



**JOBS FOR THE FUTURE**

# ADDING A GENDER LENS TO NONTRADITIONAL JOBS TRAINING

CREATED BY WIDER OPPORTUNITIES FOR WOMEN

APRIL 2017

## TOOL 1.2 RECRUITING WOMEN INTO NONTRADITIONAL JOBS AND INDUSTRIES

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This tool is part of Adding a Gender Lens to Nontraditional Jobs Training, created by Wider Opportunities for Women for the GreenWays initiative and revised by JFF as part of the Delivering the TDL Workforce initiative. All tools are available online at: <http://www.jff.org/newlensonjobs>.

Supported by the Walmart Foundation, Delivering the TDL Workforce expanded high-quality transportation, distribution, and logistics training programs in ten regions and promoted best practices in program design and delivery, employer engagement, and workforce partnership development. GreenWays was supported by grants from the U.S. Department of Labor through Pathways Out of Poverty and the Green Jobs Innovation Fund.

This presentation introduces the benefits of nontraditional jobs for women. Organizations that are considering an increased focus on recruiting women to their training programs can use this presentation as part of a training session to explore successful strategies to attract women. The presentation covers:

- > An overview of benefits, barriers, and myths for women in nontraditional occupations;
- > Outreach and marketing to women—creating and delivering gender-targeted messages, including sample materials;
- > Conducting successful information and orientation sessions to inform women and attract them to training programs; and
- > Additional resources from organizations focused on connecting women to nontraditional jobs.

A nontraditional occupation for women is one in which women comprise 25 percent or less of total employment.

<https://www.dol.gov/wb/factsheets/nontra2008.htm>

## WHO SHOULD USE THIS TOOL

Trainers of staff responsible for outreach and recruitment; program leaders introducing a gender lens to a new organization

**ACKNOWLEDGEMENTS:** This presentation was originally presented as a webinar to GreenWays sites as part of the Pathways Out of Poverty grant in 2010. Special thanks to the original presenters, Geri Scott, JFF; Lauren Sugerman, WOW; Connie Ashbrook, Oregon Tradeswomen Inc.; Deanna Hodges, Chicago Women in Trades; Jessica Suarez and Marjorie Schulman, Nontraditional Employment for Women.

## **AGENDA**

### **OVERVIEW OF GENDER EQUITY ISSUES**

#### **PROGRAM STRATEGIES**

- > The Basics of Recruiting for Diversity
- > Creating a Targeted Message
- > Outreach that Connects to Women
- > Pairing Outreach with Education

#### **RESOURCES**

#### **QUESTIONS AND DISCUSSION**

# OVERVIEW OF GENDER EQUITY ISSUES

## GENDER EQUITY QUIZ

- > Women in female-dominated occupations requiring less than a bachelor's degree earn how much for \$1.00 earned by men in male-dominated occupations requiring less than a bachelor's degree?
- > Women represent what percent of workers in occupations requiring less than a bachelor's degree that pay less than \$30,000 per year? What percent of workers in jobs that pay at least \$35,000 per year?
- > African-American women today earn, on average, how much for \$1.00 earned by white men? How about Latina women?
- > The average full-time working woman will lose how much in wages over a 40-year period due to the wage gap?
- > What percent of women work in occupations that do not require a bachelor's degree?





## GENDER EQUITY QUIZ ANSWERS

- > Women in female-dominated occupations requiring less than a bachelor's degree earn how much for \$1.00 earned by men in male-dominated occupations requiring less than a bachelor's degree? **\$0.66**
- > Women represent what percent of workers in occupations requiring less than a Bachelor's degree that pay less than \$30,000 per year? What percent of workers in jobs that pay at least \$35,000 per year? **83%/36%**
- > African-American women today earn, on average, how much for \$1.00 earned by white men? How about Latina women? **\$0.65/\$0.58**
- > The average full-time working woman will lose how much in wages over a 40-year period due to the wage gap? **\$460,000**
- > What percent of women work in occupations that do not require a bachelor's degree? **72%**

## OCCUPATIONAL SEGREGATION BY GENDER

Nontraditional occupations are defined as those in which women comprise 25 percent or less of total employed.

