

Division of Apprenticeship Standards (DAS)

Apprenticeship Program Summary Sheet

To: Adele Burnes, Chief
From: Miguel Silva
CC: DAS, Program Planning & Review Unit
Date: February 20, 2026

Program Name: Livable Wage Jobs
Industry: Business Services
DAS File No.: 101533
Grant Awardee: ☒ No ☐ Yes

Action(s):

- ☒ Proposed new apprentice program
- ☐ Existing apprenticeship program adding new occupations
- ☐ Existing apprenticeship program expanding area of operations
- ☐ Existing apprenticeship program changing work processes on approved occupations

Labor Organization(s) Representing Apprentices:

None

Request for Approval under Labor Code 3075:

Livable Wage Jobs is not intended to train in the building and construction trades and is not eligible to dispatch apprentices to projects with public works, prevailing wage or skilled and trained workforce requirements within the meaning of Labor Code sections 1720 and 3075 and will not train or dispatch apprentices in the building and construction trades or firefighters occupations.

Comments:

Apprenticeships are redefining paths to rewarding, high-growth careers by blending hands-on experience with industry-driven training in the most dynamic sectors of the economy. Apprentices gain direct exposure to innovative approaches, digital platforms, and advanced tools that shape the future of work, building confidence and adaptability that employers value. For companies, these apprenticeships deliver a pipeline of talent ready to excel in fast-paced environments, bringing curiosity, creativity, and practical expertise. Apprentices prepare to support and drive productivity, growth, and competitive edge in occupations where innovation, advancement opportunities, and business success continue to rise.

Livable Wage Jobs will oversee the apprenticeship program herein and seeks approval from the Department of Industrial Relations, Division of Apprenticeship Standards for the following:

Proposed Occupation, Wage Rate & O*Net Code:

- Technical Sales Representatives O*Net: 41-4011.00
 - Professional Worker Wage: \$28.00 per hour
 - Proposed Apprentice Wage: \$21.42 per hour
 - Proposed No. of Apprentices: 20
- Mechatronics and Robotics Technicians O*Net: 17-3024.00
 - Professional Worker Wage: \$28.00 per hour
 - Proposed Apprentice Wage: \$21.42 per hour
 - Proposed No. of Apprentices: 12
- Project Management Specialists O*Net: 13-1082.00
 - Professional Worker Wage: \$28.50 per hour
 - Proposed Apprentice Wage: \$21.42 per hour
 - Proposed No. of Apprentices: 10
- Cybersecurity Specialists O*Net: 15-1212.00
 - Professional Worker Wage: \$28.00 per hour
 - Proposed Apprentice Wage: \$21.42 per hour
 - Proposed No. of Apprentices: 12
- AI/Machine Learning Specialists O*Net: 15-1221.00
 - Professional Worker Wage: \$28.00 per hour
 - Proposed Apprentice Wage: \$21.42 per hour
 - Proposed No. of Apprentices: 15
- Computer Systems Analysts O*Net: 15-1211.00
 - Professional Worker Wage: \$28.00 per hour
 - Proposed Apprentice Wage: \$21.42 per hour
 - Proposed No. of Apprentices: 12
- Online Merchants O*Net: 13-1199.06
 - Professional Worker Wage: \$28.00 per hour
 - Proposed Apprentice Wage: \$21.42 per hour
 - Proposed No. of Apprentices: 15
- UX/UI Design Analysts O*Net: 15-1255.00
 - Professional Worker Wage: \$28.00 per hour
 - Proposed Apprentice Wage: \$21.42 per hour
 - Proposed No. of Apprentices: 12

- Application Developers O*Net: 15-1252.00
 - Professional Worker Wage: \$28.00 per hour
 - Proposed Apprentice Wage: \$21.42 per hour
 - Proposed No. of Apprentices: 11

- Operations Managers O*Net: 11-1021.00
 - Professional Worker Wage: \$28.50 per hour
 - Proposed Apprentice Wage: \$21.42 per hour
 - Proposed No. of Apprentices: 10

Proposed Employers:

- Terrapin - 3100 Clarendon Blvd Suite, 200, Arlington, VA 22201
 - Occupation(s):
 - Cybersecurity Specialists
 - AI/Machine Learning Specialists
 - Mechatronics and Robotics Technicians
 - Computer Systems Analysts
 - Project Management Specialists
 - Technical Sales Representatives
 - UX/UI Design Analysts
 - Application Developers
 - Operations Managers

- Soloro - 6447 Webster Road, Creston, CA 93432
 - Occupation(s):
 - Mechatronics and Robotics Technicians
 - Project Management Specialists
 - Online Merchants
 - UX/UI Design Analysts

- Westin and Co. - 4442 Manzanita Way, Turlock, CA 95382
 - Occupation(s):
 - Online Merchants
 - Technical Sales Representatives
 - UX/UI Design Analysts

- 2 Degree Shift - PO Box 1858, Paso Robles, CA 93447
 - Occupation(s):
 - AI/Machine Learning Specialists
 - Mechatronics and Robotics Technicians
 - Computer Systems Analysts
 - Project Management Specialists
 - Technical Sales Representatives
 - UX/UI Design Analysts
 - Application Developers
 - Operations Managers

Livable Wage Jobs Program Standards

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Article I Purpose and Policy

The parties hereto declare it to be their purpose and policy to establish an organized, planned system of apprenticeship, conducted as an education-sponsored, employer-based undertaking.

These standards have, therefore, been adopted and agreed upon under the Shelley-Maloney Apprentice Labor Standards Act of 1939, as amended, to govern the employment and training of apprentices in the trade, craft or occupation defined herein, to become effective upon their approval.

Article II Craft, Trade or Occupation, Related and Supplemental Instruction, Term of Apprenticeship, Ratio, Wage Schedule and Work Training

Occupation	O*Net Code	Attachment
Technical Sales Representatives	41-4011.00	B-1
Mechatronics and Robotics Technicians	17-3024.00	B-2
Project Management Specialists	13-1082.00	B-3
Cybersecurity Specialists	15-1212.00	B-4
AI/Machine Learning Specialists	15-1221.00	B-5
Computer Systems Analysts	15-1211.00	B-6
Online Merchants	13-1199.06	B-7
UX/UI Design Analysts	15-1255.00	B-8
Application Developers	15-1252.00	B-9
Operations Managers	11-1021.00	B-10

Article III Organization

For each employer participating in this program, an "Employer Agreement" (See Attachment D) will be provided to specify the information particular to that employer as noted herein, including the option to waive or offer participation on the committee, employer committee members will be selected as outlined in the rules & regulations.

Article IV Jurisdiction

These standards shall apply to the employer and employee organizations signatory hereto; their members, to other employers who subscribe hereto or who are party to a collective bargaining agreement with an employee organization(s) signatory hereto, and to all apprentice agreements hereunder.

Area Covered by Standards: All CA Counties

Article V Functions

The functions of the apprenticeship committee shall be to:

- 1) develop an efficient program of apprenticeship through systematic on-the-job training with related and supplemental instruction and periodic evaluation of each apprentice;
- 2) serve in an advisory capacity with employers and employees in matters pertaining to these standards;
- 3) ensure the program's ability, including financial ability, and commitment to meet and carry out its responsibilities under federal and state law and regulations applicable to the apprenticeable occupation and for the welfare of the apprentice;
- 4) aid in the adjustment of apprenticeship disputes;
- 5) develop fair and impartial selection procedures and an affirmative action plan in accordance with existing laws and regulations and apply them uniformly in the selection of applicants for apprenticeship.

Article VI Responsibilities

The responsibilities of the apprenticeship committee shall be to:

- 1) supervise the administration and enforcement of these standards;
- 2) adopt such rules and regulations as are necessary to govern the program provided that the rules and regulations do not conflict with these standards;
- 3) conduct orientations, workshops or other educational sessions for employers to explain the apprenticeship program's standards and the operation of the apprenticeship program;
- 4) pass upon the qualification of employers and, when appropriate, to suspend or withdraw approval;
- 5) conduct on-going evaluation of the interest and capacity of employers to participate in the apprenticeship program and to train apprentices on the job;
- 6) make periodic evaluations of each apprentice's on-the-job training and related and supplemental instruction;
- 7) ensure safe work site facilities, skilled workers as trainers at the work site, and safe equipment sufficient to train apprentices;
- 8) determine the qualifications of apprentice applicants and ensure fair and impartial treatment of applicants for apprenticeship selected through uniform selection procedures;
- 9) file a signed copy, written or electronic, of each apprentice agreement with the Division of Apprenticeship Standards, within 30 days of execution, with copies to all parties to the agreement;
- 10) establish and utilize a procedure to record and maintain all records of the apprentice's worksite job progress and progress in related and supplemental instruction;

- 11) establish and utilize a system for the periodic review and evaluation of the apprentice's progress in job performance and related instruction;
- 12) discipline apprentices, up to and including termination, for failure to fulfill their obligations on-the-job or in related instruction, including provisions for fair hearings;
- 13) annually prepare and submit a Self-Assessment Review as well as a Program Improvement Plan to the Chief of the Division of Apprenticeship Standards;
- 14) ensure training and supervision, both on the job and in related instruction, in first aid, safe working practices and the recognition of occupational health and safety hazards;
- 15) ensure training in the recognition of illegal discrimination and sexual harassment;
- 16) establish an adequate mechanism to be used for the rotation of the apprentice from work process to work process to ensure the apprentice of complete training in the apprenticeable occupation including mobility between employers when essential to provide exposure and training in various work processes in the apprenticeable occupation;
- 17) establish an adequate mechanism that will be used to provide apprentices with reasonably continuous employment in the event of a lay-off or the inability of one employer to provide training in all work processes as outlined in the standards;
- 18) comply with meaningful representation requirements for the interests of apprentices in the management of the program where apprentices are at least equally represented on an advisory panel established by the apprenticeship committee responsible for the operation of the program;
- 19) adopt changes to these standards, as necessary, subject to the approval of the parties hereto and the Chief of the Division of Apprenticeship Standards.

Article VII Definition of an Apprentice

An apprentice is a person at least 16 years of age, who has met the requirements for selection under the selection procedures of participating employer, who is engaged in learning a designated craft or trade and who has entered into a written apprentice agreement under the provisions of these standards.

Article VIII Duties of an Apprentice

Each apprentice shall satisfactorily perform all work and learning assignments both on the job and in related instruction and shall comply with the rules, regulations and decisions of the apprenticeship committee.

Article IX Apprentice Agreement

- 1) Each apprentice agreement shall conform to the State law governing apprentice agreements, and shall be signed by the employer, by the program sponsor, and by the apprentice and must be approved by the apprenticeship committee.
- 2) Each apprentice shall be furnished with a copy of or be given an opportunity to study these standards before registration. These standards shall be considered a part of the apprentice agreement as though expressly written therein.
- 3) If the apprentice is under 18 years of age, the agreement must be signed by the apprentice's parent or guardian. When the period of training extends beyond 18, the apprentice agreement shall likewise be binding to such a period as may be covered.

Article X Termination and Transfer of Agreements

- 1) During the probationary period, an apprentice agreement shall be terminated by the apprenticeship committee at the request in writing of either party. After such probationary period, an apprentice agreement may be terminated by the Administrator by mutual agreement of all the parties thereto or cancelled by the Administrator for good and sufficient reason.
- 2) If an employer is unable to fulfill his/her obligations to train under any apprentice agreement or in the event of a layoff, the apprenticeship committee may, with the approval of the Administrator, transfer such agreement to any other employer if the apprentice consents, and such other employer agrees to assume the obligation of said apprentice agreement.

Article XI Lay-off

- 1) If for any reason a lay-off of an apprentice occurs, the apprentice agreement shall remain in effect unless cancelled by the Administrator. However, credit for related instruction shall be given when the apprentice continues such instruction during the lay-off.
- 2) There shall be no liability on the part of the employer, the program, or the committee for an injury sustained by an apprentice engaged in schoolwork at a time when the apprentice is unemployed.

Article XII Controversies

All controversies or differences concerning apprentice agreements that cannot be adjusted locally by the apprenticeship committee or otherwise shall be submitted to the Administrator for determination.

Article XIII Certificate of Completion

- 1) In addition to previous on-the-job training and related school instruction, which is of an approved nature, the Apprentice shall have completed not less than an additional six (6) months as an apprentice under the laws of the State of California and demonstrated mastery of the skills and knowledge of the prescribed program.
- 2) In recognition of unusual ability and progress, the apprenticeship committee may decrease the term of apprenticeship for an individual apprentice not more than twelve and one-half percent (12½%).
- 3) Upon evidence of satisfactory completion of apprenticeship, and upon the recommendation of the apprenticeship committee, each apprentice will be issued a Certificate of Completion by the authority of the Chief of the Division of Apprenticeship Standards and the Interagency Advisory Committee on Apprenticeship.

Article XIV Equal Opportunity in Apprenticeship

The recruitment, selection, employment and training of apprentices during their apprenticeship shall be without discrimination because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age, sexual orientation or veteran or military status.

Livable Wage Jobs will ensure selection procedures meet objective standards and maintain a fair and equitable selection process for all applicants.

Article XV Written Applications

Applications for apprenticeship can be obtained, and will be accepted:

Website: <https://livablewagejobs.org/apprenticeships/> or email
KellyCooper@LivableWageJobs.org

Article XVI Records

All records will be maintained, in written or electronic form, for five (5) years and kept at:

Livable Wage Jobs
2620 Gray Hawk Way, San Miguel, CA 93451

Article XVII Annual Compliance

Livable Wage Jobs will submit an annual compliance report to the Division of Apprenticeship Standards as requested by the Division.

Livable Wage Jobs agrees to accept electronic signatures for these Standards and all related Division of Apprenticeship Standards documents.

The foregoing standards are hereby agreed to and adopted by Livable Wage Jobs on November 19, 2025 (Committee approval date).

Employer Organization

Livable Wage Jobs

2620 Gray Hawk Way, San Miguel, CA 93451

Kelly Cooper, Director/President

Date

The foregoing apprenticeship standards, being in conformity with the applicable California Labor Code, California Code of Regulations and Federal Regulations, are hereby approved

(DAS approval date)

Adele Burnes, Chief
Division of Apprenticeship Standards

Date

Attachment B-1

Training Schedule and Working Conditions

Livable Wage Jobs

Occupation

Occupation: Technical Sales Representatives

O*Net Code: 41-4011.00

Article I Term of Apprenticeship and Probation

The standard term of apprenticeship shall be a competency-based approach, with approximately 2,000 on-the-job training (OJT) hours, 150 related and supplemental instruction (RSI) hours, and completed within approximately 12 months.

The period of probation shall be reasonable in relation to the full apprenticeship term, with full credit given for such period toward completion of the apprenticeship, and in no event shall exceed the shorter of 25 percent of the length of the program or one year. The period of probation shall be 3 months.

Article II Wage Schedule

Professional Worker Wage:

\$ 28.00 per hour effective 11/19/2025.

Apprentice Wage and Advancement Schedule:

In no case shall an Apprentice receive a starting wage that is less than the applicable federal, state or local entity (city or county) minimum wage, whichever is higher for the county or city where the apprentice is working. The applicable minimum wage law shall establish the effective date of the minimum wage.

To advance from one period to the next, the apprentice shall have met the following requirements:

1st period	0%-33% Competencies	\$ 21.42 /hour
2nd period	34%-66% Competencies	\$ 23.00 /hour
3rd period	67%-100% Competencies	\$ 25.00 /hour

Hours of Work and Working Conditions and Overtime Provision:

Eight hours of labor constitutes a day's work. Employment beyond eight hours in any workday or more than six days in any workweek requires the employee to be compensated for the overtime at not less than one and one-half times the employee's regular rate of pay for all hours worked in excess of eight hours, up to and including 12 hours in any workday, and for the first eight hours worked on the seventh consecutive day of work in a workweek; and double the employee's regular rate of pay for all hours worked in excess of 12 hours in any workday and for all hours worked in excess of eight on the seventh consecutive day of work in a workweek. If employers utilize an alternative workweek schedule in accordance with the California Industrial Welfare Commission Orders, the overtime will be determined and paid in accordance with the applicable alternative workweek provisions.

