



Breakout Session
Multiple Pathways Through Learning and Into Work:
Innovations in Youth Apprenticeship
and Work-Based Learning

Martha Ross, Metropolitan Policy Program, Brookings Institution
Taylor White, Center for Education & Labor at New America
Joyce Hwang, Center for Education & Labor at New America



How work-based learning can advance equity for America's young people

Forthcoming paper from the Brookings Metropolitan Policy Program

Follow-up from a 2018 paper:
*Pathways to high-quality jobs
for young adults*



What is work-based learning?

Per the National Governors Association, it is “a continuum of programs that provide work and education experiences to help participants advance along a career pathway.”

It consists of:

- Clear agreement between participant and sponsoring employer
- Authentic work experience
- Structured learning activities aligned with the work experience
- Culminating assessment and recognition of skills



Three key elements of work-based learning (WBL)

Positive relationships with adults

- ☐ Supervisor
- ☐ Teacher or youth worker who prepares and places the young person in the WBL experience

Social capital that provides information and contacts regarding employment

Authentic work experiences that offer opportunities for hands-on learning and expose young people to new environments and expectations

Relationships and social capital

Valued but not usually prioritized in funding, program design, or performance measures

Per the Search Institute, developmental relationships have 5 features:

- Express care
- Provide challenges leading to growth
- Offer support to build confidence in navigating difficult situations
- Share power by involving youth in decision-making
- Expand possibilities by connecting young people to new people, places, and ideas

Relationships and social capital

Workplace supervisors can support developmental relationships

- Chat and ask follow-up questions (*express care*)
- Set high expectations for performance (*challenge leading to growth*)
- Show them how to carry out work duties, provide feedback, and check in periodically (*offer support*)
- Discuss options for solving a problem or carrying out a task and solicit their feedback (*share power*)
- Ask them about their interests and introduce them to new places, ideas, or people (*expanding possibilities*)

Relationships and social capital

To support relationships and social capital, programs need two basic elements:

- Regular opportunities for young people to interact with adults who can provide guidance, assistance, and and connections
- Opportunities to learn skills and behaviors that enable them to build and enhance their relationships with others

Relationship-building processes need to be explicit and intentional, and reflected in job descriptions, staff training, performance measurement, and staff time

ABOUT YOUTH APPRENTICESHIP & PAYA

A PRESENTATION TO THE AURORA INSTITUTE VIRTUAL CONFERENCE | OCTOBER 2020

Taylor White, New America
whitet@newamerica.org

Joyce Hwang, New America
hwang@newamerica.org



PARTNERSHIP TO ADVANCE YOUTH APPRENTICESHIP



What is youth apprenticeship?

Youth apprenticeship is a structured, work-based learning are built on partnerships that include employers, high schools, and providers of post-secondary education. High-quality youth apprenticeship programs include four core elements:



Paid, on-the-job learning under supervision of employee mentors



Assessment against established **skill and competency standards**



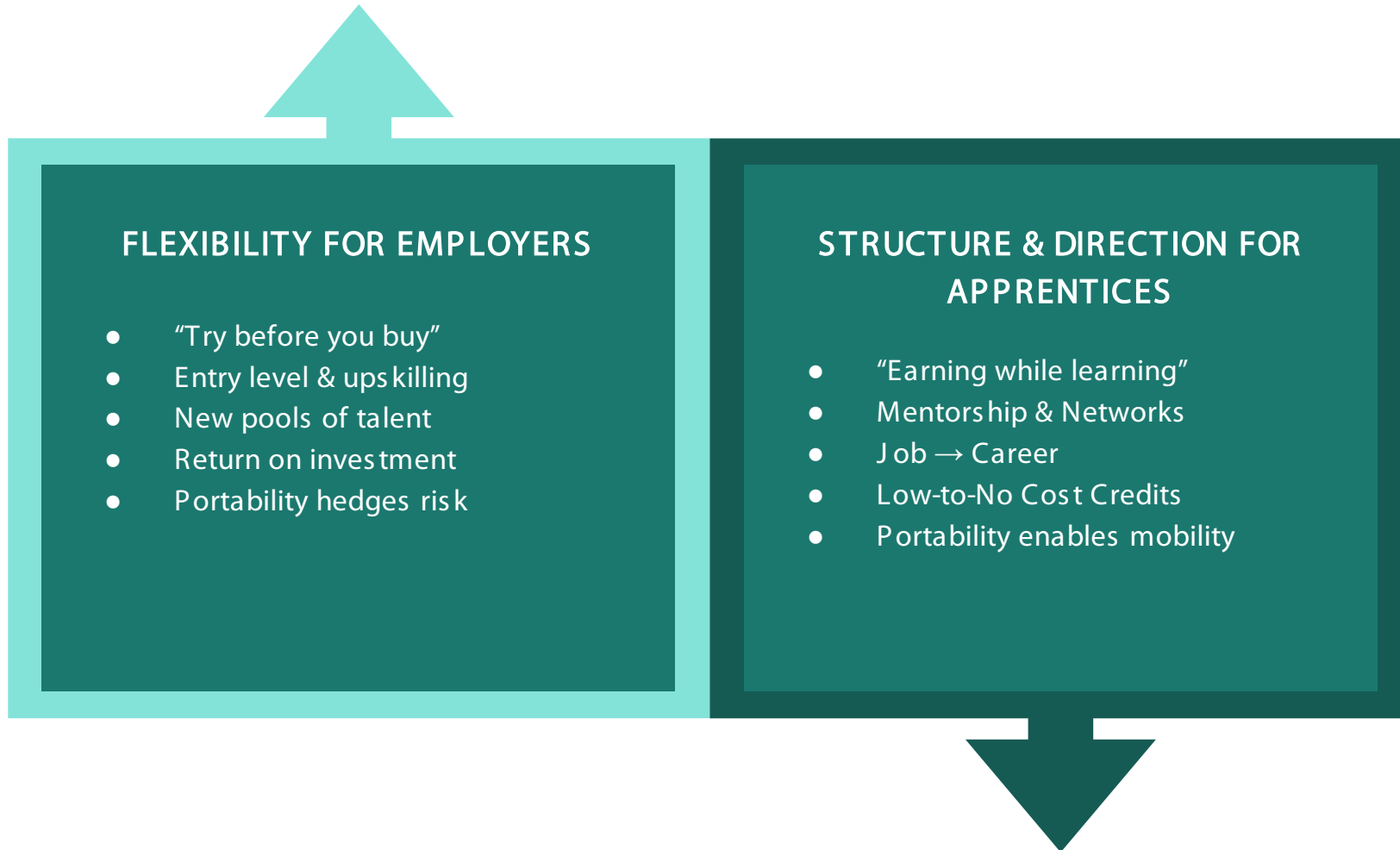
Related, classroom based **instruction**



