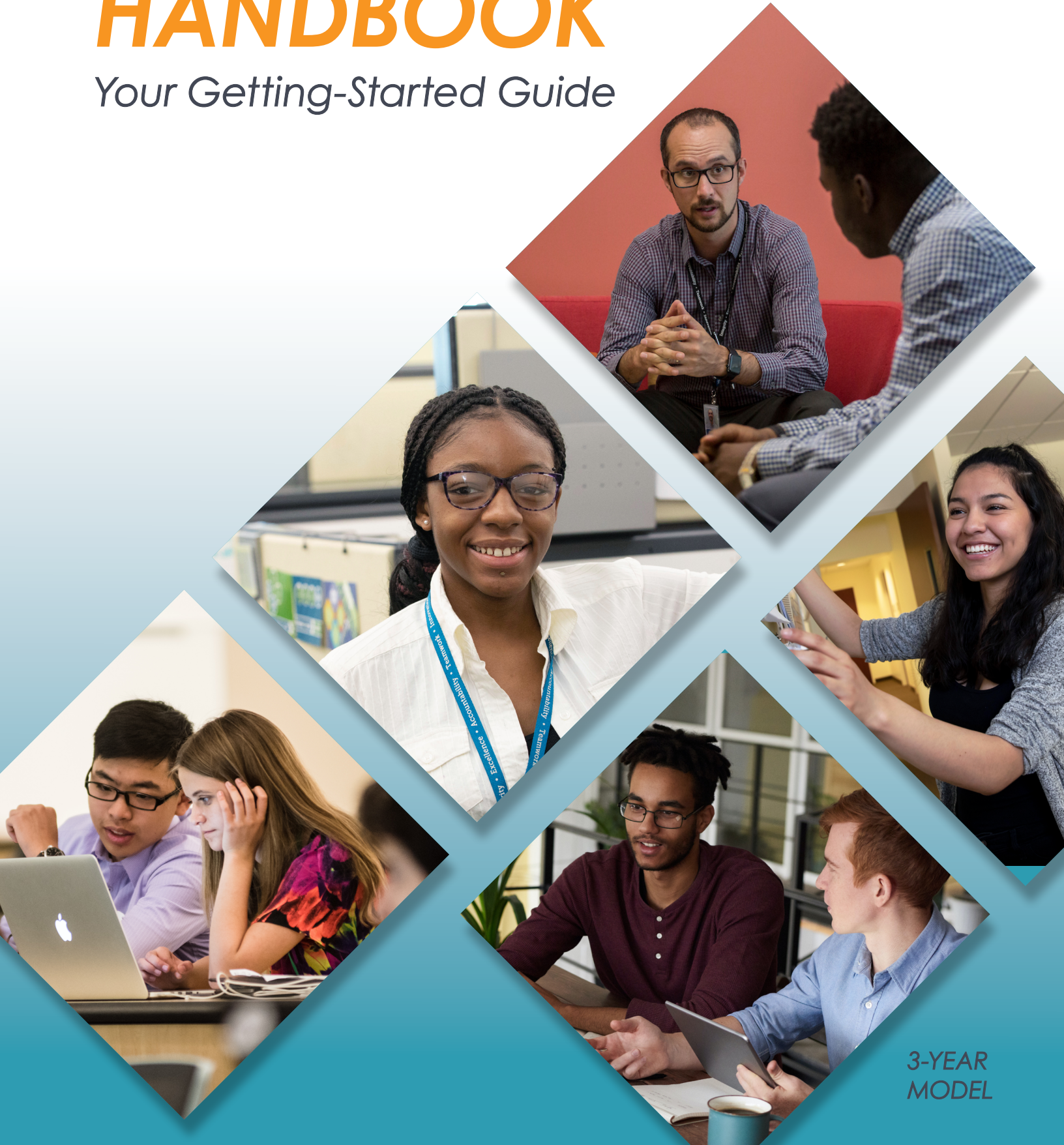


# ***SUPERVISOR HANDBOOK***

*Your Getting-Started Guide*



**3-YEAR  
MODEL**

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# WELCOME TO YOUTH APPRENTICESHIP!



