



H-1B Scaling Apprenticeship through Sector Based Strategies

Grantee TA Guide

Overview of the grant/TA contract

The Department of Labor’s Employment and Training Administration (DOL-ETA) recently awarded \$183.8 million in grants to educational institutions in partnership with industries to scale up apprenticeship programs through sector-based strategies. Grant funds will be used by the 23 grantees to develop, implement, and take to a national scale new apprenticeship models or to expand existing programs to new industry sectors, occupations, or participant populations. Manhattan Strategy Group¹ (MSG) was awarded this contract to provide technical assistance (TA) and grants management support to the Scaling Apprenticeship through Sector Strategies grantees.

This guide presents the TA MSG will provide Scaling Apprenticeship grantees in collaboration with DOL-ETA. We start by identifying the domains for TA provision by DOL Federal Project Officers and MSG. A discussion of the TA tiers of services follows, introducing the planned TA activities. The guide then describes the topics for programmatic TA. The TA guide then presents our staff, including the TA coaches and subject matter experts (SMEs) on our team, along with their expertise and grantee assignments. The guide concludes with ways to reach the TA team and addresses some Frequently Asked Questions regarding TA.

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¹ MSG is a management consulting firm dedicated to helping clients achieve and sustain performance excellence. MSG specializes in research and evaluation, technical assistance, training, organizational improvement, and grant and program support.

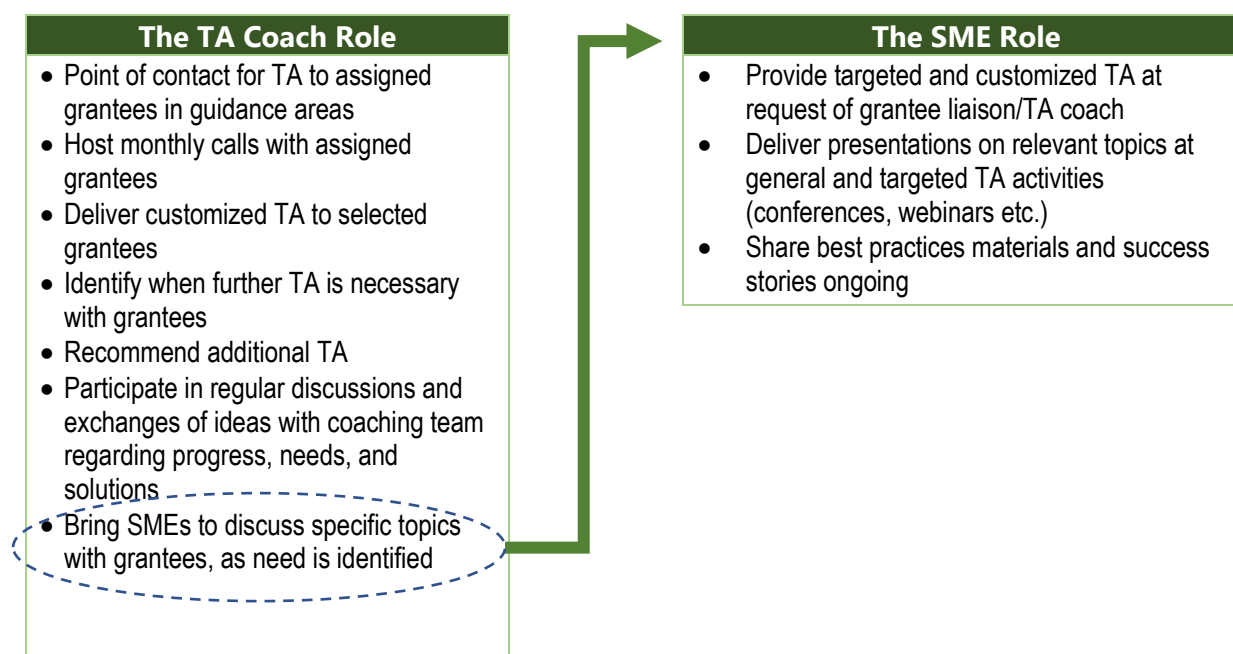
The Domains of Scaling Apprenticeship TA

As part of the TA, Scaling Apprenticeship grantees will have access to SMEs and coaches selected for their knowledge and experience, as well as guidance from Federal Project Officers (FPOs) in their region. Each grantee has been assigned to a TA coach based on the grantee's industry and geographic location. Grantees will meet with their coaches in the first quarter to kickstart their collaboration, which will at a minimum include monthly one-on-one calls. Coaches and FPOs have clear and distinct realms of guidance to assist Scaling Apprenticeship grantees. These separate realms are depicted below.

