

TRANSFORMING JOBS INTO CAREERS

ELEVATING FRONTLINE WORKER PERSPECTIVES ON ADVANCEMENT AMONG JUSTICE-IMPACTED EMPLOYEES

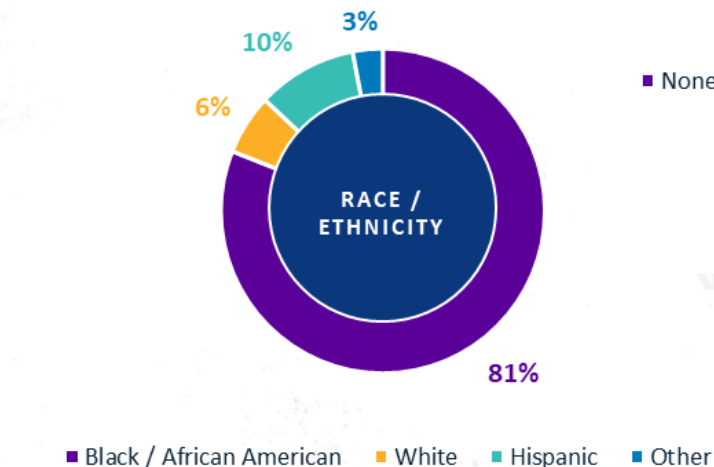
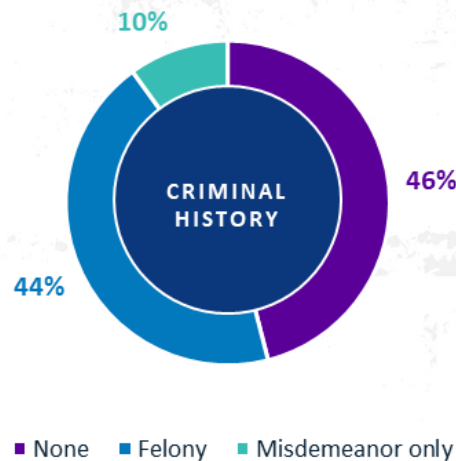
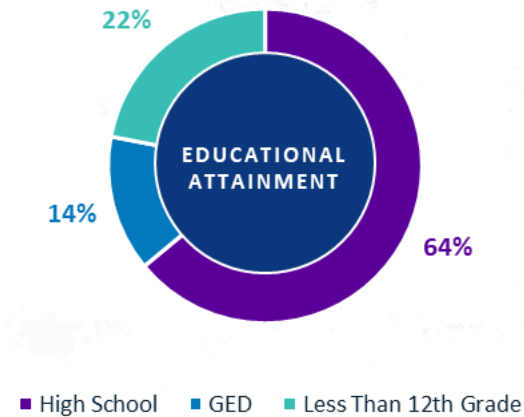


WHO WE ARE

Cara Collective is a national workforce development organization that has moved untapped talent into ~12,500 jobs at 70% same-firm, one-year retention rates – 20 points higher than the national average.

Our job seekers have often fallen into misfortune, misstep, or injustice, which has made it difficult for them to find work.

Meanwhile, 70+ employment partners trust us to find talent in commercial cleaning, financial services, healthcare, hospitality, food service, professional services, and more.

