



Mayor's Office of
WORKFORCE
DEVELOPMENT



City Academy

CREATING A PIPELINE FOR
BOSTON RESIDENTS TO ENTER
CAREERS IN CITY AGENCIES

Boston EMS

SEEKING A DIVERSE POOL OF
MA CERTIFIED EMTS LOOKING
FOR A CAREER WITH BOSTON
EMS

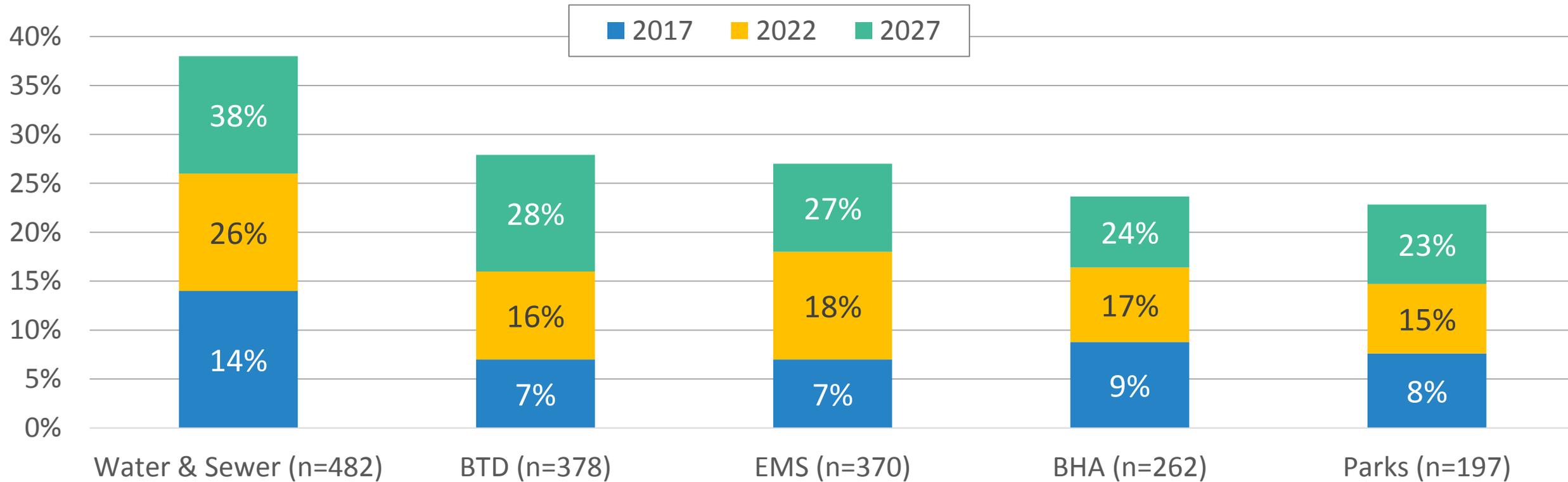
Context

- Mayor Walsh's BostonHires campaign, with a goal of hiring 20,000 unemployed/under-employed Bostonians in good jobs by 2022



Planning for Future Labor Needs: Boston City Departments

PROJECTED PROPORTION AGE 55+ WITH 30+ YEARS OF SERVICE



Note: Percentages shown are cumulative

Planning for Future Labor Needs: National Context

- In 1996, 11.9% of the labor force was over 55, increasing to 22.4% by 2016, and projected to be 24.8% by 2026 (US DOL, BLS)
- 30% of all employees of government agencies in the U.S. were over 55 (Society of Human Resources Management, 2015)
- In 2015, 54% of State and Local governments reported increases in retirement rates from the previous year (Center for State and Local Govt. Excellence)
- Projected that in the next 10 years, nationally, 37 percent of the water utility workers and 31 percent of wastewater utility workers will retire (Water Environment Foundation/EPA)
- In Seattle, 54% of public employees are nearing retirement age (Workforce Development Council of Seattle – King County)

