



APPRENTICESHIP GUIDEBOOK

FOR BUSINESS PARTNERS

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Introduction

Thank you for partnering with CareerWise Colorado! You have joined a progressive and

innovative program that will add a unique and beneficial element of youth apprenticeships to your business. We are here to support you with tools and expertise. Please reference additional resources here:

<Insert Business Vault Link>

The audience for this guidebook is the internal champion for the apprentice program or the HR professional leading implementation. The information in this document is designed to assist our business partners with implementation and management of a solid apprentice system at your company. The apprentice guidebook is intended as a resource to augment the practices and policies of your organization. The items outlined will help ensure the success of the apprentice as well as keep your organization compliant with the unique factors of youth in the workplace.

Setting the Tone for your Apprentices

Thank you for driving and supporting the Apprentice System at your organization. Your commitment shows a strong focus on talent development and a willingness to think creatively about your organization's future.

The business-led learning component of the Apprentice System is the primary method for practical experience building skills directly related to required competency development. Your company is an extension of classroom instruction which is designed to support the business-led learning experience.

The Apprentice System is a fantastic opportunity to engage and excite your workforce. Building staff understanding and buy-in will greatly enhance the apprentice experience. When youth workers feel welcomed and comfortable, the result is greater performance and contribution.

We also recommend that leadership play a visible role in the Apprentice System. Hosting a roundtable or coffee chat every month or so keeps the apprentice engaged and imparts a feeling of importance and belonging.

As the internal champion or HR professional leading this effort, you provide a safe place for the apprentice should they have issues, questions, or concerns. They may not understand the role of leadership in a business or might feel like "HR" is the principal's office so addressing this during the onboarding and orientation phase of their employment will help them better understand workplace dynamics and roles.

Your work in making this system successful is much appreciated. CareerWise is here to support you at all times. Your communication with us will enable us to assist in matters involving you and the apprentice should there be any difficult situations. Your Relationship Manager, Program Manager and **the HR Strategist** will meet with you periodically to check in and assess how the system is working at your company. Never hesitate to contact us with questions or concerns, regardless and of minor the issue may seem. The sooner we are aware of an issue, the better we can work together.

Selecting Apprentices

The selection process for youth apprentices will be similar to your full-time regular hires. The process must remain fair and equitable to all students who apply. It cannot discriminate on the basis of sex, race, color, national origin, religion, disability, or sexual orientation and must comply with both EEO and ADA.

Interviewing a high school student is different from the interviews you have conducted with adult candidates. In many cases, your interviews with apprentice applicants will be the teenager's very first interview experience. So, they will need some guidance and direction in order to provide you the information you need to select the apprentice best suited for your organization.

We use an internal applicant system to manage the hiring process. The interface allows you to view applicant resumes, communicate with the applicant, store notes, and track hiring statuses.

Allow students to tell stories from their family life, school activities or community involvement. Set them up for success. Let them know you are looking for STAR answers to your questions:

- Situation
- Task
- Action
- Result

This gives the apprentice applicant a format to follow, allowing them greater opportunity to stay on task and give you the details and evidence that provides better decision-making data.

Always give a description of the company and the work the apprentice will be training to perform. A brief handout is helpful for the student to have a point of reference.

Interview Questions

1. Tell me about a class you have taken that is relevant to the work you will do here...
2. What experiences have you had that make you interested in this type of work?
3. Can you walk me through a team project you have worked on?
4. When was the last time you were late? What happened?
5. Tell me about a time you had to work out a disagreement...
6. How would your favorite teacher describe you?
7. Who is your favorite teacher and why?
8. Why is your least favorite teacher your least favorite?
9. Describe a time you have been really frustrated? What did you do?
10. When you have a big project due, how do you plan and organize?
11. When have you proven yourself reliable?
12. Describe a time you have felt really proud...

**if your company requires a background check, you may ask "Have you ever been judged delinquent for behavior that would constitute a violation of criminal law in an adult court?"

