



APPRENTICESHIP GUIDE BOOK



TABLE OF CONTENTS

| | |
|---|----|
| A MESSAGE FROM GOVERNOR KAY IVEY | 4 |
| A MESSAGE FROM JOSH LANEY | 4 |
| WHAT IS AN APPRENTICESHIP? | 5 |
| TYPES OF APPRENTICESHIPS | 6 |
| 6 KEY ROLES NEEDED IN EVERY APPRENTICESHIP | 8 |
| WHAT IS THE ALABAMA OFFICE OF APPRENTICESHIP? | 9 |
| IN WHAT KIND OF CAREERS ARE APPRENTICESHIPS AVAILABLE? | 9 |
| WHY DOES ALABAMA NEED APPRENTICESHIPS? | 10 |
| BENEFITS OF APPRENTICESHIP FOR EMPLOYERS | 11 |
| WHY WOULD AN EMPLOYEE WANT TO PARTICIPATE IN AN APPRENTICESHIP? | 12 |
| WHY WOULD PARENTS WANT THEIR CHILDREN TO BE APPRENTICES? | 12 |
| WHY SHOULD EDUCATORS ENCOURAGE AND FACILITATE APPRENTICESHIPS? | 13 |
| REGISTERED APPRENTICESHIP AND OTHER CAREER PREPARATION ACTIVITIES | 14 |
| COMMON MYTHS ABOUT APPRENTICESHIP | 15 |
| REGISTERED APPRENTICESHIP DEVELOPMENT PROCESS | 16 |

A MESSAGE FROM GOVERNOR KAY IVEY



Alabama continues to enjoy some of the lowest levels of unemployment in the history of our Great State along with steadily improving levels of labor force participation. However, to meet the current and future demands of business and industry, more must be done to develop a workforce development system that offers a seamless educational journey for individuals to enter in-demand career pathways at every stage of life. Our youth need the kind of preparation best received through real-world experiences, and our adults need avenues to grow their skill sets while they are on the pathway to earning a family-sustaining wage. Alabama's employers are joining forces with education providers in an unprecedented effort to expand on-the-job learning models. Apprenticeships offer an excellent opportunity for our citizens to maintain gainful employment while receiving the technical skills and work-based learning experiences needed to enter an in-demand occupation. Alabama is taking the lead in workforce development. Our efforts are catching the attention of companies from around the globe and are providing more opportunities for Alabamians. By growing apprenticeship opportunities across industry sectors, the Alabama Office of Apprenticeship will help Alabama continue to lead the way.

God Bless Alabama,

A handwritten signature in blue ink that reads "Kay Ivey".

Kay Ivey, Governor of Alabama

A MESSAGE FROM DIRECTOR JOSH LANEY

In Alabama, we recognize the need for multiple education and career pathways to meet employer workforce demand and provide skilled training opportunities to all learners. My office is working toward that goal by expanding registered apprenticeships in the state, as well as promoting and facilitating the expansion of other forms of work-based learning. The registered apprenticeships and certified pre-apprenticeships being developed in Alabama are the gold standard of work-based learning for skilled technical occupations across an increasingly wide array of industry sectors. With regional project management, the Alabama Office of Apprenticeship is fully integrated in the workforce development system, no matter where you are in the state. You are encouraged to reach out directly to the AOA for any advice or assistance needed for your success. Alabama is leading the nation by many measures of innovation, growth, and economic success. Through systemic braiding of resources and ongoing coordination of our strong partners, we will continue to advance the economic success of Alabamians for years to come!

Sincerely,

A handwritten signature in blue ink that reads "Joshua J. Laney".

Joshua J. Laney



WHAT IS AN APPRENTICESHIP?

Apprenticeships are esteemed opportunities.

Apprenticeships afford participants a chance to earn money while they learn in a non-traditional classroom or online setting. The earn-and-learn model provides apprentices an opportunity to see a direct relation between their increasing skills and increasing wages. Apprenticeship programs are one of the most effective ways to reach our labor force participation and attainment goals and to ensure that Alabamians are on career pathways leading to economic mobility and self-sufficiency.

An apprenticeship is a form of work-based learning that provides formal, on-the-job learning and related technical instruction.

