



WISCONSIN  
**APPRENTICESHIP**  
SINCE 1911

*A Strategic Advantage!*

# Apprenticeship

foundation

What is apprenticeship?

details

How does it work in WI?

outcomes

For Employers & Workforce

stakeholders

Partnership & Roles

# What is an Apprentice?



Apprentice (uh-pren-tis) noun, verb.

-Noun

One bound by legal agreement to work for another for a specific amount of time in return for instruction in a trade.

-Verb

1. To place with an employer or master craftsman, for instruction in a trade.
2. To serve as an apprentice: "She apprenticed for five years under a journeyworker electrician."

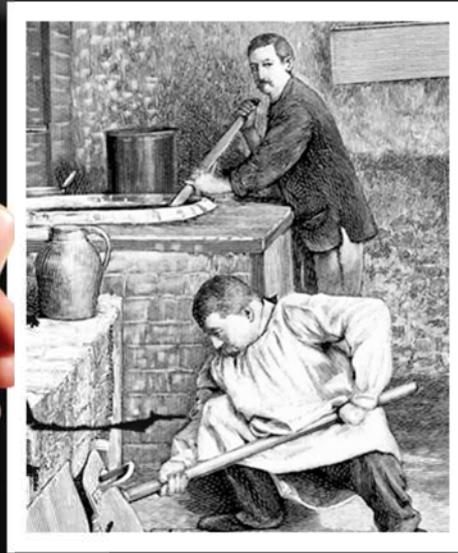
history.

4,000 years, give or take

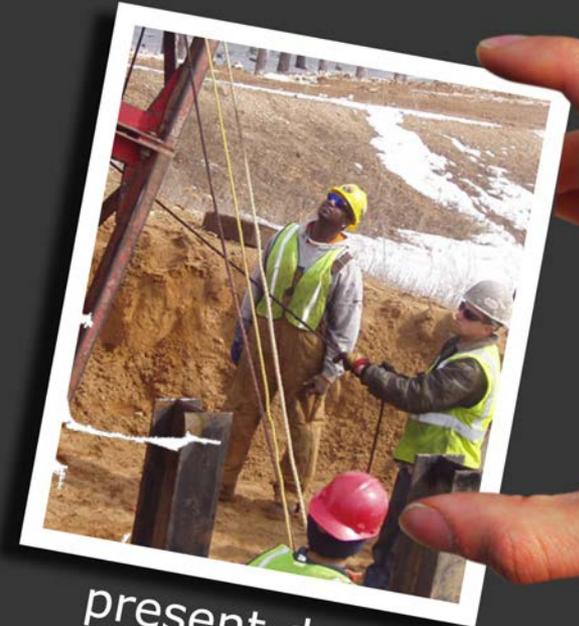
Apprenticeship has produced highly skilled craftsmen for more than 4,000 years



medieval



pre-industrial era



present day

tradition.

# Unique Model

*Very Unique.*



*Respected Model*



unique.

# Wisconsin Model

- Our 1911 law is nation's model
  - Provide industry with skilled labor
  - Provide career opportunities for youth
  - Protect those who enter apprenticeship
- Created vocational schools for theoretical instruction
- Nationally recognized credential



training.

Great Training!



- ✧ Employer sponsored flexible training program.
  - Contract specifies training & performance
  - Apprentice earns progressive wage
  - Journeyworker(s) provide on-the-job training
  - Industry instructors teach classroom (theory)
  - Apprentice attains journeyworker status.
- ✧ Industry-driven, industry-designed.
- ✧ Regulated by the state.

skill gaps.

Holding us back

64%

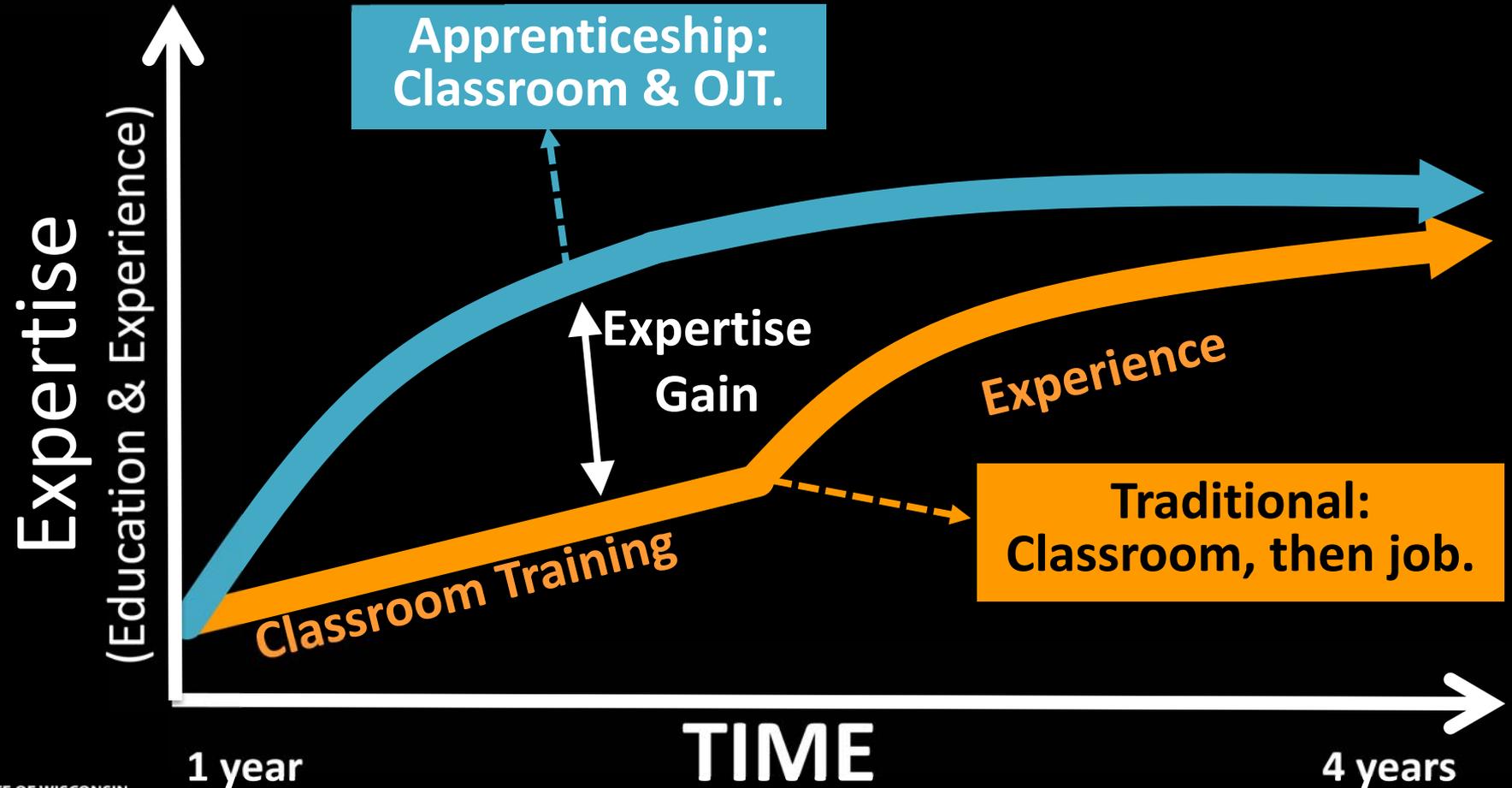
of manufacturing companies report  
SKILL GAPS ARE LIMITING THEIR  
EXPANSION OR PRODUCTIVITY.

