



CareerWise Colorado  
TOMORROW'S TALENT TODAY

# MODERN YOUTH APPRENTICESHIP



## A few questions I hope to address by the end of today's session:

- What role can the Governor's office play in the development of a youth apprenticeship model, and why is that role so important?
- Which strategies work for engaging businesses in a youth apprenticeship training model?
- What changes are necessary in the K-12 system to enable a youth apprenticeship model to function?
- What is the role of the community college system in a youth apprenticeship model?
- Which funding strategies are important to pursue, and which should be avoided?

# RECRUITING EMPLOYEES

**40%** of  
U.S.  
employers  
**can't find  
employees**  
with much  
needed  
skills<sup>1</sup>



**60%** of employers are disappointed by  
the **lack of preparation** for entry-level  
jobs and beyond<sup>1</sup>

**75%** of 3,000 recently surveyed  
employers across all sectors reported  
a **skills shortage**<sup>2</sup>

**92%** said the skills shortage was negatively impacting productivity, staff turnover, and employee satisfaction. Employers cited a lack of available training and development as a main reason for the shortage<sup>2</sup>

<sup>1</sup> Laboissiere, M., and M. Mourshed.  
"Closing the Skills Gap: Creating  
Workforce Development Programs  
That Work for Everyone" (February  
2017).

ment-programs-that-work-for-  
everyone

<sup>2</sup> Hays Specialist Recruitment LLC.  
"Hays Survey Shows Skills  
Shortage Will Challenge US  
Employers' Ambitious Growth Plans"  
(January 30, 2018).

