



Career*Edge*
Funders Collaborative

IMPACT REPORT

2010-2016

Introduction

This report captures the measurable impacts that have so far resulted or followed from investments made by CareerEdge Funders Collaborative toward the goals of strengthening the labor market and workforce development system of Florida's Gulf Coast region, and moving more low-skilled workers up the career ladder.

The contents of this report derive from a series of analyses conducted by Urban Market Analytics (UMA), a research and evaluation firm that specializes in the design and evaluation of cutting-edge initiatives to "move the needle" of progress for low-income people and communities.

Analyses were conducted to quantify and estimate the outputs, outcomes and impacts generated from investments by CareerEdge and its partners.

This report primarily covers investments in workers trained in 2016. It also provides cumulative totals since the inception of CareerEdge programming in 2010 for a range of impacts.

ACKNOWLEDGMENTS

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ANALYSIS:

Urban Market Analytics,
a division and d/b/a of
The Power Broker Media
Group, LLC

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SUMMARY OF IMPACT

2010 THRU 2016

CAREEREDGE FUNDERS COLLABORATIVE		2016	2010 thru 2016
Invested in Workforce Development by CareerEdge and partners		\$1.8 million	\$8.1 million
Workers Trained including interns funded by CareerEdge		859	4,021
Certifications Earned		916	6,990
Workers who Earned Raises within two years of trainings		402	2,451
Workers' Aggregate & Cumulative Annual Earnings Gain		\$4.1 million Aggregate in 2016	\$20.7 million Cumulative since 2010
Return-on-Investment (annual earnings gain for workers per dollar invested by CareerEdge)		\$11.50*	\$12.39**
Promotions Earned by Workers within two years of trainings		84	625
Employers Engaged		85	140
New Jobs Created by Funded Employers		27	1,239

*Aggregate earnings gains in 2016 for workers trained in 2015 and 2016. ** Aggregate cumulative earnings gains for all trainees since 2010 (counting one, two or three years of gains for each) with multiplier effect.

IMPACT IN WORKERS' LIVES

Workers Upskill

Across all of its programs and targeted workforce groups, CareerEdge increased the number of workers who were helped to enter or advance in the labor market in 2016. CareerEdge programs trained **859** workers in 2016, which was 44% growth over the 597 workers trained in 2015.

The largest increase was for job seekers entering *Bridges to Careers* programs, which enrolled **267** trainees in 2016, for 109% growth over 2015. The second largest gain was among interns, who numbered **93** in 2016, for 127% growth over 2015.

CareerEdge's Employer Partnership programs supported **499** incumbent workers in 2016, an increase of 71 or 17% over 2015.

New Credentials & Skills

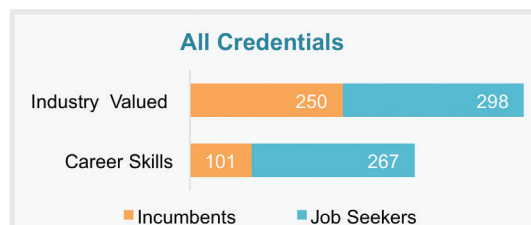
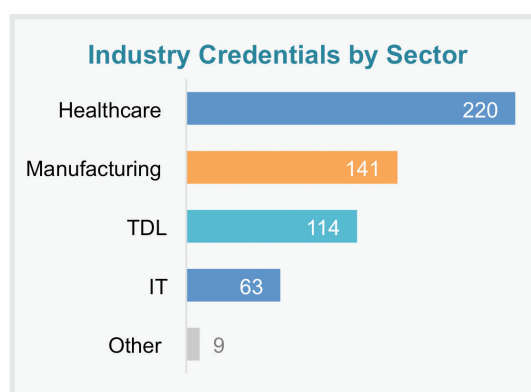
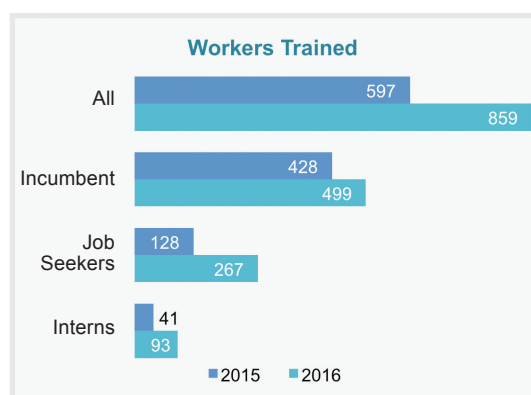
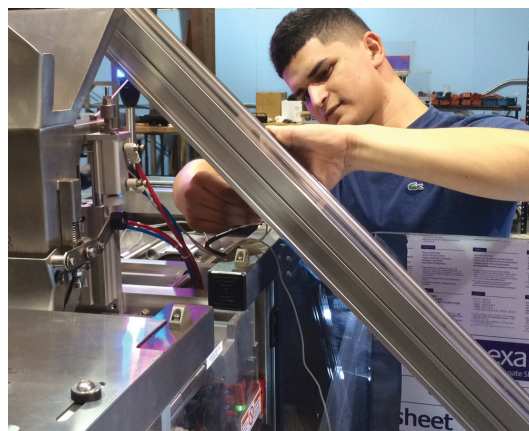
CareerEdge investments helped 557 workers earn **916** certifications in 2016, including 548 industry credentials and 368 career skill certifications. This was 98% growth over 2015, when trainees earned 462 certifications.

Industry Credentials by Sector

A plurality of credentials earned (40%) were for healthcare skills; 26% were in manufacturing; 21% in transportation, distribution & logistics; and 11% in information technology.

All Credentials by Group

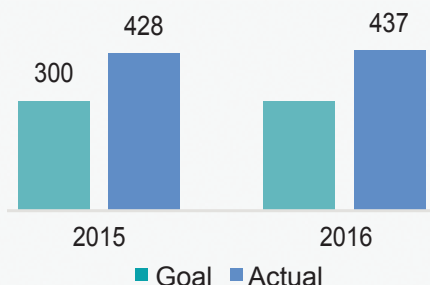
Job seekers had a majority (62%) of credentials earned in 2016, while incumbent workers earned 38% of industry credentials for CareerEdge trainees last year.





Technicians at PGT Industries use new skills on the job. Their trainings included coverage of foundational, soft and technical skills.

Incumbent Workers Trained



EARNINGS GAINS

Among incumbent workers supported by CareerEdge in 2016, at least **275** earned pay raises by the end of last year. Their earnings grew by an average \$3,048 per year, or \$1.49 per hour.

Incumbent Worker Programs Grow Impact

In 2016, CareerEdge sustained its Employer Partnership model on multiple fronts. CareerEdge made direct training grants to seven employers in order to upskill **437** workers in targeted sectors. It also engaged **62** workers with eight employers in its Healthcare Consortium Training series. Plus, CareerEdge convened **26** employers across four industries in collaborative meetings, to share best practice knowledge and the latest industry insights.

Paced Ahead of Training Goal

CareerEdge invested with employer partners to train 437 incumbent workers in 2016, across 23 career skill and certification programs. This exceeded the goal for the year to train 300 workers by 46%, and grew the number of workers trained by 2%, compared to 2015.

Promotions

The trainings they completed helped at least **84** incumbent workers to earn promotions with their employers in 2016.

Total Advances

Combining promotions and pay raises in 2016, CareerEdge's incumbent worker programs helped at least **431** workers to advance in their careers.

Employer Convenings

CareerEdge expanded its focus on convening employers and educational partners to strengthen the "supply-demand" connection of quality workers. CareerEdge convened 26 employers and partners across four industries in 2016:

- An Information Technology roundtable convened seven employers to revisit data from the Talent4Tomorrow IT Skills Gap Study in 2015.
- The Manufacturing Collaborative of six partners met once in 2016, and hosted an Apprenticeship Roundtable, while the Manufacturing Workforce Committee of the Sarasota Communitywide Plan met to discuss the future of the worker pipeline from secondary and post-secondary partners.

ABOUT EMPLOYER PARTNERSHIPS

Since 2010, CareerEdge's Employer Partnership model has engaged **140** Gulf Coast employers in healthcare, manufacturing, and transportation, distribution & logistics (TDL), in order to help incumbent workers obtain skills training, as well as nationally recognized credentials and degrees, while helping employers address challenges in hiring, retaining and advancing their workforce.

