

➤➤ Towards Employment



Towards Employment



Celebrating 40 Years

WORKADVANCE

Building Skills To Meet Employer Needs



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➤➤ Towards Employment Overview

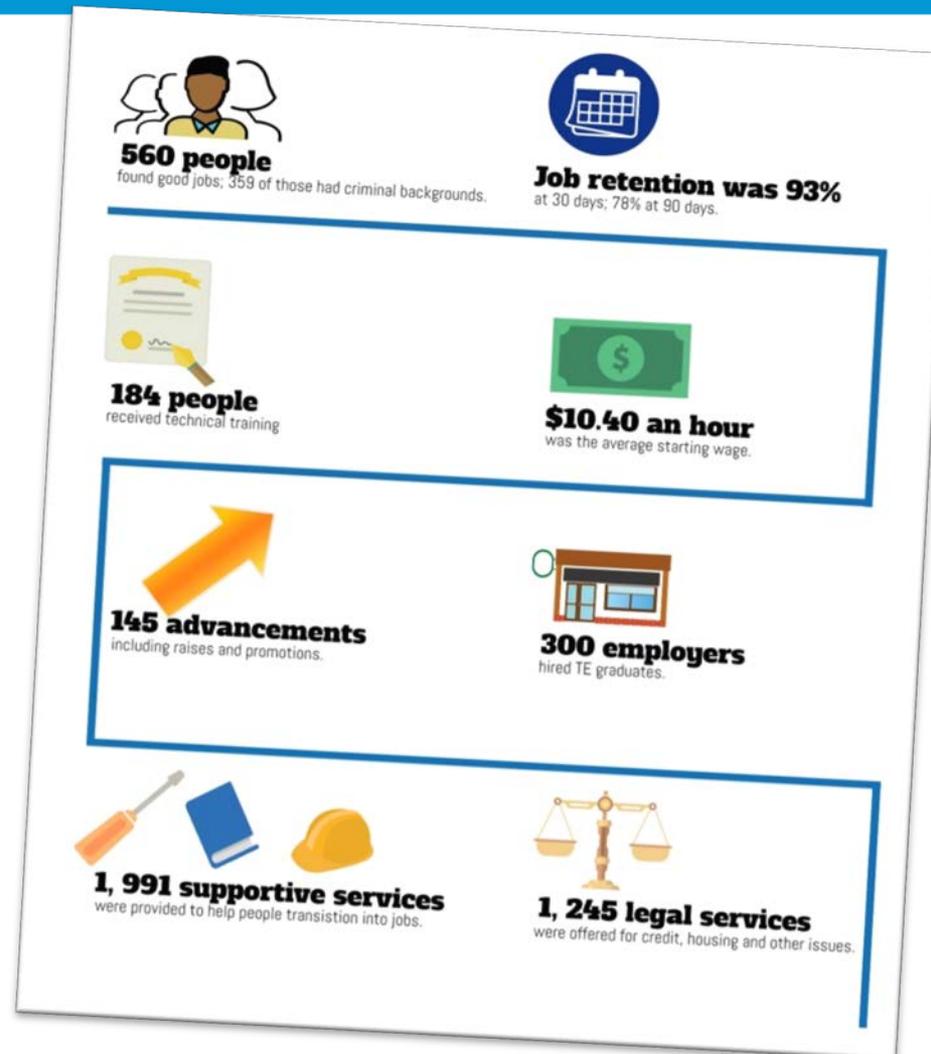
- TE provides:
 - employment programming and supportive services for individuals
 - sourcing/retention/advancement services for employers, and
 - leadership on initiatives promoting a more inclusive and better aligned workforce system.
- Since 1976, TE has helped over 124,000 people transition off of welfare, out of prison, or off of the streets and into employment, while providing qualified talent to meet local business' hiring needs.





➤➤ 2016 Results (1)

- 560 people placed (up from 475 in 2015)
- Average starting wage across all programs was \$10.40/hour
- 73% retention at 180 days.
- 184 people received skills or credentialed training.
- 145 people advanced.
- Average advanced wage over \$12/hour
- Over 300 employers engaged



➤➤ 2016 Results (2)

- ➤ Leadership of collaborative initiatives to better align workforce programming
 - Talent NEO: Skills-based Hiring initiative
 - Generation Work: improving workforce outcomes for Young adults.
- Bloom Artisan Bakery & Cafe opened as a TE social venture, providing jobs and training for TE grads, and high quality, hand-crafted baked goods to downtown CLE.