Apprenticeships have five components:

ONE

Employer Involvement

TWO

On-the-Job Learning

THREE

Related Technical Instruction

FOUR

Progressive Wage Increases

FIVE

Attainment of One or More Portable,
Nationally Recognized Industry Credentials



Types of Apprenticeships

Different apprenticeship types are available to fit the wide range of employment training needs.

1. Registered apprenticeships are the most common form of apprenticeship. They can range from 1-5 years depending on the skill needs and training requirements expected. They are registered with the AOA and the USDOL. As such, registered apprentices earn the most widely recognized and nationally portable certification for program completion. Even within the world of registered apprenticeships, there are different approaches and flexibility.

There are three on-the-job learning models for Registered Apprenticeship programs:

- 1.) Time-based models measure the individual apprentice's skill acquisition through the completion of at least 2,000 hours of on-the-job learning as described in a work process schedule.*
- 2.) Competency-based models measure individual apprentice's skill acquisition through the successful demonstration of acquired skills and knowledge, as verified by the program sponsor.*
- 3.) Hybrid models measure the individual apprentice's skill acquisition through a combination of specified minimum number of hours of on-the-job learning and the successful demonstration of competencies as described in a work process schedule.*

2. Youth apprenticeships are one of the hottest topics in all of workforce development and for good reason. Employers are increasingly recognizing that the old way of recruiting workers solely from the ranks of adults is not going to suffice in today's competitive environment. There is a lot of discussion (and frequent confusion) about what youth apprenticeships are, but the answer is quite simple. A youth apprenticeship is a registered apprenticeship with a youth participating in it. According to Alabama law, a youth apprentice is anyone under the age of 18. The employer still defines the type of apprenticeship they want to build. The employer still chooses what skills are taught and what kinds of on-the-job learning will be included. The primary difference is that the standards of the apprenticeship are written in a way that allows for flexible entry requirements. This means the apprenticeship won't include requirements such as a high school diploma or a set number of years of experience before entering the program. This allows employers to begin recruiting students still in high school to "earn and learn arrangements", which are beneficial to everyone.

3. Pre-Apprenticeships are not really apprenticeships but are commonly described as such. A pre-apprenticeship is any training program pointed at the completion of training standards which will later be useful in the completion of a registered apprenticeship. Employers share the standards of their apprenticeship with education providers and offer guidance on how those educators might best prepare students if they eventually choose to apply to the apprenticeship program. While most pre-apprentice programs do not require on-the-job learning, they often include taking required coursework or earning industry-recognized credentials. Coupled with a competency-based or hybrid apprenticeship model, this can allow apprenticeship participants to join an apprenticeship program above the normal entry level. This is advantageous to employers as well because they get a more skilled and productive worker into their businesses faster.

The AOA now has a process to offer certification of pre-apprenticeship programs as an indication of high quality and alignment with a registered program.



6 Key Roles in Every Apprenticeship



Registration Agency

The AOA has taken over as the state's registration agency. The responsibilities of the registration agency include the initial review and approval of apprenticeship programs, technical support to the programs, and ongoing monitoring of program quality and compliance.

Apprenticeship Sponsor

Many types of organizations can be the sponsors of apprenticeships. Sponsors can be a single business, a consortium of businesses, a labor-management organization, community colleges or community-based organizations. Alabama is adding unique and diverse types of sponsors.

Employer

Employers are the heart of the apprenticeship. The needs of the employer drive the decision-making processes around program characteristics, wage scales, and training model. An employer may serve as the sponsor of their own apprenticeship or they may join with other businesses.

Related Technical Instruction (RTI) Provider

RTI providers deliver the related instruction and can do so in a variety of methods, including the classroom and online training. In Alabama, the primary RTI provider is the Alabama Community College System. Employers also have the discretion to provide the RTI themselves or through an alternate provider.

Apprentice

The apprentices are the prize in the entire system. Apprentices are valued and appreciated by their employers who have decided to make a long-term investment in human capital. People from many backgrounds become apprentices, but the thing they have in common is a desire to improve their skills and be rewarded for their work.

Mentor

Apprentices work and learn under the direction of qualified personnel or mentors in their occupation, who are experienced and proficient in their field. Mentors are not necessarily supervisors but coaches who help apprentices learn skills they need to successfully do their job.



