

# *Foundations for the Future*

*May 15, 2018  
1:00 pm – 2:00 pm*

WORKFORCE INVESTMENT COUNCIL



**COMMUNITY  
OF PRACTICE**



***This online training will focus on understanding and implementing the vision and priorities for the Workforce Investment Council of the District of Columbia.***



# Workforce Development Training Partners

- Maher & Maher is a specialized workforce development, training, and change management consulting firm.
- They are working with the DC Workforce Investment Council to further develop a Career Pathways Community of Practice in the District of Columbia.
- WPTI is Maher's training partner, and we are pleased to work together with the DC WIC to deliver the Career Pathways CoP trainings.



**Maher & Maher**

Investment Advisors for Talent Development.

A N I M P A Q C O M P A N Y



**Your Facilitator:**  
**Bruce Carmel**  
**Chief Program Officer,**  
**Workforce Professionals Training**  
**Institute**



# What is Workforce Professionals Training Institute (WPTI)?

**Our mission is simple:** *WPTI increases the effectiveness of people, programs, and organizations that are committed to generating pathways out of poverty through employment.*



# Introductions (Poll)

What best describes your organization?

- ☐ Employment Assistance
- ☐ Training Provider
- ☐ Educational Institution
- ☐ Supportive Services
- ☐ Many or all of the above



# Introductions (Poll)

How much experience do you have with Workforce Development?

- ☐ Less than 1 year
- ☐ 1-5 years
- ☐ 5-10 years
- ☐ 10+ years



# Introductions (Poll)

What best describes your current role?

- ☐ Executive
- ☐ Manager or Administrator
- ☐ Instructor
- ☐ Employment Specialist
- ☐ Case Manager or Counselor
- ☐ Employer
- ☐ Other (please describe)





# Agenda

- Welcome & Introductions
- Vision and Priorities for the District of Columbia
- What is the Workforce Development System
- WIOA Overview and Implications
- Key Components of Career Pathways
- Application and Implementation
- Next Steps



# Learning Objectives

- Have an understanding of the vision and priorities of the DC WIC
- Understand the workforce development system in the District of Columbia better
- Have a better sense of the direction of the field
- Understand the essential functions of Careers Pathways
- Have some ideas about next steps I can take within my sphere of influence



# ***Vision and Priorities for the District of Columbia***



# DC Workforce Investment Council

**Todd Lang**

**Executive Director**

**DC Workforce Investment  
Council**



# DC Workforce Investment Council

- Vision & priorities
- A more inclusive workforce
- Business engagement



# WIOA Vision

Three critical hallmarks of excellence:

1. The needs of business and workers drive workforce solutions.
2. One-Stop Centers (American Job Centers) provide excellent customer service to jobseekers and employers and focus on continuous improvement.
3. The Workforce system supports strong regional economies and plays an active role in community and workforce development.



# Highlights of the DC WIC State Plan Modification

- Includes core workforce and education programs as defined under WIOA
- Includes core workforce partners:
  - DOES
  - OSSE
  - DDS
  - DHS
  - UDC
  - DCHA
  - YOUTH BUILD
  - JOB CORP



# Highlights of the DC WIC State Plan Modification

The Plan Includes:

- WIOA Adult Program (Title I, DOES)
- WIOA Dislocated Worker (Title I, DOES)
- WIOA Youth Program (Title I, DOES)
- Adult Education and Family Literacy Program (Title II, OSSE)
- Wagner-Peyser Program (Title III, DOES)
- Vocational Rehabilitation Program (Title IV Of the Rehabilitation Act of 1973, DDS/RSA)





# Vision for the District

- Every DC resident is ready, able, and empowered.
- Businesses are connected and drive the District's economic growth.
- Residents and businesses in all eight wards are supported.
- Coordinated, cohesive, and integrated government agencies and partners achieving the goals of the plan.



# Unified State Plan Goals

- **System Alignment:** District agencies form an integrated workforce and education system.
- **Access to Workforce and Education Services:** All residents can access the resources necessary to move forward in their career pathway.
- **Sector Strategies/Alignment with Business Needs:** Businesses gain access to District residents with the skills necessary to meet their needs.
- **Performance Accountability:** Workforce and education services are evidence-based, high quality, and flexible; and District agencies will evaluate outcomes using standardized methodologies.
- **Supporting Our Youth:** Youth have access to a coordinated, accessible education and workforce system that provides the supports needed to prepare them for postsecondary success.



# Operational Elements

1. Build out the District's existing Data Vault.
2. Integrate the Temporary Assistance for Needy Families (TANF) program within the American Job Centers (AJC).
3. Require new adult and family education providers to offer integrated education and training and workforce preparation services, as well as transition services.
4. Strengthen partnerships with District agencies and community based organizations that can provide barrier remediation services.
5. Increase representation in the community through the Workforce on Wheels Mobile One-Stop and satellite AJC offices.



# Operational Elements

6. Create more meaningful opportunities for youth to pursue education and career-related goals.
7. Develop a unified business services plan with employer engagement and job development staff.
8. Develop WIOA DC Dashboard to make performance data available, accessible and transparent.
9. Leverage the work of the Career Pathways Task Force to help pilot efforts that build interconnected education and training pathways.





