

The President's High Growth Job Training Initiative Healthcare Grant Final Quarterly Report



CAPS
Career Prescriptions for Success
A CVS Apprenticeship & Incumbent Worker Initiative



Submitted to:
U.S. Department of Labor
Employment and Training Administration
Region 5 - Chicago
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Training Initiative Healthcare Grant
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June 12, 2008

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SECTION I. General Grant Information

A. General Information

Applicant: CVS/pharmacy, Regional Learning Center, Detroit

Old Project Name: CVS Apprenticeship and Incumbent Worker Initiative

New Project Name: Career Prescriptions for Success (CAPS)

Project Partners: ORC Macro, Consulting Services for Community Solutions, Goodwill Industries of Greater Detroit, National Retail Federation Foundation, Wayne County Community College District, Wayne State University, Social Solutions, Detroit Workforce Development Department, Partnerships for Economic Independence, Operation ABLE, and Holy Ghost.

Date: June 12, 2008

Quarterly Reporting Period: January 1, 2007 through March 31, 2008 (identified as eleventh quarter in this report)

Project Director: Lena Barkley, CVS Regional Business Office, 28003 W. 8 Mile Road, Livonia, MI 48152, 248-888-6341, lbarkley@cvcs.com

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B. Summary of General Grant Activities

From January 1 – March 31, 2008, the CAPS Project Team was engaged in the following grant activities:

- Conducted apprentice candidate interviews at Oakland Community Schools on January 9;
- Participated in Grand Opening & Ribbon Cutting of new CVS Store at the Detroit Renaissance Center on January 12 (new location for CAPS apprentices);
- Recruited candidates at Detroit Renaissance High School Job Fair on January 16;
- Attended SCCEP meetings on January 17 and February 19;
- Conducted the CAPS Advisory Council meeting to review outcomes and discuss final project lessons learned on January 22;
- Attended Career Day onsite at Detroit Renaissance High School and Goodwill Industries of Greater Detroit on January 23;
- Met with staff from Goodwill Industries in Indianapolis to discuss recruitment and pre-employment training for CAPS program on January 29 and 30;
- Conducted apprentice candidate interviews at National Council of Black Aging (NCBA) in Detroit on February 7;

- Conducted apprentice candidate interviews at Goodwill Industries of Greater Detroit on February 21;
- Participated in AARP Job Fair at the downtown campus of Wayne County Community College District (WCCCD) on February 22;
- Conducted apprentice candidate interviews at Operation Able on February 26;
- Attended Career Expo at Oakland School in Royal Oak, MI on February 28;
- Made presentation on CAPS outcomes at CVS Workforce Initiatives team meeting in Vero Beach, FL on March 4;
- Attended state-level CLEG meeting in Lansing on March 10;
- Attended Southeast Community College meeting at WCCCD Eastern campus on March 11;
- Attended Detroit Regional Chamber Breakfast at the Detroit Athletic Club on March 13;
- Conducted apprentice candidate interviews at National Council of Black Aging (NCBA) in Detroit on March 24;
- Provided project update at CVS Region 21 meeting on March 25;
- Participated in Operation Able Job Fair at Southfield Plaza on March 27; and
- Conducted candidate interviews at Michigan Rehabilitation on March 31.

C. Status Update on Leveraged Resources

The Detroit Workforce Development Department (DWDD) awarded two Incumbent Worker grants to provide educational scholarships to CVS program participants during 2006-2008. To-date, a total of \$116,786.74 has been invoiced by Wayne County Community College District covering the following semesters:

Semester	Number of CVS Incumbent Workers	Invoice Amount
Fall, 2006	11	\$9,334.80
Winter, 2006	9	\$6,525.31
Spring, 2007	13	\$11,323.06
Summer I, 2007	17	\$13,701.78
Summer II, 2007	17	\$13,877.29
Fall 2007	31	\$32,254.32
Spring 2008	33	\$29,770.18

Required Grant Cash Match

To meet the match requirements for our federal grant, \$17,060 was provided from cash and in-kind contributions during this last quarter. The grant-to-date cumulative total for the match is \$1,713,855.

Match Category	Previous QTRs Match	Current QTR Match	Total Matching
Apprenticeship Training	\$1,462,725.05	\$5,880.00	\$1,468,605.05
CVS Personnel & Training Space	\$149,485.51	\$11,180.38	\$160,665.89
Faith Based & Community Organizations	\$84,584.33	\$0.00	\$84,584.33
Total Matching	\$1,696,794.89	\$17,060.38	\$1,713,855.27

A further breakdown of this quarter's match totals is listed in the tables on the following pages.

