

The following list was developed by The James Irvine Foundation and Monitor Institute by Deloitte (Deloitte Consulting LLP) following their engagement process in 2017 with grantees, employers, thought-leaders, and others. The goal was for Irvine to learn about opportunities for impact in helping low-income jobseekers secure employment that pays at least \$18 per hour. Irvine is not able to fund all the topics and ideas it explored, including those listed below. Learn more at [irvine.org/better-careers](http://irvine.org/better-careers).

## Better Careers: Big Ideas List

A	<p><b>Local institutions as channels for workforce development:</b> Workforce development organizations can better leverage existing community institutions (such as libraries, schools, churches, malls, and even prisons) as distribution centers and delivery partners for their services.</p>
B	<p><b>Navigators guiding jobseekers to and through job placement:</b> Navigators can complement existing training programs to help jobseekers along their entire journey — from training to placement to finding the wrap-around services they need to stay employed and advance in their careers.</p>
C	<p><b>Understanding of in-demand jobs and skills:</b> Local workforce development organizations, economic development agencies, employers, community colleges, and others can better collaborate to identify in-demand, middle-skill jobs, the occupational pathways that lead people to those jobs, and the training programs that can help to accelerate progress.</p>
D	<p><b>Feedback forums between training providers and employers:</b> Training providers and employers can develop partnerships, such as industry councils, and collaborate to design and adapt training curricula in efficient ways.</p>
E	<p><b>Competency-based training and hiring models:</b> Employers and workforce development organizations can develop competency-based models that identify competencies needed for a job, provide the right training for those competencies, document workers' competencies, and encourage businesses to hire based on competencies.</p>
F	<p><b>Business case for hiring “nontraditional” workers:</b> Researchers can document data, success stories, and shifts in the overall hiring market that demonstrate the value of hiring “nontraditional” middle-skill workers who may come from disadvantaged backgrounds.</p>
G	<p><b>Support for businesses looking to leverage government workforce programs:</b> Dedicated liaisons can help employers navigate the processes and procedures to take advantage of government-sponsored workforce development efforts, especially registered apprenticeships.</p>
H	<p><b>Improved bias-free hiring processes:</b> Across many steps of the employment process — from sourcing candidates to resume evaluations to interviews and hiring decisions — employers can reduce biases in the hiring process related to race, socioeconomic status, gender, etc.</p>
I	<p><b>Employer culture change:</b> With the help of partner nonprofits, employers can evaluate their internal cultures to help optimize the hiring and advancement of middle-skill workers from diverse backgrounds.</p>
J	<p><b>Aggregation of small businesses to address their needs:</b> Workforce development organizations and small business associations can work together to aggregate the talent needs and hiring demands of small businesses to more efficiently develop training programs and place a larger number of trainees with small businesses.</p>
K	<p><b>Support for impact investors to promote quality jobs:</b> Quality-jobs advocates can support impact investors that are looking to invest in companies creating quality, middle-skill jobs in numerous ways, such as developing networks, surfacing alternative investment structures, and advocating for specialized tax credits.</p>

L	<p><b>Mapping of funding sources for workforce organizations:</b> Researchers can map the fragmented sources of public and private workforce spending to help workforce development nonprofits identify potential funding sources.</p>
M	<p><b>Advocacy for sustainable public funding:</b> Workforce development organizations can form collectives that advocate for sustainable public spending on effective workforce programs.</p>
N	<p><b>Fee-for-service as a revenue stream:</b> Workforce development organizations can develop steady streams of funding by developing partnerships with employers through fee-for-service programs for services, such as recruiting diverse workers, consulting on company talent strategies, or providing incumbent-worker training.</p>
O	<p><b>Preferred procurement policies for businesses that provide quality jobs:</b> The public sector as well as large private companies can reward businesses that provide quality jobs and have inclusive hiring processes through procurement preferences and purchasing strategies.</p>
P	<p><b>Public and private benefit systems that work better for workers:</b> Public and private benefit systems (such as housing, food assistance, healthcare insurance, and transportation) can be better designed to support workers.</p>
Q	<p><b>Labor market data collection and sharing:</b> A government body can enable and oversee sharing of labor market data among schools, workforce development organizations, economic development agencies, and employers.</p>
R	<p><b>Shifting public perceptions around living-wage work:</b> Organizations can work together to build awareness and support for issues of living-wage work in the same way that shifting public awareness helped shape environmental and governance considerations for many companies.</p>
S	<p><b>Technology as a way to improve efficiency:</b> Across the pipeline of training, hiring, and advancement, technology can be introduced to help lower costs and increase efficiency. Examples may include scalable, cloud-based training offerings; high-volume, low-cost, text-messaging- based tracking systems to stay in touch with program participants; or digital outreach campaigns to potential program participants.</p>

