



APPRENTICESHIP MISSOURI PLAYBOOK



DEPARTMENT OF
HIGHER EDUCATION &
WORKFORCE DEVELOPMENT

A black and white photograph of a man with glasses, focused on his work. He is looking down at a piece of machinery, which appears to be a precision tool or a small machine. The background is blurred, showing more of the industrial or laboratory setting. The lighting is soft, highlighting the man's face and the details of the machine.

MISSOURI REGISTERED APPRENTICESHIP PLAYBOOK

CONTENTS

- 03 Preface
- 05 What is Registered Apprenticeship?
- 07 Five Core Components of Registered Apprenticeships
- 10 Registered Apprenticeship & Registered Youth Apprenticeship Process
- 11 Training Providers
- 15 Employers
- 19 Apprentice Candidates
- 23 Top Five Questions about Registered Apprenticeships
- 26 USDOL Registered Apprenticeship Training Model
- 27 Types of Partners & Roles in Apprenticeships
- 29 Apprenticeship Terms
- 32 Acknowledgments
- 33 Talking Points
- 34 Notes

PREFACE

In 1937, the National Apprenticeship Act (also known as the Fitzgerald Act) established the national apprenticeship system that has supported the training of America's labor force for more than 80 years. This respected and proven training method has been heralded as the premier work-based learning solution for businesses and organizations. Traditionally, Registered Apprenticeships have thrived as a career pathway into skilled-labor opportunities.

Modern apprenticeship initiatives are expanding the occupations that can utilize apprenticeship to meet the training demands of today's workforce. Apprenticeship programs are providing skilled workers in the fields of technology, health care, finance and many more. The modern apprentice can receive relevant classroom or online training from employers, unions, community colleges, universities, career and technical education centers, and even his/her local school district.

Apprenticeship Missouri became formalized in 2019, but apprenticeship roots are deep within Missouri. Various state agencies in Missouri began investing in these programs in 2016, and have continued to support thousands of apprentices with several partners. The continuous investment in this proven model has pushed Missouri to the top in apprenticeship completion and newly enrolled apprentices across the country. Missouri seeks new innovative partnerships to support the growing needs of workforce development and economic development.

APPRENTICESHIP MISSOURI GOALS:

- Increase overall educational attainment
- Prepare people for work in high-demand fields
- Offer more certificate and alternative credential programs
- Align educational requirements with business' needs
- Align K-12, higher education, and the workforce system
- Increase apprentices
- Create, expand, and support programs with the highest need
- Engage with Missourians dislocated from the workforce or educational system
- Train current employees



WHAT IS REGISTERED APPRENTICESHIP?

Registered Apprenticeship is a proven approach for preparing workers for jobs while meeting the needs of business for a highly-skilled workforce. It is an employer-driven, “earn while you learn” model that combines on-the-job learning, provided by the employer that hires the apprentice, with job-related instruction tied to the attainment of national skills standards. The model also involves progressive increases in an apprentice’s skills and wages.

WHY?

Registered Apprenticeship is an employer-driven training model that has many benefits for employers and workers. Apprenticeship is a flexible training strategy that can be customized to meet the needs of any business. Apprentices can either be new hires or businesses can select current employees who need skill advancement. The apprenticeship model is leading the way in preparing American workers to compete in today’s economy. Due to direct employer involvement in the educational process, apprenticeship programs keep pace with advancing technologies and innovations in training and talent management. There are more than 1,300 occupational standards for an employer to choose from, or the employer can choose to build customized standards to fit their needs.

MISSOURI REGISTERED APPRENTICESHIP BY THE NUMBERS

FY 2019

2ND NATIONAL RANK IN NUMBER OF NEW APPRENTICESHIPS

14,878 ACTIVE APPRENTICES

473 REGISTERED PROGRAMS

3,600+ EMPLOYERS



FIVE CORE COMPONENTS OF REGISTERED APPRENTICESHIPS

1

Employer-driven:

Employers play an active role in building each program.

2

Structured on-the-job learning:

Apprentices receive hands-on training from an experienced mentor at the job site for at least one year.

3

Related technical instruction:

Apprentices receive technical and academic instruction that applies to the job, and can be provided by a college or university, a technical school, an apprenticeship training school — or by the business itself. It can be provided at the school, online, or at the job site.

