REGISTERED APPRENTICESHIP: The Most Underutilized Talent Development Strategy in the U.S. Today

U.S. Department of Labor | ETA | Office of Apprenticeship
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How familiar are you with Registered Apprenticeship?

Choose the answer that best reflects you or your team’s understanding of Registered Apprenticeship (Honestly 😊)

- What’s Registered Apprenticeship?
- Isn’t Apprenticeship just about construction?
- I know some but I’m still learning.
- I’m actively involved with Registered Apprenticeship.

I hope to strengthen your understanding today
Our Own Cultural Transformation
Many Myths Surround Registered Apprenticeship – *Focus on Facts*

- Registered Apprenticeship is more than the construction trades
- It’s not just a second chance system
- It’s not inconsistent with a college degree
- There IS a future and pathway to the middle class
- It’s not outdated, outmoded or outlasted its usefulness—it works!
- There are numerous opportunities across the USA
- Programs are not just time-based, but competency-based and hybrid as well
Meet Dr. Douglas Posey

- In high school, Doug was a D student. He didn’t like school at all.
- In college, Doug was an A student.
- What happened in between??
  - Registered Apprenticeship
- Today, Doug is the Director of Apprenticeship Programs at Houston Community College
- “The best education I ever received was as an apprentice.”

Make no mistake! Registered Apprenticeship changes lives and family legacies!
RA is Revered in Other Countries

- Germany
- Switzerland
- United Kingdom

- These countries don’t have the same image challenge we do

~40% of employers offer apprenticeships; two-thirds of HS graduates participate in them.

“A person who starts with an apprenticeship can end up as a CEO of a multi-national company....”

Martin Dahinden
Swiss Ambassador to the U.S.
There are over 1,300 apprenticeable occupations in the United States today…

...including in new and emerging growth industries.

- Health Care
- Energy
- Advanced Manufacturing
- Information Technology
- Hospitality
- Geospatial
- Biotechnology
- Aerospace
- Transportation
- Finance
- Agriculture

What is Registered Apprenticeship?

The Official Definition

• A structured occupational training program that combines on-the-job training and related instruction in which workers learn the practical and conceptual skills required for a skilled occupation, craft or trade.
What is Registered Apprenticeship?

Another Take On It

• The best kept secret in talent development

• The “other” credential

• A strategic approach for human resource professionals to create a pipeline of skilled workers

• Likely the most underutilized strategy in our suite of workforce services
Apprenticeship vs. Traditional Learning

Conceptual Model for Expertise Development
Apprentice vs. Traditional

Apprentice Model
Education with Business Experience Synergy

Traditional Model
Education followed by Business Experience

EXPERTISE
(Education + Experience)

TIME
(Years)

1
2
3
Being a “Registered” Program makes all the difference in the world!

- High quality and safe working conditions
- Rigorous standards set by industry
- Veterans using GI Bill benefits
- Automatic designation as Eligible Training Provider under WIOA

Yes, it matters!
5 Components of Any Registered Apprenticeship Program

1. **Employer Involvement**
   - Programs *start* with employer needs; employers are the foundation for the program

2. **Structured and Supervised OJT**
   - Provided by employer; competencies are attained through OJT; minimum of 2000 hours

3. **Related Training and Instruction**
   - Called the “RTI” – the classroom training portion or associated curriculum (144 hours per year recommended)

4. **Rewards for Skill Gains**
   - Progressive wage increases commensurate with increase in proficiency

5. **National Occupational Credential**
   - RA Completion Certificate is a recognized post-secondary credential under WIOA (Section 3(52))
### The Quality Difference
**Not Your Webster’s Dictionary Apprenticeship**

