



Building a
Future
That Works.



**WHEN IS A JOB JUST A
JOB – AND WHEN CAN IT
LAUNCH A CAREER?**

*The Real Economic Opportunities of
Middle-Skill Work*

PRESENTED BY

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AGENDA

- Introduction and Presentation Roadmap
- Resume Data: Overview and How it Informs Our Understanding of Advancement and Stagnation
- Key Paper Findings
- Implications for the Field
- Discussion

Building a
Future
That Works.



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That Works.**

JFF is a national nonprofit that drives transformation in the American workforce and education systems. For 35 years, JFF has led the way in designing innovative and scalable solutions that create access to economic advancement for all. Join us as we build a future that works.



Burning Glass Technologies is an analytics software company that has cracked the genetic code of an ever-changing labor market. Powered by the world's largest and most sophisticated database of labor market data and talent, we deliver real-time data and breakthrough planning tools that inform careers, define academic programs, and shape workforces.

WHICH JOBS REPRESENT REAL OPPORTUNITIES FOR MIDDLE-SKILL WORKERS?

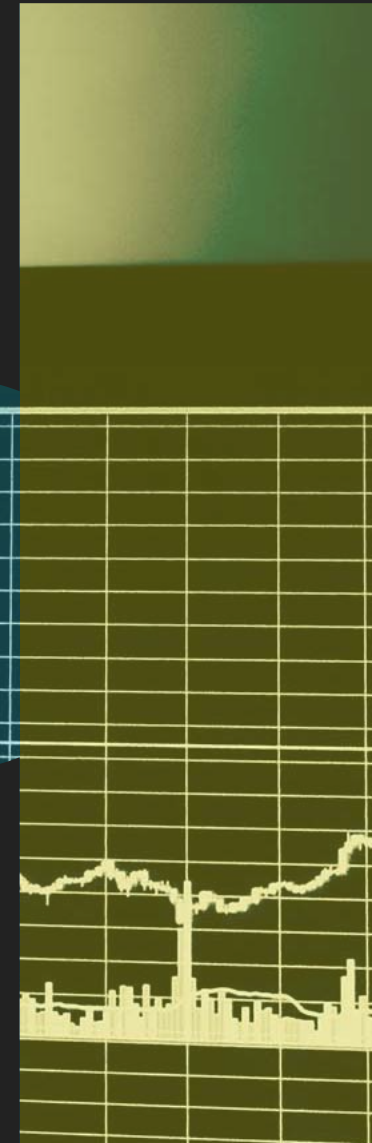
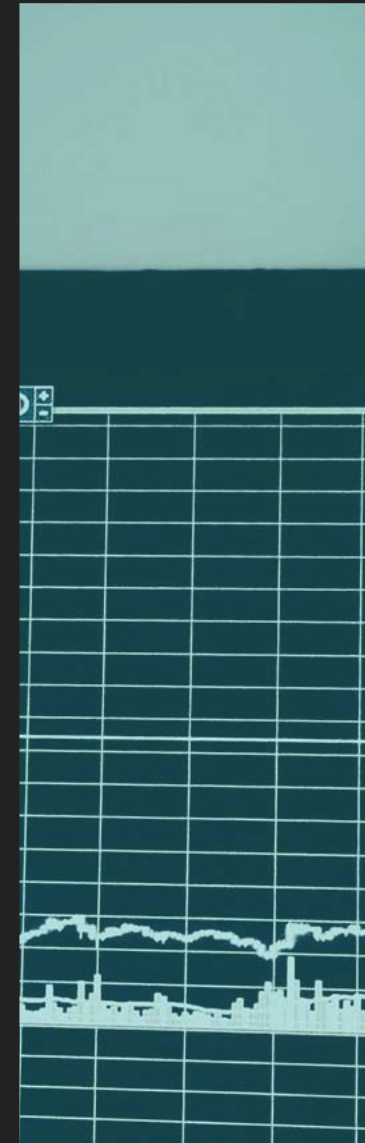
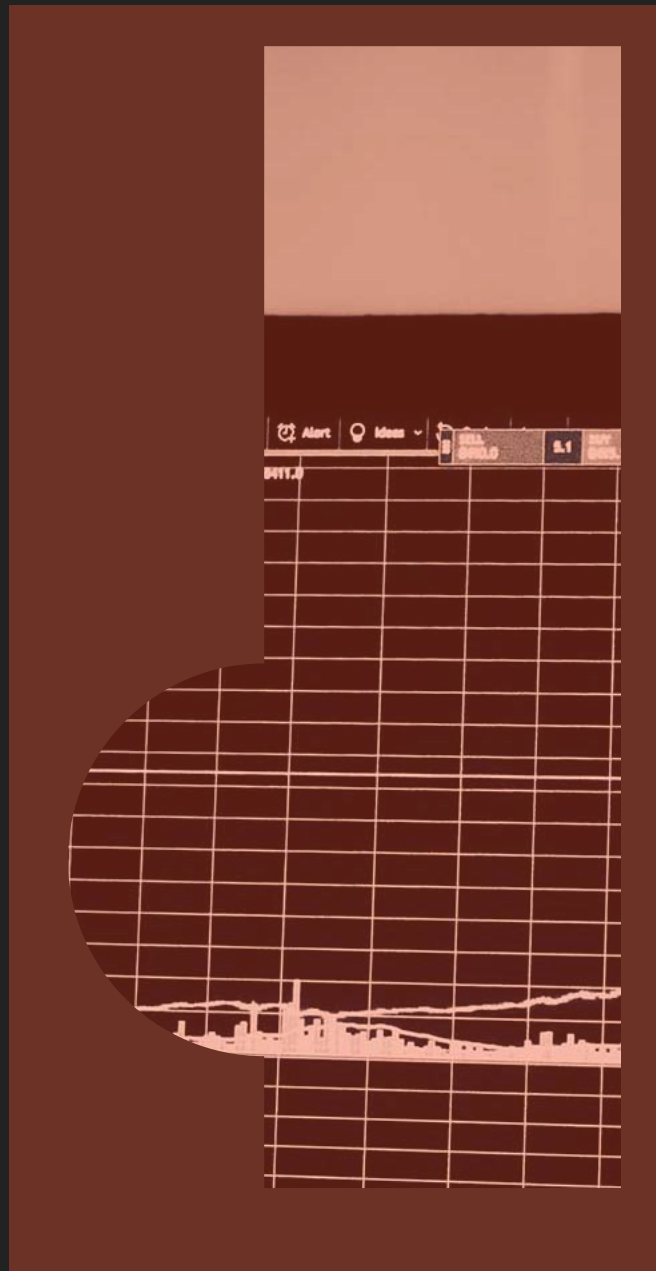
- Career pathways have promise, but do they work?
- Historically, weak data
- Resume data can change our understanding of career pathways
- The result: stronger outcomes for students