What is the Alabama Office of Apprenticeship?

As a newly established State Apprenticeship Agency, the AOA is able to deliver the flexibility and customer service to operate at the speed of business.

The mission of the Alabama Office of Apprenticeship (AOA) is to expand the use of registered apprenticeships (RAs) and other forms of work-based learning in order to provide high-quality career training which will enable workers and employers to prosper in pursuit of the continued economic development of our state.

The AOA registers apprenticeship programs, offers technical assistance for the creation of programs, provides support for accessing state and federal assistance with programs, and conducts ongoing monitoring of program quality and compliance with state and federal law.

In what kinds of careers are apprenticeships available?

One of the largest misconceptions about apprenticeships is that they are only available in a limited number of career fields. An apprenticeable occupation must be a skilled occupation capable of being mastered through a combination of technical instruction and on-the-job learning. This leaves significant room for the inclusion of apprenticeships across all career clusters and industry sectors.

Alabama has many long-established and successful apprenticeships in building trades as well as a growing number of manufacturing occupations. Alabama also has new apprenticeships in information technology, healthcare, hospitality and tourism, and an ever-expanding variety of other occupational clusters.

The Alabama Office of Apprenticeship works closely with the Alabama Workforce Council and the Alabama Committee on Credentialing and Career Pathways to identify apprenticeable, in-demand occupations where apprenticeships can help meet the workforce goals of the state.





Why does Alabama need apprenticeships?

Alabama's **rapid growth and economic development** has brought new industry and new occupations to our state. Along with this increase in economic productivity, Alabama must face the challenge to provide the new and expanding employers with the workforce they need to keep our economic engine running at top speed. Apprenticeships are providing employers another training and recruitment pipeline to connect to Alabama's valuable pool of high-quality workers.

In a **tight labor market**, it is commonly said that anyone in Alabama who wants to work can get a job right now. While this might be generally true, many Alabamians want to get not only a job, but a career with family-sustaining wages and longevity. Apprenticeships serve as a vehicle for these hard-working Alabamians to grow their skill set and to take advantage of the high demand for their talents.

Low labor market participation has been cited as a reason for difficulty in filling available positions. Some people have been out of the workforce or have become discouraged because their skill set doesn't qualify them for many new and growing opportunities. Many of those same people do not have the financial resources to go back to school full time without working. The earn-and-learn approach offered by apprenticeships allows workers a new on-ramp to the highway to success.

Alabama isn't immune to the impacts of the **aging workforce** facing the nation. The average age of a skilled craftsman has continued to increase, with some employers facing a potential "silver tsunami" of retirement eligible workers. Those workers will leave their positions and take with them decades of institutional knowledge and on-the-job skills. Apprenticeships offer employers the chance to couple their most skilled veterans with the new generation before it's too late to salvage all that accrued wisdom.

Considering all of these factors, Governor Kay Ivey has led the development of a plan to meet the challenge. The **Success+ Post-Secondary Attainment Goal** is Alabama's program for improving the statewide level of education beyond high school. Apprenticeships are creating new pathways to high quality and high value post-secondary education. Apprenticeships are going to be key to reaching Alabama's postsecondary attainment goal of adding 500,000 credentialed workers to our workforce by 2025.



Benefits of Apprenticeships for Employers

Recruit

- Attract more diverse talent pool
- Paths to high-demand occupations
- Potential to earn college credit

Train

- Customized training
- On-the-Job learning
- Systematic approach to training

Retain

- Develop employee loyalty
- Progressive wages reduce job hopping
- Create clear pathways to career development

Why would an employee want to participate in an apprenticeship?

From their first day of work, apprentices earn a **paycheck that is guaranteed to increase** as their training progresses. Apprentices also complete a combination of job-related instruction and hands-on training at the job site, leading to a nationally recognized and portable credential. Once the apprenticeship is complete, workers are on their way to a successful long-term career with a competitive salary and no educational debt.

With the growing types of apprenticeships available, apprentices receive practical on-the-job learning in a **wide variety of occupations and industries**. Alabama apprenticeship models exist in healthcare, construction, information technology, transportation, hospitality and tourism, advanced manufacturing, industrial systems maintenance, and in new models that are being created every day.