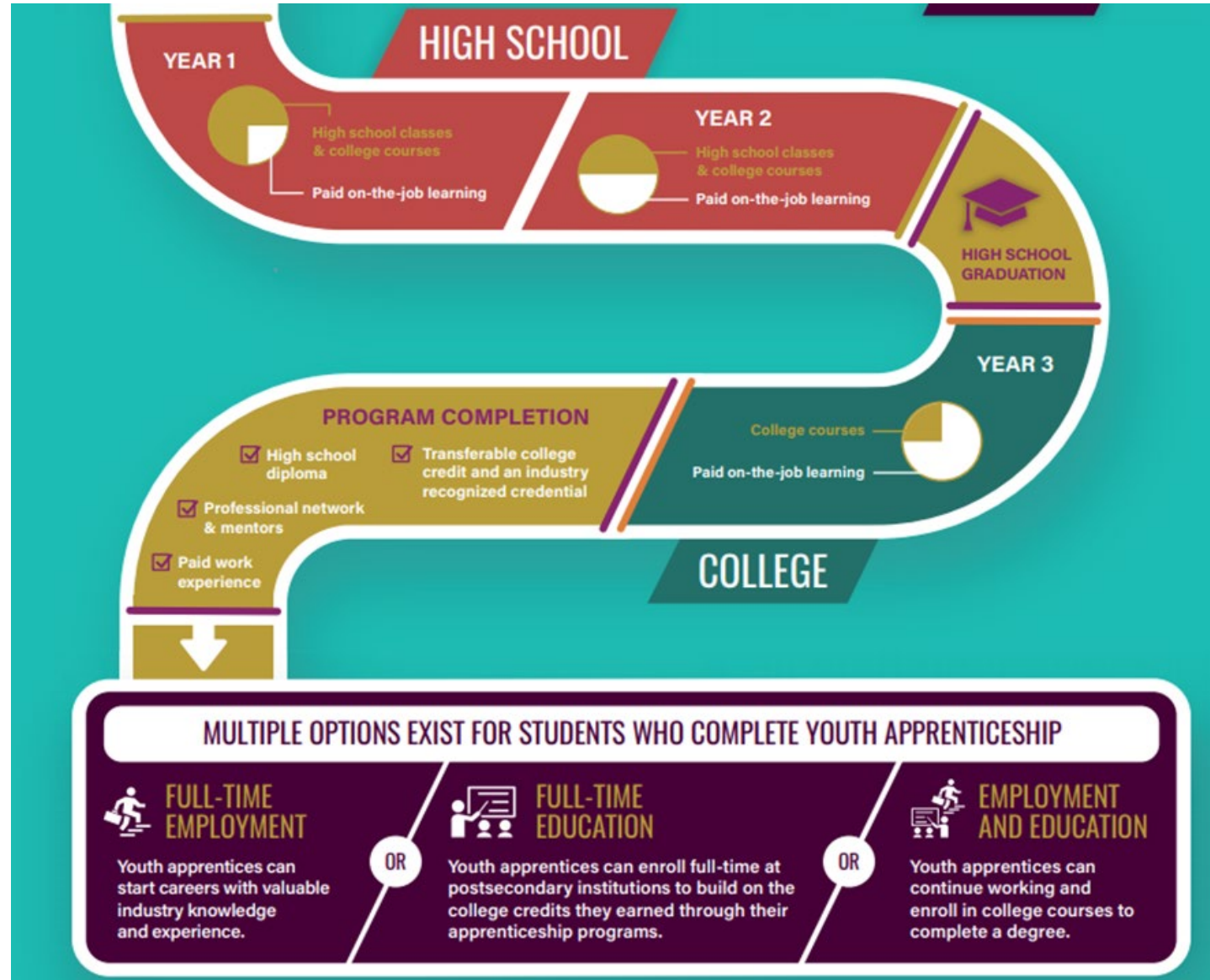
Culmination in a **portable, industry-recognized credential** and postsecondary **credit**

Why youth apprenticeship?

Youth apprenticeship is an effective near-term solution with long-term benefits — not only for the apprentices themselves, but for the employers and communities whose future success will rely on them.



How does youth apprenticeship work?



Who makes it happen?

Industry & Employers

identify skills requirements, build training plans, and deliver paid on-the-job training

