2018 Cohort Participation Memorandum of Understanding
Between CareerWise Colorado and Company Name

Colorado has a unique opportunity to reimagine the way that businesses and the education system develop the talent needed to power our economy. Leaders in industry, education, and government agree that business must expand its role in education and training if Colorado is to prepare its youth for successful careers in today’s global economy. CareerWise Colorado (CareerWise), COMPANY NAME, and others are leading this momentous shift by establishing a statewide network of youth apprenticeships and competency-based education in Colorado’s most innovative industries.

CareerWise Colorado and COMPANY NAME will partner to launch youth apprenticeships as a means of identifying and placing top talent in critical, high demand roles across COMPANY NAME. This Memorandum of Understanding (MOU) describes the partnership between CareerWise and COMPANY NAME and includes the following parts:

1. Partnership Overview:

CareerWise and COMPANY NAME wish to establish/continue a long-term and impactful partnership. This MOU reflects the belief that flourishing partnerships are highly collaborative and are supported by a jointly-developed set of shared responsibilities and objectives that can evolve as the partnership grows over time. To that end, either COMPANY NAME or CareerWise may request to amend the MOU at any time to ensure continued transparency and common understanding of critical work streams and outcomes. This MOU pertains exclusively to COMPANY NAME’s participation in the 2018 apprenticeship cohort. COMPANY NAME’s participation in previous or future cohorts of apprentices are not intended to be governed by this document and require a separate MOU.

1.1 Benefits for COMPANY NAME:

By partnering with CareerWise, COMPANY NAME will have access to Colorado’s top talent. Like other business partners, COMPANY NAME will have the opportunity to train, develop, and evaluate high school students who are excited to learn and work over the course of a multi-year apprenticeship for students engaged in a non-traditional competency-based learning program. CareerWise partners should expect to see the following benefits over the course of the program:

A. Reduced all-in hiring and training costs: Apprenticeship models have been shown to lower the cost of recruiting, hiring, placing and training new employees by 20-40%. By partnering with CareerWise, partners can expect to see reduced staffing costs over the long-term. Notably, as a partner, COMPANY NAME will be invited to evaluate and help shape the competency-based
curriculum that its apprentices will use, enabling them to be prepared for their work at COMPANY NAME.

B. Productive apprentice work: CareerWise apprentices undertake challenging, meaningful work that materially contributes to the business’s bottom line. In the Swiss and German apprenticeship systems, apprentices complete ROI-positive work for their hosts, off-setting wage and training costs. It is our expectation that apprentices will do productive, ROI-positive work for your business, ensuring the best possible experience for you and for the apprentice.

C. Employee retention and loyalty: By hiring and training prospective employees at a young age, CareerWise partners can increase employee retention and loyalty over the long-term. Students trained and developed in an apprenticeship system typically stay longer in their first job and are more likely to return after completing college or undertaking another training experience. Additionally, apprenticeship programs can increase engagement and job satisfaction for the supervisors and coaches of apprentices who enjoy the experience of mentoring.

1.2 Benefits for Apprentices:

A. Paid apprenticeship placements: Students will have access to a growing number of paid apprenticeships across a range of innovative and high-demand industries. During the second wave of apprenticeships launching in mid-2018, students will have the opportunity to choose apprenticeships in tech, advanced manufacturing, business operations, healthcare and financial services. These apprenticeships are aligned with high-skill, high-demand occupations.

B. High-quality training: Students who are hired as apprentices will have access to cutting-edge industry curriculum free of charge. The competency-based curriculum will include opportunities to earn valuable industry credentials, as well as college credit in most instances.

C. Post-secondary opportunities: Following the apprenticeship, apprentices can opt to work fulltime, go to college right away (or later on), or do both at the same time.

- **Career opportunities:** We anticipate that apprenticeship graduates will have the opportunity for priority bidding for full-time employment in their host company, as well as other companies in the industry.

- **College opportunities:** Students who participate in an apprenticeship will also have chance to build a stronger college application, as well as a portfolio of college credits—through concurrent enrollment in their apprenticeship, at school, or potentially both.

