Low Wage Workers in the New Economy
Strategies for Opportunity and Advancement

A National Conference • May 24-25, 2000 • Washington, DC

► Conference Program ◄
May 24, 2000

Dear Conference Participant:

On behalf of all the sponsoring organizations and funders, we welcome you to Low Wage Workers in the New Economy: Strategies for Opportunity and Advancement.

This conference marks an important coming together of different interests—business, labor, government at various levels, education, employment and training, and other community stakeholders—around a critically important issue: our nation’s commitment to those who work hard and play by the rules but remain in jobs that do not lift their families out of poverty.

Those of us who are gathering in Washington for these two days recognize that now is the time for taking real strides toward refocusing debate and policy in this country—from dependency to self-sufficiency, from getting a job to advancement into better employment and higher income, from satisfaction with the progress of welfare reform to strategies that can help low-wage workers succeed in today’s economy. This agenda is important not only to the workers who find themselves unable to advance but also to employers who seek qualified new employees, communities eager to strengthen their economic base, and a nation looking to sustain economic prosperity.

Many people have contributed to making this conference a success. Representatives from sponsoring organizations and foundations suggested plenary speakers, panel topics, and conference participants. It has been an exciting group effort, one whose value we believe will be evident in the quality and richness of the conference sessions and discussions.

Four goals were established when planning began for this conference months ago: 1) to synthesize and present research findings on best practices and policy effectiveness; 2) to expand the constituency for whom helping the working poor succeed is a high priority; 3) to promote policies that can help low-wage workers advance; and 4) to engage public opinion on these critical national issues.

We are confident that the next two days will deliver on these goals. And we are convinced, as are all of you, that there is no more significant challenge facing our nation at this time, during this period of phenomenal economic growth and wealth-creation.

Thank you for joining us. We at Jobs for the Future and the other sponsoring organizations and foundations look forward to a full and challenging two days of discussion, networking, and learning—and to the continued strengthening of our collective efforts in the months and years ahead.

Sincerely,

[Signatures]

Marlene M. Seltzer
Interim CEO, Jobs for the Future

Richard Kazis
Vice President
Registration and General Information

The Registration and Information Desk is located outside of the Presidential Ballroom. Jobs for the Future staff will be on hand at all times to answer questions. They have green ribbons on their badges.

**Message Board**
A message board is located at the Registration and Information Desk throughout the conference. Please check the board periodically and feel free to leave messages for other attendees. In an emergency, you can be reached by phone calls to the Capital Hilton at 202-393-1000, provided that callers identify that you are attending the conference and that it is an emergency.

**Admission to Events**
A registration badge is required for admission to all conference sessions.

**Session Materials**
Panelists’ handouts will be distributed at individual sessions. Any extra copies of session materials will be available on a first come-first serve basis following the session at the information tables.

**Papers**
Each registrant will receive a bound set of background papers commissioned for this conference. Please read, share, and comment on them.

Hotel Floor Plan
This conference addresses a broad range of challenges and opportunities related to the advancement of low-wage workers. The keynotes and concurrent sessions intentionally offer a "wide angle" rather than "telephoto" view: as a group, they are designed to promote connections among the diverse practices and policies that can help low-wage workers succeed in today's labor market. The panels bring together local and national experts. They enable leaders from business, labor, education, government, research institutions, and community-based organizations to learn from each other, debate priorities and policies, and find common ground.

Elsewhere in this program, the more than two dozen concurrent sessions are described in detail and also presented chronologically in an easy-to-read format. Here, sessions are grouped according to the conference's four primary themes.

Many sessions combine several themes. However, this thematic organization may be useful as you try to decide which panel sessions to attend.

