



Discovery Questions, Active Listening, & Uncovering Pain Points

Presenting Apprenticeship as a Workforce Solution

Example Discovery Questions

- Tell me about your organization. *(Do your research beforehand)*
- What is your role?
- What are your hardest positions to fill?
- How many openings do you typically have per year?
- What are the skills required for those positions?
- What are the education/credentials required for those positions?
- What do company policies or practices require for those positions? For example: Do they have to have a bachelor's degree?
- How do you typically recruit applicants?
- How do you typically screen applicants?
- What skills are missing in the candidates that apply?
- What do you think the barriers are to getting high quality candidates?
- How do you onboard new employees?
- What training do you provide in-house?
- What training do you send your new hires or incumbent workers to?
- Does the training you provide/send your people to produce the skills you need?
- How many of your employees eligible for retirement within the next five years?
- What are your turnover or retention rates?
- Have you calculated your cost of turnover?

Confirm Understanding

- Let me restate that to make sure I understand...
- The occupations you have the hardest time filling are...
- The skills that you need the most are...
- The skills that are lacking in the applicants you receive are...
- Your current training plan is...
- What matters to you most is...

Answer Questions with Questions – Uncovering the Pain

- Can you be more specific?
- Can you give me an example?
- How long have you had the problem?
- What have you tried so far?
- How did that work out?
- How is this impacting the company?
- How is this impacting you personally?



What's next?

Does apprenticeship appear to be a solution?

If yes:

- Transition to high-level apprenticeship overview, relating the flexibility and adaptability of apprenticeship
- Dispel myths/misconceptions about apprenticeship
- Let them know there are resources available to pay for an apprentice's training and part of their on-the-job learning
- Explain the apprenticeship education tax credit, if they pay for the apprentice's training
- Communicate the benefits of apprenticeships to employers – ROI, lower turnover, higher retention, increased loyalty, increased morale, mentors have more fulfilling position, etc.
- Offer to connect them with other employers who use the apprenticeship model as a workforce strategy
- Offer to connect them with an intermediary in the area, if one exists, that offer programs that would fit their needs
- Invite them to an employer apprenticeship event
- Ask if they are interested in exploring it further
- Schedule the next meeting
- Ask for a tour, if time allows

If no:

- Share that you aren't certain that apprenticeship is the right option for them – tell them why
 - If they counter that it may be, offer to do research and come back
- Share other opportunities or connections that you can make for them to help address their problems
 - Never leave them hanging. Always refer them to other possible WBL options or other partners that may help.
- Follow up!