

INDUSTRY READINESS INDICATORS

	Key Questions to Consider	Exploring	Emerging	Demonstrating or Thriving	Resources
Workforce Needs	<p>CareerWise supports youth apprenticeships within occupations that are high-growth, are challenging to fill, and lead to well-paying careers -- both within your community and outside of it. To that end, upon successful completion of the three-year program, an apprentice should have the qualifications, competencies and credentials to apply for and win an intermediate skill level position in their given field.</p> <p>These positions should be living-wage positions (approximately \$40,000 per year) with future opportunities for advancement. Current occupational clusters supported include Advanced manufacturing, IT, Financial services, Healthcare, and Business operations.</p>	<p>Applicant demonstrates that real workforce needs exist in the community, but does not identify workforce needs that current CareerWise youth apprenticeship occupation clusters can address</p>	<p>Applicant demonstrates that the types of youth apprenticeships recommended for the community are aligned with real workforce needs or projected growth in the community, but provides evidence that is more anecdotal in nature versus supporting data</p> <p>Applicant identifies all relevant occupational clusters for CareerWise youth apprenticeships in the community, but does not identify any sequencing for introducing apprenticeships to new sectors over time (e.g., targeting 1-2 occupation clusters for first year of program, expanding to an additional occupation cluster 1-2 years later)</p>	<p>Applicant demonstrates that the types of youth apprenticeships recommended for the community are aligned with real workforce needs or projected growth in the community, as indicated by concrete supporting data included in the application (e.g., economic development data, unfilled job data, job posting data, etc.)</p> <p>Applicant identifies a logical sequencing for introducing apprenticeships to new sectors over time (e.g., targeting 1-2 occupation clusters for first year of program, expanding to an additional occupation cluster 1-2 years later), and includes a rationale for such sequencing.</p>	<p>Your local economic development office or workforce center can likely provide you with economic growth data and may also have workforce growth/need projections. The workforce center may also be able to provide you with current job posting data.</p>
Industry Champions	<p>Employers are most likely to develop youth apprenticeship programs when they understand that this is not philanthropy, but a business-led initiative that is championed and driven by credible industry leaders and can help address their critical talent development needs and provide return on their investment. As a result, it is critical to have true industry leadership at the table as part of launching a youth apprenticeship program in a new community.</p>	<p>Applicant has identified one or more prospective high-profile, high-credibility champions from the business community who would be helpful to launching youth apprenticeships, but applicant has not yet secured those individuals' commitment to support program development and employer recruitment.</p>	<p>Applicant has identified one or more high-profile, high-credibility champions from the business community who have committed to supporting program development and/or employer recruitment, but no specific activities are identified for that champion and/or no written commitment is provided.</p>	<p>Applicant has identified several high-profile, high-credibility champions from the business community, who have provided written commitment indicating specific activities they will undertake to support business recruitment (e.g., will commit to participating in 10 meetings with local CEOs, hosting a series of presentations at the local chamber, etc.), collaboration among employers, and/or building the program.</p>	<p>The Colorado Workforce Development Council can connect you with sector partnerships in your area, which can support identification of potential business champions. https://www.colorado.gov/cwdc</p> <p>Your local chamber of commerce or economic development office can likely also support identification of potential business champions.</p>
Industry Collaboration	<p>In a high-functioning youth apprenticeship system, employers will work collaboratively in targeted ways. For instance, they will collectively make a determination about which training provider to use for each occupation, share best practices with one another, and participate in group trainings. It is useful to demonstrate that employers are accustomed to working together in this way, or better yet, have already started working this way in preparation for launching a youth apprenticeship system in your community.</p>	<p>Applicant is unsure of the level of willingness of employers in the community to collaborate to build a local youth apprenticeship system.</p>	<p>Applicant indicates that employers are accustomed to collaborating in the community, but does not provide relevant or concrete examples.</p> <p>Applicant indicates that employers are ready and willing to collaborate to support youth apprenticeships, but that no group of employers has been convened to have a collective discussion as part of the application process</p>	<p>Applicant describes specific, concrete ways in which employers are accustomed to collaborating in the community.</p> <p>Applicant has convened one or more groups of employers as part of the application process to discuss the relevance of youth apprenticeships within their companies and describes the feedback received as part of that discussion in the application, along with the steps it plans to take to act on that feedback.</p>	<p>The Colorado Workforce Development Council can connect you with sector partnerships in your area.</p> <p>CareerWise Colorado can participate in a conversation with multiple employers convened as part of the application process.</p>
Employer Commitments	<p>Early adopters can be challenging to identify as part of any new program; however, as employers see others participating in the system, they become more open to joining in. As part of launching youth apprenticeships, the applicant should secure the commitment of one -- or ideally multiple -- employers to host youth apprentices if the community is selected as a partner.</p>	<p>Applicant has secured commitments from 0-1 employers to hosting youth apprentices, as indicated by their signing the CareerWise new community employer letter of intent</p>	<p>Applicant has secured commitments from 1-3 employers to hosting youth apprentices, as indicated by their signing the CareerWise new community employer letter of intent</p>	<p>Applicant has secured commitments from 4 or more employers to hosting youth apprentices, as indicated by their signing the CareerWise new community employer letter of intent. Additionally, several of those employers have written letters of support describing why they are interested in hosting youth apprentices and the resources they will leverage to ensure high-quality youth apprenticeship training experiences in their company.</p>	<p>CareerWise Colorado can provide background materials to share with interested businesses.</p> <p>CareerWise Colorado Business Letter of Intent</p> <p>Applicants can connect with the Business Services team at your local workforce center for support in reaching out to businesses.</p>

