

FACT SHEET:

Engaging Strategic Partners to Build a Skilled and Diverse Semiconductor Workforce

The Biden-Harris Administration is committed to building a skilled and diverse pipeline of workers to sustain the domestic semiconductor industry and deliver on the CHIPS and Science Act economic and national security goals. Developing workforce ecosystems in regions across the country will increase access to talent for U.S. semiconductor companies and expand opportunities for those who want to work in the industry, including economically disadvantaged individuals and communities. A central element of developing workforce ecosystems is engaging a broad range of strategic partners who will prepare American workers for the good jobs created by the companies receiving awards under the CHIPS and Science Act. The efforts will also work with and build on the Administration's existing nine Workforce Hubs, which are creating equitable training pipelines in construction and advanced manufacturing.

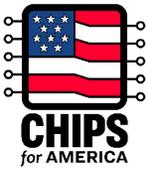
This fact sheet highlights strategies that companies and their intermediaries can use to effectively engage and collaborate with a wide range of strategic partners as they develop workforce solutions. Additionally, the CHIPS Commercial [Notice of Funding Opportunity \(NOFO\)](#) and [Workforce Planning Guide](#), strongly encourages companies to develop sectoral partnerships to meet workforce development goals and the engagement tactics in this fact sheet help companies develop those partnerships.

Recipients of CHIPS Incentives funding awards who receive dedicated workforce funding of at least \$5 million are required to invest those dollars in partnership with a workforce intermediary (or intermediaries). Intermediaries coordinate the development, implementation, and fiscal administration of workforce solutions that support the company's workforce needs. They also coordinate with and serve as a main point of contact for strategic partners who make up a region's workforce ecosystem.

Leading up to and throughout the construction and operation of CHIPS-funded facilities, CHIPS Incentives award recipients and their intermediaries will be looking for strategic partners to work with them to develop and implement innovative workforce programs to expand talent pipelines. Intermediary selections will be made public at, or sometimes before, the announcement of a company's CHIPS Incentives award. CPO expects that CHIPS Incentives award recipients and their intermediaries will engage several strategic partners over the course of their projects and may do so through many channels. Among these channels are the CHIPS for America Teaming Partner List, outreach events and the workforce development networks that already exist in regions across the country.

Workforce intermediaries must consult with stakeholders across a region's workforce ecosystem, including education and training providers (such as high schools, career and technical education providers, community colleges, and higher education institutions), labor unions, state and local workforce development boards, child care organizations, and community-based organizations.

In March 2023, CHIPS for America released a detailed CHIPS Workforce Development Planning Guide to support applicants' workforce development plans consistent with the Biden-Harris Administration's Good Jobs Principles. Drawing from the Guide, this document highlights strategies that CHIPS Incentives



award recipients and their intermediaries can consider to effectively engage and collaborate with a wide range of strategic partners as they develop workforce solutions. For examples of workforce programs and industry-specific workforce development resources, please see the CHIPS Workforce Development Planning Guide, pp. 71-86.

This document is for informational purposes only and is intended solely to assist CHIPS Incentives award recipients and their intermediaries with strategies for engaging and collaborating on workforce solutions. The document does not and is not intended to supersede, modify, or otherwise alter applicable statutory or regulatory requirements, or the specific application requirements set forth in the Notices of Funding Opportunity (NOFOs). In all cases, statutory and regulatory mandates, and the requirements set forth in the NOFOs, shall prevail over any inconsistencies contained in the below fact sheet.

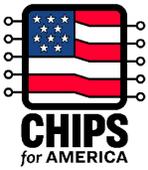
Any reference to a non-federal organization or corporation does not convey endorsement or approval by the Department of Commerce of the entity or their programs or resources.

Labor unions

CHIPS Incentives award recipients may choose to partner with labor unions, which has been shown to be quality partners in helping address company workforce needs with or without a company having a collective bargaining agreement in place. When a collective bargaining agreement is in place, a training collaboration between a company and a union representing its workers can yield innovative programs to lower employee turnover, address company hiring challenges, and ensure programs are designed to best meet the specific skills needed for employees to be successful. Outside of a collective bargaining agreement, CHIPS Incentives award recipients can work with unions—directly or in partnership with other training providers—to address company workforce needs.

For example, unions can help CHIPS Incentives award recipients hire, train, and retain a stable supply of talent, and can leverage their existing training center capacity, curriculum development expertise, and recruitment expertise to help support company-specific or sectoral efforts. In some industries, employers with a union workforce have reported being better able to [recruit](#) qualified workers. In many circumstances, labor unions can serve as training providers themselves or can collaborate with educational institutions and community-based organizations on pre-hire training programs and other sectoral or company-specific training solutions, such as labor-management training partnerships or other [High Road Training Partnerships](#). Labor unions can also serve as registered apprenticeship sponsors.

