



ELEMENT 1: STATE LEADERSHIP & POLICY RESILIENCY RESOURCES & PROMISING PRACTICES

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. The following are resources specific to both overall apprenticeship strategy and to workforce strategy in an economic downturn.

TOOLS, RESOURCES AND THOUGHT LEADERSHIP

Supporting the Apprenticeship Ecosystem in an Economic Downturn

- WorkforceGPS has provided a "[Supporting the Apprenticeship Ecosystem in an Economic Downturn](#)" page to highlight key strategies that Apprenticeship State Expansion (ASE) and State Apprenticeship Expansion (SAE) grantees took in March and April that might stimulate ideas for others about effectively responding to the new dynamics, as well as additional resources.
- JFF released a report which outlines "[7 Things Apprenticeship Programs Can Do During the COVID-19 Crisis](#)" that can help states prioritize their policies and strategies to support program resiliency.

Resources and Strategies to Respond Health Challenges and Social Distancing Requirements (Workplace Safety, Legislative Updates and Approaches, etc.)

- A series of technical assistance resources for Federal grantees and frequently asked questions developed by ETA can be found here: [ETA Grantee Resources for COVID-19](#).
- The USDOL has created a page with a number of resources to help employers and workers prepare for and deal with the coronavirus. These can be found here: [U.S. DOL COVID-19 Resources](#).
- The National Governors Association put together a website on the current status of COVID-19 and what states are doing to address it: [Coronavirus: What You Need To Know](#).
- This [National Conference of State Legislators: State Legislative Actions on COVID-19](#) resource highlights legislative data and actions by policy area.
- The [National Association of Workforce Boards: COVID-19 Resources](#) page is a curated list of comprehensive resources, as well as policy updates, a virtual COVID-19 "hotline" for workforce board questions, and suggested reading.
- The [National Association of State Workforce Agencies](#) has also created a full suite of [Reemployment & Recovery Resources](#).
- The Federal Reserve Bank of Atlanta's Center for Workforce and Economic Opportunity not only provides a list of relevant [COVID-19 Resources](#) for businesses, educators, and public officials, but presents innovative approaches and various workforce resources relevant to an economic downturn.

Workforce System Resources for Resiliency in an Economic Recovery

- [Suddenly Virtual: A Practical Guide for Frontline Service Providers](#), from the [Heldrich Center](#), captures survey and roundtable responses from workforce professionals in the wake of COVID-19, and focuses largely on transitioning to remote teams and operationalizing virtual service delivery during this time.
- A [Pathway to Recovery Resources](#) page on WorkforceGPS provides a “Quick-Start Action Planner” to help the workforce system and partners plan response via following categories: Service Delivery: Job Seeker and Business Customer, Labor Market Information, Partnerships & Planning, and System Infrastructure & Capacity. Many of these tactics and resources are applicable to apprenticeship policy, planning, and expansion approaches.
- A McKinsey article discusses how and why “adapting employees’ skills and roles to the post-pandemic ways of working will be crucial to building operating-model resilience” in [To Emerge Stronger from the COVID-19 Crisis, Companies Should Start Reskilling their Workforces Now](#).
- [The Importance of Job Quality in Recovery \(Federal Reserve Board of Atlanta\)](#) discusses “workforce strategies that can help employers ensure quality jobs and deliver outstanding operational performance” in times of economic recovery in an “Ask Us Anything” webinar.

Alignment with Other Workforce Programs and Approaches

- This link provides guidance from the U.S. Department of Health and Human Services [on TANF flexibility under the COVID-19 emergency](#).
- The National Conference on State Legislatures released an overview of changes to state occupational licensing, which can be found here: [overview of changes to state occupational licensing during COVID-19](#).
- The National Skills Coalition created this resource for [using WIOA and human services funds for digital inclusion](#). It covers Federal government allowance of TANF, SNAP E&T, WIOA funds to support equitable practices in virtual service delivery and programming, and to promote racial equity in digital literacy.

PROMISING PRACTICES

These practices, highlighted in a WorkforceGPS [Apprenticeship Expansion Promising Practices](#) brief on State Leadership and Policy, are particularly relevant to apprenticeship endurance in times of economic change.

Statewide Training and Capacity Building

- States like **Michigan** and **Idaho** are rolling out **statewide training** to grow understanding and awareness; increase collaboration across workforce, education, and apprenticeship systems; and define roles to support apprenticeship growth. These practices can promote added capacity and aligned partner approaches to responding to new economic challenges. See [State Apprenticeship Expansion Grantee Training Materials page on the Apprenticeship Community of Practice website](#) for more details.

Funding Approaches

- States are adopting policies and leveraging funding to remove barriers and encourage apprenticeship adoption. In an economic downturn, policies like these can help businesses and learners establish long-term, sustainable approaches to talent pipeline development.
 - **Colorado** issued guidance to local workforce areas emphasizing the value of apprenticeship and ways in which Workforce Innovation and Opportunity Act funds can support them, particularly important in these times, when wrap-around services may be important to apprenticeship retention and funding may be limited.
 - The **Kentucky** legislature modified state Educational Excellence Scholarship rules to allow students to use the scholarships toward apprenticeship expenses, not just traditional college.
- **Organizational Alignment:**
 - **Idaho** assigned staff in both the workforce and technical college systems to facilitate close collaboration and alignment for joint manage Idaho's apprenticeship expansion efforts. The State communicated this vision and encouraged alignment at the local level through policies requiring each of its six regions to create business services teams made up of a business specialist from the local job center and an apprenticeship training coordinator from the local technical or community college. This level of staff alignment can facilitate coordination and leverage multi-partner resources to support apprentices and sponsors during an economic downturn.