Workforce Data Quality Campaign Jan 2016



expertise.

Expedited



“A good start is half the battle.”

A UW-Madison  
undergrad student will

**SPEND**

\$42,000

on tuition & fees



*Great  
Earnings  
...later!*



An average apprentice in  
a typical WI trade will

**EARN**

\$161,000

sans health & other benefits

*Great Earnings  
...right now!*

*Family Stability!*

*Productive!*

*Recruitment!*

*Retention!*

*Right-skilled!*

good start.

And a great finish

**\$98,718 more**  
**IS EARNED ON AVERAGE**  
by apprentices during their careers  
than workers who did not apprentice.

Workforce Data Quality Campaign Jan 2016



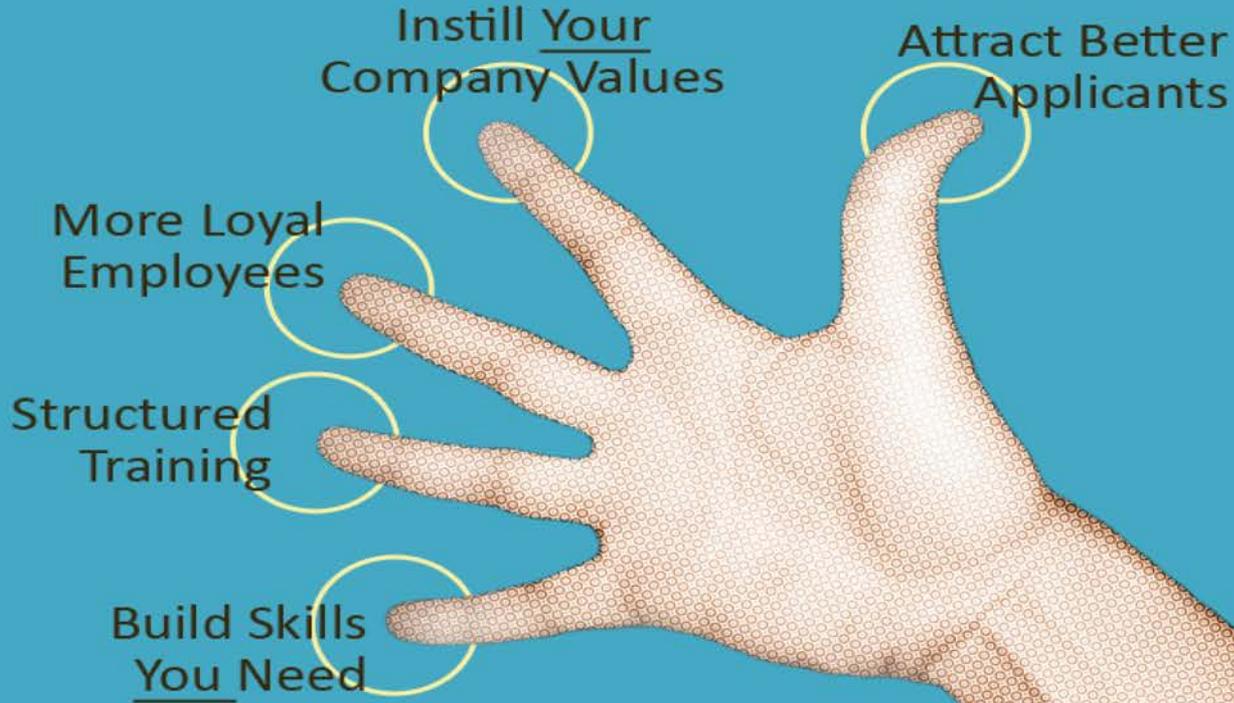


Why has  
Wisconsin  
Apprenticeship  
**survived & thrived**  
for more than 100 years?



employers.

# Top 10 Reasons to Train



employers.

# Top 10 Reasons to Train

Replenish  
Skilled Workforce

Increase Safety

Increase Productivity

Become More  
Competitive

Earn a Return  
on Investment



# training.

# Earn while you learn.

## Supervised, structured on-the-job training

- Provided by sponsor
- Job is foundation of apprenticeship
- 90% of training is learned on the job
- Written standards govern the on-the-job training
- Work must be supervised by skilled journeyworker



training.

Earn while you learn.

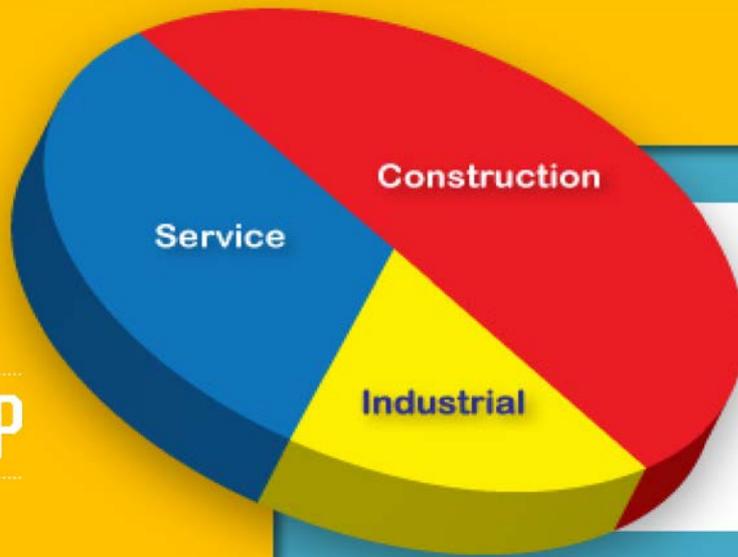
## Related (classroom) Instruction

- Theoretical and technical, as required by WI law
- Primarily through Wisconsin's Technical Colleges
- Employer pays apprentice's normal wage while attending
- Apprentice pays for tuition & books





WISCONSIN  
**APPRENTICESHIP**  
SINCE 1911



# 11,691

Active Wisconsin Apprentices  
10 yr annual average

# 2,437

Wisconsin Employers  
With Apprentices



# 740

Wisconsin Sponsors  
With Apprentices

# value.

# credentialing

- Average length: four years
- Interim credentials built in
- Formal completion credential
  - Journeyworker skill level
  - Recognized & Portable nationwide
- Formal & informal pathways for college credits



**criteria.**

**“Apprenticeable”**

**Commonly identified & recognized by industry**

**Customarily learned on the job by 2,000+ hours of practical structured, supervised training**

**Progressive attainment of manual, mechanical or technical skills & knowledge**

**Requires 144+ hours of related (theoretical) instruction to supplement OJT**

sectors.

