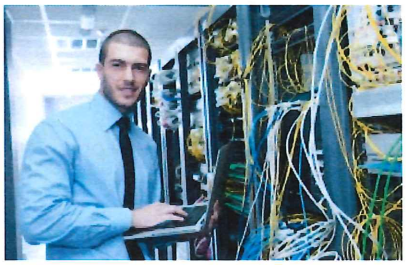
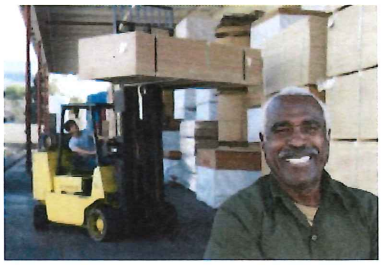
A Quick-Start Toolkit

Building Registered Apprenticeship Programs





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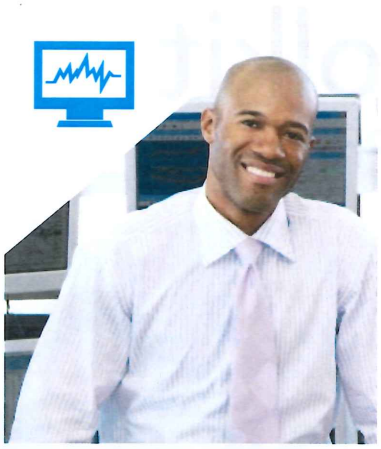


What do a computer programmer, an electrician, an office manager, a home health aide, and a wind turbine technician all have in common? They are all jobs that can be learned through an apprenticeship. While 75 years ago the apprenticeship system started in construction and other skilled trades, today there are apprenticeships in over 1,000 occupations – including careers in Healthcare, Information Technology, Advanced Manufacturing, Transportation and Logistics, and Energy.

Toolkit

This toolkit provides helpful steps and resources to start and register an apprenticeship program, from exploring the apprenticeship model as a workforce strategy to launching a new program. Whether you're a business or labor organization, an industry association or another kind of workforce intermediary, a community college or the public workforce system, or a community-based or service organization, we invite you to use this toolkit to...

1 Explore

Explore apprenticeship as a strategy to meet your needs for skilled workers

2 Partner

Partner with key players in your region to develop an apprenticeship program

3 Build

Build the core components of your apprenticeship program

4 Register

Register your program to join the apprenticeship network

5 Launch

Launch your new Registered Apprenticeship program

Apprenticeship

Registered Apprenticeship is a tried-and-true approach for preparing workers for jobs – and meeting the business needs for a highly-skilled workforce that continues to innovate and adapt to meet the needs of the 21st century.

- Businesses that use apprenticeship reduce worker turnover by fostering greater employee loyalty, increasing productivity, and improving the bottom line.
- Apprenticeships offer workers a way to start new careers with good wages.
- Workforce organizations, community colleges, and other education and training institutions can use apprenticeship as a proven employment and training strategy.

Explore.

1 Explore apprenticeship as a strategy to meet your needs for skilled workers.

Registered Apprenticeship is an employer-driven model that combines on-the-job learning with related classroom instruction that increases an apprentice's skill level and wages. It is a proven solution for businesses to recruit, train, and retain highly skilled workers. Apprenticeship is not just for the private sector – many federal government agencies, including the U.S. military, have apprenticeship programs.

Apprenticeship is a flexible training strategy that can be customized to meet the needs of every business. It can be integrated into current training and human resource development strategies. Apprentices can be new hires – or businesses can select current employees to join the apprenticeship program. Apprenticeships are a good way to reward high-performing entry-level employees and move them up the career ladder within the business.

Apprenticeship is also an "earn and learn" model – apprentices receive a paycheck from day one, so they earn wages while they learn on the job. More than 500,000 apprentices participate in Registered Apprenticeship programs across the country.

Benefits.

Benefits for Business...

- Highly-skilled employees
- Reduced turnover costs
- Higher productivity
- More diverse workforce

Benefits for Workers...

- Increased skills
- Higher wages
- National credential
- Career advancement

Benefits for Workforce Intermediaries and Education Organizations...

- Proven model to help job seekers immediately start working and increase skills and earnings
- Effective strategy to connect with employers in diverse fields and to use as part of industry sector strategies

Question

Whether you are a growing business, a workforce intermediary helping employers build a skilled workforce, or a community college educating the local workforce, what workforce challenges have you identified?

- Jobs for which it is difficult to find workers with the right skills?
- Positions with high turnover?
- Occupations where a highly skilled workforce is retiring soon?
- Challenges helping workers keep pace with continuing industry advances?
- Positions requiring skills that can be learned on the job?
- Difficulty in attracting new and more diverse talent pools?

If the answer is "yes" to any of these questions, then apprenticeship is the right strategy to meet your needs for skilled workers.

UPS

UPS uses Registered Apprenticeship to train delivery drivers. The company's training processes are varied and comprehensive, and the apprenticeship program provides workers with valuable skills that will help them succeed in the long term. By having a Registered Apprenticeship program, UPS sends a clear message to job seekers that they will receive quality training and that the company has the tools to help them learn and advance. UPS has pledged to send 2,000 people through its program by 2018 who will work in package delivery, operations, and automotive repair. Read more about the UPS partnership with Registered Apprenticeship

To further explore Registered Apprenticeship as a workforce strategy...

» Listen to **Testimonials** about the value of apprenticeship

» Read the **Solutions for Industry** fact sheet

» Review the list of **Apprenticeable Occupations**

» Review the **Frequently Asked Questions** on Registered Apprenticeship

Partner.

2 Partner with key players in your region to develop an apprenticeship.

Are you ready to start developing an apprenticeship program? Don't go it alone! Successful apprenticeships are born from collaboration among partners – businesses, workforce intermediaries (such as industry associations or labor organizations), educational institutions, the public workforce system, and other key community organizations. The partnership works together to identify the resources needed, design the apprenticeship program, and recruit apprentices.

