

# Building A Better Workforce: WorkAdvance

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**social innovation fund**

Center for Economic Opportunity • Mayor's Fund to Advance NYC

[www.nyc.gov/ceo/sif](http://www.nyc.gov/ceo/sif)

# About the Center

## ■ Center for Economic Opportunity

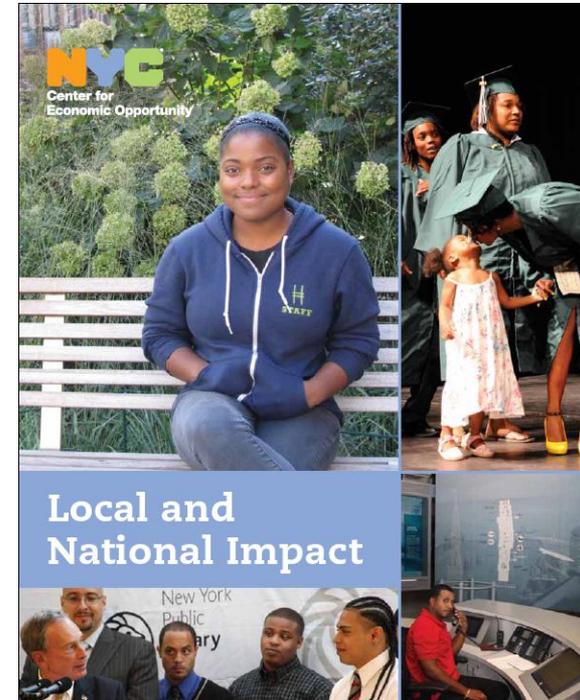
- Established by Mayor Michael R. Bloomberg to develop, implement, monitor, and evaluate the City's new anti-poverty programs.
- Winner of the Harvard University's Innovations in American Government Award.

## ■ CEO Budget

- \$100 million public-private partnership.
- Supports the implementation of CEO's anti-poverty initiatives and pilot programs.
- Funds the monitoring and evaluation of programs.

## ■ Commitment to Evaluation

- All program outcomes tracked.
- Program-specific evaluation strategies developed.
- Shares lessons learned and best practices to partners, policy makers, funders and practitioners.



*CEO releases annual reports on program and policy initiatives.*

# CEO Objectives and Approach

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- **Identify Successful Anti-Poverty Programs**
  - Implement Pilots
  - Evaluate Programs
  - Funding based on results
- **Build a National Body of Evidence and Share Results**
  - CEO pilots to be replicated nationwide through the Social Innovation Fund
  - Share best practices and lessons learned
- **Expand High Impact Programs**
  - Graduate CEO's successful pilots
  - Expand promising programs
- **Develop New Measures & Policies**
  - Pursue an alternative to the outdated federal poverty measure
  - Use lessons learned to inform future policy recommendations.

# CEO Evaluation Strategies

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- **All Programs Assessed**
- **Program-specific Evaluation Strategies Based on**
  - Availability of data
  - Implementation status
  - Timing of expected outcomes
  - General knowledge of intervention
  - Strength of program model
  - Level of investment
- **Types of Assessment**
  - Routine monitoring; meetings and site visits; monthly and quarterly reporting; data analysis
  - Early Implementation / outcome studies
  - Program / topic-specific studies
  - Impact evaluations

# CEO Sector-Focused Workforce Program

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## CEO Approach

- **Sector-Focused Career Centers (SBS)** are workforce development programs that focus on meeting employer needs in specific sectors.
  - NYC operates 2 sector-based career centers, each focusing on a single industry: healthcare, manufacturing and transportation.
  - FY 2011: 6,718 individuals were served. 2,080 job placements/promotions.

## Evaluation

- CEO evaluation found Transportation Sector Center participants were 3 times more likely to be placed; earn \$1.70 more/hr and work more hours/week, compared to participants at the standard Workforce1 Career Centers.

## New Program

- **SIF WorkAdvance** helps low-income individuals to increase employment in targeted sectors, and to advance in their career over time.

# Federal Social Innovation Fund (SIF)

## ■ The Corporation for National & Community Service

- A federal agency that engages more than five million Americans in service through Senior Corps, AmeriCorps, and Learn and Serve America.
- Leads President Obama's national call to service initiative, United we Serve.
- Manages the Social Innovation Fund Awards.



## ■ The Social Innovation Fund

- Established by the 2009 Edward M. Kennedy Serve America Act, a new public-private investment vehicle designed to identify and replicate effective solutions to critical challenges.



# CEO Social Innovation Fund

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## ■ A Unique Opportunity

- In July 2010, CEO, in partnership with the Mayor's Fund to Advance NYC, was awarded an annual \$5.7 million Social Innovation Fund grant.
- Grant replicates five innovative anti-poverty programs in 8 cities nationwide.

