



# Session 6: Upskilling Navigation

Friday, April 21<sup>st</sup> , 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 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 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 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 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 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

# 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)
- Define “Upskilling Navigation” and how ESEs can participate in these models (20 minutes)
- Review the Lancaster Works case study (30 minutes)
- Discuss key considerations, opportunities, and challenges related to financing, measuring, and operationalizing this model (30 minutes)



# Unit 6.1: Review Session 5 – Registered Apprenticeship Programs

(10 minutes)





## Session 5 Review Quiz

- Question 1: Plans this weekend?
- Question 2: What is one of the three “types” of Registered Apprenticeship?



# Three Types of Registered Apprenticeship

## 1) Time-based



Traditional approach that takes 1-6 years.

Apprentices are required to complete a minimum number of hours of on-the-job learning and related technical instruction based on requirements listed in an occupational standard defined by their employer.

## 2) Competency-Based



An apprentice's progress through the on-the-job learning portion of their apprenticeship is measured solely on their attainment of required competencies, verified by the employer.

Apprentices must also complete related supplemental instruction.

## 3) Hybrid



Blend of the previous two approaches.

Employers define the required competencies and the range of hours within which they believe apprentices should gain those competencies.



# Registered Apprenticeship Programs (RAPs)

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**.



# Registered Apprenticeship Programs (RAPs)

- Must work for at least 2,000 hours (about one year)
- 144 hours of related technical instruction for every 2,000 hours of work
- Three types of programs and standards:
  - 1) time-based
  - 2) competency-based
  - 3) hybrid

# Three Types of Registered Apprenticeship

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## BROWSE BY INDUSTRY

Many of the nation's most recognizable companies have effectively integrated apprenticeship into their workforce development strategy. Explore industries to learn more about success stories of occupations companies are leveraging in apprenticeship and to access valuable resources.




**Advanced Manufacturing**

EXPLORE




**Agriculture**

EXPLORE




**Construction**

EXPLORE




**Cybersecurity**

EXPLORE




**Education**

EXPLORE




**Energy**

EXPLORE




**Financial Services**

EXPLORE




**Healthcare**

EXPLORE




**Hospitality**

EXPLORE




**Information Technology**

EXPLORE



**Telecom**

EXPLORE



**Transportation**

EXPLORE

## ADVANCED MANUFACTURING



DOWNLOAD

- Advanced Manufacturing
- Agriculture
- Construction
- Cybersecurity
- Education
- Energy
- Financial Services
- Healthcare
- Hospitality
- Information Technology
- Telecommunications
- Transportation

Advanced manufacturing companies face complex workforce challenges in an increasingly competitive global marketplace. Registered Apprenticeship is employers' proven solution for recruiting, training, and retaining world-class manufacturing talent in good, quality jobs. In 2021, there were 23,899 registered apprentices in advanced manufacturing occupations, increasing 73% over the last eight years<sup>(1)</sup>

"Through customized training, our apprentices build their skill sets working directly with our equipment, enabling them to become very efficient in supporting the Mack Trucks manufacturing facility as they progress through and complete the program."

Thomas Combos, Maintenance Manager, Mack Trucks Lehigh Valley Operations

### High-Demand Apprenticeship Occupations



- Aerospace Engineer
- CNC Machine Operator
- Tool and Die Maker
- Plastics Fabricator
- Mechanical Engineering Technician
- Mechatronics Technician
- Precision Machinist
- Industrial Manufacturing Technician
- Maintenance Mechanic
- Robotics Technician
- Quality Technician

To explore more apprenticeship occupations in the Advanced Manufacturing industry, view our [Occupation Finder](#)

### Competency-Based Occupational Frameworks

In collaboration with the Urban Institute, we offer national frameworks for occupations in this industry that are consensus based, meaning they are drafted in cooperation with employers, educators, and other workforce and training experts. Employers and businesses can use these frameworks to fast-track the development of their registered apprenticeships. The frameworks are competency based rather than time based, meaning that abilities are emphasized over memorized knowledge or skills. The result is high-quality, competency-based occupational frameworks (CBOFs) that are freely available for all to use. CBOFs are available for the following occupations:

- Additive Manufacturing Technician (MS Word)
- Industrial Maintenance Mechanic (MS Word)
- Industrial Manufacturing Technician (MS Word)
- Mechatronics Technician Engineer Basic (MS Word)
- Mechatronics Technician Engineer (Intermediary) (MS Word)
- Stamping Press Operator (MS Word)
- Tool and Die Maker (MS Word)

## Required Partners: *Potential ESE Roles*

- **Employer sponsor(s):** Hires apprentice and provides on-the-job training.
- **Local Education Agency (LEA):** Provide or sanction the classroom hours.
- **US DOL or State Apprenticeship Agencies:** Help construct standards, register apprentices, and (sometimes) provide formula and grant funding.

## Optional Partners:

- **Training provider:** Provide classroom hours, sanctioned by LEA.
- **Intermediary:** Project management, partner coordination, talent sourcing, wrap around services
- **Community-based organization:** Pre-apprenticeship, talent sourcing, wrap around services
- **Workforce development boards:** Funding, coordination, talent sourcing, wrap around services.
- **Federal/state/philanthropic agencies:** One-time or ongoing formula funding



Unit 6.2: Define “Upskilling Navigation” and how ESEs can participate in these models

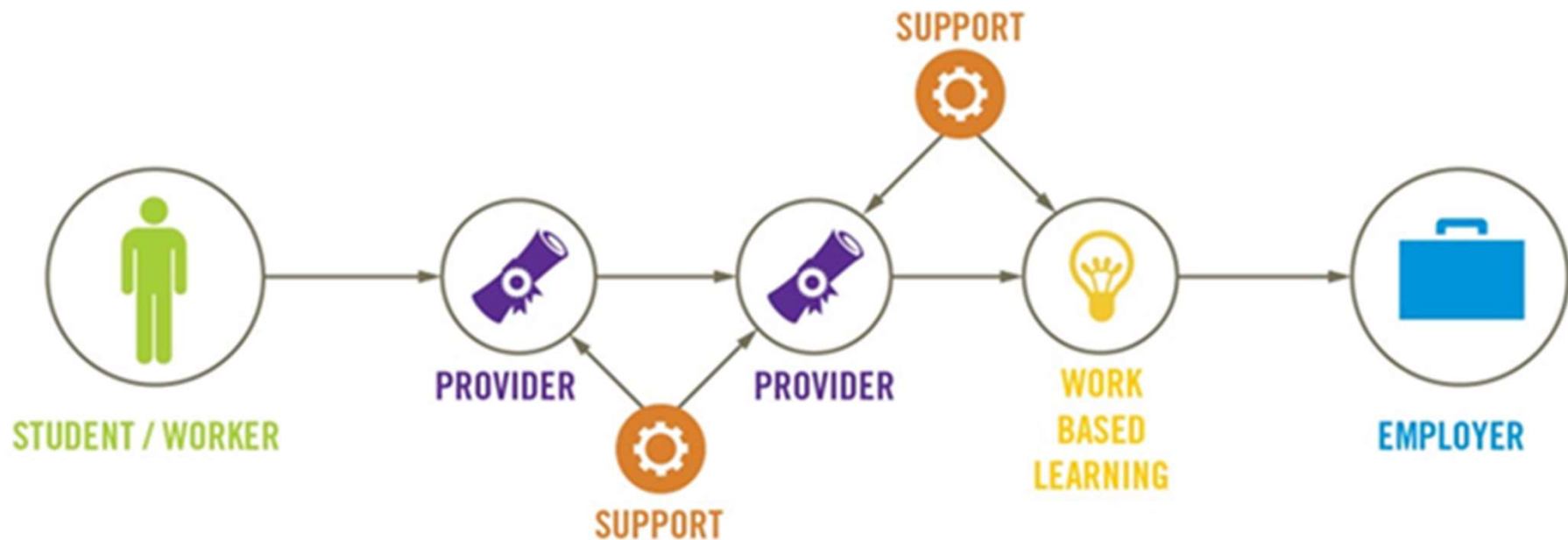
(10 minutes)

