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
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.
# WorkAdvance

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

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

## The Program Model

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

<table>
<thead>
<tr>
<th>SERVICES TAILORED TO TARGETED SECTORS</th>
<th>Intake and screening</th>
<th>Career readiness</th>
<th>Occupational skills training</th>
<th>Job development and placement</th>
<th>Retention and advancement</th>
</tr>
</thead>
<tbody>
<tr>
<td>SERVICES FOR JOB SEEKERS</td>
<td>Ensure that they can benefit from training and can meet sector requirements</td>
<td>Help them understand the needs of their chosen sector and develop “soft skills”</td>
<td>Provide training that leads to industry-recognized credentials for in-demand jobs</td>
<td>Facilitate entry into jobs for which they have been trained</td>
<td>Support job performance and career mobility after initial job placement</td>
</tr>
<tr>
<td>EMPLOYER BENEFITS</td>
<td>Increased pool of qualified applicants to make recruitment easier and less costly</td>
<td></td>
<td></td>
<td></td>
<td>More informed and supported workforce</td>
</tr>
</tbody>
</table>
Key Components of the Model:

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)
Employers

WorkAdvance: A “Concierge” Aligned Approach

- Adult Education
- Skills Training
- Job Readiness Training
- Removal of Barriers
- Industry Expert
- Career Coach
- Participant
- Post-Employment Advancement Coaching
- Job Matching

Employers

Towards Employment
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

- **Leveled the playing field:**
  - Individuals with criminal backgrounds got jobs and advanced at the same rate as those without
## Common Positions & Wages

### Figure 3

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

Overall Coordination
Towards Employment

Cuyahoga County Implementation
Towards Employment

- Public Workforce Partner
- Ohio Means Jobs
- Cleveland/Cuyahoga County
- Industry Partners
  - Manufacturing
  - WIRE-Net and MAGNET
  - Health Care Center for Health Affairs
- Supportive Services
  - The Literacy Cooperative
  - Ease@Work (The Centers for Families and Children)

Mahoning County Implementation
Compass Family & Community Services

- Public Workforce Partner
- Ohio Means Jobs
- Mahoning & Columbiana Counties
- Industry Partners
  - Manufacturing
  - Mahoning Valley Manufacturers Coalition
  - Health Care NEO HealthForce
- Supportive Services
  - Compass Family & Community Services

Technical Training Partners
Cuyahoga Community College, Lakeland Community College, Cleveland Industrial Training Center, Lincoln Electric Training Center, Cuyahoga Valley Career Center, Mahoning County Career & Technical Center, Columbiana County Career & Technical Center, Choffin Career & Technical Center, Trumbull Career & Technical Center
Advancing on a Career Pathway

PAUL
Manufacturing

Career Readiness Training & Career Planning
Occupational Skills Training
CNC Machining
Job #1
Grinder
$12/hour
Advancement Operator Level 2
$13.70/hour
Advancement Operator Level 3
$16.19/hour

Month 1
Month 29

KATHRYN
Health Care

Career Readiness Training & Career Planning
Job #1
Sitter in Hospital
$10/hr
On-the-Job Training 6 weeks
Advancement Operating Room Assistant
$12/hr
Advancement Wage increase $13/hr
Currently taking classes with goal of becoming an RN

Month 12

Note: The diagram also includes the information that Paul came to WorkAdvance with some manufacturing experience, and Kathryn came to WorkAdvance with a state tested nursing assistant license.
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.
Lessons Learned - 2

- 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.
Contact information:

Jill Rizika
Executive Director
Towards Employment
jrizika@towardsemployment.org
216-696-5750