



# Upskilling Continuing Education Series

April 12, 2023: Introduction to Upskilling

April 17 – 21, 2023: Exploring Five Upskilling Models

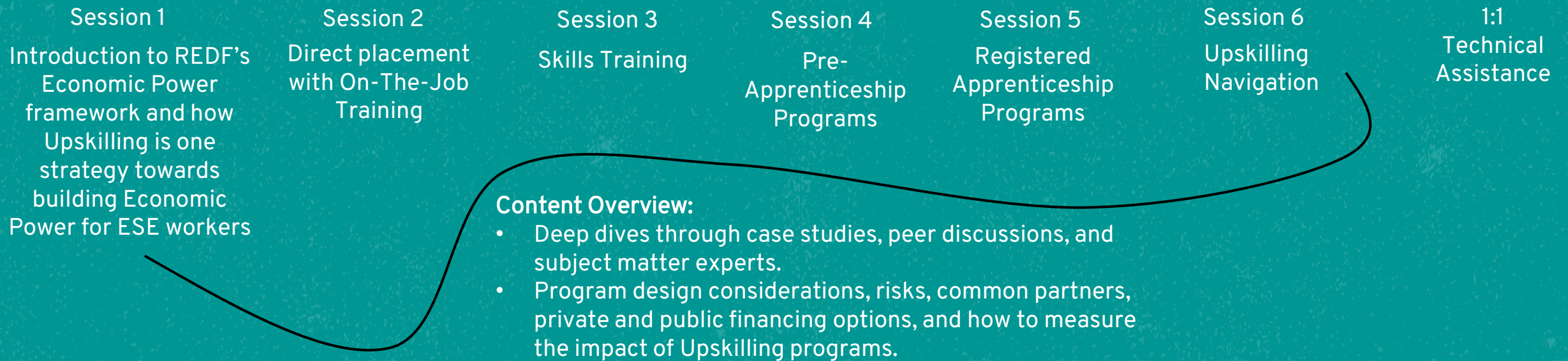
**REDF**  
An investment that works.

# **Unit 1.1: Building Economic Power through Upskilling**

(40 minutes)



# Upskilling Education Series Overview



**Target audience:** Program staff, managers, directors, and executives of ESEs that have established transitional employment operations and are looking to provide, improve, or expand programming that help ESE clients move to structured career paths toward quality jobs.

# Your Presenters



Andy Hall  
Trailhead Strategies



Galiana Fajardo  
Principal, REDF



Nicole Masters  
Senior Principal, REDF



## In this session, we will:

- Review REDF's vision for building economic power & its relationship with Upskilling
- Discuss innovative models on how ESEs are building economic power for ESE workers
- Broadly describe common Upskilling models ESEs are participating in across the US.
- Provide an overview of upcoming sessions.



Before jumping in, let's provide some background ...

# **At least 10M people in our country are left out of today's economy.**

Some because:

- The odds were stacked against them.
- They endured a poverty that took the esteem out of them.
- They made a mistake that shut some doors on them.

So we invest in businesses that exist  
to hire those who've been left out.

We call them: **"employment  
social enterprises"**.

..... • They are businesses with a  
social purpose ...

..... • ... and that purpose is to create jobs for  
overlooked talent.



At REDF, we believe ‘employment social enterprises’ are critical to building economic power for their workers ...

## Our definition of **Economic Power** is the ...



Ability for workers to be financially secure



Ability of workers to build long term wealth



Ability of workers to reap the financial benefits of their labor



Ability of workers to have control and self-determination over their livelihoods



# Why Economic Power?

REDF is on a journey in seeking to become an **antiracist** organization ...

... we're more hyperfocused on **transformational change** for ESE workers, not only a job

... One way we believe we can collectively achieve transformative change is through **economic advancement**

... **Upskilling** is one strategy to achieve this

# So while people in jobs is great, **people on pathways** is better ...

ESEs have – for decades – helped overlooked talent to build foundation skills to secure quality jobs. But employment alone is not enough in today’s labor market. So we’re working with ESEs to increase the number of clients that build skills targeting in-demand jobs. We call this upskilling. Here’s a typical pathway.





# By the Numbers



Of the people employed by our employment social enterprises ...