Possible Apprenticeship Partners

Every partner has a critical role to play:

Business Partners (individual company, consortium of businesses)

- Identify the skills and knowledge that apprentices must learn
- Hire new workers, or select current employees, to be apprentices
- Provide on-the-job training
- Identify an experienced mentor to work with apprentices
- Pay progressively higher wages as skills increase
- Can provide related instruction in-house or in partnership with others

Workforce Intermediaries (industry association, labor and joint labor-management organization, community-based organization)

- Provide industry and/or workforce specific expertise (e.g. curriculum development) to support employers in a particular industry sector
- Can serve as sponsor of an apprenticeship program, taking responsibility for the administration of the program (thereby reducing the burden on employers)
- Aggregate demand for apprentices, particularly with small- and medium-size employers, that may not have the capacity to develop an apprenticeship program on their own
- Can be the provider of related instruction and supportive services as appropriate

Educational Institutions (4-year college, community college, career and technical education)

- Develop curriculum for related instruction
- Deliver related instruction to apprentices
- Can provide college credit for courses successfully completed
- Aggregate demand for apprentices

Public Workforce System (Workforce Development Board, American Job Center)

- Develop sector and career pathway strategies utilizing apprenticeship
- Recruit and screen candidates to be apprentices
- Provide pre-apprenticeship and basic skills preparation
- Provide supportive services (such as tools, uniforms, equipment, or books)
- Contribute funding for on-the-job training or related instruction

Apprenticeship System (State office of apprenticeship)

- Provide technical assistance and support to new sponsors
- Answer questions about the apprenticeship model
- Guide the partners through the steps to develop and register a program
- Connect businesses with training providers
- Advise partners on sources of funding to support apprenticeships

Other partners play important roles too! For example, economic development organizations can serve as a convener of businesses in the region. The K-12 educational system can help develop pipelines to apprenticeship for students. Community-based organizations may have capacity to help certain worker populations, such as women, veterans, minorities, individuals with disabilities, and others, prepare for apprenticeships and provide supportive services to apprentices.

Every Registered Apprenticeship program has a "sponsor." The sponsor is responsible for the overall operation of the program, working in collaboration with the partners. Sponsors can be a single business or a consortium of businesses. Alternatively, the sponsor can be a range of workforce intermediaries including an industry association or a joint labor-management organization. Community colleges and community-based organizations can also serve as sponsors for Registered Apprenticeship programs.

To learn more about apprenticeship partnerships and connect with partners in your area...

- Find the apprenticeship contact in your state using the **directory of state apprenticeship offices**
- For national employers, contact the U.S. Department of Labor's Office of Apprenticeship at (202) 693-2796 or via e-mail at apprenticeship.usa@dol.gov
- Find and contact workforce investment boards and community colleges in your region by visiting **America's Service Locator**

Apprenticeship in the Energy Industry...

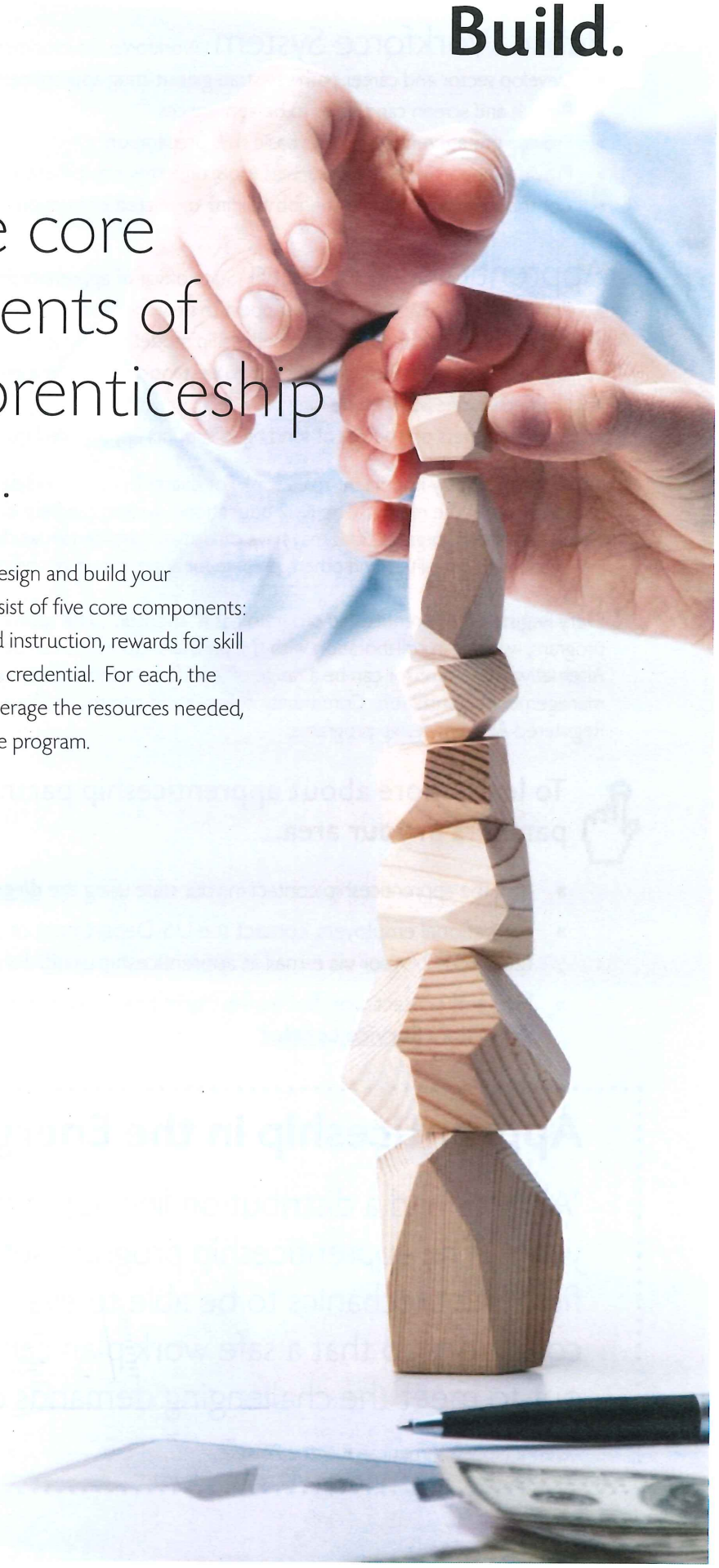
"AEP has had a distribution line apprentice program for over 40 years. The apprenticeship program sets the foundation for our field line mechanics to be able to evaluate a wide variety of field conditions so that a safe work plan can be developed and carried out to meet the challenging demands of the electric utility industry."

