

*Innovations in the Public Workforce
Development System*



October 10, 2008





- Guiding principles for workforce development
- Creating value for businesses and jobseekers
- Examples of innovation
 1. Employment Works- training, placement and retention for Probationers
 2. Transportation Sector Center- sectoral strategy for unemployed and working poor individuals
 3. Career Advancement Program- working with participants placed in employment through WIA funded programming
 4. Training Funds- upgrading and upskilling workers through employer based grants
- Challenges with serving the working poor population

1. All programs focus on increasing skills and/or increasing access to good jobs (wage/benefits)
2. Employer AND employees must be targeted for program interventions
3. There is a spectrum of working poor and we should be clear on who we are serving with each program
4. Retention and advancement are important goals- though success may look different for employers and employees
5. Connectivity to work supports is an important goal- but not the primary measure of success

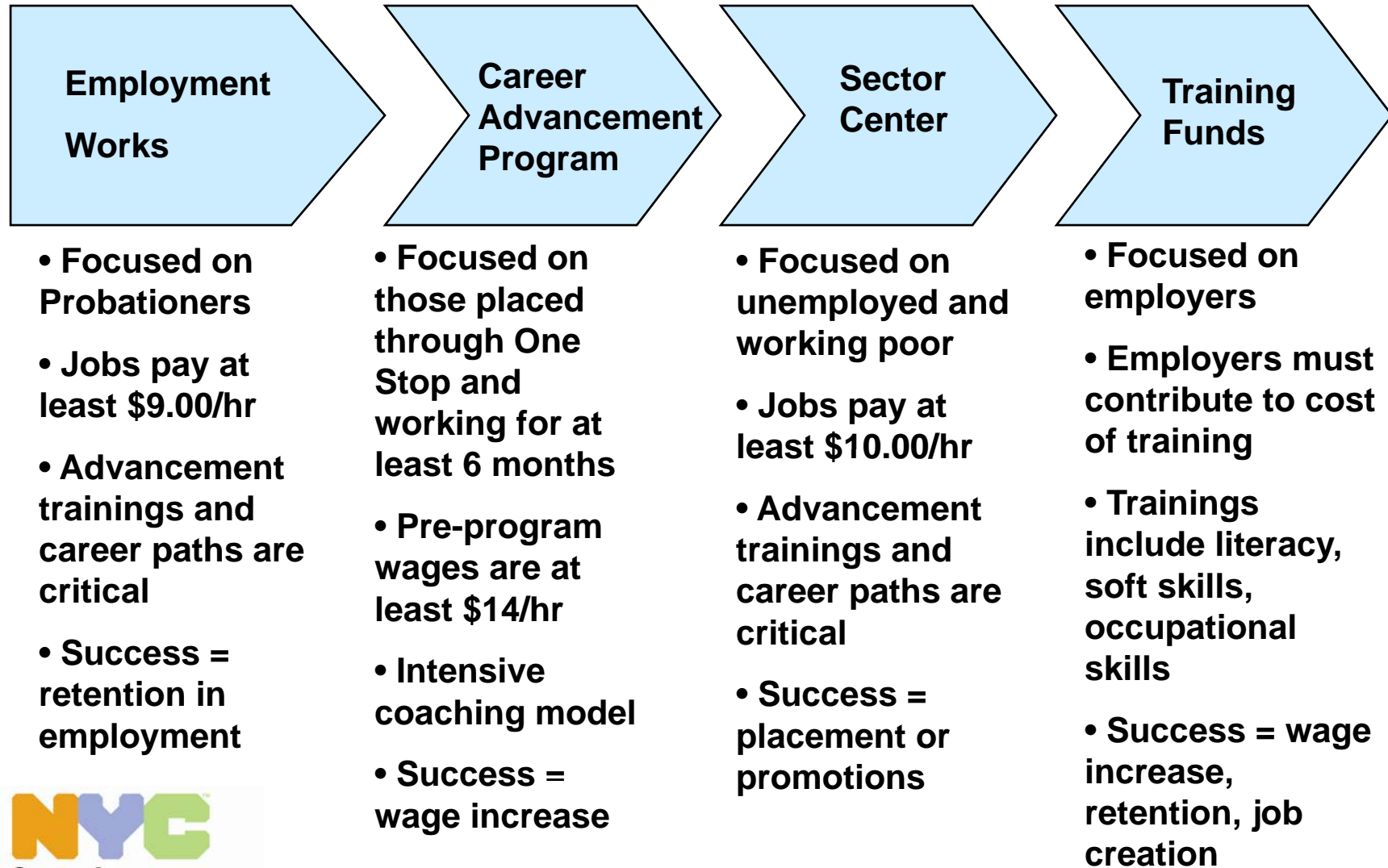
Our Value Proposition

WORKFORCE 1

Brand		
Customer	<ul style="list-style-type: none"> ➤ Businesses 	<ul style="list-style-type: none"> ➤ Jobseekers
Services Offered	<ol style="list-style-type: none"> 1. Help recruit and hire employees based on need 2. Help in training and upgrading the skills of workers 	<ol style="list-style-type: none"> 1. Help acquiring a job 2. Help maintaining a job 3. Help advancing in a job
Value to Customer	<ul style="list-style-type: none"> ➤ Interview only qualified and screened candidates ➤ Reduce costs of hiring ➤ Foster growth and competitiveness through better trained workforce 	<ul style="list-style-type: none"> ➤ Increase income ➤ Advance career objectives
Who provides the services	<ul style="list-style-type: none"> ➤ Sales force: <ul style="list-style-type: none"> – SBS staff (large accounts) – Account Managers at Career Centers – NYC Business Solutions Centers 	<ul style="list-style-type: none"> ➤ Workforce1 Career Centers ➤ SBS Contractors and Partners
Key Competencies Required	<ul style="list-style-type: none"> ➤ Sales, screening, matching, human resources technical assistance, customer relationship and account management 	<ul style="list-style-type: none"> ➤ Outreach, assessment, counseling, soft and hard skills training, occupational training, referrals to jobs, placement, retention services

