



Long-Term Unemployment

May 2013

Long-term unemployment has reached historic highs in the United States in recent years. Currently, nearly 40 percent of unemployed workers have been out of work for six months or longer, compared to a high of 25 percent in the 1980s recession. Lengthy periods of joblessness profoundly affect the economic and social resilience of workers and their families. Long-term unemployment erodes assets, diminishes reemployment possibilities and significantly reduces lifetime wages. Additionally, the long-term unemployed face higher rates of family instability, mental and physical health problems.

Key Messages

- 1. Long-term unemployment has reached historically high rates in the wake of the Great Recession.** As of April 2013, 4.4 million people, or approximately 40 percent of all unemployed workers, had been out of work for six months or longer. In addition, there are 2.3 million “marginally attached” workers, including 835,000 discouraged workers.
- 2. The poor and vulnerable have been hardest hit by long-term unemployment:** more than half of long-term unemployed workers have a high school degree or less, and one-third have an income that is below the poverty level. At the same time, a “newly vulnerable” population of previously middle-class workers has emerged following the recession.
- 3. The slow recovery has created a unique, blended population of long-term unemployed:** older, more experienced, and educated workers; younger workers struggling to enter the labor market; and chronically unemployed workers who face barriers that existed before the recession.
- 4. Long-term unemployment has had a significant impact across geographies, economic sectors and demographic groups.**
- 5. The impact of long-term unemployment is profound and enduring:** extended durations of unemployment are associated with permanently lower wages and increasing challenges around reemployment, as well as family instability and mental and physical health problems.
- 6. Economists primarily attribute the spike in long-term unemployment in the US to weak labor market demand, combined with additional focus on longer-term structural changes in the labor market.** Even as demand has slowly started to increase, there is mounting evidence of systematic discrimination against the long-term unemployed, which makes the challenge more difficult.
- 7. Those designing interventions remain overwhelmingly focused on addressing the perceived “skills gap” with workforce development strategies that target those whose barriers to employment predate the Great Recession,** although there is growing consensus among economists that long-term unemployment rates will not drop until labor market demand increases significantly.
- 8. The long-term unemployed face challenges that are unique** as compared to the experience of shorter-term unemployment, yet existing approaches within the current system treat all unemployed people the same.
- 9. The long-term unemployed are a difficult population to target for impact.** Because of their unique challenges and barriers to re-employment, the marginal effort required to address an employment challenge for a long-term unemployed person is potentially much higher than for addressing an average unemployment challenge. This is a risk to progress in the space, but also underscores the great need of this group.

- **Millions of people in the United States have been out of work for extended periods of time, which has a dramatic impact on the livelihoods of vulnerable families.** Long-term unemployment affects every demographic, every industry, and every region in the US, with 4.8 million people currently unemployed for 27 weeks or longer and another 2.3 million people who have recently left the labor market without finding work, including nearly 1 million discouraged workers. These workers face immediate financial challenges and increasing difficulties getting back to work. Weak labor demand, coupled with a range of exacerbating factors, has threatened to create a cohort of workers facing a lifetime of diminished wages and opportunities.
- **Growing recognition of the scale and urgency of the problem, and emerging momentum around approaches to address broader employment challenges, are sources of dynamism around long-term unemployment.** While there have been few efforts to date to specifically address long-term unemployment, the persistence of the problem and its profound effects on vulnerable populations have drawn increased media attention and concern at the federal and state level. Organizations focused on challenges in workforce development, education, and social safety net programs have identified promising models that could potentially be bridged to address challenges facing the long-term unemployed.
- **Potential funders have an opportunity to bring greater attention to long-term unemployment as a pressing problem that requires a unique and comprehensive approach.** They can leverage its influence to organize stakeholders around a set of solutions specifically tailored to the long-term unemployed. Funders also have an opportunity to help bridge, implement, and scale interventions that increase demand for long-term unemployed workers, provide workers with the skills necessary to access these jobs, and better match workers with job opportunities. At the same time, there are important risks to consider in terms ability to move the needle given policy headwinds and macroeconomic factors.

What is the scale and scope of the problem? Why is the problem pressing?

Scale: Why It Is Important



The recession has created an unprecedented and complex long-term unemployment problem.

- Long-term unemployment rates are worse than at any other comparable time in the post-war period, peaking at 45 percent of the unemployed in 2010 compared to 25 percent during the 1983 recession.
- 4.4 million people have been unemployed for 27 weeks or longer, which represents 37 percent of all unemployed people, as of April 2013.
- Long-term unemployed populations face myriad hardships beyond the loss of income and wealth associated with job-loss. Loss of self-esteem, physical and mental health impacts, and challenges reentering employment due to skill obsolescence, stigma, and loss of business networks.

Beyond the formal definition of long-term unemployment, there are millions who are impacted.

- 2.3 million “marginally attached” workers, including 835,000 discouraged workers,
- 7.9 million “underemployed” workers
- Millions who have dropped out of the workforce completely and are no longer actively seeking employment (including early retirees).

Definitions

Long-term Unemployed: workers currently looking for employment for 27 weeks (6 months) or longer.

Underemployed: workers currently employed part time, but who would like to work full time

Marginally attached: Workers who have stopped actively searching for the past 4 weeks, including those who are not searching because they believe no jobs are available (discouraged workers).

Scope: National Relevance



Every demographic, industry, and region of the country has increased levels of long-term unemployment.

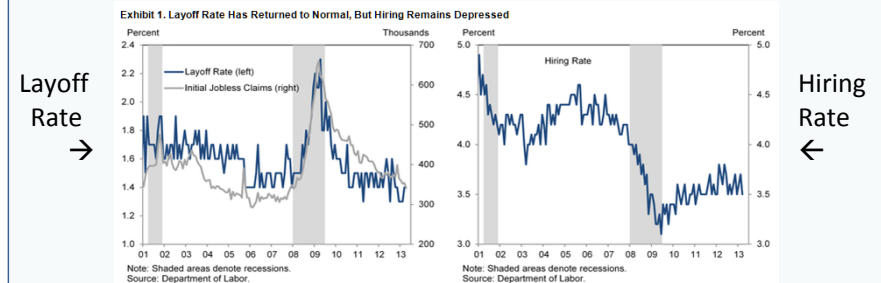
- The long-term unemployed are more likely to be non-white, unmarried, disabled, and impoverished; but impact is widespread.
- Although the economic downturn affected all industries, the construction industry has been disproportionately impacted due to the housing bubble collapse: while construction workers represent only 6.4 percent of the employed workforce, they are 11.5 percent of the long-term unemployed.
- In 2012, an estimated 34.1 percent of the long-term unemployed had household incomes below the official poverty level.

Workers with higher levels of education have not escaped the Great Recession’s consequences.

- Nearly half (45.8 percent) of the long-term unemployed have at least some post-secondary education.

The economy is recovering but hiring is too slow.

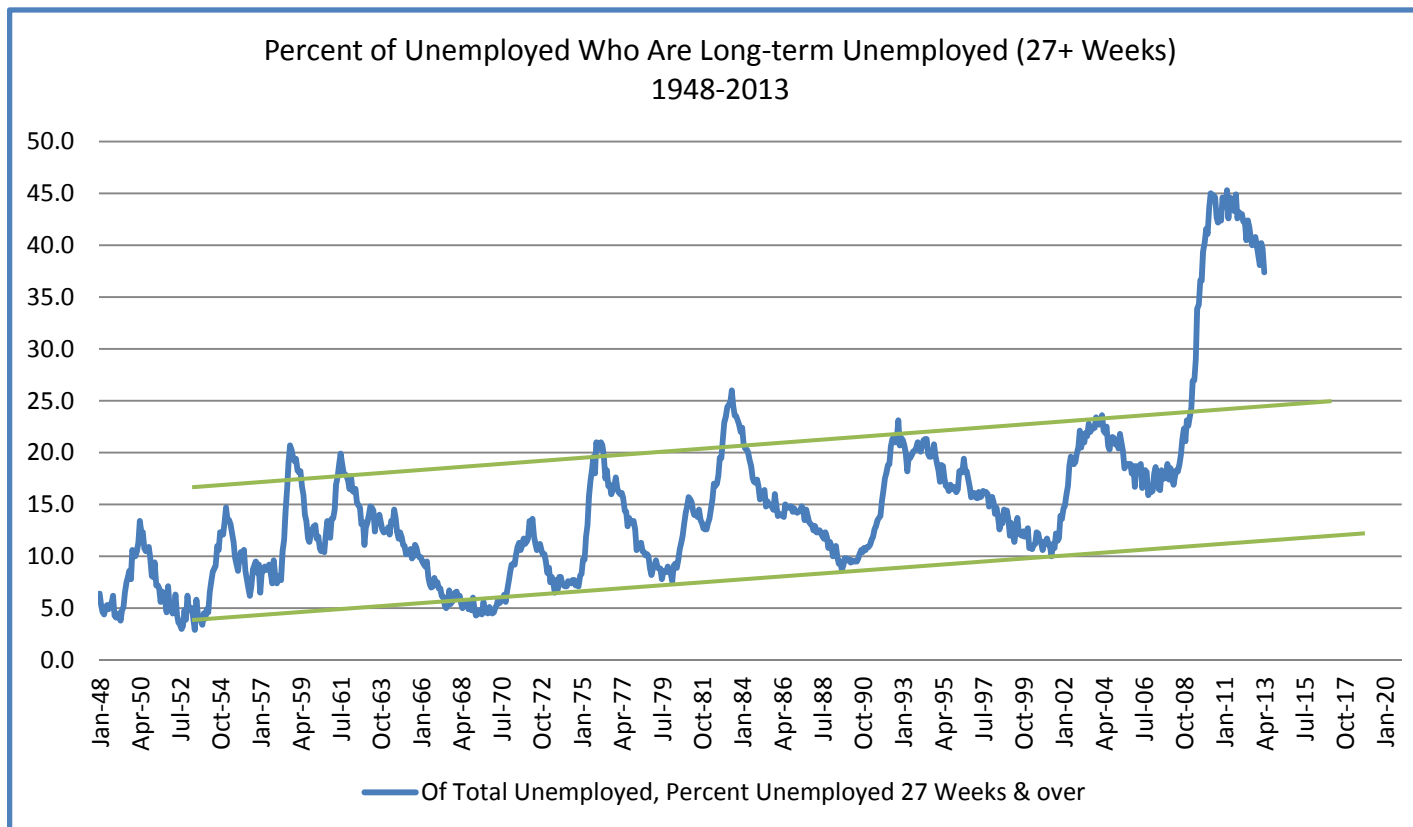
- Layoff rates have declined to pre-recession levels; however, hiring rates are still near recession lows. (See below and Appendix for detail.)