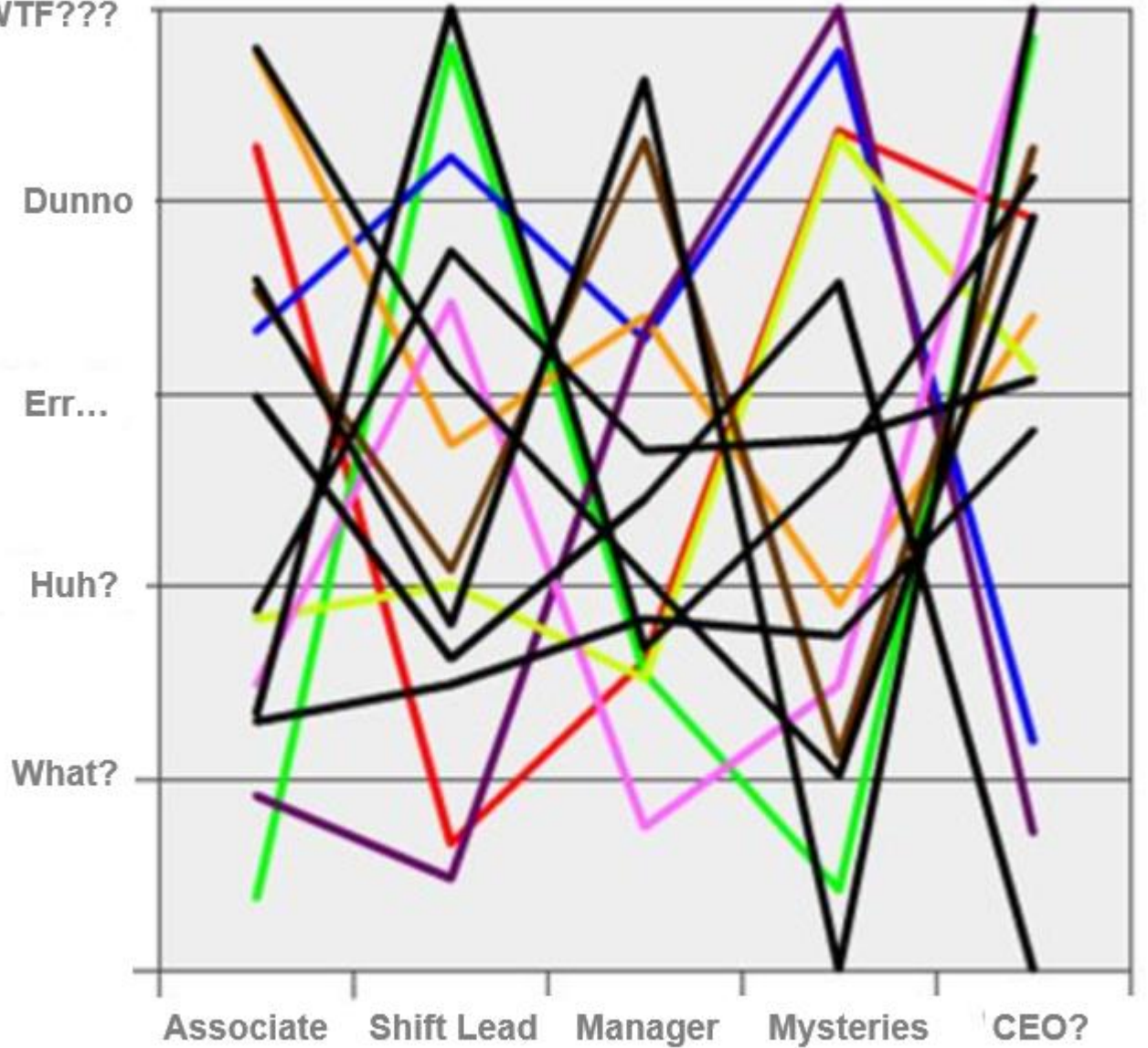


HOW WE GOT HERE TODAY

EXPERIENCE OF MANY
FRONTLINE WORKERS
NAVIGATING HOW TO ADVANCE



WTF???