# Upskilling Framework



Accenture worked with us to understand the layers of skill-building necessary to achieve economic mobility – offering us the below framework. The net net? ESEs offer basic and foundational skill building, and many place folks into competitive jobs outside the ESE – which past studies have shown lead to up to eight years of income growth. We now know that’s not enough, and we are heating up our attention on upskilling opportunities that target high road careers.

## 3 People get a **Career** job.

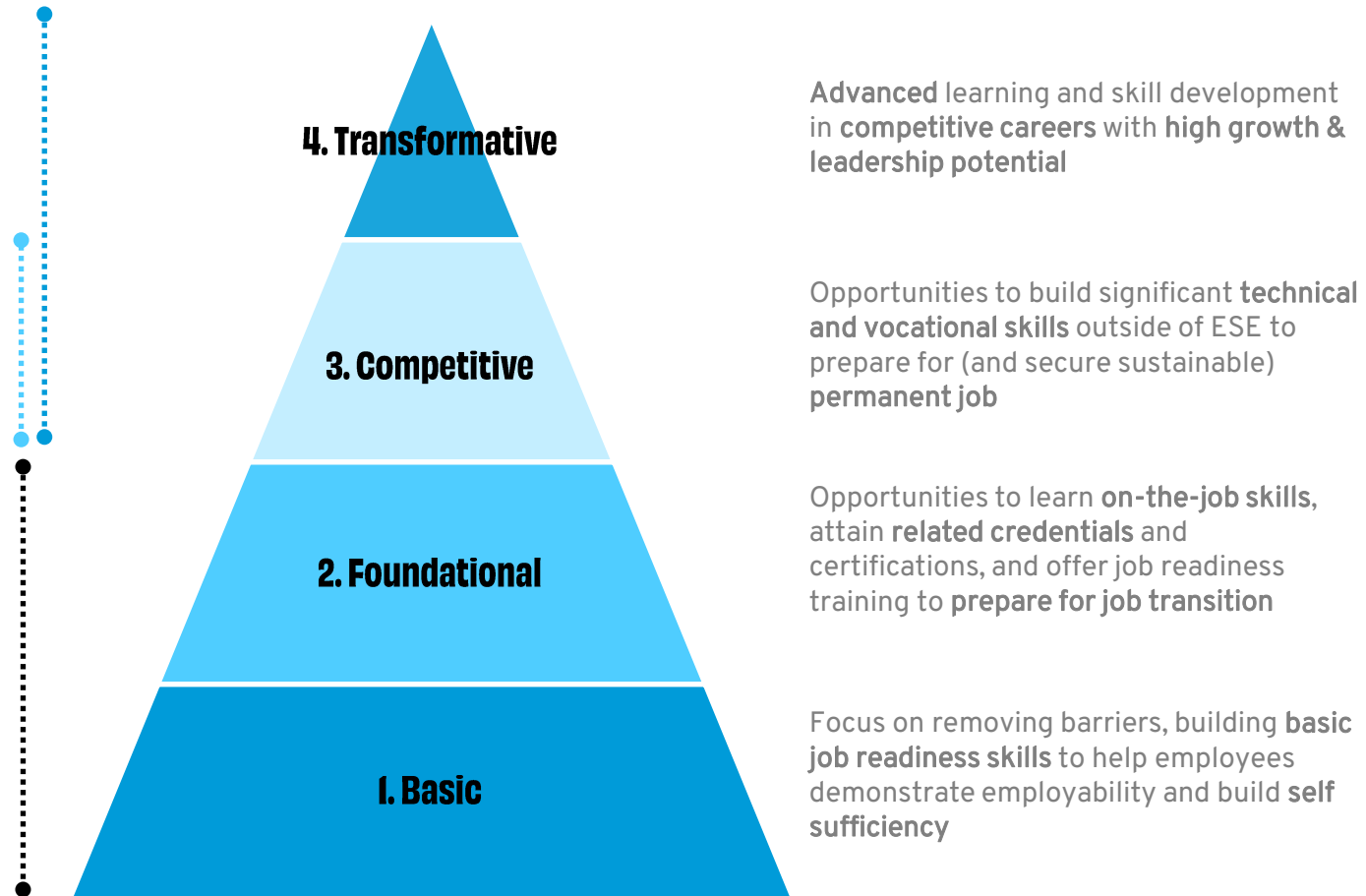
Where we aspire to drive increasing numbers of ESEs