4

Rewards for skill gains:

Apprentices receive an increase in pay as their skills and knowledge increase. Apprentices are rewarded and motivated by wage increases as they learn more and increase productivity.

5

National occupational credential:

Every Registered Apprenticeship graduate receives a nationally recognized credential for mastering required skills and demonstrating required knowledge to be fully proficient in the specific Registered Apprenticeship occupation.

1



2



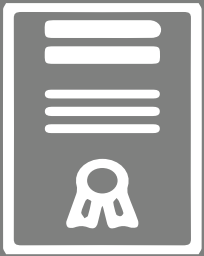
3



5

CORE COMPONENTS
OF REGISTERED
APPRENTICESHIPS

5



4





REGISTERED APPRENTICESHIP & REGISTERED YOUTH APPRENTICESHIP PROCESS

1. Organization(s) interested in developing a Registered Apprenticeship (RA) program contacts the U.S. Department of Labor (USDOL) /Office of Apprenticeship (OA).
2. Meetings are held with local employer(s), educational providers, workforce development, and community leaders to discuss workforce needs and occupational demand.
3. Intermediaries are identified—Program Sponsor, Educational Provider, and Supportive Service Providers.
 - RA Sponsor can be a person, association, committee, or organization that oversees an apprenticeship program and in whose name the program is registered.
4. USDOL/OA assists with developing the RA Standards—Program administration provisions, responsibilities, and training outline.
5. RA Sponsor signs the Standards of the Apprenticeship and is registered.
6. Employer recruits for talent pipeline. Employer hires apprentices and/or enrolls current employees in the apprenticeship.
7. RA Sponsor registers apprentices in RAPIDS system.
8. Apprentices receive on-the-job learning from a skilled mentor and classroom instruction from the training provider. RA Sponsor tracks apprentice progress.
9. RA Sponsor notifies the USDOL/OA when each apprentice completes his/her apprenticeship; USDOL/OA provides RA Sponsor with USDOL/OA Certificate of Completion of Apprenticeship credential for the graduate.
10. Education Provider or postsecondary institution partners can award college credit and industry-recognized certifications for RA program experience.

GETTING STARTED

1. Contact Apprenticeship Missouri at apprenticeship@dhewd.mo.gov to explore apprenticeship as a training option.
2. Identify the needs of local industry through labor market information and assessment of employer demand.
3. Partner to meet the needs of industry demand.
 - Target a talent pipeline for development.
 - Identify and plan for apprentice supportive services.
 - Engage employer(s) that will utilize apprenticeship and determine training needs.
4. Contact the USDOL/OA for assistance in the development of the Standards of Apprenticeship.
 - Develop apprenticeship standards that meet the needs of the employer(s).
 - Identify key roles and responsibilities for the apprenticeship.
 - Determine the process of program operation, work processes, related technical instruction, and progressive wage schedule.
5. Market the apprenticeship pathway to potential apprentices and stakeholders.
 - Develop and implement recruitment and outreach strategy.
6. Assist with the enrollment of apprentices hired by employer.
 - Registered Youth Apprentices will need essential skills training such as interview skills and effective communication.
 - Registered Youth Apprentices may utilize optional job shadowing prior to the apprenticeship program.
 - Registered Youth Apprentices will need a work permit.
7. Fulfill the role and responsibilities as identified in the Standards of Apprenticeship.

BENEFITS:

- CONNECT WITH INDUSTRY PARTNERS
- DEVELOP CONSORTIUMS
- CREATE STACKABLE CREDENTIALS
- SUPPORT DUAL CREDIT AND AWARD CREDIT FOR APPRENTICESHIP EXPERIENCE
- DESIGN CAREER PATHWAYS
- INCREASE ENROLLMENT
- STRENGTHEN BUSINESS RELATIONSHIPS



In World War II, the United States put 4.1 million women to work in skilled trades and manufacturing jobs.

America is having another Rosie the Riveter moment. Apprenticeships are key in recruiting new talent, retaining pivotal skilled trades jobs, and making our economy stronger.”