Things to Remember

During the interview, you may need to probe for more information or deeper detail. Try to make the student feel comfortable and gently guide. They will be nervous.

Teen Language – It is very common for teens to use filler words such as “like”, “you know”, “right”, etc. Try to overlook this pattern and focus on the experiences and information they are sharing with you. Because they are nervous, they may also need time to think. Verbally give them permission to take time to respond.

Body Language – Due to nerves or general lack of interviewing experience, students may not maintain eye contact. They may also fidget, bounce a knee, click a pen, or other unconscious indicators of nerves. While students have been coached on interviewing and professional behavior, you are a stranger asking strange questions that will result in a decision that is very important to them. Have patience.

Interview Feedback for Those Not Selected

Interviewing at your company may be one of the first interview experiences for the student. You can provide valuable feedback to those not selected for an apprentice role at your organization. While not typical for your HR practice, this information is helpful in the student’s journey as they strive to improve for their next opportunity. Some best practices for providing this feedback to the student:

- **Connect your feedback with the job.** When you keep the feedback directly related to the job, you most effectively help students that have a clear interest in that career path.
- **Make your feedback as constructive and understandable as possible.** Students will appreciate your sincere, actionable, constructive feedback that they can immediately incorporate into their skill set. Don’t beat around the bush or obfuscate, the candidate may never get your message. Remember that successful communication is about shared meaning.
- **If a skill test was part of the interview process, give the student those results.** For example, if the candidate had to create a writing sample during the interview for a documentation position, provide feedback on the exercise. If grammatical and spelling errors and incoherent sentences were present, the student needs this information. If a developer apprentice is asked to do a white board test to assess coding skill and problem-solving approach, share how the student did in relation to those selected.

Creating a Top-notch Career Learning Environment

The Apprentice will:

1. Comply with the policies and procedures of the workplace
2. Observe the same regulations that apply to other employees
3. Adhere to all policies and regulations set by school administration

The Employer will:

1. Acknowledge that the Apprentice is enrolled in a program aligned to chosen studies
2. Provide supervision and instruction to build skills in competency areas as outlined in the training plan
3. Evaluate and document Apprentice progress
4. Employee both a harassment-free environment and non-discrimination policy
5. Adhere to FLSA, wage and hour, child labor and all other federal, state, and local laws
6. Complete XYZ documents and return to the school / program on the required date

Career Readiness

As part of the apprentice coursework, each apprentice will attend professional workplace preparation. The coursework includes the following focus areas:

Professionalism: Each apprentice understands the expectation for professional behavior including language, the inclusive workplace and basic prevention of harassment and discrimination.

Dress: As each workplace differs in appearance expectation, each apprentice understands the expectation for a neat and clean appearance.

Raising concerns: As mentioned before, apprentices may not be familiar with the role of HR. Each apprentice has been educated on how to raise concerns with their supervisor, the role of the Coach and the role of HR.

Attendance: Apprentices are expected to be punctual. The attendance policies for your hourly workforce apply to all apprentices.

Use of Internet, Social Media, and Personal Electronics: Apprentices should only use their phone with permission and for emergencies. Your internal policies for internet and social media will apply to the apprentice.

Lunch times and Breaks: In accordance with state law, apprentices working more than 5 hours must be allowed a 30-minute unpaid meal break and a 10-minute rest for every 4 hours worked.

Performance or Behavioral Issues: Apprentices are expected to conduct themselves in a mature and professional manner. Your company's policies and standard procedures for performance management or disciplinary coaching will apply.

Compensating the Apprentice

One of the primary goals for CareerWise is to increase the availability of mid-level skilled jobs to Colorado youth. You have a critical role as the business partner and employer. All apprentices

must be paid minimum wage. In 2016, the passing of Amendment 70 supported raising minimum wage from \$8.31 to \$9.30 per hour in 2017 and then increase it \$0.90 each year until the wage reaches \$12.00 per hour in 2020. When considering what to pay your apprentice, there are a few things to consider:

- Will the apprentice be motivated to work for the pay offered?
- Does pay increase over time, moving the apprentice closer to a living wage?
- Have you considered the pay of your existing workforce?

