

Strategies for Serving Special Populations: Older Workers

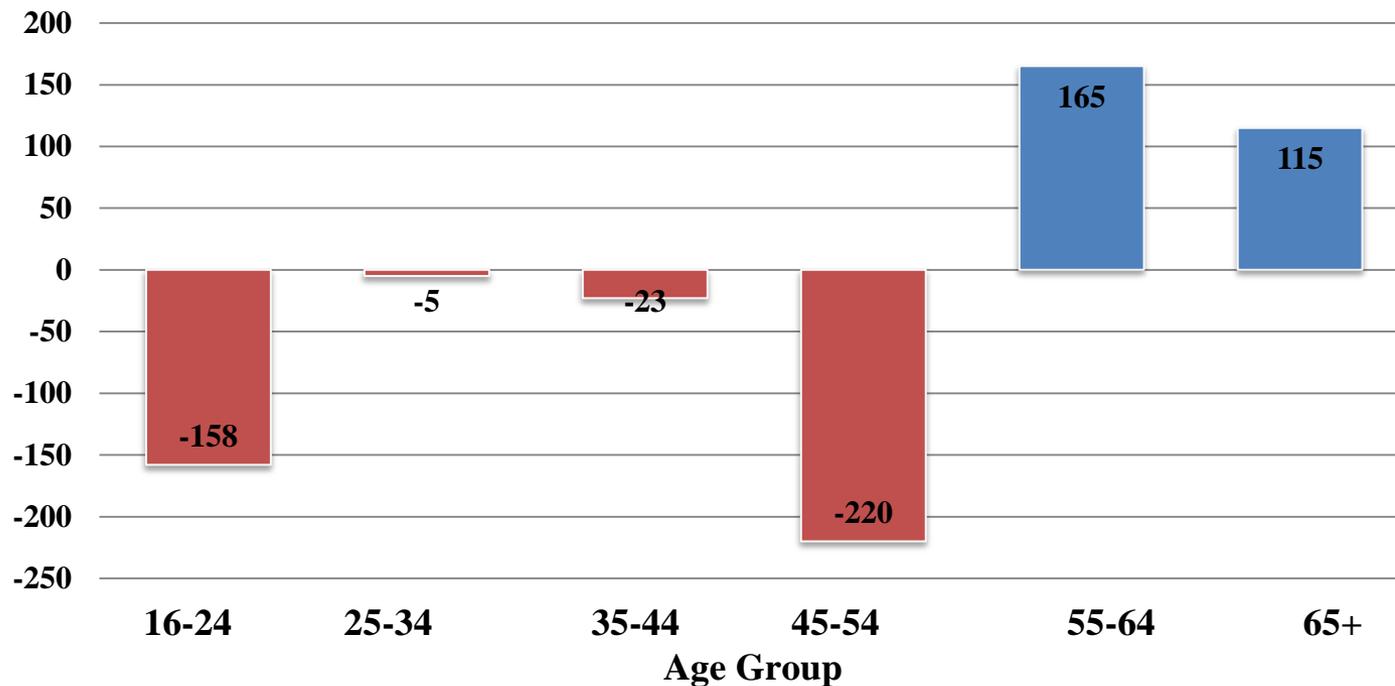
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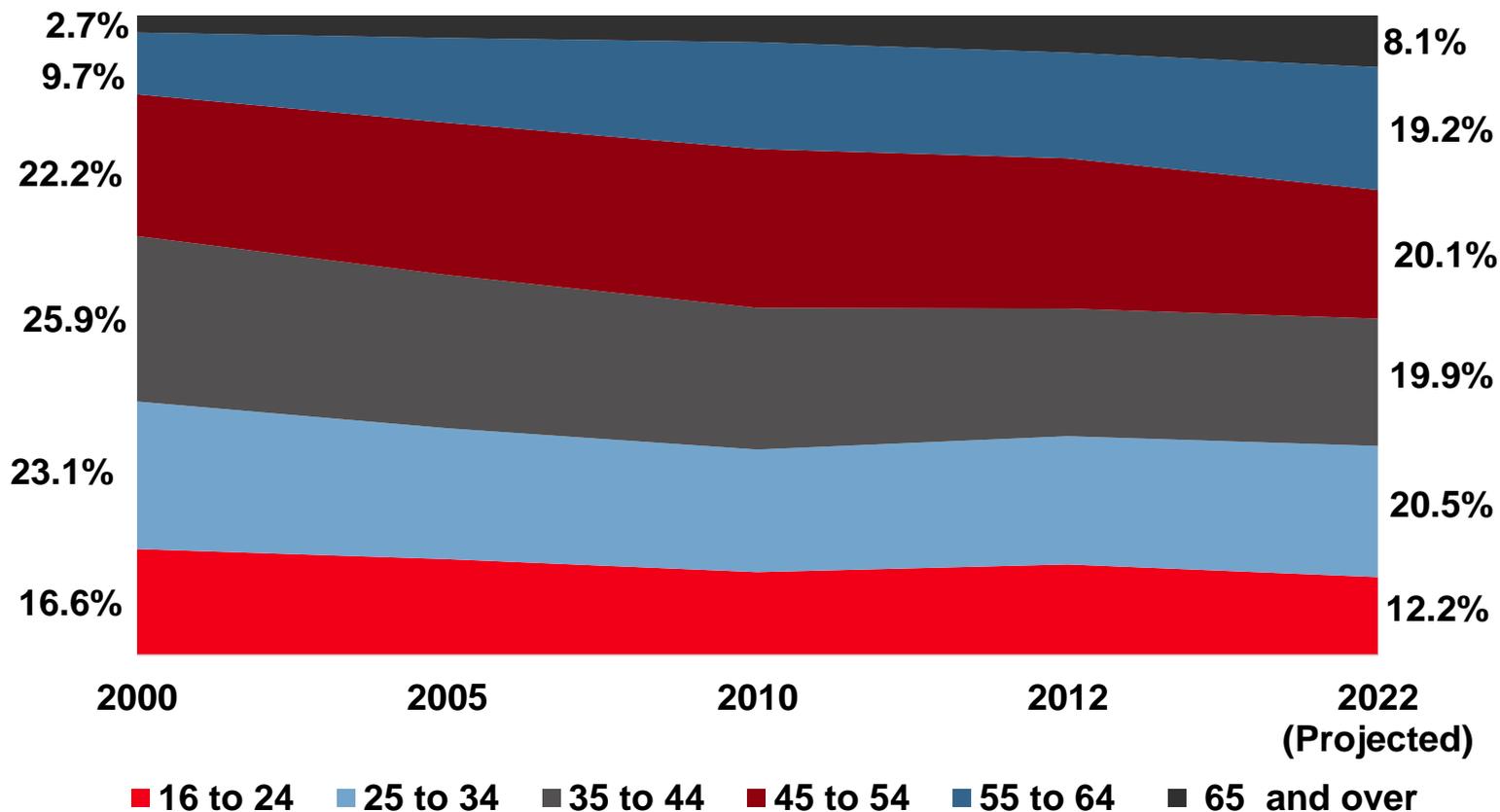
*Older workers are important to
Ohio's economic growth....*

