

Apprenticeship: It Makes Good Business Sense

How can Registered Apprenticeship work for you?

By registering your apprentice training program with the Division of Apprentice Standards your company will gain access to:

- Assistance in developing a work process that is aligned with a curriculum that result in training which provides a portable credential at its completion. This credential is consistent with industry standards and recognized throughout the industry allowing companies to remain competitive. Quality training programs often improve corporate Standard and Poor ratings.
- Assistance in locating qualified applicants through Career Centers and Vocational Schools.

Here is a toolkit to help you organize a Registered Apprenticeship Program:

The Massachusetts Department of Labor Standards, Division of Apprenticeship Standards, and the Massachusetts Apprenticeship Advisory Council is pleased to provide you with this employer toolkit. It is designed to give you what you need to know about apprenticeship—what it is and how it benefits your business. You will learn how apprenticeship works and how it can affect your bottom line.

Tools and resources are available to get your company started training apprentices. This toolkit was designed to answer some of the most common questions about apprenticeship.

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A message from the Massachusetts' Apprenticeship Advisory Council

If you own or manage a business, you make investment decisions every day. Some of the major decisions you make include: investing in space (office space, warehouse space, shop space, production space, work space, or retail space), investing in material, raw materials, product, or supplies, and investing in your equipment. These are all tangible investments. They can all be touched, felt, and seen.

There is another kind of investment that companies make. It is called the “human investment.” Successful companies realize that their employees are one of their most valuable assets. Your workforce has to be a positive reflection of your company. Organizations that train tend to thrive, even in the face of strong competition. If your business and the Massachusetts' economy are going to grow, it is important to develop a skilled workforce.

The Massachusetts' apprenticeship program is a resource you can use to ensure that your company operates at peak efficiency. Apprenticeship is a time-honored training system that involves a combination of classroom and on-the-job training under the direction of a skilled worker. Training apprentices is the best way to guarantee that your employees are trained in industry-accepted practices as well as in specific techniques and methods employed by your company.

To assist you in making a decision to invest in your workforce, here are three reasons that companies train apprentices:

Productivity What if everyone in your company was either in apprenticeship training or had completed an apprenticeship? It is a simple fact that a person who is properly trained is far more productive than someone who has not been trained.

Classroom Instruction + On the Job Training = Increased Productivity.

Retention There have been a number of studies that have shown that employees who are properly trained tend to stay working for the same employer longer. In addition, they use fewer sick days. One of the reasons is the difference between working in a job and having a career. In general, those who are in careers tend to stay with their employers.

Quality The apprenticeship training process instills a sense of pride. The training environment in both the classroom and in the field dictates that it is simply not acceptable to “slap things together.” This “learned attitude” increases the overall standard of quality.

Companies that offer apprenticeship training opportunities often attract higher quality job applicants. The person who wants to serve an apprenticeship is one who is willing to make a commitment to their career and to your company.

It all comes down to a willingness to invest in your most valuable resource—your employees. Training apprentices is one of the best ways to accomplish this investment. If you empower your employees through training, you will see direct benefits. Take the first step and find out more about how you can make the apprenticeship training process work for you

What is Apprenticeship?

The apprenticeship method of training of a skilled worker passing on craft knowledge to others, is almost as old as recorded history.

Since the middle ages, skills have been passed on through a master-apprentice system in which the apprentice was indentured (contracted) to the master for a specified period of years. The apprentice usually received food, shelter, and clothing in return for the work the apprentice performed while under the apprentice indenture (contract). The indenture was a legally binding document, but there was no oversight or regulation of the indenture.

Apprenticeship in the U.S. continued as an unregulated system until 1937, when the federal government passed the country's first apprenticeship law, The Fitzgerald Act. In 1945, the Massachusetts' legislature established the Division of Apprentice Standards, to implement the federal law on the state level. From 1945 to present day, thousands of apprentices have gone through this system and have contributed to the state's economy.

Eight Essential Components of Apprenticeship Training

1. **Structured Training:** Apprenticeship is a training strategy that:
 - ❖ combines supervised, structured on-the job training with related instruction
 - ❖ is sponsored by employers, employer associations or labor/management groups that have the ability to hire and train in a working environment. The employment opportunity is the most basic requirement for any apprenticeship. Without the job, there is no on-the-job training. On-the-job training component represents approximately 90% of the program.
 - ❖ provides quality related instruction. Related instruction is theoretical and technical, and it is usually provided by an approved training provider or an in-house training center. Related Instruction is a key part of each apprenticeship and it is required by Massachusetts Apprentice Act. This law requires 150 hours of related instruction per year.
2. **Skilled Training:** Apprenticeship is a training strategy that prepares people for skilled employment by conducting training in bona fide and documented employment settings. The content of training, both on-the-job and for related instruction is defined by industry standards.

In Massachusetts, we use an apprenticeship Advisory Council model in the development industry standards. The purpose of the Council is to formulate minimum state standards for each trade and to make recommendations to the Division of Apprentice Standards

Members of the Apprentice Advisory Council are made up of an equal number of labor and management members representing industries involved in actively training apprentices.

