



WorkRise

Leveraging Workers' Skills for an Inclusive Economy: Tools, Resources, and Evidence

#LiveAtUrban



WorkRise

Housekeeping

- Event is being recorded and the recording will be posted online.
- Hide captions or adjust settings with the Live Transcript button.
- The speaker biographies are available online.
- All participants are muted.
- Type your **questions** or **comments** into the Q&A box at any time.



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WorkRise



Skills, Degrees and Labor Market Inequality

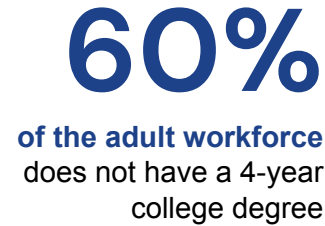
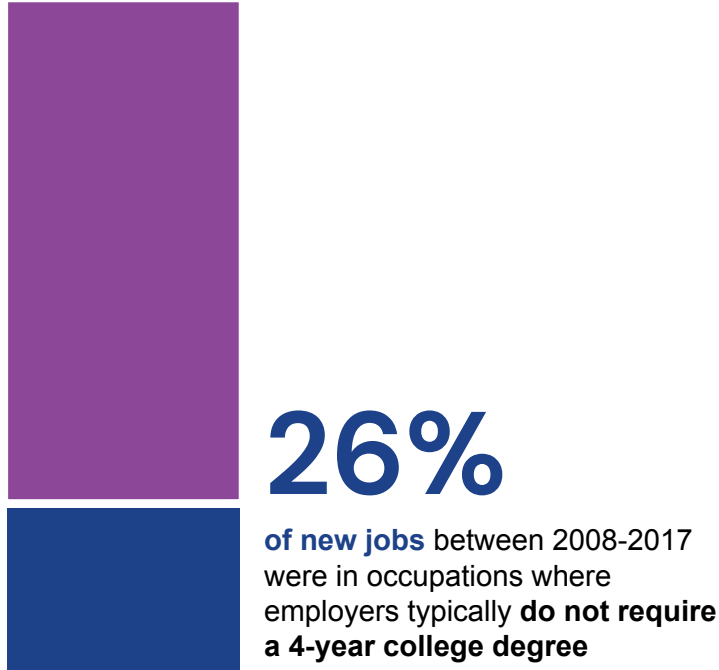


Opportunity
@Work

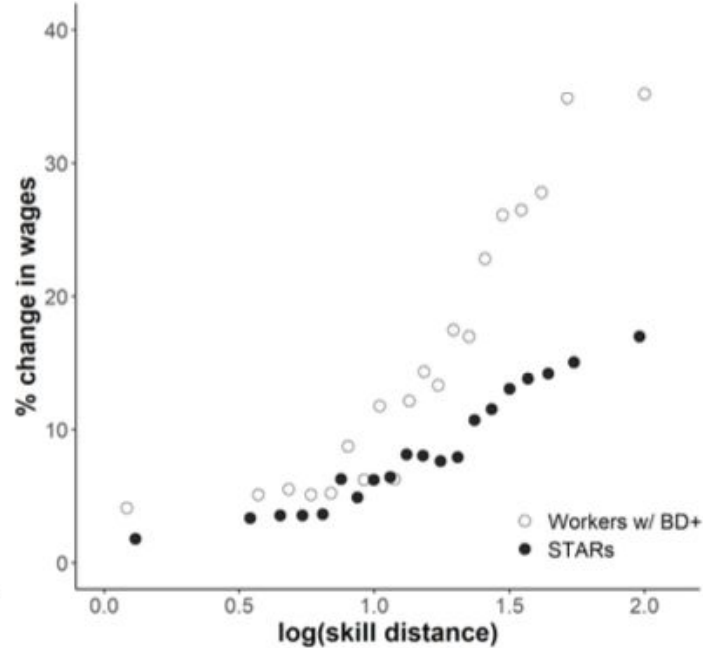
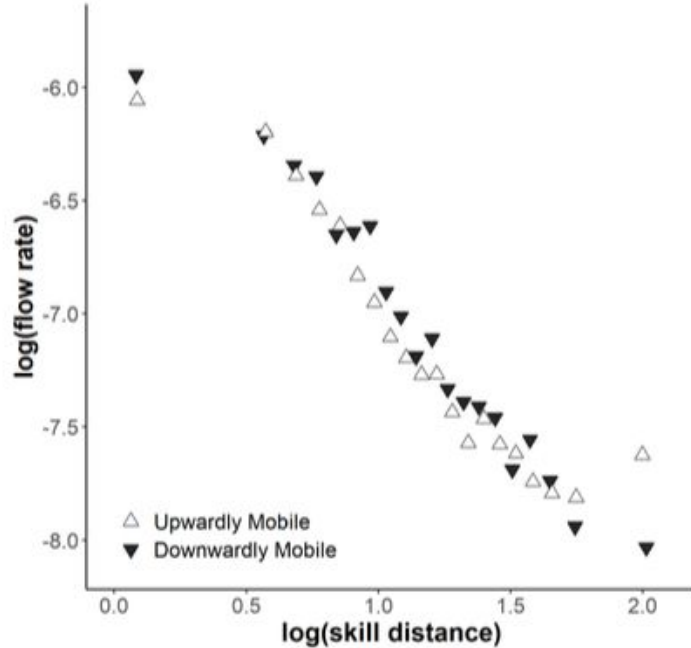
STARs
SKILLED THROUGH
ALTERNATIVE ROUTES

July 2021

More than 60% of our workforce frequently locked out of opportunity

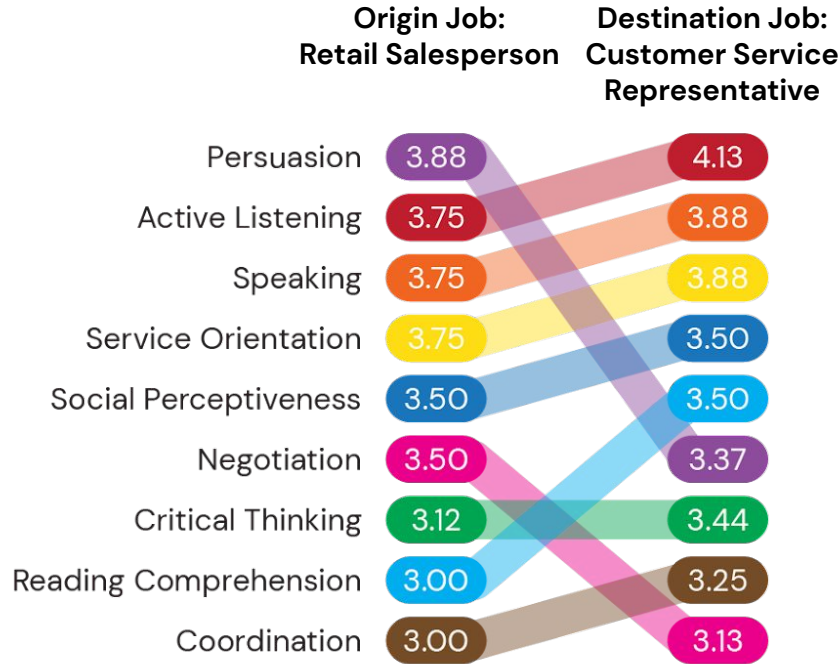


Study of 130 million Transitions shows Skills are the Currency of Workers in Labor Market



Low Wage Does Not Mean Low Skill

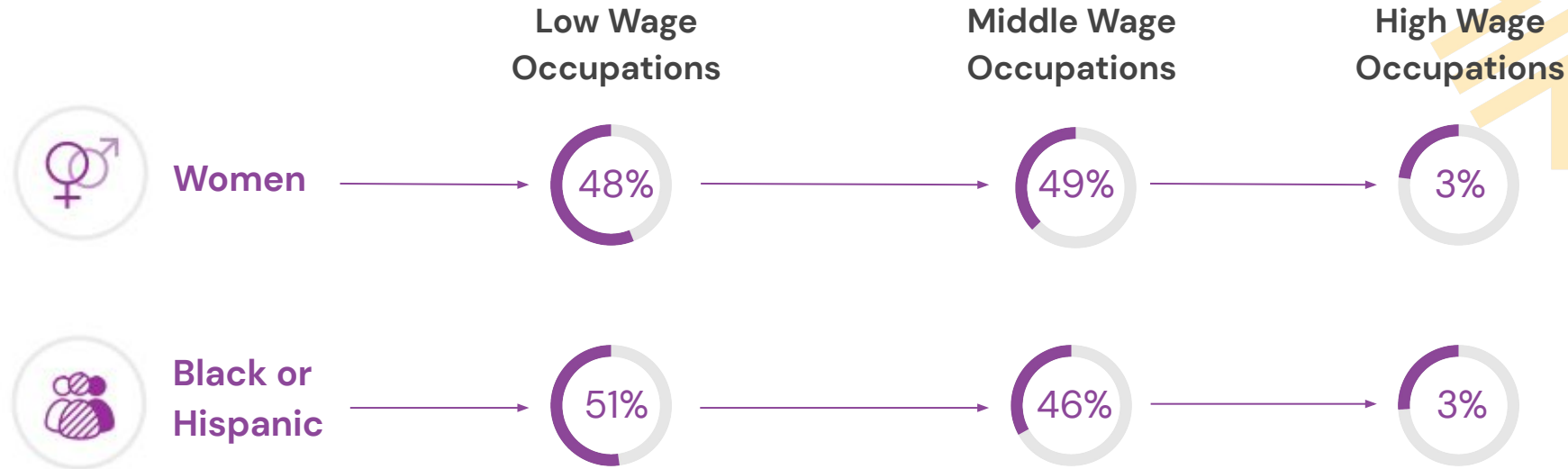
Example: a skills based transition



Some STARs Achieve Mobility through a Number of Promising Pathways



Black, Hispanic and Women STARs are Underrepresented on Pathways to Mobility





An equitable recovery focuses on STARs

"I worked at a community college for 2 decades. I was among the first to be laid off when COVID hit, even though I had more experience and skills than many of my colleagues. My previous supervisor once told me that had I gone to college I would be running this community college."

Joann, Office Administrator



Leveraging data assets to support STAR mobility

From:



STARs:
Discouraged



Training Providers:
Resource Constrained



Employers: Too
time-consuming

To:



Empowered



Connected and
enabled



Sourcing candidates for
skill, efficiently

stellarworx*



One-Stop Shop

An all-in-one solution that connects employers to training providers and a pipeline of skilled talent.



