



# Rework America Alliance

## Minnesota Association of Workforce Boards

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# Today's Agenda

**The Need: The Disparate Impact of the Recession**

**Markle's Response: The Rework America Alliance**

**Using Market Insights to Identify Good, In-Demand Jobs**

**Mapping and Matching Effective Training Programs to In-Demand Jobs**

**Providing Resources for Career Coaches**

**Changing Employer Hiring Practices**

**The Role of Workforce Boards in the Economic Recovery**

# Workers are struggling: COVID-19 has exacerbated longstanding workforce disparities and inequities

The economic devastation of the coronavirus pandemic has shone a light on the **declining power of workers and long-standing racial inequity** in our education system and labor market

This pandemic induced labor market adversity has **disproportionately hit people of color and those earning lower wages**

As measures to contain the spread of COVID-19 have led to economic shutdowns, **workers without college degrees have experienced the greatest losses** in employment and income.

**4.0**  
*Percentage points*

◀ The difference between unemployment rates of Black and white workers as of June 2021

**3M**

◀ The number of workers missing from the labor market compared with February 2020

**44%**

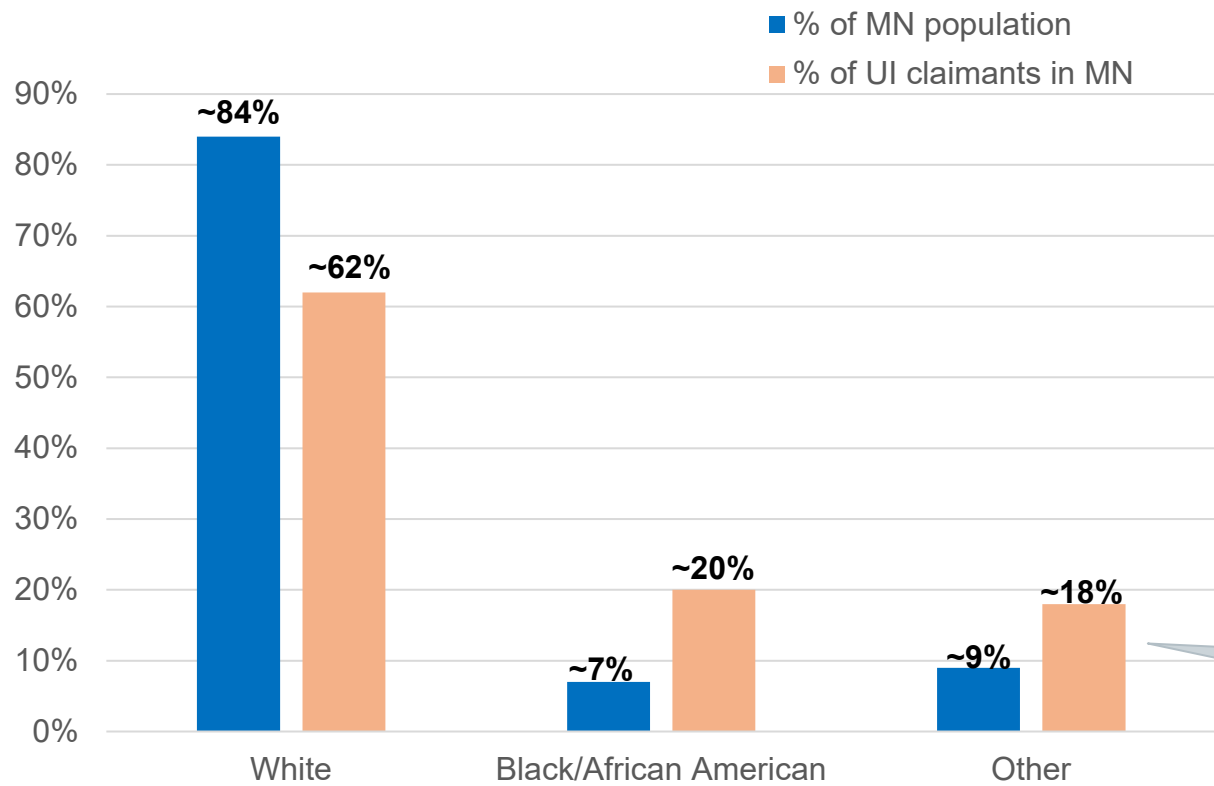
◀ The percent of workers dislocated by the pandemic that make less than \$40,000/year

