JFF Request for Proposals

***Strategies to Support a Diverse Regional Digital Workforce: Planning Grant***

*Funded by Google.org*

Deadline to Submit: 5 p.m. PT on November 1, 2021

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**Opportunity at a Glance:** With funding from Google.org,JFF is soliciting proposals for three regions to receive grants that support the planning and coordination of a localized digital jobs strategy and the development of locally relevant career pathways for in-demand IT occupations.

**Eligibility:** This funding opportunity is available to workforce development boards, community colleges, and other education and training providers, industry associations, intermediaries, and community-based nonprofit organizations. Applicants are able and encouraged to include employers as unpaid partners. Consortia (including cross-sector consortia) are encouraged to apply but should represent a discrete labor market or training landscape. While slight preference will be shown toward organizations located in Miami, Atlanta, Detroit, Chicago, New York, Houston, and Washington, DC, organizations outside these regions are highly encouraged to apply.

**Grant Details:** This is asix-month planning grant in the amount of $50,000 administered by JFF. Please submit any questions regarding the RFP or application process and express your intent to apply to Emily Pipes ([epipes@jff.org](mailto:epipes@jff.org)) by 5 p.m. PT on October 18, 2021.JFF will compile responses to FAQs no later than October 25, 2021. **All proposal materials must be submitted electronically to Emily Pipes (**[**epipes@jff.org**](mailto:epipes@jff.org)**) with a copy to Sara Lamback (**[**slamback@jff.org**](mailto:slamback@jff.org)**) by 5 p.m. PT on November 1, 2021.** Anticipate awards being released in November of 2021. All grant activity must be completed within six months of receiving the award.

## About JFF

JFF is a national nonprofit that drives transformation in the American workforce and education systems. For nearly 40 years, JFF has led the way in designing innovative and scalable solutions that create access to economic advancement for all. Learn more at www.jff.org.

## Google.org

Google.org brings the best of Google to help solve some of humanity’s biggest challenges—combining funding, innovation, and technical expertise to support underserved communities and provide opportunity for everyone. Learn more at [www.google.org](http://www.google.org).

Table of Contents

[About JFF 2](#_Toc83131205)

[Google.org 2](#_Toc83131206)

[Introduction 4](#_Toc83131207)

[Overview 6](#_Toc83131208)

[Creating a More Equitable IT Sector 6](#_Toc83131209)

[Connecting IT Training to Local Labor Markets 7](#_Toc83131210)

[Opportunity to Develop More Robust IT Career Pathway Models 8](#_Toc83131211)

[Key Responsibilities and Conditions for Award 9](#_Toc83131212)

[Submission Process 9](#_Toc83131213)

[Proposal Questions 10](#_Toc83131214)

[Appendix A – RFP Scoring Rubric 13](#_Toc83131215)

[Appendix B – Examples of Digital Jobs 15](#_Toc83131216)

[Endnotes 17](#_Toc83131217)

# Introduction

Through generous funding from Google.org, JFF is pleased to solicit proposals for planning grants to engage in the coordination of a localized digital jobs strategy and the development of locally relevant IT career pathways.

For the purposes of this planning grant, digital jobs are defined as those that provide information technology (IT) expertise for consumers and businesses to help them establish, maintain, or upgrade their computer systems, networks, or software with an emphasis on cloud computing, the collection and storage of big data, and cybersecurity.[[1]](#endnote-2) Appendix B provides several examples of digital jobs; however, applicants have the flexibility to identify other digital jobs that are relevant to their local labor market. Digital jobs strategies designed in the planning phase should demonstrate a cohesive regional approach to:

* engaging business and industry in assessing digital job and skill demand as well as opportunities for work-based learning experiences and employment;
* designing flexible, competency-based IT career pathway programs that offer multiple on- and off-ramps through partnerships with regional training providers;
* developing targeted recruitment strategies that aim to increase the number of Black, indigenous, people of color, women, LGBTQIA, or other populations underrepresented within the IT industry; and
* partnering with community organizations to offer comprehensive wraparound supports that promote participant persistence and success from enrollment to graduation, job placement, and retention.

