

**Evaluation of Registered Apprenticeship Initiatives**  
**Apprenticeship Building America (ABA) Grants**

**Grantee Survey for Registered Apprenticeship Hubs (RAH) Grantees - Category 4**

Thank you for taking the time to participate in the survey of Apprenticeship Building America (ABA) Grants grantees.

- **Who is administering this survey?** The Urban Institute, a nonprofit, nonpartisan research organization in Washington, DC, is under contract with the U.S. Department of Labor (DOL), to conduct an implementation evaluation of the Apprenticeship Building America (ABA) grant programs, which includes State Apprenticeship System Building & Modernization grants, Strategies to Expand Registered Apprenticeship Opportunities for Youth grants, Strategies for Equitable RAP Pathways Through Pre-apprenticeship that Lead to Registered Apprenticeships grants, and Registered Apprenticeship Hubs (RAH) grants.
- **What is the purpose of the survey?** This survey will collect information from all grantees that received Registered Apprenticeship Hubs (RAH) Apprenticeship Building America grants and document the range of grantee characteristics and service populations/areas, apprentice and pre-apprenticeship recruitment and engagement, employer engagement efforts, goals, activities, and lessons learned that emerged from grant experiences. It will provide information about promising strategies for developing and implementing effective apprenticeship and pre-apprenticeship programs.
- **How long will it take to complete?** This survey will take approximately one (1) hour. You may stop and return to the survey to continue and complete it.
- **Is participation mandatory?** Your participation is voluntary; however, please consider that the provisions in your grant agreement with DOL require grantees to participate in evaluation activities sponsored by DOL, including surveys.
- **Who will see my responses?** The Urban Institute treats the information you provide as private and we will not share your individual responses. All evaluation reports based on the survey will report findings at the aggregate level and responses to the survey will not be identified by your name or the name of your employer organization any publication.
- **Are there risks to participating?** We believe the risks of participating in this study are minimal. Although there are no direct benefits to you, we believe that the findings from this study will benefit similar efforts to expand and modernize apprenticeships.
- **Who can I contact with questions?** If you have any questions, please contact [XXXXX@urban.org](mailto:XXXXX@urban.org)

Thank you again for participating in this survey. We greatly appreciate your time and assistance.

**OMB Burden Statement:** According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays an Office of Management and Budget (OMB) control number. The valid OMB control number for this information collection is 1290-0NEW. The time required to complete this collection of information is estimated to average 1 hour, including the time to review instructions, search existing data resources, gather the data needed and complete and review the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to [Chiefevaluationoffice@DOL.gov](mailto:Chiefevaluationoffice@DOL.gov) and reference the OMB Control Number 1290-0NEW.

*Technical Instructions:*

- **This web-based survey can be saved and completed in several sittings** by simply clicking the "Next" button at the bottom of the page to save your work. If you stop and return to the survey, you will be automatically directed to the last question you completed.
- **The survey allows for multiple respondents**, so you can delegate sections of the survey to individuals who might have more in-depth information on a particular topic. To share the survey, simply forward the original email invitation. Please note that two users cannot simultaneously enter information into the survey at the same time.

*Survey Contents:* The survey is divided into the following sections:

- A. Respondent Contact Information
- B. Basic Information about Your Grant
- C. Grant Context
- D. Partnerships and Registered Apprenticeship Expansion Strategies
- E. Technical Assistance Services
- F. Apprentice Target Population, Recruitment, and Intake Under Your Grant
- G. Lessons Learned and Sustainability Plans to Date

*Suggested Reference Documents:* It may be necessary or helpful to have the following documents on hand while completing the survey, particularly:

- the original grant application and any grant modifications;
- internal planning documents; and
- performance reports submitted to DOL.

*Scope of Questions:* Unless otherwise indicated, survey questions refer to the Apprenticeship Building America Registered Apprenticeship Hub (Category 4) grant led by your institution and partnering organizations. Please answer as appropriate if you or any of your Apprenticeship Building America grant partners had the experience in question. We recognize that your grant activities may be part of a larger effort by your organization but please answer the questions to the best of your ability as they *relate* to the Apprenticeship Building America grant activities.

