

Data Meets Service: Revolutionizing Business Service Connections



NAWDP Business Services Academy
August 26, 2025

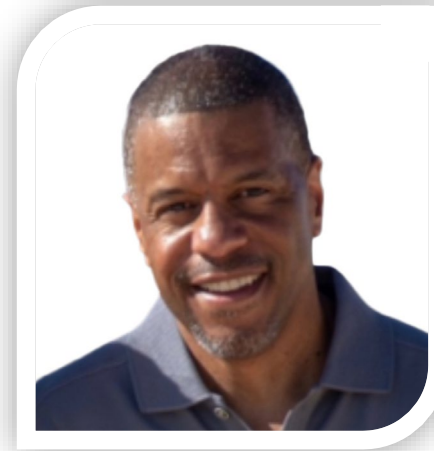
Presenters



Melissa Aguilar-Southard

Senior Project Director and
SME

Safal Partners



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Dun & Bradstreet

Welcome and Agenda

- Center of Excellence Overview
- Registered Apprenticeship Basics
- Key RA Components- Equipping BSRs
- Structuring Business Services Delivery
- Data System Alignment
- Questions and Wrap-Up



Center of Excellence Overview



- U.S. DOL initiative to increase systems alignment across apprenticeship, education, and workforce
- Led by Safal Partners; 5 national partners
- We provide **no-cost** services including:
 - Monthly webinars
 - Quarterly virtual office hours
 - Individual compliance assistance and services
 - Online resources (desk aids, guides, frameworks, etc.)



[Visit our website, request assistance](#)



Registered Apprenticeship Basics



Assessing Your RA Knowledge

Basic

I know what it means, but I don't know how to utilize it and don't have significant experience with it.

Intermediate

I understand RA, I've had experience with it in some capacity, and I feel comfortable talking with stakeholders about it.

Expert

I have extensive knowledge and relevant experience developing and implementing programs and standards, recruiting apprentices, and convening stakeholders.

What Is Registered Apprenticeship?

Registered Apprenticeship (RA) is a proven, customizable, and industry-relevant and US Department of Labor-approved model for organizations to *find, train and retain new talent* as well as *upskill current workers* in critical occupations.



Five Core Components of Apprenticeship



**Employer
Involvement**



**Structured
On-the-Job
Learning
(OJL)**



**Related
Instruction (RI)**



**Rewards for
Skill Gains**



**National
Occupational
Credential**



Growing Apprenticeship



Key Organizational Apprenticeship Roles



Sponsor

An organization that agrees to operate an apprenticeship program and in whose name the program is registered.



RI Provider

Entity that provides instruction to apprentices in the designated occupation's core knowledge, skills, and abilities.



Employer

Hires and provides paid OJL for apprentices under supervision of a designated mentor who is a skilled professional in that occupation.



Partner

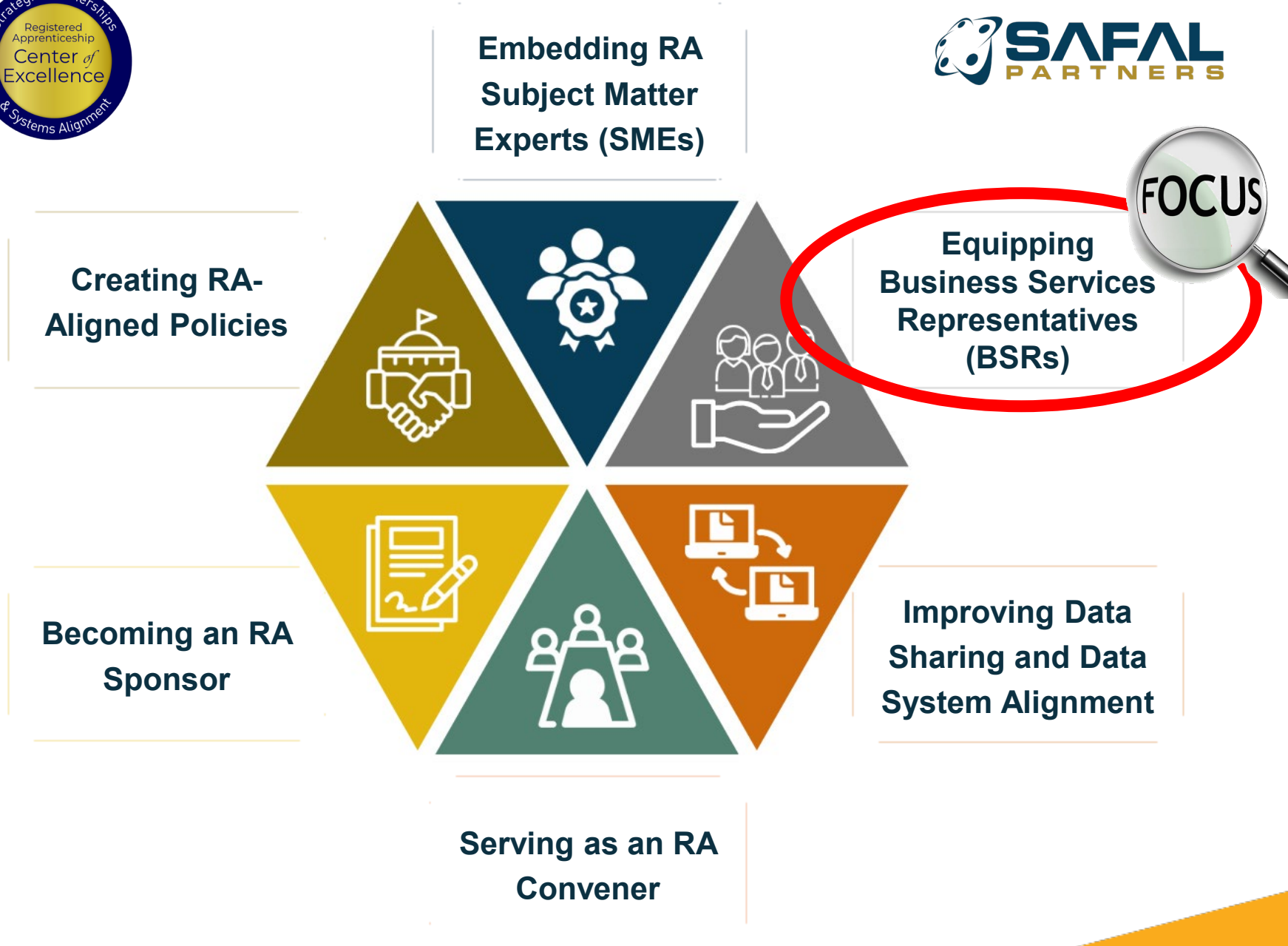
Organizations committed to assisting RA programs. They can play one or more roles.