RESUME DATA

The Challenge and Key Opportunities

Dan Restuccia



THE CHALLENGE

CONCEPTUAL MODELS OF CAREER PROGRESSIONS



THE CHALLENGE

WHAT IF THE REALITY IS DIFFERENT?



THE SOLUTION

RESUME DATA ALLOWS US TO TRACK AND UNDERSTAND REAL CAREERS

Observe Real, Not Theoretical Career Progressions

What really happened in peoples careers, not just what should happen or could happen?

Link Skills, Credentials and Degrees to Advancement

What factors related to education and training encourages career advancement?

Understand Long-term Pathways at Scale

Track the careers of millions of American workers, not just a small study sample.

Enables Novel and Actionable Analyses

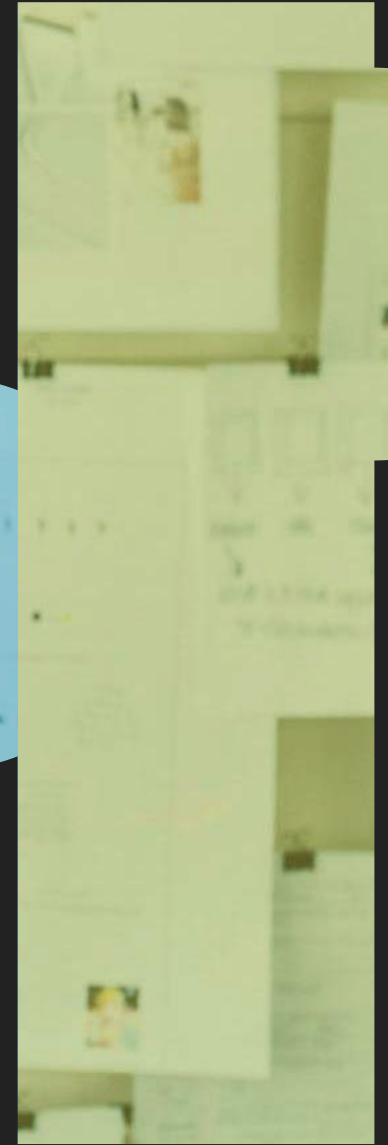
How does career progressions differ by occupations and based on specific skills and credentials?



KEY FINDINGS

*When is a Job Just a Job – And When
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Sara Lamback and Dan Restuccia



RESEARCH QUESTIONS

- Which middle-skill jobs offer the strongest opportunities for middle-skill workers?
- What are the credentials, skills, and other characteristics most associated with advancement and stagnation over time?



METHODOLOGY

Study Sample

3.7M resumes where workers start in a middle skill job and have a career outcome five years later.

Key Variables Extracted

- Starting occupation
- Occupation at T = 5 years
- Degree level attainment
- Industry certifications
- Skills listed

Jane Smith
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CAREER OBJECTIVE

Administrative Assistant with 6+ years of experience working directly for the President of 3M Inc., a Fortune 500 company. Possesses impeccable written and verbal communication skills and excellent interpersonal skills.

CORE COMPETENCIES

- Customer Service
- Cost Efficient
- Detailed and Organized
- Supplier Relationship

PROFESSIONAL EXPERIENCE

3M INC., New York, NY
Administrative Assistant, Apr 2006 – present

- Read and analyze incoming memos, submissions, and reports to determine their significance and plan their distribution.
- Conduct research, compile data, and prepare papers for consideration and presentation by executives, committees and boards of directors.
- Coordinate and direct office services, such as records, departmental finances, budget preparation, personnel issues, and housekeeping, to aid executives.
- Prepare invoices, reports, memos, letters, financial statements and other documents, using word processing, spreadsheet, database, or presentation software.

FLORIDA DEPARTMENT OF SOCIAL SERVICES, Orlando, FL
Rehabilitation Counselor, Aug 2004 – May 2006

- Confer with clients to discuss their options and goals so that rehabilitation programs and plans for accessing needed services can be developed.
- Prepare and maintain records and case files, including documentation such as clients' personal and eligibility information, services provided, narratives of client contacts, and relevant correspondence.
- Develop and maintain relationships with community referral sources, such as schools and community groups.
- Analyze information from interviews, educational and medical records, consultation with other professionals, and diagnostic evaluations to assess clients' abilities, needs, and eligibility for services.

EDUCATION

FLORIDA STATE UNIVERSITY, Orlando, FL
Bachelor of Art in English, May 2004

- GPA: 3.3/4.0
- Published in school's newspaper editorial
- Summer Internship for the New York Times

ADDITIONAL SKILLS

- Proficient in Microsoft Office and Adobe Illustrator CS5
- Bilingual Spanish and English
- Employee of the Month for 3 consecutive months in H&M
- Won the "Writer's Digest" 2002 Award
- Awarded an employee travel award due to "Performance Excellence" 2 years in a row through 3M Inc.