<table>
<thead>
<tr>
<th>Conference Themes</th>
</tr>
</thead>
<tbody>
<tr>
<td>A number of panels focus on definitions, data, and background on low-wage workers and the low-wage labor market. Who are the working poor? What do we know about retention and advancement for new labor market entrants and for graduates of particular programs? What beliefs does the public hold about the working poor? These sessions include:</td>
</tr>
<tr>
<td>• Who Are the Working Poor?</td>
</tr>
<tr>
<td>• Assessing Retention and Advancement: Evidence from Leading Initiatives</td>
</tr>
<tr>
<td>• Self-Sufficiency Versus Poverty: Using Data to Organize Public Will</td>
</tr>
<tr>
<td>• Workforce Investment Boards: What Roles in Local Efforts to Promote Advancement?</td>
</tr>
<tr>
<td>• The Federal Policy Environment: Opportunities and Options</td>
</tr>
<tr>
<td>• Public Opinion and the Working Poor: What Do Americans Think?</td>
</tr>
<tr>
<td><strong>2. Skill Development as a Route to Advancement</strong></td>
</tr>
<tr>
<td>Many panels focus on ways to help low-wage, low-skill workers develop their skills and earn credentials valued in the labor market, so they can advance into higher-skill, higher-wage jobs. These panels include:</td>
</tr>
<tr>
<td>• State Strategies to Promote Retention and Advancement</td>
</tr>
<tr>
<td>• Employer Training Consortia: Aggregating Employer Interests</td>
</tr>
<tr>
<td>• The Information Technology Economy: Prospects for the Less-Skilled</td>
</tr>
<tr>
<td>• Skill Development for Already-Employed Low-Wage Workers</td>
</tr>
<tr>
<td>• New Americans in the Labor Market: Special Challenges and Strategies</td>
</tr>
<tr>
<td>• Employer Strategies to Promote Retention and Advancement</td>
</tr>
<tr>
<td>• Publicly-Funded Employment as an Advancement Strategy</td>
</tr>
<tr>
<td>• Women and Low-Wage Work: Strategies from the Field and for Policy</td>
</tr>
<tr>
<td>• Individual Asset Strategies: What Does the Future Hold?</td>
</tr>
<tr>
<td>• Using Education to Make Work Pay for Welfare Recipients</td>
</tr>
<tr>
<td><strong>3. Better Jobs as a Pathway Out of Poverty</strong></td>
</tr>
<tr>
<td>Various panels highlight strategies to improve the quality of jobs available to low-wage and low-skill workers. These strategies include: improved methods to match low-wage workers with first and subsequent jobs that offer better wages and benefits; helping employers be more responsive to low-wage workers needs; using public policy to raise the wage floor and improve job quality.</td>
</tr>
<tr>
<td>• Employers, Race, and Advancement: Strategies for Employers and Job Seekers</td>
</tr>
<tr>
<td>• Multi-Firm Career Ladders: Can They Rebuild Pathways to Advancement?</td>
</tr>
<tr>
<td>• State Approaches to Expanding Opportunity for Low Income Families</td>
</tr>
<tr>
<td>• Work-Family Issues for Low-Wage Workers: Current Reality, Policy Options</td>
</tr>
<tr>
<td>• Living Wage Campaigns: The Next Generation</td>
</tr>
<tr>
<td>• Changing Employer Culture to Support New Workers</td>
</tr>
<tr>
<td>• Making Work Pay: Incentives, Employment, and Advancement</td>
</tr>
<tr>
<td><strong>4. Stakeholders and their Changing Roles</strong></td>
</tr>
<tr>
<td>Most proposals for promoting advancement imply new and different roles for important institutions in our economy and society: community colleges, community-based employment and training providers, business organizations, labor unions, labor market intermediaries and consortia, and government. Panels that will address these issues include:</td>
</tr>
<tr>
<td>• Community Colleges and the Advancement Agenda: New Challenges, New Directions</td>
</tr>
<tr>
<td>• Workforce Service Providers and Employers: Improving the Capacity to Respond</td>
</tr>
<tr>
<td>• Community Organizing and Jobs: Lessons from Innovative Campaigns</td>
</tr>
<tr>
<td>• Intermediary Organizations: Can They Help Connect Job Seekers with Better Jobs?</td>
</tr>
<tr>
<td>• Temporary Help Firms: Their Role in Job Progression</td>
</tr>
<tr>
<td>• New Technology and Its Implications for Workforce Development Systems</td>
</tr>
</tbody>
</table>
Tuesday, May 23, 2000
3:00 pm - 6:00 pm Registration

Wednesday, May 24, 2000
7:00 am - 8:30 am Registration
7:00 am - 8:30 am Continental Breakfast
8:30 am - 9:45 am Opening Plenary Session
Lina Frescas Dobbs, Wider Opportunities for Women
Thomas P. Glynn, Partners' HealthCare Systems, Inc.
Ralph R. Smith, The Annie E. Casey Foundation

10:00 am - 11:45 am Concurrent Sessions
• Workforce Service Providers and Employers: Improving the Capacity to Respond
• Community Colleges and the Advancement Agenda: New Challenges, New Directions
• State Strategies to Promote Retention and Advancement
• Employer Training Consortia: Aggregating Employer Interests
• Who Are the Working Poor?