# United States Education System



Students start high school

100



Students reach graduation

85

15

Do not



Enroll in college

53

32



Return for a second year

42

11



Receive a post-secondary degree<sup>1</sup>

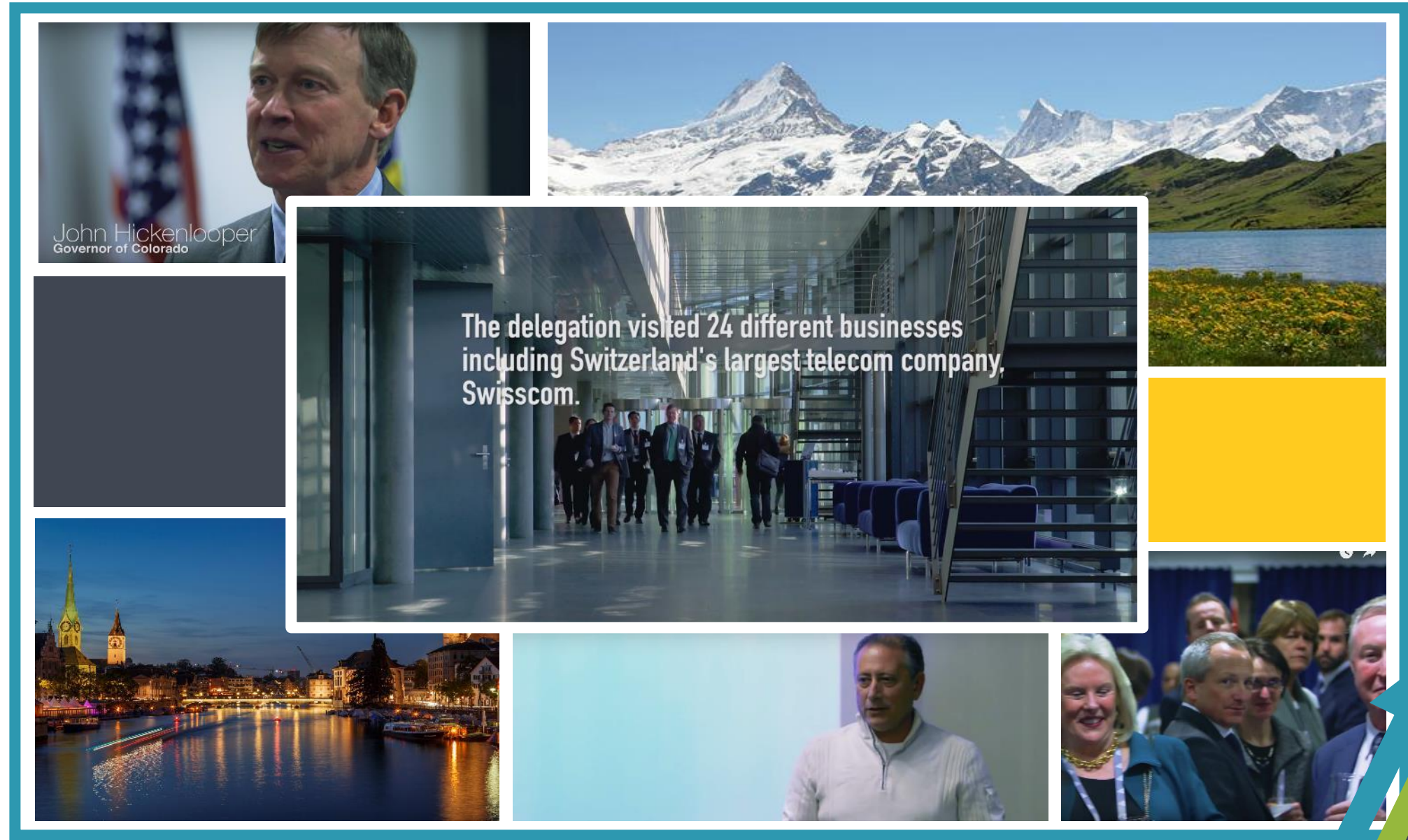
24

18

**THE SYSTEM  
ONLY WORKS  
FOR 24% OF  
STUDENTS**

<sup>1</sup> Certificate, associates or bachelor's degree within 150% of allotted time  
SOURCE: The National Center for Higher Education Management Systems and  
U.S. Department of Education's National Center for Education Statistics<sup>4</sup>

# The first step: build your coalition



# The role of political leadership, at every level, is so important

City & County of  
Denver



State of Colorado



United States Federal Government



Denver Mayor,  
Michael Hancock



Former Governor  
of Colorado,  
John Hickenlooper



Governor of  
Colorado,  
Jared Polis

# COLORADO PARTNERSHIPS

VARIOUS STATE AGENCIES ENSURE SYSTEMIC ALIGNMENT AND STATEWIDE SCALE



- BEL Commission**
- Align state workforce training strategies with business needs
  - Promote experiential learning
  - Identify legislative opportunities to support business engagement in training and education



## Colorado Department of Education

- Promote CareerWise apprenticeships to ensure career readiness and to serve as a bridge to post-secondary education
- Provide technical assistance to schools to expand work-based learning readiness



## Colorado Office of Economic Development & International Trade

- Align economic development messaging and incentives to leverage as companies consider moving to, and expanding within Colorado
- Promote locally developed, LMI driven workforce training system to support economic growth



## Colorado Department of Labor & Employment

- Created Work Based Learning Unit to build out more streamlined system of apprenticeship registration
- Lead efforts to rebrand and market apprenticeships across the state



## Colorado Department of Higher Education

- Align post-secondary to industry identified competencies
- Standardize competency cross-walk for college credit across the state



## Colorado Workforce Development Council

- Integrate state and local talent development strategies to align and streamline efforts with industry needs for talent
- Build community engagement through Sector Partnerships and Trade Associations
- Support training plan development through career pathways and competency work

# BRIDGING THE GAP BETWEEN EDUCATION & CAREER

CareerWise Colorado connects industry and education to create a statewide, modern youth-apprenticeship system.



Apprentices earn a wage while gaining valuable workplace experience, a nationally recognized industry certification and debt-free college credit.