3. **Apprenticeship Laws:** Apprenticeship is a training strategy with requirements that are clearly stated in Federal and State laws and regulations. The National Apprenticeship Act of 1937 (also known as the Fitzgerald Act) provides the guidance from the federal level. The Massachusetts Apprentice Statutes and Regulations provide additional state requirements. These laws and regulations establish minimum requirements for protecting the welfare of the apprentice, such as:

- a. the length of training,
 - b. type and amount of related instruction
 - c. supervision of the apprentice
 - d. appropriate ratios of apprentices to journey workers
 - e. apprentice selection and recruitment procedures, etc.
4. **Credentials:** Apprenticeship is a training strategy that by virtue of a legal contract leads to a certificate of completion and official/recognized journey worker status. The contracts and completion certificates are issued by the Division of Apprenticeship Standards. These credentials have explicit meaning, recognition, and respect in the eyes of federal and state governments and relevant industries.

Also required is the approval and monitoring of the program by the Division of Apprenticeship Standards. When employers desire to start or modify an apprentice program, they are provided technical assistance by the Division.

5. **Investment in Training:** Apprenticeship is a training strategy that involves a tangible investment on the part of the apprentice, program sponsor, individual employer or labor/management group. The apprentice's investment is the time to learn skills and to perfect those skills on the job. The apprentice is expected to manage their time, keep their work records, attend classes, and to progress in their apprenticeship program. The apprentice may also be required to pay for tuition or books. The employer's investment includes paying wages while training the apprentice on the job.
6. **Earn and Learn:** Apprenticeship is a training strategy that pays wages to apprentices during the term of their apprenticeship. These wages are a portion of the skilled wage rate that increases throughout the training program in accordance with a predetermined wage scale. The wages must average 50% over the term of the apprenticeship and must not be less than minimum wage.
7. **Supervised Training:** Apprenticeship is a training strategy in which participants learn by working directly under the supervision of skilled workers in the craft, trade or occupational areas.
8. **Apprentice Contract:** Apprenticeship is a training strategy that involves a written agreement, or contract between the apprentice, the employer, and the state. This agreement specifies the length of the training, the related school requirements, an outline of the skills of the trade to be learned, and the wages the apprentice will receive.

Benefits of Training Apprentices

Your company needs to be ready to compete in the 21st Century. By training apprentices you will gain employees who will make a contribution to your bottom line. Apprenticeship training is a key investment in your company's future. Following are some of the key benefits of training apprentices:

- ❖ **Apprenticeship equals trained employees:** By combining on-the-job training with classroom instruction, Apprenticeship provides an employer with fully-trained employees. It creates better skilled workers for your company by providing skill training and job-related theory to meet your company's needs. Participating in an apprenticeship program ensures that you will have employees that are trained to industry standards, as well as to your company's.

- ❖ **Apprenticeship means fewer turnovers:** Invest in your employees and they will invest in you. When you commit to training your workforce you will see employee motivation increase, improvements in overall work ethics, and increased employee loyalty. Training apprentices in your business creates skilled and experienced employees, many of whom will stay with you for the long term.
- ❖ **Apprenticeship saves you money:** Although you pay for apprenticeship training, the actual cost to you is minimal. The program includes both classroom and on-the-job training, so apprentices will be producing for you while they learn. The result is employees ready to contribute to your bottom line. Also, if your business is in a field requiring licensing, when your employees finish the program, they are prepared for the exam.
- ❖ **Apprenticeship improves productivity:** The completion of an apprenticeship program results in highly trained professionals who contribute noticeably to your bottom line and ensures a high level of quality production. Their knowledge, skills, and on the job experience enables them to develop a thorough understanding of your business needs and how best to meet them.
- ❖ **Apprenticeship helps you provide career opportunities** The apprenticeship program is the best way to train qualified individuals by providing career opportunities and trained people in your industry. This means you will have trained employees when you need them. It will also raise the overall status of your industry.

Apprenticeship helps you plan for the future According to the Department of Labor, beginning in the year 2012, Massachusetts will be experiencing a “significant labor shortage as the number of people turning sixty-five, fueled by the aging of the “Baby Boomer” generation surpasses the number of people turning eighteen due to low birth rates and slowing migration patterns. Consequently, the number of workers entering the labor force will not be sufficient to replace those ending their working careers.”

Implementing an apprenticeship program in your business will assist you to be better able to plan and met your future workforce needs, ensuring that you have a pool of experienced employees of different ages within your company.

Tips to a Successful Apprenticeship Program

Here are some tips to consider when implementing your apprenticeship program.

Employers with a solid record of completing apprentices typically conduct a thorough recruitment and assessment of candidates to ensure that the apprentice will adapt successfully to your company and will remain with the business.

Make good selections when hiring apprentices by taking your time when evaluating potential apprentices.

