

Apprenticeship Planning Rubric:

Prioritizing Strategies to Build and Scale Apprenticeship Programs

This rubric is designed to assess essential areas for developing and scaling new and innovative regional Registered Apprenticeship Programs (RAPs) using a four-point scale:

1 = Planning: Stakeholders are working to gain knowledge, understanding, or capacity to begin to implement strategies. This phase includes identifying partners, processes, and best practices.

2 = Developing: Stakeholders are in the early stages of development and implementation. This phase includes building program components, forming key partnerships, and finalizing steps for ongoing management.

3 = Managing: Stakeholders are implementing and maintaining the necessary strategies to be successful. This phase includes identifying and executing strategies to increase effectiveness and efficiency.

4 = Scaling: Stakeholders are successfully implementing and iterating all essential program elements and are exploring best or promising practices to increase the program's reach and scope.

For each area, carefully review the overall context and the details within each rating category. Then, choose the score that best reflects your organization's current status. Upon completion of the rubric, review your scores across the Essential Areas to determine those to prioritize. For action planning purposes, next steps can be identified using the elements in the next category on the rating scale for the Essential Areas prioritized for your organization.

Please note that the Essential Areas represent the key components needed for a successful RAP, but they are not comprehensive of everything that may be needed for every partner. Since these Essential Areas are interdependent, there may be some overlap in the detailed elements presented.

Essential Area	1 - Planning	2 - Developing	3 - Managing	4 - Scaling	Score
<p>1. Understanding of Labor Market and Industry Needs</p> <p>Understanding labor market and industry demands, including identification of in-demand occupations and key sectors within the region ensures apprenticeship programs are tailored to the specific skills and competencies that employers need.</p>	<p>Learning how to use data to understand the labor market and industry demands</p> <ul style="list-style-type: none"> • Unsure of how to find labor market data • Unsure how to use labor market data to identify current and future industry trends • No or few conversations with industry stakeholders about their needs 	<p>Practicing using labor market data to understand industry demands</p> <ul style="list-style-type: none"> • Know how to find labor market data • Have reviewed labor market data • Understand how to incorporate data into decision making but lack experience in doing so • Have started conversations with industry partners 	<p>Regularly using labor market data to understand industry demands</p> <ul style="list-style-type: none"> • Consistently incorporate review of labor market data into programming decisions for current and future workforce needs • Consistently meet and discuss needs with industry partners 	<p>Using labor market data in collaboration with regional partners to meet regional needs</p> <ul style="list-style-type: none"> • Review labor market data as a region to determine regional programming decisions based on future workforce needs • Regularly identify and outreach to new industry partners and stakeholders 	

