

# How CCSF's Automotive Pre-Apprenticeship Program Went from Zero to 7 Women in 2.5 Months

**33% Female Pre-Apprentices and 100% of Women Graduated!**

## SUMMARY

After participating in a WomenTech Educators Training, CCSF's Automotive Pre-Apprenticeship—a partnership between City College of San Francisco (CCSF), the City and County of San Francisco and local community-based organizations—was able to hire their first female Automotive Pre-Apprentice. CCSF's 2<sup>nd</sup> cohort had **7 women out of 21 Pre-Apprentices (33% female)** compared to zero women in 1<sup>st</sup> cohort. Now, the 3<sup>rd</sup> cohort is up to 38% female enrollment—6 women out of 16 Pre-Apprentices. CCSF's Auto Pre-Apprenticeship program saw a **340% increase** in the number of women applicants in the 2<sup>nd</sup> cohort—**up to 22% female applicants**. What made such a big difference in the 8 months between the 1st and 2nd cohorts?



## CITY COLLEGE OF SAN FRANCISCO

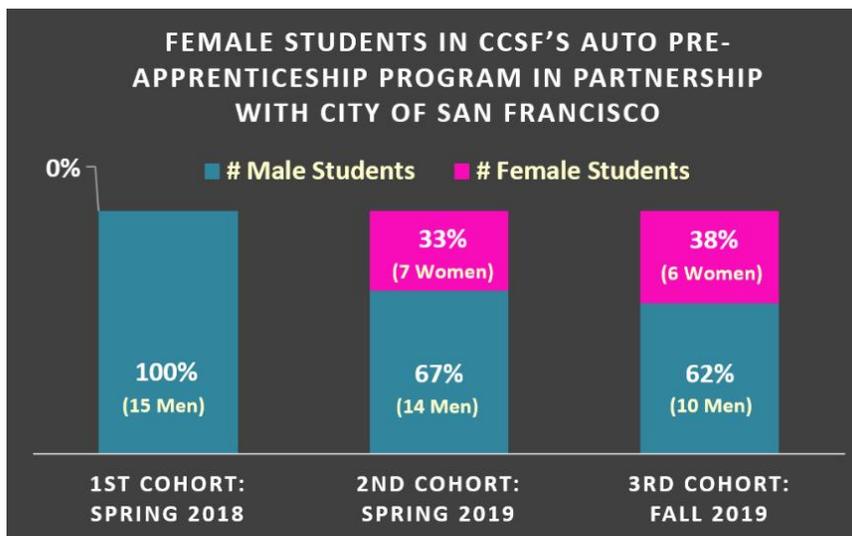
**San Francisco, California (Urban Area)**

### Automotive Pre-Apprenticeship Program –

A partnership between CCSF and the City and County of San Francisco and public/private apprentice training with union automotive companies, the International Association of Machinists & Aerospace Workers, and Advanced Manufacturing & Transportation Apprenticeships of California

### RECRUITMENT & RETENTION RESULTS

- ☑ 0% to 33% female enrollment in 2<sup>nd</sup> cohort—7 women, 14 men
- ☑ 22% of applicants women in 2<sup>nd</sup> cohort—340% increase from 1<sup>st</sup> cohort
- ☑ 38% female enrollment in 3<sup>rd</sup> cohort—6 women, 10 men
- ☑ 100% of all 13 women URMs—African American and Latina
- ☑ URMs went from 53% to 72% in 2<sup>nd</sup> cohort
- ☑ 100% female completion—All 7 graduated from 2<sup>nd</sup> cohort



### KEY ACTIVITIES:

- ☑ 5 of 7 female Pre-Apprentices in 2<sup>nd</sup> cohort attended a “Women in Automotive Pre-Apprenticeship Meet & Greet” which featured female role models
- ☑ Email campaign and electronic and print flyers featuring female role models in Automotive