Convener

Group responsible for bringing entities together to discuss RA opportunities.

Key Components of Workforce System Alignment with Registered Apprenticeship



Equipping BSRs

**What does your
current level of
business
engagement
look like?**

- **EMERGING**
(We have a BSR rep who works with employers)
- **ADVANCING**
(We have a BS team who meets with employers)
- **LEADING**
(We have a fully functional BS team who communicates consistently about employer needs in our area)

Business Services Staffing Structure

You have local discretion as to how to best meet the needs of the businesses in your local workforce area, but a **TEAM effort is always best.**

Do you have a true BST?

Are you including RA conversations in the mix?



Including RA in Services Offered by BSRs and BSTs



- Establishment of **relationships and networks** with large and small businesses
- Development and implementation of industry **sector partnerships and sector strategies**
- **Labor exchange** activities (especially for economic development purposes)

Including RA in Services Offered by BSRs and BSTs 2

Service Examples:

- Establishment of **relationships and networks** with large and small businesses
- **Screening and referral** of qualified job seekers
- Customized **recruitment events** including "exclusive" RA job fairs
- Facilitating and braiding **access to funding** through the workforce partnerships
- **Rapid response and layoff aversion** services
- Developing and delivering **innovative workforce services and strategies... related to RA programs**



WIOA Funding, Supports for RA

Related Training Instruction

Under WIOA, all classroom training is funded through individual training accounts (ITAs). Programs must be on that state's eligible training provider list to take advantage of potential funding. In addition to ITAs for individual apprentices, utilizing contracts for cohort training is also possible.

On-the-Job Training

On-the-job training (OJT) is funded through contracts, not ITAs. OJT contracts can cover one or multiple apprentices with the reimbursement for OJT typically at 50% of the apprentices' wage rate.

Supportive Services

WIOA formula funds can be utilized to provide a range of supportive service such as transportation and childcare. Also, if an ITA is used to fund the related training and instruction, the ITA can also be used to provide supportive services.

Embedding RA Into the Business Services Approach

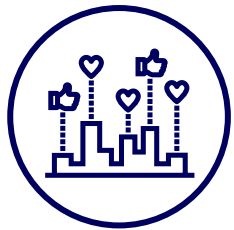
Actionable Items for Success: What Steps Lead to Strong System Alignment



Are your BSRs (as a team preferably) trained on RA, including using intermediaries and working with local Apprenticeship Training Representatives (ATRs)?



Have you hosted roundtables and apprenticeship accelerators for businesses to learn about Registered Apprenticeship?



Have you created and shared Apprenticeship.gov materials with businesses on the benefits of Registered Apprenticeship?

Embedding RA Into the Business Services Approach 2

Actionable Items for Success: What Steps Lead to Strong System Alignment



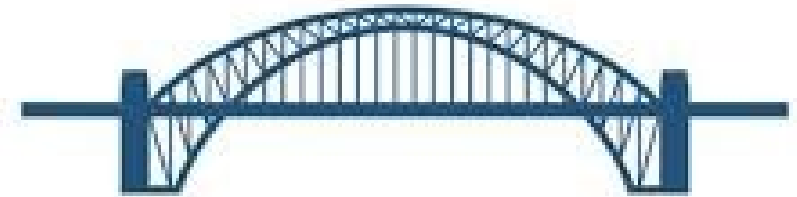
Do you regularly communicate with ATRs and partner organizations regarding Registered Apprenticeship programs?



Has the State provided guidance on using rapid response / layoff aversion funds for Registered Apprenticeship?

BSRs as a Bridge

While staffing and services may vary depending on the organization, region, or specific objectives,
a BSR or BST serves as the bridge between business and workforce development, aiming to create mutually beneficial partnerships that enhance employment opportunities and support economic growth.



Structuring Business Services Delivery



RA Helps Advance WIOA Goals

*Training And Employment
Guidance Letter WIOA
No. 13-16: **Operating
Guidance for the
Workforce Innovation
and Opportunity Act***

Adopting Registered Apprenticeship as a workforce strategy can help advance the goals of WIOA:

- Helps meet WIOA Performance Outcomes: employment rate, median earnings, credential attainment, and skill gains.
- Gives more individuals on Individual Training Accounts an opportunity to move into living-wage jobs
- Can help support Incumbent Worker Training
- Can increase the need for and use of On-the-Job Training Contracts
- Adds valued trainers to the Eligible Training Provider List

