

Local Workforce Development Boards: Forging the Future of Workforce through Alignment with Registered Apprenticeship



Missouri Association for Workforce Development 2025:
Forging the Future
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Presenter



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Safal Partners

Welcome and Agenda

- Center of Excellence Overview
- Overview of Registered Apprenticeship (RA)
- Benefits of Aligning Workforce Systems with RA
- Five Essential Components for the Successful Alignment of RA & Local Workforce Systems
- Overview of *Key Components of Workforce System Alignment with Registered Apprenticeship*
- Q & A



Center of Excellence Overview



- U.S. DOL initiative to increase systems alignment across apprenticeship, education, and workforce
- Led by Safal Partners; 5 national partners
- We provide no-cost services including:
 - Monthly webinars
 - Quarterly virtual office hours
 - Individual compliance assistance and services
 - Online resources (desk aids, guides, frameworks, etc.)



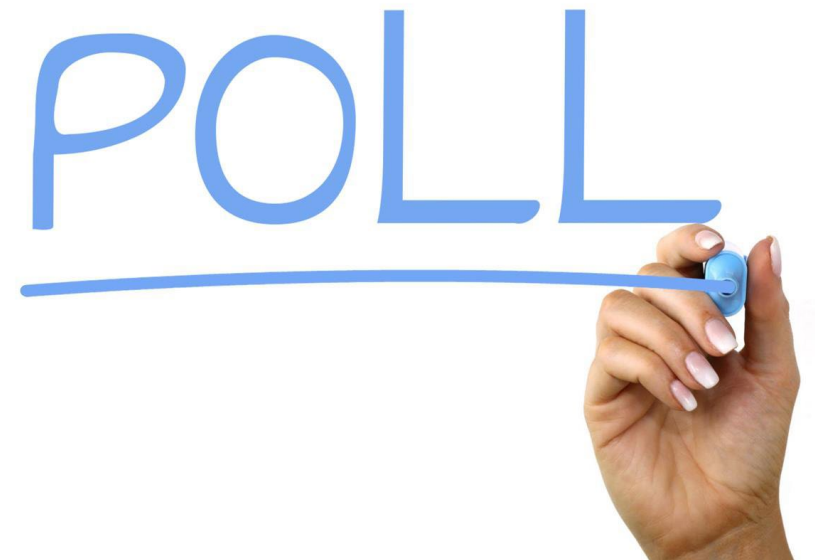
[Visit our website, request assistance](#)



Getting to Know You

Are you a....

- Workforce Board Director or Staff
- Service Provider Staff
- Educational Partner
- Vocational Rehabilitation Partner
- Apprenticeship Navigator
- Business
- Board Member
- Other?



Assessing Your RA Knowledge

Basic

I know what it means, but I don't know how to utilize it and don't have significant experience with it.

Intermediate

I understand RA, I've had experience with RA in some capacity, and I feel comfortable educating internal and external stakeholders about it.

Expert

I have extensive knowledge and relevant experience developing and implementing programs and standards, recruiting apprentices, and convening stakeholders.

Getting Started: RA Basics



Registered Apprenticeship

Registered apprenticeship is:

- a proven model of job preparation that combines paid on-the-job training (OJT) with related instruction to progressively increase workers' skill levels and wages;
- a proven business-driven model that provides an effective way for businesses to recruit, train, and retain highly skilled workers.



