

RESOURCES ON JOBS AND WORKFORCE DEVELOPMENT FROM THE ANNIE E. CASEY FOUNDATION

The following resources are reports and products that have resulted from the Annie E. Casey Foundation's eight-year Jobs Initiative and other investments in workforce development. The Initiative was designed to connect inner-city young men and women to family-supporting jobs in the regional economy and to improve the way urban labor market systems work for low-income, low-skilled workers.

Cultural Competence



Building Cultural Competence: A Tool Kit for Workforce Development, by Karyn Trader-Leigh. Joint Center for Political and Economic Studies, 2003. 75 pages. Publication focuses on ways to assess and manage cultural competence both in training programs and with prospective employers. Helpful for job trainers, job coaches, workforce development professionals. First-line supervisors also may find it to be valuable in assisting culturally diverse or low-skilled employees new to the workforce. Contains numerous checklists, questionnaires, and other hands-on tools. (For sale) [Full Report](#)



Fresh Start: An On-the-Job Survival Guide, by Karyn Trader-Leigh. Joint Center for Political and Economic Studies, 2003. 56 pages. User-friendly manual and workbook for people just entering the workforce. Designed to help new workers understand workplace expectations, develop cross-cultural tolerance, and track their own progress. Numerous worksheets, self-questionnaires, and other tools. (For sale) [Full Report](#)



Investing in Success: A Supervisor's Guidebook for Supporting and Retaining New Workforce Entrants in Today's Multicultural Workforce, by Karyn Trader-Leigh. Joint Center for Political and Economic Studies, 2003. 66 pages. Manual offers supervisors or employers a strategy for six months of orientation and checkups. Teamwork, cultural competence and other soft skills are stressed throughout. (For sale) [Full Report](#)



A Mixed Record: How the Public Workforce System Affects Racial and Ethnic Disparities in the Labor Market, by Cecilia A. Conrad. Joint Center for Political and Economic Studies, 2005. 15 pages. Examines how three of the largest federal programs for workforce training and job placement are affecting racial and ethnic disparities in today’s labor market. Concludes with a set of recommendations for making these systems work better for all job seekers. (For sale) [Full Report](#)

Soft Skills and the Minority Workforce: A Guide for Informed Discussion, by Cecilia Conrad. Joint Center for Political and Economic Studies, 1999. 28 pages. This companion to the annotated guide, *Soft Skills Training*, defines the soft skills needed for today’s workforce and assesses their importance to employers. Defining soft skills is necessary before training providers can develop curricula to teach the required skills, and also a prerequisite for the rigorous assessment and evaluation of such programs. (For sale) [Full Report](#)

Soft Skills Training: An Annotated Guide to Selected Programs, by Wilhelmina A. Leigh, Deitra H. Lee, and Malinda A. Lindquist. Joint Center for Political and Economic Studies, 1999. 79 pages. This companion to *Soft Skills and the Minority Workforce*, summarizes the training being offered by selected programs around the country. Fifty-three programs that provided employment and training programs with soft skills training components are profiled. Training in at least one of the four defined soft skills—thinking/cognitive skills, oral communications, personal qualities/work ethic, and interpersonal/teamwork skills was required for inclusion. (For sale) [Full Report](#)



Taking the Initiative on Jobs and Race: Innovations in Workforce Development for Minority Job Seekers and Employers. The Annie E. Casey Foundation, 2001. 24 pages. Report on the complex issue of race and regional labor markets, particularly for low-skilled workers. Includes lessons learned around issues of cultural competence and identifies helpful tools to improve the practice of workforce development for jobs seekers, workers, and employers. [Full Report](#)

Evaluation and Data



AECF Jobs Initiative: Evaluation of the Capacity Building Phase, by Scott Hebert, Doug Welch, Anne St. George, Jenny Berrier, et al. Abt Associates Inc. and New School University, 2002. 164 pages. Evaluation report looks at how well Jobs Initiative sites have addressed the needs of very hard-to-serve populations and engaged employers. Identifies the characteristics of those served, placement and retention rates, gains in wages and benefits, and some of the critical factors in achieving these accomplishments. View the [Executive Summary](#) (14 pages). [Full Report](#)