Table 1. Cash Match Apprenticeship Training

CVS In Kind Match Tracking Sheet													
Last Name	First Name	Drug Test / Screening Cost	Classroom Hours for the Quarter	Class Trainer Wage Rate	QTR Entered Into Apprenticeship	OJT Trainer Wage Rate	QTR 8	QTR 9	QTR 10	QTR 11	Previous QTRs Match	This QTRs Match	Total Grant Match to date
Anderson	Mychele	\$28.00	22.75	\$40.00	QTR 8	\$49.00	30.00	283.00	218.00	-	\$26,957.00	\$0.00	\$26,957.00
Ashburn	Kamila	\$28.00	22.75	\$40.00	QTR 7	\$49.00	456.42	463.10	144.31	-	\$75,726.82	\$0.00	\$75,726.82
Aitala	Matthew	\$28.00	22.75	\$40.00	QTR 8	\$49.00	30.00	124.10	-	-	\$8,488.90	\$0.00	\$8,488.90
Barksdale	Elita	\$28.00	22.75	\$40.00	QTR 8	\$49.00	30.00	250.60	-	-	\$14,687.40	\$0.00	\$14,687.40
Best	Tanyalyn	\$28.00	22.75	\$40.00	QTR 8	\$49.00	58.00	173.30	-	-	\$12,271.70	\$0.00	\$12,271.70
Broadus	Sharonda	\$28.00	22.75	\$40.00	QTR 8	\$49.00	30.00	271.10	-	-	\$15,691.90	\$0.00	\$15,691.90
Coleman	Patrina	\$28.00	22.75	\$40.00	QTR 7	\$49.00	5.00	167.90	-	-	\$12,000.80	\$0.00	\$12,000.80
Conn	Kimberly	\$28.00	22.75	\$40.00	QTR 8	\$49.00	54.00	473.40	-	-	\$26,780.60	\$0.00	\$26,780.60
Craig	Casaundra	\$28.00	22.75	\$40.00	QTR 8	\$49.00	106.40	137.10	-	-	\$12,869.50	\$0.00	\$12,869.50
Crittendon	Katrina	\$28.00	22.75	\$40.00	QTR 8	\$49.00	30.00	224.90	-	-	\$13,428.10	\$0.00	\$13,428.10
Decaluwe	Brandon	\$28.00	22.75	\$40.00	QTR 8	\$49.00	99.00	131.50	-	-	\$12,232.50	\$0.00	\$12,232.50
Engleman	Charissa	\$28.00	22.75	\$40.00	QTR 8	\$49.00	65.10	131.50	-	-	\$10,571.40	\$0.00	\$10,571.40
Ford	Angelina	\$28.00	22.75	\$40.00	QTR 8	\$49.00	30.00	329.40	-	-	\$18,548.60	\$0.00	\$18,548.60
Foster	Danyetta	\$28.00	22.75	\$40.00	QTR 8	\$49.00	30.00	-	-	-	\$2,408.00	\$0.00	\$2,408.00
Fountain	Caslon	\$28.00	22.75	\$40.00	QTR 8	\$49.00	96.80	375.00	-	-	\$24,056.20	\$0.00	\$24,056.20
Griffor	Amy	\$28.00	22.75	\$40.00	QTR 8	\$49.00	46.50	344.60	-	-	\$20,101.90	\$0.00	\$20,101.90
Gunn	Whitney	\$28.00	22.75	\$40.00	QTR 8	\$49.00	81.10	63.20	-	-	\$7,618.70	\$0.00	\$7,618.70
Hall	Sherron	\$28.00	22.75	\$40.00	QTR 7	\$49.00	236.30	-	-	-	\$31,543.90	\$0.00	\$31,543.90
Hamzik	Lauren	\$28.00	22.75	\$40.00	QTR 8	\$49.00	174.00	110.20	-	-	\$14,863.80	\$0.00	\$14,863.80
Hunt	William	\$28.00	22.75	\$40.00	QTR 7	\$49.00	318.40	-	-	-	\$20,780.70	\$0.00	\$20,780.70
Irby	Rainisha	\$28.00	22.75	\$40.00	QTR 8	\$49.00	30.00	-	-	-	\$2,408.00	\$0.00	\$2,408.00
Jackson	Teyuana	\$28.00	22.75	\$40.00	QTR 7	\$49.00	132.50	-	-	-	\$10,760.60	\$0.00	\$10,760.60
Jarrett	Thomas	\$28.00	22.75	\$40.00	QTR 8	\$49.00	83.30	313.00	-	-	\$20,356.70	\$0.00	\$20,356.70
Jefferson	Ty-Kisha	\$28.00	22.75	\$40.00	QTR 7	\$49.00	357.50	357.90	-	-	\$53,842.60	\$0.00	\$53,842.60
Johnson	Brittney	\$28.00	22.75	\$40.00	QTR 7	\$49.00	245.70	266.90	-	-	\$43,324.87	\$0.00	\$43,324.87
Johnson	Kimikka	\$28.00	22.75	\$40.00	QTR 7	\$49.00	370.09	161.30	-	-	\$31,099.61	\$0.00	\$31,099.61
Johnson	Lashanda	\$28.00	22.75	\$40.00	QTR 7	\$49.00	296.00	279.40	-	-	\$35,792.50	\$0.00	\$35,792.50
Juzek	Patricia	\$28.00	22.75	\$40.00	QTR 8	\$49.00	46.50	335.50	-	-	\$19,656.00	\$0.00	\$19,656.00
Khaleghi	Misha	\$28.00	22.75	\$40.00	QTR 8	\$49.00	83.60	135.00	-	-	\$11,649.40	\$0.00	\$11,649.40
Little	Jacqueline	\$28.00	22.75	\$40.00	QTR 8	\$49.00	30.00	281.50	-	-	\$16,201.50	\$0.00	\$16,201.50
Lomasney	Daniel	\$28.00	22.75	\$40.00	QTR 8	\$49.00	95.40	89.40	-	-	\$9,993.20	\$0.00	\$9,993.20
Loper	Otis	\$28.00	22.75	\$40.00	QTR 8	\$49.00	168.50	137.60	-	-	\$15,936.90	\$0.00	\$15,936.90
Malikhasian	Nayree	\$28.00	22.75	\$40.00	QTR 8	\$49.00	63.50	375.70	-	-	\$22,458.80	\$0.00	\$22,458.80
McPherson	Brendella	\$28.00	22.75	\$40.00	QTR 8	\$49.00	97.50	47.90	-	-	\$8,062.60	\$0.00	\$8,062.60
Moffett	Tracy	\$28.00	22.75	\$40.00	QTR 7	\$49.00	148.80	72.20	-	-	\$13,769.00	\$0.00	\$13,769.00
Moore	Raquel	\$28.00	22.75	\$40.00	QTR 7	\$49.00	235.30	220.00	-	-	\$26,489.30	\$0.00	\$26,489.30
Mosby	Reshawnda	\$28.00	22.75	\$40.00	QTR 7	\$49.00	135.90	207.30	-	-	\$19,756.80	\$0.00	\$19,756.80
Palmer	Kevonna	\$28.00	22.75	\$40.00	QTR 7	\$49.00	127.10	-	-	-	\$11,074.70	\$0.00	\$11,074.70
Patton	Mario	\$28.00	22.75	\$40.00	QTR 8	\$49.00	97.90	169.40	-	-	\$14,035.70	\$0.00	\$14,035.70
Parker	Yolanda	\$28.00	22.75	\$40.00	QTR 8	\$49.00	30.00	-	-	-	\$2,408.00	\$0.00	\$2,408.00
Pullen	Tashawna	\$28.00	22.75	\$40.00	QTR 7	\$49.00	145.60	-	-	-	\$11,208.00	\$0.00	\$11,208.00
Regenauer	April	\$28.00	22.75	\$40.00	QTR 8	\$49.00	138.00	238.70	-	-	\$19,396.30	\$0.00	\$19,396.30
Richardson	ClyMara	\$28.00	22.75	\$40.00	QTR 8	\$49.00	30.00	211.00	-	-	\$12,747.00	\$0.00	\$12,747.00
Riggins	Teresa	\$28.00	22.75	\$40.00	QTR 7	\$49.00	535.50	-	-	-	\$61,448.05	\$0.00	\$61,448.05
Ross	Nicole	\$28.00	22.75	\$40.00	QTR 7	\$49.00	124.10	-	-	-	\$9,020.90	\$0.00	\$9,020.90
Rupert	Rosalynne	\$28.00	22.75	\$40.00	QTR 8	\$49.00	187.00	-	-	-	\$10,101.00	\$0.00	\$10,101.00
Simons	Chelsea	\$28.00	22.75	\$40.00	QTR 8	\$49.00	138.30	104.10	-	-	\$12,815.60	\$0.00	\$12,815.60
Slack	Erica	\$28.00	22.75	\$40.00	QTR 7	\$49.00	211.30	-	-	-	\$17,389.40	\$0.00	\$17,389.40
Smith	Pauline	\$28.00	22.75	\$40.00	QTR 7	\$49.00	210.20	41.90	-	-	\$16,849.69	\$0.00	\$16,849.69
Stephens	Lakisha	\$28.00	22.75	\$40.00	QTR 7	\$49.00	215.50	144.27	-	-	\$22,796.83	\$0.00	\$22,796.83
Tate	Robyn	\$28.00	22.75	\$40.00	QTR 7	\$49.00	199.10	262.07	-	-	\$30,814.48	\$0.00	\$30,814.48
Taylor	Elizabeth	\$28.00	22.75	\$40.00	QTR 8	\$49.00	94.90	271.90	-	-	\$14,261.10	\$0.00	\$14,261.10
Tyler	Jermaine	\$28.00	22.75	\$40.00	QTR 7	\$49.00	127.80	-	-	-	\$9,202.20	\$0.00	\$9,202.20
Tysar	Jessica	\$28.00	22.75	\$40.00	QTR 8	\$49.00	135.00	198.10	-	-	\$17,259.90	\$0.00	\$17,259.90
Vickerson	Tiarra	\$28.00	22.75	\$40.00	QTR 8	\$49.00	30.00	380.40	-	-	\$21,047.60	\$0.00	\$21,047.60
Wafer	Justin	\$28.00	22.75	\$40.00	QTR 7	\$49.00	115.10	171.70	-	-	\$16,993.20	\$0.00	\$16,993.20
Williams	Linda	\$28.00	22.75	\$40.00	QTR 7	\$49.00	337.40	-	-	-	\$21,400.60	\$0.00	\$21,400.60
Wills	Angela	\$28.00	22.75	\$40.00	QTR 8	\$49.00	215.00	296.40	-	-	\$25,996.60	\$0.00	\$25,996.60

Table 1. Cash Match Apprenticeship Training (cont.)

Last Name	First Name	Drug Test / Screening Cost	Classroom Hours for the Quarter	Class Trainer Wage Rate	QTR Entered Into Apprenticeship	OJT Trainer Wage Rate	QTR 8	QTR 9	QTR 10	QTR 11	Previous QTRs Match	This QTRs Match	Total Grant Match to date
Wilson	David	\$28.00	22.75	\$40.00	QTR 7	\$49.00	433.90	-	-	-	\$50,689.80	\$0.00	\$50,689.80
Wilson	Demarco	\$28.00	22.75	\$40.00	QTR 8	\$49.00	30.00	-	-	-	\$2,408.00	\$0.00	\$2,408.00
Wright	Willie	\$28.00	22.75	\$40.00	QTR 7	\$49.00	135.90	-	-	-	\$9,599.10	\$0.00	\$9,599.10
Zia	Emil	\$28.00	22.75	\$40.00	QTR 8	\$49.00	185.00	-	-	-	\$10,003.00	\$0.00	\$10,003.00
Beaford	Jennifer	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$2,870.00	\$0.00	\$2,870.00
Williams	Janeva	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$2,870.00	\$0.00	\$2,870.00
Owen	Sharmara	\$0.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$910.00	\$0.00	\$910.00
Reeves	Joyce	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$10,014.20	\$0.00	\$10,014.20
Frye	Layton	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$15,266.92	\$0.00	\$15,266.92
Dunning	Maurice	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$1,870.00	\$0.00	\$1,870.00
Harris	Natalie	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$2,870.00	\$0.00	\$2,870.00
Campbell	Khalicia	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$2,791.70	\$0.00	\$2,791.70
Owens	Audrey	\$0.00	12.25	\$40.00	QTR 7	\$49.00	-	-	-	-	\$490.00	\$0.00	\$490.00
Dinkins	Latoshia	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$4,986.80	\$0.00	\$4,986.80
Warren	Crystal	\$0.00	12.25	\$40.00	QTR 7	\$49.00	-	-	-	-	\$490.00	\$0.00	\$490.00
Arnold	Sheila	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$2,940.00	\$0.00	\$2,940.00
Davis	Earl	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$1,470.00	\$0.00	\$1,470.00
Gist	Lekeyshia	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$3,850.00	\$0.00	\$3,850.00
Hobson	Sandra	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$2,940.00	\$0.00	\$2,940.00
Houze	Clifford	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$1,470.00	\$0.00	\$1,470.00
Lovejoy	Tracy	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$2,940.00	\$0.00	\$2,940.00
McDaniels	Yvonne	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$2,940.00	\$0.00	\$2,940.00
McMickel	Shanika	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$2,940.00	\$0.00	\$2,940.00
Middlebrooks	Lakeisha	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$5,886.75	\$0.00	\$5,886.75
Tinsley	Marquella	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$2,940.00	\$0.00	\$2,940.00
Watkins	Catherine	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$29,480.76	\$0.00	\$29,480.76
Wilson	Jennifer	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$6,642.70	\$0.00	\$6,642.70
Young	William	\$28.00	22.75	\$40.00	QTR 7	\$49.00	-	-	-	-	\$23,017.67	\$0.00	\$23,017.67
Adams	Alicia	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Bowden	Janel	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Chang	CheDang	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Collins	Dannetta	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Crosby	Durel	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Ector	Toni	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Elliott	Tyvaun	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Elison	Dominique	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Frazier	Rhea	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Hamilton	Dorcus	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Harlin	Treyvon	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Hile	Frederick	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Holmes	Iman	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Houston	Rhonda	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Jackson	Joyce	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Johnson	Tiffany	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Lee	Vicky	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Lupinski	Heather	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Shelton	Vanessa	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Singh	Joteveer	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Toliver	Ashley	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Traylor	Christa	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Washam	Richella	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Whitfield	Rhonda	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Wilson	Mario	\$28.00	22.75	\$40.00	QTR 9	\$49.00	-	30.00	-	-	\$2,408.00	\$0.00	\$2,408.00
Collins	Dannetta	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Trajkovski	Daejan	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Kurtinatis	Anson	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Nickel	Samatha	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Beydown	Wanda	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Habhab	Ailie	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Jonson	Tiffany	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00

Table 1. Cash Match Apprenticeship Training (cont.)