– Shonda Atwater, Apprenticeship Manager,
Metropolitan Community College



ENROLLMENT

Training Provider:

- Register on the State Eligible Training Provider System
- Assist apprentice with enrollment into required courses
- Registered Youth Apprentices may be eligible for dual credit
- Begin classroom training as agreed upon with employer
- Maintain student competency records
- Maintain a communication link with the apprentice and sponsor

Registered Apprenticeship Sponsor:

- Enroll apprentices into RAPIDS

TRAINING & TRACKING

Training Provider:

- Maintain student competency records
- Maintain a communication link with the apprentice and sponsor
- Track student progress in related academic courses
- Report completion of classroom training to sponsor

Registered Apprenticeship Sponsor:

- Track and record wage increase, education progression, and on-the-job learning completion
- Update apprentices in RAPIDS

COMPLETION & CREDENTIALS

Training Provider:

- Maintain student competency records
- Maintain a communication link between education provider and the employer

Registered Apprenticeship Sponsor:

- Notify USDOL/OA that apprentices have completed requirements and are ready to graduate

GETTING STARTED

1. Contact Apprenticeship Missouri at apprenticeship@dhewd.mo.gov to explore apprenticeship as a training option.
2. Identify the skills gaps that are occurring and will occur due to innovation, technology advancement, retirement, and turnover.
3. Connect to resources that will support the apprenticeship and apprentices.
 - Target a talent pipeline for development.
 - Identify and plan for apprentice supportive services.
 - Engage training providers that can deliver needed training.
4. Contact the USDOL/OA for assistance in the development of the Standards of Apprenticeship.
 - Develop apprenticeship standards that meet training needs.
 - Identify key roles and responsibilities for the apprenticeship.
 - Determine the process of program operation, work processes, related technical instruction, and progressive wage schedule.
5. Market the apprenticeship pathway to talent pipeline audiences and stakeholders.
 - Develop and implement recruitment and outreach strategy.
6. Hire new apprentices and enroll current employees into the program.
 - For Registered Youth Apprentices, the employer will need to review child labor laws.
 - For Registered Youth Apprentices, the employer will need to coordinate closely with the education provider or school.
7. Fulfill the roles and responsibilities as identified in the Standards of Apprenticeship.

BENEFITS:

- ENGAGE IN A PROVEN TALENT MANAGEMENT SYSTEM
- CONNECT TO RELEVANT TRAINING
- INCREASE EMPLOYEE SKILLS
- BROADEN APPLICANT POOL
- AWARD APPRENTICESHIP CREDIT FOR PRIOR LEARNING AND COMPETENCY
- ENGAGE IN SUCCESSION PLANNING AND PREPARE FOR THE FUTURE
- REWARD PRODUCTIVE WORKERS
- IMPROVE WORKPLACE MORALE
- INCREASE COMPANY LOYALTY AND DECREASE TURNOVER

“

When I work with industry and Registered Youth Apprenticeships, sometimes industry will ask, ‘What if we train our employees and they leave us?’, and I reply, ‘What if you do not train them and they stay?’ ”.

– Dr. Oscar Carter, Director of Skilled Technical Sciences, Office of College and Career Readiness, DESE



ENROLLMENT

Employer:

- Communicate on-boarding process in advance
 - For Registered Youth Apprentices, the employer will need to add apprentice to workers compensation
- Establish work schedule
- Maintain an assigned workplace mentor/supervisor
- Meet minimum payment requirements
- Empower apprentice to track progress with mentor
- Track the training, demonstration, proficiency, and completion of workplace competencies
- Submit reports to RA sponsor documenting competency completion.
- Communicate with apprentice, RA sponsor and/or education provider about concerns that need attention

Registered Apprenticeship Sponsor:

- Enroll apprentices into RAPIDS

TRAINING & TRACKING

Employer:

- Establish and coordinate work schedule with training schedule
- Meet minimum payment requirements and at least one wage increase prior to completion
- Continue to track the training, demonstration, proficiency, and completion of workplace competencies
- Communicate with apprentice, RA sponsor and/or education provider about concerns that need attention
- Submit reports to RA sponsor documenting competency completion

Registered Apprenticeship Sponsor:

- Track and record wage increase, education progression, and on-the-job learning completion
- Update apprentices in RAPIDS

COMPLETION & CREDENTIALS

Employer:

- Continue to support the Registered Apprentice after completion

Registered Apprenticeship Sponsor:

- Notify USDOL/OA that apprentices have completed requirements and are ready to graduate

GETTING STARTED

1. Explore and identify career pathways that match your interests.
2. Identify the skills and training that is needed for specific occupations.
3. Connect to a Registered Apprenticeship (RA) program sponsor that will provide you with training.
4. Research employers and ensure that application requirements are met.
5. Apply to an apprenticeship program through the employer or RA sponsor.
6. Complete all required screenings and meet employer expectations.
7. Interview with employer and training provider to secure employment.
8. Sign on with the RA sponsor as an apprentice.
9. Fulfill apprentice responsibilities as identified in the Standards of Apprenticeship.
 - Communicate with your mentor and employer through the process.
 - Complete related technical instruction requirements.
 - Complete job site competencies and on the job learning experience.
10. Graduate from the program and obtain USDOL Registered Apprenticeship Credential.

