

PROFILES OF EFFECTIVE APPRENTICESHIP AND WORKFORCE SYSTEM ALIGNMENT



APPENDIX I: COMPENDIUM OF EXAMPLES OF APPRENTICESHIP AND WORKFORCE SYSTEM ALIGNMENT



CREATING RA-ALIGNED POLICIES

To carry out WIOA's strategic emphasis, state and local workforce boards are required to address numerous administrative aspects of workforce system operations and oversight, including developing policy and guidance for workforce system stakeholders. These state and local policies and procedural frameworks can be structured to align and guide development of work to support Registered Apprenticeship (RA) program implementation.

State of Florida

CareerSource Florida (state workforce agency) creates strategic policy for statewide RA expansion



CareerSource Florida has established a strategic policy to expand RA statewide through partnerships with local workforce development boards and other key stakeholders including economic development agencies, employers, and educational institutions. CareerSource Florida, in collaboration with the Florida Department of Commerce and the Florida Department of Education (State Apprenticeship Agency), set specific apprenticeship expansion goals in the states' Workforce Innovation and Opportunity Act (WIOA) Combined Plan, including increasing the number of new apprentices, registered occupations, and pre-apprenticeship programs, particularly in emerging industries like healthcare, manufacturing, aviation, aerospace, and information technology. This policy also provides a framework for the State's 21 local workforce boards to support apprenticeship expansion, focusing on activities that align with industry needs, promote economic development, and lead to higher wages for apprentices.

State of Indiana

State workforce agency and its partners in WIOA State Plan development embed RA in State WIOA Plan



Indiana's recently adopted 2024-2027 Unified WIOA Plan specifically incorporates RA into the state's top workforce priorities including workforce preparation for high school students. For example, EmployIndy, the Marion County local workforce board developed "Modern Apprenticeship (MAP)," a three-year program youth apprenticeship program mapped to postsecondary education or RA program completion in high-demand occupations. The Indiana Family and Social Services Administration (FSSA) provides funding to support transportation needs for qualified 10th – 12th grade youth apprentices. Indiana is the first state in the U.S. to implement Career Scholarship Accounts (CSAs), providing state funded scholarships of \$5,000 annually to 10th – 12th grade students enrolled in eligible programs to pursue apprenticeships.



State of Illinois

Workforce system and federal Office of Apprenticeship (OA) collaborate closely to expand apprenticeship opportunities



The Chicago Cook Workforce Partnership is a non-profit umbrella operating a network of more than 90 community-based organizations in Chicago and surrounding Cook County. It operates 10 AJCs through which it places WIOA-eligible job seekers into RA programs. In its OJT Training Policy (Local WIOA Policy No. 2022-PL-02 Revised), the Partnership clarifies that an OJT contract can be made with an employer that has an RA program but only the OJT hours are eligible for wage reimbursement through the OJT portion of the program, and the required classroom instruction. There is no prohibition on combining OJT funding with an ITA, however delegate agencies operating as part of the Partnership's network must receive written approval before developing agreements with the employers. The Partnership also notes that it may choose to set the duration or a financial limit on ITAs and OJTs for RA programs.

State of Ohio

Local workforce board incorporates RA funding opportunities into OJT policy



In its On-the-Job Training (OJT) policy, the local Workforce Development Board of Central Ohio (WDBCO) specifically integrated RA and outlined multiple funding streams to support RA participation. The policy allows for combining Individual Training Accounts (ITAs) and OJT funds to support placing participants into RA programs, noting that ITAs may be used to support the classroom portions (Related Technical Instruction) of the apprenticeship program, while OJT funds can support the hands-on training portions. Depending on the length of the program, OJT funds may cover some or all of the training. WDBCO Business Solutions team members are directed to engage with employers that have RA programs and will consider local, community-focused apprenticeships.

