CNHED

Coaliton for Nonprofit Housing & Economic Development

2022

JOB DEVELOPERS STUDY

SNAPSHOT

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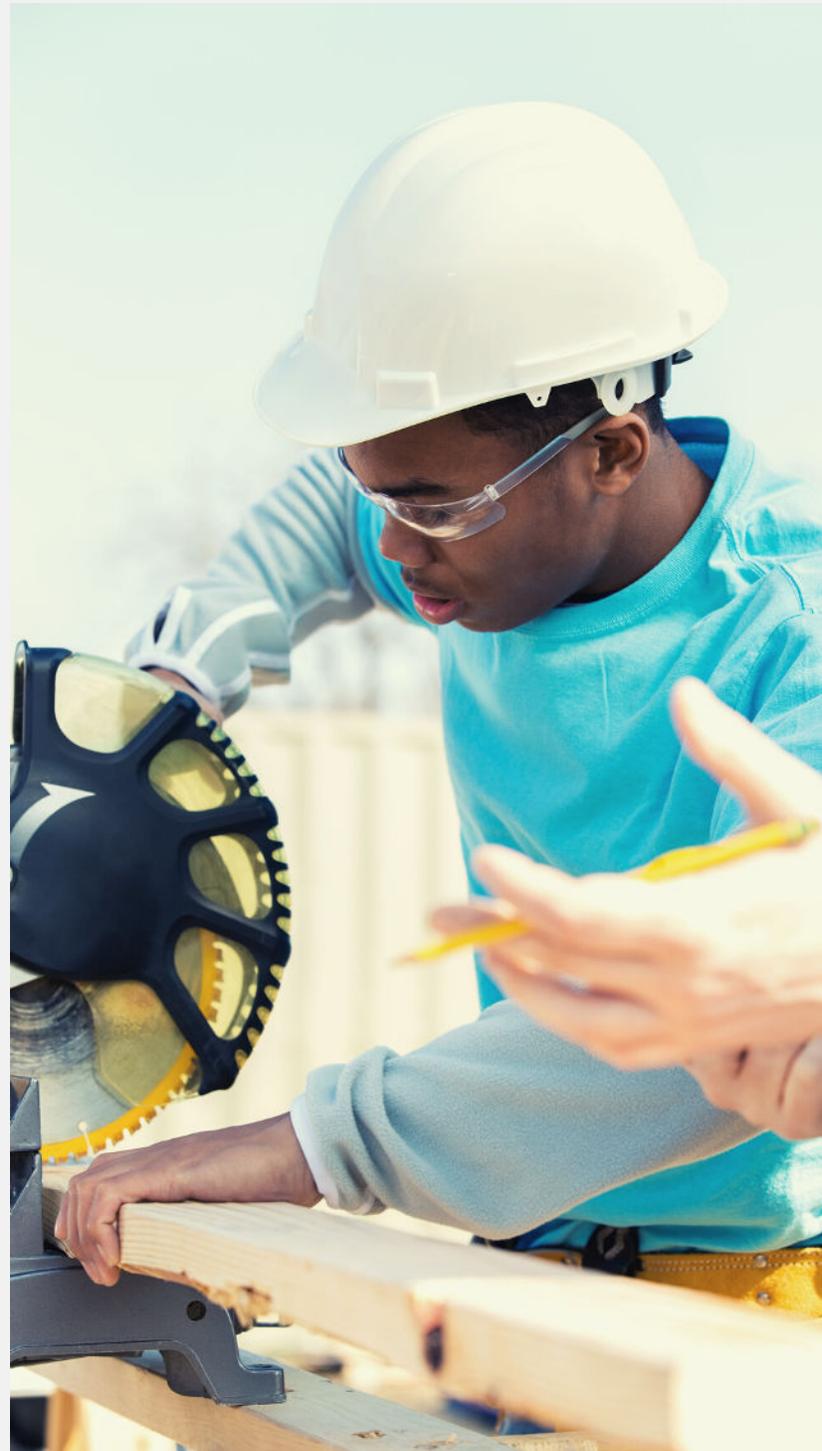
Introduction

Background

In Spring 2022, The Coalition for Nonprofit Housing and Economic Development (CNHED) solicited input from local community-based workforce development training organizations. The goals of this study were two-fold. We wanted to; one, understand the key challenges these organizations were facing in establishing and building connections with employers; and two, identify ways to streamline collaboration efforts between these two groups.