Apprentices receive a quality education through hands-on experience resulting in improved skills and competencies as well as the **potential to earn college credit** toward an associates or bachelor's degree.

When an apprentice graduates from a career training program, he or she earns a **certified portable credential** accepted by industries and employers across the U.S.



Why would parents want their children to be apprentices?

Apprenticeships offer parents the security of knowing their child can get post-secondary training while **avoiding the crushing load of student debt** often incurred with a college degree. Parents can take comfort in the **viability of the career paths** their students pursue. Rather than getting a degree and then beginning to search for an employer who wants to hire, apprentices are **connected directly with the employers** who value them and want them from the very beginning. The national credential earned by an apprentice provides **portable job credentials**, so even if markets shift, apprentices are more able to find **sustained employment**. For decades, the American educational system has pushed a “college for all” mentality or a system of tracking students into a vocational programs. Apprenticeships combine academic and technical competencies to prepare students for a career pathway that requires classroom and on-the-job experience.

Why should educators encourage and facilitate apprenticeships?

Most educators will eventually face a student asking, “Why am I ever going to need to know this?” **Connecting classroom learning with on-the-job learning** will help provide the answer to this dreaded question.

Educators want to provide the best training possible for their students. By connecting with employers to develop apprenticeships or pre-apprenticeships, educators are able to **keep their curriculum relevant and modern**.

The connections forged between employers and education providers through apprenticeships can help educators build career pathways in fields **aligned with their students’ interests and aptitudes**.



Youth apprenticeships can **engage learners earlier** and help students connect to the employers who need them.

Traditional work-based learning is an excellent way for students to gain work experience. Moving the work-based learning model forward to an apprenticeship means the **work experience is tied directly to the student’s training**.

Registered Apprenticeship and Other Career Preparation Activities

Employers might use any of the following work-based learning options at any time, depending on the specific needs of the employer and employees. The AOA welcomes the discussion with employers at any time to determine what the best fit for each unique situation is. For more detail, refer to the WBL handbook at www.alapprentice.org.

| | INTERNSHIP | COOPERATIVE EDUCATION | ON-THE-JOB LEARNING | PRE-APPRENTICESHIP | REGISTERED APPRENTICESHIP |
|----------------------------|------------|-----------------------|---------------------|--------------------|---------------------------|
| PAID WORK | SOMETIMES | ALWAYS | ALWAYS | SOMETIMES | ALWAYS |
| TIED TO FIELD OF STUDY | SOMETIMES | NO | YES | YES | YES |
| TYPICAL DURATION | VARIES | VARIES | VARIES | VARIES | 1-4 YEARS |
| OPPORTUNITY TO EARN CREDIT | MAYBE | YES | YES | MAYBE | YES |
| PROGRESSIVE WAGE | NO | NO | NO | NO | YES |
| NATIONAL CREDENTIAL | NO | NO | NO | NO | YES |

Internship is widely used across industry sectors as a way to let participants explore what it is like to work in a given industry or specific occupation. Internships may be paid or unpaid, and the length of the placement is often pre-determined. Internships arranged through academic institutions may be associated with academic credit, while other internships are directly established by employers as a recruitment tool for new talent.

Cooperative Education (CoOp) is paid employment at a work site, and the focus is on gaining work experience. A key distinction from some other types of WBL is that not every CoOp placement is tied to the field of study for the student. Successful CoOp implementations are built on flexible scheduling models established between the employer and the school. This form of training is commonly used in both secondary and postsecondary programs.

On the Job Learning (OJL) is paid work experience that is directly linked to technical instruction the student is receiving. It must involve structured, supervised work experience, and it often results in long-term employment with the company. The critical defining characteristic of OJL is the connection between academic study and real-world learning experience. This connection sets OJL apart as a more specifically career-focused activity than a general CoOp placement. Participants in OJL are not only seeking work experience and gaining employability skills, but they are also learning the technical skills necessary for the career they are pursuing.

