



WORKING PARTNERSHIPS

ADVANCING CAREERS, ADDRESSING EMPLOYER NEEDS, CHANGING POLICIES



 National Fund for
Workforce
Solutions

NATIONAL FUND SITES

ALABAMA

SOUTHWEST ALABAMA WORKFORCE DEVELOPMENT COUNCIL

CALIFORNIA

BAY AREA WORKFORCE FUNDING COLLABORATIVE
LOS ANGELES WORKFORCE FUNDER COLLABORATIVE
SAN DIEGO WORKFORCE FUNDERS COLLABORATIVE
SAN JOAQUIN VALLEY WORKFORCE FUNDERS COLLABORATIVE

COLORADO

SKILLBUILD COLORADO (DENVER)

CONNECTICUT

WORKFORCE SOLUTIONS COLLABORATIVE OF METRO HARTFORD

FLORIDA

CAREEREDGE FUNDERS COLLABORATIVE (MANATEE AND SARASOTA)

GEORGIA

METRO ATLANTA WORKFORCE FUNDERS COLLABORATIVE

ILLINOIS

OPPORTUNITY CHICAGO

IOWA

CENTRAL IOWA WORKS FUNDING COLLABORATIVE (DES MOINES)

KANSAS

PACES—PREPARATION FOR AVIATION/ADVANCED CAREER EMPLOYMENT SYSTEMS (WICHITA)

KENTUCKY

WORKING PARTNERS OF GREATER LOUISVILLE

LOUISIANA

GREATER NEW ORLEANS WORKFORCE FUNDERS COLLABORATIVE

MARYLAND

THE BALTIMORE WORKFORCE FUNDERS COLLABORATIVE

MASSACHUSETTS

SKILLWORKS: PARTNERS FOR A PRODUCTIVE WORKFORCE (BOSTON)

MICHIGAN

DETROIT AND SOUTHEAST MICHIGAN FUND FOR INNOVATIVE WORKFORCE SOLUTIONS

MISSISSIPPI

DELTA WORKFORCE FUNDING COLLABORATIVE (JACKSON)

NEBRASKA

HEARTLAND WORKFORCE SOLUTIONS (OMAHA)

NEW JERSEY

GREATER NEWARK WORKFORCE FUNDERS COLLABORATIVE

NEW YORK

NEW YORK CITY WORKFORCE INNOVATION FUND

OHIO

GREATER CINCINNATI WORKFORCE NETWORK

PENNSYLVANIA

PENNSYLVANIA FUND FOR WORKFORCE SOLUTIONS
JOB OPPORTUNITY INVESTMENT NETWORK (PHILADELPHIA)

RHODE ISLAND

SKILL UP RHODE ISLAND

SOUTH CAROLINA

GREENVILLE REGION WORKFORCE COLLABORATIVE

VIRGINIA

DAN RIVER REGION COLLABORATIVE (DANVILLE)

WASHINGTON

SKILLUP WASHINGTON (SEATTLE)

WASHINGTON, D.C. REGION

GREATER WASHINGTON WORKFORCE DEVELOPMENT COLLABORATIVE

WISCONSIN

WORKFORCE CENTRAL FUNDERS COLLABORATIVE (SOUTH WOOD COUNTY)
MILWAUKEE AREA WORKFORCE FUNDING ALLIANCE



“We have been involved with workforce development for decades. It’s been terribly frustrating. Finally, we have an approach that puts the customer at the center of the service model. This approach clearly includes employers as customers, and sustainable employment as the goal—not just placement.”

PETE STRANGE, CEO OF MESSER CONSTRUCTION, CINCINNATI, OHIO



new york city
MILWAUKEE

A UNIQUE

NATIONAL PARTNERSHIP

denver
SAN DIEGO
los an
seatt

THE NATIONAL FUND FOR WORKFORCE SOLUTIONS is an unprecedented initiative of national and local funders whose goal is the career advancement of low-wage workers using a model of substantial employer engagement to increase the potential for successful outcomes. Since 2007, this dual-customer effort has invested in organizing employers, creating workforce partnerships, and advocating for public policies and private practices that make businesses more competitive and workers more likely to earn family-sustaining wages.

