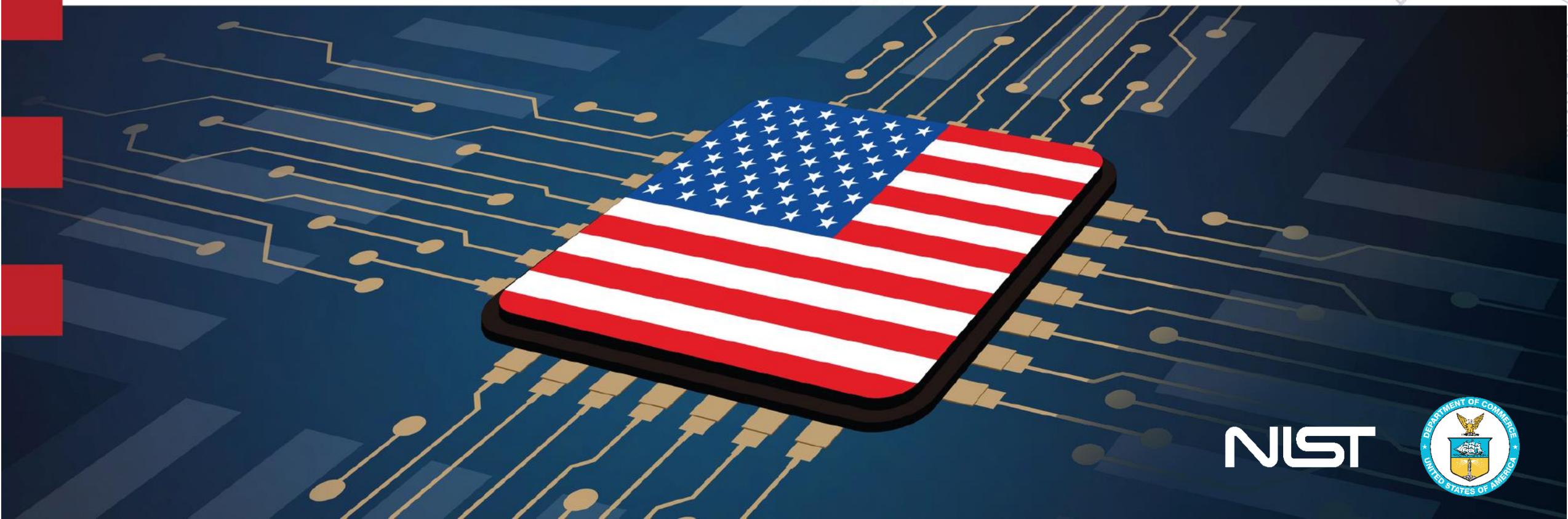


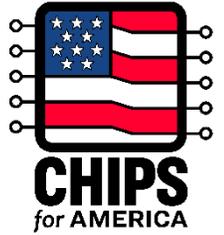
CHIPS for America Workforce Development Planning Guide Webinar

March 30, 2023



NIST

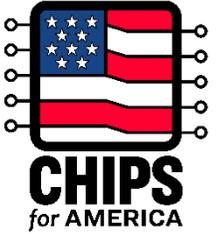




WELCOME

- 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](https://www.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

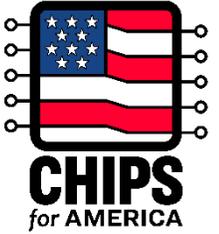


Rachel Lipson
Senior Policy Advisor



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

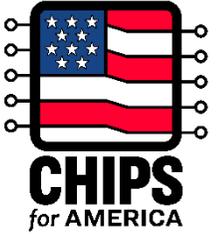
The CHIPS Act will ensure that the U.S. can manufacture advanced technologies, including secure chips for the U.S. military.



Future Innovation

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

Funding Opportunities



February 28, 2023

1st Notice of Funding Opportunity

For commercial leading-edge, current, and mature node fabrication facilities

Focus of today's webinar

Late Spring 2023

2nd Notice of Funding Opportunity

For material suppliers and equipment manufacturers

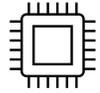
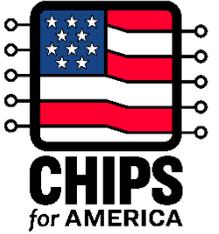
Fall 2023

