

Sync Our Signals Impact Report

Improving Signaling to Build Economic Mobility

May 2018



ACKNOWLEDGMENTS

Hope Street Group would like to thank all of the organizations and employers who have participated in our work. See appendix for full list of participants across networks.

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INTRODUCTION

Dear HSG Network,

In 2015, Hope Street Group established the Sync Our Signals (SOS) initiative to transform the U.S. workforce ecosystem currently lagging behind the rapidly changing world of work. The mission of SOS is to ensure every individual reaches their full potential with unencumbered access to economic mobility.

Through root-problem framing and crowdsourcing, we began by proposing that the well-known “skills gap” was a *symptom* rather than the *cause* of workforce inefficiencies. Those inefficiencies are actually a “signaling” problem involving employers, education providers, and individuals. Today, we see a tremendous shift in the field and wide-scale agreement that “signaling” is indeed the problem. America has untapped, quality talent that could fill millions of open entry-level and middle-skill jobs and advance if the “signals” were functioning properly.

Over the past three years, Hope Street Group has collaborated with education and workforce organizations and employers across the country to test agreed-upon SOS principles and to determine the needs for local execution. We have designed solutions through industry-specific networks that address the signaling inefficiencies across the workforce system. Through consistent employer engagement, practice change, better coordination across stakeholders, and a focus on supporting intermediaries, we have made an impact. This report summarizes our work across key programs, the reach and outcomes, and our vision for the future.

Sincerely,



Martin Scaglione
President and CEO
Hope Street Group

SYNC OUR SIGNALSSM

HISTORY

In March 2015, Hope Street Group recruited a diverse group of industry leaders (across public and private sectors and inclusive of multiple industries) for a series of meetings and working groups to identify, build consensus, and address the root problem of our workforce system. We proposed that the demands of key stakeholders in the marketplace ecosystem could be met by advancing competency-based sourcing, selection, and hiring practices.

We agreed that the SOS work would adhere to the following key principles:

- Build demand-driven, competency-based career pathways
- Champion employer leadership of regional initiatives
- Select quality, competency-based occupational credentials in career pathways
- Utilize foundational competencies that are measurably related to job performance
- Develop transparent communication (clear signals) among employers, individuals, and educators

Hope Street Group proposed to pilot the principles across four industry sectors (healthcare, manufacturing, retail, and education).

We were seeking to understand the practical implications and opportunities across five critical work domains:

1. Identifying best practices across industries
2. Building local stakeholder groups for the purpose of community well-being
3. Building a common unit of competency measurement
4. Connecting existing workforce efforts
5. Removing barriers that impede progress and aligning incentives for optimal outcomes

Our intention was to elevate this field truth and connect learnings to the larger SOS network to operate more cohesively and lessen the fragmentation across the workforce and education systems.

SOS THEORY OF CHANGE

The mission of Hope Street Group is to ensure that every American has access to economic opportunity. We believe the key drivers for economic opportunity are quality education and career readiness that ensures an individual can advance and meet his/her full potential. Our flagship initiative, SOS, is designed to optimize signaling between employers, individuals, and education providers by clarifying the job requirements measurably related to job performance. As part of this initiative, Hope Street Group launched and continues to manage four distinct industry networks: the Health Career Pathways Network, the Manufacturing Career Pathways Network, the Retail Opportunity Network, and the Teacher Fellows Network. Through these networks, Hope Street Group supports employers, education providers, and other community partners in driving system change for the U.S. workforce by using evidence-based methods to identify, train, and hire talent.

What exactly is a career pathway? A career pathway is an integrated collection of programs and services intended to develop an individual's core academic, technical, and employability skills. Career pathways provide individuals with continuous education, training, and placement in high-demand, high-opportunity jobs. With more than a dozen federal departments signing a joint letter in 2016 supporting demand-driven career pathways, they have become the gold standard in workforce development. The joint letter is aligned with the Workforce Investment and Opportunity Act of 2014 (WIOA), legislation designed to strengthen and improve the nation's public workforce system.

But what is an evidence-based career pathway? Prior debate about the "skills gap" suggests that traditional labor pools for talent are not enough to fill all open positions. However, we believe that a competency-based signaling problem between employers, individuals, and education providers is a contributing factor to blocking millions of Americans from attaining or advancing in a job. Part of the difficulty is that some employers are sending inaccurate, weak, or confusing signals to their talent supply chains. SOS provides an evidence-based approach and methodology to clearly define job requirements that are measurably related to job performance so that employers, individuals, and education providers are all aware of the competencies needed to obtain a job, perform successfully, and advance. Evidence-based methods are an essential improvement to the career pathways strategy endorsed by the joint letter and WIOA.

Our partners at Metrics Reporting have developed a seven-step career pathways model that focuses and aligns regional stakeholders, and an evidence-based career navigation model that community partners can use to benefit individuals. Utilizing these models, Hope Street Group has helped communities develop talent pipelines in multiple sectors so that qualified individuals can fill vacancies and advance in their careers. Both models leverage standard practices in industrial/organizational psychology and utilize open databases, such as the Department of Labor's O*NET, in order to identify occupational and foundational competencies that are measurably related to job performance. This information can then be built into talent supply chains to guide an employer's sourcing, hiring, and development strategies; to improve a workforce professional's career coaching strategies; and to develop an education provider's curriculum.

