



# RAP RESOURCE GUIDE

WHAT BUSINESSES SHOULD KNOW ABOUT  
REGISTERED APPRENTICESHIP PROGRAMS

2023

AN EDITORIAL DYNAMICS GUIDE

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## ABOUT THIS GUIDE

The resources, websites and examples presented in this guide are a representative sample of resources available on registered apprenticeship programs (RAPs) in 2023 and are presented for informational purposes only. The lists are not comprehensive and are not intended as financial, legal or planning advice for any business or individual. Editorial Dynamics gathered all material from government websites, business and trade organization websites, press releases, news reports and other publications. While we believe all sources used to be reliable, Editorial Dynamics is not responsible for inaccurate, incomplete or outdated information either reproduced below or in any of the publications or websites referenced. Editorial Dynamics does not endorse any government agency, business or other organization cited below.

## OVERVIEW

### **Redefining apprenticeship for the 21st century**

Apprenticeship has long played an important, yet limited, role in the development of the American workforce. As a formal workforce development model, “registered apprenticeship” programs date back to federal legislation passed in 1937, and the model remained a stalwart of training for certain industrial, construction and manufacturing jobs throughout the 20th century.

Both organized labor and non-union employers relied on the apprenticeship model for decades to fill the workforce pipeline in the construction crafts or “building trades,” minting new welders, pipefitters, carpenters, electricians and sheet metal workers by the tens of thousands. As recently as 20 years ago, the most common image of an “apprentice” might have been of an enterprising high school grad working with a journeyman plumber, a construction contractor or a diesel engine shop as he or she secured a pathway to a skilled, respectable and well-paid career “working with their hands.”

That image is so yesterday. Over the past decade, this foundational understanding of “apprenticeship” has changed dramatically. Registered apprenticeship programs, or RAPs, are becoming the gold standard for building customized workforce pipelines for a growing array of industries and office jobs. Nationally, RAPs are still concentrated in the construction crafts, but today’s would-be apprentices—whether new high school graduates or 30-something career changers—might just as easily choose a keyboard or a whiteboard as the tools of their trade as a wrench or a welding mask.

In 2023 you can find apprenticeship programs in IT and cybersecurity, financial services and insurance, healthcare and emergency response, chemicals, energy, transportation, retail, aerospace, and advanced manufacturing. Today, companies like Amazon, Accenture, IBM, Pandora, Aon, Walgreens, UPS, Lockheed Martin, Mercedes-Benz, and hospitals and health systems nationwide are all using RAPs to develop talent and improve the efficiency of recruiting, onboarding and retention.

### **WHAT’S THE ROI?**

What changed? For starters, in 2015 the U.S. Department of Labor launched the American Apprenticeship Initiative (AAI) to expand registered apprenticeship into high-growth occupations and industries. The same year, Switzerland-based Zurich Insurance kicked off a major initiative to bring

European-style apprenticeship to its U.S. operations. Major corporations like Bosch, Accenture and Walgreens followed Zurich’s lead. More broadly, economic and cultural changes have increased the number of talented students who see the value of the earn-and-learn model as a viable alternative to the four-year degree. Finally, innovative employers found ways to make the old model more scalable and started using it to navigate tight labor markets.

These employers are reaping a host of benefits:

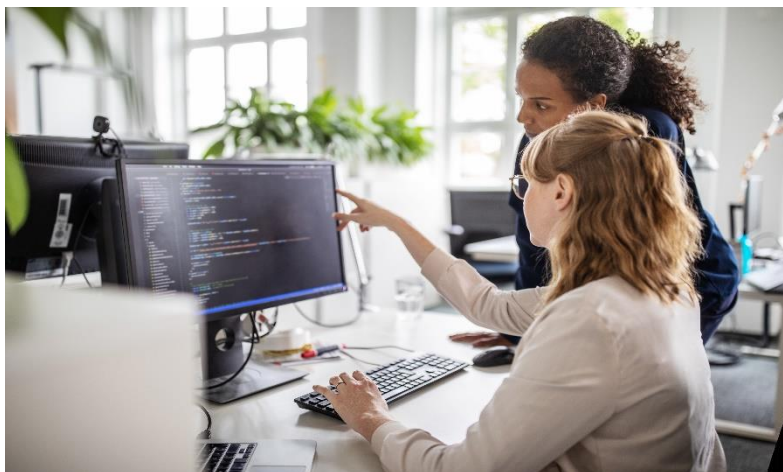
- highly-skilled employees with superior, customized training
- lower investment in recruitment
- reduced turnover rates and lower liability costs
- reduced crew composition costs by tiering wage scales
- increased productivity and revenue
- transmission of institutional knowledge, including safety practices
- increased workforce diversity
- potential for wage reimbursement and tax credits

*Sources: Intelligent Partnerships, LWC, AIIA*

Overall, according to Department of Labor research, for every dollar spent employers get an average of \$1.47 back in increased productivity. That’s one reason more than 14,700 apprenticeship programs have been created in the past five years, and that’s just the back end of a 64% growth in apprenticeships since 2012. Today, the U.S. has an average of 593,000 annual active apprentices. In July, the DOL announced a new round of \$65 million in grants to 45 states to improve and expand their apprenticeship systems.

### **WHAT IS A RAP?**

For students, registered apprenticeship is an “earn and learn” strategy that provides technical classroom instruction to complement hands-on experience. Sometimes referred to as “the other four-year degree,” most RAPs come with classroom training, testing, and certification, and many include an associate degree. And apprentices often enjoy built-in access to the job market and little or no college loan debt.



Registered apprenticeship training is distinguished from other types of workplace training by several factors: (1) participants earn wages from employers during training; (2) programs must meet national standards for registration with the U.S. Department of Labor (or federally recognized State Apprenticeship Agencies); (3) programs provide on-the-job learning and job-related technical



instruction; (4) on-the-job learning is conducted in the work setting under the direction of one or more of the employer’s personnel; and (5) training results in an industry-recognized credential.

As a structural matter, the DOL’s Office of Apprenticeship (OA) either administers RAPs through a state director or cedes this administration to a State Apprenticeship Agency (SAA). Louisiana is an SAA state, while Mississippi and Texas are OA states, for example. The state offices are responsible for registering apprenticeship programs that meet federal and state standards; protecting the safety and welfare of apprentices; issuing nationally recognized and portable Certificates of Completion of Apprenticeship to apprentices; assuring that all programs provide high-quality training; and assuring that all programs produce skilled and competent workers.



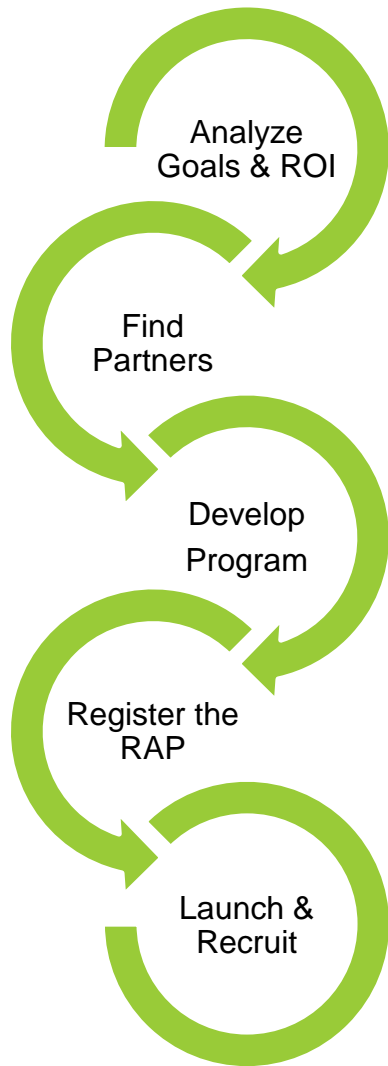
Apprenticeship training programs are sponsored by joint employer and labor groups, individual employers, or employer associations. They include both union and non-union programs. For example, the Mississippi Apprenticeship Program notes that registered apprenticeship sponsors can include unions, but also employers, community colleges and universities, workforce investment boards, industry associations, economic development organizations, and the military. *Sources: ApprenticeshipUSA, Mississippi Apprenticeship Program*

#### **WHERE TO START**

Both the DOL’s Office of Apprenticeship and SAAs provide technical assistance and support to program sponsors, answer questions about the apprenticeship model, guide partners on each phase of developing a program, connect businesses to training providers, and advise partners on available funding sources to support apprenticeships. There are also a variety of private, government and nonprofit intermediaries that work to promote the RAP system and assist employers.

If your company is new to apprenticeships or just exploring new workforce solutions, use the lists on the following pages to learn more about available resources, trends, best practices and benefits. The state contacts are localized for the Gulf Coast, but you’ll also find connections to national resources, examples from other states, and insights that apply to RAPs anywhere. Then, consider the *5 STEPS* on page 5 and contact your state’s apprenticeship office to help with procedures, planning, funding and identifying potential training providers. It’s time to build a RAP that works for you!

# 5 STEPS to start a RAP



1

Research and analyze the goals, benefits, processes, ROI and specific occupation(s) of your RAP so you can make the case to internal stakeholders and decision-makers.

2

You can use the lists and resources in this guide to identify potential partners for program planning, training and administration, including third-party intermediaries.

Start by contacting your official state apprenticeship office. For example, in Louisiana you would fill out a pre-application and contact an apprenticeship training representative at [ApprenticeshipLA](#).

3

Create a WPS for your OJT and RTI! Seriously, at the heart of RAP planning is development of a Work Process Schedule (WPS), which details your RAP's on-the-job

training (OJT) and related technical instruction (RTI). You can even use the online [Standards Builder](#) tool from ApprenticeshipUSA to hash out many of your program's details and get it ready for registration: it includes boilerplate samples for the language, form builders that match your program to codes and regulations, and ways to link to potential partners.

4

Register the RAP by contacting your SAA or the DOL's Office of Apprenticeship director for your state. If your state has an SAA, it's recognized by OA to act on behalf of the DOL to register and oversee programs. Some states, including Louisiana, have a State Apprenticeship Council that gives the RAP final approval.

5

Launch and recruit! ApprenticeshipUSA and many of the other websites listed on the following pages offer multiple resources to help you recruit talent, identify funding, and continue learning from a community of industry and educator peers.

*Sources: ApprenticeshipUSA, DOL Quick Start, Urban Institute, LWC*

## INDUSTRIES

### There's a RAP for that: Where apprentices work today

While the bulk of apprenticeships in the U.S. are still in the so-called building trades, in the past decade RAPs have proliferated across dozens of industries and transformed training for office, technology and professional jobs. Information technology and coding is in the midst of a global apprenticeship boom, but specific regional and sector workforce needs have also put apprentices to work in sales, healthcare, customer service, HR and finance. Today, there are RAPs for EMTs, firefighters, lab technicians, bank tellers, EV battery-cell makers, sailors, nurses, automotive technicians, teachers, tax consultants and more. Here's a glance around the new RAP landscape.