Workadvance Background

- ▶ National 5-year workforce development demonstration
 - ▶ Designed by MDRC, a social policy research firm, in partnership with the NYC Center for Economic Opportunity
 - ▶ Funded by the White House Social Innovation Fund, The Fund For Our Economic Future, and other national and local funders.
- ▶ 4 test sites: 2 in NYC; Tulsa, OK; and Northeast Ohio.
- ▶ Tested whether a career pathways approach, offering a comprehensive provision of services and focused on targeted sectors and emphasizing advancement, could lead to better outcomes for individuals and employers.
- ▶ Eligible participants had earnings under 200% of poverty and, if employed, made less than \$15/hour at the point of enrollment.



WA Model



WorkAdvance

A promising sector-focused strategy to improve economic mobility for low-income adults

A decline in earnings among workers without postsecondary credentials has increased the need for services that help low-skilled job seekers enter and advance in the labor market.



JOB SEEKERS

WorkAdvance connects low-income job seekers to high-demand sectors that offer quality jobs with strong career pathways.



EMPLOYERS

Middle-skill jobs are growing in many sectors and often require sector-specific skills and credentials, which has increased the need for employer input in providing services to job seekers.

The Program Model

WorkAdvance takes a “dual customer” approach to meet the needs of both job seekers and employers.



>> Key Components of the Model:



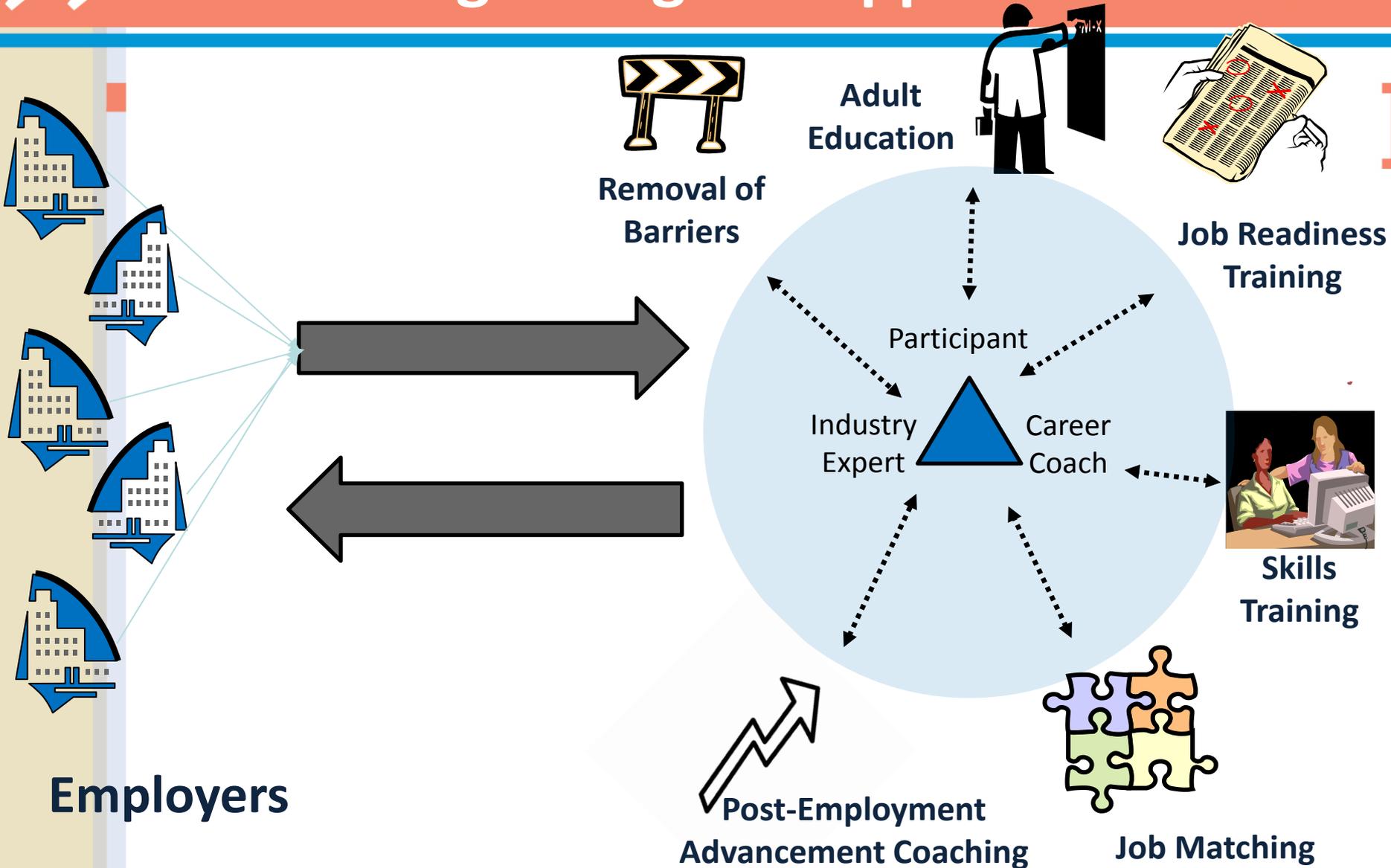
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■ Menu of Services for individuals