In summary, Hope Street Group's SOS initiative seeks to reengineer the jobs marketplace by improving clarity and communication around competencies measurably related to job performance, as well as the development of education and training related to competency-based sourcing, selection, and professional development.

THE NETWORKS

Hope Street Group launched four specific industry networks to pilot the SOS principles. Over the last three years, we have worked across the country in over 25 regions to support competency-based sourcing, hiring, and advancement practices. Each network is organized differently and these variations provided us with the opportunity to test and assess different models. All networks, however, are aligned with a defined set of protocols, for example, either the seven-step career pathways model, the evidence-based career navigation model, or a commitment to measure and collect data throughout the process. Standardizing a method across all markets helped us to manage the challenges and opportunities for sustained community adoption and to prove the reliability of the evidence-based method.

The networks cover four sectors:

- **Healthcare:** The Health Career Pathways Network (nine active regions with 15+ lead employers and additional prospective regions) works to identify local needs and implement collaborative action plans to train, source, and hire talent.
- **Manufacturing:** The Manufacturing Career Pathways Network (four active regions and one in development) works to bridge community partners and education providers with the talent needs of local employers.
- **Retail:** The Retail Opportunity Network (comprised of 50+ member organizations) is working to advance the talent of the retail industry.
- **Education:** Hope Street Group is deeply engaged in P-20 solutions in six states through our Teacher Fellows Network.

SYNC OUR SIGNALSSM

HEALTH CAREER PATHWAYS NETWORK

In March 2016, Hope Street Group convened healthcare systems and leaders from the learning and workforce community at the White House to identify solutions to critical workforce issues in the healthcare industry. In April 2016, we launched the Health Career Pathways Network (HCPN), a nationwide initiative designed to support individuals by advancing demand-driven, competency-based career pathways. HCPN is our most advanced network.

There are now nine active regions in the network (listed with lead employers):

- **Sacramento, CA:** Dignity Health, Sutter Health, UC Davis Health System, and Kaiser Permanente
- **Boise, ID:** Saint Alphonsus Health System (Trinity Health)
- **Denver, CO:** Centura Health, UC Health, Denver Health, Kaiser Permanente, SCL Health, HealthOne, and Children’s Hospital of CO
- **Minneapolis, MN:** Fairview Health Services
- **Grand Rapids and Muskegon, MI:** Mercy Health West Michigan (Trinity Health)
- **Detroit, Ann Arbor, and Pontiac, MI:** Saint Joseph Mercy Health System
- **Charlotte, NC:** Atrium Health
- **Bronx, Westchester, and Hudson Valley, NY:** Montefiore Health System
- **New York City, NY:** Northwell Health

Since its inception, the Hope Street Group team has provided technical assistance to each of the seven original HCPN members. Each region required in-person meetings to engage with the employer(s), build buy-in from the community, identify all appropriate stakeholders and, most importantly, construct an action plan to implement an evidence-based career pathway. Providing this level of support required accountability, coordination, and consistent project management to ensure progression. Following are some outputs and deliverables of that work.

EVIDENCE-BASED CAREER PATHWAYS AND APPRENTICESHIPS

About six years ago, Mercy Health West Michigan (Mercy Health) engaged in a major process redesign effort for talent acquisition to identify and hire new colleagues. The Evidence-Based Selection Process (EBSP) they developed and implemented leverages data-driven methods and analysis that measurably tie the full range of knowledge, skills, and abilities of prospective employees to job performance. Under HCPN, Mercy Health has been leveraging that knowledge to build evidence-based career pathways and a pool of highly-qualified talent with regional community partners. Mercy Health has members of their talent acquisition team dedicated to working with West Michigan Works!, a WIOA-aligned backbone agency for the region’s HCPN initiative. West Michigan Works! has dedicated workforce professionals that organize community colleges and other partners in implementing career pathways in healthcare.

“We have found this model to not only make sense from a business perspective by reducing hiring and training costs, but also for our patients, as it has resulted in a higher quality workforce.”

- SHANA WELCH

Regional Director of Talent Acquisition, Trinity Health

“After developing the career portfolio with community partners and including it in our application process, the quality of the candidates improved dramatically.”

-MARY SPUCHES

Senior HR Consultant, Atrium Health

CAREER PORTFOLIOS

Atrium Health is one of the leading healthcare organizations in the Southeast; one of the most comprehensive, not-for-profit systems in the country; and a founding member of HCPN. With Charlotte Works as their designated backbone agency for the region, they worked with community partners to adopt the SOS framework and began by designing a standard career portfolio for job candidates that harmonizes referral processes across the region — a major change in practice.

