

Workforce Development Policy & Systems

12th February 2015

9:30-12:00

Day's Agenda

- Evolution of sectoral strategies
- Discussion: relevance for Toronto
- Panel: the New York City experience
 - David Berman – Director of Programs and Evaluation, Center for Economic Opportunity, NYC
 - Angie Kamath -- Executive Director, Per Scholas, NYC
- Discussion: Implication for Toronto
- Next Steps

Investments in building a field of practice

FORD FOUNDATION

NATIONAL SKILLS COALITION
Every worker. Every industry. A strong economy

CHARLES STEWART MOTT FOUNDATION

NGA Center for BEST PRACTICES
PROVIDING GOVERNORS IDEAS THAT WORK

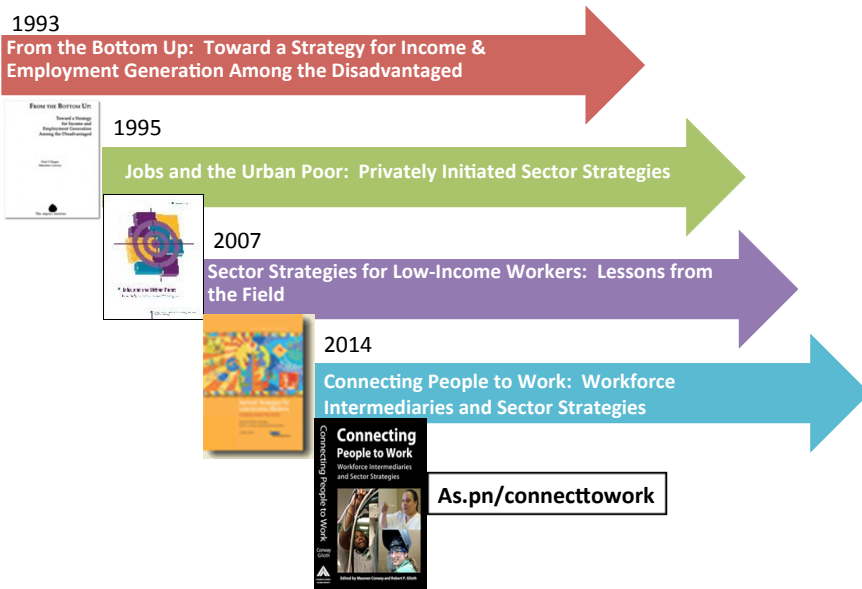
THE ANNIE E. CASEY FOUNDATION

National Fund for Workforce Solutions

Sector Skills Academy

NNSP National Network of Sector Partners
Linking Industries, Communities and Workers

Describing & Defining the Sector Field



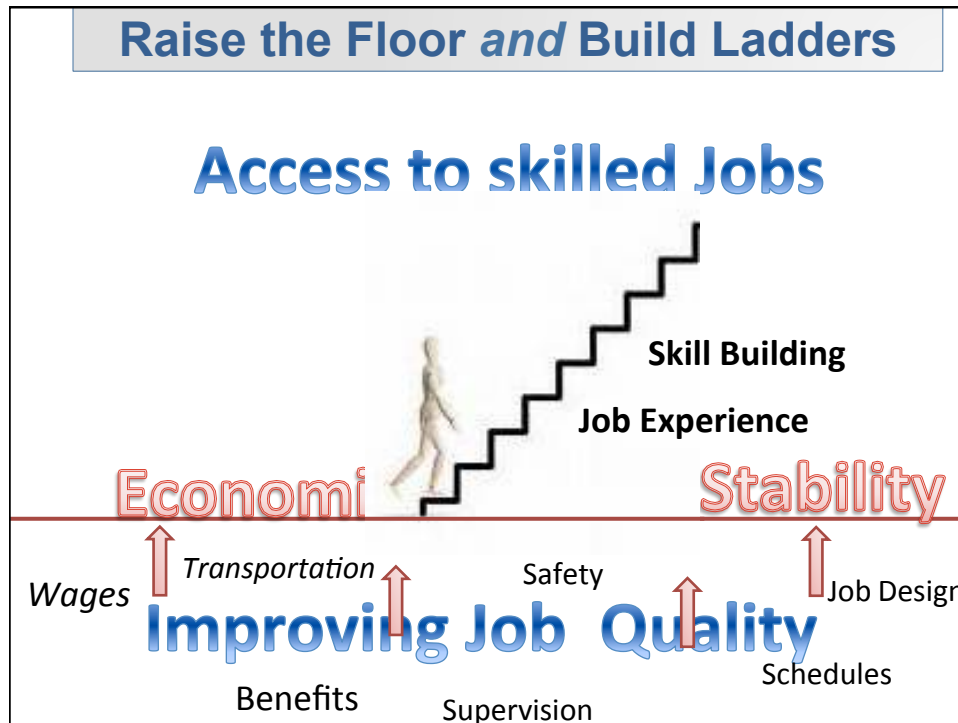
Sector Definition(s)

