FUELING PHILADELPHIA’S TALENT ENGINE
A CITYWIDE WORKFORCE STRATEGY

EXECUTIVE SUMMARY
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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
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.

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 partner-driven, promotes business growth, addresses institutional and structural barriers to career advancement, and fuels both economic and community vitality.

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 this strategy.
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.

"IT HAS BEEN SAID THAT THE BEST ANTI-POVERTY PROGRAM IS A JOB. A BETTER ANTI-POVERTY PROGRAM IS A GOOD JOB, OR EVEN BETTER, A CAREER — SPECIFICALLY, A CAREER THAT CAN SUPPORT A FAMILY AND PROVIDES OPPORTUNITIES FOR ADVANCEMENT."

NATIONAL SKILLS COALITION
CHALLENGES
CLOSING THE SKILLS GAP + REDUCING POVERTY

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. 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.

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.

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.
ALIGNING A CAREER PATHWAY SYSTEM TO INDUSTRY DEMAND

OPPORTUNITY IN THE PHILADELPHIA ECONOMY ACROSS SEVEN TARGET SECTORS

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.

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.

PREPARING PHILADELPHIANS 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 sector presents significant opportunity to support workforce growth with equity.
- Early Childhood Education and Technology Services, while small, are fast-growing sectors that provide middle-skill opportunities and benefit from considerable support and momentum.
- Manufacturing + Logistics and Construction + Infrastructure remain strong sources of middle-skill jobs and middle-skill opportunities and benefit from considerable support and momentum.

LEVERAGING LOW-SKILL JOBS AS A STARTING POINT FOR CAREER ADVANCEMENT

Recognizing the robust growth in low-skill jobs in Philadelphia, the Philadelphia Workforce Development Steering Committee is committed to identifying and supporting viable career on-ramps for individuals lacking a secondary credential or the skills needed to advance quickly to middle-skill employment. Low-skill jobs have the potential to serve as a gateway to careers, provided stakeholders commit to supporting individuals in these jobs to leverage the experience, skills, and networks gained through entry level work to advance to higher level, better paying jobs.
EXECUTIVE SUMMARY

The Philadelphia Workforce Development Steering Committee has identified three overarching goals for closing the skills gap and support career advancement to middle-skill jobs.

1. Place employers at the center of strategies to advance local talent development in growth sectors of the economy.
2. Increase apprenticeships and other industry-driven work-based learning opportunities to close the skills gap and support career advancement to middle-skill jobs.
3. Connect all Philadelphia public school students to a high-quality work experience before graduation to prepare them for college and career.

STRATEGY

GOALS, RECOMMENDATIONS + METRICS

GOAL ONE
PREPARE PHILADELPHIANS WITH THE SKILLS EMPLOYERS NEED FOR A WORLD-CLASS WORKFORCE.

1. Industry Partnerships will be launched or strengthened to meet employers’ talent needs.

   Led by the Philadelphia Office of Workforce Development
   with Philadelphia Works Inc., Philadelphia Society of Human Resources Management (SHRM), and Philadelphia Office of Workforce Development

   150 employers will engage in the City’s new Model Employer Campaign designed to advance practices that support career pathway progression and improve business outcomes.

   Led by the Philadelphia Office of Workforce Development
   with Philadelphia Works Inc., Philadelphia Society of Human Resources Management (SHRM), and Philadelphia Office of Workforce Development

2. New registered apprenticeship positions will be created, with a focus on expanding opportunities across 7 target industries.

   Led by the Philadelphia Office of Workforce Development
   with Philadelphia Works Inc., Philadelphia Society of Human Resources Management (SHRM), and Philadelphia Office of Workforce Development

3. Individuals will transition from temporary/seasonal work to permanent employment with the City of Philadelphia or an employer partnership through the City as Model Employer Initiative.

   Led by the Philadelphia Office of Workforce Development
   with Philadelphia Works Inc., Philadelphia Society of Human Resources Management (SHRM), and Philadelphia Office of Workforce Development

WHAT DOES SUCCESS LOOK LIKE BY THE END OF 2020?

7,000 Industry Partnerships will be launched or strengthened to meet employers’ talent needs.

3,000 Young people will participate in a high-quality skills training or work-based learning opportunity aligned to the needs of industry.

16,000 Individuals will participate annually in a high-quality work experience, including summer jobs and year-round opportunities.

500 New registered apprenticeship positions will be created, with a focus on expanding opportunities across 7 target industries.

200 Individuals will transition from temporary/seasonal work to permanent employment with the City of Philadelphia or an employer partnership through the City as Model Employer Initiative.

1.000 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.

4% Increase in the high school graduation rate, from 67% to 71% by the 2018-2019 school year.