Hope Street Group’s April 2017 Career Navigation Workshop enabled Atrium Health, Charlotte Works, and the community partners to focus their initial project on coordinating a regional referral process using a standardized intake checklist and standardized career portfolios for candidates. The career portfolio is an evidence-based way to frame a “social contract” between employers and community partners to define what the region regards as a qualified candidate. The use of career portfolios reflects an awareness on the part of both community partners and individual candidates of employer-defined requirements, the referral system for qualified candidates, and employer commitments regarding those candidates. Atrium Health set a goal of hiring at least one candidate through this new process utilizing a career portfolio by the end of 2017. They succeeded in hiring four candidates, each referred by a different community partner, providing early evidence of the effectiveness of an aligned approach.

REGISTERED APPRENTICESHIPS

Registered apprenticeships are a relatively uncommon strategy for developing talent in healthcare. The AHIMA Foundation and Hope Street Group came together to promote this strategy and offer the Apprenticeship Incentive Funding opportunity made possible by the U.S. Department of Labor.

Fairview Health Services (Fairview) in Minneapolis, MN, is already a national leader in healthcare apprenticeship development. Fairview believes that a strong workforce pipeline is essential to securing the majority of its current and future workforce needs. To this end, Hope Street Group convened a Medical Assistant Apprenticeship Workshop and Connectivity Event that focused on two themes: the seven-step career pathways model, and second, specific strategies to implement medical assistant apprenticeships. With 1,200 current openings, Fairview plans to secure 80% of its future

“Everyone learned about best practices that we at Fairview can move from other systems into ours, and that other attendees can take from us as well. It is exciting and engaging to work with people that have a lot of experience with evidence-based strategies.”

—LAURA BEETH

Fairview Vice President of Talent Acquisition

employees through new and existing student and community workforce programs.

Under these programs, Fairview will establish Minnesota Registered Apprenticeships with the U.S. Department of Labor including: Medical Assistant, Doctorate of Nurse Practitioner, Surgical Technologist, and an RN to BAN/BSN pathway. \$80,000 in incentive funds will contribute to the design and start-up of the apprenticeships, classroom education and/or online training, and financial assistance to support an apprentice in the program (e.g., transportation, child care, tools, and supplies).

In addition, Mercy Health expanded its Registered Apprenticeship for Medical Assisting (MA). This evidence-based career pathway is filling critically needed vacancies, providing (in the first three cohorts) a total of 89 MA apprentices to four different West Michigan hospital systems. In cohort one (2016), 23 of 24 apprentices graduated, and the current retention rate with their employers is 96%. Mercy Health and the other participating hospital systems also implemented their first cohort of a new Registered Apprenticeship for Sterile Instrument Processing Technicians. Hope Street Group works closely with Metrics Reporting in the Grand Rapids region and is closely involved with the development of this working strategy.

Finally, the greater Denver region convened and decided to progress collectively with the design and implementation of a multi-employer LPN to CNA apprenticeship program. This region is currently working with six employers, three community colleges, and a handful of workforce and community organizations to design the protocol for adoption — the largest multi-employer collaboration in the network.

WORKSHOPS AND REGULAR NETWORK ACTIVITY

Each HCPN region has held a series of Stakeholder Workshops utilizing guidebooks designed specifically to address the unmet need of the markets. These workshops exist to align employers, educators, and workforce partners around evidence-based career pathways and related best practices. Most HCPN regions (six of nine) have further held a Career Navigation Workshop. These workshops exist to introduce the seven-step career pathways model to community partners. Each region that has participated has aligned regional stakeholders, targeted specific job families, and formulated initial plans for evidence-based career pathways.

An important element in the development of HCPN is the increase in direct sharing between its members. When the network was young, Hope Street Group was the primary source of best practice information. We highlighted best practices and communicated them from one region to another in a monthly call through much of 2016–2017. Now the regions share directly with each other through a webinar series launched this year. Hope Street Group is working with specific HCPN regions to deliver a series of topics that are interesting and valuable to other new and existing members.

We are beginning by covering key topics such as:

- 1 Elements of the seven-step career pathways model

- 2 Leading practices for apprenticeships for MAs and other allied health professions

- 3 Leading practices for apprenticeships for RNs and RN specialties

- 4 Leading practices for pipelines from high schools

- 5 Identifying and utilizing quality, portable credentials as a means of demonstration of skill and ability

MANUFACTURING CAREER PATHWAYS NETWORK

In 2014, with support from the Alcoa Foundation, Hope Street Group authored *Missing Makers: How to Rebuild America's Manufacturing Workforce*, in which we documented the skills gap in manufacturing and took some steps toward a solution. Two years later, in 2016, Hope Street Group continued the conversation by framing the signaling problem in *Making Makers: Rebuilding the Manufacturing Workforce Through Competencies and Credentials*.