Following the launch of the planning phase, JFF will continue to pursue funding opportunities to support implementation. This funding opportunity will be available to grantees that have been awarded planning grants as well as those that were not. **Please note: Grantees that participate in the planning grant stage will be required to apply for implementation funds and will be scored equitably against all other applicants**; however, those that were awarded planning grants are likely to be well-positioned to score highly given their participation in this earlier phase.

This initiative is focused on identifying in-demand career opportunities that are accessible through nontraditional training pathways in different regions throughout the United States; however, the lead applicant representing one organization will serve as the grantee and lead this collaborative work at a local level and coordinate local stakeholders within its respective region. Organizations selected to lead planning efforts in their region will receive a six-month grant in the amount of $50,000 to complete the following:

* Identify a hypothesis to support inclusive on-ramps to digital jobs in your community. Adapt or refine the hypothesis based upon findings from the needs assessment and planning grant work.
* Conduct a local needs assessment (template provided by JFF) in collaboration with other local stakeholders to validate hypothesis and map current programs and credentials focused on digital jobs against labor market demand. JFF can provide supporting labor market information for participating regions, but sites are expected to draw on additional labor market resources to inform their local digital jobs strategy.
* Develop a strategy and timeline for creating localized career pathway(s) that support entry into digital skill jobs, especially for populations currently underrepresented in tech (see specific examples of priority populations above).
* Identify local employer champions who can help support and advance career pathway design and development.
* Examine the ecosystem of support available to participants in digital job training program(s) and any gaps in supportive service offerings. Develop a plan to establish a mentorship or digital jobs navigator role to support individuals as they move across training providers. This includes the conditions necessary to support such a role, how the position would be funded, and recommendations on how this person can be effectively embedded in the respective local tech ecosystem.
* Examine the need and opportunities for new work-based learning experiences and other short-term training programs to meet local demand and incorporate findings into planning their local digital jobs strategy.

Through this initiative, regions will test a new approach to align workforce development boards, nonprofits, employers, and other key stakeholders. The initiative will invest in three regions designing and implementing a digital jobs strategy that connects jobseekers with low incomes to high-demand careers, with an emphasis on populations underrepresented in the sector. JFF will provide design support, subject matter expertise, and peer learning opportunities to organizations selected for participation. Findings and completed work products from these planning grants will highlight the gaps, opportunities, and needs of the tech sector. JFF will collate these findings into a comprehensive digital jobs strategy that will inform the tech field more broadly.

# Overview

This overview is based on national research on a range of IT initiatives and studies. The information is provided to contextualize the timeliness and relevancy of this work, as well as to encourage applicants to gather similar information regarding IT careers and training programs within their local context.

## Creating a More Equitable IT Sector

Despite widespread pandemic job losses, demand for skilled workers in IT occupations has remained relatively stable. IT occupations are projected to grow 11 percent nationwide through 2029 and add a total of 4.4 million jobs through 2030.[[2]](#endnote-3) On average, individuals with IT skills earn 600 percent, or roughly $4.4 million, more over the course of their lifetime than a worker receiving minimum wage without IT skills.[[3]](#endnote-4) IT positions have a median annual wage that ranges from $50,000 to more than $140,000. Moreover, 82 percent of middle-skill jobs require digital skills and digitally intensive middle-skill jobs pay more than non-digital middle-skill jobs: $20 per hour for middle-skill jobs that demand digital skills and $28 per hour or more for jobs that require advanced digital skills such as IT networking or CRM software, placing them in the top quartile of all earners.[[4]](#endnote-5) Digital skills provide a career pathway into middle- and high-skill jobs; however, 80 percent of roles within the IT profession request a four-year degree for employment.[[5]](#endnote-6) This degree requirement within the IT sector is a barrier to inclusion as Black, Latinx, and Native Americans are less likely to hold a degree than white applicants.

Examining Diversity Across

the IT Industry

* Women, Black, Latinx, and Native American professionals are vastly underrepresented in all occupations within the technology sector, in comparison to both the United States population and to the private sector as a whole.
* Women make up 50 percent of the U.S. population and only 25 percent of the tech workforce; African American or Latinx adults combined make up 30 percent of the nation’s population but just 15 percent of the tech workforce.
* Among the top revenue-grossing technology companies (like Apple, Google, and Facebook), Black and Latinx employees combined represent only 3 to 5 percent of all employees.

