

# AUDIOVISUAL APPRENTICESHIP FRAMEWORK



## TABLE OF CONTENTS

<u>EXECUTIVE SUMMARY</u>	<u>5</u>
<u>APPRENTICESHIP TIMELINE</u>	<u>6</u>
<u>INTERNAL PREPARATION</u>	<u>7</u>
<u>RECRUITMENT</u>	<u>10</u>
<u>ONBOARDING</u>	<u>12</u>
<u>ASSESSMENTS</u>	<u>15</u>
<u>ADJUSTMENTS</u>	<u>17</u>
<u>HIRING PHASE</u>	<u>19</u>



## Executive Summary

This apprenticeship framework was prepared by [AVIXA](#), the international trade organization representing the audiovisual industry, and its [charitable Foundation](#), a nonprofit organization focused on cultivating a growing workforce on behalf of the industry. Based on real-world examples and case studies, this framework is baseline for AV industry employers to create their own talent acquisition pathways.

The apprenticeship framework is designed to provide comprehensive and practical learning experiences to equip apprentices with appropriate knowledge, skills, and competencies they need to excel in AV job roles. The framework is also not solely based on technical roles either; the objective is to prepare any individual for different positions in the market.

Recommended program timeline is 12 months and should consist of developing technical skills and human skills. We believe this structure serves as a benchmark, focusing on the apprentice experience, empowering upskilling and preparing apprentices for real-world, paid work. At the end of a well-structured program, apprentices can with confidence feel they are valued potential employees, while employers confident they have molded a new employee for with skills in-demand.

Long-term benefits of this apprenticeship framework are ample. Apprentices earn a valuable opportunity to learn from experienced professionals, work on real projects, earn a competitive salary, and walk away with industry-specific skills for their career. Apprenticeships offer employers strategic investment opportunity to build a diverse and talented workforce, enhancing productivity and innovation, and strengthening company reputation and brand. In other words, employers can build their own talent pipelines directly from surrounding communities.

For our industry this framework is a means to sustainable growth and hiring. An apprenticeship program makes sense most when employers first know where apprentice paths can make the most impact. Even if starting with one pathway in high demand roles. Therefore, investing in a proper career plan before starting an apprenticeship is a vital first step.

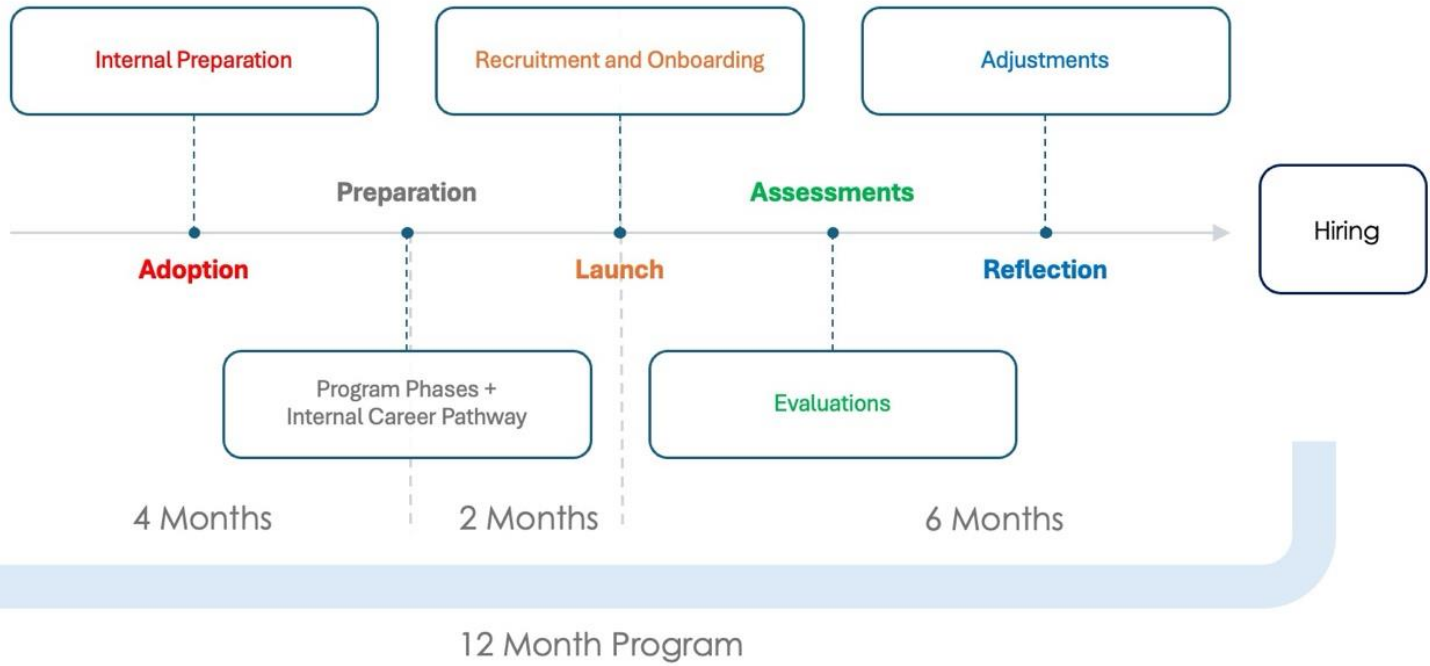
AVIXA invites any company to use this framework as a guiding light in search for treasured qualified labor. Feel free to mold and shape this framework in your own vision; the idea is presented here as a scalable model for employers globally.

