



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

Building Career Pathways for Workers



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.

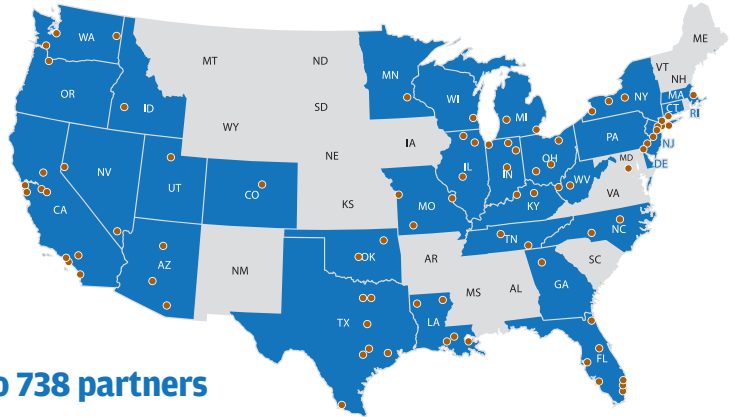
- JPMorgan Chase Global Philanthropy

BY THE NUMBERS

New Skills at Work

Unpacking the global impact of our first five years

JPMC's workforce investments spanned 37 countries, 30 states, 81 cities & Washington, D.C.

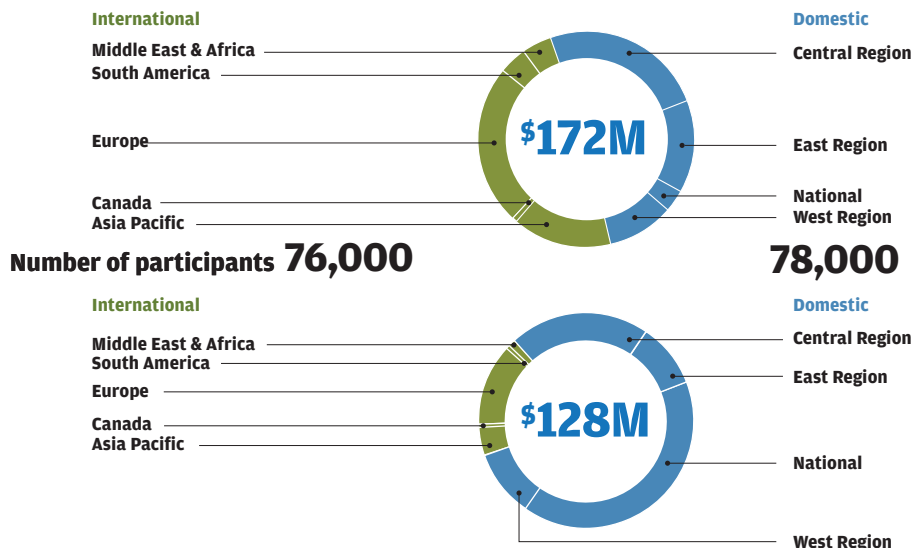


\$300M

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

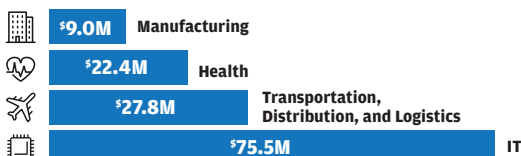
Louisiana Community & Technical College System
Expand Train to Attain, a credentialing program targeting underserved populations statewide

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





New Skills at Work

The First Five Years

Twenty-first century innovations have dramatically changed the way workers navigate the job market. While traditional blue-collar industries, such as manufacturing, have been declining, sectors such as healthcare and technology are growing rapidly—providing opportunities for careers with higher pay and upward mobility.¹ However, it can be challenging for workers to identify these emerging opportunities, and training and education programs are not always aligned with the most high-demand careers.

As a global company, JPMorgan Chase sees these challenges for workers reflected across the world. By collaborating with business, nonprofit, and government leaders from around the globe, the firm identified areas of common concern for workers and made a sustained commitment to help people compete and achieve prosperity in the new economy.

