



# FUELING PHILADELPHIA'S TALENT ENGINE

## A CITYWIDE WORKFORCE STRATEGY

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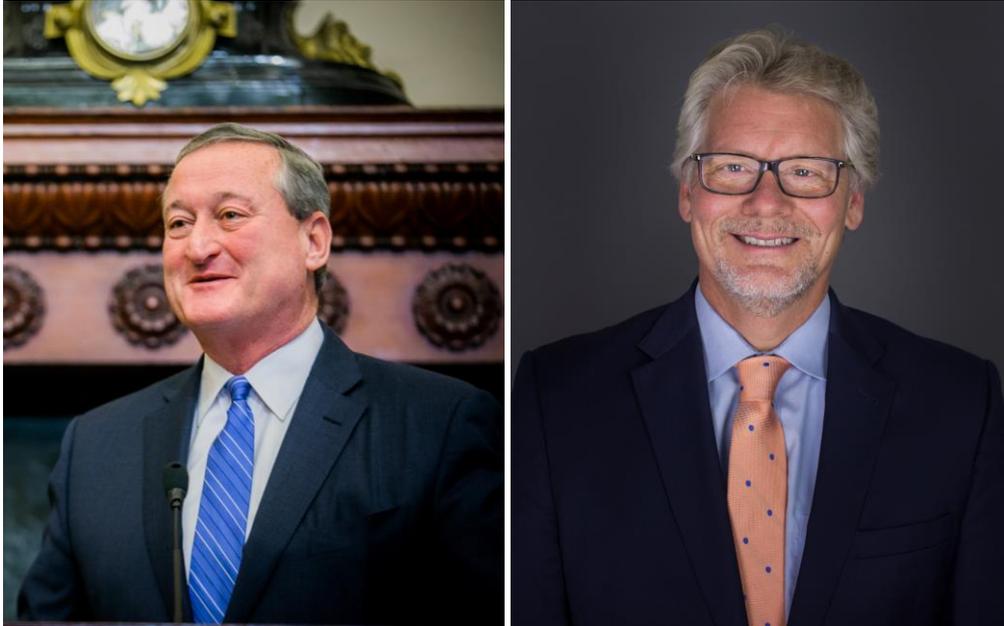
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LETTER FROM  
**MAYOR KENNEY AND  
CHAMBER PRESIDENT + CEO ROB WONDERLING**



Dear Fellow Philadelphians,

Philadelphia is in the midst of a transformative moment. Our population is increasing, the job market is steadily growing, and economic development is on the rise.

Continued economic growth is critical to the future of our city and region, and is dependent upon a strong, skilled workforce. To prepare Philadelphians for today's jobs and tomorrow's economy, key stakeholders from across the city have collaborated to develop a comprehensive workforce development strategy — Fueling Philadelphia's Talent Engine. Its recommendations serve as a launching point for a citywide focus on career pathways and outline bold steps to align the education and workforce systems to businesses' talent needs.

As leaders, we are committed to fostering an economic environment conducive to job creation, business success, and equity. This is only possible through hard work and sustained collaboration. For the first time, partners engaged in every aspect of workforce development are aligned around a shared commitment to building a world-class workforce and addressing the persistent barriers to success that residents living in poverty face. We recognize that employer engagement is an essential element of this process.

Working together, we will activate the talent that is abundant in our city — in our young people, communities of color, low-wealth neighborhoods, and formerly incarcerated individuals. We will harness this talent through viable pathways to stable employment in family-sustaining jobs.

As one of the largest employers in the region, the City has made a point of not only asking employers to expand their talent pool and hire more Philadelphia residents, but is also “walking the walk” with its own practices. In 2017, the City of Philadelphia launched City as Model Employer, an innovative strategy to increase the talent, diversity, and operational efficiency of the municipal workforce. And in 2018, the City will create an Office of Workforce Development to drive implementation of this strategy, coordinating among City agencies, Philadelphia Works Inc., and external partners. In the years ahead, we will work together to build pathways to permanent employment for individuals who, for too long, have gone without the education, training, supports, and opportunities they need to realize their full potential.

We must extend special thanks and appreciation to Philadelphia’s inaugural Workforce Development Steering Committee for their leadership, insight, and commitment to implement this strategy with passion and urgency. Over the next three years, the recommendations laid out in **Fueling Philadelphia’s Talent Engine** will guide better alignment of public and private investments to the talent needs of business and the ambitions of all Philadelphians.

There is tremendous untapped potential sitting on the sidelines of our economy, while too many businesses struggle to find the skilled employees they need to grow and prosper. We can’t waste another minute. We are in a competitive race among the world’s biggest cities, and it’s a race that demands Philadelphia’s full attention. The winners will be cities that leverage the power of innovative cross-sector partnerships to ensure the city and region benefit from an educated and skilled workforce to fuel their growth. The time for a citywide talent development strategy is now.



**JIM KENNEY**

**MAYOR  
CITY OF PHILADELPHIA**



**ROB WONDERLING**

**PRESIDENT + CEO  
CHAMBER OF COMMERCE FOR  
GREATER PHILADELPHIA**

## INCLUSIVE GROWTH

# A HALLMARK COMMITMENT OF THE KENNEY ADMINISTRATION

Philadelphia's population is steadily increasing and economic development is on the rise. In 2016, for the first time since the Great Recession of 2008-2010, Philadelphia's job growth outpaced both the region and the nation.<sup>i</sup>

For the Kenney administration, this moment comes with the responsibility to ensure the benefits of growth are felt in every neighborhood. If the city is to achieve true and lasting prosperity, we must commit to closing racial and ethnic disparities which persist in many domains, notably in employment and education, and focus on alleviating the root causes of poverty and inequality. Over the past two years, the administration has demonstrated a steadfast dedication to this important work through its priority initiatives.

In 2016, the Kenney administration committed to revitalizing neighborhoods through Rebuild, a \$500 million project designed to improve parks, recreation centers, playgrounds, and libraries. By concentrating resources and engaging in communities that have experienced chronic distress, Rebuild aims to unlock community potential and drive economic growth.

In 2017, Philadelphia celebrated 2,000 new opportunities for its youngest residents to enroll in PHLpreK, as part of a five-year plan to create 6,500 locally-funded, quality pre-K seats in Philadelphia. This investment in PHLpreK is complimented by the creation of 25 Community Schools by 2020 – 12 of which are already in place. Community Schools are traditional public neighborhood schools that take a strategic approach to addressing the non-academic challenges faced by their students and members of the surrounding community. Like Rebuild, PHLpreK and Community Schools are designed with an eye towards equity, investing in children and families in the greatest need of resources to kick-start long term educational and career success.

Now, Mayor Kenney and his administration are turning their attention to perhaps the best opportunity to ensure the benefits of growth are realized by all Philadelphians: setting a common vision and shared strategy to help residents access well-paying jobs in growing sectors of the economy through a career pathway approach.

# PHILADELPHIA WORKFORCE DEVELOPMENT STEERING COMMITTEE

Early in the Kenney administration, leaders within and beyond City government realized the tremendous opportunity to forge an inclusive path to prosperity by taking an industry-focused approach to developing a system that prepares people not just for a job, but for a career.

In the Summer of 2016, Commerce Director Harold T. Epps and Managing Director Michael DiBerardinis convened Philadelphia's first-ever citywide Workforce Development Steering Committee. This body seized the charge to develop a workforce strategy that is partnership-driven, promotes business growth, addresses institutional and structural barriers to career advancement, and fuels both economic and community vitality.

The Steering Committee's diverse body of stakeholders is comprised of members representing the Chamber of Commerce for Greater Philadelphia, School District of Philadelphia, Community College of Philadelphia, Philadelphia Works Inc., Philadelphia Youth Network, employers, institutions of higher education, workforce intermediaries, national and local policy experts, nonprofit organizations, labor unions, and philanthropy.

The Philadelphia Workforce Development Steering Committee's charge extends beyond the development of a strategy document. Members of this body will be active leaders overseeing the execution and evaluation of its implementation. The City will create a centralized Office of Workforce Development to work hand in hand with the Steering Committee on driving efforts to accomplish the goals outlined in ***Fueling Philadelphia's Talent Engine***.

## OVER THE NEXT THREE YEARS, THE STEERING COMMITTEE WILL CONTINUE TO:

- **PROVIDE STRATEGIC DIRECTION** on the implementation and evaluation of a citywide workforce development strategy.
- **MARSHALL RESOURCES** towards shared workforce development goals.
- **CHAMPION POLICY, SYSTEMS, AND PRACTICE CHANGES** needed to advance workforce success.

# PHILADELPHIA WORKFORCE DEVELOPMENT

## STEERING COMMITTEE MEMBERS

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EXECUTIVE DIRECTOR, OFFICE OF CAREER + TECHNICAL EDUCATION  
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JOB OPPORTUNITY INVESTMENT NETWORK (JOIN)  
UNITED WAY OF GREATER PHILADELPHIA + SOUTHERN NEW JERSEY

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CHIEF HUMAN RESOURCES OFFICER  
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**TONY WIGGLESWORTH**

EXECUTIVE DIRECTOR  
PHILADELPHIA AREA LABOR MANAGEMENT COMMITTEE

**ROB WONDERLING**

PRESIDENT + CEO  
CHAMBER OF COMMERCE FOR GREATER PHILADELPHIA

## CO-CHAIRS

**Michael DiBerardinis**

Managing Director  
City of Philadelphia

**Harold T. Epps**

Commerce Director  
City of Philadelphia



## CHALLENGES

### CLOSING THE SKILLS GAP + REDUCING POVERTY

#### **1 PHILADELPHIA'S WORKFORCE, ECONOMIC DEVELOPMENT, AND EDUCATION INSTITUTIONS MUST BE BETTER ALIGNED TO BUSINESS NEEDS.**

For too long, Philadelphia's workforce and economic development agencies have missed the opportunity to unite around shared goals for the city and regional economy. Employers have been left challenged to meet their talent needs, while the workforce system struggles to connect education, job training, and other supportive services in a way that is easy to navigate for job seekers and incumbent workers. *Fueling Philadelphia's Talent Engine* calls for more intentional coordination and collaboration across systems to improve outcomes for individuals, employers, and the economy as a whole.

#### **2 FOCUSING ON READING, WRITING, NUMERACY, AND DIGITAL LITERACY SKILLS IS ESSENTIAL TO BUILDING PHILADELPHIA'S WORKFORCE.**

Far too many Philadelphians lack the 21<sup>st</sup> Century workforce skills essential to succeed in today's economy, including 204,676 adults who are without a high school credential. These individuals experience poverty and unemployment at rates considerably higher than the citywide average.<sup>ii</sup> Public funding to help adult learners build reading, writing, numeracy, and digital literacy skills falls far short of the need. In fiscal year 2017, Philadelphia adult education providers received approximately \$4 million in Federal and State funds to address this challenge — an amount sufficient to serve only 3,365 adult learners in the city. *Fueling Philadelphia's Talent Engine* calls for public and private funding streams to be invested in contextualized bridge programs, tailored to the needs of business, to increase the number of adult learners prepared to succeed in jobs that pay a family-sustaining wage.

#### **3 PHILADELPHIA NEEDS A LONG-TERM STRATEGY TO INCREASE ECONOMIC MOBILITY FOR RESIDENTS LIVING IN POVERTY.**

Among Philadelphia residents aged 25 to 64, 22% are living in poverty. A staggering 25% of these individuals are working, yet unable to earn wages sufficient to achieve economic mobility. Overall, too many residents lack the skills and opportunities needed to reap the full benefits of recent economic growth. 60% of working Philadelphians earn less than \$40,000 a year.<sup>iii</sup> *Fueling Philadelphia's Talent Engine* is focused on ensuring all residents can access the education, training, and other supports needed to compete for good jobs, and leverage entry-level employment to build the skills and acquire the credentials needed to advance in their careers — within or outside of the industry where they first find a job.



#### **4 ALL PHILADELPHIA STUDENTS MUST BE BETTER PREPARED FOR COLLEGE AND CAREERS.**

The Philadelphia public school system is the city's most important long-term talent development pipeline, critical for business growth and attraction. To that end, the School District of Philadelphia has set an important goal of ensuring all students graduate from high school prepared to succeed in both college and career. This requires providing high school students exposure to the workplace and opportunities to develop the specialized skills currently needed and those that will be in demand in the future. ***Fueling Philadelphia's Talent Engine*** calls on the School District, City, Philadelphia Youth Network, and others to work in partnership with the business community to increase the number and quality of work experiences available to high school students as they prepare for graduation and beyond.

