



LA County DEO High Road Training Partnership Fund

Training Models and Supportive Services

Monday, April 28, 2025

About UCLA Labor Center

UCLA Labor Center

UCLA Labor Center works at the cutting edge of labor research, education, and policy development—serving the interests of workers and their communities in Southern California. It is serving as the technical assistance partner for the HRTP Fund.



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Office Hours: What to Expect

- This is the third of four Office Hour sessions that will be hosted over the next two weeks. You can find more information, RSVP, and access recordings of all four Office Hour sessions at highroadlac.com.
- These Office Hour sessions are intended to provide general information and ensure a level playing field for all applicants and information seekers. We will not offer assistance with or answer questions about specific programs or individual applications.
- To maintain a fair grant-making process, UCLA will not participate in scoring applications. All applications will be scored by Dalberg, who will not be involved in Office Hour sessions or other technical assistance offered to applicants.
- All questions received during any of the Office Hour sessions or via email at hrrp@dalberg.com will be answered in an FAQ document updated every Wednesday by 6PM Pacific Time, available to all on highroadlac.com. To be included in the weekly FAQ update, questions must be submitted by the prior Friday no later than 3:00 PM Pacific. The final update to the FAQs will be published on Wednesday, May 7, for which questions must be sent by Friday, May 2 by 3.00 PM Pacific.

Agenda

Time	Activity
3.00-3.05	Opening Remarks
3.05-3.25	Presentation on Training Models and Support Services
3.25-3.35	FAQs on Training Model and Support Services
3.35-4.00	Live FAQs

The High Road Approach to Training

HRTPs Redefine Workforce Training

HRTPs offer worker-centered, equity-driven training that includes community-based outreach, wraparound supports, and clear pathways to stable, dignified careers. They prioritize worker voice and systems change to meet the demands of today's labor market.

Why is training important?

Bridges skills gaps by helping workers gain the technical and professional skills employers require, especially in fast-changing industries.

Expands access to quality jobs by opening pathways to better-paying, more stable jobs, particularly for workers historically excluded from certain fields.

Increases economic mobility by enabling workers to move into higher-wage, higher-skill roles and improve their long-term economic outcomes.

Strengthens employer competitiveness by helping businesses adapt to new technologies, changing regulations, and emerging market demands through a trained workforce.

Promotes equity by designing workforce training programs with supports that ensure all workers—not just those with existing advantages—can participate and succeed.

Builds resilience by preparing workers with up-to-date skills to better withstand economic shifts and industry changes, strengthening the overall economy.

Elements and Best Practices of Training Solutions

Training solutions are industry-informed training and vetted curricula designed to meet industry standards, leading to successful employment roles and career pathways. Training solutions also include cash assistance and comprehensive supportive services, recognizing that training alone is insufficient for success.

Understanding of workforce supply and demand

- Conduct Joint Needs Assessments
- Utilize Labor Market Data
- Engage Industry Experts

Education and training providers

- Build Industry-Education Partnerships
- Integrate Real-World Experience
- Ensure Accessibility

Education and training methods

- Adopt Blended Learning Approaches
- Implement Just-in-Time Training
- Utilize Technology

Support success and address "failure"

- Provide Comprehensive Support Services
- Monitor Progress Continuously through case management
- Foster a Growth Mindset

Creating Training Models

Questions to Consider:

Understanding of workforce supply and demand

- Have you conducted a joint needs assessment with partners?
- What labor market data are you using to identify demand?
- How are industry experts informing your analysis?
- Who are our target populations, and what are the barriers that prevent them from participating and successfully completing training programs?

Education and training providers

- Are you partnering with education providers that align with industry needs?
- Does your training include hands-on, real-world experience?
- How are you ensuring the training program is accessible to all learners?
- Are you partnering with education providers that offer recognized credentials?

Education and training methods

- Are you using blended learning to support flexibility and engagement?
- How are you delivering just-in-time training to meet immediate skill needs?
- What technology tools are you leveraging to enhance learning?

Support success and address "failure"

- What wraparound support services are in place to help learners stay on track?
- How are you using case management to monitor progress and respond early to challenges?
- How does your program encourage a growth mindset and offer multiple opportunities?