Last Name	First Name	Drug Test / Screening Cost	Classroom Hours for the Quarter	Class Trainer Wage Rate	QTR Entered Into Apprenticeship	OJT Trainer Wage Rate	QTR 8	QTR 9	QTR 10	QTR 11	Previous QTRs Match	This QTRs Match	Total Grant Match to date
William	Kathleen	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Amye	Ashley	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Haupt	Ashley	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Bazzi	Lobna	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Nowakowski	Joshua	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Okoniewski	Jennifer	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Stevenson	Kiera	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Clay	Jennifer	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Miller	Rebecca	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Maik	Mohammad	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Bogde	Rebecca	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Harrell	Philip	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Doshi	Mitesh	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Karana	Tiansa	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Patel	Krupali	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Whitfield	Rhonda	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Garbarino	Melissa	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Frazier	Rhea	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Ross	Arlene	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Sevier	Lucisha	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Lomasney	Daniel	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Washinton	Karen	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	30.00	-	\$2,408.00	\$0.00	\$2,408.00
Ramsey	Heather	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	-	30.00	\$938.00	\$1,470.00	\$2,408.00
Fugua	Latrese	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	-	30.00	\$938.00	\$1,470.00	\$2,408.00
Henderson	Lashanda	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	-	30.00	\$938.00	\$1,470.00	\$2,408.00
Perry	Delores	\$28.00	22.75	\$40.00	QTR 10	\$49.00	-	-	-	30.00	\$938.00	\$1,470.00	\$2,408.00
Subtotal Apprenticeship Training											\$1,462,725.05	\$5,880.00	\$1,468,605.05

Table 2. Cash Match, CVS Personnel & Training Space

CVS Staff	Task	Assumption	Budgeted Hours/Units	Total Match Projected	Rate	Units QTR 8	Units QTR 9	Units QTR 10	Units QTR 11	Previous Match Total	Match This Quarter	Grant to Date Match
Steve Wing, Dir., Government Programs	Project Oversight, DOL meeting related to project	20 hrs/month x 24 months	480	\$24,000	\$50.00	20.00	20.00	20.00	20.00	\$19,000.00	\$1,000.00	\$20,000.00
Marie Simmons, Government Programs	Invoice processing, Liaison to corporate accounting	5 hrs/months x 24 months	120	25,434	\$21.12	15.00	15.00	15.00	15.00	\$2,851.00	\$316.80	\$3,167.80
Daria Smith, RCL Manager	Orientation/Success training, certifications	60 hrs/month x 24 months	1440	\$30,240.00	\$21.00	136.00	128.00	112.00	16.00	\$13,272.00	\$336.00	\$13,608.00
Angela Grave, RCL Trainer	Interactive, one-on-one training using a CD-ROM at RLC: HIPAA, Third Party Billing, RX 2000 Basics, RX Assessment, Quality First, Pharmacy Service	12 hrs/per person for 80 apprentices	960	21840	\$22.75	118.50	61.00	48.00	10.00	\$11,659.37	\$227.50	\$11,886.87
George Tohme, Pharmacy Supervisor	Continuing Education with WCCCD and Wayne State	5 hrs/months x 24 months	120	\$5,928.00	\$49.40	13.00	9.00	9.00		\$6,905.40	\$0.00	\$6,905.40
Pharmacy Supervisor	Oversight of execution and performance levels	stores (1 apprentice per store)	160		\$49.00	118.00	56.00	30.00	6.00	\$14,406.00	\$294.00	\$14,700.00
Lead Technicians	Schedule training for apprentices	2 hrs/month at 80 stores	160		\$10.00	118.00	168.00	90.00	30.00	\$4,660.00	\$300.00	\$4,960.00
Technicians Trainers	Serve as Mentor for Apprentices (this is in addition to the OJT Hours)	apprentice x 8 groups (10)	5112		\$16.00	-	520.00	144.00	72.00	\$10,624.00	\$1,152.00	\$11,776.00
Steve Watkins	CVSHRR Recruiter, Project Advisory Council	4 hrs/months x 8 quarters	32	\$1,016	\$31.75	4.00	9.00	4.00	3.00	\$2,862.00	\$95.25	\$2,957.25
Mary Thayer	Store Manager, CVS Emerging Leader, Project Advisory Council	4 hrs/months x 8 quarters	32		\$25.90	4.00	4.00	4.00	-	\$1,528.10	\$0.00	\$1,528.10
Total CVS Personnel Match										\$87,767.87	\$3,721.55	\$91,489.42
Store Managers	Interview	1 hr. per candidate	31		\$23.00	39.00	38.00	47.00	7.00	\$3,335.00	\$161.00	\$3,496
Training Space	Per Month				\$2,432.61	6.00	3.00	3.00	3.00	\$58,382.64	\$7,297.83	\$65,680.47
Total CVS Personnel and Space Match										\$149,485.51	\$11,180.38	\$160,665.89

Table 3. In-Kind Match, FBCOs

Faith Based & Community Organizations				Grant Awards	Projected Match	FBCO Match QTR 8	FBCO Match QTR 9	FBCO Match QTR 10	FBCO Match QTR 11	Previous Match Total	Match this Quarter	Cumulative Total Match
Operation Able				\$25,000.00	\$7,365.00	\$988.17				\$2,092.45	\$0.00	\$2,092.45
PEI				\$50,000.00	\$50,738.00	\$12,653.45	\$4,227.81		-	\$64,961.53	\$0.00	\$64,961.53
Holy Ghost				\$25,000.00	\$6,250.00	-	\$2,082.00	\$7,232.71	-	\$15,847.53	\$0.00	\$15,847.53
Child of the King				\$25,000.00		-	-	-	-	\$0.00	\$0.00	\$0.00
Goodwill Industries of Detroit				\$90,000.00	NA	\$940.00	\$6,732.00	\$205.02	-	\$11,682.82	\$0.00	\$11,682.82
Total IN-Kind Match										\$84,584.33	\$0.00	\$84,584.33

D. Status Update on Strategic Partnership Activities

With this federal grant, CVS funded the following incumbent workers enrolled at Wayne State University under its education initiative. The \$53,600 in scholarship funding is allocated according to academic merit, number of credits, and financial need. Those enrolled in graduate school for a doctoral degree in pharmacy received a higher scholarship amount.

Name of CVS Incumbent Worker	Scholarship Amount
Tracy Austin	\$3,600.00
Akil Bazzi	\$3,345.30
Mayada Dabajeh	\$3,818.10
Jihad Dekmak	\$5,577.50
Robert Hechler	\$5,345.10
Adjo Kpeglo	\$4,447.90
Omar Odeh	\$3,348.30
Jeffrey Rybak	\$1,484.70
Shiraz Tekko	\$3,310.50
Long To	\$7,849.80
Kristen Walgorski	\$8,390.50
Dontae Williams	\$3,082.30

SECTION II. Timeline for Grant Activities and Outcomes

A. Grant Performance Measures

Measures	Performance/Outcome Goals for CAPS	As of 12/31/2007	As of 3/31/08	% Completed
Number of Candidates Received Job Readiness & Support Services	100	644	651	Goal Exceeded
Number of Interns Enrolled in Pharmacy Job Shadowing & Training	90	154	185	Goal Exceeded
Number of Apprentices	80	92	96	Goal Exceeded
Number of Incumbent Workers	130	109	130	100%
Number of Incumbent Workers in Continuing & Higher Education	20	61	62	Goal Exceeded
Replication Sites	Apprentices Enrolled in Atlanta, Chicago, Dallas, and Indianapolis	TA Provided to 4 Sites is 100% Completed	TA Provided to 4 Sites is 100% Completed	100% (See outcomes numbers for sites under B, next page)

The demographics for the CAPS apprentices in Detroit are as follows:

Demographics	Cumulative Total As of 12/31/2007	Cumulative Total As of 3/31/2008
Number of Female	72	77
Number of Male	20	19
Number of Black	54	58
Number of White	35	35
Number of Asian	3	3

B. Replication Site Outcomes

Replication Site	CAPS CVS Site Coordinator	Targeted Goals for # of Apprentices by Dec. 31, 2007	# of Apprentices by Dec. 31, 2007	# of Apprentices by Mar. 30, 2008	Average Wage	Recruitment Sources for CAPS Program
Atlanta	Mike Romesburg	30	27	49	\$8.96	Everest Institute Atlanta Regional Commission Atlanta Workforce Development Agency
Chicago	Leori Moore	20	20	20	\$9.30	Pathways to Pharmacy (18) Incumbent Worker (1)
Dallas–Fort Worth Region 67 Region 68	Terry Fellows Devona Coleman	30	23	33	\$10.73	Dallas County and Tarrant County Workforce Centers ATI Career Training Center Richland College Southeastern Career Institute Career Centers of Texas Everest College Remington College High Tech Institute
Indianapolis	Lena Barkley	30	32	32	\$8.00	Pathways to Pharmacy, Simon Youth Foundation (9)

C. Timeline

Program Activity Categories	8th Quarter Goals/Tasks April-June, 2007	9 th Quarter Goals/Tasks July-September, 2007	10 th Quarter Goals/Tasks October-December, 2007	11 th Quarter Goals/Tasks January-March, 2008
Submission of DOL Deliverables	Submit quarterly report and financial report on April 30 to FPO	Submit quarterly report and financial report on July 31 to FPO	Submit quarterly report and financial report on October 31 to FPO	- Submit outcomes data and financial report on January 31 to FPO - Submit updated outcomes, employer partnerships case study, report narrative, and compilation of final deliverables on March 31 to FPO - Close out grant with national DOL office after March 31
Detroit Apprenticeship Program	- Achieve 70% registration of apprentices by June 30 - Increase recruitment through Pathways to Pharmacy program with Detroit High Schools, engagement of Michigan Works (Ser Metro and Workforce Network), Wayne County Community College, Oakland Community College, Macomb Community College, and Job Corps. - Continue 2-week CVS work experience program qualifying recruits for apprenticeship - Initiative process for CVS Regional Learning Center in Detroit to become WIA eligible training provider	- Achieve 80 % registration of apprentices by August 31 - Extend contracts of FBCO grantees to continue recruitment and service delivery - Continue 2-week CVS work experience program qualifying recruits for apprenticeship	- Achieve 100% registration of apprentices by Oct. 31 - Achieve 100% of advancement of 80 apprentices to the pharmacy technician level by Dec. 31 - Continue 2-week CVS work experience program qualifying recruits for apprenticeship	- Achieve 100% advancement of 25 apprentices to the lead technician level. - Continue pharmacy training of all apprentices and continue registration of new apprentices in program

