

CareerEdge Funders Collaborative



2017 Evaluation Report

March 2018

Executive Summary: 2010-2017 Impact



\$9.8M

Invested in Regional
Workforce Development *



2,845

Workers Who
Earned Raises *



820

Promotions Earned *



\$24.4 M

Cumulative Annual
Earnings Gains



233

Employers Engaged



1,369

New Jobs
Created



4,790

Workers Trained



7,404

Certificates
Earned

* Includes CEFC-trained people prior to and including 2017.
(Typically raises & promotion data lag training by up to one year.)

Dashboard

Item	2017	2010-2017
Invested in workforce development	\$1,685,098	\$9,785,098
Workers trained	769	4,790
Certifications earned	414	7,404
Workers who earned raises	394	2,845
Workers' aggregate and cumulative annual earnings	\$3,744,915	\$24,444,915
Return on investment	\$11.37	\$12.20
Promotions earned	195	820
New employers engaged	93	233
New jobs created by funded employers	130	1,369

What is CareerEdge?

- CareerEdge partners directly with employers in fast-growing sectors in the regional economy to help them fill skills gaps and meet their employment needs, while at the same time assisting individuals in entering the workforce and moving up career ladders.
- **Core programs** include grants for training incumbent workers in partnership with employers, training plus certification programs for job seekers, and funding in internships in a partnership with local educational institutions and employers.
- CareerEdge pilots **innovative programs** each year, such as Express Training, a program where employees earn certification while working and Career Quest, a scholarship program built on a work component.
- CareerEdge invested **\$329,480** in 2017 towards incumbent worker, job seeker and internship training programs.
- CareerEdge acts as a **catalyst, convener, and connector**, working with partners to solve problems.

Question 1: How have we helped employers?

Question 2: How have we benefitted residents?

Key Evaluation Questions

Question 3: How has the CareerEdge model evolved to remain relevant?

Question 4: How has CareerEdge developed as an organization?

Question 1: How have we helped employers?

- By supporting incumbent employee development through training grants and leadership training programs
- By leveraging funding and resources for employee development
- By finding talent through internships
- By developing the workforce pool through training credential programming

Helping Employers: Supporting employee development

What type of training occurred for incumbent workers?

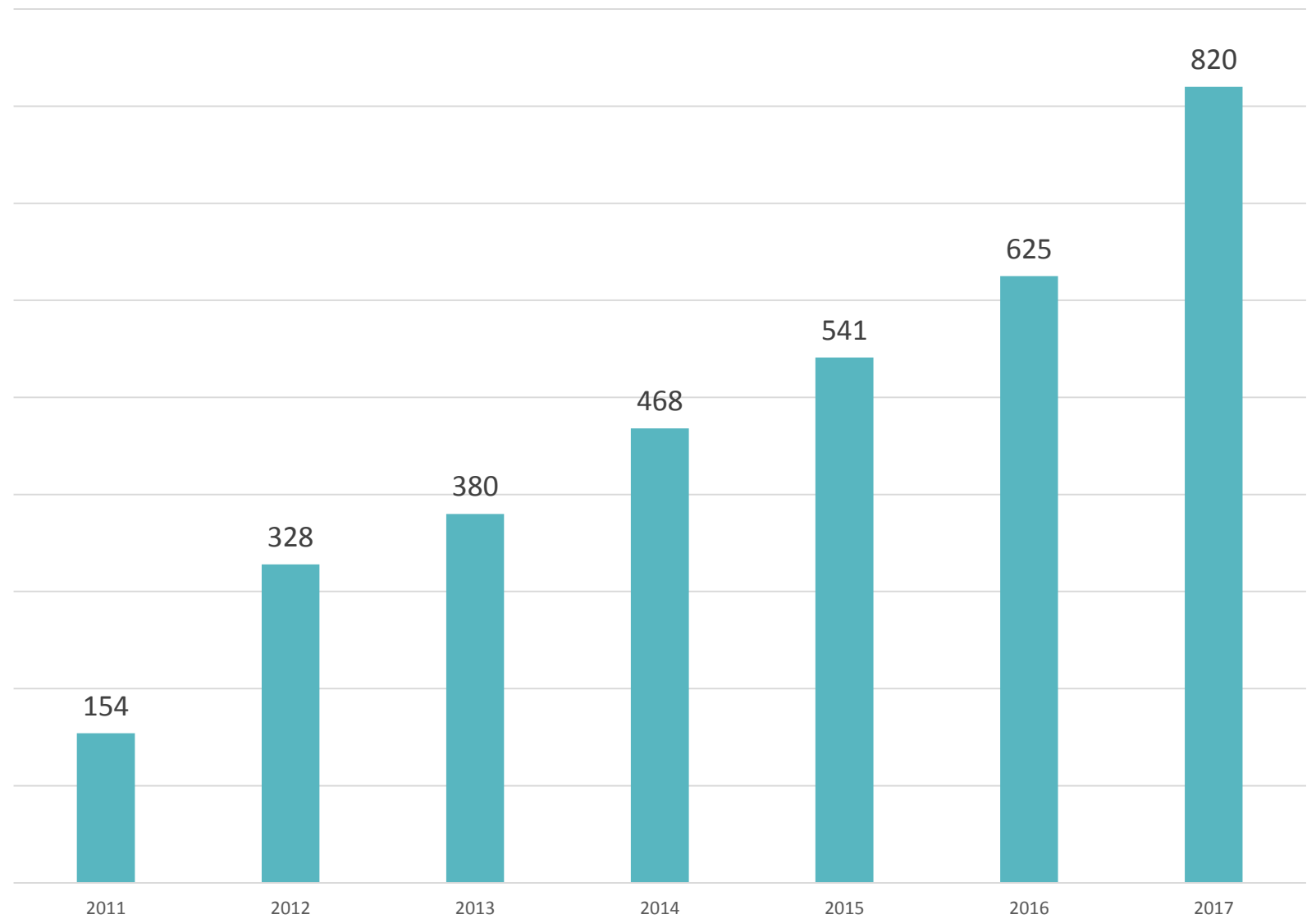


Training outcomes for incumbent workers



404	Employees trained in 2017 (includes Healthcare Leadership Consortium)
39%	Had participated in prior training, demonstrating continued investment in their development
8%	Average wage gain
195	Earned promotions within two years of participating

