



The Vision for Baltimore's Citywide Workforce Landscape

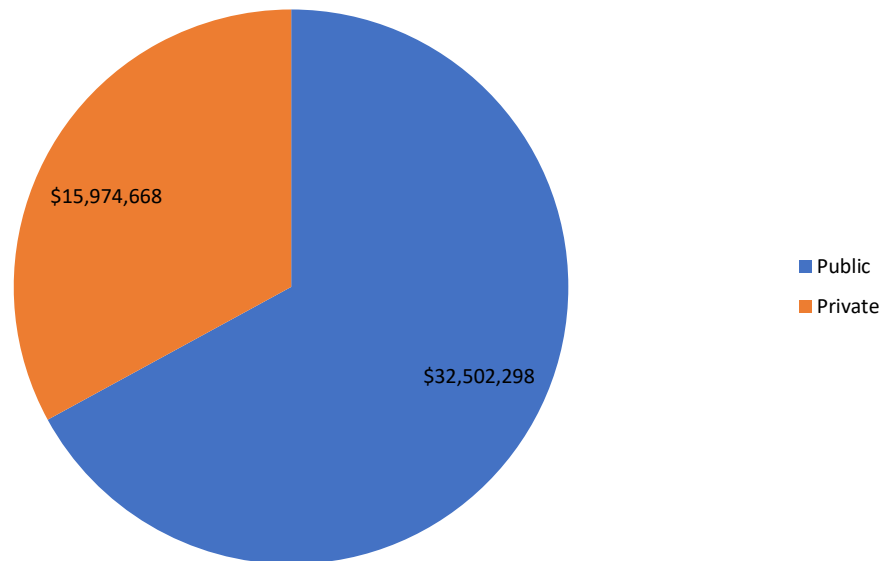


A little about me...

2016-17 Workforce Funding in Baltimore

Source of Workforce Investments

Total = \$48.5 million



Workforce Statistics in Baltimore

Informal Survey of Workforce Programs

- Over 100 nonprofit workforce training programs
- 90% or more of residents served are Black

Workforce Statistics in Baltimore

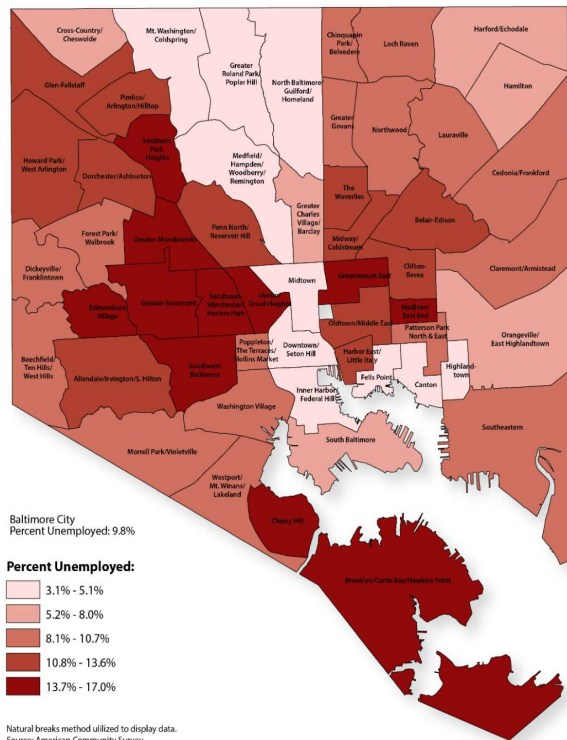
2017
Employment Rate
57%

2017
Employment Rate
by Race
Black = 52%
White = 66%

2016
Median Earnings
\$63,000

2016
Median Earnings
by Race
Black = \$38,688
White = \$76,992

White "L"/Black Butterfly



Black Butterfly

- Racialized disparities across ALL social and economic outcomes align with historical housing redlining map in Baltimore

