



2017–2018 ANNUAL REPORT

PATHWAYS TO WORK

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



INTRODUCTION

A growing body of research and practice has found that strategies both “raise the floor” of frontline work through more predictable work schedules or facilitating stronger coordination of wages and benefits with public income supports, and “build career ladders” through more accessible education and skills training. Career ladders also include multiple on and off ramps to training and career advancement so that balancing job training with current employment and family obligations is easier, and blend basic skills education and skills training so workers can move through the educational pipeline to better jobs farther and faster.

Pathways to Work works with employers, training providers and funders to move entry-level workers up the career ladder to good jobs in growing industries by building collaborations among employers and service providers, facilitating investments in training and job quality strategies and helping good programs get better through technical assistance.

CORE STRATEGIES

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: Pathways will invest in training strategies and 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 often in partnership with one another. Pathways provides the opportunity for employers and training providers to pilot and implement best practices to help workers succeed in good jobs and ensure employers have a skilled workforce.



For Employers

- We provide technical assistance resources and philanthropic support to help employers pilot or test training or job quality practices.
- We connect employers with service providers who can help employers access skilled and ready to work employees, and retain good workers.

For Funders

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

Training/Service Providers

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

2017 ACCOMPLISHMENTS & HIGHLIGHTS

<p>Convene Thought Leaders</p>	<ul style="list-style-type: none"> » Released two-year strategic plan for how we will work with funders, employers, and training providers to create more pathways to shared prosperity and assembled a multi-stakeholder advisory council consisting of representatives from the business, education, nonprofit, philanthropy, and public-sector stakeholder groups to provide input and guidance on local trends, investment opportunities, and program and strategy development. » In collaboration with DFW Hospital Council Foundation, National Employment Law Project (NELP), and Safer Foundation, hosted forums for North Texas healthcare employers and nonprofit organizations to discuss promising opportunities for hiring workers with prior arrest or conviction record who are often qualified yet overlooked on January 12, 2017, featuring White House Champion of James, Johns Hopkins Health System. » Convened meeting of local IT training providers and boot camps to dig deeper into the factors that are driving Dallas' strong job growth in the IT sector. Our first meeting in the series focused on the types of jobs local IT staffing agencies are securing for entry-level IT workers. » Helped to launch the North Texas Healthcare Employer Learning Consortium which brings together local hospital leaders from Baylor, Scott & White, Children's, Methodist, Parkland and UT Southwestern Medical Center to share best practices for retaining frontline healthcare workers, and help them advance to higher skilled positions within their institutions.
<p>Invest Resources</p>	<ul style="list-style-type: none"> » Secured new investments from Holloway Family Foundation, National Fund for Workforce Solutions, and Pure Point Financial to support training and capacity-building initiatives. » Continued support of entry-level healthcare and IT training offered by El Centro College and Per Scholas. » Helped to launch the Step Forward Program which provides meaningful work-to-school options for youth ages 18-30 who lack the financial and/or support systems to complete a college degree program. The program is led by Serve West Dallas and Baylor Scott & White is the primary employer partner.
<p>Building Capacity</p>	<ul style="list-style-type: none"> » Brought clinical and human resource staff from Baylor Scott & White, Methodist, and Parkland hospitals and health systems to attend the 2017 Leadership Convening of National Fund for Workforce Solutions to learn how to increase business competitiveness and reduce turnover through talent development strategies. » Completed Phase 1 of the DFW Workforce Benchmarking Project. The project looked at how client outcomes of local community-based workforce development programs compare to similar programs from around the country whose outcomes are captured in the National Workforce Benchmarking Dataset. The analysis found that DFW workforce programs performed at equal or slightly higher levels than programs in the national dataset. » Kicked off local job quality project in partnership with DFW Hospital Council Foundation that will 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) within the job and to higher skilled positions.

CONVENING THOUGHT LEADERS

Releasing Two-Year Strategic Plan and Building an Advisory Group

Pathways completed a two-year strategic plan for how it plans to work with funders, employers, and training providers to create more pathways to shared prosperity. The plan reflects a culmination of key stakeholder interviews and research into local workforce trends. These efforts were supported by National Fund for Workforce Solutions through a grant provided by W.F. Kellogg Foundation.