D. Industry coach: Each apprentice will have a workplace coach provided by their host company, who will help the apprentice get oriented to the company and will support the apprentice throughout the apprenticeship.
1.3 CareerWise support:

CareerWise will provide support to COMPANY NAME as it works to build a world class apprenticeship program. Specifically, CareerWise will offer:

A. Recruiting: CareerWise will build and facilitate the apprenticeship marketplace, ensuring that businesses have access to a wide range of career ready students. COMPANY NAME will also have the opportunity to participate in pre-marketplace recruitment events in the Fall of 2017 within their geographical area.

B. Curriculum development: With input from business partners, CareerWise will create training plans for apprentices and align them with relevant, industry-valued certifications.

C. Apprenticeship Training: Though a one-week long Apprenticeship Bootcamp, CareerWise will help apprentices develop foundational professional competencies while also developing training experiences for apprentices that are specific to their role and pathway within COMPANY NAME.

D. Coach & Supervisor Training: Through full day and half day trainings for employees of COMPANY NAME, CareerWise will prepare them to manage and provide guidance for youth apprentices in the workplace.

E. HR support: CareerWise will provide ongoing consulting support on the HR policies and tools needed to onboard, pay, evaluate, and manage apprentices, along with other areas in which COMPANY NAME has HR needs related to the apprenticeship.

F. Implementation and ongoing program support: CareerWise will providing implementation support throughout the apprenticeship with an appointed CareerWise Relationship Manager. Specific implementation support that CareerWise will provide includes, but is not limited to, interfacing with school staff and parents, assistance with apprentice performance management and evaluation, assistance with apprentice transportation issues, and help with scheduling.

G. Educational interface: CareerWise will work with K-12 and higher education partners to ensure that programming prepares students for their apprenticeships. Similarly, CareerWise will work with schools to ensure that students are receiving complimentary educational experiences while in the classroom.
H. Optional Registered Apprenticeship Sponsorship: Registered Apprenticeship is the U.S. Department of Labor’s apprenticeship framework. It functions as the national quality standard for apprenticeships in the United States. Companies that participate in Registered Apprenticeship adhere to certain program characteristics and quality standards in exchange for benefits. These benefits include increased access to college credit for the apprentice and increased access to grant dollars for the company. CareerWise business partners can opt in to Registered Apprenticeship. CareerWise will serve as the “sponsor” for business partners that decide to participate in Registered Apprenticeship. As a sponsor, CareerWise will complete the Registered Apprenticeship paperwork, maintain the required apprenticeship records, and serve as the U.S. Department of Labor’s primary contact. This support enables CareerWise business partners to enjoy the benefits of Registered Apprenticeship while minimizing the administrative burden.

1.4 Requirements and expectations of a participating business:

COMPANY NAME agrees to host (XX) total apprentices, if successfully hired through the CareerWise marketplace, in the following pathways: IT, Adv. Manufacturing, Financial Services, Business Operations, Healthcare. By agreeing to host apprentices, COMPANY NAME commits to providing a high quality training and work experience that develops the apprentice while simultaneously supporting the apprentice to do important and valuable work in the organization. Additionally, COMPANY NAME will:

A. Commit to hosting apprentices for the program duration: COMPANY NAME commits to the 3-year duration of the apprentice program, beginning in the summer or fall of 2018. During this period, apprentices will participate in productive work, receive feedback and evaluation from supervisors, and be expected to provide COMPANY NAME with high-quality work. Businesses may discontinue an apprenticeship if: (i) an apprentice’s performance is inconsistent with expectations and efforts to improve apprentice performance are unsuccessful, (ii) an apprentice routinely misses scheduled work days, (iii) COMPANY NAME eliminates the regional or functional area an apprentice is working in, in which case COMPANY NAME and CareerWise will make every best effort to identify another apprenticeship placement within the company or within a similar company. In situations i-iii, COMPANY NAME will provide reasonable advanced notice to their CareerWise Relationship Manager.