- The Healthcare Collaborative of 10 partners convened three times in 2016, and supported an increase in incumbent worker enrollment in CareerEdge's Healthcare Consortium Trainings.
- An Automotive roundtable was convened in December 2016 and engaged three employers to discuss worker recruitment linkages with automotive skills certification programs funded by CareerEdge.

Healthcare Consortium Trainings

Eight employers were able to offer training to their workforce through CareerEdge's Healthcare Consortium Training series which held three training series in 2016: Emerging Leader and Experienced Leader programs, both held weekly for seven weeks; and a *Bridges to Careers* soft skills training for entry-level workers, which spanned three full eight-hour days of training.

The series covered vital soft skills that employers identify as key to retention and promotion. The Leadership topics included Breaking Through the Communications Barrier, 7 Steps to 100% Accountability, and The Art of Coaching and Asking Questions. The *Bridges* trainings covered modules such as Communication, Maintaining Self-Esteem, and Professionalism.

The trainings were deemed successful by both employers and employees, who rated their trainings at an overall 4.92 on a scale of 1 to 5, in post-session surveys.¹

One participant's feedback was representative of the sentiments of 36 Leadership trainees surveyed in 2016:

*"I found this to be an outstanding experience. Larry is outstanding. He not only taught the program, he 'led' us to become better leaders by providing us with [the] crucial tools needed to be successful."*²



CareerEdge delivers Healthcare Consortium Trainings in partnership with State College of Florida. Larry Face of Next Level Achievement (standing) has served as primary trainer for the Leadership series since its inception.

Employer Partners

CareerEdge engaged 12 employer partners in programs to train and develop the skills of their incumbent workforce in 2016.

SECTOR EMPLOYER PARTNERS

HEALTHCARE

9 employers



Blake Medical Center
First Physicians Group
Manatee Dept. of Health
Manatee Memorial Hospital
Pines of Sarasota
Sarasota Memorial Health Care System
Tidewell Hospice
Take Care Private Duty Home Health
Westminster Towers

MANUFACTURING

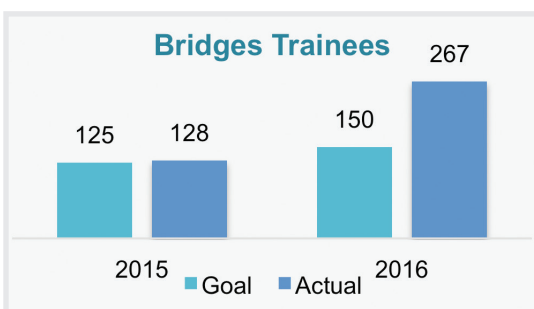
3 employers



Air Products
Callaghan Tire
PGT Industries

ABOUT JOB SEEKER PROGRAMS

CareerEdge invests in helping job seekers train for new and better-paying jobs primarily through its *Bridges to Careers* Program, which has blossomed since it was created as a soft skills training model in 2010. Today, *Bridges* continues to be implemented as a stand-alone soft skills training, but it is most often coupled with industry-credential certification programs.



CareerEdge Executive Director Mireya Eavey (right) with graduates of the Certified Nursing Assistant training program at their December 2016 graduation ceremony.

Job Seeker Programs Expanded

Paced Ahead of Goals

The *Bridges* program model had one of its most fruitful years yet in 2016 in terms of impact.

Thirteen *Bridges* programs enrolled **267** job seekers. This exceeded the goal for the year of training 150 by 78%, and grew the number of *Bridges* trainees by 109%, compared to 2015.

More People Bridged into Jobs

Post-program job placements increased for the year: **121** job seekers trained in 2016 had been hired into new jobs by year-end, which was 131% growth over the 52 placements recorded for 2015. [NOTE - additional placements follow after 2016, which will continue to raise the total].

INNOVATIONS IN 2016

Bridges goes systemwide at CTC

In resounding response to employers' calls for more soft skills preparation of job seekers, Gulf Coast Community Foundation provided funding for Charlotte Technical College (CTC) to expand its application of *Bridges* soft skill training modules across all of its certification programs.

CTC used Gulf Coast's investment to hire a new staff member - a *Bridges* Transition Counselor - in September 2015, who piloted *Bridges to Careers* components in four program formats that engaged 84 students in the 2015-16 school year. The initial focus was on low-income women entering high-demand certification programs.

The initiative was so successful that, beginning in August 2016, CTC now embeds *Bridges* soft skills components within all of its career skills certification programs.

New Plumbing Program

A new Plumbing Technology certification program at Suncoast Technical College embodied three CareerEdge goals for 2016: 1) connecting the *Bridges* model to additional industry certification programs; 2) engaging more young adult workers; and 3) expanding CareerEdge's work in support of the construction industry talent supply chain.

The first cohort of 14 trainees began the program in September 2016. They are expected to complete trainings and certification exams in the spring and summer of 2017. Once they do, graduates will be able to enter

apprenticeships with local employers leading to plumbing jobs with average wages of \$54,000 a year, according to the National Association of Home Builders.

Jaime DiDomenico at Cool Today, Plumbing Today and Energy Today reports that job demand in the construction sector in Sarasota and Manatee counties continues to grow. He says:

"The specialty trades, such as plumbing, will experience the biggest shortfalls due to specialized training needs and required schooling. While the needs are keen in the construction side of the business, the service side will steadily grow double digit percentage increases due to more homeowner occupancy."

Other Innovations

Several additional innovations for the *Bridges* program in 2016 included the following.

- Integration into United Way Suncoast's "Two Gen" Approach** – The *Bridges* program was integrated into programming at the United Way Suncoast Resource Center at Booker Middle School, as part of the United Way "two generations" strategy of reaching both students and their parents. Twelve women entered a Certified Nursing Assistant (CNA) training program there in 2016. [See page 19 for details].
- Engaging more young adults** – *Bridges* programs significantly expanded and evolved outreach strategies in order to bring more young adults into the talent supply chain for high-growth sectors. The number of young adults served by *Bridges* programs in 2016 grew by 104 to 113, compared to only nine young adults in 2015. [See page 12 for details].
- Connecting Internships** – CareerEdge combined the capacity of the *Bridges* program with its Internship Reimbursement Program in 2016, linking internship funding of up to \$1,500 per intern as an added value to employers partnering with the new Plumbing Technology program at Suncoast Technical. The internship program was connected with the Precision Machining Program as well.



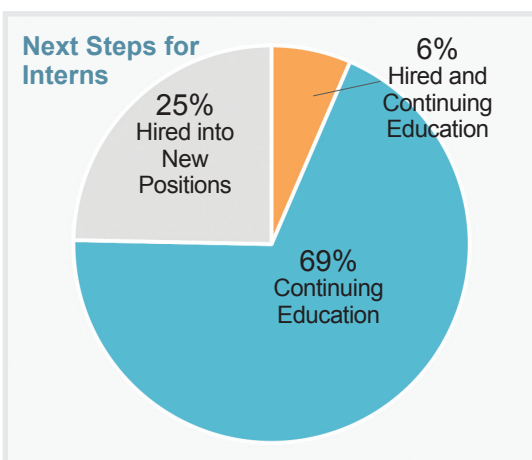
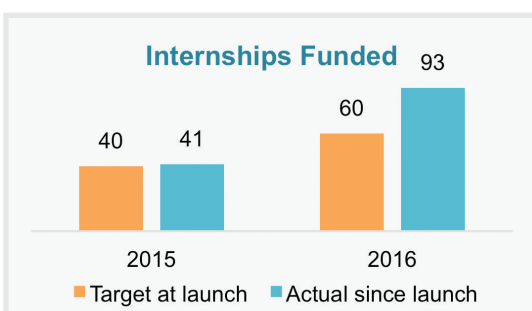
"The First Day of the Rest of their Lives," was the caption given to this photo of women starting the Licensed Practical Nurse training program at CTC.