Breaking Through: Overcoming Barriers to Family-Sustaining Employment, by Scott Hebert, Anne St. George, Barbara Epstein. Abt Associates and the New School University, 2003. 34 pages. Report examines barriers, interventions and employment outcomes across Jobs Initiative sites based on an extensive participant database. Analysis focuses on the relationship between the many intervention strategies used by the JI sites and the outcomes achieved by participants. [Full Report](#)



A Jobs Initiative Research Brief: Approaches to Measuring and Tracking Career Advancement. Abt Associates and Metis, 2005. 19 pages. Brief focuses on the data side of career advancements by identifying issues, challenges, and methods for setting advancement targets and collecting and reporting data associated with those targets. [Full Report](#)



Workforce Development Management Information Systems: An Analysis of Capacity and Use Across A Sample of Workforce Development Projects, by Anne St. George, Jessica Bonjorni, Barbara Epstein, Scott Hebert. Abt Associates Inc., 2001. 46 pages. Report details important lessons learned using management information systems in workforce development programs based on experiences of the Jobs Initiative and non-Jobs Initiative workforce development organizations. [Full Report](#)

Lessons Learned from the Jobs Initiative

For Employers

Advancing Workers: Achieving Business Success. The Annie E. Casey Foundation, 2003. Fifteen-minute video shows how the Jobs Initiative and other intermediary workforce efforts have worked with employers to help low-wage workers succeed and advance in their jobs. To request copies, please contact Helina, helina@thehatchergroup.com, or call The Hatcher Group, 301-656-0348.



The Employer's Voice: Frontline Workers and Workforce Advancement, by Judith Combes Taylor and Mary Frances Mitchner. Jobs for the Future, 2003. 8 pages. Employers from the Jobs Initiatives sites in Milwaukee, New Orleans, Philadelphia, Seattle and St. Louis share their experiences around hiring low-wage workers. Includes the keynote address by former Congressman Steve Gunderson, who describes a skills-gap crisis between the skills that U.S. employers need to compete in the global economy and the skills possessed by America's workforce. [Full Report](#)



Private Employers and Public Benefits, by Geri Scott. Jobs for the Future, 2004. 20 pages. Workforce Innovations Networks (WINS) investigated the value of providing public benefits to low-income workers through their employers, and conducted research on employers' experiences with public

benefit programs, including those aimed directly at increasing the hiring and retention of workers from low-income families. [Full Report](#)

For Employment and Training Professionals



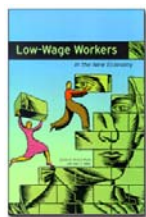
Building Bridges to Community College and Careers, by Christopher Mazzeo, Sara Y. Rab and Julian L. Alssid. Workforce Strategy Center, 2003. 26 pages. Study examines and draws lessons from five community colleges that have created “bridges” in an effort to teach basic skills to disadvantaged adults. The bridges connect basic skills development and entry-level or training in high-wage, high-demand career sectors. [Full Report](#)



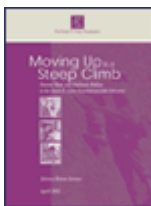
Extending Ladders: Findings from the Annie E. Casey's Jobs Initiative, by Wendy Fleischer. The Annie E. Casey Foundation, 2001. 28 pages. The Jobs Initiative (JI) was conceived to improve the way urban labor markets work for low-income, inner-city residents. An insightful look at some of its employment outcomes and lessons. [Full Report](#)



Good Jobs and Careers The Annie E. Casey Foundation, Family Economic Success, 2004. 10 pages. A colorful "brochure wheel" illustrates and describes the 10 steps communities need to consider in creating a successful workforce initiative. [Full Report](#)



Low-Wage Workers in the New Economy, by Richard Kazis and Marc S. Miller. Urban Institute, 2001. 360 pages. Practitioners, advocates and scholars describe the challenges that face our nation’s working poor. This book presents their ideas on how best to help low-wage workers advance to better-paying jobs with brighter futures. Authors look at the challenges from the points of view of workers and their families, current and prospective employers. (For sale) [Full Report](#)

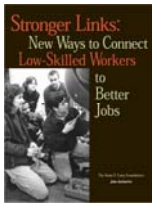


Moving Up is a Steep Climb, by Roberta Rehner Iversen. The Annie E. Casey Foundation, 2002. 68 pages. Ethnographic study follows the lives and fortunes of ten families who participated in the Casey Foundation’s Jobs Initiative programs in Milwaukee and Seattle. [Full Report](#)



