



# Appendix A12

## WORK PROCESS SCHEDULE

AND

## RELATED INSTRUCTION OUTLINE

FOR THE OCCUPATION OF:

**Human Resources Associate**

**(EXISTING TITLE: Career Development Technician)**

**O\*NET-SOC CODE: 13-1071.00 RAPIDS CODE: 1057CB**



## Appendix A12

**WORK PROCESS SCHEDULE  
HUMAN RESOURCES ASSOCIATE  
(Existing Title: Career Development Technician)  
O\*NET-SOC CODE: 13-1071.00 RAPIDS CODE: 1057CB**

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 OJ, 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:**

1 <sup>st</sup> Period	Starting Wage (0-18 months)	\$14.77/hr
2 <sup>nd</sup> 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 16.



**WORK PROCESS SCHEDULE**  
**HUMAN RESOURCES ASSOCIATE**  
**(Existing Title: Career Development Technician)**  
**O\*NET-SOC CODE: 13-1071.00 RAPIDS CODE: 1057CB**

**Description:** Human Resources Associates play a key role in administering the human resources (HR) policies, procedures, and programs of the organization. As vital team members within the HR department, apprentices are involved with a variety of functions including payroll, benefits management, recruitment, hiring, onboarding, performance management, and personnel-related record keeping. HR Associates require strong emotional intelligence and must maintain high levels of professionalism and confidentiality.

**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
<p><b>Confidential Information Handling</b>  <i>Ensures the privacy of employee data and confidential personnel situations at all times.</i></p> <ul style="list-style-type: none"> <li>• Articulates the importance of upholding confidentiality standards and the consequences for not upholding them.</li> <li>• Upholds confidentiality standards and shows extreme caution when handling sensitive information.</li> <li>• Follows data protection protocols (ex. locks their computer, encrypts data as appropriate).</li> <li>• Upholds confidentiality standards independently and without referencing policy documents.</li> <li>• Identifies risks to confidentiality and makes suggestions for how to further protect confidentiality.</li> </ul>				
<p><b>Detail Orientation</b>  <i>Accepts accountability for consistent accuracy in all tasks.</i></p> <ul style="list-style-type: none"> <li>• Prioritizes important details to capture and can differentiate between important and unimportant details.</li> <li>• Frequently asks questions to ensure appropriate level of detail.</li> <li>• Accepts constructive feedback.</li> <li>• Actively seeks feedback on work to ensure that it is error-free.</li> <li>• Produces work that is error-free through proofreading and self-correction.</li> <li>• Customizes level of detail provided in communication to the specific audience.</li> </ul>				
<p><b>Regulatory Acumen</b>  <i>Demonstrates understanding of the regulatory environment that shapes HR policies.</i></p> <ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of relevant employment laws, such as Title 7, FMLA, PFL, and ADA.</li> <li>• Asks appropriate questions relating to employment laws as issues arise.</li> </ul>				



<ul style="list-style-type: none"> <li>• Retains learning of regulations and applies that to job duties.</li> <li>• Identifies situations that are impacted by regulations and uses appropriate resources.</li> <li>• Identifies the regulatory factors that need to be considered in a decision and collaborates with appropriate parties to put processes in place. (Ex. determining whether an employee is exempt FLSA.)</li> </ul>				
<p><b>Policy Development</b>  <i>Uses industry best practices to support the development of company policies.</i></p> <ul style="list-style-type: none"> <li>• Demonstrates knowledge of internal policies, the employee handbook, and other company policy resources.</li> <li>• Assists supervisor in upholding company policies. (Ex. Apprentice notices non-compliance and alerts supervisor.)</li> <li>• Researches industry best practices and existing laws to support the creation or improvement of internal policies.</li> <li>• Contributes to a positive organizational culture through personal behavior.</li> <li>• Uses knowledge of company and relevant regulations to collaborate in policy design.</li> </ul>				
<p><b>Talent Acquisition</b>  <i>Uses talent acquisition systems and best practices to identify, recruit, and hire new employees to the organization.</i></p> <ul style="list-style-type: none"> <li>• Demonstrates knowledge of the full recruitment cycle.</li> <li>• Effectively articulates the company mission, vision, and values to external audiences.</li> <li>• Professionally communicates with candidates.</li> <li>• Effectively uses recruitment tools.</li> <li>• Researches the competitive landscape.</li> <li>• Designs recruitment strategies.</li> <li>• Effectively communicates the skills required for an open position.</li> <li>• Independently manages recruitment projects. For example:</li> </ul>				



