



## **Skills-based Apprenticeship Postings Workshop**

*Thursday January 12, 2017*

# Skills-based hiring offers three major benefits

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## Benefit

**Expanded applicant pool**

## Why skills-based hiring helps

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- Many companies require a college degree to apply for a job but only 30% of working-age Americans have a college degree
- Focusing on the actual skills needed for a role allows an additional 70% of the US working population to apply, including groups with highly valuable skills (e.g., veterans, workers with non-traditional training and certifications)
- An expanded talent pool reduces the time to fill a job, decreases wage pressure, and reduces hiring costs by increasing the number of qualified people that can apply

**Attract better fit candidates**

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- Skills-based hiring clearly articulates a company's "requirements" and "preferences"
  - This focus on what's critical and most important attracts candidates best suited to the given job

**Sharpen both hiring and training**

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- Emphasizing certain skills help job-seekers understand what they need to succeed in the position
  - This increased insight helps to hire the right people – and train current workers to gain valuable skills

# Skills-based hiring builds on two key practices

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## Key practice

### Focusing on skills

## What this means

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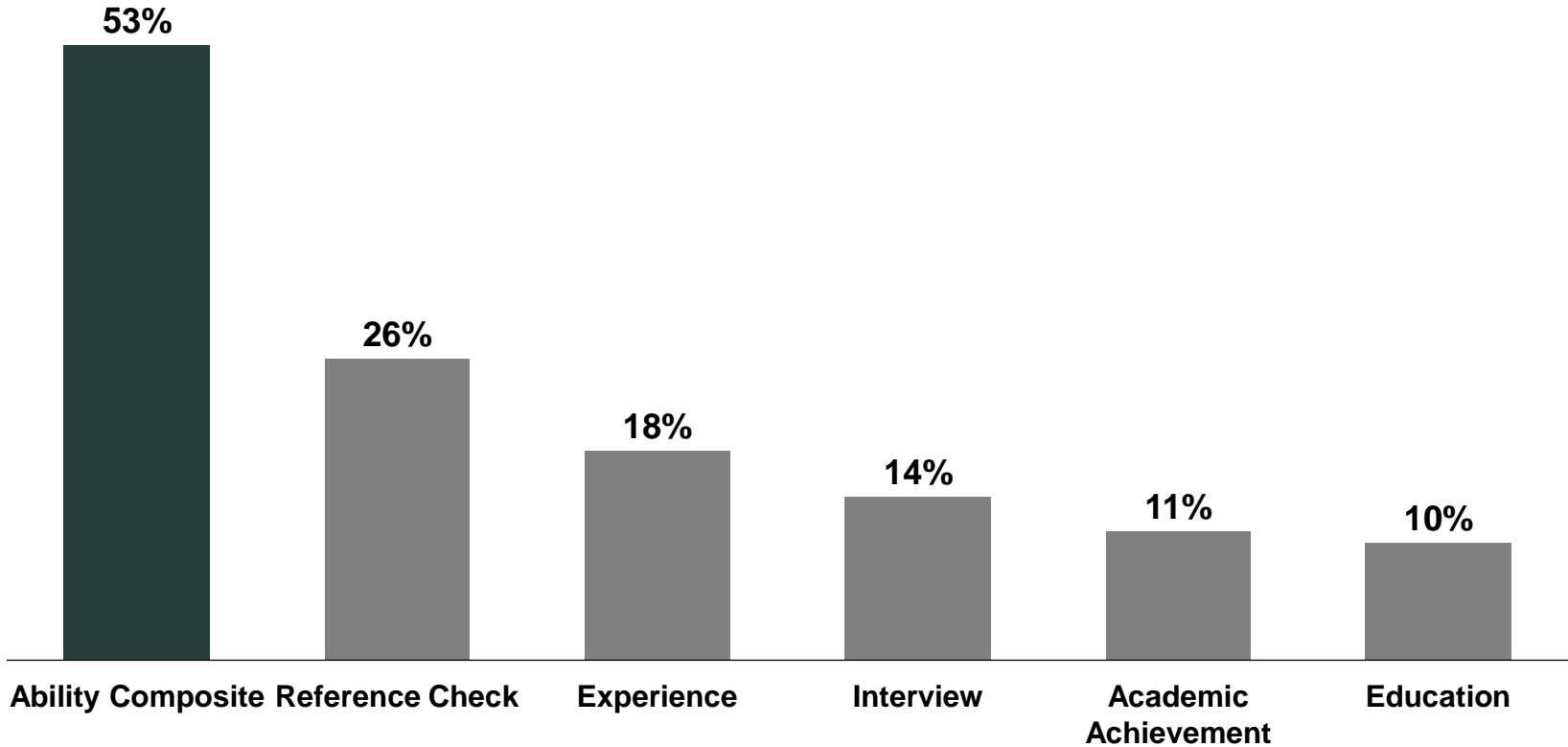
- The job posting:
  - Focuses on the key *competencies* (knowledge, skills, abilities) required to successfully perform the role
  - Clearly distinguishes “required” versus “preferred” competencies
  - Includes the key activities but avoids long laundry lists (ideally 4 to 7 activities)
  - Uses language that invites people with diverse experiences and backgrounds to apply (e.g., “Military experience welcomed”; “Industry experience valued but not required”)