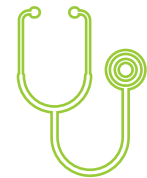


IBM launched its New Collar Initiatives in 2017, a wide-ranging program that trained apprentices in software engineering, supply chain engineering, blockchain support, industrial design and more. By 2020 the initiative had graduated over 400 apprentices and spread to more than 20 different IT roles, like [open systems lab technician](#). Since 2021, IBM has also helped clients who use its z/OS infrastructure develop IBM Z Mainframe System Administrator and Mainframe Application Developer apprenticeship pathways.

[Financial services firm Aon](#) rethought its degree requirements and job descriptions, bringing RAPs to bear on a variety of talent needs, from finance to IT to HR. The success of apprenticeships for back-office roles then spurred the addition of apprenticeships in risk management, actuarial science and investment consulting.

Since 2019 [Cengage Group](#), a provider of higher education course materials, has brought on nearly 30 apprentices across its technology and cybersecurity team. The apprentices who have graduated the program have moved into positions in offices in Boston, Michigan, Ohio and Kentucky.

The state of apprenticeship is evolving rapidly in the state of Texas, where offerings now include medical laboratory technician (at the DOD's Medical Education Training Campus in San Antonio), LNG process technology (at Cheniere Energy), human resources generalist ([Houston Community College in partnership with SHRM](#)), collision repair engineer (at Texas State College), and nursing—most notably at South Texas College, which in August became the first college in the country to be certified by the DOL for a [registered nurse apprenticeship program](#).



The retail sector is bursting with apprenticeships across a spectrum of roles, from customer service to IT to manufacturing. You can find apprentices working today as bakers, butchers, jewelers, maintenance technicians, hotel desk clerks and assistant store managers—and in both auto sales and auto *parts* sales. [Kroger was a pioneer](#) with its RAP for electrical/electronic service operator (EESO) at its 35 U.S. manufacturing plants, but company officials soon realized the program had an impact on all operational aspects, including food safety and quality. The success led Kroger to

expand RAPs to multiple corporate functions, including HR. Walgreens created another groundbreaking retail program with its RAP for pharmacy technicians, which introduces recruits to everything from prescription preparation to drug interaction to customer service. Home Depot’s unique Orange Method program, on the other hand, trains software developers. More recently, Louisville-based [Automotive Apprenticeship Group](#) has tackled the critical shortage of automotive technicians, networking with dealers and service centers in multiple states to develop talent.



Washington State first funded its [Aerospace Joint Apprenticeship Committee \(AJAC\)](#) in 2008 with an eye on greasing the wheels of workforce development for a substantial base of aerospace manufacturers. But AJAC was soon addressing needs related to assembly, processing, machinery, automation and maintenance across numerous manufacturing subsectors. The nonprofit intermediary now supports 500 apprentices a year and works with more than 300 employers—from aerospace & defense to apples & potatoes to chemicals & plastics to food processor Washington Beef, which is now its largest employer.



Education is one of the newest sectors to turn to RAPs to bolster its talent pipeline, but also one of the fastest growing. In August, Louisiana introduced a [groundbreaking RAP for aspiring teachers](#), partnering with Southern University to produce new educators for the East Baton Rouge Parish School System. Tennessee was the first state to get DOL approval for a teacher RAP in January 2022, but nearly 20 states now have at least one.

With cybersecurity facing a critical skilled worker shortage, it’s one of the hottest new apprenticeship fields. As a result of DOL’s 2022 [Cybersecurity Apprenticeship Sprint](#), 194 new cybersecurity RAPs were approved or under development as of November 2022—with over 7,000 apprentices getting hired.

Launched in 2020, the [Artificial Intelligence Academy](#) at North Carolina State University is a RAP aimed at preparing 5,000 AI professionals for one of the world’s hottest emerging industries. Employers can enroll current employees or sponsor a potential new recruit, with graduates earning DOL/N.C. State certificates. The program was designed and implemented in collaboration with over 90 partners, including Lexmark, IBM, Citrix, Honeywell, Delta Air Lines and Randstad.

Delta Air Lines has implemented a broad [internal apprenticeship program](#) aimed at moving more experienced, frontline, customer-facing employees into corporate and management roles. Applicants can focus on such areas as human resources, finance, information technology and operations.



The University of Wisconsin launched the first registered apprenticeship for [organic vegetable production](#) in the country and now supplies employees and future organic farm managers to farms throughout the state. Apprentices get hands-on, competency-based training, working side-by-side with experienced farmers, then take structured courses through the Wisconsin Tech College System in the off-season.

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# NATIONAL INFRASTRUCTURE

## Agencies, regulations & information

### ►► DOL Office of Apprenticeship

The U.S. Department of Labor’s Office of Apprenticeship (OA) helps employers and other organizations develop Registered Apprenticeship opportunities and oversees the National Registered Apprenticeship System, which involves employers, industry associations, labor, education providers, Apprenticeship Industry Intermediaries, State Apprenticeship Agencies, and other RA stakeholders and sponsors. The OA has RA experts in every state who can assist organizations interested in developing and maintaining RAPs. They also connect organizations to educational and other training providers and advise partners on available funding sources. The online home for the OA is now ApprenticeshipUSA (see next entry), where you can find contact info for national, state and regional offices.

<https://www.apprenticeship.gov/about-us/national-office>

### ►► ApprenticeshipUSA

The DOL’s national homepage, resource center and clearinghouse for RAP support, policies and information. Includes links for career seekers, employers and educators, as well as connections to entities throughout the RAP ecosystem, tools and resources, a platform for listing and searching apprenticeship jobs, and data on existing RAPs.

<https://www.apprenticeship.gov/employers/registered-apprenticeship-program>

### ►► Apprenticeship Academy

Training resource from ApprenticeshipUSA includes a variety of modules that highlight how Registered Apprenticeship can serve as a critical tool to address the skill and talent needs of your organization/business. Discover techniques to both implement and administer a successful RAP, how to recruit and select apprentices, and how to manage and support apprentices throughout their training. Orientation module, overview of regulations, overview of the RAPIDS system, and more.

<https://www.apprenticeship.gov/registered-apprenticeship-academy/registered-apprenticeship-sponsors>

### ►► WorkforceGPS

This is an information-rich and link-rich “technical assistance website” aimed at building the capacity of the public workforce investment system. Sponsored by the Employment and Training Administration of the DOL, it was developed specifically for workforce professionals, educators and business leaders. Offers curated communities of interest, news and event updates, webinars, training resources, articles on promising workforce development practices, and dozens of links to guides, tools, and research.

<https://www.workforcegps.org/>



►► **RA Center of Excellence**

Developed by the DOL to build and sustain partnerships that support alignment of industry, workforce and education to accelerate RAP adoption and expansion. Provides technical assistance on a national scope to RAP sponsors and supports state and local workforce development boards, American Job Center programs and operators, and other essential stakeholders that drive workforce policies and programs. As such, it not only works with employers but also enables local workforce boards and education providers in supporting employers or in becoming RAP sponsors themselves.

<https://dolcoe.safalapps.com/>

►► **ABA Community on WorkforceGPS**

Apprenticeship Building America is the federal grant program that boosted the national apprenticeship ecosystem with over \$170 million in funding in 2022. This is an online, one-stop shop for ABA grantees to access resources, learn about tips and best practices, and track and participate in events.

<https://aba.workforcegps.org/>

►► **AACC Virtual Apprenticeship Network**

The American Association of Community Colleges developed the VAN toolkit to expand registered apprenticeships through community colleges with their partners. AACC collected best practices from over 60 community colleges that have been involved in the Expanding Community College Apprenticeship (ECCA) Initiative, resulting in a toolkit designed specifically for community college administrators, staff and faculty.

<https://www.aacc.nche.edu/programs/workforce-economic-development/expanding-community-college-apprenticeships/intro-virtual-apprenticeship-network/>

►► **Competency Model Clearinghouse**

DOL, ETA and industry partners collaborated to develop dynamic models of the foundational and technical competencies that are necessary in economically vital industries and sectors. The Industry Competency Model Initiative provides models that can be applied to career paths, training development, credentialing and recruiting, creating a common framework for use by educators, businesses and workforce development professionals.

<https://www.careeronestop.org/competencymodel/home.aspx>

►► **Learn & Work Ecosystem Library**

Free, web-based database that acquires and offers content related to the learn-and-work ecosystem—that is, the interdependent systems of education, training, career and workforce. Library users include K-12 schools, colleges and universities, professional associations, certification bodies, industry groups, students, employers, employees, job seekers, policymakers, accreditors, foundations, researchers and government.

<https://learnworkecosystemlibrary.com/>

# STATE INFRASTRUCTURE – TEXAS

## Agencies, regulations & partner organizations

### ▶▶ ApprenticeshipTexas

Texas Workforce Commission’s Office of Apprenticeship, providing foundational and tailored outreach and technical assistance to prospective employer sponsors, current RAP sponsors, and other stakeholders to facilitate the development, implementation and growth of RAPs. Staff provides individualized technical assistance for apprenticeship registration applications. Website includes information about funding initiatives and recent events, as well as links to forms and resources.

<https://www.twc.texas.gov/businesses/apprenticeshiptexas-powerful-competitive-edge>

### ▶▶ TWC Apprenticeship Training Program

Workforce funding program to assist industry in developing and improving apprenticeship and other training programs. An information package explaining the processes for submitting the preliminary estimates form and an application may be obtained by contacting the staff at [apprenticeshipATP@twc.texas.gov](mailto:apprenticeshipATP@twc.texas.gov).

<https://www.twc.texas.gov/partners/apprenticeship-training-program-administrators-local-education-agencies>

### ▶▶ Greater Houston Apprentice Network

Brings together leadership from major employers, the public sector, community colleges, nonprofit training providers and apprenticeship intermediaries to scale up apprenticeship programs. Founding members include Accenture, AWS, Aon, Dow Chemical, Texas Mutual Insurance Co., UT MD Anderson Cancer Center and Worley.

<https://www.linkedin.com/showcase/greater-houston-apprentice-network/>

### ▶▶ Gulf Coast Regional Apprenticeship Hub

Initiative of Houston Community College to expand apprenticeships in the region into non-construction occupations, including healthcare, IT and professional services.

[Gulf Coast Apprenticeship Hub/HCC](#)

### ▶▶ Texas Is Information Technology Grant

Information technology apprenticeship program developed through a DOL Scaling Apprenticeship Through Sector Based Strategies Grant at San Jacinto College. Companies such as IBM, Lockheed Martin,

“I ALWAYS SAY TO OUR CLIENTS, 'IF YOU CAN DREAM UP THE APPRENTICESHIP, WE CAN CREATE THE APPRENTICESHIP.'”

