Workforce1 Veterans Employment Initiative

Getting NYC Veterans Back to Work

November 5, 2012

Agenda

WORKFORCE 1

Recruitment

- **System Overview**
  - Demand Driven Model
  - Value for Jobseekers and Businesses
  - Basic Structure
- **Opportunity to Better Serve Veterans**
  - Past Performance & Scale
  - Employment Landscape for Veterans
  - New Public-Private Partnerships
- **Veterans Employment Initiative Mission & Launch**
- **Key Strategies & Practices**
  - Recruitment
  - Career Development
  - Job Placement
  - Supplemental Services
- **Lessons Learned & Remaining Challenges**

System Overview

WORKFORCE 1

Demand Driven Model

- Creation of the NYC Department of Small Business Services (SBS), the first agency dedicated to serving NYC's 200,000+ small businesses
- Merger with the NYC Department of Employment
- Launch of a demand-driven model to better meet the needs of both businesses and jobseekers

System Overview

Services & Value

NYC BUSINESS SOLUTIONS		WORKFORCE 1
A set of free services offered by the Department of Small Business Services to help businesses start, operate and expand in New York City.		A service that attracts, prepares, and connects qualified candidates to job opportunities in New York City.
Recruitment Training Business Courses Financing Assistance	Incentives Legal Assistance Selling to Government Certification	Job Placement Job Preparation Career Advisement Training

System Overview

WORKFORCE 1

Basic Structure

- **17 Workforce1 Career Centers** located in all 5 boroughs
- Providers include non-profits, for-profits, public libraries, and community colleges
- **2 Sector-Focused Career Centers**: Healthcare and Industrial & Transportation Career Centers
- **9 Expansion Centers**: Focused on increasing access points and mid- and high-wage job opportunities for experienced jobseekers
- Opening a **new center** in late 2012 in partnership with Hostos Community College
- Candidates can register and apply for jobs online at www.nyc.gov/workforce1

Opportunity to Better Serve Veterans

- Workforce1 already serves about **50%** of the City's **unemployed veterans** every year without targeted outreach
- Survey of past Workforce1 veterans and families revealed desire for **specialized services**
- Projections for **returning veterans** to NYS and NYC
- Increase in **private support** available to scale veteran-focused jobs and training programs

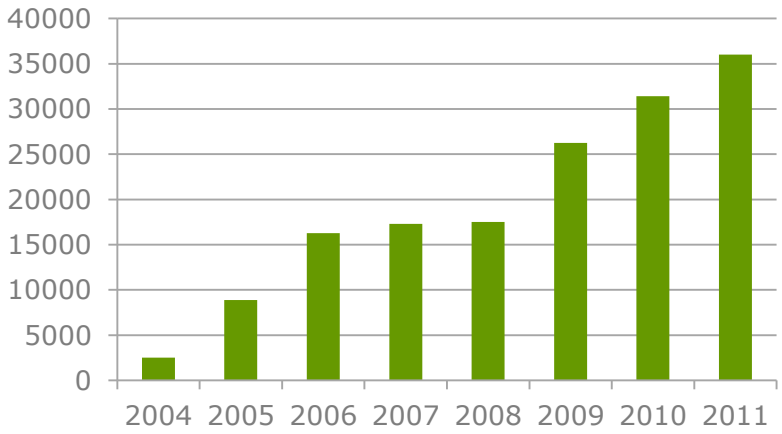
Opportunity to Better Serve Veterans

WORKFORCE 1

Past Performance & Scale

Total Performance (CY 11)

- Placed New Yorkers in approximately **35,000** jobs
- Over **8,000** with wages above **$15 per hour**
- Grown from a rate of **500** placements per year with **3 total centers** in 2004



Veterans Snapshot (CY 11)

- Approximately **3,700** veterans served and **818** placed into jobs
- Median wage: **$12.7 per hour**
- Average age: **45 years**
- **1/3rd** with post-secondary degrees

Top Sectors for Veterans	%
Transportation & Warehousing	18%
Administrative, Support, Waste Management and Remediation Services	17%
Other Services (except Public Administration)	13%
Retail Trade	11%
Accommodation & Food Services	9%
Health Care & Social Assistance	6%

Top Occupations for Veterans	%
Security Guards	16%
Customer Service Representatives	7%
Bus Drivers, School	5%
Retail Salespersons	5%
Bus Drivers, Transit And Intercity	4%

Opportunity to Better Serve Veterans

WORKFORCE 1

Returning Veterans

- Post-9/11 era veterans make up **10.7%** of the NYC veteran population
- With the drawdowns in Iraq and Afghanistan, nearly **40,000** new veterans will return to NYS over the next five years
- Between **1700-1800** veterans will return to NYC per year
- Approximately **200** projected unemployed per year