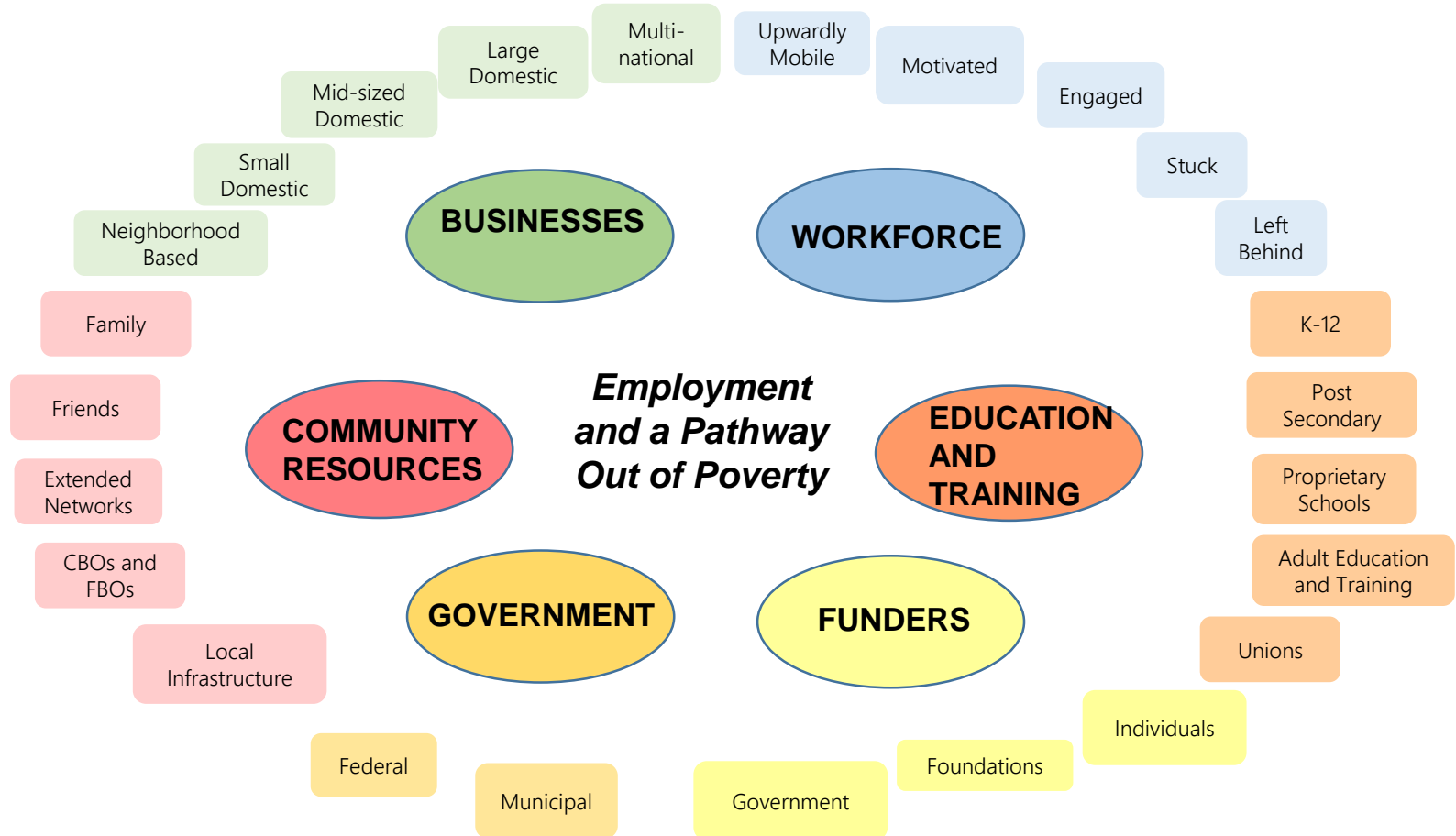
# ***What is the Workforce Development System in Washington, D.C.?***



*First...Let's look at  
our current system.*



# What is the workforce development landscape?



# Is anything missing?





# Poll (multiple answers)

*With whom do you have the strong connections?*

- ☐ Businesses and Employers
- ☐ Job Seekers and Those in the Workforce
- ☐ Education and Training
- ☐ Funders
- ☐ Community Resources
- ☐ Government



# Poll (multiple answers)

*With whom could you be better connected?*

- ☐ Businesses and Employers
- ☐ Job Seekers and Those in the Workforce
- ☐ Education and Training
- ☐ Funders
- ☐ Community Resources
- ☐ Government



# Current Employment Trends

- Low unemployment rates
- Minimum wage increases
- Changing labor markets and employment relations
- Advances in information and communications technology
- Demographic changes
- Reduced funding for the system



# ***Key Components of Career Pathways***





# Why Career Pathways?



# Career Pathways

***Career Pathways: The term “career pathway” boiled down to basics:***

- a) Align with skill needs
- b) Prepare an individual to be successful
- c) Include counseling
- d) Include education as workforce preparation activities and training
- e) Organize education, training, and other services
- f) Enable an individual to attain a diploma and credentials
- g) Help an individual enter specific occupation

*WIOA Legislation page 128 Stat. 1430*



**Think about your journey.**  
**What was your career path?**



Where did you start?  
What education did you have?  
What jobs have you had?  
Who helped you?