## Glossary:

**Expansion of apprenticeship programs:** Expansion of apprenticeship programs refers to changes to an existing registered apprenticeship program, including the development of additional occupational programs by an existing apprenticeship sponsor.

**Apprenticeship program type:** There are four apprenticeship program types, based on the number of employers involved in the registered apprenticeship program and whether the employer or employers is covered by a collective bargaining agreement.

- **Independent or Individual program, non-joint:** These programs include a single employer that is not covered by collective bargaining agreement.
- **Independent or Individual program, joint:** The programs include single employer that is covered by a collective bargaining agreement.
- **Group program, non- joint:** These programs include a multi-employer association that is not covered by a collective bargaining agreement.
- **Group program, joint:** These programs include a multi-employer association, covered by a collective bargaining agreement.

**Instructors:** An instructor provides the related instruction for an apprenticeship program. This may be a community college instructor, but it could also be an instructor associated with other types of related instruction partners.

**Mentors:** A mentor provides the On-the-Job-Training for an apprenticeship program. Mentors are often employees of the hiring employer.

**Occupational field:** An occupational field is the specific job associated with an apprenticeship program. Occupational fields must be approved by the Office of Apprentice or State Apprenticeship Agency, which assigns them a distinct occupational code.

**Partner organization:** A partner organization is any partner of the grantee that provides support for grant activities. Partner organizations can include public agencies, community colleges, non-profits, and industry associations. A partner may or may not get grant funds. An employer or union may be considered a partner if they are involved in the Hub beyond hiring apprentices or receiving technical assistance services.

**Pre-apprenticeship program,** as defined by the ABA funding opportunity announcement (FOA), <sup>1</sup>is a set of strategies designed to expand access and prepare individuals for entry into a registered apprenticeship program. Pre-apprenticeships are typically designed in collaboration with registered apprenticeship sponsors; provide meaningful hands-on training that does not displace paid employees; facilitate entry and/or articulation; promote sustainability through partnerships; and have access to appropriate supportive services. Pre-apprenticeship programs are not registered training programs, but they work with registered apprenticeship programs to prepare individuals for apprenticeship.

**Registered apprenticeship program:** Registered apprenticeships are high-quality work-based learning and post-secondary earn-and-learn models that meet national standards for registration with the U.S. Department of Labor (or federally recognized State Apprenticeship

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<sup>1</sup> [https://www.dol.gov/sites/dolgov/files/ETA/grants/pdfs/ABA\\_FOA-ETA-22-06.pdf](https://www.dol.gov/sites/dolgov/files/ETA/grants/pdfs/ABA_FOA-ETA-22-06.pdf)

Agencies).<sup>2</sup> A registered apprenticeship program is a training program run by an apprenticeship sponsor for a specific occupation. Apprenticeship programs emphasize structured on-the-job-training combined with classroom based related training instruction that leads to competence and certification in the specific occupation.

**Related instruction:** Apprentices receive related instruction that complements on-the-job learning. This instruction delivers the technical, workforce, and academic competencies that apply to the job. It can be provided by a community college, a technical school, or an apprenticeship training school – or by the business itself. Education partners collaborate with business to develop the curriculum based on the skills and knowledge needed by apprentices. All partners work together to identify how to pay for the related instruction, including the cost to the employer and other funds that can be leveraged.<sup>3</sup>

**Sponsor:** The sponsor is responsible for the overall operation of the program, working in collaboration with the partners. Sponsors can be a single business or a consortium of businesses. Alternatively, the sponsor can be a range of workforce intermediaries including an industry association or a joint labor management organization. Community colleges and community-based organizations can also serve as sponsors for Registered Apprenticeship programs.<sup>4</sup>

**On-the-Job-Training (OJT):** Every apprenticeship program includes structured on-the-job training. Apprentices get hands-on training from an experienced mentor at the job site for typically not less than one year. On-the-job training is developed through mapping the skills and knowledge that the apprentice must learn over the course of the program in order to be fully proficient at the job.<sup>5</sup>

**Work-Based Learning (WBL):** Work-based learning is education and training that is obtained through productive employment at a job site. Work-Based Learning requires a trainee to apply and develop their knowledge and skills in productive work experiences.