- Intake & Screening: ensure participants can benefit from training and meet sector requirements
- Sector appropriate Pre-Employment and Career Readiness Services, includes Career planning and Softskills; Connection w/a career coach; Workkeys assessment
- Sector Specific Occupational Skills Training
- Sector Specific Job Development and Placement
- Post-employment Retention and Advancement Services (continued career coaching and wraparound supports)

WorkAdvance:

>> A "Concierge" Aligned Approach





>> Key Components of the Model:

■ Services for Business

- Screening and Sourcing
- Retention Support
- Advancement coaching

NEO-specific:

- Incumbent Worker Training for Advancement and backfill of entry level positions
- Supervisory Training for front line supervisors
- Connection to national workforce forums and resources



➤➤ NEO Results



NEO Focused on Manufacturing and Health Care Sectors in Cuyahoga County and the Mahoning Valley

- Accessed More Services:
 - 1.5x more Career Readiness
 - ~4x more Skills Training and >4x likely to complete
 - 2x more Job Search support
 - ~3x more Post Employment Coaching
- Positive Employment Results:
 - 450 People placed to date
 - 220 People Advanced to date
 - 25% Ave Wage Increase, among those who advanced
- Increased Earnings:
 - 14% increase overall; Later enrollees achieved 22% increase or \$3,000/year
- Job Quality
 - 49% more likely to work in the targeted sectors of health care and manufacturing
 - more likely to be working: regular shift, full-time, permanent jobs with opportunities for career advancement.
- Coaching impact:
 - 10x more likely to have advanced if received coaching
- Levelled the playing field:
 - Individuals with criminal backgrounds got jobs and advanced at the same rate as those without