- Targets a specific industry or set of occupations
- (new)Intervenes through a credible organization or set of organizations
- Becomes valued actor industry/meets needs of employers
- Improves ability of workers to get better jobs
- Creates systemic change*

- Systems Change—What does this mean?
What does it look like?

Systems	Sample Objectives
Industry Practices	Influence hiring practices to include low income constituency
	Improve working conditions
	Create (access to) advancement opportunities
Education & Training Infrastructure	Improve access to ed. (credit &/or ind.-recog'd credentials)
	Create new apprenticeship programs
	Preserve & revitalize ind.-specific programs
Public Policy	Change reg. for target industry to encourage better or more accessible opportunities
	Increase/alter public funding streams that support and direct ed/training

Source: M. Conway, A. Blair & A. Gerber *Systems Change: A Survey of Program Activities*, www.aspenwsi.org



Examples of Sector Workforce Intermediaries

Wisconsin Regional Training Partnership – Milwaukee (WRTP/BIG Step)

- Launched in 1992
- Participants Served: 3,000+
- Sponsored by 28 public, private and philanthropic investors.
- Programs
 - Pre-employment training certificate programs
 - Academic tutoring for apprenticeship programs
- Results
 - Average starting wage per hour for participants in 2012 = \$17.80
 - Racial minorities accounted for 63% of placements, women accounted for 7% of placements

Project QUEST – San Antonio

- Launched 1992
- Participants Served: 5,000+
- Sponsored by 29 public, private and philanthropic investors.
- Programs
 - Academic preparation training
 - College-based occupational training
 - Case management services
- Results
 - Average starting wage per hour for participants in 2012 = \$19.65
 - 11% of participants are African American; 73% are Hispanic; 80% are Women

Credit: Robert P. Giloth

SECTOR-BASED WORKFORCE DEVELOPMENT

NYC CENTER FOR ECONOMIC OPPORTUNITY (CEO)



About CEO

Center for Economic Opportunity

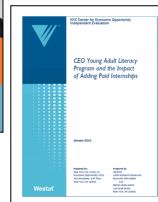
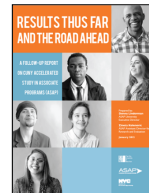
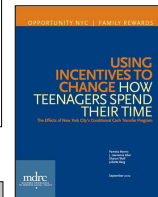
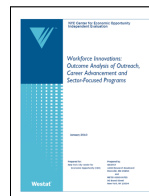
- Established December 2006 to implement, monitor, and evaluate New York City's ambitious anti-poverty agenda.
- Part of the Mayor's Office of Operations

Innovation Fund

- \$100 million public-private partnership.

Commitment to Data & Evaluation

- All program outcomes tracked.
- Program-specific evaluation strategies developed.
- Evaluation products include early implementation reviews, analyses by program area, and several long-term evaluations.
- Annual budget decisions based on performance:
- CEO has budget authority; funds not committed to specific agency or activity
- Budget pressure – protect the good; free up resources for new ideas



How We Work

Center for Economic Opportunity

- Implement new programs in collaboration with multiple City agencies.
- Utilize strong internal and external evaluation teams to measure results.
- Base future funding decisions on program results.
- Share best practices and lessons learned.

Agencies

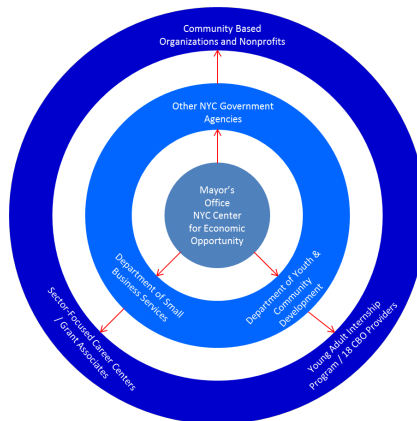
- Program design, management of contracts and providers, and program implementation.

Providers

- Provide direct services, recruit participants, and refer to other services.

Independent Evaluators

- Pool of nine independent evaluation firms contracted to measure the impact of CEO programs.



