BEST PRACTICES
FEATURED BEST PRACTICES QUARTERLY UPDATE:
LEARN & EARN APPRENTICESHIP MODELS
Apprenticeships allow an individual to earn a salary while enrolled in a program that trains them in a high-skill occupation to learn more about their specific career choice. An apprentice trains with a field expert to gradually accumulate hands-on knowledge and skills while earning credentials that are equivalent to that of a 2- or 4-year degree.

From the start, apprentices receive a paycheck – which increases as their training and experience progress – and are connected to education and work simultaneously. In the ever changing 21st century workforce, modern apprenticeships are a valuable career path on the cutting edge of innovation and an asset in preparing a skilled workforce for industries of the future.

According to the U.S. Department of Labor, in 2016 over 500,000 apprentices participated in one of the 21,000 Registered Apprenticeship programs across the country. By investing in apprenticeships, employers can gain a pipeline of skilled workers, increase productivity and employee retention, train workers on specific skills, and provide the business with a positive return on their investment.

The U.S. Conference of Mayors Workforce Development Council Best Practices Committee developed a quarterly journal to showcase our member cities’ best practices. Learn & Earn Apprenticeship Models, the inaugural publication, showcases successful apprenticeship programs from workforce development boards in cities across the country.

Please be on the look-out for the USCM WDC Best Practice Committee’s next call for submissions.

For more information on the USCM WDC, please visit our website at: www.uscmwdc.org. If you have any questions regarding the Best Practices Committee, please contact Megan Judge, mjudge@usmayors.org, (202) 861-6735.
The Greater Boston American Apprenticeship Initiative (GBAAI) is a five-year initiative that expands apprenticeship opportunities in the Boston area's growing construction and hospitality industries. Through the initiative, participants can also earn college credit for their training and tuition support for the completion of their degrees.

**PRIMARY FOCUS**
GBAAI is a coordinated effort among training programs, labor unions, and area colleges to open career pathways in construction and hospitality to 405 low-income participants – with an emphasis on women, people of color, veterans, and persons with disabilities.

**PROGRAM INFORMATION/OUTCOMES**
In GBAAI's construction track, enrollees can complete pre-apprenticeship training from one of two providers: Building Pathways or YouthBuild Boston. Pre-apprentices learn job readiness skills, complete important industry certifications (such as OSHA and CPR), and gain exposure to a variety of trades. The pre-apprenticeship programs also help place enrollees into apprenticeships as electricians, bricklayers, carpenters, plumbers, laborers, and more. Apprentices in construction trades earn initial wages starting at $19 per hour and can work toward journey-level wages starting at $35 per hour. Apprentices in select trades can earn college credit for their work through Wentworth Institute of Technology. Up to 32 college credits (half of the required credits for an associate degree) will be granted for their apprenticeship work.

In GBAAI's hospitality track, participants complete 6-week pre-apprenticeship training from BEST Hospitality Training Center. BEST trains pre-apprentices in housekeeping skills and customer service norms and helps place graduates into apprenticeships with union hotels. The initiative's hospitality apprenticeship is thought to be the first of its kind in the nation. Apprentices earn initial wages starting at $17 per hour and can work toward journey-level wages starting at $21 per hour. Hospitality apprentices can earn a total of 12 credits toward an Associate in Hospitality Management degree at Bunker Hill Community College for their pre-apprenticeship training.

Construction and hospitality apprentices who take advantage of GBAAI's college credit opportunities can continue their coursework with the help of tuition support. After the application of other financial aid and scholarships, GBAAI covers the remainder of the student's tuition and mandatory fees.

**PARTICIPANT PROFILE**
For the past six years, Myksley Charles, 23, had been sporadically taking classes while juggling work and family responsibilities. She was chipping away at her degree at this excruciating pace, when she learned last year that her college was dropping her biochemistry major.

“I told myself, ‘School is not for me. I’m trying so hard, but I don’t even know what I’m progressing on,’” she said. “I felt like I was failing myself.”

But when she learned she would earn 12 credits for her 6 weeks of pre-apprenticeship training through GBAAI, she said she realized, “That’s my shot right there to motivate myself to finish.”

Now a student at Bunker Hill Community College, Charles plans to graduate with her associate degree in hospitality management in May 2018. Her ultimate goal is to work for herself someday, grow her money in real estate, and return to her native Haiti to open a school or orphanage.

“I’m going to get there,” she said. “I’m not wasting time anymore.”

**ADDITIONAL INFORMATION**
Staff Contact: Clare Shepard, GBAAI Program Manager clare.shepherd@boston.gov; (617) 918-5218.

A complete profile of GBAAI apprentice Myksley Charles can be found at: https://owd.boston.gov/apprenticeship-opens-doors-to-academia/

For more information on GBAAI, please go to: https://owd.boston.gov/gbaai/
Process Control & Instrumentation (PCI) has worked with the Detroit Employment Solutions Corporation (DESC) to develop a program due to a shortage of instrumentation technician talent.

**PRIMARY FOCUS**
The apprenticeship program specifically focuses on creating sustainable career pathways to ensure that the company has industry-ready, experienced technicians to provide preventative maintenance; reactive maintenance that involves installation, calibration, troubleshooting and repair of instrumentation; and control of equipment in the water and wastewater industry. PCI is committed to provide Detroit residents that meet its requirements with a valid opportunity to long-term employment.

