

San Mateo workforce presentation follows from September 1 presentation
NOVAworks

- [Shireen Malekafzali](#) (County of San Mateo Chief Equity officer) to Annelies Goger:
 - Do you have examples of places that have successful anchor institution consortiums where large employers come together to leverage learnings, make commitments, identify similar needs and create collective pathways to solutions?
 - Annelies response: Yes, here are some areas where employers have made collective commitments to inclusive hiring:
 - Milwaukee, WI - Metropolitan Milwaukee Association of Commerce's Region of Choice initiative established quantifiable goals for hiring Black and Latino or Hispanic talent.
 - Seattle, WA - 70 CEOs formed a coalition called Washington Employers for Racial Equity.
 - San Diego, CA - San Diego EDC has established region-wide goals for inclusive growth and hiring local talent
 - In addition, there are several multi-employer initiatives focused on apprenticeships -- I describe several of them in the response to the question about how small business can get involved in apprenticeship in this piece: <https://www.brookings.edu/research/an-apprenticeship-faq-what-employers-need-to-know-about-talent-development/> Contact the Bay Area Council about the Northern California Apprenticeship Network to find out more about this local coalition.
 - Finally, there are well known initiatives with anchor institutions to focus on establishing worker-owned coops with an anchor institution such as a hospital, such as the [Evergreen Cooperatives](#) in Cleveland.
- Heather Haag (Npower) to Annelies:
 - I was recently part of a conversation about executives making that commitment to hire diverse talent, but the questions came up 'do they have an actual plan and pipeline? Do you believe organizations would be more successful in diverse talent hiring if we bring the talent pipeline to them through coordinated workforce development efforts? Eliminating the need for them to create their own program or initiatives.
 - Annelies response: Evidence suggests that the most successful inclusive talent development initiatives are a shared partnership between employers and talent development organizations, where employers are more actively engaged in co-producing a qualified labor pool than they typically have been in the United States and learners can earn income while they learn. In countries that have mature systems for blended learning - in which part of the learning is on-the-job and part of the learning is in the classroom - the employers also have a lot more say in the development of the curricula and desired competencies (from entry level through advanced) so that the education and training is more aligned with their needs. I believe organizations would be most successful not only in hiring

and retaining diverse local talent if they built more internal infrastructure for on-the-job learning (including apprenticeship and other forms of staff development), but also evidence suggests that under certain conditions the learning culture and investments have other benefits such as higher innovation, productivity enhancements, lower turnover, lower recruitment costs, and a more agile workforce that is capable of pivoting in response to disruptions. There are many case studies here: <https://eric.ed.gov/?id=ED572260> This is essentially a mindset shift for employers from consumer to producer, but it's not for charity reasons -- it's for business reasons. Another angle to consider is that some jobs require more experiential learning than others, so filtering based on degrees for applied roles in which one needs to learn by doing makes no business sense. How involved an employer may want to be in hiring and training on-the-job may ultimately depend on the nature of the job and whether there's a long-term shortage of people with the necessary qualifications and skill set or not. It also may mean revisiting assumptions about talent and how candidates are assessed for fitness for a given job.

- Jennifer Chen (economic development manager, City of San Mateo) to Annelies:
 - Wages need to be more equitable because the area will always need a diversity of service providers and positions. Are there areas that are looking at ... expanding diversity in employment and increasing wages for service employees as well?
 - Annelies response: Yes, there are many regions that are implementing and considering how to increase job quality more broadly, so that can include wages but also factors such as increasing access to benefits, sick leave, and predictable scheduling. The challenge is how to address job quality more systematically than region-by-region, since raising the bar in one region could risk just pushing certain activities to a neighboring jurisdiction that doesn't have the same policies. Therefore, I would recommend a regional approach across jurisdictions (or even a national or statewide approach) to avoid just shifting the activity from one location to another.
 - Here is a good resource on quality jobs: <https://skilledwork.org/wp-content/uploads/2021/04/To-Build-Back-Better-Job-Quality-Is-the-Key.pdf>
 - Here is a good summary of research on minimum wage: <https://equitablegrowth.org/rebuilding-u-s-labor-market-wage-standards/>
- Dayna Chung (executive director, Community Equity Collaborative) to Annelies and Luther Jackson
 - Can you talk about early childhood education and care and what your research shows about the importance of child care as infrastructure? And, can you also talk about how we can encourage workforce development in early childhood education when we are competing with other industries (like tech or health care). You spoke of apprenticeships, which have been very effective in trades as well as early childhood, but we need a broader consensus around investing in service or caregiving sectors.

- Annelies response: I agree that childcare is a major issue, although it has not been a major focus of my research. Here is a report on early childhood apprenticeships -- including one case study in Oakland.
<https://www.newamerica.org/education-policy/reports/youth-apprenticeship-early-childhood-education/> Low pay is a major barrier to retention in child care, and high cost of childcare is a major barrier for many parents. To me, this suggests a need for government intervention to increase access to publicly funded childcare and early childhood education services and to potentially combine apprenticeships in these programs with income allowances during the training period or other resources such as housing stipends or transportation supports to support successful completion.
- Luther response: In our San Mateo recovery work, child care has emerged as the most important human infrastructure resource in helping parents get back to work and attend training to advance their careers. NOVAworks is currently on a “listening tour,” speaking with several agencies that are already launching innovative approaches to address the child care challenge, including apprenticeship. Our goal is to determine our value proposition in promoting child care solutions and to work collaboratively with partners throughout the county and region.
- Shawneece Stevenson (manager of family success coaching @ the Primary School in East Palo Alto & School Board Trustee, Sequoia Union High School District) to Annelies:
 - Did you say sniffing? (in relation to Swiss system enabling students to become aware of multiple career options)
 - Annelies response: Yes. Here’s a report referencing it: <https://ncee.org/wp-content/uploads/2015/03/SWISSVETMarch11.pdf>
- Pedro Castaneda (California Small Business Development Center) to Luther
 - How are you managing the immediate financial needs of families so they can focus on your agenda?
 - Luther response: In NOVAworks’ worker’s journey, the first phase addresses family infrastructure needs including financial well-being, health care and child care assistance. One specific solution might include providing dislocated workers with monthly cash stipends to enable them to participate in skill training classes.