## 2 People get a **Better** job.

Where ESEs place folks into competitive jobs

## 1 People get **A** job.

Where ESEs hire folks into (often) transitional jobs (working with hardest-to-serve work-ready individuals)





**Upskilling** is part of a set of approaches that support ESE workers in getting on a pathway towards a career

## building **Economic Advancement**

ESE navigating  
“quality jobs” for  
ESE workers

Sectoral based  
placement

Employer  
Partnerships

### Upskilling



**Navigating for Quality Jobs**



**Sectoral based job placement**



**Employer Partnerships**





# Upskilling...

a lever towards building economic power through economic advancement

# **Zoom Poll – Where is your ESE on the Upskilling Maturity Framework?**

# Upskilling Framework



Accenture worked with us to understand the layers of skill-building necessary to achieve economic mobility – offering us the below framework. The net net? ESEs offer basic and foundational skill building, and many place folks into competitive jobs outside the ESE – which past studies have shown lead to up to eight years of income growth. We now know that’s not enough, and we are heating up our attention on upskilling opportunities that target high road careers.

## 3 People get a **Career** job.

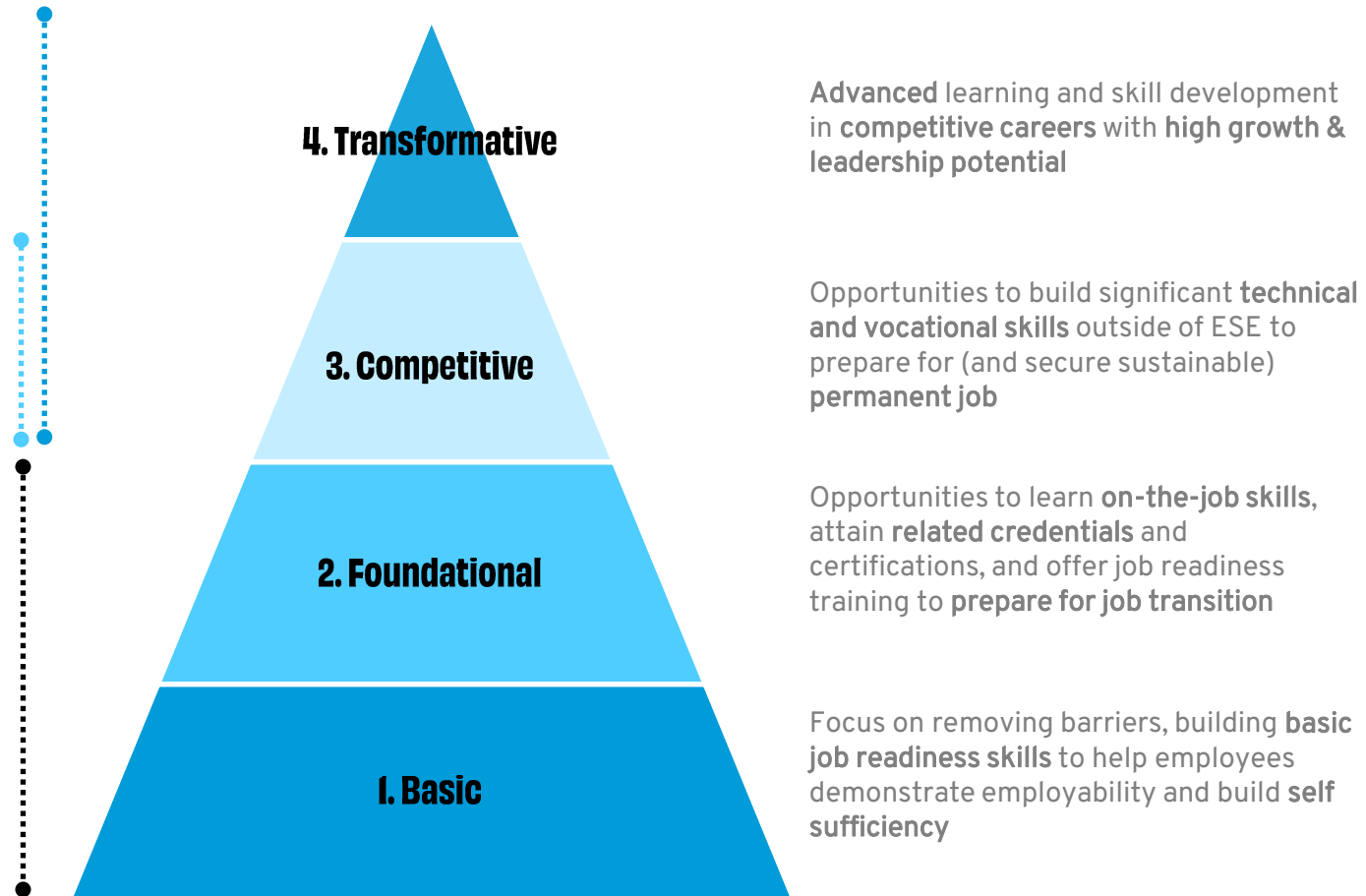
Where we aspire to drive increasing numbers of ESEs