The unique value of the National Fund rests on its support for local communities to organize and sustain regional funding collaboratives that invest in worker skills and their key regional industries. The collaboratives are catalysts for generating additional investments in creating sectoral workforce partnerships, training workers, and improving workforce practices.

These intermediaries understand the needs of employers and workers: defining the necessary sectorial skills and implementing strategies to address the impediments to hiring and career advancement. Operating in communities across America, NFWS-supported collaboratives have created scores of workforce partnerships to transform workers' futures while addressing employers' desire for greater skills.

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A NATIONAL MOVEMENT, **LOCALLY OWNED**



THE NATIONAL FUND EMPHASIZES LOCAL DESIGN AND LOCAL OWNERSHIP OF PROGRAMS

The National Fund approach varies across communities and industry sectors, building on what has worked in other locations but adapting it to the unique attributes and challenges of the local environment. However, there are two common ingredients:

- Intensive, long-term collaboration with employers
- Keen focus on building skills and careers for workers and jobseekers

Employers help create the job-training and career-support programs. If workforce training programs do not make employers more competitive, then our efforts to put people back to work will have little, if any, long-term impact on the economy. And it is not just jobs that the National Fund is seeking to create, but careers as well. People need jobs that lead to good wages and the ability to take care of their families. It's this focus on the economic health of workers and businesses alike that ensures that National Fund sites serve two customers: employees and employers.

FIVE STRATEGIC APPROACHES GUIDE: HOW NATIONAL FUND SITES DEVELOP THEIR LOCAL APPROACH


1. Developing and nurturing a national network of broad-based **REGIONAL FUNDING COLLABORATIVES** that design and implement a workforce development strategy for low-wage workers and key employers through a model that leverages public/private investments to support this strategy.

2. Supporting and developing **SECTORAL WORKFORCE PARTNERSHIPS** that effectively organize employers into long-term relationships focused on workforce and career development for low-wage workers and that result in significantly improved outcomes for these workers and more productive human capital for industry.

3. Implementing **CAREER ADVANCEMENT INITIATIVES** and practices that create effective pathways for workers to advance into better wages and benefits.

4. Generating effective local and national **SYSTEMS CHANGE** efforts that result in improved outcomes for low-wage workers through changes in public policies and private practices as well as embedding the NFWS strategic principles as priorities of national workforce, educational, and employer organizations.

5. Combining national and local evaluations with quality research to generate **EVIDENCE-BASED** practices that improve performance and outcomes.



“I didn’t want to get stuck. I started out in the laundry room. I was there for five years. I worried, Was I ready? Would I succeed? A lot was riding on making a change. I always wanted to work at the hospital level, being with patients. Being down in the laundry room, you don’t get to interact with patients. Now after a year of working as a Certified Nursing Assistant, I work in the rehab department, assisting with occupational and physical therapies. This program helped me see that there are a lot of opportunities out there that I can take advantage of, such as a career in physical therapy. My career coach tells me a plan—says this is the right direction to go. So I’ve challenged myself to do better.”

JEROME, AN EMPLOYEE AT GOOD SAMARITAN HOSPITAL IN BALTIMORE AND PARTICIPANT IN THE BALTIMORE ALLIANCE FOR CAREERS IN HEALTHCARE CAREER COACHING PROGRAM, AS HE PREPARES TO START COURSEWORK TO EARN A MASTER’S DEGREE IN PHYSICAL THERAPY.

INNOVATION BY DESIGN

These five strategies emerged from years of research and practice shows that when organizations combined knowledge of the worker or jobseeker with a deep understanding of a particular industry the chances for hiring and advancement were improved. In addition, by bringing employers together these workforce partnerships can understand and address the requisite skills of an entire industry, thereby implementing initiatives with broader impact.

