

NATIONAL GUIDELINES FOR APPRENTICESHIP STANDARDS

DEVELOPED BY

Lockheed Martin Corporation

6801 Rockledge Drive

Bethesda, Maryland 20817

Note: These National Guidelines were developed by the Lockheed Martin Corporation (LMC) Integrated Systems & Solutions business unit for use by any participating LMC business unit.



FOR ALL OCCUPATIONS LISTED IN THESE STANDARDS

**DEVELOPED IN COOPERATION WITH THE
UNITED STATES DEPARTMENT OF LABOR
OFFICE OF APPRENTICESHIP**

**APPROVED AND CERTIFIED BY THE
UNITED STATES DEPARTMENT OF LABOR
OFFICE OF APPRENTICESHIP**

BY: _____

ANTHONY SWOOPE, ADMINISTRATOR

UNITED STATES DEPARTMENT OF LABOR, OFFICE OF APPRENTICESHIP

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FOREWORD

Lockheed Martin Corporation is the world's leading aerospace and defense company. Lockheed Martin is headquartered in Bethesda, Maryland, and employs about 135,000 people worldwide engaged in the research, design, development, manufacture and integration of advanced technology systems, products and services.

As a major integrator of advanced technology, Lockheed Martin depends upon its Supply Chain Management organization to provide innovative and dependable acquisition and logistics solutions to both its constituent business operations and customers.

The Subcontract Administrator Associate and Subcontract Administrator Apprenticeship Program is a first for Lockheed Martin, and these ***National Guidelines for Apprenticeship Standards*** are the foundation on which Lockheed Martin will establish an apprenticeship training program that provides an avenue to develop key talent for its businesses. A specific focus of these Standards will be the recruitment of honorably discharged veterans by including the Military Veterans Direct Entry Provisions as part of the registered Selection Procedures, and when feasible, the recruitment of veterans participating in a U.S. Department of Veterans Affairs, Vocational Rehabilitation and Employment Service, early intervention seamless transition program, designed to assist veteran's who are transitioning into the workforce.

Honorably discharged veterans who have completed military technical training and/or participated in a registered apprenticeship program while in the military, may be admitted directly into the Lockheed Martin Apprenticeship Program. Lockheed Martin will evaluate each apprentice's previous experience, education, and level of performance, and grant the appropriate credit on the term of apprenticeship, and provide the appropriate apprentice salary.

Lockheed Martin will determine which applications are approved, and will provide equal opportunity to all applicants for employment without regard to race, ethnicity, religion, color, sex, national origin, age, United States military veteran's status, ancestry, sexual orientation, marital status, family structure, and/or mental or physical disability so long as the essential functions of the Subcontract Administrator Associate and Subcontract Administrator occupations can be performed with or without reasonable accommodation.

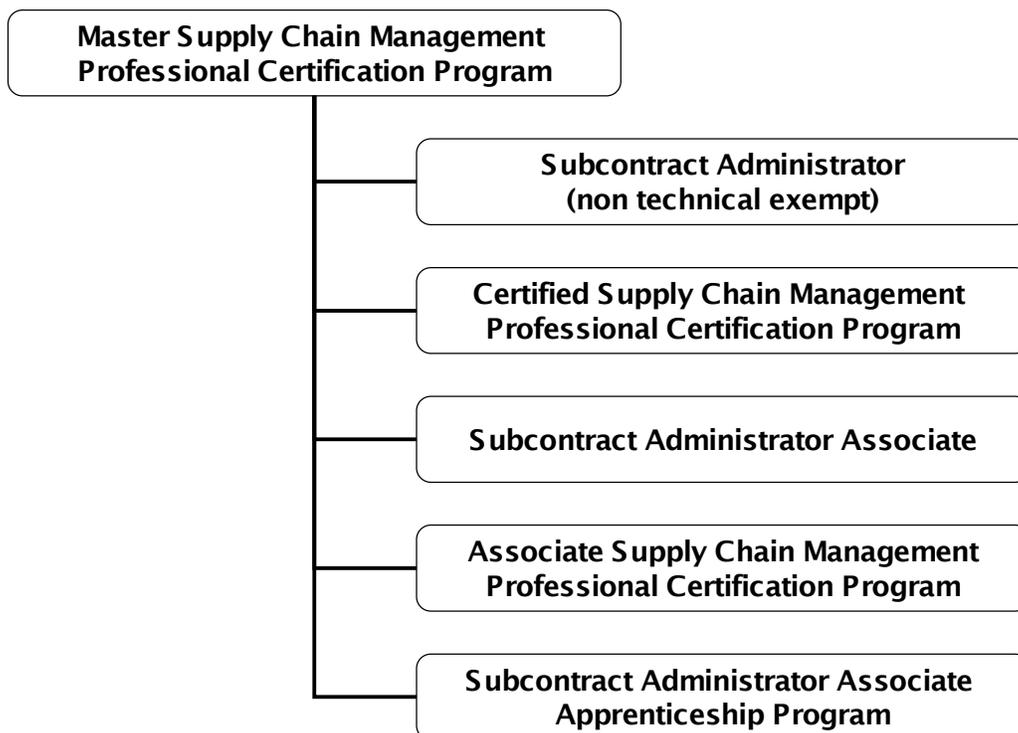
The Subcontract Administrator Associate and Subcontract Administrator Apprenticeship Programs will set the foundation for initiatives that combine education and experience to

achieve a high level of performance. These programs provide candidates with the opportunity to progress through either the Subcontract Administrator Associate Career Development Plan, or the Subcontract Administrator Career Development Plan.

Subcontract Administrator Associate Career Development Plan

Selection into the Subcontract Administrator Associate Apprenticeship Program will be in accordance with the registered Selection Procedures. If an honorably discharged veteran has three or more years of professional experience, e.g. military education and experience in a related occupation, Lockheed Martin Corporation may elect to have the apprenticeship candidate enter directly into the Subcontract Administrator Associate Apprenticeship Program. The Subcontract Administrator Associate Apprenticeship Program will set the foundation for potential growth within the Lockheed Martin Corporation. Apprentices that combine education and experience to achieve a high level of performance will have the opportunity to progress through the Subcontract Administrator Associate Career Development Plan, detailed in the following graphic.

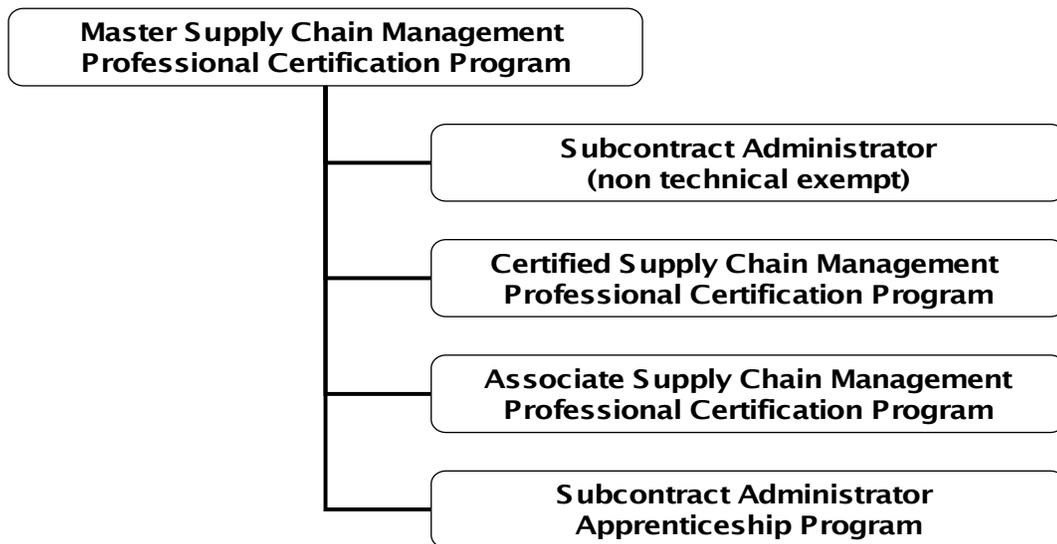
Subcontract Administrator Associate Career Development Plan



Subcontract Administrator Career Development Plan

Selection into the Subcontract Administrator Apprenticeship Program will be in accordance with the registered Selection Procedures. If an honorably discharged veteran has the appropriate college credentials, and three or more years of professional experience, e.g. military education and experience in a related occupation, Lockheed Martin Corporation may elect to have the apprenticeship candidate enter directly into the Subcontract Administrator Apprenticeship Program. The Subcontract Administrator Apprenticeship Program will set the foundation for potential growth within the Lockheed Martin Corporation. Apprentices that combine education and experience to achieve a high level of performance will have the opportunity to progress through the Subcontract Administrator Career Development Plan, detailed in the following graphic.

Subcontract Administrator Career Development Plan



Note: Apprenticeship Candidates may be selected into the Subcontract Administrator Associate Apprenticeship Program or the Subcontract Administrator Apprenticeship Program. Lockheed Martin employees that complete the Subcontract Administrator Associate Apprenticeship Program may not apply or be selected into the Subcontract Administrator Apprenticeship Program.

This is a competency-based apprenticeship program and is not constrained by time. The term of apprenticeship for each occupation will provide sufficient on-the-job learning to enable the apprentice to attain the required competencies for the Subcontract Administrator Associate or the Subcontract Administrator position. The Lockheed Martin Supply Chain Management Organization will determine when an apprentice satisfactorily completes all competency requirements; including the hours of structured on-the-job learning and the hours of related instruction.

The Lockheed Martin Apprenticeship Program has as its primary objective the training of Subcontract Administrators. The secondary objective is to develop a population of honorably discharged veterans; recognizing that by completing military technical training, veterans are proven technical learners. This opportunity is being provided so that the potential of individual veterans may be realized and job satisfaction may be achieved. The goal is that this alternative, innovative staffing solution, will result in the retention of apprentices and current staff, and demonstrate that veterans, and in particular veterans participating in a United States Department of Veterans Affairs, Vocational Rehabilitation and Employment Service, early intervention seamless transition program, can be successful Subcontract Administrators. Lockheed Martin's belief is that veterans of promise may lack college credentials, but may have the appropriate military experience for employment in the Supply Chain Management organization. With a structured apprenticeship program and exposure to a technical environment that provides successful work experience and mentoring, qualified veterans will reach their full potential. At the same time the veterans will build a lasting relationship with Lockheed Martin with the opportunity to grow and develop in a large corporation.

LOCKHEED MARTIN CORPORATION

The **Lockheed Martin Corporation** is responsible for the development of these National Guideline Apprenticeship Standards and having them certified by the United States Department of Labor, Office of Apprenticeship for use by Lockheed Martin to implement the Subcontract Administrator Associate and Subcontract Administrator Apprenticeship Program.

The Vice President, Human Resources and Security Operations, Lockheed Martin Integrated Systems & Solutions (IS&S), to the extent authorized, is the advisor for the National Guideline Apprenticeship Standards and, as such shall establish rules and regulations governing its procedures as may be required.

RESPONSIBILITIES:

Lockheed Martin Corporation will be responsible for:

- A. All communications with the United States Department of Labor, Office of Apprenticeship regarding these National Guideline Apprenticeship Standards.
- B. Encouraging the Lockheed Martin Corporation to establish and register apprenticeship programs in accordance with these National Guideline Apprenticeship Standards.
- C. Appointing Lockheed Martin employees to the ***National Guideline Apprenticeship Standards Apprenticeship Oversight Committee***. This Apprenticeship Oversight Committee will include the IS&S Vice President, Human Resources and Security Operations, the Manager of Apprenticeship Programs, Lockheed Martin Corporation, the Manager of the IS&S Supply Chain Management organization, and the IS&S Training and Development Representative and Apprenticeship Program Project Manager. This Lockheed Martin Apprenticeship Oversight Committee will, in the future, identify, and revise to stay current with new technology, all competency requirements; including the hours of structured on-the-job learning and the hours of related instruction, that must be attained to successfully complete the Subcontract Administrator Associate and Subcontract Administrator Apprenticeship Program.
- D. The ***Apprenticeship Oversight Committee*** will set the criteria to determine if Subcontract Administrator Associate apprentices satisfactorily complete all SCM Professional Certification Requirements; including the Associate Supply Chain Management Professional Certification Program, all competency requirements, including the hours of structured on-the-job learning and the hours of related instruction. If all

requirements have been met, and the apprentice has demonstrated the level of competency and proficiency equivalent to a journeyworker level Subcontract Administrator Associate, the Apprenticeship Committee will request a Certificate of Completion of Apprenticeship.

- E. The ***Apprenticeship Oversight Committee*** will set the criteria to determine if Subcontract Administrator apprentices satisfactorily completed all SCM Professional Certification Requirements. The Subcontract Administrator Apprentice must complete all Associate Supply Chain Management Professional Certification Program requirements and the Certified Supply Chain Management Professional Certification Program requirements to complete the Subcontract Administrator Apprenticeship Program; including all competency requirements, the hours of structured on-the-job learning, and the hours of related instruction. If all requirements have been met, and the apprentice has demonstrated the level of competency and proficiency equivalent to a journeyworker level Subcontract Administrator, the Apprenticeship Committee will request a Certificate of Completion of Apprenticeship.

DEVELOPMENT OF AFFIRMATIVE ACTION PLAN AND SELECTION PROCEDURES

Equal employment opportunity is required of every registered apprenticeship program. Such requirements apply to the recruitment, selection, employment, and training of apprentices throughout their apprenticeship.

Those programs with five or more apprentices, or where there is a likelihood of five or more apprentices, must have a written Affirmative Action Plan and Selection Procedure that is approved by the Registration Agency as part of the Standards of Apprenticeship.

A sample Affirmative Action Plan and Selection Procedure are attached.

Representatives of the Registration Agency are available to assist the local Sponsor in developing its Standards of Apprenticeship, Affirmative Action Plan and Selection Procedures using the sample provided. Once developed, the Standards of Apprenticeship, as well as the Affirmative Action Plan and Selection Procedures must be submitted to the Registration Agency for approval and registration.

OFFICIAL ADOPTION OF NATIONAL GUIDELINES FOR
APPRENTICESHIP STANDARDS

The **Lockheed Martin Corporation** hereby officially adopts these National Guideline Standards of Apprenticeship on this 20th day of December, 2006.

SIGNATURE OF SPONSOR

CYNTHIA SMITH

PRINTED NAME

Vice President, Human Resources and Security Operations

TITLE

Lockheed Martin Integrated Systems & Solutions

SPONSORING ORGANIZATION

Lockheed Martin Corporation



(SAMPLE)

STANDARDS OF APPRENTICESHIP

DEVELOPED BY

(NAME OF SPONSOR)

FOR ALL OCCUPATIONS LISTED IN THESE STANDARDS

APPROVED BY

(REGISTRATION AGENCY)

These model National Guidelines for Apprenticeship Standards are an example of how to develop apprenticeship standards that will comply with 29 CFR Parts 29 and 30 when tailored to a sponsor's apprenticeship program. These model Standards do not create new legal requirements or change current legal requirements. The legal requirements related to apprenticeship that apply to registered apprenticeship programs are contained in 29 U.S.C. 50 and 29 CFR Parts 29 and 30. Every effort has been made to ensure that the information in the model Apprenticeship Standards is accurate and up to date.

TABLE OF CONTENTS

		Page
Foreword		iii
Definitions		iv
Purpose		vi
Policy Statement		vi
Program Administration.....		1
SECTION I.	Equal Opportunity Pledge.....	2
SECTION II.	Affirmative Action Plan.....	2
SECTION III.	Qualifications for Apprenticeship	2
SECTION IV.	Selection of Apprentices	3
SECTION V.	Apprenticeship Agreement	3
SECTION VI.	Ratio of Apprentices to Journeyworkers	4
SECTION VII.	Term of Apprenticeship.....	4
SECTION VIII.	Probationary Period.....	4
SECTION IX.	Hours of Work.....	5
SECTION X.	Apprentice Salary Progression	5
SECTION XI.	Credit for Previous Experience	6
SECTION XII.	Work Experience	6
SECTION XIII.	Related Instruction.....	6
SECTION XIV.	Safety and Health Training	7
SECTION XV.	Supervision of Apprentices	7
SECTION XVI.	Records and Examinations.....	8
SECTION XVII.	Maintenance of Records.....	9
SECTION XVIII.	Certificate of Completion of Apprenticeship	10
SECTION XIX.	Notice to Registration Agency	10
SECTION XX.	Cancellation and Deregistration.....	10
SECTION XXI.	Amendments and Modifications.....	11
SECTION XXII.	Adjusting Differences/Complaint Procedure	11
SECTION XXIII.	Transfer of Training Obligations	12
SECTION XXIV.	Responsibilities of the Apprentice.....	12
SECTION XXV.	Technical Assistance	13
SECTION XXVI.	Signature Page Adopting Apprenticeship Standards.....	14

Appendix A -	Work Processes and Related Instruction Outlines	
	Subcontract Administrator Associate	A-1-2
	Subcontract Administrator	A-3-1
Appendix B -	Apprenticeship Agreement	
Appendix C -	Affirmative Action Plan	
Appendix D -	Qualifications and Selection Procedures	
Appendix E -	Supervisor and Mentor Qualifications and Responsibilities	

FOREWORD

These ***Standards of Apprenticeship*** developed by (INSERT NAME OF LOCKHEED MARTIN SPONSORING ORGANIZATION) have as their objective, the training of *Subcontract Administrator Associates*, and *Subcontract Administrators*, skilled in all phases of the industry. Lockheed Martin recognizes that in order to accomplish this, there must be a well-developed on-the-job learning plan combined with related instruction.

