

No.	Guide 002
Name	Understanding the Responsibilities of an Employer Sponsor
Audience	Employer sponsors
Purpose	To inform employers of their responsibilities as the employer sponsors of a Registered Apprenticeship Program (RAP). This document is meant to supplement the employer sponsor's program standards.
Effective Date	11.19.24
Last Reviewed By	Shelby McCain, Sylvia Jones, Julie Carpenter, Dale Yarborough, Scott Panagrosso, James Yarley
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Key Terms	<ul style="list-style-type: none"> • Employer sponsor: An employer who manages their company's own Registered Apprenticeship Program; the program will be registered in this employer's name • Apprentice/Program participant: A worker, aged 16 or older (CFR 29.2 (e)), who is employed as part of a Registered Apprenticeship Program (RAP). Because not all programs in our state are strictly apprenticeship programs (for example, there are pre-apprenticeship or master craftworker programs), we may also refer to these workers in general as program participants. • Journeyworker: A worker who has gained a level of skills and competencies required for an occupation; every apprentice who completes a RAP will become a "journeyworker" within their occupation (the job the RAP has trained them to do) • Registered Apprenticeship Program (RAP): An apprenticeship program that has been approved to train apprentices in our state; also referred to as a sponsored program • ApprenticeshipNC (ANC): The state apprenticeship agency (SAA) in North Carolina, responsible for overseeing the registration and maintenance of our state's Registered Apprenticeship Programs • ANC Consultant: An ANC staff member that provides technical assistance to sponsors with registering and managing their programs; each consultant is responsible for sponsors within a different region of our state

	<ul style="list-style-type: none">• Work Process Schedule (WPS): A template that lays out the skills a participant must learn to complete an apprenticeship program• Related instruction (RI): Supplemental classroom or online training that equips a participant with theoretical and technical knowledge to complete their trade; formerly called related instruction (29 CFR 29.2(q))• Wage Schedule: The criteria for what an apprentice should do, or how many on-the-job hours they should complete to receive a wage increase
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Introduction

This guide outlines the responsibilities for **employer sponsors (single employers that manage their own Registered Apprenticeship Programs)**. In this guide, we will refer to employer sponsors and their representatives, our intended audience, as “you” or “the sponsor”.

The guide strives to be:

- **Comprehensive**, addressing many of the questions we have received from sponsors
- **Understandable**, reducing “legal jargon”

We aim for it to be clear and relevant, and we welcome your feedback to improve this document!

What is a Registered Apprenticeship Program (RAP)?

A Registered Apprenticeship Program (RAP) operates under the registration and approval of **ApprenticeshipNC (ANC)**. ANC, our state apprenticeship agency (SAA), holds the authority from the United States Department of Labor (USDOL) to authorize new apprenticeship programs in North Carolina. Our ANC team ensures that all RAPs adhere to the guidelines outlined in the **Title 29 Code of Federal Regulations (CFR), Part 29** and the **North Carolina General Statute 115D Article 1A (115D-11.5 through 115D-11.14)**. This legislation specifies what a RAP needs to:

- Gain approval as an RAP
- Maintain compliance as an RAP

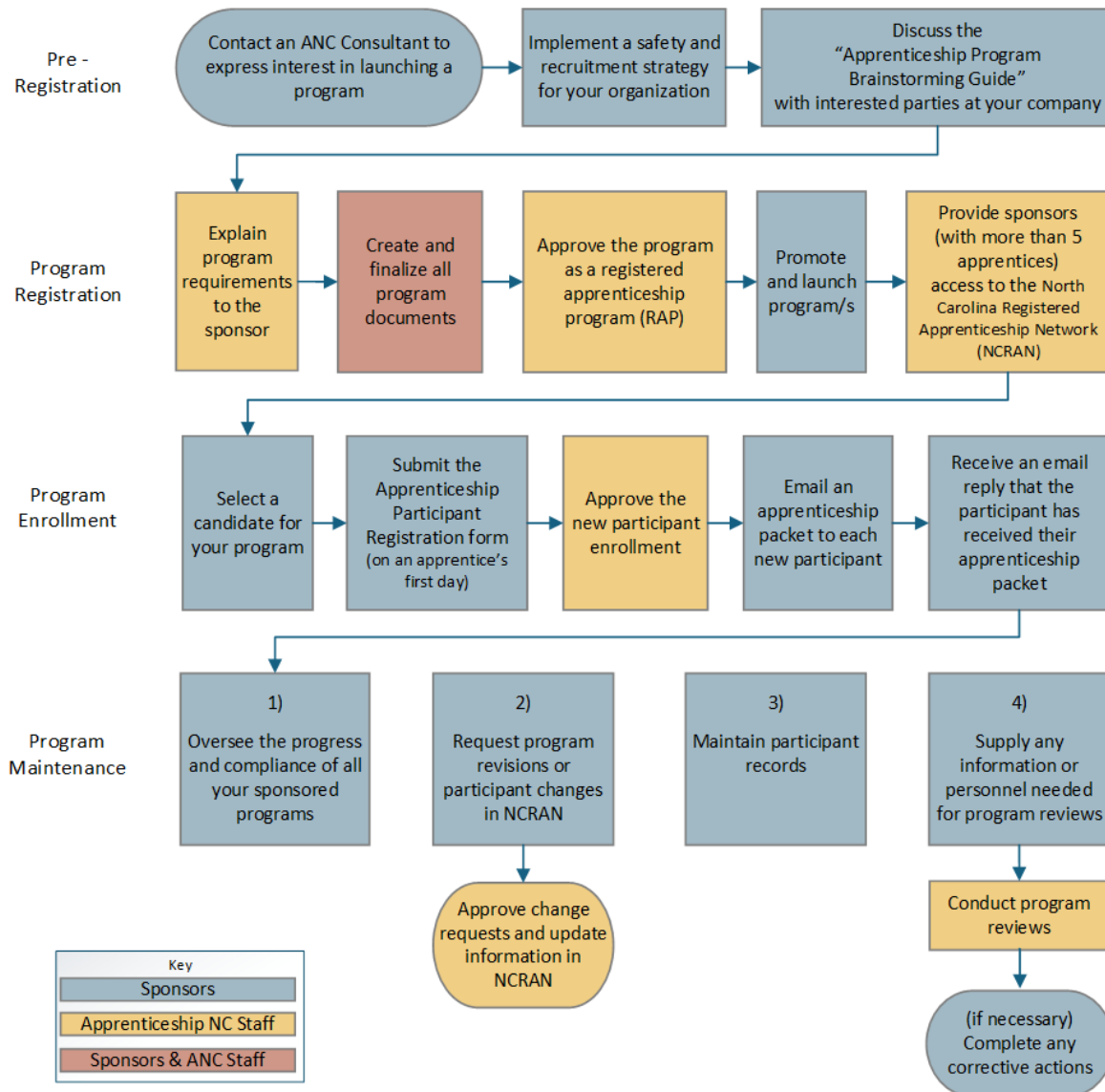
Many of the employer sponsor requirements we address here are direct responses to this legislation, and we will highlight references in this guide to the Code of Federal Regulation by including “29 CFR” and the section number in parentheses.

What is covered in this guide?

In this document, we will divide your responsibilities into an RAP lifecycle's four phases:

1. **Pre-Registration:** The preliminary steps you may want to take before registering an RAP
2. **Program Registration:** The design and the official launch of your RAP
3. **Program Enrollment:** The process of recruiting and admitting participants for your RAP
4. **Program Maintenance:** The tasks that you and ANC must regularly perform to sustain the RAP

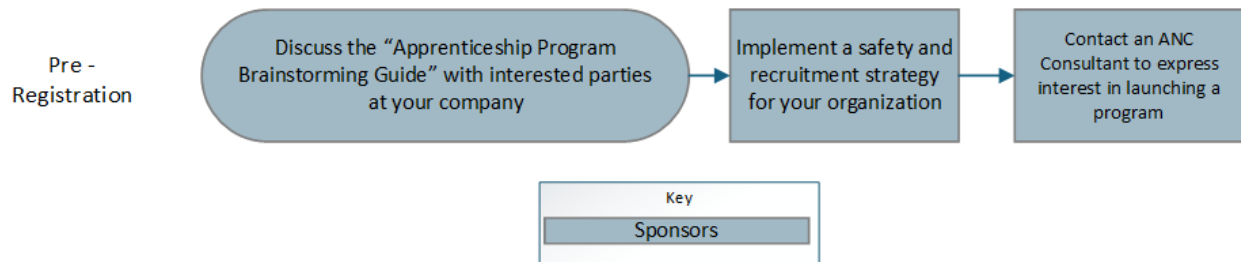
Here is a simplified breakdown of the steps involved in each of these four phases.