State of Maryland

State workforce agency, in alignment with the State Apprenticeship Agency, issues policy to support use of WIOA statewide funds for RA programs



The WIOA allows Governors to reserve a portion of state funds to support statewide projects. Historically, these funds have supported the implementation of career pathways, bridge programs, sector initiatives, and other innovative workforce approaches. Since 2017, Maryland has made it a policy priority to utilize WIOA Governor's Set-Aside Funds to support RA. Nearly 20 individual funding awards were made to support pre-apprenticeship programs that had documented connections to one or more RA program sponsors. Additionally, in 2018, the Maryland Department of Labor launched the competitive Career Pathways grant program. Demonstration project proposals were solicited from local partners with the objective of increasing co-enrollment in WIOA Titles I and II. To ensure proposed projects were based on proven best practices, MD Labor provided applicants with a menu of implementation strategies, with RA at the top of the list. A total of seven awards were made, nearly all of them incorporating RA.



Local workforce board policy to educate service provider leaders and staff on the allowable uses of funds for RA programs

EmployPG, the Prince George's County local workforce board established a policy outlining the allowable use of funds for RA and RA-related activities and to encourage the use of funds, when allowable, to cover the costs associated with such activities. The policy includes a helpful list of potential ways in which local service providers, particularly the WIOA Title I Adult, Dislocated Worker and Youth program providers, may use funds to support RA program activities. The policy specifically outlines allowable costs such as:

- Training costs and supportive services for job-seekers in an RA program or in a pre-apprenticeship program leading to an RA program
- Costs associated with development of new apprenticeship programs
- RA program instructor costs
- Apprentice wage subsidies
- Intermediary state up and operating costs
- Staff time spent on:
 - Building upon existing sector partnerships to expand RA opportunities by emphasizing work-based training that meets the needs of existing and emerging industries and workers.
 - Conducting outreach to businesses and industry intermediaries to participate in building both the local sector partnerships and the statewide network of RA programs.
 - Integrating RA throughout the local workforce, education, and economic development systems.

State of North Carolina



State legislature enacts statute that provides tuition waivers for high school students entering apprenticeship pathway

During 2015, the North Carolina General Assembly passed legislation that created a process where tuition and registration fee waivers are available for high school students who enter a pre-apprenticeship or Registered Apprenticeship program while they are still in high school. Enrolled pre-apprentices have 120 days from the day they graduate high school to transition into a Registered Apprenticeship to remain eligible for the waiver. This benefit will continue for the length of the apprenticeship training term, providing a free certification or college degree to those who participate. Courses provided to students who are participating in an apprenticeship program or pre-apprenticeship program must meet one of the following apprenticeship-related criteria.

- Is a Registered Apprenticeship program recognized by the State Apprenticeship Agency or United States Department of Labor, Office of Apprenticeship; or
- Is a pre-apprenticeship program recognized and approved by ApprenticeshipNC, the State Apprenticeship Agency administering the statewide apprenticeship program.



EMBEDDING RA SUBJECT MATTER EXPERTS

State and local workforce development boards (WDBs) embed Registered Apprenticeship (RA) expertise in the AJC frontline staff to actively help Business Service Representatives engage local employers in adopting RA and help case managers create a pipeline of job seekers as RA candidates for local sponsors.

State of Alaska

State Workforce Agency partners with local boards and the American Job Center system to grow apprenticeship



The Alaska Department of Labor and Workforce Development works closely with the state's DOL Office of Apprenticeship (OA) staff to expand apprenticeship. Since 2008, efforts have focused on building apprenticeship expertise within American Job Centers (AJCs) through targeted training for staff, including Business Specialists and Case Managers. The agency has used federal apprenticeship grants to expand RA expertise within the local workforce system, with trained AJC staff helping businesses develop, register and operate their apprenticeship programs and case managers connecting job seekers to open apprenticeship opportunities.

State of Connecticut

State Apprenticeship Agency aligns closely with the workforce system to embed RA expertise



Connecticut's State Apprenticeship Agency (SAA), within its Department of Labor, collaborates with the state's workforce system to connect apprenticeship program sponsors to training providers on the state and local Eligible Training Provider Lists (ETPLs) for related instruction and to help sponsors get their programs listed. The state emphasizes work-based learning, utilizing American Job Centers (AJCs) to develop pre-apprenticeship programs and talent pipelines for RA sponsors. Six Apprenticeship Training Representatives (ATRs) offer ongoing support and training to workforce teams, connecting job seekers to apprenticeship opportunities and assisting businesses in creating programs. ATRs also work closely with local workforce peers to implement strategies and keep AJC staff updated on RA initiatives and resources.

