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Scaling Sectoral and Career Pathway Programs

By Christopher T. King and Heath J. Prince

Emerging evidence shows that sectoral and career pathway programs are becoming effective strategies for increasing the employability, employment, earnings and other outcomes for jobseekers while leading to positive returns for employers, taxpayers and society as well. The question now is how to sustain, replicate, and scale them.

Sector Strategies

The family of strategies to help low-income, low-skilled individuals succeed in the labor market and help employers meet their needs for workers with the right mix of skills began to emerge in the 1980s and 1990s. Initially, these strategies were designed to respond

to the needs of key industry groups in various sectors by aggregating employer demand for common skills in order to introduce efficiency into the workforce development system.

According to Conway et al. (2007), sectoral strategies address three main goals simultaneously: 1) increasing worker skills; 2) improving productivity; and 3) enhancing regional competitiveness. They also complement cluster-based economic development in states and regions that are actively pursuing such strategies.

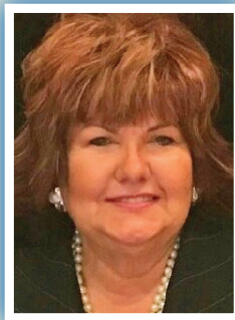
Career Pathway Strategies

Over time, sectoral strategies began

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NAWDP Member Profile

Workforce Development Professionals are everywhere!



Nita D'Agostino, CWDP

Executive Director, Program Development Administration

PathStone, Inc

Kennett Square, PA

What caught my eye was an Employment Specialist position. It sounded particularly interesting because of its connections to employers and working with limited English proficient participants. The minute I began my employment, I knew this was the job for me.

I firmly believe that often we can become successful in the things we choose to do because of a personal connection. I grew up in a monolingual Italian household where I primarily spoke Italian, and English secondarily. My parents were both monolingual and afraid to speak English for fear of making a mistake.

My father particularly was college educated in Italy. Yet, once he came to the United States his language barrier prohibited him from pursuing teaching at the college level. When I spoke to him and he responded, I continuously thought to myself how brilliant he was. At times

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NAWDP

National Association
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Professionals

Ageism in Hiring is Real

By Al Smith

Dictionary.com's second definition of ageism reads "a tendency to regard older persons as debilitated, unworthy of attention or unsuitable for employment."

But, you already knew that, didn't you?

Just as Baby Boomer hiring managers often prejudge a younger candidate's work ethic and qualifications, younger hiring managers tend to hold a bias against Boomer candidates. The popular term is Ageism; and, yes, ageism is rampant.

But, if you are seeking a job and are aware of those biases beforehand, you can prepare for, and turn them, to your advantage.

Among other places locally and nationally, I 'm a regularly scheduled speaker at America's largest church-base career ministry, the Roswell United Methodist Church in Roswell, Georgia. My class is called Baby Boomer's Guide to Employment and much of the material for the presentation comes from research conducted for my book, HIRED! Paths to Employment in the Social Media Era.

The first part of the Boomer presentation is an attempt to scare the bejesus out of the audience so they come to the realization that ageism is real. But, I then go on to tell them that if they employ tactics other than just traditional search methods (resume, job boards, recruiters, traditional networking and endlessly sitting on their butt in front of a computer screen), they can get the interviews they are not getting at present.

While researching ageism for HIRED!, I uncovered many surveys on what "hidden objections" younger managers have about us. Let's get them out in the open and then formulate a plan to overcome them. The greatest biases are these:

1. Older people won't work for a younger manager, or with a younger team

2. Older people are often overqualified
3. Older people lack energy
4. Older workers have health problems
5. Older people are not mentally agile
6. Older workers can't deal with change

Use these responses, or your variations of them, and the recommended actions and attitudes, to succeed.

Older people won't work for a younger manager, or with a younger team

- "I have thrived working for younger managers. It's been my experience that their energy level is contagious. I can sense your intensity and look forward to working closely with you."
- "I have both led and worked on teams with members younger and older than I am. In every case, we have been successful. You can expect exactly that when you hire me."

