



2019–2020 ANNUAL REPORT

PATHWAYS TO WORK

United Way
Pathways to Work
Presented by JPMORGAN CHASE & CO.



EXECUTIVE SUMMARY

Led by the United Way of Metropolitan Dallas, Pathways to Work (Pathways) is a cross-functional collaboration of funders, employers and training providers working to create innovative solutions for moving entry-level workers into good middle-skill jobs and ensure employers have a pipeline of skilled and ready-to-work employees.

In 2019, Pathways significantly expanded its reach and impact. Leveraging its multi-stakeholder Advisory Group of business, economic development, education, nonprofit, philanthropy and workforce stakeholders for strategic input, Pathways supported industry partnerships in healthcare and information technology (IT), continued investments in training and launched bold new capacity-building initiatives.

- The North Texas Healthcare Employers Learning Consortium added new frontline positions - Patient Sitter and Surgical Technician – for which to pilot job quality and upskilling projects.
- The Small Business Tech Accelerator Industry Partnership networked with larger corporations to gain insights into their talent development and human resources processes.
- Pathways expanded its support of training programs to include Apprenti, a Department of Labor Registered Apprenticeship program in technology.
- Pathways helped to seed a new generation of leaders working towards greater economic mobility through the Dallas Economic Opportunity Leadership Academy.
- Pathways enabled technology employers access wider pools of talent through the Technology Skills-Based Hiring Innovation Lab.
- In total, Pathways' meetings, partnerships, and strategies helped 539 adult access training. Of these participants, 416 completed training and 192 secured jobs.

How Pathways to Work Helps Employers, Funders and Training Providers

For Employers

- Provide technical assistance resources and philanthropic support to help employers pilot or test training or job quality practices.
- Connect employers with training providers who can help them access skilled and ready to work employees and retain good workers.

For Funders

- Vet emerging or promising workforce projects, and help funders make workforce-related investment decisions.
- Provide aligned or co-investing opportunities to funders interested in testing or scaling promising workforce projects.

Training/Service Providers

- Connect service providers with technical assistance from local and national experts to help providers achieve better outcomes.
- Help service providers navigate the workforce ecosystem by providing access to labor market information, new partners and services in the ecosystem.

CORE STRATEGIES OF PATHWAYS TO WORK

- 1 Convene thought leaders to help us develop innovative training strategies that move entry-level workers onto middle-skill career paths in high-growing industries.
- 2 Invest strategically in training strategies that align other sources of philanthropic investments to help more entry-level, unemployed or underemployed workers earn skilled credentials and secure middle-skill jobs.
- 3 Build capacity of employers and training providers to implement innovative training and job quality strategies which enable employers and training providers to pilot and implement best practices to help workers succeed in good jobs and ensure employers have a skilled workforce.

2019 ACCOMPLISHMENTS & HIGHLIGHTS

Convene Thought Leaders	<ul style="list-style-type: none"> » Convened Pathways to Work Advisory Group on February 12, May 15, July 23, September 10, October 10 and December 3 to provide strategic input for the Dallas Economic Opportunity Leadership Academy, Technology Skills-Based Hiring Innovation Lab, and Jobs and Opportunity Project. » Hosted funder only forums on March 13, May 15, September 11 and December 4 that featured speakers from CitySquare, Dallas College and Merit America and conversations about the healthcare job quality and Jobs and Opportunity projects. » North Texas Healthcare Employers Learning Consortium met on February 4, April 22, June 10, September 9 and November 18 to discuss job quality and upskilling strategies for the Patient Care Technician, Patient Sitter and Surgical Technician Positions. » Tech Accelerator Industry Partnership met on March 5, May 29 and September 9 to conduct site visits at Toyota North America Headquarters, McKesson, and Per Scholas.
Invest Resources	<ul style="list-style-type: none"> » Continued support of entry-level healthcare and IT training offered by Dallas College and Per Scholas. » Initiated funding to Apprenti, a Department of Labor Registered Apprenticeship Information Technology Program of the WTIA Workforce Institute » Secured funding from National Fund for Workforce Solutions to begin the Jobs and Opportunity Workforce Equity Project.
Building Capacity	<ul style="list-style-type: none"> » Launched the Dallas Economic Opportunity Leadership Academy in partnership with the Aspen Institute Economic Opportunities Program, Corporation for a Skilled Workforce, Communities Foundation of Texas and JPMorgan Chase & Co. to empower 24 emerging leaders to deepen their capacity to advance economic mobility solutions. » Convened the Technology Skills-Based Hiring Innovation Lab to help employers in need of entry-level IT talent use skills-based hiring methodologies to recruit, assess, and onboard entry level IT talent drawing on the expertise of Skillful. Participating companies included: Alkami Technologies, Capital One, Cognizant, Dallas College, Federal Reserve Bank of Dallas, Forever Gifts, McKesson, and MNK Infotech. » Concluded the Healthcare Job Quality project that helped Methodist Health, Parkland Hospital and Health System, and UT Southwestern Medical Center improve job retention, reduce turnover and vacancies, and support career advancement of Patient Care Technicians (PCTs).