EDUCATION PARTNERS READINESS INDICATORS

	Key Questions to Consider	Exploring	Emerging	Demonstrating or Thriving	Resources
History of Collaboration	In communities where industry and education are accustomed to collaborating, launching a youth apprenticeship program becomes an easier undertaking -- although still a very heavy lift. For example, some communities have sector partnerships that help facilitate career exploration or have workforce centers that provide training to prepare new talent for existing jobs.	Applicant indicates a strong interest in fostering collaboration between business and education stakeholders, but cannot point to specific examples of such collaboration.	Applicant describes a history of collaboration between industry and education stakeholders; however, it is unclear if this collaboration will directly lead to streamlined implementation of youth apprenticeships.	Applicant describes a history of specific collaboration between industry and education stakeholders that will likely lead to streamlined implementation of youth apprenticeships (i.e. Internships).	The Colorado Workforce Development Council can connect you with sector partnerships in your area. Contact your local workforce center for additional resources.
Career Exploration	Work-based Learning (WBL) opportunities such as career awareness and exploration beginning in middle school should be sufficiently robust in a community for students, parents and educators to feel good about a student choosing a career pathway as part of an apprenticeship in the 11th grade.	Applicant indicates a strong interest in developing more robust WBL opportunities, but has no such programming in place currently.	Applicant provides examples of WBL offered to students, but it is not clear that these opportunities will allow students to make sufficiently informed decisions about apprenticeships (e.g., applying students have participated in career fairs, but no immersive experiences.)	Applicant provides examples of WBL through career exploration offered to students that provide clear opportunities for students to make informed decisions about apprenticeships. For example the district offers CTE or other programming (such as job shadows, internships, etc.) that aligns with, or could align with, the competencies of target apprenticeship occupations.	For support with enhanced career exploration, contact the Office of Postsecondary and Workforce Readiness (OPR) unit at the Colorado Department of Education or the Colorado Community College system .
Concurrent Enrollment	Concurrent enrollment coursework plays a foundational role in ensuring students complete the apprenticeship with a meaningful amount of college credit. Leveraging concurrent enrollment also ensures that both the education sector and industry are contributing financially to the training of apprentices.	The district indicates an interest in leveraging the concurrent enrollment system, but concurrent enrollment is not available today to support the training of participating students.	Concurrent enrollment is available to support training of participating students, but little flexibility exists to expand it if necessary to greater numbers of students.	Concurrent enrollment is available and can be expanded if necessary to support training of participating students.	For help with concurrent enrollment, contact the Office of Postsecondary and Workforce Readiness (OPR) unit at the Colorado Department of Education or the Colorado Community College system.
Graduation requirements and scheduling flexibility	Flexibility in local graduation requirements allows for credit attainment through competency-based evaluation, as well as credit attainment for work based learning; ensuring that students are "career ready". Districts also have the opportunity to create the scheduling flexibility needed to allow students to be in the workplace 2-3 days per week in their 11th and 12th grade years. While some districts do not utilize competency-based evaluation, there are alternative methods for creating scheduling flexibility.	School district indicates an interest in creating scheduling flexibility and credit attainment through competency based evaluation and/or work based learning, but it does not provide a clear plan for creating such flexibility for participating students.	School district indicates a commitment to creating scheduling flexibility and credit attainment through competency based evaluation and/or work based learning for participating students, but the mechanism is not clearly identified and/or has not indicated a specific schedule demonstrating students can be reliably be in the workplace.	School district indicates it can create scheduling flexibility and credit attainment through competency based evaluation and/or work based learning for participating students and describes a specific schedule demonstrating students can reliably be in the workplace (e.g., every Tuesday and Thursday, or every afternoon).	Your local school board sets the graduation requirements for your district. For help with graduation guidelines, contact the Office of Postsecondary and Workforce Readiness (OPR) unit at the Colorado Department of Education .
Higher Education and Training Provider Partnership	CareerWise youth apprentices participate in coursework in order to ensure that they acquire the occupation-specific skills needed to contribute productively in the workplace, and to ensure they complete the apprenticeship with a meaningful amount of college credit. For the occupations identified as likely candidates for youth apprenticeships, communities should identify which training providers exist to support that related instruction.	School district does not have relationships with local training providers relevant to proposed apprenticeship occupations but indicates interest in developing such relationships.	School district has one or more relationships with local training providers, but the relevance to proposed apprenticeship occupations is not clear.	School district has a variety of relationships with local training providers that are relevant to proposed apprenticeship occupations, and has a history of working with those training providers.	For help identifying additional training providers, contact your local workforce center or the Colorado Community College system . For examples of coursework utilized for occupations in other geographies, contact CareerWise.

