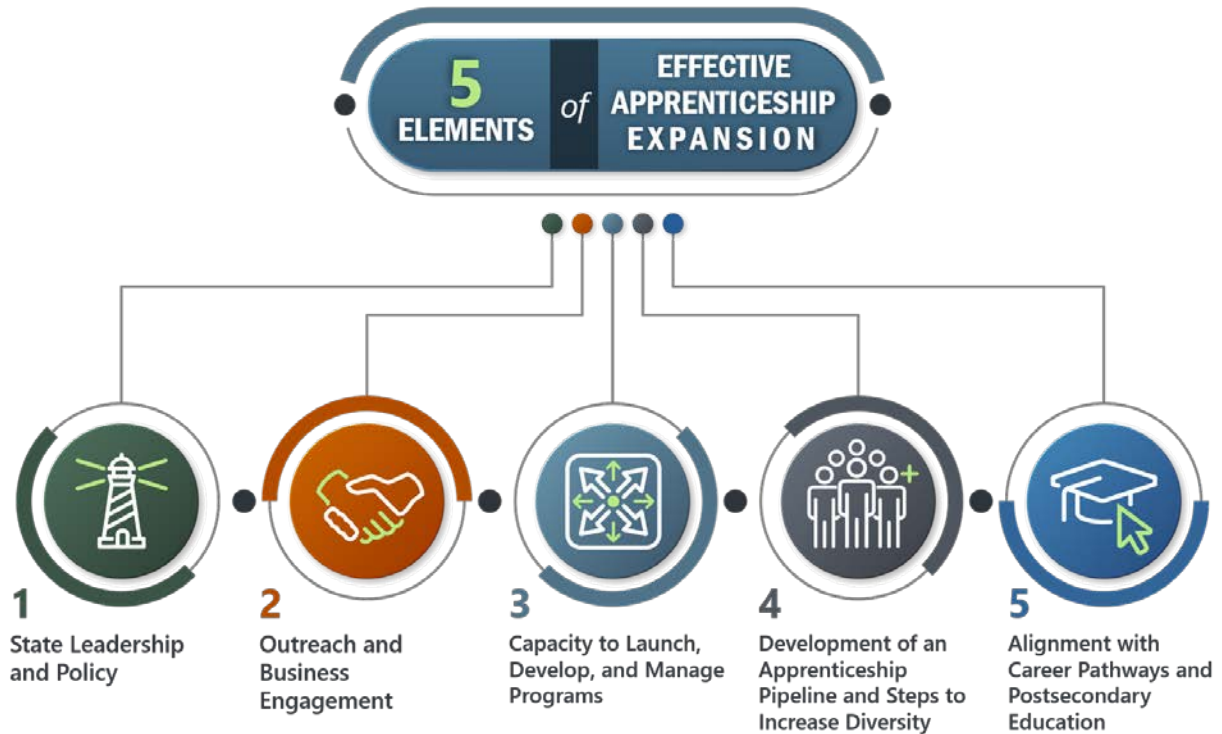


ELEMENTS OF EFFECTIVE APPRENTICESHIP EXPANSION

OVERVIEW

Since the fall of 2016, the U.S. Department of Labor (USDOL) has invested over \$174 million in state-driven apprenticeship expansion efforts. States are using these funds, as well as those appropriated by state legislatures and leveraged from other workforce development programs like WIOA and CTE, to build state capacity for apprenticeship activities, expand Registered Apprenticeship programs into non-traditional industry sectors, and increase participation by diverse populations in apprenticeship.

Three years into this federal investment, we are beginning to see the impact of state strategies and tactics on the growth of apprenticeship in the United States, and key elements for successful state apprenticeship expansion are beginning to emerge. This document identifies and describes those strategies and activities that appear to lead most directly to apprenticeship expansion in states. It is provided to recipients of the Apprenticeship State Expansion and State Apprenticeship Expansion grants as a resource to inform strategic planning and grant implementation activities.