<table>
<thead>
<tr>
<th>Registered Programs</th>
<th>Non-Registered Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 5 core components in <em>every</em> program</td>
<td>• Generally do not consist of the same five core components or to the same extent</td>
</tr>
<tr>
<td>• “Registered Apprenticeship programs are not subject to the same application and performance information requirements...as other providers because they go through a detailed application and vetting procedure...” (e.g., TEGL 41-14, page 8)</td>
<td>• May only have OJT (no RTI)</td>
</tr>
<tr>
<td>• Performance evaluation includes:</td>
<td>• OJT may be less than 2000 hours</td>
</tr>
<tr>
<td>• Quality Assurance Assessments</td>
<td>• May not have progressive wage increases</td>
</tr>
<tr>
<td>• EEO Compliance Reviews</td>
<td>• Can lack safety and quality standards</td>
</tr>
<tr>
<td>• Completion rates</td>
<td>• May not have recognized credential that is portable, stackable</td>
</tr>
</tbody>
</table>
Every Registered Program Has “Standards of Apprenticeship”

• Includes the **Work Process Schedule**, which is where the description and details pertaining to OJT and RTI ‘live’
Routine Questions We Get
(Flexibility is Crucial to Meet Employer Needs)

What does the OJT look like? What does the RTI look like? How long is the program?

It all depends on the occupation!

• **Occupation: Police Officer**
  – *Front-Loaded RTI* (most of instruction is up front before OJT)

• **Occupation: Carpenter**
  – *Parallel RTI* (instruction may be at night after the workday)

• **Occupation: Drilling Rig Operator**
  – *Segmented RTI* (e.g., OSHA training 1 week per year)
OJT and RTI Live in the ‘Work Process Schedule’ (1)

- Example of OJT—Occupation of Medical Assistant

<table>
<thead>
<tr>
<th>OJT Schedule – O*NET-SOC Code 31-9002.00 (4000 Hours)</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orientation and Safety</td>
<td>100</td>
</tr>
<tr>
<td>Maintain the Patient Environment</td>
<td>500</td>
</tr>
<tr>
<td>Vitals</td>
<td>500</td>
</tr>
<tr>
<td>Patient Care (Assist with Medical Procedures)</td>
<td>2000</td>
</tr>
<tr>
<td>Collection, recording and disbursement of non-medical data</td>
<td>100</td>
</tr>
<tr>
<td>Maintenance and use of filing systems and cross-references</td>
<td>400</td>
</tr>
<tr>
<td>Acquisitions and retrieval systems for medical data</td>
<td>300</td>
</tr>
<tr>
<td>Operation of office equipment</td>
<td>100</td>
</tr>
</tbody>
</table>
OJT and RTI Live in the ‘Work Process Schedule’ (2)

**Example of RTI for Medical Assistant**

<table>
<thead>
<tr>
<th>Course Outline</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Health Centers History &amp; Foundation</td>
<td>5</td>
</tr>
<tr>
<td>Customer Service &amp; Cultural Sensitivity</td>
<td>30</td>
</tr>
<tr>
<td>Patient Financial Assistance Programs for Community Health Centers</td>
<td>5</td>
</tr>
<tr>
<td>Federally Qualified Health Centers – 19 Core Requirements</td>
<td>5</td>
</tr>
<tr>
<td>The Patient Centered Medical Home – PCMH Requirements and impacts on the community</td>
<td>5</td>
</tr>
<tr>
<td>Basic Medical Terminology</td>
<td>5</td>
</tr>
<tr>
<td>Spanish Medical Terminology</td>
<td>10</td>
</tr>
<tr>
<td>Pharmacy and the Community Health Center</td>
<td>5</td>
</tr>
<tr>
<td>Complete Cardiopulmonary Resuscitation - CPR/First Aid Training—Obtain certification</td>
<td>10</td>
</tr>
<tr>
<td>Medical Ethics and the Community Health Center</td>
<td>5</td>
</tr>
<tr>
<td>Safety and OSHA/Regulations</td>
<td>15</td>
</tr>
<tr>
<td>Health Center Office Management</td>
<td>5</td>
</tr>
<tr>
<td>Applied Math - Conversions</td>
<td>5</td>
</tr>
<tr>
<td>Patient Education, Disease/Medical Conditions</td>
<td>10</td>
</tr>
<tr>
<td>Introduction to Human Behavior – Conflict Management</td>
<td>5</td>
</tr>
<tr>
<td>Stress Management</td>
<td>5</td>
</tr>
<tr>
<td>Insurance, coding</td>
<td>10</td>
</tr>
<tr>
<td>CPT Medical Office Coding</td>
<td>30</td>
</tr>
<tr>
<td>ICD-10-CM Medical Office Coding</td>
<td>30</td>
</tr>
<tr>
<td>Vital signs – The story: taking, documenting, verify</td>
<td>10</td>
</tr>
<tr>
<td>Electronic Health Record (eHR) for the Health Center</td>
<td>40</td>
</tr>
<tr>
<td>Community Health Center Assisting Procedures I</td>
<td>30</td>
</tr>
<tr>
<td>Community Health Center assisting Procedures II</td>
<td>30</td>
</tr>
<tr>
<td>Total Hours</td>
<td>310</td>
</tr>
</tbody>
</table>
## Sample Progressive Wage Schedule