The core strategies of the plan include:

- Convene thought leaders to help us develop innovative training strategies that move entry-level workers onto middle-skill career paths in high-growing industries.
- Invest and align resources to support career advancement of low-income workers. Pathways creates opportunities for funders to support workforce development projects in collaborative or aligned ways. The initiative is led by United Way of Metropolitan Dallas, and draws from the organization's expertise and track record of investing in the most effective and life-changing programs for over 90 years.
- Build capacity of training providers in order to help these programs achieve higher client educational attainment, job placement and retention, and economic mobility outcomes.



PATHWAYS to WORK
STRATEGIC PLAN 2017-2019



Cover of 2017-2019 Strategic Plan

By advancing these core strategies, Pathways to Work aims to support programs and strategies that “raise the floor” and “build career ladders.” Raise the floor strategies improve the quality of frontline work so workers can maintain employment and be successful on the job. Career ladders enable frontline workers to access education and skills training more easily so they can move through the educational pipeline faster and achieve career advancement. Taken together, raising the floor and building career ladders help more workers achieve financial stability and thrive in our community's growing prosperity.

To help Pathways implement the plan, the initiative assembled a multi-stakeholder advisory group consisting of representatives from the business, education, nonprofit, philanthropy, and public-sector stakeholders. The group met on July 11 and December 7, 2017 think through strategies for promoting job quality in the healthcare sector, helping more adult education students enroll and complete technical training programs, and ensuring newly trained entry-level IT workers secure gainful employment.

White House Champion of Change Talks with Local Hospital Leaders

On January 12, DFW Hospital Council Foundation, National Employment Law Project (NELP), Safer Foundation, and Pathways hosted forums for North Texas healthcare employers and nonprofit organizations to discuss promising opportunities for hiring workers with prior arrest or conviction record who are often qualified yet overlooked.

The forums featured a presentation by White House Champion of Change, Michele Sedney, Senior Director, Central Recruitment Services of Johns Hopkins Health System, based in Baltimore, who walked through the system's successful program of hiring workers with records. In a 5-year evaluation study of the program, workers with records had lower turnover rates for their first 40 months of employment when compared to workers without records during the same time.



Pictured: Sodiqa Williams of Safer Foundation

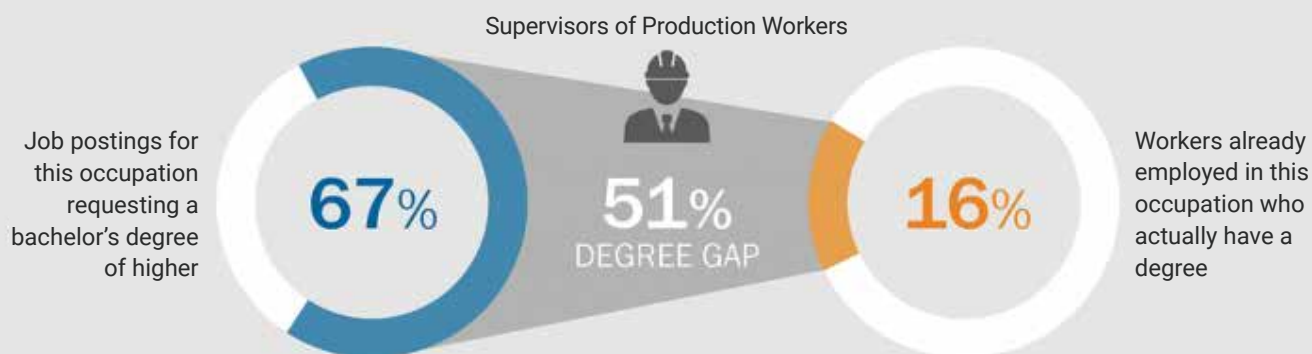
The forums also included local experts from Group One HR Experts, Unlocking Doors, Café Momentum, Miles of Freedom, and Prisoner Entrepreneurship Program who shared resources and strategies to help employers extend more hiring opportunities to workers with records.

Summit with Local IT Training Providers Centers on Degree Inflation in Local Job Market

On March 1, Pathways hosted a meeting of local IT training providers and boot camps to dig deeper into the factors that are driving Dallas' strong job growth in the IT sector. Summit participants included Coding Dojo, Colaberry, Computer Minds, Dallas Coding Academy, Dev Mountain, The Iron Yard, and Per Scholas. Women Who Code—Downtown Dallas Chapter facilitated the discussion during which training providers described the structure of their programs, the typical student profile, and types of jobs landed by graduates. They also explored shared challenges and opportunities for cross-program collaboration.