Working Poor Programs

Spectrum represents a progression of working with employees and employers



Summary

- Program focuses on targeting a growth sector that has low barriers to entry and career pathways
- Serving business customers deeply is important to accessing advancement opportunities
- Training and preparation to help low skilled participants is important to helping access sector opportunities

Innovation

- Mandate portion of outcomes to be placements and/or promotions
- Vendors develop expertise in business services other than hiring and training services (eg. Six sigma re-engineering)
- Changing the workforce model to be truly demand driven

Summary

- Program focuses on training and placing NYC Probationers in employment, with a strong emphasis on retention
- Career ladders are important as a retention strategy
- Sectoral focus for business development

Innovation

- Hiring incentive used with select employers to encourage initial hiring and development of employees (2 of 3 payments focused on retention points)
- Focus on jobs paying at least \$9.00/hr
- Work with participants intensively using a coaching and occupational training model
- Use Career Center (One Stop) system for targeted placements

Summary

- Program focuses on upgrading low wage workers
- Coaching, training and work support uptake are key aspects of programming
- Workers must be employed at least 6 months and earning less than \$14 per hour

Innovation

- Program seeks to upgrade Career Center (One Stop) participants
- Customers are enrolled individually or via employer cohorts
- Model uses an intensive coaching framework to help participants create advancement plans

Summary

- Program focuses on upgrading low wage workers by directly working with employers
- Literacy, soft skills, and/or occupational skills need to be delivered to employees
- Training must lead to wage increases for workers

Innovation

- Employers must contribute between 30-50% of training costs to receive investment
- Program helps to upskill employees and create new jobs
- Employers contract training provision to third party organizations

1. Outreach and enrollment needs to be creative
2. Interventions with employers need to be customized
3. Achieving scale with an intensive coaching model
4. Advancement in the workplace is often achieved by job switching