A WIDE RANGE OF INDUSTRIES



Agriculture



Healthcare



Cybersecurity



Biotechnology



Transportation



Construction



Energy



Hospitality



**Financial
Services**



**Information
Technology**



Education



**Advanced
Manufacturing**



**Critical
Supply Chain**



Infrastructure

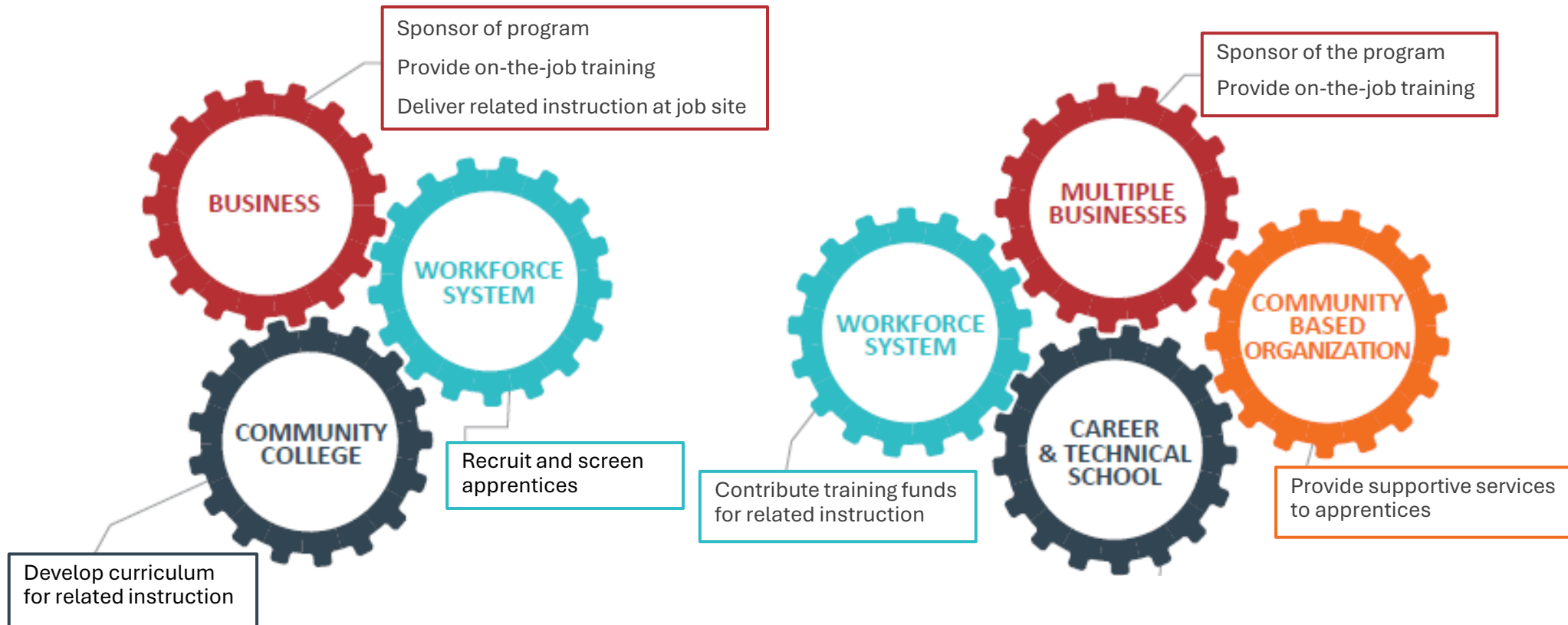


Engineering

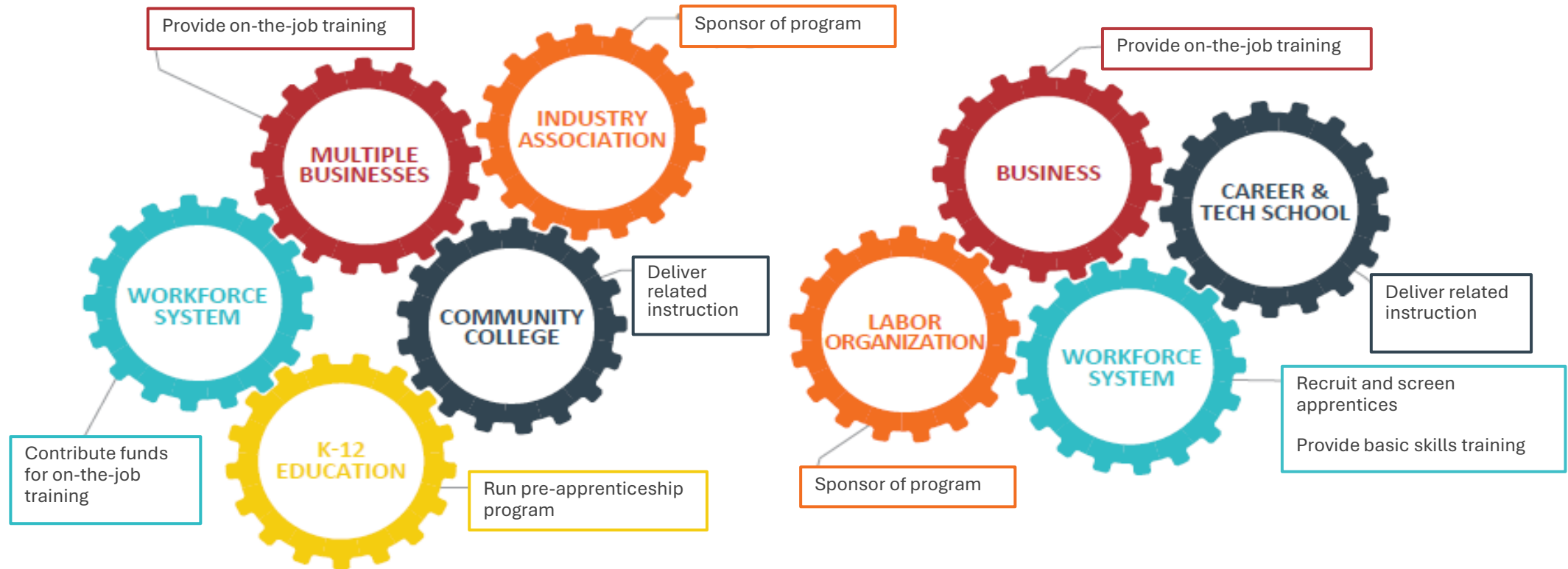


Telecommunications

Forged through Partnerships



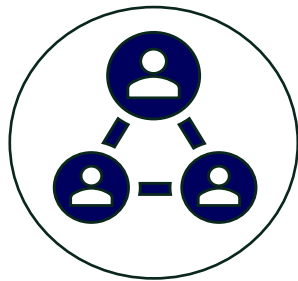
Forged through Partnerships



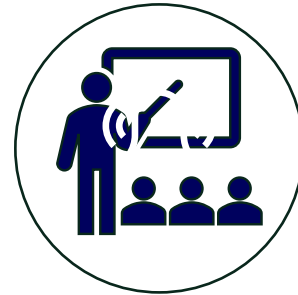
Five Core Components of Apprenticeship



**Employer
Involvement**



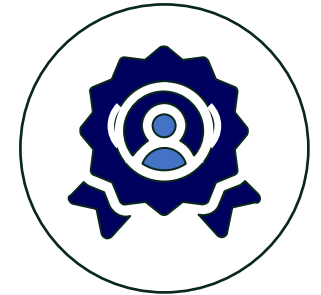
**Structured
On-the-Job
Learning
(OJL)**