**PROGRAM INFORMATION/OUTCOMES**
PCI and DESC’s Instrumentation Technician apprenticeship program is a 4-year program that combines 8000 hours of on-the-job training that includes calibration, electrical maintenance, mechanical maintenance, operation, and care of equipment used in the manufacturing and testing of field instruments. Apprentices attend Henry Ford College for Related Instruction for 634 contact hours. The program was approved by the U.S. Department of Labor (DOL) in May 2017 and the first apprentices started in August 2017.

**PARTICIPANT PROFILE**
Brian McCullum was introduced to PCI at a job fair hosted by DESC’s DEEP program. PCI interviewed over five persons, both male and female, for two available openings. Brian showed interest in learning about the industry and a willingness to learn from the bottom up. PCI conducted two interviews with Brian, including one with a valued customer that would require services in the areas that Brian was being trained in. The consensus was that PCI would take a risk with Brian to enroll him in the USDOL Apprenticeship Program. He is currently finishing up his first class at Henry Ford College and has enrolled in two classes for the 2017 Winter Semester. PCI sees immediate changes in how he approaches his job and embraces the company’s culture.

Lamarr Batts, a veteran, called PCI asking about job openings after he saw a company fleet vehicle pass him at a bus stop. PCI set up an interview with Lamar, who was very eager to learn about what the company did and how he could contribute. PCI hired him within a few days and he started working with one of the company’s seasoned Instrument Technicians. Once the Apprentice Program began, Lamarr asked how he could get involved. His supervisor indicated that Lamarr would be a value-add to the program and a great asset to the company. Lamarr engaged with DESC to ensure that he met the criteria for the program. He is finishing up his first class at Henry Ford College and has signed up for two classes for next semester.

Both apprentices work together to support each other as they travel down this path and benefit from the program’s tutoring support and company commitment.

**ADDITIONAL INFORMATION**
Staff Contact: Robin Johnston, Communications Manager at Detroit Employment Solutions Corporation. robinjohnston@detempsol.org; (313) 664-5587

Veteran-owned and staffed, Adaptive Construction Solutions (ACS) is among Texas’ largest apprenticeship programs. It aims to help veterans overcome employment challenges, develop construction-related skills, and secure job placement assistance. Workforce Solutions works with ACS and other employers to develop apprenticeship models as a viable approach to recruit, train, and retain workers.

**PRIMARY FOCUS**

ACS works with Workforce Solutions and a consortium of companies across the state to recruit, train, and place veterans into stable, skilled professions that provide job security to them and their families. Workforce Solutions helps employers develop apprenticeship models that support employee recruitment, retention, and highly customized training. Veterans enrolled in approved apprenticeships are also eligible for additional financial aid through the G.I. Bill.

**PROGRAM INFORMATION/OUTCOMES**

One of the centerpiece’s of the ACS consortium’s work is its ironwork apprenticeship program. ACS’ program is tailored to help veterans build strong professional skills and provide support for their personal needs. Apprentices are given clear career paths to become journey-level ironworkers by undertaking an intensive training curriculum through the National Center for Construction Education and Research (NCCER). Once completed, the veteran continues their apprenticeship with additional on-the-job learning and performance evaluations with accommodations for VA appointments and training schedules for reservists and guardsmen.

The five companies make up the ACS consortium have hired 164 veterans over a one-year period ending March 31, 2017. Since the consortium began, Empire Steel of Humble, Texas has hired 133 veterans who now make up 32% of the company’s workforce; approximately 12% of employees at Longview, Texas-based DEEM Structural Steel are veterans; they represent 5% of the workforce at Steel Masters of Houston; Porter, Texas-based Steelco has hired eight veterans or about 3% of the company’s total employment; and Buckner Companies has so far hired two to its 100-person staff in Texas.

In addition to full-time employment, veterans participate in the ACS affinity group which offers monthly social events and access to peer-to-peer counseling and supportive services. These peer-to-peer programs are key to assisting veterans struggling with the service-related challenges of transitioning to civilian life. Many also help provide significant relief to communities impacted by natural disasters. In 2016, 25 veterans assisted in flood relief in Baton Rouge, LA and provided over 5,000 meals in Holly Hill, SC in response to Hurricane Matthew. These response projects provide a critical mission and goal that veteran employees find especially important and engaging.

**ADDITIONAL INFORMATION**

Staff Contact: Ashley Seals, Outreach Coordinator
Ashley.seals@wrksolutions.com

HOUSTON, TX

ADAPTIVE CONSTRUCTION SOLUTIONS APPRENTICESHIP PROGRAM

The five companies make up the ACS consortium have hired 164 veterans over a one-year period ending March 31, 2017. Since the consortium began, Empire Steel of Humble, Texas has hired 133 veterans who now make up 32% of the company’s workforce; approximately 12% of employees at Longview, Texas-based DEEM Structural Steel are veterans; they represent 5% of the workforce at Steel Masters of Houston; Porter, Texas-based Steelco has hired eight veterans or about 3% of the company’s total employment; and Buckner Companies has so far hired two to its 100-person staff in Texas.

In addition to full-time employment, veterans participate in the ACS affinity group which offers monthly social events and access to peer-to-peer counseling and supportive services. These peer-to-peer programs are key to assisting veterans struggling with the service-related challenges of transitioning to civilian life. Many also help provide significant relief to communities impacted by natural disasters. In 2016, 25 veterans assisted in flood relief in Baton Rouge, LA and provided over 5,000 meals in Holly Hill, SC in response to Hurricane Matthew. These response projects provide a critical mission and goal that veteran employees find especially important and engaging.