Structuring Delivery of Business Services: The BSR Approach

Entry to Discuss RA Your introduction to a new employer or initiating a RA project with an existing customer. Consider: • How do you contact them/get in the door? • What is the goal of outreach and potential partnership? • When do you bring up RA as a solution?	Fact Finding for Potential RA Fit The discovery process to understand an employer's needs and ability to bridge to a RA solutions design. Consider: • Ask "how are you training employees currently?" • What does the business need? • What are their pain points?	Solutions Design The recommended solution presented to the business by you and relevant partners. Consider: • What is the best solution for this employer/project – is it indeed RA? • What relevant assets could be provided by you and your partners?	Implementation of RA Your detailed plan for successful implementation of the proposed RA solution. Consider: • What steps are involved? • Who is the lead contact? • What are each partner's responsibilities? • What is the monitoring process?	Follow-Up Establishes ongoing business relationships, promotes sustained success of RA and encourages RA process improvement. Consider: • What happened? • What was the result? • Where might you improve for future projects? • What happens next?
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Involving Your State / Federal OA Office

- Identify who at the state level should be involved in your RA activities (DIR – DAS)
- Communicate consistently with the state and other RA stakeholders in the area on business engagement activity
- Send email updates announcing when new RA programs or occupations get approved
- Promote online training sessions for stakeholders who are interested in Registered Apprenticeship

Apprenticeship



Division of Apprenticeship Standards (DAS)

The Division of Apprenticeship Standards (DAS) administers California apprenticeship law and establishes apprenticeship standards for wages, hours, working conditions and the specific skills required for state certification as a journey person in an apprenticeable occupation. DAS promotes apprenticeship training, consults with program sponsors, and monitors programs to ensure high standards for on-the-job training and supplemental classroom instruction.

Public works

Contractors performing public works projects in California are required to notify applicable apprenticeship committees when they are awarded a public works project. They must also employ apprentices and make training fund contributions to an approved apprenticeship committee or to the California Apprenticeship Council. The public works unit assists those complying with these requirements.

California Apprenticeship Council (CAC)

The CAC was established by the Shelley-Maloney Apprentice Labor Standards Act of 1939. The council holds an open quarterly meeting to conduct the business of apprenticeship in California and fulfill its statutory responsibilities: providing policy advice on apprenticeship matters to the director of Industrial Relations, issuing rules and regulations on specific apprenticeship subjects to be published in the California Code of Regulations, and conducting appeals hearings.

Interagency Advisory Committee on Apprenticeship (IACA)

The Committee was established in the Shelley-Maloney Apprentice Labor Standards Act with the passage of Senate Bill 235 (2018). The committee holds open quarterly meetings to providing advice and guidance to the Administrator of Apprenticeship and Chief of the Division of Apprenticeship Standards on apprenticeship programs, standards, and agreements that are not within the jurisdiction of the California Apprenticeship Council.



DOL Intermediaries... Facilitators and Connectors

They bridge the gap between employers, apprentices, and other stakeholders

- Increase **awareness** through industry outreach
- **Connect** employers with workforce and education partners
- Provide **TA** to launch and expand RA
- Refine **recruiting, hiring and retention** strategies
- Assist in developing **curriculum**, RTI outlines and RA program models
- Connect to **resources**

Industry Intermediary	Industry Sector
American Institutes for Research (AIR)	IT
Appteon	IT
Arbor E&T, LLC d/b/a Equus Workforce Solutions	Healthcare, Healthcare IT, and Public Service
District 1199C Training and Upgrading Fund	Care Economy (Healthcare, Early Childhood Education)
Fastport	Transportation, Distribution, and Logistics
Healthcare Career Advancement Program (H-CAP)	Healthcare
Jobs for the Future (JFF)	Advanced Manufacturing
Manhattan Strategy Group	Supply Chain (Automation)
Net.America Healthcare	Healthcare and Healthcare IT
National Restaurant Association Educational Foundation (NRAEF)	Hospitality
National Institute for Innovation and Technology National Institute for Industry and Career Advancement (NIICA)	Strategic Industry Supply Chains and Semiconductor/Nanotechnology-Related Industries
Safal Partners, LLC	Cybersecurity
Virginia Manufacturers Association (VMA)	Supply Chain (Advanced Manufacturing)
Washington Technology Industry Association (WTIA)	IT
Wireless Infrastructure Association (WIA)	Telecommunications

[Registered Apprenticeship Industry Intermediaries | Apprenticeship.gov](https://www.apprenticeship.gov)



Lessons from the Field

- Regularly **partner with** apprenticeship system counterparts to promote and develop RA programs
- **Identify** an RA Champion to deliver testimonials and provide TA for businesses starting new programs
- **Connect** to intermediaries to seek assistance for businesses with RA program development

Lessons from the Field



Career Specialists & BSRs need to work together

- **Publicize** RA program openings and screen candidates
- **Encourage** your organization to host RA job fairs – specific to open RA positions in your area
- **Connect** potential apprentices to resources available within the community
- **Create** a work group that triages RA job opportunities with potential apprentices
- **Share** your knowledge with leadership, partnering BSRs, and Career Specialists

Data System Alignment



Data...

Demand



Supply

Fastest Growing Occupations

Nationally

Fastest growing occupations: 20 occupations with the highest projected percent change of employment between 2023–33.

Click on an occupation name to see the full occupational profile.

OCCUPATION	GROWTH RATE, 2023–33	2024 MEDIAN PAY
Software Developers, Applications	60%	\$62,580 per year
Software Engineers, Software	48%	\$51,860 per year
Software Developers, Systems Software	46%	\$129,210 per year
Software Engineers, Systems Software	36%	\$112,590 per year
Software Engineers, Applications	33%	\$124,910 per year
Software Engineers, Hardware	29%	\$117,960 per year
Software Engineers, Network	28%	\$133,260 per year
Software Engineers, Database	26%	\$140,910 per year
Software Engineers, Computer Hardware	25%	\$65,510 per year
Software Engineers, Computer Software	23%	\$91,290 per year

Shifting Data Will Continue...

