

Workforce Development Policy to Practice

12th February 2015

3:00-5:00

Investments in building a field of practice



FORD FOUNDATION



THE ANNIE E. CASEY FOUNDATION



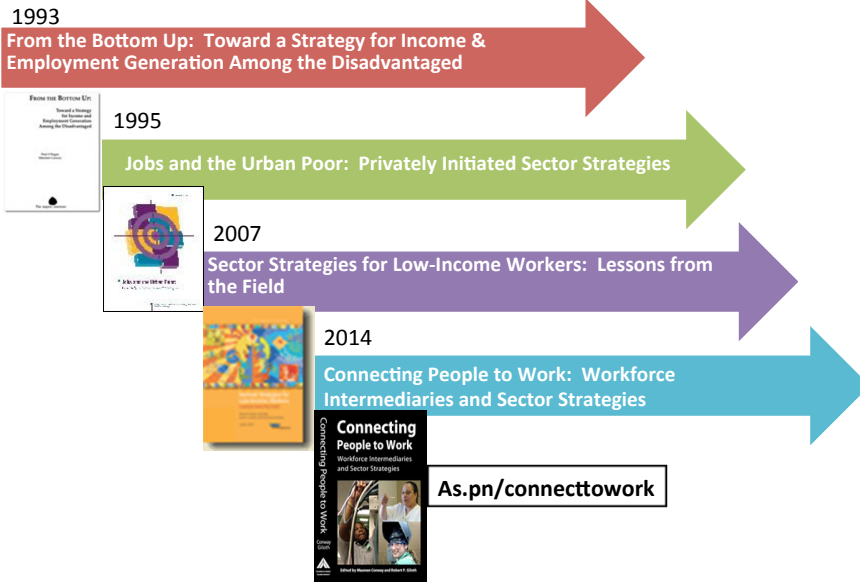
National Network of Sector Partners
Linking Industries, Communities and Workers



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



Describing & Defining the Sector Field



Sector Definition(s)

- Targets a specific industry or set of occupations
- 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

Raise the Floor *and* Build Ladders

Access to skilled Jobs



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

Form small “buzz” groups 2 or 3 people

- Introduce yourselves and discuss
 - What is relevant for Ontario and the city of Toronto?
 - What is dissonant? Not so relevant?

Building a 21st Century Workforce through productive partnerships

Angie Kamath
Executive Director, Per Scholas, NYC

February 2015

AGENDA

1. HISTORY & MISSION
2. Sector Model
3. Program Components
4. System Change Goals



Mission + History

- Per Scholas is a nonprofit organization, committed to breaking the cycle of poverty by providing education, technology and economic opportunities to individuals, families, and communities
- Founded in 1995, Per Scholas uses technology to address the skills gap and offers employers in the IT community qualified talent to grow their businesses
- Per Scholas has trained ~4,500 adults (18+) for IT professions in the Bronx and Brooklyn, NY; Columbus and Cincinnati, OH; and now the National Capital Region in Silver Spring, MD
- 2010: Random assignment (“gold standard”) evaluation
- 2012: Named to Social Impact Exchange [S&I100](#), a national index of the top 100 proven, high-impact nonprofits
- 2014: [Featured by the White House](#) as “[what works](#)” in fighting long-term unemployment and creating [#OpportunityForAll](#)