DR. CHRISTINA ROBINSON,  
EXECUTIVE DIRECTOR, WORK-BASED  
LEARNING AND INDUSTRY  
PARTNERSHIPS,  
HOUSTON COMMUNITY COLLEGE

Cerner and Intuitive Machines, Xtralight Manufacturing, and others are developing workforce solutions through the Texas Is Information Technology grant.

<https://www.linkedin.com/in/san-jacinto-college-tx-is-it-apprenticeship-61a80b20a/>

►► **Gulf Coast workforce boards, labor organizations, trade and industry groups**

*Note: RAPs may be sponsored by individual businesses, trade associations or through joint partnership agreements with labor organizations. Union chapters, labor organizations, industry groups and trade associations may function as intermediaries, RAP sponsors, or training providers.*

Workforce Solutions Gulf Coast  
<https://www.wrksolutions.com/>  
Workforce Solutions Southeast Texas  
<https://setworks.org/>  
Greater Houston Partnership  
<https://www.houston.org/>  
Orange County Economic Develop. Corp.  
<https://orangecountyedc.com/>  
Port Arthur Economic Develop. Corp.  
<https://portarthuredc.org/>  
Beaumont Economic Development Foundation  
<https://www.bmtecon.org/>  
ABC of Greater Houston  
<https://abchouston.org/>  
ABC Southeast Texas Chapter  
<http://www.abcsetx.org/>

ABC Texas Gulf Coast  
<https://www.abctxgulfcoast.org/>  
IUOE Local 450  
<https://www.iuoelocal450apprenticeship.org/>  
IBEW Local 479  
<https://electricaltrainingsetx.org/>  
Gulf Coast AFL-CIO  
<https://www.gcaflcio.org/>  
North America’s Building Trades Unions (provides a map of training centers and information about local apprenticeship programs)  
<https://nabtu.org/apprenticeship-and-training/>

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## STATE INFRASTRUCTURE – LOUISIANA

### Agencies, regulations & partner organizations

►► **Apprenticeship Louisiana**

The Louisiana Workforce Commission Division of Apprenticeship provides technical assistance for the development of apprenticeship standards. An Apprenticeship Training Representative can help RAP sponsors with state and federal regulations, work with them to develop their Standards of Apprenticeship, and provide guidance on how to use RAPIDS.

[https://www.laworks.net/Apprenticeship/APP\\_About.asp](https://www.laworks.net/Apprenticeship/APP_About.asp)  
<https://apprenticeshipla.com/employers/>

►► **Louisiana Apprenticeship Council**

The state director of apprenticeship, under the supervision of the secretary of the Louisiana

Workforce Commission, and with the advice and guidance of the State Apprenticeship Council, is authorized to administer the provisions of the Louisiana Apprenticeship Law.

<https://apprenticeshipla.com/state-apprenticeship-council/>

►► **Greater New Orleans Mechatronics & Advanced Manufacturing Apprenticeship Program**

Three companies and three two-year colleges—Laitram, McCormick, Elmer Chocolate, Delgado Community College, Northshore Technical Community College and Nunez Community College—joined to address the shortage of talent in the advanced manufacturing industry. The program teaches the fundamentals of mechatronics, a field that incorporates mechanics, electronics and computer science with manufacturing. GNO Inc. and the program partners are actively recruiting employers. Contact Osmar Padilla at [opadilla@gnoinc.org](mailto:opadilla@gnoinc.org) to learn more.

<https://gnoinc.org/doing-business/workforce/mechatronics/>

►► **Urban League of Louisiana**

The Urban League of Louisiana and Skill Up Louisiana’s multi-industry apprenticeship initiative offers a comprehensive and dynamic apprenticeship program that spans multiple industries, including automotive and clean energy.

<https://urbanleaguela.org/apprenticeships/>

►► **Gulf Coast workforce boards, labor organizations, trade and industry groups**

*Note: RAPs may be sponsored by individual businesses, trade associations or through joint partnership agreements with labor organizations. Union chapters, labor organizations, industry groups and trade associations may function as intermediaries, RAP sponsors, or training providers.*

Regional Workforce Development Boards

[https://www.laworks.net/Downloads/P/R/Local\\_Workforce\\_Contacts.pdf](https://www.laworks.net/Downloads/P/R/Local_Workforce_Contacts.pdf)

JEDCO

<https://www.jedco.org/workforce-solutions/>

GNO, Inc.

<https://gnoinc.org/>

South Louisiana Economic Council

<http://bayouregion.com/>

Baton Rouge Area Chamber

<https://brac.org/>

One Acadiana

<https://www.oneacadiana.org/>

Southwest Louisiana Economic

Development Alliance

<https://www.allianceswla.org/econdev>

ABC Pelican

<https://www.abcpelican.org/craft-training.html>

ABC New Orleans Bayou

<https://www.abcbayou.com/>

Baton Rouge Area Electrical JATC

<https://www.brejatc.org/>

IUOE Local 406

<https://iuoelocal406.org/>

Gulf Coast AFL-CIO

<https://www.gcafcio.org/>

North America’s Building Trades Unions (provides a map of training centers and information about local apprenticeship programs)

<https://nabtu.org/apprenticeship-and-training/>



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## INTERMEDIARIES

### Organizations that promote the RAP ecosystem and assist employers with launching, expanding and managing RAPs

▶▶ **Accenture**

An employer sponsor that has trained over 2,000 of its own apprentices, Accenture is also a supporter and facilitator of RAP adoption nationwide. In 2017, Accenture cofounded, along with Aon and Zurich North America, the [Chicago Apprentice Network](#), partnering with local employers like McDonald's, JP Morgan Chase and Walgreens to jumpstart their professional apprenticeship programs. Accenture is working with Aon and others to expand the model across the country and has launched apprentice networks in Detroit, D.C., Houston, Massachusetts, Minnesota, New York City, Northern California and Philadelphia.

<https://www.accenture.com/us-en/about/company/apprenticeships>

▶▶ **Adaptive Construction Solutions**

Houston-based intermediary delivers tailored solutions to assist employers in adopting apprenticeships and other work-based learning programs. Partners with public workforce system to leverage and deliver funding, resources and incentives to employers and offers assistance with administration, recruitment, delivery of related instruction and mentoring.

<https://www.goapprenticeship.com/home.html>

▶▶ **Apprenti**

The first nationally registered tech apprenticeship program, Apprenti provides a full-service solution for employers adopting and creating apprenticeships, either through providing its holistic approach or via consulting with them to build their own in-house programs. Facilitates software developer and other tech industry apprenticeships with employers like Amazon and Microsoft. Apprenti is a member of the Washington Technology Industry Association and was launched as the WTIA Workforce Institute in 2016.

[https://apprenticareers.org/WTIA/Apprenti Fact Sheet](https://apprenticareers.org/WTIA/Apprenti_Fact_Sheet)

▶▶ **Apprenticeships For America**

Nonprofit focused on expanding apprenticeship programs nationwide, launched in 2022 amid urgent demand for new education and training approaches that better connect America's workers to in-demand jobs. AFA's multi-pronged strategy for building a robust, sustainable

“APPRENTICESHIP REQUIRES US TO  
RETHINK AND REDO OUR TALENT  
STRATEGY — IT HAS TO BE  
EMBEDDED IN WHAT YOU DO, THE  
WAY YOU RECRUIT, THE WAY YOU  
TRAIN — EMBEDDED IN YOUR  
BUSINESS.”

*JULIE SWEET, CHAIR & CEO,  
ACCENTURE*

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## INTERMEDIARIES

apprenticeship system includes research, advocacy and grassroots mobilization. AFA has established the American Apprenticeship Network to enhance collaboration among intermediaries, employers, service providers, schools, and other apprenticeship sponsors and labor. Contact AFA at [info@apprenticeshipsforamerica.org](mailto:info@apprenticeshipsforamerica.org).  
<https://www.apprenticeshipsforamerica.org/>

▶▶ **Automotive Apprenticeship Group**

Provides a full turnkey apprenticeship model for employers seeking to use apprenticeship for automotive technicians, managing recruitment, hiring, administration, training and education. Currently works with a network of dealers and service centers who are actively seeking skilled technicians in Kentucky, Ohio, Indiana and Texas.

<https://aagamerica.com/>

▶▶ **BuildWithin**

Startup that provides innovative software to help employers start and scale apprenticeship programs, including tools for managing apprentices and ready-to-use on-the-job training and related instruction tools approved by the DOL.

<https://www.buildwithin.com/>

▶▶ **CareerWise**

Launches youth apprenticeship programs to support the talent acquisition and development needs of enterprise employers. CareerWise and its affiliates have partnered with more than 225 employers in four states to fulfill demand for nearly 1,000 apprenticeship positions in modern manufacturing, healthcare, hospitality, and knowledge-economy fields like financial services and tech.

<https://www.careerwiseusa.org/>

▶▶ **Center for Apprenticeship and Work-Based Learning**

An initiative of Jobs for the Future, the center provides resources, training, networking and advisory services to employers, policymakers and workforce development organizations. By supporting system and program designs, it connects a diverse population of youth and adults to quality jobs and enables businesses to develop workers with needed skills. Key initiatives include launching and scaling programs, building DEIA into apprenticeship systems, and promoting youth apprenticeship. Website includes model frameworks, best practices, case studies and other resources.

<https://www.jff.org/work/apprenticeship-work-based-learning/>

►► **Collision Engineering Program**

Two-year apprenticeship model founded by the Enterprise Holdings Foundation, owner of the Enterprise and Alamo brands, and Ranken Technical College in St. Louis, to attract and develop entry-level talent to fill essential roles in the collision repair industry. The program is now operating at seven colleges, including two in Texas, and counts Ford, GEICO, Progressive, 3M, ASE and Crash Champions among its supporting partners.

<http://www.beacollisionengineer.com/>

►► **CTA Apprenticeship Coalition**

The Consumer Technology Association (CTA)<sup>®</sup> and IBM created the CTA Apprenticeship Coalition, a collaborative effort by CTA member companies to expand apprenticeship opportunities nationwide and prepare American workers for careers in fast-growing fields such as software engineering, data analytics, project management and hardware design.

<https://www.cta.tech/Membership/Member-Groups/CTA-Apprenticeship-Coalition>

►► **Cybersecurity Youth Apprenticeship Initiative**

ICF's CYAI is funded by the DOL's Employment and Training Administration Office of Apprenticeship. Promotes sustainable development of cybersecurity apprenticeship programs for youth aged 16-21. Provides technical assistance and financial assistance to partners to build and expand their IT and cyber apprenticeships for youth. CYAI supports the entire cybersecurity career pathway, including technicians that support critical non-IT infrastructure with security needs, such as a medical records and health information technician or financial and risk analyst.