This recession is markedly different than past recessions: it created a greater proportion of long-term unemployed and has scarred all demographics, industries, and geographies.

Why is the problem pressing?

- The current share of unemployed who are long-term unemployed (27+ weeks) is at historic highs at close to 40%;
- Long-term trend of rising rates of long-term unemployment – see green lines below;
- If long-term unemployment continues to improve at current rate (an optimistic scenario), there will still be approximately 1.5 million long-term unemployed workers in 2020.



Source: J. Irons calculations based on CPS data, April 2013

What is the impact on the lives of poor or vulnerable people?

Impact on the Lives of the Poor or Vulnerable



Vulnerable populations are at significant risk of decreased well-being and life-time income loss as a result of long-term unemployment.

- **Income declines:** Workers displaced during the 1980s recession suffered declines of 30 percent or more in wages at reemployment. Workers displaced during recessions have been shown to experience a 19 percent income decline in the next 25 years after the end of a recession.
- **Health declines.** Significant consequences on mental and physical health and mortality rates. Death rates can increase from 50 to 100 percent during the year following displacement, and 10 to 15 percent for the next 20 years.
- **Inter-generational impacts:** Parental job loss plays a negative role in children's school performance. Family upheavals, disruptions, and emotional stress can also lead to marital dissolution, and cognitive distress and depressive symptoms in children.
- **Community impacts:** As long-term unemployment becomes more concentrated, neighborhoods can become subject to persistent poverty.
- **No asset backup:** According to public policy experts, poor populations often lack the savings and assets that can help cushion the impact of long-term unemployment.
- **Reemployment challenges:** Stigma, discrimination, skill gaps and other challenges are harder for vulnerable populations to overcome.

African Americans and Hispanics are disproportionately impacted by long-term unemployment.

- African Americans make up 10.5 percent of the employed population, but 22.6 percent of the long-term unemployed.
- Hispanic populations make up 15.7 percent of the employed population, but 19 percent of the long-term unemployed.

Workers over 45 are at an increased risk of long-term unemployment, which can have a unique and severe impact on this population.

- Approximately 36 percent of the long-term unemployed are over the age of 45. According to research by The Pew Charitable Trusts, workers over 50 are at a greater risk of being unemployed for over a year. Older job seekers may be subject to age discrimination, and when they do find jobs they take a bigger pay cut than younger workers.
- Because they are likely to have a limited sense of the industries or occupations to which they are well suited, searching for a job is a daunting challenge. Instead, many opt for early retirement, which harms overall lifetime earnings and retirement savings.

A generation of younger workers has struggled to enter the labor market during the Great Recession and faces potential long-term hardship.

- The long-term unemployment rate for 16- to 25-year olds stands at 21.9 percent. This age group also has the highest rate of discouraged workers (28.6 percent)
- According to research by McKinsey, only 44 percent of young graduates believe their post-secondary studies improved their employment opportunities.
- According to the Congressional Budget Office, younger workers who start their careers in times of high unemployment have persistently lower earnings than those that begin to search for work in better economic circumstances. This is compounded by expiring student loan grace periods.

Both historically and newly vulnerable workers have suffered significant health and income consequences of long-term unemployment.

What are the root causes at play: what systems failures are causing or exacerbating the problem?

While the high rate of long-term unemployment is driven by weak labor demand, the long-term unemployed—particularly vulnerable populations—also face significant and cascading barriers that can prolong unemployment.

Systems Failures: Underlying constraints that exacerbate vulnerability

The Political System

The government has failed to take adequate steps to stimulate macroeconomic growth or address structural causes of unemployment. Gridlock in Washington has caused has prevented efforts to address the broad range of challenges associated with long-term unemployment.

Hiring Systems and Communications

- A skilled US workforce is not being used to full potential.
- Employers are buried by applications and lack the processes that are necessary to identify the best candidates.
- Graduates struggle to understand which skills are in high demand and find jobs that suit their skills.
- Job seekers lack the tools they need to communicate their skills; employers lack the tools to communicate the skills they need from the workforce.

Workforce and Education Systems

Workforce development programs often fail to adequately prepare the unemployed for jobs in in-demand industries and K-12 education does not adequately prepare students for the workforce.

Root Causes: Main drivers that directly contribute to vulnerability

Weak Labor Demand

The speed of economic growth during the recovery has been too slow to make large reductions in unemployment: 3.3 unemployed workers remain for every job opening.

Over longer time horizons, an erosion of middle-skill jobs creates additional job challenges.

Stigma, Skills Obsolescence, Network Erosion

The longer workers are unemployed, the harder it is to find a new job. Employers may see long-term unemployment as a warning sign about an applicant's productivity and skill relevance. Over time, skills may become obsolete and networks erode.

Skills Gap

Persistent structural barriers to employment remain for those who lack in-demand skills or credentials. Higher wage jobs often require more complex skills and post-secondary education; roughly half the long-term unemployed have a high school diploma or less.

Personal Barriers

One or more challenges including: lack of affordable transportation options, lack of English proficiency, childcare needs, a criminal record, multi-generational poverty, health issues, and substance abuse.

What are the prevailing perspectives on how to address this problem?

While there is a growing consensus that persistently high rates of unemployment and long-term unemployment are caused by weak labor demand, prevailing perspectives suggest a combination of approaches are needed to help those impacted by the problem.

Stimulating Job Growth

- **Policies to increase aggregate demand:** Economists contend that long-term unemployment is driven predominantly by a lack of jobs and that its rate will decline when labor demand picks up. This prevailing view suggests that expansive fiscal and monetary policies are needed to stimulate economic recovery and job growth, and that training efforts will be ineffective since the labor market lacks jobs to fill.
- **Maintaining labor market attachment:** In the interim, impacted individuals need supports to ride out the slump while staying as well-positioned as possible to re-enter the job market. This includes interventions designed to retain social networks, keep skills up-to-date, and matchmaking assistance.

Training and Education

- **Addressing the skills gap:** Many social program providers and policy advocates focus on addressing the mismatch between job seekers' skills and employers' needs. This perspective suggests a need for public, private, and nonprofit sector partners to work together to reinvent workforce development programs so that training is aligned better with local employer needs. However there are differing opinions on who should be responsible for workforce development: public workforce system, education system, or employers.
- **Education reform:** some advocates suggest that low high-school graduation rates and the failure of post-secondary education to prepare students with the skills they need for modern industries are driving unemployment. These failures indicate a need to reform K-12 and post-secondary education.

Safety Net

- **Strengthening the social safety net:** The long-term unemployed have significant income and work support needs, but high unemployment has stressed social safety-net programs. Advocates seek to extend the duration of Unemployment Insurance benefits and increase access to important social programs (Supplemental Nutrition Assistance Program, Temporary Assistance to Needy Families, etc.) to mitigate effects of prolonged unemployment. While some politicians and economists have long suggested that Unemployment Insurance and other social programs create disincentives to look for work and thus prolong unemployment, this argument has been largely disproven by a number of studies. Some economists argue that these programs actually help reduce unemployment, as eligibility requirements keep the unemployed searching for work.