### TRADITIONAL JOBS FOR WOMEN

OCCUPATION	% FEMALE	AVERAGE WAGES
Secretary	96%	\$15.40
Receptionist	94%	\$12.57
Server	73%	\$9.77
Cashier	75%	\$9.00

### NONTRADITIONAL JOBS FOR WOMEN

OCCUPATION	% FEMALE	AVERAGE WAGES
Truck Driver	5%	\$19.32
Automotive Mechanic	1%	\$17.31
Aircraft Mechanic	5%	\$28.99
Electrician	2%	\$25.42

Nontraditional occupations are those in which women comprise 25 percent or less of total employed.

SOURCE: Emsi Q1 2017 Data Set

## LIFETIME DIFFERENCE IN EARNINGS

### TRADITIONAL

#### **Nurse Assistant**

\$12.64 per hour

\$25,280 per year

**\$758,400** in 30 years

### NONTRADITIONAL

#### **Electrician**

\$25.42 per hour

\$50,840 per year

**\$1,525,200** in 30 years

**DIFFERENCE: \$1,525,200 - \$758,400 = \$766,800**

## LIFETIME DIFFERENCE IN EARNINGS

### TRADITIONAL

#### Receptionist

\$12.57 per hour

\$25,140 per year

**\$754,200** in 30 years

### NONTRADITIONAL

#### Aircraft Mechanic

\$28.99 per hour

\$57,980 per year

**\$1,739,400** in 30 years

**DIFFERENCE: \$1,739,400 - \$754,200 = \$985,800**

## BENEFITS OF NONTRADITIONAL JOBS FOR WOMEN

- > Increased Sense of Accomplishment
- > Self-esteem
- > Ownership and Control
- > Self-reliance

## BENEFITS OF NONTRADITIONAL JOBS

- > Wages that lead to family economic security
- > Nontraditional jobs often pay 150% more than traditional female jobs
- > Jobs with good benefits
- > On-the-job training
- > Portable skills



"We Can Do It!"  
by artist J. Howard Miller, 1942



## IMPACT OF NONTRADITIONAL JOB TRAINING FOR WOMEN

### CASE STUDY B

Before training:

- > Leaves high school after the 10th grade, obtains GED
- > Has two children
- > Divorces, and because she was not financially secure, ex-husband gains custody of both children

After training:

- > Accepted into plumbers' apprenticeship program
- > Completes apprenticeship

Today:

- > Working as a plumber earning \$47.66/hour and facilitating workshops for other program graduates

***This woman participated in training by Nontraditional Employment for Women (NEW)***

### CASE STUDY B

Before training:

- > Stay-at-home mom. Prior to that, worked as a security guard for \$11 per hour.

After training:

- > Got hired as a truck driver within a month

Today:

- > Has high job satisfaction and financial independence. Promotes program, including to security guards she meets and refers after pulling up with a load them.

***This woman participated in training by Long Beach City College***

## BARRIERS TO WOMEN'S PARTICIPATION IN NONTRADITIONAL JOBS



- > Lack of awareness
- > Gender stereotypes
- > Limited training
- > Perception of work
- > Lack of outreach
- > Barriers to application
- > Disparate impact of selection criteria
- > Limited exposure to and experience with tools
- > Perception of hostile work cultures
- > Lack of family supports



## MYTHS AND FACTS

MYTHS	FACTS
Construction work is nontraditional for women.	Many jobs now thought to be nontraditional for women have been performed by women in the past.
Women are not strong enough to do heavy labor.	The strength requirements for nontraditional jobs are often exaggerated. Many nontraditional jobs are not much more physically demanding than housework, and many traditional women's jobs, such as nursing and waitressing, are just as physically demanding as some nontraditional jobs.
Women won't like construction work.	Many women enjoy working with their hands and working outdoors. They take great pride in knowing that they have helped build or create something. Many tradeswomen report a high level of job satisfaction.

