



# Session 2: Direct Placement to Corporate Training Programs

Monday, April 17th, 2023: 1pm - 2:30 EST

**REDF**  
An investment that works.

# REDF's Upskilling Continuing Education Series



Sessions (1:00 - 2:30pm EST)	Definition	ESE Case Study
<b>Monday, April 17</b> <b>Direct Placement into Corporate Training Programs</b>	Direct placement pipelines with employers that provide structured career paths and advancement opportunities to quality jobs that offer living wages, benefits, and ongoing skills training.	Chrysalis Litter Abatement into CalTRANS Service Assistance Maintenance Jobs
<b>Tuesday, April 18</b> <b>Skills Training</b>	High quality, industry validated training programs that lead to recognized certificates or credentials and in-demand, quality jobs. These can be provided by public institutions of higher education or private training providers.	Civic Works Center for Sustainable Careers Solar Installation, Energy Retrofitting, and Brownfields Training Programs
<b>Wednesday, April 19</b> <b>Pre-Apprenticeship</b>	Structured curriculum that prepares clients to enroll and successfully complete RAPs. These programs are often developed and/or validated by local Registered Apprenticeship Programs (RAPs) and are sometimes registered with state or federal apprenticeship agencies.	Rebuilding Exchange 6-week building & construction trades pre-apprenticeship
<b>Thursday, April 20</b> <b>Registered Apprenticeship</b>	Structured training program that includes on-the-job training in a specific occupation combined with related classroom training, has an employer sponsor, and has approval from the US DOL or State Apprenticeship agency to operate.	Bitwise Industries Tech Registered Apprenticeship Programs
<b>Friday, April 21</b> <b>Upskilling Navigation</b>	Formal role in a wider partnership helping students and workers explore, apply, enroll and complete upskilling training programs in a specific region or market.	Lancaster Works Referral and Support of the Career Ready Lancaster! initiative





## In session 2, we will:

- Welcome and review previous session (10 minutes)
- Review common roles ESEs play in the direct placement with on-the-job training (20 minutes)
- Learn from a peer case study of another ESE implementing this approach (30 minutes)
- Discuss key considerations, opportunities, and challenges related to financing, measuring, and operationalizing this model (30 minutes)



# Unit 2.1: Review Session 1

(10 minutes)





## Session 1 Review Quiz

- Question 1 (True or false) Upskilling programs are strictly focused on general work-readiness skills and education.



# Q1: False – REDF's Upskilling Maturity Framework



## Upskilling Maturity Framework

## Description

### 4. Transformative

Provide advanced learning and skill certification in competitive career fields that provide not just a permanent job but a high growth career path

### 3. Competitive

Offer opportunities to build technical and vocational skills, and learn skills outside of ESE's area to prepare for permanent job related to their experience or interests

### 2. Foundational

Offer opportunities to learn on-the-job skills related to their ESE role, begin building related credentials and achieving certifications, and offer job readiness training to prepare for job transition

### 1. Basic

Focus on building basic job readiness skills to help employees maintain their ESE role and begin to demonstrate employability, learning the basic components and function of employment





## Session 1 Review Quiz

- Question 2: Name one of the Upskilling approaches.



## Q2: The Five Upskilling Approaches



Model
<b>1. Direct Placement into Corporate Training Programs:</b> Direct placement pipelines with employers that provide structured career paths and advancement opportunities to quality jobs that offer living wages, benefits, and ongoing skills training.
<b>2. Skills Training:</b> High quality, industry validated training programs that lead to recognized certificates or credentials and in-demand, quality jobs. These can be provided by public institutions of higher education or private training providers.
<b>3. Pre-Apprenticeship:</b> Structured curriculum that prepares clients to enroll and successfully complete RAPs. These programs are often developed and/or validated by local Registered Apprenticeship Programs (RAPs) and are sometimes registered with state or federal apprenticeship agencies.
<b>4. Registered Apprenticeship:</b> Structured training program that includes on-the-job training in a specific occupation combined with related classroom training, has an employer sponsor, and has approval from the US DOL or State Apprenticeship agency to operate.
<b>5. Upskilling Navigation:</b> Formal role in a wider partnership helping students and workers explore, apply, enroll and complete upskilling training programs in a specific region or market.



Unit 2.2: Review and discuss  
common roles ESEs play in  
the direct placement to  
corporate training model.

