



WAGES

Wisconsin Apprenticeship Growth and Expansion Strategies

Program Administration Guide for Workforce Development Boards

June 19, 2019

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Chapter

1

1.0 Introduction

1.1 Purpose of this document

This document describes the program administration guidelines for the Workforce Development Boards' (WDBs') work on the Wisconsin Apprenticeship Growth and Enhancement Strategies (WAGE\$) project. Please refer to the grant agreement and related modifications for additional information.

1.2 WAGE\$ background information

In September 2015, the Wisconsin Department of Workforce Development / Bureau of Apprenticeship Standards (BAS) was awarded a \$5,000,000 American Apprenticeship Initiative (AAI) grant from the United States Department of Labor. Wisconsin refers to the grant as WAGE\$. Through this project, DWD is building upon partnerships with the workforce development boards (WDBs), Wisconsin Technical College System (WTCS), and industry associations to expand apprenticeships into new high growth sectors and increase the number of employers and apprentices participating in Registered Apprenticeship. The WAGE\$ grant performance period is October 1, 2015, through September 30, 2020.

Year 1: 10/1/2015 – 9/30/2016

Year 2: 10/1/2016 – 9/30/2017

Year 3: 10/1/2017 – 9/30/2018

Year 4: 10/1/2018 – 9/30/2019

Year 5: 10/1/2019 – 9/30/2020

WAGE\$ grant funds are used for activities at both the state and local levels. The grant is administered by BAS with two full-time staff people supervised by the BAS director. The grant manager oversees administrative, reporting, budget, and monitoring functions. The outreach coordinator oversees the development of new occupations. An organizational chart is included as *Appendix B*. Regional and local activities are carried out by the eleven WDBs. *Appendix B* includes a chart that shows the relationships and roles of state and local grant staff.

The overarching goal of the WAGE\$ grant is to get 1,000 apprentices with signed contracts in the WAGE\$ occupations. BAS believes that effective strategic planning will focus attention on achieving the project goals, and by doing so, will result in the 1,000 apprentices. Project goals are listed in *Chapter 2*. Additionally, BAS views the grant as an opportunity to develop post-grant sustainability by building infrastructure during the grant by:

- building stakeholder partnerships

- developing awareness of Registered Apprenticeship, Youth Apprenticeship, and certified pre-apprenticeship training as solutions to employers' talent development and recruitment needs
- creating and documenting processes, and
- creating resources, checklists, etc.

BAS's long history in developing and delivering Registered Apprenticeship (RA) programs for employers has created a strong program, but it has – until recently – operated independently from potential workforce partners. WAGE\$ grant funds provide opportunities to create vibrant, multifaceted infrastructures in the new sectors of Information Technology (IT) and Healthcare, expand capacity in Advanced Manufacturing, and build stakeholder partnerships and processes that will strengthen RA statewide and persist beyond the grant performance period. The project goals, when achieved, will signal dramatic, positive changes for the next generation of RA. BAS envisions the next generation of RA to

- be more inclusive of traditionally underrepresented populations;
- have better connection of employers / sponsors to the workforce development partners for fulfilling their RA talent pipeline needs, including recruitment and retention; and
- develop and incorporate new approaches and philosophies to fulfilling employers' talent development needs in new sectors.

The grant metrics are viewed as evidence of movement towards the project goals.

Because WDBs are the experts on local and regional workforce partners and resources, they are the key field partners for the grant. Each board receives funds through a grant agreement and modifications and is responsible for designating an apprenticeship liaison (among other things.) The liaisons work with the grant manager, outreach coordinator, and apprenticeship training representatives (ATRs) that work in their region. They also bring together workforce partners, employers, sponsors, other industry partners, and community-based organizations to identify challenges and create solutions.

The WTCS is the other key partner and is responsible for working directly with the outreach coordinator to identify and build new RA programs. More information about the strategies being used is provided in *Chapter 2: WAGE\$ Grant Goals, Metrics, Strategies, and Activities*. More information about the various roles is covered in *Chapter 3: Project Roles and Responsibilities*.

1.3 Acronyms and definitions

Definitions are provided in the context of the WAGE\$ grant.

Acronym/Name	Definition
Apprentice	An individual registered by BAS as an apprentice
Apprenticeship liaison	Employee of a workforce development board (or subcontracted individual) performing the bulk of the duties required by the grant
BAS	Bureau of Apprenticeship Standards – the WAGE\$ grantee and body that oversees Registered Apprenticeship in Wisconsin

BASIS 4.0	Bureau of Apprenticeship Standards Information System – the database that holds apprentice and sponsor information
CBO	Community-based organization
Certified pre-apprenticeship program	A pre-apprenticeship training program that has been certified by the Wisconsin Apprenticeship Advisory Council and that prepares individuals to participate in a registered apprenticeship
COMET	CONtract Management and Expenditure Tracking (System) – the platform through which boards submit monthly financial status reports (FSRs)
DET	Division of Employment and Training
DOL	The US Department of Labor
DWD	(WI) Department of Workforce Development
FSR	Financial Status Report (filed monthly by the boards and approved by the grant manager)
Individual from an underrepresented population	An individual identified as belonging to a group that has low representation in apprenticeship (women, veterans, individuals with disabilities, and people of color. Additional groups are youth aged 16 to under 25 and offenders/ex-offenders.)
Pre-apprenticeship participant	An individual who participated in a certified pre-apprenticeship training program that was supported by the WAGE\$ grant through funding, time, or both (note – did not have to complete the program to be a participant)
Pre-apprenticeship program completer	A pre-apprenticeship participant who successfully completed the certified pre-apprenticeship program
RA	Registered Apprenticeship – may be used in several different contexts but generally refers to the aggregate apprenticeship activities and programs overseen by the Bureau of Apprenticeship Standards
Sponsor	An employer or employer group that has or had at least one apprentice attending related instruction in Wisconsin.
WAGE\$ apprentice	An apprentice with a contract in a WAGE\$ occupation
WAGE\$ occupation	Any one of the occupations being supported by the WAGE\$ grant (list is available in <i>Section 1.4</i>)
WAGE\$ sponsor	A sponsor of a Registered Apprenticeship program in one or more WAGE\$ occupations
WTCS	Wisconsin Technical College System – the system that oversees individual technical colleges; also a subgrantee that provides program development services, such as coordinating writing the curriculum and convening stakeholders
YA	Youth Apprenticeship – the specific program in Wisconsin that enrolls high school students into approved Youth Apprenticeship programs
YA-to-RA bridge	Term provided to the set of activities, products, and processes associated with connecting an individual YA participant to an RA sponsor or the general processes and generic products that connect a YA program to an RA program

1.4 The WAGE\$ occupations

BAS identified occupations as placeholders in the grant proposal and has adapted some of the occupations to better reflect industry demands. The following list reflects the current set of occupations considered to be WAGE\$ occupations (as of the date of the most recent revision of this guide.) Occupations listed in the proposal and being planned for development may change according to industry need.

Advanced Manufacturing (expand* 3 existing occupations; create 1 new occupation)

- Industrial Manufacturing Technician (expansion of existing program)
- Maintenance Technician (expansion of existing program)
- Welder – Fabricator and Welder – Automated Welding (expansion of existing programs)
- Mechatronics Technician (new program)

* "expand" refers to increasing the number of sponsors and technical colleges training apprentices in the occupation

Information Technology (5 new occupations)

- Data Analyst
- IT Service Desk Technician
- Broadband Service Technician
- Software Developer
- IT #5 TBD

Healthcare (3 new occupations)

- Community Health Care Worker
- Medical Assistant
- Pharmacy Technician

Chapter 2

2.0 WAGE\$ Grant Goals, Metrics, Strategies, and Activities

2.1 The goals

As mentioned, the overarching goal of the WAGE\$ grant is to get 1,000 apprentices with signed contracts in the WAGE\$ occupations. The activities undertaken during the WAGE\$ grant will:

- Expand apprenticeship in H-1B and other high-growth occupations.
- Align Youth Apprenticeship (YA) and Registered Apprenticeship (RA) to create career pathways that leverage innovative partnerships to accelerate post-secondary training needs. This is referred to as the YA-to-RA bridge.
- Increase apprenticeship opportunities for all Wisconsin workers including a focus on underrepresented populations using certified pre-apprenticeship training and RA in construction, manufacturing, and services.
- Build public-private partnerships with workforce development systems, employers, and partners to increase demand for apprenticeship.
- Improve existing RA programs to enhance apprentice retention and program quality.

2.2 The metrics

Achieving grant goals and metrics is a team endeavor with the main partners being WDBs, BAS, and the WTCS (including the individual technical colleges.) Direct responsibility for achieving metrics belongs to BAS. In addition to the metrics, there are grant deliverables for which BAS is responsible to the grantor. These are not explained in this guide because they involve mostly or wholly state-level activities.

While each WDB is expected to assist BAS in reaching many of the metrics, a board's direct responsibilities are to conduct employer outreach, create an outreach (work) plan, and conduct, track, and report activities in accordance with the strategic plan and agreement documents. Refer to *Section 6.2 Strategic Planning* and *Appendix A* for information about strategic plans. Information on reporting is provided in *Chapter 4: WAGE\$ Reporting*.

The grant manager will provide the boards with progress reports towards metrics from time to time. The outreach coordinator will provide the liaisons with updates on program development as they are available.

