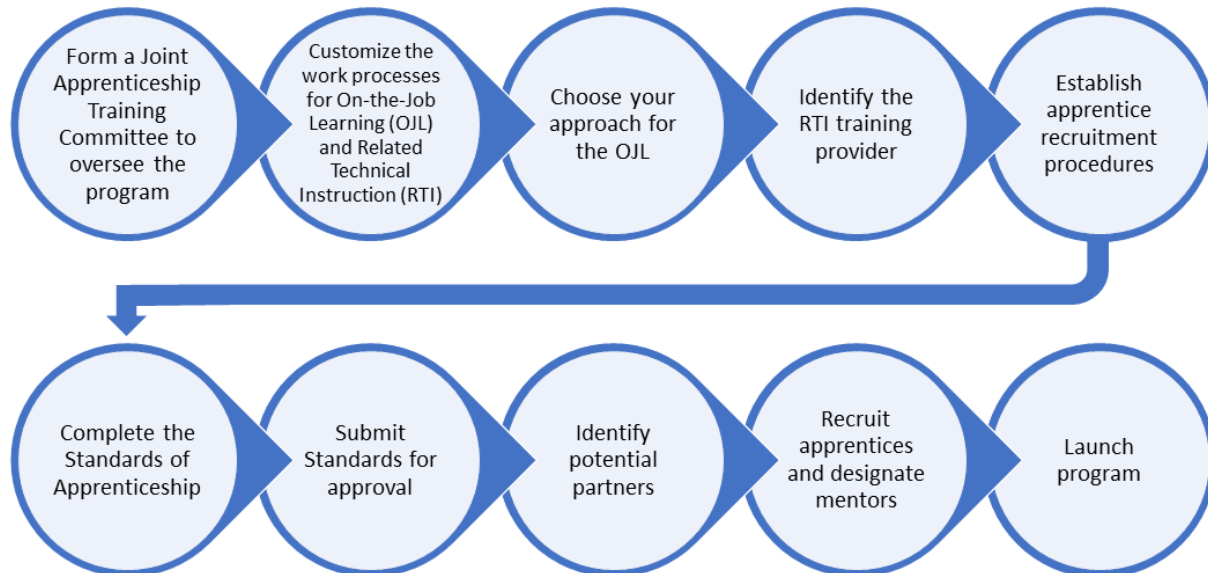


PROGRESS Worx

Organization Development and Partnership Alignment



Registered Apprenticeship Individual Joint Sponsorship Start Up Summary



This summary outlines the steps to tailor an effective Registered Apprenticeship (RA) program. These steps can be completed in order or, in some cases, concurrently. Apprenticeship programs are customizable to meet the employers' skill requirements.

The employer and union will register the program as an Individual Joint Sponsor and should notify the State Apprenticeship and Training Office (ATO) or Federal Office of Apprenticeship (OA) about their intent to register their program. See [State Apprenticeship Office Contact List](#) to find the appropriate office for your region. These offices provide support for the Sponsor. The U.S. Department of Labor (USDOL) also offers resources for apprenticeship sponsors through the [Local Workforce Development Boards and American Job Center/CareerOneStop](#) network. If an intermediary is providing assistance, then they should prepare the employer for contacting the Local Workforce Development Board.

The Standards of Apprenticeship define the content of the program. An apprenticeship standard sets out the skills, knowledge and behaviors required of apprentices. They also show what an apprentice will be doing in their day-to-day job role. The main body of the Standards contains the "work process" for the On-the-Job Learning (OJL), commonly called On-the-Job Training (OJT), and the curriculum for the classroom or online training referred to as Related Technical Instruction (RTI) or Related Supplemental Instruction (RSI). The Standards also includes appendices such as an Employer Agreement, Apprentice Agreement, and Equal Employment Opportunity documentation. As the Sponsor, the employer must complete the Standards of Apprenticeship once they designate occupation(s) for the apprenticeship, finalize the work process(es), identify training partners, and establish the selection procedures for enrollment into the RAP. No provisions in the Standards will be construed as permitting violation of any applicable, State or Federal laws or regulations or collective bargaining agreements. Intermediary organizations such as the Local Workforce Development Board, regional training providers, and [Jobs for the Future](#)

(JFF), for example, can be valuable partners to align resources and support participating employers. JFF provides [Courses for Apprenticeship Start Up](#) for new sponsors including [How to Register an Apprenticeship](#).

The RA Partnership – An Alliance for Employers, Unions, and Apprentices

Building the RA “ecosystem” is a proven strategy to develop a pipeline of qualified workers and to “grow your own” workforce. The “RA Partnership” supports employers and enables the sponsor to connect with training providers, government agencies, workforce development intermediaries, and recruiters. The gears of the illustration represent the potential stakeholders that can support the RA. The Sponsor collaborates with partners to access resources to design the apprenticeship program. The Sponsor determines the relationships and roles for the partners.



The U.S. Department of Labor (USDOL) offers the [Universal Outreach Tool](#) to help sponsors find diverse candidates for their apprenticeship programs. The tool includes non-profit, state, local, and community organizations across the country, and sponsors can use the tool to identify organizations in their area that can help them recruit diverse apprentices.

