



Session 3: Skills Training

Tuesday, April 18th, 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
Monday, April 17 Direct Placement into Corporate Training Programs	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
Tuesday, April 18 Skills Training	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
Wednesday, April 19 Pre-Apprenticeship	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
Thursday, April 20 Registered Apprenticeship	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
Friday, April 21 Upskilling Navigation	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

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



In this session, we will:

- Review previous session (10 minutes)
- Discuss common skills training models ESEs are participating in across the US (20 minutes)
- Review the Civic Makers Solar Training case study (30 minutes)
- Discuss key considerations, opportunities, and challenges related to financing, measuring, and operationalizing this model (30 minutes)



Unit 3.1: Review Session 2 – Direct Placement into Corporate Training Programs

(10 minutes)



Session 2 Review Quiz

- Question 1 (True or false) The direct placement into a corporate training program model is when an ESE participant successfully completes transitional employment and finds any permanent, unsubsidized job.



Q1: False

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.



Session 2 Review Quiz

- Question 2: What one of the recurring government funding opportunities that can be used in the direct placement into corporate training program model?





Q2: What one of the recurring government funding opportunities that can be used in the direct placement into corporate training program model?

**Category 1:
One Time Grants and
Contracts**

- Planning and identifying target jobs and employers (e.g., 7 questions)
- Refining work-readiness training and transitional job program design to align with target job.
- Developing employer relationships, understanding their pain points, and hiring process.

**Category 2:
Earned Revenue**

- **Placement fee** contracts with partner employers
- Could include 90- or 180-day retention contingency

**Category 3:
Recurring Public Sector
Funds**

- **WIOA On-the-Job Training Contracts (OJT):** Reimburse employers up to 50% wages for first 6 months
- **TANF Expanded Subsidized Employment:** Up to 100% of wages for up to 12 months
- **SNAP E&T:** 50% reimbursement for non-federal funds (for transitional employment portion).

ARPA = American Rescue Plan Act



- ARPA State and Local Relief Funds (SLRF)
- Obligated by 2024
- Expended by 2026
- Example:
 - Opportunity Now Colorado

 Opportunity Now

Opportunity Now Colorado

*\$85M grant program funded through the Colorado
Office of Economic Development and International Trade (OEDIT)*



COLORADO
Office of Economic Development
& International Trade



Unit 3.2: Discuss common
roles and skills training models
ESEs are participating in
across the US

(20 minutes)

Skills Training:

High quality, industry validated training programs that lead to **recognized certificates or credentials** and in-demand, quality jobs.

These can be provided by ESEs, public institutions of higher education, other community-based organizations, or private training providers.

Upskilling Model #2

Skills Training

REDF

1

Provide directly, tailored to specific career path

2

Navigation and enrollment support services

3

Finance course and certification fees

4

Provide wrap around support / stipends during training

5

Work with providers to get skills training subsidies (e.g., TANF, WIOA)