*"Bridges to Careers is helping CTC to reinforce Career Ready Practices in career exploration and preparation programs that all students are expected to learn as they advance through their programs of study. The Bridges training components fit perfectly with this mandate, and CTC continues to find ways to improve the program."*³

Claudette Baines,
Bridges Transition Counselor at CTC

EARNINGS GAINS

109 job seekers trained by CareerEdge programs in 2016 increased their earnings by year-end, by an average \$2,229/month. This included unemployed workers who secured jobs after training, and employed workers who entered higher-paying jobs. Their average starting hourly wage was \$17.41.



EARNINGS GAINS

By the end of last year, **24** interns funded by CareerEdge in 2016 were hired into new jobs after interning, and 18 interns increased their earnings by an average \$1,664 monthly. Their average starting wage was \$15.36 per hour.

Internships Double in 2016

About the Internship Program

CareerEdge's Internship Reimbursement Program incentivizes employers in high-demand sectors to hire college interns to gain valuable experience, while helping employers develop talent in healthcare, manufacturing, financial services, IT, construction, and transportation. Employers that hire interns at a minimum of \$10/hour receive up to \$1,500. CareerEdge also partners with local colleges to encourage them to embed internships in more programs.

Paced Ahead of Goals

CareerEdge grew its internship program ahead of schedule in 2016. The CareerEdge strategic plan forecasted funding 60 interns in 2016. The program exceeded its goal by 55%, registering **93** interns, which was 127% growth over 2015.

Expanded Engagement

In addition to interns, the program worked with more employers this year, and drew interns from a larger number of post-secondary institutions



Next Steps for Interns

A majority of 2016 interns plan to continue their education (75%), and nearly one-third were hired into new positions after interning (31%). Both figures include the 6% of interns who are simultaneously working while continuing school.

Employers Confirm Value

Post-internship surveys among 2016 interns and employers, coupled with interviews, confirm the value of the program to both groups, as well as strong performance in pairing interns with a "right fit" for their internships.

Employers' Feedback (N=76 surveys)

- **99%** say they will offer more internships
- **100%** say the program benefited their companies
- **97%** feel the student is better prepared to enter the workplace after interning
- **97%** would be willing to provide a letter of recommendation to their intern

Interns' Feedback

Interns cite both technical and soft skills gains, as well as increased self-confidence and the ability to enter the workforce in skilled positions.

Interns' Feedback (N=64 interns)

- **98%** say internship prepared them for the workplace
- **98%** rated their internship as "Excellent" or "Good"

Highlights from Intern Surveys

Interns who completed post-internship surveys attest that the program helped them build and strengthen technical and soft skills. Here is a sampling of the 120+ comments they offered:

- *"I gained/found the confidence to believe in myself. This internship allowed me to discover and further my passions."*
- *"My presentation and interpersonal skills have seen great improvements which, coupled with my technical abilities, I believe make me a highly desirable candidate in the workforce."*
- *"[My employer] threw me right into the real world mix as soon as I started. I was treated and respected as a junior designer. I enjoyed giving input and having large responsibilities in projects."*

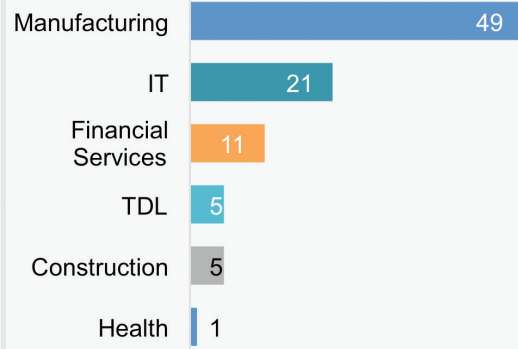
Research Confirms Impact

Research continues to affirm the impact of "work-based learning programs," such as internships in improving college completion and employment success. A study by the Association of American Colleges & Universities found that 80% of surveyed employers believe internships ensure that graduates possess the skills and knowledge needed for success on the job. In a survey by the National Association of Colleges & Employers, 95% of employers cited experience as a key factor in hiring decisions, with internships seen as an essential resume component.

Internships by Industry

CareerEdge continued to diversify employer engagement across targeted industries. Interns were hired by employers in six sectors in 2016.

Internships by Industry



Success Spotlight: Lea Vargas

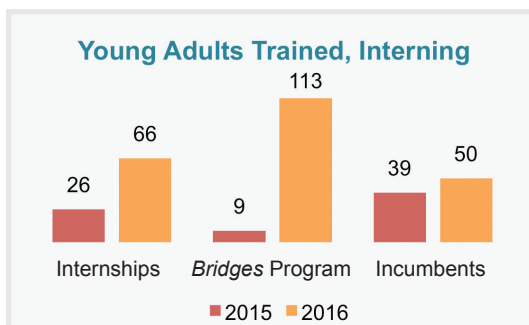
Lea Vargas used her internship as a path to a full-time position after graduating from University of South Florida. When Lea received an internship with the Manatee County Government, she discovered that she was more than "just an intern."

"The experience, responsibilities, and networking made me feel so much more confident when I got my full-time job. There's no better way to prepare for the workforce after college than to immerse yourself in the thick of things."

With her supervisor's support, Lea had the opportunity to train on computer programming systems and Geographic Information System (GIS) mapping software. Lea and a fellow intern were selected to present a report they developed while interning, at a national GIS software conference in San Diego.



Interns at Tervis Tumbler display some of the company products they learned about and helped manufacture.



NEW JOBS & INCOME

Based upon available post-training data, CareerEdge programs helped at least **54** young adults to enter new jobs, and **68** young adults to grow their earnings by an average \$1,525 monthly (for an aggregate annual gain of \$1,240,067).

Young Adult Focus

Paced Ahead of Goals

CareerEdge achieved over six times its goal for helping more young adults train for industry-recognized credentials in 2016. The target for the year was to increase by 25 additional young workers in 2016 (compared to 74 young adults trained in 2015).

Through proactive new strategies, CareerEdge programs engaged and served **229** young adults in 2016, which was 210% growth over the 2015 total.

The increase of **155** young people trained in 2016 achieved 6.2 times CareerEdge's original growth target for the year.

Strategies Behind the Surge

CareerEdge's strategic effort to help more young adults access career pathways responds to the pressing need to help ensure a pipeline of skilled workers being matched to high-demand jobs in sectors that struggle to attract students out of high school and college. This is especially true for employers hard hit by the baby boomer retirement wave.

Growth in this area was driven primarily by new outreach strategies that led to measurable gains across all of CareerEdge's programs, including the creation of new trainings that specifically targeted young people.

Examples include the Suncoast Technical College Plumbing program, where 10 out of 14 newly enrolled trainees in 2016 were age 24 or younger. At Manatee Technical College, 24 of the 31 trainees enrolled in 2016 CareerEdge-supported programs were age 24 or younger.

Program Growth Rates

- CareerEdge's Internship Reimbursement Program had a 154% increase in young adults interning in 2016
- CareerEdge's *Bridges* programs had more than an eleven fold growth in young adults trained in 2016
- CareerEdge's Employer Partnership programs had a 29% increase in young adults trained in 2016

Sarasota Ranked #1 in College Financial Aid Applications

Sarasota County ranked #1 among Florida's 67 counties for the percentage of students who completed the FAFSA, from January 1 through April 1, 2016⁴ - a victory widely credited to the Talent4Tomorrow (T4T) partnership of 30 Sarasota organizations working together to grow post-secondary enrollment.

Funded by the Gulf Coast Community Foundation and led by CareerEdge, Sarasota County's Talent4Tomorrow partnership aligned with the Florida College Access Network (FCAN) Free Application for Federal Student Aid (FAFSA) Challenge in 2016.

An FCAN report praised the T4T partnership:

"One of the challenge's most-lauded participants, Sarasota County, had an entire targeted communications strategy that proved to be groundbreaking. Sarasota saw immediate and sustained results and finished the exercise as "MVP" of all districts, with a 36.4% FAFSA completion rate, 4.3% higher than a year prior."⁵

Collaborative efforts included organized labs to support students and families. School principals made additional announcements and churches hosted FAFSA promotions on-site.

A local film festival sponsored a Public Service Announcement contest for high school students to brand and market the FAFSA completion push. The United Way Suncoast developed a FAFSA training module and integrated FAFSA support into its VITA tax preparation assistance program.

