



Apprenticeship Connections

A Resource for State Apprenticeship Expansion Grantees

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Apprenticeship Tools and Resources

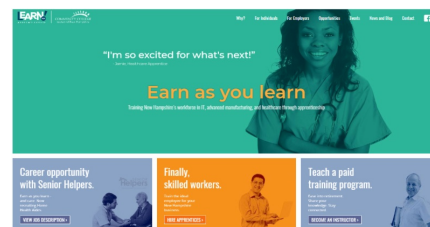
[Apprenticeship 101 Resource](#) - Have you been looking for a simple way to help new staff or partners get familiar with apprenticeship? Then check out our new Introduction to Apprenticeship [page](#) on the Apprenticeship Community of Practice (CoP), which pulls together "apprenticeship 101" resources and tools from various pages within the CoP.



[Youth Apprenticeship in America Today: Connecting High School Students to Apprenticeship](#) - This December [report](#) from New America's Center on Education and Skills analyzes public openness to youth apprenticeship, identifies lessons from current practices, and profiles several states' expansion strategies (including Colorado).

[New Hampshire's New Apprenticeship Website](#) - Like many of you, New Hampshire is using State Apprenticeship Expansion (SAE) grant funds to enhance marketing and outreach. The state unveiled an engaging new apprenticeship [website](#) during National Apprenticeship Week in November, as well as a series of flyers tailored to specific audiences:

- [Potential Apprentices](#)
- [Employers](#)
- [Advanced Manufacturers](#)
- [Healthcare Companies](#)
- [IT Companies](#)



Events

Tools for Expanding Apprenticeship Webinar - This December 11th webinar highlighted resources developed by national apprenticeship intermediaries working with US DOL to expand apprenticeship. Check out the [archive](#) for the PowerPoint, transcript, and tools related to mentoring, women in the rail and transit sector, expanding healthcare apprenticeships, the employer registration process and more.



American Association of Community Colleges Conference - The Association's Workforce Development Institute is hosting an Exploring Intersections Conference in New Orleans January 30 - February 2 with workshops exploring apprenticeship, credentialing, partnership building, and work-based learning. You can find more information on their [registration site](#).

Spotlight on Colorado: CareerWise Expands Work-Based Learning Opportunities for Youth

Colorado's economy enjoys one of the highest GDP growth rates in the country. However, Colorado's high school graduation rate ranks 41st in the country, and just 23% of students earn a college degree, so businesses rely upon skilled workers who move to Colorado from other states.



CareerWise Colorado (CWC) is a nonprofit youth apprenticeship intermediary created to address this problem by - in the words of CWC's Director of Development Hollis Salway - "bringing together industry and education in a new, mutually beneficial relationship - one that asks companies to actively engage in creating a robust talent pipeline while helping our educational system open up more choice for more students as they journey along the path to success."



CareerWise was a natural extension of the Governor's Workforce Development Council and Business Experiential Learning Commission's work to bring together industry and key public partners to develop sector-based strategies to meet industry needs, which include a range of burgeoning work-based and competency-driven learning opportunities. The Colorado Department of Labor and

Employment (CDLE) strategically aligned their SAE grant investments with this work by supporting dialogue among community partners about business needs and strengthening sector strategies and partnerships already in place that support work-based learning. CDLE's Work-Based Learning Unit Director Michael Muszynski explains, "We like to see a sector-based approach through industry partnerships or associations so they collaborate instead of compete to grow the pathways and the skills. There's strength in numbers. When you have businesses coming together collectively, you have a much stronger system that supports sustainability." For their youth apprenticeship investments, leveraging CWC's work was a logical choice.

Inspired by the Swiss apprenticeship model, CWC works to connect businesses with high schools to create work-based learning experiences for students that show a return on investment for area businesses. CWC maximizes impact by tapping into

Colorado's strong network of industry-led sector partnerships and trade associations to identify pain points and broad sets of skills needed across an industry. They broker relationships, provide support for businesses in their mentor role, and help schools work through legal and scheduling challenges.

While the details of the program vary in each school district, all meet a set of *CWC Design Elements*.