<https://cyai2024.org/>

►► **Fastport**

The DOL named Fastport as an industry intermediary to support and provide technical assistance to develop RAPs across all industries. Since 2016, it has created programs with over 175 employers and organizations. Serves as a liaison between government agencies and businesses to help create new apprenticeships, expand existing programs and create national models for accelerated implementation.

<https://nationalapprenticeship.org/>

►► **Franklin Apprenticeships**

Offers apprenticeship programs for the high-demand tech roles, including network engineer, software engineer and cybersecurity. The company continues to add new occupations based on employer demand and labor market data. Has worked with over 60 employers, including 30 Fortune 500 clients. Recognized as a national Apprenticeship Ambassador by DOL.

<https://www.franklinapprenticeships.com/>

►► **Healthcare Career Advancement Program (H-CAP)**

National labor/management organization that promotes innovation and quality in healthcare career education. H-CAP created a national collaboration to build targeted workforce solutions through Registered Apprenticeship that effectively address healthcare industry challenges while

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## INTERMEDIARIES

improving job quality and developing pipelines/career advancement opportunities for healthcare workers. H-CAP serves as a national industry intermediary contractor with the DOL, providing technical assistance, subject matter expertise, shareable resources and capacity-building infrastructure. The Office of Apprenticeship designated H-CAP as an Apprenticeship Ambassador in May 2023.

<https://www.hcapinc.org/>

### ▶▶ **IBEW – Electrical Training Alliance**

The electrical training ALLIANCE (previously called NJATC) was created over 70 years ago as a joint training program between the National Electrical Contractors Association and the International Brotherhood of Electrical Workers aimed at training the best electrical workers. Has developed into the largest apprenticeship and training program of its kind, having trained over 350,000 apprentices to journeyman status through local affiliate programs.

<https://www.electricaltrainingalliance.org/>

### ▶▶ **Intelligent Partnerships**

Seattle-based strategic planning firm specializing in inclusive design. Experience helping clients in diversity management, strategic engagement and workforce design. Can help employers with strategic design and implementation support. Member of the network supporting the JFF Center for Apprenticeship & Work-Based Learning's current effort to grow the country's capacity to offer diverse and inclusive Registered Apprenticeships.

<https://www.ipartnerships.net/>

### ▶▶ **International Training Institute**

Mission is to develop, maintain and distribute training resources for union workers in the sheet metal; heating, ventilation and air conditioning (HVAC); industrial/welding; architectural; and building service industry throughout U.S. and Canada. Website includes locator map of training centers, including locations in Mobile, Alabama; New Orleans; Baton Rouge; and Orange, Texas.

<https://www.sheetmetal-iti.org/contractors>

### ▶▶ **IREC/ACE Network**

Selected by the DOL Office of Apprenticeship to serve as an industry intermediary for Registered Apprenticeships for clean energy. Through the Apprenticeships in Clean Energy (ACE) Network, IREC leads a national coalition of industry, training and workforce development leaders to expand and diversify Registered Apprenticeship opportunities in the clean energy sector, where RAP interest is growing due to incentives in the Inflation Reduction Act. The ACE Network provides no-cost, high-quality technical assistance for employers and other potential sponsors throughout the process of designing, registering, implementing and scaling RAPs aligned with national standards and industry-recognized credentials.

<https://irecusa.org/programs/ace-network/>



►► **International Union of Operating Engineers**

IUOE local unions have developed and implemented comprehensive training programs for decades that are widely recognized as the best in a number of industries, from heavy equipment operators to stationary/facilities engineers in the construction, pipeline, stationary and environmental industries. Website includes overview of training and certification programs, including locator map and contact info for local chapters and training facilities.

<https://www.iuoe.org/training>

►► **Multiverse**

Provides high-quality professional apprenticeship programs that combine work, training and community. Since starting in the UK in 2016, company claims over 10,000 professional apprentices in partnership with more than 1,000 employers. Programs range from business operations to data science and software engineering. Launched U.S. operations in 2021.

<https://www.multiverse.io/en-US>

►► **National Association of Workforce Boards**

Represents and advocates for the nation's over 550 Workforce Development Boards. Works closely with policy makers to inform national strategy relating to the public workforce system and partners in education, economic development, labor and business. Its Supply Chain Automation Workforce Hub provides support for national registration of RAPs related to supply chain management, offering financial incentives and technical assistance to RAP sponsors.

<https://www.nawb.org/>

►► **National Center for Healthcare Apprenticeships**

Labor-management partnership to promote innovation and quality in healthcare career education and provide high-quality training to support the healthcare industry. Apprenticeships currently include Community Health Worker, Medical Assistant, Surgical Technologist, and Support and Retention Coordinator 1 and 2.

<https://www.hcapinc.org/ncha>

►► **National Restaurant Association Educational Foundation**

The NRAEF was awarded a five-year, \$12.2 million contract by DOL in July 2023 to grow its Hospitality Sector Registered Apprenticeship (HSRA) program by 5,000 participants. Since establishing itself as the first RAP for hospitality management, the HSRA program has grown to include line cook, hotel cook, kitchen manager, restaurant manager, lodging manager and maintenance employee programs. All programs are provided at no cost to employers.

<https://chooseresaurants.org/programs/rhlc/>

►► **New Apprenticeship**

Started nation's first RAP for digital marketing, then developed programs in IT, cloud computing and data analytics. [Added cybersecurity, software engineering, data operations and project management](#) apprentice tracks in 2022. Expanded from roots in Texas to become a national program equipping partners through local relationships in support of national talent

development solutions. Has assisted over 120 business partners. Provides talent for employers through its experience-based learning and performance coaching system.

<https://newapprenticeship.com/>

►► **PAYA**

The Partnership to Advance Youth Apprenticeship is a multi-year, collaborative initiative supporting efforts in states and cities to expand access to high-quality apprenticeship opportunities for high school-age youth.

<https://www.newamerica.org/education-policy/partnership-advance-youth-apprenticeship/>

►► **RTI International**

A DOL-funded intermediary in the K-12 education space, RTI is developing a pipeline of diverse teachers and other staff through apprenticeship. Provides customized technical assistance on implementation of RAPs to participating teams (employers, state agencies, educator preparation programs and other supporting organizations).

<https://www.rti.org/announcements/rti-and-partners-improve-k-12-teacher-registered-apprenticeships>

►► **Safal Partners**

DOL's designated industry intermediary leading apprenticeship expansion in cyber and related tech roles. Safal provides expert technical assistance, ongoing support, limited incentive funding and its national Registered Apprenticeship program to employers who want a proven, scalable model to meet critical cyber and tech workforce needs.

<https://cyber.safalpartners.com/>

►► **Seafarers International Union**

Operates largest training program for entry-level seafarers in the U.S.

<https://www.seafarers.org/training-and-careers/admissions/apprentice-program-overview/>

►► **The 1881 Institute**

Louisiana-based workforce development initiative operates an apprenticeship program to meet the needs of out-of-school youth, vulnerable populations in high school and unemployed young adults. Apprentices in engineering and tech areas get spatial skills training and work experience in the fabrication of non-metals and metals, computer-aided design and product design.

<https://the1881institute.org/apprenticeship/>

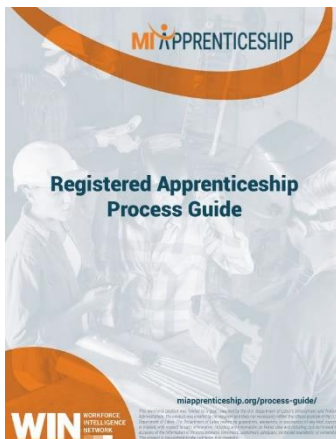
►► **United Services Military Apprenticeship Program**

USMAP is a formal military training program that provides active duty and full time support (FTS) Army, Navy, Marine Corps and Coast Guard Service members the opportunity to improve job skills and complete civilian apprenticeship requirements while on active duty. USMAP apprenticeships cover the entire gamut of apprenticeable trades, from airframe & powerplant mechanic to baker to computer programmer, and the program has added nine cybersecurity trades since 2022.

<https://usmap.osd.mil/index.htm>

## GUIDES & TOOLS

### Online resources for building and managing RAPs

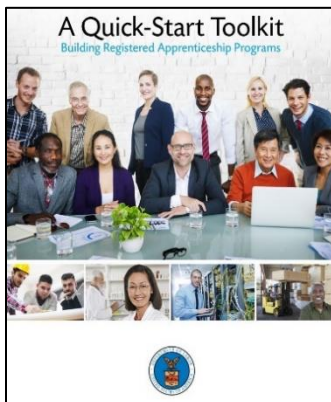


#### Registered Apprenticeship Process Guide

Source: MI Apprenticeship

<https://miapprenticeship.org/wp-content/uploads/2019/04/Apprenticeship-Process-Guide-rev00-AA.pdf>

Although some details are Michigan-specific, this is the most thorough, detailed and structured guide to planning and launching RAPs we have found. Filled with helpful explanations of key terms and concepts, plus all the why's, how's, what's and links.

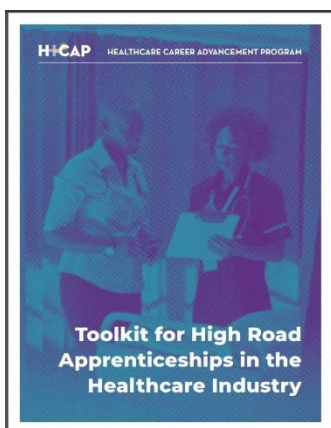


#### Quick Start Toolkit

Source: DOL

[https://msapprenticeship.works/wp-content/uploads/2018/10/apprenticeship\\_toolkit.pdf](https://msapprenticeship.works/wp-content/uploads/2018/10/apprenticeship_toolkit.pdf)

Published in 2015, this resource is slightly dated, with some links that no longer work. However, it's an informative and accessible introduction to modern apprenticeships and the five steps to creating one: Explore, Partner, Build, Register, and Launch.



#### Toolkit for High Road Apprenticeships in the Healthcare Industry

Source: H-CAP

<https://www.hcapinc.org/registered-apprenticeship-toolkit>

From the many possibilities of unmeasured ROI, to the nuances of planning, to the nuts and bolts of local program development and implementation, to links to dozens of valuable resources, this is an indispensable guide to RAPs, whether you are in the healthcare industry or not.