12:00 pm - 1:30 pm Luncheon Plenary
Albert Fuller, Integrated Packaging Corporation
Mayor Kirk Watson, Austin, TX

1:45 pm - 3:30 pm Concurrent Sessions
• The Information Technology Economy: Prospects for the Less-Skilled
• Skill Development for Already-Employed Low-Wage Workers
• Multi-Firm Career Ladders: Can They Rebuild Pathways to Advancement?
• Employers, Race, and Advancement: Strategies for Employers and Job Seekers
• Assessing Retention and Advancement: Evidence from Leading Initiatives

3:45 pm - 5:15 pm Concurrent Sessions
• Work/Family Issues for Low-Wage Workers: Current Reality, Policy Options
• State Approaches to Expanding Opportunity for Low-Income Families
• Self-Sufficiency Versus Poverty: Using Data to Organize Public Will
• Workforce Investment Boards: What Roles in Local Efforts to Promote Advancement?
• New Americans in the Labor Market: Special Challenges and Strategies

6:00 pm - 8:00 pm Reception
• Senate Hart Office Building, Room 216
Senator James M. Jeffords (R-VT)

Thursday, May 25, 2000
7:00 am - 8:00 am Continental Breakfast

8:00 am - 9:00 am Plenary Session
Senator Edward M. Kennedy (D-MA)
Cathy E. Minehan, Federal Reserve Bank of Boston
Edward Montgomery, U.S. Department of Labor

9:15 am - 10:45 am Concurrent Sessions
• The Federal Policy Environment: Opportunities and Options
• Intermediary Organizations: Can They Help Connect Job Seekers with Better Jobs?
• Employer Strategies to Reduce Turnover and Promote Advancement
• Community Organizing and Jobs: Lessons from Innovative Campaigns
• Publicly-Funded Employment as an Advancement Strategy

11:00 am - 12:30 pm Concurrent Sessions
• Public Opinion and the Working Poor: What Do Americans Think?
• Temporary Help Firms: Their Role in Job Progression
• Women and Low-Wage Work: Strategies from the Field and for Policy
• Living Wage Campaigns: The Next Generation
• Making Work Pay: Incentives, Employment, and Advancement

12:45 pm - 2:00 pm Luncheon Plenary
John W. Wilhelm, Hotel and Restaurant Employees International Union

2:15 pm - 3:30 pm Concurrent Sessions
• New Technology and Its Implications for Workforce Development Systems
• Using Education to Make Work Pay for Welfare Recipients
• Individual Asset Strategies: What Does the Future Hold?
• Changing Employer Culture to Support New Workers

3:45 pm - 4:30 pm Closing Session
Wednesday, May 25th • Opening Plenary Session • Presidential Ballroom
Lina Frescas Dobbs, Executive Director, Wider Opportunities for Women

Lina Frescas Dobbs, an El Paso, Texas native, became WOW's Executive Director in February 1997. She brought to WOW fifteen years of experience in advocacy, community organizing, and program delivery in the private sector. As a founder and director of the El Paso Literacy Coalition and Unite El Paso, she has been active in work to improve literacy services for individuals and in community development work, including advocacy for affordable housing. Frescas Dobbs has run for elective office, staffed a state legislative office, and been a congressional lobbyist. She attended Harvard University, graduating with a degree in economics. She is married and has two sons.

Wednesday, May 25th • Opening Plenary Session • Presidential Ballroom
Thomas P. Glynn, Chief Operating Officer, Partners’ HealthCare Systems, Inc.

Thomas P. Glynn has been the Chief Operating Officer of Partners HealthCare since 1996. Glynn served in the Clinton Administration as Deputy Secretary of the US Department of Labor. He has also been Chief Financial Officer of Brown University and General Manager of the Massachusetts Bay Transportation Authority. His health care experience includes the Chairmanship of the Mayor’s Health Care Commission in Boston, five years as Massachusetts Deputy Welfare Commissioner overseeing the Medicaid program, and two years with a health care consulting firm.

Wednesday, May 25th • Opening Plenary Session • Presidential Ballroom
Ralph R. Smith, Vice President, The Annie E. Casey Foundation

Ralph R. Smith is a Vice-President of the Annie E. Casey Foundation, a private philanthropy dedicated to helping build better futures for disadvantaged children. He previously served as executive assistant to the Mayor of the City of Philadelphia and as chief operating officer and chief of staff for the Philadelphia School District. A nationally recognized scholar and author on corporate law, education policy, family policy, civil rights and affirmative action, Smith is also is Founding Director of the National Center on Fathers and Families and the Philadelphia Children’s Network.

Wednesday, May 25th • Luncheon Plenary Session • Presidential Ballroom
Albert Fuller, Co-Owner, Executive Vice President, and Chief Operating Officer, Integrated Packaging Corporation

Albert Fuller is co-owner, Executive Vice-President, and Chief Operating Officer of Integrated Packaging Corporation (IPC), the largest African-American owned and operated corrugated manufacturing facility in the United States. In 1998, Black Enterprise Magazine ranked IPC as the nation’s 45th largest black-owned company. Prior to launching IPC in 1992, Fuller held seven executive posts at Fortune 500 companies. An advocate for minority hiring and urban renewal, Fuller has worked closely with the National Black MBA Association, Wharton School of Business’ Whitney M. Young Scholarship, and the National Minority Supplier Development Council.

