



The Labor Market is Broken

The Current State – And What to Do About It



Opportunity
@ Work

STARs
SKILLED THROUGH
ALTERNATIVE ROUTES



First, I want to hear from you...

Does most of your value come from:

- 1. What you learned in school**
- 2. What you learned on-the-job**

WHY is U.S. Business Losing its “War for Talent”?

Hint: If you declare war on math, you’re probably going to lose...

BROOKINGS

REPORT

The pandemic hurt low-wage workers the most—and so far, the recovery has helped them the least



POLITICS

Black and Hispanic women aren’t sharing in the job market recovery



Why DEI programs are failing

BARRON’S

The Labor Shortage Will Get Worse and May Last for Decades

FORTUNE

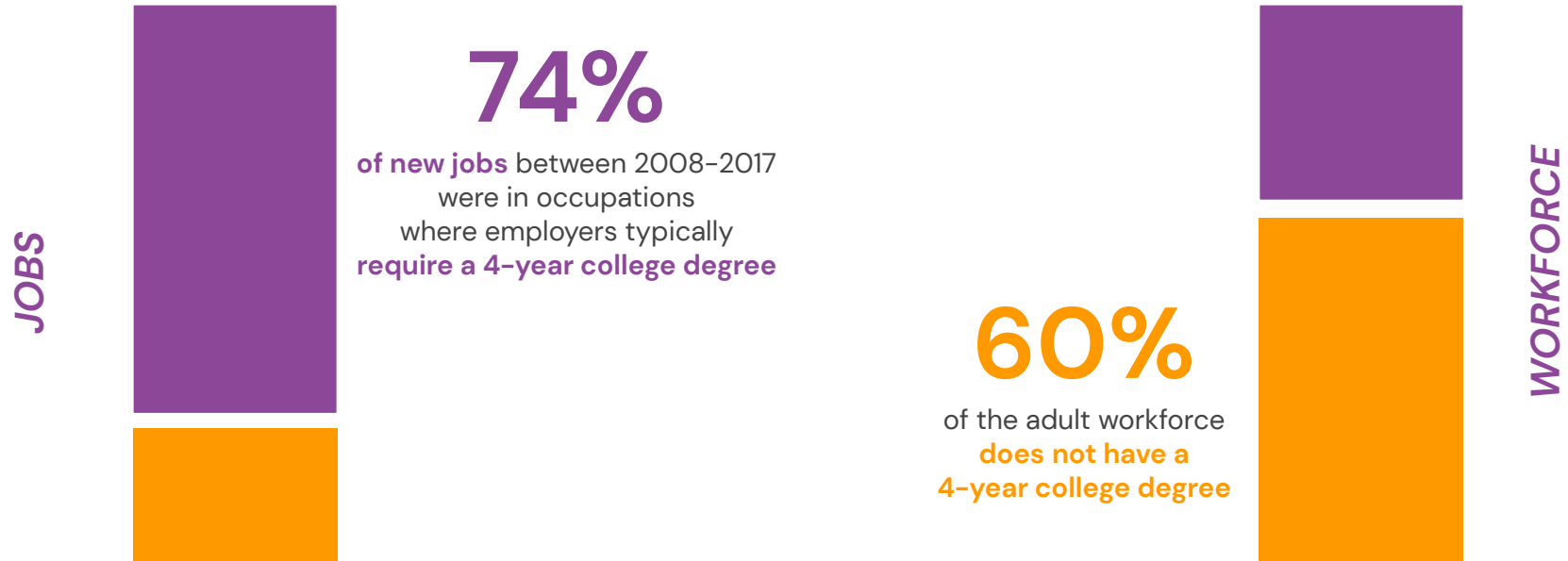
Employers are overlooking this source of ‘hidden’ talent despite a growing labor shortage



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Screening Out Talent by Pedigree Fails the Math Test

