CHIPS for America
Workforce Development Planning Guide Webinar

March 30, 2023
WELCOME

- We look forward to your questions. Click the Q&A button, type your question, and click “Post Question” to submit.
- We will answer as many questions as possible today.
- Visit CHIPS.gov
  - Get the Workforce Development Planning Guide
  - Access additional resources for applicants and stakeholders
  - Sign up for email updates
  - Register for future webinars
Today’s Speakers

Kevin Gallagher
Senior Advisor to Secretary Raimondo

Adrienne Elrod
Director of External and Government Affairs

Kylie Patterson
Senior Advisor for Opportunity & Inclusion

Jessica Nicholson
Senior Advisor for Workforce Strategy

Rachel Lipson
Senior Policy Advisor

Ezra Kagan
Policy Advisor
CHIPS for America Vision

**Economic Security**
The CHIPS Act will strengthen supply chain security and increase economic resilience in critical sectors.

**National Security**
The CHIPS Act will ensure that the U.S. can manufacture advanced technologies, including secure chips for the U.S. military.

**Future Innovation**
The CHIPS Act will spur innovation, increase competitiveness, and ensure long-term U.S. leadership in the sector.
Funding Opportunities

1st Notice of Funding Opportunity
February 28, 2023
For commercial leading-edge, current, and mature node fabrication facilities

Focus of today’s webinar

2nd Notice of Funding Opportunity
Late Spring 2023
For material suppliers and equipment manufacturers

3rd Notice of Funding Opportunity
Fall 2023
To support the construction of semiconductor R&D facilities

Submission of Statements of Interest for all funding opportunities encouraged
Vision for Success

Leading-Edge Logic

✓ The U.S. will have at least **two new large-scale clusters of leading-edge logic fabs**

✓ **U.S.-based engineers** will develop the process technologies underlying the **next gen of logic chips**

Memory

✓ **U.S.-based fabs will produce high-volume memory chips on economically competitive terms**

✓ **R&D for next-generation memory** technologies critical to supercomputing and other advanced computing applications will be **conducted in the U.S.**

Advanced Packaging

✓ The U.S. will be home to **multiple high-volume advanced packaging facilities**

✓ The U.S. will be a **global leader in commercial-scale advanced packaging technology**

Current-Generation and Mature

✓ The U.S. will have **strategically increased its production capacity** for current-gen and mature chips

✓ Chipmakers will also be able to **respond more nimbly** to supply and demand shocks

By the end of the decade...
Accomplishing these objectives requires:

- Catalyzing private investment
- Protecting taxpayer dollars
- Building a skilled and diverse workforce
- Engaging with U.S. partners and allies
- Driving economic opportunity and inclusive economic growth
Workforce Development Vision

Delivering on our **national and economic security objectives** demands **major investments in the semiconductor workforce** that will support **good-paying jobs across the industry**.

America’s diversity is a comparative advantage; we must make significant investments to create opportunities for **Americans from historically underserved communities**.

Effective workforce solutions **enable key stakeholders to work together**.
To achieve this vision, the Department is prioritizing applications with workforce plans that...

1. **Employ a whole of society approach**—bringing together government, employers, training providers, workforce and economic development organizations, community-based groups, education and training institutions, labor unions and more.

2. **Work with partners to build a skilled, diverse workforce** that can construct and then operate facilities.

3. **Develop plans that best meet the needs of their workforce, their region, and their project**.
Guiding Priorities

**Highly Effective Workforce Investments**
- Employer-led
- Guided by community partners
- Employ wraparound services
- Increase educational and workplace diversity, equity, and inclusion
- Prioritize proven earn-and-learn models like Registered Apprenticeships
- Lead to industry-recognized credentials
- Measure and evaluate outcomes

**Biden Administration’s Good Jobs Principles**
- Recruitment and hiring
- Benefits
- Diversity, equity, inclusion, and accessibility
- Empowerment and representation
- Job security and working conditions
- Organizational culture
- Pay
- Skills and career advancement

**Women in Construction**
- Million Women in Construction initiative
- Applicants will be asked to take action to make outreach to and retain women in construction jobs
This guide will help applicants think through the best models that work for them and submit strong workforce plans.
Partnerships
Strong Partnerships Critical to Project Success

Effective workforce investments rely on successful strategic partnerships, and partnerships will be critical to achieve CHIPS program goals.

Applicants must secure commitments from strategic partners and are expected to engage with these partners on an ongoing basis.