Thank you to the industry employers, schools, community partners, and AVIXA Foundation Board of Directors who contributed to this framework.

We welcome success stories and feedback at [foundation@avixa.org](mailto:foundation@avixa.org)



# Apprenticeship Timeline



## Internal Preparation

**LENGTH OF PHASE:** 1 month

**PHASE SUMMARY:**

*During this phase, employers lay the groundwork for the apprenticeship program, establishing roles, responsibilities, and internal processes.*

**PHASE COMPONENTS:**

**1. Needs Assessment:**

- a. Identify industry trends and technological advancements in AV.
- b. Assess the current skill level and knowledge gaps within the organization.
- c. Determine the specific roles and responsibilities within the organization for apprentice focus. (be open-minded to technical and non-technical needs i.e. sales, accounting, HR, all the way to hands-on skilled jobs).

**2. Define the Company's Internal Timeline:** Determine the start date and duration of the apprentice scheme, considering factors such as:

- a. company needs
- b. project timelines
- c. seasonal variations in workload

**3. Outline Apprentice Roles and Responsibilities:** Clearly define duties and expectations for apprentices, ensuring:

- a. alignment with company objectives
- b. create clear job descriptions and vacancies as any other regular position within the company
- c. compliance with relevant labor laws
  - i. Address legal implications, such as fair labor practices and non-discrimination policies.

**4. Identify and Train Managers and Mentors:** Select experienced employees to serve as mentors for apprentices, providing:

- a. Guidance, support, on-the-job training
- d. offer training sessions or workshops to equip mentors with effective coaching and leadership skills.
- e. Train instructors on any curriculum, teaching methodologies, and assessment techniques.
- f. Provide professional development opportunities to keep instructors updated on industry advancements.



- g. Foster a supportive environment for instructors to exchange best practices and collaborate on course delivery.
5. **Allocate Time for Learning:** Recognize that learning is an integral part of the apprenticeship experience. Allocate dedicated time for apprentices to:
    - a. study your business, job skills, etc.
    - b. attend training sessions
    - c. pursue relevant certifications while on premises.
      - i. Integrate and leverage AVIXA essentials of AV training and certification preparatory coursework
  6. **Curriculum Development:** Design a comprehensive curriculum covering technical skills, industry standards, and soft skills.
    - a. Collaborate with industry experts to ensure the curriculum aligns with current industry practices
    - b. Incorporate hands-on training, simulations, and real-world projects to enhance learning outcomes.
  7. **Resource Acquisition:** Procure necessary equipment, software, and learning materials to support the apprenticeship program.
    - a. Establish partnerships with AV equipment manufacturers or suppliers to access the latest technology and tools
    - b. Secure funding or budget allocation for the apprentice training program.
  8. **Template for Progress Reviews:** Develop structured template for assessing apprentice progress, including:
    - a. criteria for evaluation
    - b. regular cadence for review meetings
    - c. Facilitate bi-monthly progress reviews involving the line manager, apprentice, and any external training providers.
  9. **Explore Different Roles:** Consider whether the company aims to position apprentices in specific roles or expose them to various departments for a broader experience. Design the program to allow apprentices to:
    - a. explore different areas of the business
      - i. one month per department is a good starting point
    - b. identify their strengths and interests.
  10. **Ensure Full Employment:** Ensure that apprentices are fully employed during the program, providing them with meaningful work assignments and responsibilities. Also consider possible:
    - a. Time-limited contracts
    - b. Respecting salary and regional



