



CHICAGO APPRENTICE NETWORK

APPRENTICESHIP STARTER GUIDE

WHAT IS AN APPRENTICESHIP?

An **earn-and-learn** model with:

- An intent of making the candidate **job ready for a specific role**
- A **combination of classroom learning** and employer-site **on the job training**
- A **living wage paid to the apprentice**
- An **opportunity to convert to full-time employment** immediately upon successful completion of the program

EFFECTIVE APPRENTICESHIPS...

Address a real talent need in the organization in order to be sustainable and successful.

Explore new avenues for finding talent, including candidates from non-traditional sources.

Are part of a company's operating fabric – embedded in an industrialized fashion.

Utilize and expand key relationships in the community and with clients.

DEVELOPING AN APPRENTICESHIP MODEL



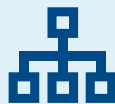
DEFINE VISION

Determine intent, priorities and goals; confirm leadership support; understand related programs internally/externally to inform the vision



IDENTIFY OPPORTUNITIES

Identify roles and locations to target for apprenticeships



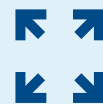
DETERMINE AND EXECUTE PROGRAM MODEL

Define and execute the apprentice experience, including sourcing, interviewing, education, mentoring, providing feedback and converting



EVOLVE AND SCALE

Identify new roles and locations; iterate current model and expand partnerships



EXPAND EXTERNALLY

Connect with other organizations, local government and educational institutions to build a network focused on workforce development and apprentices

KEY CONSIDERATIONS



TALENT NEED

Fills existing talent needs for specific roles vs. requiring the creation of incremental roles

SUPPORTIVE ENVIRONMENT

Focused in key locations with scale, infrastructure and leadership support

PRIORITY LOCATION Location has scale of viable roles or is a strategic priority for talent growth

LOCAL LEADERSHIP Commitment and support to manage and staff apprentices

TEAM STRUCTURE Support for higher touch day-to-day shadowing and professional development

STRONG PARTNERS

Strong partnerships to source talent and provide training when required

CURRENT APPRENTICESHIP ROLES IN THE NETWORK



CORPORATE IT

Business analysts, developers and testers determining functional requirements as well as building and maintaining internal applications and platforms.

TECHNOLOGY

Client-facing roles in the Technology business as developers, testers and conversion analysts.



INSURANCE *

Roles that support the creation and implementation of integrated capital solutions for clients.

CORPORATE IT

Roles that support Aon's technologies, IT Systems and technical capabilities that are used by associates serving external clients.



INSURANCE *

Roles focusing on supporting Claims, Underwriting Support and Service, Technical Underwriting, Finance and Premium Audit related to Commercial Insurance.

CYBER SECURITY

Roles focusing on Threat Defense Operations, Instant Response, Application Security, Vulnerability Management and Threat Intelligence.



RETAIL

Roles that support Walgreens retail stores, starting with Customer Service Associate, Beauty Advisor, Pharmacy Technician, moving towards store leadership roles such as Shift Leads and Assistant Store Manager in Training.



Risk Management
SOLUTIONS
of America, Inc.

CALL CENTER

support of multiple departments ranging from billing to customer service support within the RMSOA call center. Primary responsibilities include billing reconciliation, customer service support, customer account management and positively impacting the customer experience.

* Registered Department of Labor Program

CURRICULUM DEVELOPMENT TO SUPPORT NETWORK ROLES

Members of the Chicago Apprentice Network have partnered with local educational institutions to shape curricula to help develop skills that are applicable to employer needs.

TECHNOLOGY

Accenture worked with Wright College to optimize their technology curriculum to ensure the content was highly applicable to what Accenture and other companies are hiring for in the technology space and to bridge any gaps, including Cyber Security.

INSURANCE

Aon partnered with City Colleges of Chicago and Harold Washington College to design and develop a curriculum targeted at the insurance industry called "Insurance Pathway," focusing on both industry knowledge as well as critical soft skills.

Zurich partnered with the Harper College to design and develop a curriculum targeted at Commercial Insurance. Harper created customized insurance courses and assigned an apprentice coach to collaborate with the students and employer.

CYBER SECURITY

Zurich is partnering with Harper and CompTIA to develop a Cyber Security apprenticeship program. The apprenticeship program is scheduled to launch in 2018.

RETAIL MANAGEMENT

Walgreens partnered with Harold Washington College to design and develop a curriculum that is customized to the retail management career path. Customized courses include: Principles in Management, Human Resource Management, Marketing, Business Communications and Sales Management.