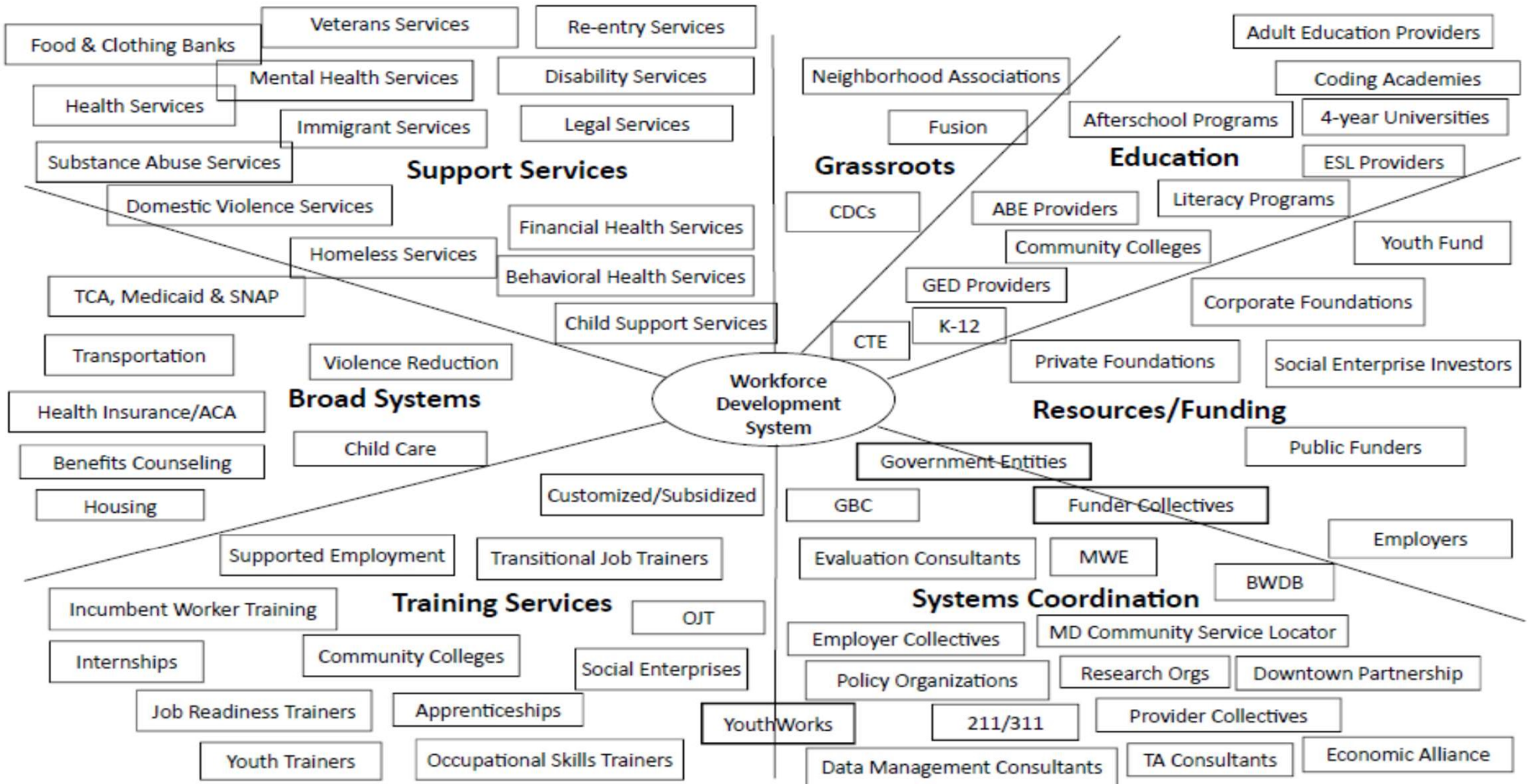
One Baltimore for Jobs: Demonstration Network At-a-Glance



*Funded by One Baltimore for Jobs

One Baltimore for Jobs - update
Baltimore Demonstration Grant
Overall Unduplicated Outcomes