# Apprenticeable Occupations

- Three employment sectors:
  - Construction Trades
  - Industrial Trades
  - Service Trades
- Each trade has selection process & requirements
- Construction: 50% of contracts



thousands.

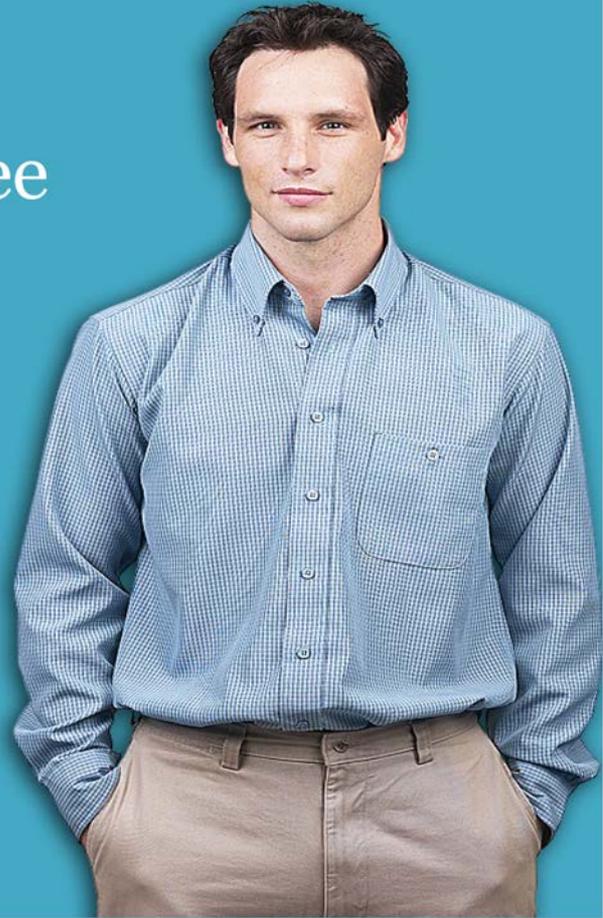
## Apprenticeable Occupations

**Bricklayer - Carpenter - Cement Mason/Concrete Finisher - Construction Craft Laborer – Electrician Environmental System - Fire Medic - Technician Glazier - Heat & Frost Insulator - Ironworker Dairy Grazier- Plumber - Roofer - Sheet Metal Worker Welder Fabricator - Lineworker - Restaurant Cook Fire Service - Arborist - Funeral Director - Sprinkler Fitter - Teledata Communications - Operating Engineer Plasterer - Steamfitter - Instrument Technician Industrial Maintenance Tech - Machinist - Maintenance Mechanic - Millwright - Metal Fabricator Pipefitter Tool and Die Maker - Tool Maker - Barber - Cosmetologist - Cook/Chef - Painter & Decorator**

dedicated.

## Apprenticeship Sponsors

- Sponsors are:
  - Joint (employer/union) Committee
  - Non-joint (employer) Committee
  - Individual Employer
- 3,000+ Wisconsin employers train apprentices each year



committed.

## Apprenticeship Sponsors

- Sponsors agree to:
  - Plan, administer & pay for program
  - Follow state & federal apprenticeship regulations
  - Form three-way contract



# Benefits...to the Employer

Targeted training + productive work

In the facility, on the equipment, with the customers,  
tailored to the needs...*of the employer.*

Internal career ladder for unskilled employees

Employee wage is equivalent to skill level

Proven to reduce turnover & absenteeism

# *Benefits... to the Employer*

Structured method to capture expertise of experienced, skilled employees

Structured method to upgrade or standardize the skills of existing workforce

Brings new techniques & ideas into company

# Benefits... to the Apprentice

Attain mastery while earning a good wage

- Gain lifetime skills and abilities
- Secure comprehensive knowledge of the trade

Acknowledged as valued education

- Portable credential: spans employers & states
- Vets may be eligible for GI Bill benefits
- Many colleges negotiate college credits

Clear path for upward mobility

expertise.

learn by doing

“Experiential learning is the **natural conduit for developing expertise.**  
We need to bring back the **apprenticeship** model.”