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<p>2. Partner, Stakeholder, and Employer Engagement</p> <p>Successful RAPs involve a constellation of partners, including employers, educational institutions (K12 and post-secondary), unions or labor groups, workforce boards, community-based organizations, intermediaries, and other programs. Engaging partners is necessary at all stages of development and implementation.</p>	<p>Identifying partners and planning for outreach</p> <ul style="list-style-type: none"> Attend Interagency Advisory Committee on Apprenticeship (IACA) or California Apprenticeship Council (CAC) meetings to gain understanding of apprenticeship landscape Research similar programs and sectoral or regional intermediaries Partner mapping to identify gaps in existing partners Understand the benefits of the RAP and partnership for each partner type Able to articulate what an apprenticeship program is to potential partners Identify and begin to implement strategies for outreach, which can include emails, phone calls, networking events, engagement sessions, presentations, sharing success stories, and resources 	<p>Building relationships with existing partners and beginning deliberate outreach to potential partners</p> <ul style="list-style-type: none"> Able to clearly articulate the role of and benefits for each partner type for use in “partner pitching” At least one employer and one Local Education Agency (LEA) are engaged with understanding of their roles Engage intermediary, if identified as appropriate Engage union, if applicable to program Develop positive relationships with existing partners Communicate with potential partners to address gaps Implement some combination of engagement strategies Create mechanisms for feedback loops among partners 	<p>Regularly collaborating and communicating with partners, with continued outreach</p> <ul style="list-style-type: none"> Partners have clear understanding of their roles and stakes in the program No major gaps in partnerships but regularly assessing the need for additional partners Partners serve as champions of the work within their organizations Positive, collaborative relationships among existing partners Periodic assessment of need for additional partners Ongoing outreach strategies to potential partners Establish regular feedback channels and use to enhance program effectiveness and responsiveness 	<p>Facilitating robust collaboration among partners, with regular identification of and outreach to new partners</p> <ul style="list-style-type: none"> Partners promote the work to their peers and external networks (e.g., employers sharing with other employers) Buy-in and engagement from multiple individuals at each partner organization Routine assessments of opportunities for new partners Regular assessment of the effectiveness of outreach and engagement strategies Implement comprehensive feedback mechanisms 	
<p>3. Program Design, Structure, and Curriculum and Training Development</p> <p>The program design, structure, curriculum and training plan, and processes for tracking skill attainment of a RAP are essential to ensuring effective learning outcomes and qualified apprentices. RAPs should be industry-aligned, paid, include structured on-the-job training (OJT) and mentorship, include a classroom instructional component, and provide an industry-recognized credential.</p>	<p>Gathering information and resources and identifying how to create the critical components</p> <ul style="list-style-type: none"> Identify partners [sponsor, employer(s), LEAs] Identify occupation and research necessary skill sets for that Research industry needs and wage scales Meet with employer partners to discuss OJT/mentorship, including number of hours needed Meet with partners to discuss classroom instruction courses with LEA, including number of hours needed Research existing technology and processes for tracking skill attainment 	<p>Forming some but not all of the critical components and planning to complete the rest</p> <ul style="list-style-type: none"> Clear understanding of partner roles Develop program goals, objectives, and expected outcomes have been identified Develop duration of the program, hours of OJT and classroom instruction required, and stepped wage increases Develop OJT/mentorship plan with employer partners Develop classroom instruction curriculum and going through necessary approval processes within LEA Identify the process that will be used for tracking skill attainment Submit standards to Division of Apprenticeship Standards (DAS) and US Department of Labor (DOL) 	<p>Finalizing all critical components and standards</p> <ul style="list-style-type: none"> Have clearly articulated goals and expected outcomes that align with industry standards Get approval for well-structured curriculum and training plan that includes OJT/mentorship and classroom instruction Confirm duration of the apprenticeship program is logical and practical, with clearly defined training phases, milestones, and wage progression Plan for regular evaluation, including implementation of skill attainment tracking Get approval for standards by DAS and DOL 	<p>Regularly assessing and iterating critical program components, looking for opportunities for expansion</p> <ul style="list-style-type: none"> Routinely assess program design, structure, and outcomes Revise standards as needed Utilize assessment data to identify and address needs for improvement Maintain communication with partners about increasing scope or reach 	

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<p>4. Ensuring Equity and Access</p> <p>RAPs are a key pathway to ensure that all workers have access to quality, living-wage career paths. Ensuring equity in RAPs is essential to ensuring those pathways are available to everyone, particularly those historically marginalized from accessing them.</p>	<p>Understanding the equity gaps that exist in the community and identified career pathway(s)</p> <ul style="list-style-type: none"> Review community-level data and labor market data to identify gaps Speak with or gather data from key stakeholders - including workers - to understand why equity gaps exist Research potential strategies to address gaps and potential community-based organization (CBO) partners Develop plan to identify and assess barriers 	<p>Creating strategies to ensure equity is centered throughout the program</p> <ul style="list-style-type: none"> Prioritize potential strategies to incorporate into program design, recruitment, selection, and retention to address equity gaps, including potential supports to offer apprentices Prioritize strategies to address the equity gaps identified, including the removal of identified barriers Create ongoing data collection efforts to review strategy effectiveness and equity of the program Identify and reach out to potential CBOs to offer supports to address barriers 	<p>Implementing and assessing strategies to support underrepresented populations</p> <ul style="list-style-type: none"> Understand how effective equity principles are embedded in all aspects of program Regularly assess program and equity strategies to ensure that program participants are reflective of the community and that success rates are comparable across demographic groups Effectively partner with CBOs to address barriers 	<p>Identifying new opportunities to improve or add equity-based strategies throughout the program</p> <ul style="list-style-type: none"> Ongoing use of community-level, labor market, and stakeholder feedback data, to identify and address new equity gaps Consistent use of assessment data to iterate on existing strategies to ensure they are effective Regularly assess existing CBO partnerships and outreach to potential new CBO partners 	
<p>5. Centering Worker Voices</p> <p>Centering worker voices means that RAPs are designed for and in partnership with workers. It is not only a key equity strategy, but it also improves job quality, apprentice retention, and the workplace environment.</p>	<p>Identifying methods to engage workers</p> <ul style="list-style-type: none"> Research methods for bringing workers into the design and management process Identify potential workers or groups Advocate to partners about the need to incorporate worker voices 	<p>Beginning to engage workers and addressing organizational barriers</p> <ul style="list-style-type: none"> Implement strategies to incorporate workers into at least part of the program design, implementation, or iteration Identify and engage champions among partners and potential partners Discuss organizational policies that should be revised to be more supportive of workers 	<p>Engaging workers and preparing them for a seat at the table</p> <ul style="list-style-type: none"> Implement strategies to include workers' perspectives at every phase of the program Improve programmatic elements based on worker feedback Provide supports, mentorship, and training for workers to advocate for themselves and their needs Recognize the necessity of having workers at the table among all partners 	<p>Engaging workers throughout the process and readying the table for them</p> <ul style="list-style-type: none"> Regularly incorporate worker feedback to provide and improve pathways, supports, and resources Advocate for systems-level worker-centered policies Educate non-worker stakeholders on how to listen to and engage workers 	