# How Your Zip Code Determines Your Future

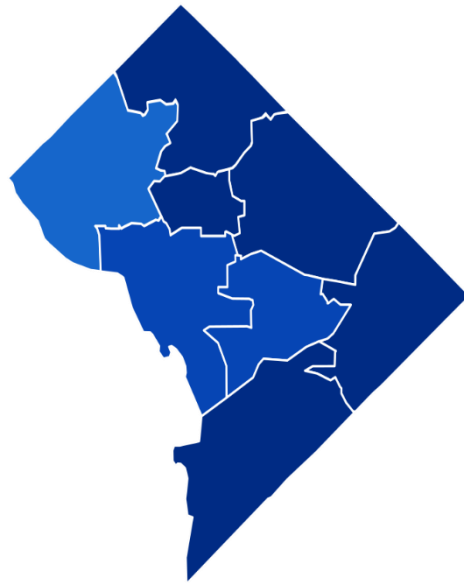
- *“In the United States, zip codes are a fundamental determinant of one’s future financial success.*
- *The communities we grow up in as children shape the fiscal conditions we confront as adults — from our chances at upward mobility to equal pay in the workplace.”*

*-Rachel Landis, for the Aspen Institute’s Idea Blog*





# Career pathways can change that.



# Career Pathways Task Force

The Task Force was established by DC legislation (Mayor's Order 2014-232) in order to better align adult basic education programs with workforce development to ensure all District residents can access career pathways in high-demand fields.

The Task Force has a strong focus on addressing the needs of DC residents with high barriers to employment, particularly those with low literacy levels.\*

[Read the Career Pathways Strategic Plan](#)

*\*<https://dcworks.dc.gov/service/career-pathways-task-force>*



# Research and Evidence



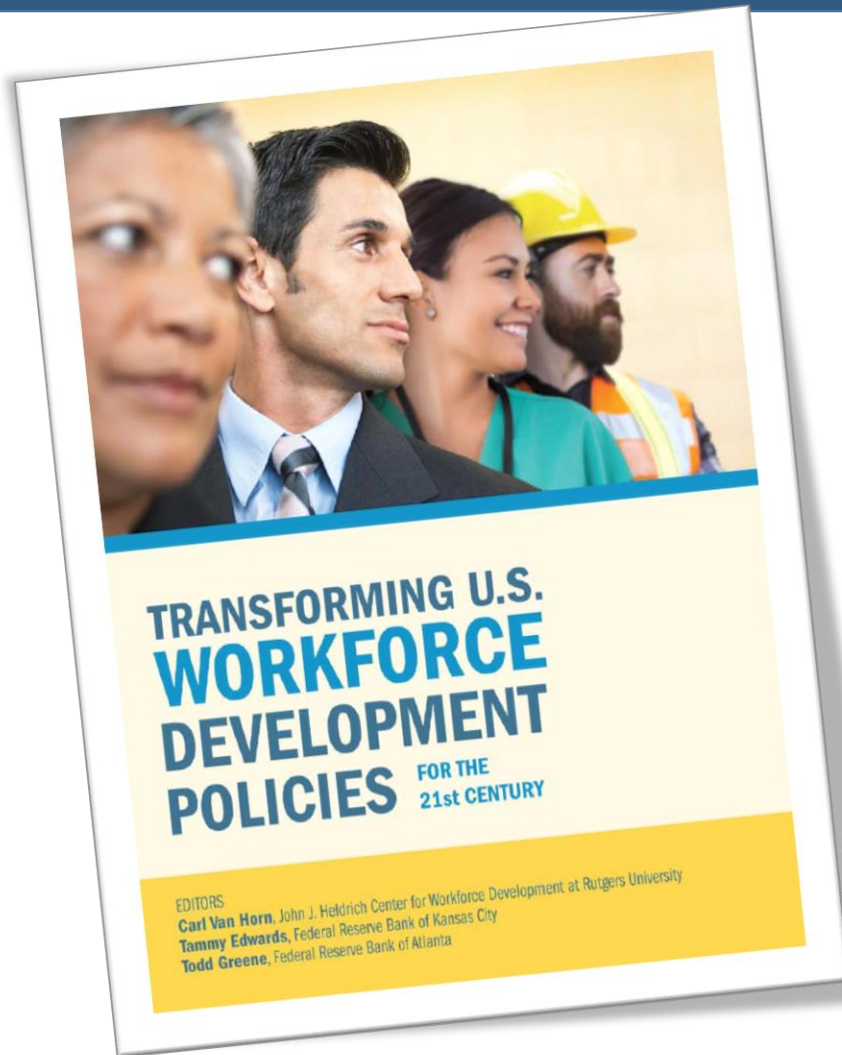
# Research and Evidence

“Research evidence continues to point towards importance of *demand driven* training/skills acquisition as route to upward mobility.”

“No solid evidence of long run effects of work first programs but these remain most popular. Numerous attempts to extend early gains of work first programs met with disappointing results though we have learned a lot along the way.”