Program Activity Categories	8th Quarter Goals/Tasks April-June, 2007	9 th Quarter Goals/Tasks July-September, 2007	10 th Quarter Goals/Tasks October-December, 2007	11 th Quarter Goals/Tasks January-March, 2008
Detroit Incumbent Worker Program	- Achieve 80 % enrollment and retail readiness assessment of incumbents in program - Offer National Retail Federation Foundation customer service training class and tutoring - Offer National Professional Certification in Customer Service exam - Offer peer support groups and math tutoring through FBCO grantees	- Achieve 100 % enrollment and retail readiness assessment of incumbents in program - Offer National Retail Federation Foundation customer service training class and tutoring - Offer National Professional Certification in Customer Service exam - Provide ESL/language classes at WCCCD - Offer peer support groups and math tutoring through FBCO grantees	- Achieve completion of service delivery to all incumbents by Dec. 31 - Offer National Professional Certification in Customer Service exam - Continue peer support groups offered by FBCO grantees	Continue to document advancement of incumbents to pharmacy technician and lead technician levels
Detroit Continuing & Higher Education Programs	- Apply for additional funding (\$50,000) from the WIB to support CVS incumbents in Applied Science Degree at Wayne County Community College - Finalize MOU with Wayne State University	- Continue support of CVS incumbents at WCCCD through WIB funding - Provide tuition reimbursement using federal grant to 5-10 CVS incumbents enrolled at WSU in pre-pharmacy or pharmacy degree programs	Continue support of CVS incumbents at WCCCD through WIB funding	- Continue support of CVS incumbents at WCCCD through WIB funding - Continue tuition reimbursement to 5-10 CVS incumbents enrolled at WSU in pre-pharmacy or pharmacy degree programs

Program Activity Categories	8th Quarter Goals/Tasks April-June, 2007	9 th Quarter Goals/Tasks July-September, 2007	10 th Quarter Goals/Tasks October-December, 2007	11 th Quarter Goals/Tasks January-March, 2008
Apprenticeship Program in Replication Sites¹	- Win buy in from CVS regional management - Customize Apprenticeship agreement with regional DOL Office of Apprenticeship trade representative - Create and implement process for program execution with HR business partners and pharmacy technician trainers - Apply for incumbent worker funding from WIB in Chicago to support incumbents in continuing education - Plan implementation of CVS Regional Learning Centers in Indianapolis and Chicago	- Foster partnerships with faith-based and community organizations for recruitment and employability skill development - Register in apprenticeship program both new recruits and incumbents who were recently hired from current CVS Government Hiring programs (e.g. Pathways to Pharmacy for at-risk youth and young adults) - Plan implementation of CVS Regional Learning Center in Dallas	- Achieve 100% registration of apprentices by Dec. 31 - Atlanta: 30-50 apprentices - Chicago: 20 apprentices - Dallas: 30 apprentices - Indianapolis: 30 apprentices	- Continue pharmacy technician training of all apprentices and continue registration of new apprentices - Plan nationwide roll out of apprenticeship program with CVS Government Programs Managers and team - Prepare application to become WIA eligible training provider in each state where replication sites are located

¹ Statement of Work (proposal) did not define performance outcomes for apprenticeship program in replication sites. Local CVS apprenticeship coordinators set target number of apprentices to be hired for each site. CVS is committed to continue and expand the program nationwide after the federal grant has ended in 2008

SECTION III. Grant Outcomes

A. Performance and Outcomes for Apprentices

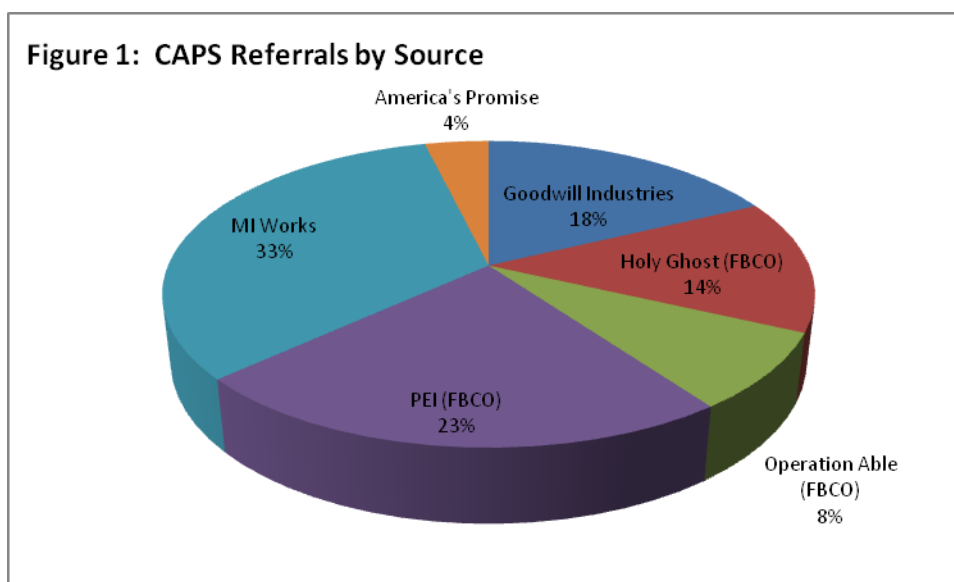
This section examines the outcomes associated with the apprenticeship component of CAPS, beginning with the original referrals to the program, the number of candidates completing the SUCCESS training and job-shadowing phase, and finally the retention of CAPS participants in comparison to normal human resources processes (i.e., non-apprenticeship hires).

Referrals to CAPS

The CAPS program received referrals from two primary sources:

1. *FBCO contractor/grantees*: The CAPS project enlisted the support of faith-based and community organizations (FBCOs) for the specific purpose of recruiting unemployed/underemployed candidates from high-poverty neighborhoods in Detroit. One FBCO—Goodwill Industries of Greater Detroit—was enlisted as a contractor, based on its unique, six-week life skills/pre-employment training curriculum and previous experience providing referrals to CVS for ‘front store’ positions. The other three FBCOs were engaged by means of a full and open competitive procurement process, with grant funds also allotted to provide the pre-employment and life skills training necessary for candidates to qualify for the apprenticeship;
2. *One-Stop Career Center (Michigan Works), and Pathways to Pharmacy*: This referral source represented the more conventional/traditional referral source, which CVS has utilized for job placement needs for a number of years. These various Career Centers provided information on the CAPS apprenticeship opportunity as part of their function as a repository for job training and placement information for those seeking help from the center. Pathways to Pharmacy—originally created in partnership with America’s Promise—is a program operated by the Workforce Initiatives Team of CVS. It targets high school students from disadvantaged neighborhoods to consider careers in pharmacy.

Figure 1 shows the distribution of referrals according to these sources.



As figure 1 shows, close to two-thirds (63%) of the referrals were from the FBCOs.

Completing SUCCESS² training/job shadowing

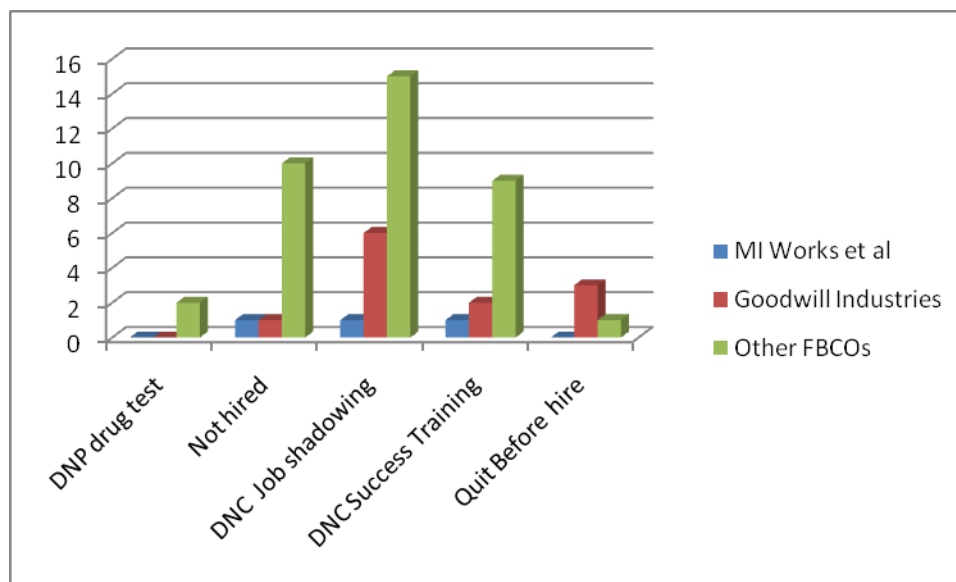
Candidates are screened by means of an online application form (known as UNICRU) and also take a drug test. Based on those results, candidates are then enrolled in SUCCESS training, a one week orientation conducted through the CVS Regional Learning Center, located on the Eastern campus of Wayne County Community College District in Detroit. Candidates learn about the CVS culture, values, and standards and are taught beginning modules in pharmacy support services.

