

# **New Ways to Build A Quality Workforce: An Employer's Guide**



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# The Changing Look of the Workforce

Companies and organizations across American are competing in an ever-increasing global marketplace where workers must transition from an industrial to a knowledge-based economy. But just as the baby boomers, the most experienced workers with the greatest knowledge and skills, are retiring, the U.S. economy depends upon a strong pool of new entrants to the workforce who will continue the American traditions of innovation, research, and development.

Today, there are fewer new entrants to the workforce and they are inadequately prepared to compete in the wide range of jobs and careers available to them. To improve workforce readiness and ensure a rich and diverse talent pool, young people need engaging learning opportunities where they can develop the full range of skills they will need to be successful in school, work and life.

**Elements of new learning opportunities** include:

- Changes in the methodology and techniques most effective in educating young people.
- Incorporation of a broad range of skills, including many core/academic skills, but also applied skills.
- Any expansion of learning settings to incorporate a variety of out of school opportunities.

Improving the workforce readiness of young people has become a growing priority within the business community. Business must play a leadership role in meeting the challenge.

## **Are They Really Ready to Work?**

The future workforce is here -- and it is woefully ill-prepared for the demands of today's and tomorrow's workplace. Corporate Voices for Working Families, The Conference Board, Partnership for 21<sup>st</sup> Century Skills, and the Society for Human Resource Management surveyed over 400 employers in the US.

We found that employers cited professionalism/work ethic, oral and written communications, teamwork/collaboration, and critical thinking/ problem solving as the skills that new entrants need to succeed in the workforce.

The following **Workforce Readiness Report Card** outlines how high school, two-year college graduates and four-year college graduates measure up based on the skills that employers feel new entrants should possess when entering the workforce.

<b>Workforce Readiness Report Card</b>
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**High School Graduates**

Deficiency	Excellence
Written Communications . . . . . 80.9%	No skills are on the Excellence List for new entrants with a high school diploma.
Professionalism/Work Ethic . . . . . 70.3	
Critical Thinking/Problem Solving . . . . . 69.6	
Oral Communications . . . . . 52.7	
Ethics/Social Responsibility . . . . . 44.1	
Reading Comprehension . . . . . 38.4	
Teamwork/Collaboration . . . . . 34.6	
Diversity . . . . . 27.9	
Information Technology Application . . . . . 21.5	
English Language . . . . . 21.0	

**Two-Year College/Technical School Graduates**

Deficiency	Excellence
Written Communications . . . . . 47.3%	Information Technology Application . . . . . 25.7%
Writing in English . . . . . 46.4	
Lifelong Learning/Self Direction . . . . . 27.9	
Creativity/Innovation . . . . . 27.6	
Critical Thinking/Problem Solving . . . . . 22.8	
Oral Communications . . . . . 21.3	
Ethics/Social Responsibility . . . . . 21.0	

**Four-Year College Graduates**

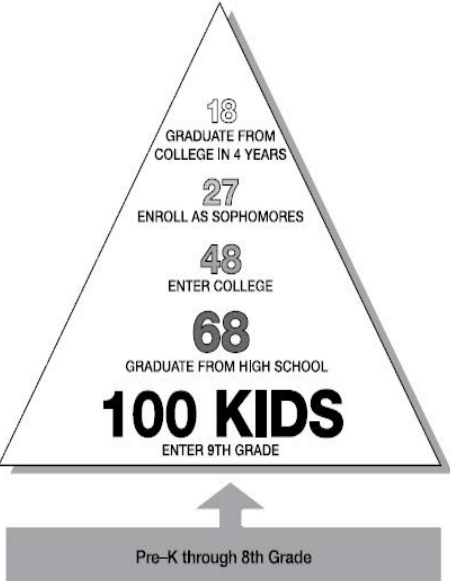
Deficiency	Percentage	Excellence	Percentage
Written Communications	27.8%	Information Technology Application	46.3%
Writing in English	26.2	Diversity	28.3
Leadership	23.8	Critical Thinking/Problem Solving	27.6
		English Language	26.2
		Lifelong Learning/Self Direction	25.9
		Reading Comprehension	25.9
		Oral Communications	24.8
		Teamwork/Collaboration	24.6
		Creativity/Innovation	21.5

The results illustrate that new entrants come up short.