Richard Hendra, MDRC “Back to the Future: Learning from Past Studies When Planning Future Programs” (Presented at New York City Employment and Training Coalition, October 23, 2015) **Back to the Future: Learning from Past Studies When Planning Future Programs**





*Here's a free book  
if you want to learn  
more about  
workforce  
development  
research.*



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# Improving the Effectiveness of Education and Training Programs for Low-Income Individuals

Building Knowledge from Three  
Decades of Rigorous Experiments

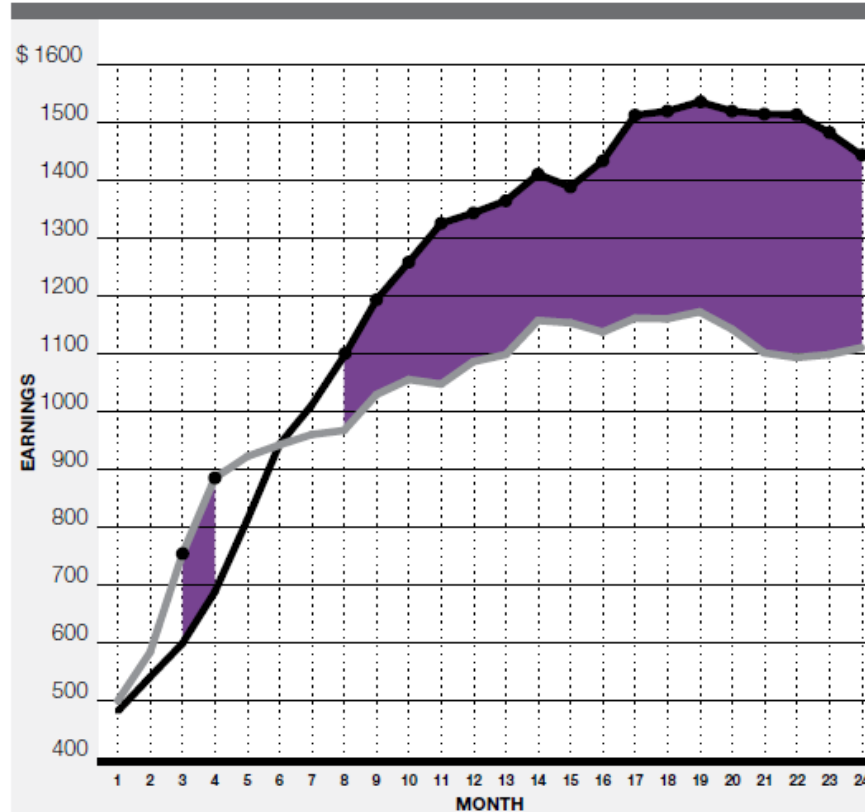
Richard Hendra  
Gayle Hamilton  
*MDRC*



# Promising Research on a Career Pathways Approach

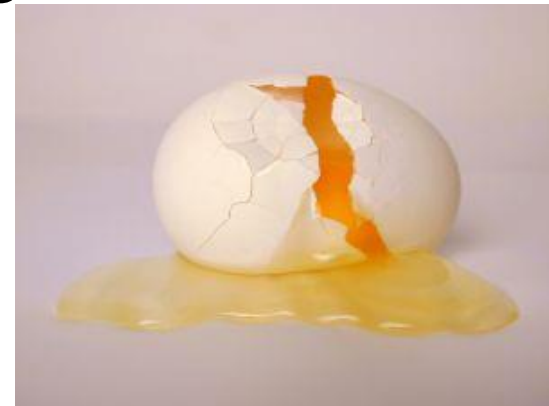
**Figure 1**

**Total Earnings by Month, Total Sample**



# Why Career Pathways & Sector-Based Models?

- Rapid attachment doesn't work.
- Siloed workforce, education and training do not have an impact on income.
- Career pathways and sector-based models work look very promising.





*Putting individuals on a “Career Pathway” is more beneficial than achieving isolated outcomes such as a diploma, increased literacy levels, or a job placement.*