## 2 People get a **Better** job.

Where ESEs place folks into competitive jobs

## 1 People get **A** job.

Where ESEs hire folks into (often) transitional jobs (working with hardest-to-serve work-ready individuals)





## Breakout Session (15 minutes)

Where is your organization in your upskilling journey?

What successes, challenges, and opportunities has your ESE had building economic power through upskilling?

# Unit 1.2: Common Upskilling Models

(30 minutes)

# Upskilling Framework



Accenture worked with us to understand the layers of skill-building necessary to achieve economic mobility – offering us the below framework. The net net? ESEs offer basic and foundational skill building, and many place folks into competitive jobs outside the ESE – which past studies have shown lead to up to eight years of income growth. We now know that’s not enough, and we are heating up our attention on upskilling opportunities that target high road careers.

## 3 People get a **Career** job.

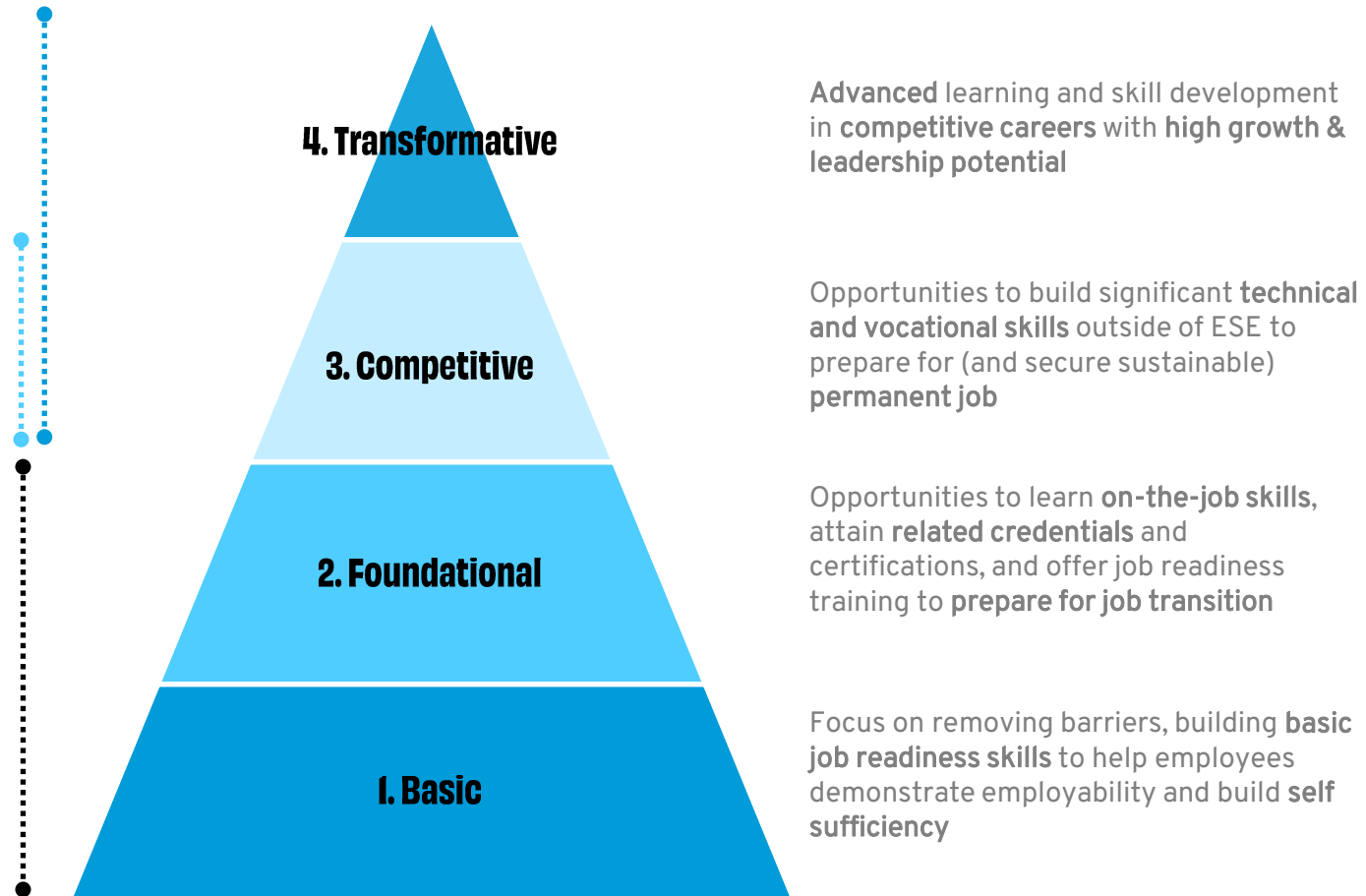
Where we aspire to drive increasing numbers of ESEs

