

IEDL SPRING 2020 NEW HAVEN ANALYSES: WORKFORCE DEVELOPMENT

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CitySCOPE podcast [Episode 6: Changing the Regional Story for Workforce Development](#) Interview with David Dodson, Made in Durham and Jerry Rubin, JVS

EMBRACING WORKFORCE DEVELOPMENT INTERMEDIARIES IN DURHAM, NC

“The mindset among biotech sector leaders is that the time has come to take advantage of Made in Durham, the intermediary, and begin to draw on the infrastructure and relationships that have been built over the last five years. And so the value proposition is you will have greater loyalty, perhaps lower turnover, certainly a greater chance to forge and form the workforce you need if you start with an investment strategy that begins while people are young and give them incentives to move through a system and become your employees. And that's beginning to take hold.”

-David Dodson, President, MDC

Building a Regional Workforce Development System

Connecticut is home to a diverse set of industry clusters that serve as a catalyst for economic growth. The advanced manufacturing industry, for example, employs approximately 76,000 people in the state and offers a high jobs multiplier, good job opportunities to those without four-year degrees, and a high location quotient, employing twice as many people per capita in Connecticut than the national average. In the biotech and health services cluster, existing relationships between employers and community partners paired with a high jobs multiplier demonstrate the possibility to build pathways to prosperity. Other clusters, such as financial and insurance services and software and digital services also show promise.¹

Nonetheless, the state faces hurdles to develop a successful and inclusive workforce development system. Connecticut's relatively high cost of doing business and inadequate infrastructure have contributed to the state ranking in the bottom quintile for job creation. Further, questions remain about who has access to these stable, well-paying jobs. In its 2018 Community Wellbeing Survey, DataHaven found that only 39% of New Haveners think it is highly likely that a typical young person in their neighborhood will get a job with opportunities for advancement, compared to a 57% statewide average.² On the demand side, stereotypes and narratives persist among employers about the ability of members of traditionally disconnected communities to meet their labor needs.

¹ Connecticut Department of Economic and Community Development

² Data Haven. “2018 DataHaven Community Wellbeing Survey.” <https://www.ctdatahaven.org/reports/datahaven-community-wellbeing-survey>

The Two Customer Model

The value of intermediaries

Intermediaries play key roles in the workforce development space, recruiting, training and connecting local residents to jobs and also recruiting and developing relationships with employers. For best results, intermediaries first identify where the job opportunities are with regional employers in growth parts of industry clusters. This mapping of the pathway from entry-level training to jobs in regional firms is important knowledge to gather, but, as James Johnson-Piett makes clear (see box quote on page 3), a specific community engagement model must be developed to bring that information to the neighborhoods in an effective way.

Seven key elements drive successful linking of employers and potential employees: a two customer model, viewing both workers and employers as customers; strong and trusting relationships with local anchors; needs-based models driven by labor market demand; accessible “on-ramps”, creating a variety of entry points for workers; engagement from senior leadership at partner organizations; functional engagement with mid-level HR professionals; and ongoing advocacy to shape narratives and policy on local workforce development.

Workforce Intermediaries in Greater New Haven

In Greater New Haven, several organizations act as workforce intermediaries through a combination of training, employee matching, and employer pipeline development activities. These organizations include Workforce Alliance, New Haven Works, the New Haven Promise program, the City of New Haven’s Youth@Work program, and the BioPath program hosted by Southern Connecticut State University. Offerings and target industries vary significantly across organizations, with no single intermediary serving as a regional umbrella organization. Below we did a preliminary mapping of the landscape for entrance into jobs in industry clusters like advanced manufacturing, biotech and healthcare. It’s a first scan of the landscape available for local actors working in this space to refine, correct, and build upon, should it be useful for their efforts in workforce development.

For young adults, the city and region have also taken steps to prepare the workforce of the future through the New Haven Career Academies. Career Academies, hosted at five local high schools, offer students a hybrid academic/technical curriculum to prepare them for careers in fields such as business management, technology, engineering, construction, and healthcare, among others. The Career Academies are detailed at the conclusion of this section.