On the employers’ list of important workplace skills that new entrants need, applied skills outranked basic skills. Employers are predicting that they will begin to hire fewer new entrants with only a high school diploma and increase their hiring of new entrants with a four-year degree.

The demographics of the American workforce will be drastically change in the next few years with the number of workers ages 35 to 44 decreasing by 10%, indicating that new entrants must be prepared to fill their shoes.

Also, the high school dropout crisis continues to gain momentum. The U.S. Department of Labor estimates that, between 2010 and 2025, up to 95 million baby



boomers will leave the U.S. workforce, but only 40 million members of Generations X and Y will enter.

In addition to changing demographics, the talent pipeline is leaky.

With employers projecting that they will hire more new employees with a college degree and fewer with only a high school diploma, the data on attrition in the education system raises significant concerns. Because college degrees are being used as a proxy for preparedness, these dwindling numbers provide insight into why companies are concerned about the number of available and skilled new entrants.

According to experts on youth development, there is no developmental reason that high school students cannot master the requisite workplace skills.

***As a country, we are shortchanging our young people, and our economy, by failing to create adequate opportunities for the development these necessary skills.***

This critical situation is an opportunity for educators, community leaders and business leaders to work together to ensure that the high school years include adequate learning opportunities for young people to master these knowledge economy skills so that they can successfully enter either the workplace or go on to higher education.

It should be noted, however, that those young people who successfully enter the workplace directly from high school will typically need additional education (formal education or on-the-job training) for career advancement.

# **Purpose of This Employer's** **Guide**

American values are built on a perception of a world class workforce that is creative, innovative as well as well educated. They also need to be comfortable with diversity, and team and leadership. Business can and should play a role in ensuring that young people have opportunities to learn and grow on the job, but they also must be engaged in the development of talent before they all enter the job market.

*By highlighting successful programs currently in operation, Corporate Voices for Working Families hopes to increase the engagement of all employers in the development of a qualified and sustainable future workforce.*

Without business engagement, a quality, available workforce is not on the horizon.

Through this guide we hope to:

- Inspire creative thinking.

- Provide an alternative model for talent development.
- Educate a business perspective.
- Provide resource materials.
- Encourage long-term engagement.

As *Deborah L. Wince-Smith*, President, Council on Competitiveness, said:

“Competing for the future means it is time to get serious about figuring out how to create a skills advantage for American workers and companies. We need new strategies for success that will ensure that America’s next generations can compete successfully and enjoy a rising standard of living.”

# **Identifying Need in Your** **Organization: What Levers** **can be Pulled?**

When thinking about creative new options to develop a quality workforce, where’s the best place to start?

Workforce readiness initiatives can be designed to meet a number of different goals for you company. Particular opportunities exist in the following areas:

- Training strengths and weaknesses.
- Hiring and recruiting needs.
- Adding a corporate social responsibility agenda to your company's philanthropic mission.

Below are some examples of success initiatives when addressing each of the levers. After reading the case studies, you will notice that in most cases, these successful initiatives satisfy multiple goals:

- They address training or recruiting needs while at the same time creating meaningful volunteer opportunities.
- They combine philanthropy with developing the long-term talent pool.
- They create opportunities to build strong partnerships that utilize the strengths and expertise of all the partners.

These patterns are not coincidental; developing a strong workforce initiative requires collaboration within your company and with strong partners outside your company.

## ***Training Strengths and Weaknesses***

With fewer and fewer teens in the workforce, it is important to create opportunities for them to experience a real work environment.

**CVS/pharmacy's Pathways to Pharmacy** stands out for its long-term commitment to young people—reaching children at a young age, and sticking with them all the way through young adulthood.

The multi-stage program begins at the elementary and middle school level through career exposure and job-shadow programs. In high school, students work through a multi-faceted program including coursework, internships, mentoring, and workplace experience. In the high school program, students are required to take specific math, chemistry and biology courses.

They are also taught life skills.

After the junior year of high school, students enter an eight-week summer internship where they meet with college professors, take research and development courses at local universities, and gain work experience as pharmacy assistants or technicians.

Students who successfully complete the internship become certified as the highest level of pharmacy technicians. Upon graduation from high school, young people enter a two-year pharmacy apprenticeship, which combines course work at local community colleges and work experience as a pharmacist's assistant.