Through **New Skills at Work**, started in 2013, JPMorgan Chase Global Philanthropy has focused on helping workers and job seekers get the information and gain the skills they need

to succeed. **New Skills at Work** has invested \$300 million in the United States and around the world to support workers as they train for new opportunities, obtain credentials and paid apprenticeships, and strengthen their own career pathways.

New Skills at Work is centered on the belief that acquiring the right skills for today's jobs is one of the critical elements of achieving economic stability and prosperity. Support from JPMorgan Chase has helped educators and training providers experiment with innovative workforce programs

that prepare workers to thrive in the current labor market.

As **New Skills at Work** reaches its five-year mark, this report captures key impacts, successes, and lessons learned from how the initiative has helped individuals, especially low- and middle-skill workers, develop new skills and attain meaningful opportunities with higher wages and stable careers.

Challenges Facing Workers

1. UNDERSTANDING AVAILABLE OPPORTUNITIES
2. ADJUSTING TO AND CAPITALIZING ON TECHNOLOGY
3. MISALIGNED TRAINING PROGRAMS



Challenges Facing Workers

While unemployment levels have dropped significantly since the Great Recession, too many workers remain disconnected from the industries seeing the most job growth, and many people sense that the careers that provided steady wages and economic security for previous generations are not coming back.

Traditionally, jobs in manufacturing, construction, and transportation fulfilled this promise for many job seekers, but advances in automation and increases in offshoring have limited the number of workers these industries need. The modern economy has created new needs for workers in the skilled-services sector, which include jobs in healthcare, finance, and information technology. However, many workers have had trouble developing the skills necessary to succeed in these burgeoning sectors. Specific challenges include:

1. Understanding Available Opportunities

The changing nature of the job market creates challenges for workers. Individuals are not always aware of which occupations are in-demand, especially since opportunities can differ considerably across cities, regions, and countries. It can also be difficult for workers to know what

education and job training is needed for different career paths and how they can obtain these skills.

Unemployed and under-employed workers require specific training and preparation to succeed in the new economy. And workforce

systems need to reorient themselves to better address the needs of businesses and job seekers. **New Skills at Work's** engagement with businesses and workforce systems are explored in more depth in two complementary reports.



2. Adjusting to and Capitalizing on Technology

The impact of technological change on the economy reinforces many of the challenges facing workers. Innovation is reducing jobs in some sectors while opening new technical career pathways. However, workers need to develop the skills to succeed in these emerging occupations. Adapting to the changing economic landscape is a central concern for workers and the systems and stakeholders that support them.²

Technology impacts not only the job opportunities themselves, but how people access these opportunities. Tools like online job boards and social media networks can help match workers with businesses and build pathways into careers, but implementing and evaluating these tools can be challenging.

3. Misaligned Training Programs

By 2020, 65 percent of job openings in the US will require some postsecondary education or training.³ This is a stark shift in educational requirements considering that, since 1991, the number of high-quality jobs held by workers with no more than a high school diploma has declined by one million.⁴ Many of the emerging opportunities are in what are known as “middle-skill jobs,” those that do not require a four-year degree but do necessitate some training beyond a high school diploma.

Unfortunately, education and training programs for these occupations are often under-resourced or nonexistent. And current skill-building opportunities may be based more on traditional models than best practices for a 21st-century economy. Research supported by JPMorgan Chase indicates another concerning trend: women are not being adequately prepared to compete for well-paying, middle-skill jobs.⁵

Connecting workers to businesses requires new approaches to career development. Practitioners need to think outside the boundaries of conventional training to help workers find well-paying and fulfilling careers.

Education and Training Requirements for New US Job Openings

Positions that will require some postsecondary education or training by 2020

65%



JONATHAN GRADUATED FROM THE BROOKLYN WORKFORCE INITIATIVE'S PRODUCTION ASSISTANT PROGRAM AND WORKS IN NEW YORK'S FILM PRODUCTION INDUSTRY.