**Related
Instruction
(RI)**



**Rewards for
Skill Gains**



**National
Occupational
Credential**

The Partnership – Let’s Start with the “Why”



The Benefits

Businesses

- Supports recruitment of highly-skilled workforce
- Improves productivity and retention
- Reduces turnover
- Averts layoffs

Job Seekers & Apprentices

- Earn while you learn
- Receive a nationally recognized credential
- Career pathway to self-sufficiency
- Wage growth
- Address barriers to employment such as child-care and transportation

WIOA & Other Partner Programs

- Facilitates strong program performance results – progressive wage increases, skill gains, performance goals and nationally recognized credentials
- Aligns with WIOA's vision for business-focused, work-based training

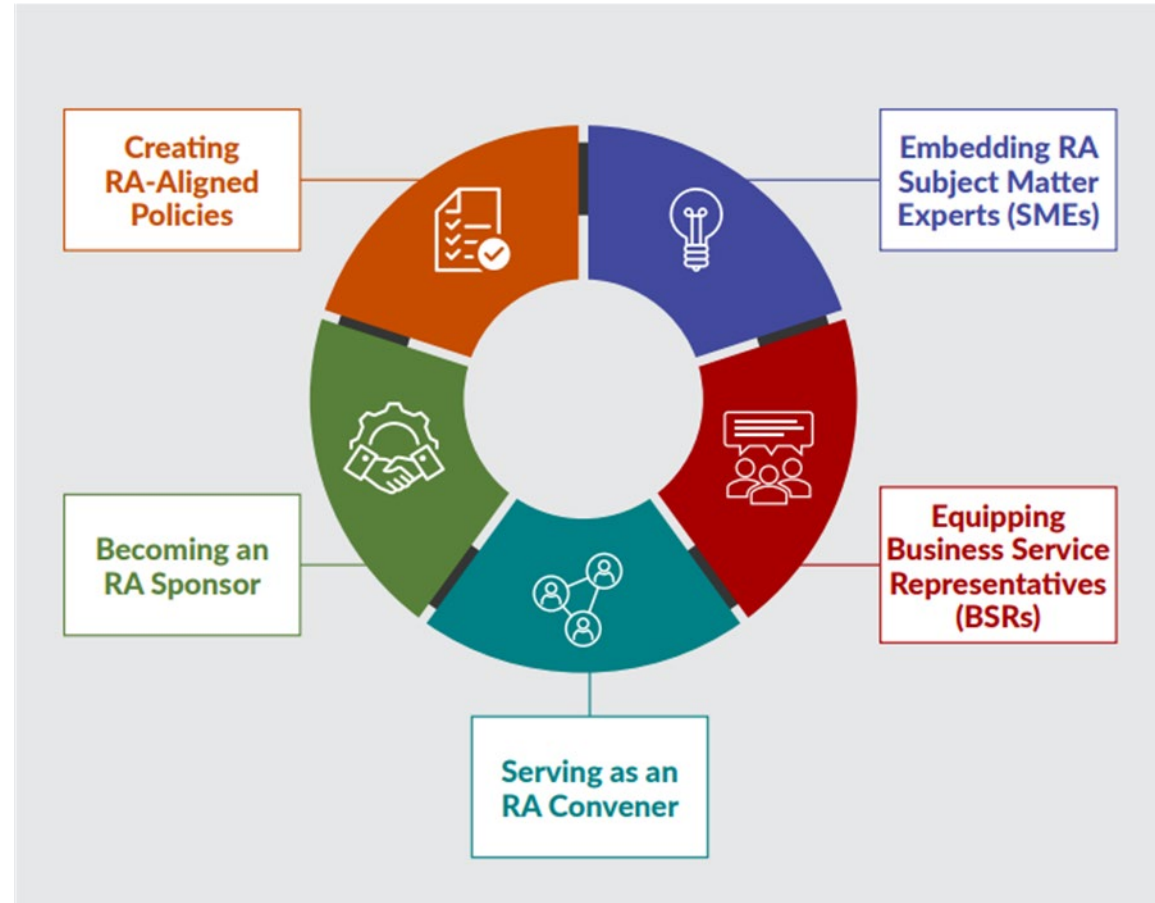
The Benefits

- **Proven ROI:** Employers report on average \$1.47 for every \$1 invested in RA – highly cost effective in the long term
- **Workforce:** With a training plan in place from day one, employers can take a skills-based approach to hiring which creates much larger talent pipeline
- **Cost:** Much less costly for apprentice than traditional college
- **Retention Rate:** 93% of apprentices who complete a Registered Apprenticeship retain employment
- **Credential:** Culminates in a national occupational credential
- **Wages:** Apprentices typically earn \$300,000 more over their careers than peers