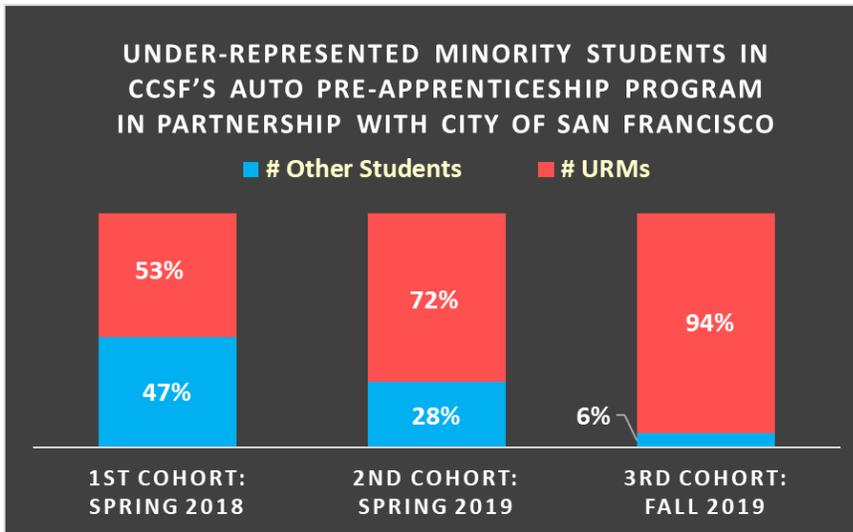
**“There was a big difference in how we recruited for our 1st cohort of Pre-Apprentices—which had no women—and our 2nd cohort that had 7. We**

thought it would be a lot easier than it turned out to be. The first time we partnered with community-based organizations to help us with recruitment, but after the WomenTech Training I realized we weren't welcoming to women.

**The WomenTech Training gave us a robust Version 2.0 Outreach Strategy.”**

*~ Monique Forster Pascual, Director of Apprenticeship & Instructional Service Agreements, Workforce Development, CCSF, CA*

The Automotive Pre-Apprenticeship program met their goal of increasing the number of **Under-Represented Minorities (URMs)** from **53% in the 1st cohort to 72% in the 2nd cohort. In 3rd cohort, 94% of Pre-Apprentices were URMs.** The completion rate for women was also high—**100% of female Pre-Apprentices in 2nd cohort graduated** from the 18-week program that paired specialized classroom instruction at CCSF with public and private apprentice training with union automotive companies such as Golden Gate Transit and San Francisco Toyota.



**CHALLENGES**

CCSF's Director of Apprenticeship, Monique Forster Pascual, knew their Pre-Apprenticeship Automotive team needed additional help recruiting women to the program after the 1st cohort with zero women out of 15 Pre-Apprentices despite outreach done by 3 partner nonprofit organizations that tapped their own networks and reached out to the community. The team was in danger of not meeting their grant goals for participation by female students.

When Monique reached out to IWITTS, there were only 2.5 months until the City's Pre-Apprenticeship Application process would open for one week and a pool of potential applicants would need to go through the City's arduous hiring process to be considered. Applicants needed to meet minimum requirements for a background check, be 18 or over, and have a driver's license or be eligible to obtain one in a city where many residents do not drive, as well as:

- 1) Fill out an online application that didn't work on a mobile phone and provide accompanying documentation such as high school transcripts;
- 2) Take a test heavy on math and spatial reasoning—areas that women and URMs have traditionally not done well in; and,
- 3) If selected, be assessed in a panel interview.

