

Innovative Workforce Strategies for Older Adults

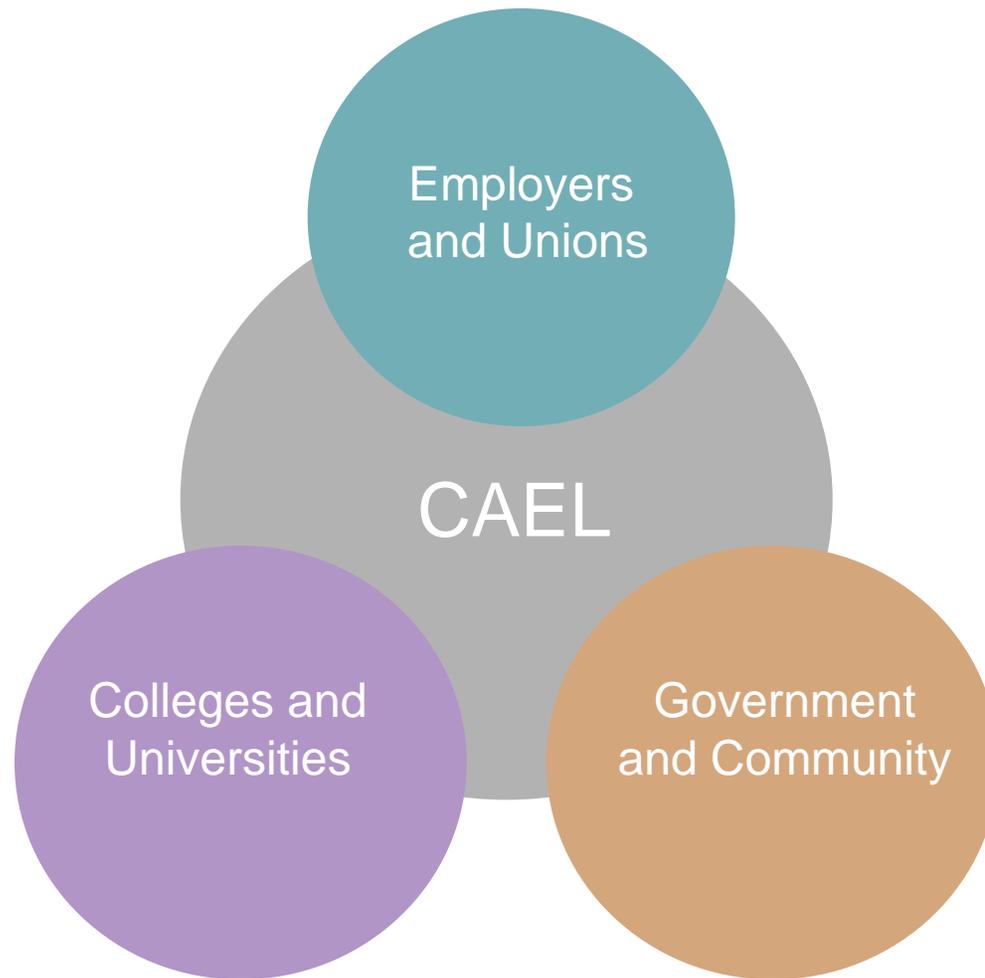


Presented by:

Ed Fangman, Terri Kaufman and Phyllis Snyder
TA Forum: Recalibrating the Workforce System
September 14, 2011



CAEL's Unique Integrator Role



New Face of Maturity



Aging Worker Initiative

- ▶ The Aging Worker Initiative (AWI) seeks to expand the workforce investment system's understanding about how to best serve the older worker population and develop models to share with all local workforce investment areas. Its ultimate goal is to provide better, more expansive services to older Americans for many years to come.

Source: <http://www.doleta.gov/brg/indprof/AWI/>

Aging Worker Initiative

- ▶ July 2008, awarded three year, \$3.6 million grant from Atlantic Philanthropies for Aging Worker Initiative.
- ▶ First government/philanthropic partnership: Department of Labor issued SGA to states with award amounts up to 1 million for up to 13 states.
- ▶ Grants address workforce challenges facing older adults-developing models for talent development that recognize older workers as valuable labor pool.