KEY METRICS

Measuring Job Transitions

TERM	DEFINITION
Job Stability	The likelihood that a jobseeker will be employed in the same occupation five years after entering the position. (In this analysis, if someone moves to a new employer but remains in a role with a similar title and duties, that is not considered a change.)
Career Stability	The likelihood that a jobseeker will be employed in an occupation within the same career area as the starting occupation within five years.
Advancement	Progression from a starting occupation to a different occupation within the same career area, with a median salary that is at least 10 percent higher than the starting occupation salary, within five years. For example, moving from a bookkeeper (\$18/hour starting salary) to an accountant (\$32/hour starting salary) would constitute advancement.
Pay	Workers in each occupation are assumed to be paid the median wage for that occupation based on federal employment statistics. ¹⁷



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THE OPPORTUNITY FRAMEWORK



LIFETIME JOBS

Lifetime jobs are careers in themselves. They pay well and offer long-term stability but workers rarely advance to higher-level positions. E.g., Dental Hygienists.



SPRINGBOARD JOBS

Springboard jobs lead to careers. Workers often advance to different roles with more responsibility and greater pay within the same career area. E.g., HR assistants.



STATIC JOBS

Static jobs don't typically lead to careers. They offer low pay compared to other middle-skill roles and suffer from high turnover. E.g., Medical assistants.



LPN

Jessica earns an associate's degree and passes the licensed practical nurse (LPN) exam. She lands a job at a hospital., earning \$21 per hour.



First Job

JESSICA FINDS A LIFETIME JOB IN *HEALTH CARE*

LPN

Jessica has been at the hospital for three years. She gets a small raise each year.

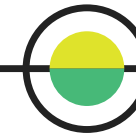


Moving Up?



LPN

Jessica is at the same hospital and now earns just over \$24 per hour. She is contemplating getting her RN license, but knows that she'll need to go back to school.



Five Years Later



ZACH LANDS A

SPRINGBOARD JOB IN *BUSINESS*



HR Assistant

Zach is unsure what he wants to do in high school and decides to take an entry-level job as an HR assistant.

HR Assistant

Zach continues to work as an HR assistant, earning around \$18 per hour. He earns a PHR Certification, based on his supervisors recommendation.

HR Specialist

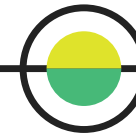
Zach lands a job as an HR specialist, earning around \$28 per hour.



First Job



Moving Up?



Five Years Later



Nicole

Computer Support Specialist

Nicole earns her A+ Certification in high school and is able to get a computer support specialist job after graduating.



First Job

NICOLE FINDS A

SPRINGBOARD JOB IN *IT*



Computer Support Specialist

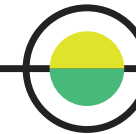
Nicole earns \$23 per hour as a computer support specialist. She wants to move up and begins the CCNA Certification.



Moving Up?

Network Support Specialist

Nicole passes the CCNA certification and now earns \$30 per hour



Five Years Later



ANTHONY GETS A
**STATIC JOB IN
MANUFACTURING**



Machine Operator

Anthony has a high school vocational certificate and finds a job as a machine operator at a heavy equipment manufacturer.

Machine Operator

After a few years, Anthony barely earns more than when he was hired, at \$16 per hour.

Retail Associate

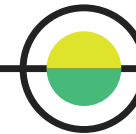
Anthony's company experience layoffs. He survives the first few rounds but is let go. He takes a job at a big discount chain to make ends meet.



First Job



Moving Up?



Five Years Later

CAREER AREAS: PERCENT EMPLOYMENT BY OPPORTUNITY CATEGORY

BUSINESS	LIFETIME JOBS	SPRINGBOARD JOBS	STATIC JOBS
+ HEALTH CARE	55%	5%	40%
+ BUSINESS	20%	80%	1%
IT	16%	84%	0%
MANUFACTURING	38%	0%	62%



THE ROLE OF CREDENTIALS

Door-opening Credentials are necessary to demonstrate that a jobseeker has the skills required for an entry-level position but offer little aid to advancement.

Examples include: the American Welding Society's AWS and the CompTIA A+ certifications.

Career-advancing Credentials are not necessary to obtain an entry-level job but they are significant factors in accelerating advancement to higher-level positions within a career area.