Providing the Missing Link: A Model for a Neighborhood-Focused Employment Program, by Wendy Fleischer and Julie Dressner. The Annie E. Casey Foundation, 2002. 63 pages. Publication provides a model for a *neighborhood-focused* workforce development strategy. With dual goals of increasing residents' employment and income, as well as increasing the

quantity and quality of career opportunities, the strategy outlined in this document helps bridge the gap between low-income neighborhoods and regional workforce development programs. [Full Report](#)



Stronger Links: New Ways to Connect Low-Skilled Workers to Better Jobs, by Cynthia M. Gibson. The Annie E. Casey Foundation, 2000. 40 pages. Report provides the stories and lessons learned from the most innovative programs to emerge from the Casey Foundation's Jobs Initiative. [Full Report](#)



The Road to Good Employment Retention: Three Successful Programs from the Jobs Initiative, by David Jason Fischer. The Annie E. Casey Foundation, 2005. 20 pages. Report examines the success of projects in St. Louis, MO and Seattle, WA that focused on the difficult goal of high retention. [Full Report](#)



Workforce Development and Community-Based Organizations, by Judith Combes Taylor and Pete Plastrick. Jobs for the Future and Integral Assets, Inc., 2001. 14 pages. Twenty-five workforce development organizations met in 2000 to explore concerns about community-based organizations and potential responses to the challenges CBOs face in the changing labor market. This brief for the Jobs Initiative looks at these challenges and the promising ways that CBOs are responding. [Full Report](#)

For Funders



Using An Investment Approach to Grantmaking, by Tom Dewar. The Annie E. Casey Foundation, 2002. 71 pages. A report from the Annie E. Casey Foundation looks at The Jobs Initiative and its lessons for funders of workforce development initiatives. Examines how ideas and practices associated with an “investment approach” influenced the work of the local sites teams and the Foundation. [Executive Summary](#) (14 pages) [Full Report](#).

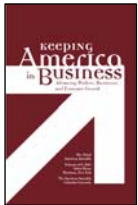


Workforce Development for Working Families, by Robert Giloth. *NFG Reports*, The Neighborhood Funders Group, Summer 2004. 4 pages. The director of Family Economic Success at the Annie E. Casey Foundation, Robert Giloth, wrote a front-page article on workforce development for the newsletter of the Neighborhood Funders Group. The article describes how communities can create successful workforce initiatives based on lessons and findings from the Foundation's Jobs Initiative. [Full Report](#)

For Workforce Intermediaries



Engaging Employers to Benefit Low-Income Job Seekers: Lessons from the Jobs Initiative, by Judith Combes Taylor and Jerry Rubin. Jobs for the Future, 2005. 24 pages. Report examines what kind of employers are likely to be open to working with workforce intermediaries that seek to connect low-wage workers with employers. Also looks at the extent to which employers will support low-income workers, and the factors that promote employer practices and policies favorable to hiring, retention and advancement of low-income workers. [Full Report](#)



Keeping America in Business: Advancing Workers, Businesses, and Economic Growth, by The 102nd American Assembly. The American Assembly, Columbia University, 2003. 33 pages. Findings and recommendations by the participants of the American Assembly meeting, February 6-9, 2003, in Harriman, New York. Agenda for the meeting was “Achieving Worker Success and Business Prosperity: The New Role for Workforce Intermediaries.” Participants included 75 men and women from business, labor, academia, nonprofit organizations and the media. [Full Report](#)



Workforce Intermediaries for the 21st Century, edited by Robert Giloth. The American Assembly, Columbia University, 2003. 432 pages. Noted scholars and policymakers examine the development and effectiveness of innovative partnerships, called “workforce intermediaries,” that have sought to improve business productivity and help low-income workers find and advance in family-supporting jobs. To request copies, please contact, Helina, helina@thehatchergroup.com or call The Hatcher Group, 301-656-0348.