Pre-Registration

The list of pre-registration tasks is not lengthy. However, these tasks are still important and can speed up your program design process with **an ANC consultant**.

Here is the process flow for the main pre-registration tasks you can complete:



The following chart shows which role (either you or ANC staff members) is responsible vs. consulted (*or able to serve as a resource*) for pre-registration tasks:

Pre-Registration Tasks	Employer Sponsor	ANC Staff
Contact an ANC consultant to express interest in launching a program	Responsible	
Conduct an introductory meeting with the sponsor and schedule the first program design meeting	Consulted	Responsible
Begin evaluating and refining your organization's safety and recruitment strategies	Responsible	Consulted
Discuss the "Apprenticeship Program Brainstorming Guide" with interested parties at your organization (at least one meeting is recommended)	Responsible	Consulted

See the complete set of tasks for all phases, separated by responsible party, in [Appendix A](#) of this guide.

Contact an ANC Consultant

The **ANC Consultant** will be your main guide throughout your RAP's design process. Even if you do not know much about apprenticeship, that's okay. Contact them to express your interest, and they will help you determine if apprenticeship is the right fit for you.

The contact information for all consultants is in the directory on the right side of this webpage:

<https://www.apprenticeshipnc.com/contact-us> If you are not sure which region you are in, you can send an email to the **Primary Contact** email address at the top left of that page, and our team will get you in contact with the correct consultant.

The ANC consultant will schedule an initial, introductory call with you, where they will:

- Introduce preliminary steps for you to complete
- Discuss the "Apprenticeship Program Brainstorming Guide" ([Appendix B in this guide](#)) with you
- Schedule the first program design meeting with your team

Begin Evaluating and Refining Your Organization's Safety and Recruitment Strategies

Having an **extensive recruitment strategy** and a **comprehensive safety strategy** are two fundamental requirements for any RAP:

- **Recruitment Strategy:** Are you meeting your recruiting targets? Perhaps there are some sources you have not yet tapped into. Your ANC consultant can help you connect with a wide range of recruiting sources in your area.
- **Safety Strategy:** Is your organization dedicated to the safety and wellbeing of all employees (including apprentices)? Ensure every federal and statewide safety protocol for your industry is followed at all your organization's locations.

Regarding your employees' safety, you will want to ensure you have the following in place:

- Proper safety equipment for all workers:
 - Examples:
 - eye protection
 - gloves
 - hard hats
 - receptacles for the safe disposal of sharps
- Adequate job supervision for all on-the-job work
- Safety training for all employees
 - All apprentices should receive safety training in their RAPs, through on-the-job training and Related Instruction (29 CFR 29.5 (b)(9)).
- A plan to ensure all employees connected with the RAP receive anti-harassment prevention training
 - All apprentices and any mentors or supervisors for apprentices should take anti-harassment training **within 30 days** of beginning their participation (if this not already a requirement for your company).

Discuss the “Apprenticeship Program Brainstorming Guide”

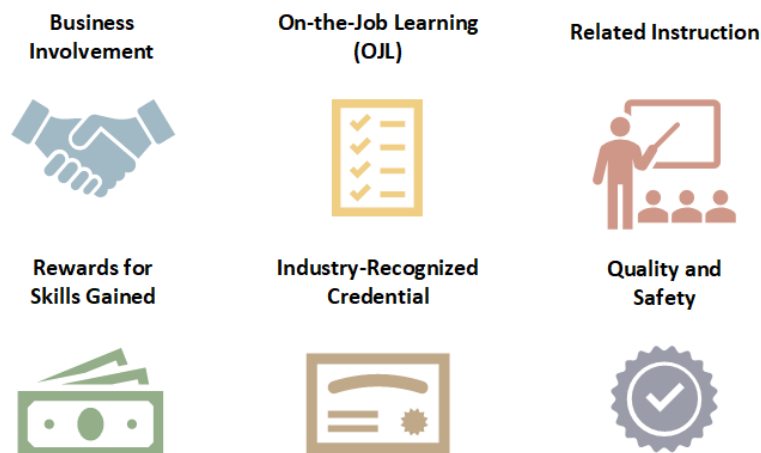
Next, the consultant will encourage you to discuss the “Apprenticeship Program Brainstorming Guide” with your team. You will locate the brainstorming guide in [Appendix B](#) of this document.

We suggest you arrange a meeting at your company to engage with interested parties and examine these questions as a team. This guide will assist you in envisioning your program's structure and exploring how it will benefit your organization.

And if you struggle to answer many of the questions, don't worry! **Our ANC consultants will support you in answering these questions while registering your program.** These questions are a conversation starter – not a homework assignment!

These questions will also help you consider the **six components** your RAP must have:

1. **Business involvement:** Apprenticeship involves real work that makes an impact for your company.
2. **On-the-job learning (OJL):** Structured, supervised work experience through which a worker gains competency on skills relevant to their occupation. This must be a minimum of 2,000 hours (29 CFR 29.5 (b)(2)). OJL is outlined in a **work process schedule**, which shows:
 - a. The on-the-job work activities or skills that apprentices must demonstrate they can perform
 - b. The estimated time for how long it will take the apprentices to learn each skill ((29 CFR 29.5(b)(3))
3. **Related instruction (RI):** Supplemental instruction that gives apprentices theoretical or technical experience for their occupation. Related instruction can be offered by a college, a third-party provider, or your organization itself if you have certified trainers to teach the subject matter.
 - a. This is recommended to be at least **144 hours per year** (29 CFR 29.5(b)(4)).
4. **Rewards for gaining new skills:** Apprentices should be paid in a progressive **wage schedule**. Think of this as a plan that shows your apprentices “the more you learn, the more you earn”. Apprentices will start their program being paid at **50% of a journeyworker’s wage**, the wage you determine someone who has all the necessary skills for an occupation would receive at your company. The wage schedule will be included in a RAP’s standards.
5. **An industry-recognized credential:** The apprentice will receive a state certificate of occupational mastery for completing an RAP.
6. **Quality and safety:** As we mentioned before, our focus is ensuring the quality of each program and a safe, productive environment for all apprentices.

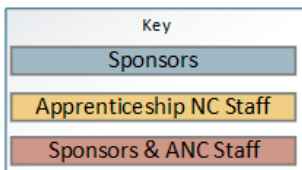
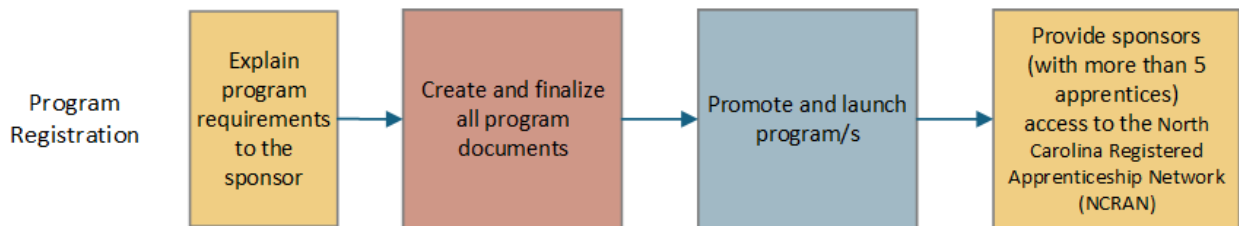


Program Registration

Overview

The registration process involves designing the Registered Apprenticeship Program (RAP) and launching it. During this phase, **the ANC consultant will collaborate with you to develop your program standards**, which detail how you will run your program. The time required to design and launch a program depends on the level of structure and pre-work completed by each organization.