State of Florida

State workforce board establishes Apprenticeship Navigator positions in each of its 21 local workforce areas



Florida's workforce system, CareerSource Florida, accelerates system alignment by employing an Apprenticeship Navigator at each of the state's 21 local workforce development boards. Funded through grants from the Florida Department of Education, the State Apprenticeship Agency (SAA), Navigators conduct industry outreach and assist in apprenticeship program



development, working in coordination with their Apprenticeship Training Representative counterparts at the SAA.

State of Illinois



Using DOL apprenticeship grant funds to establish RA experts

Illinois' state workforce agency, the Department of Commerce and Economic Opportunity (DCEO), has used federal DOL State Apprenticeship Expansion Grant funding to establish Apprenticeship Specialist positions within local workforce boards. These specialists, embedded in business services teams, focus on employer outreach and supporting RA program development. To support their ongoing education, DCEO created a professional development webpage offering training resources, best practices, and tools for engaging businesses.

State of Kentucky



State Apprenticeship Agency is part of the state's Workforce Development Cabinet

The Kentucky Workforce Development Cabinet oversees RA as the State Apprenticeship Agency (SAA) and has placed Apprenticeship Workforce Consultants in regional job centers. Consultants support businesses with apprenticeship registration and implementation and utilize data from across several systems to guide apprenticeship expansion planning. The SAA utilizes both federal and state grant funding to support its integrated workforce/apprenticeship staffing strategy.

State of Maryland



State Apprenticeship Agency uses funds to hire Apprenticeship Navigators

In 2016 the Maryland Department of Labor moved the Maryland Apprenticeship Training Program (MATP) to the Division of Workforce Development and Adult Learning (DWDAL) enabling the department to more effectively identify and develop RA programs for employers in non-traditional RA industries. This shift resulted in a 30% growth in the number of active registered apprentices.

MATP which is part of the state workforce agency, utilized a combination of federal DOL apprenticeship discretionary grant funds and a portion of the state's designated Wagner-Peyser funding to hire Apprenticeship Navigators. Navigators work in local AJCs across the state and serve as the "boots on the ground," providing both ongoing technical assistance to existing RA sponsors and conducting outreach to businesses to become new RA program sponsors.



Local workforce agency funds its apprenticeship initiative using ARPA funding to support RA programs

In late 2021, the City of Baltimore’s Mayor’s Office of Employment Development (MOED) began utilizing a portion of its American Recovery Plan Act (ARPA) workforce funding to promote the expansion of RA. MOED provides Baltimore City employers with \$2,500 per apprentice to pay for training, wages, or support services. MOED and the SAA assist employers to recruit Baltimore City residents for apprenticeship opportunities under this new apprenticeship initiative and will also provide or connect apprentices to support services.



EQUIPPING BUSINESS SERVICE REPRESENTATIVES

Business Service Representatives (BSRs) have the knowledge and expertise to assist businesses with adopting Registered Apprenticeship (RA) programs and accessing funding supports through the workforce system.

State of Arizona

State Apprenticeship Agency's Apprenticeship Training Representatives provide training and support to local workforce system



Arizona's State Apprenticeship Agency (SAA), part of the Department of Economic Security, coordinates apprenticeship programs with the workforce system. The SAA, staffed by five Apprenticeship Training Representatives (ATRs), provides training and support to American Job Center (AJC) staff, business service teams, and workforce professionals. ATRs help business implement and RA programs while promoting opportunities to job seekers through case managers and employment specialists. The state emphasizes pre-apprenticeship programs, which have high retention rates, and measures progress through the number of apprentices, programs, and businesses involved. Growth is driven by demand in key industries and work is supported by Wagner-Peyser and DOL state apprenticeship expansion grants.