**ADDITIONAL INFORMATION**

Staff Contact: Ashley Seals, Outreach Coordinator
Ashley.seals@wrksolutions.com

HOUSTON, TX

ADAPTIVE CONSTRUCTION SOLUTIONS APPRENTICESHIP PROGRAM

The five companies make up the ACS consortium have hired 164 veterans over a one-year period ending March 31, 2017. Since the consortium began, Empire Steel of Humble, Texas has hired 133 veterans who now make up 32% of the company’s workforce; approximately 12% of employees at Longview, Texas-based DEEM Structural Steel are veterans; they represent 5% of the workforce at Steel Masters of Houston; Porter, Texas-based Steelco has hired eight veterans or about 3% of the company’s total employment; and Buckner Companies has so far hired two to its 100-person staff in Texas.

In addition to full-time employment, veterans participate in the ACS affinity group which offers monthly social events and access to peer-to-peer counseling and supportive services. These peer-to-peer programs are key to assisting veterans struggling with the service-related challenges of transitioning to civilian life. Many also help provide significant relief to communities impacted by natural disasters. In 2016, 25 veterans assisted in flood relief in Baton Rouge, LA and provided over 5,000 meals in Holly Hill, SC in response to Hurricane Matthew. These response projects provide a critical mission and goal that veteran employees find especially important and engaging.

**ADDITIONAL INFORMATION**

Staff Contact: Ashley Seals, Outreach Coordinator
Ashley.seals@wrksolutions.com

HOUSTON, TX

ADAPTIVE CONSTRUCTION SOLUTIONS APPRENTICESHIP PROGRAM

The five companies make up the ACS consortium have hired 164 veterans over a one-year period ending March 31, 2017. Since the consortium began, Empire Steel of Humble, Texas has hired 133 veterans who now make up 32% of the company’s workforce; approximately 12% of employees at Longview, Texas-based DEEM Structural Steel are veterans; they represent 5% of the workforce at Steel Masters of Houston; Porter, Texas-based Steelco has hired eight veterans or about 3% of the company’s total employment; and Buckner Companies has so far hired two to its 100-person staff in Texas.

In addition to full-time employment, veterans participate in the ACS affinity group which offers monthly social events and access to peer-to-peer counseling and supportive services. These peer-to-peer programs are key to assisting veterans struggling with the service-related challenges of transitioning to civilian life. Many also help provide significant relief to communities impacted by natural disasters. In 2016, 25 veterans assisted in flood relief in Baton Rouge, LA and provided over 5,000 meals in Holly Hill, SC in response to Hurricane Matthew. These response projects provide a critical mission and goal that veteran employees find especially important and engaging.

**ADDITIONAL INFORMATION**

Staff Contact: Ashley Seals, Outreach Coordinator
Ashley.seals@wrksolutions.com

HOUSTON, TX

ADAPTIVE CONSTRUCTION SOLUTIONS APPRENTICESHIP PROGRAM

The five companies make up the ACS consortium have hired 164 veterans over a one-year period ending March 31, 2017. Since the consortium began, Empire Steel of Humble, Texas has hired 133 veterans who now make up 32% of the company’s workforce; approximately 12% of employees at Longview, Texas-based DEEM Structural Steel are veterans; they represent 5% of the workforce at Steel Masters of Houston; Porter, Texas-based Steelco has hired eight veterans or about 3% of the company’s total employment; and Buckner Companies has so far hired two to its 100-person staff in Texas.

In addition to full-time employment, veterans participate in the ACS affinity group which offers monthly social events and access to peer-to-peer counseling and supportive services. These peer-to-peer programs are key to assisting veterans struggling with the service-related challenges of transitioning to civilian life. Many also help provide significant relief to communities impacted by natural disasters. In 2016, 25 veterans assisted in flood relief in Baton Rouge, LA and provided over 5,000 meals in Holly Hill, SC in response to Hurricane Matthew. These response projects provide a critical mission and goal that veteran employees find especially important and engaging.

**ADDITIONAL INFORMATION**

Staff Contact: Ashley Seals, Outreach Coordinator
Ashley.seals@wrksolutions.com

HOUSTON, TX

ADAPTIVE CONSTRUCTION SOLUTIONS APPRENTICESHIP PROGRAM

The five companies make up the ACS consortium have hired 164 veterans over a one-year period ending March 31, 2017. Since the consortium began, Empire Steel of Humble, Texas has hired 133 veterans who now make up 32% of the company’s workforce; approximately 12% of employees at Longview, Texas-based DEEM Structural Steel are veterans; they represent 5% of the workforce at Steel Masters of Houston; Porter, Texas-based Steelco has hired eight veterans or about 3% of the company’s total employment; and Buckner Companies has so far hired two to its 100-person staff in Texas.

In addition to full-time employment, veterans participate in the ACS affinity group which offers monthly social events and access to peer-to-peer counseling and supportive services. These peer-to-peer programs are key to assisting veterans struggling with the service-related challenges of transitioning to civilian life. Many also help provide significant relief to communities impacted by natural disasters. In 2016, 25 veterans assisted in flood relief in Baton Rouge, LA and provided over 5,000 meals in Holly Hill, SC in response to Hurricane Matthew. These response projects provide a critical mission and goal that veteran employees find especially important and engaging.