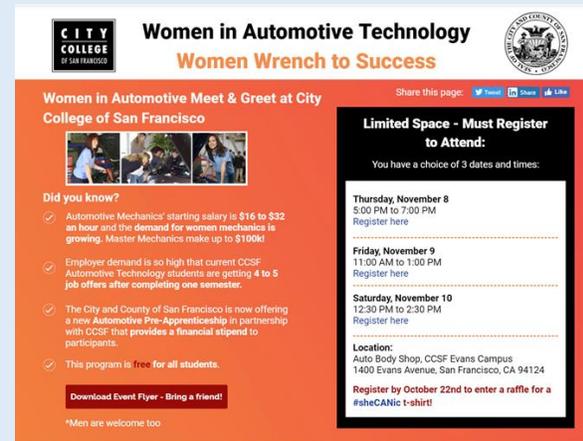


**"The WomenTech Training gave us a robust Version 2.0 Outreach Strategy.** We had an entire platform and the messaging including: a Women and Automotive website, flyers

featuring female role models, and a fact sheet with talking points about why automotive and apprenticeship is a good field for women. Plus, we had 3 Women in Automotive Meet & Greets with female automotive technicians.

**It was phenomenal having the female role models;** I could see the heads nodding of the women in the audience and how relatable they were. That's a huge piece."

~ Monique Forster Pascual, Director of Apprenticeship & Instructional Service Agreements, Workforce Development, CCSF, CA



**Figure 1. Screenshot of Women in Automotive Webpage with Links to Eventbrite to Register for Meet & Greet Events**



**Figure 2. Women in Automotive Banner**

The selected Pre-Apprentices also needed to make themselves available during daytime business hours—by quitting their jobs or working nights and weekends—so they would be available to take courses at CCSF and enter into a paid union Pre-Apprenticeship for 9 weeks.

While City of San Francisco jobs are highly sought after by residents, the Pre-Apprenticeship did not guarantee employment after the program. Another challenge for the program was that they had no female role models available to help with recruitment because the City had never had a female Automotive Apprentice and CCSF had only had a handful of female graduates (none of whom could be located). The final challenge was ensuring that any women completing the Pre-Apprenticeship then applied for the full Apprenticeship despite the City having no female Apprentices or Journeyworkers to act as role models or mentors.

### ACTIONS THAT MADE THE DIFFERENCE FOR CCSF'S PROGRAM

- ☑ **WomenTech Educators Training: Customized to Automotive, Apprenticeship, Grant Goals and Timeline**
- ☑ **Customized Women and Automotive Outreach Materials Pre-Made by IWITTS**
- ☑ **Development of a Robust Recruitment Plan Facilitated by IWITTS**
- ☑ **Support for Implementation of the Recruitment Plan via IWITTS Coaching**

The turning point was when the Automotive Pre-Apprenticeship team came together to develop a Recruitment Plan under the facilitation of IWITTS's Executive Director, Donna Milgram.

According to Donna, "I knew that to help the Automotive Pre-Apprenticeship meet their grant goals in only 2.5 months, IWITTS needed to provide customized, pre-made outreach materials for the Automotive Pre-Apprenticeship that would be ready to roll out right after the custom WomenTech Training. The Pre-Apprenticeship Automotive program needed more than the standard WomenTech Training and Coaching Support for Implementation. They needed a training and Recruitment Plan customized to target their grant goals, timeline, the Automotive industry, and Apprenticeships."

The WomenTech Training required the Automotive Pre-Apprenticeship Program to participate as a team, so that CCSF faculty and staff, the City and County's Apprenticeship program, the Union, and staff from the 3 partner nonprofit organizations could collaborate, step back to take in the bigger picture, and develop a deliberate plan for recruitment (see Leadership Team sidebar). To set the team up for success, Donna prepared for the training by taking close look at the outreach campaign and numbers for the 1st cohort and interviewing the key stakeholders so she could make clear recommendations about what needed to be different.



**Women in Automotive Meet and Greet**

**Choice of 3 dates and times:**  
 Thursday, November 8  
 5:00 pm—7:00 pm  
 Friday, November 9  
 11:00 am—1:00 pm  
 Saturday, November 10  
 12:30 pm—2:30 pm

**Location:**  
 Auto Body Shop  
 CCSF Evans Campus  
 1400 Evans Avenue,  
 San Francisco, CA 94124

**Limited Space**—Must register here on Eventbrite to attend:  
 Thursday <https://ccsfwomenautoveventfr.eventbrite.com>  
 Friday <https://ccsfwomenautoveventfr.eventbrite.com>  
 Saturday <https://ccsfwomenautoveventsa.eventbrite.com>

\*Men are welcome, too!  
 \*Bring a Friend!