EDUCATION READINESS INDICATORS CONTINUED...

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Higher Education Commitment	CareerWise youth apprentices have many options coming out of the apprenticeship, including continuing on to a 2- or 4-year degree. To better ensure apprentices can seamlessly transition into higher education, we encourage local 4-year higher education institutions to elect to following “apprentice friendly” criteria and designation (see tools and resources for additional information.)	Local 4-year institution(s) have indicated commitment to becoming “apprentice friendly”, but have not provided letters of support from leadership affirming this commitment.	Local 4-year institution(s) have read and understood “apprentice friendly” designation requirements, and leadership of institution has written letter of support indicating that it will meet the criteria to become “apprentice friendly,” but has not outlined clear and realistic strategies to do so.	Local 4-year institution(s) have read and understood “apprentice friendly” designation requirements, and leadership of institution has written letter of support indicating that it meets the criteria required to become “apprentice friendly,” outlining clear and realistic strategies to do so.	Contact CDHE for assistance in efforts to become “apprentice-friendly.”
Understanding of K-12 Commitment	Implementing a youth apprenticeship program requires commitment to recruiting students, creating scheduling flexibility, identifying transportation options, etc. It is important that prospective K-12 partners review the K-12 partner commitment overview and all relevant documents (K-12 partner MOU, apprenticeship agreement, data sharing agreement, etc.) and indicate their comfort with those commitments and documents.	K-12 partner(s) identified have indicated understanding of participation commitments, but have not reviewed key documents or provided letters of support from district leadership.	K-12 partner(s) identified have indicated understanding of participation commitments, and have reviewed key documents, as indicated by their signing the CareerWise new community K-12 letter of intent; letters of support from district leadership provided.	K-12 partner(s) identified have indicated understanding of participation commitments and have reviewed key documents, as indicated by their signing the CareerWise new community K-12 letter of intent; additionally, letters of support are written from a range of district and school leadership, including counseling staff that describe why they are interested in supporting youth apprenticeship and the resources they will leverage to ensure high-quality implementation of the program.	Contact CareerWise for key documents and K-12 letter of intent .

