



Appendix A13

WORK PROCESS SCHEDULE

AND

RELATED INSTRUCTION OUTLINE

FOR THE OCCUPATION OF:
PROJECT COORDINATOR

(USDOL EXISTING OCCUPATION: OFFICE MANAGER/ADMIN SERVICES)

O*NET-SOC CODE: 11-3012.00 RAPIDS CODE: 1033CB



Appendix A13

**WORK PROCESS SCHEDULE
PROJECT COORDINATOR
(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 150 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 st Period	Starting Wage (0-18 months)	\$14.77/hr
2 nd 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
PROJECT COORDINATOR
(Existing Title: Office Manager/Admin Services)
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Description: Project Coordinator contributes to the development and completion of projects by helping to ensure that projects achieve their objective and are completed on time and on budget. They are responsible for executing individual components of a project plan and administrative tasks such as project documentation. They may liaise with clients, act as the point of contact for stakeholders or vendors, monitor progress, and coordinate activities. 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
<p>Customer Service/ Service Orientation <i>Provides customer and personal services, including conducting a customer needs assessment, meeting quality standards for services, keeping customers informed, and evaluating of customer satisfaction.</i></p> <ul style="list-style-type: none"> ● Demonstrates empathy for customers and puts the needs of the customer first. ● Uses clear and concise verbal and written communication to build rapport and resolve conflict. ● Interacts and communicates with customers to maintain rapport and deescalate conflict. ● Takes ownership of the customer relationship and is accountable for the status of the relationship. 				
<p>Project Execution <i>Understands and applies the principles of project management, coordination, and communication; schedules, plans, and tracks project activities.</i></p> <ul style="list-style-type: none"> ● Schedules and coordinates project meetings. ● Describes the project cycle for the organization. ● Describes the scope and process of a project plan. ● Takes accurate and useful notes. ● Articulates the tasks needed within each stage of the project plan. ● Actively participates in project planning meetings. ● Tracks progress on tasks. ● Applies the project cycle appropriately. ● Leads project planning meetings. ● Communicates progress and challenges to various stakeholders throughout the project cycle. ● Develops and uses a communications plan. 				
<p>Logistics Management <i>Ensures effective and high-quality events and meetings related to projects.</i></p>				



<ul style="list-style-type: none"> • Identifies logistics that need to be executed for events and meetings • Assists team members in simple logistics for events and meetings. • Independently manages logistics for events and meetings with minimal gaps in execution. • Acts as primary point of contact for vendors. 				
<p>Project Management Tools <i>Uses standard project management tools; makes effective use of technical and management methodologies.</i></p> <ul style="list-style-type: none"> • Understands and defines vocabulary specific to the project management profession (e.g., stakeholder, scope, budget, project plan, monitoring, controlling, socializing). • Exhibits basic skills in the Microsoft Office Suite and other general project management tools • Uses vocabulary specific to the profession in verbal and written communication. • Uses Microsoft Office tools and project management tools to create data summaries and reports, schedule meetings, and take notes. • Proficiently uses vocabulary specific to the project management profession in written and verbal communication. • Independently and efficiently uses project management tools to meet project goals. 				
<p>Decision-Making and Issue Resolution <i>Considers the relative costs and benefits of potential actions to choose the most appropriate one. Documents and tracks issues; corrects project performance when necessary.</i></p> <ul style="list-style-type: none"> • Describes the decision-making process of the organization. • Describes common challenges and barriers. • Identifies the correct decision-makers and presents information to facilitate decision-making. • Identifies possible solutions for common challenges and barriers. 				



<ul style="list-style-type: none"> • Identifies and communicates action items and possible challenges and barriers in notes. • Uses data, information, and good judgement to weigh options and make decisions. • Describes available choices and recommends a path forward. • Tracks action items to ensure resolution of challenges and barriers. 				
<p>Scope Definition <i>Establishes a clear scope, defines the extent of the project (what's in, what's out); and sets up and understands approval procedures.</i></p> <ul style="list-style-type: none"> • Describes project goals for a given project. • Describes parameters around project inputs (e.g., scope, cost, time, quality). • Identifies and explains the timeline, budget, and • tasks of a given project to various stakeholders. • Drives specificity and clarity around each component of a given project. 				
<p>Talent Management <i>Assigns team members to project tasks based on skill set and the needs of a project.</i></p> <ul style="list-style-type: none"> • Identifies team members, their skills, and the functions needed by a given project. • Identifies roles and responsibilities of team members assigned to projects. • Identifies the roles needed for project execution and recommends team members for a project based on individual skill set and the needs of the project. 				
<p>Active Learning <i>Understands the implications of new information for both current and future problem solving and decision making.</i></p> <ul style="list-style-type: none"> • Takes good notes, actively asks clarifying questions, and follows up with questions as they arise after the fact. • Engages in self-study. • Has enough knowledge to be given a task and figure out how to start it. • Knows when to ask questions. 				



<ul style="list-style-type: none"> • Demonstrates willingness to take on new roles and responsibilities. • Actively seeks available documentation to answer questions rather than asking a manager or a colleague. • Understands the broad organization, including the internal structures and overall mission, • Seeks additional responsibility and advocates for additional professional development to build new skills. 				
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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)
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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 <ul style="list-style-type: none"> ● 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 <ul style="list-style-type: none"> ● 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 <ul style="list-style-type: none"> ● 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 <ul style="list-style-type: none"> ● 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 <ul style="list-style-type: none"> ● 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' 				



<p>Self-Direction</p> <ul style="list-style-type: none"> 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 				
<p>Adaptability / Flexibility</p> <ul style="list-style-type: none"> 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 				
<p>Perseverance / Resilience</p> <ul style="list-style-type: none"> 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
<p>Collaboration / Teamwork</p> <ul style="list-style-type: none"> 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 				
<p>Communication</p> <ul style="list-style-type: none"> 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 				



<p>Global / Cultural Awareness</p> <ul style="list-style-type: none"> • 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) 				
<p>Ethics</p> <ul style="list-style-type: none"> • 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
<p>Task/Time Management</p> <ul style="list-style-type: none"> • 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 				
<p>Self-Advocacy</p> <ul style="list-style-type: none"> • Appropriately express a range of emotions to communicate personal ideas/needs • Ask questions to develop further personal understanding • Demonstrate confidence in sharing ideas/feelings 				
<p>Work Ethic</p> <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none">• 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
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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	10
Project Execution	30
Logistics Management	10
Project Management Tools	15
Decision-Making and Issue Resolution	5
Scope Definition	5
Talent Management	5
TOTAL RI HOURS	150

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 (10 hours)

Provides customer and personal services, including conducting a customer needs assessment, meeting quality standards for services, keeping customers informed, and evaluating customer satisfaction.



Project Execution (30 hours)

Understands and applies the principles of project management, coordination, and communication; schedules, plans, and tracks project activities.

Logistics Management (10 hours)

Ensures effective and high-quality events and meetings related to projects.

Project Management Tools (15 hours)

Uses standard project management tools; makes effective use of technical and management methodologies.

Decision-Making and Issue Resolution (5 hours)

Considers the relative costs and benefits of potential actions to choose the most appropriate one. Documents and tracks issues; corrects project performance when necessary.

Scope Definition (5 hours)

Establishes a clear scope, defines the extent of the project (what's in, what's out); and sets up and understands approval procedures.

Talent Management (5 hours)

Assigns team members to project tasks based on skill set and the needs of a project.



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.