Federal Project Officer's Guidance
Clarification of H-1B FOA, including definitions
Statement of work modifications
Fiscal questions, including allowable expenditures and budget
Quarterly performance outcomes against target outcomes
Other policy questions, as they arise

TA Coach Guidance
Management of comprehensive community college programs, DOL-ETA grant-funded projects.
Project implementation, project management and sustainability.
Design and implementation of high-quality apprenticeship and pre-apprenticeship programs.
Supportive services in apprenticeship delivery to underrepresented populations.
Participant recruitment and placement
Employer engagement and recruitment
Continuous improvement and results-based processes
Dissemination of emerging practices across the grants

In addition to the coaches, the TA team counts on SMEs in a variety of topic areas that can be engaged to support grantee practice. TA coaches will serve as the point of contact for grantees in guidance areas and will deliver, identify and recommend additional TA to grantees. In addition to general TA offered to all grantees, SMEs will provide further targeted and customized TA at the request of the coach. The TA coach and SME roles appear below.



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The staffing section of the TA guide presents coach assignments, along with the SMEs on the Scaling Apprenticeship TA team and their areas of expertise.

The Scaling Apprenticeship TA Framework

The Scaling Apprenticeship TA project will plan, develop, and deliver TA to grantees across three tiers: general, targeted, and customized TA.

Tier 1: General TA

All grantees will have access to general TA activities. These activities will focus on broad topics that apply across grantees. Delivery formats for general TA include Scaling Apprenticeship Community webinars, resource development, and conference presentations.

Tier 2: Targeted TA

Targeted activities are available to grantee groups interested in exploring specific topics. MSG will nurture affinity groups and topical activities. SMEs with relevant expertise will host the targeted activities, design the sessions, and facilitate the exchanges to ensure the discussions stay on track. SME facilitators will also host industry-sector affinity group peer exchange calls on a monthly basis.

Tier 3: Customized TA

All Scaling Apprenticeship grantees will receive a minimum level of customized TA via monthly calls with an assigned TA coach. The coach will be the main point of contact between the TA team and each grantee. These calls will serve to develop rapport between the TA team and grantees and to gather information on grantee needs to guide TA activities across all tiers. Coaches will be available to respond to inquiries or requests regularly via email or phone calls. The standing monthly coaching call will serve for grantees to discuss their program implementation, perceived challenges and successes, and how the coach can support their needs. In combination with assessments of grantee quarterly performance reports, additional customized TA may be provided to assist grantees with special needs. Based on these needs, the TA team will develop customized TA plans for each grantee.

Regular TA Activities

Monthly Coaching Calls (Tier 3)

Monthly calls are the core of the TA activities. Each grantee will participate in a monthly call with its assigned coach. The calls will provide the opportunity for coaches to share their experience in similar circumstances, make suggestions, and relay examples of how similar challenges have been tackled. These calls will also provide an opportunity to learn about grantee progress and challenges in performing grant activities over the previous month; serve to identify needs; monitor progress and breakthroughs and identify emerging promising practices. Coaches will record each monthly call by entering written notes in our data management system.

Online Scaling Apprenticeship Community (Tier 1)

The Community website, housed on the WorkforceGPS portal, will serve as a repository of information and easily accessible resources and information for grantees. This includes all TA

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resources developed for the project, blog posts, events, and links to relevant materials and documentation.

Quarterly Webinars (Tier 1)

Quarterly webinars will be hosted on the Scaling Apprenticeship webpage on DOL's WorkforceGPS. MSG's goal is to make the webinars highly interactive, to motivate participation and attendance, and to assist in the identification of activities and materials to be developed for the Community, including the selection of topics for future sessions, development of tools to assist grantees to address common problems, and the initiation of discussion or affinity groups. These webinars will be opportunities to learn from SMEs, established apprenticeship programs, and exemplar grantees. All webinars will include a dedicated opportunity for Q&A and follow-up with presenters both on the webinar and through the SA Community.