## ■ SIF Partners

- **The Mayor's Fund to Advance New York City:** A nonprofit designed to support public programs through joint ventures between philanthropy and city government.
- **MDRC:** A nonprofit education and social research organization that develops and evaluates bold new ideas aimed at improving the well-being of low-income individuals.
- **NYC Office of Financial Empowerment:** A government initiative that educates, empowers, and protects low-income New Yorkers so they can build assets and make the most of their financial resources.
- **Private Funders:** Significant support is provided by nearly 30 funders to date.
- **City Partners:** Each of our 8 partner cities embraces innovation and prioritizes evidence-based strategies polices and programs.

# WorkAdvance Demonstration

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- WorkAdvance goals:
  - Increase employment, retention, earnings, wage rates, hours
  - Help employers meet human resource needs
  - Change systems / better align workforce and employer needs
  - Share best practices
- One of 5 national pilots being replicated by CEO
- Sites focus on narrow range of occupations; Deep staff expertise and employer connections are central
- Strategic post-placement follow-up
- New random assignment test: implementation, impact, and cost-benefit studies
- Learning network

# WorkAdvance Model: A Hybrid Vision

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A next generation  
advancement strategy

## Sector-Focused Strategies

(Building on CEO Transportation Career Center and P/PV Studies)



## Post-Placement Strategies

(Building on ERA, UK ERA, WASC, and Advance at Work)

# WorkAdvance Cities and Providers

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- **New York City**

- Per Scholas, Bronx, *Information Technology*
- St. Nicks Alliance, Brooklyn, *Environmental Remediation*

- **Cleveland, Ohio**

- Towards Employment, *Healthcare & Manufacturing*

- **Youngstown, Ohio**

- Towards Employment with Compass, *Healthcare & Manufacturing*

- **Tulsa, Oklahoma**

- Madison Strategies Group, *Transportation*

# WorkAdvance Eligibility

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## Eligibility:

- Low Income Adults: unemployed or earning under \$15/hour in current job; family income < 200% of Federal Poverty Level
- Interested in a career in targeted sector
- Meet sector-specific employer requirements (literacy test, drug/criminal screening, dexterity, etc.)

## Recruitment:

- Targeted and varies by industry and city
- Most sites have staff dedicated to recruitment

# WorkAdvance Key Program Elements

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## Approach

- Dual-customer approach (job seekers & employers)
- Sector focus and career advancement approach infused in all parts of program

## Program Elements

- Pre-employment services contextualized to sector
- Occupation-specific training tailored to employer demand
- Robust job development and placement
- Retention and advancement support

# Progress To Date

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- All sites launched program services in fall 2011
- Learning network and evaluations launched
- A total of 1088 individuals have been randomly assigned
  - 40% on food stamps
  - 71% male (healthcare mostly female)
  - 19% previously incarcerated
  - 37% are 18-29 years old
  - 56% spent <12 months in most recent job

# Early Challenges

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- Research sample build-up:
  - Tight screens require significant recruitment effort
- Sites need to make adjustments:
  - Case management => career coaching
  - Job placement => career paths
- Adjusting programming as labor demand shifts
- Keeping program participants engaged, given economic needs to earn money quickly
- Obtaining sufficient training opportunities in sites that work with external providers

# Next Steps to CEO Anti-Poverty Work

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- **Maintain & Initiate New Anti-Poverty Innovations**
  - Make smart investments based on data and evaluations.
  - Continue to innovate using city tax levy and philanthropic funds.
- **Replicate CEO & Encourage National Investment**
  - Use the Federal Social Innovation Fund to implement multi-city pilots.
- **Become a Leader in Federal Innovation**
  - Disseminate research and lessons learned through participation in conferences and forums, and through the release of program evaluations.

# For More Information, visit [nyc.gov/ceo](http://nyc.gov/ceo)

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### CEO Releases Fifth Annual Report

April 2012

CEO's fifth annual report, Local and National Impact, highlights CEO's accomplishments over the last year, including CEO's receipt of the Harvard Kennedy School Innovations in American Government Award, CEO's efforts to replicate promising programs through the Young Men's Initiative and the federal Social Innovation Fund, and the Census Bureau's release of the Supplemental Poverty Measure, which was informed by the CEO Poverty Measure.

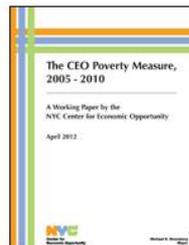
[Download the Local and National Impact](#)



### RFP Released: Jobs-Plus

May 1, 2012

CEO and the Human Resources Administration (HRA), in collaboration with the New York City Housing Authority (NYCHA), are seeking qualified vendors to implement the Jobs-Plus program. Jobs-Plus is a program for NYCHA residents that combines on-site employment services, rent-based and other financial incentives to "make work pay", and community support for work to increase the level of employment and earnings in NYCHA communities. The program is funded



[The CEO Poverty Measure, 2005-2010](#)



[Learn about SIF](#)

### USEFUL LINKS



- [Get the EITC](#)
- [NYC Service](#)
- [Training Guide](#)
- [Workforce1](#)

### CEO PARTNERS

- [Children Services](#)
- [CUNY](#)
- [Consumer Affairs](#)

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