AWI Sites

Organization	State
Tecumseh Area Partnership, Inc.	Indiana
Quad Area Community Action Agency, Inc.	Louisiana
Coastal Counties Workforce, Inc.	Maine
Baltimore County Office of Workforce Development	Maryland
Macomb/St. Clair Workforce Development Board, Inc.	Michigan
South Central Workforce Investment Board	Pennsylvania
Goodwill Industries of Houston, Inc.	Texas
Vermont Associates for Training & Development, Inc.	Vermont
Seattle-King County Workforce Development Council	Washington
Fox Valley Workforce Development Board	Wisconsin

Getting Older

- ▷ *In 2009, older workers (55+), comprised 19% of the American workforce, up from 12% in 1999.*
- ▷ *A decade from now, at the current rate of increase, older workers are expected to make up 25% of the workforce.*

Source: Heidkamp, Corre, and Van Horn (2010). *The "New Unemployables": Older Job Seekers Struggle to Find Work During the Great Recession.* The Sloan Center on Aging and Retirement. Retrieved from http://www.bc.edu/content/dam/files/research_sites/agingandwork/pdf/publications/IB25_NewUnemployed.pdf

Need for Longer Work Lives

- ▶ Between 2010 and 2030, labor force growth will slow to 10.5% while population will grow 17.5%
- ▶ Lead to slowdown in GDP without increase in productivity, participation or immigration
- ▶ Ratio of non-workers to workers will rise from 52% to 62%; participation older workers could bring to 53%

Mature Workers

Recent studies on mature adult workers show:

- ▷ 70% of baby boomers plan to work in their retirement years or never retire
- ▷ 30% want to pursue a degree/certificate to advance in career
- ▷ 55% want to learn to improve job skills
- ▷ They expect to 'retire' from current job career at age 64 and then launch an entirely new career*

Mature Workers

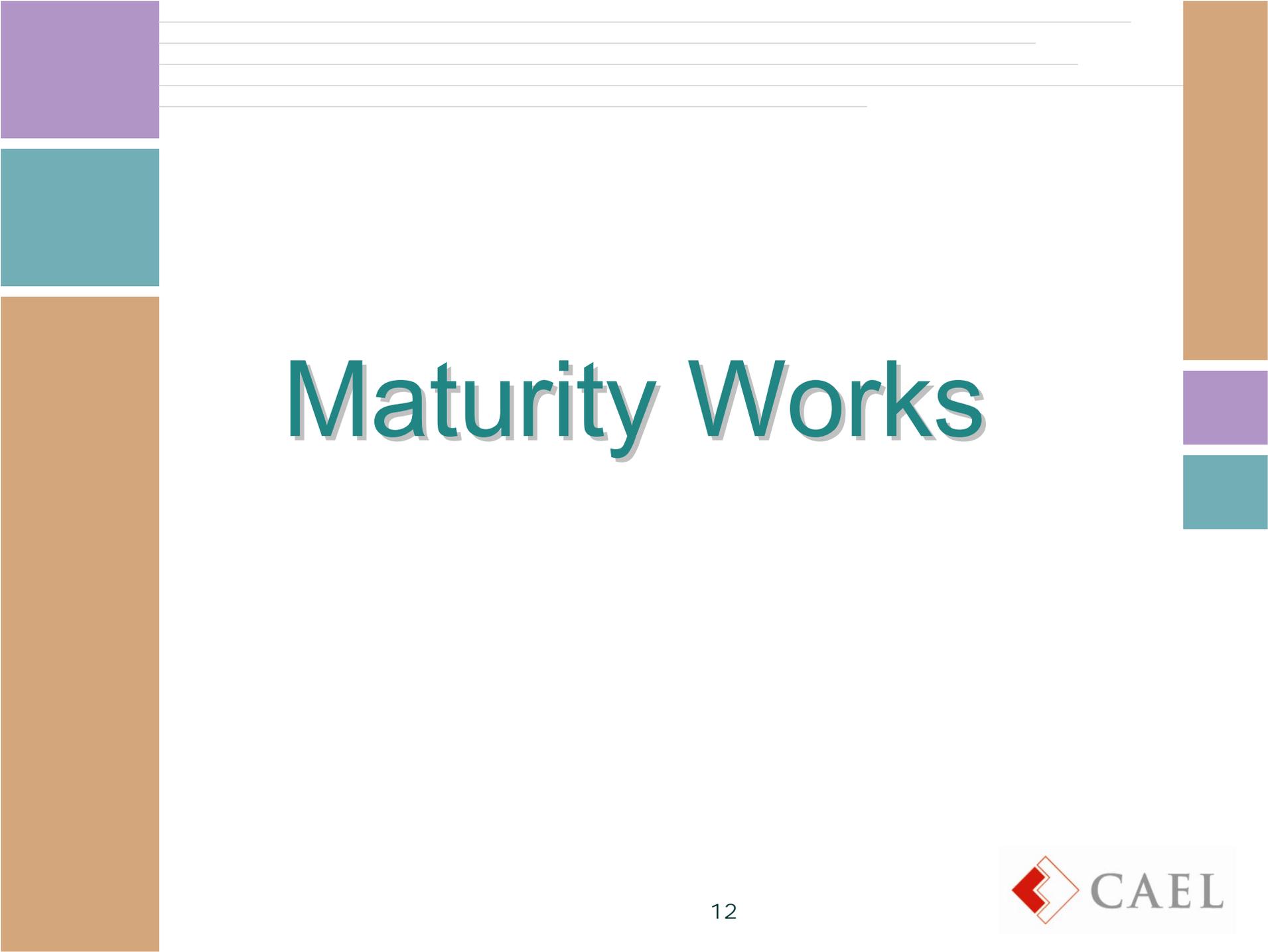
Key obstacles that hinder continued work at older ages:

- ▶ Employer perceptions about the cost of employing older workers.
- ▶ Employer concern that conflicts result when older workers managed by younger workers
- ▶ Changes in industry and job skill requirements may hinder older workers.

Source: United States Government Accountability Office. Testimony before the U.S. Senate Special Committee on Aging. *Older Workers: Some Best Practices and Strategies for Engaging and Retaining Older Workers*. February 2007.

Successful Transition Strategies

- ▶ Using cohort classes as part of the training to prepare older adults for new roles
- ▶ Providing ongoing guidance and support by advisors who are trained to understand the challenges faced by other older adults
- ▶ Scheduling reverse job fairs that better showcase the skills and experience that older adults bring



Maturity Works

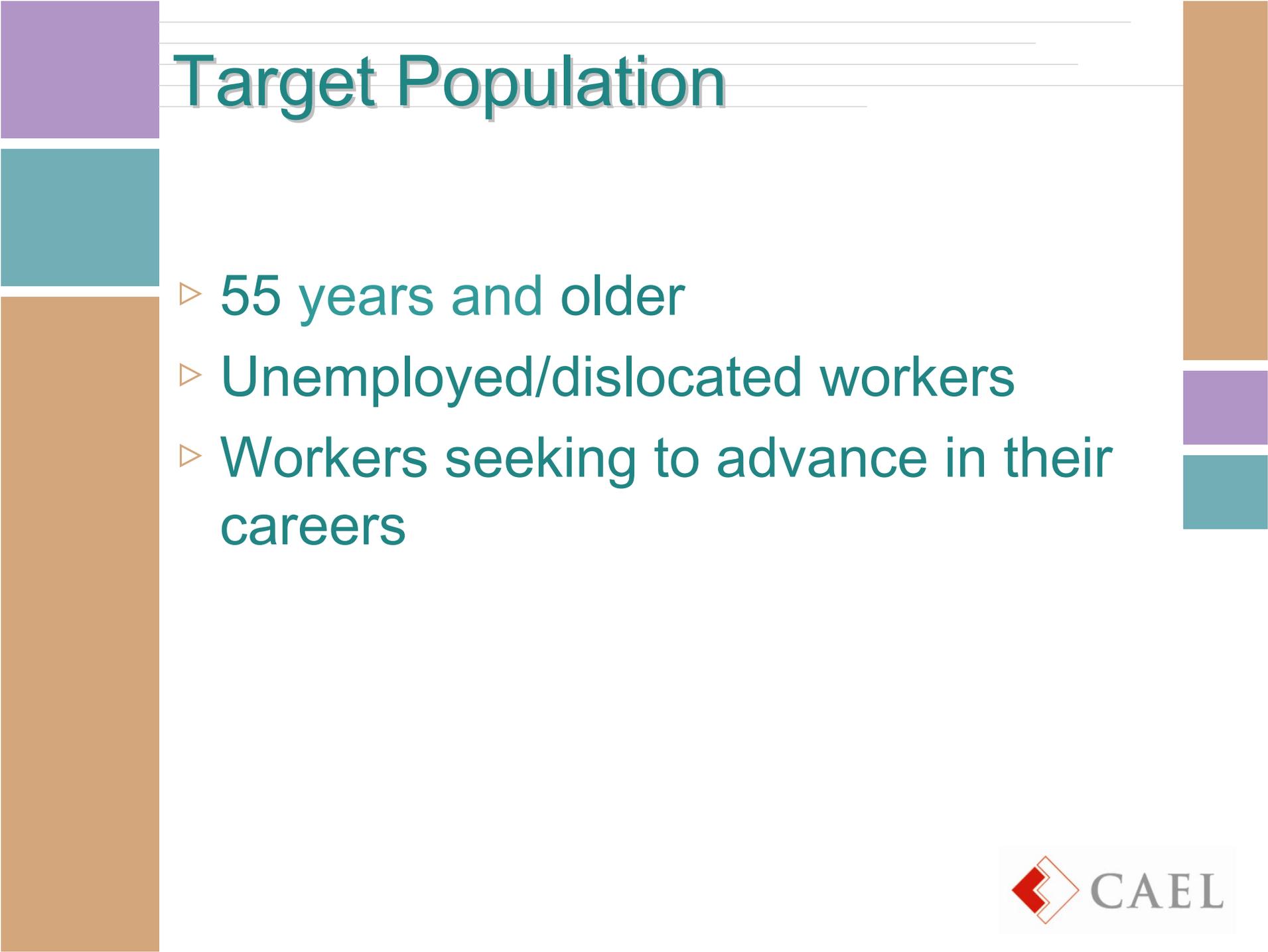
Grant Overview

- ▷ Nearly \$1 million dollars from the Department of Labor
- ▷ Only organization in Maryland to receive funds (10 Nationwide)
- ▷ **Regional Partnerships** – *Baltimore County Office of Workforce Development (BCOWD), Baltimore City Mayor's Office of Employment Development (MOED), Baltimore County Department of Aging (BCODA), The Community College of Baltimore County (CCBC), Baltimore City Community College, University of MD Baltimore County (Erickson School), and Healthcare Partners within the Baltimore Alliance for Careers in Healthcare*