Monthly Affinity Groups (Tier 2)

In the first year, we will establish affinity groups based on the most immediate affinity trait common to grantees: the H-1B industry sectors of their grant (IT, healthcare, or advanced manufacturing). Affinity groups enable the sharing of more in-depth and specific information that is common to those sharing the affinity trait.

Our team will nurture affinity groups with regular activities, particularly monthly² sessions for the delivery of targeted activities. Affinity groups may use a webinar platform for screen sharing purposes or a conference line. We also plan to include affinity group breakout sessions in the national conference schedule.

Affinity group sessions will focus on challenges and effective practices identified in the regular TA coach's regular contact with grantees in the same industry sector. These sessions will afford an opportunity to share information across projects of different maturity in the same sectors. The exhibit below shows the SMEs who will facilitate the affinity group sessions.

Industry Sector Affinity Group	SME facilitator
Advanced Manufacturing	Jeff Brown
Information Technology & Cybersecurity	Janet Bray
Health Care	Patti Bartels

The affinity group calls will be associated with follow up blog posts and discussion items on the Workforce GPS Scaling Apprenticeship Community page. Monthly group calls will enable the industry grantees to learn from each other and develop a sense of community in the face of common challenges. Additional affinity groups, focused for instance on serving target populations such as military veterans, military spouses, ex-offenders, or underrepresented groups, may also be initiated if demand arises from grantees.

² We will start by facilitating the affinity groups on a monthly basis. As TA activities unfold, we may reassess whether these calls should be spaced out to every other month, and whether other topical groups should be created.

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Other DOL Apprenticeship TA Activities

In addition to Scaling Apprenticeship through Sector-based Strategies, DOL leads other grants and contracts focused on apprenticeship programs, including, among others:

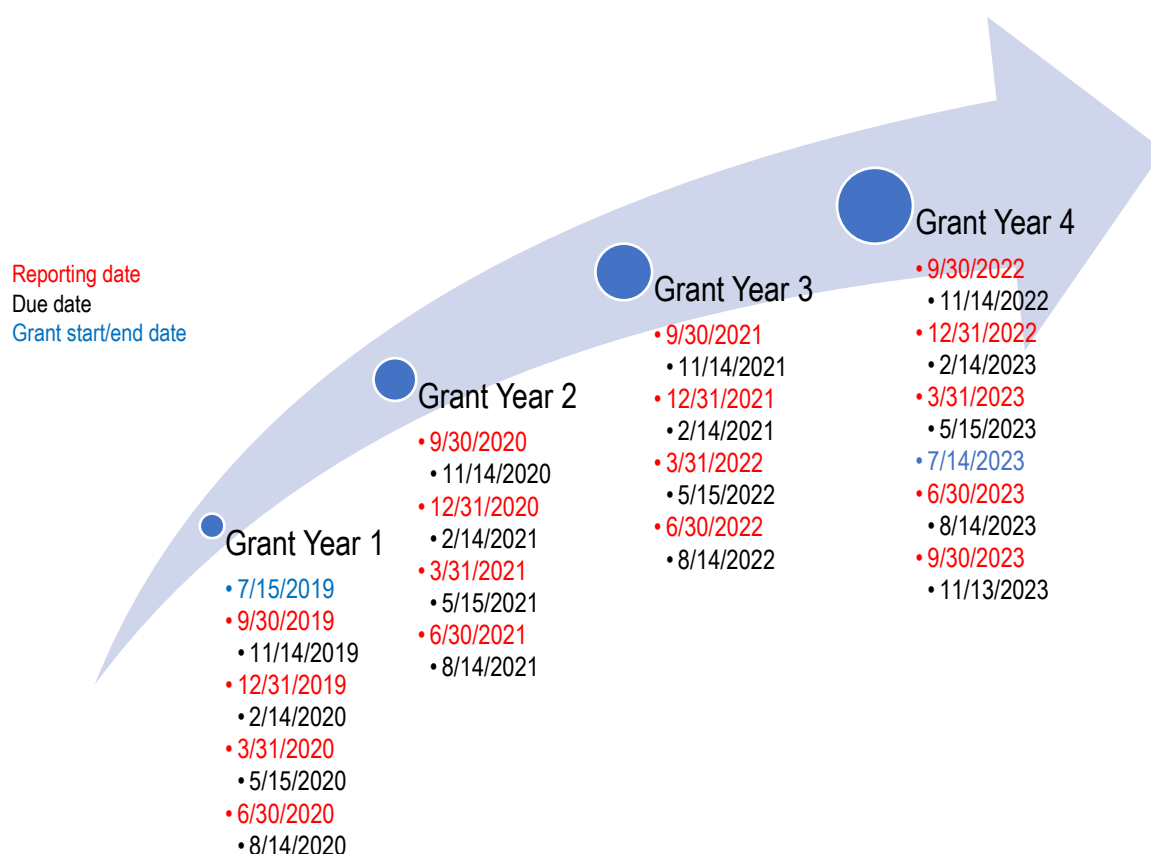
- The American Apprenticeship Initiative (AAI);
- State Apprenticeship Expansion (SAE); and,
- Apprenticeship State Expansion (ASE).