Wednesday, May 25th • Luncheon Plenary Session • Presidential Ballroom
Kirk Watson, Mayor of Austin, Texas

Kirk Watson is the Mayor of Austin, Texas. Watson was named as the Outstanding Young Lawyer for Texas in 1994 and Public Administrator of the Year in 1998. Mayor Watson is the managing partner of Watson, Bishop, London and Galow, P.C. In 1996, he served as Vice Chair of Governmental Relations of the Greater Austin Chamber of Commerce. Mayor Watson is gaining attention nationally as a voice for creative approaches to regional development and the challenge of the “Digital Divide”. He lives in Austin with his wife and two sons.
Plenary Speakers

Wednesday, May 25th • Reception • Hart Senate Building Room 216
Senator James M. Jeffords (R-VT)

Senator James M. Jeffords has represented Vermont in the United States Senate since 1988. Senator Jeffords is Chairman of the Senate Health, Education, Labor and Pensions Committee, which has jurisdiction over approximately 1,000 federal programs related to health, education, labor, disability policy, children and families, older Americans, pensions, and public welfare. He is also a member of the Senate Finance Committee, Veteran’s Committee, and Special Committee on Aging. Previously, he served as Vermont’s Congressman-at-Large, Vermont State Senator, and Vermont’s Attorney General.

Thursday, May 26th • Plenary Session • Presidential Ballroom
Senator Edward M. Kennedy (D-MA)

Senator Edward M. Kennedy has represented Massachusetts in the U.S. Senate for thirty-seven years. Senator Kennedy is the senior Democrat on the Senate Health, Education, Labor, and Pensions Committee. He also serves on the Judiciary and Armed Services Committees. Senator Kennedy has left his mark on the Senate on a wide range of issues, including access to quality health care, education reform, employment and training policy, the rights of workers and of individuals with disabilities, and environmental protection.

Wednesday, May 25th • Reception • Hart Senate Building Room 216
Senator James M. Jeffords has represented Vermont in the United States Senate since 1988. Senator Jeffords is Chairman of the Senate Health, Education, Labor and Pensions Committee, which has jurisdiction over approximately 1,000 federal programs related to health, education, labor, disability policy, children and families, older Americans, pensions, and public welfare. He is also a member of the Senate Finance Committee, Veteran’s Committee, and Special Committee on Aging. Previously, he served as Vermont’s Congressman-at-Large, Vermont State Senator, and Vermont’s Attorney General.

Thursday, May 26th • Plenary Session • Presidential Ballroom
Cathy E. Minehan, President, Federal Reserve Bank of Boston

Ms. Minehan has served as President of the First District Federal Reserve Bank since 1994. She began her career with the Federal Reserve System in 1968 at the Federal Reserve Bank of New York. Active in civic and community affairs, Ms. Minehan serves on the boards of the Boston Private Industry Council, the Boston Municipal Research Bureau, Jobs for Massachusetts, the New England Council, the Boston Public Library Foundation, and the National Business Roundtable.

Thursday, May 26th • Plenary Session • Presidential Ballroom
Edward B. Montgomery, Acting Deputy Secretary, U.S. Department of Labor

Edward B. Montgomery is Acting Deputy Secretary and Assistant Secretary of Policy at the U.S. Department of Labor. Prior to his current position, Dr. Montgomery was Senior Advisor and Chief Economist to the Secretary of Labor. He has been widely published on issues of state and local job creation strategies, earnings inequalities, pensions and savings behavior, affirmative action, and the impact of welfare on Medicaid and employment. He is on leave from the Department of Economics at the University of Maryland and from the National Bureau of Economic Research.

Thursday, May 26th • Luncheon Plenary Session • Presidential Ballroom
John W. Wilhelm, General President, Hotel and Restaurant Employees International Union

Prior to his election in 1998 as General President of the Hotel Employees and Restaurant Employees (HERE) International Union, John Wilhelm served HERE as General Secretary-Treasurer. For the past ten years, Wilhelm has been the chief negotiator for the union’s 45,000-member local in Las Vegas. In the early 1980s, Wilhelm led HERE’s support of 2,650 clerical and technical employees at Yale, resulting in their historic first contract.
Concurrent Sessions

Wednesday, May 24, 2000

10:00 am-11:45 am

Workforce Service Providers and Employers: Improving the Capacity to Respond

Community-based providers of workforce development services increasingly consider employers to be important customers and partners. What new organizational approaches does it take to meet employers' specifications regarding service mix, capacity, and quality? How can service providers be more responsive to local labor market opportunities?

