



EXPANDING OPPORTUNITY
THROUGH JPMORGAN CHASE'S
NEW SKILLS AT WORK INITIATIVE

Strengthening Workforce and Education Systems



JPMORGAN CHASE & CO.

A Note from JPMorgan Chase

JPMorgan Chase believes more people should have access to opportunity and the chance to move up the economic ladder. Despite economic growth around the world, we see that too many people are still being left behind. One of the biggest challenges facing communities is ensuring that people have the skills they need to be successful in the high-skill, high-wage jobs that are most in demand.

We believe that the surest way to open the doors to opportunity is to equip individuals with the education and skills they need to take advantage of job opportunities in the sectors that are fueling economic growth. That is why JPMorgan Chase has invested \$300 million to help young and adult workers access the skills and training they need to move up the economic ladder, while strengthening the talent pipeline employers need to compete.

Through JPMorgan Chase's global **New Skills at Work** initiative, we have supported almost 750 nonprofits in 82 US cities and 37 countries around the world. Our investments have benefited more than 150,000 job seekers and workers and are preparing workforce and education systems to more effectively address the needs of workers and businesses.

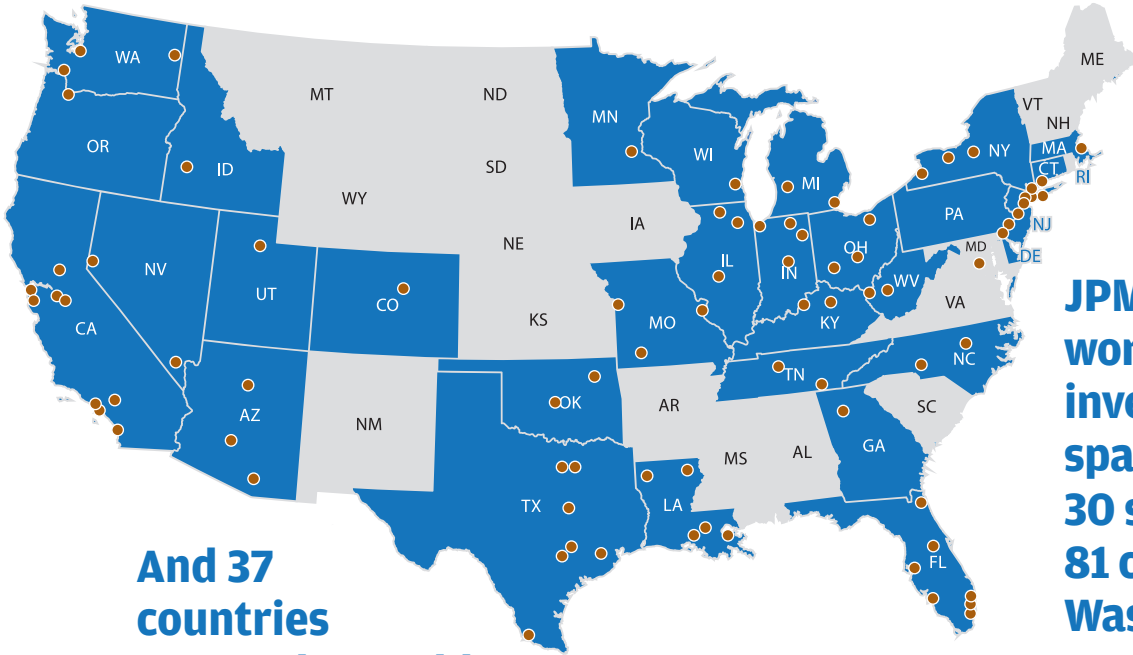
Our grantmaking is laser-focused on helping individuals access and succeed in good jobs, helping employers find and retain critical talent, and helping education and workforce systems meet the demands of the 21st century. These reports highlight some of the most inspiring stories, promising grantees, and unexpected lessons we've uncovered through **New Skills at Work**. After five years of supporting critical research and innovative training programs, we hope our investments can help other employers, funders, and policymakers provide greater opportunities to workers around the world.

- JPMorgan Chase Global Philanthropy

BY THE NUMBERS

New Skills at Work

Unpacking the global impact of our first five years



JPMC's workforce investments spanned 30 states, 81 cities & Washington, D.C.

And 37 countries across the world

- North America**
 - Canada
 - Mexico
 - United States

- South America**
 - Argentina
 - Brazil
 - Chile
 - Colombia
 - Peru

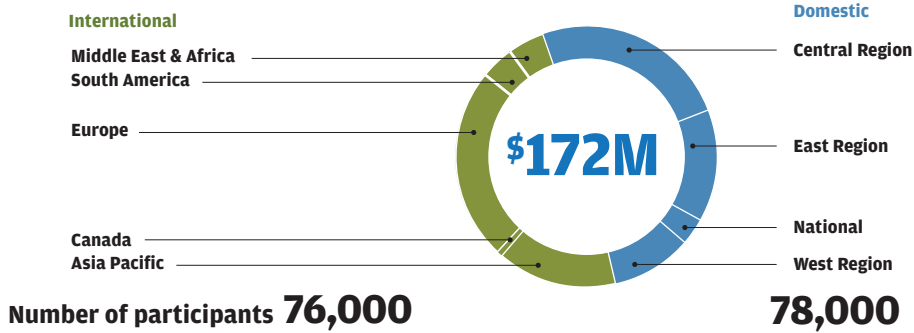
- Europe**
 - Belgium
 - France
 - Germany
 - Ireland
 - Italy
 - Luxembourg
 - Netherlands
 - Poland
 - Spain
 - Sweden
 - United Kingdom

- Middle East & Africa**
 - Israel
 - Saudi Arabia
 - South Africa
 - Turkey
 - United Arab Emirates

