



## **Request for Proposals**

### **Apprenticeship Intermediary Training & Implementation**

Information Session Questions Due: **Wednesday, June 5, 2019, 5:00 PM**

Information Session RSVP Due: **Wednesday, June 5, 2019, 5:00 PM**

Information Session: **Friday, June 7, 2019 (details in RFP)**

All Questions Due: **Wednesday, June 12, 2019, 5:00 PM**

Deadline for Proposal Submission: **Friday, June 21, 2019, 5:00 PM**

# Apprenticeship Intermediary Training & Implementation Request for Proposals

## Introduction

Philadelphia Works is a non-profit organization that manages the public workforce system for the city and county of Philadelphia. Philadelphia Works' mission is to connect businesses and employers to a skilled workforce and help individuals develop the skills needed to thrive in the workplace.

ApprenticeshipPHL ([apprenticeshipphl.org](http://apprenticeshipphl.org)) is a regional public-private collaboration with the overall goal of increasing and aligning Registered Apprenticeship and Registered Pre-Apprenticeship programs for the benefit of the Southeast Pennsylvania's residents and employers. The ApprenticeshipPHL Advisory Committee oversees the work of the collaborative and is comprised of local workforce development boards, employers, apprenticeship intermediaries, labor organizations, community-based organizations, training providers, and educational institutions.

## Background and Purpose

Philadelphia Works (on behalf of ApprenticeshipPHL) was awarded a PAsmart grant to establish and oversee the Southeast Pennsylvania Region Registered Apprenticeship Ambassador Network ([pasmart.gov](http://pasmart.gov)). As part of grant activity, Philadelphia Works (on behalf of ApprenticeshipPHL) releases this Request for Proposal (RFP) to entities interested in acting as apprenticeship intermediaries for the industries of Business and Financial Services, Manufacturing and Logistics, and Retail and Hospitality. Apprenticeship intermediary, in this context, refers to entities that act as program sponsors and/or assist employers and other program sponsors in establishing and/or managing a Registered Apprenticeship program(s). An apprenticeship intermediary facilitates and supports many of the necessary partnerships, including among employers, apprentices, educational institutions or other related instruction providers, community-based organizations, public agencies (particularly PA Department of Labor and Industry and US Department of Labor), funding providers, program sponsors, and other apprenticeship stakeholders. Apprenticeship intermediaries that also serve as program sponsors take responsibility for the administration of a Registered Apprenticeship program(s).

Please note that this RFP is intended to provide funding for salary and fringe benefits for selected staff from awarded entities to enter and actively participate as apprentices in the Apprenticeship Intermediary Registered Apprenticeship program and be committed to developing and supporting/operating the apprenticeship model in the three target industries. The Apprenticeship Intermediary Registered Apprenticeship program is designed to provide in-depth training both on-the-job and through classroom training to build capacity and increase the number of registered apprentices. More on the apprenticeship is detailed below and in Appendix A.

This RFP will not provide funding for program costs, but as part of the Registered Apprenticeship program, apprentices will receive instruction and support in researching, identifying, and applying for other funding to support Registered Apprenticeship and Registered Pre-Apprenticeship programs in the three target industries.

Through this RFP, ApprenticeshipPHL seeks to develop and enhance the apprenticeship model that benefits employers in these three industries and increase the availability of apprenticeship opportunities for the region's residents. Specifically, this RFP seeks to solicit proposals from entities that are able and committed to acting as apprenticeship intermediaries for any of the three target industries and will designate one staff member to become an apprentice in a Registered Apprenticeship program designed to train workforce development professionals in all facets of being an apprenticeship intermediary. The selected organizations acting as apprenticeship intermediaries will be required to develop and support/operate Registered Apprenticeship and Registered Pre-Apprenticeship programs (where

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applicable) in one or more of the three target industries in line with the region's and industry's employers, educational institutions, partner organizations, participants, and other apprenticeship stakeholders.

