



SIKORSKY
A LOCKHEED MARTIN COMPANY



TEAMSTERS/SIKORSKY CAREER PATHWAYS UNION MENTORING PROGRAM

Sample Planning and Program Documents

NOTE: The documents included here were developed as part of a joint mentorship initiative undertaken by IBT Local 1150 and Sikorsky Aircraft. While these materials make specific references to this particular union and employer, the outlines and concepts can readily be adapted by any union/employer/school partnership involved in joint work-based learning activities.

**Teamsters/Sikorsky
Career Pathways Union Mentoring Program**

Project Overview

**INTERNATIONAL BROTHERHOOD
OF TEAMSTERS LOCAL 1150
UNION
MENTORING PROGRAM**

A Collaborative Work-Based Learning Initiative for Young People

DEVELOPED IN PARTNERSHIP WITH SIKORSKY AIRCRAFT

What Is This Program?

The International Brotherhood of Teamsters Local 1150 (IBT Local 1150) *Union Mentoring Program* is an exciting youth outreach, educational and mentoring program designed to provide significant work-based learning experiences for young people as a part of a *Career Pathways* (CP) system.

This program model was originally designed and implemented when both labor and management recognized that their industry would be losing many skilled workers to retirement in the next decade and that both the union and the company have a vested interest in nurturing the skilled workforce of the future. IBT Local 1150 and Sikorsky Aircraft recognize the value of collaborating with local schools to introduce young people to unionized high skill, high wage manufacturing jobs and career paths available to high school and college graduates.

While this initiative has been developed within the context of the helicopter manufacturing industry, it is readily applicable to and adaptable by other unionized industries or sectors in need of a skilled work force. The key ingredients for success are a solid labor management partnership, a commitment to work based learning, an existing or anticipated need for skilled workers and a willingness to invest in the workforce of tomorrow. The International Brotherhood of Electrical Workers Union is the architect of this program, and have reached over 300 students to date through their joint collaboration with Verizon. Teamsters Local 1150 and the Connecticut Central Labor Council, AFL-CIO, has taken the lead to benchmark this program in Connecticut.

The Foundation of the IBT Local 1150/Sikorsky Union Mentoring Program

Approach:

A Paid Summer Internship.

The signature piece of the IBT Local 1150/Sikorsky Union Mentoring Program work-based learning initiative is a paid, summer internship for a diverse group of high school students.

The 8-week internship features:

- ✓ an introduction to job interviewing;
- ✓ an introduction to workplace skills and expectations and work requirements such as punctuality, communications, listening, reasoning, problem-solving, and basic computer skills;
- ✓ actual work experience and a weekly paycheck;
- ✓ full-fledged union membership;
- ✓ an introduction to the helicopter manufacturing industry as well as to all the technical and craft jobs that make up the worksite;
- ✓ the guidance and supervision of an existing front-line worker/union member who serves as the intern's on-site mentor. (all mentors are selected by the union and are provided with training);
- ✓ an introduction to labor history and labor-management relations, including a unique "Labor History Day" (in Connecticut, this is offered in collaboration with the University of Connecticut /Labor Education Center, Storrs).

To complement the actual work-based learning component and to ensure that it is part of a learning *system* rather than just a summer job, the IBT Local 1150/Sikorsky Union Mentoring program design calls for working closely with local education partners on activities such as: job shadowing; worksite tours for teachers and counselors; worker presentations in the classroom; other teacher outreach and involvement activities; and a parent orientation. Overall, this project is guided by a long-term commitment to building a skilled and diverse future workforce. In this tripartite partnership, the schools actually select the interns (based on some general criteria), the employer provides the summer jobs and wages, and the union selects, trains, oversees, and provides ongoing encouragement for the workplace mentors.

What Is Expected of the Summer Interns and the Mentors?

Generally, first-time summer interns will have completed their junior year of high school and returning interns will have completed their senior year; therefore, most interns will be between 16-19 years old. Each intern works under the guidance of a union mentor. In addition to teaching the intern about the job to which he or she is assigned and guiding the intern in doing hands-on work in this area, the mentor also arranges for the intern to gain an understanding of other work areas and the full range of work performed at Sikorsky. Interns receive basic safety training as part of their first-day orientation, and (with their mentors) experience a special “labor history day” mid-way through the program. To complement this special training, the mentor reinforces the safety requirements of the job on an ongoing basis and guides the intern in learning more about the concept of “working union.” The mentors also help interns learn about general labor history and the sponsoring union’s specific history; worker rights; labor-management relations; the relationship between continuous learning and job success – and more. The key role of the union-selected mentor and the integration of work and learning are what make this summer work experience unique (and differentiated from a regular summer hire or from a government-supported “summer jobs” program).