**ADDITIONAL INFORMATION**

Staff Contact: Ashley Seals, Outreach Coordinator
Ashley.seals@wrksolutions.com

HOUSTON, TX

ADAPTIVE CONSTRUCTION SOLUTIONS APPRENTICESHIP PROGRAM

The five companies make up the ACS consortium have hired 164 veterans over a one-year period ending March 31, 2017. Since the consortium began, Empire Steel of Humble, Texas has hired 133 veterans who now make up 32% of the company’s workforce; approximately 12% of employees at Longview, Texas-based DEEM Structural Steel are veterans; they represent 5% of the workforce at Steel Masters of Houston; Porter, Texas-based Steelco has hired eight veterans or about 3% of the company’s total employment; and Buckner Companies has so far hired two to its 100-person staff in Texas.

In addition to full-time employment, veterans participate in the ACS affinity group which offers monthly social events and access to peer-to-peer counseling and supportive services. These peer-to-peer programs are key to assisting veterans struggling with the service-related challenges of transitioning to civilian life. Many also help provide significant relief to communities impacted by natural disasters. In 2016, 25 veterans assisted in flood relief in Baton Rouge, LA and provided over 5,000 meals in Holly Hill, SC in response to Hurricane Matthew. These response projects provide a critical mission and goal that veteran employees find especially important and engaging.

**ADDITIONAL INFORMATION**

Staff Contact: Ashley Seals, Outreach Coordinator
Ashley.seals@wrksolutions.com
The Full Employment Council, in partnership with the U.S. Department of Labor’s Office of Apprenticeship and Training, created and approved the first Healthcare Apprenticeship in the state of Missouri in June 2015. In that same month, the first program, the Nursing Pathways Program, was piloted with area employer partner John Knox Village.

**PRIMARY FOCUS**
The Healthcare Apprenticeship apprenticeship provides on-the-job learning for both Certified Nursing Assistants (C.N.A.) and Certified Medical Technicians (C.M.T.). The apprenticeship model helps new workers master a variety of skill competencies, so they can successfully reach the higher skill levels of healthcare occupations. As stated by Betty Freeman-Boots, Vice President of Human Resources at John Knox Village, “The apprenticeship model is often thought of only for trade roles. Our experience with the apprenticeship model is that it is just as effective for skill development and commitment in healthcare.”

**PROGRAM INFORMATION/OUTCOMES**
In phase one, six of the trainees successfully completed their 2,000 hours of apprenticeship training in June 2016, which involved both classroom training and on-the-job learning. The training graduates successfully achieved competency in areas, identified by the employer, which helped the apprentices attain a basic level of mastery, so they can successfully integrate newly acquired skills in their work to reach the “Skilled Level” in this high growth healthcare occupation.

The regional representative from the U.S. Department of Labor, Office of Apprenticeship (OA) provided the required Registered Apprenticeship Partners Information Management Data System (RAPIDS) training, and monitored the process along with Full Employment Council staff. FEC and OA representatives worked with staff at John Knox Village to ensure the C.N.A. apprentices receive quality training and wage progressions, which began with earnings at $10.00 an hour and quarterly increases up to $12.50 an hour by end of the 2000-hour apprenticeship training.

The second cohort of nine apprenticeship candidates were registered in September of 2015, and achieved 2,000 hours as of September of 2016. In July 2017, five additional Certified Nursing Assistant (C.N.A.) candidates started their apprenticeship and their 2,000 hours of on-the-job learning with expected completion by July 2018. This brings the total number of C.N.A. apprentices to 22.

In October 2017, the first C.M.T. Apprenticeship in the state of Missouri was approved by the U.S. Department of Labor. Three C.M.T. apprentices started their on-the-job learning with John Knox Village, earning a starting wage of $9 an hour, with scheduled progression of pay increases to bring participants to $13.00 by September 2018.

**PARTICIPANT PROFILES**
Julian Gabriel is a single parent in Independence, Missouri who pursued career training in the Healthcare sector at the Full Employment Council (FEC). She was determined to overcome a number of challenges in order to reach her career goals and become self-sufficient. Julian was tired of not being able to find employment and being unable to provide for her family. She was referred to FEC by Line/Works, a Missouri Work Assistance (MWA) partner that serves customers receiving Temporary Assistance for Needy Families (TANF) support. Julian attended a MWA General Session where she met with case manager Shonda Hines to receive information for healthcare classroom training offered through FEC.

Based on her career interests and goals, Ms. Hines suggested that Julian pursue the Medical Office Specialist classroom training offered through the University of Central Missouri (UCM). Ms. Hines also recommended that Julian enroll in a healthcare internship with the University of Kansas Hospital earning $10 per hour. Julian successfully completed both internship and classroom training. Despite the challenges she faced, at 33 years old Julian received her Medical Office Specialist Certificate on November 11, 2016 from UCM. Julian was also offered a full-time permanent position earning $19.85 an hour as a Recruitment Technician with the University of Kansas Hospital. After successful completion of classroom training and an eight-week internship at Children’s Mercy Hospital. After successful completion LaCondria became a full-time employee and says, “I’m definitely glad that FEC started this program and I hope that more people can be a part of it.”