#### **5 ENSURING WORKFORCE SUCCESS FOR ALL REQUIRES POPULATION-SPECIFIC BARRIER REMOVAL STRATEGIES.**

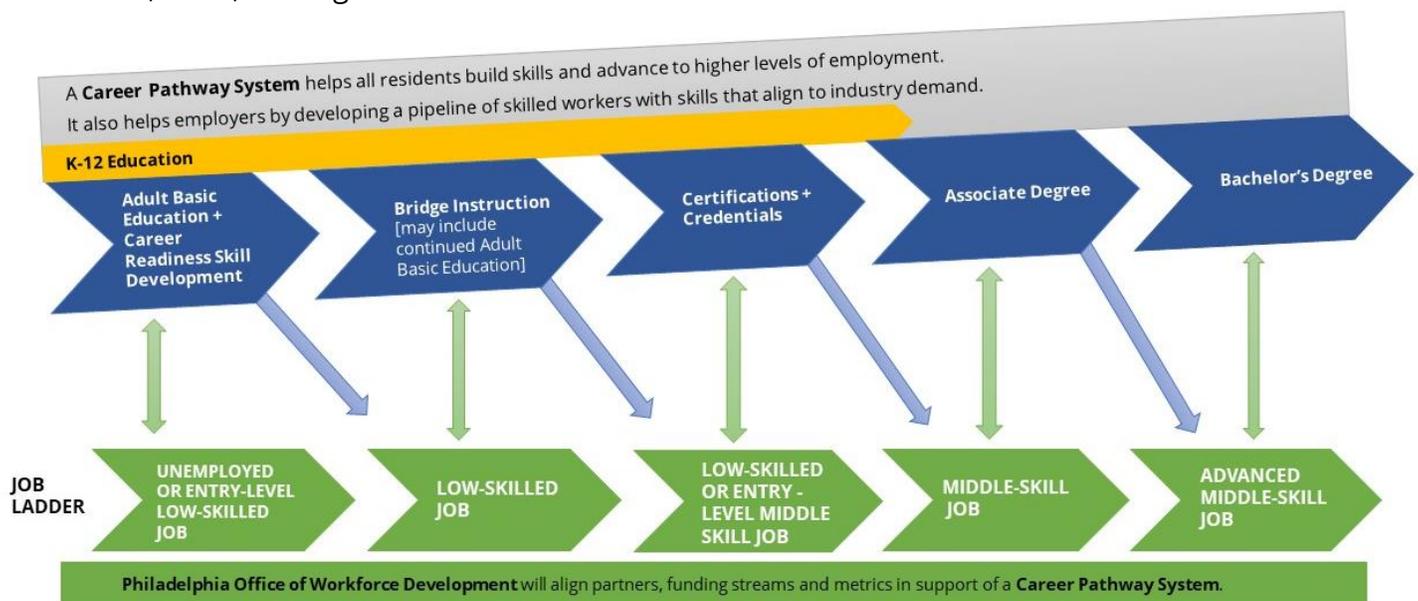
Segments of the population who face greater obstacles to employment require customized services and supports to unleash their full potential. Opportunity youth (ages 16-24, disconnected from school and work), residents returning from incarceration, and immigrants have ample potential to drive positive growth and prosperity across our city. ***Fueling Philadelphia's Talent Engine*** identifies specific strategies for addressing barriers to their success in the workforce.

## SHIFTING TO A CAREER PATHWAY SYSTEM

At the center of **Fueling Philadelphia's Talent Engine** is a shift in focus from short-term job training and placement, to long-term career planning and advancement. This requires commitment from all workforce stakeholders to a system that supports ongoing progression for job seekers and incumbent workers, and incentivizes employers to invest in their workforce at every level.

A career pathway system pairs progressive levels of education and training with career coaching and social service supports to help individuals with diverse skills and needs advance to increasingly higher levels of employment. In a career pathway system, individuals are helped to think beyond their next job, and focus on the credentialing and other supports they'll need to set and achieve longer-term career goals. A high-functioning career pathway system is equally advantageous to industry as it produces individuals with the skills and experiences required to meet employer demand.

The full benefits of a career pathway system cannot be provided by a single program, but rather are delivered via multiple linked and aligned programs. As such, building a robust career pathway system requires strong leadership, careful planning, a commitment to quality education and training responsive to industry need, and redirection of public investments across multiple systems — including industry; the public workforce system; and K-12, adult, and higher education.



Career Pathway framework adapted from the Center for Law and Social Policy's Alliance for Quality Career Pathways.<sup>iv</sup>



## AN EFFECTIVE CAREER PATHWAY SYSTEM INCLUDES THE FOLLOWING ELEMENTS:

**Employer-informed education and training** delivered alongside quality career coaching and support services to facilitate successful acquisition of industry-recognized credentials.

**Multiple entry points** that enable highly-skilled individuals as well as populations with limited education, skills and/or work experience to successfully enter and succeed along a career pathway.

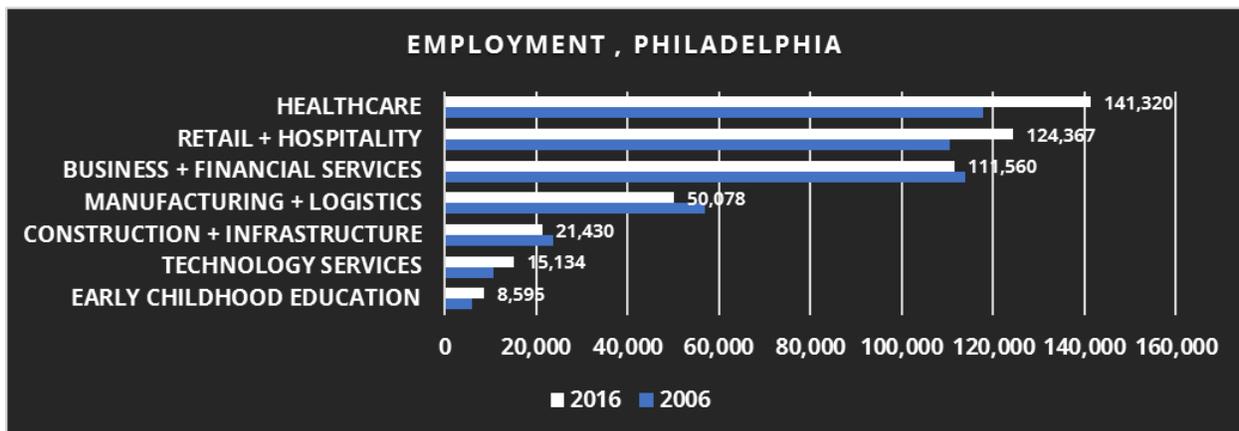
**Multiple exit points** that allow individuals to secure successively higher levels of employment based on newly acquired skills and credentials. Exit points must be clearly aligned with future entry points to support long term economic advancement and career progression.

## DEFINING CAREER READINESS FOR INDIVIDUALS AND EMPLOYERS

Building a system that both supports individuals to advance along a career pathway, and meets the expectations of employers, requires a shared understanding of career readiness skills. To address this, the Philadelphia Youth Network developed a tool that bridges what individuals need and what employers expect to ensure successful career advancement and retention benefitting both. While the tool is tailored to youth and young adults, it has the potential to be applied more broadly. *To view the tool, see **Appendix A**.*

## ALIGNING A CAREER PATHWAY SYSTEM TO INDUSTRY DEMAND

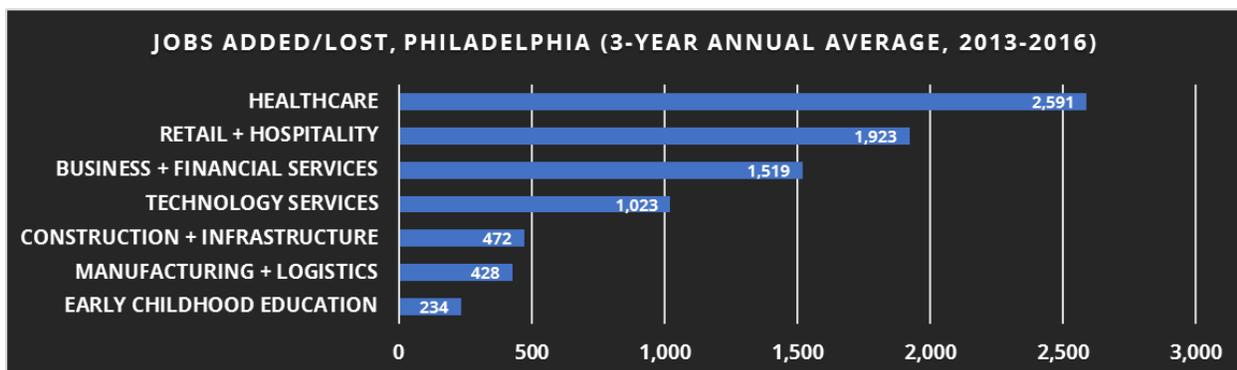
A strong understanding of labor market trends and projections was essential to crafting the goals and recommendations included in *Fueling Philadelphia's Talent Engine*. To achieve this, the Philadelphia Workforce Development Steering Committee engaged the Economy League of Greater Philadelphia to conduct a quantitative analysis of employment, growth trends, and wages for seven industry sectors, including: Healthcare, Retail + Hospitality, Early Childhood Education, Technology Services, Business + Financial Services, Construction + Infrastructure, and Manufacturing + Logistics. In 2016, the seven target sectors accounted for 472,000 jobs in the city of Philadelphia, or 71% of all jobs. These sectors were selected based on a mix of factors, but primarily on availability of jobs and the potential for economic mobility.



Sources: Philadelphia Works; Pennsylvania Department of Labor and Industry

### GROWTH AND PROJECTIONS

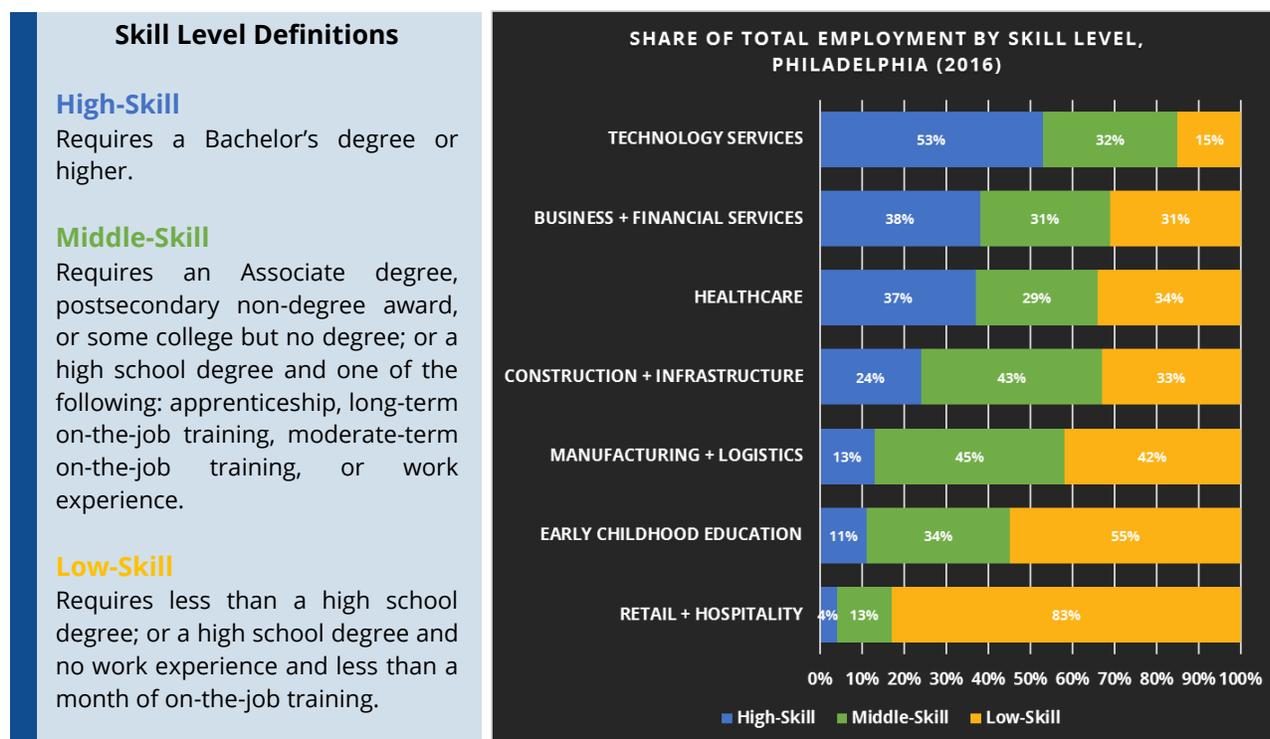
Employment increased in all seven sectors between 2013 and 2016, and nearly all sectors are expected to see continued growth through 2024. Only Manufacturing + Logistics is projected to lose jobs, but at just 10% the rate of loss experienced over the last decade. Growth in Technology Services, Early Childhood Education, Healthcare, and Retail + Hospitality is expected to outpace overall job growth in the city.



Sources: Philadelphia Works; Pennsylvania Department of Labor and Industry

## PREPARING FOR MIDDLE-SKILL JOBS ALONG A CAREER PATHWAY

Philadelphia remains home to more than 131,000 middle-skill jobs across the seven target sectors. Many of these have projected replacement openings that call for a talent pipeline strategy to ensure employers can meet their business needs. Simultaneously, these positions provide significant opportunity for Philadelphia residents lacking a Bachelor's degree to enter the workforce and advance – over time and with the necessary education, training, and other supports – to a stable, family-sustaining job along a career pathway.



### KEY HIGHLIGHTS ACROSS SEVEN SECTORS

- Given scale, growth, and job opportunities across skill levels, the Healthcare sectors presents significant opportunity to support workforce growth with equity.
- Early Childhood Education and Technology Services, while small, are fast-growing sectors that provides middle-skill opportunities and benefit from considerable support and momentum.
- Manufacturing + Logistics and Construction + Infrastructure remain strong sources of middle-skill jobs and benefit from a deep training infrastructure that can be leveraged to provide targeted support for women and residents of color in sectors that have traditionally struggled to engage and retrain a diverse workforce.

See **Appendix B** for extended highlights and conclusions drawn from the Economy League's summary report. The full report, including detailed analysis, is available on the Economy League's website, at [economyleague.org/industryanalytics](http://economyleague.org/industryanalytics).