Apprentices are an important part of your business. They are motivated when they feel they are treated with respect.

Clearly identify your training objectives. Review the apprentice contract with them to develop a basic understanding of your expectations and skill requirements.

Communicate regularly with the skilled worker(s) and the apprentice to ensure that an appropriate level of supervision and training is taking place. As the apprentice progresses in the occupation/trade, he/she will develop more confidence and will require less supervision.

Conduct regular performance reviews. Offer new challenges and if possible, vary the job duties to ensure well rounded training. This will enable your apprentice to stay interested in the work. It will also increase the overall skill base of the company.

Remind your supervisors and those who schedule your workforce, that apprentices must be released from work to attend related classroom instruction.

Educate your staff concerning the value of training and the importance of having apprentices on the job site. Fostering a positive working environment where apprentices feel appreciated by the company and by their peers will increase employee retention, thereby reducing future hiring and training costs.

Demonstrate your commitment to training by visibly displaying training certificates and providing recognition for excellent employees.

Valuable Tips for Effective Mentoring Techniques

A Guide for Journey Workers and Front-Line Supervisors

Getting the job done right requires a person to use their head as well as their hands. But if your apprentices are not receiving quality on-the-job training they won't become the skilled employees you need. Effective applied training techniques help make the apprentice become more proficient and self-reliant. Here are a few mentoring skills that will make a difference when you train apprentices:

Time Management: Time management means more than establishing priorities and delegating specific tasks. Time management should be a primary concern for the mentor. It is an important part of the apprentice's training to realize that there's always a dynamic tension between accomplishing a job with speed while maintaining a standard of quality workmanship. Good time management skills include:

- ❖ Ability to clarify priorities
- ❖ Ability to eliminate time wasters
- ❖ Ability to structure the day
- ❖ Ability to overcome procrastination
- ❖ Ability to control the details
- ❖ Ability to focus on results

Understand the Role of the Apprentice: The mentor must understand the role of the apprentice. Apprentices are learners. The supervisor must:

- ❖ Recognize the skill level of the apprentice
- ❖ Recognize the learning style of the apprentice

- ❖ Establish skill level advancement, so the apprentice knows how to reach the next step
- ❖ Explain the trade language, including tools and processes

The Supervisor must be able to serve as a Mentor: The word, “mentor,” originated in Greek mythology. A man named Mentor was entrusted with the family and the possessions of Odysseus who was fighting in the Trojan War. Because of the trustworthy job Mentor did, the word “mentor” has come to mean a knowledgeable and dependable person who takes a direct and personal interest in helping another person.

Mentoring is a partnership based on mutual respect with both parties contributing to the discussion as equals working together. The mentor still may have more experience, insight, or wisdom, but the relationship is one of sharing and teaching.

The mentor’s role includes:

- ❖ Explaining the expectations of the employer
- ❖ Explaining the expectations of coworkers
- ❖ Explaining what the apprentice can expect from the employer
- ❖ Listening to the concerns of the apprentice
- ❖ Explaining the working relationship between the trades
- ❖ Making the apprentice aware of all safety aspects of the job

Summary: Apprentices learn by doing. Apprenticeship training is 10% classroom instruction and is 90% on-the-job training. Good apprenticeship training takes planning and requires that a supervisor/mentor be responsible for that planning.

The apprenticeship mentor must take the time to be intentional about planning work activities for the apprentice in order for the apprentice to obtain the well rounded skills he or she expected to receive when they signed the apprentice training contract. With practice, the proper attitude, and common sense, the supervisor can become the mentor.

The result will be better on the job training, more proficient employees, happier customers, and a healthier bottom line.

Getting Started

How to implement an apprenticeship program in your company

Making the apprenticeship program a part of your company’s training strategy is a lot easier than you may think. Here is a step-by-step guide to help you on your way to making apprenticeship support the success of your business.

Assess the needs of your business. To begin, clearly define your company's training needs and what role an apprentice could play within your business. If appropriate, organize an internal apprenticeship advisory group. This should include production supervisors, personnel staff, craft supervisors, and skilled workers. It is also important to identify a journey worker who is capable and who is committed to training new workers to meet your standards and business requirements.

Identify skill needs. Determine what knowledge and skills are needed for the occupation to be included in the program.

Contact your local apprenticeship office. Contact your local Division of Apprenticeship Standards apprenticeship compliance officer. He/she will make an on-site visit and work with you to determine appropriate job titles and the training schedule.