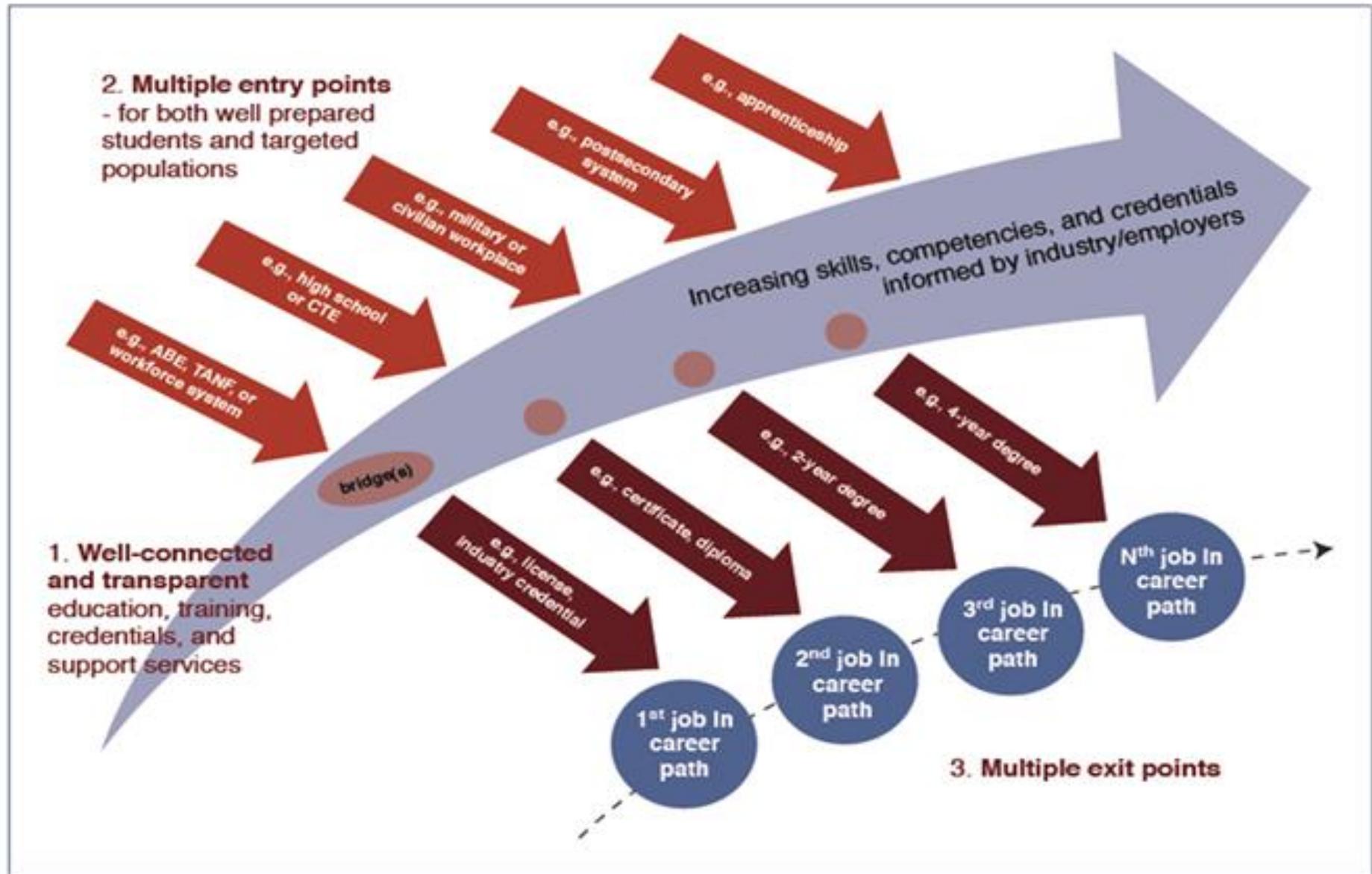


# Please Note:

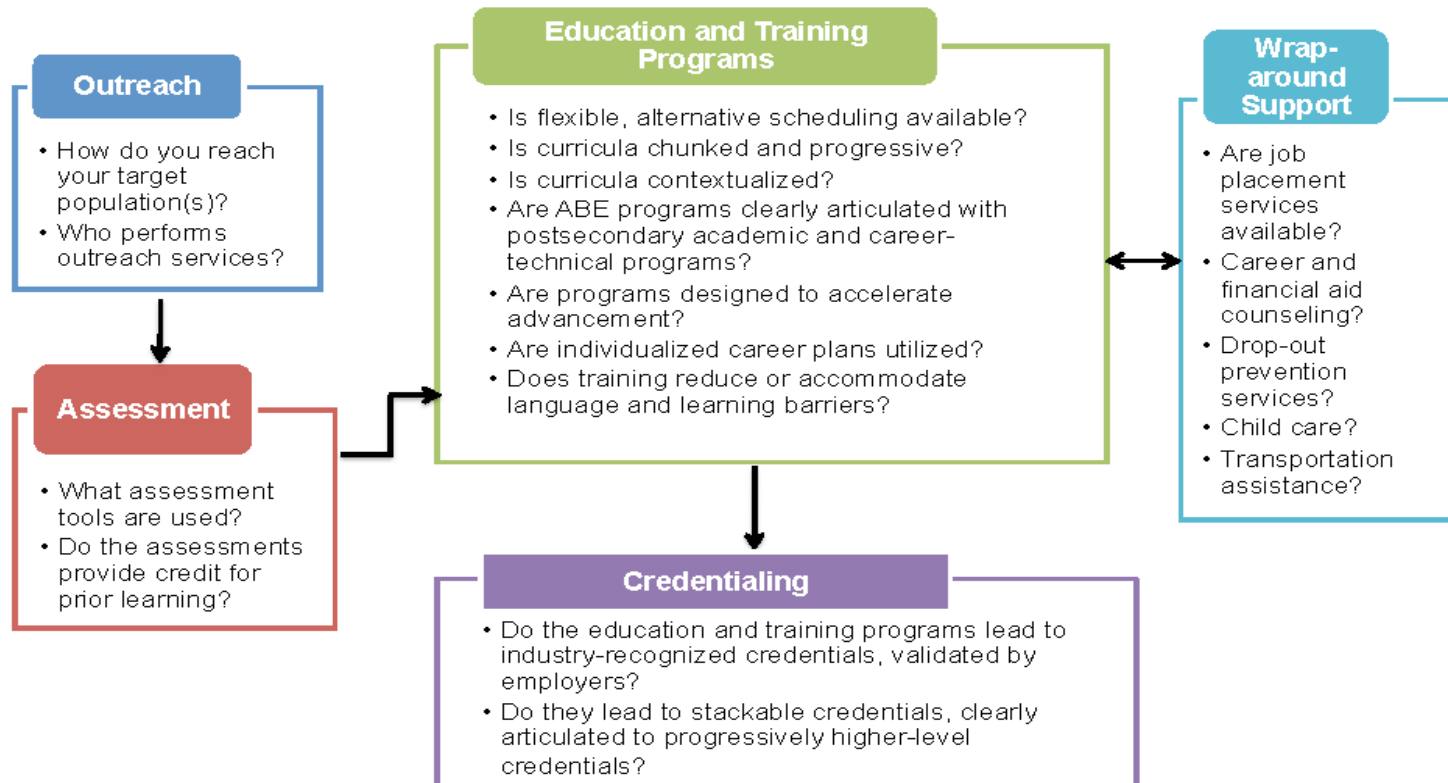
- There are several definitions of “Career Pathways.”
- We find them to be fairly compatible but should not assume that everyone means the same thing when they use the term.



