



# ALASKA APPRENTICESHIP PLAN



October 2018

ALASKA DEPARTMENT OF LABOR  
AND WORKFORCE DEVELOPMENT

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# Alaska Apprenticeship Plan

## Introduction

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**T**here is renewed state and national focus on registered apprenticeship as a means to meet demand for labor in the United States. In 2015, Alaska Gov. Bill Walker, the Alaska Department of Labor and Workforce Development (DOLWD), and the Alaska Workforce Investment Board (AWIB) began expanding registered apprenticeship programs in the state.

- **July 2015:** Gov. Walker restored statewide Alaska Hire requirements for publicly funded infrastructure, through a zone of underemployment determination made by Labor Commissioner Heidi Drygas that requires 90 percent Alaska Hire on public construction projects.
- **October 2015:** Alaska received a \$2.9 million grant from the U.S. Department of Labor (USDOL) under the American Apprenticeship Initiative to increase the number of apprentices in health care occupations.
- **October 2015:** The AWIB passed Resolution No. 15-05 to support registered apprenticeship as an effective way to build skilled and competitive regional workforces and to increase Alaska Hire.
- **November 2015:** Gov. Walker signed Administrative Order No. 278, establishing a 15 percent apprenticeship utilization goal for publicly funded construction projects over \$2.5 million.
- **January 2016:** The department hired an apprenticeship coordinator to expand apprenticeship and work with employers and Alaska Job Center staff.
- **April 2016:** The department announced an initiative to support startup apprentice programs through the State Training and Employment Program.
- **May 2016:** The AWIB passed Resolution No. 16-02 urging the governor, Alaska Legislature, and the department to support initiatives that increase Alaska Hire, including apprenticeship utilization requirements for public construction projects, more health care apprenticeships, and outreach to employers.
- **June 2016:** Alaska received a \$200,000 USDOL Apprentice Accelerator Grant to expand apprenticeship and to write a State Apprenticeship Plan.
- **November 2016:** Alaska received a \$1 million grant from USDOL to expand registered apprenticeship in the health care and aviation industries; the grant was later increased to \$1.8 million.



- **October 2017:** The AWIB passed Resolution No. 17-06 urging the U.S. Secretary of Labor to maintain USDOL registration and oversight of registered apprenticeships and to support the department's efforts to expand registered apprenticeship.
- **October 2017:** The University of Alaska system and the UA Anchorage Community and Technical College joined the USDOL Registered Apprenticeship-College Consortium, a national network of postsecondary institutions that give apprenticeship completers credit toward an associate or bachelor's degree.

## Planning Activities

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In December 2015, the department held an apprenticeship conference attended by more than 100 people from around the state. The success of the first conference and support from the USDOL Apprenticeship Accelerator Grant led to two more conferences in 2016 and 2017. Attendance grew each year as participants shared knowledge, asked questions, reported progress, and continued planning.

In 2017, President Donald Trump issued an executive order to expand U.S. apprenticeship and created a task force to recommend a national strategy. The task force issued a final report in May 2018.

Commissioner Drygas met with USDOL Secretary Alexander Acosta in July 2018 to discuss the new federal approach and its impact on Alaska. That meeting led to this final draft of the Alaska Apprenticeship Plan, submitted to the Alaska Workforce Investment Board in October 2018. This Alaska Apprenticeship Plan is a proposal for growing apprenticeship to a scale needed to fill our talent pipeline, strengthen our economy, and produce a world-class workforce. The plan is a starting point for continued dialogue with stakeholders interested in sustaining and expanding registered apprenticeship and implementing action steps over the next five years (2019 to 2024).

## About Registered Apprenticeship

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A highly skilled and productive resident workforce is the backbone of Alaska's economy. Our labor force is essential for thriving businesses, safe and healthy communities, and a prosperous middle class. In 1937, the U.S. Congress created an apprenticeship system with a registration process and training standards for a consistent approach to instructing workers. Registered apprenticeship has been a successful model in Alaska for more than 70 years. Apprenticeship has five core components:

- Business and employer involvement
- Structured on-the-job training
- Related technical instruction
- Nationally recognized credentials
- Rewards for skill gains

Apprentices may also earn college credit and a degree as they train. Because employers usually pay for training, apprenticeship is "college without the debt."

Apprenticeship training pays off for employers as well. In 2016, the U.S. Department of Commerce and Case Western University produced a joint report called "The Benefits and Costs of Apprentices: A Business Perspective,"<sup>1</sup> and concluded employers can see a return of up to 40 percent.

<sup>1</sup> <http://www.esa.gov/reports/benefits-and-costs-apprenticeships-business-perspective>

# Apprenticeship in Alaska

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As of August 2018, Alaska had about 2,050 registered apprentices training in nearly 100 occupations, with 340 program sponsors and more than 700 employers that hire and train them on the job. Sixty-five percent of apprentices work in construction, 15 percent are in health care, and 10 percent work in natural resources, including mining and oil and gas. The remaining 10 percent are in maritime, culinary, building maintenance, and other industries.

About 300 to 500 apprentices begin training annually, depending on the economy and demand for new workers. Apprenticeship programs range from one to four years. From 200 to 250 apprentices complete training each year. About one-third leave training early, which is a similar rate to those who drop out of college.

Apprentices have a 93 percent employment rate after completion and work in all 26 boroughs and census areas in Alaska. Sixty-five percent live in Anchorage, Fairbanks, Wasilla, and Juneau.