- **Technology**
(Organization shifts for AI (fraud vs real), Robotics, Software, Reskilling and Upskilling, etc.)
- **Demographic Changes**
(Kids or No Kids, Healthcare System for Aging, Migration, Generational Differences (Work/Life Balance), Remote Work Preferences)
- **Aging Population**
(Are we getting younger? But can we afford to retire? Expertise, knowledge, and communication gaps?)
- **Industry Sector Investments**
(Energy investments, gig economy, tax policies, inflation and interest rates, etc.)
- **Politics!!!**
(Corporate, World, National, State and Local)

[Fastest Growing Careers](#) | [Careers](#) | [CareerOneStop](#)

Getting Started... Data Conversation

Demand ↔ **Supply**

What Data Do You Analyze When Looking at Your Workforce Development Ecosystem?

What Questions Do You Ask?

Where Do You Start?

Are You Embedding Data on RA Into the Fold?

Who Should Be Partnering with You on Data?

- Education (Early Childcare, K-12, Adult Ed, Post Secondary, Proprietary)
- Business (Sectors and Location Representation)
- Workforce Development (LWDB, SWDB, AJC Partners, Etc.)
- Economic Development (National, State, Local, Private and Public)
- Elected Officials (Local, State, Federal)
- Social Services (Justice, HHS, VR, Health, CBO, Etc.)
- Representation from Marginalized Populations

Anyone Who Can Supply You with Good Data!

Data Experts

Forbes



NCES National Center for Education Statistics

THE **burningglass**
INSTITUTE



NATIONAL
GOVERNORS
ASSOCIATION

dun & bradstreet

National Association
of Workforce Boards

VR
Vocational
Rehabilitation

Pew Research Center

DATA.GOV

THE
BROOKINGS
INSTITUTE

+ a b l e a u



EDSI

FutureWork
SYSTEMS

United States¹
Census
Bureau

bea
Bureau of Economic Analysis
U.S. DEPARTMENT OF COMMERCE

SAFAL
PARTNERS



Improving Data Sharing and Data System Alignment

Actionable Items for Success: What Steps Lead to Strong System Alignment



Establish/modify data sharing agreements to ensure workforce and apprenticeship system inclusion



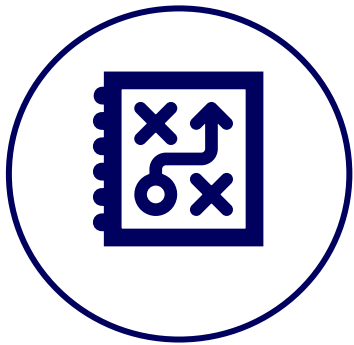
Ensure that state/local WIOA plans explicitly include WIOA and RA performance metrics for co-enrollment and collaborative strategic partnership efforts regarding employer outreach



Create/refine a process for collaborative cross-agency analysis and sharing of WIOA and RA performance data to determine performance against each required WIOA metric

Improving Data Sharing and Data System Alignment

Actionable Items for Success: What Steps Lead to Strong System Alignment



Develop a state-level working group and data lead on data sharing, system alignment, and co-reporting of workforce and RA collaboration with the development of baseline performance metrics



Offer regular training for case managers and other staff on WIOA/RA programs on co-enrollment data, how it is used, and the importance of accurately reporting data

As We Think About Business Services...

We want to ensure we are not just servicing employers who are growing and hiring... but also those in need.

Negative Impact Events:

Layoff Aversion

Reduction in Force

Identifying Business Stress



Triggers for Employers Showing “Negative” Activity Signals

- Is the company showing a high percentage of the vendor payments beyond payment terms...an indication of cash flow problem?
- Does company have legal issues such as suits or tax liens?
- Is the company increasing their debt with an increase in bank borrowing activities?
- Are business transactions slowing... are customer orders declining?
- Are job postings declining or not being reported any longer?

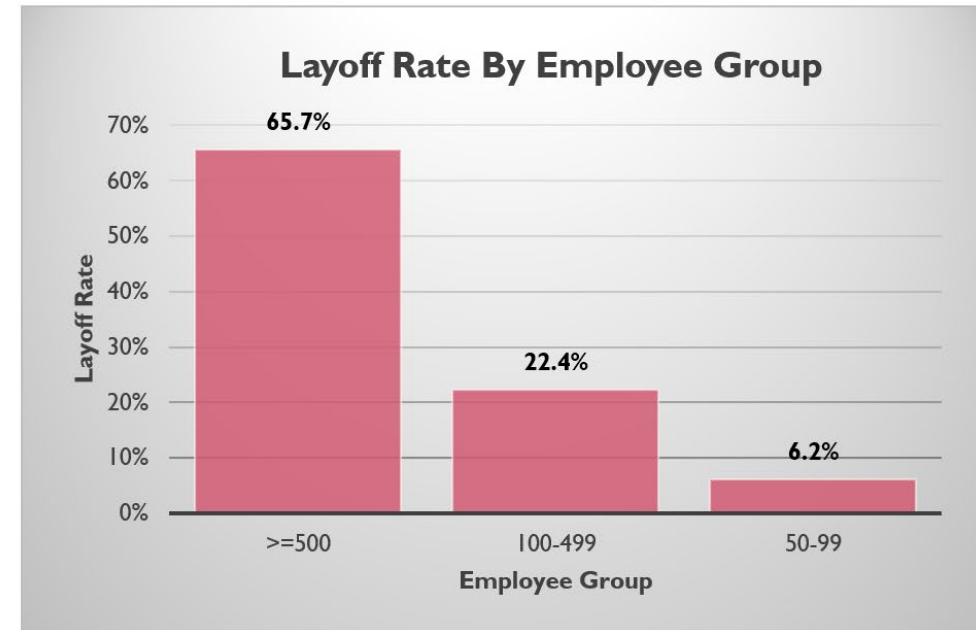
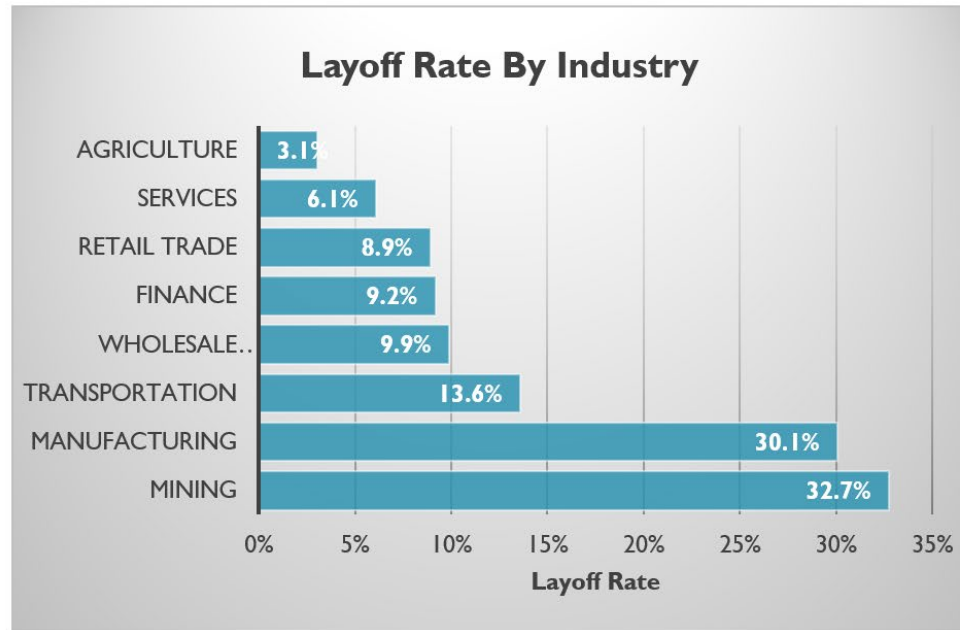
How Do You Identify Companies Needing Support?

