

Work-Based Learning 101

Overview



- Welcome to the training “Work-Based Learning 101 – Overview”!

Agenda



Introduction



Building Blocks of Work-Based Learning



Types of Work-Based Learning



Wrap Up and Preview



- Our agenda for today is:
 - An introduction section, where we are now, to share the agenda, objectives, and webinar tools
 - Building blocks of work-based learning, where we will cover basic foundational knowledge about work-based learning
 - We will cover different types of work-based learning, what their key characteristics are, and success stories for each one
 - And a wrap-up and preview section, where we will summarize what was covered and look ahead to the next module in this series.

Objectives

By the end of this module, you should be able to...

Explain what work-based learning is and how it benefits workers and employers.

Differentiate between OJT, IWT, Transitional Jobs, Pre-Apprenticeship, and Apprenticeship.

Identify staff roles and responsibilities in work-based learning opportunities.



- Let's look at our objectives for this module. Objectives are what you should be able to do by the end of this module:
 - Explain what work-based learning is and how it benefits workers and employers.
 - Differentiate between OJT, IWT, Transitional Jobs, Pre-Apprenticeship, and Apprenticeship.
 - Identify staff roles and responsibilities in work-based learning opportunities.

Icons for Live Webinar



Poll



Unmute



Raise Hand



Chat



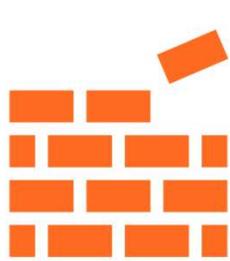
Independent Work



Breakout Room/
Group Work



- Each symbol on this slide represents a type of workshop activity delivered via webinar. Review each symbol and its meaning.
 - Poll: Participants will take a poll, on screen, and we will be able to look at and discuss results.
 - Unmute: In response to a prompt, participants are invited to unmute themselves (or be unmuted) in order to share.
 - Raise Hand: Participants can virtually signal a hand raise or agreement when the facilitator asks for a show of hands.
 - Chat: Participants respond to a question in the chat feature where everyone can see.
 - Independent Work: Participants complete something individually and independently during the webinar.
 - Breakout Room: In groups, participants go to virtual breakout rooms where they work on or discuss something.



Building Blocks of Work-Based Learning

- In this section, we will explore the “building blocks” of work-based learning – the definition and benefits!

Brainstorming Activity



1. Type your answer in the chat feature to this question, but **do not** post yet: "What comes to mind when you think of work-based learning?"
2. When the facilitator says, everyone will post at the same time!
3. Respond to the second question without posting: "What do you want to learn about work-based learning?"
4. Again, wait for the facilitator's signal to post.



What is Work-Based Learning?

Work-based learning (WBL) is a formal arrangement between an employer, candidate, and workforce development entity to provide paid employment. WBL involves upskilling and training a candidate.



- Work-based learning (WBL) is a formal arrangement between an employer, candidate, and workforce development entity to provide paid, structured employment. WBL involves upskilling and training a candidate.

Benefits of WBL



To Employer

- Expanded labor pool
- Higher skilled employees
- Competitive edge when recruiting
- Shared costs of training