Arbitrary bachelors degree requirements exclude the majority of the workforce



60% of the workforce has access to only 26% of new jobs

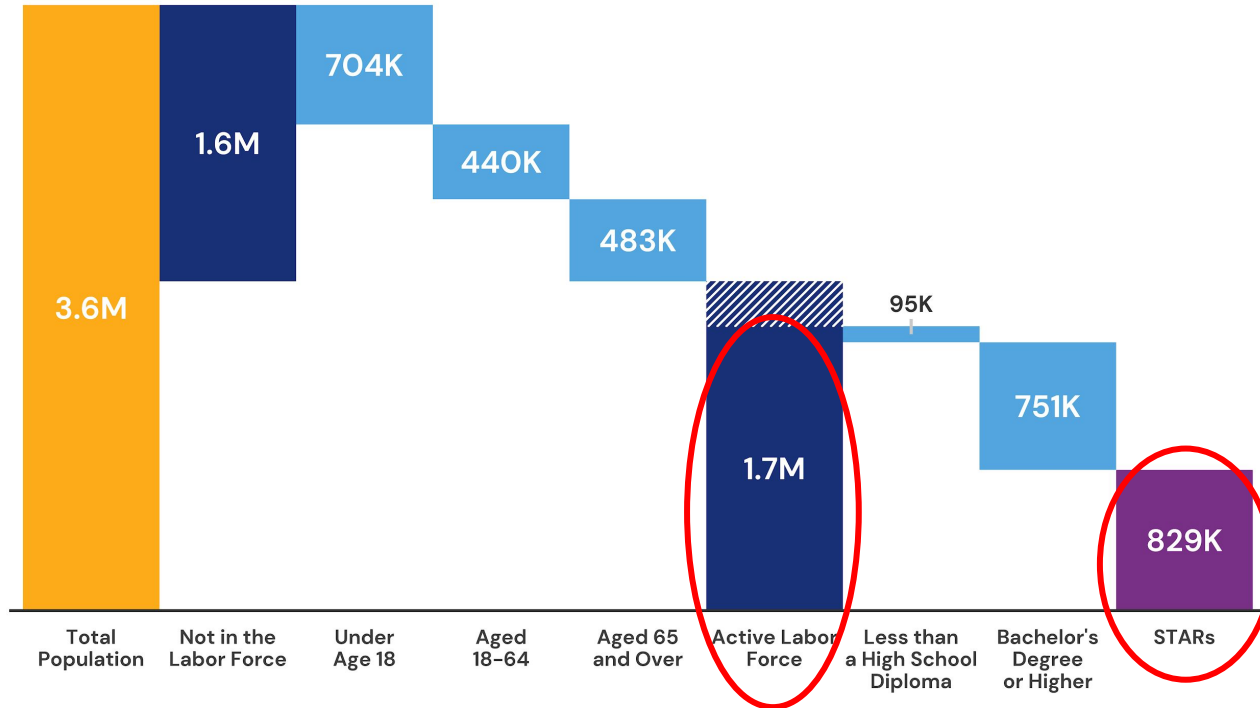


Do we have a skills gap? If so, why?
Boston Marathon – Then and Now

Almost Half of Workers in Connecticut are STARs

STARs = Skilled Through Alternative Routes, rather than a bachelor's degree

Distribution of the Connecticut Labor Force



829,000 out of the 1.7M Connecticut workers are STARs

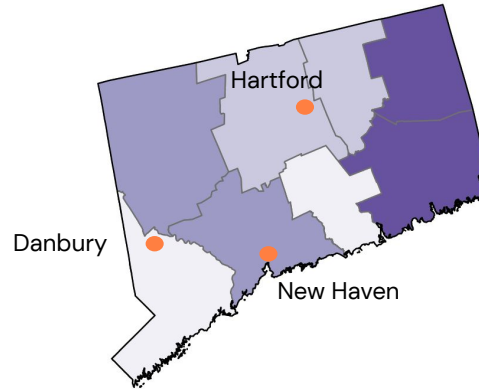
STARs are a vital talent pool in every Connecticut county

In all but two Connecticut counties, 50% or more of workers are STARs

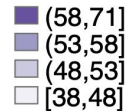
Large metro areas attract higher educated workers, in Hartford County (Hartford) half of all workers are STARs (50%)

Alternatively, in Windham County (Windham) more than 2 out of every 3 workers are STARs (70%).