**City College of San Francisco Women Wrench to Success Did you know?**

- **Automotive Mechanics' starting salary is \$16 to \$32 an hour and the demand for women mechanics is growing. Master mechanics make up to \$100k!**
- **Employer demand is so high that current CCSF Automotive Technology students are getting 4 to 5 job offers after completing one semester.**
- **The City & County of San Francisco is now offering an Automotive Pre-Apprenticeship in partnership with CCSF that provides a financial stipend.**
- **This program is free for all selected students.**

**Register by October 22nd to enter a raffle for a #sheCANic t-shirt!**

For more information about the programs contact:  
 Monique Foster Pascual  
 Director of Apprenticeship & ISA  
 City College of San Francisco  
 Jonathan Berg  
 Employment & Training Specialist  
 City College of San Francisco  
 (415) 432-7122, jberg@ccsf.edu

Figure 3. CCSF Women in Automotive Meet & Greet Flyer



**"The most valuable takeaway for me was the importance of looking at every part of the program and outreach through the unified lens of a women-focused perspective: What would it be like for a woman entering this type of male-dominated environment?"**

This thinking applied to everything: whether it was putting up images of female role models on the Evans Campus, using the Women and Automotive Technology banners or including language and images on the outreach flyers that would speak to women. It was extremely valuable for me to look through this lens."

~ Jonathan Berg, CCSF's Employment & Training Specialist

During the custom 8-hour WomenTech Training, Donna facilitated a draft Recruitment Plan in real time that team took away at the end of the training and then wrote up a robust 14-page final version. Post-training, 15 hours of Coaching Support for Implementation was provided via group calls to the Key Leaders: Monique Forster Pascual, CCSF's Director of Apprenticeship; Nick Rothman, Chair of CCSF's Automotive Department; and Jonathan Berg, Employment and Training Specialist supporting the Apprenticeship program.

## RECRUITMENT STRATEGIES

### Effective

- ☑ **Women and Automotive Meet and Greet with Female Role Models**
- ☑ **Female-centric Outreach Platform and Messaging**
- ☑ **Online Recruitment Strategies**

### Ineffective

- ☑ **Women and Automotive Community Information Sessions with No Female Role Models**

What worked to recruit 7 women to program's 2nd cohort? The Automotive Pre-Apprenticeship team can answer that question because IWITTS created a survey to find out how the female Pre-Apprentice applicants heard about the program and what sparked their interest. This survey made it possible for the team to repeat the recruitment strategies that worked and to drop the ineffective strategies.

- ☑ **Women and Automotive Meet and Greet with Female Role Models**

**100% of the 7 female Pre-Apprentices** attended one of 5 Women in Automotive Pre-Apprenticeship Meet & Greets at CCSF or one of 2 Women in Automotive Information Sessions at CCSF's Evans Center.

The event agendas included:

- Female Role Models: Automotive Technicians
- Video of Female Role Model in the Workplace
- Female Student Panel: CCSF Automotive Program
- Labor Market and CCSF Facilities – Program Chair
- Information on Application Process and Support Provided
- Presentation by CCSF and City of San Francisco Apprenticeship Director

**The final numbers:** 52 women attended the 3 Meet & Greets and ultimately 5 applied and were accepted—10% of the Meet & Greet pool. 2 women attended a pared down version of the Meet & Greet given by a counselor at the Automotive Program site.

