

**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 education and occupational 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 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 continues to expand, the Career Pathways strategy is critical to fostering a more inclusive prosperity across the five boroughs. The number of jobs in New York City reached a record high of 4.44 million in June 2017 and workers experienced an average increase in wages of 4.3 percent between June 2016 and June 2017. 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. Throughout Fiscal 2017, WKDEV has continued its work of shifting the workforce system to a menu of industry-informed services that emphasize education, employment skills, advancement and wage-growth potential. Highlights of Career Pathways’ accomplishments during Fiscal 2017 are listed below by policy area.

## BUILDING SKILLS EMPLOYERS SEEK

Industry partnerships work with employers, industry and trade organizations, organized labor, nonprofits, 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-skill jobs. The executive and founding directors of each industry partnership—individuals with extensive working experience in their sectors—serve as conveners, researchers, and thought leaders to promote systemic changes that advance the principles of Career Pathways and are embedded with their teams at the Department of Small Business Services (SBS).

The table below reflects the progress that each Industry Partnership is making in establishing key feedback loops with employers to better link labor market supply to demand.

- Mayor’s Office for Economic Opportunity
- Mayor’s Office of Media and Entertainment
- Mayor’s Office of Operations

| Feedback Loop                       | INDUSTRY PARTNERSHIPS |              |            |                          |      |
|-------------------------------------|-----------------------|--------------|------------|--------------------------|------|
|                                     | Construction          | Food Service | Healthcare | Industrial/Manufacturing | Tech |
| Define industry talent shortages    | ●                     | ●            | ●          | ●                        | ●    |
| Share hiring practices              | ●                     | ●            | ●          | ○                        | ●    |
| Inform and shape training curricula | ●                     | ●            | ●          | ○                        | ●    |
| Map career pathways                 | ○                     | ○            | ●          | ○                        | ●    |

Status: ○ Not established ● Intervention(s) identified ● Strategy for intervention(s) approved

In Fiscal 2017, the newest industry partnerships were launched—in the construction, food service, and industrial/manufacturing sectors—and convened employers and stakeholders to help set the initial priorities and focus of each partnership to achieve lasting change in these sectors. For example, the Food and Beverage Hospitality Council began the work of addressing the shortage of skilled back-of-the-house talent in full-service restaurants. The Council's feedback was instrumental in structuring an initial framework for a sustainable talent pipeline called StageNYC. The program, introduced by SBS' Workforce Development Division, helps out-of-school, out-of-work youth become employees at restaurants and receive a combination of on-the-job and classroom training over three months.

The New York Alliance for Careers in Healthcare (NYACH) and the Tech Talent Pipeline (TTP), which have been in operation since 2011 and 2014 respectively, continued to engage employers and industry stakeholders. In response to the anticipated increased demand for peer support services following changes to Medicaid, NYACH led a collaborative exploration of how best to leverage New Yorkers' lived experience in substance use as peers to advocate for recovery of current patients. This work resulted in a training program implemented at SBS which will help to fill the growing demand for peer support services in substance use treatment. As part of the City's New York Works jobs plan, TTP is leading an initiative at CUNY to double the number of Computer Science graduates to 2,000 per year within five years by investing in faculty, real world experiences for students through internships and work/study programs, and improved career advising. The search for an executive director for the industry partnership for the retail sector will continue in Fiscal 2018.

Bridge programs pair educational and occupational skills instruction, building the competencies necessary for work and education alongside career and supportive services. In Fiscal 2017, program curricula were finalized and implemented for the Young Adult Literacy Program (YALP), the first existing program to transition to a bridge program. YALP is jointly-funded by the Department of Youth and Community Development (DYCD) and the Mayor's Office of Economic Opportunity (NYC Opportunity). The pilot will run through Fiscal 2018.

NYACH, the healthcare industry partnership, also focused on creating bridge program models that integrate basic education and occupational training in pathways to healthcare jobs with growth potential. In Fiscal 2017, SBS' Workforce Development Division rolled out the three new bridge programs: English for Speakers of Other Languages (ESOL)/Home Health Aide in partnership with Queens Library, ESOL/Medical Assistant in partnership with LaGuardia Community College, and Youth High School Equivalency /Front Desk Customer Service in partnership with DOE District 79.

In Fiscal 2016, an estimated \$54 million was invested in occupational skills and entrepreneurship training in part through reallocation of the City's existing workforce funding and resources. The broad array of trainings offered in Fiscal 2017 included: cool roof installation training, the NYACH-informed bridge programs, and the Tech Talent Pipeline's "Series A" suite of trainings in internet technology, quality assurance, and data analysis for individuals with no previous tech experience.

The NYC Center for Youth Employment (CYE) continued to make significant progress toward its mission of expanding, improving and connecting youth employment and career exploration services in New York City in Fiscal 2017. A project of the Mayor's Fund to Advance New York City, CYE helped increase summer work opportunities with DYCD by more than doubling program slots for both vulnerable youth (3,050) and Ladders for Leaders interns (1,538) continued to help inform Requests for Proposals on workforce services for in-school and out-of-school youth as well as for young adults on public assistance; and launched CareerCLUE, a blended work/learning summer experience created in partnership with the Department of Education's Office of Community Schools.

This summer, 84 young people participated in CareerCLUE with a focus on environmental sustainability and the City's OneNYC plan. Program participants earned a small stipend and an environmental science elective credit. Across all programs, more than 91,000 young adults were served in Fiscal 2017, a greater than ten percent increase over Fiscal 2016, putting the Center on pace to surpass the Mayor's annual goal of supporting at least 100,000 jobs, internships and mentorships annually for young adults before the 2020 target date.