DEGREE GAP: THE DIFFERENCE BETWEEN THE PERCENT OF JOB POSTINGS REQUIRING A COLLEGE DEGREE AND THE PERCENT OF INCUMBENT WORKERS WITH A COLLEGE DEGREE

In the Supervisor of Production Workers occupation, 67% of employers request a college degree in postings, but only 16% of the current workforce has a college degree. This amounts to a 51% degree gap.



Source: Burning Glass Labor Insight 2015 Summary Table. See also Appendices 1, 2 and 3.

One challenge facing many local trainers is the difficulty they face in helping some graduates get hired into full-time positions at Dallas' larger companies. Graduates who have in-demand certifications but lack four-year college degrees seem to get screened out by frontline human resources personnel at these companies. Unfortunately, this isn't an isolated situation. A 2014 report by Burning Glass called the trend "upcredentialing" and occurs when employers seek

college graduates for positions that used to require sub-baccalaureate training. In middle-skill IT positions such as IT help desk or network support staff the preference for workers with bachelor degrees has increased. The Burning Glass report found that while 70 percent job postings for community network support specialists and 60 percent of postings for community user support specialists require a bachelor's degree only 39 percent of current job holders in these positions had these degrees. This suggests that many employers may be relying on a screening technique that does not necessarily correlate to the technical skills required for success on the job. The practice can exacerbate skill shortages already plaguing employers because it keeps them from accessing wider pool of qualified workers. Pathways will look for ways to build stronger connections between IT training providers and local employers as one strategy to bridge this disconnect.

North Texas Healthcare Employers Learning Consortium Focuses on Supporting Frontline Workers

With support from Pathways to Work, DFW Hospital Council Foundation acting as the lead convener and Parkland Hospital serving as the employer leader, human resources and clinical staff from Methodist, Children's, UT Southwestern, JPS Health Network, and Baylor University Medical Centers are now meeting regularly to exchange practical experience and best practices for retaining and upskilling frontline healthcare workers. These workers play critical roles in providing care and maintaining our healthcare system. Learning consortium meetings were held on April 27, July 13, September 18, and December 4.

This effort builds off of last year's Career Pathways in Health Care – Best Practices Forum hosted by DFW Hospital Council Foundation and Pathways to Work. The healthcare learning consortium in Dallas is first looking at the hiring and retention challenges associated with the Patient Care Technician position. This includes conducting focus groups of workers currently employed in this role to understand the specific factors that keep them motivated, and the types of assistance that would help these workers achieve other career goals.

INVESTING IN TRAINING STRATEGIES

New Investors

Pathways secured new investments from Holloway Family Foundation, National Fund for Workforce Solutions, and Pure Point Financial to support training and capacity-building initiatives.

Continued Support of Career Pathways Training

Healthcare Training

Pathways continued to support of entry-level healthcare and IT training offered by El Centro College and Per Scholas. The healthcare training program helps low-income students earn the Patient Care Technician certification. What makes this program unique and effective is El Centro College instructors conducting healthcare trainings at Sharing Life Community Outreach. Sharing Life connects students with supportive services and financial education so they can focus on completing training as well as obtaining and retaining employment. Your investment in this partnership helps to cover tuition, exam fees, student supplies, and immunizations. Covering these costs for low-income students is critical as these expenses often keep these students from pursuing careers in healthcare.



Pictured: Step Forward Program Participants

Through aligned funding strategies, Pathways helps frontline workers and young adults. Food service or janitorial workers at Parkland Hospital can obtain Patient Care Technician Certification, and pursue associate degrees in healthcare-related fields at El Centro College. In the Step Forward Program, young adults ages 18-30 get meaningful work-to-school options. The program is led by Serve West Dallas and Baylor Scott & White serves as the primary employer partner. Step Forward program participants first take classes to build character, employability and introductory healthcare skills. Once training is completed, they go through Baylor University Medical Center's hiring process and are placed in paid jobs as PCTs. While working, the fellows receive case management from Anthem Strong Families, a social services organization and mentoring from the medical center's chaplain staff. What makes this approach so unique and transformative is that business and nonprofit leaders are working together to ensure entry level workers have the necessary support systems at the time of hiring so that they can stay on the job and eventually advance to higher-skilled positions.