## INSTITUTIONAL SUPPORT: WOMEN IN AUTOMOTIVE PRE-APPRENTICESHIP LEADERSHIP TEAM

Participating in teams ensures that all the key stakeholders are represented and invested. Here are the job titles of the 15 Leadership Team members:

- City and County of San Francisco ApprenticeshipSF Program Manager
- CCSF Director of Apprenticeship & ISA
- CCSF Employment Specialist
- CCSF Chair, Automotive, Construction, Custodial, Motorcycle and Departments
- CCSF Automotive Instructor
- CCSF Employment Training Specialist
- IAM Local 1414 Business Representative
- Jewish Vocational Services (JVS) Director, Utilities Training
- JVS Program Coordinator
- JVS Career Pathways Coordinator
- Tradeswomen, Inc. SF Auto Pre-Apprenticeship Coordinator
- YMCA of San Francisco Senior Director of Transition, Re-Engagement, and Employment Services
- YMCA Transitional Coordinator
- 2 Consultants with CCSF



**“A lot of what the student survey shows us is that a mix of digital and hard copy marketing works.** The processes and the

bureaucracy at CCSF prevented us from implementing much of the great digital marketing that we got from IWITTS.

That's in place now for the 3rd cohort because we've developed those relationships and I think in the future more Pre-Apprentices will come from CCSF students who are seeking a career pathway.”

~ Jonathan Berg, CCSF's Employment & Training Specialist

### ☑ Female-centric Outreach Platform and Messaging

The pre-made outreach materials designed by IWITTS for CCSF's Automotive Pre-Apprenticeship Recruitment Plan included:

- Women in Auto Technology Meet & Greet Event Flyer and Eventbrite Page (see Figure 3)
- Women in Auto Technology Fact Sheet Customized to the Pre-Apprenticeship Program (see Figure 4)
- Recruitment Campaign Emails, Flyers and More Interest Leads Form
- Women and Automotive Pre-Apprenticeship Webpage with an Email Collector (see Figure 1)
- Women and Automotive Technology 6 Foot Banners (see Figure 2)

An [SF Examiner](#) news article about the Pre-Apprentice program quoted one of the female Pre-Apprentices:

*"They said women are encouraged to apply" in their outreach material, Norton said. "That's when I knew. It made me go, 'they're looking.'" Women, on the whole, are "not necessarily being told we can do it," she said. "If women see trades as an option, they'll do it."*

**Top ways that the female Pre-Apprentices heard about the program were (n=7; selected multiple):**

- 1) Recruitment emails (n=3)
- 2) Paper recruitment event flyers (n=3)
- 3) Unemployment Office (n=2)
- 4) A friend (n=2)
- 5) Community Partner Tradeswomen, Inc. (n=2)
- 6) Personal Encouragement Conversation (n=1)
- 7) Trades Orientation program by Union (n=1)

### ☑ Online Recruitment Strategies

How did CCSF recruit 52 women to the Women in Automotive Meet & Greets that 5 of the 7 female Pre-Apprentices attended?

Prospective female students were encouraged to register for the free Meet & Greet via Eventbrite and all 69 registrants answered questions about how they heard. The results show that the majority of the registrants heard about the event via online strategies and multiple channels as the following chart illustrates (see Figures 5 and 6).

### Excerpt from "Women in Automotive Fact Sheet": Hot Labor Market & Lucrative Career



- Automotive Technology Labor Market Growing Nationally & Good Job Security:**
  - The automotive service industry is always hiring and stays strong even when the economy dips because everyone needs to be able to drive their cars or take public transit—all of which require mechanics.
  - According to the US Bureau of Labor Statistics, "the number of jobs for automotive service technicians and mechanics is projected to grow faster than average for all occupations over the next decade."
- San Francisco Bay Area Labor Market Hiring:**
  - Bay Area employers including the City and County of San Francisco, dealerships, and auto shops are all hiring. **New jobs are opening up and mechanics are retiring with no one to fill their shoes.**
  - CCSF's Automotive Technology Department cannot train mechanics and technicians fast enough to meet employer demand. **Many CCSF Automotive Technology students are receiving multiple job offers after completing just one semester.**

**Figure 4. Excerpt from 2-Page Women in Automotive Fact Sheet and Talking Points**

### Press as Free Outreach

Press articles are a great way to get free advertising in the community. The [SF Examiner](#) published this article about the Pre-Apprenticeship Program: "Looking for a job? Golden Gate Bridge pushes to recruit more women auto mechanics: Pre-apprentice program encourages women, young people to enter the trades."