Following SUCCESS training, candidates then participate in one week of job shadowing, where they work at a CVS store (usually the store where they would be placed) so the pharmacy manager can observe first-hand the ability of the candidate to function effectively in the work site. After a final job interview, candidates are eligible to be hired as a CVS employee and enrolled as a CAPS Apprentice.

Figure 2 below demonstrates the rigor of this screening process, in terms of the number of candidates that do not complete the process.

² SUCCESS is the company's acronym that stands for Successful Training in How To Stock-Shop-Service.

Figure 2: Number of candidates NOT completing the screening process.

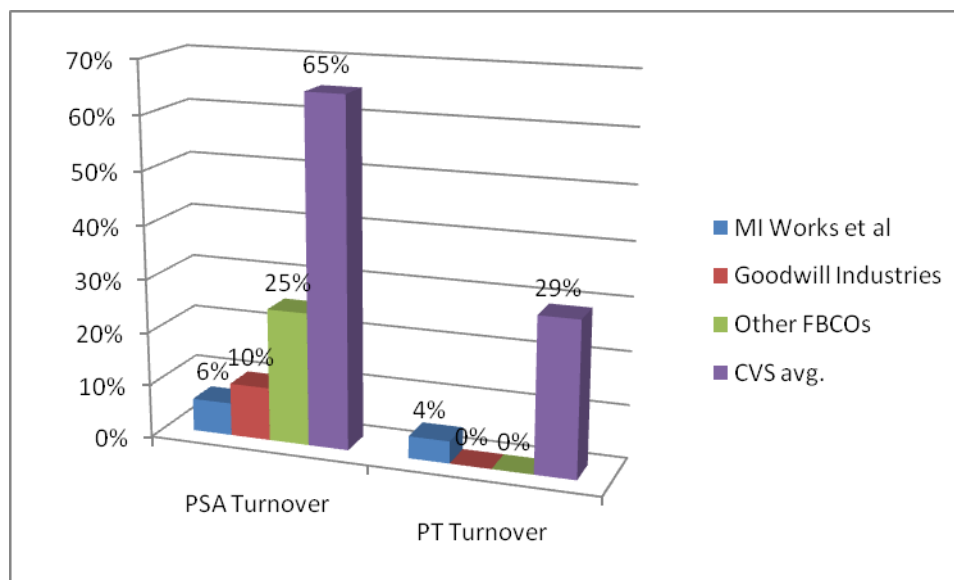


The results of the screening process, especially for referrals from Goodwill and the FBCO grantees, underscores the challenges the project faced in successfully placing apprentices that were chronically unemployed or underemployed. Over a third (36%) of the Goodwill candidates and almost half (44%) of candidates from the other three FBCOs were unable to complete the pre-employment phase. However, as shall be shown in the outcomes from the next phase, this process led to successful outcomes for those who were able to qualify as an apprentice.

Apprenticeship Placement Outcomes

The remaining 133 participants were successfully hired as CAPS apprentices. Of these, eight were transferred to front store or management positions. The key outcomes measures CVS uses to evaluate its job placement efforts is on the average staff turnover rate within the first 90 days of employment as a Pharmacy Service Associate (PSA), and the first 90 days after being certified as a Pharmacy Technician (PT). Figure 3 below compares the 90-day turnover rate for CAPS PSAs and PTs as compared to the average for CVS as a whole.

Figure 3
Comparative 90-day Turnover Rates for PSAs and PTs:
CAPS Apprentices versus CVS Non-Apprentice Average



Overall, 70% of the CAPS apprentices are still employed, with over half of those placements (61%) still employed in the CVS pharmacy for six months or more, and over one-third (35%) have been promoted to Pharmacy Technicians.

B. Continuing Education for Incumbents

The continuing education component of the CAPS program was the 'main attraction' for CVS incumbents that enrolled in the career advancement track. By the end of the project, a total of 62³ incumbents participated in the continuing education initiative, receiving educational scholarships ranging from \$1,700 to \$7,500 for taking courses towards either a pre-pharmacy (i.e., applied sciences) or pharmacy degree.

The scholarships were made available for CAPS incumbent students attending either Wayne State University (WSU) or Wayne County Community College of Detroit (WCCCD). There were 12 incumbents that attended WSU, via CAPS scholarships, and including two that are pursuing their 4-year pharmacy degree. A total of 50 incumbents attended WCCCD between the Winter 2006 and Spring 2008 semesters (i.e., Winter '06, Spring '07, Summer '07, Fall '07, Winter '07, and Spring '08).

The WSU scholarship funds, totaling \$53,600, were funded solely through the DOL grant, and the WCCCD scholarships, totaling \$116,786, were funded through the DOL grant and the Detroit Workforce Development Department. The WSU scholarships are applied to book and/or tuition costs for CAPS incumbents enrolled for the Fall and Winter '07 semesters, while the WCCCD scholarships covered book and/or tuition costs over six semesters.

³ Two CAPS incumbents attended classes at both WCCCD and WSU.

Below is a more detailed description of CAPS incumbent activity and outcomes (i.e., GPA) associated with the WCCCD program, based on the transcript data for 33 of the WCCCD CAPS incumbents available at the time of this report. No information on either credit hours or grades was available for incumbents attending the Winter '07 and Spring '08 semesters.

WCCCD CAPS Incumbents Activity And Outcomes

The table below provides summary statistics on the total numbers of students, credit hours, and grade point average (GPA) to date for incumbents supported with scholarship funds to attend WCCCD.

Semester	Incumbent Students	Total Credit Hours	Avg. credit hours per student	Avg. GPA
Winter '06	11	66	6.00	2.85
Spring '07	10	81	8.10	2.94
Summer '07	15	81	5.40	3.19
Fall '07	30	234	7.80	3.20
TOTAL	33 (66)⁴	363	7.11	3.16

As the table shows, the GPA for the CAPS incumbents attending WCCCD increased from 2.85 in Winter '06 to 3.20 as of the Fall '07 semester, for an increase of 12% over the five four semesters for which we received report cards. The overall GPA for these incumbents is 3.16, equivalent to a B average.

Among the 33 CAPS incumbents at WCCCD, more than half (55%) attended more than one semester. Excluding the summer semester, during which students often lower their school workload, fifteen of these eighteen incumbents either maintained or increased their academic workload, as measured by the number of credit hours) from one semester to the next. One key finding from these trends, when combined with the fact that the overall GPA has risen over these four semesters, indicates that these incumbents received a sufficient amount of support and flexibility from their workplace (i.e., the CVS pharmacy where they work) to be able to balance their work requirements with these efforts at career advancement through continuing education.

From the Incumbent's Perspective

To gain a more personal perspective on the incumbent advancement initiative, we conducted brief interviews with four incumbents receiving scholarships through the CAPS continuing education program. One of the CAPS incumbents interviewed, Kristen Waligorski, is one of two CVS employees enrolled in the four-year Pharmacy Doctoral program at WSU beginning August of 2007. Ms. Waligorski, who has only been with CVS/pharmacy for two years, explains her decision to work for CVS/pharmacy:

⁴ Based on records available for 33 of the 50 CAPS incumbents attending WCCCD, representing a total of 66 student semesters, since some students attended more than one semester.

I've always been interested in the retail pharmacy career track, which is why I chose to work for CVS/pharmacy. Even though I'm only able to work one day a week with my coursework, the pharmacy supervisor and store manager have been very supportive and flexible with my schedule, especially around exam times. My plan is to continue my career as a CVS pharmacist, because I like the work environment, and the way that supervisors interact with their staff.

Other CAPS incumbents, such as Mayada Dabajeh, also referred to this flexible work environment as a plus. Ms. Dabajeh, who has been with CVS/pharmacy for three years, first heard about the CAPS program through her store manager, and was interviewed by CAPS program assistant Diane Burroughs. She had already been attending WSU since 2004, but the scholarships helped her make ends meet and complete her pre-pharmacy degree:

I've always wanted to be a pharmacist, but school is very expensive, and the CAPS scholarship helped me to complete my studies for pre-pharmacy. Since I didn't get into the Pharmacy Doctoral program, I'm now working on getting my Bachelor's degree in clinical pharmacy, to position myself better next time I apply. I am only able to work part-time, and my pharmacy manager is very flexible in working my schedule around my classes.

Another incumbent taking pre-pharmacy courses at WSU, Shierraz Tekko, spoke not only about the flexibility in her work schedule, but also about how her pharmacy supervisor takes an active interest in her studies:

My supervisor has been really supportive of my going back to school. I can literally bring what I learn in school directly to my job, and ask my supervisor and co-workers questions about what I've learned. I'm able to take on more responsibilities in the pharmacy as I learn.

For people like Sonia Ross, an incumbent now in her second term studying pre-pharmacy at WCCCD with CAPS scholarship funding, the opportunity to return to school gives her a renewed sense of hope for her career:

It means a lot to me that CVS is investing in my future. I attended WCCCD ten years ago, but with raising a family and the costs, I couldn't keep it up. I've been working in the pharmacy as a tech for six years, and was beginning to feel a little stuck. Now, with my kids older and with the financial support from the CAPS program, I have an opportunity to pursue a degree, and can see a future for myself where I hadn't before.

Sonia has a 4.0 GPA after her first term back at WCCCD.

C. Training Outcomes

1. Apprenticeship Candidates

Faith-based and community organizations (FBCOs) and One Stop Career Centers (OSCCs) recruit, service, and train potential candidates for the CVS apprenticeship program.

During this final quarter, the FBCOs and OSCCs provided services to a total number of 7 participants. Grant-to-date, the FBCOs and OSCCs provided a total of 1,161 pre-employment services to a total number of 651 participants.