## COMMITMENT TO DIVERSITY, EQUITY + INCLUSION

Despite some progress towards equity in employment opportunity in higher-wage occupations, unfair barriers to equal employment opportunity persist and continue to drive racial and ethnic disparities in Philadelphia.<sup>v</sup> These barriers, at a minimum, include inequities in the education, immigration, and criminal justice systems; inequitable hiring / promotion / lay off processes; implicit bias; and discrimination. Recognizing the historic and continued persistence of such barriers, and to advance more equitable workforce opportunity, a commitment to equity, diversity and inclusion is embedded in the recommendations called for in ***Fueling Philadelphia's Talent Engine***.

As one of the largest employers in Philadelphia, the City is committed to developing strategies to advance greater workplace equity within the public sector.<sup>vi</sup> To operationalize this commitment, the City will develop and implement a racial equity pilot project within its ***City as Model Employer*** pilot initiative, aimed at creating viable pathways to permanent employment for seasonal/temporary City workers (see p. 51).

### UNEMPLOYMENT IN PHILADELPHIA BY RACE AGES 25 – 64

4.5 % FOR WHITE RESIDENTS

9.8 % FOR BLACK/AFRICAN  
AMERICAN RESIDENTS

12.0 % FOR HISPANIC RESIDENTS

American Community Survey Public Use Microdata Sample 2016 1-Year Estimates

The City's Office of Diversity and Inclusion will guide implementation of the racial equity pilot project through intentional application of the Government Alliance on Race and Equity's (GARE's) data-driven racial equity tools, and practice of setting goals, tracking progress, and building accountability. The City-convened equity workforce action team will identify the institutional systemic barriers to certain civil service positions, and develop strategies to target specific challenges to equitable hiring and promotion processes for seasonal/temporary workers attempting to transition to permanent positions.<sup>vii</sup>

The City expects that application of successful strategies to identify and remedy institutional workforce barriers, developed via the pilot, will help set the stage for transforming City government practices and achieving more equitable outcomes in our communities.



**THE PHILADELPHIA WORKFORCE DEVELOPMENT STEERING COMMITTEE IDENTIFIED THREE OVERARCHING GOALS FOR CLOSING THE SKILLS GAP AND FUELING LONG-TERM ECONOMIC GROWTH.**

**EACH GOAL IS SUPPORTED BY THREE SPECIFIC RECOMMENDATIONS.**



STRATEGY  
GOALS + RECOMMENDATIONS

GOAL #1	GOAL #2	GOAL #3
<p><b>Prepare Philadelphians with the Skills Employers Need for a World-Class Workforce.</b></p>	<p><b>Address the Underlying Barriers that Prevent Philadelphians from Accessing Meaningful Career Opportunities.</b></p>	<p><b>Build A Workforce System that is More Coordinated, Innovative, and Effective.</b></p>
<p><b>RECOMMENDATION #1</b></p> <p>Place <b>employers at the center</b> of strategies to advance local talent development in growth sectors of the economy.</p>	<p><b>RECOMMENDATION #4</b></p> <p>Strengthen <b>work-related supports for Philadelphians living in poverty.</b></p>	<p><b>RECOMMENDATION #7</b></p> <p>Convene workforce stakeholders to pursue a <b>coordinated set of policy recommendations</b> that promote career advancement for all Philadelphians.</p>
<p><b>RECOMMENDATION #2</b></p> <p>Increase <b>apprenticeships and other industry driven work-based learning opportunities</b> to close the skills gap and support career advancement to middle-skill jobs.</p>	<p><b>RECOMMENDATION #5</b></p> <p>Address <b>reading, writing, numeracy, and digital skill barriers</b> in all adult workforce education and training.</p>	<p><b>RECOMMENDATION #8</b></p> <p>Increase and align <b>public and private dollars</b> in support of shared workforce goals.</p>
<p><b>RECOMMENDATION #3</b></p> <p>Connect <b>all Philadelphia public school students to a high-quality work experience</b> before graduation to prepare them for college and career.</p>	<p><b>RECOMMENDATION #6</b></p> <p>Develop and implement <b>population-specific strategies</b> to promote career pathway success, starting with: Opportunity Youth and Young Adults (16-24), Returning Citizens, and Immigrants.</p>	<p><b>RECOMMENDATION #9</b></p> <p>Launch a <b>common data dashboard</b> to track progress towards shared goals.</p>



## GOAL #1

**Prepare Philadelphians with the Skills Employers Need for a World-Class Workforce.**

## RECOMMENDATION #1

### PLACE EMPLOYERS AT THE CENTER OF STRATEGIES TO ADVANCE LOCAL TALENT DEVELOPMENT IN GROWTH SECTORS OF THE ECONOMY.

Cities across America are putting the needs of industry at the center of their workforce development planning to ensure resources invested in education and training yield measurable results for both job seekers and employers. In many places, this is happening via Industry Partnerships or industry-based alliances that convene to address shared workforce challenges, including high turn-over, trouble recruiting skilled employees, lack of quality training programs, and the absence of industry-wide credentialing standards.

Industry Partnerships benefit employers by decreasing turn over, increasing worker productivity, and generating a talent pipeline to meet current and future business needs.<sup>viii</sup> They also help job seekers and incumbent workers improve their short- and long-term employment opportunities through better access to quality training and industry-recognized credentialing.

When developed at scale, Industry Partnerships generate measurable impact for individuals and for business. In the state of Colorado, across 20 Industry Partnerships:<sup>ix</sup>

- 91% have enhanced the capacity of participating businesses to find employees with the skills and experiences they are seeking.
- 82% have helped businesses develop and implement more effective recruitment practices.
- 62% have influenced increased alignment across secondary, post-secondary, and workforce programming.
- 67% have directly influenced the development of education and training programs based on industry needs.

Over the next three years, the Office of Workforce Development, in partnership with the Chamber of Commerce for Greater Philadelphia, the Philadelphia Society for Human Resource Management (SHRM), and Philadelphia Works Inc., will lead efforts to launch Industry Partnerships in Business + Financial Services, Early Childhood Education, Technology Services, and Retail + Hospitality. Additionally, they will support Industry Partnerships that currently exist in Advanced Manufacturing, Healthcare, and Construction + Infrastructure. Leaders from business, education, workforce development, and philanthropy will be engaged throughout to ensure Industry Partnerships produce measurable impact for employers, job seekers, and incumbent workers; and a return on investment for funders.

## CHARACTERISTICS OF HIGH-PERFORMING INDUSTRY PARTNERSHIPS

The National Fund for Workforce Solutions defines an industry partnership as a dynamic collaboration of regional employers—typically from a single industry sector, but sometimes from multiple sectors or based around a set of occupations—who convene regularly with the assistance of a workforce intermediary.

Partnerships that are highly effective at solving workforce-development challenges tend to do the following:

- **Develop and maintain employer leadership:** Employers set the direction of sector partnerships, influence strategies to address shared talent development challenges, and gain access to economic, industry and employer-specific data to inform and improve their work.
- **Produce excellent outcomes for individuals and employers:** Sector partnerships make the business case for creating family-sustaining careers for workers and jobseekers. The value proposition for employers includes increased access to qualified talent, higher worker productivity, lower turnover, and greater customer satisfaction.
- **Promote career advancement:** Sector Partnerships promote effective career advancement strategies, including on-the-job training aligned to industry-recognized credentials, career coaching, tuition assistance, etc.
- **Promote industry-recognized credentials:** Sector partnerships help employers to identify and use industry-recognized credentials in hiring and promotion decisions, while engaging education and training partners to develop needed credentialing programs.
- **Communicate key information to stakeholders:** Sector partnerships generate industry intelligence around current and future workforce challenges, including: skills gaps, education and training needs, industry trends, changes in occupation mix, etc.
- **Operate with knowledgeable staffing provided by or through an intermediary:** Sector partnerships are facilitated by dedicated staff who bring expertise to further the partnership's goals, maintain excellent relationships with employers and workforce partners, and respond with creativity and flexibility to the changing needs of the market.

## RECOMMENDATION #1: THREE-YEAR ACTION STEPS

### **Engage private sector expertise to launch and/or strengthen 7 Industry Partnerships.**

The Office of Workforce Development, in partnership with the Chamber of Commerce for Greater Philadelphia, the Philadelphia Society for Human Resource Management (SHRM), and Philadelphia Works Inc., will lead efforts to launch and/or strengthen Industry Partnerships in seven growth sectors of the economy. Leaders from business, education, workforce development, and philanthropy will be engaged throughout to ensure Industry Partnerships produce measurable impact for employers, job seekers, and incumbent workers; and a return on investment for funders.

### **High-quality industry data will inform and support Industry Partnerships.**

Philadelphia Works Inc. will be the hub for world-class reporting on regional labor market trends, shared in a format that is accessible, visible, and highly valued by the private and public sectors. Philadelphia Work Inc. will publish regular analysis of current and future workforce needs across seven target industry sectors and include current and projected openings in low, middle, and high-skill jobs. This data will inform the development and scaling of Industry Partnerships, as well as education and training investments made by employers, education institutions and the public workforce system. Additionally, Philadelphia Works will make industry-informed career pathway maps publicly available to employers, job seekers, career coaches, education institutions, and training providers.

### **Simplify access to supports for businesses engaged in Industry Partnerships.**

Working together, the Office of Workforce Development and Philadelphia Works Inc. will connect businesses engaged in Industry Partnerships to available economic development incentives and financial resources. Philadelphia Works Inc. will assign staff to each of the seven Industry Partnerships to provide more seamless access to resources and services available to employers via the PA CareerLink® Philadelphia system.

### **Identify and recognize employers who promote career advancement.**

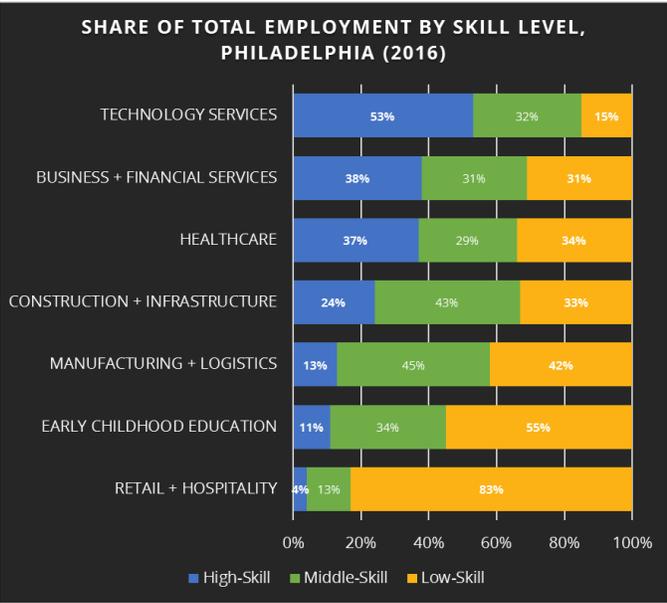
The Office of Workforce Development will launch a Model Employer Campaign to recognize and support employers committed to promoting career advancement, particularly from low-to middle-skill jobs. The Campaign will have a special focus on pioneering small and mid-size companies that embrace practices which expand, diversify, and strengthen their workforce. These practices include, but are not limited to, establishing progressive tuition assistance programs that are accessible to entry-level workers; creating on-the-job training opportunities leading to industry-recognized credentials; developing apprenticeships and pre-apprenticeships that provide clear pathways to quality jobs that pay family-sustaining wages; and recruiting from the PA CareerLink® Philadelphia system.

## RECOMMENDATION #2

### INCREASE APPRENTICESHIPS AND OTHER INDUSTRY DRIVEN WORK-BASED LEARNING OPPORTUNITIES TO CLOSE THE SKILLS GAP AND SUPPORT CAREER ADVANCEMENT TO MIDDLE-SKILL JOBS.

Six of seven target industries selected by the Workforce Development Steering Committee have a sizable share of middle-skill jobs, those that require more than a high school credential, but less than a 4-year degree. These positions typically pay a living wage, and offer opportunities for advancement. Yet many employers struggle to recruit workers with the appropriate mix of skills, experience and formal credentials required for middle-skill jobs.<sup>x</sup> Failing to prepare Philadelphians to compete for these positions limits growth opportunity for business and economic mobility for individuals. Apprenticeships and other work-based learning models provide a viable solution to this challenge, benefiting both employers and workers.

Apprenticeship is an employer-driven model that combines on-the-job training with job-related instruction, increasing an apprentice’s skill level and wages over time.<sup>xi</sup> Traditionally, apprenticeship programs have been primarily linked to construction and other skilled trades, but recently a wider range of industries - including Health Care, Information Technology, Advanced Manufacturing, Transportation and Logistics, and Energy – have adopted the model to meet their talent needs. Work-based learning models that incorporate these principals, including paid internships and on-the-job training, can also provide opportunities for employers to support career pathway progression for new and incumbent employees.<sup>xii</sup>



Sources: Philadelphia Works; Pennsylvania Department of Labor and Industry; National Skills Coalition

The City of Philadelphia is leading in this area through its **City as Model Employer** pilot initiative, aimed at creating viable pathways to permanent employment for seasonal/temporary City workers, with a focus on preparing individuals for middle-skill positions that are currently difficult for City departments and private employers to fill. The **City as Model Employer** pilot intentionally incorporates work-based learning opportunities that provide the time, training and other supports needed to help individuals develop the business-ready skills and other work habits required to secure and retain permanent positions with the City or an employer partner.