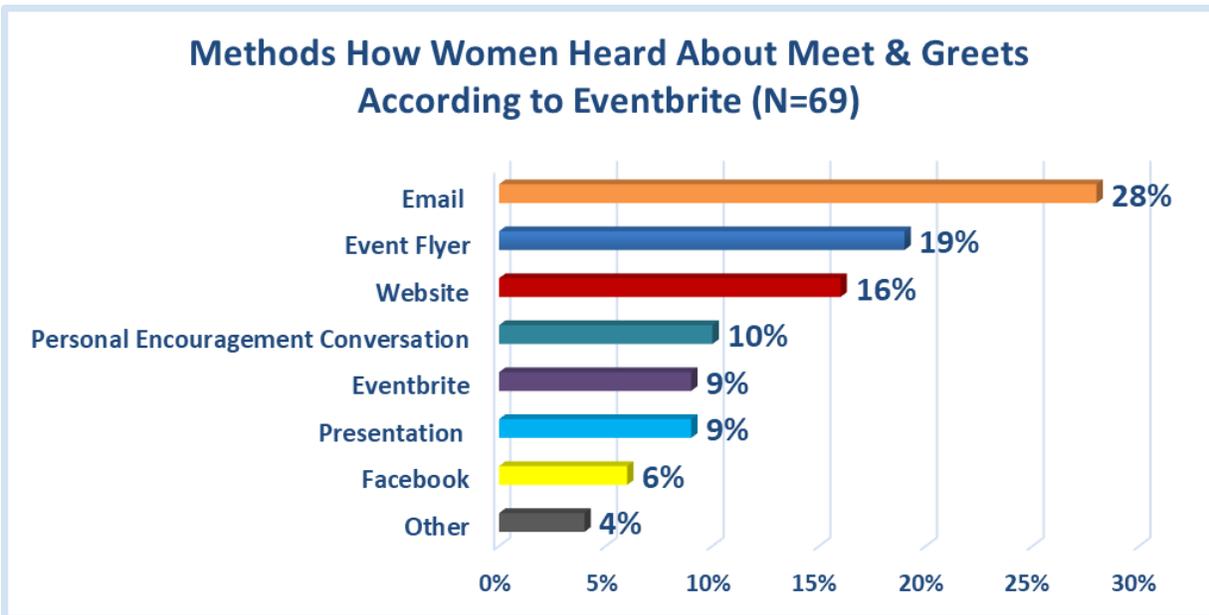


Figure 5. Chart Showing Online and In-Person Ways Women Heard About Meet & Greets (Respondents Were Allowed to Choose Multiple Methods)