Projected Change in Labor Force by Age Group, 2012 - 2022 (in thousands)



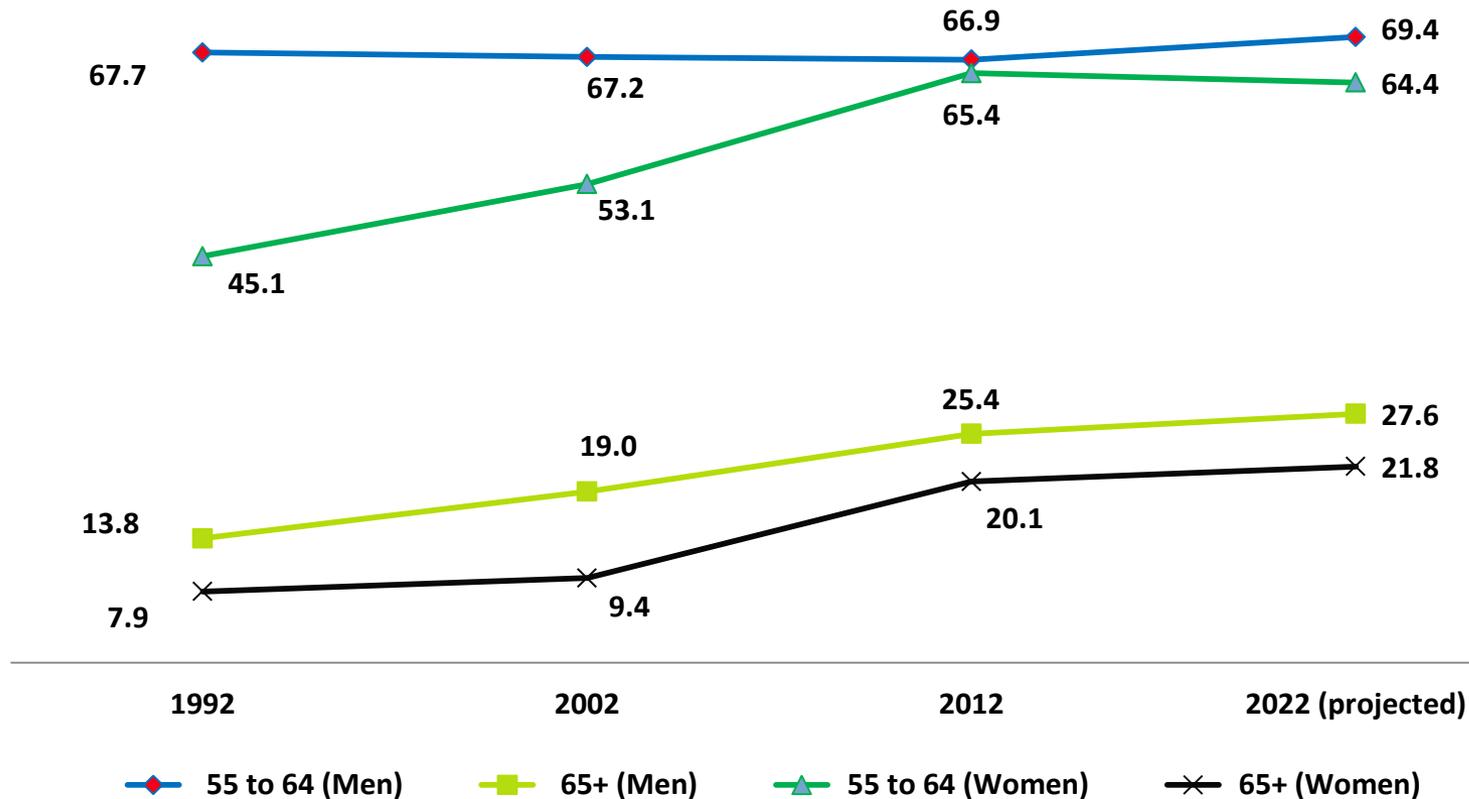
Source: Ohio Department of Jobs and Family Services (2014). *2022 Ohio job outlook: Employment Projections.*

Ohio Labor Force Distribution by Age Group – 2000 to 2022 (percent)



Source: Ohio Department of Jobs and Family Services. (2014). *2022 Ohio job outlook: Employment Projections*.