- Moderator: Edwin Melendez, Director, Community Development Research Center, New School University
- Panelists: Art Corrales, Manager, Community Outreach and Business Alliances, Xerox Business Services; Heather Hiles, President and Chief Executive Officer, San Francisco Works; Jeff Jablow, Executive Vice President, Wildcat Service Corporation

Community Colleges and the Advancement Agenda: New Challenges, New Directions

Post-secondary credentials have real value in the labor market. But what does it take for community colleges to be able to serve low-skill workers well? And what can states do to move their colleges toward greater engagement with this new population? National, state, and college-level perspectives come together on this panel.

- Moderator: Norton Grubb, Professor of Education, University of California at Berkeley
- Panelists: Judith McGaughey, Vice President, Adult and Continuing Education, LaGuardia Community College; Mary Gershwin, Director, Office of Systems Planning/Strategic Planning, Colorado Community College and Occupational Education System

State Strategies to Promote Retention and Advancement

What are innovative states doing to promote advancement out of poverty? Representatives of state agencies in Florida and Washington will discuss new strategies, from financial incentives to new priorities for community college systems.

- Moderator: Mark Elliott, Executive Vice President, Public/Private Ventures
- Panelists: Phyllis Busansky, Executive Director, Florida WAGES State Board; Michael Porter, Policy Associate, Washington State Board of Community and Technical Colleges

Employer Training Consortia: Aggregating Employer Interests

Most employers provide little training to entry-level workers, and smaller firms are least likely to do so. How can employer training consortia contribute to a solution? Leaders of three innovative model efforts discuss successes and challenges.

- Moderator: Jack Mills, Program Director, Jobs for the Future
- Panelists: Dorrin Beaudin, Manager of Workforce Development, Greater Holyoke Chamber of Commerce; Linda Dworak, Executive Director, Garment Industry Development Corporation; Dan Miller, Chief Operating Officer, Thomas P. Miller and Associates

Who Are the Working Poor?

How many working Americans are unable to escape poverty? Who are they? What are their education levels, their work histories, and future prospects? Two experts who prepared original papers for this conference assess the extent of this challenge.

- Moderator: John Foster-Bey, Senior Associate, The Urban Institute
- Panelists: Gregory Acs, Senior Research Associate, The Urban Institute; Stephen J. Rose, Senior Economist, Educational Testing Service

1:45 pm-3:15 pm

The Information Technology Economy: Prospects for the Less-Skilled

IT skills are fast becoming a dividing line between jobs with advancement potential and those without. Representatives from community colleges and industry will discuss how the enormous demand in this industry can benefit the less-skilled.

- Moderator: Brian Bosworth, President, The FutureWorks Company
- Panelists: Sally Fifer, Executive Director, Bay Area Video Coalition; Peter Joyce, Workforce Development Manager, Cisco Systems, Inc.; Susan Muha, Executive Vice President, Cuyahoga Community College

Skill Development for Already-Employed Low-Wage Workers

For working low-income individuals, it is hard to find the time for work, family, and skill development. Yet, without skill development, many advancement routes are closed. Across the country, states, communities, industries and firms are experimenting with different ways to make it easier for working people to learn and gain valuable credentials. What are some of these strategies and how can they be encouraged by state policymakers?

- Moderator: Julie Strawn, Senior Policy Analyst, Center for Law and Social Policy
- Panelists: Roger Hughes, Executive Director, Minnesota Job Skills Partnership; Holly Moore, Vice President, Workforce and Economic Development, Shoreline Community College
Multi-Firm Career Ladders: Can They Rebuild Pathways to Advancement?  

Multi-firm career ladders benefit firms by meeting the need for qualified employees, while benefiting individuals by providing routes to well-paid jobs. What are the barriers to multi-firm career ladders, and what would make developing them easier?  

- **Moderator:** Laura Dresser, Research Director, Center on Wisconsin Strategies  
- **Panelists:** Joan Fitzgerald, Visiting Associate Professor, Robert J. Milano Graduate School, New School University; Andy Van Kleunen, Director, Paraprofessional Healthcare Institute

Employers, Race, and Advancement: Strategies for Employers and Job Seekers  

The interactions among race, skills, attitudes, and labor market demand are complex. How can employers and community-based organizations work together to overcome attitudes and other obstacles to advancement for particular groups of workers? A national expert on “what employers want” joins practitioners from the Casey Jobs Initiative.  