The chart below shows the annual progress expected towards each of the grant metrics. The **bold orange font** indicates boards' direct responsibility for a quantitative level of contribution (item A2) or a direct responsibility for strategic planning that is reasonably expected to positively and directly impact progress towards meeting the metric (item B3). Most other items are

supported either directly or indirectly by boards' strategic implementation, depending on boards' long-term goals and activities undertaken.

Only a handful of the metrics are totally outside the influence or impact of the WDBs.

A	Capacity Building & Employer Metrics	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1	# of employers to benefit from the grant program (i.e., sponsors)	15	40	75	120	133	383
2	# of promotional/ outreach activities	450	800	725	600	425	3,000
3	# of newly registered WAGE\$ programs (sponsors supporting new WAGE\$ occupations)	8	16	25	27	24	100
4	# of existing registered apprenticeship programs to be expanded (sponsors supporting WAGE\$ Advanced Manufacturing except Mechatronics Technician)	12	25	22	17	14	90
B	Employment & Training Metrics	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1	# of participants to receive services under this grant (includes individuals who participate in grant-funded pre-apprenticeship training and individuals who have learned about RA through strategic messaging)	900	1600	2300	2600	2600	10,000
2	# of new apprentices registered	40	105	185	307	363	1,000
3	Percentage of total participants served who would be identified as a targeted/underrepresented population	17%	17.50%	18%	19%	20%	20%
4	Percent of apprentices served who complete their apprenticeship program	70%	71%	72%	73%	75%	75%
5	Average cost per apprentice	\$31,900	\$32,050	\$32,200	\$32,600	X	X
C	Optional Measures	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1	# of pre-apprenticeship programs supported by the grant	8	25	31	36	32	132
2	# of incumbent workers served	0	70	143	168	171	542

A closer look at the 3,000 employer outreach activities metric

The only metric for which every WDB is held accountable for producing numbers on is the employer outreach metric of 3,000 countable employer outreach activities throughout the grant performance period. WDBs convened early in the grant implementation and agreed that each board will be responsible for documenting a minimum of five countable employer outreach activities each month. "Countable" means non-duplicated messaging. The ATRs will also contribute to documenting employer outreach to meet this metric, but their contributions will be counted separately from the boards' responsibilities.

Documentation was conducted initially through a report filed by liaisons then changed to the Salesforce platform until July 2018. On July 1, 2018, reporting transitioned to the JCW Business platform. Since then, all employer outreach documentation is made through JCW Business and requires secure access to the platform. Additional information about reporting is in *Chapter 4: WAGE\$ Reporting*. For details on reporting employer outreach on JCW Business, consult the document, [WAGE\\$ Employer Outreach Reporting Guide](#).

A closer look at the 1,000 apprentices metric

The chart below indicates the number of apprentices to be registered in each of the occupations per year. Signing apprentices is the responsibility of the ATRs, not the boards or liaisons. However, board and liaison activity can reasonably contribute to both the number of WAGE\$ apprentices and increasing the percentage of apprentices from underrepresented populations.

This chart has been updated to show the occupations identified in each sector as of the time of this revision. Occupations continue to be identified. The grant proposal was forward-looking and reflected best guesses on how many apprentices would be signed in each year, based on assumptions of program development that, in some cases, have been adjusted due to actual progress made in developing the programs, availability of related instruction through the technical colleges, and signing sponsors.

	Occupation	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Manufacturing	Industrial Manufacturing Technician	20	20	20	20	20	100
	Maintenance Technician	10	20	30	30	30	120
	Welder both Fabricator and Automated Welding	10	20	15	15	15	75
	Mechatronics Technician				12	20	32
Information Technology	Data Analyst			10	15	25	50
	IT Service Desk Technician			20	35	45	100
	Broadband Service Technician			20	35	45	100
	Software Developer				15	15	30
	IT #5				25	35	60
Health Care	Community Health Care Worker		10	10	25	25	70
	Medical Assistant		25	50	50	55	180
	Pharmacy Technician		10	10	30	33	83

2.3 The strategies

Project strategies are those used by BAS to implement the grant at the state level. In some cases, WDBs are involved in these statewide strategies. In addition to project strategies, as part of strategic planning, each board will develop and document strategies on its work plan related to local implementation. These are referred to as local strategies, or board strategies.

Project strategies

Project strategies at the state level focus on program development, employer outreach at the macro level, increasing access to and by individuals from underrepresented populations, and building a strong statewide apprenticeship ecosystem. WDBs will assist BAS in project strategies. The most common project strategies that boards may be involved with are as follows, but participation and support is not limited to these.

- Convening local industry leaders (and keeping the outreach coordinator apprised of events and progress) especially as it relates to expanding an existing program into a new WDA or tech college or developing the direction of RA programs in the new occupations and/or new sectors at the specific request of BAS.
- Assisting the outreach coordinator by making introductions to industry contacts, helping identify potential subject matter experts to participate in identifying and developing programs, and supporting program development and launch activities.
- Serving on the WI Apprenticeship Consortium – representatives from apprenticeship sponsors, industry, business services teams, and economic development staff.

The most obvious and extensive statewide strategy that directly involves every WDB is executing grant agreements between BAS and the eleven WDBs to ensure that the entire state is covered by an apprenticeship liaison who coordinates local implementation of the grant. BAS recognizes the individualistic nature of WDBs, including resources, partners, goals, strengths, challenges, and access to programs and strong economies. BAS sees individualism as a strength and has incorporated it as a strategy to meet local employers' needs. BAS acknowledges these differences by balancing standardization with customization in implementing the subgrants. More information is available in *Chapter 3: Project Roles and Responsibilities*.

Local strategies

Local implementation of the WAGE\$ grant requires braiding funds and leveraging resources. WDBs are responsible for a set of standardized requirements but will also implement the grant in ways that are meaningful to themselves. In Year 3, each WDB identified long-term goals to help strategically focus activities and efforts that are reasonably expected to contribute to the grant's goals and metrics while also addressing local workforce needs or challenges. Through annual strategic planning, each board identifies quarterly benchmarks, activities, and strategies to achieve the long-term goals. More information on strategic planning processes and purposes is included in *Section 6.2 Strategic Planning*.

No matter if the activities are required or elective, super-efficient activities will be based on strategies that contribute to WAGE\$ metrics, support needs of employers and the WDA's partners, and support the following WAGE\$ project activities through collaboration with BAS and state and local partners. These activities interconnect and are, therefore, not mutually exclusive.

2.4 The activities

Local activities, outreach, and strategies must comply with DOL and state grant requirements and adhere to the grant agreement, modifications, supplements and other official grant documents and guidance.

- Identify and propagate best practices - WAGE\$ grant partners will identify and propagate industry best practices across Wisconsin. The statewide Outreach Best Practices Network allows apprenticeship liaisons to share outreach strategies, effective approaches for engaging employers/sponsors in registering new apprentices, and ways to support employers/sponsors in recruitment and retention of apprentices. The network also provides liaisons an opportunity to discuss strategies to overcome challenges. The network is overseen by the outreach coordinator.
- Build streamlined worker pipelines into apprenticeship – Building streamlined pipelines into Registered Apprenticeship is vital to the success of the grant initiatives, especially in increasing participation of underrepresented populations. Pipelines require points of input, processes, and outflow. In the context of the WAGE\$ grant, this could be a WDB convening YA and RA stakeholders to work out processes for a YA-to-RA bridge. It could mean that a liaison helps a local CBO prepare an application for certification of a pre-apprenticeship program and helping it identify sponsors enthusiastic to support the training program. It could be the WDB collaborating with the Department of Corrections to expand or improve RA programs made available in correctional facilities. Each board will determine which underrepresented population it chooses to focus on and how to engage the stakeholders.

Each board's role is to conduct the activities that will connect sponsors to workforce partners who have access to individuals who may become their apprentices. To support post-grant sustainability, the processes and stakeholders should be formalized and the relationships nurtured until the stakeholder group is able to maintain itself. To be most helpful for the WAGE\$ grant, the activity details, processes, products, and results should be documented and shared during quarterly reporting for consideration as a best or promising practice.

- Build upon local coalitions – Each WDB will use its current sector partnerships to assist in expanding the employer/sponsor outreach into the new sectors, both locally and statewide, where appropriate. WDBs will also develop new public/private partnerships in their areas as appropriate. The efforts of these partnerships will be to solidify new apprenticeship employer commitments, encourage collaboration, and promote apprenticeship.

Beyond partnerships with employers, WDBs will assist in building and strengthening local coalitions that connect underrepresented populations with career pathways using assessments, certified pre-apprenticeship training, and RA. These coalitions may include CBOs, faith-based organizations, and local educational institutions capable of using their influence to promote apprenticeship in targeted communities. The coalitions will assist in performing outreach and training activities.

- Create targeted outreach campaigns - Expansion into most H-1B and high growth skilled industries in Wisconsin presents a challenge because apprenticeship has thus far been largely absent from these sectors' workforce development strategies. Based on the leadership and direction of the Apprentice Consortium, the WDBs will assist in promotion campaigns based on sector strategies. The campaigns will help translate apprenticeship benefits into resources that individuals conducting outreach can use to demonstrate RA's positive returns on investment. Targeted campaigns will build upon existing campaigns and include discussions with current or potential partners, as well as the dissemination of printed promotion materials that align with US DOL's branded apprenticeship campaign; outreach best practices guides; and other resources.

In addition to promoting the value of apprenticeship, outreach campaigns may include working with the business community to identify where there are labor force training needs or gaps. WDBs may assist in providing industry analysis of these needs and building partnerships with regional apprenticeship sponsors to improve the flow of qualified applicants to new and existing apprenticeship sponsors.