## RECOMMENDATION #2: THREE-YEAR ACTION STEPS

### **Increase the number of Philadelphia apprenticeships by 500 and expand the model to all seven target industry sectors.**

The Office of Workforce Development, Philadelphia Works Inc., and the Mayor's Office of Labor will drive expansion of apprenticeships across the city, in partnership with local and regional employers, education institutions, workforce providers, and the Commonwealth of Pennsylvania. Efforts will focus on expanding the apprenticeship model to all seven target industries and building staff capacity across lead partners to support employers in designing and registering apprenticeships that align to their current and future talent needs.

### **Engage 3,000 Philadelphians in a high-quality skills-training or work based learning opportunity aligned to the needs of industry.**

The Office of Workforce Development and Philadelphia Works Inc. will align to provide employers with the technical assistance needed to infuse work-based learning models into their talent development strategies. This work will focus on helping employers create or partner with education institutions to offer training opportunities for their employees which lead to measurable skill gains and result in an industry-recognized credential. Additionally, Community College of Philadelphia will focus on increasing the number of credit and non-credit bearing programs that address the specific needs of employers, and making it easier for individuals to transfer non-credit coursework into credit bearing, degree-granting programs. Taken together, this will ensure 3,000 Philadelphians have the opportunity to engage in a high-quality skills-training or work based learning opportunity aligned to the needs of industry.

### **Transition 200 temporary City-government workers to permanent employment through the *City as Model Employer* pilot initiative.**

The Office of Workforce Development will build an intentional system to support workforce entry and career pathway progression for individuals with barriers to employment, including: opportunity youth and young adults, age 16-24; individuals returning from incarceration; immigrants; and adults lacking necessary workforce skills and credentials. As part of the pilot, 200 individuals will transition from temporary/seasonal work to permanent employment with the City of Philadelphia or an employer partner by 2020.

## RECOMMENDATION #3

### CONNECT ALL PHILADELPHIA PUBLIC SCHOOL STUDENTS TO A HIGH-QUALITY WORK EXPERIENCE BEFORE GRADUATION TO PREPARE THEM FOR COLLEGE AND CAREER.

The Philadelphia public school system is the city's most important long-term talent development pipeline, critical for business growth and attraction. To that end, as a city, we must invest in providing all our young people high-quality college and career preparation, and ensure this becomes a critical component of their education. The transition to local control of the School District of Philadelphia presents an opportunity to build a world-class 21<sup>st</sup> century public education system that prepares students for the global knowledge economy. Businesses will be a crucial partner in this effort.

The Philadelphia Workforce Development Steering Committee is committed to supporting the School District of Philadelphia as it seeks to increase the high school graduation rate, grow the percentage of students who demonstrate proficiency or above in reading and math on the PA Keystone Exams, increase opportunities for high school students to earn post-secondary credits, and increase and improve the alignment of Career and Technical Education opportunities with industry.

Connecting young people to the world of work is key to supporting these goals. Research tells us what we know intuitively to be true: early work and work-related experiences have the potential to improve academic performance in high school;<sup>xiii</sup> increase the rate of post-secondary credit attainment, with particularly strong results for African American students;<sup>xiv</sup> and boost long-term wages and employment.<sup>xv</sup> Further, early employment has also been shown to boost employment and earnings 8-10 years after high school graduation, particularly for those who do not attend college.<sup>xvi</sup>

Building on Philadelphia's nationally recognized *WorkReady Philadelphia* summer employment system, **Fueling Philadelphia's Talent Engine** calls for an increase in opportunities throughout the year for public school students to engage in the workplace. This new system, inclusive of summer jobs, will be more expansive and flexible, providing multiple options for employers and young people, both as part of the school day and during out-of-school time.

Greater Philadelphia employers can meaningfully contribute to advancing Philadelphia as a global city with a highly talented workforce by offering a variety of work and work-related opportunities for young people.

## WORK-BASED LEARNING OPPORTUNITIES EMPLOYERS CAN OFFER

<b>CAREER DAYS</b>	One time, industry professionals are invited into schools to speak to students about various careers.
<b>INDUSTRY TOURS</b>	One time, employer-led small group worksite tours designed to increase students' awareness of various professions throughout a specific business/organization.
<b>JOB SHADOWING</b>	One time, students shadow employees at worksites to explore careers.
<b>CAREER MENTORING</b>	Ongoing, direct interaction between employees and students, designed for students to gain career insight (both technical and work-ready skills).
<b>SUMMER EXPERIENCE</b>	Seasonal (6-8 weeks) experience, where students have the opportunity to earn a wage, utilizing skills they have acquired in high school.
<b>UNPAID INTERNSHIP</b>	Long-term (up to entire school year) experience, where students develop skills and earn school credit at a worksite.
<b>PAID INTERNSHIP</b>	Long-term (up to entire school year), students develop skills, earn school credit and are paid employees at a worksite.
<b>APPRENTICESHIP</b>	Long-term (up to 4 years), combination of on-the-job training and related instruction in which workers learn the practical and theoretical aspects of a highly-skilled occupations.

## RECOMMENDATION #3: THREE-YEAR ACTION STEPS

### **Raise the high school graduation rate from 67% to 71% by 2018-19.**

Philadelphia's four-year graduation rate has increased by 17 percentage points over the past decade, but remains below state (85%) and national averages (83%).<sup>xvii</sup> The School District of Philadelphia, with full support of the City, Project U-Turn, and many other institutional and community partners, is committed to building on evidence-based practices that improve high school retention and graduation.<sup>xviii</sup> The District has set a goal of increasing the four-year graduation rate from 67% for the 2015-2016 school year to 71% by the 2018-2019 school year. Further, to demonstrate to post-secondary institutions and employers that high school graduates possess the skills needed to succeed in college and career, the School District is also focused on growing the percentage of students who demonstrate proficiency or greater in math and reading on the PA Keystone Exams.

### **Expand and improve engagement with Greater Philadelphia employers to enable 16,000 young people to participate annually in a high-quality work experience by 2020.**

Greater Philadelphia employers have long been vital partners to the *WorkReady Philadelphia* system. They can play an even more pivotal role in advancing Philadelphia and growing our talent pipeline by providing expanded career exposure through employer-school partnerships, short-term job shadowing, and industry tours; as well as longer term approaches, such as summer jobs, industry-specific internships, apprenticeships, and other year-round experiences.

While considerable infrastructure exists to match employers with schools through *WorkReady Philadelphia*, Community Schools, the School District of Philadelphia's Office of Strategic Partnerships, and the Fund for the School District of Philadelphia, alongside models many individual schools and nonprofit entities have developed, new options are needed to enable more employers to more easily offer a variety of work based learning experiences. The City of Philadelphia will identify promising programmatic and funding models in other cities and pilot promising programs with local employers.

### **Increase opportunities for high school students to earn post-secondary credits and prepare for college.**

The School District of Philadelphia's Anchor Goal 1 states that 100% of students will graduate ready for college and career. To reach this goal, high schools are cultivating college and career experiences that will not only prepare students to excel academically, but to thrive professionally. The School District of Philadelphia offers a portfolio of Secondary Advanced Learning Opportunities to ensure as many students as possible have the opportunity to earn post-secondary credit.

### RECOMMENDATION #3: THREE-YEAR ACTION STEPS (CONT.)

The School District of Philadelphia aims to engage 6,000 students annually by 2020 in opportunities to earn post-secondary credit through a combination of Advanced Placement courses, International Baccalaureate, Middle College, and/or dual enrollment programs with the Community College of Philadelphia or another institution of higher education. By 2020, 100% of Career and Technical Education (CTE) students will have the opportunity to earn a minimum of 3 college credits, an increase from a baseline of 65% in school year 2016-2017.

#### **Increase the number of students participating in Career and Technical Education (CTE) and improve alignment between CTE preparation and industry demand.**

To ensure CTE programming is of the highest quality and in alignment with workforce and economic development needs, the School District of Philadelphia will strengthen formal structures in place to solicit advice from business, industry, and community stakeholders. These structures, supported by robust employer engagement, will inform decision making regarding improvements in the overall quality of current CTE programs as well as new programs in response to emerging 21<sup>st</sup> century occupations. The advisory committee structure includes the following three tiers:

##### **Tier 1 – Executive Council on Career and Technical Education**

The Executive Council is comprised of leaders of business, industry, organized labor, Philadelphia Workforce Investment Board, economic development agencies, community based organizations, postsecondary education, and the chairpersons of the Citywide Industry Boards/Councils. The Executive Council serves as a link between School District of Philadelphia leadership and key stakeholders to advise on long-range plans and CTE program offerings, based on Philadelphia workforce and economic development.

##### **Tier 2 – Citywide Industry Councils (CIC)**

The CICs are comprised of specific industry cluster professionals. CICs provide overall advice, such as trends and workforce needs of specific industry clusters, market specific careers, and assist in securing additional resources to the respective School District of Philadelphia CTE Industry Program Managers.

##### **Tier 3 – Occupational Advisory Committees (OAC)**

The OACs are comprised of subject-matter experts in the occupation for which training is being provided by the School District of Philadelphia. The committee advises and makes recommendations to the school administration (principals, assistant principals, and teachers) on curriculum, facilities, equipment, safety, and work-based learning opportunities. In addition to the participation of subject-matter experts, each OAC includes membership of students, parents, alumni, and the City.

## GOAL #1

### WHAT DOES SUCCESS LOOK LIKE BY THE END OF 2020?

**Recommendation #1:** Place employers at the center of strategies to advance local talent development in growth sectors of the economy.

Success Metric	Leadership
7 Industry Partnerships will be launched or strengthened to meet employers' talent needs.	<b>City of Philadelphia</b> <u>with</u> Chamber of Commerce for Greater Philadelphia, Philadelphia Works Inc., Philadelphia Youth Network, School District of Philadelphia, and Urban Affairs Coalition
150 employers will engage in the City's new Model Employer Campaign designed to advance practices that support career progression and improve business outcomes.	<b>Philadelphia Office of Workforce Development</b> <u>with</u> Chamber of Commerce for Greater Philadelphia, Philadelphia Society for Human Resource Management (SHRM), and Philadelphia Works Inc.

**Recommendation #2:** Increase apprenticeships and other industry driven work-based learning opportunities to close the skills gap and support career advancement to middle-skill jobs.

Success Metric	Leadership
3,000 individuals will participate in a high-quality skills training or work-based learning opportunity aligned to the needs of industry.	<b>Philadelphia Works Inc.</b> <u>with</u> Chamber of Commerce for Greater Philadelphia, Community College of Philadelphia, and Philadelphia Office of Workforce Development
500 new registered apprenticeship positions will be created, with a focus on expanding opportunities across 7 target industries.	<b>Philadelphia Office of Workforce Development</b> <u>with</u> Mayor's Office of Labor and Philadelphia Works Inc.
200 individuals will transition from temporary/seasonal work to permanent employment with the City of Philadelphia or an employer partner through the <i>City as Model Employer</i> initiative.	<b>Philadelphia Office of Workforce Development</b> <u>with</u> Community College of Philadelphia, Philadelphia Office of Adult Education, and Philadelphia Works Inc.

**Recommendation #3:** Connect Philadelphia public school students to a high-quality work experience before graduation to prepare them for college and career.

<b>Success Metric</b>	<b>Leadership</b>
<b>16,000</b> young people will participate annually in a high-quality work experience, including summer jobs and year-round opportunities.	<b>City of Philadelphia</b> <u>with</u> Chamber of Commerce for Greater Philadelphia, Philadelphia Works Inc., Philadelphia Youth Network, School District of Philadelphia, and Urban Affairs Coalition
<b>6,000</b> School District of Philadelphia students will be engaged annually in opportunities to earn post-secondary credit through a combination of Advanced Placement courses, International Baccalaureate, Middle College, and/or dual enrollment programs with the Community College of Philadelphia or another institution of higher education.	<b>School District of Philadelphia</b> <u>with</u> Community College of Philadelphia and Philadelphia Office of Workforce Development
<b>4%</b> increase in the high school graduation rate, from 67% to 71% by 2018-2019.	<b>School District of Philadelphia</b> <u>with</u> Project U-Turn Partners
<b>100%</b> of Career and Technical Education (CTE) students will have the opportunity to earn a minimum of 3 college credits.	<b>School District of Philadelphia</b> <u>with</u> Community College of Philadelphia



## GOAL #2

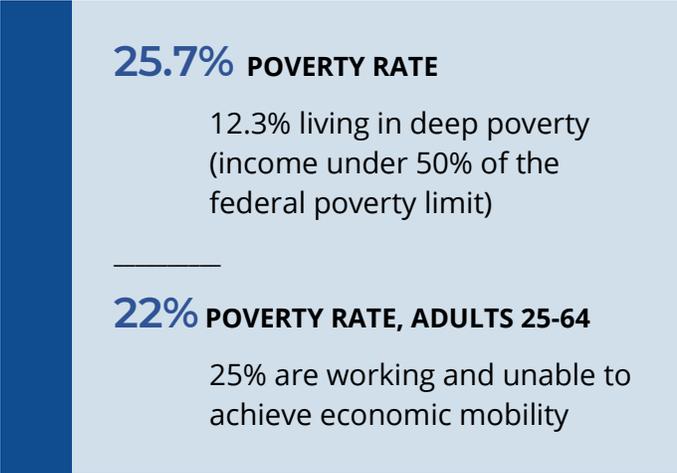
**ADDRESS THE UNDERLYING BARRIERS THAT PREVENT PHILADELPHIANS FROM ACCESSING MEANINGFUL CAREER OPPORTUNITIES.**

# RECOMMENDATION #4

## STRENGTHEN WORK-RELATED SUPPORTS FOR PHILADELPHIANS LIVING IN POVERTY.

Moving beyond poverty is difficult to do via low-skill employment. 25% of adult Philadelphians living in poverty are working and yet unable to earn wages sufficient to achieve economic mobility.<sup>xix</sup> Supporting individuals to advance to middle-skill employment must be part of a larger strategy to support their advancement to family-sustaining wages.

