his enrollment into a pre-apprenticeship program, and finally a full registered apprenticeship program. In addition, ULMS provided Byron with supportive services as a tenant at the ULMS Tabernacle House, which positioned him with the support he needed to focus on his education.

Byron Quarrles:
“When it comes to the Urban League, they don't just help change lives – they save lives. That's right, Urban League saved my life. I was living like I had nothing to lose, and Amesha and Mr. Willis and the Urban League gave me hope, resources, and a little discipline to get on my feet and change my life forever. Even when I thought I couldn't do it, they didn't have any doubt.”

Byron Quarrles: From Inmate, to Workforce-Ready, to Pre-Apprentice, to Apprentice, to Homeowner

UAJP SUCCESS STORIES



The ULMS Priority Hire Program

Let us help you build your career!



In spite of the many barriers he faced, Byron was very determined and strived to become a full-time parent, and to work in the Construction Trades. Byron completed the six-month PACT training program, received a certificate of completion, and earned twenty college credits.

Upon graduation from the PACT Program, ULMS Priority Hire referred Byron to the Registered Apprenticeship – Laborers 242. Byron was accepted into the Laborers 242 Registered Apprenticeship program, with a starting wage of \$22.36 per hour. Shortly thereafter, Byron received full custody of his daughter.

In addition, Byron is in the First-time homeowner's program with the Urban League, waiting on the approval of financing.

At present, Byron is entering his second year as an active apprentice with Local 242, making over \$30.00 per hour.

Urban League of Greater Madison START Program Helps Marshawn Transition from Homelessness to Laborer's Union Apprentice

UAJP SUCCESS STORIES

START provides enrollees with six weeks of apprenticeship preparatory training in the areas of work readiness and preparation for apprenticeship entrance exams in 19 different trades, including construction, pharmacy, carpentry, electrical, painting, and more.

As of September 2019:

44

Individuals passed one or more apprenticeship-qualifying exams

40

Individuals placed into construction or construction-related jobs

100%

Individuals placed into RA and pre-apprenticeship programs were women or people of color

Marshawn came to the Urban League earlier this year homeless and looking for a career that could provide him an opportunity to become self-sufficient. After meeting with an Urban League intake specialist, he expressed a strong interest in pursuing a career in the construction industry.

He immediately enrolled in the Urban League's Skilled Trades Apprenticeship Training (START) where he received six weeks of exposure to the trades including an overview of the various state of Wisconsin registered apprenticeship programs, individualized tutoring to prepare for the various apprenticeship qualifying exams, and other coaching and supportive services to prepare for his career. He was assigned to an Urban League Employment Specialist/Coach who had 35 years of experience in the industry, including achieving journey-level status as a Steamfitter. His Urban League coach was able to find temporary housing for Marshawn and connected him to one of our partner non-profit agencies, which helped him earn back his license through their Driver's License Recovery Program.

By the end of the START program, Marshawn had successfully passed both the Laborer's and the Carpenter's qualifying exams. He also then enrolled immediately into the Urban League's 7-week, 224-hour Foundations for Construction Academy. The training included 124 hours of classroom instruction and 110 hours of hands-on training on an active commercial construction site.

Through this training, Marshawn learned basic construction skills and demonstrated proficiency with 95 different skills in the areas of safety, fall protection, hand & power tool usage, math and measuring, flagging, blueprints, construction materials, and more. He also visited various local apprenticeship training centers and learned basic work readiness and financial literacy skills contextualized for the industry. The program allowed him to earn multiple industry-recognized certifications and credentials, including OSHA 10, First Aid/CPR, Flagger, Fall Protection, PACT Certificates I-IV, and an Apprenticeship Readiness Certification from the Wisconsin Dept. of Workforce Development's Bureau of Apprenticeship Standards.

Urban League of Greater Madison START Program Helps Marshawn Transition from Homelessness to Laborer's Union Apprenticeship

UAJP SUCCESS STORIES



At the conclusion of the program, Marshawn attended a “speed-interviewing” event that the Urban League organized for graduates of the program. Here, he had the opportunity to meet and do a 5-minute pitch of his qualifications to 15 different contractors and apprenticeship program representatives. As a result, he was offered a position with S&L Underground, a leading area contractor for residential and commercial water and sewer main installation and repair. Within just a few months, S&L sponsored his enrollment in the Laborer's Union Local 464 registered apprenticeship program.