Ohio Labor Force Participation Rates: 1992 – 2022 by Age Group



Sources: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics (1992, 2002, 2012); Toossi, 2013. Data are extrapolated to 2022 by authors.

SCSEP and Older Workers



Fred Slack

Photo courtesy of Mature Services
Employment & Training Solutions

- Uneven work history, long periods of unemployment
- Disability hindrance to employment
- Received degree in Social Work
- Mature Services placed Fred with a program that assists people with chemical dependencies
- Now employed full-time at Oriana House

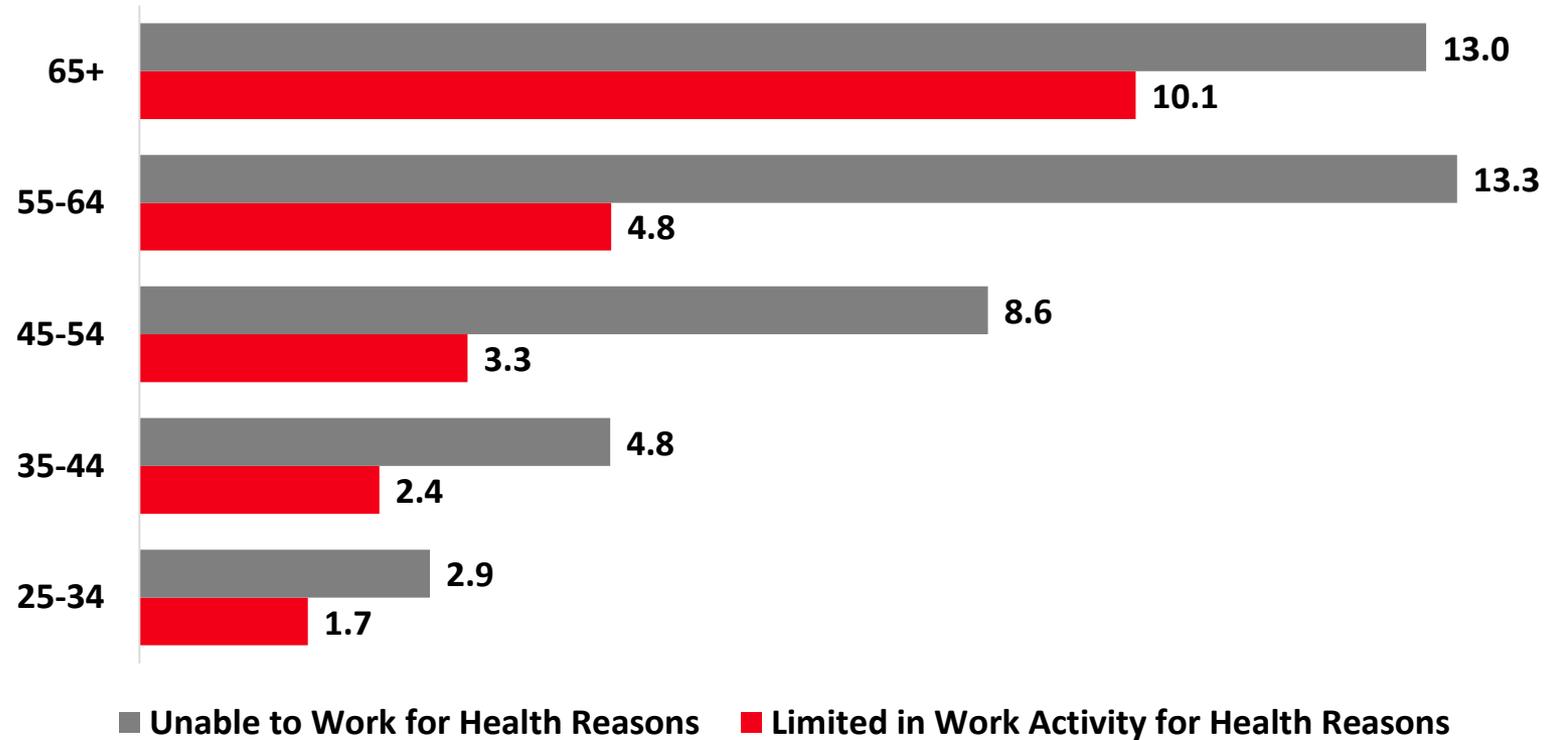
WIA and Older Workers



Barb Wolfe

- In 2007, Barb lost her job at a small factory in Marietta
- Received WIA benefits and enrolled in a training program at Washington County Career Center to become Certified Medical Assistant
- Is now the blood bank coordinator at a local hospital
- Less physically demanding work
- Advocate for adults to return to school
- Importance of support from multiple sources

U.S. Health and Work Restrictions by Age Group: 2013 (percent)



Source: Minnesota Population Center and State Health Access Data Assistance Center (2012).