### Minimizing requirements

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- The posting minimizes requirements (e.g., “College degree required”; “Industry experience required”) not directly related to the job that exclude large groups (e.g., the 70% of Americans without college degrees)
  - Instead of requirements, the postings should focus on key competencies and interest in a role

# A study of research articles found that “skills are the best predictor of job success”

% prediction of a successful outcome



An “ability composite” most successfully predicted job success

# Case Study in skills-based hiring: Mercy Health Hospitals and 911 Call Center

## Mercy Health Hospitals

**28%** reduction in staff turnover

**78%** diversity increase

## 911 Call Center

**50%** reduction in staff turnover

**100%** reduction in skills-related turnover

### Overview:

- Mercy Health Hospitals in Western Michigan instituted a system-wide reform to focus on skills for almost all its entry-level medical and administrative staff
- After the reform, turnover reduced 28% and diversity increased 78%
- The 911 Call Center in Lexington County, South Carolina instituted skills-based hiring to assess and select candidates
- The program resulted in a 50% reduction of overall turnover and a complete elimination of skills-related turnover

**Estimated Annual Cost Savings: \$3.2 million a year**

# Computer Technician: Skills-Based Apprenticeship Job Posting Example (1/2)

Include a short description of your company and its values

Give apprentices a brief summary and a few bullets of activities they will do, keep it high level

CareerWise has worked with school district partners to determine relevant educational requirements

## Apprenticeship Posting: Computer Technician

### Who We Are:

#### Description of your company

<Please insert a short paragraph talking about your company and what makes it different to work there. Include details that capture the core values, culture and mission of your company, so job seekers more clearly understand the environment they will be working in.>

### What You Will Do:

#### Summary of the role and activities

Computer Technicians provide technical assistance to computer users, answering questions or resolving computer problems for clients in person, over the phone or digitally. Computer Technicians may also provide assistance concerning the use of computer hardware and software, including printing, installation, word processing, e-mail, and operating systems.

#### • 5 or less – examples are below

- Set up equipment for employee use, performing or ensuring proper installation of cables, operating systems, or appropriate software.
- Answer user inquiries regarding computer software or hardware operation to resolve various problems (e.g., malfunctioning software, user account lock out).
- Oversee the daily performance of computer systems.
- Enter commands and observe system functioning to verify correct operations and detect errors.

### Who You Are:

#### Preferred mindsets and interests

- **Team player:** Open communicators that want to help get things done and gather as much information as possible.
- **Service Orientation:** You have no issue making other people's problems your own.
- **Technical Mindset:** Technology does not have to be life, but it helps if you want to learn about and work with it. Some basic familiarity with the use of computers, hardware, and peripheral devices.

### What You Have Done:

#### Educational Requirements for Applying Candidates

Applicants should be able to communicate clearly and concisely, both verbally and in writing.

Applicants should also be on track to master the following arithmetic competencies by the beginning of the apprenticeship in order to access potential college-level training content (as outlined in College Board Accuplacer Program Manual, October 2016):

- can perform the basic arithmetic operations of addition, subtraction, multiplication, and division using whole numbers, fractions, decimals, and mixed numbers
- can make conversions among fractions, decimals, and percents

Refer to the CareerWise job titles so apprentices know what role is

Remember, these are high schoolers (most have not worked) so break down the interests and mindset of the student you want to bring onboard