Staff designated from awarded entities through this RFP and entering the Apprenticeship Intermediary Registered Apprenticeship program as apprentices will undergo and commit to a year-long intensive apprenticeship training, beginning in summer/fall 2019 through summer/fall 2020, with mentor support that includes guidance on, practice, and mastery of on-the-job learning (OJL) competencies as part of their regular job duties and participation in related technical instruction (RTI) courses relevant to the apprenticeship intermediary role. During the year-long apprenticeship, apprentices will work with their organization, Philadelphia Works, apprentice mentors and instructors, and apprenticeship experts on the ApprenticeshipPHL Advisory Committee to develop, register, and support/operate at least one Registered Apprenticeship program and Registered Pre-Apprenticeship program (if applicable) in their selected industry. As part of the apprenticeship, awarded organizations agree to implement at least one wage increase for their apprentice at a designated milestone during the apprenticeship (amount and frequency of wage gains will be agreed upon by the awarded organization and Philadelphia Works). After successful completion of the apprenticeship, apprentices will receive a nationally-recognized certificate of completion from the PA Department of Labor and Industry. Please see Appendix A for an outline of the OJL competencies and RTI courses in the Registered Apprenticeship program.

## Application Eligibility

Philadelphia Works (on behalf of ApprenticeshipPHL) intends to award contracts to multiple respondents. For-profit and non-profit organizations or a consortium of organizations that: have the ability and capacity to act as an apprenticeship intermediary in any of the three target industries; demonstrate a commitment to the apprenticeship model; and exhibit existing partnerships and experience in apprenticeships and/or other work-based learning programs in any of the three target industries are encouraged to apply. Specifically, ApprenticeshipPHL seeks entities that are fully dedicated to the apprenticeship model and developing and supporting/operating this model in any of the three target industries.

The RFP is open to both current apprenticeship intermediaries and apprenticeship program operators, as well as qualified organizations or a consortium of qualified organizations that have not previously acted as an apprenticeship intermediary or operated Registered Apprenticeship or Registered Pre-Apprenticeship programs. Respondents may submit proposals for one, two, or all three target industries, but **a separate proposal must be submitted for each industry** for consideration. Entities that submit combined proposals may be asked to resubmit before consideration or can be denied as unresponsive. This RFP is intended to provide funding for salary and fringe benefits for selected staff at awarded entities to enter and actively participate as apprentices in the Registered Apprenticeship program for apprenticeship intermediaries and be committed to developing and supporting/operating the apprenticeship model in one or more of the three target industries. This RFP will not provide funding for program costs, but as part of the Registered Apprenticeship program, apprentices will receive instruction and support in researching, identifying, and applying for funding to support Registered Apprenticeship and Registered Pre-Apprenticeship programs in the three target industries.

## Availability and Awarding of Funding

Funding for this project is through a PAsmart Registered Apprenticeship Ambassador Network grant and is contingent upon the availability of these funds. The anticipated length of the contract period is 12 months, starting in summer/fall 2019 through summer/fall 2020, unless otherwise extended at the

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discretion of Philadelphia Works. Philadelphia Works seeks to fund multiple respondents through this RFP. Philadelphia Works reserves the right to negotiate the costs of all funding associated with this RFP upon award selection. The payment structure for all contracts will be cost reimbursement.

## Information Session

An information session will be held on Friday, June 7, 2019, at 9:00 AM at One Penn Center, 1617 John F. Kennedy Boulevard, 13<sup>th</sup> Floor, Philadelphia, PA 19103. This session will be in-person and there will be no call-in option. To attend this information session, RSVP to [mgenua@philaworks.org](mailto:mgenua@philaworks.org) no later than 5:00 PM on Wednesday, June 5, 2019. Questions to be answered at this session should be submitted to [mgenua@philaworks.org](mailto:mgenua@philaworks.org) no later than 5:00 PM on Wednesday, June 5, 2019. Additional questions will be fielded during the session as time permits.

## RFP Responses and Submission Requirements

All proposals must be submitted to Philadelphia Works electronically and received no later than 5:00pm on Friday, June 21, 2019. Late proposals will not be considered.

Proposals submitted electronically must be in one continuous PDF or Word document and submitted via email to [mgenua@philaworks.org](mailto:mgenua@philaworks.org). Emails must have the subject line "Apprenticeship Intermediary Training & Implementation RFP."

All proposals must contain all the content below in the order presented. Strong proposals will demonstrate a full understanding of the requirements described throughout this RFP and establish the ability and capacity, experience, and commitment to be an apprenticeship intermediary in the selected industry.

## Where to Submit Questions

All questions regarding development and submission of this RFP should be submitted to [mgenua@philaworks.org](mailto:mgenua@philaworks.org) no later than 5:00pm on Wednesday, June 12, 2019. Answers to questions will be posted on-line at [www.philaworks.org](http://www.philaworks.org) on a rolling basis until the proposal deadline.