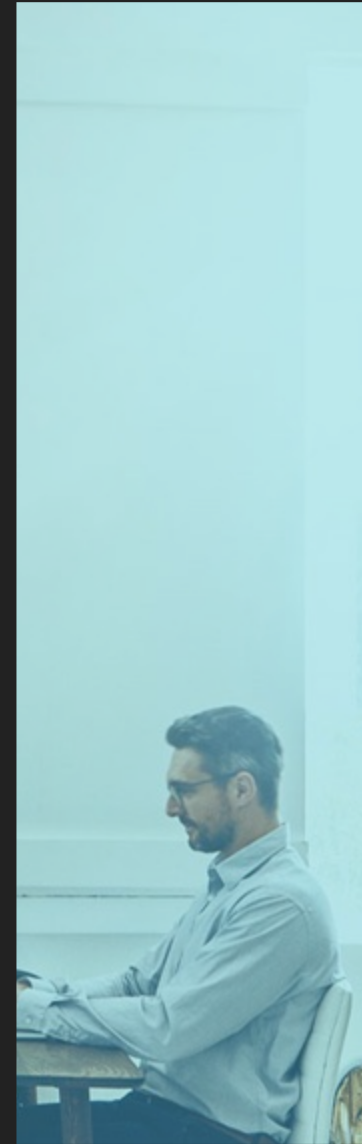
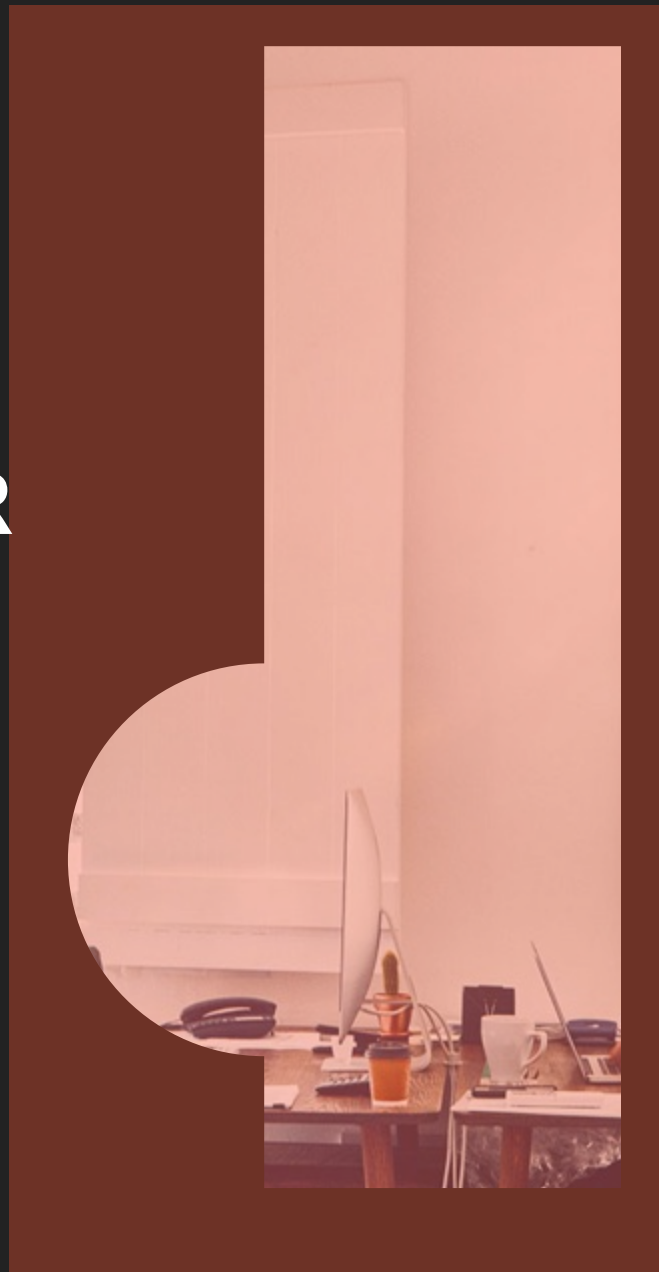
Examples include: Professional in Human Resources (PHR) certification and the CCNA and MCSE credentials in IT.