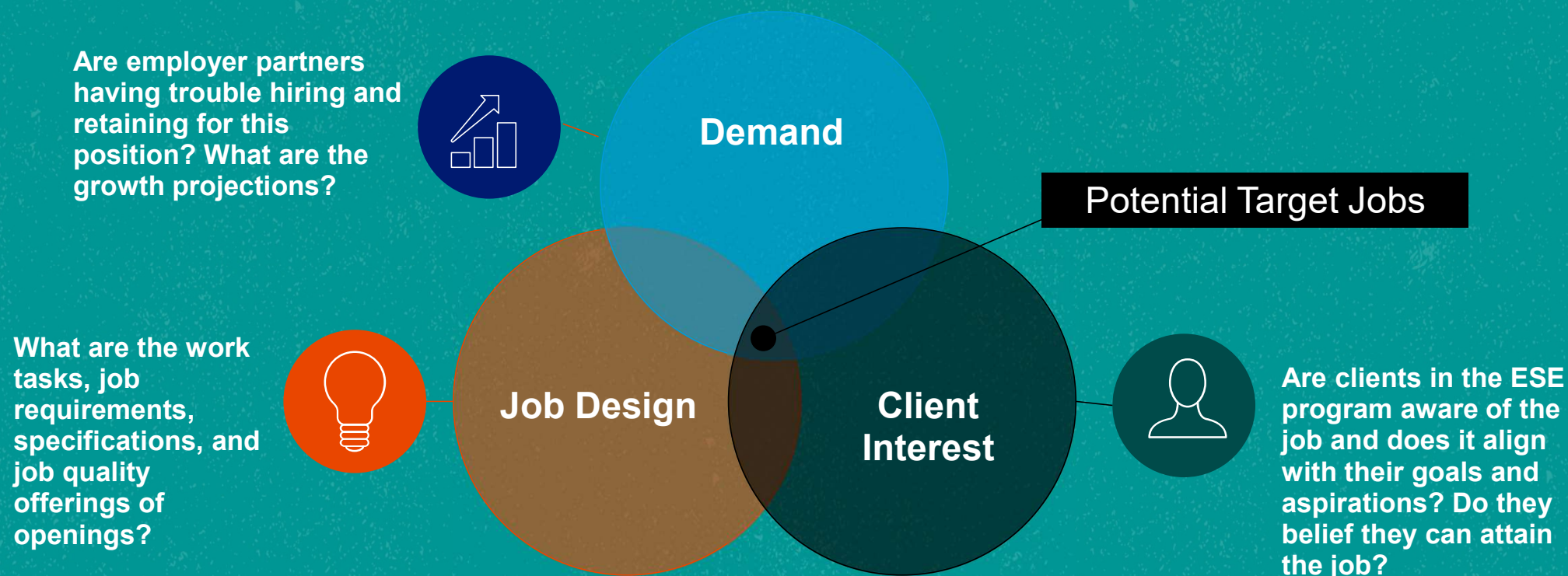
(20 minutes)

# Model #1: Direct Placement into Corporate Training Programs

**Formalized** placement pipelines with employers that provide **structured career paths and advancement opportunities to quality jobs** that offer living wages, benefits, and ongoing skills training.



# Identifying Target Roles





# Seven Steps to Identifying Target Roles

1. **Regional Demand:** Which occupations in our market are employers struggling to find and retain workers?
2. **Job Analysis:** What are the work tasks, job requirements and job specifications for these high demand occupations?
3. **Job Quality:** What are typical wages, benefits, schedules, and other job quality offerings?
4. **Track Record:** What are some of the best jobs that typical alumni of our programs enter into? Which jobs feel adjacent to our program's current curriculum, work experience, and current partners?
5. **Interests and Aspirations:** Which jobs are best aligned with the strengths, interests, job quality priorities, and goals of clients in my program?
6. **Knowledge, Skills, and Abilities:** Do the ESE clients in my program have or can reasonably attain the required knowledge, skills, and abilities (KSAs)?
7. **Lived Experience:** Do employers and hiring managers for this target job typically view the lived experience of my clients as an asset, a liability, or an automatic knockout?