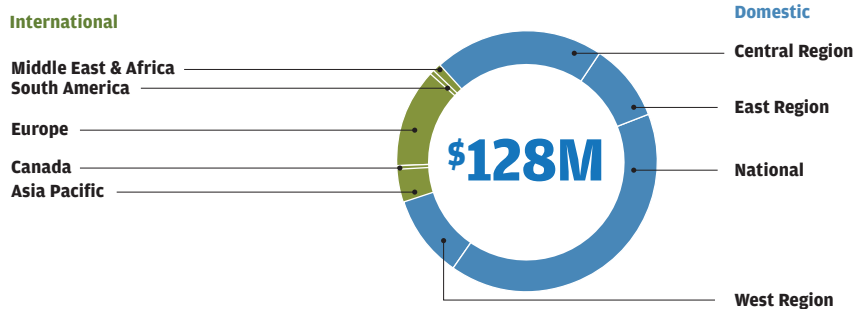
- Asia Pacific**
 - Australia
 - China
 - Hong Kong
 - India
 - Indonesia
 - Japan
 - Malaysia
 - Philippines
 - Singapore
 - South Korea
 - Taiwan
 - Thailand
 - Vietnam

\$300M funded under New Skills at Work to 738 partners

Direct Service



Research & Systems Change



HOW NSAW IMPROVED WORKFORCE SYSTEMS

Job Training & Career Education

German American Chamber of Commerce
Scale apprenticeships to new regions and occupations

International Labour Organization (ILO)
Provide 672 women with STEM skills, employability, leadership training, and mentorship in Indonesia, Philippines and Thailand

Labor Market Research & Data

Credential Engine
Create Credential Registry for workers and businesses

Organisation for Economic Co-operation and Development (OECD)
Development of the OECD Skills for Jobs database

Industry and Employer Collaboration

The National Fund for Workforce Solutions
Build partnerships between community and business leaders to support worker advancement in 34 US cities

Skills for Chicagoland's Future
Engage employers to understand their hiring needs, design tailored training programs, and obtain hiring commitments

Career Pathways

Community College Research Center at Columbia University
Identify new cost-effective approaches to helping students select career pathways in community colleges

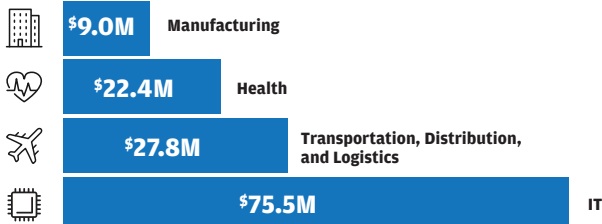
Louisiana Community & Technical College System
Expand Train to Attain, a credentialing program targeting underserved populations statewide

Building the Workforce Development Ecosystem

The Aspen Institute
Support year-long workforce leadership academies in Chicago, New Orleans, and Jersey City

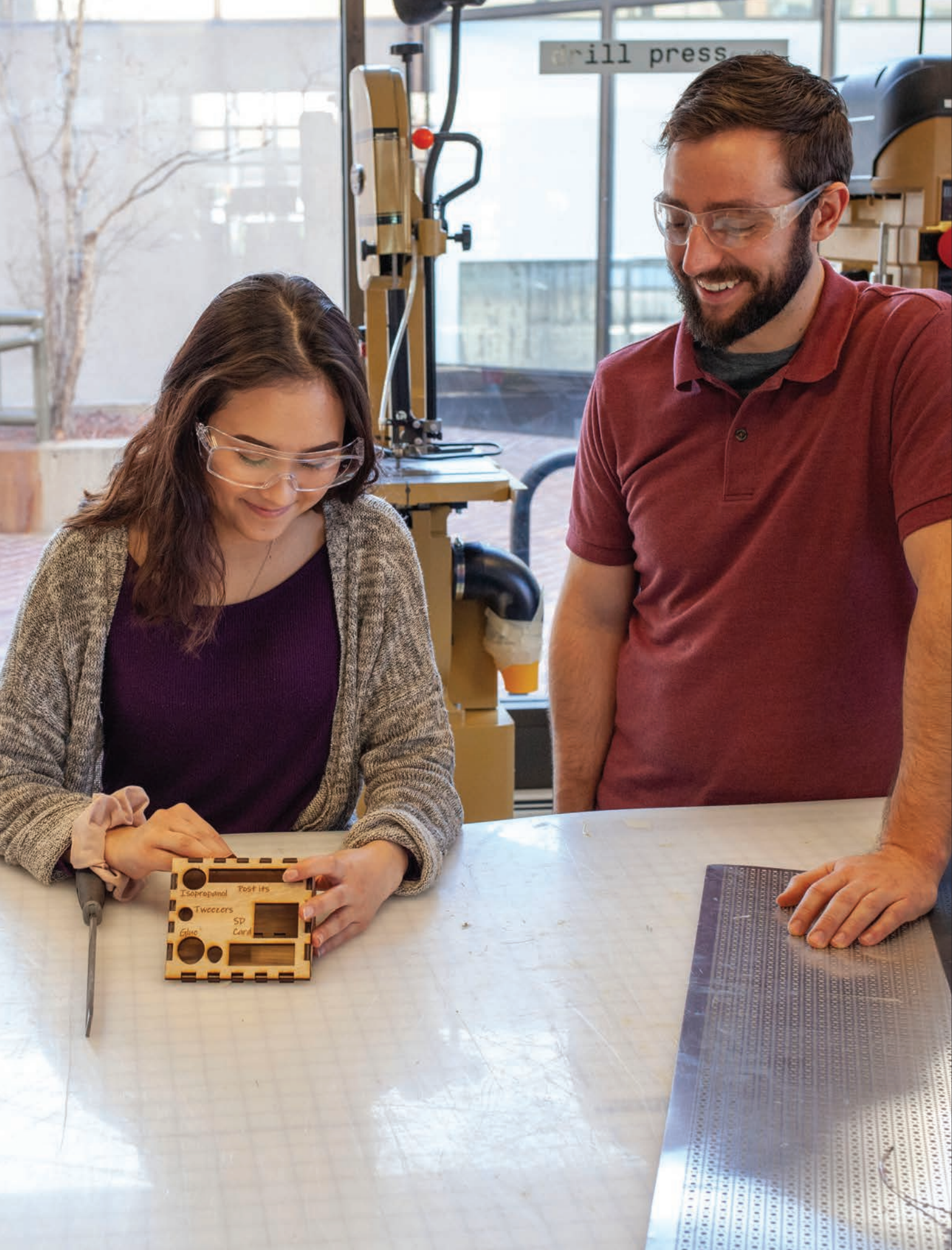
The Bertelsmann Stiftung
Enable German municipalities to better plan for the labor market integration of refugees