11. **Provide Ongoing Support:** Establish mechanisms for ongoing support and professional development for mentors, equipping them with:
- a. resources and tools
  - b. opportunities to enhance their mentorship skills and contribute to the success of the apprenticeship program.
  - c. offer opportunities to specialize in specific areas of AV technology or pursue advanced certifications.
  - d. Encourage apprentices to participate in industry events, workshops, and networking opportunities.
    - i. Evaluate the effectiveness of the apprenticeship program and adjust as needed to enhance its impact and relevance.



# Recruitment

**LENGTH OF PHASE:** 2 months (duration may vary based on local culture)

**PHASE SUMMARY:**

*This phase involves developing a recruitment strategy and identifying potential apprentice candidates.*

**PHASE COMPONENTS:**

1. **Establish Recruitment Strategy:** Collaborate with HR and hiring managers to develop a comprehensive recruitment strategy tailored to the company's needs and goals. Consider:
  - a. historical pathways for talent acquisition
  - b. regional proximity to educational institutions or industry hubs
  - c. local sources commonly utilized for recruitment (including military veterans orgs, career transition orgs, etc.)
  
2. **Identify Primary Recruiting Partners:** Identify and establish partnerships with primary recruiting partners, such as educational institutions, vocational training schools or centers, or community organizations, aligning with the company's recruitment goals. Evaluate partners based on:
  - a. factors such as proximity
  - b. skillset alignment
  - c. prior experience in placing candidates in relevant roles
  
3. **Develop Structured Interview Processes:** Design structured interview processes to assess candidates' skills, competencies, and cultural fit with the company.
  - a. Define interview formats, questions, and evaluation criteria to ensure consistency and fairness in the selection process.
  - b. Train hiring managers and interview panels on effective interviewing techniques and best practices for candidate assessment.
  
4. **Create Funnel for Inbound Demand:** Develop a funnel to attract potential apprentice candidates through various channels. Utilize:
  - a. industry-specific forums
  - b. online communities
  - c. social media platforms
  - d. targeted advertising to reach potential candidates who may have an interest in the AV industry.



5. **Engage Alumni Within the Organization:** Identify high-performing alumni within your organization who have completed apprenticeships or similar programs and involve them in the recruitment process. Encourage these staff to:
  - a. share their experiences and insights with potential candidates
  - b. serve as mentors or advocates
  - c. provide testimonials or referrals to support recruitment efforts.
  
6. **Ensure Diversity and Inclusion:** Prioritize diversity and inclusion in the recruitment process by actively seeking candidates from diverse backgrounds, including women, minorities, and individuals from underrepresented communities.
  - a. Implement inclusive language and practices in job postings and outreach efforts to attract a diverse pool of candidates and foster a culture of belonging within the organization.
  - b. Question education degrees as prerequisites to the role – these are often historically added to job descriptions, but some roles may not truly require undergraduate or advanced degrees.
  
7. **Information Sessions and Outreach Events:** Organize information sessions and outreach events to raise awareness about the apprenticeship program. Provide details about the:
  - a. program structure, eligibility requirements, application process, and career pathways.
  - b. Offer opportunities for prospective candidates to ask questions and interact with program staff and industry professionals.

**Regional Education Recruitment Considerations:**

- Asia - campus peak season falls end of each semester May-June before graduation
- United States - early September through mid-December: Campus Recruitment Phase 1
- United States - mid-January through mid-May: Campus Recruitment Phase 2

**Possible Talent Recruitment Sources (varies by region):**

- church audio group
- schools events or theatre production (Tech Crew)
- IT and Technology programs,
- Robotics programs (any Science. Technology. Engineering. Arts. Math.)
- Esports programs; Online games competitions



# Onboarding

**LENGTH OF PHASE:** Dependent on company policy

**PHASE SUMMARY:**

*The onboarding phase focuses on integrating apprentices into the company culture and providing them with the necessary resources and support.*