The workday and workweek and all other conditions of employment for apprentices shall conform to all applicable laws and regulations and shall not be greater than for those of a professional worker.

Overtime shall not be allowed if it will interfere with or impair the training or be detrimental to the health and safety of the apprentice.

Article III Work-Training

- 1) The employer shall see that all apprentices are under the supervision of a qualified professional worker or instructor and shall provide the necessary diversified experience and training in order to develop the apprentice into a proficiently skilled worker, as outlined herein.
- 2) Each apprentice shall be trained in the use of new equipment, materials and processes as they come into use in the occupation.
- 3) The major categories in which apprentices will be trained (although not necessarily in the order listed) are as follows:

Competency Check List

Demonstrates Fundamentals: Apprentice can perform the task with some coaching.

Proficient in Task: Apprentice performs task properly and consistently.

Completion Date: Date apprentice completes final demonstration of competency.

Detailed Work Activities: Initial and date each task when Competency Check List has been completed.

1. **Active Listening and Communication:** Listen and communicate clearly with customers and colleagues to understand needs and present solutions. Practice restating important customer concerns and confirming their understanding to build trust throughout the sales process.
2. **Product Knowledge:** Demonstrate products or services and their relevance to customer needs. Understand product features, technical specifications, and be able to translate these into customer benefits during presentations or consultations.
3. **Presentation Skills:** Present information using a variety of media (brochures, whiteboard, digital platforms). Personalize each presentation to suit the audience and delivery setting, ensuring technical content is clear and compelling.
4. **Prospecting and Lead Generation:** Identify potential clients using research tools and develop effective outreach strategies. Make use of business directories, networking events, or trade shows to cultivate a list of qualified leads.
5. **Customer Needs Assessment:** Ask insightful questions and analyze client requirements to match them with the best solutions. Evaluate and suggest specific products or services that directly address their operational goals.
6. **Pipeline and Territory Management:** Organize and update customer records, schedule follow-ups, and prioritize activities to maximize sales productivity.
7. **Overcoming Objections:** Recognize and handle customer concerns effectively using communication, negotiation, and conflict resolution skills.
8. **Closing Strategies:** Execute steps to finalize sales and follow up appropriately. Confirm order details, secure client approvals, and clarify delivery or service expectations to ensure satisfaction.
9. **Contract Customization:** Understand contract basics and adapt agreements to meet specific client needs. Work with company templates while incorporating necessary adjustments for pricing, service levels, or compliance requirements.
10. **Marketing Materials Familiarity:** Develop and use marketing collateral to support product or service promotion. Quickly create or update promotional flyers, datasheets, or case studies to support current sales campaigns.
11. **Market Trends Awareness:** Stay updated on current sales and marketing trends across various communication modalities. Read trade publications to spot competitive threats and market opportunities.
12. **Workplace Ethics and Professionalism:** Adhere to ethical standards and demonstrate appropriate behavior in diverse business contexts. Follow established protocols for fair pricing, disclosure, and customer privacy in every transaction.
13. **Organizational and Time Management:** Plan and prioritize tasks efficiently to meet multiple deadlines and customer expectations. Use time-blocking, task lists, or digital apps to track appointments and submission deadlines.
14. **Digital Literacy and CRM Tools:** Use digital sales tools (CRM platforms, online research databases) to track leads, manage relationships, and close deals. Keep customer data accurate and accessible, and use analytics to spot trends or gaps in sales coverage.
15. **Teamwork and Collaboration:** Cooperate productively in team settings and build supportive relationships with colleagues and clients.

Article IV Related Instruction

Apprentices shall satisfactorily complete prescribed courses of related and supplemental instruction, which will not be less than 150 hours per year. Related and supplemental instruction will be provided by Livable Wage Jobs and overseen by Lemoore College.

Time spent in related and supplemental instruction may not be compensated.

Course Name	Total RSI Hours
Technical Sales Practices and Customer Solutions	150

Course Description:

This Related and Supplemental Instruction (RSI) course prepares Technical Sales Representative apprentices to connect technical product knowledge with effective sales practices and responsive customer service. Designed to complement on-the-job training, the course develops the knowledge, communication skills, and analytical abilities needed to identify prospective customers, understand their requirements, recommend appropriate technical or scientific products and services, and support ongoing customer relationships.

Instruction covers customer prospecting, industry and market research, sales fundamentals, work planning, and customer engagement. Apprentices learn to assess customer needs, interpret product specifications and applicable regulations, explain product capabilities and limitations, demonstrate product operation, and prepare persuasive sales presentations and proposals. Coursework also addresses pricing, installation and product cost estimates, credit terms, bid information, order coordination, delivery schedules, service contracts, and warranties.

Apprentices develop practical skills in maintaining electronic customer records, using customer relationship management and other digital tools, preparing sales and expense reports, and communicating professionally with customers, supervisors, and colleagues. Emphasis is placed on active listening, teamwork, negotiation, complaint resolution, technical support, and evaluating customer satisfaction. Responsible product use, waste reduction, recycling, and disposal are integrated into customer guidance. Applied learning activities reinforce sound judgment, continuous technical learning, and the ability to organize and deliver accurate, customer-focused sales support.

RSI Learning Objectives:

1. Customer Prospecting: Identify potential customers by researching business directories and exploring leads. Gather information about industry trends, regulations, and market developments. Set clear goals and create plans to organize and complete your work efficiently.
2. Customer Engagement: Reach out to new or existing customers to understand their needs and introduce relevant products or services. Assist customers in selecting

suitable products based on specifications, requirements, and regulations. Listen attentively, ask questions to clarify understanding, and be aware of customer responses.

3. **Product Knowledge and Demonstration:** Practice answering inquiries about product features, pricing, availability, and credit terms. Demonstrate how products work, primarily technical or scientific solutions.
4. **Sales Presentations:** Create and deliver presentations or proposals to explain product details and benefits, using your technical understanding to address customer needs.
5. **Record Keeping and Communication:** Maintain up-to-date customer records in electronic systems. Share information with clients, supervisors, and colleagues through calls, emails, and in-person meetings.
6. **Team Collaboration:** Work with teammates to exchange information about sales strategies and market insights. Build positive working relationships within the team.
7. **Pricing and Estimates:** Calculate costs for products or installations, and provide customers with estimates, pricing, and relevant bid details. Communicate clearly and professionally in writing.
8. **Order and Delivery Coordination:** Update customers about delivery timelines, service contracts, and warranties. Ensure deliveries meet project schedules and customer expectations.
9. **Technical Support and Continuous Learning:** Support customers with product usage and offer advice to enhance their productivity. Continuously learn about new technical products and seek ways to help both customers and colleagues.
10. **Sustainability Guidance:** Educate customers on responsible product use and disposal methods, promoting waste reduction and recycling when appropriate. Assess options to choose the best course of action.
11. **Reporting:** Complete expense and sales reports and manage paperwork using relevant software and systems.
12. **Complaint Resolution:** Practice handling customer complaints, resolving conflicts, and negotiating solutions. Use analytical and reasoning skills to evaluate problems and select optimal resolutions.
13. **Technology Utilization:** Use computers, software, and digital tools to plan, track, and improve sales processes and business operations.
14. **Customer Service Excellence:** Apply best practices for customer service—including needs assessments, meeting quality standards, and evaluating customer satisfaction.

Sales Fundamentals: Develop knowledge of key sales principles, including marketing strategies, product promotion, demonstration, sales techniques, and systems for managing sales activities.

Article V Ratio

The ratio of apprentices to professional workers shall be:

- 1) Ratio #1: Each professional worker may supervise three (3) apprentice(s)

Attachment B-2

Training Schedule and Working Conditions

Livable Wage Jobs

Occupation

Occupation: Mechatronics and Robotics Technicians

O*Net Code: 17-3024.00

Article I Term of Apprenticeship and Probation

The standard term of apprenticeship shall be a competency-based approach, with approximately 2,000 on-the-job training (OJT) hours, 150 related and supplemental instruction (RSI) hours, and completed within approximately 12 months.

The period of probation shall be reasonable in relation to the full apprenticeship term, with full credit given for such period toward completion of the apprenticeship, and in no event shall exceed the shorter of 25 percent of the length of the program or one year. The period of probation shall be 3 months.

Article II Wage Schedule

Professional Worker Wage:

\$ 28.00 per hour effective 11/19/2025.

Apprentice Wage and Advancement Schedule:

In no case shall an Apprentice receive a starting wage that is less than the applicable federal, state or local entity (city or county) minimum wage, whichever is higher for the county or city where the apprentice is working. The applicable minimum wage law shall establish the effective date of the minimum wage.

To advance from one period to the next, the apprentice shall have met the following requirements:

1st period	0%-33% Competencies	\$ 21.42 /hour
2nd period	34%-66% Competencies	\$ 23.00 /hour
3rd period	67%-100% Competencies	\$ 25.00 /hour

Hours of Work and Working Conditions and Overtime Provision:

Eight hours of labor constitutes a day's work. Employment beyond eight hours in any workday or more than six days in any workweek requires the employee to be compensated for the overtime at not less than one and one-half times the employee's regular rate of pay for all hours worked in excess of eight hours, up to and including 12 hours in any workday, and for the first eight hours worked on the seventh consecutive day of work in a workweek; and double the employee's regular rate of pay for all hours worked in excess of 12 hours in any workday and for all hours worked in excess of eight on the seventh consecutive day of work in a workweek. If employers utilize an alternative workweek schedule in accordance with the California Industrial Welfare Commission Orders, the overtime will be determined and paid in accordance with the applicable alternative workweek provisions.

The workday and workweek and all other conditions of employment for apprentices shall conform to all applicable laws and regulations and shall not be greater than for those of a professional worker.

Overtime shall not be allowed if it will interfere with or impair the training or be detrimental to the health and safety of the apprentice.

Article III Work-Training

- 1) The employer shall see that all apprentices are under the supervision of a qualified professional worker or instructor and shall provide the necessary diversified experience and training in order to develop the apprentice into a proficiently skilled worker, as outlined herein.
- 2) Each apprentice shall be trained in the use of new equipment, materials and processes as they come into use in the occupation.
- 3) The major categories in which apprentices will be trained (although not necessarily in the order listed) are as follows:

Competency Check List

Demonstrates Fundamentals: Apprentice can perform the task with some coaching.

Proficient in Task: Apprentice performs task properly and consistently.

Completion Date: Date apprentice completes final demonstration of competency.

Detailed Work Activities: Initial and date each task when Competency Check List has been completed.

1. **Electrical Theory and Application:** Understand the principles of AC/DC circuits, Ohm's Law, wattage, resistance, voltage, and current. Apply these essentials to practice troubleshooting or installing new equipment to ensure safety and optimal function.
2. **Mechanical System Fundamentals:** Demonstrate knowledge of gears, pulleys, bearings, hydraulics, and pneumatics common in automated and robotic systems. Apply mechanical principles when diagnosing or repairing machinery to ensure reliable operation.
3. **Blueprint and Schematics Reading:** Interpret blueprints, electrical diagrams, and mechanical schematics. Support accurate installation, modifications, and troubleshooting of electromechanical systems.
4. **Instrumentation and Calibration:** Use voltmeters, oscilloscopes, calipers, and other test instruments to verify equipment conditions or detect faults—practice calibrating devices following manufacturer protocols or standard operating procedures.
5. **Machine Installation and Setup:** Install and configure new machinery, control systems, or production lines according to technical specifications. Test startup sequences and practice adjusting for smooth, safe operation before handing over to operators.
6. **Preventive and Corrective Maintenance:** Perform routine inspections and scheduled servicing on motors, conveyor systems, and automated equipment. Respond quickly to breakdowns, practice using root-cause analysis to prevent recurrence.
7. **Troubleshooting and Problem Solving:** Rapidly diagnose electrical, mechanical, or programming faults using a logical, step-by-step process. Propose and support lasting solutions to restore system performance.
8. **PLC and Control Systems:** Understand and program programmable logic controllers (PLCs), relays, and sensor systems. Modify control logic for automation processes and troubleshoot programming or wiring issues as they arise.
9. **Robotics Systems Assistance:** Assist in the assembly, testing, or repair of robotics components and control networks. Bring together electrical and mechanical skills to practice and support complex mechatronics applications.
10. **Computer and Network Integration:** Install or configure industrial computers, networks, and associated software for machine monitoring or diagnostics. Ensure seamless communication between devices and troubleshoot common connectivity problems.
11. **Workplace Safety Practices:** Consistently adhere to lock-out tag-out protocols and other electrical and mechanical safety standards. Identify hazards and contribute to maintaining a safe, compliant work environment.
12. **Total Quality Management:** Support continuous improvement initiatives by monitoring system performance and participating in quality audits. Report nonconformities and help implement corrective actions to enhance reliability and efficiency.
13. **Record-Keeping and Documentation:** Maintain detailed logs of troubleshooting steps, maintenance tasks, part replacements, and modifications.
14. **Project Planning and Process Improvement:** Participate in project planning, layout work, and suggest process improvements. Provide feedback from hands-on practice to help streamline installation, upgrade, or maintenance projects.
15. **Teamwork and Communication:** Collaborate with engineers, operators, and technicians to accomplish shared goals efficiently. Share technical observations and provide support during high-stress troubleshooting or emergency repairs.

Article IV Related Instruction

Apprentices shall satisfactorily complete prescribed courses of related and supplemental instruction, which will not be less than 150 hours per year. Related and supplemental instruction will be provided by Livable Wage Jobs and overseen by Lemoore College.

Time spent in related and supplemental instruction may not be compensated.

Course Name	Total RSI Hours
Mechatronics and Robotics Systems: Installation, Maintenance, and Diagnostics	150

Course Description:

This Related and Supplemental Instruction (RSI) course prepares Mechatronics and Robotics Technician apprentices to assemble, install, program, test, maintain, and troubleshoot integrated mechanical, electrical, electronic, and computer-controlled systems in non-construction trades sectors. Designed to complement on-the-job training, the course develops the technical knowledge, practical skills, and analytical abilities needed to support the safe and reliable operation of robots, drones, and automated machinery.

Instruction covers blueprint and wiring schematic interpretation, technical drawing, computer-aided design (CAD), component and material selection, and electronic and mechanical assembly. Apprentices learn to install and configure control hardware and software, work with embedded systems and microcontrollers, and integrate sensors, motors, actuators, and data communication networks. Applied projects provide opportunities to build and refine mechatronic prototypes through programming, functional testing, and design analysis.

Apprentices develop skills in using oscilloscopes, voltmeters, multimeters, calipers, micrometers, and other diagnostic and precision measurement tools to evaluate system performance and identify faults. Coursework addresses preventive maintenance, repair, calibration, and systematic troubleshooting of electromechanical equipment systems. Emphasis is placed on interpreting test results, verifying repairs, assessing component compatibility, and recommending improvements to equipment reliability and efficiency.

Safety, environmental compliance, and quality assurance are integrated throughout the course, including risk assessment, lockout/tagout procedures, safe assembly practices, and verification against technical specifications and applicable standards. Apprentices also learn to maintain inspection and maintenance records, document test results, prepare instructional materials, and train users and technicians in equipment installation, operation, troubleshooting, and upkeep.

