

Bridging the Gap Between Talent and Opportunity

Pathways to an Inclusive Innovation Economy

What is an Apprenticeship?

Apprenticeships are defined as “earn-and-learn” programs that combine formal learning (e.g. in-person, virtual or computer-based training) with on-the-job training experiences. They provide the candidate with the training and mentorship needed to develop proficiency in targeted business and technology areas, supplemented by soft skills to augment the individual’s performance and ready them for success. Apprentices should earn a wage during the program and, upon successful completion, have the opportunity to convert to full-time employment with the sponsoring company. Apprenticeships can vary in length and focus depending on the nature of the business and the requirements of the roles. For example, highly complex roles may require longer programs with more formal learning to build the necessary skills. Less complex or more transactional roles may require shorter program lengths, have limited formal learning and allow for a quicker ramp to proficiency. In all cases, the type of program should be targeted to the specific needs and requirements of the role.

Key Components

-  PAID JOB
-  SKILLED SUPERVISION & MENTORSHIP
-  CLASSROOM LEARNING
-  WORK-BASED LEARNING
-  CREDENTIALS

Helpful Links

- Apprentice Network [Playbook](#) and [Starter Guide](#)
- US Department of Labor's [Apprenticeship.gov](#)
- Aon's US Apprenticeship Program [Overview](#)

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Key Considerations

Talent Pipeline	Fills existing needs for specific roles vs. requiring the creation of incremental roles, while improving retention outcomes
Supportive Environment	<p>Focused in key locations with scale, infrastructure and leadership support</p> <p>PRIORITY LOCATION: Location has scale of viable roles or is a strategic priority for talent growth</p> <p>LOCAL LEADERSHIP: Commitment and support to manage and staff apprentices</p> <p>TEAM STRUCTURE: Support for higher touch day-to-day shadowing and professional development</p>

Talent Workforce

Strong partnerships to source talent and provide training when required

- Apprenticeships enable employers to play an active role in shaping talent while also building a culture of ongoing learning and innovation
- During the training period, apprentices follow a structured training plan to master occupational skills while also learning general and theoretical content in the classroom
- Although apprenticeships are typically associated with the trades, significant opportunity exists to utilize apprenticeship models across all industries and roles
- Portable credentials and classroom learning differentiate apprenticeships from training programs. While training programs are important, apprenticeships offer greater benefits for talent development
- Apprenticeships can be registered or unregistered with the US Department of Labor and state authorities

Apprentice Ecosystem

Apprentices are a key component to what we call the “ecosystem,” which also includes employers, educational providers, and other community based organizations.