# From Judy Mortrude, Director of Alliance for Quality Career Pathways at CLASP



# Career Pathways Program Design



Source: Social Policy Research Associates on behalf of the U.S. Department of Labor, Employment and Training Administration, *CAREER PATHWAYS TOOLKIT: Six Key Elements for Success*, 2011, Report, page 71.



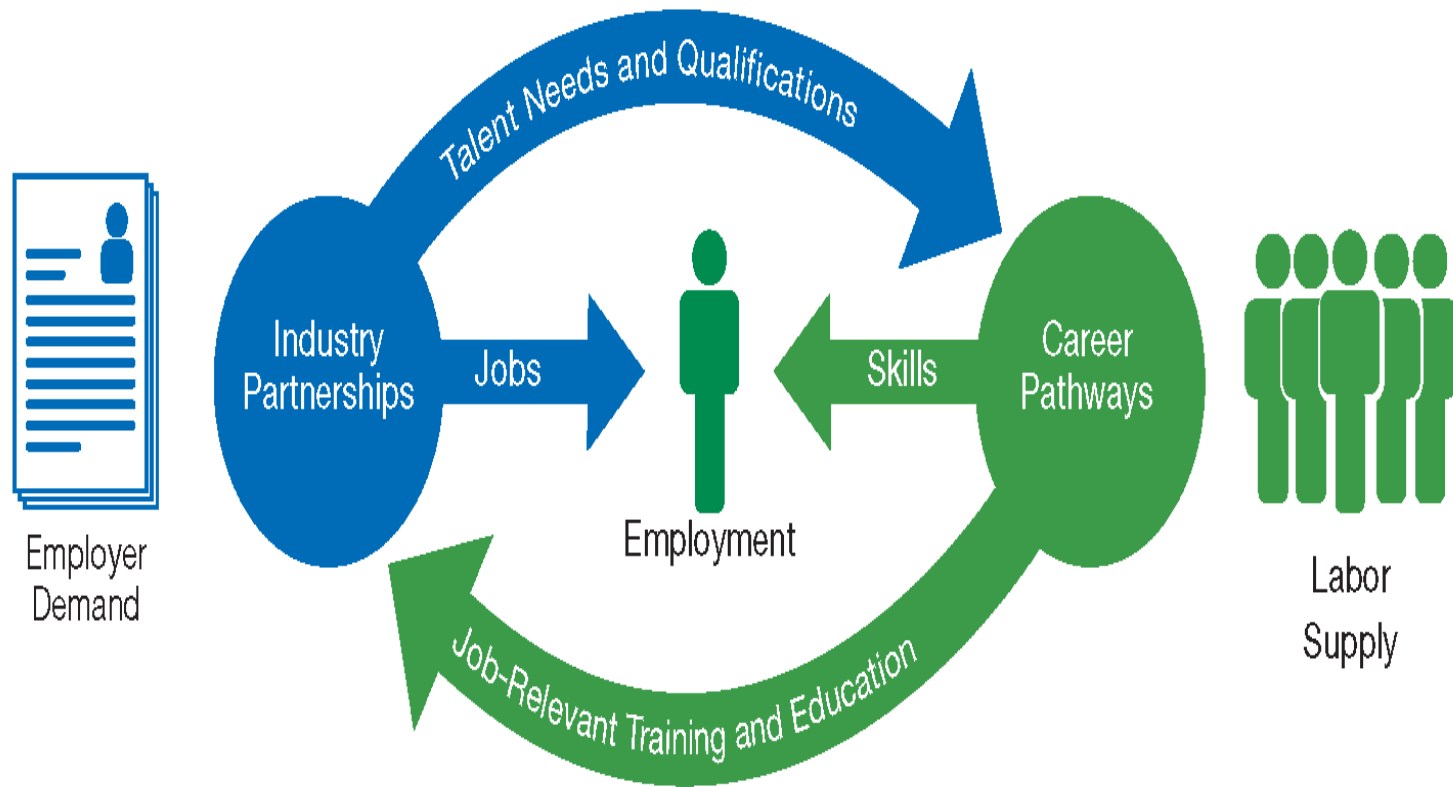
# Identifying Sectors Shapes the Goal

**The WIC has designated six sectors as  
“high-demand” in the District of Columbia:**

- Business Administration and Information Technology
- Construction
- Healthcare
- Hospitality
- Security and Law
- Infrastructure



# And it all fits together like this:



Source: NYC Office of Workforce Development, *Career Pathways: One City Working Together*, November 2014, Report, page 30.