RSI Learning Objectives:

1. Electromechanical System Testing and Diagnostics: Learn to test and troubleshoot electromechanical systems using diagnostic equipment such as oscilloscopes,

- voltmeters, and multimeters. Practice interpreting test results and identifying faults in circuit boards, sensors, and motors to ensure system reliability.
2. **Hardware and Software Installation for Automation:** Practice installing, configuring, and programming computer hardware and software for controlling drones, robots, and automated machinery. Gain experience working with embedded systems and microcontroller platforms in real-world applications.
 3. **Blueprint and Schematic Interpretation:** Understand how to read, interpret, and construct blueprints, wiring schematics, and technical diagrams for the assembly and repair of robotic systems. Develop the ability to translate design drawings into hardware builds and troubleshoot using diagram references.
 4. **Maintenance and Calibration of Mechatronic Systems:** Gain hands-on experience maintaining, repairing, and calibrating electrical, electronic, and mechanical subsystems for peak operational performance. Work with preventative maintenance techniques to extend equipment life and reduce unplanned downtime.
 5. **Precision Inspection and Measurement Techniques:** Apply precision inspection and measurement techniques to assess components for defects, wear, or misalignment using calipers, micrometers, and other specialized tools. Record measurements and compare results to technical specifications and quality standards.
 6. **Electronic and Mechanical Assembly Processes:** Practice detailed assembly of electronic and mechanical parts using soldering, wiring, fastening, and various shop tools. Follow assembly procedures and safety guidelines to produce reliable and safe robotic modules and circuits.
 7. **Technical Drawing and CAD Modeling:** Use computer software tools, such as CAD (computer-aided design), to create, modify, and interpret technical drawings and 3D models for robotic systems and automation projects. Apply digital design techniques to support prototype development and documentation.
 8. **Component and Material Selection:** Identify, select, and source appropriate materials and components for building, upgrading, and repairing robots, drones, and automation systems. Evaluate part compatibility, quality, and cost to ensure system integrity and project efficiency.
 9. **Mechatronic Device Development and Integration:** Build real-world experience by developing, assembling, testing, and programming mechatronic devices such as mobile robots, drones, or automated work cells. Work through prototype iterations, functional testing, and refinement cycles.
 10. **Hydraulic and Pneumatic System Maintenance:** Diagnose, repair, and calibrate hydraulic and pneumatic circuits that power actuators or provide mechanical movement in robotic systems. Troubleshoot leaks, pressure problems, and component failures to maintain reliable machine operation.
 11. **Laboratory Diagnostics and Problem-Solving:** Utilize a variety of laboratory and diagnostic instruments to systematically test, monitor systematically, and repair problems in electromechanical circuits and integrated systems. Apply analytical reasoning to pinpoint issues and verify system functionality after repairs.
 12. **Safety Practices and Environmental Compliance:** Demonstrate knowledge and application of health, safety, and environmental regulations in the maintenance and

installation of electromechanical and robotic equipment. Understand risk assessment, lock-out/tag-out procedures, and workplace safety standards.

13. Design Analysis for Robotics and Automation: Analyze and evaluate designs for robotic circuits, control systems, motors, sensors, and data communication networks. Assess system performance and recommend design improvements or modifications to improve reliability and efficiency.
14. Quality Assurance and Functional Testing: Perform quality assurance checks, including functional testing, calibration, and validation, to ensure robotic systems perform to required specifications and industry standards. Maintain logs and report on product quality metrics and compliance.
15. Technical Training and User Support: Develop skills to effectively train users, clients, or technicians on the installation, operation, troubleshooting, and upkeep of drones and mechatronic robotic systems. Create and deliver instructional materials and hands-on demonstrations as part of service and support roles.

Article V Ratio

The ratio of apprentices to professional workers shall be:

- 1) Ratio #1: Each professional worker may supervise two (2) apprentice(s)

Attachment B-3

Training Schedule and Working Conditions

Livable Wage Jobs

Occupation

Occupation: Project Management Specialists

O*Net Code: 13-1082.00

Article I Term of Apprenticeship and Probation

The standard term of apprenticeship shall be a competency-based approach, with approximately 2,000 on-the-job training (OJT) hours, 150 related and supplemental instruction (RSI) hours, and completed within approximately 12 months.

The period of probation shall be reasonable in relation to the full apprenticeship term, with full credit given for such period toward completion of the apprenticeship, and in no event shall exceed the shorter of 25 percent of the length of the program or one year. The period of probation shall be 3 months.

Article II Wage Schedule

Professional Worker Wage:

\$ 28.50 per hour effective 11/19/2025.

Apprentice Wage and Advancement Schedule:

In no case shall an Apprentice receive a starting wage that is less than the applicable federal, state or local entity (city or county) minimum wage, whichever is higher for the county or city where the apprentice is working. The applicable minimum wage law shall establish the effective date of the minimum wage.

To advance from one period to the next, the apprentice shall have met the following requirements:

1st period	0%-33% Competencies	\$ 21.42 /hour
2nd period	34%-66% Competencies	\$ 23.00 /hour
3rd period	67%-100% Competencies	\$ 25.00 /hour

Hours of Work and Working Conditions and Overtime Provision:

Eight hours of labor constitutes a day's work. Employment beyond eight hours in any workday or more than six days in any workweek requires the employee to be compensated for the overtime at not less than one and one-half times the employee's regular rate of pay for all hours worked in excess of eight hours, up to and including 12 hours in any workday, and for the first eight hours worked on the seventh consecutive day of work in a workweek; and double the employee's regular rate of pay for all hours worked in excess of 12 hours in any workday and for all hours worked in excess of eight on the seventh consecutive day of work in a workweek. If employers utilize an alternative workweek schedule in accordance with the California Industrial Welfare Commission Orders, the overtime will be determined and paid in accordance with the applicable alternative workweek provisions.

The workday and workweek and all other conditions of employment for apprentices shall conform to all applicable laws and regulations and shall not be greater than for those of a professional worker.

Overtime shall not be allowed if it will interfere with or impair the training or be detrimental to the health and safety of the apprentice.

Article III Work-Training

- 1) The employer shall see that all apprentices are under the supervision of a qualified professional worker or instructor and shall provide the necessary diversified experience and training in order to develop the apprentice into a proficiently skilled worker, as outlined herein.
- 2) Each apprentice shall be trained in the use of new equipment, materials and processes as they come into use in the occupation.
- 3) The major categories in which apprentices will be trained (although not necessarily in the order listed) are as follows:

Competency Check List

Demonstrates Fundamentals: Apprentice can perform the task with some coaching.

Proficient in Task: Apprentice performs task properly and consistently.

Completion Date: Date apprentice completes final demonstration of competency.

Detailed Work Activities: Initial and date each task when Competency Check List has been completed.

1. **Agile Practices and Adaptive Teamwork:** Apply a range of agile frameworks, such as sprint facilitation, backlog refinement, and iterative prototyping, in support of dynamic and cross-functional teams. Contribute actively to daily stand-ups and retrospectives, helping the team stay responsive to changing project needs and challenges. Build skills to support real-world delivery and continuous improvement cycles.
2. **Business Process Automation and Improvement:** Support efforts to analyze, design, and implement automated workflows using modern process mapping and improvement tools. Document and help eliminate manual inefficiencies that can slow project progress, and research newer automation approaches. Collaborate with teams on integrating solutions that measurably improve business outcomes.
3. **Data Architecture and Cloud Project Support:** Participate in organizing, scaling, and optimizing project data storage and cloud resources. Assist with configuring, securing, and updating cloud platforms to meet project requirements for reliability and access. Learn to assess trade-offs in cloud solutions, contributing to project decision-making.
4. **Cybersecurity Operations Support:** Champion basic cybersecurity practices by monitoring threats, understanding incident response workflows, and supporting compliance reporting. Help the team maintain secure documentation, participate in table-top exercises, and contribute to risk analysis activities. Stay updated on security protocols relevant to emerging project needs.
5. **Automated Quality Assurance and Testing:** Contribute to quality and security by supporting automated testing processes (such as regression tests and build validation) within the project lifecycle. Document results, communicate with developers about discovered issues, and help ensure that solutions meet expected standards. Participate in iterative feedback cycles to improve final deliverables.
6. **Stakeholder Engagement and Effective Change Management:** Develop communication skills to clarify requirements, help map user stories, and facilitate structured feedback channels. Support the translation of evolving client needs into technical specifications and keep key stakeholders informed about project progress. Practice empathy and negotiation to resolve disputes and promote buy-in.
7. **Technical Documentation and Process Modeling:** Assist in creating and revising process models, journey maps, and project requirement documents to support clear project planning and communication. Use commonly adopted modeling tools and templates to ensure deliverables meet professional standards. Collaborate with sponsors and end users to ensure documentation is accurate and actionable.
8. **Data Visualization and Business Intelligence Support:** Help design and maintain interactive dashboards, collect metrics, and present data analytics for project status, risk, or opportunity identification. Support predictive or forecasting efforts by validating data sources and results. Communicate insights effectively to both technical and nontechnical team members.

9. **AI and Digital Solution Exploration:** Support exploratory efforts around integrating emerging tools (such as basic machine learning, natural language processing, or analytics solutions) where relevant to project goals. Assist with data preparation and pilot implementations to evaluate possible impacts. Document feedback and collaboratively refine future solution proposals.
10. **DevOps and Technology Integration Support:** Help the team automate deployment, monitor infrastructure, and troubleshoot environments to maintain project velocity. Document deployment steps, resolve basic issues, and communicate with developers regarding system dependencies. Support the smooth integration of technologies and promote sustainable delivery.
11. **Application and Data Integration Assistance:** Contribute to consistent and reliable integration of project data sources, systems, and applications using APIs, data connectors, and event-driven exchanges. Troubleshoot common integration issues and document lessons learned for continual process improvement. Collaborate to ensure interoperability between new and existing systems.
12. **Enterprise Workflow Optimization:** Help configure, test, and refine workflows on enterprise platforms according to evolving team and client needs. Document key steps, gather feedback for process improvement, and participate in user research or script writing for automation enhancements. Collaborate to ensure workflows remain efficient and scalable.
13. **Compliance and Governance Awareness:** Learn the essentials of IT governance and compliance frameworks as they relate to project operations. Support audit activities by gathering documentation, mapping procedures, and checking alignment with current standards. Help communicate the value of compliance and risk management to the whole project team.
14. **Sector-Specific Project Adaptation:** Assist in translating general project best practices to suit specific industry verticals (health, finance, agriculture, education, public sector, etc.). Research regulatory or user requirements unique to each domain and support the project team in adapting solutions accordingly. Document sector insights for future reference and maximum employability.
15. **Professionalism, Ethics, and Team Collaboration:** Model ethical conduct, transparent decision-making, and effective conflict resolution within the project team. Build skills in negotiation, consensus building, and leadership, identifying opportunities to promote project morale and outcomes. Develop a professional brand as a proactive, growth-oriented project specialist.

Article IV Related Instruction

Apprentices shall satisfactorily complete prescribed courses of related and supplemental instruction, which will not be less than 150 hours per year. Related and supplemental instruction will be provided by Livable Wage Jobs and overseen by Lemoore College.

Time spent in related and supplemental instruction may not be compensated.

Course Name	Total RSI Hours
Project Management Practices: Planning, Coordination, and Delivery	150

Course Description:

This Related and Supplemental Instruction (RSI) course prepares Project Management Specialist apprentices to support the planning, coordination, implementation, and evaluation of projects across diverse industries. Designed to complement on-the-job training, the course develops the analytical, organizational, communication, and leadership skills needed to translate stakeholder requirements into actionable plans, coordinate resources, monitor performance, and support successful project delivery.

Instruction covers requirements gathering, stakeholder engagement, scope definition, schedule development, dependency mapping, budgeting, cost estimation, and resource management. Apprentices explore Agile, traditional, and hybrid approaches, including Scrum, Kanban, Waterfall, and Lean, and practice selecting methods appropriate to project needs. Coursework includes critical path analysis, sprint planning, Gantt charts, and techniques for adapting plans to changing requirements, resource constraints, and delivery priorities.

Apprentices develop practical skills in maintaining project documentation, managing collaborative workflows and version control, facilitating meetings, resolving conflicts, and communicating progress to varied audiences. Emphasis is placed on identifying and assessing risks, tracking issues, applying escalation procedures, supporting quality assurance, and maintaining structured scope and configuration change controls. Instruction also addresses vendor selection, procurement documentation, contract compliance tracking, implementation planning, testing, rollout, and deliverable acceptance.

Performance monitoring and continuous improvement are integrated throughout the course through dashboards, key performance indicators, earned value management fundamentals, and lessons-learned reviews. Apprentices learn to use quantitative and qualitative evidence to explain variances and recommend improvements. Coursework addresses ethical practice, privacy, security, regulatory compliance, governance, and audit readiness, with opportunities to adapt project practices to different sector requirements. Professional development, peer learning, and reflective practice reinforce accountability, strategic thinking, and preparation for increasing project leadership responsibilities.

RSI Learning Objectives:

1. **Project Planning Fundamentals and Timeline Management:** Study techniques and tools for building, analyzing, and adapting project schedules using methods like critical path analysis, Agile sprint planning, and Gantt charts. Practice developing timeline scenarios, mapping dependencies, and adjusting plans in response to evolving requirements or resource constraints.
2. **Requirements Gathering and Stakeholder Engagement:** Learn to facilitate value-driven conversations to capture user stories, business objectives, and technical requirements. Conduct interviews, lead discovery workshops, and document clear, actionable deliverables that anticipate common project barriers or risks.
3. **Project Documentation and Communication:** Master preparation, revision, and real-time management of project documents, reports, and status updates. Train in effective version control, collaborative document workflows, and transparent communication with diverse stakeholder audiences.
4. **Risk Assessment and Issue Escalation:** Develop the ability to identify, log, and evaluate project risks and issues throughout the life cycle. Support the implementation of risk response plans, participate in lessons-learned reviews, and apply escalation strategies to resolve bottlenecks efficiently.
5. **Budgeting, Cost Estimation, and Resource Management:** Build skills in preparing detailed estimates, monitoring spend, and forecasting resource needs as projects evolve. Learn to communicate variances, justify adjustments, and maintain alignment between current performance and longer-term project goals.
6. **Quality Assurance and Change Management:** Practice building, executing, and documenting quality control and assurance activities for various project deliverables. Support project teams through configuration control, change review boards, and structured tracking of all scope and design changes.
7. **Agile and Traditional Methodologies in Practice:** Explore when and why to apply Scrum, Kanban, Waterfall, Lean, or Hybrid approaches, focusing on real project examples, team roles, and delivery expectations. Simulate working in different frameworks and reflect on strengths and trade-offs for each method.
8. **Meeting Facilitation and Team Collaboration:** Train in leading status meetings, standups, and retrospectives, setting agendas, tracking actions, and resolving conflicts. Practice tools and soft skills that increase team cohesion, promote brainstorming, and turn feedback into continuous improvements.
9. **Vendor and Procurement Coordination:** Support the selection, onboarding, and management of vendors, consultants, and service providers. Draft RFPs/RFQs, review proposals, assist in contract compliance tracking, and ensure timely delivery of critical third-party components.
10. **Implementation and Product Delivery Support:** Take part in the piloting, testing, or rollout of project work, ensuring seamless handoff between planning and execution. Build playbooks and checklists for deployment and acceptance verification, and document delivery outcomes in clear, actionable terms.
11. **Performance Monitoring and Data-Driven Reporting:** Analyze project progress using dashboards, Key Performance Indicators (KPIs), and earned value management basics.

- Prepare and present regular performance reviews, making data-based recommendations to project leads for process, resource, or scope optimization.
12. Process Improvement and Lessons Learned: Document gaps and inefficiencies in project workflows, support after-action reviews, and recommend improvements based on metrics and team feedback. Promote a culture of continuous improvement, using both quantitative and qualitative data to support change.
 13. Compliance, Governance, and Project Ethics: Understand and apply principles of compliance, such as privacy, security, and sector regulations, to project execution. Assist in preparation for audits, traceability documentation, and team training on governance standards and ethical considerations.
 14. Sector and Domain Adaptation Skills: Research and reflect on domain-specific requirements for projects in industries such as healthcare, finance, public sector, or technology. Translate best practices to suit different regulatory and business environments, documenting sector insights for team use.
 15. Professional Growth and Leadership Preparation: Participate in ongoing professional development, such as PMI-aligned workshops, peer mentoring, and project management communities. Adopt a growth mindset, modeling strategic thinking, accountability, and proactive leadership that prepares for eventual advancement.

Article V Ratio

The ratio of apprentices to professional workers shall be:

- 1) Ratio #1: Each professional worker may supervise three (3) apprentice(s)

Attachment B-4

Training Schedule and Working Conditions

Livable Wage Jobs

Occupation

Occupation: Cybersecurity Specialists

O*Net Code: 15-1212.00

Article I Term of Apprenticeship and Probation

The standard term of apprenticeship shall be a competency-based approach, with approximately 2,000 on-the-job training (OJT) hours, 150 related and supplemental instruction (RSI) hours, and completed within approximately 12 months.

The period of probation shall be reasonable in relation to the full apprenticeship term, with full credit given for such period toward completion of the apprenticeship, and in no event shall exceed the shorter of 25 percent of the length of the program or one year. The period of probation shall be 3 months.