Seven participants entered the CVS/pharmacy in a two-week internship program. The first week consisted of a CVS orientation and beginning modules of pharmacy training at the Regional Learning Center and the second week of job shadowing in a store pharmacy. Grant-to-date, a total number of 185 participants were enrolled in the CVS/pharmacy internship program, from which 133 were initially hired. In the past few months, 37 apprentices dropped out of the program, so a total of 96 apprentices were still working for the company by the close of the quarter, as shown in the table below.

2. Apprentices

A detailed breakdown of demographics, training level, and certification completion can be found in Appendix A.

Description	Projected Goal (from CVS Proposal to DOL)	Previous Grant to- date Aggregate*	This Quarter Aggregate*	Grant to-date Aggregate*
Total Enrolled, Trained, and Entered Employment⁵	80	92	4	96
Total Retained in Employment after Six Months⁶	80	68	0	68
Number of Participants with a Wage Increase⁷	Goal not specified in proposal	40	25	65
Average Hourly Wage Increase Amount⁸	Goal not specified in proposal	--	\$0.765	\$0.765

⁵ **Total Enrolled, Trained, and Entered Employment**—this includes participants who completed pre-employment services, drug testing, and background checks and who were hired as a CVS employee and placed into a store pharmacy as an apprentice.

⁶ **Total Retained in Employment**— this pertains to the number of apprentices who are retained in employment six months after starting employment with CVS. Since the first apprentice to become employed at CVS occurred less than six months ago, this statistic is not applicable (N/A).

⁷ **Number of Participants with a Wage Increase**—this refers to how many apprentices received an hourly wage increase at any time during the quarter or grant-to-date. (CVS recently phased-in a new policy of paying all PSA's a rate of \$8/hour. All PSA's hired during the last year at a lower rate have received an equity increase up to this new rate, as evidenced by the table above.)

3. Incumbent Workers

Description	Projected Goal (from CVS Proposal to DOL)	Previous Grant to-date Aggregate*	This Quarter Aggregate*	Grant to-date Aggregate*
Total Enrolled, Trained, and Employed⁹	130	109	21	130
Total Retained in Employment after Six Months¹⁰	130	92	7	99
Number of Participants with a Wage Increase¹¹	Goal not specified in proposal	67	28	95
Average Hourly Wage Increase Amount¹²	Goal not specified in proposal	3%	3%	3%

*There were no incumbents dismissed, nor any who have opted out.

⁸ **Average Hourly Wage Increase Amount**—for those apprentice employees receiving a wage increase during this quarter or grant-to-date, this measure subtracts the previous hourly wage from the increased hourly wage, then sums the increases and divides by the total number of apprentice employees receiving an increase. After this quarter, all new apprentices will be hired as PSA's receiving \$8.00/hour. (CVS recently phased-in a new policy of paying all PSA's a rate of \$8/hour. All PSA's hired during the last year at a lower rate have received an equity increase up to this new rate, as evidenced by the table above.)

⁹ **Total Enrolled, Trained, and Employed**—this includes incumbent workers selected through our assessment process for the program. Incumbent workers receive on-the-job training, NRFF customer service skill training, CVS leadership development training, and/or continuing education scholarships.

¹⁰ **Total Retained in Employment after Six Months**— this pertains to the number of incumbent workers who are retained in employment six months after being enrolled in the program.

¹¹ **Number of Participants with a Wage Increase**—this refers to how many incumbent workers have received an hourly wage increase any time during the quarter or grant-to-date.

¹² **Average Hourly Wage Increase Amount**— for those incumbent employees receiving a wage increase during this quarter or grant-to-date, this measure subtracts the previous hourly wage from the increased hourly wage, then sums the increases and divides by the total number of incumbent employees receiving an increase.

SECTION IV. Promising Approaches and Success Stories

A. Key Program Components and Success Factors

The CVS Caremark vision is to be a cutting-edge leader in diverse employment, training, and education programs. CVS met and exceeded outcomes numbers for its HGJTI grant with higher retention rates found among its apprentices than non-apprentices in the Detroit market. The benefits of CAPS can be summarized as the following:

1. Faith-based and community organizations (FBCOs) provided pre-employment training and post-placement retention support;
2. Store Managers were able to hire apprentices from a highly screened and qualified pool of candidates;
3. US DOL Registered Apprenticeship offered a competitive credential in pharmacy technology to CVS workers;
4. The partnership with the public workforce system, community college, and institution of higher education created a new education career pathway and internal pipeline for the development of future pharmacists;
5. Motivated and trained employees are known to increase productivity and profitability;
6. Higher retention rates reduce the company's cost of recruitment, hiring, and training; and
7. Marketing of apprenticeship and education opportunities improve local community relations and provide access to a new customer base in neighborhoods where stores are located.

This section of the report presents key components and success factors of the CAPS program.

Selecting the Right Leadership Team to Drive the Program.

The CAPS program could not have been implemented without a team that understood operations, human resources, workforce initiatives, and government programs. An Apprenticeship Advisory Committee guided the program and was constituted by stakeholders from management, human resources, and educational institutions. The project also employed a FBCO coordinator to serve as a liaison providing technical assistance on program development, service delivery, and outcomes measurement. This collaborative experience enhanced CVS' ability to better work with FBCOs.

District Manager Cliff Riley commented on the important role of the project director:

Lena [Barkley] brings a passion to the entire mission, not just the program. She has a heart and a passion for people. This made it easier to get the buy in. I think she has been the total driver in this program from both the corporate level, from the governmental level, as well as the store level.

Furthermore, a key success factor was the engagement of the Human Resource Business Partners, who are part of the Regional Business Office for each respective CVS Area. The HR Managers were able to work with the CAPS Project Director to generate the support needed from operations. According to HRBP Steve Watkins and Wayne Melton in Detroit, the hiring, placement, and training of apprentices was more effectively coordinated once district managers and pharmacy supervisors bought into the program and communicated what was needed to the store level.

Engaging Faith-Based and Community Partners to Provide Pre-Employment Services and Retention Support.

To recruit candidates and provide pre-employment services, CVS partnered with Goodwill Industries of Greater Detroit, Partnerships for Economic Independence, Operation ABLE, Holy Ghost and Fire Deliverance Church of God in Christ, and Michigan Works One Stop Career Centers. Once apprentices were hired, these organizations also provided post-placement retention support to apprentices. CVS partnered with each of these agency as well as Wayne County Community College District to conduct job fairs, community health fairs, and informational sessions on careers in pharmacy.

Of the involved referral partners, Goodwill Industries provided the most extensive pre-employment program. All of Goodwill's program participants came from five TANF agencies: DHS Grand River/Warren, DHS Maddelein/Gratiot, DHS Medbury/Concord, DHS Tireman/Central, and DHS Schoolcraft. Each participant was given a customized plan for success, a targeted employment outcome, and the support of a coach along the way. The five TANF agencies referred individuals to Goodwill where they received six-weeks of intensive service training.

The two key success factors that made this partnership innovative are: (1) Goodwill's program was guided by a Business Advisory Council and employer members worked with Goodwill staff to develop pre-employment skill training that was customized to various industry needs; (2) Goodwill coaches followed an effective case management system that included active retention support of TANF participants for up to one year after job placement.

Through the CAPS program, CVS was also able to collaborate with a small grassroots church that had never previously worked with a corporation. Holy Ghost and Fire Deliverance Church of God in Christ provided outstanding service delivery and helped individuals become job ready that otherwise would not have been employed by CVS. In sum, the following are key factors that the CAPS project team recognized as important:

1. Staff provides a nurturing environment to candidates;
2. Direct involvement of and interaction with the FBCO leadership;
3. Inclusion of CVS training modules in the FBCOs' employability skill development curriculum;
4. Customizing the employability skill development according to the candidate's strengths and weaknesses;
5. Collaborative relationship with the employer and communication about suitable work environment for the candidate (e.g. faced paced versus slower retail sales or higher versus lower volume of scripts in pharmacy); and
6. Provision of consistent case management and ongoing retention support.

Employing Individuals from Diverse Backgrounds

Candidates referred to CVS enrolled in a two-week internship program. The internship component gave store managers the opportunity to hire apprentices from a pre-screened, qualified pool of candidates. Candidates from diverse backgrounds, who otherwise may not have had the opportunity, were able to enter employment with CVS.

Many of the candidates who were hired were considered chronically unemployed and underemployed individuals. Goodwill Industries defines the "chronically unemployed" as persons who are more than one time TANF recipients and have lived with generational poverty. In an interview, pharmacy supervisor Bilal Bazzi commented:



The sense of urgency to succeed for them is much higher than a typical candidate. For some, it's their absolute last chance. The least thing we can do is to offer them support...we do challenge people in every way to bring out the best in them. We are not just trying to be a demanding company; we are a successful company.

Pharmacy Supervisor Bilal Bazzi and his pharmacy staff Rajeesh Sharma and Ella Savisch have mentored many CAPS apprentices.

Maximizing Career Advancement through Apprenticeship

CVS was able to enhance its training curriculum through the development of national apprenticeship standards in pharmacy technology. The apprenticeship program was piloted in Detroit and replicated in Atlanta, Chicago, Dallas, and Indianapolis.

CVS developed its own training curriculum and provided its own classroom instruction at the CVS Regional Learning Center. On-the-job-training was conducted in the



pharmacy at the store where the apprentices were employed. HRBP Steve Watkins commented:

A store that has a vacancy or a store that has problems with turnover may not be the best place to send a new hire. We have training stores that do a really good job. Lena [CAPS Project Director] continuously utilized these stores. We want to retain as many people as we can and help them be successful.

Pharmacist in Charge Nina Patel poses with Project Director Lena Barkley. Patel has provided a nurturing environment for CAPS apprentices in her training store.



Lead Technician Connie Sims (right) mentored Heather Ramsey and other CAPS apprentices.

