



# Assessing Apprenticeship Alignment

**A Guide to Planning**

September 14, 2022



**CoE Website:**  
<https://dolcoe.safalapps.com/>



# Moderator



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# Presenter



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# Objectives

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Understand a leadership role vs. a leveraged role

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Recognize different levels of alignment

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Introduction to alignment assessment

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Review support provided by the Strategic Partnership and System Alignment Center

Guidance on Alignment  
of the Workforce System

*“Under WIOA, partner programs and entities that are jointly responsible for workforce and economic development, educational, and other human resource programs collaborate to create a seamless customer-focused one-stop delivery system that **integrates service delivery** across all programs and enhances access to the programs’ services.”*



***Common Vision***

*August 13, 2015*

ETA TEGL 04-15

OCTAE PM 15-3

RSA TAC 15-01



# Drivers

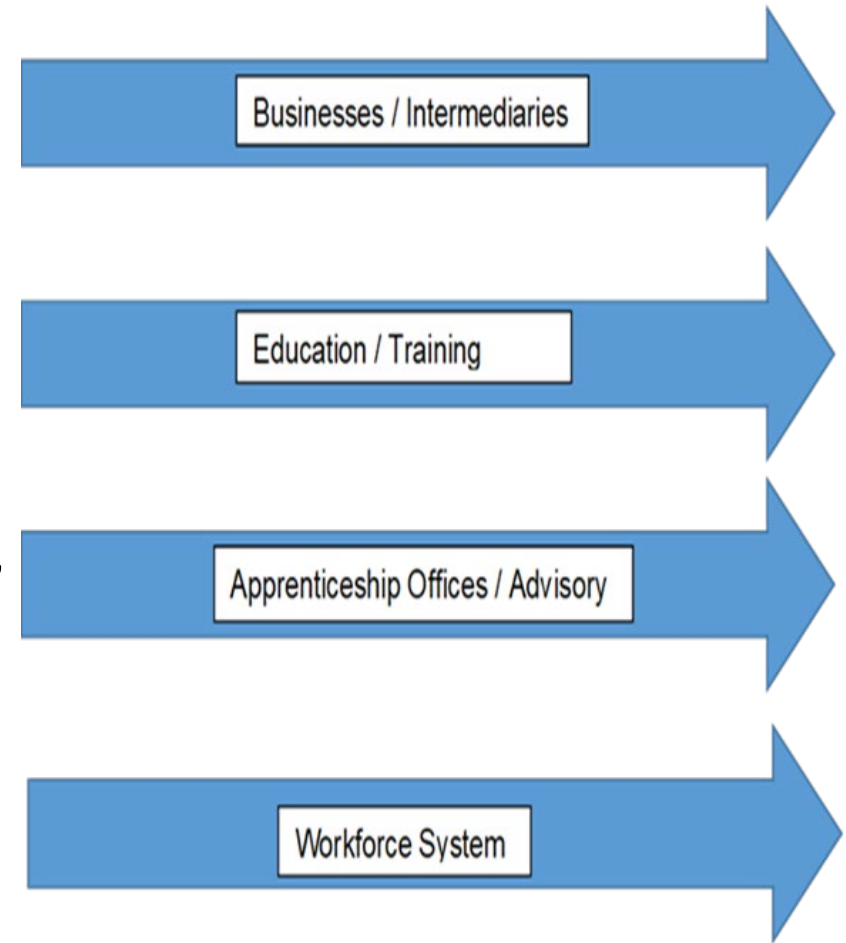
- Business
- Education
- Workforce System
- Apprenticeship Office / Advisory Council