Older people are often overqualified (and might threaten my job)

- "As you can tell -- you have said -- I am highly qualified. I want to bring my qualifications to your team."
- "I no longer feel the need to 'rule the world.' Use my qualifications to hasten your rise through the ranks."

Older people lack energy

- Always sit forward and toward the edge of your chair.
- Be animated!
- Display "controlled excitement."
- Ask about their activities and talk about yours.

Older workers have health problems

- DO NOT talk about your health problems; instead, mention how

energetic you are.

- "Many of my friends both young and old have health issues. I on the other hand, can't even remember the last time I had a cold! I bet you're fit as a thoroughbred, too."

- "You can always count on me to be there. I almost never take a sick day."

Older people are not mentally agile

- Talk about what you have done recently.
- Write LinkedIn Posts!
- Get 500+ LinkedIn connections ASAP
- Mention something you've blogged, tweeted, commented on, etc.

Older workers can't deal with change

- "You know, one of the few things you can count on is change. I feel sorry for people who don't relish change, or can't run with new technology, don't you?"
- "I believe that people who aren't moving forward with, or ahead of, the technology curve are missing the boat."
- "I tend to be a change agent."

Remember, you bring a lot to the table!

Keep in mind the words of Maria Reynolds-Diaz of AARP, formerly the American Association of Retired Persons: "Baby boomers come with a lot of expertise, knowledge, and leadership. They're known to be very dependable, honest, reliable..."

Can you see, now, how you can turn negative bias into a positive?

Use these to your advantage to differentiate you from the "stodgy old farts" and you are more likely to land the position you seek."

NAWDP MEMBER PROFILE

Continued from front page 1

throughout my career, I have thought how much more he could have accomplished if he had had access to some of the programs we all operate today, and how his life could have been so different. Was he successful? -- he was, absolutely. But he never had the opportunity to work in the field he loved.

Now here I am with over 33 years of workforce development experience in developing programs for multi-barriered populations. I have personally experienced the transition from the Comprehensive Employment and Training Act (CETA) to the Job Training Partnership Act (JTPA), to the Workforce Investment Act (WIA), and now to the new Workforce Innovation and Opportunity Act (WIOA). Today, PathStone's participants-- whether a migrant and seasonal farmworker, an ex-offender, a TANF recipient, a youth participant, or a participant of the Senior Community Service Employment Program (SCSEP), just to name a few -- are assured that barriered populations have the necessary skills to keep up with a demanding and changing job market.

What is the most exciting thing about being a workforce development professional?

The most exciting thing about being a workforce development professional is having the opportunity to improve employment opportunities for all workers. It is evident that having a workforce development professional involved in learning new trends assures that participants gain tangible skills and knowledge relevant to their upward mobility in the workforce. This is an exciting time where workforce development has the opportunity to change the labor market prospects for disadvantaged workers by building a strategy to bring together job training, education, human services and economic development. While at the same time meeting the needs of current and future business and industry.

What do you value most about your NAWDP membership?

Since workforce development is critical to the success of all the programs we operate within the PathStone

Corporation, NAWDP assures we continuously improve our services to job seekers. PathStone staff continuously strive to achieve credentials in case management, and job development and business services. Furthermore, NAWDP identifies new funding sources that may connect to other programs PathStone may operate. More importantly, NAWDP provides us the opportunity to connect with other workforce development professionals from around the country to share our experiences and learn from one another.

Why did you apply for your CWDP?

Initially, I applied for my CWDP in 2001 to lend a professional capacity to what I do every day. But today, the profession has expanded rapidly and has developed competencies that assure that we keep up with new trends. Today, I have ensured that not only my direct reports carry the credential but those they directly supervise are moving towards achieving.