APPRENTICE



Industry benefits from tangible financial ROI as it makes the shift from being consumers of talent to producers of talent.

BUSINESS




EDUCATION





K-12 and higher education institutions improve student outcomes with increased student engagement and attendance, graduation rates and college-credit attainment.

# Here's how it works

CAREERWISE APPRENTICES SPLIT TIME BETWEEN SCHOOL, TRAINING CENTERS, AND WORK ON A SCHEDULE THAT WORKS FOR STUDENTS AND BUSINESSES

				YEAR 1	YEAR 2	YEAR 3
	<b>AT HIGH SCHOOL</b>	Core academic courses at school (e.g., math), some community college coursework		~3 days a week	~2 days a week	NA
		<b>ON-THE-JOB</b>	On-the-job training, in form of occupation, rotation or projects	12 - 16 hours a week	20 - 24 hours a week	32-40 hours a week
		<b>AT TRAINING CENTER</b>	Multi-skill training curriculum in pathway-specific skills	<b>COLLEGE COURSES AND/OR TECHNICAL TRAINING BASED ON APPRENTICE GOALS &amp; READINESS</b> The instruction students receive provides them with debt-free college credit and a nationally-recognized industry certification. Typically, courses are taken in the second half of apprenticeship.		

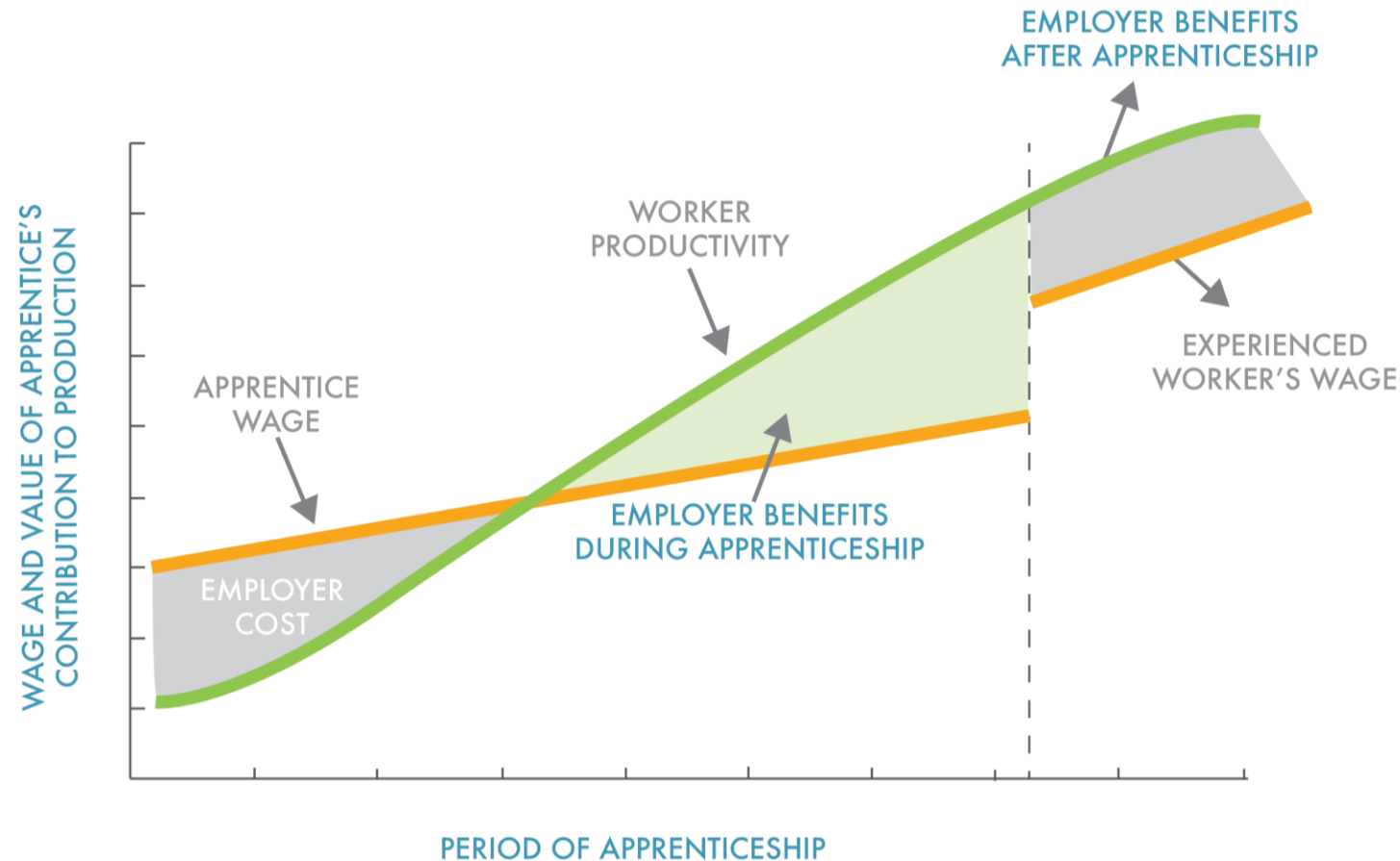
# We've developed 6 pathways and 15 occupations