- Provide increased access to underrepresented populations – Outreach activities include expanding employers' access to qualified applicants from underrepresented populations and sharing best practices with employers, work groups, local coalitions, and other stakeholders. WDBs will also collaborate with local CBOs and One Stop Centers to provide wraparound services and case management to qualified apprentices and pre-apprenticeship training participants from underrepresented populations.
- Leverage current activities – DWD/BAS has established relationships with a full range of assistance partners and services through the 26 One Stop Centers statewide. Examples of support services DWD may leverage include WIOA services, Division of Vocational Rehabilitation services, Badger Care medical assistance, FoodShare food assistance, emergency housing assistance, dependent care assistance, transportation assistance, and Veteran, Technical College and Migrant services. Similarly, each WDB has positive relations with regional partners and will strategically and efficiently incorporate WAGE\$ grant information, activities, and services into other activities.
- Support cost saving efforts – Project costs for WAGE\$ need to be managed by leveraging Wisconsin's existing apprenticeship infrastructure and industry partnerships. The WDA community can leverage existing DWD/BAS administrative and program staff, as well as the Wisconsin Apprenticeship Advisory Council, state

trade advisory committees, WTCS, Wisconsin Workforce Development Association, WDBs, and partners such as the Wisconsin Economic Development Corporation. The DWD/BAS staff, in conjunction with the apprenticeship liaisons, will work together throughout the development and implementation of WAGE\$ initiatives to ensure that outreach campaigns and materials for apprenticeship programs are created as cost effectively as possible.

Chapter 3

3.0 Project Roles & Responsibilities

The WAGE\$ project includes collaboration among a number of entities in order to expand apprenticeship into the new sectors and increase awareness of apprenticeship opportunities.

3.1 Workforce Development Board (WDB) responsibilities

The WDBs will be effective conduits to establishing partnerships in the three WAGE\$ sectors of:

- Advanced Manufacturing,
- Information Technology, and
- Healthcare.

General responsibilities are provided in the DET/WDB agreements and related modifications.

WDBs and their apprenticeship liaisons are responsible for a core of common, recurrent activities. Below are the main recurrent activities.

1. Strategic planning: annually (Years 3, 4, and 5.) Through collaborative actions, an annual strategic plan is agreed and approved by BAS. Once approved, the grant manager creates and routes for DET signature the funding instrument (e.g., modification to the grant agreement.) Once signed by DET, it is sent to the board for review. Once signed by the board and returned to BAS, the annual funding allocation can be released. For information on allocations, see the section *6.1 Allocating funds*. The process is begun in July and is to be completed by September 30. The strategic plan includes the following and is submitted by the liaison's supervisor to the grant manager.
 - Updated local budget narrative for the year
 - Updated local budget request for the year
 - Updated local work plan specific to the WDB, attached to the standard work plan
 - Updated local organization chart and roles & responsibilities document (only as needed due to changes)
2. Reporting: schedule varies.
 - Employer outreach: monthly. Due the 15th of the month following the month being reported. Details are provided in *Section 4.2*.

- Quarterly narrative report: Due the 15th of the month following the close of the quarter. Details are provided *Section 4.3*.
3. Quarterly phone calls and meetings: as scheduled by the grant manager or outreach coordinator. Details are provided in *Chapter 5: Communication, Onboarding, and Technical Assistance*.

3.2 DWD Bureau of Apprenticeship Standards (BAS) responsibilities

The Department of Workforce Development (DWD) BAS will serve as the regulatory body for the grant, as well as the coordinator of collaborative activities with other BAS partners and grant subrecipients.

General responsibilities are provided in the DET/WDB agreements and related modifications.

3.3 Stakeholder roles and responsibilities

Below is a chart of key stakeholders and their roles in WAGE\$ grant activities as related to WDBs.

Role	Name or title	Responsibility
WAGE\$ grant sponsor	Karen Morgan, BAS Director	<ul style="list-style-type: none"> • Make administrative decisions relevant to the WAGE\$ grant • Work with the WAGE\$ grant manager and the WAGE\$ outreach coordinator
WAGE\$ grant manager	Nancy Kargel, BAS	<ul style="list-style-type: none"> • Review/approve WDB financial and reporting information • Review, approve, and submit funding documents • Create funding allocation modifications • Compile and report statistics • Create guides and templates • Facilitate WDBs' implementation and collaboration including through quarterly calls and as-needed meetings • Provide technical assistance • Enter performance data into online systems • Assist boards with strategic planning

<p>WAGE\$ outreach coordinator</p>	<p>Kevyn Radcliffe, BAS</p>	<ul style="list-style-type: none"> • Meet with committees, sponsors, and other resources to identify WAGE\$ trade/occupation needs • Work with liaisons and business services teams on outreach goals • Update liaisons on program development • Provide support to WDBs related to employer outreach • Coordinate focus group meetings and development activities for new curricula • Provide technical assistance • Oversee the Outreach Best Practices Network meetings
<p>WDB</p>	<p>Refer to board's organization chart and roles & responsibilities document</p>	<p>See Section 3/1 and agreements and modifications</p>

<p>WDB apprenticeship liaison</p>	<p>To be identified by each WDB, with division of duties articulated on the roles and responsibilities document</p>	<p>See agreement for full list</p> <ul style="list-style-type: none"> • Contribute to the development and implementation of a work plan • Participate in quarterly or as-needed statewide meetings and phone calls • Schedule and conduct appointments with area businesses and CBOs • Provide information about program requirements to area pre-apprenticeship providers • Coordinate with local providers to process and/or track pre-apprentices • Coordinate introductory meetings for new sector opportunities in grant-related occupations • Evaluate best practices and determine which can be used to enhance recruiting efforts for area apprentices/employers • Report all requests or issues on a timely basis to WAGE\$ project team • Issue and track grant funds in accordance with policy guidelines • Provide monthly and quarterly updates • Provide reporting information to WAGE\$ grant manager as requested • Maintain records
<p>Certified pre – apprenticeship organizations</p>	<p>Pre-apprentice training provider</p>	<ul style="list-style-type: none"> • Obtain certification as an approved certified pre-apprenticeship program • Conduct training in accordance with approved certification application • Assist in connecting graduates with information about apprenticeship • Provide reporting information to WAGE\$ WDB apprenticeship liaison • Maintain records
<p>Pre-apprentices</p>	<p>Any pre-apprentice registered in a certified pre-apprenticeship program</p>	<ul style="list-style-type: none"> • Provide any information necessary for WDB apprenticeship liaison to track participation • Comply with all requirements of the program to be able to later participate in a sponsor's apprentice program
<p>Sponsors</p>	<p>Any employer or employer group that has apprentices registered in BASIS 4.0. A WAGE\$ sponsor will have at least one apprentice in a WAGE\$ occupation</p>	<ul style="list-style-type: none"> • Comply with all program requirements for the new and expanded WAGE\$ occupations

Apprentices	Any apprentice who is registered in BASIS 4.0. A WAGE\$ apprentice will be registered in a WAGE\$ occupation.	<ul style="list-style-type: none"> • Provide all supporting documents or information necessary for apprentice registration • Comply with all program requirements
Wisconsin Technical College System and other related instruction providers	WTCS and colleges within the WTCS and/or other related instruction providers	<ul style="list-style-type: none"> • Operate in accordance with WI RA law and BAS operations • Develop new and/or supplemental apprenticeship training curricula • Expand and provide related instruction WAGE\$ apprenticeship programs • Provide reports as required by agreements

Chapter 4

4.0 WAGE\$ Reporting

WAGE\$ reporting occurs at the state level (BAS reporting to DOL) and the local level (boards reporting to the grant manager.)

4.1 Reporting overview

State reporting

Each quarter, BAS is required to submit to DOL a quarterly performance report that provides detailed information about apprentices and sponsors. This information is obtained through a query of BASIS 4.0 and does not involve the boards or liaisons.

In addition, BAS submits a quarterly narrative report summarizing grant activities, key accomplishments, and challenges. Much of the content of the narrative portion of the report is provided by the apprenticeship liaisons.

Local reporting

The metrics BAS must report on (see *Section 2.2*) include outreach to employers, outreach to individuals, and activities related to implementing the grant, including certified pre-apprenticeship training program activity.

The boards report their activity to BAS through three mechanisms.

- Employer outreach activity monthly via JCW Business
- Quarterly narrative reports
- Quarterly Outreach Best Practices Network meetings

The sections below provide more information about the reporting requirements for WDBs, including timelines and expected content.

4.2 Monthly outreach entries on JCW Business

Outreach to employers

Employer outreach is the major activity required by the DET/WDB agreements. Employer outreach may be performed by the apprenticeship liaison, members from the business services team, or someone else determined by the board to be qualified to talk about Registered Apprenticeship. The outreach role of the liaison (or other) is to be the first step in recruiting new sponsors. This means that the liaison provides initial information, and when an employer seems interested in getting detailed information, the liaison puts the ATR and employer in contact with

one another for the ATR to complete the recruitment. The outreach is documented in JCW Business.

For the WAGE\$ grant, appropriate apprenticeship topics for outreach fall into any of the following four categories. Talking points should support how the topic can help the employer meet talent development and recruitment needs.