Develop minimum standards. Standards for the program need to be developed. Standards for existing apprenticeship program have already been established. Minimums standards include:

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| ❖ Starting age of an apprentice to be not less than 18. | ❖ A progressively increasing schedule of wages. |
| ❖ Equal opportunity to apply for an apprenticeship. | ❖ Proper supervision of on-the-job training with adequate facilities to train apprentices. |
| ❖ Selection of apprentices on the basis of qualifications. | ❖ Periodic evaluation of the apprentice's progress, both on-the-job and in related instruction. |
| ❖ A schedule of work processes in which an apprentice is to receive training and experience on the job. | ❖ The maintenance of records. |
| ❖ Related instruction designed to provide the apprentice with knowledge in technical subjects related to the occupation/trade for a minimum of 150 hours per year and full time employment between 1500-2000 hours per year. | ❖ Employer-employee cooperation. |
| | ❖ Recognition for successful completions. |
| | ❖ Nondiscrimination in all phases of apprenticeship. |

Basic Provisions

Following is a guide to the provisions that should be part of any apprenticeship program:

Occupations:

Determine what occupations or types of jobs will be covered by the program. Contact your apprenticeship compliance officer for more information.

Work Processes:

List the major on-the-job training processes for each occupation separately. Traditional occupations have standard recommended work processes. Contact your DAS representative for more information.

Allocation of work training time:

Determine the number of hours for each work process. This is the time an apprentice is expected to work on the process to become proficient. Traditional occupations have previously established minimum hours.

Provide full time employment:

Full time employment by definition means between 1500 – 2000 hours per year in the apprentices registered occupation.

Term of apprenticeship:

In most traditionally apprenticeable occupations, the term of apprenticeship has been established. Your apprenticeship compliance officer can assist you.

Apprentice Qualifications:

What qualifications will applicants need to enter your program? These should be clear and objective; equal opportunity should be stressed. Most occupations have existing minimum qualifications.

Related Classroom Instruction:

Each apprentice must attend 150 hours of related instruction per year.

Number of Apprentices:

The number of apprentices to be trained is determined by a ratio of apprentices to skilled workers. Such a ratio is based on your industry's guidelines.

Apprentice Wages:

There must be a progressive schedule for wage increases for the term of the contract that mirrors the percentages on the prevailing wage sheets for the occupation. Your apprenticeship compliance officer can assist you.

Supervision of Apprentices:

Apprentices are customarily under the immediate supervision of an assigned skilled worker. In large apprenticeship programs, an apprentice supervisor or training coordinator is designated or employed on a part or full time basis and is responsible for administering the program. In small programs, this responsibility is basically that of the employer.

Apprentice Contract:

A fundamental part of the Massachusetts Apprenticeship System is the agreement (contract) between the employer and apprentice. This contract must be approved by the Division of Apprenticeship Standards.

Hire an apprentice:

When you are ready to start training a new apprentice, remember to look to promote from within. This will assist in building loyalty at your company and will provide you with an opportunity to “grow your own” skilled workers.

Monitor your apprentice's progress:

Systematically track your apprentice's on-the-job training hours and make sure that they are developing the skills they need to meet the trade specific work processes and training standards.

Roles and Responsibilities

A successful apprenticeship relies on the full support of several partners; the apprentice, the apprenticeship sponsor (employer), training providers and the state.

Employer Responsibilities

1. Provide the apprentice with on-the-job training supervised by a skilled journey worker.
2. Maintain a work environment that is conducive to learning and offer the apprentice a safe place to work with proper equipment.
3. Pay the annual fees associated with the apprentice ID card and sponsor registration.
4. Provide well-rounded training so the apprentice learns all aspects of the trade by the completion of the training program.
5. Monitor the apprentice's on-the-job progress and provide feedback on performance.
6. Pay the appropriate apprentice wages.
7. Keep accurate records of the on-the-job training. You will be required to notify the Division of Apprenticeship Standards when the apprentice completes all program requirements so these records are very important.
8. Comply with provisions of the apprentice contract
9. Notify the Division if:
 - a. There are changes at your company which could affect the ability to provide on-the-job training or supervision.
 - b. Your company relocates or changes its mailing address.
 - c. The apprentice leaves.

Apprentice Responsibilities

1. Work safely, not just for personal safety, but for that of co-workers.
2. Avoid absenteeism and tardiness at work and at school.
3. Attend and participate in related instruction and maintain the good grades.
4. Show dedication and interest in learning the occupation/trade.
5. Keep track of training hours and advise the employer of any deficiencies in apprenticeship training.
6. Follow the employer's work rules and policies.
7. Comply with provisions of the apprentice contract

Division of Apprenticeship Standards Responsibilities

1. Register and monitor programs to ensure conformity to state standards, laws, rules, and policies.
2. Review employers and apprentices.
3. Assist apprentices and employers with questions or concerns.
4. Provide technical assistance.
5. Confer with the providers of related instruction to assure quality classroom training.
6. Maintain equal opportunity and affirmative action compliance.