Step 1: Program oversight – the Joint Apprenticeship and Training Council (JATC)

The employer registers the Individual Joint program since they hire apprentices who earn wages upon enrollment. It is recommended to form a JATC to lead the program and that the apprentice meets the skill requirements. According to the National Apprenticeship Act Standards for the Registration of Apprenticeship Programs (Title 29, CFR Part 29) (i):

Apprenticeship committee shall mean those persons designated by the sponsor to act for it in the administration of the program.... and has been established to conduct, operate, or administer an apprenticeship program and enter into apprenticeship agreements with apprentices.

As the Joint Sponsor, the employer on record and the union representing the employees enrolled in the RA will establish the JATC to govern the program. The JATC establishes recruitment procedures, customizes OJL, designates RTI providers, and documents the apprentices’ progress and graduation. The JATC coordinates with other partners to help the employer reach their goals.

Step 2: Customize Standards of Apprenticeship

The US DOL provides a list [Apprenticeable Occupations](#). Keep in mind that employers can apply with a new occupation. When the employer designates what occupations to apprentice, then it is time to start work on the standards and to complete the sponsor application.

Keep in mind that collective bargaining language will need to reflect the agreement to start the apprenticeship. No provisions in the Standards will be construed as permitting violation of any applicable State or Federal laws or regulations. Nothing in these Standards will be interpreted

as being inconsistent with an existing or subsequent Collective Bargaining Agreement (CBA) establishing higher standards, or meant to interfere with or abridge management's rights as vested to them under the CBA. When the time comes, there are samples of apprenticeship contract language to consider.

Some State Apprenticeship and Training Offices may require a JATC to complete the Standards of Apprenticeship. The JATC oversees the program and ensures the success of the apprentice to meet the skills required by the employer. JATC representatives should have the authority to ensure the success of the program, coordinate scheduling, and advocate for the apprentices. The Federal Office of Apprenticeship may provide a waiver form for the union officers to sign if the union leadership agrees.

The union and management will designate representatives that will have the authority to govern the program, ensure the success of the program, coordinate scheduling, and advocate for the apprentices. The JATC should consist of equal number of members representing the union and management. The JATC members will be authorized by their organizations to make decisions. The JATC functions through a labor management joint decision-making process.

Step 3: Customize the Work Process content for the program

The JATC will designate subject matter experts (SME) to form a curriculum development subcommittee to customize the content for the program. The SMEs are employees who are the best at the job and managers that know the skills required to do the job. The customization process engages management and hourly employees to promote buy-in from the various levels of the organization to ensure the employers' perspectives are integral to the program design. The Sponsor will designate training providers as partners that may assist with curriculum development and instructors to provide the RTI. It is recommended that the SMEs and training providers form a curriculum development subcommittee. This subcommittee would identify applicable courseware and instructors to deliver for the RTI.

Step 4: Choose your approach for the On-the-Job Learning (OJL)

The JATC will need to determine the type of apprenticeship: time-based, competency-based, or hybrid. JFF offers the course, [Choose Your Apprenticeship Approach](#) that explains the difference between the programs. If the employer decides that a competency-based or hybrid program is appropriate, then see the JFF course on how to [Establish Competency-Based and Hybrid Apprenticeship](#). The [Urban Institute](#) also provides resources at [Competency-Based Occupational Frameworks for RA](#).

Once the SMEs validate the content for the work process, the employer will complete the Employer Acceptance Agreement with the union. This document outlines the wage scale and ratio of apprentices to journeyworkers along with other data. When the Employer Agreement is finalized, and the training provider commitment letter(s) are completed (if required), then the employer is prepared to apply to the State ATO or Federal OA as an Individual Joint Sponsor of the RA. The State ATO or Federal OA, the Local Workforce Development Board, and workforce development intermediaries can offer guidance.

The JATC will identify potential training providers. This may include trade schools, community colleges, original equipment manufacturers, and/or in-house trainers. The JATC may designate SMEs to attend train-the-trainer programs. These programs range from a mentor workshop for journeyworkers to actual classroom instructor training. Online training delivery is an option for RTI. All OJL training sessions must occur in the location or in a lab. The Apprenticeship Coordinators ensure scheduling is compliant for the employers and apprentices and documents all program activities. See Step 7 for full description of the Apprenticeship Coordinator responsibilities.

Step 5: Establish apprentice enrollment procedures

The employer and the JATC establish entry requirements for the apprentices. The JATC oversees the process for candidates to be considered for enrollment into the programs. Starting with existing employees for promotional opportunities offers the opportunity to trouble shoot the program and avoid disparity of treatment with new hires. If there is no existing competency assessment for promotion, the JATC may institute other entry requirements. This may include standardized testing such as the [Test of Adult Basic Education \(TABE\)](#). The [Bennett Mechanical Aptitude Test](#) is also used by some programs.