CVS clearly has a vested interest in recruiting the next generation of employees, and this program has proven a successful means to do just that. The Pathways to Pharmacy

program has proven particularly successful in recruiting young black males. As a result it has helped CVS maintain its commitment to diversity, which is critical to its expansion strategy.

This initiative helps young people develop skills in a low risk environment. And the opportunity helps young people understand the importance of continuing their forward education

## **Helping Youth, Helping Recruiters: The TJX Companies, Inc., and Job Corps**

The TJX Companies, Inc. is the leading off-price apparel and home fashions retailer in the U.S. and worldwide, and ranked 138th in the most recent Fortune 500 rankings.

TJX has developed a successful model for recruiting talented associates, while simultaneously providing valuable supports to young people in disadvantaged situations.

TJX has partnered with Job Corps Region One (New England) to provide inner-city young people in five Job Corps sites the skills and opportunities they need to obtain and keep jobs in the retail industry.

The partnership with Job Corps helps TJX recruit and retain a quality workforce.

While a relatively new program, the effort is already paying off. During the start-up year more than 50 students have been hired, and several have been promoted.

The retention rates of these young people have been very high to date, suggesting that this recruitment strategy provides a sound return on investment.

The partnership also advances TJX Companies' strong corporate commitment by creating an opportunity to give back to the community by supporting the positive development of urban youth.

Minnie Cargill, who began the program after attending a Job Corps job fair and saw the potential to do more, runs the training program together with Job Corps staff for a couple of hours twice a week over a twelve-week period at the selected Job Corps sites. This is as an optional component young people can elect to take in addition to their regular Job Corps classes, in order to learn more real-world skills.

The training program consists of store tours, training in customer services, communication skills, dress for success, job search skills, and budgeting exercises. Once adequately prepared, the students are granted real job interviews with a TJX company Store Manager.

## ***Recruiting Needs***

In some companies, the entry level talent pool comes from elite colleges and universities. For those companies ensuring that a diverse population attends top secondary schools is a top priority.

Goldman Sachs has partnered with Citizen Schools, a program for at risk youth, to support Eighth Grade Academy.

### **Citizen Schools and Goldman Sachs**

Citizen Schools provide a model that enhances young people's academic skills as well as critical workforce readiness skills.

This program reaches out to engage people from the community—including business leaders—to teach 11 week apprenticeships to its students. During the apprenticeship, the young person learns about career choices, develops some important skills, often in the areas of teamwork, communication and professionalism, and spends time in a professional environment.

Citizen Schools makes it easy for business by providing clear expectations around time commitments, and by providing training for the apprentice teachers. Goldman Sachs, for example, is now the leading sponsor supporting that Citizen Schools 8<sup>th</sup> Grade Academy.

This is a program designed to help educationally at risk youth succeed in high school and aspire to go on to excellent colleges.

The 8<sup>th</sup> Grade Academy apprentices spend extra time during the program each week developing more advanced leadership skills, learning how to make positive choices and preparing to navigate high school. Students are also able to visit several colleges and, in districts with high school choice, students evaluate their options and apply to college track schools.

Research indicates young people begin to make career choices in middle school. In order to explore their knowledge of available careers Deloitte Touche created Life, Inc, [The Ultimate Career Guide for Young People.](#)

## **Deloitte & Touche USA LLP created the Next Generation**

**Initiatives** to address the generational gap in their workforce and recruit younger workers to the firm.

Through the Next Generation Initiatives, Deloitte supports ongoing research that includes internal and external surveys to gauge young people's expectations of employers, attitudes of their ideal working situations, and their perceptions of the ideal job. Deloitte uses these surveys to guide a communications strategy to encourage young people to

think about career opportunities in accounting and to ensure that Deloitte is perceived as an attractive place to work.

The communications strategy utilizes a number of products that Deloitte has created, including:

- An Internet-based custom career building program that offers career coaching assistance and training to Deloitte employees;
- Multiplayer Occusim, a collaborative, knowledge-sharing game that educates youth about business and related ethical issues as well as opening the door for them to consider careers in accounting and business consulting;
- Life, Inc., Deloitte's career guide book for young people providing career information and guidance to middle school and high school students as well as parents and teachers;
- Business Smarts/Virtual Team Challenge, which introduces high school students to the complexities of business and helps them discover how they can use their talents, interests and skills to join the business world. This material was developed in collaboration with the *Weekly Reader*.

