

December 29, 2010

The Honorable Lee Holloway
Acting Milwaukee County Executive
901 N. 9th Street
Milwaukee, WI 53223

Dear County Executive Holloway,

Enclosed is a progress report from the Milwaukee County Apprenticeship Working Group that you sponsored and established in 2008. The Working Group has been meeting regularly to address the research questions articulated in the enabling resolution. This report documents the process that the Working Group has undertaken to gather the information about apprenticeship programs in the Milwaukee area and how best to increase their diversity. We documented the speakers who have made presentations to the Work Group and the main points of their presentation.

Early next year, as Wisconsin celebrates the 100th year of the apprenticeship system in our state, the Work Group will provide a full report of our findings and recommendations.

With all best regards,

Pamela Fendt, Work Group chair

**Milwaukee County Apprenticeship Work Group Report
December 2010**

Purpose of the Milwaukee County Apprentice Workgroup

In April 2008 Chairman Lee Holloway and the Milwaukee County Board of Supervisors established the Milwaukee County Apprenticeship Work Group. The Apprenticeship Work Group was created with the general charge “to enhance and improve apprenticeship standards, awareness, education, and recruitment methods to increase diversity among apprenticeship components of Milwaukee County’s labor force.” The members of the Work Group include a cross-section of stakeholder groups who were selected to provide different perspectives on the issues related to the apprenticeship system.

Pamela Fendt (Chair)
Wisconsin Laborers' Union (formerly Good Jobs and Livable Neighborhoods Coalition)

Supervisor Willie Johnson, Jr.
Milwaukee County Board of Supervisors

Lauren Baker
Milwaukee Public Schools Career and Technical Education

Nacarci Feaster
Laborers' Union Local 113

Freida Webb
Milwaukee County Community Business Development Partners

Don Natzke
Milwaukee County Office for Persons with Disabilities

Anthony Rainey
United Auto Workers Local 469

Joe Weisling
Southeastern Wisconsin Carpentry Training Center

Nick Triscari
Milwaukee Area Technical College Apprenticeship Instruction Program

Devon Turner
Metropolitan Milwaukee Association of Commerce

The Work Group has been supported by Martin Weddle, Milwaukee County Board staff and Lisa Heuler-Williams, policy analyst with the UWM Center for Economic Development.

The specific objectives of the Apprentice Work Group include:

- increase education and awareness of apprenticeship programs and opportunities within Milwaukee;
- identify and target potential funding sources and grants to increase employer-driven paid training;
- collaborate with City of Milwaukee, MPS, MATC and State of Wisconsin to support skills training to increase apprenticeship opportunities;
- work with the State to reform apprenticeship selection formulas to increase diversity, increase testing scores, and make apprentice trades more open to central city residents;
- Explore policies that increase the number and diversity of apprentices in Milwaukee County.

The current members of Apprentice Work Group will continue their appointments through April 2011. This report on the progress of the Work Group is being provided to the County Board in 2010 and a full report of our proceedings will be provided in early 2011, as Wisconsin celebrates the 100th year of the apprenticeship system in the state.

2010 Report on Research Process

The Milwaukee County Apprenticeship Work Group (MCAWG) has met almost monthly since being seated, undertaking an extensive research approach to the questions posed by the County Board of Supervisors in establishing the body. For the past several months we have been working on assembling the information gathered into a report.

The process of the Work Group included soliciting suggestions for presenters that we believed could provide information and insight to the issues we were asked to study. This report presents a summary of the research process the Work Group pursued in order to better understand the apprenticeship system as well as the barriers to participation for populations under-represented in the apprenticeship ranks.

The invited presenters and the primary points of their presentations are listed below. A more complete analysis of the information presented to the Work Group, along with recommendations for improvements, will be published and presented in early 2011.

Presenters to the Milwaukee County Apprenticeship Work Group:

June 16, 2008

Terry Cooley

Chief of Staff for Chairman Lee Holloway

Key Points:

1. Introduction of all members of the committee.
2. Discussion of the charge of the Milwaukee County Apprenticeship Work Group as outlined in the enabling resolution.
3. The primary objective of the MCAWG should be outlining barriers and recommending improvements to increase inclusion of disadvantaged individuals in apprenticeship programs.