SCALLING SECTORAL AND CAREER PATHWAY PROGRAMS

Continued from front page 1

successfully taking them to scale have long been the concern of policymakers at the federal and state level. These replication efforts have employed differing models and approaches, faced numerous challenges, and taken advantage of different opportunities along the way.

Replication and scaling are fraught with serious challenges, the biggest of which is simply the lack of adequate resources. Second, key components, activities or services for effective models may simply not be permitted under particular programs or funding streams or may be difficult to support and implement across funding streams and platforms. Third, state or local policy orientations and priorities may also inhibit expansion of these models. Finally, some community and technical colleges are eager workforce partners, while others are largely focused on performing the academic transfer function for 4-year institutions of higher education.

There are real opportunities as well. Policymakers on both sides of the aisle and the wider public appear to be acutely aware of the skills challenges the United States

now faces in maintaining its competitive edge and willing to fund evidence-based initiatives to address these concerns. Second, any number of organizations and networks now appear to be strongly supportive of the expansion of sector-based and career pathway approaches. Finally, career pathways approaches are tailor-made for the "completion agenda" promoted by the Obama administration, and taken up by multiple governors, of 60 percent of the adult population attaining postsecondary credentials by 2025.

Concluding Thoughts

Scaling up effective sector-based and career pathways strategies will likely be necessary if the nation's economy is to remain competitive globally.

The education and training provided by career pathways have been an integral part of the apprenticeship system for many decades. Attempting to recreate and bring to scale strategies that have long been a part of a labor contract without organized labor will subject them to politically-driven budgeting decisions.

Scaling up these practices can be accomplished only if these practices are part of a more comprehensive commitment to workforce development that includes a significantly larger investment on the part of government and, ideally, representation of workers' interests by organized labor.

This article is based on the King and Prince chapter in Carl Van Horn, Todd Greene and Tammy Edwards, Eds., *Transforming U.S. Workforce Development Policies for the 21st Century* (Federal Reserve, 2015), which can be accessed at: <https://www.kansascityfed.org/~media/files/publicat/community/workforce/transformingworkforcedevelopment/bookbychapter/ch8-moving-pathway-programs.pdf?la=en>

Christopher T. King is a senior research scientist and lecturer, and Heath J. Prince is the director and research scientist, at the Ray Marshall Center, LBJ School of Public Affairs, at the University of Texas at Austin (<http://raymarshallcenter.org/>). You can reach them at chris.king@raymarshallcenter.org and heath.prince@raymarshallcenter.org

NAWDP MEMBERS ELECT REGIONAL AND AT-LARGE DIRECTORS

Last month, NAWDP members voted for regional and at-large directors. NAWDP is excited to announce the results and thanks all of the members who voted.

- Region 1 – Pamela Tonello, CWDP, Director of Special Programs, Capitol Workforce Partners, Hartford, CT
- Region 2 – Luayda Ortiz, Director, Training & Employment, Pathstone, Ponce, PR
- Region 3 – Valaryee Mitchell, CWDP, Workforce Administrator, City of Richmond, Richmond, VA
- Region 4 – Kim Meadows, CWDP, Career Advisor, Northeast Georgia Regional Commission, Athens, GA
- Region 5 – Sherry Kelley Marshall, President and CEO, Southwest Ohio Region WIB, Cincinnati, OH
- Region 6 – David Barch, CWDP, Director of Programs, Workforce Investment Board of Eastern Arkansas, West Memphis, AR
- Region 7 – MaryAnn Lawrence, CWDP, President and CEO, Center for Workforce Learning and Power Notes Publications, St. Louis, MO
- Region 8 – Shawn Fick, CWDP, Co-Director, IowaWorks Greater Siouxland, Vermillion, SD
- Region 9 – Maxine Suka, CWDP, Program Manager, KRA Corporation, San Diego, CA
- Region 10 – John Hawkins, Senior Consultant, Workforce & Economic Development, EMSI, Moscow, ID
- At Large – Heather Leach, CWDP, Program Director, ManpowerGroup Public Sector, Orofino, ID
- At Large – Nanette Robertson, CWDP, Executive Director, Eastern Workforce Investment Board, Inc., Muskogee, OK
- At Large – Terri Leisten, President, Dynamic Workforce Institute, Colleyville, TX

These dedicated professionals take their positions on July 1st and will help determine the direction and scope of NAWDP's efforts.