INVESTING IN HIGH-GROWTH INDUSTRIES



SUPPORTING HIGHER EDUCATION





drill press

Isopropyl
Tweezers
Glue
PosiFITS
SP Card

New Skills at Work

The First Five Years

A central dilemma faces workers and businesses in today's labor market, both in the US and abroad: many companies are hiring, but job seekers often do not know about the openings or what skill sets they would need to fill them. In total, New Skills at Work has collaborated with 325 partners around systems change and research grants through its first phase.

Some key statistics illustrate the problem. Fifty-eight percent of global CEOs worry that the disconnect between existing training programs and current skills needs will stall their companies' growth.¹ By 2020, it is estimated that there will be an international shortage of 85 million workers for middle- and high-skill jobs.²

Workforce systems stand at the center of this dilemma, ultimately helping workers and businesses connect with each other.

Since its inception five years ago, JPMorgan Chase's **New Skills at Work**, a global philanthropic initiative, has taken aim at narrowing the information and skills gaps between jobs and job seekers.

The initiative has worked to better understand labor market conditions, encourage collaboration, and develop new tools and models that can help individuals identify and prepare for well-paying careers. This effort has created the infrastructure needed to create improved alignment between the supply and demand sides of the labor market, impacting outcomes for workers and businesses alike.

As **New Skills at Work** reaches its five-year mark, this report captures key impacts, successes, and lessons learned about how a focus on workforce systems can drive more inclusive employment and economic growth.

Dilemma Facing Workers and Employers

Global CEOs who worry about the gap between existing training programs and current skills

58%



Workforce systems help workers and employers connect

Challenges in Workforce Systems

1. LACK OF INFORMATION
2. LACK OF COORDINATION
3. OUTDATED EDUCATION AND TRAINING



Challenges in Workforce Systems

In an efficient labor market based on an open exchange of information, workers can identify and pursue well-paying jobs and fulfilling careers, and businesses can build a talent pool of productive workers. Essential to this alignment is a detailed understanding of the labor market conditions that inform the way that workers, businesses, and the groups that support them choose careers, develop training programs, and pursue innovative solutions.

But with a rapidly changing economy that increasingly relies on workers with specific technical skills and places less emphasis on ongoing training from businesses, standard workforce systems are outdated and end up exacerbating existing issues. Generally, there are three key challenges that better systems can address: lack of information, lack of coordination between educators/training providers and businesses, and an outdated understanding of education and training.

“If you want to go search for a new car, you can compare different models, different makes, different features — you can make more informed decisions about what car you want to buy. There has not been a similar capability in the education and training marketplace to allow someone to compare the quality and value of apprenticeships, certificates, certifications, and two- or four-year degrees to get into, for example, an IT career.”

SCOTT CHENEY, EXECUTIVE DIRECTOR OF CREDENTIAL ENGINE

1. Lack of Information

Historically, not enough data has been available to consistently support informed decisions about education, job training, and employment. Without locally focused data about high-growth areas of the economy and in-demand skills, workers have had little guidance about the best paths for building careers that can support them and their families.

One of the first research initiatives of **New Skills at Work** tried to help narrow this information void through a series of “skills gap” reports focused on middle-skill jobs, or those that require technical training but not a four-year degree. The reports examined nine metro areas in the United States, as well as France, Germany, Spain, and the United Kingdom, and revealed

that while unemployment rates decreased after the 2009 recession, people still struggled to find stable work even though many well-paying middle-skill jobs went unfilled. For example, the Detroit report predicted that there would be 9,800 middle-skill job openings in the city every year.³ However, without information about what skills were needed and how to attain them, workers have been unable to access these emerging opportunities and businesses have struggled to recruit and develop the talent pool they need to be successful.

2. Lack of Coordination

Unsurprisingly, this lack of good data has translated into education and training programs that have not been responsive to the needs of a 21st century economy. Without robust data or structured channels of communication with researchers and businesses, people developing training and credentialing systems have struggled to identify business needs and match workers with potential opportunities. Even when there is data available to inform program structure, ensuring the structure is flexible enough to respond to changing business needs remains a challenge. Addressing these obstacles necessitates building relationships between businesses and providers that allow for timely, ongoing communication that informs how providers evaluate and adapt their programs in a changing economy.

This challenge comes partially from a lack of clarity about the full range of skills that businesses are looking for, and which of those skills are in particularly short supply. “Part of our goal is to help bring businesses together and agree on the skills and competencies they need and then to identify and work with partners that can develop the talent appropriately,” said Peter Beard, Senior Vice President of Regional Workforce Development for the Greater Houston Partnership.

3. Outdated Education and Training

As the global economy continues to shift, the historical tendency to view education and training programs as being one-off or terminal no longer represents how businesses and workers approach talent



development. While a high school diploma used to be considered enough to secure a well-paying job, workers are finding that to keep up with rapid technological advancements, they need to continue learning new skills and acquiring credentials. For their part, businesses have also struggled to keep pace with technological advancement and have needed to adapt their own strategies for cultivating talent.

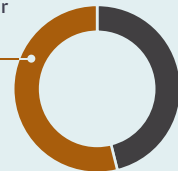
The outdated approach to education and training can be particularly harmful for those already in the workforce, as they may be seen as “done” with their training or education just because they are employed. This can result in workers being overlooked for learning opportunities, despite an understanding that continued training could advance their careers and earning potential. In a 2016 survey from Pew Research Center, 54 percent of respondents said that receiving training and developing new skills throughout their careers is essential, and only 16 percent believed college is adequate preparation for the workforce.⁴

To confront these foundational challenges over the first five years of the **New Skills at Work** initiative, JPMorgan Chase grounded its efforts in research and information gathering that can help drive a better understanding of labor market conditions around the world. Building off these efforts, JPMorgan Chase worked to support transparent, scalable systems that align skills in the workforce with the growing sectors of the economy.