Here is the process flow for the program registration tasks:



Below is a more detailed table with all the program registration tasks and the entity responsible for each task. Most of this phase’s responsibilities rotate between you and ANC staff members:

Program Registration Tasks	Employer Sponsor	ANC Staff	RTI Provider
Explain program requirements to the sponsor (during the first program design meeting)	Consulted	Responsible	
Decide on program specifics with the guidance of the ANC consultant (typically, 1-3 meetings)	Responsible	Consulted	Consulted
Ensure the program's standards conform to all federal regulations for RAPs	Consulted	Responsible	
Create all program documents and review them with the sponsor	Consulted	Responsible	
Collect all signatures and submit the program documents for approval	Accountable*	Responsible	
Contact the sponsor to let them know the program has been approved	Consulted	Responsible	
Promote and launch the program	Responsible	Consulted	
Provide any sponsor (with 5 or more employees) access to the North Carolina Registered Apprenticeship Network (NCRAN)	Consulted	Responsible	
Initiate the Veteran Affairs (VA) approval process for any veteran apprentices (recommended)	Responsible	Consulted	
Register your program with the NC Commerce - Division of Workforce Solutions (recommended)	Responsible	Consulted	

The term “Accountable” indicates an entity that ultimately owns the task and ensures the parties responsible to complete that task do so. In this case, ANC staff will send the program documents to your designated sponsor but you, as the employer sponsor, should **ensure that your representative has signed that paperwork and returns it to the consultant.*

Deciding on Program Specifics

In the first program design meeting, you will meet with the **ANC consultant** to learn about program expectations and begin designing your RAP. Do not be surprised if it takes you an additional one to three meetings to fully design your program. Your ANC consultant will work with you to fully answer these main questions from the brainstorming guide ([in this guide's Appendix B](#)):

- What will be the main goals of your program?
- Who will manage your program?
- What occupation will your program train participants to do?
- What should participants do to complete your program – work process schedule [WPS] and related instruction [RI]?
- What incentives will participants receive to participate in your program?
- What should participants do to qualify for your program?
- What safety or compliance requirements will affect your program?

Once you decide how to structure and manage your program, the ANC consultant will use this information to create your program documents, while ensuring your program meets all federal requirements for RAPs. These program documents are:

Program Document	Description
The Program Standards	The guidelines that a sponsor establishes for how its program will be run
The Requirements for Program Sponsors Reference Guide	A more detailed explanation of the information found in the program standards
Program Standards - Appendix A	Critical information on what apprentices must do to enroll in the program (selection procedures), earn a wage increase (the wage schedule), and complete the program (the work process schedule and related instruction outline)
Program Standards - Appendix B	A copy of the Apprenticeship Participant Registration Form, which sponsors will use to enroll new apprentices in their program
The Program Request Form	A form that requests the approval of a new program from ANC's leadership team

Ensuring the Program Documents are Signed

Each program document will be signed by the ANC Consultant, a member of ANC's leadership team, and your designated representative (someone at your company authorized to sign the program documents). The consultant will create a program package with all documents that require signatures, send it to your representative, and then email the signed documents to ANC leadership for final approval.

It is possible that your representative **could be someone who was not heavily involved in the design process and might not be expecting an email from ANC**. Please communicate to your representative that they will be receiving program documents to evaluate and sign. We do not want you to experience any delays that could affect your program's start date.

Promoting and Launching a Program

Once ANC has approved the program, the program can be launched, and you can follow your approved selection procedure to recruit new participants for your program. After the program is approved, ANC staff will put the program documents in the North Carolina Registered Apprenticeship Network (NCRAN), which is the system ANC uses to track all programs and participants.

Note: If you have *more than 5 participants*, ANC will set up a user account for you on **the NCRAN Community Site**. This will allow you to submit change requests and enroll participants within our database. If you have 5 or more participants in your program, our team will send you the account information *within 2 weeks* of approving your program.

Registering Pre-Apprenticeship Programs

Some sponsors may opt to start a registered *pre*-apprenticeship program. The **pre-apprenticeship** prepares and assesses candidates *for a registered apprenticeship program* (usually over the course of a couple of months or a school semester). Unlike registered apprenticeship, the pre-apprenticeship sponsor has the option of whether to pay pre-apprentices for their time.

There are **four criteria** for creating and registering a pre-apprenticeship program:

Registered Apprenticeship Program (RAP) Connection

To establish a valid connection between a pre-apprenticeship and a registered apprenticeship program (RAP):

- The pre-apprenticeship site must be within a *one-hour commute* of the RAP location.
- The pre-apprenticeship and registered apprenticeship programs must share *at least one occupation*.
- The RAP sponsor must:
 - Formally review and agree to the pre-apprenticeship standards (signing **Appendix E – The Connection to a Registered Apprenticeship Program**).
 - Offer at least one benefit to pre-apprenticeship completers—such as an interview, direct entry, or advanced credit.
 - Annually provide the pre-apprenticeship sponsor an estimated number of apprentices they plan to recruit from the pre-apprenticeship program, helping participants understand the competitive nature of RAP entry.

100 Hours of Work-Based and/or Simulated Learning

The work plan must clearly outline the training activities and skills to be developed, specifying whether the experience will be workplace-based, simulated, or a combination of both. Ideally conducted in an employer's setting, simulated environments should closely mimic real-world conditions, such as labs for cybersecurity or cleanroom simulations for lab technicians. A minimum of 100 hours is required, and the plan must state:

- Whether compensation is provided
- Who will deliver the training—such as a company mentor or industry-experienced instructor

Nine Hours of Related Instruction

The program must include at least **nine hours** of related instruction, with clearly defined course content and materials. It should also identify the instructor or organization responsible for delivering the instruction to ensure quality and relevance to the apprenticeship pathway.

ApprenticeshipNC Pre-Apprenticeship Program Registration

To be recognized, programs and participants must be registered with the North Carolina Registered Apprenticeship Network (NCRAN). The registration process must:

- Document the involvement of a RAP employer
- Describe the RAP's connection to the pre-apprenticeship program

Upon completion, participants will receive a certificate from ApprenticeshipNC.

Programs are subject to review during RAP assessments, and while ApprenticeshipNC manages registration documents, sponsors are responsible for any additional agreements.

Initiating the Veteran Affairs (VA) Approval Process for any Veteran Apprentices

The [North Carolina State Approving Agency \(NC SAA\) for Veterans and Military Education](#) is an agency that reports to the NC Department of Military and Veteran Affairs (NCDMVA). Since 1947 it has been evaluating and approving programs and courses, so veterans or eligible people can use their GI Bill benefits with those approved programs.

Why Should I Contact the NC SAA for Veterans and Military Education?

- The GI Bill pays a percentage of all educational tuition and fees until training is complete or the VA benefit runs out for a veteran participating in an RAP. Because many veterans will want to take advantage of this funding, they will prefer an RAP with which they can use their military education benefits.
- Veterans serve in many of our apprenticeship programs. Because they are known for their work ethic and high retention rates, many sponsors actively seek to recruit veterans for their programs.
- Employer sponsors may receive the Work Opportunity Tax Credit (WOTC) for hiring qualified veterans.
- This agency can also help you recruit new veterans for future program vacancies.

How Can I Start the VA Approval Process for a Veteran Apprentice?

To start the VA approval process:

1. Contact your ANC consultant to say you have a veteran enrolling in your RAP.
2. The ANC consultant contacts the ANC supervisor, who sends the program documents to NC SAA for Veterans and Military Education.
3. A program specialist from NC SAA for Veterans and Military Education will contact you to complete paperwork for the approval process.

Please see **SOP 013** for more details on this process.

Registering with the Division of Workforce Solutions (DWS)

The [Division of Workforce Solutions](#) (DWS), part of the NC Department of Commerce, helps 1) employers find highly skilled employees and 2) job seekers find employment. DWS oversees job-creating grants and (in conjunction with local workforce development boards) operates dozens of NCWorks Career Centers throughout our state.

Why Should I Register My RAP with This Partner?

- A case manager at a NCWorks Career Center can help you screen new candidates and let you know funding or tax benefits you could receive by hiring those apprentices.
 - Employer incentives include WOTC (a federal tax credit) and the Workforce Innovation and Opportunity Act, or **WIOA**.
- If an apprenticed employee is qualified for WIOA funding, this grant may reimburse you for up to 50 percent of an apprentice's wages (for up to 6 months) and reimburse the apprentice for some of the apprentice's related instruction costs. The apprentice may also qualify for supportive services throughout their tenure in your program.
- If you are providing your own related instruction to apprentices, WIOA funds may reimburse some of those training costs, too.
- If your program is registered with this partner, you may be placed on the **Eligible Training Provider List (ETPL)**. Your program will be visible on the NCWorks website to newcomers job seekers.
- This organization can provide labor market research and others supportive services: working with you to develop your strategic planning, allowing you to post job openings for free on the NCWorks system, and screening applicants in advance to see if they pre-qualify for funding.

How Do I Register My RAP with This Partner?

To register with this organization, you will need to "opt in" for your program to be added to the **Eligible Training Providers List (ETPL)**. By being approved as an RAP, you are already qualified to submit your program to be included on this list. You just need to take the following steps:

1. Complete the online registration (about a 30-minute process).
 - a. Here is a [link](#) to the ETPL FAQ page in NCWorks.
2. Be approved by your local workforce development board.
3. Complete any annual reporting requirements for DWS.

See **SOP 011** for more details on opting in to the ETPL.