COMMITMENT FROM THE TOP

“If you're looking to bring nontraditional candidates into positions where they haven't been before, there has to be not only a strong commitment, but actually a set of required metrics and goals. People need to be judged on how successful that is and they need to know that they're being judged that way, because otherwise hiring managers will fall back to what they know and what's easiest, which typically is hiring people that they know and are familiar with and look like the people they've always hired and sound like the people they've always hired. That kind of change is really challenging because it's way more than just creating the training programs or even the pathways, it's changing an entire organizational culture. And for that you really do need top-level commitment in a very, very serious way. And that top-level commitment has to be the result of a real need that's felt need inside the organization. If there's not a fundamental driver, either it's increasing their market share or reducing their costs or increasing their competitiveness or maybe increasing their diversity, but if there's not a clear driver for it, it's not going to happen. It's just not.”

– Jerry Rubin, President and CEO, Jewish Vocational Services

Snapshot of Greater New Haven/South Central CT workforce development landscape

Intermediary	Age Group	Industry Clusters					Programming			
		Advanced Manufacturing	Bioscience	Healthcare	Software, Digital	Finance and Insurance	Training	Career Counseling	Referral/Matching	Job/ Internship Placement
Workforce Alliance	<18	✓		✓	✓		✓	✓		✓
	18-24	✓		✓	✓		✓	✓		✓
	25+	✓		✓	✓		✓	✓		✓
New Haven Works	<18									
	18-24			✓		✓		✓	✓	
	25+			✓		✓		✓	✓	
New Haven Promise	<18									
	18-24			✓					✓	
	25+									
SCSU <u>BioPath</u>	<18									
	18-24		✓				✓			✓
	25+									
New Haven Public Schools Career Academies	<18	✓		✓	✓		✓			✓
	18-24									
	25+									

Source: Review of workforce development training provider websites



MAKING TECH PIPELINES ACCESSIBLE

"We tested out some ideas around how to get public housing residents tied into tech pathways. We're not experts in technology, but what we did have was lots of relationships with other technologists and companies who are focusing on tech. And we had four years of experience working with public housing residents. So we asked, how can we bring these two things together? Some of it was simply place. We knew where to host the work. We also said: we value your time. We're not going to sit there and ask you to show up for three hours for three different sessions and not pay you. So they got paid for their time and we're going to say very clearly, this is what you're going to get out of this.

The methodology around it was demystifying technology. We're not going to assume anything. We're not going to assume what you know or don't know about tech. We're going to talk about what the tech pipelines look like around jobs - the difference between a coding job, a product manager, a data scientist, etc. and not assume that you can or can't do it. We said here are the opportunity points that typically tech companies are looking for at entry level. Here are some of the connective organizations that do the rapid training, bootcamps, or other things that are in your community, and here's the other vast set of nontechnical tech jobs that are really more about soft skills or about being able to do things that you already know how to do, just relating within a tech context. A lot of it was just giving people information that they may not have already had and getting them in a place where they felt comfortable with peers."






-James Johnson-Piatt, Principal, Urbane Development

Snapshot of selected workforce development programming for advanced manufacturing industry cluster

Provider	Program	Eligibility	HS-level technical training	Post-HS certificate/degree	Internship	Apprenticeship or on-the-job training	Job placement or referral	Notes
	Community Renewal Team at Middlesex Community College	Ages 18-24 Not enrolled in high school or postsecondary school		✓		✓		
	Skill Up for Manufacturing	Ages 18+ HS diploma or equivalent Must pass skills assessment		✓		✓	✓	
	Hillhouse High School Career Pathways	Students enrolled at Hillhouse HS	✓		✓			Includes OSHA 10 Certification
Workplace Apprenticeships	CT Apprenticeship Program	Varies by employer				✓		Apprenticeship sponsors recognized by CT DOL include: Excello Tool Engineering & Mfg. Co, Mikco Manufacturing Technology Co, O.F. Mossberg & Sons, Inc., Parker Hannifin Corporation, Xcel Tool & Manufacturing