*Also Part of Work Process Schedule*

<table>
<thead>
<tr>
<th>Period of Apprenticeship</th>
<th>Requirement for Advancement (Medical Assistant)</th>
<th>Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1&lt;sup&gt;st&lt;/sup&gt; period</td>
<td>2000 OJT hours + 1&lt;sup&gt;st&lt;/sup&gt; 12 months curriculum</td>
<td>$16.00 per hour</td>
</tr>
<tr>
<td>2&lt;sup&gt;nd&lt;/sup&gt; period</td>
<td>2000 OJT hours + 2&lt;sup&gt;nd&lt;/sup&gt; 12 months curriculum</td>
<td>$16.15 per hour</td>
</tr>
<tr>
<td>At completion</td>
<td>All of the above hours and curriculum</td>
<td>$18.29 per hour (minimum)</td>
</tr>
</tbody>
</table>
Another Sample Progressive Wage Schedule

4. **APPRENTICE WAGE SCHEDULE**

Apprentices shall be paid a progressively increasing schedule of wages based on either a percentage or a dollar amount of the current hourly journeyworker wage rate, which is: **$38.00**.

3-Year Term

<table>
<thead>
<tr>
<th>Term</th>
<th>Time Frame</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>6 months + 1000 OJL hours</td>
<td>50%</td>
</tr>
<tr>
<td>2nd</td>
<td>6 months + 1000 OJL hours</td>
<td>60%</td>
</tr>
<tr>
<td>3rd</td>
<td>6 months + 1000 OJL hours</td>
<td>70%</td>
</tr>
<tr>
<td>4th</td>
<td>6 months + 1000 OJL hours</td>
<td>80%</td>
</tr>
<tr>
<td>5th</td>
<td>6 months + 1000 OJL hours</td>
<td>90%</td>
</tr>
<tr>
<td>6th</td>
<td>6 months + 1000 OJL hours</td>
<td>95%</td>
</tr>
</tbody>
</table>

The Medical Assistant sample wage schedule has only two incremental wage increases. Here is another wage schedule with five incremental increases.
# The Players

## Flexibility Here as Well

<table>
<thead>
<tr>
<th>Program Sponsor</th>
<th>Employer(s)</th>
<th>Provider of RTI</th>
<th>Workforce System</th>
</tr>
</thead>
</table>
| • Responsible for administering the program (they do the paperwork and data entry) | • Provider of OJT  
• Often the program sponsor  
• Can be group of employers  
• Foundation and driver of the program | • Can be employer, community college, joint apprenticeship training committee, or other entity | • There are *many* opportunities to partner with registered apprenticeship programs and sponsors for mutually beneficial results |
Registered Apprenticeship: A Natural Fit

• Connections – The WIIFM
  – National statistics and ROI
  – Benefits/value to employers
  – Benefits/value to workers
  – Alignment with State goals
  – Alignment with today’s workforce issues
  – Alignment with WIOA performance measures
Some National Stats

• 87% of apprentices are employed after completing their programs.