BENEFITS:

- **EARN HIGHER WAGES AND INCREASE YOUR EARNING POTENTIAL**
- **RECEIVE RELEVANT TRAINING**
- **GAIN EXPERIENCE**
- **INCREASE SKILLS AND PROFICIENCIES**
- **ACCESS A PATHWAY TO COLLEGE**
- **EMPLOYER IS INVESTED IN LEARNING AND TRAINING**
- **CLEAR CAREER PATH AND OPPORTUNITIES**

“ The best part of my experience has been the freedom with it. It’s a lot better than the classroom. Learning on the job is awesome.”

***– Jack Cole, Construction Trades Student,
Lake Center Career & Technical Center
& Eldon Career Center***



ENROLLMENT

Apprentice:

- Spend required hours on the job site
- Complete specific competencies with the supervisor at the job site
- Meet all employment requirements at apprenticeship placement
- Enroll and begin courses as required by the apprenticeship agreement

TRAINING & TRACKING

Apprentice:

- Enroll in designated courses to be completed
- Spend required hours per day on the job site
- Complete specific competencies with the supervisor at the job site
- Meet all employment requirements at apprenticeship placement
- Maintain passing grades in all courses
- Meet classroom attendance requirements
- Graduate with a USDOL Credential

COMPLETION & CREDENTIALS

Apprentice:

- Maintain full-time employment as assigned by the employer
- Maintain passing grades in all courses
- Meet classroom attendance requirements
- Complete specific competencies with the supervisor at the job site
- Meet all employment requirements at apprenticeship placement

TOP FIVE QUESTIONS ABOUT REGISTERED APPRENTICESHIPS

1. What occupations are apprenticeable?

The USDOL recognizes over 1,300 occupations as apprenticeable. These occupations cross over a variety of industries. New occupations can be requested by employers to the USDOL. <https://www.doleta.gov/OA/occupations.cfm>

2. What is the earliest age that an individual can start as an apprentice?

Apprentices can begin as early as 16 years old and must be in pursuit of their high school diploma or equivalent. All workers under the age of 18 must obtain a work permit and the RA sponsor must ensure the program conforms to all federal and state child labor laws. Some exemptions to the child labor laws exist that allow apprentices to engage in necessary training. <https://www.dol.gov/whd/>

3. Can an apprentice earn college credit?

Many apprenticeship programs are linked to postsecondary credentials and the opportunity to earn credit toward a two-year or four-year degree. Some apprenticeship programs are sponsored by the training providers that offer articulated credit for apprenticeship experience.

4. Who pays for an apprenticeship?

Registered Apprenticeships are designed for the employer to invest in the training of the apprentice. There are many resources that can be tapped to fund the cost of apprenticeship training. Traditionally apprentices should exit an apprenticeship program with no debt.

5. What is the difference between an apprenticeship and an internship?

Apprenticeships are full-time employment combined with on-the-job learning and related classroom instruction. Internships are planned, structured learning experiences within a workplace that exist for a limited period of time. Some internships are paid and some are unpaid. All Registered Apprenticeships are paid and result in a USDOL credential.





USDOL REGISTERED APPRENTICESHIP TRAINING MODEL

Structured on-the-job learning

- 2,000 hours/year (recommended)
- Provided by skilled mentor such as a journeyworker or subject matter expert
- Progression tracked as apprentice demonstrates mastery of competencies

Related training instruction

- 144 classroom contact hours/year (recommended)
- Administered by local or distance educational provider or “in-house” by employer
- Instruction provided via traditional classroom, online and/or correspondence
- Progression tracked as apprentice sufficiently completes required courses

Registered Apprenticeship recognizes the following performance evaluation systems:

- **Time-based:** progress measured by number of hours spent accomplishing structured on-the-job-training and classroom learning
- **Competency-based:** progress measured by ability to demonstrate application of relevant knowledge, skills and abilities
- **Hybrid:** progress measured through combination of hours spent in the program and competencies demonstrated in the workplace



We're really excited to be a part of this modernization and expansion of apprenticeship programs. It's important for us to have team members that are learning things that are relevant."