DOL coordinates the work of TA providers supporting each of these efforts to minimize duplication and boost the dissemination and impact of the initiatives. For this reason, Scaling Apprenticeship will identify and share with grantees TA opportunities offered through other DOL-funded channels.

Performance Reporting TA – Workforce Innovation Performance System (WIPS)

Grantees are required to report on their performance to DOL-ETA. The DOL National Office is responsible for TA related to performance reporting for the Scaling Apprenticeship grants. Thus far, DOL-ETA has hosted three webinars presenting reporting requirements for grantees. These webinars are available on the Scaling Apprenticeship Community on WorkforceGPS.

Additionally, the Community compiled performance report-related resources on a dedicated page. Any requests for assistance with performance issues should be directed to ScalingApprenticeship@dol.gov. The performance reporting timeline, showing the submission deadlines, appears below.



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Programmatic TA

The goal of Programmatic TA is to help grantees meet their goals through general, targeted, and customized TA support. Tier 1 TA activities are relevant to all grantees, and consist of webinars, conferences, and resources based on a variety of topics. Tier 2 TA activities include affinity groups and topical activities that will initially focus on the grantee industry sector, facilitating peer learning. Tier 3 TA activities will be a core nexus of TA activities, as monthly coach-grantee calls will serve to provide TA as well as to gather discussion and identify additional TA needs. Most Tier 1 and Tier 2 services will be offered on a quarterly or monthly basis, and Tier 3 services primarily on an as-needed basis, with the exception of the monthly grantee-coach calls. Below we present the modalities of TA services available under Scaling Apprenticeship TA, as well as the frequency of different types of activities.

TA Tier	Services	Frequency
Tier 1	• Community Activities: webinars	Quarterly
	• Resources: briefs, newsletters	Quarterly
	• Promising Practices Reports	Quarterly
	• National Grantee Meeting	Once every two years
	• Regional conferences	TBD
Tier 2	• Affinity groups	Monthly
	• Topical Activities	Quarterly
Tier 3	• Coach-grantee call	Monthly
	• Coaching (SME and peer-to-peer)	As needed
	• Site visits	As needed

SMEs and coaches' expertise cover a wide range of topics. Some subject areas for TA include:

- Workforce development and post-secondary education
- Apprenticeship models
- Skill standards
- Upskilling incumbent workers
- Partner engagement
- Participant recruitment and placement
- Industry-recognized credentialing
- Curriculum alignment
- Community college program implementation
- Online training

To better provide TA, our team will continuously conduct needs assessments by reviewing performance reports and speaking with grantees in monthly coach-grantee calls. To start, the first coach-grantee call will provide an opportunity for an in-depth discussion of needs.

Identifying Grantee Needs & TA supports

Needs-sensing activities will be ongoing throughout the life of the project to ensure that TA activities effectively address grantees' current needs. As the project unfolds, the TA team will

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take advantage of new data sources for needs assessment. Grantee quarterly performance reports, including both narrative and quantitative outcome measures, monthly calls between grantee leads and the TA coach, input from DOL-ETA national and regional officers, coordination with other DOL Apprenticeship TA providers, and various opportunities for grantee input will also provide direction for upcoming TA activities and assist in the identification of targeted and customized grantee needs for TA.

Customized TA

Coaches will get to know grantees through regular, monthly calls. The first coach-grantee call introduced coaches and grantees and set up a schedule for regular monthly calls. After the initial call, grantees will update coaches on their progress and challenges in the previous month so coaches can monitor progress and breakthroughs and identify emerging promising practices. Specific customized TA activities include:

- One-on-one discussions with SMEs or peers
- SME support for resource development, including policy and program support
- Training to grantee team
- Facilitated grantee group sessions with SMEs or peers
- Onsite support to grantee

At-risk grantees will receive intensive customized TA. For grantees selected for customized TA, MSG will develop a customized TA action plan with grantee needs at the front-and-center of the design of the plan. The customized TA plan will list specific TA interventions, their duration, and success metrics.