# Leadership Role

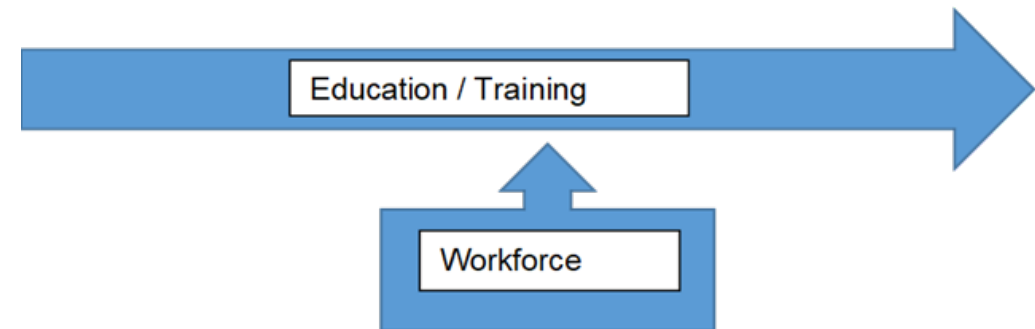
When a driver as an entity establishes objectives in an area of focus, for our purposes, to expand apprenticeship, as a strategy to meet business objectives, and plans strategically to meet those objectives using expertise and resources available, it assumes a ***leadership*** role.





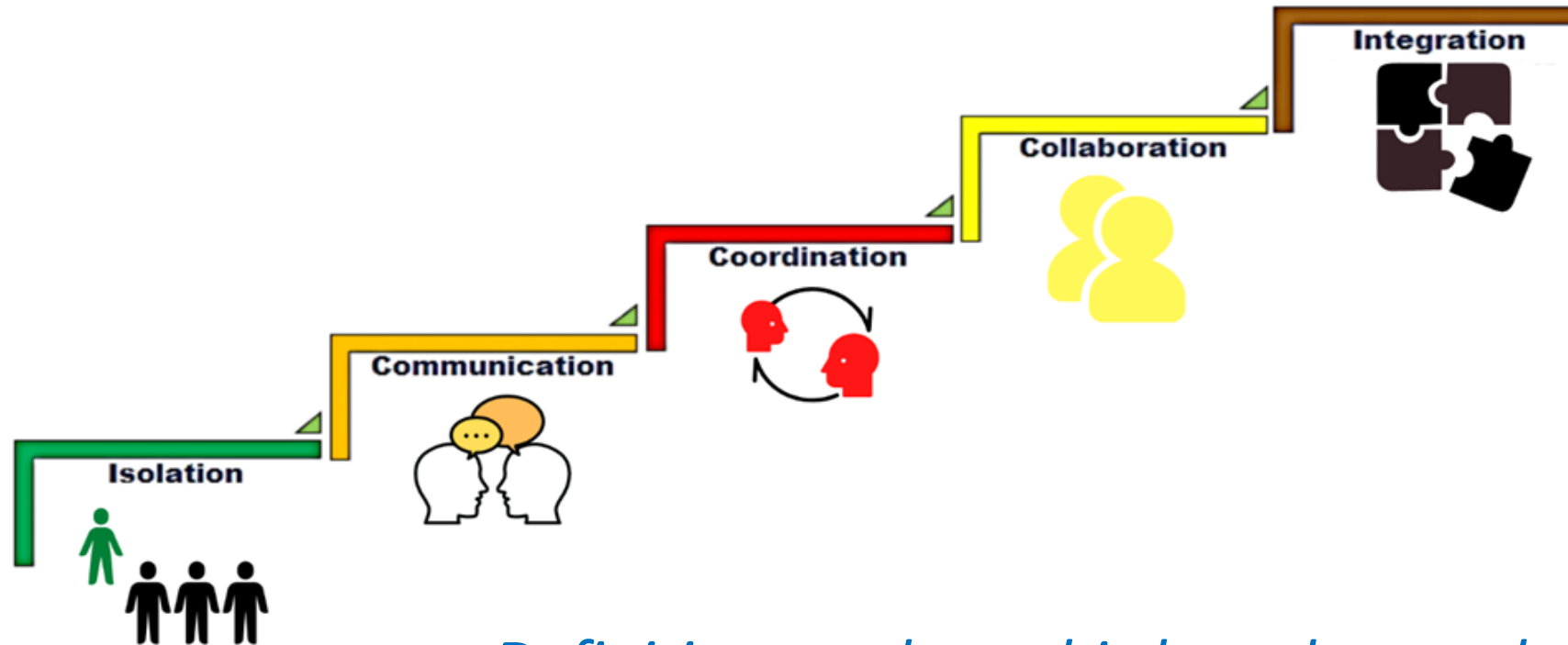
# Leveraged Role

When a driver does not assume a leadership role, but resources of that driver are engaged in meeting the objectives of the other drivers, it has assumed a ***leveraged*** role.