# THE BASICS OF RECRUITING FOR DIVERSITY

## SIMPLE STEPS TO IMPROVE RECRUITMENT OF WOMEN

- > Inform and train staff on:
  - Women's economic status
  - Benefits and opportunities
  - Myths and stereotypes about women's work
  - Women's challenges to entry
  - Strategies to target women's recruitment
  - Disparate impact of assessment criteria
  - Gender neutral assessment techniques
- > Engage community groups and workforce agencies in education about the benefits of nontraditional jobs and outreach to underrepresented groups.
- > Engage/prepare industry partners in support of recruitment, hiring, and retention of underrepresented populations.
- > Hold awareness events on the weekend, to capture those who aren't working.
- > Invite other female graduates to come in and talk to female candidates.

## NURTURE YOUR FEMALE AND MINORITY APPLICANTS

- > Arrange a follow-up phone call from the industry to female and minority applicants.
- > Encourage those who do not score well to apply again through a letter or phone call; call or write again periodically or just before you have another opening available.
- > Connect participants with other female graduates to serve as mentors.

## KEEP FEMALE AND MINORITY APPLICANTS CONNECTED TO INDUSTRY

- > Ask your employers to hire the best female and minority candidates in entry-level positions, such as material handler, warehouse, or yard helper, so they gain skills and remain interested.
- > If the industry has a women's group or minority caucus, send the applicant an invitation to its next meeting.



## **BUILD RELATIONSHIPS WITH THOSE YOUR AUDIENCE TRUSTS**

- > Join organizations that represent various women and minority groups, such as the Urban League, Metropolitan Hispanic Chamber of Commerce, and Tribal organizations.
- > Send a representative to speak about your training program and career opportunities.
- > Attend and support events, such as dinners or pow-wows.

## THREE PRINCIPLES OF EFFECTIVE RECRUITMENT



1. Repeated contact with your intended audience
2. Clear next step for them to take
3. Strong relationships for trust and word-of-mouth recruiting

# CREATING A TARGETED MESSAGE

## REACH YOUR DESIRED AUDIENCE WITH A TARGETED MESSAGE

- > Target with the image itself.
- > Target through where it is posted or sent or presented.
- > Target by who gives the message.
- > People need to hear/see the message more than once in order to respond.

## DESIGN OUTREACH THAT APPEALS DIRECTLY TO WOMEN

- > Customize to the industry.
- > Include wages, benefits, job description, and time at home and at work.
- > Use real employees, not models.
- > Showcase employees' pride in their work and the industry, for example, showing them on the job or wearing work clothes.



*Recommendations based on female drivers' responses to a 2010 WIT/University of Wisconsin-Stout survey and available in the Women In Trucking Association's "Recruiting Guide: How to Attract Female Professional Drivers." Full content available to members at [www.womenintruck.org](http://www.womenintruck.org).*

# RECRUITING WOMEN IN TRUCKING

## ADD A GENDER LENS TO YOUR RECRUITMENT STRATEGY

### FEMALE DRIVERS CONSIDERING CAREER OPTIONS:

- > Desire information specifically targeting them, such as lifting requirements, type of freight, and time at home.
- > Do not have a gender preference with respect to their recruiter.
- > Found other female drivers' stories beneficial on carrier websites.
- > Would be influenced by another woman's experience at a carrier.

### IDEAS FOR MARKETING MATERIALS

- > Emphasize driving as a team (with a husband or other co-driver).
- > Feature the "open road" with landscapes and scenery in advertisements.
- > Target motorcyclists: A WIT survey of 110 female drivers found that 76 percent either currently owned or have owned a motorcycle.

*Recommendations based on a 2009 survey by the advertising agency GROUPI201 of female drivers. More information is available in the Women In Trucking Association's "Recruiting Guide: How to Attract Female Professional Drivers." Full content available to members at [www.womenintrucking.org](http://www.womenintrucking.org).*



## WHO IS BEING TARGETED HERE?



**SETTING THE STANDARD FOR  
ELECTRIFYING CAREERS**



"Being part of a team environment is important to me. As an apprentice, I learn valuable skills from the journeymen every single day - tricks of the trade that add to my knowledge and make me a more confident electrician. Everyone looks out for each other because we're all working in conjunction to accomplish a common goal. I'm incredibly proud to be a union electrical apprentice."