CEO in the de Blasio Administration

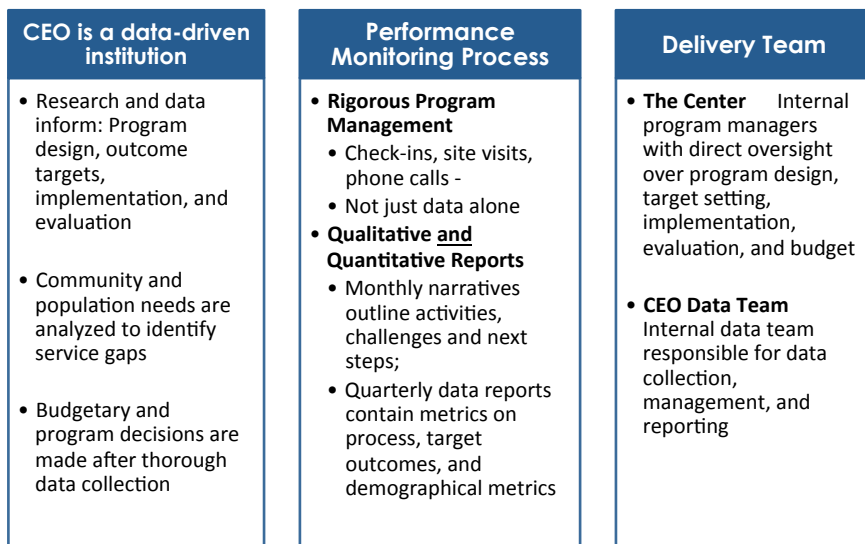
Continuity

- Principles of evidence, rigor, and innovation
- Continuing pilot programs and evaluations
 - Social Innovation Fund; Young Men's Initiative; Launch of New Pilot Programs
- Growing successful interventions from existing portfolio
- CEO Poverty Measure
 - Upcoming Release of Immigrant Research

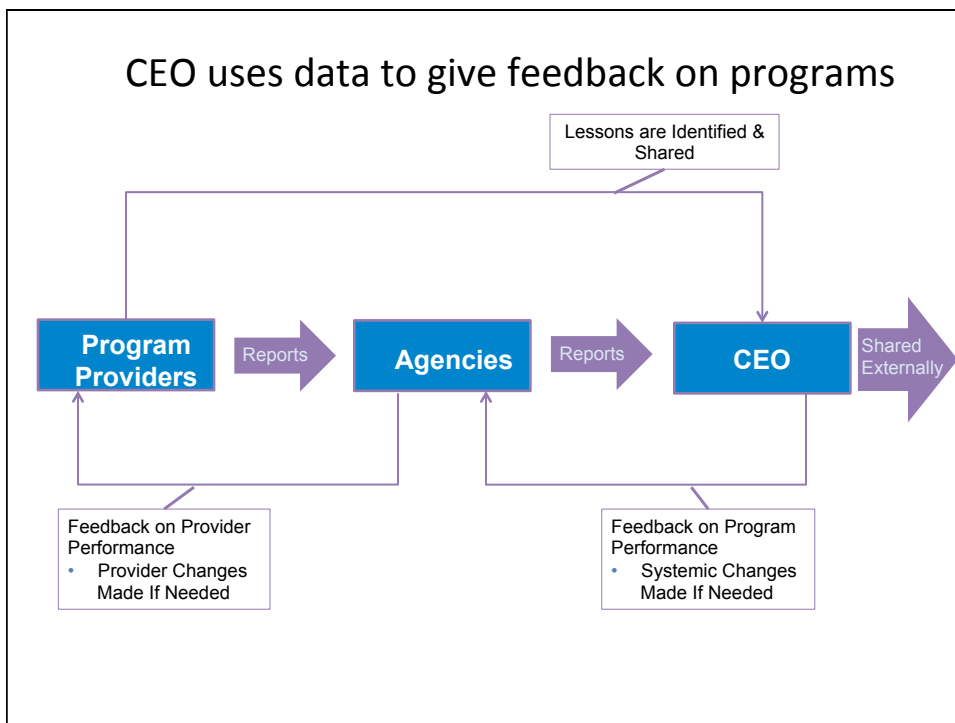
Deeper Integration

- Citywide initiatives
 - Universal Pre-K; Workforce strategy; Children's Cabinet
 - U.S. Council of Mayors – Cities of Opportunity
- Citywide performance management
 - Social Indicators, Common Metrics
- Increased emphasis on research and evaluation
- New methodologies to support core agencies
 - Human Centered Design; Behavioral Economics

Performance Monitoring Overview



CEO uses data to give feedback on programs



CEO evaluates programs to build evidence on effectiveness

All are programs assessed-evaluation conducted after program has been up and running.