**I'M THRILLED** that you've embarked on this journey with CareerWise. It will have a transformational impact on your apprentice and your company, but more than that, it will help transform talent pipelines and lead to an innovative, more equitable economy.

Your employer-led youth apprenticeship is designed to have a positive bottom-line impact on your business as your apprentice grows into increasingly valuable work. The experience and training you provide to your apprentice will prepare them to step into a full-time role with your company or elsewhere in the industry. So, your leadership will have tangible benefits as you increase profitability and innovation through this new talent pipeline.

Your bottom line will thank you, but it's more than that.

You've become an innovation partner in an industry and education collaboration; it's a system that started right here in Colorado, and in just five years has been adopted across the nation in places like Indiana, New York City and Washington D.C. You are a leader in developing talent pipelines that remove traditional barriers of entry and create social capital for communities that need it most. Your work today will innovate tomorrow's workforce and keep America's economy competitive.

The work you will do during the next few years with your apprentice will provide them with the technical skills to perform the job alongside seasoned professionals. It will instill the soft skills that your apprentice simply cannot learn in the classroom—essential skills such as adaptability, collaboration, problem solving and professional communication.

And, across the nation, those are the very things our 21st-century workforce demands. We know we need a skilled workforce. The pandemic has taught us that we'll require a resilient and adaptable workforce as we face evolving work environments and emerging changes from AI and automation.

I am proud to be your partner in this endeavor. Your leadership is valuable. It's valuable to your apprentice. It's valuable to your business. And it's valuable to our future.

Thank you,

A handwritten signature in black ink, appearing to read 'Noel Ginsburg', written in a cursive style.

**Noel Ginsburg**  
*CareerWise*  
*Founder and CEO*

# YEAR ONE

## Where It All Begins

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- 01** Your apprentice will attend a *CareerWise Orientation* and *occupation-specific training* to help prepare them to enter the workplace once they have been hired. Because most apprenticeships are registered with the US DOL, internal and/or external coursework and/or certifications related to their occupation are required. *Some training may be provided by your company, others by CareerWise.* Your Customer Success Manager (CSM) will help coordinate this related technical instruction (RTI)
- 02** Your apprentices' first day of work with you is probably their first day of work ever. Plan ahead to *provide a strong onboarding experience*. I can help make sure the apprentice's school and work schedule align. You should expect them to work around *12-16 hours per week* in the first year.
- 03** During supervisor training you'll have a chance to think about a *training plan* for your apprentice. You want to start them with simple, low-skill tasks and build up from there. Include them in meetings. Plan their work assignments in advance and start simple. Provide more direction and structure than you would for a typical adult hire. To help get apprentices on the right foot, supervisors should *set clear expectations* for apprentices to navigate the workplace. This includes creating clear structures around communication norms, attendance, and timeliness, meeting deadlines, giving and receiving feedback, and maintaining professionalism.
- 04** Use the first few months to assess your apprentice's current skills against the *CareerWise competencies*. Where are they strong? Where do they need coaching? I'll help you figure out a training plan to address their gaps at our one-on-one meetings.
- 05** Together, CareerWise will work with you or someone from your team to get your apprenticeship registered with USDOL. Though some employers opt out, most find the *registration process* to be an easy lift and highly valuable for their apprentice.



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# MILESTONES

## Year One

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### APPRENTICE'S FIRST DAY

Spring hires start in summer; fall hires start in early January.

### PARTNERS CONFERENCE

Once a year, usually around November, employer and school partners come together to collaborate, share best practices and celebrate success.

### MENTOR SELECTION

Every employer has a different process for assigning coaches and/or mentors to apprentices. Mentors/coaches are other professionals at work that advise apprentices and help them build their professional network in addition to their direct supervisor. If you are not sure how your company assigns these roles, please contact your Program Lead.

### SCHOOL TRANSITIONS

Schools typically adjust student schedules on a semester basis, so your apprentice may need to adjust work hours in January.