# Challenges:



- Lack of resources
- Alignment of key components, activities, services for effective models
- Making the shift from a work-first mentality—for providers and funders
- Partnerships are often not funded
- It's hard to track participants over the long-term

# Opportunities:



- People can achieve self-sufficiency
- Awareness of skills challenge/ impacts U.S. global competitiveness
- Expanding career pathways using multiple replication models
- Early evidence shows positive return on investment for career pathways





# *Next Steps*

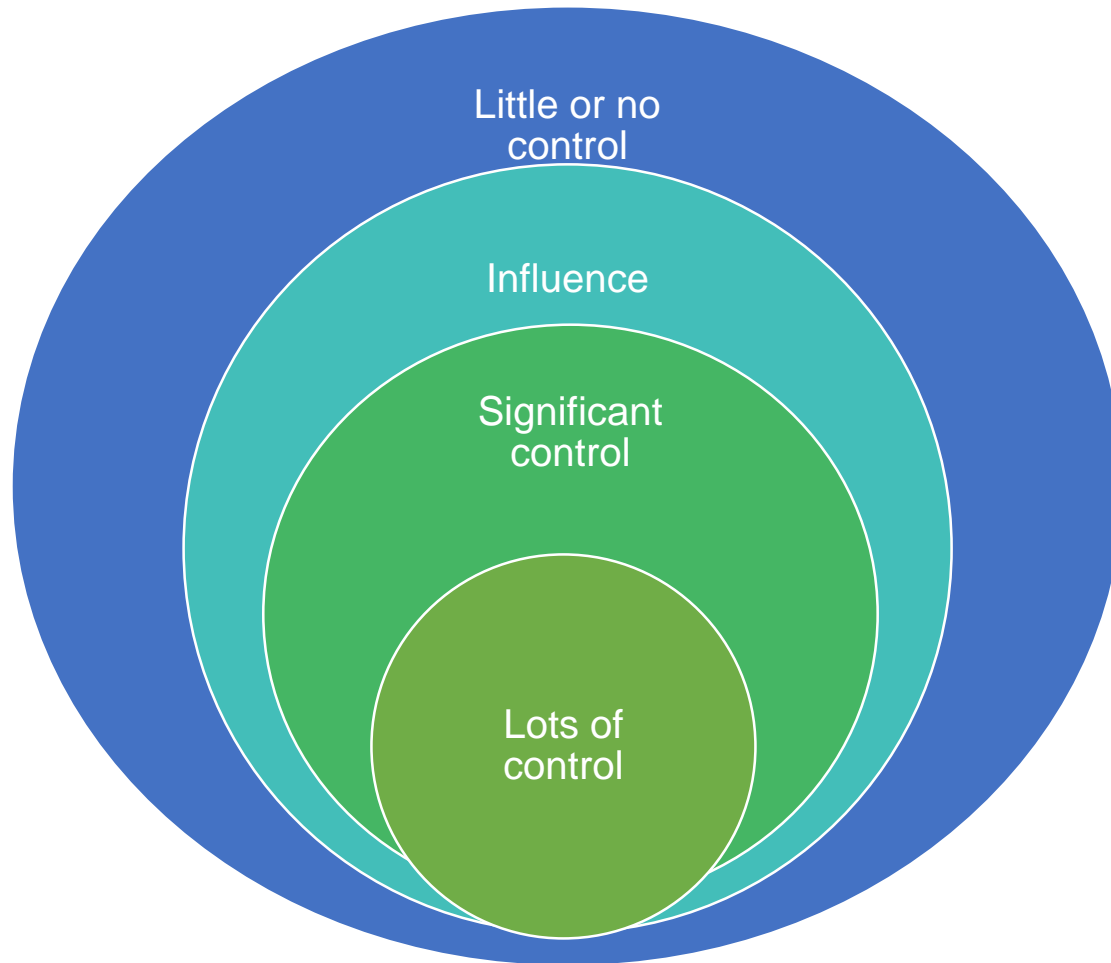


*Where do each  
of us fit in?*

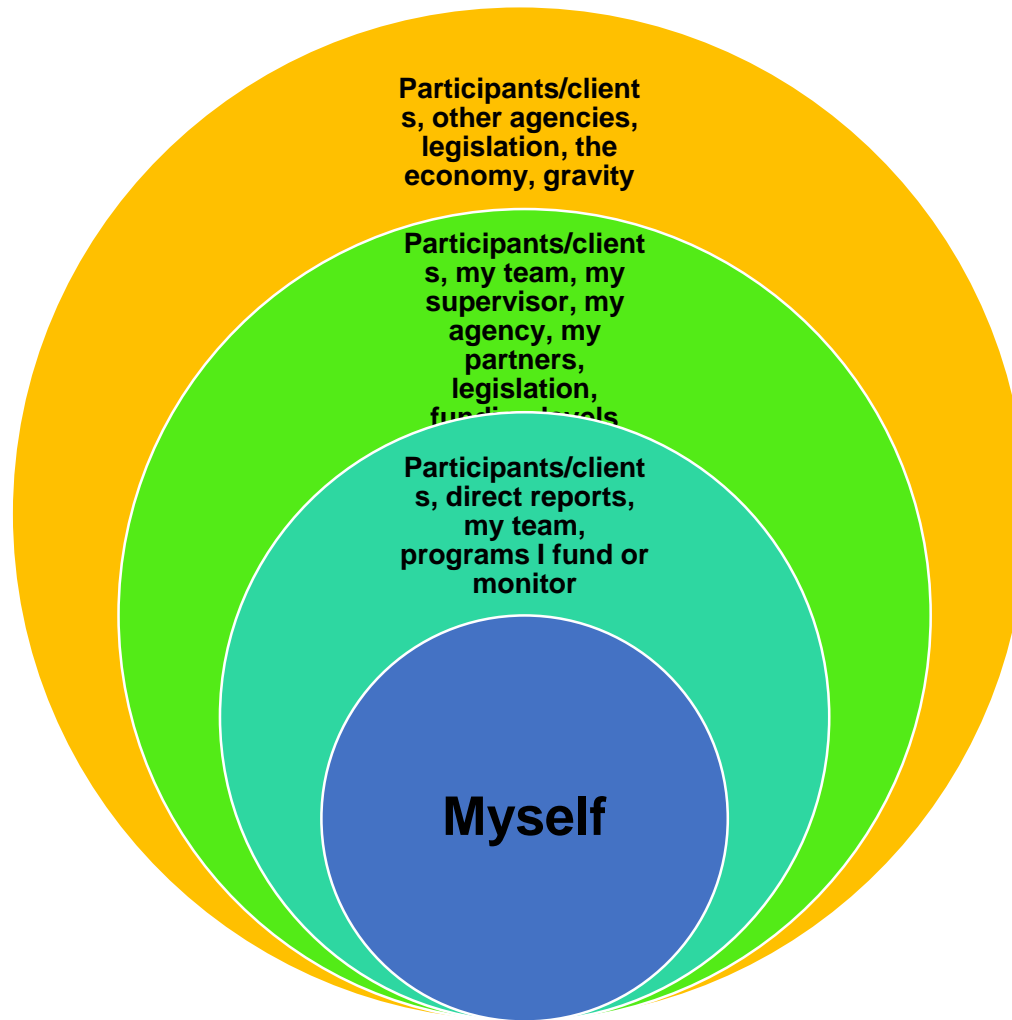
*What can  
I do?*



# Sphere of Influence



# My Sphere of Influence



# Poll

## *What can I do?*

- ☐ I can contribute significantly to implementing a career pathways program/system.
- ☐ I can influence funding, resource alignment, and/or policy.
- ☐ I can phase in a career pathways approach.
- ☐ I can incorporate some ideas in my daily work with partners and customers.
- ☐ I'm already contributing to a robust career pathways program/system.



# STOP... START...KEEP DOING

This is a quick action planning guide to help you determine what you want **stop doing** **start doing** and **keep doing**.



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## START



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## KEEP DOING



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# Other Resources

Minnesota FasTRAC Career Pathways Model

<http://www.mnfasttrac.org/>

I-Best Career Pathways Model (Washington State)

[http://www.sbctc.ctc.edu/college/e\\_integratedbasiceducationandskillstraining.aspx](http://www.sbctc.ctc.edu/college/e_integratedbasiceducationandskillstraining.aspx)

Sector Strategies: Healthcare Initiative (NYC)

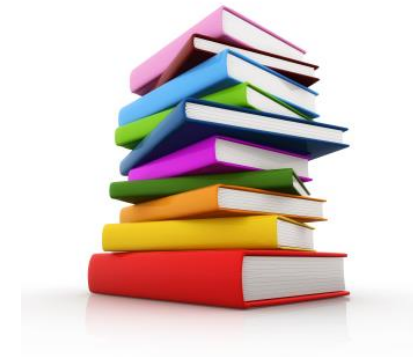
<http://www.nfwsolutions.org/workforce-partnerships/new-york-alliance-for-careers-healthcare>

Sector Strategies: Tech Talent Pipeline (NYC)