Community-based workforce development organizations (CBOs) play a contributing role in strengthening the District's labor force through job training, readiness, and placement. However, as a collective body, CBOs lack coordination in their relationships with employers. This lack of coordination results in duplicative work surrounding the establishment of new relationships between CBOs and employers, among other issues, making the CBO-to-employer coordination pipeline inefficient.

To dig deeper into the nuances, barriers, and context of this issue, CNHED engaged workforce development organizations (hereinafter referred to as "job developers") that are active throughout our network and monthly working group meetings. Many of these organizations and their programs can be found in CNHED's Workforce Training and Services Guide, published in December 2021.

This snapshot will present highlights of the key findings gleaned from the online survey that we conducted of local job developers.

Process

Strategies

The Job Developers Study comprised four overarching strategies:

Environmental Scan

Conduct an environmental scan analyzing organizations that forge collaboration in the workforce space to learn best practices.

Survey

Survey local job developers to understand their role, limitations, and opportunities.

Focus Groups

Convene job developers to hear their challenges and to garner support from this community.

Interviews

Solicit input from job developers to form priorities and solutions to the challenges that they face.

Survey Approach

Survey questions were framed around four focus areas to capture areas of overlap and collaboration among respondents:

1. Employer Attributes
2. Job Developer Connections
3. Level of Support for Job Seekers
4. Prevalence of Shared Services

The survey responses featured in the snapshot are in response to the following questions:

- What industry, company size, and pay do the employers that you work with offer?
- What services does your organization provide in which employers find value?
- What challenges do you face in your relationships with employers?
- What support do you offer candidates to sustain their employment, and what services do candidates return to your organization for?
- What collaborations or streamlined services exist?
- What professional development do you already participate in, and what more would you like to participate in?

In the following section, we will provide a summary of key findings in each area that pertain to collaboration and streamlined services for job developers.

Key Findings

Top Industries Hiring Candidates

Construction & Maintenance
Top Industry

Food Service & Hospitality
Second-Highest Industry

| Industry	Value
Construction/Maintenance	11
Business/IT/Admin	5
Healthcare	6
Food/Hospitality	18
Law/Security	8
Solar/Tech	1
Retail/Grocery	2
Social Services	1
Childcare	1
Transportation	2
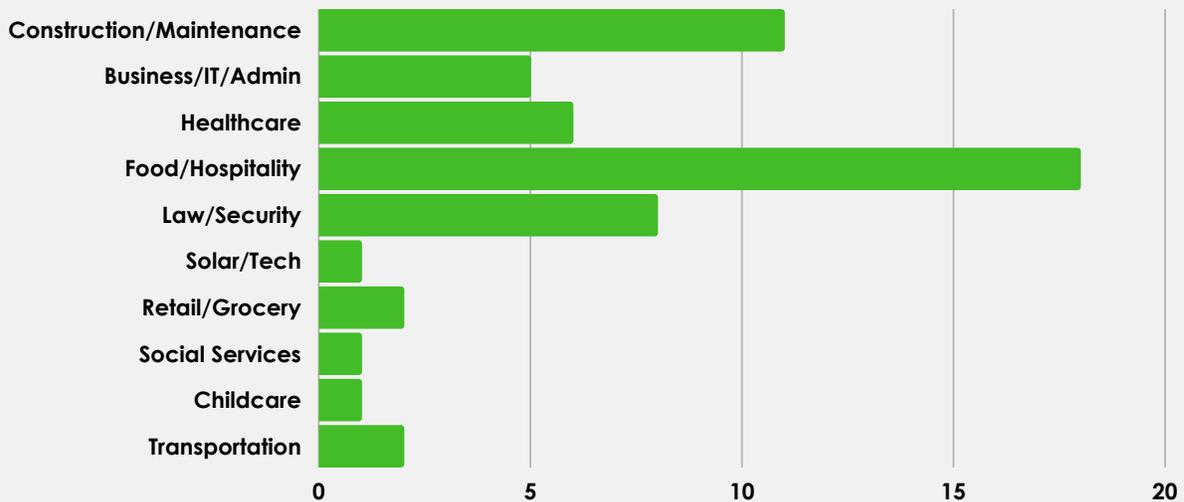
Most candidates tend to land in low-waged hospitality jobs, and other industries ranging from law/security, construction, and healthcare.