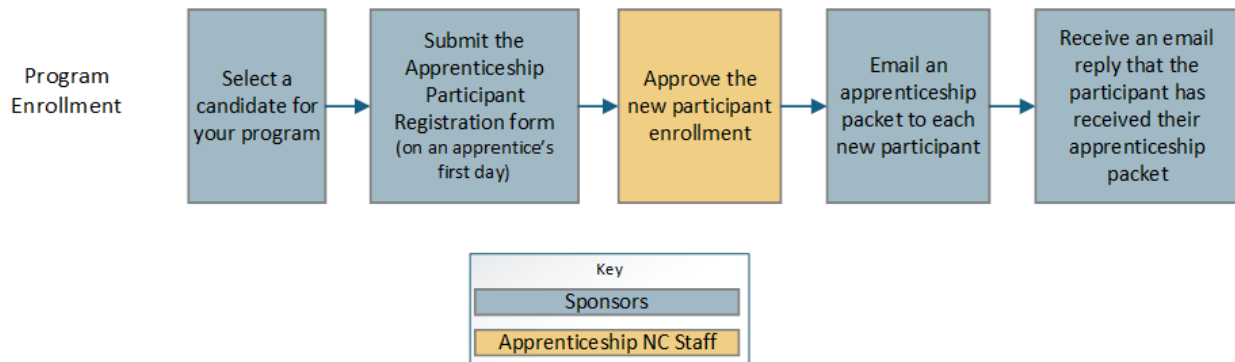
Program Enrollment

Once your program has been registered, it is time to recruit participants and enroll them in your program through a signed apprenticeship agreement* (29 CFR 29.5 (b)(11)):

- If you have *5 or more* participants, you will complete the steps to add a participant and enroll them in your program within the NCRAN Community Site.
- If you have *less than 5* participants, you will contact your ANC consultant to add any new participants for your program.

**The full name for the apprenticeship agreement is the Apprenticeship Participant Registration Form.*

Here is the program enrollment process flow:



Probationary Period

In your program standards, you will list the probationary period, if any, for any new apprentices. Usually, this probationary period will be 25% of the total amount of the program (CFR 29.5(b)(8)):

- *During* the probationary period, you or the apprentice may terminate the apprenticeship agreement without documenting the cause of the termination.
- *After* the probationary period, the apprentice may cancel the apprenticeship agreement without stating the cause, but you as the sponsor may not. You will have to **submit a participant change request** to cancel the apprenticeship agreement and supply the reason for the termination.
 - See this guide's section on [Requesting Program Revisions or Participant Changes](#)

All the OJL hours the apprentice accrues during the probationary period count toward the hours an apprentice needs to complete their program.

The table below shows you the program enrollment tasks:

Program Enrollment Tasks	Employer Sponsor	ANC Staff	Apprentice Participant
Recruit, interview, and select apprentices through fair and equitable processes; maintain records on candidates	Responsible	Consulted	
Assign a mentor to each apprentice	Responsible	Consulted	
Add a new participant in NCRAN and enroll them in a program by submitting the Apprenticeship Participant Registration Form	Responsible	Consulted	Consulted
Ensure the Apprenticeship Participant Registration Form includes a parent/guardian's signature if the participant is under 18 years of age	Responsible	Consulted	
Ensure all people (the employer sponsor, apprentice, consultant, legal guardian) have signed the form (within 21 days of the participant's start date)	Accountable*	Responsible	Responsible
Approve the program enrollment or contact the sponsor and employer to let them know the enrollment has been rejected	Consulted	Responsible	
(If an apprentice is looking to apply VA benefits) Send a copy of the signed Apprenticeship Participant Registration Form to the NC State Approving Agency for Veterans or Military Education	Responsible	Consulted	
Provide an apprenticeship packet to each new apprentice	Responsible	Consulted	Informed**
Collect a signed acknowledgement from the apprentice that they have received their apprenticeship packet	Accountable*	Consulted	Responsible

**As the sponsor, you own the signature collection process, ensuring each apprentice signs their Apprenticeship Participant Registration Form within this 21-day window.*

***You will email the participant an apprenticeship packet after their enrollment within 21 days of an apprentice's start date.*

Selecting Apprentices for Business Success

You will outline your **selection procedures** (how you intend to select apprentices for your program) as part of your program standards. You will want to frequently evaluate these procedures to ensure they are supporting your business needs.

Here are some best practices for ensuring your recruiting and candidate selection processes are fair:

- **Recruiting:**
 - Advertise your job openings in a variety of locations to increase your candidate pool.
 - For example, Indeed, LinkedIn, and NCWorks (<https://www.ncworks.gov/vosnet/Default.aspx>).
- **Interviewing:**
 - Be careful not to overemphasize experience over passion. Sometimes a candidate may just need the opportunity, and apprenticeship could be:
 - The apprentice's bridge to a sustainable income that fits well with their skills
 - Your means of gaining a dedicated employee who fits well with your company culture
 - The best practice is to **ask each applicant the same set of questions**. This is a helpful way to ensure you are judging each candidate on the same criteria. Great sample questions to ask are:
 - What makes you a good candidate for this apprenticeship?
 - Apprenticeship involves a full-time job in addition to taking classes. How would you balance your time to be successful in this apprenticeship?
 - What do you hope to achieve by participating in this apprenticeship program?
- **Selecting:**
 - Ensure you are following the selection procedure laid out in your standards.
 - Be consistent in the way you evaluate candidates (test scores, education and work experience, interview questions).
 - Keep all candidate information, including selection criteria, for your records (see this guide's section on [Maintaining Participant Records](#)).

Assign a Mentor for Each Apprentice

You should select one of the following options:

- A mentor for each apprentice
- Multiple mentors to work with apprentices on a set of competencies that **matches each mentor's own likes and abilities** (this option considers your mentors' own skills and interests)

Either approach is fine, but **make it clear who the apprentice's mentor will be on Day 1**. Mentorship and close on-the-job instruction will be some of the biggest benefits for your apprentices, so help your apprentices to quickly recognize these benefits.

Free Mentor Training

Share this [South Dakota DOL link](#) with your prospective mentors. It provides a free course teaching them how to be effective mentors to apprentices.

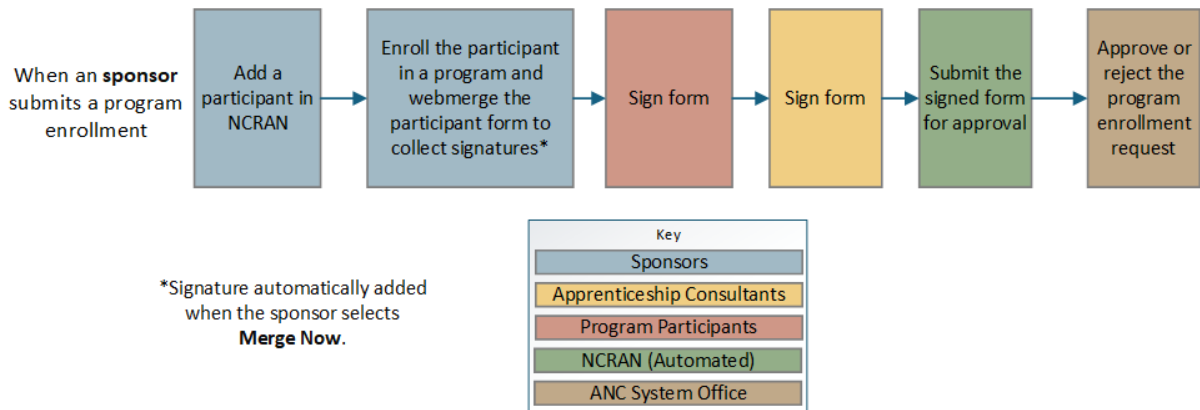
Adding and Enrolling a New Apprentice in NCRAN

If you have been granted access to NCRAN, you will create a new participant and enroll them in your program.

When you fill in the new participant information, you will “webmerge” that information into the **Apprentice Participant Registration Form**.