## Evaluation of Submissions

### Completeness

Submissions will be initially reviewed to verify that they are complete and consistent with the guidelines set forth in this RFP. If any section of your response is missing or illegible, it will be considered non-responsive and will not be reviewed.

### Proposal Narrative Review

All submissions will be evaluated based on the quality of responses being provided in the narrative section of this RFP.

In-person interviews may be scheduled and conducted after proposal submissions with respondents for further discussion on the respondent's proposal.

Selected respondents will be required to supply evidence of appropriate licenses, insurance, relevant internal procedures, etc., prior to contract execution. The list of required documentation will be provided by Philadelphia Works upon selection through the RFP process.

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## ***Fiscal Review***

Agencies must be in good standing with local, state, and federal government agencies if they have received government grants over the past 5 years. Agencies that are deemed to be “high-risk” may not be considered for contract award. Financial documentation, including, but not limited to audited financial statements, may be requested and required by Philadelphia Works after proposal submission.

Philadelphia Works, in soliciting RFP proposals, shall not discriminate against any person or organization submitting a response pursuant to this RFP because of race, color, creed, religion, sex, sexual orientation, age, disability, ethnic group, national origin, or other basis prohibited by law.

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## APPRENTICESHIP INTERMEDIARY TRAINING & IMPLEMENTATION PROPOSAL CHECKLIST

Submissions with incomplete or missing sections will be deemed non-responsive and will not be considered. Please take the time to complete this checklist to ensure that all the following information is included in your submission package. You may include this checklist with your submission.

- ATTACHMENT ONE (1) – COVER PAGE (must be fully completed)
  
- ATTACHMENT TWO (2) – ORGANIZATION INFORMATION
  
- ATTACHMENT THREE (3) – PROPOSAL NARRATIVE (not to exceed 15 pages, using a 1-inch margin and 12pt font)
  
- ATTACHMENT FOUR (4) – RESPONDENT’S CERTIFICATION
  
- ATTACHMENT FIVE (5) – LETTERS OF SUPPORT

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## ATTACHMENT ONE (1) COVER PAGE

NAME OF ORGANIZATION:	
ADDRESS OF ORGANIZATION:	
MAIN CONTACT PERSON:	TITLE:
PHONE:	EMAIL:
FISCAL CONTACT PERSON:	TITLE:
PHONE:	EMAIL:
SELECTED APPRENTICESHIP INTERMEDIARY INDUSTRY (check one below):	
<input type="checkbox"/> BUSINESS & FINANCIAL SERVICES	
<input type="checkbox"/> MANUFACTURING & LOGISTICS	
<input type="checkbox"/> RETAIL & HOSPITALITY	
Name & Title of Authorized Agency Representative:	
Signature & Date:	

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## ATTACHEMENT TWO (2) ORGANIZATION INFORMATION

<p>What is the organization's Federal Tax ID number or the name and Federal Tax ID number of the legal entity that will act on behalf of the Organization?:</p>
<p>Is your organization (or the legal entity identified above) certified by the City's Minority Business Enterprise Council?</p> <p>YES <input type="checkbox"/>      NO <input type="checkbox"/></p>
<p>Have any of the applicant's Federal, State or City contracts or grants ever been terminated or suspended (either totally or partially) for any reason?</p> <p>YES <input type="checkbox"/>      NO <input type="checkbox"/> <i>(If yes, please explain on a separate sheet)</i></p>
<p>Is applicant in receivership or bankruptcy, or are any such proceedings pending?</p> <p>YES <input type="checkbox"/>      NO <input type="checkbox"/> <i>(If yes, please explain on a separate sheet)</i></p>
<p>Has the applicant's organization ever been cited, fined, or reprimanded for any law or code violations or has any business license been suspended or revoked?</p> <p>YES <input type="checkbox"/>      NO <input type="checkbox"/> <i>(If yes, please explain on a separate sheet)</i></p>
<p>Has the applicant agency and its staff or director ever been barred from entering contracts with City, Federal or State government agencies?</p> <p>YES <input type="checkbox"/>      NO <input type="checkbox"/> <i>(If yes, please explain on a separate sheet)</i></p>

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## ATTACHMENT THREE (3) PROPOSAL NARRATIVE

Please provide the following information in clear, concise language not more than fifteen (15) pages (using a 1-inch margin and 12pt font) excluding attachments. Assume that the reviewer is unfamiliar with your organization or its previous experience with Philadelphia Works. Organizations are strongly encouraged to provide details with specific descriptions, numbers, citations, etc. that captures your organization's approach and capacity to successfully act as an apprenticeship intermediary in your selected industry. **You must submit a separate narrative and proposal for each industry if you are applying for more than one.**