Project's Goals

- ▷ Strengthen the pipeline of entry-level mature workers in healthcare
- ▷ Retain experienced technical and professional healthcare personnel after retirement



Target Population

- ▷ 55 years and older
- ▷ Unemployed/dislocated workers
- ▷ Workers seeking to advance in their careers



Targeted Occupations

- ▷ CNA/GNA/Nurse Assistant/Extender
- ▷ Medical Billing
- ▷ Medical Coding
- ▷ Sterile Processing Technician
- ▷ Surgical Technician
- ▷ Unit Clerk/Coordinator
- ▷ Physical Therapy Aide

Qualification Criteria

- ▷ Must be 55 years of age or older
- ▷ If displaced or unemployed, must register with one of the Baltimore County or Baltimore City One-Stop/Career Centers
- ▷ Pass required assessments
- ▷ Attend information, interview and orientation/registration sessions
- ▷ Must be willing to successfully complete the required training and workshops
- ▷ Must be willing to secure employment

Benefits To 55+ Individuals

- ▷ Career awareness and guidance through information sessions
- ▷ Skills assessments, skills enhancements referrals and job search strategies
- ▷ Job readiness workshops, such as résumé development, interviewing techniques and soft skills
- ▷ Tailored Job fairs

Benefits To 55+ Individuals

(Cont.)