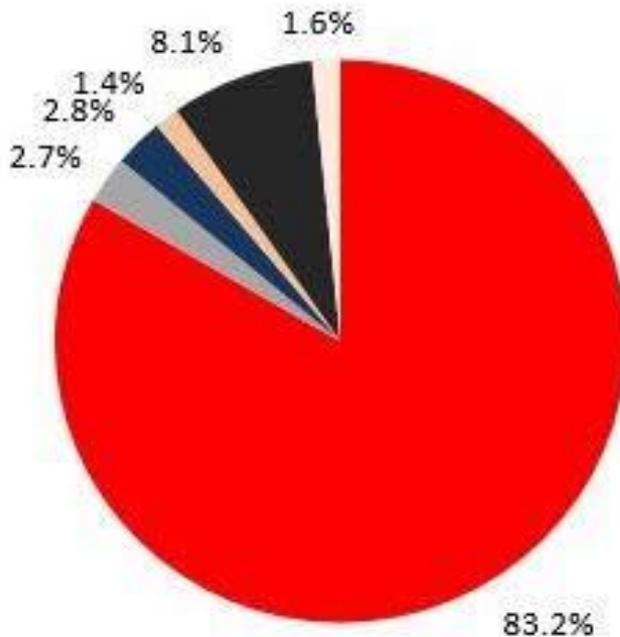
Social Security and Continued Work

- Average annual Social Security benefits are \$15,936 in 2015
- For many older adults, Social Security is their primary source of income
- Many older adults, especially lower income older adults, remain in the labor force for financial reasons

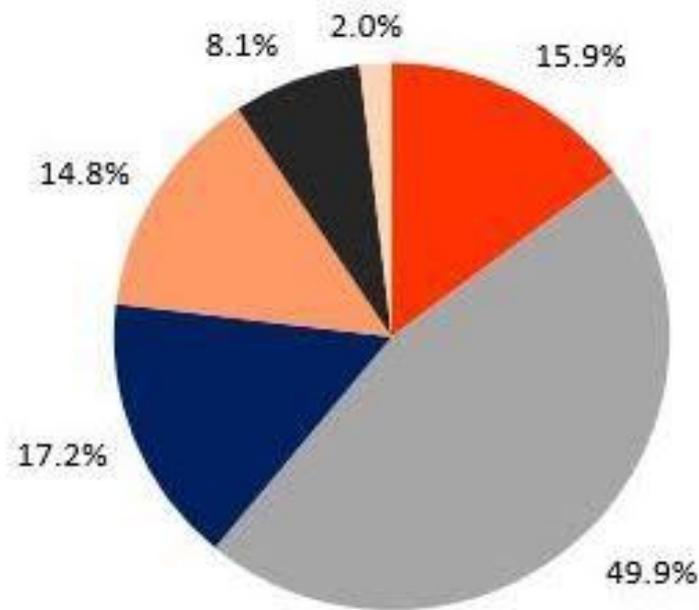
Sources: <http://www.ssa.gov/news/press/factsheets/colafacts2015.html>;
http://www.ebri.org/publications/ib/index.cfm?fa=ibDisp&content_id=5513

Sources of Income in Retirement by Income Level

■ Social Security ■ Earnings ■ Pensions ■ Asset Income ■ Cash Public Assistance ■ Other



Lowest quintile



Highest quintile

Source: Income of the Aged Chartbook, 2012

Working at Older Ages

- Older workers often expect to work in retirement but are unable to find employment
- Increasing job mobility
- Flexible work arrangements
- Part-time vs full-time work

Work Trends

- By 2018, there could be at least **5 million potential job vacancies** in the United States. (Source: encore.org)
- This labor shortage could limit the growth of needed services and cost the economy as much as **\$3 trillion over** the five-year period beginning in 2018. (Source: encore.org)
- Today, **seven out of ten pre-retirees** say they would ideally like to include some work in their retirement years. (Source: Merrill Lynch Retirement Study 2013)

Senior Community Service Employment Program (SCSEP)

- Provides low-income individuals age 55 and older with paid work experience to help them transition to unsubsidized employment;
- Participants are limited to 48 months of lifetime enrollment, provided they continue to look for unsubsidized employment while enrolled;
- Participants can take advantage of training opportunities including:
 - On-the-Job experience covering wages (up to 12 weeks) for employers willing to train participants for openings;
 - Training is driven by the individual participant's Individual Employment Plan;
 - Dual Enrollment with One-Stop partners is encouraged.

Senior Community Service Employment Program

- Participants must be age 55 or older, unemployed and 125% of poverty;
- Participants earn minimum wage for 20 hours per week;
- SCSEP wages do no effect individuals unemployment payments.

Collaboration Helps Programs Serve the Hard-to-Serve

One-Stop Access Point for Mature Workers in Akron provides three-week intensive job search seminars followed by individual employment counseling, case management and hiring events such as Reverse Job Fair;

One-Stops make great host agencies because the agencies share the goal of helping individuals find employment;

Mature Workers can provide peer or intergenerational support to many of the job seekers at resource center.

