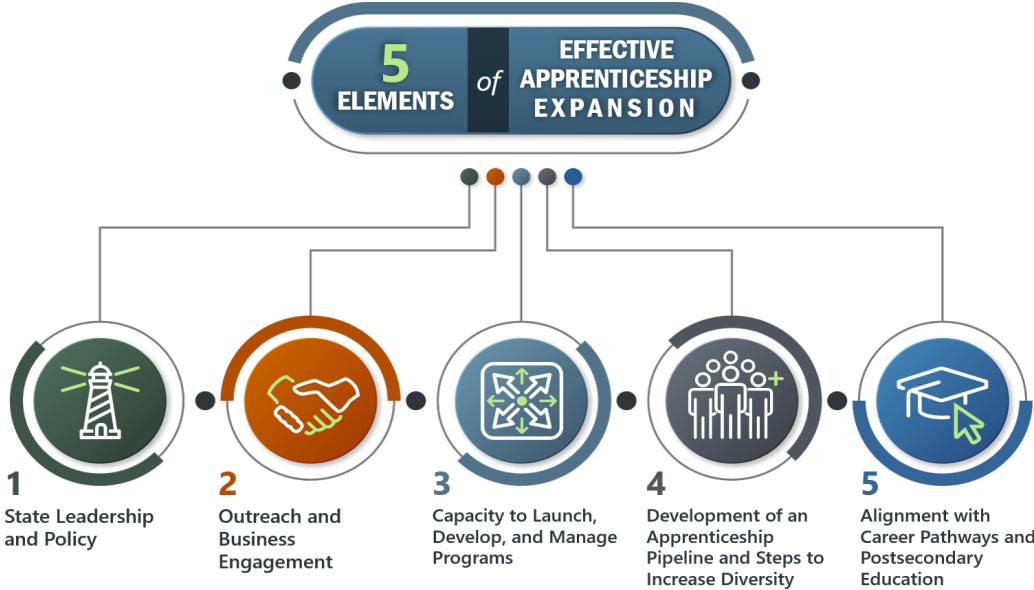


# APPRENTICESHIP EXPANSION RESILIENCY PLANNING

A resource for creating and maintaining strategies for continued growth and diversification of Registered Apprenticeship in an economic downturn.

## THE FIVE ELEMENTS OF EFFECTIVE APPRENTICESHIP EXPANSION



As a result of significant investment from the US Department of Labor in recent years and business demands for qualified talent to fill roles in a variety of industries, states across the U.S. have focused on building capacity for state apprenticeship expansion activities, expanding Registered Apprenticeship into non-traditional industries and occupations, and increasing participation by diverse and under-utilized populations in apprenticeship.

Through this work, five key elements of successful state apprenticeship expansion have emerged. Recently, states have begun to evaluate and address their expansion strategies in the context of new economic challenges and health crises. These 5 elements can provide a framework within which to think about sustainable resiliency strategies for continued promotion of apprenticeship as a talent development solution for businesses, while providing career opportunities for workers in a changing economy.

## RESILIENCY STRATEGIES FOR APPRENTICESHIP GROWTH IN AN ECONOMIC DOWNTURN

This Apprenticeship Expansion Resiliency Planning document can be used as a resource for creating and maintaining strategies for continued growth of registered apprenticeship programs, diversification of industries and apprentices, and strong statewide approaches to support various apprenticeship stakeholders. For each of the 5 elements, we have provided a checklist of questions to consider when developing your resiliency strategies in an economic downturn, as well as a resiliency planning section for each element. We have also created resource compendiums to accompany each strategy that include helpful tools, resources, and promising practices to support your resiliency work.



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State Leadership and Policy

**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 Resiliency Considerations

- **Apprenticeship Expansion Vision and Strategies.** How have your apprenticeship expansion vision and strategies been impacted by the current health and economic challenges? How have they changed, or might they still need to be adjusted?
- **Messaging to Partners.** Have you adjusted your messaging to key partners to reflect economic challenges (RTI providers, businesses, apprentices, etc.)? Have the partners with whom you interact changed based on the current environment?
- **Staffing and Funding to Support Apprenticeship.** Have new funding and staffing priorities emerged that have impacted your strategies? How might you adjust your funding model to leverage other funding streams? Are there ways you can maximize the roles of existing and new partners to keep apprenticeship expansion moving forward?
- **Alignment to Other Services and Strategies.** How might you align apprenticeship expansion and retention activity to other relevant services at this time (lay-off aversion, upskilling/reskilling efforts, rapid response, supportive services to apprentices, etc.)? How can state policy support local strategy to achieve alignment between apprenticeship and other economic recovery efforts?
- **Sub-Grantee Performance.** What processes do you have in place to monitor sub-grantee progress and assess performance risks during this time? Do your subgrantees have additional needs for technical assistance or strategic planning to respond to the current economy?