BRIDGING THE ADVANCEMENT GAP – LARGE STUDY ON FRONTLINE WORKER MOBILITY

McKinsey
& Company

In collaboration with
CARA PLUS

Bridging the advancement gap: What frontline employees want—and what employers think they want

Improving opportunities for low-wage hourly employees to advance their careers can raise US workforce skill levels and give a powerful boost to inclusion.

by Swathi Bhaskaran, Andrew Davis, Christophe Desbrière, and Sara Wassertell



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© South Getty Images

+ **2,154 frontline employees and 305 employers were surveyed**

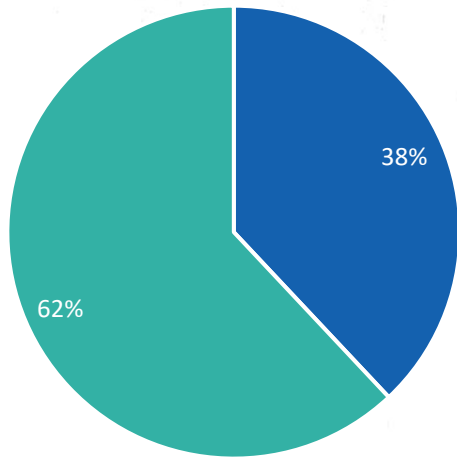
- Frontline employees = hourly workers making <\$22/hr.
- Industries: customer service, financial and professional services, healthcare, hospitality, manufacturing, retail, shipping, and logistics and transportation
- Representation across gender, age, race and ethnicity, and geography, as well as historically underrepresented populations like workers without a four-year degree and those who have been justice-impacted



DEMOGRAPHICS FOR RESPONDENTS THAT HAD BEEN JUSTICE INVOLVED

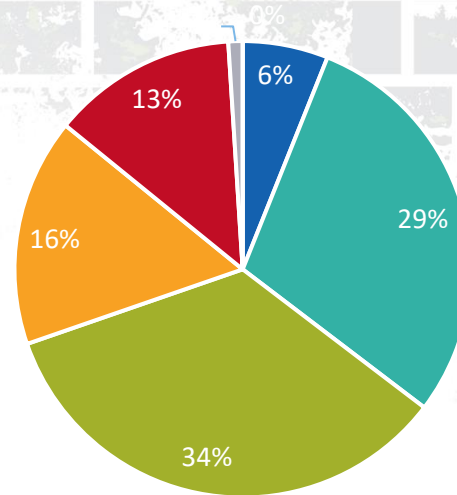
The study included 268 workers that had been involved in the criminal justice system.

Gender



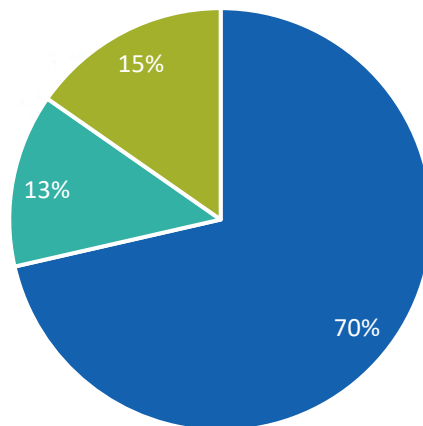
■ Male ■ Female

Age



■ 18-24 ■ 25-34 ■ 35-44 ■ 45-54 ■ 55-64 ■ 65-74 ■ 75+

Race/Ethnicity



■ White or Caucasian ■ Hispanic ■ Black or African American



OUR AREAS OF INQUIRY



FIRST

What do frontline workers prioritize when it comes to career advancement? How does that differ from what employers *think* they prioritize?

SECOND

When frontline workers are advancing, what is happening? When they aren't advancing, what's missing?

THIRD

What can employers do to close the gap?

What do justice-involved frontline workers prioritize when it comes to career advancement?

Overwhelmingly, frontline employees that have been involved in the criminal justice system prioritize opportunities for growth, greater responsibility, and support to succeed.



Job growth
(80%)



Pay
(76%)



More responsibility
(74%)



Aligned skillset
(74%)



Supportive Manager
(74%)



When justice-impacted frontline workers are advancing, what is happening? When they aren't advancing, what's missing?

Employees who advance are more likely to be aware of opportunities and receive information about them, especially when it comes to career pathing resources and expectations.