What has and has not worked?

Past efforts have focused on rapid job placement at low cost and often fail to account for unique needs of the long-term unemployed. Localized, comprehensive approaches that align the needs of job seekers and employers show promise.

What Has Not Worked

What Has Worked

Re-employment

- **Re-employment programs are not designed to serve the long-term unemployed.** Existing re-employment programs are designed primarily to serve individuals facing shorter-term unemployment or sub-populations with specific employment barriers (e.g., ex-offenders). Most programs do not address distinct challenges of long-term unemployment.
- **Re-employment programs that incentivize rapid employment regardless of sustainability.** Work support programs often reward rapid job placement rather than the longer-term skill building that leads to middle-wage incomes.

- **Customized, comprehensive services.** Subsidized employment models that also address the multiple barriers job seekers face show promise. One such program, Platform 2 Employment, provides a spectrum of supports to address social, emotional, and skills challenges, and boasts a 90-percent job placement rate.
- **Financial work incentives combined with job coaching and guidance after being placed in a job strengthens employment retention.** MDRC found that experiments testing earning supplements to help make low-wage work “pay” had positive effects on job entry, earnings, and employment retention, particularly for single parents who had a weaker attachment to the labor market.

Training

- **Designing job training programs independent of employer input:** Approaches to training for the workplace have routinely failed by not developing relationships with employers, and not orienting training toward the skills and knowledge employers are looking for.
- **Programs that focus exclusively on job placement.** Participants often fail to complete programs because they lack healthcare, childcare, or other important work supports.
- **Programs where financial incentives are tied to enrollment** rather than placement outcomes.

- **Sector-based training.** Training programs are successful when co-developed with employers to ensure the development of needed skills. A 2010 study found that participants in sectoral training programs were more likely to find employment, work more consistently, work in jobs that paid higher wages, and work in jobs that offered benefits. In an effort to scale the early models, the National Fund for Workforce Solutions has developed 124 such partnerships, placing 7,671 participants in jobs since 2007, 70 percent of them in full-time positions.

Safety Net

- **Reliance on the existing, uncoordinated social safety net to meet the needs of the long-term unemployed.** Important work support programs such as Unemployment Insurance, Temporary Assistance to Needy Families, and Supplemental Nutrition Assistance Program provide essential support, but are not a long-term solution.

- **Building capacity of state governments to better align safety net programs.** Providing technical assistance to state agencies has enabled them to simplify application processes, streamline eligibility, and better coordinate disparate programs. Early efforts in nine states found that despite budget challenges and divergent political perspectives, governors and state agency heads are largely supportive of efforts to revamp these outdated systems.

Purpose

The Dynamism Assessment aims to identify the primary opportunities that could be catalyzed to address the problem. It also aims to identify emerging issues and future trends that could influence these opportunities, and the potential risks or uncertainties that could inhibit transformative change.

Key Findings

- **There are few efforts that specifically address long-term unemployment. However, innovative efforts to address broader challenges in the labor market that pre-date the recession have gained some traction.** While successful pilot programs to modernize workforce development and work support policies are gaining momentum at the state and local level, these initiatives are limited in scope and scale due to weak labor demand, a lack of resources, and little progress in federal policy making.
- **While there is growing media attention and concern about long-term unemployment at the federal level and in state agencies, there is little evidence that these opportunity areas are nearing a tipping point for significant coordinated policy action.** Policy discussions have begun in the Administration at a federal level, with administrative action likely within the year (though legislative action unlikely). A number of related policy discussions are likely to occur at the federal level over the next three to five years regarding workforce development, Unemployment Insurance reform, and Disability Insurance reform that could create opportunities to scale. At the same time, the persistence of long-term unemployment and continued slow economic growth could create negative tipping points that may intensify barriers to re-employment.
- **Despite evidence of momentum around innovative approaches, public spending cuts, rising tuition costs, proposals to raise the retirement age, and political gridlock could hamper efforts to address long-term unemployment.** In addition, a recessionary cycle in the near future would likely negate any progress. Several larger economic, demographic, and policy trends—such as changes in the labor and manufacturing markets, healthcare reform, and an aging population—will shape opportunities to address long-term unemployment.
- **Employers are becoming more actively engaged in workforce development and training.** While they do not necessarily focus on long-term unemployment, current efforts (e.g., commitments to hire veterans) could be bridged to include a focus on the long-term unemployed. Employers and outside groups (including businesses) are also **recognizing inefficiencies in employment processes** and are looking for innovative ways to address the communications gap between worker skills and employer needs.

What forces are creating windows of opportunity?

Forces Contributing to Dynamism

- **Emerging interventions** that specifically target the long-term unemployed pair subsidized employment with counseling and support services to reduce the risk to employers of hiring the long-term unemployed. E.g. Platform 2 Employment—has garnered national attention for its success and brought more attention to the unique needs of the long-term unemployed. A number of other states and localities are experimenting with **innovative subsidized employment models** and financing mechanisms that show early promise in terms of impact on employment and earnings of the long-term unemployed.
- **Subsidized wages at companies that have to reduce hours (“work sharing”)** has enjoyed success internationally and this approach is gaining traction here in the U.S. More than two dozen states use federal funding to subsidize lost employment hours, and work sharing has paid \$92.3 million to companies in 11 states since September 2012.
- **More funders, advocates, and public agencies are taking a “career pathways” approach** that aligns disparate workforce development, education, economic development, and work support systems to boost the skills of low-skilled workers and place them in jobs.
- The six-state Shifting Gears initiative helped grow **interest at the state level in innovative career pathways strategies**, and a 10-state consortium is working to scale these models by building the capacity of states to use data to better project future employer needs.
- A small but **growing number of employers—GE, Siemens, and Boeing, among others—are recognizing that they have a strategic imperative to help train a skilled workforce**. According to the Center on Education and the Workforce, employers spend \$454 billion on providing training, while the public workforce system spends \$16 billion. While these employers remain the exception, they provide important examples of best practices.
- **Industry-based partnerships that engage employers to map industry needs across a sector, create universally accepted credentials, and train and place skilled workers are becoming widely recognized as an effective model for training**. Since 2007 the National Fund for Workforce Solutions, a collaborative effort of leading workforce funders, has served over 3,000 employers.
- **Employers are increasingly engaged in advocacy related to workforce policy issues**, including the formation of Business Leaders United for Workforce Partnerships, which advocates for policy change to advance sector-based training models.
- There is **growing focus on ensuring that training and prior experience lead to industry-recognized credentials**. Multiple industries and locales are developing “badges” that signal a worker has attained the requisite skills, even if through unconventional means.
- A number of **innovative pilot projects**, such as the New Options Project, are seeking to help bridge the “communications gap” between job seekers and employers using social media and new technologies.
- Private companies like Monster and Burning Glass are using advanced web crawlers to aggregate job postings to determine what industries are hiring for and what skills and credentials are most in demand, which can **provide crucial information for job seekers and guide more strategic investments in training**.

Areas of Dynamism

- **Using subsidized employment to place the long-term unemployed**
- **Efforts to create pathways to in-demand jobs for low-skilled youth and adults**
- **Employers are becoming more actively engaged in workforce development and training**
- **Addressing inefficiencies in employment processes**

What are the primary opportunities that could address this problem?

There are multiple potential intervention points for various actors within each area of dynamism.

Employer engagement in training	Subsidized employment	Employment processes	Career pathways and support policies
<p><i>Collaboration among local stakeholders creates on-ramps to accelerate reemployment in growing sectors</i></p> <p>Scale and replicate: Support expansion of promising local career pathways efforts and sector strategies to state level and other locations</p> <p>Data: Expand capacity of public agencies, training providers and others to align efforts with employer needs through improved data collection</p> <p>Growing role of intermediaries: Connect local programs and promote best practices</p>	<p><i>Recent public investments, promising models and positive evaluation results create momentum</i></p> <p>Technical assistance and networks: Connect local programs and promote best practices</p> <p>Pilot and scale: Test new models, expand successful efforts</p> <p>Policy: Enhance focus on subsidized employment in reauthorization of WIA, TANF</p> <p>Government- donor collaboration: Leverage current and potential federal funding (e.g., President’s proposed FY2014 budget)</p>	<p><i>New platforms to better connect the skills and experience of unemployed workers with open positions are being developed</i></p> <p>Pilot: Programs and platforms that help the long-term unemployed “tell their story” to translate their skills and experiences to the needs of employers</p> <p>Endorse and Scale: Alternative approaches to credentialing, like skills and “badges”</p>	<p><i>Work supports and other federal and state policies are being or may be revamped to promote better employment outcomes</i></p> <p>Pilot: Test state-level efforts to better align, deliver work supports</p> <p>Safety net: Mitigate impact of long-term unemployment on workers, families, through WIA and Unemployment Insurance reform</p> <p>Health: Redesign Disability Insurance to enable reemployment among workers with health challenges</p> <p>Prevent long-term unemployment: Work with employers to implement models to avoid layoffs</p>

Highlighted initiatives reflect the most dynamic opportunities for further exploration.