As a general rule, the intern is permitted to perform almost all of the functions that his or her mentor performs for Sikorsky– except those work functions that are prohibited by safety considerations or by federal or state law. Additionally, interns are not counted as the second worker on a job requiring two trained workers.

Project Replication

IBT Local 1150 and Sikorsky Aircraft recognize that this program’s concept is easily adaptable in any workplace in which there is a shared labor-management interest in worker recruitment and retention and a shared understanding that comprehensive internships can be a valuable workforce investment strategy. All partners in such an endeavor will find that this approach is indeed a win-win-win situation for unions, employers and the community.

**IBT Local 1150/Sikorsky
Career Pathways Union Mentoring Program**

**Sample
Vision and Goals Outline**

Basic Program Concepts

IBT Local 1150/Sikorsky Union Mentoring Program Initiative Vision and Goals

Mentoring Program Vision:

For union and management to work collaboratively on programmatic activities that introduce young people to career opportunities in helicopter manufacturing and that will contribute to the development of a pool of skilled and motivated potential employees who reflect our diverse customer base, while supporting the goal of building joint company/union partnerships with local schools.

Background:

The helicopter manufacturing industry is undergoing significant changes. Additionally, many skilled manufacturing workers will become eligible for retirement in the near future. The company and union, working with local schools, are in a position to help meet this employment challenge by collaborating in an effort to introduce young people to the broad array of high-skill, high-wage manufacturing careers available to both high school and college graduates.

The jointly coordinated IBT Local 1150/Sikorsky Union Mentoring Program is built around a paid summer work experience for young people that is based on a one-on-one student-mentor working relationship. The program is a voluntary labor-management partnership that is locally implemented.

Goals of the IBT Local 1150/Sikorsky Union Mentoring Program:

- To provide paid work-based learning experiences that introduce young people to particular technical jobs within manufacturing as well as to all aspects of the industry (including the variety of career paths in manufacturing and the role of unions in the workplace);
- To provide practical, hands-on work experience designed to: (1) integrate classroom learning and work-based skill requirements; (2) increase the level of student engagement in school by demonstrating the connection between student learning and workplace requirements; and (3) emphasize the importance of further education and training and continuous learning;

- To provide student interns with the experience of being a union member and to introduce interns to labor history, labor-management relations, and worker rights;
- To strengthen the union/management partnership with a focus on building joint linkages with the schools and increasing the potential employment pool of highly skilled, diverse technical professionals;
- To establish one-on-one workplace learning partnerships between union workers, trained as mentors, and participating students;
- To reinforce joint union and company outreach to and partnerships with local schools and to enhance the general involvement in the community of IBT Local 1150/ Sikorsky partnership teams;
- To plan and carry out connecting activities with schools, introducing students and educators to the workplace and to unions.

IBT Local 1150/Sikorsky Union Mentoring Program

Basic Program Components:

- An eight-week paid summer internship for students who are high school juniors (with an opportunity to return for a second summer)
- Internship in any IBT Local 1150 positions and in any departments
- Joint union/management coordination and outreach to targeted schools
- Student interns selected by participating schools using an intern selection process that supports Sikorsky's workforce diversity goals
- Trained IBT Local 1150 mentors
- Union membership for all student interns
- Skill development opportunities, using hands-on work experience
- Clearly defined and communicated program goals, roles/responsibilities, and schedule of activities
- Key program activities include mentor training, an introductory parent night, a student orientation, Labor History Day, and a closing event

IBT Local 1150/Sikorsky Union Mentoring Program Workplace Assignments: The Basics

Generally, first-time summer interns involved in the IBT Local 1150/Sikorsky Union mentoring program will have completed their junior year of high school, and returning interns will have completed their senior year; therefore, most interns will be between 16-19 years of age. Interns are required to be at least sixteen years old.

Interns are employees of Sikorsky Aircraft (with all the rights and responsibilities of employees) and are full union members for the duration of their summer internship. During the course of the intern's employment, each intern will work under the guidance of a trained mentor selected by the union. Under the guidance of their mentors, interns will have hands-on work experience, but they also will be given an opportunity to observe varied work processes and possibly to circulate through several different job areas during the course of their 8-week work and learning experience. Additionally, they will be given ample time to learn about the totality of the workplace and the helicopter manufacturing industry; and about their union, labor history, workplace safety, and worker rights. **This special allowance for both work and learning is what makes the intern's slot unique (and differentiated from a regular summer hire).**

All OSHA and FLSA worker safety standards and protections will be adhered to fully during the course of this program. The company and union are particularly mindful of the limitations imposed by law in occupational areas that are deemed too hazardous to all workers under age 18 (including driving a motor vehicle). Generally, interns will be permitted to perform almost all functions the mentors perform for Sikorsky. **Interns will not function as the second worker in a situation requiring two workers.**

Interns will be issued all safety equipment (such as a hard hat and safety glasses, for example) necessary for their work area or for the functions they may be performing. Interns will receive workplace safety training as part of their overall orientation, and mentors will be encouraged to teach and emphasize workplace safety issues throughout the student's summer learning experience.