July 28, 2008

Nick Triscari

MATC Apprenticeship Instruction Program

Key Points:

1. MATC offers instruction in a number of apprenticeable occupations including: Barber/Cosmetologist, Bricklayer and Mason, Cement Mason, Construction Electrician, Culinary (Cook), Glazier, Heat and Frost Insulator, Industrial Electrician (Maintenance Electrician), Industrial Pipe Fitter, Machine Repair, Machine Tool (Machinist), Painter and Decorator, Patternmaker, Plumber, Refrigeration and Air Conditioning, Roofer, Sheet Metal Worker, Sprinkler Fitter, Steamfitter, Steel Foundry and Molder (Foundry/Metal Casting), Telecommunications (DVD) Installer/Technician, Tool and Die Maker, Childcare Development Specialist, Drywall Taper and Finisher, Telecommunications (DVD) Installer/Technician.
2. Individuals can not apply directly to become an apprentice at MATC, but rather are given referrals.
3. Manufacturing and service trade apprentices must find a sponsoring employer.
4. Construction trade apprentices usually receive help in identifying an employer.
5. Waiting lists for entry into an apprenticeship program can run from 50 to several hundred depending on the trade and market demand.
6. Each apprenticeship committee determines its own methods for admitting apprentices. Some use letter of introduction and some use a ranked list.
7. MATC currently has more apprentices in the area of barber/cosmetology than it does in the manufacturing trades. MATC culinary arts have exhibited diversity in apprenticeship opportunities.
8. The primary difference between apprenticeships and internships is paid training.
9. There is a need to expand apprenticeship opportunities into new trades. The state has started a pilot nursing apprenticeship program.

September 15, 2008

Discussion among MCAWG Members

Key Points:

1. A major problem in apprenticeship application is low scores due to poor math, grammar, reading, soft skills.
2. 39% of all apprentice applicants in the Milwaukee area get assistance from Big Step to address remedial skills.
3. One of the objectives of the MCAWG is to inform youth of positive opportunities that arise from pursuit of math and sciences.
4. Emphasis on skilled trades should begin in middle school and should not be limited to shop and industrial arts classes.
5. Younger populations should be targeted in raising awareness of apprenticeship opportunities.
6. Recommended use of social media to attract individuals to apprenticeships.
7. Recommended that the State standardize apprenticeship selection formulas. At present, such standards vary from trade to trade. This causes confusion amongst hopeful apprentices.
8. Opening pathways to apprenticeship should not mean that requirements and standards are watered down, but rather that fundamental principles and skills are strengthened.
9. It is important to educate employers about the benefits of apprenticeship to increase more participation.

October 20, 2008

Joe Weisling

Southeastern Wisconsin Carpentry Training Center

Key Points:

1. Mr Weisling reported on the apprenticeship process and training standards that have been approved by the BAS for the Carpenters' Union apprenticeship program.
2. The math test for the Carpenters' program is significant. Too often, guidance counselors suggest trades training to high schoolers when they are doing poorly, but many trades require good math skills.
3. Mr. Weisling indicated that the top barriers to participation in the apprenticeship process are childcare and transportation. They can work on skills shortages with apprenticeship candidates, but other issues that interfere with a worker's ability to get to the job can be hard to overcome.
4. Work Group member concurred that construction was a very mobile industry, and commented that when MPS removed driver's education programming, it had a snowball effect on employment and transportation issues for Milwaukee youth.
5. Average starting age for carpentry apprentices is 28 years of age, MCAWG feels that younger populations should be targeted.

November 24, 2008

Lauren Baker

Milwaukee Public Schools, Career and Technical Education Coordinator

Key Points:

1. Ms. Baker works to create new and innovative pathways for students to become involved in the trades and technical careers.
2. Ms. Baker places emphasis on middle school programs in the areas of general technology, STEM and hands-on project based programming.
3. Ms. Baker informed the group that Project Lead the Way is now running in 27 MPS schools.
4. WKCE test scores, high school attendance and graduation rates are all documented advancements students make in Project Lead The Way and other trades focused Career and Technical Education (CTE) programs
5. 90% of the students in Project Lead the Way are minority and 44% are female.
6. MPS teachers are teaching construction education programs in three schools.
7. MPS construction education teachers have been through Occupational Safety and Health Administration trainings (OSHA 500), so they are able to prepare the youth to become OSHA-certified prior to subsequent enrollment in apprenticeship programs and employment.
8. Summer employment linkage is vital component of success of these programs.
9. More than 500 students have attended trade fairs at Bradley Tech and through local apprenticeship fairs in the past year and have been exposed to opportunities in the trades. 18% of the attendees were minorities and 19% were female.
10. This meeting included a tour of Bradley Tech High School and the impressive programming that is taking place there.

