



ELEMENT 3: CAPACITY TO LAUNCH, DEVELOP & MANAGE PROGRAMS RESILIENCY RESOURCES & PROMISING PRACTICES

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. The following are resources specific to both launching and managing apprenticeship programs, and to overall workforce and training program management in an economic downturn.

TOOLS, RESOURCES, AND THOUGHT LEADERSHIP

Overall Approaches to a Virtual Shift

- A Maher & Maher blog post titled "[Resiliency to Enliven Experimental Learning Now More than Ever](#)" provides thoughts on a shift to resilient virtual and alternative delivery methods in apprenticeship and work-based learning (WBL), including a simple checklist for shifting to remote WBL.
- The Heldrich Center for Workforce Development at Rutgers University in New Jersey has released [Suddenly Virtual: A Practical Guide for Frontline Service Providers During the COVID-19 Pandemic](#). The guide focuses on transitioning to remote teams and operationalizing virtual service delivery and can be applied to apprenticeship expansion work.
- Maher & Maher has provided recommendations for "[Ramping up Effective Virtual Service Delivery](#)" to effectively communicate with relevant partners, identify gaps in virtual solutions, and consider creative solutions to equity and access gaps to technology during a health crisis that requires social distancing.
- Note: Resources and approaches for building and maintaining registered apprenticeship programs through a shift to virtual learning and mentoring are provided in the resource compendium for Element 5: Alignment with Career Pathways and Post-Secondary Education.

Partnerships and Use of Intermediaries

- Jobs for the Future has outlined "[Seven Ways Intermediaries Help Develop Apprenticeship Programs](#)." While the piece is from 2016, it focuses on ways to leverage intermediaries to reduce burden on businesses of all sizes and streamline communication between apprentices, businesses, and education and training providers for efficient program creation and management. See also "[Apprenticeship & WBL for Intermediaries](#)."

PROMISING PRACTICES

Access to Information About Apprenticeship Programs

Many states are using technology to demystify apprenticeships, provide clear onramps for businesses and potential apprentices, and streamline the program development process.

- **Montana** has established a comprehensive online approach to accessing information about current registered apprentice opportunities, sponsors, apprenticed occupations, and ways to pursue an apprenticeship to enhance outreach efforts and awareness in times where in-person approaches are not possible. Explore [Montana Registered Apprenticeship](#).
- **Iowa** maintains a Google Docs file containing apprenticeship standards that all business marketing specialists statewide can access and build on in their work. This promotes increased capacity to respond to apprenticeship interest during a time when budgets and capacity may be stretched thin, and also streamlines program development through virtual means. Highlighted in a WorkforceGPS [Apprenticeship Expansion Promising Practices](#) brief on State Leadership and Policy, these approaches are particularly relevant to apprenticeship endurance in times of economic change.

Expanded Staffing and Capacity

Some states are expanding capacity by building and training a statewide network of skilled individuals who can work with businesses, sponsors, education providers, and other key partners to respond to economic challenges and provide capacity to program development and approaches to retention in an economic downturn. An established staffing and training network can provide opportunity to adjust to economic challenges, social distancing methods, and others.

- **South Carolina** has established a network of apprenticeship consultants who facilitate the discovery, design, and delivery of new apprenticeships and provide ongoing support for businesses, and connections to additional services. Visit the [Apprenticeship Carolina website](#).
- **Michigan** created an [apprenticeship success coordinator position](#) in each local workforce area, creating a network of specialists that expanded capacity to promote apprenticeship, help businesses develop programs, and bring other business services and partners to the table to make apprenticeships successful. These ASCs are involved in coordinating with business services staff and others and align other relevant business resources required in a downturn. The extensive network allows for staff to step into various stages in the program creation process, add capacity, and pinch hit for those diverted to other workforce solutions at this time. See more at [MI Apprenticeship](#).