Fiscal Year	Separated Vets to NYS*	Separated Vets to NYC**	Projected Unemployment of Separated Vets in NYC***
2012	8174	1815	205
2013	7842	1741	197
2014	7885	1750	198
2015	7841	1741	197
2016	7809	1734	196
2012-16	39550		

* VetPop07 Separation Estimates, 2012-2016 adjusted for additional DOD draw down (7%) per Institute for Veterans and Military Families

** Projections based on American Community Survey (ACS) 2011, NYC veteran population is 22.2% of NYS veteran population

***Projections based on 2011 ACS labor force participation (78%) for NYC vets 18-34/US Bureau of Labor Statistics 2011 national unemployment rate (14.5%) for vets 20-24

Opportunity to Better Serve Veterans

WORKFORCE 1

Employment Landscape

- In 2011, over **9,100** veterans were unemployed in NYC
- Nearly **20,000** veterans live below the poverty line
- Veteran unemployment rate (**12.9%**)> Nonveteran (11.1%)
- Decrease in projected number of unemployed veterans in NYC, despite returning veterans over the next five years
  - Decrease due to smaller military size and aging community
  - Availability of GI Bill and Unemployment Insurance for veterans

Year	NYC Vet Population*	NYC Vet Population 18-64**	NYC Vets Unemployed**
(CY) 2011	203754	104837	9115
(FY) 2012	193371	99495	8651
(FY) 2013	185776	95587	8311
(FY) 2014	178866	92031	8002
(FY) 2015	172562	88788	7720
(FY) 2016	166519	85679	7449

*2011, US Census Bureau's American Community Survey (ACS) 2011; Projections for 2012-2016, VetPop07 NYC Living-Deaths+Separated

**Same as above, Age subset based on ACS 2011 Vet Pop 18-64/Vet Pop Total proportion (51%)

*** Projections for 2012-2016 based on 2011 ACS labor force participation (67.4%) and unemployment rate (12.9%) for NYC veterans, 18-64; these estimates also are adjusted to include the impact of the DOD draw down per Syracuse University's Institute for Veterans and Military Families (7%)

Opportunity to Better Serve Veterans

WORKFORCE 1

Public-Private Partnerships

- Mobilize abundant private support
- Address a lack of connecting infrastructure and communication channels among government, CBOs, VSOs, and advocacy organizations
- Scale best practices and increase access points for essential services; **$13 million** for **19 programs**
  - Benefits
  - Mental Health
  - Housing
  - Jobs & Training
  - Entrepreneurship
  - Legal
  - Education

ROBIN HOOD VETERANS INITIATIVE

SYRACUSE UNIVERSITY INSTITUTE for VETERANS and MILITARY FAMILIES
JPMorgan Chase & Co., Founding Partner

100,000 JOBS MISSION

McKinsey&Company

NYC Workforce1 Veterans Employment Initiative

WORKFORCE 1

Overview

Opportunity

- Identify and engage more veterans, particularly returning veterans, in the Workforce1 system with targeted outreach
- Improve rate of hire for veterans taking advantage of the Workforce1 system with dedicated career services and training opportunities

