



Scaling Apprenticeship

Success Indicators for Grantees

These indicators identify key areas that Scaling Apprenticeship grantees can focus on to support success. The Success Indicators will guide technical assistance efforts (TA), and grantees can use them for self-assessment. They are aligned with the Funding Opportunity Announcement (FOA) and Core Monitoring Guide (CMG) and were developed by the U.S. Department of Labor with input from Manhattan Strategy Group (MSG). These Success Indicators are offered as technical assistance to support grantee success but are not considered official U.S. Department of Labor guidance. Over many years of supporting grantees, we have observed that organizations and staff that effectively engage in the activities described here are more likely to be successful. The Indicators are organized logically and are not listed by rank. Indicators in green font denote areas that grantees should focus on during early stages of their work.

Success Indicators

1. Strong Organizational Management

Grant success is supported by effective use of personnel, resources, and communications to implement and operate a high-quality project. Indicators of strong organizational management include:

- Identifying and onboarding grant-funded staff in a timely¹ manner
- Identifying and allocating leveraged staff and resources in a timely manner
- Instituting strong grant fiscal management practices
- Developing and implementing ongoing communications processes and timelines
- Implementing and tracking project work plan, including scheduling of meetings communications with partners, and confirmation of partner roles and commitments
- Developing and using a “Deliverables Dashboard” or similar instrument to track deliverables accomplishments and grant project commitments
- Implementing ongoing communications with college leadership
- Having project staff utilize sound project management tools
- Maintaining communications with Federal Project Officer (FPO)
- Actively using TA resources

2. Strong Operational Systems

¹ As specified in the grant FOA: “We expect hiring appropriate grant project personnel and undertaking start-up activities will begin immediately and expect that grantees will begin enrolling apprentices no later than nine months after the date of grant award. We also expect that applicants will have begun expanding their apprenticeship program nationally by at least the beginning of the fourth year of the grant.” ([FOA-ETA-18-08](#) p. 19)

The practice of data-driven decision-making, program evaluation and continuous improvement, and data collection tools that are integrated into project design, supports grant success. Indicators of strong operational systems include:

- Identifying and using a performance management system
- Implementing data collections tools and processes
- Training staff on performance management system and data collection tools and processes
- Developing and using performance reports and communications with partners regarding ongoing performance
- Instituting an evaluation and/or continuous improvement framework and process for implementing feedback
- Integrating quarterly reporting, along with other more frequent measures, into project operations to identify performance strengths and weaknesses
- Employing data-driven decision making through business processes used in the project

3. Sustainability Principles

Grant success is supported by the entrepreneurial use of grant funds to implement, track, and sustain new or modified programs, policies, and practices that provide enhanced capacity and services to employers, students, and workers. These principles will also help grantees scale their programs nationally by the start of the fourth year of the grant, with earlier adoption of the principles facilitating greater success in achieving national scaling. Indicators of sustainability principles include:

- Immediately identifying the grant-funded improvements in programs, policies, or practices that will be targeted for ongoing sustainability during and after the project period
- Implementing continual communication and “buy-in” from college leadership, deans, and directors, as appropriate
- Identifying how aspects of the grant project can be shown to support broader priorities of entities that are critical to sustainability, e.g., relevant sector entities, leaders at the college or educational system level, the governor, the workforce system State Plan, etc.
- Developing ongoing processes for identification and documentation of “corrections” and “lessons learned” as the project design is modified due to internal and external factors
- Identifying ongoing “success stories” using both employer and student/worker examples
- Developing and regularly monitoring a sustainability plan
- Implementing proactive strategies to continue funding innovative programs, policies, and practices once grant funds end

4. Effective Apprenticeship Design

Grant success is supported by effective implementation and ongoing operations of new and/or expanded apprenticeship opportunities that adhere to the five hallmarks of program quality described in the FOA. These include paid, work-based component; on-the-job training and mentorship; educational and instructional component; industry-recognized credentials earned; and safety, supervision and equal employment opportunity. Indicators of effective apprenticeship design include:

- Understanding the labor market and human resource needs and goals of employers and other partners and articulating how the program helps partners meet their goals

- Engaging multiple employers in the target sectors (Advanced Manufacturing, Information Technology, and Healthcare) to design apprenticeship programs
- Implementing partnership and/or subrecipient agreements with employer partners and primary industry partner(s)
- Leveraging employer partners' resources and abilities at deepening levels
- Mapping instruction and credential(s) to employers' occupations and competencies
- Documenting how grant policies adhere to the five hallmarks of apprenticeship program quality
- Implementing ongoing use of apprentice tracking system to capture wages, training duration, credentials attained, and other important indicators
- Ensuring pre-apprenticeship experiences lead to an apprenticeship opportunity or gainful employment at middle-skill wages

5. Effective Partner Engagement

Development of roles and relationships of partners who employ, support, and work with apprentice participants supports grant success. Indicators of effective partner engagement include:

- Coordinating partner activities and assigning partner relationships to appropriate project staff
- Engaging in regular communication with all partners, with special attention to employer and industry partners who are providing competency and credential identification, a paid, work-based component, and on-the-job training; the providers of related training instruction; community partners who are providing support and other services that positively impact participant outcomes; and primary industry and credentialing partners who are providing credentialing opportunities to bridge paid work experiences and related training instruction
- Providing partners with continual feedback regarding the project and performance
- Recruiting new partners, as needed

6. Effective Participant Engagement in an Apprenticeship Experience

Grant success is also supported by effective implementation and ongoing operations of activities that lead to a positive experience and positive results for participants. Indicators of effective participant engagement include:

- Conducting effective outreach and recruitment:
 - Understanding participants' needs, challenges, and characteristics
 - Using best practices to recruit diverse participants
 - Employing effective assessment to match individuals with apprenticeship and pre-apprenticeship opportunities
- Developing on-boarding processes and vetting for participants into the program
- Implementing a case management approach tailored to work and learn opportunities
- Developing individual employment plans that outline the work experience and concurrent related training instruction targeted to project sectors and occupations
- Matching participant interests and experiences with the right work and training experience
- Providing appropriate supportive services to support apprenticeship experiences
- Monitoring for continuous improvement