This recognition has resulted in the development of these Standards of Apprenticeship as a basis from which Lockheed Martin can work to establish an apprenticeship training program that meets the particular needs of (INSERT NAME OF LOCKHEED MARTIN SPONSORING ORGANIZATION). A specific focus of these Standards will be the recruitment of Veterans by including the ***Military Veterans Direct Entry Provisions*** as part of the registered ***Selection Procedures***, and when feasible, the recruitment of veterans participating in a Department of Veterans Affairs, Vocational Rehabilitation and Employment Service, early intervention seamless transition program, designed to assist veteran's who are transitioning into the workforce.

These Standards of Apprenticeship were developed in accordance with the basic standards recommended by the United States Department of Labor, Office of Apprenticeship, as a basis from which the sponsor can work to establish an apprenticeship training program that meets the particular needs of the area.

DEFINITIONS

APPRENTICE: Any individual employed by the employer meeting the qualifications described in the Standards of Apprenticeship who has signed an Apprenticeship Agreement with the Sponsor providing for training and related instruction under these Standards, and who is registered with the Registration Agency.

APPRENTICESHIP AGREEMENT: The written agreement between the apprentice and the Sponsor setting forth the responsibilities and obligations of all parties to the Apprenticeship Agreement with respect to the Apprentice's employment and training under these Standards. Each Apprenticeship Agreement must be registered with the Registration Agency.

APPRENTICESHIP ELECTRONIC REGISTRATION: Is an electronic tool that allows for instantaneous transmission of apprentice data for more efficient registration of apprentices and provides Program Sponsors with a faster turnaround on their submissions and access to their apprenticeship program data.

CERTIFICATE OF COMPLETION OF APPRENTICESHIP: The Certificate of Completion of Apprenticeship issued by the Registration Agency to those registered apprentices certified and documented as successfully completing the apprentice training requirements outlined in these Standards of Apprenticeship.

EMPLOYER: The organization who employs an apprentice under these apprenticeship standards.

JOURNEYWORKER: A recognized level of competency as recognized within the industry. Use of the term may also refer to a mentor, technician, specialist or other skilled worker.

or

An individual who has documented sufficient skills and knowledge of the occupation, either through formal apprenticeship or through practical on-the-job experience, and formal training, and is recognized by his/her employer as being fully qualified to perform the work of the occupation.

O*NET-SOC CODE: The Occupational Information Network (O*NET) codes and titles are based on the new Standard Occupational Classification (SOC) system mandated by the federal Office of Management and Budget for use in collecting statistical information on occupations. The O*NET classification, **which replaces the DOT**, uses an 8-digit O*NET-SOC code. Use of the SOC classification as a basis for the O*NET codes ensures that O*NET information can be readily linked to labor market information such as occupational employment and wage data at the national, State, and local levels.

ON-THE-JOB LEARNING (OJL): Tasks learned on the job in which the apprentice must become proficient before a completion certificate is awarded. The learning must be through structured, supervised work experience.

PROGRAM SPONSOR: The Sponsor in whose name the Standards of Apprenticeship will be registered, and which will have the full responsibility for administration and operation of the apprenticeship program.

REGISTERED APPRENTICESHIP INFORMATION SYSTEM (RAIS): The Federal system which provides for the automated collection, retention, updating, retrieval and summarization of information related to apprentices and apprenticeship programs.

REGISTRATION AGENCY: United States Department of Labor's Office of Apprenticeship, or the recognized State Apprenticeship Agency (*insert name as appropriate*)

RELATED INSTRUCTION: An organized and systematic form of instruction designed to provide the apprentice with knowledge of the theoretical and technical subjects related to his/her occupation.

STANDARDS OF APPRENTICESHIP: This entire document including all appendices and attachments hereto, and any future modifications or additions approved by the Registration Agency.

SUPERVISOR OF APPRENTICE(S): An individual designated by the program Sponsor to supervise or have charge and direction of an apprentice.

WORK-BASED LEARNING PLAN: A Lockheed Martin computerized report used to record the total number of work experience hours earned in individual skill areas. The report records the apprentice's accomplishments in regard to education, training, and work processes during apprenticeship training.

(INSERT NAME OF LOCKHEED MARTIN SPONSORING ORGANIZATION)
Subcontract Administrator Associate and Subcontract Administrator
REGISTERED APPRENTICESHIP PROGRAM

PURPOSE

- To provide for the establishment and furtherance of adequate Standards of Apprenticeship within Lockheed Martin in order to enhance the training and welfare of Apprentices working as Subcontract Administrator Associates, and Subcontract Administrators.
- Develop and implement an apprenticeship model in (INSERT NAME OF LOCKHEED MARTIN SPONSORING ORGANIZATION).
- Develop a population of honorably discharged veterans; recognizing that by completing military technical training, veterans are proven technical learners. Lockheed Martin's belief is that veterans of promise may lack college credentials, but may have the appropriate military experience for employment in (INSERT NAME OF LOCKHEED MARTIN SPONSORING ORGANIZATION). With a structured apprenticeship program and exposure to a technical environment that provides successful work experience and mentoring, qualified veterans will reach their full potential.
- When feasible, the recruitment of veterans participating in a United States Department of Veterans Affairs, Vocational Rehabilitation and Employment Service, early intervention seamless transition program, demonstrating that veterans can be successful Subcontract Administrators.
- Expand the recruitment by (INSERT NAME OF LOCKHEED MARTIN SPONSORING ORGANIZATION) of honorably discharged veterans by including the ***Military Veterans Direct Entry Provisions*** as part of these Standards of Apprenticeship.
- To contribute to a healthy economy by aiding in the development and maintenance of a skilled labor force, sufficient in numbers and quality, to meet the expanding needs of (INSERT NAME OF LOCKHEED MARTIN SPONSORING ORGANIZATION) in the geographical areas covered by these Standards.
- To provide a program to perpetuate the skills and professionalism within the field, which will encourage individuals to work in Subcontract Administrator occupations, ensuring the continued strength of (INSERT NAME OF LOCKHEED MARTIN SPONSORING ORGANIZATION).

POLICY STATEMENT

On or after the date upon which the Standards of Apprenticeship are duly executed and adopted by Lockheed Martin, it shall be the policy of the subscribing organization that all apprentices employed in the Subcontract Administrator Associate and Subcontract Administrator occupations shall be governed by the terms of these Standards.

Lockheed Martin shall train apprentices in accordance with the Work Processes and Related Instruction Outline included in these Standards.

STANDARDS OF APPRENTICESHIP

PROGRAM ADMINISTRATION

The (INSERT NAME OF LOCKHEED MARTIN SPONSORING ORGANIZATION) is responsible for the development of these Standards of Apprenticeship and having them certified by the Registration Agency for use by Lockheed Martin to implement the Subcontract Administrator Associate and Subcontract Administrator Apprenticeship Program.

The Vice President, Human Resources and Security Operations, Lockheed Martin Integrated Systems & Solutions (IS&S), to the extent authorized, is the advisor for the National Guideline Standards of Apprenticeship and, as such shall establish rules and regulations governing its procedures as may be required.

RESPONSIBILITIES:

The (INSERT NAME OF LOCKHEED MARTIN SPONSORING ORGANIZATION) will be responsible for:

- A. All communications with the Registration Agency regarding these Standards of Apprenticeship.
- B. The Apprenticeship Committee will determine if Subcontract Administrator Associate apprentices satisfactorily complete all Supply Chain Management Professional Certification Criteria; including the Associate Supply Chain Management Professional Certification Program, all competency requirements; including the hours of structured on-the-job learning and the hours of related instruction. If all requirements have been met, and the apprentice has demonstrated the level of competency and proficiency equivalent to a journeyworker level Subcontract Administrator Associate, the Apprenticeship Committee will request a Certificate of Completion of Apprenticeship.
- C. The Apprenticeship Committee will determine if Subcontract Administrator apprentices satisfactorily completed all Supply Chain Management Professional Certification Criteria; and all competency requirements; including the hours of structured on-the-job learning and the hours of related instruction. If all requirements have been met, and the apprentice has demonstrated the level of competency and proficiency equivalent to a journeyworker level Subcontract Administrator, the Apprenticeship Committee will request a Certificate of Completion of Apprenticeship. Note: The Subcontract Administrator Apprentice must complete all Associate Supply Chain Management Professional Certification Program requirements and the Certified Supply Chain Management Professional Certification Program requirements to complete the Subcontract Administrator Apprenticeship Program.

SECTION I. - EQUAL OPPORTUNITY PLEDGE - Title 29 CFR 29.5(b)(20) and 30.3(b)

The recruitment, selection, employment, and training of apprentices during their apprenticeship, will be without discrimination because of race, color, religion, national origin, or sex. The Sponsor will take affirmative action to provide equal opportunity in apprenticeship and will operate the apprenticeship program as required under Title 29 of the Code of Federal Regulations (CFR), Part 30, as amended (insert state regulations here, if applicable).

SECTION II. - AFFIRMATIVE ACTION PLAN - Title 29 CFR 29.5(b) and 30.4

If the Sponsor employs five or more apprentices, the Sponsor will adopt an Affirmative Action Plan and Selection Procedures as required under Title 29, CFR Part 30. It will be attached as Appendix C.

SECTION III- QUALIFICATIONS FOR APPRENTICESHIP - Title 29 CFR 29.5(b)(10)

Applicants will meet the following minimum qualifications:

A. AGE

Applicants for apprenticeship must be 18 years of age.

B. EDUCATION

A Bachelors degree from an accredited college in a related discipline is required or equivalent experience and combined education, e.g. military education and experience in a related occupation. Veterans who completed military technical training and/or participated in a registered apprenticeship program while in the military may be admitted directly into the Lockheed Martin Apprenticeship Program.

A high school diploma or GED equivalency is required. Applicant must provide an official transcript(s) for high school and post high school education and training. All GED records must be submitted if applicable.

Applicants must submit a DD-214 to verify military training and/or experience if they are a Veteran and wish to receive consideration for such training/experience.

C. PHYSICAL

Applicants will be physically capable of performing the essential functions of the apprenticeship program, with or without a reasonable accommodation, and without posing a direct threat to the health and safety of the individual or others. All applicants are required to complete a drug test.

D. SECURITY

Applicants selected will be subject to a government security investigation and must meet eligibility requirements for access to classified information. Failure to timely secure and maintain a required United States Government clearance or access may result in reassignment or termination.

E. REQUIRED SKILLS

Candidates must have excellent written and oral communications skills and experience working successfully in a teamwork oriented environment. The candidate must be proficient in Microsoft Office applications; MS Word, Excel, Power Point, and possess the ability to rapidly learn multiple software applications required to perform sub-contractual administration duties.

F. CONVICTIONS

In most cases a person convicted of a felony offense will not be eligible for the Apprenticeship Program or for employment.

SECTION IV. - SELECTION OF APPRENTICES - Title 29 CFR 30.5

Selection into the apprenticeship program will be in accordance with the selection procedures made a part of these Standards (Appendix D).

SECTION V. - APPRENTICESHIP AGREEMENT - Title 29 CFR 29.5(b)(11)

After an applicant for apprenticeship has been selected, but before employment as an apprentice or enrollment in related instruction, the apprentice will be covered by a written apprenticeship agreement (Appendix B) signed by the Sponsor and the apprentice and approved by and registered with the Registration Agency. Such agreement will contain a statement making the terms and conditions of these standards a part of the agreement as though expressly written therein. A copy of each Apprenticeship Agreement will be furnished to the apprentice, the Sponsor, the Registration Agency, and the employer. An additional copy will be provided to the Veteran's State Approving Agency for those veteran apprentices desiring access to any benefits to which they are entitled.

Prior to signing the Apprenticeship Agreement, each selected applicant will be given an opportunity to read and review these Standards, the Sponsor's written rules and policies and the Apprenticeship Agreement.

The Registration Agency will be advised promptly of the execution of each Apprenticeship Agreement and will be given all the information required for registering the apprentice.

SECTION VI. - RATIO OF APPRENTICES TO JOURNEYWORKERS - Title 29 CFR 29.5(b)(7)

Consistent with proper supervision, training, safety, and continuity of employment throughout the apprenticeship, the ratio of apprentices to journeyworkers will be one apprentice to one journeyworker. This ratio should provide the number of Subcontract Administrator Associates and/or Subcontract Administrators necessary for the future needs of the employer.

SECTION VII. - TERM OF APPRENTICESHIP -Title 29 CFR 29.5(b)(2)

The term of apprenticeship for both the Subcontract Administrator Associate and Subcontract Administrator occupations will be two years with a period of approximately 4000 hours of on-the-job learning supplemented by the required hours of related instruction as stated on the Work Processes and Related Instruction Outlines (Appendix A-2). Full credit will be given for the probationary period.

This is a competency-based apprenticeship program and is not constrained by time. The term of apprenticeship will generally include two (2) years of on-the-job learning. The apprenticeship program will provide sufficient on-the-job learning to enable the apprentice to attain the required competencies for the Subcontract Administrator Associate and meet the criteria for the ***Associate Supply Chain Management Professional Certification Program***, or the Subcontract Administrator occupation and meet the criteria for the ***Certified Supply Chain Management Professional Certification Program***. Lockheed Martin will determine when an apprentice satisfactorily completes all competency requirements; including the hours of structured on-the-job learning and the hours of related instruction. Lockheed Martin will request a Certificate of Completion of Apprenticeship when the apprentice demonstrates a level of competency and proficiency equivalent to a journeyworker level employee.

SECTION VIII. - PROBATIONARY PERIOD - Title 29 CFR 29.5(b)(8), (b)(19)

The first 960 hours (Phase 1 + Phase 2) of on-the-job learning and related instruction of the apprenticeship term shall constitute a probationary period.

During the probationary period either the apprentice or the Sponsor may terminate the Apprenticeship Agreement, without stated cause, by notifying the other party in writing. The records for each probationary apprentice will be reviewed prior to the end of the probationary period. Records may consist of periodic reports regarding progression made in both the on-the-job learning and related instruction, and any disciplinary action taken during the probationary period.

Any probationary apprentice evaluated as satisfactory after a review of the probationary period will be given full credit for the probationary period and continue in the program.

After the probationary period the Apprenticeship Agreement may be canceled at the request of the apprentice, or may be suspended or canceled by the Sponsor for reasonable cause after documented due notice to the apprentice and a reasonable opportunity for corrective action. Lockheed Martin will apply the same performance, standards of conduct, and disciplinary policies to apprentices as it would to other Lockheed Martin employees. If an individual apprenticeship agreement must be terminated, Lockheed Martin will provide written notice to the apprentice and to the Registration Agency of the final action taken.

SECTION IX. - HOURS OF WORK

Apprentices will generally work the same hours as journeymen, except that no apprentice will be allowed to work overtime if it interferes with attendance in related instruction classes.

Apprentices who do not complete the required hours of on-the-job learning during a given segment will have the term of that segment extended until the required number of hours of training are accrued.

SECTION X. - APPRENTICE SALARY PROGRESSION - Title 29 CFR 29.5(b)(5)

Apprentices will be paid a progressively increasing salary during their apprenticeship based on the apprentice's performance, their position on the Salary Range, Lockheed Martin's salary planning budget, the acquisition of skill and competence, both on the job and in related instruction. Before an apprentice is advanced to the next segment of training, or to journeyworker status, the Sponsor will evaluate all progress to determine whether advancement has been earned by satisfactory performance on-the-job and in related instruction courses. In determining whether satisfactory progress has been made, the Sponsor will be guided by the work experience and related instruction records and reports, and the apprentice's performance review.

During the two years of apprenticeship, the apprentice is considered for a salary increase every February, unless the apprentice's start date occurred in January, in which case the apprentice will receive his/her first performance review and potential salary adjustment, thirteen months after the start date. Apprentice Salary Schedules are included in the attached Sample Work Processes and Related Instruction Outline (Appendix A). In no case will the starting wages of apprentices be less than that required by any minimum wage law which may be applicable.

The entry level salary of an apprentice will be determined based on the apprentice's previous experience and education; therefore, the starting salary may vary from one apprentice to another.

SECTION XI. - CREDIT FOR PREVIOUS EXPERIENCE - Title 29 CFR 29.5(b)(12) and 30.4(c)(8)

The Sponsor may grant credit towards the term of apprenticeship to new apprentices who demonstrate previous acquisition of skills or knowledge equivalent to that which would be received under these Standards.

Apprentice applicants seeking credit for previous experience gained outside the supervision of the Sponsor must submit the request at the time of application and furnish such records, affidavits, and other documentation, such as official transcript(s) for college or post high school education and training to substantiate the claim. Veterans must submit a DD-214 to verify military training and/or experience. Applicants requesting such credit who are selected into the apprenticeship program will start at the beginning of the Salary Range. The request for credit will be evaluated and a determination made by the Sponsor during the probationary period when actual on-the-job and related instruction performance can be examined. Prior to completion of the probationary period, the amount of credit to be awarded will be determined after review of the apprentice's previous work and training/education record and evaluation of the apprentice's performance and demonstrated skill and knowledge during the probationary period.

An apprentice granted credit will be advanced to a Salary that is compatible with the demonstrated level of performance. The Registration Agency will be advised of any credit granted and the salary to which the apprentice is advanced.

The granting of advanced standing will be uniformly applied to all apprentices.