The Sarasota Education Foundation sent text message reminders to students and families, and UnidosNow volunteers helped at labs and provided bilingual support.



FAFSA Challenge volunteers being trained at United Way Suncoast's Sarasota office.



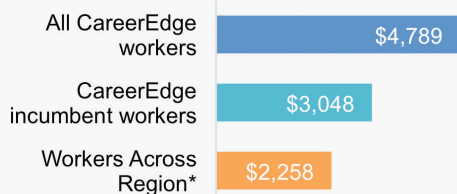
UnidosNow volunteer helps students complete the FAFSA online.

As a result of the push, FCAN estimates that - compared to the same period in 2015 - 160 additional Sarasota County high school seniors completed a FAFSA from January 1 to April 1, 2016, resulting in **\$283,620** additional Pell Grant dollars to Sarasota students in 2016.⁶



Intern at Research Development Manufacturing receives her pay check.

Average Annual Earnings Gain



*Northport-Sarasota-Bradenton Metropolitan Statistical Area



Stable income for single mom:

Wretta Bradley was unemployed when she enrolled in the United Way Suncoast Resource Center's inaugural Certified Nursing Assistant training program at Sarasota's Booker Middle School. After becoming a CNA, she secured a full-time job in her new field. In the photo above, Wretta is being pinned by instructor Bobbi Frey.

Earnings Gains for Workers & Families

\$4.1 million in 2016

402 workers who were trained via CareerEdge programs in 2016 had earnings gains by the end of the year. Their increases averaged \$852 per month, equating to an aggregate annual pay gain of \$4,113,674.

Average Gains

Incumbent workers whose earnings grew in 2016 saw an average annual increase of \$3,048, job seekers increased their earnings by an average of \$26,753 after completing training programs, and interns had an average gain of \$19,962.

CareerEdge Workers Outpace Peers

The average gain across all CareerEdge trainees (working and unemployed, with and without earnings gains) was more than double the average for workers across Manatee and Sarasota counties. The average for CareerEdge's incumbent trainees was 35% higher.⁷

Biggest Gains

Job seekers had the biggest earnings gains, followed by interns, due to the large number who were unemployed or working part-time before completing CareerEdge programs.

Gains by Program Type

This report marks the first time CareerEdge tabulated earnings gains for interns. Below are annualized earnings gains for workers across the three types of programs funded by CareerEdge (incumbent worker trainings, *Bridges* programs for job seekers, and internships).

	Average annual gain	Aggregate annual gain	No. of workers
Incumbents	\$ 3,048	\$ 838,303	275
Job Seekers	\$ 26,753	\$2,916,055	109
Interns	\$ 19,962	\$ 359,317	18
ALL	\$ 10,272	\$4,113,674	402

IMPACT FOR THE WORKFORCE SYSTEM & LABOR MARKET

Talent Supply Chain Growth

CareerEdge programs had a measurable impact in filling skills gaps for local employers, and in growing the number of career pathway programs available to workers in the Gulf Coast region.

Expanded Spectrum of Programs

CareerEdge investments supported training for **68** distinct types of industry-valued credentials in 2016. This was four-fold growth in the types of credentials supported by CareerEdge in 2015.

See Appendices for a list of industry-valued credentials supported by CareerEdge in 2016.

New Programs Driving Growth

Driving the trend was CareerEdge's strategic plan to increase the number of industry credential programs integrated with *Bridges to Careers* soft skills training.

In 2016, *Bridges* components were integrated within all of the credential training programs offered at Charlotte Technical College (CTC). Over the year, CTC coupled *Bridges to Careers* into trainings that helped students earn **42** distinct types of industry-valued certifications. This added to *Bridges'* integration into certification programs for marine technicians, nurse assistants, automotive technician and a Commercial Driver's License program.

Separately, CareerEdge funded a new Plumbing Technology certification program at Suncoast Technical College, as it expanded into the construction trades sector.

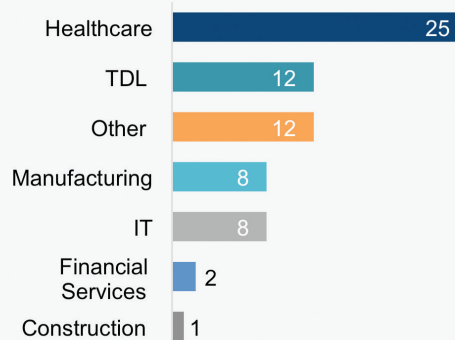
Among incumbent worker programs, CareerEdge supported seven new skill trainings in 2016. This included newly designed trainings, such as the Welding Basics for Gas Metal Arc Welding, by Manatee Technical College for Air Products, Inc.



"CareerEdge continues to be a major force in creating successful workforce development strategies for our region. This 'Pathway to Apprenticeship' partnership will help Suncoast Technical College to continue to communicate and market its highly valued certification programs."

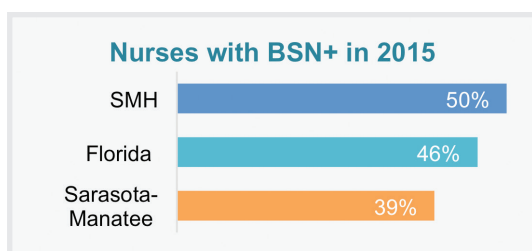
- Suncoast Technical College Director Dr. Todd Bowden

Types of Credentials Earned





Since 2010, CareerEdge has invested with employers to help 128 nurses to earn BSN degrees. Based on data from the Florida Center for Nursing, nurses supported by CareerEdge account for 13% of the increase in BSN-degreed nurses across Sarasota and Manatee counties since 2011. From 2011 to 2015⁹, the total grew by 963 to 3,136 nurses with BSN degrees or higher.



Helping Region Reach BSN 2020 Goal

CareerEdge is playing a measurable role in the national and regional campaign to raise the skill level of the nursing workforce, also known as “BSN 2020 Plan.” The goal is to have 80% of America’s nurses earn a bachelor of science (BSN) or higher a degree by the year 2020. The impetus sprang from the Institute of Medicine’s 2010 recommendation, based in part on new research showing that for every 10% increase in nurses with BSN or higher degrees on a hospital staff, patient mortality decreases by 4%.⁸

SMH Leads State to 2020 Goal

The latest data show one of CareerEdge’s partners - Sarasota Memorial Health Care System (SMH) - outpacing the rest of Florida toward the 2020 goal. By the end of 2016, 52% of SMH nurses had a BSN or higher degree – a 9 point climb since 2014 when 43% of nurses had at least BSN degrees.¹⁰

SMH is pacing ahead of the state. The most recent data from the Florida Center for Nursing show 46% of the state’s nurses had a BSN or higher degree in 2015.¹¹ SMH was four points ahead at the time.

Key Factors in SMH’s Success¹²

SMH Nursing Standards Coordinator, Karen Diffley, credits CareerEdge’s commitment as one of several key factors in the climb. CareerEdge has supported SMH to increase the education level of its nurses since 2011. To date, CareerEdge investments have helped 88 SMH employees enroll in BSN degree programs. At least 52 have graduated.

SMH has incorporated the BSN 2020 push into several strategies. The hospital asks all its associate’s degree nurses to earn a BSN within three years. Those who join its RN Residency Program must meet the goal in two years. SMH offers tuition reimbursement of up to \$3,500 per year to help.

The hospital is also an active partner with both the Suncoast Nursing Action Coalition (SNAC) and the Florida State Action Coalition (FSAC). The two groups lead the region and state in supporting collective impact toward the 2020 goal.

When asked to identify favorite success stories, Ms. Diffley cited the example of a young single father who works at the hospital, who is currently working on his BSN, thanks to a CareerEdge scholarship.

Ms. Diffley also recognizes the courage of experienced nurses who go back to school after years on the job. She identified Jeanine Comparetto as a perfect example. Jeanine worked for 16 years in a physician's office, before joining SMH part-time and enrolling in a BSN program.