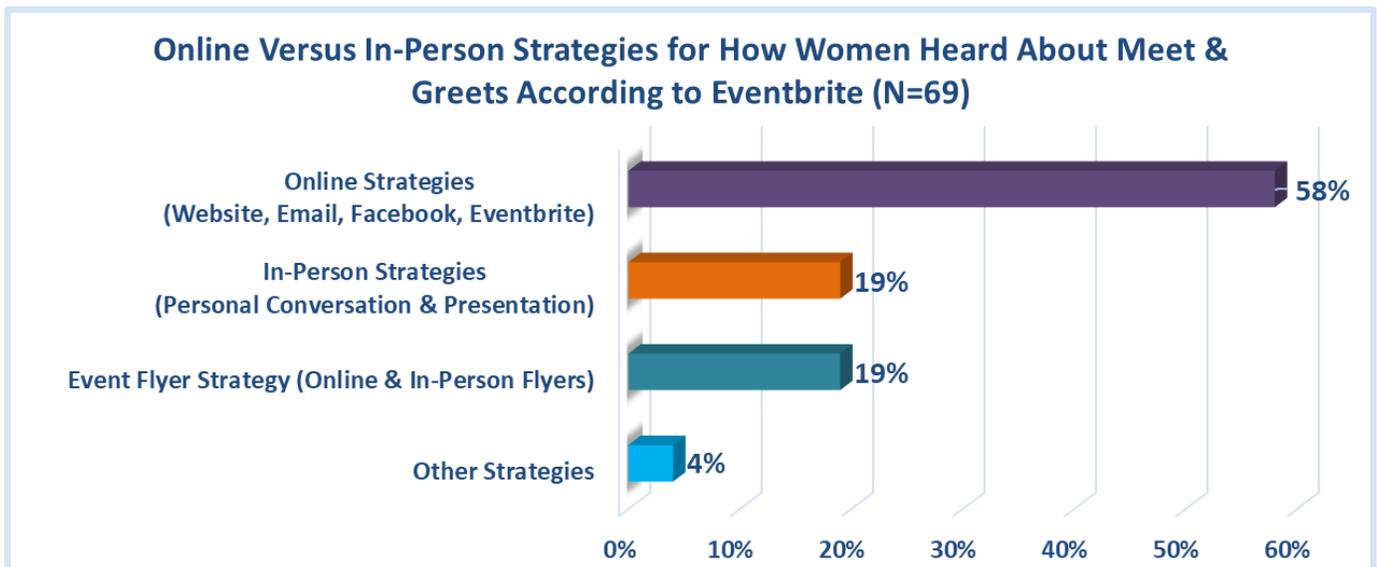


Figure 6. Comparison of Online Versus In-Person Strategies for How Women Heard About Meet & Greets

**Profile of Female Students in 2<sup>nd</sup> Cohort:**

- Average age = 25
- 3 of the 7 had a prior interest in Automotive, while 4 did not
- 100% had a driver’s license
- 100% women of color

## STEP-BY-STEP SUPPORT FOR THE APPLICATION PROCESS

The extensive application process for the Pre-Apprenticeship Program was a huge barrier to entry. How did the team overcome it? They provided support at every stage to keep prospective students from dropping out. Staff walked applicants through the steps at each Meet & Greet and free workshops on the written exam and on interviewing were offered by Jewish Vocational Services, Tradeswomen Inc., Bayview Hunter's Point YMCA, and the City's Human Resources Department.

**How does the Automotive Pre-Apprenticeship Program know this support was critical?** It came through in the survey of the female Pre-Apprentices: "The math classes I took helped build my confidence before the test. I might not have followed through if I didn't have that option."

## RETENTION IN THE PRE-APPRENTICESHIP PROGRAM

**How did the Pre-Apprenticeship Automotive Program make sure 100% of the 7 female Pre-Apprentices in the 2<sup>nd</sup> cohort completed the program?**

All Pre-Apprentices attended career development classes each Friday during their 18-week program to help them with skill identification, resume development, and interview preparation. Math classes were also included on an intermittent basis. Students could also utilize one-on-one coaching with an employment and training specialist.

## ADVICE TO EDUCATORS FROM TEAM KEY LEADERS

What advice does Monique Forster Pascual, CCSF's Director of Apprenticeship, have for others?

"We weren't targeting women the way we should have been with our 1st cohort. We held Women and Automotive More Information sessions, but they didn't have the elements necessary to engage women. **My advice is to look at your outreach strategy.**

Figure out how you can be inclusive. Talk to your department chairs. Connect with the resources that you have on campus, and make sure that your program's convening groups that are just targeted towards women. Make sure they have that built in support: someone who can really coach women through the program and let them know that, 'If you are interested in this industry, you can do this.'"

