Driver Alignment Assessment Guide

This guide is designed for teams who are working together to support or expand apprenticeship pathways. It provides a process to assess how drivers are currently working together and identify opportunities to strengthen alignment. The goal is shared understanding and practical next steps—not evaluation or judgment.

When to Use This Tool

- After partners have reviewed the Apprenticeship Drivers Toolkit
- During planning retreats, interagency workgroups, advisory councils, or regional team meetings
- When collaboration has stalled or needs to grow

Who Should Be Involved

The complete planning team of an Initiative. If the Initiative includes representatives from each of the prime apprenticeship drivers, you will see:

- Business / Employers / Intermediaries
- Education and Training Providers
- Workforce System (including VR)
- Apprenticeship Office / SAA
- Community stakeholders as appropriate

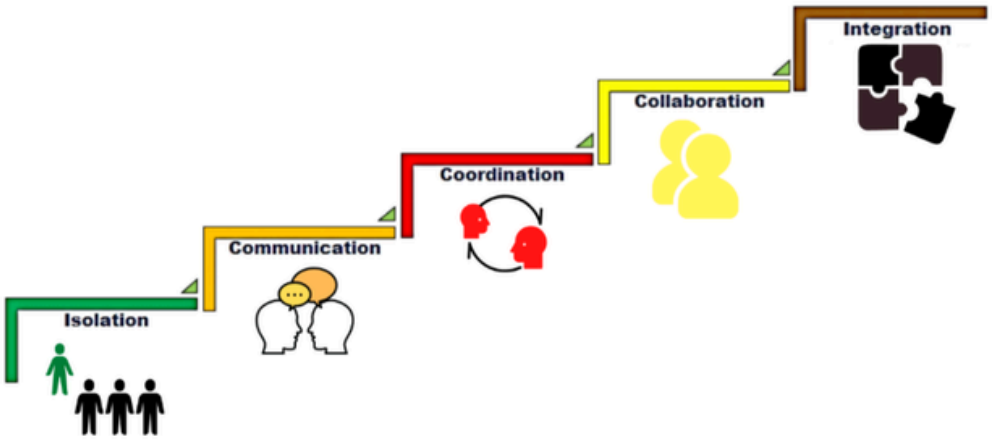
Recommended Facilitation Approach

- Use a neutral facilitator (internal or external) when possible
- Focus on shared goals, not blame or gaps
- Start with conversation, then document agreements

Driver Alignment:

Consideration of alignment across drivers can only properly be assessed as a group if action is needed to strengthen alignment and lead to sustainable system change as a result of strategic planning. The following definitions can be used in assessing and addressing system alignment.

The Integration Continuum



Isolation – Each driver engages the community independently of the others. Each does not inform the others of their activity, except in instances where a representative of another driver's group is engaged as a service target.

Communication – Drivers share information with each other, on an intermittent basis, but have no formal information or data sharing plan.

Coordination – Drivers work together to align services on a case-by-case basis, but there is no formal structure for their interaction.

Collaboration – Drivers agree to work together for mutual benefit; to achieve mutual objectives using strengths, expertise and resources of each to accomplish common objectives.

Integration – Drivers agree to work together to achieve common goals and create an organizational structure to share information, data and resources to accomplish mutually agreed upon outcomes as an integrated system.

(Definitions and graphic based upon the workforce system alignment model developed and used in system technical assistance by RSA's Workforce Innovation Technical Assistance Center 2015 – 2020)

Completing the alignment portion of the self-assessment is done with the driver representatives in a leadership role. The following applies to this process:

- It is helpful to have a facilitator engaged for this activity.
- The leadership team establishes the "desired level of alignment" across drivers. If the assessed level is below the desired level, increasing alignment could be an added activity to the group's project or strategic plan.

How to Use This Tool in Practice

1. Have each driver representative briefly describe their current role and contributions.
2. As a group, discuss where the partnership falls on the alignment continuum.
3. Reach shared agreement—not individual scoring.
4. Identify one or more realistic step(s) that would move alignment forward. Leadership may opt to include steps into the initiative's plan.

Leadership Drivers	Represented by
Business/Intermediaries	
Education/Training Providers	
Apprenticeship Office/Advisory Board	
Workforce System	
Stakeholder Organizations	
Other	

Rate Level of Alignment of Leadership Drivers

Isolated	Communication	Coordination	Collaboration	Integration