Employers' Average Size

Small Business
(Fewer than 250 Employees)

Most Frequent Employer Size

Micro or Start-Up
(1-6 Employees)

Least Frequent Employer Size

Category	Value
1-6 Employees	5
< 250 Employees	16
250-500 Employees	10
501-1000 Employees	4

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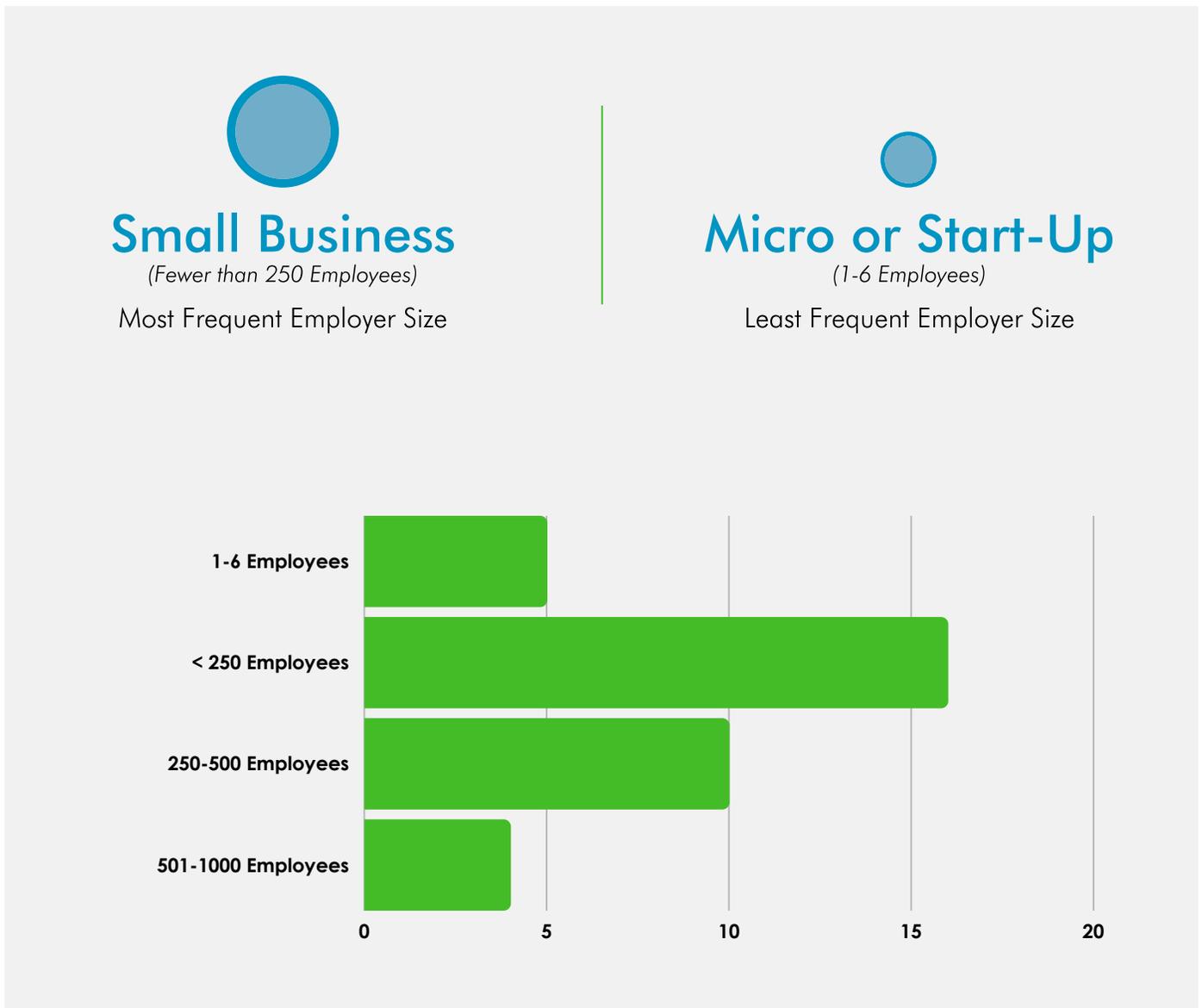
Most candidates tend to land in small-sized companies or organizations, with the least amount of candidates ending up in start-ups or small entreprenurial ventures.

