



# Scaling Apprenticeship

## Emerging Practice Spotlight



### Bergen Community College

New Jersey Scaling Apprenticeship (SA) Grantee

### HealthWorks Scaling Apprenticeship Grant



This Scaling Apprenticeship Emerging Practices Spotlight was developed by Manhattan Strategy Group under contract to the U.S. Department of Labor, Employment and Training Administration (Contract 1630DC-19-Q-0037).

## Supporting Apprentices Through Success Coaches

Bergen Community College (BCC), a New Jersey Scaling Apprenticeship (SA) grantee, streamlined processes and created a positive experience for students participating in healthcare apprenticeships through the HealthWorks SA Grant.<sup>1</sup> The community college is a former recipient of U.S. Departments of Education and Labor grants geared toward upskilling individuals with in-demand, industry recognized credentials. Utilizing the learning from previous grants, BCC's project leadership developed and funded the Success Coach positions for their partner colleges participating in the HealthWorks SA grant.

### Evolution of the Success Coach

In 2019, Bergen Community College (BCC) was awarded a [HealthWorks Scaling Apprenticeship Grant](#). BCC is using the funding to collaborate with other community colleges, businesses, and community-based organizations throughout New Jersey to develop healthcare apprenticeship programs for in-demand occupations. BCC leaders recognized the need for apprentices to have a single point of contact who could help them navigate all the components of their program. As a result, 15 Success Coaches were hired and funded under the HealthWorks grant. Each partner college was offered a coach to assist the program and increase success and completion rates for apprentices. The coaches follow the students through all phases of the apprenticeship process, from the initial inquiry to post-completion, to ensure that they have what they need to become successful.

The Success Coach position was modeled after a special services position created in a recent Transition Programs for Students with Intellectual Disabilities (TPSID) grant, which provided employment supports and

According to Andrea Nemeth, Project Director for the BCC HealthWorks SA grant, the team wanted to “*introduce and connect the apprenticeship model to the field of healthcare, taking the old concept of apprenticeships and applying it to the healthcare industry.*” There were lots of challenges to tackle prior to starting a cohort of ten and teaching a course (2019 pandemic, CNA regulations and limitations, licensing, site approvals, and much more). “*Additionally, each apprentice had to be vetted and approved (background checks, up-to date medical records, and vaccinations, etc.).*”

<sup>1</sup> N.J. HealthWorks is a Scaling Apprenticeship through Sector-Based Strategies grant initiative through the U.S. Department of Labor (USDOL), Employment and Training Administration. The primary goal of this grant program is to accelerate the expansion of apprenticeships to new industry sectors reliant on H-1B visas, such as information technology (IT) and IT-related industries, advanced manufacturing, and health care.

services to help individuals with disabilities earn in-demand industry credentials and gain employment or remain successful. BCC saw the benefits of this model and integrated it with wrap-around services (from recruiting and registration to tutoring, supportive services, on-the-job learning, and follow-up) in their Health Profession Opportunity Grant (HPOG). Due to the successful implementation of these programs, BCC adopted best practices and lessons learned within their HealthWorks Scaling Apprenticeship grant. Past successes led to easy buy-in and an evidenced-based model that supports apprentices throughout their apprenticeship journey.

## Benefits of the Success Coach Model

**Benefits for the Apprentice:** Coaches work closely with apprentices to help them navigate through the apprenticeship journey, and increase job retention

**Benefits for the Grantee:** Success Coaches create positive experiences for apprentices and employers, while also improving performance objectives

**HealthWorks Primary Occupations:**

- Certified Nursing Assistant (CNA)
- Patient Care Technician (CNA Advanced)
- Pharmacy Technician
- Certified Clinical Medical Assistant
- Phlebotomist
- Medical Biller and Coder
- Community Health Worker

## Essential Components of the Success Coach

- Maintaining regular communication with each apprentice and helping them navigate through the apprenticeship journey (outreach, recruitment, screening, vetting, follow-up, coaching, support services, employment retention, etc.)
- Planning and marketing all apprenticeship orientation and information sessions
- Developing, tracking, and monitoring all career-based activities and outcomes
- Maintaining program-related files and documentation
- Developing and growing ongoing relationships with potential employers
- Coordinating with Business Liaisons

[Click here for the full job description of the Success Coach.](#)

## Next Steps

BCC is developing a new apprenticeship marketing video and other materials that will go live during New Jersey's Apprenticeship Month in November 2021 that will target smaller businesses.