Pre-Apprenticeship is designed to prepare individuals to enter and succeed in a registered apprenticeship and ultimately a career. Pre-apprenticeships must be connected with a registered apprenticeship. Participants are completing on-the-job learning and/or related technical instruction that will be counted toward completion of a registered apprenticeship IF the pre-apprentice ever becomes an apprentice. Participants may be youth or adults. Pre-apprenticeships may be certified by the AOA as an indicator of quality.

Registered apprenticeship is a business-driven model that provides an effective way for employers to recruit, train, and retain highly skilled workers. Registered apprenticeship is a proven model of job preparation that combines paid on-the-job learning with related instruction to progressively increase workers' skill levels and wages. Registered apprenticeships are unlike regular training models developed by education and delivered to employers. Instead, they are developed by employers and supported by education providers.

MYTH

Apprenticeships take a long time to complete.

Apprenticeships are no different than a part-time job.

Apprentices must be 18 years old to begin work.

Employers must be careful not to train employees to a level where they can leave.

Apprenticeships are only for occupations such as manufacturing and construction.

Creating an apprenticeship in my company means my employees will become affiliated with a union.

Having a registered apprenticeship involves the US Department of Labor in the daily operation of my business.

Participating in an apprenticeship means not going to college.

Apprenticeship programs are for large employers who need a lot of workers.

COMMON MYTHS AROUND APPRENTICESHIP

FACT

Apprenticeships can take from one year to as many as five years. This varies depending on the skill set being trained, the prior knowledge and work experience of the apprentice, and the type of training model being used.

Apprentices are paid from their first day of work within the field of their training, and they are guaranteed a progressive wage as they learn more skills.

There is no law requiring an apprentice to be 18. In fact, employers can earn additional tax credits of \$500 per apprentice for apprentices under 18 years old.

Apprenticeship completers form strong connections to the employers who have taken care of them and provided them training. In fact 91% of completers stay with the employers who trained them.

Apprenticeships can be utilized anywhere there is a need for technical skill training and on-the-job learning.

While unions have successfully utilized apprenticeship programs for decades, there is no direct connection between apprenticeships and unions. Furthermore, creating an apprenticeship doesn't invite union participation.

The Alabama Office of Apprenticeship will be the provider of technical assistance and support for all aspects of apprenticeship programs in Alabama.

Many apprenticeships in Alabama include college credit bearing course work which can be transferable towards higher post-secondary credentials.

An apprenticeship program can be useful for small businesses who need only a few workers. These workers are no less critical whether a company needs 2 or 20 skilled people. Consortia of small businesses can also leverage apprenticeships through group sponsorships.

Registered Apprenticeship Development Process

After the identification of employer(s), the development path of every program is unique. All the components get done, but sometimes they are going on simultaneously because the decision points are interdependent



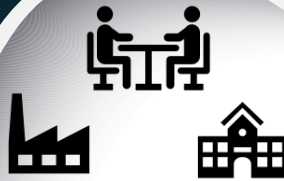
Identify Employer

Apprenticeships help employers **recruit, train, and retain** skilled workers.



Define Competencies

AOA Staff works with employer subject matter experts to develop observable OJL competencies.



Determine Sponsor Arrangement

The sponsor manages the administration and implementation of the training program. A variety of sponsor arrangements are available to meet the needs of the employer(s).



Shop for Related Technical Instruction

Technical instruction can come from a variety of sources including K12, college, in-house from employer, or third-party vendor.



Locate Talent

The AOA will work to connect employers with a wide variety of talent pools, including nontraditional and diverse groups of citizens.

