

Employer Guide

This guide, which is a supplement to the Advanced Manufacturing Apprenticeship Program (AMAP) Case Study, highlights the learnings specific to employers or private industry. Read the case study for more context on the story, this partnership model, and lessons learned.

These guidelines are designed for companies who want to meet their business needs by hiring and training a local workforce through inclusive, high-quality programming.

“Electric propulsion is on the verge of transforming aviation and human mobility, just like jet propulsion did in the 1960s. The adoption of new technologies creates opportunities for workers to learn new skills, setting the stage for long-term career growth and economic mobility. In times of great technological change, employers play an important role in redeploying human capital for the betterment of society.”

CODY CLEVERLY, WORKFORCE DEVELOPMENT LEAD, JOBY AVIATION

“We needed to fill positions and didn’t have an existing talent pool locally, so we had to improve training rather than expecting to find trained personnel.”

PETER CHURCH, AVIATION EDUCATION PROGRAM MANAGER, JOBY AVIATION

Key Capabilities

We recommend that employers prioritize the following capabilities and follow the implementation guidance to fully realize their potential for inclusive economic development.

- **Training function:** When training is led by the employer, it’s critical to resource this function separately from the business unit engaged in hiring. It is important to have a function whose priorities and accountability structures center training, as it is easy for this to get deprioritized when led it is by the business function. If the trainers are existing employees, ensure that they are scheduled in a way that doesn’t negatively impact their day jobs and teams, such as staggering trainers every two weeks. To build buy-in with their teams and supervisors, frame training as necessary for increasing headcount and meeting business targets. If the trainers are external, such as a higher education institution, ensure that multiple stakeholders, including supervisors and employees currently in the role, have input on curriculum design.
- **Capacity for community collaboration:** Ensure that at least one person involved in the training program is resourced, supported, and accountable for community engagement. Their capacity will be leveraged to coordinate partnerships with

community based organizations (CBOs) and engage philanthropic and public funders to support the effort. This person will help maintain focus on hiring local community members and increasing diversity and inclusion in the company and industry.

- **Openness to engage and learn from external stakeholders:** When engaging with CBOs and shifting your hiring and recruiting practices to engage nontraditional talent, openness and willingness to collaborate are essential. Receiving and acting on feedback related to job descriptions, recruitment and outreach processes, onboarding, and training will ensure that the program effectively engages local community members. For business leadership and hiring managers, this means having an open mind as to what kinds of backgrounds may be relevant and what skills are teachable versus required.

Implementation Guidance

- 1. Conduct a workforce analysis** to articulate talents needs for the next three to five years, including roles types, required skills, and headcount estimates.
- 2. Internally communicate the business and social benefits** of local hires and nontraditional talent to build internal commitment and secure resourcing (budget and headcount).
- 3. Connect with a local economic development organization and CBOS.** Economic development organizations may be able to facilitate introductions to CBOs or an intermediary working with CBOs to support recruiting, outreach, and pre-employment training. These connections can help a company navigate the local workforce development landscape.
- 4. Work with CBOs to identify shared goals and define the boundaries and roles of the partnership.** Make the business' goals and values explicit in order to attract the right partners.
 - a.** Understand the local talent pool, including key demographic communities to engage, which CBOs have trust with those groups, and how to best reach them.
 - b.** Identify training and education assets (CBO-led, higher education, etc.) that can support pre-employment training and/or the apprenticeship itself.
- 5. Develop an earn-and learn pilot** to demonstrate the business case and identify internal shifts that would better support this training model. Support this pilot with funding from the business, in partnership with external nonprofits applying for private philanthropic support, or public funding sources.
- 6. Implement continuous learning and feedback mechanisms** across partners and adjust accordingly. Keep an eye toward business awareness of biases, stigmas, and assumed behaviors that affect hiring, retention, and advancement outcomes.

Impact Potential

- **Increased access to committed and willing talent pool**
- **Opportunity to leverage funding for pilot** and/or expansion from private and public sources
- **Expanding apprenticeship program** to additional business units, functions, and disciplines
- **Improved training and onboarding experience** for all employees
- **Greater understanding of applicable, nontraditional skills** that signal aptitude
- **Potential to develop other earn-and-learn pathways** such as part-time internships

“Empower applicants to reconsider their own skills and support them in thinking creatively, capturing, and talking about those skills. We realized that carbon fiber is essentially a fabric, so people who had experience with sewing and embroidery had translatable skills for this job.”

PETER CHURCH, AVIATION EDUCATION PROGRAM MANAGER, JOBY AVIATION

Apprenticeship Resources

- [The Grow Apprenticeships California Equitable Apprenticeship Toolkit](#) provides a framework and workbook that supports the inclusive design and implementation of pre-apprenticeship and apprenticeship programs.
- [Pathway to Apprenticeship: Employers](#) provides a high-level road map for employers to follow when designing an apprenticeship program.
- [The National Apprenticeship ROI Calculator](#) helps employers understand how an apprenticeship can be financially beneficial to their business.
- [The Grow Apprenticeship California Funding Matrix](#) is a financial learning resource that outlines various funding sources for apprenticeship-specific and -adjacent programs.