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

4. Strengthen work-related supports for Philadelphia living in poverty.

   Led by Philadelphia Works Inc.
   with Philadelphia Office of Workforce Development, Philadelphia Office of Community Development, City of Philadelphia Office of Human Services (DBHIDS), and Philadelphia Youth Network

5. Address reading, writing, numeracy, and digital skill barriers in adult workforce education and training.

   Led by Philadelphia Works Inc.
   with Philadelphia Office of Workforce Development, City of Philadelphia Office of Human Services (DBHIDS), and Philadelphia Office of Community Development

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

   Led by Philadelphia Office of Workforce Development
   with Philadelphia Office of Human Services (DBHIDS), Department of Human Services, Philadelphia Department of Prisons, Philadelphia Office of Community Development, Philadelphia Works Inc., and the Mayor’s Office of Education

WHAT DOES SUCCESS LOOK LIKE BY THE END OF 2020?

8,000 Job seekers engaged in the public workforce system will be connected to benefits access services to help them secure needed resources — including healthcare coverage, public benefits, child care subsidies and/or financial counseling.

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.

4,000 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.

3,000 Returning citizens will be connected to a job and/or education and training, aligned to a career pathway.

8,000* 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.

7,000 Returning citizens will be connected to a job and/or education and training, aligned to a career pathway.

300 Returning citizens will secure employment through the Department of Commerce’s Fair Chance Hiring pilot initiative.

350 Immigrants will participate in contextualized bridge programs, or Integrated Education and Training (IET) aligned to industry needs.

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

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

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**RECOMMENDATIONS**

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

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

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

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

**$13 MILLION** will be invested annually in workforce education and training to prepare Philadelphians for middle-skill jobs that provide a family-sustaining wage.

Led by Philadelphia Works Inc.

A comprehensive funding strategy will be developed across Philadelphia 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.

Led by the City of Philadelphia, Community College of Philadelphia, and Philadelphia Youth Network.

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
- Employer engagement and satisfaction

As one of the largest employers in Philadelphia, City government has committed to lead by example in providing high-quality career pathways that attract, prepare, retain, and promote a diverse and talented workforce. 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 which are currently difficult for City departments and private employers to fill, and embodies the recommendations laid out in Fueling Philadelphia’s Talent Engine. It incorporates work-based learning strategies that provide the time, training, and other supports needed to help individuals develop the skills and work habits required to secure and retain permanent 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.

City as Model Employer will also feature a racial equity pilot within one of the participating departments. The City’s Office of Diversity and Inclusion will guide implementation of the racial equity pilot, focused on intentional application of the Government Alliance on Race and Equity’s (GARE) 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 securing certain civil service positions, and develop strategies to target specific challenges facing seasonal and temporary workers attempting to transition to permanent positions. Application of successful strategies to identify and remedy institutional workforce barriers, developed via the pilot, will be expanded across other departments and help set the stage for transforming City government.

Between 2017 and 2020, 10 City departments will participate in City as Model Employer, engaging 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.

**“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 PROGRAM (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.

**POWERCORPSPHL**

PowerCorpsPHL is a City of Philadelphia AmeriCorps initiative, operated in partnership with EducationWorks, that engages opportunity youth early on in their career progression. Many PowerCorpsPHL graduates transition to a career pathway program in one of the participating City as Model Employer departments. Other graduates transition directly to employment or a more advanced work-based learning opportunity aligned to their career goals.

**“POWERCORPSPHL PROVIDES TREMENDOUS VALUE TO THE PHILADELPHIA WATER DEPARTMENT. IT AFFORDS US THE OPPORTUNITY TO INTRODUCE YOUNG PEOPLE TO THE COMPLEX RESPONSIBILITIES OF THE WATER AND WASTEWATER INDUSTRY. THROUGH HANDS-ON TRAINING WITH PWD’S PASSIONATE STAFF, PROFESSIONAL DEVELOPMENT EXPERIENCES WITH OUR PARTNERS, AND ONGOING EDUCATIONAL OPPORTUNITIES, SUCCESSFUL GRADUATES HAVE DEVELOPED THE REQUIRED SKILLS AND DEMONSTRATED THE MOTIVATION TO EXCEL IN VARIOUS PERMANENT POSITIONS THROUGHOUT THE DEPARTMENT — INCLUDING THE ELECTRICAL TRADES, STORMWATER MAINTENANCE, AND ENGINEERING TECHNOLOGY.”**

DEBRA MCCARTY
COMMISSIONER, PHILADELPHIA WATER DEPARTMENT
To view the full workforce strategy, Fueling Philadelphia’s Talent Engine, visit: PHILA.GOV/WORKFORCE

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