In that paper, we:

- Moved from describing the problem to framing competency-based solutions
- Profiled the unique needs of more than a dozen manufacturers
- Listed the cumulative best practices that are in use among manufacturers
- Developed and charted a typology of credentialing innovation
- Offered four key recommendations for action in the years ahead

Based on discussions about these publications with manufacturing experts, Hope Street Group originally engaged leading employers to formulate a national community of practice of manufacturing employers. But after facilitating several convenings, we concluded that industry leaders were fatigued with yet "another" national-level group. We responded to their expressed need for practical support to assess and communicate their hiring requirements and collaboratively work within their communities to source and train talent. Thus, Hope Street Group launched the Manufacturing Career Pathways Network (MCPN) in 2017 to better and more directly serve the needs of employers.

We are now working with four regions: Chattanooga, Tennessee; Lancaster, Pennsylvania; Cleveland, Ohio; and Whitehall, Michigan (with a fifth region, LaPorte, Indiana, interested in joining). We modeled MCPN after HCPN, in which workforce development professionals, employers, community partners, and education providers come together to learn the seven-step career pathways model and then support each other locally through the adoption of these practices. Manufacturers have fundamentally the same needs as hospital systems, but their approach to addressing them is different.

Both HCPN and MCPN are designed to produce the following value to members:

Support for the community and employer engagement as they organize regional efforts

Support for regions to design and launch demand-driven competency-based career pathways and career portfolios through Career Pathways Workshops

Support for regions to sort through the credentials maze and select high quality competency-based occupational credentials to ensure a highly skilled pipeline of applicants

Support for regions to define and align foundational competencies and measures of those competencies to ensure high performing new hires

Support the achievement of reduced vacancies, reduced first-year turnover, increased diversity, and increased career advancement of entry-level workers into middle-skill jobs

RETAIL OPPORTUNITY NETWORK

Hope Street Group launched the Retail Opportunity Network (RON), funded by Walmart Giving's \$100 Million Opportunity Initiative, in 2015. RON is a collection of over 50 organizations working collaboratively to drive system change for the U.S. retail workforce by developing ways to make it easier for frontline retail workers to advance in their careers.

RON members are changing how careers in retail are viewed by both workers and employers. Through a variety of competency-based strategies, RON members are creating greater access to entry-level jobs and coupling that with training and development that demonstrate a clear career path. Frontline retail workers gain a better understanding not only of the opportunity for advancement, but of what it takes to move up the ladder into middle-skill and management positions.

RON specifically works to:

- Engage retail employers to improve the retail hiring and training ecosystem
- Build effective approaches and proven solutions (across organizations and including learnings from HCPN and MCPN) to retail training and advancement
- Generate and share learnings and tools for maximized investment and cohesive industry adoption

Through the efforts of RON, Hope Street Group is able to identify best practices and explore opportunities for innovative solutions that could have significant impact on the retail industry. One such opportunity was an immersion into how intermediaries (e.g., career navigators and mentors), if properly trained, could prepare individuals for advancement and a viable career pathway within retail. This learning gave rise to a collaborative initiative between Hope Street Group and Goodwill Industries International called GoodPaths.

“The success of the initiative has been with the people. Those who have felt disenfranchised now have a vision of success and a pathway to achieve their professional goals.”

– **MELVINA TERRY**

Career Navigator, Houston Goodwill (Houston, TX)

“With the assessments and tools provided through the GoodPaths app, we will be able to help participants find jobs that are the best fit for them.”

– **JAN DUFF**

Career Navigator, Easter Seals-Goodwill Northern Rocky Mountain (Great Falls, MT)

GOODPATHS

The GoodPaths initiative addresses talent development and retention challenges in retail. One challenge is the need to cost-effectively provide the support employees need to prepare them to move up within their organizations into hard-to-fill leadership roles. Another challenge is the need to reduce chronically high employee turnover, especially in frontline retail staff.

To meet these needs, Hope Street Group and Goodwill Industries International designed and launched an evidence-based career navigation initiative called GoodPaths. The initiative seeks to provide a best-in-class online model for professional career navigators that serve frontline retail workers.

The initiative has two stages: first, career navigators will be trained and deployed in three Goodwill® markets. Second, these trained career navigators will serve individuals who identify the retail sector as a career goal. Participants are Goodwill and partner employer entry-level employees, frontline workers, and more advanced retail employees working in diverse communities in a broad mix of urban, suburban, and rural areas served by the three Goodwill organizations. The goal of the initiative is to create a scalable model that can be widely deployed by other autonomous Goodwill member organizations, as well as workforce development agencies supporting the retail sector.

“Becoming a HSG Teacher Fellow will enhance and broaden a teacher leader’s capacity to develop a strong and relevant voice for the teaching profession. The teacher leader will have a platform to make connections and share ideas to bring the issues surrounding educational opportunities for all students to the forefront on a global level.”

-TRACY BELL
2017 NC Teacher Fellow

TEACHER FELLOWS NETWORK

In coordination with our Teacher Fellows Programs operating in six states across the country (Arizona, Hawaii, Kentucky, North Carolina, Tennessee, and Utah), Hope Street Group is witnessing and actively participating in how educators and districts play a prominent role in ensuring individuals understand and have access to viable career pathways. Educators in some states have been recognized as vital practitioners that serve both their community and students as it relates to career pathways, and interest in other states is growing.