Scott Belsky, Adobe's Vice President of Community

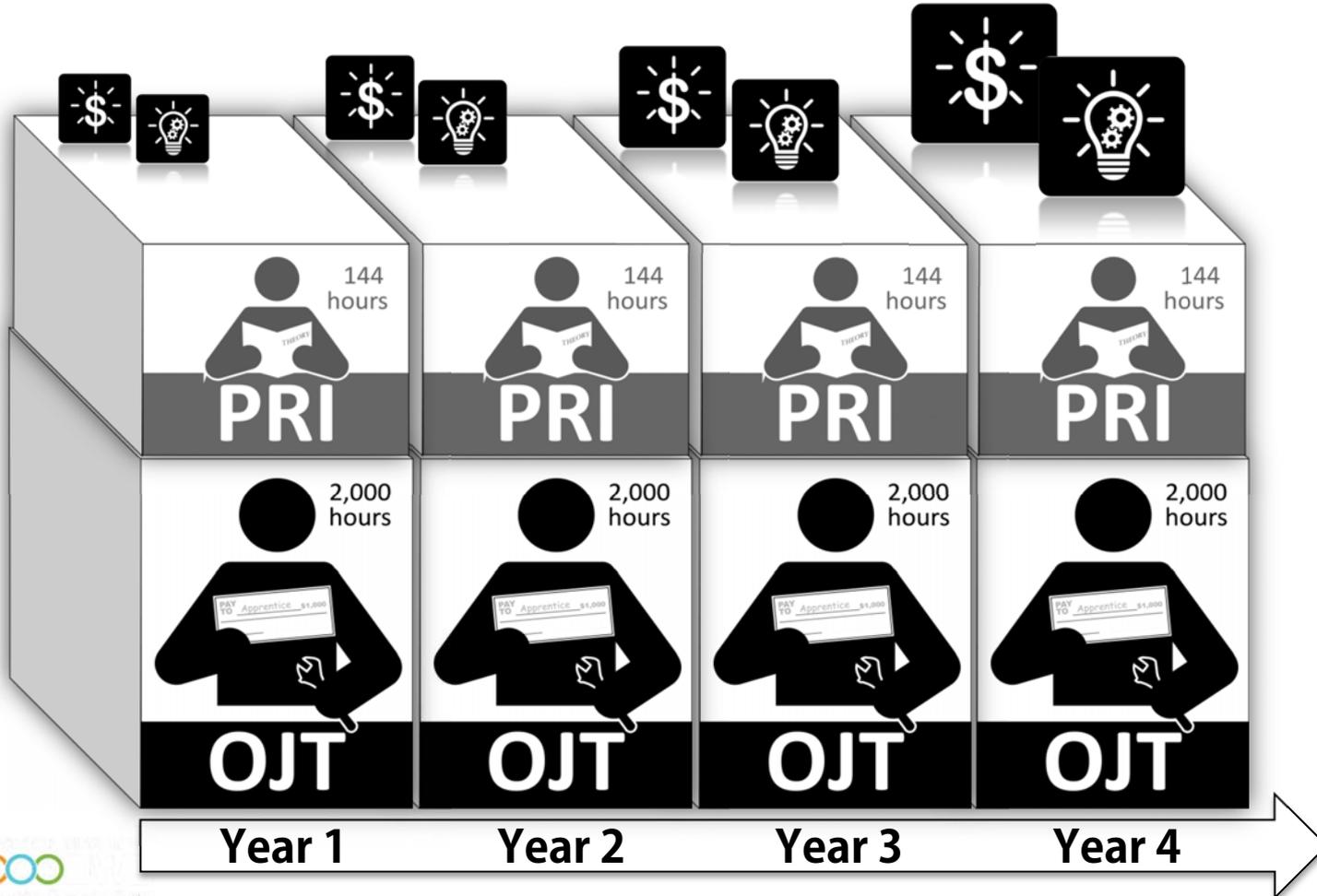


ADOBE



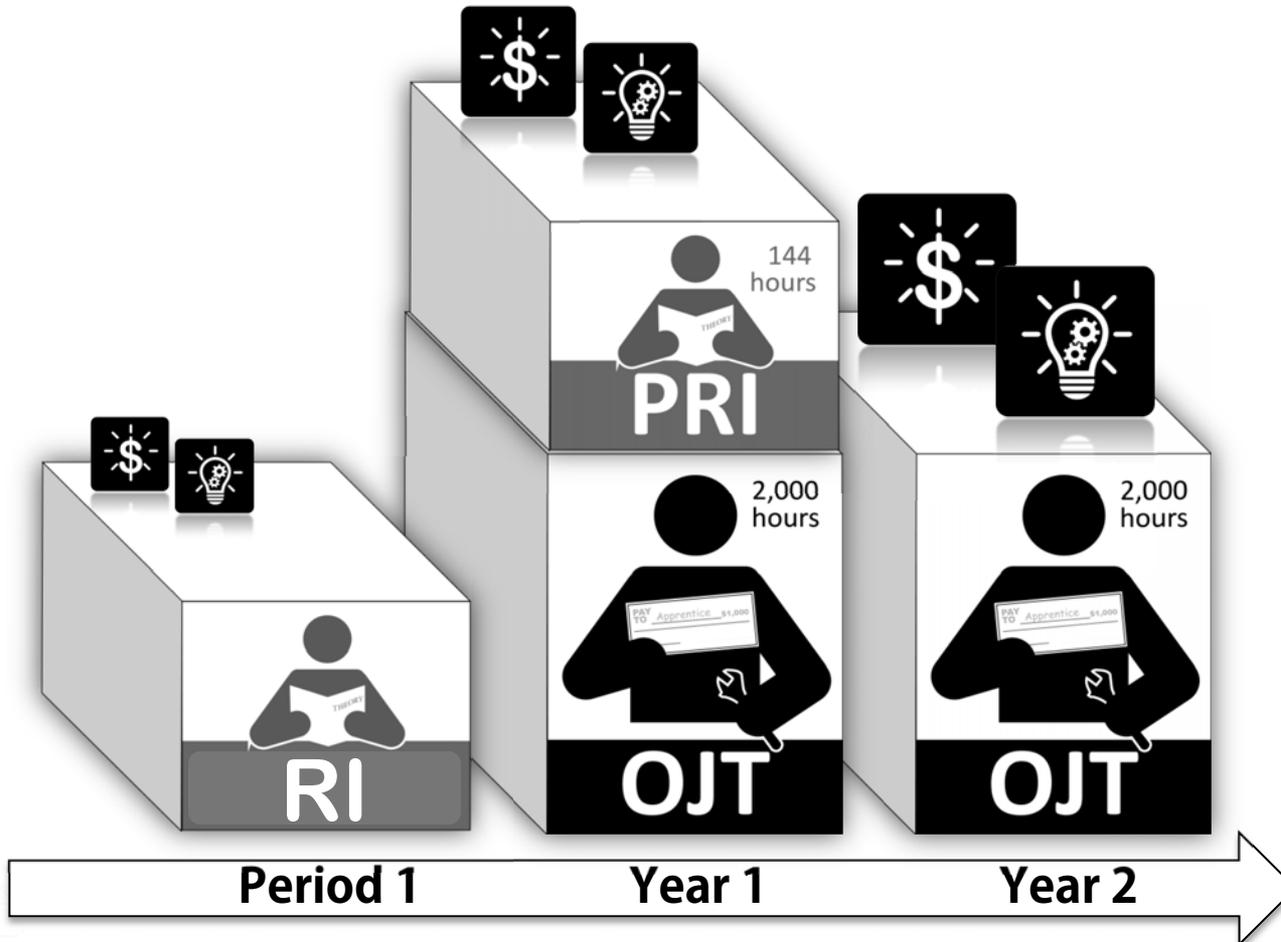
flexible.