Core Successes

1. BETTER DATA, MORE INFORMED DECISIONS

- 1.1 Highlighting Opportunities through Cutting-Edge Research
- 1.2 Connecting Students to Career Pathways

2. SKILL DEVELOPMENT

- 2.1 Supporting High-Demand Skills and Sectors
- 2.2 Developing Innovative Training Models

3. TRANSLATING NEW SKILLS INTO NEW CAREERS

- 3.1 Transitioning to Careers
- 3.2 Building Better Programs to Benefit Workers

Core Successes

Over the last five years, JPMorgan Chase has supported research, data collection, innovative training models, and related efforts to help individuals understand and succeed in the increasingly complicated labor market. Some of the ways JPMorgan Chase's **New Skills at Work** helps people explore career opportunities and develop the skills they need to thrive in a 21st-century workforce are highlighted below.

1. Better Data, More Informed Decisions

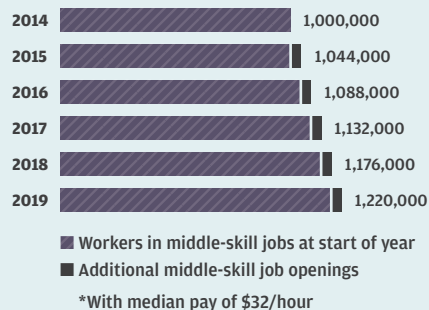
Helping students and current workers explore career paths has been at the heart of **New Skills at Work** efforts. The programs JPMorgan Chase supports illustrate how effective education and training can help individuals take ownership over their future and find job opportunities that align with their skills and interests.

1.1 HIGHLIGHTING OPPORTUNITIES THROUGH CUTTING-EDGE RESEARCH

Research supported through **New Skills at Work** highlights potential career opportunities for workers. A series of skills gap reports, a foundation for much of JPMorgan Chase's funding, explores business needs and skills requirements across nine major metropolitan areas in the US and four European countries. These 13 reports (Chicago, Columbus, Dallas, Detroit, Houston, Los Angeles, Miami, New York, San Francisco, France, Germany, Spain, United Kingdom) are designed with job seekers specifically in mind and provide information on growing industries with well-paying jobs.

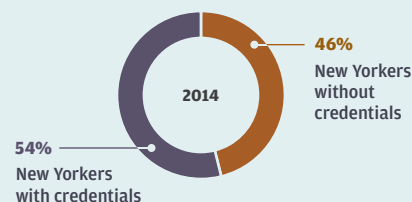
The research also signaled a fundamental shift in how best to support and engage job seekers. According to the New York skills

Workers in Middle-Skill Jobs* in New York City



Credentials to Fill Jobs

(NEW YORKERS AGED 25 AND OLDER)



New Skills at Work is reorienting educational programs to help students consider career options and create pipelines into high-demand occupations.

gap report, “In the previous workforce development paradigm, the goal would have been to connect these job seekers to any job as quickly as possible. It is a more difficult task, but even more urgent, that those with limited prospects and/or the long-term unemployed are connected to the career pathways that can provide the education and training they need to build the skills required in high-demand middle-skill occupations.”⁶

The Houston skills gap report found that the petrochemical and commercial and industrial construction sectors offered robust career pathways for middle-skill workers. Both industries were expected to add around 19,000 middle-skill jobs every year through 2017.⁷ In the petrochemical sector, many of these openings were expected to be for jobs that had median hourly wages above \$30.00.⁸ Based on the report’s recommendation that businesses identify and communicate their evolving needs, JPMorgan Chase supported the development of PetrochemWorks, a website that provides detailed information for students and job seekers around training, education, and job opportunities in the petrochemical industry.

Relatedly, the Good Jobs Project, supported through the Georgetown University Center on Education and the Workforce, is mapping high-quality jobs across the country that are available without a four-year degree. The research includes an online tool that lets job seekers search for positions by criteria such as industry, educational requirements, or geographical location.

In 2018, the Good Jobs Project released new research on different educational pathways to good jobs. It showed that while 13 million high-quality positions remained for workers with only a high school education, “all of the growth of net new good jobs in the non-BA economy has been in middle-skills jobs,” positions that require some education or training beyond high school.⁹



STUDENTS EXPLORE CAREER OPPORTUNITIES THROUGH THE DENVER PUBLIC SCHOOLS CAREERCONNECT PROGRAM.