- Debra Nobels, American Electric Power

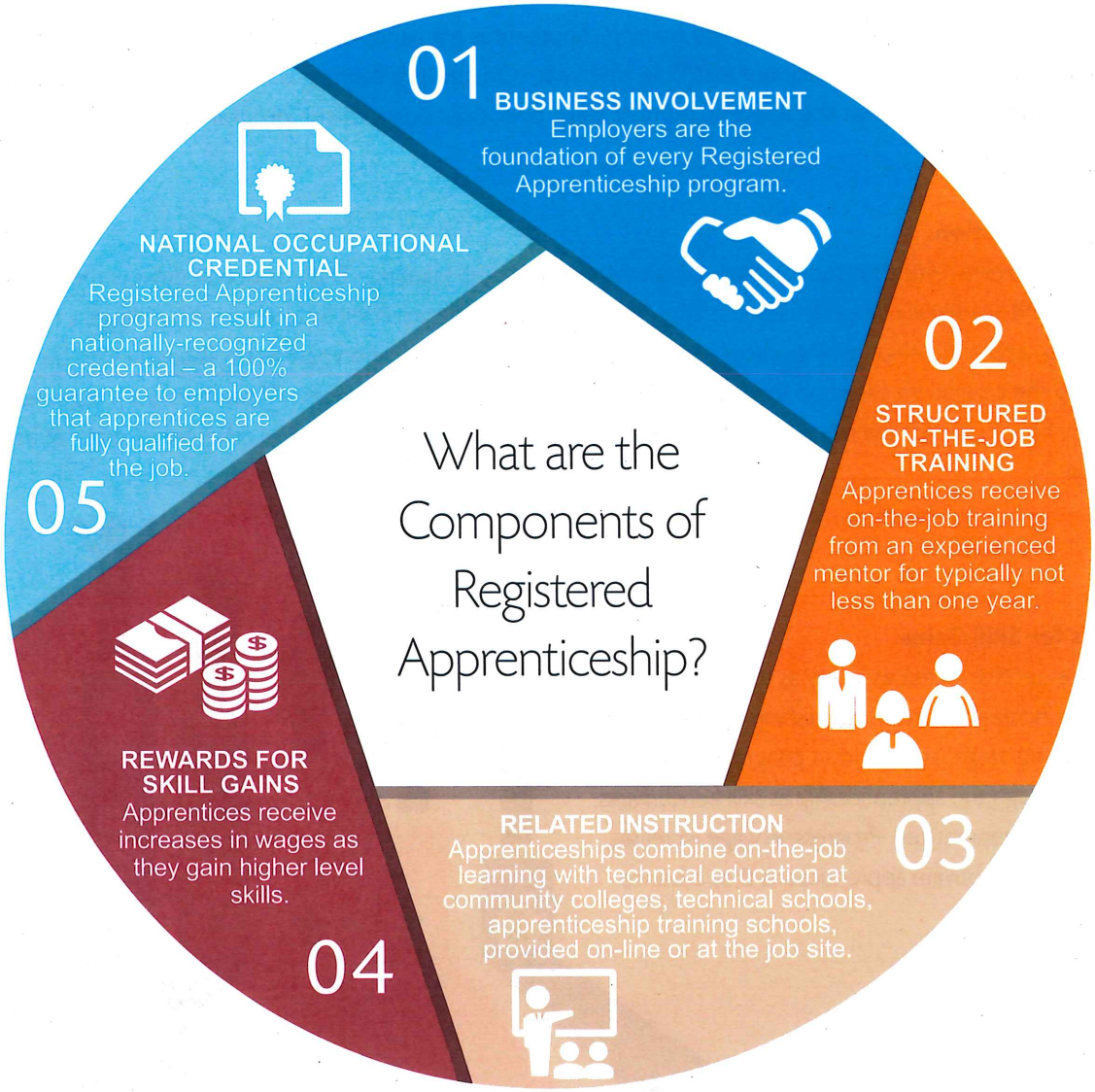
Build.

3 Build the core components of your apprenticeship program.

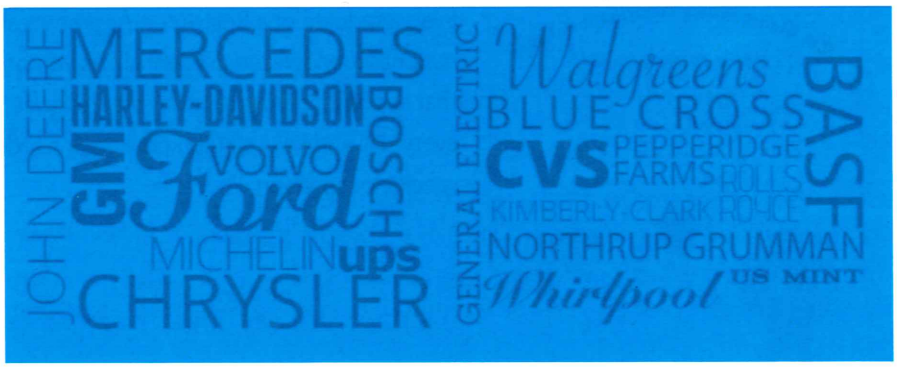
With a strong partnership in place, the next step is to design and build your apprenticeship program. Apprenticeship programs consist of five core components: direct business involvement, on-the-job training, related instruction, rewards for skill gains, and completion resulting in a national occupation credential. For each, the partners will develop the details of that component, leverage the resources needed, and decide which partners will carry out that part of the program.