Average Level of Job Experience

Entry-Level
Most Frequent Level of Experience

Intern
Least Frequent Level of Experience

Level	Value
Intern	2
Apprentice	3
Seasonal Labor	4
Entry-Level	18
Intermediate	11
Mid-Level	5
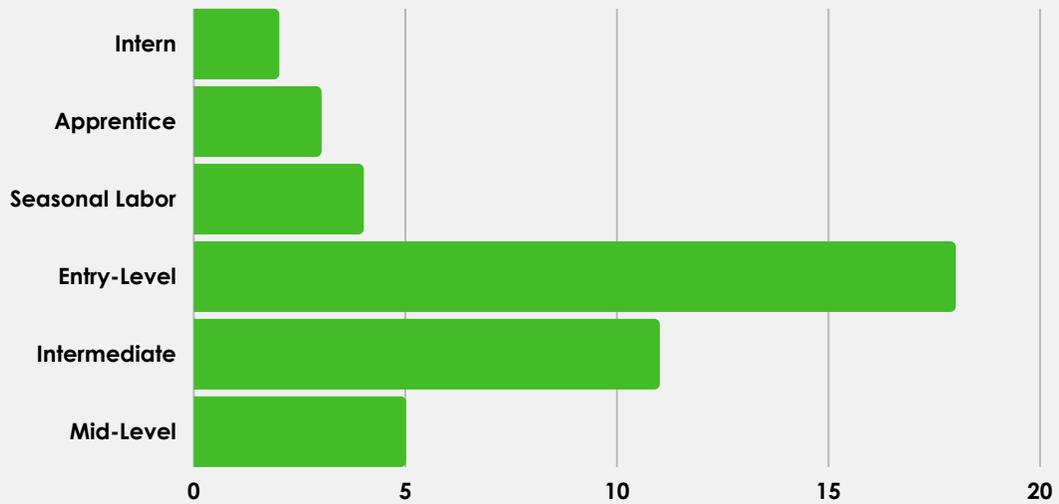
Job developers indicated that they place more than 94% of their candidates in entry-level jobs and nearly 60% in intermediate-level employment after completing training programming.

Rate of Pay

Just Above Living Wage

($33,000-$40,000 per year)

Most Frequent Rate of Pay

< $30,000 a year	
Minimum Wage ($15.20/hour; $31,600 a year)	
Living Wage ($15.50/hour; $32,200 a year)	
$16.50-20/hour; $33,000-40,000 a year	
$20-25/hour; $40,001-50,000 a year	
$25-30/hour; $50,001-60,000 a year	