Education and training is essential to advance from low-skill, low wage work to middle-skill jobs which provide a pathway out of poverty. Simply making these opportunities available, however, will not solve the problem. A national study of entry-level workers in the service sector indicates that logistical barriers contribute significantly to an individual's ability to pursue education and training. Nearly 1 in 3 workers surveyed (31%) said they would have liked to take greater advantage of learning opportunities, but were constrained by lack of time; the need to make more money; childcare or other family responsibilities; or insufficient financial resources to pursue the specific education and training they found most relevant.<sup>xx</sup> Increasing access to public supports for job seekers and entry-level workers living in poverty, combined with the alignment of anti-poverty supports to workforce education and training programs, is critical for individuals in poverty to pursue a path to economic prosperity.



Poverty data calculated using the U.S. Census Bureau American Community Survey Public Use Microdata Sample

The City is currently engaged in multiple initiatives to improve overall access to public services and supports, with an eye towards the unique needs of individuals living in poverty. Examples include PHLpreK, led by the Mayor's Office of Education; Connect: Philadelphia Transportation Project, led by the Office of Transportation and Infrastructure Systems; a housing action plan, led by the Department of Housing and Community Development; and an Eviction Task Force, co-led by the Office of Community Empowerment and Opportunity and the Office of Homeless Services.

**Fueling Philadelphia's Talent Engine** builds on these efforts, with a strategic focus on increasing supports that alleviate the effects of poverty for individuals engaged in workforce education and training through the public workforce system.

## RECOMMENDATION #4: THREE-YEAR ACTION STEPS

### **Connect 8,000 job seekers to benefits access services.**

The Office of Community Empowerment and Opportunity will lead efforts to ensure job seekers engaged in the public workforce system are connected to benefits access services to help them secure needed resources - including healthcare coverage, public benefits, child care subsidies, and/or financial counseling.

### **Create 6,500 new PHLpre-K spots to support working parents and those engaged in workforce education and training.**

The Mayor's Office of Education is leading the citywide initiative to create 6,500 new locally-funded PHLpreK slots for 3 to 5-year-olds by 2021. As a complement to this work, the City's *A Running Start-Early Learning* initiative will focus on developing strategies to address acute shortages in the number of high-quality slots for infants and toddlers; increase the number of slots for children whose parents work evening, overnight and weekend shifts; and better align access to child care services for parents enrolled in workforce education and training.

*\* This action step is contingent on the successful resolution of a lawsuit challenging the Philadelphia Beverage Tax.*

### **Increase access to behavioral health services for workforce training participants and entry-level employees.**

The City's Department of Behavioral Health and Intellectual Disability Services (DBHIDs) is focused on ensuring workforce education and training providers, and their program participants, understand the behavioral health services available to Philadelphia residents and the resources available to help individuals connect to those services. Over the next three years, this work will include offering HealthyMinds screening at employment and training programs, as well as Mental Health First Aid training that is tailored specifically to employers and front-line supervisors of new workers. Additionally, DBHIDs will ensure 75% of publicly funded behavioral health outpatient providers will offer services during evening hours and 60% during evening hours.

### **PUBLIC TRANSPORTATION AS AN ENGINE OF ACCESS TO ECONOMIC OPPORTUNITY FOR ALL PHILADELPHIANS**

A strong public transit system is critical to a strong workforce. The City of Philadelphia is committed to partner with the Southeastern Pennsylvania Transportation Authority (SEPTA) on a series of initiatives that promise to modernize our region's network. Initiatives such as trolley modernization, accessibility improvements at key rail stations, and a comprehensive review of the bus network will collectively promote equitable access to opportunities, safety, sustainability and health for communities across the city.

## RECOMMENDATION #5

### ADDRESS READING, WRITING, NUMERACY, AND DIGITAL SKILL BARRIERS IN ALL ADULT WORKFORCE EDUCATION AND TRAINING.

Throughout Philadelphia, thousands of men and women with limited reading, writing, numeracy, and digital problem-solving skills are doing important work in schools, nonprofit organizations, hospitals, restaurants, shopping malls, and other community institutions that contribute directly to the health and vitality of our city. These workers are asked to interpret written directions, adhere to safety procedures, calculate discounts, train new colleagues, and more.<sup>xxi</sup> While many overcompensate for their skill gaps in extraordinary ways, few can increase their earning potential absent education and credentialing opportunities that include contextualized literacy instruction focused on building the skills needed to advance in their careers. Further, individuals with low levels of formal education have significantly higher poverty and unemployment rates than those with some college, an associate degree or higher.

<b>Education Level for Adult Philadelphians, 25-64</b>	<b>% of Adult Residents</b>	<b>Median Income</b>	<b>Poverty Rate</b>	<b>Unemployment Rate</b>
<b>Less than high school</b>	13.1%	\$21,864	37.6%	14.7%
<b>High school or equivalent</b>	31.6%	\$26,323	31.1%	11.0%
<b>Some college or associate degree</b>	23.7%	\$31,639	16.2%	6.8%
<b>Bachelor's degree</b>	18.3%	\$47,496	11.8%	3.1%
<b>Graduate or professional degree</b>	11.5%	\$60,593	7.2%	3.1% <sup>xxii</sup>

Public funding to help adult learners build workforce literacy skills falls far short of the need. In fiscal year 2017, Philadelphia adult education providers received approximately \$4 million in federal and state funds to address this challenge, an amount sufficient to serve only 3,365 adult learners in the city.<sup>xxiii</sup> Currently, there are a myriad of adult literacy programs across the city which could benefit from further coordination and alignment to make better use of limited funding streams, and to increase the number of adult learners who receive the assessment, coaching, and appropriate referrals to workforce education and training programs to facilitate their workforce entry and progression to living wage work along a career pathway. The City's Office of Adult Education, in partnership with Philadelphia Works Inc., Community College of Philadelphia, Philadelphia's Title II adult education providers, and members of the Philadelphia Adult Literacy Alliance, will lead efforts to increase and align opportunities for adults with skill barriers to access workforce education and training opportunities that support advancement to middle-skill jobs and beyond.

## RECOMMENDATION #5: THREE-YEAR ACTION STEPS

### **Increase bridge programs and other work-based learning models for Philadelphians with reading, writing, numeracy, and digital skill barriers.**

Sixty-five percent of individuals who engage with myPLACE<sup>SM</sup>, the city's adult education system, test between 4th and 8th grade in math. Sixty percent fall in this range for reading.<sup>xxiv</sup> Similar trends are evident among individuals interested in enrolling in classes at Community College of Philadelphia.<sup>xxv</sup> To address this, the Office of Adult Education will engage Philadelphia Works Inc., the Philadelphia Youth Network, Community College of Philadelphia and the city's network of adult education providers and sector-based workforce intermediaries, in aligning strategies, programs, and funding to increase the number of available pre-apprenticeship and other bridge programs to ensure a greater number of Philadelphians are able to build the skills needed to successfully participate in work based learning and post-secondary coursework aligned to industry need. By 2020, 95% of workforce education and training programs funded by Philadelphia Works Inc. will include contextualized bridge programs for individuals who test below the required skill level for entry.

### **Strengthen coordination across the workforce and adult education delivery systems to more efficiently connect job seekers to career pathway programs aligned to their interests and literacy level.**

Currently, myPLACE<sup>SM</sup> assesses the literacy level of adult learners and connects them to an appropriate class for instruction. The Office of Adult Education will expand services offered through myPLACE<sup>SM</sup> to connect learners to a citywide network of bridge programs aligned to specific opportunities that support career pathway progression, including pre-apprenticeships, apprenticeships, and other work-based learning models. myPLACE<sup>SM</sup> campuses offering these expanded services will be strategically located in neighborhoods or within City departments where there is high need and few services for workforce education and job training.

### **Collaborate with employers to establish and support contextualized training programs which integrate reading, writing, numeracy, and digital skill instruction, and align with credential attainment.**

The Office of Adult Education and their partners will provide technical assistance and support to employers to integrate contextualized literacy instruction into in-house job training for new and incumbent employees. To achieve this, the Office of Adult Education will engage employers in developing customized curricula, resources, and assessment tools focused on building a combination of technical and general career readiness skills.

# RECOMMENDATION #6A

## DEVELOP AND IMPLEMENT POPULATION-SPECIFIC STRATEGIES TO PROMOTE CAREER PATHWAY SUCCESS FOR OPPORTUNITY YOUTH (16-24).

Philadelphia’s youth and young adults represent a powerful force for driving positive growth and prosperity across our city. Yet 14.4% of Philadelphians, 16-24, are neither in school nor working.<sup>xxvi</sup> These young people need and deserve the chance to prepare for, connect to, and succeed in career pathways that will allow them to explore and pursue their career interests, build professional networks, and develop the skills required to secure a well-paying job with opportunities to advance.

The Generation Work Philly partners, in consultation with workforce providers, employers, and policy experts, developed a framework for opportunity youth and young adult workforce development which takes a developmentally appropriate approach to providing comprehensive supports along a career pathway continuum.

This career pathway framework features organized sequences of education and training experiences, with defined access points and off-ramps. The framework intentionally includes clear steps and transitions to help young Philadelphians earn credentials and work experience via a range of education and training, combined with developmentally appropriate support services.

Operationalizing this career pathway framework to meet the needs of Philadelphia’s opportunity youth and young adults requires taking a systemic approach to building sector-focused career pathway program quality and establishing a coordinated system which enables older youth and young adults to connect to training and employment opportunities with appropriate support services.

**GENERATION WORK PHILLY**

Generation Work Philly is a part of the Annie E. Casey Foundation’s National Generation Work Initiative, focused on greater employment outcomes for youth and young adults. The Philly partners are local practitioners and funders/intermediaries who provide and support high-quality education and workforce development programming for opportunity youth and young adults. The core partnership consists of the Job Opportunity Investment Network (JOIN), a United Way of Greater Philadelphia + Southern New Jersey Initiative, and the Philadelphia Youth Network (funders/intermediaries); and the District 1199C Training and Upgrading Fund and YouthBuild Philadelphia Charter School (practitioners).

## GENERATION WORK PHILLY FRAMEWORK FOR WORKFOCE DEVELOPMENT PROVIDERS



Operationalizing the Generation Work Philly Framework will set the stage for connecting 4,000 opportunity youth and young adults over three years to a comprehensive sector-based career pathway program leading to an industry credential and opportunity to secure living-wage work.

### WHO ARE OPPORTUNITY YOUTH?

Opportunity youth - sometimes referred to as "disconnected youth" - are defined as people between the ages of 16 and 24 who are neither in school nor working. Out of the 38.9 million Americans who fall into the 16 - 24 age range, about 6.7 million can be described as opportunity youth. These young men and women represent a social and economic opportunity: many of them are eager to further their education, gain work experience, and help their communities. <sup>xxvii</sup>

## RECOMMENDATION #6A: THREE-YEAR ACTION STEPS

### **Connect 4,000 opportunity youth and young adults to career pathways.**

The Philadelphia Youth Network, working with the Generation Work partners, the Department of Human Services, and Philadelphia Works Inc., will lead efforts over the next three years to engage 4,000 opportunity youth and young adults in a comprehensive sector-based career pathway program leading to an industry credential and opportunity to secure living-wage work.

### **Take a systemic approach to building sector-focused career pathway program quality.**

Workforce development programs serving older youth and young adults in Philadelphia vary tremendously in breadth, capacity to connect participants to relevant partners and employment opportunities, and overall adherence to a career pathway continuum. To ensure greater consistency across providers and drive system wide improvements to program quality, the following action steps will be taken:

- **Increase the capacity of existing providers and intermediaries by building a citywide system of professional development.**

Philadelphia service providers offer an array of workforce development programs and services. A coordinated effort will be implemented to broaden and deepen existing practice among providers, including professional development on essential program components for promoting career pathway progression and success.

- **Develop an easy-to-navigate referral network within the community of youth workforce providers, as well as a comprehensive clearinghouse of youth programs and services.**

A referral network of providers will be established to help organizational leaders and front-line staff learn about and become familiar with the variety of quality programming in the city. Through this, inter-agency relationships will be strengthened to enable better referrals of opportunity youth to programs matching their interests and abilities.

- **Incorporate a focus on pre-apprenticeship and apprenticeship programs to further drive program quality.**

Pre-apprenticeships and apprenticeships are key tools for increasing clearly articulated, employer supported pathways to permanent jobs along a career pathway for opportunity youth and young adults. Philadelphia youth providers will be supported to better understand and connect to registered apprenticeship and pre-apprenticeship programs in the city, and to work with employers to create new opportunities in in-demand sectors.