Multiple Delivery Models



**Cohort-based, in person
classroom settings with
“synchronous”
curriculum**



**Cohort-based virtual or
hybrid settings**



**Hands on training in
simulated work
environments**



**Classroom training where
ESE client attends
courses with non-ESE
clients**



**Self-directed online learning with
tutoring and other support**

Unit 3.3: Peer Case Study

Civic Works Center for Sustainable Careers

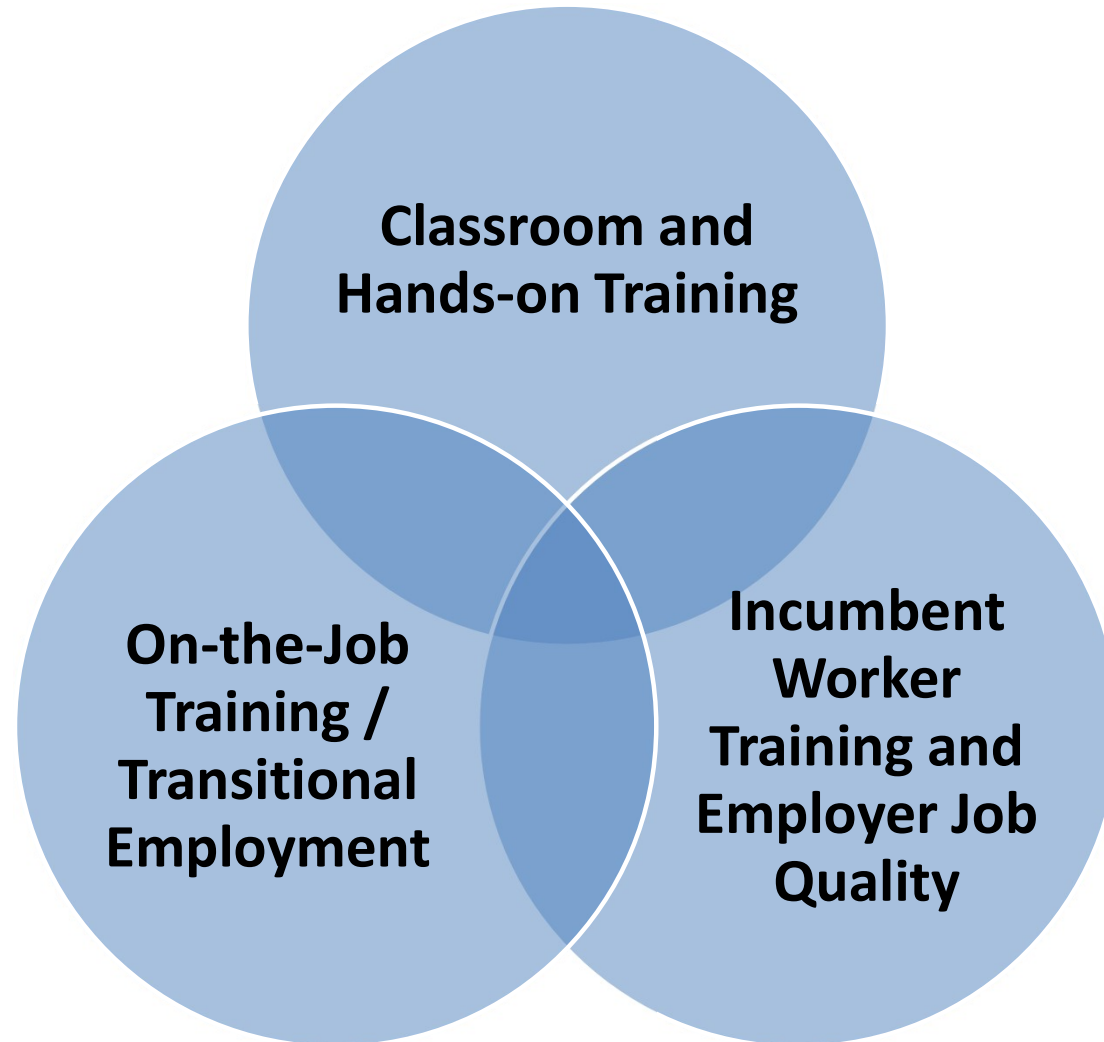
(30 minutes)

Civic Works' Center for Sustainable Careers (CSC)

A program of the non-profit Civic Works in Baltimore

- CSC is expanding access to family-sustaining careers for Baltimore residents facing systemic inequity. We support Baltimore residents in building the skills needed to secure quality employment, and employers around investing in their workers and advancing equity across their practices.
- Sector-based Training Tracks:
 - Solar Energy Installation (2016)
 - Utility Infrastructure (2019) and Remediation (2003) [Optional OJT]
 - Roofing (Future)