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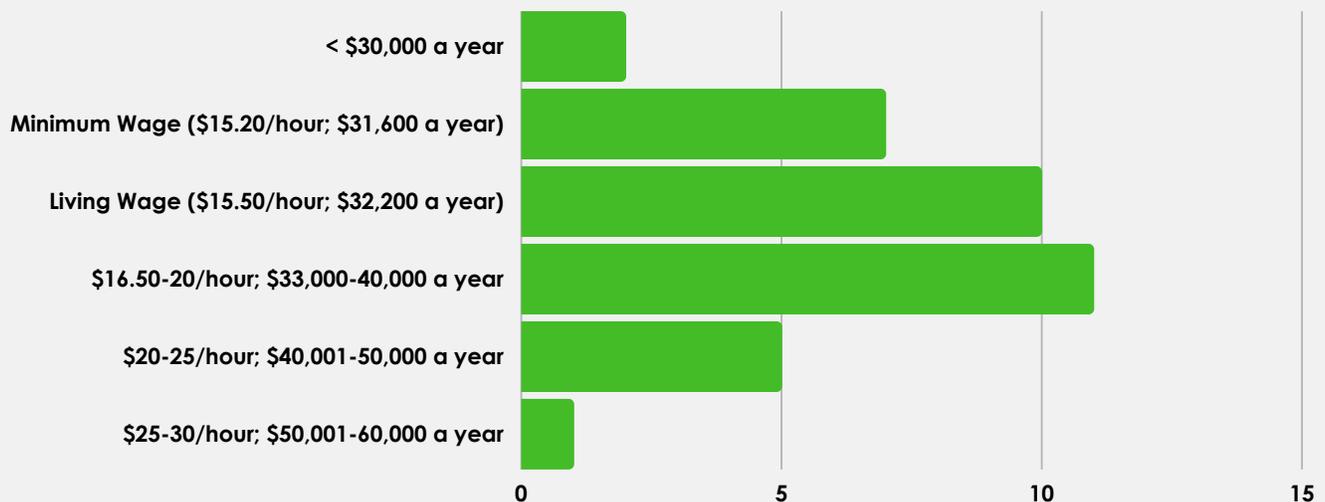
Most candidates are receiving a rate of pay for full-time employment between $15.50 to $20.00 per hour. A direct correlation can be made between the industry and the rate of pay. For example, per previous findings, the majority of candidates are finding jobs in the hospitality industry, which typically pays minimum wage*.

*The District of Columbia recently increased the minimum wage to $16.10 in July 2022. The data collected is from prior to the increase

Additional Assistance

Top Assistance Requested

Transportation | Financial Literacy

Transportation — 11
Health Insurance — 1
Food — 6
Housing — 8
Childcare — 3
Uniform — 9
On-the-job Training — 8
Financial Literacy — 11
Networking — 1
Professional Services — 2
Tools & Equipment — 7

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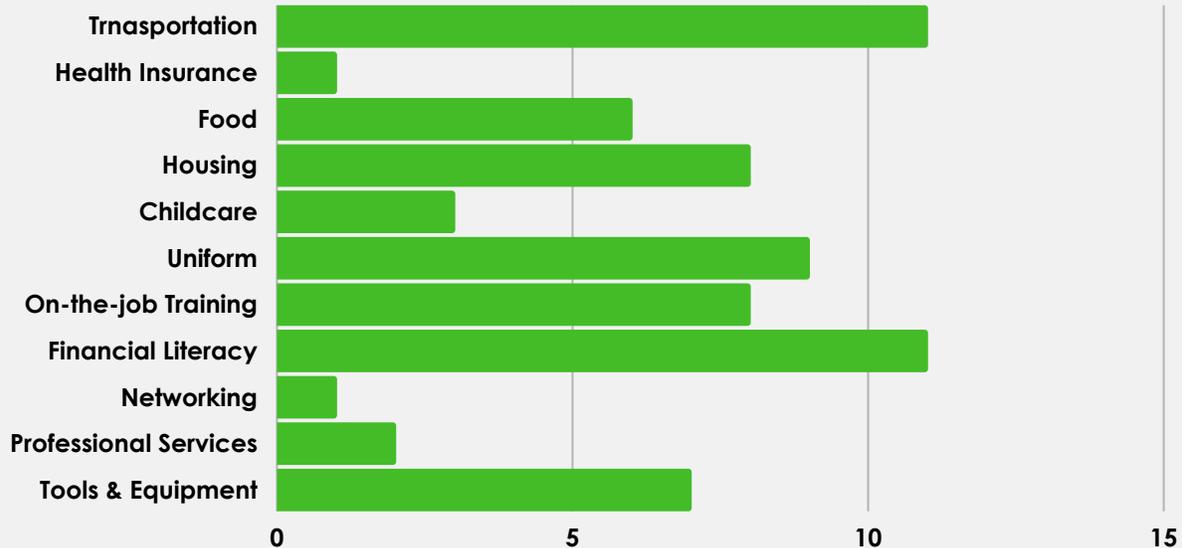
The areas that candidates need the most additional assistance with are; transportation, financial literacy, uniforms, housing, and on-the-job-coaching. For those especially working in the hospitality and construction industry, the lack of transportation can affect job retention and the candidate's employability.