Marshawn is now a few months into his Registered Apprenticeship program, earning \$23 per hour. He has since secured his own stable housing and purchased a vehicle to get to and from work.

Marshawn's Urban League Employment Specialist continues to support and monitor his progress throughout his apprenticeship training.



James Meyers, Returning Citizen, Crosses the Career Bridge, Makes a PACT, and Becomes an Apprentice

UAJP SUCCESS STORIES

James Myers is an African American male who was raised in Seattle, WA's Central District Area; now gentrified. Mr. Myers was incarcerated for two and a half years. While incarcerated, Franklyn Smith, Transitions Specialist with the Department of Corrections, worked with James and Urban League's Priority Hire Department.

A representative from ULMS's Priority Hire program visited the Monroe Correctional Complex., where James was an inmate. This is how Mr. Myers learned about the opportunities that Urban League and the Priority Hire Department had to offer. Upon release, James came to the Urban League for services.

James enrolled into the Career Bridge program and Urban Apprenticeship Jobs Program. Upon his release from incarceration, he became a tenant at the House of Mercy. After completing the Career Bridge program, James enrolled into the Pre-Apprenticeship Construction Training (PACT) Program.

While working full-time on his training program, James worked a part-time job as a dish washer, making \$11.00 per hour, barely enough to survive. Despite the survival mentality, James gave it his all and was the best dish washer that he could be. He realized that he had had enough with working dead-end jobs, and he was ready for a career.

Throughout it all, James had a battle within himself and felt as if he was not worthy. With all the obstacles he was facing, it was tiresome, and he became depressed and suicidal, to the point where he attempted to take his own life.

Thankfully, the attempt failed, and as an active and full-time father in his child's life, James realized he wanted to do bigger and better things to support his family. James took a leap of faith, resigned from his job, and joined the PACT program and Urban Apprenticeship Jobs program to begin a new life.

Upon completion of the PACT Program and UAJP, James decided that he wanted to be a carpenter with the Registered Apprenticeship Program, Local 30. James was referred to the carpenters four-week boot camp at ANEW, passed with flying colors, and was accepted into the Carpenters Local 30 Registered Apprenticeship Program, with a starting wage of \$26.35 per hour. At present, James is entering his second year as an active apprentice with Local 30.



An active and full-time father in his child's life, James realized he wanted to do bigger and better things to support his family. James took a leap of faith, resigned from his job, and joined the PACT program and Urban Apprenticeship Jobs program to begin a new life.

Urban League of Metropolitan Seattle Priority Hire Graduate Aubrey Russell Ascends from Addiction to Apprenticeship

UAJP SUCCESS STORIES

Aubrey Russell was incarcerated and released from prison in January of 2019. Prior to her incarceration, she had a drug addiction and was making poor choices. She did not have a bright outlook on her future.

Upon her release, Aubrey was determined to excel in society and decided to seek a career in construction. She reached out to the Ironworkers, went to the Urban League, and signed up with Priority Hire on January 22, 2019.

By March 25th, with additional support from the Urban League of Metropolitan Seattle and the Priority Hire Program, Aubrey had successfully completed the Ironworker cohort and was dispatched with a starting wage of \$25.08/hour.

Today, Mrs. Russell is still working in construction as an Ironworker, living in a drug free, safe environment. In her current position as a rodbuster at Rebar International, Aubrey's earning potential in the state of Washington is up to \$80,000 per year at the senior level.

“I am very grateful for a second chance and the support that the Urban League and Priority Hire have provided.”

Aubrey Russell was incarcerated and released from prison in January of 2019. Prior to her incarceration, she had a drug addiction and was making poor choices; she did not have a bright outlook on her future.

While behind bars, however, Aubrey concluded that she was tired of living life using drugs. She decided she no longer wanted to continue down that path, and she recognized that she needed to make changes in her life and better choices.

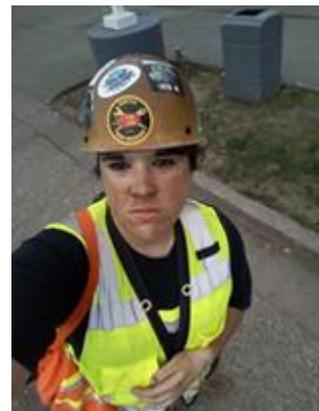
While still incarcerated, Aubrey enrolled in a construction program through the Washington State Transportation Center's TRAC initiative. As one of the program's top graduates, Aubrey finally felt motivated.

