



# **Programs for the Hardest to Employ & Wrap-Around Supports to Ensure Success**

**Reinventing Our Communities (ROC) Cohort Program**

October 27, 2022 | 2:00 PM – 3:30 PM

**Prepared by:**

Dr. Lomax R. Campbell, President & CEO

# Agenda

- Getting Started
- Putting Things in Perspective
- Evidence-based Approaches
- Culturally-relevant Cases
- Summary of Ideas & Concepts

## Appendix

- Company Overview

AMPLIFY  
BLACK  
VOICES

# Bio – Dr. Lomax R. Campbell

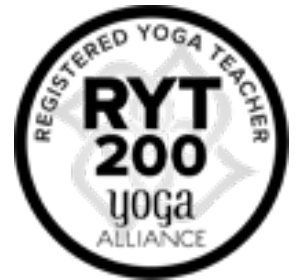


## Professional

- President & CEO of Third Eye Network, LLC
- Chairman & Co-Founder, Niche Market Insights Foundation, Inc.
- 20 years of experience in small business, higher education, & public administration
- Expertise: Management, marketing, strategy, ethnic psychology, entrepreneurship, workforce & economic development, organizational change & stress management

## Educational

- Certificate of Completion, Harvard Kennedy School
- DMgt, University of Maryland Global Campus
- Executive MBA & BS, Rochester Institute of Technology
- Certified Project Management Professional
- Certified Lean Six Sigma Black Belt
- Economic Modeling Specialists International (EMSI) Certified
- Certified Kemetic Yoga Instructor



# Session Summary

Different models & emphasis need to be applied to different populations to meet their unique needs, especially when it comes to individuals that face severe barriers to employment & are considered “hard to employ.” This session will address the needs of such populations, barriers that they face in acquiring & retaining quality jobs, & services that must be provided to ensure they succeed.

*Observe: Each populations' needs must be contextualized*

# Session Objectives

- Provide insight into the multifaceted nature & challenges of redressing structural–systemic barriers to employment
- Inform the development of community-based workforce recovery plans centering a racial equity lens
- Emphasize the strategic value of adopting collective impact models in support of “hard to employ” populations

STOP  
ASIAN  
HATE

# Challenges

Persistent multi-sector cultural gaps arising from megatrends:

- Globalization effects (*e.g., Immigration, market dynamics*)
- Technological advancement (*e.g., “Digital Divide”*)
- Labor shortages (*e.g., “The Silver Tsunami,” “Great Resignation”*)
- Racial & social bias (*e.g., Civil unrest*)

# Implications

#RESPETO

Consequences are compounding for those doing “the work”:

- Organizational capacity constraints
- Declining organizational effectiveness
- Lack of competitiveness (*i.e., local, state, national, & global*)
- Systems failure

# Significance

Pervasiveness of the impact of culture on performance:

- Cultural incongruence spans government, philanthropy, nonprofits, education, corporate, banking, judicial, carceral, pharmaceutical, transportation, military, food, housing, political, media, immigration, & other systems