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## GUIDES & TOOLS

▶▶ **ITFA Work-Based Learning Replication Guide for IT**

Source: Columbus State University

[https://www.csc.edu/community/grants/recent-awards/itfa/pdf/ITFA\\_Replication\\_Guide\\_2023.pdf](https://www.csc.edu/community/grants/recent-awards/itfa/pdf/ITFA_Replication_Guide_2023.pdf)

▶▶ **Starting a Registered Apprenticeship Program**

Source: The Urban Institute

[https://msapprenticeship.works/wp-content/uploads/2018/10/Employer-Guide\\_June-2017.pdf](https://msapprenticeship.works/wp-content/uploads/2018/10/Employer-Guide_June-2017.pdf)

▶▶ **Apprenticeship Starter Guide**

Source: Chicago Apprentice Network

<https://www.chicagoapprenticenetwork.org/assets/membersAndPartners/Apprenticeship%20Starter%20Guide.pdf>

▶▶ **The Ultimate Guide to Apprenticeship Programs**

Source: Symba

<https://symba.io/blog/early-talent-and-retention-strategy/the-ultimate-guide-to-apprenticeship-programs/>

▶▶ **Bridging the Gap – Apprenticeship Playbook**

Source: Chicago Apprentice Network

[https://s3.amazonaws.com/brt.org/BridgingTheGap\\_ApprenticeshipPlaybook\\_April-2021.pdf](https://s3.amazonaws.com/brt.org/BridgingTheGap_ApprenticeshipPlaybook_April-2021.pdf)

▶▶ **Standards Builder**

Source: ApprenticeshipUSA

The online Standards Builders allows employers and sponsors to customize and register their programs in a single centralized place. The software generates a draft version of the agreement and documentation (e.g., guidelines and requirements) that comprise foundational elements of your program. The builder includes boilerplate samples for the language, form builders that match your program to codes and regulations, and ways to link to potential partners.

<https://www.apprenticeship.gov/employers/registered-apprenticeship-program/register/standards-builder>

▶▶ **Employer Readiness Checklist**

Source: National Fund for Workforce Solutions

<https://nationalfund.org/wp-content/uploads/2020/02/Apprenticeship-Employer-Readiness-Checklist.pdf>



►► **DOL Apprenticeship Occupations List**

Source: ApprenticeshipUSA

Search the list of all occupations DOL has approved as “apprenticeable” by occupation title or O\*NET number. You can also download the entire list as an Excel spreadsheet.

<https://www.apprenticeship.gov/apprenticeship-occupations>

►► **Competency-Based Occupational Frameworks for Apprenticeship**

Source: The Urban Institute

Clearinghouse of frameworks for existing RAPs. Frameworks are nonproprietary—available for any employer, government agency, trainer, curriculum developer, and others to use to develop and refine apprenticeship programs—and include ready-to-use work process schedules.

<https://www.urban.org/policy-centers/center-labor-human-services-and-population/projects/competency-based-occupational-frameworks-registered-apprenticeships>

►► **Registered Apprenticeship Standards Library**

Source: DOL ETA/The Urban Institute

Registered and verified standards collected in a searchable, online resource so employers can build their programs using existing apprenticeship training outlines. Includes apprenticeship program standards registered at both the national and state levels, and new national occupational frameworks, which outline the foundational requirements for how apprentices will learn their occupation and the basic elements needed to register a RAP.

<https://apprenticeshipstandards.org/>

►► **H-CAP National Library**

Source: H-CAP

This compendium of Registered Apprenticeship resources offers real-world examples of program components from healthcare industry stakeholders. Includes on-the-job learning outlines, classroom instruction outlines and more. Healthcare partners may review, select and adapt the occupational outlines and competency models. Updated on an ongoing basis as new programs are created.

<https://www.hcapinc.org/national-library>

►► **Rapid Skills Generator**

Source: Workforce Intelligent Network

Interactive library of apprenticeship program templates that employers, government partners, educational institutions and others can use to create RAP models. Users can adapt a template similar to the program they are creating, add details like required skills, job descriptions, estimated hours, and more, then save their own finished template for others to use.

<https://rapidskillsgenerator.org/>

►► **DOL Work Processes Dropbox**

Online repository of work process schedules for apprenticeable occupations. Resources are organized by occupation and are searchable by keyword.

[https://www.dropbox.com/sh/r6uucemwyhnywdn/AABYZ2Fi\\_nH1S9m7W8C2uL0xa](https://www.dropbox.com/sh/r6uucemwyhnywdn/AABYZ2Fi_nH1S9m7W8C2uL0xa)

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## GUIDES & TOOLS

►► **DOL Bulletin: Time- vs. Competency-Based Apprenticeships, with example WPS**

Source: DOL

[https://www.hcapinc.org/files/ugd/a687e5\\_4f47c7e920a94d12b66862a539c962f4.pdf](https://www.hcapinc.org/files/ugd/a687e5_4f47c7e920a94d12b66862a539c962f4.pdf)

►► **Requirements for Apprenticeship Sponsors Reference Guide**

Source: DOL

<https://static1.squarespace.com/static/5fd9461338cf5a53c1fe6704/t/63172d9ed00d3d666ad7d21e/1662463404967/Requirements+for+Apprenticeship+Sponsors+Reference+Guide+Factsheet.pdf>

►► **Universal Outreach Tool**

Source: ApprenticeshipUSA

Online tool for finding diverse candidates, which can help sponsors comply with the universal outreach and recruitment requirements of the EEO regulations. (Requirements include developing a list of recruitment sources that will generate referrals from all demographic groups within their recruitment area; identifying contacts at each of these sources; and providing these sources with advance notice of all apprenticeship openings).

<https://www.apprenticeship.gov/eo/sponsors/recruit-and-hire/universal-outreach-tool>

►► **RAP Tools and Tip Sheets**

Source: ABA

Series of downloadable “tip sheets” for grantees of the DOL’s Apprenticeship Building America grant program. Each tip sheet includes advice, insights, best practices and links to other resources and tools. Topics range from “Developing Apprenticeship Standards” to “Program Design & Delivery” to “Recruitment.”

<https://aba.workforcegps.org/resources/2023/03/02/19/18/Registered-Apprenticeship-Tools-and-Tips>

►► **Industry-Specific Resources Portal**

Source: WorkforceGPS

Unique tool that allows the user to explore the apprenticeship ecosystem and find resources specific to their industry or sector. Includes links to dozens of resources, organizations and successful program examples, presorted for 11 major industries/sectors—healthcare, financial services, transportation, hospitality and more.

<https://apprenticeship.workforcegps.org/resources/2017/08/11/17/33/Resource>

►► **ROI Calculator**

Source: MI Apprenticeship

<https://miapprenticeship.org/employers/roi-calculator/>

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# FUNDING & INCENTIVES

## Types & sources of financial support for RAPs

### OVERVIEW

Funding for employers who are developing RAPs, expanding RAPs or hiring new apprentices is available in a variety of forms and from a variety of sources. Some employers “braid” together two or more types of financial support from among the following categories:

- **WIOA** Major federal funding for employment and training services comes through Workforce Innovation and Opportunity Act programs. WIOA-based funding is typically administered at the state and workforce development board levels, where it supports employers and RAPs through funding for on-the-job training and related instruction, as well as provides supportive services to help apprentices.
- **federal grants** These may come from several different federal agencies, but the DOL’s most prominent recent apprenticeship-related grant programs are the [Apprenticeship Building America](#) (2022), [State Apprenticeship Expansion Formula](#) (2023), and [Expansion of RAPs through Industry Intermediaries](#) (2023) programs. This funding goes mainly to state governments, local governments, nonprofits and intermediaries engaged in building the apprenticeship ecosystem, with employers then receiving funds or technical assistance through new programs created by the grantees.
- **state funding and incentives** Some states, including Louisiana, offer [tax credits for wages paid to apprentices](#). Others, such as Texas, have set aside federal grant funding for RAP development in specific industries or provide state funding for approved [apprenticeship training](#). Other states have made General Fund appropriations to finance grants for employers who are creating or expanding RAPs.
- **financial aid** Apprentices may be eligible for Federal Student Aid such as Pell Grants or work-study grants if the apprenticeship is connected to a school’s program of study, a benefit that may reduce employers’ training costs and enhance recruiting.
- **GI Bill** By becoming [approved for the GI Bill](#), RAPs can assist their current and future veteran apprentices, which may enhance both recruiting and retention efforts. Veterans who qualify for the



## FUNDING & INCENTIVES

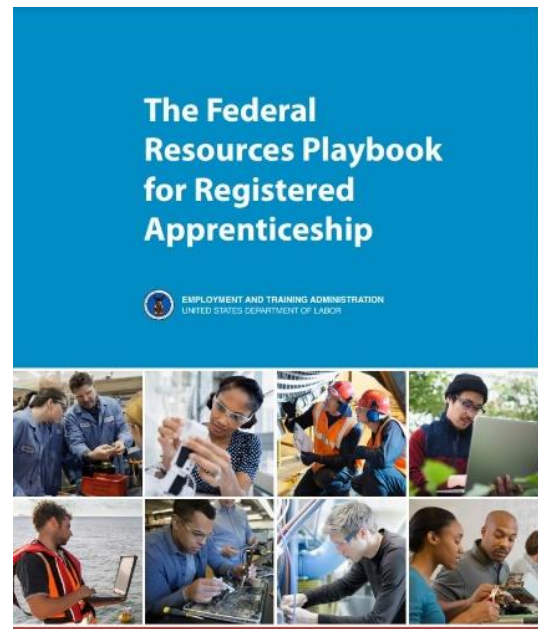
GI Bill can receive a monthly stipend (paid by Veterans Affairs) in addition to the wages they receive in an apprenticeship.

- **local and industry incentives** Some trade groups, workforce boards and apprenticeship networks offer funding for new RAPs or for employers who hire apprentices in their region or in particular sectors. In addition, some intermediaries provide their program development services, program management services or related software to qualified employers at no cost. Be sure to check around for these “hidden” sources of financing.

*Sources: DOL Quick Start, state websites, goapprenticeship.com*

## FEDERAL RESOURCES

- ▶▶ **ApprenticeshipUSA Investments Portal**  
<https://www.apprenticeship.gov/investments-tax-credits-and-tuition-support>
- ▶▶ **The Federal Resources Playbook for Registered Apprenticeship**  
<https://www.apprenticeship.gov/sites/default/files/playbook.pdf>
- ▶▶ **Using Workforce Funds to Support Apprenticeship**  
<https://www.accs.edu/wp-content/uploads/2019/05/Using-Workforce-Funds-to-Support-Apprenticeship.pdf>
- ▶▶ **Apprenticeship-Specific Grants List**  
<https://apprenticeship.workforcegps.org/resources/2020/02/06/21/06/Apprenticeship-Specific-Grants>
- ▶▶ **Apprenticeship Building America**  
<https://www.federalgrants.com/Apprenticeship-Building-America-ABA-Grant-Program-88752.html#:~:text=The%20ABA%20grant%20program%20builds,and%20completion%20of%20RAPs%20for>





►► **Federal Grants Homepage**

<https://www.federalgrants.com/>

►► **Federal Grants Awardee Search**

Find organizations with existing DOL-funded grants and contracts.