Common Positions & Wages

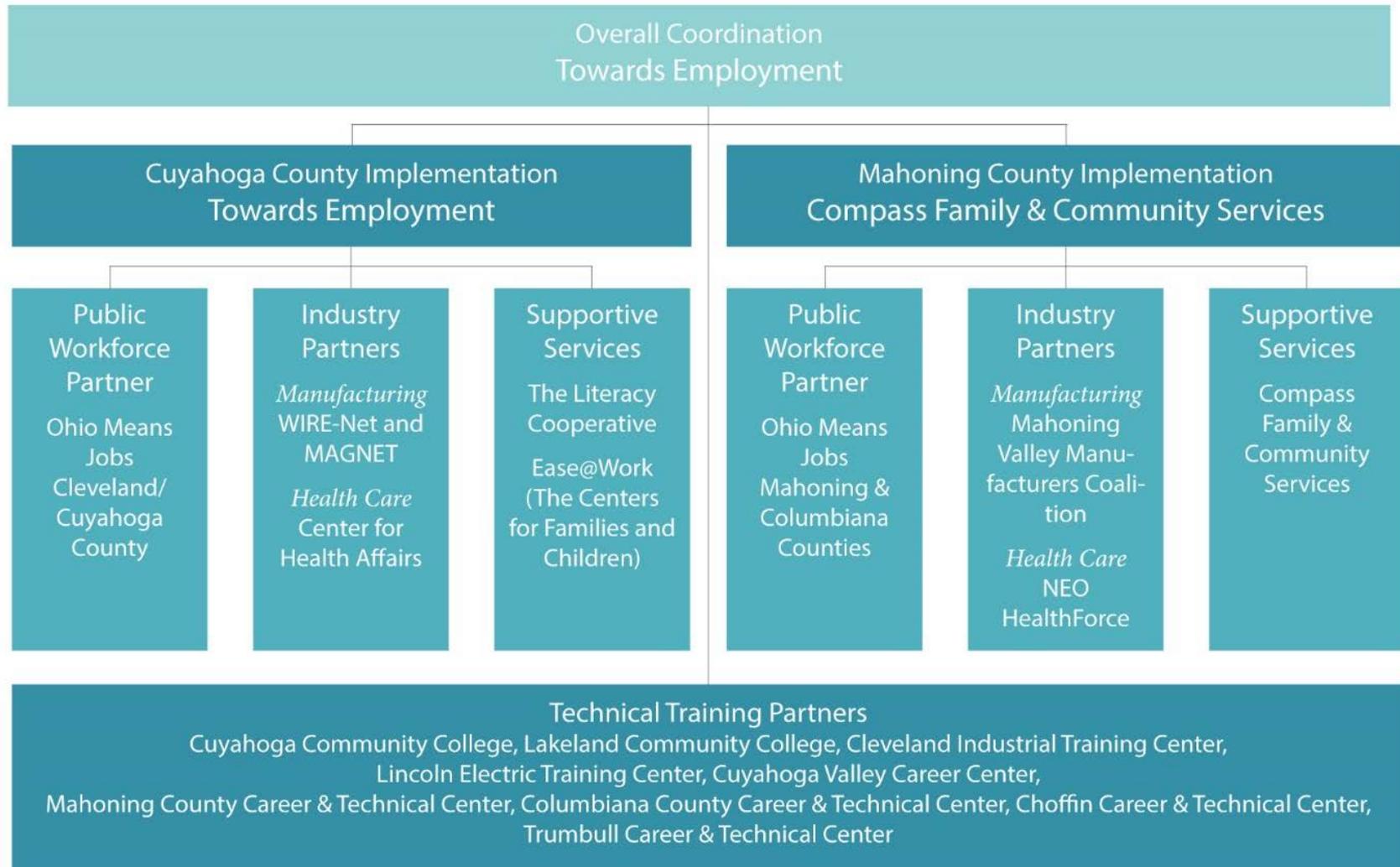
Figure 3

	Common Entry-Level Positions & Wages	Common Advanced Positions & Wages
Health Care	<p>Patient Care: Sitter, State Tested Nursing Assistant, Patient Care Assistant, \$8.10 - \$10.00/hour</p> <p>Allied Health: Phlebotomist (lab or clinic), \$10.00 - \$12.50/hour</p> <p>Administrative: Unit Secretary, Medical Records Clerk, Referral Office Liaison, \$8.10 - \$12.00/hour</p>	<p>Patient Care: Operating Room Assistant, Medical Assistant, Patient Access Specialist, \$9.00 - \$14.50/hour</p> <p>Allied Health: Phlebotomist (inpatient), Radiology Coordinator, \$15.50 - \$19.00/hour</p> <p>Administrative: Medical Coder, Medical Biller, Health Unit Coordinator, \$14.00 - \$15.00/hour</p>
Manufacturing	<p>Assembly: \$10.00 - \$11.00/hour</p> <p>Manual Machine Operators: Grinders, Polishers, Punch Press, \$11.00 - \$12.00/hour</p> <p>Entry Welders: \$12.00 - \$13.00/hour</p>	<p>CNC Operators: CNC Mill, Lathe Operators, Lathe Set Up Operators, \$13.00 - \$16.00/hour</p> <p>Robotic Welder, \$14.00 - \$16.00/hour</p>

>> Northeast Ohio Partners



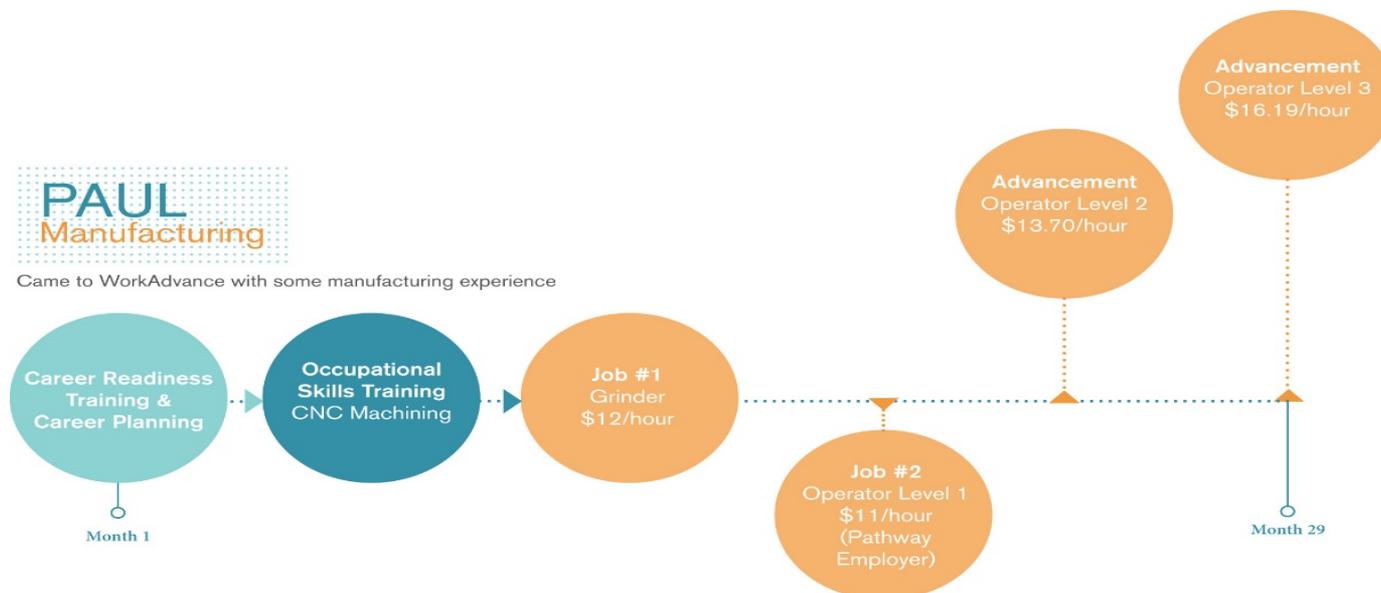
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Advancing on a Career Pathway