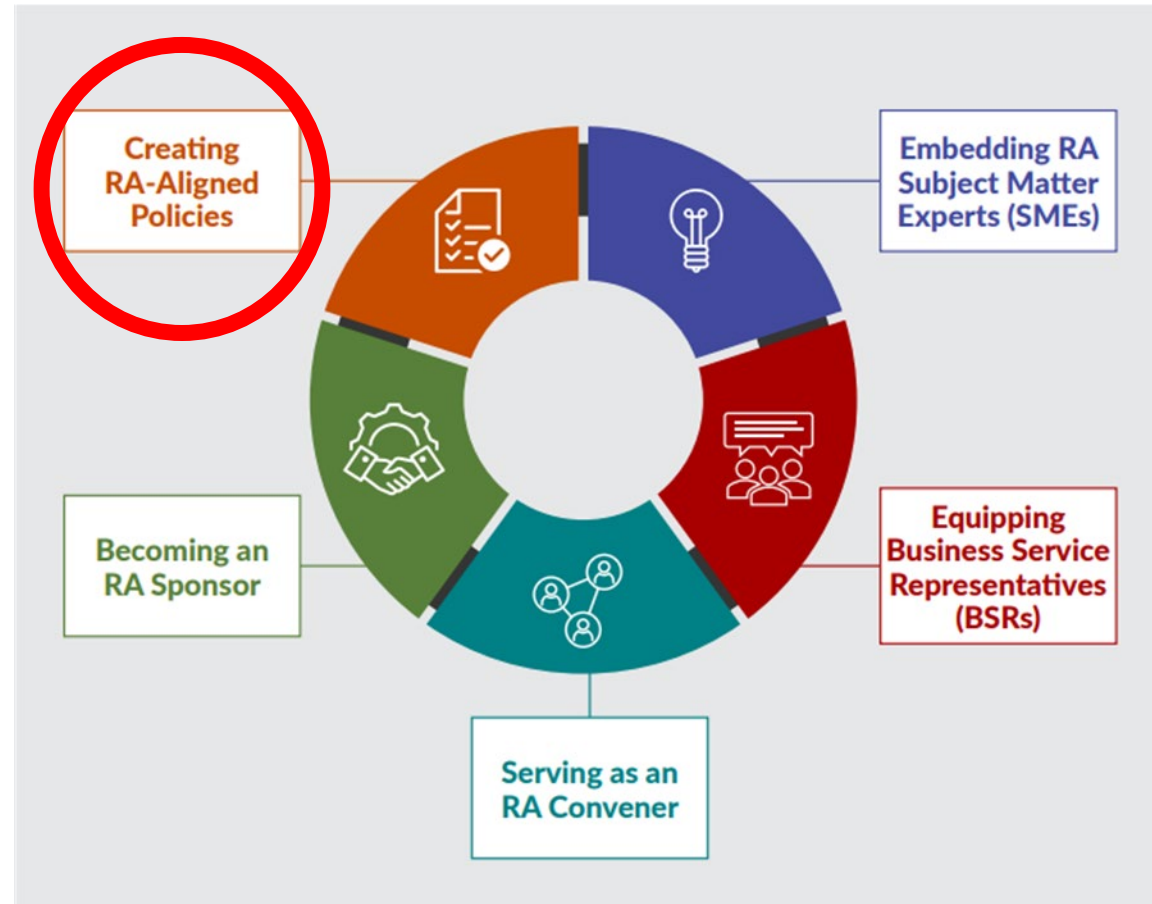
Components of Alignment

Key Components of Workforce System Alignment with Registered Apprenticeship



Components of Alignment - Policies

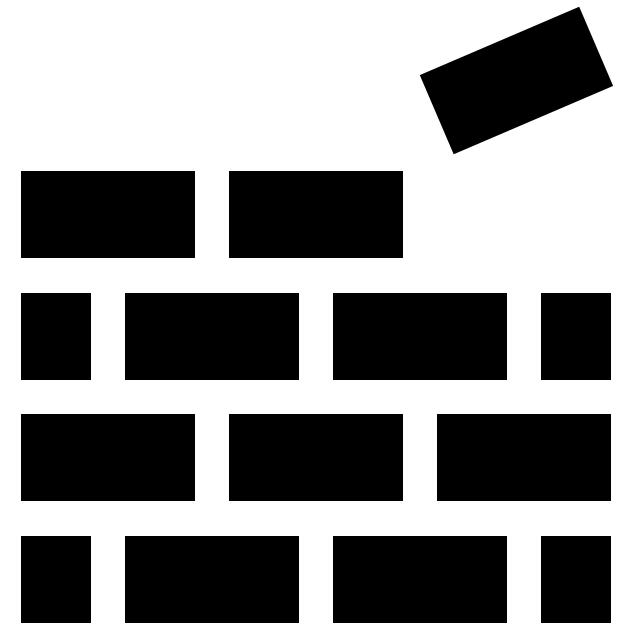
Key Components of Workforce System Alignment with Registered Apprenticeship



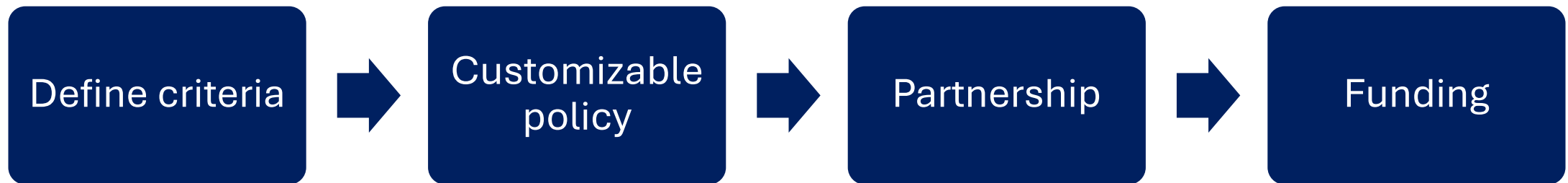
Creating an RA-Supportive Policy

To carry out WIOA's strategic emphasis, local boards create a framework of policies and procedures that supports and promotes workforce and RA alignment.

- This institutionalizes RA-supportive practices and processes.