dun & bradstreet



AI & Machine Learning Helps to Manage All These Business Signals to Find Companies in Need of Support...

Dun & Bradstreet: Leading Business Data Analytics



D&B's Data Science team is continually studying layoff rates and using AI & Machine Learning to update its predictive capabilities for targeting companies more likely to have employee attrition

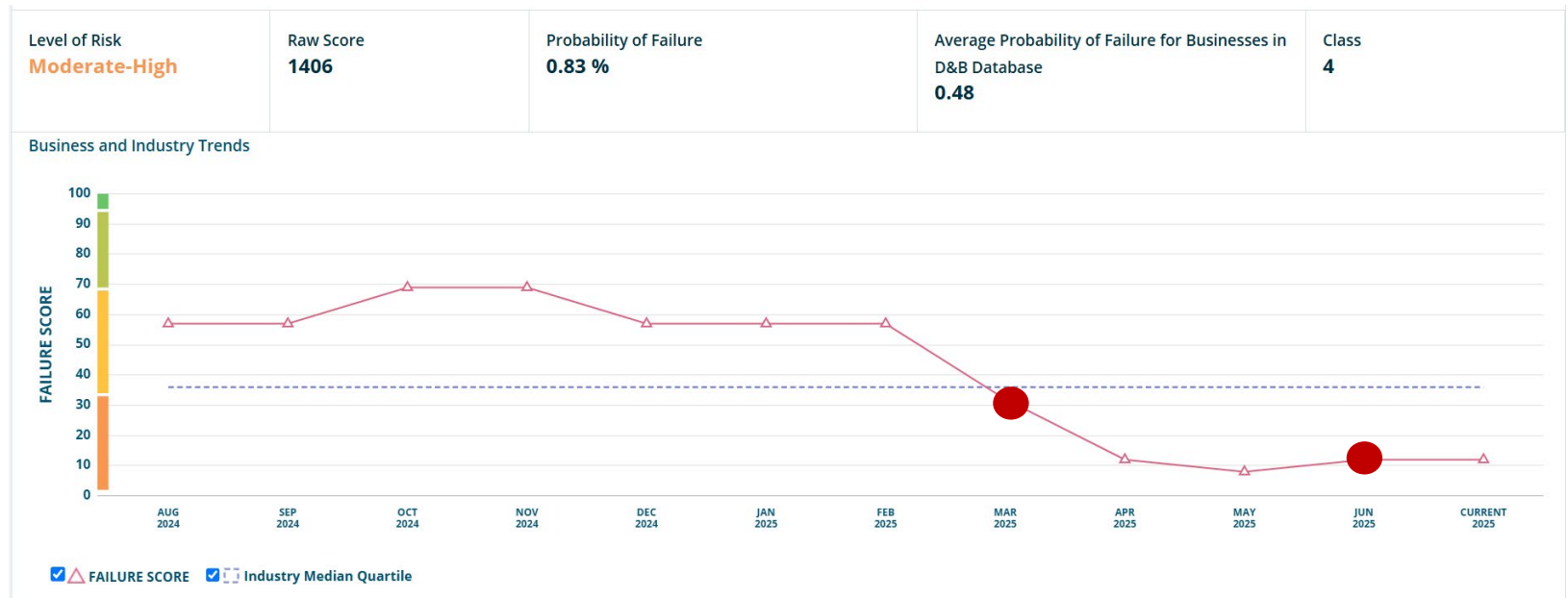
Early Warning Signals for Potential Layoffs

J&E COMPANIES



In June, J&E Manufacturing announced the pending closure of all 3 of their plants in Minnesota.

Would an Early Warning of a potential layoff help business service & rapid response teams?