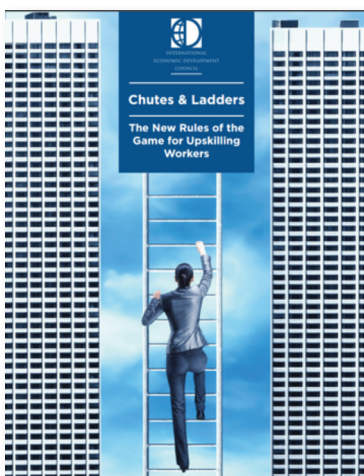
Since then, Jeanine has earned promotions into Wound Care Nurse and Endoscopy positions, which enabled her to use SMH's tuition reimbursement program and CareerEdge support to accelerate her BSN studies. Jeanine finished her degree in February 2017 and now earns over 30% more per hour.¹³

CareerEdge Featured in National Report

In September 2016, CareerEdge received a national spotlight in a new report by the International Economic Development Council (IEDC) called, "Chutes and Ladders: The New Rules of the Game for Upskilling Workers."¹⁵ CareerEdge was one of five featured workforce development initiatives across America innovating toward the "working-learner" framework that experts say is creating a more responsive labor market.

A five-page case study chronicled CareerEdge's impact through its work with local economic development organizations and others to grow the region's pipeline of qualified workers.

IEDC is a global membership organization serving the economic development profession, with 4,500 members and a network of over 25,000 economic development professionals and allies.



National & Regional Recognition



Mireya Eavey, Executive Director of CareerEdge and Sarasota Area President of United Way Suncoast, named SRQ Magazine's Philanthropic Newsmaker of the Year for 2016

In December 2016, the regional SRQ Magazine honored CareerEdge Executive Director Mireya Eavey as Philanthropic Newsmaker of the Year. An SRQ article about the recognition made note that,

*"Modern philanthropy requires more innovation, and since taking over as Sarasota area president for United Way Suncoast, she's made it her mission to change the mindset around giving... 'We have to change into more of a community impact model,' [Eavey] explains."*¹⁴



LEGEND

- CareerEdge Satellite Office
- ⬡ New Program by CareerEdge in 2016

Expansion in Pinellas & Hillsborough

CareerEdge continued expansion of investments in Hillsborough and Pinellas counties, building on pilot-stage partnerships from 2014 and 2015.

St. Petersburg Healthcare Program

In 2016, CareerEdge partnered with St. Petersburg College (SPC) to fund scholarships for job seekers to enroll in a Clinical Medical Assistant (CMA) program. CMAs are multi-skilled healthcare professionals primarily employed in physician's offices for administrative and clinical functions. The program enrolled 15 trainees in 2016, all of whom have earned the National Health Career Association Clinical Medical Assistant Certification.

Denise Kerwin, Director of SPC's Continuing Education Health Programs points to Lia Allen as an example of how CareerEdge is making a difference. Lia completed the program with an overall GPA of 94% and obtained the national certification. Ms. Kerwin says,

*"Immediately upon completion of her externship, Lia was offered and accepted a position as a Certified Clinical Medical Assistant at a starting salary of \$15 per hour. Ms. Allen would not have been able to participate in our program without the [CareerEdge] scholarship."*¹⁶

2020 Healthcare Career Ladder

In 2016, CareerEdge partnered with the Pinellas Opportunity Council (POC) on the new 2020 Healthcare Career Ladder program to train 25 entry-level healthcare workers to earn certifications that qualify them for higher-skill jobs. The program is set to launch in April 2017, and will enroll workers who live primarily in South St. Petersburg, which has the largest concentration of poverty in Pinellas County.

The program is funded by Bon Secours Health Systems, CareerEdge, and the 2020 Fund as part of a collective impact initiative to reduce South St. Petersburg's poverty rate by 30% by 2020.



United Way Suncoast & CareerEdge Partnership

CareerEdge worked with United Way Suncoast to leverage the two agencies' combined capacities to enrich the lives of low-skilled workers and their families. The partnership included offering career skills training programs on-site at two United Way Suncoast Resource Centers.

CareerEdge invested with Booker Middle School's United Way Suncoast Resource Center to graduate its first class of Certified Nursing Assistants (CNAs) in December 2016, just six months after the Center's grand opening. The inaugural class of 12 had a 100% training completion rate.

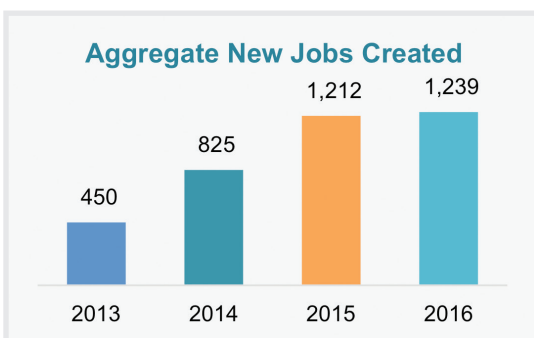
The program was funded by CareerEdge and United Way Suncoast, and was facilitated by the American Red Cross trainers. Graduates earned both a CNA Red Cross completion certification and certificates for completing CareerEdge's *Bridges to Careers* soft skills training.

Second, CareerEdge continued its support of a CNA training program at United Way Suncoast's Sulphur Springs Resource Center in Hillsborough County. A new cohort of seven trainees began the course in October 2016 and completed trainings in December.

CareerEdge also digitally marketed United Way Suncoast's network of VITA sites for free tax assistance in Sarasota County and an online service at myfreetaxes.com where workers making under \$64,000 can have their income taxes prepared and filed free.



CNA Trainees posing after class at the Sulphur Springs Resource Center.



An order-of-magnitude analysis by Urban Market Analytics estimates that CareerEdge investments have grown the annual output of the regional economy by as much as \$42.5 million, as of the end of 2016.

The impact stems from the earnings gains of workers who otherwise would not have achieved increases without CareerEdge's investment, combined with earnings gains from new jobs created by employers as a result of their partnership with CareerEdge.

Using modified direct multiplier effect ratios derived from Bureau of Economic Analysis data, Urban Market Analytics (UMA) estimates that new earnings by CareerEdge trainees have grown the regional economy by \$20.7 million per year, as of the end of 2016.

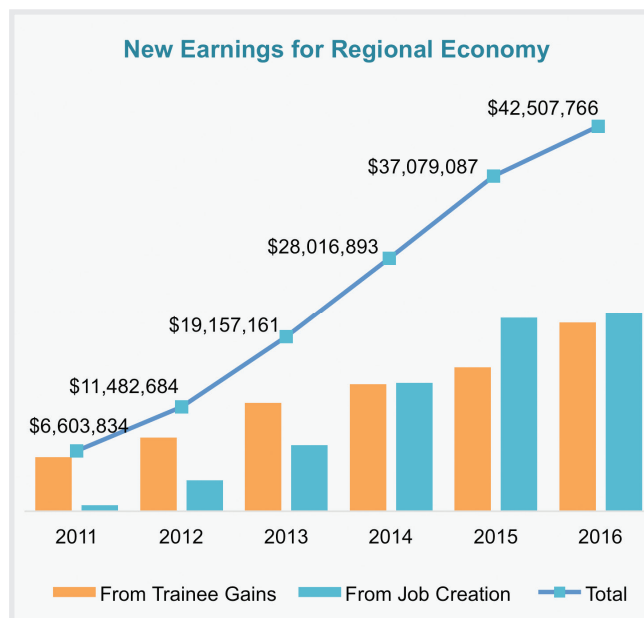
New Earnings

CareerEdge investments have helped workers grow their annual earnings by a cumulative \$18.5 million since 2010. UMA estimates that 64% of that sum (\$11.8 million) was new income to the region.

New Jobs Created

CareerEdge's employer partners report that they have created **1,239** new jobs since 2010 as a result of their participation in CareerEdge programs.

IMPACT FOR THE REGIONAL ECONOMY



UMA conservatively estimates that these positions had generated \$21.8 million in new annual earnings for the region, as of the end of 2016.¹⁷

The Multiplier Effect

As workers spent, saved and invested new earnings, this flow of dollars created a multiplied effect for the regional economy, which varies by workers' industry. This report uses modified "direct effect multipliers" generated by the Regional Input-Output Modeling System (RIMS II), an estimating method created by the U.S. Department of Commerce Bureau of Economic Analysis.