Project Vision

- Provide pathways for Boston residents to enter into City positions with low barriers to entry that offer good wages, health benefits, pensions, and upward mobility
- Give trainees continued opportunities for professional development that will help them move up the career ladder using tuition-free community college, dual enrollment, and articulation agreements to allow participants to gain college credit through on-the-job training
- Increase employee diversity by targeting recruitment to key neighborhoods (Roxbury, Mattapan, Dorchester, Hyde Park, East Boston), people of color, women, and bilingual residents.
- Provide City agencies with qualified candidates to fill in-demand positions by helping to create a skilled talent pool that matches hiring needs
 - City Academy graduates will be screened, pre-trained, and qualified to meet the specifications of agency leadership for positions where broader candidate pool is needed

Program Design Process

- Collaborate with department heads and Human Resources team members to examine job openings across departments to identify requirements & technical skill needs (Approximately 25-30 interactions with agency staff – meetings, calls, email exchanges)
- Understand employer expectations such as job readiness, promptness, licensing and certification, etc.
- Identify career ladder opportunities, including the potential for linking training and jobs to post-secondary education
- Contribution by Vivian Leonard and the OHR team, as well as leadership and HR representation from participating agencies is key to project success

Training Concept Overview

Track I: Entry level, semi-technical jobs with BWSC, BPW, BTD, Parks, and BHA

1. Provide training in Commercial Drivers License (CDL) and Hoisting, with job readiness and development component
2. Serve 12 Boston residents in pilot year
3. Place 7 to 10 program graduates in City jobs in the first year
4. Examining registering as an Apprenticeship with community college dual enrollment and articulation agreement

Track II: Programs leading to entry-level Emergency Medical Technician (EMT) job with EMS

1. Design and launch bridge training and internship program for entry into EMT positions
2. Help increase potential applicants understanding of job responsibilities and expectations
3. Serve 15-20 Boston residents in pilot year

Track III: Career exploration opportunities for Boston's youth with BPD and BFD and piloting recruitment strategies for BPD

1. Implement career exploration program to increase awareness and qualifications of BFD and BPD
2. Serve 20-30 youth in summer of pilot year
3. Implement strategies to recruit diverse group of Boston residents for BPD Cadets program



Boston EMS

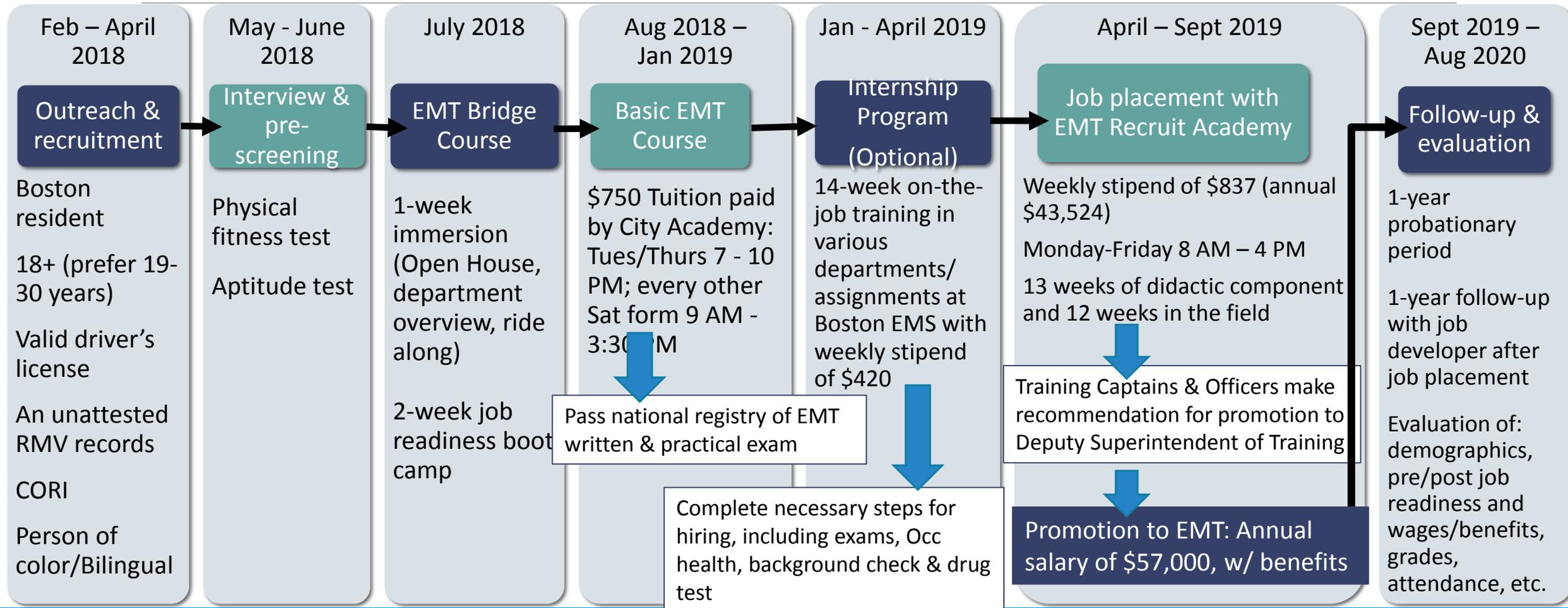
- Recently approved for 20 additional uniformed FTEs to meet rising demand for service and reduce escalating priority 1 incident median response times
- Boston EMS is dedicated to hiring a diverse workforce, representative of the city we serve
- All new hires must already be MA certified EMTs and must pass a written and practical exam, consistent with the state certifying exams
- Historically the Boston EMS EMT course has been a great feeder for the department.
- In the last 15 years, the percentage of personnel who identify as Asian, Black or Hispanic has risen from 16% to 22%, a 37% increase; and, the number of women has increased by over 18% during this time-period.