Apprenticeship leads to well-paying jobs and careers with high lifetime earnings. The Alaska Apprentice Earnings chart on the next page shows earnings for residents ages 18 to 34 from 2000 to 2014. In 2014, for example, completers in that age group earned about \$80,000, while all Alaskans of the same age group earned, on average, about \$51,000.

Only 10 percent of apprentices are women. Seventy percent are Caucasian, 22 percent are Alaska Native or American Indian, 5 percent are African American, 1.6 percent are Hispanic (who can be of any race), and the remaining 1.4 percent are Asian, Native Hawaiian, or Other Pacific Islander. The average age is 27, with 50 percent between 18 and 24 and 34 percent between 25 and 35.

## apprenticeship act origins

*In 1937, Congress passed the National Apprenticeship Act (29 U.S.C. 50), also known as The Fitzgerald Act. The act established a national advisory committee whose task was to research and draft regulations to establish minimum standards for apprenticeship programs. The first "registered" program was established by the Carpenters Union and contractors in 1947.*

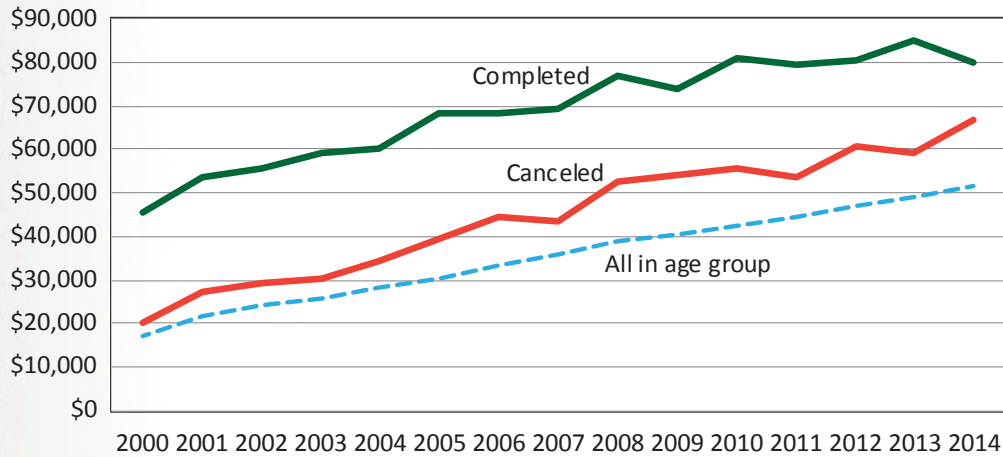
## Traditional and New Apprenticeship

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Alaska has a durable tradition of registered apprenticeship in the building trades. More than 1,500 apprentices work in a construction occupation. About 80 percent of construction apprentices train in Joint Apprenticeship Training Committee (JATC) programs, which are formed by industry employers and unions. JATCs are the oldest apprenticeship programs in Alaska, beginning in 1947 with the Carpenters Union and signatory contractors. They manage 26 apprenticeship programs and provide apprentices for more than 300 employers while operating state-of-the-art training schools in Anchorage, Fairbanks, Palmer, and Juneau. The Associated Builders and Contractors of Alaska (<http://www.abcalaska.org/Education-Training>) offers apprenticeship opportunities for more than 100 merit-shop (nonunion) employers in several construction trades. Many single employers have trade apprenticeship programs as well.

Construction apprenticeship grows continuously because it has innovative workforce intermediaries, youth apprentice pathways, and preapprenticeship training programs. The construction apprenticeship is a proven launch pad for expanding apprenticeship in health care and maritime occupations. Today's multi-industry apprentice network has a sound platform for ramping up apprenticeship and expanding to more industries, occupations, and areas.

## Alaska Apprentice Earnings Compared to Others Ages 18 to 34, 2000 to 2014



Source: Department of Labor and Workforce Development, Research and Analysis Section

Alaska's health care providers have been training registered apprentices for more than 20 years. In the past two years, Alaska Primary Care Association (APCA) and Alaska Native Tribal Health Consortium (ANTHC) employers have registered more than 150 new apprentices in primary health and behavioral health care occupations. Most of these have been women and Alaska Natives working in rural communities. (<http://www.alaskapca.org/apprenticeship>)

The Alaska Department of Health and Social Services' Division of Pioneer Homes began a long-term care apprenticeship program focusing on dementia care so that certified nurse's aides can advance through apprenticeship to long-term care professions and remain employed. Alaska Job Corps has new registered apprenticeship programs for long-term care nurse assistants and culinary workers.