UMA derived a bundled ratio of multipliers for four sectors (healthcare, manufacturing, construction, and transportation). The bundled ratio was the weighted average of the sector multipliers, in proportion to each sector's share of earnings gains for CareerEdge trainees.



Generating Labor Market Data and “Knowledge Sharing”

5th Annual Jobs, Jobs, Jobs Event

CareerEdge welcomed a capacity-audience of employers and workforce system stakeholders for its 5th Annual Jobs, Jobs, Jobs event, held October 12, 2016 at Gold Coast Eagle Distributing. The event shared the latest data on progress and gaps in the Sarasota-Manatee labor market with executives, economic development professionals, educators and elected officials.

In addition to hearing the results of the most recent labor market study commissioned by CareerEdge (and conducted by Dr. Chris Benner, University of California-Santa Cruz professor), dozens of employers offered feedback and insights on their own experiences.

Manufacturing Skills Study 2016

CareerEdge continued to lead the region in publishing labor market research in 2016, commissioning a Manufacturing Skills Gap Study by Kempton Research & Planning that was shared with dozens of local industry leaders.

The Kempton team interviewed and surveyed 20 manufacturers in Sarasota and Manatee counties to comprehensively inventory the skills gaps impacting their operations, including gaps in foundational skills, soft skills and technical skills.¹⁸

SKILL GAPS IDENTIFIED



Foundational Skills:

- Basic math & business concepts
- Reading tape measures, blueprints, etc.
- Use of tools
- Financial literacy



Soft Skills:

- Communication
- Time management
- Resume writing
- Interviewing
- Work ethic



Technical Skills:

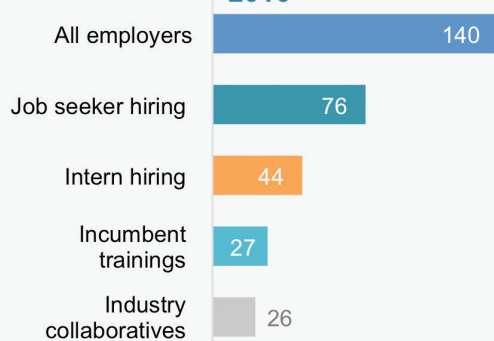
- CNC/Machining specialties in areas like brake press and wood
- Fabricating (solid, metal, wood)
- Welding, especially aluminum
- Industrial maintenance

This graphic summarizes the manufacturing sector skills gaps identified by the Kempton team.



IMPACT FOR EMPLOYERS

Employers Engaged with CareerEdge Programs since 2010



Cumulatively, since 2010, CareerEdge has engaged 27 employers in its incumbent worker and industry collaborative programs, 44 employers with its internship program, and 76 employers have hired job seekers trained by CareerEdge programs.

More Employers Engaged

CareerEdge expanded engagement among employers in 2016. Building on its years-long commitment to investing with employers to help train incumbent workers, CareerEdge engaged a total of **85** employers in 2016.

Incumbent Program Partnerships

CareerEdge added five new employer partners to its incumbent worker training programs, including one new grantee (Callaghan Tire) and four additional employers whose workers took part in CareerEdge's Healthcare Consortium Trainings in 2016.



CareerEdge invested with Callaghan Tire to train 21 incumbent workers, all of whom earned a pay raise averaging \$1.86 per hour or \$3,863 per year

Increased Retention

CareerEdge administered end of year surveys to seven employers who received CareerEdge funding in 2016. Three of them reported reduced turnover or increased retention rates for workers trained with CareerEdge investments.¹⁹

Separately, a case study published by PGT Industries made note that, *“Every program backed by CareerEdge has brought tremendous value to PGT. From manufacturing, leadership and customer service, to warehousing and supply chain, positive results have been seen across the board.”*²⁰

The case study continues: *“These programs have succeeded in providing career pathways for PGT employees...[they] encouraged employee growth and development, increased employee retention rates, maximized employee potential, increased employee earning potential, and provided employees with greater job security, as well as an increased quality of life...The retention rate of PGT employees in these grant-funded programs is an exceptional 94.5%, but the growth of spirit and confidence in these individuals cannot be measured.”*

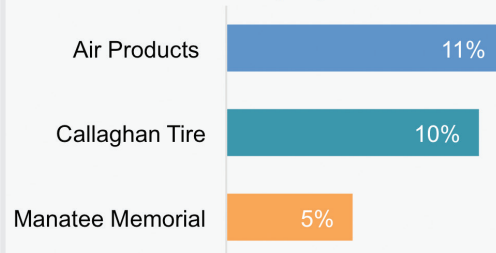
In magnitude, employers reported an average 8.7 point lower turnover rate among workers trained through CareerEdge programs in 2016, compared with other workers in the same occupation groups.

Air Products reported the largest improvement. There, turnover was 11 points lower for CareerEdge trainees (12% versus 23% for untrained peers). Callaghan Tire shows the second largest improvement. Its turnover rate was 10 points lower for CareerEdge trainees.



A PGT case study reports far-reaching positive impacts for workers and the company, as a result of its partnership with CareerEdge. In 2015-16, the two partners funded six programs to train incumbent workers in transportation, distribution, logistics, and manufacturing skills.

Retention Rate Differential for CareerEdge trainees vs Other Employees*



*Employees in same occupation groups



APPENDICES

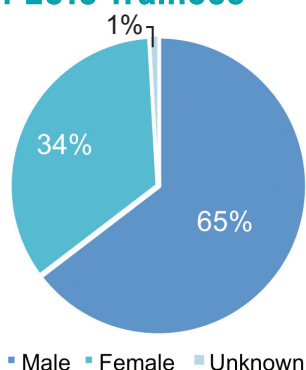
THIS SECTION CONTAINS THE FOLLOWING DETAILED TABLES AND INSIGHTS:

- **Demographics of 2016 Trainees**
- **Detailed Demographic Tables for 2016 Trainees**
- **Workers Trained in 2016 by Group & Program**
- **Degrees & Certifications Workers Earned in 2016**
- **Cumulative Investments 2010 through 2016**
- **2016 Impact in Sarasota County**

Demographics of 2016 Trainees

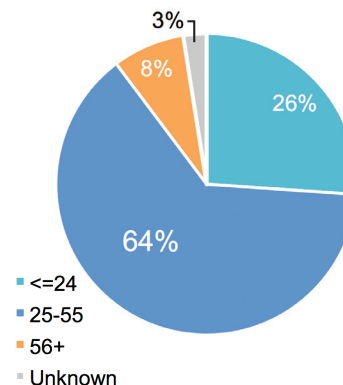
Gender

Nearly two-thirds of workers trained via CareerEdge programs in 2016 are male (65%), while just over one-third are female (34%).



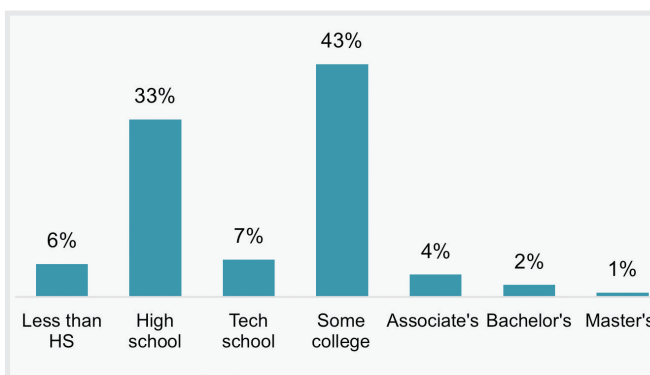
Age

Nearly two-thirds of 2016 trainees are between the ages of 25 and 55 (64%). The next largest group is people age 24 or younger (26%).