Staffing

MSG assembled a team of SMEs and coaches with extensive experience in topics critical to the success of the grants. These SMEs and coaches have a deep understanding of and expertise in apprenticeship programs and models around the country, including the following: development of unregistered apprenticeships and their application to H-1B industries; effective application of the components of high-performing apprenticeship programs such as alignment of competencies and career pathways, successful employer engagement, student supports, and prior learning assessment; expertise in career ladders, credentials, work processes, and work environments of H-1B industries; oversight and management of comprehensive community college programs, DOL-ETA grant-funded projects, and community college TA efforts; use of recognized process improvement methodologies to assist community colleges with project implementation, project management, continuous improvement, and sustainability; and knowledge of various learning methods and the application of appropriate TA targeted to audiences and learning styles. Below we present TA coaches' areas of expertise and grantee assignments, followed by the project SMEs' qualifications.

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TA Coaches & Grantee Assignments

TA Coach	Areas of Expertise	Grantee Assignment	DOL Region
Patti Bartels	Community college program management and implementation; apprenticeship, curriculum and program development; process improvement; disadvantaged students	Illinois Community College Board (IL)	5
		Colorado Department of Higher Education (CO)	4
		Weber State University (UT)	4
Jeff Brown	Workforce development and employment program expertise; American Job Center partnership expertise; OJT; training support strategies.	Pima County Community College District (AZ)	6
		West Los Angeles College (CA)	6
		Connecticut State Colleges and Universities (CT)	1
Apyrl McDonough	Community college program implementation and sustainability; prior learning assessment methods and implementation; online training; veterans and student support programs.	Alabama Community College System (AL)	3
		St. Louis Community College (MO)	5
		Lorain County Community College (OH)	5
Wanda Monthey	Apprenticeship programs; curricula/standards and assessments; PD for teachers and administrators; educational change and innovation; veteran employment	Pennsylvania College of Technology (PA)	2
		Miami Dade College (FL)	3
		Florida International University Board of Trustees (FL)	3
		Trustees of Clark University (MA)	1
Lisa Rice	Earn and learn programs; employer engagement; health care and advanced manufacturing sectors; Gallup Certified Strengths Coach.	Community College of Baltimore County (MD)	2
		Bergen Community College (NJ)	1
		County College of Morris (NJ)	1
Sue Rusch	Experienced state and local workforce; organizational improvement; grants management; coaching.	San Jacinto Community College District (TX)	4
		Dallas County Community College District (TX)	4
		The Research Foundation for the State University of New York (NY)	1
Chris Spence	Community colleges; sector strategies in various industries, including H-1B industries; low-income job seekers; performance management and evaluation.	University of Cincinnati (OH)	5
		Columbus State Community College (OH)	5
		Purdue University (IN)	5
		West Virginia Council for Community and Technical College Education (WV)	2

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EMPLOYMENT AND TRAINING ADMINISTRATION