CONVENING THOUGHT LEADERS

Pathways to Work Advisory Group and Funder Forums

Pathways hosted Advisory Group meetings on February 12, May 15, July 23, September 10, October 10 and December 3. The group discussed recruitment strategies for the Dallas Economic Opportunity Leadership Academy and Technology Skills-Based Hiring Innovation Lab. Also, the group has been instrumental in launching the Jobs and Opportunity Workforce project that examines indicators and drivers of workforce inequities in Dallas and Collin Counties and recommends strategies for closing equity gaps. Pathways welcomed new members to the Group including City of Dallas: Office of Equity, CitySquare, Comerica, Metro Dallas Homeless Alliance, Samaritan Inn, TDIndustries, Texas Muslim Women's Foundation, and Toyota. Full list of members follows:

- City of Dallas
- CitySquare
- Comerica Bank
- Dallas County Promise
- Dallas College
- Dallas Truth, Racial Healing, and Transformation
- Dallas Regional Chamber
- Federal Reserve Bank of Dallas
- Holloway Family Foundation
- Metro Dallas Homeless Alliance
- Office of Economic Development, City of Dallas
- Parkland Hospital
- Per Scholas
- Texas Muslim Women's Foundation
- Texas Women's Foundation
- TDIndustries
- The Samaritan Inn
- Toyota
- Workforce Solutions Greater Dallas



Brainstorming session at the February 2019 Advisory Group Meeting.

The partnership also hosted funder only forums on March 13, May 15, September 11 and December 4 through which local corporate, community and private foundations networked with one another, and heard from speakers from CitySquare, Dallas College and Merit America. Funders also held conversations on the healthcare job quality project and workforce equity. Attendees included:

- BBVA
- Capital One
- Communities Foundation of Texas
- Holloway Family Foundation
- JPMorgan Chase & Co.
- King Foundation
- North Texas Asset Funders Network
- Texas Women's Foundation
- The Dallas Foundation
- The Philanthropy Roundtable



Parkland Hospital discussing the ROSE Award at the April 2019 Consortium meeting.

North Texas Healthcare Employers Learning Consortium

In collaboration with DFW Hospital Council Foundation, Pathways has co-lead the North Texas Healthcare Employers Learning consortium with meetings on February 4, April 22, June 10, September 9 and November 18. The North Texas Healthcare Employers Learning Consortium brings together local health systems to exchange best practices and experiences related to hiring, retaining and upskilling frontline workers, identify common pain points, and explore shared workforce development solutions for investing in their frontline workforce. Clinical and human resources staff from Baylor, Scott & White, Children's Health, JPS Health Network, Medical City, Methodist, Parkland, Texas Health Resources, and UT Southwestern Hospitals and Health Systems attended the meetings. The health systems met with Dallas, Collin and Tarrant County Community College Districts to discuss new ways to give students in the Patient Care Technician education program clinical experience. The consortium also discussed how to take the ROSE Award that recognizes exemplary Patient Care Technicians at Parkland, Methodist and UT Southwestern and expand it across the industry similar to the Daisy Award for nurses. Finally, through a consensus building process, the health systems chose Patient Sitter and Surgical Technician for which to pilot job quality and upskilling projects. JP Morgan Chase & Co. awarded Pathways a grant in the amount of \$150,000 over three years to support this work.