2019: STARs as a Percent of the Connecticut Labor Force: by County



Percent STARs



State Rate = 49%

Note: Not all counties are individually identifiable

County	% Of State Workforce	% STARs
Fairfield	27%	39%
Hartford	25%	50%
New Haven	24%	54%
New London	7%	60%
Litchfield	5%	56%
Middlesex	5%	47%
Tolland	4%	52%
Windham	3%	70%



4 Truths to Unlock Talent

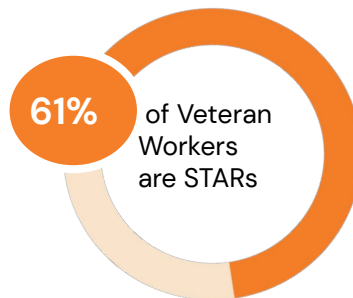
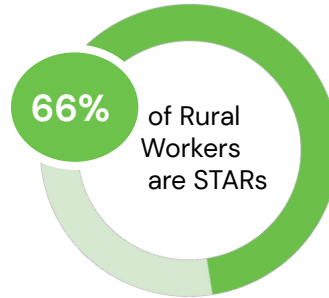
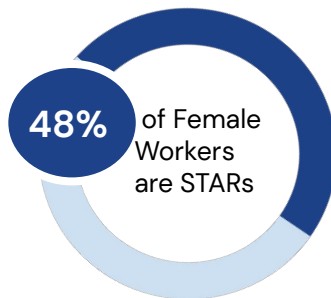
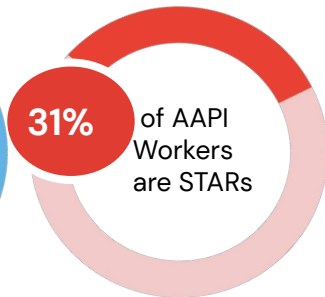
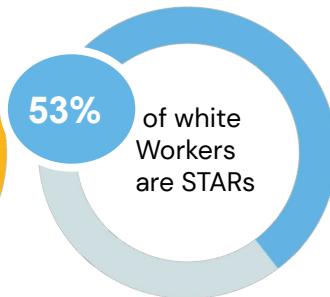
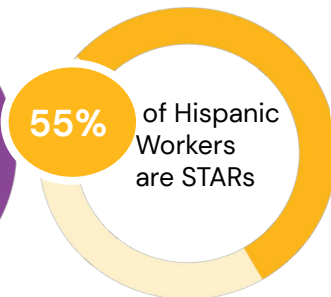
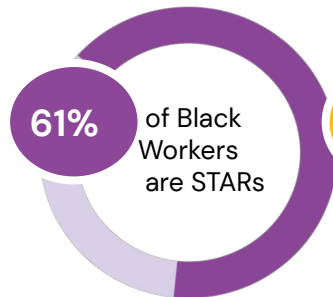
And the Receipts (Research) to Prove It

1

If You Don't Have a STARs Talent Strategy – You Only Have Half a Talent Strategy



50%
(70+ Million)
U.S. Workers are
Skilled Through
Alternative Routes
STARs



2

Many routes to skills besides college degrees

Saying it's a "pipeline" or "training" problem, undermines STARs' skills

STARs are workers who have high school degrees or equivalent *and* are **Skilled Through Alternative Routes**, such as:

- Talent developers
- Workforce training programs
- Skills bootcamps
- Community colleges
- Partial college completion
- Military service
- Learning relevant skills on-the-job

Asking "why don't people just get a bachelor's degree?" is like asking – why does LIFE happen?

- Time
- Money
- Family complications
- Lack of reliable transportation
- Interest in working right away!