COMMUNITY READINESS INDICATORS

	Key Questions to Consider	Exploring	Emerging	Demonstrating or Thriving	Resources
Identification of Local Leader	As part of its Local Leadership model, each applying community is required to identify a Local Leader organization that will be responsible for developing and implementing a youth apprenticeship system locally. The Local Leader organization can come in many different forms, but it is essential that the organization is highly respected within the business community, and has a track record of working well with the education community. For example, in other communities, Chambers of Commerce and Economic Development Offices have been effective in playing this role.	No Local Leader organization has yet been identified; a range of possible organizations are included in the application.	Local Leader organization has been clearly identified and provides examples of work it has previously done that gives it credibility within the business and education communities. However, local businesses have not written letters of support indicating their enthusiasm for working with the Local Leader organization.	Local Leader organization has been clearly identified and provides examples of work it has previously done that gives it credibility within the business and education communities. Local businesses and education entities write letters of support indicating their enthusiasm for working with the Local Leader organization. Your local economic development office has endorsed the Local Leader to play this role and has reviewed the community's application.	For help identifying a Local Leader organization, review CareerWise Colorado's Community Local Leader Profile and consult your local economic development office or the Colorado Workforce Development Council . Additionally, CareerWise can send a facilitator to your community to help lead a discussion about the selection of the Local Leader organization if desired. Please contact us at newcommunities@careerwisecolorado.org .
Understanding of Commitment	Implementing a youth apprenticeship program is not an easy lift for the Local Leader and requires commitment to coordinating all stakeholders, recruiting and supporting businesses, and coordinating weekly with CareerWise. It is important that prospective Local Leader organizations review the Local Leader commitment overview and all relevant documents (Local Leader MOU, implementation timelines, etc.) and indicate their comfort with those commitments and documents.	Local Leader identified have indicated understanding of participation commitments, but have not reviewed key documents.	Local Leader identified has indicated understanding of participation commitments and has reviewed key documents.	Local Leader identified has indicated understanding of participation commitments, has reviewed key documents, and has proposed creative ways to implement commitments.	See commitment checklist in readiness framework and contact CareerWise for MOU and key documents. newcommunities@careerwisecolorado.org
Identification of Project Lead	Each Local Leader should identify an individual Project Lead within the organization who will be the primary point of contact for CareerWise and for the community in developing and implementing the program. The Project Lead should fit the profile included in the community readiness framework and should be able to commit sufficient time to developing and implementing the program (likely between 50-100% time depending on desired program scale.) Project Lead should be identified by October 2018 and participate in CareerWise's November 2018 site visit in Denver.	Project Lead identified does not have background and experience that will allow him or her to be effective in developing and implementing the program. He or she will commit less than 50% of his or her time to supporting this work.	Project Lead identified has background and experience that will allow him or her to be effective in developing and implementing some, but not all, aspects of the program. He or she can commit at least 50%-100% of his or her time to supporting this work and has indicated comfort with all commitments.	Project Lead identified has background and experience that will clearly allow him or her to be effective in developing and implementing the program. He or she can commit at least 50%-100% of his or her time to supporting this work and has indicated comfort with all commitments.	CareerWise Colorado can provide estimates of time required by Project Lead based on expected program size.
Project Lead / CareerWise Interaction	Developing and launching a youth apprenticeship program requires a great deal of collaboration among CareerWise, the Local Leader organization and Project Lead, and other community leaders. All parties should feel comfortable that they can develop and sustain a strong, trusting working relationship.	Project Lead identified was not identified sufficiently early to participate in November 2018 site visit to meet the CareerWise team and better understand program design and implementation. The leadership team at CareerWise and the leadership within the community have communicated only by phone or video conference during the application process and have not developed an open, communicative relationship.	Project Lead has participated in November 2018 site visit to meet the CareerWise team and better understand program design and implementation. The leadership team at CareerWise and the leadership within the community (including individuals from the Local Leader organization, K-12, etc.) have had sufficient interaction to trust that they can work together effectively -- but have communicated only by phone or video conference.	Project Lead has participated in November 2018 site visit to meet the CareerWise team and better understand program design and implementation. The leadership team at CareerWise and the leadership within the community (including individuals from the Local Leader organization, K-12, etc.) have had sufficient interaction to trust that they can work together effectively -- ideally through 1-2 in-person meetings. Community has issued invitation to CareerWise team to meet key local stakeholders in person.	Contact CareerWise for information about its November 2018 site visit. newcommunities@careerwisecolorado.org