Interested in becoming more involved with NAWDP? Keep your eyes open in the next few months for volunteer opportunities on our committees and task forces. We need great ideas and YOUR expertise to help ensure that we continue to meet the needs of workforce professionals nationwide.

JUST THE FACTS...On INTERNSHIP

- 1.5 Million** Number of interns deployed nationally in 2013.
- 1%** Percentage of skilled workers who are interns in the total U.S. labor force of 152.7 million.
- 28%** Segment of interns taken on by nonprofit organizations
- 48%** Percent of interns who are paid. The number of salaried internships on student help and placement site Chegg has been growing. In 2012, 32% of interns were paid, and of those, 63% got job offers upon graduation.
- \$52,000** Average first-year salary of paid interns who get jobs after graduation. Unpaid interns average \$36,000.

Source: [Chegg](#); [Georgetown University Center on Education and the Workforce's analysis of data from the National Association of Colleges and Employers](#)

CFED'S 2016 SCORECARD PAINTS A BLEAK BUSINESSES & JOBS LANDSCAPE, ESPECIALLY FOR COMMUNITIES OF COLOR

By Lebaron Sims

Stable, well-paying employment is among the foundational components of household financial stability. Without a reliable source of income and the benefits typically associated with employment, many households are left outside the economic mainstream, relegated to the fringe, with little to no available options for wealth building or upward economic mobility.

Likewise, while the recession of the past decade decimated the global economy and doubled the unemployment rate, the subsequent recovery has done little to restore households to their previous earning levels. As a result, each state has the opportunity – and responsibility – to

support its residents as they strive toward financial independence and well-being.

The Corporation for Enterprise Development's (CFED) 2016 Assets & Opportunity Scorecard serves to hold states accountable by tracking both a comprehensive set of outcomes and the policies states have implemented that best protect and encourage the financial security of their residents. The Scorecard also paints a vivid picture of the relative financial stability of families in each state by benchmarking all 50 states and the District of Columbia against one another across five issue areas related to household financial security: Financial Assets & Income, Businesses &