## Let's "A.B.I.D.E. by Anti-Racist Principles"

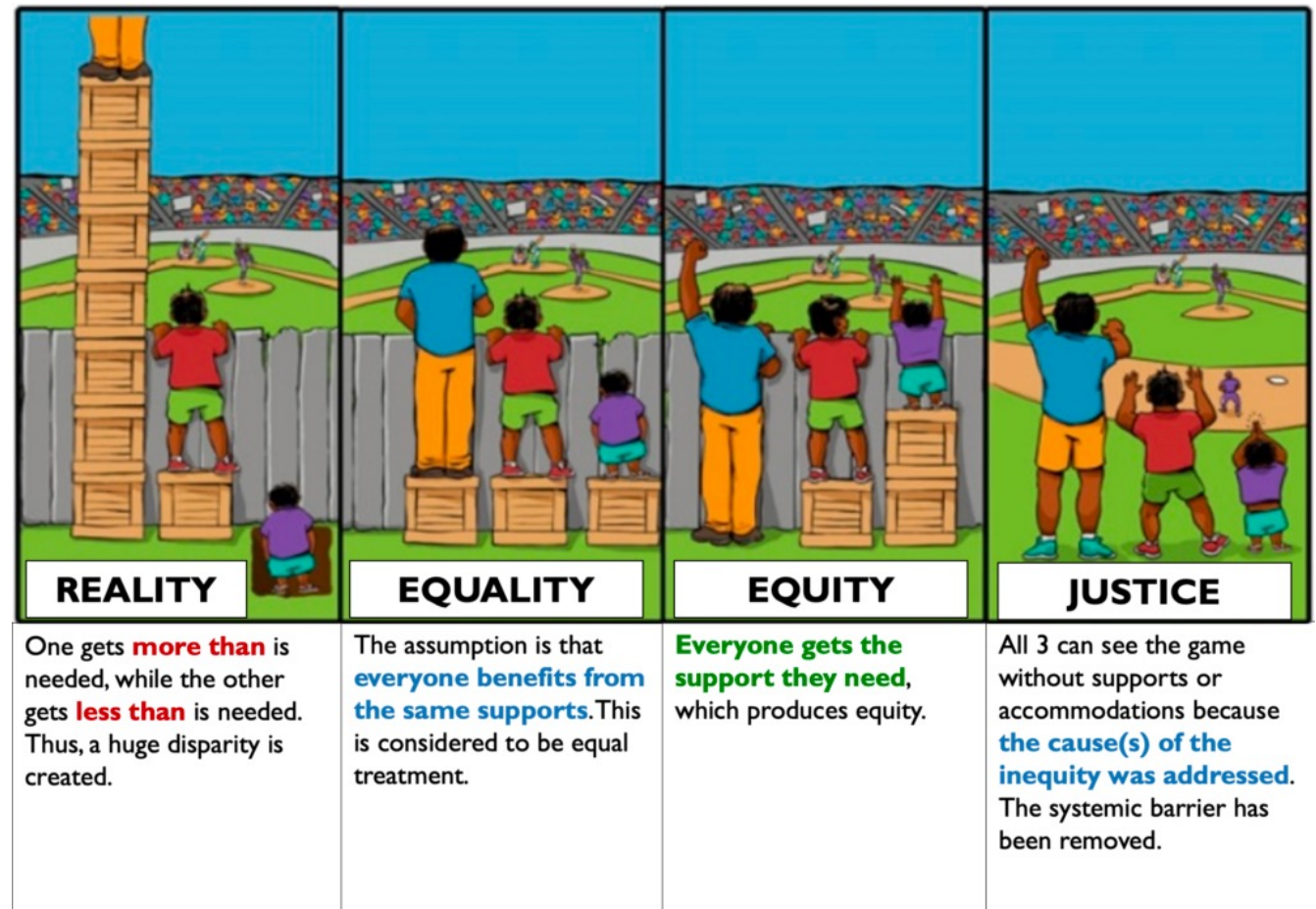
# The Level Set

To truly transform communities, we must not only provide people the support they need, but also remove barriers to success in the process.


### A Literacy Moment:

- **Access** – Proactively designing w/ accessibility in mind so adaptations are unnecessary (i.e., policy, cognitive, physical, & technological)
- **Belonging** – Feeling of security, support, respect, & acceptance when people can “show up” as their authentic selves
- **Inclusion** – State where all are able to participate & realize their potential
- **Diversity** – The presence & recognition of difference within organizations, systems & communities
- **Equity** – Meeting people/groups where they are & giving them what they need to be successful; a lens, process, & an outcome

References: *Forward Cities* (n.d., ABIDE Model)  
Lynch, Sutherland, & Walton-Fisette, (2020, photo)







**The People's Institute for Survival and Beyond** informs us that an effective, broad-based movement for social transformation must be rooted in the following:

- **Analyzing Power**
- **Developing Leadership**
- **Reshaping Gatekeeping**

**The Level Set** *cont.*

Reference: [www.pisab.org](http://www.pisab.org)

- **Identifying & Analyzing Manifestations of Racism**
- **Learning from History**
- **Maintaining Accountability**
- **Sharing Culture**
- **Undoing Internalized Racial Oppression**
- **Undoing Racism®**



**THE PEOPLE'S  
INSTITUTE**  
For Survival and Beyond  
EST. 1980  
[www.pisab.org](http://www.pisab.org)  
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Richard W. Patterson  
FORENSIC PSYCHIATRY  
Systemic & Cultural Issues  
Institute for Social Justice

