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. The number of jobs in New York City remains close to the record high of 4.34 million reached in August 2016, and workers experienced an average increase in wages of 3.2 percent between September 2015 and September 2016. 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 during the first four months of Fiscal 2017 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 conveners, researchers and thought leaders to promote systemic changes that advance the principles of Career Pathways.
Industry partnerships work to determine the skills and qualifications that employers need, and continuously upgrade curricula, training, and credential attainment programs to reflect local market conditions. To define and fulfill labor demand in each sector, industry partnerships establish feedback loops that formalize regular interaction with employers.

In the first four months of Fiscal 2017, the recently launched industry partnerships in the construction, food service, and industrial/manufacturing sectors convened employers and stakeholders to determine the skills and qualifications employers need in their workforce. These three partnerships have begun to carry out the strategies validated by their respective advisory councils to address the challenges and unique workforce issues in each of these sectors; for example, the industrial/manufacturing partnership is establishing individual councils specific to industrial hubs within the city (e.g., Industry City, JFK airport, Staten Island), and the food service partnership is working with restaurant owners to navigate the regulatory environment and identify potential policy changes. In addition, two industry partnerships—the New York Alliance for Careers in Healthcare (NYACH) and the Tech Talent Pipeline (TTP)—engaged more employers to inform and align more programs and scale successes. For example, NYACH and TTP were involved in the White House jobs initiatives Health Career Pathways Communities and Tech Hire, respectively. 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. In the reporting period, curricula were finalized for the first existing program to transition to a bridge model, the Department of Youth and Community Development (DYCD) and the Center for Economic Opportunity's Young Adult Literacy program. An evaluation of this program began in Fiscal 2016 and will continue through Fiscal 2018.

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 during the first four months of Fiscal 2017 included: cool roof installation training, multiple NYACH-informed healthcare trainings, and the Tech Talent Pipeline’s “Series A” suite of trainings in IT, 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 during the first four months of 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 slots) and Ladders for Leaders interns (1,538 slots); 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. Across all programs, the Center is on pace to surpass the Mayor’s annual goal of supporting at least 100,000 jobs, internships and mentorships annually for young adults 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. Within the reporting period, CUNY ASAP enrolled 13,069 (8,036 new) students, and will reach a total enrollment of 15,400 within academic year 2016-17. The program is on target to meet the academic year 2018-19 enrollment goal of 25,000 students.

**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. WKDEV is leveraging the data around business hiring, training, and internal promotion collected from the more than 500 businesses that participated in the inaugural year of the campaign to expand the tools and resources available to support businesses 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 2016, HireNYC Human Services resulted in 1,869 hires of individuals with active public assistance cases at human services organizations that contract with the City. During the reporting period, HireNYC Human Services expanded to include DYCD, SBS, the Department of Health and Mental Hygiene, and the Department for the Aging.

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 the first four months of 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. Finally, Operations and WKDEV submitted a request to the New York State Department of Labor to access Wage Record System data on participants enrolled in Career Pathways programs; these data will be used to assess job retention, job continuity, and wage gain.
PERFORMANCE INDICATORS

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

<table>
<thead>
<tr>
<th>Indicator</th>
<th>FY16</th>
<th>FY17 (July - October)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Career Pathways Framework Alignment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programs that refer participants to trainings developed with the City’s industry partnerships (%)</td>
<td>NA</td>
<td>NA</td>
<td>The reporting mechanism for this indicator is being developed, and data will be available with the implementation of Common Metrics.</td>
</tr>
<tr>
<td>Number of workforce development models or solutions informed by industry partnerships</td>
<td>NA</td>
<td>9</td>
<td>Fiscal 2016 data will be reported in the Fiscal 2017 Mayor’s Management Report (MMR).</td>
</tr>
<tr>
<td>Employers engaged with industry partnerships</td>
<td>NA</td>
<td>NA</td>
<td>WKDEV and SBS are currently developing a method for measuring employer engagement in industry partnerships. Work on this indicator is still progressing with an expectation for a finalized indicator for the Fiscal 2017 MMR.</td>
</tr>
<tr>
<td>Workforce program data systems assessed for Common Metrics alignment (%)</td>
<td>58%</td>
<td>69%</td>
<td>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.</td>
</tr>
<tr>
<td>Programs using Common Metrics to report on performance (%)</td>
<td>NA</td>
<td>NA</td>
<td>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.</td>
</tr>
<tr>
<td><strong>Client Engagement and Outcomes</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individuals enrolled in industry-based training</td>
<td>16,161</td>
<td>NA</td>
<td>This indicator covers programs, administered by nine agencies, that provide participants with occupational skills training and is reported on a full fiscal year basis.</td>
</tr>
<tr>
<td>Individuals obtaining industry-based training credentials</td>
<td>7,423</td>
<td>NA</td>
<td>This indicator is reported on a full fiscal year basis.</td>
</tr>
<tr>
<td>Individuals connected to employment</td>
<td>63,420</td>
<td>NA</td>
<td>This indicator provides a count of clients who are connected to unsubsidized jobs and is reported on a full fiscal year basis.</td>
</tr>
<tr>
<td>Number of jobs, internships or mentorships provided by CYE</td>
<td>81,915</td>
<td>NA</td>
<td>The goal is to provide 100,000 jobs, internships or mentorships annually, by 2020. This indicator is reported on a full fiscal year basis.</td>
</tr>
<tr>
<td>Cumulative number of employers that provide jobs, internships or mentorships through CYE</td>
<td>534</td>
<td>602</td>
<td></td>
</tr>
</tbody>
</table>
NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

• “Number of workforce development models or solutions informed by industry partnerships” is a new indicator. ‘Workforce development models or solutions’ include occupational skills training, internships, assessments, curriculum in high schools and higher education, and other programming specifically addressing skills gaps in the labor market. ‘Informed by’ means that the model, curricula, or approach to training has been verified by employer or industry stakeholders as sufficient to deliver the skills needed for graduates to be hired. A model or solution is included in the count once it has been finalized and verified by employers or industry stakeholders as ready to implement.

• “Employers engaged with industry partnerships” replaces “Employers participating in real-time ‘feedback loop’ events with industry partnerships” to include other ways in which employers participate in industry partnerships, such as participating on an industry partnership advisory board.

• “Number of jobs, internships or mentorships provided by CYE” and “Cumulative number of employers that provide jobs, internships or mentorships through CYE” are new indicators.

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


• 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://cyecityofnewyork.us/

• NYC Center for Employment – Employer Best Practices Playbook: https://cyecityofnewyork.us/employerplaybook/