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<sup>2</sup> <https://www.dol.gov/featured/apprenticeship/faqs>

<sup>3</sup> [https://www.doleta.gov/oa/employers/apprenticeship\\_toolkit.pdf](https://www.doleta.gov/oa/employers/apprenticeship_toolkit.pdf)

<sup>4</sup> Ibid.

<sup>5</sup> Ibid.

## A. Respondent Contact Information

We have the following contact information in our records. Please correct the information as needed:

[Note: Text highlighted in green font are instructions for programming or text that will be pre-loaded from the grant agreement or other documents.]

- A1. Name of institution or organization: XXX
- A2. Grant number: XXX
- A3. Name of primary person completing the survey: \_\_\_\_
- A4. Job title: \_\_\_\_
- A5. Contact information of primary person completing the survey
- a) Mailing address: \_\_\_\_\_
  - b) Phone: \_\_\_\_\_
  - c) E-mail: \_\_\_\_\_
  - d) Website: \_\_\_\_\_

## B. Basic Information about Your Grant

- B1. What has been your organization's previous experience with apprenticeships (before the grant)? (Check all that apply.)
- a) None
  - b) Conducted employer apprenticeship marketing/engagement activities
  - c) Served as an apprenticeship program sponsor
  - d) Helped a sponsor develop an apprenticeship program
  - e) Partnered with an apprenticeship program sponsor to develop a pre-apprenticeship program
  - f) Partnered with an apprenticeship program sponsor to provide support services to apprentices
  - g) Partnered with an apprenticeship program sponsor to refer apprentice candidates to them
  - h) Provided related instruction for an apprenticeship program
  - i) Served on a state apprenticeship council
  - j) Served as an apprenticeship intermediary
  - k) Provided training and/or technical assistance to local partners
  - l) Other, please specify: \_\_\_\_\_
- B2. For your grant activities, which industries are you focusing on? (Check all that apply.)
- a) Agriculture, Forestry, Fishing and Hunting
  - b) Mining, Quarrying, and Oil and Gas Extraction
  - c) Utilities
  - d) Construction
  - e) Manufacturing
  - f) Wholesale Trade
  - g) Retail Trade
  - h) Transportation and Warehousing
  - i) Information Technology
  - j) Finance and Insurance
  - k) Real Estate and Rental and Leasing

- l) Professional, Scientific, and Technical Services
- m) Management of Companies and Enterprises
- n) Administrative and Support and Waste Management and Remediation Services
- o) Educational Services
- p) Health Care and Social Assistance
- q) Arts, Entertainment, and Recreation
- r) Accommodation and Food Services
- s) Other Services
- t) Public Administration

B3. Please list up to 10 occupations that you are prioritizing for your grant activities.

Occupation #1 \_\_\_\_\_

Occupation #2 \_\_\_\_\_

[Programmer: Please allow for respondents to list up to 10 occupations.]

**C. Grant Context**

C1. How would you describe the type of entity that is leading your Registered Apprenticeship Hub?

- a) City
- b) Workforce development system entity
- c) Educational institution
- d) Industry group or association
- e) Labor or Joint Labor-Management Partnership
- f) Workforce or apprenticeship intermediary
- g) Community-based organization
- h) Consortium
- i) Other (please specify): \_\_\_\_\_

C2. How would you characterize the geographic areas being served your Registered Apprenticeship Hub? (Check all that apply.)

- a) Urban
- b) Suburban
- c) Rural

C3. In your opinion, to what extent have the industries targeted by your grant in the geographic area(s) served been impacted by changing economic conditions *since the start of your grant*?

- a) Positive impact on industry sectors
- b) Negative impact on industry sectors
- c) Mixed impact on industry sectors
- d) No impact on industry sectors
- e) Unsure/Do not know

C4. How many full-time equivalent (FTE) staff are funded by the grant? (You can answer a or b or both or check c)

- a) \_\_\_\_\_ staff employed at my organization
- b) \_\_\_\_\_ staff employed at our partner(s)
- c) None

C5. What roles do your grant-funded staff cover?