Article II Wage Schedule

Professional Worker Wage:

\$ 28.00 per hour effective 11/19/2025.

Apprentice Wage and Advancement Schedule:

In no case shall an Apprentice receive a starting wage that is less than the applicable federal, state or local entity (city or county) minimum wage, whichever is higher for the county or city where the apprentice is working. The applicable minimum wage law shall establish the effective date of the minimum wage.

To advance from one period to the next, the apprentice shall have met the following requirements:

1st period	0%-33% Competencies	\$ 21.42 /hour
2nd period	34%-66% Competencies	\$ 23.00 /hour
3rd period	67%-100% Competencies	\$ 25.00 /hour

Hours of Work and Working Conditions and Overtime Provision:

Eight hours of labor constitutes a day's work. Employment beyond eight hours in any workday or more than six days in any workweek requires the employee to be compensated for the overtime at not less than one and one-half times the employee's regular rate of pay for all hours worked in excess of eight hours, up to and including 12 hours in any workday, and for the first eight hours worked on the seventh consecutive day of work in a workweek; and double the employee's regular rate of pay for all hours worked in excess of 12 hours in any workday and for all hours worked in excess of eight on the seventh consecutive day of work in a workweek. If employers utilize an alternative workweek schedule in accordance with the California Industrial Welfare Commission Orders, the overtime will be determined and paid in accordance with the applicable alternative workweek provisions.

The workday and workweek and all other conditions of employment for apprentices shall conform to all applicable laws and regulations and shall not be greater than for those of a professional worker.

Overtime shall not be allowed if it will interfere with or impair the training or be detrimental to the health and safety of the apprentice.

Article III Work-Training

- 1) The employer shall see that all apprentices are under the supervision of a qualified professional worker or instructor and shall provide the necessary diversified experience and training in order to develop the apprentice into a proficiently skilled worker, as outlined herein.
- 2) Each apprentice shall be trained in the use of new equipment, materials and processes as they come into use in the occupation.
- 3) The major categories in which apprentices will be trained (although not necessarily in the order listed) are as follows:

Competency Check List

Demonstrates Fundamentals: Apprentice can perform the task with some coaching.

Proficient in Task: Apprentice performs task properly and consistently.

Completion Date: Date apprentice completes final demonstration of competency.

Detailed Work Activities: Initial and date each task when Competency Check List has been completed.

1. **Support Security Measures:** Use basic tools and follow checklists to help protect company computers and sensitive information from common threats. Understand the main layers of network security, practice setting up access controls, and assist in documenting and maintaining up-to-date system protection plans.
2. **Monitor Systems for Threats:** Review alerts and notifications for unusual behavior using monitoring dashboards or Security Information and Event Management (SIEM) tools. Learn to correlate logs, identify potentially malicious activities, and escalate incidents according to workplace protocols and priorities.
3. **Conduct Vulnerability Assessments:** Run vulnerability scans on company networks and devices with automated tools, review assessment results, and help prioritize fixes with senior engineers. Document findings, verify patches are applied, and track remediation activities in a shared log or ticketing system.
4. **Manage User Access and Authentication:** Assist in setting up user accounts with secure passwords, implement multi-factor authentication where required, and help run access audits to reduce unnecessary privileges. Understand principles behind identity and access management and support onboarding/offboarding procedures.
5. **Install and Update Security Software:** Keep antivirus, endpoint protection, and firewall software current, verifying installations and updates through management consoles. Help configure system policies and respond to software alerts, participating in regular checks for system health and compliance.
6. **Utilize Network Defenses:** Support the configuration and maintenance of basic firewall rules and VPN connections to safeguard organizational data and remote access. Learn how intrusion detection systems (IDS/IPS) support network security and participate in network segmentation or basic penetration tests with guidance.
7. **Detect and Respond to Incidents:** Actively respond to security alerts and basic breaches according to established procedures—working to contain threats, restore affected systems, and document actions. Collaborate with IT teams for evidence collection and incident reporting, understanding escalation requirements for more complex cases.
8. **Apply Encryption Techniques:** Follow protocols for handling encrypted data, using secure transfer and storage methods aligned with company best practices. Understand the role of certificates and basic cryptography in protecting customer and business information, supporting proper enforcement of security standards.
9. **Document Security Actions:** Keep detailed records of security activities, incidents, and remediation steps, updating logs and checklists regularly. Assist in compiling compliance documentation, preparing incident reports, and maintaining team knowledge bases for future reference.
10. **Train Users on Safe Habits:** Help deliver cybersecurity basics training for coworkers, including safe password creation, identifying phishing emails, and following company security policies. Observe and assist in cyber hygiene workshops, monitor awareness campaign effectiveness, and support reporting from simulated cyber exercises.
11. **Coordinate Across Teams:** Work with IT and other business units during system upgrades, security audits, or emergency situations, ensuring communication is clear and timely. Assist senior staff in joint meetings, relay updates to team members, and follow playbooks for interdepartmental security tasks.

12. **Stay Current on Security Trends:** Regularly review recommended reading, security bulletins, and company advisories to maintain awareness of new cyber threats and tools. Participate in training sessions, network with peers at events, and maintain an ongoing log of personal and team professional development activities.

Article IV Related Instruction

Apprentices shall satisfactorily complete prescribed courses of related and supplemental instruction, which will not be less than 150 hours per year. Related and supplemental instruction will be provided by Livable Wage Jobs and overseen by Lemoore College.

Time spent in related and supplemental instruction may not be compensated.

Course Name	Total RSI Hours
Cybersecurity Fundamentals: System Protection and Security Operations Support	150

Course Description:

This Related and Supplemental Instruction (RSI) course prepares Cybersecurity Specialist apprentices to assist with protecting organizational systems, networks, accounts, and information. Designed to complement on-the-job training, the course develops the foundational technical knowledge, documentation practices, and communication skills needed to perform entry-level cybersecurity support tasks under supervision and in accordance with approved procedures.

Instruction introduces confidentiality, integrity, and availability as the guiding principles of cybersecurity. Apprentices learn identity and access management fundamentals, including account setup and deactivation, password security, multi-factor authentication, permission reviews, and basic access audits. Coursework also addresses security policies, acceptable use requirements, encryption, secure file storage and transfer, and responsible handling of sensitive information.

Apprentices develop practical skills in supporting vulnerability assessments, documenting findings, tracking patches, maintaining device inventories, and checking antivirus and endpoint protection status. Instruction introduces firewalls, intrusion detection systems, virtual private networks, and cloud security concepts. Guided activities reinforce the ability to review logs, recognize common weaknesses or misconfigurations, check sharing permissions, and report concerns to appropriate personnel. Security testing, configuration changes, and device isolation are performed only within authorized responsibilities and established supervisory guidance.

Emphasis is placed on recognizing and reporting suspected phishing and security incidents, maintaining accurate tickets and records, and supporting investigations led by experienced

staff. Apprentices also practice preparing security awareness materials, supporting training participation, documenting team meetings, and tracking follow-up actions. Applied learning reinforces careful observation, sound judgment, timely escalation, teamwork, and clear communication with both technical colleagues and system users.

RSI Learning Objectives:

1. **Cybersecurity Basics and the CIA Triad:** Learn the three pillars, confidentiality, integrity, and availability, that drive all cybersecurity work. Apply these concepts in real workplace scenarios, such as basic account protections and secure data sharing. Practice explaining them to others to support user awareness.
2. **Identity and Access Management (IAM) Fundamentals:** Explore how usernames, passwords, and multi-factor authentication control access to data and systems. Help perform basic account setup and deactivation, monitor privilege levels, and conduct simple audits to ensure users have the right permissions.
3. **Security Policy and Documentation:** Discover why organizations have security policies and why accurate record-keeping is essential. Practice reviewing, following, and updating simple security guidelines, such as acceptable use and password policies, by using checklists and templates.
4. **Risk Assessment and Vulnerability Management:** Learn to use entry-level vulnerability scanners (or follow senior guidance for tool use) to identify and document common system weaknesses. Log findings, assist with patch tracking, and communicate observations clearly for remediation plans.
5. **Antivirus and Endpoint Protection Practices:** Study the basics of antivirus software and endpoint security, including installing updates and checking scan results. Respond to alerts by following approved procedures and assist senior staff with device isolation when necessary.
6. **Network Security Introduction (Firewalls, IDS, VPN):** Understand the role of firewalls and basic network monitoring in keeping out threats and protecting data. Assist with reviewing firewall logs, updating simple rules under supervision, and following VPN setup guides for secure remote access.
7. **Encryption and Safe Data Handling:** Learn why and how sensitive data is encrypted, including basic use of secure email, encrypted file storage, and safe sharing practices. Follow established protocols for password management and secure document transfers.
8. **Software and Patch Management Basics:** Recognize the importance of keeping systems updated and understand how patches are applied. Assist with tracking the update status of company computers, preparing inventory lists, and reporting missing updates to supervisors.
9. **Cloud Security Fundamentals:** Get an overview of how cloud storage and cloud-based accounts are protected, using provided tools to check user permissions and flag misconfigurations. Learn basic terminology (like S3 buckets or resource groups) and support simple checks for data sharing or public access issues.
10. **Reporting and Communicating Security Incidents:** Learn how to create and submit clear incident or phishing reports, track security events, and follow up on open tickets.

Participate in basic investigations led by more experienced colleagues to see how incident response works.

11. Cybersecurity Awareness and Training: Help promote safe computing habits by creating and distributing posters or announcements about phishing and scams. Participate in (and help check attendance for) online security awareness training.
12. Participation in Team Security Meetings: Take notes during regular team meetings, summarize key tasks, and prepare follow-up checklists. Learn how cybersecurity professionals communicate about projects and share helpful resources.

Article V Ratio

The ratio of apprentices to professional workers shall be:

- 1) Ratio #1: Each professional worker may supervise two (2) apprentice(s)

Attachment B-5

Training Schedule and Working Conditions

Livable Wage Jobs

Occupation

Occupation: AI/Machine Learning Specialists

O*Net Code: 15-1221.00

Article I Term of Apprenticeship and Probation

The standard term of apprenticeship shall be a competency-based approach, with approximately 2,000 on-the-job training (OJT) hours, 150 related and supplemental instruction (RSI) hours, and completed within approximately 12 months.

The period of probation shall be reasonable in relation to the full apprenticeship term, with full credit given for such period toward completion of the apprenticeship, and in no event shall exceed the shorter of 25 percent of the length of the program or one year. The period of probation shall be 3 months.

Article II Wage Schedule

Professional Worker Wage:

\$ 28.00 per hour effective 11/19/2025.

Apprentice Wage and Advancement Schedule:

In no case shall an Apprentice receive a starting wage that is less than the applicable federal, state or local entity (city or county) minimum wage, whichever is higher for the county or city where the apprentice is working. The applicable minimum wage law shall establish the effective date of the minimum wage.

To advance from one period to the next, the apprentice shall have met the following requirements:

1st period	0%-33% Competencies	\$ 21.42 /hour
2nd period	34%-66%Competencies	\$ 23.00 /hour
3rd period	67%-100% Competencies	\$ 25.00 /hour

Hours of Work and Working Conditions and Overtime Provision:

Eight hours of labor constitutes a day's work. Employment beyond eight hours in any workday or more than six days in any workweek requires the employee to be compensated for the overtime at not less than one and one-half times the employee's regular rate of pay for all hours worked in excess of eight hours, up to and including 12 hours in any workday, and for the first eight hours worked on the seventh consecutive day of work in a workweek; and double the employee's regular rate of pay for all hours worked in excess of 12 hours in any workday and for all hours worked in excess of eight on the seventh consecutive day of work in a workweek. If employers utilize an alternative workweek schedule in accordance with the California Industrial Welfare Commission Orders, the overtime will be determined and paid in accordance with the applicable alternative workweek provisions.

The workday and workweek and all other conditions of employment for apprentices shall conform to all applicable laws and regulations and shall not be greater than for those of a professional worker.

Overtime shall not be allowed if it will interfere with or impair the training or be detrimental to the health and safety of the apprentice.

Article III Work-Training

- 1) The employer shall see that all apprentices are under the supervision of a qualified professional worker or instructor and shall provide the necessary diversified experience and training in order to develop the apprentice into a proficiently skilled worker, as outlined herein.
- 2) Each apprentice shall be trained in the use of new equipment, materials and processes as they come into use in the occupation.
- 3) The major categories in which apprentices will be trained (although not necessarily in the order listed) are as follows:

Competency Check List

Demonstrates Fundamentals: Apprentice can perform the task with some coaching.

Proficient in Task: Apprentice performs task properly and consistently.

Completion Date: Date apprentice completes final demonstration of competency.

Detailed Work Activities: Initial and date each task when Competency Check List has been completed.

1. **Fundamental AI/ML Understanding and Communication:** Explain core AI/ML concepts in plain language, such as supervised vs. unsupervised learning, basic neural networks, and classification versus regression. Break down these ideas for business or non-technical colleagues and ensure project documentation and communication bridges technical and business domains.
2. **Data Collection, Cleaning, and Preparation:** Collect, clean, and prepare datasets using scripts or analytics tools to automate repetitive tasks. Address common issues like duplicates or missing values, and split data into training, validation, and test sets so models are built on reliable, properly structured information.
3. **Algorithm Selection and Application:** Match business or research problems to simple model types, such as regression, classification, or clustering, using criteria like accuracy, interpretability, and speed. Implement algorithms using standard libraries and interpret results to recommend the right approach for first-pass analytics or prototypes.
4. **Python Scripting and Use of Key AI/ML Libraries:** Write, review, and debug basic Python scripts for data ingestion, formatting, and exploratory analysis, using common libraries such as pandas, scikit-learn, or matplotlib. Understand how to use Jupyter notebooks or code repositories for collaborative, reproducible work.
5. **Model Training, Testing, and Evaluation:** Train and test standard machine learning models, tune simple hyperparameters, and use quantitative metrics like accuracy, recall, or F1-score to assess performance. Learn to recognize overfitting and underfitting, apply cross-validation basics, and interpret confusion matrices to support reliable model selection.
6. **Data Visualization and Results Communication:** Generate clear visuals, plots, and summary reports using Python or business intelligence dashboards to present analytic findings. Tailor charts and narratives to audiences, ensuring stakeholders and technical teams can both take useful action on results.
7. **Introduction to Cloud-Based AI Tools:** Deploy basic models or data pipelines using cloud platforms or managed AI services under supervision. Set up simple endpoints, interact with hosted tools, and monitor resources to gain experience in scalable, production-oriented environments.
8. **Essential Model Deployment Concepts:** Understand the basics of putting a trained model into production, such as exporting, versioning, and calling it from an application or dashboard. Learn about the lifecycle of models in business, how outputs are integrated and how real-world data flows back into model improvement.
9. **Supporting MLOps and Automated Workflows:** Follow established workflows for managing data, models, and code; assist in automating routine training or evaluation steps using templates or simple scripts. Learn about containers or virtual environments to ensure results are consistent across different computers or users.
10. **Basic Ethics, Bias, and Data Governance in AI:** Identify common sources of bias in model training data and recognize why fairness, transparency, and explainability matter. Assist in basic documentation of input data, flag potential issues, and learn best practices for responsible and ethical AI/ML use.

11. **Continuous Learning and Professional Growth in AI/ML:** Stay current by exploring new AI/ML features or frameworks, participating in company or open-source learning sessions, and tracking major trends in tools or applications relevant to your industry. Take feedback from experienced team members to improve both technical and communication skills over time.

Article IV Related Instruction

Apprentices shall satisfactorily complete prescribed courses of related and supplemental instruction, which will not be less than 150 hours per year. Related and supplemental instruction will be provided by Livable Wage Jobs and overseen by Lemoore College.

Time spent in related and supplemental instruction may not be compensated.