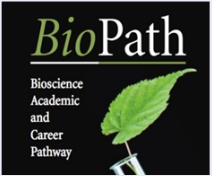
Source: Review of workforce development training provider websites

Snapshot of selected workforce development programming for healthcare industry cluster

Provider	Program	Eligibility	HS-level technical training	Post-HS certificate/degree	Internship	Apprenticeship or on-the-job training	Job placement or referral	Notes
 NEW HAVEN PUBLIC SCHOOLS	New Haven Public Schools Career Academies	New Haven Public Schools enrollment	✓		✓			Healthcare programs include Hill Career High School, Wilbur Cross, and Metropolitan Business Academy
 New Haven Promise MAKING THE PROMISE OF COLLEGE A REALITY	New Haven Promise Summer Internship	New Haven Promise Scholars currently enrolled in postsecondary school			✓			Yale – New Haven Hospital internship for Promise Scholars
 Workforce Alliance	Youth Programs	Varies by program	✓	✓	✓		✓	Programs include: Children’s Community Programs of CT, Gateway CC, Middlesex CC, Community Renewal Team, Women & Families Center
	Adult Programs	Varies by program; generally require HS diploma or equivalent		✓	✓		✓	Programs include: Gateway CC, New Haven Adult and Continuing Education, Health Careers Advancement Project
 CONN-CAT	Phlebotomy Tech, Medical Billing and Coding	HS diploma or equivalent		✓	✓			
 NEW HAVEN WORKS	New Haven Works employer referrals	New Haven residents aged 18+ HS diploma or equivalent					✓	
Workplace Apprenticeships	Medical Coding Apprenticeship	Varies				✓		Yale – New Haven Health apprenticeship recognized by CT DOL

Source: Review of workforce development training provider websites

Snapshot of selected workforce development programming for biotechnology industry cluster

Provider	Description	Eligibility	HS-level technical training	Post-HS certificate/degree	Internship	Apprenticeship or on-the-job training	Job placement or referral	Notes
	SCSU BioPath program	SCSU students		✓	✓			A current proposal associated with the 101 College St. biotechnology campus project would expand bioscience training at Gateway CC, designate Career High School as a feeder to the BioPath program, and create a bioscience scholarship fund for residents of the Hill, Dwight, and Downtown neighborhoods

Source: Review of workforce development training provider website

New Haven Career Academies³

Participating High Schools: James Hillhouse, Wilbur Cross, Metropolitan Business Academy, Hill Regional Career, and The Sound School

Areas of Study: Business Technology, Family & Consumer Sciences, Technology Education, Engineering, Wood Construction, Automotive, Aquaculture/Agriculture, and Health Occupations

Internships: Students are eligible for internships at Yale New Haven Hospital and the Yale University Information Technology Department

Partnerships: CTE partnerships include: Yale New Haven Hospital, Yale University, National Academy Foundation, Center for 21st Century Skills, National Foundation for Teaching Entrepreneurship (NFTE), ACE Mentoring (Architecture, Construction and Engineering), FBLA (Future Business Leaders of America), FFA (Agriculture), New Haven Workforce Alliance, Youth@Work, Citywide Youth Coalition, Developing Tomorrow's Professionals (CT State Department of Education), DECA (marketing, entrepreneurship and leadership), Naviance Career Exploration Program

Hill Career High Magnet School

Areas of study:

- Health and Science
- Business/Technology

Wilbur Cross High School

Areas of study:

- Digital Arts & Sciences
- Health & Culinary Sciences
- Business & Fine Arts
- Law & Public Service

James Hillhouse High School

Areas of study (inferred from external sources):

- Construction⁴
- Automotive maintenance⁵

Metropolitan Business Academy

Areas of study:

- Allied Health and Science
- Digital Arts and Technology
- Finance
- Law and Political Science

The Sound School

Areas of study:

- Science (Aquaculture or Agriculture)
- Technology (Aquaculture or Agriculture)

³ <https://www.nhps.net/domain/36>

⁴ https://www.newhavenindependent.org/index.php/archives/entry/jobs_guaranteed/

⁵ <http://www.justiceeducationcenter.org/initiatives/career-pathways/new-haven/>