Measurable Impact

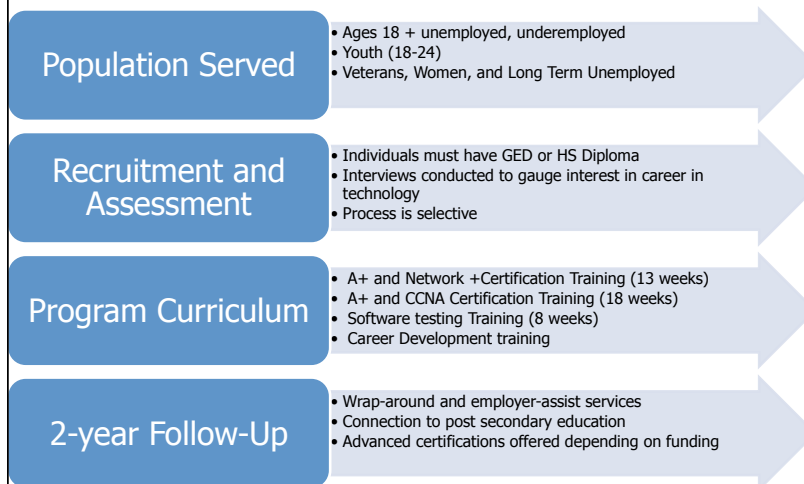
- **Accomplishments**
 - Trained over 5,000 adults (18+) for IT professions with offices in Bronx and Brooklyn, NY, Cincinnati and Columbus, OH, and Silver Spring, Maryland.
 - Annual training of over 450 individuals per year in NYC, with 85% graduation rates, 85% certification rates (A+ and Net+ credentialing), and 80% placement rates in help desk support, networking support specialist, and software testing roles.