In years 2 and 3, we recommend a larger pay increase than the required minimum wage increase, to reward the apprentice for skill advancement and retain them through the 3rd year when they will contribute very close to the performance level of an experienced worker but at a lower pay rate. This is the ROI “return on investment” for your organization.

Supervising the Apprentice

The following information can be found in the Careerwise Supervisor Guidebook. This information outlines best practices for supervising apprentices to bring out their best performance.

Apprentices are different from experienced employees with similar motivations just beginning their career journey. The key is to remember that they have joined your company to learn about a career and build job skills. You have a great opportunity to help shape the workforce of tomorrow by leading and training them with the foundational skills and technical skills they will not get anywhere else.

Here are some strategies for effectively managing apprentices:

Clear Communication Comes First

When it comes to managing Apprentices, start with clearly defined roles and responsibilities. They need to know what professionalism is, and what you expect. They likely do not have the job experience to understand what many of us now assume and infer when we take a new position. This is part of being clear with how you communicate.

1. Explain your reason logically and briefly.

While they might not have the knowledge and experience that experienced apprentices have accumulated over the years, teens have highly sensitive lie detectors and can see through bad logic.

This program is designed around learning, so telling the Apprentice to do something just because you said so will not have the same positive outcome as providing a logical and business-based reason.

Also remember that if you over-communicate, teens may start to tune you out. Be succinct and to the point, never talk down to them or patronize them. They may shut down and not ask a great question or bring up a creative idea.

2. Speak directly.

Without being overly forceful or overbearing, speak directly to apprentices. Whether you are relaying rules, tasks, praise, or correction, speak to them directly. Avoid roundabout communication.

Speaking directly to your apprentice does two things: you know your message is undiluted and understood, and you are also helping your apprentices grow. They need the experience of communicating directly with their manager.

3. Outline your expectations.

Tell your apprentices in clear language what you expect from them, both in what they should do and what they should not do. This should happen during the interview and onboarding process, during any performance reviews, and regular one-on-one meetings and check-ins throughout the week. Ensure that your feedback is calibrated with the apprentice Coach.

Tell them what you expect from them in regards to proper behavior. Tell them what needs to be completed this week, or this day. Instead of telling them to “be polite”, tell them *how* to be polite. They might not actually know. This is how they learn professional behavior and the habit of communicating professionally.

Find What Motivates Apprentices

Everyone is different when it comes to motivation. Some are self-motivated, and you will merely need to point them in the right direction before they are off and running. Others, though smart and motivated, need to be told specifically what you want them to do and when you want it done. Despite these differences, though, there are a few key motivators that all apprentices will respond to:

1. Show what’s in it for them.

Every employee wants to know what’s in it for them, and your apprentices are no different. By helping them see “what’s in it for them”, you can help avoid bad attitudes and habits.

- Provide positive reinforcement of their learning and skill advancement
- Public recognition for a job well done
- Input into things that matter. For example, if your apprentices meet a goal, reward them by letting them choose the next project or team activity

2. Let them know their voice is heard.

Your apprentices will want to know that they have a voice. This young workforce prides themselves on being individualistic, and have strong opinions. Give them a chance to share thoughts and ideas about the workplace, and put into place a system for valid ideas to actual happen. Get their input on:

- Processes
- Products
- Social media marketing

By opening the door for input, you may find an apprentice who has a creative streak or a skill you weren’t aware of. Give them duties that fit those skills, and watch his or her self-motivation skyrocket.

Whether you use a suggestion box, meetings, or a break room chart where apprentices can vote on an idea, success with this will mean providing a format to safely share ideas and vet them.