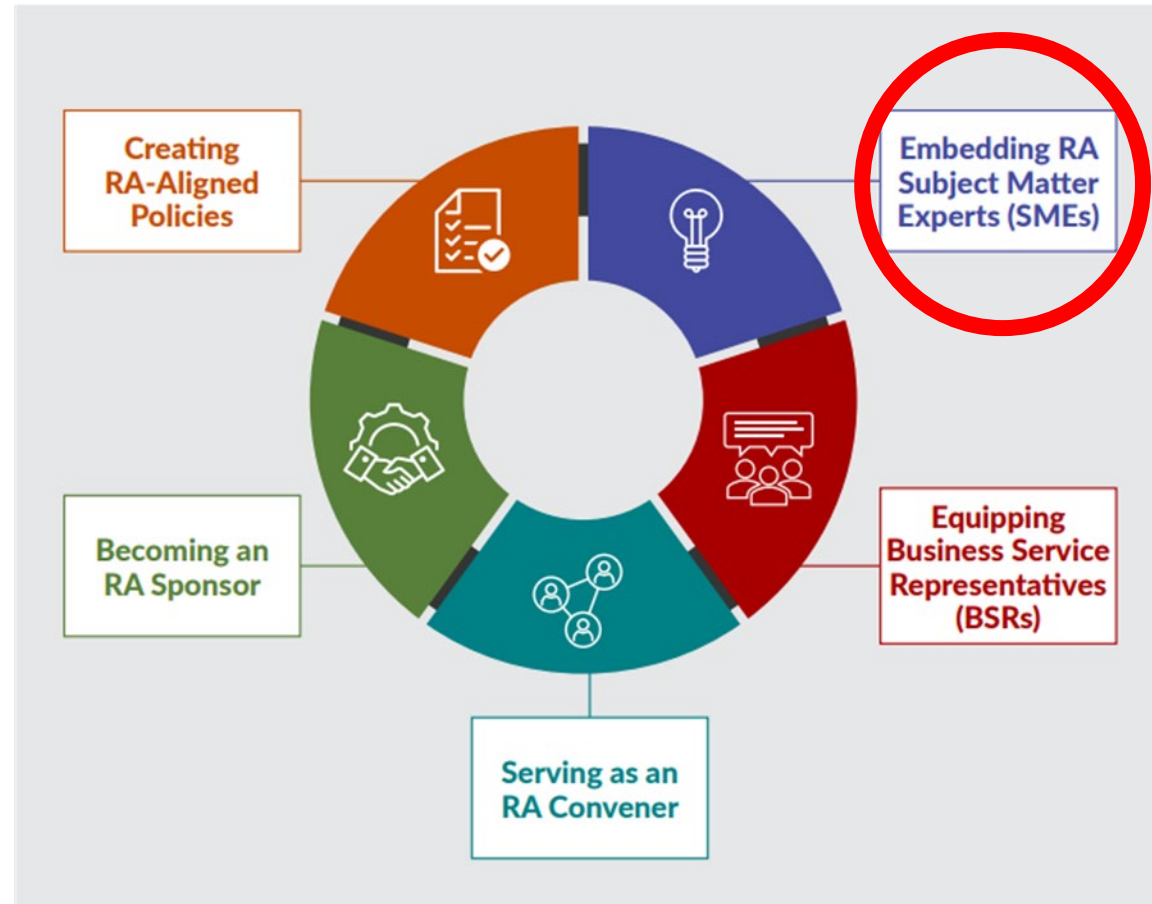


Supporting RA Framework

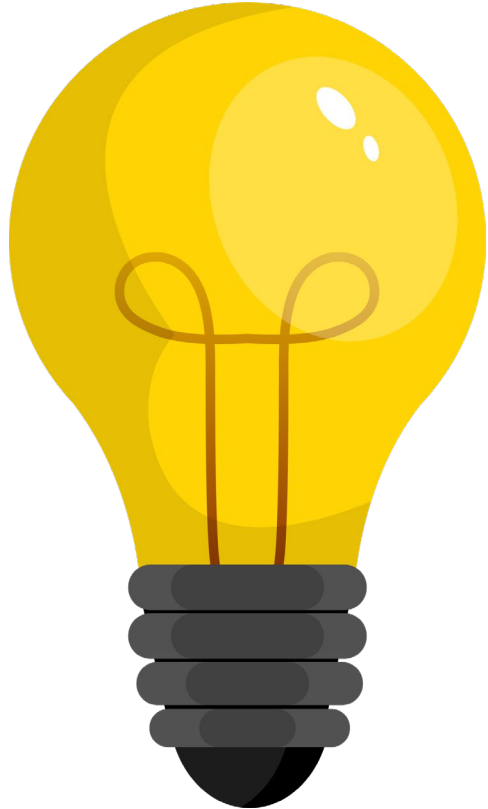


Embed RA Subject Matter Experts

Key Components of Workforce System Alignment with Registered Apprenticeship



Embed RA Expertise



To grow RA in your local workforce system and/or in your own RA eco-system, you need experts in RA.

Who are the experts in your system?
Federal and State OA Office

Embed RA Expertise

Expertise exists in USDOL and the Office of Apprenticeship (OA)

Connect with OA's Apprenticeship Training Representatives (ATRs) and key staff at DAS.

Request training and education AND provide training and education.



Invaluable expertise at your finger tips!

Embed RA Expertise

Integration of RA expertise into the local AJC

Who can/should have RA expertise?

- State and local boards
- Staff engaged with businesses and business services
- Staff at front desk and in the Resource Room of the AJC
- Case managers / career counselors from all partner programs
- Who else?