Small Business Tech Accelerator Industry Partnerships

The Tech Accelerator builds stronger connections between training providers and small businesses in need of IT workers and identifies strategies to incubate more entry-level IT talent for these companies. At meetings on March 5, May 29 and September 9, small businesses conducted site visits to Toyota North America Headquarters and McKesson to learn how these larger companies are recruiting and onboarding talent. An additional site visit was made to Per Scholas to understand how students earn in-demand certifications through its national recognized technology training program. Participating companies included: Abroad IT Consulting, AD Easley Services, Azpen, Dallas Urban Consulting, Fuse Technologies, Forever Gifts, MNK Infotech, My Destek, Sagiss, Taylor Mark, and Techway Services.



Figure 1 March 2019 Tech Accelerator Meeting at Toyota North American Headquarters

INVEST RESOURCES

Continued Support of Career Pathways Training

Healthcare Training

Through aligned funding strategies, Pathways helps unemployed, underemployed and frontline workers obtain certifications and jobs in the healthcare and technology sectors.

At Parkland Hospital, food service or janitorial workers can obtain Patient Care Technician Certification and pursue associate degrees in healthcare-related fields at Dallas College. Pathways also continued support Patient Care Technician training through a partnership between Dallas College and Sharing Life Outreach. What makes this program unique and effective is that Dallas College instructors conduct healthcare trainings at Sharing Life Community Outreach instead of on a college campus. Sharing Life Outreach connects students with supportive services and financial education so they can focus on completing training as well as obtaining and retaining employment.



Per Scholas Training Participants



Through aligned funding strategies, Pathways helps unemployed, underemployed and frontline workers obtain certifications and jobs in the healthcare and technology sectors.

IT Training

Aligned funding also supports IT training through which veterans, their spouses, and low-income adults earn the CompTIA A+, Network +, and cyber security certifications needed for a variety of middle-skill technology positions including desktop support specialists, system administrators, and network field technicians. The average annual salaries of these jobs can reach \$65,000. NPower and Per Scholas recruit, assess, and enroll students in training. In addition to classroom time, students also get help preparing for the certification exams, and finding employment once they pass the exams.

The newest IT training program that aligned funding supports is Apprenti. This is a nationally registered technology apprenticeship program that provides three to five months of intensive training in technology jobs culminating in an industry recognized certification and a one-year, paid apprenticeship with an employer.

BUILDING CAPACITY

Dallas Economic Opportunity Leadership Academy

Communities Foundation of Texas, JPMorgan Chase & Co. and Pathways launched the Dallas Economic Opportunity Leadership Academy. The Leadership Academy is a 12-month fellowship developed through a partnership with the Aspen Institute Economic Opportunities Program and Corporation for a Skilled Workforce. The program is designed to improve local economic opportunity and mobility efforts and create innovative solutions to the challenges faced by workers and businesses. In doing so, it also seeks to strengthen the local network of non-profit, government, academic, and business leaders through a series of retreats and workshops. This Academy is the latest in a series of several Workforce Leadership Academies hosted in communities across the United States and Canada.



Figure 2 Dallas Economic Opportunity Leadership Academy Fellows at Fall 2019 Retreat.

The 24 Fellows were selected to participate in the Leadership Academy. The list of fellows follows:

Ralph Adams, Director of Workforce Development, Regional Black Contractors Association
Rachael Berhe, Program Director, Wilkinson Center
Richard Brindley, Managing Director, Amplio Recruiting
Elizabeth Caudill, Managing Director, Higher Education & Workforce Dallas Regional Chamber
Sharon Davis, Vice President of Business Services, Mountain View College
Maya Fernandez, Program Manager, Cedar Valley College
Thomas Foley, Founder and Director, The Study USA
Genesis Gavino, Deputy Resilience Officer, City of Dallas
Adan Gonzalez, Executive Director, Puede Network
Matt Houston, Principal, MLH Enterprises
Heather Lepaske, Manager III, City of Dallas
Ben Magill, Executive Director, Labor Market Intelligence Center, Dallas College
Sheila Marks, Chief Executive Officer, Inspiring Tomorrow's Leaders, Inc
Linda Munoz, Director, Finance and Career, WiNGS
Sheridan Nixon, Director of Parent Promise/Project Lead of Partner Relations, Dallas College
Rick Ortiz, President/CEO, Greater Dallas Hispanic Chamber of Commerce
Symone Redwine, Attorney and Founder, My Record is Clean
Wana Sekander, Director of Employment Services, Goodwill Dallas Industries
Amber Sims, Director of Regional Impact, Leadership for Educational Equity
Dottie Smith, President, The Commit Partnership
Ken Smith, President, Revitalize South Dallas Coalition
Dana Townsend, Associate Director of Partner Relations, Year Up
Bernadette Trail, HR Generalist, Methodist Health System
Maiya Winston, Inclusive Diversity Consultant, Allstate Insurance Company