Maritime apprenticeship is also growing. The Seafarers International Union (SIU) and the Transportation Institute established an outreach program in the late 1990s to recruit Alaskans for high-seas apprentice programs. Several hundred Alaskans, mostly young women and men from smaller coastal communities, have trained at the Paul Hall Center for Maritime Training and Education in Maryland. As a result, many Alaskans work in maritime occupations that take them all over the world, and others are aboard ships serving Alaska. Some are the sons and daughters of former apprentices. In 2016, the SIU and the Transportation Institute restarted this effort with Alaska Job Centers to recruit more Alaskans for these high-skill, high-pay careers. (<http://www.seafarers.org/paulhallcenter/phc.asp>)

Calista Corporation and AVTEC started the Alaska Maritime Apprenticeship Program – Voyage Paths to build a regional workforce for ships and barges transporting equipment, fuel, building materials, and other goods to villages in western Alaska. The program will train apprentices in the deck, engine, and galley pathways for maritime jobs such as deckhand, able seaman, mate, oiler, junior engineer, and chief cook. (<http://akmaritimeapp.com/>) Calista plans to increase apprenticeships over the next few years to support construction and operations at Nova Gold's multi-billion dollar Donlin Gold Mine in western Alaska. ([http://www.novagold.com/properties/donlin\\_gold/overview/](http://www.novagold.com/properties/donlin_gold/overview/))

Teck Alaska Inc. (formerly Cominco or Teck Cominco) of Canada began training mining apprentices in 1989 when they opened the Red Dog Mine in the Ambler area of northwest Alaska. The company has partnered with the Alaska Technical Institute in Kotzebue to provide related instruction. Over the years, Teck Alaska has expanded their apprenticeship programs to include industrial maintenance millwright, mill operator, heavy equipment mechanic, light vehicle mechanic, electrical and instrumentation technician, power plant operator/mechanic, and welder.



### U.S. Department of Labor Secretary Alexander Acosta visits the Fairbanks Pipeline Training Center in 2018

*L to R:* DOLWD Deputy Commissioner Greg Cashen, UA Local 375 Business Manager Bob Hubbard, Alaska Senator Click Bishop, U.S. Senator Dan Sullivan, DOLWD Commissioner Heidi Drygas, U.S. Secretary Alexander Acosta, FPTC Director Chad Hutchison, Laborers' Local 942 Business Manager Scott Eickholt, Workforce Consultant Mike Andrews, and University of Alaska Fairbanks Community and Technical College Process Tech Instructor Brian Ellingson

## Workforce Intermediaries

Workforce intermediaries play a key role in apprenticeship by focusing on outreach and supplying qualified applicants to apprenticeship programs. They also network with apprentice sponsors, training providers, employers, educators, and workforce agencies.

- Alaska's **regional nonprofit Native corporations** are workforce intermediaries. Each has an employment and training entity that recruits Alaska Natives for youth job training programs, preapprentice training, and apprentice positions. These regional corporations have good working relationships with area employers and are part of a statewide network that supports Alaska Natives in education, employment, and training. They are experienced in helping employers develop apprenticeship programs.
- Another intermediary, the **Alaska Apprenticeship and Training Coordinators Association**, supports trade apprenticeship programs through outreach, marketing, and coordinating career awareness activities for Alaska's youth. (<http://aatca.org/>)
- Longtime intermediary **Alaska Works Partnership, Inc.** sponsors three long-established apprentice outreach programs: 1) Helmets to Hardhats, with outreach and services to veterans and transitioning service members; 2) Women in the Trades, which reaches out to women and provides preapprenticeship training to help them become apprentices; and 3) Rural Apprenticeship Outreach, which delivers information about apprentice

opportunities to rural schools and regional workforce partners so students and job seekers know about openings and support services for applying to apprenticeship programs. (<http://www.alaskaworks.org/>)

- The **Fairbanks Pipeline Training Center** (FPTC) opened in 2009. The Fairbanks Pipeline Training Center Trust created the center, which is managed by pipeline construction firms and pipeline unions in partnership with the Fairbanks North Star Borough. The center provides one-of-a-kind industry education and training, including campus housing, as well as training for the University of Alaska's Process Technology Associate Degree Program and Occupational Health and Safety Credential Program. FPTC also houses a unique youth apprenticeship program with the Fairbanks North Star Borough School District by providing instructional space, equipment, curriculum, and instructors.
- The **Alaska Process Industry Careers Consortium** (<https://apicc.org/>) seeks to increase the number of Alaskans trained and employed in industries that use process technology, including oil and gas, mining, maritime, and seafood processing.
- **SEA Link, Inc.**, a maritime industry intermediary in Ketchikan, works with the Seafarers International Union apprenticeship program and recruits students and job seekers for maritime training at AVTEC and the University of Alaska. (<https://sealinkinc.org/>)

## natural resource development projects

**Conoco Phillips** will invest \$2 billion to add one billion barrels of oil to their reserves with new wells in the Colville River Unit and develop CD5 Alpine-Greater Moose's Tooth 1 and 2 in the National Petroleum Reserve.

**Hilcorp** is building a \$75 million gas and oil pipeline in Cook Inlet and will spend \$1.25 billion to tap 50 million barrels of oil at the Milne Point Liberty field.

**Exxon** will invest \$1 billion to move natural gas from Point Thomson to Prudhoe Bay for reinjection and will produce 50,000 barrels of oil condensates per day.

**Eni S.p.A.** will drill six miles under sea from Spy Island to reach 180 million barrels of oil.

**Oil Search Ltd.** announced the potential for 750 million barrels of oil in the North Slope's Nanushuk area.

In December 2017, Congress approved leasing for exploration in the **Alaska National Wildlife Refuge**, which could tap an estimated 10 billion barrels of recoverable oil.

## College Credit for Apprenticeship

Alaska has made real progress in articulating apprentice and college credit leading to an associate degree.

