

**“We will connect 30,000 New Yorkers to apprenticeships by 2030. [...] This is on-the-job experience with an opportunity for permanent employment in high demand careers.”**

– Mayor Eric Adams, *State of the City*, January 2023

To address larger workforce and economic challenges, the Future of Workers Task Force convened by Mayor Eric Adams in Fall 2022 set out to dig deep into the systemic issues impeding the city from reaching its goals for an inclusive economy and shared prosperity. Driven by the initial findings of the Task Force in its [Pathways to an Inclusive Economy Blueprint](#), Mayor Adams issued a call to action in his 2023 State of the City address for NYC to support 30,000 apprenticeships citywide by 2030. The Task Force recommended to “Expand and Diversify Apprenticeships” as a strategic lever to transform our talent development system from a “learn then earn” model to a model that braids earning and learning.

To drive this transformation, the Mayor’s Office of Talent and Workforce Development (NYC Talent) worked with Accenture—with funding from the Robin Hood Foundation—to map the current landscape of apprenticeship in New York City. This mapping included reviewing the types of programs that exist, including how many registered apprenticeships are currently tracked, and identifying growing occupations in the New York City economy that are suitable for apprenticeship models, as well as examine how other cities and regions have increased and scaled apprenticeship programs.

The resulting [NYC Apprenticeship Landscape Analysis Report](#) released in the

Fall of 2023, outlined threshold criteria for apprenticeship (as seen in the following chart) as well as best practice, and set the stage for the launch of the NYC Talent Apprenticeship Accelerator.

The purpose of the threshold criteria was to achieve the following:

- Differentiate apprenticeship from short-term internships, boot camps, and other trainings.
- Lower the barrier to entry to invite more entrants to consider apprenticeship while still embracing that registered apprenticeship is best practice.
- Gain a more accurate count of apprenticeship in New York City.

# NYC Talent’s Apprenticeship Threshold Criteria

(from the 2023 [NYC Apprenticeship Landscape Analysis Report](#))

	Threshold	Best Practice
<b>Career Path</b>	<ul style="list-style-type: none"> <li>✓ Designed in partnership with industry, with a focus on jobs that power the economy</li> <li>✓ Designated track into a full-time employment role – and a continued career path – upon program completion</li> <li>✓ Transferable skills recognized by employers other than apprenticeship sponsor/employer</li> </ul>	<ul style="list-style-type: none"> <li>✓ Clearly defined skillset achieved that are formally transferable across employers</li> <li>✓ Focus on in-demand, cross-industry occupations with economic mobility and access to multiple career pathways</li> <li>✓ Clear career path steps for apprentices</li> </ul>
<b>Opportunity</b>	<ul style="list-style-type: none"> <li>✓ Commitment to accessibility and a programmatic design that supports people from a diversity of backgrounds</li> <li>✓ Program design should recruit broadly and in ways that address historic disparities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Ensure apprenticeship includes key practices, including but not limited to:               <ul style="list-style-type: none"> <li>• Measurable commitment and goals internally &amp; externally</li> <li>• Incorporation of participant voice in program design</li> <li>• Intentional recruitment efforts across wide range of education, community and workforce partners</li> </ul> </li> </ul>
<b>Salary</b>	<ul style="list-style-type: none"> <li>✓ Earn-and-learn (i.e., paid wages) throughout apprenticeship</li> <li>✓ Increased wages as skills and productivity increase; pathway to a living wage</li> </ul>	<ul style="list-style-type: none"> <li>✓ Living wage (or above) based on the cost of living in apprenticeship location and benefits such as health insurance</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>✓ Formal structured learning (i.e., industry-aligned curriculum in the form of instructor-led classroom courses, web-based academic trainings, webinars) either via in-person or virtual, combined with on-the-job training</li> </ul>	<ul style="list-style-type: none"> <li>✓ Portable credential (industry or academic) achieved at the end of the apprenticeship, such as a certificate or associate degree</li> <li>✓ 144 hours of training time (structured learning only)</li> </ul>
<b>Apprentice Support</b>	<ul style="list-style-type: none"> <li>✓ Established supervisor relationship and dedicated mentorship</li> </ul>	<ul style="list-style-type: none"> <li>✓ Soft skills development, cohort programming, stipends for transportation/childcare, mental health services, covering program costs such as uniforms/exam fees, support to access benefits such as SNAP</li> </ul>
<b>Duration</b>	<ul style="list-style-type: none"> <li>✓ Can be time-based, competency based or hybrid</li> <li>✓ If time-based, approximately 12 months or 2,000 hours minimum</li> <li>✓ If competency-based (and does not meet 2,000 hours requirement) must use formal competency framework</li> </ul>	<ul style="list-style-type: none"> <li>✓ Competency-based assessments aligned with national frameworks/processes, such as US DOL, CareerWise or the Urban Institute</li> </ul>