The Importance of Workforce Training

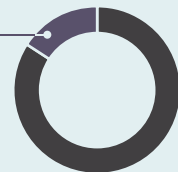
Respondents who believe that receiving training and developing new skills throughout their careers is essential

54%



Respondents who believe college is adequate preparation for the workforce

16%



Core Successes

1. PROMOTING DATA-DRIVEN DECISION MAKING

- 1.1 Understanding Skills Gaps and Job Openings
- 1.2 Spotlighting Labor Market Challenges and Opportunities
- 1.3 Lifting Up Labor Market Data and Information

2. DRIVING COLLABORATION AND BRIDGING DIVIDES

- 2.1 Addressing Information Gaps
- 2.2 Building Relationships

3. DEVELOPING NEW WORKFORCE SYSTEM MODELS

- 3.1 Expanding Apprenticeship Programs to Booming Sectors
- 3.2 Bridging the Gap Between Educational Institutions and Workforce Systems



Core Successes

The first five years of the **New Skills at Work** initiative have established a foundation for better systems that improve communication between workers and businesses. As a business leader, JPMorgan Chase has brought the expertise, relationships, and resources needed to identify gaps and build new models to address them. In total, **New Skills at Work** has collaborated with 325 partners around systems change and research grants throughout its first phase. This support helped bring new actors into the field and identify scalable models that can inspire even more systemic change over the next five years.

1. Promoting Data-Driven Decision Making

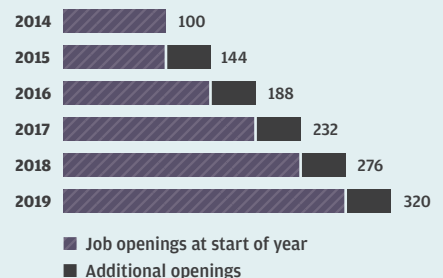
At the heart of **New Skills at Work** efforts to improve workforce systems is a commitment to using research and data to guide decisions and improve outcomes. This has included supporting cutting-edge research on economic opportunities and challenges around the world, as well as exploring specific issues facing different groups and demographics.

It has also meant tapping these important findings to develop effective tools and products that rely on data to create more efficient systems.

1.1 UNDERSTANDING SKILLS GAPS AND JOB OPENINGS

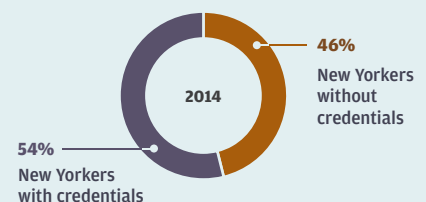
The skills gap reports highlighted in the previous section provided a starting point for JPMorgan Chase and community stakeholders to engage the public and private sectors in addressing the challenges the reports identified.

Job Openings in New York City (IN THOUSANDS)



Credentials to Fill Jobs

(NEW YORKERS AGED 25 AND OLDER)





The Good Jobs Project illustrated that skilled service industry positions are replacing those in manufacturing as areas of opportunity for individuals without a college education.⁸ This insight provided guidance for education and training program providers in how to best shape their courses to meet this shifting demand.

Similar to the Detroit example, the JPMorgan Chase report on skills gaps in New York City found that in 2014, there were 100,000 middle-skill job openings in the city, with a projected 44,000 job openings expected every year through 2019.⁵ At the same time, 46 percent of New Yorkers aged 25 and older lacked the credentials needed to fill those jobs.⁶ Based on these findings, JPMorgan Chase was able to direct its grantmaking to efforts aimed at strengthening the talent pipeline in key industries like healthcare and technology.

Another example of identifying jobs and opportunities can be seen through the work of The Good Jobs Project, an initiative with the Georgetown University Center on Education and the Workforce (CEW). JPMorgan Chase's collaboration with CEW was especially timely. Coverage of the 2016 presidential election reinforced the idea that good job opportunities for workers without college degrees were disappearing. The Project's 2017 **Good Jobs that Pay Without a BA** report challenged this notion, finding **30 million current "good jobs," with median earnings of \$55,000, that do not that require a four-year degree.**⁷

ANGELA IS A HIGH SCHOOL APPRENTICE PARTICIPATING IN THE COLORADO-BASED CAREERWISE APPRENTICESHIP PROGRAM. IN ADDITION TO FINISHING HER HIGH SCHOOL DIPLOMA, ANGELA IS TAKING COLLEGE COURSES AND WORKING FOR A MAJOR FINANCIAL SERVICES COMPANY.



1.2 SPOTLIGHTING LABOR MARKET CHALLENGES AND OPPORTUNITIES

Research supported by **New Skills at Work** has also illuminated broader challenges and opportunities in the labor market, allowing JPMorgan Chase and other stakeholders to evaluate the effectiveness of different approaches and direct resources accordingly. Among other findings, this research has demonstrated the potential but also the shortcomings of some current approaches to talent development.

Examples of the ways JPMorgan Chase helped drive impact through data and research include:

Ways to Narrow the Gender Wage Gap

Developed in partnership with the Institute for Women's Policy Research, a report highlighted how women hold only a third of the positions in growing middle-skill jobs that pay between \$35,000 and \$102,000.⁹ Researchers showed how businesses can drive toward pay equity by identifying opportunities for women to apply existing skill sets to move from lower-wage, female-dominated professions to higher-wage, male-dominated ones. For instance, if workers switched from being packaging and filling machine operators to welders, their median annual earnings could increase from \$25,851 to \$38,762. Only 4.8 percent of welders were women as of the report's publication in 2016.¹⁰

Addressing the Youth Employment Gap

JPMorgan Chase made a sustained commitment to filling the gaps in employment programs for youth, as identified through **New Skills at Work** research. For instance, JPMorgan Chase collaborated with the Council of Chief State School Officers and the National Association of State Directors

of Career Technical Education Consortium to launch **New Skills for Youth**, a five-year competition for states to expand and improve career-focused education that prepares students for high-skill and high-wage jobs. The initiative has had many early successes, including facilitating the alignment of state-level stakeholders focused on career pathways, providing strategic support to help states pass new legislation (including six bills in Nevada focused on funding for career technical education), and developing new models (such as a mechanism for defining high-quality career pathways in Massachusetts).