- Registered Apprenticeship in general
- WAGE\$ occupations specifically
- Youth Apprenticeship
- Certified pre-apprenticeship

Boards are responsible for submitting information about employer outreach on a monthly basis via the JCW Business platform. This information is converted to quantitative data by the grant manager. Detailed reporting information and processes are provided in the WAGE\$ *Employer Outreach and Reporting Guide* available on the WAGE\$ web site at this location: https://dwd.wisconsin.gov/apprenticeship/pdf/wages_employer_outreach_reporting_guide.pdf .

Liaisons and their supervisors are responsible for understanding the reporting requirements and ensuring that entries follow a strict protocol. It is very important that they both read and understand the guide.

Each board designates the reporters who will have access to JCW Business. Reporters do not have to be the people who conducted the outreach. Each reporter must be approved by DET IT Security to access JCW Business and use his/her own log in access. The grant manager will work with the liaison supervisor to complete and submit the form necessary to obtain JCW Business access (Form DETS-10-E, DET System Access Request.)

Employer outreach entries are due (generally) on the 15th of the month following the month being reported on. For instance, January's outreach activities must be reported no later than close of business on February 15. The deadline is firm due to the automation of reports sent to the grant manager. Supervisors and liaisons are responsible for adhering to the deadline.

Outreach to individuals

Boards are no longer responsible for reporting outreach to individuals. The JCW Business platform to which WAGE\$ transitioned allows reporting outreach to employers only. July 1, 2018, began liaisons' use of the JCW Business platform to report employer outreach.

However, boards may continue to report this outreach on the quarterly narrative report if they want to, especially when it supports progress towards long-term goals, promising practices, or success stories.

4.3 Quarterly narrative report

The quarterly narrative report that BAS submits to DOL provides a description of WAGE\$ progress. The grant manager combines information from the boards' quarterly reports with state level information to write the reports for DOL. Each board provides the following information to the grant manager through the board's quarterly narrative report.

- Summary of grant activities completed during the quarter
- Report on activities for the long-term goals from the work plan
- Report on activities not related to the long-term goals
- Key issues and technical assistance needs
- Best practices and success stories
- Additional information (optional)

Quarterly reports are completed using the template posted on the WAGE\$ Resources web page. Liaisons send their reports via email to the grant mailbox at DETBASGrantInquiries@dwd.wisconsin.gov and copied to the grant manager.

Quarterly report due dates for WDBs are January 15, April 15, July 15, and October 15 of each year, through September 30th, 2020. For dates that fall on a weekend or state/federal holiday, the reports will be due the following workday. The final quarterly report will also serve as a final grant report and will be due before September 30, 2020. The grant manager will provide instructions by July 1, 2020, for filing the final report.

Reporting Quarter (rolling basis)	WDB Quarterly Report Due to WAGE\$ Grant Manager	BAS Quarterly Narrative Report Due to DOL
Quarter 1: October 1 – December 31	January 15	February 14
Quarter 2: January 1 – March 31	April 15	May 15
Quarter 3: April 1 – June 30	July 15	August 14
Quarter 4: July 1 – September 30	October 15	November 14

4.4 Certified pre-apprenticeship training program activities

The boards' and liaisons' roles in certified pre-apprenticeship training

Pre-apprenticeship training activity is one of the optional measures selected by BAS for the WAGE\$ grant because it is considered a best practice used to increase the number of qualified applicants for sponsors to either immediately or eventually place into apprenticeships. Related WAGE\$ activity is expected to be in response to and support industry and sponsor needs.

As part of outreach, liaisons are expected to provide employers with information about the value of creating new or using existing certified pre-apprenticeship training programs to help them with their talent development needs. Boards are strongly encouraged to actively support development and/or delivery of certified programs and may do so either within their work plans and long-term goals or outside of the work plans (unrelated to the outreach plan's long-term goals.)

Certified pre-apprenticeship activity may support any Registered Apprenticeship occupation for the purposes of the WAGE\$ grant as long as local industry demands are aligned with the training being provided and support is not at the expense of pre-apprenticeship training needs in WAGE\$ occupations.

For a pre-apprenticeship training program to be reportable for the WAGE\$ grant, it must have been certified by the Wisconsin Apprenticeship Advisory Council. Requirements for the certification application include having the training be endorsed by a Registered Apprenticeship sponsor.

Details on certified pre-apprenticeship training are available in the booklet, *WI Pre-Apprenticeship Readiness Program Guidelines*, and the related application – both of which are available on the Resources page of the WAGE\$ web site at this location: https://dwd.wisconsin.gov/apprenticeship/grants/wages_resources.htm

Funding certified pre-apprenticeship training

Boards may use WAGE\$ funds, leveraged funds, or a combination thereof to support certified pre-apprenticeship training. Liaisons may bring together stakeholders to create new pre-apprenticeship training programs with the intent of certification. They may help training providers with the certification process. Boards may directly support training providers with funds or staff time.

When a board uses any amount of WAGE\$ funds to support certified pre-apprenticeship training, the board shall follow these general rules. (Note that when a board supports a certified pre-apprenticeship training solely through leveraged funds, the rules do not apply.)

- The funding source has been previously identified in the approved budget narrative and budget request or through a supplemental funding request that has been approved by BAS.
- The training will prepare participants for qualifying to become an apprentice in a WAGE\$ occupation; however, BAS may consider, on a case-by-case basis, a board's request to fund delivery of certified pre-apprenticeship training in a non-WAGE\$ occupation if there is a compelling reason to do so.
- The board applies the veterans' and veterans' spouses priority of service and the eligibility policies to applicants prior to enrolling any individuals in the training. (See Chapter 6 policies section for more information.)
- The board shall report non-personally identifiable information (PII) about participants to the grant manager via the quarterly narrative report. Participant PII must be reported through a separate process mutually agreed by the board and BAS. (Please see Chapter 6 policies section for more information.)
- Subcontracts are subject to the requirements in the DET/WDB agreement.

4.5 Career pathways, underrepresented populations, and incumbent workers

Career pathways

"Career pathways" is a broad term that, for WAGE\$, refers to the activities, information, and training that make up processes to connect sponsors to eligible applicants. Career pathways refer to the portion of the RA pipeline that occurs prior to an apprentice being connected to a sponsor. These pathways exist in order to help the sponsors develop the talent pool that they need, and the pathways created must provide value to the sponsors.

This is a very different priority than that of many workforce programs, most of which focus on job seekers' or individuals' needs for employment. RA focuses on filling sponsors' and employers' needs for talented workers.

The WAGE\$ grant provides a unique opportunity for boards to use WAGE\$ funds to build the partnerships that will develop the career pathways that will persist after the grant concludes. Because of their extensive existing partnerships, WDBs are the natural entities to help build the pathways that connect sponsors to underrepresented populations. They are encouraged to use WAGE\$ funds to help the stakeholders establish, expand, and document the pathways. Pathways can be directly related to WAGE\$ occupations or serve as a pilot that will eventually expand the pathway to reach WAGE\$ sponsors and occupations.

Pathways can take many forms, tap many different pools of individuals, and consist of many different activities. The following are examples of career pathways.

- Youth Apprenticeship to Registered Apprenticeship bridges at either the program or individual level (see *Section 4.6* for more information)
- Certified pre-apprenticeship training that connects sponsors to training completers through formalized processes
- Local work-based training programs, such as those offered through WIOA for underrepresented populations that provide sponsor-matching and introduction services

Boards should report their career pathways activities on their quarterly narrative reports.

Underrepresented populations

A main goal of the WAGE\$ grant is to increase the number of apprentices in the WAGE\$ occupations who come from an underrepresented population. The WAGE\$ grant considers the following populations to be underrepresented in Registered Apprenticeship.

- Women
- People of color/minorities
- Individuals with disabilities
- Youth
- Veterans

- Offenders/ex-offenders

WAGE\$ provides an opportunity for WDBs and the state to make major strides in connecting sponsors to these pools of potential workers, but it will take concerted efforts of boards and BAS to do so.

In Year 3, each board articulated two long-term goals on which to focus their attention in a multi-year campaign. One of the goals was required to focus on increasing the number of apprentices from underrepresented populations. Each board was to select the goal and the population based on its resources, needs, and populations. Quarterly benchmarks are articulated each year, and the liaison and ATRs work together to develop the strategies and activities to meet the benchmarks. Liaisons then reflect on the results and effectiveness of activities and strategies implemented then provide summaries in both their quarterly narrative reports and at the Outreach Best Practices Network meetings.

Board strategies can be focused on the demand side (employers/sponsors,) supply side (job seekers,) or a combination; however, direct services to job seekers would be through braided or leveraged funds. Some examples of board strategies that can be grant-funded:

- Creating employer tool kits to help them develop more effective recruitment materials for the targeted population
- Sponsoring a "meet and greet" event hosted by the sponsor and helping the sponsor develop talking points, promote the event, etc. that will bring in the job seekers from the targeted population
- Providing resources to sponsors (e.g., list of WIOA services and contacts)

Periodically, the grant manager will collect statistical information from BASIS 4.0 regarding the demographics of the WAGE\$ apprentices for each WDB. This information will be reported to the boards. The grant manager shares the information with DOL when inputting apprentice information into the DOL database.

One grant strategy is to increase local capacity to connect eligible apprentices and pre-apprentices to WIOA and other services. Some WDBs identified this as a long-term goal. All liaisons are encouraged to provide in their quarterly narrative reports information about linking RA and WIOA when they are aware of it. When grant-funded, these activities are focused on capacity, processes, partnerships, and infrastructure. Provision of services to the individuals would be leveraged activity and funding.