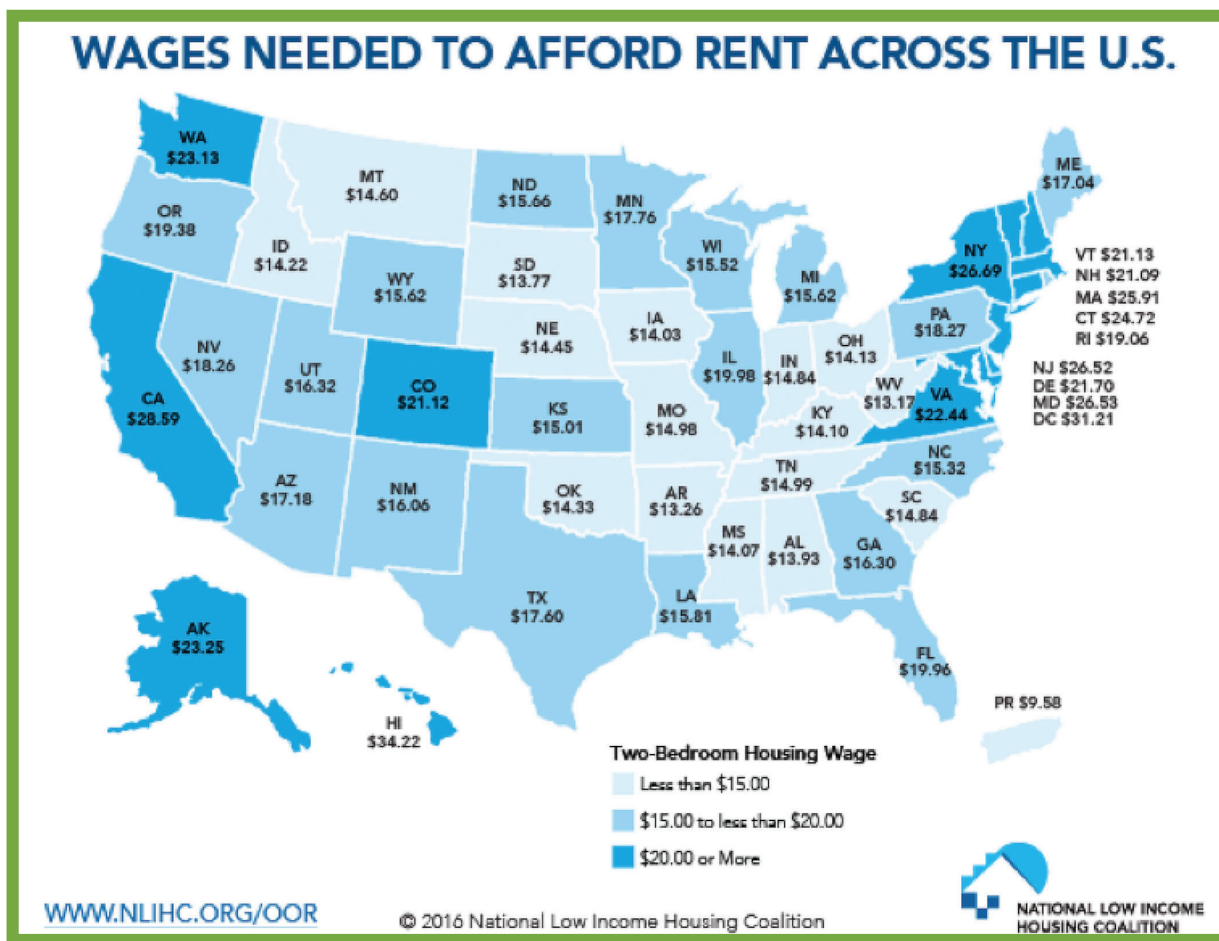
Jobs, Housing & Homeownership, Health Care, and Education.



ASSETS & OPPORTUNITY SCORECARD

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CFED'S 2016 SCORECARD....

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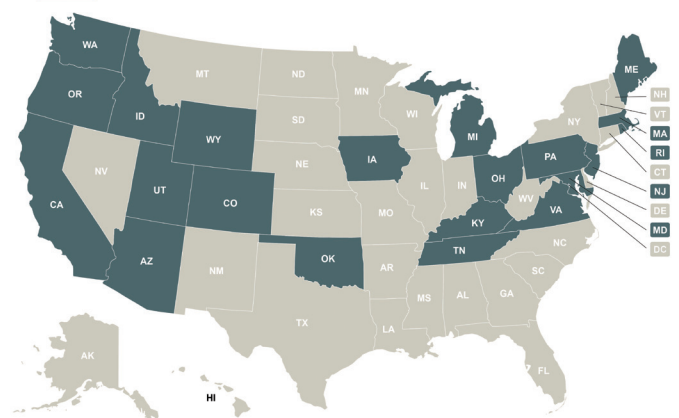
This year's report finds that, while most macroeconomic indicators suggest the economy has fully rebounded, millions of households across the country have failed to see meaningful improvements in their financial well-being. Nowhere is this finding made clearer than in the Businesses & Jobs issue area.

Indeed, even as the national unemployment rate dropped to below five percent over the past year, the underemployment rate – which includes workers looking for, but unable to find full time work, as well as discouraged workers who have stopped searching for jobs – remains nearly double that, at 10.8 percent. The percentage of low-wage jobs remains elevated as well. More than one in four jobs nationally – and, in nine states, more than one in three jobs – pay an annual wage lower than the national poverty threshold.