 - Over 70% of graduates are engaged in alumni services over a 2 year period after graduation- career coaching, 1:1 financial counseling, advanced trainings
 - Over 50% of alumni receive a wage increase of at least 10% within 1 year of working (increase in \$4-\$6 per hour in wages)

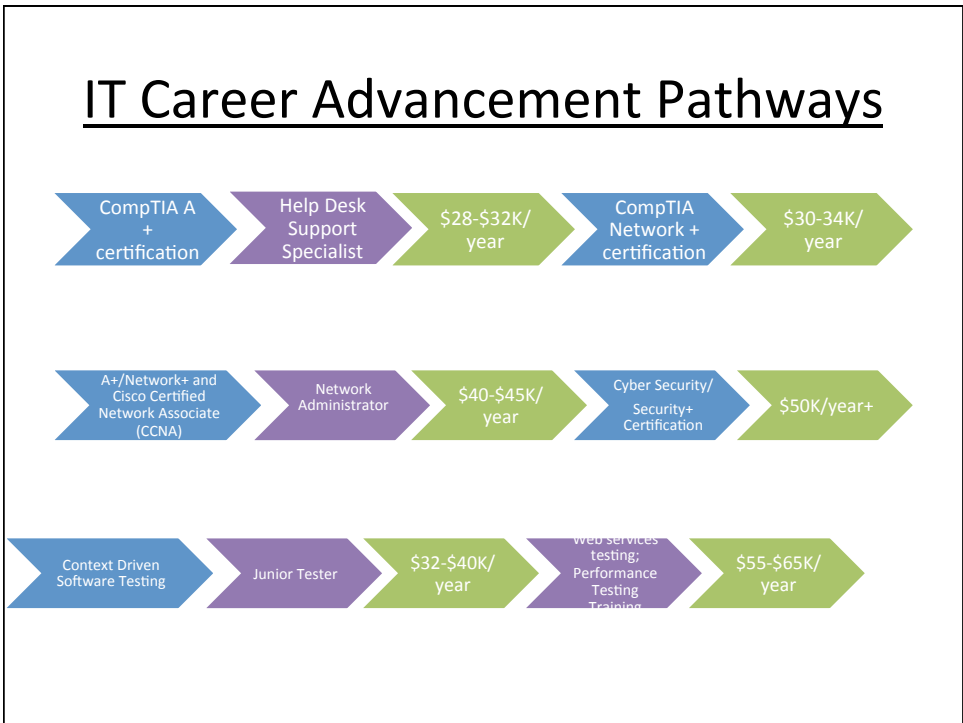
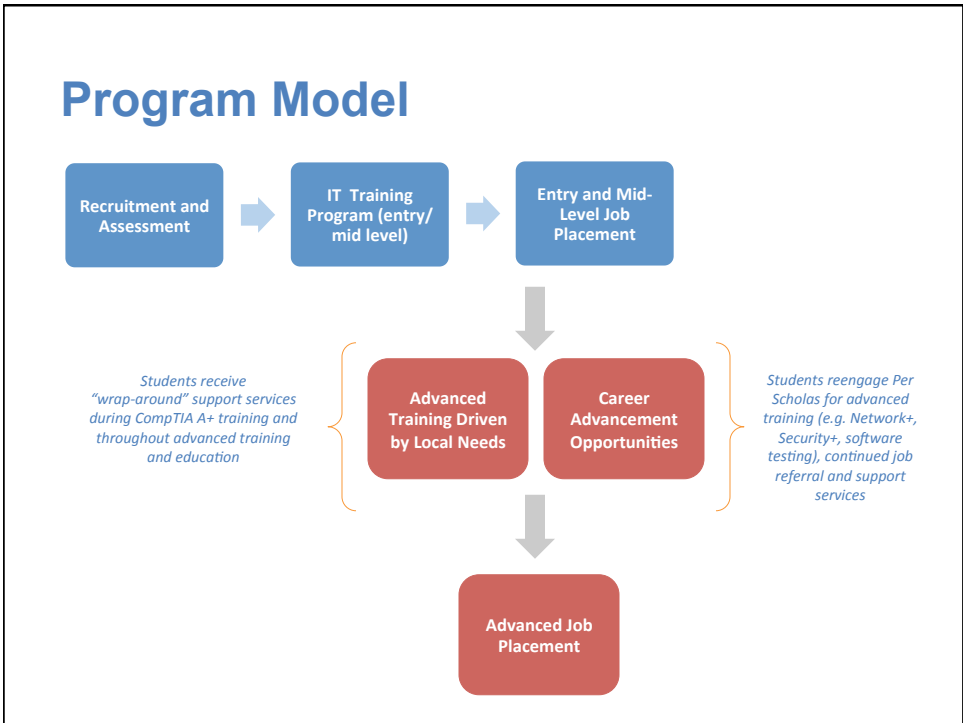
Value Proposition to Employers