<https://www.apprenticeship.gov/investments-tax-credits-and-tuition-support/awardee-search>

►► **Grants.gov**

New DOL funding opportunities for RAP expansion will be announced here. Also includes a list of grant-making agencies, workspace tool for collaborating with a grant-writing team, how-to guidance for grant applications, and more.

<https://www.grants.gov/web/grants/home.html>

►► **Career & Technical Education (Carl Perkins) Funding**

U.S. Department of Education CTE/Perkins funding (about \$1.6 billion a year) goes to state education departments for distribution and funds both high school vocational training and some post-secondary programs. A growing trend is for high schools to use this funding to partner with RAP employers/sponsors, with the high school providing both the apprentices (or pre-apprentices) and coursework for the RAP. Sponsors/intermediaries can reach out to local high schools, local colleges and state education departments to see how to partner.

<https://www.air.org/sites/default/files/2022-11/Expanding-Registered-Apprenticeship-through-Alignment-with-Secondary-Career-Tech-Ed-Nov-2022.pdf>

►► **Health Resources & Services Administration**

Part of the U.S. Department of Health & Human Services (HHS), HRSA provides grants, scholarships and other resources supporting healthcare workforce development. The page below includes information on how to apply for grants and links to other HRSA programs.

<https://bhwh.hrsa.gov/funding/apply-grant>

►► **National Science Foundation**

With a focus on two-year institutions, the NSF's Advanced Technological Education (ATE) program supports the education of technicians for high-technology fields, from IT to biotech to engineering. Grants are available for both curriculum development and enhancing career pathways, such as apprenticeships

<https://new.nsf.gov/funding/opportunities/advanced-technological-education-ate>

“THERE IS NO DOUBT THAT BEING INVOLVED IN APPRENTICESHIPS HELPS DRAW ATTENTION TO THE COMPANY AND ASSISTS IN REDUCING RECRUITMENT COSTS. I THINK IT ALSO GIVES WORKERS INCENTIVES TO DEVELOP SKILLS THEY CAN USE ON THE WORKSITE ... SKILLS THAT MAY SAVE US SOME MONEY BECAUSE THEY MAKE FEWER MISTAKES OR GO FASTER THAN COMPARABLE WORKERS WHO ARE NOT IN APPRENTICESHIPS.”

*AJAC employer*

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## FUNDING & INCENTIVES

### ►► Work Opportunity Tax Credit & SNAP

RAPs are eligible to use the federal WOTC if they hire workers from specific target groups, such as SNAP beneficiaries and veterans. The program is administered separately by each state, but employers can typically apply to their state office within 28 days of hiring an eligible employee to receive a certificate for an IRS tax credit ranging from \$2,400 to \$9,600, depending on the target group and wages paid. The SNAP (food stamps) program through the USDA also provides reimbursement to employers for qualified training of SNAP recipients. This funding is administered through the individual state SNAP offices.

<https://www.twc.texas.gov/sites/default/files/wf/docs/ten-09-21-flyer-twc.pdf>

### ►► Veterans Affairs

Veterans who qualify for the GI Bill can receive a monthly stipend as well as help with tuition & fees in addition to the wages they receive in an apprenticeship. RAPs have the advantage of automatically qualifying as [approved training facilities for the GI Bill](#), but they should still process this approval through the relevant VA State Approving Agency for tracking purposes. In addition to GI Bill benefits for the veteran, some RAPs can qualify for reimbursement from the VA for costs of providing training. Note: The VALOR Act (Veterans Apprenticeship & Labor Opportunity Reform) has streamlined the VA certification process for employers/sponsors with RAPs in multiple states, reducing administrative burdens for employers and making RAPs more accessible to veterans. Contact your [VA State Approving Agency](#) to learn more.

<https://www.apprenticeship.gov/employers/hire-veterans>

## STATE FUNDING EXAMPLES

### ►► Texas Incentives Overview

<https://www.twc.texas.gov/sites/default/files/wf/docs/twc-office-of-apprenticeship-program-overview-twc.pdf>

### ►► Texas Skills Development Fund

Businesses, business consortiums or trade unions in Texas that have a training need can collaborate with a community college or public technical college to customize a training program to address the need. A grant proposal is submitted to the Skills Development Fund, and, if accepted, the training is paid for by the Fund. The college administers the grant. Training methods can be on-site, hands-on, simulation, classroom and online, or whatever combination best suits the business and its employees. For more information email [jobs@wrksolutions.com](mailto:jobs@wrksolutions.com).

►► **Texas Apprenticeship Training Program**

TWC also provides funds to local education agencies (LEAs) and apprenticeship committees to support a portion of the costs of job-related classroom instruction in RAPs through its Apprenticeship Training Program. A RAP arranges with an LEA or the apprenticeship committee so that one or the other can act as the ATP’s fiscal agent. The LEA and apprenticeship committee are the funding link between the RAP and TWC.

<https://www.twc.texas.gov/partners/apprenticeship-training-program-administrators-local-education-agencies>

►► **Mississippi Skills Training Tax Credit**

Can be utilized by program sponsors in manufacturing, wholesale, warehousing and selected other industries, such as movie studios, recreation facilities, software development and telecom. The credit is applied to state income tax to reduce the employer’s income tax liability.

<https://mississippi.org/wp-content/uploads/skills-training-credits.pdf>

►► **Louisiana Apprenticeship Tax Credit**

RAP sponsors may qualify as WIOA training providers, and registered apprentices may be eligible for individual training account funds to assist in training costs. In addition, RAP sponsors are eligible for a tax credit of up to \$1,000 per apprentice per year on their income or franchise tax, based on the total hours of employment for the apprentice.

<https://revenue.louisiana.gov/LawsPolicies/RIB%2023-008%20Apprenticeship%20Tax%20Credit%20Program.pdf>

►► **Florida General Fund Grants**

Since 2019 the Pathways to Career Opportunities Grant Program has been funded annually by general appropriations from the Florida Legislature and administered by the Florida Department of Education, including a 2023 appropriation of \$20 million. The grants are open to applicants such as high schools, charter centers, charter technical career centers, Florida College System institutions, and other entities authorized to sponsor an apprenticeship or pre-apprenticeship program, as defined in 446.021, Florida Statutes. The funds from the PCOG Program may be used to start a new and/or expand an existing apprenticeship and/or pre-apprenticeship program.

<https://www.fldoe.org/pathwaysgrant/>

►► **Alabama Apprenticeship Tax Credit**

Registered RAP employers are allowed a \$1,250 state income tax credit for each qualifying apprentice and can claim a tax credit for up to 10 apprentices annually, not to exceed \$12,500.

<https://www.alapprentice.org/employers/>



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## ARTICLES & REPORTS

### News, research & insights about apprenticeships

►► **Community College Daily**

AACC, updated weekly

Regularly updated, curated news feed often features reports on apprenticeships, including funding, education initiatives, partnerships, case studies and job/industry needs.

<https://www.ccdaily.com/>

►► **“Apprenticeships on the Rise: Alternative Challenges the College-for-All Mentality”**

Education Next, April 2023

In-depth reporting on the current state of the apprenticeship ecosystem, including the growth in nonconstruction RAPs, the growing role of intermediaries, funding and other policy issues.

<https://www.educationnext.org/apprenticeships-on-the-rise-burgeoning-alternative-challenges-college-for-all-mentality/>

►► **“The State of Apprenticeship in the US: A Plan for Scale”**

Apprenticeships For America, July 2022

Reviews key recent developments and recommends enhanced funding for intermediaries, including a pay-for-performance model.

<https://static1.squarespace.com/static/61f1c7ff7041697cc1eff1bd/t/62d5b4981261b74803071036/1658172568403/planforscale.pdf>

►► **“Strengthening America’s Workforce: The Path to 4 Million Apprenticeships”**

Progressive Policy Institute, May 2023

White paper urging adoption of the AFA “Plan for Scale” with six key policy recommendations.

<https://www.progressivepolicy.org/wp-content/uploads/2023/05/Strengthening-Americas-Workforce-Policy-Brief-FINAL.pdf>

►► **“Challenges and Recommendations to Launch and Expand Apprenticeship Programs”**

AppreNEXT, November 2021

Roundtable with apprenticeship providers, sponsors and other industry stakeholders addresses funding, barriers, challenges, solutions and recommendations for effective apprenticeship development.

<https://nationalapprenticeship.org/whitepaper>

►► **“Top Trends in Apprenticeship Programs, 2022 Survey Report”**

IFE BP, March 2022

(Requires IFE BP membership or login to download)

<https://www.ifebp.org/store/Pages/apprenticeship-survey.aspx>

- ▶▶ **“Benefits and Costs of Apprenticeship: A Business Perspective”**  
U.S. Department of Commerce, November 2016  
Extensive government study of how employers evaluate, implement and benefit from apprenticeships, including analysis of the major business decision points and 13 detailed case studies from major employers.  
<https://apprenticeshipla.com/wp-content/uploads/2018/07/the-benefits-and-costs-of-apprenticeships-a-business-perspective-1.pdf>
  
- ▶▶ **“The New-Collar Workforce”**  
Harvard Business Review, March 2023  
To develop a successful skills-first hiring practice, companies should provide on-ramps—such as apprenticeships, internships, and training programs—for people who have aptitude but are untraditional candidates.  
<https://hbr.org/2023/03/the-new-collar-workforce>
  
- ▶▶ **“5 Ways Professional Apprenticeships Elevate Your Entry-Level Hiring”**  
Multiverse, June 2023  
Advantages of a skills-first talent strategy for professional jobs, from filling open positions faster to building leaders to increasing ROI.  
<https://www.multiverse.io/en-US/blog/5-ways-professional-apprenticeships-elevate-your-entry-level-hiring>
  
- ▶▶ **“ATE-related Apprenticeships Pay Off for Students, Employers”**  
Community College Daily, November 2023  
Explores how two-year institutions in Ohio, Michigan, and Missouri are leveraging federal funds and specific employer needs to advance apprenticeships in viticulture, robotics and IT.  
<https://www.ccdaily.com/2023/11/ate-related-apprenticeships-pay-off-for-students-employers/>
  
- ▶▶ **“The Business Case for Apprenticeships”**  
Forbes, November 2022  
Adopting a “skills-based” approach to hiring and partnering with apprenticeship programs can help tech employers overcome the labor crunch.  
<https://www.forbes.com/advisor/business/business-case-for-apprenticeships/?sh=735c08006410>
  
- ▶▶ **“The Apprenticeship Renaissance”**  
Talent Management, March 2023  
The data suggests that apprenticeships could be poised for significantly more growth if properly supported and promoted.  
<https://www.talentmgt.com/articles/2023/03/07/the-apprenticeship-renaissance-why-a-time-tested-career-pathway-might-be-the-best-way-to-close-talent-gaps/>



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## ARTICLES & REPORTS

▶▶ **“Tech Apprenticeships Bolster Talent Pipelines”**

Consumer Technology Association, March 2023

Founder of BuildWithin explains why apprenticeships are key to helping tech companies address a tight labor market and how her company’s software makes the model more scalable.

