



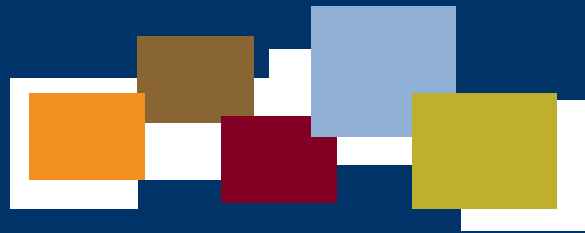
**Corporate
Voices** 
for Working Families

Society for Human Resource Management - Webinar
November 4, 2010
4p.m. – 5p.m. EST

*Developing and Strengthening the Talent Development Pipeline
Best Practices and Research*

Objectives Today

- About Corporate Voices for Working Families
- Workforce Readiness Overview and Previous Research
- Learn and Earn
 - *“Ill-Prepared” to “Well Prepared”*
 - *Micro-Business Case Studies*
- Ready by 21
 - *Early Findings: ROI Research*
- Alternative Pathways
- Discussion and Questions



About Corporate Voices for Working Families

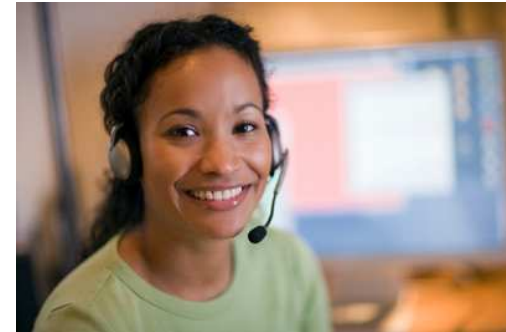
About Corporate Voices

- **Founded in 2001**
- **National business membership organization**
 - Represent private sector in dialogue on public policy issues involving working families
- **More than 50 partner companies**
 - Annual net revenues more than \$1 trillion
 - More than 4 million employees
 - All 50 states



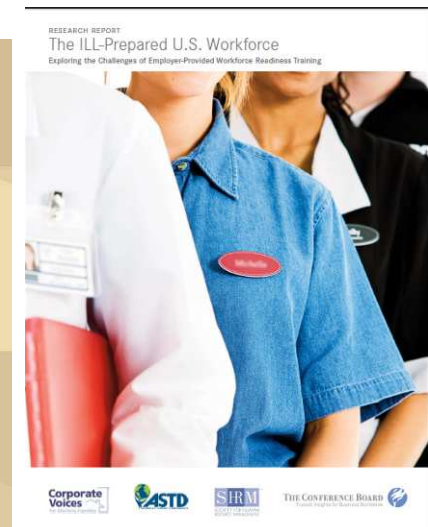
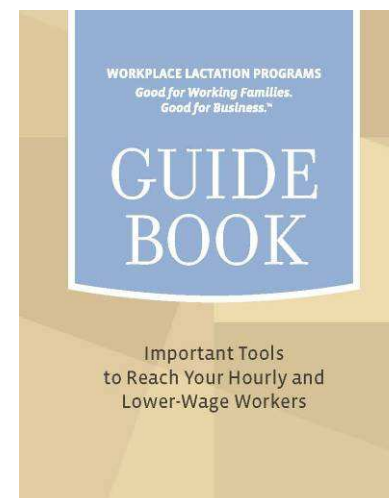
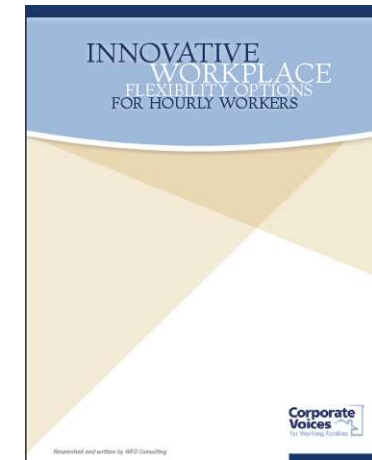
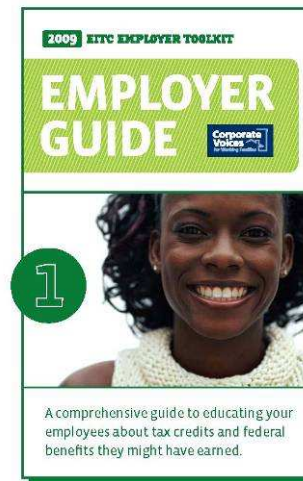
Our Mission

- **Represent** private sector on public and corporate policy issues involving working families
- **Legitimize** importance of business voice in shaping public policy
- **Change** corporate behavior with respect to engagement with policymakers