Overview

IBT Local 1150/Sikorsky Student Interns will:

- **Be at least 16 years old.**
- **Be guided by a trained mentor who is selected by the union.**
- **Have a varied, hands-on work and learning experience.**
- **Receive orientation and training about IBT Local 1150, Sikorsky, the helicopter manufacturing industry, workplace safety, worker's rights, and labor history.**
- **Receive all safety equipment necessary for their work areas.**
- **Be limited in their work assignments based on both safety considerations and OSHA and FLSA limitations.**

**Teamsters/Sikorsky
Career Pathways Union Mentoring Program**

**Sample
Partner Roles and Responsibilities**

IBT Local 1150/Sikorsky Union Mentoring Program Key Partner Roles and Responsibilities

Public Affairs

- Participate on local coordinating team
- In collaboration with the union, identify, coordinate outreach to, and maintain relationships with participating schools
- Participate in student recruitment process and other key program activities, as appropriate
- Support the communication and timely flow of information to all participants and interested parties
- Identify opportunities for program visibility and recognition
- Collaboratively plan and participate in key program activities as appropriate
- Provide feedback that will assist the union and company in program improvement

Union Leadership: Coordinators and Business Managers

- Participate on local coordinating team
- In collaboration with Public Affairs, identify, coordinate outreach to, and maintain relationships with participating schools
- Identify coordinating team members who can assist with school presentations
- Identify mentors
- Provide guidance and support to the union-designated coordinators and mentors
- Provide full union membership to all participating student interns
- Take the lead in planning key program activities, including the labor history, labor education, and introduction to the union components of the program
- Take the lead in communicating key program activities to all participants and interested parties
- Ensure a smooth and timely flow of information about the program and key program activities to the union mentors and participating coordinators
- In collaboration with Public Affairs, identify opportunities for program visibility and recognition
- In collaboration with HR, coordinate tracking of student interns as part of a long-term recruitment strategy
- Provide feedback that will assist the union and company in program improvement and/or referral if necessary.

Union Mentors

- Participate in mentor training
- Serve as student mentor: Provide daily guidance, education, hands-on work experience to intern; assist intern in development of technical, communication, and problem solving skills
- Ensure alternative mentoring arrangements for students, when necessary, to accommodate the absence of primary mentors
- Coordinate opportunities for interns to see other areas of the company, in consultation with other workers and supervisors as appropriate
- Support the communication and timely flow of information to all participants and interested parties
- Participate in key program activities, including orientation, safety training, labor history
- Provide feedback that will assist the union and company in program improvement

Management: Participating Supervisors, Human Resources

- Participate on local coordinating team, as needed
- Review program components, schedule of activities
- Commit to program funding: salary, headcount, related training expenses
- Identify, provide paid job assignments for student interns
- Facilitate employment process for student interns
- Provide supervisory oversight and program support
- Release coordinators, mentors, student interns for scheduled program activities
- Support the communication and timely flow of information to all participants and interested parties
- Play a key role in supporting worksite learning opportunities for interns
- Provide feedback that will assist the union and company in program improvement and/or referral, if necessary.

Participating Schools

- Participate in program planning process, as invited by local union/management planning teams
- Coordinate school-based or worksite-based outreach and awareness activities for students and teachers in collaboration with union/management
- Take the lead in student recruitment and screening activities, using established program criteria
- Where appropriate, participate in key program activities, including labor history day, parent events, and closing ceremony

- Provide feedback that will assist the union and company in program improvement and/or referral, if necessary

Student Interns

- Commit to participation in the full eight-week program, including all key program activities
- Report to work on time
- Remain fully engaged in all work and learning components throughout duration of the program

**IBT Local 1150/Sikorsky
Union Mentoring Program**

**Sample
Planning and
Implementation
Timeline**

IBT Local 1150/Sikorsky Union Mentoring Program Planning and Implementation Timeline

September

- Student Recruitment Planning Begins
- Program Coordinator contacts partner schools for availability

October/November

- School visits begin

December

- Student Tours are conducted

January/February

- Define roles, responsibilities of program participants
- Identify prospective participating field organizations
- Establish local coordinating teams, representing union, Public Affairs, field organizations, with links to Employment/Staffing, HR
- Begin mentor identification and recruitment
- Communicate recommendations for intern positions to field organizations, HR
- Field organizations communicate summer workforce requirements, number of positions and locations
- Public Affairs, and the union, identify and establish contact with participating schools
- Local coordinating team meets regarding program planning

March

- Integrate school coordinators into local teams
- Local coordinating team continues planning

April

- Schools finalize student selection process (including designation of alternates)
- Employment medical screening and hiring process begins
- Establish summer key program activities schedule, including program start/end dates
- Local coordinating team continues planning
- Complete mentor identification and recruitment