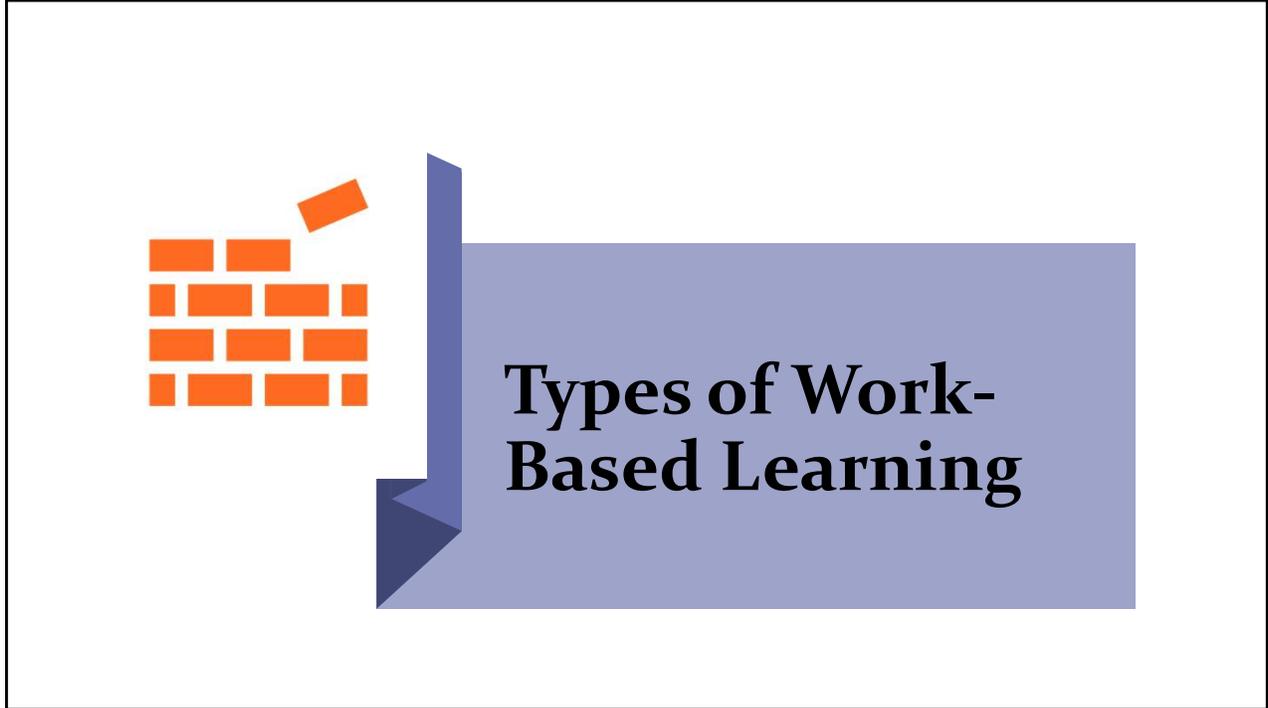


To Candidate

- Gain skills and experience while being paid
- Access new opportunities
- Move from jobs to career pathways
- Pursue a career with family-sustaining wages



- Benefits to the employer:
 - Expanded labor pool. Instead of needing someone who has every single required skill or qualification, employers can create training plans and use WBL programs to get people to where they need to be.
 - Higher skilled employees. A phrase used in workforce development is “grow your own labor market,” meaning to invest in your employees and grow the talent or skills that you need.
 - Competitive edge when recruiting. Employers can show candidates they’re offering more opportunities for growth, training, etc. through WBL opportunities.
 - Shared costs of training. Training has costs. In a WBL program, the workforce board and the employer split costs of training (through reimbursement or grants).
- Benefits to the candidate:
 - Gain skills and experience while being paid. Upskilling and training have broad appeal, but people are rarely able to work without receiving a paycheck!
 - Access new opportunities. WBL programs can open up opportunities for growth, more challenging career pathways,
 - Pursue a career with family-sustaining wages. Often our candidates have families to support.



- Next, we will look at each type of work-based learning – the definition of each, key characteristics, and a success story for each one!

WBL Types

On-the-Job
Training (OJT)



Incumbent
Worker
Training (IWT)



Transitional
Job



Pre-
Apprenticeship
and
Apprenticeship



- Four main types of WBL that we will be discussing today are:
 1. On-the-Job Training (OJT)
 2. Incumbent Worker Training (IWT)
 3. Transitional Job
 4. Pre-Apprenticeship/Apprenticeship
- **Note: For all types of WBL, employers utilize and retain all their human resources processes. They decide who to hire, who to retain, who to promote, etc. according to their HR standards. An employee hired via WBL is not treated differently than an employee hired outside of that. The contract between the employer and the workforce development entity is ONLY for the WBL program itself.**



On-the-Job Training

Meaning:

An **OJT** is a contract between an employer, employee, and workforce development office to provide reimbursement for wages paid to a hired candidate, who requires training.