820 promotions since inception

- Number of cumulative promotions since 2011

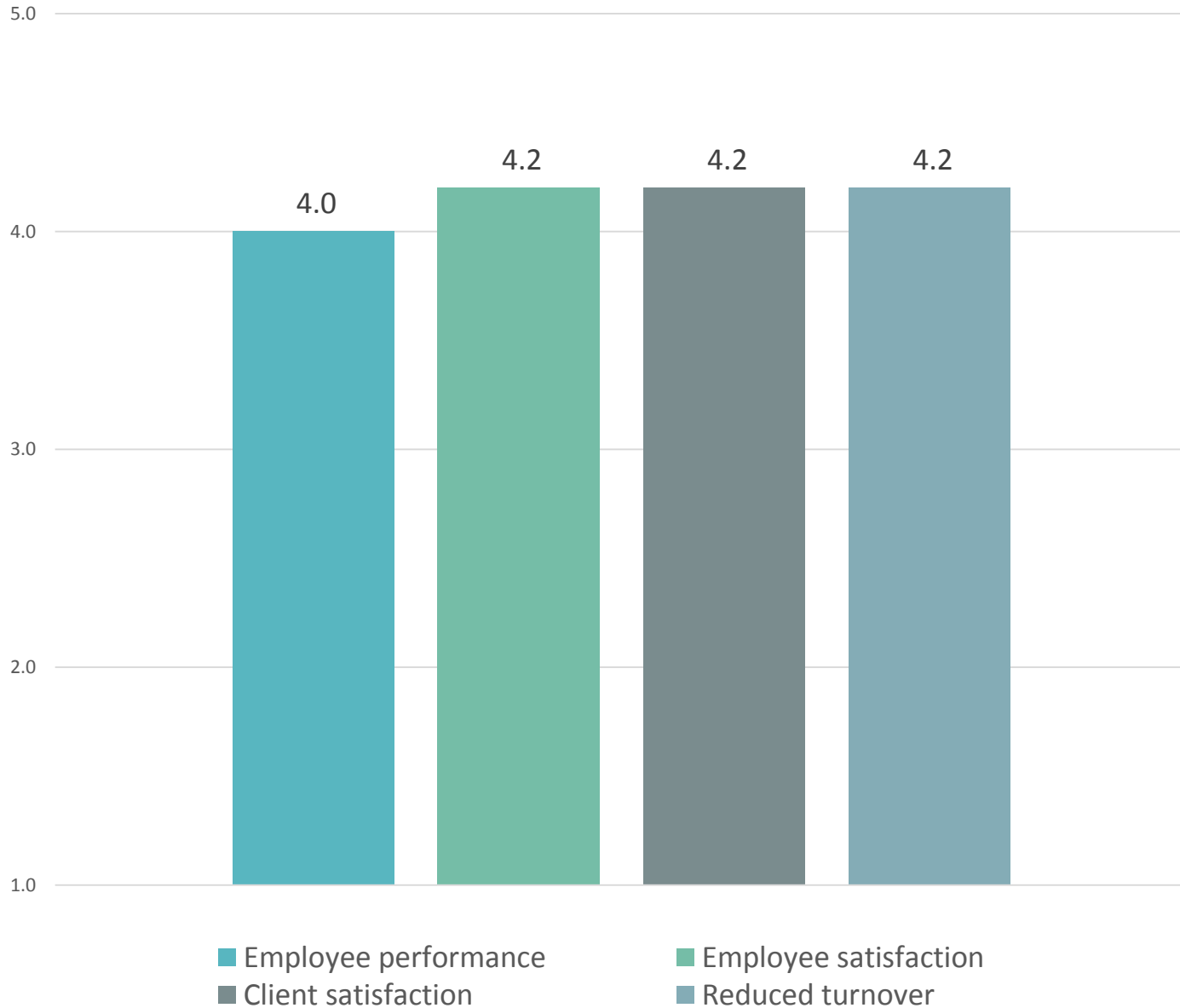


2017 Incumbent Training Outcomes by Industry

	# Trained	# Promoted	# Earning Raises	Average Hourly Raise	# of Credentials/Certifications Earned
Manufacturing 	280	129	175	\$1.29	249
Healthcare 	99	66	88	\$1.99	74
Total	379	195	263	\$1.53	323

Healthcare Leadership Consortium Training

- Partners send up to five emerging leaders to each class. In 2018, **8** employers sent **25** employees to the course.
- **100%** of participants would recommend the training to a coworker or another organization.
- Participants rated the program content 4.9 out of 5.0.
- Participants recommended more practice, role playing, and interaction with others.



Employer Satisfaction with Healthcare Leadership Consortium Training

In surveys, employers rated the leadership training's positive impact on employee performance (4.0 out of 5.0), employee satisfaction (4.2 out of 5.0), client satisfaction (4.2 out of 5.0), and reduced turnover (4.2 out of 5.0).

Helping Employers: Leveraging funding and resources

“They put us in touch with people or make us aware of funds that are available for training and development that we would not have known or found on our own.” – employer partner

CareerEdge invested just over \$140,000 while employers invested almost \$1,300,000. Employers accessed an additional \$82,000 from other funds (e.g., grants).

■ CareerEdge investment ■ Employer investment ■ Other funds



Local employers see CareerEdge as a partner in employee development

- “Working with CareerEdge has been around putting in training and development programs, helping us to find grant dollars associated with that to help our folks not only with career pathing, but also with developing into those new roles by furthering their education.”
- “We partnered with CareerEdge to get them ready for [a new] product. Over in that area there is less turnover. Part of it is the job, and part is the higher pay rate because of what they have to know.”
- “I really felt that [employees] would not have taken that step to actually go do it. They wanted to go get that certification and the CareerEdge grant kind of gave them that extra push.”