Highest Level of Education Attained

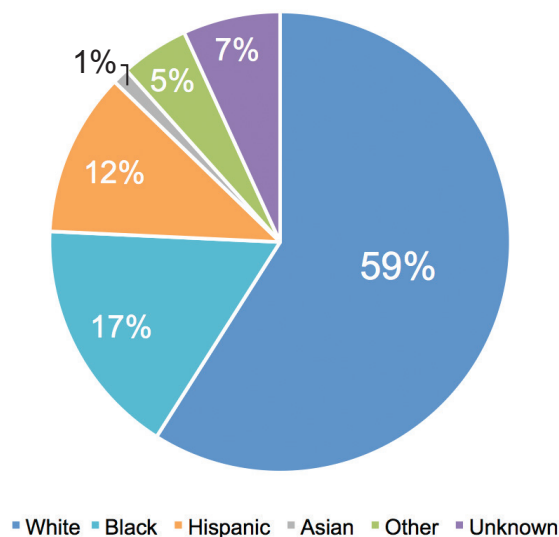
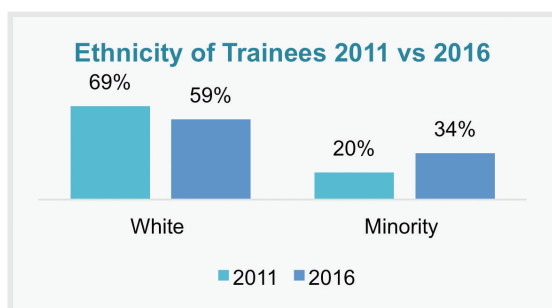
For a plurality of trainees (43%), their highest level of educational attainment is "Some College." In all, at least 57% of trainees had completed some post-secondary education prior to beginning CareerEdge programs, and at least 14% possessed a post-secondary credential (including 7% with a college degree).



Ethnicity

A majority of 2016 trainees (59%) self-identify as white, while 34% are racial and ethnic minorities. The largest minority group is Black/African American (17%), followed by Hispanics/Latinos (12%), "Multi-ethnic" or "Other" (5%), and Asians (1%).

CareerEdge trainees reflect the increasing diversity of Manatee and Sarasota counties. From 2011 to 2016, minorities grew from 20% to 34% of CareerEdge trainees.



Detailed Demographic Tables for 2016 Trainees

RACES⁺	Incumbents	Bridges[^]	Interns	Totals	Incumbents	Bridges	Interns	Totals
White	336	116	66	518	65%	43%	71%	59%
American Indian		2	1	3	0%	1%	1%	0%
Hispanic	65	29	7	101	13%	11%	8%	12%
Black	73	70	4	147	14%	26%	4%	17%
Asian	3	1	6	10	1%	0%	6%	1%
Multiple	5	9	2	16	1%	3%	2%	2%
Other	22	1		23	4%	0%	0%	3%
Not indicated	14	39	7	60	3%	15%	8%	7%
TOTALS:	518	267	93	878	100%	100%	100%	100%

AGE⁺	Incumbents	Bridges	Interns	Totals	Incumbents	Bridges	Interns	Totals
24 or younger	50	113	66	229	10%	42%	71%	26%
25 to 55	396	141	22	559	76%	53%	24%	64%
56+	59	9		68	11%	3%	0%	8%
Unknown	13	4	5	22	3%	1%	5%	3%
TOTALS:	518	267	93	878	100%	100%	100%	100%

GENDER⁺	Incumbents	Bridges	Interns	Totals	Incumbents	Bridges	Interns	Totals
Male	365	134	68	567	70.5%	50.2%	73.1%	64.6%
Female	151	131	20	302	29.2%	49.1%	21.5%	34.4%
Unspecified	2	2	5	9	0.4%	0.7%	5.4%	1.0%
TOTALS:	518	267	93	878	100.0%	100.0%	100.0%	100.0%

HIGHEST LEVEL OF EDUCATION ATTAINED⁺⁺

	Bridges	Interns	Totals	Bridges	Interns	Totals
Less than 9th Grade	1		1	0%	0%	0%
9th-12th Grade, No Diploma	21		21	8%	0%	6%
GED High School Equivalency	21		21	8%	0%	6%
High School Diploma	98		98	37%	0%	27%
Other Post-secondary Training*	25		25	9%	0%	7%
Some College	63	93	156	24%	100%	43%
Associate's Degree (2-Year)	15		15	6%	0%	4%
Bachelor's Degree (4-Year)	8		8	3%	0%	2%
Master's Degree	3		3	1%	0%	1%
Unknown	12		12	4%	0%	3%
TOTALS:	267	93	360	100%	100%	100%

[^]Bridges column is Job Seekers

*Possessing post-secondary certifications, certificates and licenses.

+Includes all incumbent trainees reported in 2016 by employers, including some workers who began training in prior years

++Does not include incumbent workers as employers do not report their highest level of education at the start of trainings

Workers Trained in 2016 by Group & Program

INCUMBENTS	# Trained	# Who Earned Promotion	# Who Earned Raises*	Average Hourly Raise	# of Certifications Earned
Manufacturing	330	69	201	\$1.39	162
Healthcare	148	14	53	\$1.76	115
TDL	21	1	21	\$1.86	21
IT**					53
TOTALS:	499	84	275	\$1.49	351

**Some workers in rows 1 earned certifications for Information Technology (IT) skills

JOB SEEKERS	# Trained*	# Placed & Hired into New Jobs	Average Hourly Wage	# of Certifications Earned
Manufacturing	20	10	\$17.60	18
Healthcare	57	28	\$12.38	167
TDL	92	60	\$20.37	93
Construction*	14			
CTC Bridges**	84	22	\$15.64	19
TOTALS:	267	120	\$17.41	298

Workers enrolled with CTC earned 144 industry-valued and career skills certifications in 2016, which are reflected in manufacturing, healthcare and TDL rows of the table, except for 19 certifications for other skills/sectors.

*14 trainees still enrolled in and completing trainings

**Charlotte Technology College trainees completing *Bridges* soft skills trainings and trainings for industry credentials

****Other includes skill certifications in culinary arts, information technology and other skills

INTERNS	# Interns Registered	# Internships Completed	# Placed & Hired into New Jobs*	Average Hourly Wage	# Continuing Education*
All Interns	93	88	24	\$15.36	58

*6 interns were working and continuing their education by the end of 2016

Degrees & Certifications Workers Earned in 2016

In 2016, workers supported by CareerEdge investments trained to earn dozens of career skills and industry-valued certifications. Below is a partial and representative list:

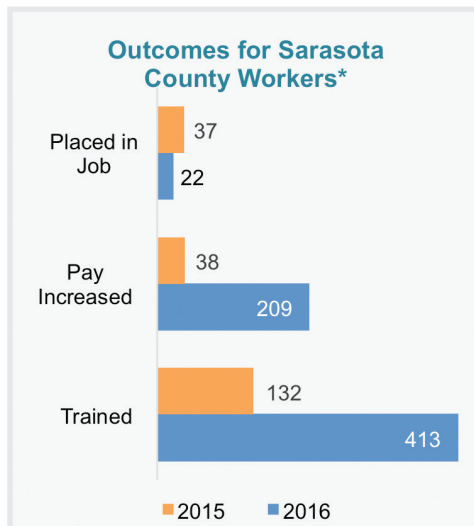
- B.S. Health Information Technology
- Associate Degree in Nursing
- Bachelors of Science in Nursing
- Cardiovascular Technician
- Surgical Technician
- Certified Clinical Hemodialysis Technician (CCHT)
- Certified Hospice Palliative Nurse (CHPN)
- Wound Care Certification
- Electrocardiography
- Trauma Care After Resuscitation
- Licensed Practical Nurse (LPN)
- Practical Nurse (PN)
- Certified Nursing Assistant
- ICD-10 Coding Certification
- Certified Medical Administrative Assistant (CMAA)
- A.S. in Health Administration
- A.S. in Respiratory Nursing
- B.A. Physiological/Occupational Therapy
- Dementia Certification
- Paramedic
- Firemedic
- Personal Care Assistant (PCA)
- Phlebotomy
- Radiography
- Dental Assistant (DANB)
- Licensed Pharmacy Technician
- First Aid Certificate IV
- Basic Life Support (BLS) Certification
- Precision Machining Certification
- Welding Certification
- National Institute for Metalworking Skills (NIMS)
- Certified Production Technician
- Computer Numerical Control (CNC) Operator
- Designated Manufacturing Inspection Representative
- Institute of Printed Circuits (IPC) Crimping Certification
- Institute of Printed Circuits (IPC) J-STD Recertification
- Supply Chain Management (SCM) Warehousing Operations Certificate
- Supply Chain Management (SCM) Customer Service Operations and Project Management
- Institute of Printed Circuits (IPC) Rework Certificate
- Tire Industry Association Certification (TIA)
- Certified Retread Tire Association Professional
- Commercial Driver's License (CDL)
- Certified Repair Technician
- Marine Technician
- Plumbing Technician
- Automotive Service Technician
- Automotive Collision Technician
- Bachelor of Science
- Administrative Office Assistant
- A+ Network Security
- QuickBooks Certification
- Accounting Certification
- Sales/Customer Service
- Computer Service Information Technology (CSIT)
- Microsoft Office
- PC Pro Certified
- Culinary Arts
- Controlling Alcohol Risk Effectively (CARE)
- SafeStaff
- Cosmetology
- English to Speakers of Other Languages (ESOL)
- General Education Development (GED)

