

# APPRENTICESHIP EXPANSION GRANT RESILIENCY: STATEMENT OF WORK ADJUSTMENT CONSIDERATIONS

*A resource for evaluating potential adjustments to your grant statement of work (SOW) based on economic resiliency considerations and needs.*

## ADJUSTING YOUR GRANT STATEMENT OF WORK TO RESPOND TO ECONOMIC CHALLENGES

*In concert with the Apprenticeship Expansion Resiliency Planning tool and Five Elements Resource Compendiums, this planning tool can be used to identify and document potential adjustments to your federal apprenticeship grant SOW necessary to maintain momentum in your apprenticeship expansion efforts. You can use this tool to prepare to discuss potential SOW changes with your federal project officer (FPO) and technical assistance (TA) coach.*



# STATEMENT OF WORK ADJUSTMENT CONSIDERATIONS



## Outreach and Awareness

- Are you considering adjustments to your business outreach strategies? What technologies and approaches are needed to reach businesses/potential sponsors at this time? Do you need to adjust the focus and/or funding of program development activities in your SOW to reflect these changes?
- Has your messaging around apprenticeship changed in this economy? Have you identified a need for new methods, messages, and tools for promoting apprenticeship to all stakeholders (business, government leaders and influencers, potential apprentices, training and education providers, etc.) that are not currently reflected in your SOW?

Identified Challenge with Current SOW/Approach	Current Risk to Performance/Achievement	Proposed SOW Adjustment	Questions for FPO and/or TA Coach	Status and Next Steps



**Target Industries and Occupations**

- How did you prioritize industries and occupations of focus for your expansion goals before the economic downturn? Have your industries of focus experienced significant challenges during this time?
- Have you used real-time labor market data and/or business intelligence (through sector strategy/industry-based efforts) to better understand occupational and skill needs? Have they shifted? Does this shift need to be reflected in your grant goals/SOW?
- Which occupations are at high, moderate, and minimal risk for apprenticeship cancellation and/or being put on hold? Are these occupations a significant focus of your expansion strategy?
- Do funds and/or efforts need to be shifted to maintain momentum and/or to help sponsors, apprentices, and related technical instruction (RTI) providers overcome identified barriers?

Identified Challenge	Current Risks to Performance/Achievement	Proposed SOW Adjustment	Questions for FPO and/or TA Coach	Status and Next Steps



**RTI, OJL, and OJT Delivery and Support**

- Do your RTI providers need additional support at this time that can be supported by your grant?
- Are virtual delivery methods for RTI, on-the-job learning (OJL), and on-the-job training (OJT) creating barriers for apprentices and/or sponsors that could be eliminated through reprioritized funding or partnerships (i.e., technology, broadband access, learning management tools)?
- Do your sponsors need training and/or technical assistance to explore new approaches to safe and effective OJL/OJT?
- Do apprentices need additional support that can be addressed through a grant SOW and/or budget modification?

Identified Challenge	Current Risks to Performance/Achievement	Proposed SOW Adjustment	Questions for FPO and/or TA Coach	Status and Next Steps



**Diversity, Equity, and Inclusion of Underrepresented Populations**

- Are new partnerships needed to both strengthen access to underrepresented populations and leverage supportive services to ensure their success?
- Have new barriers to reaching and/or supporting underrepresented populations presented themselves? Can you modify your SOW and budget to further support a diverse apprentice pipeline through supportive services (within grant guidelines)?
- Are businesses more reluctant in this labor market to explore diversity strategies and to commit to underrepresented population goals? How might your strategies need to adjust to further support this?
- How can you adjust your approaches with subgrantees to support diversity, equity, and inclusion goals in your apprenticeship programs?
- Are their opportunities to engage sponsor mentors in professional development that helps them to identify barriers to apprentice success that can be supported through your grant funds and/or by partner organizations?

Identified Challenge	Current Risks to Performance/Achievement	Proposed SOW Adjustment	Questions for FPO and/or TA Coach	Status and Next Steps



**Creating a Pipeline of Registered Apprentices (Youth, Pre-Apprenticeship)**

- Have employers cut back on youth and pre-apprenticeship programming in response to other priorities in responding to the economy? How might that impact the goals outlined in your SOW?
- Are any quality pre-apprenticeship efforts associated with your grants leading to Registered Apprenticeships in industries that are experiencing layoffs and/or apprenticeship cancellations? How might you need to adjust your SOW and approach to re-target occupations that are still growing?
- What additional supports may be needed to support schools, youth apprentices, pre-apprentices, partners, and businesses in maintaining program activity and retaining participants? Do your strategies and funding approaches need to adjust to support these important pathways into the apprenticeship pipeline?

Identified Challenge	Current Risks to Performance/Achievement	Proposed SOW Adjustment	Questions for FPO and/or TA Coach	Status and Next Steps



**Partner Alignment and Supportive Services**

- What partners may have become more or less important to your expansion goals as a result of current economic challenges? Are these partners already part of your strategy? Are they supported through your SOW?
- As training and education budgets, government funds, and private investment may become constrained in this environment, are there additional partners/funding streams that could support your work? What might it take to bring these to the table to support your goals?
- As the resources most valuable to business viability and worker recruitment and retention change in this environment, how are you aligning your apprenticeship expansion grant efforts to other assets? Are there assets that are duplicative of your original statement of work? Would tapping these assets allow you to reprioritize funding to address needs for which there are gaps?

Identified Challenge	Current Risks to Performance/Achievement	Proposed SOW Adjustment	Questions for FPO and/or TA Coach	Status and Next Steps



**Staffing and Technical Assistance**

- Have the needs of your major constituents and partners changed in this environment? Are additional supports and technical assistance needed? How might you deliver this technical assistance virtually?
- Have your staffing needs changed as a result? If so, do you need to request budget modifications to meet these staffing needs?
- Are there ways that you can leverage your partners and/or subgrantees to supplement staffing and capacity to meet your goals? Is additional technical assistance needed for sponsors and mentors to respond to economic and/or health challenges and for new approaches to respond to them? If so, does your SOW and/or budget need to reflect additional support?
- Do you need to reconsider budget previously set aside for in-person travel that has now gone virtual? Can any cost savings be shifted to support other needs?
- Do your staffing and support for expansion rely on subgrantee or partner staff in the workforce system that has been diverted to other activities? If so, do the strategies outlined in your SOW need to be adjusted to maintain your expansion goals for outreach and program development?

Identified Challenge	Current Threats to Performance/Achievement	Proposed SOW Adjustment	Questions for FPO and/or TA Coach	Status and Next Steps



**Performance Management and Data Tracking**

- Are you concerned that the current environment may impact your performance numbers regarding registered apprentices served by the grant? How might you adjust your strategies and SOW to achieve success?
- Do your approaches and priorities regarding employer incentives, direct services to apprentices (OJT, OJL, RTI, and supportive services), and apprenticeship program development need to be adjusted in a way that requires a budget or SOW modification?
- How are you effectively tracking progress and impediments to progress at this time in your data tracking systems? Do adjustments need to be made to capture reasons for lack of program progress, slowdowns, and cancellations?
- How are you supporting subgrantees in achieving their goals? Are there new supports needed? Adjustments to be made in subgrantee goals to respond to industry challenges, RTI delivery concerns, etc.?

Identified Challenge	Current Risks to Performance/Achievement	Proposed SOW Adjustment	Questions for FPO and/or TA Coach	Status and Next Steps