# Promising Sectors

REDF



1. Manufacturing,  
Transportation,  
and Logistics



2. Technology  
professions that  
don't require 4-  
year degree to  
get started



3. Building and  
Construction  
Trades



4. Healthcare  
professions that  
value or require lived  
experience



# Direct Placement into Corporate Training Programs



1

Support clients through the job application process

2

Structured job placement and staffing partnerships

3

Support clients post placement (e.g., coaching, barrier removal)

4

Work with employers & clients to secure subsidies and tax credits (e.g., WOTC, WIOA)



# Unit 2.3: Peer Case Study

## Chrysalis Transitional Employment to CalTRANS

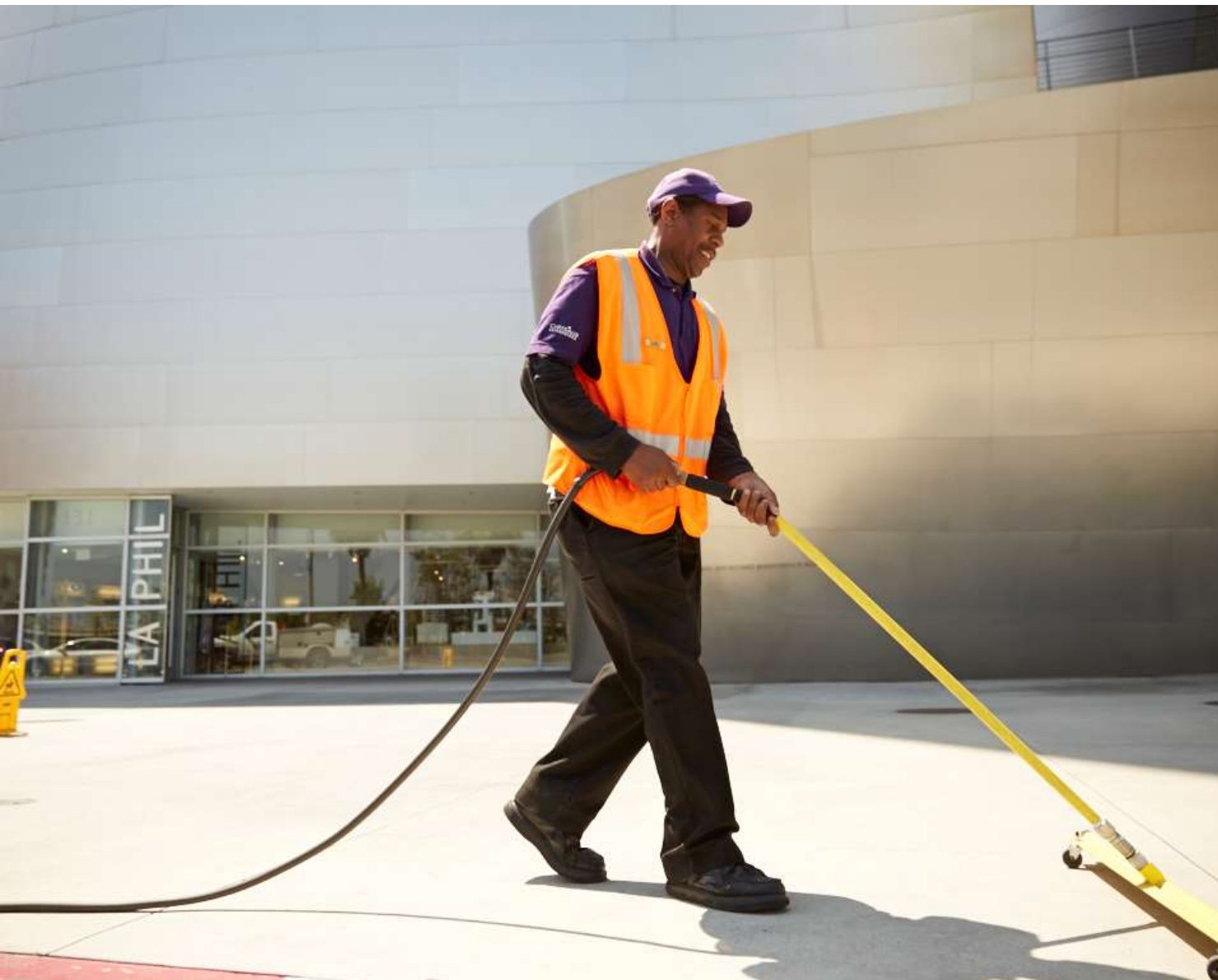
(30 minutes)



## **ABOUT CHRYSALIS**

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### 2021 Program Results & Social Enterprise Impact



  
**CHRYsalIS**  
a nonprofit organization **Changing Lives Through Jobs**

**Chrysalis serves people navigating barriers to the workforce** by offering a job-readiness program, individualized supportive services, and paid transitional employment. We empower our clients on their pathway to **stability, security, and fulfillment in their work and lives.**





Since 1984, Chrysalis has  
served more than  
77,000 individuals at our  
five centers and locations  
throughout Southern California.