Intermediaries

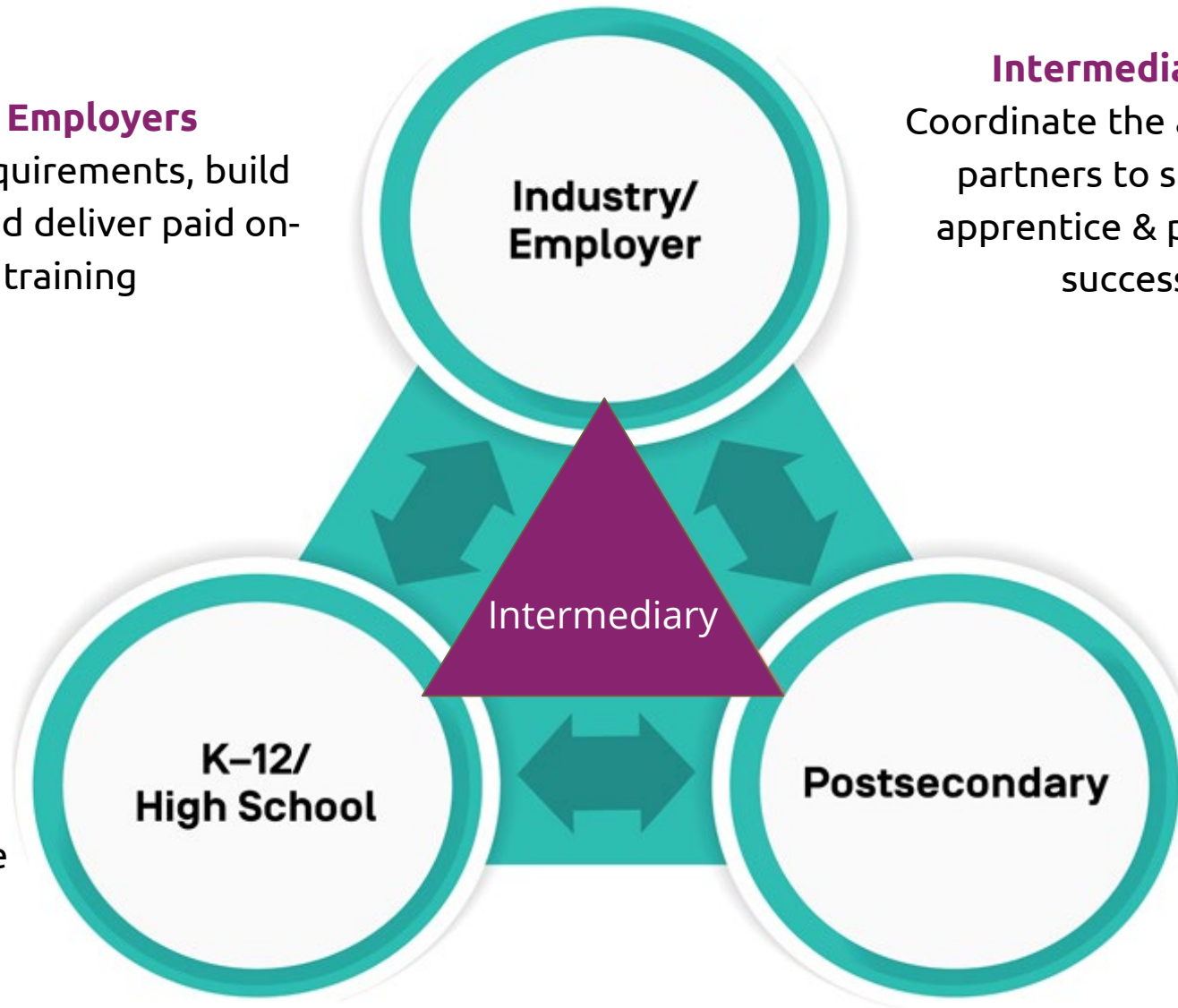
Coordinate the activity of partners to support apprentice & program success

High Schools

design and deliver related instruction and supports, and help students graduate

Colleges & Universities

design and deliver related instruction, assess learning, grant credit and credentials