Discovering the company's situation in **March** provides opportunity for earlier response

Available Analytics for Predicting an Employer's Operational & Financial Condition

D&B Failure Score

Summary

Financial Stress Class



The **D&B Failure Score**™ predicts the likelihood that an organization will seek legal relief from creditors or cease operations in the following 12-18 months.

D&B Material Change

ABC BUSINESS



Likely headed for
Growth

XYZ BUSINESS



Likely headed for
Decay

The combination of many different subtle signals from a variety of sources over time enables the prediction of a future profile change

D&B Material Change™ are 10 unique indicators signaling a business' current growth or contraction outlook.

For Layoff Aversion, Identifying Companies at Risk Will Increase Effectiveness of Business Services Efforts

An Effective Use of Data will Drive Efficiencies and Increase Layoff Aversion Success!

Financial Stress Index | [more info](#)

☐ Low

☒ Medium

☒ High

Material Change Score | [more info](#)

Contracting:

☒ Decrease in Demand

☒ Decrease in Scale

☒ Early Signs of Decay

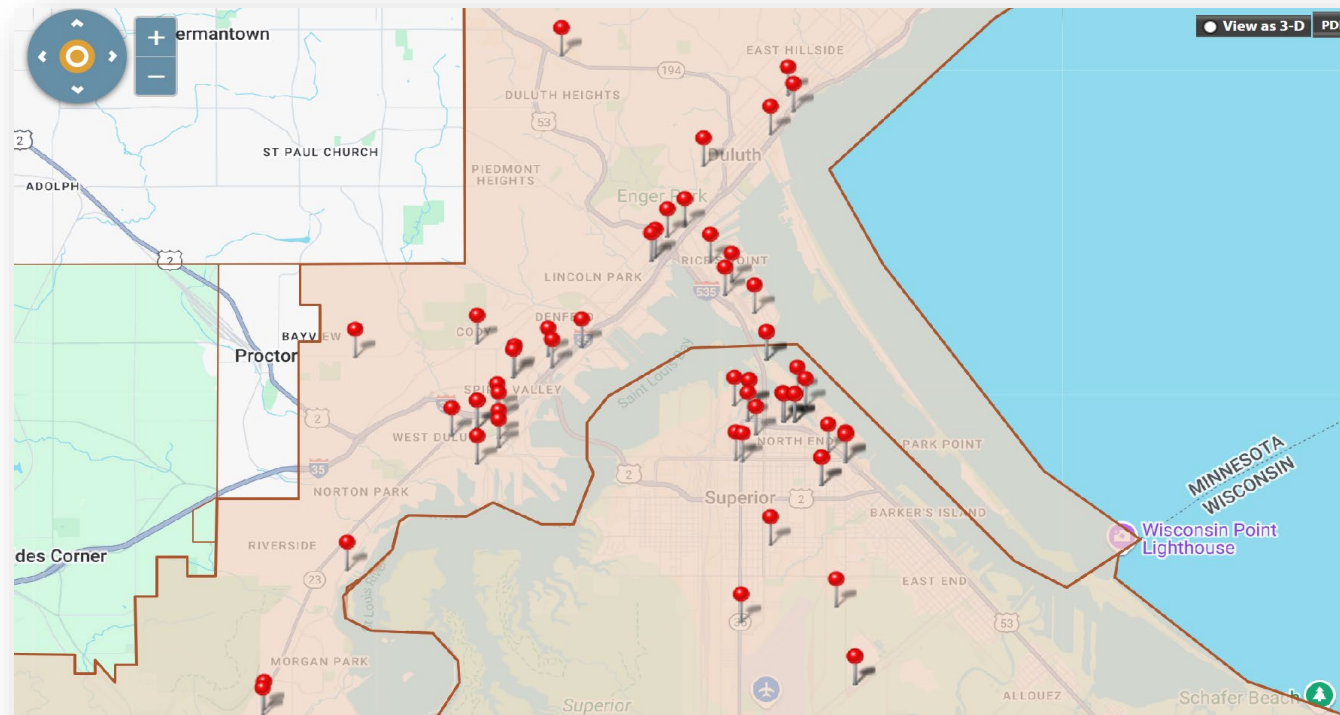
Remaining Stable:

☐ Stable

Growing:

☐ Increase in Borrowing

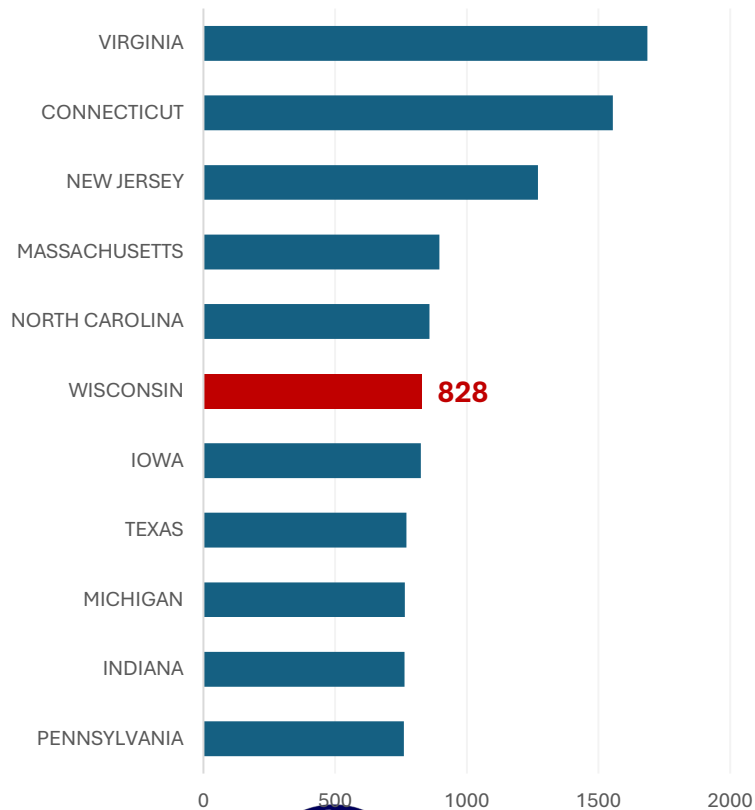
☐ Increase in Demand



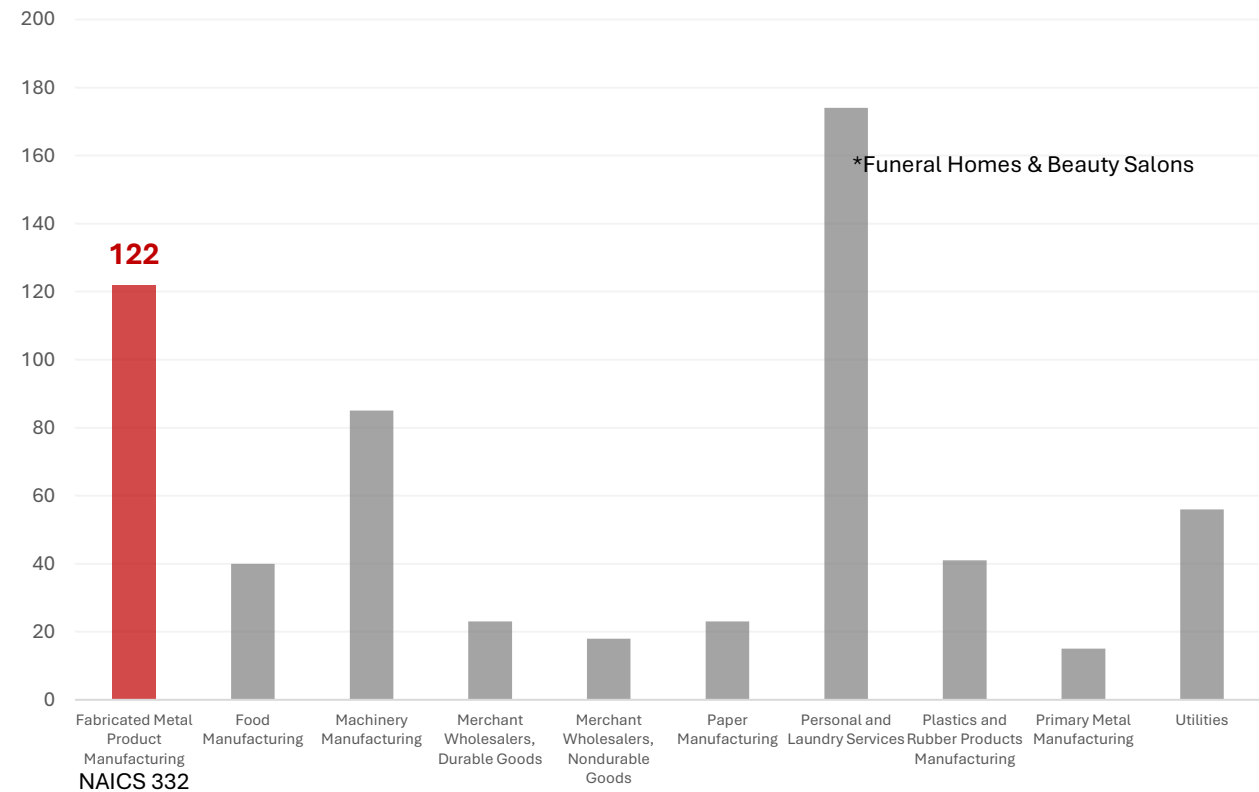
econovue | prospectvue

Using Data Insights for Increasing Employer Participation in the Apprenticeship Program