What potential tipping points are emerging?

	Description	What would have to happen to reach this tipping point?
Positive Potential Tipping Points (Actions & events that could catalyze large-scale positive change)	<ul style="list-style-type: none"> • Employer engagement on workforce development is targeted at the long-term unemployed. HR practices examined broadly and hiring systems change. 	<ul style="list-style-type: none"> • Employer engagement at CEO level. • High-level leaders in business and government agree to tackle the issue.
	<ul style="list-style-type: none"> • Passage of federal workforce development policy: Passage or reauthorization of significant workforce legislation—including the Workforce Investment Act and Trade Adjustment Act—could create opportunities to scale effective training approaches. 	<ul style="list-style-type: none"> • Increased awareness about the issue among legislators • Increased pressure from private-sector actors for reform • Breaking the gridlock in Washington, DC
	<ul style="list-style-type: none"> • Enactment of Disability Insurance reforms: The Disability Insurance Trust Fund will be exhausted in 2016, if not sooner, and efforts to reform it could promote re-employment opportunities for those with health restrictions (who, according to the Urban Institute, account for approximately 1 in 20 of the long-term unemployed). 	<ul style="list-style-type: none"> • Increased awareness about the issue among legislators • Disability Insurance Trust Fund becomes insolvent • Breaking the gridlock in Washington, DC
Negative Potential Tipping Points (Thresholds beyond which there is no going back)	<ul style="list-style-type: none"> • Increased austerity measures: Greater spending cuts and their dampening effect on demand could prolong long-term unemployment rates, and undermine efforts to mitigate its impact on vulnerable populations. 	<ul style="list-style-type: none"> • Another recession, a continued environment of economic austerity, or global threats
	<ul style="list-style-type: none"> • Cyclical causes of long-term unemployment become structural: When unemployment persists, skills atrophy, networks erode, and personal barriers to re-employment may increase. 	<ul style="list-style-type: none"> • Continued lack of labor demand • Prolonged labor market detachment
	<ul style="list-style-type: none"> • A cohort of young workers risk becoming chronically unemployed: Even as the economy improves, a generation could face lifelong income security challenges as they struggle to find meaningful employment and remain buried in student debt. 	<ul style="list-style-type: none"> • Continued lack of labor demand and meaningful entry-level jobs • Post-secondary education does not provide the skills necessary for middle-wage jobs • Prolonged labor market detachment • Continued rise in tuition costs
Too Early to Tell	<p><i>These could potentially be tipping points (positive or negative) but will require further monitoring to define and assess:</i></p>	
	<ul style="list-style-type: none"> • Immigration reform would have far-reaching but unpredictable consequences on the labor market. While many workers trapped in the informal economy would have new opportunities to secure middle-wage jobs, its potential effects on labor demand are unclear. Reform could also create greater demand for important work support and training services. • Increased economic growth would create significant opportunities to address long-term unemployment; conversely, weak labor demand would continue to intensify barriers. 	

What are emerging issues and future trends that could influence these opportunities?

Changes in the Labor Market

Long-term unemployment is exacerbated by longer-term changes in the labor market. The recession and rapid technological advances have led to a “hollowing out” of middle-wage jobs. Middle-wage jobs accounted for nearly 50 percent of the 7.5 million jobs lost during the recession, but only 2 percent of the 3.5 million jobs gained since. Low-wage sectors like food services and retail businesses account for much of recent job growth, and employers are increasingly turning to part-time or temporary employees to avoid providing benefits. Low-wage jobs account for 58 percent of job creation during the recovery, compared to 22 percent for middle-wage jobs. At the same time, globalization has changed the nature of the labor market over the past few decades, with 97.7 percent of net new jobs coming from the “nontradable” sector, or jobs that must be done locally and are insulated from globalization (many of which are lower paying than the manufacturing jobs that have gone overseas).

Aging Population

While the Great Recession slowed the retirement of many baby boomers, a significant wave of retirements over the next 10 years is a possibility, which would help stimulate demand. Many older workers are already retiring, with 200,000 boomers exiting the labor market each month; at the same time, employers fear the next generation of workers do not have the skills necessary to replace them. This wave of retirements is also driving increases in Social Security, Medicare, and Medicaid expenditures, with significant implications for conversations about deficit reduction and spending cuts.

Online Open Coursework

Growing interest in massive online open courses (MOOCs) and free online curricula has the potential to disrupt higher education and create new opportunities to train low-skilled long-term unemployed workers. Studies are exploring how MOOCs can be offered for college credit, which could help increase student access to training and credentials. A leading provider of MOOCs, Coursera, serves three million students in over 300 courses at 62 universities from 16 countries.

Sector Shifts

Return of Advanced Manufacturing to the US

“Onshoring” is creating new opportunities, as more companies like Apple, CAT, Intel, and others are bringing manufacturing jobs back to the United States. The Obama administration is a strong proponent of creating incentives for manufacturing, and the President’s call for more manufacturing hubs—modeled after the successful hub in Youngstown, OH—could help bolster this positive trend. However, these jobs are more complex than previous manufacturing jobs and will require more training.

Healthcare Needs

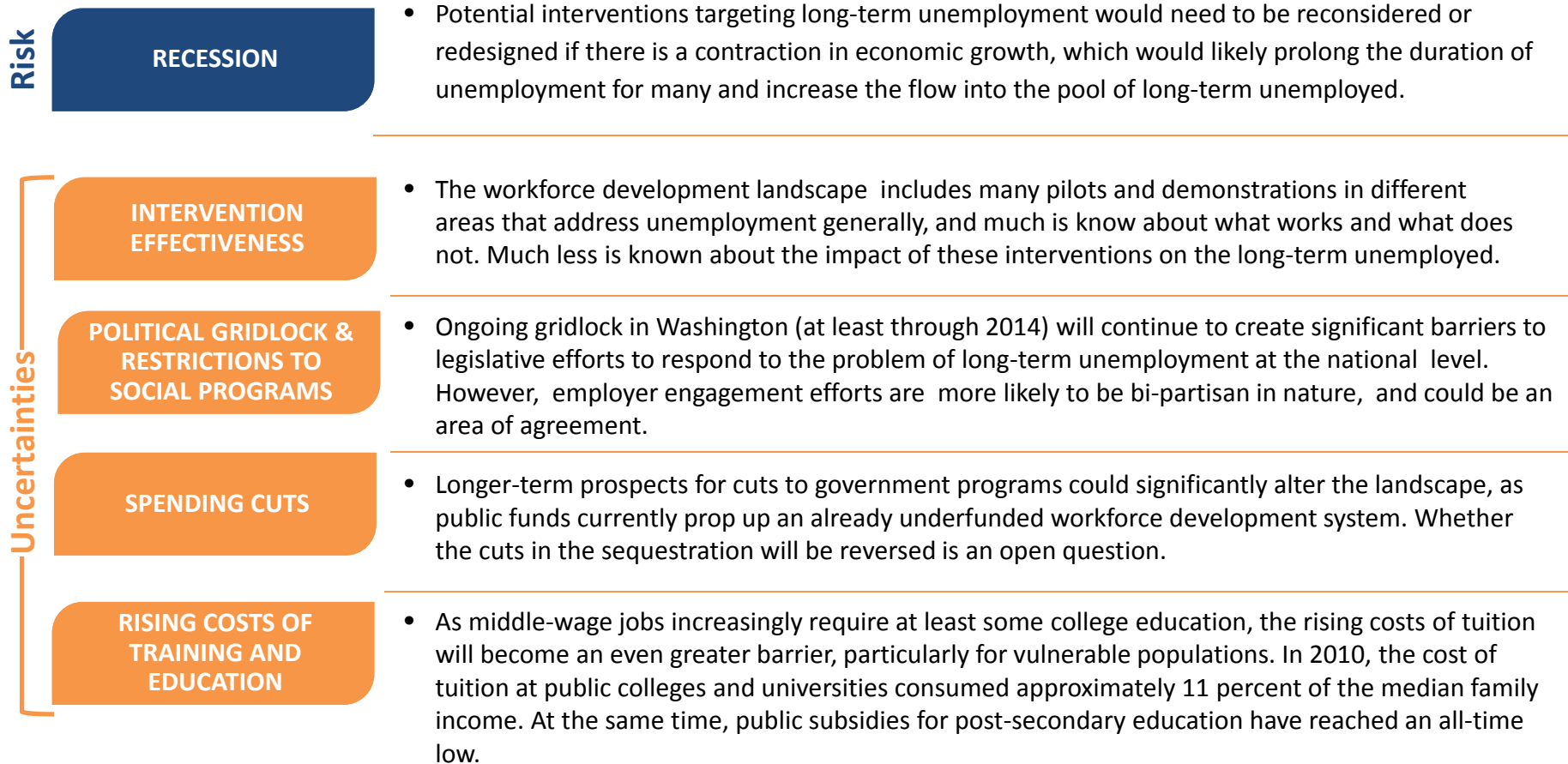
Demand for health care services is projected to increase dramatically over the next ten years. Jobs in the industry are expected to grow from 15.6 million to 19.8 million by 2020. The Affordable Care Act has significant implications for the labor market, with the potential to add 32 million Americans to insurance rolls. Increased demand is creating opportunities to train workers for jobs in the healthcare space, including innovative training partnerships at the local and state level. Reforms have also led to more mobility in the labor market, creating opportunities for workers or entrepreneurs that were previously afraid of losing their health insurance.