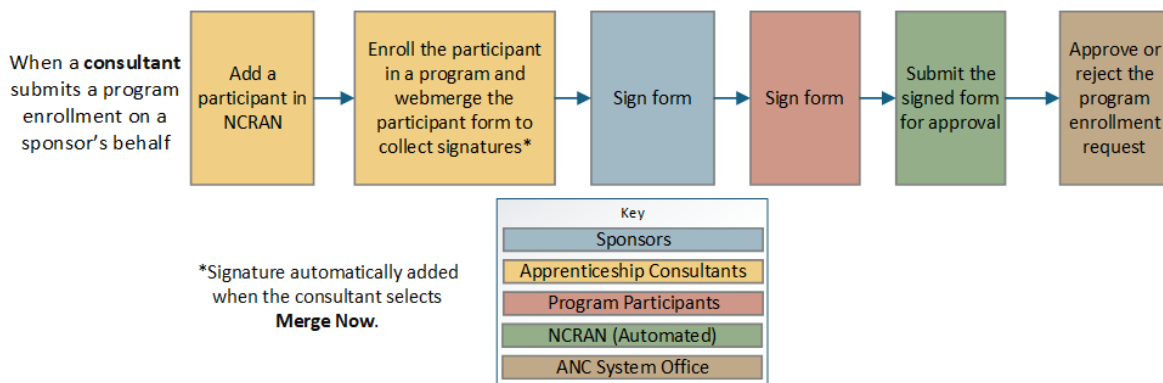
Don't be alarmed by the term “webmerge”. This is a **simple two-click process that autofills the information you entered in the system into a new Apprenticeship Participant Registration Form**. At the same time, it attaches your signature and through a third-party provider, **Formstack**, sends the form first to the apprentice and then the ANC consultant to sign. After both signatures have been collected, you will receive an email from Formstack letting you know all signatures have been collected. Once all signatures have been collected, NCRAN will automatically submit the program enrollment for approval by the ANC System Office processors.

The process flow if you have access to NCRAN is this:



See **SOP 003** for step-by-step instructions to create an Apprenticeship Participant Registration Form in the NCRAN Community Site.

If you do not have access to NCRAN, you will contact the ANC consultant to complete the Apprenticeship Participant Registration Form on your behalf. The basic flow will remain the same, but you will supply the consultant with the information which they will enter into the system. Your primary task in this flow is to have you or your representative sign this form when it is emailed.



Six Important Notes about Program Enrollment

Here are six important notes about the program enrollment process:

1. **The Start Date:** The start date must be the date you submit the form in NCRAN *or* send the form to your consultant. Ideally, this will be on the apprentice's first day.
2. **Prior Credit for OJL Hours:** You may determine how much experience to award a participant for on-the-job learning (OJL) hours they completed *before* enrolling in your program. However, the amount of OJL prior credit you can **award** a participant:
 - a. **Should not exceed 50%** of the total OJL hours of your sponsored program.
 - i. Ex. You could award up to 3,000 OJL hours for a 6,000-hour program.
 - b. Should still require the participant to complete at least 1,000 hours of OJL for a time-based or hybrid program *or* remain in the RAP for at least six months for a competency-based program (your consultant can explain these program types to you). In other words, you need enough time to vet a new apprentice and ensure they have learned the proper skills to earn their certification.
3. **Related instruction (RI) Hours** - The only stipulation for RI hours is that the program requires the participant to have **at least 144 RI hours per year**. However, you can give prior credit for any amount of RI, *if* the participant has sufficient documentation to show they have completed relevant coursework.
 - a. Ex. You have a new apprentice joining your machinist RAP, who already has an associate degree in Applied Tech for Machining. In this case, you could give the apprentice credit for the courses he took while earning his associate degree.
4. **Missing Information:** You should ensure the entire form is filled out. **Any missing information could prevent ANC from approving the form** and require you to rewrite and resubmit the form.
5. **Participants aged 16 or 17:** These forms must include the signature of the participant's parent or legal guardian. To add the guardian information, there is a section on Guardian Information in the Participant Information Form, or if you have community site access, you can enter that information directly into NCRAN. Formstack will send the enrollment form to the guardian's email after the apprentice signs the form.
6. **Signatures:** It is your responsibility to ensure the program participant signs the form **within 21 days of the participant's start date**. **If the participant does not sign the form within that 21-day window, NCRAN will reject that form; and you will be forced to rewrite and resubmit it.**

Providing Copies to the VA's State Approving Agency (if applicable)

If one of your apprentices is a veteran interested in applying for their VA benefits for the registered apprenticeship program, the sponsor should also send the form to the [NC State Approving Agency for Veterans and Military Education](#). Again, this organization can work with your veteran apprentices to ensure they receive benefits to which they are entitled (see this guide's [section of the VA's NC State Approving Agency](#)).

Your consultant can provide you with the contact information for the VA's program specialists.

Providing an Apprenticeship Packet

Once all signatures have been collected, Formstack will automatically send a copy of the completed Apprenticeship Participant Registration Form to all signers. In addition to this signed form, you should send each participant **an apprenticeship packet within 21 days of their start date**. This packet includes important program-related documents and clearly lays out the program criteria for participants.

If the following documents apply to you, please include them in your apprenticeship packet:

- **The Competency Checklist / Work Process Schedule** – The work activities a participant must demonstrate proficiency in to complete the RAP
- **Program Standards** – The main guidance document for how an RAP will be run
- **The Requirements for Apprenticeship Sponsors Reference Guide** – A helpful guide that clarifies the information in the program standards
- **Appendix A** – The work process schedule, the wage schedule, and related instruction outline
- **Additional Company Policies** – May include your employee handbook or additional legal or HR-related information that would affect the participant

Including all this information in a single email ensures the participant has a “one-stop shop” for the documents they will be referencing throughout their time in your RAP.

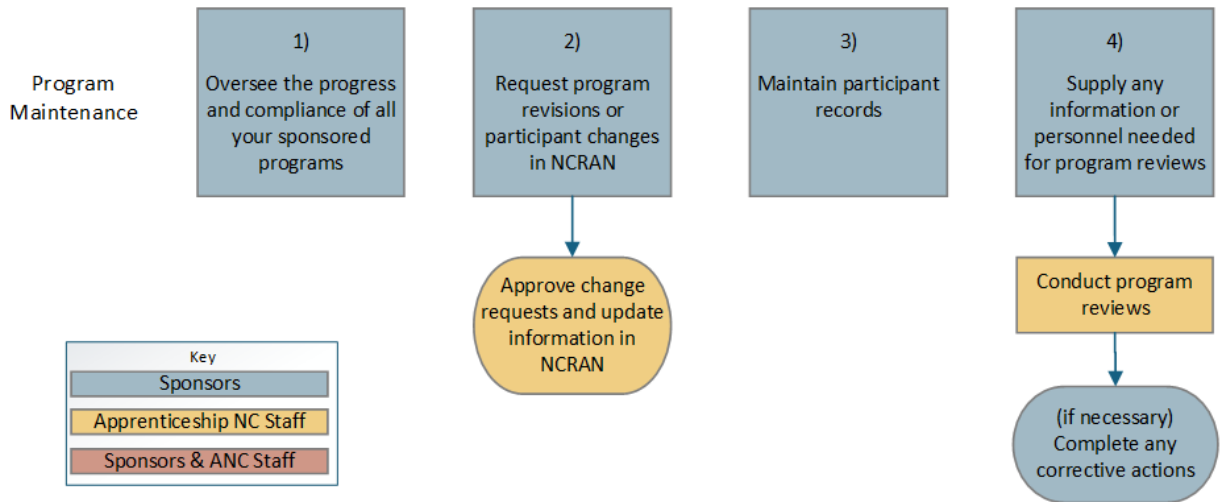
Collecting a Signed Acknowledgment for the Apprenticeship Packet

It is best practice to request your apprentices to send you a reply by email that they received their apprenticeship packet. That way, you have confirmation that the apprentice received all vital documentation within the first 21 days of their apprenticeship, including the information about your RAP's probationary period should you need to release the apprentice during this time.

Program Maintenance

Other than enrolling new participants, there are four tasks you must complete for your program to stay in compliance and run smoothly.

Here is an overview of these four tasks:



1) Overseeing the Progress and Compliance of all the Sponsor's Programs

This table shows your responsibilities when it comes to overseeing your RAP:

Program Maintenance - Program Growth and Compliance Oversight	Employer Sponsor	ANC Staff
Log into NCRAN monthly	Responsible	Consulted
Oversee the progress of all program participants	Responsible	Consulted
Follow up with all documents awaiting signatures	Responsible	Consulted

Logging into NCRAN Monthly

Sponsors with more than 5 apprentices receive access to the North Carolina Registered Apprenticeship Network (NCRAN). If this includes you, please **log in to NCRAN monthly** and check the dashboard on your homepage. This dashboard shows:

Dashboard Panel	Purpose
Active Participants Past Their Completion Date	You can view participants over 30 days past their expected completion date. These participants may require a reasonable extension (through a participant change request), but they might also need your support and encouragement in getting across the finish line.
Documents Waiting for Digital Signature	This will alert you to any documents that require an apprentice's or your representative's signature.