Over the last year, especially in Kentucky and North Carolina, our Teacher Fellows Network is beginning to coordinate and connect educators and P-20 organizations with local workforce needs. We are currently working to introduce elements of the GoodPaths initiative to specific districts, identify which pieces of the curricula could translate to the P-20 setting, and understand how it applies to educators. In addition, we are in active conversations with state leadership and policy makers who agree that the P-20 to workforce pipeline must be tackled as a whole and involve many of the same local stakeholders.

The Teacher Fellows Network is structured to support an educator’s development of high-impact competencies such as data gathering and sharing, build trusted relationships with peers and decision-makers, and amplify expertise through writing and social media. It facilitates the intra- and interstate exchange of best practices through practitioner-led professional learning and coaching.

Simultaneously, each Teacher Fellows Program is, in and of itself, an opportunity for public school teachers and instructional coaches to enhance their own professional growth and leadership potential while remaining in schools. With teacher recruitment and retention challenges affecting the workforce in many geographic regions — and influencing student learning in specific grade levels and/or subject areas, even school by school — education systems need high quality practitioners to stay, grow within the profession, and help guide policy creation and implementation. Our Teacher Fellows Programs rigorously select, train, and continue to invest in these practitioners, bolstering their career pathways throughout and beyond the terms of their fellowship.

PROVEN MODELS AND MEASURED PROGRESS

One of the most crucial outcomes of our efforts so far is this: three years ago, there was no generalized process for developing evidence-based career pathways. Today, a seven-step model has been widely endorsed by a significant number of lead employers (along with education and workforce partners) in multiple regions of the United States.

The networks understand how to solve the signaling problem. In a wide group of employer-led networks in four sectors of the U.S. economy, Hope Street Group has successfully improved conventional sector strategies by introducing evidence-based methods to measure competencies related to job performance and track data.

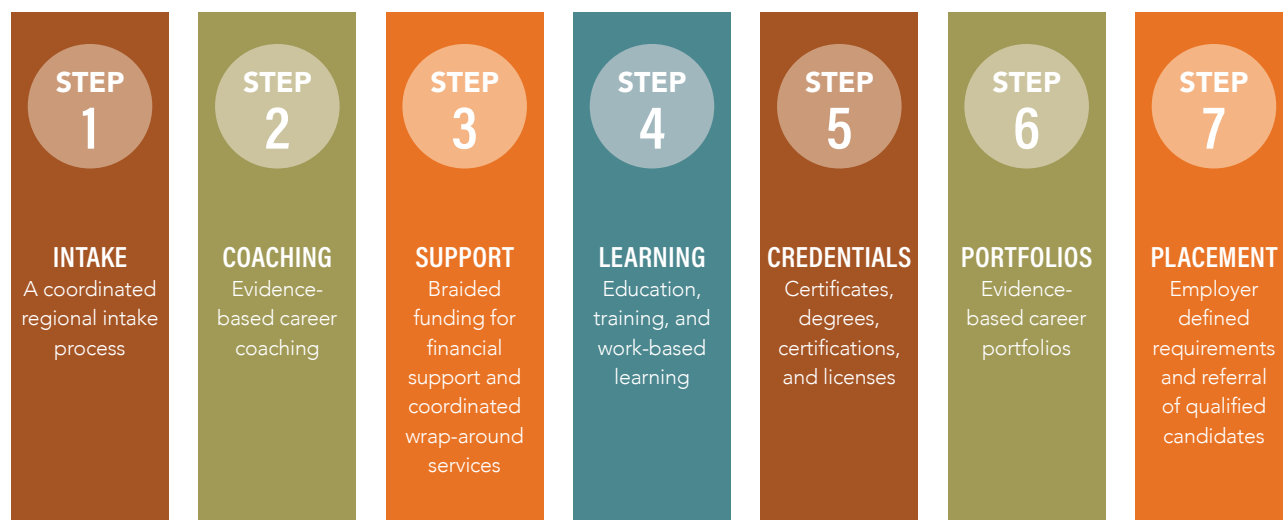
Measurements help employers make better hiring decisions, and they help individuals understand their personal value in the jobs marketplace. Use of data, measurement, and other evidence-based methods, however, is sometimes a radical change in practice for regions that are just coming to grips with the idea of a basic sector strategy approach to workforce issues. Hope Street Group has, therefore, further developed a four-stage model of regional development, supported by our training of workforce professionals, that we will pursue in the coming years.

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THE SEVEN-STEP CAREER PATHWAYS MODEL

The seven-step career pathways model leverages evidence in ways that are currently relatively uncommon. In particular, incorporating data, measurement, and other evidence-based methods to support career navigation is a crucial improvement to standard best practices.