Employers also see CareerEdge as a resource

- “We do a lot of networking sessions with them that they facilitate. They have been very helpful in trying to help us figure out how do we do that? Who do we talk too?”
- “They introduced us to the ability to tap into F3E [Foundation for Financial Education, a financial education nonprofit].”
- “Between the private donor and CareerEdge funding we started a unique CNA program where we not only guarantee employment to all of them, but because we have a home health agency as well we can place them in one of two agencies. So, CareerEdge is a leader, I think, for us in those kind of workforce partnerships.”

Helping Employers: Finding talent

Internship Reimbursement Program

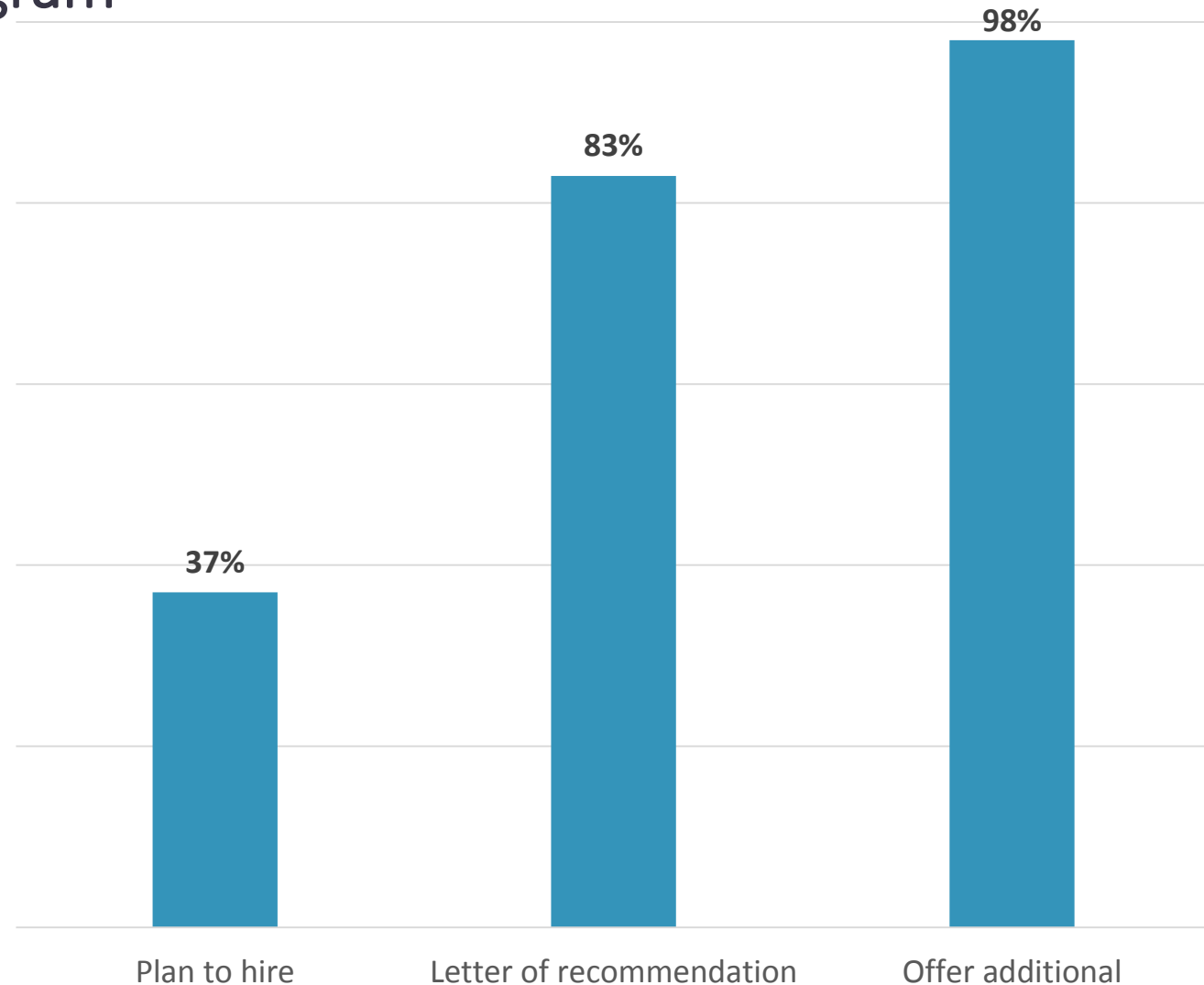
53 employers and **81** students participated (12 high school and 69 college).

17 colleges and **6** high schools participated.

83% of employers would write a letter of recommendation for their intern.

37% of employers plan to hire the intern placed at their firm. (Some interns are returning to school and are therefore unavailable.)

98% of employers plan to offer additional internships.



- “This program allows us to take an opportunity with a student who has raw talent, but not real world experience. This way we can determine if the intern’s technical and soft skills are a good fit for our organization.”
- “It gives us the ability to see the skills development of a young person interested in our trade.”
- “This funding has allowed us to be far less conservative in terms of how fast we can hire new intern candidates. Additionally, being able to hire these candidates as interns with reimbursement for some of their wages has allowed for more time allocated to training, which results in great full time hires.”

Internships have multiple benefits

Employers find value in the program: it provides work experience for interns, it allows them to see if the intern is a good fit (and vice-versa), and the reimbursement means more internships are offered.

Question 2: How have we benefitted residents?

- Three groups benefit from CareerEdge core programs: incumbent workers, interns, and job seekers (Bridges to Careers program)
 - As shown on slide 10, **incumbent workers** increase wages and earn promotion. In addition, **323** earned credentials or certifications.
 - **Interns** gain real world experience and jobs.
 - **Bridges to Careers** helps job seekers train for new and better-paying jobs. It is a soft skills training model coupled with industry-credential certification programs. Bridges to Career participants increase skills, increase wages, and access career opportunities.