Components



Business Involvement.
Employers are the foundation of every apprenticeship program and the skills needed by their workforce are at the core. Businesses must play an active role in building the program and be involved in every step in designing the apprenticeship.



On-the-Job Training.

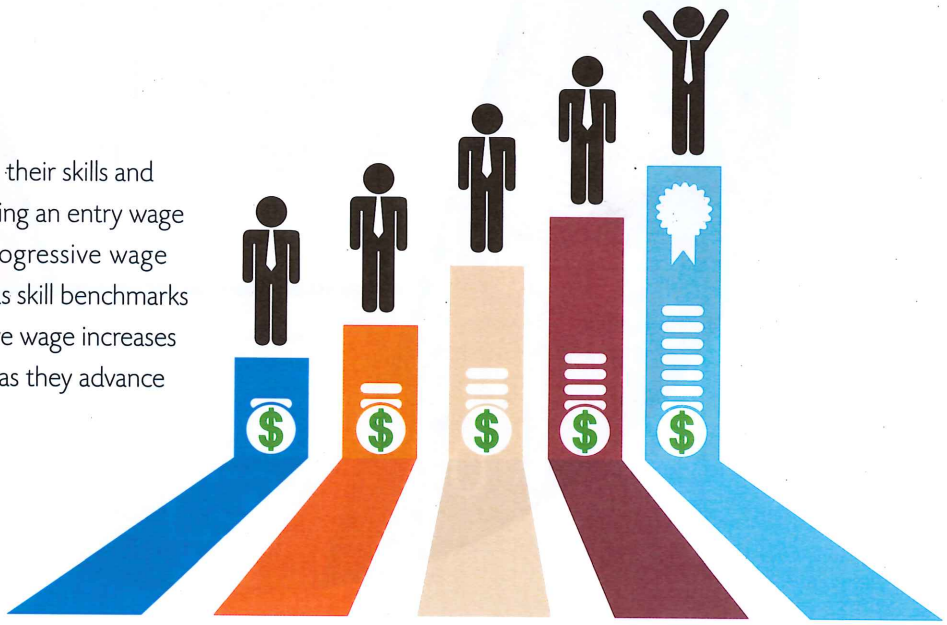
Every program includes structured on-the-job training. Apprentices get hands-on training from an experienced mentor at the job site for typically not less than one year. On-the-job training is developed through mapping the skills and knowledge that the apprentice must learn over the course of the program in order to be fully proficient at the job.

Related Instruction.

Apprentices receive related instruction that complements on-the-job learning. This instruction delivers the technical, workforce, and academic competencies that apply to the job. It can be provided by a community college, a technical school, or an apprenticeship training school – or by the business itself. Education partners collaborate with business to develop the curriculum based on the skills and knowledge needed by apprentices. All partners work together to identify how to pay for the related instruction, including the cost to the employer and other funds that can be leveraged.

Rewards for Skill Gains.

Apprentices receive increases in pay as their skills and knowledge increase. Start by establishing an entry wage and an ending wage, and build in progressive wage increases through the apprenticeship as skill benchmarks are attained by apprentices. Progressive wage increases help reward and motivate apprentices as they advance through their training.



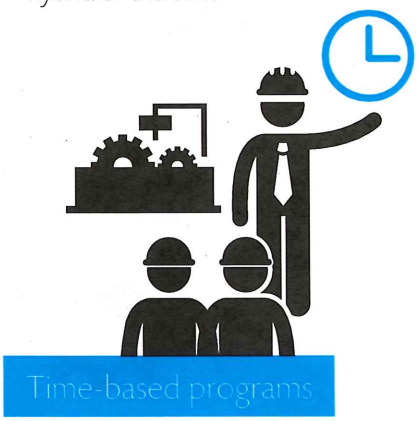
National Occupational Credential.

Every graduate of a Registered Apprenticeship program receives a nationally-recognized credential. As you build the program, keep in mind that apprenticeship programs are designed to ensure that apprentices master every skill and have all the knowledge needed to be fully proficient for a specific occupation.

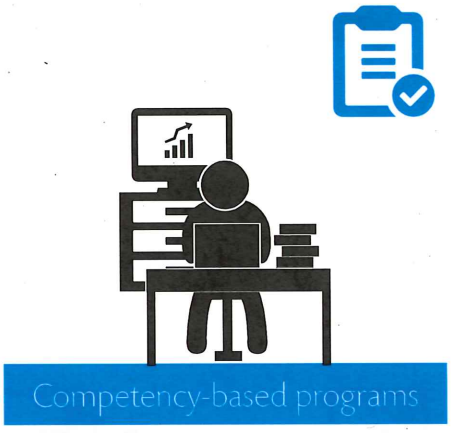
Apprenticeship programs can be customized to meet the needs of business and the skills of apprentices.

Flexibility in Program Design.