3. Let them know they are safe.

Apprentices need to know they are safe. They want to know they will not be bullied, threatened, or embarrassed by other workers or by management. While you still need to enforce rules, it is important that you do not use public shaming. Shame and humiliation demotivate apprentices in the long run and does not reinforce the program.

Let your apprentices know you have an open door. Provide a way for them to share ideas safely, even if this means anonymously.

4. Show them you care about them.

Apprentices will want to know that they matter. As their manager, you are a role model and a different influence in their lives than parents or teachers. You have the unique ability to help them learn what it takes to do well in their future careers.

Help them build a network within your own network. Help them discover skills or abilities they aren't aware they have. Give them a chance to flex their own "work" muscles by giving them leadership opportunities right there at work.

One huge caveat: even though you care about your apprentices, you must remember that you are their manager and *not* their parent or friend. Maintain that distinction. When a manager disciplines or says "no", it might sting but most apprentices will get over it.

Dealing with The Challenges

Every generation has its quirks, and the current generation is no different. Today's youth need face-to-face time in order to feel like they important.

Additionally, they may have been highly supervised by their parents for most of their life meaning that they expect you, the manager, to continue the practice. They will not arrive with the ability to see what needs to be done; they will need you to tell them what to do and how to do it. They have not always been used to the kinds of work other generations have done, and so you will need to train them.

Quick Tips

1. Keep apprentices occupied

Don't give them a chance to get bored. Not only does time pass more quickly when we're busy, the apprentice is here to learn.

If in training, have the apprentice actually do the work, not just watch your or an experienced co-worker. If working independently, provide a list of tasks and discuss the order of importance.

2. Course correct immediately

If you find that your apprentices are off task, making mistakes, not understanding, or behaving poorly, deal with it immediately. Otherwise, it becomes a habit and your apprentices will get the idea that you're not all that serious about your expectations and policies. Remember, they are here to learn and your feedback is an important part of that process.

Of course, you should handle corrective conversations one-on-one, in private, and not shame them in front of others. Give them the opportunity to include their Coach or HR if it makes them more comfortable. In a caring and candid manner, directly explain the situation, the impact on the business, what you expect from them from here on out, and what will happen if the behavior continues.

3. Know the difference between willful behavior and immaturity.

Not all apprentices of the same age are at the same maturity level. What might seem like bad behavior might not be willful at all, but immaturity or simply not knowing better. For this reason, the above method (handling it privately) is always the best first step. If bad behavior is based in immaturity, your apprentice simply needs to be reminded of their career readiness training and company expectations.

4. Ask the apprentice what they think.

Sometimes asking the apprentice why they think they are having the meeting, and then asking them what they think the solution is will reveal surprising answers.

Let the apprentice be given a chance to critique their own behavior and explain the situation in the context that they understand it. By doing this, you are allowing them to tell you what they think happened, which feeds into their need to know that they have a voice and that their voice matters.

5. Follow-up with positive feedback or readjust.

Bring the apprentice in for follow-up at a later date. Commend their progress, ask how things are going, and if there are any problems. Be genuinely interested. Doing this helps the apprentice feel like you care, you weren't simply handing out mindless punishment, and that you really meant what you said.

Your apprentices will be full of energy and creativity, and when channeled in a positive way, they are a huge asset to your team and your company. As with any employee, your key to success will lie in communication, motivation, and solid skill development that is engaging and rewarding.

When to Contact a Relationship Manager

The simple answer is – any time! Your relationship manager is available to answer questions, talk through challenges, discuss ideas, and serves as the relationship manager with both school and parent, should you have a concern that requires escalation.

Scheduling the Apprentice

The work-based component is the primary method for learning the required competencies. Your organization, the supervisor, and the Coach are an extension of the classroom for the apprentice. So meaningful work hours are critical.