COMMUNITY READINESS INDICATORS

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Identification of Local Champion	Local community or government leaders can play a critical role in creating excitement and credibility for a new youth apprenticeship program among employers, parents, students, and educators. Some examples of effective local champions for this work include mayor's, chamber of commerce leaders, CEOs, legislators, county commissioners, etc	Applicant has identified one or more prospective community champions for this work, but has not yet received the commitment of those individuals to support this work.	Applicant has identified one or more community champions with clearly defined roles, but no letters of support are provided by champion(s).	Applicant has identified one or more community champions, who have provided letters of support to that outline how they will support this work in clearly defined ways.	The Colorado Workforce Development Council can connect you with sector partnerships in your area, which can support identification of potential champions. Your local chamber of commerce or economic development office can likely also support
Ecosystem of players	Bringing a youth apprenticeship system to life requires the participation of a large ecosystem of players. The most successful systems identify roles that can be played by regional coordinating entities, local nonprofits, workforce centers, etc.	Applicant has identified prospective players likely critical to the success of this work, but has not received the commitment of those players to support this work.	Applicant has identified other players critical to the success of this work, and have secured written letters of support from those players, but have not yet defined clear roles for them.	Applicant has identified other players critical to the success of this work, have defined clear roles for them, and have secured letters of support from those players.	Your local economic development office or workforce center can likely provide you with information about other relevant organizations in your community.
Participation Goals	Typically, successful programs develop a proof of concept through a small initial cohort, with expansion made possible only by high-quality experiences of early participants. Applicants should demonstrate a reasonable plan for initial participation goals (e.g., participating number of students, schools and employers) and expansion targets in the years that follow that demonstrate a thoughtful, informed approach.	Applicant has identified targets that do not indicate a strong understanding of program design and growth and realistic participation assumptions.	Applicant has identified targets for the initial cohort that indicates a strong understanding of program design and growth and realistic participation assumptions, but applicant does not have a clear view on program size in the years after launch.	Applicant has identified targets for the initial cohort and the 2-3 years that follow that indicate a strong understanding of program design and growth and realistic participation assumptions.	CareerWise Colorado can provide you with suggested cohort size targets based on our experiences in other communities. newcommunities@careerwisecolorado.org
Transportation	In some communities, transportation to work and training is a barrier for participating students. Where transportation may be a barrier, communities must think creatively about how to address that barrier and engage local leaders in identifying a solution.	Applicant has identified potential transportation barriers, but no solutions are identified.	Applicant has identified potential transportation barriers, but solutions identified are not fully fleshed out or are not realistic	Applicant has identified potential transportation barriers with precision (e.g., identifying number of likely affected students), with creative solutions identified (for example, providing transportation subsidy, revising school bus schedules, leveraging online training resources, etc.)	Your local workforce center can likely point you to transportation resources that exist in your community.
Sustainability Model	Successful youth apprenticeship programs leverage the resources of a wide variety of players to ensure sustainability. CareerWise encourages that the Local Leader charge a small fee of participating businesses and/or identifies philanthropic funding to help cover costs related to program implementation. (However, relying on philanthropic funding alone in perpetuity is not recommended.)	Applicant has not provided a plan to cover costs related to Project Lead salary and technical assistance provided by CareerWise.	Applicant has indicated it can cover costs related to Project Lead salary and technical assistance provided by CareerWise, but has not clearly indicated how it plans to do so.	Applicant has outlined a clear plan for covering costs related to Project Lead salary and technical assistance provided by CareerWise, potentially identifying specific local funding sources who have committed or are likely to commit to supporting the work.	Reach out to your local Chamber of Commerce and workforce center for leads on foundations interested in workforce development. Ask CareerWise, K-12, and higher education partners about foundations interested in youth development. newcommunities@careerwisecolorado.org
Design Parameters	Successful youth apprenticeship systems balance a wide variety of incentives to ensure that all players (students, employers, educators) sustain interest in participating. Communities applying to CareerWise should carefully review all design parameters and consider whether any will be unworkable in their community, identifying alternative approaches in those cases	Applicant does not demonstrate clear understanding of all design parameters or suggests alternative approach that will not contribute to success or sustainability of local youth apprenticeship system	Applicant has reviewed all design parameters and either indicates that there will be no challenges in adhering to those principles, or identifies principles that will be challenging, with clear and sophisticated alternative approaches identified.	Applicant has reviewed all design parameters and either indicates that there will be no challenges in adhering to those principles, or identifies principles that will be challenging, with clear and sophisticated alternative approaches identified.	Review CareerWise Colorado's Design Parameters Schedule conversation to discuss design parameters in greater detail with CareerWise as desired. newcommunities@careerwisecolorado.org