

Federal Reserve Bank Policy Briefing – May 11, 2009

# Advancement for Low-Wage Workers: Old Issues, New Possibilities

**Community Respondent: Abby Snay, Executive Director,  
Jewish Vocational Service**

## Local, Program, and Policy Perspectives



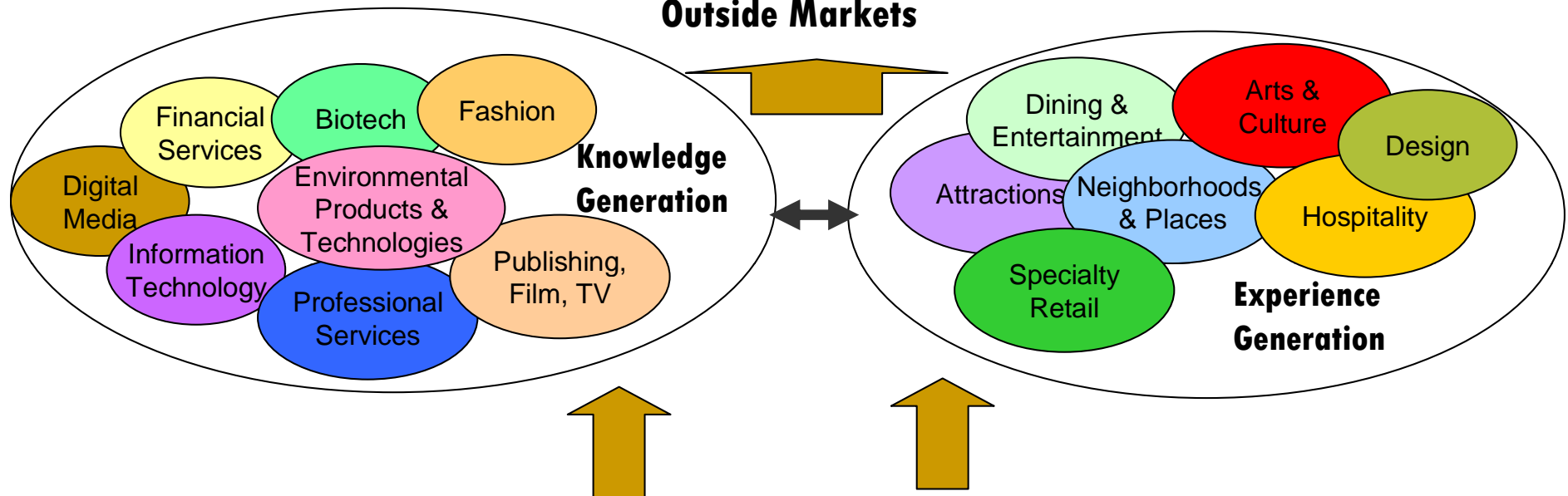
# Overview

- **Local perspective:** San Francisco economy and impact of recession
- **Program perspective:** Best practice elements and models
- **Policy perspective:** Challenges and directions

**LOCAL PERSPECTIVE:  
SAN FRANCISCO ECONOMY AND  
IMPACT OF RECESSION**

# A Framework: How San Francisco's Economy Works

## Outside Markets



### Human Infrastructure Teaching, Healing, Helping, Protecting People

- Education
- Health
- Social Services
- Business Services
- Personal Services

### Physical Infrastructure: Making, Holding, Moving, Maintaining Things

- Construction/Real Estate
- Transportation, Distribution, & Trade
- Manufacturing Suppliers
- Maintenance and Repair



\* From Ted Egan, City of San Francisco's Chief Economist

# Impact of recession : San Francisco

- Citywide:
  - Last March 2008, the unemployment rate in San Francisco was at 4.6%, with 20,300 unemployed.
  - The unemployment rate hit 9.0% in March 2009 for San Francisco, with 40,800 unemployed – an increase of 20,500 people in 1 year
  - Median home prices in San Francisco are down 16.3%
  - Multiple large companies in the Bay Area have had to lay off employees, and they are coming to JVS for employment support. Examples include:
    - City and County of San Francisco
    - San Francisco Chronicle
    - Kaiser Permanente
    - Charles Schwab