- No apprentice may work more than forty hours in a week
- No more than eight hours in any twenty-four-hour period
- Scheduling an apprentice should work for both your organization and the student

Ensuring Apprentice Safety

Worker's Compensation

All employers are responsible for providing worker's compensation coverage or comparable liability coverage for apprentices. Additional benefits may be provided at your discretion and should comply with the Affordable Care Act.

Reporting requirement for accidents, incidents, and injuries for youth are no different than adult employees. More information and local contact information can be found in the Appendix.

Harassment Concerns

It's dangerous to assume that a teen will report harassing behavior under the same circumstances as would an adult employee. The reason: Teens think of the workplace in terms of school, where they think nothing of a boy pulling the pigtails of the girl he likes, and name-calling is an unpleasant reality. So, when a manager or co-apprentice engages in the grown-up equivalent of such behaviors, and this being a youth apprentice's first work experience, they may think it's "normal" and may not speak up.

Communicate to apprentices their right to work in an environment free from harassment by:

- Reviewing your company's anti-harassment policy with them, one-on-one, in detail, upon hire. Provide them with specific examples of behaviors that violate the policy, but stress that the examples are not all inclusive.
- Directing teens to the [EEOC's Youth@Work website](#), which spells out their employment rights and responsibilities using language they can understand.

- Walking them step-by-step through the organization's complaint-reporting procedure before they have an actual complaint. It is imperative that they know whom to contact if their manager is the harasser.
 - This will be the apprentices first experience with the concept of “HR”. It is important they understand the role of HR and know the trusted relationship of the function.
 - Reassuring them that they will not be retaliated against for filing a complaint.
-
- Taking their complaints seriously, even if it's immediately obvious to you that the behavior in question doesn't rise to the level of illegal harassment.

Supervisors

Thoughtful diligence should be taken when selecting adults who will supervise apprentices. Be sure to conduct background checks; check references; check sex offender registries; and check personnel files for complaints.

CareerWise will offer supervisor fundamentals training for new supervisors, or those wishing to upskill or re-skill. We will also offer full-day training for all supervisors of apprentices to discuss the unique opportunities of managing youth. It is critical that supervisors are motivated to work with apprentices. The skill development of the apprentice is overseen by the supervisor so their “buy-in” is a key component of a successful apprentice program at your organization.

General Safety

Teen apprentices' inexperience and possible discomfort with asking questions could result in accidents and injuries. The Department of Labor suggests employers take the following four steps to help prepare young apprentices to work safely.

Double-check tasks

What may be obvious to an adult employee may not be so clear to a teen tackling a task for the first time. Train youths to work safely by:

- Giving them clear instructions and telling them what safety precautions to take
- Asking them to repeat your instructions and giving them an opportunity to ask questions;
- Showing them how to perform the task;
- Watching them as they do it, correcting any mistakes; and
- Asking if they have any additional questions

Once young apprentices know what to do and have demonstrated that they can do the job right, check again later to be sure they are continuing to do the task correctly. Don't let them take short cuts with safety. Be sure, too, that supervisors and co-apprentices set a good example by following all the appropriate rules as well.

Show them how to use safety equipment

Although young apprentices are prohibited from performing certain tasks and using certain equipment, this does not eliminate every hazard. Some youth may still need to wear personal protective equipment such as safety shoes, hard hats, or gloves, depending on the nature of the work. Be sure that the teens know:

- When they need to wear protective gear
- Where to find it
- How to use it, and
- How to care for it.

In other cases, young apprentices may simply need to know about safety features of equipment or facilities.

Prepare teens for emergencies

Every apprentice needs to be ready to handle an emergency. You should prepare your young apprentices to escape a fire, handle potentially violent customers, deal with power outages — or face any other risks that affect your business. Youths also need to know whom to go to if an injury should occur and they need first aid or medical care.

Set up a safety and health program

A strong safety and health program involving every apprentice at your business is your best defense against workplace injuries. For help in establishing or improving a safety and health program, contact the Occupational Safety and Health Administration (OSHA).