Angelica R.  
Portland, OR  
NECA/IBEW 2-year Apprentice

**NECA IBEW**  
APPRENTICE JOURNEYPerson LOCAL 48

Take a tour of the training center to learn more about it. It's a couple hours that may be the answer to your future. An information orientation is held on the third Tuesday of each month at 4 p.m.

Visit [www.MySpace.com/necaibew48](http://www.MySpace.com/necaibew48) and [NIETC.org](http://NIETC.org) to learn more.

## Accepting Applications



*Quality Training  
Great Wages  
Superb Benefits*

The NECA-IBEW Local 48 Electrical Training Center is accepting applications for the **Inside Electrician and Limited Energy Apprenticeship Programs**:

**When:** July 11-15 and July 18-22  
10 a.m.-4 p.m.  
Orientations 9 a.m.-10 a.m.

**Where:** NECA-IBEW Local 48  
Electrical Training Center  
16021 NE Airport Way  
Portland, OR 97230

**NECA IBEW**  
**ELECTRICAL TRAINING CENTER**

For more information visit [www.nietc.org](http://www.nietc.org)  
or call 503-262-9991

TARGET WITH THE IMAGE ITSELF. TARGET BY WHO GIVES THE MESSAGE.



# Oregon Tradeswomen, Inc.

[Home](#)  
[Other Trades](#)



Are you strong, tough and ready for a challenge? Do you love the idea of learning how to wire? Are you good at math? If so, you might be exactly who the industry is looking for.

There's two main types of electricians:

Inside Electricians do electrical installations and construction. They install conduits, wire lighting and more.

Limited Energy Class A technicians work with low voltage electrical systems and equipment like data lines, security systems and more.

Electricians earn up to \$34 an hour at the end of a three and a half to five year apprenticeship depending on the program.

Check out the video below to learn more.