In addition to these resources, Deloitte markets itself and supports the development of young people also through the Future Leaders Council.

Six high school and six college students have the opportunity to serve a one-year term on an advisory council to Deloitte's top leadership for talent acquisition and management.

Through these efforts, Deloitte provides a range of resources and opportunities to help

young people plan for their career. At the same time, Deloitte is working to improve the quantity of its talent pipeline and its access to highly skilled employees

## ***Corporate Social Responsibility/Corporate Citizenship***

While managers and supervisors can easily recognize applied skill differences in new hires, the research indicates they aren't sure how to define an initiative that will address that need. Companies like Accenture and KPMG have both developed innovative programs to link corporate social responsibility or philanthropy not only for their own future, but for the American workforce in general.

### **Accenture and NPower NY**

Launched in 2002, with the support of Accenture and other business leaders, NPower NY created the Technology Service Corps (TSC). The ultimate vision of the TSC is to transform young people from low-income communities into CIOs of nonprofits throughout New York City.

The program looks to an unskilled pool of young people and sees in them a solution to the nonprofit community's technology gap.

Leveraging the companies' technology expertise, Accenture worked collaboratively with other TSC founders to develop the rigorous curriculum. Accenture plays an ongoing support role, providing leadership as well as professionals who volunteer their time to participate in the NPower NY/Accenture Professional Skills Initiative and serve as mentors to the students in the program; most recently Accenture started an internship program where TSC graduates work in Accenture's ITS department providing technology support.

By developing a program that builds on the company's capacity, the initiative yields benefits to all the participants: young people get a chance to develop skills that open up a new world of opportunity, the nonprofit community gets a cadre of highly skilled, yet affordable, consultants to support their work, Accenture employees lend expertise to a great cause and feel good about their good work, and Accenture management plays a leadership role in the community.

## **Selling a New Solution: Ensuring Internal Stakeholder Support**

Common learnings for all the previously mentioned programs include the following:

- Development of public and private partnership skills.
- Identification of business needs.
- Using business case approach to justify involvement.

- Identify a company strength to exploit thereby increasing the probability of success.

Readers of this employer's guide have taken on a leadership role by learning about new and novel approaches to building a quality workforce.

But as you also know, you can't do it alone. As with any change in regulation, you must identify potential naysayers and get them on board with the new ideas.

You will need to determine what department or individuals need to be involved in planning, decision making and implementation.

***Below is a checklist of what maybe helpful in identifying who should be involved in your team. This will be your internal stakeholder team.***

- Who in my organization understands the coming employee shortage as well as the declining quality of workforces that will be available?
- Who does hiring in my company?
- Who does training?
- Who has strong relations in the community we operate in?
- Who has ties to the education field?
- Who is in charge of philanthropy (if you are engaged in it)?
- Who represents a typical organization?
- Who at my company are my internal and external communications partners?

Since many youth development programs are partnerships with local community groups you may also want to add someone from the following areas as well:

- Clients
- Vendors
- Industry peers
- Community colleges
- Local nonprofits

As you create your team -- internal and external stakeholders -- and move forward with developing a program, you will uncover new ideas and new people you need to include.

As a team you will also be able to identify the ‘win’ for each stakeholder organization.

Examples of “wins” include:

- Enthusiastic new hirers who already have a track record with your company.
- New hires who are “job ready.”
- A new relationship with a vendor or an industry peer.
- Commitment for your contribution to the greater good.
- Opportunities for employee involvement in a community project.
- Visibility in the news media and opportunities for your company to tell your positive story to employees and other audiences.
- Enhanced community and industry reputation with a good employer.

## **Building Strong Cross Sector Partnerships**

Success with programs such as those we have already mentioned, as well as those outlined in this next section entitled “More Practices that Work,” depend heavily on the quality of the partnerships that you create inside your company and out. And quality partnerships enable both the business and the community-based organization to both reach their goals.

We have elected to explore these challenges in a little more detail for that reason.

