**Apprenticeship Strategic Plan Guide**

This Apprenticeship Strategic Plan Guide is meant to help workforce development boards map and support the apprenticeship ecosystem in their regions and identify strategies to connect individuals to opportunities within it.

Section 1 provides a map of the local apprenticeship ecosystem. Section 2 identifies the apprenticeship goals for the region, while Section 8 identifies the next steps for achieving these goals. Sections 3-7 are based on prompts within the Workforce Innovation and Opportunity Act (WIOA) Local and Regional Plans, and identify local apprenticeship stakeholders and activities. Questions are provided in each section to help guide the discussion around each topic. The apprenticeship-related Local and Regional Plan prompts related to each section are also provided, along with the factors specific to registered apprenticeship and pre-apprenticeship that the Local Workforce Development Board (LWDB) should consider when preparing their responses.

1. **Identify and describe current Registered Apprenticeship (RA) & Pre-Apprenticeship (Pre-RA) programs already active in the region, and the key apprenticeship stakeholders (training providers, community organizations, etc.) that support them.**

Mapping the apprenticeship and pre-apprenticeship programs already active can help identify existing partners engaged with apprenticeship in addition to apprentices that can be supported with Apprenticeship Building America (ABA) funds. Understanding who is already familiar with the apprenticeship training approach, as well as those that are not already engaged but may be interested, can guide outreach and partnership strategies. Mapping can also help identify specific sectors where apprenticeship is already established or primed for growth, and training providers and community organizations poised to help enable that growth.

***Note:*** *The Apprenticeship and Training Office (ATO) can assist with identifying current RA and Pre-RA sponsors/occupations within your region, as well as the training providers they are partnered with.*

**Apprenticeship Programs**

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| **Apprenticeship Sponsor** | **Occupation(s)** | **Program Type**  *(e.g. Individual/ Group, etc.)* | **Stakeholders** |
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**Pre-Apprenticeship Programs**

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| **Pre-Apprenticeship Sponsor** | **Occupation(s)** | **Partners**  (*e.g. training provider, partner RA, etc*.) |
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**Training Providers**

List all training providers in the region that have the potential to support apprenticeship.

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| **Training Provider** | **Occupations / Sectors Supported** | **Associated RA & Pre-RA Sponsors** (*if applicable*) |
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**Community Organizations**

List all community organizations in the region that have the potential to help recruit and support apprentices.

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| **Community Organization** | **Relevant Services Provided** | **Associated RA & Pre-RA Sponsors** (*if known*) |
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1. **Apprenticeship Goals for Region**

Using the information in Section 1 as a foundation to build upon, identify the major short-term and long-term goals for apprenticeship and pre-apprenticeship within your region. Questions to consider include:

* How does the LWDB want to position itself within the apprenticeship ecosystem?
* How will the LWDB’s strategies and goals for apprenticeship and pre-apprenticeship align and support one another, particularly for pre-apprentices continuing on into a registered apprenticeship program?
* How will you prioritize your apprenticeship goals for your region (e.g. based on HPOs, sectors with existing programs, focusing on multi-employer group-sponsored programs, etc.)?
* What are the metrics associated with the services the LWDB and its associated PA CareerLink® One-Stops will provide?
* What are the specific goals associated with these metrics? How will they change over time?
* What stakeholders will have to be engaged to meet these goals (e.g. training providers, organized labor, etc.)?
* Are there existing networks in which the LWDB participates that can be leveraged (i.e. industry partnerships, business education partnerships, community networks, etc.)?
* How will the LWDB’s staff capacity have to be increased to meet the identified goals?
* What else will have to occur to meet these goals?

1. **Describe how the local area will connect adults, dislocated workers and other targeted populations, especially youth and individuals with barriers to employment, to Registered Apprenticeships**.

WIOA provides a variety of support for apprenticeship, including wage reimbursements to employers or wrap around services for apprentices. Support for apprenticeship in WIOA includes:

* **Individual Training Accounts (ITAs)** – ITA funds can be used to support the related technical instruction (RTI) component of an RA program, including tuition, fees, books, equipment, and other training-related costs.
* **On-the-Job Training (OJT)** – OJT contracts with employers can support on-the-job learning component of RA through wage reimbursements up to 50%. OJT may be used with both job seekers and current workers already employed by the business, depending on the funding available in your region.
* **Incumbent Worker Training** – Local regions may also have additional WIOA, Rapid Response or Industry Partnership funds available to support incumbent worker apprentices.
* **Customized Training** - Supports RA by meeting the special requirements of one or more employers.
* **Support Services** - WIOA-eligible individuals can receive additional services that help them participate in an apprenticeship, including fees, books, supplies, child care, transportation, tools, and uniforms.