WHAT IS HAPPENING WHEN FRONTLINE WORKERS ADVANCE

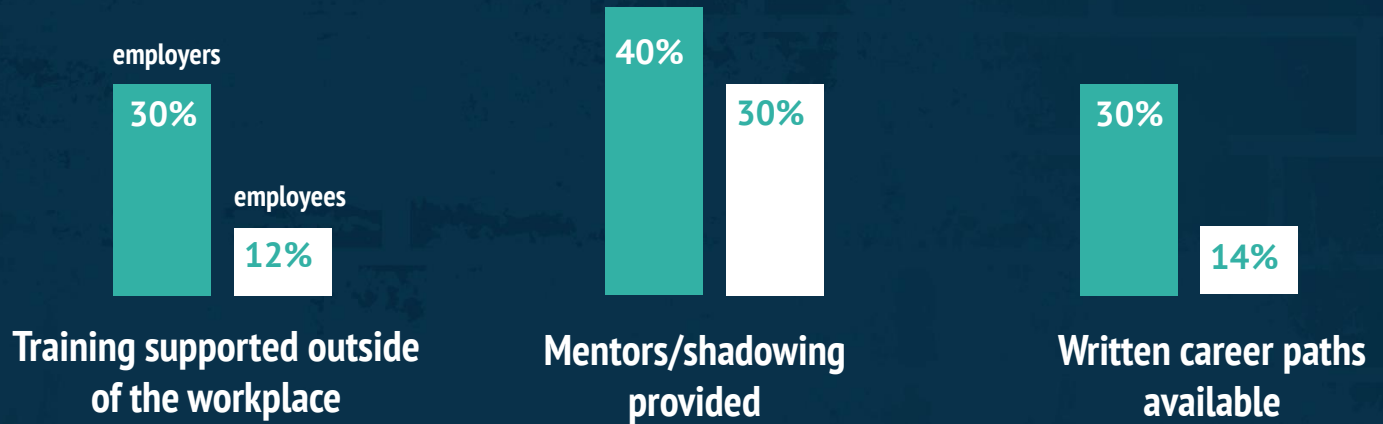


While information is important, ultimately, it comes down to having support and someone who is invested in their growth.

When justice-impacted frontline workers are advancing, what is happening? When they aren't advancing, what's missing?

65% of frontline employees are unaware how to advance in their firms

AVAILABILITY OF RESOURCES, ACCORDING TO...



Justice-impacted frontline workers take advantage of upskilling 14 points higher than other frontline workers

When justice-impacted frontline workers are advancing, what is helping? What is getting in their way?

TAILWINDS FOR JUSTICE-IMPACTED FRONTLINE WORKERS

- + **10 point higher rate** of learning from co-workers
- + **10 point higher rate** of obtaining certifications
- + **10 point higher rate** of doing the job before getting promoted
- + **8 point higher rate** of utilizing on-the-job mentoring or shadowing
- + **6 point higher rate** of utilizing written descriptions of career paths