“Traditional” 1-4 years



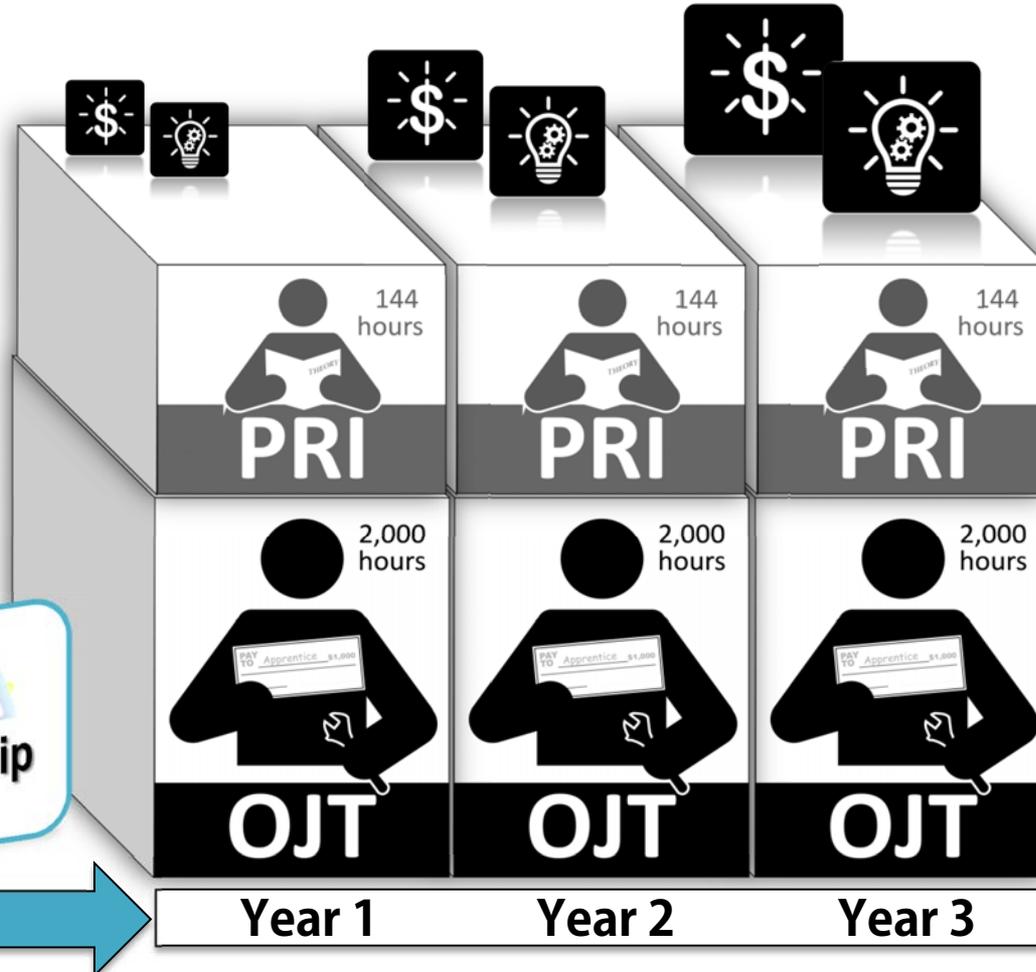
flexible.

Front-loaded



flexible.

# Facilitated entry



Certified Pre-Apprenticeship Programs

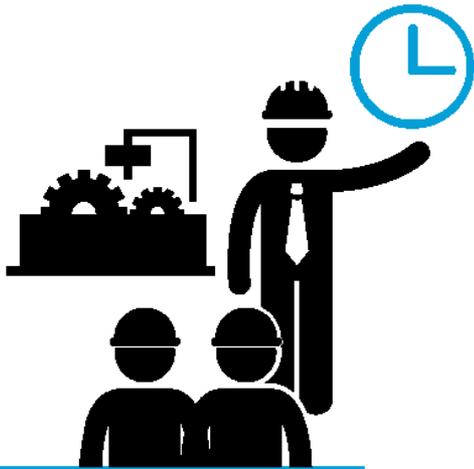
Youth Apprenticeship



Prior to Entry

flexible.