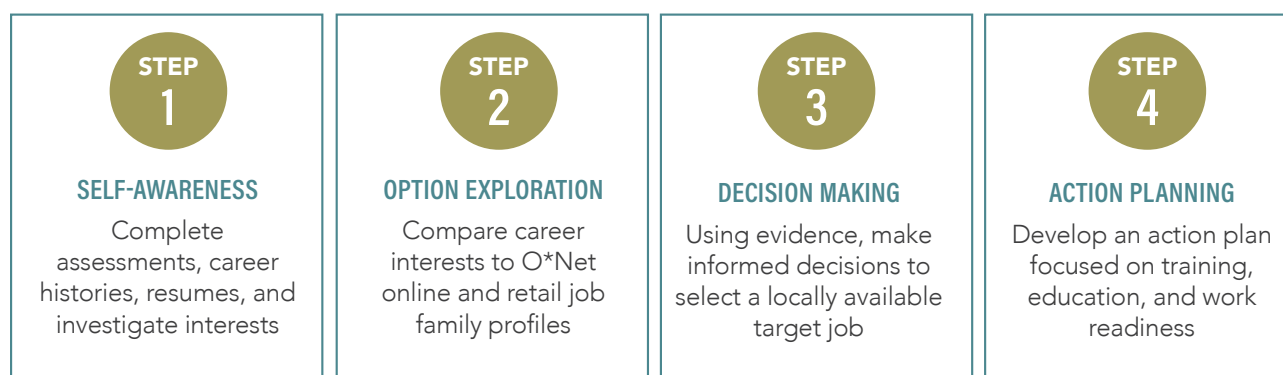
The seven-step model covers these essential steps in the process:



Source: Career Navigation System Guidebook 2017 Edition, National Career Pathways Technical Assistance Center.

THE EVIDENCE-BASED CAREER NAVIGATION MODEL

The evidence-based career navigation model positions individuals for success in a given career path. In an evidence-based approach, reliable and measurable data provides a foundation for each of the core steps of the career navigation process. These steps are bookended by preparation and follow-up phases.



Source: Career Navigation System Guidebook 2017 Edition, National Career Pathways Technical Assistance Center.

LESSONS FROM THE FIRST THREE YEARS

CONCEPT RECOGNITION

There is growing recognition that evidence-based sourcing practices deliver quality outcomes. However, they are still early in their development with intermediaries and the current learning cycle is long. There is a need to upskill and build the competencies that SOS has uncovered among workforce professionals at intermediaries related to these emerging practices. Stakeholders are understandably weary about a concept that sounds like a “buzz word” or another consultant-driven, flavor-of-the-week process. Crucially, we can mitigate this skepticism by pointing to leading regions that have achieved measurable results; soon, we’ll be able to point to additional regions replicating the SOS process.

MISALIGNED INCENTIVES

Most barriers to adoption are regionally specific, practical problems. There are various ways that employer, education, and workforce incentives are misaligned. To some extent, exerting more employer leadership over community partners or having greater access to philanthropic funding would go a long way towards motivating a region.

A HANDS-ON EFFORT

We came to realize that getting employers to adopt the SOS hiring methodology was less about buy-in and more about hands-on change management. It requires face-to-face discussion with locally based guides who may spend more time on helping human resources professionals navigate internal politics and software customization issues than on understanding the job analysis process. It is not a simple matter of having a three-day workshop or generally sharing best practices. It is a process that involves relationship building across multiple levels of the organization, from the CEO to the CLO to the CTO to hiring managers. It requires having the local guide build trust and be available for a broad range of questions and issues that arise. This is not a process that can be managed from a distance; it is up close and personal work. Human capital is the one of the most critical pieces of running a successful, efficient business, but it is also one of the most dangerous pieces to get wrong. We think that as the modeling evolves and more data is collected, efficiencies will be validated and the prospects for adoption are high.

THE RIGHT DRIVERS AMONG EMPLOYERS

Adopting skills-based hiring practices critically needs CEO buy-in, but the real work happens among hiring managers, recruiters, and human resources professionals. We learned, through trial and error, that large company CEOs are needed for endorsement, but are not the right people to dedicate time or energy to driving the SOS process. We need talent acquisition staff at the forefront, and we have further learned that regional project teams being led by director-level managers are very effective. When not just talent acquisition staff, but hiring managers within the lead employer are hands-on, project teams get results. We should advocate to get hiring managers involved early on.

WORKFORCE PARTNER PARTICIPATION

In small businesses, which make up the vast majority of employers across the United States, there frequently isn't the capacity to commit to a larger SOS effort. Modeling a successful practice with those employers who do have the capacity and sharing the method, once it has matured, with smaller employers seems logical. Shortening the time to get the models operational is dependent on the capability of a local workforce specialist, usually long in supply and short on capability. Smaller employers usually find partners for a sector utilizing strategies with a local and sometimes national backbone agency, potentially through a local workforce board, chamber of commerce, or economic development agency. Funding almost always surfaces as an issue, but WIOA-aligned workforce boards have been specifically tasked to support this kind of work, and we know that it can draw federal and philanthropic funding. In some regions, it is a question of getting workforce partners properly motivated to pursue it.