Lastly, you are responsible for ensuring your participant data in NCRAN is current and accurate. You should be **updating the information on your participant's progress monthly**, including any:

- New competencies completed
- Wage increases for a participant
- Completed related instruction
- Disciplinary action (ex. verbal or written reprimands) for that participant

2) Requesting Program Revisions or Participant Changes

There are two requests that you can make:

- (Macro-level) **A program revision request** – These are requests to revise your program standards or associated appendices, changes that could affect every participant or supervisor in your program.
- (Micro-level) **A participant change request**: These are requests to change an apprentice agreement (the Apprenticeship Participant Registration Form) after it has been signed and approved.

Program Revisions

The following chart details the subtasks that involve a program revision request:

Program Maintenance - Program Revision Requests	Employer Sponsor	ANC Staff
Communicate any desired program revision to your ANC consultant	Responsible	Consulted
Meet with the sponsor to understand the specific changes that need to be made	Consulted	Responsible
Create a new change request in NCRAN to update the program standards	Consulted	Responsible
Obtain signatures for the program revision request and approve the final document	Consulted	Responsible

In summary, you must contact the consultant to let them know a program revision needs to be made. After that initial request, the consultant will create a new program request to revise your original program documents. Then, your representative, the ANC consultant, and ANC leadership will sign the new program documents.

Note: If you *do not have access to NCRAN*, you will **follow these same steps for a participant change request** (described on the next page).

Participant Changes

If you have access to NCRAN, you can submit a participant change request within the system. This would be for any change that would affect a participant's signed Apprenticeship Participant Registration Form (in other words, the apprenticeship agreement). You should submit this request **within 45 days of a participant change occurring** (29 CFR 29.5 (b)(17)).

A participant change falls into three buckets:

- **A cancellation:** The participant has decided to discontinue their participation in your program.
- **A completion:** The participant has met all requirements to complete your program and earn their certificate.
 - A cancellation or completion requires the ANC consultant’s and your representative’s signatures.
- **A revision:** Not to be confused with a program revision, this is an umbrella term for any other change that needs to be made to the apprenticeship agreement. Usually, this involves the participant **needing more time** to complete their on-the-job learning or related instruction hours.
 - A revision requires the ANC consultant’s, the participant’s, and your representative’s signatures.

The following chart shows the process for participant change requests:

Program Maintenance - Participant Change Requests	Employer Sponsor	ANC Staff	Apprentice/ Participant
Report any change to the Apprenticeship Participant Registration Form within 45 days of the change occurring	Responsible	Consulted	
Respond to the participant change request by creating a revision, cancellation, or completion record in NCRAN	Consulted	Responsible	
Ensure all signatures have been added to the participant change request within 21 days of the change request submission	Accountable	Responsible	Responsible
Approve the final document	Consulted	Responsible	

To recap, there are two important steps you are accountable for concerning participant changes:

- 1) You must report a participant change in NCRAN (or to your consultant) within 45 days of the change occurring.
- 2) You must ensure all necessary signers (your representative, the ANC consultant, and in the case of a revision, the participant) have signed the form within 21 days of the form being submitted.
 - a. Sponsors can view their **Documents Waiting for Digital Signatures dashboard** in NCRAN to see any participant revisions that still lack signatures.

See **SOP 007 - Creating a Participant Change Request in NCRAN** for detailed instructions on completing a participant change request.

3) Maintaining Participant Records

The next two tasks are related. It is essential that ANC holds high standards for all RAPs and validates that each program has met the federal requirements for RAPs.

Whereas it is ANC’s responsibility to review a program and ensure it is in compliance, it is your responsibility to store the necessary records for these reviews:

Program Maintenance – Recordkeeping	Employer Sponsor	ANC Staff
Maintain digital documents monthly for each participant monthly (for five years after the apprentice transferred, canceled, or completed the program)	Responsible	Consulted
Back up all digital records to prevent any data loss through technical or human error	Responsible	Consulted
Provide any records to ANC when requested	Responsible	Consulted

Following ANC’s Digital Recordkeeping Policy

There are four parts to ANC’s digital policy:

1. You should **update program-related documents** (see next page) as needed.
2. You should **maintain records for up to five years** after a participant leaves a program by:
 - a. Transferring from your program to another program
 - b. Cancelling their enrollment in your program
 - c. Completing your program
3. You should **back up all digital copies** to prevent any data loss through technical errors.
4. You should be able to **provide either physical or digital records when requested** by ANC.

Program Records to Maintain

You should store the following documents:

Static Documents	Documents You Should Update as Needed
<ul style="list-style-type: none"> • Any RAP-related signed forms <ul style="list-style-type: none"> a. Ex. program standards, Apprenticeship Participant Registration Forms, Program Request Forms • Information on candidates to the program • Documentation for any OJL or RI prior credit that you are giving an apprentice • Certifications for any in-house RI providers (proof of training they received, their degree, or applicable job experience) • Semi-annual reviews or apprentice actions (disciplinary actions, terminations, or promotions) 	<ul style="list-style-type: none"> • Your current list of active apprentices • Competency checklists (if applicable) or current OJL hours for each apprentice <ul style="list-style-type: none"> a. This shows each apprentice’s current progress in your program. • Related instruction (RI) hours for each apprentice*: <ul style="list-style-type: none"> a. Student transcripts (if the apprentice is taking RI from a college) b. Attendance reports and any testing information (if the apprentice is taking RI from your organization or a third-party provider) • Attendance and completion records for anti-harassment or safety training • Any information related to recruiting or selecting candidates <ul style="list-style-type: none"> a. Ex. Applications, test scores, interview scores, interview questions and summaries of candidate answers, ranking lists of qualified applicants, notifications to candidates, demographic • Your apprentice’s grant-related information (if applicable) <ul style="list-style-type: none"> a. Ex. Receipts for reimbursement • Current pay for apprentices and any past changes to pay • Current rate of pay for each occupation

Regardless of what document management system you use to store records, you must ensure the files are backed up to prevent data loss through technical issues or human errors. **It is your responsibility that all the** applicable files in this list **are preserved for program reviews.**

*[Workhands](#) is a mobile-friendly tool that helps apprentices track their OJL and RI hours.

4) Participating in Program Reviews

ANC will periodically review your program to ensure that you are:

- Following the standards and compliance regulations you agreed to follow
- Maintaining all essential program-related records (see previous page)
- Willing to make any changes (corrective actions) necessary to address any deficiencies that the review may uncover

Program Maintenance – Program Reviews	Employer Sponsor	ANC Staff
Schedule the review	Consulted	Responsible
Provide all necessary documents or information to the ANC consultant	Responsible	Consulted
Allow your staff and any apprentices to be available for interviews as part of the review	Responsible	Consulted
Conduct the Apprenticeship Program Review (APR) either on-site or remotely (approx. 2-8 hours)	Consulted	Responsible
Present the findings of the review and list any deficiencies as well as corrective actions to take	Consulted	Responsible
Make a good faith effort to complete all corrective actions during the specified time limit	Responsible	Consulted

Provisional vs. Permanent Status

Your RAP will be in a provisional status until your first-year anniversary (or until your first training cycle has ended). At that time, ANC will review your program and determine if it can become a permanent RAP.

A permanent RAP demonstrates that you have run a successful program. Permanent RAPs are then **reviewed once every five years**.

The Apprenticeship Program Review (APR) Process

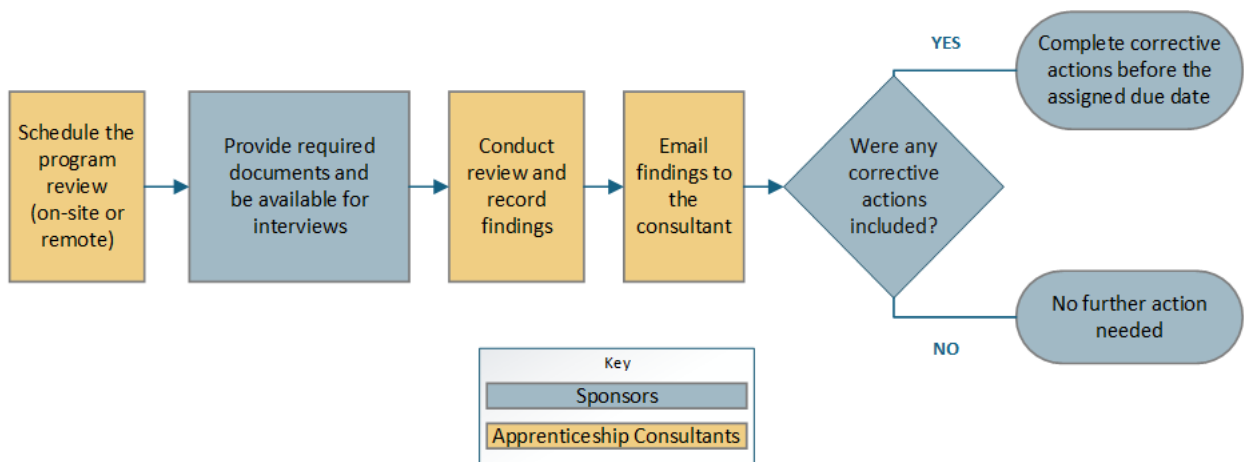
APRs determine if you are following your program standards. These reviews would help answer questions like:

- Is on-the-job training present in all phases of your program?
- Do apprentices receive their scheduled wage increases (from your wage schedule)?
- Is related instruction delivered in the same manner outlined in the standards?

