

# Memorandum



DATE February 26, 2016  
TO The Honorable Mayor and Members of the City Council  
SUBJECT **New Skills at Work (JP Morgan Chase & Co.)**

On Wednesday, March 2, 2016, The Dallas City Council will be briefed on New Skills at Work (JP Morgan Chase & Co.)

## BACKGROUND

JP Morgan Chase (Chase), one of the nation's largest financial institutions, has invested in regions across the U.S. and Europe to address issues that will expand workforce opportunities and sustain economic growth. Most recently, Chase has committed \$250 Million over five years to a global initiative to help markets build a demand driven workforce development system and to prepare youth and adults for careers in high-demand, middle-skill occupations.

New Skills at Work is the fourth in a series of reports that examines workforce conditions in major global regional markets. Compiled by Chase consultant, Loh Sze Leung, the DFW report is a data-based analysis of local conditions that focuses on opportunities in the healthcare and information technology sectors. It further provides recommendations to develop career pathways to meet the growing demand for middle-skill employees in high growth sectors.

Chase has contracted with United Way of Greater Dallas to coordinate the efforts of local workforce stakeholder groups to implement these recommendations. Susan Hoff, Senior Vice President of United Way of Metropolitan Dallas, will discuss the Pathways to Work initiative and how Neighborhood Plus can align with these ongoing stakeholder collaborations.

Briefing materials are attached.

Ryan S. Evans  
First Assistant City Manager

Alan E. Sims  
Chief of Neighborhood Plus

C: A.C. Gonzalez, City Manager  
Warren M.S. Ernst, City Attorney  
Craig D. Kinton, City Auditor  
Rosa A. Rios, City Secretary  
Daniel F. Solis, Administrative Judge  
Eric D. Campbell, Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager

Mark McDaniel, Assistant City Manager  
Joey Zapata, Assistant City Manager  
Jeanne Chipperfield, Chief Financial Officer  
Sana Syed, Public Information Officer  
Karl Zavitkovsky, Director, Office of Economic Development  
Lee McKinney, Assistant Director, Office of Economic Development  
Elsa Cantu, Assistant to the City Manager – Mayor & Council

**NEW SKILLS AT WORK**

JPMORGAN CHASE & CO.

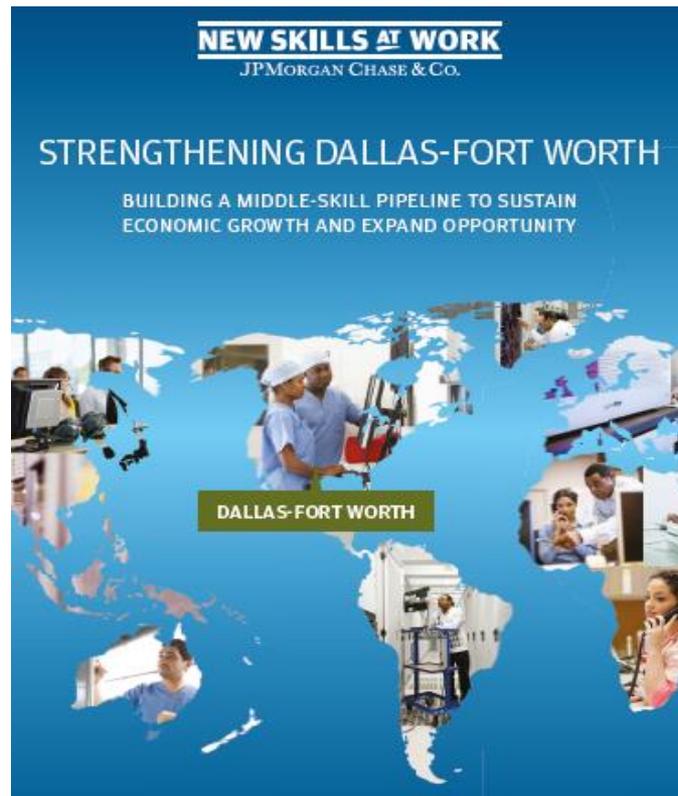
**STRENGTHENING DALLAS-FORT WORTH:  
BUILDING A MIDDLE-SKILL PIPELINE TO SUSTAIN  
ECONOMIC GROWTH AND EXPAND OPPORTUNITY**