## What Made You Apply for the Automotive Pre-Apprenticeship? (N= 7 from Female Survey)

- "After attending girl groups for jobs now program through CalWorks. After hours of daily job training, we are allowed to go through lists of jobs available to interview with. There were a few things to choose from that I didn't like. I saw the flyer during break and was excited finally."
- "Opportunity to be in a career field where I have genuine interest."
- "Because I'm good with my hands and like working on cars. Entrepreneurial minded, so looking to further education for future career plans."
- "I have always had a passion for cars and was actually looking for a program to enroll in when I found APAT."
- "I've been wanting to leave customer service/sales/retail for a while. I had also been keeping an eye out for union trade work. This pre-apprenticeship seemed like a great opportunity to do both things."
- "I was about to enroll in automotive classes then I got an email for this program."
- "Learn to repair personal vehicle."



**Figure 7.**  
**Automotive Pre-Apprentice 2019 Completion Ceremony Announcement Featuring Female Pre-Apprentices**

What advice does Jonathan Berg, CCSF's Employment & Training Specialist, have to share?

"We learned that we didn't really have an outreach strategy at all for our 1st cohort and the Information Sessions that were held didn't involve a specific women-focused lens even though they were called Women and Automotive More Information sessions. We had program flyers and brochures, but they were not women focused. **My advice: You need to start over and reevaluate completely from the ground up, if you don't have a women-focused strategy.**"



"The knowledgebase that IWITTS provided us on **how to build an outreach strategy that targeted women** helped us to tap

existing resources within the college **and led to our great results—from zero to 7 women** in the Automotive Pre-Apprenticeship program in 2.5 months."

~ Monique Forster Pascual, CCSF's Director of Apprenticeship

**"I was asked what I thought about the possibility of becoming one of the first women to work as a mechanic with SFMTA. I had to hold back tears."**

**Jamice Jones**  
Mechanic / Automotive Pre-Apprentice

**CAREER QUICK LOOK**

**Years in Field:** 10 months  
**City/State:** San Francisco, CA  
**LinkedIn:** [profile](#)  
**Video Clip:** [Watch on YouTube](#)  
**Ethnicity:** Puerto Rican, African American  
**School:** City College of San Francisco  
**Degree:** Completed Auto Pre-Apprenticeship, Certificate in Brakes expected 12/2023, welding 2/2024  
**Career Pathway:** Automotive Mechanics / Autobody  
**Personal Time:** Time with 4-year-old son, Creating art

I have always been a hands-on person, though until recently it was in a hobby, kind of a hobby. One day one joint in my hand and I really enjoyed it. There's a sense of pride about building things from the ground up and putting your own parts on them and calling them and making them do a special something. When I was 18, my grandfather was the car repairer, electrician, mechanic in our family and I was excited to be a part of it. I did some of my own work on cars. In this case, I got excited when I got to the hardware store. Like, what I needed things for my home. That was my experience in the store. I learned to build them and just work with what I already had.

After high school, I had a small job working at the Baseball Park and Old Navy for a while, so that's where my customer service began. I ended up working as a waitress and then at a restaurant doing in-store shopping. I thought maybe customer service was my field and I began to accept that, but as the owner started really progressing it.

While I was pregnant with my little boy, who is four now, I took a break from everything and really focused on being a mother to him. In my second trimester, I started from CTE/CTE, and I ended up being at the career development center—where the job/CTE program was. They had all these job fairs and... well, walking around the table and reading the fairs—really for clothing and jewelry store jobs—when I was a job for something different. It was, "Women in Automotive" and remember that I was a, okay, later of kind of car and, took it again and I was so excited.

And, I got an endorsement, and I love, "I've got to do this."

**Figure 8. Role Model Profile of CCSF Automotive Pre-Apprentice Jamice Jones**  
[\(Click to Access Program Graduate Profile\)](#)

**ABOUT IWITTS: CREATOR OF WOMENTECH EDUCATORS TRAINING SYSTEM**

The Institute for Women in Trades, Technology & Science has been helping educators nationwide close the gender gap for women and girls in technology since 1994. IWITTS provides tools, resources, and professional development for educators to help them broaden female participation in STEM and CTE programs where they are underrepresented.

To discuss what type of professional development would be the best fit for your school, region, or state please [Contact Us](#). Visit our website at: [www.iwitts.org](http://www.iwitts.org)



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