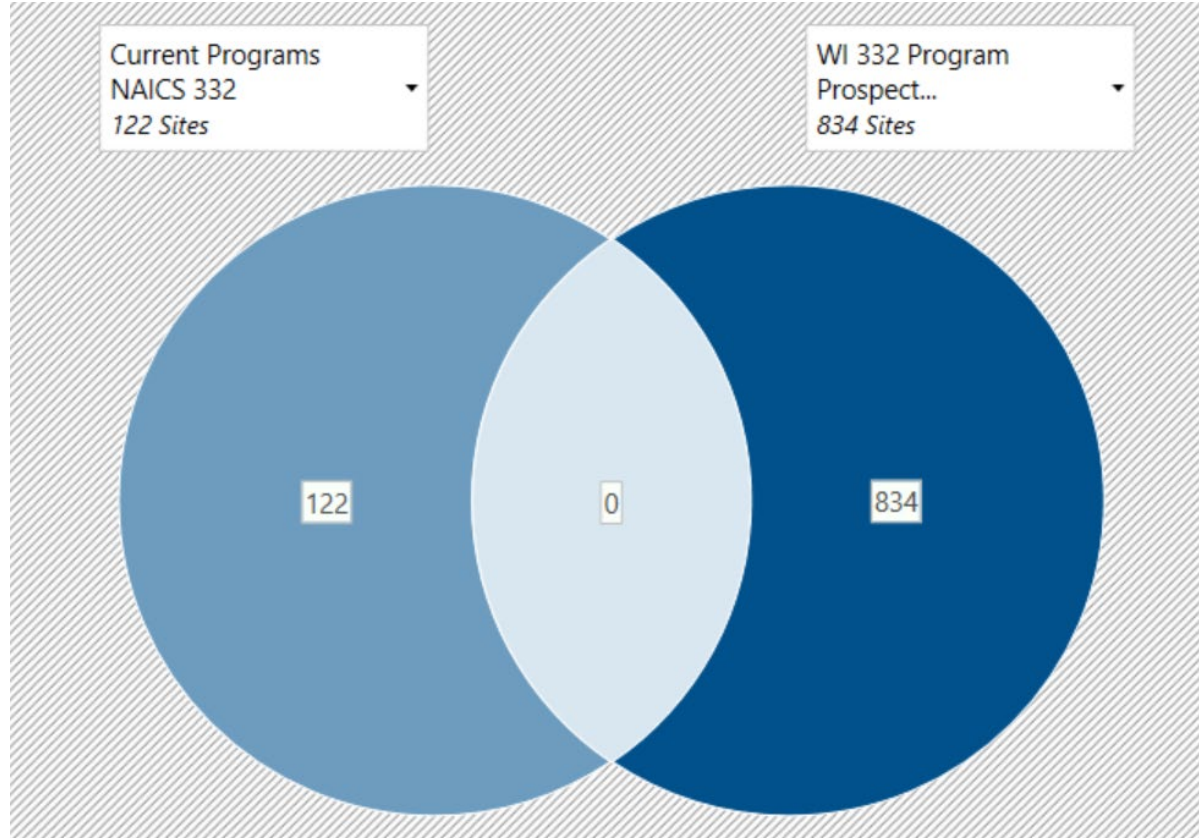
Apprenticeship Employers



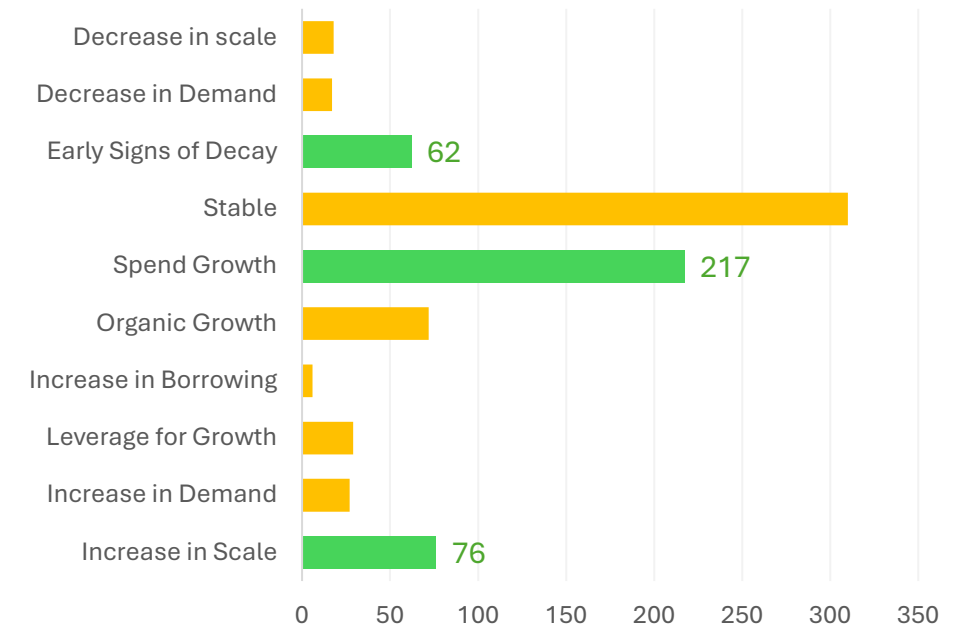
Wisconsin's Top Employer Industries



Using Data Insights for Increasing Employer Participation in the Apprenticeship Program 2



WI Prospect's Material Change



In this scenario, targeting growing companies that might need additional employees, while also soliciting interest from firms showing contraction with available talent an issue.

A New Modern Approach for Using Data to Accelerate Messaging of WIOA: Social Media & Digital Ads

- Most Workforce Agencies are using social media to connect with employers & job-seekers. The challenge they face is the **AUDIENCE**, that is what is referred to as **1st Party** relationships.
- For example, MN DEED's **X accounts** has 14k followers.
- **Facebook** followers, 18,000
- **LinkedIn** 21,000



D&B can build a 3rd party digital audience of people potentially looking for new job opportunities that can be marketed to with social media or targeted digital ads.

A New Modern Approach for Using Data to Accelerate Messaging of WIOA: Social Media & Digital Ads 2



COMPANIES

Find the companies that matter to you most from the world's largest B2B database.

520M+ Companies
44M+ Linkages



CONTACTS

Know the right people to contact across a variety of channels.

545M+ Contacts
54M+ C-Level Contacts
70M+ Emails
32M+ Direct Dials



DIGITAL

And employers & consumers at the right times, in the right places in an increasingly digital world.

4B+ IP Addresses
38M Domains
500M+ Devices

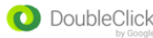


INTENT

Potentially know when employers or consumers are expressing needs and in-market for services.

14B+ digital signals covering companies & people
9,000+ Intent topics

Expand reach beyond mail/email by using modern marketing platforms & channels



The D&B Job Seeker Audience for Minnesota

657,000 IP Addresses / ~65,000 People



Questions and Discussion



Contact Us



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Online Resources, On-Demand Assistance



WELCOME TO THE CENTER OF EXCELLENCE

Registered apprenticeship is the proven gold standard in workforce development. Better aligning industry, workforce and education around apprenticeship can help build a stronger, more resilient, and future-ready American workforce.

The Registered Apprenticeship Technical Assistance Center of Excellence is focused on helping key stakeholders across these three systems build and scale strategic partnerships to put more American workers on high-quality apprenticeship career pathways.

[READ MORE](#)

<https://dolcoe.safalapps.com/resources/resourcesandtools>

Scan for
Assistance



Evaluation

Final TA Feedback

Please scan the QR code to complete a quick evaluation.



THANK YOU FOR JOINING US

Email us your questions at RA_COE@SafalPartners.com

For more information, visit: dolcoe.safalapps.com