- Twenty years ago, the **University of Alaska Anchorage** (UAA) created the Associate of Applied Science in Apprenticeship Technologies.
- The University of Alaska System, the UAA Community and Technical College, and several joint apprenticeship training programs have joined the **USDOL Registered Apprenticeship-College Consortium**, which simplifies the process for an apprentice to earn college credit.
- **Alaska Pacific University** is developing a system to award college credit for health care apprenticeship completers.
- **Iliisaġvik College** in Utqiagvik created a program for behavioral health aide registered apprentices to earn concurrent credit toward an associate degree.



- In 2017, the **Lower Kuskokwim School District** developed an apprenticeship program for associate teachers with the related instruction and college credit provided by the University of Alaska Fairbanks campus.

## Preapprenticeship

Preapprenticeship is a program or set of services that prepare people for a registered apprenticeship program. These programs can be created by employers, labor unions, joint and nonjoint group apprentice sponsors, industry associations, youth programs, community based organizations, and workforce intermediaries and they must have a documented partnership with at least one registered apprenticeship program. A quality preapprenticeship program helps people meet entry requirements for registered apprenticeships and prepares them for success.

## Youth Apprenticeship Programs

Youth apprenticeship is another way to expand apprenticeship. Youth apprenticeships have been around for many years and are growing rapidly due to the shortage of skilled labor in many states.

Alaska has several youth apprenticeship programs, including in the Fairbanks North Star Borough, Anchorage, Delta Greely, and Matanuska-Susitna Borough school districts, to name a few. These youth programs also give college credit for high school courses that dovetail with college credit earned through an apprenticeship program. (<https://www.k12northstar.org/Page/5163>: Fairbanks North Star Borough Preapprenticeship Programs.) For more about the youth apprenticeship movement, see Appendix 4.

## Alaska's Expanding Job Market

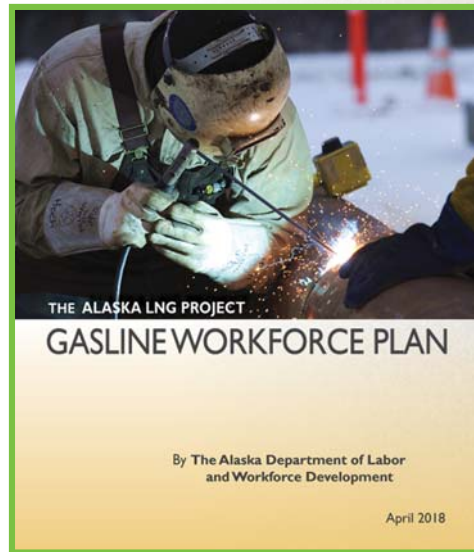
More than \$10 billion in large-scale resource development projects are on the horizon for the next five years, with another \$5 billion expected for building national defense infrastructure projects.

The construction, oil and gas, mining, and transportation sectors will need hundreds of new workers. Each industry needs heavy equipment operators, electricians, welders, skilled laborers, mechanics, carpenters, plumbers, pipefitters, HVAC technicians, and truck drivers. Hundreds more trade workers will be needed over the next decade to meet new job demand and replace those who retire.

The labor demand among industries that traditionally employ and train apprentices could become acute because the occupations in demand today are among the dozens needed to build the proposed Alaska Liquefied Natural Gas Pipeline Project (Alaska LNG Project), a \$43 billion project slated to start in 2020. If this mega-project goes forward, it will employ more than 15,000 construction workers within five years. Once completed in 2025, Alaska LNG will employ 1,000 workers to operate and maintain the project for decades.

([http://jobs.alaska.gov/energy/2018\\_Gasline\\_Workforce\\_Plan.pdf](http://jobs.alaska.gov/energy/2018_Gasline_Workforce_Plan.pdf))

Alaska's health care industry continues to grow and demand more professional workers. Employers will continue to expand apprenticeship training for occupations in high demand. The Alaska Native Tribal Health Consortium, Mat-Su Regional Medical Center, Alaska Regional Hospital, Foundation Health Partners: Fairbanks Memorial Hospital, Providence Hospital, the Alaska Primary Care Association, and the Alaska Department of Health and Social Services'



Division of Alaska Pioneer Homes have dedicated infrastructure and qualified instructors to train new workers and increase capacity to help fill their workforce needs. More hospitals and care providers interested in apprenticeship training to fill unmet labor needs are coming online. Alaska has accelerated the ability to provide coursework for health care occupations that complements on-the-job learning.

AVTEC in Seward provides American Council on Education-accredited related technical instruction for health care occupations through distance delivery, and South Central Area Health Education Center delivers health care preapprenticeship training statewide.

New energy and mineral development projects, opening of the Arctic, and an upward Alaska economy will bring significant job growth in the maritime industry. Alaska is more prepared than ever to train apprentices in maritime occupations to fill those jobs. AVTEC has a well-established, state-of-the-art U.S. Coast Guard-approved Maritime Training Center and offers both standard occupational courses and customized training to meet specific needs of maritime companies. AVTEC has a world-class ship simulator (shown at right) and maritime training equipment. (<https://avtec.edu/department/alaska-maritime-training-center>)



The University of Alaska has a maritime training program in Southeast (Ketchikan, Sitka, and Juneau) with courses leading to an occupational endorsement or an associate degree in marine transportation. UAS also provides instruction for current and emerging maritime apprentice programs. Expanding apprenticeship tied to college degrees through the UA maritime programs will give students, apprentices, and employers more training options to meet the growing labor demand. ([http://www.uas.alaska.edu/apply/programs/applied\\_tech/maritime](http://www.uas.alaska.edu/apply/programs/applied_tech/maritime))

Mining has been a mainstay of Alaska's economy for more than a century. Several of Alaska's existing large mines are expanding today. A new world class Donlin Creek mine, Donlin Gold, could be developed in the next five years. Donlin Gold, a subsidiary of NOVAGOLD Resources, will need thousands of construction workers to build the mine and hundreds of new workers to handle operations and maintenance. The company intends to fill jobs building and operating the facility with people living in the region. Key to meeting this objective will be creating new apprenticeship programs and outreach to people living in the region.

