



ABA Quick Tips

Tips for Effectively Staffing Your Team

The purpose of this **Quick Tip** is to offer ABA grantees promising strategies to develop a team that can support apprentices. Key objectives of ABA grants are to strengthen, modernize, expand, diversify, and promote RAPs as a workforce development solution. To accomplish this, grantees must create a team that can effectively manage grants, maintain productive relationships with RAP partners, and support the needs of apprentices. Below are quick tips that offer strategies for staff development.

STAFFING

Implementing a Registered Apprenticeship Program (RAP) takes a team of passionate, knowledgeable personnel. Each ABA grantee organization is responsible for staffing their team with individuals who meet the requirements set to deliver and manage the grant program to its highest potential and ensure successful program outcomes.

Grantees' roles in developing and implementing RAPs most commonly include developing and providing Related Technical Instruction (RTI) curriculum and promoting and conducting employer outreach. Other duties may include administrative functions, mapping skills competencies, providing support services and industry expertise, developing career pathways strategies, recruiting and screening apprentice candidates, and more.

DEPARTMENT COHESION

Creating a cohesive, well-trained team will ensure overall grant compliance and deliverable confirmation. The overall development, implementation, and closeout of a grant will fall on various positions and/or departments within an organization. For the success of the grant and the apprentices participating, it is important for each of these departments to work together. For example, a development department may be assigned with writing and submitting grant proposals, a program department will be responsible for implementing the grant activities and producing the necessary deliverables and reports, and a finance department will be tasked with reporting grant expenditures, managing the budget, and ensuring full cost recovery.

STAFF POSITIONS/ROLES

Each ABA Grantee has flexibility to determine the necessary staff positions for their specific industries and program. The following are examples of positions employed by previously funded and successful RAP programs:

- ▶ **Project Director:** This role manages overall grant activities and plays a central role in maintaining relationships with employers.
- ▶ **Grants Manager/Coordinator:** This role manages and supports the grants requirements and implementation.
- ▶ **Project Manager:** This role provides general support to all grant-funded staff and, generally, oversees hiring.
- ▶ **Program Specialists/Apprentice Specialists:** This role serves as a case manager to ensure completion and compliance of each apprenticeship. This role will provide direct support services to potential and approved apprentices, including managing the paperwork to enroll or register apprentices in the program, connecting apprentices to correct training, resume development, placement, etc.
- ▶ **Recruiter/Intake Specialist:** This role focuses on recruiting new apprentice applicants to the program.
- ▶ **Employer Outreach Specialists:** This role focuses solely on business development, networking and maintaining relationships with potential and current employers.

Quick Tips offer short, easy to use strategies, recommendations, and tips for Apprenticeship Building America (ABA) grantee consideration, exploration, and use. The tips and recommendations listed below draw from the expertise of ABA Technical Assistance Coaches, research, and grey literature (see references below).

Establish Recurring Meetings

Conducting recurring meetings whereby all departments come together will:

- Confirm deliverables and timelines
- Review grant expenses and budgets
- Identify and resolve problems in advance
- Determine need for changes and/or amendments



- **Administrative or Program Assistant:** This role assists with managing day-to-day operations.

STAFF DEVELOPMENT AND SUPPORT

Empowering and supporting staff development is a key component to delivering an impactful program and changing the lives of clients. Below are suggested tips for developing and supporting program staff along the way.

- **Create an internal training guide for all new staff** to include established policies and procedures that will set the individual up for success.
- **Remain transparent** about the program's culture and vision. Instruct all staff to model that culture and vision individually and as a team, as well as ask questions and seek clarity if necessary.
- **Ensure staff are up to date on all grant requirements**, understand all reporting timelines and allowable uses of funds.
- **Hold internal meetings and trainings on a regular basis to address any gaps in services or grant management.** Consistent communication through meetings and trainings allows the team to stay up to speed on policy and procedural changes or edits; develop new skills; express concerns or notable gaps in services; and offers time for team building and support.
- **Cross train all staff** to create a culture of inclusiveness and support. Cross-training fosters a spirit of teamwork by eliminating working silos, allowing employees to learn to appreciate the value of different roles and aspects of the business. Additionally, cross training prepares employees for roles they may qualify for in the future. Allowing cross training in a new department gives staff a chance to explore a different—and possibly challenging—area of your business.
- **Offer career development opportunities and trainings** to foster curiosity and interest staff might have in excelling further in their careers.

References

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