HEADWINDS FOR JUSTICE-IMPACTED FRONTLINE WORKERS

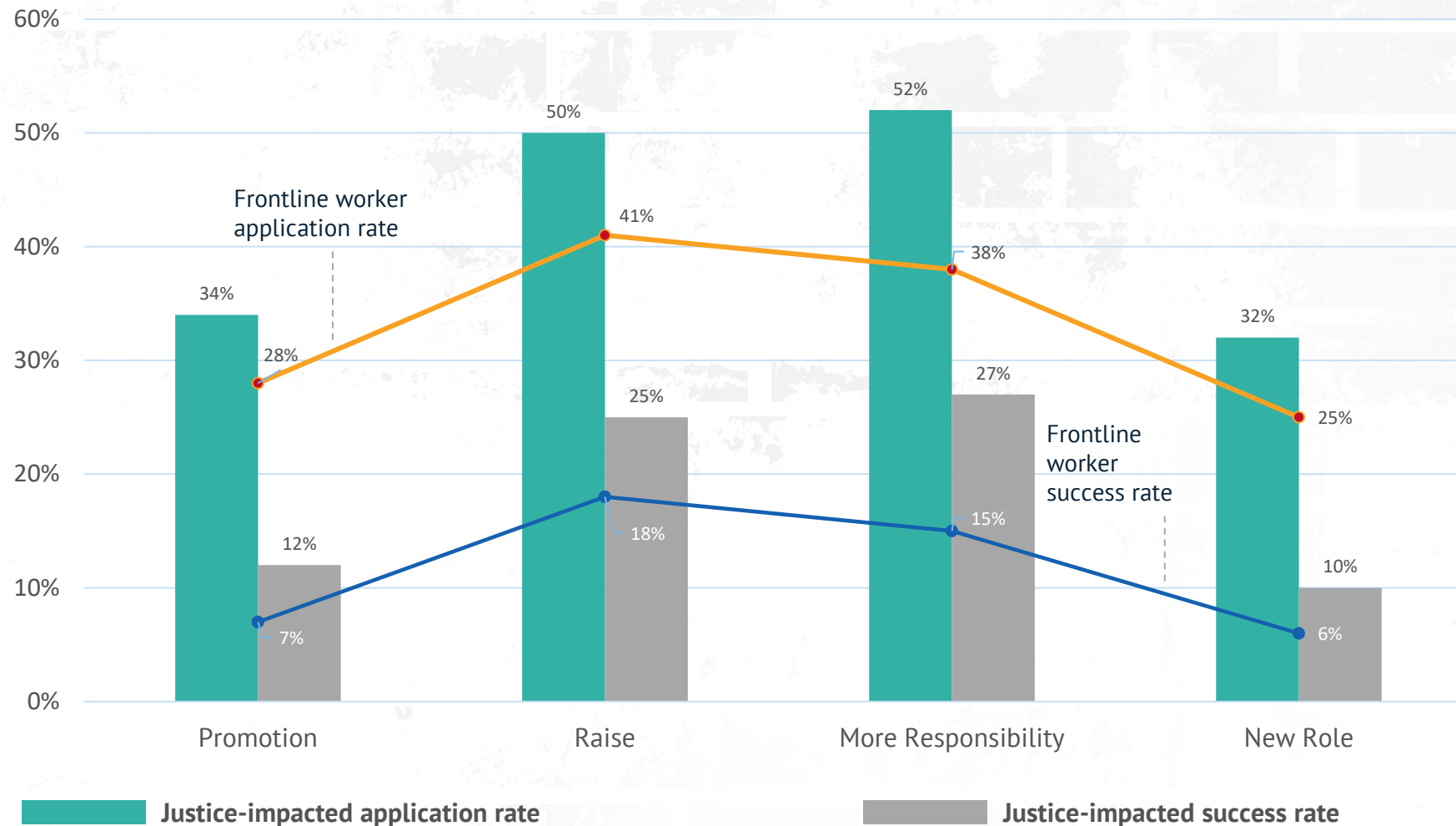
- + **8 point higher rate** of stressful homelives
- + **5 point higher rate** of not perceiving opportunities to get ahead

HEADWINDS FOR JUSTICE-IMPACTED FRONTLINE WORKERS (POST-COVID)