Mission

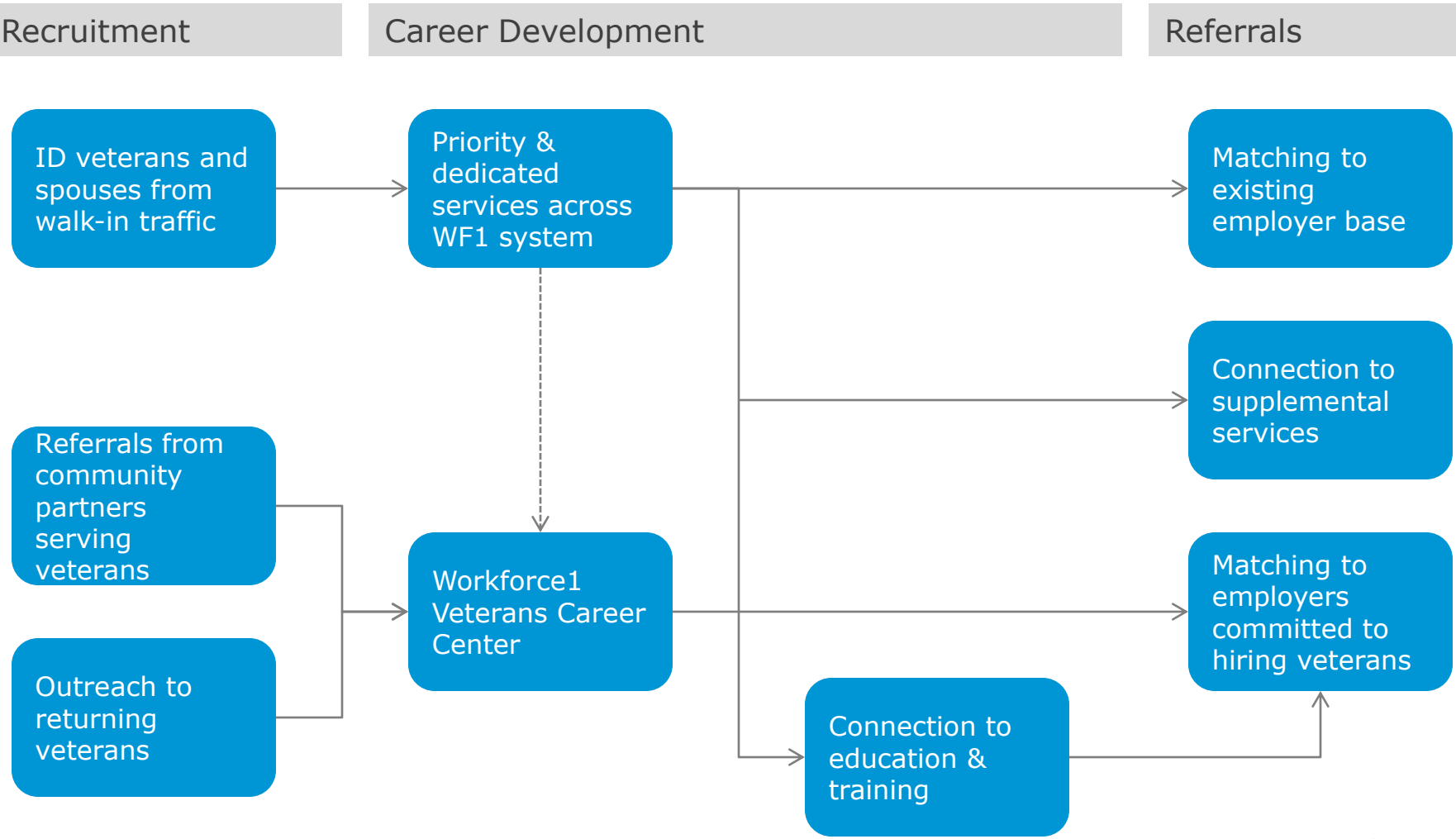
- Increase the number of placements and promotions of veterans in the Workforce1 system by **50%** starting 10/2012, from approximately 800 to **1,250**
- Connect more unemployed and underemployed veterans in NYC to stable, meaningful jobs and career advancement