SCALING INNOVATION

“My involvement with SkillUp Washington has been an eye-opening and rewarding experience. After decades of work in the energy-efficiency industry, I was delighted to find a group of dedicated professionals at SkillUp willing to support the emerging workforce needs of our industry. While the potential for creating a new clean energy workforce is much discussed, the real work is in training and placing workers into our industry in various rungs of the career ladder. We are much smarter and more strategic in this effort based on our collaboration with SkillUp Washington.”

Over three years, The National Fund has grown from an original 6 collaboratives to 31, covering most areas of the United States. These coalitions consist of more than 300 funders that have matched grants from the National Fund with more than \$120 million in additional support.

STAN PRICE, NORTHWEST ENERGY
EFFICIENCY COUNCIL

EMPLOYER LEADERSHIP

Each collaborative's success depends on engaging employers as active partners and leaders. After analyzing the labor market in their communities, collaboratives work closely with employers in specific sectors to define what skills are required. Then they work with them to combine their funding with the collaborative's resources to address the requisite skills by training workers up to levels that are defined by the employers themselves. There are several ways in which workforce partnerships are employer-led. In some cases, employers actually run periodic meetings of all the partnership stakeholders, including employers, community-based organizations, and service providers. In other cases, employers' involvement is less visible but just as influential. Workforce partnerships place a priority on the employer perspective by: creating training programs that address employers' workforce needs; continually soliciting feedback from employers; and hiring partnership staff/coordinators who have worked in the targeted industry sector.

“We’ve been holding employer focus groups asking them what they’re looking for, what their challenges are with HR people or chief operating folks. This is where our latest partnership emerged. . . . We ask them about their experiences, their challenges.”

MANUFACTURING PARTNERSHIP
COORDINATOR

“This partnership is primarily run by employers.”

HEALTHCARE PARTNERSHIP COORDINATOR



SYSTEMS CHANGE

The National Fund is unique in that it supports and provides direct service to workers around the country while, at the same time, develops best practices that can drive systems change locally and nationally. These best practices can, and should, inform future policy decisions as well as help employers who are searching for resources and fresh approaches to finding the skilled workers they need.

RESEARCH AND EVALUATION

The National Fund's progress is captured in an ongoing national evaluation that explores the development and implementation of the initiative, from its inception to outcomes for all participants. In 2011, the Third Annual Evaluation Report found that the National Fund had made significant progress toward its objectives:

- 18,036 jobseekers and incumbent workers received training and career support, an increase of 286 percent from the previous year
- 10,000 degrees and credentials have been awarded, with 65 percent for occupational certificates, credentials or licensure
- 5,069 jobseekers secured jobs as a result of their participation, up from 893 in 2008
- 1,936 employers were served by National Fund workforce partnerships



NATIONALLY RECOGNIZED

The National Fund has received national recognition for its efforts. In 2010 the Council on Foundations presented the National Fund with the Distinguished Grantmaking Award for Collaboration. This award puts the spotlight on individuals who have made significant contributions to the field of philanthropy.

Receiving such a prestigious award underscores the National Fund's impact as well as the growing importance of workforce development within the philanthropic community.

Indeed, the National Fund's approach was further validated when it received a Social Innovation Fund (SIF) grant in 2010. The SIF, administered by the Corporation for National and Community Service, enables the federal government to reward organizations that target public-private resources in solving social challenges. The SIF grants will expand the impact of high-performing organizations and innovative solutions in three key areas: economic opportunity, youth development and school support, and healthy futures. Specifically, the National Fund—in collaboration with 10 national and 300 local and regional funders—will use this SIF funding to expand its assistance to at least 23,000 additional participants over three years. The funds are dramatically increasing economic opportunities for disadvantaged workers and jobseekers through investments in regional workforce collaboratives that partner with employers to identify jobs and career pathways in high-growth industries.

“Philanthropy’s role in the National Fund has been that of not only investor but also trusted convener. We are beginning to break down the silos and observing an increased appreciation for and understanding of the multiple constituencies within a workforce system.”