Partners can help applicants:

- Attract new sources of talent
- Increase awareness of opportunities
- Provide wraparound supports
- Retain and grow the workforce
How to Build Strong Partnerships

1. Bring the right organizations to the table
   • Consider:
     • Business and industry leaders
     • Educational institutions (e.g., K-12, higher education, minority-serving institutions, etc.)
     • Workforce boards
     • Labor unions
     • Affordable housing providers
     • Economic development organizations
     • Community-based organizations
     • And more

2. Create clear goals and outcomes across partners

3. Identify specific roles for partner organizations

4. Develop ongoing communication and assessment

The strongest applicants will, whenever possible, engage in sectoral partnerships
How to Demonstrate Strength of Partnerships

- Letters of commitment
- MOUs or contracts
- Track record of past collaboration
- Community benefits agreements
Facility Workforce Plan
Facility Workforce Plan Provisions in the NOFO

1. Workforce plans should be **developed with partners**

2. Facility workforce plans should have **5 components:**
   1. Workforce Needs Assessment
   2. Worker Recruitment and Retention
   3. Good Jobs Principles Approach
   4. Workforce Training and Wraparound Services
   5. Metrics and Milestones

3. Commitment to supporting **long-term, cross-cutting initiatives**
Workforce Needs Assessment

1. What are the project needs?
2. What is the regional labor market picture?
3. Where are there gaps or risks?

Worker Recruitment & Retention

1. Increase awareness of good jobs available in the industry
2. Increase access to jobs for economically disadvantaged individuals
3. Adopt effective hiring practices
4. Create and maintain Good Jobs
How will plan meet the 8 core principles?

• Recruitment and hiring
• Benefits
• Diversity, equity, inclusion, and accessibility
• Empowerment and representation
• Job security and working conditions
• Organizational culture
• Pay
• Skills and career advancement

Commitment to training and hiring

Scale successful programs and create new programs
• Registered Apprenticeships
• Pre-apprenticeships
• Other work-and-learn models
• Partnering

Skill, re-skill, and up-skill

Wraparound services and flexible training models
Metrics and Milestones

- List major milestones and timelines
- Describe current and planned data collections
- More guidance on metrics at time of award

Workforce development goals should be:
- Specific
- Measurable
- Attainable
- Realistic
- Time-Bound

More guidance on metrics at time of award
Construction Workforce Plan
Construction Workforce Provisions in the NOFO

• 5 components, similar to Facility Workforce Plan:
  1) Workforce Needs Assessment
  2) Worker Recruitment and Retention
  3) Good Jobs Principles Approach
  4) Workforce Training and Wraparound Services
  5) Metrics and Milestones

• Applicant can develop such plan in collaboration with their construction partners
Project Labor Agreements (PLAs) are strongly encouraged

• **Benefits of PLAs include:**
  • Efficient and timely delivery
  • Provide structure and stability needed to reduce uncertainties
  • Help secure the skilled and trained workforce required to complete on schedule
  • Increase job access and inclusion

• **Alternative: Workforce continuity plans**
## Key Considerations

<table>
<thead>
<tr>
<th>Compliance with Federal Labor and Employment Law</th>
<th>Wraparound Services</th>
<th>Women in Construction</th>
<th>Registered Apprenticeships</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Develop plan for compliance,</td>
<td>• Strongly encouraged to provide wraparound services for construction workers to support completion of training</td>
<td>• Million Women in Construction initiative</td>
<td>• Plan should discuss whether registered apprenticeships are being used</td>
</tr>
<tr>
<td>• Include proper classification of workers, health and safety, and non-discrimination</td>
<td></td>
<td>• Applicants will be asked to take action to make outreach to and retain women in construction jobs</td>
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Child Care Plan
Child Care Provisions in the NOFO

Notice of Funding Opportunity

- CHIPS applicants **applying for over $150 million** in funding are **required** to provide a plan for access to child care
- Access for both for **facility and construction workers**
- CHIPS applicants that do not meet $150 million threshold **strongly encouraged to provide access to child care**

Four Priorities for Child Care

- Affordable
- Accessible
- Reliable
- High-Quality

There is **no one-size-fits-all solution**; applicants are expected to devise solutions that are responsive to the specific needs of their workers and communities
The Workforce Guide helps applicants prepare strong child care plans

• Additional detail on four priorities
• Models of employer-provided child care, including case studies
• Special considerations for construction workers, with potential interventions and additional case studies
• List of resources, potential partners, and state and local programs that applicants can use to scale
## Four Core Child Care Principles

<table>
<thead>
<tr>
<th>Affordable</th>
<th>Accessible</th>
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<tbody>
<tr>
<td>• Defraying the price of care such that it is within reach for low- and medium-income households</td>
<td>• Location matters, including distance from home or work</td>
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<tr>
<td>• No fixed percent threshold</td>
<td>• Extended hours care</td>
</tr>
<tr>
<td></td>
<td>• Avoid long waitlists for employees</td>
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</table>