*1 Allison Scott, Freada Kapor Klein, and Uriridiakoghene Onovakpuri, Tech Leavers Study: A First-of-Its-Kind Analysis of Why People Voluntarily Left Jobs in Tech (Oakland, CA: Kapor Center for Social Impact, April 2017),* [*www.kaporcenter.org/tech-leavers/*](http://www.kaporcenter.org/tech-leavers/)*.*

Despite this barrier, there are opportunities for individuals without a bachelor’s degree to enter the field through three primary pathways: programming, IT support, and cybersecurity. According to labor market information from Burning Glass Technologies, the entry-level jobs in each of these fields generally have strong projected growth, offer median earnings of at least $25 per hour, and can serve as a launching point for other roles in the IT field.[[6]](#endnote-7)

Despite the growth projections mentioned above, women, people of color, and individuals from other underrepresented populations find it challenging to enter and stay in the IT industry.[[7]](#endnote-8) Increasing diversity and inclusion within the IT sector is a critical step for growth and innovation. A diverse workforce makes it easier to recruit individuals and reduce employment turnover. Diversity brings in new perspectives and creative ideas necessary for both innovation and expanded market awareness, and companies with diverse workforces enjoy better overall ﬁnancial performance. Bloomberg reports that companies with gender-balanced teams have a higher return on equity, and the Credit Suisse Research Institute found that companies with one or more women board members had higher average return on investment and better average growth than companies with male-only boards.[[8]](#endnote-9) After surveying 1,700 companies, Boston Consulting Group found that diverse management teams were more innovative than less diverse teams: Companies with above average diversity produced a greater proportion of revenue from innovation (45 percent of total) than companies with below average diversity (26 percent of total). Companies with diverse management teams have on average 10 percent higher earnings before interest and taxes (EBIT) margins than companies with below average management diversity. Additionally, when at least one team member shares a client’s ethnicity, the team is more likely to address that client’s or market segment’s needs than teams where no member shares that trait.[[9]](#endnote-10) Increasing diversity and inclusion in the IT sector can be mutually beneficial to companies and workers, and it is critical that women, people of color, and individuals from other underrepresented populations have a clear path to digital skills attainment connected to opportunities for income growth and career advancement.

## Connecting IT Training to Local Labor Markets

Competency and skill-based training is an effective strategy to support entry and advancement of underrepresented or excluded populations and those who lack a postsecondary credential or prior work experience into high-wage, high-demand roles within the IT sector and IT-adjacent industries. In the field of IT, there is a vast ecosystem of industry-recognized certifications that allow jobseekers with either a high school diploma or an associate’s degree to learn discrete, in-demand skills and to advance at rates comparable to those with a bachelor’s degree but no certification.[[10]](#endnote-11)

In general, the IT industry has high career advancement potential, with approximately 20 percent of workers moving up within five years. More specifically, advancement within five years is twice as high among computer support specialists and network support specialists with a CCNA certification (43 percent) compared with those with no certification (22 percent).[[11]](#endnote-12) IT also demonstrates strong career stability, with 60 percent of user support specialists and more than 70 percent of network support specialists and network administrators remaining in the IT sector throughout their career. This stability is higher and more consistent among workers who have earned industry-recognized certifications than those who have not.[[12]](#endnote-13)

As the number of IT training programs and industry-recognized credentials continues to diversify, aligning these programs to local demand for skilled workers within and outside of traditional tech industries is critical. In 2019, Burning Glass Technologies and Oracle Academies reported that 90 percent of all IT job openings are within non-tech industries, and recent growth in job openings for IT occupations is more than 50 percent greater in non-tech industries than in tech industries.

In the tech sector, 89 percent of IT jobs require at least a bachelor’s degree, compared with 76 percent in non-tech industries. There are also more opportunities for entry-level workers outside of the tech sector, as 29 percent of openings in non-tech industries request 0-2 years of work experience, compared with only 16 percent in tech.[[13]](#endnote-14) The National Skills Coalition found that while there are core IT skills that benefit workers regardless of sector, IT training programs that frame their skills and competencies within the context of in-demand regional industry sectors can help workers enter and advance within those industries more quickly.[[14]](#endnote-15) The increased opportunities for entry-level IT workers and individuals without a bachelor’s degree in the non-tech economy illustrates the value in developing localized digital jobs strategy and locally relevant career pathways for workers to align their skills and competencies with the IT needs within their region.

