

**Collaborating
to Deliver
Results**

CAREER PATHWAYS

PARTNER AGENCIES & OFFICES

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

The City's 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 supports training programs that give people the skills needed for entry-level work and that 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. As of June 2016, New York was home to a record total of 4.33 million jobs. 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 Fiscal 2016 are listed below by policy area.

BUILDING SKILLS EMPLOYERS SEEK

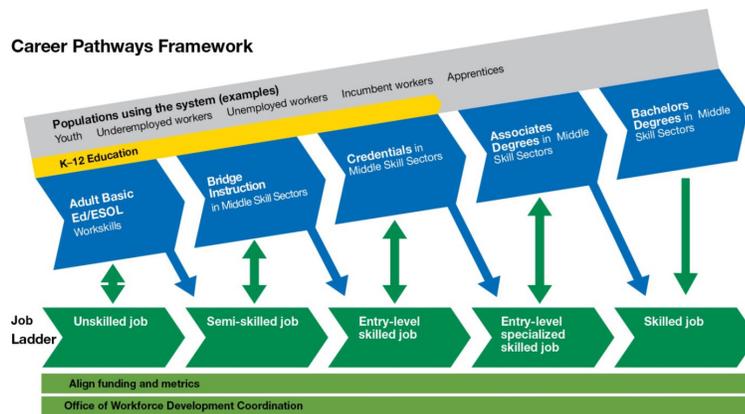
The Career Pathways strategy broadens access to good jobs by increasing the City's investment in building job-relevant skills and education while also supporting incumbent workers to advance to higher levels of employment.

Industry partnerships work with employers, industry and trade organizations, organized labor, non-profits, training providers and educational institutions, private philanthropy and workforce organizations to build a sustainable and robust pipeline of local talent to fill New York City's jobs, create formal career paths to good jobs, reduce barriers to employment and sustain or increase middle-class jobs. The executive and founding directors of each industry partnership—individuals with extensive working experience in their sectors—serve as lead conveners, researchers and thought leaders to promote systemic changes that advance the principles of Career Pathways.

Center for Economic Opportunity

Mayor's Office of Media and Entertainment

Mayor's Office of Operations



Source: Adapted from the Center for Law and Social Policy

In Fiscal 2016, founding directors for three new industry partnerships in construction, food service and industrial/manufacturing were hired. These new partnerships have begun work to establish strategies that address the challenges and unique workforce issues in each of these sectors. In addition, 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 and scale their successes to date, such as revising and aligning training curricula to employer demand by building real-time feedback loops. Finally, a retail industry partnership will be established in Fiscal 2017.

Bridge programs pair educational instruction and workforce services, building the competencies necessary for work and education alongside career and supportive services. Two educational programs transitioned 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.

In Fiscal 2016, an estimated \$54.3 million was invested in occupational skills and entrepreneurship training in part through reallocation of the City's existing workforce funding and resources. Trainings offered cover an array of sectors and skill levels, including: CUNY's implementation and expansion of an enhanced medical assistant training program; the Department of Small Business Services' (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.

A project of the Mayor's Fund to Advance New York City, the NYC Center for Youth Employment (CYE) made significant progress toward its mission of expanding, improving and connecting youth employment and career exploration services in New York City during Fiscal 2016. CYE informed Requests for Proposals on workforce services for in-school and out-of-school youth as well as young adults on public assistance; supported in-school career exploration and contextualized learning through both the newly launched Career Counseling Initiative, designed to train 1,000 educators in career guidance over three years, and CareerCLUE, a blended work/learning summer experience created in partnership with the Department of Education's Office of Community Schools; and helped increase summer work opportunities with DYCD by more than doubling program slots for Vulnerable Youth and Ladders for Leaders interns. Across all programs, the Center helped to increase the total number of jobs, internships and mentorships to nearly 80,000 in Fiscal 2016, on pace to reach the Mayor's annual goal of 100,000 by 2020.

With funding from the City, CUNY is expanding its Accelerated Study in Associate Programs (ASAP) initiative from 4,000 students in 2014, to 25,000 students by academic year 2018-19. ASAP has more than doubled associate degree completion rates for participating students, graduating at least 50 percent of students in three years. More than 8,000 unique students were served in academic year 2015-2016 across nine CUNY ASAP partner colleges. CUNY ASAP anticipates enrolling nearly 9,900 new students in ASAP during academic year 2016-2017, resulting in a total enrollment of 15,400.

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 (NYCEDC) started the "Best for NYC" business assessment and technical assistance program to recognize high-road employers and to encourage more employers to adopt practices that benefit their workers and their bottom lines. In Fiscal 2016, more than 550 businesses completed the full B Impact Assessment, exceeding the Career Pathways goal of 500 assessments completed. The B Impact Assessment examines a business's practices on compensation, benefits, governance, diversity and inclusion. Several participating businesses were honored in May 2016 at the inaugural "Best for NYC" awards ceremony.

With support from Citi Community Development, the Department of Consumer Affairs (DCA) and SBS worked with Neighborhood Trust Financial Partners to launch a workforce financial support model which connected 103 low-wage workers to financial empowerment resources at two workplaces to support workers in making the most of their

financial resources. Outcomes such as credit score improvement, debt reduction, and savings habits will be measured and reported on in Fiscal 2017. Further, DCA and SBS will work to support additional newly graduated workers in the healthcare and food service sectors.