UNITED STATES DEPARTMENT OF LABOR

Scaling Apprenticeship Grant

SMEs

Name	Bio	Areas of Expertise
Mason Bishop	Mason Bishop is a recognized expert and practitioner in workforce development and postsecondary education. As a former Vice President at Salt Lake Community College, he understands the challenges and opportunities of college-led apprenticeship programs. He has worked with community colleges on all aspects of apprenticeship, such as business engagement, industry credentialing, curriculum development, and program implementation. He has also provided TA in West Virginia, Florida, and Missouri to help colleges foster work-based learning opportunities and align their curriculums to credentials and competencies.	Workforce development and postsecondary education, including community college program management and implementation; apprenticeship programs, including business engagement, industry credentialing, curriculum development, and program implementation.
Montez King	Montez King serves as Executive Director of the National Institute of Metalworking Skills, where he oversees NIMS' competency-based apprenticeship model, industry-recognized credentialing, accreditation, and business engagement. He served on DOL's Apprenticeship Expansion Taskforce and provides TA to employers and community colleges on competency-based apprenticeships.	Competency-based apprenticeship models and apprenticeship standards and validation; industry-recognized credentialing, accreditation, and business engagement.
Jan Bray	Jan Bray served as the Executive Director for the Association for CTE, an association representing over 30,000 professionals. She was instrumental in the development of a Youth Apprenticeship Program for the graphic arts industry in WI and initiated the industry's effort to develop national skill standards. Currently, she consults with industries developing RA programs. She has developed RA programs for the Hospitality Industry (through DOL contract), Propane Industry, and Automotive Industry.	Career and Technical Education (CTE); apprenticeship models; skill standards; development of RA programs
Jamie Fall	James Fall leads the Upskilling Initiative at the Aspen Institute. He works with large businesses to coordinate efforts to improve training opportunities for thousands of employees, including through apprenticeship. He has worked with corporations to develop work and learn training initiatives and connect with the public workforce system.	Upskilling incumbent workers; business engagement; apprenticeship; and partner engagement.
Paul Champion	Paul Champion brings 20+ years of apprenticeship experience in the UK, where apprenticeship programs cover a significant portion of the workforce, before moving to the U.S. in 2015 to launch apprenticeship programs. He designs and manages RA programs, with a 97% retention rate in the mid-Atlantic. He provides TA to many states which are developing and implementing apprenticeship programs, and has extensive contacts with industry, and sees employer outreach as key to success.	Apprenticeship programs; IT; healthcare; and employer outreach.
Joe Kapp	Joe Kapp is a nationally recognized expert in entrepreneurship and small business growth, with a focus on maintaining a diverse workforce. He developed a large network consisting of hundreds of businesses, entrepreneurs, and entrepreneurship-serving organizations to increase services to entrepreneurs to address poverty and income inequality. He has also provided TA to community colleges in West Virginia on rural economic development, entrepreneurship, and business engagement.	Diversity and inclusion in workforce programs; entrepreneurship; prior IT and healthcare industry experience.
Tamera Fall	Tamera Fall works in IT and communications and understands the use of technology and learning platforms. She has also led her own small business and has served workforce development and education clients. She brings a particular background in developing web-based TA materials and meeting customer needs on a "real time" basis. She has developed IT competencies for employment in IT.	Communications and web-based TA materials and learning platforms.

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Scaling Apprenticeship Grant

Name	Bio	Areas of Expertise
Dina Igoe	Dina Igoe has seven years of apprenticeship experience. She serves as Associate Director of Business Engagement at NIMS, working with employers and regional associations on issues-related skills and competencies needed in manufacturing employment. She facilitated credentialing and curriculum alignment with community colleges and provided an array of TA products to stakeholders (e.g., businesses looking for apprenticeship and OJT opportunities).	Apprenticeship; industry-recognized credentialing and curriculum alignment; OJT; business and partner engagement; advanced manufacturing industry expert.

Contacting the TA Team

All emails sent to the Scaling Apprenticeship email account will be managed by MSG's senior analyst. The senior analyst will confirm receipt of all emails and will be responsible for forwarding all questions or requests to the appropriate DOL-ETA staff. All emails will be logged, processed and tracked by the senior analyst. The senior analyst will also be responsible for updating all grantee contact lists and for reviewing grantee grant modification requests. Of those requests deemed compliant, the senior analyst will summarize the requests to facilitate DOL-ETA review and will use a logging and tracking process to monitor staff resolution of these requests.

Frequently Asked Questions

1. Are grantees able to give feedback on TA that's useful, as well as TA that's not working?

Grantee feedback is valuable to us. Grantees can always provide feedback, both good and bad, to inform the planning and development of our future TA activities. Grantees can submit feedback to the coach or through the Scaling Apprenticeship email account at ScalingApprenticeship@dol.gov. There will also be opportunities to provide feedback after webinars and other TA activities.

2. Are grantees required to attend TA events?

Grantees are highly encouraged to attend as many TA events and coaching calls as possible. DOL has found a correlation between higher engagement in technical assistance activities and higher performance. If a coach believes that a grantee is struggling, a coach may create a customized TA plan to help that grantee get back on track.

3. Can a grantee switch/request another coach?

While we don't anticipate that a grantee will request a new coach, grantees can do so by sending an email to ScalingApprenticeship@dol.gov and copying their FPO. Requests will be met if possible.

4. How can grantees access TA on performance reporting?

The TA team will create webinars, hold virtual office hours, and host other activities to support grantees performance reporting needs.

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