2015 WISCONSIN APPRENTICESHIP SUMMIT

January 28-30, 2015

WISCONSIN APPRENTICESHIP
SINCE 1911

STATE OF WISCONSIN
DWD
Department of Workforce Development

The Johnson Foundation
AT WINGSPREAD

A special thanks to:

The Johnson Foundation at Wingspread for their hospitality which created an outstanding experience at a tremendous retreat environment. Sincere thanks and appreciation to:

Roger Dower	President, The Johnson Foundation at Wingspread
Ashley Staeck	Program Officer, The Johnson Foundation at Wingspread
Barbara Schmidt	Program Assistant, The Johnson Foundation at Wingspread

National Governors Association

Brent Parton, Senior Policy Analyst, who was the "glue" that strengthened the mission and objectives of the Summit which led to the participants being constantly engaged and involved in the process.

Department of Workforce Development Facilitators

The small group discussions and resulting Action Plan were the heart of the conference. The facilitators were able to draw out discussion among the participants which enabled participants to not only learn about apprenticeship but to become engaged with stake in the outcome.

Becky Kikkert	Communications Specialist Advanced Wisconsin Department of Workforce Development
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CONTENTS AT A GLANCE

INTRODUCTION *Page 3* I.

BACKGROUND *Page 4* II.

APPRENTICESHIP BEST PRACTICES *Page 7* III.

ACTION PLAN *Page 10* IV.

RECOMMENDATIONS *Page 22* V.

Wisconsin Apprenticeship Summit

Action Plan to Improve and Modernize the Wisconsin Apprenticeship System

Introduction

Apprenticeship is a system of work-based learning that fulfills the skills needs of industry by preparing workers through a combination of on-the-job learning with classroom instruction. Wisconsin has a long and proud tradition of apprenticeship dating back to 1911 when Wisconsin passed the United States' first apprenticeship law, and established the state's vocational school system, which evolved into the Wisconsin Technical College System, to provide the related classroom instruction.

With safeguards for both the apprentice and the employer, Wisconsin's law became a model for other states and for the federal government in developing their own apprenticeship systems. Today, the Wisconsin Department of Workforce Development (DWD) is the state agency that has primary responsibility for implementing and monitoring apprenticeship programs in the state. Specific responsibility for administering apprenticeship program standards is held by the Bureau of Apprenticeship Standards (BAS), which is located in the Department's Division of Employment and Training.

With an economy that offers fewer well-paying jobs and career opportunities for individuals with a high school education or less, policymakers across the country are demonstrating a renewed interest in expanding apprenticeship as a promising strategy for enhancing the skills of the workforce. Wisconsin, building off its long tradition and established institutions that support apprenticeship, is well positioned to support this expansion by reaching a broader range of employers and participant populations.

However, Wisconsin recognizes for the need for a more comprehensive strategy to help build awareness and familiarity with the apprenticeship system among employers; workforce and economic development stakeholders; and the secondary and post-secondary education system, including students, parents and counselors. A statewide strategy can provide a roadmap and help coordinate the actions of these diverse stakeholders towards measurable goals to expand participation in high quality apprenticeships.

Scott Walker

Governor,
State of Wisconsin

"Wisconsin has a strong tradition that is over 100 years old with the Registered Apprenticeship program. It has assisted employer's meet their needs for well-trained workers. I continue to support the workforce readiness programs, like apprenticeship, because we believe in proven practices that help more people secure family-supporting jobs."

Wisconsin Apprenticeship Summit

Action Plan to Improve and Modernize the Wisconsin Apprenticeship System

Background

Wisconsin's economy has changed in many aspects—workforce demographics, capital/labor ratio, and the pace of technological change. Baby Boomers aging out of the workforce are putting an unprecedented constraint on job growth in the state. Substituting advanced technical capital for labor is how Wisconsin can compete in the global economic environment. This trend necessitates a focus on skills development in the workforce and aligning those skills with business needs. By definition, apprenticeship training is a perfect fit for matching workforce talent with current and future employers' needs.

Wisconsin industry has been vocal about the necessity of new approaches in apprenticeship. Employers readily embraced hybrid and competency models. Interest in "the German Model" is high. Talk of "school-to-work" is now "work-during-school." Demand for quality assessment tools and methods are on the rise. The apprenticeship tradition is marrying well with new technologies – on the job, in the classroom and in policy. All in all, Wisconsin's industry is future-focused and will remain an influential driver of apprenticeship innovation.

As a result, the Bureau of Apprenticeship Standards and the Wisconsin Apprenticeship Advisory Council proposed a solutions-focused apprenticeship summit with the following goals in mind:

GOAL 1. Hear from a wide variety of expert thought leaders on current apprenticeship training research, historical lessons, and best practices for the expansion and improvement of the apprenticeship method of training.

GOAL 2. Discuss and evaluate how the best practices and body of research can be applied to improve and modernize the Wisconsin model of apprenticeship training.

GOAL 3. Prioritize improvement strategies that use apprenticeship to better address the aging skilled trades workforce, workforce shortages, and training gaps, especially in relation to better connecting youth, minorities and women to apprenticeable occupations.

Forty thought leaders from the state, national, and international apprenticeship community were invited to discuss and design transformative change models that would align the apprenticeship model and structure with workforce analytics, build in needed flexibility and workplace value, and ensure that Wisconsin's apprenticeship program is positioned to keep pace with employer needs and the increasingly rapid changes within Wisconsin's economic landscape.