– John Torre, HR Director, Johnny Morris' Wonders of Wildlife National Museum & Aquarium & Dogwood Canyon

TYPES OF PARTNERS & ROLES

NOTE: Employer involvement in on-the-job training is the constant

**EMPLOYER
PROVIDES
ON-THE-JOB
LEARNING**

**EMPLOYER ₁ SERVES
AS SPONSOR**

**MULTIPLE EMPLOYERS +
INTERMEDIARY MODEL**

**INTERMEDIARY
PROVIDES
SERVICES**

**EMPLOYER ₂
PROVIDES
RELATED TECHNICAL
INSTRUCTION**

**EMPLOYER
PROVIDES
ON-THE-JOB
LEARNING**

**INTERMEDIARY ₁
SERVES AS SPONSOR**

**MULTIPLE EMPLOYERS +
MULTIPLE INTERMEDIARIES
MODEL**

**INTERMEDIARY ₂
PROVIDES SERVICES**

**EDUCATION
PROVIDER(S) PROVIDE
RELATED TECHNICAL
INSTRUCTION**

APPRENTICESHIP TERMS

APPRENTICE: Any individual employed by the employer meeting the qualifications described in the Standards of Apprenticeship who has signed an Apprenticeship Agreement with the Registered Apprenticeship (RA) sponsor for training and related instruction under these Standards, and who is registered with the Registration Agency.

APPRENTICESHIP AGREEMENT: The written agreement between the apprentice and the RA sponsor setting forth the responsibilities and obligations of all parties to the Apprenticeship Agreement with respect to the Apprentice's employment and training under these Standards. Each Apprenticeship Agreement must be registered with the Registration Agency.

APPRENTICESHIP INTERMEDIARY: Apprenticeship intermediary refers to those designated by the RA sponsor to act as an agent for the RA sponsor in the administration of the program. A committee may be either joint or non-joint as follows: A non-joint committee which may also be known as a unilateral or group non-joint (may include workers) committee has employer representatives but does not have a bone fide collective bargaining agent as a participant.

CERTIFICATE OF COMPLETION OF APPRENTICESHIP: Certificate issued by the USDOL to those registered apprentices certified and documented as successfully completing the apprentice training requirements outlined in these Standards of Apprenticeship.

COMPETENCY-BASED OCCUPATION: The attainment of manual, mechanical or technical skills and knowledge, as specified by an occupation standard and demonstrated by an appropriate written and hands-on proficiency measurement.

EMPLOYER: Any person or organization employing an apprentice whether or not such person or organization is a party to an Apprenticeship Agreement with the apprentice.

HYBRID: An occupation using an apprenticeship approach that measures the individual apprentice's skill acquisition through a combination of a specified minimum number of hours of on-the-job learning and the successful demonstration of competency as described in a work process schedule.

O*NET-SOC CODE: The Occupational Information Network (O*NET) codes and titles are based on the new Standard Occupational Classification (SOC) system mandated by the federal Office of Management and Budget for use in collecting statistical information on occupations. The O*NET classification uses an 8-digit O*NET-SOC code. Use of the SOC classification as a basis for the O*NET codes ensures that O*NET information can be readily linked to labor market information such as occupational employment and wage data at the national, state, and local levels.

ON-THE-JOB LEARNING (OJL): Tasks learned on-the-job in which the apprentice must become proficient before a completion certificate is awarded. The learning must be through structured, supervised work experience.

MENTOR: A person who has attained a level of skill, abilities and competencies recognized within an industry as having mastered the skills and competencies required for the occupation and supervises the apprentice's On-the-Job Learning.

PROGRAM SPONSOR: The responsible entity for administration and operation of the apprenticeship program.

REGISTERED APPRENTICESHIP PARTNERS INFORMATION DATA SYSTEM

(RAPIDS): The federal system, which provides for the automated collection, retention, updating, retrieval and summarization of information related to apprentices and apprenticeship programs.