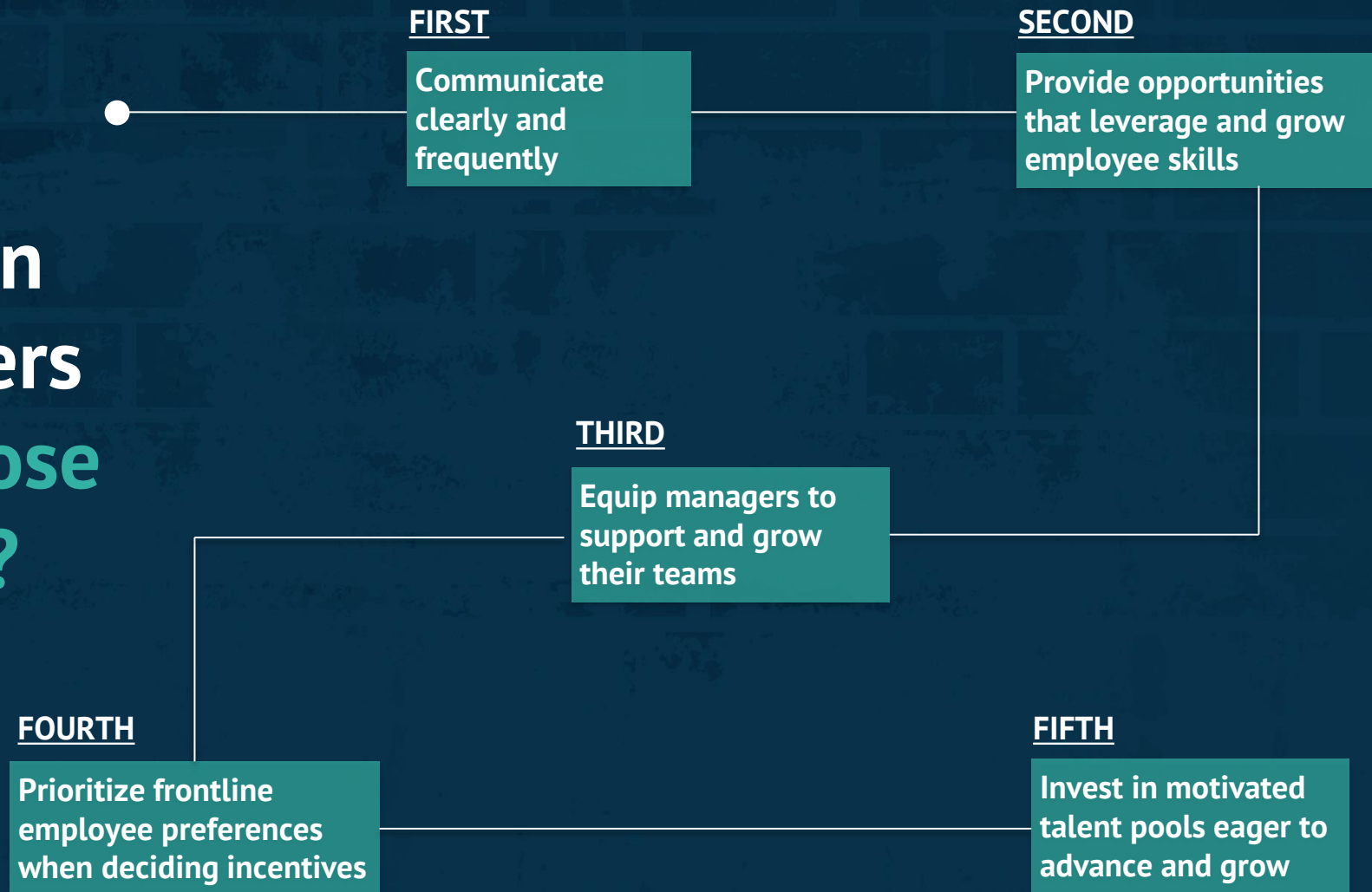
- + **10 point higher rate** of stressful homelives
- + **7 point higher rate** of not having the skills to work from home (e.g., computer skills)