The DOL's [YouthRules! website](#) provides self-assessment tools that employers can use to gauge their organization's compliance with child labor safety provisions.

Transportation

Apprentices should only be transported to and from work and / or home by school bus, public transportation, parental transportation, or driving a personal vehicle. It is generally not a good idea for either the supervisor, the Coach, or any other member of your organization to transport the apprentice. In some circumstances this may be required for offsite meetings or other work site learning. In this case, it is best for another adult to be in the vehicle with a licensed and insured driver.

Coaching the Apprentices

Each apprentice should be assigned a carefully selected Coach. He or she should ideally have some experience working with youth either through family or volunteering and have an interest in leadership and training. In addition, the Coach should possess strong communication skills and has grown a career in the identified pathway.

Coach responsibilities include:

- Evaluating progress in collaboration with the supervisor
- Providing support, encouragement, direction, and additional career feedback
- Seeking help from appropriate sources if personal problems arise for the apprentice
- Meeting with the apprentice weekly
- Using Pairin assessment tool to set goals with the apprentice

The following guidelines are available in the CareerWise Coach Guidebook. This information

outlines best practices for Coaching apprentices.

The Role of a Coach

- At the initial stages, your apprentice may appear to be hesitant, intimidated, or not engaged. *Be patient.* Don't try to speed up the process by pressuring the relationship. Our recommendation for a 30-minute daily check-in will allow trust and rapport to build over time.
- Refrain from trying to be teacher, parent, disciplinarian, therapist, or best friend. Be a *dependable, consistent, mature presence.* Present information carefully without distortion, listen carefully, and offer possible solutions without passing judgment. Don't criticize or preach. Think of ways to problem solve together.
- Respect the uniqueness of your apprentice and honor their integrity and hard work. You will be a source of great influence when providing constructive feedback. Identify the apprentice's interests and take them seriously.
- Set realistic expectations and goals for your apprentice. Remember there is a big difference between encouraging and demanding. Assist in making the connection between his/her actions of today and the dreams and goals of tomorrow. Look for signs of apprentice improvement such as increased work speed and knowledge, skill attainment, showing up for meetings and expressing appreciation.
- As a Coach you can share and advise but know your limitations. Problems that your apprentice may share with you regarding issues at home or with a relationship, substance abuse, molestation and physical abuse are best handled by professionals. If you have any concerns, no matter how minor it seems, contact your HR department and your CareerWise Liaison immediately.

Behavioral Issues

There may be instances when your apprentice's behavior is unacceptable. Again, remember the supervisor will address performance issues and only the parent is responsible for the child's discipline.

- Adolescents will listen and respond to reason. Explain to your apprentice why you find his/her behavior unacceptable
- Ignoring an issue will not solve the problem. Discuss your concerns
- Your CareerWise Liaison and HR Strategist are great resources to discuss your apprentice relationship

Health and Safety

Protect the health and safety of your apprentice and seek advice from your HR department or CareerWise staff whenever in doubt about the appropriateness of an action or activity that could

affect the health and safety of the apprentice:

- Do not use alcohol, tobacco or drugs when with your apprentice
- Do not have firearms or weapons present while with your apprentice
- Ensure your apprentice has all the necessary protective items as required by your workplace
- Do not take the apprentice away from the workplace

If you have become aware that your apprentice’s safety or the safety of another is in jeopardy through disclosure (e.g., child abuse, sexual abuse), report your concern to your CareerWise Liaison immediately. This requirement should always be discussed with your apprentice at the beginning of the relationship to inform them of your obligation to report safety concerns.

- It is important not to measure the success of the relationship by the extent of the apprentice’s disclosure. For many apprentices, this is a new kind of adult relationship. Discussions between you and your apprentice will evolve over time. Be careful about sensitive personal issues. The apprentice’s personal or family life could be difficult, and they may want to discuss it
- If you have a concern you feel is beyond your ability to handle, contact your HR department and/or your CareerWise Liaison even if it seems trivial. There is no reason to feel stressed or confused

Measure of Success

Coach success is measured by many milestones.