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Promoting workers' upward mobility

The Workforce of the Future initiative
The Brookings Institution

Marcela Escobari, Senior Fellow
Ian Seyal, Senior Research Analyst and Project Manager
WorkRise, July 2021

moving up

Promoting workers' economic
mobility using network analysis

MARCELA ESCOBARI

IAN SEYAL

CARLOS DABOÍN CONTRERAS

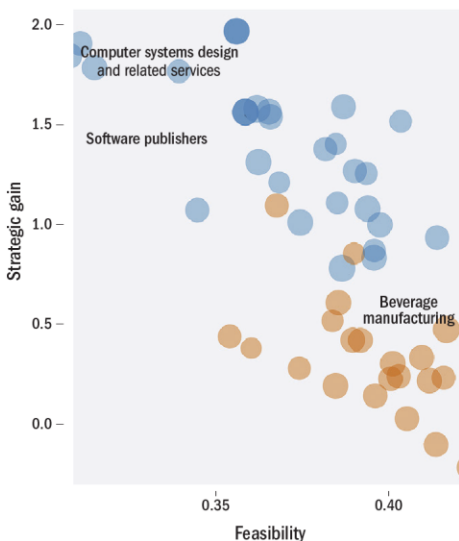
BROOKINGS | Workforce of the Future Initiative |

A data-driven roadmap for city-level industry and workforce planning

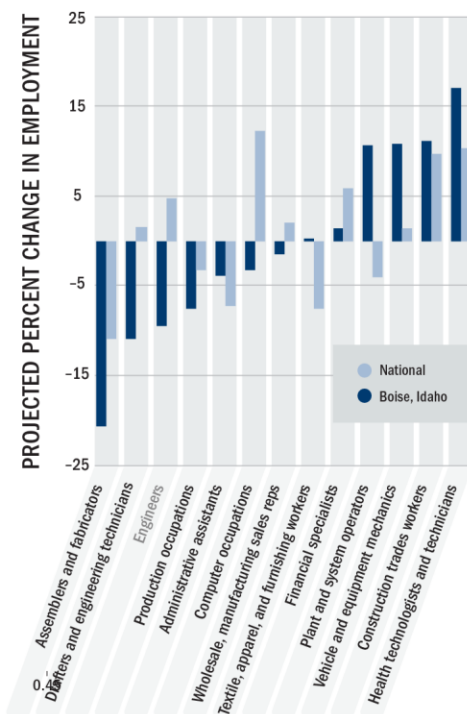
Identify industries that drive growth...

BOISE'S STRATEGIC AND FEASIBLE INDUSTRIES, 2017

- Less complex than city average
- More complex than city average

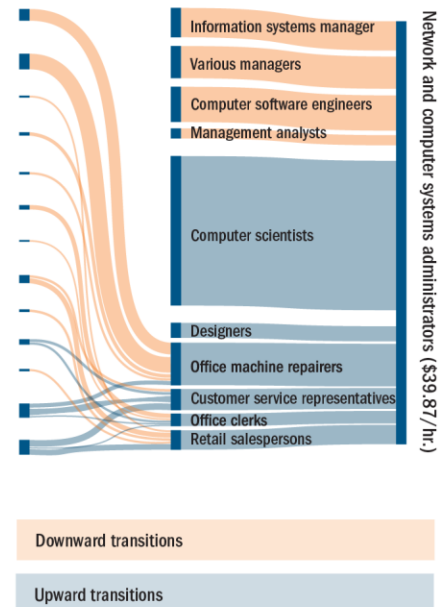


and their workforce needs,



and maximize upward transitions...

COMPUTER NETWORK ADMINISTRATORS



with reskilling that meets workers where they are...



and reforms that support workers.

INSTITUTIONAL REFORMS

Wage subsidies, portable benefits, and training subsidies

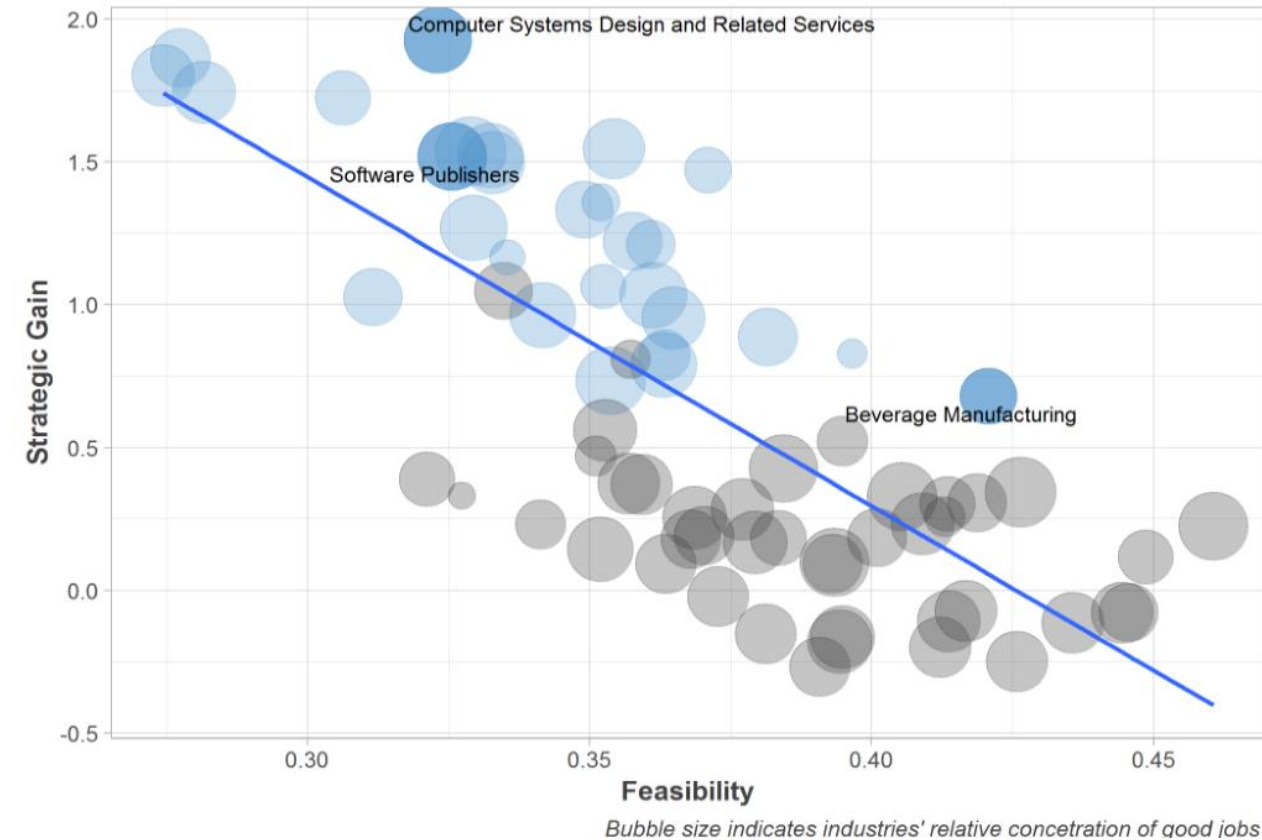


FIRM-LEVEL REFORMS

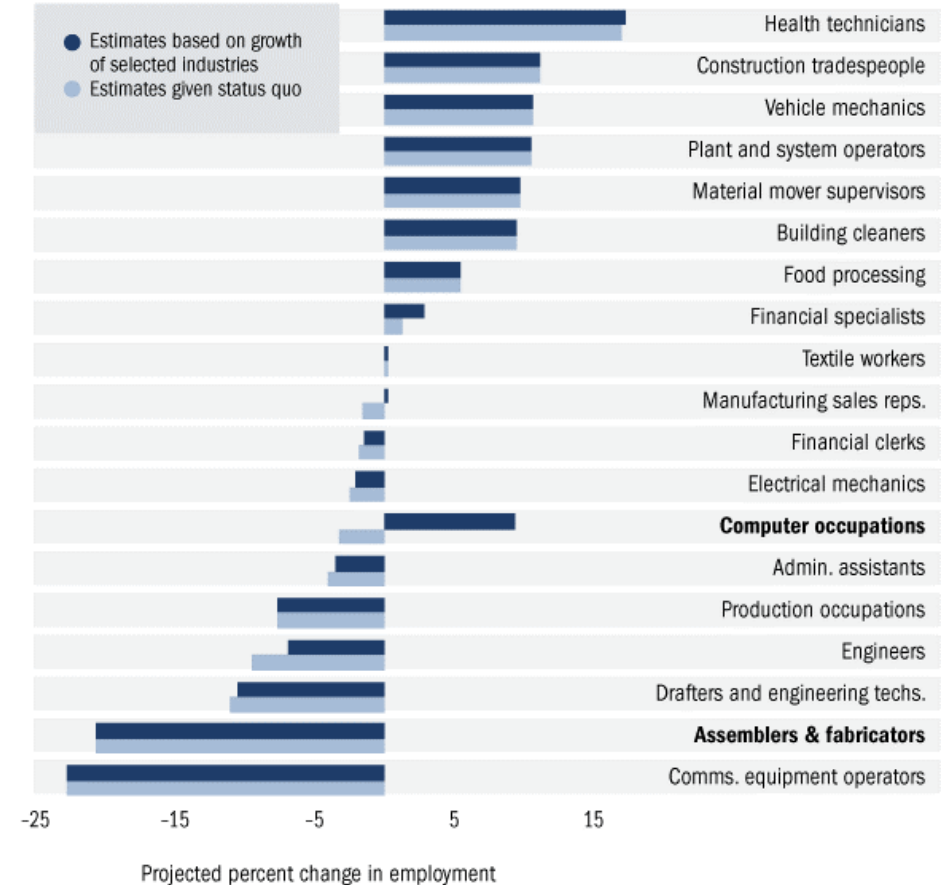
Increased training, promotion pathways, steady hours, and higher wages

Our approach: Identify strengths, grow industries, and build talent

Feasible and strategic industries



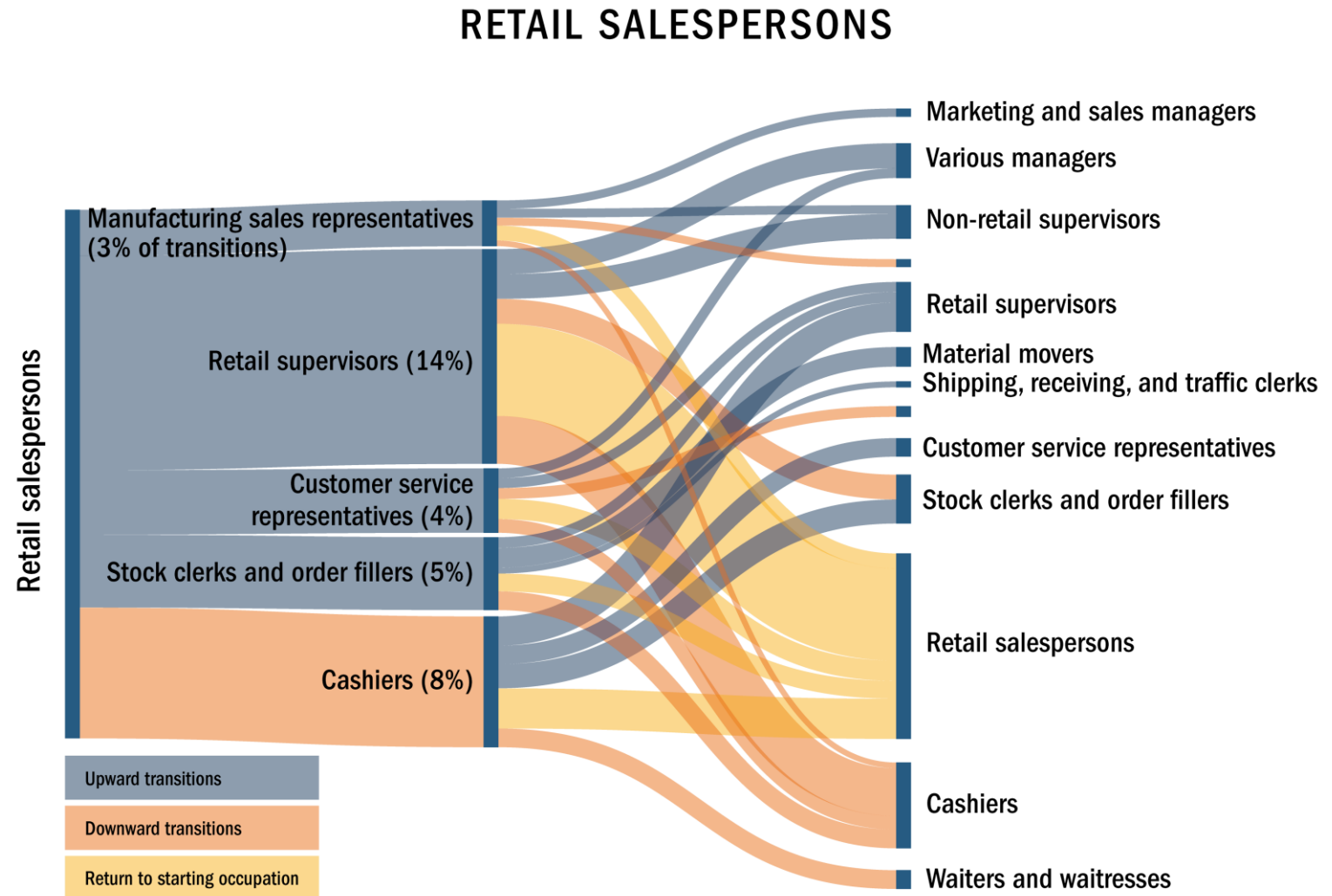
Occupations expected to grow and recede



Investment in strategic industries ripples through local job markets. Cities and regions can anticipate their needs and align workforce development. For example, retaining tech industries in Boise, Idaho will require more workers in computer occupations.