Course Name	Total RSI Hours
Artificial Intelligence and Machine Learning: Foundations, Development, and Application	150
Course Description:	
This Related and Supplemental Instruction (RSI) course prepares AI/Machine Learning Specialist apprentices to support the development, evaluation, deployment, and responsible use of artificial intelligence and machine learning solutions. Designed to complement on-the-job training, the course develops the technical knowledge, programming skills, analytical reasoning, and collaborative practices needed to translate business requirements into practical AI-enabled applications.	
Instruction introduces foundational AI concepts, including narrow and general AI, symbolic reasoning, search algorithms, and intelligent agents. Apprentices explore supervised, unsupervised, and reinforcement learning while developing skills in data collection, labeling, cleaning, preprocessing, feature extraction, and normalization. Coursework emphasizes data quality, reproducibility, modular programming, and adaptable use of common libraries and data structures.	
Apprentices learn to select and compare algorithms, train models, tune hyperparameters, and evaluate results using appropriate performance metrics and validation techniques. Instruction addresses overfitting and the trade-offs among accuracy, interpretability, and scalability. Introductory work with neural networks, deep learning, and natural language processing provides a foundation for applications involving images, text, and other complex data. Generative AI activities develop skills in prompt design, output evaluation, and safe use for workplace tasks.	
Applied learning includes cloud-based model deployment, API integration, compute resource management, basic security, and the automation of repeatable data and machine learning	

workflows. Apprentices practice translating model results into dashboards, reports, and workflow improvements, communicating findings clearly, and assessing contributions to business objectives. Version control, documentation, and collaborative development support reliable experimentation and team delivery.

Responsible AI practices are integrated throughout the course, with emphasis on fairness, transparency, identifying bias, monitoring data imbalance, and documenting model decisions and limitations. Agile teamwork, stakeholder communication, engagement with current research, and continuing professional development prepare apprentices to adapt to changing technologies and contribute effectively to multidisciplinary AI/ML projects.

RSI Learning Objectives:

1. **AI Fundamentals and Definitions:** Learn the foundational principles of artificial intelligence, including the distinction between narrow and general AI. Understand how AI concepts like symbolic reasoning, search algorithms, and intelligent agent models apply across sectors. Practice explaining these core ideas as they are commonly needed in technical and business communications.
2. **Machine Learning Concepts and Applications:** Master key machine learning terms, including what models, training, and inference mean in practical business tasks. Explore the basics of supervised, unsupervised, and reinforcement learning, focusing on how models are built and used with real data. Gain experience labeling training sets and understanding model parameter tuning for better results.
3. **Data Collection, Preprocessing, and Cleaning:** Learn robust methods for gathering and preparing data for analytics and model building. Practice preprocessing steps such as cleaning, handling missing values, extracting features, and normalizing data to create reliable input pipelines. Focus on reproducibility and quality to support meaningful projects.
4. **Algorithm Selection and Evaluation:** Review essential algorithms, like regression, decision trees, clustering, and learn decision-making strategies for choosing the best model for each use case. Compare classification and regression, and understand trade-offs in accuracy, interpretability, and scalability for business deployment. Evaluate models for their suitability to different types of problems and data structures.
5. **Programming for AI/ML:** Build fluency in programming practices common to AI/ML, including writing modular code, implementing functions, and applying control flow. Harness widely adopted libraries and framework-agnostic data structures. Emphasize adaptability to fast-changing tools while focusing on the principles of clean coding and collaborative development.
6. **Model Training, Evaluation, and Validation:** Develop hands-on skills in training models, tuning hyperparameters, and using relevant metrics (e.g., accuracy, precision, recall, loss functions) to measure success. Apply techniques such as cross-validation, recognize overfitting, and follow systematic workflows for reliable experimentation and improvement.
7. **Introduction to Neural Networks and Deep Learning:** Explore the basics of modern neural networks and deep learning architectures (multi-layer networks, convolutional and recurrent models). Understand how these models interpret images, language, and other complex data types, and grasp key principles like backpropagation and activation functions.

8. Natural Language Processing (NLP) Essentials: Gain exposure to how machines process and generate human language, focusing on real business tasks (e.g., text classification, sentiment analysis, named entity recognition). Apply techniques such as tokenization and basic attention without diving into highly customized pipelines.
9. Foundations of Generative AI and Prompt Engineering: Learn how large models generate realistic text and images, and how prompt inputs shape their outputs. Practice prompt design and safe usage considerations, focusing on generating clear, useful AI responses for content creation, support, and reporting tasks.
10. Cloud-Based AI Workflows: Get hands-on experience in deploying, running, and maintaining AI models in cloud environments. Practice using platform-agnostic APIs, managing dynamic compute resources, and ensuring basic security and scalability in shared environments. Focus on foundational knowledge to support team cloud operations and future learning.
11. Business Integration of AI Insights: Apply AI/ML models to produce actionable results in dashboards, reports, or workflow automation. Communicate findings and support decision-making through clear visualizations and documentation. Recognize how AI transforms workplace problem-solving and measurably improves business outcomes.
12. Automated, Repeatable Workflows: Learn the basics of automating common data and ML pipeline tasks using scripting, workflow templates, or lightweight orchestration tools. Use principles of version control, reproducibility, and collaboration to add value to team-based projects, even as technologies change.
13. Ethical Use, Bias Management, and Responsible AI: Identify the importance of fairness, transparency, and bias prevention in AI/ML systems. Apply practical steps—such as monitoring for data imbalance and documenting model decisions—that uphold ethical standards and build organizational trust in automated solutions.
14. Agile Collaboration and Communication in AI Teams: Support project sprints, participate in stand-ups, and document work for peer sharing. Practice effective communication of technical progress, challenges, and learning outcomes, ensuring teammates and stakeholders are kept in the loop in fast-moving environments.
15. Professional Growth and Lifelong Learning in AI/ML: Continually expand knowledge by engaging in community discussions, reading current papers, and joining webinars or open-source projects. Embrace a growth mindset to stay competitive as the field advances and contribute new learning to team practices and business strategy.

Article V Ratio

The ratio of apprentices to professional workers shall be:

- 1) Ratio #1: Each professional worker may supervise two (2) apprentice(s)

Attachment B-6

Training Schedule and Working Conditions

Livable Wage Jobs

Occupation

Occupation: Computer Systems Analysts

O*Net Code: 15-1211.00

Article I Term of Apprenticeship and Probation

The standard term of apprenticeship shall be a competency-based approach, with approximately 2,000 on-the-job training (OJT) hours, 150 related and supplemental instruction (RSI) hours, and completed within approximately 12 months.

The period of probation shall be reasonable in relation to the full apprenticeship term, with full credit given for such period toward completion of the apprenticeship, and in no event shall exceed the shorter of 25 percent of the length of the program or one year. The period of probation shall be 3 months.

Article II Wage Schedule

Professional Worker Wage:

\$ 28.00 per hour effective 11/19/2025.

Apprentice Wage and Advancement Schedule:

In no case shall an Apprentice receive a starting wage that is less than the applicable federal, state or local entity (city or county) minimum wage, whichever is higher for the county or city where the apprentice is working. The applicable minimum wage law shall establish the effective date of the minimum wage.

To advance from one period to the next, the apprentice shall have met the following requirements:

1st period	0%-33% Competencies	\$ 21.42 /hour
2nd period	34%-66% Competencies	\$ 23.00 /hour
3rd period	67%-100% Competencies	\$ 25.00 /hour

Hours of Work and Working Conditions and Overtime Provision:

Eight hours of labor constitutes a day's work. Employment beyond eight hours in any workday or more than six days in any workweek requires the employee to be compensated for the overtime at not less than one and one-half times the employee's regular rate of pay for all hours worked in excess of eight hours, up to and including 12 hours in any workday, and for the first eight hours worked on the seventh consecutive day of work in a workweek; and double the employee's regular rate of pay for all hours worked in excess of 12 hours in any workday and for all hours worked in excess of eight on the seventh consecutive day of work in a workweek. If employers utilize an alternative workweek schedule in accordance with the California Industrial Welfare Commission Orders, the overtime will be determined and paid in accordance with the applicable alternative workweek provisions.

The workday and workweek and all other conditions of employment for apprentices shall conform to all applicable laws and regulations and shall not be greater than for those of a professional worker.

Overtime shall not be allowed if it will interfere with or impair the training or be detrimental to the health and safety of the apprentice.

Article III Work-Training

- 1) The employer shall see that all apprentices are under the supervision of a qualified professional worker or instructor and shall provide the necessary diversified experience and training in order to develop the apprentice into a proficiently skilled worker, as outlined herein.
- 2) Each apprentice shall be trained in the use of new equipment, materials and processes as they come into use in the occupation.
- 3) The major categories in which apprentices will be trained (although not necessarily in the order listed) are as follows:

Competency Check List

Demonstrates Fundamentals: Apprentice can perform the task with some coaching.

Proficient in Task: Apprentice performs task properly and consistently.

Completion Date: Date apprentice completes final demonstration of competency.

Detailed Work Activities: Initial and date each task when Competency Check List has been completed.

1. **Agile Systems Analysis and Adaptive Team Collaboration:** Apply and support agile frameworks through hands-on sprint participation, backlog refinement, and iterative prototyping. Contribute to collaborative, cross-functional teams by assisting with user story development, workflow mapping, and process improvements in fast-changing environments.
2. **Business Process Automation and Digital Optimization:** Assist with analyzing, scripting, and automating business processes for integration and efficiency. Use current modeling standards to map workflows, explore RPA or low-code tools, and work with teams to implement automation solutions that reduce manual steps and deliver measurable impact.
3. **Enterprise Data Architecture and Cloud Ecosystem Support:** Participate in the design, scaling, and ongoing management of data systems and cloud-native platforms. Help configure, secure, and optimize data flows and storage for analytics, AI, and operations—keeping up with advancements in distributed, hybrid, and multi-cloud environments.
4. **Cybersecurity Operations and Risk Response:** Work within established security processes to help monitor systems, respond to incidents, support compliance checks, and participate in defense-in-depth planning. Assist with maintaining secure systems, run investigations with senior colleagues, and understand the intersection of security, privacy, and business continuity.
5. **Automated Testing and Continuous Integration Fundamentals:** Learn and apply best practices in automated testing to enhance software quality and deployment safety. Help build and maintain CI/CD pipelines, use test frameworks to validate feature changes, and troubleshoot findings to support rapid, reliable delivery.
6. **Stakeholder Engagement, Requirements Analysis, and Change Facilitation:** Develop strong communication and organizational skills to conduct interviews, define user needs, map requirements, and support feedback collection. Help translate evolving business expectations into actionable plans, supporting change initiatives and continuous stakeholder alignment.
7. **Technical Documentation and Visual Communication:** Assist with drafting, revising, and standardizing documentation for workflow models, data flows, requirements, and project deliverables. Use visual and interactive diagram tools to support team planning, onboarding, and knowledge sharing in a format adaptable to changing technology.
8. **Data Visualization, Business Intelligence, and Analytics:** Create and maintain dashboards, visualize operational or project data, and support metric-driven decision-making using recognized industry approaches and tools. Communicate trends and insights clearly for use in business cases, executive updates, and operational improvements.
9. **AI and Machine Learning Integration for Business Systems:** Contribute to the evaluation and simple integration of AI or ML-driven solutions such as natural language processing, recommendation engines, or anomaly detection into business operations. Stay alert to new developments, explore vendor-neutral options, and work ethically with data-driven enhancements.

10. **Agile DevOps and Infrastructure Automation:** Collaborate in the build-out and support of automated infrastructure environments using broad concepts like infrastructure as code, orchestration, containerization, and virtual platforms. Help troubleshoot system interruptions, support deployments, and document standard operating procedures for evolving environments.
11. **Application and Data Integration Skills:** Support the successful flow of information by assisting with API use, event-driven workflows, and data synchronization across systems (SaaS, on-premises, and hybrid). Take part in troubleshooting integration issues and maintaining robust connections critical to enterprise operations.
12. **Enterprise Workflow Customization and Platform Support:** Configure, enhance, and support organization-wide workflows for ERP, CRM, or workflow platforms—ensuring alignment with diverse business processes. Document changes, collect user feedback, facilitate basic automation with form designers or scripting, and track quality improvement.
13. **Compliance, IT Governance, and Risk Management:** Learn and support compliance frameworks, security standards, and best practices for audits and IT governance. Help with audits, policy reviews, and tracking of risk mitigation initiatives—ensuring all work aligns with both current and emerging legal, regulatory, and organizational guidelines.
14. **Sector-Specific Digital Transformation Readiness:** Research and help adapt systems design or process recommendations to sector-specific requirements, such as those in finance, health, agriculture, or government. Build familiarity with changing regulatory landscapes, digital ethics, and adoption drivers in chosen industries.
15. **Professional Conduct, Team Ethics, and Effective Negotiation:** Demonstrate professionalism in all communications, participate in conflict resolution and consensus-building, uphold team ethics, and contribute to a respectful, innovative project culture. Build negotiation and collaboration skills applicable to agile, distributed, and interdisciplinary teams.

Article IV Related Instruction

Apprentices shall satisfactorily complete prescribed courses of related and supplemental instruction, which will not be less than 150 hours per year. Related and supplemental instruction will be provided by Livable Wage Jobs and overseen by Lemoore College.

Time spent in related and supplemental instruction may not be compensated.

Course Name	Total RSI Hours
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Computer Systems Analysis: Integration, Reliability, and Business Process Improvement	150
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Course Description:

This Related and Supplemental Instruction (RSI) course prepares Computer Systems Analyst apprentices to support the analysis, integration, maintenance, and improvement of organizational technology systems. Designed to complement on-the-job training, the course develops the technical knowledge, analytical reasoning, documentation practices, and

communication skills needed to evaluate system performance, resolve operational problems, and align technology capabilities with business and user needs.

Instruction covers multiple operating systems, hardware integration, enterprise networking, cloud services, and virtualization. Apprentices practice supporting servers, workstations, and cloud-connected environments through configuration, patching, upgrades, and structured troubleshooting. Coursework introduces secure provisioning, resource optimization, redundancy, and lifecycle management, alongside modular scripting and automation techniques for user management, monitoring, backups, and other repeatable processes.

Apprentices develop skills in interpreting system and application logs, analyzing performance patterns, identifying bottlenecks, and recommending improvements. Instruction addresses layered security controls, access permissions, system hardening, vulnerability monitoring, and participation in coordinated incident response. Backup verification, restoration testing, disaster recovery planning, and business continuity exercises reinforce the ability to protect data integrity and support resilient operations. Structured problem-solving activities emphasize problem decomposition, hypothesis testing, root-cause analysis, and verification of corrective actions.

Business process review and implementation support connect technical activities to organizational outcomes. Apprentices learn to map workflows, identify opportunities for integration and automation, and measure improvements against established benchmarks. Applied activities include supporting system rollouts, migrations, upgrades, testing, and change coordination within multidisciplinary teams. Emphasis is placed on maintaining accurate configuration records, troubleshooting guides, audit trails, and compliance documentation; applying governance, privacy, security, and digital ethics principles; and providing clear, accessible technical support and user training.

RSI Learning Objectives:

1. **Multi-Platform Systems Fundamentals and Troubleshooting:** Explore setup, maintenance, and troubleshooting techniques for multiple modern operating systems across servers, workstations, and cloud-connected devices. Practice safe patching, hardware integration, and routine upgrades to ensure secure and resilient environments.
2. **Enterprise Networking and Connectivity:** Study the concepts and practices for configuring, supporting, and troubleshooting enterprise-wide network topologies—covering local, wide-area, wireless, and secure remote connectivity. Analyze network health, resolve common bottlenecks, and apply foundational principles in adaptive, real-world scenarios.
3. **Defensive Security Practices and Risk Monitoring:** Learn how layered security controls, user permissions, and incident response frameworks protect organizational assets. Support ongoing system hardening, periodic audits, and team-based evaluation of vulnerabilities, prioritizing practical, up-to-date approaches to monitoring and mitigation.
4. **Scripting and Process Automation:** Develop skills in writing, maintaining, and troubleshooting scripts to streamline key processes in user management, monitoring,

backup, or orchestration. Use modular, well-documented scripting practices that make ongoing adaptation or migration to new environments straightforward.