Initial Outcomes	System Totals
New Enrollments	1823
Placements	162

NYC Workforce1 Veterans Employment Initiative

WORKFORCE 1

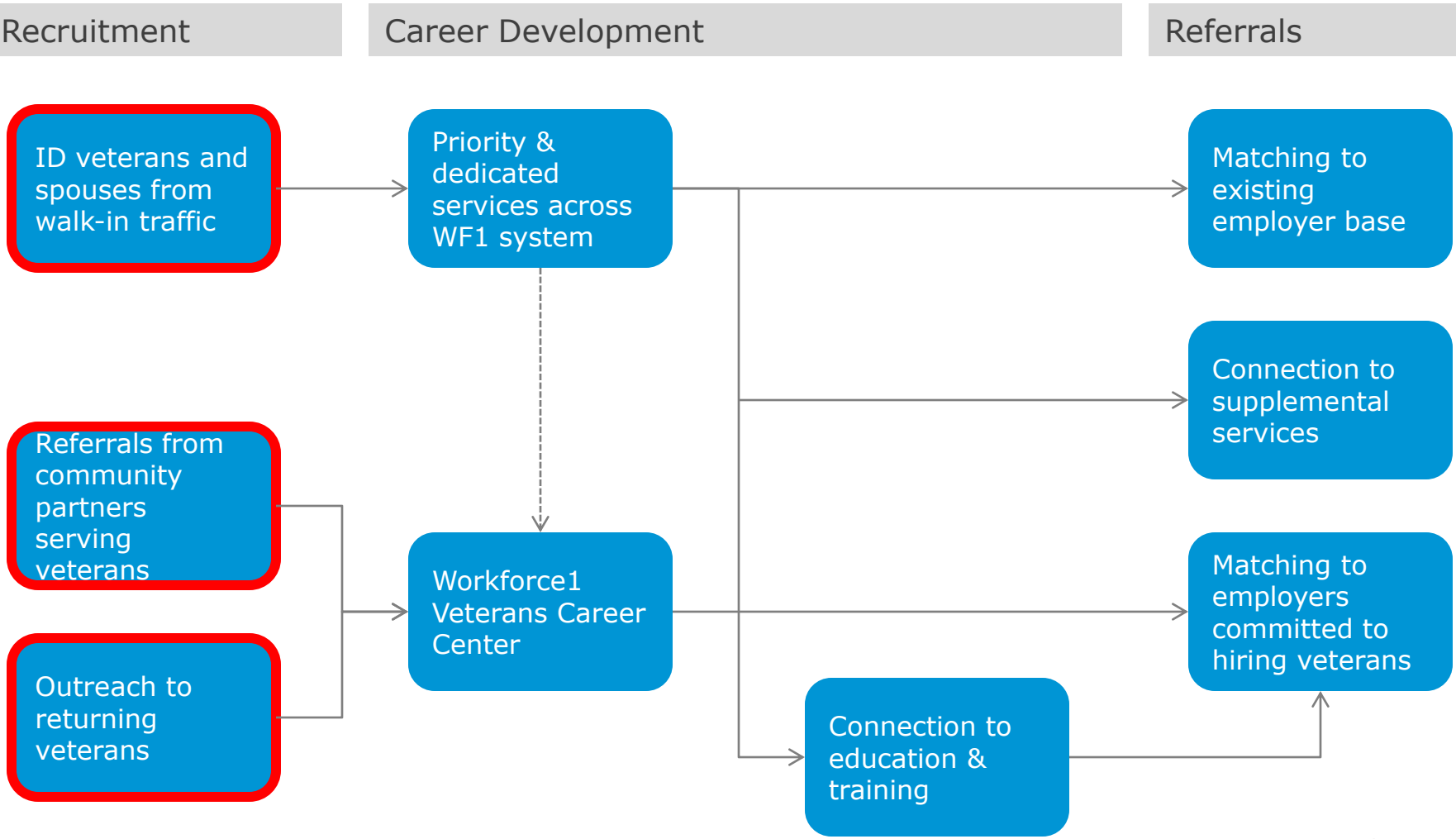
Basic Program Model



NYC Workforce1 Veterans Employment Initiative

WORKFORCE 1

Recruitment



Identification of Current Veteran Jobseekers

- **New on-site marketing** highlighting Priority of Service and value in self-attestation of veteran status
  - Seen first by the next available staff member, and
  - Priority for all career and training services
- **New policies** to better identify walk-in jobseekers that also happen to be veterans and spouses (beyond self-attestation)
  - Proactively ask all jobseekers about veteran status at multiple points for priority and dedicated services
  - Record veteran status in database
  - Reach target goals for veteran placements

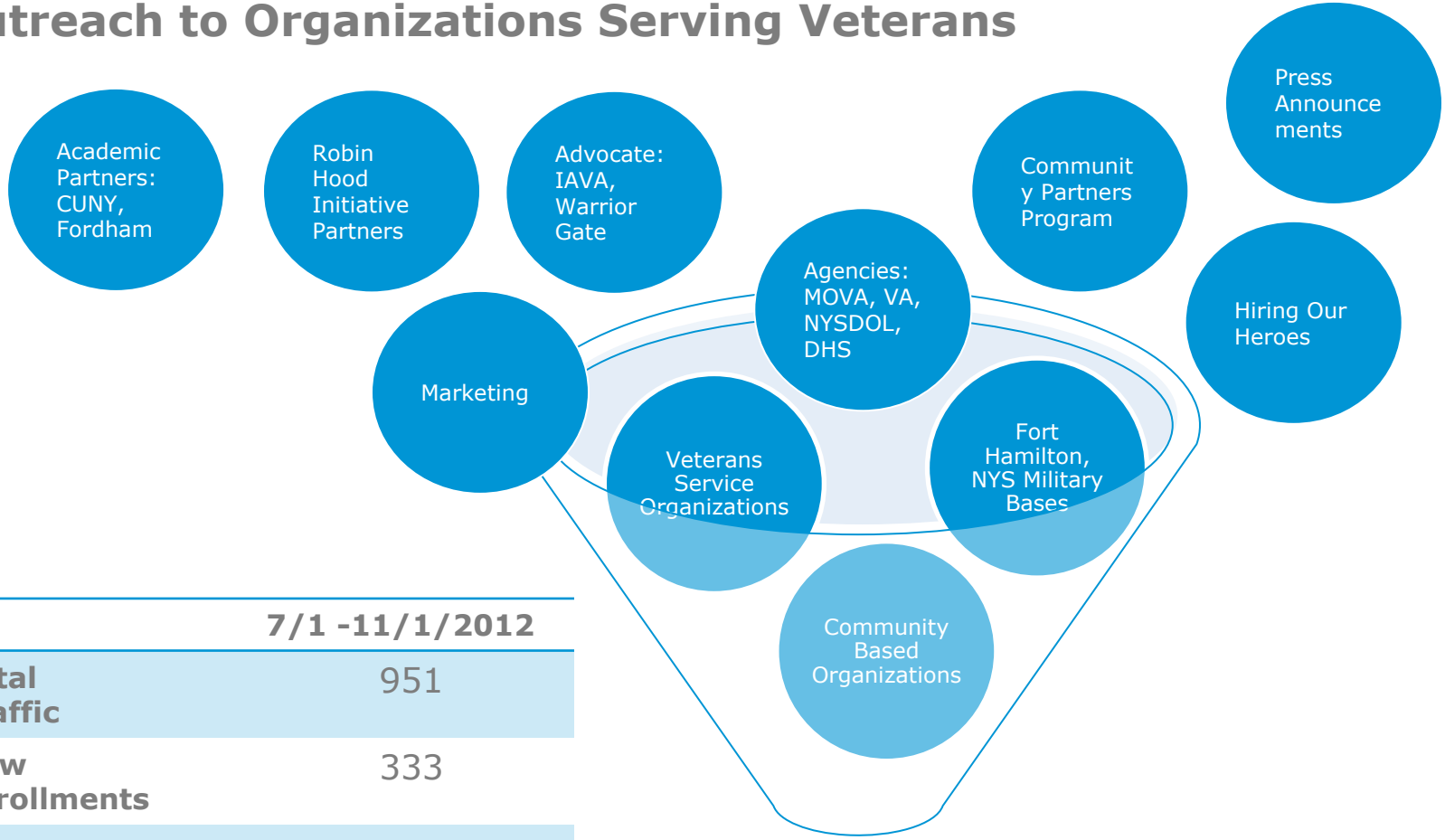
	2011 Calendar Year	7/1 - 11/1/2012	Program Year Pace
New Veterans Served	3,700	1,823	5,469, or a 47.8% increase