Reggie Newson

Secretary, Wisconsin Department of Workforce Development

"Wisconsin is a national leader in registered apprenticeship. The Apprenticeship Summit offered the opportunity for both state and national experts to collaborate and create an action plan that will result in significant return on investment for apprenticeship. These are the kinds of innovative approaches that will address the in-demand needs for employers to remain competitive and move our state's economy forward."

The Johnson Foundation at Wingspread dedicated to serve as a catalyst for innovative public and private solutions, both global and regionally, agreed to co-sponsor the Summit. The mission of The Johnson Foundation at Wingspread was a perfect fit to assist in meeting the objective of the Apprenticeship Summit:

> ***Convene industry executives, leading workforce & education experts and innovative apprenticeship policy makers to evaluate and discuss current research and operating models in order to enhance Wisconsin's apprenticeship strategies.***

The key outcome of the Summit was the development of a statewide action plan that outlined priority improvement strategies for Wisconsin's apprenticeship system. The participants from across the state's employer, workforce, and economic development and education communities devoted their time and effort to identify and discuss these priority improvement strategies.

The Wisconsin Apprenticeship Summit

The Wisconsin Apprenticeship Summit was held on January 28-30, 2015 at Wingspread in Racine, Wisconsin. Over the course of the Summit, participants heard from a variety of experts and thought leaders on apprenticeship research and best practices for the expansion and improvement of apprenticeship training. Participants discussed and evaluated how to apply these lessons and best practices to improve and modernize the Wisconsin apprenticeship model. This included focusing on approaches necessary to reduce start-up time and costs by developing partnerships, and leveraging resources from the Wisconsin's workforce and education system across the state's regions.

Wisconsin Apprenticeship Summit Participants

Dave Anderson, Assistant Deputy Secretary, Wisconsin Department of Workforce Development
Daniel Barker, Value Stream Manager, Ariens Company
Jonathan Barry, Deputy Secretary, Wisconsin Department of Workforce Development
David Branson, Executive Director, Building Trades Council of South Central Wisconsin
Jose Bucio, Affiliate Service Coordinator, Wisconsin State AFL-CIO
Earl Buford, President & Chief Executive Officer, Milwaukee Area Workforce Investment Board
Nate Butt, Production Support Department Manager, Quad Graphics
Jeff Clark, President & Chief Executive Officer, Waukesha Metal Products
Kathy Cullen, Provost & Vice President, Wisconsin Technical College System
Anthony Evers, State Superintendent, Wisconsin Department of Public Instruction
Mike Fabishak, Chief Executive Officer, Associated General Contractors of Greater Milwaukee
Terry Hayden, President, Wisconsin Pipe Trades
Kathy Heady, Sector Manager, Wisconsin Economic Development Corporation
Callie Hellenbrand, Manager Technical Training, Alliant Energy
Erin Hosking, Recruitment & Retention Specialist Human Resources, Michels Corporation
Henry Hurt, President, Hurt Electric, Inc.
Mary Isbister, President, GenMet Corporation
Scott Jansen, Administrator Employment & Training, Department of Workforce Development
Mark Kessenich, President & Chief Executive Officer, Wisconsin Regional Training Partnership/BIG STEP
Brent Kindred, Technology & engineering Education Consultant, Wisconsin Department of Public Instruction
Mario Kratsch, Director Skills Initiative, German American Chamber of Commerce of the Midwest, Inc.
Michael Laszkiewicz, Vice President & General Manager Power Control Business, Rockwell Automation
John Lukas, Vice President Manufacturing/Owner, LDI Industries, Inc.
Susan May, President, Fox Valley Technical College
John Mielke, President, Associated Builders & Contractors of Wisconsin
Marilyn Morrissey, Director of Human Resources, Sargento Foods, Inc.
Reggie Newson, Secretary, Wisconsin Department of Workforce Development
Dawn Pratt, Manager of Human Resources, Construction Resources Management, Inc.
Chris Reader, Director of Health & Human Resources Policy, Wisconsin Manufactures and Commerce
Mark Reihl, Executive Director, Wisconsin State Council of Carpenters
Patricia Schramm, Chief Executive Officer, Workforce Development Board of South Central Wisconsin
DeWayne Street, Deputy Administrator Employment and Training, Wisconsin Department of Workforce Development
Clay Tschillard, Coordinator & Training Director, Wisconsin NECA-IBEW Apprenticeship & Training
David Wallace, Executive Office of Labor & Workforce Development Division of Apprenticeship Standards, State of Massachusetts
Mary Wehrheim, President, Stanek Tool Corporation
Mark Wieseke, Apprenticeship Advisory Committee, United Auto Workers

Upon the conclusion of the Summit, DWD leadership committed to take the action plan forward and develop a process to continually engage Summit participants in implementation and provide updates on progress. Furthermore, Summit participants provided their own commitment to leverage their unique positions, networks and expertise to drive the implementation of the action plan.

Wisconsin Apprenticeship Summit

Action Plan to Improve and Modernize the Wisconsin Apprenticeship System

Apprenticeship Best Practices

Setting the Stage

Edward E. Gordon, the founder and president of Imperial Consulting Corporation, author of 18 books addressing the future of workforce development, set the stage for later apprenticeship discussions. Mr. Gordon presented labor force information and emphasized the number of Americans who are not in the labor force, the impact of the skills and jobs disconnect, and offered solutions for reinventing the system. His solution to the problem is to build a talent supply chain through Regional Talent Innovation Networks (RETAIN). RETAIN offers an education to employment system beginning at the K-8 level, providing career readiness information leading to career skills needed for success in the United States labor force. The RETAIN model includes partners working through a Regional intermediary agency. The mission of RETAIN is to develop an intermediary that builds a network of partnerships between business and community organizations, including parents and students, business, labor, educators and government.