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<p>6. Registration</p> <p>Apprenticeship program registration involves a comprehensive understanding of the necessary standards, procedures, and documentation. It requires knowledge of local, state, and federal regulations that impact apprenticeship programs.</p>	<p>Exploring the registration process at DAS and DOL and creating a framework</p> <ul style="list-style-type: none"> Identify the program sponsor, with clear understanding of role Develop various program components Outline program standards that include criteria, wage scales, advancement procedures, and graduation requirements, with buy-in from partners Begin conversations with DAS consultants about the program Research the process of program submission at DOL 	<p>Submitting apprenticeship program standards for approval</p> <ul style="list-style-type: none"> Have well-articulated standards developed and incorporate into program proposal Submit program to DAS for approval Submit program to DOL for approval Make revisions as required 	<p>Getting approval for standards from DAS and DOL</p> <ul style="list-style-type: none"> Complete any necessary revisions Receive approval from DAS and DOL 	<p>Performing regular compliance of approved apprenticeship program standards</p> <ul style="list-style-type: none"> Regularly review and update program standards 	
<p>7. Resources and Funding</p> <p>Resources and funding are essential to every phase of a RAP, but particularly in the early phases.</p>	<p>Drafting initial budget and funding options</p> <ul style="list-style-type: none"> Create a budget that includes start-up costs and realistic costs for ongoing implementation Map partner roles and capacities Research partner resources to support the program Research external funding opportunities to support the program, examples include California Community Colleges Chancellor's Office (Chancellor's Office), state funding, federal funding, philanthropic dollars, and funding allocations 	<p>Securing initial funding</p> <ul style="list-style-type: none"> Finalize initial budget Develop process for ongoing assessment and management Get commitments from partners for financial and in-kind resources they can provide Submit proposals for external funding Create plan for ongoing programmatic support 	<p>Effectively managing budget and secured funding</p> <ul style="list-style-type: none"> Have clear budget beyond start-up phase Have budget management roles and feedback mechanisms in place Secure ongoing commitment of resources from partners Secure external funding beyond initial phase Finalize clear plan for continued fund and resource development 	<p>Managing multiple funding streams and looking toward sustainability</p> <ul style="list-style-type: none"> Manage budget through process that includes regular review of programmatic and apprentice needs, adapting as needed Braid diverse funding sources to fund program Have long-term sustainability plan in place 	