SECTION XII. - WORK EXPERIENCE - Title 29 CFR 29.5(b)(3) and 30.8

Apprentices shall be provided training and work experience in all phases of the occupation necessary to develop the skill and proficiency of a skilled journeyworker, and in accordance with the **Work Processes** and **Related Instruction Outline** as outlined in the respective appendix for the occupation. The Apprentice will be trained in safety practices related to all performed operations. The on-the-job learning will be under the direction and guidance of the supervisor of apprentice(s).

SECTION XIII. - RELATED INSTRUCTION - Title 29 CFR 29.5(b)(4)

During each segment of training each apprentice is required to participate in coursework related to the job as outlined in Appendix A. For each occupation, the recommended term of apprenticeship will include no less than 144 hours of related instruction for each year of the apprenticeship. Apprentices agree to take such courses as the Sponsor deems advisable. The Sponsor will secure the instructional aids and equipment it deems necessary to provide quality instruction. In cities, towns or areas that do not have post-secondary technical education institutions that can furnish related instruction;

the apprentice may be required to take an alternate form of instruction that meets the approval of the Sponsor and Registration Agency.

Apprentices will be paid for hours spent attending related instruction classes.

If applicable, the Sponsor will inform each apprentice of the availability of college credit through the local community college or state university system.

Any apprentice who is absent from related instruction classes, unless officially excused, will satisfactorily complete all course work missed before being advanced to the next period of training. In cases of failure of an apprentice to fulfill the obligations regarding related instruction or on-the-job learning without an explanation satisfactory to the Sponsor, the Sponsor will take appropriate disciplinary action and may terminate the Apprenticeship Agreement after due notice to the apprentice and opportunity for corrective action.

To every extent possible, related instruction will be reasonably correlated with the practical experience and on-the-job learning. The Sponsor will monitor and document the apprentice's progress in related instruction classes.

The Sponsor will secure competent instructors whose knowledge, experience, and ability to teach will be carefully examined and monitored.

SECTION XIV. - SAFETY AND HEALTH TRAINING – Title 29 CFR 29.5(b)(9)

All apprentices will receive instruction in safe and healthful work practices both on-the-job and in related instruction that are in compliance with the Occupational Safety and Health Standards promulgated by the Secretary of Labor under 29 U.S.C. 651 et seq., as amended, dated December 29, 1970, and subsequent amendments to that law, or State Standards that have been found to be at least as effective as the Federal Standards.

Apprentices will be taught that accident prevention is very largely a matter of education, vigilance, and cooperation and that they should strive at all times to conduct themselves in their work to ensure their own safety and that of their fellow workers.

SECTION XV. - SUPERVISION OF APPRENTICES - Title 29 CFR 29.5(b)(14)

Lockheed Martin will be responsible for the training of the apprentice, both on the job and with coursework related to the job as outlined in Appendix A.

Lockheed Martin shall designate a Supervisor of Apprentices to;

- A. Coordinate the activities of apprentices in their organization.
- B. Chair the ***Apprentice Committee*** for their organization.

- C. Provide support to mentors who oversee the apprentices' on-the-job learning.
- D. Make regular reports to Lockheed Martin (INSERT NAME OF LOCKHEED MARTIN SPONSORING ORGANIZATION) Human Resources of the status of the progress of the apprentice's training and work experience.
- E. Serve as the point of contact for the organization's Apprenticeship Program.

The responsibilities of the Supervisor of Apprentices will include;

- A. Coordinates the education, training, and on-the-job learning activities of the apprentices.
- B. Conducts periodic reviews and assessments of the apprentice's work and progress, including; the Associate Supply Chain Management Professional Certification Program and/or the Supply Chain Management Professional Certification Criteria, all competency requirements; including the hours of structured on-the-job learning and the hours of related instruction.
- C. Enforces the rules of the ***Subcontract Administrator Apprentice Program*** sponsored by Lockheed Martin Integrated Systems & Solutions.
- D. Submits periodic progress reports to Lockheed Martin (INSERT NAME OF LOCKHEED MARTIN SPONSORING ORGANIZATION) ***Subcontract Administrator Apprentice Committee***.
- E. Makes sure that other team members understand the apprentice's role and extend support and guidance as needed.
- F. Provide for a safe work environment.

No apprentice will be allowed to work without direct journeyworker supervision.

SECTION XVI. - RECORDS AND EXAMINATIONS - Title 29 CFR 29.5(b)(6)

Each apprentice may be responsible for maintaining a record of his/her work experience, on the job learning and related instruction, and for having this record verified by his/her supervisor at the end of each week. The apprentice will authorize an effective release of their completed related instruction records from the local school authorities to the Sponsor. All records and data related to the apprenticeship program, including progress evaluations, and corrective and final actions pertaining to the apprenticeship, will be maintained by and remain the property of the Sponsor. This record will be included in each apprentice's record file maintained by the Sponsor.

Before each period of advancement, or at any other time when conditions warrant, the Sponsor will evaluate the apprentice's record to determine whether he/she has made satisfactory progress. If an apprentice's related instruction or on-the-job progress is

found to be unsatisfactory, the Sponsor may determine whether the apprentice will continue in a probationary status, or require the apprentice to repeat a process or series of processes before advancing to the next salary classification. In such cases, the Sponsor will initiate a performance improvement plan with the apprentice.

Should it be found that the apprentice does not have the ability or desire to continue the training to become a journeyworker, the Sponsor will, after the apprentice has been given adequate assistance and opportunity for corrective action, terminate the Apprenticeship Agreement.

RETENTION CRITERIA:

- A. Apprentices must continue to successfully meet the Apprenticeship Program criteria, including satisfactory participation in instruction, the completion of all assignments, and the demonstration of a cooperative and positive attitude. Apprentices must be self-motivated and demonstrate good teamwork, and demonstrate satisfactory technical and professional learning by obtaining a minimum of 70% on all course assessments to remain in the Subcontract Administrator Associate or the Subcontract Administrator Apprenticeship Programs.
- B. Apprentices, as Lockheed Martin employees, are required to adhere to all company policies. Any breach of company policy is grounds for dismissal from the Apprenticeship Program.
- C. Dismissal by a Rotation Assignment Manager from an on-the-job training assignment is grounds for dismissal from the Apprenticeship Program.
- D. Failure to improve while on a Lockheed Martin Performance Improvement Program is grounds for dismissal from the Apprenticeship Program.

SECTION XVII. - MAINTENANCE OF RECORDS – Title 29 CFR 29.5(b)(22)

The Sponsor will maintain for a period of five (5) years from the date of last action, all records relating to apprentice applications (whether selected or not), the employment and training of apprentices, and any other information relevant to the operation of the program. This includes, but is not limited to, records on the recruitment, application and selection of apprentices, and records on the apprentice's job assignments, promotions, demotions, layoffs, terminations, rate of pay, or other forms of compensation, hours of work and training, evaluations, and other relevant data. The records will permit identification of minority and female (minority and non-minority) participants. These records will be made available on request to the Registration Agency.

SECTION XVIII. - CERTIFICATE OF COMPLETION OF APPRENTICESHIP - Title 29 CFR 29.5(b)(15)

Upon satisfactory completion of the requirements of the apprenticeship program as established in these Standards, the Sponsor will so certify in writing to the Registration Agency and request that a Certificate of Completion of Apprenticeship be awarded to the completing apprentice(s). Such requests will be accompanied by the appropriate documentation for both the on-the-job learning and the related instruction as may be required by the Registration Agency.

In order to be eligible to be awarded a Certificate of Completion of Apprenticeship, ***an apprentice must successfully complete both*** the required ***related instruction*** and ***on-the-job learning*** while in the employ of and under the supervision of a registered apprenticeship program Sponsor.

SECTION XIX. - NOTICE TO REGISTRATION AGENCY - Title 29 CFR 29.5(b)(18)

The Registration Agency will be notified promptly of all new apprentices to be registered, credit granted, suspensions for any reason, reinstatements, extensions, modifications, completions, cancellations, and terminations of Apprenticeship Agreements and causes.

SECTION XX. - CANCELLATION AND DEREGISTRATION - Title 29 CFR 29.5(b)(17)

These Standards will, upon adoption by Lockheed Martin (INSERT NAME OF LOCKHEED MARTIN SPONSORING ORGANIZATION) be submitted to the Registration Agency for approval. Such approval will be acquired before implementation of the program.

Lockheed Martin (INSERT NAME OF LOCKHEED MARTIN SPONSORING ORGANIZATION) reserves the right at any time to reduce in scope or to discontinue the apprenticeship program set forth herein. The Registration Agency will be notified promptly in writing of any decision to cancel the program.

Deregistration of these Standards may be initiated by the Registration Agency for failure of the Sponsor to abide by the provisions herein. Such deregistration will be in accordance with the Registration Agency's regulations and procedures.

Within fifteen (15) days of cancellation of the apprenticeship program (whether voluntary or involuntary), the *Sponsor* will notify each apprentice of the cancellation and the effect of same. This notification will conform to the requirements of Title 29, CFR Part 29.7.

SECTION XXI. - AMENDMENTS OR MODIFICATIONS - Title 29 CFR 29.5(b)(17)

These Standards may be amended or modified at any time by the Sponsor provided that no amendment or modification adopted will alter any Apprenticeship Agreement in force at the time without the consent of all parties. Such amendment or modification will be submitted to the Registration Agency for approval and registration prior to being placed in effect. A copy of each amendment or modification adopted will be furnished to each apprentice to whom the amendment or modification applies.

SECTION XXII. - ADJUSTING DIFFERENCES/COMPLAINT PROCEDURE - Title 29 CFR 29.5(b)(21) and 30(11)

The Sponsor will have full authority to supervise the enforcement of these Standards. Its decision will be final and binding on the employer, the sponsor, and the apprentice, unless otherwise noted below.

If an applicant or an apprentice believes an issue exists that adversely affects his/her participation in the apprenticeship program or violates the provisions of the Apprenticeship Agreement or Standards, relief may be sought through one or more of the following avenues, based on the nature of the issue:

Title 29 CFR 29.5 (b)(21)

The Sponsor will hear and resolve all complaints of violations concerning the Apprenticeship Agreement and the registered Apprenticeship Standards, for which written notification is received within fifteen (15) days of violations. The Sponsor will make such rulings as it deems necessary in each individual case and within thirty (30) days of receiving the written notification. Either party to the Apprenticeship Agreement may consult with the Registration Agency for an interpretation of any provision of these Standards over which differences occur. The name and address of the appropriate authority to receive, process and make disposition of complaints is: (APPLICABLE INFORMATION SHOULD BE INSERTED HERE BY LOCKHEED MARTIN SPONSORING ORGANIZATION).

Title 29 CFR 30.11

Any apprentice or applicant for apprenticeship who believes that he/she has been discriminated against on the basis of race, color, religion, national origin, or sex, with regard to apprenticeship or that the equal opportunity standards with respect to his/her selection have not been followed in the operation of an apprenticeship program, may personally or through an authorized representative, file a complaint with the Registration Agency or, at the apprentice or applicant's election, with the private review body established by the program sponsor (if applicable).

The complaint will be in writing and will be signed by the complainant. It must include the name, address, and telephone number of the person allegedly discriminated against, the program sponsor involved, and a brief description of the circumstances of the failure to apply equal opportunity standards.

The complaint must be filed not later than one hundred eighty (180) days from the date of the alleged discrimination or specified failure to follow the equal opportunity standards, and in the case of complaints filed directly with the review body designated by the program sponsor to review such complaints, any referral of such complaint by the complainant to the Registration Agency must occur within the time limitation stated above or thirty (30) days from the final decision of such review body, whichever is later. The time may be extended by the Registration Agency for good cause shown.

Complaints of harassment in the apprenticeship program may be filed and processed under Title 29, CFR Part 30, and the procedures as set forth above.

The Sponsor will provide written notice of its complaint procedure to all applicants for apprenticeship and all apprentices.

SECTION XXIII. - TRANSFER OF TRAINING OBLIGATION - Title 29 CFR 29.5(13)

Lockheed Martin may transfer an apprentice, with his/her consent, from one department/organization to another to provide continuous employment and to assure the apprentice more complete on-the-job learning experience in all aspects of the occupation.

If an organization is unable to fulfill its training obligation (*due to lack of work or failure to conform to these Standards*) Lockheed Martin will move the affected apprentice(s) to other participating organizations.

LAY-OFF OF APPRENTICES

When necessary to lay-off apprentices, such lay-off shall be in accordance with the Human Resource layoff policy of the participating Lockheed Martin Corporation business unit.

SECTION XXIV. - RESPONSIBILITIES OF THE APPRENTICE

Apprentices, having read these Standards formulated by the Sponsor and signed an Apprenticeship Agreement with the Sponsor agree to all the terms and conditions contained therein and agree to abide by the Sponsor's rules and policies, including any amendments, serve such time, satisfactorily complete such training, and study such subjects as the Sponsor may deem necessary to become a skilled Subcontract Administrator Associate or Subcontract Administrator.

In signing the Apprenticeship Agreement, apprentices assume the following responsibilities and obligations under the apprenticeship program:

- A. Perform diligently and faithfully the work of the occupation and other pertinent duties assigned by the Sponsor in accordance with the provisions of these Standards.
- B. Respect the property of the employer and abide by the working rules and regulations of the employer.
- C. Attend and satisfactorily complete the required hours of on-the-job learning and related instruction in subjects related to the occupation as provided under these Standards.
- D. Maintain and make available such records of work experience and training received on the job and in related instruction as may be required by the Sponsor.
- E. Develop and practice safe working habits and work in such a manner as to assure his/her personal safety and that of other workers.
- F. Apprentices are required to complete Lockheed Martin mandatory compliance training.
- G. The apprentice will be provided with a copy of the written rules and policies and will sign an acknowledgment receipt of same. This procedure will be followed whenever revisions or modifications are made to the rules and policies.

SECTION XXV. – TECHNICAL ASSISTANCE

Technical Assistance such as that from the United States Department of Labor, Office of Apprenticeship, the State Apprenticeship Agency, the State Department of Education, and local colleges or community colleges, maybe requested to advise the Sponsor.

The Sponsor is encouraged to invite representatives from industry, education, business, private and/or public agencies to provide consultation and advice for the successful operation of their training program.

LOCKHEED MARTIN CORPORATION
APPENDIX A

TABLE OF CONTENTS

	Page
Appendix A - 1: Subcontract Administrator Associate	A-1-2
Appendix A - 1: Subcontract Administrator Associate Apprentice Salary Schedule .	A-1-3
Appendix A - 1: Subcontract Administrator Associate Career Development Plan	A-1-6
Appendix A - 1: Subcontract Administrator Associate Work Processes	A-1-7
Appendix A - 2: Subcontract Administrator Associate Related Instruction Outline ...	A-2-1
Appendix A - 3: Subcontract Administrator.....	A-3-1
Appendix A - 3: Subcontract Administrator Apprentice Salary Schedule.....	A-3-2
Appendix A - 3: Subcontract Administrator Career Development Plan.....	A-3-5
Appendix A - 3: Subcontract Administrator Work Processes.....	A-3-6
Appendix A - 4: Subcontract Administrator Related Instruction Outline.....	A-4-1

LOCKHEED MARTIN CORPORATION
APPENDIX A - 1

Occupational Title: Subcontract Administrator Associate

O*NET / SOC Code: 13-1023.00

RAIS Code: 1127 CB

This Appendix is attached to and a part of these Standards for the Subcontract Administrator Associate Apprenticeship Program.

1. TERM OF APPRENTICESHIP

The term of apprenticeship shall be two years with a period of approximately 4000 hours of on-the-job learning supplemented by a minimum of 288 hours of related instruction.

2. RATIO OF APPRENTICES TO JOURNEYWORKERS

To ensure adequate supervision and training, it shall be the policy of the Program Sponsor to employ not more than one apprentice for every one journeyworker.

3. APPRENTICE SALARY SCHEDULE

Apprentices shall be paid a progressively increasing salary based on the apprentice's performance, position in the Salary Range, and Lockheed Martin's salary planning budget. During the two years of apprenticeship, the apprentice is considered for a salary increase each February, unless the apprentice's start date occurred in January, in which case the apprentice would receive his/her first performance review and potential salary increase, thirteen months after the start date. The entry level salary of an apprentice will be determined based on the apprentice's previous experience and education; therefore, the starting salary may vary from one apprentice to another. The Subcontract Administrator Associate is a "salaried" position and all apprentices are therefore "exempt" from overtime pay.

APPRENTICE SALARY SCHEDULE

ISSUE DATE: FEBRUARY 2006

FOR THE OCCUPATION OF:

SUBCONTRACT ADMINISTRATOR ASSOCIATE

O*NET / SOC CODE: 13-1023.00 RAIS Code: 1127 CB

The personnel policies of Lockheed Martin include a compensation plan that requires an annual performance review, for each and every employee, which determines any potential salary increase. All Lockheed Martin employees receive performance reviews in December, and all salary increases occur in February. Lockheed Martin calls these salary increases Focal Point Adjustments.

During the two years of apprenticeship, the apprentice is considered for a salary increase each February, unless the apprentice's start date occurred in January, in which case the apprentice would receive his/her first performance review and potential Focal Point Adjustment, thirteen months after the start date. *The amount of increase is dependent on the apprentice's performance, position in the Salary Range, and Lockheed Martin's salary planning budget.*

The minimum salary for a Subcontract Administrator Associate, as of February 2006, was \$36,729. The entry level salary for each apprentice will be determined based on the apprentice's previous experience and education; therefore, the starting salary may vary from one apprentice to another. The Subcontract Administrator Associate is a *salaried* position and apprentices are therefore *exempt* from overtime pay.