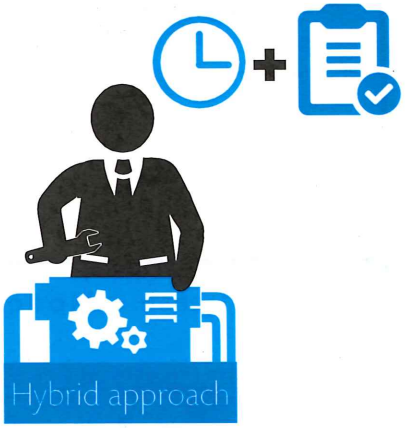
Apprenticeships can be designed to be time-based, competency-based, or a hybrid of the two.



In Time-based programs, apprentices complete a required number of hours in on-the-job training and related instruction.



In Competency-based programs, apprentices progress at their own pace – they demonstrate competency in skills and knowledge through proficiency tests, but are not required to complete a specific number of hours.



Many programs are built using a **Hybrid approach,** using minimum and maximum range of hours and the successful demonstration of identified and measured competencies.

Flexibility in Related Instruction.

There are many options for how the related instruction is provided to apprentices. Related instruction can be **based at the school, provided at the job site, or completed on-line.** It can take place during work time or after work hours.

Flexibility in Training Model.

The training components can be arranged in different ways to develop a model that works for both businesses and apprentices. In a **traditional apprenticeship model,** apprentices receive both related instruction and on-the-job training concurrently throughout the program. For a **"front-loaded" model,** apprentices complete some related instruction (which may be with the employer or a partner such as a community college or another school) before starting a job, in order to learn the critical skills required for the first day on the job site. Programs can also be built using a **"segmented" model** in which apprentices alternate between related instruction and on-the-job training. A **pre-apprenticeship** can also be built into the program, where essential basic skills are learned and then individuals are accepted into the apprenticeship program, sometimes receiving credit for prior experience.

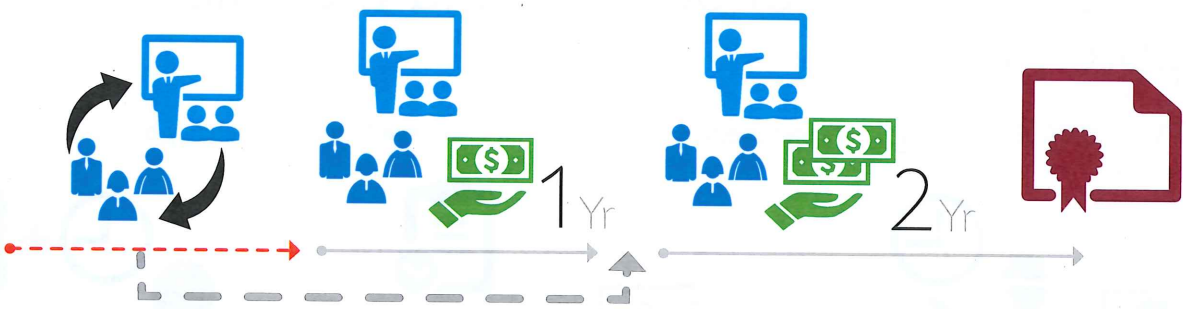
Apprenticeship in the Skilled Trades...

"As apprentices become journeyworkers, they take pride in the hard work they've put in, and they understand the importance of passing the knowledge and skills they've developed on to the next generation of apprentices that come behind them. That's what Registered Apprenticeship is all about."

- Chris Haslinger, United Association of Journeymen & Apprentices, of the Plumbing and Pipe Fitting Industry of the U.S., Canada and Australia

Pre-Apprenticeship to Registered Apprenticeship **Model**

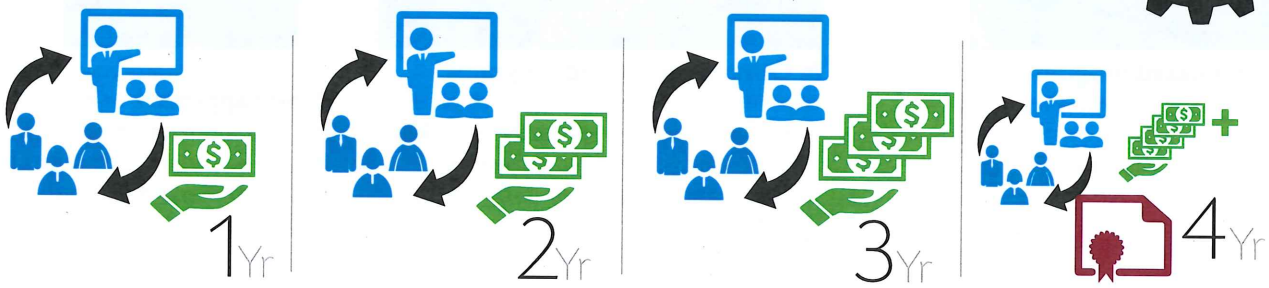
Direct Entry



Quality Pre-Apprenticeship Programs have a partnership with a Registered Apprenticeship program to ensure direct entry with advanced credit upon completion of the Pre-Apprenticeship.