In addition, JPMorgan Chase significantly refined and expanded its support for summer youth employment programs to increase access to and provide high-demand skills training and credentials for young people in 22 US cities. In 2017 alone, JPMorgan Chase helped create 40,000 summer job placements for youth across 19 US cities.¹¹ These programs have piloted a variety of innovative models, including partnerships with high schools and colleges, helping youth earn industry certifications

and college credit, partnering more closely with the public sector (including employment opportunities in government), and expanding offerings to include more year-round opportunities in high-growth sectors of the economy.

Understanding Tech for Labor Market Matching

In the report **Swiping Right for the Job: How Tech is Changing Matching in the Workforce**, researchers found that design flaws in matching technology are affecting how low- and middle-skill workers find jobs and build careers. For example, most labor market technology exists online, yet low- and middle-skill workers are disproportionately unlikely to have ready access to computers and the internet: only 63 percent of those with a household income between \$20,000 and \$50,000 have access to broadband internet in their homes.¹² In engaging a wide range of partners to develop and implement programs, **New Skills at Work** has begun to address these gaps by supporting efforts that involve users in the design process and work to make tools more accessible.

This and other research has continued to inform the efforts of **New Skills at Work** as it supports promising programs, technologies, and platforms that can promote career mobility and talent development. Guided by a variety of research findings over the first five years of the initiative, JPMorgan Chase and its partners developed programs with a more holistic understanding of community needs and the tools and processes that would best address identified challenges.



1.3 LIFTING UP LABOR MARKET DATA AND INFORMATION

Effective research is not just cataloguing information but also making it accessible and actionable for the range of job seekers, businesses, and policymakers. Over the last five years, JPMorgan Chase has supported efforts to translate important findings into building effective tools and products.

For example, The Good Jobs Project has supplemented its research with an interactive tool that includes a state-by-state analysis of the fastest growing industries for careers that do not require a bachelor's degree, offering insights to providers of demand-driven workforce development programs.

Similarly, JPMorgan Chase partnered with the Council for Adult and Experiential Learning (CAEL) to engage industry partners in efforts to strengthen alignment between supply and demand in high-growth industries identified in the Houston skills gap report. This resulted in the development of an online platform, PetrochemWorks.com, dedicated to helping students and adults easily access information around career opportunities in the petrochemical industry in the greater Houston region.

“We used the skills gap report to highlight midterm opportunities and challenges based on the direction the work had taken — it was used as a strategic tool to focus the work we were doing.”

PETER BEARD, SENIOR VICE PRESIDENT FOR REGIONAL WORKFORCE DEVELOPMENT AT THE GREATER HOUSTON PARTNERSHIP

This resource includes career maps, listings of available jobs, and an overview of educational requirements. To tap into existing talent

Spotlight: PetrochemWorks.com

DEFINING VALUES: PetrochemWorks.com was designed to empower workers to pursue high-paying jobs in a growing industry by giving them access to the full range of resources needed to make informed decisions about their career pathways. The platform also addresses the need for better matching in the labor market, with a tool that connects users to positions that match their interests and qualifications.

IMPACT BY THE NUMBERS: The site contains information about 60 common industry positions gathered through the expertise of over 150 petrochemical experts and representatives from companies such as CP Chemical, Shell, LyondellBasell, ExxonMobil, Dow, TPC Group, and Noltex.

KEY LESSON: “We have seen a much greater alignment of workforce activities through the development of PetrochemWorks. The future looks like we are going to continue on the path of integrating this type of commercial training in community colleges. Through **New Skills at Work**, there has been greater access to training and education in direct alignment with the needs of employers.”

– **CRAIG BESKID**, EXECUTIVE DIRECTOR OF THE EAST HARRIS COUNTY MANUFACTURERS ASSOCIATION

Spotlight: Credential Registry

DESCRIPTION: The hallmark initiative of the nonprofit Credential Engine is its Credential Registry, which uses open-source software to collect data on over 500,000 unique credentials, including degrees, certificates, certifications, licenses, apprenticeships, badges, micro-credentials, and more. The Registry includes information on credentials themselves, but also on the organizations that issue and evaluate them, as well as frameworks that provide common language for describing credential outcomes.

IMPACT: Since launching in late 2017, the Credential Registry has had over 200 participants, including credential issuers, quality assurance organizations, and third-party publishers. Credential Engine is also working in 10 states to reshape credentialing processes and has partnered with the retail and hospitality sector and the Department of Defense, US Navy, and other governmental actors to bring more transparency to the credential marketplace.

KEY EXAMPLE: Credential Engine has made particularly strong progress in Indiana. By the end of 2018, Indiana is projected to have all credentials offered by two- and four-year colleges published in the Credential Engine language.

pipelines, CAEL partnered with community colleges to publicize career opportunities as well as create awareness about jobs in the petrochemical industry. These efforts helped reshape the local workforce system through better information sharing and access to training that is more directly responsive to the needs of businesses.

JPMorgan Chase has also supported data-driven decision making on a global scale. With support from **New Skills at Work**, the Organisation for Economic Co-operation and Development (OECD) designed skill needs indicators to measure the prevalence of skills

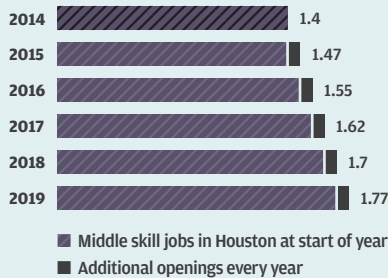
mismatches, discover skills shortages, and capture which skills are in high demand. These indicators are mapped across over 40 countries and presented through an interactive online visualization tool.¹³ The tool and underlying research has provided policymakers and other stakeholders in these countries with a means of understanding skills shortages and frameworks for developing effective solutions.