Upon her release, Aubrey was determined to excel in society and decided to seek a career in construction. She reached out to the Ironworkers, went to the Urban League, and signed up with Priority Hire on January 22, 2019. Immediately, she ran in to some problems: One of the Ironworkers' requirements is that enrollees must have a valid driver's license. Fortunately, the Priority Hire cohort would not start until Feb. 25th, and they were willing to allow her to join as long as ULMS assisted her with obtaining her license.

After calling the courts, collection agencies, and some of ULMS's partners, on March 11, 2019, Priority Hire secured and provided funds to “Advocate in Motion” toward Aubrey's relicensing advocacy fee.

Before March ended, Aubrey had successfully completed the Ironworker cohort, and she was dispatched on March 25, 2019, with a starting wage was \$25.08/hour.

Today, Aubrey is still working in construction as an Ironworker, living in a drug free, safe environment.



Cedric Rocha's NCCER Journey: From the Prison Pipeline to a Pathway for Success

UAJP SUCCESS STORIES

During his initial assessment, Cedric disclosed that he was recently released from prison on a drug conviction and was determined to never return to the "street life" again.

Cedric expressed his desire to obtain his NCCER certification and transition into an electrical apprenticeship program. Cedric had limited experience working in refineries and working odd jobs from several years ago. Due to his lack of experience and criminal background, Mr. Rocha had not been able to secure stable employment that would allow him to become self-sufficient and avoid the temptation of returning to illegal ways of making money.

Cedric was accepted into HAUL's NCCER training that started June 10, 2019, and on that day, he was the first student to arrive.

Cedric excelled in the pre-apprenticeship training, scoring 100% on the following exams: Basic Safety-OSHA 10, Hand Tools, Power Tools, Construction Drawing, and Communication Skills. In addition, he scored 90% on Construction Math and Employability Skills.

Cedric Rocha came to the Houston Area Urban League (HAUL) for an opportunity to better himself. Mr. Rocha learned of HAUL while at Workforce Solutions (One-Stop Center) seeking assistance finding employment and other resources that will address his multiple barriers. Cedric was 31 years old, living in a homeless shelter, no transportation, ex-offender, and had no family support. Mr. Rocha received information for HAUL's Urban Apprenticeship Jobs Program and attended one of the Wednesday informational sessions.

Cedric was accepted into the program, completed the training, and graduated June 27, 2019, obtaining the NCCER Core Certification, OSHA-10 Certification with Construction Site Safety, and Abnormal Operating Conditions-Oil & Gas designations.

For Cedric's next steps, he was referred to The Houston Joint Apprenticeship and Training Committee, a joint program between the National Electrical Contractors Association (NECA) and the International Brotherhood of Electrical Workers (IBEW). The Houston JATC provides an apprenticeship and education program for individuals desiring a career in the electrical construction industry. The program is registered with the United States Department of Labor.

The Training Center also offers various courses to journeyman electricians and teledata technicians and to others who have not yet reached journeyman level. Mr. Rocha will also evaluate other Registered Apprenticeship programs to find the one that is most suitable for him, such as The Independent Electrical Contractor (IEC) Texas Gulf Coast Chapter and IBEW LOCAL 66.

HAUL staff will continue to provide guidance and support services to Cedric as he makes his transition into a Registered Apprenticeship Program.



South Carolina ChalleNGe Academy and the Columbia Urban League

UAJP SUCCESS STORIES

Rising to the ChalleNGe

The National Urban League and National Guard Youth Foundation are currently building out pilot programs to implement the Urban Apprenticeship Jobs Program in students' long-term Individual Education Plans (IEPs), so students are familiar with available programs once they turn 18 and graduate from high school.

NUL and the ChalleNGe Academy will then put students into the apprenticeship training and career pipeline by enrolling them into pre-apprenticeship programs once they graduate so they can become eligible for full Apprenticeship programs.

Together, the two organizations have created a systematic pipeline that will create economic stability to these cadets by introducing career-specific information and training about apprenticeship, with viable career pathway opportunities that can empower and change their lives forever.



In March 2019, the National Urban League, in conjunction with its local Affiliate the Columbia Urban League, had the honor of participating in the South Carolina Youth ChalleNGe Academy “Family Day Ceremony.” The S.C. Youth ChalleNGe Academy's mission is to form strong partnerships with youth between the ages of 16 and 18 years old in creating and maintaining a viable plan for their educational and career goals while reaffirming the skills and talent they possess.