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<p>8. Opportunities for Higher Education Credit and Certification</p> <p>The Earn and Learn model of RAPs is enhanced when the apprentice can also earn post-secondary academic credit that can go toward a certificate or degree that may benefit them in their career pathway. Mechanisms should be in place to formally document apprentices' skills and achievements, bolstering their professional credentials.</p>	<p>Beginning to explore credit-bearing pathways</p> <ul style="list-style-type: none"> Review the Credit for Prior Learning (CPL) policies at your LEAs Identify certificates or degree pathways that may align Research non-credit or not-for-credit courses for classroom instruction that could be converted to for-credit Research for-credit OJT opportunities 	<p>Planning and executing at least one credit-bearing pathway</p> <ul style="list-style-type: none"> Develop CPL policies at LEA beyond credit by examination that recognize the learnings and skills of apprentices Convert non-credit or not-for-credit courses to for-credit Submit curriculum for approval at the LEA Identify opportunities to provide credit for OJT Identify existing or build new degrees/certificates of achievement for apprentices Revise program standards to include new/revised courses or degrees/certificates to DAS 	<p>Providing at least one mechanism for credit for classroom instruction, OJT, or prior learning and planning for others</p> <ul style="list-style-type: none"> Execute CPL policies at LEA beyond credit by examination and begin offering credit Offer at least some for-credit courses as part of classroom instruction Provide credit for at least some OJT Offer degree or certificate from LEA for RAP completers Include for-credit courses and pathways in revised program standards and submitted to and approved by DAS 	<p>Offering multiple credit-bearing pathways, while continuing to build others</p> <ul style="list-style-type: none"> Ensure CPL that is in place is well utilized and explore ways to expand opportunities Ensure for-credit courses and OJT are well utilized and explore other courses or pathways to build or convert to credit-bearing Execute RAP that is part of degree-granting pathway, with opportunities to earn baccalaureate degree 	
<p>9. Apprentice Recruitment and Selection</p> <p>Effective outreach, marketing, and referral strategies are essential for ensuring enough quality apprentices for a program. Special attention should be paid to ensuring that targeted recruitment efforts are made to reach underrepresented populations. Once recruited, the selection process must be done through a clear and fair assessment and screening process.</p>	<p>Researching and beginning creation of a recruitment and selection strategy</p> <ul style="list-style-type: none"> Draft apprentice selection criteria, including methods of screening and assessment Discuss strategies for advertising, outreach, and referrals to draft an outreach plan Review relevant state and national requirements for selection, including Equal Employment Opportunity, Americans with Disabilities Act, and DOL and DAS requirements Identify potential K-12 and Adult Education partners for recruitment 	<p>Finalizing plans for apprentice recruitment and selection</p> <ul style="list-style-type: none"> Review selection criteria to ensure they comply with federal and state statutes and with policies of program partners Review outreach strategy to ensure that it includes targeted outreach to underrepresented populations Create agreements with identified K-12 and Adult Education partners Consider connecting to existing pre-apprenticeship program Begin implementation of outreach plan through at least two strategies Draft candidate feedback protocols 	<p>Implementing recruitment and selection plans, while tracking data to measure effectiveness</p> <ul style="list-style-type: none"> Have established and implemented clear and fair selection criteria Provide feedback to candidates not accepted Use multiple outreach and marketing strategies to attract diverse candidates, including partnerships with K-12 and Adult Education institutions Specific outreach to attract candidates from underrepresented populations Connect to at least one new or existing pre-apprenticeship program Track data to measure the effectiveness of outreach and candidate outcomes 	<p>Actively monitoring data and consistently improving processes to boost the effectiveness of recruitment and selection efforts</p> <ul style="list-style-type: none"> Regularly review selection criteria and process to ensure ongoing compliance with the program and statutes Consistent use of recruitment data to add and improve outreach strategies Demonstrate success of targeted outreach in recruiting underrepresented populations Identify additional opportunities to connect to or develop pre-apprenticeship programs 	

