



D 2023 016

EXECUTIVE ORDER

Apprenticeships and Work-Based Learning for the State Workforce and Promoting Work-Based Learning as a Solution for Colorado Employers Superseding and Replacing Executive Order D 2022 027

Pursuant to the authority vested in the Governor of the State of Colorado and, in particular, Article IV, Section 2 of the Colorado Constitution, I, Jared Polis, Governor of the State of Colorado, issue this Executive Order superseding and replacing in full Executive Order D 2022 027, which outlined apprenticeship program goals and requirements for the State workforce. This Executive Order expands the scope and type of work-based learning programs for the State workforce and updates the State's work-based learning goals.

I. Background and Purpose

Colorado's need for skilled talent has accelerated due to an increased demand for skilled workers, a greater number of retirements and people leaving the workforce. Because of these trends, there is an increased opportunity to train people on-the-job to ensure Colorado employers have the talent they need and workers have the skills for in-demand jobs. Every Coloradan should have access to a good paying job, and Colorado employers must adapt our hiring and training practices to respond to these changes in our economy.

As an employer of choice, the State of Colorado is modeling the importance of apprenticeships and adapting to our workforce's changing needs. Last year, I signed Executive Order D 2022 027, directing state agencies to develop Registered Apprenticeship Programs (RAPs) to demonstrate the impact of apprenticeship to other employers and bolster our state workforce. Executive Order D 2022 027 set ambitious goals for the State, which we have met and surpassed. The State has expanded the number of RAPs, submitting 103 new programs to the United States Department of Labor (USDOL), and seven executive agencies are either making progress toward or have already established a new RAP. I also signed Executive Order D 2022 027, Concerning Skills-Based Hiring for the State Workforce, to demonstrate how an employer could redefine job requirements to take into consideration an applicant's competency and experience as a tool to recruit and retain top talent rather than merely focusing on formal education and credentials. Together these Executive Orders demonstrate that the State as an employer is working to expand our talent pool in addition to providing quality training to those new hires.

Efforts to expand access to good paying careers through quality training have been further supported by the General Assembly through a series of bills, which I signed. House Bill



21-1007 established the State Apprenticeship Agency to further promote the expansion of RAPs; House Bill 23-1212 provides supports to high school students as they explore apprenticeship as a career pathway; House Bill 23-1246 provides support to the workforce of in-demand industries, including through apprenticeship grants; Senate Bill 23-146 created the State's apprenticeship resource directory; and Senate Bill 23-087 created an apprenticeship program as a pathway into teaching.

As a result of the efforts of this Administration, the General Assembly, labor organizations, and the private employers who are innovating their hiring and training practices, Colorado has over 300 active apprenticeship programs, including State programs, that support more than 6,000 participants.

But there is still more work to be done. Registered apprenticeships are evidence-based and lead to measurable earnings increases for the apprentices during their careers. Not every Coloradan, however, is looking for the same career experience, and not every opportunity is well-suited to an apprenticeship. Senate Bill 22-140 directed the Office of the Future of Work (OFW) within CDLE to develop quality expectations for the Colorado Work-Based Learning Continuum. The Work-Based Learning Continuum illustrates how work-based learning can be scaled by all employers for every opportunity to enable Coloradans to learn new skills throughout their careers.

This Executive Order expands the scope of Executive Order D 2022 027 to include and promote other work-based learning programs in state government, including internships, pre-apprenticeships, and fellowships, that support learning through and at work. I encourage private sector employers to build new or expand existing apprenticeship and other work-based learning programs to create more employment and career opportunities across the State.

This Executive Order instructs agencies and departments managed by governor-appointed executives (Departments) to create new outcome goals around work-based learning, work with the Department of Personnel & Administration (DPA) to identify work-based learning opportunities to fill high-demand and cross-agency positions, identify where there are challenges that prevent these opportunities, and develop capacity plans and explore funding opportunities to address those challenges. Through these expanded goals, the State will create more on-ramps to careers with the State, further diversify our talent pool, and help Colorado attract and retain the talent we need to lead our State into the future.