Apprentices were broadly trained in all aspects of their job. Each apprentice received systematic work experience in all of the areas of their responsibilities under the direction of a mentor. Recognizing that job mentors are the key to the transfer of knowledge from the master to the apprentice great care was exercised in selecting mentors for the responsibility of training each apprentice. The apprentices' mentors were seasoned pharmacy technician trainers and pharmacists.

The CVS career pathway was structured over a two-year training period and apprentices worked towards receiving three levels of industry certification for the positions of Pharmacy Service Associate, Pharmacy Technician, and Lead Technician. Most apprentices completed Level I and/or Level II by the end of the grant and will complete Level III beyond the grant period. After 2,000 hours of on-the-job training and

classroom instruction, CVS technicians will receive a nationally recognized, portable apprenticeship credential from US DOL.

Building a Pipeline through Life-Long Learning Opportunities

In addition to developing and implementing the apprenticeship program, CAPS also assisted incumbent workers faced with barriers to career advancement in pharmacy. By conducting assessment surveys and interviews with managers and incumbent workers, the CAPS project team identified incumbent workers who wanted to improve their customer service skills and/or were eager to continue their education if given the financial assistance.

CAPS gave scholarships to workers to attend Wayne County Community College and Wayne State University, which houses the Eugene Applebaum College of Pharmacy and Health Sciences. To qualify for scholarship funding, CVS incumbents needed to obtain a letter of recommendation from their pharmacy supervisor, be in good academic standing, and demonstrate commitment to pursuing a career in pharmacy.

CAPS created a new education career path that previously did not exist by fostering a strong partnership between CVS/pharmacy, the Detroit Workforce Development Department (administrative body for Workforce Investment Board), Wayne County Community College District, and Wayne State University. The partners committed themselves to sustain this education career path to meet the high demand for pharmacy technicians and pharmacists in Detroit and Michigan.

A significant finding of the CAPS initiative in Detroit was that CVS managers had not realized the extent to which incumbent workers at the technician level are interested in becoming pharmacists if given the opportunity to enroll in continuing and higher education. The new education career path enabled workers to pursue life long learning and career advancement. While leveraging funding from the workforce system, CVS management is also assessing how it can make more corporate tuition assistance available to build an internal pipeline for the development of future pharmacist.

District Manager Cliff Riley had this to say:

My biggest take away is that sometimes we do not invest the time to consider employees' potential and find out what their interests and talents are... We need to make sure that we are capitalizing on all the talents in our stores.

Offering Customer Service Skill Development to Incumbents

To assist those incumbents interested in strengthening their customer service skills, CVS partnered with the National Retail Federation Foundation (NRFF) to offer a preparatory course for the national customer service certification exam. Incumbents first took a retail readiness assessment and then the preparatory course followed by the certification exam.

The CAPS project team was able to adopt and modify the customer service skill development curriculum of the National Retail Federation Foundation (NRFF) to better accommodate the schedules of CVS managers and incumbent workers. Shortening the curriculum was a key success factor given that the full-length curriculum would not have been realistic for incumbents to complete. Both CVS technician trainers and key staff from the faith-based and community partners participated in train-the-trainer workshops conducted by NRFF and were certified to train in the extended and modified curriculum.

Replication Builds the Employer's Program Delivery Capacity

Per the Statement of Work, CVS proposed to identify other locations and start up the apprenticeship program in four cities after fully implementing CAPS in Detroit. CVS exceeded this performance goal by not only starting up the apprenticeship programs but also recruiting and registering apprentices in each city. This effort enhanced the ETA-funded program by helping ETA Regional Offices achieve their performance measures in apprenticeship.

The CAPS director and deputy provided technical assistance to CVS Workforce Initiatives and Human Resource staff in Atlanta, Chicago, Dallas, and Indianapolis. In each of the four cities, the CAPS team helped to identify an Apprenticeship Program Manager who constituted an Apprenticeship Advisory Committee and formed partnerships with referral agencies.

By replicating the pilot model, the CAPS team was able to help build the capacity of the CVS Workforce Initiatives team in these cities to implement the program and understand how to (1) set up an Apprenticeship Advisory Committee with all the needed stakeholders; (2) work with the DOL ETA Regional Offices that are responsible for registering apprenticeship programs in their respective regions; (3) conduct labor market information analysis to assess and meet affirmative action requirements in each market; (4) make any necessary changes to wage rates or other information in adopting the national apprenticeship standards and work processes to the local area; and (5) enter training and certification data in the national DOL database for Registered Apprenticeship programs.

Developing Innovative Partnerships Leads to New Resources

The partnership developed between CVS/pharmacy, Goodwill Industries, the Detroit Workforce Development Department, and Wayne County Community College District during this grant project enabled the partners to win a new grant that started April 1, 2008. This DOL Community Based Job Training Initiative grant will enable CVS to extend CAPS to develop a training curriculum and national apprenticeship standards in retail management.

The new project focuses on creating certification and degree programs at Wayne County Community College District and integrating the programs with the CVS apprenticeship programs to give incumbent workers' college credit for on-the-job-training. Other employers are also participating in this new project and CVS will be able to assist in building their capacity through the experience it gained with CAPS.

B. Sharing Success Stories

The CVS CAPS Program has produced many success stories. Every one of the 96 apprentices is a success story. Here are a few stories of apprentices we visited and interviewed:

Pursuing a Career in Pharmacy



Apprentice Dorcas Hamilton with Pharmacist David Rizzi and Project Director Lena Barkley.

Dorcas Hamilton was hired by CVS in September 2007 after completing the pre-employment training with Goodwill Industries of Greater Detroit.

Since then, Dorcas received her Level I Apprenticeship Certificate for Pharmacy Service Associate from the U.S. Department of Labor and recently was certified by CVS as a Pharmacy Technician.

Her experience with the CAPS program has been very positive. “Everybody is willing and able to help you and if you need assistance, don’t be afraid to ask because they definitely will be there for you, especially Lena [Barkley, project director] and Dave [Rizzi, pharmacist].”

Hamilton graduated valedictorian from California Paramedical Technical College in Riverside, California, and obtained a certificate in pharmacy technology from this institution. While continuing to work at CVS, her next step will be to enroll at WCCCD to obtain her Associate Degree in Applied Science. Her long-term goal is to become a pharmacist.

The CAPS apprentice has this advice for other young people interested in pursuing a pharmacy career: “Don’t be afraid to go after what you really want.”

Advancing her Career as a CVS Apprentice



Apprentice Ty-Kisha Jefferson with her mentor.

Ty-Kisha Jefferson joined CVS/pharmacy as a CAPS apprentice in September 2006. She had worked in a restaurant for five years and felt discouraged from some of her experiences in the industry.

Ty-Kisha enrolled in the six-week pre-employment program with Goodwill Industries of Greater Detroit. As a single mom, Ty-Kisha faces a challenging schedule. She is raising her three girls, ages 10, 14, and 16, plus her sister's three kids - adopted after her sister passed away.

While in the Goodwill program, Ty-Kisha participated in workshops Mondays through Thursdays for six hours daily, followed by her shift work at Kentucky Fried Chicken until 1 am. On Friday's and Saturday's she attended classes at Wayne County Community College, followed again by evening shifts.

Now, at CVS Ty-Kisha is working in a store located close to her home, which eases her busy parenting schedule. She continues her pursuit of the Applied Science Degree while completing her 2000 hours of apprenticeship training. Ty-Kisha already has received industry certifications as a Pharmacy Service Associate and Pharmacy Technician. She is exploring as to whether to become a pharmacist and enroll at Wayne State University.

Completing Industry Certifications in Pharmacy Technology



CVS Apprentice Tracy Moffett

Tracy Moffett joined CVS/pharmacy as a CAPS apprentice in March 2007. Goodwill Industries of Greater Detroit referred Tracy after she completed the pre-employment training program.

Previously certified as a Nurse Assistant, Tracy has been interested in the medical field for a long time. She is now completing the 2000 hours of apprenticeship training with CVS and already has received industry certifications as a Pharmacy Service Associate and Pharmacy Technician.

Tracy is a student at Wayne State University. She is trying to decide as to whether to pursue pre-pharmacy as her major.

Tracy comments on the CVS CAPS apprenticeship training: "The program is very beneficial and I like the fact that the hours are flexible. I'm a single parent and flexibility is important to me. The people I work with are helpful and don't hold you back from learning. They let you experience all parts of the pharmacy."

Tracy compares the work environment to that of a family atmosphere. "We all help each other out. Everybody is on the same level no matter what their education or background is and we all work well together."

On the Fast Track to a Successful Management Career



**Apprentice Theresa Riggins
with Pharmacist Darnell Jones**

Teresa Riggins learned about the CVS CAPS program through Goodwill Industries, where she completed the pre-employment program. Teresa joined CVS as an apprentice in August 2006.

Teresa is the mother of two young sons and is pregnant with her third child. Before joining CVS, Teresa was looking for a challenging job in a new field with advancement opportunities. Since then, Teresa has excelled and obtained industry certifications as a Pharmacy Service Associate and Pharmacy Technician.

Her mentor Pharmacist-in-Charge, Darnell Jones, very quickly identified her as a “fast-track employee.” He encouraged her to consider a career in retail management. He could see from day one that she had supervisory talent.

Regional Manager, Mark Hall, was greatly impressed with Teresa’s outstanding people skills and her dedication to customer service. According to Darnell, “Even though she had been there the least amount of time, she was the one that customers were relating to the most. Mark Hall was completely blown away by how she was interacting with him and the customers.”

Teresa became a Shift Supervisor and then an Assistant Store Manager. Darnell commented, “The biggest lesson I have learned from the CAPS program is that we should never make any assumptions about where a person is at in their life and what they can contribute. Now it is just a matter of time and Teresa will be a store manager.” Teresa and her husband also just bought their own business, a child day care center.