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**1,553** clients secured employment.  
**1,611** worked a transitional job with us.

*2021 program results & social enterprise impact*



“ I want to thank Chrysalis for **backing me up and giving me a future.** I didn't think I was going to have a future. Two years later, I'm a Caltrans employee!

**-Dave**

## CLIENT DEMOGRAPHICS

**In 2021, over 6,000 talented and resilient individuals accessed services at one of our five locations across Southern California.** By gaining an understanding of each individual's unique past and present circumstances, our staff can equip clients with the resources and support they need to succeed.

**100%** low-income

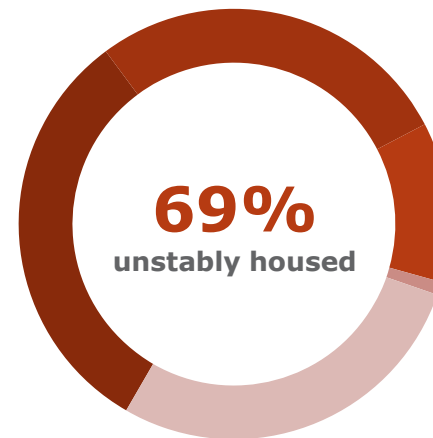
**69%** unstably housed

**63%** high school education or less

**56%** justice-involved

**35%** have children under 18

HOUSING  
AT START OF PROGRAM



- 34% experience homelessness
- 26% living with friends or family
- 7% residential program
- 2% hotel or motel
- 28% permanently housed





“My Employment Specialist told me not to second guess myself. **She reminded me to always move forward,** and she made me believe in who I am today.”

**-Flomanda**



## JOB-READINESS CLASSES & RESOURCES

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- Job Search Ready** discusses hard and soft skills, the application process, and what steps come before starting the job search.
- Job Applications** guides clients through the different ways to search and apply for jobs, how to complete an application, and common application questions.
- Soft Skills *or* Soft Skills for Reentry** focuses on professional communication, networking, and challenging interview questions. Soft Skills for Reentry provides additional information for clients who have been impacted by the criminal justice system.
- Workplace Success** focuses being an employee, common workplace policies, and how to navigate difficult situations in the workplace.

Employment counseling

Job-readiness  
classes

Resume preparation &  
practice interviews

Online job application  
assistance

Computer lab & phone  
access

Work wardrobe &  
hygiene products

Transportation &  
scholarship funds

Transitional job  
opportunities

## CORE EMPLOYMENT PROGRAM RESULTS

In 2021, **2,456 hours** of core curriculum were conducted and a combined **3,994 resume writing and practice interview sessions** were held with clients by **117 program volunteers**.

**1,553** individuals secured employment in 2021 in a variety of industries.

74% of clients reached were still working after six months – a key milestone on their pathway toward retaining their job and self-sufficiency.



- 13% warehouse
- 16% other\*
- 12% construction/general labor
- 12% food service
- 11% maintenance/janitorial
- 7% retail/customer service
- 7% administrative
- 7% security
- 6% healthcare
- 6% transportation

*\*Includes entertainment, management, professional, technical, telemarketing, and undefined.*