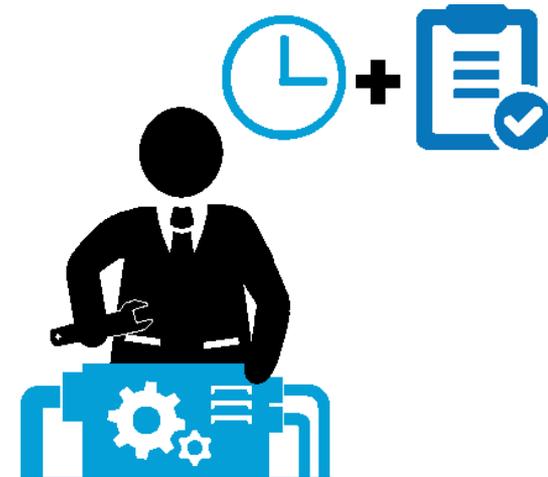
# Customized progression



Time-based programs



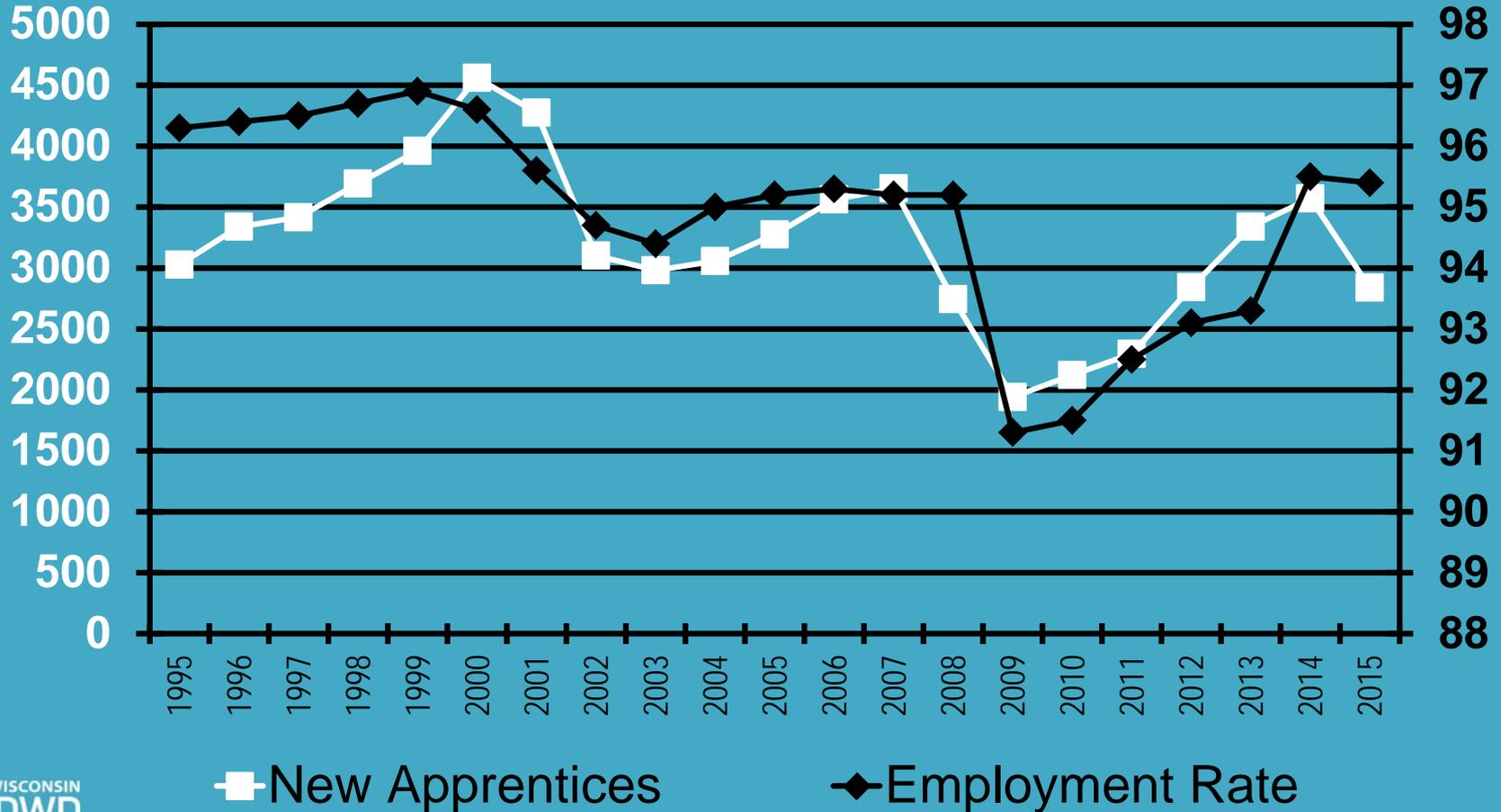
Competency-based programs



Hybrid approach

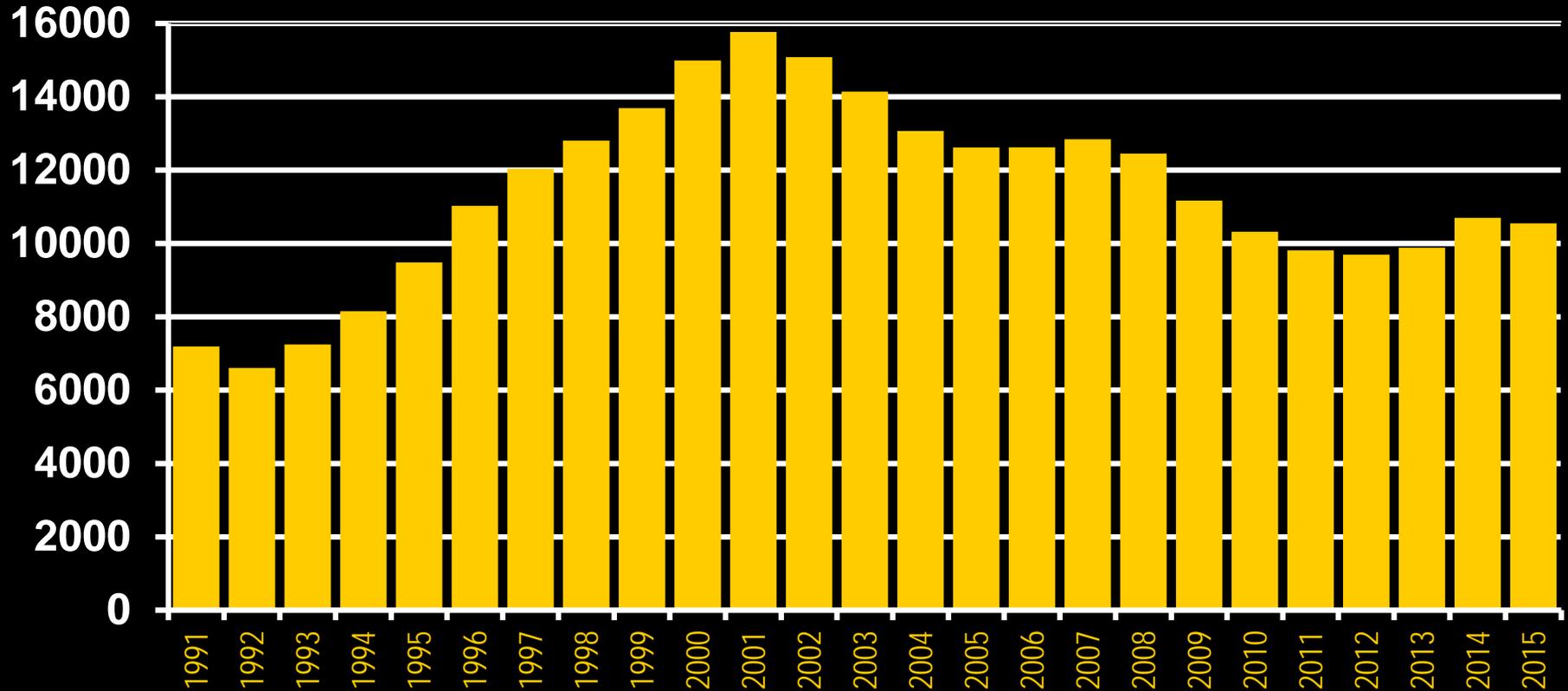
work.

# apprenticeship follows economy



workers.

active apprentices since 1991



earnings.

(credentials matter)



Annual Earnings

Public Value.

**WIA Adult**

**\$23k**

***Voc Rehab***

***\$24k***

**Disloc Worker**

**\$38k**

***Apprenticeship***

***\$58k***

proven.

work-based training



90%  
On-the-Job  
Learning



10%  
Related  
Instruction



Binding  
Contractual  
Agreement



Approved  
by  
DWD/BAS

# The Wisconsin Model = *partnership*

**DWD/DET/BAS**  
Implements & regulates OJT, RI & AA/EEO

**WI Technical College System (WTCS)**  
Approves/maintains RI curriculum, RI grants

**Wisconsin Apprenticeship Advisory Council (22 members)**  
Provide DWD and WTCS with advice and consultation

**State Trade Advisory Committees (17)**  
Recommend trade related policies and develop statewide trade related standards

**Apprenticeship Training Representatives (ATRs) (13 + 1 Fed)**  
Administer program via technical assistance, regulatory interpretation & apprenticeship program development, compliance & outreach.