DOL Measure	Goal	Outcome	% of Outcome Reached
Participants Enrolled (OST, Comm Conn, Ad Ed)	700	1373	196%
Participants Enrolled in Occupational Skills Training	700	1021	146%
Participants Receiving an Industry Recognized Credential	525	834	159%
Placement into Unsubsidized Employment OST (Placed into Unsubsidized Employment – All)	455	641 (745)	141% (164%)
Average Wage of Occupational Skills, Job Readiness, and Adult Ed Providers	\$11.00	\$12.45	113%
Total #- Participants retaining unsubsidized employment for 60 days after placement	295	592	200%





Performance

Over

People

February/March 2017 Provider Focus Groups: Overarching Themes

More coordination, Less competition

- Providers should do what they do best (i.e., programs)
- Providers often compete for the same pools of funding
- Providers want to collaborate and partner for more collective impact
- Job seekers' needs and pathways are complex, and no single provider can see or fill all the gaps
- Need for a central connector/convener that sees the entire landscape (gaps, duplication, opportunities)

MOED is well positioned to facilitate the system

- Need for more comprehensive solutions
- More connections with tangential systems - education, penal, mental health – in order to better prepare job seekers
- Help employers understand the realities of the local talent market
- Anticipate opportunities and connect the dots (Casino, construction, urban/econ development)
- Bring everyone to the table
- 1B4J is a great concept and a good start

Current funding structures are burdensome, inefficient

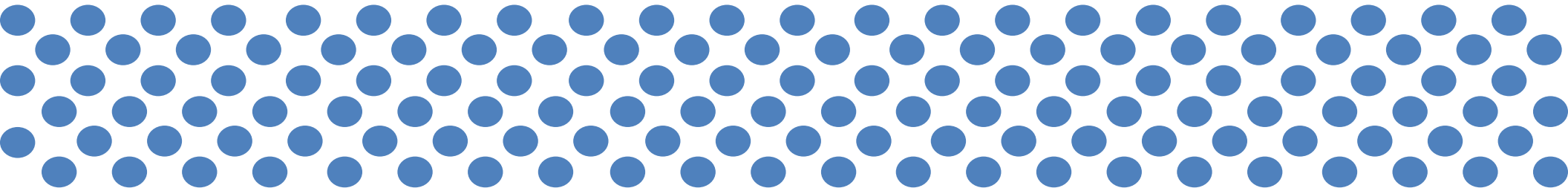
- Current funding is short-term but the work is long-term
- Funding streams emphasize training and immediate placement rather than longer-term goals such as career.
- Providers spend too much time/energy on administration