Division of Apprentice Standards
Field Representative assigned by City/Town

<u>City / Town</u>	<u>Rep</u>		<u>City / Town</u>	<u>Rep</u>
Abington	McGuire, Madeleine		Milton	McGuire, Madeleine
Acton	Pendexter, Celina		Monroe	Pendexter, Celina
Acushnet	McGuire, Madeleine		Monson	Pendexter, Celina
Adams	Pendexter, Celina		Montague	Pendexter, Celina
Agawam	Pendexter, Celina		Monterey	Pendexter, Celina
Allston	Pendexter, Celina		Montgomery	Pendexter, Celina
Amesbury	Pendexter, Celina		Monument Beach	McGuire, Madeleine
Amherst	Pendexter, Celina		Mount Washington	Pendexter, Celina
Andover	Pendexter, Celina		N Abington	McGuire, Madeleine
Arlington	Pendexter, Celina		N Adams	Pendexter, Celina
Ashburnham	McGuire, Madeleine		N Agawam	Pendexter, Celina
Ashby	Pendexter, Celina		N Andover	Pendexter, Celina
Ashland	Pendexter, Celina		N Attleboro	McGuire, Madeleine
Assonet	McGuire, Madeleine		N Billerica	Pendexter, Celina
Athol	McGuire, Madeleine		N Brookfield	McGuire, Madeleine
Attleboro	McGuire, Madeleine		N Carver	McGuire, Madeleine
Attleboro Falls	McGuire, Madeleine		N Chatham	McGuire, Madeleine
Auburn	McGuire, Madeleine		N Chelmsford	Pendexter, Celina
Auburndale	Pendexter, Celina		N Dartmouth	McGuire, Madeleine
Avon	McGuire, Madeleine		N Dighton	McGuire, Madeleine
Ayer	Pendexter, Celina		N Eastham	McGuire, Madeleine
Babson Park	Pendexter, Celina		N Easton	McGuire, Madeleine
Barnstable	McGuire, Madeleine		N Falmouth	McGuire, Madeleine
Barre	McGuire, Madeleine		N Grafton	Pendexter, Celina
Becket	Pendexter, Celina		N Oxford	Pendexter, Celina
Bedford	Pendexter, Celina		N Quincy	Pendexter, Celina
Belchertown	Pendexter, Celina		N Reading	Pendexter, Celina
Bellingham	McGuire, Madeleine		N Saugus	Pendexter, Celina
Belmont	Pendexter, Celina		N Scituate	McGuire, Madeleine
Berkley	McGuire, Madeleine		N Truro	McGuire, Madeleine
Berkshire	Pendexter, Celina		Nahant	Pendexter, Celina
Berlin	McGuire, Madeleine		Nantucket	McGuire, Madeleine
Bernardston	Pendexter, Celina		Natick	Pendexter, Celina
Beverly	Pendexter, Celina		Needham	McGuire, Madeleine
Billerica	Pendexter, Celina		New Ashford	Pendexter, Celina
Blackstone	McGuire, Madeleine		New Bedford	McGuire, Madeleine
Bolton	McGuire, Madeleine		New Braintree	McGuire, Madeleine
Boston	Pendexter, Celina		New Marlborough	Pendexter, Celina
Bourne	McGuire, Madeleine		Newbury	Pendexter, Celina
Boxborough	Pendexter, Celina		Newburyport	Pendexter, Celina
Boxford	Pendexter, Celina		Newton	Pendexter, Celina
Boylston	McGuire, Madeleine		Newton Center	Pendexter, Celina
Bradford	Pendexter, Celina		Newton Highlands	Pendexter, Celina
Braintree	McGuire, Madeleine		Newton Upper Falls	Pendexter, Celina
Brewster	McGuire, Madeleine		Newtonville	Pendexter, Celina