**PHASE COMPONENTS:**

1. **Define Formal Onboarding Timelines:** Establish specific timelines for formal onboarding activities tailored to each apprentice's start date.
2. **Overall Onboarding Duration:** Determine the overall duration of the onboarding process, taking into account:
  - a. the complexity of the role,
  - b. level of prior experience of the apprentice,
  - c. the company's onboarding policies.
    - i. Consider whether onboarding will be ongoing throughout the apprenticeship program or limited to a defined start/end period.
3. **HR, Safety, and Workplace Orientation:** Provide apprentices with HR, safety, and workplace orientation sessions to familiarize them with company policies, procedures, and safety protocols. Cover topics such as:
  - a. employee benefits; business policies
  - b. code of conduct
  - c. workplace safety and emergency procedures
  - d. ensure apprentices understand their rights and responsibilities as employees.
  - e. Provide information about workplace culture, professional conduct, and communication channels.
  - f. Distribute any necessary materials, such as handbooks, schedules, and safety manuals.
4. **Performance Expectations:** Establish benchmarks and milestones to track apprentices' progress and assess their competencies.
5. **Establish Mentor Relationships:** Pair each apprentice with a designated mentor who will provide guidance, support, and on-the-job training throughout the apprenticeship program.
  - a. Facilitate introductory meetings between apprentices and mentors to establish rapport
  - b. set expectations



- c. clarify roles and responsibilities
6. **Integration with Company Culture:** Integrate apprentices into the company culture by familiarizing them with the organization's values, mission, and vision. Encourage apprentices to:
    - a. actively participate in company events and meetings
    - b. initiatives to foster a sense of belonging and alignment with organizational goals.
  7. **Introduction to Industry Concepts:** Introduce apprentices to key industry concepts, trends, and technologies relevant to their role within the AV industry. Provide orientation sessions on:
    - a. AVIXA industry outlook, employee resources
    - b. AV essentials areas and language
    - c. emerging technologies to familiarize apprentices with industry terminology and best practices.
  8. **Technical and Behavioral Assessments:** Conduct technical and behavioral assessments to evaluate apprentices' existing skills, knowledge, and competencies. Identify areas for:
    - a. Development and create personalized learning plans to address any skill gaps or deficiencies.
    - b. Familiarize apprentices with the tools, equipment, and technology commonly used in the AV industry.
    - c. Provide hands-on training and demonstrations to ensure apprentices understand how to operate and maintain equipment safely and effectively.
  9. **Learning and Working Balance:** Emphasize a balance between learning and working responsibilities during the onboarding phase. Allocate approximately 80% of time for learning activities, such as training sessions, shadowing experiences, and self-study, and 20% of time for performing job duties under supervision.
  10. **Peer and Mentor Engagement:** Create opportunities for apprentices to engage with their peers and mentors early on to accelerate their integration into the company culture and foster a sense of belonging.
    - a. Organize team-building activities
    - b. Organize social events
    - c. Organize informal networking sessions to encourage collaboration and relationship-building among apprentices and colleagues.
  11. **Access to Learning Resources:** Provide apprentices with access to a comprehensive resource library or learning portal where they can access training materials, industry insights, and relevant documentation. Encourage



apprentices to leverage these resources to support their ongoing learning and professional development.

- a. Be sure to **collaborate with apprentices** to develop individualized training plans based on their skill levels, interests, and career goals.
- b. Identify specific learning objectives, milestones, and performance expectations for each apprentice.
- c. Align training plans with the overall curriculum and apprenticeship standards (where present in region)

12. **Human Skills Development:** Prioritize the development of **human skills**, such as:

- a. effective communication
- b. teamwork
- c. problem-solving
- d. critical thinking
- e. empathy
- f. fostering equity and inclusion (intrinsic bias)
- g. leadership
- h. time management.

Offer workshops, seminars, and coaching sessions to enhance apprentices' interpersonal and soft skills, ensuring they are well-equipped for success in their roles.

13. **Individual Development Plans:** Develop individualized development plans for each apprentice based on their assessment results and career aspirations.

- a. Collaborate with apprentices to:
  - i. set meaningful goals
  - ii. identify learning opportunities
  - iii. establish action plans for skill development and career advancement

14. **Progress Monitoring:** Implement mechanisms for monitoring apprentices' progress and performance during the onboarding phase.