## Impact of recession : What JVS is seeing

- Client demand doubled over last two years.
- 50% increase in new clients turning to JVS for employment services this year compared to last. We expect to serve nearly 5,000 unduplicated job seekers this year.
- Use of our drop-in computer lab is up 128% over last year. In the past 9 months, jobseekers have used the Center more than 5,600 occasions logging nearly 10,000 hours, up 150% over the previous year.
- Quadrupling of workshop program from 10 to 40 workshops monthly, with significant increases in attendance.
- Many clients have not had recent exposure to conducting a job search and are intimidated by the process.
- Increased competition from skilled and educated workers makes finding employment more challenging for clients with barriers.



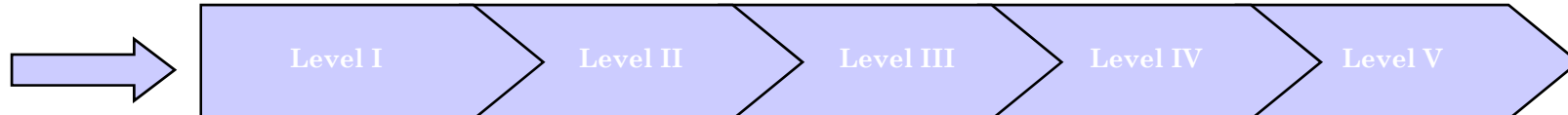
# PROGRAM PERSPECTIVE: BEST PRACTICE ELEMENTS AND MODELS

# Elements of effective workforce programs

- Individual/career pathways
- Sector approaches: sector as lens for
  - Employer engagement
  - Program development
  - Career planning and exploration
  - Organizational structure
- Strategic employer engagement and partnership:
  - Dual customer approach
  - Multiple and layered opportunities for connection

# JVS Employer Engagement Strategy

Objective: Increase Placement Outcomes and Quality by Maintaining, Growing, and Developing Employer Relationships



	Level I	Level II	Level III	Level IV	Level V
<b>Employer Examples by Sector</b>	<ul style="list-style-type: none"> <li>• LucasFilm</li> <li>• Mills Peninsula</li> <li>• SF Ballet</li> <li>• Hyatt Regency</li> </ul>	<ul style="list-style-type: none"> <li>• Byer California</li> <li>• Victorian Healthcare</li> <li>• Exploratorium</li> <li>• Borders</li> </ul>	<ul style="list-style-type: none"> <li>• Microsoft</li> <li>• On Lok</li> <li>• Boys &amp; Girls Club</li> <li>• Whole Foods</li> </ul>	<ul style="list-style-type: none"> <li>• CSAA</li> <li>• Laguna Honda</li> <li>• Consumer Credit Counseling Service</li> <li>• Safeway</li> </ul>	<ul style="list-style-type: none"> <li>• Wells Fargo</li> <li>• UCSF</li> <li>• City College of SF</li> <li>• Macy's</li> </ul>
<b>Description of Program Engagement</b>	Early stage of relationship. Initial contact may be meeting at a job fair, a Jobs Online listing, or a cold call.	Some relationship is established. Employer may have participated in one or two events, come for a tour, hired once, etc.	Greater and more regular employer involvement in programs, presentations, hiring, job postings, etc.	Immediate responsiveness to JVS contact. Provides feedback on program development, hiring practices, etc.	Constant, reliable supporter of JVS clients and programs. Consistently hires, and provides financial and program support.
<b>Key Tactics and Activities</b>	<ul style="list-style-type: none"> <li>• Tour of JVS</li> <li>• Jobs Online referral</li> <li>• Job and internship placement</li> </ul>	<i>All prior tactics plus:</i> <ul style="list-style-type: none"> <li>• Client site visit</li> <li>• JVS staff site visit</li> <li>• Job shadowing</li> <li>• Client mentor</li> <li>• Informational interview</li> <li>• Mock interviewer</li> </ul>	<i>All prior tactics plus:</i> <ul style="list-style-type: none"> <li>• JVS Job fair participant</li> <li>• Career Dimensions presenter</li> <li>• Class guest speaker or panelist</li> <li>• Focus group participant</li> </ul>	<i>All prior tactics plus:</i> <ul style="list-style-type: none"> <li>• Advisory Board member</li> <li>• Training partnership participant</li> <li>• Letter of support provider</li> <li>• In-kind contributor</li> </ul>	<i>All prior tactics plus:</i> <ul style="list-style-type: none"> <li>• Financial supporter</li> <li>• Strictly Business sponsor</li> <li>• Training partnership sponsor</li> <li>• Special event host</li> <li>• Volunteer participant</li> </ul>
<b>Primary Ownership</b>					
<b>Common Goals</b>	Job Development Staff	Job Development Staff	Job Development Staff; Program Managers, Employer Services	Program Managers, Employer Services, select Job Development Staff	All Management Team and select Job Development Staff
<p>Employer Relationship Management strategy used throughout the agency</p> <p>Clear messaging and processes established for approaching employers</p> <p>Employer database consistently used to track employer engagement (activity log, contacts, job orders, industry info)</p> <p>Results of ERM measured and analyzed at regular intervals and used to inform program development, sector work plans, etc.</p>					