Recruitment

WORKFORCE 1

To Workforce1 Veterans Career Center

Outreach to Organizations Serving Veterans



	7/1 -11/1/2012
Total Traffic	951
New enrollments	333
% <30 years of age	Approx. 20%

Priority 1

Serving those who've served.

Veteran Service
for **OUR VETERANS**

At Workforce1, finding jobs for veterans is our 1st priority. If you are a veteran looking for a job, contact the Workforce1 Veteran Center today.

WORKFORCE 1

Veteran Career Center
60 Madison Avenue
Suite 703
New York, NY 10010
T: 212.684.4901

WORKFORCE1

Veteran Services

Workforce1 Veterans Career Center

The Workforce1 Veterans Career Center helps New York City veterans and their spouses obtain stable, meaningful employment and advance in their careers. In 2011, we put more than 800 veterans to work. We can help you **connect with job opportunities** and **become a stronger candidate.**

How do we do it?

The Veterans Career Center has relationships with growing businesses across the City who are committed to hiring veterans. You will receive help to apply to the right positions for you and gain the opportunity to interview with employers at recruitment events. Our staff, many of whom are veterans themselves, will assist you in exploring potential career paths, developing your resume, preparing for interviews, and identifying education, training, and other support services that will help you find the job that is right for you.

Our Veterans Services

- Connection to job opportunities with employers committed to hiring veterans
- Expert advice on how to present your specialized military training and experience and identify transferable skills for civilian jobs
- Workshops and resources on career exploration, job readiness, resume development, and interview preparation
- Information on education, training, support services, and benefits
- Referrals to community partners and veterans service organizations for resources beyond employment

When You Visit

- Bring a photo ID with date of birth
- Bring proof of military service, if available
- Have a paper and digital copy of your resume

Our Location

60 Madison Avenue, 7th Floor
Between East 26th St. & 27th St.
New York, New York 10010
Tel: (212) 684-4901

Call ahead to schedule an appointment

Serving veterans
IS OUR PRIORITY

The Workforce1 Veterans Career Center provides veterans and their spouses with specialized career services and training opportunities. When visiting other Workforce1 Career Centers, veterans will receive **priority of service** by the next available staff member. See back for all center locations.

Recruitment

WORKFORCE 1

To Workforce1 Veterans Career Center

- **Military Bases:** Fort Hamilton
  - Direct contact with all returning veterans
  - Newly required Transition Assistance Program (TAP); 20+ veterans attend bimonthly sessions
  - Access to 5 TAP programs across NYS

- **Agencies:** NYSDOL, VA
  - Existing network of LVERs, DVOPs, Vet Centers
  - Data and access to veterans on UI and/or VA benefits
  - On-site LVER at the Veterans Career Center (Fall 2012)

- **Academic Institutions:** City University of New York
  - 23 campuses, including two-year community colleges, four-year colleges, and both degree and non-degree programs
  - Relationship with Veteran Representatives at each campus
  - 4000+ veterans on GI Bill