Presented to the Dallas City Council  
*March 2, 2016*

## New Skills at Work

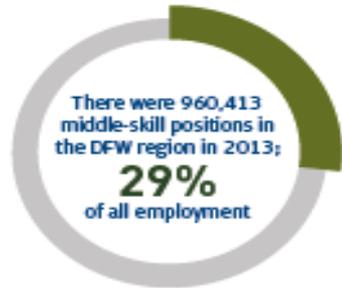
is a global workforce readiness and demand-driven training initiative to:

- **Build** a demand-driven system
- **Invest** in, strengthen, and scale effective training
- **Use data** to analyze skills in demand in regional markets



# DFW MIDDLE-SKILL OPPORTUNITIES ARE GROWING

NEARLY ONE-THIRD OF JOBS IN HIGH-GROWTH INDUSTRIES REQUIRE MIDDLE-SKILL CREDENTIALS



Middle-skill jobs are projected to produce nearly

**42,000**

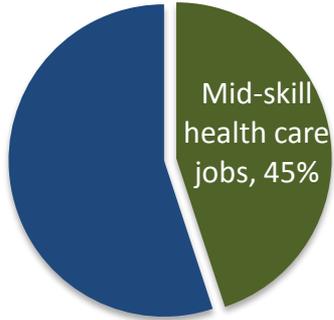
average openings per year, a 2% annual growth rate, through 2018

(Source: EMSI)

Middle-skill jobs pay an average median hourly wage of  
**\$24.47**  
exceeding the living wage of \$18.08 for the DFW region



## A SIGNIFICANT % JOBS IN HEALTHCARE AND INFORMATION TECHNOLOGY ARE MIDDLE- SKILL



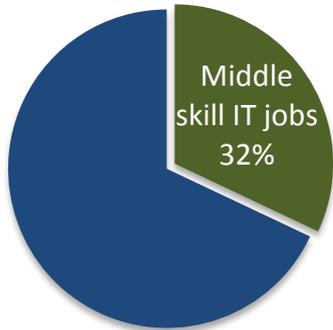
**296,000** total jobs in the health care sector

**\$29.27** median wage for middle-skill health care jobs

**5.5%** projected annual middle-skill job growth, 2013-18

**7,095** projected annual middle-skill job openings, 2013-18

**Sample occupations:** RN, medical coder, cardiovascular technician



**123,000** total jobs in the IT sector

**\$29.11** median wage for middle-skill IT jobs

**3.6%** projected annual middle-skill job growth, 2013-18

**2,224** projected annual middle-skill job openings, 2013-18

**Sample occupations:** Help desk, network support

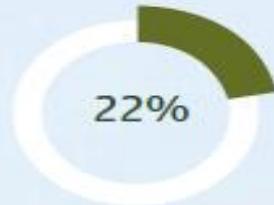
# UNFORTUNATELY, TOO MANY RESIDENTS OF THE DFW REGION ARE NOT PREPARED FOR MIDDLE-SKILL JOBS...

## Large disparities in educational attainment persist among racial and ethnic groups

Many DFW residents lack the basic academic and job-readiness skills required to start a middle-skill career ladder:

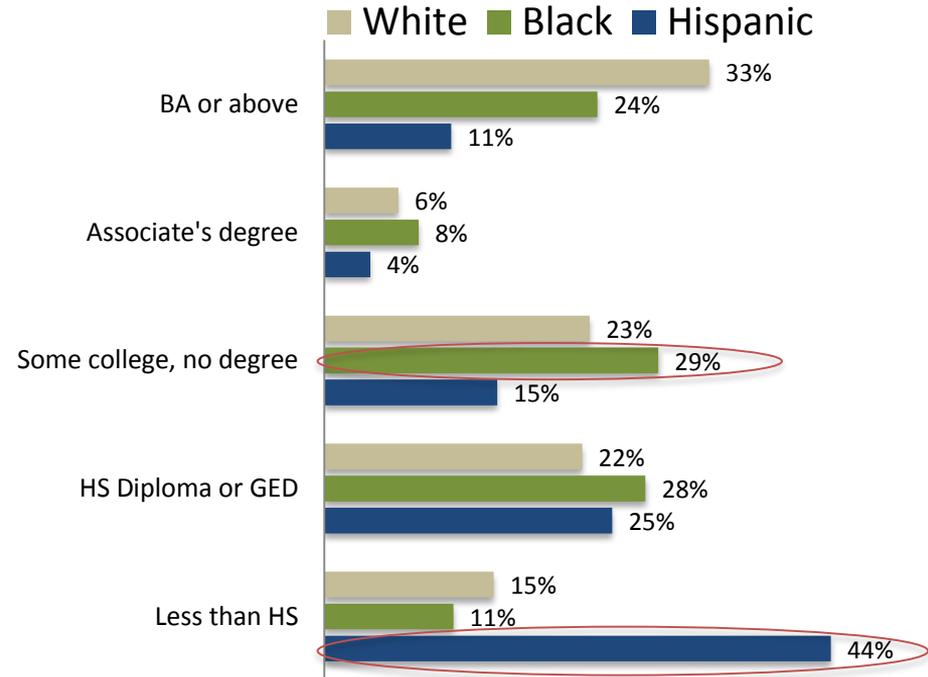
**950,000**

adults, or 22% of the DFW region's population ages 25 and older, do not have a high school credential<sup>8</sup>



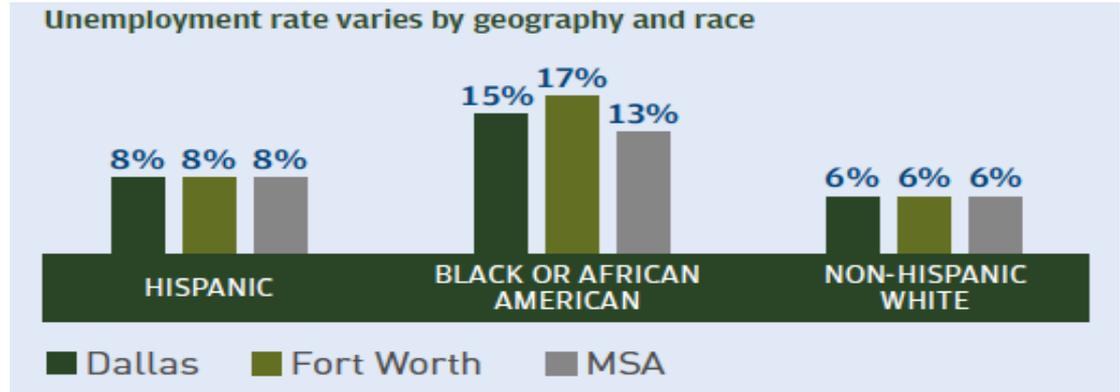
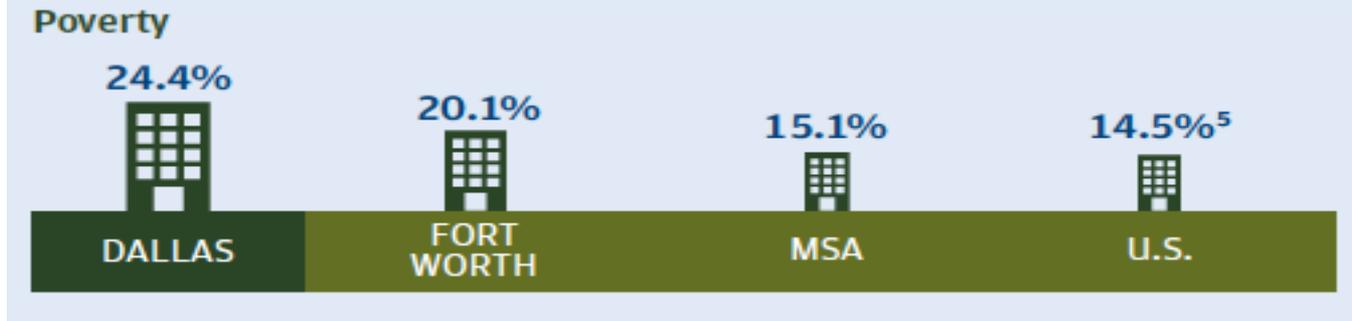
**640,000**

or 14.7% of individuals in the DFW region ages 16-64 have limited English proficiency<sup>9</sup>