PATHWAYS	ADVANCED MANUFACTURING  	INFORMATION TECHNOLOGY  	FINANCIAL SERVICES  	BUSINESS OPERATIONS  	HEALTHCARE  	EDUCATION (Pilot in 2019)  
SAMPLE OCCUPATIONS	Production Technician Quality Control Technician Maintenance Technician  Logistics Technician CAD Drafter	Computer Technician Software QA Tester Junior Coder	Accounting Clerk Financial Service Representative Underwriting	Project Coordinator	Certified Nursing Assistant (CNA) to Licensed Practical Nurse (LPN) Medical Assistant  Healthcare Financial Service Representative	Paraprofessional to Licensed Teacher
SAMPLE EMPLOYERS	  	   	  	   	  	 




COMPANIES ARE PROJECTED TO EARN  
**POSITIVE ROI**  
ON APPRENTICE WORK

Swiss firms saw an ROI of **10%** during the training period, and additional ROI once apprentices became full-time employees.

ILLUSTRATIVE WAGES AND PRODUCTIVITY, RELATIVE TO STANDARD FTE



# AFTER APPRENTICESHIP

	YEAR 1	YEAR 2	YEAR 3
 <b>AT HIGH SCHOOL</b> Core academic courses at school (e.g., math), some community college coursework	~3 days a week	~2 days a week	NA
 <b>ON-THE-JOB</b> On-the-job training, in form of occupation, rotation or projects	12 - 16 hours a week	20 - 24 hours a week	32-40 hours a week
 <b>AT TRAINING CENTER</b> Multi-skill training curriculum in pathway-specific skills	<b>COLLEGE COURSES AND/OR TECHNICAL TRAINING BASED ON APPRENTICE GOALS &amp; READINESS</b> The instruction students receive provides them with debt-free college credit and a nationally-recognized industry certification. Typically, courses are taken in the second half of apprenticeship.		

Student signs on as a full-time  
**EMPLOYEE**



OPTIONS MULTIPLIER



Student continues  
**EDUCATION**  
with 2- or 4-year degree

...or  
*Both!*



# EXPECTED IMPACT

## For Businesses

- Pipeline of 21<sup>st</sup> century workers
- Positive ROI
- Reduction in hiring costs
- Increased retention
- Loyal, engaged employees
- Increased innovation

## For Youth Apprentices

- Skills and experience
- Debt-free college credit
- Valued industry credential
- Established professional network
- ~\$30K earnings over course of apprenticeship