Acceptable Training Models

Training models that meet workforce and industry needs

- Job readiness training, such as communication skills, punctuality, and digital literacy, combined with other training services including but not limited to occupational training, on-the-job training, or transitional employment opportunities.
- Adult education and literacy activities, including English language acquisition and integrated education and training (IET) programs, provided concurrently or in combination with another training service
- Occupational skills training, including training for nontraditional employment, and pre-apprenticeship programs designed to prepare individuals for entry into registered apprenticeships.
- Programs that combine workplace training with related instruction, which may include cooperative education programs, incumbent worker training, customized training conducted with employer commitments to hire upon successful completion, on-the-job training, paid transitional work, and registered apprenticeships
- Programs that support workers in gaining the skills that will be needed for in-demand occupations and help them get placed in quality jobs with high-road employers

Training Model Example (1/5)

Job Readiness Training Provided in Combination with another Training Service

An H RTP combined job readiness and specialized skills training to support workers transitioning into new career paths.

In partnership with community colleges, it offered 128 hours of training in key areas like environmental stewardship, career planning, and job placement, along with supports such as wage replacement and career coaching.

A leadership program was piloted that engaged workers in shaping program design, recruitment, and professional development, fostering collaboration with management and promoting a culture of shared problem-solving and continuous improvement.

The approach helped workers advance into higher-paying, long-term roles while creating a reliable pipeline of skilled workers for employers. Students also received college credit for completing the program.

Training Model Example (2/5)

Adult Education and Literacy Activities Provided Concurrently or in Combination with another Training Service

The H RTP program provided incumbent workers with the skills needed for higher-paying management roles in a targeted industry. The program used a needs assessment to identify skill gaps and design training that aligned with both employer expectations and worker goals.

It offered bilingual instruction in essential skills like literacy, math, and digital skills, along with training in management, leadership, and industry-specific expertise. Participants also prepared for a certification exam, increasing their qualifications for better-paying roles.

Workers gained career advancement opportunities and increased earning potential, while employers benefit from a skilled workforce, improved retention, and a stronger pipeline for management roles. An advisory committee of 20 engaged employers ensured the training remained aligned with industry needs.

Training Model (3/5)

Pre-apprenticeships and apprenticeships

Participants received foundational training in industry-relevant skills, safety standards, and climate-resilient practices, including tool use, energy-efficient design, and environmentally sustainable methods.

After completing the pre-apprenticeship, participants applied their skills in real-world settings through partnerships with local unions. These connections provided hands-on experience and a smooth transition into full apprenticeship, ensuring workers gained both the technical knowledge and practical foundation needed for long-term careers in the green sector.

The program prepared workers to meet the growing demand for projects that prioritize sustainability in an industry that addresses climate change challenges and supports sustainable infrastructure development.

Training Model (4/5)

Programs that combine workplace training with related instruction, which may include cooperative education programs

A long-standing community-based organization is expanding its mission to launch an equity-centered workforce development program that empowers immigrant workers and addresses local labor shortages. In partnership with a worker cooperative, industry association, and employer network, the program aims to build a local talent pipeline, improve job quality, and raise wages.

The 9-week paid program blends classroom instruction with on-the-job experience, offering participants \$22/hour, a certificate, and the opportunity to join a worker cooperative. The curriculum covers technical and industry-specific skills, soft skills, and workplace communication, along with training in occupational health and safety.

Beyond job training, participants learn about worker rights, labor protections, and how to recognize and address wage theft. They also gain foundational knowledge in cooperative business management—finance, operations, governance, HR, digital tools, and licensing—equipping them with the skills to lead, co-own, and sustain worker-led enterprises for long-term economic stability.

Training Model Example (5/5)

On-the-job Training

An H RTP program provided training opportunities for workers to advance in their careers while earning a paycheck. Participants are paid 40-hour work weeks, with 13 of those hours dedicated to required paramedic classroom training. An employer partner signed on to pilot the program and accept its apprentices.

The program partnered with employers to fund on-the-job training and covered tasks typically handled by employees, such as screenings and immunizations.

Additional support, including stipends and life coaching, was offered to help ensure participant success. The program focused on diversifying the workforce by targeting individuals from underserved communities, including those with little or no prior experience in the field.

Case Management & Comprehensive Supportive Services

Supportive services and case management are crucial in HRTPs, helping participants overcome barriers such as limited access to healthcare, language barriers, and digital exclusion, ensuring they can engage in training, complete programs, and transition into stable, quality jobs.