Technology Skills-Based Innovation Lab

With support provided by JPMorgan Chase & Co. and National Fund for Workforce Solutions, Pathways to Work launched the Technology Skills-Based Hiring Innovation Lab for diversity and inclusion, human resources or talent development professionals of local companies in need of entry-level IT workers. The Innovation Lab helped participants explore how to use skill-based hiring methodologies to recruit, assess, and on-board talent. Participants included Alkami Technologies, Capital One, Cognizant, Dallas County Community College District, Federal Reserve Bank of Dallas, Forever Gifts, JPMorgan Chase, McKesson, and MNK Infotech.



Innovation Lab participants at August 2019 kick off meeting.

Skills-based hiring practices enable employers to set specific skill or competency requirements for new hires. Skills may be “hard” or technical (i.e. industry recognized certifications) or “soft” (i.e. customer service). Skills-based hiring allows job applicants to demonstrate that he or she has the skills required to be successful on the job independent of a four-year college degree. This results in employers being better able to match open positions to the best candidates.

Innovation lab participants looked at skills-based hiring job postings, hiring platforms, and emerging assessments of jobseekers’ workplace competencies and soft skills over a series of learning modules that run through June 2020. Each learning module featured peer learning, one on one expert consulting, and guest speakers such as Skillful.

Another facet of the skills-based hiring innovation lab focused on encouraging companies to put what they learned into practice. To the extent there were able, companies could select at least one skills-based strategy to pilot that may include: a competency-based assessment to screen applicants, a skills-based hiring job posting, training staff on hiring bias, or utilizing a skills-based hiring platform. At any point during the lab, companies could begin testing out new practice. The companies elected to wait until the lab’s conclusion to pilot skills-based hiring strategies. It appeared that the companies were most interested in looking at the beginning of the hiring process. Companies focused on projects such as reformatting job positions to emphasize skills over degrees, exploring assessments to evaluate soft skills, educating colleagues on available tools to uncover bias in job postings, and reengineering the interview process to incorporate behavioral interviews.

JOB QUALITY IN HEALTHCARE

Pathways to Work completed the final year of a Better Skills, Better Jobs grant from the National Fund for Workforce Solutions to help Methodist Health, Parkland Hospital and Health System, and UT Southwestern Medical Center improve job retention, reduce turnover and vacancies, and support career advancement of Patient Care Technicians (PCTs).

The three health systems implemented projects to improve the onboarding and work experiences of PCTs. Before piloting the projects, the three health systems hosted focus groups of PCTs to understand the challenges they faced on the job. PCTs spoke of being underappreciated compared to other healthcare workers such as nurses. They also relayed a need for better on the job training at the start of their employment. Based on this feedback, all three hospitals developed recognition programs. Methodist and UT Southwestern also implemented training programs to better equip newly hired PCTs to achieve success on the job. The result was a substantial reduction in turnover and vacancy rates of PCTs. The hospitals also learned a great deal from their efforts as detailed in the following lessons learned.



From left to right: PCTs at Methodist Health during PCT Recognition Week; PCTs at UT Southwestern; UT Southwestern PCTs in Residency Program.

Build on Existing Programs and Partnerships

Methodist and UT Southwestern's strategy to improve on-the-job training and onboarding for PCTs through the Preceptor and Residency Programs was adapted from the nursing preceptor model. This made the concept easy for senior leadership to buy into the concept and see the value it could provide to PCTs. The ROSE Award which was developed by Parkland and adopted by UT Southwestern and Methodist, was modeled after the Daisy Award in nursing. The concept was easy for staff at all levels to understand and rally around since they held the Daisy Award in high regard and witnessed how that recognition program kept nurses feeling valued and engaged.

Start Small

Even though the hospitals had grand ambitions at the start of the grant, they piloted their strategies on a small scale so they could adjust when needed and gain support of key staff. The preceptor and residency programs at Methodist and UT Southwestern hosted cohorts of no more than 10 workers. Parkland's Rose Award elected only to recognize 2 PCTs per month instead of a group of PCTs on a specific floor or department. This ensured that staff overseeing the program and financial resources supporting it weren't stretched too thin.

