Re-Invigorating Your Approach to Apprenticeship

Presented by

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What is going on in my region?

CAREERWISE SUPPORTS YOUTH APPRENTICESHIPS ACROSS 5 PATHWAYS

	ADVANCED MANUFACTURING	BUSINESS OPERATIONS	FINANCIAL SERVICES	TECHNOLOGY INFORMATION	HEALTHCARE
PRIMARY PATHWAY					
SAMPLE OCCUPATION	Production Technician Quality Technician Maintenance Technician Electro-mechanical Assembler	Project Coordinator Purchasing Coordinator Operations Specialist	Accounting Clerk Insurance Service Expert Financial Coordinator Customer Support	Computer Technician Software QA Tester Junior Coder Quality Assurance	Patient Care Associate (Resulting in CNA)
SAMPLE BUSINESS PARTNERS	INTERTECH PLASTICS INC COORSTEK MIKRON DT SWISS PILATUS	DOUBLETREE BY HILTON R RENAISSANCE DENVER DOWNTOWN CITY CENTER HOTEL STONEBRIDGE COMPANIES	PINNACOL ASSURANCE EKS&H AUDIT | TAX | CONSULTING Bank of Colorado	DaVita. University of Colorado Denver ARROW INTRAWEST HomeAdvisor	Launching in 2019 Employer recruiting in progress

Embracing the Role of Convenor

Workforce Boards Focus on Strategy

- In partnership with governors and chief elected officials, facilitate public-private partnerships
- Support sector strategies and career pathways that advance opportunities for all workers
- Foster innovation; and ensure streamlined operations and service delivery excellence.
- 13 functions for WDB's in WIOA
  - "Convening, Brokering and Leveraging"

Roles you can play

+ **Workforce Intermediary**: Bring together partners to identify workforce needs, plan, develop, and implement strategies; and raise funds to support these strategies

+ **Program Sponsor**: Design and execute apprenticeship programs, oversees training development, and provide hands-on learning/TA to apprenticeship

+ **Backbone Organization**: Plan, manage and support an initiative through ongoing facilitation, communication, data collection, logistics, and administration in order to function smoothy.

What can you do?

+ Local Leadership:

  + Would your organization(s) be interested in dedicating a portion of your time to organizing this work. (multiple apprenticeship/or singular programs).

  + Are you and your organization strongly linked into the business community or into industry?

  + Is there a vision for apprenticeship for your organization, regional partners?

What can you do?

+ Build Local Champions
  + Identify local partners and champions to work with you on your campaign.
  + Meet with sector partnerships and industry leads to determine if there is interest in building apprenticeship programs to fill workforce needs
  + Meet with education providers (K-12, Post-Secondary and University) to see if they are also interested. You can assist with curriculum development!
  + Create compacts or MOUs to document partnership

What can you do?

+ Planning and Administration:
  + Registering an apprenticeship program with DOL or DAS takes time, take the burden off partners by doing that work. You can be the program sponsor
  + Agree to bee the fiscal agent for applications and also take the task on for writing grant
  + Play the role of the logistics lead: call meetings, take minutes, track progress
  + Build capacity – locally and regionally
  + Ensure Diversity, Equity and Inclusion

What can you do?

+ Public Relations
  + Map the pathways in the apprenticeship programs you are building and introduce them to your communities
  + Meet with business associations, CBOs, elected officials, chambers, parents and youth groups, etc.

+ Fund Development:
  + Do you and your partners have any existing resources to leverage for this work? – Training, support services, technology, etc.
  + Have you approached any community funders to engage in work?
  + Are there State and National grants to fund work? (RPI and WAF are coming up)

Things to consider when working with Education

+ Do youth in your community have access to concurrent enrollment? (great for youth apprenticeships)

+ Are their training providers in the community that would offer support to earn and learn training models (cohort-based)?

+ Does the education system locally have articulated career pathways that can support apprenticeship models?

Things to consider when working with Business

+ Which sectors regionally project economic growth and workforce needs?

+ Do any sectors align with the career pathways articulated by the education partners?

+ Are there any prominent business leaders who can rally business reps within a common industry to work together to meet labor shortages?

+ Do companies in sectors understand and realize the benefits of apprenticeship models

Steps to launch an Apprenticeship Program

Step 1: Contact the Division of Apprenticeship Standards

Step 2: Determine the Essential Job Skills

Step 3: Identify education partners and the desired
classroom component of training

Step 4: Establish Apprenticeship Program Standards

https://www.dir.ca.gov/DAS/Employers.htm

Step 5: Submit Your Program to DAS for Approval

Step 6: After your program is approved, select and register
your apprentices and start your program!

I'm a regional organizer, can I move this work?

The 5 Conditions of Collective Impact

1. **Common Agenda**
   - **Common understanding** of the problem
   - **Shared vision** for change

2. **Shared Measurement**
   - **Collecting data** and **measuring results**
   - Focus on **performance management**
   - **Shared accountability**

3. **Mutually Reinforcing Activities**
   - **Differentiated approaches**
   - **Coordination** through joint plan of action

4. **Continuous Communication**
   - **Consistent** and **open communication**
   - Focus on **building trust**

5. **Backbone Support**
   - Separate organization(s) with **staff**
   - Resources and skills to **convene** and **coordinate** participating organizations

Collective Impact: A Definition

What is it?