Types of Assessment

- Routine monitoring
- Early Implementation / outcome studies
- Program / topic-specific studies
- Impact evaluations

Program-specific evaluation strategies based on

- Availability of data
- Implementation status
- Timing of expected outcomes
- Level of investment

Bringing to Scale / Dissemination of Best Practices

- CEO publicly releases all program evaluations, presents findings at conferences, and holds events to share findings
- When successful, programs can be expanded, used to develop a “2.0”, or best practices can be applied to larger City programs and service delivery systems

CEO Data Dashboards

CUNY Accelerated Study in Associate Program (ASAP) (CUNY)				
START DATE: 09/2007 FY 2012 BUDGET: \$6,800,000 STATUS: Baseline ¹ SITES: 6				
Assists students in earning associate's degrees within three years by providing a range of academic and support services. Program features include advisement and tutoring, tuition waivers, free textbooks, and transportation assistance. The program offers consolidated course schedules to accommodate students' work schedules, career and employment specialists to help students with job placement, and career development. ASAP targets students who need 1 or 2 developmental courses at the beginning of the program.				
Cohort 2 (Entered Fall 2009) Three-Year Graduation Rate ²	55.0%	>24.7%	54.9%	
Cohort 3 (Entered Fall 2010) Two-Year Graduation Rate ²	55.0%	>22.3%	27.5%	
Cohort 4 (Entered Fall 2011) One-Year Retention Rate	78.8%	>7.2%	78.7%	
² Three-year graduation rates are only available for Cohorts 1 and 2; two-year graduation rates are available for Cohorts 1, 2 and 3.				

Jobs-Plus at Jefferson Houses (NYCHA/HRA/CUNY)				
START DATE: 10/2009 FY 2012 BUDGET: \$881,000 (YMI & CEO Private) STATUS: Implementation SITES: 1				
Offers NYCHA residents employment and training services, community-based support for work, and rent-based work incentives. In FY13, the program will expand to new sites through the Young Men's Initiative.				
Outreach for New Members	899	450	908	
Number of New Enrollees	423	315	347	
Number Who Completed the Job Readiness Training	186	252	154	
Number Placed in Jobs ³	156	207	162	
Number Retained Jobs at 90-days	90	109	113	
³ Job placement definition changed to 30-day placements in FY12				

Successful workforce strategies evolve into new programs

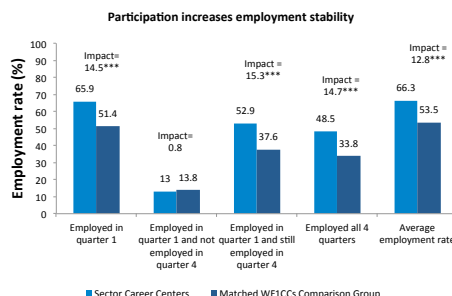
STRATEGY	CEO PROGRAMS	EVALUATION RESULTS	SIF PROGRAMS
Stable employment and career advancement to provide a clear pathway out of poverty. Robust employer connections and labor market data inform services and training.	Sector-Focused Career Centers (SBS) are job placement and training centers that focus on a single economic sector. Each center strives to meet the specific employer needs of that sector and to provide low-income workers with access to jobs with career advancement opportunities.	Sector-Focused Career Centers. Participants are placed at higher rates and have higher wages over 4 quarters post-program, as compared to Workforce1 Center's clients.	WorkAdvance is a blended model designed to assist adults obtain employment in targeted sectors that have room for advancement. The program is offered in New York City, Cleveland and Youngstown, Ohio, and Tulsa.
	Advance at Work (SBS) increased income for employed low-wage workers through job upgrades, access to work supports, and asset-building activities.	Advance at Work. Participants have higher placement rates, higher hourly wages, and more weekly hours, as compared to the traditional Workforce1 Centers clients.	
	Jobs-Plus at Jefferson Houses (CUNY, HRA, NYCHA) is an evidence-based employment program targeting public housing residents. This place-based program offers employment and training services, outreach, and incentives designed to help "make work pay."	Jobs-Plus. MDRC's study of the previous national pilot demonstrated increased earnings for residents for at least seven years after the program's full implementation, relative to a control group.	Jobs-Plus seeks to raise and sustain the level of employment and earnings among residents of public housing developments. Services are tailored to residents' individual needs and draw from a menu of on-site and referral services. The program will be offered in New York City and San Antonio.