May – the end of the school year – is a significant time of transition for students. Your apprentice may need some flexibility at this time, especially if they are a graduating senior. Some employers and apprentices opt to increase hours over summer; that's up to you!

### COMPETENCY EVALUATIONS

Twice yearly, approximately every six months. Usually January and July.

# YEAR TWO

## Skilling up

- 01 CareerWise offers a variety of *optional trainings* during the summer for your apprentice. Some are on paid-time, with their participation determined by you, while others are off-the-clock and up to the apprentice. In general, we find the training to be helpful for targeted skill development and for empowering your apprentice to navigate the challenges that lie ahead for credential attainment and higher education.
- 02 Apprentices are expected to transition from 12-16 hours per week to schedule closer to *24 hours per week*. This is a guideline and not a hard-and-fast rule, so if you'd like to approach this differently, let me know. Otherwise, I'll remind you during the summer to adjust hours by the fall.
- 03 For many apprentices (though not all, so skip ahead if this doesn't apply to you) – the ideal time for the apprentice to *earn their industry certification* is the summer at the start of the second year. They'll have to take exam-prep course, usually offered online, and sit for the exam. This is a great time because apprentices have extra bandwidth over the summer and aren't typically taking higher education courses.
- 04 At this stage, your apprentice should have some *substantive responsibilities* at work. Though they most likely still have some skill gaps, they should be achieving, or getting close to achieving the *core competencies* of their role. If you aren't seeing this kind of progress, let's talk. I can help.
- 05 In the fall of the second year – or earlier if your apprentice has already graduated high school – we'll start talking about *higher education*. I'll want to make sure you are both comfortable with the courses they'll take, and how enrollment and tuition support will work.



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# MILESTONES

## Year Two

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### INDUSTRY CERTIFICATION

Most (but not all) apprentices take their exam-prep coursework during the summer between the first and second year, and hopefully pass the exam before going back to school.

### WAGE INCREASE

As they enter into their 2<sup>nd</sup> year, the apprentice should receive a wage increase commensurate with the skills they have developed. If the apprenticeship is registered with the USDOL, follow the wage schedule.

### PARTNERS CONFERENCE

Don't forget, we'll have another Partners Conference in November. Hope you'll come!

### COMPETENCY EVALUATIONS

Twice yearly, in July and January. We'll be looking to see your apprentice progressing in the rubric from "novice" and "emerging" to "proficiency" in many of their competencies.





## YEAR THREE

### Crossing The Finish Line

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- 01 I hope to see your apprentice back for CareerWise's *summer trainings*.
- 02 Apprentice hours tick up from 24 per week to 30. Again, this is a guideline, not a rule.
- 03 Whether your apprentice just graduated high school or matriculated the year prior, year three of the apprenticeship is typically when the apprentice takes the *related higher-education courses*. I'll work with you both to make the transition and tuition support process as smooth as possible.
- 04 At this stage, your apprentice should be in the final stages of becoming a *fully proficient and highly capable professional*, making a contribution comparable to an adult colleague at the same level. I'll work with you to create a plan to address any skill gaps that still remain.
- 05 Your apprentice will *complete* the apprenticeship some time this year, typically this happens between March and June, when the *program comes to an official end*. In the fall we'll start preparing to support a successful transition for your apprentice, hopefully into a full-time role in your organization.
- 06 If you transition your apprentice to a *full-time or ongoing role* in your organization, the offer should reflect *market rate* for the role rather than a percentage-based increase for the apprentice. This might mean a pay increase larger than your organization would typically approve, but is a natural outcome of apprenticeship. Because the apprentice has been paid at a training wage, it would be unethical to suppress their wages as they transition into a standard, professional role.
- 07 We'll work with you to gather some data. This is a critical step to report back to our funders (yes, we are a non-profit organization so that is pretty important) and to evaluate the effectiveness of the program.

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# MILESTONES

## Year Three

### HIGHER EDUCATION

In the fall, most apprentices (but not all) will take higher-education courses at a local institution, accessing the tuition support built into the apprenticeship.