# 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.**



# Upskilling Navigation – Facilitating Forward Progress on the Talent Pipeline



# Upskilling Model 5

## Upskilling Navigation



1

Career exploration and awareness workshops, assessments, and offerings

2

Certified registered apprenticeship navigator

3

Outreach, pre-screening and referral to education and employer partners

4

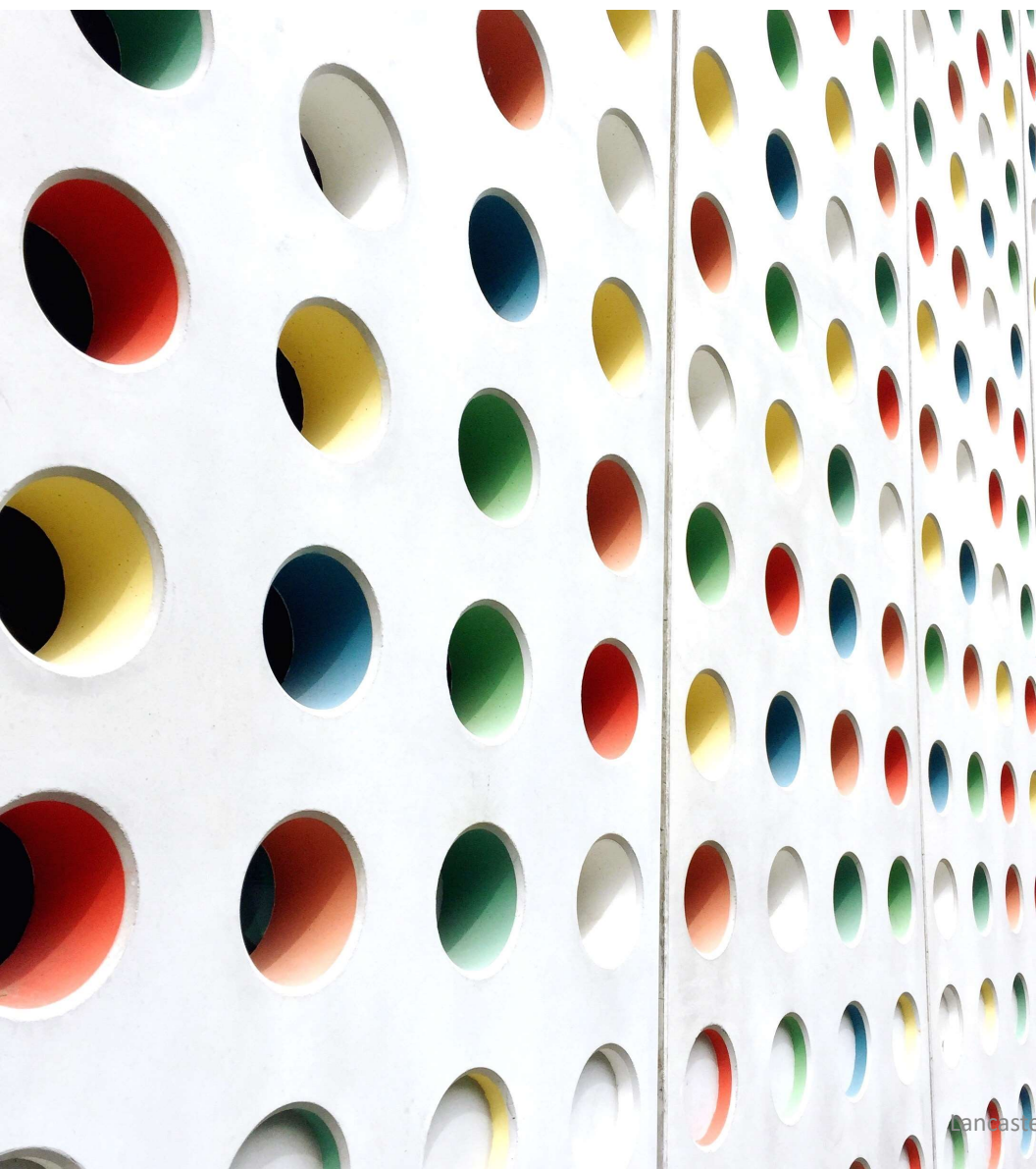
Provide wrap around support to clients enrolled in Upskilling Programs