WDBs should follow the same procedures they use for all WIOA program participants to determine whether a WAGE\$ grant participant, such as a certified pre-apprenticeship training participant, is eligible for WIOA services. In some cases, an apprentice may be eligible for WIOA services. See *Chapter 6 Policies and Important Procedures* for additional information about applying WAGE\$ eligibility and Veterans' Priority of Service.

Section 6.3 provides more information about the strategic plan and long-term goals.

Incumbent workers

Most WAGE\$ apprentices are incumbent workers, meaning that before they became apprentices, they were already employed by the sponsor. The sponsor would have selected the employee to participate in training through the Registered Apprenticeship training model in the RA occupation. For the purposes of this grant, "Career pathways" generally do not apply to incumbent workers unless they initially became employed with the sponsor as a result of career pathways activities.

BAS encourages boards to facilitate processes to connect WAGE\$ sponsors and eligible apprentices to WIOA services.

4.6 Youth Apprenticeship to Registered Apprenticeship (YA to RA)

Wisconsin has a mature and robust Youth Apprenticeship (YA) program. Connecting YA to RA is considered a career pathway. Boards are encouraged to assist local stakeholders in developing processes involved in bridging YA to RA. Supported activities include, but are not limited to, talking to employers and sponsors about YA, attending YA and high school activities to talk about RA, working with the ATR to convene stakeholders to discuss bridging, and documenting formal processes developed between stakeholders.

Bridging YA to RA occurs on two levels:

- Bridging a YA program to an RA program: YA programs are offered through a local consortium, such as a school district. YA programs include work-based learning with an employer who is a YA sponsor. When a YA program is linked to an RA sponsor, the programs are considered bridged.
- Bridging an individual YA completer to an RA job with a sponsor: When a YA completer is hired by an RA sponsor, the sponsor may award credit for prior learning to the new apprentice. The sponsor reviews the work performed and the skills learned in the YA program and decides how much credit to apply on the RA contract. The parties involved in the discussions are the YA coordinator, the new apprentice, the ATR, and the RA sponsor. It is a formal agreement articulated in the apprenticeship contract.

Some boards chose to focus on YA to RA bridging as a long-term goal. All boards are strongly encouraged to support YA to RA bridging because it helps sponsors tap local sources of qualified workers and helps strengthen communities.

4.7 Outreach Best Practices Network

The Outreach Best Practices Network consists of the apprenticeship liaisons, the outreach coordinator, and others as appropriate. The purpose is to provide a forum in which liaisons can network and share positive experiences and challenges. Each quarterly meeting is hosted by a liaison. The location varies and is considered a day-long meeting. The liaisons contribute to the agenda, and the grant outreach coordinator distributes the agenda, sends the meeting invitations, and distributes notes after the meetings. Liaisons are expected to attend.

Liaisons provide qualitative and statistical support, as appropriate, when selecting activities and strategies to be considered for best practices.

Due to the timing of the quarterly narrative due dates and the Outreach Best Practices Network meetings one month later, the preparation done for the quarterly narrative report serves double-duty as preparation for the Outreach Best Practices Meeting.

Chapter 5

5.0 Communication, Onboarding, and Technical Assistance

5.1 Overview

The default communication channel consists of the liaisons and the grant manager or outreach coordinator. One of the main roles of the apprenticeship liaison is to serve as the primary contact for the board. However, direct communication with others on the WDB's WAGE\$ team may be appropriate, such as the supervisor or fiscal contact.

BAS assumes that liaisons share communications appropriately when other local WAGE\$ team members are not included.

Boards should notify the grant manager immediately when there is a change in the local WAGE\$ team.

The grant manager will notify the liaison and supervisor if a change in an ATR occurs. Similarly, the grant manager will notify the ATR when a change in liaison occurs.

Reporting is the primary method of communicating grant activities and progress; reporting was covered in *Chapter 4: WAGE\$ Reporting*.

Communication is generally through recurrent calls and meetings for updates and concerns or issues that are likely to involve all boards and/or when group discussion may be advantageous. Other communication is made predominantly by email or phone call for immediate needs/response.

5.2 Recurrent calls and meetings

Specialized calls and meetings rotate on a quarterly basis, as seen in the chart below. The recurrent calls and meetings are scheduled by the grant manager and outreach coordinator via Outlook Calendar. The intended audience is required to attend unless previously excused by the organizer.

The WAGE\$ web page will have the most recent schedule for the grant year, but changes may occur without a change to the posted schedule. Changes to the posted schedule will be made via Outlook Calendar. Supervisors and liaisons are responsible for making sure their own calendars are kept up-to-date. If questions arise, they should ask the call or meeting organizer for clarification.

	Purpose	Intended audience / organizer	Month
Liaison / Management 1-on-1 phone call 3 rd Tuesday of the month in which the meeting is held; specific time varies by board but is a recurrent time slot	Discuss items specific between the WDB and BAS, such as performance, success, projects, concerns, challenges	Intended audience: liaisons (others may attend) Organizer: grant manager	January April July October
Liaison / Management on site meeting (Outreach Best Practices Network) 3 rd Tuesday of the month in which the meeting is held – all day, onsite meeting hosted by a liaison; location varies	Share upcoming plans, strategies, results of strategies, challenges, best practices, new partnerships, etc.	Intended audience: liaisons (others may attend) Organizer: outreach coordinator	February May August November
Supervisor/Management group phone call 3 rd Monday of the month in which meeting is held; group call is from 1:00 – 2:00	Management provides updates to the supervisors, supervisors bring up challenges, items of interest to other supervisors (individual challenges can be addressed in the liaison call or anytime directly with either the grant manager or outreach coordinator, as appropriate)	Intended audience: supervisors (liaisons encouraged; others may attend) Organizer: grant manager	March June September December

5.3 Onboarding new liaisons and other local WAGE\$ team members

Each WDB has the flexibility to assign tasks to their WAGE\$ team members in ways that work best for the board. The liaison supervisor is responsible for onboarding the liaison and other local WAGE\$ team members, and BAS will support onboarding through publication of documents and providing technical assistance later in the onboarding process. New liaisons are onboarded through a series of activities.

- Initial onboarding by the supervisor
- Initial technical assistance via BAS published documents found on the WAGE\$ web page designated for [Resources](#)
 - WAGE\$ Grant Program Administration Guide for Workforce Development Boards (this document)
 - WAGE\$ Employer Outreach Reporting Guide
- Follow-up discussions with the grant manager and outreach coordinator upon request

- Ongoing training through a combination of the supervisor, grant manager, and outreach coordinator, as needed and appropriate.

5.4 Technical Assistance and BAS Updates

Technical assistance is provided on an as-needed basis and can be delivered on a large group, small group, or individual basis. There is no predetermined schedule for when technical assistance will be provided. Technical assistance may be offered by BAS or requested by a supervisor or liaison. When multiple requests are made on the same topic, BAS may consider providing group assistance. When new procedures that are more complicated than email or documents can address, BAS may consider large group, in-person training.

The grant manager and outreach coordinator are available for scheduling technical assistance in topics related to technical aspects of the grant or for helping a board work its way through local implementation challenges.

Generally, BAS will provide updates through email or during a recurrent call or meeting. Updates can be notifications on changes to or clarifications of procedures, information on occupational program information, or statistics on progress towards metrics.

5.5 DOL-required language

Outreach materials are provided by BAS and ordered through the ATRs. However, some boards will host events that need to be promoted. DOL requires that specific language appear on press releases, fliers, surveys, etc., when the WAGE\$ grant is being promoted. Boards are responsible for ensuring that the required language appears on their locally-produced materials, in accordance with the DET/WDB agreements and modifications.

Chapter 6

6.0 Policies and Important Procedures

6.1 Policies related to the grant

The following policies are provided to add clarity to board responsibilities for using grant funds but do not constitute all responsibilities.

Participant eligibility and eligibility determination

From the funding opportunity announcement: Participants served through the project can be either: a) youth that are at least 16 years of age and not currently enrolled in school within a local secondary educational agency (i.e., high school) or, b) at least 18 years of age.

Each WDB must ensure that applicants are screened for eligibility and determined to be eligible prior to enrolling participants in any services that have been supported in part or whole by WAGE\$ funds, including but not limited to WDB-supported certified pre-apprenticeship training. Only eligible participants may be enrolled when WAGE\$ funds have been used. A record of eligibility determination having been conducted for each participant prior to enrollment must be created, maintained, and made available to BAS. This policy applies to the WDB and any entities contracted by a WDB to provide training or other services funded by the grant. The WDB is responsible for ensuring that the policy is applied correctly and that BAS has access to the records.

Eligibility determination is based on age and / or education enrollment and may be documented in many ways, one of which can be including on the application entries for date of birth and current education enrollment status along with a checkbox that, when checked, indicates that a person trained on WAGE\$ eligibility examined the application and determined the applicant's eligibility for WAGE\$. This documentation is to be included in the participant's case file.

Subawards

The provisions of the DET/WDB agreement and related documents will be applied to any subaward that a WDB executes on behalf of the WAGE\$ grant. The WDB is responsible for the subgrantee's performance and compliance with the DET/WDB agreement and federal regulations and must monitor its subgrantees (2 CFR 200.101(b)(1)).

The Uniform Administrative Requirements (2 CFR 200.317-36) require all recipient procurement transactions to be conducted in a manner to provide, to the maximum extent practical, open and free competition. Sole sourcing may be used, but justification for doing so must be documented and signed.

Please see the DET/WDB agreement documents and Sections 6.4 and 6.8 for additional details.