Three Part Model

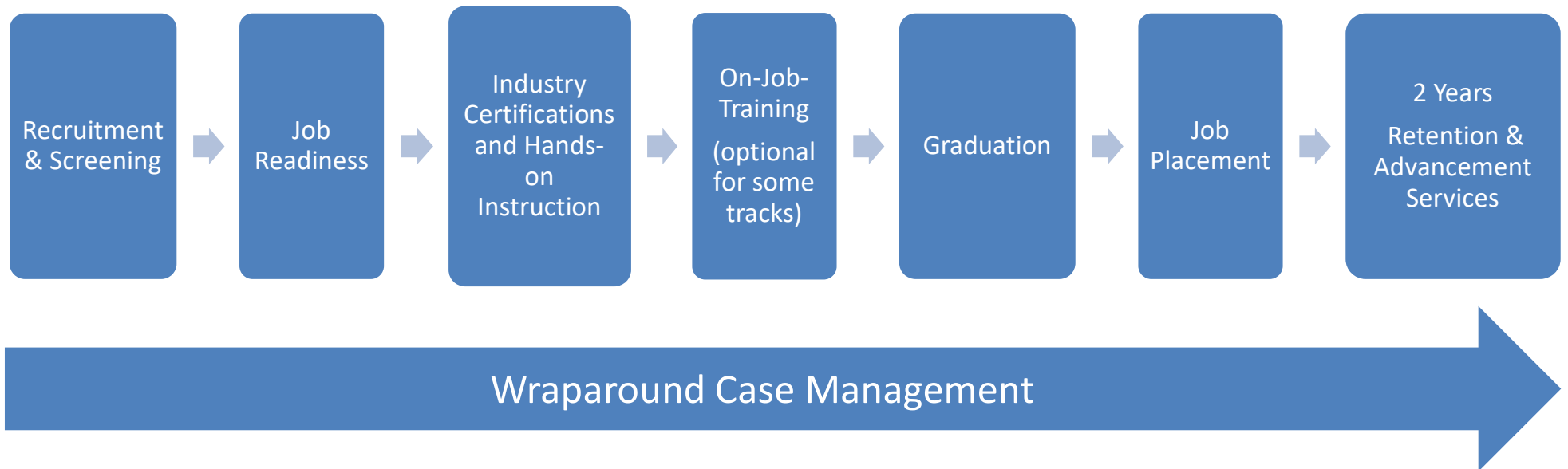




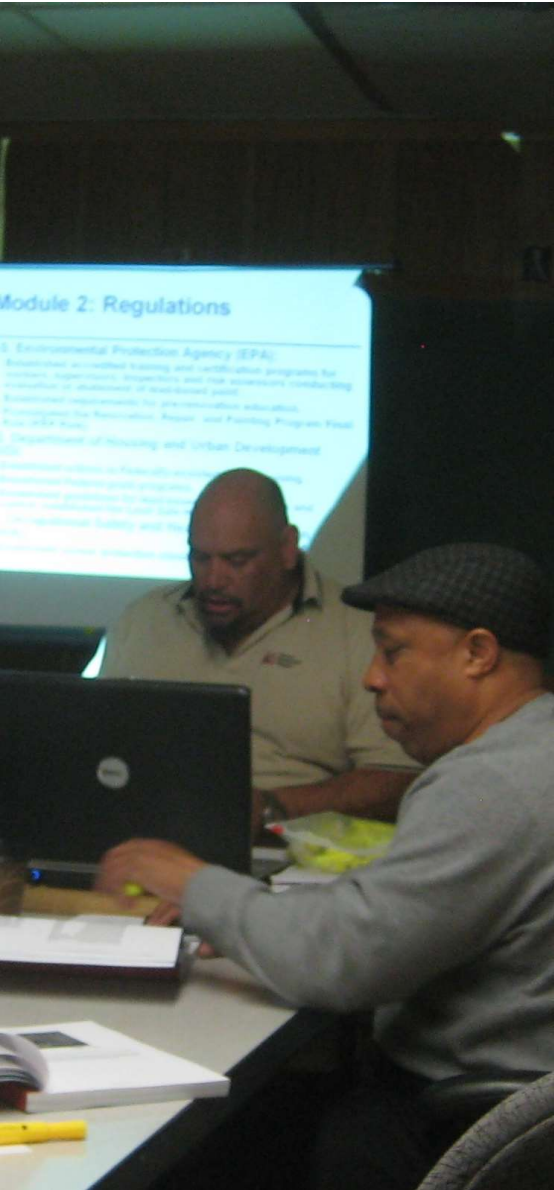
Green Construction Sector Benefits

- No formal education requirements
- Knowledge, skill and certification requirements
- Graduates qualify for mid-skill positions with higher wages
- Growing industry with sufficient need for trained workers
- We can provide participants with a competitive advantage during the training period

Program Structure



Classroom and Hands-on Training



Certifications

Solar Installer

- OSHA 30 Hr
- Incumbent worker NABCEP PVA and PVIP

Utility Infrastructure and Brownfields

- OSHA 30 Hr, OSHA Equipment Operations, OQ Preparation
- HAZWOPER OSHA 40 Hr, Asbestos Abatement



Hands-on Training

- Participants learn best by doing
- Use contextualized learning to cover key math and science concepts
- Use hands-on assessments to measure competency



Example Solar Knowledge and Skills Topics

- Solar and electricity fundamentals
- Rafter finding
- Flashing, rail and module installation
- Cutting rail
- Shading Analysis
- Inverters and transformers
- System wiring
- Conduit installation, wire pulling, and wire stripping
- Connector crimping
- Grounding and ground rods
- Taking roof measurements
- Set 30' ladder and climb to roof
- Construct ballasted and ground mounted solar systems
- Monitoring systems

On-the-Job Training:

Social Enterprise
Transitional
Employment



What we do

- Energy efficiency direct installation measures, audits, and education
- Solar (alternative staffing model)
- Roofing (future)