## Federal Efforts to Expand Apprenticeship

In 2014, President Barack Obama announced a call to action to expand the use of registered apprenticeship and included in the Fiscal Year 2016 spending bill the first-ever designated investment for apprenticeship. Congress funded a new USDOL initiative, ApprenticeshipUSA, and invested \$60 million in grants to support state apprenticeship expansion and \$9.5 million for state accelerator grants to develop strategic plans with industry partners.

In 2015, the Alaska Department of Labor and Workforce Development applied for and received a \$3 million competitive grant to expand apprenticeship in health care occupations. In 2016, the department received another \$1.8 million grant to further expand apprenticeship with a focus on maritime and aviation occupations, and an additional \$200,000 to develop a state plan to expand apprenticeship.

In May 2018, President Trump's Task Force on Apprenticeship Expansion, referenced earlier, issued a report on

four topics: 1) federal initiatives to promote apprenticeships, 2) administrative and legislative reforms for the formation and success of apprenticeship programs, 3) strategies for creating industry-recognized apprenticeships, and 4) strategies to amplify and encourage private sector initiatives to promote apprenticeships.

The task force encouraged USDOL to create an industry-recognized apprenticeship system alongside the traditional registered apprenticeship system, noting that a two-tracked approach could accelerate expansion over the next five years by increasing the numbers of industries and employers that use apprenticeship and in the numbers of women and minorities in apprenticeship.

Under the new industry-recognized apprenticeship system, sponsors would develop curricula with partners such as community colleges and universities and issue occupational credentials to apprentices that would be recognized by industry associations and employers. Federal Workforce Innovation and Opportunity Act (WIOA) funding and other training resources will be available through America's Job Centers to assist employers. Expanding apprenticeship in Alaska must take this new federal initiative into account as planning continues.

([www.dol.gov/apprenticeship/docs/task-force-apprenticeship-expansion-report.pdf](http://www.dol.gov/apprenticeship/docs/task-force-apprenticeship-expansion-report.pdf))

## USDOL's effort to expand apprenticeships

*For more than a decade, health care has produced the most new jobs in Alaska. In 2015, the USDOL awarded Alaska a \$3 million American Apprenticeship Initiative Grant to expand apprenticeship in health care with a goal of adding 450 new apprentices over five years. In 2017, USDOL awarded Alaska another \$2 million to strengthen overall apprenticeship and expand training for health care and aviation occupations.*

## USDOL's Alaska Office of Apprenticeship

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Alaska is one of 23 states without a state apprenticeship agency or office of apprenticeship. As a result, the state relies heavily on the USDOL Alaska Office of Apprenticeship to maintain and expand our system. Two federal employees staff this office, whose services include:

- Monitoring apprentices in federal and state prevailing wage projects
- Educating stakeholders, agencies, and workforce partners about regulations and policy changes
- Speaking about apprenticeship at events related to employment, education, and training
- Helping Alaska Job Corps and other organizations develop preapprenticeship and registered apprentice programs
- Providing technical assistance to employers, labor organizations, state agencies, and industry associations
- Monitoring apprenticeship programs for Civil Rights and Equal Employment Opportunity compliance
- Helping schools create Youth Apprenticeship programs
- Providing technical assistance for USDOL apprenticeship grants in Alaska
- Training job center staff to help employers develop apprenticeship programs
- Participating on national teams to support the federal apprentice system
- Helping launch federal initiatives such as ApprenticeshipUSA and Expanding Apprenticeship in America

The plan to expand apprenticeship in Alaska is ambitious and will be concurrent with USDOL's national expansion plan. One element of this plan is considering the pros and cons of taking more control over our apprenticeship system or continuing to rely on the federal government to advance, regulate, and monitor it.

DOLWD has temporarily funded an apprenticeship coordinator position but has no additional staff to advance apprenticeship, assist employers, or work closely the federal office. A State Office of Apprenticeship could be housed in the Division of Employment and Training Services with a small team that supports plan implementation and takes on some of what the federal office handles. Money from WIOA, the State Training and Employment Program, and the

Alaska Technical Vocational Education Program could fund the office initially. The office would coordinate with the USDOL Office of Apprenticeship, help develop new registered apprenticeship programs, and coordinate funding streams. It could take the lead in assisting schools with youth apprenticeship programs and workforce intermediaries with preapprenticeship programs. The office could also develop policies and processes for creating new industry-recognized apprenticeship programs. Staff would continue to assist employers, industry associations, and apprentice sponsors and could collaborate with the department's Research and Analysis Section to collect data, perform research, and assess the effectiveness of state and federal apprenticeship activities.

# Alaska Apprenticeship Plan Framework

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## Objectives

1. Expand apprenticeship in traditional and new industries and occupations to increase the supply of residents to meet employer demand.
2. Diversify the pool of apprentices within all industries and provide access to quality employment.