### WAGE INCREASES

Your apprentice should receive at least one additional wage increase during year three and a substantial increase from training wage to professional wage if they are hired into a full-time or ongoing role. If the apprenticeship is registered, follow the wage schedule.

### COMPETENCY EVALUATIONS

Twice yearly, in July and January, plus the final evaluation. This is especially important because you must certify that your apprentice has achieved proficiency on 100% of the occupational competencies and 75% of the career-ready competencies in order for students to successfully complete the program.

### PARTNERS CONFERENCE

Another Partners Conference in November. This one will be especially fun; you'll be the expert in the room.

### APPRENTICESHIP RISING

Join us in June for a special ceremony celebrating your apprentice's completion.



# WHAT CAREERWISE WILL NEED FROM SUPERVISORS

To keep things on track there are a couple critical things Customer Success will need your help with:

## COMPLETE MONTHLY PULSE CHECKS

CareerWise will send monthly pulse checks to apprentices and supervisors. **Please answer no more than 3-5 questions that will help CareerWise identify if supervisors or apprentices need support.** If your apprentice gets off track there is a lot we can do to help. But only if you complete your pulse checks!

## ATTEND OUR ONE-ON-ONE MEETINGS

CareerWise will have quarterly check-ins with supervisors and apprentices. Quarterly check-ins will include conversations around competency attainment, program commitment and engagement, job performance and upcoming milestones. It will also be a great time to answer any questions or concerns that you may have.

## COMPLETE YOUR TWICE-YEARLY COMPETENCY EVALUATIONS

CareerWise sends out competency evaluations twice per year in July and January. These evaluations show your apprentice's progress towards attaining the standard of success—100% proficiency on their occupational competencies and 75% of the career-ready competencies. These evaluations are the best way to capture their skill development over time.

## LET ME KNOW WHEN THERE IS A PROBLEM

Is your apprentice showing up late? Or not responding to feedback? Maybe you feel frustrated because their school schedule is problematic or they aren't integrating into the team. When in doubt, let me know what is going on. Often I'll have tips from other supervisors or can pull in mentors from CareerWise or the apprentice's school to help. You can send me an email, call me, text me, or put time on my calendar.

## JOIN THE MOVEMENT

You are not just joining a youth apprenticeship program — you are joining a movement. Together, we are building a system that creates more paths for young peoples' careers and new talent pipelines for industries. We invite partners across all our communities to participate in events, panels, and case studies throughout the program. These events enable us to spread awareness of our program as well as acknowledge the amazing work you are doing by sharing your successes, lessons-learned, and best practices.



# SUPERVISOR COMMITMENTS

## Core practices for a successful apprenticeship

### ORGANIZATIONAL

- Establish a work schedule that meets both organizational and apprentice needs.
- Provide clear directives, timelines, and clarity on the expected results, with plenty of oversight to make sure your apprentice is on the right track. This is especially critical at the early stage of each new training goal when the apprentice is a beginner.
- Support the apprentice's enrollment in the coursework for their industry credential and exam, and higher education courses.
- Include apprentices in staff meetings, professional development opportunities, and other opportunities to immerse them in your organization and profession.

### COMMUNICATION

- Build a supportive, trusting relationship that cultivates open communication. Take time to get to know your apprentice, ask about their goals, aspirations and concerns.
- CareerWise recommends supervisors host at least one weekly, 30 minute 1:1 with their apprentices. Conduct a weekly meeting between you and your apprentice. Block out at least 30 minutes. This gives you time to plan training and assign work, check-in on progress, give guidance, and address misunderstandings or confusion. Regular supervisor connection determines successful apprentice productivity!
- Make the implicit explicit: Don't assume your apprentice knows what you are talking about or will feel comfortable asking questions. Take any "invisible" expectations or assumptions and clearly articulate them for your apprentice. One way you can confirm their understanding is to have them repeat back to you what they thought you meant.