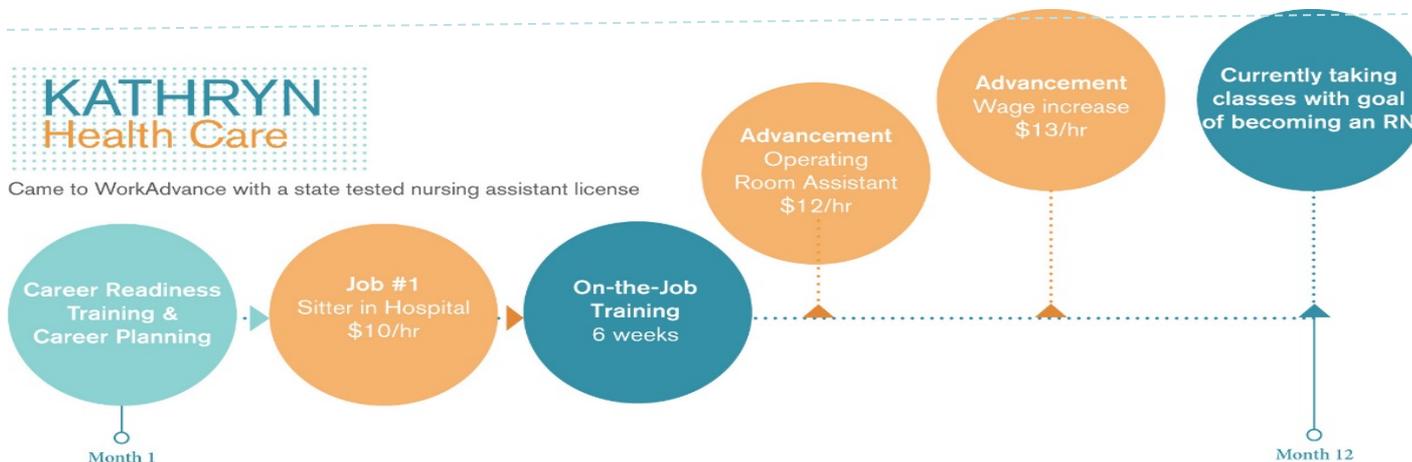
PAUL Manufacturing

Came to WorkAdvance with some manufacturing experience



KATHRYN Health Care

Came to WorkAdvance with a state tested nursing assistant license



➤➤ Lessons Learned - 1



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➤ Cross-system collaboration is key

- TE led a 10+ member collaborative that included social service agencies, industry associations, and training providers.
- Successful implementation hinged on the ability to set up and manage a multiagency partnership and leverage partner expertise.

➤ Coaching matters

- 90% of WA participants who advanced received coaching.
- Addition of a career coach is a significant difference from traditional workforce services



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➤➤ Lessons Learned - 2



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- ➤ Sector based programming delivers
 - Contextualized curriculum, softskills and career coaching by industry is key
 - Employers engaged in multiple ways including identifying in demand occupations, reviewing curricula, conducting mock interviews, partnering around learn and earn opportunities for employee advancement
- Be Patient
 - It takes time for training and advancement services to be completed and to translate into job placements and advancements: on average it took 6 months after placement before first advancement, but multiple advancements to achieve a living wage. WA had a 2 year service window.

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