Source: 2011-13 American Community Survey  
Source: 2011-13 American Community Survey

# ...AND THIS RESULTS IN GREAT DISPARITIES IN UNEMPLOYMENT AND POVERTY



Source: 2011-13 American Community Survey

# CREATING BETTER ACCESS TO MIDDLE-SKILL JOBS: RECOMMENDATIONS IN FIVE TARGET AREAS



1. Strengthen the “first rung” of career pathway programming

2. Increase persistence in and completion of middle-skill training.

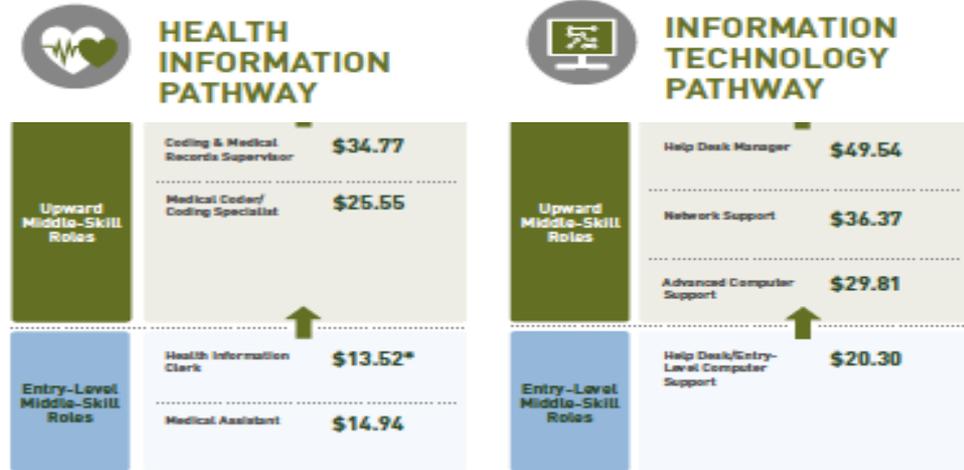


3. Strengthen bridges between workforce resources and high need communities and populations



# CREATING BETTER ACCESS TO MIDDLE-SKILL JOBS: RECOMMENDATIONS IN FIVE TARGET AREAS

## 4. Increase awareness of middle-skill opportunities



### 2015 FRONTLINE WORKER CHAMPION PROFILE



COME FOR A JOB, STAY FOR A CAREER

## 5. Promote employer leadership in developing career pathways.

DALLAS  
REGIONAL  
CHAMBER®

**WORKFORCESOLUTIONS**  
GREATER DALLAS



City of Dallas



Dallas County  
Community College District



Parkland

**npower**



**Tarrant County College®**  
SUCCESS WITHIN REACH.



# Bridging the Skills Gap in Dallas...



**950,000** adults  
without a high school  
credential  
**640,000** adults with  
limited English  
proficiency

**140,000+** adults out of  
school and out of work

## Career Pathway Interventions

- Job skills training
- Workforce readiness training
- Basic skills education
- Industry-recognized credentials / certifications
- On the job training / internships
- Integrated Support Services
  - Child care
  - Transportation
  - Tuition assistance
  - Housing assistance
  - Coaching



**960,000** middle skill  
jobs today; **42,000**  
**openings** every year

Middle skill jobs pay  
**\$24.47** on average,  
35% higher than the  
region's living wage

# Greater Dallas Workforce **EcoSystem**

- Serves both Employers and Job Seekers
- Identifies strong programs that can be scaled and gaps that can be filled by new, innovative programs
- Uncovers opportunities for connections and collaboration
- Helps with planning, sequencing and prioritization of workforce services
- Supports community-wide alignment– increasing system efficiency and reducing duplication
- Primary partners – Dallas Regional Chamber, Workforce Solutions Greater Dallas, DCCCD, United Way