- Provide feedback often, and in an honest but constructive manner. Keep in mind that positive feedback reinforces good performance and achieves results up to 4 times faster and more effectively than constructive criticism alone.
- Counsel your apprentice at the first signs of a performance problem. Include written documentation and send a copy of this communication to your Customer Success Manager (CSM).
- Communicate any concerns, questions, changes or issues regarding the apprenticeship to your CSM.

### TRAINING AND DEVELOPMENT

- Plan responsibilities and tasks in advance, using a training plan. Create a list of priorities and think about what the apprentice will need to learn before tackling these tasks. This will help you avoid the "scramble" to find things for your apprentice to do when they arrive each day.
- Set goals in small attainable steps to support success, and ensure that your apprentice is engaged in real work.
- Thoughtfully utilize the training methodologies outlined in this guide to help your apprentice develop new skills.
- Provide opportunities for increased responsibility as the apprentice demonstrates an increasing level of skill.
- Evaluate the apprentice's performance using the twice annual CW competency evaluation, and offer constructive criticism on their strengths and areas for improvement.
- Ensure the apprentice is consistently progressing toward proficiency in their CareerWise competencies, and on-track to achieve 100% of occupational competencies and 75% of career-ready competencies by the end of the apprenticeship.

# WHAT YOU CAN EXPECT FROM ME

*(As your CSM, I am here for you)*

## I'M YOUR THOUGHT PARTNER

Apprenticeship looks slightly different for each company and will bring new ideas, challenges, and questions throughout the process. I can offer my program knowledge, share best practices, connect you to resources, and be available to bounce ideas off of.

## REMINDERS

I'll make sure nothing slips by you. Whether it is an event you don't want to miss or a new phase of apprenticeship you are about to launch into, I've got your back.

## PROBLEM-SOLVING

You're not on this journey alone. I'm here to guide you through any challenges that we may encounter during the apprenticeship. You can send me an email, call me, text me, or put time on my calendar.

## APPRENTICE TRAINING SUPPORT

It's extremely rewarding to train apprentices, but at times it can also be hard work. You aren't in it alone. I will set up reviews for the twice-yearly apprentice competency evaluations and will walk you through creating your six-month training plan. If training is getting off track or not accelerating at the rate you had hoped, I'm here to intervene and get things back on track.

## EVENT INVITATIONS

Don't miss valuable training sessions or events we host throughout the year! I will send you and other partners invitations to attend supervisor training, supervisor webinars, our annual Partners Conference and more.



# WHAT WE'LL DO FOR YOUR APPRENTICE

## ADVISING AND COACHING

It's not uncommon for an apprentice to need guidance while navigating tough work situations or discovering what future career options may be available following their apprenticeship. Whether it is me, a CareerWise apprentice ambassador, a CareerWise peer mentor, or the staff and counselors at their school—we have an entire team here to help your apprentice.

## PERSONAL SUPPORT

If your apprentice needs extra support or resources to be successful at their apprenticeship, I'll do everything I can to connect them with those resources.

## NAVIGATING HIGHER EDUCATION

I'll make sure your apprentice has the information and tools they need to enroll in the higher education coursework relevant to their job.

## CREDENTIAL ATTAINMENT

When the time comes, I'll help your apprentice enroll in the exam-prep courses, ensure eligibility requirements are met, and assist in getting them signed up for their certification test.

## EVENT INVITATIONS

We'll invite your apprentice to participate in ongoing summer intensive training sessions, apprentice events, and peer mentoring.





# ON-THE-JOB TRAINING METHODOLOGY

*There is no single method of training that works for all trainers and apprentices, or all types of skills and competencies. The methods outlined below summarize different approaches you can deploy to effectively up-skill your apprentice.*

## JOB SHADOWING

Apprentice works alongside a seasoned employee, who performs their work as usual with one important difference – the “think aloud”. This has been described as allowing the apprentice to eavesdrop on the trainer’s thinking. In this method, the trainer verbalizes the things they are doing, the details of how they do it, and why they are doing it this way. This is one of the fastest training methods, as it gives the apprentice the opportunity to not just see the work performed, but understand the reasons behind the process.