May

- Local coordinating team continues planning
- Complete testing/employment screening schedule
- Final planning: Day 1 student orientation program
- Student matching process: work locations, mentor/student assignments
- Notify students, mentors, supervisors of assignments, program dates, student data
- Finalize hiring process and employment paperwork
- Schedule, conduct mentor training sessions

June/July/August

- Finalize key program activities schedule
- Communicate schedule to all
- Conduct Day 1 student orientation and safety training.
- Internship and activities (including activities that will introduce interns to all aspects of the industry)
- Support individual student learning goals
- Labor History Day activity with students, mentors and others
- Plan closing ceremony
- Communicate closing ceremony dates to supervisors
- Closing event

August/September

- Conduct program assessment with all partners and participants
- Debrief with school personnel
- Plan next steps

**IBT Local 1150/Sikorsky
Union Mentoring Program**

**Sample
Intern Recruitment**

Screening Materials

IBT Local 1150/Sikorsky Union Mentoring Program Intern Recruitment and Screening: The Basics

Who is Eligible to Become an Intern, and What Is the Application Process?

Students at participating high schools who are in their junior year are eligible to apply. Intern candidates will be solicited, screened, and selected by the participating schools in a process to be determined by each school or school system, in consultation with IBT Local 1150 and Sikorsky Aircraft.

There are no family income restrictions attached to participation in this internship, nor are there any requirements that student applicants be enrolled in a specific academic program. There will be no favoritism or nepotism in the selection process. All interested juniors are encouraged to learn more.

In general, IBT Local 1150 and Sikorsky Aircraft are seeking applicants who:

- ✓ are in their *junior* year in high school; (First year interns will be given the opportunity to participate in a second year's summer internship at the end of their senior year, if applicable.)
- ✓ have a specific interest in participating in a paid work-based learning experience in manufacturing;
- ✓ have good communication skills;
- ✓ have the ability to be responsible about regular work attendance and punctuality and have access to the transportation necessary to get to their assigned Sikorsky worksite
- ✓ are willing to complete the school's application process and to complete the full job application and testing process required of all Sikorsky job applicants;
- ✓ can pass the required Sikorsky drug screening

Generally, participating schools will recommend slightly more interns than there are work slots available and will designate some students as "alternates" in the event that a slot becomes vacant prior to the start of the program. Once recommended by a participating school, the applicant will be scheduled for the full Sikorsky hiring process. In coordination with the schools, IBT Local 1150 and Sikorsky personnel will meet with all interested students to provide a general introduction to the Sikorsky hiring process and skill requirements.

How Should We Get the Word Out to Potential Student Applicants?

Student interns participating in similar programs have made a number of suggestions about how to get the word out in their school regarding mentorship opportunities. Included among their suggestions are the following:

- (a) Use the school's TV or public announcement system to make all juniors aware of this opportunity.
- (b) Distribute and post informational flyers in the schools where students will notice them readily.
- (c) Feature information about the program in the school newspaper.
- (d) Have IBT Local 1150/Sikorsky workers visit the schools and individual classrooms to talk about their work and the mentorship program.
- (e) Host a meeting for interested students and make sure it is well publicized.
- (f) Make sure teachers and guidance counselors know about this opportunity.
- (g) Let interns from previous years make presentation to other students.

IBT Local 1150/Sikorsky Aircraft Union Mentoring Program Intern Application

(Please type or print using blue or black ink only)

Name: _____ SSN# _____ - _____ - _____

Personal Email Address: _____

Address: _____

City, State, Zip _____

Phone: _____ Emergency Phone: _____

Date of Birth: _____ / _____ / _____ Age: _____
MM DD YYYY

Parent/Guardian name: _____

Are you a US Citizen? Yes No

Please indicate which school you are submitting your application from: _____

What are your plans after High School? _____

Are you currently employed? Yes No If Yes, Where? _____

How do you plan to transport yourself to the worksite? _____

Please list three previous Employment (paid/unpaid) or Community Service projects that you were involved with (most recent first):

Dates (Month/Year)	Name of Company/Organization (address)	Position	Reason for leaving

Please list three references (Do not include relatives as references):

Name	Relationship	Phone Number

All Applications must include:

1. Applicant's resume
2. Official School Transcript (see your Guidance Counselor)

To Student and Parent(s)/Guardian(s):

I understand that this Internship program involves an eight-week commitment and that transportation to and from the site will be provided by the student or parent. I also give my permission for my son/daughters' transcript to be released for application purposes. In keeping with Sikorsky Aircraft hiring policies all newly hired employees are required to submit to a chemical (drug) testing procedure. I give permission for my child to participate with this procedure should he/she be hired by Sikorsky Aircraft.

Student's Signature

Date

Parent's/Guardian's Signature

Date