3rd Notice of Funding Opportunity

To support the construction of semiconductor R&D facilities

Submission of Statements of Interest for all funding opportunities encouraged

Vision for Success



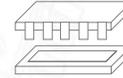
Leading-Edge Logic

- ✓ 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

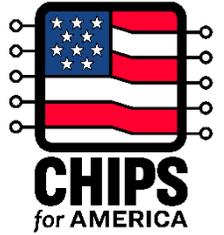
- ✓ The U.S. will be home to **multiple high-volume advanced packaging facilities**
- ✓ The U.S. will be a **global leader in commercial-scale advanced packaging technology**



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

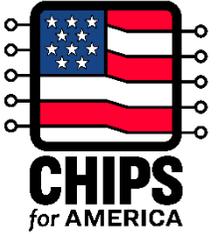
Protecting taxpayer dollars

Building a skilled and diverse workforce

Engaging with U.S. partners and allies

Driving economic opportunity and inclusive economic growth

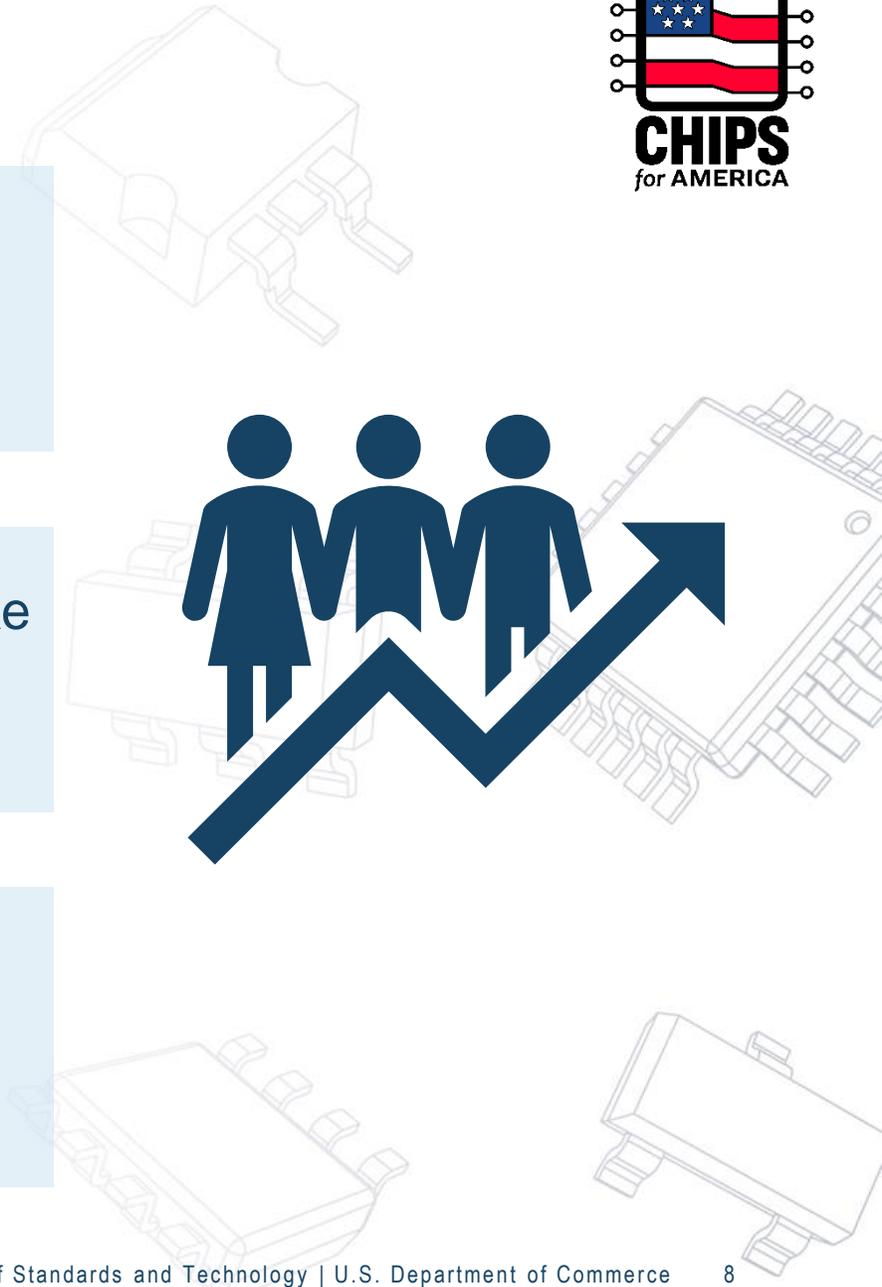
Workforce Development Vision

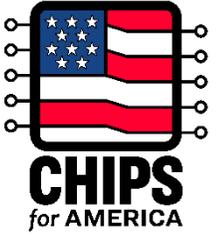


Delivering on our **national and economic security objectives** demands **major investments in the semiconductor workforce** that will support **good-paying jobs across the industry.**