### Organizational Apprenticeship Intermediary Ability and Staff Capacity

1. Please provide a description and brief history of your organization, including an up-to-date staff organizational structure.
2. Please denote the staff person that would be designated to become an apprentice in the Apprenticeship Intermediary Registered Apprenticeship program, including their title, job description, resume, years and type of work experience, and verification of all earned certifications if applicable. For a position where an individual has not been identified, please provide the job description and intended date of hire.
3. Describe how your organization would approach acting as an apprenticeship intermediary and developing and operating/supporting Registered Apprenticeship and Registered Pre-Apprenticeship programs in your selected industry, including an employer engagement strategy, participant recruitment plan, educational/training inclusion for credit and/or non-credit courses and certifications, partner development, and program administration, including reporting, record keeping, and participant tracking.

### Apprenticeship and Work-Based Learning Experience

1. Please provide a description of your organization's experience in Registered Apprenticeship and Registered Pre-Apprenticeship programs, non-registered apprenticeship and pre-apprenticeship programs, and/or work-based learning programs, including program descriptions and outcomes and employer and partner relationships within your selected industry.
2. Describe how your organization will utilize current and past program experience and employer and partner relationships in acting as an apprenticeship intermediary in your selected industry.
3. Please include support letters as attachments from any employers and/or partners that would support your work as an apprenticeship intermediary in your selected industry.

### Apprenticeship Model Commitment

1. Describe how the apprenticeship model, including being an apprenticeship intermediary in your selected industry, will fit into your organizational plans and programming.
2. Please include support letters as attachments from your organization's leadership and/or board

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of directors confirming the organization's commitment to the apprenticeship model and acting as an apprenticeship intermediary in your selected industry.

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## ATTACHMENT FOUR (4) RESPONDENT'S CERTIFICATION

I certify that all the information provided in this proposal is both complete and accurate to the best of my knowledge.

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Signature of Authorized Agency Representative

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Title

Date

*An authorized agency representative must sign the respondent certification form.*

*Knowingly submitting false information may result in the termination of any contract award.*

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## ATTACHMENT FIVE (5) LETTERS OF SUPPORT

Please attach any letters of support from employers, organizations, and/or other partners who support your proposal and ability to act as an apprenticeship intermediary in your selected industry.

Please attach letters of support from your organization's leadership and/or board of directors that confirm your organization's commitment to the apprenticeship model and acting as an apprenticeship intermediary in your selected industry.

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## Appendix A

### Apprenticeship Intermediary Registered Apprenticeship Program Work Process Schedule and Related Technical Instruction Outline\*

\*Please note that the below Work Process Schedule and Related Technical Instruction Outline is provided for general training overview purposes and not officially registered with the PA Department of Labor & Industry, Apprenticeship and Training Office. The contents below are subject to change and missing information will be inserted upon official registration.



*Creating workforce development and labor management programs that serve local communities.*

[www.kdpworks.org](http://www.kdpworks.org)

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### KDP Registered Apprenticeship Ambassador (Intermediary) Hybrid Work Process – 2,000 Hours

**O\*NET-SOC CODE:** 13-1151.00 Training and Development Specialists

**SPONSOR:** Keystone Development Partnership (KDP) 600 North Second St. Harrisburg, PA 17101

**PURPOSE:** To train workforce development intermediaries to become Registered Apprenticeship (RA) Ambassadors for the Pennsylvania, Apprenticeship and Training Office (PA ATO), RA program sponsors, and other Registered Apprenticeship partners in the local region.

**TERM OF APPRENTICESHIP:** The term of apprenticeship shall be Hybrid, which has been established to be 2,000 hours of on-the-job (OJT) plus 144 hours of related technical instruction. In addition to the specified hours, the apprentice must successfully attain the competencies described in these program provisions.

**BACKGROUND:** KDP is establishing an apprenticeship program for RA Ambassadors to support the PA ATO to provide structured, replicable, quality training that is worthy of a nationally recognized credential. This occupation can be used by other intermediary organizations to help expand apprenticeship into new occupations and industries.