## RECOMMENDATION #6A: THREE-YEAR ACTION STEPS (CONT.)

### **Establish a coordinated system which enables older youth and young adults to connect to training and employment opportunities with appropriate support services.**

Developing and sustaining a high-quality career pathway system for opportunity youth and young adults requires the thoughtful assembly of education and training to enable progression through a continuum of skill-building activities designed to meet employer expectations. These learning opportunities must be offered alongside developmentally appropriate support services that help opportunity youth address barriers to their success. To build this system, the following actions steps will be taken:

- **Deepen employer engagement through Industry Partnerships.**

*Fueling Philadelphia's Talent Engine* calls for Industry Partnerships to be launched or strengthened across seven growth industries. Building on successful relationships that currently exist between job preparation programs and regional employers, strong connections will be developed between Industry Partnerships and opportunity youth workforce program providers. High-quality provider organizations will work with Industry Partnerships and employers in their fields of training expertise to build employer-driven pathways leading to long-term, successful employment with career advancement opportunity for young Philadelphians.

- **Organize providers to maximize efficient delivery of career pathway programs and services.**

The Generation Work Philly Framework will be used to enable and empower provider organization to collaborate more effectively in preparing opportunity youth and young adults for careers, and to inform alignment of public and private resources in support a quality career pathway programs and partnerships.

- **Train and strategically place Career Navigators.**

Recent experiences with a pilot program designed to build the PA CareerLink® Philadelphia West's capacity to engage and serve older youth and young adults, suggest trained and informed Career Navigators have the potential to increase knowledge of career options, and participation of young adults in education and training programs aligned to their skills and interests. A pilot project will be developed to further test the effectiveness of highly informed Career Navigators - working across the PA CareerLink® Philadelphia system, the Community College of Philadelphia, adult education providers, and workforce intermediaries - to provide quality advising to youth and young adults looking to advance along a career pathway.

## RECOMMENDATION #6B

### DEVELOP AND IMPLEMENT POPULATION-SPECIFIC STRATEGIES TO PROMOTE CAREER PATHWAY SUCCESS FOR RETURNING CITIZENS.

Annually in Philadelphia, between twenty and thirty thousand residents rejoin our community after incarceration. The overwhelming majority of those returning home, come with a desire to share their passions, talents, and skill sets with the community and employers. They aspire to attach themselves to an employer where they can earn a life sustaining wage, provide for their families, grow professionally, and regain a positive standing in the community.

For many, however, returning home and connecting to the workforce comes with insurmountable challenges. 55.7% of people leaving Philadelphia jails find themselves reincarcerated there within three years.<sup>xxviii</sup> This cycle of removal and return of large numbers of adults, mostly men, has been concentrated in low-wealth communities of color and has had a devastating effect upon families, neighborhoods, and our city.

Research tells us that engagement in the workforce is critical to successful re-entry. Facilitating meaningful and sustained employment is often the key to effectively supporting individuals reconnecting to their families and communities, while decreasing the likelihood they will return to prison.<sup>xxix</sup>

In 2012, The Philadelphia Reentry Coalition, now representing more than 100 organizations, was established to coordinate reentry efforts and increase the use of evidence-based practices to reduce recidivism in Philadelphia. Through the work of the Reentry Coalition, trust, transparency, shared knowledge building, and collaboration has grown significantly across agencies that support returning citizens. At the same time, additional work is required to standardize and coordinate pre-release services with post-release referrals, integrate data systems and performance tracking, and centralize workforce policy to inform a truly comprehensive strategy to combat recidivism and improve workforce success for Philadelphia's returning residents.

The Philadelphia Department of Prisons is committed to improving positive outcomes for individuals returning from incarceration. The Office of Reintegration Services (RISE), within Prisons, is uniquely positioned to support these efforts by coordinating and strengthening reentry workforce services city-wide, identifying and promoting effective practices, establishing a centralized data collection system, and championing necessary policy change.

## RECOMMENDATION #6B: THREE-YEAR ACTION STEPS

### **Connect 3,000 returning citizens to a job and/or education and training aligned to a career pathway.**

The Office of Workforce Development, in partnership with the Office of Reintegration Services (RISE) within Philadelphia Department of Prisons, the Philadelphia Office of Adult Education, Philadelphia Works Inc., and the Reentry Coalition, will coordinate efforts to ensure 3,000 residents returning from incarceration are connected to a job and/or education and training aligned to a career pathway.

### **Connect 300 returning citizens to a job through the Fair Chance Hiring Initiative.**

Launched in 2017 by the Department of Commerce, the Fair Chance Hiring Initiative (FCHI) was established to encourage businesses to provide previously incarcerated Philadelphians with meaningful employment opportunities. FCHI reimburses employers who fill a vacant spot by hiring a returning citizen for at least 21 hours a week for at least \$12.10 an hour. A position must be approved in advance by the Department of Commerce, and the employee must be a Philadelphia resident who was released from incarceration within the last five years, and connected to the position through RISE. \$5 per hour reimbursement is allotted for each qualified position, up to 40 hours per week and a maximum of 1,000 hours per position annually.

### **Integrate pre- and post- release workforce planning and preparation at the Philadelphia Department of Prisons.**

The Philadelphia Department of Prisons (PDP) will formalize an integrated pre- and post-release reentry process focused on connecting returning citizens to meaningful workforce development opportunities. Returning citizens with reading, writing, numeracy and digital skill barriers, and particularly those lacking a high school credential, will be connected to the appropriate adult education services. This work will include strategic pre-release engagement, targeted and comprehensive discharge planning with individuals in PDP custody, post-release case management, and connection to appropriate career pathway programs and services. To support community integration, a common set of tools will be developed to assess an individual's needs, risk factors associated with recidivism, work readiness, and career interests.

### **Co-locate RISE and the PA CareerLink® Philadelphia system to more effectively connect returning citizens with workforce development opportunities and training, as well as specialized reentry supports.**

Philadelphia Works will fund a Career Resource Center, co-located at RISE, to ensure workforce connection is a key component of re-entry services. The Center will be staffed by two Reentry Employment Specialists, trained to offer intensive job search assistance through one-on-one services, peer support, individualized career counseling, and coordination with existing PA CareerLink® Philadelphia services and job placement resources.

## RECOMMENDATION #6C

### DEVELOP AND IMPLEMENT POPULATION-SPECIFIC STRATEGIES TO PROMOTE CAREER PATHWAY SUCCESS FOR IMMIGRANTS.

Immigrants, regardless of their country of origin, bring to Philadelphia their skills, education, experience, and strong work ethic. Whether it is through their ability to speak more than one language, their international experiences, or their prior education, immigrants add tremendous value to the workforce, and Philadelphia is better for ensuring their full inclusion.

Today, just over 13% of Philadelphia residents were born outside the United States.<sup>xxx</sup> These immigrants have contributed significantly to the city's population growth over the past decade. More recently, immigrants have made important contributions to Philadelphia's economic recovery, both as small business owners and workers. Still, many immigrant communities experience high poverty and unemployment rates. These communities, and the individuals living within them, represent valuable talent that employers have yet to fully realize.<sup>xxxi</sup>

Too many immigrants from non-English speaking countries face significant barriers to securing quality jobs that pay a family-sustaining wage. Lack of English proficiency typically relegates these immigrants to work that doesn't reflect their true potential. The low wages, uncertain schedules, and long commutes that come with these jobs, limits their time to consider professional development or educational options, and further exacerbates the obstacles they face.

While Philadelphia's education and workforce systems are robust, they can be difficult for immigrants and their advocates to navigate. Immigrant serving organizations sometimes struggle to make proper referrals to agencies that can support their clients' particular needs or career aspirations. Too often, services are not available in immigrants' preferred language and/or their professional experiences and educational credentials outside the United States are not sufficiently recognized or valued. As a result, immigrants may receive advice that neither aligns with their interests nor reflects the full range of career options and educational opportunities available to them.

The Office of Workforce Development and Office of Immigrant Affairs will work in partnership with the Office of Adult Education, Philadelphia Works Inc., and immigrant-serving organization to develop and implement solutions to these challenges. This effort will begin with a focus on expanding opportunities for English as a Second Language (ESL) learners to enroll in Integrated Education and Training (IET) and bridge programs aligned to a career pathway, as both models can serve to accelerate language acquisition and the transfer of prior experience to commensurate work in the U.S.

## RECOMMENDATION #6C: THREE-YEAR ACTION STEPS

### **Engage 350 English as a Second Language (ESL) learners in Integrated Education and Training (IET) and bridge programs aligned to a career pathway.**

The Office of Adult Education, in partnership with the Office of Immigrant Affairs, the Office of Workforce Development, and Philadelphia Works Inc., will work collaboratively over the next three years to engage 350 ESL learners in IET and bridge programs aligned to a career pathway. IET programs teach language and basic skills competencies simultaneously with workforce preparation and occupational training. Bridge programs connect participants of language, basic skills, and workforce preparation programs to occupational training. Achieving this goal will require strategic alignment of both existing and new resources, building the capacity of current ESL and workforce training providers to implement these models, and deep engagement with employers.

### **Integrate workforce and education systems with immigrant serving organizations to better support immigrant success along a career pathway.**

Philadelphia's workforce system includes a vast network of public and nonprofit organizations available to help immigrants in accessing employment, education, and training opportunities. The Office of Workforce Development, in partnership with the Office of Immigrant Affairs, will convene stakeholders to identify and implement strategies for increasing and improving communication and coordination between immigrant serving organizations and the larger workforce and education systems. This work will focus on building partnerships that strengthen support for career pathways where immigrant skills are not only needed, but especially valued.

### **Foster employer engagement and investment in training and education opportunities for immigrant employees.**

The Office of Workforce Development, in partnership with the Office of Immigrant Affairs, and Philadelphia Works Inc., will lead efforts to foster public-private partnerships that advance professional development opportunities for immigrant employees, including contextualized ESL and training classes that integrate industry-specific vocabulary, safety standards, and prevailing labor laws. Small business owners, including immigrants operating neighborhood stores, will be engaged in developing partnerships to support pooling resources to provide education and training opportunities for their immigrant workforce.

## GOAL #2

### WHAT DOES SUCCESS LOOK LIKE BY THE END OF 2020?

#### Recommendation #4: Strengthen work-related supports for Philadelphians living in poverty.

Success Metric	Leadership
8,000 job seekers engaged in the public workforce system will be connected to benefits access services to help them secure needed resources – including health care coverage, public benefits, child care subsidies, and/or financial counseling.	<b>Philadelphia Office of Community Empowerment and Opportunity</b> <u>with</u> Community College of Philadelphia and Philadelphia Works Inc.
6,500 PHLpreK slots will be created to support working parents, and those engaged in workforce education and training. *	<b>Mayor’s Office of Education</b>
75% of publicly funded behavioral health outpatient providers will offer services during evening hours and 60% during weekend hours.	<b>Philadelphia Department of Behavioral Health and Intellectual DisAbility Services (DBHIDs)</b>

\* This metric is contingent on the successful resolution of a lawsuit challenging the Philadelphia Beverage Tax.

#### Recommendation #5: Address reading, writing, numeracy, and digital skill barriers in all workforce education and training.

Success Metric	Leadership
95% of workforce education and training programs funded by Philadelphia Works Inc. will include contextualized bridge programs that provide a pathway to success for individuals who test below the required skill level for entry.	<b>Philadelphia Works Inc.</b> <u>with</u> Community College of Philadelphia and Philadelphia Office of Adult Education

**Recommendation #6: Develop and implement population-specific strategies to promote career pathway success, starting with: Opportunity Youth and Young Adults (16 to 24), Returning Citizens, and Immigrants.**

Success Metric	Leadership
<p><b>4,000</b> opportunity youth and young adults (16-24) will be engaged in a comprehensive sector-based career pathway program leading to an industry credential and opportunity to secure living-wage work.</p>	<p><b>Philadelphia Youth Network</b> <u>with</u> Department of Human Services, Philadelphia Works Inc., and United Way of Greater Philadelphia + Southern New Jersey</p>
<p><b>3,000</b> returning citizens will be connected to a job and/or education and training aligned to a career pathway.</p>	<p><b>Philadelphia Office of Workforce Development</b> <u>with</u> Office of Reintegration Services (RISE) within Philadelphia Department of Prisons, Philadelphia Office of Adult Education, Philadelphia Works Inc., and the Reentry Coalition</p>
<p><b>300</b> returning citizens will secure employment through the Department of Commerce’s Fair Chance Hiring pilot initiative.</p>	<p><b>Philadelphia Department of Commerce</b> <u>with</u> Office of Reintegration Services (RISE) and Philadelphia Works Inc.</p>
<p><b>350</b> immigrants will participate in contextualized bridge programs or Integrated Education and Training (IET) aligned to industry need.</p>	<p><b>Philadelphia Office of Adult Education</b> <u>with</u> Philadelphia Office of Immigrant Affairs, Philadelphia Office of Workforce Development, and Philadelphia Works Inc.</p>



### GOAL #3

**BUILD A WORKFORCE SYSTEM THAT IS MORE COORDINATED, INNOVATIVE, AND EFFECTIVE.**

## RECOMMENDATION #7

### CONVENE WORKFORCE STAKEHOLDERS TO PURSUE A COORDINATED SET OF POLICY RECOMMENDATIONS THAT PROMOTE CAREER ADVANCEMENT FOR ALL PHILADELPHIANS

Members of the Workforce Development Steering Committee are seizing the opportunity to speak with a single, powerful voice to policy makers at the local, state and national level. The City of Philadelphia will establish an Office of Workforce Development in 2018 to support these efforts, and to advance a shared policy agenda that strengthens pathways to the middle class for entry-level and low-wage workers, while balancing the needs of businesses seeking to lessen regulations that slow economic growth.