There are also other funding sources that can support RAs, including WEDnet and the GI Bill, and grants offered by the ATO and the PA Department of Community and Economic Development (DCED).

A few questions to consider when deciding on how best to leverage existing Title I funding and services in support of apprenticeship include:

* What types of apprenticeship support are priorities to provide to job seekers (i.e. access to information, ITAs, OJTs, etc.)?
* What other strategies will the LWDB employ to connect job seekers to apprenticeship opportunities? Examples include:
  + Ask employers/sponsors to post open RA jobs on CareerLink’s website.
  + Share information about the process of how/when to apply to building trades RAPs.
  + Encourage local RAs to have their programs included on the Eligible Training Provider List (ETPL).
  + Host informational sessions to educate RA sponsors about the services and funds they provide that support RA programs.
  + Host job fairs that only lead to RA opportunities.
* What existing programs and funding streams are available and best positioned to support RA and Pre-RA?
* How will local LWDB and PA CareerLink® staff be trained to provide these services? (*also described in Section 7*)
* How will these activities support the goals & metrics outlined in Section 2?

The following **Regional and Local Plan** prompts related to RA/Pre-RA can be developed from the answers to the questions above:

* **Regional Plan 1.6:** Describe how the region will connect employer labor force requirements and occupational demands with the region’s labor force, including individuals with barriers to employment.

***Factor:*** How the region will connect targeted populations, especially youth and individuals with barriers to employment to in-demand occupations and Registered Apprenticeships.

* **Local Plan 2.3:** How will the local board’s vision and goals align with, support and contribute to the governor’s vision and goals for the state’s workforce development system, as well as any of the goals and strategies articulated in the regional plan?

***Factors:*** How the system will improve access to services and to activities that lead to a recognized postsecondary credential including Registered Apprenticeships. How the local area will connect adults, dislocated workers and other targeted populations, especially youth and individuals with barriers to employment, to in-demand occupations and Registered Apprenticeships.

* **Local Plan 3.3:** How will the local board work with the entities carrying out core programs to: 1) Expand access to employment, training, education and supportive services for eligible individuals, particularly individuals with barriers to employment; and 2) Facilitate the development of Career Pathways and co-enrollment, as appropriate, in core programs (specify on-ramps from adult education).
* ***Factor:*** Describe efforts to identify and improve access to activities leading to a recognized postsecondary credential including Registered Apprenticeships.

1. **Describe efforts to identify and improve access to** **Registered Apprenticeships.**

Based on the responses above, consider how the LWDB would like to position itself to support the stakeholders in the wider apprenticeship ecosystem:

* How will the LWDB support employers with existing RA programs? Pre-RA programs?
* How will the LWDB support employers interested in RA/Pre-RA?
* How will the LWDB support training providers, and particularly Career and Technology Education (CTE) programs, interested in RA/Pre-RA?
* What type of convening role will the LWDB play around apprenticeship?
* What are the key sector or industry initiatives, partnerships, registered apprenticeship ecosystems, next-generation sector partnerships and any other sector-based initiatives that may support apprenticeship in all or part of your region?
* How will you engage local unions around apprenticeship? For example:
  + Establishing new connections to workforce programs and PA CareerLink®.
  + Help to develop new joint programs or expand existing ones.
  + Activate labor-management board members to engage and provide connections or introductions as needed.
* How will the LWDB engage community and faith-based organizations who serve underrepresented populations, immigrants and refugees seeking career opportunities?

The following **Regional and Local Plan** prompts related to RA/Pre-RA can be developed from the answers to the questions above:

* **Regional Plan 1.2:** Based on the analysis of the regional labor market and economic conditions, describe the region's workforce and economic development-oriented vision and goals.

***Factor:*** How the local board will expand the use of apprenticeships as part of the local board's business/employer engagement strategy.

* **Regional Plan 1.4:** Describe the regional service strategies aimed at achieving the vision and goals established for the region.

***Factor:*** Broad-based, overarching sector and industry strategies, including an apprenticeship strategy.

* **Regional Plan 1.5:** Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the region.

***Factor:*** The identity and description of key sector or industry initiatives, partnerships, registered apprenticeship ecosystems, next-generation sector partnerships and any other sector-based initiatives that support all or part of the region.