# Workforce Diversity

## *Philosophical Outlook*

Philosophical Dimensions	Underlying Mainstream Assumptions	Underlying Black-Latinx-Arab Assumptions	Underlying Asian & Pacific Islander Assumptions	Underlying Native American Assumptions
Highest Value	<ul style="list-style-type: none"> <li>• Objects, Impersonal</li> <li>• Objectivity (what)</li> <li>• Hierarchy</li> <li>• Individualism</li> <li>• Competition</li> </ul>	<ul style="list-style-type: none"> <li>• Relationships</li> <li>• Subjectivity (why)</li> <li>• Equality</li> <li>• Collectivism</li> <li>• Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Group Cohesiveness</li> <li>• Collaboration</li> <li>• Saving “face”</li> <li>• Respect for Authority</li> </ul>	<ul style="list-style-type: none"> <li>• Oneness with the Great Spirit</li> <li>• Personal Experiences</li> </ul>
Learning & Development	<ul style="list-style-type: none"> <li>• Data-driven (Quant)</li> <li>• Atomistic, Linear</li> <li>• Inductive</li> <li>• Lens: “the Tree” (the parts)</li> <li>• Process-oriented</li> </ul>	<ul style="list-style-type: none"> <li>• People-driven (Qual)</li> <li>• Holistic, Circular</li> <li>• Deductive</li> <li>• Lens: “the Forest” (the whole)</li> <li>• Action-oriented</li> </ul>	<ul style="list-style-type: none"> <li>• Mixed Methods</li> <li>• Strive for the Transcendental</li> <li>• Lens: Both (the parts &amp; whole)</li> <li>• Cyclical &amp; Repetitive</li> </ul>	<ul style="list-style-type: none"> <li>• Spiritual Receptivity &amp; Reflections (Qual)</li> <li>• Lens: All things are in Cyclic Movement</li> <li>• Environmentally Experiential Reflection</li> </ul>

*Influenced by equatorial proximity & topography as groups struggled to survive & thrive over time*

*Source: Adapted from The Philosophical Aspects of Cultural Difference*



# Workforce Diversity

## *Philosophical Outlook continued*

Philosophical Dimensions	Underlying Mainstream Assumptions	Underlying Black-Latinx-Arab Assumptions	Underlying Asian & Pacific Islander Assumptions	Underlying Native American Assumptions
Reasoning (Sensemaking)	<ul style="list-style-type: none"> <li>• Dichotomous</li> <li>• Polarized</li> <li>• “Either/Or”</li> <li>• Scarcity-mindset</li> </ul>	<ul style="list-style-type: none"> <li>• Diunital</li> <li>• Continuum</li> <li>• “Both/And”</li> <li>• Abundance-mindset</li> </ul>	<ul style="list-style-type: none"> <li>• Objective world as Independent from Thought &amp; Mind</li> <li>• Coexistence</li> </ul>	<ul style="list-style-type: none"> <li>• Sets of 4 &amp; 3 unite to form the whole</li> <li>• Aztec Thought (Diphrases &amp; Couplets)</li> </ul>
Being (Living)	<ul style="list-style-type: none"> <li>• Scalable Sets</li> <li>• Reproducible Sets</li> <li>• Discrete Steps</li> <li>• Discontinuous</li> <li>• e.g., Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Interrelated Sets</li> <li>• Human-Spiritual Networks</li> <li>• Complementarity</li> <li>• e.g., “Black Church”</li> </ul>	<ul style="list-style-type: none"> <li>• Independent Interrelationships</li> <li>• Harmony of the Universe</li> <li>• e.g., Keiretsu (Japan)</li> </ul>	<ul style="list-style-type: none"> <li>• All Sets are Interrelated</li> <li>• Elements, plants, animals, &amp; spiritual networks</li> <li>• e.g., “Animal Spirit”</li> </ul>

*Influenced by equatorial proximity & topography as groups struggled to survive & thrive over time*