5. **Cloud Services and Virtualization Management:** Gain working knowledge of creating, managing, and optimizing virtual machines and cloud-native workloads. Explore current trends in secure provisioning, elasticity, redundant design, and lifecycle management to support teams deploying next-generation business solutions.
6. **Backup, Restoration and Resilience Operations:** Practice building, auditing, and testing robust backup and disaster recovery plans for both on-premises and cloud settings. Document recovery procedures, verify data integrity, and participate in business continuity simulations that reflect today's digital risk landscape.
7. **System Performance Monitoring and Analytics:** Train to use modern monitoring tools, interpret system and application logs, and evaluate usage/performance patterns to spot issues and recommend optimizations. Apply analytics in both reactive and proactive contexts for long-term system improvement.
8. **Documentation, Compliance, and Audit Readiness:** Create, revise, and standardize technical documentation—configuration records, troubleshooting guides, audit trails, and compliance checklists—that support transparency, repeatability, and rapid team onboarding. Assist with preparing for audits and regulatory assessments using best-practice frameworks.
9. **Incident Response Participation:** Support coordinated triage, investigation, and resolution of system or service disruptions—learning structured approaches to problem escalation, analysis, and root-cause reporting. Help facilitate post-incident review sessions to support continuous learning and resilience.
10. **Technical Support and User Enablement:** Deliver clear, accessible technical assistance to both technical and nontechnical users through service desks, remote sessions, and user training. Develop strategies to translate complex topics, troubleshoot user challenges, and empower self-sufficiency among stakeholders.
11. **Business Process Review and Improvement:** Participate in mapping, evaluating, and optimizing business and IT workflows for efficiency, reliability, and automation readiness. Use data-driven insights to flag areas for process redesign and measure improvements against organizational benchmarks.
12. **Project Implementation and Change Support:** Assist with rollouts, migrations, and upgrades by contributing to project planning, test coordination, user and stakeholder documentation, and feedback-gathering. Acquire skills in supporting agile project cycles within multi-disciplinary technical teams.
13. **Governance, Regulatory Awareness and Security Fundamentals:** Learn key principles of IT governance, compliance, data protection, and evolving security standards relevant to large-scale systems analysis. Assist senior staff in operationalizing controls, documenting compliance activities, and preparing for evolving rules in areas like privacy and digital ethics.
14. **Critical Thinking and Systems Problem-Solving:** Practice rapid, structured problem decomposition, hypothesis testing, and solution iteration on real or simulated infrastructure, data, and application challenges. Use diagnostic tools and creative approaches to resolve systemic issues and avoid future disruptions.

Article V Ratio

The ratio of apprentices to professional workers shall be:

- 1) Ratio #1: Each professional worker may supervise three (3) apprentice(s)

Attachment B-7

Training Schedule and Working Conditions

Livable Wage Jobs

Occupation

Occupation: Online Merchants

O*Net Code: 13-1199.06

Article I Term of Apprenticeship and Probation

The standard term of apprenticeship shall be a competency-based approach, with approximately 2,000 on-the-job training (OJT) hours, 150 related and supplemental instruction (RSI) hours, and completed within approximately 12 months.

The period of probation shall be reasonable in relation to the full apprenticeship term, with full credit given for such period toward completion of the apprenticeship, and in no event shall exceed the shorter of 25 percent of the length of the program or one year. The period of probation shall be 3 months.

Article II Wage Schedule

Professional Worker Wage:

\$ 28.00 per hour effective 11/19/2025.

Apprentice Wage and Advancement Schedule:

In no case shall an Apprentice receive a starting wage that is less than the applicable federal, state or local entity (city or county) minimum wage, whichever is higher for the county or city where the apprentice is working. The applicable minimum wage law shall establish the effective date of the minimum wage.

To advance from one period to the next, the apprentice shall have met the following requirements:

1st period	0%-33% Competencies	\$ 21.42 /hour
2nd period	34%-66% Competencies	\$ 23.00 /hour
3rd period	67%-100% Competencies	\$ 25.00 /hour

Hours of Work and Working Conditions and Overtime Provision:

Eight hours of labor constitutes a day's work. Employment beyond eight hours in any workday or more than six days in any workweek requires the employee to be compensated for the overtime at not less than one and one-half times the employee's regular rate of pay for all hours worked in excess of eight hours, up to and including 12 hours in any workday, and for the first eight hours worked on the seventh consecutive day of work in a workweek; and double the employee's regular rate of pay for all hours worked in excess of 12 hours in any workday and for all hours worked in excess of eight on the seventh consecutive day of work in a workweek. If employers utilize an alternative workweek schedule in accordance with the California Industrial Welfare Commission Orders, the overtime will be determined and paid in accordance with the applicable alternative workweek provisions.

The workday and workweek and all other conditions of employment for apprentices shall conform to all applicable laws and regulations and shall not be greater than for those of a professional worker.

Overtime shall not be allowed if it will interfere with or impair the training or be detrimental to the health and safety of the apprentice.

Article III Work-Training

- 1) The employer shall see that all apprentices are under the supervision of a qualified professional worker or instructor and shall provide the necessary diversified experience and training in order to develop the apprentice into a proficiently skilled worker, as outlined herein.
- 2) Each apprentice shall be trained in the use of new equipment, materials and processes as they come into use in the occupation.
- 3) The major categories in which apprentices will be trained (although not necessarily in the order listed) are as follows:

Competency Check List

Demonstrates Fundamentals: Apprentice can perform the task with some coaching.

Proficient in Task: Apprentice performs task properly and consistently.

Completion Date: Date apprentice completes final demonstration of competency.

Detailed Work Activities: Initial and date each task when Competency Check List has been completed.

1. **Strategic Planning and Digital Business Models:** Develop data-driven strategies that align online business goals with sustainable profit models, customer loyalty, and market differentiation. Use competitive intelligence and ongoing market research to refine value propositions, anticipate trends, and make agile pivots as the digital landscape evolves.
2. **Purposeful Product Sourcing and Merchandising:** Source in-demand and high-margin products that fit brand identity and customer needs—not just trending or overstated items. Analyze supplier risk, negotiate flexible terms, and build assortment strategies that position the business for profitable growth and resilience to supply shocks.
3. **Dynamic Inventory Management:** Apply real-time inventory tracking, forecasting, and analytics to maintain optimal stock levels, minimize losses, and support multi-channel fulfillment. Use dynamic restocking, data-led discontinuation decisions, and flexible logistics to adapt to fast-changing market signals.
4. **Seamless and Efficient Order Fulfillment:** Optimize every step of the order lifecycle—from digital cart to delivery and effortless returns. Leverage automation and workflow improvements to reduce errors, streamline operations, maximize customer satisfaction, and create competitive fulfillment guarantees.
5. **Financial Intelligence and Profit Optimization:** Master the fundamentals of cash flow management, margin tracking, and pricing strategies. Use scenario modeling, real-time reporting, and strategic reinvestment to strengthen the bottom line and make informed, profit-maximizing decisions.
6. **Effective and Ethical Digital Marketing:** Design and execute integrated marketing campaigns that balance reach, engagement, and conversion using a mix of email, content marketing, search optimization, and targeted advertising. Stay agile by analyzing which efforts drive real results and scaling only channels that produce profitable returns—avoiding time sinks or vanity metrics.
7. **Brand Identity and Community Building:** Shape a credible, consistent, and authentic brand presence across all online touchpoints. Foster trust and advocacy by integrating brand values into communications, service, and user experience—not just visuals or slogans. Focus on building relationships, not volume broadcasting.
8. **Customer Experience and Retention:** Deliver consistently high-quality, responsive, and personalized service that converts buyers into lifetime customers. Develop feedback-driven support, simple resolution pathways, and proactive engagement practices that create loyalty and generate positive reviews.
9. **Continuous Market Intelligence and Adaptation:** Establish ongoing systems for collecting, analyzing, and acting upon market and customer data. Identify emerging opportunities, pivot away from low-performing channels of effort, and use evidence-based insights to adapt products, pricing, and positioning for future success.
10. **Scalable Platform and Technology Management:** Operate, maintain, and regularly reassess digital platforms and automation tools to support growth, integration, and user experience. Monitor technology trends and migrate to new systems only when they measurably enhance performance, security, or customer reach.

11. **Data-Driven Decision-Making and KPI Analysis:** Develop competency in collecting, visualizing, and interpreting key data points from sales, engagement, and supply chains. Use analytics to surface actionable insights that improve operations, drive profitability, and support continuous improvement.
12. **Legal, Regulatory, and Ethical Operations:** Ensure online commerce practices meet or exceed current legal requirements on sales tax, privacy, data protection, and accessibility. Adopt proactive compliance monitoring and ethical standards that build long-term trust and avoid reactive crisis management.
13. **End-to-End Supply Chain Resilience:** Build collaborative, transparent partnerships with suppliers, logistics providers, and third-party platforms. Anticipate and mitigate disruptions, maintain adaptability in sourcing and fulfillment, and seek ways to add value while controlling costs through integrated supply chain strategies.
14. **Personal and Team Productivity Management:** Develop and consistently refine systems for goal setting, prioritization, and time management. Empower team members or oneself to focus on high-value activities, automate routine work, and avoid the trap of busy-work that does not contribute to profit or reputation.
15. **Agility, Adaptability, and Creative Problem Solving:** Cultivate the ability to quickly analyze challenges created by technology, shifting demand, or new competitors. Employ structured problem-solving, continuous learning, and smart risk-taking to seize opportunity, protect the business, and drive long-term growth.

Article IV Related Instruction

Apprentices shall satisfactorily complete prescribed courses of related and supplemental instruction, which will not be less than 150 hours per year. Related and supplemental instruction will be provided by Livable Wage Jobs and overseen by Lemoore College.

Time spent in related and supplemental instruction may not be compensated.

Course Name	Total RSI Hours
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Online Merchandising: E-Commerce Operations and Business	150
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Performance

Course Description:

This Related and Supplemental Instruction (RSI) course prepares Online Merchant apprentices to support the planning, operation, and continuous improvement of e-commerce businesses. Designed to complement on-the-job training, the course develops the digital merchandising, operational, analytical, and customer communication skills needed to manage online storefronts, coordinate transactions, and support profitable, lasting customer relationships.

Instruction covers brand-aligned product descriptions, value-based messaging, search engine optimization, and accurate merchandise presentation using text, photography, and video. Apprentices learn to organize digital assets, maintain consistent storefront content, and adjust

listings, pricing, and promotions in response to customer behavior, seasonality, and business conditions. Market research and competitive analysis support the evaluation of product opportunities, sourcing options, supplier reliability, costs, margins, and business risks.

Apprentices develop practical skills in order management, invoicing, secure payment processing, transaction verification, and customer confirmation communications. Coursework addresses inventory tracking, demand forecasting, purchasing, shipping coordination, returns, and the management of fulfillment supplies. Emphasis is placed on connecting order, payment, inventory, and financial information through reliable digital workflows and maintaining accurate records that support accounting, forecasting, and operational decisions.

Customer service activities reinforce timely, professional responses to inquiries, complaints, cancellations, stock shortages, and delivery delays. Apprentices practice applying established policies, documenting interactions, developing contingency plans, and communicating transparently to support customer retention. Administrative routines, checklists, and partner coordination strengthen operational continuity during periods of growth or disruption.

Data-driven improvement is integrated throughout the course through sales and profitability analysis, website analytics, customer behavior assessment, and campaign performance measurement. Apprentices learn to select appropriate promotional channels, evaluate conversion and return on investment, improve the online customer experience, and communicate findings to colleagues and business partners. Applied learning emphasizes evidence-based decisions, dependable operations, and sustainable business performance.

RSI Learning Objectives:

1. **Brand-Aligned Digital Content Creation:** Develop clear, compelling product descriptions and branded web content that converts browsers to buyers and supports long-term, profitable customer relationships. Craft copy using value-based messaging, SEO principles, and consistent visual presentation.
2. **Efficient and Reliable Order Fulfillment:** Build robust order workflows for prompt, accurate shipping and seamless returns. Implement systematic routines and checklists, coordinate with partners as needed, and develop communications for smooth transactions from purchase through delivery.
3. **Order and Invoice Coordination:** Use digital order management and invoicing platforms to process and track transactions, monitor fulfillment, and document payment flow. Integrate these systems into broader business dashboards for inventory, accounting, and forecasting.
4. **Secure Payment and Transaction Management:** Execute secure, prompt payment processing while maintaining transparent communication with customers for every completed purchase. Configure confirmation communications, audit for errors or fraud signals, and integrate payment information into regular financial checks.
5. **Excellence in Customer Service:** Respond quickly and professionally to inquiries and complaints via digital channels—delivering answers that are accurate, timely, and in line with strong policies and core brand values. Structure customer interaction records for future analysis and process improvement.
6. **Strategic Sourcing and Cost Assessment:** Research, negotiate, and validate product sourcing decisions—balancing quality, cost, timing, and reliability. Use margin and risk

analyses, avoiding hype and focusing on items that support the business brand and profitability.

7. High-Impact Merchandise Presentation: Create detailed, accurate online listings using text, photos, and video aligned with target customer values. Select the right promotional mix by analyzing actual buyer behavior and market channel effectiveness—not just common social trends.
8. Consistent Digital Merchandising Maintenance: Organize and update media assets and marketing content to create a trustworthy and cohesive online storefront. Apply campaign and pricing adjustments based on data, seasonality, and changing business conditions.
9. Financial Tracking and Data Analysis: Maintain accurate sales, cost, and profit records using digital tools suitable for scalable businesses. Use collected data to assess trends, forecast needs, and guide real-time decision-making to ensure long-term sustainability.
10. Order Issue Resolution and Customer Retention: Address cancellations, out-of-stock situations, and delays through critical thinking and transparent communication. Develop logical contingency plans and nurture opportunities to retain customer loyalty in challenging situations.
11. Proactive Inventory Management: Monitor, forecast, and reorder inventory based on well-documented stock levels, historical performance, and projected demand. Link inventory control alongside marketing, buying, and fulfillment data for closed-loop management.
12. Purposeful Promotion and Outreach: Develop measured campaigns using a mix of digital channels, blogs, newsletters, ads, while tracking conversion and return-on-investment. Stay abreast of evolving outreach strategies but critically assess new tactics before adoption.
13. Market Research and Opportunity Identification: Apply structured methods to scan the market, evaluate product feasibility, and compare competitor strategies. Use both digital analytics and hands-on assessment to ensure new initiatives have measurable business potential.
14. Workflow, Supplies, and Administrative Resilience: Build systems for managing supplies, documentation, and clerical processes that keep the business running smoothly even in periods of stress or growth. Refine administrative routines to eliminate bottlenecks and enable focus on higher-level business tasks.
15. Continuous Data-Driven Optimization: Regularly review website analytics and customer behavior reports to boost visibility, optimize user experience, increase retention, and solve conversion issues. Communicate changes and new insights with partners or staff to sustain shared strategic focus.

Article V Ratio

The ratio of apprentices to professional workers shall be:

- 1) Ratio #1: Each professional worker may supervise two (2) apprentice(s)

Attachment B-8

Training Schedule and Working Conditions

Livable Wage Jobs

Occupation

Occupation: UX/UI Design Analysts

O*Net Code: 15-1255.00

Article I Term of Apprenticeship and Probation

The standard term of apprenticeship shall be a competency-based approach, with approximately 2,000 on-the-job training (OJT) hours, 150 related and supplemental instruction (RSI) hours, and completed within approximately 12 months.

The period of probation shall be reasonable in relation to the full apprenticeship term, with full credit given for such period toward completion of the apprenticeship, and in no event shall exceed the shorter of 25 percent of the length of the program or one year. The period of probation shall be 3 months.

Article II Wage Schedule

Professional Worker Wage:

\$ 28.00 per hour effective 11/19/2025.

Apprentice Wage and Advancement Schedule:

In no case shall an Apprentice receive a starting wage that is less than the applicable federal, state or local entity (city or county) minimum wage, whichever is higher for the county or city where the apprentice is working. The applicable minimum wage law shall establish the effective date of the minimum wage.

To advance from one period to the next, the apprentice shall have met the following requirements:

1st period	0%-33% Competencies	\$ 21.42 /hour
2nd period	34%-66% Competencies	\$ 23.00 /hour
3rd period	67%-100% Competencies	\$ 25.00 /hour

Hours of Work and Working Conditions and Overtime Provision:

Eight hours of labor constitutes a day's work. Employment beyond eight hours in any workday or more than six days in any workweek requires the employee to be compensated for the overtime at not less than one and one-half times the employee's regular rate of pay for all hours worked in excess of eight hours, up to and including 12 hours in any workday, and for the first eight hours worked on the seventh consecutive day of work in a workweek; and double the employee's regular rate of pay for all hours worked in excess of 12 hours in any workday and for all hours worked in excess of eight on the seventh consecutive day of work in a workweek. If employers utilize an alternative workweek schedule in accordance with the California Industrial Welfare Commission Orders, the overtime will be determined and paid in accordance with the applicable alternative workweek provisions.