- a. Conduct regular check-ins or progress reviews to assess apprentices' development
- b. address any challenges or concerns
- c. provide constructive feedback for improvement throughout, not only upon conclusion of the apprenticeship



# Assessments

**LENGTH OF PHASE:** Ongoing

**PHASE SUMMARY:**

*Regular assessments are conducted to monitor apprentices' progress and address any challenges.*

**PHASE COMPONENTS:**

1. **Apprentice Assessment:** Implement a comprehensive assessment framework to evaluate apprentices' performance, skills acquisition, and overall development throughout the program. Utilize a combination of:
  - a. formative and summative assessments
  - b. including skill demonstrations
  - c. written exams
  - d. practical assignments
  - e. project evaluations
2. **Employer Assessment:** Assess how apprentices are evolving within the organization and their alignment with desired career pathways.
  - a. Gather feedback from supervisors, managers, and team members to evaluate apprentices' contributions, adaptability, and potential for growth within the company.
3. **Mentor Assessment:** Evaluate the effectiveness of mentorship relationships in supporting apprentices' growth and development.
  - a. Solicit feedback from mentors regarding their interactions with apprentices,
  - b. Understand impact of mentorship on apprentices' learning experiences
  - c. Identify areas for improvement in mentor support and guidance.
4. **Skills Evaluation:** Implement regular check-ins or progress reviews to monitor apprentices' development across key skill areas.
  - a. Assess technical competencies, such as AV system design, installation, troubleshooting, and maintenance,
  - b. Assess soft skills, such as communication, teamwork, problem-solving, and leadership.
5. **Feedback Mechanisms:** Establish feedback mechanisms to facilitate ongoing communication between apprentices, mentors, supervisors, and program coordinators.



- a. Encourage open dialogue and constructive feedback to address any challenges or concerns proactively and foster continuous improvement.
6. **Self-Assessment Tools:** Incorporate self-assessment tools or reflection exercises into the assessment process to encourage apprentices' self-awareness and self-directed learning. Provide opportunities for apprentices to reflect on their:
  - a. strengths
  - b. weaknesses
  - c. achievements
  - d. areas for growth
  - e. set goals for personal and professional development
7. **Performance Reviews:** Conduct regular performance reviews or evaluations to provide formal feedback on apprentices' progress and achievements.
  - a. Set clear performance objectives and criteria for success
  - b. review apprentices' performance against these benchmarks to identify areas of excellence and areas for improvement.
8. **Continuous Improvement:** Use assessment data to inform programmatic improvements and enhancements.
  - a. Identify trends, patterns, and areas of concern in apprentices' performance
  - b. Use this information to refine curriculum content, adjust teaching methodologies, and tailor support services to better meet apprentices' needs.
9. **Recognition and Rewards:** Recognize and reward apprentices' achievements and milestones throughout the program.
  - a. Celebrate successes
  - b. acknowledge growth
  - c. provide incentives to motivate apprentices to continue striving for excellence in their learning and development journey



# Adjustments

**LENGTH OF PHASE:** As needed

**PHASE SUMMARY:**

*Adjustments are made to the program based on assessment feedback and evolving needs.*

**PHASE COMPONENTS:**

1. **Focus on Specific Skills:** Analyze assessment feedback to identify areas where apprentices may require additional support or development.
  - a. Tailor training modules, workshops, or coaching sessions to focus on specific skills or competencies that are deemed critical for success in the apprenticeship role.
2. **Feedback Analysis:** Review feedback from apprentices, mentors, supervisors, and other stakeholders to identify recurring themes or issues that may indicate systemic challenges or areas for improvement.
  - a. Utilize both qualitative and quantitative data
  - b. Gain a comprehensive understanding of the program's effectiveness.
3. **Program Evaluation:** Conduct a thorough evaluation of the apprenticeship program to assess its overall impact, effectiveness, and alignment with organizational goals.
  - a. Evaluate key metrics, such as:
    1. retention rates
    2. skill acquisition
    3. job performance
    4. employer satisfaction; mentor feedback
4. **Stakeholder Engagement:** Engage with apprentices, mentors, supervisors, HR personnel, and other stakeholders to gather input and perspectives on the program's strengths, weaknesses, and opportunities for improvement.
  - a. Foster open communication and collaboration to ensure that adjustments are informed by diverse viewpoints and experiences.
5. **Continuous Monitoring:** Implement mechanisms for continuous monitoring and feedback throughout the adjustment phase. Regularly assess:
  - a. the implementation of programmatic changes
  - b. track progress against established objectives