<https://www.cta.tech/Resources/Articles/2023/Tech-Apprenticeships-Bolster-Talent-Pipelines>

▶▶ **“Apprenticeship Training to Close the Skills Gap: A Clear Path to Success”**

Plans & Trusts, March/April 2023

Insights on occupational analysis and continuous improvement strategy from the electrical training Alliance (IBEW) apprenticeship program.

<https://www.ifebp.org/inforequest/ifebp/0202875.pdf>

▶▶ **“Houston Business Leaders Join Forces to Create Innovative Apprenticeship Program”**

innovationmap, May 2021

Initiative led by Accenture and Aon emphasizes the value of an apprenticeship ecosystem.

<https://houston.innovationmap.com/greater-houston-apprenticeship-network-launches-2654602080.html>

▶▶ **“Hiring in Tech: Five Tips for Developing a Successful Apprenticeship Program”**

Forbes, November 2019

Insights on how to start a new RAP from an award-winning Silicon Valley thought leader with extensive experience in HR/HCM.

<https://www.forbes.com/sites/forbesbusinesscouncil/2019/11/21/hiring-in-tech-five-tips-for-developing-a-successful-apprenticeship-program/?sh=632be1b27fe6>

▶▶ **“Apprenticeships: A Game-Changer for Talent Pipelines”**

Glassdoor, April 2019

How federal programs, state programs, educational partners, and other stakeholders can help employers overcome the mythical obstacles to apprenticeship implementation.

<https://www.glassdoor.com/employers/blog/apprenticeships-talent-pipelines/>

▶▶ **“How about Offering Apprenticeships for People Who Already Work for You?”**

Forbes, April 2023

As shown by companies like Target and Walmart, informal apprenticeships for incumbent workers can be a powerful tool for employers who are struggling to find enough workers for critical roles like cybersecurity analyst, frontline manager or pharmacy tech.

<https://www.forbes.com/sites/allisondulinsalisbury/2023/04/10/how-about-offering-apprenticeships-for-people-who-already-work-for-you/?sh=7655c6ed77c9>

- ▶▶ **“Apprenticeships vs. Internships vs. Bootcamps: What's the Difference?”**  
 Multiverse, March 2023  
 Each has benefits depending on employer needs, but apprenticeships are the long-term play.  
<https://www.multiverse.io/en-US/blog/apprenticeships-vs-bootcamps-vs-internships-what-s-the-difference>
  
- ▶▶ **“Push for More Women as Construction Apprentices”**  
 Community College Daily, August 2023  
 Reviews a key grant initiative in Illinois and describes the state’s apprenticeship ecosystem.  
<https://www.ccdaily.com/2023/08/push-for-more-women-as-construction-apprentices/>
  
- ▶▶ **“Teacher Apprenticeships Are Booming. Here’s What You Need to Know”**  
 Education Week, March 2023  
 Policymakers and school district leaders look to the RAP model as a promising solution to teacher pipeline challenges.  
<https://www.edweek.org/teaching-learning/teacher-apprenticeships-are-booming-in-wake-of-shortages-heres-what-you-need-to-know/2023/03>
  
- ▶▶ **“Tips, Tricks, and Advice: ABA Grantees Share it All”**  
 WorkforceGPS, July 2023  
 Notes on strategies, obstacles and how to coordinate with existing workforce infrastructure from a June 2023 meeting of Apprenticeship Building America grantees.  
[https://aba.workforcegps.org/resources/2023/08/17/13/55/ABA\\_Tips\\_Tricks\\_and\\_Advice-Grantees-Share-It](https://aba.workforcegps.org/resources/2023/08/17/13/55/ABA_Tips_Tricks_and_Advice-Grantees-Share-It)
  
- ▶▶ **“Apprenticeships and Community Colleges: Do They Have a Future Together?”**  
 American Enterprise Institute, May 2018  
 Explores how community colleges could play a more active role in growing apprenticeships, the challenges they face in doing so, and how third-party intermediaries may pick up the slack.  
<https://www.aei.org/research-products/report/apprenticeships-and-community-colleges-do-they-have-a-future-together/>
  
- ▶▶ **“IREC Tapped to Lead U.S. Clean Energy Apprenticeship Network”**  
<https://www.solarpowerworldonline.com/2023/08/irec-tapped-to-lead-us-clean-energy-apprenticeship-network/>
  
- ▶▶ **“DOL Announces \$65M in Grants to Expand RAs”**  
<https://www.dol.gov/newsroom/releases/eta/eta20230719>
  
- ▶▶ **“DOL Awards Nearly \$17M to Expand RAs in Education, Clean Energy, Critical Industries”**  
<https://www.dol.gov/newsroom/releases/eta/eta20230719-0>
  
- ▶▶ **“DOL Announces ABA Program, \$113M in Available Funds”**  
<https://www.dol.gov/newsroom/releases/eta/eta20220223>

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## CASE STUDIES

### An inside look at modern RAPs in action

- ▶▶ **Baltimore Alliance for Careers in Healthcare and Johns Hopkins Hospital**  
<https://nationalfund.org/our-resources/publications/case-study-bach/>
- ▶▶ **Guilford Apprenticeship Partners (North Carolina)**  
<https://nationalfund.org/our-resources/publications/case-study-gap/>
- ▶▶ **Gulf Coast Workforce Development Board and Adaptive Construction Solutions**  
<https://www.apprenticeship.gov/case-studies/gulf-coast-workforce-development-board-and-adaptive-construction-solutions-inc>
- ▶▶ **Kroger**  
<https://www.qualityassurancemag.com/article/the-apprentices/>
- ▶▶ **Lockheed Martin**  
<https://www.lockheedmartin.com/en-us/careers/life-at-lm/2023/meet-our-apprentices.html>
- ▶▶ **Techtonic**  
<https://www.inc.com/jeff-haden/how-this-company-created-first-software-development-apprenticeship-program-approved-by-department-of-labor.html>
- ▶▶ **8th Light**  
<https://8thlight.com/insights/our-history-of-apprenticeship>
- ▶▶ **Amazon Web Services**  
<https://www.aboutamazon.com/news/aws/aws-hires-1-000th-apprentice-for-technical-training-program>
- ▶▶ **Pandora**  
<https://venturebeat.com/entrepreneur/how-pandora-built-a-successful-apprenticeship-program/>

“THERE IS NO OTHER VEHICLE ANYWHERE IN THE COUNTRY THAT HAS MORE TO DO WITH ADDING AND RETAINING HUMAN CAPITAL INTO A VALID WORKFORCE THAN AN APPRENTICESHIP. APPRENTICES FEEL LIKE THEY’RE PART OF SOMETHING THAT IS BIGGER THAN THEMSELVES, AND WHEN PEOPLE FEEL LIKE THEY’RE PART OF SOMETHING BIGGER THAN THEMSELVES, THEY FEEL LIKE THEY BELONG AND BECOME SELF-ACTUALIZED.”

*Dave Harrison, Executive Director of Workforce Development, Fastport*

- ▶▶ **Gulf Coast Region Apprenticeship Hub**  
[https://cdn.ymaws.com/www.ncwe.org/resource/resmgr/exemplary\\_program\\_awards/2023\\_awards/2023-05-23\\_HCC\\_NCWE\\_EA\\_Progr.pdf](https://cdn.ymaws.com/www.ncwe.org/resource/resmgr/exemplary_program_awards/2023_awards/2023-05-23_HCC_NCWE_EA_Progr.pdf)
  
- ▶▶ **Princeton Plasma Physics Laboratory**  
[https://www.pppl.gov/news/2023/pppl-apprenticeship-program-train-highly-skilled-technicians-national-model?utm\\_source=miragenews&utm\\_medium=miragenews&utm\\_campaign=news](https://www.pppl.gov/news/2023/pppl-apprenticeship-program-train-highly-skilled-technicians-national-model?utm_source=miragenews&utm_medium=miragenews&utm_campaign=news)
  
- ▶▶ **Delta Airlines**  
<https://www.linkedin.com/business/talent/blog/talent-acquisition/how-delta-is-using-innovative-programs-to-drive-equity-internal-mobility>
  
- ▶▶ **Collision Engineering Program (Ford Motor Co. and Enterprise Holdings)**  
<https://www.motor.com/2023/05/ford-motor-company-fund-and-enterprise-holdings-foundation-expand-collision-engineering-program-to-parkland-college/>
  
- ▶▶ **Healthcare Apprenticeship Consortium of Washington and Kaiser Permanente**  
<https://info.nhanow.com/learning-leading-blog/how-apprenticeships-are-filling-the-need-for-high-skilled-healthcare-workers>
  
- ▶▶ **Keesler Federal Credit Union (Mississippi)**  
<https://msapprenticeship.works/mgccc-and-keesler-apprenticeship-program/>
  
- ▶▶ **Mack Trucks Lehigh Valley (Pennsylvania)**  
<https://www.jff.org/idea/driving-opportunity-mack-trucks-lehigh-valley-apprenticeships/>
  
- ▶▶ **Florida Solar Energy Technician Apprenticeship**  
<https://newsspc.wordpress.com/2023/04/27/solar-apprenticeships-fill-workforce-needs/>
  
- ▶▶ **The Greenbrier (West Virginia)**  
<https://clubandresortchef.com/how-apprenticeships-bridge-the-skills-gap/>



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## VIDEOS & PODCASTS

### What employers, apprentices & other stakeholders are saying

- ▶▶ **Fastport: “How Businesses Get Started” video**  
<https://nationalapprenticeship.org/resources>
- ▶▶ **IBM: “Reinventing Careers” video**  
<https://www.youtube.com/watch?v=vCjuuYzoPJY>
- ▶▶ **Apprenti: “Software Development Apprenticeship with Apprenti” video**  
<https://youtu.be/8uBybhuYVY0>
- ▶▶ **Ivy Tech (Indiana): “Apprenticeships Work! (For Employers)” video**  
<https://www.youtube.com/watch?v=y1ST5SZ4oXE>
- ▶▶ **Apprenticeship Carolina: “Walgreens Youth Apprenticeship Program” video**  
<https://www.youtube.com/watch?v=l-2UoJTMAM>
- ▶▶ **Houston Community College: “HCC Gulf Coast Region Apprenticeship Hub, HR Houston and SHRM Foundation Team Up” video**  
[https://www.youtube.com/watch?v=e\\_FmKw\\_-iVk](https://www.youtube.com/watch?v=e_FmKw_-iVk)
- ▶▶ **Health Care Apprenticeship Consortium (Washington): “How Behavioral Health Apprenticeships Benefit Healthcare Employers” video**  
<https://www.youtube.com/watch?v=fAJ3PkggJr0&t=264s>
- ▶▶ **International Foundation of Employee Benefit Plans: “Apprenticeship Program Recruitment and Retention” video**  
[https://www.ifebp.org/Resources/apprenticeships/Pages/default.aspx?gad=1&gclid=Cj0KCQjwldKmBhCCARIsAP-OrfyMEBI7oAgFSPV0S5837BlhwaUpxk6xOPjcJOZ6fGBx0EVA7B7O05YaAtUCEALw\\_wcB&wchannelid=6t7guncyk2&wmediaid=x1lm39udgw#additional](https://www.ifebp.org/Resources/apprenticeships/Pages/default.aspx?gad=1&gclid=Cj0KCQjwldKmBhCCARIsAP-OrfyMEBI7oAgFSPV0S5837BlhwaUpxk6xOPjcJOZ6fGBx0EVA7B7O05YaAtUCEALw_wcB&wchannelid=6t7guncyk2&wmediaid=x1lm39udgw#additional)
- ▶▶ **Apprenti: “Apprenti Employer Panel” video**  
[https://youtu.be/3\\_VW\\_ZOTL20](https://youtu.be/3_VW_ZOTL20)
- ▶▶ **U.S. DOL: “Eligible Training Provider List from the Sponsor Perspective” video**  
<https://www.youtube.com/watch?v=IF4htD7vmZQ>