**Partnership to Advance Youth
Apprenticeship:**
Initiative Overview and Examples



PARTNERSHIP TO ADVANCE YOUTH APPRENTICESHIP

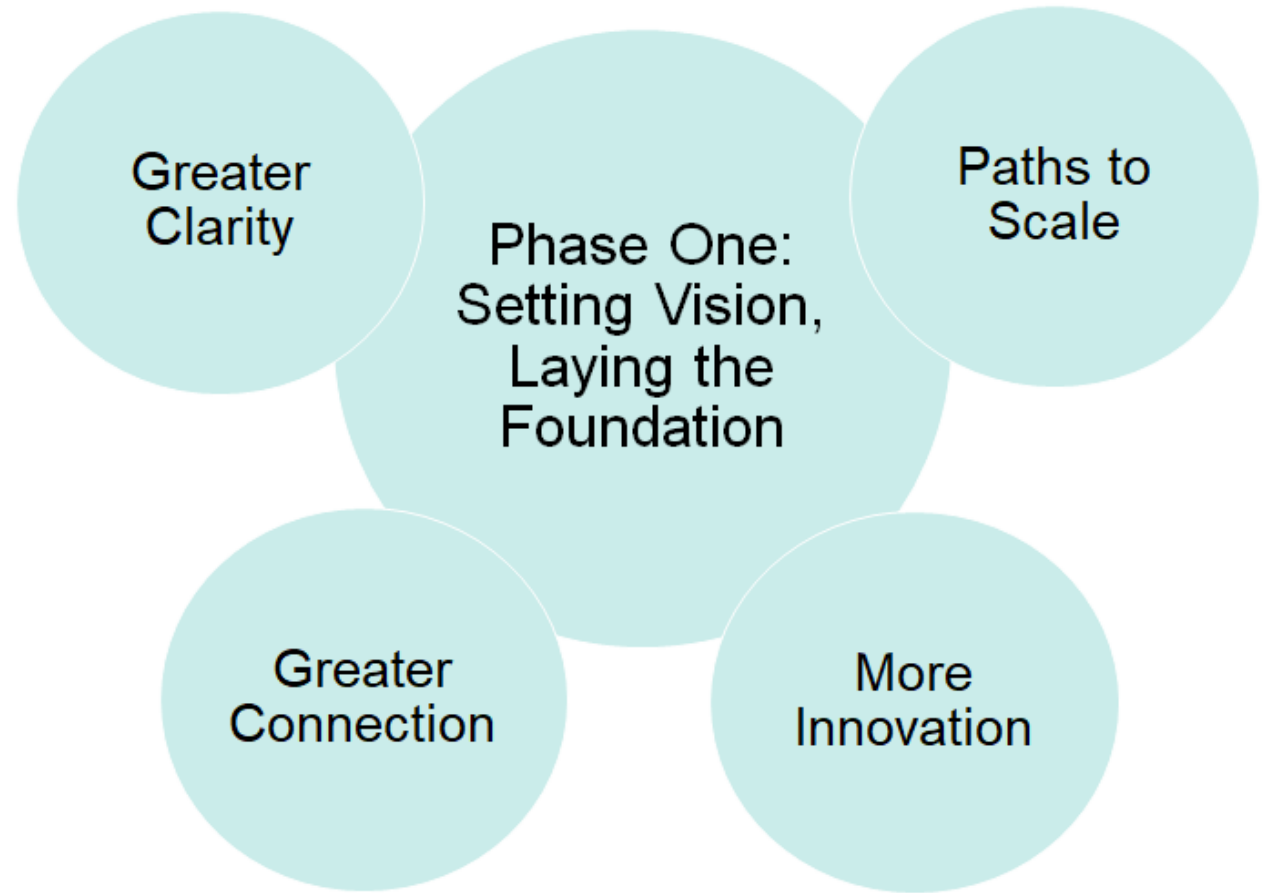
The **Partnership to Advance Youth Apprenticeship (PAYA)** is a multi-year initiative that supports states and cities in their efforts to expand access to high-quality apprenticeship opportunities for high school age youth.

PAYA Objectives

Improve understanding of high-quality youth apprenticeship programs

Surface and disseminate information about the conditions and strategies for supporting youth apprenticeship.

Support more high-quality, scalable youth apprenticeship partnerships that better serve communities.