414 Credentials Earned in 2017

- Incumbent workers earned **323** credentials, mostly occupational skills credentials.
- Bridges to Careers participants earned **91** credentials, mostly in the medical field, with the most prevalent being:
 - Certified Nursing Assistant
 - Licensed Practical Nurse
 - Dental Assistant
 - Certified Medical Assistant
 - Automotive Technician



Bridges to Careers: Partners and Programs

Partners

- Booker Middle School
- Charlotte Technical College
- Learning Alliance
- Manatee Technical College
- Pinellas Opportunity Council
- Pinellas Technical College
- Red Cross
- St. Petersburg College
- Sulphur Springs Resource Center
- Suncoast Technical College

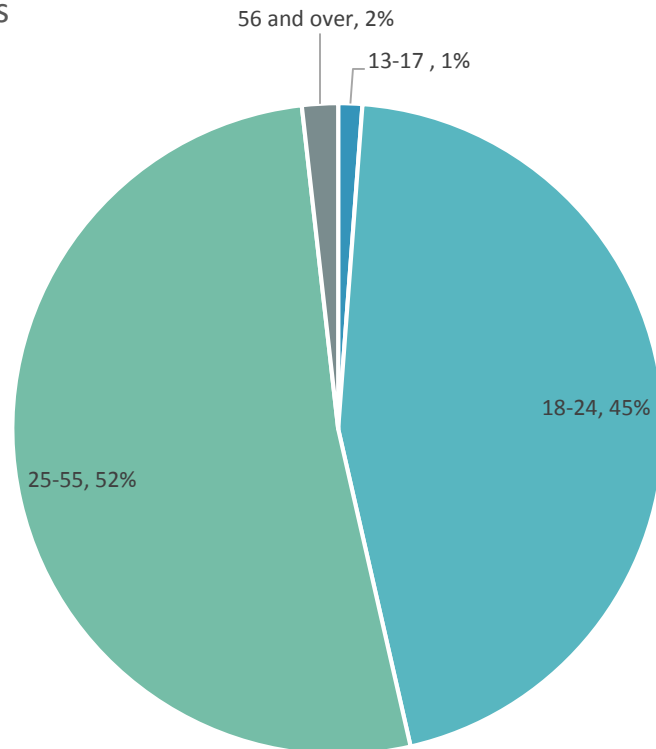
Programs

- Automotive Technician
- Broadband Technician
- Carpentry
- Certified Medical Assistant
- Certified Nursing Assistant (five sites)
- Dental Assistant
- Electrician
- Marine Technician
- Licensed Practical Nurse (two sites)
- Phlebotomy
- Plumbing (two sites)
- Precision Machining

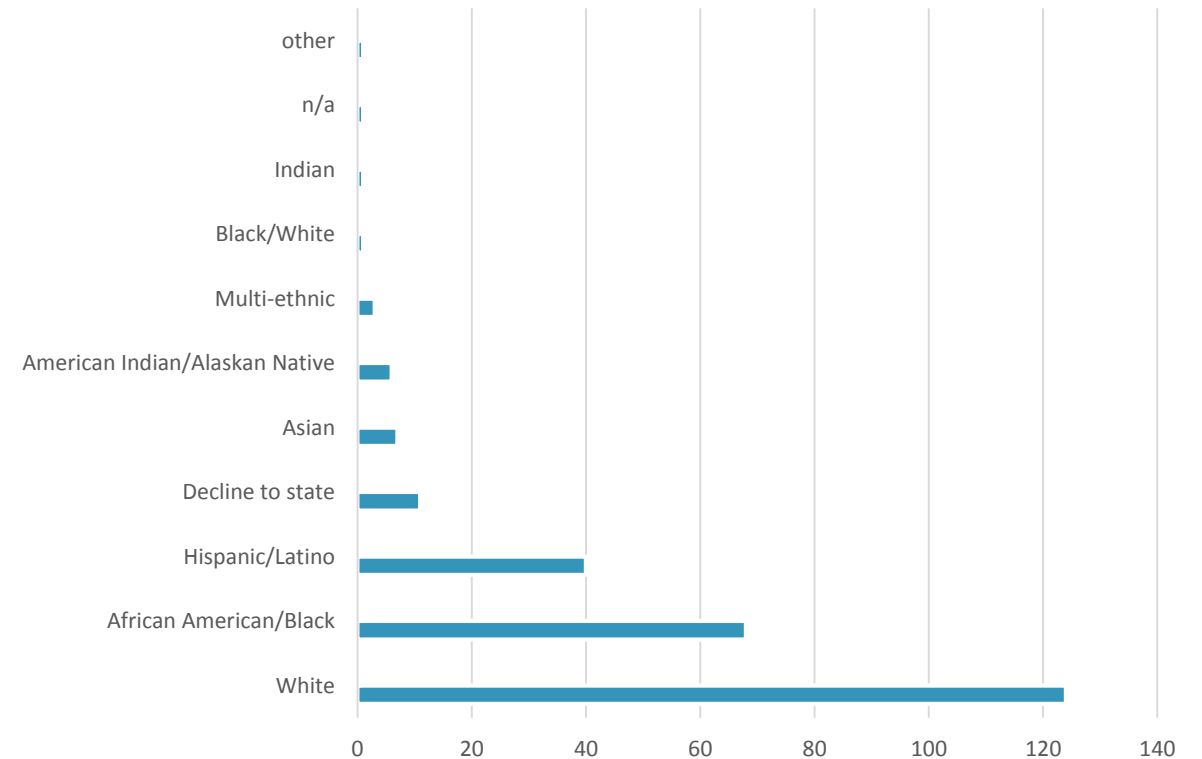
Who participated in Bridges to Careers?