<ul style="list-style-type: none"> <li>○ Completes phone screens and successfully evaluates candidates</li> <li>○ Effectively “pitches” the company to prospective employees</li> <li>● Uses an appropriate sense of urgency in meeting the recruitment needs of the organization.</li> </ul>				
<p><b>HR Information Systems</b>  <i>Uses HR management systems and administrative software to complete necessary job functions.</i></p> <ul style="list-style-type: none"> <li>● Demonstrates knowledge of the functionality of the HR information systems.</li> <li>● Identifies the purpose of a system and of the data fields within it.</li> <li>● Accurately executes basics transactions in the system.</li> <li>● Uses basic Excel functions such as formatting or creating a tracker.</li> <li>● Pulls reports from the information system.</li> <li>● Answers simple employee questions based on information in the system.</li> <li>● Inputs new employees into the system with guidance; removes employees from the system with supervisor’s review.</li> <li>● Handles complex transactions, including structured compensation or direct deposits.</li> <li>● Creates reports; analyzes and interprets the data from reports.</li> <li>● Uses more complicated Excel functions like pivots, graphs, and charts and translates that information into HR-specific presentations with supervisor support.</li> <li>● Communicates accurately with internal employees about information in the system.</li> <li>● Inputs employee data independently.</li> </ul>				
<p><b>Employee Development &amp; Training</b>  <i>Uses industry standards and company resources to shape the development of employees.</i></p> <ul style="list-style-type: none"> <li>● Tracks training needs and trends.</li> <li>● Coordinates training events with guidance; books meeting rooms, speakers, and training providers.</li> </ul>				



<ul style="list-style-type: none"> <li>• Demonstrates foundational knowledge of company specific training philosophies.</li> <li>• Coordinates training events with minimal supervision.</li> <li>• Solicits feedback from employees about the training that they need and want in a systematized way.</li> <li>• Collects and reports basic metrics on the success of training.</li> <li>• Leads execution of basic training.</li> <li>• Maps out pathways in succession planning including detailed documentation.</li> <li>• Encourages employee enrollment and engagement in training initiatives.</li> <li>• Generates new training ideas.</li> <li>• Demonstrates knowledge of adult learning theory.</li> </ul>				
<p><b>Performance Management</b>  <i>Ensures the appropriate usage of performance standards and measurement of employees' performance.</i></p> <ul style="list-style-type: none"> <li>• Demonstrates knowledge of performance metrics used by the company and how key roles are evaluated.</li> <li>• Identifies performance issues or potential issues.</li> <li>• Crafts potential solutions in collaboration with appropriate colleagues.</li> <li>• Partners with supervisor to coach managers on how to write performance reviews and performance plans.</li> </ul>				
<p><b>Onboarding</b>  <i>Executes the company process and requirements for new hires.</i></p> <ul style="list-style-type: none"> <li>• Articulates the company's new hire requirements and onboarding steps.</li> <li>• Processes I9 forms.</li> <li>• Schedules presenters for new employee orientation.</li> <li>• Manages day-of meeting logistics.</li> <li>• Independently executes all new hire requirements, including policies and culture.</li> </ul>				



<ul style="list-style-type: none"> <li>• Independently supports new employees during their introductory period.</li> <li>• Knowledgeably answers questions about employee benefits.</li> <li>• Collects and processes all key documents such as offer letter, I9, benefits selections, or tax forms.</li> </ul>				
<p><b>Talent Engagement &amp; Retention</b>  <i>Fosters employee loyalty, builds inter-department relations, and executes company-wide events.</i></p> <ul style="list-style-type: none"> <li>• Captures and reports employment retention numbers on a periodic cycle.</li> <li>• Executes elements of talent retention programs with some supervision.</li> <li>• Creates and sends periodic retention reports to HR management.</li> <li>• Researches industry retention landscape and best practices; presents findings.</li> <li>• Executes the logistics and coordination of talent retention programs without supervision.</li> <li>• Generates ideas for retention programs or improvements to existing programs.</li> <li>• Conducts exit interviews and captures relevant data.</li> </ul>				
<p><b>Professionalism</b>  <i>Behaves and adopts a demeanor that builds trust and credibility with others.</i></p> <ul style="list-style-type: none"> <li>• Shows a willingness to participate.</li> <li>• Grooming and clothing is appropriate for the setting.</li> <li>• Demonstrates respect for others and tolerance for other viewpoints.</li> <li>• Interacts appropriately and positively with others, exhibits cooperative behaviors and is polite and courteous.</li> <li>• Communication is accurate and free of misrepresentations.</li> <li>• Is punctual and keeps commitments.</li> <li>• Responds well to criticism.</li> <li>• Follows rules, standards, and workplace etiquette.</li> <li>• Maintains boundaries with coworkers.</li> <li>• Practices ethical behavior, when faced with a gray-area issue, seeks help.</li> <li>• Avoids behaviors that compromise relationships, such as gossip, “flying off</li> </ul>				





the handle,” or “throwing others under the bus.”				
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In addition to completing all core competencies, an apprentice based on the employer’s assigned role will complete the following additional competencies.