Earl Buford

WRTP/Big Step

Key Points:

1. Mr. Buford discussed collaborations between Big Step and Bradley Tech. The 2002 pilot at Bradley Tech led to 4 new journeymen in the construction trades.
2. Through 3 years of partnership with MPS funded by the Bader Foundation, they have exposed 500 students to technical trades possibilities. 63 took the accuplacer test and 39 qualified for at least one trade.
3. There is an idea being considered to turn the Bradley Tech program into the Associated General Contractors training academy as a feeder system.
4. The MPS Dept of Diversity has helped some high school students gain their OSHA 10 certification. OSHA 10 is a basic requirement for construction employment.
5. Overall, Big Step was originally created in 1966 order to increase diversity in the construction trades. Big Step assists individuals in preparing for apprenticeship tests, including tutoring in specific skill sets.

December 15, 2008

Joe Weisling

Tour of Southeastern Wisconsin Carpentry Training Center

Key Points:

1. Tour of Southeastern Wisconsin Carpentry Training Center, which provides classroom and hand-on training to carpentry students.
2. Mr. Weisling reported that U.S. Department of Labor established new rules to modernize the National Apprenticeship System. The rule took effect December 29, 2008 and State Apprenticeship agencies have two years to implement necessary changes.

February 16, 2009

MCAWG members

Key Points:

1. Discussion of federal stimulus bill and implications for job creation and apprenticeships in Milwaukee County.
2. Discussion of Governor Doyle's Executive Order 108 requiring apprenticeship usage on state projects where a contractor employs 5 or more craft workers.
3. Composition of MCAWG letter to Governor Doyle requesting extension of Executive Order 108 on apprentice usage to cover stimulus-funded projects in Wisconsin. Additionally, Work Group recommends applying State equal opportunity goals in hiring on stimulus-funded projects.

April 27, 2009

Anthony Rainey

UAW-Local 469

Key Points:

1. The types of apprenticeship opportunities available at Master Lock include Machining, Tool and Die, Industrial Electrician, Machine Repair.
2. The most important qualification to become a UAW apprentice is math skill. It is important that high school students do not wait until their senior year to pursue math. By the time someone drops out of high school, it may be too late to consider apprenticeship.
3. 15-20 years ago Master Lock prepared 20 apprentices a year. Now it is 6 or fewer due to changes in the economy. The total ratio cannot exceed one apprentice for every six journeymen.
4. Similar industrial/manufacturing apprenticeships are available GE and Harley. Ms. Baker commented that many people associate apprenticeships with the construction industry, not manufacturing.
5. In order to promote diversity, every 5th apprentice in the United Auto Worker Apprenticeship Program must be a woman or minority.

June 22, 2009

Adam Holmes, International Union of Painters and Allied Trades, District Council 7

Key Points:

1. Mr. Holmes is the training coordinator for painting and allied trades in Wisconsin.
2. In addition to painting, other crafts within this field include drywall taping and finishing, and glazing. The union has more than 2,400 members.
3. The IUPAT has a new facility in Vernon, WI. This is where their apprenticeship training classes are held.
4. Painters utilize a letter of introduction model for their apprentice candidates and referrals are also made to contractors.
5. The overall economic downturn has lowered the number of apprentices for painters and allied trades that are able to be employed

August 17, 2009

MCAWG members

Key Points:

1. Discussion of the federal American Recovery and Reinvestment Act and its potential for job creation.
2. One aspect of stimulus investment was in increased funding for weatherization. Weatherization programs do not include long periods of training, in Laborers' program this training can lead or be part of the formal apprenticeship program covering weatherization and additional construction skills.
3. In addition, there was increased dollars for road construction. The state TRANS program did increase minority construction employment in Wisconsin on the Marquette interchange project. Big Step in Milwaukee and First Choice in Racine have provided TRANS trainings.
4. There is a difference in how apprenticeship programs are handled trade by trade and whether the contractor is signatory to a union or not.
5. A letter of intent must be presented to the Bureau of Apprenticeship Standards in order to be able to sign on apprentices and work program participants.

September 21, 2009

Nacarci Feaster

Laborers Local 113

Key points:

1. Mr. Feaster is a third-generation construction worker. He shared perspectives based on his history of 33 years with the Laborers.
2. Despite various efforts, Mr. Feaster said there are still not enough minorities in the building trades.
3. Mr. Feaster explained that there is no funding to monitor, enforce or regulate hiring practices.
4. Mr. Feaster said that waivers issued to employers excusing them of state apprenticeship requirements are a major concern.

5. He and others recommend that new apprentices should attend the Skilled Trades Collaborative, which meets at Big Step. The STC seeks to support minorities in the construction trades and help foster retention. Efforts at mentoring can help make strides in support of a more diverse workforce.