284 participants

Age ranges

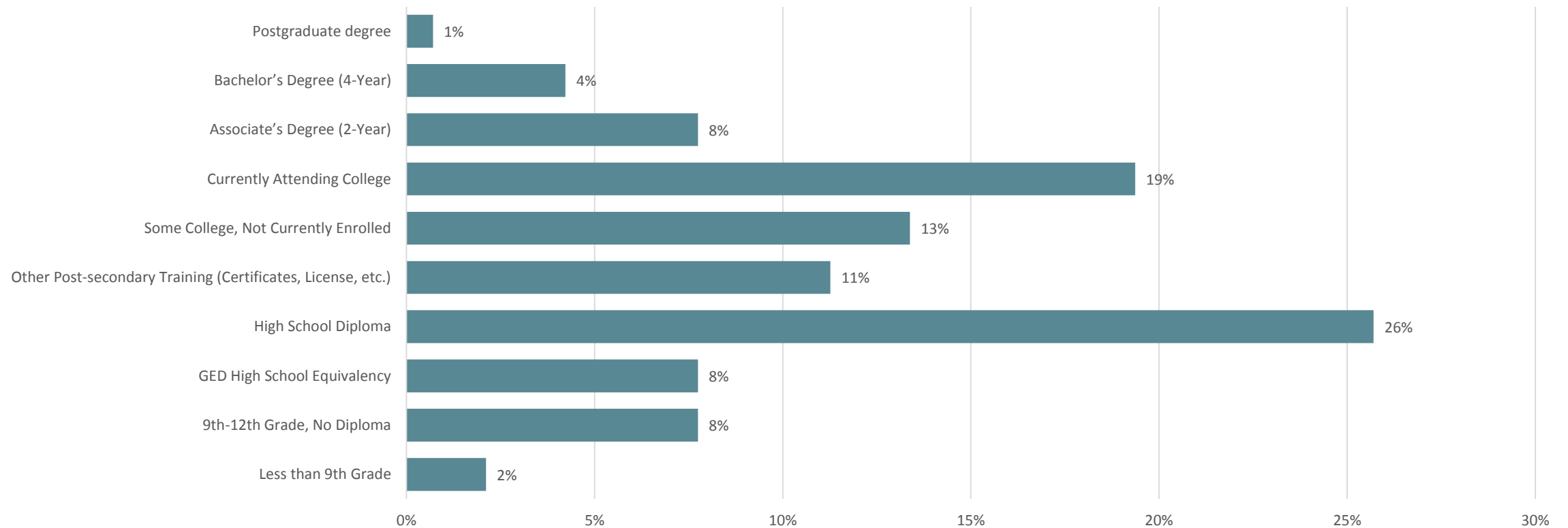


Race and ethnicity

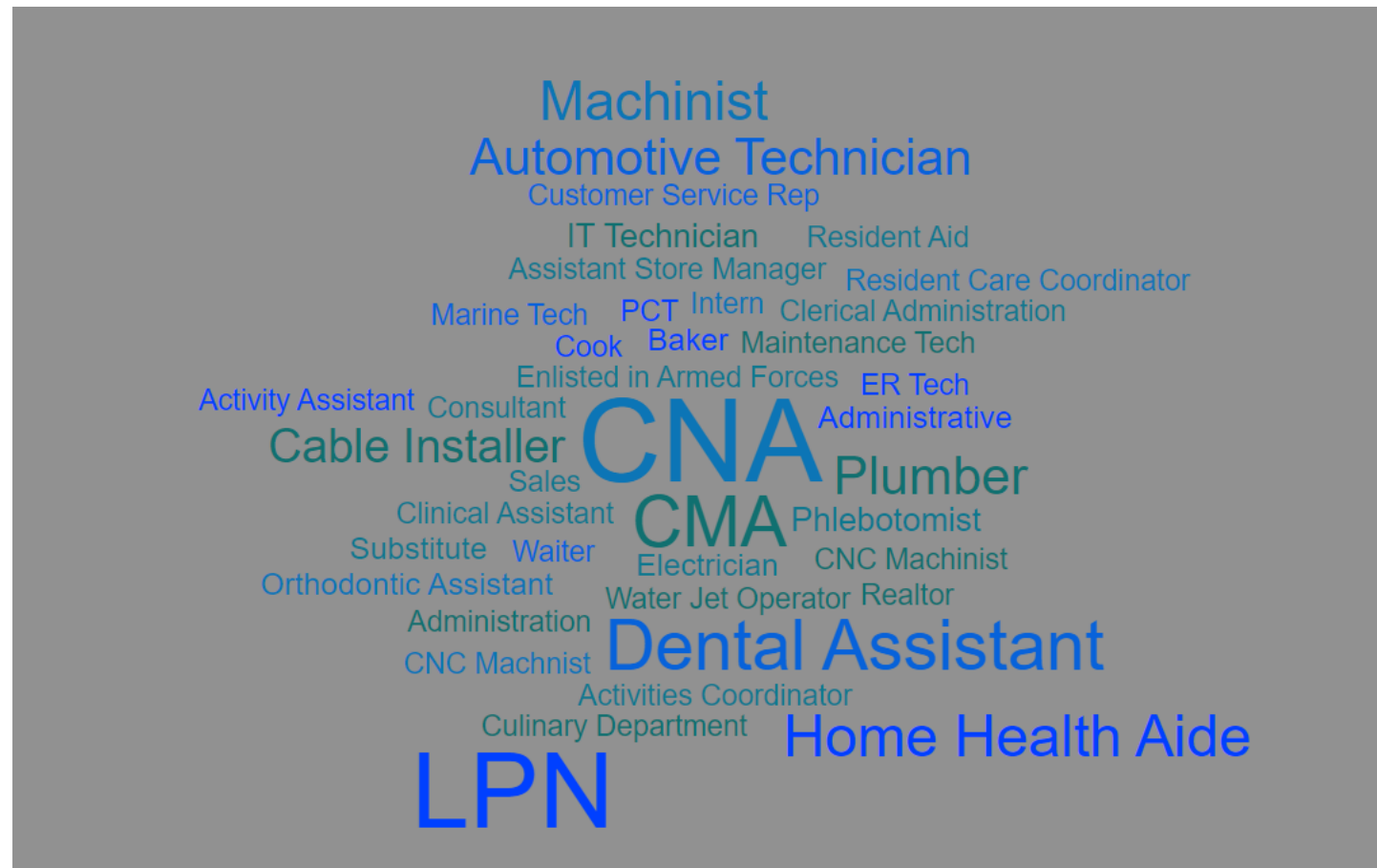


Who participated in Bridges to Careers?