Impact of On-the-Job Training

- One of the only installer training program with OJT in Maryland
- The unparalleled level of skills and experience helps graduates qualify for higher paying mid-skills positions
- Allows staff to strongly vouch for a participant's skills, trustworthiness and professionalism
- Allows for skill building in a supportive work environment

Direct Job Placement

- First source hiring with core employer partners
- Hold traditional interviews at training location
- Encourage employers to assess applicants based on job relevant skills
- Civic Works' on-the-job training supervisor shares evaluations of participant performance and makes hiring recommendations



**Incumbent Worker
Training and
Employer Job
Quality**

Current Solar Incumbent Worker Offering

NABCEP PV Associate

- No prerequisites
- Written exam

NABCEP PV Installer Professional

- Experience and training prerequisites
- Written exam

Class Structure

- 40 hours held during the day or evenings
- Virtual instruction
- Held on a quarterly basis

Incumbent Worker Training

Employer Requirements

- Recommends the referred employee for a promotion / pay increase
- Pays the employee while they are in training

Preference

- Past Civic Works graduates
- Employers that hire Civic Works graduates

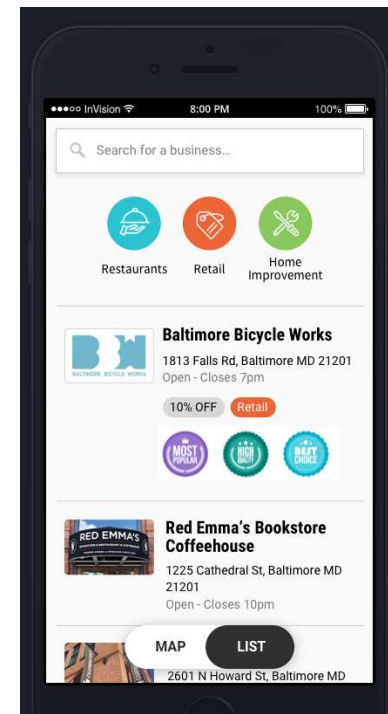
Cost

- Free for Civic Works graduates
- Discounted for non-graduates employed at partner employers

Employer Partner Benefits

For employers meeting job quality standards

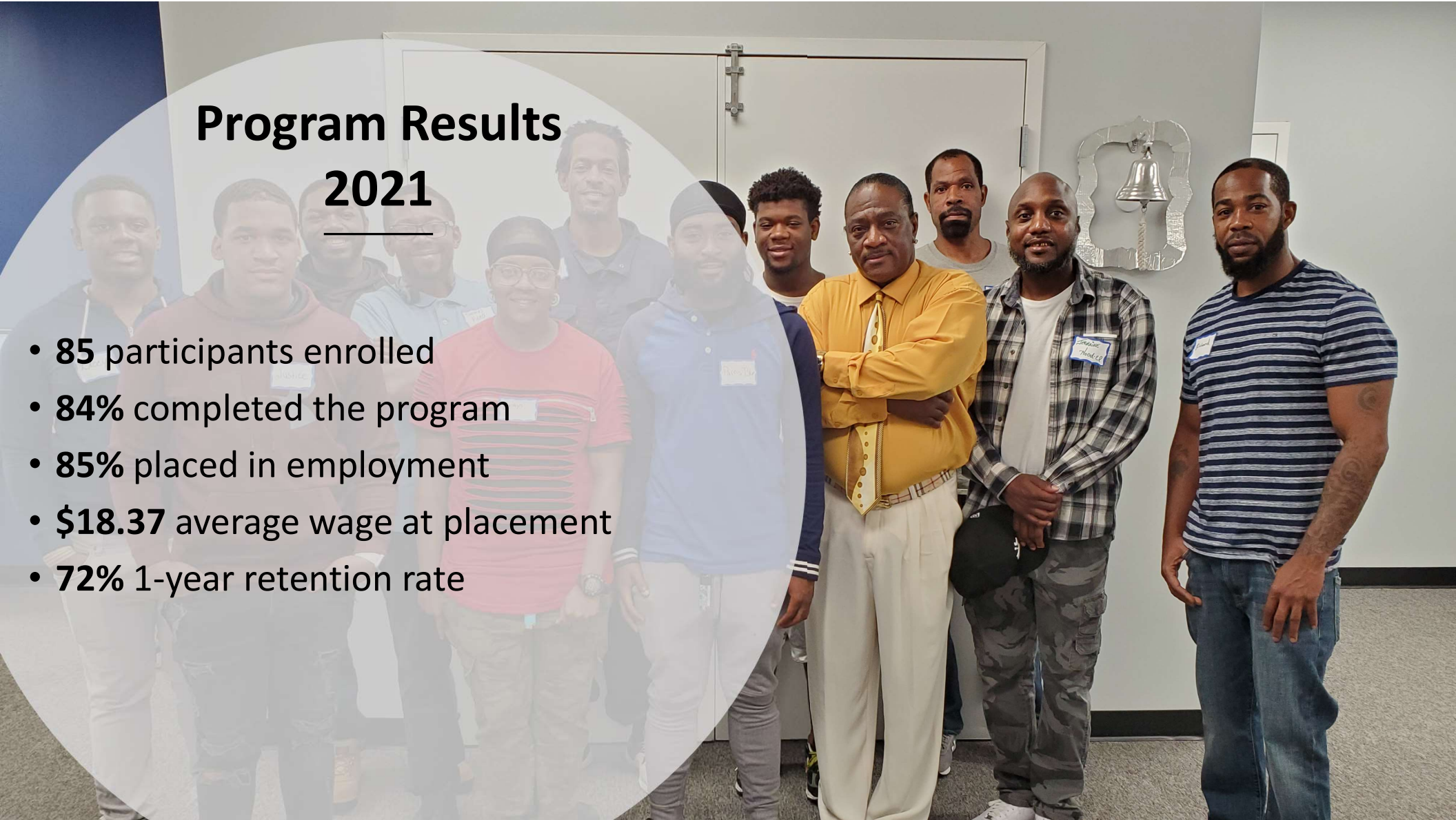
- Prioritized pre-employment sector-based training
- Prioritized incumbent worker training
- Good Business Works marketing
- Procurement preference [solar and weatherization]
- Coaching, goal setting, technical assistance, peer-to-peer learning, and best practice dissemination