The New York City Annual Tax Season Initiative seeks to increase awareness of and access to valuable tax credits and free tax preparation services. This initiative coordinates a network of more than a dozen partners who deliver tax counseling programs at more than 200 sites throughout the city, as well as online self-preparation at nyc.gov/taxprep. In Fiscal 2016, DCA's Office of Financial Empowerment (OFE) launched NYC Free Tax Prep at Work with support from Citi Community Development. NYC Free Tax Prep at Work is the first program in the country to allow employees who earned \$54,000 or less and who worked at a partner organization to file for free at work—at no cost to the employer—by using a convenient, drop-off service. In the inaugural year, OFE partnered with eight employers to provide 118 employees with free tax preparation services.

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 City subsidies to engage with the City's workforce system in finding talent. Through HireNYC, the City is connecting New York's workforce to job opportunities resulting from the City's purchases and investments. In Fiscal 2016, HireNYC Human Services resulted in 1,565 hires at human services organizations that contract with the City. For Fiscal 2017, HireNYC Human Services will be expanded to include DYCD, SBS, the Department of Health and Mental Hygiene, and the Department for the Aging. Starting in Fiscal 2016, HireNYC applied to City-financed affordable housing construction through the Department of Housing Preservation and Development and has been expanded to include all goods and services procurement.

Hire NYC also includes resources allocated to recovery and resiliency efforts, which connect Hurricane Sandy-impacted residents to thousands of jobs in the construction industry created through rebuilding efforts. In Fiscal 2016, 5,570 job opportunities were created and 3,053 workers were hired by construction industry partners at an average hourly wage of \$40.50. 62 percent of those hires—nearly 2,000 workers—were from Sandy-impacted communities. To further integrate workforce development into the resiliency program, in Fiscal 2017 the City aims to build on the model designed for the Build it Back program, which encourages the hiring of Sandy-impacted residents and provides training vouchers for residents to access pre-apprenticeship programs and ultimately enter the construction unions.

WKDEV, in collaboration with the Mayor's Office of Operations (Operations), has developed a set of Common Metrics, 13 performance measures that provide standard terminology and definitions for key milestones (e.g., enrollment in a skills-training program) and outcomes (e.g., full-time job placement) commonly used in workforce programs. With these uniform metrics, the City is establishing and implementing a shared framework for exchanging client workforce data to improve coordination and tracking. Requests for proposals for workforce programs must also adhere to these standard definitions.

During the first phase of the project, WKDEV and Operations are partnering with the 18 City agencies that administer workforce programs to:

- Review the Common Metric definitions and standards for verification;
- Determine which of the metrics are most applicable to each program's operations; and
- Analyze the current state of agencies' systems and data used to track client participation in these programs.

In Fiscal 2016, WKDEV and Operations engaged DYCD, Human Resources Administration, and SBS in this analysis. The programs of these three agencies collectively serve nearly 80 percent of all City workforce program participants and comprise two-thirds of the spending on workforce programs. The analysis included a full review of program metrics, IT systems and a report of overall data availability. In Fiscal 2017, WKDEV and Operations will analyze the remaining agencies and begin the data exchange and integration to support workforce analytics.

PERFORMANCE INDICATORS

As implementation of Career Pathways continues, WKDEV and agency partners will continue working to design and track performance indicators.

Indicator	FY16	Notes
Career Pathways Framework Alignment		
Programs that refer participants to trainings developed with the City's industry partnerships (%)	--	The reporting mechanism for this indicator is being developed, and data will be available for the Fiscal 2017 Mayor's Management Report (MMR).
Employers engaged with industry partnerships	--	WKDEV and SBS are currently developing a method for measuring employer engagement in industry partnerships with the expectation for a finalized indicator for the Fiscal 2017 Preliminary Mayor's Management Report (PMMR).
Workforce program data systems assessed for Common Metrics alignment (%)	58%	This indicator is intended to demonstrate progress toward assessing existing data systems for alignment with Common Metrics, which includes a review of program metrics, IT systems and data availability.
Programs using Common Metrics to report on performance (%)		Through Fiscal 2017, WKDEV and the Mayor's Office of Operations will continue working with City agencies to develop an integrated data platform which will serve as the reporting mechanism for this indicator.
Client Engagement and Outcomes		
Individuals enrolled in industry-based training	14,633 (preliminary)	The estimated enrollment number covers 52 programs providing or referring participants to skills training. Final enrollment numbers for Fiscal 2016 will be reported in the Fiscal 2017 PMMR.
Individuals obtaining industry-based training credentials	--	Data for Fiscal 2016 will be reported in the Fiscal 2017 PMMR.
Individuals connected to employment	--	Represents a count of clients who are connected to unsubsidized jobs. Data for Fiscal 2016 will be reported in the Fiscal 2017 PMMR.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- "Employers participating in real-time 'feedback loop' events with industry partnerships" was replaced with "Employers engaged with industry partnerships" to include other ways in which employers participate in industry partnerships.
- "New sector-specific bridge programs" will not be reported as an indicator and will instead be updated in the narrative section of the chapter. WKDEV will identify metrics that better reflect the performance of bridge programs.
- "Workforce program data systems assessed for Common Metrics alignment (%)" was added to track cumulative progress towards implementing a uniform framework for workforce metrics. The indicator represents the share of all workforce programs that have had their data systems inventoried and analyzed in relation to 13 Common Metrics to determine if the data is applicable and available. It does not measure the percent of data systems that are in actual alignment with the Common Metrics.
- "Programs that require providers to report on performance using Common Metrics (%)" was changed to a broader indicator, "Programs using Common Metrics to report on performance (%)," which will more accurately reflect the adoption of the Common Metrics framework.

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:
www.nyc.gov/bridge
- HireNYC:
<http://www.nycedc.com/program/hirenyc>
- Best for NYC:
<http://bestfor.nyc/>
- NYC Center for Youth Employment:
<https://cye.cityofnewyork.us/>