Efforts to Mitigate and Adapt to Climate Change

Should the federal government take meaningful action to limit carbon emissions, this would create significant demand in the green jobs industry. This would also cause an eventual shift away from fossil fuels, creating new training needs as this industry employs approximately 2.4 million workers.

What are potential risks or uncertainties?

A range of uncertainties could hamper efforts to mitigate long-term unemployment.



Purpose

The Landscape Assessment aims to identify the key players and opinion leaders in the field, what organizations are doing innovative work, who provides funding, and the gaps in funding.

Key Findings

- Foundations have invested \$450 million in employment-related issues since 2000, and the level of investment spikes during recessionary times. **However, no funders currently focus on long-term unemployment as a distinct issue.** Funders have invested an average of \$51 million per year from 2009 through 2011 in issues *related* to long-term unemployment.
- From 2009 through 2011, 580 funders made an average of just over \$51 million in grants per year for work on employment issues. **Just two percent, or \$3.3M, focused specifically on the long-term or chronically unemployed.**
- National public workforce systems invest approximately \$16 billion in job training programs annually.
- The employment and workforce development landscape consists of public workforce entities and a broad group of private-sector and NGO stakeholders.
- Leading funders approach employment issues through a variety of different lenses, often focusing on distinct populations or geographies.

Who are the key players and opinion leaders in the field?

A broad range of public, private-sector, and NGO actors are involved in efforts that relate in some way to long-term unemployment, including workforce development, post-secondary education, and poverty alleviation.

Public sector agencies

Federal, state, and local workforce agencies play an important role in allocating resources and implementing training and work/income support programs. At the federal level, the Employment Training Administration provides federal grants, unemployment insurance benefits, and job training primarily for distribution through state and local workforce development agencies. These agencies are represented nationally by the National Association of State Workforce Agencies and the National Association of Workforce Boards.

Influential NGOs/coalitions

A number of key national NGOs are driving conversations around reforms to workforce development and support programs. These organizations include the National Skills Coalition, CLASP, Jobs for the Future, MDRC, National Employment Law Project, and the Campaign to Invest in America's Workforce.

Post-secondary education and training institutions

Community colleges play an important role in training efforts, and many workforce advocates are calling for new models that better align post-secondary education with workforce development and training. The American Association of Community Colleges and Jobs for the Future are working to increase the attainment of post-secondary credentials and ensure these lead to meaningful jobs.

Employers and industry partnerships

Employers and industry groups play a critical role in communicating industry needs and developing effective training programs. Groups like the National Association of Manufacturers and the Center for Energy Workforce Development are working with secondary and post-secondary institutions to help develop a qualified workforce that meets industry needs. Industry-based partnerships established in locales around the country help to connect workforce education and training efforts with expressed industry needs. Industry associations and other employer-driven efforts (e.g., the Corporate Voices Initiative and Business Leaders United for Workforce Partnerships) are also important voices for policy reforms and advocate for ensuring investments in training are rooted in employer needs.

Research organizations

There are several leading research organizations that focus on tracking issues related to unemployment, evaluating the impact of innovative new pilot programs, building states' capacity to better track outcomes, and making policy recommendations. These organizations include MDRC, Urban Institute, the Economic Policy Institute, and Georgetown's Center of Education and the Workforce.

Local program providers

There is a broad range of community-based organizations that play an important role in providing training and work support services, and ameliorating the impact of long-term unemployment on families. These organizations are often expected to act as intermediaries to bring together disparate training and income and work support systems. Given the demands placed on these organizations, many lack the capacity to offer such comprehensive services.



What organizations are doing innovative and/or high-impact work?

Many NGOs are working on issues related to long-term unemployment, including workforce development best practices in state policy and innovative approaches to more effectively match workers with employer demand. Only one program – P2E – currently focuses exclusively on the long-term unemployed.



CLASP focuses on improving the lives of low-income people by developing and advocating for federal, state, and local policies that strengthen families and create pathways to education and work. One CLASP project is the Alliance for Quality Career Pathways, a two-year, state-driven effort to identify criteria that define high-quality career pathway systems and to produce a set of shared performance metrics for measuring success. The alliance consists of 10 states.



NATIONAL SKILLS COALITION
Every worker. Every industry. A strong economy.

The National Skills Coalition develops multi-stakeholder coalitions that support new national skills policies. Formerly The Workforce Alliance, it is comprised of more than 3,200 members, representing 1,400 organizations in over 25 states. It has launched a number of state-based initiatives, including the Skills2Compete campaign, which developed reports on overlooked middle-skill jobs, and provided Congress with a framework to propose new skill guarantees and innovative training initiatives.



The New Options Project, an initiative of the W.K. Kellogg Foundation, develops local, targeted solutions that create new pathways to career opportunities for out-of-school job seekers ages 16-24 by employing a market-facing approach. It developed WorkKeys, a skill assessment and job matching system, to connect disconnected youth with employers in New Mexico. Applicants use it to compare their scores with those required for a job; employers use it to screen young workers.



Platform to Employment (P2E) is a public-private partnership that helps the long-term unemployed return to work while helping employers recruit skilled workers. P2E centers on a work experience program, which provides the unemployed with a range of services and development opportunities and provides salary subsidies to offer businesses a chance to evaluate and consider hiring participants. Job seekers participate in a preparatory program, which includes skills assessments, career readiness workshops, employee assistance programs, and coaching. P2E has placed 80 percent of program participants into work experience programs, and almost 90 percent of those move on to full-time employment. P2E is currently expanding to 10 communities across the country.



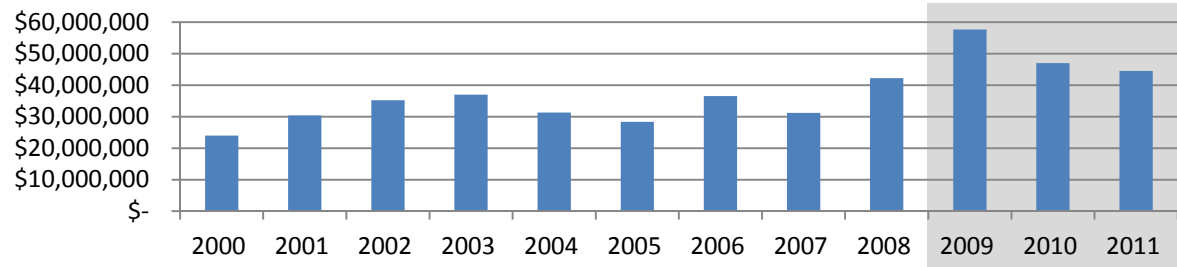
The National Fund for Workforce Solutions (NFWS) is an initiative of national and local funders who invest in organizing employers, facilitating workforce partnerships, and advocating for public policies and private practices that help low-wage workers earn family-sustaining wages. Located in 32 communities across the nation, NFWS has provided 29,654 people with career development services and has helped 3,052 employers receive recruitment, screening, and training services. Since 2007 the NFWS placed 7,671 participants in jobs (38 percent of all job seekers it served), 70 percent of whom were placed into full-time employment. Cost per participant (annualized): \$1,406.

Who is providing funding in this space?

Philanthropic Funding Landscape: Addressing Employment More Broadly

From 2000 through 2011, about 1,100 funders made nearly 7,000 grants totaling approximately \$450M for employment issues. A modest increase in giving followed the recession in 2000; a more pronounced spike in giving occurred in 2009. During this period, only 2 percent or \$6.9M was directed specifically to long-term or chronically unemployed.

Employment-related Grant Spending



From 2009 through 2011, 580 funders made an average of just over \$51M in grants per year for work on employment issues. **Just two percent or \$3.3M was specifically targeted long-term or chronically unemployed.**

Areas of Philanthropic Emphasis

Workforce Development efforts to improve programs to train and place low-income workers in middle-wage jobs

Funding gap: No funders are focused on long-term unemployment as a distinct problem, as they remain concentrated on broader challenges in the labor market.