B. Pay apprentices an hourly wage: COMPANY NAME will establish an hourly wage for apprentices working in their business and pay them on a regular basis consistent with existing practices. Hourly apprentice wages should meet or exceed Colorado’s minimum wage. While the apprentice is in high school, it is expected that apprenticeship hours will not exceed an average of 24 hours per week. Employer should be aware that the current Affordable Care Act requires healthcare benefits be offered to all employees averaging 30 hours per week.
C. Support Apprentice Training Costs and CareerWise Business Participation Fee:

*Training Costs (Invoice will come from training center)*

**COMPANY NAME** will provide paid training to the apprentices and support the cost of providing training through a third-party provider as agreed upon in each pathway’s training plan vetted by business partner input. **COMPANY NAME** will have the opportunity to contribute to training plans and selection of training providers (each with varying cost structures).

Apprentice training costs and fees in total should not exceed $5,000 per apprentice per year, except in cases where businesses opt for higher-cost, higher-touch training programs.

*CareerWise Business Participation fee (Invoice will come from CareerWise)*

In recognition of the many training-related and other supports provided by CareerWise in section 1.3(A-H), **COMPANY NAME** agrees to pay a per-apprentice annual fee to CareerWise. The fee will be invoiced according to the following table based on the number of apprentices they successfully hire in the CareerWise marketplace and are working for **COMPANY NAME** at the end of each program year for the 2018 cohort.

<table>
<thead>
<tr>
<th>Cohort Size At End of Each Program Year</th>
<th>Per-Apprentice Annual Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 or fewer</td>
<td>$500</td>
</tr>
<tr>
<td>Between 10 and 24</td>
<td>$400</td>
</tr>
<tr>
<td>25 or greater</td>
<td>$300</td>
</tr>
</tbody>
</table>

Based on the above table and the number of apprentices hired and participating in the **COMPANY NAME** cohort (listed in Section 1.4), **COMPANY NAME** will be invoiced by CareerWise for $XXX per apprentice on July 01 at the end of each program year for an anticipated total of $XXXX/year. (Invoice due dates: July 1, 2019, July 1, 2020, July 1, 2021)

D. Assign coaches and supervisors to apprentices: **COMPANY NAME** will assign participating apprentices a coach and a supervisor. Coaches will be responsible for providing apprentices with periodic (weekly to monthly) support, coaching, and advice. Supervisors will oversee and manage apprentice’s day-to-day work and provide formal feedback and additional coaching to apprentices.

E. Assign a primary point of contact: **COMPANY NAME** will designate a primary point of contact, upon signing of this MOU or prior to signing this MOU, to manage its relationship with
CareerWise and facilitate communication between the two organizations when it is needed. This role is intended to be the internal project manager to direct and manage COMPANY NAME staff involved in hosting apprentices to ensure it meets deadlines for implementing the CareerWise program.

**F. Send staff to trainings:** COMPANY NAME will send staff coaching and supervising apprentices to relevant trainings to prepare to manage and coach apprentices.

**G. Develop onboarding plan for apprentices:** COMPANY NAME will work with the CareerWise team to develop and finalize onboarding plans for apprentices beginning work during the summer and fall of 2018.

**H. Interview and select apprentices:** COMPANY NAME will interview and select apprentices to participate in the program. To ensure a strong pool of candidates, CareerWise will work with local school districts to build a pool of students with an appropriate technical and educational background.

**I. Establish program schedule:** COMPANY NAME will develop an apprentice work schedule that reflects the needs of the business unit the apprentice is joining.

**J. Youth Apprenticeship Agreement:** CareerWise has developed a Youth Apprenticeship Agreement. COMPANY NAME, the apprentice, and a parent or guardian are party to the Youth Apprenticeship Agreement. We recommend that COMPANY NAME use this Youth Apprenticeship Agreement to establish its expectations in writing and minimize the possibility of misunderstandings regarding apprenticeship program components and requirements. A copy of the Youth Apprenticeship Agreement will be made available upon request from COMPANY NAME.

**K. Monitor competency attainment and overall apprentice development:** With extensive support from CareerWise, COMPANY NAME will monitor apprentice progress against core competencies identified at the beginning of the program.

**L. Offer feedback on competency-based curriculum:** COMPANY NAME will work with CareerWise over time to provide input into and feedback on its competency-based curriculum. This curriculum will ensure that proper training and work experiences are provided to apprentices to equip them to do productive work – and attain valued industry credentials – within their selected pathway.

