

Request for Proposals: North Star Goal measurement research

1. Overview

Google.org applies Google’s innovation, research, and resources to promote progress and expand opportunity for everyone. We bring the best of Google to organizations around the globe by providing funding, programs, and technical expertise to accelerate their missions.

To unlock AI’s full potential to advance society and improve lives, we focus on four key areas, known as pillars:

- Knowledge, Skills & Learning (KSL)
- Scientific Progress (SP)
- Stronger Communities (SC)
- Global Programs (GP)

We have set **2026–2028 North Star Goals (NSGs) and metrics** across all pillars to act as our strategic compass for global impact. The GP pillar is seeking a research partner to establish a rigorous, accurate measurement method and tracking mechanism for the Apprenticeship NSG:

“Advance economic and workforce development through expanding technology-focused apprenticeships and access to job-ready skills and meaningful opportunities.”

Why apprenticeships?

Google’s apprenticeships are work-and-study programs that equip learners with in-demand skills for high-growth professions in the industry. They offer a transformative pathway to entry-level jobs. Apprentices gain on-the-job experience at Google while simultaneously participating in role-related technical instruction through an external provider. Upon completion, they receive an externally-recognized qualification and exit the program poised for entry-level employment.

Apprenticeships continue to be an important way for Google to invest in communities and their people, and they demonstrate the company’s commitment to supporting workforce development. These investments effectively facilitate community and government dialogue because apprenticeships are a 'shared language' and model, recognized not only by specific local governments, but also at regional and international levels. Due to the model’s deep historical roots, proven efficacy, and high return on public investment, governments have long integrated quality apprenticeships into their economic platforms; there is notable global consensus they are [a primary driver of decent work, productivity, and sustainable economic growth](#). Models that support workforce reskilling and upskilling, like apprenticeships, are cited as [key to economic resilience in the AI and green economy transitions](#).

Without intentional pathways, the rapid adoption of AI risks deepening existing workforce inequities. With its technology and resources, Google is uniquely positioned to responsibly harness the positive impact of

[AI towards workforce solutions](#) that bridge the skills gap and empower employers, governments, and learners to successfully navigate the future of work.

Unique to most employer apprenticeship models, our program goals are in pursuit of broader, public sector objectives of building and expanding talent for industry.

2. Research Brief

Problem statement: The “expand access” component of our Apprenticeship NSG (above) refers to Google’s ability to support governments and influence employers and organizations to start or scale their own apprenticeship programs. We do this through leveraging our ten years of insights and position as a central global team to initiate methods such as incubating/piloting, grantmaking, thought leadership, creating convenings, supporting short/mid/long-term research, and creating and publishing open-sourced content such as best practices and insights.

However, we lack a validated framework to evaluate how our programmatic and ecosystem investments increase availability, quality and completion of apprenticeship opportunities across respective ecosystems. Currently, our measurement is mainly anchored in Google-run program success metrics rather than a broader outcome of ecosystem-level impact. We require a rigorous attribution methodology to accurately and proportionately represent Google.org’s holistic contributions—including the exploration of intermediary milestones to the NSG, such as metrics of ecosystem trust/credibility, influence, and expanded thought leadership.

Research Objectives:

1. Develop a set of high-fidelity metrics, targets, and methodology (e.g. xx% metric achieved, supporting data gathering feasibility) to accurately quantify the scale and quality of apprenticeship opportunities created through Google.org’s ecosystem influence and investments.
2. The above recommendations must be written in a way to consider apprenticeship grants from other pillars within [Google.org](#), not just GP initiatives (i.e. separate pillar grants focused on apprenticeships).
3. Ensure the methodology accounts for regional variances in apprenticeship structures, while maintaining a defensible global reporting standard.

3. Scope of Work

We require this research to establish a rigorous methodology for measuring our Apprenticeship NSG. The scope of work should include:

- **Discovery & Metric Design:** Identify a set of evidence-based metrics to accurately and proportionately represent Google’s holistic apprenticeship contributions, driven by ecosystem investments.
- **Attribution Framework Development:** Create the logic and model required to accurately quantify Google.org’s contributions to broader ecosystem growth.
- **Target Calibration:** Establish ambitious but evidence-based 3-year targets for the prioritized metrics.
- **Implementation Roadmap:** Outline the data sources and collection methods required to aggregate impact data across respective ecosystems, including from investments by other pillars such as KSL.

4. Deliverables & RFP Requirements

The selected partner will deliver the following:

1. **Metric Recommendations:** A technical document outlining the set of high-fidelity metrics, prioritized based on clear criteria, including feasibility, accuracy, and strategic alignment, and the attribution logic.
2. **Target-setting report:** An evidence-based proposal for 3-year targets for the top-selected metrics.
3. **Measurement Operational Plan:** A detailed guide on the identified data sources, data collection frequency, and a methodology for data aggregation.
4. **Executive Summary / Presentation:** A shareable summary report for Google.org leadership outlining the final measurement approach.

RFP requirements:

- **Timeline:** The project must be completed by July 1st 2026 to ensure alignment with our annual reporting cycle.
- **Budget:** A high level cost estimate for the project must be provided.
- **Audience:** The final report/presentation will be shared with a wide internal audience, to include: the Google.org Research and Evaluation team, Pillar leadership and teams, Google.org leadership, and others, as relevant to the NSG and/or metric.
- **Team & organizational credibility:** The proposal should demonstrate your team's expertise, track record in delivering high quality outputs on time, and credibility of research outputs and methodology in related areas.

5. Additional information

The **3-Year Google.org North Star Goals (2026-2028)** were designed to focus and amplify the collective impact across our pillars and teams. Outcomes we hope to achieve with the goals:

- Focusing and deepening our impact
- Consistency and prioritization
- Refining our story
- Inspiring our organization

Our Global Programs focus area:

Global Programs scales impact through the distinctive power of Google's people, products, and programs. Through product donations, skilled volunteering and catalytic funding of technology projects, Google.org and Google employees support nonprofits in harnessing technology to achieve their missions. To learn more, see <https://www.google.org/>

Deadline for proposal submission: May 1st, 2026

For questions, contact:

Claire Conneely, Google.org Research & Evaluation Program Manager | conneelyc@google.com