**WTCS Technical College Districts (16)**  
Deliver related instruction, evaluate effectiveness of curriculum & instruction, & track apprentice progress through RI

**Sole Sponsor Apprenticeship (100s)**  
Provide OJT from skilled workers in safe & productive environment, use progressive wage scale, incorporate RI in work schedule

**Local Trade Committee (100)**  
Select, place & oversee training & ensure all parties satisfy contract & keep training current & relevant

Apprentice Coordinators & Training Directors

# Apprenticeship

**Employees get  
trained &  
credentialed  
without leaving  
workforce**

# Partnership

**Industry has reliable  
source of skilled labor  
& flexible training  
options**

**Educators provide  
theoretical training  
in way that doesn't  
stretch capacity**

**Job Centers  
promote training  
opportunities in  
key industries**

workforce issues.

Today

# THE SKILLED WORK GAP

Registered  
Apprenticeship  
is an effective  
and proven training  
strategy to help  
bridge today's  
**SKILLS GAP**  
and address the  
**SKILLED WORKER**  
shortage.

# FORCE

# Fueling the Pipeline

- System-level access to apprenticeship is similar to any entrée into employment
  - know which trade committees serve your area
  - know your employer base for industrial & service
  - establish or build upon working relationships
- Understand the apprenticeship differences between construction, industrial and service trades

# Apprenticeship: Construction

- Sponsor is the *Committee*, not the employer
- Comprised of trade employers & workers
- Application is made to the Committee
  - qualifies applicants, selects apprentices
  - assigns apprentice to employer using rank list or letter of introduction
  - evaluates apprentice progress



# Apprenticeship: Construction

- Employer-employee relationship exists
  - employer can discipline / fire from job
  - employer rules & procedures apply
- Only the Committee can recommend termination of apprenticeship contract



# Real-life Example: Joe Construction

- HS diploma, worked in lumberyard until age 21
- Friend told him about Carpentry apprenticeship
- Joe was pretty lacking in the math skills area
- While keeping lumberyard job, Joe worked with an apprentice preparation program to prepare/improve skills for entrance requirements
- He contacted Local Committee, filled out application form and waited for response
- Joe met w/Local Committee 6 mos later: hired, got credit for related work performed.

# Apprenticeship: Service & Industrial

- Employer is the sponsor
- Application is made directly to the employer
- More than half of apprentices come from within the employer's existing workforce
- Employer carries out all responsibilities of an apprenticeship sponsor and is party to the apprenticeship contract

# Real-life Example: Tom Service

- Tom's father and uncle are chefs
- After HS, Tom moved to Milwaukee and visited 3-4 restaurant owners
- Found a restaurant willing to hire and sponsor his apprenticeship
- Tom calls BAS rep from info on web, submits all application paperwork
- BAS meets Tom & owner onsite and registers Tom as apprentice



# Real-life Example: Mary Industrial

- Worked at ACME, Inc. thru School-to-Work program as clerical staff while in HS
- Became interested in tool and die
- After graduation, applied at ACME as a production line worker
- Had great attendance & performance
- Selected for ACME's tool and die apprenticeship program



# Fueling the Pipeline: Apprenticeship Preparation

How can we get people into apprenticeship?

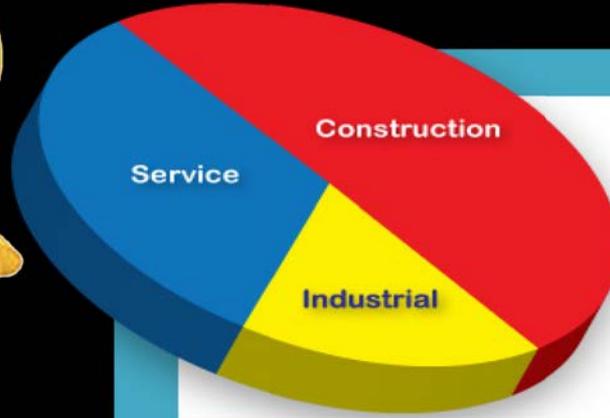
- Partnerships with Sponsor(s) – Youth Apprenticeship
- Apprenticeship Preparation – formal /informal / certified
  - Basic work skills
  - Academics – math & reading
  - HSED/GED
  - Driver's License
  - Drug-free
- Referral & Guidance



# ATR. Apprenticeship Training Representative

The ATR is **NOT** a Case Manager

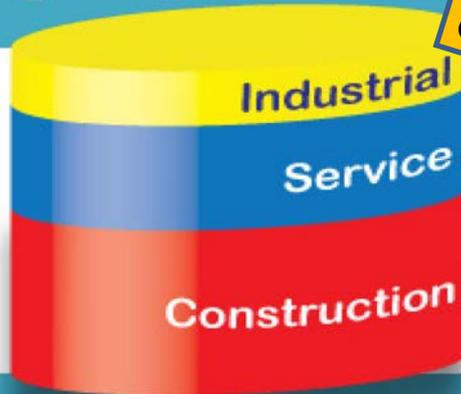
900:1 Ratio  
900 apprentices  
to 1 ATR



**11,691**  
Active Wisconsin Apprentices  
10 yr annual average

The ATR is a regulator & liaison. Our work is here.

**2,437**  
Wisconsin Employers  
With Apprentices



**740**  
Wisconsin Sponsors  
With Apprentices

## Advise & Evaluate Existing Sponsors

- Uphold & advise on regulation, policy & procedure
- Guide sponsor expansion into new trades
- Oversee & regulate committee meetings
- Register new contracts
- Approve & perform contract actions
- Monitor & evaluate program quality
- Connect & engage stakeholders



## Seek Out & Advise New Sponsors

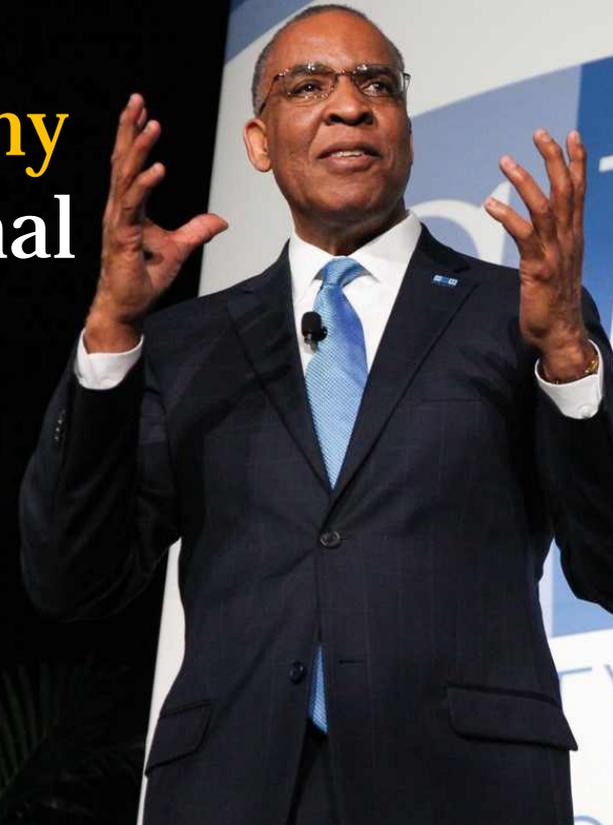
- Conduct outreach to employers & industry
- Evaluate sponsor qualifications
- Construct new apprenticeship training programs
  - Convene experts: forums, DACUMs, advisory
  - Uphold regulation & policy for RI & OJT
  - Build Program Standards
    - Operational parameters & practices
    - Selection procedures & AA/EEO compliance
    - Contract provisions

tomorrow.