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<p>10. Apprentice Retention and Support</p> <p>Apprentice retention and support efforts are necessary to help apprentices complete their training. Regularly use program outcomes data and feedback from apprentices to identify gaps in support and enhance our resources.</p> <p>Through mentorship, resources, and a positive work environment.</p> <p>Key strategies should include regular check-ins, support calls, and regular feedback mechanisms, which reduce dropout rates and enhance workforce skills.</p>	<p>Exploring retention and support strategies</p> <ul style="list-style-type: none"> Research mechanisms through which program partners can provide support for apprentices, including apprentice check-ins, feedback, mentorship, and positive work environment Collect data on the types of wraparound supports that would be most beneficial to program participants, including, but not limited to, transportation, childcare, and mental health support 	<p>Planning for individualized apprentice support and wraparound supports</p> <ul style="list-style-type: none"> Identify priority strategies for apprentice retention Develop support cadence and criteria Identify partners and roles in providing support Develop necessary budgets Develop plan for advertising services and supports to apprentices Build data collection methods to track support usage and outcomes 	<p>Implementing and tracking apprentice retention strategies</p> <ul style="list-style-type: none"> Provide a mix of apprentice experience supports, including check-ins, feedback, mentorship, and positive work environment Provide a mix of wraparound supports Ensure regular use of supports by apprentices Collect and review data on usage and outcomes data to improve supports offered Collect ongoing feedback from apprentices about needs and supports 	<p>Regularly improving existing retention strategies and creating new ones</p> <ul style="list-style-type: none"> Regularly use program outcomes data and feedback from apprentices to identify gaps to improve supports Regularly use data to identify the need to develop new supports Regularly review support usage data to ensure equity and adjust outreach strategies as needed 	
<p>11. Compliance and Evaluation</p> <p>Compliance ensures a RAP continues to meet the regulatory standards of DAS, DOL, program partners, and program funders. It is essential to the long-term sustainability of a program. Evaluation ensures partners can regularly assess program success, improve as needed, and communicate successes with stakeholders.</p>	<p>Creating plan for program compliance and identifying methods for evaluating program success</p> <ul style="list-style-type: none"> Understand the different areas of program compliance and reporting cadence for DAS, DOL, program partners, and program funders Understand partner roles in the compliance and reporting process Prioritize performance metrics that can tell the story of the programs success, such as apprentice recruitment, retention, completion, job placement, accreditations earned, underrepresented populations served, program partners Identify ways to capture program success stories 	<p>Beginning implementation of compliance and evaluation mechanisms</p> <ul style="list-style-type: none"> Have clear protocols that outline regulatory requirements and standards and reporting processes, including who is responsible Identify and build data collection tools for specific performance metrics Have clear plan for program performance measure and qualitative (e.g., success stories and programmatic feedback) data collection 	<p>Monitoring and evaluating program and communicating successes</p> <ul style="list-style-type: none"> Comply with all regulatory bodies, with established documentation processes for tracking all items needed to stay in compliance Regular collection and review of performance measure and qualitative data Incorporate feedback mechanisms for apprentices and program partners Can use evaluation data to share program success with external stakeholders 	<p>Continuously improving the program and processes based on evaluation findings and telling the story of the program</p> <ul style="list-style-type: none"> Regularly review and address concerns to ensure compliance requirements are met at all times Regularly review performance measure and qualitative data to celebrate successes and identify areas of improvement Continue to improve the data collection process through review of methods and data points collected Regularly use evaluation data to share the story of the program, including apprentice and programmatic successes 	

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<p>12. Sustainability</p> <p>Sustainability in apprenticeship programs is crucial for building a resilient workforce that can adapt to changing worker, partner, and industry needs.</p>	<p>Beginning conversations about program longevity and sustainability</p> <ul style="list-style-type: none"> • Develop plan for gathering partner feedback about the program • Gather necessary labor market data to understand future workforce needs • Identify partners for long-term engagement whose strengths can be leveraged • Research funding mechanisms to support the program 	<p>Developing a sustainability plan that addresses future program needs</p> <ul style="list-style-type: none"> • Incorporate partner feedback into future plans for the program • Analyze data to understand future workforce trends and where the program fits • Plan for ways the program may need to shift to meet future needs • Create ongoing business model for the program • Identify and pursue funding sources with plans to braid funds • Engage potential long-term partners 	<p>Iterating the program to address future workforce needs and sustaining through braided funding and strategic partnerships</p> <ul style="list-style-type: none"> • Assess feedback and labor market data to ensure program is meeting needs • Successfully braid multiple funding sources to support the program • Regularly explore potential new funding sources • Maintain collaborative partnerships that support the continued success of the program, all with a role in supporting ongoing sustainability efforts 	<p>Sustaining program and identifying opportunities to expand reach or scope</p> <ul style="list-style-type: none"> • Regularly assess future workforce and partner needs, with built-in mechanisms for incorporating findings • Involve all partners in additional partner engagement to identify avenues to increase the number of employers, number of apprentices, or geographic area served • Regularly pursue diverse funding sources 	