Return for Additional Services

Seeking Higher-Paying Job

Most Frequent Reason for Return

Reason	Value
Laid Off/Fired/Let Go	13
Temp Job Ended	12
Transportation Challenges	8
Child Care Challenges	6
Upskilling to Remain with Employer	6
Seeking Higher-Paying Job	16
Reduced Hours	1
Benefits & Paperwork Guidance	5
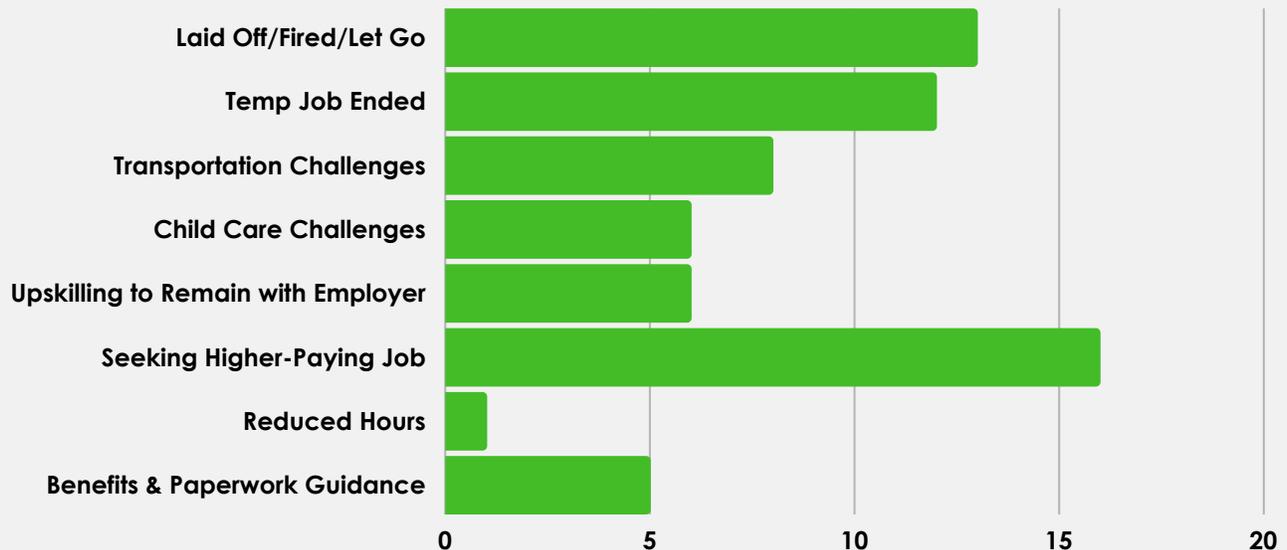
According to job developers, a candidate will often return for additional services if they are seeking a higher-paying job. It isn't surprising that candidates would reach out for help in finding a job that pays more with the high percentage of candidates being placed in entry-level and hospitality jobs.

This metric further highlights the obstacle to job retention.

