Appendix A3

WORK PROCESS SCHEDULE

AND

RELATED INSTRUCTION OUTLINE

FOR THE OCCUPATION OF:
BUSINESS OPERATIONS ASSOCIATE
(EXISTING TITLE: OFFICE MANAGER/ADMIN SERVICES)
O*NET-SOC CODE: 11-3012.00 RAPIDS CODE: 1033CB

WORK PROCESS SCHEDULE
BUSINESS OPERATIONS ASSOCIATE
(Existing Title: Office Manager/Admin Services)
O*NET-SOC CODE: 11-3012.00   RAPIDS CODE: 1033CB

This schedule is attached to and a part of these Standards for the above identified occupation.

1.	APPRENTICESHIP APPROACH

□ Time-based   ☒ Competency-based   □ Hybrid

2.	TERM OF APPRENTICESHIP

The term of the occupation shall be defined by the attainment of all competencies of the position, which would be reasonably expected to occur within 2 to 3 years of OJL, supplemented by 220 hours of related instruction during the apprenticeship. The sponsor may recognize prior-learning achievements or demonstration of competencies to account for related instruction or OJL hours.

3.	RATIO OF APPRENTICES TO JOURNEYWORKERS

The apprentice to journeyworker ratio is: 1 Apprentice to 1 Journeyworker per worksite.

4.	APPRENTICE WAGE SCHEDULE

Apprentices shall be paid a progressively increasing schedule of wages. Apprentices' starting wage should be a minimum of $14.77 per hour. The journeyworker wage is $16.83 per hour, which is to be paid to the apprentice after completion of the apprenticeship. The starting wage and journeyworker wage may be adjusted to accommodate each employer and shall be uploaded into the Rapids database. This wage scale is specifically for Denver, CO, and may vary based on minimum wage laws in different geographic locations, which will be indicated on Appendix D.

Term:

1st Period	Starting Wage (0-18 months)	$14.77/hr
2nd Period	On level (18-36 months)	$15.87/hr
Completion	Full Competency	$16.83/hr

5.	PROBATIONARY PERIOD

Every apprentice selected for apprenticeship will serve a probationary period of 500 hours.

6.	SELECTION PROCEDURES

Please see page 14.

WORK PROCESS SCHEDULE
BUSINESS OPERATIONS ASSOCIATE
(Existing Title: Office Manager/Admin Services)
O*NET-SOC CODE: 11-3012.00   RAPIDS CODE: 1033CB

Description: The Business Operations Associate is an integral member of a project team who contributes to the development and completion of projects that vary in size and complexity. Individuals will organize and document project activities under the direction of a Project Manager and/or Project Director. In the role an individual will attend meetings and assist with determination of project requirements; track the progress and quality of project work; use project scheduling tools to monitor projects plan, work hours, budgets, and expenditures; and communicate relevant project information to leaders and team.

On-The-Job Training: Apprentices will receive training in the various work experiences listed below. The order in which this training is given will be determined by the flow of work on the job and will not necessarily be in the order listed.

Ratings are:
(4) Exceeds Expectations (Advanced)
(3) Meets Expectations (Proficient)
(2) Meets Some Expectations (Emerging)
(1) Does Not Yet Meet Expectations (Novice)
(0) Not applicable (No Skill)

4. Exceeds Expectations (Advanced): Consistently exceeds performance standard established for the time in position. Achieves results above and beyond what is required. Extends themselves in their roles to exceed personally and as a team to achieve exceptional results.

3. Meets Expectations (Proficient): Employee meets all expectations in a fully satisfactory way and is proficient in the outlined competencies.

2. Meets Some Expectations (Emerging): Meets the performance standards established for time in position. Handles routine tasks & some unexpected situations with the usual amount of supervision. Can continue to develop with coaching, training or more experience to gain proficiency.

1. Does Not Yet Meet Expectations (Novice): Occasionally meets some of the objectives related to this goal but does not meet others in a fully satisfactory way. This performance level generally indicates the need for additional coaching, training or other plan for performance improvements.

0. Not Applicable (No Skill): Training in this competency has not yet begun.

Apprentices need to receive a "3" or better in each competency in order to complete the apprenticeship.