State of Florida

Local workforce board staffs a dual role as Business Liaison and Apprenticeship Navigator



CareerSource Brevard, Brevard County's local workforce board, has adapted its staffing model to include a dual-position Business Liaison and Apprenticeship Navigator (AN) role in response to increased focus on RA in Florida. Previously, the Business Liaison had limited involvement with RA, but after collaborating with the Apprenticeship Training Representative (ATR) and learning about RA's benefits for job seekers, the board made RA a central part of WIOA business services. The AN coordinates business engagement with the ATR from the State Apprenticeship Agency (SAA), and together, they work in partnership with educators, businesses, RA sponsors, and community organizations to deliver effective services.

State of Missouri

Local workforce board and school district partner to braid funds



As an RA program sponsor, the Special School District of St. Louis County's Adult Career and Technical Education (CTE) Department partners with the St. Louis County local workforce board and braids state and federal apprenticeship grant funding to provide critically-needed supportive



services to apprentices. Thanks in part to this model, 78% of the program's WIOA-eligible apprentices have successfully completed their programs.

State of Wisconsin



State agency supports businesses with developing RA programs

The Wisconsin Bureau of Apprenticeship Standards (BAS), a State Apprenticeship Agency housed within the state's workforce agency, supports apprenticeship expansion by embedding expertise in American Job Centers (AJCs). BAS employs Apprenticeship Training Representatives (ATRs) and Navigators to help businesses develop apprenticeship programs and connect job seekers with apprenticeship opportunities. AJC staff are trained to refer businesses and job seekers to BAS experts for further assistance.

Wisconsin measures progress through WIOA data and tracking apprenticeship referrals, pre-apprenticeships, and co-enrollment with other workforce programs. The state's investment in BAS ensures sustainable apprenticeship growth and alignment with workforce services.



IMPROVING DATA SHARING AND DATA SHARING ALIGNMENT

State apprenticeship and workforce systems align data systems, enabling the sharing of performance data and improving cross-agency access. This enhances service delivery efficiency for employers and job seekers while informing future policy decisions.

State of Alabama

Governor's Office of Education and Workforce addresses key issues of data interoperability across agencies



In conjunction with a variety of workforce partners, including the State Office of Apprenticeship, the Alabama Governor's Office and Education and Workforce spearheaded the development of the Alabama Talent Triad, an "open talent marketplace" that leverages the power of data interoperability. The Triad helps jobseekers by creating individualized Learning and Employment Records (LERs), digital "wallets" that "use open data standards in order to be portable, verified records of an individual's education and work-based earned skills, credentials, and experience." By combining data from a wide array of Alabama's educational systems (K-12, community college, university) and workforce training programs within the Alabama Credential Registry, Triad interoperates with Alabama's skills-based job description generator and Learning & Employment Records. In this way, previously siloed data is connected, enhancing job search efforts for career seekers, and candidate identification for employers.

State of Maine

State Apprenticeship Agency creates state pre-apprenticeship programs to increase RA pipeline



As the State Apprenticeship Agency (SAA), the Maine DOL increased its apprenticeship pipeline by creating certified state pre-apprenticeship programs and mandating grantee awareness employment opportunities for individuals with disabilities, leveraging data it collected to improve its programmatic outcomes.

To enhance its apprenticeship program pipeline, the SAA established state registered pre-apprenticeship programs. All pre-apprentices were co-enrolled in WIOA for supportive services. The SAA utilized federal ARPA funds to support intermediaries including high schools and community colleges to conduct outreach to students and businesses about apprenticeship opportunities.

After analyzing intermediary data, the state DOL identified that individuals with disabilities were not adequately represented. All grantees were subsequently required to engage with the Department of Rehabilitative Services. The SAA's overall results were impressive: the SAA saw a 27% increase in the number of sponsors and 70% increase in active apprentices. In less than a year, 21 new pre-apprenticeship programs and almost 500 pre-apprentices served.



