

DISTRIBUTING THE CORE FUNCTIONS OF A YOUTH APPRENTICESHIP PARTNERSHIP

Mapping Roles & Responsibilities

Youth apprenticeship relies on the close collaboration of employers, high schools, higher education partners, students and their families, and other community organizations. Typically, one organization serves as an intermediary, coordinating the activities of these traditionally disconnected stakeholders to ensure the success of the youth apprenticeship program. Different types of organizations can serve as a youth apprenticeship intermediary, so long as they are able to navigate and address the different expectations, needs, and priorities of cross-sector stakeholders. In some cases, intermediary organizations assume responsibility for most of the critical programmatic function to develop, manage, and scale youth apprenticeship programs. In others, responsibilities are shared across multiple partnering organizations. Both approaches can work, so long as the distribution and assignment of roles and responsibilities is clear, consistent, and mutually agreed upon across the core partner organizations.

To help youth apprenticeship leaders understand and make decisions about the distribution of the core functions necessary for programmatic success, PAYA National Partner Education Strategy (ESG) group produced [*The Critical Role of Intermediary Organizations in Expanding Youth Apprenticeship*](#). ESG conducted interviews with several leading work-based learning intermediaries to identify the critical functions and services that intermediaries typically provide, and to understand how partnerships define and share these responsibilities. Drawing on ESG's analysis, this mapping exercise provides a list of critical functions that must be performed to ensure the success of youth apprenticeship. This exercise can support early-stage partnerships working collaboratively to define and delegate roles and responsibilities during program design and pilot phases. More established partnerships can use this resource to take stock of the distribution of core functions and ground discussions about where changes or additional capacity may be needed to support quality, equity, growth, and sustainability over time.

Partnerships will need to collaborate to define what it means to lead or support each of the functions listed in the table below, and definitions will vary by program type, size, location, and structure. As such, PAYA encourages youth apprenticeship leaders to adapt this tool to meet their goals and needs, using it as a starting point for collaboration and decision making. Blank spaces have been provided in the table below to allow partnerships to add functions that may not be included in the list.



Distributing the Core Functions of a Youth Apprenticeship Partnership

Critical functions in a youth apprenticeship partnership	Which partner organization will lead this function?	Which partner(s) will support the lead in providing this function?
Apprentice recruitment, application, and selection		
Apprentice case management and supports		
Marketing to students, families, etc.		
Employer recruitment		
Employer relationship management and ongoing support		
Employer on-boarding and mentor training		
Employer risk management (i.e. liability, insurance, etc.)		
Integration and alignment with proximate work based learning & CTE ecosystem		
Identification of target occupations for program development		

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Competency identification, development and validation		
Mapping competencies to education pathways and credentials		
Development of program and apprentice schedules		
Delivery of related technical instruction		
Programmatic quality assurance		
Program registration		
Data collection		
Data system integration (across partners, with state agencies, with RAPIDs, etc.)		
Research and program evaluation		
Public awareness building, communications, outreach		
Policy and advocacy efforts		

Fundraising and funder relations		
Defining partnership's vision, goals, and structure		
Holding partner orgs. accountability for individual and collective outcomes		
Strategic planning for growth & sustainability		
Managing relationships with core partners and champions		

This is a non-exhaustive list of functions critical for the success of youth apprenticeship partnerships.

This list has been adapted from [Education Strategy Group's The Critical Role of Intermediary Organizations in Expanding Youth Apprenticeship](#) (2019).

TIPS FOR USING THIS RESOURCE

- Consider modifying the column headings to adjust the exercise to better fit your needs, or adding additional functions to the list.
- Ask multiple partners to complete this exercise independently. Then, come together to compare results and consider different ways to define and distribute these core functions.
- Work together to define the specific activities or tasks included within each of the critical function categories.
- Revisit this exercise on a regular basis with multiple partners to determine if:
 - Roles and responsibilities have evolved or shifted to new partners
 - The organizations in leading or supporting roles are still well suited to provide their assigned functions
 - Additional capacity from within or outside of the partnership is needed to adequately provide the functions critical for success
 - New functions are necessary to support quality, equity, growth or sustainability of the program.
- Share suggestions, improvements, or examples of how your partners used this mapping exercise by emailing paya@newamerica.org! We welcome your feedback and suggestions, and appreciate your willingness to help us improve our resources.