- Pipeline of talent, tailored to need
- Lower hiring costs
- Higher retention = lower turnover costs
- Healthier bottom line

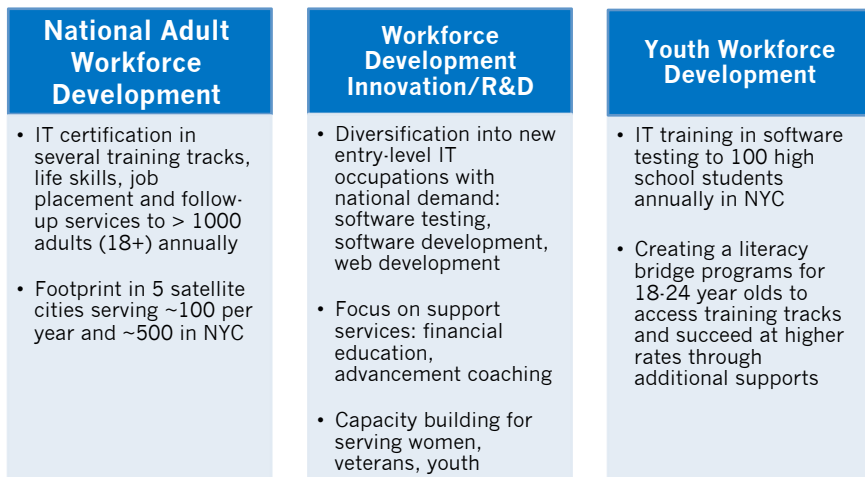


Employer Driven Training Model



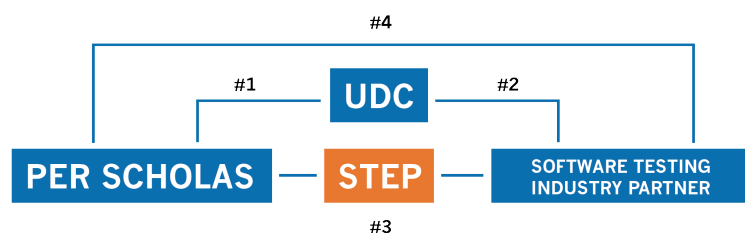


PER SCHOLAS VISION: 2015



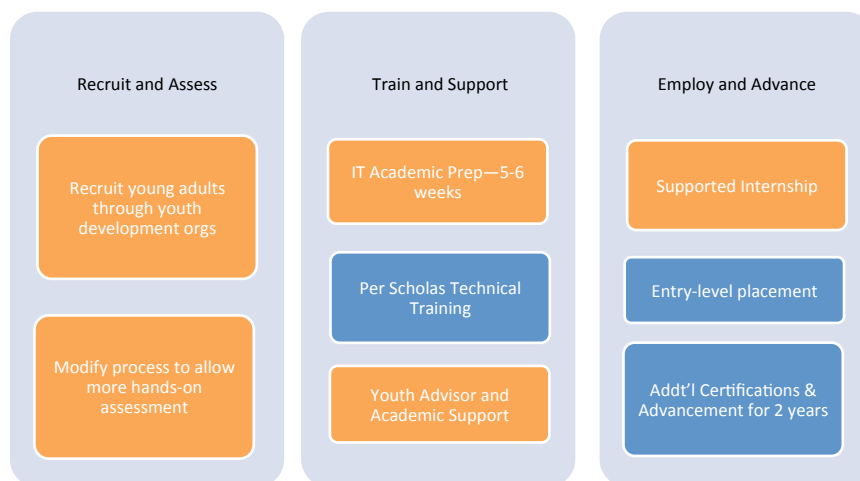
The UDC Partnership

An innovative economic development model



1. Per Scholas leases and builds out the UDC in its current building in the Bronx.
2. Doran Jones, the software testing industry partner subleases the UDC space and begins to ramp up operations.
3. Per Scholas offers 6-8 STEP training cycles per year. The industry partner commits to hiring at least 80% of graduates paying \$35,000 plus benefits to start.
4. In addition to paying rent, the partner shares revenues with Per Scholas to sustain the STEP offering.

Youth Program Model



NATIONAL REPLICATION: SITE SELECTION

VIABILITY INDICATORS

- Labor Supply: 40% of population with HS degree or less
- Market Demand: 3:1 ratio on projected IT jobs
- Sustainable Funding: 50% of 3 years of funding prior to entry (~\$750K)
- Local Partner: Providing complementary programming

Site	Launch Date	Results/Next Steps	Key Partners
Columbus, OH	October 2012 launch	81 enrolled; 88% graduation and 81% placement rates	JPMC, City Council, United Way, Time Warner Cable, Nationwide
Cincinnati, OH	August 2013	18 enrolled, 100% graduation	United Way, Partnership for a Competitive Workforce, Pomeroy, Urban League
Silver Spring, MD	March 2014	Recruiting candidates	Catholic Charities, Lockheed Martin
Dallas, TX	Q1 2015	Launch site	JPMC, United Way, Texas Instruments, Capital One, Commit! Dallas
Atlanta, GA	Q3 2015	Site due diligence	TBD: Home Depot, KForce, InvestAtlanta
TBD <i>Detroit, Newark, Indianapolis</i>	Q1 2016	Site due diligence	TBD: WIN SE Michigan, Prudential, Liberty Mutual

Employment Engagement

- Per Scholas's goal is to have corporate partners who engage on multiple levels

Areas	Examples	Partner Examples
Corporate Volunteers	Mock interviews, site visits, speakers, in-kind projects	JPMC, Barclays, Credit Suisse, Bloomberg, Neuberger Berman
Internships/Jobs	Directly or through outsourcing partners	Barclays, Bloomberg, JPMC, PIMCO, Neuberger Berman
National Presence	Hiring, volunteer, sponsor support in multiple sites	JPMC, Capital One, Time Warner Cable, Barclays
Thought Leadership	Staff training, Board membership, curriculum development (eg. software testing, financial education)	Barclays, Citi, Bloomberg,
Operating Support	Financial support, donations, sponsorship	All of the Above

- 2015 goal is to increase national and multi-faceted corporate relationships

Thank You!