Poverty Alleviation and Income Security efforts to reduce the impact of unemployment on vulnerable populations, increase access to income and work support, and improve the quality of jobs

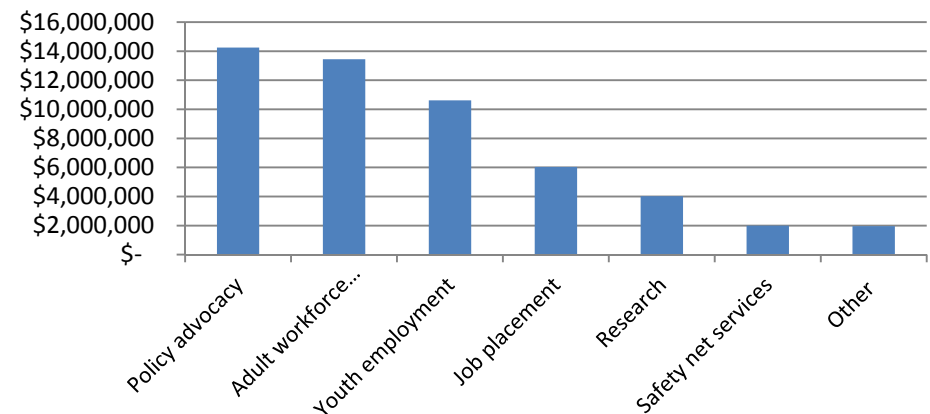
Funders currently do not approach long-term unemployment as a distinct issue. Rather, philanthropic efforts remain focused on broader unemployment issues.

How is funding distributed across sub-themes? What are potential gaps in current funding?

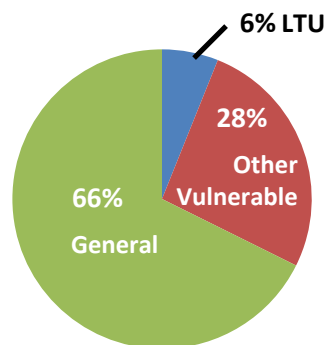
Philanthropic Funding Landscape: Top Funders' Interests

Interviews and a scan of affinity group member annual reports indicated that about 30 national funders focus on issues related to the root causes of long-term unemployment. The top 12 of these funders accounted for 32 percent - \$48.6M - of all employment-related giving from 2009 through 2011. Six percent, or \$3.2M, of these funders' grant dollars focused specifically on chronically/long-term unemployed.

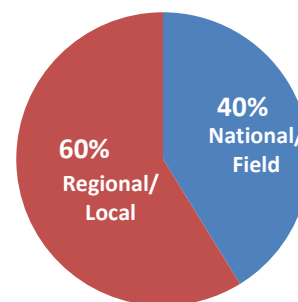
Foundation	Total Employment Grant Dollars (2009-11)
Ford Foundation	\$13,517,000
Charles Stewart Mott Foundation	\$11,491,764
Joyce Foundation	\$7,281,419
Harry & Jeanette Weinberg Foundation Inc.	\$4,285,500
W K Kellogg Foundation	\$4,257,602
Edna McConnell Clark Foundation	\$1,831,226
Annie E Casey Foundation	\$1,281,666
Rockefeller Foundation	\$1,110,900
Boeing Company Charitable Trust	\$1,078,000
Kresge Foundation	\$1,031,000
Prudential Foundation Inc.	\$775,000
Robert Wood Johnson Foundation	\$619,772
Grand Total	\$48,560,849



A broad range of federal and state policy advocacy efforts was the focus of 29 percent or \$14.3M of the total grant dollars provided by the top 12 funders. Roughly 60 percent of the total dollars went to program delivery, including adult workforce development, youth employment, job placement, and safety net services.



A third or \$16.7M of these funders' grant dollars focused on vulnerable populations, including chronically/long-term unemployed. The remaining two-thirds or \$31.8M supported other employment-related efforts, many of which also benefit vulnerable populations though they may not be specifically identified as targeted beneficiaries.



Most—60 percent or \$29.7M—of the grant dollars were devoted to regionally- and locally-focused efforts largely supporting program development and delivery. The remaining \$20.1M were allocated to national- or field-level efforts, particularly for research and policy advocacy.

Leading employment funders remain largely focused on workforce development efforts, often with a focus on distinct populations and/or specific geographies.

Movement towards a career pathways approach

Workforce funders have found the career pathways approach to be a strategic way to organize their funding, as this approach brings together education/training, work and income supports, and employer engagement efforts. The Joyce Foundation, for instance, helped drive this work through its Shifting Gears initiative.

Growing focus on engaging employers

Leading funders have recognized that existing training strategies fail to align workforce development with employer needs. Through the National Fund for Workforce Solutions and other programs, funders are promoting a model that starts with employer needs, and builds training partnerships with industries. The Mott Foundation has been a proponent of sectoral employment initiatives.

Focusing on distinct populations

Many of the funders working on employment issues retain a population focus, targeting vulnerable families, the incarcerated, disconnected youth, children, older workers, the disabled, or veterans. For example, the Prudential Foundation is focused on youth and the Mott Foundation has funded programs serving the incarcerated.

Employing a family security approach

Prominent workforce funders, such as the Annie E. Casey and W.K. Kellogg Foundations approach employment issues through broader strategies to strengthen family economic security, pairing training efforts, work and income supports, and other reforms to the social safety net to help alleviate poverty.

Geographic focus

As indicated previously, a majority of grants focused on employment are regionally or locally-focused. For instance, the Mott Foundation provides support in Flint, MI and in Louisiana while the Prudential Foundation focuses on New Jersey.

Coverage Drivers

- Coverage followed policy decisions around extending unemployment benefits, with spikes around monthly jobs reports and following the candidates' positions during the Presidential election.
- Academic reports and studies on job preparedness or skill assessments also drove coverage – most are surveys on job outlooks or studies on how different college degrees translate into job prospects and salary levels.
- Commentary has ramped up, particularly in last six months, with more voices refuting skills-gap theories and noting that companies are hiring less despite job openings and that lack of overall economic growth is stalling employment.

Gap Analysis

- There is a lack of consistent focus on unemployment's impact on minorities and other vulnerable groups. The most discussed subgroups dealing with underemployment and long-term unemployment were older workers and youth.
- There is less consensus around the causes of short and long-term underemployment. Government policies and economic theories related to these issues are heavily polarized.
- Little coverage on the private sector's role or scalable solutions for this issue – focus was on government policy.

Volume, Geography & Tone

- The total volume of coverage and conversation is high, with an uptick starting in 2009 that is consistent with the economic downturn. Social conversation is especially strong on this topic with over 44,000 mentions last year alone.
- Coverage is national, especially in the last 18 months, as focus shifts to nationwide policies and commentary in papers like *The New York Times* and *The Wall Street Journal*.
- Tone is increasingly polarized with a high volume of opinion pieces. There is a hardening of positions around the role government can and should play in the economy, with disagreements about stimulus funding, unemployment benefits, discussions about Keynesian economic theory and an increasingly-polarized social conversation consistent with national political divisions.

Highlights from Coverage

- Coverage reflects the lack of consensus on the cause of the economic downturn and the role of actors, particularly government, in taking action. Controversy most often surrounded extending unemployment benefits or policies to stimulate public-sector spending.
- A leading voice is *The New York Times* columnist Paul Krugman, who warns of a “slow-motion catastrophe” where policymakers are over-focusing on debt reduction, which is weakening the economy and creating conditions that are harder for the long-term unemployed to find work. Krugman has frequently refuted the idea of skills mismatch. *The Wall Street Journal*, by contrast, frequently features columnists discussing how unemployment benefits are “paying people not to work” and discouraging people from searching for job.
- Both traditional media and social media put little focus on solutions or innovative approaches to addressing the challenge of long-term unemployment. Most of the commentary is debating government policy around benefits; only a few nonprofit programs are highlighted.
- There is a considerably low level of coverage profiling effective workforce development programs; most focus on older workers. The majority of conversation seems stuck on debating government action and the causes of long-term unemployment, including the discussion of theories related to skills gap or stigma.
- Social conversation of underemployment focused particularly on college students in positions that don't fully use their skills and knowledge. There is inconsistent social conversation on part-time workers looking for full-time employment.

White Space Recommendation

- This topic garners strong and ongoing attention from media who cover the economy or unemployment. There are also dedicated voices in opinion and commentary pieces with entrenched views on this issue. Ownable white space would be articulating scalable solutions.

Purpose

The Impact Assessment presents an early view of the impact potential in this space, outlining how we think change could happen based on the dynamism assessment and using scenarios to illustrate different impact ranges.