Key Characteristics:

- ✓ Training in technical or hard skills typically
- ✓ Contains eligibility and compliance requirements
- ✓ Complexity (O*NET zone) determines the timeframe and wage



Poll Question:

“How familiar are you with On-the-Job Trainings (OJTs)?”



- OJT stands for On-the-Job Training. An OJT is a contract between an employer, employee, and workforce development office to provide reimbursement for wages paid to a hired candidate, who requires training. This extra training helps the candidate meet the necessary technical skillset although they otherwise hold essential qualities. OJTs are typically meant to be for upskilling hard skills, for occupations that require technical training. It is not intended to train employees in entry-level soft skills. Note that the candidate can be sourced by the workforce development staff **or** by the employer.
- A few other characteristics of OJTs are that they:
 - Contain eligibility and compliance requirements
 - Vary based on different factors. For instance, the complexity (as categorized in O*NET zones) determines OJT timeframe and wages. Also, there are different funding streams/sponsors for OJTs, at state and local levels, which have different wage and hour requirements. NJ’s Division of Vocational Rehabilitation Services runs an OJT for people with disabilities, for example. Other OJTs are run by WorkFirst NJ and NJ Return and Earn as well as individual counties.
 - **Note: This training is not meant to cover all specific types of OJTs based on funding streams**

On-the-Job Training Success Story

The employer was JRM Industries, a custom label printer in Passaic County, interested in training a candidate for the position of Press Operator. The candidate, MF, was an ex-offender living in a halfway house with limited work experience and no transportation. He was interested in working with his hands. However, the barriers he faced made job searching efforts difficult. Passaic County workforce staff matched him with JRM Industries because they were conveniently located and willing to train him in a position he was interested in. JRM hired MF and trained him. As a result, MF was able to move from the halfway house to his own apartment, and he is still employed at JRM.

- Passaic County



- We will look at a real-life example of a success story. Most of the examples are from New Jersey, provided courtesy of individual WIBs. The purpose of looking at these success stories is to increase familiarity with each type and see how they are being used to benefit all parties!
- Discussion Questions:
 - In this example, what makes the work-based learning program successful?
 - What are benefits to the employer, the candidate, and the workforce board? (Emphasize the win-win nature of this endeavor!)
 - Is there anything else you notice about this example?



Incumbent Worker Training

Meaning:

An **IWT** is when the workforce development entity works with an employer to upskill an employee by paying a training provider directly to train or certify the employee.

Key Characteristics:

- ✓ Training provider paid directly
- ✓ Candidate needs advanced training
- ✓ Used for existing ("incumbent") employees, sometimes in cohorts



Poll Question:

"How familiar are you with Incumbent Worker Trainings (IWTs)?"



- IWT stands for Incumbent Worker Training. For an IWT, the workforce development entity works with an employer to upskill an employee by paying a training provider directly to train or certify the employee. IWTs are not in every county in NJ; furthermore, IWTs can be outsourced to a greater or lesser extent to a training provider, such as a community college.
- IWTs are similar to OJTs, but here are a few differences:
 - An OJT provides reimbursement to the company for wages paid, while the IWT pays a training provider. (This is the key difference).
 - IWTs are typically utilized for employees in a more senior status (e.g., manager vs. staff) who need more advanced training.
 - IWTs are utilized for existing employees; this can be individually or in cohorts. "Incumbent" means that the person is already working there.
- IWTs are attractive to companies who see a need and seek funding because training costs money. IWTs help the company grow and be solvent while still investing and upskilling employees. Many small and medium-sized employers use this form of WBL.