Recruitment

To Workforce1 Veterans Career Center

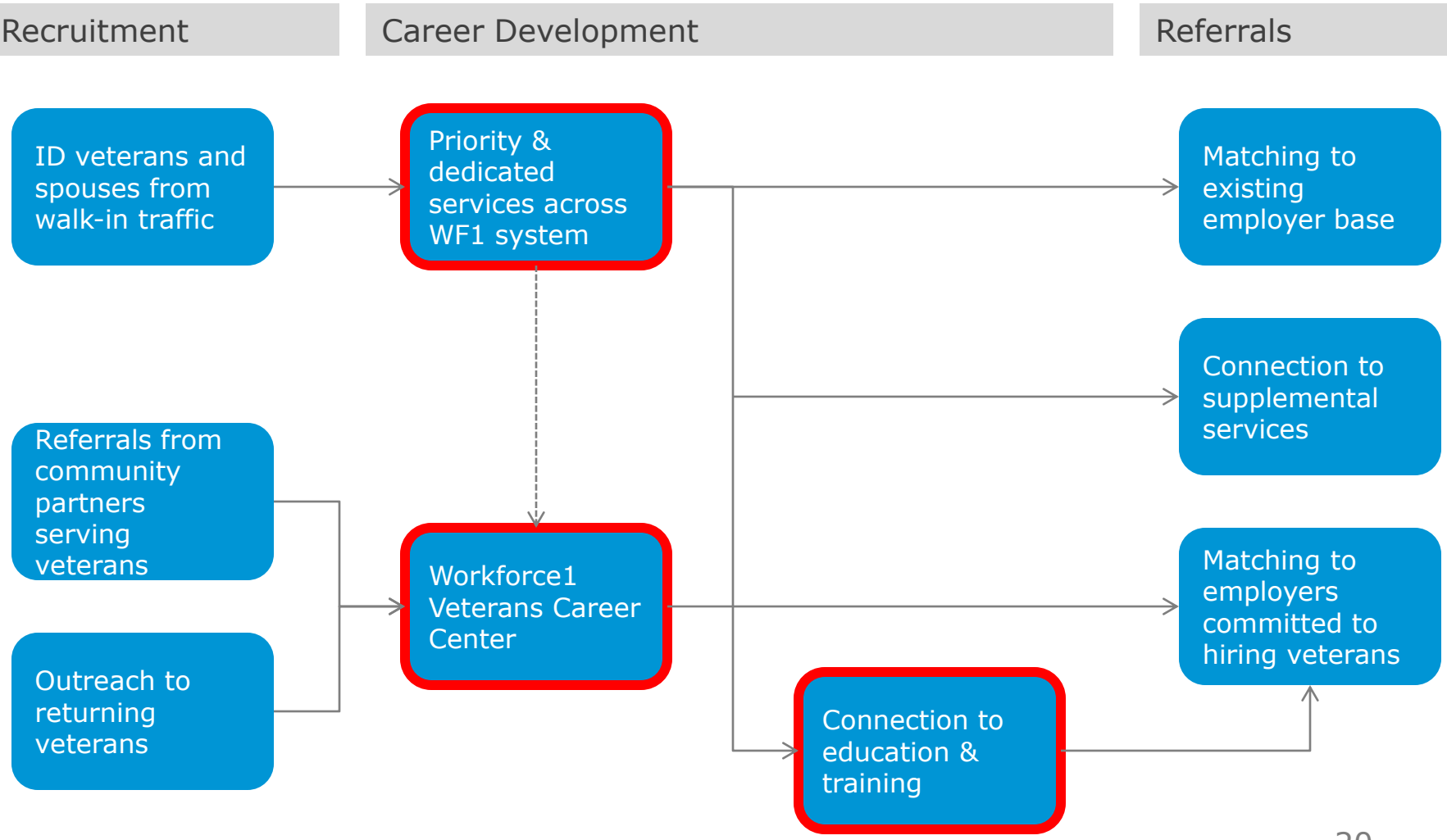
- **Advocates:** Iraq and Afghanistan Veterans of America
  - 2500+ Post-9/11 Era members in NYC
  - Robin Hood grantee and partner
  - Advocacy and direct referrals for employment, in addition to health, education, and peer support

- **Veterans Services Grantees**
  - DOL Homeless Veterans Reintegration Program (HVRP), VA Supportive Services for Veteran Families (SSVF) Program
  - Examples: Help USA, Black Veterans for Social Justice, Services for the Underserved, Samaritan Village

NYC Workforce1 Veterans Employment Initiative

WORKFORCE 1

Career Development



Career Development

WORKFORCE 1

Across Workforce1 System

- **Priority of Service**
- **Dedicated Career Services** that account for military skills, training, and experience
  - Staff training on serving veterans during assessments, career advising, and job screenings
  - Recording policies for military branch, rank, and MOC
  - Development of a Veterans Resource Guide
- **Second Look Program**
  - 1-on-1 screenings for job opportunities across the system
- **Regular Follow Up**
  - Biweekly reengagement of all candidates by the Veterans Career Center through a Military Pipeline, including veteran-specific job opportunities, events, and resources
- **Connection to benefits and supportive services**
  - On-site Single Stop and Mission Continues staff