KELLY LUCAS, CEO, COMMUNITY FOUNDATION OF GREATER SOUTH WOOD COUNTY, WISCONSIN



louisville

VIEW FROM THE COMMUNITIES

milwaukee

WOOD COUNTY

REGIONAL COLLABORATIVES:

CENTRAL WISCONSIN

South Wood County, a rural community in Central Wisconsin, lost nearly 40 percent of its jobs over several years as the paper industry became more globalized. Families that, for generations, could count on the security of manufacturing jobs in the paper industry suddenly found themselves adrift, lacking the skills and confidence to succeed in a dramatically different local economy. In response, 11 local funders joined with area businesses and the regional Workforce Development Board to create Workforce Central, a National Fund site. Workforce Central started by focusing on advanced manufacturing. The project is working to strengthen the network of social services, education, and training programs to provide needed support and career pathways to jobseekers and employees. An Advanced Manufacturing CEO Peer Council is providing input and ensuring that the training and career support meets the needs of local employers.

REGIONAL COLLABORATIVES:

GREATER CINCINNATI

The Greater Cincinnati Workforce Network (GCWN) serves an entire region (Southwestern Ohio, Southeastern Indiana, and Northern Kentucky) to help employers compete in three crucial industries: advanced manufacturing, construction, and health care. Employers in this region are worried about how the deficit of skills will impact their ability to compete once the recovery takes hold. When GCWN started in 2008, the training programs in the region were fragmented and not well coordinated. GCWN expanded an existing workforce partnership in the field of health care and created new partnerships focused on advanced manufacturing and construction. Each workforce partnership works closely with leading employers in the sector to map out career pathways for jobseekers and entry-level employees. This coordination has yielded training programs and worker support systems that are now putting these career pathways in place.

cincinnati





VIEW FROM THE COMMUNITIES

WORKFORCE PARTNERSHIPS: LOS ANGELES

The Playa Vista Job Opportunities and Business Services (PVJOBS) partnership is a broad collaboration of community-based organizations, unions, and others. These organizations share services to help low-income youth and adults—including ex-felons who face multiple barriers to employment—get the training and support they need to get good jobs in the construction industry in West Los Angeles. PVJOBS' mission is to help those at greatest risk of failure obtain and maintain career-track jobs in the construction industry.

The program coordinates the career counseling, assessment, individualized service planning, remedial education, job training, and supportive services that disadvantaged individuals need to become skilled employees in the construction industry. The partnership has provided services for hundreds of workers.

WORKFORCE PARTNERSHIPS: BALTIMORE

The Baltimore Alliance for Careers in Healthcare (BACH) is dedicated to eliminating the critical shortage of qualified health care workers in Baltimore by working with local agencies, health care institutions, and other organizations to create opportunities for residents to pursue careers in health professions. BACH has more than 80 partners, including health care employers, government agencies, educational institutions, community organizations, and foundations. These partners are active in developing strategy, providing oversight, and identifying potential resources and opportunities. Educational institutions and other community organizations participate by delivering services. Foundations provide financial support and participate in governance and oversight. To date, BACH has increased the capacity of educational partners to deliver work-based training and the adoption of effective workplace practices by many employer partners, including career coaching and progressive tuition reimbursement policies.

DOES IT WORK?

As a single, working mom, Tracy Rivers understands the meaning of hard work and doesn't mind it. In fact, she welcomes the challenges of her job as medical assistant at Takoma Surgical in the Washington, DC, area because the work feels meaningful to her. She is the first healing presence patients encounter when they call the office or walk in for their appointment. Having come into contact with hundreds of patients undergoing chemotherapy, radiation, and surgery for cancer, Tracy's dream now is to help cancer patients by working as a tumor registrar (which pays about \$10 more per hour). Washington Adventist Hospital's ACE Program is helping Tracy realize her dream. Four out of five work days, she comes home after a full day of work, has an hour to see her kids and get them organized, and then heads out to Prince George's Community College. She returns between 10:00 and 10:30 p.m., spends a little time with her oldest child, focuses on chores like making school lunches for the next day, and then turns to her school books until 1:00 a.m. Her mentor, a cancer registrar at the hospital, helps inspire and guide Tracy along this sometimes bumpy road.