## Women Make Great Electricians



Electrician Apprenticeships

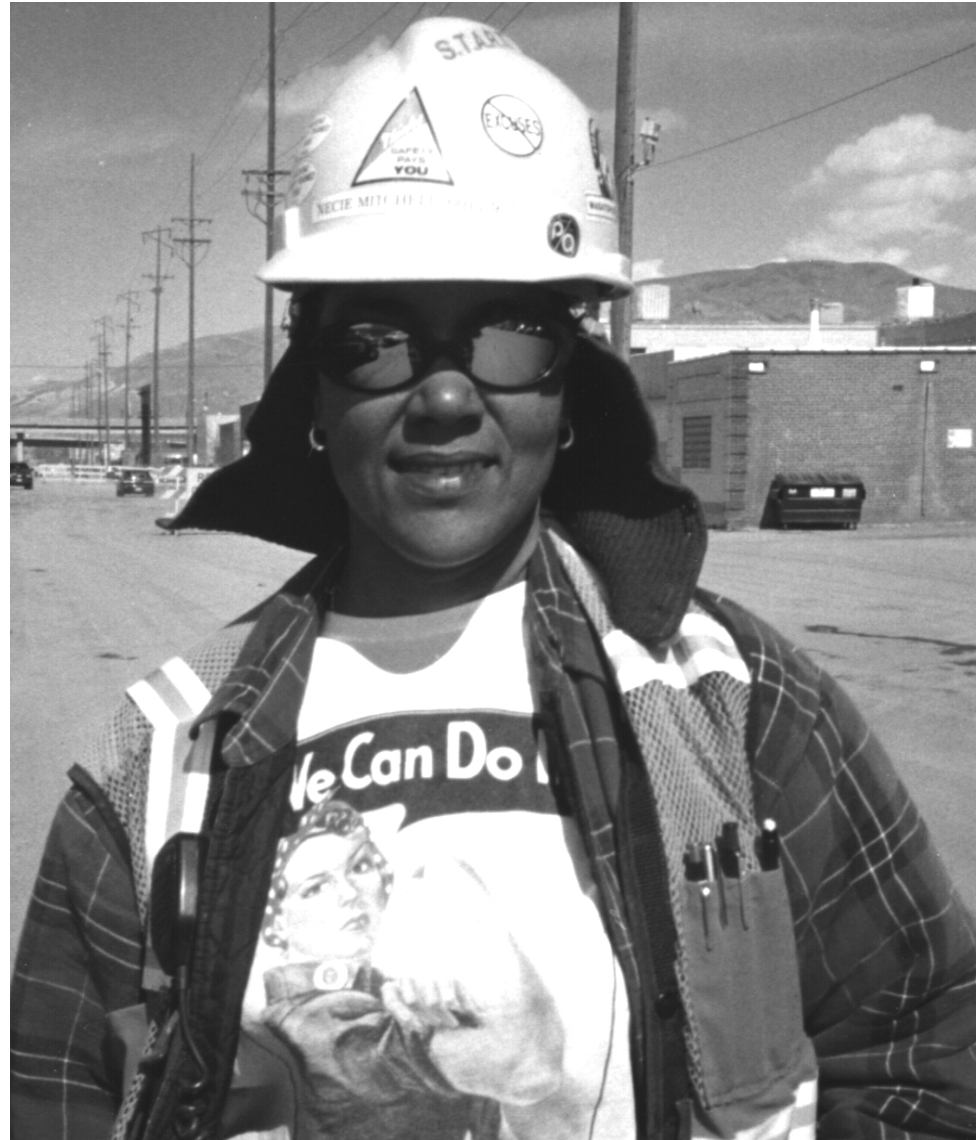


Watch Electrician Video



Pre-Apprenticeships





IMAGES ARE POWERFUL

A woman wearing a white hard hat, safety glasses, and a high-visibility safety vest over a dark t-shirt. She is standing on a construction site with a blue sky and some construction equipment in the background. The entire image has a blue tint.

**Are you a Jill of All Trades?**

**You Can  
Do It!**

**Learn the skills  
to pay the bills!**

**Did you know that a skilled tradeswomen can earn  
more than \$35/hour?**

**WORDS ARE POWERFUL**



# ARE YOU MAN ENOUGH...



**Sang Kim RN**  
Cardiac Telemetry  
Nurse  
Snowboarder

**Terry Misener RN, PhD**  
Dean, School  
of Nursing  
Retired LTC  
U.S. Army

**Yuri Chavez RN, CRNA**  
Nurse Anesthetist  
2154 LA Marathon

**Reid Jermerson RN**  
Post Anesthesia  
Recovery Nurse  
Decorated Vietnam  
Combat Medic &  
Retired Major,  
U.S. Army

**Don Muccigrosso RN**  
Poison Specialist  
Nurse  
Harley Rider

**Walter Moore, Jr RN**  
Intensive Care  
Unit Nurse  
U.S. Navy Seal  
Team One

**Bill Maddalena SN**  
Student Nurse  
3rd Degree Black  
Belt Karate

**E. Rey Ariola RN**  
Cardiology Nurse  
Rugby Right Prop

**Jason Scott Corrick SN**  
Student Nurse  
Basketball Power  
Forward

# ...TO BE A NURSE?

If you want a **career** that demands **intelligence, courage, and skill**, and offers **UN**  
For information about careers in nursing, and educational and financial resources in nursing, visit [www.nursingworld.org](http://www.nursingworld.org)

**WORDS ARE POWERFUL**

## GREEN JOBS FOR WOMEN VIDEO

Green Jobs for Women video on YouTube: <http://www.youtube.com/watch?v=g-v66FILf-I>



## LINEWORKERS VIDEO

<http://www.tradeswomen.net/lineworkers.html>



# Oregon Tradeswomen, Inc.

Home  
Other Trades



Are you strong, tough and ready for a challenge? Do you like to climb up in the air? Are you a team player who can hang out with "the guys"? If so, you might be exactly who the industry is looking for.

