RA NAVIGATOR - APPENDIX A-2

RELATED TECHNICAL INSTRUCTION (RTI)

The Registered Apprenticeship Navigator program consists of **10** Modules delivered in **49** online sessions. All sessions will take place from 9:30am-12:30pm, with the exception of PATC meetings which begin at 9am. About 5 sessions will take place each month, though some months will have more and some will have less. Modules include:

Module 1: Understanding Apprenticeship - **39 hours**

The module will begin with a comprehensive overview of registered apprenticeship (RA) and pre-apprenticeship (Pre-RA) including the history of apprenticeship, its components including Related Technical Instruction (RTI) and On-the-Job Training (OJT), its value as a workforce strategy and its return on investment (ROI). The process for developing and registering RA and Pre-RA programs will be introduced, and key state and national apprenticeship systems, regulations, and workforce partners will be presented. Later in the course, apprentices will get hands-on learning through deep dives into building curriculum and work processes, and participating in mock registration processes for RA and Pre-RA programs. Strategies for managing registered apprenticeship programs will also be discussed, including setting up an Apprenticeship and Training Committee (ATC), exploring the federal RAPIDS apprenticeship database, and strategies for recruiting apprentices.

Module 2: Project Management - **18 hours**

This project management course is customized for individuals working on projects – like apprenticeship - that involve working with a variety of stakeholders across multiple organizations. Topics covered include understanding leadership styles and when/how to use them, the importance of clarifying project roles and responsibilities, understanding stakeholders and their needs and wants, and understanding project schedule concepts and best practices. RA Navigator apprentices will develop their own project management plan focused on their apprenticeship-related work and will receive ongoing guidance in executing their customized projects.

Module 3: Apprenticeship Stakeholder Engagement – 21 hours

Individuals developing and managing apprenticeship programs must engage with and balance the priorities of multiple stakeholders, develop collaboration with regional program partners, and maintain productive relationships across organizational levels both internally and among external partners and program participants. This module focuses on the skills needed to manage these relationships, including communicating effectively, building work relationships and resolving conflict. Strategies for talking to employers about apprenticeship and leveraging funds to support apprenticeship programs will also be discussed.

Module 4: Mentorship – 9 hours

Strong mentors are critical to successful apprenticeships. In this module apprentices will learn to understand the why to mentorship, review what mentorship is and how to set up a program, identify and practice how to talk about mentorship with partners, and hear and learn from practitioners.

Module 5: PA Apprenticeship and Training Office (ATO) – 9 hours

RA Navigators will have several opportunities throughout their apprenticeship experience to interact directly with the PA Apprenticeship and Training Office, the organization that oversees apprenticeship programs in Pennsylvania. In this module, apprentices will learn about the history and role of the ATO and receive guidance on how to collaborate effectively with ATO representatives throughout the apprenticeship development and registration process. Apprentices will develop an understanding of the PA Apprenticeship and Training Council (PATC) and how it is governed. An overview of apprenticeship resources available, including through the Center for Workforce Information Analysis, will also be provided.

Module 6: Diversity Equity & Inclusion – 12 hours

In this module, RA Navigators will explore accessibility considerations around race, gender, disability, and intersectional challenges when developing apprenticeship programs. Apprenticeship EEO regulations will be introduced, and leaders at the state and national level will present innovative tools and approaches to building diversity, equity and inclusion into apprenticeship programs and pipelines. PA Office of Vocational Rehabilitation (PA OVR) will also discuss their work expanding apprenticeship for people with disabilities.

Module 7: Policy and Advocacy – 6 hours

Though much of the day-to-day work of the RA Navigator is programmatic and operational, there is still a need for workforce professionals at all stages of their career to see and understand the relevance of significant apprenticeship policy and legislative processes. In this module, the Keystone Research Center (KRC) will share guidance on updating key agencies and local representatives about developments and considerations related to RA and Pre-RA programs. RA Navigators will also learn where and how to access and remain informed on key legislative decisions related to apprenticeship and strategies for applying current state and federal policy to local program development.

Module 8: Building Partnerships with Unions – 9 hours

Unions, in partnership with their represented employers and vast membership, have for many years been leaders and designers of the apprenticeship experience. RA Navigators will learn the history of union apprenticeship and gain exposure to several models for joint cooperation between employers and labor leaders. Program sustainability in the union environment and related to collective bargaining agreements will be discussed, as well as labor-management relations and best practices for following union protocols for communication and decision making.

Module 9: Practitioners Workshops – 6 hours

The RA Navigator Apprenticeship relies heavily on the expertise and institutional knowledge of regional, statewide, and national workforce experts. Apprentices will receive the unique and valuable opportunity throughout the program to hear directly from apprenticeship leaders and innovators about their legacies of innovation on a national scale that has lifted the apprenticeship training model to its current visibility and success. In these customized workshops, expert apprenticeship practitioners from the Aerospace Joint Apprenticeship Committee (AJAC) and the Wisconsin Regional Training Partnership (WRTP) will share lessons learned and tips for institutionalized program success.

Module 10: PA Apprenticeship & Training Council – 15 hours

RA Navigator apprentices are required to attend at least three PATC sessions of their choice, one in each quarter, and participate in a debrief afterwards with other attending apprentices. Exposure to Council processes and successful registration of new programs will provide apprentices with valuable insights as they guide their own partners through customized apprenticeship program development.

The 144 hours of classroom training identified above will be complemented by required readings (*Connecting People to Work*) and homework, facilitated through an online collaboration platform. In addition, *Mentorship Mondays* will occur on the 3rd Monday of every month, providing an opportunity for mentors and apprentices to check-in as a group.