## JOB SHADOWING ROTATION

This type of training expands on job shadowing by involving the movement of the apprentice from one trainer to another, all illustrating competency on the same skill set. The benefit is shared responsibility between team members and the ability of the apprentice to absorb differences in approaches as well as common themes and patterns.

## DIRECT INSTRUCTION

This method is also known as training through step-by-step. Under this method, trainer and apprentice sit side-by-side, and the trainer explains and shows exactly how to perform the task, often in repetition. When possible, CW recommends the use of collaborative tools which help supervisors and apprentices collaborate on work, hold apprentices accountable to their tasks, and promote accountability



## COACHING

This method is most effective for enhancing behaviors and performance rather than introducing a new skill. Coaching is a frequent, on-going activity that takes place in a one-on-one format and relies on a strong level of trust between the coach and apprentice. Together, the coach and apprentice review and reflect on past performance and identify specific areas for improvement. The coach provides guidance and resources to facilitate growth, and continues providing critical feedback in a cycle.

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## DEBRIEFING

Make time immediately after a meeting, project sprint or deadline to talk with the apprentice. Find out what was confusing or challenging for them and offer insights to clarify. Share your own thoughts about what went well and reflections on why things occurred in the way they did. Discuss what lessons can be learned from this experience. This will help build your apprentice's business acumen, and will make them more effective in anticipating and meeting the businesses needs in the future.



## SANDBOX PROJECT

The apprentice is given a task or responsibility that they are not yet qualified to perform, in an isolated environment where their work cannot risk harm to the team or organization. In this training method the apprentice is expected to make mistakes and learn to be resourceful. In performing the tasks they will identify gaps in their knowledge or abilities, then independently seek e-learning resources to learn the new skill and apply it to the project.

For example, an apprentice learning PowerPoint might be assigned the task of recreating an internal deck from scratch. In order to replicate the slides they'll need to master many individual skills along the way. Their work is in a "sandbox" because the PowerPoint they are developing is not actually integrated into the work products of the organization.

## UNDERSTUDY

In this method, the trainer assigns their typical workflow, task or responsibility to the apprentice as their understudy. The apprentice performs the work assignment in their place, under close and constant supervision. The supervisor observes closely and provides open and frequent feedback, corrections and reflection until the apprentice can independently perform the task correctly, and assume the full scope of the responsibility.

*In each of the methods outlined above, the goal is to make the implicit explicit. To take all the invisible things you know, think, expect and understand, and explicitly articulate them to your apprentice. This will accelerate their learning and maximize their growth.*

# FREQUENTLY ASKED QUESTIONS

**Q:** *What is the weekly time commitment for supervising an apprentice?*

**A:** The time commitment for supervising an apprentice can vary wildly depending on the occupation and the apprentice. I can share with confidence that the time you invest during the first six months will pay dividends for the remainder of your apprentice's time on your team. I suggest touching base with your apprentice at the start of their shift to set goals for the day (10-15 minutes) and providing a longer check-in each week (approximately one hour) to ensure your apprentice is absorbing the core processes and business functions of your work environment, as well as adjusting to the culture and flow of a professional space.

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**Q:** *How often will I meet with my Customer Success Manager (CSM)?*

**A:** The cadence of meetings may look different from company to company and apprentice to apprentice. I am available to provide direct support and identify what your individual apprentice needs to be successful. In the first year, you can count on meeting with me within the first 90 days following the apprenticeship start date, two meetings to review your scheduled apprentices' performance evaluation, and an end-of-year meeting to discuss progress and what you can expect for the next year. You are also welcome and encouraged to schedule meetings as needed through my Calendly available in my email signature. In addition to meetings, we will have an opportunity to connect through emails, pulse checks, and events throughout the year.

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**Q:** *When should I contact my Customer Success Manager?*

**A:** Please keep me in the loop! The earlier I know about any challenges you are experiencing, the more I can do to help and turn things around. A challenge can range from schedule logistics to performance problems. I want to hear about all of it. Reach out to CSM's [through the Hub](#) where you can log in and select the Contact Us option or you can email your CSM at [info@careerwisenyork.org](mailto:info@careerwisenyork.org).