**M. Comply with all policies related to working with minors:** Policies related to working with apprentices to include:
- Comply with relevant youth labor and safety laws (can be provided by CareerWise upon request)
- Comply with specific school or district requirements regarding the transportation of students while at the workplace, either for professional or social purposes (to be determined with school partner depending on where hired apprentices attend)
- Supervisor(s) and coach(es) of apprentices have undergone or should undergo a background check prior to starting work with apprentices
- Ensure that designated supervisor(s) or coach(es) of apprentices have line-of-sight supervision of apprentice during working hours, meaning that they know the general whereabouts of apprentices during working hours.
- Comply with other relevant school district policies (to be determined with school partner)

N. Evaluate apprentice for full time role at end of apprenticeship: CareerWise connects businesses with high-talent apprentices in order to drive long-term, permanent employment. By participating in the program, COMPANY NAME agrees to consider apprentices for full time roles at or above an annual wage of $35,000 or greater, which is a living wage for LOCATION.

O. Site Visits: From time to time, CareerWise receives requests to facilitate site visits to learn from our team, business partners and district partners. These requests are received from funders, various leaders around the state, and leaders in other states interested in developing similar programs. In some cases, CareerWise will require that groups requesting site visits compensate CareerWise for the time it invests in facilitating these site visits and in providing follow-up consultation. We will include your company on a survey to ask if you would be interested in hosting 1 or more such site visits per year to showcase the work your company is doing with apprentices. Additionally, we send a survey to the supervisors and coaches of apprentices at your company to ask if they would like their names added to a list of individuals willing to participate in panels at CareerWise events about their experience as apprentice supervisors or coaches; however, please let us know if you would prefer that such a survey not be sent to your supervisors and mentors. Finally, if you have outstanding supervisors and mentors, we would appreciate you bringing their performance to our attention so that we can either include them in CareerWise events or site visits and/or recognize their work in our communications materials.

1.5 Roles and Responsibilities
To effectively implement a high quality apprenticeship program, COMPANY NAME and CareerWise will share responsibility for a number of critical work streams over the next year. Since we are collectively creating a program that does not exist anywhere else in this country—and recognizing that unexpected opportunities and challenges may arise in this work—COMPANY NAME and CareerWise commit to working as a fluid team, and may shift responsibilities from one party to the other as the need arises; significant deviations from the division of responsibilities described below should be documented through a written amendment to this MOU.

1.6 Partnership Norms:
CareerWise and COMPANY NAME are committed to a strong and lasting partnership and mutually agree to a set of partnership norms to guide our work together.

A. Communication: CareerWise and COMPANY NAME commit to communications that are proactive and responsive to each other to maximize the opportunities created for students and businesses. Both parties will make every effort to return calls and/or respond to emails within 24 hours of receipt. Both organizations will contribute jointly to the creation of agendas for check-in meetings, and will give as much notice as possible if meetings need to be rescheduled.

B. Work product: All work product jointly created by both COMPANY NAME and CareerWise may be made available for use by other businesses. COMPANY NAME may request to approve any mentions of business in documentation. No apprentice-level, competitive, proprietary or commercially sensitive data will be included in publicly-available work product.

1.7 Data Gathering and Data Privacy

CareerWise may request data from COMPANY NAME for third-party evaluation purposes and/or for operational assessment of the partnership.

A. Third-Party Evaluation Data: As part of this partnership, COMPANY NAME will have the option to participate in an implementation study, which may involve the confidential disclosure of data (qualitative and quantitative) to MDRC’s implementation study team, the evaluator of CareerWise. Any data shared with the evaluator will be at COMPANY NAME’s discretion and specifically related to the design, implementation, and outcomes of the CareerWise apprenticeship program at COMPANY NAME. The primary goal of the evaluation is to document the experience of partner districts, schools and employers in implementing the CareerWise Colorado Initiative and to identify factors that promote or impede successful implementation. The study will also describe the level of apprentice participation in program activities. The study will begin in November 2016 and continue through June 2019.

B. Operations Data: CareerWise will also request data from COMPANY NAME that will allow CareerWise and COMPANY NAME to place apprentices, as well as collectively evaluate programmatic success.

Name
Gretchen Morgan
Title
President
COMPANY NAME
CareerWise Colorado

Date
Date