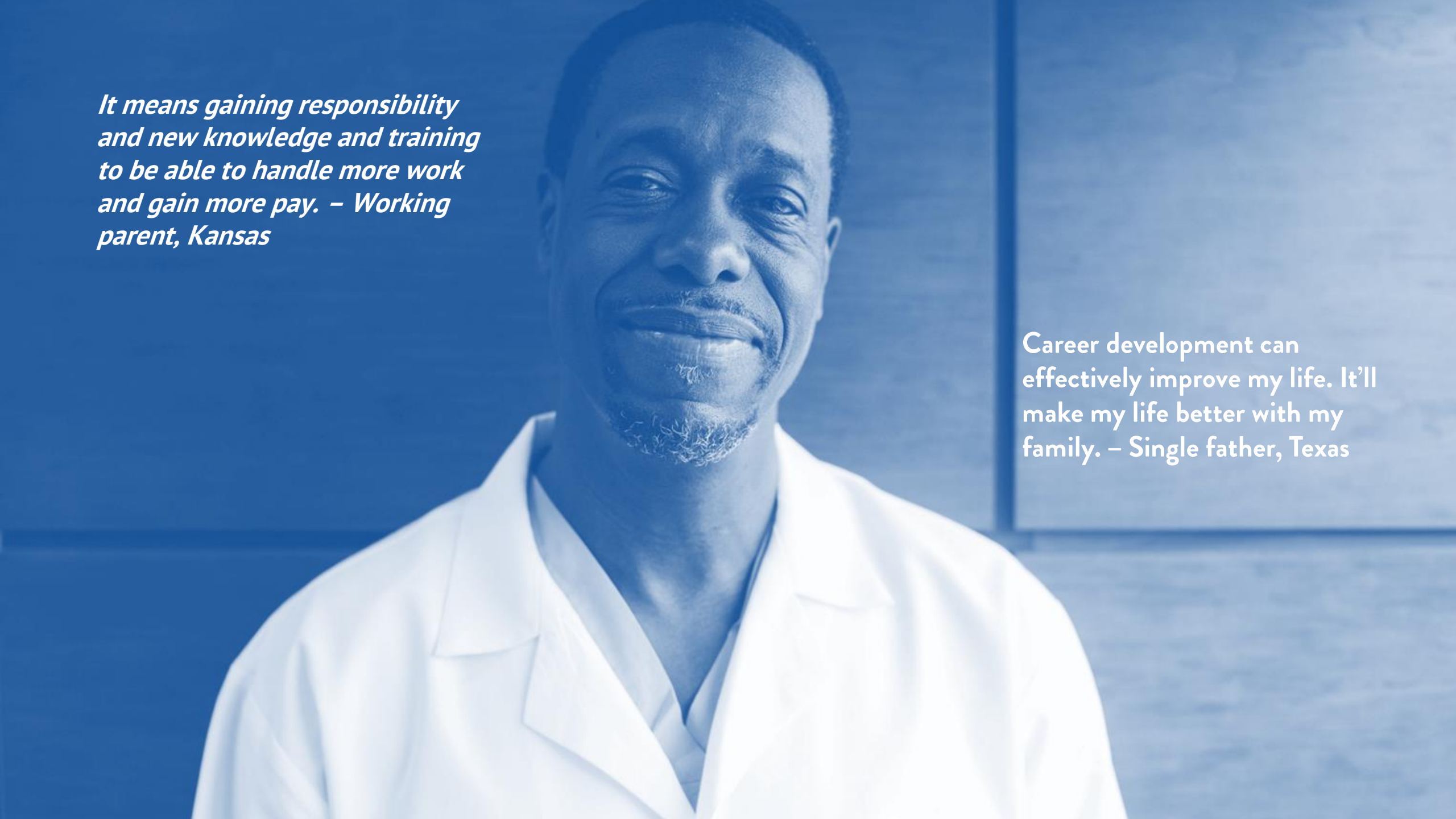
JUSTICE-IMPACTED WORKERS APPLY FOR AND SUCCEED IN RECEIVING ADVANCEMENT OPPORTUNITIES MORE THAN ANY OTHER GROUP SURVEYED

This compelling advancement data makes a strong case for the motivation – and success – of frontline employees that have been previously involved in the criminal justice system.



What can employers do to close the gap?





*It means gaining responsibility
and new knowledge and training
to be able to handle more work
and gain more pay. – Working
parent, Kansas*

Career development can
effectively improve my life. It'll
make my life better with my
family. – Single father, Texas

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