RA Ambassadors will assist potential programs in the development of new or revised standards. These RA navigators will establish relationships leading to partnerships with employers, unions, industry associations, community/faith-based organizations, community colleges, and American Job Centers/Workforce Development Centers. RA Ambassadors will provide technical advice and assistance to employers and union representatives (either singly or jointly) on the effective maintenance and improvement of new and existing RA and Pre-RA programs, and on the better utilization of workers where particular training problems may be a concern. The RA Ambassadors will identify, analyze, and prepare training analysis reports and recommendations for further on-the-job learning.

**WORK PROCESS SCHEDULE:** In order to obtain well-rounded training and thereby qualify as a skilled workforce development intermediary, the apprentice shall have experience and training in the following areas and shall demonstrate competency, as specified herein. This instruction and experience shall include the following competencies but not necessarily in the sequence given. Time spent on specific competencies need not be continuous.

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## Work Process Schedule Apprenticeship & Training Representative

O*Net Code	RAPIDS Code
13-1151.00	

Apprenticeship programs are distinguished by their objective training through a combination of work experience and related technical instruction.

### On-the-Job Learning (OJL)

1. The apprentice shall make every attempt to meet OJL requirements; Unsuccessful performance of the OJL training by the apprentice within the apprenticeship program cannot result in any adverse action toward the employee.
2. During the apprenticeship, the apprentice shall receive work experience and job related education in all phases of the occupation, including safe work practices necessary to develop the skill and proficiency of a skilled professional.
3. The program sponsor, KDP, or its designated apprenticeship committee, must ensure apprentices are rotated throughout the various work processes to ensure a well-rounded professional upon completion of the apprenticeship, and identify what methodology will be used to track progression of experience on-the-job.
4. Such OJL shall be performed under the direction and guidance of a qualified professional.

The following identifies the major work processes in which apprentices will be trained:

WORK PROCESSES		APPROX. HOURS
1.	APPRENTICESHIP ORIENTATION	
2.	PA ATO POLICIES AND GUIDANCE	
3.	DEVELOPING APPRENTICESHIP PROGRAMS	
4.	PROGRAM SERVICING	
5.	EEO	
6.	NEW/REVISED OCCUPATIONS	
7.	REGISTERED APPRENTICESHIP PARTNERS INFORMATION DATA SYSTEM (RAPIDS)	
8.	PARTNER ENGAGEMENT	
9.	INTERMEDIARY ROLE	
	<b>PRACTICAL OJL HOURS</b>	<b>2,000</b>

### Competency List

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**Field Training** – Mentor/Journeyworker has provided training and demonstration of task to the apprentice.

**Demonstrate Competence** – Apprentice can perform the task with some coaching.

**Proficient in Task** – Apprentice performs task properly and consistently.

**Completion Date** – Date apprentice completes final demonstration of competency.

<b>1.</b>	<b><i>APPRENTICESHIP ORIENTATION</i></b>	
<b>A.</b>	<b>Knowledge of Registered Apprenticeship</b>	
	1. Fitzgerald Act	
	2. PA ATO Website	
	3. Office of Apprenticeship (OA)-State Apprenticeship Agency (SAA) Relationship	
	4. RA Components	
	5. RA Partnership	
<b>2.</b>	<b><i>PA ATO POLICIES AND GUIDANCE</i></b>	
<b>A.</b>	<b>RA regulations, circulars, bulletins, directives, preparation of plans and reports</b>	
	1. Code of Federal Regulations: Title 29, CFR part 29: Apprenticeship Programs, Labor Standards for Registration, Amendment of Regulations Final Rule	
	2. PA Apprenticeship and Training Council (PATC) governance	
<b>B.</b>	<b>RA sponsor application process</b>	
	1. Sponsor application process	
	2. Work process validation and RTI development	
	3. Presentation to the PATC	
<b>C.</b>	<b>RA sponsor responsibilities</b>	
	1. Reporting and documentation	
<b>3.</b>	<b><i>DEVELOPING APPRENTICESHIP PROGRAMS</i></b>	
<b>A.</b>	<b>Establishing programs - Group Joint, Individual Joint, Group Non-Joint, Individual Non-Joint</b>	
	1. Assess area businesses and industry training needs	
	2. Identify potential program sponsor, visit facility and determine capabilities of facility to properly train employees	
	3. Assist program sponsors in determination of additional training equipment needs	