# Unit 6.3: Peer Case Study

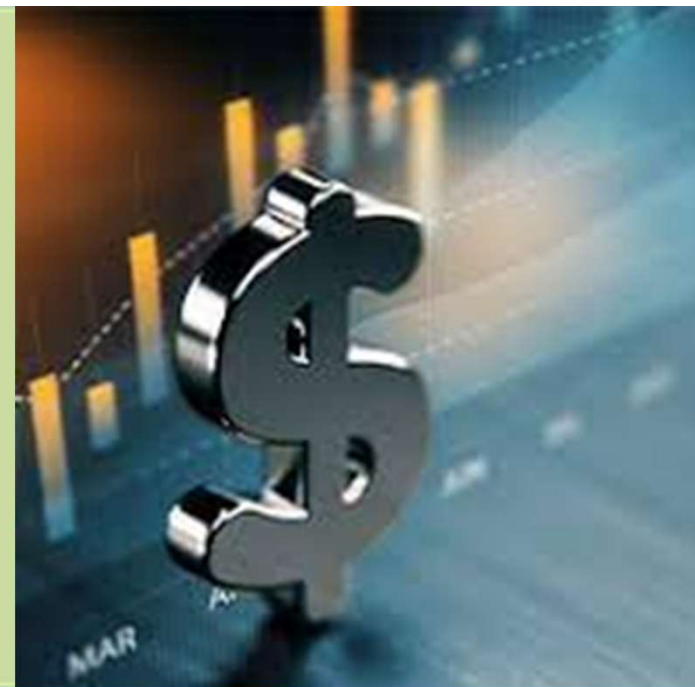
Lancaster Works and Career  
Ready Lancaster

(30 minutes)



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(717) 229-TEST  
[WWW.LANCASTER.WORKS](http://WWW.LANCASTER.WORKS)





Lancaster Works is Lancaster County's first and only Social Enterprise B Corporation Workforce Development/Employment agency, that happens to be Minority owned. We exist to provide our Diverse population Equitable access to the resources and support needed to create an Inclusive economy that works for everyone. As such we play a leadership role the creation of a Workforce Development Collective Impact Partnership that is designed to help our people maximize their earnings potential through a career that provides a livable-wage!

Lancaster Works

**LANCASTER**  
**WORKS**  
Jobs. Support. Transformation.



Lancaster Works custom designs Individual Development Plans that are matched with your unique talent that will equip you with everything you need to pursue a well-paying career that will enable you to achieve a quality of life that you and your entire family can be proud of and build a legacy that will be passed on to the next generation and the next...

Lancaster Works co-creates with you an Individual Development Plan which will serve as a blueprint that prepares our people for Professional and Personal success:

You are provided the following:

- Personal & Career Assessments
- Career/Life Navigation Support
- Apprenticeship Opportunities
- Transportation
- Housing Assistance
- Childcare Assistance
- Financial Literacy Assistance
- Life-long Development Support





## 1. Common Agenda

All the partners in a Collective Impact Partnership must have a common understanding of the problem and a shared vision for change.



## 2. Mutually Reinforcing Activities

Although the partners to a Collective impact Partnership may have different approaches to the problem those varying methods will be coordinated through a joint plan of action.