Division of Apprentice Standards
Field Representative assigned by City/Town

<u>City / Town</u>	<u>Rep</u>		<u>City / Town</u>	<u>Rep</u>
Bridgewater	McGuire, Madeleine		Norfolk	McGuire, Madeleine
Brighton	Pendexter, Celina		Northampton	Pendexter, Celina
Brimfield	Pendexter, Celina		Northboro	McGuire, Madeleine
Brockton	McGuire, Madeleine		Northbridge	McGuire, Madeleine
Brookfield	McGuire, Madeleine		Northfield	Pendexter, Celina
Brookline	McGuire, Madeleine		Norton	McGuire, Madeleine
Bryantville	McGuire, Madeleine		Norwell	McGuire, Madeleine
Buckland	Pendexter, Celina		Norwood	McGuire, Madeleine
Burlington	Pendexter, Celina		Nutting Lake	Pendexter, Celina
Buzzards Bay	McGuire, Madeleine		Oak Bluffs	McGuire, Madeleine
Cambridge	Pendexter, Celina		Oakham	McGuire, Madeleine
Camp Edwards	McGuire, Madeleine		Onset	McGuire, Madeleine
Canton	McGuire, Madeleine		Orange	Pendexter, Celina
Carver	McGuire, Madeleine		Orleans	McGuire, Madeleine
Cataumet	McGuire, Madeleine		Osterville	McGuire, Madeleine
Cedarville	McGuire, Madeleine		Otis	Pendexter, Celina
Centerville	McGuire, Madeleine		Otis Angb	Pendexter, Celina
Charlemont	Pendexter, Celina		Oxford	McGuire, Madeleine
Charlestown	Pendexter, Celina		Palmer	Pendexter, Celina
Charlton	McGuire, Madeleine		Paxton	McGuire, Madeleine
Chartly	Pendexter, Celina		Peabody	Pendexter, Celina
Chatham	McGuire, Madeleine		Pelham	Pendexter, Celina
Chelmsford	Pendexter, Celina		Pembroke	McGuire, Madeleine
Chelsea	Pendexter, Celina		Pepperell	Pendexter, Celina
Cheshire	Pendexter, Celina		Peru	Pendexter, Celina
Chester	Pendexter, Celina		Petersham	McGuire, Madeleine
Chesterfield	Pendexter, Celina		Phillipston	McGuire, Madeleine
Chestnut Hill	Pendexter, Celina		Pittsfield	Pendexter, Celina
Chicopee	Pendexter, Celina		Plainfield	Pendexter, Celina
Chicopee Falls	Pendexter, Celina		Plainville	McGuire, Madeleine
Chilmark	McGuire, Madeleine		Plymouth	McGuire, Madeleine
Clarksburg	Pendexter, Celina		Plympton	McGuire, Madeleine
Clinton	McGuire, Madeleine		Princeton	McGuire, Madeleine
Cochituate	Pendexter, Celina		Provincetown	McGuire, Madeleine
Cohasset	McGuire, Madeleine		Quincy	McGuire, Madeleine
Colrain	Pendexter, Celina		Randolph	McGuire, Madeleine
Concord	Pendexter, Celina		Raynham	McGuire, Madeleine
Conway	Pendexter, Celina		Reading	Pendexter, Celina
Cotuit	McGuire, Madeleine		Rehoboth	McGuire, Madeleine
Cummington	Pendexter, Celina		Revere	Pendexter, Celina
Dalton	Pendexter, Celina		Richmond	Pendexter, Celina
Danvers	Pendexter, Celina		Rochester	McGuire, Madeleine
Dartmouth	McGuire, Madeleine		Rockland	McGuire, Madeleine
Dedham	McGuire, Madeleine		Rockport	Pendexter, Celina
Deerfield	Pendexter, Celina		Roslindale	Pendexter, Celina

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Dennis	McGuire, Madeleine		Rowe	Pendexter, Celina
Dennisport	McGuire, Madeleine		Rowley	Pendexter, Celina
Devens	Pendexter, Celina		Roxbury	Pendexter, Celina
Dighton	McGuire, Madeleine		Royalston	McGuire, Madeleine
Dingston	Pendexter, Celina		Russell	Pendexter, Celina
Dorchester	Pendexter, Celina		Rutland	McGuire, Madeleine
Douglas	McGuire, Madeleine		S Attleboro	McGuire, Madeleine
Dover	McGuire, Madeleine		S Boston	Pendexter, Celina
Dracut	Pendexter, Celina		S Chatham	McGuire, Madeleine
Dudley	McGuire, Madeleine		S Dartmouth	McGuire, Madeleine
Dunstable	Pendexter, Celina		S Deerfield	Pendexter, Celina
Duxbury	McGuire, Madeleine		S Dennis	McGuire, Madeleine
E Boston	Pendexter, Celina		S Easton	McGuire, Madeleine
E Bridgewater	McGuire, Madeleine		S Hadley	Pendexter, Celina
E Brookfield	McGuire, Madeleine		S Lancaster	Pendexter, Celina
E Dennis	McGuire, Madeleine		S Orleans	McGuire, Madeleine
E Douglas	Pendexter, Celina		S Weymouth	McGuire, Madeleine
E Falmouth	McGuire, Madeleine		S Yarmouth	McGuire, Madeleine
E Freetown	McGuire, Madeleine		Sagamore	McGuire, Madeleine
E Harwich	McGuire, Madeleine		Sagamore Beach	McGuire, Madeleine
E Longmeadow	Pendexter, Celina		Salem	Pendexter, Celina
E Lowell	Pendexter, Celina		Salisbury	Pendexter, Celina
E Orleans	McGuire, Madeleine		Sandisfield	Pendexter, Celina
E Oxford	Pendexter, Celina		Sandwich	McGuire, Madeleine
E Pepperell	Pendexter, Celina		Saugus	Pendexter, Celina
E Sandwich	McGuire, Madeleine		Savoy	Pendexter, Celina
E Templeton	Pendexter, Celina		Scituate	McGuire, Madeleine
E Walpole	McGuire, Madeleine		Seekonk	McGuire, Madeleine
E Wareham	McGuire, Madeleine		Sharon	McGuire, Madeleine
Eastham	McGuire, Madeleine		Sheffield	Pendexter, Celina
Easthampton	Pendexter, Celina		Shelburne	Pendexter, Celina
Easton	McGuire, Madeleine		Shelburne Falls	Pendexter, Celina
Edgartown	McGuire, Madeleine		Sheldonville	McGuire, Madeleine
Egremont	Pendexter, Celina		Sherborn	Pendexter, Celina
Erving	Pendexter, Celina		Shirley	Pendexter, Celina
Essex	Pendexter, Celina		Shrewsbury	McGuire, Madeleine
Everett	Pendexter, Celina		Shutesbury	Pendexter, Celina
Fairhaven	McGuire, Madeleine		Somerset	McGuire, Madeleine
Fall River	McGuire, Madeleine		Somerville	Pendexter, Celina
Falmouth	McGuire, Madeleine		South Agawam	Pendexter, Celina
Feeding Hills	Pendexter, Celina		South Boston	Pendexter, Celina
Fiskdale	Pendexter, Celina		South Dartmouth	McGuire, Madeleine
Fitchburg	McGuire, Madeleine		South Deerfield	Pendexter, Celina
Florence	Pendexter, Celina		South Dennis	McGuire, Madeleine
Florida	Pendexter, Celina		South Dighton	McGuire, Madeleine