- **Moderator:** Harry Holzer, Visiting Fellow, The Urban Institute  
- **Panelists:** Darryl Burrows, Executive Director, New Orleans Job Initiative; Carol Hedges, President, Denver Workforce Initiative

Assessing Retention and Advancement: Evidence from Leading Initiatives  

What are fair expectations from local programs for retention rates and wage progression? Researchers assessing the effectiveness of several major efforts will share initial results and discuss the issues embedded in efforts to set appropriate performance measures.  

- **Moderator:** Anu Rangarajan, Senior Economist, Mathematica Policy Research  
- **Panelists:** Maureen Conway, Director, Sectoral Employment Development Learning Project, The Aspen Institute; Douglas Welch, Associate, Housing and Community Revitalization, Abt Associates

3:45 pm-5:15 pm  

Work-Family Issues for Low-Wage Workers: Current Reality, Policy Options  

A recent survey by the Families and Work Institute indicates inequities in the availability of work-family benefits for workers in low-wage jobs. What are the facts? And how can the public and private sectors help employers and their lower-wage workers reduce the conflict between work and family responsibilities?  

- **Moderator:** Arlene Johnson, Director and Senior Consultant, WFD Consulting  
- **Panelists:** Heidi Hartmann, Director and President, Institute for Women’s Policy Research; Donna Klein, Vice President, Diversity and Workforce Effectiveness, Marriott International

State Approaches to Expanding Opportunity for Low Income Families  

The National Governors’ Association (NGA) is working with public/private teams from seven states that are trying to redirect state priorities toward comprehensive opportunity strategies for low-income families. How is it going? Reports from Indiana and Ohio.  

- **Moderator:** Evelyn Ganzglass, Director, Employment and Social Services Policy Studies, NGA Center for Best Practices  
- **Panelists:** Joel Potts, Deputy Director of County Operations, Ohio Department of Social Services; Graham Toft, President, Indiana Economic Development Council

Self-Sufficiency Versus Poverty: Using Data to Organize Public Will  

Wider Opportunities for Women has been working with groups in a number of states to identify the income level required for families to attain a decent standard of living. Leaders from these efforts will explain how this data analysis is being used as an organizing tool to mobilize political will—and even to change perceptions and behavior on the front lines in local welfare offices.  

- **Moderator:** Kimberly Pate, Director, National Projects, Wider Opportunities for Women  
- **Panelists:** Carol Goertzel, Executive Director, Women’s Association for Women’s Alternatives; Jennifer Brooks, Director of Public Policy, Wider Opportunities for Women

Workforce Investment Boards: What Roles in Local Efforts to Promote Advancement?  

The Workforce Investment Act is creating new local and state infrastructure to plan and oversee public workforce development programs. Is this old wine in new bottles or can these local boards play important roles in helping low-wage workers advance?  

- **Moderator:** Marlene Seltzer, Interim Chief Executive Officer, Jobs for the Future  
- **Panelists:** Joseph Carbone, President, The Workplace, Inc.; Larry Good, President, Corporation for a Skilled Workforce; Rebekah Lashman, Policy Coordinator, Boston PIC

New Americans in the Labor Market: Special Challenges and Strategies  

The concentration of certain immigrant populations in low-wage employment poses particular challenges to the advancement agenda. Immigration laws and enforcement, language and culture issues pose significant obstacles to labor market success. What strategies can address these challenges effectively?  

- **Moderator:** Kent Wong, Director, University of California Los Angeles, Center for Labor Research and Education  
- **Panelists:** Miguel Contreras, Executive Secretary-Treasurer, Los Angeles County Federation of Labor; John Powell, Director, Institute on Race and Poverty, University of Minnesota Law School
9:15 am-10:45 am

The Federal Policy Environment: Opportunities and Options

A panel of distinguished federal experts from executive agencies and Capitol Hill assess the current status of and future prospects for policies and programs that emphasize advancement out of poverty and into better jobs for the working poor.

- **Moderator:** Richard Kazis, Vice President, Jobs for the Future
- **Panelists:** Raymond Bramucci, Assistant Secretary, Employment and Training Administration (invited); Sherry Kaiman, Professional Staff Member, U.S. Senator Jeffords; Jane Oates, Legislative Aide for Education, Office of Senator Kennedy; D’Arcy Philips, Professional Staff, House Committee on Education and the Workforce; Mack Storrs, Director, Division of Self-Sufficiency, Office of Family Assistance and Children, Department of Health and Human Services

Intermediary Organizations: Can They Help Connect Job-Seekers with Better Jobs?

"Intermediary organization" is a popular new buzzword—and interesting entities that link job-seekers with work are emerging in many communities. Labor-led organizations, Chambers of Commerce, Goodwill Industries—how are these new efforts faring? And what characteristics make these local institutions more or less successful at linking entry-level workers to better jobs?