Job transitions data can show well-trod pathways that offer higher wages

- For every occupation, we calculate a mobility index that indicates how workers in that occupation will tend to do in the future.
- For each one, we can identify pathways that are both **feasible** and which are **likely to offer a wage increase**.



Note: The figure shows the five most likely destination occupations, and those occupations' likely destinations, for retail salespeople. The thickness represents the relative likelihood of each destination and the color represents moves that typically pay wages above or below the average move. The occupations are ordered from highest to lowest wage. The probabilities in the second step are not conditioned on the first transition.

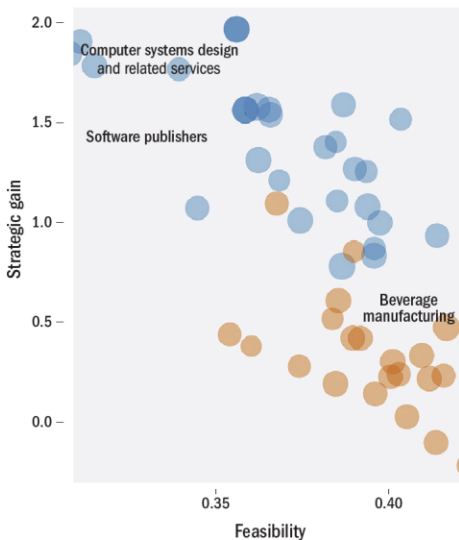
Source: Brookings analysis of Current Population Survey (2003–2019) and Occupational Employment Statistics data (2018).

A data-driven roadmap for city-level industry and workforce planning

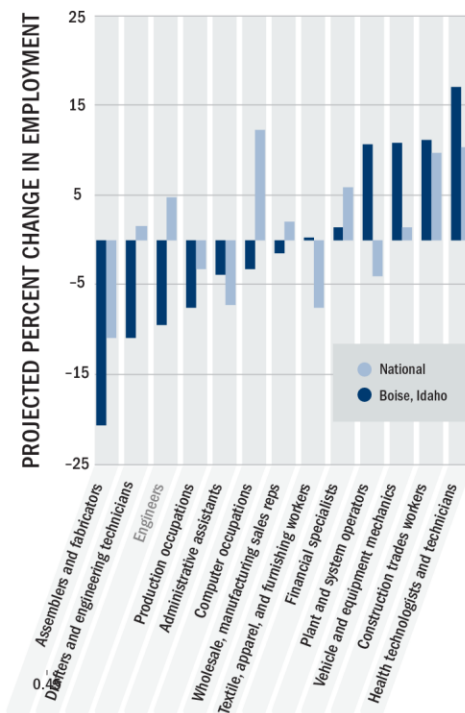
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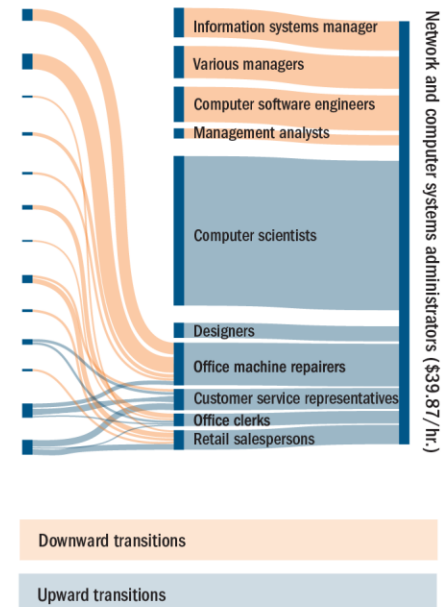


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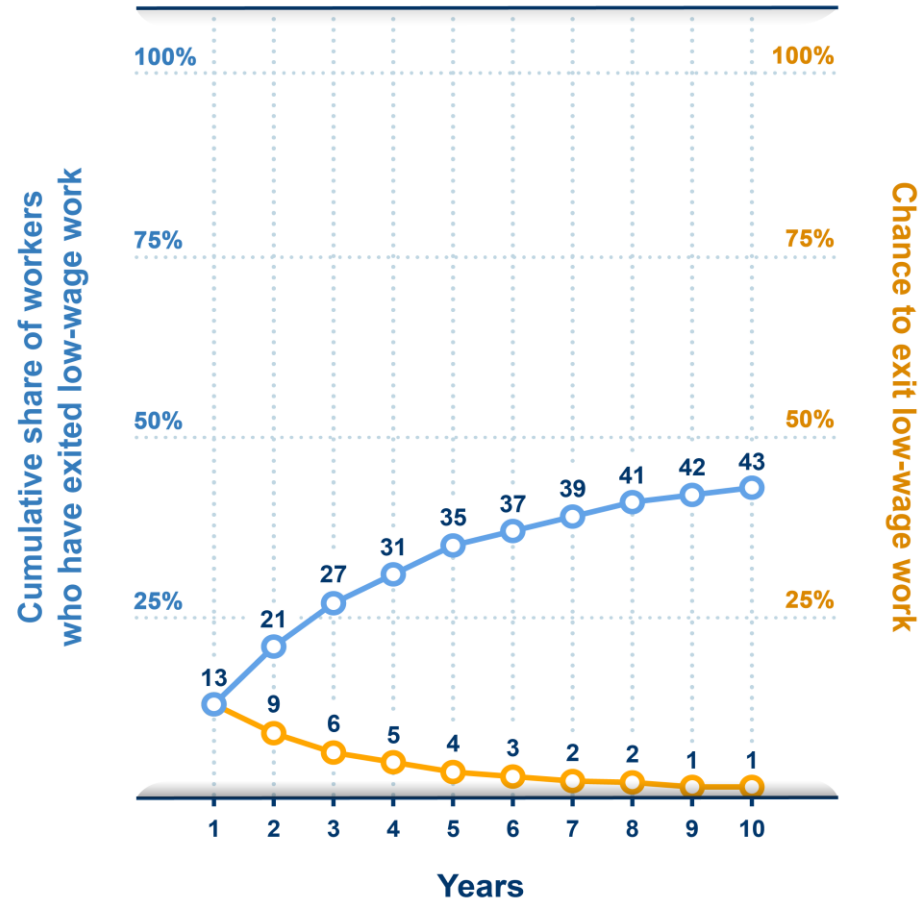
Wage subsidies, portable benefits, and training subsidies



FIRM-LEVEL REFORMS

Increased training, promotion pathways, steady hours, and higher wages

A worker's chances of leaving low-wage work decrease dramatically through time



Source: Brookings analysis of BGT, CPS, and OES data.

Many workers must make an occupational transition to earn decent wages – 31 occupations, which employ nearly 20 million workers, pay at least 90 percent of workers within them less than \$20 an hour.

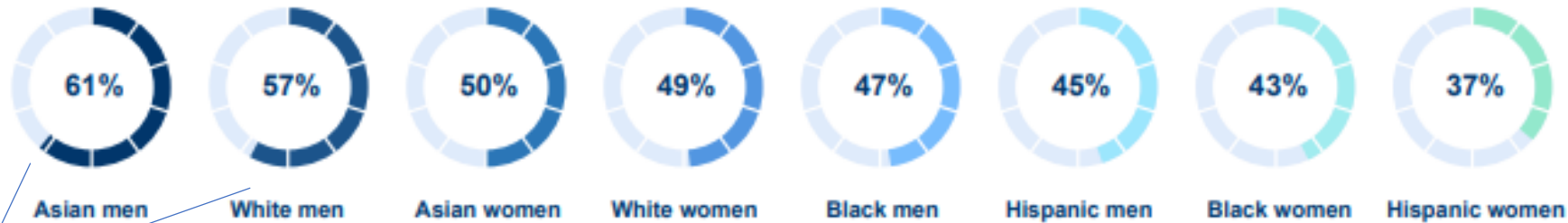
Over 10 years, only 43% of workers in low-wage occupations leave low-wage work. Their probability of leaving low-wage work also declines over time.

The data suggest that workers in these occupations have a 13% chance to escape low-wage work within their first year, dropping to a 1% chance by their tenth year.

Many individuals remain in low-wage work, even over long periods of time. Low wage work is sticky. Chances of escaping low-wage work decline over time for people in the 31 lowest paid occupations.

Race and gender mobility gaps hold certain workers back

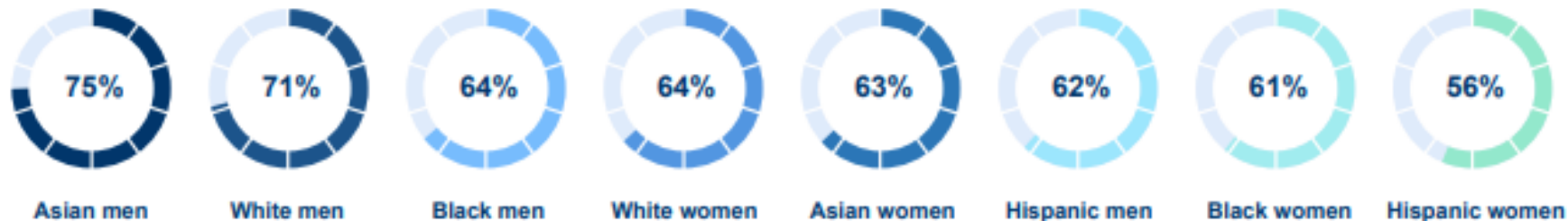
a. Share of upward transitions



When Asian and white men switch occupations, they transition upwards 61 and 57 percent of the time, respectively.

When Black and Hispanic women switch occupations, they transition upwards only 43 and 37 percent of the time, respectively.