Educational levels



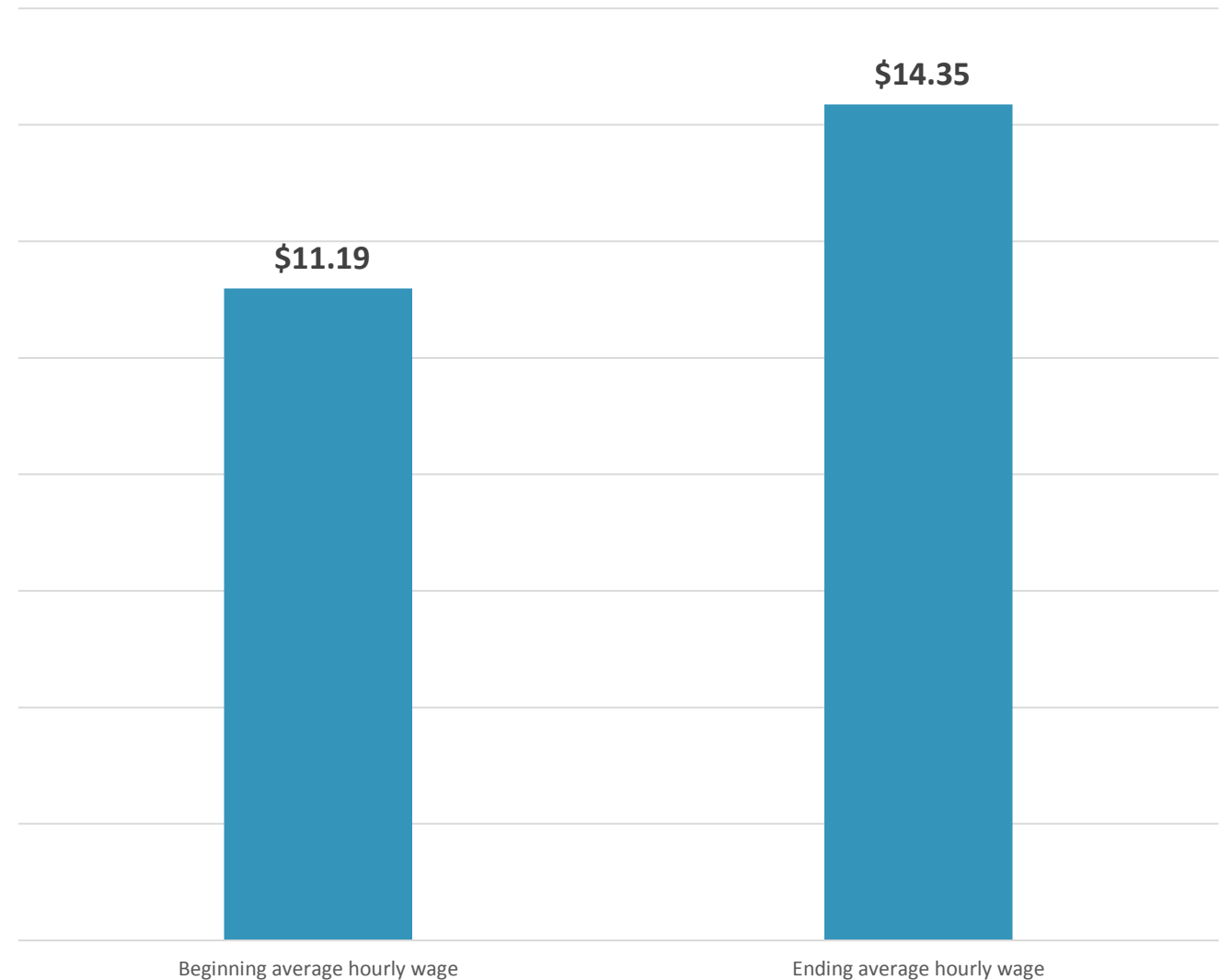
What type of jobs did Bridges to Careers participants obtain?



How did participants benefit?

Within two years, participants saw a **28%** increase in hourly wages.

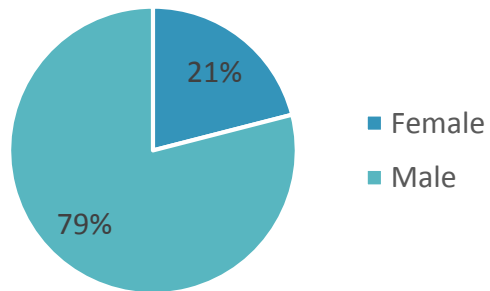
Note: Beginning wages were only available for 1/3 of trainees; ending wages were available for over half at the time of this report. Some data were computed or inferred from responses.



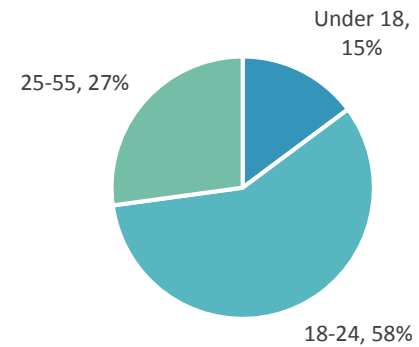
Who participated in internships?