Spotlight: Boston Private Industry Council

DESCRIPTION: The Boston Private Industry Council (PIC) is at the center of expanding workforce development opportunities for youth and adults by matching prospective workers with the needs of area businesses. PIC is a leader in bringing together businesses, educators, and workforce organizations to develop a productive agenda for education and workforce training. These programs span a range of high-demand occupations, helping young adults develop skills and explore potential careers and are emblematic of investments JPMorgan Chase is making in employment opportunities for young adults across the country.

IMPACT BY THE NUMBERS: *New Skills at Work* has facilitated PIC's growth in summer youth employment. Since 1982, PIC has brokered and prepared high school students to find jobs in the private sector. In 2017, PIC engaged 4,939 Boston public school students in a work readiness activity, secured over 2,300 paid internships, and helped 169 employers in hiring students. JPMorgan Chase has been a central partner in helping PIC expand its work and connect with educators and prospective businesses.

1.2 CONNECTING STUDENTS TO CAREER PATHWAYS

Denver Public Schools' CareerConnect program provides opportunities for students to connect academics with career exploration. Support from JPMorgan Chase helped the school system expand the number of high school students participating in youth apprenticeships that combine paid work experience with college credit.

These efforts have included unique residency programs that let high school students attend school while receiving workforce training, classroom activities built around problem solving and career development, and career exploration and workplace tours for middle school students.

Initiatives like these are not trying to force students into a specific career path. Instead, they provide the freedom to explore career interests from an early age and understand educational options that can help students work towards their self-selected goals.

Recognizing the importance of a first job, JPMorgan Chase has funded summer youth employment programs through a \$17 million commitment to 19 cities across the US to allow students to consider potential careers while developing skills. In Boston, this funding is being used to support training programs in the technology sector through the Boston Private Industry Council.

These programs focus on youth of color from low-income backgrounds. They begin with training and skills development when participants are 16 years old, followed by internships with major companies the following summer. The programs create a more deliberate pathway from career exploration to careers for students who often are excluded from these high-paying good jobs.¹⁰

2. Skill Development

New Skills at Work has supported innovative programs that help people develop the credentials and capacities they need to succeed in high-demand, well-paying jobs. These best-in-class programs serve as a model that can be refined and replicated globally, promoting more effective career development around the world.

2.1 SUPPORTING HIGH-DEMAND SKILLS AND SECTORS

JPMorgan Chase's skills gap reports and other research highlighted sectors of the economy that are creating well-paying jobs. Building off this work, **New Skills at Work** supported the creation of new workforce training programs that align with these areas of growth.

Hospitality

Through **New Skills at Work**, JPMorgan Chase has worked with the Henry Street Settlement on the Lower East Side of Manhattan to help individuals develop skills and find careers in the high-growth hospitality sector. All program participants are immigrants, and trainings combine language instruction alongside direct skills development. "Every day the class taught some English and then taught some job techniques such as how to do interviews," explained Sophie Xiu, a Chinese immigrant who found work in a hotel through the program.¹¹

JPMorgan Chase's support of the work goes beyond funding and includes strategic advice as well as platforms to highlight the model for a broader audience. "JPMorgan is a leader in

Spotlight: Henry Street Settlement

DESCRIPTION: Henry Street Settlement delivers a range of social services to over 60,000 New Yorkers each year. Its mission is to challenge the effects of urban poverty by helping families achieve better lives for themselves and their children.

IMPACT BY THE NUMBERS: In FY2018, Henry Street helped over 4,000 individuals connect to jobs and internships through development of on-the-job skills and English language tutoring. Additionally, given the need for skilled workers in the hospitality industry, Henry Street secured a partnership with the Intercontinental Hotel Group to create a 30 percent hiring goal of local workers. Through **New Skills at Work**, JPMorgan Chase helped Henry Street provide high-impact, contextualized instruction and training for job seekers to empower participants and advance their careers.



workforce development,” said David Garza, Executive Director of the Henry House Settlement. “Our collaboration has provided opportunities to hold up our work and establish new relationships.”¹²

Healthcare

By the end of 2017, employment in healthcare had surpassed all other fields.¹³ However, training programs in the industry have been slow to keep up with job growth. Armed with this information, **New Skills at Work** has looked to support initiatives in this booming sector.