Lowell Toombs came to the Full Employment Council as an unemployed job seeker looking to relaunch his career. He participated in FEC’s REBOOTU Training Program, which prepared individuals for employment in the IT industry. After Lowell completed the program course work, he worked as a paid intern with Air Charter Team. At the end of his internship, he was offered and accepted a full-time position as a Network Administrator with a starting annual salary of $55,000. Air Charter Team is a leading provider of private, corporate, and business airplane charter services throughout the world.

**ADDITIONAL INFORMATION**
Staff Contact: Monique Johnston, Director of Program Development at Full Employment Council mjohnston@feclc.org, (816) 691-2245

Training Program. The program included eight weeks of classroom training and an eight-week internship at Children’s Mercy Hospital. After successful completion LaCondria became a full-time employee and says, “I’m definitely glad that FEC started this program and I hope that more people can be a part of it.”

The apprenticeship model is that it is just as effective for skill development and commitment in healthcare.”

PROGRAM INFORMATION/OUTCOMES
In phase one, six of the trainees successfully completed their 2,000 hours of apprenticeship training in June 2016, which involved both classroom training and on-the-job learning. The training graduates successfully achieved competency in areas, identified by the employer, which helped the apprentices attain a basic level of mastery, so they can successfully integrate newly acquired skills in their work to reach the “Skilled Level” in this high growth healthcare occupation.

The regional representative from the U.S. Department of Labor, Office of Apprenticeship (OA) provided the required Registered Apprenticeship Partners Information Management Data System (RAPIDS) training, and monitored the process along with Full Employment Council staff. FEC and OA representatives worked with staff at John Knox Village to ensure the C.N.A. apprentices receive quality training and wage progressions, which began with earnings at $10.00 an hour and quarterly increases up to $12.50 an hour by end of the 2000-hour apprenticeship training.

The second cohort of nine apprenticeship candidates were registered in September of 2015, and achieved 2,000 hours as of September of 2016. In July 2017, five additional Certified Nursing Assistant (C.N.A.) candidates started their apprenticeship and their 2,000 hours of on-the-job learning with expected completion by July 2018. This brings the total number of C.N.A. apprentices to 22.

In October 2017, the first C.M.T. Apprenticeship in the state of Missouri was approved by the U.S. Department of Labor. Three C.M.T. apprentices started their on-the-job learning with John Knox Village, earning a starting wage of $9 an hour, with scheduled progression of pay increases to bring participants to $13.00 by September 2018.

**PARTICIPANT PROFILES**
Julian Gabriel is a single parent in Independence, Missouri who pursued career training in the Healthcare sector at the Full Employment Council (FEC). She was determined to overcome a number of challenges in order to reach her career goals and become self-sufficient. Julian was tired of not being able to find employment and being unable to provide for her family. She was referred to FEC by Line/Works, a Missouri Work Assistance (MWA) partner that serves customers receiving Temporary Assistance for Needy Families (TANF) support. Julian attended a MWA General Session where she met with case manager Shonda Hines to receive information for healthcare classroom training offered through FEC.

Based on her career interests and goals, Ms. Hines suggested that Julian pursue the Medical Office Specialist classroom training offered through the University of Central Missouri (UCM). Ms. Hines also recommended that Julian enroll in a healthcare internship with the University of Kansas Hospital earning $10 per hour. Julian successfully completed both internship and classroom training. Despite the challenges she faced, at 33 years old Julian received her Medical Office Specialist Certificate on November 11, 2016 from UCM. Julian was also offered a full-time permanent position earning $19.85 an hour as a Recruitment Technician with the University of Kansas Hospital. After successful completion of classroom training and an eight-week internship at Children’s Mercy Hospital. After successful completion LaCondria became a full-time employee and says, “I’m definitely glad that FEC started this program and I hope that more people can be a part of it.”

Lowell Toombs came to the Full Employment Council as an unemployed job seeker looking to relaunch his career. He participated in FEC’s REBOOTU Training Program, which prepared individuals for employment in the IT industry. After Lowell completed the program course work, he worked as a paid intern with Air Charter Team. At the end of his internship, he was offered and accepted a full-time position as a Network Administrator with a starting annual salary of $55,000. Air Charter Team is a leading provider of private, corporate, and business airplane charter services throughout the world.

**ADDITIONAL INFORMATION**
Staff Contact: Monique Johnston, Director of Program Development at Full Employment Council mjohnston@feclc.org, (816) 691-2245
The Albert Lea Youth Apprenticeship program began in October 2012. Mike Larson, CEO of Innovance, contacted Albert Lea Schools to propose that one of their companies, Lou-Rich, Inc., partner with the school district on the program. The idea was also brought to the Business Education Partnership Committee, a sub-committee of the Albert Lea Freeborn County Chamber of Commerce (both Lou-Rich and ALHS are members). ALHS administration, the Industrial Technology instructor (MDE vocationally certified) and the Albert Lea/Freeborn County Chamber were all on board.

Valerie Kvale, Placement Specialist, Workforce Development, Inc. (WDI) Freeborn County and chair of the Business Education Partnership Committee, was asked to serve as Community Coordinator; responsibilities would be to develop the YA worksites and provide career assessment, pre-employment skills, marketing and ongoing support to all involved. WDI is supportive of this role and values the efforts to reduce the skills gap.