# Computer Technician: Skills-Based Apprenticeship Job Posting Example (2/2)

## What You Will Learn:

### Occupational Competencies the apprentice will develop in the role

- **Tech Support:** Familiarity with the use of some components of commonly-used computer hardware, software, applications, etc. and a basic ability to diagnose customer problems and provide troubleshooting and issue resolution support.
- **IT/Hardware:** Basic familiarity with the use of computers, infrastructure, and peripheral devices and some knowledge of how to assemble, configure, install, maintain, and repair basic, commonly used hardware (e.g., desktops) and systems (e.g., company email).
- **Networking Tools and Concepts:** Basic ability to apply commonly-used networking tools/devices (e.g., routers, Ethernet, firewalls, frame relay, LAN, VPN, and WAN) and network security techniques and tools (e.g., encryption technology, wireless support, cloud services, and proxy servers).
- **Microsoft Office:** Demonstrated use of multiple end-user software packages and cloud solutions (which must include a business productivity suite such as MS Office or Google Docs) and working knowledge of how to install, configure, and maintain some of these packages in an enterprise environment

### Foundational Competencies the apprentice will develop in this role

- **Active Listening:** Giving full attention to what other people are saying, taking time to understand the points being made, asking appropriate questions to identify root cause through iterative questions, making sure to understand the severity of a problem to the end-user, and the impact to the business (e.g., network issue versus PC issue).
- **Service Orientation:** Actively looking for ways to help people and viewing role as the "IT Customer Service Department"; owning an issue through completion or transfer to another support specialist; using effective communication and empathy to best help resolve customer issues.
- **Judgment and Decision Making:** Considering the relative costs and benefits of potential actions to choose the most appropriate one, utilizing technical common sense to reduce overall impact of decisions on the customer.
- **Critical Thinking:** Using logic and reasoning to identify the risks and rewards of alternative solutions, conclusions, or approaches to problems to improve operational efficiency; seeing the big picture and identifying patterns like a large number of tickets for the same type of issue; identifying opportunities for improvement by regularly reevaluating the status quo.

### Apprenticeship Certification(s):

- *<Note: Insert any specific certifications the apprentice will attain in the role at your company by the end of Year 3. We will include the list of certifications he/she will attain through our training program.>*
- This apprenticeship will include a minimum of 2 college courses

### Job Details:

- *<Location>*
- *<Department>*
- *Total apprentices for this position:*
- *Total apprentices at company:*
- *<work environment description (office – sitting / standing / walking / bending -, production floor – lifting / standing, etc.)>*
- *Apprenticeship compensation – Year 1:*
  - *Current market compensation for fully qualified full time role: \*CareerWise will provide from Onet data*

These are the technical skills apprentices will gain working at your organization, these are skills they can utilize within similar occupations. To populate, refer to the list of "Occupation-Specific Competencies" provided by CareerWise.

These are the softer competencies apprentices will gain working at your organization, these are skills they can utilize in a future role. To populate, refer to the list of "Foundational Competencies" provided by CareerWise.

Let applicants know what certifications they will attain or be on track to get through the apprenticeship

Fill in the designated fields according to your job posting

## A few key principles to consider as you create apprenticeship job postings

### DO'S

- Highlight what makes your organization interesting and fun, apprentices are looking for the right experience
- Keep in mind that these are high schoolers, language should be approachable and avoid industry lingo
- Avoid use of terms like “required”, “preferred”, or “ideal”; instead, include phrases like “express an interest in” or “exposure to”
- Limit experiential requirements (educational or professional) as those will exclude large segments of students that may have the needed interest or skills
- Be as succinct and concrete as possible; in general, less is more
- Focus on key capabilities and skills, allow for flexibility in how someone may have acquired those skills

### DON'TS

- Do not write your postings using language from your standard job postings
- Do not duplicate content in each section and throughout the overall posting
- Do not present specific experiential requirements (e.g., “2 years in an IT role”) or credentials that are “nice to have” as requirements
- Do not use language that might turn off or exclude certain populations, simplified, less charged language can accomplish the same purpose (e.g., “Our company is a progressive workplace” or “Our company is a traditional workplace”, “Hard and tough people will thrive in this role”) particularly in areas related to politics, gender and ethnicity



## CareerWise Colorado – Upcoming Critical Dates

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- Completed job postings back from business, **1/20/17**
  - **CRITICAL** to Apprentice Marketplace opening on **2/1/17**
- Schedule survey completed by business, **1/30/17**
  - Must list available schedule(s) with job posting
- MOUs returned, **1/31/17**
- Competencies approved by business, **1/31/17**
  - Driver of Training Plan creation