Sector Focused Career Centers: Findings

[Westat Report](#): Sector-Focused Career Centers Evaluation: Effects on Employment and Earnings After One Year, 2014

KEY FINDINGS

- Sector Career Center participation increases the likelihood of employment and stable employment and raises earnings. Participants at Sector-Centers earned \$20,133 in the year after program exit, as compared to \$15,130 for matched WF1CC participants.
- A blended approach that includes sector specific training is effective. (Possibly due to the fact that some industries simply provide better paying opportunities)
- Groups that face barriers in the labor market all benefit from the sectoral approach
- Sectoral employment programs have the potential to reach larger scale.



Work Advance: Next-Generation Initiative

Sector-Focused Strategies*

- Heavy employer involvement
- Training (hard and soft skills)
- Quality jobs with career opportunities
- Effective screening

*Building on PPV Study/Sector Centers Evaluation

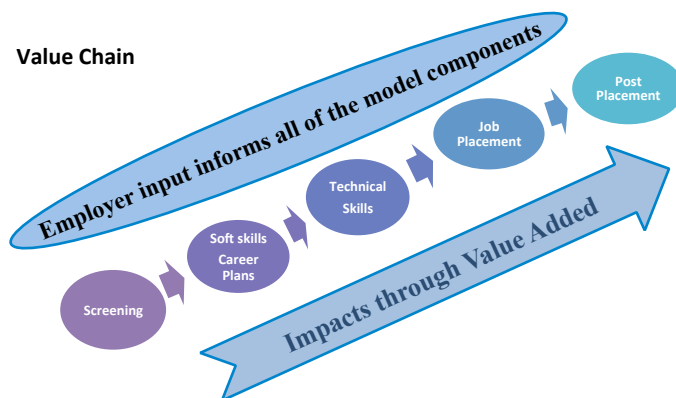


Advancement Strategies*

- Post-employment Services
- On-going job development and skill building
- Strategic career coaching

*Building on ERA, UK ERA, WASC, PESD studies

Value Chain



Work Advance: Implementation Lessons

MDRC Report: Implementation of a Sector-Focused Career Advancement Model for Low-Skilled Adults, 2014

Implementation Findings:

- Provider starting points varied
- Recruitment and screening required substantial effort
- Career readiness is possibly the most important element of the model
- Delivery of occupational skills training varied, but dropout rates are low across the board, and in most cases, training led to a credential
- Providers showed an increasing appreciation for the importance of postemployment services



Organizational Lessons

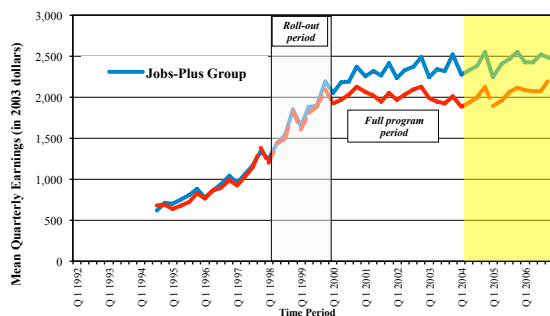
- Design your program so that your organization can do a good job serving two customers: workers and employers
- Invest in building the business acumen of all staff (from receptionist to job developer)
- Train staff early and regularly
- Share performance benchmarks and progress with staff on a regular basis

Jobs-Plus: Evidence-Based Program Model

Job-Plus replicates an evidence-based strategy:

When fully implemented, this strategy increases public housing residents' average earnings by 16 percent.

-MDRC, January 2010



In a previous 6-city demonstration, the fully-implemented model proved to significantly increase earnings of all residents, on average, in the target development.

In addition to MDRC's implementation and outcomes analysis for SIF Jobs-Plus, CEO has received a grant from the U.S. Department of Housing and Urban Development to conduct a cost study of the program

NYC Business Solutions Customized Training



Customized Training: is a competitive awards program offered through NYC Department of Small Business Services that funds NYC businesses to train their workers and increase their business' productivity. The program is funded by the Workforce Investment Act (WIA) and the Center for Economic Opportunity (CEO).