## Opportunity to Develop More Robust IT Career Pathway Models

Intensive career pathway training models that embed employer partner input, local industry alignment, and robust academic and wraparound services into the program design, development, and execution are more successful in providing durable employment and growth opportunities for participants. Participants are also more likely to persist and complete these training programs.[[15]](#endnote-16)

Selected grantees will have the opportunity to identify and address gaps in current training offerings that will enhance the effectiveness of their IT career pathways, supplement entry-level training with work-based learning and more comprehensive wraparound supports, and bolster their regional economic growth by helping jobseekers move into quality jobs with career advancement potential. The partnership between Google.org, JFF, and regions that receive a planning grant presents an opportunity to aggregate lessons learned and promising approaches into a comprehensive digital jobs strategy that could have significant implications for the design, implementation, and scale of digital jobs strategies all across the country, as well as for funders and policymakers supporting similar efforts. Insights from participating regions’ experience conceptualizing a locally relevant digital jobs strategy will inform materials and resources that JFF will create for the broader field.

# Key Responsibilities and Conditions for Award

Grantees selected for this opportunity will be required to:

* Submit all RFP application materials on time and in accordance with provided instructions.
* Designate a primary point of contact for grant management and coordination with JFF staff.
* Participate in monthly discussions with JFF to assess progress of planning activities, address concerns or questions, and provide insight into their research and approach. This will include cooperation with JFF’s Research and Analysis Unit (RAU) to provide insights regarding the grant management and planning process, key findings from the coordination efforts, lessons learned, and innovative approaches. This may require occasional participation in activities such as one-on-one interviews or focus groups, or responding to written questionnaires provided by JFF’s RAU.
* Participate in two convenings: one virtual convening at kickoff and one potentially in person convening around the conclusion of the grant (with travel funded by JFF via the Google.org grant) to gather with peer organizations to learn from one another and collaborate around research findings and implementation approaches.

# Submission Process

Interested applicants should [download this proposal form](https://jff.mediavalet.com/galleries/5fc3a380-66c7-4b0c-bf0a-6705633971c0_d98b8478-3eef-4e66-b303-bc6081a654f5-ExternalUser) in its entirety and address each of the questions and/or criteria to the best of their ability. JFF recommends that applicants paste responses into the online application form **after** completing the responses to facilitate the application process. This process should take at least two to three hours, and we recommend incorporating feedback from local employers and engaging stakeholders in your community.

**Key Steps and Dates for Application Process:**

* Please submit any questions regarding the RFP or application process and express your intent to apply to Emily Pipes ([epipes@jff.org](mailto:epipes@jff.org)) by **5 p.m. PT on October 18, 2021.**
* JFF will compile responses to FAQs no later than **October 25, 2021.**
* Completed proposal forms and materials must be submitted electronically to Emily Pipes (epipes@jff.org) with a copy to Sara Lamback ([slamback@jff.org](mailto:slamback@jff.org)) by **5 p.m. PT on November 1, 2021.**

## Proposal Questions

Questions included within the application form are provided below **strictly for reference**. [**Applicants must download the form separately**](https://jff.mediavalet.com/galleries/5fc3a380-66c7-4b0c-bf0a-6705633971c0_d98b8478-3eef-4e66-b303-bc6081a654f5-ExternalUser) and complete all questions to the best of their ability prior to submission.

### Part I: Basic Information

1. **Name of Organization:**
2. **Mailing Address:**
3. **Type of Organization (please select only one):**
   1. Local Workforce Development Board
   2. Community College
   3. Education/Training Provider (not a community college)
   4. Economic Development Organization
   5. Intermediaries
   6. Community-Based Organization/Nonprofit
   7. Other (please describe)
4. **Are you applying for this opportunity as the lead of a consortium or as the backbone of a collective impact initiative?** (Yes/No)
   1. **Important:** If yes, please **include letters of support** from all partner organizations as part of your submission materials.
5. **Indicate which of the following best describes the region to be served as part of this initiative. You may select more than one.**
   1. Urban
   2. Suburban
   3. Rural
6. **Describe the proposed region that will be the focus of this initiative. Please list all of the counties and corresponding states you anticipate serving through this initiative.**
7. **Primary Point of Contact Information:**
   1. **Full Name:**
   2. **Title:**
   3. **Email Address:**
   4. **Phone Number:**