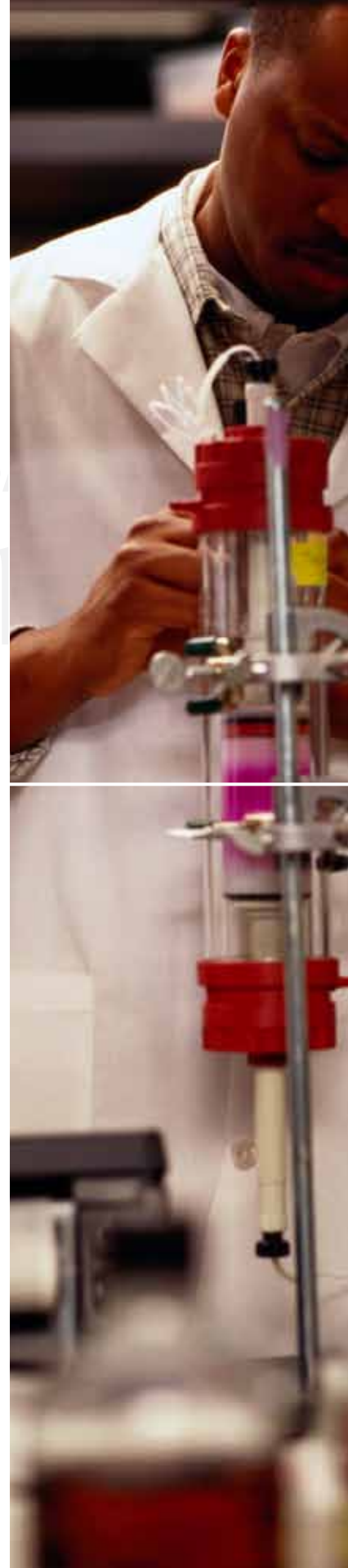


DOES IT WORK?



If not for her impacted wisdom teeth, who knows where Danielle George would be today? Her part-time jobs did not provide health insurance and Danielle knew she couldn't pay for surgery out of pocket. So, through a staffing agency, she found an entry-level job at Peter Paul Electronics, a manufacturer in New Britain, Connecticut. Fast forward six years and this former waitress with no previous manufacturing experience is now a supply chain specialist with a staff of four. Danielle has grown within the company and increased her wages by 70 percent, thanks in part to Lean Leadership, a leadership development program supported by the Connecticut Center for Advanced Technology's ADVANCE Training Grant Program through the Workforce Solutions Collaborative of Metro Hartford. Through the Lean Leadership program, Danielle participates in at least six weeks of intense training per year, and she now trains others in lean, efficient practices. Danielle said the training has helped her grow professionally and personally. "I think taking the class got me into the position I am in today," she said. "It's helped me advance through the company."

Danielle is also pursuing a Bachelor's degree, something she and Human Resources Manager Judi Sprea said she might not have done without the training she received at Peter Paul.





“Pooling and aligning resources from a diverse and dynamic group of funders interested in bringing innovative workforce solutions to scale is what the National Fund does. Early on as our collaborative tried to define what ‘innovative solutions’ meant, we realized that being part of the National Fund could be a tremendous asset. Of course, there’s the national funding. But there’s also access to this community of learning created by the various collaboratives.”

JESSICA MOSIER, MANAGER, SAN DIEGO WORKFORCE FUNDERS COLLABORATIVE

Tom Janke is the President of Corenso and participates in the Advanced Manufacturing CEO Peer Council, which is supported by Workforce Central in South Wood County, Wisconsin. Corenso’s clients have exacting demands for efficiency, cost, and quality. This means that Corenso has a constant need for skilled frontline workers and experienced managers. Corenso has participated in supervisor’s training, seeing firsthand how it can meet the company’s needs for supervisors and middle managers. The success of the program has enabled Corenso, and other companies that participate in the Peer Council, to expand training to entry-level frontline workers. As Tom’s company has changed over time—from local to global ownership—he says that the collaborative’s lead organization, the Community Foundation of Greater South Wood County, feels like his “home office.” That’s a huge validation of the efforts we make to ensure our program is responsive to employer needs.