Apprentice Competency Evaluation

Core Competencies	Required for this employer (yes/no)	Rating	Supervisor Sign-off	Date
Customer Service/ Service Orientation *Understands principles and processes for providing customer and personal services. This includes assessing customer needs, meeting quality standards for services, and keeping customers informed.* ● Addresses internal and external customers in a polite and friendly manner. Uses email and voicemail proficiently and consistently with internal customers. ● Meets basic customer needs. ● Identifies the proper employee to help with more complex needs. ● Independently meets customer needs. ● Uses email and voicemail proficiently and consistently with external customers.				
Process Analysis and Application *Understands the process required for specific work tasks, determines if and how the process is working and how changes in conditions, operations, and the environment will affect outcomes.* ● Describes internal processes core to business operations and their functions within a system. ● Describes how these processes interact. ● Interacts with and works within processes core to business operations. ● Owns simple processes core to business operations. ● Identifies and reacts to issues within processes that need to be changed. ● Fully integrates into the system and understands impacts of their process on other processes.				
Business Communication *Tells a story in a compelling way. Develops arguments to persuade someone to their side. Influences.*				

● Develops written and oral descriptions of factual issues in a concise and effective manner. ● Identifies tools that could be used in communication. ● Develops insights and communicates them effectively to supervisor. ● Uses various communication tools with direction from supervisor. ● Clearly articulates problems and solutions in written and oral forms. ● Presents solution sets. ● Independently selects the appropriate communication tool for the job.				
Data Literacy *Reads, aggregates, distills, and disseminates internal and external data in structured formats for use in assigned tasks.* ● Describes different business operations reports and how to access them. ● Accesses data from different business operations reports. ● Knows where to find data for assigned tasks. ● Runs reports for internal and external purposes.				
Data Analysis *Analyzes and processes complex data for core business operations. Identifies the underlying principles, reasons, and facts of data sets. Breaks down information or data into separate parts.* ● Performs routine data entry tasks to support supervisor. ● Exhibits basic navigation of Excel; understands the structure and purpose of a cell. ● Independently performs data entry tasks. ● Employs formatting, conditional formatting, and simple formulas in Excel. ● Employs formatting, conditional formatting, and simple formulas in Excel. ● Acts as a steward of data; prepares data with minimal errors for use by colleagues and supervisors. ● Accesses data from databases in support of business needs.				

● Writes formulas in Excel and creates pivot tables.				
Data Communication *Creates and distributes reports, dashboards, visualizations, and presentations to communicate business performance.* ● Understands and navigates business management tools. ● Explains how and where elements sit within business management tools. ● Opens and interacts with reports at a basic level. ● Creates visualizations, dashboards, and presentations with assistance and direction provided by supervisor. ● Downloads reports to communicate business performance. ● Creates visualizations, dashboards, and presentations independently for assigned tasks. ● Creates reports to communicate business performance.				
Business Systems Analysis *Determines how a system should work and how changes in conditions, operations, and the environment will affect outcomes.* ● Describes systems core to business operations and their functions. ● Describes interactions between different systems. ● Works within these systems but may lack understanding of impacts from one system to another. ● Describes impacts and relationships on the business ecosystem. ● Describes how decisions and actions impact other systems. ● Works proficiently within systems.				
Interpersonal Communication *Discovers information that isn't publicly available, shifts another person's perspective, and makes convincing presentations.* ● Addresses internal and external customers in a polite and friendly manner. ● Sets up and proactively manages voicemail and email.				

- Communicates in a professional and helpful manner in all forms (in-person, written, and phone). - Communicates effectively with managers to meet their needs. - Leverages calendars to schedule meetings with managers and project teams. - Collaborates with and supports peers rather than competing with them. - Volunteers for projects. - Recognizes when peers have less capacity and speaks up to offer their assistance. - Presents as honest and admits and accepts mistakes. - Accepts critical feedback as a growth opportunity. - Advocates for self when help is needed.				

Apprenticeship Competencies – Career Readiness

In addition to mastering all the essential technical competencies outlined in the work processes, an apprentice must consistently demonstrate growth and proficiency in the following career readiness competencies to complete the apprenticeship.

Apprentices will be evaluated in these competencies semi-annually, and the supervisor will initial and date the accomplishment of the career ready competency at each review.

Ratings are:
(4) Exceeds Expectations (Advanced)
(3) Meets Expectations (Proficient)
(2) Meets Some Expectations (Emerging)
(1) Does Not Yet Meet Expectations (Novice)
(0) Not applicable (No Skill)

4. Exceeds Expectations (Advanced): Consistently exceeds performance standard established for the time in position. Achieves results above and beyond what is required. Extends themselves in their roles to exceed personally and as a team to achieve exceptional results.