The purpose of the Family Day Ceremony was to inaugurate, promote, and honor the cadets who completed their basic training requirements prior to their mid-break. The South Carolina Youth Challenge Program is continuously striving to enhance the life skills, education levels, employment potential, and prospects for the future by providing the opportunity for participants to obtain their GED or return to high school.

The UAJP team, led by Workforce Development Manager Brandi Pray, provided two “in-services” (information sessions) during their visit on Family and Friends Day, during which ceremonies, presentations, awards, and recognition were given out to ChalleNGe Academy cadets with their friends and loved ones in attendance.

NUL delivered a PowerPoint presentation to cadets and the audience in attendance, informing them about the Urban Apprenticeship Jobs Program, Registered Apprenticeship, pre-apprenticeship, and the pilot programs being launched at the ChalleNGe Academies in three Urban League Affiliate regions.

Following the Family Day ceremony, NUL delivered the presentation again to ChalleNGe Academy staff, directors, case managers, mentors, career coaches, and others who were in a position to recommend cadets to the program.

In the end, the presentations were successful in educating the cadets, parents, staff, and other stakeholders on what apprenticeship is, and signed up those cadets who expressed interest in receiving additional information on how to become an Apprentice.

Urban League of Rochester Partners with U.S. Ceiling Corp to Open Skilled Trades Training and Workforce Development Center

UAJP SUCCESS STORIES



“[In] this day and age, when to you talk to people in the construction industry, it’s really a challenge to get young people, and people who are young at heart and want to change careers. And there are so many opportunities, programs like this are so important because they bring opportunities to the people that need them.”

- Rep. Joe Morelle

The grand opening event was covered by WROC-TV News Channel 8, and an article and video are available online at: <https://www.rochesterfirst.com/news/business/rochester-organizations-hope-to-attract-more-young-people-to-construction-industry/1947705285>

The Urban League of Rochester has conducted a number of activities designed to increase diversity in Registered Apprenticeship Programs, including expanding its partnership with U.S. Ceiling Corp. to launch a Skilled Trades Training and Workforce Development Center through ULR’s YouthBuild Program.

On April 23, 2019, Rochester Congressman Joe Morelle (NY-25) attended the grand opening of the Skilled Trades Training and Workforce Development Center dedicated to serving underserved populations in the Greater Rochester Area. The 4,000 square-foot space is shared by the YouthBuild Rochester Program and U.S. Ceiling Corporation, whose joint mission is to foster and promote inclusion and diversity among underrepresented populations in construction careers. The Center consists of classroom and hands-on training space, on-the-job-internships, mentoring, and employment for people who come through Urban League programs and U.S. Ceiling employees.

During the event, Congressman Morelle spoke to the difficulties the industry is facing. In addition to Rep. Morelle, State Senator Joe Robach and Monroe County Clerk Adam Bello, along with dozens of partners, staff, and students attended.

The event consisted of remarks and highlighted demonstration workshops by U.S. Ceiling employees and pre-apprenticeship students who rotated through dry walling, acoustical ceiling installation, and other workshops led by U.S. Ceiling staff and ULR pre-apprenticeship participants.

YouthBuild Rochester is a 9-month program run by the Urban League of Rochester that allows students to learn about construction through hands-on training and career exploration. The program serves disadvantaged high school dropouts ages 18 to 24.

The joint ULR-U.S. Ceiling program’s goals are to help at-risk young adults transition to the workforce and fill the increasing demand for skilled tradespeople.

Houston Area Urban League NCCER Core Training Graduate and Veteran Starts Construction Company

UAJP SUCCESS STORIES

Despite years of construction experience during his service in the military and civilian work with a company, Alex found himself with few options after being laid off because he lacked the credentials he needed.

HAUL provided Alex with the NCCER Core training he needed, and he started his own business.

“Fortunately, Houston Area Urban League had begun registration for the next training class and I was accepted. The majority of people do not have that chance to run a business based on experience. I have seen the procedure many times, but this time I was tactical. Right after I received my certification, I drafted a proposal for a local church construction project and won the bid. Now, I have been picking up steam and the projects are slowly picking up steam. In the end, my mission is to build affordable housing for ordinary families. Prices are escalating, and it is difficult to find residential homes that are not priced out. The opportunities ahead are limitless. This helps me to remain grateful.”

A video about his first project is available here:
<https://drive.google.com/open?id=1XL-ftW2vP-OQLsJavD59oidXfPHHFBcB>.