- **Moderator:** Lisa Hicks, Director, Building Effective Partnerships, Jobs for the Future
- **Panelists:** Bruce Herman, Executive Director, AFL-CIO Working for America Institute; Brenda Palms-Barber, Executive Director, North Lawndale Employment Network; James Van Erden, Vice President for Workforce Programs, Goodwill Industries International

Employer Strategies to Reduce Turnover and Promote Advancement

What successful strategies have individual employers developed to promote retention and advancement of entry-level workers within their firms? What lessons do they contain for other employers, workforce programs, and workforce development policy?

- **Moderator:** Georgina Heard, Manager, Governmental Affairs, United Airlines
- **Panelists:** Bill Endicott, Director, Welfare-to-Work, National Grid; Fred Kramer, Director, Community Employment and Training Programs, Marriott International; Karen Shawcross, National Program Manager, Welfare to Self-Sufficiency Program, Bank of America

Community Organizing and Jobs: Lessons from Innovative Campaigns

Community organizing has traditionally demanded jobs for neighborhood residents. But there is a growing realization that it’s not enough to win job commitments without addressing issues of skill development, post-placement support, and other needs. How are innovative groups adapting their strategies? What promising partnerships and roles are emerging for these groups?

- **Moderator:** Mary Ochs, Field Organizer, Center for Community Change
- **Panelists:** Benetta Johnson, Director, Alameda Corridor Jobs Coalition; Christine Neumann-Ortiz, Printing Project Coordinator, Campaign for a Sustainable Milwaukee

Publicly-Funded Employment as an Advancement Strategy

Welfare reform made it possible for states and localities to create publicly-funded community service jobs as a way into employment for welfare recipients. How are the most successful efforts organized? And how can publicly-funded jobs be structured to maximize the potential for advancement into better jobs?

- **Moderator:** Betsy Biemann, Assistant Director, Working Communities, Rockefeller Foundation
- **Panelists:** Richard Greenwald, President and CEO, Transitional Work Corporation; Paul Knox, Managing Director, WorkFirst, Washington State Community, Trade, and Economic Development; Steve Savner, Senior Attorney, Center for Law and Social Policy

11:00 am-12:30 pm

Public Opinion and the Working Poor: What Do Americans Think?

Any effort to raise the working poor higher on the national policy agenda must grapple with public opinion and belief. What messages about work, poverty, and opportunity resonate with the public? Polling industry leaders share their perspectives.

- **Moderator:** Arthur White, Vice Chairman, Yankelovich Partners
- **Panelists:** Maury Giles, Senior Research Executive, Wirthlin Worldwide; Celinda Lake, President, Lake, Snell, Perry and Associates

Temporary Help Firms: Their Role in Job Progression

Temp firms are playing an increasingly important role in the entry-level labor market—and in partnerships with public programs. What strategies within and outside the industry can increase the value of temporary employment as a vehicle for advancement?

- **Moderator:** Mara Manus, Program Officer, Ford Foundation
- **Panelists:** Matthew Grant, Minister of Enlightenment, Aquent; Van Parish, Director of Programs, Working Partnerships USA
Women and Low-Wage Work: Strategies from the Field and for Policy  

The influx of 800,000 women from the welfare rolls to the workforce only highlights one of the nation’s biggest challenges—the concentration of women in low-wage employment. This panel will identify the extent and the shape of the problem—and explore practical strategies for improving opportunity for less-skilled women coming into the labor market.

- Moderator: Donna Cooper, Senior Vice President, Philadelphia Workforce Development Corporation
- Panelists: Jackie Edens, Commissioner, Mayor’s Office of Workforce Development, City of Chicago; Thelma French, Executive Assistant to the Mayor, Division of Federal and State Programs and Mayor’s Office, City of New Orleans; Cynthia Negrey, Study Director, Institute for Women’s Policy Research

Living Wage Campaigns: The Next Generation  

Municipal and state campaigns to raise wages for workers whose employers benefit from public largesse have been a staple of community and labor organizing. Where does this movement stand today? How effective have the campaigns been? And what new directions and alliances are likely?

- Moderator: Katherine McFate, Associate Director, Rockefeller Foundation
- Panelists: Steven Kest, Executive Director, ACORN; Christine Owens, Assistant Director, AFL-CIO Public Policy

Making Work Pay: Incentives, Employment, and Advancement  

States and the federal government have been exploring a range of benefit, tax, investment, and other strategies for "making work pay" for low-wage workers. Do financial incentives affect retention and wage progression? Are wage subsidies and/or income supports sound policy? If more people get in and stay in the labor market, will they naturally advance into better jobs?