# Elements of effective workforce programs

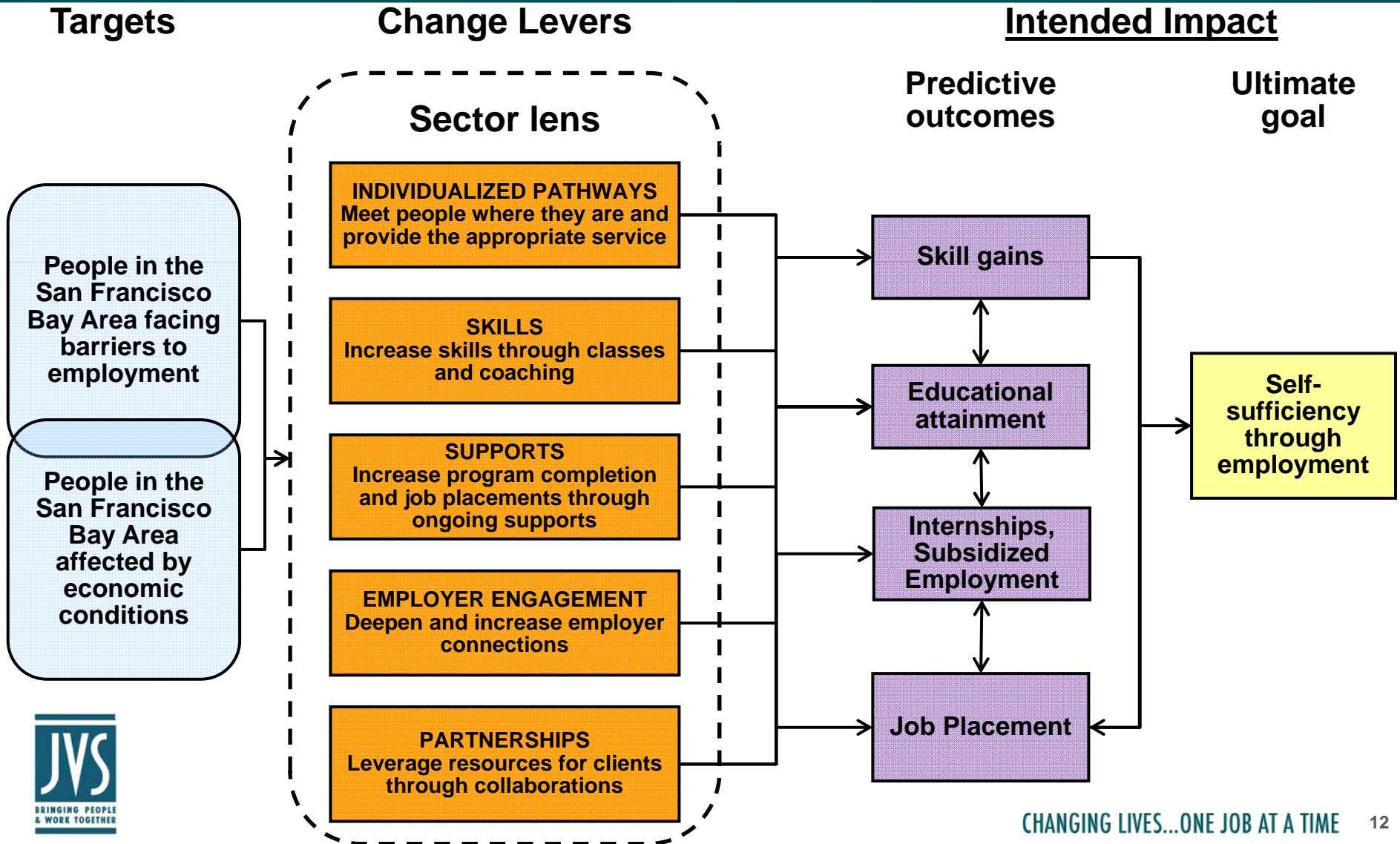
- Skill-building approach – Integration of:
  - Hard skills: occupational and customized
  - Soft skills,
  - Basic skills (contextualized)
  - Job Seeking Skills
- Wrap around support:
  - Case management
  - Referrals to other resources: childcare, transportation
  - Tutoring and academic support
- Cohort based training: the power of the group