3 Low Wage ≠ Low Skill



This figure shows the high skills overlap between two sales roles. The first is accessible to STARs, while the second is less so. About 96,000 STARs have made this transition in the five-year period from 2017 to 2021.

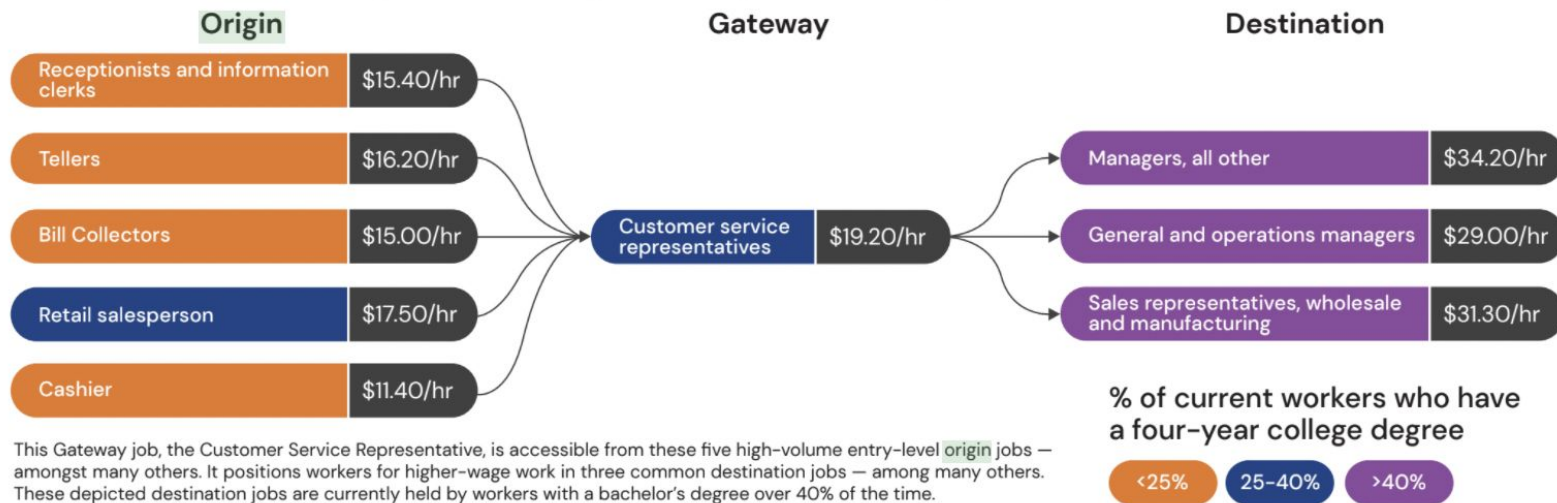
4

Millions of STARs Show Up to Work in Gateway Jobs

51 **Gateway** Jobs Enabled Millions of STARs to Advance from Low-Wage **Origin** Jobs to **Destination** Jobs

FIGURE 2.1: SALES PATHWAY THROUGH A GATEWAY JOB

STARs can attain higher earnings through Gateway Jobs



The Solution:

Tap Into STARs' Talents

What to START, What to STOP

STOP Defining Workers for What They “Lack” START Defining Workers for Skills They Have

They are Skilled Through Alternative Routes (STARs)



“This gives a name
to people like me”

STOP Losing with “Half a Talent Strategy” START Winning with a Whole Talent Strategy