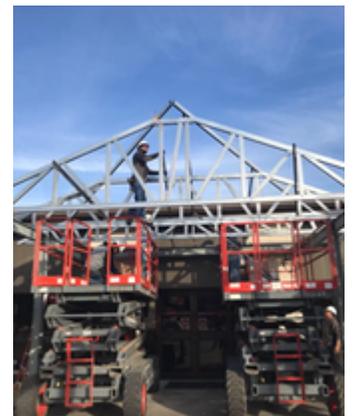
“My first epiphany about becoming a business owner was during my tour in Iraq while serving in the military as a foreman for other U.S. and correlation soldier,” says HAUL NCCER Core Training graduate Alex. “The engineering team was shorthanded. My unit and I began offering support to build outposts, living quarters, and mortar-resistant roofs. Then the area commander requested us to expand the services. We began to outsource our services to Air Force engineering teams. During this time, we were providing machine gun security, which produced more combat operation, general services, and foreman-based work. After I finished the first couple of projects, that is when I had a ‘Wow, I can do this’ moment!”

After Alex was discharged from the Army, he enrolled in a college-accredited program for Architecture in Hawaii. The strict requirements placed him in a situation where he would have to think about alternative educational pathways. He chose to acquire a dual degree in economics and political science.

Once he graduated, Alex decided to move back to Houston to work for an oil and gas company, as a representative for a project owner.

“A Chief Operating Officer appointed me alongside other contractors to participate in a facility expansion project. In this way, I served as a liaison to a project owner, and my role was to ensure that projects were working well. Eventually, I began to witness labor hours issues, along with material usage going to waste. This got me to think about how I could build and make the process of logistics in construction more efficient,” says Alex.

Unfortunately, when oil prices dropped, Alex and his team were laid off – but his affinity for working in the field of construction only increased over time. He tried to apply for jobs in construction, but he lacked industry-recognized credentials employers were requiring and realized he would have to attempt to upskill and gain certifications.



Houston Area Urban League NCCER Core Training Graduate and Veteran Starts Construction Company

UAJP SUCCESS STORIES

Alex walked into a Workforce Solutions office seeking job placement assistance. There, he met with a representative from the Houston Area Urban League, who told him about the NCCER Core training program. After meeting with UAJP Analyst Rommell Williams and learning more about NCCER and the pathway into apprenticeship opportunities, Alex decided to enroll in the training program. Alex obtained his NCCER Core credential by completing 72.5 hours of training in Basic Safety (Construction Site Safety Orientation), Introduction to Hand Tools, Power Tools, Construction Math, Construction Drawing, Material Handling, Communication Skills, and Employability.

Shortly after completing the training and obtaining his credential, Alex decided to start his own business, Vilseck, LLC, and create jobs for others. His business builds commercial and residential structures in the Houston area.

“Fortunately, Houston Area Urban League had begun registration for the next training class and I was accepted. The majority of people do not have that chance to run a business based on experience. I have seen the procedure many times, but this time I was tactile. Right after I received my certification, I drafted a proposal for a local church construction project and won the bid. Now, I have been picking up steam and the projects are slowly picking up steam. In the end, my mission is to building affordable housing for ordinary families. Prices are escalating and it is difficult to find residential homes that are not priced out. The opportunities ahead are limitless. This helps me to remain grateful.”



Best Practices

REPLICATING NATIONAL URBAN LEAGUE'S URBAN APPRENTICESHIP JOBS PROGRAM SUCCESS STORIES

PARTNERSHIPS

Thanks to the National Urban League's 100-plus-year history, NUL and our Affiliates have established thousands of relationships that we can strengthen, hone, and develop into new and expanded opportunities for disadvantaged and underrepresented groups, particularly while building and expanding Registered Apprenticeship, pre-apprenticeship, and workforce development training programs.

Further, NUL's recognized positive impact on urban communities enable us to leverage our notoriety to forge new relationships as we continue to expand our programs.

As mentioned throughout the 2019 case study, the National Urban League has partnered with companies such as U.S. Ceiling Corp, CVS Health, and the National Guard Youth Foundation, as well as other U.S. Department of Labor industry-equity partners such as Jobs for the Future and Chicago Women in Trades. As of September 2019, NUL is further expanding our reach through FastPORT, another industry-equity DOL partner, in order to scale up the number of apprentices placed in truck-driving apprenticeships and/or full-time employment, and we have followed up with investigations into new strategies for funding CDL driving credentials.