REGISTERED YOUTH APPRENTICE: Individuals identified as ages 16 through 24 who are eligible under the Workforce Innovation and Opportunity Act (WIOA) for training and employment services.

REGISTRATION AGENCY: Refers to the U.S. Department of Labor, Office of Apprenticeship or a recognized State Apprenticeship Agency that has responsibility for registering apprenticeship programs and apprentices; providing technical assistance; conducting reviews for compliance with Title 29, CFR parts 29 and 30 and quality assurance assessments.

APPRENTICESHIP TERMS

RELATED TECHNICAL INSTRUCTION: An organized and systematic form of instruction designed to provide the apprentice with the knowledge of the theoretical and technical subjects related to the apprentice's occupation. Such instruction may be given in a classroom, through occupational or industrial courses, or by correspondence courses of equivalent value, electronic media, or other forms of self-study approved by the Registration Agency.

STANDARDS OF APPRENTICESHIP: The guiding competencies and skills needed to complete the apprenticeship to become a journeyman, these competencies are used by training providers to build the related training instruction, and the standards are approved by the Registration Agency.

SPONSOR: Any organization or entity in whose name Standards of Apprenticeship will be adopted and registered.

TIME-BASED OCCUPATION: The time-based approach measures skill acquisition through the individual apprentice's completion of at least 2,000 hours of on-the-job learning as described in a work process schedule.

TRANSFER: A shift of Apprenticeship Agreement from one program to another or from one employer within a program to another employer within that same program, where there is agreement between the apprentice and the affected apprenticeship committee or program sponsor.

JOIN THE CONVERSATION



@MODHEWD

#MOAPPRENTICES

#APPRENTICESHIPMISSOURI

ACKNOWLEDGMENTS

Apprenticeship Missouri wishes to recognize our dedicated staff and partners, and express appreciation for all those who guide and sustain this program.

Apprenticeship Missouri Inter-Agency Council



Oscar Carter, Director of Skilled Technical Sciences, Office of College & Career Readiness, Department of Elementary & Secondary Education



Ken Chapman, Reentry/Women Offender Program Manager, Department of Corrections



Kristie Davis, Director of Missouri One Start, Department of Economic Development



Tim Gaines, Assistant Commissioner, Office of Adult Learning & Rehabilitative Services, Department of Elementary & Secondary Education



Jeriane Jaegers-Brenneke, Assistant Deputy Director, Family Support Division, Department of Social Services



Mardy Leathers, Director of the Office of Workforce Development, Department of Higher Education & Workforce Development



Mara Woody, Assistant Commissioner for Postsecondary Policy, Department of Higher Education & Workforce Development

APPRENTICESHIP MISSOURI TALKING POINTS

Apprenticeship is an industry-driven, high-quality career pathway in which workers can obtain paid work experience, classroom instruction, and a transferable credential while job creators develop and prepare their future workforce. Apprenticeship is:

- A flexible training model that can be customized to meet the needs of every business and industry.
- A viable tool for the state to use to give Missourians the necessary skills to succeed.
- An affordable approach to training and education for the employer and the job seeker.
- An opportunity to earn a paycheck while learning from day one, reducing the potential to take on student debt.

Missouri needs to cultivate a strong and diverse workforce that is prepared for a rapidly-evolving state, national, and world economy and registered apprenticeship can help meet this need.

Apprenticeship and work-based learning provides people with experiences and opportunities to develop skills that employers value.

The Missouri Office of Apprenticeship and Work-Based Learning will work to coordinate apprenticeship efforts across the state to increase the number of apprentices.

Workers who complete apprenticeship programs earn an average of \$300,000 more over their career when compared to peers who don't.

Ninety-four percent of apprentices retain employment after completing an apprenticeship program.

Apprenticeship programs are distinguished from other types of workplace training models by several factors:

- Apprentices are paid by their employers during training;
- Apprenticeship programs provide on-the-job learning and job-related classroom training;
- On-the-job learning is conducted in the work setting under the direction of a mentor(s); and
- Training results in an industry-recognized and portable credential.

[illegible]



APPRENTICESHIP MISSOURI



DEPARTMENT OF
HIGHER EDUCATION &
WORKFORCE DEVELOPMENT

800-473-6757 // 573-751-3940

Fax: 573-751-6635 // dhewd.mo.gov // apprenticeship@dhewd.mo.gov

© 2020 Missouri Department of Higher Education and Workforce Development