Grantees can use this document to reflect on these elements and consider what role these elements play in their own state and how they might help to establish a robust apprenticeship system that is integrated into broader workforce, education, and economic development systems and has the capacity to deliver on apprenticeship expansion goals.

THE FIVE ELEMENTS



Element 1: State Leadership and Policy. State leaders play a critical role in successful apprenticeship expansion, both by communicating and managing to a strong vision for expansion and by providing organizational support for expansion efforts. They focus attention on the approach, develop policies that expand apprenticeship, and align organizational structures across the state to promote apprenticeship expansion.

Key sub-elements:

- **Development and communication of state-level vision:** A clear vision for apprenticeship expansion and consistent communication of that vision builds stakeholder engagement and helps coordinate strategies and tactics across the state.
- **Governor’s office support:** Governors have significant influence over workforce, education, and economic development activities in their state. Governors can support apprenticeship

expansion by communicating a strong vision for apprenticeship and work-based learning, convening key partners, and serving as public champions for apprenticeship.

- **State-level stakeholder engagement:** Leaders from state agencies can use their convening power to bring together key stakeholders for apprenticeship expansion including apprenticeship agencies, education, workforce, and business. These events help define roles and build relationships, resulting in widespread support for apprenticeship expansion efforts.
- **Alignment of government functions:** A state's choice of where to house apprenticeship functions can impact staffing, resources, grant management capacity, and the strategic approach to expansion. States can make changes to agency structures, functions, and partnerships with the goal of aligning apprenticeship with broader economic development, workforce development, and education systems and harnessing the resources of those systems to accelerate expansion.
- **Supportive state policy:** States can adopt policies that support apprenticeship expansion and the development of integrated and aligned work-based learning systems. Legislatures are able to remove barriers that may exist and explore a variety of policy frameworks for expansion, put significant resources and structures in place, and direct state funds to establish new and grow existing programs.
- **Leveraging of funding to support apprenticeship (state, federal, and non-government):** States can use a range of resources available to support apprenticeship, including federal programs (Workforce Innovation and Opportunity Act, GI Bill for Veterans, Career and Technical Education [CTE], and others), state-level programs, and private sector investments. States also can work to integrate and leverage federal and state funding streams to expand apprenticeship to meet the needs of business and citizens.



Element 2: Outreach and Business Engagement. As an employer-driven model, successful and sustained apprenticeship expansion demands effective business engagement strategies. States are increasing awareness-building activities and putting in place policies and practices that increase business demand for apprenticeship.

Key sub-elements:

- **Business awareness:** Education is key to helping businesses understand the apprenticeship model and how the model can provide solutions to their human resource challenges. States can enhance businesses' understanding and awareness of apprenticeship by launching large statewide public awareness campaigns, increasing business outreach capacity, and creating processes for continued engagement.
- **Coordinated and skilled business engagement teams:** There are many potential actors in the apprenticeship business outreach space, including staff from state agencies, college systems, workforce development organizations, and other partners. States can make use of their partners' existing employer relationships and coordinate targeted outreach to the business community to avoid duplicative effort.
- **Return on investment (ROI) for businesses:** In response to business interest in "investment value" of apprenticeship, states can create unique ROI tools to communicate the financial impact of integrating apprenticeship into business processes. States can find innovative ways to offset employer startup and sustainability costs through policies that include tax credits and grants for businesses who adopt the apprenticeship model.



Element 3: Capacity to Launch, Develop, and Manage Programs. In order to launch, develop, and manage apprenticeship expansion programs, states are building staff and organizational capacity by distributing staff across the state, strengthening collaboration between federal Office of Apprenticeship (OA) staff and state staff, partnering with intermediaries, and using technology to provide access to information.