EXAMPLE

	TIME FRAME	LEVEL	SALARY	SALARY ADJUSTMENTS
1.	0 to 12 Months	1	\$36,729.00 <u>MINIMUM</u>	The entry level salary for each apprentice will be determined based on the apprentice's previous experience and education; therefore, the starting salary may vary from one apprentice to another.
2.	13 to 24 Months	1	<u>EXAMPLE</u> 3% Focal Point Adjustment = \$37,831.00	Amount of increase is dependent on apprentice's performance, position in the Salary Range, and Lockheed Martin's salary planning budget.
3.	After 24 Months	1	<u>EXAMPLE</u> 3% Focal Point Adjustment = \$38,966.00	Amount of increase is dependent on apprentice's performance, position in the Salary Range, and Lockheed Martin's salary planning budget.

Example: The minimum starting salary for a Subcontract Administrator Associate is now \$36,729, and if an apprentice's performance warranted a 3% Focal Point Increase after the first performance review, the apprentice's salary would be increased to \$37,831. If the apprentice's second performance review also justified a 3% Focal Point Increase, the apprentice's salary would be increased to \$38,966.

4. **SCHEDULE OF ON THE JOB TRAINING AND RELATED INSTRUCTION**

OCCUPATIONAL DESCRIPTION: Develops subcontract specifications, work statements, and terms and conditions for the procurement of specialized materials, equipment, and services. Prepares bid packages, conducts bidders' conferences, analyzes and evaluates proposals, negotiates subcontract provisions, selects or recommends subcontractors, writes awards, and administers resulting subcontracts. Negotiates and coordinates additions, deletions, or modifications to subcontracts. Participates with contracts administration and purchasing to develop subcontract policies and procedures.

The following outlines the **competency requirements** for the occupation of Subcontract Administrator Associate, including the hours of structured **on-the-job learning** and the suggested hours of **related instruction** which **supplements** the structured on-the-job learning program. To complete the apprenticeship program, the apprentice must satisfactorily fulfill both the on-the-job learning and related instruction requirements, and attain the required **competencies** as defined in the following outline.

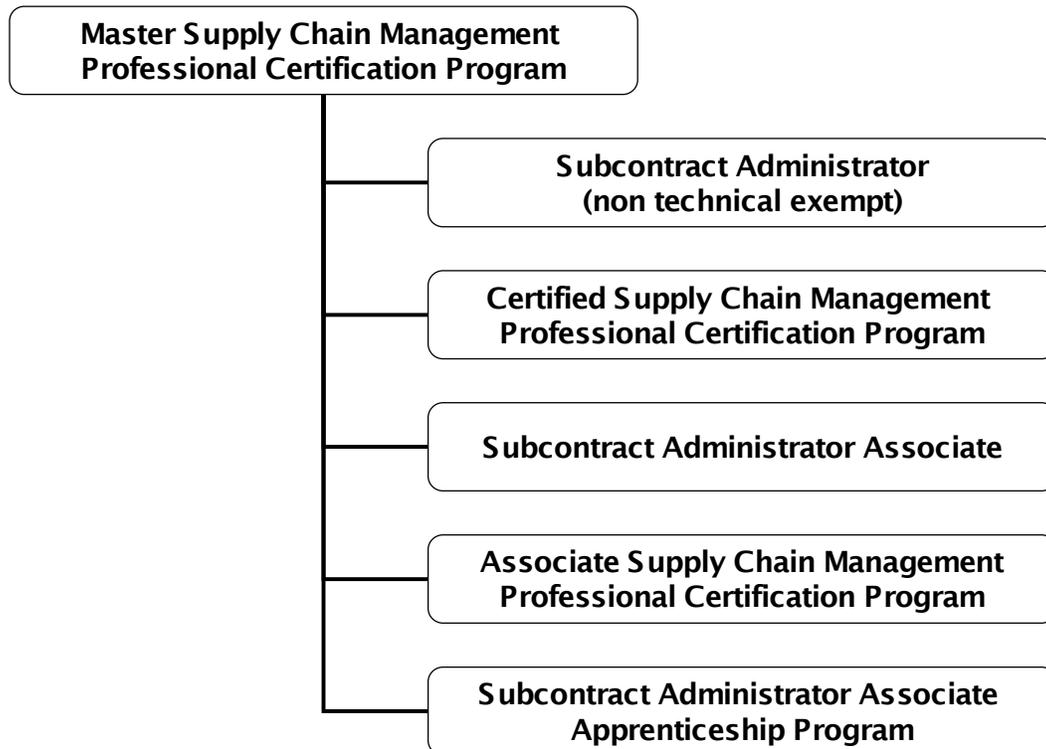
The apprentice will progress through projects of limited scope during Year One of the apprenticeship program, with the apprentice's work being reviewed throughout each assignment. Contacts will primarily be with the apprentice's immediate supervisor, and other personnel in the section or group. The apprentice must meet all **Associate Supply Chain Management Professional Certification Criteria** to satisfactorily complete Year One of the apprenticeship program. By the end of Year Two, the apprentice will be able to apply the appropriate principles, theories, and concepts to complete assignments, and the apprentice is expected to have a basic knowledge of industry practices, and standards. The goal is for the apprentice to reach a level of competence and proficiency equivalent to a journeyworker level Subcontract Administrator Associate.

This is a competency-based apprenticeship program and is not constrained by time. The term of apprenticeship will provide sufficient on-the-job learning to enable the apprentice to attain the required **competencies** for the Subcontract Administrator Associate occupation. *Lockheed Martin* will determine when the apprentice satisfactorily completes all **competency requirements**; including the hours of structured **on-the-job learning** and the hours of **related instruction**. *Lockheed Martin* will request a **Certificate of Completion of Apprenticeship** when the apprentice demonstrates a level of competency and proficiency equivalent to a journeyworker level Subcontract Administrator Associate.

Subcontract Administrator Associate Career Development Plan

Selection into the Subcontract Administrator Associate Apprenticeship Program will be in accordance with the Selection Procedures in Appendix D. If an honorably discharged veteran has three or more years of professional experience, e.g. military education and experience in a related occupation, Lockheed Martin may elect to have the apprenticeship candidate enter directly into the Subcontract Administrator Associate Apprenticeship Program. The Subcontract Administrator Associate Apprenticeship Program will set the foundation for potential growth within the Lockheed Martin Corporation. Apprentices that combine education and experience to achieve a high level of performance will have the opportunity to progress through the Subcontract Administrator Career Development Plan, detailed in the following graphic.

Subcontract Administrator Associate Career Development Plan



LOCKHEED MARTIN CORPORATION

APPENDIX A-1

WORK PROCESSES

Phase 1 (Approximately 480 Hours of On-the-Job Learning and Related Instruction)	
	Approximate Hours
<p>Lockheed Martin Supply Chain Management (SCM) New Employee Professional Development. The apprentice will be introduced to Senior Leadership personnel. They will become aware of the SCM Mission and business objectives. They will also gain exposure to SCM required processes as well as safety and security policies. Tips for achieving satisfactory performance will be reviewed with them.</p>	32
<p>Specific Business Area Knowledge. The manager will provide the apprentice with a detailed overview of the organization's work process and how it relates to other organizations within SCM.</p>	8
<p>Project #1. The apprentice will be assigned several entry-level tasks such that he/she may be provided with a smooth transition into the SCM work environment. The apprentice will learn from a subject matter expert how to accomplish each job task. Representative tasks include the development of subcontract specifications, work statements, and terms and conditions for the procurement of specialized materials, equipment, and services.</p>	Minimum 360
<p>Meet with the Mentor. The apprentice will meet weekly at an agreed upon timeframe with assigned mentor to engage in dialogue regarding his/her learning experiences, problems, needs, and concerns. The apprentice will be required to keep a journal to facilitate discussion and reflection of their apprenticeship experience.</p>	24
<p>Informal/Formal Briefings. The apprentice will conduct a briefing of the work process overview, lessons/techniques learned from training and project activities.</p>	7
<p>Performance Evaluation. The apprentice will have his/her performance formally reviewed and will discuss with his/her manager.</p>	1
<p>Phase 1 Related Instruction</p>	*

* Related Instruction will be scheduled based on Training Priorities and Training Schedule

Note: Because training priorities and training schedules may vary from apprentice to apprentice, the number of hours devoted to Related Instruction will vary from quarter to quarter. The 480 hours identified for each Phase of the program will include On-the-Job Learning hours, as well as Related Instruction hours.

Phase 2 (Approximately 480 Hours of On-the-Job Learning and Related Instruction)	
	Approximate Hours
Project #2. The apprentice will be assigned several entry-level tasks to continue his/her transition into the SCM work environment. The apprentice will learn from a subject matter expert how to accomplish each job task. Representative tasks include all tasks listed in Project #1 and the preparation of bid packages, conducting bidders' conferences, analyzing and evaluating proposals, negotiating subcontract provisions, selecting or recommending subcontractors, writing awards, and the administration of resulting contracts.	Minimum 360
Project Presentations. The apprentice will present projects to mentor and supervisor at an agreed upon timeframe.	16
Meeting with Mentor. The apprentice will meet with his/her mentor at an agreed upon timeframe during this three month period to engage in a dialogue regarding his/her learning experiences, problems, needs, and concerns. The apprentice will continue keeping journal entries of the experiences, etc. and use them to facilitate discussion and reflect on the work experience. The mentor will begin to discuss career and/or professional development issues key to the apprentice's development.	12
Performance Evaluation. The apprentice will have his/her performance formally reviewed and will discuss with his/her manager.	2
Phase 2 Related Instruction	*

* Related Instruction will be scheduled based on Training Priorities and Training Schedule

Phase 3 (Approximately 480 Hours of On-the-Job Learning and Related Instruction)	
	Approximate Hours
Project #3. The apprentice will be assigned several entry-level tasks to continue his/her transition into the SCM work environment. The apprentice will learn from a subject matter expert how to accomplish each job task. Representative tasks include all tasks listed in Projects #1 and #2 and the negotiation and coordination of additions, deletions, or modifications to subcontracts.	Minimum 360
Meeting with Mentor. The apprentice will meet with his/her mentor at an agreed upon timeframe to engage in dialogue regarding his/her learning experiences, problems, needs, and concerns. The mentor will also discuss career and/or professional development issues key to the apprentice's development. The apprentice will continue keeping journal entries of the experiences, etc. and use them to facilitate discussion and reflect on the work experience.	12
Project Presentations. The apprentice will present projects to the mentor and supervisor at an agreed upon timeframe.	8
Performance Evaluation. The apprentice will have his/her performance formally reviewed and will discuss with his/her manager.	2
Phase 3 Related Instruction	*

* Related Instruction will be scheduled based on Training Priorities and Training Schedule

Phase 4 (Approximately 480 Hours of On-the-Job Learning and Related Instruction)	
	Approximate Hours
Project #4. The apprentice will be assigned several entry-level tasks to continue his/her transition into the SCM work environment. The apprentice will learn from a subject matter expert how to accomplish each job task. Representative tasks include all tasks listed in Projects #1, #2, #3 and the participation with Contracts Administration and Purchasing to develop subcontract policies and procedures.	423
Meeting with Mentor. The apprentice will meet with his/her Mentor at an agreed upon timeframe to engage in dialogue regarding his/her learning experiences, problems, needs, and concerns. The mentor will also discuss career and/or professional development issues key to the apprentice's development. The apprentice will continue keeping journal entries of the experiences, etc. and use them to facilitate discussion and reflect on the work experience.	12
Project Presentations. The apprentice will present the projects to the mentor and supervisor at an agreed upon timeframe.	8
Performance Evaluation. The apprentice will have his/her performance formally reviewed and will discuss with his/her manager.	2
SCM Certification Program Associate (35 hours)	
RI: Budgeting: Operating and Manufacturing Budgets (48542)	3
RI: Financial Management: Fundamental Accounting Concepts (48501)	3
RI: Financial Management: Cash Analysis and Management (48504)	3
RI: Negotiating: The Negotiation Process (41082)	3
RI: Business Writing: The Fundamentals (45107)	3
RI: Essentials of Business Law: Contract Law (46602)	3
RI: Project Management: Contracts and Procurement (41569)	3
RI: Operations Management: Fundamentals of Operations Management (44721)	3
RI: Operations Management: Operations Components (44722)	3
RI: Operations Management: Operations Management Tools (44723)	3
RI: ERM Supply Chain Management (13169)	5

Phase 5 (Approximately 480 Hours of On-the-Job Learning and Related Instruction)	
	Approximate Hours
<p>Project #5. The apprentice will be assigned independent work assignments that increase responsibility and accountability and continue his/her transition into the SCM work environment. The apprentice will learn from a subject matter expert how to accomplish each job task. Representative tasks include the development of subcontract specifications, work statements, and terms and conditions for the procurement of specialized materials, equipment, and services, the preparation of bid packages, conducting bidders' conferences, analyzing and evaluating proposals, negotiating subcontract provisions, selecting or recommending subcontractors, writing awards, and the administration of resulting contracts, the negotiation and coordination of additions, deletions, or modifications to subcontracts, and the participation with Contracts Administration and Purchasing to develop subcontract policies and procedures.</p>	Minimum 360
<p>Meeting with Mentor. The apprentice will meet with his/her mentor at an agreed upon timeframe to engage in dialogue regarding his/her learning experiences, problems, needs, and concerns. The mentor will also discuss career and/or professional development issues key to the apprentice's development. The apprentice will continue keeping journal entries of the experiences, etc. and use them to facilitate discussion and reflect on the work experience.</p>	12
<p>Project Presentations. The apprentice will present projects to the mentor and supervisor at an agreed upon timeframe.</p>	8
<p>Performance Evaluation. The apprentice will have his/her performance formally reviewed and will discuss with his/her manager.</p>	2
<p>Phase 5 Related Instruction</p>	*

* Related Instruction will be scheduled based on Training Priorities and Training Schedule

Phase 6 (Approximately 480 Hours of On-the-Job Learning and Related Instruction)	
	Approximate Hours
<p>Project #6. The apprentice will be assigned independent work assignments that increase responsibility and accountability and continue his/her transition into the SCM work environment. The apprentice will learn from a subject matter expert how to accomplish each job task. Representative tasks include the development of subcontract specifications, work statements, and terms and conditions for the procurement of specialized materials, equipment, and services, the preparation of bid packages, conducting bidders' conferences, analyzing and evaluating proposals, negotiating subcontract provisions, selecting or recommending subcontractors, writing awards, and the administration of resulting contracts, the negotiation and coordination of additions, deletions, or modifications to subcontracts, and the participation with Contracts Administration and Purchasing to develop subcontract policies and procedures.</p>	Minimum 360
<p>Meeting with Mentor. The apprentice will meet with his/her mentor at an agreed upon timeframe to engage in dialogue regarding his/her learning experiences, problems, needs, and concerns. The mentor will also discuss career and/or professional development issues key to the apprentice's development. The apprentice will continue keeping journal entries of the experiences, etc. and use them to facilitate discussion and reflect on the work experience.</p>	12
<p>Project Presentations. The apprentice will present projects to the mentor and supervisor at an agreed upon timeframe.</p>	8
<p>Performance Evaluation. The apprentice will have his/her performance formally reviewed and will discuss with his/her manager.</p>	2
<p>Phase 6 Related Instruction</p>	*

* Related Instruction will be scheduled based on Training Priorities and Training Schedule

Phase 7 (Approximately 480 Hours of On-the-Job Learning and Related Instruction)	
	Approximate Hours
<p>Project #7. The apprentice will be assigned independent work assignments that increase responsibility and accountability and continue his/her transition into the SCM work environment. The apprentice will learn from a subject matter expert how to accomplish each job task. Representative tasks include the development of subcontract specifications, work statements, and terms and conditions for the procurement of specialized materials, equipment, and services, the preparation of bid packages, conducting bidders' conferences, analyzing and evaluating proposals, negotiating subcontract provisions, selecting or recommending subcontractors, writing awards, and the administration of resulting contracts, the negotiation and coordination of additions, deletions, or modifications to subcontracts, and the participation with Contracts Administration and Purchasing to develop subcontract policies and procedures.</p>	Minimum 360
<p>Meeting with Mentor. The apprentice will meet with his/her mentor at an agreed upon timeframe to engage in dialogue regarding his/her learning experiences, problems, needs, and concerns. The mentor will also discuss career and/or professional development issues key to the apprentice's development. The apprentice will continue keeping journal entries of the experiences, etc. and use them to facilitate discussion and reflect on the work experience.</p>	12
<p>Project Presentations. The apprentice will present projects to the mentor and supervisor at an agreed upon timeframe.</p>	8
<p>Performance Evaluation. The apprentice will have his/her performance formally reviewed and will discuss with his/her manager.</p>	2
<p>Phase 7 Related Instruction</p>	*

* Related Instruction will be scheduled based on Training Priorities and Training Schedule