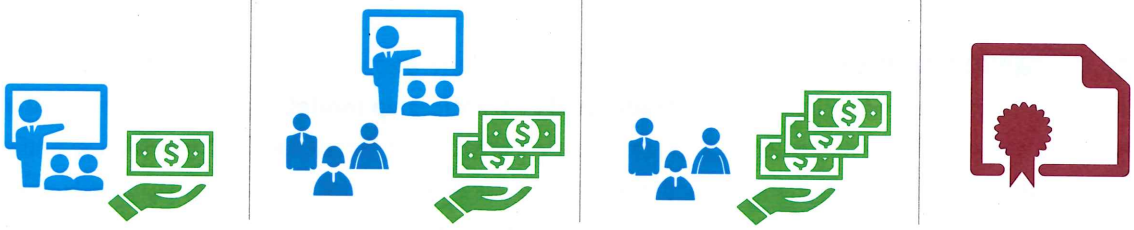
Apprenticeship **Models**

Traditional



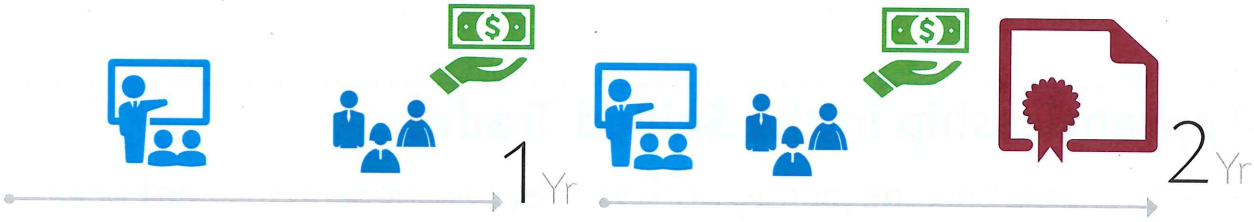
Example shows a four-year program; however, program length varies and is driven by industry needs.

Front-Loaded



Example shows a program with diminishing time spent in related classroom instruction; however, all related instruction could occur at the beginning of program.

Segmented

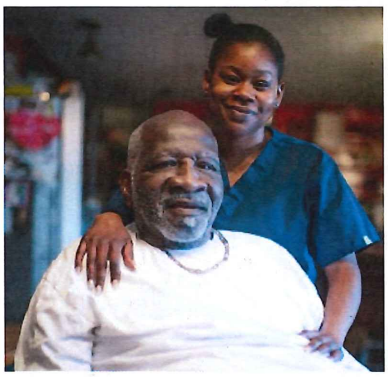


Example shows a one-year program spread out over two years with related instruction segmented between periods of on-the-job training.

Key

Lastly, to build your apprenticeship program, you will need to identify the key people and organizational structure to operate the program. For example, who will be a great mentor for the apprentices? Is there an office or person at the business coordinating the program? What is the process for signing up apprentices for related instruction?

SEIU Healthcare NW Training Partnership



As the nation's baby boomers enter retirement age, ensuring we have enough quality home care aides to serve them will continue to be a challenge. **The Service Employees International Union (SEIU) Healthcare NW Training Partnership is working to solve this problem by training a skilled home care workforce.** By taking a whole-person care approach to lowering costs and improving health and quality of life outcomes, the Training Partnership has designed an innovative training model that fundamentally transforms the current home care system. The training is delivered in 13 languages, both online and in more than 200 classrooms. In addition to the Registered Apprenticeship program, which includes advanced training and peer mentorship, they offer entry-level training and continuing education. Read more about the SEIU partnership with Registered Apprenticeship

For more information on building the core components of an apprenticeship program...

- Get more information on the flexible options (time-based, competency-based, and hybrid) for **apprenticeship program design**
- Read examples of **innovative apprenticeship programs**
- Use the **Competency Model Clearinghouse** and **O*NET OnLine** as resources to identify the skills and competencies needed in different industries and occupations
- Review **examples of apprenticeship program models**

Register.

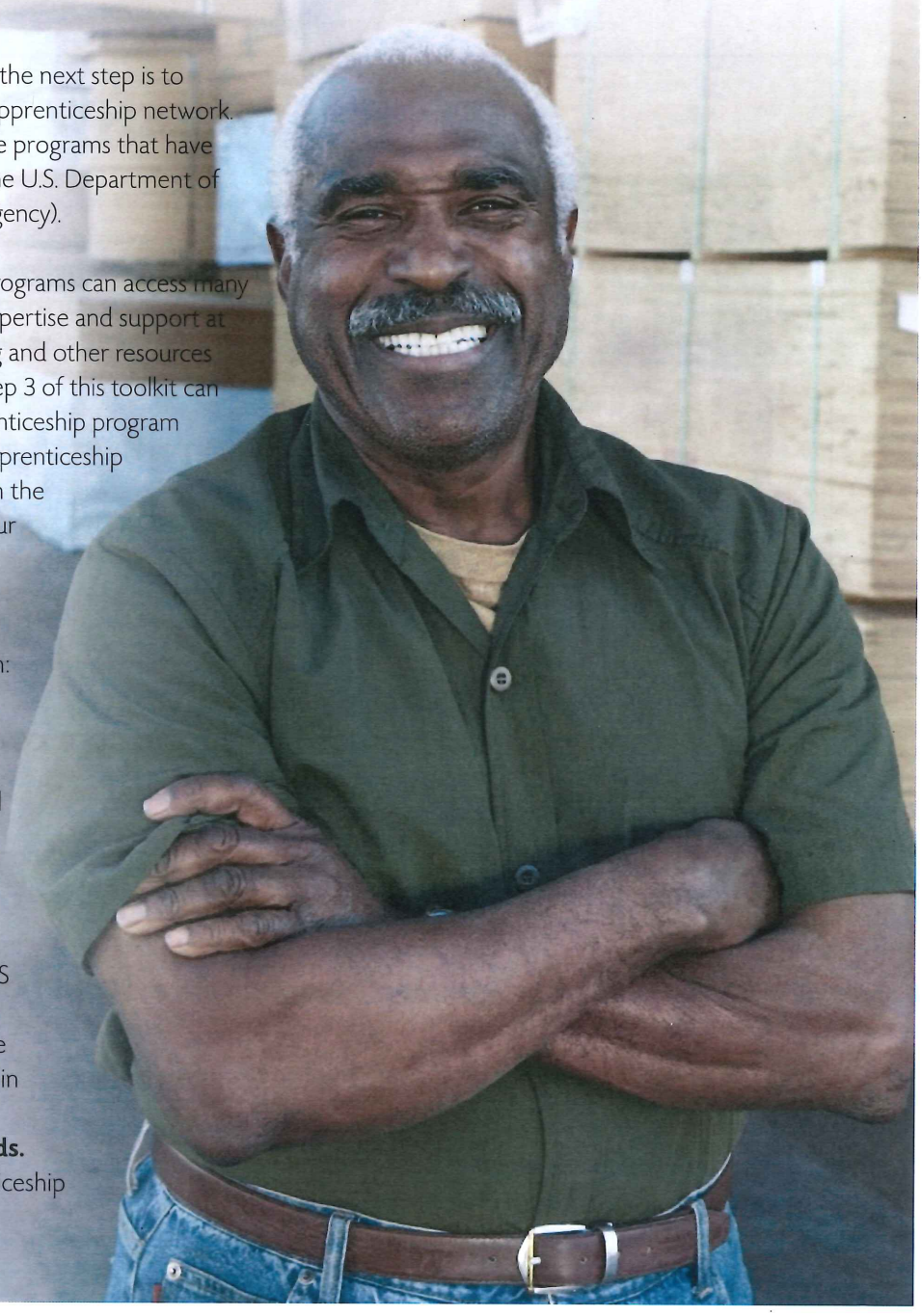
4 Register your program to join the apprenticeship network.