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Forestdale	McGuire, Madeleine		South Easton	McGuire, Madeleine
Fort Devens	Pendexter, Celina		South Egremont	Pendexter, Celina
Foxboro	McGuire, Madeleine		South Hadley	Pendexter, Celina
Framingham	Pendexter, Celina		South Yarmouth	McGuire, Madeleine
Franklin	McGuire, Madeleine		Southampton	Pendexter, Celina
Freetown	McGuire, Madeleine		Southboro	McGuire, Madeleine
Gardner	McGuire, Madeleine		Southbridge	McGuire, Madeleine
Gayhead	McGuire, Madeleine		Southwick	Pendexter, Celina
Georgetown	Pendexter, Celina		Spencer	McGuire, Madeleine
Gill	Pendexter, Celina		Springfield	Pendexter, Celina
Gloucester	Pendexter, Celina		Sterling	McGuire, Madeleine
Goshen	Pendexter, Celina		Stockbridge	Pendexter, Celina
Gosnold	McGuire, Madeleine		Stoneham	Pendexter, Celina
Grafton	McGuire, Madeleine		Stoughton	McGuire, Madeleine
Granby	Pendexter, Celina		Stow	Pendexter, Celina
Granville	Pendexter, Celina		Sturbridge	McGuire, Madeleine
Great Barrington	Pendexter, Celina		Sudbury	Pendexter, Celina
Greenfield	Pendexter, Celina		Sutton	McGuire, Madeleine
Groton	Pendexter, Celina		Swampscott	Pendexter, Celina
Groveland	Pendexter, Celina		Swansea	McGuire, Madeleine
Hadley	Pendexter, Celina		Taunton	McGuire, Madeleine
Halifax	McGuire, Madeleine		Templeton	McGuire, Madeleine
Hamilton	Pendexter, Celina		Tewksbury	Pendexter, Celina
Hampden	Pendexter, Celina		Tisbury	McGuire, Madeleine
Hancock	Pendexter, Celina		Tolland	Pendexter, Celina
Hanover	McGuire, Madeleine		Topsfield	Pendexter, Celina
Hanscom	Pendexter, Celina		Townsend	Pendexter, Celina
Hanscom Afb	Pendexter, Celina		Truro	McGuire, Madeleine
Hanson	McGuire, Madeleine		Turner Falls	Pendexter, Celina
Hardwick	McGuire, Madeleine		Tyngsboro	Pendexter, Celina
Harvard	McGuire, Madeleine		Tyringham	Pendexter, Celina
Harwich	McGuire, Madeleine		Upton	McGuire, Madeleine
Harwich Port	McGuire, Madeleine		Uxbridge	McGuire, Madeleine
Hatfield	Pendexter, Celina		Vineyard Haven	McGuire, Madeleine
Haverhill	Pendexter, Celina		W Barnstable	McGuire, Madeleine
Hawley	Pendexter, Celina		W Boylston	Pendexter, Celina
Haydenville	Pendexter, Celina		W Bridgewater	McGuire, Madeleine
Heath	Pendexter, Celina		W Brookfield	Pendexter, Celina
Hingham	McGuire, Madeleine		W Chatham	McGuire, Madeleine
Hinsdale	Pendexter, Celina		W Dennis	McGuire, Madeleine
Holbrook	McGuire, Madeleine		W Falmouth	McGuire, Madeleine
Holden	McGuire, Madeleine		W Harwich	McGuire, Madeleine
Holland	Pendexter, Celina		W Medford	Pendexter, Celina
Holliston	Pendexter, Celina		W Newbury	Pendexter, Celina
Holyoke	Pendexter, Celina		W Newton	Pendexter, Celina