Phase 8 (Approximately 480 Hours of On-the-Job Learning and Related Instruction)	
	Approximate Hours
<p>Project #8. The apprentice will be assigned independent work assignments that increase responsibility and accountability and continue his/her transition into the SCM work environment. The apprentice will learn from a subject matter expert how to accomplish each job task. Representative tasks include the development of subcontract specifications, work statements, and terms and conditions for the procurement of specialized materials, equipment, and services, the preparation of bid packages, conducting bidders' conferences, analyzing and evaluating proposals, negotiating subcontract provisions, selecting or recommending subcontractors, writing awards, and the administration of resulting contracts, the negotiation and coordination of additions, deletions, or modifications to subcontracts, and the participation with Contracts Administration and Purchasing to develop subcontract policies and procedures.</p>	Minimum 360
<p>Meeting with Mentor. The apprentice will meet with his/her mentor at an agreed upon timeframe to engage in dialogue regarding his/her learning experiences, problems, needs, and concerns. The mentor will also discuss career and/or professional development issues key to the apprentice's development. The apprentice will continue keeping journal entries of the experiences, etc. and use them to facilitate discussion and reflect on the work experience.</p>	12
<p>Project Presentations. The apprentice will present projects to mentor and the <i>Lockheed Martin Apprenticeship Committee</i> at an agreed upon timeframe.</p>	8
<p>Performance Evaluation. The <i>Lockheed Martin Apprenticeship Committee</i> will determine if the apprentice has satisfactorily completed all competency requirements; including the hours of structured on-the-job learning and the hours of related instruction. If all requirements have been met, and the apprentice has demonstrated the level of competency and proficiency equivalent to a journeyworker level Subcontract Administrator Associate, the <i>Lockheed Martin Apprenticeship Committee</i> will request a Certificate of Completion of Apprenticeship.</p>	2
<p>Phase 8 Related Instruction</p>	*

* Related Instruction will be scheduled based on Training Priorities and Training Schedule

LOCKHEED MARTIN CORPORATION
Standards of Apprenticeship

APPENDIX A-2

RELATED INSTRUCTION
YEAR ONE

NEW EMPLOYEE PROFESSIONAL DEVELOPMENT

	REQUIREMENT
1.	Lockheed Martin Human Resources Orientation
2.	Supply Chain Management (SCM) Orientation
3.	Welcome Aboard Meeting/SCM Mission and Vision
4.	Review of Supply Chain Management Organization
5.	Chart/SCM Booklet
6.	Review of SCM Goals and Objectives
7.	SCM Functional Process Overview
8.	SCM Functional Metrics – Value Add (OSEC)
9.	Introduction to SCM Team Personnel
10.	Review of SCM Certification, Professional and Development Plan
11.	Compliance Training
12.	Review of New Employee Checklist
13.	Systems Orientation
14.	Overview of MS Office Applications/Skill Assessment (doc, ppt, xls)
15.	Overview of Servers and Applications (S Drive, H Drive)
16.	Files, User, Logon
17.	System Accesses Appropriate for Assignment
18.	Overview of STARS Time System and Charge Numbers
19.	Overview of SCM Homepage and Portal

NEW EMPLOYEE PROFESSIONAL DEVELOPMENT (Continued)

20.	Tutorial on CPS/BWS and Purchasing Process
21.	Tutorial on SDW and Focus
22.	Tutorial on eMR and Reports
23.	Tutorial on ACES/MPPS and Material Cost Estimating
24.	Process
25.	Tutorial on TPM
26.	Tutorial on eBOM
27.	Tutorial on Compass Contract
28.	Tutorial on SQS
29.	Tutorial on eCAT
30.	Tutorial on Pcard/CARE
31.	Tutorial on SMM
32.	Tutorial on MMS Web Based Reports
33.	Tutorial on Quick Track and eShipping
34.	Tutorial on TPQA
	Total Hours New Employee Professional Development = 32.0 Hours

New Employee Professional Development must be completed in the first 30 days of Employment

RELATED INSTRUCTION
YEAR ONE CONTINUED

FUNCTIONAL, SYSTEMS, AND COMPLIANCE REQUIREMENTS

	COURSE TITLE	HOURS
1.	Subcontract Program Management (SPM 101)	24.0
2.	FAR/DFAR and Government Acquisition Requirements	12.0
3.	Pre-CPSR Review Report	3.0
4.	Buyers Work Station (BWS)	2.0
5.	SourceNet et al	2.0
6.	Procurement Processes (LMAP/CAP)	4.0
7.	Consolidated Purchasing System (CPS)	2.0
8.	PO Folders (WGC)	6.0
9.	e-DOCS	2.0
10.	Business Travel	1.5
11.	Capability Maturity Model Integration (CMMI)	1.5
12.	Drug Free Workplace	1.5
13.	Energy, Environment, Safety and Health Overview	1.5
14.	Ethics Orientation For New Employees	1.5
15.	Export Control (Space Systems Video)	1.5
16.	LM21 Overview	1.5
17.	Export Control	1.5
18.	Foreign Corrupt Practices Act	1.5
19.	Harassment Free Workplace	1.5
20.	Information Protection	1.5
21.	Kickbacks and Gratuities	1.5
22.	Supplier Quality System (SQS)	40.0
23.	MARS/PeopleSoft WebFocus	4.0
24.	MS Office	3.0
25.	e-Shipping	3.0
	Total Hours Functional, Systems, and Compliance Requirements	125.0

RELATED INSTRUCTION
YEAR ONE CONTINUED

ASSOCIATE SUPPLY CHAIN MANAGEMENT PROFESSIONAL CERTIFICATION CRITERIA

	COURSE TITLE	HOURS
1.	Budgeting: Operating and Manufacturing Budgets (48542)	3.0
2.	Financial Management: Fundamental Accounting Concepts (48501)	3.0
3.	Financial Management: Cash Analysis and Management (48504)	3.0
4.	Negotiating: The Negotiation Process (41082)	3.0
5.	Business Writing: The Fundamentals (45107)	3.0
6.	Essentials of Business Law: Contract Law (46602)	3.0
7.	Project Management: Contracts and Procurement (41569)	3.0
8.	Operations Management: Fundamentals of Operations Management (44721)	3.0
9.	Operations Management: Operations Components (44722)	3.0
10.	Operations Management: Operations Management Tools (44723)	3.0
11.	ERM Supply Chain Management (13169)	5.0
	Total Hours Associate SCM Professional Certification Criteria	35.0
	MINIMUM TOTAL HOURS YEAR ONE RELATED INSTRUCTION	192.0

**RELATED INSTRUCTION
YEAR TWO**

FUNCTIONAL, SYSTEMS, AND COMPLIANCE REQUIREMENTS

	COURSE TITLE	HOURS
1.	Negotiation Strategies	28.0
2.	Subcontract Closeouts	3.0
3.	Teaming/Consulting Agreements	2.0
4.	Sourcing Data Warehouse (SDW)	4.0
5.	SourceNet et al	2.0
6.	Subcontract Price Estimating (SPE)	1.5
7.	Apollo	4.0
8.	Export Control	1.5
9.	Foreign Corrupt Practices Act	1.5
10.	Harassment Free Workplace	1.5
11.	Information Protection	1.5
12.	Kickbacks and Gratuities	1.5
13.	Labor Charging	1.5
14.	Insider Trading	1.5
15.	Process Orientation Training (POT)	1.5
16.	Ex-Government Employees	1.5
17.	Supplier Diversity	1.5
18.	Truth in Negotiations	1.5
	Total Hours Functional, Systems, and Compliance Requirements	61.0

JOB SHADOWING PROGRAM REQUIREMENTS

	COURSE TITLE	HOURS
1.	Functional Training	24.0
2.	System Training	16.0
	Total Hours Job Shadowing Program Requirements	40.0
	MINIMUM TOTAL HOURS YEAR TWO RELATED INSTRUCTION	101.0

LOCKHEED MARTIN CORPORATION
APPENDIX A - 3

Occupational Title: Subcontract Administrator

O*NET / SOC Code: 13-1023.00

RAIS Code: 1126 CB

This Appendix is attached to and a part of these Standards for the Subcontract Administrator Associate Apprenticeship Program.

1. TERM OF APPRENTICESHIP

The term of apprenticeship shall be two years with a period of approximately 4000 hours of on-the-job learning supplemented by a minimum of 288 hours of related instruction.

2. RATIO OF APPRENTICES TO JOURNEYWORKERS

To ensure adequate supervision and training, it shall be the policy of the Program Sponsor to employ not more than one apprentice for every one journeyworker.

3. APPRENTICE SALARY SCHEDULE

Apprentices shall be paid a progressively increasing salary based on the apprentice's performance, position in the Salary Range, and Lockheed Martin's salary planning budget. During the two years of apprenticeship, the apprentice is considered for a salary increase each February, unless the apprentice's start date occurred in January, in which case the apprentice would receive his/her first performance review and potential salary increase, thirteen months after the start date. The entry level salary of an apprentice will be determined based on the apprentice's previous experience and education; therefore, the starting salary may vary from one apprentice to another. The Subcontract Administrator is a "salaried" position and all apprentices are therefore "exempt" from overtime pay.

APPRENTICE SALARY SCHEDULE

ISSUE DATE: FEBRUARY 2006

FOR THE OCCUPATION OF:

SUBCONTRACT ADMINISTRATOR

O*NET / SOC CODE: 13-1023.00 RAIS Code: 1026 CB

The personnel policies of Lockheed Martin include a compensation plan that requires an annual performance review, for each and every employee, which determines any potential salary increase. All Lockheed Martin employees receive performance reviews in December, and all salary increases occur in February. Lockheed Martin calls these salary increases Focal Point Adjustments.

During the two years of apprenticeship, the apprentice is considered for a salary increase each February, unless the apprentice's start date occurred in January, in which case the apprentice would receive his/her first performance review and potential Focal Point Adjustment, thirteen months after the start date. *The amount of increase is dependent on the apprentice's performance, position in the Salary Range, and Lockheed Martin's salary planning budget.*

The minimum salary for a Subcontract Administrator, as of February 2006, was \$45,830. The entry level salary for each apprentice will be determined based on the apprentice's previous experience and education; therefore, the starting salary may vary from one apprentice to another. The Subcontract Administrator is a *salaried* position and apprentices are therefore *exempt* from overtime pay.

EXAMPLE

	TIME FRAME	LEVEL	SALARY	SALARY ADJUSTMENTS
1.	0 to 12 Months	2	\$45,830.00 <u>MINIMUM</u>	The entry level salary for each apprentice will be determined based on the apprentice's previous experience and education; therefore, the starting salary may vary from one apprentice to another.
2.	13 to 24 Months	2	<u>EXAMPLE</u> 3% Focal Point Adjustment = \$47,205.00	Amount of increase is dependent on apprentice's performance, position in the Salary Range, and Lockheed Martin's salary planning budget.
3.	After 24 Months	2	<u>EXAMPLE</u> 3% Focal Point Adjustment = \$48,621.00	Amount of increase is dependent on apprentice's performance, position in the Salary Range, and Lockheed Martin's salary planning budget.

Example: The minimum starting salary for a Subcontract Administrator is now \$45,830, and if an apprentice's performance warranted a 3% Focal Point Increase after the first performance review, the apprentice's salary would be increased to \$47,205. If the apprentice's second performance review also justified a 3% Focal Point Increase, the apprentice's salary would be increased to \$48,621.

4. **SCHEDULE OF ON THE JOB TRAINING AND RELATED INSTRUCTION**

Occupational Description: Develops subcontract specifications, work statements, and terms and conditions for the procurement of specialized materials, equipment, and services. Prepares bid packages, conducts bidders' conferences, analyzes and evaluates proposals, negotiates subcontract provisions, selects or recommends subcontractors, writes awards, and administers resulting subcontracts. Negotiates and coordinates additions, deletions, or modifications to subcontracts. Participates with contracts administration and purchasing to develop subcontract policies and procedures.

The following outlines the **competency requirements** for the occupation of Subcontract Administrator, including the hours of structured **on-the-job learning** and the suggested hours of **related instruction** which **supplements** the structured on-the-job learning program. To complete the apprenticeship program, the apprentice must satisfactorily fulfill both the on-the-job learning and related instruction requirements, and attain the required **competencies** as defined in the following outline.

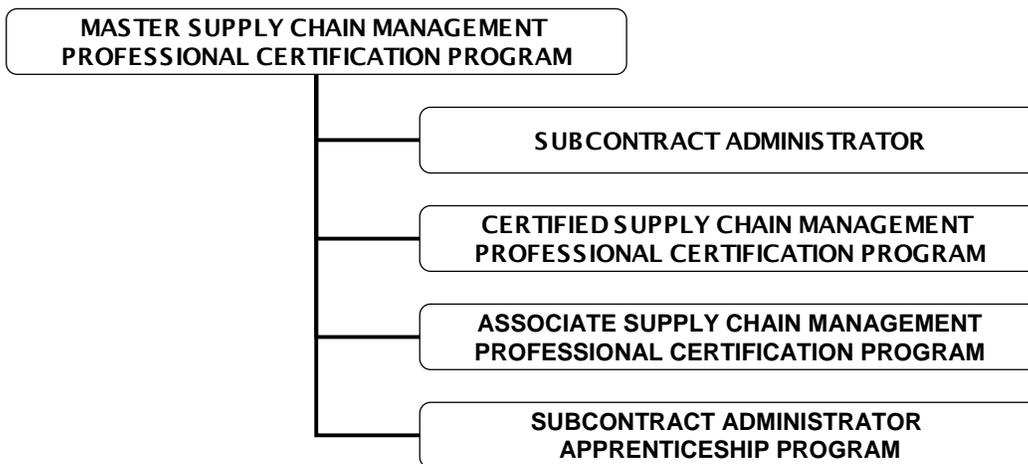
The apprentice will progress through projects of limited scope during Year One of the apprenticeship program, with the apprentice's work being reviewed throughout each assignment. Contacts will primarily be with the apprentice's immediate supervisor, and other personnel in the section or group. The apprentice must meet all **Associate Supply Chain Management Professional Certification Program** requirements to satisfactorily complete Year One of the apprenticeship program, and the apprentice must meet all **Certified Supply Chain Management Professional Certification Program** requirements to satisfactorily complete Year Two of the apprenticeship program. By the end of Year Two, the apprentice will be able to apply the appropriate principles, theories, and concepts to complete assignments, and the apprentice is expected to have a basic knowledge of industry practices, and standards. The goal is for the apprentice to reach a level of competence and proficiency equivalent to a journeyworker level Subcontract Administrator.

This is a competency-based apprenticeship program and is not constrained by time. The term of apprenticeship will provide sufficient on-the-job learning to enable the apprentice to attain the required **competencies** for the Subcontract Administrator Associate occupation. *Lockheed Martin* will determine when the apprentice satisfactorily completes all **competency requirements**; including the hours of structured **on-the-job learning** and the hours of **related instruction**. *Lockheed Martin* will request a **Certificate of Completion of Apprenticeship** when the apprentice demonstrates a level of competency and proficiency equivalent to a journeyworker level Subcontract Administrator Associate.

Subcontract Administrator Career Development Plan

Selection into the Subcontract Administrator Apprenticeship Program will be in accordance with the Selection Procedures in Appendix D. If the honorably discharged veteran has the appropriate college credentials, and three or more years of professional experience, e.g. military education and experience in a related occupation, Lockheed Martin may elect to have the apprenticeship candidate enter directly into the Subcontract Administrator Apprenticeship Program. The Subcontract Administrator Apprenticeship Program will set the foundation for potential growth within the Lockheed Martin Corporation. Apprentices that combine education and experience to achieve a high level of performance will have the opportunity to progress through the Subcontract Administrator Career Development Plan, detailed in the following graphic.

Subcontract Administrator Career Development Plan



Note: Apprenticeship Candidates may be selected into the Subcontract Administrator Associate Apprenticeship Program or the Subcontract Administrator Apprenticeship Program. Lockheed Martin employees that complete the Subcontract Administrator Associate Apprenticeship Program may not apply or be selected into the Subcontract Administrator Apprenticeship Program.

LOCKHEED MARTIN CORPORATION

APPENDIX A-3

WORK PROCESSES

Phase 1 (Approximately 480 Hours of On-the-Job Learning and Related Instruction)	
	Approximate Hours
Lockheed Martin Supply Chain Management (SCM) New Employee Professional Development. The apprentice will be introduced to Senior Leadership personnel. They will become aware of the SCM Mission and business objectives. They will also gain exposure to SCM required processes as well as safety and security policies. Tips for achieving satisfactory performance will be reviewed with them.	32
Specific Business Area Knowledge. The manager will provide the apprentice with a detailed overview of the organization's work process and how it relates to other organizations within SCM .	8
Project #1. The apprentice will be assigned several entry-level tasks such that he/she may be provided with a smooth transition into the SCM work environment. The apprentice will learn from a subject matter expert how to accomplish each job task. Representative tasks include the development of subcontract specifications, work statements, and terms and conditions for the procurement of specialized materials, equipment, and services.	Minimum 360
Meet with the Mentor. The apprentice will meet weekly at an agreed upon timeframe with assigned mentor to engage in dialogue regarding his/her learning experiences, problems, needs, and concerns. The apprentice will be required to keep a journal to facilitate discussion and reflection of their apprenticeship experience.	24
Informal/Formal Briefings. The apprentice will conduct a briefing of the work process overview, lessons/techniques learned from training and project activities.	7
Performance Evaluation. The apprentice will have his/her performance formally reviewed and will discuss with his/her manager.	1
Phase 1 Related Instruction	*

* Related Instruction will be scheduled based on Training Priorities and Training Schedule

Note: Because training priorities and training schedules may vary from apprentice to apprentice, the number of hours devoted to Related Instruction will vary from quarter to quarter. The 480 hours identified for each Phase of the program will include On-the-Job Learning hours, as well as Related Instruction hours.