Now that you have built your apprenticeship, the next step is to register the program to become part of the apprenticeship network. Registered Apprenticeship programs are those programs that have met national standards for registration with the U.S. Department of Labor (or an approved State Apprenticeship Agency).

Businesses that register their apprenticeship programs can access many benefits, including a nationwide network of expertise and support at no cost, tax credits in many states, and funding and other resources from federal programs. The information in Step 3 of this toolkit can help you design the key aspects of your apprenticeship program to meet the standards for registration. The apprenticeship office in your state can help guide you through the process of building and formally registering your apprenticeship program.

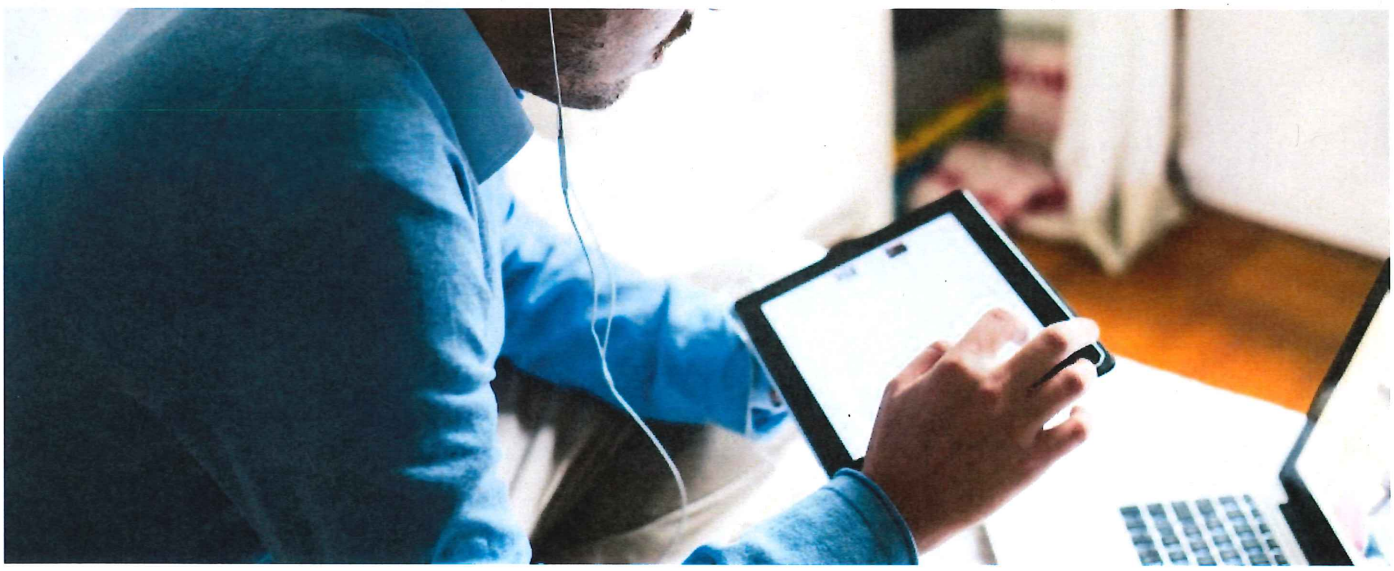
Depending on your needs, there are multiple options for how you can register your program:

- **National Guideline Standards (NGS).** NGS are generally appropriate for organizations with multiple chapters or affiliates across the country. NGS are useful when organizations seek to provide some level of consistency across their affiliates but wish to allow for some ability to customize programs at the local level.
- **National Program Standards (NPS).** NPS are generally appropriate for large national employers that wish to implement the same apprenticeship program across the country in multiple locations.
- **Local Apprenticeship Program Standards.** Local programs are appropriate for apprenticeship programs operating in one state or region.

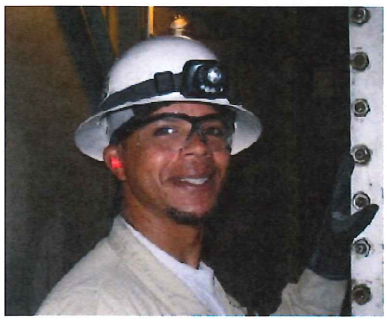


Why is it important to register your apprenticeship program?

- **Technical Assistance and Support.** The program joins the apprenticeship network, which provides access to a nationwide network of expertise, customer service, and support at no charge.
- **National Credential.** Graduates of Registered Apprenticeship programs receive a national, industry-recognized credential.
- **Quality Standards.** Registration means the program has met national and independent standards for quality and rigor. Registration tells prospective employees, customers and suppliers that you invest in your workforce and that you believe your employees are your most important asset!
- **Tax Credits.** In many states, businesses can qualify for tax credits related to apprenticeship programs. In addition, employers may be able to claim some expenses for training as a federal tax credit.
- **Federal Resources.** Businesses and apprentices can access funding and other resources from many federal programs to help support their Registered Apprenticeship programs.