Mr. Gordon maintains that RETAIN succeeds because it starts at the grassroots and builds a pipeline that adds value to regional planning and builds an effective flexible talent development network to respond to business and industry needs.

Anthony Evers

State Superintendent, Wisconsin Department of Public Instruction

"Wisconsin has a long history of connecting students with apprenticeship opportunities and leveraging that tradition, in conjunction with the workforce and industry partnerships it has created, to establish career pathways through apprenticeship that will benefit students and the state's economy."

Lessons Learned, both International and Nationally from the Apprenticeship Community

Sarah Watts-Rynard has been Executive Director of the Canadian Apprenticeship Forum since October 2010. She oversees a team working to develop and deliver initiatives in support of Canada's apprenticeship community. This work includes promoting skilled trades careers, undertaking research to inform evidence-based apprenticeship policy and practice, and connecting stakeholders through events designed to share best practices. The Canadian Apprenticeship Forum is a national, not-for-profit organization working with stakeholders in all regions of Canada. They influence pan-Canadian apprenticeship strategies through research, discussion and collaboration – sharing insights across trades, across sectors and across the country – to promote apprenticeship as an effective model for training and education.

Ms. Watts-Rynard provided insight to the Summit participants concerning the current Canadian Workforce. Canada seems to be experiencing some of the same challenges as Wisconsin experiencing: demographic changes, regional interests in competition for the same talent, and skills shortages. She then discussed two important apprenticeship related studies that the Canadian Apprenticeship Forum recently completed:

- Return on Training Investment which showed that Canadian apprenticeship sponsors are receiving a $1.47 return for every dollar spent. Sixteen trades and 1,000 employers participated as part of the research.
- A main report finding about effective Journeyperson Apprentice Mentoring (on-the-job) is that workplace practices which support journeyperson trainers enhance apprentice training experiences. Central to effective mentoring is selecting journeypersons who have a desire to teach and are committed to their trade.

Dr. Robert I. Lerman is a Fellow at the Urban Institute, Professor of Economics at American University, a Research Fellow at IZA in Bonn, Germany, and a leading expert on apprenticeship. Dr. Lerman recently established the American Institute for Innovative Apprenticeship (innovativeapprenticeship.org) and has been a long term scholar publishing many research studies dealing with apprenticeship. In his presentation, Dr. Lerman provided information on approaches that various countries and states have used to expand these programs. He discussed the programs in Austria, Germany, Switzerland and Denmark, where apprenticeship training reaches 50-80% of young people.

The United Kingdom's apprenticeship program went from very low numbers in 2000 to over 500,000 entrants. Fifteen percent of the employers in the UK now offer a formal apprenticeship. This increase was due to financial support from the central government which subsidizes the training costs.

South Carolina was the United States example provided for expansion. Stimulated by the state chamber, South Carolina provides $1,000,000 per year to market the program and to provide a tax credit of $1,000 per apprentice to employers. This effort has led to one new program per week and a 500% increase in new apprentices.

John Ladd, Administrator, Office of Apprenticeship, U.S. Department of Labor (USDOL), discussed various initiatives that the Office of Apprenticeship has been working on in order to increase the number of apprentices throughout the nation. The President wishes to double the number of apprentices by 2019.

Included are the following:

- Workforce Innovation and Opportunity Act (WIOA) - building stronger partnerships
- Registered Apprenticeship College Consortium
- Expansion of apprenticeship
- American Apprenticeship Grant SGA
- New USDOL Apprenticeship website
- Registered Apprenticeship Quick Start Toolkit
- The Federal Resources Playbook for Registered Apprenticeship
- Leaders of Excellence Program

Mario Kratsch, Skills Initiative Director, German American Chamber of Commerce of the Midwest, provided an update of the German Apprenticeship System. Ms. Kratsch talked about the roles of the apprenticeship partners in Germany and how the training was tied to industry needs through the "Dual System" which reflects a public private partnership in the system. 350 standard curricula has been developed by sector partners and decreed by the federal government. One of the key partners in the system are the German Chambers, where employer membership is compulsory, whose role it is to represent and organize company needs, interests and content of the apprenticeship program. The Government, both federal and state, is responsible for the development of the training regulations; including the length of the program, training contents, and designations of the occupations. The vocational school system is responsible for the delivery of related instruction.

Mr. Kratsch also provided a summary of activity in the Midwest; Michigan is implementing an Advanced Technician Training Program with three occupations, Kentucky is developing a two-year industrial mechanic program, and in Illinois two separate two groups of employers are:

1) developing a Manufacturing Technician Program and
2) in the IT area, software development.

Glossary of Acronyms

ACPs – Academic and Career Plans
ATRs – Apprenticeship Training Representative
BAS – Bureau of Apprenticeship Standards
CESA – Cooperative Educational Service Agencies
CTE – Career & Technical Education
CWI – Council of Workforce Investment
DET – Division of Employment & Training
DPI – Department of Public Instruction
DWD – Department of Workforce Development
E4E – Employment for Education
MOU – Memorandum of Understanding
PD's – Position Descriptions
RA – Registered Apprenticeship
SO – Secretary's Office
T2T – Transition to Trainer
USDOL – U.S. Department of Labor
UW Ext – University of Wisconsin Extension
WEDC – WI Economic Development Corporation
WIOA – Workforce Innovation and Opportunity Act
WMEP – WI Manufacturing Extension Partnership
WTCS – Wisconsin Technical College System
WWDA – WI Workforce Development Association
YA – Youth Apprenticeship