Beyond international indicators, the OECD is also working individually with countries on strategies for developing workforce training programs that meet identified needs.

“The impact of this work is evident in the engagement and interest from new countries,” said Glenda Quintini, a Senior Economist at the OECD. “These countries are coming to us for help and new projects thanks to the work we produced with JPMorgan Chase’s funding.”

New Skills at Work has also brought additional clarity to the complex array of workforce credentialing systems. A leader in this effort has been Credential Engine, an organization working to help people make informed decisions in the credential marketplace.

Career Opportunities in Houston (IN MILLIONS)



2. Driving Collaboration and Bridging Divides

Aligning supply and demand in the labor market means finding ways to break down barriers and ensure that employers can directly communicate their needs to workers and training providers.

By supporting a broad range of organizations over the first five years of **New Skills at Work**, JPMorgan Chase helped develop the infrastructure needed to strengthen collaboration between workers and businesses, improving outcomes for both.

2.1 ADDRESSING INFORMATION GAPS

JPMorgan Chase has supported efforts to gather and share information about business needs and worker qualifications and helped pilot innovative models for addressing gaps. For example, data from the Greater Houston Partnership collected for the **New Skills at Work** Houston skills gap report identified 1,400,000 middle skill jobs in Houston with 74,000 projected job openings every year.¹⁴

Spotlight: UpSkill Houston (Greater Houston Partnership)

KEY CHARACTERISTIC: EMPLOYER-LED SECTOR COUNCILS

- The **petrochemical sector council** worked with community partners to bring community college enrollment in relevant classes up 32 percent in 2016, and increased completion of degrees and certificates for technical programs by 42 percent.
- The **construction sector council** developed prototypes for programs to equip workers with skills and place them in industrial and commercial construction positions.
- **Healthcare** employers are currently engaged in efforts to form a sector council.

TRADEMARK TOOL: WEB PLATFORM

- **UpSkillHouston.org** is a web platform with information for workers, including training and educational requirements, salary ranges, and career pathways for numerous middle-skill jobs.



In 2014, the same year as the release of that skills gap report, the Greater Houston Partnership launched the UpSkill Houston initiative to attract, train, and place under- and unemployed Houston workers into those skilled jobs. “This was a unique model,” explained Peter Beard, Senior Vice President for Regional Workforce Development at the Greater Houston Partnership. “We were responding to needs identified through research and bringing partners together in a collaborative way to address it.”

JPMorgan Chase also supported organizations and collaborations with a national scope, such as the US Chamber of Commerce Foundation Talent Pipeline Management initiative, an effort to strengthen partnerships between workers, businesses, educational institutions, government leaders, and other stakeholders.

Through this initiative, the US Chamber of Commerce Foundation created a curriculum and other tools that help businesses build and continually develop a pool of talented workers who can adapt to a shifting economy. The overall goal is to create a more systematic process for identifying skills gaps now and into the future and address these challenges in a collaborative way.

Another example of this approach is the attention JPMorgan Chase has drawn to the tech talent pipeline. In 2015, *New Skills at Work* released a report entitled “**Tech Jobs for All?**” that explored the implications of a growing demand for programmers and the industry of programming “bootcamps” trying to train people for these jobs.

JPMorgan Chase’s effort to identify the field’s challenges and support organizations working to address them resulted in better communication: businesses are now engaging directly with bootcamps to ensure that the training they are providing meets industry demand. This is currently happening in Colorado, where some four-year colleges are piloting bootcamps for students and creating credentialing opportunities to increase students’ employability.

“What we’re trying to accomplish in our work is to enhance and increase the employer leadership role in ways that create value for employers and workers. A key part of that is improving the dynamic information coming from employers about what jobs are in demand — and the skills and credentials that are needed.”

JASON TYSZKO, VICE PRESIDENT OF THE CENTER FOR EDUCATION AND WORKFORCE AT THE US CHAMBER OF COMMERCE FOUNDATION

Thanks to JPMorgan Chase’s support, National Skills Coalition launched the Business Leaders United for Workforce Partnerships initiative, through which leaders in industry can work together and communicate challenges they see around attracting and retaining skilled workers.

2.2 BUILDING RELATIONSHIPS

A key component of JPMorgan Chase’s support of collaboration is that its resources, and the connections it brings as a national and global industry leader, provide stakeholders with numerous opportunities to build their networks, strengthen their expertise, and better align their efforts.

Conferences, events, and collaborative working groups are recurring features of **New Skills at Work** initiatives. “One thing that’s useful is that JPMorgan Chase invited us to events that other grantees held, and that allowed us to do broader networking and introduce our work to broader audiences, particularly on the education side,” Tyszko said.

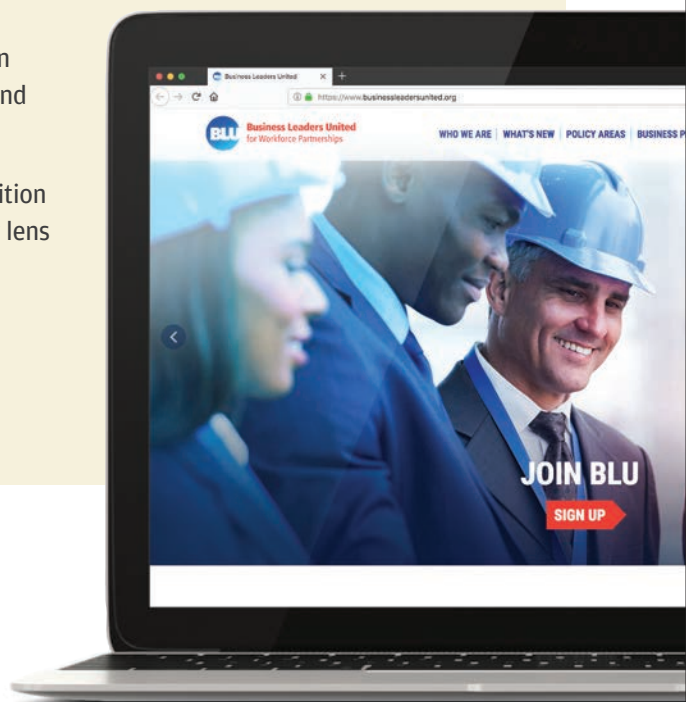
The work of the National Skills Coalition (NSC), a group of stakeholders working to reorient public policy toward investing in people as a means of spurring economic growth, is also emblematic of JPMorgan Chase’s collaborative approach.