Key sub-elements:

- **Staff capacity across the state:** States can collaborate with federal apprenticeship offices and state apprenticeship agencies to build and train a statewide network of skilled individuals and organizations who can work with businesses, sponsors, education providers, and other key partners.
- **Program approval process:** State-managed apprenticeship systems (states with state apprenticeship agencies, or SAAs) can increase the capacity to create new apprenticeships by breaking down and simplifying processes for program approval. States with federally managed apprenticeship systems can strengthen collaboration between OA staff (state apprenticeship directors and ATRs) and state workforce staff to increase overall capacity for business outreach and program development.
- **Apprenticeship Intermediaries:** States can increase capacity for program development and expansion by investing in apprenticeship intermediary organizations to conduct outreach to employers, manage relationships with labor partners, coordinate regional stakeholders, provide technical assistance to support program design, and assume the administrative tasks of being an apprenticeship sponsor. Intermediaries range from state programs to nonprofits to joint labor-management programs. States can also build the capacity of workforce investment boards, community colleges, and other organizations to play the role of apprenticeship sponsor.



Element 4: Development of an Apprenticeship Pipeline and Steps to Increase Diversity.

As apprenticeship opportunities grow, states are taking steps to ensure that all workers and job seekers have access to and are supported in apprenticeship opportunities. Their approaches include improving access to information about available apprenticeships, increasing access to quality pre-apprenticeship programs, partnering with trusted organizations to reach and support underrepresented populations, and engaging with business representatives in outreach and candidate recruiting.

Key sub-elements:

- **Changing perceptions of apprenticeships:** States can take steps to change perceptions of apprenticeships by offering youth, families, and workers the opportunity to learn about modern apprenticeship programs and their value.
- **Ease of finding and applying for apprenticeship opportunities:** States can increase access to the apprenticeship program application process by providing an easy way for potential apprentices to learn about and apply for available apprentice positions.
- **Quality pre-apprenticeship programs:** States can support the expansion of quality pre-apprenticeship programs that prepare individuals to enter and succeed in apprenticeship programs and provide on-ramps to apprenticeship for underrepresented, disadvantaged, or low-skilled individuals. Successful programs incorporate industry-approved training and curricula, access to appropriate support services, facilitated entry, and/or articulation to certifications and postsecondary opportunities.
- **Partnerships with organizations who serve underrepresented populations:** States can broaden outreach to, and support for, underrepresented populations by leveraging the strengths of state agencies and nonprofits who engage with diverse populations, including the workforce system. These partnerships can create pathways for individuals to become self-sufficient members of society through apprenticeship opportunities that bolster the middle class and strengthen the economy.
- **Targeted business engagement with a focus on diversity:** States can encourage businesses to implement hiring processes that support diversity by sharing the value of having a diverse workforce and facilitating partnerships between employers and organizations that support underrepresented populations.

**Element 5: Alignment with Career Pathways and Postsecondary Education.**

To support the long-term sustainability of apprenticeship expansion, states are creating clear linkages to secondary and postsecondary education programs. Strategies that are helping to embed apprenticeship as both an education and a training model in states include expanding youth apprenticeship offerings, integrating apprenticeship into career and technical education, and pursuing policy changes that allow apprenticeships to connect seamlessly with postsecondary educational pathways.

Key sub-elements:

- **Youth apprenticeship systems:** States can align youth apprenticeship programs that begin in high school, either by directly enrolling students as apprentices in registered programs or through pre-apprenticeship opportunities.
- **Integration with career and technical education:** By integrating classroom instruction and hands-on learning, apprenticeships and CTE programs equip students with the skills and certifications they need to jump-start their careers. States can make explicit connections between CTE and registered apprenticeship.
- **Roles of postsecondary institutions:** To meet the workforce training needs of the individuals, companies, and communities they serve, colleges and universities are creating innovative programs and services that include apprenticeships in nontraditional occupations. States are working to make policy modifications within higher education systems that support related training instruction (RTI) and career pathway integration with apprenticeship.