3. Meets Expectations (Proficient): Employee meets all expectations in a fully satisfactory way and is proficient in the outlined competencies.

2. Meets Some Expectations (Emerging): Meets the performance standards established for time in position. Handles routine tasks & some unexpected situations with the usual amount of supervision. Can continue to develop with coaching, training or more experience to gain proficiency.

1. Does Not Yet Meet Expectations (Novice): Occasionally meets some of the objectives related to

this goal but does not meet others in a fully satisfactory way. This performance level generally indicates the need for additional coaching, training or other plan for performance improvements.

0.Not Applicable (No Skill): Training in this competency has not yet begun.

Apprentices need to receive a "3" or better in each competency in order to complete the apprenticeship.

ENTREPRENEURIAL SKILLS	Required for this employer (yes/no)	Rating	Supervisor Sign-off	Date
Critical Thinking/Problem Solving ● Recognize that problems can be identified, and possible solutions can be generated ● Define the problem using a variety of strategies ● Make connections between information gathered and personal experiences to apply and/or test solutions				
Creativity / Innovation ● Demonstrate curiosity, imagination and eagerness to learn more ● Build on personal experience to specify a challenging problem to investigate ● Engage in novel approaches, moves, directions, ideas and/or perspectives				
Inquiry ● Recognize and describe cause-and-effect relationships and patterns in everyday experiences ● Investigate to form hypotheses, make observations and draw conclusions ● Test hypotheses/prototype with planned process for getting feedback				
Risk Taking ● Demonstrate a willingness to try new things ● Demonstrate flexibility, imagination and inventiveness in taking on tasks and activities ● Innovate from failure, connect learning across domains and recognize new opportunities				

PERSONAL SKILLS	Required for this employer (yes/no)	Rating	Supervisor Sign-off	Date
Self-Management / Self Awareness				

	Required for this employer (yes/no)	Rating	Supervisor Sign-off	Date
● Accurately recognize one's own emotions, thoughts and values and how they influence behavior ● Appropriately express one's own emotions, thoughts and values and identify how they influence behavior ● Assess personal strengths and limitations, with a well-grounded sense of confidence, optimism and a 'growth mindset'				
Self-Direction ● Recognize personal characteristics, preferences, thoughts and strengths ● Pursue opportunities to engage and learn interests ● Apply knowledge to set goals, make informed decisions and transfer to new contexts				
Adaptability / Flexibility ● Recognize emotional response to ideas that differ from one's own ● Regulate reactions to differing perspectives ● Look for and value in different perspectives expressed by others				
Perseverance / Resilience ● Resist distractions, maintain attention, and continue the task at hand through frustration or challenges ● Set goals and develop strategies to remain focused on learning goals ● Focus on learning goals by employing motivation and familiar strategies for engagement and evaluate progress, making necessary changes to stay the course				

CIVIC/INTERPERSONAL SKILLS	Required for this employer (yes/no)	Rating	Supervisor Sign-off	Date
Collaboration / Teamwork ● Recognize how personal actions have had a positive or negative impact on others with feedback as needed ● Recognize how members of a community rely on each other, considering personal contributions as applicable ● Follow a process identified by others to help generate ideas, negotiate roles and responsibilities, and respects consensus in decision making				
Communication				

● Articulate personal strengths and challenges using different forms of communication to express oneself ● Consider purpose, formality of context and audience, and distinct cultural norms when planning content, mode, delivery and expression ● Establish goals for communication and plan out steps accordingly				
Global / Cultural Awareness ● Compare attitudes and beliefs as an individual to others ● Identify and explain multiple perspectives (cultural, global) when exploring events, ideas and issues ● Plan and evaluate complex solutions to global challenges that are appropriate to their contexts using multiple disciplinary perspectives (such as cultural, historical and scientific)				
Ethics ● Takes great care with organizational data ● Does not disclose any kind of personal or sensitive organizational information; understands that all data is confidential ● Demonstrates honesty and integrity in all interactions. If an error is made, prioritizes minimal impact to the organization over their own reputation				