## Vision

Alaska will have an apprenticeship system that offers our employers a cost-effective way to meet their labor needs, gives our students and job seekers access to career training, and strengthens our economy.

## Goal

The state will expand and diversify apprenticeship by significantly increasing the number of program sponsors that employ apprentices in traditional and new industry programs over the next five years.

### Strategy 1. Build on the Existing Apprenticeship System

#### Action Steps

1. Create an apprentice mentor network and materials to support mentors.
2. Provide apprentice sponsors with resources to train their mentors and instructors.
3. Align state policies to support registered apprenticeship.
4. Continue apprentice utilization goals on state funded projects, including the Alaska LNG project.
5. Develop incentives, such as tax credits and grants, to start apprenticeship programs in new industries, train mentors, and provide more access to training facilities and coursework.
6. Support rural efforts to reach and serve students and adults in remote areas.
7. Support initiatives to recruit women and underserved populations.

### Strategy 2. Help Employers Overcome Apprenticeship Challenges

#### Action Steps

1. Continue to promote apprenticeship to employers.
2. Develop information for employers about available resources.
3. Create a network to link current and potential apprenticeship employers.
4. Give employers information about available training programs for apprentices.
5. Use business leaders to encourage and guide other businesses.
6. Establish guidelines, policies, and approval processes for introducing new federal industry-recognized apprenticeship programs.

*“Apprenticeship programs, when implemented effectively, provide workers with a career path featuring paid on-the-job training, skills development, and mentorship, while at the same time providing employers with a steady source of highly trained and productive workers. These programs have the potential to grow into a critical and successful component of America’s workforce strategy, but are currently underutilized. Meanwhile, the American higher education system is churning out a pool of in-debt job seekers who are not equipped to meet the skills needs of many employers in the modern American economy.”*

**Task Force on Apprenticeship Expansion, Executive Summary**

**Strategy 3. Expand, Diversify, and Enhance Apprenticeship**

**Action Steps**

1. Work with school districts to create youth apprenticeship programs and obtain resources to start and maintain them.
2. Adopt standards for quality preapprenticeship training compatible with the Workforce Innovation and Opportunity Act.
3. Increase career counseling and activities for middle and high school students.
4. Create a central website with curriculum and information about organizations that can supply training space and instructors.
5. Create an apprentice mentor network and content for train-the-trainer workshops.
6. Continue to promote college credit for apprentice training and articulation agreements with postsecondary providers and higher education.
7. Enhance outreach to students and adults in rural communities.
8. Create a web based apprentice locator site that shows apprenticeship openings linked to sponsors and application processes.

**Strategy 4. Develop State Capacity to Manage and Expand Apprenticeship**

**Action Steps**

1. Identify current and potential state policies, such as tax credits and utilization goals on state funded contracts, that would help expand apprenticeship.
2. Research the need and potential for creating a permanent office of apprenticeship within the Alaska Department of Labor and Workforce Development.
3. Work with the Alaska Legislature to develop policies and resources that expand apprenticeship.
4. Research other state apprenticeship plans for additional ideas.
5. Continue the annual apprenticeship conference to report expansion progress, improve this plan, and keep the apprenticeship network active.

**Plan Performance Measures: 2019 to 2024**

1. Increase the number of apprentices in training by 50 percent (3,000).
2. Increase the number of employers using apprenticeship by 50 percent (1,100).
3. Increase the number of occupations trained through apprenticeship by 20 percent (120).
4. Increase the percentage of women apprentices by 100 percent (to 400).
5. Increase the percentage of Alaska Natives, minorities, and veterans in proportion to population.
6. Increase the percentage of apprentices earning postsecondary or college credit.
7. Increase the number of students enrolled in youth apprenticeship programs.
8. Increase the number of preapprenticeship programs and participants accepted.
9. Increase the number of apprentices who live in rural Alaska.

# Appendices

## Appendix 1. Planning Activities

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Development of this plan was possible with input from employers, apprentices, workforce intermediaries, state agencies, and other partners. With support from the U.S. Department of Labor's Apprenticeship Accelerator grant, the Department of Labor and Workforce Development conducted extensive public outreach to inform this plan, including on-site meetings with individual employers in Bethel, Fairbanks, Juneau, Ketchikan, Anchorage, Kodiak, the Matanuska-Susitna Borough, and the Kenai Peninsula. Members of the Alaska Workforce Investment Board participated throughout the process, including in planning meetings and in reviewing drafts of this plan.

Sector discussions included the Alaska Association for Career and Technical Education, regional health providers in the Alaska Native Tribal Health Consortium and the Alaska Primary Care Association, the Alaska Air Carriers Association, Alaska State Hospital and Nursing Home Association, Alaska Chiropractic Society, and administrators of the Alaska Pioneer Homes. The department also conducted outreach through employer meetings convened by the Anchorage Economic Development Corporation, site visits with the Alaska Military Youth Academy, and pre-apprenticeship planning meetings with Alaska's Area Health Education Centers.

The department hosted registered apprenticeship conferences in December 2015, 2016, and 2017, bringing together employers, employer associations, and training providers from across the state to discuss apprenticeship in multiple sectors and provide industry and postsecondary planning sessions.