PAYA Funder Collaborative



THE ANNIE E. CASEY
FOUNDATION

**Bloomberg
Philanthropies**

ballmer
GROUP



JPMORGAN CHASE & CO. **TheJoyceFoundation**



RALPH C. WILSON, JR.
FOUNDATION

SIEMENS | Foundation

The Smidt Foundation

PAYA National Partners



CareerWise Colorado
Tomorrow's Talent Today



PAYA Activities: Laying a Foundation



Capacity Building: PAYA National Partners develop research, tools and expertise to support implementation and advance understanding of youth apprenticeship



Grantee Cohort: Nine leading sites working to advance and expand youth apprenticeship in cities, states and the field as a whole



PAYA Network: Virtual learning collaborative connects and supports the exchange of ideas across 45+ partnerships in cities and states across the country

PAYA Activities: Laying a Foundation



Capacity Building: PAYA National Partners develop research, tools and expertise to support implementation and advance understanding of youth apprenticeship

Youth Apprenticeship: A Cost-Effective Talent Solution

Youth apprenticeship is an industry-driven talent strategy that meets employer needs in IT, healthcare, advanced manufacturing, business, finance, education and beyond. Why are employers investing in youth apprenticeship?

"Finding skilled new hires is expensive and time-consuming."
"I have trouble hiring new workers who look like my clients."
"It's hard to compete for people on our jobs."

The average job opening in the United States costs about \$4,500 to fill, the average interview process takes 34 days.

Companies with diverse workplaces are 87% more likely to outperform less diverse competitors.

Nearly 70% of CEOs feel they need more innovative talent.

Youth apprenticeship can deliver...

- A flexible talent pipeline to meet a variety of skilled business needs.
- Direct connection to growing and diverse talent that delivers return on investment.
- A culture of innovation and talent that attracts and retains top employees.

How does it work?

- Employers select and hire apprentices, usually in their last years of high school.
- Apprentices build skills to be productive employees through training and course customized to employer needs.
- On the job, apprentices perform productive work from day one.
- In the classroom, apprentices work towards industry credentials, college credit degrees.

At the end of the program, employers can hire their apprentices as full-time employees, or apprentices may pursue further education to continue building their skills in the field.

The Critical Role of INTERMEDIARY ORGANIZATION in Expanding YOUTH APPRENTICESHIP

ADVANCE CTE
State Leaders Connecting Learning to Work

THE ROLE OF DATA AND ACCOUNTABILITY IN GROWING YOUTH APPRENTICESHIP PROGRAMS

There has been a growing interest at the federal, state and local levels to expand work-based learning for students to ensure that they gain the skills they need to be successful.

Self-Assessment and Planning Tool for Youth Apprenticeship Programs

[Download the Tool](#)

YOUTH APPRENTICESHIP: A PATHWAY TO EARN & LEARN

Youth apprenticeship is a strategy for building a more inclusive economy by creating affordable, reliable, and equitable pathways from high school to good careers and college degrees. Youth apprenticeship is a structured, work-based learning program that connects the educational needs of students with the talent needs of industry.

HOW DOES IT WORK?

Students typically start youth apprenticeship programs in 11th or 12th grade. Over multiple years, youth apprentices complete paid, on-the-job learning, earn transferable credit for college-level coursework, and earn their high school diploma. Youth apprenticeship can prepare students for successful careers in a range of industries, including finance, professional services, healthcare, information technology, advanced manufacturing, and more.

START

YEAR 1
High school senior
Paid on the job learning

YEAR 2
High school senior
Paid on the job learning

YEAR 3
High school senior
Paid on the job learning

YOUTH APPRENTICESHIP

EMPLOYMENT AND EDUCATION

Youth apprentices can continue working and attend college courses to complete a degree.

<http://www.newamerica.org/paya>

PAYA Activities: Laying a Foundation



Grantee Cohort: Nine leading sites working to advance and expand youth apprenticeship in cities, states and the field as a whole



ApprenticeshipNC



Apprenticeship 502



Birmingham Promise



Chicago Career Launch



ECEPTS



**PPL LEAP Youth
Apprenticeships**



**King County Regional
Consortium**



**Montana Youth
Apprenticeship Partnership**



**Texas Youth
Apprenticeship Partnership**

PAYA Activities: Laying a Foundation



PAYA Network:

Virtual learning collaborative connects and supports the exchange of ideas across 50+ partnerships across the U.S.