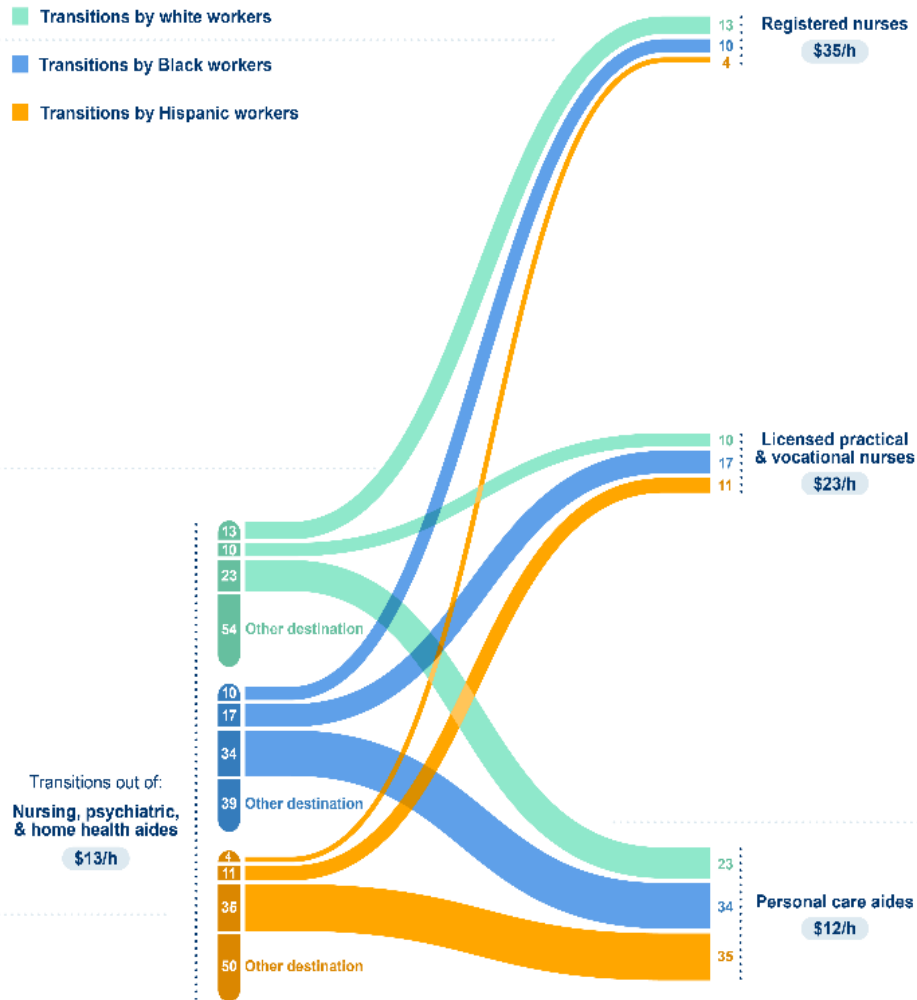
b. Share of upward transitions: for bachelor's degree or higher education



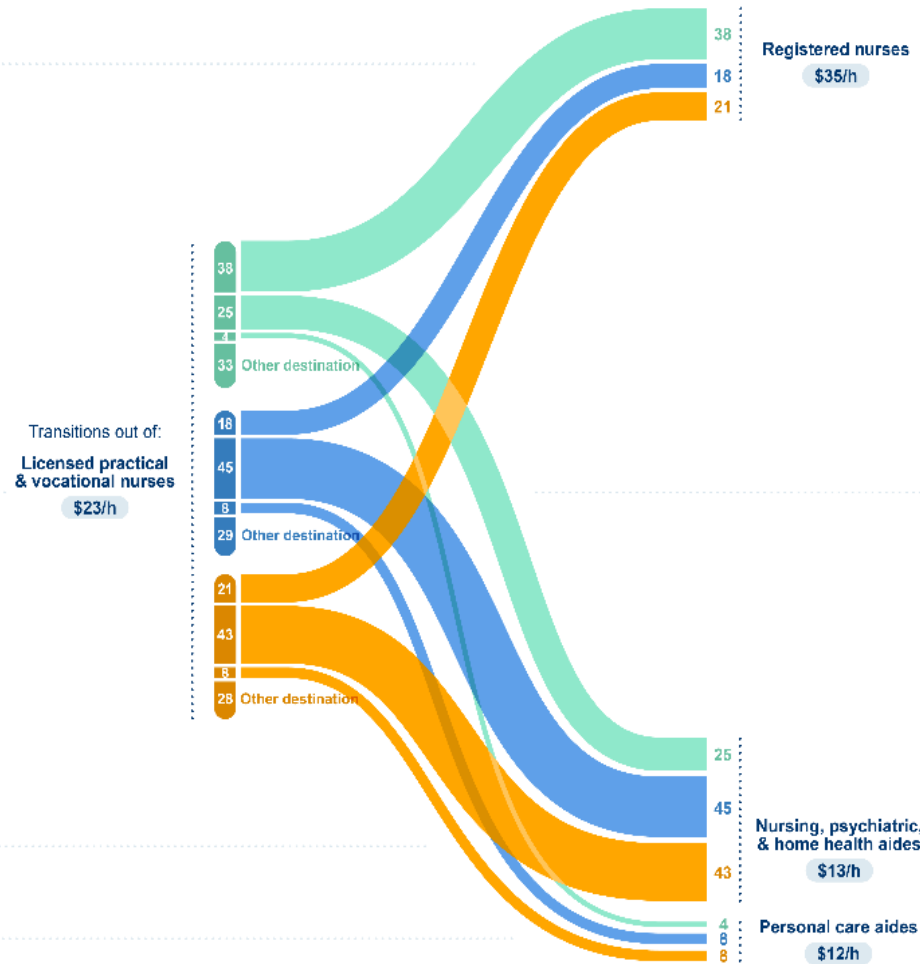
Black and Hispanic workers see lower mobility compared to their white and Asian counterparts; women see lower mobility than men. These gaps hold for workers with a bachelor's degree, so they are not driven by racial-gender differences in education.

Healthcare example: resolve barriers along existing pathways

Top occupation transitions out of nursing, psychiatric and home health aides



Top occupation transitions out of licensed practical & vocational nurses



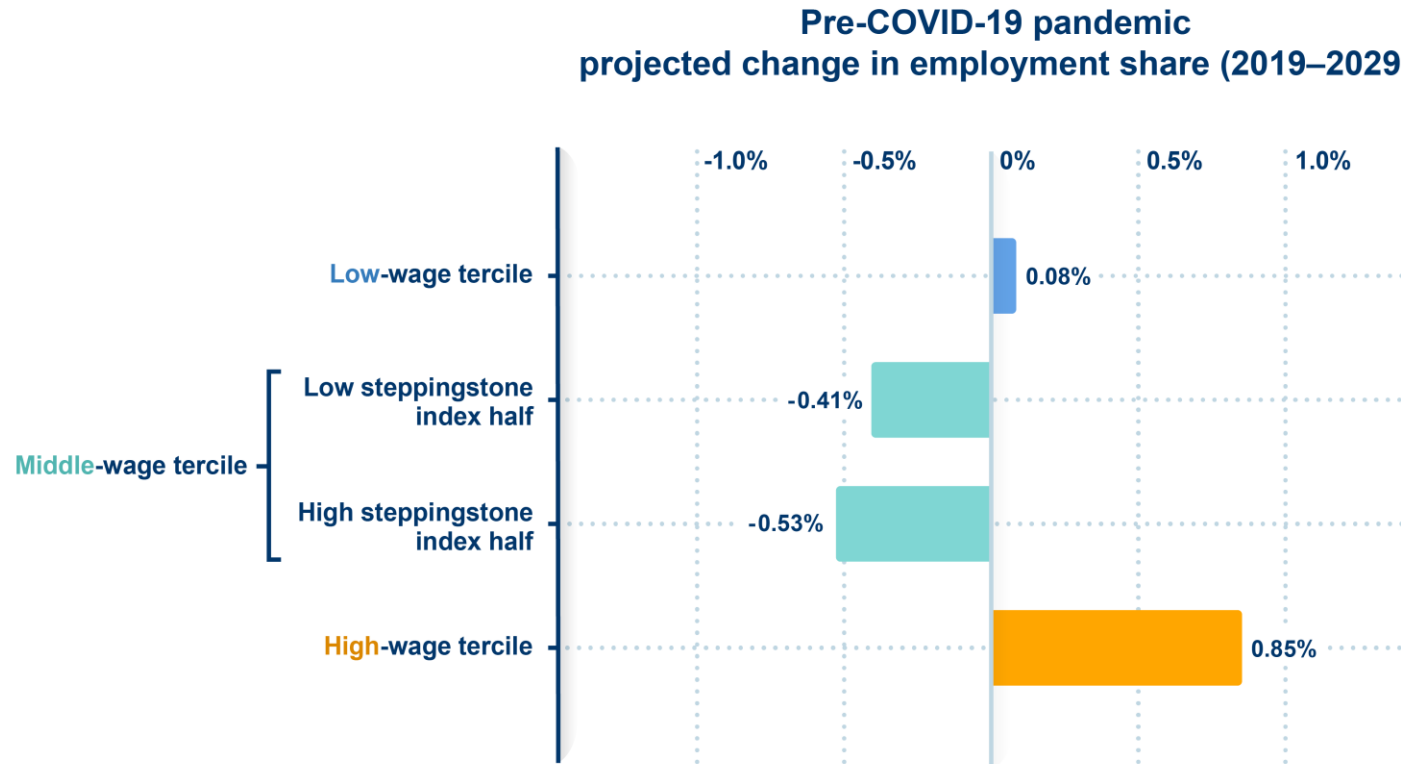
Home health aide and personal care aide jobs are both low-paying, but each occupation is a common step on the path toward two higher-skilled, higher-paying positions: licensed practical and vocational nurses (LPNs) and registered nurses (RN).

Black and Hispanic workers access this pathway at significantly lower rates than their white counterparts.

For example, white workers transition from home health aides to RN positions at a rate 3.5 percentage points higher than Black workers and 9 percentage points higher than Hispanic workers. Similarly, white workers make the transition from LPN to RN jobs at rates 20 percentage points higher than Black workers, and 17 points higher than Hispanic workers.