Paul Blackman

Retired, President Steelworkers Federal Union No. 19806 (AO Smith)

Key points:

1. Mr. Blackman stated that large private contractors have not increased minority apprenticeships.
2. Mr. Blackman stated that Wisconsin Bureau of Apprenticeship Standards has been lax in monitoring apprenticeship programs. They should force employers to comply with existing laws.
3. Mr. Blackman maintained that systemic racism is still entrenched, particularly in the construction trades. The BAS should admonish or decertify Joint Apprenticeship Committees that are not in compliance.
4. There is a need for more monitoring and for enforcement of existing laws, and increased oversight by the federal Department of Labor.
5. Mr. Blackman has requested that the US DOL investigate the Wisconsin Bureau of Apprenticeship Standards itself.

October 21, 2009

Lois Quinn and Ruth Zubrensky

NAACP/UWM Employment and Training Institute Study

Key points:

1. In introducing the speakers, Ms. Fendt stated that the data in the 2006 NAACP/ETI study of minority participation in apprenticeship programs led to the convening of the MCAWG.
2. Members of the NAACP have been working on the issue of opening construction trades to minorities for years. There have been a number of reports, audits and plans, but many don't see enough improvement.
3. Increased usage of the Big Step program as a conduit for entrance into the trades was part of a 2002 voluntary agreement the BAS made in response to an EEOC complaint filed in the late nineties.
4. The NAACP has raised the idea that the County Board could become a certified apprentice trainer.
5. Ms. Zubrensky stated that Milwaukee County could establish a County Apprenticeship Ordinance whereby contractors would be required to train diverse apprentices. The City of Milwaukee and MMSD have apprenticeship utilization policies.

6. County should adopt stronger language on apprentices than exists in the city ordinance. County should accurately define what an apprentice is and should restrict instances in which an employer can get a waiver.
7. State enforcement of apprenticeship and affirmation action plans is not being monitored.
8. The NAACP recommends revisions to the Wisconsin BAS as they don't take strong enough position.
9. Their 2008 report noted "very little improvement" over the representation of minorities in apprentices over 2006.

December 21, 2009

MCAWG members

Discussion of work to date, other requested presenters

Key points:

1. Would like to hear the perspective of contractors. Mike Fabishak of Associated General Contractors of Greater Milwaukee was invited to present, but was not able to attend this meeting.
2. State Representative Barbara Toles pushed for the state inquiry into apprenticeship waivers, saying that such waivers work against minorities. She would be another good speaker.
3. Clarification is need in regards to waivers. There are apprentices who are ready, willing and able, therefore, waivers should not be given. Suggestion to invite Wisconsin Bureau of Apprenticeship Standards to present.
4. Sheet metal trades is going to move to Letter of Introduction; this is viewed as an improvement in the process to move candidates off the waiting list into apprenticeships.

January 25, 2010

Karen Morgan

Department of Workforce Development, Bureau of Apprenticeship Standards (BAS)

Key points:

1. Apprenticeships is 90% on the job training and 10% classroom training, training takes place through the Wisconsin Technical College System, and through the trades training departments.
2. BAS receives \$1.7million to oversee apprenticeship programs
3. Construction Trades Unions provide \$17 million, as Apprenticeship Sponsors, to support apprenticeships.
4. The alternative to apprenticeship is that trades/industry hire directly from technical college graduate pool.
5. Trends: industrial apprenticeships are declining; service and construction apprenticeships are increasing (as a share of total apprenticeships). Construction accounts for half of all apprenticeships.

6. 20% of all apprentices get cancelled during the probationary period. BAS needs to find out why. Is it due to: transport, child care, discrimination, difficult coursework? BAS can provide data on the gender and race of those that have been cancelled.
7. Due process – all apprentices that appear before committee and are allowed to bring an advocate.
8. Retention and diversity – minority and female apprentices are cancelled at a higher rate than white apprentices. There is a new mentoring and tutoring pilot program which seeks to improve retention. Secretary Gassman hopes to expand this pilot.
9. New BAS Apprenticeship Orientation process will be ready in Spring 2010. It will include information on what do in case of discrimination. All new apprentices will be required to complete the orientation. It will supplement the orientation already given by some trades and/or Wisconsin Technical Colleges.
10. Legislative Audit Bureau is conducting a statewide analysis of women and minorities in apprenticeships.
11. More outreach is being done but not necessarily in places where they are likely to find women and minorities.
12. Best practices – owners of projects should be required to meet workforce utilization thresholds (similar to those that get federal transportation dollars)

The rest of 2010 meeting were devoted to working on drafting our report and compiling the Work Group recommendations.