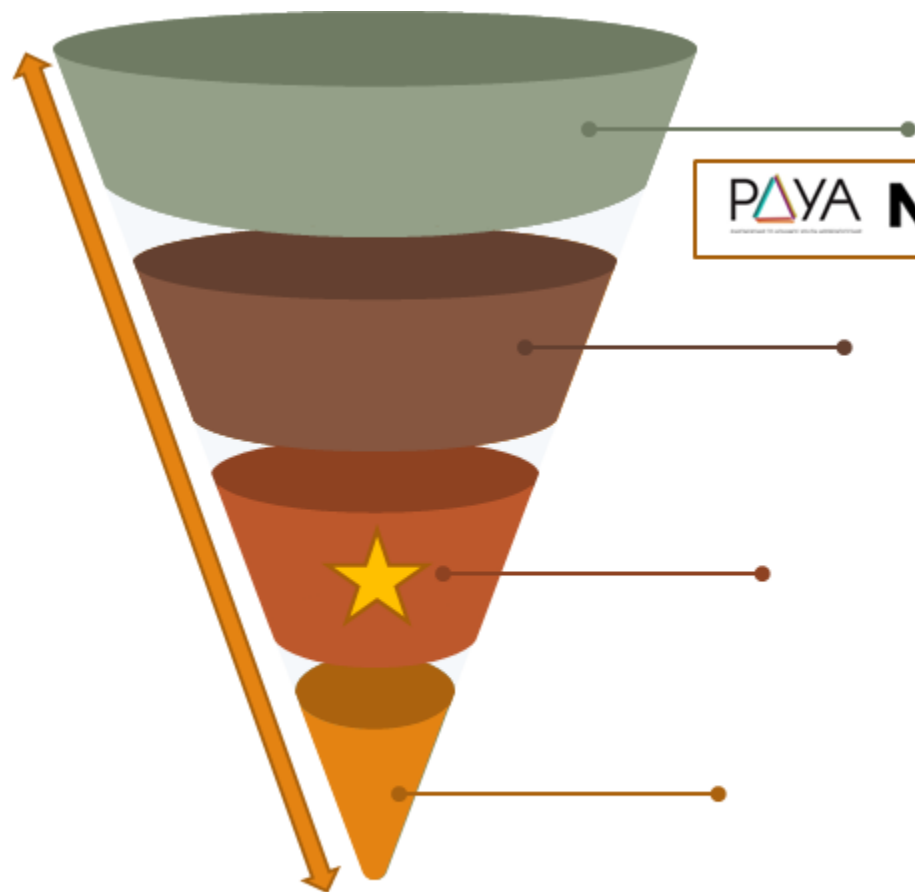


PAYA Grantee: ApprenticeshipNC



Strategy: Develop a state-wide structure in NC that supports regional partnerships and collaboratives through technical assistance and state resources

- **Model:** Statewide program, regional infrastructure
- **Program:** 3-4 years (6,400 hours on-the-job training and 1,600 classroom hours at local community college)
- **On-the-Job Training:** 162 employers statewide
- **Related Instruction:** NC Community Colleges System, CTE curriculum pathways (formalizing into a registered pre-apprenticeship to apprenticeship program)
- **Credentials:** Associate's degree, journeyworker credential (issued by state, recognized by USDOL)
- **Industries:** Advanced Manufacturing, Financial Technology, Hospitality, Agribusiness