Key Findings

- **Outcomes:** The long-term unemployed face weak labor demand and significant barriers to re-employment. Areas of dynamism in the space suggest three potential high-level outcomes to prioritize for a potential Rockefeller Foundation initiative:
 - **Increased employer demand for workers who are vulnerable to long-term unemployment;**
 - Vulnerable workers have **the skills and credentials** necessary to access middle-wage jobs;
 - **Improved employment processes** better match long-term unemployed job-seekers with open jobs.
- **Entry points for impact** include targeting specific sub-populations within the long-term unemployed, testing and scaling up promising models, and using influence to catalyze policy change and systems-level change.
- **Geography:** While long-term unemployment rates do not differ significantly by region, existing interventions vary considerably depending on the needs of the target population (e.g., low-skilled workers, disabled workers, ex-offenders) and labor market trends within specific geographies. The Foundation would need to consider a range of factors—particularly readiness for adoption and potential to spread/scale nationally—when deciding where to focus.
- **Potential impact reach** could include the broader long-term unemployed population (which includes those who have given up looking for work), totaling 13.2 million people. Alternatively, focus could be on a subset of the long-term unemployed, such as the approximately 1 million youth who are long-term unemployed. A direct (non-systems) impact could reach between 35,000 and 150,000 people depending on the population and type of intervention.

How We Think Change Could Happen

Areas of Dynamism That Could be Catalyzed Towards High-level Outcomes

Public and private actors are implementing subsidized salary models to reduce employers' risks when hiring the long-term unemployed.

Growth in sub-sectors (e.g. manufacturing or health care) create increased demand for labor

Efforts to reform workforce development and work support systems are gaining traction at the state and local level.

Skill providers and employers are developing industry-recognized credentials that signal skill attainment.

Innovative platforms are being developed to help bridge the "communications gap" between job seekers and employers.

Employers have a growing need for new systems for talent recruitment, including better ways to harness labor market data in hiring processes.

Increased focus on the issue by policymakers and the media.

High-level Outcomes That Would be Required to Achieve the Impact Goal

Increased overall employer demand for workers and successful efforts to prepare and place long-term unemployed workers in those jobs

Vulnerable workers have **the skills and credentials** necessary to access middle-wage jobs

Improved employment processes better match long-term unemployed job-seekers with open jobs

Potential Impact Goal

Improved livelihoods, social and economic security, and resilience of vulnerable individuals who have been impacted by long-term unemployment

The impact goal could be achieved by increasing employer demand for labor, enhancing workers' skills and credentials, and improving the employment process to improve labor market outcomes for long-term unemployed.

These scenarios present selected choices around which a potential development strategy could be designed.

Targeting impacted populations

- **Vulnerable populations who need skills development**
 - Focus on training, re-training both pre-employment and on-the-job.
- **Workers who have in-demand skills but are at risk of skill atrophy and/or stigma**
 - Focus on network rebuilding, self-confidence, refocusing on job-search
- **Younger workers** who are struggling to enter the labor market
 - Early career guidance, community colleges, employer engagement with youth populations.
- Workers with **multiple significant barriers** to employment
 - Intervention would depend on barriers – or combinations of barriers – faced by targeted population

Testing and scaling promising models

- **Employer engagement.** Connecting employers to long-term unemployed workers while mitigating employer risk. Connects to subsidized salary programs and more efficient matching systems highlighted below.
- **Subsidized salary programs.** Preliminary evidence suggests that subsidized salary programs that reduce the risk associated with new hires can be effective at increasing employment for long-term unemployed.
 - Models such as: TANF/ECF as evaluated by Transitions to Growth; and Platform 2 Employment.
- **Improved workforce development.** The workforce development system consists of a range of programs. The most successful could be modified to address the needs of the long-term unemployment and then replicated and scaled for larger impact.

Catalyzing system effects

- **Policy Change.** Some policymakers are growing increasingly interested in long-term unemployment as a pressing problem.
 - Build awareness and develop policy options to improve long-term unemployment.
 - Leverage RF convening power, internal expertise, and influence
 - Potential policy levers include action on Workforce Investment Act, Trade Adjustment Act, Unemployment insurance reform, and Disability Trust Fund
- **More efficient matching system.** A better employment matching system would allow long-term unemployed workers to better demonstrate their skills.
 - Changes in HR practices to improve odds of Long-Term unemployed being hired.
 - Innovations such as the New Options Project, “badges”;
 - New internet job-site technology, LinkedIn endorsements

Entry points for impact could include targeting specific sub-populations within long-term unemployment, testing and scaling up promising models, and using influence to catalyze policy change and systems-level change.

Affected Populations

Long-term unemployed, broadly defined

- Current workers who have been unemployed for six months or longer: 4.35 million.
- Marginally attached workers : 2.35 million.
- Workers who have left the labor force, but who would work if given an opportunity: as many as 4.5 million (excluding marginally attached).
- Unemployed “at risk” of becoming long-term unemployed (15-26 weeks): 2.0 million.
- Other workers who will be unemployed for extended periods over the initiative lifespan.

Younger workers struggling to enter the labor market

- Currently, approximately 1 million long-term unemployed are between the ages of 16 and 25.

Possible Solution Spaces

Testing and scaling promising models: Improved workforce development.

Catalyzing system effects. More efficient matching system.

Targeting impacted populations: Younger workers who are struggling to enter the labor market.

Catalyzing system effects. Policy change.

Vision of Scale

Increase job opportunities for 120,000-150,000 long-term unemployed workers.

(Number of people currently served by promising programs cited in report, extrapolated across 50 states with assumption of 10% growth rate and complete focus on long-term unemployed)

Systems level impact intended. **Potential reach of 13.2 million**, or more.

Intermediate measures would include e.g. increased number of people included in databases, number of badges/ credentials awarded, and number of employees.

Increase job opportunities for 35,000-71,000 long-term unemployed youth struggling to enter the labor market.

(Cost per participant in two programs: National Fund for Workforce Solutions, and subsidized employment through TANF Emergency Contingency Fund).

Systems level impact intended, impact would reach **beyond 1 million+** long-term unemployed youth to reach a broader segment.

Appendix

Content in the Appendix	Slide Number	Summary of Content
Transitions to Growth Search	30-32	<ul style="list-style-type: none"> • Describes the motivation for and findings of the Transitions to Growth Search, approved in 2011
Hiring is the Problem	33	<ul style="list-style-type: none"> • Chart showing the layoff rates and hiring rates from 2001-2013
Interview List	34-35	<ul style="list-style-type: none"> • Provides the name, title and organization of all interviewees from the long-term unemployment Search

RF's Transitions to Growth Search

The **Transitions to Growth** (T2G) Search was approved in October 2011 to assess how effectively **subsidized employment programs**:

- 1) help the long-term unemployed maintain and cultivate the skills and networks needed to stay in the labor market; and
- 2) accelerate small business growth by incenting hiring of unemployed workers.

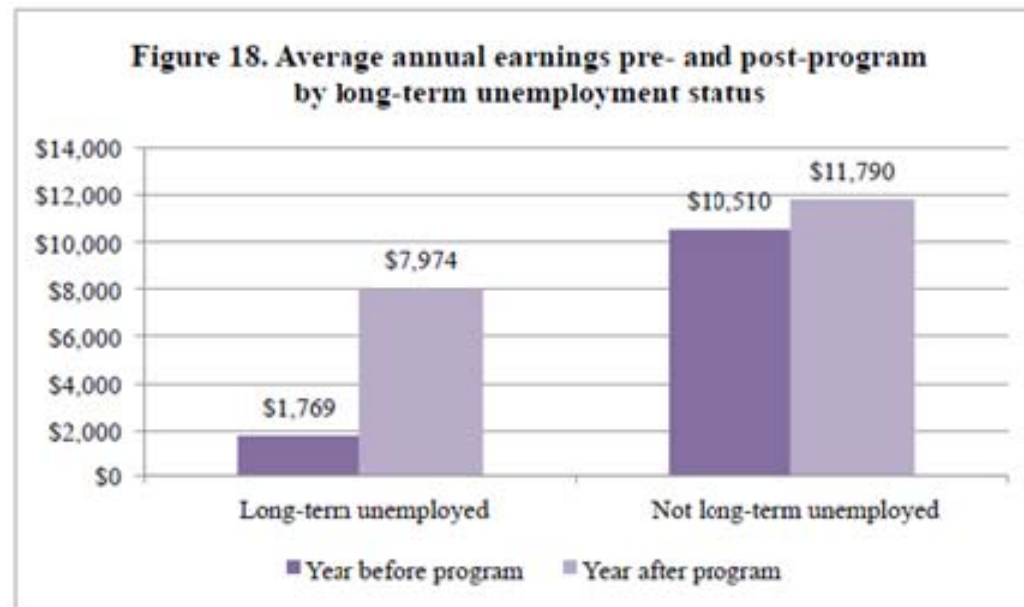
Specifically, this Search was designed to evaluate new models that emerged when 39 states established or expanded subsidized employment programs with funds from the 2009 federal stimulus bill.