IMPLICATIONS FOR THE FIELD

*When is a Job Just a Job – And When
Can it Launch A Career?*

Nate Anderson





IMPLICATIONS FOR TRAINING PROGRAMS

- Careers, not just jobs
- Creating advancement opportunities
- Better student tracking



IMPLICATIONS FOR POLICYMAKERS

- Incentivize training programs that create advancement opportunities
- Drive partnerships that focus on sectors with advancement outcomes
- Build outcomes data systems



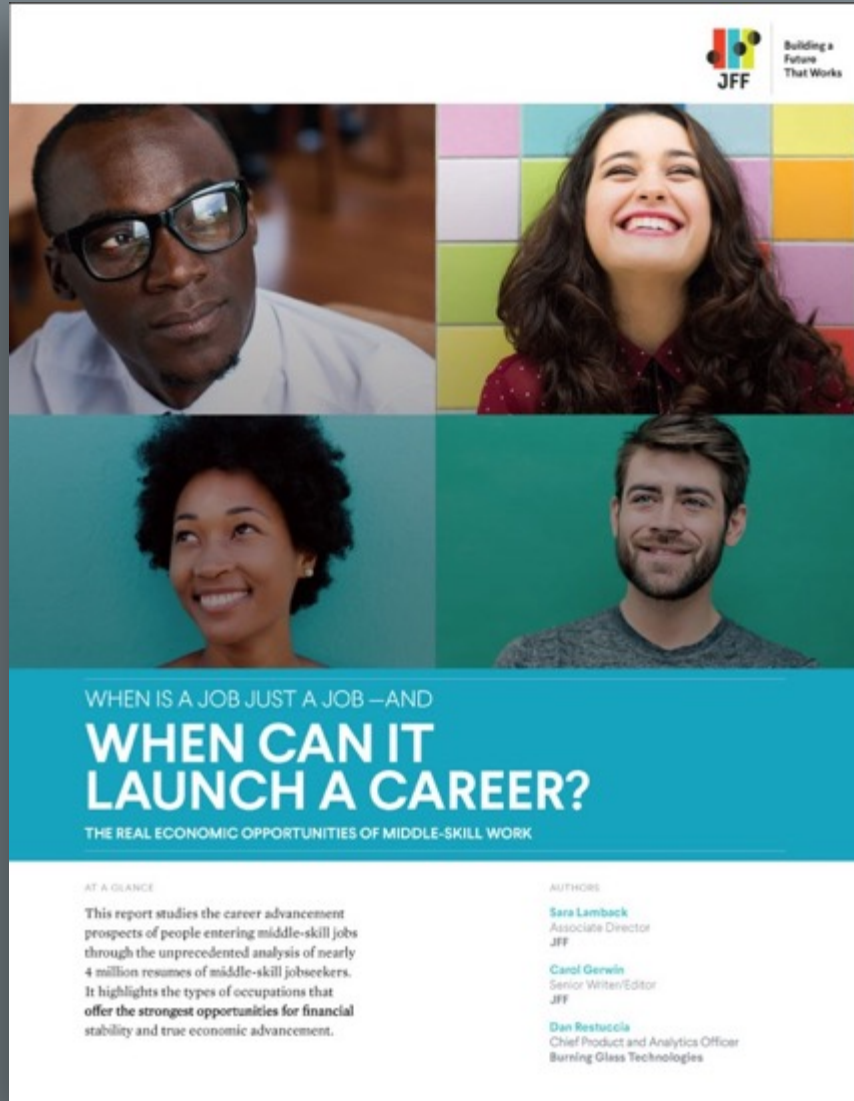
IMPLICATIONS FOR FURTHER RESEARCH

- Expand to look at other factors related to advancement
- Link to other data sets
- Link strategy to improved outcomes





Q&A AND DISCUSSION



PUBLICATION

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The Real Economic Opportunities of Middle-Skill Work

AVAILABLE

at www.jff.org



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