**PRIMARY FOCUS**

The Albert Lea Youth Apprenticeship program is working successfully to fill the skills gap identified by the 2011 DEED survey of Minnesota manufacturers. The Albert Lea Freeborn County Chamber of Commerce’s Business Education Committee also identified the same skills gap and began discussions between Albert Lea Area Schools and several local businesses.

**PROGRAM INFORMATION/OUTCOMES**

ALHS students enroll in the YA 1 program for spring semester of their junior year. This one-period class covers safety, basic machine operation, career exploration/discussion, local business tours, OSHA 10 certification and other activities. The Strong Interest Inventory and the three basic ACT Work Keys are administered through WDI. Senior students register for the YA 2 class – a full-year course. They must meet a local academic standard and their other instructors must sign off. Students and parents must attend an informational night prior to YA placement. That fall, students meet with the YA Community Coordinator and instructor to identify worksites. The Community Coordinator reviews job seeking skills with the students and they begin the interview process. Once students are offered a job, a start date is set and they begin work – usually 15 hours a week, in the mornings.

The Community Coordinator conducts a mentor training with each worksite. Businesses assign a primary mentor and specific trainers to provide ongoing support and direction for the YA student, following the industry-specific curriculums. The YA student can complete any other industry-specific trainings that the company offers, adding to their “stackable credentials.” Ongoing follow-up is done by both the ALHS YA instructor and Community Coordinator. This can include on-site visits during student work time, email communications, photo visits for marketing purposes and/or at Advisory Committee meetings. The Advisory Committee is made up of ALHS staff/administrators, representatives from the YA worksites, Riverland Community College, Department of Voc Rehab and the community (a YA parent and past YA graduates who are still living/working in the community). The Advisory Committee meets 2-3 times a year.

Since 2012, the program has placed 34 students, with an 88% completion rate. Fifteen businesses have hosted students; 50% of the businesses have been involved more than one year. 35% of the businesses have hired the YA student for permanent employment. 80% of the students have gone on to complete a two- or four-year post-secondary program.

**ADDITIONAL INFORMATION**

Staff Contact: Randy Johnson, Executive Director, Workforce Development, Inc.
rjohnson@wfdi.ws; (507) 292-5189
On September 6, 2017 the DC Department of Employment Services (DOES) launched Apprenticeship DC to better connect employers, government resources, and DC residents. Driven by Mayor Bowser's vision to ensure all District residents have equal access to prosperity, Apprenticeship DC expands the apprenticeship model from traditional (construction) industries, into non-traditional industries such as IT, healthcare, security, infrastructure, energy and transportation. To facilitate this expansion, the District has launched a public awareness campaign, released grants, and connected workforce programs through registered apprenticeship and pre-apprenticeship initiatives.

**PRIMARY FOCUS**
The goals of Apprenticeship DC are to increase the number of registered apprenticeship sponsors from 300 to 400 by the end of Fiscal Year 2018; double the number of DC registered apprentices from 1,200 to 2,400 by 2021; and establish a school-to-work apprenticeship initiative in partnership with DC Public schools and industry partners to provide direct entry into registered apprenticeships.

**PROGRAM INFORMATION/OUTCOMES**
To jump-start Apprenticeship DC activities, DOES awarded three (3) grants, totaling $375,000.00, for apprenticeship and pre-apprenticeship initiatives. The grants were awarded to an IT apprenticeship sponsor and two (2) organizations that provide pre-apprenticeship training and provide direct entry into registered apprenticeship programs.

**Simple Technology Solutions (STS):** Simple Technology Solutions, Inc. is providing a one-year IT apprenticeship program to connect 7 residents to the occupation of Cloud Technology after obtaining the required certifications. STS will accept all successful completers as registered apprentices who will be employed on the company's commercial and government projects.

**WDC Solar:** WDC Solar specializes in solar installation, and is providing a 6-month pre-apprenticeship training program that will prepare 12 participants for a career in the solar installation industry. WDC Solar will train two (2) pre-apprenticeship cohorts. Participants who successfully complete the pre-apprenticeship training will transition to available apprenticeship programs and/or unsubsidized employment.

**Community Services Agency (CSA):** Community Services Agency (CSA) is providing a 3-month pre-apprenticeship training program that will prepare 20 participants for apprenticeship opportunities in the building trades. CSA will train four (4) pre-apprenticeship cohorts. Participants who successfully complete the pre-apprenticeship training will be accepted as registered apprentices with individual local trade union apprenticeship programs.

Through Apprenticeship DC, DOES has also provided $241,616.00 to expand pre-apprenticeship training in construction and infrastructure. This initiative is also paying early dividends.

**Dynamic Concepts, Inc.:** Dynamic Concepts, Inc. (DCI), a long time apprenticeship sponsor, provided a 10-week pre-apprenticeship training initiative that enrolled fourteen (14) DC residents in the occupation of natural gas pipe fitter. Eleven (11) or 79% of the participants successfully completed the pre-apprenticeship training and were accepted as apprentices in the company’s apprenticeship program.

**CHOICE:** The Community Hub for Opportunities in Construction Employment (CHOICE) provided a 4-week pre-apprenticeship training initiative that enrolled twenty (20) participants in the occupations of glazier, ironworker and skilled laborer to qualify for available apprenticeship opportunities within the building trades. Seventeen (17) or 85% of the participants successfully completed the pre-apprenticeship program and were accepted in the trade unions apprenticeship programs.