Program Structure

- Awards cover up to 70% of the training costs (\$400k max).
- Trainings aligned to one or more of the following areas:
 1. Purchasing equipment or software
 2. Providing new services or products to new markets
 3. Training staff on new responsibilities
 4. Updating obsolete skills to keep businesses competitive

Training Benefits for a Business:

- Increasing Productivity
- Employee Recruitment & Retention
- Attracting & Retaining Customers



Screme Gelato Bars | Founded in 2008
 • 20 employees
 • 2011 Revenues: **\$800,000**
 • Award: **\$21,808**

Program Outcomes

- Since 2007 the program has awarded **\$ 7 million** to **142** businesses to train over **3800** workers.
- **970 workers** have received a wage gain.
- The average wage gain has been **15%**

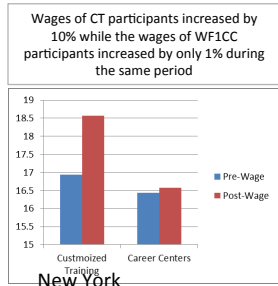
Customized Training: Evaluation Findings

Westat Report: Evaluation of the NYC Business Solutions Customized Training Program

The NYC Business Solutions Customized Training Program serves incumbent workers looking to advance in their skills, wages, and careers, and businesses looking to train their workforce by eliminating the financial constraints that keep businesses from investing in staff development.

KEY FINDINGS

- CT participants earned 9% (\$3,286) more than matched WF1CC participants during the same period. This change is significantly more than would be expected to occur by chance alone.
 - Of all of the CT participants, women and minorities made the greatest wage gains (controlling for all other variables), **indicating that the CT program may help to reduce the wage gap for these populations.**
- Overall, CT participants made significantly greater wage gains than similar workers who participated in other training programs.
 - Significant wage gains of CT participants can be attributed to the program- not to other factors.**
- Despite starting with wages far below that of the average City worker, CT participants increased their wages by 10%, compared to a 3% for all other NYC workers.

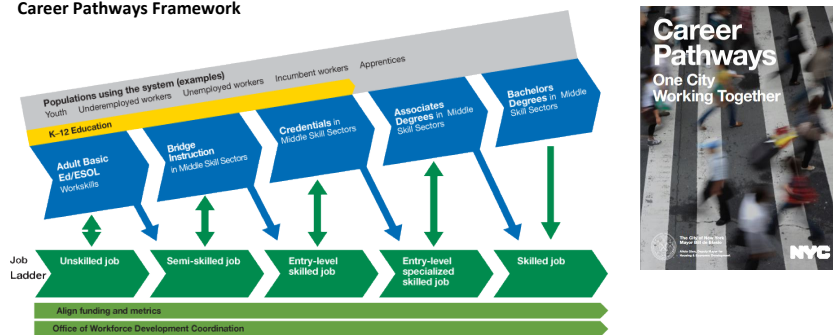


Jobs for New Yorkers Task Force

The Jobs for New Yorkers Task Force, led by the NYC Office of Workforce Development (WKDEV), is comprised of private sector executives, representatives of organized labor, foundation and nonprofit leaders, and veteran public servants.

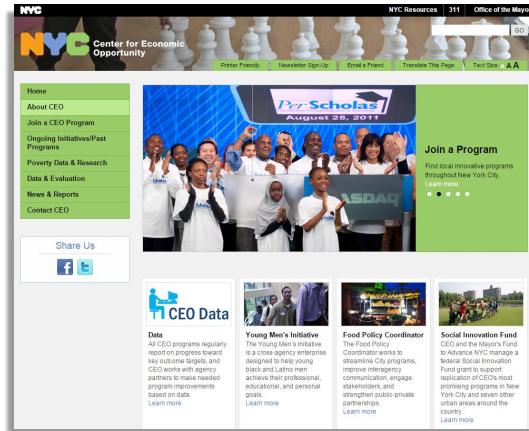
After extensive research and analysis on NYC’s internal and external programming and policies, the Task Force released the Career Pathways report to identify needed changes in NYC’s workforce system and introduce promising new initiatives that are better coordinated to meet people where they are and empower them on an advancement track.