Even these findings, however, understate the degree to which many Americans have been left behind by the recovery. African-Americans are unemployed at double-digit rates in 35 states, whereas the state unemployment with the highest unemployment rate for White workers is seven percent (Nevada).

As a result of these disparities in both employment and business ownership outcomes, it has become clear that too few states have fostered an environment in which entrepreneurs and workers of all colors and sizes can flourish. In order to better support both its labor force and microbusinesses, each state should make strong investments in microbusiness development.

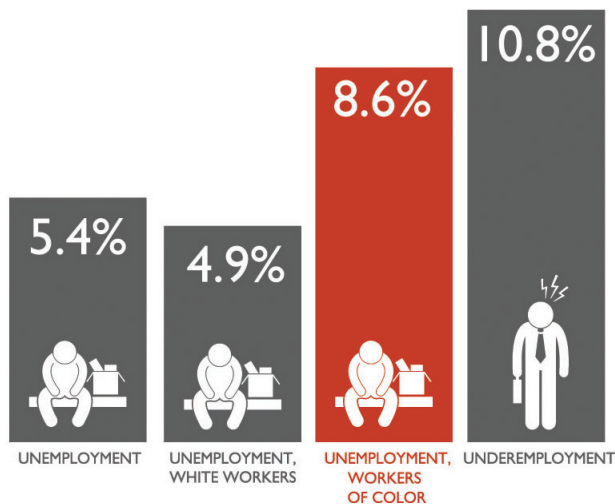
21 STATES SUPPORT SECTOR PARTNERSHIPS FOR WORKFORCE DEVELOPMENT



ASSETS & OPPORTUNITY
SCORECARD

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UNEMPLOYMENT BY RACE



This can be accomplished by channeling federal Community Development Block Grant (CDBG) and Workforce Innovation and Opportunity Act (WIOA) dollars toward programs that specifically serve low-income entrepreneurs. Additionally, states can create new opportunities for stable employment by supporting workforce development through sector partnerships. Twenty-one states have already taken this approach.

While the Scorecard may paint a rather bleak picture of the financial health of American households, its clearest finding is that opportunity remains, even if the window has narrowed for an increasing number of households and workers. By connecting outcomes directly to each state's policies, the Scorecard offers direct and proven remedies to which all stakeholders and policymakers can aspire.

For more data, including a full breakdown of policies your state can implement to help workers and small businesses survive and thrive, visit the Scorecard (<http://assetsandopportunity.org/scorecard/>), or download the full 2016 Scorecard report, "The Steep Climb to Economic Opportunity for Vulnerable Families" (http://assetsandopportunity.org/scorecard/about/main_findings/). For a full exploration of how to use the Scorecard and its many accompanying resources, check out the video walk-through (http://cfed.org/knowledge_center/resource_directory/search/2016_scorecard_walk_through).

Lebaron Sims is a research manager at the Corporation for Enterprise Development. She can be reached at LSims@CFED.org.

ASSETS & OPPORTUNITY
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Likely due to their efforts to replace income lost through the recession, people of color have turned to business ownership at increased rates in recent years. The Scorecard found that 15.7 percent of the non-White labor force owns a business. Still, minority-owned businesses are far likelier to have no paid employees, a distinction that keeps many of these businesses from being a wealth-generating vehicle. As a result, the average value of a White-owned business (\$656,364) is nearly three times that of the average minority-owned business (\$224,530).

WORKFORCE DEVELOPMENT MATTERS!

September is quickly approaching and that means it is time for Workforce Development Month celebrations. This year, the initiative takes on greater importance with the threats to funding for many workforce programs such as WIOA and SCSEP. It is time to educate decision-makers at the local, state, regional, and federal level that workforce development programs are important to the competitiveness and economic vitality of our nation. And, it is time to step up our advocacy efforts on behalf of our clients!