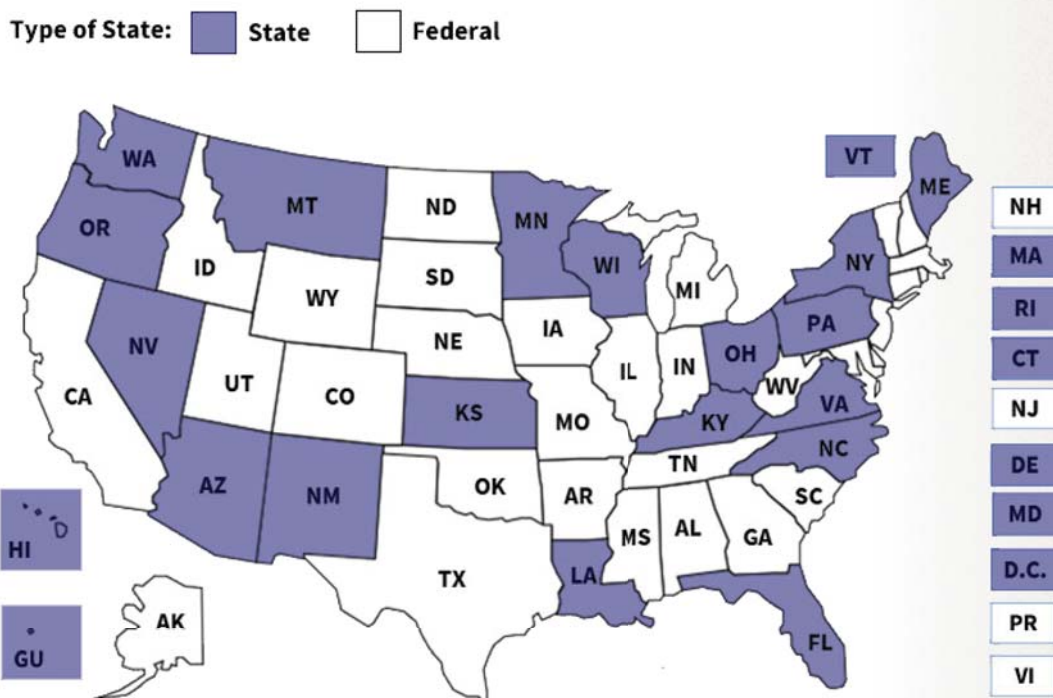
Employers included Calista Corporation, Yukon-Kuskokwim Health Corporation, Lower Kuskokwim School District, Ryan Air, Yuut Air, Grant Aviation, Corvus Airlines (including Ravn/Hageland), PenAir, Taquan Air, Ketchikan Indian Community, Bartlett Regional Hospital, Alaska Seaplanes, Ward Air, Wings Airways, Wright Air, Bering Straits Native Corporation, Kawerak, Houston Contracting, Brice Incorporated, Superior Group, Southeast Alaska Regional Health Consortium, Providence Health and Services, Prestige Care, Mat-Su Regional Medical Center, Alaska Regional Hospital, ResCare, South Peninsula Hospital, Foundation Health Partners: Fairbanks Memorial Hospital, North Slope Borough School District, Doyon Associated, Davis Constructors, Southeast Stevedoring, Alaska Department of Corrections, Central Council of Tlingit and Haida Indian Tribes, Goldstream Engineering, DOWL Consulting, and others.

Economic development organizations included the Anchorage Economic Development Corporation; Juneau Economic Development Council; Alaska Department of Commerce, Community and Economic Development; and Anchorage Chamber of Commerce.

Site visits included Red Dog Mine, Kensington Mine, Eielson Air Force Base, Fairbanks Pipeline Training Center, Yuut Elitnaurviat, Alaska Laborers Training School, Alaska Works Partnership, Alaska Joint Electrical Apprenticeship Training Center, the United Association of Plumbers and Steamfitters Apprenticeship Training Center, Pioneer Homes in Fairbanks and Anchorage, Ketchikan Indian Community, and Yukon-Kuskokwim Health Corporation Bethel Regional Hospital.

## Appendix 2. State Apprenticeship Agencies

Twenty-seven states have their own state apprenticeship agencies and systems for operating registered apprenticeship programs. For more information about national recognition of state apprenticeship agencies and councils under federal law (29 CFR 29.13 Recognition of State Apprenticeship Agencies), see: <https://www.doleta.gov/OA/contactlist.cfm>.



## Appendix 3. Preapprenticeship Programs

Preapprenticeship is a program or set of services designed to prepare individuals to enter and succeed in a registered apprenticeship program. Preapprenticeship training:

- Has a documented partnership with at least one registered apprenticeship program
- Is a starting point along a career path to a good job with opportunities for advancement
- Helps individuals meet entry requirements for registered apprenticeship programs
- Prepares future apprentices for success in achieving a credentialed occupation
- Is created by partners such as employers, labor unions, joint and nonjoint group apprentice sponsors, industry associations, youth programs, and community based organizations

The USDOL framework for preapprenticeship programs calls for:

- Training and curriculum based on industry standards, approved by the employer operating the apprenticeship program (a program sponsor)
- Strong recruitment of underrepresented populations
- Education and prevocational services that prepare participants to meet the minimum qualifications for entry into a registered apprenticeship program