Phase 2 (Approximately 480 Hours of On-the-Job Learning and Related Instruction)	
	Approximate Hours
Project #2. The apprentice will be assigned several entry-level tasks to continue his/her transition into the SCM work environment. The apprentice will learn from a subject matter expert how to accomplish each job task. Representative tasks include all tasks listed in Project #1 and the preparation of bid packages, conducting bidders' conferences, analyzing and evaluating proposals, negotiating subcontract provisions, selecting or recommending subcontractors, writing awards, and the administration of resulting contracts.	Minimum 360
Project Presentations. The apprentice will present projects to mentor and supervisor at an agreed upon timeframe.	16
Meeting with Mentor. The apprentice will meet with his/her mentor at an agreed upon timeframe during this three month period to engage in a dialogue regarding his/her learning experiences, problems, needs, and concerns. The apprentice will continue keeping journal entries of the experiences, etc. and use them to facilitate discussion and reflect on the work experience. The mentor will begin to discuss career and/or professional development issues key to the apprentice's development.	12
Performance Evaluation. The apprentice will have his/her performance formally reviewed and will discuss with his/her manager.	2
Phase 2 Related Instruction	*

* Related Instruction will be scheduled based on Training Priorities and Training Schedule

Phase 3 (Approximately 480 Hours of On-the-Job Learning and Related Instruction)	
	Approximate Hours
Project #3. The apprentice will be assigned several entry-level tasks to continue his/her transition into the SCM work environment. The apprentice will learn from a subject matter expert how to accomplish each job task. Representative tasks include all tasks listed in Projects #1 and #2 and the negotiation and coordination of additions, deletions, or modifications to subcontracts.	Minimum 360
Meeting with Mentor. The apprentice will meet with his/her mentor at an agreed upon timeframe to engage in dialogue regarding his/her learning experiences, problems, needs, and concerns. The mentor will also discuss career and/or professional development issues key to the apprentice's development. The apprentice will continue keeping journal entries of the experiences, etc. and use them to facilitate discussion and reflect on the work experience.	12
Project Presentations. The apprentice will present projects to the mentor and supervisor at an agreed upon timeframe.	8
Performance Evaluation. The apprentice will have his/her performance formally reviewed and will discuss with his/her manager.	2
Phase 3 Related Instruction	*

* Related Instruction will be scheduled based on Training Priorities and Training Schedule

Phase 4 (Approximately 480 Hours of On-the-Job Learning and Related Instruction)	
	Approximate Hours
Project #4. The apprentice will be assigned several entry-level tasks to continue his/her transition into the SCM work environment. The apprentice will learn from a subject matter expert how to accomplish each job task. Representative tasks include all tasks listed in Projects #1, #2, #3 and the participation with Contracts Administration and Purchasing to develop subcontract policies and procedures.	423
Meeting with Mentor. The apprentice will meet with his/her Mentor at an agreed upon timeframe to engage in dialogue regarding his/her learning experiences, problems, needs, and concerns. The mentor will also discuss career and/or professional development issues key to the apprentice's development. The apprentice will continue keeping journal entries of the experiences, etc. and use them to facilitate discussion and reflect on the work experience.	12
Project Presentations. The apprentice will present the projects to the mentor and supervisor at an agreed upon timeframe.	8
Performance Evaluation. The apprentice will have his/her performance formally reviewed and will discuss with his/her manager. The <i>Lockheed Martin Apprenticeship Committee</i> will determine if the apprentice has satisfactorily completed all requirements of the Associate Supply Chain Management Professional Certification Program .	2
Associate Supply Chain Management Professional Certification Program	
RI: Budgeting: Operating and Manufacturing Budgets (48542)	3
RI: Financial Management: Fundamental Accounting Concepts (48501)	3
RI: Financial Management: Cash Analysis and Management (48504)	3
RI: Negotiating: The Negotiation Process (41082)	3
RI: Business Writing: The Fundamentals (45107)	3
RI: Essentials of Business Law: Contract Law (46602)	3
RI: Project Management: Contracts and Procurement (41569)	3
RI: Operations Management: Fundamentals of Operations Management (44721)	3
RI: Operations Management: Operations Components (44722)	3
RI: Operations Management: Operations Management Tools (44723)	3
RI: ERM Supply Chain Management (13169)	5

Phase 5 (Approximately 480 Hours of On-the-Job Learning and Related Instruction)	
	Approximate Hours
<p>Project #5. The apprentice will be assigned independent work assignments that increase responsibility and accountability and continue his/her transition into the SCM work environment. The apprentice will learn from a subject matter expert how to accomplish each job task. Representative tasks include the development of subcontract specifications, work statements, and terms and conditions for the procurement of specialized materials, equipment, and services, the preparation of bid packages, conducting bidders' conferences, analyzing and evaluating proposals, negotiating subcontract provisions, selecting or recommending subcontractors, writing awards, and the administration of resulting contracts, the negotiation and coordination of additions, deletions, or modifications to subcontracts, and the participation with Contracts Administration and Purchasing to develop subcontract policies and procedures.</p>	Minimum 360
<p>Meeting with Mentor. The apprentice will meet with his/her mentor at an agreed upon timeframe to engage in dialogue regarding his/her learning experiences, problems, needs, and concerns. The mentor will also discuss career and/or professional development issues key to the apprentice's development. The apprentice will continue keeping journal entries of the experiences, etc. and use them to facilitate discussion and reflect on the work experience.</p>	12
<p>Project Presentations. The apprentice will present projects to the mentor and supervisor at an agreed upon timeframe.</p>	8
<p>Performance Evaluation. The apprentice will have his/her performance formally reviewed and will discuss with his/her manager.</p>	2
<p>Phase 5 Related Instruction</p>	*

* Related Instruction will be scheduled based on Training Priorities and Training Schedule

Phase 6 (Approximately 480 Hours of On-the-Job Learning and Related Instruction)	
	Approximate Hours
<p>Project #6. The apprentice will be assigned independent work assignments that increase responsibility and accountability and continue his/her transition into the SCM work environment. The apprentice will learn from a subject matter expert how to accomplish each job task. Representative tasks include the development of subcontract specifications, work statements, and terms and conditions for the procurement of specialized materials, equipment, and services, the preparation of bid packages, conducting bidders' conferences, analyzing and evaluating proposals, negotiating subcontract provisions, selecting or recommending subcontractors, writing awards, and the administration of resulting contracts, the negotiation and coordination of additions, deletions, or modifications to subcontracts, and the participation with Contracts Administration and Purchasing to develop subcontract policies and procedures.</p>	Minimum 360
<p>Meeting with Mentor. The apprentice will meet with his/her mentor at an agreed upon timeframe to engage in dialogue regarding his/her learning experiences, problems, needs, and concerns. The mentor will also discuss career and/or professional development issues key to the apprentice's development. The apprentice will continue keeping journal entries of the experiences, etc. and use them to facilitate discussion and reflect on the work experience.</p>	12
<p>Project Presentations. The apprentice will present projects to the mentor and supervisor at an agreed upon timeframe.</p>	8
<p>Performance Evaluation. The apprentice will have his/her performance formally reviewed and will discuss with his/her manager.</p>	2
<p>Phase 6 Related Instruction</p>	*

* Related Instruction will be scheduled based on Training Priorities and Training Schedule

Phase 7 (Approximately 480 Hours of On-the-Job Learning and Related Instruction)	
	Approximate Hours
<p>Project #7. The apprentice will be assigned independent work assignments that increase responsibility and accountability and continue his/her transition into the SCM work environment. The apprentice will learn from a subject matter expert how to accomplish each job task. Representative tasks include the development of subcontract specifications, work statements, and terms and conditions for the procurement of specialized materials, equipment, and services, the preparation of bid packages, conducting bidders' conferences, analyzing and evaluating proposals, negotiating subcontract provisions, selecting or recommending subcontractors, writing awards, and the administration of resulting contracts, the negotiation and coordination of additions, deletions, or modifications to subcontracts, and the participation with Contracts Administration and Purchasing to develop subcontract policies and procedures.</p>	Minimum 360
<p>Meeting with Mentor. The apprentice will meet with his/her mentor at an agreed upon timeframe to engage in dialogue regarding his/her learning experiences, problems, needs, and concerns. The mentor will also discuss career and/or professional development issues key to the apprentice's development. The apprentice will continue keeping journal entries of the experiences, etc. and use them to facilitate discussion and reflect on the work experience.</p>	12
<p>Project Presentations. The apprentice will present projects to the mentor and supervisor at an agreed upon timeframe.</p>	8
<p>Performance Evaluation. The apprentice will have his/her performance formally reviewed and will discuss with his/her manager.</p>	2
<p>Phase 7 Related Instruction</p>	*

* Related Instruction will be scheduled based on Training Priorities and Training Schedule

Phase 8 (Approximately 480 Hours of On-the-Job Learning and Related Instruction)	
	Approximate Hours
<p>Project #8. The apprentice will be assigned independent work assignments that increase responsibility and accountability and continue his/her transition into the SCM work environment. The apprentice will learn from a subject matter expert how to accomplish each job task. Representative tasks include the development of subcontract specifications, work statements, and terms and conditions for the procurement of specialized materials, equipment, and services, the preparation of bid packages, conducting bidders' conferences, analyzing and evaluating proposals, negotiating subcontract provisions, selecting or recommending subcontractors, writing awards, and the administration of resulting contracts, the negotiation and coordination of additions, deletions, or modifications to subcontracts, and the participation with Contracts Administration and Purchasing to develop subcontract policies and procedures.</p>	Minimum 360
<p>Meeting with Mentor. The apprentice will meet with his/her mentor at an agreed upon timeframe to engage in dialogue regarding his/her learning experiences, problems, needs, and concerns. The mentor will also discuss career and/or professional development issues key to the apprentice's development. The apprentice will continue keeping journal entries of the experiences, etc. and use them to facilitate discussion and reflect on the work experience.</p>	12
<p>Project Presentations. The apprentice will present projects to mentor and the <i>Lockheed Martin Apprenticeship Committee</i> at an agreed upon timeframe.</p>	8
<p>Performance Evaluation. The <i>Lockheed Martin Apprenticeship Committee</i> will determine if the apprentice has satisfactorily completed all requirements of the Certified Supply Chain Management Professional Certification Program. The <i>Lockheed Martin Apprenticeship Committee</i> will also determine if the apprentice has satisfactorily completed all competency requirements; including the hours of structured on-the-job learning and the hours of related instruction. If all requirements have been met, and the apprentice has demonstrated the level of competency and proficiency equivalent to a journeyworker level Subcontract Administrator, the <i>Lockheed Martin Apprenticeship Committee</i> will request a Certificate of Completion of Apprenticeship.</p>	2
<p>Phase 8 Related Instruction</p>	*

* Related Instruction will be scheduled based on Training Priorities and Training Schedule

LOCKHEED MARTIN CORPORATION
Standards of Apprenticeship

Note: The Subcontract Administrator Apprentice must complete all ***Associate Supply Chain Management Professional Certification Program*** requirements and the ***Certified Supply Chain Management Professional Certification Program*** requirements to complete the **Subcontract Administrator Apprenticeship Program**.

LOCKHEED MARTIN CORPORATION
Standards of Apprenticeship

APPENDIX A-4

RELATED INSTRUCTION
YEAR ONE

NEW EMPLOYEE PROFESSIONAL DEVELOPMENT

	REQUIREMENT
1.	Lockheed Martin Human Resources Orientation
2.	Supply Chain Management (SCM) Orientation
3.	Welcome Aboard Meeting/SCM Mission and Vision
4.	Review of Supply Chain Management Organization
5.	Chart/SCM Booklet
6.	Review of SCM Goals and Objectives
7.	SCM Functional Process Overview
8.	SCM Functional Metrics – Value Add (OSEC)
9.	Introduction to SCM Team Personnel
10.	Review of SCM Certification, Professional and Development Plan
11.	Compliance Training
12.	Review of New Employee Checklist
13.	Systems Orientation
14.	Overview of MS Office Applications/Skill Assessment (doc, ppt, xls)
15.	Overview of Servers and Applications (S Drive, H Drive)
16.	Files, User, Logon
17.	System Accesses Appropriate for Assignment
18.	Overview of STARS Time System and Charge Numbers
19.	Overview of SCM Homepage and Portal

NEW EMPLOYEE PROFESSIONAL DEVELOPMENT (Continued)

20.	Tutorial on CPS/BWS and Purchasing Process
21.	Tutorial on SDW and Focus
22.	Tutorial on eMR and Reports
23.	Tutorial on ACES/MPPS and Material Cost Estimating
24.	Process
25.	Tutorial on TPM
26.	Tutorial on eBOM
27.	Tutorial on Compass Contract
28.	Tutorial on SQS
29.	Tutorial on eCAT
30.	Tutorial on Pcard/CARE
31.	Tutorial on SMM
32.	Tutorial on MMS Web Based Reports
33.	Tutorial on Quick Track and eShipping
34.	Tutorial on TPQA
	Total Hours New Employee Professional Development = 32 Hours

New Employee Professional Development must be completed in the first 30 days of Employment

RELATED INSTRUCTION
YEAR ONE CONTINUED

FUNCTIONAL, SYSTEMS, AND COMPLIANCE REQUIREMENTS

	COURSE TITLE	HOURS
1.	Subcontract Program Management (SPM 101)	24.0
2.	FAR/DFAR and Government Acquisition Requirements	12.0
3.	Pre-CPSR Review Report	3.0
4.	Buyers Work Station (BWS)	2.0
5.	SourceNet et al	2.0
6.	Procurement Processes (LMAP/CAP)	4.0
7.	Consolidated Purchasing System (CPS)	2.0
8.	PO Folders (WGC)	6.0
9.	e-DOCS	2.0
10.	Business Travel	1.5
11.	Capability Maturity Model Integration (CMMI)	1.5
12.	Drug Free Workplace	1.5
13.	Energy, Environment, Safety and Health Overview	1.5
14.	Ethics Orientation For New Employees	1.5
15.	Export Control (Space Systems Video)	1.5
16.	LM21 Overview	1.5
17.	Export Control	1.5
18.	Foreign Corrupt Practices Act	1.5
19.	Harassment Free Workplace	1.5
20.	Information Protection	1.5
21.	Kickbacks and Gratuities	1.5
22.	Supplier Quality System (SQS)	40.0
23.	MARS/PeopleSoft WebFocus	4.0
24.	MS Office	3.0
25.	e-Shipping	3.0
	Total Hours Functional, Systems, and Compliance Requirements	125.0

RELATED INSTRUCTION
YEAR ONE CONTINUED

ASSOCIATE SUPPLY CHAIN MANAGEMENT PROFESSIONAL CERTIFICATION CRITERIA

	COURSE TITLE	HOURS
1.	Budgeting: Operating and Manufacturing Budgets (48542)	3.0
2.	Financial Management: Fundamental Accounting Concepts (48501)	3.0
3.	Financial Management: Cash Analysis and Management (48504)	3.0
4.	Negotiating: The Negotiation Process (41082)	3.0
5.	Business Writing: The Fundamentals (45107)	3.0
6.	Essentials of Business Law: Contract Law (46602)	3.0
7.	Project Management: Contracts and Procurement (41569)	3.0
8.	Operations Management: Fundamentals of Operations Management (44721)	3.0
9.	Operations Management: Operations Components (44722)	3.0
10.	Operations Management: Operations Management Tools (44723)	3.0
11.	ERM Supply Chain Management (13169)	5.0
	Total Hours Associate SCM Professional Certification Criteria	35.0
	MINIMUM TOTAL HOURS YEAR ONE RELATED INSTRUCTION	192.0

RELATED INSTRUCTION
YEAR TWO

FUNCTIONAL, SYSTEMS, AND COMPLIANCE REQUIREMENTS

	COURSE TITLE	HOURS
1.	Negotiation Strategies	28.0
2.	Subcontract Closeouts	3.0
3.	Teaming/Consulting Agreements	2.0
4.	Sourcing Data Warehouse (SDW)	4.0
5.	SourceNet et al	2.0
6.	Subcontract Price Estimating (SPE)	1.5
7.	Apollo	4.0
8.	Export Control	1.5
9.	Foreign Corrupt Practices Act	1.5
10.	Harassment Free Workplace	1.5
11.	Information Protection	1.5
12.	Kickbacks and Gratuities	1.5
13.	Labor Charging	1.5
14.	Insider Trading	1.5
15.	Process Orientation Training (POT)	1.5
16.	Ex-Government Employees	1.5
17.	Supplier Diversity	1.5
18.	Truth in Negotiations	1.5
19.	Subcontract Program Management (SPM 301)	24.0
20.	Team Leadership	8.0
21.	International Subcontracting	1.0
22.	Trading Partner Management	3.0
23.	Export Control	1.5
24.	Foreign Corrupt Practices Act	1.5
25.	Harassment Free Workplace	1.5
26.	Information Protection	1.5
27.	Kickbacks and Gratuities	1.5
	Total Hours Functional, Systems, and Compliance Requirements	104.5