Wisconsin Apprenticeship Summit

Action Plan to Improve and Modernize the Wisconsin Apprenticeship System

Action Plan Summary

This document summarizes the key output of the Wisconsin Apprenticeship Summit – the State Action Plan to implement strategic priorities for improving and modernizing the Wisconsin apprenticeship system. The Action Plan outlines steps to implement five priority strategies that were identified by Summit participants:

1. **Expand Outreach, Education and Advocacy**
2. **Align Workforce, Economic Development Systems and Resources**
3. **Engage Employers and Sponsors**
4. **Improve the Career Pathway from K-12 to Apprenticeship**
5. **Recruit and Retain High-potential Applicants and Apprentices**

For each of these five strategies, Summit participants identified specific action steps for implementation (see next page). Additionally, for each of these action steps, participants included information on key enabling factors, important lead and partner organizations, definitions for success, and initial timelines.

Apprenticeship Summit Commitment - January 30, 2015

The Summit participants identified the above five Strategic Priorities with potential Action Items designed to:

1. Expand effective apprenticeship models to additional industries, occupations, employers and apprentices;
2. Leverage resources, relationships and rules to bridge Youth Apprenticeship (YA) with Registered Apprenticeship (RA) tracks, incorporate apprenticeship strategies in talent development tactics, plans and processes, and to incorporate apprenticeship models into K-20 education processes such as Academic & Career Plans (ACPs), Employment for Education (E4E) and work-based learning; and
3. Embrace existing and forge new collaborations at the state, regional and local level to align resources, agencies and industries around the power of the apprenticeship models.

Each participant at the Summit agreed to the above terms to continue the efforts and move forward with the five Strategic Priorities and Action Items.

Jose Bucio

Affiliate Service Director, Wisconsin State AFL-CIO

"I was glad to see that good ideas along with potential solutions were starting to arise amongst the group participants. Which in the end was a success for the Summit and its participants. Now it will be up to us to assure that the goals and objectives get implemented."

Strategic Priorities

Expand Outreach, Education and Advocacy 1

a. Develop Apprentice Consortium for Outreach
b. Develop and Administer Survey of Stakeholders
c. Review and Enhance Outreach Materials and Branding
d. Execute Outreach for Apprenticeship Programs
e. Redefine role of Apprenticeship Training Representatives to Own Regional Marketing

Align Workforce, Economic Development Systems, and Resources 2

a. Integrate Apprenticeship Community
b. Reconstitute State Workforce Board
c. Business Development "Agent" Engagement and Education
d. Develop demand Driven Materials
e. Resource Apprenticeship Strategies

Engage Employers and Sponsors 3

a. Increase Responsiveness to Employer Needs
b. Personal Outreach for Business Retention and Recruitment
c. Best Practice Propagation
d. Develop Compelling Case to Employers
e. Screening Tool for Employers

Improve the Career Pathway from K-12 to Apprenticeship 4

a. Increase K-12 Awareness of Apprenticeship Careers
b. Support School Districts to Include Youth Apprenticeship and Registered Apprenticeship in their E4E Plans
c. Incorporate Youth Apprenticeship into Registered Apprenticeship
d. Ensure K-12 Students Have Access to Effective Materials on Apprenticeship Careers
e. Incorporate Academic and Career Plans

Recruit and Retain High-potential Applicants and Apprentices 5

a. Establish Regional Apprenticeship Clearinghouses
b. Develop Guide for Financial Assistance and Develop Financial Skills
c. Promote Transition to Trainer (T2T) for the Continuing Education of Journey Workers

In addition to outlining strategies and implementation approaches, Summit participants identified several key cross-cutting themes to consider in the implementation of the action plan. Specifically, Summit participants found these themes to be critical for implementing all five priority strategies:

- **Data and Metrics** – Summit participants concurred that data and metrics are critical aspects of each strategic priority – and that the use of data must be "in the DNA" of every action step.
  - For each strategic priority, there should be measurable metrics of success and an understanding of the importance of data to assess progress and continuous improvement.
  - DWD should take the lead in developing initial measurable goals associated with each strategic action item, collect data that describes progress on those goals, and report on them as the plan is implemented.
  - Participants indicated that more and better data on apprenticeship – namely in terms of the benefits to employers – should be collected to strengthen the case for participation and bolster efforts to engage new employers.
- **Employer Engagement and Flexibility** – Some of the most intense discussions at the Summit occured around the importance of deepening and broadening employer engagement in all aspects of the action plan. While Summit participants found that building from established mechanisms of engagement, such as the Apprenticeship Advisory Council, a concerted effort to build awareness of these platforms and invigorate them with broad-based sector participation was recommended. Each of the priority strategies of the action plan offers some opportunity to engage employers in the apprenticeship system and build an understanding of the existing flexibilities within the system to meet their needs.
- **System Linkages and Existing Resource Alignment** – As demonstrated by the broad range of stakeholders present at the Summit, participants placed value on the importance of building new and strengthening existing linkages between the apprenticeship system and the workforce, education and economic development infrastructure in the state. Examples include the following:
  - Levering apprenticeship as an effective workforce strategy through the public workforce system;
  - Working with the K-12 system to link and articulate Youth Apprenticeship to Registered Apprenticeship programs;
  - Adding apprenticeship to the skills solutions toolkit for state economic developers.

  Further, in lieu of seeking new state funds, participants viewed the development of the action plan as an opportunity to align existing resources and deploy them in a mutually beneficial way to leverage apprenticeship as a strategy for meeting the states goal of supporting the development of a skilled workforce.