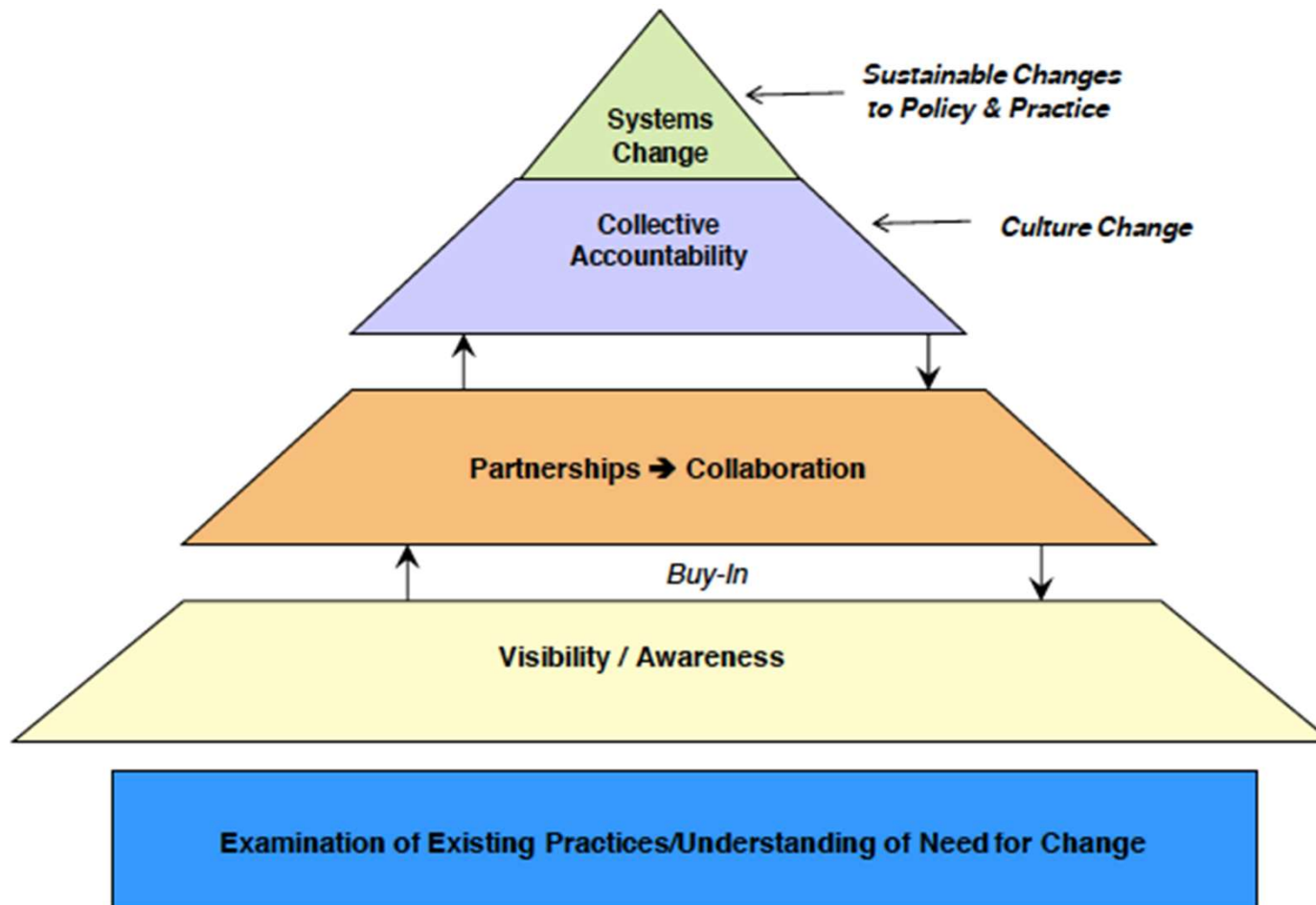
June 2017
BWDB
Idea Generation Session
Stats

25 Idea submissions
18/25 = need for collaboration

Other themes

- Need for business involvement
- Need to use data strategically
- More career pathways
- Stronger communications





“New Ways of Working”

Grounded in Theory: Diffusion of Innovation

Subgroups based on propensity to accept and adopt new ideas, concepts or practices