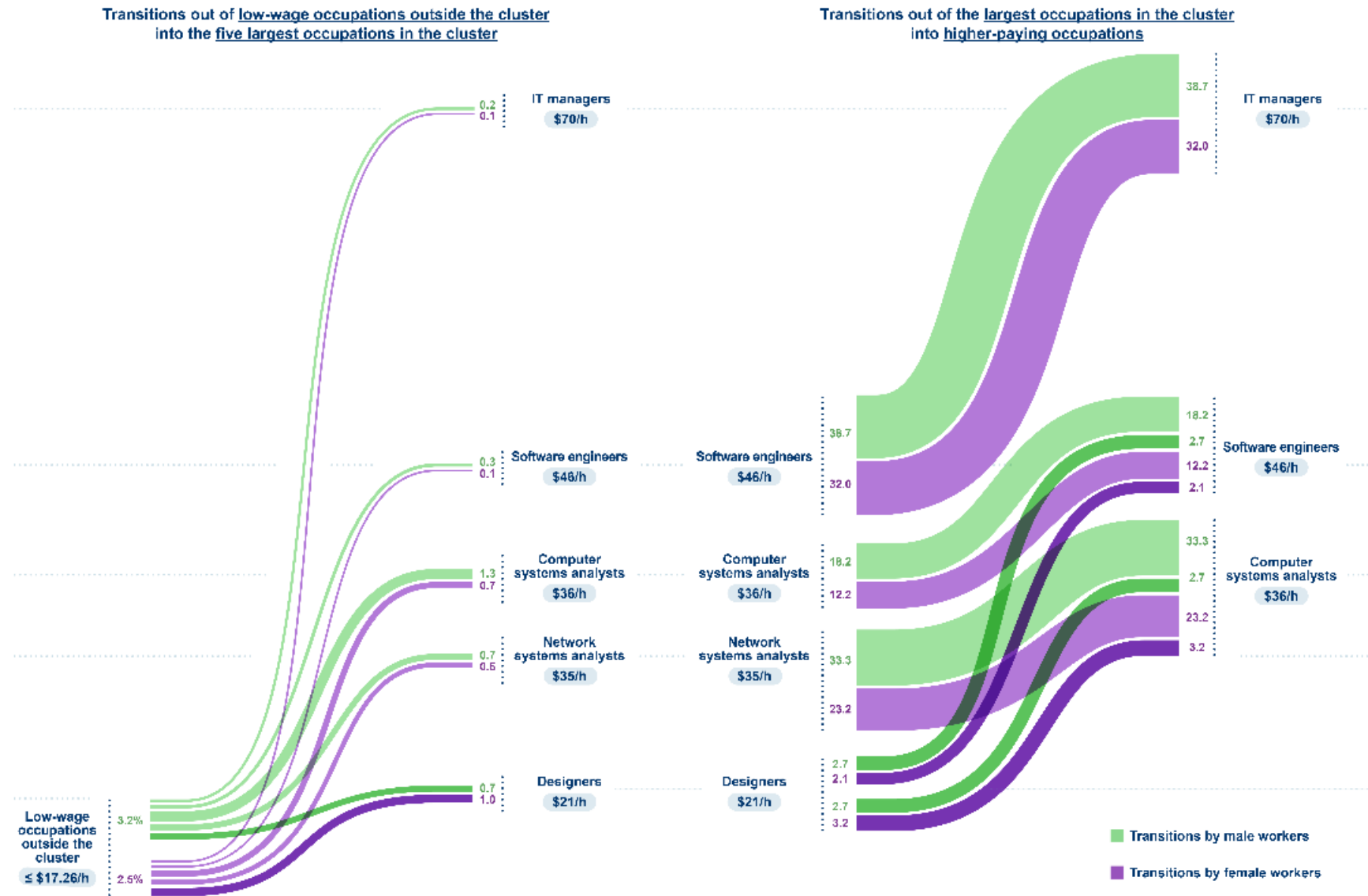
Conversely, Black and Hispanic workers are far more likely to transition downward from LPN jobs into home health aide jobs.

Intragenerational mobility has been declining and may decline further.



Economists documented a polarization of the labor market through the '80s, '90s, and early 2000s. This evolution has become more regressive, a trend clearly exacerbated by the pandemic. 'Stepping-stone' occupations, which workers pass through on their way from low- to high wage work, are expected to decline faster as a share of employment than non-stepping-stone index occupations.

Tech example: widen equitable, high-value pathways

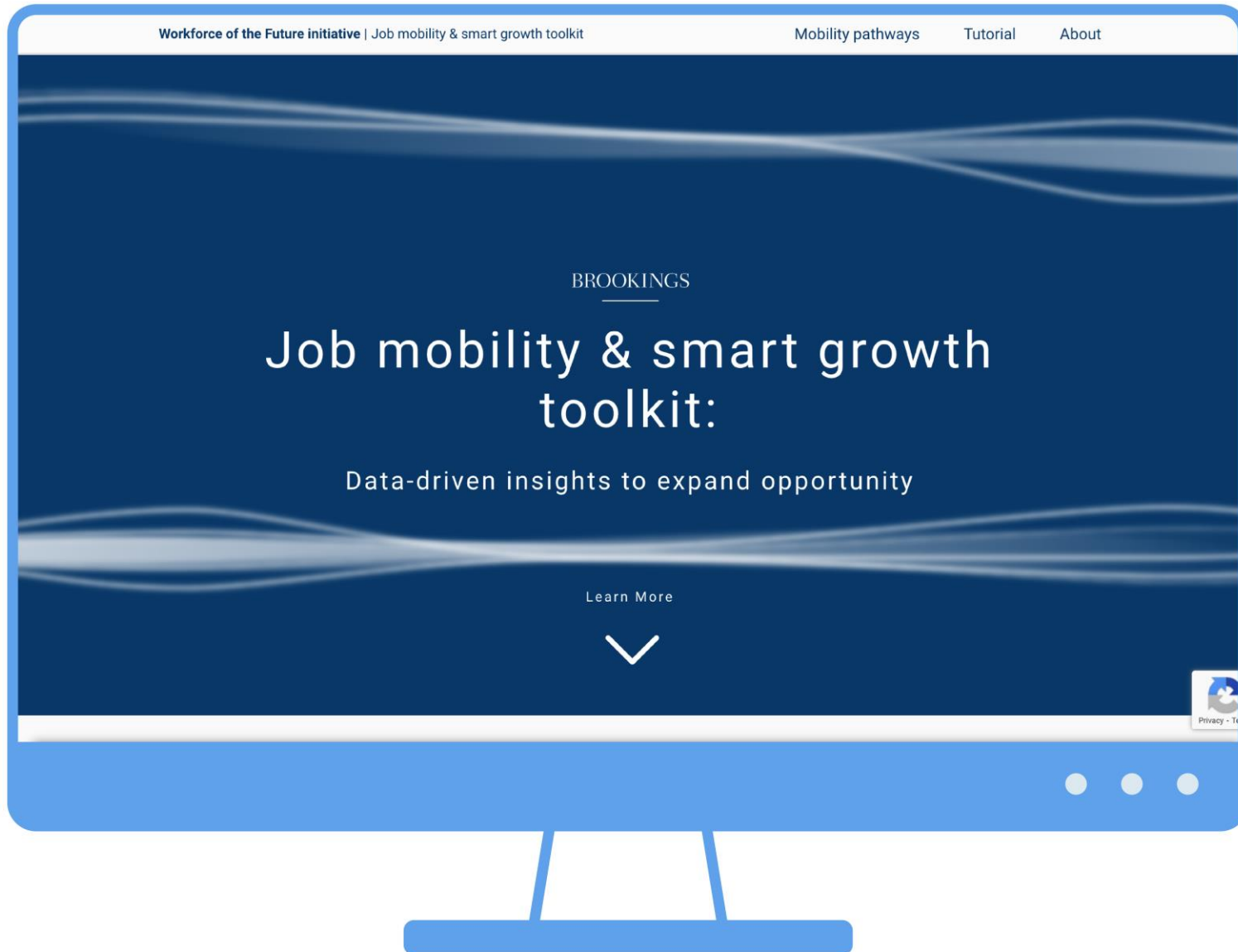


Technology and engineering is the network's highest paid, highest mobility, and second-fastest growing cluster.

High barriers to entry pose particular obstacles for low-income workers from other clusters, who transition into technology and engineering jobs at very low rates.

Moreover, those who *do* transition into the cluster are disproportionately white and male: white workers make this transition 24 percent more often than Black workers and 77 percent more often than Hispanic workers, while men make it 45 percent more often than women.

What are the most feasible “next step” jobs for a retail salesperson?



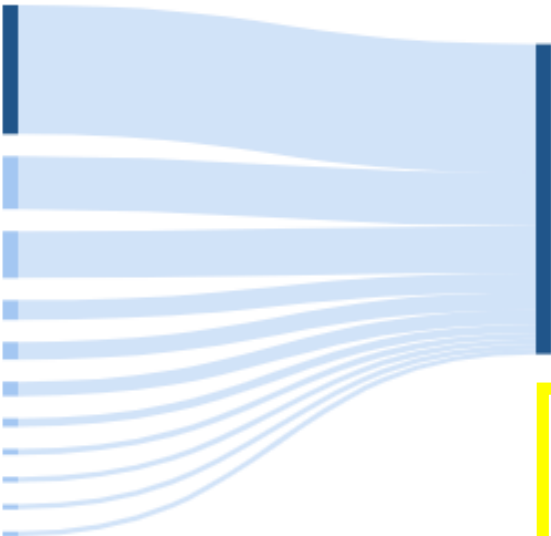
Access *Mobility Pathways* at
[https://www.brookings.edu/interactives/
wof-mobility-pathways/](https://www.brookings.edu/interactives/wof-mobility-pathways/)

Employers can staff in-demand occupations while promoting internal mobility

Top **occupational** transitions **to** from **Computer Scientists and Systems Analyst** in **All sectors**

Origin occupations

Explore the chart and the table to compare selected occupation to related ones.



Current demand (national) Range: -2 +2	Occupation (share of total transitions) Range: 0% 100%	Median wage Range: 35K \$ 105K \$	Mobility Index
▼ -2	Computer Scientists and Systems Analyst 28%		
▼ -2	Network Systems and Data Communications Analysts 11%	85K \$	+0.23
▼ -2	Computer Software Engineers 10%	105K \$	+0.28
▼ -2	Computer, Automated Teller, and Office Machine Repairers 4%	40K \$	+0.65

Office machine repairers are a top “origin” occupation for lucrative computer jobs. Employers looking to build up their tech talent can promote internal upward mobility through targeted investments in reskilling these lower-wage workers.



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A Skills-Based Approach to Occupational Mobility

Kyle DeMaria, Federal Reserve Bank of Philadelphia

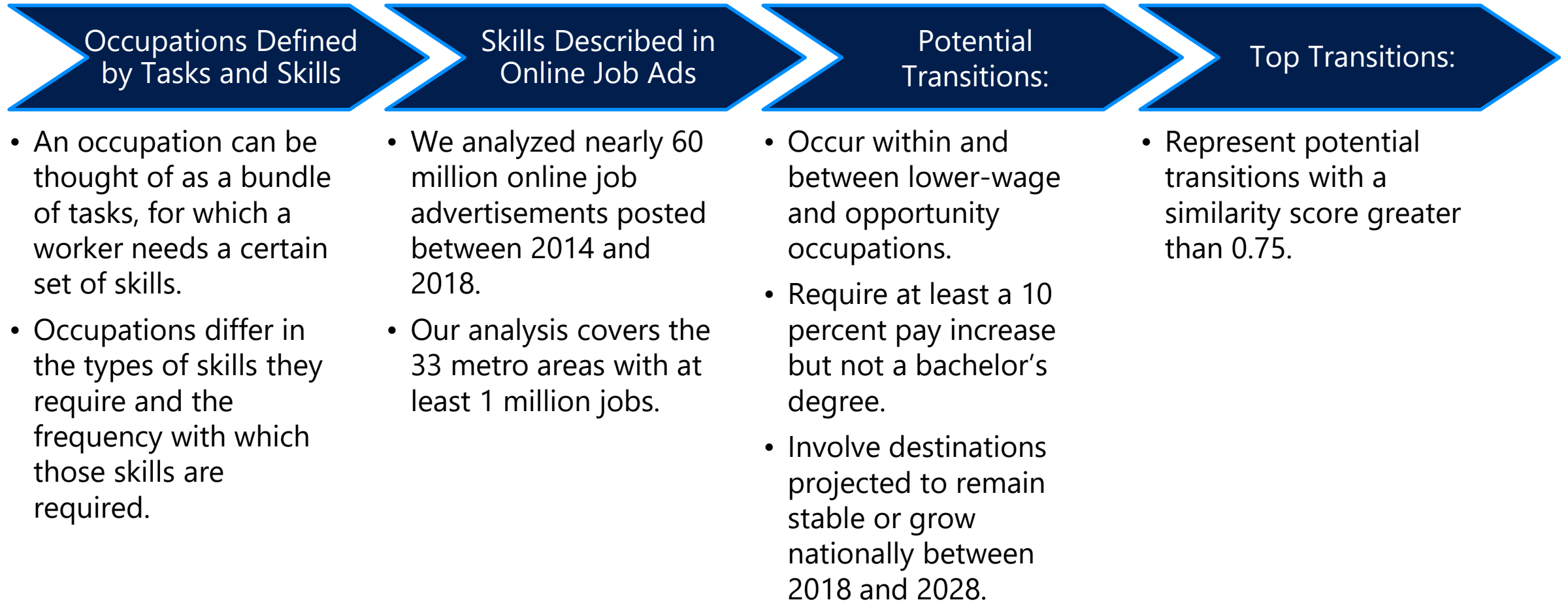
Kyle Fee, Federal Reserve Bank of Cleveland

Keith Wardrip, Federal Reserve Bank of Philadelphia

Disclaimer

The views expressed here are those of the presenter and do not necessarily represent the views of the Federal Reserve Bank of Philadelphia or the Federal Reserve System.