How do you achieve it?

- On-going training and education in partnership with DOL OA leaders and staff, RA stakeholders



Embed RA Expertise

Case Managers / Career Coaches are Key!

They **assess career seekers** for readiness/appropriateness for RA programs.

- **Build Individual Employment Plans** that accurately indicate enrollment in both WIOA and RA, when applicable.
- Populate the local **case management system** with the relevant data around program enrollment(s).
- Determine if **WIOA can fund** one or more of the components of the RA program and execute accordingly.
- **Know the RA programs** on your **Eligible Training Provider (ETP) List** and educate job seekers on those programs to facilitate informed choice.



Embed RA Expertise



Business Services Representatives (BSRs) are Key!

- Include RA programs on their menu of services when meeting with businesses
- Participate in Rapid Response (RR) events or educate RR teams
- Regularly work with DOL OA and ATRs to promote RA programs
- Guide employers through the RA process
- Create outreach plan based on LMI with RA counterparts
- Interact with intermediaries to assist businesses with RA program development
- Provide collateral and education to partners
- Assist with exploration of the Eligible Training Provider List to find providers of Related Instruction
- Communicate with case managers about apprenticeship openings

More to come on BSRs...

Embed RA Expertise

Together...Case Managers & BSRs

- Publicize RA program openings and screen candidates.
- Encourage your organization to host RA job fairs – specific to open RA positions in your area.
- Connect potential apprentices to other resources available within the community
- Create an RA work group with local DOL OA staff
- Share your knowledge with leadership, BSRs, other Case Managers



Equipping BSRs

Key Components of Workforce System Alignment with Registered Apprenticeship



The Value of Business Services

Delivering business services through the public workforce system is a valuable means of addressing business talent needs, enhancing the existing workforce, and boosting the global competitiveness of the business.



Business Services – Key Tenets



- The one-stop delivery system serves both job seekers and businesses.
- Just as services for job seekers are most effective when tailored to job seeker needs, business services must be customized to support the unique needs and interests of employers.
- Business services should be provided without overwhelming businesses with multiple, uncoordinated points of contact.

Services Offered by BSRs

WIOA Required:

- Labor exchange activities
- Provision of labor market information
- Establishment of relationships and networks with large and small businesses
- Development and implementation of industry or sector partnerships

Additional:

- Screening and referral of qualified job seekers
- Customized recruitment events including targeted job fairs
- Customized assistance or referral for assistance in the development of RA programs
- Developing and delivering innovative workforce services and strategies
- Facilitating access to funding through the workforce system
- Assistance to area businesses in managing reductions in force with rapid response and layoff aversion services

Business Services Staffing Structure

Business Services Team:

A formalized team representing the AJC system and responsible for ensuring the coordination and delivery of business services. The team is made up of cross-agency, cross-programmatic groups, comprised of representatives of each of the core partner agencies, economic development organizations, and other partners as appropriate.



Business Services Staffing Structure

- Individual Partner Program Liaisons
- Teams of Partner Program Representatives
- Contracted individual or Organization

Remember local discretion to best meet the needs of the businesses in the local workforce area.

BSRs as a Bridge

While staffing and services may vary depending on the organization, region, or specific objectives, a BSR serves as the bridge between business and workforce development, aiming to create mutually beneficial partnerships that enhance employment opportunities and support economic growth.



Structuring Delivery of Business Services: The BSR Approach

“Let no
encounter
with a
business
go to
waste”

ASSET KNOWLEDGE

Know what assets your organization can provide to businesses and what assets can be provided by your partners. Remember, take advantage of each others' strengths.

BUSINESS RELATIONSHIPS

Create and maintain productive business relationships with your employers. Once you demonstrate your value as a BSR, you will become a trusted and valuable resource to your customers.

NETWORKS

Develop and maintain a strong partnership network with an adaptive and responsive approach.

PARTNERSHIPS

Formulate strong partnerships to provide comprehensive, coordinated solutions. No one organization can provide a business solutions to all their challenges.

STRUCTURED PROCESS

Use this process in your interactions with Employers. Every step in this process is important to the success of your business interactions and to building strong relationships with business customers.

Structuring Delivery of Business Services: The BSR Approach

Entry

Your introduction to a new employer or initiating a project with an existing customer.

Consider:

- How do you contact them/get in the door?
- What is the goal of outreach and potential partnership?

Fact Finding

The discovery process to understand an employer's needs and bridging to solutions design.

Consider:

- Ask "why?"
- What does the business need?
- What are their pain points?

Solutions Design

The recommended solution presented to the business by you and relevant partners.

Consider:

- What is the best solution for this employer/project?
- What relevant assets could be provided by you and your partners?

Implementation

Your detailed plan for successful implementation of the proposed solution.

Consider:

- What steps are involved?
- Who is the lead contact?
- What are each partner's responsibilities?
- What is the monitoring process?

Follow-Up

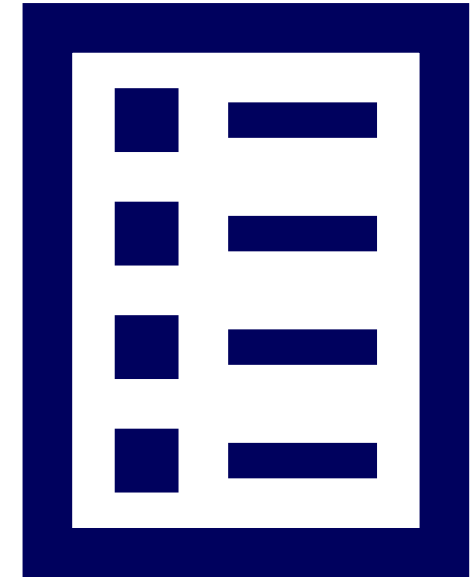
Establishes ongoing business relationships, promotes sustained success and encourages process improvement.