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.**





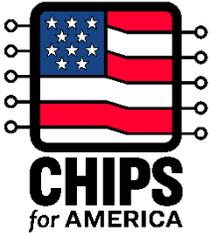
To achieve this vision, the Department is prioritizing applications with workforce plans that...

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

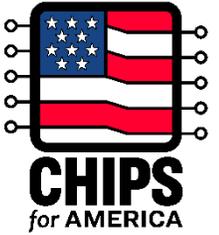
Biden Administration's Good Jobs Principles

- 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

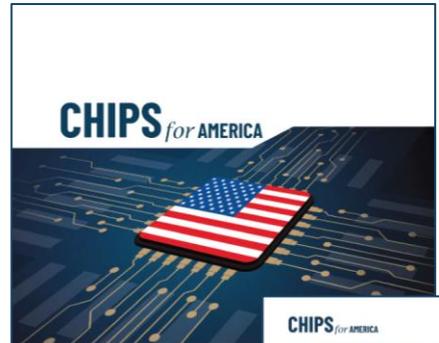
This guide will help applicants think through the best models that work for them and submit strong workforce plans



1. CHIPS Workforce Values

2. Partnerships

3. Facility Workforce Plan



CHIPS for AMERICA

Workforce Development Planning Guide

Guidance for CHIPS Incentives Applicants

CHIPS Program Office
March 27, 2023

1. CHIPS Workforce Values

Projects awarded funds by the CHIPS Incentives Program will create good-paying jobs that benefit American workers, including economically disadvantaged individuals¹ and communities underrepresented in the industry. The program will prioritize workforce solutions that enable employers, training providers, workforce and economic development organizations, community-based groups, education and training institutions, labor unions, and other key stakeholders to work together. To build a workforce that enables a successful domestic semiconductor industry, the Department is encouraging more paid training, experiential learning opportunities, Registered Apprenticeship, and other high-quality work and learn programs, increased provision of wraparound services, and other creative recruitment and retention strategies, and a commitment by employers to hire workers based on their acquired skills.

Applicants should submit workforce development plans that align with the workforce values and best practices outlined in this Guide. These values and best practices collectively aim to ensure sustainable career pathways to meet employers' need for talent and to connect American workers to good jobs. To attract workers and expand employment opportunity, workplaces should be diverse, equitable, inclusive, and accessible to every worker.² These efforts will support employer needs and have a lasting positive economic, social, and health benefits for years to come.

1.1 Highly Effective Workforce Investments

The Department's workforce development agenda is guided by a set of best practices and principles. The Department encourages applicants to consider these practices when planning CHIPS Act-related workforce investments. Highly effective workforce investments:³

- Are employer led and ensure skilled workers are connected to quality job opportunities
- Are guided by multiple community partners such as educational institutions, labor unions, community-based organizations, workforce development organizations, and economic development organizations
- Include wraparound services to expand employment opportunity for economically disadvantaged individuals
- Increase educational and workplace diversity, equity, and inclusion
- Prioritize proven earn and learn models like Registered Apprenticeships.

¹ Individuals whose ability or opportunity to compete in the economy has been impaired due to an individual's (1) membership in a group that has been subjected to racial or ethnic prejudice or cultural bias within American society; (2) gender; (3) veteran status; (4) limited English proficiency; (5) disability status; (6) long-term residence in an environment isolated from the mainstream of American society; (7) membership in a Federally or state-recognized Indian Tribe; (8) long-term residence in a rural community; (9) residence in a U.S. territory; (10) residence in a community undergoing economic transition (including communities impacted by the shift towards a net-zero economy or deindustrialization); (11) individuals without a college degree; or (12) membership in another underserved community. National Institute of Standards and Technology, United States Department of Commerce, CHIPS Incentives Program - Government Fact Sheet Fact Sheet, 74. <https://www.nist.gov/industry/education/education-employment>

² Equity, U.S. Department of Commerce (U.S. Department of Commerce, November 3, 2022).

