Neighborhood Workforce Pipelines

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Presented at: Camden Works: Mobility and Opportunity in a Regional Context

October 5, 2006
Outline of Presentation

» Demand-side challenges
» What we mean by workforce pipeline
» Rationale for pipelines
» Other workforce barriers
» Pipeline examples
» Building pipelines
» Improving overall labor supply
» Conclusion
We have been successful in getting demand-side front and center – but challenges remain

» Sector partnerships require higher skills – the funnel
» Not all jobs organize easily by sector
» The timing of job demand often makes advanced preparation difficult
» Location of jobs is not always accessible

Simply, organizing the demand side is not enough – workers/jobseekers won’t come or stay.
What is needed is an integrated system of labor demand and supply

» Regional, sector-based partnerships
» Neighborhood, population focused workforce pipelines
» Overall improvement of labor supply
» Connecting mechanisms.
What are Neighborhood Workforce Pipelines?

Neighborhood workforce pipelines are a set of activities, networks and/or services that…

» provide information and access to services and supports for residents and businesses
» assemble employment, education, and training pathways for residents to build skills and advance in the labor market
» connect job seekers and workers to employment supports (coaching, transport, etc.) needed to facilitate career advancement
» identify key policy and system changes needed to reduce barriers
**NEIGHBORHOOD PIPELINE**

**TIME**

**INCREASED ECONOMIC STABILITY**

Support Services - Day Care

Transportation - Counseling

**TIME**

**INCREASED ECONOMIC STABILITY**

Education - ESOL - GED - Pre-College - College

Asset - Development

Employer

CBO

City Government

Timeframe:

Maria

enters through the support services, goes to employment, ends support services; saves assets; goes to education

Juan

enters through employment; gets social services; leaves employment; continues services; goes to education

Dawn

enters through education; gets support services; tries employment; employment's ends; drops services; picks up services again; moves to employment

**ECONOMIC SUCCESS**

Building strong financial futures for families and communities
# Why We Need Pipelines: Baltimore Skills Gap Challenge

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Sectors</th>
<th>% of East Baltimore Residents with Skill levels</th>
<th>Hours of Education/Training to move to next skill level</th>
</tr>
</thead>
<tbody>
<tr>
<td>‘Advanced’</td>
<td>Construction Jobs/Hourly wage</td>
<td>Registered Nurse $23.70+</td>
<td>5%</td>
</tr>
<tr>
<td>‘Competent’</td>
<td>First line supervisors $22.70</td>
<td>Radiology Tech $15 - 20.00</td>
<td>15%</td>
</tr>
<tr>
<td>‘Basic’</td>
<td>Carpenter $13.89</td>
<td>Pharmacy Tech $9 -12.00</td>
<td>30%</td>
</tr>
<tr>
<td>‘Minimal’</td>
<td>Laborers $11.50</td>
<td>Food Service $8.00</td>
<td>50%</td>
</tr>
</tbody>
</table>
Why We Need Workforce/Neighborhood Pipelines – Multiple System Investments in Baltimore

Closing the Employment Gap Analysis = need 1,200 jobs to equalize East Baltimore and City employment

Survey of 14 workforce providers:
• Expect 2,308 placements in just one year
• More than $8.2 million in resources for just 7 providers
Why We Need Pipelines: Prose Literacy Levels In Maryland By Race

Source: 2003 State Assessment of Adult Literacy and 2003 National Assessment of Adult Literacy
Why We Need Pipelines: Cars and Licenses in Making Connections Neighborhoods

» 54% have a valid driver’s license.
» 50% have a reliable car.
» 37% have a valid driver’s license and a reliable car.
33% have neither.

Making Connections Neighborhoods

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>License, No Car</td>
<td>17%</td>
</tr>
<tr>
<td>No License, No Car</td>
<td>33%</td>
</tr>
<tr>
<td>License &amp; Car</td>
<td>37%</td>
</tr>
<tr>
<td>Car, No License</td>
<td>13%</td>
</tr>
</tbody>
</table>
Why We Need Pipelines: Re-Entry Barriers

» With the highest rate of incarceration in the world, over 2.2 million people are in America’s prisons and jails.
» Last year 650,000 adults were released from prison
  » In Baltimore, 9,000 ex-prisoners are returning to a small number of neighborhoods each year
» Nationally, ex-prisoners face a number of issues coming home:
  » 2/3 of prisoners will be arrested again within 3 years
  » 25% of the population has a criminal record, which is a major employment barrier to some businesses
  » Large child support arrearages, which will immediately garnish wages upon employment, create a disincentive to work
» Re-entry programs with behind-the-fence education and training, case management and work after release are demonstrating recidivism rates can be reduced dramatically
  » Maryland Re-entry Partnership has reduced recidivism rates from over 50% to 20% in 3 years
Neighborhood Workforce Pipeline Principles