Promising Practices and Collaborations with WIOA

Dual-enrollment between WIOA and SCSEP



Collaboration and Best Practices

Specialized Workforce Development Services

- ❑ Provides intensive services to help participants develop pro-active job search strategies
- ❑ Seminars are followed up with wrap around services including individual employment counseling, job search coaching, job fairs, LinkedIn groups
- ❑ Opportunities for peer-to-peer support and collaborative job search
- ❑ Linked with Ohio's One-Stop System, services are offered at access points where customers can obtain services targeting the needs of mature workers



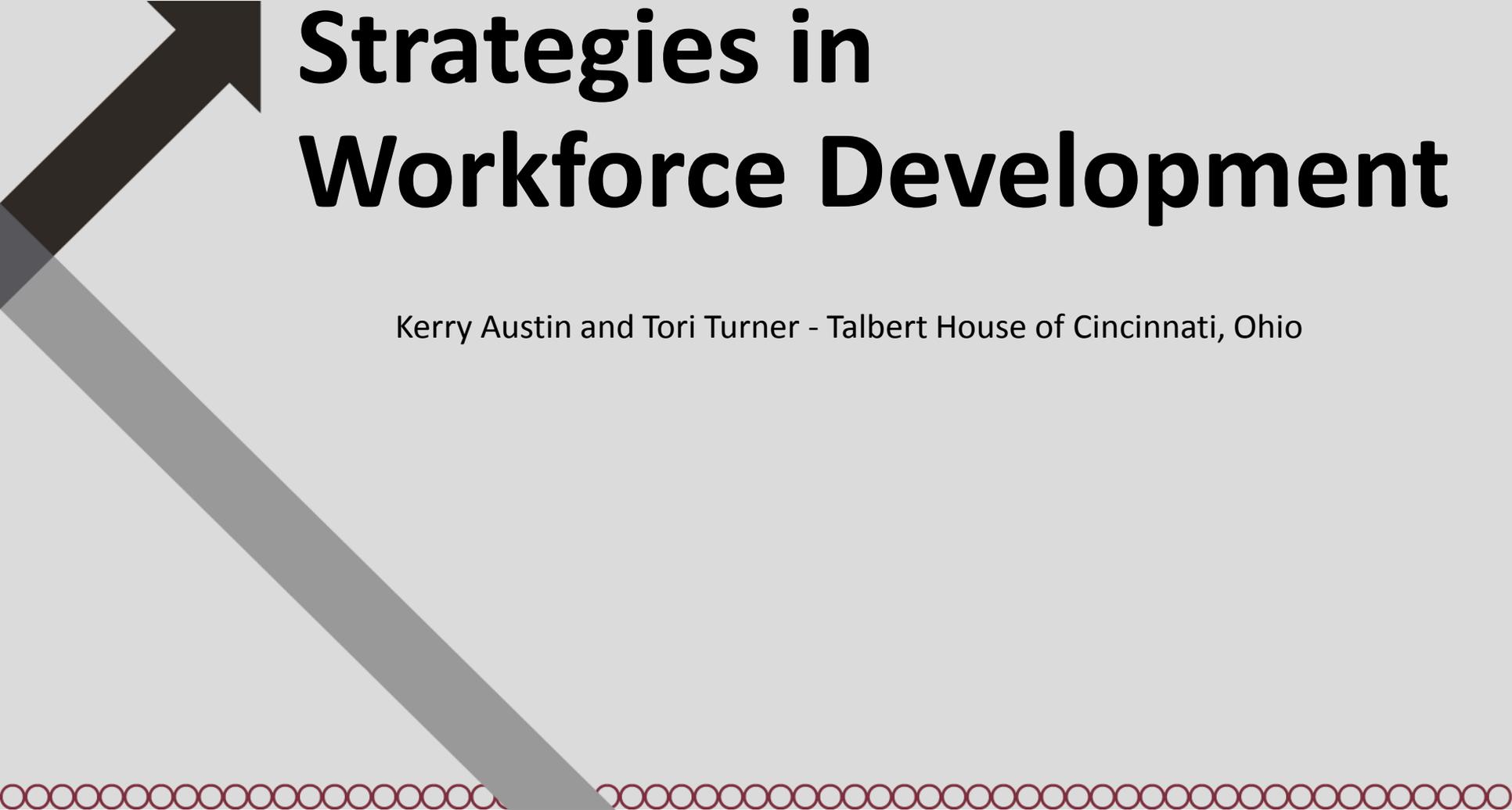


Reverse Job Fair for Older Workers held at Ohio Means Jobs of Summit County



Encore Career Network

- Nonprofit and government agencies only
- Encore placement receives \$10/hr
- Agency pays \$15/hr
- Ongoing or short-term projects (3 months minimum)
- Candidates will be near or at retirement age (50+)
- Placements work 15-25 hours/week
- Includes payroll
- Provides opportunity for internships for older workers with costs covered by the participating agency
- The Encore positions can be coupled with job training services which will help the long term unemployed return to the labor force
- Opportunities for One-Stop systems or partners to benefit from the capacity building by hosting an Encore employee



Strategies in Workforce Development

Kerry Austin and Tori Turner - Talbert House of Cincinnati, Ohio

Needs of the Clients – Considerations

- Socio-Economic Background
- Education Status
- Work-Related Skills Competency
- Current employment status
- Employment history

Opportunities – Where are they?



- ✓ Food Service
- ✓ Manufacturing
- ✓ Janitorial/Maintenance

- ✓ Agency Partnerships
- ✓ Small Business Enterprises
- ✓ Entrepreneurships

Employer Engagement Keys



- Honesty
- Consistency
- Mutual Respect
- Clear Communication
- Responsive to Issues

Employer Relationships

**IN THIS WE
TRUST**



Employment Services

Navigating through barriers:

- In what direction should I take my next step



Preparation and Understanding

- Job Search
- Interview
- Follow Up
- Acceptance of the position
- First 90 days on the job
- Navigating career:
 - ❖ Growth
 - ❖ Transition



Towards Employment



Empowering individuals to achieve and maintain self-sufficiency through employment.

Career Pathways Approach

Prepare for a job.
Job readiness training for job seekers.