Mobilize Staff at All Levels to Support Job Quality

The success of the job quality strategies across the three health systems hinged on involving staff at all levels. This began with the worker focus groups where tapping into the worker voice continued throughout the grant. PCTs helped to design the ROSE Award program. PCTs who participated in the preceptor and residency programs were surveyed so clinical staff could better understand how the overall learning experience was received, which curriculum components were most valued, and where the program could be improved. Mid-Level managers were also important both in the job quality design and implementation. Getting their buy in was essential as they were the primarily responsible for PCTs onboarding experiences and career mapping. They also communicated the skill sets PCTs were most deficit in and this feedback went into the design and continuous improvement of the preceptor and residency programs. These managers also nominated PCTs for award programs and allowed PCTs to be recognized on the floors. Finally, support from senior leadership had to be cultivated as well to implement the grant activities in the first place and secure resources in existing budgets to sustain them beyond the grant period. All hospitals plan to continue their recognition programs. Methodist and UT Southwestern will also continue their preceptor and residency programs as well.

Jobs and Opportunity Project

The Jobs and Opportunity Project examines the indicators and drivers of workforce inequities facing women and people of color in Dallas and Collin Counties and develops strategies for closing equity gaps. Pathways defines workforce equity as the state in which race, ethnicity, gender and other demographic characteristics no longer predict one's success in the labor market. Workforce equity also means that all workers are economically resilient and have equitable access to jobs that are safe, pay a living wage, offer benefits, and provide career pathways and opportunities for mobility. Furthermore, disparities in compensation and employment for all demographic groups across all occupations and sectors are eliminated. Once completed, the Pathways will support the release two reports in 2021. One report will focus on the data driving equity gaps and the second report will highlight six to 10 strategies which can help to close these gaps. Pathways has partnered with PolicyLink and National Fund for Workforce Solutions to conduct the research and produce both reports. The Pathways to Work Advisory Group has provided strategic direction throughout the Project.

Impact



FUNDERS

Direct Funders

Capital One Bank
 Holloway Family Foundation
 JPMorgan Chase
 National Fund for Workforce Solutions
 Pure Point Financial
 Rita Crocker Clements Foundation
 United Way of Metropolitan Dallas
 Aligned Funders
 City of Dallas
 Communities Foundation of Texas
 Texas Women's Foundation

Attends Funder Forums

Dallas Foundation
 BBVA
 King
 North Texas Asset Funders Network
 Philanthropy Roundtable

EMPLOYERS

Abroad IT Consulting
 AD Easley Services Group
 Alkami Technology
 AllState
 Amplio Recruiting
 Azpen
 Baylor
 Capital One
 Children's Health
 Cognizant
 Comerica
 Dallas Urban Consulting
 Federal Reserve Bank of Dallas
 Forever Gifts
 Fuse Technologies
 JPMC
 JPS Health
 McKesson
 Medical City Healthcare
 Methodist Health System
 MNK Infotech
 My Destek
 Parkland
 Sagiss
 Taylor Mark
 TD Industries
 Techway Services
 Texas Health Resources
 Toyota
 UT Southwestern Medical Center

ORGANIZATIONS

Black Regional Chamber
 City of Dallas
 CitySquare
 Dallas College
 Dallas County Promise
 Dallas Regional Chamber
 Dallas Truth, Racial Healing,
 and Transformation
 Federal Reserve Bank of Dallas
 Goodwill Industries of Dallas
 Hispanic Chamber of Commerce
 Inspiring Tomorrow's Leaders
 Leadership for Educational Equity
 Metro Dallas Homeless Alliance
 My Record Is Clean
 Per Scholas
 Puede Network
 Regional Black Contractors
 Association
 Revitalize South Dallas
 Texas Muslim Women's Foundation
 The Samaritan Inn
 The Commit Partnership
 The Study USA
 Wilkinson Center
 WiNGS
 Workforce Solutions Greater Dallas
 YearUp



ABOUT UNITED WAY OF METROPOLITAN DALLAS

United Way of Metropolitan Dallas is a community-based social change organization that puts opportunity in the hands of all North Texans. Working with our determined supporters, we lead the charge to improve education, income and health—the building blocks of opportunity. We invite all change-seekers in our community to

Live United to achieve lasting results right here at home. To learn more about our mission, visit

www.UnitedWayDallas.org/Focus.