Incumbent Worker Training Success Story

The employer, Atlantic County Utility Authority, was interested in upskilling its laborers who do solid waste management and recycling services. These employed candidates had the opportunity to upskill to CDL driver. The employer identified this area as a skill gap and could not address the training need internally any longer, due to a change in regulations. Incumbent Worker Training provided a solution.

The first cohort consisted of 5 candidates. They have successfully completed the CDL training program. As soon as they receive their certification, they will receive a \$4 per hour increase in pay and be able to operate the trucks. The employer has already begun a second cohort of eight workers.

- Atlantic County

- Discussion Questions:
 - In this example, what makes the work-based learning program successful?
 - What are benefits to the employer, the candidates, and the workforce board?
 - Why is an IWT the appropriate choice here?
 - Is there anything else you notice about this example?



Transitional Job/Work Experience

Meaning:

A **Transitional Job (or Work Experience)** is when an employer provides temporary employment for candidates who have very limited work experience (for example, youth) or other barriers, who could benefit from work experience to build their resumes.

Key Characteristics:

- ✓ Temporary period of time (for example, several months)
- ✓ Minimum wage requirement
- ✓ Hiring is encouraged but not required
- ✓ Can be a link or step to further employment
- ✓ Private sector version of CWEP



Poll Question:

"How familiar are you with Transitional Jobs/Work Experiences?"



- A Transitional Job (or Work Experience) is when an employer provides temporary employment for candidates who have very limited work experience (for example, youth) or other barriers, who could benefit from work experience to build their resumes. Examples of candidates who could benefit from a transitional job include youth, TANF clients, ex-offenders, veterans, or people with disabilities.
- **In New Jersey, currently this type of WBL is part of some youth programs and referred to as a "work experience."** It is often done in conjunction with other case management and services, for example, helping youth expunge criminal records, secure housing, obtain HSE and/or career training, provide other supports such as referrals to mental health counseling, etc.
- Several key characteristics of transitional jobs are as follows:
 - Temporary period of time (for example, several months)
 - Minimum wage requirement
 - Hiring is encouraged but not required from the employer
 - Can be a link or step to further employment
 - Private sector version of CWEP (Community Work Experience Program), which provides experience and training to individuals to assist them in obtaining unsubsidized employment.

Transitional Job (Work Experience) Success Story



ST (age 24) is a single parent who came to us looking for help with employment. She was placed in a Work Experience at a warehousing and transportation company for a three-month period of time. They extended her contract for another three months and she also took Human Resource courses on the SkillUp Learning Platform. ST was hired in March 2019 (\$15.00/hour) by the same company as a Human Resources Associate. ST is interested in pursuing formalized occupational skills training in the Human Resource field and is currently researching schools she might want to attend to earn her credential in this field.

- *Middlesex County's ELITE (Entry Level Internships, Training and Employment) Program*

- Discussion Questions:
 - In this example, what makes the work-based learning program successful?
 - What are benefits to the employer, the candidate, and the workforce board?
 - Is there anything else you notice about this example?

Pre-Apprenticeship

Meaning:

A **Pre-Apprenticeship** is a short-term training program offering industry credentials that prepares people to enter and succeed in at least one registered apprenticeship.

Key Characteristics:

- ✓ Candidate still needs to be hired for apprenticeship (it's not guaranteed)
- ✓ If *not* hired, candidate can pursue similar jobs/occupations or higher education



Poll Question:

"How familiar are you with Pre-Apprenticeships?"