- a) Grant management and performance tracking
- b) Design of grant activities
- c) Marketing and outreach to customers (e.g., employers)
- d) Development of technical assistance materials
- e) Delivery of technical assistance services
- f) Coordination across partners
- g) Other (please specify): \_\_\_\_\_

**D. Partnerships and Registered Apprenticeship Expansion Strategies**

We'd like you to identify partners and their roles in the Hub grant. For the purpose of this survey, we define a **partner** as an organization that is supporting the lead grantee organization on the grant design and implementation. A partner may support apprenticeship expansion strategies (e.g., developing curriculum or credentials, marketing apprenticeship to employers, or providing technical assistance services) for the grant. A partner may or may not receive grant funds. An employer may be considered a partner if they are involved in the Hub beyond hiring apprentices or receiving technical assistance services.

D1. Who are your partners for your Registered Apprenticeship Hub? We have listed the organizations in your applications but please add or delete organizations as needed. These can include organizations that do and do not receive grant funds. What type of organization best describes each partner? If partners include employers, please consider only employers who are involved beyond hiring apprentices.

Organization	A	B	C	D	E	F	G	H	I
	Apprentice-ship Intermediary or Organization	Industry (Sector) Partnership	Industry or trade association	Employer	Post-Secondary Educational Institution	Secondary Educational Institution or School District	Other Workforce System Organization	Labor Union or Labor-Management Organization	Community-Based Organization
a. [Organization Name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. [Organization Name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. [Organization Name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D2. Which of your partner organizations listed in D1 received grant funding for their role in the Registered Apprenticeship Hub? [pipe in all organizations listed in D1]

Organization	Received Grant Funds?
a. [Organization Name]	<input type="checkbox"/>
b. [Organization Name]	<input type="checkbox"/>
c. [Organization Name]	<input type="checkbox"/>



D3. What is each organization's current role in your Registered Apprenticeship Hub? (Check all that apply.)

Organization	A Planning and design of Hub activities	B Registering RAPs	C Developing Pre-apprenticeship Programs	D Marketing and Outreach of RAPs/pre-As	E Developing Curriculum and Credentials	F Delivering Related Instruction	G Delivering Technical Assistance to Customers/Employers	H Engaging Employers (other than through TA)	I Enabling Access to Supportive Services for Apprentices	J Providing Connections to Other Workforce Development Initiatives	K Facilitating Work-Based Learning Opportunities (for pre-apprenticeship)	L Providing Incentive Funding to Employers	M Other (please specify):
a. [Organization Name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
b. [Organization Name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
c. [Organization Name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
d. [Organization Name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

- D4. Are you currently collaborating with your partners in one or more of the following ways to expand the capacity of the state and local workforce system(s) in which your Hub operates? (Check all that apply.)
- a) Create a new or expand an existing logic model or theory of change that can be used across organizations to shape practice and track grant performance/apprenticeship expansion progress
  - b) Develop new or enhance existing curriculum for RAP or pre-apprenticeship program that can be shared with and used by partners and other stakeholders
  - c) Develop new or enhance existing credentials that are recognized by employers
  - d) Develop new or enhance existing occupational standards for a RAP
  - e) Development of new or enhance existing processes to register RAPs
  - f) Conduct outreach efforts to employers to help change their perspectives on and hiring practices for the target groups of the grant
  - g) Increase capacity across partners to provide technical assistance to employers and other customers launching RAPs and/or pre-apprenticeship programs
  - h) Create career pathway that embedded apprenticeship models in partnership with industry
  - i) Develop strategy to help ensure equitable access to RAPs
  - j) Create new or enhance existing processes for articulation and transition from pre-apprenticeship to RAP
  - k) Create new or enhance an existing sector partnership where employers identify training priorities and lead program design
  - l) Create a collaborative group across sponsors and training providers to better coordinate activities
  - m) Develop financial incentives to recruit employers to be part of an RAP or pre-apprenticeship program
  - n) Share funding or resources or joint identification of new resources by partners
  - o) Collect and share data on grant activities/outcomes and apprentice characteristics
  - p) Conduct joint outreach efforts to market training and career opportunities in the industry of focus to target populations
  - q) Develop a sustainability plan for Registered Apprenticeship Hub once the grant ends
  - r) Collaborate with other Hub grantees to leverage and build on existing and Hub-funded resources and materials
  - s) Other; please specify: \_\_\_\_\_

## **E. Technical Assistance Services**

We understand that the Registered Apprenticeship Hubs will provide technical assistance to customers to expand RAPs and pre-apprenticeship programs. For the purpose of this survey, we define customers as an organization or employer that receives technical assistance services via the Hub to develop and implement a RAP or pre-apprenticeship program. We recognize that some partners may also be existing or former customers.

