

Apprenticeship and Training Department and KPI Support

Every “successful” organization, company and (Yes) union has a clear vision of where they are going and measurable indicators so they can monitor progress toward their goals. General President Hunt, working with his senior staff and District Council Presidents, is providing a vision for our future based upon a number of recent strategic planning meetings. The Apprenticeship and Training Department and National Training Fund are prepared to support local unions as they implement the elements of our new strategic plan.

To achieve our vision, we need to work together using processes and tools that will help ensure that we grow and regain market share for our union and contractors. The tool we will use to increase accountability at all levels within our union will be the **Key Performance Indicator**. Key Performance Indicators, also known as **KPIs**, will help us define and measure progress toward our goals.

KPIs are required indicators monitored by the District Council President and the International. These KPIs represent key goals in five major areas. They are considered the minimum measures required for performance of the local union and district council. Of the 15 KPIs announced by President Hunt, five are within the Apprenticeship and Training Department’s area – and we are ready to assist Apprenticeship Coordinators as they work on these KPIs.

Much more information is available for all of the KPIs. For the five within the area of apprenticeship, here is a list of the goals and a brief description of how the Apprenticeship and Training Department can be of assistance.

KPI-1: Goal – To increase recruitment to address attrition and growth. To achieve this goal, at least 20% of the local’s membership should be apprentices. The number of apprentices plus the number of workers organized should exceed the local’s attrition rate by at least 5%. Locals can look at strategies such as

Helmets-to-Hardhats, school-to-work programs, linking to organizing efforts, implementing an open enrollment policy, etc. We can assist locals in identifying approaches for increasing recruitment.

KPI-2: Goal – To ensure that the local union apprenticeship program meets or exceeds minimum quality standards. This goal can be achieved by ensuring the apprenticeship program is certified under the ***Ironworker Apprenticeship Certification Program***. For complete details, download the policies and procedures, evaluation guide and application on our department's section of the International's website. Go to www.ironworkers.org and click on Departments and then the Apprenticeship and Training Department.

KPI-3: Goal – To provide contractors with certified welders. This goal can be achieved by ensuring that the welding program is certified under the Ironworkers' Welding Certification Program of North America. The first step is to ensure that the local has a Certified Welding Inspector (CWI). Information on CWIs and the welding program are available from the Apprenticeship and Training Department.

KPI-4: Goal – To provide contractors with a skilled workforce. This goal relates to the percentage of apprentices and journeymen certified under appropriate certification programs (e.g., Scaffold, OSHA 10, Post-tensioning, Sub Part R, etc.). The local will determine which certification programs available from the International and other sources are applicable to the local and then arrange for the training and/or testing to ensure members can be certified and receive documentation. Information on all of the Ironworker's certification programs is available from the Apprenticeship and Training Department.

KPI-5: Goal – To reduce barriers to entrance into the apprenticeship program. The focus of this KPI is on reducing barriers to more rapidly move apprentices into the program and, in some cases, move through the program

more rapidly. The indicator for this goal is the local union's approved apprenticeship standards indicating approaches such as open enrollment, slot-ins, distance learning, competency-based training, etc. Locals may request a copy of a new concept paper available from IMPACT and the Apprenticeship and Training Department entitled "Ironworker Apprenticeship Programs: Challenges and Opportunities – A Time for Change".

We strongly believe that this strategic plan, and working with all locals to achieve the 15 KPIs, will help strengthen our union and is a major key to our survival. We stand ready to assist all local union apprenticeship programs as they begin working on implementing strategies for success.

Caption for the photo:

Local 7 Apprenticeship Coordinator Neal McKelligan and management representative Rick Bartley of Bart-Lund Steel meet with IACP team members Frank Piccione of the National Training Fund and Ron Repmann, Training Director from the District Council of Northern New Jersey