### Part II: Organizational Expertise

Please provide responses for each item, responding to all questions within each item as thoroughly and succinctly as possible. You will be provided with 1,000 characters for each response (including spaces). If responding for a consortium, please respond for your organization while also referencing how a consortium approach strengthens your ability to succeed in this effort.

1. **Organizational Mission/Impact/Priority Demographics:** Describe the mission, key programs/initiatives, and evidence of impact of your organization. Describe the characteristics of individuals typically served through your organization including demographics, education and employment barriers, and supportive service needs. How is your organization/consortium working to reduce systemic inequities in your community?
2. **Organizational Capacity:** If awarded the planning grant, please describe why your organization is well-positioned to lead this effort in your community and briefly describe the resources, expertise, partnerships, and staff capacity you would dedicate to this effort to ensure a smooth planning process.
3. **Serving Priority Populations:**Describe your organization’s experience serving the populations being prioritized for this planning grant. What supportive services and/or resources does your organization offer to support learner success, and why do you feel these are important? If none are currently offered, describe the wraparound services and/or resources your organization would like to offer and the partners or tools you would you need to make that happen.

### Part III: IT Employment and Training Landscape

1. **Vision for Digital Jobs:** If awarded the planning grant, what hypothesis related to digital jobs and/or training programs would your organization choose to focus on as part of this initiative? How do you envision this planning grant will help you better understand and respond to the digital jobs landscape in your community or region? Please specify one to three goals your organization hopes to accomplish through this initiative.
2. **Relevant Programming:**Describe the state of current IT training programs and/or industry-recognized credentials in your community and (if relevant) offered by your organization. Why were those programs selected, and what opportunities or gaps remain in the local training ecosystem? If no programs are currently offered, which programs/industry-recognized credentials would you like to offer, and how were these programs selected?
3. **Employer Relationships:**Describe the ways in which your organization or consortium currently collaborates with businesses that employ IT professionals. What is your plan for engaging businesses in this digital jobs strategy planning process to ensure industry alignment and quality jobs for those who complete training programs?
4. **Diverse Hiring Practices:**What specific opportunity do you see in your region to diversify digital jobs? Which local industries and/or employers, if any, are leading in hiring people with less than a two-year degree? Which, if any, are leading in hiring workers who are Black, indigenous, people of color, women, LGBTQIA, or others who are currently underrepresented within the IT industry? If currently unaware of any, what is your plan for identifying businesses committed to increasing diversity and engaging them in the planning process?
5. **Participant Supports:** Which of the following are you interested in focusing on or supporting through your planning grant? Please check all that apply:
   1. [Y/N] Creating a digital jobs navigator role to help individuals explore potential IT careers and access training providers.
   2. [Y/N] Expanding opportunities for work-based learning for digital jobs.
   3. [Y/N] Supporting more robust job placement and retention support for participants.
   4. [Check box] Other (please specify)

### Part IV: Community Influence and Partnerships

1. **Community Partnerships:** Describe the community partnerships, either already existing or yet to be established, that will be critical to your local digital jobs strategy planning effort. Be as specific as possible, and include the role of each partner and why the partner’s involvement will be necessary for success.
2. **Optional:** Is there any other information about your organization, consortium, or proposed approach that you would like to share with the reviewers?

### Part V: Budget Template

Please use the template provided within the application form to indicate how the $50,000 in planning grant funds will be allocated. Feel free to estimate costs to the best of your ability. This budget is nonbinding.

**Inquiries:** Please submit any questions regarding the RFP or application process and express your intent to apply to Emily Pipes ([epipes@jff.org](mailto:epipes@jff.org)) by 5 p.m. PT on October 18, 2021.JFF will compile responses to FAQs no later than October 25, 2021.

# Appendix A – RFP Scoring Rubric

JFF will make awards to the most competitive applicants based upon proposal submissions.