If You Don't Have a STARs Talent Strategy – You Only Have Half a Talent Strategy

stellarsight*
STARs Strategy Dashboard

See
STARs in
your region

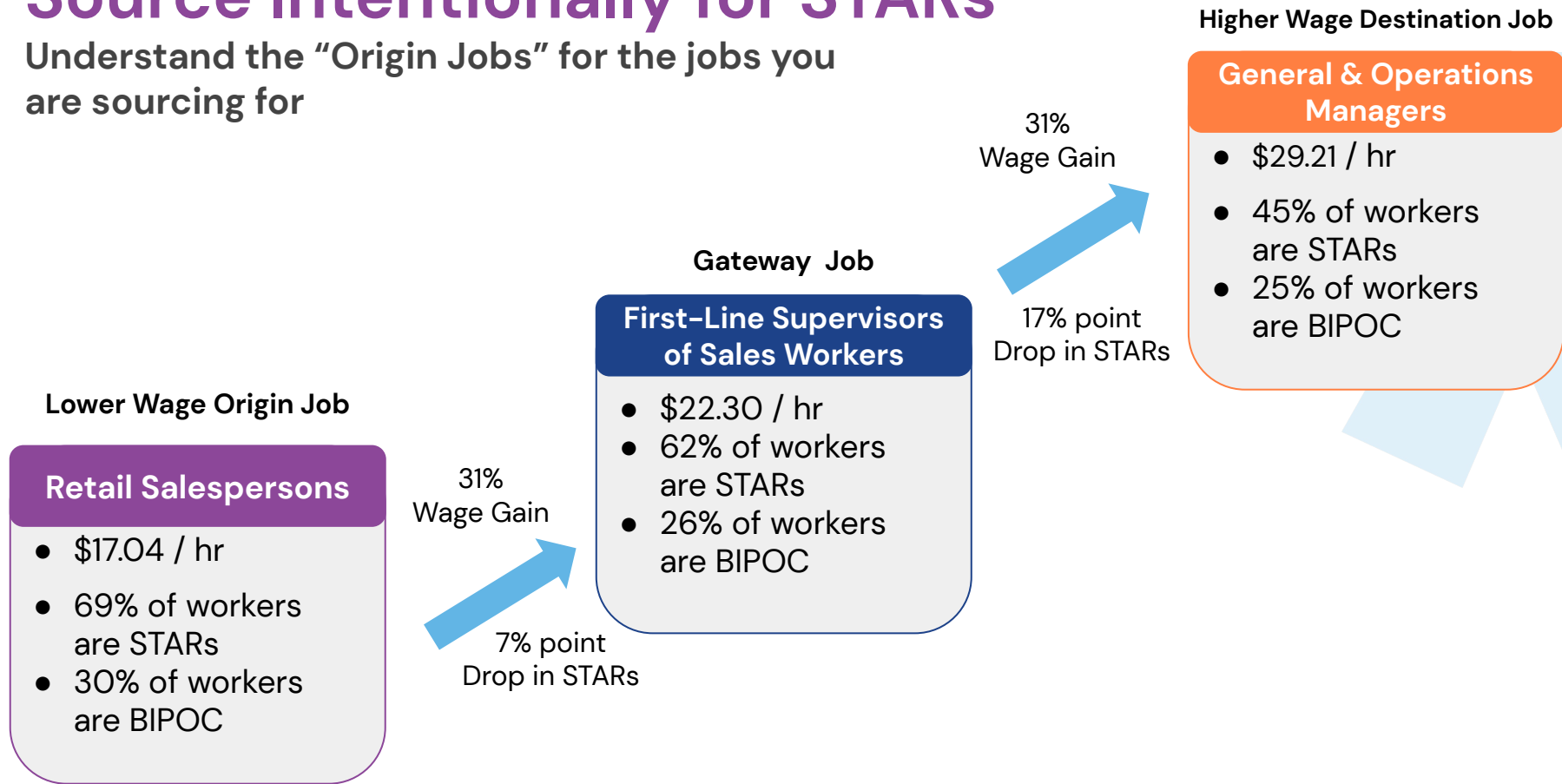
stellarworx*
STARs Talent Marketplace

Hire
STARs

Share STAR Stories + Share What Works + Scale

Source Intentionally for STARs

Understand the “Origin Jobs” for the jobs you are sourcing for



Note: Wages based on workers aged 25 and older.

Source: Opportunity@Work analysis of the 2019 1-year American Community Survey, Integrated Public Use Microdata Series.