Partnerships such as these – and over 100 other opportunity partnerships for this contract – have allowed us to meaningfully change hundreds of lives like the ones detailed in this case study.



Best Practices

REPLICATING NATIONAL URBAN LEAGUE'S URBAN APPRENTICESHIP JOBS PROGRAM SUCCESS STORIES

ChalleNge Academy Challenges

At present, NUL is working with the National Guard Youth Foundation to overcome some obstacles that have been discovered since the implementation of our ChalleNge Academy pilot – namely, that the majority of cadets are too young to join apprenticeship programs, and many return to their hometowns after they have completed the academy.

NUL is rising to the challenge, however, and building out our program to implement the Urban Apprenticeship Jobs Program in students' long-term Individual Education Plans (IEPs), so students are familiar with available programs once they turn 18 and graduate from high school. NUL and the Challenge Academy will then put students into the pipeline by enrolling them into pre-apprenticeship programs once they graduate so they can become eligible for full Apprenticeship programs.

Together, the National Urban League and National Guard Youth Foundation have created a systematic pipeline that will create economic stability to these cadets by introducing career-specific information and training about apprenticeship, with viable career pathway opportunities that can empower and change their lives forever.

CUSTOMIZATION

Since contract Year 1 in 2016, NUL has had a specific approach to how we have worked to bridge the relationships between companies and communities: NUL's longstanding ties with the African American community and the broad reach of each Affiliate's local programs have offered an excellent base from which to recruit participants, and our reputation has allowed us to forge ties with new and existing partners as outlined above.

Our general assessment strategy in determining eligibility for our workforce development and apprenticeship programs has centered upon determining basic eligibility prior to enrollment, with UL Affiliates' analysts and staff conducting screen-reviews of the required documentation for recruited candidates. To ensure basic eligibility, candidates are asked to provide a copy of their GED or high school diploma, as well as basic information regarding their work history.

In executing our contract in year 3 and expanding our reach with other partners and sponsors, however, NUL and our Affiliates have found that it is necessary to tailor and customize our approaches in many cases.



Best Practices

REPLICATING NATIONAL URBAN LEAGUE'S URBAN APPRENTICESHIP JOBS PROGRAM SUCCESS STORIES

In executing the Department of Labor contract to increase diversity and inclusion in Registered Apprenticeship, NUL has found that regardless of the amount of planning we underwent before the development and expansion of our programs, implementation often revealed the need to reassess, pivot, and adjust our strategies. As a result, NUL has learned that remaining flexible and prepared to address any unforeseen circumstances improves our ability to deliver strong results.

For example... ➤



FLEXIBILITY

NUL has established an ongoing series of monthly information sessions with CVS, and we are currently working with the company to screen, vet, and offer supportive services to applicants.

The Columbia Urban League (CUL) Affiliate has begun preparations for guiding students through the process by conducting an assessment of the CVS application process. In doing so, the CUL Analyst navigated to CVS's general online job board, <https://jobs.cvshealth.com>; the only instructions given were for candidates interested in an apprenticeship opportunity to apply for jobs on the online portal.

In preparation for guiding students through the process, the analyst logged onto the CVS job portal and proceeded to apply for a position, aware that, generally, most corporate online portals can be intimidating to students.

Engaging with the CVS online job portal revealed several factors that could limit candidates' ability to successfully navigate into apprenticeship opportunities:

- The opportunities are not labeled as apprenticeships. Searching for the keyword "apprenticeship" will result in zero positions.
- There is no option to share that the Urban League is the referral.
- The application process takes approximately 30 minutes, if not longer.
- There are over 20 CVS stores in the area surrounding the target schools that the Analyst tapped to solicit apprenticeship candidates. Currently, it appears that a student may need to complete a profile for each individual store. That could lead to fatigue and intimidation resulting in fewer applications being completed.

The Urban League began this undertaking with the awareness that any insight and information that could be gained about the application process would empower the UAJP team to make the process less intimidating, increase the number of completed applications, reduce process delays, and increase good will amongs the students.

The National Urban League reassessed its approach and concluded that additional groundwork needed to be laid in order for the program to succeed. As a result, NUL is currently working diligently with CVS Health to fix its system in order to maximize the opportunities available to potential applicants from underrepresented communities.

Best Practices

REPLICATING NATIONAL URBAN LEAGUE'S URBAN APPRENTICESHIP JOBS PROGRAM SUCCESS STORIES

The National Urban League has taken on a comprehensive and thorough approach to promoting the Urban Apprenticeship Jobs Program and the benefits of Registered Apprenticeship in general.