Get a job.
Job search and placement services put people to work.



Keep a job.
Coaching and support are crucial to long-term success.



Advance in a career.

Ongoing coaching and credentialed training preps workers for career growth



2014 Impact

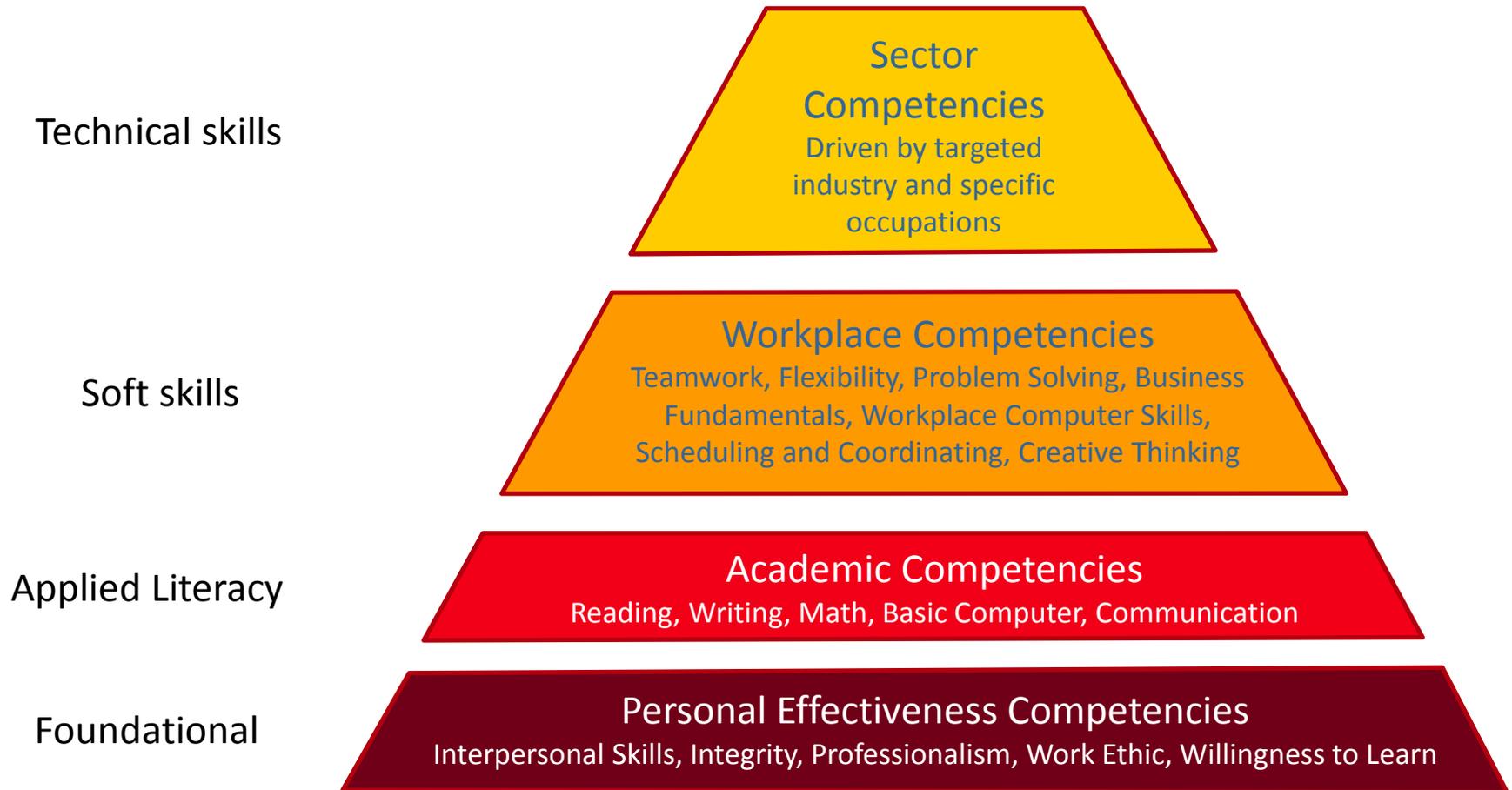
- 464 people placed in good jobs
 - Average starting wage of \$10.19 (min wage = \$8.10); exceeded performance benchmarks for job retention
 - 290 individuals placed had criminal backgrounds
- 92 industry recognized credentials earned
- 128 people advanced on the job
 - Average wage increase was over \$2.00 hourly
 - Reentry advanced wage: \$10.57;
 - WorkAdvance advanced wage: \$13.26
- 290+ employers hired from TE; 82 hired more than once

2014 Other Services

- Supportive services: 1,200+ services
 - Childcare and transportation assistance; tools, uniforms, pre-employment screening services; community partner referrals
- Legal services: 1,027+ services
 - Credit/debt, bankruptcy, child support, criminal defense, clearing warrants, background checks, eviction or foreclosure prevention



Competency based model: What does it mean to be “job ready”?