Travel

For reimbursement on a mileage basis, the grant cannot be charged more than the maximum allowable Mileage Reimbursement Rates for Federal employees. Mileage rates must be checked annually at www.gsa.gov/mileage to ensure compliance.

Treatment of Personally Identifiable Information

In cases where a WDB uses any amount of grant funds to provide services to individuals (such as by supporting a certified pre-apprenticeship training), the WDB must recognize and safeguard personally identifiable information (PII) except where disclosure is allowed by prior written approval of the Grant Officer or by court order. Recipients must meet the requirements in Training and Employment Guidance letter (TEGL 39-11) *Training and Employment Guidance letter (TEGL 39-11, Guidance on the Handling and Protection of Personally Identifiable Information (PII))*, (located at http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=7872)

Supervisors are responsible for ensuring that liaisons and other WAGE\$ team members understand their responsibilities. The details and process for reporting on the certified pre-apprenticeship training participants to the grant manager will be worked out between the board and the grant manager on a case-by-case basis as circumstances arise.

Veterans' and veterans' spouses priority of service

From the funding opportunity announcement: There is a legal requirement, found at 38 U.S.C. 4215, that grantees must provide priority of service for veterans and spouses of certain veterans for the receipt of employment, training, and placement services in any job training program directly funded, in whole or in part, by DOL. The regulations implementing this priority of service can be found at 20 CFR Part 1010. In circumstances where a grant recipient must choose between two qualified candidates for a service, one of whom is a veteran or eligible spouse, the veterans' priority of service provisions require that the grant recipient give the veteran or eligible spouse priority of service by first providing him or her that service. To obtain priority of service, a veteran or spouse must meet the program's eligibility requirements. Grantees must comply with DOL guidance on veterans' priority. ETA's Training and Employment Guidance Letter (TEGL) No. 10-09 (issued November 10, 2009) provides guidance on implementing priority of service for veterans and eligible

spouses in all qualified job training programs funded in whole or in part by DOL. TEGL No. 10-09 is available at https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=2816 .

Each WDB must apply a veterans' priority of service to individuals being provided services with WAGE\$ grant funds. Although this grant is not intended to provide direct services to individuals with grant funds, some WDBs may be approved to use grant funds to support certified pre-apprenticeship training. In such cases, the veterans' priority of service must be applied prior to enrolling any individuals into the training program. This policy applies to the WDB and any entities contracted by the WDB to provide training or other services funded by the grant.. A record of each applicant's ability to claim veterans' priority must be created, maintained, and made available to BAS. For individuals actually claiming the priority of service, the case file must include proof of veteran status. The WDB is responsible for ensuring that the policy is applied correctly and that BAS has access to relevant records.

6.2 Allocating funds

DWD allocated initial funding to the 11 WDBs in varying amounts based on the five-year forecasted growth of the occupations in the sectors of Advanced Manufacturing, Health Care, and Information Technology for that WDA. The initial funding, 40% of each board's estimated total, covered Years 1-2 (through September 30, 2017). A second allocation was distributed for Year 3 in June 2017. Subsequent allocations have been and will be executed annually after approval of strategic plans. See Section 6.3 for information on the strategic plans.

BAS will review and allocate grant funds annually based on each area's past performance, strategic plans, monitoring, and the availability of funds. The default amount projected to be made available each year to each board is 20% of the initial total projected allocation. This amount is subject to reconsideration based on performance, history of spending, adherence to the agreement and strategic plan, and need.

Each board may submit to the grant manager requests for supplemental funds. Requests will be considered on a case-by-case basis and are subject to availability of funds. The grant manager may offer all boards to submit requests or may invite specific boards to make requests. Special invitations will be based on past performance, content and strength of the WDB's strategic plans, and/or strategic purposes identified by BAS. Requests for additional funding may be part of the annual strategic planning process or may be made at other times during a performance year.

6.3 Strategic planning

In an annual basis beginning with Year 3, the grant manager will coordinate activities to assist each board with creating a strategic plan. The plan will focus on grant implementation for the upcoming year. Beginning with Year 4, each board's annual funding allocation will be dependent upon having an approved strategic plan for that year. The strategic planning process will begin

in July for Years 4 and 5 with the strategic plan expected to be submitted and approved in early-to-mid September.

The strategic plan consists of four documents.

1. **Work plan** (template provided by the grant manager. See *Appendix A* for the template) – the work plan is based on an Excel spreadsheet that has one tab with the common tasks required of every WDB and subsequent tabs that focus the board's outreach on strategies and activities to support (at least) two long-term goals important to the WDB.

The first tab is a worksheet that contains the standardized duties of every WDB as provided in the DET/WDB agreements. Boards are accountable for performing the tasks listed on the first tab.

The other tabs contain worksheets with details of how the board plans to implement the grant to achieve two self-selected long-term goals. The long-term goals were identified by each board in Year 3 and will continue to the end of the grant performance period. One goal focuses on increasing the number of WAGE\$ apprentices from underrepresented populations. The other goal focuses on an aspect of WAGE\$ occupations that also helps the board address a local issue, such as high out-of-school youth numbers or building a new regional industry council.

This portion of the work plan is referred to as the outreach plan and satisfies the BAS/WDB agreement requirement for an outreach plan. Each board is accountable for implementing its outreach plan. The outreach plan is developed in collaboration between the apprenticeship liaison, the liaison's supervisor, and the ATR. The long-term goals, annual goals, and quarterly benchmarks are identified by the liaison supervisor. The apprenticeship liaison and ATR develop the quarterly strategies and activities. The liaison and supervisor work out the evaluation and reporting portions.

Note that the outreach plan portion of the document focuses attention only on strategies and activities planned to support achievement of the two long-term goals. Remember that the first tab of the work plan lists the standard duties to be done and provides the frequency schedule. Although the purpose of the detailed outreach plan is to provide details on how the board intends to strategically move forward to achieve the two goals, WDBs are not limited to the activities connected to the two long-term goals.

The liaison will use this document to plan his/her schedule, focus outreach, coordinate collaboration with the ATR and business services team, plan events, and complete the quarterly narrative reports submitted to the grant manager.

The grant manager will use the document for a variety of reasons, such as to offer technical assistance or statistical support, anticipate the direction of individual WDBs, and (in conjunction with quarterly reports and apprentice and sponsor data) link specific strategies and activities with results that the liaisons don't have time or resources to link. The grant manager will also depend on the

outreach plans and quarterly narrative reports to identify opportunities to gather artifacts that can be shared with other liaisons and boards, added to an apprenticeship document library, or shared with DOL to support the value of WI's use of the grant funds. Such artifacts may be event fliers, attendance lists, employer resources/toolkits, processes established by stakeholder groups that will be used in the future, checklists used for bridging YA to RA, etc. These artifacts may support post-grant sustainability by offering sponsors, business services teams, and ATRs additional resources.

2. **Budget request** (template provided by the grant manager) – The budget request is the WDB's request for the annual allocation and provides a line-item breakdown of how the funds will be spent. The line items match the categories listed in *Section 6.4*. The grant manager will use this document to approve FSRs (monthly financial status reports.) This document is submitted annually.
3. **Budget narrative** (template provided by the grant manager) – The budget narrative describes the line items in the budget request. It links the work plan to the budget request by describing how the funds will be used. It also provides a description of activities that will incur costs but that were not included in the outreach plan. The grant manager will use this document to better understand the work plan and budget request and for monitoring. This document is submitted annually.
4. **Organization chart and roles and responsibilities document** (no template) – This document has two components: a graphic representation showing the reporting relationship and %FTE of each person involved in the grant implementation and a text portion that lists each person involved in implementing the grant and their specific duties. The grant manager will use this document to identify who a contact person is for a particular inquiry and to better understand how the WDB is organizing the implementation. WDBs shall update this document when staff or duty delegation changes. If, during the annual strategic planning process, there are no changes since the previously submitted document, there is no need to resubmit it with the new strategic plan.

The timeline for developing and approving strategic plans is generally as follows.

July – starting the plan

- The grant manager sends templates, a timeline, and instructions to the liaison supervisor.
- The WDBs work on the first draft.

August – refining the plan

- WDBs submit a first draft of the strategic plan to the grant manager.
- The grant manager reviews and provides feedback.
- The WDB and grant manager work back and forth to fine tune the plan.

September – finalizing the plan and distributing the funds

- The WDBs submit a final version.

- The grant manager reviews and approves it.
- The grant manager sends a .pdf version of the entire strategic plan and an excel version of the work plan to the liaison's supervisor.
- The grant manager drafts the funding allocation document (agreement modification) and routes it for DET review, approval, and signature.
- DET forwards the signed modification to the board.
- The board reviews, approves, and signs the modification then sends it back to DET.

October 1

- Target date for DET to release the funding.

6.4 Tracking grant expenses

Each board's budget must align with the categories that are permitted to be charged to the grant:

- Admin
- Salary/Personnel/Overhead
- Outreach Materials/Supplies (e.g., events or materials specific to an event)
- Travel
- Subcontracts (e.g., pre-apprenticeship training, subcontracted liaison services)

During the annual planning, boards may transfer funds between line items on their budgets in keeping with the guidelines below.

The grant manager assumes that changes to line items will continue to support the long-term goals unless otherwise discussed with the grant manager in advance.