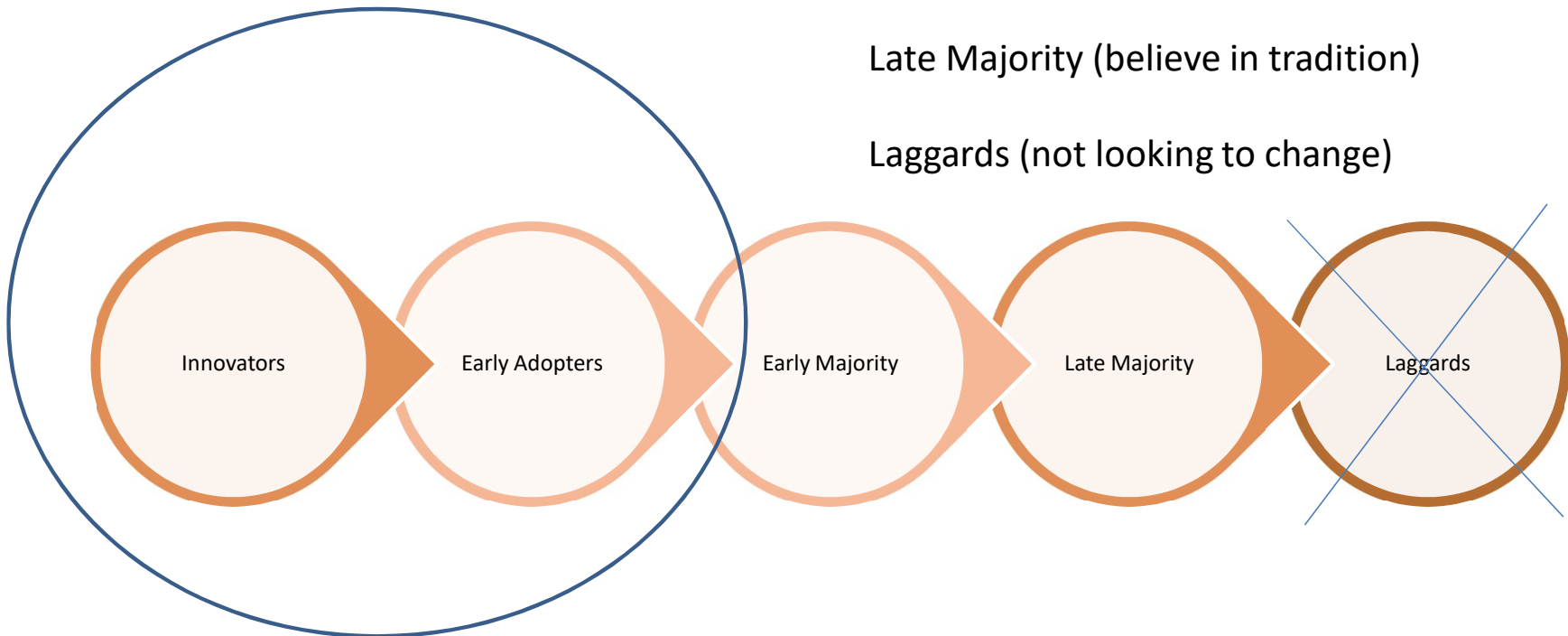
Innovators (looking for something cool)

Early Adopters (looking for a breakthrough)

Early Majority (looking for improvement)

Late Majority (believe in tradition)

Laggards (not looking to change)



VISION 2020

OUR FUTURE CITYWIDE WORKFORCE LANDSCAPE

New Ways of Working



Each stakeholder group in the network is working to create meaningful change for Baltimore's workforce. Like an orchestra, each group or instrument can function individually to produce sounds, but only when playing in conjunction with other groups does the full orchestra come together.

Features

- 3 Access Points
- Standardized Assessment
- Centralized Navigation Services
- Referral Network Amongst Service Providers
- Job Matching Tool and Screening Process
- Integrated Data
- Common Performance Measures
- Network Covering
- Training and Employer Feedback Loop
- Post-Placement Client Support



The "front stage" seeks to show the process that Job Seekers and Employers go through to obtain employment and hire qualified employees, respectively.

Without coordination and alignment amongst the Workforce Partners, Job Seekers and Employers would not have transparent access to the services they need.

Job Seeker

- Web
- In-Person
- 211
- Needs and Barriers Assessment
- Training
- Education
- Support Services
- Social Mobility
- Professional Growth
- Economic Achievement

Employer

- Web
- In-Person
- Phone
- Partnership Assessment
- Peer Networks
- Job Matching
- Employee Pipeline
- Employee Access
- Team Development
- Business Growth

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In the "backstage", Workforce Partners strive to create alignment. While each group can function individually, only with coordination and communication can there be harmony.

The 7 platforms represent each Workforce Partner and the different functions within.