# More than 100 Colorado businesses

are building their future talent pipelines with CareerWise youth apprentices



# We have built partnerships with 13 school districts and charter networks and 11 higher ed institutions

## K-12 PARTNERS



## HIGHER ED PARTNERS



# Cherry Creek Innovation Campus





1

RECRUITING

2

TRAINING  
PLAN  
DEVELOPMENT

3

APPRENTICE  
TRAINING

4

EDUCATION  
LIAISON

5

EMPLOYER  
TRAINING

6

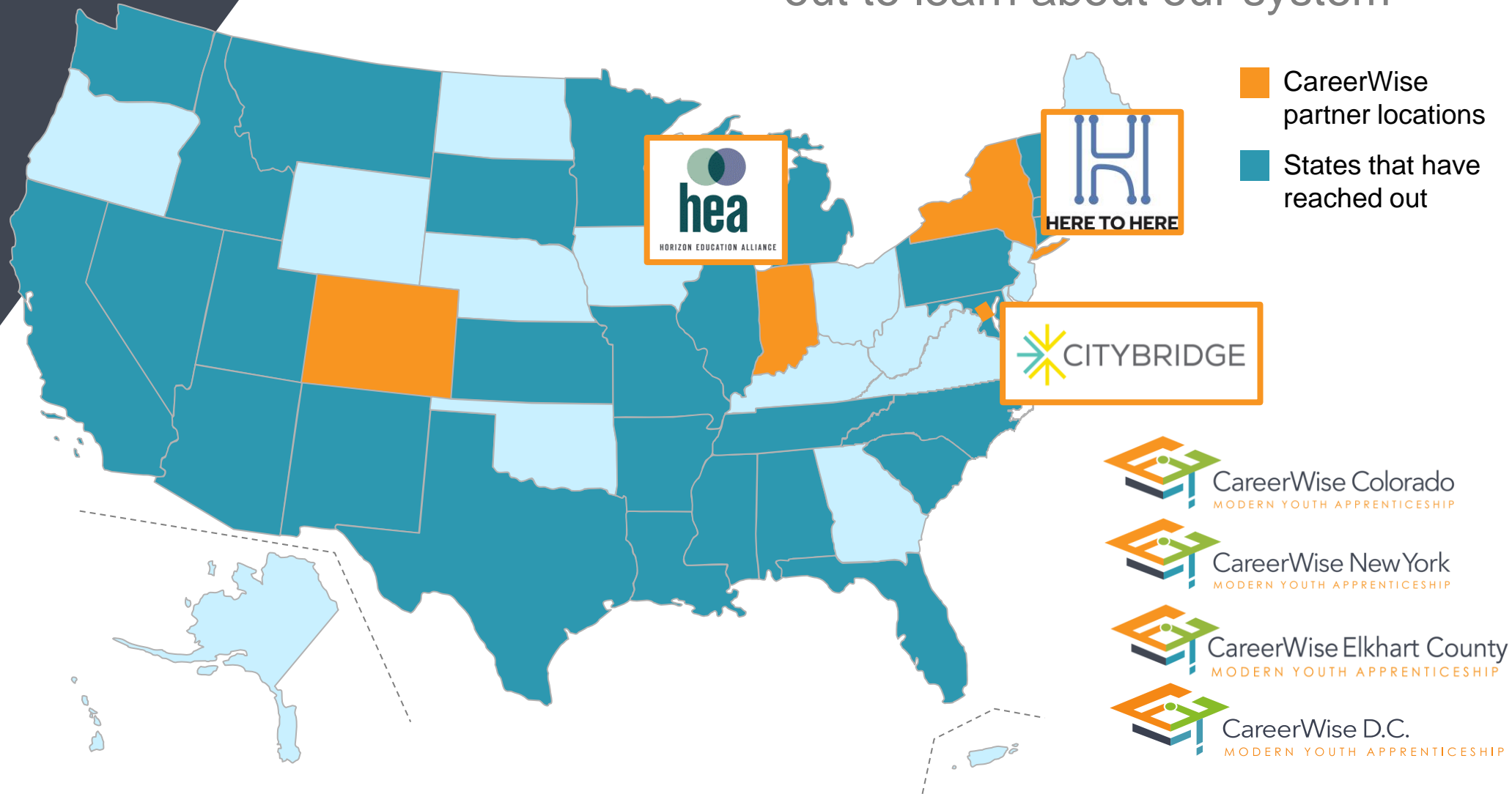
ONGOING  
PROGRAM  
SUPPORT



## CareerWise SUPPORTS

It wasn't ever  
just about  
Colorado...