**4x**  
*more*

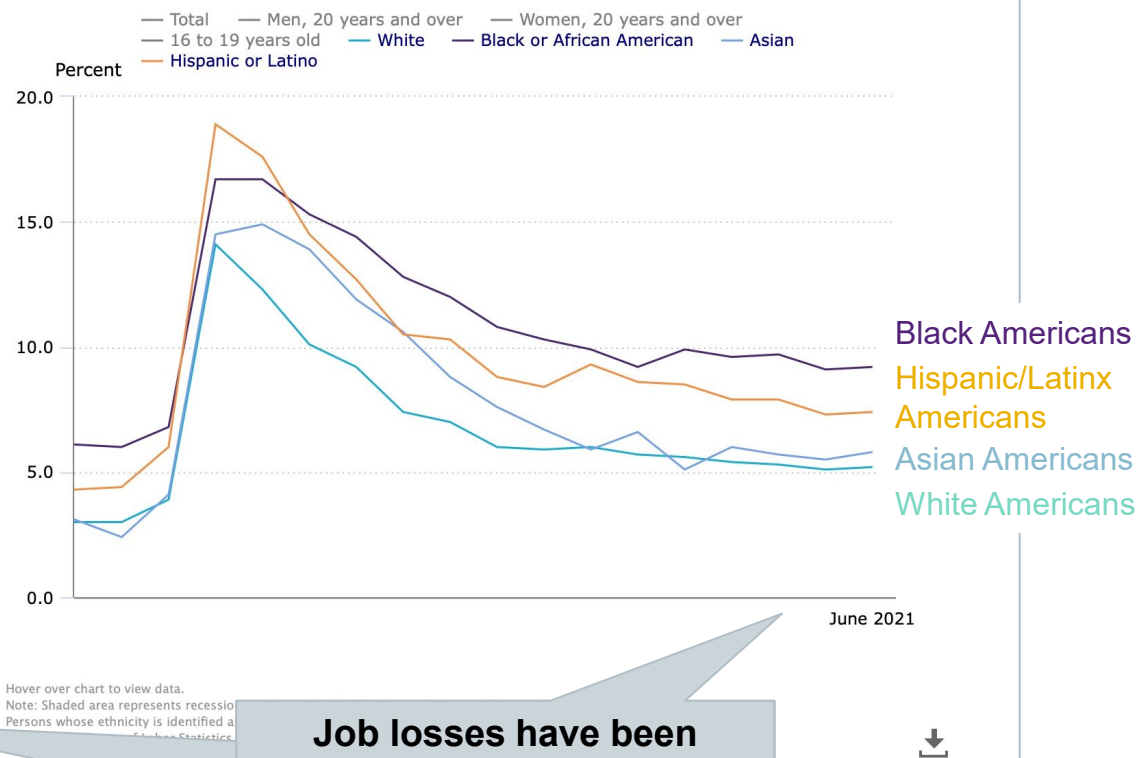
◀ The likelihood that a worker without a college degree (compared to those with one) will lose their jobs due to automation

# COVID-19 is hitting certain communities hardest—particularly workers of color and those who were already in low wage jobs

**% of Population vs UI Claimants by Race in MN, May 2021**



**Rates of Unemployment by Race**



**Job losses have been most severe and longest-lasting among lower-wage workers and workers of color**

# The Rework America Alliance

**The Rework America Alliance** is a nationwide collaboration of employers, non-profits, educators, government entities, and public and private organizations dedicated to helping unemployed and low-wage workers emerge from this crisis stronger.

The Rework America Alliance is opening opportunities for millions of unemployed and low wage workers to move into good jobs, particularly people of color who have been disproportionately impacted by the current economic crisis by:



Identifying promising job pathways 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





# Leveraging the Capabilities of Rework America Alliance Partners

The Alliance is formed out of a deep commitment by the following organizations, including:



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



# The Alliance is developing relevant capabilities for key stakeholders to support an equitable recovery



## Initial resources and tools the Alliance seeks to bring:

- |   |   |
|---|---|
| <p><b>1.</b> <b>Labor market insights:</b> tool(s) to help coaches, communities, employers, trainers and policy makers understand viable job paths through the origin-gateway-target journey</p> <p><b>2.</b> <b>Training guidance:</b> guidance on effective, affordable, and accessible training that will lead to gateway or target jobs</p> <p><b>3.</b> <b>Career coaching training:</b> enable coaches to use new job and training insights with workers/students; including the resume building tool</p> <p><b>4.</b> <b>Employer commitments and hiring toolkits:</b> commitments to adopt inclusive, skills-based sourcing and hiring practices and tools to help operationalize those commitments</p> | <p><b>5.</b> <b>Delivery and deployment:</b> the Alliance will work with delivery partners to ensure they have everything necessary to deploy these tools</p> |
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The Alliance will track level of reach, engagement, and user feedback to improve future versions and outcomes

## Full suite of capabilities will integrate:

- **Products, services, and capabilities from Alliance members**
- **Connection to major employers with nationwide footprints**
- **Connections to the 31 members of the Skillful State Network, led by state governors**

# Job Progressions From Origin to Gateway to Target

## Targets

Middle- to higher-wage (>\$42,000) occupations that are **good quality by being resilient to automation<sup>1</sup> and accessible** based on job experience, not just credentials  
*e.g., 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  
*e.g., training and development specialists*

Alternative paths

## Mid-wage Origins

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

## Historical Adjacencies

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**

*e.g., waiters*

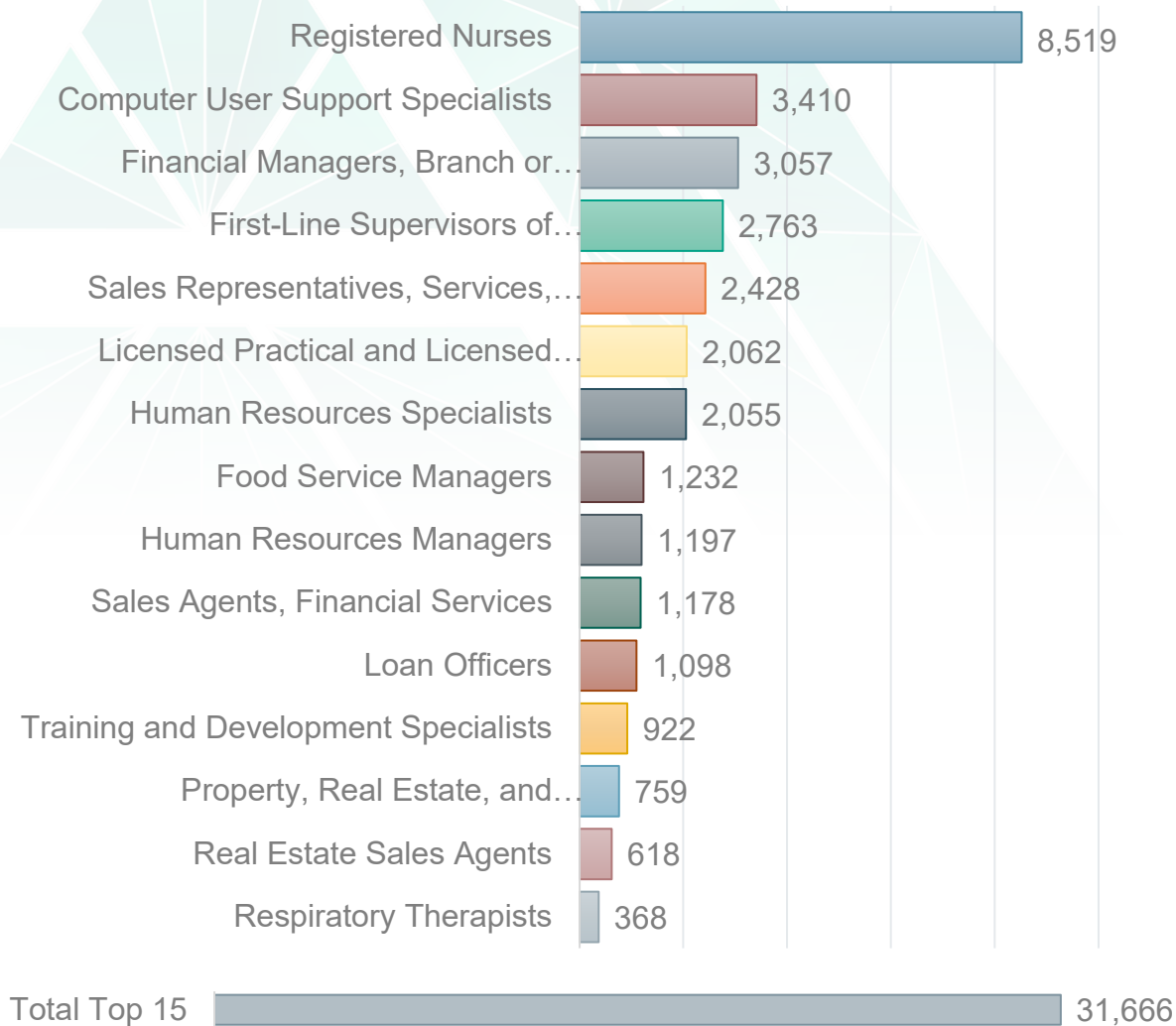
Progression to greatest economic mobility