Coordination and Alignment Amongst Workforce Partners

Job Seeker

- Web
- In-Person
- 24/7
- Needs and Barriers Assessment
- Training
- Education
- Support Services
- Social Mobility
- Professional Growth
- Economic Achievement

Employer

- Web
- In-Person
- Phone
- Partnership Assessment
- Peer Networks
- Job Matching
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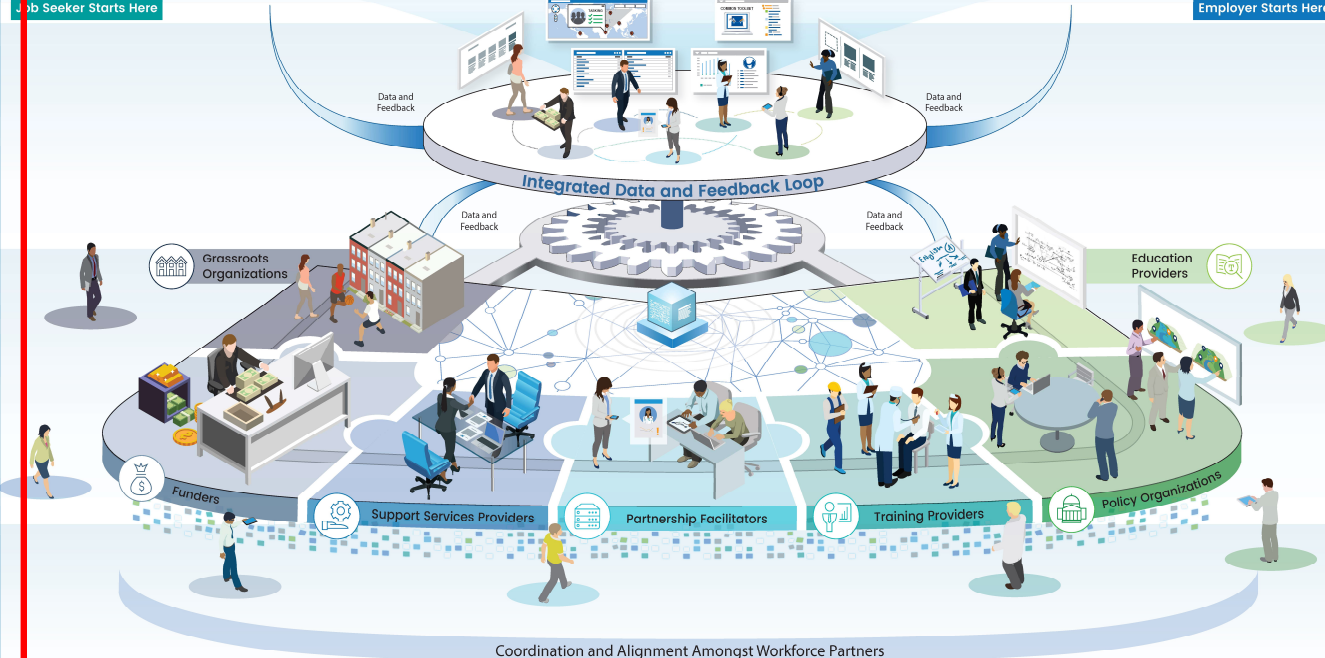
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- Job Seeker**
- Web
 - In-Person
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 - Training
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- Employer**
- Web
 - In-Person
 - Phone
 - Partnership Assessment
 - Peer Networks
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Goal and Population-level Outcomes