**ADDITIONAL INFORMATION**
Staff Contact: Odie Donald II, Director, Department of Employment Services odie.donald.dc.gov; (202) 671-1900

**WASHINGTON, D.C.**

---

**Learn & Earn Apprenticeship Models**

---
Each internship at NOVA’s Internship to Employment program is customized to meet the needs of both the employer and the intern. The Internship to Employment Program is a great opportunity to meet business needs while providing a local job seeker with additional skills and experience – with no obligation to hire at the conclusion of the project.

**PRIMARY FOCUS**
The employer provides the worksite, equipment, and training/supervision. The intern provides maturity and relevant work experience and is ready to work with limited lead time. The internships are capped at 20 hours per week and can last from 7 to 8 weeks. Interns are paid by NOVA with the employer contributing 50% of total wages.

**PARTICIPANT PROFILE**
A veteran with over 10 years of IT experience both in the military and private industry, Roy Wells found himself out of a job when his employer downsized. He came to the NOVA Job Center to explore options and decided to focus on building his project management skills. Roy excelled at his training but needed experience. NOVA’s Internship to Employment program provided the opportunity for him to work with the City of Sunnyvale’s IT department. Roy completed his internship with flying colors and made contacts that led to his now consulting with several other local cities.

**ADDITIONAL INFORMATION**
Staff Contact: Jeanette Langdell, Employment Training Manager, NOVA Workforce Board
jlangdell@novaworks.org; (408) 730-7241
Launched in 2014 by NYC Mayor Bill de Blasio, the NYC Tech Talent Pipeline (TTP) is the City’s tech industry partnership, which works together with 225 companies and public partners to support the growth of the City’s tech sector and deliver quality jobs for New Yorkers and quality talent for New York’s businesses.

**PRIMARY FOCUS**
TTP works with local companies to scale industry-driven on-ramps for entry-level tech talent through Associate Engineer models. Providing mentorship and technical expertise to junior talent, Associate Engineer models help to equip New Yorkers with the experience needed to help companies thrive and deliver new models that help employers surface and cultivate high potential talent they might otherwise have passed over. Building off learnings from pioneering companies like Spotify, the NYC Tech Talent Pipeline is working with NYC businesses to scale what works, providing additional resources and supports to interested companies including talent recruitment, shared best practices and advisory services for new partners.

**PROGRAM INFORMATION/OUTCOMES**
The Spotify New York City Technology Fellowship is a development program aimed at hiring engineers just entering the professional tech environment from a diverse set of backgrounds. Participants in the fellowship program operate as a team within Spotify for 16 weeks while receiving mentoring and personal and professional development from a broad set of employees to help them reach their full potential and learn what it’s like to work at Spotify. The City will partner with Spotify, and other tech leaders, to expand and enhance programs like these that help employers fill open positions and offer a diversity of New Yorkers entry paths into tech careers.

**PARTICIPANT PROFILE**
Born and raised in Queens, NY, Susan spent over 10 years in the US Navy as a jet engine mechanic, serving across the US and Middle East. After the military, she pursued a degree in accounting but soon found the career options to be an imperfect fit for her passion for building. Due to the struggling economy, Susan lost a succession of jobs to downsizing – first as an office manager, PR assistant, and then working at a tech start-up. Following these experiences, she promised herself that she would secure her place by becoming a creator, instead of merely supporting the creators. Making good on her promise, Susan enrolled in the NYC Tech Talent Pipeline’s Mobile Dev Corps, a 16-week training program featuring a curriculum informed by local companies. Through this program, Susan learned the skills and gained the project-based experience she needed to become a confident iOS developer. After successfully completing the program, Susan was offered a position in the Spotify New York City Technology Fellowship, a development program aimed at hiring engineers just entering the professional tech environment from a diverse set of backgrounds. Today, she is a full-time iOS engineer at Spotify's growing NYC office.

**ADDITIONAL INFORMATION**
Staff Contact: Reynold Graham, Policy Associate, Workforce Development Board, NYC Mayor’s Office of Workforce Development
rgraham@wkdev.nyc.gov; (212) 788-0022

To learn more, please visit: http://www.techtalentpipeline.nyc/ and https://ttp.nyc/spotifyfellowship
Learn & Earn Apprenticeship Model serves San Antonio’s Local 142, a member of the United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada.

**PRIMARY FOCUS**
Apprentices attend school in the fields of HVAC&R, Pipefitting, and Plumbing during the evening, two nights a week from September to May.

**PROGRAM INFORMATION/OUTCOMES**
Apprentices work and learn alongside Journeymen performing Plumbing, Pipefitting or HVAC&R related tasks. Apprentices study math and measurement, learn proper use of hand and power tools, and practice job site safety. The apprenticeship program enrolls between 3 and 5 percent female apprentices each year. 19 pre-apprenticeship workers were placed into Registered Apprenticeship programs last year. Local 142 maintains a strong partnership with employers.

**ADDITIONAL INFORMATION**
To learn more, please visit: http://www.local142.org/apprenticeship/
With the advent of the nation’s first high speed rail system in the heart of California, the Fresno Regional Workforce Development Board (FRWDB) partnered with its local Building and Construction Trades Council to foster economic opportunities for local residents.

Often dubbed the “Appalachia of the West,” the San Joaquin Valley is one of the most disadvantaged areas in the nation by a wide range of indicators. To make a difference in such an economically challenged area workforce strategies must be innovative.