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. In academic year 2016-17, CUNY ASAP enrolled 15,473 (10,440 new) students and the program is on target to meet the Fiscal 2019 enrollment goal of 25,000 students.

The Human Resources Administration (HRA) has launched new service models that will assess clients' skills, interests, and employment barriers to connect them with jobs, training, and education or services most likely to help each of them build a career and permanently transition from public assistance. In April of 2017 HRA's three new Career Services models—CareerAdvance, CareerCompass, and YouthPathways—were launched, and will provide employment services, education and training opportunities, and wraparound supports for low-income New Yorkers.

## 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 Best for NYC program aims to help employers learn about and adopt practices that benefit their workers and their bottom lines. The program is the first city-led campaign of its kind and leverages impact assessment tools developed by B Lab, a nonprofit organization that certifies businesses globally for positive social and environmental impact. Since Best for NYC was launched in 2015, more than 30 cities in the U.S. and around the world have embarked on creating similar “Best for” campaigns. The program's staff, community-based partners, and NYC business leaders were recognized and shared best practices at global business gatherings in San Francisco and Philadelphia in early Fiscal 2017.

In Fiscal 2017, Best for NYC supported 274 businesses in adopting innovative business practices that benefit their workers. Through business-led workshops and panels, and one-on-one assistance, businesses identified and implemented workforce partnerships, financial empowerment programs, on-the-job training, and internal career pathway strategies that can strengthen their bottom-line and create economic opportunity for their current and future workforce. This program builds on the Career Pathways goals to build a network of businesses that assess their practices and learn about tools to create high quality jobs.

WKDEV is leveraging the data around business hiring, training, and internal promotion collected from participating business to expand the tools and resources available to support other companies in adopting high-road practices.

## INCREASING SYSTEM AND POLICY COORDINATION

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

HireNYC requires companies that receive City contracts or City subsidies to engage with the City's workforce system in finding talent. Through HireNYC, WKDEV and the Mayor's Office of Contract Services connect the City's economic investments to the City's workforce system. In Fiscal 2017, HireNYC connected nearly 3,000 low-income New Yorkers to opportunities created by City spending, including human services contracts and projects led by the New York City Economic Development Corporation (EDC). Public Assistance recipients found employment through HireNYC Human Services, earning at least \$12.75 an hour and working 35 hours per week. Residents impacted by Hurricane Sandy found work with Build It Back, the Sandy Recovery resident-rebuilding effort, and Workforce1 clients found work through HireNYC EDC projects.

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 2017, WKDEV and Operations engaged CUNY, the Department of Parks and Recreation, the New York City Housing Authority and Queens Public Library in this analysis. WKDEV and Operations requested pilot data from DYCD, Human Resources Administration, and SBS based on the analysis conducted during Fiscal 2016 and began developing dashboard prototypes to present the data collected through Common Metrics.

Operations began working with the Department of Information Technology and Telecommunications to develop the foundations of a new technology platform to integrate workforce data from City agencies into a single repository and developed a multi-agency data sharing agreement that allows City agencies to begin sharing workforce data within this new platform. Additionally, Operations and WKDEV executed an MOU with the New York State Department of Labor (DOL) to collect quarterly wage data to supplement program data collected by the City.

## PERFORMANCE INDICATORS

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

| Indicator   | FY16   | FY17   | Notes   |
|---|--------|--------|---|
| <b>Career Pathways Framework Alignment</b>  |        |        |   |
| Programs that refer participants to trainings developed with the City's industry partnerships (%) | NA     | NA     | The reporting mechanism for this indicator is being developed, and data will be available with the implementation of Common Metrics.  |
| Workforce development models or solutions informed by industry partnerships                       | 10     | 15     |   |
| Workforce program data systems assessed for Common Metrics alignment (%)                          | 58%    | 69%    | This indicator is intended to demonstrate progress towards 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 (%)  | NA     | NA     | Through Fiscal 2018, 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. |
| <b>Client Engagement and Outcomes</b>   |        |        |   |
| Individuals enrolled in industry-based training   | 16,161 | 21,331 | This indicator covers programs, administered by nine agencies, that provide participants with occupational skills training.   |
| Individuals obtaining industry-based training credentials   | 7,423  | NA     | Data from all programs was not available at the time of publication. Fiscal 2017 data will be reported in the Fiscal 2018 PMMR.   |
| Individuals connected to employment   | 63,420 | 57,127 | This indicator provides a count of clients who are connected to unsubsidized jobs.  |
| Jobs, internships or mentorships provided by CYE  | 81,915 | 91,070 | The goal is to provide 100,000 jobs, internships or mentorships annually, by 2020.  |
| Cumulative number of employers that provide jobs, internships or mentorships through CYE          | 493    | 637    |   |

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator ‘Employers engaged with industry partnerships’ has been removed from the indicator table and replaced with a table in the narrative section of the chapter that summarizes progress of each of the industry partnerships.
- Throughout the indicator table, names of indicators have been revised to reflect MMR convention (e.g. ‘Workforce development models or solutions informed by industry partnerships’ replaces ‘Number of workforce development models or solutions informed by industry partnerships’).

## 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](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](http://www.nyc.gov/bridge)
- HireNYC:  
<http://www.nyc.gov/hirenyc>
- Best for NYC:  
<http://bestfor.nyc/>
- NYC Center for Youth Employment:  
<https://cye.cityofnewyork.us/>
- NYC Center for Employment – Employer Best Practices Playbook:  
<https://cye.cityofnewyork.us/employerplaybook/>