RF's Transitions to Growth Search

Evaluation results suggest subsidized employment programs can have a significant impact on outcomes for the unemployed, specifically for the long-term unemployed.

- Impact larger and concentrated in the sub-populations who had faced long-term unemployment prior to participation in subsidized employment programs.
- For example, in the Mississippi STEPS program, the annual earnings of the long-term unemployed increased from \$1,769 in the year prior to the program to \$7,974 in the year after the program. Participants who had not been long-term unemployed saw a more modest increase, from \$10,510 in the year prior to participation, to \$11,790 in the year after. Similar patterns emerged in other sites.

Preliminary Results from Mississippi STEPS program



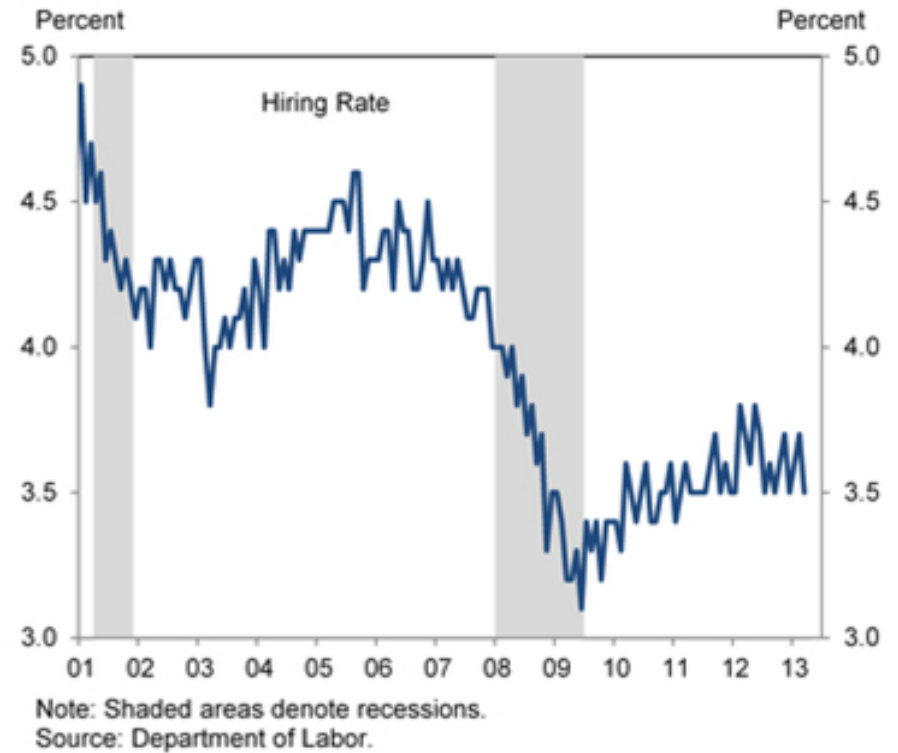
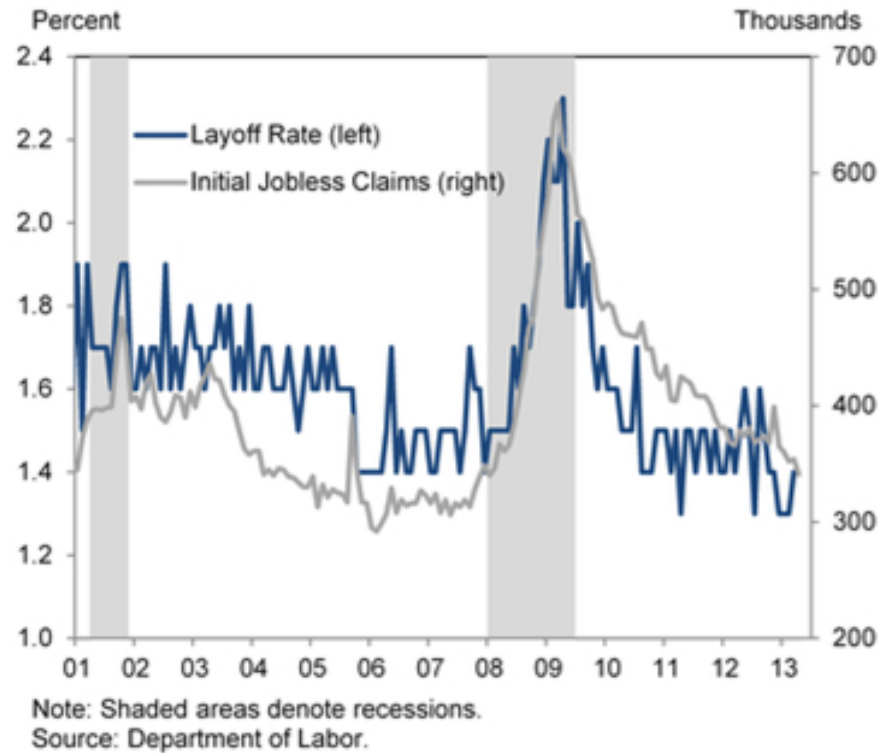
RF's Transitions to Growth Search

A survey of over 600 participating employers indicated employers created new jobs through program participation.

- Nearly two-thirds of employers created new positions to bring on subsidized workers
- Most employers (83%) said they realized savings as a result of taking part in the subsidized employment program
- Program participation also allowed employers to serve more customers and/or expand the services they offered. work more effectively by reducing workload for other employees, focus on specific tasks and meet deadlines, and more easily recruit new employees
- Most employers (76%) said they would be very likely to participate in a subsidized employment program in the future

Hiring is the Problem

Exhibit 1. Layoff Rate Has Returned to Normal, But Hiring Remains Depressed



Source: Goldman Sachs analysis (US Daily 5/13/2013) of Department of Labor data.

Name	Title	Organization
Greg Acs	Center Director, Income and Benefits Policy Center	Urban Institute
Emily Allen	Vice President, Income	AARP Foundation
Daniel Bloom	Director, Health and Barriers to Employment Policy Area	MRDC
Shawn Jacqueline Bohem	National Director for Strategic Growth and Impact	Year Up
Joseph Carbone	President and CEO	The WorkPlace
Scott Cheney	Staff Director	Senate HELP Committee
Yvette Chocolaad	Employment and Training Director	National Association of State Workforce Agencies
Maureen Conway	Executive Director, Urban Opportunities Program	Aspen Institute
Erin Currier	Director, Economic Mobility Project	Pew Charitable Trusts
Sheldon Danziger	Research Professor, Population Studies Center	University of Michigan
Fred Dedrick	Executive Director, Urban Opportunities Program	National Fund for Workforce Solutions
Mark Elliott	President	Economic Mobility Corporation
Susan Epstein	Managing Director, Jobs and Economic Security	Robin Hood Foundation
Marcello Esteveao	Mission Chief	International Monetary Fund
Evelyn Ganzglass	Director of Workforce Development	Center for Law and Social Policy
Haley Glover	Direct, Convening Strategy	Lumina Foundation
Larry Good	Chairman and CEO	Corporation for a Skilled Workforce
Harry Holzer	Professor of Public Policy	Georgetown Public Policy Institute
Michael Laracy	Director of Policy Reform and Advocacy	Annie E. Casey Foundation
Chauncy Lennon	Program Officer	Ford Foundation
Kathy Mannes	Senior Vice President for Workforce and Economic Development	American Association of Community Colleges

Interview List

Name	Title	Organization
Helen Mattheis	Program Director	Greater Cincinnati Foundation
Jennifer McNelly	President	The Manufacturing Institute
Mary Miller	President	Center for Energy Workforce Development
Jonathan Njus	Program Officer	W.K. Kellogg Foundation
Jane Oates	Assistant Secretary	Employment Training Administration (ETA)
Chris Owens	Executive Director	National Employment Law Project
Ron Painter	CEO	National Association of Workforce Boards
Mark Popovich	Senior Program Officer	Hitachi Foundation
Neil Ridley	Senior Policy Analyst	Center for Law and Social Policy
Ingrid Schroeder	Director, Fiscal Federalism Initiative	Pew Charitable Trusts
Heidi Shierholz	Economist	Economic Policy Institute
Whitney Smith	Program Manager	Joyce Foundation
William Spriggs	Chief Economist	AFL-CIO
Betsey Stevenson	Chief Economist	US Department of Labor
Seth Turner	Senior Director of Government Affairs and Public Policy	Goodwill Industries
Andy Van Kleunen	Executive Director	National Skills Coalition
Till von Wachter	Associate Professor	Department of Economics, UCLA
Peggy Walton	Senior Director of Workforce Readiness	Corporate Voices Initiative
George Wentworth	Senior Staff Attorney	National Employment Law Project
John Wilcox	Executive Director and COO	Corporate Voices Initiative