Workforce Intermediaries: Powering Regional Economies in the New Century, by David Jason Fischer. The Annie E. Casey Foundation, 2005. 29 pages. Report assesses lessons learned from three key workforce intermediaries funded by Casey. Intermediaries help advance local workforce agendas, provide funding, bring focus to a range of stakeholders, and support both employers and workers. This report provides insights about the importance of the intermediary approach and the qualities of organizations that can best serve in this role. [Full Report](#)

Policy



Welfare Policy and the AECF Jobs Initiative, by Wendy Fleischer. The Annie E. Casey Foundation, 2003. 8 pages. First in a series of policy briefs on the Jobs Initiative, this paper looks at results and lessons from the Jobs Initiative and the implications for federal welfare policy. [Full Report](#)



Workforce Development Policy and the AECF Jobs Initiative, by Wendy Fleischer. The Annie E. Casey Foundation, 2003. 9 pages. This publication is second in a series of issue briefs on the Jobs Initiative and its implications for policy makers. [Full Report](#)



Education Policy and the Jobs Initiative, by Wendy Fleischer. The Annie E. Casey Foundation, 2003. 10 pages. Third in a series of Jobs Initiative issue briefs. Paper looks at findings from the Jobs Initiative and the implications for public policy, including reauthorization of the Higher Education Act. [Full Report](#)

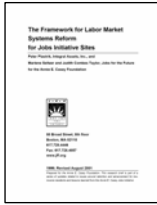
Systems Reform



Changing Labor Markets: A Systems Approach to Reform, by Marlene B. Seltzer, Judith Combes Taylor, and Peter Plastrick. Jobs for the Future, 2003. 39 pages. Report describes a systems reform response to the challenges of U.S. labor markets. It offers a dual-customer approach: the objective is to change the labor market system so that low-income people find and hold good-paying jobs and employers efficiently find qualified workers to fill vacant jobs. [Full Report](#)



Creating Change: Pushing Workforce Systems to Help Participants, by Elizabeth Mueller and Alex Schwartz. Abt Associates Inc., and New School University, 2002. 47 pages. Report looks at some of the initial systems reform efforts by Jobs Initiative sites and what strategies seemed to work. Uses a case study approach to identify the most significant reform changes to date. For each case, the report describes the challenge facing the site, the strategy it chose to pursue, and the impact of its work. [Full Report](#)



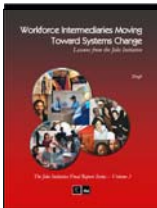
The Framework for Labor Market Systems Reform for the Jobs Initiative Sites, by Peter Plastrik, Marlene B. Seltzer, and Judith Combes Taylor. Jobs for the Future and Integral Assets, Inc. 1999. 24 pages. Paper focuses on understanding the nature of the metropolitan or regional labor markets that sites in the Annie E. Casey Foundation's Jobs Initiative have targeted for change. Jobs for the Future developed the framework together with Integral

Assets, Inc. [Full Report](#)



Workforce Development Politics Civic Capacity and Performance, by Robert Giloth. Temple University Press, 2004. A new volume of essays, edited by the director of AECF's Family Economic Success, Robert Giloth looks at the politics of local and regional workforce development. Book examines the ways politicians and others concerned with the workforce systems have helped or hindered that process. Contributors provide case studies of Denver,

Milwaukee, Philadelphia, St. Louis, and Seattle, and examine the potential for systemic reform in these cities. (For sale) [Full Report](#)



A Work in Progress: Case Studies in Changing Local Workforce Development Systems, by Scott Hebert, S. Rhae Parkes, Glen Schneider. Abt Associates, 2005. 43 pages. Using a case study format, this report examines the experience of several Jobs Initiative sites as they sought to foster change in the broader workforce development system in their regions. Click [here](#) for full report. *Workforce Intermediaries Moving Toward Systems Change:*

Lessons from the Jobs Initiative,” by Scott Hebert, Glen Schneider, S. Rhae Parkes, Laura Duenes, Dennis Derryck. Abt Associates, 2006. 39 pages. Report analyzes the experience of workforce intermediaries in the Jobs Initiative. The study examines the core competencies of workforce intermediaries and the organizational attributes that help intermediaries attain those competencies. It also discusses how JI sites succeeded as intermediaries and identifies factors in their success. (This report is still in draft stage and will soon be available at www.aecf.org/initiatives/fes/reading)

Other Tools & Resources



Waging A Living, summary version of the acclaimed documentary produced by Roger Weisberg. A 26-minute DVD that includes a 35 page policy brief, funded by the Ford Foundation and the Annie E. Casey Foundation, 2006.

Documentary highlights the lives of three low-wage workers, all of whom work full time, but struggle to make ends meet. Their personal struggles are representative of the daily challenges facing millions of American workers and families who live paycheck to paycheck. To request copies of the DVD or policy brief, please contact Laura, laura@wagingaliving.net or call, 301-656-0348.