Northwell Health, New York State’s largest healthcare network and employer, is partnering with JPMorgan Chase to develop training programs for jobs in the healthcare industry. The program is supporting 150 mentored-apprenticeships for individuals from low-income backgrounds. Participants receive direct instruction followed by on-the-job learning with a stipend and guaranteed employment upon completion of the program. Ram Raju, MD, Senior Vice President and Community Health Investment Officer at Northwell Health, is overseeing the program and emphasized the local and personalized nature of the work. “Everyone we are training comes from the community,” he explained. “And if someone has a particular interest or connection to someone who is suffering from a certain disease, we try to match our training to their interests to give them more agency.”

Technology

In the fast-growing technology space, **New Skills at Work** supported the Washington Technology Industry Association (WTIA) Workforce Institute’s Apprenti program. The program helps fill gaps between supply and demand by identifying “apprenticeable” positions in the tech industry, connecting companies with pre-vetted candidates,

Project OnRamp, based at Dallas County Community College, gives clinical professionals the skills they need to qualify for higher-paying jobs, including Azeb, who after years of working as a home health aide is now working as a Patient Care Technician with full benefits at a Dallas Hospital. Participants who have completed the program were able to increase their hourly wages by 25 percent.¹⁴

“JPMC has allowed us to connect with a number of groups to identify prospective talent pools and to find prospective models and identify best practices for this work.”

JENNIFER CARLSON, EXECUTIVE DIRECTOR OF WTIA

and then supporting one-year, on-the-job paid apprenticeships with degrees and credentials that can be used across the country.

Apprenti combines technical training with guaranteed job placement at competitive salaries. In 2018, the initiative supported 225 apprenticeships at companies such as Microsoft and Amazon with starting salaries of at least \$42,000.¹⁵ In 2019, Apprenti expects to support 500 apprentices, with thousands more to come in subsequent years.

Another compelling model for creating opportunity in the technology sector comes from Per Scholas, which provides tuition-free training for unemployed and underemployed adults in American cities where it is needed most. Participants see their incomes increase by an average of 400 percent, from a pre-training average of \$9,000 to a post-training average of \$36,000.¹⁶ Similar to other programs supported by **New Skills at Work**, Per Scholas emphasizes creating opportunity for underserved populations: 90 percent of its students are people of color, a third are women, and a third are disconnected young adults.¹⁷

70% of JVS graduates

secure employment at

average wages of \$29 an hour

2.2 DEVELOPING INNOVATIVE TRAINING MODELS

New Skills at Work programs have looked beyond traditional training methods and systems to create models that are more responsive to worker needs.

In California’s Bay Area, Jewish Vocational Services (JVS) works with stakeholders to design training programs that can connect individuals directly with jobs. Across all of JVS’s adult programs, seven out of ten JVS graduates secure employment at average wages of \$29 an hour.¹⁸ Healthcare Career Pathways, a JVS program JPMorgan Chase supports, generally serves a low-income population. According to Lisa Countryman, Vice President for Grants and Program Development at JVS, participants in Healthcare Career Pathways achieved average wages of \$26.71, roughly double the minimum wage.

JPMorgan Chase’s support assisted JVS in expanding opportunities in healthcare, creating programs focused on soft skills, and testing initiatives with flexible funding. These new approaches include:

Skills Refreshers

JVS has pioneered a program to help current medical assistants develop their skills and access new job opportunities at top hospital systems in the Bay Area.

On-the-Job-Training

JVS created a new apprenticeship for veterinary assistants with the aim of replicating the model across different sectors.

Expanded Reach

JVS is working to build collaboration between employers and community

colleges, particularly in high-growth areas outside of San Francisco. In Contra Costa County, for example, JVS is helping partners build the infrastructure to connect more job seekers with training for well-paying jobs in the medical field.

New Skills at Work has also had a transformative impact on developing job training models at the international level. The global initiative has deployed more than \$100 million outside of the United States, with careful consideration given to local needs, gaps, and opportunities.

For example, dual vocational and educational programs (Dual VET) have shown promise in addressing school dropout and youth unemployment in Europe. However, in Spain, which has recently had one of the highest youth unemployment rates in Europe, Dual VET programs have been widely under-utilized.