# Alignment Continuum



*Definitions and graphic based upon the workforce system alignment model developed and used in system technical assistance by RSA's Workforce Innovation Technical Assistance Center – 2015 – 2020)*



# Isolation

- Each driver has its own separate business and apprentice service options.
- Drivers and stakeholders do not regularly inform each other of those services.
- Each entity promotes services separately to the community.



# Communication

- Leadership drivers and stakeholders talk to each other, but they have no planned or required contact.
- Contact is intermittent. Some information is shared, but no formal information or data-sharing plan exists.



# Coordination

- Key leadership drivers and stakeholders work together at all levels (from management to direct service) to align services, but there is no formal structure to their interaction.
- It may be done on a situational basis.



# Collaboration

- System Drivers agree to work together for mutual benefit.
- The relationship is based on consistent communication and coordination.
- Drivers agree they can best achieve goals by working together and using the strengths and expertise of each to accomplish common goals.



# Integration

Drivers and other key stakeholders in leadership roles work together to achieve common goals and create an organizational structure to share information, data and resources to accomplish mutually agreed upon outcomes as an integrated system.



# Alignment Assessment - Drivers

Driver	Represented by	Lev.	Lead
Business/Intermediaries			
Education/Training Providers			
Apprenticeship Office/Advisory Board			
Workforce System			
Other			





# Alignment Assessment - Quality

Isolated	Communication	Coordination	Collaboration	Integration



# Example 1 – Blue Ridge Works

Driver	Represented by	Lev.	Lead
Business/Intermediaries	--	X	--
Education/Training Providers	Blue Ridge Community College	--	X
Apprenticeship Office / Advisory Board	Federal Office of Apprenticeship	--	X
Workforce System	--	X	--
Other	--	--	--

Isolated	Communication	Coordination	Collaboration	Integration
	X			



# Example 2 – Pacifica State Apprenticeship Expansion

Driver	Represented by	Lev.	Lead
Business/Intermediaries	ABI, General Motors, Building Contractors Association, Wells Fargo, Pacifica Healthcare	--	X
Education/Training Providers	Trade Council, Community College Ass., CTE	--	X
Apprenticeship Office / Advisory Board	SAA	--	X
Workforce System	State Workforce Board, Work Group (including all core programs, and some required programs)	--	X
Other	Pacifica GenEquity, Urban League, State Independent Living Council	--	X

Isolated	Communication	Coordination	Collaboration	Integration
			X	



# Support from the Strategic Partnership and System Alignment Center

- Facilitation will be provided by the Center to groups wishing to assess alignment
- Pilot Opportunity – Center is currently looking for 3 State Apprenticeship Leadership Teams interested in piloting this assessment process
- Assistance to Leadership Teams wishing to integrate alignment activities into strategic planning



# Next Session

- Session 3: Increasing Service Alignment in Apprenticeship Initiatives – October 19
  - Recognize the Importance of Consensus in Alignment Definition
  - Assess how to make decisions on whether or not Increased Alignment will Benefit an Apprenticeship Initiative
  - Understand how to use the Assessment Information to Improve Alignment
  - Recognize Tools and Resources available to support Leadership Teams with Alignment





# Executive Summary

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Four key drivers of Apprenticeship Initiatives in every state include:

- Business
  - Education
  - Workforce System
  - Apprenticeship Office / Advisory Council
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The level of engagement of driver representatives can be characterized as assuming either a leadership role, or a leveraged role.

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An alignment assessment process is completed with those entities in a leadership role. At the start, consideration is made with regard to leadership participation, then the quality of the alignment is determined. Consensus is reached to determine whether the alignment is at the level desired.

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Assistance is available to leadership teams through the Apprenticeship Strategic Partnership and System Alignment Center to assess alignment and develop strategies to increase alignment if desired.