Cumulative Investments 2010 through 2016

By CareerEdge & Partners

GRANTEE/PROGRAM	Amount Awarded	Total Paid	Employer Contribution	Aligned Contributions*	Total Investment Since Inception
Healthcare Partnership					
Blake Medical Center	\$214,664	\$214,664	\$2,684,182	-	\$2,898,846
BioLucid	\$11,250	\$11,250	\$25,872	\$61,207	\$98,329
Kobernick House	\$50,000	\$50,000	\$75,867	5,000	\$130,867
Life Care Center of Sarasota	\$148,568	\$148,568	\$231,722	-	\$380,290
Manatee Memorial Hospital	\$103,620	\$103,620	\$460,877	-	\$564,497
Pines of Sarasota	\$45,315	\$45,315	\$167,014	\$55,792	\$268,121
Planned Parenthood	\$50,494	\$25,247	\$283,747	-	\$308,994
Sarasota Memorial Hospital	\$183,854	\$178,854	\$391,186	-	\$570,040
Tidewell Hospice	\$57,835	\$57,835	\$167,141	\$9,675	\$234,651
Venice Regional	\$50,960	\$50,960	\$62,203	-	\$113,163
Shared Services	\$35,433	\$35,433	\$233,199	\$276,900	\$545,532
Healthcare Totals:	\$951,993	\$921,746	\$4,783,011	\$408,574	\$6,113,331
Manufacturing Partnership					
Air Products	\$68,600	\$68,600	\$362,035	-	\$430,635
Suncoast Technical-Machining	\$25,000	\$25,000	-	\$320,000	\$345,000
KHS	\$27,260	\$27,260	\$60,410	\$5,950	\$93,620
Mustang Vacuum	\$17,214	\$8,607	\$77,725	-	\$86,332
Radiant Power	\$20,843	\$20,843	\$13,771	\$1,100	\$35,714
PGT Industries	\$100,260	\$100,260	\$346,324	\$30,712	\$477,296
Tervis Tumblers	\$20,150	\$20,150	\$6,628	\$1,500	\$28,278
CCRA/MSSC	\$6,890	\$6,890	-	-	\$6,890
Advanced Masonry Systems	\$3,858	\$3,858	\$827	\$47,882	\$52,567
Berry Plastics	\$7,200	\$7,200	-	\$1,947	\$9,147
Goodwill North Port	\$5,163	\$5,163	-	-	\$5,163
14th St. CRA	\$9,257	\$9,257	-	-	\$9,257
Manufacturing Totals:	\$311,695	\$303,088	\$867,720	\$409,091	\$1,579,900
Transportation, Distribution & Logistics Partnership					
PGT Industries	\$36,330	\$36,330	-	-	\$36,330
Callaghan Tire	\$10,075	\$5,037	\$21,974	-	\$27,011
TDL Totals:	\$46,405	\$41,367	\$21,974	-	\$63,341
Bridges to Careers Programs					
Suncoast Community Capital	\$130,000	\$130,000	-	-	\$130,000
Bridges to Careers Programs	\$117,987	\$117,987	-	-	\$117,987
Bridges to Careers Totals:	\$247,987	\$247,987	-	-	\$247,987
Internship Program					
Internship	\$116,172	\$116,172	-	-	\$116,172
Internship Totals:	\$116,172	\$116,172	-	-	\$116,172
GRAND TOTALS:	\$1,674,252	\$1,630,360	\$5,672,705	\$817,665	\$8,120,730

*CareerSource Suncoast and CareerSource Florida



*People who live and/or work in Sarasota County

2016 Impact in Sarasota County

Sarasota County invested in the CareerEdge model over three years (2013 through 2015), as an investment in strengthening the local workforce.

Over that time, CareerEdge provided annual updates on its engagement of workers and employers in Sarasota County.

Though CareerEdge did not receive funding from the county in 2016, this annual report continues the tradition of providing annual updates.

Training

In 2016, CareerEdge invested in programs that trained **413** people who live or work in Sarasota County (315 incumbent workers, 65 job seekers and 33 college-enrolled interns).

Earnings Gains

At least* 209 trainees experienced earnings increases in 2016 (190 incumbent workers earned pay raises on their jobs and 19 job seekers entered new jobs paying more than they earned before their training programs).

Promotions

At least* 40 trainees earned promotions on their job.

New Job Placements

At least* 22 job seekers were placed or hired into new jobs following their completion of *Bridges* training programs.

*NOTE - CareerEdge tracks earnings gains, promotions and job placements as thoroughly as possible but some data is limited.

	Trained	Earned Raises	Promoted	Placed in New Job
Incumbent workers	315	190	40	
Job Seekers	65	19		22
Interns	33			
TOTALS:	413	209	40	22

End Notes & Citations

- ¹ Urban Market Analytics Tabulation of Next Level Achievement (for CareerEdge), 2016 Sarasota/Manatee Healthcare Collaborative Leadership Program Feedback Forms, 2016
- ² Next Level Achievement (for CareerEdge), 2016 Sarasota/Manatee Healthcare Collaborative Leadership Program Feedback Form, Dallos, Deb, November 17, 2016
- ³ Charlotte Technical College, Charlotte County *Bridges to Careers* Narrative Report September 2015 to September 2016, undated
- ⁴ Florida College Access Network, Florida FAFSA Completion Rates: 2016-17 and 2015-16 School Years. Available <https://studentaid.ed.gov/sa/about/data-center/student/application-volume/fafsa-completion-high-school>
- ⁵ Florida College Access Network, Dialogue and Data Drive FAFSA Completion in Florida. Available <http://www.floridacollegeaccess.org/2016/07/14/dialogue-and-data-drive-fafsa-completion-in-florida/>
- ⁶ Florida College Access Network, Sarasota Pell Grant Dollars 2015-2016, January 2017
- ⁷ U.S. Bureau of Labor Statistics, Table D-6. Average hours and earnings of all employees on private nonfarm payrolls by state and metropolitan area, not seasonally adjusted, October 2015 to October 2016 for the Northport-Sarasota-Bradenton Metropolitan Statistical Area (MSA)
- ⁸ Institute of Medicine of the National Academies, *The Future of Nursing* (Report Brief), October 2010
- ⁹ Florida Center for Nursing, 2010-2011 and 2014-2015 [Reports], [Nurse] Supply in Regional Workforce Board 18, By County (aggregating RNs and ARNPs)
- ¹⁰ Sarasota Memorial Health Care System, Data Tables BSN, Certifications & Nurse Leaders for SMH 2014, 2015, and 2016, March 4, 2017
- ¹¹ Florida Center for Nursing, 2016 Annual Report [July 2015-June 2016], undated
- ¹² Urban Market Analytics (by eunoia Media Lab, LLC Grove, Linsey), CareerEdge Interview Report re: BSN Workforce Development, Karen Diffley, Sarasota Memorial Health Care System, March 3, 2017
- ¹³ Urban Market Analytics (by eunoia Media Lab, LLC Grove, Linsey), Career Edge Interview Report re: BSN Funding Support, Jeanine Comparetto, March 1, 2017
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- ¹⁵ International Economic Development Council, *Chutes & Ladders, The New Rules of the Game for Upskilling Workers*, undated
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