Best practice research indicates cities and regions have more equitable results when economic and workforce development policies are intertwined at both the state and local levels.<sup>xxxii</sup> A 2017 study released by the Brookings Institute illustrates how economic revitalization frequently fails to benefit those who most need it and amplifies the necessity for intentionality around fostering opportunities for all when investing in innovation and economic growth.<sup>xxxiii</sup> To address this, the Office of Workforce Development will support the Steering Committee to better align the citywide workforce strategy with local and regional economic development activities and policies.

#### RECOMMENDATION #7: THREE-YEAR ACTION STEPS

**Identify and advocate for local, state and federal policy changes which advance the goals of *Fueling Philadelphia's Talent Engine*, including a review of funding restrictions and performance measurements that impede workforce success.**

**Build cross-sector support for local, state and federal policy changes to improve job quality for entry-level workers, including better pay, access to public benefits, and access to training and credentialing for career mobility.**

**Pursue opportunities to further leverage the City of Philadelphia's role as employer, purchaser, and investor to support pathways to family-sustaining wages for entry-level workers.**

**Increase coordination of workforce and economic development efforts to ensure inclusive growth.**

## RECOMMENDATION #8

### INCREASE AND ALIGN PUBLIC AND PRIVATE DOLLARS IN SUPPORT OF SHARED WORKFORCE GOALS.

To be more competitive in a global economy, Philadelphia needs more effective solutions based investments in a career pathway system to help residents gain and grow their skills, and adapt to a constantly changing economy.

For nearly two decades, America has experienced cuts to federal investments in workforce education and training. Since 2010, Congress has slashed funding by over \$1 billion.<sup>xxxiv</sup> In this context, there is an urgent need to make the most impactful use of public funds, and leverage private and philanthropic resources to support a strained public workforce system.

In 2018, Philadelphia Works Inc, the local workforce development board, will oversee the investment of \$52 million in federal and state funding on behalf of the Mayor. Annually, through the four PA CareerLink® Philadelphia centers, Philadelphia Works Inc. serves nearly 27,000 career-seekers. Nationally, these centers are referred to as “one stops,” designed as local one-stop centers for the delivery of a multitude of government services that support the employment and training of individuals.

The City of Philadelphia also allocates millions every year across a broad range of workforce development programs and initiatives, including investments in adult education, opportunity youth, summer jobs, returning citizens, and the City as Model Employer pilot initiative, as well as making a substantial annual investment in the Community College of Philadelphia.

However, it is employers who are, in fact, the largest investors in skill development for the nation’s workforce, spending an average of \$1,200 per employee each year. Unfortunately, these training dollars are overwhelmingly invested in educated workers, leaving those most in need without the resources to close the literacy and skill gaps that keep them from acquiring the credentials needed to advance beyond low wage work.<sup>xxxv</sup>

Over the next three years, the Office of Workforce Development will work closely with major city institutions that oversee public dollars to develop a comprehensive funding strategy focused on increasing the effectiveness of current funding streams, and leveraging additional resources from the state and federal government, private sector, and philanthropy. At a minimum, by 2020, \$13 million will be invested annually across institutions on targeted career pathway programs and initiatives that advance workforce education and training to prepare Philadelphians for middle-skill jobs that provide a family-sustaining wage.

## RECOMMENDATION #8: THREE-YEAR ACTION STEPS

**Increase and align funding in support of the recommendations outlined in *Fueling Philadelphia's Talent Engine*.**

**Partner with philanthropy to invest in innovation, collaboration and capacity building for workforce education and training providers, and intermediaries.**

**Increase private sector investment in education and training for entry-level workers to advance their careers while demonstrating the return on investment for employers.**

**Invest in workforce pilots that coordinate funding across systems.**

### INVESTING IN AMERICA'S WORKFORCE: REPORT ON WORKFORCE DEVELOPMENT NEEDS AND OPPORTUNITIES

In October 2017, the Federal Reserve Bank of Philadelphia released a report that analyzes information gathered from nearly 1,000 leaders across the country who work at the intersection of workforce training, recruitment, and finance. Many of the recommendations included in ***Fueling Philadelphia's Talent Engine*** reflect those offered in the report, including the alignment of workforce resources to the needs of industry, a focus on career pathways, and the call for an increase in apprenticeships and work-based training programs. Most importantly, ***Fueling Philadelphia's Talent Engine*** heeds the report's advice to maximize efficiency of existing funding streams while exploring potential new resources.

*"Investing in workforce development can yield exponential returns because a stronger workforce supports a stronger economy.*

*Businesses, government, non-profit, and philanthropic organizations have an opportunity to partner and rethink policy and investments, attract new resources, and improve economic mobility for workers. Investing in workforce development can bolster the efficient use of resources. It can lead to better outcomes for individuals as well as more competitive businesses and regional economic growth. It can help us unlock the potential of America's workforce."* <sup>xxxvi</sup>

**Noelle St.Clair, Federal Reserve Bank of Philadelphia**

## RECOMMENDATION #9

### LAUNCH A COMMON DATA DASHBOARD TO TRACK PROGRESS TOWARDS SHARED GOALS.

***Fueling Philadelphia's Talent Engine*** seeks to develop a more interconnected and transparent data system to monitor progress towards improved outcomes for employers, job seekers, and incumbent workers. This requires a common understanding and standardized use of definitions, data, and success indicators across public agencies, nonprofits, workforce intermediaries, investors and employers.

If Philadelphia is to embrace a career pathways approach to workforce development, we must build the capacity to track an individual's progress over extended periods of time and across programs. Further, to understand the impact of this comprehensive approach requires a mechanism to reliably calculate workforce entry, as well as retention and wage advancement over time. Finally, a high-functioning information system by which to make informed and efficient public workforce investments is essential for the public, private and philanthropic sectors.

Currently Philadelphia lacks such a system to collect and report standard workforce training outcomes across multiple programs and funding streams. In its absence, the City, Philadelphia Works Inc., the Philadelphia Youth Network, individual workforce providers, and education institutions report data and outcomes using inconsistent definitions and varied interpretations of workforce success. This sets the stage for individuals to move through a revolving door of workforce programs that are disconnected and unable to track an individual's skill development, employment status or advancement along a career pathway.

Innovative solutions to this problem in other parts of the U.S. include accessing state wage data through the Unemployment Compensation (UC) system to ensure employment and wage data is accurately and efficiently verified. Philadelphia Works Inc. has prioritized gaining access to wage data and continues to work towards a partnership with the Commonwealth of Pennsylvania to achieve this goal.

To address these challenges, the Office of Workforce Development, in partnership with the Job Opportunity Investment Network (JOIN), Philadelphia Works Inc., and the Philadelphia Youth Network, will lead efforts to establish a citywide workforce development data system to track a common set of success indicators, including: completion of education and training programs; credential attainment; workforce entry, retention and advancement; and employer engagement and satisfaction.

## RECOMMENDATION #9: THREE-YEAR ACTION STEPS

**Create a citywide workforce development data system to track a common set of success indicators, including program completion, credential attainment, and workforce entry, retention and advancement.**

**Engage all workforce training programs in Philadelphia in applying common definitions, tracking referrals across programs, and reporting regularly on shared success indicators.**

**Build a partnership with the State to track changes in workforce status and earnings for workforce program participants over time.**

**Disaggregate data by race to monitor progress towards Fueling *Philadelphia's Talent Engine's* commitment to racial equity.**

### BEST PRACTICE SPOTLIGHT: MINEAPOLIS SAINT PAUL REGIONAL WORKFORCE INNOVATION NETWORK (MSPWIN)

Minneapolis Saint Paul Regional Workforce Innovation Network (MSPWin) is a regional funding collaborative working with the public and private sector to modernize Minnesota's workforce system.

MSP Win leveraged its resources and influence to engage stakeholders in establishing standard outcome measures for workforce development programs. They worked with their state's Department of Employment and Economic Development to create an online public **Performance Measures Report Card** that tracks success against shared metrics and connects workforce program participants to wage data over time.

The database is now a portal for individual participant data from TANF providers, United Way grantees, and others. This tool is helping stakeholders better understand the long-term impact of workforce development services on earnings for different groups of job seekers. It is laying the foundation for further work to understand how different services and strategies relate to outcomes over time, and for better communicating return on investment to funders.

## GOAL #3

### WHAT DOES SUCCESS LOOK LIKE BY THE END OF 2020?

#### Recommendation #7: Convene workforce stakeholders to pursue a coordinated set of policy recommendations that promote career advancement for all Philadelphians.

Success Metric	Leadership
Philadelphia Office of Workforce Development will be established to drive implementation and evaluation of a citywide workforce strategy, and related state and federal policy agenda.	City of Philadelphia

#### Recommendation #8: Increase and align public and private dollars in support of shared workforce goals.

Success Metric	Leadership
<b>\$13 million</b> will be invested annually in workforce education and training to prepare Philadelphians for middle-skill jobs along a career pathway that provide a family-sustaining wage.	<b>Philadelphia Works Inc.</b> <u>with</u> City of Philadelphia, Community College of Philadelphia, and Philadelphia Youth Network
A comprehensive funding strategy will be developed across city institutions that oversee public dollars to increase the effectiveness of current funding streams, and to leverage additional resources from the state and federal government, private sector, and philanthropy.	<b>Philadelphia Office of Workforce Development</b> <u>with</u> City of Philadelphia, Community College of Philadelphia, Philadelphia Works Inc., and Philadelphia Youth Network

#### Recommendation #9: Launch a common data dashboard to track progress towards shared workforce goals.

Success Metric	Leadership
A citywide workforce development data system will be established to track a common set of success indicators, including: completion of education and training programs; credential attainment; workforce entry, retention and advancement; and employer engagement and satisfaction.	<b>Philadelphia Office of Workforce Development</b> <u>with</u> Job Opportunity Investment Network (JOIN), Philadelphia Works Inc., and Philadelphia Youth Network



## STRATEGY IN ACTION

### CITY AS MODEL EMPLOYER

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THE CITY OF PHILADELPHIA HAS COMMITTED TO LEAD BY EXAMPLE IN PROVIDING HIGH-QUALITY CAREER PATHWAYS THAT ATTRACT, PREPARE, RETAIN, AND PROMOTE A DIVERSE AND TALENTED WORKFORCE.

## STRATEGY IN ACTION

### CITY AS MODEL EMPLOYER

Over the next three years, the Office of Workforce Development will manage the design and implementation of a new pilot program titled ***City as Model Employer***. This initiative is focused on preparing individuals for middle-skill positions that are currently difficult for City departments and private sector employers to fill, and embodies the recommendations laid out in ***Fueling Philadelphia's Talent Engine***.

*City as Model Employer* intentionally incorporates work-based learning strategies that provide the time, training, and other supports needed to help individuals develop the skills and other work habits required to secure and retain employment that pays a family-sustaining wage.

The City has hired an experienced talent development professional to lead ***City as Model Employer***, and the Lenfest Foundation has committed \$250,000 in year one to build components of the model – including a standard workforce readiness curriculum and common assessment tools to be implemented across the 10 participating departments

Between 2017 and 2020, ***City as Model Employer*** will engage 200 individuals with barriers to employment, including opportunity youth and young adults, ages 16-24; residents returning from incarceration; immigrants; and adults lacking necessary workforce skills and credentials.

Throughout 2018, the City will focus on identifying and sharing best practices across participating departments to ensure individuals advancing along a career pathway receive the coaching and other supports needed to succeed. In 2019, the City will focus on building the infrastructure required to take the strategy to scale in 2020 and beyond.

**“PHILLY FUTURE TRACK REPRESENTS A UNIQUE AND EXCITING PATH TO CAREER READINESS AND SUCCESS. PARTICIPANTS RECEIVE RIGOROUS REAL-LIFE WORK EXPERIENCE BLENDED WITH ACADEMIC AND CAREER DEVELOPMENT CLASSROOM TRAINING TO POSITION THEMSELVES FOR MEANINGFUL EMPLOYMENT. RECENTLY, WE HAVE BEEN ABLE TO ESTABLISH BRIDGE POSITIONS TO CIVIL SERVICE EMPLOYMENT, ALLOWING US TO HIRE SUCCESSFUL GRADUATES. I AM EXCEEDINGLY PLEASED THAT WE HAVE CREATED SUCH A WORTHWHILE AND IMPACTFUL PROGRAM, AND PROUD OF THE OUTSTANDING TALENT WE’VE BEEN ABLE TO RECRUIT INTO OUR DEPARTMENT.”**

**CARLTON WILLIAMS, COMMISSIONER**  
PHILADELPHIA STREETS DEPARTMENT

## 10 CITY DEPARTMENTS PARTICIPATING IN THE CITY AS MODEL EMPLOYER PILOT

### **PHILADELPHIA PARKS AND RECREATION**

COMMUNITY APPRENTICESHIP PROGRAM, A 24-MONTH EMPLOYMENT TRAINING OPPORTUNITY, LAUNCHED IN JUNE 2017 TO CONNECT SEASONAL EMPLOYEES TO PERMANENT JOBS.

### **THE OFFICE OF INNOVATION AND TECHNOLOGY**

PARTNERSHIP WITH THE URBAN LEAGUE OF PHILADELPHIA, LAUNCHED IN DECEMBER 2017 TO CONNECT INDIVIDUALS TO PERMANENT IT POSITIONS WITH THE CITY.

### **THE OFFICE OF FLEET MANAGEMENT**

AUTOMOTIVE INTERNSHIP PROGRAM, OPERATED IN PARTNERSHIP WITH THE SCHOOL DISTRICT OF PHILADELPHIA FOR OVER 20 YEARS, IS DEVELOPING PLANS TO SCALE UP OVER THE NEXT THREE YEARS.