IT Training

Aligned funding also supports IT training through which veterans, their spouse, and low-income adults earn the CompTIA A+, Network +, and cyber security certifications needed for a variety of middle-skill information 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.

BUILDING CAPACITY



Pictured: Paul Rumsey, Chief Learning Officer, Parkland Hospital

Local Employers Participate in National Leadership Convening

Pathways helped to bring clinical and human resource staff from Baylor Scott & White, Methodist, and Parkland hospitals and health systems to attend the 2017 Leadership Convening of National Fund for Workforce Solutions to learn how to increase business competitiveness through employee skills development; build a talent pipeline to support local industry and help residents access good jobs; reduce turnover and improve employee morale with innovative talent development strategies; and best practices for investing in frontline workers.

Completed Phase 1 and Launched Phase 2 of the DFW Workforce Benchmarking Project

Pathways completed Phase 1 of the DFW Workforce Benchmarking Project. The project looked at how client outcomes of local community-based workforce development programs compare to similar programs from around the country whose outcomes are captured in the National Workforce Benchmarking Dataset.

The analysis found that DFW workforce programs performed at are equal or slightly higher levels than programs in the national dataset. For instance:

- Despite fewer service hours and more varied experience, DFW job placement rates are comparable to the National Dataset for participants completing services (average of 70% vs. 69%).
- DFW job quality indicators are much stronger than those in the National Dataset. The DFW average starting wage is \$13.24 vs. \$11.07 nationally, and DFW programs reported an average 64% of jobs with access to health benefits vs. 39% nationally.
- Although job retention data was limited (see below), DFW three-month retention rates are also slightly higher. For those reporting, an average of 73% of those placed in jobs were confirmed as still working after three months vs. 70% nationally.
- DFW workforce programs have been in operation for less years and are shorter in length, but tend to offer more services to clients than programs in the national dataset.
- DFW provider organizations are more varied in their years of experience providing workforce services. One quarter (25%) of DFW organizations have been offering workforce services for five years or less, compared to 10% nationally.
- Even with more skills training, participant time spent in DFW pre-employment activities is significantly less than for participants in other National programs (a median 4 of 61 hours for DFW vs. 160 hours nationally).

The DFW workforce provider organizations are more likely to also provide other services (e.g., housing, domestic violence shelter, emergency assistance) than those in the National Dataset. Nationally, 59% of organizations surveyed were primarily offering workforce-related services (those focused on preparing participants to obtain and succeed in employment), compared to only 15% of DFW respondents noting that as a sole focus.

Table 3: Workforce Benchmarking Network Outcomes: Fall 2016 Dataset

Outcome	DFW Programs (n=20)				National Dataset Programs (n=259)			
	n ⁷	Mean ⁸	Median ⁹	75 th Percentile ¹⁰	n	Mean	Median	75 th Percentile
Program Completion	14	84%	88%	100%	184	74%	81%	95%
Completer Placement	10	70%	73%	77%	107	69%	70%	85%
Enrollee Placement	20	52%	54%	65%	259	50%	49%	66%
Wage	18	\$13.24	\$12.11	\$14.85	239	\$11.07	\$11.30	\$11.96
Full-Time	16	81%	91%	99%	228	64%	66%	88%
w/Health Benefits	13	64%	63%	86%	164	39%	33%	56%
3-Month Retention	13	73%	75%	92%	204	70%	73%	84%
Wage	9	\$14.29	\$11.61	\$17.70	122	\$11.25	\$10.15	\$12.33
6-Mont Retention	7	60%	63%	92%	143	56%	59%	76%
Wage	5	\$14.80	\$12.41	\$20.99	94	\$11.46	\$10.37	\$12.75
12-Month	4	49%	47%	88%	87	44%	44%	65%

Richer data on clients enrolled or graduated from local workforce programs is needed to fully understand how they are faring in the labor market.