DEPARTMENT OF LABOR REGISTRATION CONSIDERATIONS

CONSIDERATION	REGISTERED APPRENTICE (RA) PROGRAM	NOT REGISTERED APPRENTICE PROGRAM
Program Recognition	Nationally-recognized credentials for Registered Apprentice Program graduates	No official national recognition (program specific credentials only)
Federal/State Benefits	Potential for tax credits and employee tuition benefits in some states as part of the registered program	Credits and tuition benefits possible but require local relationships and funding discussions with State and City governments
Program Length	One year or longer with an average of four years*	No minimum duration required, although typically six months to one year in length
Training Requirements	2000 hours of on the job training and 144 minimum hours of classroom instruction each year*	Flexibility to determine length of training required on case by case basis
Program Logistics	Detailed program information must be submitted and reviewed by the DoL	No required government reviews
	Separate employment agreement with restrictions on termination	Company specific requirements apply
	Notification to DoL on program changes, apprentice additions, completions, transfers, suspensions or terminations	No notifications required
	Specific Equal Employment Opportunity guidelines apply depending on size of the program	Company specific Equal Employment Opportunity requirements apply

* Potential to develop competency based model dependent on industry needs

CASE STUDIES



ACCENTURE APPRENTICE PROGRAM

Accenture piloted its first U.S. apprenticeship program in 2016 in Chicago with five apprentices and since that time, we've significantly expanded our program, now totaling 40 apprentices and we've committed to bringing on 25 apprentices per year.

Our apprenticeships are structured as a year-long earn-and-learn programs, designed to help our apprentices become job-ready for specific technology roles. We team with City Colleges to offer students a 12-month opportunity to work within our corporate IT (CIO) function and our client-facing Technology business. Our apprentices work as business analysts collecting functional requirements; supporting applications or platforms; or in developing / testing, part of an agile scrum team.

We're proud to share that we've hired nearly 100 percent of the individuals whom have completed the apprenticeship program in Chicago. We've also established apprenticeship programs in San Antonio, Boston, Columbus and Detroit and by year-end, will have 130 apprenticeships across the nation and will continue to grow the program.



AON APPRENTICE PROGRAM

Aon partnered with top leaders in insurance and financial services to participate in the insurance sector apprenticeship, which has been registered with the U.S. Department of Labor.

Aon has employed over 50 apprentices over two classes starting in January 2017 and January 2018. The apprentices are considered full-time Aon employees.

Apprentices are trained for roles at the core of the business, including client support and technology roles. The apprenticeship program is based in the Chicago area, home to many top insurance and financial services companies. Upon completion of the apprenticeship program, graduates obtain an associate degree in business from Harold Washington College or Harper College and an industry apprenticeship accreditation.

Accenture and Aon collaborated to launch the Chicago Apprentice Network in 2017, with a commitment of 25 apprentices each per year in partnership with Chicago City Colleges, and increasing commitments from other employers to launch their own apprenticeships.



ZURICH APPRENTICE PROGRAM

Zurich's Apprentice Program was the first insurance apprentice program to be certified by the U.S. Department of Labor. Zurich was able to successfully export learnings from its long standing apprenticeship program in Switzerland, as well as the apprenticeship programs that Zurich offers in other parts of the world including Austria, Germany, Ireland, Italy, and U.K.

The Apprenticeship Program first focused on Claims and Underwriting and has expanded to include Finance and other areas core to Zurich's business. Further expansions into Premium Audit and Cyber Security are planned for 2018.

The Apprenticeship Program is designed to enable each apprentice to maximize his or her learning by making direct links between course work at the Harper College and on-the-job experience at Zurich.

Apprentices become full time employees upon joining the program. Upon successful completion of the program, apprentices will have:

- Earned an Associate in Applied Science degree, debt-free from a tuition perspective, in Business Administration from Harper College
- Earned the designation of a Department of Labor Certified Insurance Apprentice
- Developed key professional skills that will serve them well in their future career at Zurich
- Earned a full time job at Zurich if they maintained an acceptable grade point at Harper College and performed satisfactorily at Zurich

We anticipate at this time at least 100 apprentices will take part in the program by 2020 (20+ per year over five years). The first cohort of 18 apprentices graduated in 2017, and two additional cohorts of 12 apprentices each are underway.



WALGREENS APPRENTICE PROGRAM

Walgreens is helping tackle high levels of unemployment among Chicago's youth by partnering with Skills for Chicagoland's Future and City Colleges of Chicago. In this effort, Walgreens is committed to providing a pathway to a career in retail management and a degree from Harold Washington College coupled with soft skills training, mentorship and the support necessary to succeed. In the program's first year, there are currently 15 participants who started as Customer Service Associates. By the end of the two year program, participants will have their Associates in Retail Management and will be well on their way to a store leadership role. As we continue to expand this program, we believe we can make a lasting impact on the community as a whole by impacting the lives of Chicago's youth. Walgreens continually looks for opportunities to attract and engage diverse and talented people and our goal is to help address the youth unemployment crisis by creating a best-in-class model promoting employment, education, careers and improved health outcomes.



GET CONNECTED

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THANK YOU TO OUR PARTNERS CHICAGO APPRENTICE NETWORK