Boston EMS

- For the most recent EMT Academy, starting this July there were:
 - 119 applicants (104 of whom were confirmed to have MA EMT certification)
 - 58 people showed up for the written exam (37 of whom were residents)
 - 40 passed the written exam
 - 39 participated in the practical exam, with 31 continue to the interview
 - 27 were extended conditional offers of employment

Track II: EMT Proposed Timeline & Program Design





Expected Outcomes

- Register the EMT track with the state's registered apprenticeship program, increasing sustainability through recognition by the State and U.S. Department of Labor and access to government funding sources (*completed*).
- 30 program participants will begin job-readiness boot camp training in July 2018
- 80% of participants (25) will enter into the Basic EMT Course in August 2018 and be provided laptops to support successful completion of the course.
- 75% of participants (18) enrolled in Basic EMT Course will obtain National Registry of EMT certification.

Expected Outcomes

- 88% of participants (16) who obtain EMT certification will be accepted into the Boston EMS EMT Recruit Academy, and will increase their annual income on average by 83% with employer-sponsored benefits
- 87% of participants (**14**) accepted into EMT Recruit Academy will be promoted to positions as full-time EMTs with Boston EMS.
- Participants successfully placed in full-time EMT positions will increase their income by 36% (\$15,000 annually) with added gains in employer-sponsored benefits. Current applicants' average annual income is approximately \$23,000.

Current Progress

- As of April 27, 2018, we have completed 40 outreach information sessions in Roxbury, Mattapan, Dorchester, East Boston, Chinatown, and at various community meetings/senior days in high schools with over 300 applications from Boston residents.
- As of March 22, 2018, the City of Boston has successfully registered the EMT training as a new apprenticeship with the Massachusetts Division of Apprenticeship Standards. The EMT training allows participants to earn while they learn, gain industry-recognized credentials, and benefit from built-in wage increases that match their skills advancement.

Summary:

How this Project Benefits the City

- ❑ Helps meet workforce needs of city agencies by providing a diverse pool of well-trained Boston residents
- ❑ In line with the Mayor's vision, giving Boston residents access and options for entering family sustaining careers with upward mobility
- ❑ Research demonstrates that investments in job training and apprenticeships produce economic returns similar to financial investments.
 - For example, for every 10 job placements through City Academy, 3 to 4 additional jobs will be created, and there will be an increase of \$1.2 to \$1.9 million in economic activity

Summary:

How this Project Benefits the City

- Provides broader social and economic benefits:
 - Increase in income tax revenue from workers earning higher wages: Someone working full-time in a minimum wage job would increase their annual income from \$10,000 to \$30,000 by entering a career through City Academy
 - Decrease in reliance on public benefits – Through both higher wages and expanded access to employer sponsored health insurance and pension

Questions?