81 interns (12 high school and 69 college)

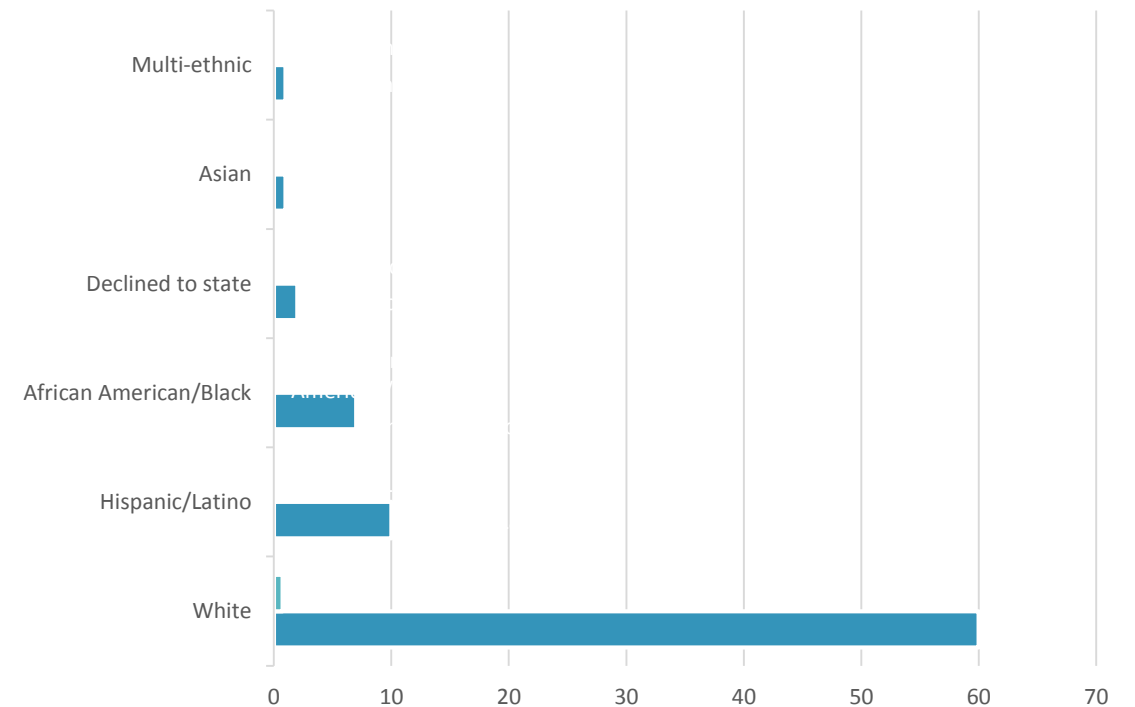
Intern gender



Age ranges



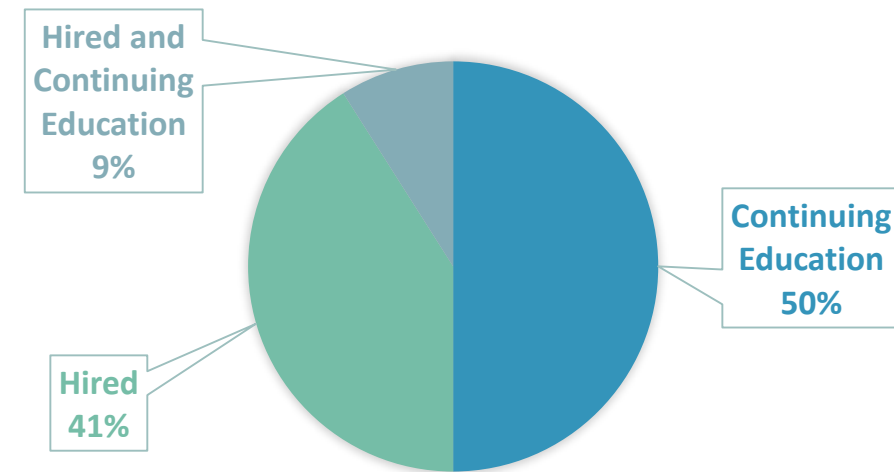
Race and ethnicity



How did interns benefit?

- “I had the freedom to explore many aspects of the company and the industry and therefore now have a very good idea of what I would like to do moving forward. At the same time I was able to work on some real projects that are moving the company forward and helping them in their goals. Every person I have interacted with has been willing to help me learn and has been kind to teach me what I need to know while also having confidence enough in me to provide me with important tasks.”

STUDENT PLACEMENT



Question 3: How has the CareerEdge model evolved to remain relevant?

- 2017 highlights and innovations:
 - A shift to serve the young adult sector to prevent problems seen when working with older adults.
 - In response to employer input and in partnership with technical schools, offering express training to train people quickly in a tight labor market.
 - Educating decision-makers such as elected officials to influence workforce programming and funding commitments.
 - Piloting a scholarship program to connect low income high school juniors to employment and the banking system. It is a different model of scholarship: “You work, you save, we match and there’s your scholarship.”
 - Advocating for Pell grants to cover certification programs: a new way to solve community needs.

Talent 4 Tomorrow Partnership



CareerEdge is a partner in the Florida Philanthropic Network's College Access and Success Initiative grant.

The goal is to increase post-secondary credential completion rates for young adults by targeting strategies identified by community members.

Strategies are designed to improve affordability, increase awareness, and encourage aspirations.

Express training for technical certifications

Given a tight labor market and demand for skilled works in the trades, CareerEdge partnered with local technical colleges to fast track the first module of **automotive, plumbing, and electrician** programs.

For example, CareerEdge, six local auto dealerships, and Suncoast Technical College partnered on an automotive technician credential. The dealerships hire entry-level individuals who work during the day at the dealerships. Employees then attend the certification program in the evening.

Question 4: How has CareerEdge developed as an organization?