- E1. Who do you consider your technical assistance “customers”? (Check all that apply.)
- a) Single employers
  - b) Local industry groups or organizations or intermediaries that could serve as a RAP sponsor or facilitate the development of a multi-employer apprenticeship program

- c) State organizations or intermediaries that could serve as a RAP sponsor or facilitate the development of a multi-employer apprenticeship program
- d) Regional or national intermediaries/organizations that could serve as a RAP sponsor or facilitate the development of a multi-employer apprenticeship program
- e) Labor unions or joint-labor management organizations
- f) Other; please specify: \_\_\_\_\_

- E2. On what topics have you offered and provided technical assistance to your customers as a part of your grant? (Check all that apply.)
- a) Helping an intermediary serve as a sponsor for a RAP
  - b) Specifying an occupation that fits the employer's requirements
  - c) Identifying a related instruction provider and/or curriculum
  - d) Training apprentice supervisors
  - e) Developing standards of apprenticeship
  - f) Developing wage structure and schedule
  - g) Completing relevant forms and registering the apprenticeship program
  - h) Communicating with the DOL Office of Apprenticeship or State Apprenticeship Agency and/or handling the paperwork for the customer
  - i) Reporting to RAPIDS or equivalent state reporting
  - j) Providing mentor training
  - k) Recruiting apprentices
  - l) Other; please specify: \_\_\_\_\_

- E3. What types of technical assistance resources and materials has your Registered Apprenticeship Hub developed to date? (Check all that apply.)
- a) Materials defining high-quality apprenticeship or pre-apprenticeship programs
  - b) Marketing and outreach materials and templates to reach customers
  - c) Materials on recruiting new sponsors
  - d) Materials on helping sponsors register RAPs
  - e) Materials on recruiting new apprentices or pre-apprentices to industry
  - f) Materials on recruiting apprentices from target groups
  - g) Curriculum for RAPs/pre-apprenticeship programs
  - h) Materials on developing standards for apprenticeship programs
  - i) Technology tools to help customers develop and implement RAPs/pre-apprenticeship programs
  - j) Other; please specify: \_\_\_\_\_

- E4. How is your Registered Apprenticeship Hub delivering technical assistance? (Check all that apply.)
- a) In-person one on one meetings
  - b) In-person group meetings
  - c) Virtual/online sessions
  - d) Telephone
  - e) Digital tools
  - f) Translated into languages other than English
  - g) Other; please specify: \_\_\_\_\_

E5. Under your grant, how helpful have been the following methods for marketing apprenticeship to customers? Please rate these on a scale of 1 to 4, where 1="Not helpful" and 4="Very helpful."

Method	Was method used? (Yes/No)	1 Not helpful	2 Slightly helpful	3 Moderately helpful	4 Very helpful
a) Word of mouth					
b) Community college advisors and instructors					
c) American Job Center or other WIOA-funded job center					
d) Cold calling employers					
e) In-person visits to employers					
f) Attendance at conferences or other convenings that employers attend					
g) Collaboration with state apprenticeship agency					
h) Coordination with state or local chamber of commerce or industry association					
i) Advertising through traditional media (television, radio, etc.)					
j) Social media (Twitter, Facebook, LinkedIn, etc.)					
k) Creation of a dedicated website or webpages					
l) Other; please specify: _____					

E6. Under your grant, how effective have the following **points** been to market apprenticeship to employers? Please rate these on a scale of 1 to 4, where 1="Not helpful" and 4="Very helpful."

Marketing point	Point used (Yes/No)	1 Not effective	2 Slightly effective	3 Moderately effective	4 Very effective
a) Funding for related training instruction or on-the-job training are available to employers that sponsor apprentices					
b) Apprenticeship leads to improvements in worker productivity					
c) Apprenticeship develops a customized skill set that is specific to an employer's needs					
d) Apprenticeship develops workers' skill set without them leaving the workforce					
e) Apprenticeship provides a steady source of skilled workers that are difficult to hire directly					
f) Apprenticeship reduces turnover					
g) Apprenticeship helps make workers self-sufficient					
h) Apprenticeship could help diversify their workforce					
i) Apprenticeship has broader social benefits such as reducing inequality or closing the skills gap					
j) Local related instruction providers have valuable training opportunities that can be accessed through apprenticeship					
k) Other, please specify					

E7. What **incentive funding** has been offered to encourage employer engagement using grant funds? (Check all that apply.)