In the construction industry, CHIPS Incentives award recipients and their intermediaries can work with local building trades unions on efforts to expand access to good, prevailing wage construction jobs for local workers, including women and economically disadvantaged individuals, such as through pre-apprenticeship and registered apprenticeship programs. With many companies having a goal of 15% registered apprenticeship utilization on job sites, intermediaries could also support the expansion of labor-management registered apprenticeship programs by conducting capital improvements on or constructing new training centers, hiring additional outreach staff to recruit additional apprentices, or hiring additional trainers. With deep ties in communities and access to national recruitment networks and resources, unions can also support companies with recruitment efforts. CHIPS Incentives award recipients may also undertake these efforts as part of the [CHIPS Women in Construction Framework](#). By



working with union construction labor, CHIPS Incentive award recipients have access to a highly skilled, highly trained workforce, that deliver projects [on time and on budget](#).

Education and training providers

High schools, career and technical education providers, community and technical colleges, and higher education institutions, including Historically Black Colleges and Universities, Hispanic Serving Institutions, Tribal Colleges and Universities, and other Minority Serving Institutions, are key partners for companies to train a skilled and diverse workforce to meet the needs of the semiconductor industry.

CHIPS Incentives award recipients and their intermediaries can work closely and collaboratively with institutions in their communities and around the country that have a track record of training a diverse set of workers with the needed skills and providing career pathways that lead to good jobs. These pathways should include accessible and flexible programs that are able to train and place workers quickly and adapt in a timely way to changing industry needs.

To ensure participants obtain the skills that the industry needs, CHIPS Incentives award recipients can also work with schools to continuously adapt curricula to meet the evolving needs of the industry and offer externships to instructors to help them stay current with industry knowledge and expertise. CHIPS Incentives award recipients can also look for opportunities to develop paid work-based learning experiences, such as internships and registered apprenticeships, and to support programs by providing access to labs, equipment, and other resources that give students hands-on semiconductor industry experience.

State and local workforce development boards

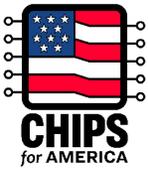
State and local workforce boards are business-led organizations that include community and worker representatives and work together to support collaboration with regional partners to ensure training programs and other workforce solutions address the needs of area businesses. State and local workforce boards can also seek federal funding sources such as the Workforce Innovation and Opportunity Act (WIOA) and are often the recipients of state or local funding, which can be leveraged in conjunction with private sector dollars to maximize impact.

CHIPS Incentives award recipients and their intermediaries are encouraged to consider engaging with state and local workforce boards to design, scale, and implement concrete workforce strategies at the local, regional, or state level. State and local workforce boards can be effective partners in implementing strategies like classroom or online training, on-the-job training, cohort training, registered apprenticeship programs, incumbent worker training, and customized training. While state and local workforce boards typically do not deliver training themselves, they can often develop training solutions by bringing together critical partners that are focused on recruitment, training, and retention. Some workforce boards can also be helpful partners in co-designing child care solutions.

Community-based organizations

Recruiting, training, and retaining a diverse and skilled workforce requires building new, inclusive recruitment pathways for workers and reducing barriers to training and employment through supports such as wraparound services.

CHIPS Incentives award recipients and their intermediaries can work with community-based organizations to develop and execute outreach and recruitment strategies that increase the CHIPS Incentives award recipient's access to a diversity of talent, including economically disadvantaged



individuals and communities that may be underrepresented in the industry. This may involve utilizing methods beyond those that a company usually deploys and may result in a more diverse workforce that broadens economic opportunity across the region's population. Community-based organizations focused on education and training can work with CHIPS Incentives award recipients and intermediaries to develop workforce solutions, such as career exploration opportunities, scholarship programs, and registered apprenticeships.

CHIPS Incentives award recipients and their intermediaries can also explore partnering with community-based organizations that can provide wraparound services to individuals in workforce training programs, such as transportation subsidies, access to child care, and other resources to address barriers that could affect workers' ability to successfully complete training and join the semiconductor industry. CHIPS Incentives award recipients can also work closely and collaboratively with institutions in their communities that can help them understand company and regional child care needs and realities and help them meet those needs, including by defraying cost of care and/or expanding access to seats. These efforts can assist CHIPS Incentives award recipients to reach the broadest population of the region for their workforce, ensuring their ability to meet ongoing hiring needs.

More on Workforce Intermediaries

- For more resources on workforce intermediaries, please see the [CHIPS for America Workforce Development Planning Guide](#).