Focusing on Advancement

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Outline

• Why WD should increase focus on advancement
• Examples of advancement-centered programs
• Challenges to advancement-centered WD
In 2022, 65% of jobs in Cleveland MSA will not require any post-secondary ed. Jobs that need little training expected to grow fastest.

Source: Author’s calculations from Ohio Job Outlook for Cleveland MSA
For most occupations, there are more qualified people looking for work than available positions.

A view of labor markets

- Separate labor markets depending on skill level
- People can increase skill through education, training, and/or on-the-job training
- Not everyone is in the right place
  - Underplaced: More skilled than current job
  - Overplaced: Less skilled than current job
Mid-skill jobs tend to be difficult to fill

- Less skilled jobs require little training or experience
- Workers at College-level & above are highly mobile
- Most Mid-skilled jobs require highly specific skills that are acquired in 1 to 5 years of vocational or on-the-job training

<table>
<thead>
<tr>
<th>Rank</th>
<th>Category</th>
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<td>1.</td>
<td>Unemployed</td>
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<tr>
<td>2.</td>
<td>Low-skill/entry level</td>
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<td>Semi-skilled</td>
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<td>5.</td>
<td>College-level</td>
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<td>6.</td>
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<td>8.</td>
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Focusing on advancement can create entry-level openings

- Training the employed to move into semi-skilled & mid-skilled jobs will create entry level openings for people who want to enter the workforce

- This requires
  - Working with people who are employed
  - Strong knowledge of local employer needs
  - Serving fewer clients more intensively
Examples of advancement focused programs

• **Ohio Means Jobs | Cleveland-Cuyhoga County**
  

• **WorkAdvance**
  
  www.mdrc.org/project/workadvance#overview

• **Partners for A Competitive Workforce**
  
Challenges to focusing on advancement

- Funding
- Finding participants
- Overcoming employer biases
- Finding ways to serve incumbent workers
Conclusions

- There are many job seekers qualified for low-skilled positions
- Therefore, workforce development organizations can increase impact by focusing on jobs that require more skill
- Helping workers advance into more skilled positions is an effective way to do this
- Advancements also create openings for less skilled