Source: Adapted from *The Philosophical Aspects of Cultural Difference*



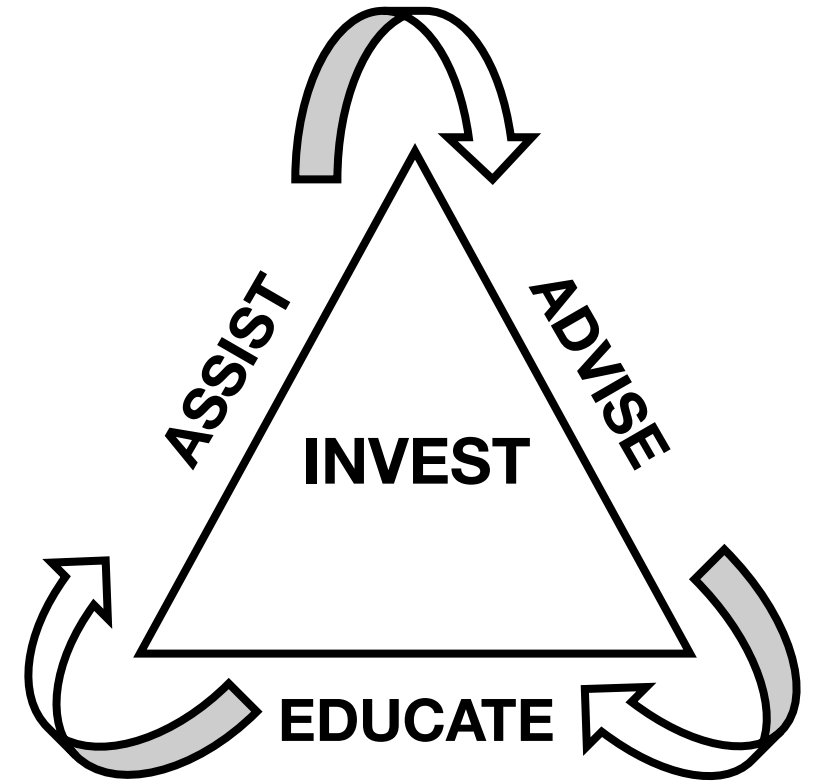


# Community Wealth Building (CWB)

- Comprehensive approach to social & economic problems
- Inclusive, collaborative asset-building framework
- A community-based (“*bottoms up*”) economic development strategy
- Occurs at all levels: Individual, family, group, institutional, & regional

# CWB Effects

- Increased local talents, capacities, capital, & expenditure flows
- Financial empowerment
- Greater access to opportunities
- Democratic ownership of community assets & resources
- Generational wealth creation for disenfranchised communities



# Collective Impact 3.0

*An evolving framework for community change (article)*

From	To
<b>The Leadership Paradigm</b>	
Management	Movement Building
<b>The Five Conditions</b>	
Common Agenda	Community Aspiration
Shared Measurement	Strategic Learning
Mutually Reinforcing Activities	High Leverage Activities
Continuous Communication	Inclusive Community Engagement
Backbone Support Staff	Containers for Change

*Source: Tamarack Institute (2016), pg. 3*

# Rochester Case Studies



**Economic & Workforce  
Development Center**  
MONROE COMMUNITY COLLEGE







## Economic & Workforce Development Center

MONROE COMMUNITY COLLEGE

- Established to address shortages in the educational pipeline & skills gaps in the workforce
- Developed a proprietary workforce cluster data system aggregating 90+ data sources, w/ a quarter lag
- Informed regional workforce planning across 3 NYS regions
- Led to accelerated cohort programs & new [FWD Center](#)



- Initiative supported by \$8M Affordable Care Act Grants
- Spearheaded by a community action agency (ABC) + 11 partnering organizations serving diverse LMI residents
- Tuition assistance for in-demand middle skill health career pathways
- Subsidized childcare & transportation expenses
- Emergency financial assistance
  - Supplies, fees, uniforms, tutoring



- A creative twist on a traditional job fair
  - Community-based, block-party style recruitment event
  - Celebrating the end of summer; w/ jobs & community resources
- More than 50 businesses, recruiters, & community agencies
- Accessible community locations including parks, public schools, & recreation centers



- Rochester (NY) based not-for-profit organization established by a local manufacturer to address labor shortages
- Provides manufacturing skills training & placement support
- Public-Private Partnership
  - Supported by \$250k+ city investment annually
  - Participants must be 19 or older & LMI residents
  - Graduates of the city's employment readiness program
  - 30+ employers engaged



- Rochester (NY) based not-for-profit organization established by a local union electrician to address labor shortages
- Focus on direct entry into the building & construction trades
- Participants derived from historically disadvantaged communities
- Union partnerships

# Summery of Ideas & Concepts

Workforce recovery efforts must be equally multifaceted:

- Centering essential population segments & sub-sets
- Intentionally engaging employers, policy makers, funders, educators, direct & wrap-around service providers, etc.
- Building wholistically (“bottoms up”) w/ a racial equity lens
- Organizing for collective action

# Thank you!

## Get in touch



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