<table>
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<th>Reliable</th>
<th>High-Quality</th>
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<td>• Reliable schedules so that care can be arranged in advance</td>
<td>• Well-compensated and appropriately resourced staff</td>
</tr>
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<td>• Access to back-up care or emergency coverage</td>
<td>• Provider and staff education and training, health and safety records, appropriate group sizes/ratios</td>
</tr>
<tr>
<td>• Alternative arrangements for support in a crisis</td>
<td>• Variety of settings (child care centers and family child care homes, which may be license exempt)</td>
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<td>• Consult licensing regulations, care quality rating systems, Head Start quality standards, or other tools</td>
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## Models of Care

<table>
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<tr>
<th>Onsite / Near site</th>
<th>Outsourced</th>
<th>Subsidies / vouchers / cash assistance</th>
<th>Offsite</th>
<th>Provider Sponsorship</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Company-run</strong></td>
<td><strong>Outsourced</strong></td>
<td><strong>Company provides space (onsite or nearby) and/or shuttle service to site; vendor fully manages care, ops &amp; business</strong></td>
<td><strong>Company provides discounts, cash, or vouchers to help meet costs of childcare</strong></td>
<td><strong>Company pays to enable increased capacity or operating hours at existing center(s) or reserves slots for shift workers</strong></td>
</tr>
<tr>
<td>Description:</td>
<td><strong>Company-run</strong></td>
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<td><strong>Offsite</strong></td>
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<tr>
<td>Company provides space and owns P&amp;L (responsible for mgmt. &amp; staffing fees)</td>
<td>Company provides space (onsite or nearby) and/or shuttle service to site; vendor fully manages care, ops &amp; business</td>
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## Considerations for Construction Workers

<table>
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<tr>
<th>Provide demand guarantees</th>
<th>Partner for facility and construction workers</th>
<th>Leverage a range of care providers (e.g., home-based)</th>
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<td>• Commit financial support to providers that agree to increase their capacity to meet key needs</td>
<td>• Consider child care programs that support both construction and facility workers, rather than addressing them separately</td>
<td>• Providers such as family care centers often have more flexible hours and convenient locations</td>
</tr>
<tr>
<td>• Prearrange care to help de-risk extended hours care or encourage expansion of capacity in a market that otherwise would not be economically viable</td>
<td>• For example, for facilities that plan to offer on-site care, employers may consider whether there is an opportunity to build a child care facility first</td>
<td>• Work with intermediaries who can connect workers to community-based sources of care</td>
</tr>
</tbody>
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### Case Studies
- Care That Works
- Tradesfutures
- Moore Community House
- Oregon Trades Programs
Partners, Resources, and How to Get Started

• Survey workforce and community to determine local needs.
  • Local context is pivotal
  • Applicants benefit from a community perspective on what initiatives and partners might be eager to support expanded access to child care

• Consult Child Care Resource and Referral Agencies to understand the existing child care supply and gaps in the community

• Partner with state and local governments and take advantage of other federal resources available for employer-provided child care
  • Tax credits
  • Real estate / site selection
  • Other financing
  • Partnerships and assistance with licensing
Application Submission
Final Submission Requirements

- Pre-application strongly encouraged for non-leading edge applicants
- Final workforce plan should not exceed 30 pages

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<tr>
<th>Facility Workforce Plan</th>
<th>Construction Workforce Plan</th>
<th>Child Care Plan</th>
<th>Other Requirements</th>
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<td>1. Workforce Needs Assessment</td>
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<td>• Required for applicants requesting over $150 million in CHIPS direct funding</td>
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<td>2. Worker Recruitment and Retention</td>
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<td>• Identification of financial resources</td>
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<td>4. Workforce Training and Wraparound Services</td>
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• Pre-application strongly encouraged for non-leading edge applicants
• Final workforce plan should not exceed 30 pages

- Detailed and specific letters of commitment encouraged from all partners and required from education and training providers
- Identification of financial resources
- Commitments to supporting initiatives that will strengthen U.S. semiconductor workforce
Appendix and Resources
Appendix Key Resources

• **Job Quality Toolkit** - key actions to implement the Good Jobs Principles

• Examples of industry specific education and workforce development programs and resources

• Case studies on child care for construction workers

• General resources on federal labor and employment laws and navigating the workforce development landscape
Next Steps

• Review Workforce Guide in detail
• Visit CHIPS.gov for resources, including:
  • Applicant guides and templates
  • FAQs and fact sheets
• Register for future webinars
  • Pre-application overview and financials
  • Sectoral partnerships
  • More coming soon!
• Join our mailing list
• Contact us
  • askchips@chips.gov – general inquiries
  • apply@chips.gov – application-related inquiries
Question and Answers
Thank you