Wisconsin Apprenticeship Summit

Action Plan to Improve and Modernize the Wisconsin Apprenticeship System

Action Plan in Detail

Expand Outreach, Education and Advocacy 1

Summit participants discussed at length the importance of a concerted marketing, advocacy and outreach effort to address "the mystery of apprenticeship," in particular, throughout Wisconsin's employer, education and workforce community. For this strategic priority, participants identified and discussed five action steps:

a. ***Develop an Apprentice Consortium for Outreach*** that can serve as a convener of key stakeholders to support and coordinate a statewide marketing and outreach effort. Key considerations:
   - As employers are the best ambassadors for expanding and explaining apprenticeship, industry will play a key role in forming and leading the consortium.
   - Workforce investment boards are also a key player, but incentives need to be aligned so that they more readily view apprenticeship as their tool.
   - Review current outreach materials.

b. ***Develop and Administer Survey of Stakeholders*** to offer specific feedback and advice for improvement.

c. ***Review and Enhance Outreach Materials and Branding*** in response to survey results and aggregate all materials in a central electronic location.

d. ***Execute Outreach for Apprenticeship Programs*** by leveraging the collective capacity and networks of the consortium to give a significant visibility to common brand and enhanced outreach materials.

e. ***Redefine role of Apprenticeship Training Representatives to Own Regional Marketing*** efforts to prospective employers and participants. A key consideration, however, must be the existing regulatory function that ATR's serve and the importance of ensuring there is capacity to fulfill this responsibility.

Patricia Schramm

Chief Executive Officer, Workforce Development Board of South Central Wisconsin

"The Apprenticeship Summit will be instrumental to the future collaborative of developing our Wisconsin Apprenticeship System. The Summit was a first-time opportunity to help all the key partners understand the potential and collaborate on future needs and solutions."

Summary Action Plan for Outreach, Education and Advocacy

	Enabling Factors	Lead and Partners	Success Definition	Timeline
a. Develop Apprentice Consortium for Outreach	• Participant Identification; • Define Structure, Scope and Needed Resources	**DWD (BAS & SO);** Apprenticeship Advisory Council Executive Directors of WIBS; Executive Directors of Economic Development Regions; DPI (SI & CTE staff);	• Establishment	• Complete by July 2015
b. Develop and Administer Survey of Stakeholders	• Determine awareness, perceptions, attitude, • Establish baseline metrics	**Consortium;** Wisconsin Institute of Public Policy and Service	• 10% Survey Response Rate Goal; • Data to Establish Baseline	• Complete by Sept. 2015
c. Review and Enhance Outreach Materials and Branding	• Respond to survey results, review & amend to meet needs (online database/all materials in one location)	**Consortium**, DWD - ATR's; BAS Graphics	• Organized outreach/ strategic plan • Develop demand driven materials (i.e. Tool Box)	• Complete by Dec. 2015
d. Execute Outreach for Apprenticeship Programs	• Funding, organization of events, • Choir, success stories, • Listening sessions/feedback	**Consortium**, DWD ATR's, BAS	• Increase number of new apprentices, programs, and participation	• Start Jan. 2016 ongoing with annual assessment
e. Redefine role of Apprenticeship Training Representatives to Own Regional Marketing	• Revise PD's, training of ATRs, determine & develop work plan & resources	**DWD HR**; BAS; DET HR; Youth Apprenticeship regional coordinators	• Expand ATR's role, • Increase number of apprentices, employers per region	• Complete by Jan. 2106

Align Workforce, Economic Development Systems and Resources

2

To realize the Summit participants consensus that apprenticeship is both a proven workforce and economic development strategy, there was an emphasis on identifying action steps in which apprenticeship would be better integrated within the state's workforce and economic development systems both strategically and operationally. On both levels, this means leveraging the state's existing resources and investments in workforce and economic development to promote apprenticeship as a solution for Wisconsin's employers, jobseekers and students. For this strategic priority, participants identified and discussed five action steps:

a. ***Integrate Apprenticeship Community*** within Wisconsin's workforce and economic development systems both at an operational level to maximize the impact of existing resources. This includes collaboration between ATRs and local workforce boards, Jobs Service staff, business development agents, and industry liaisons and counselors within Wisconsin Technical College System (WTCS). At the core of improving collaboration is ensuring that better information is available about how apprenticeship can help workforce and economic development professional serve their clients, but also a more structured approach to ensure that these professionals are using the information once they have it. Some specific information needs include clarity on:
   - How workforce (WIOA) can be used for apprenticeship;[1]
   - How Wisconsin Economic Development Corporation (WEDC) funding can be used for apprenticeship.
   - How apprenticeship can be infused within Wisconsin's ongoing engagement with employers through sector strategies.

b. ***Reconstitute State Workforce Board*** to ensure strategic sector representation, and the integration of apprenticeship expansion as a strategic workforce priority into state plan.

c. ***Business Development "Agent" Engagement and Education*** to leverage existing outreach capacity to dialogue about apprenticeship as a potential workforce solution for employers, jobseekers and students. Business development agents across a range of state institutions such as the WEDC, business services teams and workforce investment boards, Job Service staff, should be well positioned to both explain and promote apprenticeship to respective clients. To build this capacity, BAS should lead and coordinate a concerted education and outreach effort.

d. ***Demand Driven Materials*** need to be developed that provide a relevant resource that can be placed in the hands of business development agents to support apprenticeship outreach with employers.

e. ***Resource Apprenticeship Strategies*** through formalized cross-agency partnerships and memorandums of understanding (MOUs) to ensure follow-through on strategic and operational integration of apprenticeship, including provisions for accountability and documentation of progress and benefits.