Minor mid-year adjustments are allowable and are to be worked out with the grant manager. Boards are permitted to change line items amounts resulting in 10% or less of the annual allocation without formally changing the budget unless the line item had previously been \$0 or if changes are made to details of subcontracted expenses. Changes over 10% require a formal change and must be submitted to the grant manager. For example, a 5% reduction in the annual travel expenses being reallocated to salary is actually a 10% change but would not need a formal change. However, the board is required to submit a new budget request if it wants to allocate funds to a subcontract that had not been explained in the budget narrative even if the changes will result in less than 10% of the annual allocation being changed.

As outlined in the contract, no more than 10% of the grant amount may be used toward administrative costs. A list of administrative costs is provided in the BAS/WDB agreement. Subcontracts are held to the 10%, as well.

BAS expects that most of the charges to the grant will be for staff time and subcontracts to pre-apprenticeship training providers. All boards may include with Salary/Personnel/Overhead the reasonable costs associated with the utilities, space, and project-related costs for the

apprenticeship liaison position. This includes office supplies and other items necessary for the liaison to do his/her job.

Outreach materials / supplies are provided by BAS. Orders are placed with ATRs. Outreach materials will only be an allowable expense if the materials are beyond those that BAS creates. Each WDB will need to request approval from BAS to create its own new outreach materials, and BAS will provide any needed guidance regarding branding, logos, etc. All promotional fliers and other items such as press releases must include DOL-required language. The language is provided by the grant manager. Events hosted by the board must adhere to expense rules available from the outreach coordinator.

All travel must be for the purpose of meeting with employers, alliances or other local groups, travel to the Madison office, or travel requested by the outreach coordinator or grant manager. Any out of state travel that will include an overnight stay must first be approved by BAS.

Federal mileage rates apply. Boards are responsible for checking IRS rates annually.

WDBs may subcontract with an organization to provide liaison services or to perform certified pre-apprenticeship activities (i.e. program development or expansion.) See *Section 4.4* for details on certified pre-apprenticeship training programs. The DET/WDB agreement has specific language regarding subcontracts. Please refer to it. Subcontracts between the WDB and a subcontractor are subject to the same requirements as the WDB is held to BAS.

6.5 Payment request & approval process

WDBs must use the STAR Invoice Form (available electronically) to request payment for grant expenses. The form itemizes the total expenditures related to the grant activities and includes a line each for administrative expenditures and program expenditures. Instructions for use are on the form, including the email address or other ways to submit it. DWD will reimburse the grantee/board for all allowable expenditures that are reported up to the funding level specified in each board's agreement, subject to the terms of the agreement. Pre-payments in advance of actual expenditures are not allowed under this grant; payments are made on a reimbursement basis.

See the DET/WDB agreement and related documents for additional details.

The STAR Invoice Form for WAGE\$ is available at the following link:
https://dwd.wisconsin.gov/dwd/forms/adm/fis_18184_e.htm .

Please note that DWD cannot pay invoices that are incomplete. Requests for payment invoices that do not contain all required information will be returned to the grantee to be completed and resubmitted. Resubmitted claims will be paid with the next regular payment cycle.

6.6 Expenditures and financial status reports

Each WDB must submit monthly COMET Financial Status Reports (FSRs) listing amounts for each WAGE\$ line item (Admin; Outreach Materials/Supplies; Salary/Personnel/Overhead; Subcontracts; Travel). The COMET FSR Entry form is available at the following link:

https://dwd.wisconsin.gov/comet/fsr_summaries.htm . The FSR must be submitted by close of business (4:30 pm CT) thirty days after the month when expenses have been incurred.

Please note that BAS will not process FSRs that are incomplete. FSRs that do not contain all required information will be returned to the grantee to be completed and resubmitted. Boards must report leveraged funds each month.

Each WDB must submit all claims for reimbursement to DWD within 60 days of the end of the grant period. Expenses incurred within and reported later than sixty (60) days will not be recognized, allowed or reimbursed.

6.7 Records retention and maintaining records

Each WDB shall maintain records in accordance with DOL requirements. Boards shall provide records to assist BAS with monitoring and to participate in audits of grant procedures and financial records.

Records management is to be an ongoing activity, and each board is responsible for training the apprenticeship liaison and other implementation staff on proper procedures. The grant manager will provide information to each board in the final quarters of the performance period regarding records disposition. Any questions in the meantime should be directed to the WAGE\$ grant manager.

6.8 Grant monitoring

Grant monitoring is conducted in a variety of ways.

- Performance is documented and monitored through the strategic plans, WDB's quarterly narrative reports, and monthly JCW Business documentation.
- Adherence to the budget on file is checked monthly through FSR approvals.
- Oversight of WDB subcontract processes is conducted through the mandated timely submission of subcontract instruments to the grant manager. Procurement information is to accompany the signed agreement. Subcontract activity may be subject to additional reporting requirements (i.e., when the funds are used to support development/delivery of certified pre-apprenticeship training and/or for other purposes.)
- A combination of desktop monitoring and on-site visits of each WDB's grant procedures and subcontract activities will be done in later stages of grant implementation. The monitoring will build on each board's WIOA monitoring so that the boards do not need to separately submit to BAS the documentation that applies to both WIOA administration and WAGE\$ grant administration. The monitoring plan and desktop documentation required for WAGE\$ monitoring will be shared in advance with each of the boards. WAGE\$ grant staff will work with each board to coordinate a timeframe around the other monitoring taking place. Upon completion of the monitoring, the WAGE\$ grant staff will issue a report explaining monitoring results.

- The grant manager may request selected records or support for implementation at other times to support either DET's compliance with DOL or the board's compliance with the subgrant.

A final note

The BAS WAGE\$ team thanks all of the WDBs' grant staff for their expertise, effort, and results. Any questions about this guide should be directed to the grant manager.

Appendices

Appendix A: Work Plan for the Workforce Development Boards (Years 3 - 5)

WAGE\$ Work Plan Years 3 - 5

October 1, 2017 - September 30, 2020

WDB:

	Description	On-going	As needed	Year 3				Year 4				Year 5			
				Q 1 2017 Oct - Dec	Q 2 2018 Jan - Mar	Q 3 2018 Apr - Jun	Q 4 2018 Jul - Sep	Q 1 2019 Oct - Dec	Q 2 2019 Jan - Mar	Q 3 2019 Apr - Jun	Q 4 2019 Jul - Sep	Q 1 2020 Oct - Dec	Q 2 2020 Jan - Mar	Q 3 2020 Apr - Jun	Q 4 2020 Jul - Sep
Supervisory & Management	Review roles, responsibilities, FTEs and submit to WAGES		X	X				X				X			
	Update work plan		X	X			X				X				
	Align budget with workplan			X				X				X			
	Submit budget request/ modification, budget narrative, work plan		X	X			X				X				
	Monitor budget, expenditures, and activities	X													
	Prepare for and participate in monitoring		X												
Outreach	Maintain contact lists of individuals on WAGE\$ outreach team (liaisons, ATRs, YA, business services, etc., state grant outreach coordinator, etc.)		X												
	Strategize with ATR, YA, etc. to focus outreach for targeted purposes, carry out activities	X		SEE YEAR 3 TAB				SEE YEAR 4 TAB				WILL BE DETAILED IN A YEAR 5 TAB IN THE FUTURE			
	Research stakeholders, share info with others on local outreach team	X		SEE YEAR 3 TAB				SEE YEAR 4 TAB				WILL BE DETAILED IN A YEAR 5 TAB IN THE FUTURE			
	Conduct outreach according to plans and as opportunities arise	X													
	Collaborate with and support state level outreach	X													
	Evaluate outreach strategies with ATR and others on WAGE\$ outreach team and incorporate effective strategies in new outreach efforts	X		SEE YEAR 3 TAB				SEE YEAR 4 TAB				WILL BE DETAILED IN A YEAR 5 TAB IN THE FUTURE			

	Evaluate strategies and document promising practices and lessons learned (compare outreach activities and their results to the benchmarks on the detailed work plan)	X	X	SEE YEAR 3 TAB				SEE YEAR 4 TAB				WILL BE DETAILED IN A YEAR 5 TAB IN THE FUTURE			
	Revise outreach plan based on promising practices, effective results, and identified benchmarks in the work plan		X	X			X				X				
Records and Reporting	Organize/file/archive records	X													X
	Submit fiscal reports (required monthly)		X												X
	Submit outreach reporting (required monthly)		X												
	Write/submit narrative reports (required quarterly)			X	X	X	X	X	X	X	X	X	X	X	X

WAGE\$ Work Plan Detail Year 4
October 1, 2018 - September 30, 2019
WDB:

Note 1: Use your long-term goals from your Year 3 Detail. You may add a third goal if you want to.
Note 2: For Year 4, carefully consider what your stated focus was from your Y3 plan. You may change this if you see a need to.
Note 3: Remember that one goal must focus on increasing the number of apprentices from underrepresented populations in WAGE\$ occupations. Use the population that you identified in your Y3 plan. All benchmarks in the Year 4 detail should support your Year 4 focus for that goal. All of the outreach, strategies, and activities listed under the benchmark should support the benchmark.

Long-term goal:		
Focus in Year 4 for this goal:		
	Y4 Q1 Benchmark:	
	Outreach, Strategies, and Activities	
		How will you evaluate the effectiveness of your strategies? (e.g., how will you know if you've been effective?)
		How will you document and share results?
	Y4 Q2 Benchmark:	
	Outreach, Strategies, and Activities	
		How will you evaluate the effectiveness of your strategies? (e.g., how will you know if you've been effective?)