Optional Competencies	Required for this employer (yes/no)	Rating	Supervisor Sign-off	Date
<p><b>Employee Relations</b>  <i>Counsels management and employees through conflict; brings resolution while mitigating risk.</i></p> <ul style="list-style-type: none"> <li>• Proficient in the confidential information handling, detail orientation, regulatory acumen, policy development, performance management, and professionalism competencies.</li> <li>• Applies confidentiality standards and anti-retaliation policy.</li> <li>• Demonstrates understanding of internal disciplinary process and procedures.</li> <li>• Asks questions of senior staff about conflict resolution.</li> <li>• Articulates the process for investigations.</li> <li>• Contributes to the fact-finding process.</li> <li>• Provides historical data for employee in review.</li> <li>• Follows company procedures in investigations under the supervision of manager.</li> <li>• Serves as second seat for an interview.</li> <li>• References historical precedence to ensure consistency in practices.</li> <li>• Creates initial drafts of performance write ups, etc. for review by senior HR staff.</li> </ul>				

**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.



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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
<b>Critical Thinking/Problem Solving</b> <ul style="list-style-type: none"> <li>● Recognize that problems can be identified, and possible solutions can be generated</li> <li>● Define the problem using a variety of strategies</li> <li>● Make connections between information gathered and personal experiences to apply and/or test solutions</li> </ul>				
<b>Creativity / Innovation</b> <ul style="list-style-type: none"> <li>● Demonstrate curiosity, imagination and eagerness to learn more</li> <li>● Build on personal experience to specify a challenging problem to investigate</li> <li>● Engage in novel approaches, moves, directions, ideas and/or perspectives</li> </ul>				
<b>Inquiry</b>				



<ul style="list-style-type: none"> <li>Recognize and describe cause-and-effect relationships and patterns in everyday experiences</li> <li>Investigate to form hypotheses, make observations and draw conclusions</li> <li>Test hypotheses/prototype with planned process for getting feedback</li> </ul>				
<b>Risk Taking</b> <ul style="list-style-type: none"> <li>Demonstrate a willingness to try new things</li> <li>Demonstrate flexibility, imagination and inventiveness in taking on tasks and activities</li> <li>Innovate from failure, connect learning across domains and recognize new opportunities</li> </ul>				

<b>PERSONAL SKILLS</b>	<b>Required for this employer (yes/no)</b>	<b>Rating</b>	<b>Supervisor Sign-off</b>	<b>Date</b>
<b>Self-Management / Self Awareness</b> <ul style="list-style-type: none"> <li>Accurately recognize one's own emotions, thoughts and values and how they influence behavior</li> <li>Appropriately express one's own emotions, thoughts and values and identify how they influence behavior</li> <li>Assess personal strengths and limitations, with a well-grounded sense of confidence, optimism and a 'growth mindset'</li> </ul>				
<b>Self-Direction</b> <ul style="list-style-type: none"> <li>Recognize personal characteristics, preferences, thoughts and strengths</li> <li>Pursue opportunities to engage and learn interests</li> <li>Apply knowledge to set goals, make informed decisions and transfer to new contexts</li> </ul>				
<b>Adaptability / Flexibility</b> <ul style="list-style-type: none"> <li>Recognize emotional response to ideas that differ from one's own</li> <li>Regulate reactions to differing perspectives</li> <li>Look for and value in different perspectives expressed by others</li> </ul>				
<b>Perseverance / Resilience</b> <ul style="list-style-type: none"> <li>Resist distractions, maintain attention, and continue the task at hand through frustration or challenges</li> </ul>				