Established Employer Relationships

0 Relationships
5.3%

1-2 Relationships
15.8%

21+ Relationships
31.6%

3-5 Relationships
10.5%

11-20 Relationships
10.5%

6-10 Relationships
26.3%
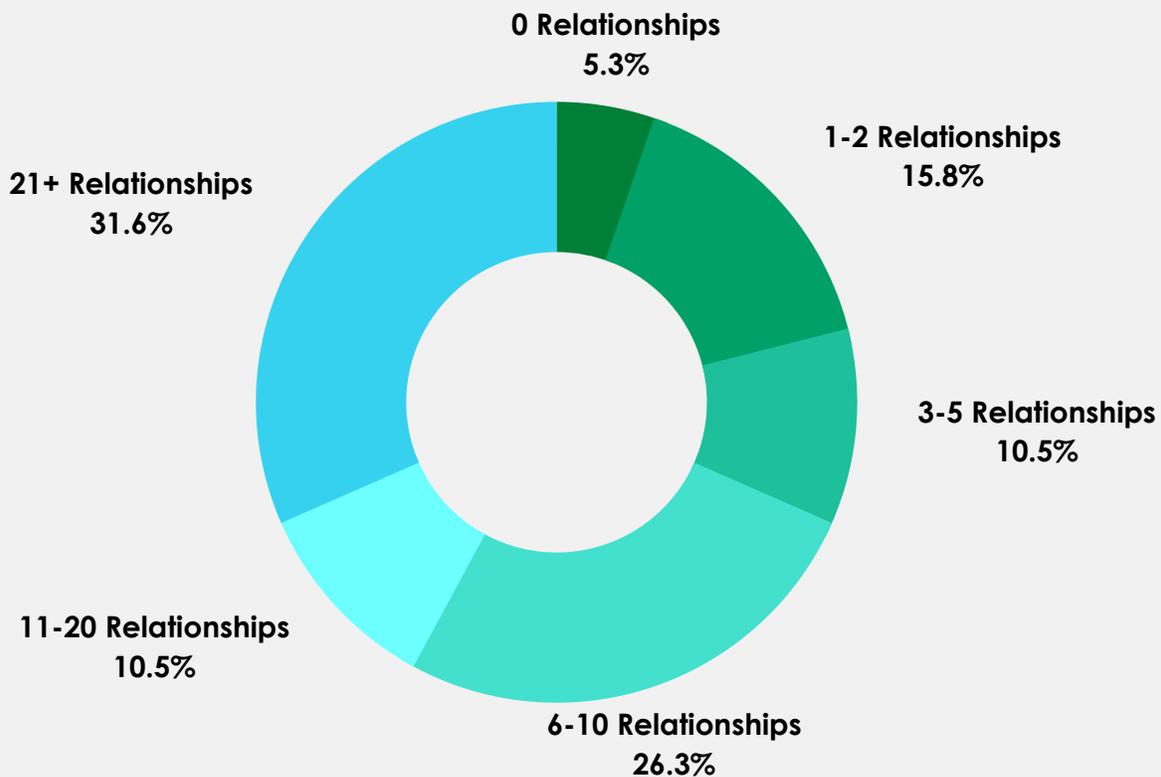
The job developers' responses to established employer relationships are mixed. 31.6% indicated they have 21 or more established relationships while 15.8% indicated they maintained fewer than three relationships. This leaves a small minority of community-based workforce development organizations in the mid-range of employer connections.

This breakdown in the number of employee relationships could be impacted by several factors; chief among them is the capacity and connections of the community-based workforce organization. The gap also could be attributed to the expansion of workforce programs and added challenges of maintaining a small network.

Community Challenges

Job developers reported experiencing a variety of challenges when engaging with employers and working to find placements for candidates who are looking for employment. The most salient issues and challenges are summarized below.

External Employment Barriers

Candidates are managing barriers to employment that are difficult to overcome such as finding stable and affordable housing, transportation, and childcare. Additionally, employers lack understanding of the barriers that candidates are experiencing.

Criminal History

Employers, specifically in the building maintenance industry, are reluctant to hire candidates who are returning citizens or have a criminal record.

Digital Equity

Most candidates are applying for jobs using their mobile devices, which aren't suitable for employers' online application portals.

Time and Scheduling Barriers

Ensuring a candidate has the requisite skills and then connecting them to employment opportunities can be a long and arduous process. It is often difficult to coordinate between hiring personnel and candidates as they have varied schedules.

Diversity, Equity and Inclusion

There is a lack of understanding of the social-economic hurdles experienced by candidates. The lack of DEI values has been a barrier to helping graduates find opportunities that will place them on long-term career paths.

Limited Personal Connection

With the ubiquitous adoption of online application portals, building relationships with employers is challenging. Hiring managers tend to be removed from the hiring process.

Summary

This document represents a snapshot of the data found from CNHED's larger Job Developers Study. The findings and observations from the job developers study provide a glimpse of both the challenges as well as the tremendous opportunities that exist in coordinating local community-based job developers.

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