Our guiding principles, data, and methods



Source: DeMaria, Kyle, Kyle Fee, and Keith Wardrip. *Exploring a Skills-Based Approach to Occupational Mobility*. Federal Reserve Banks of Philadelphia and Cleveland, 2020.

Skills can be viewed as a bridge rather than as a gap.

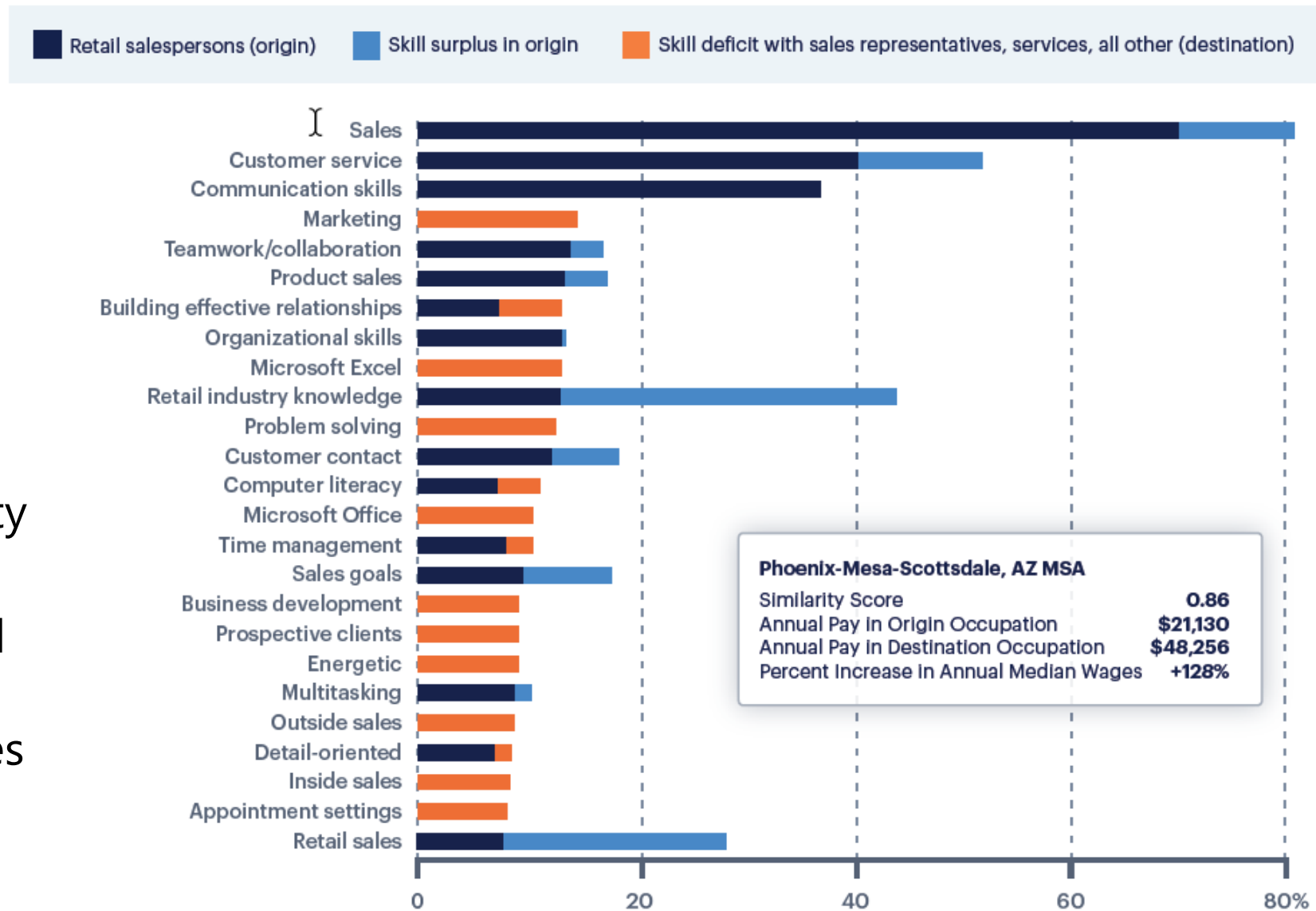
- Overall, we find a high degree of similarity between the skills required for lower-wage occupations and the skills required for opportunity occupations.

Skill	Overall intensity	Overall	Lower-wage occupations	Opportunity occupations
Communication skills	26.9%	1	1	1
Customer service	17.7%	2	2	3
Physical abilities	14.3%	3	3	8
Organizational skills	13.1%	4	4	4
Teamwork/collaboration	11.8%	5	9	10
Scheduling	10.9%	6	7	6
Detail-oriented	10.2%	7	8	13
Sales	9.9%	8	6	9
Microsoft Excel	9.4%	9	16	5
Computer literacy	9.3%	10	11	7
Problem solving	8.8%	11	18	11
Writing	8.7%	12	14	15
Repair	8.4%	13	13	2
English	8.0%	14	10	21
Microsoft Office	7.7%	15	23	12
Planning	7.7%	16	36	14
Cleaning	7.0%	17	5	54
Building effective relationships	6.7%	18	19	17
Teaching	6.4%	19	30	64
Research	6.1%	20	47	19

Note: Ranks ≤10 shaded dark orange; ranks >30 shaded light orange.
 Source: DeMaria, Kyle, Kyle Fee, and Keith Wardrip. *Exploring a Skills-Based Approach to Occupational Mobility*. Federal Reserve Banks of Philadelphia and Cleveland, 2020.

We find over 4,000 top transitions in the 33 metro areas analyzed.

- Nearly half of lower-wage employment can be paired with a top transition (similarity score > 0.75).
- Overall, top transitions would represent an increase in average annual median wages of 49%, from around \$30,000 to just under \$45,000.



Source: DeMaria, Kyle, Kyle Fee, and Keith Wardrip. *Exploring a Skills-Based Approach to Occupational Mobility*. Federal Reserve Banks of Philadelphia and Cleveland, 2020.

Demonstration: Occupational Mobility Explorer

In *Exploring a Skills-Based Approach to Occupational Mobility*, researchers from the Philadelphia and Cleveland Feds analyze the skills that employers request in the 33 largest metro areas and look for opportunities for workers to transfer their skills from one occupation to a similar — but higher-paying — occupation in the same labor market. This application is designed to make the findings interactive and wholly accessible to those interested in economic mobility.

OCCUPATIONAL MOBILITY EXPLORER

BUILD YOUR PATH

COMPARE SKILLS

VIEW TOP TRANSITIONS

Build Your Path

See which occupations require similar skills and represent at least a 10% increase in wages

Compare Skills

Compare the 25 most in-demand skills for any pair of occupations in a metro

View Top Transitions

View, sort, and download data for pairs of occupations considered most similar



<https://www.philadelphiafed.org/>

Strategies to improve economic mobility and help meet the needs of employers

- Skills-based hiring practices could expand applicant pools to include workers who do not have a bachelor's degree – but who do have many of the skills required to do the job.
- Targeted training could provide otherwise qualified workers with the skills necessary to make a successful transition.
- Collaboration between employers, education providers, and workforce development organizations can ensure training meets local demand.

Thank you



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Connecting Workers with Good Jobs

Debbie Hughes, Director, Markle Foundation

July 22, 2021

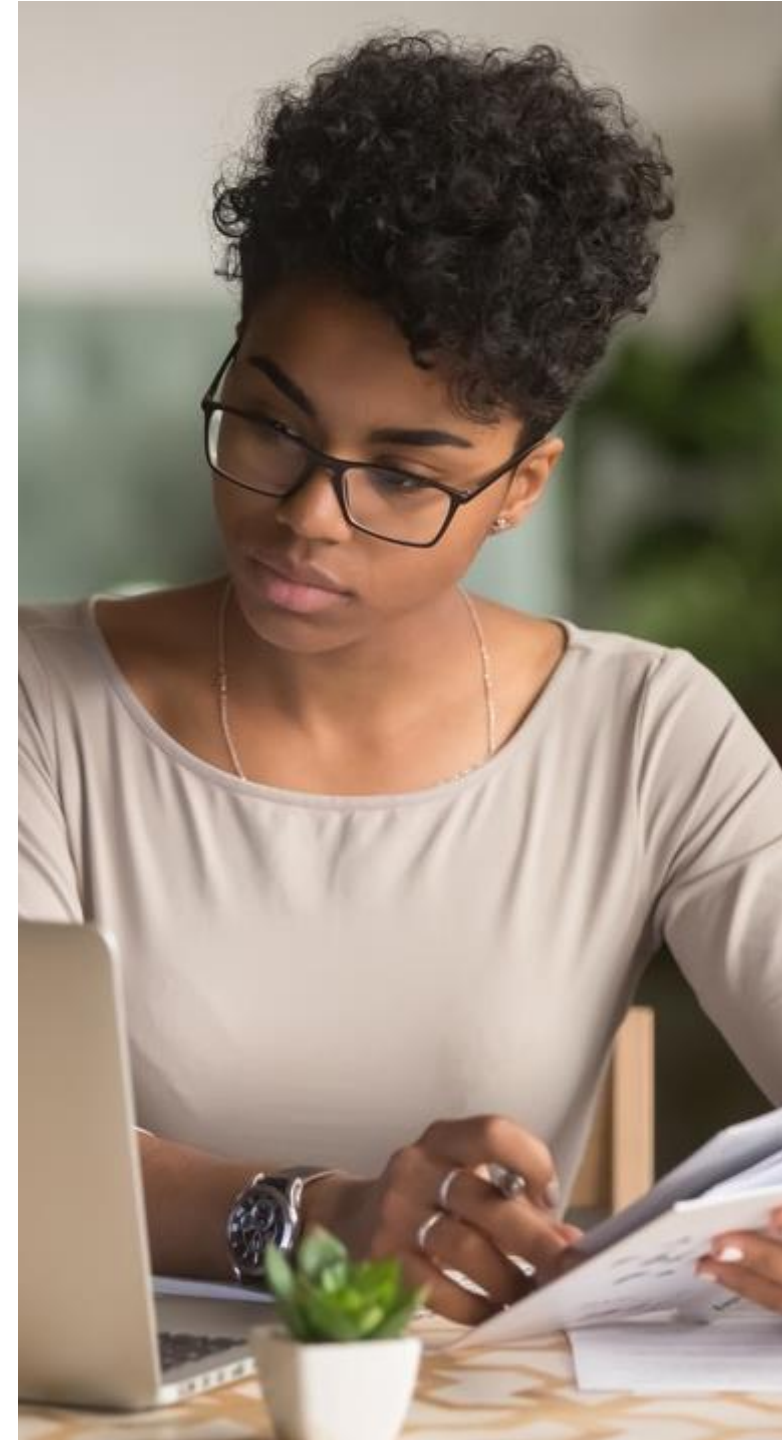
The Rework America Alliance

Rework America Alliance

Working to help millions of unemployed workers from low-wage roles move into better jobs

The Rework America Alliance brings together more than 30 leading organizations - employers, non-profits, educators, government entities, and public and private organizations.