- ▶▶ **“Apprenticeship Gets a Makeover” podcast**  
The McKinsey Podcast, McKinsey & Co.  
<https://podcasts.apple.com/us/podcast/apprenticeship-gets-a-makeover/id285260960?i=1000571449069>
  
- ▶▶ **“The Case for Investing in the Apprenticeship Model” podcast**  
Managing the Future of Work, Harvard Business School  
<https://www.hbs.edu/managing-the-future-of-work/podcast/Pages/podcast-details.aspx?episode=27827121>
  
- ▶▶ **“Trends in Apprenticeship” podcast**  
Talking Benefits, International Foundation of Employee Benefit Plans  
<https://soundcloud.com/talkingbenefits/trends-in-apprenticeship>
  
- ▶▶ **“Game-Changing Apprenticeship Models” podcast**  
Apprenticeship 2.0, Reach University  
<https://podcasts.apple.com/us/podcast/game-changing-apprenticeship-models/id1712099041?i=1000634629370>
  
- ▶▶ **“The Importance of Creating Inclusive Apprenticeships for Veterans” podcast**  
Workology Podcast, Workology  
<https://workology.com/episode-377-the-importance-of-creating-inclusive-apprenticeships-for-veterans-with-kristin-strand/>
  
- ▶▶ **“How Inclusive Apprenticeship Drives Performance” podcast**  
Apprenticeship for All Podcast, Partnership on Inclusive Apprenticeship  
<https://inclusiveapprenticeship.org/how-inclusive-apprenticeship-drives-performance/>
  
- ▶▶ **“Automotive Apprentice Group Aims to Fill Need for Technicians” podcast**  
Auto Remarketing Podcast, Auto Remarketing  
<https://www.autoremarketing.com/ar/podcast-automotive-apprentice-group-aims-to-fill-need-for-technicians/>
  
- ▶▶ **“Registered Apprenticeship Fundamentals” webinar**  
Apprenticeship Professionals Learning Network  
<https://apprenticeshipprofessionals.org/news/april-18-2023-recording-apprenticeship-professionals-learning-network-webinar-registered>
  
- ▶▶ **“Healthcare Apprenticeship Resources Playbook: A Guide to Federal and State Funding” webinar**  
Healthcare Career Advancement Program (H-CAP)  
<https://rb.gy/e7o798>



# MENTORING RESOURCES

## Insights, best practices & training

### ▶▶ ABA Mentoring Guide

This guide condenses academic literature, public resources, and conventional and unconventional wisdom into a digestible set of best practices, dos and don'ts, hints and tips, and resources. Strong mentorship is a key predictor of the success of an apprenticeship.

Apprenticeship Building America

<https://aba.workforcegps.org/resources/2022/12/23/18/51/Mentoring-Guide>

### ▶▶ “Successful Mentoring for Apprenticeships”

Including the nine essential roles of mentors, from “counselor” to “door-opener.”

Plans & Trusts magazine

<https://www.ifebp.org/inforequest/ifebp/0202588.pdf>

### ▶▶ Tips to Successful Apprenticeship Mentoring

Brief series covers getting started, how to convey information effectively and more.

Safal Partners

<https://cyber.safalpartners.com/mentoring-tip-series>

### ▶▶ “Mentoring for Apprenticeship”

Textbook and curriculum for training mentors.

Keystone Development Partnership

[https://www.expandapprenticeship.org/system/files/mentoring\\_for\\_apprenticeship.pdf](https://www.expandapprenticeship.org/system/files/mentoring_for_apprenticeship.pdf)

### ▶▶ H-CAP Mentorship Training Program

H-CAP developed the curriculum for this training program with the goals of ensuring high-quality apprentice training and helping mentors practice techniques and approaches that support the apprentice while also cultivating their own personal and professional growth.

Healthcare Career Advancement Program

<https://www.hcapinc.org/mentorship-training-program>

“EMPLOYERS HIRING APPRENTICES SHOULD BE PREPARED TO TRAIN THE WORKERS THEY ARE CALLING ON TO MENTOR, AND TO RECOGNIZE THAT MENTORING IS AN INVESTMENT.”

*ABA Mentoring Guide*

## DEIA RESOURCES

### Where to learn more about leveraging apprenticeships for diversity

- ▶▶ **ApprenticeshipUSA Diversity, Equity, Inclusion & Accessibility Homepage**  
<https://www.apprenticeship.gov/employers/diversity-equity-inclusion-accessibility>
- ▶▶ **“Advancing DEIA in Registered Apprenticeships”**  
WorkforceGPS (webinar)  
<https://www.workforcegps.org/events/2022/07/14/16/00/Advancing-DEIA-in-Registered-Apprenticeships>
- ▶▶ **Partnership on Inclusive Apprenticeship**  
Works with employers and intermediaries to help design diverse, equitable, inclusive and accessible apprenticeship programs that are available to all.  
<https://inclusiveapprenticeship.org/>
- ▶▶ **“5 Equal Employment Opportunity Steps to Take When Setting Up a RAP”**  
Jobs for the Future  
<https://www.jff.org/idea/5-equal-employment-opportunity-steps-to-take-when-setting-up-a-registered-apprenticeship-program/>
- ▶▶ **“Creating More Diverse, Equitable and Inclusive Apprenticeship Programs”**  
Safal Partners (webinar)  
<https://player.vimeo.com/video/606694032?h=1cc065f921>
- ▶▶ **“Opportunity Zones and Registered Apprenticeship”**  
Jobs for the Future  
<https://www.jff.org/idea/opportunity-zones-and-registered-apprenticeship/>
- ▶▶ **“Expanding DEIA Programs Through Apprenticeship”**  
Intelligent Partnerships  
<https://www.ipartnerships.net/ebook-downloads>



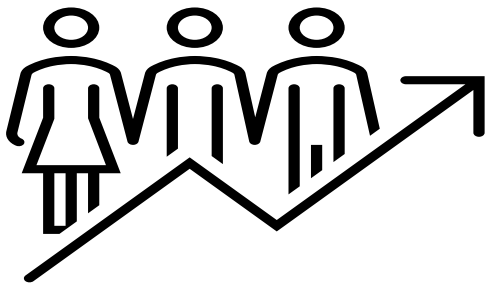
- ▶▶ **“Why Hire a Veteran for Your Apprenticeship Program?”**  
ApprenticeshipUSA  
<https://www.apprenticeship.gov/employers/hire-veterans>
  
- ▶▶ **“Advancing Opportunities for Women through Apprenticeship: A Case-Based Resource Guide”**  
Women’s Bureau, U.S. DOL  
<https://www.dol.gov/agencies/wb/topics/apprenticeships/case-studies>
  
- ▶▶ **“How Registered Apprenticeship Led Me from Black History to Black Opportunity”**  
Jobs for the Future  
<https://www.jff.org/how-registered-apprenticeship-led-me-black-history-black-opportunity/>
  
- ▶▶ **“These Are Some of the Best Apprenticeships for Black Women”**  
Essence  
<https://www.essence.com/news/money-career/apprenticeships-women-welding-education-journeyperson/>
  
- ▶▶ **“Engaging People with Disabilities as Registered Apprentices”**  
Safal Partners (webinar)  
<https://player.vimeo.com/video/642406127?h=d777c04200>
  
- ▶▶ **“Encouraging Equity in RAPs for Neurodiverse Youths”**  
Cybersecurity Youth Apprenticeship Initiative  
[https://cyai2024.org/sites/default/files/2023-08/CYAI\\_Disability%20Resource%20Bundle%20for%20RAP%20Sponsors\\_508C\\_0.pdf](https://cyai2024.org/sites/default/files/2023-08/CYAI_Disability%20Resource%20Bundle%20for%20RAP%20Sponsors_508C_0.pdf)
  
- ▶▶ **“Step-by-Step Apprenticeship Implementation Guide: Key Steps for Vocational Rehabilitation Agencies”**  
ExploreVR (UMass Boston)  
[https://www.explorevr.org/sites/explorevr.org/files/files/apprenticeship%20guide\\_V2\\_F.pdf](https://www.explorevr.org/sites/explorevr.org/files/files/apprenticeship%20guide_V2_F.pdf)
  
- ▶▶ **“Engaging Apprentice Voice: A Strategy for Promoting More Equitable Programs for Youth”**  
Partnership to Advance Youth Apprenticeship/National Alliance for Partnerships in Equity  
<https://napequity.org/wp-content/uploads/PAYA-Engaging-Apprentice-Voice-2-Page-2022-06-20.pdf>
  
- ▶▶ **“Leveraging Earn-and-Learn Models for Immigrants and Refugees”**  
Coalition on Adult Basic Education

# 3 takeaways from Delta Air Lines

An excerpt from "How Delta Is Using Innovative Programs to Drive Equity" in Talent Blog, LinkedIn, August 2023.  
Interview with Brian Wright, director of global learning and leadership development, Delta Air Lines.

Looking back on what Delta has learned so far,  
Brian cites three key takeaways.

*First,*  
he says, it's important to regularly gather feedback from participants and make changes along the way.



*Second,*  
clearly communicate to employees what will be expected of them.

*Third,*  
think carefully about what types of roles within your organization would make a good fit for an apprenticeship. An important consideration: What jobs and skills are most in demand at your company? That kind of thinking has led Delta to decide to focus more on apprenticeships related to tech, digital, and analytics in the future.

"Spend time," Brian says, "really digging through *what are the right roles* in your organization that could benefit from an apprenticeship and how the apprentices can benefit themselves."





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