Incentive funding type	Incentive funding used (Yes/No)	Lump sum or per apprentice	Employer must apply (Yes/No)	Average amount per employer
a) Tuition reimbursement				
b) Reimbursement for curricula development				
c) Reimbursement for on-the-job learning costs, excluding apprentice wages				
d) Reimbursement for registration costs				
e) Reimbursement of for costs related to design and start-up of apprenticeship programs				
f) Reimbursement for mentor wages				
g) Reimbursement for training the trainer activities				
h) Reimbursement for apprentice training supplies				
i) No financial supports offered				

**F. Apprentice Target Population, Recruitment, and Intake Under Your Grant**

F1. Under your grant, on which of the following **populations are you focusing?** (Check all that apply.)

- a) Veterans
- b) Military spouses
- c) Transitioning service members
- d) Women
- e) People of color
- f) People with disabilities
- g) People previously involved in the justice system
- h) Public workforce system clients
- i) College students
- j) High school students
- k) Opportunity youth (aged 16-24 + disconnected from school and work)
- l) Other individuals who are not traditionally represented in apprenticeship programs; please specify: \_\_\_\_
- m) None of the above

F2. What strategies to expand apprentice diversity has the Hub and its partners implemented or included as a part of its technical assistance activities? (Check all that apply.)

	Part of TA activities (yes/no)
a) Make apprenticeship positions no longer require a higher education degree	
b) Keep program applications open until the candidate pool reflects the diversity of our community	
c) Review program applications without looking at participant names and addresses	
d) Establish recruitment partnerships with community-based organizations or other organizations that serve underrepresented populations, [i.e., people of color, women, foster youth, housing insecure, people with disabilities]	
e) Ensure that RAPs and pre-apprenticeship programs are accessible for people with disabilities	
f) Ensure translation services are available for potential and current apprentices	
g) Other (please specify):	

F3. What program management strategies has your Hub and partners implemented to monitor diversity practices among its TA customers? (Check all that apply.)

	Monitor diversity practice among TA customers (yes/not)
a) Collect data about demographics of our applicant pool and regularly assess the diversity of our applicant pool	
b) Examine program outcomes (such as program retention and completion) by demographic groups	
c) Collect feedback from participants about the program design	
d) Field an exit survey for completers to reflect on their experiences in the program	
e) Conduct exit interviews with non-completers to learn about reasons for non-completion	
f) Assess employer career ladder transparency to employees (i.e. do they make career ladders and promotion criteria for entire company available to all employees)	
g) Other (please specify):	

F4. Please briefly describe the strategy or strategies that you think is most important for expanding diversity or monitoring diversity practices for your grant?

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**G. Lessons Learned and Sustainability Plans to Date**

G1. Have you developed **sustainability plans** for the apprenticeship programs implemented under the grant?

- a) Yes
- b) Not yet, but intend to develop sustainability plan
- c) No, and no intentions to develop sustainability plan
- d) Unsure

G2. To date, what do you consider to be your **three most important accomplishments** under the grant?

- a) Accomplishment #1: \_\_\_\_\_
- b) Accomplishment #2: \_\_\_\_\_
- c) Accomplishment #3: \_\_\_\_\_

G3. To date, what do you consider to be your three biggest challenges under the grant?

- a) Challenge #1: \_\_\_\_\_
- b) Challenge #2: \_\_\_\_\_
- c) Challenge #3: \_\_\_\_\_

G4. To date, what do you believe to be the **main lessons learned** from your grant for apprenticeship/pre-apprenticeship program design and operations?

- a) Lesson #1: \_\_\_\_\_
- b) Lesson #2: \_\_\_\_\_
- c) Lesson #3: \_\_\_\_\_

G5. Please feel free to add anything else you want to mention in the box below.

\_\_\_\_\_

Thank you for taking the time to complete this survey. We appreciate your time!