II. Declarations

- A. Registered Apprenticeship Programs contain five key elements:
1. Direct industry involvement;
 2. Structured on-the-job-learning and mentorship;



3. Related classroom instruction to complement the on-the-job-learning;
 4. Progressive wage increases for apprentices as their skills and knowledge increase; and
 5. National industry-recognized credential, referred to as a Certificate of Completion, which is issued by USDOL or a federally recognized SAA.
- B. Internships are an opportunity for exposure to the requirements of a particular occupation or industry, the work environment, and the behavioral expectations for success on the job. Such work experiences are not expected to provide formal training for occupational skills, although some skills may be learned.
- C. Pre-apprenticeships are services and programs, often including classroom instruction, designed to prepare individuals to enter and succeed in RAPs. These programs should have a documented partnership with at least one RAP sponsor, and together, they expand the participant's career pathway opportunities by coupling industry-based training with classroom instruction.
- D. RAPs and other work-based learning programs create additional quality education and career pathways for Coloradans and confer many benefits to employers, including a sustainable talent development pipeline.
- E. Because high school students have the opportunity to graduate with widely-recognized credentials of value (industry credentials, certificates, or associate degrees) in addition to a high school diploma, and Coloradans can earn credit for competencies, knowledge, and skills gained from work experience toward postsecondary degrees and credentials, there is a wide pool of individuals that would pursue RAPs and other work-based learning programs here in Colorado.

III. Directives

- A. I direct the Division of Human Resources (DHR) within DPA, and the Office of the Future of Work (OFW) within CDLE to promote and make available statewide guidance and strategies for expanding the number of RAPs offered by Departments. To support the statewide guidance and strategies, DHR and the OFW will:
1. Collaborate to remove administrative and statutory barriers to the adoption of RAPs;
 2. Coordinate with Related Instruction providers, such as institutions of higher education, to enhance registered apprenticeship with additional



3. credentials and professional certificates where appropriate for occupational skill-building;
 4. Work with Departments to provide technical assistance and resources to launch and expand RAPs in Departments; and
 5. Work with talent partners and supportive service providers– such as qualified intermediaries, local workforce centers, local education providers or institutions of higher education– to develop an equity-driven apprenticeship recruitment and retention strategy, coordinating resources to support job seekers and employer-led diversity, equity, inclusion, and accessibility strategies.
- B. I direct Departments to work with DHR to review their most in-demand positions and positions that are applicable to other Departments and determine which of these positions are good candidates for work-based learning talent development strategies.
- C. I direct Departments to work with DHR and OFW to increase the number of RAPs in Departments by 50% by June 30, 2024, with a preference for programs in classifications with high vacancy rates or in-demand occupations.
- D. I direct DHR to develop guidance and tools for Departments to implement work-based learning programs where registered apprenticeship is not a viable option.
- E. I direct DHR to develop a recruitment program focused on recruiting secondary school graduates to public service opportunities through work-based learning programs.
- F. I direct all Departments to submit a report to DHR by June 30, 2024 on the specific strategies and timelines to further expand work-based learning. DPA will develop a template for these reports and use the information collected from the Departments to create a recommendation to the Governor’s Office on the State’s work-based learning programs.
- G. I direct the OFW and DHR to work with Departments to create 10 additional work-based learning programs for classifications with high vacancy rates or multi-department positions by June 30, 2025.
- H. I direct each Department to implement at least 2 work-based learning programs identified in subsection III.B above by December 30, 2025.



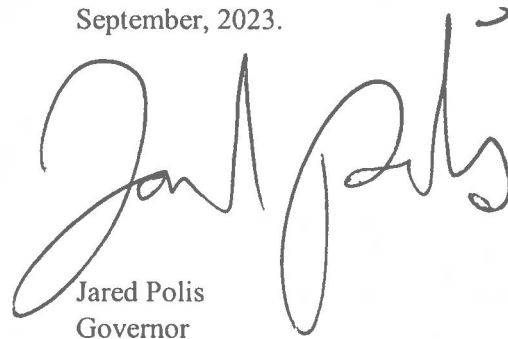
- I. I direct CDLE to expand support and technical assistance to employers across the State adopting RAPs and other work-based learning programs, and thereby increase the number of apprenticeship programs in Colorado by an additional 100 programs by June 30, 2024.
- J. I direct the Office of Economic Development & International Trade (OEDIT) to seek opportunities to inform businesses on apprenticeship resources and incentivize them to pursue workforce development programming in support of CDLE's goals through Skills Advance Colorado and Opportunity Now Colorado.
- K. I direct Serve Colorado in the Office of the Lieutenant Governor to work with community-based organizations and institutions of higher education to create 3 new AmeriCorps work-based learning programs or RAPs.
- L. I encourage private employers in the State to reach out to the CDLE to connect with resources and explore how apprenticeships and other work-based learning opportunities may address their talent development needs. I encourage private employers to collaborate with their local education providers and institutions of higher education to create high quality work-based learning opportunities geared toward skilled, good-paying jobs.

IV. Duration

Executive Order D 2022 027 is hereby superseded and replaced by this Executive Order. This Executive Order shall remain in effect unless modified or rescinded by future Executive Order of the Governor.



GIVEN under my hand and the
Executive Seal of the State of
Colorado this seventh day of
September, 2023.


Jared Polis
Governor