- Insufficient data is available on longer-term job retention after placement, which is essential in assessing the effectiveness of services. The percentage of DFW programs able to report retention was 35% at six months (vs. 55% nationally), and 20% at 12 months (vs. 70%).
- For the DFW programs covered in the survey, there was often less data available on participant demographics such as reading level, educational attainment, and criminal background status than in other national programs. This is information which could help programs better understand who's being successful (and who's not), in order to make improvements to services and target needed community partnerships.
- There appears to be a heavier reliance by DFW programs on client self-reporting to confirm wages and job retention, versus employer confirmation, pay stubs or other means of validating that information. For example, only 15% of DFW programs reported verbally contacting employers for verification vs. 41% of programs nationally.

These findings give program administrators, funders, and other key stakeholders a better understanding of what's going well and where additional investments in program development and capacity-building could help drive innovation and increase the impact of local workforce programs.



In Phase 2 of the benchmarking project, participating organizations select a continuous improvement effort based on the findings from its customized benchmarking report. These efforts largely focus on job retention and tracking, client recruitment, employer engagement. Job retention goals focus on improving job retention rates of clients at the 3 month, 6 month, and 1 year marks and being able to contact clients more consistently after program completion and job placement. Client recruitment goals focus on increasing the number of client enrollments, and reducing drop outs. Employer engagement goals focus on increasing the number of employers who provide work-based learning opportunities.

Each participating organization will assemble a “team” to participate in onsite coaching visits and follow-up conference calls with Corporation for a Skilled Workforce. Each organizational team works with Corporation for a Skilled Workforce to set baseline metrics or interim milestones and track change over time in between onsite coaching sessions and conference calls. As part of the project, Pathways also host larger forums for the teams to come together for cross-organization peer learning every six months.

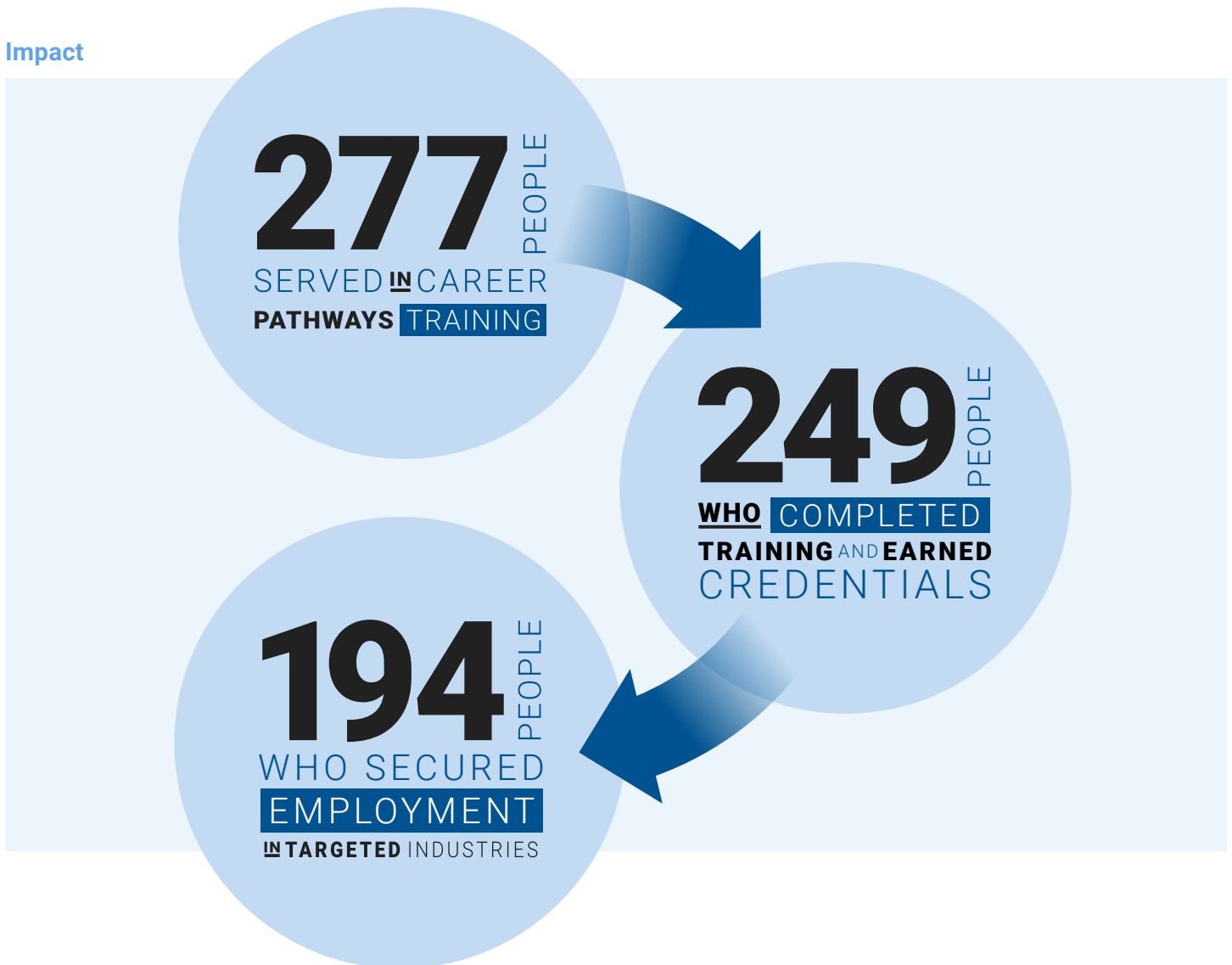
Kicked off Project to Advance Job Quality Strategies in the Healthcare Sector