Program Results

2021

- 85 participants enrolled
- 84% completed the program
- 85% placed in employment
- \$18.37 average wage at placement
- 72% 1-year retention rate



How might our ESE participate in this model?

REDF

1

Provide directly, tailored to specific career path

2

Navigation and enrollment support services

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Breakout (10 minutes)

How is / might your ESE
participate in the skills training
model?

Unit 3.4: Understanding quality of Skills Training programs

(10 minutes)

Skills Training Programs:

High quality, industry validated training programs that lead to **recognized certificates or credentials** and in-demand, quality jobs.

These can be provided by ESEs, public institutions of higher education, other community-based organizations, or private training providers.

What do we mean by “high quality”?

- **Employer Input**
 - Ensure Employer Input into Curricula
 - Timely Adjustment to Changing Employer Needs
 - Employer Feedback on Post-Grad Productivity and Retention
- **Outcomes Orientation**
 - Track and Benchmark Education and Workforce Success Outcomes
 - Effective Assessment of Student Skill Attainment (e.g., certification test)
 - Disaggregate Outcomes by Key Demographics
- **Internal Quality Control**
 - Learner satisfaction data collection and review processes
 - Trainer qualification criteria
 - Internal auditing and continuous improvement

Skills Training Programs Measurement



Definition

High quality, industry validated training programs that lead to **recognized certificates or credentials** and in-demand, quality jobs.

Potential Measures

- # of clients earning industry-recognized credential, certification, or degree.
- # and % of clients placed in training related jobs
- Average wage at placement

Unit 3.5: Financing Skills Training Programs

(10 minutes)

Recommended uses and applications for each category



Category 1: One Time Grants and Contracts
<ul style="list-style-type: none">• Planning and partner building• Developing curriculum• Purchasing equipment or other capital expenditures for classroom and simulated training environments• Running pilots

Category 2: Earned Revenue
<ul style="list-style-type: none">• Employer paid tuition assistance tax credit (up to \$5,250 tax credit (Section 127 of the Internal Revenue Code)• Income share agreements or outcomes loans• Placement fee contracts with partner employers. Could include 90- or 180-day retention contingency

Category 3: Recurring Public Sector Funds
<ul style="list-style-type: none">• WIOA Individual Training Accounts (ITAs): ~\$4,000 - \$10,000 scholarships paid to approved providers• WIOA Contract Ed or Customized Training: Workforce boards “buy out” cohorts of courses• TANF Welfare to Work Funded Education Scholarships• SNAP E&T: 50% reimbursement for non-federal funds (for transitional employment portion)

Unit 3.6: 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 4: Preview – Pre-Apprenticeship

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End of Session 3