Training Outline: Maria Latimore Group:

Module 2: Project Management

RTI Session 5: (3 hours)
- Introductory training. Broad overview of key PM knowledge areas, processes, terms and tools
- The importance of communication, relationship/team building, conflict management and leadership is integrated throughout all sessions.
- Set the stage for year

RTI Session 14: (3 hours)
- Ongoing learning and development
- Drill down on specific PM concepts such as managing scope, schedule, risks, etc.
- Q&A and work through participants PM challenges

RTI Session 19: (3 hours)
- Ongoing learning and development
- Drill down on specific PM concepts such as managing scope, schedule, risks, etc.
- Q&A and work through participants PM challenges

RTI Session 24: (3 hours)
- Ongoing learning and development
- Drill down on specific PM concepts such as managing scope, schedule, risks, etc.
- Q&A and work through participants PM challenges

RTI Session 27: (3 hours)
- Ongoing learning and development
- Drill down on specific PM concepts such as managing scope, schedule, risks, etc.
- Q&A and work through participants PM challenges

RTI Session 33: (3 hours)
- Holistic overview and integration of PM concepts
- Q&A and work through participants PM challenges

Training Outline: Community College of Allegheny County (CCAC)

Module 3: Apprenticeship Stakeholder Engagement

Effective leadership requires individuals who are able to step up as change agents within their organizations and businesses. With special attention on building capacity to change and achieve greater effectiveness by developing, improving, and reinforcing strategies, structures, and processes - this program leads students through a self-assessment of their own innate strengths as well as providing tools to learn and grow into leaders within their own contexts and organizations. Special emphasis will be given to conflict (early recognition and resolution), relationship building, critical thinking and communications.

Session 8: Communicating Effectively
- Learn non-verbal communication skills
- Effective written communication
- Unconscious bias and application to communication

Session 9: Consultative Sales
- Differentiate between traditional and consultative sales
- Explain the role of listening
- Define solutions-based selling

Session 18: Critical Thinking
- What is critical thinking
- Learn steps of critical thinking process
- Application in leadership setting

Session 20: Building Work Relationships
- Develop leadership qualities o Identify models of leadership
- Identify four types of work relationships o Targeted, Tentative, Transactional and Trusted
- Delegating effectively
- Develop collaboration skills

Session 21: Resolving Conflict
- Tools to effectively identify conflict
- Communication methods to resolve conflict
- Legal and ethical considerations

Training Outline: Keystone Development Partnership (KDP)

KDP will take the lead role in facilitating all other RTI sessions and modules, some in collaboration with invited subject matter experts and apprenticeship practitioners. Organizations/speakers currently contributing to specific RTI sessions include but are not limited to:

- **Module 4 - Mentorship (9 hours) – H-CAP** - https://www.hcapinc.org/
    - Danielle Copeland is the Director of Educational Innovation of the Healthcare Career Advancement Program (H-CAP). For over 20 years, Danielle Copeland has been instrumental in working with unions, labor-management partnerships. and nonprofits with strategic planning and organization and program development. She was also instrumental in developing H-CAP's innovative Mentorship Training Program that prepares mentors for this important leadership role.

- **Module 5 – PA Apprenticeship and Training Office (ATO)** (4 hours)
    - Tara Loew, Director
    - Cristie DeWitt, Workforce Development Supervisor

- **Module 6 – Diversity, Equity & Inclusion** (4 hours) – Donna Lenhoff Associates - https://niwr.org/about/board-of-directors/
    - Donna Lenhoff, principal of Donna Lenhoff Associates, is a lawyer and policy developer. She has nearly 40 years' experience implementing, teaching, writing about, and advocating for employment and civil rights law and policy in the U.S. Department of Labor and in nonprofit organizations representing employees' interests. Donna Lenhoff Associates provides best-inclass solutions to make it as easy as possible for organizations, especially Registered Apprenticeship programs, to foster equal employment opportunity, diversity, inclusiveness, and equity.

- **Module 6 – Diversity, Equity & Inclusion** (2 hours) – Women in Non-Traditional Careers (WINC) - https://www.philaworks.org/winc/
    - Sue Hoffman, Senior Associate, Special Initiatives, Philadelphia Works, Inc. and Program Manager for Women in Nontraditional Careers (WINC)

- **Module 6 - Diversity, Equity & Inclusion** (2 hours) – PA Office of Vocational Rehabilitation (OVR)
    - Jeff Seabury, Vocational Rehabilitation Specialist for Apprenticeship, Internship and On-the-Job Training at Pennsylvania Dept. of Labor & Industry, Office of Vocational Rehabilitation
    - Rob Hodapp, Business Services & Outreach Specialist at PA Office of Vocational Rehabilitation (OVR)

- **Module 7 – Policy & Advocacy -** (6 hours) – Keystone Research Center (KRC) - https://krc-pbpc.org/

    - Stephen Herzenberg is the executive director of the Keystone Research Center (KRC) and holds a Ph.D. in economics from MIT. His research has focused on the U.S. and global auto industry; the rise of the service-dominated new economy; the challenges unions face adapting to the new economy; workforce development; economic development; industry studies, including early childhood education, long-term care, manufacturing, and construction; and state policy issues generally. His writings include The State of Working Pennsylvania, published annually since 1996. Before joining Keystone, Steve taught at Rutgers University and worked at the U.S. Congressional Office of Technology Assessment and the U.S. Department of Labor (USDOL). At USDOL, he served as assistant to the chief negotiator of the labor side agreement to the North American Free Trade Agreement.