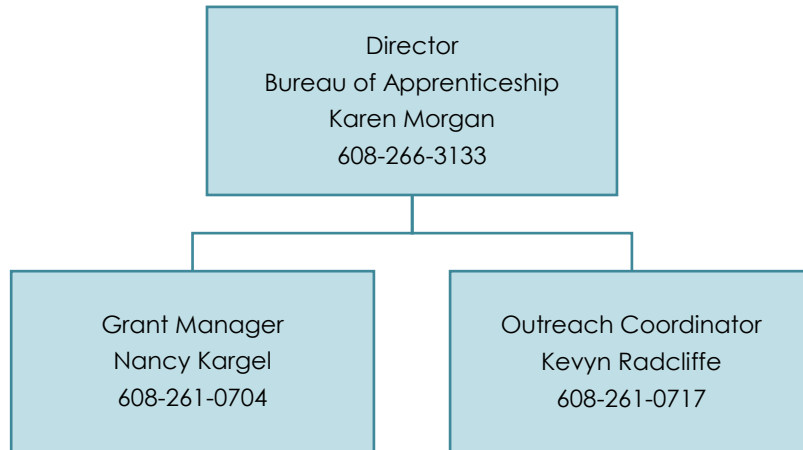
		How will you document and share results?
	Y4 Q3 Benchmark:	
	Outreach, Strategies, and Activities	
		How will you evaluate the effectiveness of your strategies? (e.g., how will you know if you've been effective?)
		How will you document and share results?
	Y4 Q4 Benchmark:	
	Outreach, Strategies, and Activities	
		How will you evaluate the effectiveness of your strategies? (e.g., how will you know if you've been effective?)
		How will you document and share results?
	Year 5 Major focus for this goal:	
Long-term goal:		
Focus in Year 4 for this goal:		
	Y4 Q1 Benchmark:	
	Outreach, Strategies, and Activities	
		How will you evaluate the effectiveness of your strategies? (e.g., how will you know if you've been effective?)
		How will you document and share results?
	Y4 Q2 Benchmark:	
	Outreach, Strategies, and Activities	
		How will you evaluate the effectiveness of your strategies? (e.g., how will you know if you've been effective?)
		How will you document and share results?
	Y4 Q3 Benchmark:	
	Outreach, Strategies, and Activities	

			How will you evaluate the effectiveness of your strategies? (e.g., how will you know if you've been effective?)
			How will you document and share results?
	Y4 Q4 Benchmark:		
	Outreach, Strategies, and Activities		
			How will you evaluate the effectiveness of your strategies? (e.g., how will you know if you've been effective?)
			How will you document and share results?
	Year 5 Major focus for this goal:		

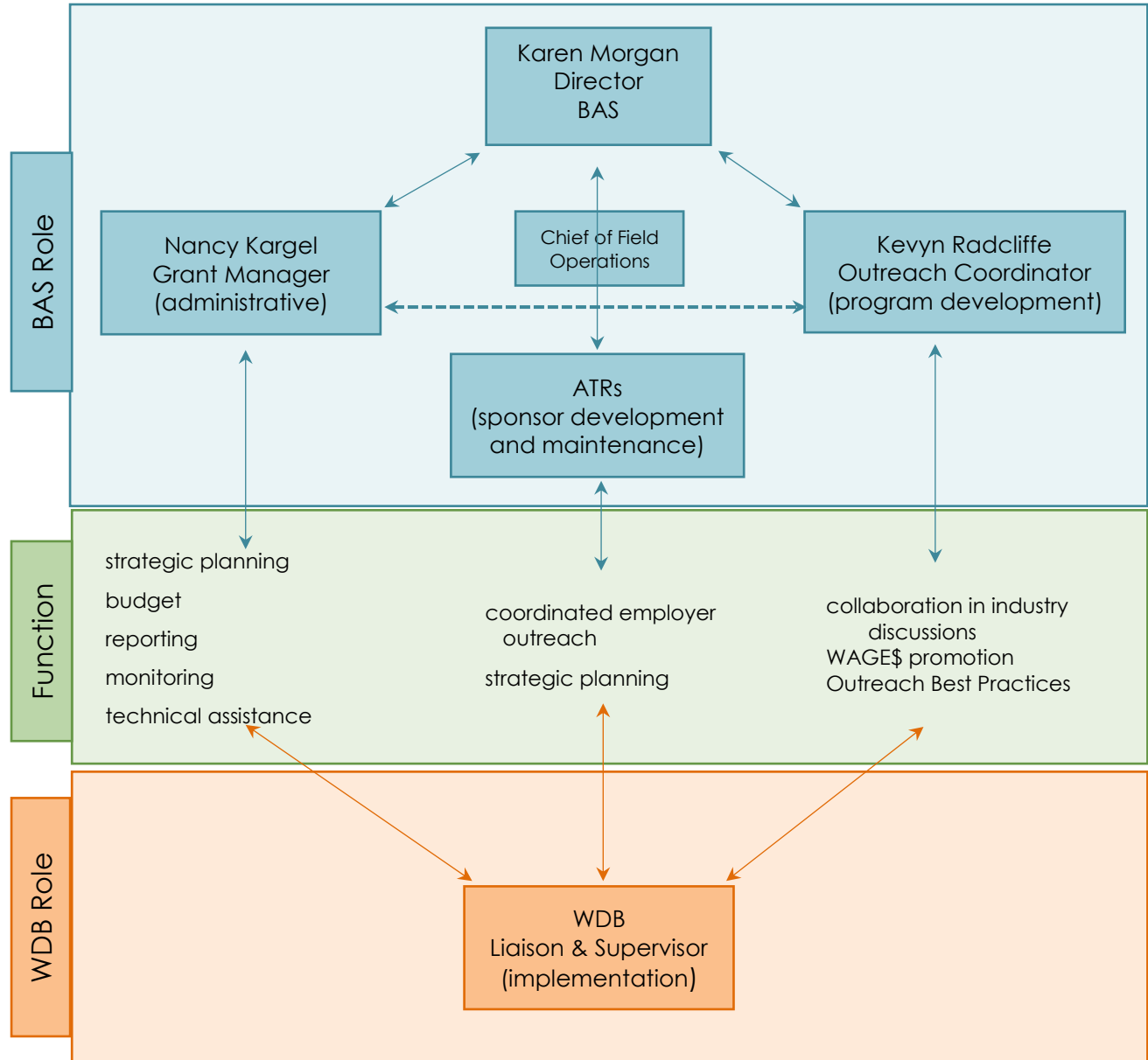
Appendix B: Organizational Charts

B1: WAGE\$ Staffing

(Effective 10/30/2017)



B2: WAGE\$ Project Interaction between WDBs and BAS



Appendix C: Resources

The BAS web site hosts WAGE\$-specific pages that provide the most recent reporting templates, implementation and reporting guides, forms for ordering apprenticeship materials, and other resources. The web address is <https://dwd.wisconsin.gov/apprenticeship/grants/wages.htm>.

The web address for BAS's *Apprenticeship Resources and Data* page is https://dwd.wisconsin.gov/apprenticeship/facts_data.htm . This page includes links to the Wisconsin Apprenticeship Manual

The Bureau of Apprenticeship Standards maintains a web site with extensive information on Registered Apprenticeship. The web address is <https://dwd.wisconsin.gov/apprenticeship/> .

BAS contact information (including ATRs) is available on this page <https://dwd.wisconsin.gov/apprenticeship/contacts.htm> .

The National Governor's Association provides technical assistance to the Wisconsin WAGE\$ team and other AAI grant grantees. Types of support include webinars, frequent phone calls to provide technical assistance, and hosting a community of practice. The web address to sign up for information is <https://innovativeapprenticeship.org/aa-grantees/> .

Appendix D: Change Log (updates to this document)

List of updates by revision date

- 6/5/19, 6/19, 6/20
 - Added policies
 - Updated monitoring information
 - Minor reorganization changes
- 12/5/2018 – Major revision and expansion
 - Expanded to serve as a liaison onboarding document including new or expanded information in many topics including but not limited to these:
 - Personally identifiable information (PII)
 - Strategic planning
 - Certified pre-apprenticeship training
 - Career pathways, underrepresented populations, and incumbent workers
 - YA to RA bridging
 - Subcontracts
 - Clarified board and liaison roles
 - Added processes and links
 - Reordered some chapters and subchapters
 - Removed specific responsibilities of WDBs and BAS that are in the DET/WDB agreements; referred reader to agreements
 - Clarified items include grant performance period, grant years
 - Changed allocation process schedule to match grant years (a big change from the previous guidelines)
 - Updated monitoring information
 - Replaced the previous work plan with the most recent version (for Year 4)
 - Added organizational charts
 - Made it accessible to screen readers
- 12/20/16
 - Noted that Apprenticeship Liaisons order outreach materials from ATRs
 - Updated language associated with Monitoring Plan section
 - Revised language in Monthly Outreach Activities Report section to note that Boards must also indicate whether they have started any new certified pre-apprenticeship programs
 - Eliminated Project Plan deliverable from the Work Plan
 - Updated Work Plan to note changed deadline for Outreach Plan. BAS/Boards will collaborate to develop an Outreach Plan in early 2017.

- 11/7/16
 - Removed forms that are now available on the WAGE\$ website (Quarterly Narrative Report form, Monthly Outreach Tracking document)
 - Removed Pre-Apprenticeship Readiness Program Application that is now available on the WAGE\$ website
 - Removed Contacts page; Apprenticeship Liaisons are now listed under Project Partners on the WAGE\$ website
 - Adjusted formatting and made minor wording revisions 12/20/16
 - Add any updates (those in tracked changes or additional)