<ul style="list-style-type: none"> <li>● Set goals and develop strategies to remain focused on learning goals</li> <li>● Focus on learning goals by employing motivation and familiar strategies for engagement and evaluate progress, making necessary changes to stay the course</li> </ul>				
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<b>CIVIC/INTERPERSONAL SKILLS</b>	<b>Required for this employer (yes/no)</b>	<b>Rating</b>	<b>Supervisor Sign-off</b>	<b>Date</b>
<b>Collaboration / Teamwork</b> <ul style="list-style-type: none"> <li>● Recognize how personal actions have had a positive or negative impact on others with feedback as needed</li> <li>● Recognize how members of a community rely on each other, considering personal contributions as applicable</li> <li>● Follow a process identified by others to help generate ideas, negotiate roles and responsibilities, and respects consensus in decision making</li> </ul>				
<b>Communication</b> <ul style="list-style-type: none"> <li>● Articulate personal strengths and challenges using different forms of communication to express oneself</li> <li>● Consider purpose, formality of context and audience, and distinct cultural norms when planning content, mode, delivery and expression</li> <li>● Establish goals for communication and plan out steps accordingly</li> </ul>				
<b>Global / Cultural Awareness</b> <ul style="list-style-type: none"> <li>● Compare attitudes and beliefs as an individual to others</li> <li>● Identify and explain multiple perspectives (cultural, global) when exploring events, ideas and issues</li> <li>● Plan and evaluate complex solutions to global challenges that are appropriate to their contexts using multiple disciplinary perspectives (such as cultural, historical and scientific)</li> </ul>				
<b>Ethics</b> <ul style="list-style-type: none"> <li>● Takes great care with organizational data</li> <li>● Does not disclose any kind of personal or sensitive organizational information; understands that all data is confidential</li> </ul>				



<ul style="list-style-type: none"> <li>• Demonstrates honesty and integrity in all interactions. If an error is made, prioritizes minimal impact to the organization over their own reputation</li> </ul>				
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<b>PROFESSIONAL SKILLS</b>	<b>Required for this employer (yes/no)</b>	<b>Rating</b>	<b>Supervisor Sign-off</b>	<b>Date</b>
<b>Task/Time Management</b> <ul style="list-style-type: none"> <li>• Articulate task requirements and identify deadlines</li> <li>• Develop and utilize basic task and time-management strategies effectively</li> <li>• 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</li> </ul>				
<b>Self-Advocacy</b> <ul style="list-style-type: none"> <li>• Appropriately express a range of emotions to communicate personal ideas/needs</li> <li>• Ask questions to develop further personal understanding</li> <li>• Demonstrate confidence in sharing ideas/feelings</li> </ul>				
<b>Work Ethic</b> <ul style="list-style-type: none"> <li>• Complete tasks with ongoing support</li> <li>• Seek clarity on tasks and needs occasional support</li> <li>• Demonstrate skill in assigned tasks and completes with little or no support</li> </ul>				

<b>ACADEMIC SKILLS</b>	<b>Required for this employer (yes/no)</b>	<b>Rating</b>	<b>Supervisor Sign-off</b>	<b>Date</b>
<b>Core Academic Foundation</b> <ul style="list-style-type: none"> <li>• Begins to use math and literacy skills to inform work</li> <li>• Uses math and literacy skills to perform job tasks with frequent checks by supervisor</li> <li>• Independently and consistently use math and literacy skills to perform tasks (with occasional checks for quality)</li> </ul>				



**RELATED INSTRUCTION OUTLINE**  
**HUMAN RESOURCES ASSOCIATE**  
**(Existing Title: Career Development Technician)**  
**O\*NET-SOC CODE: 13-1071.00 RAPIDS CODE: 1057CB**

**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.

<b>RELATED INSTRUCTION</b>	<b>Approximate Hours</b>
Apprenticeship Orientation	15
Workplace Essentials	45
Employer Onboarding	10
Confidential Information Handling	5
Detail Orientation	5
Regulatory Acumen	45
Policy Development	15
Talent Acquisition	15
HR Information Systems	10
Employee Development & Training	15
Performance Management	15
Onboarding	10
Talent Engagement & Retention	10
Professionalism	5
<b>TOTAL RI HOURS</b>	<b>220</b>

**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



**Confidential Information Handling (5 hours)**

Ensures the privacy of employee data and confidential personnel situations at all times.

**Detail Orientation (5 hours)**

Accepts accountability for consistent accuracy in all tasks.

**Regulatory Acumen (45 hours)**

Demonstrates understanding of the regulatory environment that shapes HR policies.

**Policy Development (15 hours)**

Uses industry best practices to support the development of company policies.

**Talent Acquisition (15 hours)**

Uses talent acquisition systems and best practices to identify, recruit, and hire new employees to the organization.

**HR Information Systems (10 hours)**

Uses HR management systems and administrative software to complete necessary job functions.

**Employee Development & Training (15 hours)**

Uses industry standards and company resources to shape the development of employees.

**Performance Management (15 hours)**

Ensures the appropriate usage of performance standards and measurement of employees' performance.

**Onboarding (10 hours)**

Executes the company process and requirements for new hires.

**Talent Engagement & Retention (10 hours)**

Fosters employee loyalty, builds interdepartmental relations, and executes company-wide events.

**Professionalism (5 hours)**

Behaves and adopts a demeanor that builds trust and credibility with others.



## **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.