State of Maryland



State Apprenticeship Agency collaborates with State Longitudinal Data Center

In 2021 the Maryland Department of Labor, in partnership with the Maryland Longitudinal Data Center, provides the results of an initial analysis of the workforce outcomes of Maryland Apprenticeship and Training Program (MATP) completers, five years after program completion. The apprentices completed the program between July 1, 2012 and June 30, 2013. The initial findings indicate that, five years after program completion, apprentices who have full-quarter wages have a median quarterly wage of \$20,725 (which represents a median annual salary of \$82,900). Positively, that amount is \$13,000 over the quarterly living wage (\$7,841) and \$10,000 over the ACS median quarterly wages (\$10,872) reported for all Marylanders. Women apprentices have an even higher median quarterly wage of \$21,061 (which represents a median annual salary of \$84,244). These statistics have been utilized by Maryland to document the fact that Registered Apprenticeship programs provide a career pathway that results in strong wages five years after program completion.

State of Virginia



Consolidating workforce programs and streamlining data sharing

In 2023, the state legislature passed SB 1479 and HB 2195 creating the Department of Workforce Development and Advancement (DWDA) to administer all state workforce development programs including the State Apprenticeship Agency. The bill consolidated statewide workforce program evaluation and data sharing under DWDA with a specific agency, Workforce Analytics, to manage data systems and portals previously housed across several state agencies and systems. The Virginia Board of Workforce Development is tasked with conducting an independent evaluation of DWDA's operations and program objectives on a biennial basis.

State of Washington



Integrating apprenticeship into a state longitudinal data system

The state of Washington's Education Research and Data Center (ERDC) "preschool through workforce" or "P20W" longitudinal data system is one of only 15 nationwide that integrates data across preschool, K-12, postsecondary and workforce. In addition to technical college, OSPI Secondary CTE Program, and UI wage data from ESI the system incorporates the state's Labor & Industry Apprenticeship program data to assist in policy making, strategic planning, resource allocation and service delivery.



SERVING AS AN RA CONVENER

A Registered Apprenticeship (RA) Convener engages stakeholders (business, education, workforce, economic development, etc.) to expand RA effectively, build future-ready talent pipelines, address workforce shortages, and increase employment and wages for workers.

State of Florida



State and local agencies convene Apprenticeship Catalyst Workgroups

The Florida Department of Commerce (DoC), the Florida Department of Education (DoE) in its role as the State Apprenticeship Agency, and CareerSource Florida built a statewide coalition of interested stakeholders to participate on Apprenticeship Catalyst Workgroups. These workgroups develop policy recommendations that support RA expansion, innovation, and improved service delivery to employers and job seekers. The workgroups include representatives from the three core partners – DoC, DoE, and CareerSource Florida – as well as from local workforce development boards, school districts, community/technical colleges, and business and industry. They focus on the four key drivers that will make a difference in advancing apprenticeship – policy, business outreach, population outreach, and data and technology.

State of Idaho



Apprenticeship Coalition convenes key RA stakeholders to expand RA

The Idaho Apprenticeship Idaho Coalition (AIC) is a key system alignment facilitator between the ID DOL Office of Apprenticeship (OA) and the Idaho workforce system. The AIC includes leaders from the Idaho Department of Labor, Workforce Development Council (WDC), Idaho Career Technical Education, and other state agencies. It operates as a stand-alone committee, aligning apprenticeship activities with the state workforce development efforts. The AIC focuses on expanding apprenticeship programs, addressing challenges, and creating common terminology, outreach, and pathways for apprentices. The group regularly assesses progress, develops strategies, and works on policy changes to support apprenticeship growth.

State of Illinois



Workforce system and federal Office of Apprenticeship (OA) collaborate closely to expand apprenticeship opportunities

The Apprenticeship Illinois Committee (AIC) coordinates efforts across the state and reports to the Illinois Workforce Investment Board (IWIB). The committee focuses on marketing, systems support, youth apprenticeship, and pre-apprenticeship through four workgroups. The committee operates a "hub and spoke" model, with "Navigators" leading business engagement and



intermediaries assisting with apprenticeship development. The AIC drives apprenticeship expansion by aligning services, responding to federal grants, and focusing on data-driven impact. The committee's sustainability is supported by state policy and its integration into the IWIB's structure.