DOES IT WORK?

JACKSON





“We have joined forces with the Baltimore Alliance for Careers in Healthcare on a career development model for frontline workers, supported by the Casey, Abell, Weinberg, Robert Wood Johnson and Hitachi foundations, among others. Built around skill building, coaching and career mapping, BACH seeks to fill future “middleskill” vacancies by building up the talent pool of entry-level workers and engaging supervisors to motivate and troubleshoot. It helps address child care and transportation, two challenges that often lead to high turnover. Employee and coach create a clear track leading directly to a credential, certification, and/or competencies resulting in advancement and pay raises.

This collaboration is great for our people and helps bolster our bottom lines. Reducing turnover, recruitment expenses, and use of temp agencies helps to make the case. But we also note effects on patient outcomes and satisfaction, and our nurses benefit as they, like all professional health care workers, are constantly working to stretch productivity.

Why have we embraced this collaboration? First, our labor market is regional and large enough to support both institutions. Second, we are able to share the costs while increasing the scale. And third, it extends our reach into potential employee pools that have not previously been considered—immigrants, older workers, formerly homeless, ex-offenders, and workers displaced from other industries.”

LARRY BECK (FORMER PRESIDENT OF AND NOW A CONSULTANT TO GOOD SAMARITAN HOSPITAL OF MARYLAND) AND **PAMELA PAULK** (VICE PRESIDENT, HUMAN RESOURCES AT JOHNS HOPKINS HOSPITAL AND JOHNS HOPKINS HEALTH SYSTEM, BALTIMORE) IN THE APRIL 4, 2011 EDITION OF MODERN HEALTHCARE (“BURY THE HATCHET: COMPETITORS TEAM UP TO BOOST WORKFORCE”).

JOIN WITH

THE NATIONAL FUND

The National Fund prepares workers for careers that pay family-sustaining wages.

It does this by forging partnerships—among employers, funders, and workforce intermediaries—that create training opportunities which provide workers and jobseekers with skills that employers in their area need. Whether you are an employer, funder, policymaker, government leader, or currently working to help prepare jobseekers and employees, there is a place for you in this effort.

For more information, contact Fred Dedrick, Executive Director, at fdedrick@jff.org or 617-728-4446.

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“We have so many fragmented workforce training efforts in our community—it’s a complicated system that’s impossible for workers and employers to navigate. By bringing together these many efforts and playing a leadership role built on the National Fund approach, we have been successful in working with employers to grow the skills of their workforces, something that is absolutely critical to their economic success. The visibility and clout from being part of this national initiative has given us the credibility to do the work needed in our community.”

ROSS MEYER, EXECUTIVE DIRECTOR, GREATER CINCINNATI WORKFORCE NETWORK

NATIONAL INVESTORS

The national investors provide seed money—\$23 million in commitments to date—to regions for building local approaches to job training and career development. The investors also support a comprehensive evaluation of initiative activities taking place across the country, technical assistance for local partnerships, and a dynamic “national learning community” that helps those partnerships share best practices and solve problems together.

NATIONAL PARTNERS

Two national partners provide direct support to the regional collaboratives and workforce partnerships:

JOBS FOR THE FUTURE develops and leads the National Fund peer-learning strategies, coordinates technical assistance to the regional collaboratives and local partnerships, oversees the national evaluation, and provides fiscal and grants management.

THE COUNCIL ON FOUNDATIONS provides technical assistance and support to the National Fund’s regional funders and uses its networks and leadership to engage the philanthropic community and public policymakers in efforts to develop a skilled workforce.

The Annie E. Casey Foundation



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