

**Collaborating
to Deliver
Results**

CAREER PATHWAYS

The City's new Career Pathways strategy aims to create a more inclusive workforce, one that provides New Yorkers with opportunities to develop new skills, enter the workforce and earn wages that allow them to achieve economic stability, regardless of their starting skill level or educational attainment. To realize this vision, the City will support training programs that give people the skills needed for entry-level work, as well as support the career advancement of low- and middle-skill New Yorkers. The Career Pathways strategy is creating a more comprehensive, integrated workforce development system and policy framework so that agencies can more effectively help workers gain skills and progress in their careers.

As New York City's economy rebounds, the Career Pathways framework is critical to fostering a more inclusive prosperity across the five boroughs. In October 2015 New York was home to a record total of 4.26 million jobs, and the unemployment rate of 4.8 percent was the lowest since the recession. Amidst robust overall growth, this administration is determined to ensure that all New Yorkers can benefit from the City's success.

Led by the Mayor's Office of Workforce Development (WKDEV), Career Pathways targets three key policy areas: building skills employers seek, improving job quality and increasing system and policy coordination. Highlights of Career Pathways' accomplishments in the first four months of Fiscal 2016 are listed below by policy area.

BUILDING SKILLS EMPLOYERS SEEK

The Career Pathways strategy broadens access to good jobs by increasing the City's investment in helping New Yorkers build job-relevant skills and education while also supporting incumbent workers to advance to higher levels of employment.

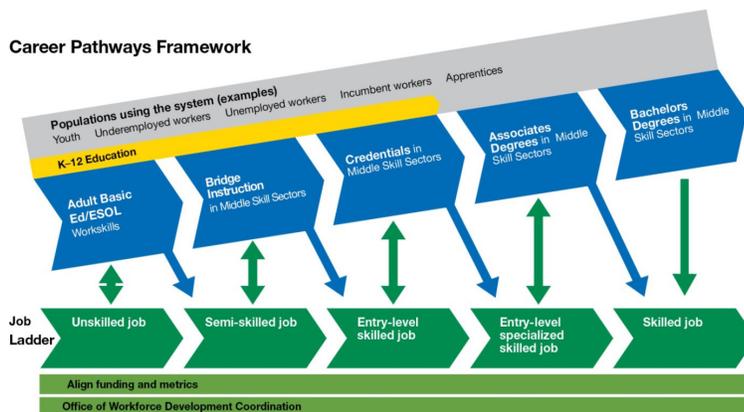
- Housed within the Department of Small Business Services (SBS), industry partnerships are collaborations between public-private teams of industry experts (including government, trade organizations, local businesses, etc.) to develop workforce trainings that are linked to employers' talent needs. Two industry partnerships—the New York Alliance for Careers in Healthcare (healthcare) and the Tech Talent Pipeline (technology)—were expanded to engage more employers and enroll more individuals in skills training. In addition, SBS started planning to roll out four new industry partnerships in construction, industrial/manufacturing, foodservice and retail planning. SBS began consulting with key

PARTNER AGENCIES & OFFICES

-  BPL
-  CUNY
-  DCA
-  DFTA
-  DOC
-  DOE
-  DOHMH
-  DOP
-  DPR
-  DSNY
-  DYCD
-  HRA
-  NYCEDC
-  NYCHA
-  NYPL
-  QPL
-  SBS

Center for Economic Opportunity

Mayor's Office of Media and Entertainment



Source: Adapted from the Center for Law and Social Policy

stakeholders—including employers, industry and trade organizations, labor unions, non-profits, training providers, private philanthropy and workforce organizations—on the content and structure of the industry partnerships and future training offerings.