- Activities introducing participants to apprenticeships and helping them apply for registered apprenticeship programs
- Access for support services that help participants remain in the program (such as child care, transportation, counseling, and ongoing career services)
- Collaboration with program sponsors to promote apprenticeship to other employers as a quality approach to attaining and retaining a skilled workforce
- Hands-on experience that simulates the work performed in the apprenticeship, while observing proper supervision and safety protocols
- Formal agreements, wherever possible, with apprenticeship sponsors for entry into registered apprenticeship programs upon successful completion of the preapprenticeship program

## Appendix 4. Informational Resources

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“Recasting American Apprenticeship: A Summary of the Barriers to Apprenticeship Expansion Research Project,” The Aspen Institute, John Colborn and Nneka Jenkins, November 2015:  
<https://assets.aspeninstitute.org/content/uploads/files/content/docs/pubs/RecastingApprenticeshipV2.pdf>

Expanding Apprenticeship: Return on Investment (ROI):  
<https://apprenticeshipusa.workforcegps.org/resources/2017/08/29/12/43/Expanding-Apprenticeship-Return-on-Investment-ROI>

“Alaska Apprenticeships,” *Alaska Economic Trends*, March 2016:  
<http://labor.alaska.gov/trends/mar16.pdf>

“Alaska’s Registered Apprenticeships,” *Alaska Economic Trends*, July 2011:  
<http://laborstats.alaska.gov/trends/jul11art2.pdf>

Creating Jobs through Apprenticeships at Ilisagvik College:  
<https://tribalcollegejournal.org/creating-jobs-through-apprenticeships-at-ilisagvik-college>

Youth Apprenticeship in America Today, Connecting High School Students to Apprenticeship:  
<https://na-production.s3.amazonaws.com/documents/Youth-Apprenticeship-Today.pdf> Alaska

Alaska Department of Labor and Workforce Development: <http://www.jobs.state.ak.us/apprentice/>

- Job Seekers: <http://www.jobs.state.ak.us/apprentice/job-seekers/index.html>
- Employers: <http://www.jobs.state.ak.us/apprentice/employers/index.html>
- Veterans: <http://www.jobs.state.ak.us/apprentice/veterans/index.html>
- E-Tools: <http://www.jobs.state.ak.us/apprentice/e-tools.html>

USDOL Apprenticeship: <https://www.dol.gov/apprenticeship/>

National Apprenticeship Week: <https://www.dol.gov/apprenticeship/naw/>

Oregon Apprentice Locator: <http://oregonapprenticeship.org/apprenticeship-locator/>



# Appendix 5. Technical Assistance Resources

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**U.S. Department of Labor, Office of Apprenticeship** staff based in Anchorage help employers throughout the state explore, establish, operate, and expand registered apprenticeship programs. Federal staff can help employers identify apprentice-able occupations, develop standards of apprenticeship, identify related technical instruction and align it with industry certifications (as needed), explore recruitment strategies for apprentices, and meet all associated federal guidelines.

**Alaska Department of Labor and Workforce Development State Apprenticeship Coordinator** works closely with the USDOL Office of Apprenticeship to provide employer outreach and training and registered apprenticeship program development. In addition, the state apprenticeship coordinator:

- Trains and mentors Business Connection specialists to promote and develop registered apprenticeship programs
- Provides technical assistance to current and prospective employers and sponsors
- Is the first point of contact for registered apprenticeship inquiries
- Oversees development of outreach materials
- Provides updates for the department's apprenticeship website
- Develops new registered apprenticeship programs and occupations
- Works with postsecondary providers to align registered apprenticeship with credit and degree programs
- Provides informational presentations and materials to various audiences across the state
- Monitors all registered apprenticeship programs to ensure each apprentice receives on-the-job training and completes the technical instruction as set out in the standards of apprenticeship, and ensures the employer tracks each apprentice's on-the-job learning and technical instruction hours and progress and provides the required wage increases

**Alaska Department of Labor and Workforce Development Business Connection Specialists**, stationed in job centers throughout the state, can assist employers and promote apprenticeship programs. These specialists can work with employers to identify qualified candidates for apprenticeships and identify state and federal funding resources.

## Financial Support

Depending on eligibility, an employer and/or apprentice may be able to use state or federal resources to pay for expenses associated with operating or participating in an apprenticeship program. These state and federal resources primarily come from the federal Workforce Innovation and Opportunity Act (WIOA), State Training and Employment Program (STEP), and, to a lesser degree, Alaska Performance Scholarships and one-time grants periodically available through the federal government or other sources. Use of each depends on eligibility of the apprentice and suitability of employment, a decision made at local job centers.

## Related Technical Instruction

New employers with apprentices who are eligible for WIOA or STEP may be able to use those programs to pay for the cost of related technical instruction associated with a registered apprenticeship program. The instruction could include online courses, university classes, or other training. In general, employers and not apprentices should pay for related technical instruction, though employers with eligible apprentices (as determined by job center staff) can be reimbursed if funds are available.

## Mentorship Reimbursement

Employers who sponsor registered apprenticeship programs may be eligible for a limited amount of reimburse-

ment for the time spent mentoring an apprentice. Local job centers have information about this program.

## Support Services

Apprentices may be eligible for help with support services, including travel and child care (e.g., for an apprentice who travels to training or needs child care while working). Apprentices may apply for assistance through local job centers.

## Curriculum Development

If curriculum or related instruction is not already available for an apprenticeship program, the federal Office of Apprenticeship and the Department of Labor and Workforce Development may be able to provide technical assistance with curriculum development.



ALASKA DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT  
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