VISION FOR THE NEXT FIVE YEARS

Hope Street Group is currently piloting and testing the curricula for evidence-based career navigation through GoodPaths with plans to scale nationwide to other Goodwill member sites. In addition, we have built, tested, and refined leadership curricula and micro-credentials for educators through our Teacher Fellows Network. We have also established partnerships with organizations that have large-scale dissemination networks who are eager to refine and implement our work with their intermediaries and practitioners.

The regional work of SOS has produced a blueprint for organizing regions and advancing evidence-based best practices. But rather than continuing to do the work on a region by region basis and in order to have even greater impact, Hope Street Group will shift to a training model in which regional workforce professionals are provided with the tools and practices they need to drive the work forward themselves.

We have come to realize that the biggest challenge to the adoption of skill-based hiring practices is the lack of professional infrastructure to support that adoption. Workforce development organization staff members do not have a professional credentialing process. The quality and preparation of people doing workforce development in communities varies widely. There is no certification in skill-based sourcing. There are no quality measures for providing this guidance for employers. We need to properly organize and train the people who are on the ground and ready to facilitate this work.

Managing this work requires training local experts in skill-based sourcing practices who can address the specific, nuanced needs of the businesses in their communities, and tailoring the skill-based model to the needs of the people and businesses with whom they are working. These local experts also need to be well-versed in the training pathways and community-based organization networks that are available to support the preparation and supply of high quality talent who are skill-aligned to employers' needs.

The future trained workforce professional must be able to implement this four-stage model of regional development:

1

Organizing the Sector. In this stage, regions align stakeholders in the sector around a specific set of job families, agree to a collective impact plan, and designate an independent professional or skilled backbone organization to guide the work. The primary outcome of this stage is the development of a committed stakeholder network and a draft written plan for the region.

2

Developing Career Pathways. Regions design and work to implement demand-driven career pathways in their target job families. Early in this stage, regions coalesce around career navigation and agree to a regional approach including all or some of the following elements: intake processes, career coaching, support services, learning, credentials, and career portfolios. At the end of this stage, regions will be able to implement functioning career pathway pilots that incorporate career coaching and/or career portfolios.

3

Improving the Pathways with Evidence-Based Competencies. Regions with operational pilots develop evidence-based career pathways with elements of career coaching and/or career portfolios. They may be engaging job analysis and competency validation processes. The primary outcomes of this stage are that regions: 1) have implemented fully functioning evidence-based career pathways, 2) have incorporated further evidence-based practices into their talent supply chains based on professional job analysis, 3) have put in place infrastructure for sustaining the pathways, and 4) are collecting data for validation studies of the relevant credentials and competencies.

4

Expanding Evidence-Based Career Pathways. Regions at this stage have implemented multiple demand-driven, evidence-based career pathways that deliver substantial quantities of high quality, diverse talent to employers using career coaching and/or career portfolios. Job analysis and data collection for validation studies are used to identify and validate competencies.

By expanding and refocusing our SOS efforts to arm regional workforce professionals across the country with the evidence-based methods and skill-based sourcing practices to build future talent pipelines, Hope Street Group has an opportunity to transform America's underperforming workforce development system and profoundly impact economic mobility.

APPENDIX

PUBLISHED WORK

HOPE STREET GROUP

With our partners at Metrics Reporting, Hope Street Group has developed three guidebooks that tackle specific pieces of evidence-based career pathway development across sectors:

- *Stakeholder Guidebook (SG)*: Step-by-step guidance for creating local and regional initiatives around demand-driven, competency-based career pathways. (2017)
- *Career Navigation System Guidebook (CNS)*: Step-by-step guidance for practitioners that defines and specifies components of demand-driven, competency-based career pathways. (2017)
- *Talent Excellence System Guidebook (TES)*: An introduction to Talent Excellence processes and tools for job analysis and validation studies to support robust competency-based career pathways. (2017)

Hope Street Group has published numerous reports and articles on the SOS networks and regional projects within them:

- RON Employer Engagement Overview and Best Practices drawn from 245 recorded instances. (2018)
- HCPN Profile of Career Portfolio implementation in Charlotte. (2018)
- RON Profile of GoodPaths, the evidence-based career navigation training initiative. (2018)
- *North Carolina Teacher Survey Findings* – presents findings from 7,563 survey participants, 2,917 online focus group participants, and 358 in-person focus group participants. (2018)
- *Teaming Up: Educators Enhance Teacher Prep* – details personal action and localized implementation of 2016 report recommendations. (2017)
- MCPN Profile of the Connectivity Event in St. Louis. (2017)
- HCPN Profile of the Medical Assisting Apprenticeship program in Minneapolis. (2017)
- *On Deck: Preparing the Next Generation of Teachers* – presents findings and recommendations from almost 2,000 American educators through combined in-person and virtual research. (2016)
- *Sync Our Signals: Reengineering the Jobs Marketplace* – based on the three Working Group sessions with 40+ lead employers and technologists. (2016)
- *Making Makers: Rebuilding the Manufacturing Workforce Through Competencies and Credentials* – based on interviews with 15+ lead employers. (2016)
- *Missing Makers: How to Rebuild America's Manufacturing Workforce* – documents skills gap in manufacturing and provides initial solutions. (2014)