*Good partnership skills are an “art” more than a “science.” But there are commonalities that lead to success. In Corporate Voices’ research with companies who actively engage in public private partnerships, we have found the following.*

Businesses bring unique strengths and partnerships

- financial resources
- management expertise
- planning and implementation expertise
- employment opportunities
- opportunities to promote community programs with internal and external audiences

Nonprofit/community based organizations also bring their own strengths

- content expertise/knowledge
- access to a broad range of clients
- commitment and dedication to a social mission
- a primary mission to make a difference in the world

Our work has lead us to formulate five key points that are requirements for successful partnerships:

1. Identify a common problem, something that organizations care about.
2. Find a shared goal with respect to that common problem.
3. Have clear expectations of each partner and articulate that expectations until mutual agreement is reaches.
4. Build trust and respect for each others capacity and capability.
5. Support of leadership of both organizations.

Collaborations can falter as the result of misperceptions, misunderstanding or a misalignment of goals.

Other potential barriers to effective collaboration include different decision-making styles, different expectations about time frame for completion of goals, skepticism about priorities of each sector, and differences in language and culture. Also, even in the best of

circumstances, it takes time, commitment and flexibility to make collaborations successful.

The following are tips for partnering to maximize your chance for success:

- Ask hard questions up front.
- Start small with a short term, time-limited and manageable project.
- Build on success.
- Be flexible.
- Be realistic about capacity.
- Understand the time frame needs of all partners-agree on how quickly decisions need to be made and how quickly results must be available.
- Be open and honest in discussions about differences in values, languages and culture.
- Be realistic about the imbalance in financial resources, and the impact that can have on a partnership.
- Plan for change in leadership and other staff turnover by crafting a collaboration that meets a business need.

## **More Practices That Work**

The following pages represent nine case studies to help you understand the wide variety of possibilities and what went into each model. The third column on each page outlines guidelines for implementing a similar program. The fourth column links you to websites for more in-depth analysis.

<b>Program Category</b>	<b>Success Story</b>	<b>Making It Work For You</b>	<b>Additional References</b>
Recruiting	<p><b>Bank of America:</b> Apprenticeship</p> <ul style="list-style-type: none"> <li>• Partnership with “Year Up” in Boston</li> <li>• Focus 18-24 years</li> <li>• Length: 6 months</li> <li>• Training and Performance Shift</li> <li>• Ongoing Support</li> <li>• Earn 18 hours college credit</li> <li>• B of A provide funding for students</li> <li>• B of A receives benefit of their work and visibility in the community</li> </ul>	<ul style="list-style-type: none"> <li>• Make a commitment to both the time and funding needed for this program</li> <li>• Partner with an organization that has experience in youth training and development</li> <li>• Communicate regularly with the partner organization</li> <li>• Involve Employees at all levels in the program</li> </ul>	<ul style="list-style-type: none"> <li>• Link to Case Studies</li> <li>• <a href="http://www.doleta.gov">www.doleta.gov</a></li> <li>• <a href="http://yearup.org">http://yearup.org</a></li> </ul>

Program Category	Success Story	Making It Work For You	Additional References
Recruiting	<p><b>Abbott:</b> Internships</p> <ul style="list-style-type: none"> <li>• More than 200 internships each year</li> <li>• Internships in engineering, science, environmental health and safety, manufacturing, quality assurance, information technology, finance, accounting and general business</li> <li>• Award-winning program</li> <li>• 40% of interns choose permanent positions in company</li> <li>• In 2006, 37% of interns were minorities, 51% women</li> <li>• Recognized by The Princeton Review for offering top internships and best entry-level jobs</li> <li>• Business Week-one of the best places to launch a career</li> </ul> <p><b>Marriot:</b> Internships</p> <ul style="list-style-type: none"> <li>• Partnership with the National Academy Foundation(NAF)</li> <li>• Provides 200 internships/year to at-risk urban high school students</li> <li>• Created as a partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Create a model that works for your company’s culture and structure</li> <li>• Partner with colleges, universities and youth training organizations</li> <li>• Structure the internships as a true learning experience and not just a means to get low-level tasks done</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="http://www.internweb.com/empres.s.asp">www.internweb.com/empres.s.asp</a></li> <li>• <a href="http://www.marriottschool.byu.edu/internship/SMQIP.htm">www.marriottschool.byu.edu/internship/SMQIP.htm</a></li> <li>• <a href="http://www.abbott.com/global/url/content/en_US/50.60.10.10:10/general_content/General_Content_00167.htm">www.abbott.com/global/url/content/en_US/50.60.10.10:10/general_content/General_Content_00167.htm</a></li> </ul>