# Elements of effective workforce programs

- Integration of work experience with skills training
  - Stipends
  - Schedules
- Collaboration to leverage institutional strengths:
  - Community college
  - Community Based Organizations
  - Employers
  - Local Workforce Development / One-Stop System

# Theory of Change



# POLICY PERSPECTIVE: CHALLENGES AND DIRECTIONS

# Policy Perspectives: Challenges

- **Funding availability is diminished**
- **WIA's structure and regulations pose challenges**
- **Basic skills gaps are substantial**
- **Income support for training yields benefits**
- **Career advancement is still critical**
- **Lack of regional, sector based planning**
- **Scale of programs is still small**
- **Results based planning is under-resourced**



# Policy Perspective: Advocacy Work

- **The Workforce Alliance: Skills to Compete Campaign**
- **California EDGE Campaign**
- **National working group: (partial list)**
  - TWA – The Workforce Alliance
  - CLASP – Center for Law and Social Policy
  - CAEL - The Council for Adult and Experiential Learning
  - CAP – Center for American Progress
  - JFF – Jobs for the Future
  - CSW – Commission on the Status of Women
  - NCEE – National Council on Economic Education
  - IAJVS – International Association of JVS
  - AACC – American Association of Community Colleges

# Policy Perspective: Advocacy Work

- Shared Priorities
  - Help those hit hardest by the economic recession
  - Restore and grow a strong national economy
  - Rebuild the American middle class
  - Reinvest in shared prosperity
  - Provide opportunity for every American to gain at least one year or more of higher education or career training

# Policy Perspective: Advocacy Work

- Common Strategies:

- Build longer-term career advancement opportunities for all of America's workers.
- Allow flexible services that can be customized to individual circumstances and needs.
- Focus solutions on employers' workforce needs as well as current and future workers' career development needs
- Leverage regional and state partnerships of key system stakeholders, to maximize innovation, cooperation, and resources around regional and state economic growth
- Align key agencies and resources at the federal, state, and local levels, including workforce development, higher education, adult education, and economic development.



# Policy Perspective: Advocacy Work

- Common Strategies:
  - Establish a robust professional development and staff capacity building system.
  - Align accountability measures with these strategies and the realities of longer-term services and training for lower-skilled workers and establish a vigorous program of research and development to support innovation.
  - Invest in education, training, and workforce development at a level proportionate to the need.