Lancaster Work is at the center of a Workforce Development Collective Impact Partnership that's designed to provide everyone equitable access to the training and support they need to obtain and retain a livable-wage career!



### 3. Continuous Communication

The partners to a Collective Impact Partnership must maintain consistent and open communication to build the trust needed to maximize impact.

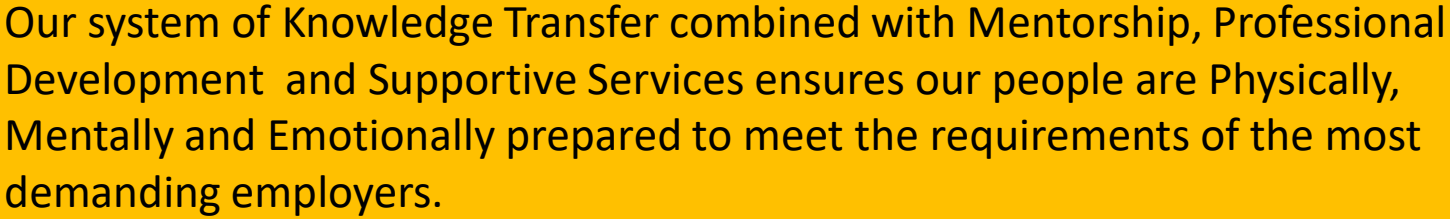
## 5. Backbone Organization

Separate organization(s) with staff, skills and resources are a must to coordinate the efforts of the partners into a cohesive seamless network.



## 4. Shared Measurement System

Collective Impact Partnership success is measure by a focus on performance management, collecting data and measuring results via a system of shared accountability.



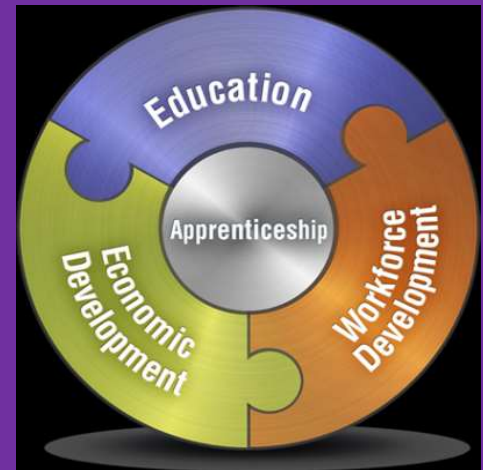


Extensive research has identified Registered Apprenticeships as the key to preparing our people for livable-wage careers.

The RA System will not only open the door to livable-wage careers, but it also accomplishes the following:

- ❖ Provides our people the skills that employers demand
- ❖ Provides our people with paid On the Job Training
- ❖ Create an Employer/Employee bond the leads to retention
- ❖ Provide increased wages as you become more proficient
- ❖ Provides nationally-recognized Journeyman credentials

**\*We at Lancaster Works are so certain about the power of Registered Apprenticeships that our leadership has completed training in the Registered Apprenticeship Navigator program and is now a Journeyman Apprenticeship Navigator to guide employers through the process of establishing and offering our people Registered Apprenticeships!**



**Registered Apprenticeships:**

- *Are one of America's most successful Workforce Development programs*
- *The RA Program is a key element in creating an economy that works for everyone.*
- *Our leadership has completed the Registered Apprenticeship Navigator Program.*
- *This equips Lancaster Works with the tools and knowledge to accelerate the establishment of Registered Apprenticeship Programs throughout the Region and the Nation.*







- 1. Do you need training to get a better career?*
- 2. Do you have obstacles that are standing in your way?*
- 3. Do you need help developing a career plan?*
- 4. Do you need help developing a life plan?*

*If you answered yes to one or more of these questions  
Lancaster Works is the answer! **www.Lancaster.Works***

**131 E Grant Street, Lancaster, PA 17602 \* (717) 229-TEST**



# Breakouts

What role is or might your ESE play in the upskilling ecosystem?