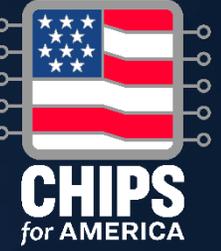
³ Workforce Development, U.S. Department of Commerce (U.S. Department of Commerce, September 9, 2022). <https://www.commerce.gov/workforce-development>.

4. Construction Workforce Plan

5. Child Care Plan

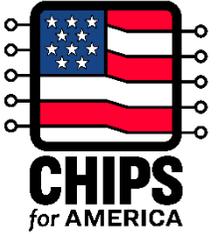
6. Guidance on Submitting Successful Plans

Appendix & Resources



Partnerships

Strong Partnerships Critical to Project Success



Partners can help applicants:

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

Attract new sources of talent

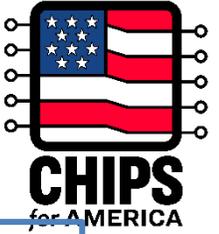
Increase awareness of opportunities

Provide wraparound supports

Retain and grow the workforce

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

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

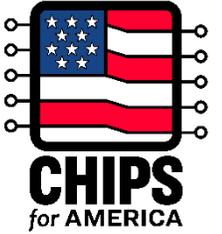
2. Create clear goals and outcomes across partners

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



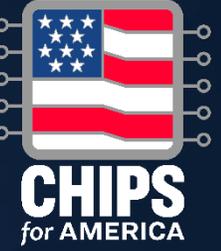
MOUs or contracts



Track record of past collaboration

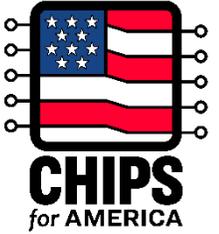


Community benefits agreements



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**

1 Workforce Needs Assessment

- ✓ What are the project needs?
- ✓ What is the regional labor market picture?
- ✓ Where are there gaps or risks?

2 Worker Recruitment & Retention

- ✓ Increase awareness of good jobs available in the industry
- ✓ Increase access to jobs for economically disadvantaged individuals
- ✓ Adopt effective hiring practices
- ✓ Create and maintain Good Jobs

3

Good Jobs Principles Approach

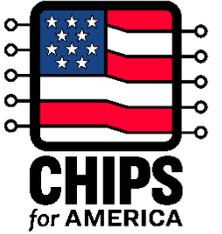


How will plan meet the 8 core principles?

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

4

Workforce Training and Wraparound Services



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

5

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:

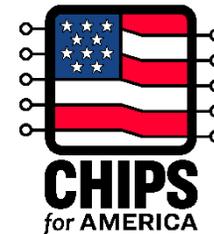
Specific

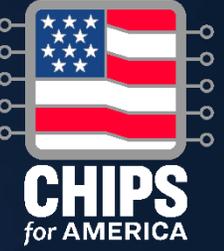
Measurable

Attainable

Realistic

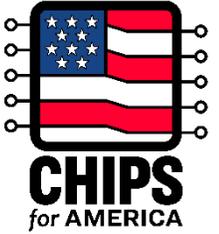
Time-Bound



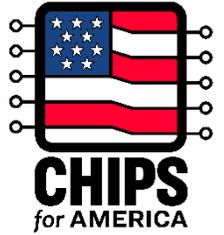


Construction Workforce Plan

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

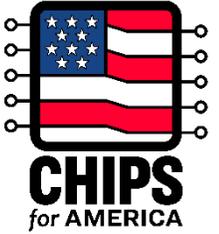


Project Labor Agreements (PLAs) are **strongly encouraged**

- 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



Compliance with Federal Labor and Employment Law

- Develop plan for compliance,
- Include proper classification of workers, health and safety, and non-discrimination

Wraparound Services

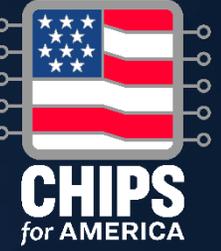
- Strongly encouraged to provide wraparound services for construction workers to support completion of training