Spotlight: National Skills Coalition/Business Leaders United for Workforce Partnerships

Georgia became one of the first Business Leaders United chapters after the Atlanta Chamber of Commerce approached NSC about developing state-level policies for stimulating investment in workforce development. The partnership between NSC and Atlanta business leaders, strengthened by collaboration with JPMorgan Chase’s brand, resulted in a successful campaign to get Georgia’s governor to direct Workforce Innovation and Opportunity Act dollars into workforce partnerships.

“It’s helped that JPMorgan Chase has taken a national position on workforce skills. The fact that they brought an industry lens was incredibly important.”

– **ANDY VAN KLEUNEN**, CHIEF EXECUTIVE OFFICER OF NATIONAL SKILLS COALITION



3. Developing New Workforce System Models

Support for locally relevant, demand-driven data systems has also opened the door to a new era of workforce system models. In an effort to make skills-based training and career advancement more attainable, **New Skills at Work** backed efforts to create tools that give workers a chance to develop an in-demand skill set and advance in their careers.

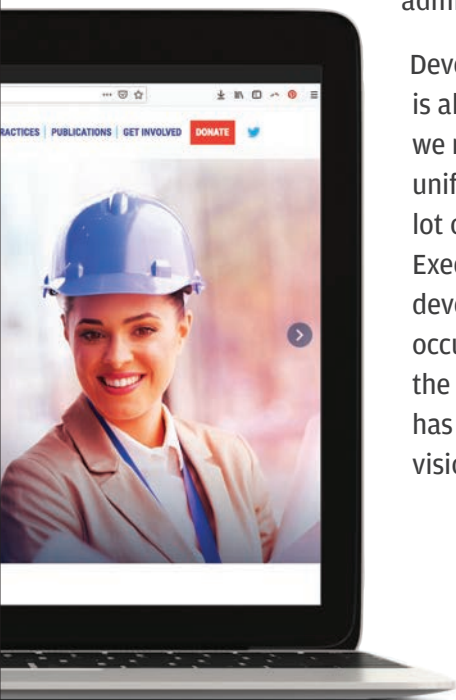
3.1 EXPANDING APPRENTICESHIP PROGRAMS TO BOOMING SECTORS

In the past, apprenticeships focused on trade sectors including manufacturing, welding, and construction. Changes in the labor market, reflected in **New Skills at Work**-sponsored research, have called for a shift in such programs to reflect current demands in booming sectors, including information technology and healthcare.

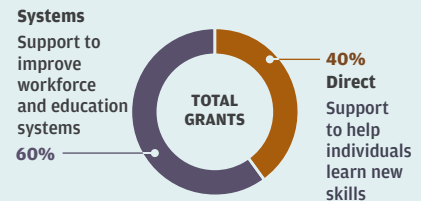
To ensure that the workforce has the right skills to succeed in these new sectors, **New Skills at Work** has supported Apprenti, a program of the Washington Technology Industry Association (WTIA) Workforce Institute. Apprenti created opportunities in the technology sector for underrepresented groups through accelerated and certificate programs for careers such as

software development and network security administration.

Developing basic standards of credentialing is also a central priority for Apprenti. “As we meet with companies, they want a unified system of apprenticeships, not a lot of standalone programs,” said WTIA Executive Director Jennifer Carlson. “If we develop a holistic set of standards for each occupation, it will be easier to streamline the credentialing process. JPMorgan Chase has been really strong in supporting this vision and value-add.”



A Multifaceted Approach to Strengthening the Field





Other apprenticeship models, like the Healthcare Career Advancement Program (H-CAP), have embraced new ways of thinking about the changing labor needs of the healthcare system. By 2026, the healthcare system will be the largest employer in the country, according to H-CAP Director Daniel Bustillo, underlining that there will be a demand for a new generation of workers to fill these positions.

Bustillo noted that successful healthcare apprenticeships must have on-the-job learning components given the direct-service nature of healthcare work. He also praised how **New Skills at Work** has been integral in helping H-CAP build out its existing infrastructure and strengthen its capacity to deliver high-quality registered apprenticeships.

DENVER PUBLIC SCHOOLS' CAREERCONNECT PROGRAM HELPS STUDENTS TO CONNECT ACADEMICS WITH CAREER EXPLORATION SUCH AS APPRENTICESHIPS. ALIA IS A JUNIOR IN HIGH SCHOOL AT MARTIN LUTHER KING, JR. EARLY COLLEGE AND IN HER FIRST YEAR OF THE HIGH SCHOOL APPRENTICESHIP PROGRAM. SHE NOW PAIRS HER CLASSROOM EDUCATION WITH ON-THE-JOB LEARNING AT THE BIOLAB AT INWORKS, AN INNOVATION CENTER AT THE UNIVERSITY OF COLORADO.

"I'M REALLY EXCITED ABOUT PROJECT-BASED LEARNING I'M GETTING THROUGH MY APPRENTICESHIP. IT'S COOL KNOWING THAT I'M SOLVING A REAL PROBLEM"

3.2 BRIDGING THE GAP BETWEEN EDUCATIONAL INSTITUTIONS AND WORKFORCE SYSTEMS

The CareerResidency Youth Apprenticeship Programs offered via Denver Public Schools and funded through **New Skills at Work** provide high school students the opportunity for career-based learning while simultaneously working toward their high school diploma and college credentials. This allows students to personalize their education while ensuring they gain the skills they need to acquire high-paying jobs and build fulfilling careers. The pilot program aims to serve as a model for future efforts.