**PRIMARY FOCUS**
FRWDB and the Fresno, Madera, Kings, and Tulare Counties Building and Construction Trades Council made targeted hiring recommendations that were adopted by the California High Speed Rail Authority in 2013. This policy gives priority to workers who are economically disadvantaged. Adoption of the policy was essential in helping our region’s residents take advantage of emerging career opportunities stemming from high speed rail and other public works projects, amounting to approximately $36 billion from 2010 to 2020.

**PROGRAM INFORMATION/OUTCOMES**
FRWDB developed a multi-craft pre-apprenticeship training program in conjunction with building trades unions to serve as a pipeline to registered apprenticeships. This six-week program is designed to prepare low-income and unemployed workers for careers in construction. Hallmarks of the program include: developing basic math skills, safety training, and hands-on experiences in multiple trades.

The program strives to be as inclusive as possible while keeping in mind industry standards. Screening and assessment for the program ensure that once a participant completes the pre-apprenticeship training he or she can be successful in a construction apprenticeship. Program staff works with clients to work through barriers by means of supportive services that address transportation and child care issues, among others.

The Fresno pre-apprenticeship program has created a pipeline of skilled and diverse workers ready to enter a building and construction trades’ apprenticeship and tap into careers full of high-wage work with good benefits. Many of our pre-apprentices have been indentured into a building or construction trades apprenticeship program. Through a strong partnership with our local building trades unions, public projects have served as a vehicle for reinvestment in our communities.

The Fresno Model of pre-apprenticeship training has been recognized by both the California State Building Trades Council and the North American Building Trades Unions for training disadvantaged job seekers, women, and veterans in preparation of lifelong careers. High-quality construction jobs are competitive – pre-apprenticeship programs are instrumental in closing the gap between barriered workers and construction careers. Since its inception, the program has been expanded to several California Building Trades Councils in Central California.

**ADDITIONAL INFORMATION**
Staff Contact: Melissa Mendes
mmendes@workforce-connection.com; (559) 490-7196
The Carnegie Science Center (CSC), in Pittsburgh, PA, reaches 90,000+ students through its STEM programs annually.

**PRIMARY FOCUS**

Partner4Work, the workforce development organization for the Pittsburgh region, recently funded a CSC program called Mentors in the Making. The program, which is 100% enrolled, pairs high school students with mentors to complete four projects at CSC’s digital fabrication laboratory (Fab Lab) to learn STEM skills, followed by a capstone project. Upon completion, participants receive a free laptop and earn certifications to operate Fab Lab machinery during open workshops.

**ADDITIONAL INFORMATION**

Staff Contact: Nathan Broadus, Youth Program Coordinator, Partner4Work
nbroadus@partner4work.org; (412) 552-7090

---

Back to Work Oregon is a hire first on-the-job training program, administered by Worksystems, Inc. in Portland, that places unemployed job seekers in jobs while providing resources to businesses to help train these new employees.

**PRIMARY FOCUS**

This $6.3 million initiative launched in 2011 with the goal of getting the area’s economy back on track. On-the-job training through Back to Work Oregon works for entry-level positions as well as highly skilled jobs with a wage at placement ranging from $10/hour (entry level, low skill) to $30/hour (electrical engineer).

**PROGRAM INFORMATION/OUTCOMES**

The program has exceeded placement goals, with 33% of the participants represented by people of color and an average wage of $15.60 an hour. The program has helped employ and train 1,600 area job seekers while providing nearly 500 local employers with the talent they need to grow their businesses and our economy. To date, the program has generated more than $19 million in annual wages earned by the participants.

**ADDITIONAL INFORMATION**

Staff Contact: Andrew McGough, Executive Director, Worksystems, Inc.
amcgough@worksystems.org; (503) 478-7371
To watch a video Worksystems, Inc. created about Back to work Oregon, please go to: https://www.youtube.com/watch?v=rqWstiBB4Y&feature=youtu.be

---

The Ironworkers Local Union #86 needed a way to prepare apprentices for their rigorous four-year training —a pre-apprenticeship program that could address various skills gaps. WorkForce Central partnered with the Ironworkers to answer their call to action. With an investment of less than $350,000, the pre-apprenticeship program offered 66 previously unemployed or underemployed workers a place in a well-paid apprenticeship. The result: an injection of $2.6 million into the local economy.

**PRIMARY FOCUS**

The Iron Workers Pre-Apprenticeship program helps to address gaps in math, technical and soft skills to set them up for success even before launching them into the training. Demand for iron workers was strong, so, in 2015, WorkForce Central partnered with the Iron Workers to answer their call to action to help fund a pre-apprenticeship program.

**PROGRAM INFORMATION/OUTCOMES**

With an investment of less than $350,000, the pre-apprenticeship program launched, and its first five cohorts ensued, offering 66 previously unemployed or underemployed workers a place in a well-paid apprenticeship and job skills for life. The program is being recognized as a nationwide model. Recently, the pre-apprenticeship coordinator at Local 86 presented the results to a national audience in Michigan. The pre-apprenticeship opportunity has been a lifeline for these workers, some of whom were homeless prior to enrollment. Now, they have a steady pay check, benefits and a solid career path.

**ADDITIONAL INFORMATION**

Staff Contact: Christian Caple, Communications Director, Workforce Central
ccaple@workforce-central.org; (253) 254-7341