To address the issue from all angles, this approach has engaged:

- Individuals at the community level
- Employers at the industry level
- Leaders at the government level

NUL, MMTC, and our Affiliates have held or spoken at dozens of information sessions, conferences, and career fairs, engaging communities and companies alike.

In doing so, we have utilized numerous fact sheets, flyers, online, and other tools to inform these groups about working with the National Urban League and our Urban Apprenticeship Jobs Program. We have further expanded our reach through online engagement, utilizing social media such as Twitter and Facebook, email blasts, and Wakelet digital narratives and blogs to spread the word as far as possible, through easily-shareable media and sound bites.

Our promotion of Registered Apprenticeship on social media expanded our reach exponentially, generating 687,100 impressions from October 2018 to August 2019.

OUTREACH AND CONNECTIVITY - FROM THE BOTTOM TO THE TOP

As a result of leveraging a relationship between MMTC and congressional staff member Meagan Sunn, who was seeking experts who could testify at a hearing before members of Congress on Capitol Hill, NUL VP of Workforce Development Ron Marlow was invited to testify before the House Subcommittee on Small Business on June 4th, 2019.

The purpose of the hearing, titled "Mind the 'Skills' Gap: Apprenticeships and Training Programs," was to discuss how private industry and the government could partner to meet the workforce needs of small businesses today and to address the future of work. Marlow testimony heavily focused on the benefits of registered apprenticeship, the important work the U.S. Department of Labor has done in the past several years to advance Registered Apprenticeship as well as diversity and inclusion efforts, and the highlights and success stories from NUL's Equity Contract with the Office of Apprenticeship.

The U.S. Congressmembers and staff present at the hearing included:

- Rep. Jason Crow (D-CO)
- Rep. Troy Balderson (R-OH)
- Rep. Abby Finkenauer (D-IA)
- Meagan Sunn, Technology Counsel, U.S. House of Representatives



"Registered Apprenticeship is a viable alternative for those who cannot afford higher education. The U.S. Department of Labor has taken the lead to promote apprenticeships for underrepresented populations."

- Ron Marlow, National Urban League

Results and Conclusion

Best Practices:



Partnerships



Customization



Flexibility



Outreach and Connectivity

Featured Programs and Best Practices

The National Urban League hopes that the success stories we have shared can serve as an inspiration to individuals who can benefit from our programs, and we hope that our best practices can serve as an example to other groups who would like to perform similar work – and yield similar results.

Some of the signature programs we featured included:

- Urban League of Metropolitan Seattle Priority Hire Program
- Houston Area Urban League and Chicago Urban League NCCER Core Construction Training Program
- Urban League of Greater Madison START Apprenticeship Readiness Program and University of Wisconsin School for Workers
- ChalLENge Academy Collaboration with National Guard Youth Foundation and Jobs for the Future
- Partnership with CVS Health

The Best Practices we outlined were:

- **Partnerships** – Over 100 strategic and opportunity partnerships have allowed us to meaningfully change hundreds of lives such as those detailed in this case study.
- **Customization** – In executing our contract in year 3 and expanding our reach with other partners and sponsors NUL and our Affiliates have found that it is necessary to tailor our strategies and approaches in some cases.
- **Flexibility** – Regardless of the amount of planning we underwent before the development and expansion of our programs, implementation often revealed the need to reassess, pivot, and adjust our strategies.
- **Outreach and Connectivity** – We have taken on a comprehensive and thorough approach to promoting the Urban Apprenticeship Jobs Program and the benefits of Registered Apprenticeship in general. This approach has engaged individuals at the community level, employers at the industry level, and leaders at the government level to address the issue from all angles.

Each of these Best Practices is important and a key part of the success NUL and our partners have found in implementing the Urban Apprenticeship Jobs Program and changing lives. By focusing on these practices, other organizations can achieve similar results.

Results and Conclusion

2019 Numbers

In our third contract year, NUL enrolled **119** new individuals into Registered Apprenticeship; **630** into Pre-Apprenticeship, Preparatory Training, and Workforce Development programs; and provided **100%** of enrollees with supportive services.

Further, NUL and our partners have continued to develop relationships, create, and expand new programs with new opportunity partners, including CVS Health, YouthBuild, the National Guard Youth Foundation's ChalleNge Academies, and many others outlined in this case study.