Consider:

- What happened?
- What was the result?
- Where might you improve for future projects?
- What happens next?

Equipping BSRs with RA Expertise

By equipping a BSR with knowledge and expertise in RA programs, they can incorporate this highly effective service model into their **menu of services** for businesses, resulting in positive outcomes for all parties involved.



Making the Business Case for RA



RA offers a proven, high caliber training strategy for workers to learn the skills that employers need for American businesses to grow and thrive in a competitive global environment.

American Apprenticeship Initiative (AAI) Evaluation



Business Services

Want to learn more about WIOA provisions for business services?

[eCFR :: 20 CFR 678.435](#)



Serving as an RA Convener

Key Components of Workforce System Alignment with Registered Apprenticeship



Examples of Convening Partners

WORKFORCE SYSTEM

- Contributes funds for OJT

INDUSTRY ASSOCIATION

- Sponsor of program

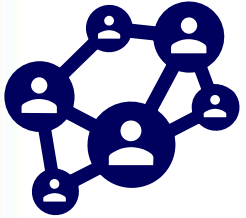
COLLEGES

- Create Related Instruction
- Deliver Related Instruction

BUSINESS

- Provides OJT
- Provides Mentor

Local Boards as RA Conveners



Successful apprenticeships are born from collaboration among partners. Leverage partners to identify the resources needed to design your apprenticeship program, and recruit apprentices.



This is your **first step** in executing new RA programs....
successfully convening key stakeholders



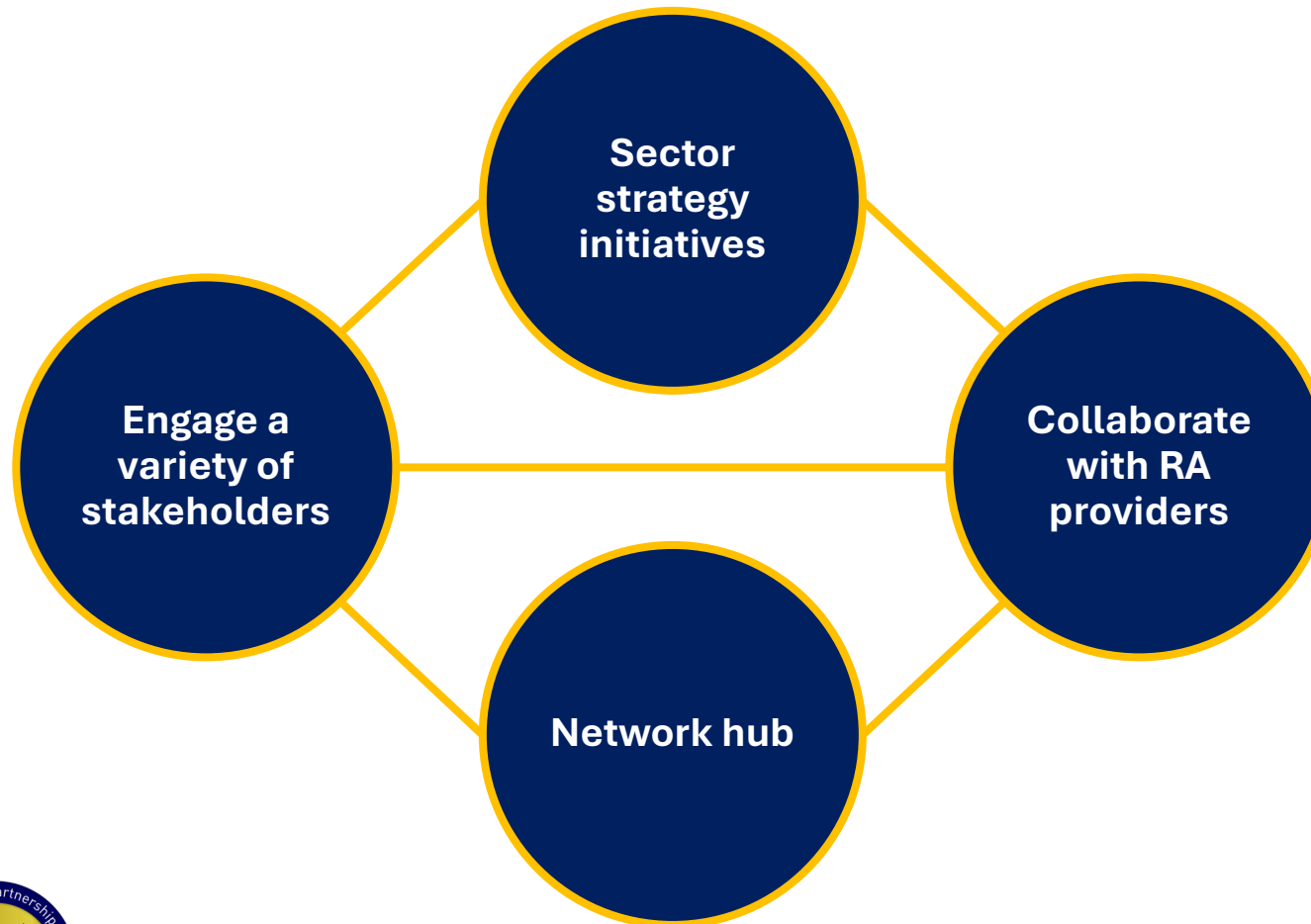
Not a top-down or bottom-up strategy – rather it is a **collaborative network strategy**.