Leaders from **32 states, plus  
Washington D.C.**, have reached  
out to learn about our system

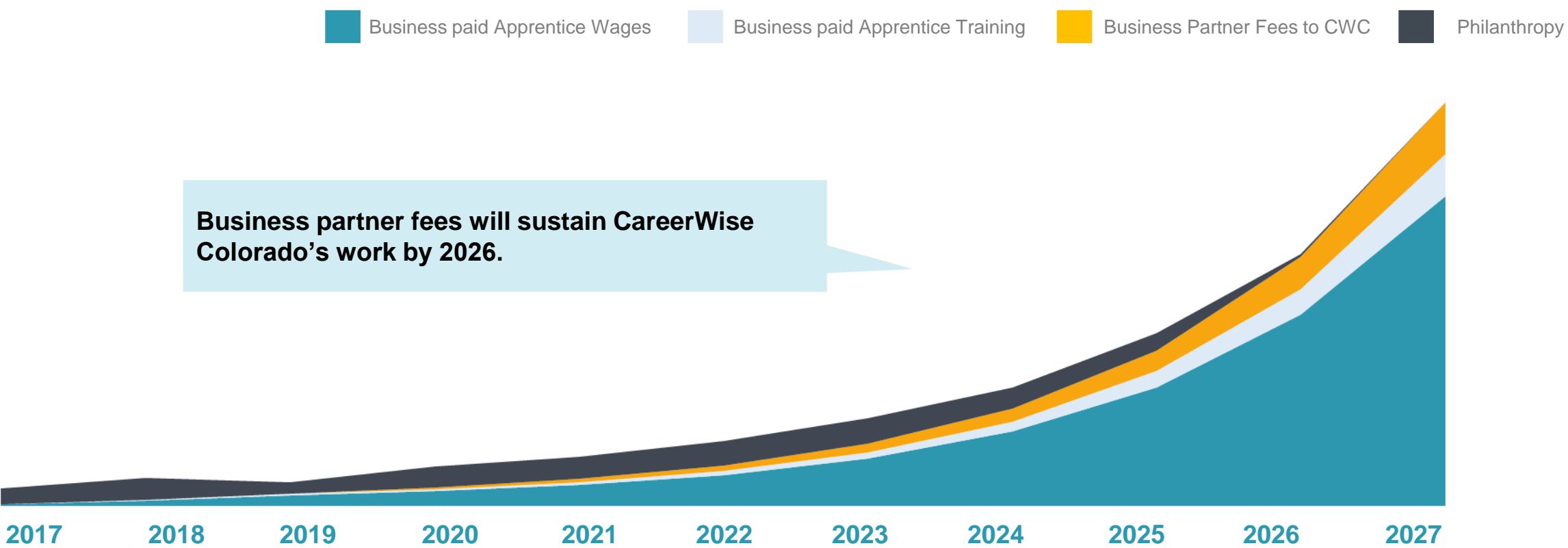




**The role of intermediaries**

# The primary financial investment in a youth apprenticeship model must be made by industry

Total investment in CareerWise Colorado system by business and philanthropy, \$M/year





“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.”

-Margaret Mead





CareerWise Colorado  
MODERN YOUTH APPRENTICESHIP

**LEARN MORE**  
**[www.careerwisecolorado.org](http://www.careerwisecolorado.org)**

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