Proposals will be scored for quality, regional readiness, and planned activities based on the criteria listed below. A team of subject matter experts from JFF will be assembled to review each proposal submission. After reviewing all submissions, the proposals with the highest cumulative score across all criteria will move forward for final consideration by JFF and Google.org.

|  |
| --- |
| **Proposal Scoring Criteria** |
| **Basic Eligibility:** The applicant meets all basic eligibility requirements based on provided responses. Applicants from any of the following priority geographies are especially encouraged to apply: Miami, Atlanta, Detroit, Chicago, New York, Houston, and Washington, DC |
| **Integrity:** The applicant provides credible evidence of its ability to organize and influence community partners given its status as a trusted institution and respected leader within its community. |
| **Organizational Capacity:** The applicant demonstrates the capacity to serve in a leadership role coordinating the planning of a localized digital jobs strategy and locally relevant career pathways for in-demand IT occupations. Applicant provides evidence of its ability to engage and disseminate information across key stakeholders. Applicant is committed to the creation and sustainability of a digital jobs navigator as part of this initiative. |
| **Organizational Focus:** The applicant has relevant experience designing and/or implementing related programs and initiatives and proposes a clear and compelling approach for addressing all required aspects of the planning phase including:   * Completion of the needs assessment, overall strategy, and implementation timeline * Identification of employer champions and key community partners * Creation of a digital jobs navigator * Incorporation of work-based learning experiences |
| **Ability to Reach Priority Demographic and Address Inequity:** The applicant demonstrates an established track record of (or strong commitment and approach to) recruiting and supporting populations underrepresented in the tech sector, aligning supports with the needs of the diverse populations throughout its community, and designing programs and services based on lived experiences. |
| **Connection to Regional Employers:** Applicant demonstrates clear understanding of the needs of local employers across multiple industries and/or presents a strong approach to discovering these needs as part of the needs assessment and planning process. The applicant provides strong evidence of established relationships with local employers and regional partners and a commitment to engaging these critical partners in the planning and implementation of a digital jobs strategy and design of IT career pathways. |
| **Quality and Feasibility of Participant Supports:** The applicant provides evidence that the organization recognizes the importance of participant supports and is well positioned to identify the supports that are needed to advance a regional digital jobs strategy such as but not limited to:   * Career coaching and navigation * Job placement assistance and support services * Wraparound supports (non-academic)   Applicant demonstrates commitment and ability to support participants in overcoming these common barriers to employment and advancement in the IT sector and incorporating these essential services into the planning process.  Applicant outlined clear goals and a plan to achieve outlined goals at the end of six months. |
| **Additional Considerations:** Additional points may be awarded to applicants that can demonstrate any of the following:   * Strong diversity of organizations/partners engaged in the planning and implementation process. * Strong geographic diversity within the city or region the organization or consortium serves. * Intention to incorporate a flexible and diverse set of models and approaches to support participants. * Intention to connect to or incorporate youth or registered apprenticeship experiences for learners. * Evidence of access to potential resources and supplemental funding that support long-term sustainability of this effort. |

# Appendix B – Examples of Digital Jobs

The following list includes *examples* of digital jobs. This is by no means an exhaustive list, and JFF encourages regions to explore demand and training opportunities for additional occupations that may be considered a digital job within the context of their labor market.

|  |  |  |
| --- | --- | --- |
| **Job Title** | **Job Description** | **2020 Median Pay** |
| Computer Network Architect | Computer network architects design and build data communication networks, including local-area networks (LANs), wide-area networks (WANs), and intranets. | $116,780 |
| Computer Programmer | Computer programmers write and test code that allows computer applications and software programs to function properly. | $89,190 |
| Computer Support Specialist | Computer support specialists provide help and advice to computer users and organizations. | $55,510 |
| Computer Systems Analyst | Computer systems analysts study an organization’s current computer systems and find a solution that is more efficient and effective. | $93,730 |
| Database Administrator | Database administrators (DBAs) use specialized software to store and organize data. | $98,860 |
| Information Security Analyst | Information security analysts plan and carry out security measures to protect an organization’s computer networks and systems. | $103,590 |
| Network and Computer Systems Administrator | Network and computer systems administrators are responsible for the day-to-day operation of computer networks. | $84,810 |
| Software Developer, Quality Assurance Analyst, and Tester | Software developers design computer applications or programs. Software quality assurance analysts and testers identify problems with applications or programs and report defects. | $110,140 |
| Web Developer and Digital Designer | Web developers create and maintain websites. Digital designers develop, create, and test website or interface layout, functions, and navigation for usability. | $77,200[[16]](#endnote-17) |