RELATED INSTRUCTION
YEAR TWO CONTINUED

CERTIFIED SUPPLY CHAIN MANAGEMENT PROFESSIONAL CERTIFICATION CRITERIA

	COURSE TITLE	PRIORITY	HOURS
1.	Business Accounting: Accounting for Assets (48521)		3.0
2.	Business Accounting: Accounting for Liabilities (48522)		3.0
3.	Business Accounting: Accounting for Stockholders Equity (48523)		3.0
4.	Budgeting: Capital Budgeting (48543)		3.0
5.	Business Finance: Risk Analysis (48511)		3.0
6.	Business Finance: Time Value of Money (48512)		3.0
7.	Financial Management: Understanding Financial Statements (48502)		3.0
8.	Financial Management: Budgeting Essentials (48503)		3.0
9.	Financial Management: Inventory Costing and Depreciation (48506)		3.0
10.	Project Management Essentials: Controlling & Closing a Project (41553)		3.0
11.	Project Management Essentials: Project Scheduling & Budgeting (41552)		3.0
12.	Project Management: Risk Management (41506)		3.0
13.	Project Management: The Fundamentals (41501)		3.0
14.	Project Management: Quality Standards (41505)		3.0
15.	Project Management: Estimating Costs (41504)		3.0
16.	Economics Part 2: Basic Concepts of Microeconomics (48812)		3.0
17.	Economics Part 3: Products and Markets (48813)		3.0
18.	Economics Part 4: Foundations in Macroeconomics (48814)		3.0
19.	Customer Relationship Management: Fundamentals of CRM (44031)		3.0
20.	Quality Management: Business Process Improvement (44713)		3.0
21.	Quality Management: Quality Management Tools (44712)		3.0
22.	Value Chain Management: Elements of the Value Chain (44741)		3.0
23.	Principles of Marketing: Distribution Strategy (42403)		3.0
24.	Principles of Marketing: Fundamentals of Marketing (42401)		3.0
25.	Business Ethics: Ethical Decision Making (41071)		3.0
26.	Excellence in Service: Providing Superior Customer Service (44006)		3.0
27.	International Business Essentials: The Global Business Environment (46501)		3.0
28.	Negotiating: Advanced Negotiating Tactics (41083)		3.0
29.	Negotiating: Preparing for a Negotiation (41081)		3.0
30.	Decision Making & Problem Solving: Decision Making Fundamentals (46001)		3.0
31.	Decision Making & Problem Solving: Problem Solving Fundamentals (46006)		3.0
32.	Essentials of Business Law: The Legal Environment (46601)		3.0
	Total Hours Certified SCM Professional Certification Criteria		96.0
	MINIMUM TOTAL HOURS YEAR TWO RELATED INSTRUCTION		200.5

LOCKHEED MARTIN CORPORATION
Standards of Apprenticeship

APPENDIX B

UNITED STATES DEPARTMENT OF LABOR
OFFICE OF APPRENTICESHIP

APPRENTICESHIP AGREEMENT



APPRENTICE REGISTRATION-SECTION II

OMB No. 1205-0223 Expires: 10/31/2008

Warning: This agreement does not constitute a certification under Title 29, CFR, Part 5 for the employment of the apprentice on Federally financed or assisted construction projects. Current certifications must be obtained from the Bureau of Apprenticeship and Training or the recognized State Apprenticeship Agency shown below. (Item 22)

The program sponsor and apprentice agree to the terms of the Apprenticeship Standards incorporated as part of this Agreement. The sponsor will not discriminate in the selection and training of the apprentice in accordance with the Equal Opportunity Standards in Title 29 CFR Part 30.3, and Executive Order 11246. This agreement may be terminated by either of the parties, citing cause(s), with notification to the registration agency, in compliance with Title 29, CFR, Part 29.6

PART A: TO BE COMPLETED BY APPRENTICE. NOTE TO SPONSOR: PART A SHOULD ONLY BE FILLED OUT BY APPRENTICE

Name (Last, First, Middle) and Address *Social Security Number
(No., Street, City, State, Zip Code) (Voluntary - See reverse)

2. Date of Birth (Mo., Day, Yr.)

3. Sex (Mark one)
 Male

Answer Both A and B (Voluntary) (Definitions on reverse)

4. a. Ethnic Group (Mark one)
 Hispanic or Latino
 Not Hispanic or Latino

b. Race (Mark one or more)
 Am. Indian or Alaska native
 Asian
 Black or African American
 Native Hawaiian or other Pacific Islander
 White

5. Veteran Status (Mark one)
 Non-Veteran
 Veteran

6. Education Level (Mark one)
 8th grade or less
 9th to 12th grade
 GED
 High School Graduate
 Post Secondary or Technical Training

7. Career Linkage or Direct Entry (Mark one) (Instructions on reverse)

None Adult Youth HUD/STEP-UP School-to-Registered-Apprenticeship
 Incumbent Worker Job Corps Dislocated Worker Direct Entry

8. Signature of Apprentice _____ Date _____

9. Signature of Parent/Guardian (if minor) _____ Date _____

PART B: TO BE COMPLETED BY SPONSOR

10. Sponsor Program No.
Sponsor Name and Address (No. Street, City, County, State, Zip Code)

11a. Trade/Occupation (The work processes listed in the standards are part of this agreement).

11b. Occupation Code

12. Term (Hrs., Mos., Yrs.)

13. Probationary Period (Hrs., Mos., Yrs.)

14. Credit for Previous Experience (Hrs., Mos., Yrs.)

15. Term Remaining (Hrs. Mos)

16. Date Apprenticeship Begins

17a. Related Instruction (Number of Hours Per Year)

17b. Apprentice Wages for Related Instruction
 Will Be Paid
 Will Not Be Paid

17c. Related Training Instruction Source

18. Wages: (Instructions on reverse)

18a. Pre-Apprenticeship Hourly Wage \$ _____ 18b. Journeyworker's Hourly Wage \$ _____ 18c. Apprentice's Entry Hourly Wage \$ _____

	Period 1	2	3	4	5	6	7	8	9	10
18d. Term (Hrs., Mos., Yrs.)										
18e. Wage Rate (Mark one) % <input type="checkbox"/> or \$ <input type="checkbox"/>										

19. Signature of Sponsor's Representative(s) _____ Date Signed _____

20. Signature of Sponsor's Representative(s) _____ Date Signed _____

21. Name and Address of Sponsor Designee to Receive Complaints (If applicable)

PART C: TO BE COMPLETED BY REGISTRATION AGENCY

22. Registration Agency and Address

23. Signature (Registration Agency)

24. Date Registered

25. Apprentice Identification Number (Definition on reverse):

Item 4.a. Definitions:

Hispanic or Latino. A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race. The term, "Spanish origin," can be used in addition to "Hispanic or Latino."

Item 4.b. Definitions:

American Indian or Alaska Native. A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.

Asian. A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Black or African American. A person having origins in any of the black racial groups of Africa. Terms such as "Haitian" or "Negro" can be used in addition to "Black or African American."

Native Hawaiian or Other Pacific Islander. A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

White. A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Item 7. Instructions:

Indicate any career linkage (definitions follow) or direct entry. Enter "None" if no career linkage or direct entry apply. Enter "Incumbent Worker" if the individual before becoming an apprentice was currently employed full-time by the sponsor or entities participating in the apprenticeship program. Career linkage includes participation in programs that provided employment, training and other services to adults, youth and dislocated workers. Funds for these activities are provided by the U.S. Department of Labor/Employment and Training Administration to states and local communities.

Adult. Also includes individuals participating in Native American Programs, and/or Migrant and Seasonal Farmworker Programs.

Youth. Includes Youth ages 16-21 years, and other concentrated Youth programs in designated areas.

Dislocated Worker. Includes an individual that has been terminated or laid off and is unlikely to return to the industry or occupation. It also includes a displaced homemaker who has been providing unpaid services to family members in the home, is no longer supported, and is unemployed or underemployed.

Job Corps. Youth ages 16-24 years usually receiving services in a residential setting.

School-to-Registered Apprenticeship. Program designed to allow high school youth ages 16 - 17 to enter a Registered Apprenticeship program and continue after graduation with full credit given for the high school portion.

HUD/STEP-UP. Developed in conjunction with the U.S. Department of Housing and Urban Development (HUD). The program provides the actual apprenticeship experience and the framework for moving into high-skill Registered Apprenticeship.

Direct Entry. A graduate from an accredited technical training school, Job Corps training program or a participant in a military apprenticeship program, any of which training is specifically related to the occupation and incorporated in the Registered Apprenticeship standards. Also, fill in the name of the program.

Item 18. Wage Instructions:

18a. Pre-Apprentice hourly wage, sponsor enters the individual's hourly wage in the quarter prior to becoming an apprentice.

18b. Journeyworker's wage, sponsor enters wage per hour.

18c. Apprentice's entry hourly wage, (hourly dollar amount paid), sponsor enters this apprentice's entry hourly wage.

18d. Term, sponsor enters in each box the apprentice schedule of pay for each advancement period.

18e. Percent or dollar amount, sponsor marks one.

Note:

18b. If the employer is signatory to a collective bargaining agreement, the journeyworker's wage rate in the applicable collective bargaining agreement is identified. Apprenticeship program sponsors not covered by a collective bargaining agreement must identify a minimum journeyworker's hourly wage rate that will be the basis for the progressive wage schedule identified in item 18e. of this agreement.

18d. The employer agrees to pay the hourly wage rate identified in this section to the apprentice each period of the apprenticeship based on the successful completion of the on-the-job learning and the related instructions outlined in the Apprenticeship Standards. The period may be expressed in hours, months, or years.

18e. The wage rates are expressed either as a percent or in dollars and cents of the journeyworker's wage depending on the industry.

Example - 3 YEAR APPRENTICESHIP PROGRAM

<u>Term</u>	<u>Period 1</u>	<u>Period 2</u>	<u>Period 3</u>	<u>Period 4</u>	<u>Period 5</u>	<u>Period 6</u>
hrs., mos., yrs.	1000 hrs.					
%	55	60	65	70	80	90

Example - 4 YEAR APPRENTICESHIP PROGRAM

<u>Term</u>	<u>Period 1</u>	<u>Period 2</u>	<u>Period 3</u>	<u>Period 4</u>	<u>Period 5</u>	<u>Period 6</u>	<u>Period 7</u>	<u>Period 8</u>
hrs., mos., yrs.	6 mos.							
%	50	55	60	65	70	75	80	90

Item 25. Definition:

The apprentice identification number is a unique number generated by the Registered Apprenticeship Information System (the OATELS' database), which is used to identify the apprentice. It replaces the social security number to protect the apprentice's privacy.

*The submission of your social security number is voluntary. For purposes of the Davis Bacon Act of 1931, as amended, U.S. Code Title 40, Sections 276a to 276a-7, and Title 29 CFR 5., your social security number will be used to verify and certify to the U.S. Department of Labor, Employment Standards Administration, that you are a registered apprentice to ensure that the employer is complying with the geographic prevailing wage of your occupational classification. It will be used to verify your periods of employment and wages for purposes of complying with Memorandum M-02-06 of the Office of Management and Budget related to the President's Management Agenda for performance and budget integration of Federal Programs. Your response is voluntary. Failure to disclose your social security number on this form will not affect your right to be registered as an apprentice. Civil and criminal provisions of the Privacy Act apply to any unlawful disclosure of your social security number, which is prohibited.

The collection and maintenance of the data on ETA-671, Apprentice Registration – Section II Form, is authorized under the National Apprenticeship Act, 29 U.S.C. 50, and Code of Federal Regulations 29 Part 29.1. The data is used for apprenticeship program statistical purposes and is maintained, pursuant to the Privacy Act of 1974 (5 U.S.C. 552a.), in a system of records entitled, DOL/ETA-4, Apprenticeship Management System (AMS), at the Office of Apprenticeship Training, Employer and Labor Services, Employment and Training Administration, U.S. Department of Labor. Data may be disclosed to a State Apprenticeship Council to determine an assessment of skill needs and program information, and in connection with federal litigation or when required by law.

Persons are not required to respond to this collection of information unless it displays a currently valid OMB control number. Public reporting burden for this collection of information is estimated to average 15 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the U.S. Department of Labor, Office of Apprenticeship Training, Employer and Labor Services, 200 Constitution Avenue, N.W., Room N-5311, Washington, D.C. 20210 (Paperwork Reduction Project 1205-0223).

LOCKHEED MARTIN CORPORATION
Standards of Apprenticeship

APPENDIX C

EQUAL EMPLOYMENT OPPORTUNITY PROCESS

Purpose - To document the **Lockheed Martin** policy regarding equal employment opportunity.

Scope - Applies to all **Lockheed Martin** employees.

Exceptions and Variances – None.

POLICY

1. The Lockheed Martin Corporation will provide equal employment opportunity to employees and applicants for employment without regard to race, ethnicity, religion, color, sex, national origin, age, United States military veteran's status, ancestry, sexual orientation, marital status, family structure, or mental or physical disability, so long as the essential functions of the job can be performed with or without reasonable accommodation.
2. This policy extends to, but is not limited to, recruitment and employment, promotion, demotion, transfers, layoff and termination, rates of pay and other forms of compensation, education and training, and other working conditions.
3. No provisions of this or any other Lockheed Martin policy may be construed as an employment agreement. Employment with Lockheed Martin can be terminated at any time with or without cause by either the employee concerned or by the Lockheed Martin Corporation.

**LOCKHEED MARTIN CORPORATION
Standards of Apprenticeship**

APPENDIX C

AFFIRMATIVE ACTION PLAN

ADOPTED BY

Lockheed Martin Corporation

6801 Rockledge Drive

Bethesda, Maryland 20817

**AS REQUIRED UNDER TITLE 29, CODE OF FEDERAL REGULATIONS, PART 30
AMENDED MAY 12, 1978**

DEVELOPED IN COOPERATION WITH THE

(REGISTRATION AGENCY)

Approved by: _____, (TITLE) _____
(NAME OF REGISTRATION AGENCY) DATE

SECTION I - INTRODUCTION

The Sponsor enters this Affirmative Action Plan (AAP) with good faith for the purpose of promoting equality of opportunity into its registered apprenticeship program. The Sponsor seeks to increase the recruitment of qualified women and/or minorities for possible selection into the apprenticeship program in the event women and/or minorities are underutilized in the apprenticeship program. The Sponsor hereby adopts the following nondiscriminatory pledge and the Plan.

This Plan is a supplement to the Apprenticeship Standards. Any changes made by the Sponsor will become part of this written Plan, once approved by the Registration Agency.

SECTION II - EQUAL OPPORTUNITY PLEDGE

The Sponsor commits to the following Equal Opportunity Pledge:

“The recruitment, selection, employment, and training of apprentices during their apprenticeship, will be without discrimination because of race, color, religion, national origin, or sex. The sponsor will take affirmative action to provide equal opportunity in apprenticeship and will operate the apprenticeship program as required under Title 29 of the Code of Federal Regulations, Part 30.”

SECTION III - UTILIZATION AND ANALYSIS, GOALS AND TIMETABLES

In order to allow positive recruitment and full utilization of minorities and women in the apprenticeship program, the Sponsor pledges to identify outreach efforts under Section IV which will be undertaken. The purpose of the analysis is to determine the minority and women’s labor force in the Sponsor’s labor market area. Once the labor force is determined, the Sponsor can determine if deficiencies exist in terms of underutilization of minorities and/or women in the occupations registered with the Registration Agency. (See attached Affirmative Action Plan Analysis Worksheet)

SECTION IV - OUTREACH AND POSITIVE RECRUITMENT

The Sponsor’s AAP includes the following “checked” outreach and positive recruitment efforts that would reasonably be expected to increase minority and women’s participation in apprenticeship by expanding the opportunity of minorities and women to become eligible for apprenticeship selection. Once those efforts have been checked, the Sponsor will set forth the specific steps they intend to take under each identified effort. The Sponsor will identify a significant number of activities in order to enable it to meet its obligation under Title 29 CFR, Part 30.4(c).

- A. An announcement of specific apprenticeship openings must be disseminated thirty (30) days in advance of the earliest date for application at each interval to the following agencies/organizations:
- Registration Agency
 - United States Department of Labor, Office of Apprenticeship
 - United States Department of Veterans Affairs
 - United States Department of Veterans Affairs, Vocational Rehabilitation and Employment Service

Each announcement will include the nature of the apprenticeship, requirements for admission to apprenticeship, availability of apprenticeship opportunities, sources of apprenticeship applications, the period for accepting applications, and Lockheed Martin's equal opportunity policy. *The period for accepting applications will be established by Lockheed Martin for each announcement of specific apprenticeship openings.*

- B. Participation in annual workshops in partnership with the United States Department of Veterans Affairs for the purpose of familiarizing Veterans Affairs' Employment Specialists and other appropriate personnel with the apprenticeship program and current opportunities.
- C. Participation in annual workshops in partnership with the United States Department of Veterans Affairs Vocational Rehabilitation and Employment Service for the purpose of familiarizing veterans with the apprenticeship program and current opportunities.
- D. Internal communication of the Sponsor's equal opportunity policy should be conducted in such a manner to foster understanding, acceptance, and support among the Sponsor various officers, supervisors, employees, and members, and to encourage such persons to take the necessary action to aid in meeting its obligation under Title 29 CFR, Part 30.
- E. Encouraging the establishment and utilization of course offerings that prepare candidates for apprenticeship. The Sponsor will make appropriate provisions in its affirmative action plan to assure that those who complete such programs are afforded full and equal opportunity for admission into the apprenticeship program.
- F. Utilizing journeyworkers to assist in the implementation of affirmative action in the apprenticeship program.
- G. Expand the recruitment of veterans by including the Military Veterans Direct Entry Provisions as part of these Standards of Apprenticeship, and grant advanced standing or credit on the basis of previously acquired experience, training, skills, or aptitude for all applicants equally.

- H. Disseminate the Lockheed Martin **DIVERSITY INCLUDES YOU** brochure to the United States Department of Labor, Office of Apprenticeship, the Registration Agency, the United States Department of Veterans Affairs, and the United States Department of Veterans Affairs, Vocational Rehabilitation and Employment Service, to provide potential apprenticeship candidates with an understanding of the Lockheed Martin **DIVERSITY INCLUDES YOU** Model.
- I. Other appropriate action to ensure that the recruitment, selection, employment, and training of apprentices during their apprenticeship will be without discrimination because of race, color, religion, national origin, or sex (e.g., general publication of apprenticeship opportunities and advantages in advertisements, industry reports, articles, etc., use of present minority and women apprentices and journeymen as recruiters; career counseling; development of reasonable procedures to ensure employment opportunity, including reporting systems, on-site reviews, briefing sessions).