PROFESSIONAL SKILLS	Required for this employer (yes/no)	Rating	Supervisor Sign-off	Date
Task/Time Management ● Articulate task requirements and identify deadlines ● Develop and utilize basic task and time-management strategies effectively ● Demonstrate task-management attributes associated with producing high-quality products including the abilities to: 1) Work positively and ethically 2) Manage time and projects effectively 3) Multi-task 4) Clearly communicate with others				
Self-Advocacy ● Appropriately express a range of emotions to communicate personal ideas/needs ● Ask questions to develop further personal understanding				

● Demonstrate confidence in sharing ideas/feelings			
Work Ethic ● Complete tasks with ongoing support ● Seek clarity on tasks and needs occasional support ● Demonstrate skill in assigned tasks and completes with little or no support			

ACADEMIC SKILLS	Required for this employer (yes/no)	Rating	Supervisor Sign-off	Date
Core Academic Foundation ● Begins to use math and literacy skills to inform work ● Uses math and literacy skills to perform job tasks with frequent checks by supervisor ● Independently and consistently use math and literacy skills to perform tasks (with occasional checks for quality)				

RELATED INSTRUCTION OUTLINE
BUSINESS OPERATIONS ASSOCIATE
(Existing Title: Office Manager/Admin Services)
O*NET-SOC CODE: 11-3012.00   RAPIDS CODE: 1033CB

Related instruction - The curriculum is defined as a variety of classes, around which the exams and projects are based. By defining the related instruction this way, all related instruction competencies required of the students are met through a combination of coursework and/or hands-on exercises. Employers will select relevant courses for related instruction in the topics outlined below, totaling **at least 144 hours** over the duration of the apprenticeship. Selection of required topics and associated training time may vary by employer and apprentice. Employer may add additional occupation specific courses as necessary over and above those specified below.

RELATED INSTRUCTION	Approximate Hours
Apprenticeship Orientation	15
Workplace Essentials	45
Employer Onboarding	10
Customer Service/Service Orientation	15
Process Analysis and Application	10
Business Communication	45
Data Literacy	30
Data Analysis	10
Data Communication	30
Business Systems Analysis	10
TOTAL RI HOURS	**220**

COURSE DESCRIPTIONS

Apprenticeship Orientation (15 hours)
Introduction to career-readiness to prepare students for working in a professional environment: apprenticeship and workplace expectations with a focus on growth mindset.

Workplace Essentials (45 hours)
Skills in common computer applications, effective workplace communication, time management, and conflict resolution.

Employer Onboarding (10 hours)
Orientation training provided to new employees by the employer.

Customer Service/Service Orientation (15 hours)
Understands principles and processes for providing customer and personal services. This includes assessing customer needs, meeting quality standards for services, and keeping customers informed.

Process Analysis and Application (10 hours)

Understands the process required for specific work tasks, determines if and how the process is working and how changes in conditions, operations, and the environment will affect outcomes.

Business Communication (45 hours)
Tells a story in a compelling way. Develops arguments to persuade someone to their side. Influences.

Data Literacy (30 hours)
Reads, aggregates, distills, and disseminates internal and external data in structured formats for use in assigned tasks.

Data Analysis (10 hours)
Analyzes and processes complex data for core business operations. Identifies the underlying principles, reasons, and facts of data sets. Breaks down information or data into separate parts.

Data Communication (30 hours)
Creates and distributes reports, dashboards, visualizations, and presentations to communicate business performance.

Business Systems Analysis (10 hours)
Determines how a system should work and how changes in conditions, operations, and the environment will affect outcomes.

SELECTION PROCEDURES

1. Apprenticeship opportunities are shared with students enrolled in CareerWise and its affiliated programs.

2. Interested applicants complete the application process outlined in the apprenticeship recruitment notice. All suitably qualified applicants can apply to the apprenticeship opportunity.

3. All applicants that meet the minimum qualifications will be selected for an employer interview.

4. At the time of interview, applicants will be asked the same set of questions to ensure each applicant is treated equally.

5. Applicants shall be rated and ranked based on interview scores.

If required by the employer, the top candidates may be invited for a second interview.

6. The applicants will be notified of the hiring decision in a timely manner and all applicants will be treated equally with regard to notifications.

7. All records regarding the selection of apprentices will be forwarded to and maintained by the Sponsor (see Sponsor Requirements Guide).

Direct Entry:

The Sponsor may allow direct entry applicants that are part of an employer's incumbent workforce, a qualified pre-apprenticeship program, or Job Corps graduates whose training, similarly, qualifies them for the occupation.