Electrical lineworkers build electric transmission and distribution lines and facilities that send electricity out to customers. Apprentices work for various contractors and utility companies on all types of power line construction, both underground and overhead.

And you can earn a real living wage. Lineworkers earn around \$34 an hour at the end of about a three year apprenticeship depending on the program.

## Women Make Great Lineworkers



### Lineworker Apprenticeships



### Watch Lineworker Video



### Pre-Apprenticeships



**TARGET THROUGH  
WHERE IT IS POSTED,  
SENT, OR PRESENTED**

## Get on the path to a REAL CAREER.

### > THE TRADES AND APPRENTICESHIP CAREER CLASS

Find your path to a career in the trades with Oregon Tradeswomen, Inc.'s **FREE** seven week women-only class!

Class meets Tuesday, Wednesday, and Thursday from 9 a.m. to 5 p.m. for seven weeks.

Includes strength training, hands-on experience, field trips and classroom instruction.

GED or high school diploma required, among other qualifications.

Call 503-335-8200 x 21 to sign up for the next information session.

[www.tradeswomen.net](http://www.tradeswomen.net)



**TRADES JOBS  
START AT  
\$10-\$14 AN HOUR  
AND OVERTIME  
CAN GO UP TO  
\$20-\$34 AN HOUR!**



**FREE TRADES AND APPRENTICESHIP CAREER CLASS!**

[www.tradeswomen.net](http://www.tradeswomen.net) Call 503-335-8200 x 21



Oregon Tradeswomen, Inc.  
1714 NE ALBERTA ST  
PORTLAND, OREGON 97211



Oregon  
Department  
of Transportation

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# OUTREACH THAT CONNECTS TO WOMEN

## GO WHERE WOMEN AND THEIR FAMILIES ARE



- > Community Parades
- > Health Fairs
- > Childcare Centers
- > Schools
- > Churches
- > Block Clubs
- > Women's Workout Gyms
- > TANF and One-Stop Career Centers

## MAKE IT A PARTY!



- > Have fun.
- > Bring a loudspeaker and music. *"She Works Hard for the Money"*
- > Engage the whole family.
- > Join the industry in their outreach and family events.
- > Have giveaways.







**MAKE IT A PARTY**





MAKE IT A PARTY





The Sweet Home  
QUALITY  
FOR THE  
MILLENNIUM  
ON UNION CARPENTERS • 800-787-3076

CRAFTSMANSHIP

QUALITY

800-787-3076

CHICAGO  
WOMEN  
IN TRADES

LOCAL 516

MAKE IT A PARTY





MAKE IT A PARTY



# PAIRING OUTREACH WITH EDUCATION

## EFFECTIVE ORIENTATION TO NONTRADITIONAL OCCUPATIONS

### INFORMATION SESSION

Give prospective applicants and opportunity to get information in small groups in regularly occurring information sessions.

- > What is an apprenticeship?
- > What are the requirements for entry?
- > What are working conditions like?
- > Where will the work be?

Apprenticeship is a combination of on-the-job training and related instruction in which workers learn the practical and theoretical aspects of a highly skilled occupation.

Apprenticeship programs can be sponsored by individual employers, joint employer and labor groups, and/or employer associations.

<https://www.dol.gov/general/topic/training/apprenticeship>

### HOST A LARGE, WIDELY PUBLICIZED CAREER FAIR/ORIENTATION

- > Plan far enough in advance to get ideal space and to give notice to industry partners.

### PLAN A THREE PART AGENDA

1. Speakers
2. Sign-up for assessment
3. Industry booths and hands-on activities

## ORIENTATION: FEATURE SPEAKERS

- > Describe industry and career opportunities: let women in the field and program graduates tell their stories.
- > BE REAL! the good, the bad, and the ugly.
- > Present benefits and requirements.
- > Explain entry routes and career paths.
- > Inform about barriers and strategies to overcome.
- > Include messages from industry partners.