OUTREACH AND RECRUITMENT STRATEGY

These **Lockheed Martin Standards of Apprenticeship** have as their primary objective, the training of *Subcontract Administrator Associates* and *Subcontract Administrators* skilled in all phases of the occupation. Lockheed Martin recognizes that in order to accomplish this, there must be well-developed on-the-job learning combined with related instruction. Details found in the Work Processes and Related Instruction Outlines (Appendix A) are a testimonial to the intent to achieve this primary objective.

The secondary objective is to develop a population of honorably discharged veterans; recognizing that by completing military technical training, veterans are proven technical learners. This opportunity is being provided so that the potential of individual veterans may be realized and job satisfaction may be achieved. The goal is that this alternative, innovative staffing solution, will result in the retention of apprentices and current staff, and demonstrate that veterans, and in particular veterans participating in a Department of Veterans Affairs, Vocational Rehabilitation and Employment Service, early intervention seamless transition program, can be successful Subcontract Administrators. Lockheed Martin's belief is that veterans of promise may lack college credentials, but may have the appropriate military experience for employment in the Supply Chain Management organization. With a structured apprenticeship program and exposure to a technical environment that provides successful work experience and mentoring, qualified veterans will reach their full potential. At the same time the veterans will build a lasting relationship with Lockheed Martin with the opportunity to grow and develop in a large corporation.

The Lockheed Martin Selection Committee will determine which applications will be approved. All applicants for the Subcontract Administrator Associate and Subcontract Administrator Apprenticeship Program will be selected and retained according to the following criteria:

Lockheed Martin will provide equal employment opportunity to employees and applicants for employment without regard to race, ethnicity, religion, color, sex, national origin, age, United States military veteran's status, ancestry, sexual orientation, marital status, family structure, or mental or physical disability, so long as the essential functions of the job can be performed with or without reasonable accommodation.

This policy extends to, but is not limited to, recruitment and employment, promotion, demotion, transfers, layoff and termination, rates of pay and other forms of compensation, education and training, and other working conditions.

No provisions of this or any other Lockheed Martin policy may be construed as an employment agreement. Employment with the Lockheed Martin Corporation can be terminated at any time with or without cause by either the employee concerned or by Lockheed Martin.

SECTION V - ANNUAL REVIEW OF AFFIRMATIVE ACTION PLAN

The Lockheed Martin Corporation will make an annual review of its current Plan and its overall effectiveness and institute any revisions or modifications warranted. The review will analyze (independently and collectively) the affirmative action steps taken by the Sponsor for evaluating the positive impact, as well as the adverse impact in the areas of outreach and recruitment, selection, employment, and training. They will work diligently to identify the cause and affect that result from their affirmative action measures. The Sponsor will continually monitor these processes in order to identify the need for a new affirmative action effort and/or deletion of ineffective existing activity(ies). All changes to the Plan must be submitted to the Registration Agency for approval. The Sponsor will continually monitor the participation rates of minorities and women in the apprenticeship program in an effort to identify any type of underutilization. If underutilization exists, corrective action will be immediately implemented. The goals and timetables also will be reviewed periodically as determined by the Registration Agency and updated where necessary.

OCCUPATION: SUBCONTRACT ADMINISTRATOR ASSOCIATE

AFFIRMATIVE ACTION PLAN

ANALYSIS WORKSHEET

Occupational Title: SUBCONTRACT ADMINISTRATOR ASSOCIATE RAIS Code: 0000 CB
SPONSOR: LOCKHEED MARTIN SUPPLY CHAIN MANAGEMENT DOT Code: 000.000-000
ADDRESS: 700 NORTH FREDERICK AVENUE O*NET Code: 00-0000.00
CITY: GAITHERSBURG STATE: MARYLAND ZIP Code: 20879
PHONE: 410-682-1183 TYPE OF SELECTION METHOD USED: _____
LABOR MARKET AREA: _____

LABOR MARKET AREA DATA

Total Labor Force in Labor Market Area: _____

Number Women: _____ % of Labor Force

Number Minority _____ % of Labor Force

Working Age Population in Labor Market Area: _____

Number Women: _____ % of working age population

Number Minority _____ % of working age population

The General Availability of Minorities and Women with the Present or Potential Capacity for Apprenticeship.

Number Women: _____

Number Minority _____

SPONSOR'S WORKFORCE DATA

Journeyworkers: _____

Number Women: _____ % of Journeyworkers

Number Minority _____ % of Journeyworkers

Apprentices: _____

Number Women: _____ % of Apprentices

Number Minority _____ % of Apprentices

DETERMINATION OF UTILIZATION

Minority Underutilization: Yes _____ No _____

Female Underutilization: Yes _____ No _____

(Note: all factors need not be weighted equally.)

SPONSOR'S GOALS:

The sponsor agrees to make good faith efforts to attain the goal of selecting ____ % minorities and ____% women during the next year or hiring period. These goals shall not be used to discriminate against any qualified applicant on the basis of race, color, religion, national origin or sex.

Estimated Number of new apprentices to be hired during the next year:

SPONSOR'S SIGNATURE

TITLE

DATE

APPROVED BY REGISTRATION AGENCY

TITLE OF REGISTRATION AGENCY OFFICIAL

DATE

OCCUPATION: SUBCONTRACT ADMINISTRATOR

AFFIRMATIVE ACTION PLAN

ANALYSIS WORKSHEET

Occupational Title: SUBCONTRACT ADMINISTRATOR RAIS Code: 0000 CB
SPONSOR: LOCKHEED MARTIN SUPPLY CHAIN MANAGEMENT DOT Code: 000.000-000
ADDRESS: 700 NORTH FREDERICK AVENUE O*NET Code: 00-0000.00
CITY: GAITHERSBURG STATE: MARYLAND ZIP Code: 20879
PHONE: 410-682-1183 TYPE OF SELECTION METHOD USED: _____
LABOR MARKET AREA: _____

LABOR MARKET AREA DATA

Total Labor Force in Labor Market Area: _____

Number Women: _____ % of Labor Force

Number Minority _____ % of Labor Force

Working Age Population in Labor Market Area: _____

Number Women: _____ % of working age population

Number Minority _____ % of working age population

The General Availability of Minorities and Women with the Present or Potential Capacity for Apprenticeship.

Number Women: _____

Number Minority _____

SPONSOR'S WORKFORCE DATA

Journeyworkers: _____

Number Women: _____ % of Journeyworkers

Number Minority _____ % of Journeyworkers

Apprentices: _____

Number Women: _____ % of Apprentices

Number Minority _____ % of Apprentices

DETERMINATION OF UTILIZATION

Minority Underutilization: Yes _____ No _____

Female Underutilization: Yes _____ No _____

(Note: all factors need not be weighted equally.)

SPONSOR'S GOALS:

The sponsor agrees to make good faith efforts to attain the goal of selecting ____ % minorities and ____% women during the next year or hiring period. These goals shall not be used to discriminate against any qualified applicant on the basis of race, color, religion, national origin or sex.

Estimated Number of new apprentices to be hired during the next year:

SPONSOR'S SIGNATURE

TITLE

DATE

APPROVED BY REGISTRATION AGENCY

TITLE OF REGISTRATION AGENCY OFFICIAL

DATE

**LOCKHEED MARTIN CORPORATION
Standards of Apprenticeship**

APPENDIX D

QUALIFICATIONS AND SELECTION PROCEDURE

ADOPTED BY

**Lockheed Martin Corporation
6801 Rockledge Drive
Bethesda, Maryland 20817**

DEVELOPED IN COOPERATION WITH THE

(REGISTRATION AGENCY)

Approved by: _____, (TITLE) _____
(REGISTRATION AGENCY) DATE

The certification of this selection procedure is not a determination that, when implemented, it meets the requirements of the Uniform Guidelines on Employee Selection Procedures (41 CFR, Part 60-3) or Title 29 CFR, Part 30.

SECTION I - MINIMUM QUALIFICATIONS

Applicants will meet the following minimum qualifications:

A. AGE

Applicants for apprenticeship must be 18 years of age.

B. EDUCATION

A Bachelors degree from an accredited college in a related discipline is required or equivalent experience and combined education, e.g. military education and experience in a related occupation. Veterans who completed military technical training and/or participated in a registered apprenticeship program while in the military may be admitted directly into the Lockheed Martin Apprenticeship Program.

A high school diploma or GED equivalency is required. Applicant must provide an official transcript(s) for high school and post high school education and training. All GED records must be submitted if applicable.

Applicants must submit a DD-214 to verify military training and/or experience if they are a veteran and wish to receive consideration for such training/experience.

C. PHYSICAL

Applicants will be physically capable of performing the essential functions of the apprenticeship program, with or without a reasonable accommodation, and without posing a direct threat to the health and safety of the individual or others.

All applicants are required to complete a drug test.

D. SECURITY

Applicants selected will be subject to a government security investigation and must meet eligibility requirements for access to classified information. Failure to timely secure and maintain a required United States Government clearance or access may result in reassignment or termination.

E. REQUIRED SKILLS

Candidates must have excellent written and oral communications skills and experience working successfully in a teamwork oriented environment. The candidate needs to have developed proficiency in Microsoft Office applications; MS Word, Excel, Power Point, and possess the ability to rapidly learn multiple software applications required to perform sub-contractual administration duties.

F. CONVICTIONS

In most cases a person convicted of a felony offense will not be eligible for the Apprenticeship Program or for employment.

SECTION II - APPLICATION PROCEDURES

- A. Applicants will be accepted as specified. All persons requesting an application will have one made available upon signing the applicant log.
- B. All applications will be identical in form and requirements. The application form will be numbered in sequence corresponding with the number appearing on the applicant log so that all applications can be accounted for. Columns will be provided on the applicant log to show race/ethnic and sex identification and the progress by dates and final disposition of each application.
- C. Before completing the application, each applicant will be required to review the Apprenticeship Standards and will be provided information about the program. If the applicant has any additional questions on the qualifications or needs additional information to complete the application, it will be provided by the Sponsor.
- D. Receipt of the properly completed application form, along with required supporting documents (proof of age, driver's license, birth certificate or other acceptable documentation; copy of high school diploma, GED Certificate or other acceptable documentation) will constitute the completed application.
- E. Completed applications will be checked for minimum qualifications. Applicants deficient in one or more qualifications or requirements or making false statements on their application will be notified in writing of their disqualification. The applicant will also be notified of the appeal rights available to them. No further processing of the application will be taken.
- F. Applicants meeting the minimum qualifications and submitting the required documents will be notified where and when to appear for an interview.

SECTION III - SELECTION PROCEDURES

The policies and procedures described herein are designed as a guide for the selection and retention of Apprenticeship Applicants as part of the Lockheed Martin Subcontract Administrator Associate and Subcontract Administrator Apprenticeship Program. The Lockheed Martin Selection Committee will determine which applications will be approved.

The Subcontract Administrator Associate and Subcontract Administrator Apprenticeship Program is a first for Lockheed Martin, and the development of this Qualification and Selection Procedure is the foundation from which Lockheed Martin will select apprenticeship candidates that meet the business needs of the Lockheed Martin Corporation. A specific focus will be the recruitment of honorably discharged veterans by including the Military Veterans Direct Entry Provisions as part of this registered Qualification and Selection Procedure, and when feasible, the recruitment of veterans participating in a United States Department of Veterans Affairs, Vocational Rehabilitation and Employment Service, early intervention seamless transition program.

Veterans who completed military technical training and participated in a registered apprenticeship program while in the military, may be admitted directly into the Lockheed Martin Apprenticeship Program. Lockheed Martin will evaluate each apprentice's previous experience, education, and level of performance, and grant the appropriate credit on the term of apprenticeship, and provide the appropriate apprentice salary. Lockheed Martin recognizes that veterans who have been injured or wounded while in service and who are transitioning into civilian careers can bring a diverse set of skills to the organization. Lockheed Martin's belief is that veterans of promise may lack college credentials, but skilled veterans will be a valuable asset to the Lockheed Martin team.

SECTION IV - COMPLAINT PROCEDURE

- A. Any apprentice or applicant for apprenticeship who believes that he /she has been discriminated against on the basis of race, color, religion, national origin, or sex, with regard to apprenticeship or that the equal opportunity standards with respect to his /her selection have not been followed in the operation of an apprenticeship program, may personally or through an authorized representative, file a complaint with the Registration Agency or, at the apprentice or applicant's election, with the private review body established by the Sponsor (if applicable).
- B. The complaint will be in writing and will be signed by the complainant. It must include the name, address, and telephone number of the person allegedly discriminated against, the Sponsor involved, and a brief description of the circumstances of the failure to apply equal opportunity standards.
- C. The complaint must be filed not later than 180 days from the date of the alleged discrimination or specified failure to follow the equal opportunity standards, and, in the case of complaints filed directly with the review bodies designated by the Sponsor to review such complaints, any referral of such complaint by the complainant to the Registration Agency must occur within the time limitation stated above or 30 days from the final decision of such review body, whichever is later. The time may be extended by the Registration Agency for good cause shown.
- D. Complaints of harassment in the apprenticeship program may be filed and processed under Title 29, CFR Part 30, and the procedures as set forth above.
- E. The Sponsor will provide written notice of their complaint procedure to all applicants for apprenticeship and all apprentices.

SECTION V - MAINTENANCE OF RECORDS

The Sponsor will keep adequate records including a summary of the qualifications of each applicant, the basis for evaluation and for selection or rejection of each applicant, the records pertaining to interviews of applicants, the original application for each applicant, information relative to the operation of the apprenticeship program, including, but not limited to, job assignment, promotion, demotion, layoff, or termination, rates of

pay or other forms of compensation or conditions of work, hours including hours of work and, separately, hours of training provided, and any other records pertinent to a determination of compliance with the regulations at 29 CFR Part 30, as may be required by the United States Department of Labor. The records pertaining to individual applicants, selected or rejected, will be maintained in such manner as to permit the identification of minority and women (minority and non-minority) participants.

Each Sponsor must retain a statement of its Affirmative Action Plan for the prompt achievement of full and equal opportunity in apprenticeship, including all data and analysis made pursuant to the requirements of 29 CFR 30.4. Each Sponsor also must maintain evidence that its qualification standards have been validated in accordance with the requirements set forth in 29 CFR 30.5(b).

In addition to the above requirements, adequate records will include a brief summary of each interview and the conclusions on each of the specific factors, e.g., motivation, ambition, and willingness to accept direction which are part of the total judgment. Records will be maintained for 5 years from the date of last action and made available upon request to the Registration Agency or other authorized representative.

LOCKHEED MARTIN CORPORATION

Standards of Apprenticeship

APPENDIX E

SUPERVISOR AND MENTOR QUALIFICATIONS AND RESPONSIBILITIES

APPRENTICE SUPERVISOR:

Definition – An apprentice supervisor is a person selected by Lockheed Martin to:

- A. Partner with the *Manager of Apprenticeship Programs*, Lockheed Martin Corporation, to develop and implement apprenticeship programs in their organization.
- B. Coordinate the activities of apprentices in their organization.
- C. Chair their organization's *Apprentice Committee* for their organization.
- D. Provide support to mentors who oversee the apprentices' on-the-job learning.
- E. Make regular reports on the status of the progress of each apprentice's training and work experience to the *Lockheed Martin Manager of Apprenticeship Programs*.
- F. Serve as the point of contact for their organization's Apprenticeship Program.

Required Qualifications:

- A. Supervisor within a Lockheed Martin Functional Area.
- B. Familiar with Lockheed Martin training processes and procedures.

Roles & Responsibilities:

- A. Coordinates the education, training, and on-the-job learning activities of the apprentices.
- B. Conducts periodic reviews and assessments of the apprentice's work and progress.
- C. Enforces the rules of the *Subcontract Administrator Apprentice Program* sponsored by the Lockheed Martin Corporation.
- D. Submits periodic progress reports to the *Lockheed Martin Manager of Apprenticeship Programs*.
- E. Makes sure that other team members understand the apprentice's role and extend support and guidance as needed.

APPRENTICE MENTOR:

Definition - A person selected by Lockheed Martin Integrated Systems & Solutions to provide guidance to an apprentice during the apprentice's on-the-job learning in accordance with the organizations Apprentice Program Plan.

Required Qualifications:

A. Employee who is part of the ***Technical Leadership Development Program***.

OR

B. Employee who is part of the ***Finance Leadership Development Program*** and can demonstrate competency for this role via training, education, and on-the-job experience.

OR

C. An experienced manager who has acted as a mentor.

OR

D. An experienced leader in the company who wishes to devote the time to this role.

AND

E. An active member of an engineering or information technology organization.

Roles & Responsibilities::

A. Provide feedback on the implementation of **Standards of Apprenticeship** developed by the **Lockheed Martin Corporation**.

B. Provides career counseling/coaching and professional advice to apprentices via frequent meetings.

C. Listens to personal issues, positively reinforces, encourages, and inspires.

D. Assists within the apprentice's education, training, on-the-job learning activities, and setting high expectations of performance.

E. Elicit feedback from the apprentice regarding his/her on-the-job learning activities.

F. Discusses apprentice's work/progress with him/her.

G. Records in the ***Work-Based Learning Plan*** the apprentice's accomplishments of education, training, and work processes during apprenticeship training.

H. As needed, provides counseling to apprentices on school attendance, academic proficiency, and other matters requiring attention.