- Bridge programs pair educational instruction and workforce services, building the competencies necessary for work and education alongside career and supportive services. Two educational programs began the transition to bridge programming: the Department of Youth and Community Development (DYCD) and the Center for Economic Opportunity's (CEO) Young Adult Literacy Program and the City University of New York's (CUNY) Prep program, both of which prepare young people lacking the skills needed to earn their High School Equivalency Diploma. To support the development and implementation of quality bridge programs within the Career Pathways framework, WKDEV built the [NYC Bridge Bank](#), an online resource of bridge program curricula as well as program design manuals and teachers' guides, and CEO and CUNY launched the Building Bridges Professional Development course in Summer 2015.
- With funding from the City, CUNY is expanding its Accelerated Study in Associate Programs (ASAP) initiative to 25,000 students over the next four years. ASAP has more than doubled associate degree completion rates for participating students. Comparing enrollment between July and October Fiscal 2015 to the same period in Fiscal 2016, ASAP enrollment increased by 70 percent, from 4,400 to 7,500.
- An estimated \$54.3 million will be invested in occupational skills and entrepreneurship training in part through reallocation of the City's existing workforce funding and resources in Fiscal 2016. In the first four months of Fiscal 2016, funds were deployed to expand investments in a variety of trainings, including: CUNY's implementation and expansion of an enhanced medical assistant training program; SBS' launch of four new technology trainings which require no previous professional technology experience and lead to high-wage, career-track jobs; and SBS' increased outreach to underrepresented groups such as immigrants, New York City Housing Authority residents and women to encourage participation in entrepreneurship trainings.

IMPROVING JOB QUALITY

The City is taking measures to promote the economic stability of New Yorkers in low-wage jobs by encouraging good business practices—such as consistent scheduling, access to commuter benefits and financial empowerment services—that can help employers improve their own bottom line and provide stability for employees.

- The New York City Economic Development Corporation started the “Best for New York” business assessment and technical assistance program. The goal in the first phase of the program is to have 500 businesses assess their practices on compensation, benefits, governance, diversity and inclusion, using a tool developed by B Lab, a global nonprofit organization. At the end of October 2015, 350 businesses had started the assessment, and the initiative is on pace to achieving its target by early 2016.
- With support from Citi Community Development, the Department of Consumer Affairs and SBS contracted Neighborhood Trust Financial Partners to help connect low-wage workers to financial empowerment resources (such as strategies to build savings and reduce debt) through their workplaces.

INCREASING SYSTEM AND POLICY COORDINATION

Local legislation and administrative policies are key levers to promote career pathway development and implementation.

- [HireNYC](#) launched in October 2015. The program requires companies that receive City contracts or work on development projects receiving City subsidies to recruit potential employees from the City's workforce system. Through this program the City is connecting low-income individuals to job opportunities resulting from the City's purchases and investments.
- In partnership with the Mayor's Office of Operations and CEO, WKDEV established a set of 13 common metrics to unify data definitions, processes and outcomes for the City's workforce system. With cooperation from agency Commissioners, the common metrics will be included in future concept papers, requests for proposals and contracts, to facilitate the aggregation and analysis of activity and outcome data across workforce programs. WKDEV, HHS Accelerator, the Mayor's Office of Data Analytics and agencies are working together to develop a data platform

that will house agencies' employment and training related data. Development of the platform began during the reporting period with the participation of three agencies—DYCD, the Human Resources Administration and SBS—and full implementation is expected in Fiscal 2019.

PRELIMINARY PERFORMANCE INDICATORS

A preliminary list of performance indicators for the initiative appears below. As they undergo further development more detailed information on these—and additional indicators—will appear in subsequent Mayor's Management Reports.

CAREER PATHWAYS FRAMEWORK ALIGNMENT

- Programs that refer participants to trainings developed with the City's industry partnerships (%)
- Programs that require providers to report on performance using common metrics (%)
- New sector-specific bridge programs
- Employers participating in real-time "feedback loop" events with Industry Partnerships

CLIENT ENGAGEMENT AND OUTCOMES

- Individuals enrolled in industry-based training
- Individuals obtaining industry-based credentials
- Individuals connected to employment

Data gathering for Career Pathways framework alignment indicators will begin in the second half of Fiscal 2016. Agency-specific client engagement and outcome data will be reported when they become available.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- None.

ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- Career Pathways: Progress Update, December 2015:
<http://www1.nyc.gov/assets/careerpathways/downloads/pdf/Career-Pathways-Progress-Update.pdf>
- Career Pathways Learning Lab White Paper, July 2015:
http://www.nyc.gov/html/ohcd/downloads/pdf/nyc_career_pathways_learning_lab_summary_July2015.pdf
- The New York City Bridge Bank: HireNYC:
www.nyc.gov/bridge
- HireNYC:
<http://www.nycedc.com/program/hirenyc>