C. Replication of the Program

1. CAPS in Michigan

The CAPS team participated in the ETA Forum “Driving Transformation” that took place in Chicago December 11-13, 2007. The purpose of the action planning was to discuss the expansion of CAPS in Michigan. One of the outcomes of the meeting was that the CVS would partner with the Detroit Chamber of Commerce and Michigan Works Association to engage the workforce boards and agencies on the value and benefits of the CVS apprenticeship program.

For Michigan, the CAPS team created the following strategies to be implemented over the next two years: (1) create a statewide alliance to enhance partnerships with workforce agencies; (2) develop new recruitment and funding strategies for apprenticeship; (3) conduct labor market analysis of pharmacy technician and pharmacist occupations; (4) expand the opportunity for investment in training and become a WIA eligible training provider in Michigan; and (5) utilize national and state workforce conferences as outreach/education vehicles to promote CVS as a training provider and apprenticeship sponsor.

2. Replication Nationwide

In each city, the CVS Apprenticeship Program Manager will continue to register apprentices and expand the program into other markets in surrounding states. Each program manager with assistance from the area’s Apprenticeship Advisory Committee will develop specific strategies and plans for replication.

Specific barriers to be considered in determining the feasibility of nationwide implementation include (1) the number and concentration of CVS stores in a market; (2) the availability of CVS Workforce Initiatives or Regional Learning Center staff; and (3) the availability of DOL field liaisons to work with CVS and register the apprenticeship programs.

The CAPS team proposes to address these potential barriers by conducting first an asset mapping survey to determine the top 15 markets for replication based on the following selection criteria:

1. Growing CVS market with CVS Regional Management Support to coordinate the apprenticeship program;
2. CVS market with onsite location of a Regional Learning Center and/or CVS Workforce Initiatives staff present in that market;
3. Presence of a community college or institution of higher education with an existing pharmacy program or interest in forming a closer alliance with CVS in this field;
4. Presence of a network of workforce agency and faith-based and community partners;

5. Supportive Workforce Investment Board and demand-driven One Stop Career Center system; and
6. Accessibility of DOL field staff from the Office of Apprenticeship to register the program and provide any needed resources.

Based on the survey results, CVS will develop a more comprehensive plan and technical assistance manual for replication. Currently, the CAPS team is in the process of producing an employer handbook to be distributed at Workforce Innovations and other conferences, and a case study that tells the story of CAPS.

The purpose of these resources is to communicate how to (1) create an employer driven apprenticeship program, combining on-the-job learning with classroom instruction, for newly hired and incumbent workers; (2) develop effective partnerships and recruitment strategies with workforce agencies and faith-based and community organizations; and (3) build a system's approach to life long learning with colleges and higher education institutions.

Appendix A

Supporting Data for Grant Outcomes

1. Outreach / Recruitment

Description	Previous Quarter	This Quarter	Cumulative Total
# of Job Fairs / Health Fairs	13	3	16
# of people recruited with prior association to FBCO	329	7	336
# of people who saw the print advertisement	312	0	312
# of people not mention how they found out about CVS CAPS	10	0	10
Unemployed Participants	42	7	49
Total Participants Recruited	596	7	603

2. Pre-Employment, FBCO Client Demographics

Description	Previous Quarter	This Quarter	Cumulative Total
# of Male (QW)	159	1	160
# of Female (QW)	484	6	490
# of Youth (N/A)	0	0	0
# of Adult	596	7	603
# of American Indian or Alaska Native (QW)	6	0	6
# of Asian or Pacific Islander (QW)	9	0	9
# of African American (QW)	480	7	487
# of Caucasian (QW)	72	0	72
# of Hispanic (QW)	1	0	1
# of Persons with Disabilities (QW)	18	0	18
# of Veterans (QW)	22	1	23

3. Pre-Employment Assessments for Apprentice Candidates

Activity	Description	Previous Quarter	This Quarter	Cumulative Total
Unicru	# Recruits who took Unicru	222	7	229
	# Recruits who passed Unicru	202	7	209
	# Recruits Dismissed due to Red on Unicru	18	0	18
Job Offer	# of Recruits Offered a Job	130	4	134

4. FBCO Services & Training for Apprentices

Description	Previous Quarter	This Quarter	Cumulative Total
# of Participants Receiving Transportation Assistance	14	0	14
# of Participants Receiving Childcare Assistance	3	0	3
# of Participants Receiving Employability Skills Training	111	0	111
# of Participants Receiving Math Tutoring	7	0	7
# of Participants Receiving Computer Skills Training	7	0	7

5. Pre-Employment Training, CVS Demographics

A. Apprenticeship Candidates

Description (DEMOGRAPHICS IN ETO)	Baseline (from SOW)*	Previous Quarter	This Quarter	Cumulative Total
# of Male	--	110	1	111
# of Female	--	420	6	426
# of Youth	0	0	0	0
# of Adult	80	530	7	537
# of American Indian or Alaska Native	--	7	0	7
# of Asian or Pacific Islander	--	3	0	3
# of African American	--	559	7	566
# of Caucasian	--	80	0	80
# of Hispanic	--	1	0	1
# of persons with Disabilities	--	17	0	17
# of Veterans	--	22	1	23

*Not Specified in the Statement of Work (SOW).

B. Incumbents

Description (DEMOGRAPHICS IN ETO)	Baseline (from SOW)*	Previous Cumulative Total	This Quarter	Cumulative Total
# of Male	--	25	6	31
# of Female	--	76	14	90
# of Youth	0	0	0	0
# of Adult	130	109	21	130
# of American Indian or Alaska Native	--	0	0	0
# of Asian or Pacific Islander	--	3	1	4
# of African American	--	50	5	55
# of Caucasian	--	23	8	31
# of Hispanic	--	2	0	2
# of persons with Disabilities	--	1	0	0
# of Veterans	--	1	0	0

*Not Specified in the Statement of Work (SOW).

6. Employment, CVS

A. Apprentices

Description	Previous Quarter Cumulative	This Quarter	Final Cumulative Total
# of participants completed unsubsidized work experience (1 wk of orientation & 1 wk of job shadowing)	154	15	169
# of participants interviewed for apprenticeship	149	36	185
# of participants entered apprenticeship/employment	142	4	146
# of participants exited employment	51	11	62
# of participants pending hire in the next two weeks	--	0	--
# of total apprentices hired (PSA, tech, and lead)	142	4	146
# of total apprentices retained in employment (for 6 months)	68	0	68
# of pharmacy service associates (PSAs) completed classroom training	97	13	110
# of PSAs completed on the job training	97	13	110
# of PSAs certified	97	13	110
Average earnings for PSAs	\$8.00	\$8.00	\$8.00
# of pharmacy technicians completed classroom training	46	36	82
# of pharmacy technicians completed on the job training	46	36	82
# of pharmacy technicians certified	46	36	82
Average earnings for pharmacy technicians	\$8.50	\$8.50	\$8.50
# of pharmacy technicians passed Pharmacy Technician Certification Board exam	0	0	0
# of lead technicians completed classroom training	0	0	0
# of lead technicians completed on the job training	0	0	0
# of lead technicians certified	0	0	0
Average earnings for lead technicians	\$9.00	\$9.00	\$9.00

B. Incumbents

Description	Previous Cumulative Total	This Quarter	Cumulative Total
# of total incumbents employed (PSA, tech, and lead)	109	21	130
# of total incumbents retained in employment (after 6 months)	92	7	99
# of total incumbents who advanced in pay and/or job title	95	6	101
# of pharmacy service associates (PSAs) completed classroom / on the job training	21	3	24
# of PSAs certified	21	3	24
# of pharmacy technicians completed classroom / on the job training	37	10	47
# of pharmacy technicians certified	37	10	47
# of pharmacy technicians passed Pharmacy Technician Certification Board exam	37		

Description	Previous Cumulative Total	This Quarter	Cumulative Total
# of lead technicians completed classroom / on the job training	19	5	24
# of lead technicians certified	8	5	23

7. Continuing Education, Wayne County Community College/Other College

Description	Baseline (from SOW)*	New Previous Quarter	New This Quarter	Cumulative Total
# of participants enrolled	15	50	0	50
# of participants completed general education courses	--	50	0	50
# of participants completed career courses	--	0	6	6
# of participants graduated with Associated Degree in Applied Science	--	0	6	6

**Not Specified in the Statement of Work (SOW).*

8. Higher Education, Wayne State University

Description	Baseline (from SOW)*	Previous Quarter	This Quarter	Cumulative Total
# of participants enrolled	5	12	0	12
# of participants graduated with Bachelors in Pharmacy	--	0	0	0

**Not Specified in the Statement of Work (SOW).*

Appendix B



Career Prescriptions for Success (CAPS)

Interview Questions for CVS Pharmacists and Managers—Lessons Learned

1. What role did you play in the CAPS program?
2. As you reflect back over the program, what are the key lessons you learned?
3. What distinguishes a CAPS candidate from other applicants?
4. Why do you think it is important for CVS to have a Dept. of Labor Registered Apprenticeship Program such as CAPS?
5. Tell us a success story about one of your CAPS apprentices.
6. A number of CAPS apprentices were able to continue their education through CAPS funding. In what ways do you feel CVS is supporting these employees in their studies and career advancement?
7. How have you mentored CAPS apprentices? Please describe.
8. What was your experience with other CVS Government Programs? Why was it important to have Lena Barkley? What role did you see her playing? In what ways do you see the RLC as an important link to training?
9. What components of the CAPS program in Detroit are replicable in other CVS regions or areas? What advice would you have for pharmacists in other regions?
10. If you could go back and make any changes pertaining to how you went about working with CAPS apprentices what would those changes be?
11. Do you have any closing thoughts?