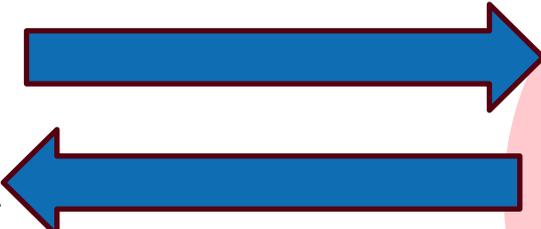
Adapted from www.careeronestop.org/competencymodel/

Barriers on the Path

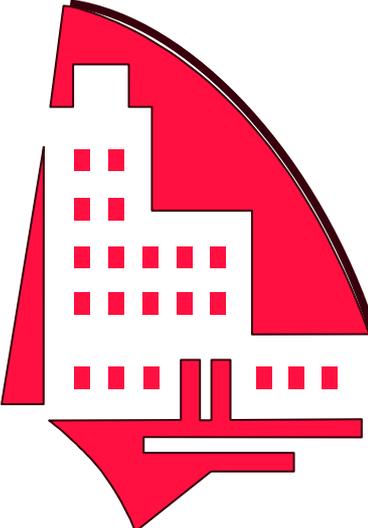
Family, Logistical, and Legal Challenges	Education and Skills Gaps	Needs Related to Responsiveness to Interventions
<ul style="list-style-type: none">• Responsible for child care	<ul style="list-style-type: none">• Low education level	<ul style="list-style-type: none">• Mental illness
<ul style="list-style-type: none">• High-conflict family situation	<ul style="list-style-type: none">• Lack of occupational skills	<ul style="list-style-type: none">• Substance use disorder
<ul style="list-style-type: none">• Transportation problems	<ul style="list-style-type: none">• Limited work experience	<ul style="list-style-type: none">• Learning disability
<ul style="list-style-type: none">• Lack of stable housing	<ul style="list-style-type: none">• Lack of “soft” job skills	<ul style="list-style-type: none">• Lack of motivation
<ul style="list-style-type: none">• Legal barriers to employment	<ul style="list-style-type: none">• Gaps in work experience	<ul style="list-style-type: none">• Negative attitudes about work
<ul style="list-style-type: none">• Lack of proper documentation		<ul style="list-style-type: none">• Poor physical health

Industry Driven Training; Comprehensive Wraparound Supports

Driven by the needs and **requirements of targeted industry sectors**



Provides a set of **aligned services** that help bridge the gap to employment or advancement and provides **ongoing supports** for strong retention and continued career advancement



Job-readiness Training



Adult Education

Participant



Skills Training

Industry Expert

Career Coach



Barrier Removal



Job-Matching

TE Success factors

Staff: 21% have been with TE for over 10 years. 55% of management started as front line workers. 11 are also TE program graduates. Key staff with industry knowledge

Structure and accountability: Staff works with participants to ensure they meet standards and benchmarks throughout each phase of the program.

Emphasis on behavior change: Use of role plays, interactive scenarios and rewards/opportunities that reinforce pro social behaviors and help participants develop job retention skills

Focus on Advancement: Career planning, connections to credentialed training, and long-term wraparound supports to help graduates stay focused on steps leading to living wage jobs

Availability of supportive services, including in-house Legal Services: Unique and critical service to remove legal barriers to getting/keeping a job

Critical Partnerships: working with other organizations to leverage what they do best and vice versa

Job Readiness Training: Soft skills, Life skills, Job Search skills

Complete the Job Readiness Checklist:

How to complete a resume and interview with confidence (must pass 3 mocks)

- How to address a criminal background in an application/interview

Computer literacy

The “soft skills” of communication and behavior that will help them be successful in the workplace culture

What to do with their first paycheck, and manage their resources for the future

Individual Career Map: Career planning with short and long-term goals

Work Keys assessment for National Career Readiness Certificate

Special Population: Returning Citizens

Impact of Criminal Justice involvement

- 6000 people return to Cuyahoga County from state prisons each year; not including those with convictions who get probation or go to County Jail.
- Majority of those returning settle in 5 impoverished neighborhoods on the east side of Cleveland.
- The longer one stays in prison, the fewer networks or contacts one has to find jobs when released.
- In Cleveland, released prisoners who were able to find employment earned wages that were less than 82% of what they were earning prior to incarceration.
- “Serving time reduces hourly wages for men by 11%, annual employment by 9 weeks, and annual earnings by 40%.”

www.urban.org/UploadedPDF/411097_From_Prison_to_Work.pdf

The Pew Charitable Trusts, Collateral Costs: Incarceration’s Effect on Economic Mobility, Washington, D.C., 2010, pg 4, www.economicmobility.org

Employment Services for those with a Criminal Record: Networks 4 Success

- **Partners:** North Star Neighborhood Reentry Resource Center/Oriana House; OMJ; Recovery Resources; ABLE/GED; Cleveland Housing Network
- **Model:** 2 or 4-week full-time, interactive program with attendance and disciplinary policies; clearly articulated objectives include required “Job Readiness Checklist;” connections to employers
- **Advancement Academy:** Designed to assist program graduates employed in initial, gateway jobs. Services include career planning, group activities and training scholarships to help move into careers that pay a living wage with advancement potential

Results: 68% placement rate, 74% 90-day retention, and 65% 180-day retention. Only 3.8% of those who complete return to prison within 1 year after completion.

New Pathway Programming

Department of Labor “Pathways to Work”

- \$2 million, 39 month career pathways program targeting Halfway house population.
 - Building on WorkAdvance and Networks 4 Success models, opens up career pathways in manufacturing, construction and hospitality industries.
 - Partners include: halfway houses, community college, Ohio Means Jobs, Industry Associations.

Reentry ReDirection

- Bringing job readiness programming into the County Jail offered in conjunction with behavioral health and literacy services, with post-release Pathway services.

Move Up

- Expanding work in health care sector focusing on career pathways for minority parents

Customized Employer Partnerships:

Step Up to University Hospitals (hiring from surrounding neighborhoods)

- 92 residents hired at \$10+/hr; 365 day retention higher than department average.