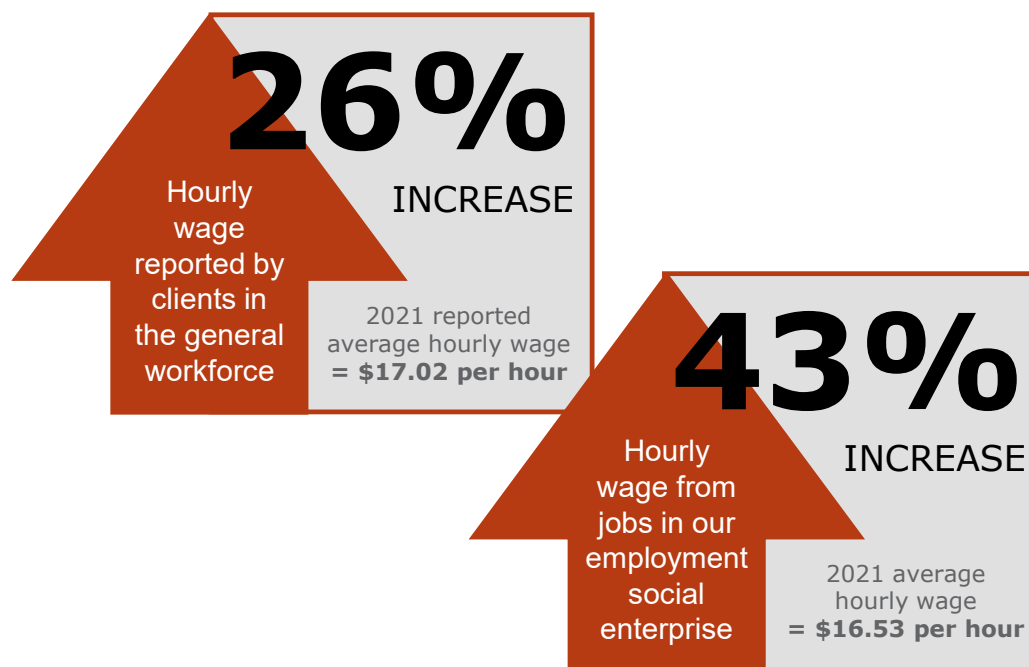
“ **I have a good job I don’t take for granted.** I can pay my bills. I can take care of my daughter and granddaughter. I can help my mother. I have a roof over my head. I have a vehicle... Life is beautiful. Today, I’m appreciative of life. I cherish life. I’m free.”

**-Ismael**

## JOB MARKET COMPETITIVENESS & HIGHER WAGES

Our core program empowers our clients to compete in the evolving job market and secure higher wages. We also partner with key entities with the same goal, including the **LA County Office of Diversion and Reentry** and the **United Way of Orange County**. Through these relationships, we launched the **Skills and Experience for the Careers of Tomorrow** and the **UpSkill** programs, both of which enhance our ability to prepare our clients to secure jobs in growing industries that pay family-sustaining wages and present opportunities for upward mobility.

### HOURLY WAGE GROWTH 2017 to 2021





“ I’m very grateful for everything I have in my life right now and everyone who has helped me – but also, **if it wasn’t for me putting the foot work in, none of this would be happening.** I was willing to try something new to get my foot back in the door when it comes to work. **Every day, I tell myself to just *keep pushing forward.***”  
-Gerardo



## OUR SOCIAL ENTERPRISE

Chrysalis has four employment social enterprise business divisions which offer transitional jobs to clients, giving them the opportunity to earn a paycheck and develop marketable experience and occupational skills within a supportive work environment as they continue to search for employment.

A transitional job with one of our business lines is often the steppingstone clients need to move on to employment outside of our organization.

**In 2021, Chrysalis announced Safekeeping as the newest division of its Employment Social Enterprise.**



Staffing &  
Direct Hire



Works



Roads



Safekeeping

# 1,611

individuals worked a transitional job with Chrysalis, making an average of

# \$16.53

an hour, for a cumulative sum of

# \$17.4m<sup>+</sup>

in wages earned by Chrysalis clients.

*\*2021 program data*

## CHRYsalis STAFFING est. 1991 & DIRECT HIRE PROGRAM est. 2015

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### Types of Jobs

- Janitorial
- Hospitality
- Warehouse
- Clerical

### Largest Customers

- Disneyland Resort
- John Stewart Company
- Gwen
- The Midnight Mission
- Shake Shack
- Skid Row Housing Trust
- SRO Housing Corporation
- Thermal-Vac Technology

**For over 30 years,  
Chrysalis has been  
connecting clients to  
temporary and temporary-  
to-permanent jobs. An  
increasing number of  
employers are utilizing our  
Direct Hire program.**



## CHRYSALIS WORKS est. 1994

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### Types of Jobs

- Street maintenance services
- Graffiti & trash removal
- Cleaning services

### Customers & Partners

- Business Improvement Districts

**Through contracts primarily with Business Improvement Districts, for nearly 30 years, we have been employing clients on street maintenance teams, providing street sweeping, pressure washing, and refuse removal services.**





## CHRYsalIS SAFEKEEPING est. 2021\*

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### Types of Jobs

- Cleaning services
- Storage facility services

### Customers & Partners

- The Weingart Center
- LAHSA – The Bin locations

\*Chrysalis has been providing these services for many years as a division of Chrysalis Works; we are now excited to spin them off into their own business line to accommodate continued growth.