The Alliance is focused on **opening opportunities for workers who have built capabilities through experience but do not have a bachelor's degree** - particularly people of color and women as they have been disproportionately affected by the economic crisis.



A Committed Group of 30+ Leading Organizations



The Alliance will identify effective training programs aligned to good, in-demand jobs, beginning with programs from initial participating organizations:



Connecting Workers to Good Jobs



Identifying promising job progressions for workers to pursue



Identifying high-quality training programs aligned to skills needed for emerging jobs



Developing digital tools to help career coaches and other support specialists better serve displaced workers



Directly engaging employers to drive the adoption of inclusive sourcing and hiring practices and developing tools and resources to help them take action



Identifying promising job progressions for workers to pursue

Job Progressions From Origin to Gateway to Target

Targets

Middle- to higher-wage (>\$42,000) occupations that are **good quality by being resilient to automation¹ and accessible** based on job experience, not just credentials
Eg, sales managers

Gateways

A good job that can lead to Target occupations with the opportunity to build skills while also offering >\$42,000 in pay
Eg, training and development specialists

Alternative paths

Historical Adjacencies

Mid-wage Origins

Offers some small bump in pay for those who start from Origins to pay (\$37,000–\$42,000)

Offers a bump in pay to middle- to higher-wage occupations (>\$42,000) but has limited historical success for advancing to Target occupations

Origins

(<\$37,000) and **Mid-wage (\$37,000–\$42,000)** occupations, with **high unemployment** among workers **without 4-year degrees**

Eg, waiters

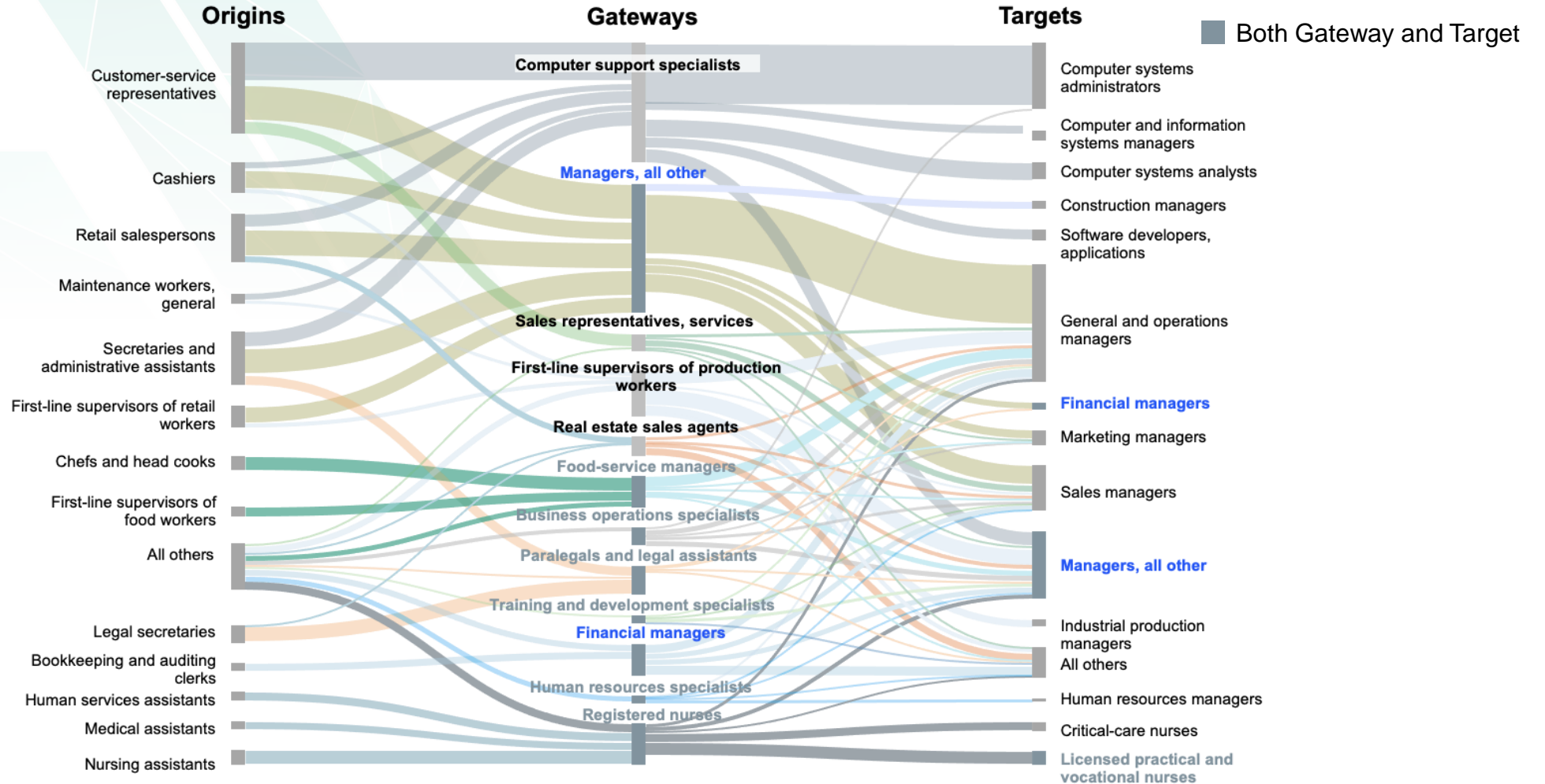
¹ Based on McKinsey Global Institute's analysis of risk of offshoring and automation (2019).

Sources: McKinsey analysis using Emsi, Bureau of Labor Statistics, and McKinsey Global Institute,

Gateways Unlock Job Progressions

Our analysis reveals that 77 Gateway jobs are especially effective at unlocking job progressions into Target jobs

Gateways with the highest incoming transitions from Origins



We analyzed the job histories of 29 million people

Key Takeaways

1

There are 77 ‘Gateway’ occupations that have been proven to be springboards to economic advancement and could improve racial representation

2

70% of job progressions that provide transitions to Gateways and Targets hinge on transferable interpersonal skills, best learned through experience

3

Gateways and other good, viable, occupations will account for nearly 20% (or ~1 million) of the new jobs over the next year, though there is likely to be intense competition for these roles

4

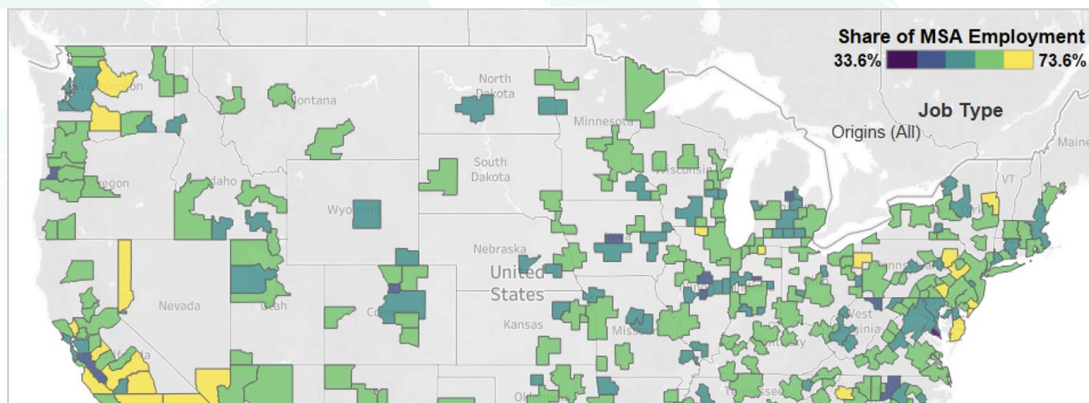
Occupations in Healthcare, Industrials (Manufacturing & Construction), and digital roles that cut across sectors will likely provide ~40% of good, viable jobs over the next 12 months.



Tools to help workers move into better jobs

Job Insights and Data

Rework Community Insights Monitor

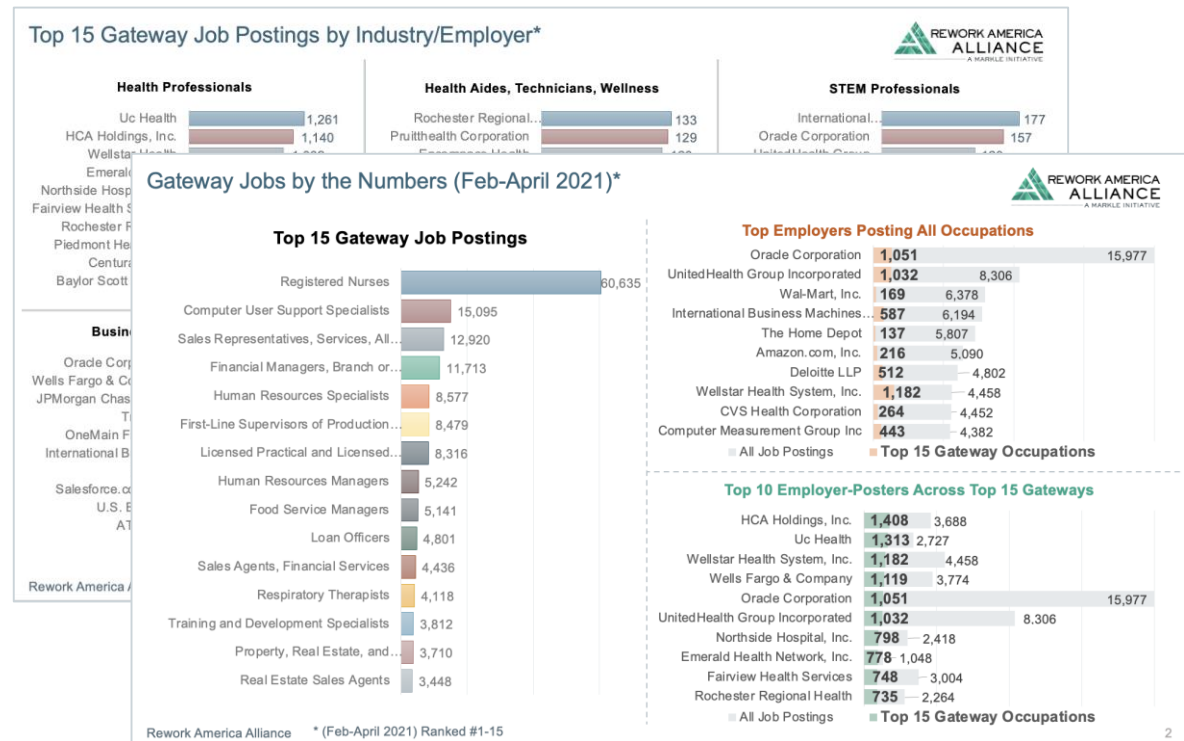


Explore the tool at:

<https://www.atlantafed.org/cweo/data-tools/rework-community-insights-monitor>

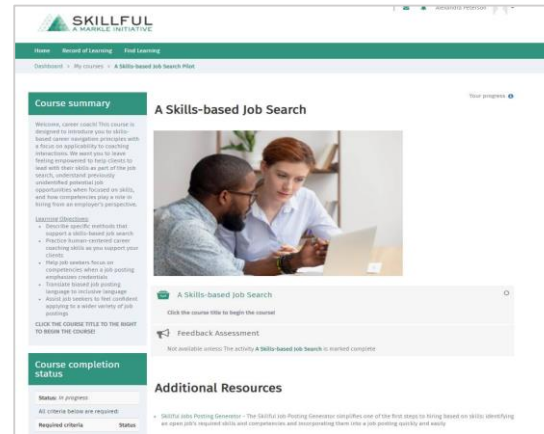
Google “Community Insights Monitor”

Regional Fact Packs

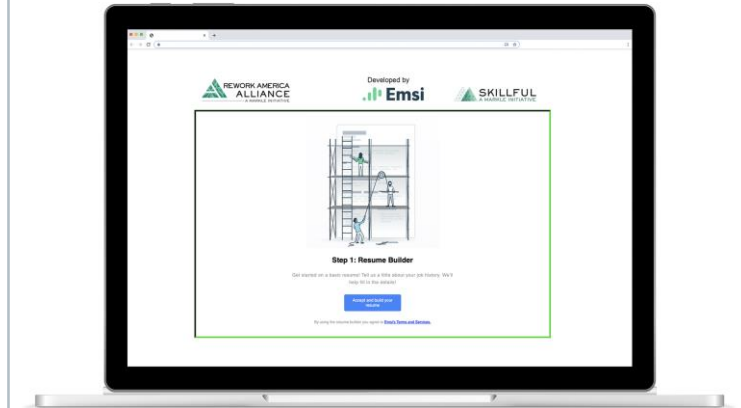


Resources for Career Coaches

Virtual Career Coach Training



Skill My Resume



Data driven career pathways

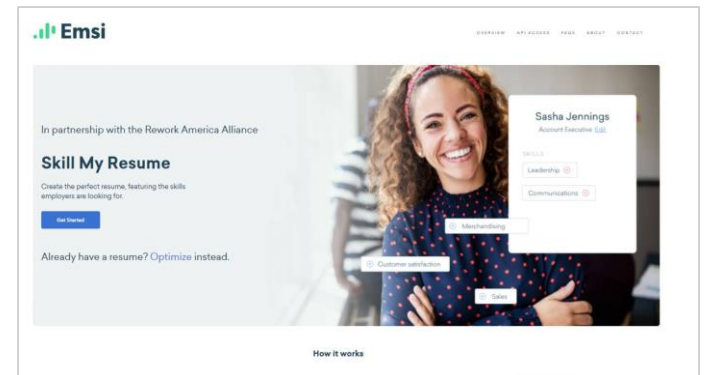
To help the 70% of Americans without college degrees and millions of Americans looking for work, this tool takes a data-backed approach to suggest career pathways and occupations that will lead to long term success. Based on looking at historical information of how those without a 4 year degree have moved between jobs, this tool suggests paths to secure well-paying occupations (best) or a 'step-up' occupation to build the skills & experience to move into even better roles.



Job Progressions Tool

Explore the tool at:

<https://jobprogressions.mckinsey.digital/>

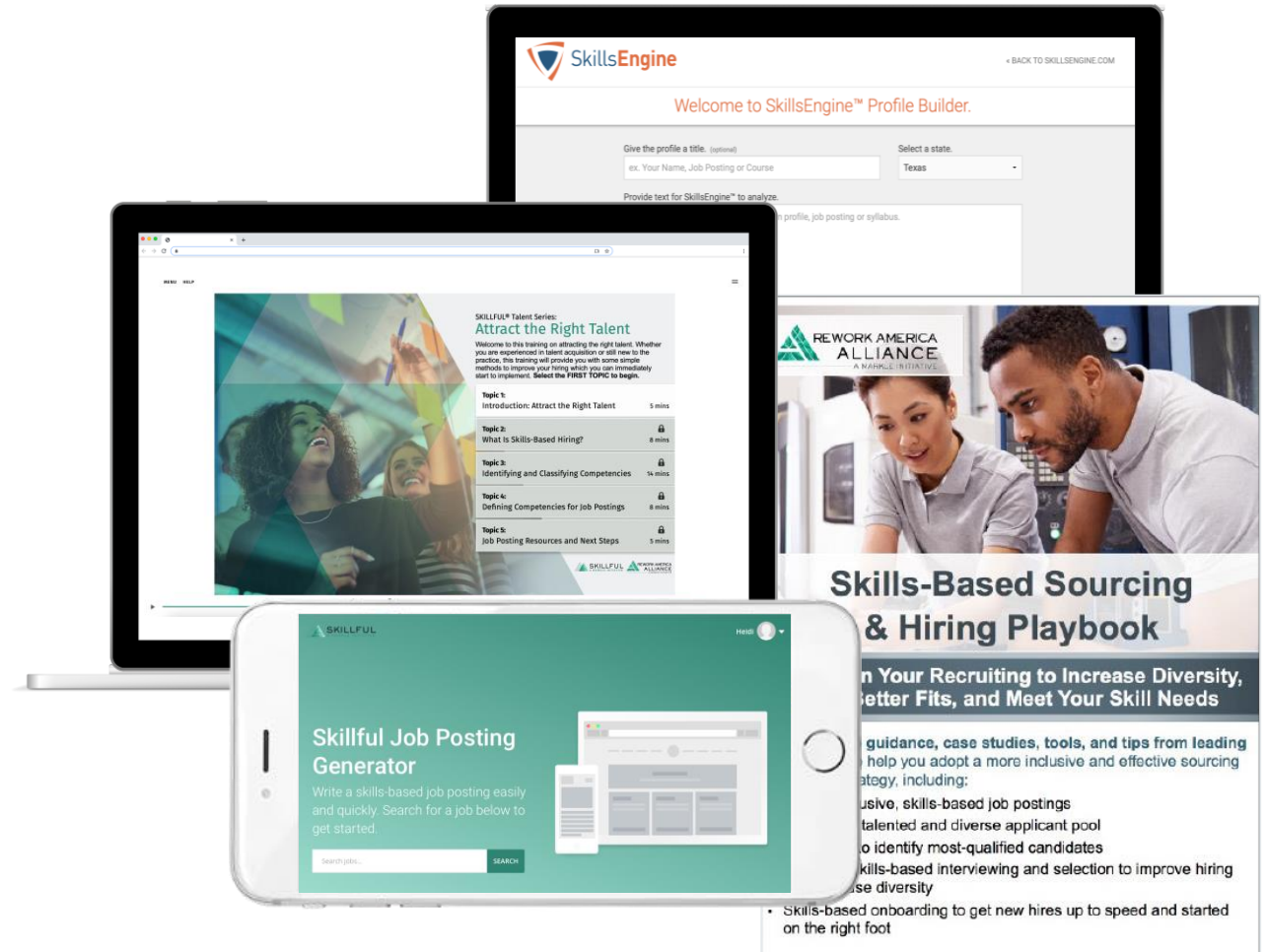


www.skillmyresume.com

Resources for Employers

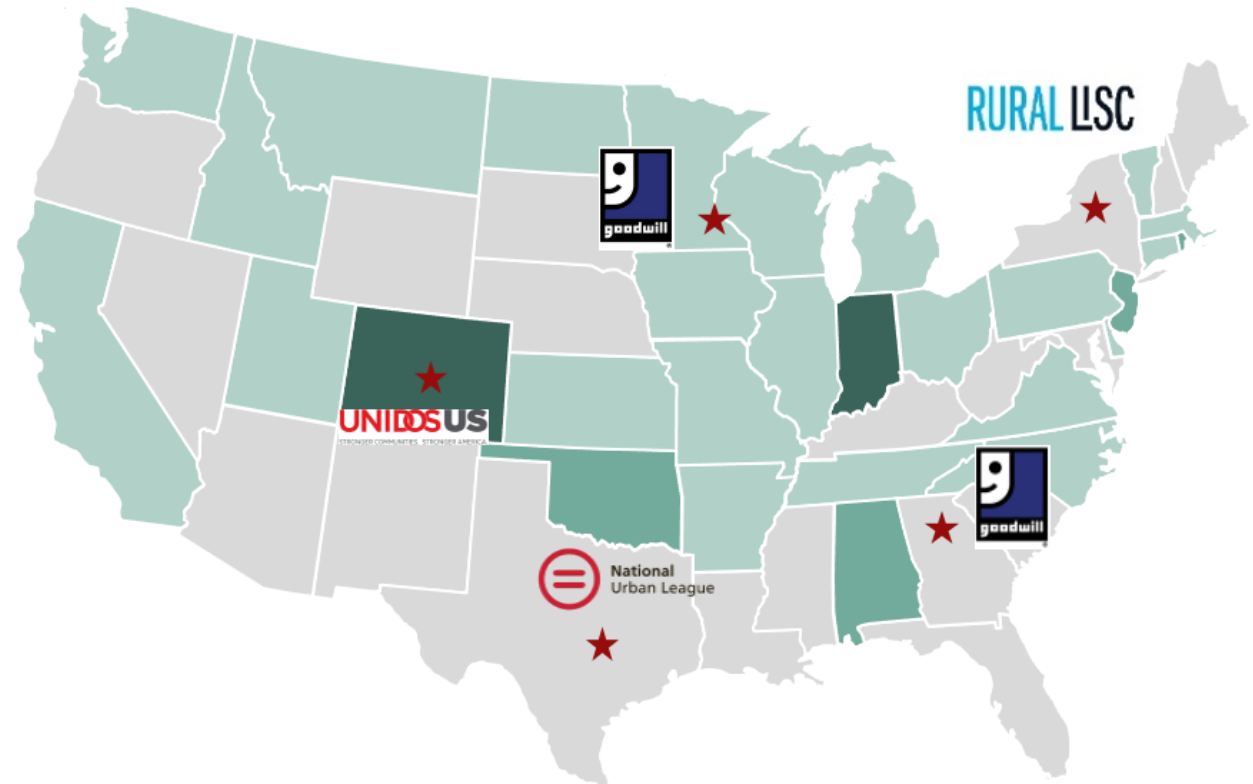
Driving the adoption of Skills-based practices in hiring and talent management

- Skillful Talent Series
- Job Posting Generator
- Sourcing & Hiring “Quick Start” Playbook
- Job-specific Hiring Toolkit
- HRIT “How-to guides”



Connecting Workers to Good Jobs

- **Deploying resources to multiple locations** through regional partners and State Network
- **Securing employer commitments** to change hiring and talent management practices
- **Building the technical infrastructure** to support the scaling of tools and resources



Rework America Alliance

Thank you.

Debbie Hughes
dhughes@markle.org





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