"***Collective Impact*** *is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration.*"

- Kania, J. and Kramer, M. (2011). Collective Impact.
Stanford Social Innovation Review

Collective Impact

What it is not!

Collaboration as usual

Single sector approach

A focus on individual programs and single focused solutions

Short term impacts

FROM ISOLATED IMPACTS TO COLLECTIVE IMPACT

Isolated Impact

+ Funders select **individual grantees**
+ Organizations **work separately**
+ Evaluation attempts to **isolate** a particular organization's impact
+ Large scale change is assumed to depend on **scaling organizations**
+ Corporate and government sectors are often **disconnected** from foundations and non-profits
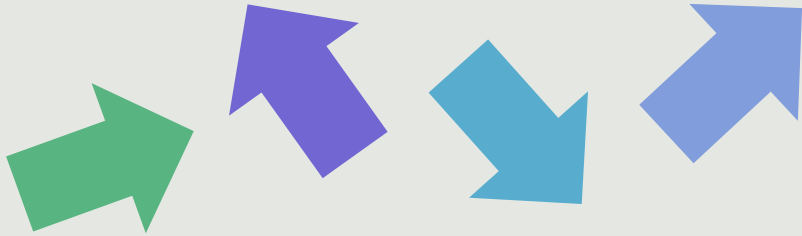
Collective Impact

+ Funders understand that social problems and their solutions arise from **multiple interacting factors**
+ **Cross-sector alignment** with government, non-profit, philanthropic and corporate sectors as partners
+ Organizations **actively coordinating their actions** and sharing lessons learned
+ All working toward the **same goal** and measuring the same things

The 5 CONDITIONS of collective impact

Common Agenda	All participants have a **shared vision for change** including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
Shared Measurement	**Collecting data and measuring results consistently** across all participants ensures efforts remain aligned and participants hold each other accountable.
Mutually Reinforcing Activities	Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action.
Continuous Communication	**Consistent and open communication** is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.
Backbone Support	Creating and managing collective impact requires a dedicated staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

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The 5 Phases of Collective Impact

Components for Success	Phase I Assess Readiness	Phase II Initiate Action	Phase III Organize for Impact	Phase IV Begin Implementation	Phase V Sustain Action and Impact
Governance and infrastructure	Convene community leaders	Identify champions and form cross-sector Steering Committee "SC" to guide the effort	Determine initial workgroups and plan backbone organization	Launch work groups "WGs" and select backbone organization	Building out the backbone organization; evolve WGs to meet emergent strategy
Strategic planning	Hold dialogue about issue, community context, and available resources	Map the landscape and use data to make case	Create common agenda, clear problem definition, population level goal	Develop Blueprint for Implementation; identify quick wins	Refine strategies; mobilize for quick wins
Community engagement	Determine community readiness; Create a community engagement plan	Begin outreach to community leaders	Incorporate community voice - gain community perspective and input around issue	Engage community more broadly and build public will	Continue engagement and conduct advocacy
Evaluation and improvement	Determine if there is consensus/urgency to move forward	Analyze baseline data to ID key issues and gaps	Develop high level shared metrics and/or strategies at SC level	Establish shared measures (indicators and approach) at SC and WG levels	Collect, track, and report progress (process to learn and improve)

Source: FSG
www.fsg.org

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A Typical Collective Impact Journey

Stage I: Launch
Creating the Team

Stage II: Building our Collective Impact Framework
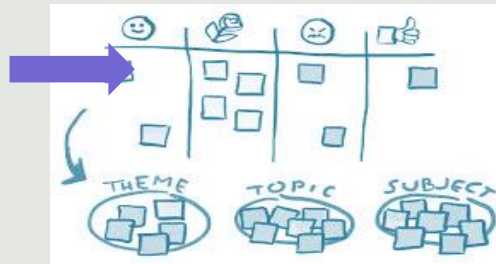*Identifying Themes*

Stage III: Refining our Collective Impact Framework *Identifying Strategies*

Stage IV: Connecting
Sharing With Key Partners

Stage V: Action Planning
Moving on Strategies

Stage VI: Implementation
Supporting Community Action Through Collective Impact

Collective Impact – Framing Questions

+ Do we aim to effect -**needle**- change (i.e., 10% or more) on a community-wide metric?

+ Do we believe that **a long-term investment** by stakeholders (i.e., three to five-plus years) is necessary to achieve success?

+ Do we believe that **cross-sector engagement** is essential for community-wide change?

+ Are we committed to **using measurable data** to set the agenda and improve over time?

+ Are we committed to **having community members as partners and producers** of impact?

- White House Council for Community Solutions

Common Misperceptions about the Backbone

+ The backbone organization **sets the agenda** for the group

+ The backbone organization **drives the solutions**

+ The backbone organization receives all the **funding**

+ The role of backbone can be **self-appointed** rather than selected by the community

+ The role of backbone isn't fundamentally different from **"business as usual"** in terms of staffing, time, and resources

Stop
wearing
your
wishbone
where
your
backbone
ought
to be.

Collective Impact: Things to consider

+ Patient capital

+ Persistence for longer term systems change

+ Align funders across sectors to common agenda

+ Legitimize the work of the collaborative table

+ No playbook, support and advance the skills and capacity of collaborative partners