



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



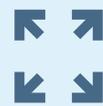
DETERMINE AND EXECUTE PROGRAM MODEL

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



EVOLVE AND SCALE

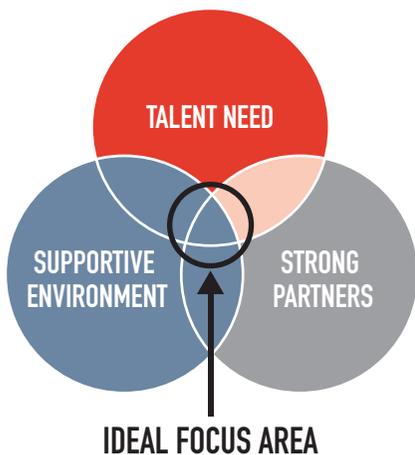
Identify new roles and locations; iterate current model and expand partnerships



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

* 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.

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

The Accenture Apprentice program in Chicago was built off the Accenture global corporate citizenship philosophy of **Skills to Succeed**, focusing on workforce development activities to obtain the skills (professional, technical, soft) needed to earn that first interview and first job or to start a business.

The Accenture Technology Apprentice model offers City College students a 12-month full-time opportunity. The first class started in June 2016 with five apprentices within our corporate IT team (CIO). Apprentices worked as business analysts collecting functional requirements, supporting applications or platforms, or in developing/testing, as agile scrum team members. Of those five, four completed the Apprenticeship and are now full-time employees doing incredible work.

Building on the momentum of the first class, we expanded to eight in 2017 and committed to 25 per year starting in 2018, of which we hope to bring in as many as possible as full-time employees. In 2018, new apprentice roles and locations in our technology group were added, focused on development, testing and conversion analyst skills.



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.

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.

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.



GET CONNECTED

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COMMUNITY COLLEGES CURRICULUM AND SOURCING PARTNERS



Harold Washington College
Business / Insurance

Harry S. Truman College
Education / Human & Natural Sciences

Kennedy-King College
Culinary Arts / Hospitality

Malcolm X College
Health Sciences

Olive-Harvey College
Transportation, Distribution, Logistics

Richard J. Daley College
Chemistry, Physics, Biology, Math

Wilbur Wright College
IT



Harper College
Business/Insurance

GOVERNMENT



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THANK YOU TO OUR PARTNERS

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