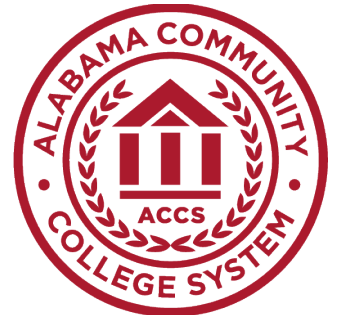


Offset Costs of Program

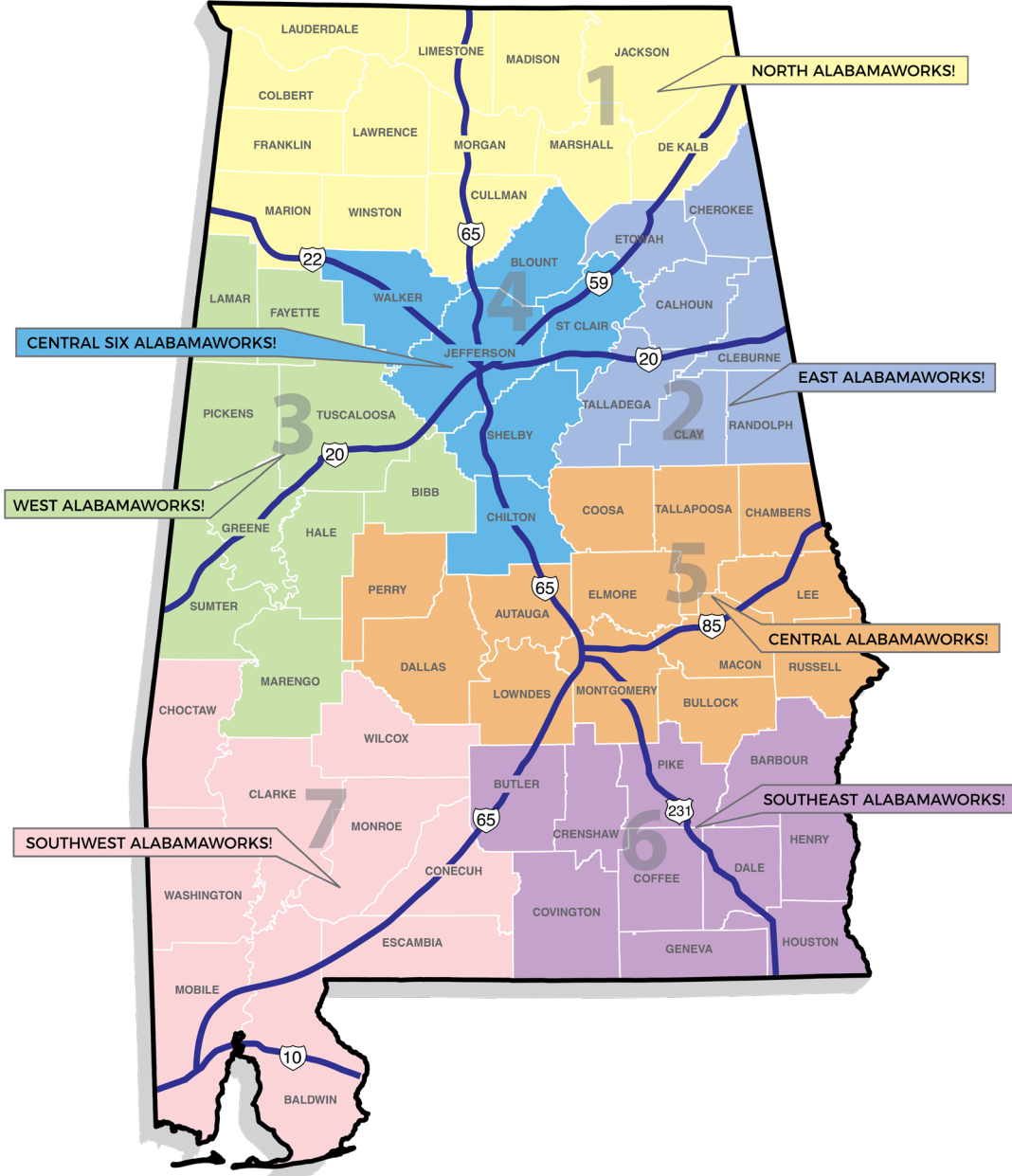
Apprenticeship programs are an employer's investment in their people. Reducing the cost of that investment incentivizes employers by lowering the initial barrier to entry and making the operation of a program more sustainable.



SUCCESS +



Regional Workforce Councils





WWW.ALAPPRENTICE.ORG

It is the policy of the Alabama Office of Apprenticeship (AOA) that no person shall ever be excluded from participation in, denied the benefits of, or subjected to discrimination under any program, activity, employment, or service administered by the AOA, on the basis of race, color, religion, national origin, sex, sexual orientation, age (40 or older), genetic information, and disability. The AOA likewise prohibits such discrimination in any registered and approved apprenticeship program.