[1] The Federal Resources Playbook for Registered Apprenticeship offers a primer on how federal training and education dollars can be used to support apprenticeship opportunities: http://www.doleta.gov/oa/federalresources/playbook.pdf

Summary Action Plan for Aligning Workforce, Economic Development Systems and Resources

	Enabling Factors	Lead and Partners	Success Definition	Timeline
a. ***Integrate Apprenticeship Community***	• Council - Committee for Sponsor Engagement to discuss strategies and integrated plan; • Agree to any changes in roles/ responsibilities; Include in CWI structure	**DWD-BAS**	• Amend MOUs to identify BAS responsibilities; Successful incorporation of apprenticeship partners into strategies & work plan; • Consider appointing BAS ATRs to WDB board or advisory committees (WIOA)	• Complete by April 2015
b. ***Reconstitute State Workforce Board***	• Recruit state and regional leadership from workforce, economic development, education and industry	**Governor's Office; DWD**, WEDC, WWDA, WTCS, K-20 educators, business associations and alliances	• Apprenticeship identified as a key strategy and integrated into all service platforms	• Complete by July 2015 based on WIOA requirement
c. ***Business Development "Agent" Engagement and Education***	• Apprenticeship outreach materials available; • Delivery system in place; "Boots on the ground" plan and schedule	**DWD,** WWDA, WEDC, WTCS, and CWI committee members	• Plan includes metrics by number of business agents, number of industries/sectors, • List of potential companies, regions identified, integrated work plan developed (who, what, when, etc.)	• Workplan complete by July 2015
d. ***Demand Driven Materials Developed by Outreach Consortium***	• CWI committee assignments for apprenticeship strategies	**DWD** and CWI members	• Tool kit for business development agents	• Inventory by Jan 2016
e. ***Resource Apprenticeship Strategies***	• Incorporate the apprenticeship strategies in the existing agency MOUs; • Establish implementation strategies with partners within the MOUs	**DWD** and MOU partners (WWDA, WEDC, WTCS, DPI)	• Definitive implementation strategies with deliverables and dates incorporated into all MOUs; • WEDC - WHEDA integration work not negatively impacted	• Complete by Jan 2016

There was consensus among Summit participants around the importance of employer and sponsor engagement in the state effort to improve, modernize and grow Wisconsin's apprenticeship system. Employer and sponsor representatives in attendance underscored this imperative. However, there was also important recognition that the employers and sponsors on-hand at the Summit, in many respects, represented "the choir" of their respective communities with regard to understanding the value of apprenticeship. In turn, a set of actions were identified to take specific steps to help expand the base of prospective sponsors of apprenticeships, with attention to the need for specific insight as to how the system can be more flexible and innovative to encourage a broader range of employers and sectors to participate. There was a further recognition that is given Wisconsin's diverse employer base, a uniform strategy to engage all employers seemed unrealistic, and in turn, sector specific strategies should be considered. For this strategic priority, participants identified and discussed five action steps:

a. ***Increase Responsiveness to Employer Needs*** by ensuring that existing flexibilities in the apprenticeship system are well communicated and that specific sector needs are assessed to identify where further flexibility may be needed. ATRs can play a key role in working with individual employers to combat perceptions of barriers and further help market an apprenticeship system that is welcoming of opportunities to support the development of innovative models (i.e. competency-based apprenticeships).

b. ***Personal Outreach for Business Retention and Recruitment*** though coordinated site visits as well as regional employer meetings to ensure responsiveness and provide direct support where needed.

c. ***Best Practice Propagation*** through resources that can help employers develop and manage best-in-class programs and support participants through completion.

d. ***Develop Compelling Case to Employers*** by defining value to employers and collecting requisite data to perform return on investment analysis.

e. ***Screening Tool for Employers*** to identify employers that currently invest, or have a strong potential to invest in employee training, which can assist with developing a more targeted outreach effort.

Summary Action Plan for Employer and Sponsor Engagement

	Enabling Factors	Lead and Partners	Success Definition
a. ***Increase Responsiveness to Employer Needs***	• Allow competency demonstration instead of OJT hours • Empower employer - allow employer to identify more of the necessary requirements • Expand use of non-traditional apprenticeship models to address employer needs	**DWD & Apprenticeship Advisory Council** to explore reasons employers don't participate – need to identify the best vehicle	• Measure pentration into new markets
b. ***Personal Outreach for Business Retention and Recruitment***	• Personal visits Regional employer meetings	**Trade Associations,** WTCS, Local Workforce Boards, Apprenticeship Advisory Council, Talent development employer champions	• 25% increase in employer sponsors in key driver industries in 5 years
c. ***Best Practice Propagation***	• Document best practice based on completion and retention. • Incorporate best practice models in toolkit. • Benchmark with other states.	**DWD,** Employers currently involved (WMEP to represent employers as conveners), Apprenticeship Advisory Council	• Measurable correlated increase in completion rate • Employer / sponsor retained • Higher productivity gains from apprenticeship
d. ***Develop Compelling Case to Employers***	• Use the Return on Investment with tools published by USDOL & Canada.	**DWD,** WMEP (Employer), Apprenticeship Advisory Council	• The number of models in use.
e. ***Target employers who fit model and are not training***	• Identify cultural markers for training inclination Engagement assessment tool	**WMEP,** WTCS – Business services, Tech College – Employer Advisory Council, Apprenticeship Advisory Council	• Higher hit rate with employers engaged