Career Development

WORKFORCE 1

Workforce1 Veterans Career Center

- **First Dedicated Career Center**, largely staffed by veterans
- **Intensive and Customized Career Services**, including 1-on-1 assessments, resume review and translation, and mock interviews
- **Connection to benefits and supportive services** (including unemployment insurance, education, and training)
- **Regular follow up** and reengagement by center staff
- **Job placement with employers committed to hiring veterans**

NYS' Experience Counts

- Facilitate the transfer of military training and experience for equivalent civilian licenses and certifications
- Waiver for CDL A, B, and C skills tests and fees for Post-9/11 veterans with military experience driving commercial vehicles
- Upcoming: Healthcare, Security

Individual Training Grants (ITG)

- Substitute military experience for the minimum work requirement for WIA training vouchers
- Expansion to high-demand fields for veterans, including Security Supervisor

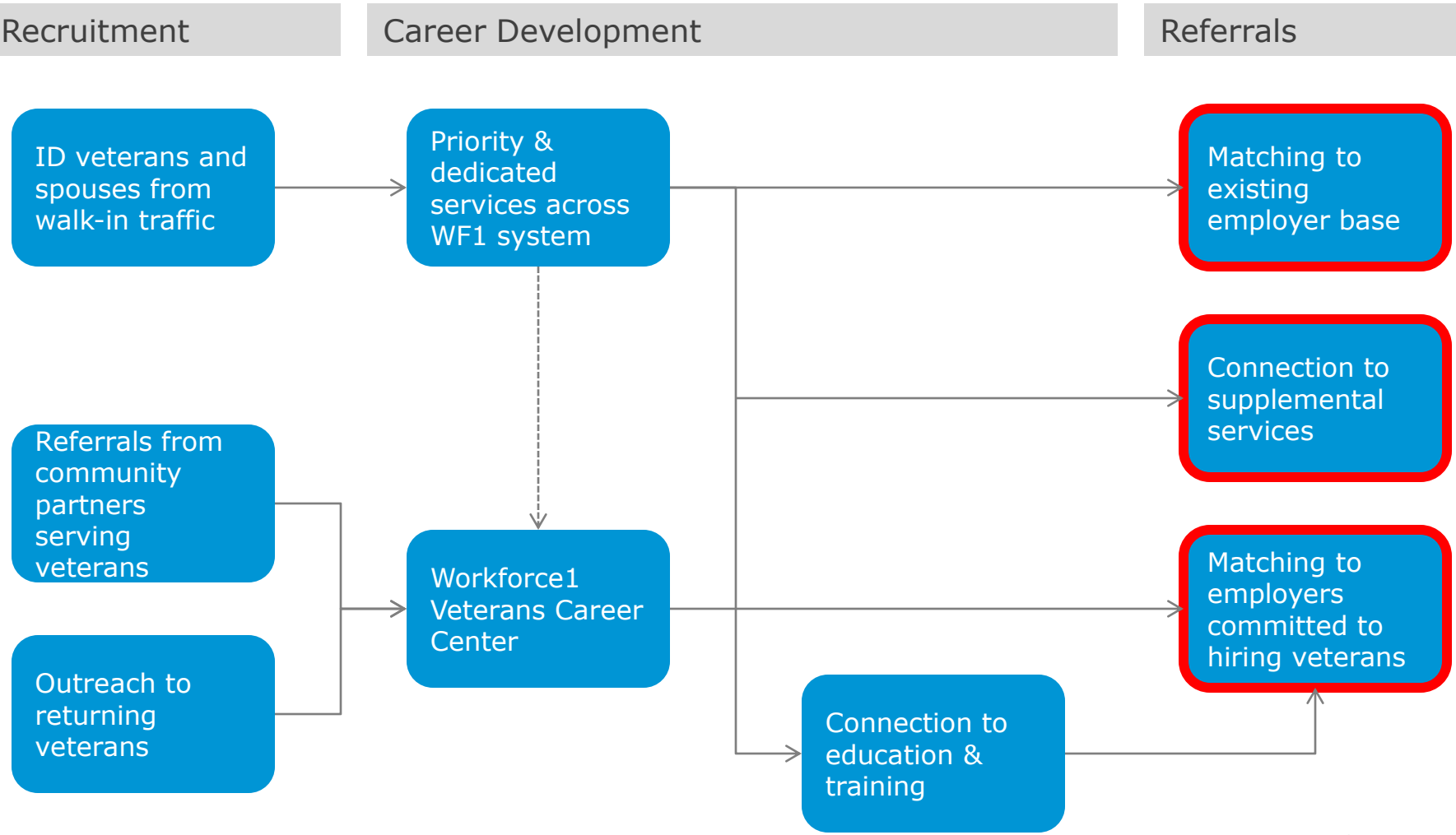
On-the-Job Training Programs (OJT) – Fall 2012

- Support initial costs (up to 70%) to hire qualified veterans that need specialized training to meet business needs
- Focused on the fields of technology, healthcare, professional services, and construction