### **THE FREE LIBRARY OF PHILADELPHIA**

PATHWAY CREATED FOR TEMPORARY EMPLOYEES TO TRANSITION TO PERMANENT CIVIL SERVICE POSITIONS WITH THE FREE LIBRARY OR OTHER CITY DEPARTMENTS.

### **THE STREETS DEPARTMENT**

IN-HOUSE CAREER PATHWAY PROGRAM, PHILLY FUTURE TRACK, MOVES UNEMPLOYED YOUNG ADULTS INTO PERMANENT POSITIONS WITH THE CITY.

### **THE COMMUNITY LIFE IMPROVEMENT PROJECT (CLIP)**

SEASONAL, TEMPORARY STAFF RECEIVE ON-THE-JOB TRAINING IN LAND MANAGEMENT AND PREPARATION FOR PERMANENT EMPLOYMENT.

### **THE PHILADELPHIA WATER DEPARTMENT**

APPRENTICESHIP PROGRAM ALIGNED TO PERMANENT EMPLOYMENT IN THE DEPARTMENT, INCLUDING PARTICIPANTS WHO ARE GRADUATES OF POWERCORPSPHL AND SCHOOL DISTRICT OF PHILADELPHIA TECHNICAL TRADES PROGRAMS.

### **PHILADELPHIA DEPARTMENT OF PRISONS + PHILLY 311**

COLLABORATIVE PILOT PROGRAM LAUNCHING IN 2018 TO TRAIN INDIVIDUALS WHO ARE INCARCERATED FOR PERMANENT POSITIONS IN THE 311 CONTACT CENTER UPON RELEASE.

### **PHILADELPHIA INTERNATIONAL AIRPORT**

PARTNERSHIP WITH PROJECT SEARCH AT DREXEL UNIVERSITY WHICH TRAINS HIGH SCHOOL GRADUATES DIAGNOSED WITH AUTISM SPECTRUM DISORDER AND/OR AN INTELLECTUAL DISABILITY FOR PERMANENT EMPLOYMENT WITH THE CITY.

## ACKNOWLEDGEMENTS

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African American Chamber of Commerce of PA, NJ + DE	Economy League of Greater Philadelphia	New World Association	Temple University Center for Social Policy and Community Development
Africom Coalition of African and Caribbean Communities – Philadelphia	EducationWorks	Oxford Circle Christian Community Development Association	The Fund for the School District of Philadelphia
Asian American Chamber of Commerce of Greater Philadelphia	Esperanza	PECO	The Lenfest Foundation
Bethany Christian Services	Federal Reserve Bank of Philadelphia	PeopleJoy	The Philadelphia Reentry Coalition
Brown's Super Stores	Fox Rothschild Center for Law and Society at CCP	Philadelphia Area Cooperatives Alliance	Union Packaging
Center for Literacy	Government Alliance on Race and Equity	Philadelphia FIGHT	Unite Here Local 274
Chatsworth Consulting	Greater Northeast Philadelphia Chamber of Commerce	Philadelphia Housing Development Corporation	United States Department of Labor
Children's Hospital of Philadelphia	Greater Philadelphia Hispanic Chamber of Commerce	Philadelphia Youth Commission	Welcoming Center for New Pennsylvanians
Citizens Bank	HIAS Pennsylvania	PowerCorpsPHL	Wells Fargo
Comcast + NBC Universal	Impact Services Inc.	Quaker City Coffee	West Philadelphia Skills Initiative
Community Legal Services of Philadelphia	Inglis	Replica Creative	YouthBuild Philadelphia Charter School
CVS Health	Iron Hill Brewery	Sayre Health Center	
Deloitte Consulting	Mural Arts Philadelphia	South East Asian Mutual Assistance Association Coalition (SEAMAAC)	
	Nationalities Services Center	SPIN Inc.	
		Sustainable Business Network	

## END NOTES

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- VI. The Kenney Administration strives for a workforce that represents the diversity of its communities and has instituted several initiatives towards that effort, some of which are found in the 2017 Philadelphia Workforce Diversity Profile Report, found at <https://beta.phila.gov/media/20180108095159/2017DiversityReport.pdf>.
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## APPENDIX A

# CAREER DEVELOPMENT FRAMEWORK

The Career Development Framework is a tool developed by the Philadelphia Youth Network to create a collective understanding of career readiness by bridging what individuals need and what employers expect to ensure successful career advancement and retention benefitting both.

### CAREER DEVELOPMENT FRAMEWORK COMPONENTS

#### **Individual Prepared for the Future of Work and Career Advancement [GREEN]**

This portion of the Framework depicts the end goal, both from a participant development point of view and an employer demand perspective. The individual prepared for the future of work and career advancement describes a person who is poised for personal and professional success and to meet employer needs. These skills and attributes are research based and have been vetted with employers.

#### **Skills and Mindsets [GRAY ARROWS]**

The skills and mindsets portion of the Framework articulates what a person needs to develop to be prepared for the future of work and career advancement. These skills and mindsets are developed on a continuum of early, intermediate and advanced opportunities.

#### **Career Continuum [RED, YELLOW + BLUE BANDS]**

The career continuum portion of the Framework define the phases of career development and align programmatic experiences with developmental phases.

- **Awareness:** Build awareness about the variety of careers and career pathways available and the role of postsecondary education
- **Exploration and Preparation:** Learn through engagement in targeted work-based experiences and solidify the foundational skills to succeed
- **Training and Immersion:** Develop career-specific skills and engage in authentic career experiences
- **Advancement:** Continue to learn, grow, and develop along a career pathway

#### **Career Entry**

Career entry is a step in the framework, a moment in time. Career advancement is a lifelong journey.

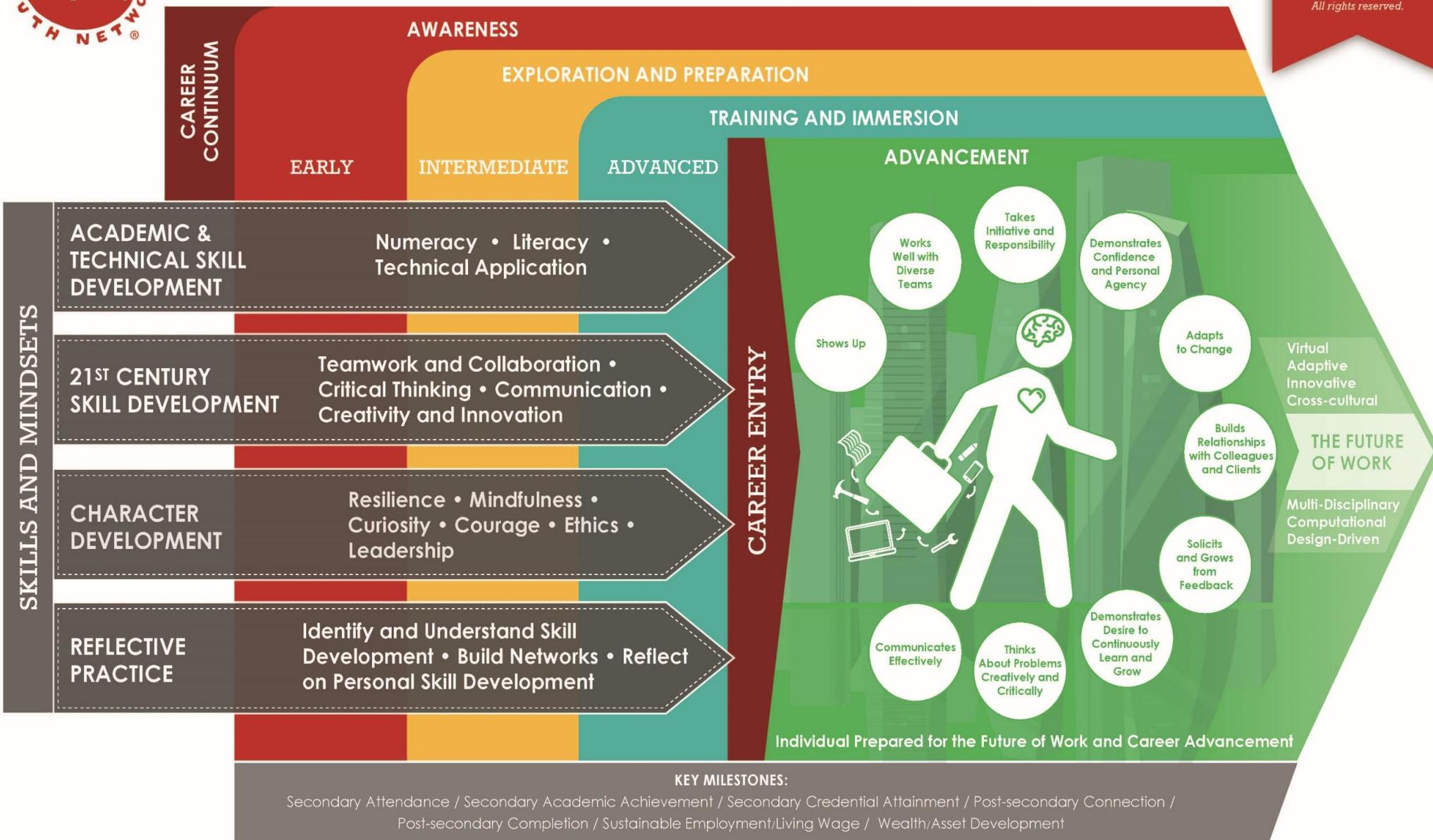


# CAREER DEVELOPMENT FRAMEWORK

Interested in using this or learning more?

Contact PYN: [communications@pyninc.org](mailto:communications@pyninc.org)

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## APPENDIX B

# HIGHLIGHTS AND CONCLUSIONS ACROSS SEVEN INDUSTRY SECTORS

*Highlights and conclusions are drawn from the Economy League's summary report. The full report - including detailed analysis of each industry sector by size, growth, wage, and skill level - is available on the Economy League's website, at [economyleague.org/industryanalytics](http://economyleague.org/industryanalytics).*

### **GIVEN SCALE, GROWTH AND JOB OPPORTUNITIES ACROSS SKILL LEVELS, THE HEALTHCARE SECTOR PRESENTS SIGNIFICANT OPPORTUNITY TO SUPPORT WORKFORCE GROWTH WITH EQUITY.**

As the largest sector by employment in Philadelphia, the Healthcare sector presents a range of opportunities across skill levels. Healthcare added the most jobs among the target sectors over the past decade, including 3,000 net new middle-skill jobs. Significant projected growth in low-skill, low-wage Healthcare positions requires attention to expanding the already significant infrastructure in place to support career pathway progression to middle and high-skill positions.

### **EARLY CHILDHOOD EDUCATION AND TECHNOLOGY SERVICES, WHILE SMALL, ARE FAST-GROWING SECTORS THAT PROVIDE MIDDLE-SKILL OPPORTUNITIES AND BENEFIT FROM CONSIDERABLE SUPPORT AND MOMENTUM.**

Early Childhood Education and Technology Services, which combine for nearly 24,000 jobs in Philadelphia, do not provide the same scale of opportunity as Healthcare. However, both are high-growth fields that stand to benefit further from growing attention and support. Both sectors provide opportunities for middle-skill workers—Technology Services supported 4,800 middle-skill jobs in 2016 and Early Childhood Education supported 2,900—and the number of these opportunities is expected to rise as both sectors continue to grow.

The City's commitment to PHLpreK is likely to result in significantly higher growth and demand for workers in Early Childhood Education than estimated in official projections. Workforce strategies in this sector are looking to focus on job quality and wage increases, as well as providing support for early childhood education workers to progress in education over time along career pathways.

## APPENDIX B

### HIGHLIGHTS AND CONCLUSIONS ACROSS SEVEN INDUSTRY SECTORS (CONT.)

Technology Services is the focus of much activity and research, as the sector has been among the fastest-growing in the city and region over the past decade. Technology Services supports a considerable base of middle-skill jobs, but most job creation in the sector has been concentrated at the high end of the skill spectrum. Hiring in Technology Services is subject to requiring more in the way of educational and technical requirements than actually needed to perform the job. To address this, there is opportunity to work with employers and HR professionals to expand recruitment, screening, and hiring practices to expand consideration of qualified candidates for middle-skill and high-skill positions.

#### **MANUFACTURING + LOGISTICS AND CONSTRUCTION + INFRASTRUCTURE REMAIN STRONG SOURCES OF MIDDLE-SKILL JOBS AND BENEFIT FROM A DEEP TRAINING INFRASTRUCTURE.**

Approximately 45% of jobs in Construction + Infrastructure and Manufacturing + Logistics are middle-skill and average pay in both sectors is well above the citywide average, at \$87,700 for Construction + Infrastructure jobs and \$73,500 for Manufacturing + Logistics jobs. While automation and broader macroeconomic forces will likely continue to limit net job growth, particularly in Manufacturing + Logistics, replacement openings will provide opportunities for new workers to enter the workforce in both sectors. For example, Manufacturing + Logistics could see just over 1,100 replacement openings annually through 2024, with nearly half of these openings for middle-skill positions. Construction + Infrastructure is expected to have 413 annual replacement openings, with approximately a third being middle-skill positions. These sectors have strong and well-structured training infrastructure that can be leveraged to provide targeted support for women and residents of color in sectors that have traditionally struggled to engage and retain a diverse workforce.



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