<sup>1</sup> 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,



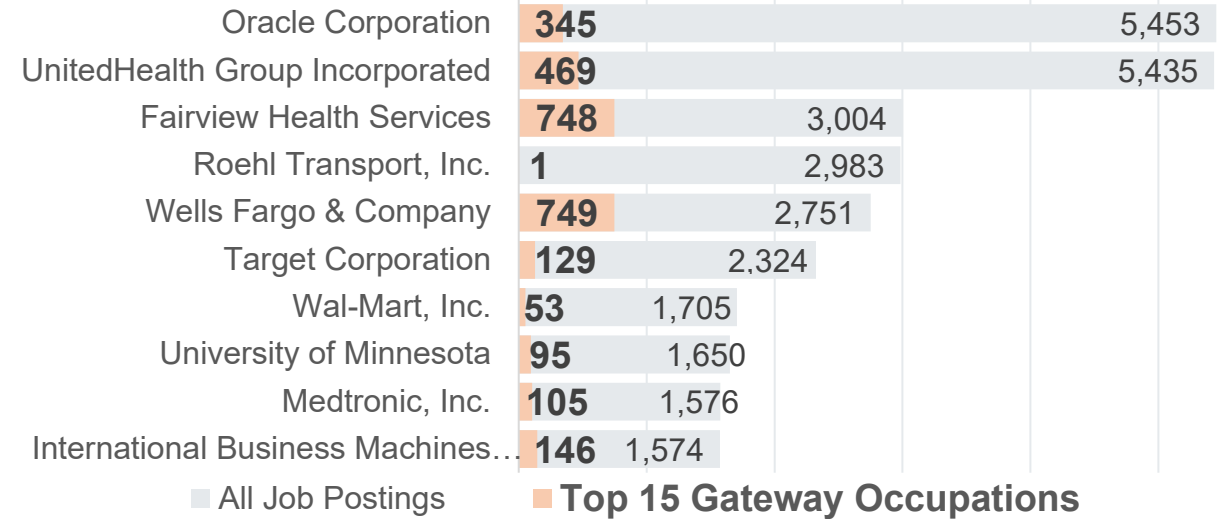
# Minneapolis-St. Paul: Gateway Jobs by the Numbers (Feb-April 2021)\*