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	4. Identify and explain goals of training programs to sponsors and how programs are administered	
	5. Protocol for dealing with joint apprenticeship programs	
	6. Discuss program with sponsor; obtain agreement to initiate program	
<b>B.</b>	<b>Developing standards</b>	
	1. Identify occupation(s)	
	2. Identify training approaches: Time-based, Competency-based, or Hybrid	
	3. Research available work processes or develop training outline that is applicable to program	
	4. Identify vocational education facilities and/or other resources and capabilities for related technical training	
	5. Present material to program sponsor	
	6. Assist in preparation of standards and complete a review of the application documentation	
	7. Review 24-Point Checklist for Standards to insure all documents have been checked for spelling, formatting, grammar, and etc.	
	8. Secure signatures of sponsor(s) on official standards	
	9. Submit for registration	
	10. Present and defend RA application to PATC	
	11. Deliver registered standards to sponsor	
	12. Develop different types of programs – Group Joint, Individual Joint, Group Non-Joint, Individual Non-Joint	
	13. Print and distribute Registration Certificate for approved standards or for National Guidelines Standards for Apprenticeship Certificate of Certification issued by the National Office	
<b>4.</b>	<b>PROGRAM SERVICING</b>	
<b>A.</b>	<b>Maintaining and improving programs</b>	
	1. Assist program sponsors in registering apprentices	
	2. Review caseload to identify standards that need revisions	
	3. Consult with program sponsors to maintain active programs	
	4. Encourage completion ceremonies and presentation of certificates	
	5. Provide information and training for program sponsor personnel, arrange meetings, conferences, and seminars	
	6. Contact inactive program sponsors on a regular basis in an effort to reactivate the program	

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	7. Become familiar with local, regional and national best practices in recruitment and retention and provide technical assistance in these areas to the apprenticeship program	
<b>B.</b>	<b>Revising Standards-Group Joint, Individual Joint, Group Non-Joint, Individual Non-Joint</b>	
	1. Assist in drafting revisions to standards in compliance with statutes, rules and administrative practices	
	2. Compile revisions for approval and registration	
<b>5.</b>	<b><i>EQUAL EMPLOYMENT OPPORTUNITY (EEO)</i></b>	
<b>A.</b>	<b>EEO activity is all work related to equal employment opportunity in apprenticeship and training</b>	
	1. Services provided to program sponsors include guidance to compliance with the requirements of the state and federal laws and regulations, e.g., amending standards, determining underutilization, developing affirmative action plan	
	2. Encouraging recruitment and employment of minority and female applicants	
	3. Assisting outreach programs and organizations	
	4. Provide technical assistance to the employer to assist them with recruitment and retention of under-represented population in their workforce	
	5. Attend meetings to coordinate activities with outreach programs	
	6. Liaison with organizations representing the minority and female groups	
	7. Referral of minority and female applicants to outreach organizations and potential sponsors	
<b>6.</b>	<b><i>NEW/REVISED OCCUPATIONS</i></b>	
<b>A.</b>	<b>Identify work process schedule &amp; related instruction outline</b>	
<b>B.</b>	<b>Identify Training Approaches: Time-Based, Competency-Based, or Hybrid</b>	
<b>C.</b>	<b>Proper submittal of the appropriate documents to O*NET to request an O*NET-SOC Coding</b>	
<b>D.</b>	<b>Send out apprenticeability determination worksheet for key Industry/National Organizations Input</b>	
<b>E.</b>	<b>Process and completion of documents for approval of apprenticeable occupations</b>	
<b>7.</b>	<b><i>REGISTERED APPRENTICESHIP PARTNER INFORMATION DATA SYSTEM (RAPIDS)</i></b>	