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

Registered Apprenticeships

- Plan should discuss whether registered apprenticeships are being used



Child Care Plan

Child Care Provisions in the NOFO

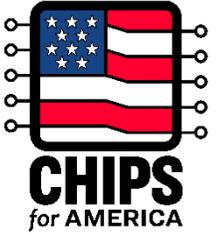
Notice of Funding Opportunity

- 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



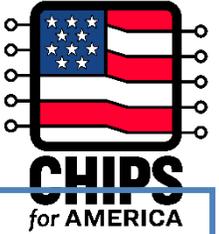
There is **no one-size-fits-all solution**; applicants are expected to devise solutions that are **responsive to the specific needs of their workers and communities**



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



Affordable

- Defraying the price of care such that it is within reach for low- and medium-income households
- No fixed percent threshold

Accessible

- Location matters, including distance from home or work
- Extended hours care
- Avoid long waitlists for employees

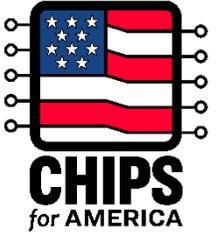
Reliable

- Reliable schedules so that care can be arranged in advance
- Access to back-up care or emergency coverage
- Alternative arrangements for support in a crisis

High-Quality

- Well-compensated and appropriately resourced staff
- Provider and staff education and training, health and safety records, appropriate group sizes/ratios
- Variety of settings (child care centers and family child care homes, which may be license exempt)
- Consult licensing regulations, care quality rating systems, Head Start quality standards, or other tools

Models of Care



Onsite / Near site

Offsite

Company-run

Outsourced

Subsidies / vouchers / cash assistance

Provider Sponsorship

Description:

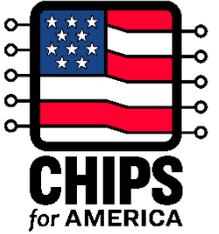
Company provides space and owns P&L (responsible for mgmt. & staffing fees)

Company provides space (onsite or nearby) and/or shuttle service to site; vendor fully manages care, ops & business

Company provides discounts, cash, or vouchers to help meet costs of childcare

Company pays to enable increased capacity or operating hours at existing center(s) or reserves slots for shift workers

Considerations for Construction Workers



Provide demand guarantees

- Commit financial support to providers that agree to increase their capacity to meet key needs
- Prearrange care to help de-risk extended hours care or encourage expansion of capacity in a market that otherwise would not be economically viable

Partner for facility and construction workers

- Consider child care programs that support both construction and facility workers, rather than addressing them separately
- 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

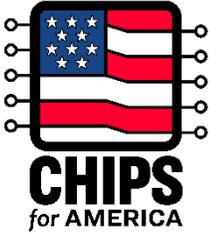
Leverage a range of care providers (e.g., home-based)

- Providers such as family care centers often have more flexible hours and convenient locations
- Work with intermediaries who can connect workers to community-based sources of care

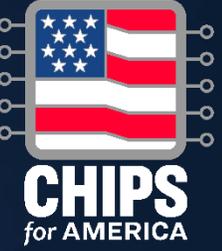
Case Studies

- Care That Works
- Tradesfutures
- Moore Community House
- Oregon Trades Programs

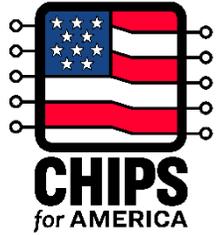
Partners, Resources, and How to Get Started



- **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

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

Construction Workforce Plan

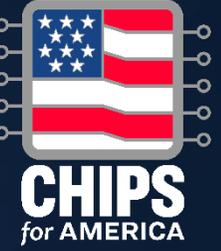
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Child Care Plan

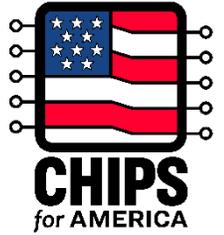
- Required for applicants requesting over \$150 million in CHIPS direct funding
- Strongly encouraged for all applicants

Other Requirements

- 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

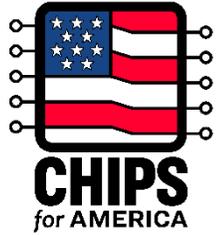


Appendix and Resources



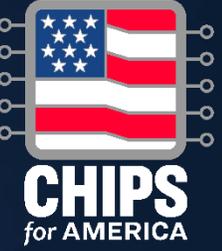
Appendix Key Resources

- [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

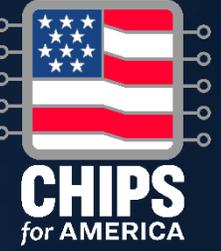


Next Steps

- Review Workforce Guide in detail
- Visit [CHIPS.gov](https://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