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SECTOR-BASED WORKFORCE DEVELOPMENT

NYC CENTER FOR ECONOMIC OPPORTUNITY (CEO)



About CEO

Center for Economic Opportunity

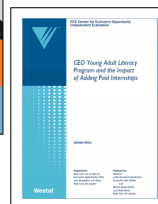
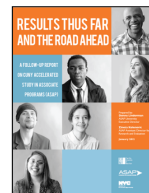
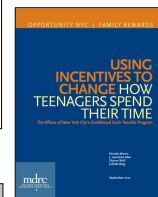
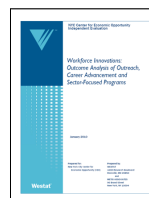
- Established December 2006 to implement, monitor, and evaluate New York City's ambitious anti-poverty agenda.
- Part of the Mayor's Office of Operations

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

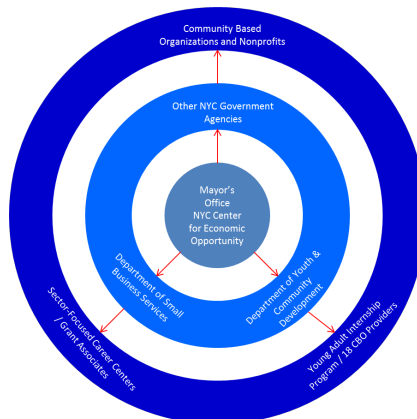
- Program design, management of contracts and providers, and program implementation.

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.



Performance Monitoring Overview

CEO is a data-driven institution	Performance Monitoring Process	Delivery Team
<ul style="list-style-type: none"> • Research and data inform: Program design, outcome targets, implementation, and evaluation • Community and population needs are analyzed to identify service gaps • Budgetary and program decisions are made after thorough data collection 	<ul style="list-style-type: none"> • Rigorous Program Management <ul style="list-style-type: none"> • Check-ins, site visits, phone calls - • Not just data alone • Qualitative and Quantitative Reports <ul style="list-style-type: none"> • Monthly narratives outline activities, challenges and next steps; • Quarterly data reports contain metrics on process, target outcomes, and demographical metrics 	<ul style="list-style-type: none"> • The Center Internal program managers with direct oversight over program design, target setting, implementation, evaluation, and budget • CEO Data Team Internal data team responsible for data collection, management, and reporting

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

Successful workforce strategies evolve into new programs

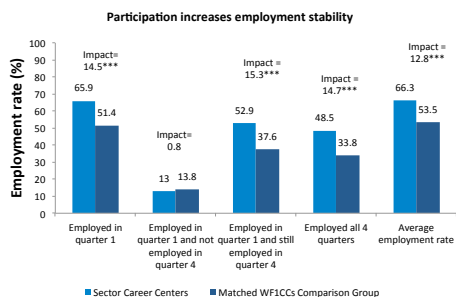
STRATEGY	CEO PROGRAMS	EVALUATION RESULTS	SIF PROGRAMS
Stable employment and career advancement to provide a clear pathway out of poverty. Robust employer connections and labor market data inform services and training.	Sector-Focused Career Centers (SBS) are job placement and training centers that focus 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.	

Sector Focused Career Centers: Findings

Westat Report: Sector-Focused Career Centers Evaluation: Effects on Employment and Earnings After One Year, 2014

KEY FINDINGS

1. 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.
2. A blended approach that includes sector specific training is effective.
(Possibly due to the fact that some industries simply provide better paying opportunities)
3. Groups that face barriers in the labor market all benefit from the sectoral approach
4. 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