Your apprentice may realize for the first time that he/she . . .	Good indications:
has potential	<ul style="list-style-type: none"> • setting goals • developing new skills • aware of time management
is confident and self-assured	<ul style="list-style-type: none"> • increased cooperation with parents, teachers and peers • behavioral changes
values education and the learning process	<ul style="list-style-type: none"> • increase in school attendance • improved grades • respect for teachers
is a capable young person	<ul style="list-style-type: none"> • a willingness to help others • ability to see the future • ability to plan for college

Parental Interference

Having an apprentice does not mean you're legally obligated to deal with their parents when it comes to discipline, performance, or adverse employment actions. However, concerned parents could enter the picture.

Common scenario #1: A parent calls asking why their child was given feedback on poor performance, given a new schedule, issued a written warning, etc.

There are no laws requiring you to disclose this information to the parent of a teen apprentice. There could be instances where a conversation is appropriate. Did the minor ask their parent to call because they are confused by your action? Is the minor afraid to ask the question him/herself?

If the parent persists and demands to know why you took the action you did, please feel free to refer them to your Relationship Manager or CareerWise HR Strategist.

Common scenario #2: A parent asks to attend a meeting between their child and the child's supervisor regarding the child's struggling performance.

Providing you are not in a union environment, there are no laws requiring an employer to allow a minor employee's parent to attend a work-related meeting with the minor.

Again, do not feel obligated to allow the parent to attend. You may turn down the request. Consider if the apprentice needs help communicating or understanding the discussion? Is the student claiming unfair treatment? Minors may not be fully aware of their workplace rights.

If the parent attends, set ground rules. Both parent and apprentice must understand that the parent is there as a passive observer. They may not join the discussion or serve as the child's mouthpiece (unless a true communication issue exists), as they do not have first-hand knowledge of their child's performance. The apprentice is old enough to hold a job, so they are old enough to take responsibility for their actions on the job. If the parent becomes disruptive, promptly ask them to leave (but don't hold the parent's behavior against the teen).

Ending an Apprenticeship

Termination

Our collective goal is to have successful apprentices contributing to the success of your

business and entering your workforce as a fully skilled employee. Sometimes, issues arise, and apprentices may have to be terminated. In these instances, a CareerWise liaison will meet with you, the supervisor, and the Coach to ensure every effort has been made to provide opportunities for improvement. A school representative may also be present.

If all parties agree that termination is the outcome, you should contact your Relationship Manager and together, proceed with your typical release protocol.

Exit Interview

In the event of a voluntary withdrawal from the program, or the 3-4 year program wrap, we encourage an Exit Interview. You may have your own format developed, in addition we will have the student complete a CareerWise survey. If you do not have an exit interview, sample questions can be found in the appendix.

Offer of Continued Employment

Because they have spent 3-4 years in your organization, learning specifics about your business; a successful apprentice can become a valued employee. If you intend to convert the apprentice to a full-time employee following completion of the program, you should follow your in-house job offer and hire process.

Requiring a final project or presentation is a good way to close the apprentice journey and acknowledge the organizational contribution of the apprentice as well as the supervisor and Coach.

School Calendars

[Denver Public Schools](#)

[Cherry Creek Schools](#)

[Jeffco Public Schools](#)

[STEM School Highlands Ranch](#)

[School District 51- Mesa County Valley](#)

[Westminster Public Schools](#)

[Colorado Early College \(CEC\)](#)

[CEC Ft. Collins](#)

[Eagle County Schools](#)

Appendix

[Frequently Asked Questions](#)

[Colorado Youth Labor Law](#)

ATS User Guidebook

Interview Tools

Manager/Supervisor Guidebook