- Moderator: Yvonne Carrasco, Program Officer, David and Lucile Packard Foundation
- Panelists: Jared Bernstein, Economist, Economic Policy Institute; Peter Gottschalk, Professor of Economics, Boston College; Charles Michalopoulos, Senior Research Associate, Manpower Demonstration Research Corporation

New Technologies and Its Implications for Workforce Development Systems  

Monster.com, Wetfeet, Trainingnet, Eriss.com: the use of Internet technology for job searches, training, and labor market information is exploding. What can make this resource relevant and accessible to low-skill workers? How will technology affect labor market intermediaries, community-based training organizations, and traditional workforce development systems?

- Moderator: Susan Goldberger, Program Director, Research and Policy, Jobs for the Future
- Panelists: Allan Hoffman, Web Consultant and Journalist; Michael Margolis, Co-Founder and Director, Cityskills.org

Using Education to Make Work Pay for Welfare Recipients  

A recent Educational Testing Service report identifies ten lessons for states and colleges on how to work within the existing welfare framework to help recipients gain education and valued post-secondary credentials. An author will outline the report’s findings, and other experts will share their experience.

- Moderator: Dennis Lieberman, Director, Welfare-to-Work Grants Implementation Team, U.S. Department of Labor
- Panelists: Ellen O’Brien Saunders, Executive Director, Washington State Workforce Training and Education Coordinating Board; Kathleen Sylvester, Executive Director, Social Policy Action Network

Individual Asset Strategies: What Does the Future Hold?  

Domestic policy is turning increasingly to approaches that emphasize individual choice and responsibility. Asset development is seen by many as a necessary response to the "free agency" economy of the information age. How broadly will IDAs, LiLAs, and ITAs diffuse? Will the working poor benefit or will the gap between haves and have-nots widen?

- Moderator: Sam Leiken, Director of Public Policy and Government Relations, Council for Adult and Experimental Learning
- Panelists: Ray Boshara, Policy Director, Corporation for Enterprise Development; Sara Horowitz, Executive Director, Working Today

Changing Employer Culture to Support New Workers  

Much turnover in entry-level employment happens in the first few months. How can employers change their orientation, supports, attitudes, and workplace culture to be more accommodating and supportive of specific populations—minorities, ex-offenders, etc.—who may be relatively new to their workplaces. Can these changes promote retention and advancement over time?

- Moderator: Philip Moss, Professor, Department of Regional Economic and Social Policy, University of Massachusetts–Lowell
- Panelists: Marc Bendick, Principal, Bendick and Egan Economic Consultants; John Jeffries, Director, National Associates Program, Vera Institute
We acknowledge the following organizations for their support and contributions to this conference:

**Funders**

**The Annie E. Casey Foundation**
701 St. Paul Street
Baltimore, MD 21202
ph: (410) 547-6600
www.aecf.org

**The Ford Foundation**
320 East 43rd Street
New York, NY 10017
ph: (212) 573-4651
www.fordfoundation.org

**The Charles Stewart Mott Foundation**
1200 Mott Foundation Bldg.
Flint, MI 48502-1851
ph: (313) 741-0610
www.mott.org

**The David and Lucile Packard Foundation**
300 2nd Street, Suite 200
Los Altos, CA 94022
ph: (650) 948-7658
www.packard.org

**The Rockefeller Foundation**
420 5th Ave., 20th Floor
New York, NY 10018-2702
ph: (212) 869-8500
www.rockfound.org

**Sponsors**

**AFL-CIO**
815 16th Street, NW
Washington, DC 20006
ph: (202) 637-5000
www.aflcio.org

**Jobs for the Future**
88 Broad Street, 8th Floor
Boston, MA 02110
ph: (617) 728-4446
www.jff.org

**National Association of Manufacturers**
1331 Pennsylvania Ave., #600
Washington, DC 20004
ph: (202) 637-3010
www.nam.org

**National Governors’ Association**
444 North Capitol St., NW
Washington, DC 20001
ph: (202) 624-5300
www.nga.org

**National League of Cities**
1301 Pennsylvania Ave., NW
Washington, DC 20004
ph: (202) 626-3000
www.nlc.org

**National Urban League**
120 Wall Street
New York, NY 10005
ph: (212) 558-5353
www.nul.org

**The Urban Institute**
2100 M Street, NW
Washington, DC 20037
ph: (202) 833-7200
www.urban.org

**Welfare to Work Partnership**
1250 Connecticut Ave., NW, Suite 610
Washington, DC 20036
ph: (202) 955-3005
www.welfaretowork.org

**Organized by**

**Jobs for the Future**