Improve the Career Pathway from K-12 to Apprenticeship

4

Summit participants recognized the importance of collaboration with the K-12 community to build the apprenticeship pipeline as a means to offer students an attractive career pathway, while meeting employers' needs for a skilled workforce. Participants acknowledged, however, that both a lack of awareness of apprenticeship, as well as outright bias against its value, exists among students, parents, teachers, and counselors. Thus, as Wisconsin pursues deeper collaboration between the Department of Public Instruction and the Department of Workforce Development – as realized in a recently signed Memorandum of Understanding – better linking apprenticeship to the K-12 system to realize mutual benefits should be at the core of this partnership. A key opportunity should be improved integration between Wisconsin's well-established Youth Apprenticeship system, and the Registered Apprenticeship system. For this strategic priority, participants identified and discussed five action steps:

a. ***Increase K-12 Awareness of Apprenticeship Careers*** through regional K-12 stakeholder engagement and the development of relevant outreach and marketing materials.

b. ***Help School Districts to Include Youth Apprenticeship and Registered Apprenticeship in their Education for Employment (E4E) Plans*** so that individual districts strategically position apprenticeship as a pathway to career with input and buy-in from local community, business and industry. State guidance for the development of district, five year E4E plans should incent the inclusion of apprenticeship in the context of career guidance as plans are being developed.

c. ***Incorporate Youth Apprenticeship into Registered Apprenticeship*** by ensuring that there is a clear transition and a clear benefit (i.e. direct entry or advanced placement) for youth apprenticeship participants to continue their training through the Registered Apprenticeship system. Further, Registered Apprenticeship sponsors can better take advantage of youth apprenticeship as a recruitment tool.

d. ***Ensure K-12 Students Have Access to Effective Materials on Apprenticeship Careers*** at multiple levels of schooling to inform the range of career options available to them and combat lingering bias towards apprenticeship and technical education.

e. ***Academic and Career Plans*** should seek to incorporate how apprenticeship can help students meet their academic and career goals.

Summary Action Plan for A Clear and Productive Career Pathway from K-12 to Apprenticeship

	Enabling Factors	Lead and Partners	Success Definition	Timeline
a. ***Increasing K - 12 Awareness of Apprenticeship Careers***	• Develop regional stakeholder teams around WI by tapping into existing YA consortiums • Inform the planners about academic and career plans -YA Coordinators, Career Prep Coordinators	**Advisory Council,** Chambers, WTCS, CESA, Labor, employer associations, DPI, DWD, SkillsUSA Wisconsin	• Apprenticeship toolkit for K-12 presentations with age appropriate materials • Regional teams include appropriate partners • Identify and make scalable existing models to include in the toolkit (i.e., career academies) • Capitalize on SkillsUSA students to further apprenticeship awareness.	• Toolkit by June 2016. YA consortiums expected to include RA stakeholders by Sept. 2016
b. ***Help School Districts to Include Youth Apprenticeship and Registered Apprenticeship in their E4E Plans***	• Joint letter from DPI/Apprenticeship Council letter to school districts. • Prepare local B&I coalitions to help school districts with their E4E plans.	**DPI, DWD,** Chambers, WTCS, CESA, Labor, employer associations	• 2015 E4E planning documents include apprenticeship (YA/RA). • Clear measurements of linkages in apprenticeship in the E4E plan	• Incorporated now, but ongoing continuous improvement
c. ***Incorporate Youth Apprenticeship into Registered Apprenticeship***	• Legislative issues to consider • Clarity and the impact of labor laws • DWD structure • YA/RA crosswalk analysis	**DWD**, Advisor Council, DPI, YA Employers,	• Uniform system for YA and RA • Scale-up the YA model	• Stakeholder workgroups are already in process • 3-5 occupations have a clear pathway identified by the end of 2015 • Structural change to DWD by the end of 2015
d. ***Ensure K - 12 Students Have Access to Effective Materials on Apprenticeship Careers***	• Crosswalk	**Advisory Council,** Industry, K-12/ WTCS counselors and advisors, and CESAs	• Team for review and evaluation/ gap analysis • Measurement to know it is making it into schools	• Presence at ACROL, School Board Association, WTEA, SkillsUSA

Summit participants discussed the importance of improvements in the management of the apprenticeship training pipeline to ensure that employers and sponsors are able to find candidates with the potential to meet their skills needs, as well as support those candidates once selected through the completion of their training to realize a return on their investment. There was agreement that the system should take steps to attract talented and high-potential applicants. Furthermore, there should be resources available and in place to help support both participants' success in training, on the job, and beyond through key life skills. There was further attention to the important role and needed action around the development of high quality trainers to support apprentices' and employers' respective investments. For this strategic priority, participants identified and discussed three action steps:

a. ***Establish Regional Apprenticeship Clearinghouses*** to aggregate existing recruitment materials and distribute information through multiple channels.

b. ***Develop Guide for Financial Assistance and Develop Financial Skills*** to ensure clarity to prospective apprenticeship participants of the form of financial assistance available. There is a particular interest in guidance as to how public workforce dollars can be leveraged, with an emphasis on incumbent workers and youth. Further, once apprentices begin their programs, assistance with developing financial skills and literacy is important to support their success.

c. ***Promote T2T for the Continuing Education of Journey Workers*** to expand the knowledge, quality, and overall supply of trainers available for new sponsors. This includes examining how current "in-house" training programs can be certified to support these goals.