## SAMPLE SPEAKER

### ROBYN BUSH: FROM SALES AT HOME DEPOT TO CLIMBING TO NEW HEIGHTS AS A UNION IRONWORKER ON A WINDFARM

Four years ago, Bush was anxious for a job that would provide more economic security for her family.

She read an article about a 12-week pre-apprenticeship training program offered by Chicago Women in Trades at the local community college. She signed up.

Through the program, Bush learned the skills she needed to apply and interview for jobs few women had held before her.

Ultimately, she landed a position with the ironworker's apprenticeship program—making her the first journey-level woman ironworker in the local union's history.

She credits her success in an overwhelmingly male-dominated industry to gaining confidence in her skills through the Chicago Women in Trades program and developing the toughness to overcome physical and mental barriers on the job.



*"You have to think of yourself as one of the guys, while accepting that you may occasionally need to ask for help if you don't have the physical strength to do something," says Bush.*



Today Bush is using her skills to power the new green Economy—working on a wind farm outside Chicago preparing blades for wind towers

## **ORIENTATION: DESCRIBE PROGRAM SERVICES**

- > Assessment and next steps
- > Classroom and hands-on training
- > Case management
- > Support services and referrals
- > Job counseling
- > Job club
- > Job referrals
- > Retention services

## INDUSTRY BOOTHS AND TABLES

- > Participation from industry partners
- > Hands-on activities
- > Applicants can sample materials, tools, application forms from different industries
- > Informal discussion with industry representatives
- > Ask women in the field and staff questions
- > Make a first impression
- > Former students can volunteer and network



## ENGAGE INDUSTRY PARTNERS



- > Urge industry partners to inform applicants that women and minorities are welcome and successful in your industry during orientation or application.
- > Encourage industry partners to bring women working in the field to speak, demonstrate tools and materials, and answer questions

# RESOURCES

## OREGON TRADESWOMEN, INC.

Oregon Tradeswomen, Inc. is a nonprofit dedicated to promoting the success of women in the trades through education, leadership, and mentorship.

- > Started in 1989
- > Grew into a nine-person nonprofit
- > Created to help women and minorities succeed in the construction, mechanical, and utility trades
- > Promotes economic, gender, and racial justice



## ANNUAL RECRUITMENT RESULTS OF OREGON TRADESWOMEN, INC.



- > 1,500 women and girls come to our Women in Trades Career Fair.
- > 900 women call us to find out about the trades.
- > 700 women come to our orientations.
- > 180 women apply to enter our program.
- > 96 women graduate.
- > 50 women enter trades jobs.





## Nontraditional Employment for Women

Hard Hats. Strong Women. Building the Future.

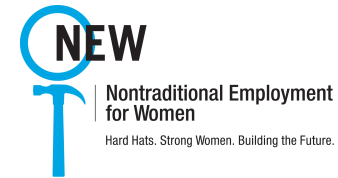
### NEW's Mission

Nontraditional Employment for Women (NEW) prepares, trains, and places women in careers in the skilled construction, utility, and maintenance trades, helping women achieve economic independence and a secure future.

- > In 1978, less than 2 percent of all construction workers were women. By 2005, the number had risen to 3 percent.
- > NEW graduates from the 1980s and 1990s are leaders in the field and in their unions—instructors, organizers, delegates, foremen, shop stewards.
- > In 2005, the building and construction trades committed to placing women in 10 percent of all apprenticeship openings.
- > In January 2010, NEW launched ReNEW, a green training program and opened a second training facility in Sunset Park, Brooklyn
- > NEW launched the NEW Signature Projects Program in June 2010. Industry leaders committed large scale New York City construction projects to stated goals for tradeswomen hours participation.