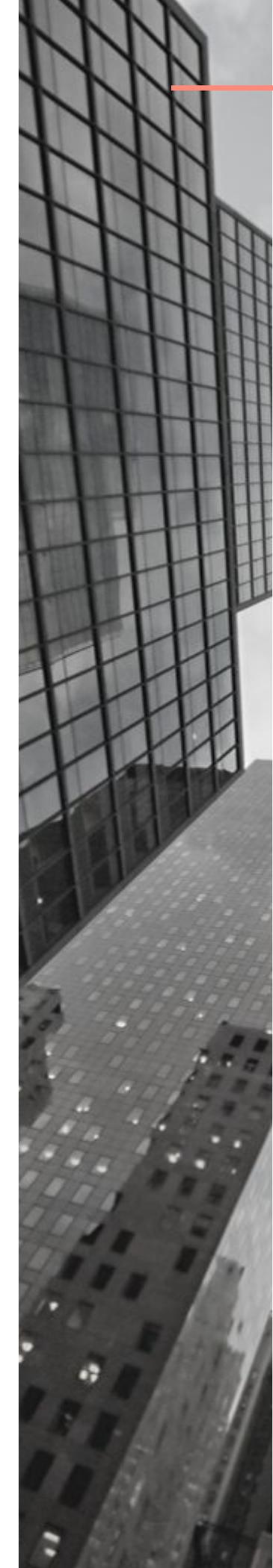
As a result, NUL and our partners have made a direct, quantifiable impact on significantly disadvantaged individuals, including formerly incarcerated individuals, homeless persons, veterans, single parents, and others, the vast majority of which are African American or from other communities of color.

The programs highlighted and the success stories featured in this case study represent just a small subset of the work that we do – as well as why we do it.

The National Urban League and our partners - the Multicultural Media, Telecom and Internet Council (MMTC) and 12 of our regional Affiliates - are improving and expanding upon a pathway to success for underrepresented communities – a pathway that can start with addiction, incarceration, and homelessness; advance through workforce development, preparatory training, pre-apprenticeship, and Registered Apprenticeship; and lead to untold opportunities for individuals who had felt beyond hope, and for an industry desperately seeking a workforce.

We encourage others to implement our strategies for success, and we look forward to helping more of these success stories unfold in Year 4 and beyond.





About Us

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About the Urban Apprenticeship Jobs Program:

The mission of the National Urban League movement is to empower African Americans and other residents of urban communities to secure economic self-reliance, parity, power and civil rights. Our vision is “Every American has access to jobs with living wage and good benefits.”

Funded by the United States Department of Labor Office of Apprenticeship, NUL is an equity contractor for Registered Apprenticeship Programs. The primary objective of the Urban Apprenticeship Jobs Program is to expand access to and opportunities within registered apprenticeship programs on the part of people of color and women. Specifically, NUL is targeting efforts in the following industries: construction, telecommunications, information technology, manufacturing, transportation and healthcare.

The Urban Apprenticeship Jobs Program supports the diverse community of companies that make up the nation’s apprenticeship ecosystem by providing employers, industry associations, and the industry with dedicated resources, advocacy, expertise and networking through a variety of activities and events. NUL apprenticeship subject matter expertise are located locally across regional affiliates across the nation.

About Us

The National Urban League (NUL) is an historic civil rights organization dedicated to economic empowerment in order to elevate the standard of living in historically underserved communities. NUL serves as the Equity in Apprenticeship Lead partner and will cultivate apprenticeship opportunities in the areas of its Regional Affiliates. www.nul.org

The Multicultural Media, Telecom and Internet Council (MMTC) is a national nonprofit organization dedicated to promoting and preserving equal opportunity and civil rights in the mass media, telecommunications and broadband industries, and closing the digital divide. MMTC is generally recognized as the nation's leading advocate for minority advancement in communications. MMTC partners with the National Urban League in the DOL contract, providing technical assistance, outreach, training, and other support. www.mmtconline.org

Affiliates:

- Chicago Urban League
- Columbia Urban League
- Houston Area Urban League
- Louisiana Urban League
- Urban League of Central Carolinas
- Urban League of Fort Wayne
- Urban League of Greater Atlanta
- Urban League of Greater Madison
- Urban League of Greater Pittsburgh
- Urban League of Hampton Roads
- Urban League of Metropolitan Seattle
- Urban League of Rochester

For more information on UAJP assistance with building, diversifying, and expanding your RA program, contact Brandi Pray, Manager, Workforce Development, at bpray@nul.org.