* **Local Plan 3.4:** What strategies will be implemented in the local area to improve business and employer engagement that:
  1. Support a local area workforce development system that meets the needs of businesses in the local area;
  2. Manage activities or services that will be implemented to improve business engagement;
  3. Better coordinate regional workforce and economic development strategy, messaging, engagement and programs; and
  4. Strengthen linkages between the PA CareerLink® service delivery system and unemployment insurance (UI) programs.

***Factors:*** Describing the local board’s strategies and key operational elements that frame the following initiatives:

* + - Work-based training opportunities, including but not limited to incumbent worker training programs, on-the-job training, or OJT, programs, customized training programs and the use of apprenticeship models to support these programs;
    - Industry and sector strategies;
    - Career lattices and pathways initiatives (including how they are connected to adult education);
    - Expanding apprenticeship models to include development of pre-apprenticeship programs to serve as a feeder to existing registered apprenticeship programs or in concert with development of new registered apprenticeship programs;
    - Utilization of effective business intermediaries; and
    - Other business services and strategies designed to meet the needs of regional employers.
* **Local Plan 4.14:** What services, activities and program resources will be provided to businesses and employers in the local area?

***Factor:*** Describe how Registered Apprenticeship will be promoted and the level of involvement and expertise expected of the BST team.

1. **Describe how the local board will account for the RA structure in the use of contracts and ITAs**.

Responses to Sections 5 should contain additional details on how existing policies will be adapted for RA and Pre-RA. Contracts and ITAs must allow for registered apprenticeship support, which could mean adding disclaimers such as allowing for an RA occupation to be supported that is not on the HPO list. LWDBs should also make sure that their local board approved policies are update-to-date concerning the use WIOA funds (e.g. ITA, OJT, IWT, supportive services) that can support registered apprenticeship.

LWDBs should consider:

* Are there existing OJT or ITA requirements that need to be adapted for apprenticeship to account for its specific structure (e.g. multiyear training timelines, employment requirements, etc.)?
* What other policies will need to be adopted or revised to promote RA and Pre-RA (e.g. prioritizing the use of WIOA funds to support apprenticeship, etc.)?

The following **Local Plan** prompt related to RA/Pre-RA can be developed from the answers to the questions above:

* **Local Plan 4.7:** How will training services be provided using individual training accounts, or ITAs, fund programs of study, or through the use of contracts for training services fund work-based trainings?

***Factor:*** Describe how the local board will account for the registered apprenticeship structure in the use of contracts and ITAs.

1. **Describe how the local board will coordinate RAs and Pre-RAs with workforce investment activities to support strategies, enhance services and avoid duplication of service(s).**

Responses to Sections 6 should contain additional details on how existing Title I programs and funding streams will be leveraged to support apprenticeship. LWDBs should consider:

* How can an increased focus on apprenticeship support and enhance existing programs and services?
* How will the LWDB avoid duplication of services?
* How will the LWDB keep their partners informed of their apprenticeship activities (e.g. tracking and noting how many apprentices and pre-apprentices are supported by WIOA funds during quarterly board meetings, etc.)?

The following **Local Plan** prompt related to RA/Pre-RA can be developed from the answers to the questions above:

* **Local Plan 4.10:** How will the local board coordinate relevant secondary and postsecondary education programs and activities with workforce investment activities to support strategies, enhance services and avoid duplication of service(s)?

***Factor:*** Relevant education programs that include adult education, registered apprenticeship and pre-apprenticeship, community colleges, community education councils, private licensed schools.

1. **Describe how RA will be promoted and the level of involvement and expertise expected of the Business Service Team (BST) team.**

Embedding a focus on apprenticeship within the State’s workforce system requires training frontline staff on the training approach, including what makes it unique and what role PA CareerLink® staff will play in promoting and supporting it. Questions to consider include:

* Will the BST Team receive training on RA? What about Job Developers?
* What does this training look like? How often will it occur?
* Will there be specific metrics associated with employer outreach around apprenticeship? How will these metrics measure both quantity and quality of engagement?
* What resources will the BST Team have access to? What about other Title I staff?

The following **Local Plan** prompt related to RA/Pre-RA can be developed from the answers to the questions above:

* **Local Plan 4.14:** What services, activities and program resources will be provided to businesses and employers in the local area?

***Factor:*** Describe how Registered Apprenticeship will be promoted and the level of involvement and expertise expected of the BST team.

1. **Next Steps**

Based on the goals and strategies defined above, list specific next steps the LWDB will take to expand the apprenticeship ecosystem within their region, who will be responsible for driving the activity, and the expected time it will take to achieve the desired outcomes. Keep in mind that this is an iterative process, and that next steps will change and emerge as apprenticeship-related activities progress.

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| **Next Step** | **Lead** | **Timeline** |
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