We all know the situation. Current churning in the economy is causing disruptions in the employment sector. Workforce programs are innovating and succeeding in spite of funding cuts and new requirements. But, adequate support is needed to continue to improve and meet the goals of our system.

Over the next few months, the National Association of Workforce Development Professionals (NAWDP) will be **launching an initiative** to address these oversights, which will involve videos, free virtual training, and fact sheets. We will be working to find common ground among the major workforce development related organizations, to **educate legislators** on the return on investment that our programs provide, and to **rally our many supporters** to work with us to strengthen public policy and programs across the spectrum of workforce development. And, you can help!

Public policy is all about relationships and partnerships. Relationship building can take a variety of forms and it is easy to find one that meets your unique situation. For example:

- Publicize your Success!** Brag a little -- you have earned it. During Workforce Development Month, you could hold an open house in your center for the community, write an op-ed for your local paper about the benefits of your work, or even invite local participants to share their success stories with local decision-makers at a coffee reception. Additionally, reach out to your elected officials such as your mayor, city council, governor, or local workforce investment board to get September designated as workforce development month in your community.

- Share your Knowledge!** Knowledge is power so keep abreast of federal and state legislative and regulatory changes. One of the key components of the Certified Workforce Development Professional (CWDP) credential is the ability to relate public workforce development policy, initiatives and funding sources with the current system. Monitor what is happening in Washington, D.C. and elsewhere by reading legislative updates and alerts. Share that knowledge with your colleagues and your business partners to keep them up-to-date on legislative initiatives that may impact the way that they conduct their business.

- Become the “go to” Person!** Decision-makers cannot be expected to make good decisions unless they have good information. This is where you play a vital role. Document your success stories, study the recent research indicating the cost-effectiveness of providing workforce development services to un- and under-employed individuals. Offer your services as a conduit of information. Be prepared to advise the decision-makers on the potential impact of public policy on the workforce development system and its customers.

Still feel that this is too much to take on? Take a moment to **consider what will happen if we do NOT take action:** continued cuts in public funding, a lack of training opportunities to help youth and adults prepare for high demand and emerging occupations, and lower tax receipts because members of your community did not receive the services they need to successfully transition into the workplace. If we as a nation are unable to address the workforce needs of employers, more companies will be propelled to relocate outside of the United States. We cannot let this happen.

Whether you serve ex-offenders, youth with disabilities, welfare recipients, transition veterans or un/under-employed adults -- we are all workforce development professionals. Moving forward, let's join together and send a strong message to policymakers at all level that Workforce Development Matters!



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Empowering Career Seekers Through Coaching with Dynamic Works Institute

Dates: July 27 - August 24, 2016

Time: 2:00pm ET – 3:30pm

Fees: Members: \$300 | Non-members: \$375



The overall goal of this learning experience is to give Career Coaches the means to be instrumental in how they go about the important role of coaching customers to be their best! Effective coaching strategies in Workforce Development means ensuring customers have the support, tools, and confidence, to work through the steps to move toward their goals, and to look for ways to continuously build on successes.

July 27, 2016: Module #1: Create a Winning Strategy

This session will focus on how to effectively strategize their plan of action with customers, to start off on the right foot.

August 3, 2016: Module #2: Drafting Your Players

Now that Career Coaches have developed a winning strategy for working with customers, the next step to effectively coach, is to focus on building a strong rapport.

August 10, 2016: Module #3: Training Camp

This session will explore some proven techniques to empower customers through focused goals, establishing customized training plans, and effectively measuring performance.

August 17, 2016: Module #4: Game Day

This session will share with Career Coaches how they can continue to reinforce the customers' game plan and strategy while effectively coaching through the chaos and background noise.

August 24, 2016: Module #5: Building a Dynasty

This session will focus on utilizing the concepts in the previous sessions, and will incorporate some new techniques, to develop coaching best practices for helping customers excel with long-term success within the follow-up services timeframe, and after workforce services cease.

Space is limited – Register at www.nawdp.org today!