<http://www.techtalentpipeline.nyc/>

Careeras En Salud Pre-CNA Bridge Program (Chicago)

[http://www.idpl.org/idpl\\_carreras\\_en\\_salud.html](http://www.idpl.org/idpl_carreras_en_salud.html)



# Other Resources

Building a Skilled & Educated Workforce: Exploring Multiple Pathways to Community College for OSY

<https://www.workforce3one.org/command/view.aspx?look=5000723343405970074&mode=info&pparams>

Career Pathways: One City Working Together Report

<http://www1.nyc.gov/site/careerpathways/report/download-the-report.page>

CLASP, Key Provisions of WIOA to Support Career Pathways and Low Income Workers

<http://www.clasp.org/resources-and-publications/publication-1/KeyProvisionsofWIOA-Final.pdf>

Career Pathways Toolkit: Six Elements for Success

[http://www.doleta.gov/usworkforce/PDF/careerpathways\\_toolkit.pdf](http://www.doleta.gov/usworkforce/PDF/careerpathways_toolkit.pdf)

Transforming US Workforce Development Policies (new Rutgers/Federal Reserve book)

<https://www.kansascityfed.org/publications/community/transformworkforce>

Workforce Innovation & Opportunity Act (WIOA)

<http://www.doleta.gov/WIOA/>

Corporation for a Skilled Workforce

<http://skilledwork.org/what-we-do/sector-strategies-career-pathways-integration/>





# Upcoming Courses – Mark your Calendar!

- **Career Advising around Sectors, Pathways, and Work-Based Learning**
  - Wednesday, June 13, 2018
  - 1:00 – 2:30 pm ET
  - Will be conducted via webinar
  - Registration information coming soon
- **Integrated and Contextualized Education**
  - Tuesday, July 10, 2018
  - 10:00 am – 1:00 pm ET
  - Will be an in-person course, with lunch provided
  - Registration information coming soon



# Questions?



# Evaluation Survey

We would greatly appreciate your feedback on the course through this brief survey.

Please click on this link.

<https://www.surveymonkey.com/r/8FJ37CZ>



# *Thank You!*

**Bruce Carmel**

**Callie Murray**

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WORKFORCE INVESTMENT COUNCIL