# 

# Endnotes

1. Lauren Csorny, “Careers in the Growing Field of Information Technology Services,” Beyond the Numbers: Employment & Unemployment 2, no. 9 (Washington DC: U.S. Bureau of Labor Statistics, April 2013), [www.bls.gov/opub/btn/volume-2/careers-in-growing-field-of-information-technology-services.htm](http://www.bls.gov/opub/btn/volume-2/careers-in-growing-field-of-information-technology-services.htm). [↑](#endnote-ref-2)
2. Job posting data is from Burning Glass Technologies Labor Insight. Education level is based upon nationwide IT job postings for the one-year period from June 2019 to May 2020. Data extracted by S. Lamback in May 2020. [↑](#endnote-ref-3)
3. Burning Glass Technologies, *Beyond Tech: The Rising Demand for IT Skills in Non-Tech Industries* (Boston, MA: Burning Glass Technologies, August 2019), [www.burningglass.com/research-project/beyond-tech/](http://www.burningglass.com/research-project/beyond-tech/). [↑](#endnote-ref-4)
4. Burning Glass Technologies, “Digital Skills Gap: Research on Digital Skills, Digital Literacy, and the Future of Work” (Boston, MA: Burning Glass Technologies, 2021), [www.burning-glass.com/research-project/digital-skills-gap/](http://www.burning-glass.com/research-project/digital-skills-gap/). [↑](#endnote-ref-5)
5. Wage data is drawn from Emsi 2020.2 Class of Worker data. Extracted by S. Lamback in May 2020. Job posting data is from Burning Glass Technologies Labor Insight. Education level based upon nationwide IT job postings for the one-year period from June 2019 to May 2020. Data extracted by S. Lamback in May 2020. [↑](#endnote-ref-6)
6. Vanessa Bennett and Sara Lamback, *Transforming IT Training Programs Into Successful Career On-Ramps* (Boston, MA: Jobs for the Future, July 2020), [www.jff.org/resources/transforming-it-programs-successful-career-ramps/](http://www.jff.org/resources/transforming-it-programs-successful-career-ramps/). [↑](#endnote-ref-7)
7. Allison Scott, Freada Kapor Klein, and Uriridiakoghene Onovakpuri, *Tech Leavers Study: A First-of-Its-Kind Analysis of Why People Voluntarily Left Jobs in Tech* (Oakland, CA: Kapor Center for Social Impact, April 2017), [www.kaporcenter.org/tech-leavers/](http://www.kaporcenter.org/tech-leavers/). [↑](#endnote-ref-8)
8. Stuart R. Levine, “Diversity Confirmed to Boost Innovation and Financial Results,” *Forbes*, January 2020, [www.forbes.com/sites/forbesinsights/2020/01/15/diversity-confirmed-to-boost-innovation-and-financial-results/?sh=67e926d3c4a6](http://www.forbes.com/sites/forbesinsights/2020/01/15/diversity-confirmed-to-boost-innovation-and-financial-results/?sh=67e926d3c4a6). [↑](#endnote-ref-9)
9. Ibid. [↑](#endnote-ref-10)
10. Sara Lamback, Carol Gerwin, and Dan Restuccia, *When Is a Job Just a Job—and When Can It Launch a Career? The Real Economic Opportunities of Middle-Skill Work* (Boston, MA: Jobs for the Future, 2018), [www.jff.org/resources/when-job-just-joband-when-can-it-launch-career/](http://www.jff.org/resources/when-job-just-joband-when-can-it-launch-career/). [↑](#endnote-ref-11)
11. Sara Lamback, *When Is a Job Just a Job,* [www.jff.org/resources/when-job-just-joband-when-can-it-launch-career/](http://www.jff.org/resources/when-job-just-joband-when-can-it-launch-career/). [↑](#endnote-ref-12)
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