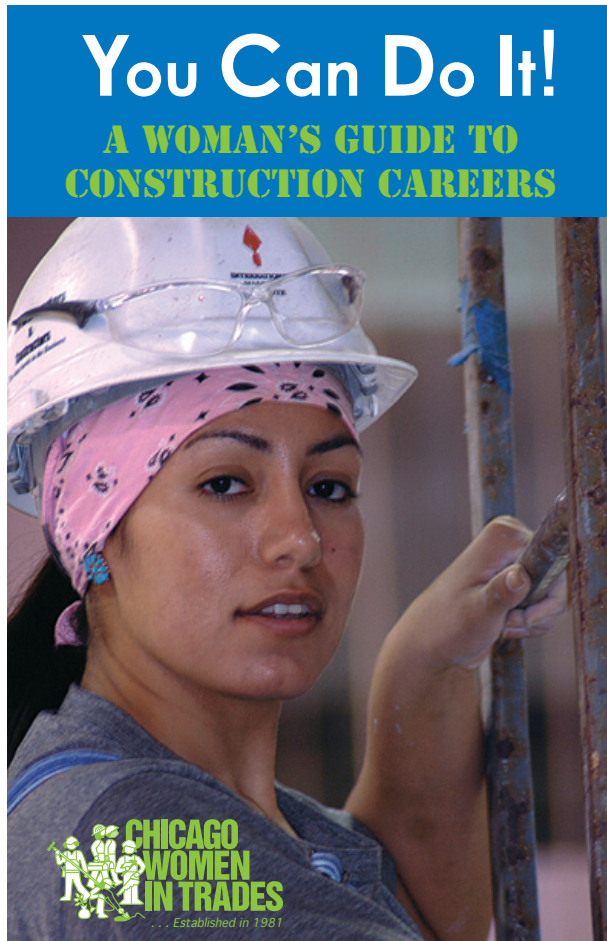


## KEY RESULTS OF NEW



- > In March 2004, **700 women** attended Opportunity Downtown–Women Working event to learn about construction opportunities for women.
- > The City and NEW launched ad campaign, We’re Looking for a Few Good Women, in November 2005. Over **2,000 women** contacted NEW within three months.
- > MTA and NEW start subway and bus ad campaign in July 2006. NEW applications increased by **250 percent**.
- > NEW placed 175 women in nontraditional jobs in 2006. NEW has placed over **625 women** in the construction trades since 2005.
- > In 2009, NEW places graduates with 17 unions—an 88 percent increase over three years. NEW graduates started apprenticeships in **20 building trade unions** this year.

## ADDITIONAL TOOLS ARE AVAILABLE FROM CHICAGO WOMEN IN THE TRADES AND NEW



- > Chicago Women in the Trades- Online Manual for the Women in Skilled Trades Program:  
[http://www.chicagowomenintrades.org/top/program\\_overview.html](http://www.chicagowomenintrades.org/top/program_overview.html)
- > Breaking New Ground: Guidelines for Equitable Worksites
- > Tools for Success: Handbook for Tradeswomen
- > Train the Trainer Guide for Sexual Harassment Prevention
- > Health and Safety of Women in Construction (HASWIC) Report
- > Building Equal Opportunity: Affirmative Action on Construction Worksites
- > Drafting the Blueprint: Establishing a Worksite Equity Initiative
- > You Can Do It: A Handbook for Aspiring Tradeswomen
- > NEW: Strategies and Best Practices for Recruiting and Assessing Women for Nontraditional Occupations (December 9, 2010)

# QUESTIONS AND DISCUSSION





This tool is part of **Adding a Gender Lens to Nontraditional Jobs Training**, created by Wider Opportunities for Women for the GreenWays initiative and revised by JFF as part of the Delivering the TDL Workforce initiative. All tools are available online at: <http://www.jff.org/newlensonjobs>.

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## **JOBS FOR THE FUTURE**

Jobs for the Future (JFF) is a national nonprofit that builds educational and economic opportunity for underserved populations in the United States. JFF develops innovative programs and public policies that increase college readiness and career success and build a more highly skilled, competitive workforce. With over 30 years of experience, JFF is a recognized national leader in bridging education and work to increase economic mobility and strengthen our economy.

**WWW.JFF.ORG**