State of Missouri



State workforce agency establishes Apprenticeship Partnership Team

To modernize and expand the legacy RA framework in the state and create non-traditional RA programs, the Missouri Department of Higher Education and Workforce Development (DHEWD) created the Missouri Apprenticeship Team (MAT). The MAT team, comprised of state WIOA staff, Missouri DOL Office of Apprenticeship leadership and ATRs, local workforce development boards, industry employers, RA sponsors, secondary and post-secondary education leaders, meet monthly to discuss federal and state RA updates, RA program support and assistance needs, and promising practices to accelerate RA scaling statewide.

State of Pennsylvania



Convener of strategic partnerships that supports the expansion of RA and Pre-Apprenticeship programs across the Southeastern Pennsylvania (SEPA) Region

The Philadelphia Works' Apprenticeship Team, dubbed ApprenticeshipPHL (APHL), convenes the SEPA region's apprenticeship ecosystem to increase the number of RA and pre-apprenticeship programs for local residents. As an RA convener, APHL coordinates public events, system-wide stakeholder trainings, and social media campaigns to grow RA awareness and program effectiveness. The organization also connects individuals, businesses, and/or other stakeholders to local apprenticeship intermediaries for support and assistance.



BECOMING AN RA SPONSOR

When a local workforce development board (WDB) becomes a group Registered Apprenticeship (RA) sponsor, individual employers can participate in their program. This provides increased opportunity for most-in-need job seekers to access careers in high-demand industries and for businesses to access funding supports for apprentices.

State of California

Local board leads the state in non-traditional RA program sponsorship, participating employers across multiple industries



The South Bay Workforce Investment Board (SBWIB) was the first workforce board in the state of California to serve as a large-scale, multi-occupation group RA program sponsor. As an intermediary sponsor, the board makes it easier for companies of all sizes to participate in RA without having to navigate the administrative requirements themselves. The board sponsors six separate apprenticeship programs, often including related pre-apprenticeship training pathways. Programs include:

- Aero-Flex Pre-Apprenticeship and Apprenticeship Program for five aerospace and engineering occupations)
- Bio-Flex Pre-Apprenticeship and Apprenticeship Program for six bioscience occupations
- Energy-Flex for an automotive service technical occupation
- Health-Flex for two clinical healthcare occupations
- -T-Flex for a cyber intel security analyst role
- Space-Flex for three apprenticeable occupations

The board also sponsors five additional occupational programs and has partnerships with six other program sponsors with multiple occupations operating across the region.

A wide range of employers participate in the board's programs including major corporations like Northrop Grumman, L-3 Communications, Aerospace Dynamics International, Impresa Aerospace, and Boeing as well as small and medium-sized manufacturing companies and healthcare providers and medical centers. The board's successful model has allowed them to expand apprenticeship opportunities beyond its immediate region and has enabled them to win a federal DOL Apprenticeship Building America (ABA) grant.

State of Florida

Local workforce board became Florida's first local WIOA agency with an approved apprenticeship program.



In 2018, CareerSource Suncoast, the local workforce board serving Manatee and Sarasota counties, was approved to serve as a Group Registered Apprenticeship program by Florida's State Apprenticeship Agency. The program offers apprenticeships for eight occupations, principally in the advanced manufacturing industry sector.



State of Massachusetts



Local workforce board serving as an RA Sponsor

To expand RA in non-traditional occupations, MassHire Hampden County Workforce Board (MHHCWB) became an RA program sponsor in 2017. The board manages the implementation of its RA program standards with multiple participating employers in manufacturing, healthcare and behavioral health industries. Since the program's inception, a total of 142 apprentices have completed the program, across multiple occupations.

State of Texas



State workforce agency serving as an RA Sponsor

In May 2023, the Texas Workforce Commission (TWC) was approved as an RA sponsor for state employees. TWC's program offers four distinct occupations across Information Technology/Cybersecurity and Business Services.