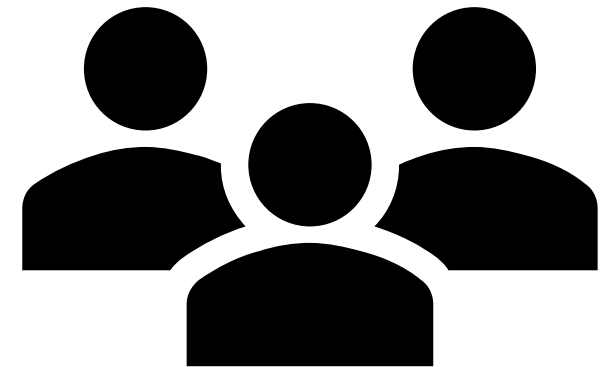
➡ From providing incumbent worker programs to acting as a catalyst, convener, and connector: **working with partners to solve problems.**

➡ From a local program to **a national presence**: participating in national panels and being highlighted in national publications.

➡ **Building organizational capacity** through increased staffing, becoming a 501c3, and implementing a sustainability plan.

Convening for change

- CareerEdge hosted a Workforce Forum attended by 30+ community agencies in Pinellas County.
- Attendees assessed current community workforce programs and discussed ways to collaborate more effectively as a region.
- CareerEdge will help organizations develop an action plan to strengthen partnerships, enhance services, and leverage resources for a stronger and more efficient workforce system.
- Funding for this event was provided through CareerEdge's partnership with the Foundation for a Healthy St. Petersburg.



Acting as a catalyst: changing the way educational institutions and employers view and commit to internships.

“We had very limited success in Connecticut. [In Florida], we have found the resources and support provided by the various organizations have been superb. We had dozens of applicants and many good candidates to choose from. We will do this again.” --employer

17	colleges participated
53	employers participated
98%	of employers will offer additional internships

Investments to Date

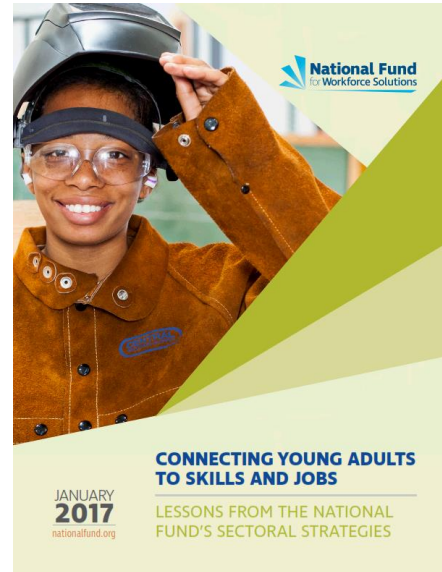
Grantee / Program	Total CareerEdge Grants		Employer Contribution	Aligned Contribution*	Total Investment Since Inception
	Amount Awarded	Total Paid			
Healthcare Partnership					
Blake Medical Center	\$214,664	\$214,664	\$2,684,182	-	\$2,898,846
BioLucid	\$11,250	\$11,250	\$25,872	\$61,207	\$98,329
Kobernick 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	\$128,620	\$128,620	\$1,111,759	\$47,000	\$1,287,379
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	\$215,534	\$194,694	\$431,661	-	\$626,355
Tidewell Hospice	\$70,289	\$70,289	\$225,934	\$9,675	\$305,898
Venice Regional	\$50,960	\$50,960	\$62,203	-	\$113,163
Shared Services	\$35,433	\$35,433	\$233,199	\$276,900	\$545,532
Healthcare Total	\$1,021,127	\$975,040	\$5,533,161	\$455,574	\$6,963,775
Manufacturing Partnership					
Air Products	\$93,600	\$81,100	\$531,982	-	\$613,082
Suncoast Technical College-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	\$137,523	\$118,891	\$554,030	\$65,622	\$738,543
Tervis Tumblers	\$31,613	\$25,882	\$152,534	\$1,500	\$179,915
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 Total	\$385,421	\$339,951	\$1,391,278	\$444,001	\$2,175,230
Transportation, Distribution, Logistics Partnership					
PGT Industries	\$36,330	\$36,330			\$36,330
Callaghan Tire	\$10,075	\$5,037	\$21,974		\$27,011
TDL Total	\$46,405	\$41,367	\$21,974	\$0	\$63,341
Bridges to Careers Partnership					
Suncoast Community Capital	\$130,000	\$130,000		-	\$130,000
Bridges to Careers Programs	\$235,864	\$235,864			\$235,864
Bridges to Careers Total	\$365,864	\$365,864			\$365,864
Internship Partnership					
Internship	\$184,915	\$184,915			\$184,915
Internship Total	\$184,915	\$184,915			\$184,915
Total	\$2,003,732	\$1,907,137	\$6,946,412	\$899,575	\$9,753,125

*CareerSource Florida, CareerSource Suncoast, Sarasota County Government.

2017 Awards and Recognitions



Where are the Jobs?
Guide



Showcasing CareerEdge
Young Adult Strategies



Executive Director
Mireya Eavey at Aspen
Institute on C-SPAN

Conclusions

1. CareerEdge helps employers by supporting incumbent employee development, by leveraging funding and resources, and by finding talent through internships.
2. CareerEdge benefits residents by increasing wages, helping them to earn promotions and new and better-paying jobs, and by helping interns gain real world experience and jobs.
3. CareerEdge responds to local needs: expanding their focus to include youth, offering new programs such as Express Training and Career Quest, and advocating for needed changes in the workforce system.
4. CareerEdge has grown as an organization and developed into a problem-solver.

“We work at the systems level, but the impact is on people.” – from the CareerEdge staff

A decorative graphic consisting of a solid teal horizontal bar at the top, followed by a white horizontal bar, and then three thin, parallel teal horizontal lines below it, all extending across the width of the slide.

Methodology

- Raw data were provided by employers to CareerEdge and forwarded to the independent evaluator, Dr. Shelley Robertson of Robertson Consulting Group, Inc. (RCG).
- RCG interviewed four interns and four employers to validate quantitative data and collect qualitative data.
- RCG reviewed program documents and interviewed staff to better understand the model.
- RCG analyzed the data; CareerEdge and RCG collaboratively prepared the PowerPoint.