## Top 15 Gateway Job Postings in MSP

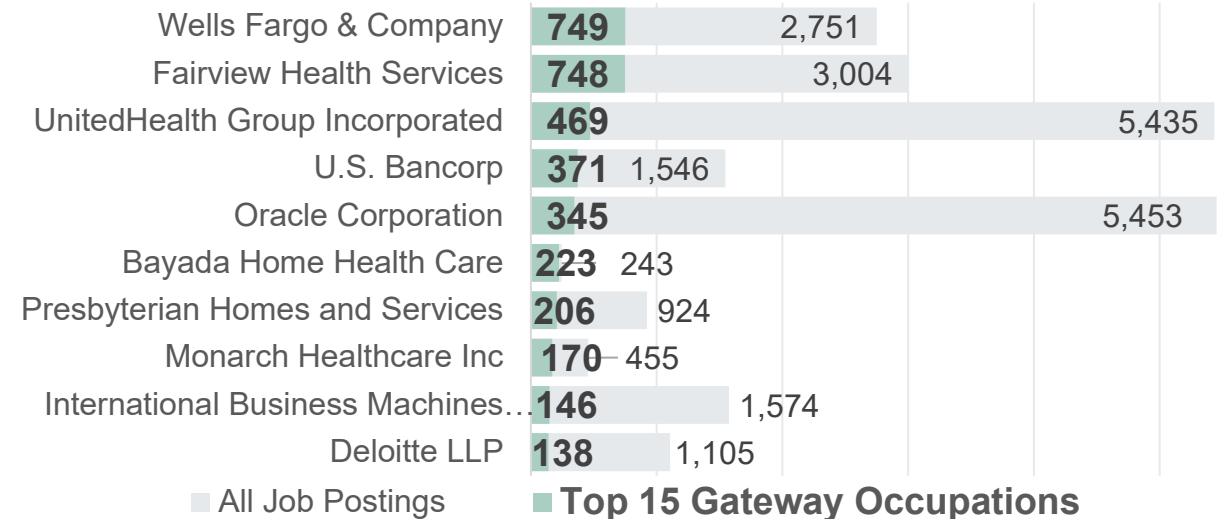


\* (Feb-April 2021) Ranked #1-15

## Top Employers Posting All Occupations



## Top 10 Employer-Posters Across Top 15 Gateways



The Alliance Training Team is working to identify effective, affordable training that connects to good jobs.

## Key Components:



**Provide worker-serving organizations with information** about effective training programs that help people, particularly of color, get good jobs.



**Collaborate with states** through Skillful State Network to expand the information available about training outcomes and identify effective programs statewide.



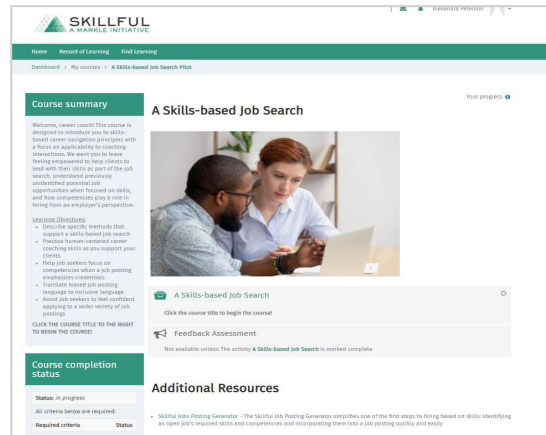
**Develop approaches** to connect job seekers to the effective training programs that lead to these good jobs, with a focus on those who have been under-represented



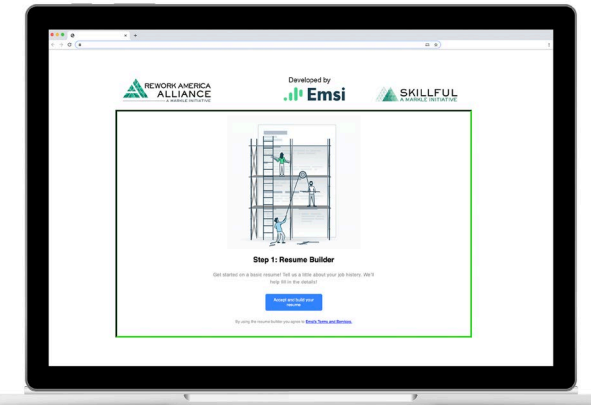
**Identify gaps** in good training options at the local and state level, and catalyze growth and scale of effective, affordable training for the most pressing gaps.

- This includes leveraging upcoming federal investment in infrastructure to create more infrastructure training for women and people of color who have been underrepresented in these good jobs.

## Virtual Career Coach Training



## Skill My Resume



### Data driven career pathways

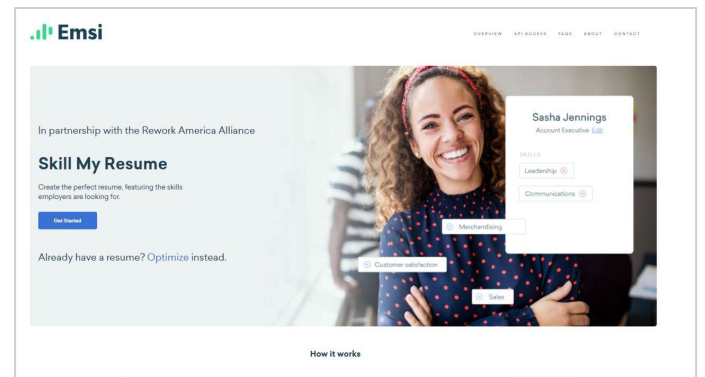
To help the 70% of Americans without college degrees and millions of Americans looking for work, this tool takes a data-backed approach to suggest career pathways and occupations that will lead to long term success. Based on looking at historical information of how those without a 4 year degree have 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:

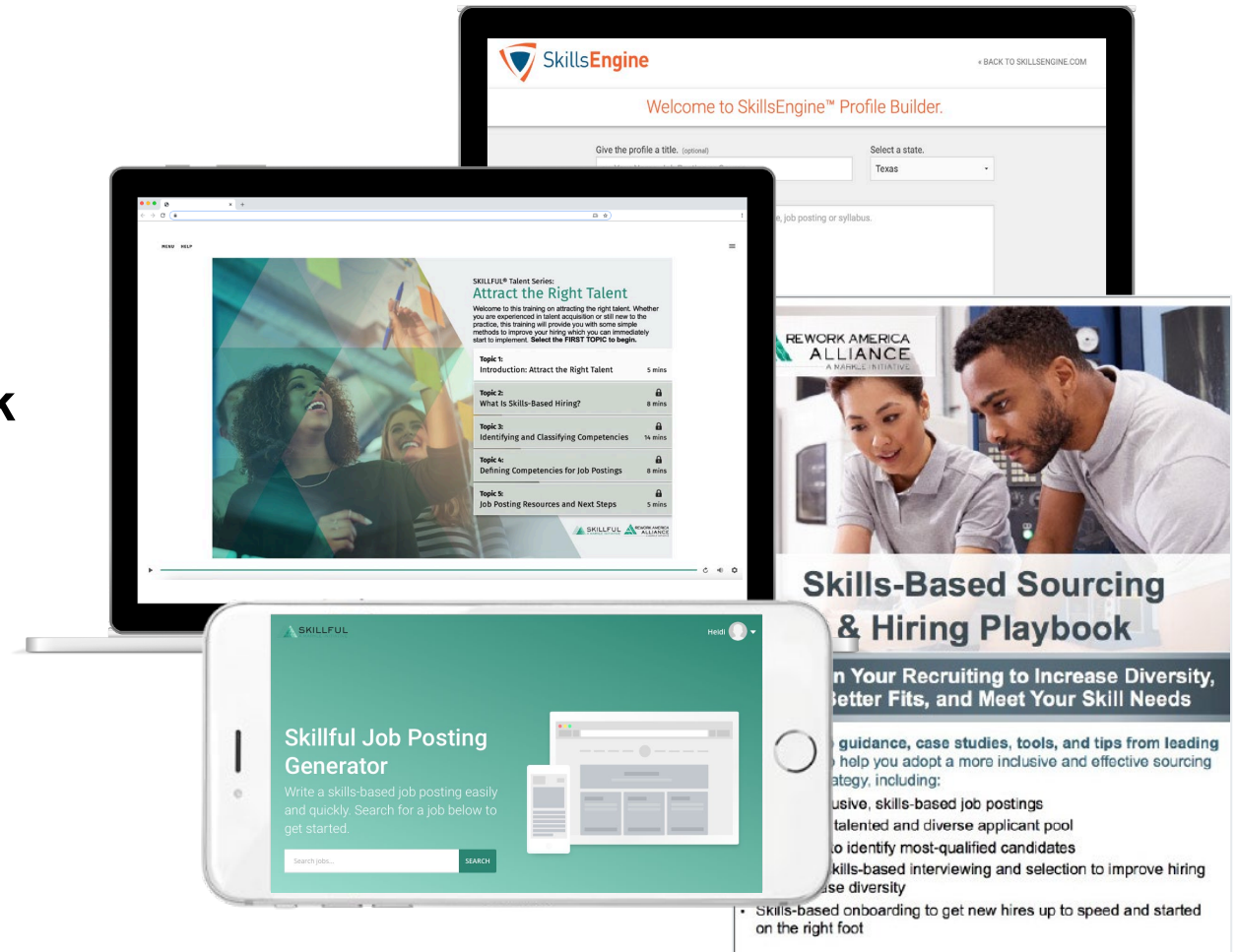
<https://jobprogressions.mckinsey.digital/>



[www.skillmyresume.com](http://www.skillmyresume.com)

## 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 Toolkits**
- **HRIT “How-To Guides”**



# The Role of Workforce Boards in the Economic Recovery

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Paige Shevlin , Director of Policy & National Initiatives, Markle Foundation