- c. solicit ongoing feedback to ensure that adjustments are yielding the desired outcomes.
6. **Flexibility and Adaptability:** Maintain a flexible and adaptive approach to program adjustments, recognizing that the needs and circumstances of apprentices, employers, and the broader industry may evolve over time.
  - a. Be prepared to pivot quickly in response to emerging trends, challenges, or opportunities that may impact the effectiveness of the apprenticeship program.
7. **Resource Allocation:** Allocate resources, such as time, funding, and personnel, to support the implementation of program adjustments effectively. Ensure that adequate support structures are in place to facilitate the transition and minimize disruptions to apprentices' learning experiences.
8. **Documentation and Reporting:** Document all adjustments made to the apprenticeship program, including the rationale behind each change, the expected outcomes, and the timeline for implementation.
  - a. Maintain accurate records
  - b. generate regular reports to track progress
  - c. communicate updates to relevant stakeholders.
9. **Feedback Loop Closure:** Close the feedback loop by:
  - a. communicating program adjustments and their rationale to apprentices, mentors, supervisors, and other stakeholders
  - b. Solicit feedback on the effectiveness of the adjustments and encourage ongoing dialogue to foster a culture of continuous improvement and learning within the apprenticeship program.



## Hiring Phase

**LENGTH OF PHASE:** Dependent on company needs

**PHASE SUMMARY:**

*Qualified apprentices are ready to be hired into permanent positions within the company.*

**PHASE COMPONENTS:**

1. **Company Career Pathways:** Identify existing and potential career pathways within the company where apprentices can transition into permanent positions.
  - a. Evaluate the alignment between apprentices' skills, interests, and career goals with available job roles to determine suitable placements.
  
2. **Identify Missing Points:** Assess the company's current staffing needs and identify any gaps or areas where additional talent is required.
  - a. Determine the specific positions or roles that need to be filled
  - b. Prioritize hiring apprentices who possess the necessary skills, knowledge, and cultural fit for those roles.
  
1. **Knowledge and Skill Requirements:** Define the knowledge, skills, competencies, and cultural aspects required for each position within the company.
  - a. Consider both technical proficiencies and soft skills when assessing candidates' suitability for employment, such as:
    - i. Communication
    - ii. Teamwork
    - iii. problem-solving
    - iv. Adaptability
  
3. **Career Pathway Development:** Collaborate with HR and hiring managers to develop clear career pathways and progression opportunities for apprentices within the company.
  - a. Establish performance benchmarks, skill development milestones, and advancement criteria to guide apprentices' career growth and development.
  
4. **Assessment and Selection Process:** Implement a structured assessment and selection process to evaluate apprentices' readiness for permanent employment.



- a. Conduct interviews, technical assessments, and behavioral evaluations to assess candidates' skills, competencies, and potential for success in the desired roles.
5. **Feedback and Decision-Making:** Gather feedback from hiring managers, supervisors, mentors, and other relevant stakeholders involved in the selection process.
- a. Consider input from apprentices themselves regarding their:
    - 1. career aspirations, preferences, and readiness for permanent employment.
  - b. Use a collaborative decision-making approach to ensure that hiring decisions are fair, transparent, and aligned with company objectives.
6. **Offer and Negotiation:** Extend formal job offers to selected apprentices based on the outcomes of the assessment and selection process.
- a. Clearly communicate the terms and conditions of employment, including salary, benefits, job responsibilities, and expectations.
  - b. Negotiate any necessary adjustments to the offer to accommodate individual preferences or circumstances.
7. **Onboarding and Integration:** Facilitate a seamless transition for newly hired apprentices as they join the company in permanent roles.
- a. Provide comprehensive:
    - 1. Onboarding
    - 2. Orientation
    - 3. Training

The goal is to familiarize them with their new roles, responsibilities, and colleagues. Ensure that they feel welcomed, supported, and empowered to contribute to the company's success from day one.

8. **Performance Management and Development:** Establish performance management processes to support the ongoing development and success of newly hired apprentices.
- a. Provide regular feedback, coaching, and mentoring to help them thrive in their roles and achieve their career goals.
  - b. Offer opportunities for further skill development, training, and advancement within the company to foster long-term retention and career satisfaction.