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Hopedale	McGuire, Madeleine		W Roxbury	Pendexter, Celina
Hopkinton	Pendexter, Celina		W Springfield	Pendexter, Celina
Housatonic	Pendexter, Celina		W Stockbridge	Pendexter, Celina
Hubbardston	McGuire, Madeleine		W Townsend	Pendexter, Celina
Hudson	Pendexter, Celina		W Yarmouth	McGuire, Madeleine
Hull	McGuire, Madeleine		Wakefield	Pendexter, Celina
Huntington	Pendexter, Celina		Wales	Pendexter, Celina
Hyannis	McGuire, Madeleine		Walpole	McGuire, Madeleine
Hyde Park	Pendexter, Celina		Waltham	Pendexter, Celina
Indian Orchard	Pendexter, Celina		Ware	Pendexter, Celina
Ipswich	Pendexter, Celina		Wareham	McGuire, Madeleine
Jamaica Plain	Pendexter, Celina		Warren	McGuire, Madeleine
Jefferson	Pendexter, Celina		Warwick	Pendexter, Celina
Kingston	McGuire, Madeleine		Washington	Pendexter, Celina
Lakeville	McGuire, Madeleine		Watertown	Pendexter, Celina
Lancaster	McGuire, Madeleine		Wayland	Pendexter, Celina
Lanesboro	Pendexter, Celina		Webster	McGuire, Madeleine
Lanesborough	Pendexter, Celina		Wellesley	McGuire, Madeleine
Lawrence	Pendexter, Celina		Wellfleet	McGuire, Madeleine
Lee	Pendexter, Celina		Wendell	Pendexter, Celina
Leeds	Pendexter, Celina		Wenham	Pendexter, Celina
Leicester	McGuire, Madeleine		West Boylston	McGuire, Madeleine
Lenox	Pendexter, Celina		West Bridgewater	McGuire, Madeleine
Leominster	McGuire, Madeleine		West Brookfield	McGuire, Madeleine
Leverett	Pendexter, Celina		West Chatham	McGuire, Madeleine
Lexington	Pendexter, Celina		West Concord	Pendexter, Celina
Leyden	Pendexter, Celina		West Hanover	McGuire, Madeleine
Littleton	Pendexter, Celina		West Hatfield	Pendexter, Celina
Longmeadow	Pendexter, Celina		West Medford	Pendexter, Celina
Lowell	Pendexter, Celina		West Newbury	Pendexter, Celina
Ludlow	Pendexter, Celina		West Newton	Pendexter, Celina
Lunenburg	McGuire, Madeleine		West Pittsfield	Pendexter, Celina
Lynn	Pendexter, Celina		West Roxbury	Pendexter, Celina
Lynnfield	Pendexter, Celina		West Springfield	Pendexter, Celina
Malden	Pendexter, Celina		West Stockbridge	Pendexter, Celina
Manchaug	Pendexter, Celina		West Tisbury	McGuire, Madeleine
Manchester	Pendexter, Celina		West Warren	McGuire, Madeleine
Manchester By The Sea	Pendexter, Celina		Westborough	McGuire, Madeleine
Manomet	McGuire, Madeleine		Westfield	Pendexter, Celina
Mansfield	McGuire, Madeleine		Westford	Pendexter, Celina
Marblehead	Pendexter, Celina		Westhampton	Pendexter, Celina
Marion	McGuire, Madeleine		Westminster	McGuire, Madeleine
Marlboro	Pendexter, Celina		Weston	Pendexter, Celina
Marlborough	Pendexter, Celina		Westport	McGuire, Madeleine
Marshfield	McGuire, Madeleine		Westwood	McGuire, Madeleine

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Marstons Mills	McGuire, Madeleine		Weymouth	McGuire, Madeleine
Mashpee	McGuire, Madeleine		Whatley	Pendexter, Celina
Mattapan	Pendexter, Celina		Whitinsville	Pendexter, Celina
Mattapoissett	McGuire, Madeleine		Whitman	McGuire, Madeleine
Maynard	Pendexter, Celina		Wilbraham	Pendexter, Celina
Medfield	McGuire, Madeleine		Wilkinsonville	Pendexter, Celina
Medford	Pendexter, Celina		Williamsburg	Pendexter, Celina
Medway	McGuire, Madeleine		Williamstown	Pendexter, Celina
Melrose	Pendexter, Celina		Wilmington	Pendexter, Celina
Mendon	McGuire, Madeleine		Winchendon	McGuire, Madeleine
Merrimac	Pendexter, Celina		Winchester	Pendexter, Celina
Methuen	Pendexter, Celina		Windsor	Pendexter, Celina
Middleboro	McGuire, Madeleine		Winthrop	Pendexter, Celina
Middlefield	Pendexter, Celina		Woburn	Pendexter, Celina
Middleton	Pendexter, Celina		Woods Hole	McGuire, Madeleine
Milford	McGuire, Madeleine		Worcester	McGuire, Madeleine
Millbury	McGuire, Madeleine		Worthington	Pendexter, Celina
Millers Falls	McGuire, Madeleine		Wrentham	McGuire, Madeleine
Millis	McGuire, Madeleine		Yarmouth	McGuire, Madeleine
Millville	McGuire, Madeleine		Yarmouthport	McGuire, Madeleine