

Investing in America's Workforce

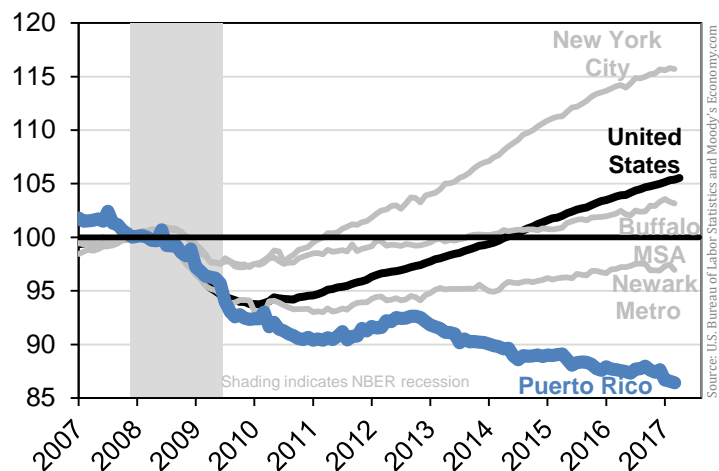
Improving Outcomes for Workers and Employers

San Juan, Puerto Rico

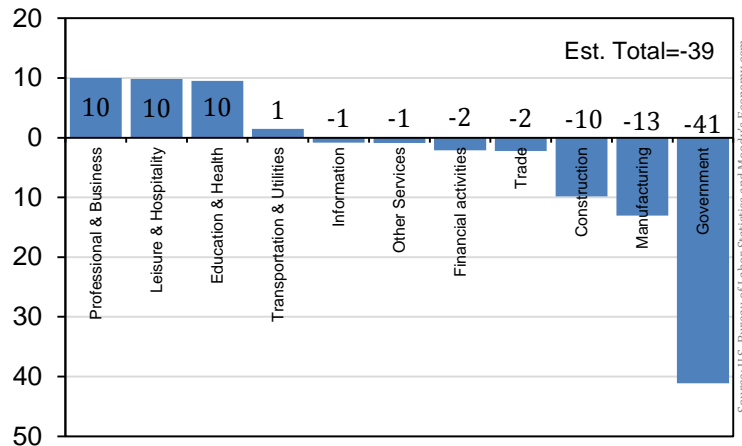
Employment Data

The New York Fed convened forums in the following locations; Buffalo, NY, New York, NY, Newark, NJ, and San Juan, Puerto Rico in early 2017 with local community stakeholders about the state of workforce development in their region. Figures below provide trends in employment since the start of the Great Recession and job difference by sector between 2010 and 2016 in Puerto Rico.

Puerto Rico: Total Employment Growth (Index, Dec 2007=100)



Puerto Rico: 2010-2016 Job Gains by Sector (Thousands of Jobs)



Puerto Rico went into deep recession before the Great Recession began on the U.S. mainland in 2007. The Island experienced steep job losses, and, unlike the U.S. mainland, has shown no sign of sustained recovery since then.

Between 2010 and 2016, Puerto Rico continued to experience widespread job loss. Modest gains in the professional & business, leisure & hospitality, and education & health sectors were erased by a large decline in the Island's public sector, and ongoing job losses in construction and manufacturing, among other sectors.

Puerto Rico's Regional Forum Discussion

In San Juan, 11 local stakeholders discussed opportunities and challenges in workforce development, particularly in investment and evaluation efforts. Stakeholders representing the sectors below shared the following insights:

- Education**
 - Concern over developing a skilled workforce during the current financial crisis and ongoing budget issues
 - Educators require additional training of the workforce field to better prepare their students for the job market
- Research**
 - Workforce related investments are hindered due to the island's isolation from the mainland
 - The island's workforce strategy incorporates entrepreneurial development due to limited existing job opportunities
- Financial Institution**
 - Limited number of good paying jobs and impactful training programs to invest in, especially those that include job and wealth creation
 - Stakeholders have different indicators and measurements leading to problematic outcomes
- Employer**
 - Businesses require technical assistance and support to effectively market their services in a technologically advancing world
 - Promote training programs that develop residents' entrepreneurial skills and interests in creating new jobs

- Community Based Org.**
 - When developing workforce opportunities, reflect on the type of labor force we want and need for the island
 - Explore workforce strategies that impact urban and rural communities at the grassroots level
- Government**
 - Engage employers in workforce strategies to effectively develop talent and match skilled labor force with in-demand opportunities
 - Workforce practitioners should diversify sources of funding due to limited federal and local funding opportunities
- Philanthropy**
 - Envision the development of a conceptual workforce framework unique to the island and reflective of ongoing economic conditions
 - Focus on efforts to counter the island's ongoing loss of talent to the mainland

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About the Federal Reserve Bank of New York

The Federal Reserve Bank of New York works with other public and private sector institutions to foster the safety, soundness and vitality of our economic and financial systems. The New York Fed gathers and shares regional economic intelligence to inform community and policy makers, and promotes sound financial and economic decisions through community development and education programs. The New York Fed oversees the Second Federal Reserve District, which includes New York State, the 12 northern counties of New Jersey, Fairfield County in Connecticut, Puerto Rico and the U.S. Virgin Islands. Visit the Federal Reserve Bank of New York [website](#) for more information.

Federal Reserve Bank of New York's Workforce Development Efforts

The New York Fed's workforce development efforts aim to promote dialogue and greater understanding of promising policies and programs that connect employers with skilled employees, impacting low- and moderate-income communities. Visit the New York Fed's workforce development [website](#) for more information.

Investing in America's Workforce Initiative

The Federal Reserve System is exploring regional aspects of workforce development by convening forums across the country and identifying new approaches, opportunities and challenges in the workforce development field. **Investing in America's Workforce** is a combination of the following components: 1) a series of forums to gather information and ideas from practitioners at the intersection of training, recruitment, and finance; 2) a national conference from October 4-6, 2017 in Austin, TX to present and discuss promising approaches in workforce; and 3) a forthcoming publication of analysis and practice. For updates on the Investing in America's Workforce initiative, please visit www.investinwork.org and subscribe to receive future notices.

Why Invest in America's Workforce?

Investing in workforce development can lead to better outcomes for individuals as well as more competitive businesses and regional economic growth. Reframing and reimagining workforce development efforts as investments—not just social services—can lead to large scale solutions and greater accountable outcomes. Businesses, government, non-profit, and philanthropic organizations have an opportunity to partner and rethink policy and investments, attract new resources, and improve economic mobility for workers.

Federal Reserve System Online Resources

- [How Banks Can Support Workforce Development](#) is a brief introduction to legislation on the Community Reinvestment Act (CRA) and Workforce Innovation and Opportunity Act and their potential for collaboration between financial institutions and workforce entities.
- [Engaging Workforce Development: A Framework for Meeting CRA Obligations](#) provides banks—and organizations interested in partnering with them—information and tools to engage in workforce development activities to support their community involvement goals and their obligations under the CRA.
- [Transforming U.S. Workforce Development Policies for the 21st Century](#) features 65 leading scholars and practitioners who outline the issues and introduce new policies and practices to meet the changing needs of workers, businesses and their communities.
- [Human Capital Compendium](#) is a hub for Federal Reserve System research, speeches, podcasts and more on topics of employment, unemployment, and workforce development.
- Fedcommunities.org offers an array of practical resources from across the Federal Reserve System that support community development.