# Unit 6.4: Measuring Upskilling Navigation

(10 minutes)

## Measuring Impact of Upskilling Navigation



### Definition

**Formal role** in a wider partnership helping students and workers explore, apply, enroll and complete upskilling training programs in a **specific region or market.**

### Potential Measures

- # of clients enrolled in industry validated upskilling programs
- % of client referred that complete program
- Outcomes disaggregated by race and gender (ESE value proposition)



# Unit 6.5: Financing Upskilling Navigation

(10 minutes)

## Recommended uses and applications for each category



### Category 1: One Time Grants and Contracts

- Planning and partner building
- Developing technology, curriculum, and assessments
- Hiring and training staff
- Running pilots

### Category 3: Recurring Public Sector Funds

- **WIOA:** Workforce board RFP prime or sub
- **TANF/CDBG:** State or local RFP prime or sub
- **SNAP E&T:** 50% reimbursement for non-federal funds (for transitional employment portion)





## OPEN FUNDING OPPORTUNITIES

### Explore

#### Open Funding Opportunities

Active Grants and Contracts

Registered Apprenticeship  
Technical Assistance Centers  
of Excellence

Awardee Search

Past Grants and Contracts

State Tax Credits and Tuition  
Support

Workforce Innovation and  
Opportunity Act

## Open Funding Opportunities

Are you looking for open apprenticeship funding opportunity announcements? Open opportunities include grants and contracts issued by the U.S. Department of Labor designed to support apprenticeship expansion. Here you can find these opportunities to help you get started.

This information provided is summary information only. Official information is provided via [dol.gov/eta/grants](https://dol.gov/eta/grants), [grants.gov](https://grants.gov), and [sam.gov](https://sam.gov) as appropriate.

The U.S. Department of Labor is not the only federal agency providing Registered Apprenticeship and non-registered grants and contract opportunities. Please visit [grants.gov](https://grants.gov) and/or [sam.gov](https://sam.gov) to view all federally funded opportunities, and all amendments and frequently asked questions pertaining to a specific opportunity.

Type	Opportunity No.	Title	Open Date	Close Date	Summary
Contract	<a href="#">1605C2-23-R-00006</a>	Tier 1: 2023 Emerging Industries RFP	04/19/2023	05/19/2023	+
Contract	<a href="#">1605C2-23-R-00004</a>	Tier 2: RA Acceleration in Established Industries RFP	04/19/2023	05/19/2023	+

## Regional “Pay it Forward Funds” (Case Study)



**New Jersey Pay It Forward Fund:** The New Jersey Pay It Forward Program is a \$12.5M revolving training fund established by the State of New Jersey with support from Social Finance. It provides zero-interest, no-fee loans for participants to enroll in high-quality job training in healthcare, IT, and clean energy and infrastructure jobs. The fund is focused on those who may not have the savings to pay for training or the credit history for a loan.

Participants pay no upfront costs and receive **career navigation**, **living stipends** and **supportive services** including access to emergency aid funds and mental health counseling to help them succeed.

Similar funds have been established in San Diego using Income Share Agreements, Miami, Colorado, Indiana, and several more are in exploratory stages across the US, **representing \$100M+** of “upskilling funds” to be deployed over the next 5 years

Learn more [here](#).





# Unit 6.6: Wrap Up

(10 minutes)

# REDF's Upskilling Continuing Education Series



Sessions (1:00 - 2:30pm EST)	Definition	ESE Case Study
Monday, April 17 Direct Placement in Corporate Training Programs		Caltrans into CalTRANS Maintenance Programs
Tuesday, April 18 Skills Training		Center for Careers Education, Energy and Brownfields Programs
Wednesday, April 19 Pre-Apprenticeship		Exchange & construction Apprenticeship
Thursday, April 20 Registered Apprenticeship		Industries 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





- What is one thing you can take away from today?
- What is one thing you wish you heard more about?
- Other REDF Upskilling Offerings



# End of Session 6