STOP Screening by Pedigree START Screening for Skills

Evaluate and re-work job listings to be skills-first + send the signal for STARs to apply

Maryland will no longer require four-year degrees
for thousands of state jobs

March 16, 2022



50%

of the state's 38,000
jobs no longer have
degree requirements

34%

year-over-year increase
in STAR applicants in the
first 6 months

stellarworx 
STARs Talent Marketplace

*"I used to have to feel like I was
sneaking in the backdoor for jobs
without a degree.
Now I can walk in the front."*

CONTROL DATA INSTITUTE

This certifies that

RONALD GERALD AUGUSTE

has satisfactorily completed the course of study prescribed for

PROGRAMMING TECHNOLOGY

and is therefore entitled to this

DIPLOMA

Given at Southfield, Michigan this 14th day of July 1971



[Signature]
Institute Director

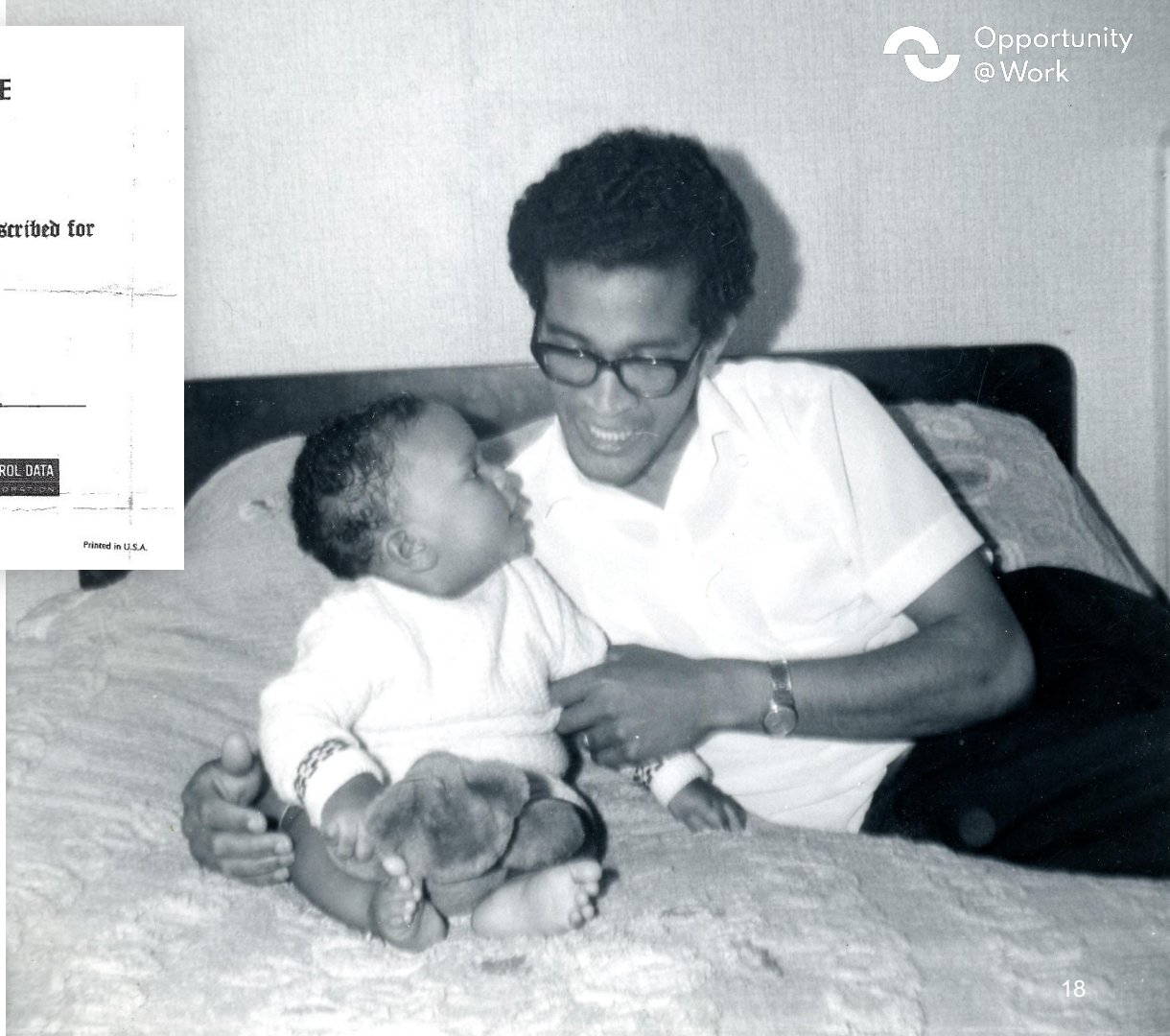


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My Family's American Dream

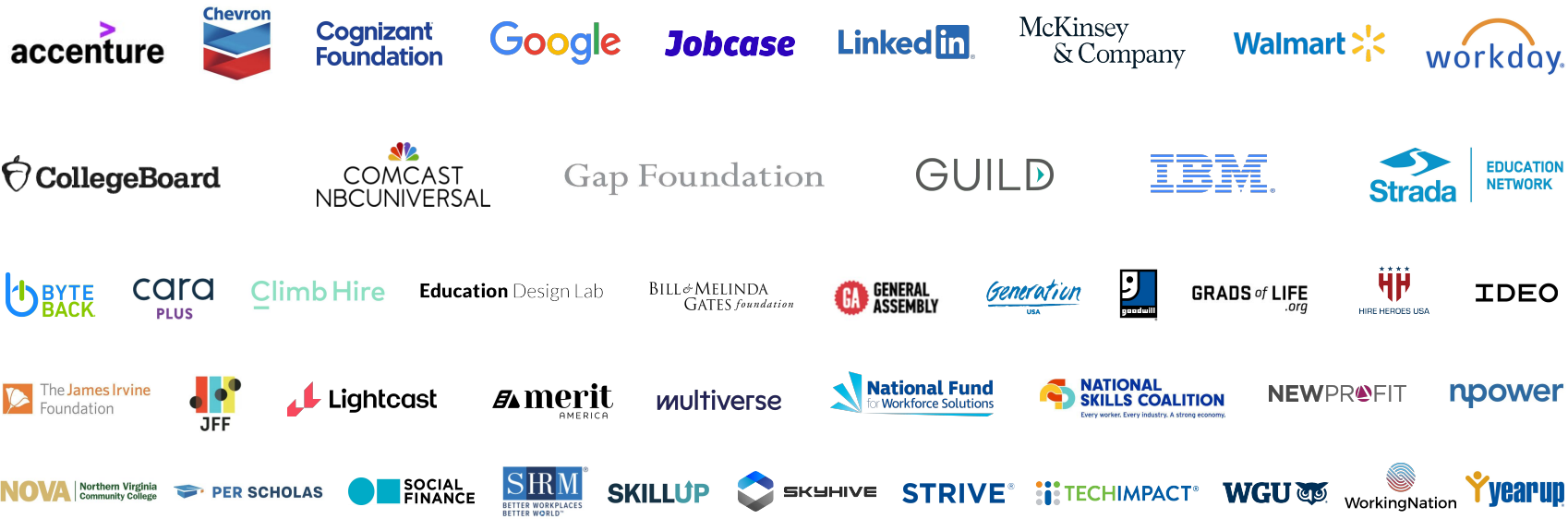
My Dad and Me. Detroit: circa 1970



We can solve this problem – together, on purpose



50+ Tear the Paper Ceiling Campaign and Coalition Members



Thank You

- **Watch the campaign:**
 - YouTube: Ad Council
- **Join the conversation:**
 - LinkedIn: Opportunity@Work + Byron Auguste
 - Twitter: @OpptyatWork + @byron_auguste
 - www.tearthepaperceiling.org