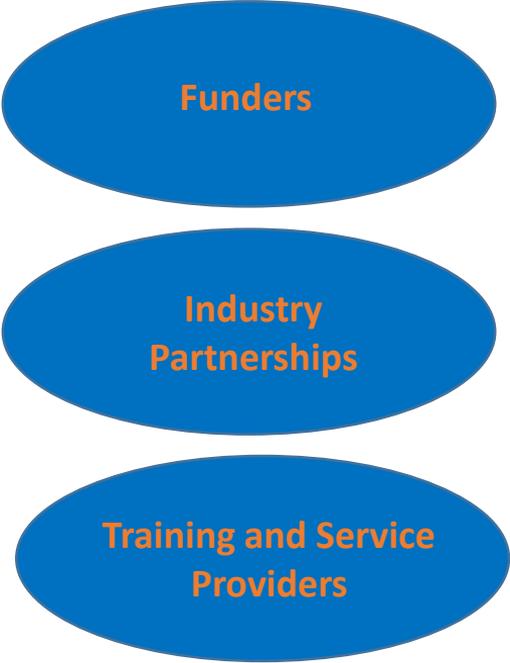
## Workforce Development Inventory

Preparation & Applied Learning	Employment & Talent Acquisition	Employer Support Systems	Awareness and Advocacy
<ul style="list-style-type: none"> <li>• Career Exploration in HS</li> <li>• Career Pathways after HS</li> <li>• Employer / Industry credentialing</li> <li>• Post-secondary education</li> <li>• Work-based training</li> <li>• Fast Track Training</li> <li>• Workforce Fundamentals and Essential Skills</li> <li>• Adult Literacy / English as a Second Language</li> <li>• Coaching</li> </ul>	<ul style="list-style-type: none"> <li>• Job Development and Assessment</li> <li>• In-person job placement, career counseling and support services</li> <li>• Human Resources assistance</li> <li>• Job fairs and hiring events</li> <li>• Online assessment and job search functions</li> </ul>	<ul style="list-style-type: none"> <li>• Employer-sponsored training for upward mobility</li> <li>• Workforce alignment</li> <li>• Transportation to work</li> <li>• Layoff transition and relocation support</li> <li>• Financial management</li> <li>• Connection to wage supplementation support</li> <li>• Availability and access to quality childcare</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure and employment support policies</li> <li>• Employment and training administration programs</li> <li>• Pell grants</li> <li>• Career and Technical Education grants</li> <li>• Tax credits/ incentives</li> <li>• Employer convening</li> <li>• Training for counselors</li> <li>• Data-driven analytics</li> </ul>

# Pathways to Work

coordinates workforce stakeholder groups to implement targeted New Skills at Work recommendations

- 1. Strengthen the “first rung” of career pathway programming**
  - New investments in community-based training partnerships:
    - Certified Nurse Aid Partnership, led by El Centro College and Sharing Life Community Outreach
    - IT Ready Initiatives, led by Per Scholas
- 2. Increase persistence in and completion of middle-skill training**
  - Support the integration of support services with technical training to smaller cohorts of participants
  - 120 participants to date; 70 have earned industry-recognized credential or certification; 76 secured jobs in healthcare and IT
- 3. Strengthen bridges between workforce resources and high need communities and populations**
  - Building stronger connections between community-based training providers and employer associations
- 4. Increase awareness of middle-skill opportunities**
  - Workforce Symposium in November collected and distributed information on workforce programs from 30 organizations
- 5. Promote employer leadership in developing career pathways**
  - 15 employers engaged to date- advising on curriculum, mentoring students, and hiring graduates



Funders

Industry  
Partnerships

Training and Service  
Providers

# The Neighborhood Plus Initiative

aligns well with these collaborative efforts, and we welcome the City's active participation to help us move the New Skills at Work recommendations forward.

Potential next steps for the City to consider:

1. Provide information and conduct outreach to your constituents
  - Inform them about available workforce programs and services
  - Help us identify and engage residents who could benefit from these programs
2. Seek, compile and share feedback from constituents
  - Help us identify helpful services, challenges, needs and interests that could be met through workforce development programs and services