When Do APRs Occur?

- Initially – on your one-year anniversary OR once your first training cycle has completed
- After your program is permanent – once during a five-year cycle
- As needed – for example, when there is a concern about the safety of your apprentices

The APR process is as follows:



Providing Necessary Documents and Ensuring Staff Availability for Reviews

Reviews can take place on-site or if necessary, remotely. There are advantages to on-site reviews, however:

- On-site is more personal – our consultants can talk with you and your apprentices face-to-face.
- On-site can also be far less cumbersome than requiring you to send mounds of digital paperwork through a file-sharing service or email.

Our consultants will work with you to schedule a day for the program review. Each review involves:

- A review of records which you provide (see the [Program Records to Maintain](#) page in this guide)
- Interviews with apprentices and people responsible for running your program

Depending on the number of participants in your program, the program reviews **typically take 2-8 hours.**

Completing all Corrective Actions

If the ANC consultant notices any deficiencies (ways in which the program standards or federal legislation for RAPs are not being followed), they will report these to the ANC Deputy Director. If the Deputy Director agrees with the findings, they will provide corrective actions in the email they send you with the review findings. The email will include a reasonable timeline for you to implement these actions.

There are two important notes about corrective actions:

- Our team is looking for you to make a good faith effort to implement these actions. Deficiencies identified must be corrected or the program will face de-registration.
- **Our ANC consultants are here to help!** Our team wants you to have a successful program, so please reach out to us if you need support and guidance with making these corrective actions.

Additional Resources

- Sponsor training that comes from the Office of Apprenticeship:
 - [Registered Apprenticeship Sponsors | Apprenticeship.gov](#)
 - The information about RAPIDS would not apply to our state, but this website contains training on mentorship and legislation that affects RAPs.
- **SOP 003** - Creating an Apprenticeship Participant Registration Form in the NCRAN Community Site
 - This ANC guide walks sponsors with NCRAN access through completing their own program enrollment requests in NCRAN.
- **SOP 006** – Reporting Issues in the NCRAN Community Site
 - An ANC guide that walks sponsors through submitting a case for any issue they encounter in NCRAN.
- **SOP 007** - Submitting a Participant Change Request in the NCRAN Community Site
 - This SOP guides sponsors through submitting a participant change request in the North Carolina Registered Apprenticeship Network (NCRAN) Community Site.
- **SOP 011** - Opting in to the Eligible Training Providers List (ETPL)
 - This SOP educates program sponsors and other interested parties on the Workforce Innovation and Opportunity Act (WIOA) and the Eligible Training Providers List (ETPL) as well as providing information on how program sponsors “opt in” their programs to be included on the list.
- **SOP 013** - Registering a Registered Apprenticeship Program (RAP) with the VA
 - This SOP guides sponsors and ANC staff through the steps a sponsor should take for the NC State Approving Agency (NC SAA) for Veterans and Military Education to approve their program for use with VA education benefits. This guide also gives an overview of the next steps a sponsor must take to remain in compliance with the VA.

Appendix A

Responsibility Matrix for All Tasks

Pre-Registration	Employer Sponsor	ANC Staff
Contact an ANC consultant to express interest in launching a program or programs	Responsible	
Conduct an introductory meeting with the sponsor and schedule the first program design meeting	Consulted	Responsible
Begin evaluating and refining your organization's safety and recruitment strategies	Responsible	Consulted
Discuss the "Apprenticeship Program Brainstorming Guide" with interested parties at your organization (at least one meeting is recommended)	Responsible	Consulted

Program Registration	Employer Sponsor	ANC Staff	RTI Provider
Explain program requirements to the sponsor (during the first program design meeting)	Consulted	Responsible	
Decide on program specifics with the guidance of the ANC consultant (typically, 1-3 meetings)	Responsible	Consulted	Consulted
Ensure the program's standards conform to all federal regulations for RAPs	Consulted	Responsible	
Create all program documents and review them with the sponsor	Consulted	Responsible	
Collect all signatures and submit the program documents for approval	Accountable*	Responsible	
Contact the sponsor to let them know the program has been approved	Consulted	Responsible	
Promote and launch the program	Responsible	Consulted	
Provide any sponsor (with 5 or more employees) access to the North Carolina Registered Apprenticeship Network (NCRAN)	Consulted	Responsible	
Initiate the Veteran Affairs (VA) approval process for any veteran apprentices (recommended)	Responsible	Consulted	
Register your program with the NC Commerce - Division of Workforce Solutions (recommended)	Responsible	Consulted	

Program Enrollment	Employer Sponsor	ANC Staff	Apprentice/ Participant
Recruit, interview, and select apprentices through fair and equitable processes; maintain records on candidates	Responsible	Consulted	
Assign a mentor to each apprentice	Responsible	Consulted	
Add a new participant in NCRAN and enroll them in a program by submitting the Apprenticeship Participant Registration Form	Responsible	Consulted	Consulted
Ensure the Apprenticeship Participant Registration Form includes a parent/guardian's signature if the participant is under 18 years of age	Responsible	Consulted	
Ensure all people (the employer sponsor, apprentice, consultant, legal guardian) have signed the form (within 21 days of the participant's start date)	Accountable*	Responsible	Responsible
Approve the program enrollment or contact the sponsor and employer to let them know the enrollment has been rejected	Consulted	Responsible	
(If an apprentice is looking to apply VA benefits) Send a copy of the signed Apprenticeship Participant Registration Form to the NC State Approving Agency for Veterans or Military Education	Responsible	Consulted	
Provide an apprenticeship packet to each new apprentice	Responsible	Consulted	Informed**
Collect a signed acknowledgement from the apprentice that they have received their apprenticeship packet	Accountable*	Consulted	Responsible

Program Maintenance - Program Growth and Compliance Oversight	Employer Sponsor	ANC Staff
Log into NCRAN monthly	Responsible	Consulted
Oversee the progress of all program participants	Responsible	Consulted
Follow up with all documents awaiting signatures	Responsible	Consulted

Program Maintenance - Program Revision Requests	Employer Sponsor	ANC Staff
Communicate any desired program revision to an ANC consultant	Responsible	Consulted
Meet with the sponsor to understand the specific changes that need to be made	Consulted	Responsible
Create a new change request in NCRAN to update the program standards	Consulted	Responsible
Obtain signatures for the program revision request and approve the final document	Consulted	Responsible

Program Maintenance - Participant Change Requests	Employer Sponsor	ANC Staff	Apprentice/ Participant
Report any change to the Apprenticeship Participant Registration Form within 45 days of the change occurring	Responsible	Consulted	
Respond to the participant change request by creating a revision, cancellation, or completion record in NCRAN.	Consulted	Responsible	
Ensure all signatures have been added to the participant change request within 21 days of the change request submission	Accountable*	Responsible	Responsible
Approve the final document	Consulted	Responsible	

Program Maintenance - Recordkeeping	Employer Sponsor	ANC Staff
Maintain digital documents monthly for each participant monthly (for five years after the apprentice transferred, canceled, or completed the program)	Responsible	Consulted
Back up all digital records to prevent any data loss through technical or human error	Responsible	Consulted
Provide any records to ANC when requested	Responsible	Consulted

Program Maintenance - Program Reviews	Employer Sponsor	ANC Staff
Schedule the review	Consulted	Responsible
Provide all necessary documents or information to the ANC consultant	Responsible	Consulted
Allow your staff and any apprentices to be available for interviews as part of the review	Responsible	Consulted
Conduct the Apprenticeship Program Review (APR) either on-site or remotely (approx. 2-8 hours)	Consulted	Responsible
Present the findings of the review and list any deficiencies as well as corrective actions to take	Consulted	Responsible
Make a good faith effort to complete all corrective actions during the specified time limit	Responsible	Consulted