Next Step: Internal Pathway to Patient Care Assistant (PCA) to Clinical Technical Assistant (CTA)

- 25 advancements to date

External pathway to PCA  CTA

- 27 Hires to date

Additional pathways under discussion: OR attendants, Medical Assistants, entry level IT positions

WorkAdvance

Model: Sector-specific, career pathway program providing a 2 yr. continuum of aligned services to move low-income/low-skill participants into career pathways in **manufacturing and healthcare** and help them to advance along those pathways. Target population: under 200% of poverty.

Partners: Center for Families and Children, Center for Health Affairs, Employment Connection, MAGNET, Literacy Cooperative, WIRE-Net, and multiple education/training providers.

Results to date: 299 technical credentials attained; 391 employed at average wage of \$10.74; 50% have advanced (wage gain w/in 2 yrs)

National funding and Rigorous evaluation using randomized control trial conducted by MDRC

Key Learnings



Training informed by industry needs: hire, partner or purchase expertise

Align social supports with the participants progress along the “job readiness competencies”

Introduce long-term career goals early on—then work backwards to identify barriers that will get in the way and plans to address

Post-employment coaching and availability of ongoing supportive services is critical

2015 TE Social Enterprise: A Triple Bottom Line

1. Provide transitional and full-time employment opportunities to Towards Employment graduates.
2. Provide un-restricted revenue to Towards Employment for continued programming and growth.
3. Provide greater awareness for Towards Employment's mission.



Contact

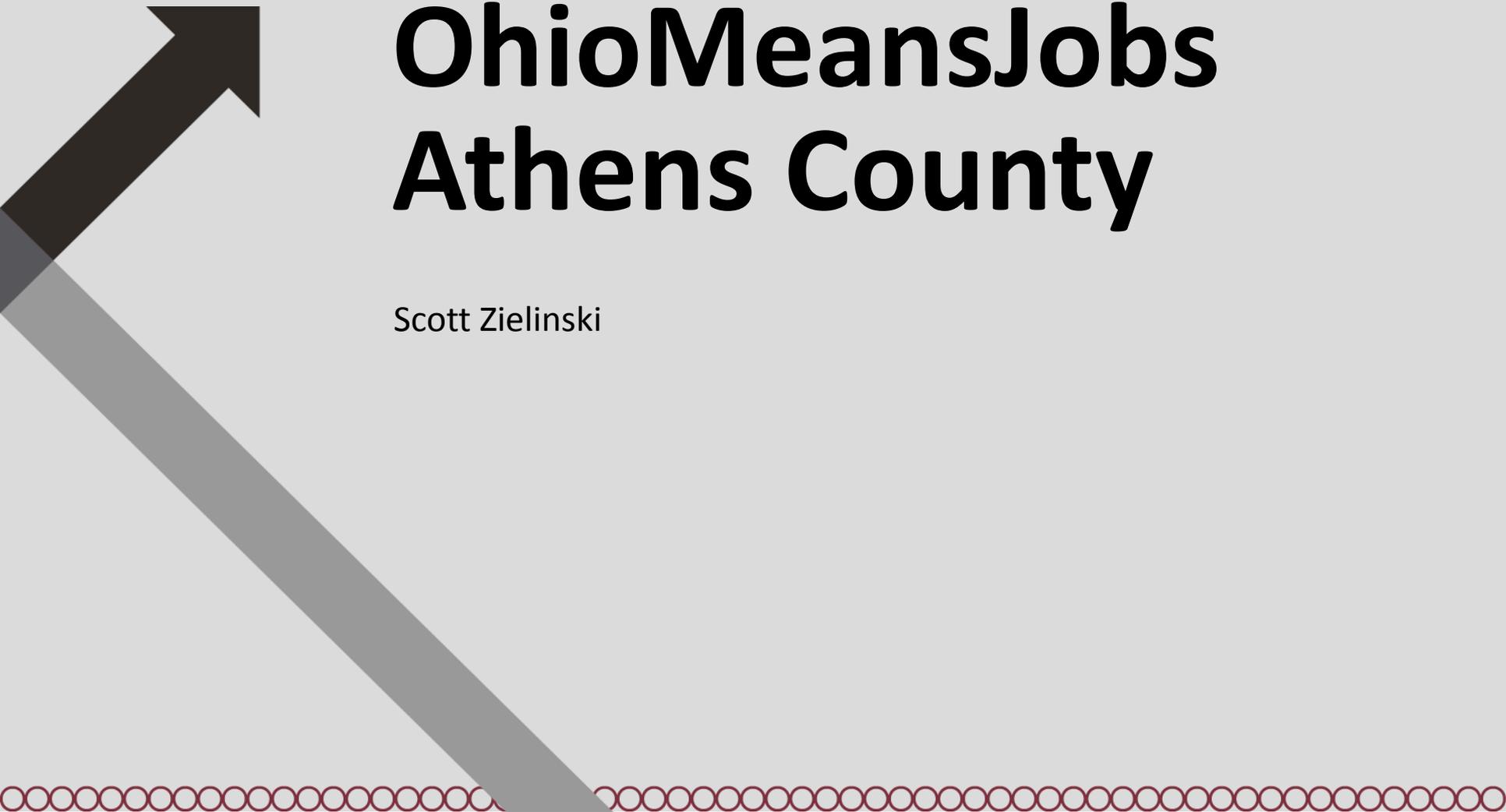


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Questions?