- Pathways selected are linked to high-demand, high-growth occupations with persistent talent development needs that pay at least living wages.
- Apprenticeships last 3 or 4 years and begin junior year.
- Apprentices are paid for work, which expands over time: 2 days/week junior year, 3 days/week senior year, and 4 days/week in the 13th year.
- Employers pay wages and training costs, provide coaching, and may opt to register their apprenticeships (with CWC available to serve as sponsor).
- All participants receive their high school diploma, at least one industry-recognized credential, and a minimum of 8 college courses.

CWC's first cohort of apprentices launched in June 2017 with 116 students in advanced manufacturing, business operations, financial services, or IT pathways (healthcare will be available next year). Businesses are already reporting surprise at how quickly apprentices are gaining competencies, and students are showing a dramatic shift in maturity and understanding of how to relate to adults.

For more information, check out the CWC [website](#), read CWC's [Readiness Framework](#), or contact Ashley Carter, CWC's Chief Strategy Officer, at ashley.carter@careerwise.org. (The New America [Report](#) described in the resources section above provides another snapshot of CareerWise, along with other youth apprenticeship models.) For more information about CDLE's larger strategy and SAE investments, contact Experiential Learning/Apprenticeship Coordinator Jennifer Jirous-Rapp at jennifer.jirous-rapp@state.co.us.

Spotlight on Massachusetts: Apprenticeship Boosts Confidence and Skills of Manufacturing Team Leaders

SAE states around the country are using the apprenticeship model to meet the skill needs of businesses in new ways. Massachusetts has been exploring how apprenticeship can be used to upskill incumbent workers, and the result is a new Manufacturing Group Leader apprenticeship program for Mack Technologies, an electronics manufacturer specializing in complex circuit board assembly and system integration.

The apprenticeship grew out of relationships developed by the Northeast Advanced Manufacturing Consortium ([NAMC](#)) - a collaborative effort among four Workforce Development Boards north of Boston to develop training programs to meet the needs of advanced manufacturers in the region. Conversations between NAMC and Mack Technologies revealed that the company's front line team leaders needed team building, conflict resolution, leadership, communication, computer, and lean manufacturing training. Their skill sets, knowledge, ability to lead, and confidence varied. The apprenticeship allows the company to build more consistency and identify those with potential for further advancement to supervisor.

The apprenticeship began in October and will run through May 2018 for an initial cohort of eight team leaders. Middlesex Community College provides customized training at Mack two hours/day, two days/week, with tuition funded by the SAE grant. Half of the training takes place during apprentices' regular work schedule, and half on their time. NAMC serves as sponsor - something they say small companies



appreciate since it relieves them of management and administrative duties so they can focus on the on-the-job training and related instruction needs.

NAMC project coordinator Kate O'Malley reports that Mack leadership says that "the apprentices are walking with a lift in their step because they have more confidence from the training and know the company sees value in their input." She also has seen the demeanor of a few team leaders

change from shy to verbal and on point. Thanks to NAMC's persistence and Mack's willingness to pave the way, two more employers are considering this apprenticeship to upskill their team leaders.

NAMC gave a heads up to a few challenges: initial resistance to "government involvement," getting approval for the new occupation, obtaining supervisor support for team leads attending training, and finding a manageable training delivery design.

Perseverance, flexibility, creativity, ongoing communication, and support from the state were all key. But NAMC Director Brian Norris believes that, most importantly, "the factor that determines success or failure is that the company needs to have a committed high level person - in this case the head of HR and VP of operations. They make sure the other leaders share that commitment."

For more information, please contact Christina (Waite) Gregory with the Massachusetts Department of Career Services at christina.waite@massmail.state.ma.us.

Apprenticeship in the News

["Degree Inflation" May Be Pushing Workers Out of the Middle Class](#)

[Democrats and Republicans Can Agree on One Way to Get More People Working](#)

[Apprenticeships or College? How About Both?](#)

[Why are Apprenticeships a Good Idea that have Never Really Taken Off in the U.S.?](#)

[The Degrees that Really Pay Off for Graduates in Washington State](#)



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