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**Q:** *What type of work should I be giving my apprentice?*

**A:** Unlike an internship – which is a short-term training opportunity – an apprenticeship focuses on training an apprentice in-depth within a specific occupation, ending with the skills and knowledge needed to step into that full-time position. Your apprentice should be given meaningful work that will train them to the level of proficiency an entry-level professional would have upon hire. You should start with projects that introduce the fundamentals, and gradually increase project responsibility and complexity during the course of the three-year program. We want to ensure your apprentice is bringing true value to your organization, and I'm here to make that happen!

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**Q:** *What is the mentor/coach program?*

**A:** Every employer has a different process for assigning coaches and/or mentors to apprentices. If you are not sure how your company assigns these roles, please contact your Program Lead. Who couldn't use a good mentor while building their career?! We find that apprentices with a well-rounded support system thrive in our program. Within the first three to six months on the job, apprentices have the opportunity to choose a mentor in their workplace. Ideally, they would have a chance to connect with a fellow co-worker in a similar career path, potentially someone they share an affinity group with (for example - race, gender, etc), or someone with whom they feel an effortless connection. A mentor will serve the important role of guiding, advising, and being a constant support for your apprentice throughout their three-year apprenticeship journey. Once your apprentice has selected their mentor, and the mentor has agreed, we'll loop them into a mandatory CareerWise orientation that will provide them with tools and resources to support the apprentice and they'll continue to receive invitations to optional ongoing trainings.

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## Frequently Asked Questions (Cont.)

**Q:** *What is expected of me as an Equity First employer?*

**A:** Our Equity First employers really have one thing in common. They are willing to do more because they believe a diverse, equitable, and inclusive environment is the right thing to do. They know it is good for business, their industry and the economy. What does “doing more” look like? It’s participating in some extra training to support hiring and onboarding. It is being willing to make modest additional investments in the resources your apprentice may need to succeed—things like extra training or equipment. “Doing more” is actively participating in CareerWise programming options like Bootcamp Extensions and the mentorship program. It is about going the extra mile to ensure your Equity First apprentice has the opportunity and support they need to be wildly successful.

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**Q:** *What is expected of me for our USDOL registration?*

**A:** Great news— by completing your monthly pulse checks and bi-annual competency evaluations you’re already doing almost everything required by the USDOL. As the program sponsor, Careerwise will meet with you to share program benefits (including potential funding streams) and registration framework, collect basic information you expect students to complete, and wages you expect your apprentice to earn during their three-year apprenticeship. Careerwise will file all paperwork on your behalf.

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**Q:** *How do the CareerWise competency evaluations differ from our internal performance evaluations? And should I do both?*

**A:** If your company has an internal performance evaluation process for all employees, you should continue to follow your company’s practice. However, we ask that you participate in the CareerWise competency evaluation process, too. Why? Your apprentice benefits from as much feedback and regular competency benchmarking as possible. CareerWise competency evaluations are sent out twice a year to both the apprentice and the supervisor and are focused on career-ready competencies as well as occupational competencies. Every company has a different style and frequency of performance review, but the CareerWise evaluations are uniform across all companies and apprentices. [Click here for a video on how to fill out evals for apprentices](#)

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**Q:** *What will my apprentice's schedule look like during the program?*

**A:** Apprentice work schedules will depend on the school they attend and your office hours. CareerWise will work with you and the school district to find the best-suited school schedule to accommodate the apprenticeship. It’s expected that an apprentice will work approximately 12-16 hours per week in their first year. We encourage students to work a minimum of 4 hours per shift, Monday through Friday during regular business hours. Each employer has a different set of hours for their apprentices, depending on commute and office environment (hybrid, virtual, in-person). Each employer determines the apprentices’ schedules at the Program Management level.

Sample work schedule:  
Mon - Fri 1 - 5 pm, or 2- 6 pm

***THANK YOU!***