# Bending the Curve Toward 30,000

By the end of 2024 New York City will be home to 14,000 apprenticeships—8,800 registered and 5,200 that meet the threshold criteria—well on the way to realizing the City's 2030 moonshot goal of 30,000. [Read the press release to learn more about this exciting milestone.](#)

## Laying the Groundwork

Since its inception the Apprenticeship Accelerator team has been laying the groundwork to grow the number of apprenticeships in New York City:

- Met with 100+ stakeholders from educational institutions, training providers, industry, labor unions, non-profit workforce providers, and public agencies to better understand the current apprenticeship policies, programs, and practices as well as the barriers and opportunities to scale.
- Used the threshold criteria to identify apprenticeships that are not yet registered so that we have a more accurate baseline count of the number of apprenticeships.
- Examined existing training programs to propose changes so that they meet the threshold or move toward best practice.
- Worked with NYC's Industry Partnerships in food and beverage, healthcare, tech, construction, and industrial/manufacturing to develop and invest in new apprenticeships.
- Released two RFPs, one for planning and one for development of apprenticeship models.
- Solicited insights through an RFI to learn from the field about current programs, challenges, and resource ideas needed to reach the 30X30 goal.

## What We Heard from the Field

Through our RFI and the various voices from the field we are hearing common themes on the challenges, recommendations, and resources required for the expansion of apprenticeships:

- Challenges in obtaining funding to develop new interventions and scale promising programs.
- Need to examine the costs and make the business case to justify ROI and scale successful programs.
- Need for more support infrastructure and technical assistance.
- Resources needed for supportive services to increase retention and provide wraparound services.
- Lack of awareness of the potential of the apprenticeship model.
- Welcome support for marketing initiatives to raise awareness and for advocacy.



## Spotlight on Nursing

One of the most in-demand occupations in NYC that pays a family-sustaining wage is nursing, the backbone of the healthcare sector that accounts for almost 20% of the local economy. Historically, many first-year nurses left the field, as classroom education and unpaid clinical hours weren't adequately preparing them to face the professional realities of being a full-time working nurse.

To tackle this problem, the City partnered with the Greater New York Hospital Association and 28 acute care hospitals and clinical settings to develop and implement a Citywide Nurse Residency Program—a one-year apprenticeship that meets our threshold criteria—that has resulted in improved retention of more than 6,000 new nurses and millions of dollars saved at participating hospitals.

Expanding on this and other nursing pipeline investments, NYC Talent, in partnership with the City University of New York (CUNY), launched the NYC Center for Nursing Education and Practice (CNEP) in the fall of 2023 to focus on building the infrastructure to help New Yorkers enter into and advance through the nursing career pipeline.

Thanks to a \$600,000 commitment from the Robin Hood Foundation, the CNEP recently announced a new Licensed Practical Nurse (LPN) apprenticeship pilot aimed at improving the nursing workforce pipeline, in partnership with the 1199SEIU Training and Employment Funds and local nursing homes. Recruitment is expected to begin this summer for a 15-student cohort focused on incumbent Certified Nurse Assistants, a population overwhelmingly represented by immigrants and women of color.

## What's Next?

The Apprentice Accelerator team will continue engaging our industry partners, training providers, and prospective apprentices to deliver the following outcomes aimed at expanding apprenticeship opportunities across New York City and ultimately reaching Mayor Adams moonshot goal of 30,000 apprenticeships by 2030:

- Launch an Apprenticeship Community of Practice
- Announce the RFP awardees for planning and implementation
- Develop and invest in apprenticeship models in occupations that have not traditionally leveraged apprenticeship
- Partner with City Agencies to expand public sector apprenticeship through the NYC Interagency Talent Cabinet
- Continue to activate the industry leadership via NYC Workforce Development Council's Apprenticeship Committee
- Raise additional public and private resources to support expanding apprenticeship.

Stay up to date with the Apprenticeship Accelerator by visiting [www.nyc.gov/nyctalent](http://www.nyc.gov/nyctalent) or email [apprenticeship@talent.nyc.gov](mailto:apprenticeship@talent.nyc.gov).