Career Pathways Framework



For more information

Visit CEO's website
www.nyc.gov/ceo

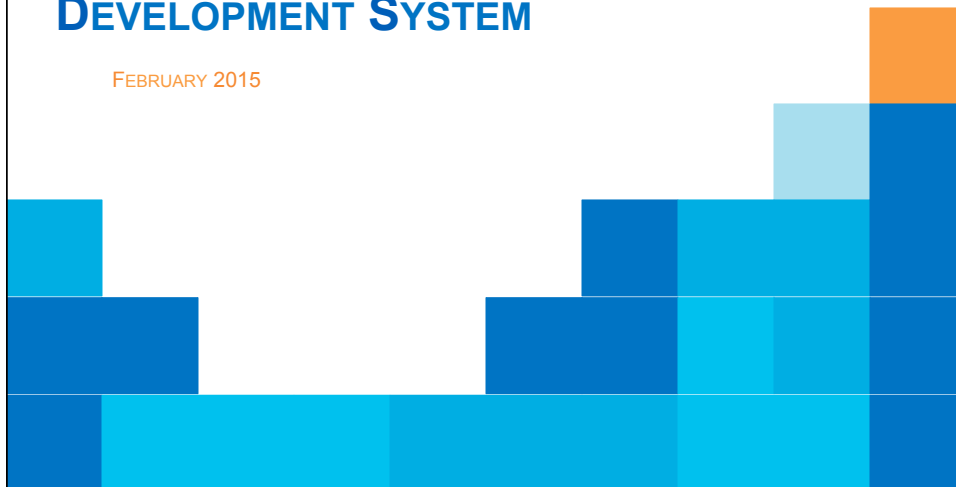


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REFLECTIONS FROM HELPING TO BUILD NYC'S WORKFORCE DEVELOPMENT SYSTEM

FEBRUARY 2015



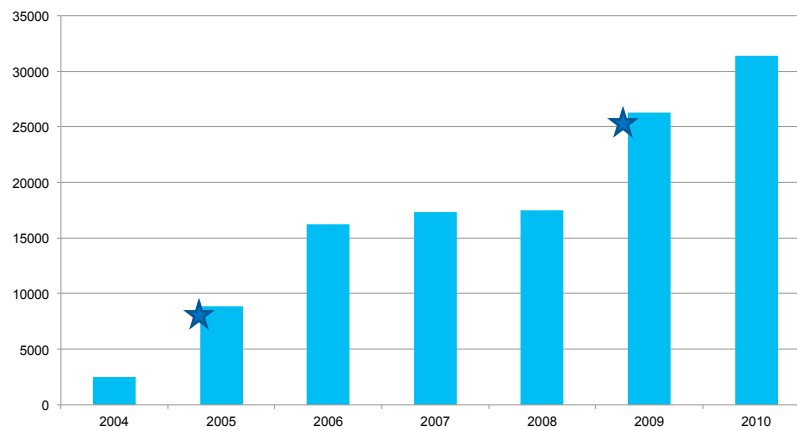
Agenda

1. OVERVIEW AND HISTORY
2. PILOT NEW STRATEGIES
3. SHUT DOWN OR SCALE
4. LESSONS LEARNED
5. ADVICE FROM THE FIELD



History and Evolution of the NYC System

Annual Job Placements



Defining an Approach

The NYC network of nine Workforce1 Career Centers **helps New Yorkers find and keep in demand jobs** by providing a free job placement and preparation services.

- **(Note what is not in this mission statement:)**
 - No focus on specific populations
 - No focus on living wages
 - No focus on training
 - No focus on entry, mid level or high level jobs
 - No specific industries

Job Placement Snapshot

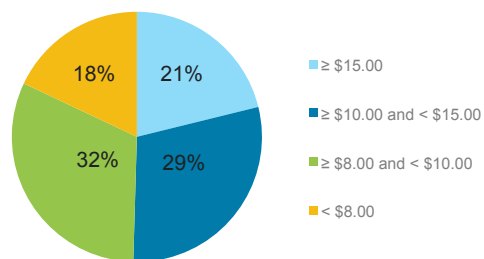
Top Occupations

- Retail Salespersons
- Customer Service Reps
- Security Guards
- Cashiers
- Home Health Aides

Top Sectors

- Retail Trade
- Health Care and Social Assistance
- Administrative
- Other Services
- Accommodation and Food Services

Wage Breakdown

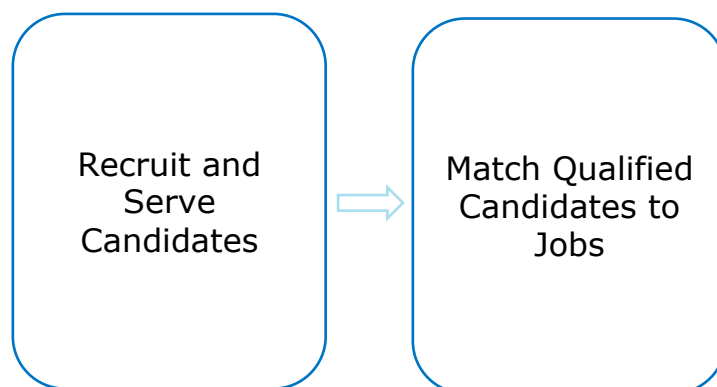


Data pulled January, 2011

Vision

- Quality.
- Customer Service.
- Scale.