Through **New Skills at Work**, Fundación Bertelsmann, a private foundation based in Barcelona, is looking to design a Dual VET program in Spain that can serve as a model for expansion throughout the country. The initiative has engaged over 300 businesses and will create over 200 apprenticeships while sharing lessons around best practices for other stakeholders to implement.

In Germany, JPMorgan Chase is working to support a novel vocational training program that will help individuals with learning disabilities find careers in the rapidly growing field of elder care. The three-year program, developed by the Berufsbildungswerk Südhessen (bbw), allows individuals to obtain dual degrees in elderly care and home economics and is currently being piloted with the goal of expanding the model throughout the country.

“We see Dual VET as a vital pillar in helping Spain recover economically and reduce youth unemployment. As a country, we need to invest more holistically in programs that help youth gain employable skills while simultaneously preventing the likelihood of a student dropping out of school.”

IGNACIO DE LA COLINA, PRESIDENT OF JPMORGAN CHASE IN SPAIN AND PORTUGAL

“With the new training concept, we can offer opportunities to very committed youth who had, up to now, encountered barriers to vocational training in this sector. We are creating work opportunities for youth with learning challenges and, at the same time, the care sector will gain highly motivated personnel.”

RALF HEIB, SENIOR VOCATIONAL TRAINING MANAGER AT THE BBW SÜDHESSEN¹⁹



3. Translating New Skills into New Careers

Along with providing veterans with skills training, resume, and job search assistance, the Community Learning Center connects Fort Worth participants with interview opportunities and direct referrals to employers. Brian graduated from CLC’s Aviation Manufacturing program and was hired by Lockheed Martin at more than \$25 an hour within three months.²⁰

A central emphasis of **New Skills at Work** is ensuring that training programs are providing a direct pipeline into well-paying, stable careers. Accordingly, **New Skills at Work** has invested in skills development programs that coordinate closely with businesses and develop clear benchmarks for success.

3.1 TRANSITIONING TO CAREERS

New Skills at Work-supported programs connect job seekers with career opportunities in many different ways. Among these initiatives is the International Labour Organization’s Women in STEM Workforce Readiness Program. This effort is working to provide women in Thailand, the Philippines, and Indonesia with country-specific skills needed to obtain jobs in science, technology, engineering, and mathematics (STEM). Crucially, the program prioritizes engagement and information sharing with private sector partners to ensure training is directly linked to job opportunities. The design of the program also encourages sustainability so that organizations continue providing training after funding is completed.

“We don’t just focus on the training. We are helping people find jobs and preparing them with the tools to stay in these careers.”

RAM RAJU, MD, SENIOR VICE PRESIDENT AND COMMUNITY HEALTH INVESTMENT OFFICER AT NORTHWELL HEALTH

The specifics of this initiative are unique, but the broader approach is emblematic of the ways that **New Skills at Work** ensures a strong connection between in-demand skills and job opportunities.

The training programs JPMorgan Chase supports build individualized relationships with employers and other stakeholders to

understand skills requirements, and then directly connect workers with these job openings. Programs like Henry Street Settlement, Apprenti, and Northwell Health successfully connect workers directly with careers because of a focus on career placement and worker support in this transition.

3.2 BUILDING BETTER PROGRAMS TO BENEFIT WORKERS

JPMorgan Chase has been active in evaluating its own programs and other tools and resources to ensure they are succeeding in connecting individual workers with good jobs.

For example, the NYC Tech Talent Pipeline is a partnership supported by JPMorgan Chase working to create pathways for workers into jobs in the tech industry. The Pipeline engages roughly 300 businesses to identify skills needs and develop programs to address these gaps. Through this process, the Pipeline can evaluate the training landscape, recruit new funding, and realign existing public and private resources towards the training programs that are the most successful at connecting New York City job seekers to good careers in technology.

New Skills at Work research has also highlighted areas where current employment tools may be falling short of their goals. The 2017 report “Swipe Right for the Job: How Tech is Changing ‘Matching’ in the Workforce” analyzed a range of technologies that help workers and job seekers find each other—from job boards and algorithm-based matching services to career development portals and online social networks. While the use of these tools is growing, the report found that the field needs to do more to meet the needs of low-income and low-skilled workers.