Work-Based Learning System



Apprenticeship System



Youth Apprenticeship System



Regional Youth Apprenticeship Programs



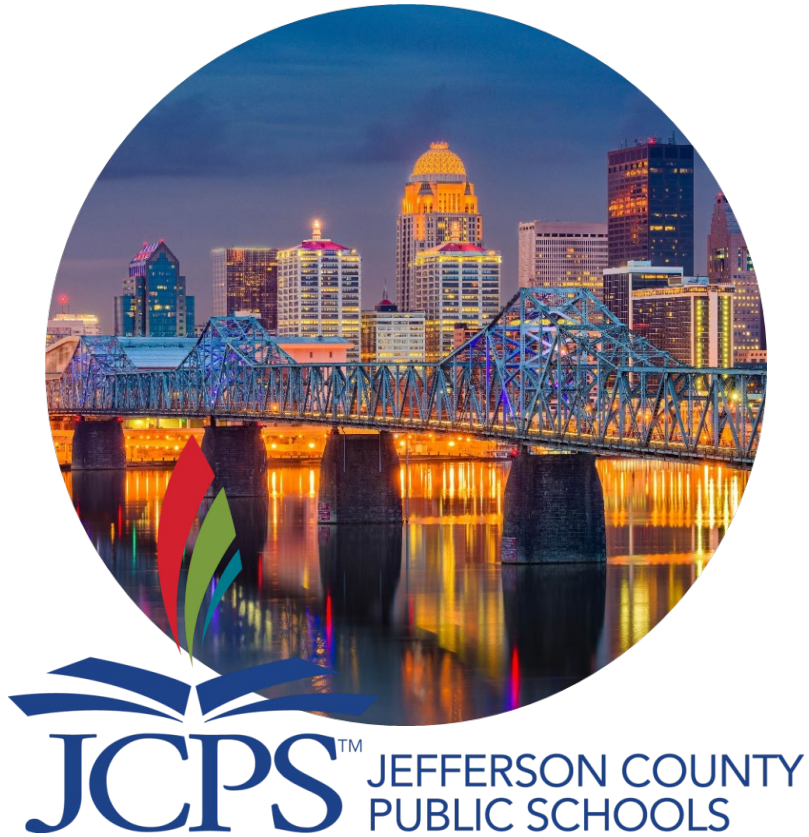
PAYA Grantee: Early Care & Education Pathways to Success (ECEPTS)



- **Model:** Sector intermediary to replicate programs across the state through the leadership of community colleges
- **Program:** 2 years (6-12 credit hours, 54 days on-the-job training)
- **On-the-Job Training:** Employers in early care & education, and other human/public service fields
- **Related instruction:** local community college
- **Credentials:** School Readiness Certificate of Achievement, CA Child Development Assistant or Associate Teacher Permit, Social Work and Human Services Paraprofessional Certificate of Achievement

Strategy: Champion innovation and systems alignment in the state of California to create a policy environment that supports the growth and sustainability of high-quality youth apprenticeship statewide and across multiple industries

PAYA Grantee: Apprenticeship 502



- **Model:** Local/regional program led by the school district that expands on existing work-based learning systems at the Academies of Louisville
- **Program:** Registered programs lasting 2 years (10-30 hours of on-the-job training per week)
- **On-the-Job Training:** 9 signed businesses, 79 business prospects
- **Related Instruction:** High school CTE pathways, Jefferson Community and Technical College
- **Industries:** Advanced Manufacturing, Building and Construction Trades, Education, Finance and Professional Services, Healthcare, Information Technology, Media, Arts, and Communications, as well as Hospitality

Strategy: Formalize regional partnership through the creation of the Apprenticeship 502 Advisory Committee, which will develop and advance a community vision for apprenticeship

PAYA Phase One by the Numbers:



9

grantees



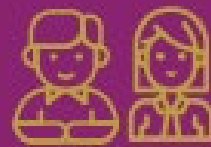
49

network
members



\$1.5M

investment in
communities



2000

youth
apprentices



600

employers



13

industries

What's Next for PAYA?



Questions or Reactions?



AURORA INSTITUTE

Symposium 2020

OCTOBER 26-28, 2020 | **VIRTUAL**

Thank you for joining us!

Share Your Thoughts.
Participate in our 1 minute poll.
[Click here.](#)