Local Boards as RA Conveners

- Engage partners from Day One!
- Create an RA Committee
- Host regular meetings for the Committee
- Provide education, especially on the benefits of RA, to partners
- Showcase successful efforts of peers



Serving as an RA Convener



Convening Outcomes

- ✓ Increase awareness
- ✓ Significant impact across key areas
- ✓ New and repeat business
- ✓ Increase WIOA outcomes



Becoming an RA Sponsor

Key Components of Workforce System Alignment with Registered Apprenticeship



Becoming an RA Sponsor

Examples of Sponsors:

- Colleges and CTE
- Workforce boards
- Employers



Local Boards as RA Sponsors

The Local Workforce Development Board:

- Becomes an approved group RA program sponsor for in-demand occupation(s);
- Convenes, or identifies a convener, to create the RA ecosystem of partners;
- Provides administrative support, training and assistance to business(es) joining the RA program;
- Ensures the availability of funding sources to sustain RA programs; and
- Ensures compliance with federal, state and local laws, regulations and policies.



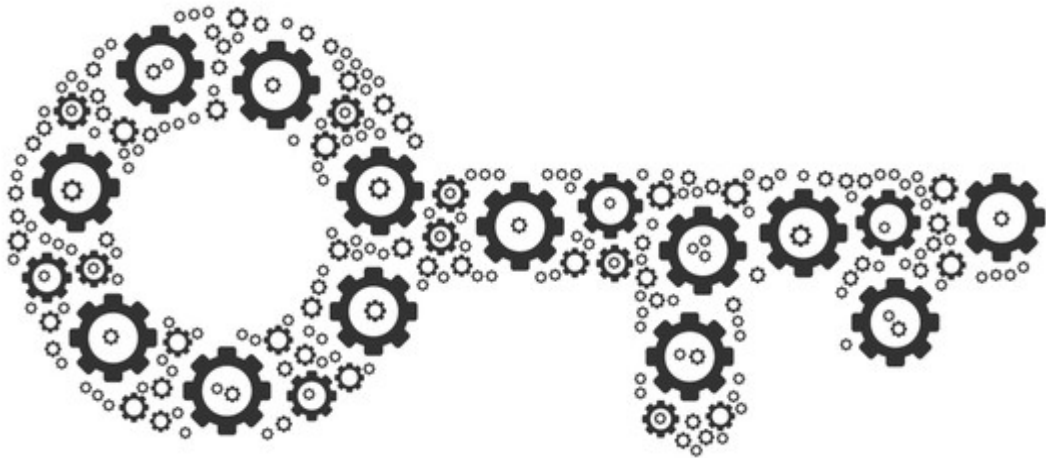
Link: [apprenticeship-requirements-reference-guide](#)

Sponsorship Benefits

- Sustainable programs with funding options
- Co-enrollment
- Increase demographics
- RA support



Putting it all together



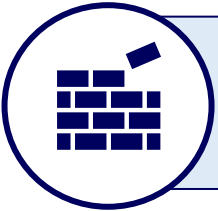
**What do we do
now that we know
all of the key
components?**

Start Here!



Partner with key players in your local area to develop the program

- State Apprenticeship Agency Director; educational institutions; industry associations or labor organizations; other key community organizations



With your partners, explore the industry to identify key businesses for participation

- Employers are the foundation of every apprenticeship program and the skills needed by their workforce are at the core. Businesses must play an active role in building the program and be involved in every step in designing the apprenticeship.

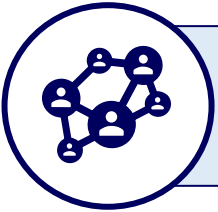


With your state apprenticeship office, develop standards (as needed) a OJL plan and register your standards.



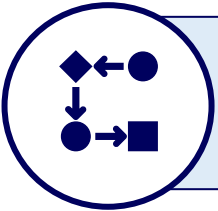
Begin to train apprentices.

Through the Process

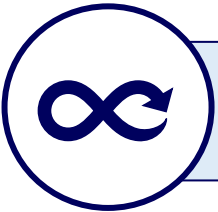


Stay connected to and engaged with your state apprenticeship office.

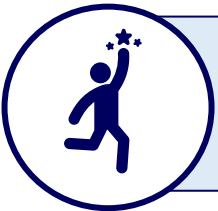
- Your apprenticeship representative is an important resource who will be there to provide ongoing support and technical assistance when you need help.



As the program continues, track your apprentices' progress as they advance through the apprenticeship and increase their skills.



Assess and continuously improve. It's your apprenticeship program! Continue to assess its performance and continuously improve to meet your changing needs.



Share your success. Share your best practices and tell your story.

- New employers can follow your path when you highlight your success. Tell us about media coverage of your apprenticeship program or post a resource online at the Registered Apprenticeship Community of Practice.

Questions



Become a Center Partner

- ✓ **Receive** no-cost expert services, including materials and support
- ✓ **Network** with potential partners nationwide
- ✓ **Be** nationally recognized for your work

**Scan for Partner
Form**



THANK YOU FOR JOINING US

Email us your questions at RA_COE@SafalPartners.com

For more information, visit: dolcoe.safalapps.com