- A Pre-Apprenticeship and Apprenticeship are different.
 - A pre-apprenticeship is a short-term training program offering industry credentials that prepares people to enter and succeed in at least one registered apprenticeship. (A registered apprenticeship is a training program which involves both classroom and on-the-job training, according to federal guidelines. More on that on the next slide!)
- Key Characteristics:
 - The pre-apprenticeship leads up to where candidate can *be hired for* an apprenticeship; it's not guaranteed. If the pre-apprentice isn't hired into the registered apprenticeship, they can pursue other employment for the same occupation, similar job titles, or higher education, for which the pre-apprenticeship prepared them.
 - Typically, a pre-apprenticeship is grant-funded and run by secondary or post-secondary institutions, who aligns the training curriculum directly with the partner registered apprenticeship(s).
 - Pre-apprenticeships are often geared towards specific groups to increase their participation in a field, like youth, returning citizens, disabled job seekers, or immigrants. Funding is often tied to this.
 - Note that pre-apprenticeships can be a helpful steppingstone to an apprenticeship, but pre-apprenticeships are not required to enter an apprenticeship, if the candidate has the baseline credentials for that apprenticeship.
- Examples of industries or occupations which involve or could involve pre-apprenticeships:
 - Any industry or occupation that is a good fit for an apprenticeship! In other words,

high-priority occupations that require significant on-the-job training as well as classroom instruction and lead to career pathways.

- The tracks offered at a technical high school could be good candidates.
- Examples include carpentry, IT network technician, digital media, biomedical engineering, or farming/agriculture.

Apprenticeship

Meaning:

A **Registered Apprenticeship** is an approved training program which involves both classroom and on-the-job training according to federal guidelines.

Key Characteristics:

- ✓ A technically skilled occupation
- ✓ Includes on-the-job training (approximately 2,000 hours/year)
- ✓ Approximately 144 hours of classroom training
- ✓ Incremental wage increases
- ✓ Each apprentice receives multiple mentors



Poll Question:

“How familiar are you with Apprenticeships?”



- An apprenticeship should generally be thought of and spoken about as a “registered apprenticeship.” The word “apprenticeship” can mean anything; there is often confusion for both candidates and employers as to what it means. However, a “registered apprenticeship” is an approved training program which involves both classroom and on-the-job training according to federal guidelines. The training program is approved (i.e. “registered”) as an apprenticeship.
- For a registered apprenticeship, employers develop a training program for an occupation of their choice for full-time permanent employees. Five required elements of a registered apprenticeship include:
 - A technically skilled occupation
 - Approximately 2,000 hrs. of on-the-job training required for the year for this occupation
 - Approximately 144 hours of classroom training required for this position
 - Incremental wage increases are given to match skills gained
 - Each apprentice receives multiple mentors who are masters of the occupation
- Historically, apprenticeships have been in trades, with unions. However, today’s apprenticeships are more diverse and can be in various industries, with or without unions.
- Examples of occupations that can be and have been apprenticeships:
 - Help desk support technicians in IT
 - Behavior health technicians
 - The trades – carpentry, electrical, plumbing etc
 - Manufacturing occupations

Apprenticeship Success Story, Example 1

EDSI worked with a multinational food company's commercial bakery in Chicago, IL, to set up a registered apprenticeship. Candidates were production staff looking for a career path and new skills. They were proven to be good employees which made them attractive to the company to put through an apprenticeship program. Candidates went through the apprenticeship program to become a machinist, an electro-mechanical technician, or an operating engineer.

In this program, the apprentices worked four days per week on the factory floor with a mentor and attended class one day a week at a local technical school.

The program was designed to help this company meet future skilled trades needs, by filling the workforce pipeline with skilled and qualified workers to better position them to maintain the facility.



- Discussion Questions:
 - In this example, what makes the work-based learning program successful?
 - What are benefits to the employer, the candidates, and the workforce board?
 - Why is an apprenticeship an appropriate choice here?
 - Is there anything else you notice about this example?

Apprenticeship Success Story, Example 2

A fast-growing, medium-sized manufacturing company reached out to a workforce development center inquiring about OJT funding. The company mentioned they wanted to bring on many young people to learn the trade and begin a career path. The workforce personnel recommended they consider creating an apprenticeship program. A registered apprenticeship could be an effective long-term training, recruiting and retention strategy, in order for this employer to develop the next generation of their workforce.