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State Leadership and Policy

Resiliency Planning

Proposed Strategy	Assessment of Current State	Next Steps	Person/ Organization Responsible	Resources and Tools for Further Planning



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Outreach and Business Engagement

**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 Resiliency Considerations

- **Shifting Employer Outreach and Communications.** How has the current economic situation impacted your communications with employers and industry partners for the purposes of apprenticeship expansion and retention? How can you be sensitive to immediate business needs and achieve apprenticeship expansion goals simultaneously? What tools are you using for virtual outreach?
- **Adjusting Direct Support.** What direct support are you providing to current sponsors during this time through your apprenticeship partner network? Have their key challenges (occupational, systemic, training/development) changed?
- **Apprenticeship as a Downturn Strategy.** How has your messaging on apprenticeship changed? How can you work with your partners to promote apprenticeship to businesses as a premier training, upskilling, and re-skilling opportunity in this economy?
- **Alignment to Other Business Services.** How might you align apprenticeship outreach with other business services important during the downturn (lay-off aversion, rapid response, business planning, diversification, etc.)? Are your business recruitment and ROI conversations different in this economy? What partners may need to be at the table for comprehensive long- and short-term solutions?
- **Economic Shifts by Industry.** Which industries and occupations have been impacted and how have they changed? Which are at risk of layoff? How might your support differ? What industries and occupations may be experiencing growth that present new opportunities for apprenticeship? What data and partners might be able to provide you with this intelligence?



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Outreach and Business Engagement

Resiliency Planning

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Capacity to Launch, Develop, and  
Manage Programs

**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 Resiliency Considerations

- **New Partners and Alignment.** In what ways do you need had to adjust partner alignment and relationships to achieve your goals to launch, develop, manage, and retain programs? Are there new partners involved in your apprenticeship expansion strategies that can contribute to this capacity?
- **Transforming Technical Assistance and Support to Partners.** Are there new supports you have or need to explore for your key stakeholders and subgrantees to support Registered Apprenticeship Program expansion? How might your technical assistance support change for these partners?
- **Staffing, Training, and Virtual Communication.** How are you adjusting apprenticeship staffing structures and policies to adjust to the current economy (work-from-home solutions, staffing restructures, balancing priorities, etc.)? Do you need new methods of communication and collaboration? Are new tools or training needed to respond to new challenges?
- **Establishing Intermediaries.** What role can intermediaries play in supporting businesses as their priorities and challenges may be changing? How can intermediaries support growth and retention of apprenticeship by maximizing businesses' investment in apprenticeship?
- **Creative Distance Learning Strategies.** How might you help sponsors adjust RTI and OJL strategies that provide distance learning when necessary, but still meet their needs?



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Capacity to Launch, Develop, and Manage Programs

Resiliency Planning

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Development of an Apprenticeship Pipeline and Steps to Increase Diversity

**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 Resiliency Considerations

- **Recruitment and Equity.** Do your recruitment methods need to change at this time? Do they support equal access to information and program application?
- **Adaptive Supportive Services.** Are apprentices' barriers to employment or program success being addressed? Have they changed? Will you need to engage new partners to support apprentices?
- **Virtual Communication, Support, and Access.** What technology platforms can you use to regularly engage with and support apprentices? Will access to broadband and technology be an issue? Are there supports in place to support a gap in technical proficiencies? Does virtual delivery support or challenge diversity, equity, and access to apprenticeship?
- **Partner Alignment.** Have you effectively aligned with workforce system and other partners to access those looking for new opportunities in the downturn?
- **Engaging the Pre-Apprentice Pipeline.** How might you keep pre-apprentices engaged virtually, if necessary, and support them in the event of economic downturn to keep them in the pipeline?





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Development of an Apprenticeship Pipeline and Steps to Increase Diversity

Resiliency Planning

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Alignment with Career Pathways and  
Postsecondary Education

**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 Resiliency Considerations

- **Changing Skill Needs.** Are there new and emerging skill needs or occupations arising at this time? How might you work with educational institutions/training providers to respond to changing needs through RTI curriculum adjustments or new occupational focuses?
- **Supporting Virtual RTI Delivery.** Can current RTI programming be delivered virtually? Are there examples of this being done successfully to use as a model? What technology capacities do your educational institutions/training providers have to offer RTI virtually? Are there constraints?
- **Supporting RTI Providers.** How might you share best practices across RTI providers? How could you help support providers who offer RTI virtually? What level of technology proficiencies does each RTI provider require? Do they need to build technical proficiency skills into their delivery to apprentices?
- **Integration with Youth and CTE Programs.** How have youth programs and integration with CTE programs and others been impacted? How can you preserve programs and sustain momentum?



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Alignment with Career Pathways and  
Postsecondary Education

Resiliency Planning

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