JPMorgan Chase also made a sustained commitment to filling the gaps in employment programs for youth, as identified through **New Skills at Work** research. As discussed in the previous section on data-driven decision making, this work has included significantly refining and expanding youth employment programs to increase access and provide high-demand skills and credentials.

For example, the CareerWise Colorado apprenticeship program for young adults employs a “business-led, student-focused” model aimed at providing students with a comprehensive learning experience.¹⁵ Participants are immersed in apprenticeships that last for three years, receiving both wages and college credit. This prepares them for careers in the industry while giving participating businesses time to realize a return on investment and develop a pipeline of skilled workers.

JPMorgan Chase’s approach has not just focused on expanding the fields in which apprenticeships are offered, but also on fundamentally rethinking the relationship between workforce training and formal education. The objective is to help individuals now while rapidly developing models that can reshape career development.



Lessons Learned

1. **BALANCE COLLABORATION AND COMPETITION**
2. **INVOLVE ALL PARTNERS**
3. **SHOW CLEAR VALUE FOR EACH STAKEHOLDER**
4. **STRESS CONTINUOUS INNOVATION**





Lessons Learned

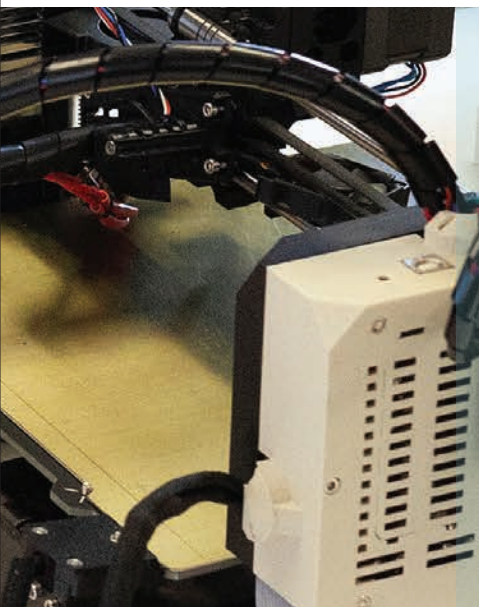
The successes achieved by **New Skills at Work** grantees have created a rich set of lessons on how philanthropy can support and help drive innovation in workforce systems. Some clear lessons from the first five years of the initiative are included here.

1. Balance Collaboration and Competition

Particularly given the mix of nonprofit and for-profit efforts related to workforce systems, it is important to increase collaboration while allowing space for healthy competition between different initiatives. This can help spur innovative approaches while providing opportunities to learn from successes and failures.

“It is important to have both collaboration and competition...So many initiatives are ultimately targeted at different audiences. Some will fail in instructive ways and some will succeed in unexpected ways.”

MATT GEE, SENIOR RESEARCHER AT
THE UNIVERSITY OF CHICAGO



“We found it critical to bring rationality to training programs, and to think about how to ensure alignment across different stakeholders.”

DANIEL BUSTILLO, DIRECTOR OF THE HEALTHCARE CAREER ADVANCEMENT PROGRAM

“It is important that we can build this collaborative spirit and buy in, and that is achieved by being transparent and having an end goal in mind.”

CLAYTON PRYOR, DIRECTOR OF WORKFORCE DEVELOPMENT AT ADVOCATE HEALTH

2. Involve All Partners

Skepticism from job seekers and businesses can pose a significant obstacle to the adoption of new credentialing and training systems. To help lessen this uncertainty, organizations have incorporated the input of workers and businesses into system design. Meaningful communication in the design process can help ensure workforce systems meet the needs of all sides of the labor market.

3. Show Clear Value for Each Stakeholder

Businesses and workers hire or apply for jobs, respectively, when they have a clear understanding of value propositions in the labor market. This leads to a need for effective communication. A message tailored to workers will only be compelling to a business if it is framed in terms that resonate with them. The same lesson applies to systems change more broadly, including efforts to communicate the value of information, share data, and identify credentialing that goes beyond degrees.





4. Stress Continuous Innovation

As the rapid pace of technological change and innovation continues, businesses will need to identify new skills required of their workforce, and workers will need access to additional education and training to acquire them. With this in mind, it is important for businesses, workers, funders, policymakers, and others to continually seek new models for keeping current workers up to date on the skills they need to achieve economic mobility, and to help businesses to maintain a robust talent pipeline.

“If there’s anything we know, it’s that graduates with specific technical skill sets are doing best in our economy, and there are great opportunities to acquire those skills when working.”

MARY ALICE MCCARTHY, DIRECTOR OF
THE CENTER ON EDUCATION AND SKILLS
AT NEW AMERICA FOUNDATION





Conclusion

In its first five years, JPMorgan Chase’s **New Skills at Work** initiative has sought to strengthen the relationship between workers and businesses by addressing foundational gaps in the understanding of local workforce systems and the resources that support them.

Ensuring that workforce systems are structurally sound and can embrace the changing demands of the labor market has been integral to the success of **New Skills at Work** grantees. As JPMorgan Chase looks to the future of **New Skills at Work**, it will be important to assess and incorporate emerging workforce needs that will arise from businesses in the new economy.

A strong economy depends on the collective capacity of workers, businesses, and the labor market overall. With this in mind, JPMorgan Chase has sought to create new collaborative partnerships to harness the innovative qualities of the public and private sectors while promoting the creation of well-paying jobs, reducing inequality, and supporting vibrant and resilient communities.

As **New Skills at Work** prepares for the next five years, it will look to build off these foundations as it works towards its ongoing mission of helping communities share in the rewards of a growing economy.

“**New Skills at Work** is a fantastic initiative. We appreciate how supportive JPMorgan Chase has been, particularly in their willingness to support blue-sky thinking, case-making, and public awareness.”

MARY ALICE MCCARTHY, DIRECTOR OF THE CENTER ON EDUCATION AND SKILLS AT NEW AMERICA FOUNDATION

Endnotes

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