Apprenticeship Success Story, Example 2 Continued

The company was mission-minded, wanting to attract diverse candidates for manufacturing, and provide in-depth training to help them build a career pathway in the industry. The workforce staff guided the employer through the criteria and registration process. The employer quickly identified three new employees (young adults proving themselves to be responsible, hardworking and committed) to become the first apprentices once the apprenticeship registration was completed.

To help supplement salary expenses for the apprenticeship, the three incumbent employees could possibly qualify for IWT funding and any new hires could possibly qualify for OJT funding.

- *Southeastern Pennsylvania WIB*



- Discussion Questions:
 - In this example, what makes the work-based learning program successful?
 - What are benefits to the employer, the candidates, and the workforce board?
 - Why is an apprenticeship an appropriate choice here?
 - What partnerships do you see in this example, and how do they contribute to the WBL program's success?
 - Is there anything else you notice about this example?

Small Group Discussion

- Discuss an employer and/or candidate who benefited from work-based learning. *How did they benefit? How was your example a win-win? What type of WBL is your example?*
- Choose a spokesperson to share your example with the whole group.



Stakeholders in WBL



- Different stakeholders in the WBL process are:
 - Employers: Provides training or upskilling, employment, and wages; makes formal agreements with WIB and candidate regarding training program; receives compensation
 - Training Providers: Provides training or certifications to candidates or employees; receives reimbursement from the WIB, in the case of an IWT. Candidates: Improves skills; Earns money
 - Local Level Workforce: Collaborate with employer to determine/specify position qualification, training, what success looks like, and/or recruitment process; sources candidates; manage both candidate and employer expectations; reimburses employers or training providers.
 - State Level Workforce/DOL: Distributes funds to counties; oversees workforce initiatives at the state level
 - Federal Level Workforce/DOL: Distributes funds to states; sets standards and requirements for money usage
- Effective partnerships need to break down silo's and emphasize sharing information and not feeling like it's proprietary. People need to want to work together and need to be on board with the concept of shared credit.
- What hinders partnerships: Competitive bidding or attitudes; the sense of "my employer" – i.e., someone doesn't want anyone else to build a relationship with the employer. To overcome these attitudes, you need the freedom and forum to share information and collaborate; people do want to know how you're using information, so it's crucial to communicate with transparency

and respect.

- Auditing is how you keep your money coming in; it proves you're doing something and you're doing it right. Each stakeholder functions in their role and can provide a check and balance to other stakeholders. Monitoring and auditing promotes accountability!

Wrap Up

Types of work-based learning include on-the-job trainings (OJTs,) incumbent worker trainings (IWTs), transitional jobs, and registered apprenticeships.

WBL typically involves providing paid employment and upskilling/ training candidates.

Stakeholders in WBL include employers, candidates, local, state, and federal workforce development entities, and training providers.



Preview of Next Module

In **Work-Based Learning 102: Candidate and Employer Processes**, we will cover:

- ✓ Identifying employers and candidates
- ✓ Employer and candidate eligibility
- ✓ Referral processes
- ✓ Monitoring progress toward goals



Upcoming WBL Training Schedule

Module 102: Candidate and Employer Processes

- Two options: Tuesday April 26th at 9am or Thursday April 28th at 1pm
- Audience is everyone

Module 201: Lead Generation, Prospecting, and Getting Past Gatekeepers

- Two options: Tuesday May 10th at 9am or Thursday May 12th at 1pm
- Audience is staff working with candidates **AND** staff working with employers

Module 202: The Six Steps of the Sale

- Two options: Tuesday May 17th at 9am or Thursday May 19th at 1pm
- Audience is staff working with employers

Module 301: Contracts, Invoicing, and Fiscal Trackers

- Two options: Tuesday May 31st at 9am or Thursday June 2nd at 1pm
- Audience is the fiscal team **AND** staff working with employers





Thank You!

- Thank you for participating in this training! Have a great day!