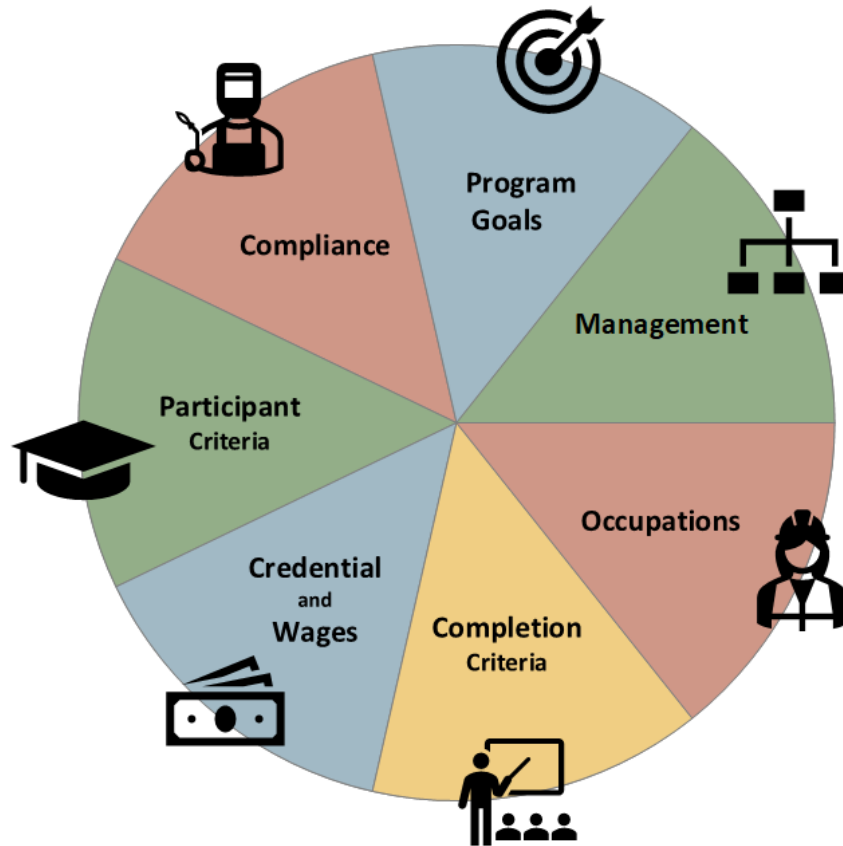
**The term “Accountable” indicates an entity that owns the task and ensures the parties responsible to complete that task do so. In this case, the ANC staff will send the documents to be signed by either your designated representative or your new apprentices. As the employer sponsor, you should ensure that your representative has signed the program registration paperwork and that each new apprentice has signed their Apprenticeship Participant Registration Form within 21 days of their start date.*

*** You will email the participant an apprenticeship packet after they have signed their Apprenticeship Participant Registration Form.*

Appendix B

Apprenticeship Program Brainstorming Guide

When you, as the employer sponsor, begin working with an ApprenticeshipNC (ANC) consultant to develop a Registered Apprenticeship Program (RAP), there are a lot of questions to answer. Fortunately, these questions fall into seven categories:



In this guide, we will provide you with questions from each category. You may want to discuss these questions with your internal team to get a better understanding of how your RAP will be set up before you begin building the program with your ANC consultant.

Program Goals

As business author Simon Sinek would suggest, “Start with your ‘why’”. Why do you want to start an apprenticeship program? What do you hope it will achieve for your company? Starting at that foundational level will anchor this process and guide future decisions concerning your program.

Primary Question	Secondary Questions to Consider
<p>What are our needs, and how will an apprenticeship program help to meet our needs?</p>	<ul style="list-style-type: none"> • Will our program extend to more than 2-3 counties in North Carolina? • Will our program extend to multiple states? If so, will the program in North Carolina be a test run for a national program? • When is the ideal start date for our program? • Do we want to use apprenticeship as an opportunity to collaborate with other employers?

Management

As the employer sponsor, your company will manage its own program. Now, it is important to drill down to *whom* specifically at your company will have this responsibility:

Primary Question	Secondary Questions to Consider
<p>Who will run our program?</p>	<ul style="list-style-type: none"> • Who will the primary contact/s be, and what is their contact information (best phone number, email, billing/shipping addresses)? • How can we ensure our program continues if there is turnover with the people managing our program?

Occupations

You must decide what occupation(s) you will train your participants to do. We call this your **target occupation** (ex. chemical technician, graphic designer, aerospace engineer).

Primary Question	Secondary Questions to Consider
What should our target occupation/s be?	<ul style="list-style-type: none">• What are the most critical occupations at our company?• What are our current occupations with the biggest recruiting or retention challenges?

The Office of Apprenticeship (OA) Website

Many new sponsors do not realize the United States Department of Labor has an Office of Apprenticeship (OA). The OA, on its website, has approved thousands of occupations for apprenticeship. It is worth searching on [this website](#) to see if the OA has already approved your target occupation, or a similar occupation.

If that is the case, this site can provide you with templates of the work activities and key skills typically done for that occupation (this is called a **work process schedules**, or WPS). In short, the WPS templates save you time getting started with your program by providing an outline of what work an apprentice should normally do for that occupation.

Completion Criteria

Every apprenticeship program must involve **on-the-job learning (OJL)** and **related instruction** (additional learning, outside of regular working hours, that can be taught by the employer, a college, or a third-party provider).

Primary Question	Secondary Questions to Consider
What must participants do to complete our program?	<ul style="list-style-type: none">• What should participants do to demonstrate they can perform all the necessary skills for our target occupation?• Should our criteria be based on whether the participant can demonstrate they learned a skill (allowing an apprentice to “test out of” a skill) ...or should each skill be given a set amount of time for the participant to learn that skill? *

**These are three types of apprenticeship approaches. Your consultant can discuss these options with you in more detail when you meet with them.*

Suggestions for Exploring Completion Criteria Further

- Look at the OA website (previous page) and see if a WPS exists for your target occupation. The WPS gives you a structured layout for the on-the-job learning an apprentice should do for that occupation.
 - If you do not see your occupation, we encourage you to **briefly list 5-10 of the main job tasks** an apprentice will need to perform to have success in that occupation.
- For *related instruction*, type “NCCCS” and your occupation (ex. electrician) in a search engine. See if a local community college already offers a program that trains students for your occupation. Note any prerequisite courses participants should take before entering a program. Remember, you have options with whether to use the community college, a third-party provider, yourself, or a mixture of any of the above, for related instruction.

Credential and Wages

An apprentice will earn a nationally recognized certificate of occupational competency upon completion (a journeyworker credential). Often, they may also receive other certificates or even a degree as they complete their related instruction.

Primary Question	Secondary Questions to Consider
<p>What will a participant receive for completing this program?</p>	<p>What is the current hourly wage a journeyworker receives at our company for our target occupation/s?</p> <p>Do we want to pay apprentices for the time they will spend taking related instruction?</p> <p>What do we want our participants to receive for completing their related instruction? (a certificate, diploma, or associates) *</p>

**Some college programs offer a diploma or associate degree if the student takes general education courses.*

Notes on Wages

- The **journeyworker’s wage** is the wage a skilled employee would typically receive for this occupation at the end of training at your organization. The apprentice starts at a wage that must 1) be at or above the minimum wage and 2) be *at least 50%* of the journeyworker’s wage.
- While all apprenticeships are paid, *pre-apprenticeships* (programs which equip an apprentice for an apprenticeship) may or may not be paid.

Participant Criteria

Consider the target audience you will recruit for your program.

Primary Question	Secondary Questions to Consider
What participants do we want to recruit for our program?	<ul style="list-style-type: none"> • What level of education will our participants need before they enter our program? • Will we recruit high school students? * • Do we want to recruit military veterans for our program? ** • What recruiting method do we currently use, and will it need to be adjusted for our apprenticeship program?
<p><i>* High school apprentices must be a minimum of 16 years of age to enroll in an apprenticeship program.</i></p> <p><i>**Qualifying military veterans can use their GI Bill to pay for educational expenses or as a housing allowance in addition to their salary.</i></p>	

Compliance

Compliance involves the fairness of your policies and the safety and well-being of your participants.

Primary Question	Secondary Questions to Consider
What compliance requirements will affect our program?	<ul style="list-style-type: none"> • Do we offer regular anti-harassment training to our employees? • How many initial participants are we considering for our program? * • What Occupational Safety and Health Administration (OSHA) requirements for our industry will affect our program? • What is our grievance policy for handling employee concerns? Is it clearly laid out for our employees? **
<p><i>* Please note that you will define the ratio of apprentices to journeyworkers at your company. Limiting the number of apprentices when compared to journeyworkers ensures there are sufficient supervisors to help apprentices with their work. (CFR 29.5 (b)(7))</i></p> <p><i>**You should have your own grievance procedure in place to handle concerns raised by your apprentices. This grievance procedure will be included in your program standards.</i></p>	