Recruitment and Services



Recruitment and Services

Job Screening

- Jobseekers meet with staff and discuss job opportunities available within the Workforce1 network

Recruitment Events

- Interview onsite for positions currently available within the Workforce1 network

Recruitment and Services

Assessment & Advisement

- Define skills, goals, and a plan for employment

Job Prep Workshops

- Develop skills to become more marketable for Workforce1 job opportunities

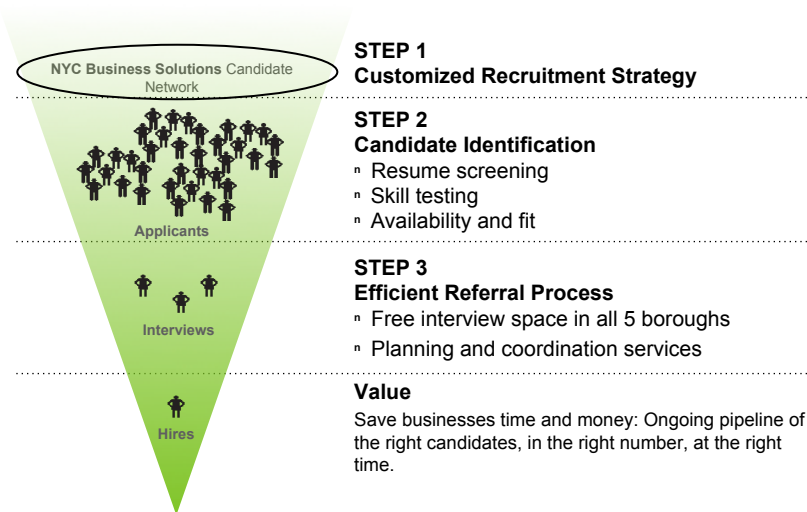
Off-site Services

- Referrals to community partners that can help to put jobseekers on the path to placement

Understanding Key Brands



Recruitment for Businesses



How The Center for Economic Opportunity Fit Into the Big Picture

CEO catalyzed our efforts to innovate and make the basic employment system more sophisticated

Took the opportunity to blend goals to serve businesses better (sector approaches) and to work to get better wages and job quality for workers

1. Create Sector Career Center (2,000 placements a year in Transportation, Manufacturing, Healthcare)
2. Upgrade training for incumbent workers
3. Career Advancement for low wage workers
4. Training Guide to make options more transparent for jobseekers
5. Utilizing Community Partners
6. Ex-Offenders job placement program

Sector approaches work for many people and industries, but generalist approach can work well also to help match unemployed with "starter jobs" (young adults and low skilled)

Sector work can be harder to scale; as it responds to market demands and is not focused only on entry level jobs

What Worked, What Didn't and My Advice

What Worked	What Did Not Work So Well	My Advice
Sector Career Centers: focused on meeting industry demand for entry and mid level jobs	Tried to make all Career Centers focused on industries; Low wage sectors have lots of jobs that no one really wants	Find 2-3 key economic sectors and invest in training, placement and upgrading
Career Advancement: services for adults including coaching, additional training, and access to new jobs	Jobseeker focused efforts often led to small wage increases by job switching	Career Advancement should be focused on tangible industry skills and access to new jobs (coaching feels less effective)
Customized Job Training: upgrading workers with new skills and commitment to wage increases	Hard to scale up this work	Very important program to serve businesses and workers and develop a robust set of services (not just job placements)

What Worked, What Didn't and My Advice

What Worked	What Did Not Work So Well	My Advice
Community Partners: working with the organizations who see the populations you are trying to target		Figure out the partners who can become the trusted recruitment sources for the system (i.e. do not focus on being a walk in system)
Clear Vision and Brands for Businesses and Jobseekers: Use language and create value propositions for both customers	Hard to get past perceptions of public sector services	Tirelessly promote ways in which business (small, med, large) can work with the system
Create a Suite of Services: Economic development is about helping businesses thrive, not only about hiring	Often hard to recruit and find a pipeline of talent for jobs	Multiple economic development services are needed to engage business (training, hiring, financing, incentives)

What Worked, What Didn't and My Advice

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Final Word:

Sector Expertise comes in many shapes and sizes:

1. Industry/trade associations (CompTIA, Greater Hospital Association, National Association of Manufacturers)
2. Private Sector Recruiters with specific industry focus
3. Hiring industry experts into typical workforce organizations (door openers)
4. Fresh perspectives are needed- hard to reorient large institutions to this approach (difficulty with colleges)
5. Anyone who comes from industry and has deep sector expertise and relationships

Thank You!

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At tables, discuss

What are the implications of what you have heard today for Toronto and the province?

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