• Average starting wage is above $50,000 per year.

• Return on investment for employers – for every dollar spent on apprenticeship, employers get an average of $1.47 back in increased productivity, reduced waste and greater front-line innovation.

• Return on investment for taxpayer dollars – for every dollar invested in apprenticeship, there’s a $27 return.
Benefits/Value to Employers

• Offers a flexible training strategy that can be customized to meet the needs of any business
• Apprentices can be new hires or current employees
• RA helps businesses thrive by:
  – Developing highly-skilled, highly productive employees
  – Reducing turnover rates
  – Increasing productivity
  – Lowering the cost of recruitment
  – Increased safety in the workplace
  – Creating a more diverse workforce and new pool of workers
  – Creating Career Pathways
### Benefits/Value to Workers

<table>
<thead>
<tr>
<th>Benefit/Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hands-on Career Training</strong></td>
<td>Practical on-the-job training in a wide variety of occupations and industries</td>
</tr>
<tr>
<td><strong>An Education</strong></td>
<td>Hands-on and technical training which has the potential to earn college credits</td>
</tr>
<tr>
<td><strong>Long-term Career and Greater Earning Potential</strong></td>
<td>Following completion of RA program</td>
</tr>
<tr>
<td><strong>Little/No Education Debt</strong></td>
<td>Apprenticeship = College Without the Debt</td>
</tr>
<tr>
<td><strong>National Credential</strong></td>
<td>Upon graduation, a certified portable credential nationally recognized by industries and employers</td>
</tr>
</tbody>
</table>
RA aligned with State Goals

1. Create Transparency in Workforce Image and Development Activities

2. Prepare Future Workforce

3. Meet State’s Workforce Needs by Connecting Employers with a Skilled Candidate Pool

4. Expand and Retain Our Workforce
RA Aligns with Top 5 Workforce Development Issues of 2016

- **Council of State Governments** annual report
  1. WIOA Implementation
  2. Career Pathways
  3. Employment Issues for Individuals with Criminal Records
  4. Engaging Individuals with Disabilities in the Workforce
  5. Veteran Employment Issues

- **About Career Pathways**
  - “Alignment between the education sector, workforce development and employers is crucial to meeting the job market needs of today and tomorrow.”

- [www.csg.org/top5in2016](http://www.csg.org/top5in2016)
RA Can Increase Performance Outcomes Under WIOA

• Registered Apprenticeship (RA) is employment; apprentices earn a paycheck from day one

• What supporting RA through WIOA resources might look like:
  – Provide up-front screening and referrals
  – Provide basic skills/pre-apprenticeship for adults and youth
  – Use funds to support RA program training
  – Fund supportive service needs

• Support employers we’re working with (e.g., customized training, incumbent worker training, skill upgrading)
Resources & Tools
Your North Dakota Contact for Registered Apprenticeship!

Barry Dutton
State Director

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Office of Apprenticeship
Telephone: (701) 250-4700
Fax: (701) 250-4703

304 E. Broadway
Room 332
Bismarck, ND 58501-5900

Dutton.Barry@dol.gov
ApprenticeshipUSA Toolkit

A comprehensive set of tools and resources for the workforce system and its partners to launch or expand registered apprenticeship programs

www.dol.gov/apprenticeship/toolkit.htm
Review of Federal Resources That Can Be Used to Support Registered Apprenticeship From Several Departments.

US Department of Education
US Department of Labor
US Department of Veterans Affairs
US Department of Agriculture
US Department of Transportation
US Department of Housing and Urban Development
Registered Apprenticeship College Consortium – RACC

- Partnership between Department of Labor and Department of Education
- *Earn credit towards Associates and/or Bachelors degree*
- More than 250 colleges and universities have joined the RACC, recognizing the correlation between a Registered Apprenticeship Completion Certificate and Post-Secondary Education

https://doleta.gov/oa/racc.cfm
Thank you!