## Success Coach in Action



- **Business process reengineering** – Together, BCC and CVS Health reengineered the apprenticeship model to improve hiring and support greater retention in the program. CVS works closely with the Success Coaches and HealthWorks to enhance communications and marketing for their program. This is win-win solution for all stakeholders.
- **Apprentice recruitment orientation** – The 2019 pandemic has provided the HealthWorks team a chance to evaluate processes and systems, as well as implement creative and innovative recruitment solutions for the HealthWorks SA Grant such as virtual access at all levels (inquiry, application, orientations, training, mentoring, and coaching processes).

*“Despite the many responsibilities of a Success Coach, the secret is simply communication. Communicating well and often allows one to present opportunities, lead recruitment efforts, identify solutions, convey empathy, inspire people, and create and maintain relationships. The role of the Success Coach is crucial to the success of an apprentice’s journey to completion.”*

Monica Rock, Success Coach

- **Apprentice communication channel** – BCC wanted to create a seamless process for apprentices throughout their apprenticeship journey, from the initial inquiry to the completion of the apprenticeship. Success coaches are available to apprentices throughout all stages and connect regularly through emails, phone calls, texts, and other means of communication. They also prepare apprentices for interviews, screenings, and other job-related tasks.

## Elements of Success

The Project Director and Lead Success Coach collaborated and optimized training and communication tools for the additional Success Coaches placed throughout the state. They feel that communication is essential and crosses over into all aspects of the elements of success. Some of the elements below are ongoing and others are a one-time process.

| Business Process Streamlining                                                                                                                                                                                                                                                                                                         | Opportunities to Innovate                                                                                                                                                                                                                             | Collaborate and Celebrate                                                                                                                                                                                                                                                                                            | Segue to Sustainability                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Develop Forms, applications, etc.</li> <li>• Hold virtual events: hiring events, open houses, orientations, proctoring, coaching, etc.</li> <li>• Provide frequent communications and services to coaches</li> <li>• Create an online and streamlined application for apprentices</li> </ul> | <ul style="list-style-type: none"> <li>• Develop an employer mentorship training, offered by coaches</li> <li>• Provide communications and marketing materials for apprenticeships</li> <li>• Promote partnerships with smaller businesses</li> </ul> | <ul style="list-style-type: none"> <li>• Prepare a proactive outreach and training strategy for new and veteran coaches</li> <li>• Hold monthly coaching meetings</li> <li>• Share promising practices and lessons learned</li> <li>• Develop “A Day in the Life of a Success Coach” resource for coaches</li> </ul> | <ul style="list-style-type: none"> <li>• Provide coaches a pathway and understanding of the value of program sustainability by developing long-term relationships with employers</li> <li>• Incorporate evidence-based strategies within program elements</li> <li>• Share experiences and learn from each other within different demographics</li> </ul> |

## Tips and Strategies for Other SA Grantees

The HealthWorks team shared some of their tips and strategies that they found most helpful while implementing this emerging practice:

- Understand why some processes are successful and other strategies fail. Learn from past experiences.
- Utilize electronic forms and virtual meetings to streamline processes.
- Encourage structure and collaboration to share ideas, best practices, and lessons learned.
- Incorporate best practices from other programs and projects.

## Resources and Forms

- [Bergen Community College HealthWorks Website](#)
- [New Jersey HealthWorks Inquiry Form](#)
- [New Jersey HealthWorks Grant Application](#)
- [Virtual Hiring Event Information for an Applicant](#)
- [2020 Pharmacy Technician Marketing Video](#)
- [Success Coach Job Description](#)

### More Information

Monica Rock, Success Coach  
[mrock@bergen.edu](mailto:mrock@bergen.edu)

Andrea Nemeth, Project Director  
[anemeth1@bergen.edu](mailto:anemeth1@bergen.edu)