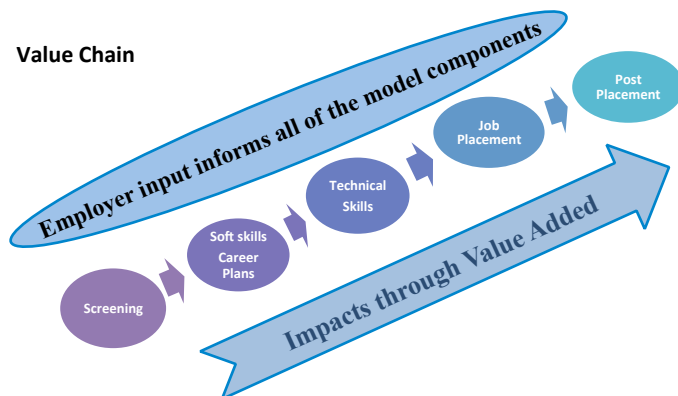


Advancement Strategies*

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

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

Value Chain



Pre-Employment Services and Training

- Screening for Candidates with Requisite Skills and Background According to Employer Need
- Pre-Employment Services
 - Sector-focused job readiness training informed by real time labor market information
 - Develop individual career plan
- Occupation-Specific Skills Training
 - Focused on particular industry career tracks, skills needs, and training curricula identified by employers
 - Intensive enough to impart value added
 - Adaptable to changes in the labor market

Job Development and Placement

- Providers: have strong relationships with employers
- Identify job openings and who's hiring within sector
- Understand employers' skill needs in targeted industry
- Knowledge about career pathways within the sector and place clients in jobs with advancement potential
- Target good paying jobs

Post-Placement Assistance

- Career navigation to maintain and extend gains
 - Career coaching
 - Identify next tier jobs and additional training opportunities to promote career progression
 - Rapid re-employment for those losing jobs
 - Employer feedback on participants' performance
 - Advanced occupational training and certifications

Work Advance: Implementation Findings

MDRC Report: Meeting the Needs of Workers and Employers:
Implementation of a Sector-Focused Career Advancement Model for Low-Skilled Adults, 2014

Implementation Findings:

- 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

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

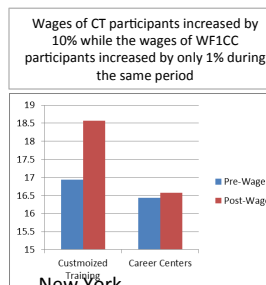
- Since 2007 the program has awarded **\$ 7 million** to **142** businesses to train over **3800** workers.
- **970 workers** have received a wage gain.
- The average wage gain has been **15%**

Customized Training Funds

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.

External Evaluation Impacts:

- 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.

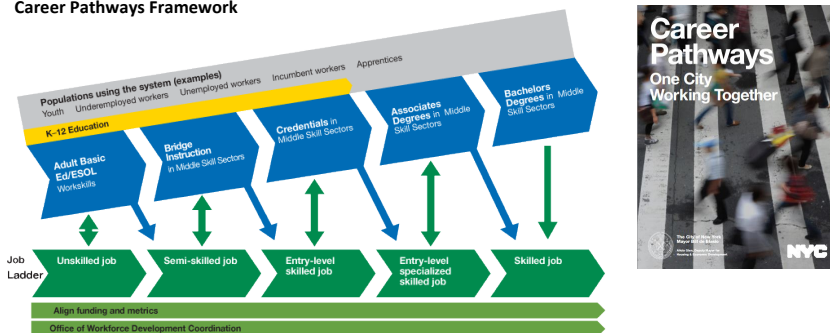


Jobs for New Yorkers Task Force

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.

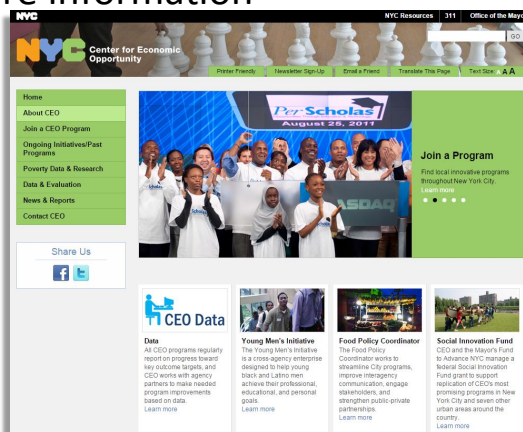
After extensive research and analysis on NYC’s internal and external programming and policies, the Task Force released the Career Pathways report to identify needed changes in NYC’s workforce system and introduce promising new initiatives that are better coordinated to meet people where they are and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

Career Pathways Framework



For more information

Visit CEO’s website
www.nyc.gov/ceo



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Return to “buzz” groups and discuss

What are the implications of what
you have heard today for your
organization?

For Toronto overall?