Along similar lines, the JPMorgan Chase report “Tech Jobs for All” analyzed the growth of training programs in the technology field and how effective they were at placing people into careers. The report found that while new training efforts offer promise in helping workers develop skills outside of the traditional education system, programs need to better serve low-income and under-represented workers by building relationships with businesses and scaling up successful models to ensure they are accessible to all.

Throughout its five years, **New Skills at Work** worked to address many of these aforementioned challenges including supporting personalized assistance to supplement digital employment tools, working to collect and catalogue credentials needed for different occupations, and establishing more direct pipelines between training programs and businesses.

61,000+
job placements

around the world supported
by **New Skills at Work** during
its first phase of work

Lessons Learned

1. TAILOR INTERVENTIONS TO INDIVIDUAL NEEDS
2. THINK LONG-TERM
3. CONNECT TRAINEES TO BUSINESSES



Lessons Learned

Through the projects highlighted here, several key lessons have emerged about how best to support workers' career development and help people get and keep good jobs in the modern economy. These best practices include ensuring programs are meeting the needs of different groups and demographics, developing a long-term approach to reform, and helping workers connect to businesses. When applied, each of these lessons creates value for workers, including by ensuring that programs are connected to business needs.

1. Tailor Interventions to Individual Needs

Skills development is not a one-size-fits-all approach. Programs need to be tailored to the specific needs and cultural backgrounds of participants. The workforce development initiatives outlined here have used innovative models to engage and support a variety of groups including women, immigrants, the developmentally disabled, and the formerly incarcerated. Each of these programs has developed unique features to meet the needs of its clients in a way that more general support systems could not.

“In Boston, as there are in many cities, there are students that are facing a host of barriers. Their lives are impacted by trauma. We’re working directly with many of these students [through youth employment initiatives] and making sure they are supported during the summer months.”

ALYSIA ORDWAY, EMPLOYER ENGAGEMENT
DIRECTOR AT BOSTON PRIVATE INDUSTRY COUNCIL

“There shouldn’t be a program that’s funded for only one year. One year is not going to cover much aside from infrastructure.”

DR. BYRON BRAZIER, PRESIDENT OF BRAZIER FOUNDATION AND FOUNDER OF BSD INDUSTRIES

“You need alignment across different stakeholders. We’re trying to create rational training [and skills development] that is preparing people to practice in the sectors and systems they will be working in.”

DANIEL BUSTILLO, DIRECTOR OF THE HEALTHCARE CAREER ADVANCEMENT PROGRAM (H-CAP)

2. Think Long-Term

Building program infrastructure, developing relationships with businesses, and evaluating the effectiveness of programs is a multi-step process. Additionally, effective programs emphasize connecting job seekers with the right career, not just the easiest path to employment. In designing training programs, stakeholders should plan for the long term and commit to sustained support and continued evaluation and improvement. Extended commitments can help ensure that initiatives are actually meeting the needs of the workers they serve.

3. Connect Trainees to Businesses

A recurring theme for **New Skills at Work** is treating each program not as an endpoint, but as a coherent part of a larger strategy that helps individuals transition into careers. This can be seen in the case of multi-year summer youth employment programs that build upon learned experiences and career trainings that led directly to extended apprenticeships. Developing these pipelines requires work and coordination among stakeholders, but they are integral in ensuring that training and skills development are leading to careers.



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Conclusion

New Skills at Work is guided by a vision of an inclusive economy with broad-based economic growth and widespread opportunity.

With workers at the center of this paradigm, **New Skills at Work** has developed new models to help job seekers better align their skills with the needs of businesses and the broader economy. And while this will be a long-term effort, the results so far have shown how **New Skills at Work** has opened the doors to economic opportunity for workers around the world.

Connecting job seekers to new career pathways and well-paying jobs will ensure that workers in the United States and abroad have the opportunity to realize their full potential. JPMorgan Chase is committed to continue working alongside **New Skills at Work** partners to achieve this goal together, leading to better jobs and career pathways in line with the challenges and opportunities of the new economy.

“JPMC has helped us bring a vision to life through its substantial support.”

DAVID GARZA, EXECUTIVE DIRECTOR OF THE HENRY HOUSE SETTLEMENT

Endnotes

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