	<p>between business leaders and educators</p> <ul style="list-style-type: none"><li>• Internships in finance, sales, banquets, culinary departments, operations and event planning</li><li>• NAF requires all students to complete a paid internship and one-college level course</li></ul>		
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Program Category	Success Story	Making It Work For You	Additional References
Training	<p><b>H.E Butt Grocery Company:</b> Career Lattice Programs</p> <ul style="list-style-type: none"> <li>• Starts with school partnership</li> <li>• Participate in job-shadowing</li> <li>• Summer internships for high school students, include on-the-job training and leadership classes</li> <li>• Once hired, participate in skill-enhanced programs</li> <li>• School of Retail Management for managers</li> <li>• School of Retail Leadership for leaders</li> <li>• Opportunities for tuition reimbursement and scholarship assistance</li> </ul> <p><b>Johnson &amp; Johnson’s Bridge to Employment:</b></p> <ul style="list-style-type: none"> <li>• Links to “Bridge to Employment Program” (BTE)</li> <li>• For at-risk youth</li> <li>• BTE program connects academics with career opportunities</li> <li>• Includes: classroom instruction, formal internships, job-shadowing and skill-based workshops</li> <li>• Serve as career coaches or guest lecturers</li> </ul>	<ul style="list-style-type: none"> <li>• Determine if a career lattice program and/or educational assistance program meet the employment needs of your organization</li> <li>• Make a commitment on an executive level to the program</li> <li>• Commitment to providing youth in their communities with career opportunities in stores</li> <li>• Commit financial resources to program</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="http://www.doleta.gov/BRG/JobTrainInitiative">www.doleta.gov/BRG/JobTrainInitiative</a></li> <li>• <a href="http://www.heb.com/aboutHEB/careers-storeRetail.jsp">www.heb.com/aboutHEB/careers-storeRetail.jsp</a></li> </ul>

	<ul style="list-style-type: none"><li>• Links to colleges and universities</li><li>• J &amp; J supports 12 BTE sites</li><li>• 3 new sites a year, four-year \$100,000 grant for each</li></ul>		
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Program Category	Success Story	Making It Work For You	Additional References
<p>Recruiting and Training</p>	<p><b>The TJX Companies, Inc.:</b> Partnered with Job Corps Region One</p> <ul style="list-style-type: none"> <li>• Provide inner-city young people the skills and opportunities needed to obtain/keep jobs</li> <li>• Job Corps: no-cost education and vocational training program administered by US Dept. of Labor</li> <li>• Helps ages 16-24</li> <li>• Training is 2 hours a week over a 12 week period</li> <li>• Program includes store tours, customer service training, communication skills, budget exercises</li> <li>• During start up year, 50 students were hired</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment to the program</li> <li>• Customize the program to make it work for your organization</li> <li>• Continually evaluate and refine the program</li> <li>• Determine if this type of youth training program is a fit for your organization</li> <li>• Explore the potential partnerships in your community</li> <li>• Create an internal structure and leadership for the program</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="http://jobcorps.dol.gov">http://jobcorps.dol.gov</a></li> <li>• <a href="http://www.dol.gov/_sec/skills_summit/p2s6b.htm">http://www.dol.gov/_sec/skills_summit/p2s6b.htm</a></li> <li>• <a href="http://www.doleta.gov/youth%5Fservices/">http://www.doleta.gov/youth%5Fservices/</a></li> </ul>