NYC Workforce1 Veterans Employment Initiative

WORKFORCE 1

Referrals



Value Proposition for Business Customers

1. **Hiring veterans is good for business**; veterans have qualities that will contribute to the bottom line

    - Leadership and teamwork
    - Strong character
    - Performance-oriented
    - Experience in diverse and dynamic environments
    - Expert technical skills
    - Respect for structure and experience
    - Disciplined and loyal
    - Technologically savvy
    - Resilience

2. **Alleviate concerns around hiring veterans**
   - We'll save you time, money, and effort in recruitment
   - We'll help translate veterans' experience and skills so you can properly evaluate each candidate
   - We'll support veterans prior to hiring with supplemental services, such as benefits, healthcare, legal aid, managing future deployments, etc.
   - We'll connect you to a network of other businesses making this commitment on how to best support veterans in the workplace

3. **Hiring veterans is good for your country**
   - Join the movement to support our troops, including those here already and those returning home

4. **Hiring veterans offers tax incentives**
   - $2,100 to $9,000 in state and federal incentives

Referrals

WORKFORCE 1

To Supportive Services

Single Stop USA and Mission Continues are located at 3 Workforce1 Career Centers (Queens, Brooklyn, Bronx) to provide supportive services to more than **2,400** additional low-income or unemployed New Yorkers, including veterans.

- **Single Stop USA:** determine benefits eligibility and provide access to (or support in accessing) public assistance, financial counseling, legal aid, and tax prep

- **Mission Continues:** determine veteran benefits eligibility, provide support in enrollment, and make direct referrals to over 20+ Robin Hood grantees.

Lessons Learned & Remaining Challenges

WORKFORCE 1

Recruitment

- **Focus on identification:** Do not rely on self-attestation by veterans and their families.
- **Clearly define and market program value and scope of offerings:** Recognize your program cannot be everything to everyone; this includes defining value for both veteran candidates and employers.
- **Invest in partnerships**: Establish your credibility among organizations serving veterans for access to and referrals for veterans, especially returning veterans and families.
- **Make services accessible:** Veterans should find the program, not the other way around.
- **Implement new data recording policies:** There is limited access to federal data on location and military rank and specialties of veterans.

Lessons Learned & Remaining Challenges

WORKFORCE 1

Career Development

- **Prioritize hiring veterans on staff:** This is the primary advice given by partner organizations, particularly those with case management or job development services for veterans.
- **Invest in staff training:** Provide resources for staff on better serving veterans, including proper assessment of military skills and experience for resume translation and job placement.
- **All services are not equal:** Career and training services must be developed that support veterans from prior eras, not just those recently separated.
- **Locate expertise in veteran benefits:** Need strong relationships with partners that can support VA and GI Bill navigation.
- **Use new military-specific data for more accurate training and business development:** Current sectors of focus are based on past system success, not the actual skills, experience, or preference of veterans.

Lessons Learned & Remaining Challenges

WORKFORCE 1

Referrals

- **Think beyond employers with hiring initiatives for matching:** Based on LMI, encourage local employers with the most growth opportunity to commit to hiring veterans.
- **Sell recruitment expertise first, veteran benefit second**: Establish your full value with businesses, which includes, but is not limited to, the ability to source for qualified veteran candidates.
- **Identify referral relationships and structure clear processes early on**: Veterans with barriers to employment will often require off-site supportive services. Make sure there is an appropriate and reliable hand off in place.
- **Regular reengagement:** Regular follow-up ensures higher job placement and retention rates by offering additional opportunities for connection to employers and supportive services.

Additional Resources

Data Sources

- VA Veteran Population Model: https://www.va.gov/vetdata/Veteran_Population.asp
- American Community Survey: http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml
- IVMF, Employment: http://vets.syr.edu/employment/

Partnerships

- Robin Hood Foundation, Veteran Resources: www.robinhood.org/vetresources
- Mayoral Announcement: http://www.youtube.com/watch?v=piASZtwCMPo

Additional Resources

Workforce1 Veterans Employment Initiative

- Veterans Career Center: www.nyc.gov/workforce1
- Workforce1 Veterans Resource Guide: http://www.nyc.gov/html/sbs/wf1/downloads/pdf/VeteransResourceGuide.pdf

Employer Toolkit

- IMVF, Employer Toolkit: http://toolkit.vets.syr.edu/ ; http://vets.syr.edu/wp-content/uploads/2012/08/guidetoleadingpractices1.pdf
- Center for a New American Security, "Employing American's Veterans: Perspectives from Businesses"http://www.cnas.org/files/documents/publications/CNAS_EmployingAmericasVeterans_HarrellBerglass.pdf

Contact Information

Kelly Dougherty
Senior Policy Advisor

Workforce Development Division
NYC Department of Small Business Services
212-618-6792
kdougherty@sbs.nyc.gov