# Questions and Answers

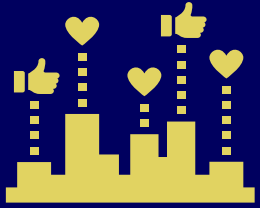


- Review of State Plans Relevant to Apprenticeship Strategies Report  
(soon to be on [Home | safal \(safalapps.com\)](#))
- Apprenticeship Driver Alignment: An Overview  
(soon to be on [Home | safal \(safalapps.com\)](#))
- Apprenticeship System Alignment Assessment  
(soon to be on [Home | safal \(safalapps.com\)](#))
- [Workforce Innovation Technical Assistance Center \(WINTAC\)  
Integration Continuum Facilitator's Guide - Service Integration  
Continuum](#)
- [Workforce GPS Alignment Toolkit Aligning the Registered  
Apprenticeship and Workforce Development Systems](#)



## ***Resources***



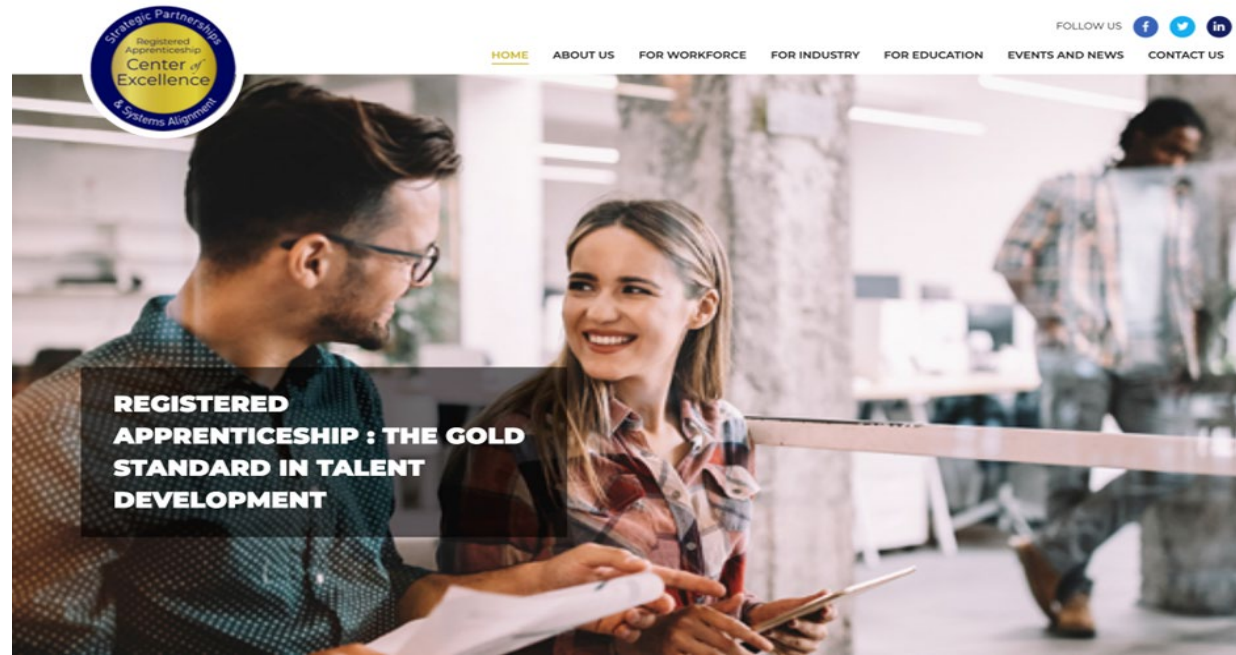


# How You Can Participate

- ☑ **Get** national recognition
- ☑ **Have** best practices, materials shared disseminated nationally
- ☑ **Receive** no-cost expert TA, materials, and assistance
- ☑ **Network** with potential partners in your state and nationwide



# Stay Connected



- ✓ [Dolcoe.SafalApps.com](https://dolcoe.safalapps.com)
- ✓ Become a Center Partner



# Thank You!

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