OTHER ORGANIZATIONS

Further, other organizations are talking about our work. An article on the West Michigan HCPN regional effort will appear in the inaugural issue of a new workforce journal:

- "Hope Street Group's Health Career Pathways Initiative: A Case Study of the West Michigan Region." *Journal of Interprofessional Workforce Research and Development*. Chicago, IL: Rosalind Franklin University. (Forthcoming 2018)

Our friends at CareerSTAT have also published a detailed case study on the evidence-based selection process at Mercy Health West Michigan:

- “Using Evidence to Drive Hiring and Investment: How Mercy Health West Michigan is Making the Case for Investing in Frontline Workers’ Skills and Careers.” Washington D.C.: National Fund for Workforce Solutions (CareerSTAT). (2017)

SOS 2015-2016 PARTICIPANTS

CONVENING PARTICIPANTS

Alcoa: Richelle Gregory, Director of Talent Management, Global Rolled Products

Alvarez & Marsal: David Javdan, Managing Director

America Forward: Jessica Crawford, Director of Strategic Partnerships

Apollo Group: Jane Oates, VP, External Affairs, Apollo Education Group

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Business Roundtable (BRT): Dane Linn, VP

The Case Foundation: Sheila Herrling, Senior VP, Social Innovation

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Charlotte Works: Steve Partridge, President and CEO

Committee for Economic Development: Monica Herk, VP, Education Research

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Skills.com: Tammy Johns, CEO

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National Restaurant Association: Steve Kramer, Vice President, Communications and External Affairs

Trinity Health: Tom Karel, Vice President of Organization and Talent Effectiveness at Saint Mary's Health Care

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Chegg: Anne Dwane, Chief Business Officer

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Education Research Center of America: Ed Doody, Executive Director

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Goodwill Industries International (GII): Jennifer Davis, VP, Mission Advancement

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Office of Community College Research and Leadership (OCCRL): Dr. Debra Bragg, Founding Director

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Martin Scaglione, President and CEO, **Hope Street Group**

Jordan Shlain, Practicing Physician and Founder, **HealthLoop**

NETWORK MEMBERS

HEALTH CAREER PATHWAYS NETWORK

Atrium Health

Centura Health

Children's Hospital of CO

Denver Health

Dignity Health

Fairview Health Services

HealthOne

Kaiser Permanente

Mercy Health West Michigan

Montefiore Health System

Northwell Health

Saint Alphonsus Health System

Saint Joseph Mercy Health System

SCL Health

Sutter Health

UC Davis Health System

UC Health

MANUFACTURING CAREER PATHWAYS NETWORK

Hope Street Group has been working with many of our SOS original partners in manufacturing to identify and cultivate employers for MCPN. Currently, we have four active regions in Chattanooga, Tennessee; Lancaster, Pennsylvania; Cleveland, Ohio; and Whitehall, Michigan.

RETAIL OPPORTUNITY NETWORK

Achieving the Dream	Jobs for the Future
ACT Foundation	League for Innovation in the Community College
American Enterprise Institute	Living Cities/Beyond Jobs
Anne Arundel Workforce Development Corporation	Los Angeles Economic and Workforce Development Department
Aspen Institute	MDRC
Baltimore Workforce Funders Collaborative	Metro North Regional Employment Board
Center for the Future of Arizona	National Able Network
Central Iowa Works	National Association of Workforce Boards
Central Minnesota Jobs and Training Services, Inc.	National Fund for Workforce Solutions
Chicago Cook Workforce Partnership	National Immigration Forum
Chicagoland Workforce Funder Alliance	National Retail Federation Foundation
Chicanos Por La Causa	National Skills Coalition
Corporation for a Skilled Workforce	New Profit
Council for Adult and Experiential Learning	Northwest Indiana Workforce Board's Center of Workforce Innovations
Credential Engine	Opportunity@Work
Denver Workforce Development Board	Opportunity Nation
Digital Promise	Philadelphia Works
Dress for Success	San Diego Workforce Partnership
Drucker Institute	SkillUp Washington
EdX	Southern New Hampshire University
Employment Technology Fund FHI 360	Southern Rural Development Center
FSG	The Graduate! Network
Generation	The WorkPlace
Goodwill Industries International	Urban Institute
Hope Street Group	Workforce Solutions Greater Dallas
IDEAS 42	Workforce Snohomish
Innovate & Educate	World Education
Instituto Del Progreso Latino	
International Society for Technology in Education	

TEACHER FELLOWS NETWORK

Hope Street Group has Teacher Fellows Programs across Arizona, Hawaii, Kentucky, North Carolina, Tennessee, and Utah. Our Teacher Fellows Network now includes the reach of 60,000+ educators and administrators. In addition, we have collaborated with the U.S. Department of Education and have national partnerships with the American Association for Colleges for Teacher Education, the National Board for Professional Teaching Standards, and the Center for American Progress.



Hope Street Group is a national organization that works to ensure every American will have access to tools and options leading to economic opportunity and prosperity.

www.hopestreetgroup.org