» Connect to work, work supports, and assets
» Create efficient, transparent transitions and supports
» Promote cultural competence at all steps
» Build collaborations among existing resources
» Learn from results tracking and measurement
Baltimore Workforce Pipeline Example

Principles: Dual customer approach; employer engagement; outcomes driven; focus on job quality, long-term retention and advancement

Outreach/Recruitment of residents

Orientation, Testing & Assessment

Job Readiness (soft skills)

Employer Partners & Sector-based Placement

Employer-Driven Sector Training
  - Healthcare
  - Construction
  - Biotech
  - Other Industries

Referral (for not and near job-ready residents)

Barrier Removal & Other Services
  - Basic Skills/GED
  - Re-Entry/Transitional Jobs
  - Transportation & License Recovery
  - Drug Treatment
  - Legal & Housing

Special Populations
  - Ex-offenders (in prison and in community)
  - Youth
  - Immigrants and refugees,
  - Hard-to-employ

Retention & Advancement Support
  - Career coaches
  - Tools/products/EAP

Research, Evaluation
Field Building

Policy, Practice & System Reform

Economic Development

Links to IDAs, asset building, work supports and social investments
Workforce Pipeline Example: Healthcare Pathway

Hourly Wage and Educational Requirements for Technician Positions

- 8th Grade - HS/GED
- HS/GED - AA
- AA-BS

Positions:
- Fed. Pov./Lev.
- Food Service Asst
- Environmental Svc Asst
- Transporter
- Phlebotomist
- Radiology Film Clerk
- Pharmacy Technician
- Inventory Management Clerk
- Sterile Processing Tech
- Surgical Technician
- Med. Household Inc.
- Medical Lab Technician
- Occupational Therapy Asst
- Physical Therapy Asst
- Respiratory Therapist
- Medical Technologist
- Radiologic Technologist

Ave. Hourly Wage

- $7.98
- $9.55
- $10.50
- $11.00
- $11.50
- $12.18
- $12.68
- $15.21
- $18.25
- $19.60
- $21.03
- $22.58
- $26.01

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Workforce Pipeline Results in East Baltimore

» Results of neighborhood workforce pipeline to jobs:
  » Designed 3 sector programs to bridge residents into healthcare, construction & biotech – 250 in pipeline over last two years, graduates entering jobs paying $10-16 an hour with benefits
  » Re-entry pathway – connecting 45 ex-offenders to transitional work cleaning up East Baltimore neighborhoods and the Inner Harbor
  » Clear minority & local hiring requirements and links to training in all developer and contractor deals – MBD, WBE goals for each trade, 15-20% of site employment to minority & local residents
  » First commercial building underway has 70% of site employment minority & 10% from East Baltimore neighborhoods

» Going Forward
  » Closing the employment gap requires 1,200 jobs; East Baltimore initiative projects 6,000 – 8,000 job opportunities over the next 10 years, estimating 25-33% entry-level and semi-skilled jobs
Recruitment by Neighborhood Referral Agencies

“Single Point of Contact” CBOs Fenway, Jamaica Plain, Mission Hill

Assessment and Enrollment

Referral services
- Child care, transportation, GED, career centers, etc.

Job Ready

Contextualized ESOL Class

Job Training
- (Animal Lab, Central Sterile Supply, Admin, ESD, Transport)

SPOC placement system

11 Health Care Employers

Incumbent Classes, Tutoring, Coaching

Case management

Coaching

 Barrier Removal

Employment

Retention, Advancement

Family Economic Success

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Building Workforce Pipelines

» Organizing investors and providers to make pipelines more explicit and effective

» Create career maps from entry level to skilled jobs in key industry clusters

» Create “on ramp” and “bridge” programs that connect to career opportunities

» Engage employers to map careers, invest in career advancement, and make appropriate workplace changes

» Invest in removing barriers to advancement
Sectors and pipelines are not enough–improving labor supply

Philadelphia WIB has developed a three-prong strategy and set of campaigns to improve quality of labor supply

» *Excel Philadelphia* – 66 to 75% of unemployed adults at levels 1 and 2

» *Work Ready* – 24 percent of 16-19 year olds are jobless and without work experience

» *Graduate Philadelphia* – 80,000 people between 25-45) have 1 year college/no degree.
Conclusion

» Unless we build workforce pipelines and improve labor supply -- demand side focus will not lead to saturation impacts in neighborhoods and cities

» Supply side under funded, under and over organized

» We need to think explicitly about how to connect these workforce strategies.