# Creating a more Equitable Recovery through Workforce Development

**Each of the Workforce Boards here should have an intentional strategy:** Focus on creating an equitable recovery to help the people most impacted by the pandemic get back to work after this recession

## Priorities should include:

1. **Setting expectations for employer partners that raise overall job quality**
2. **Providing services to the populations that have the greatest need**
3. **Amplifying service strategies that we know are effective for these populations**

## Blog: Seven Recommendations to Advance Racial Equity in the Workforce System

<https://workforce-matters.org/guest-post-seven-recommendations-to-advance-racial-equity-in-the-workforce-system/>





## Setting expectations for employer partners that raise overall job quality

Workforce boards should be thinking about the employers and jobs that are worth their time and investment. Expectations for employers in this area can include:

- **Specifying the types of employers who are eligible for partnership and the jobs eligible to receive funding for incumbent worker training, on-the-job training, and other supports based on job quality.**
- **Providing education for employers on job quality, equity, and inclusive hiring.**

## What makes a job a “good” job?

### RAA Gateway Job Definition

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

*e.g., training and development specialists*

### Georgetown Center on Education and the Workforce Definition

A good job pays a **minimum salary of \$35,000** for workers under 45 years of age and a **minimum salary of \$45,000** for those 45 and over. Jobs that meet these standards pay a **median wage of \$55,000.**

## Providing services to the populations that have the greatest need

Workforce boards can use labor market metrics such as unemployment rates to identify the populations that are being underserved and can then:

- **Set targets for funding allocated for those populations**
- **Set benchmarks for equitable service provision.**

### Example

If Black workers in an area account for

**20%**



of the unemployed population

then

**20%**



of funding and services should be directed towards Black workers

## **Amplifying service strategies that we know are effective for these populations**

We need to focus on strategies that are proven to help the specific populations we are aiming to serve move into good jobs. These strategies can include:

### **Focusing on wraparound supports**

- We need to prioritize workforce services and programming that include wraparound supports such as transportation, childcare, and career counseling.
- These are barriers that disproportionately impact people of color.

### **Working with Minority-led Organizations**

- We can also increase access to workforce training and services for the populations with the greatest need through creating intentional partnerships with organizations that are led by people of color.
- One way this can be done is by giving funding preference in competitive grant processes to organizations reflective of communities most in need of services.

## Bipartisan Infrastructure Bill

According to the White House, the \$1 trillion bipartisan infrastructure bill will infuse the economy with:

- **~\$550 billion in new spending and**
- **Create approximately 2 million new jobs per year over a ten-year period.**

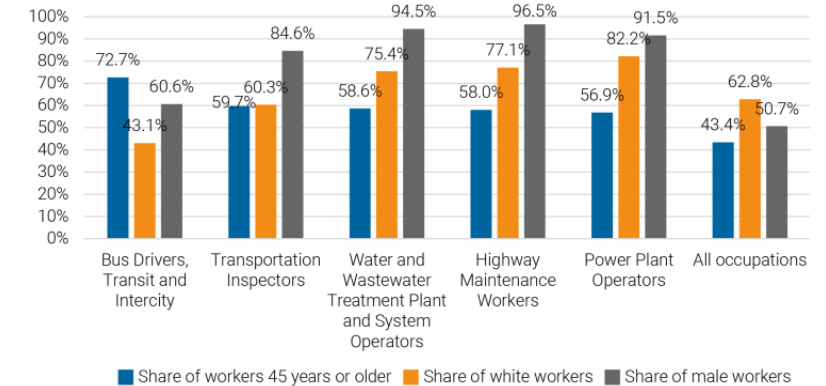
**We need to make sure that the jobs that are created include women and people of color.**

- Currently, more than 8 in 10 infrastructure workers are male.
- According to the Bureau of Labor statistics, 88.6% of all construction workers in 2020 were white.

## What can we do?

1. Make people **aware of the opportunities** and help them understand what the career paths look like
2. Provide wraparound supports that **address barriers such as childcare and transportation**
3. Work with partners to **make infrastructure workplaces more equitable and safer for all workers**

Figure 2. Age, race, and gender, selected infrastructure occupations vs. all occupations, 2019



Source: Brookings analysis of BLS Occupational Employment Statistics and EMSI data.

 Metropolitan Policy Program  
at BROOKINGS