	<ul style="list-style-type: none"><li>• High retention rate</li></ul> <p><b>CVS/Pharmacy</b> Partnering with Local Gov. Agencies and Non-profit Organizations:</p> <ul style="list-style-type: none"><li>• Teamed with government agencies in high unemployment communities</li><li>• 7 Regional Learning Centers</li><li>• Located in inner-city communities</li><li>• Specialized job training for new hires</li><li>• Training programs for existing employees</li><li>• Cost of center split between local government and CVS</li><li>• Retail stores contain 60 to 80% of employees referred through the Training centers</li><li>• High promotion rates</li><li>• Leads to higher customer satisfaction and profit margin</li></ul>		
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Program Category	Success Story	Making It Work For You	Additional References
Corporate Social Responsibility	<p><b>Accenture and NPower NY:</b> Building the Information Technology Field:</p> <ul style="list-style-type: none"> <li>• Accenture partnered with NPower NY to create Technology Service Corps (TSC)</li> <li>• Ages 18 to 25</li> <li>• Rigorous curriculum</li> <li>• Accenture provides mentors to the program's students</li> <li>• Started an internship program</li> <li>• Upon completion of the program, NPower NY helps place in jobs with average salary about \$26,000</li> <li>• Classes are 38% Latino, 46% Black</li> <li>• Senior executives support program financially</li> </ul>	<ul style="list-style-type: none"> <li>• Review both your organization's mission and your philanthropic goals and objectives to determine if youth development is compatible with them</li> <li>• Be prepared to make the necessary financial and human resource commitments to these programs at all levels of the organization</li> <li>• If a partnership is necessary, perform extensive research to identify the organization's best suited to work with your company on a selected program, institutionalize the</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="http://www.dol.gov/_sec/skills_summit/p2s6b.htm">http://www.dol.gov/_sec/skills_summit/p2s6b.htm</a></li> <li>• <a href="http://www.doleta.gov/youth%5Fservices/">www.doleta.gov/youth%5Fservices/</a></li> <li>• <a href="http://www.kpmgcareers.com/whykpmg/ccr_involvement.shtml">http://www.kpmgcareers.com/whykpmg/ccr_involvement.shtml</a></li> <li>• <a href="http://www.accenture.com/Global/About_Accenture/Company_Overview/Corporate_Citizenship/Philanthropy/Accenture_NPowerNY.htm">www.accenture.com/Global/About_Accenture/Company_Overview/Corporate_Citizenship/Philanthropy/Accenture_NPowerNY.htm</a></li> <li>• <a href="http://www.bride2employment.org/index.cfm?fuseaction=home_home">www.bride2employment.org/index.cfm?fuseaction=home_home</a></li> <li>• <a href="http://www.timewarner.com/corp/citizenship/community/index.page/TWC_philanthrop">http://www.timewarner.com/corp/citizenship/community/index.page/TWC_philanthrop</a></li> </ul>

	<p><b>Time Warner's Youth Support Initiatives:</b> Supporting College Awareness and Preparation</p> <ul style="list-style-type: none"> <li>• Funds several college preparation initiatives</li> <li>• Supports many community-based programs</li> <li>• Partners with local and national non-profit organizations</li> <li>• For underserved youth</li> <li>• Initiated scholarship program</li> <li>• Funding to several national scholarship initiatives: partnering with American Indian College Fund, Hispanic College Fund and United Negro College Fund</li> <li>• Funds research and advocacy</li> </ul>	<p>partnership, and continually evaluate the effectiveness of the partnership</p>	<ul style="list-style-type: none"> <li>• <a href="#">y_041992.pdf</a></li> <li>• <a href="http://www.corporatephilanthropy.org">http://www.corporatephilanthropy.org</a></li> <li>• <a href="http://www.managementhelp.org/staffing/outsrcng/volnteer/volnteer.htm">www.managementhelp.org/staffing/outsrcng/volnteer/volnteer.htm</a></li> <li>• <a href="http://www.bsr.org/index.cfm">www.bsr.org/index.cfm</a></li> </ul>
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Corporate Voices for Working Families is the leading national business membership organization representing the private sector on public policy issues involving working families. A nonprofit, nonpartisan organization, we improve the lives of working families by developing and advancing innovative policies that reflect collaboration among the private sector, government and other stakeholders. To create bipartisan support for issues affecting working families, we facilitate research in areas spotlighting the intersecting interests of business, community and families: workforce readiness, family economic stability and flexibility in the workforce. Collectively our 50 partner companies, with annual net revenues of more than \$1 trillion, employ more than 4 million individuals throughout all 50 states.

Copies of our position papers and research studies on workforce readiness and other issues are available at our website: [www.cvworkingfamilies.org](http://www.cvworkingfamilies.org)

Our Corporate Voices blog: [www.corporatevoices.wordpress.com](http://www.corporatevoices.wordpress.com)