Whatever the entry requirements and assessments used, the employer needs to ensure that they do not have an unwarranted disparate adverse impact on women, people of color, or individuals with disabilities. For example, a requirement that entering apprentices be able to lift 75 pounds might have a disparate adverse impact on women or individuals with disabilities; a requirement that entering apprentices have a college degree might have a disparate adverse impact on people of color; and a requirement that entering apprentices be incumbent employees might have a disparate adverse impact on all of these protected classes if the incumbent workforce is predominantly white, male, and without a disability. Requirements that have such a disparate adverse impact are only permissible if they are job-related and required by business necessity and if there are *not* alternative requirements or tests that do not have the disparate adverse impact and that meet the employer's purpose.

Step 6: Complete the Standards

The Standards of Apprenticeship includes appendices such as an Employer Agreement, Apprentice Agreement, and Equal Employment Opportunity documentation. The Standards includes a work process for the designated occupation(s) that outlines OJL and RTI content and delivery.

The JATC completes the Standards once occupations are designated for the apprenticeship, the work processes have been finalized, training partners are identified, and guidelines have been established for recruitment. After the content for the OJL and RTI is validated by the SME and approved by the employer, the employer must complete the Employer Acceptance Agreement. Once that agreement is finalized, the Sponsor is prepared to complete the appendices and submit the Standards as an Individual Joint Sponsor to the State ATO or Federal OA.

Each State ATO or Federal OA may have specific application procedures for RA sponsorship. The State ATO or Federal OA will guide the Sponsor through the submission process. It is critical for the potential Sponsor to coordinate with the ATO or regional Office of Apprenticeship to ensure the application proceeds efficiently. State Apprenticeship Agencies have a Council that meets regularly to review sponsor applications. After the initial presentation by the Sponsor, the Council may request changes to the application to be implemented prior to the next Council meeting. It is common for Sponsors to revise their application and present to more than one Council meeting to obtain approval.

Step 7: JATC designates union and management Apprenticeship Coordinators

These individuals must be knowledgeable of the Collective Bargaining Agreement since seniority rights and job descriptions must be addressed. The Apprenticeship Coordinators are responsible for the following:

- Administration of the program and documentation of the apprentices' progress and certifications
- Counseling and advocacy for apprentices
- Promoting and coordinating training as well as documenting the apprentices' competencies for the state or federal apprentice tracking system
- Ensuring training is in accordance with Standards and in compliance for certification
- Providing a link between industry standards, training providers, employers and apprentices
- Carrying out specific related functions under the legislation and regulations respecting the designated trades and corresponding apprenticeship programs
- Conducting apprenticeship training needs assessments with industry, communities, training providers and intergovernmental agencies, ensuring high quality training, and promoting the apprenticeship and certification opportunities to diverse audiences
- Coordinating and administering apprenticeship agreements and examinations
- Advising apprentices and employers of their rights and responsibilities under relevant legislation and regulations regarding apprenticeship programs and investigating matters of non-compliance under the legislation

Step 8: Sustain the Apprenticeship

Sustaining the program can be the most challenging aspect for starting an apprenticeship. While the employer is fiscally responsible to support the apprenticeship, there are funding options that address those costs. There is public funding available to help start the program. However, in order to sustain the program, many joint union and employer apprenticeship programs form a Trust with contributions made by the employer.

- **Joint Apprenticeship Funds:**

Many employers and unions start a Joint Training Fund through collective bargaining. This is how the Building Trades and other Joint RA sponsors sustain their program. They have one

important common feature; they are administered by boards of trustees on which labor and management are equally represented and adhere to government regulations.

- **Federal Funding:**

The U.S. Department of Labor administers funds provided through bi-partisan legislation. See [Grants.gov](https://www.grants.gov) for more information. Many federal funds require registration to apply for grants. The [AFL-CIO Working for America Institute](#) is a valuable partner for unions to navigate funding opportunities. Some national organizations such as [Jobs For the Future](#) may have resources to reimburse eligible apprenticeship expenses. The Workforce Innovation and Opportunity Act (WIOA) provides funding for job seekers and employers. For example, an employer may qualify for a 50% wage reimbursement for up to 6 months for eligible new hires registered with their sponsors through the [Local Workforce Development Boards and American Job Center/CareerOneStop](#) network.

- **State Funding:**

Many State Departments of Labor offer grants to fund apprenticeship programs and sector partnerships that reimburse training expenses. Some states may provide funding from their departments of education or community economic development.

Note: Pre-Apprenticeship or Apprenticeship Readiness Programs

The Sponsor may customize a Pre-Apprenticeship program to prepare current employees and new hires from the community for enrollment into the apprenticeship. These programs include content based on the employers' skill requirements to enroll into the apprenticeship. This content could prepare the graduate to be considered for advanced standing upon enrollment in the apprenticeship.

Apprenticeship Sponsor Checklist

- Establish the need for a registered apprenticeship program
- Form a Joint Apprenticeship Training Committee to oversee the program
- Customize the work processes including On-the-Job Learning (OJL) and Related Technical Instruction (RTI)
- Choose your approach for OJL
- Identify the RTI training provider
- Establish apprentice recruitment procedures
- Complete the Standards of Apprenticeship
- Submit Standards for approval
- Identify potential partners
- Recruit apprentices and designate mentors
- Launch program