The workday and workweek and all other conditions of employment for apprentices shall conform to all applicable laws and regulations and shall not be greater than for those of a professional worker.

Overtime shall not be allowed if it will interfere with or impair the training or be detrimental to the health and safety of the apprentice.

Article III Work-Training

- 1) The employer shall see that all apprentices are under the supervision of a qualified professional worker or instructor and shall provide the necessary diversified experience and training in order to develop the apprentice into a proficiently skilled worker, as outlined herein.
- 2) Each apprentice shall be trained in the use of new equipment, materials and processes as they come into use in the occupation.
- 3) The major categories in which apprentices will be trained (although not necessarily in the order listed) are as follows:

Competency Check List

Demonstrates Fundamentals: Apprentice can perform the task with some coaching.

Proficient in Task: Apprentice performs task properly and consistently.

Completion Date: Date apprentice completes final demonstration of competency.

Detailed Work Activities: Initial and date each task when Competency Check List has been completed.

1. **User Research and Behavior Analysis:** Plan and conduct user research using surveys, interviews, usability testing, or analytics to gather actionable insights for design decisions. Translate feedback and behavior data into design improvements, not opinion or trend following.
2. **Data-Driven Decision Making:** Use product or campaign analytics, such as heatmaps, conversion funnels, A/B tests, and engagement metrics, to refine and justify design choices. Communicate the impact of your work with before/after metrics and measurable improvements to business outcomes.
3. **Strategic Problem Solving and ROI Focus:** Align design strategy with clear business objectives, technical constraints, and measurable return on investment. Collaborate with product, engineering, and marketing teams to ensure user needs and stakeholder goals are met together.
4. **Wireframing and Rapid Prototyping:** Create effective low- and high-fidelity prototypes to explore UX concepts and iterate solutions rapidly. Leverage feedback and data at each step, showing a process of refinement and validation.
5. **Visual Communication and Interface Design:** Apply core design principles, typography, color, grid, hierarchy, for clarity, usability, accessibility, and brand alignment across digital products. Evolve your visual style with emerging trends while maintaining business relevance and consistency.
6. **Information Architecture and Content Strategy:** Develop intuitive user flows, clear navigation, and logical content hierarchies that guide people quickly to their goals. Document and test your structures with real users, continually improving them using results from analytics and feedback.
7. **Inclusive, Accessible, and Responsible Design:** Incorporate accessibility guidelines, inclusive thinking, and ethical considerations from day one. Design for all users, follow WCAG and universal design principles, and test with assistive technologies for compliance and impact.
8. **Agile and Cross-Functional Collaboration:** Participate in agile, multi-disciplinary teams, from ideation through release, adapting designs to fit technical, timeline, and budget realities. Communicate easily with developers, marketers, analysts, and clients to ensure momentum and shared results.
9. **Continuous Testing and Iteration:** Embrace short loops of testing, learning, and redesign, using real user feedback and behavior data to make improvements. Document hypotheses, test results, and decision rationales for team knowledge and process improvement.
10. **AI and Emerging Technology Literacy:** Demonstrate familiarity with generative AI, prompt engineering, and other new design tools as they enter the workplace. Integrate AI-driven features, recommendations, and personalization thoughtfully into the user experience, while critically assessing potential impacts on usability and trust.
11. **Empathy and User Advocacy:** Champion user goals, preferences, pain points, and edge cases in topics ranging from initial research through QA and launch. Document and present empathy maps, personas, and customer journeys that directly informed design results.
12. **Design Systems and Scalable Components:** Contribute to and maintain shared design libraries, reusable UI components, and documentation that enable consistent design at scale. Facilitate scalability, ease of iteration, and efficiency across products and teams.

13. **Compelling Storytelling and Presentation:** Present design decisions, workflow rationales, and product outcomes clearly and persuasively to diverse audiences, using annotated flows, case studies, and narrative storytelling. Bridge the gap between creative design ambition and business results.
14. **Usability, Performance, and Customer Satisfaction Metrics:** Establish, track, and report on Key Performance Indicators (KPIs) like error rates, time-on-task, satisfaction, retention, and NPS to connect your design work to user and business value. Use continual performance measurement as a roadmap for further optimization.
15. **Growth Mindset and Continuous Learning:** Stay current with new tools, methods, and trends, expanding your design toolkit and adapting quickly as the profession evolves. Seek feedback, join communities, attend workshops, and always tie learning back to results for your users, team, and company.

Article IV Related Instruction

Apprentices shall satisfactorily complete prescribed courses of related and supplemental instruction, which will not be less than 150 hours per year. Related and supplemental instruction will be provided by Livable Wage Jobs and overseen by Lemoore College.

Time spent in related and supplemental instruction may not be compensated.

Course Name	Total RSI Hours
UX/UI Design: User Research, Interface Development, and Evaluation	150

Course Description:

This Related and Supplemental Instruction (RSI) course prepares UX/UI Design Analyst apprentices to support the research, design, testing, and improvement of digital experiences. Designed to complement on-the-job training, the course develops the analytical, creative, technical, and communication skills needed to translate user needs and organizational goals into accessible, usable, and consistent digital interfaces.

Instruction covers user research planning, interviews, surveys, usability testing, and the synthesis of qualitative and quantitative findings. Apprentices learn to reduce research bias, question assumptions, and apply design thinking to define problems and evaluate potential solutions. Coursework emphasizes evidence-based decisions through user behavior analytics, task completion measures, conversion funnels, satisfaction indicators, and A/B testing. Apprentices practice connecting design recommendations to measurable user and business outcomes.

Apprentices develop practical skills in information architecture, content organization, sitemaps, user flows, wireframes, and low- and high-fidelity prototypes. Iterative testing activities reinforce the ability to document findings, prioritize improvements, and refine designs based on

feedback. Instruction addresses typography, spacing, color, visual hierarchy, brand consistency, and reusable component libraries. Accessibility and inclusive design are integrated throughout the design process, including evaluation of color contrast, text alternatives, keyboard navigation, and applicable accessibility requirements.

Collaboration and design operations connect research and prototyping to implementation. Apprentices practice participating in Agile teams, maintaining version histories, preparing design specifications, coordinating developer handoffs, and conducting design quality assurance. Journey maps, annotated flows, and performance comparisons support clear presentations of design decisions and their results. Coursework also introduces AI-assisted analytics, personalization, and design tools, with emphasis on evaluating output quality, usefulness, and limitations.

Professional ethics, privacy, transparency, and user trust guide all course activities. Apprentices strengthen their ability to give and receive constructive feedback, respond to changing requirements, and document how new insights inform design revisions. Applied learning and reflective practice support continuous improvement and professional growth in digital design.

RSI Learning Objectives:

1. **User Research Fundamentals:** Learn how to plan, conduct, and synthesize interviews, surveys, and usability tests that reveal what people do, want, and need. Practice designing unbiased research, analyzing qualitative and quantitative data, and translating findings into project guidance, not relying on personal preference or online opinions.
2. **Metrics-Driven Design Decisions:** Use analytics tools to collect data on user behavior, task completion, click patterns, and satisfaction. Work with conversion funnels, engagement dashboards, and A/B testing methods to validate design ideas and back up proposals with evidence.
3. **Business Goals and Strategy Alignment:** Map the relationship between user experience improvements and organizational priorities such as sales, signups, retention, or cost reduction. Practice creating case statements that articulate how design work impacts both user and business goals.
4. **Prototyping and Iterative Testing:** Develop skills building both low- and high-fidelity prototypes and running structured usability evaluations. Document each test cycle, capture actionable feedback, and demonstrate a clear process for evolving designs based on real data.
5. **Design Thinking and Problem Solving:** Apply design thinking frameworks, from empathy mapping and ideation to prototyping and testing, to approach business and user challenges systematically. Learn to question assumptions and consider multiple, evidence-driven solutions.
6. **Visual and Brand Consistency:** Practice the basics of typography, spacing, color theory, and hierarchy for digital designs. Ensure every interface remains visually aligned with brand systems and refines rather than disrupts the established identity.
7. **Accessibility and Inclusive Design:** Integrate accessibility requirements (e.g., color contrast, alt text, keyboard navigation) from the ground up in all projects. Review

- interfaces with checklists and tools, and understand why inclusive design is a legal, ethical, and business necessity.
8. Information Architecture and Content Structuring: Build and test sitemaps, user flows, and content hierarchies that organize information logically and guide users efficiently to their goals. Evaluate performance using tree tests, task analysis, and feedback from real or simulated navigation sessions.
 9. Effective Collaboration with Cross-Functional Teams: Participate in project standups, sprint reviews, and design-dev handoffs, practicing active listening, clear presentation, and structured handoff documentation. Learn how to build and communicate design specs that move easily from prototype to production.
 10. Continuous Feedback and Agile Adaption: Respond to shifting requirements and evolving client/customer needs by gathering and integrating new insights throughout the design lifecycle. Keep version histories, highlight learning loops, and document how input was integrated, not just received.
 11. Fundamentals of AI in UX/UI: Examine how AI-powered analytics, content personalization, and design automation are reshaping UX/UI. Experiment with generative design tools as accelerators and learn to evaluate both their strengths and their limitations.
 12. Storytelling for Designers: Develop the ability to build and present a compelling case for design solutions, using journey mapping, annotated flows, and before/after metrics, that tie your work to solved problems and real-world metrics.
 13. Wireframing and Component Libraries: Learn to create scalable, reusable UI components that speed up development, maintain consistency, and support future expansion. Review and contribute to shared design asset libraries collaboratively.
 14. Design Operations and Workflow Tools: Practice using industry-standard workflow and versioning tools to manage multi-designer projects, track iterations, and ensure design QA. Understand how workflow management contributes directly to timely launches and easier collaboration.
 15. Professional Ethics, Feedback, and Growth: Discuss the ethical responsibilities of digital designers, including privacy, user trust, and transparency. Practice soliciting and giving purposeful feedback, learning from critique, and building a growth mindset that supports continuous improvement in a fast-evolving field.

Article V Ratio

The ratio of apprentices to professional workers shall be:

- 1) Ratio #1: Each professional worker may supervise four (4) apprentice(s)

Attachment B-9

Training Schedule and Working Conditions

Livable Wage Jobs

Occupation

Occupation: Application Developers

O*Net Code: 15-1252.00

Article I Term of Apprenticeship and Probation

The standard term of apprenticeship shall be a competency-based approach, with approximately 2,000 on-the-job training (OJT) hours, 150 related and supplemental instruction (RSI) hours, and completed within approximately 12 months.

The period of probation shall be reasonable in relation to the full apprenticeship term, with full credit given for such period toward completion of the apprenticeship, and in no event shall exceed the shorter of 25 percent of the length of the program or one year. The period of probation shall be 3 months.

Article II Wage Schedule

Professional Worker Wage:

\$ 28.00 per hour effective 11/19/2025.

Apprentice Wage and Advancement Schedule:

In no case shall an Apprentice receive a starting wage that is less than the applicable federal, state or local entity (city or county) minimum wage, whichever is higher for the county or city where the apprentice is working. The applicable minimum wage law shall establish the effective date of the minimum wage.

To advance from one period to the next, the apprentice shall have met the following requirements:

1st period	0%-33% Competencies	\$ 21.42 /hour
2nd period	34%-66% Competencies	\$ 23.00 /hour
3rd period	67%-100% Competencies	\$ 25.00 /hour

Hours of Work and Working Conditions and Overtime Provision:

Eight hours of labor constitutes a day's work. Employment beyond eight hours in any workday or more than six days in any workweek requires the employee to be compensated for the overtime at not less than one and one-half times the employee's regular rate of pay for all hours worked in excess of eight hours, up to and including 12 hours in any workday, and for the first eight hours worked on the seventh consecutive day of work in a workweek; and double the employee's regular rate of pay for all hours worked in excess of 12 hours in any workday and for all hours worked in excess of eight on the seventh consecutive day of work in a workweek. If employers utilize an alternative workweek schedule in accordance with the California Industrial Welfare Commission Orders, the overtime will be determined and paid in accordance with the applicable alternative workweek provisions.

The workday and workweek and all other conditions of employment for apprentices shall conform to all applicable laws and regulations and shall not be greater than for those of a professional worker.

Overtime shall not be allowed if it will interfere with or impair the training or be detrimental to the health and safety of the apprentice.

Article III Work-Training

- 1) The employer shall see that all apprentices are under the supervision of a qualified professional worker or instructor and shall provide the necessary diversified experience and training in order to develop the apprentice into a proficiently skilled worker, as outlined herein.
- 2) Each apprentice shall be trained in the use of new equipment, materials and processes as they come into use in the occupation.
- 3) The major categories in which apprentices will be trained (although not necessarily in the order listed) are as follows:

Competency Check List

Demonstrates Fundamentals: Apprentice can perform the task with some coaching.

Proficient in Task: Apprentice performs task properly and consistently.

Completion Date: Date apprentice completes final demonstration of competency.

Detailed Work Activities: Initial and date each task when Competency Check List has been completed.

1. **User-Centered Interface and Interaction Design:** Design intuitive, accessible, and visually appealing application interfaces that prioritize user needs, inclusivity, and ease of navigation across devices and channels.
2. **Requirements Analysis and MVP Development:** Collaborate with stakeholders to identify key product requirements and define a minimum viable product (MVP) scope. Prioritize features that accelerate feedback, reduce waste, and allow incremental improvement based on measurable results.
3. **Core Programming Proficiency and Adaptability:** Demonstrate proficiency in core programming concepts (logic, data structures, algorithms, debugging) and the ability to quickly adapt to new languages, frameworks, or development paradigms that fit project needs.
4. **Version Control and Team Collaboration:** Use modern version control systems and collaboration workflows to manage codebases, branch responsibly, and contribute to multi-developer projects with clear communication and historical traceability.
5. **API Integration and Interoperability:** Develop, use, and document application programming interfaces (APIs) and data contracts, connecting apps to data sources, external services, and cloud platforms securely and efficiently.
6. **Database Design and Data Management:** Design and interact with both relational and non-relational databases. Apply principles of data integrity, security, and scalable data storage for application reliability and analytics.
7. **Secure Development Practices:** Integrate security best practices into each stage of the software development lifecycle, sanitize inputs, manage secrets, employ encryption, and update dependencies to protect apps from cyber threats.
8. **Automated Testing and Quality Assurance:** Write and maintain effective unit, integration, and end-to-end tests to ensure code reliability, simplify maintenance, and reduce bugs in delivered applications.
9. **Continuous Integration and Deployment (CI/CD):** Implement automation pipelines for building, testing, and deploying applications, supporting rapid iteration, rollbacks, and consistent code delivery across environments.
10. **Cloud-Native and Distributed Application Awareness:** Understand cloud deployment concepts and containerization, designing applications for scalability, redundancy, and performance in distributed environments.
11. **Performance Optimization and Resource Management:** Profile, analyze, and improve application performance, memory use, and responsiveness. Address bottlenecks and scalability concerns early in the development cycle for smooth user experiences.
12. **AI/Machine Learning Literacy for Developers:** Integrate ready-made AI/ML services or simple models for data-driven features. Stay informed about new AI frameworks, responsible prompt usage, and the ethics of deploying intelligent services.
13. **UX Analytics and Product Impact Measurement:** Collect and interpret user analytics, error logs, and feedback to guide continuous application improvement and demonstrate tangible impact on business objectives or user satisfaction.
14. **DevOps Collaboration and Incident Response:** Partner with operations teams to monitor, troubleshoot, and resolve issues in production. Participate in blameless post-mortems, maintain clear documentation, and contribute to a culture of continuous improvement.

- 15. Professional Growth and Technical Agility:** Proactively seek knowledge about new patterns, tools, regulations, and methodologies, balancing curiosity with strategic focus to ensure long-term employability and competitive advantage.