the multi-tool of training

“Apprenticeships are a **Swiss Army knife solution** for a host of national challenges...”

Henry G. Jackson, President & CEO, SHRM



SHRM

act.

# WI Apprenticeship Summit

**Expand**

**Align**

**Engage**

**Improve**

**Recruit/  
Retain**

Outreach,  
Education &  
Advocacy

Workforce &  
Economic Dev.  
Resources

Employers &  
Sponsors, Across  
All Sectors

Career Pathway  
from K-12 to  
Apprenticeship

High Potential  
Applicants and  
Apprentices

Develop  
Apprentice  
Consortium for  
Outreach

Amend MOUs,  
incl. CWI, DPI to  
include RA as a  
Partner

Expand RA into  
Healthcare, IT &  
Advanced Mfg  
via WAGE\$ grant

Develop bridge  
between YA &  
RA; Incorporate  
YA into RA

Incorporate Apprentice  
Consortium, by July '15  
into WI Advisory Council

Align RA with workforce  
development & economic  
development systems

Develop Toolkit to be  
used as part of outreach

Pursue structural change  
to DWD/DET/BAS/BWT

Need to address  
underemployed, non-  
traditional applicants

advise.

# WI Apprenticeship Summit

## *Apprenticeship Consortium*

...shall advise DWD, BAS, and the Wisconsin Apprenticeship Advisory Council on matters related to implementation of recommendations resulting from the Wisconsin Apprenticeship Summit.

# *YA to RA Bridge*

Elevate RA on the YA trainee pathway.

Create a seamless transition YA to RA.

Bridge the worker & skill gaps.

*Apprenticeship.  
Registered & Youth!*

# American Apprenticeship Grant

Strategy #1.

Build pipeline & pathways.

Strategy #2

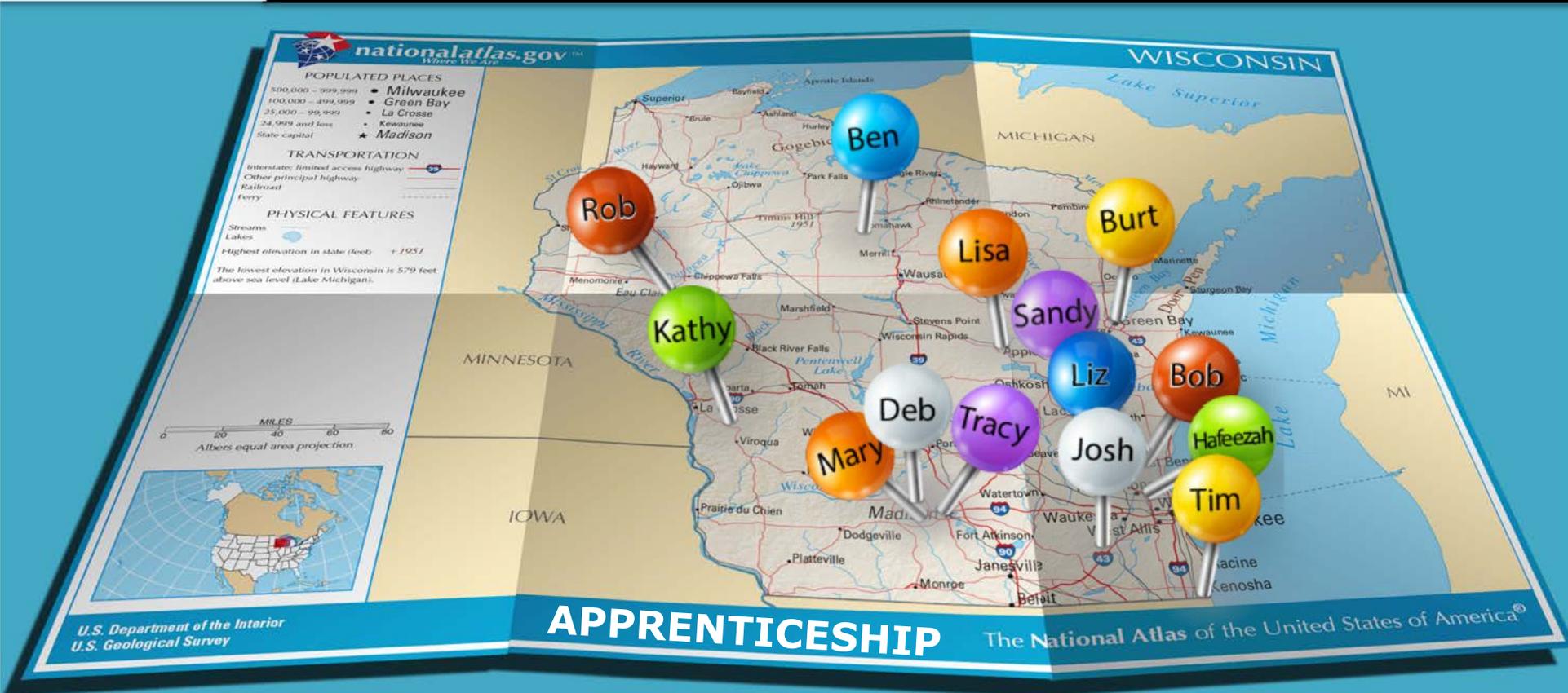
Expand into H1B occupations.  
**Advanced Manufacturing &  
Information Technology & Healthcare**

Strategy #3

Strengthen partnerships.

*\$5 million over 5 years!*

# ATR. Apprenticeship Training Representative



[wisconsinapprenticeship.org](http://wisconsinapprenticeship.org)



..... WISCONSIN .....  
**APPRENTICESHIP**  
..... SINCE 1911 .....

*Thank You!*