Increase equity in employment and wage outcomes in Baltimore

1. Increase the employment rate
2. Increase the percentage of workers earning a family sustaining wage

Getting to HA/HA

Agreement on the goal/outcomes



Understanding of the strategy



Understanding of our roles



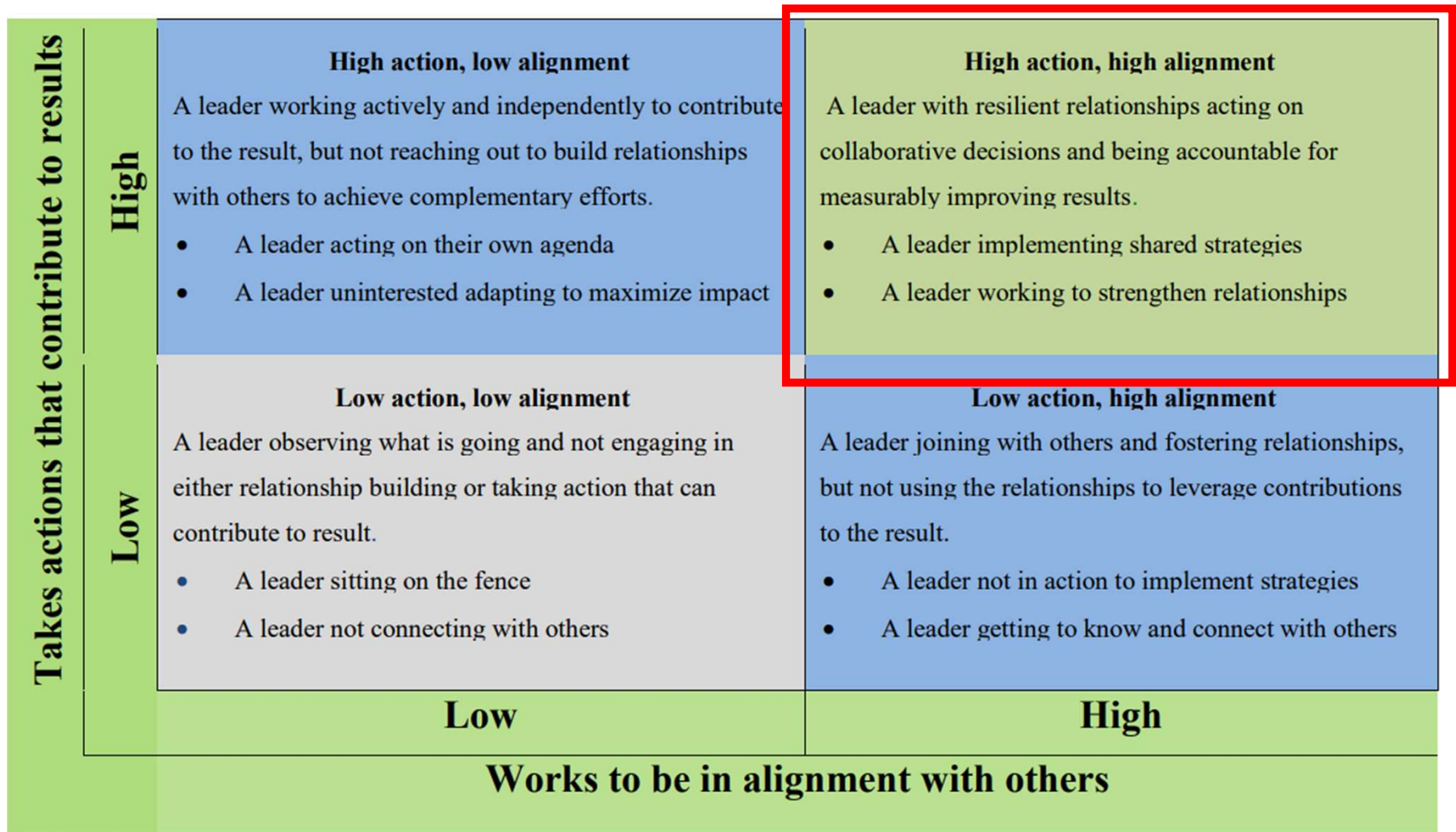
Acting in HA/HA

Strategy



Access Points

- 1. Develop a coordinated, citywide workforce system to align and standardize the service delivery process and data**
2. Build an integrated data system to aggregate data from across the coordinated system and inform workforce system improvements
 - Common Performance Metrics – standardize data collection
1. Engage in a continuous improvement process to drive results over time



Taken from PolicyLink: <file:///C:/Users/astjean/Downloads/High%2520Action%2520High%2520Alignment%2520Handout.pdf>

Demonstration of Systems Approach

Recognition of the Value of Systems Approach

Engagement in Systems Approach