- ▶ Training for one of the targeted occupations by the Community College of Baltimore County (CCBC)
- ▶ Healthcare certification, where applicable
- ▶ Assistance in obtaining employment in targeted occupation
- ▶ All of the above services supported with grant funds

Progress To-Date

- ▷ One hundred and seventy eight (178) participants have received services through the grant
- ▷ Fifty (50) participants completed training
- ▷ Three (3) reported securing employment
- ▷ Thirteen (13) still attending

Progress To-Date

- ▷ Two (2) incumbents started pre-requisites
- ▷ Fifty (50) new participants registered to begin pre-requisites in September for Unit Clerk and Physical Therapy Aide trainings
- ▷ Twenty (20) job seekers are in the process of being screened for the above two new trainings



Review of AWI Initiative South Central Workforce Investment Board

- ▷ Reviewed by independent consultant
- ▷ Included interviews and document reviews

Presentation Overview

- ▷ Review and evaluative comments on project
 - Phase I: Building Capacity and Project Organization
 - Phase II: (Worker) Training Implementation
 - Phase III Closeout and Evaluation
 - Final products
- ▷ Some concluding observations
 - AWI as a driver of system transformation (culture change)

Phase I: Building Capacity and Project Organization

- ▷ Project Advisory Committee
 - 10 key stakeholder organization
 - Education and Training
 - Elder advocacy
 - Industry Partnerships
 - Represent 100s of employers
 - SCWIB
 - Six (6) PACL Administrators (Recent addition)
- ▷ Hallmark strength of project
- ▷ Replicable model (Important to document)
- ▷ Has the elements of a transformative model for public workforce investment

Phase I: Building Capacity and Project Organization

- ▷ Outreach and Recruitment
 - Industry Partnerships
 - Accelerated pace in Advanced Manufacturing
 - Initial challenges in Health Care and Information Technology partnerships
- ▷ The naturalistic development of AWI in the IP have important lessons for replication
 - HIPAA requirements in Health Care
 - Employer recruitment in Information Technology
- ▷ Illustrates successful investments (public and private) for targeted training

Phase I: Building Capacity and Project Organization

- ▷ PACL AWI Training
 - Approximately 12 training (two in each PACL)
 - Primary purpose to raise awareness of Older Workers
 - Secondary purpose to improve customer service
- ▷ Majority of PACLs not satisfied or felt neutral regarding the training
 - Questioned whether primary purpose was achieved
- ▷ Temporary (?) addition of PACL Customer Service Representative was lauded by the majority of PACLs
 - Both the position and the process of defining the position

Phase II: (Worker) Training Implementation (Target Of 318)

- ▷ Incumbent Training (Target 180)
 - As of May 1, 2011- 96 (53% of Target)
- ▷ Out of Work Training (Target 120)
 - As of May 1, 2011- 91 (76% of Target)
- ▷ Entrepreneurship (Target 18)
 - As of May 1, 2011 - 0 (0% of Target)
- ▷ AWI has achieved great progress towards targets in incumbent and out of work training.
 - Important to document employment
- ▷ Given economy, that entrepreneurship has not achieved target is not surprising
 - Important to document capacity building for replication

Phase III: Closeout and Evaluation

- ▷ In addition to training, AWI proposed to develop:
 - AWI Toolkit (Guide to Serving Older Workers)
 - Outreach materials (examples in the toolkit)
 - Curricula
 - Training Older Workers (Discussed in toolkit)
 - What PACL staff need to know about Older Workers (Discussed in toolkit)
 - Two course outlines
 - Older Worker Course Outlines by Industry Partnership
 - Customized Job Specific Training Outline
 - If these have not been developed I recommend not investing the time/resources for this activity.
 - Industry career ladders (Career opportunities are discussed in toolkit) Question priority of career ladders for Older Workers

Some concluding observations

- ▶ AWI is good position for strong completion of grant activities
- ▶ AWI could also be the beginning of a larger system transformation
- ▶ AWI technical proposal suggests it is a driver of system transformation (culture change)
 - While 1998 WIA was designed to eliminate the stigma of the public workforce investment system publically referred or trained often still seen as “poor skilled”

Some concluding observations

▶ AWI advisory team is the basis of transformative model

- Industry Partnerships
- Education/Training
- Public Workforce Investment System (Including PACL administrators)

▶ Business Service Team as an area for change

- ▶ Move from state employee mindset to business mindset
- ▶ Employers as customers (partners)
 - Establishing ongoing relationship
 - Proactive v. reactive
- ▶ PACLs do not “get people jobs” but prepare them to “compete for jobs.”

For additional information...

Ed Fangman

efangman@baltimorecountymd.gov

Terri Kaufman

tkaufman@wibpa.org

Phyllis Snyder

psnyder@cael.org