Summary Action Plan for Recruit and Retain High-Potential Applicants and Apprentices

	Enabling Factors	Lead and Partners	Success Definition	Timeline
a. ***Establish Regional Apprenticeship Clearinghouses***	• Utilize existing recruitment materials and career centers & portals	**DWD-BAS Outreach Sub-committee of Apprenticeship Council**, American Job Centers; WTCS; High Schools; Veterans Organizations, Employer Associations	• Develop checklist of materials, messages. • Establish two in high-need area by 2016 • Net increase in applicants	• Develop checklist of materials, messages by 2016 • Net increase in applicants by 2016
b. ***Develop Guide for Financial Assistance and Develop Financial Skills***	• Financial Assistance and aid information from WTCS, WIB jurisdictions	**DWD-BAS**, WTCS and WIBs	• Reduction in cancellations due to finance	• Before 2015-2016 school year.
c. ***Promote Transition to Trainer (T2T) for the Continuing Education of Journey Workers***	• Increase number and frequency of courses; • Approve for courses for more trades	**DWD-BAS**, WTCS, Local Associations, sponsors promote.	• Adequate enrollment of Journey Workers	• ASAP so offered prior to industry hiring cycle and new sponsors/ERs

Wisconsin Apprenticeship Summit

Action Plan to Improve and Modernize the Wisconsin Apprenticeship System

Recommendations with Timeline Start Date

The Department of Workforce Development has reviewed the Summit Action Plan and has identified those items needing immediate action. Immediate action is defined as beginning in the current year; within current resource/staffing levels, and incorporated in the American Apprenticeship Grant, Wisconsin Apprenticeship Growth and Enhancement (WAGE) Grant.

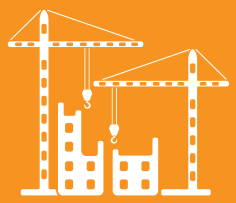
In early 2016, DWD and the Wisconsin Apprenticeship Advisory Council will again review the Summit Action Plan to determine next priorities and the resources needed to complete those priorities.

Align Workforce and Economic Development Resources 1

DRIVING ACTIVITY	PARTNERS	START DATE
Submit Final Report to Wisconsin Apprenticeship Advisory Council	DWD (BAS)	04/29/2015
Develop Apprentice Outreach Consortium	DWD (BAS & SO) Apprenticeship Advisory Council Executive Directors of Economic Development Regions; DPI (SI & CTE Staff)	04/30/2015
Amend MOU to incorporate Apprenticeship as a partner, CWI, and DPI	DWD and MOU Partners (WWDA, WEDC, WTCS, DPI)	05/15/2015

Expand Outreach Education and Advocacy 2

DRIVING ACTIVITY	PARTNERS	START DATE
Develop survey for stakeholders to determine awareness	Consortium: Wisconsin Institute of Public Policy Service	07/16/2015
Complete crosswalk activities for YA to RA bridge	DWD (BAS BWT) WTCS, DPI, Apprenticeship Advisory Council	04/06/2015
Review and recommend enhancement of apprentice branding	Consortium	07/16/2015



Dawn Pratt

Human Resources Manager, Construction Resources Management Inc.

"Attending the Apprenticeship Summit was an opportunity to share and confirm that there are problems with providing the potential workforce with a link to apprenticeship. The synergy and ideas produced helped me feel more optimistic with the avenues that will open the door to apprenticeship for the future workforce. I was very honored to be included and walked away with hope that I will be able to find apprentices to work in our industry and more importantly, for our company."

	DRIVING ACTIVITY	PARTNERS	START DATE
MANUFACTURING	Develop training requirements for Industrial Manufacturing Technician	DWD (BAS), WTCS, Apprenticeship Advisory Council	01/01/2016
	Develop training requirements for Welder/ Fabricator	DWD (BAS) WTCS, Apprenticeship Advisory Council	04/01/2016
	Develop training requirements for Maintenance Technician	DWD (BAS), WTCS, Apprenticeship Advisory Council	07/01/2016
HEALTHCARE	Establish working relationship with healthcare partners	DWD (BAS), WWDA, and Healthcare Partners	01/01/2016
	Define pre-apprenticeship process and program	DWD (BAS) WWDA, Healthcare Employers	02/29/2016
	Develop training requirements for Medical Assistant	DWD (BAS) WWDA, Healthcare Employers, Healthcare Alliance	02/29/2016
	Develop training requirements for Licensed Practical Nurse	DWD (BAS) WWDA, Healthcare Employers, Healthcare Alliance, WTCS	02/29/2016
	Determine which training providers will support aspects of the pre- apprenticeship and related instruction	DWD (BAS), WWDA, and Healthcare Partners	04/06/2016
	Gain signoff for process with all Healthcare Partners	DWD (BAS) WWDA, WTCS	07/04/2016
	Establish first cohort for Medical Assistant	DWD (BAS), WWDA, and Healthcare Partners	08/15/2016
INFORMATION TECHNOLOGY	Establish working relationship with IT Partners	DWD (BAS), WWDA, and IT Partners	01/01/2016
	Define pre-apprenticeship process and program	DWD (BAS) WWDA	04/04/2016
	Define training requirements for Computer Systems Analyst	DWD (BAS), IT Employers, WTCS, UW Ext	06/02/2016
	Define training requirements for Information Security Analyst	DWD (BAS) IT Employers, WTCS, UW Ext	09/01/2016
	Define training requirements for Computer Network Support Specialist	DWD (BAS) IT Employers, WTCS, UW Ext	10/03/2016
	Determine and define best method for training delivery method	DWD (BAS) IT Employers, WTCS, UW Ext	06/02/2016
	Establish first cohort	DWD (BAS) WWDA, WTCS, UW Ext, and IT Employers	09/15/2016

Wisconsin Apprenticeship Summit

January 28-30, 2015

STATE OF WISCONSIN

DWD

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