Case Management

**Comprehensive Supportive
Services**



Case Management

HRTPs not only provide job-specific skills training, but also case management to ensure workers' success both in and out of the workplace. These services are essential for addressing the barriers workers may face in accessing, completing, and benefiting from training programs, as well as in securing and retaining quality employment.

Why is case management important?

Case management provides individualized guidance to help participants stay focused and achieve their training and career goals.

Case managers identify and respond to challenges like childcare, transportation, and language needs to support full participation.

They connect participants to resources, track progress, offer feedback, and adjust plans to keep momentum.

This holistic approach leads to higher retention, successful completion, and stronger employment opportunities.

Comprehensive Supportive Services

Comprehensive supportive services are essential in successful workforce training programs because they address the holistic needs of participants, ensuring that barriers such as childcare, transportation, housing instability, or health issues do not hinder their progress.

Why are supportive services important?

Supportive services help reduce or eliminate barriers like childcare, transportation, food insecurity, housing instability, and health challenges—enabling participants to fully engage in training and focus on skill development.

When participants receive wraparound support, they're more likely to stay in programs and complete them and succeed in their career pathways.

These services help level the playing field, especially for people from historically excluded communities, by ensuring everyone has the resources needed to fully participate.

Workers facing fewer stressors outside the workplace are better able to absorb training, perform in internships or apprenticeships, and succeed in job placements.

Eligible Supportive Services

Family Support

- Clothing for children
- Childcare & dependent Care
- Housing
- Moving costs
- Temporary lodging
- Rental Assistance¹
- Utility bills

Healthcare

- Counseling
- Physical examinations
- Mental health
- Outpatient health
- Substance abuse treatment
- Vaccinations

Financial Services

- Opening a savings account
- Financial literacy

Employment

- Equipment
- Personal protective equipment
- Tools
- Work Attire
- Union fees
- Licensing costs
- Job Readiness

Transportation

- Transportation costs
- Car repairs

Education and Training

- Training Stipend
- Remedial academic training
- Life skills training
- Educational materials
- Testing
- English language training

Other Services or Expenses

- Legal Services
- Food/basic necessities
- Worker outreach (e.g., connecting workers with employers and workforce services through job fairs)

Case Management and Comprehensive Supports (1/2)

An H RTP Example

An H RTP program offers a comprehensive workforce pathway that combines technical training with essential support services to ensure the success of underserved workers.

The program takes a holistic approach, addressing barriers to participation and full engagement in the training program.

By meeting basic needs and providing ongoing support, the program promotes full engagement, job retention, and long-term career growth.

Intensive Case Management Includes:

- Frequent, one-on-one check-ins to build trust and respond quickly to participant needs
- Comprehensive assessments of participants' strengths, barriers, and goals
- Hands-on support with securing housing, childcare, healthcare, transportation, legal aid, and more
- Crisis intervention and referrals to social services
- Ongoing mentorship and motivation to stay engaged and complete training

Comprehensive Support Services Include:

- Academic preparation
- Life skills training
- Mentoring and tutoring
- Mental health and wellness support
- Meals
- Housing and transportation assistance

Case Management and Comprehensive Supports (2/2)

An H RTP Example

An H RTP develops a program for workers with limited educational backgrounds and high barriers to access.

The program recognizes that workers face significant barriers to training and works to provide not only the technical skills needed for job advancement but also the basic needs support required for success, including transportation, childcare, and flexible schedules.

Case Management Includes:

- **Case Management paired with mentoring to provide personalized support.**
Mentors provide:
 - **Encouragement, boost confidence, and help participants stay committed to their goals.**
 - **Study strategies, training navigation, understanding workplace culture**
- **Assessments of each participant's unique needs, strengths, and barriers to tailor support plans**
- **Ongoing check-ins track milestones, adjust goals, and ensure participants stay on a path to completion**
- **Career planning**

Comprehensive Support Services Include:

- **Language-accessible courses and certification training**
- **On-site, paid training**
- **Wraparound supports like transportation, childcare, etc.**
- **Culturally responsive practices (e.g., translation and interpretation, culturally relevant celebrations)**
- **Holistic, identity-affirming instruction**

FAQ



FAQ: Training Models

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- What about training that leads to entrepreneurship?
 - Is there more of a focus on incumbent training than there is on new hires?

Office Hours Schedule



Friday, May 2

12:00 PM – 1:00 PM

**Goals – Equity, Economic Resilience,
Climate Resilience, Job Quality**

Thank you!