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<b>A.</b>	<b>Inputting programs information and occupations</b>	
<b>B.</b>	<b>Assisting programs in registering apprentices</b>	
<b>C.</b>	<b>Maintenance programs on apprentice (registering, suspending, canceling, and completing)</b>	
<b>D.</b>	<b>Tracking Overdue apprentices</b>	
<b>E.</b>	<b>RAPIDS User Manual (ATR &amp; Sponsor Guide)</b>	
<b>F.</b>	<b>RAPIDS help menu</b>	
<b>8.</b>	<b><i>PARTNER ENGAGEMENT</i></b>	
<b>A.</b>	<b>Workforce Development Organizations</b>	
	1. Develop knowledge and if appropriate relationship with other workforce development organizations	
	2. Support Advisory Committee on Apprenticeship (ACA) initiatives.	
	3. Collaborate with PA ATO to facilitate relationships with RA Program Sponsors	
<b>B.</b>	<b>Unions - National, State and Local</b>	
	1. Present RA information and connect to RA Programs	
	2. Support Programs by attending workforce councils and advisory meetings	
	3. Become knowledgeable about program resources and training that they offer	
<b>C.</b>	<b>Training Providers – Including School Districts, CTCs, Community Colleges, Four Year Colleges</b>	
	1. Present RA information and connect to RA Programs	
	2. Support Programs by attending workforce councils and advisory meetings	
	3. Become knowledgeable about program resources and training that they offer	
<b>D.</b>	<b>Community Based Organizations (CBOs) &amp; Programs – Including Chamber of Commerce, Business &amp; Education Associations, Veterans Affairs (VA), Job Corps, YouthBuild, OVR, and ESL</b>	
	1. Connect to RA Programs	
	2. Support Programs by attending workforce councils and advisory meetings	
	3. Become knowledgeable about program resources and training that they offer	
<b>E.</b>	<b>Women in Apprenticeship and Nontraditional Occupations (WANTO)</b>	
	1. Connect to RA Programs	
	2. Support Programs by attending workforce councils and advisory meetings	

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	3. Become knowledgeable about program resources and training that they offer	
<b>F.</b>	<b>Pre-Apprenticeship</b>	
	1. Connect to RA Programs	
	2. Support Programs by attending workforce councils and advisory meetings	
	3. Become knowledgeable about program resources and training that they offer	
<b>9.</b>	<b>INTERMEDIARY ROLE</b>	
<b>A.</b>	<b>Fundamental Skills</b>	
	1. <b>Connecting</b> - Establishes a personal bond with customer	
	2. <b>Encouraging</b> - Keeps the customer participating in the sales conversation	
	3. <b>Questioning</b> - Obtains in-depth information about the customer’s situation, problems and needs	
	4. <b>Confirming</b> - Makes the progress of the sales call explicit	
	5. <b>Providing</b> information to the customer that creates a clear, positive image of your organization and its products and services	
<b>B.</b>	<b>Asking High-Gain Questions</b>	
	1. Brief and clear, open-ended, phrased to require a thoughtful answer, and relevant to the customer’s situation and position	
<b>C.</b>	<b>Handling Objections</b>	
	1. Encouraging costumers to express concerns	
	2. Clarify the objection by asking questions	
	3. Listen to the customer and confirm understanding of the objection before providing information	
	4. Provide information	
	5. Checking to ensure objections have been resolved	
	6. Leverage resources: Workforce Innnovation and Opportunity Act (WIOA: ITA, OJT, IWT, CJT), Industry Partnerships, DCED, WEDnet, Foundation grans, etc.	
<b>D.</b>	<b>Act as a Liaison</b>	
	1. Industry and labor organizations	
	2. Educational system and other educational material providers	
	3. Annual apprenticeship contests	
	4. Annual apprenticeship forum	

## Apprenticeship Intermediary Training & Implementation Request for Proposals

<b>E.</b>	<b>Safety</b>	
	1. Safety considerations for RA Ambassadors while visiting work sites including wearing protective clothing, and the use of proper hearing, eye and foot equipment	
	2. Understand the importance of including job safety aspects in the development of all RA programs	

### **Competencies Personnel in Processing and General Orientation**

The RA Ambassador will:

- Fill out a blank organizational chart indicating office locations with associated managers by name, up to and including the regional office level, with minimal assistance. New RA Ambassador will build a personal reference database/binder.
- Explain the goals of the PA ATO in plain terms and with minimal assistance.
- Provide a brief explanation of each of the roles with minimal assistance.
- Add the RAPIDS report for their workload, geographical map of area by county, list of key contacts (to be developed locally) and demographics of the workload, and previous annual plan information sheets to the personal reference guide.
- Locate or create a file for an active program sponsor, an apprenticeship agreement, and a file for canceled programs.
- Utilize O\*NET to research, collect and analyze pertinent data needed to establish a baseline work process associated with an identified occupation.
- Register, complete, cancel and transfer an apprentice, create an active apprentice report for a program, and create an active sponsor report.
- Given a job classification or occupation within a specific industry, RA Ambassador will perform research utilizing the North American Industry Classification System (NAICS) Manual, O\*NET, and other resources to identify local businesses that relate to the classification.
- Provide documentation to trainer to substantiate review of bulletins, circulars, and work processes.
- Be familiar with resources that support RA programs.