## 2 People get a **Better** job.

Where ESEs place folks into competitive jobs

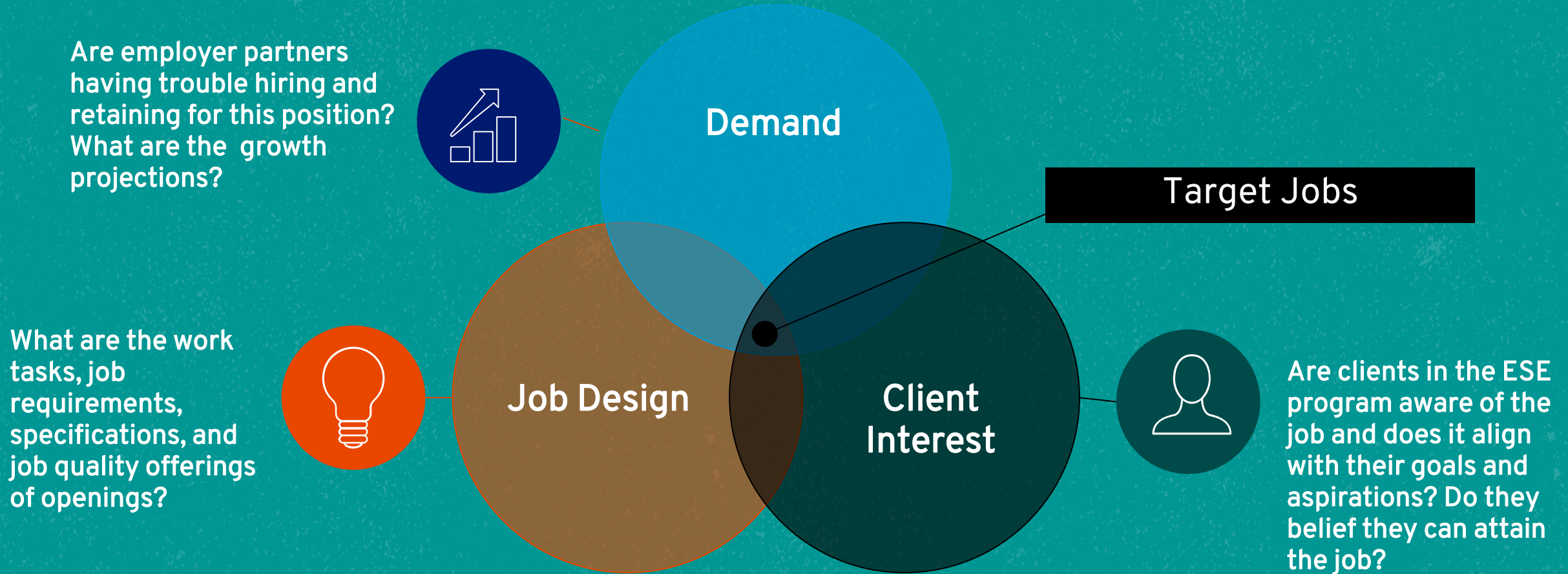
## 1 People get **A** job.