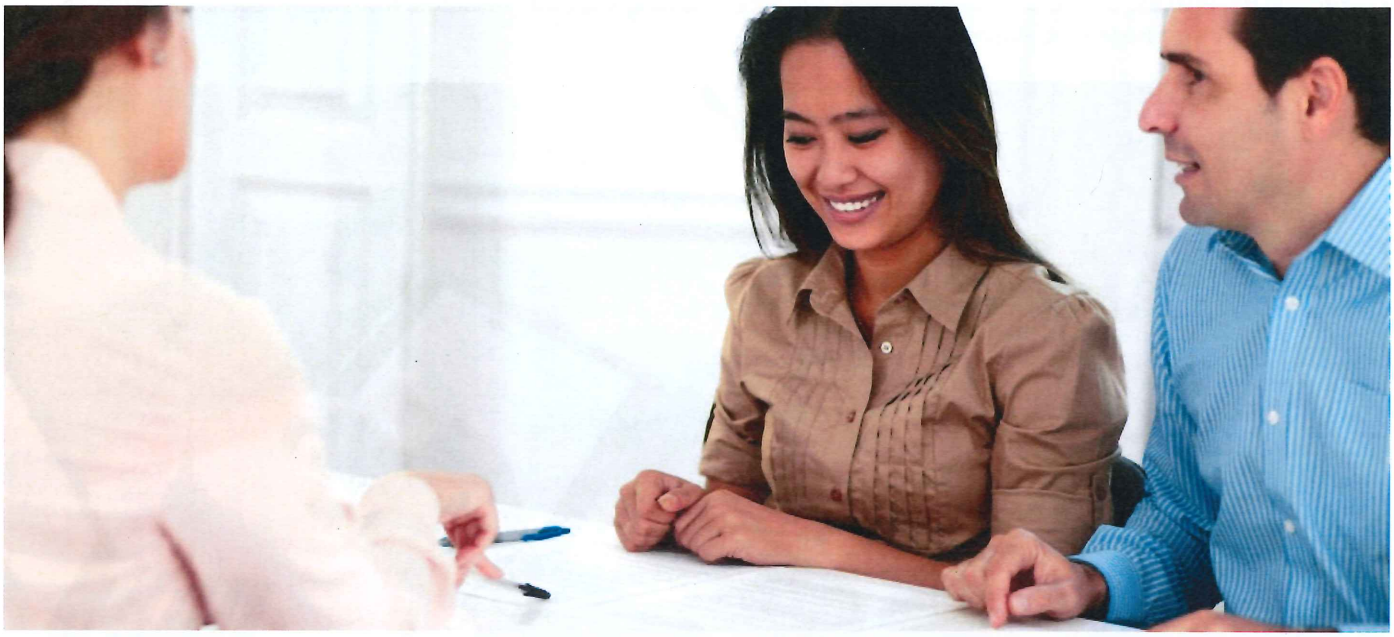
Quality Education



Cecil Levy III is an Electrician Apprentice at the Hoover Dam in Nevada. Cecil, an 8-year veteran of the U.S. Air Force as well as a 3-year civilian Electrical Systems Specialist at Edwards Air Force Base in California, welcomed the opportunity that a Power System Electrician Apprenticeship afforded him and his family. Cecil's apprenticeship provides him with a quality education, a paycheck while he trains, hands-on experience, and a chance to work with experts in the power generation industry at the Bureau of Reclamation's world famous Hoover Dam. Cecil was also able to tap into his GI Bill Benefits he earned in the military as an apprentice at the Hoover Dam. Read more stories about veterans and Registered Apprenticeship

What federal resources are available to support Registered Apprenticeship programs?

- Over $1 billion for employment and training services is available through Workforce Innovation and Opportunity Act programs across the country. These programs can provide training funds to support on-the-job training and related instruction, as well as provide supportive services to help apprentices.
- Apprentices may be eligible for Federal Financial Aid under certain circumstances. If the apprenticeship is connected to a school's program of study, then apprentices may be eligible for Pell Grants, $3,000 on average per apprentice, and the school may choose to provide federal work-study grants, $2,000 on average per apprentice.
- By becoming approved for the GI Bill, Registered Apprenticeship programs can assist their current and future Veteran apprentices with the benefits they've earned. Veterans who qualify for the GI Bill can receive a monthly stipend (paid by the Veteran Affairs), in addition to the wages they receive in an apprenticeship. Registered Apprenticeship program sponsors can be certified under the GI Bill usually within 30 days.



For more information on federal resources that may be available to support your Registered Apprenticeship program, visit **www.doleta.gov/oa/federalresources/playbook.pdf**

For more information on the benefits of registration and how to register...

» Remember to contact your **state apprenticeship representative** for help with the registration process

» Review the list of **state tax credits** available to businesses that sponsor apprenticeship programs

» Access **boilerplate documents** to help with the registration process

» Review the **AMP Playbook** for Setting up a Registered Apprenticeship Program

» Access the **Apprenticeship Standards Builder,** an online tool to help create program standards for Registered Apprenticeship programs

5 Launch your new Registered Apprenticeship program.

With the program registered, you are now ready to move forward to launch your apprenticeship program. The partnerships formed as you were exploring the possibilities of Registered Apprenticeship are as critical now – partner collaboration is essential to successfully launching and sustaining your apprenticeship program!

Apprenticeship in the Advanced Manufacturing industry...

"With our [Registered Apprenticeship] program partners, Hypertherm has to-date educated and apprenticed over 450 CNC machine operators in our past 7 years, allowing us to meet and exceed our customers' expectations while keeping our manufacturing facilities within the United States."

- Matthew Burge, leader of the Hypertherm Technical Training Institute