Article IV Related Instruction

Apprentices shall satisfactorily complete prescribed courses of related and supplemental instruction, which will not be less than 150 hours per year. Related and supplemental instruction will be provided by Livable Wage Jobs and overseen by Lemoore College.

Time spent in related and supplemental instruction may not be compensated.

Course Name	Total RSI Hours
Application Development: Design, Implementation, and Continuous Improvement	150

Course Description:

This Related and Supplemental Instruction (RSI) course prepares Application Developer apprentices to support the design, development, testing, deployment, and improvement of web and mobile applications. Designed to complement on-the-job training, the course develops the programming, analytical, collaborative, and communication skills needed to translate user and business requirements into functional, maintainable software.

Instruction begins with project discovery, requirements analysis, feature prioritization, and minimum viable product (MVP) planning. Apprentices practice defining deliverables, communicating iteration goals, and creating wireframes and interactive prototypes that incorporate peer review and user feedback. Coding activities reinforce programming logic, loops, data structures, error handling, modular design, refactoring, and documentation. Pair programming, code reviews, and version control exercises develop proficiency in repository management, branching, merging, conflict resolution, and pull request workflows.

Apprentices build client-side interfaces and server-side services while learning how application components exchange information. Coursework covers creating and consuming RESTful APIs, documenting endpoints, designing relational and non-relational data models, and implementing operations to create, read, update, and delete data. Applied activities also introduce the integration of prebuilt AI and machine learning services, with emphasis on documenting functionality, results, and limitations.

Software quality and security are integrated throughout the development lifecycle. Apprentices write unit and integration tests, practice test-driven development, identify common application vulnerabilities, and implement secure coding improvements. Guided exercises introduce continuous integration and continuous delivery (CI/CD), automated builds, and deployment to cloud-hosted or containerized test environments. Monitoring, logging, profiling, and basic scaling activities support the identification and correction of performance bottlenecks.

User experience analytics and iterative improvement connect application behavior to user and business outcomes. Apprentices collect and interpret task-completion or conversion data, recommend changes, and refine interfaces or workflows based on evidence. Project showcases, retrospectives, constructive feedback, and individual learning goals reinforce professional growth, team effectiveness, and ongoing improvement in software quality.

RSI Learning Objectives:

1. Project Discovery and MVP Planning: Practice scoping a minimum viable product (MVP) for a fictitious client or stakeholder. Learn to break down requirements, prioritize features, and communicate what will be delivered in each iteration.
2. Interface Wireframing and Prototyping: Develop low-fidelity wireframes and clickable prototypes for web or mobile apps. Work peer reviews and user feedback into several iterative drafts.
3. Coding Fundamentals and Clean Code: Write, refactor, and document code samples that show mastery of core programming concepts—logic, loops, data structures, error handling, and modularity. Pair program and participate in code reviews for quality and shared standards.
4. Version Control Workflows: Set up repositories, branch, merge, resolve conflicts, and submit pull requests using version control platforms. Practice solo and simulated team workflows to understand the real impact of collaboration and versioning discipline.
5. Building Simple APIs and Consuming Data: Implement basic RESTful APIs for a sample app or connect to external data sources. Practice making requests, handling responses, and documenting endpoints for others.
6. Client-Side vs. Server-Side Practices : Complete exercises building both a simple front-end UI and a basic server-side service. Explain the responsibilities and handoff points between client and server components.
7. Automated Testing and Test-Driven Practices: Write and run unit and integration tests for core features. Use TDD for a small assignment so that tests drive code quality and bug prevention.
8. Application Security Basics: Identify common vulnerabilities (e.g., injection, authentication flaws) and implement secure coding fixes during a code lab. Document and reflect on the difference between theory and application.
9. CI/CD Simulation: Practice with basic build scripts or pipeline tools to automate code testing and deployment on a test environment. Experience the full life cycle from code commit to running app.
10. Database and Data Modeling: Design and construct simple relational and non-relational data models. Write queries to create, read, update, and delete data for application needs.
11. Performance Monitoring and Profiling: Instrument a sample app with monitoring tools, collect logs and performance statistics, then pinpoint and address bottlenecks. Analyze scenarios in which “slow” can mean business loss.
12. Cloud and Container Deployment Essentials: Deploy a basic application using cloud hosting or sandbox container environments (using templates, not deep devops setup). Test scaling and simple resource configuration.

13. Integrating Prebuilt AI/ML Services: Practice plugging in language processing, analytics, or recommendation services using cloud APIs or open libraries. Document both results and limitations.
14. UX Analytics and Iterative Improvement: Set up simple user tracking, collect time-on-task or conversion data, and report findings. Refactor at least one UI or workflow based on what the data shows, not just expectations.
15. Professional Growth and Peer Feedback: Set learning goals, reflect on project experience, and participate in code or product showcases. Practice giving and receiving constructive feedback in retrospectives focused on team growth as well as code quality.

Article V Ratio

The ratio of apprentices to professional workers shall be:

- 1) Ratio #1: Each professional worker may supervise two (2) apprentice(s)

Attachment B-10

Training Schedule and Working Conditions

Livable Wage Jobs

Occupation

Occupation: Operations Managers

O*Net Code: 11-1021.00

Article I Term of Apprenticeship and Probation

The standard term of apprenticeship shall be a competency-based approach, with approximately 2,000 on-the-job training (OJT) hours, 150 related and supplemental instruction (RSI) hours, and completed within approximately 12 months.

The period of probation shall be reasonable in relation to the full apprenticeship term, with full credit given for such period toward completion of the apprenticeship, and in no event shall exceed the shorter of 25 percent of the length of the program or one year. The period of probation shall be 3 months.

Article II Wage Schedule

Professional Worker Wage:

\$ 28.50 per hour effective 11/19/2025.

Apprentice Wage and Advancement Schedule:

In no case shall an Apprentice receive a starting wage that is less than the applicable federal, state or local entity (city or county) minimum wage, whichever is higher for the county or city where the apprentice is working. The applicable minimum wage law shall establish the effective date of the minimum wage.

To advance from one period to the next, the apprentice shall have met the following requirements:

1st period	0%-33% Competencies	\$ 21.42 /hour
2nd period	34%-66% Competencies	\$ 23.00 /hour
3rd period	67%-100% Competencies	\$ 25.00 /hour

Hours of Work and Working Conditions and Overtime Provision:

Eight hours of labor constitutes a day's work. Employment beyond eight hours in any workday or more than six days in any workweek requires the employee to be compensated for the overtime at not less than one and one-half times the employee's regular rate of pay for all hours worked in excess of eight hours, up to and including 12 hours in any workday, and for the first eight hours worked on the seventh consecutive day of work in a workweek; and double the employee's regular rate of pay for all hours worked in excess of 12 hours in any workday and for all hours worked in excess of eight on the seventh consecutive day of work in a workweek. If employers utilize an alternative workweek schedule in accordance with the California Industrial Welfare Commission Orders, the overtime will be determined and paid in accordance with the applicable alternative workweek provisions.

The workday and workweek and all other conditions of employment for apprentices shall conform to all applicable laws and regulations and shall not be greater than for those of a professional worker.

Overtime shall not be allowed if it will interfere with or impair the training or be detrimental to the health and safety of the apprentice.

Article III Work-Training

- 1) The employer shall see that all apprentices are under the supervision of a qualified professional worker or instructor and shall provide the necessary diversified experience and training in order to develop the apprentice into a proficiently skilled worker, as outlined herein.
- 2) Each apprentice shall be trained in the use of new equipment, materials and processes as they come into use in the occupation.
- 3) The major categories in which apprentices will be trained (although not necessarily in the order listed) are as follows:

Competency Check List

Demonstrates Fundamentals: Apprentice can perform the task with some coaching.

Proficient in Task: Apprentice performs task properly and consistently.

Completion Date: Date apprentice completes final demonstration of competency.

Detailed Work Activities: Initial and date each task when Competency Check List has been completed.

1. **Strategic Operations Alignment:** Translate business strategy into clear operational plans, KPIs, and priorities, connecting organization-wide goals to real-time factory, warehouse, IT, or logistics functions.
2. **Data-Driven Decision Making:** Use analytics, dashboards, and operations metrics to optimize demand planning, resource allocation, inventory, and workflow, turning complex information into decisions that drive profit and customer satisfaction.
3. **Process Optimization and Lean Thinking:** Analyze and redesign core workflows to minimize waste, maximize value, and improve reliability, adopting lean, Six Sigma, or continuous improvement principles for real, measurable gains.
4. **Digital Transformation and Automation:** Implement and oversee digital tools, ERP, IoT, automation, and AI-powered analytics, to boost efficiency and asset visibility. Lead and support process automation and robotics, not just manual reporting or control.
5. **Supply Chain Resilience and Supplier Diversification:** Map supply risks, diversify sourcing, and use scenario planning to mitigate disruptions from geopolitics, market volatility, or unexpected failures. Build alternate options and recovery pathways.
6. **Customer-Centric Order and Fulfillment Management:** Ensure that order intake, fulfillment, and after-sale processes are seamless and responsive. Use IT systems and process mapping to reduce delays, errors, and costs, and elevate the full customer experience.
7. **Risk Management and Incident Response:** Proactively identify operational risks and document, communicate, and escalate incidents (e.g., supply disruptions, IT security threats, or safety events) according to clear protocols.
8. **Financial Acumen and Cost Optimization:** Prepare, analyze, and manage operating budgets, cost forecasts, and ROI models. Understand how operational choices impact profit and loss, and drive smart decisions on investment, capacity, or cost strategy.
9. **Inventory and Warehouse Control:** Oversee advanced inventory methods, cycle counting, space utilization, and transfer logistics, optimizing for both responsiveness and cost minimization. Leverage real-time data to prevent stock-outs or excess.
10. **Quality Management and Regulatory Compliance:** Maintain quality and regulatory standards in all operational deliverables, using problem-solving protocols, root cause analysis, and audit readiness to continuously raise standards and avoid penalties.
11. **Sustainable and Ethical Operations:** Integrate sustainability, and safety into daily operations, minimizing waste, adopting ethical sourcing, and measuring compliance with evolving standards.
12. **Change Leadership and Workforce Development:** Lead change initiatives, whether for new technology, process innovation, or org structure. Communicate vision, coach peers, and manage resistance by building understanding and training new skills.
13. **Tech Systems Integration and Cybersecurity Awareness:** Oversee integration of critical operations technology (cloud, robotic systems, connected sensors), ensuring seamless data, security, and uptime. Collaborate with IT/security teams to manage vulnerabilities and digital continuity.
14. **Stakeholder and Cross-Functional Communication:** Deliver operational updates, improvement proposals, and incident reports clearly to all levels, from line staff to executives. Facilitate cross-departmental projects and ensure everyone's input is captured and acted upon.

- 15. Continuous Learning and Market Monitoring:** Stay updated on industry trends, competitor benchmarks, regulatory changes, and emerging best practices. Advocate for ongoing personal skill building and share key insights across operations teams for long-term competitiveness.

Article IV Related Instruction

Apprentices shall satisfactorily complete prescribed courses of related and supplemental instruction, which will not be less than 150 hours per year. Related and supplemental instruction will be provided by Livable Wage Jobs and overseen by Lemoore College.

Time spent in related and supplemental instruction may not be compensated.

Course Name	Total RSI Hours
Operations Management: Strategy, Performance, and	150

Continuous Improvement

Course Description:

This Related and Supplemental Instruction (RSI) course prepares Operations Manager apprentices to support the planning, coordination, evaluation, and improvement of organizational operations. Designed to complement on-the-job training, the course develops the analytical, financial, technical, communication, and leadership skills needed to translate business strategy into measurable operational results.

Instruction covers operational goal setting, key performance indicator (KPI) development, dashboard design, and data analysis. Apprentices learn to examine inventory, workflow, logistics, and financial information to identify performance gaps and recommend improvements. Lean and Kaizen activities reinforce process mapping, waste reduction, pilot implementation, and impact measurement. Coursework also addresses budgeting, cost analysis, profit-and-loss interpretation, and the evaluation of spending, investment, and pricing decisions.

Apprentices develop practical skills in supply chain risk assessment, alternate sourcing evaluation, contingency planning, inventory control, and warehouse organization. Order-to-delivery exercises connect fulfillment tracking, exception handling, and complaint resolution with customer experience improvement. Incident response simulations provide opportunities to practice risk escalation, coordinated decision-making, and clear communication during supply disruptions, technology failures, and safety incidents. Quality and compliance auditing activities emphasize documenting findings, recommending corrective actions, and verifying follow-through.

Digital operations coursework introduces workflow automation, inventory systems, Internet of Things (IoT) applications, and technology integration. Apprentices practice evaluating tools, measuring productivity gains, applying foundational cybersecurity practices, and collaborating with IT and security teams. Sustainability and social impact projects develop skills in

implementation planning, stakeholder reporting, and impact measurement within specific operational areas.

Change leadership and workforce development are integrated throughout the course through employee upskilling plans, rollout communications, and cross-functional collaboration.

Apprentices prepare operational updates, visual reports, and project proposals for executive, supervisory, and frontline audiences. Industry research, competitive benchmarking, and evaluation of emerging technologies strengthen evidence-based decision-making and preparation for increasing operational leadership responsibilities.

RSI Learning Objectives:

1. Operations Strategy and KPI Mapping: Practice translating strategic business plans into measurable operational goals. Use case studies to draft sample Key Performance Indicators (KPIs), build operations dashboards, and link activities to high-level performance indicators.
2. Data Analytics for Operations: Work with industry datasets to analyze inventory, workflow, or logistics patterns. Develop dashboards and reports that turn operational data into actionable insights for process or cost optimization.
3. Continuous Improvement and Process Redesign: Facilitate Kaizen or Lean workshops to map, critique, and redesign real or mock business processes. Complete exercises in identifying waste, proposing changes, running pilot improvements, and measuring impact.
4. Digital Tools and Automation Fundamentals: Experiment with digital workflow, automation, or inventory management tools relevant to your sector. Participate in simulations that automate a repetitive task or increase productivity, then present measurable results.
5. Supply Chain Risk Analysis and Scenario Planning: Lead or participate in scenario planning workshops, mapping real and hypothetical supply chain risks and brainstorming mitigation options. Practice documenting supply contingency plans and evaluating alternate sourcing proposals.
6. Order Fulfillment Mapping and Customer Experience Design: Use journey mapping and process flow diagrams to analyze and optimize the order-to-delivery process. Work through hands-on cases in fulfillment tracking, exception handling, and customer complaint resolution.
7. Incident Response Simulation and Risk Escalation: Participate in roleplay or table-top emergency simulations for scenarios like supply disruptions, IT failures, or safety incidents. Practice creating incident communications and responding to evolving risk.
8. Financial Operations and Cost Analysis: Analyze mock or real cost structures, budget reports, and profit/loss statements for operations projects. Simulate making decisions on spend prioritization, investments, or pricing strategies for sustainability.
9. Inventory and Warehouse Management Drills: Use inventory simulation software, spreadsheets, or hands-on exercises to practice stock-takes, cycle counts, reorder decision-making, and space optimization for fast-moving goods.
10. Quality and Compliance Auditing: Conduct mock audits using checklists for quality or regulatory compliance. Document findings, propose corrective actions, and plan follow-up for tangible improvement.

11. Draft a project plan to implement sustainability or social impact improvements in a specific operational area. Simulate stakeholder reporting and impact measurement.
12. Change Leadership and Workforce Development: Participate in group workshops on leading change, communicating vision, and facilitating employee upskilling. Evaluate training plans and draft communications for new tech or process rollouts.
13. Tech Integration & Cybersecurity Basics for Operations: Complete mini projects integrating inventory systems, automation, or IOT sensors with security best practices. Learn strategies for vetting new digital tools and collaborating with IT and security teams.
14. Stakeholder Communication and Project Reporting: Prepare and deliver mock operations updates or project proposals for executives, floor managers, or cross-functional teams. Develop concise, visual reports and practice Q&A sessions for real-world feedback.
15. Future Trends and Competitive Benchmarking: Engage in research sprints that scan industry reports for emerging trends or competitor benchmarks. Present findings on a new technology or operational practice and discuss how it could affect business advantage.

Article V Ratio

The ratio of apprentices to professional workers shall be:

- 1) Ratio #1: Each professional worker may supervise three (3) apprentice(s)