**Safekeeping encompasses our contracted housekeeping and safe storage (Bin) services, providing clients with housekeeping and janitorial work and jobs at three free, safe storage facilities where housed and unhoused patrons can store and access their personal property.**



## CHRYSLIS ROADS est. 2016

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### Types of Jobs

- Litter Abatement
- Brush Removal
- Special Clean-Ups

### Partners

- City of Los Angeles
- Butte County
- Caltrans – State & Local

**In partnership with Caltrans, the Los Angeles Mayor's Office of Reentry, and Butte County Office of Education, Roads hires people impacted by the criminal justice system to work on freeway maintenance teams.**



# CHRYsalIS ROADS TO CALTRANS PIPELINE

## Training

- On-the-job training conducting various types of operations alongside Caltrans
- Safety Tailgates and Quarterly Safety Refreshers
- Caltrans Maintenance Certification

## Caltrans

- Caltrans Yards inform BCOE staff of upcoming job openings
- Offer feedback to our clients and help identify standout Chrysalis clients

## Caltrans Application Day

- Conducted by BCOE Support Service Coordinators and Chrysalis Job Coaches
- Offer group or 1:1 appointments
- Ensure applications are fully submitted and that requirements are met (i.e., Driver's License)

## Retention

- Offer retention services to all Chrysalis clients
- Check-Ins: 1-Month, 3-Months, and 6-Months
- Opportunities for past clients to be speakers to help motivate current participants







“ When you’re in prison, you’re referred to as ‘inmate,’ and it doesn’t feel like you’re viewed as a person. **I felt like I was a person when I walked into Chrysalis.**”

**-Graham**

## OUR CENTERS & LOCATIONS



### **Downtown Los Angeles**

522 S. Main St.  
Los Angeles, CA 90013  
(213) 806-6300



### **Orange County**

290 S. Anaheim Blvd.  
Anaheim, CA 92805  
(714) 204-3000



### **San Fernando Valley**

13545 Van Nuys Blvd. #1  
Pacoima, CA 91331  
(818) 794-4200



### **Inland Empire**

1450 E. Cooley Dr.  
Colton, CA 92324  
Walk-Ins: M-F, 6am-3pm



### **Santa Monica**

1853 Lincoln Blvd.  
Santa Monica, CA 90404  
(310) 401-9400



### **Chrysalis at DOORS**

Reentry Opportunity Center  
3965 S. Vermont Ave., 3<sup>rd</sup> Floor  
Los Angeles, CA 90037  
(323) 730-4442





“ It had been so long since I had done a formal interview... **learning how to talk to potential employers, even though I have this past, gave me the motivation to get back on track.**”  
-Stephanie



# Unit 2.4: Measuring Impact of the Direct Placement Approach

(10 minutes)

## Measurement Approach



Approach
<b>Corporate Training Programs:</b> Formalized, direct placement with employers that provide structured career paths and advancement opportunities to quality jobs that offer living wages, benefits, and ongoing skills training.
Potential Measure
<ul style="list-style-type: none"><li>• # of client completing corporate training program</li><li>• # of clients experiencing wage progression after 6 months</li><li>• # of repeat employer customers</li><li>• Others?</li></ul>

# Unit 2.5: Financing the Direct Placement Approach

(10 minutes)



## Recommended uses and applications for each category



Category 1: One Time Grants and Contracts
<ul style="list-style-type: none"><li>• Planning and identifying target jobs and employers (e.g., 7 questions)</li><li>• Refining work-readiness training and transitional job program design to align with target job.</li><li>• Developing employer relationships, understanding their pain points, and hiring process.</li></ul>

Category 2: Earned Revenue
<ul style="list-style-type: none"><li>• <b>Placement fee</b> contracts with partner employers</li><li>• Could include 90- or 180-day retention contingency</li></ul>

Category 3: Recurring Public Sector Funds
<ul style="list-style-type: none"><li>• <b>WIOA On-the-Job Training Contracts (OJT):</b> Reimburse employers up to 50% wages for first 6 months</li><li>• <b>TANF Expanded Subsidized Employment:</b> Up to 100% of wages for up to 12 months</li><li>• <b>SNAP E&amp;T:</b> 50% reimbursement for non-federal funds (for transitional employment portion).</li></ul>

# Unit 2.6: Wrap Up and Next Session

(10 minutes)





- What is one thing you can take away from today?
- What is one thing you wish you heard more about?
- Session 3: Preview



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# End of Session 2