Where ESEs hire folks into (often) transitional jobs (working with hardest-to-serve work-ready individuals)





# Identifying Target Occupations



# Promising Sectors



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

Model or Approach	Common ESE Roles
<b>1. Direct Placement 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.	<ul style="list-style-type: none"> <li>• Support clients through application process</li> <li>• Job placement</li> <li>• Support clients post-placement</li> <li>• Work with employers &amp; clients to secure subsidies and tax credits</li> </ul>
<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.	<ul style="list-style-type: none"> <li>• Provide directly, tailored to specific career path</li> <li>• Navigation and enrollment support services</li> <li>• Finance course and certification fees</li> <li>• Provide wrap around support / stipends during training</li> <li>• Work with providers to get skills training subsidies (e.g., TANF, WIOA)</li> </ul>
<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.	<ul style="list-style-type: none"> <li>• Provide directly, informed by local RAP(s) partners</li> <li>• Navigation and enrollment support services</li> <li>• Provide wrap around support / stipends</li> <li>• Facilitate RAP enrollment after completion</li> </ul>
<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.	<ul style="list-style-type: none"> <li>• Develop &amp; deliver RAPs directly with industry sponsors</li> <li>• RAP navigation and application support services</li> <li>• Build relationships with local RAPs to inform program design and become a RAP preferred referral partner.</li> <li>• Provide wrap around support</li> </ul>
<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.	<ul style="list-style-type: none"> <li>• Structured, professionalized, and comprehensive navigation, information, and referral services to the above models and partners.</li> </ul>



# Selecting the right model | The NABC Framework

- 1. NEED:** The offering should fill a significant gap in the market.
- 2. APPROACH:** The offering should meet clients and employers needs in a unique and compelling way.
- 3. BENEFIT:** The offering should provide obviously superior value to customers.
- 4. COMPETITION:** Clients should find the offering consistently more appealing than the alternatives.

# **Unit 1.3: Measuring Impact of Upskilling Programs**

(5 minutes)

# Measuring Impact of Upskilling Programs



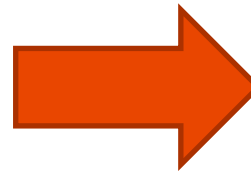
## Transitional Employment Metrics

# completing basic skills / work readiness training

# placed in transitional employment

# placed in unsubsidized employment

# of clients co-enrolled in partner programs



## Upskilling Metrics

# of clients receiving industry recognized credential, certificates, or degrees

# of clients making a living wage  
wage progression

# of clients getting promotions

Employer partner satisfaction



# **Unit 1.4: Introduction to Upskilling Finance**

(5 minutes)

# Financing Upskilling Programs



## Category 1: One Time Grants and Contracts

- Discretionary and competitive grant programs from federal, state, and local government or philanthropies.
- Target agencies include US Departments of Labor, Education, Health and Human Services, Commerce, and State Workforce Agencies

## Category 2: Earned Revenue

- Fee for service and financial products that generate earned revenue for service and value provided to employers and clients.
- Examples include charging placement fees, outsourced contract work, income share agreements, and outcomes loans.

## Category 3: Recurring Public Sector Funds

- These are federal formula funded programs, entitlement programs, or state programs with dedicated ongoing revenue streams.
- Examples include WIOA, SNAP E&T, and TANF.

# **Unit 1.5: Overview of Upcoming Sessions**

(10 minutes)



# What to expect next week

- Each day dedicated to one of the five upskilling models
- Sessions build off each other, but each session can be valuable as a “stand-alone”.
- 30-minute peer case study.
- Discussion & active engagement

# 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, training programs, and advancement opportunities to quality jobs that offer living wages, benefits, and ongoing skills training.	<b>Chrysalis</b> 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.	<b>Civic Works Center for Sustainable Careers</b> 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.	<b>Rebuilding Exchange</b> 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.	<b>Bitwise Industries</b> 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.	<b>Lancaster Works</b> Referral and Support of the Career Ready Lancaster! initiative

# Continuous Improvement

- What is one thing you liked about this session?
- What is one thing that could be improved or that learned more about in the upcoming sessions?



**End of Session I**