The National Fund announced that it is awarding \$100,000 to Pathways to Work a partnership of employers, funders, and training providers led by United Way of Metropolitan Dallas to advance job quality strategies in the healthcare industry. The grants, made possible through The Prudential Foundation, will enable local employers to incorporate new skill development strategies and/or business practices that will improve their competitiveness and result in better jobs for workers. Pathways to Work was chosen from the National Fund for Workforce Solutions network of more than 30 communities to lead this innovative program.

With this grant, Pathways to Work and DFW Hospital Council Foundation will 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) within the job and to higher skilled positions by implementing three core strategies:

- 1 Facilitate Peer Support, Mentoring, and Employee Feedback Loops to help PCTs feel more engaged with co-workers, supervisors, and the broader healthcare institution.
- 2 Develop career maps and strategic communication tools on advancement opportunities available to PCTs to help these workers see that the PCT position is an important first step in a long and rewarding healthcare career that may include a variety of positions not exclusively tied to nursing.
- 3 Launch public recognition programs to show the importance of PCTs on the patient care team to empower frontline supervisors and patients to recognize excellent care of PCTs in ways that elevate the position in the broader hospital/health systems.

Impact



FUNDERS

Direct Funders

Bank of America
 Capital One Bank
 Capital One Foundation
 IBM
 JP Morgan Chase
 ORIX Foundation
 Holloway Family Foundation
 Pure Point Financial
 Aligned Funders
 City of Dallas
 Communities Foundation of Texas
 Dallas Women's Foundation
 Attends Funder Forums
 Dallas Foundation

EMPLOYERS

Participated in convenings or healthcare employer learning consortium

Baylor
 Children's Health
 Cooks Childrens
 JPS Health
 Kindred Hospitals DFW
 HCA North Texas Division
 JPS Health
 Medical City Healthcare
 Methodist Health System
 Parkland
 Tenet
 Texas Health Resources
 Texas Scottish Rite Hospital for Children

TRAINING PROVIDERS/ COMMUNITY-BASED ORGANIZATIONS

Participated in Symposiums or Workforce Benchmarking Collaborative

Allen Community Outreach
 Buckner Children & Family Services
 Catholic Charities of Dallas
 Catholic Charities of Fort Worth
 CitySquare
 Community Education Center
 Community Learning Center
 El Centro College
 HIS Bridge Builders
 International Rescue
 Interfaith Community Services
 Inspiring Tomorrow's Leaders
 Irving Cares
 The Family Place
 Jubilee Center
 Martha's House
 Metrocrest Services
 Miles of Freedom
 New Horizons of CLC of Dallas
 Pathfinders
 Per Scholas
 Prison Entrepreneurship Program
 Salvation Army
 Samaritan Inn
 2nd Saturday
 Sharing Life Outreach
 The Senior Source
 UNITE
 Wesley Mission Center
 WiNGS
 Wilkinson Center
 The Women's Center
 Zipcode Connection



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.