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## KDP Ambassador (Intermediary) Related Technical Instruction (RTI) – 144 Hours

### **Session 1: Apprenticeship 101**

Overview of registered apprenticeship (RA) and pre-apprenticeship (Pre-RA) including the history of apprenticeship, components including RTI and work process, its value as a workforce strategy and return on investment (ROI), introduction to the RA registration process including how to customize the registration packet, developing standards (Appendix A and Employer Acceptance Agreement, training provider letter), review, presenting to the PA Apprenticeship and Training Council (PATC), intro to Pre-RA, planning outreach and customizing presentations for a variety of audiences, plus RAPIDS 101 (Delivered by PA ATO).

### **Sessions 2, 3, 4: Project Management**

This 3-day course emphasizes: *project processes, knowledge areas, terms, tools, and formulas*, as well as soft skills such as: *communication, conflict management, team development and leadership*. Content will be developed by Harrisburg University and delivered in Harrisburg, Philadelphia, and Pittsburgh. For more information: <https://bit.ly/2Uc5Z9f>

### **Session 5: Leveraging Funds**

Identifying funding sources for RA and Pre-RA programs including the Workforce Innovation and Opportunity Act (WIOA), US Department of Labor, PA Department of Labor & Industry (including PAsmart), Department of Community Economic Development, Sector Partnerships, and Local Workforce Development Boards (LWDBs). Session includes an introduction to grant proposal writing, grant fiscal and program monitoring, Labor Market Information (LMI), and the Center for Workforce Information and Analysis (CWIA).

### **Session 6: Industry Stakeholder Engagement**

Engaging employers, unions, workforce and economic development boards, industry associations, chambers of commerce, and educators for apprenticeship sponsorship and to build the apprenticeship ecosystem. Session includes best practices for outreach to industry stakeholders, collaborating with LWDB for employer forums, and strategies for presenting to each organization to promote collaboration.

### **Session 7: Working with Employers & Potential Sponsors**

Strategies for engaging employers including consultative selling, setting expectations, providing guidance, facilitating meetings and conference calls with potential partners and stakeholders and managing program registration. Session explores the relationship between the intermediary and potential sponsors, and provides strategies to support existing programs.

### **Session 8: Intro into Group dynamics and Organizational Development**

Session focuses on engaging unions, labor relations, and joint apprenticeship programs (when appropriate); developing collaboration with the regional program partners; how to facilitate planning and documentation of accomplishments and program goals; effective communication and managing conflict.

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## **Session 9: Validating work process**

Session provides an introduction to customizing curriculum for RTI; how to work with subject matter experts (SME) designated by employers and unions; designing a structured on the job training (OJT) program; identifying regional training providers, and identifying existing work processes as models for new sponsors or trade additions.

## **Session 10: Mentoring for RA Success**

Mentorship is critical for the apprentice to succeed during the on the job training (OJT). This train the trainer session is an introduction to learning styles, the roles of the journeyworker as mentor, the importance of structured OJT sessions, and communication and problem solving.

## **Session 11: Technical Assistance for Apprentice Recruitment**

An introduction to developing the pipeline for RA including developing Pre-RA programs, models for the selection process, and an introduction to Equal Employee Opportunity (EEO) guidelines for new hires and incumbent workers.

## **Session 12: Sustainable pipelines to RA and Pre-RA programs**

Diversity Equity & Inclusion (DEI) strategies, and understanding the role of community outreach with Community Based Organizations (CBO), Faith Based Organizations (FBO), PA CareerLink® offices, school districts, Intermediate Units, CTE programs, and 2 & 4 year education institutions.

## **Session 13: Knowledge of PA Compliance Review and Quality Assessment Process**

Content includes the requirements for RA and Pre-RA programs, including meeting grant requirements (delivered by PA ATO).

## **Session 14: Policy Advocacy and Coordinating with Government Agencies and Elected Officials**

Strategies for updating key agencies and local representatives about RA and Pre-RA programs. Session will be led by the Keystone Research Center (KRC).

## **Session 15: Keystone Apprenticeship Ambassador Statewide Workshop & Networking Event**

Workshop will focus on effective networking, strengthening relationships, and develop strategy and next steps for coming year(s). Session will potentially be held in Hershey on the Wednesday before PWDA conference in May 2020.

## **Session 16: To be determined**

*TBD.*

## **Sessions 17-18 Wrap-up 2-Day Workshop**

Workshop to gather best practices and promote regional collaboration. Content to be determined.