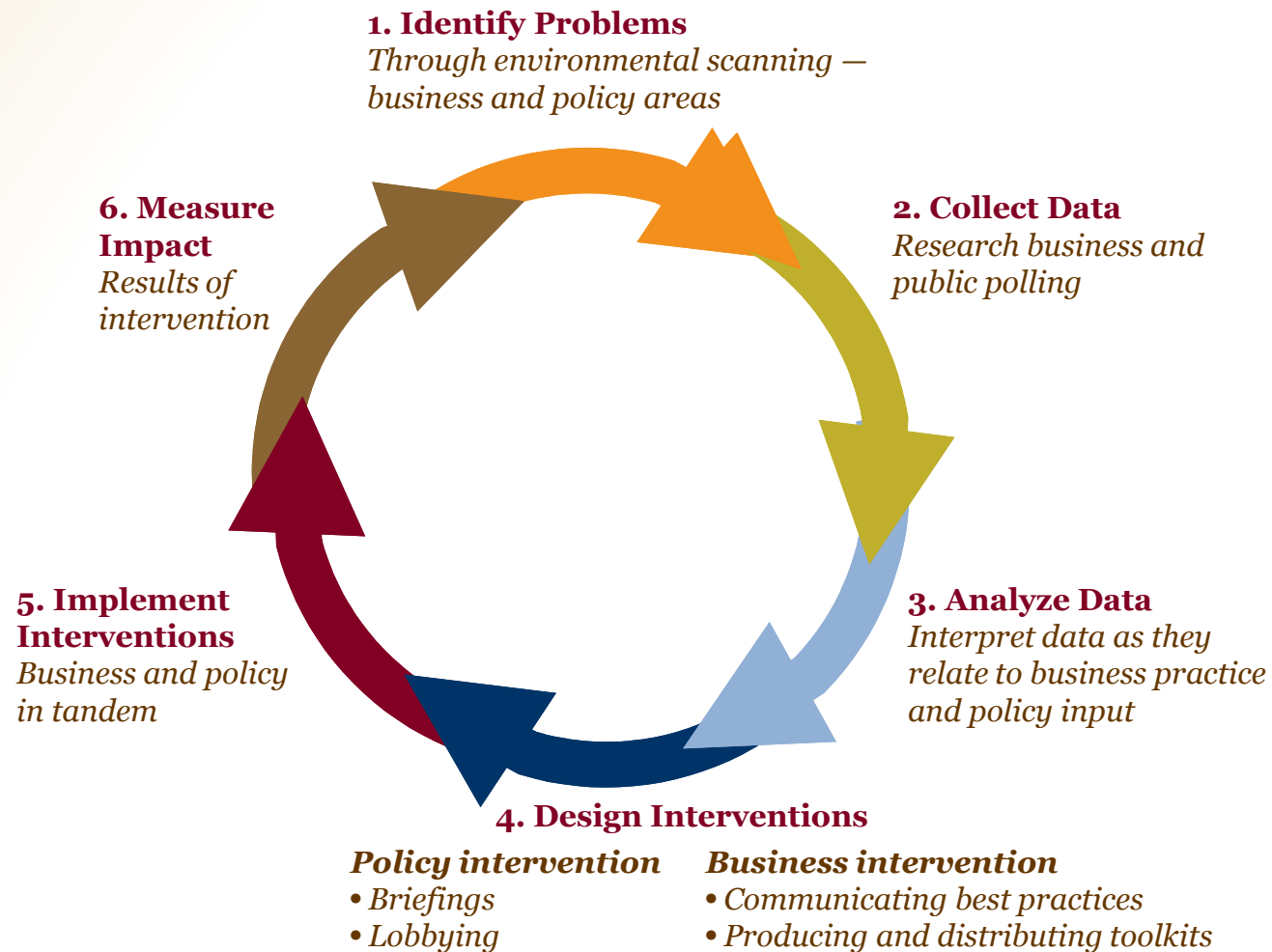


Areas of Focus

- Workplace flexibility
- Family economic stability
- Work and family balance
- Workforce readiness



How We Work: Basic Theory of Change

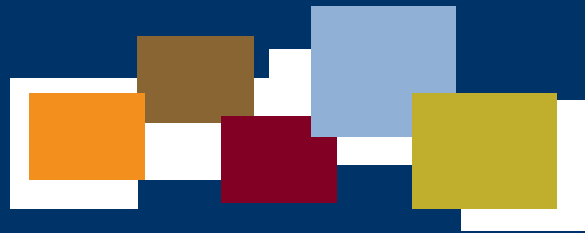


Our Corporate Partners



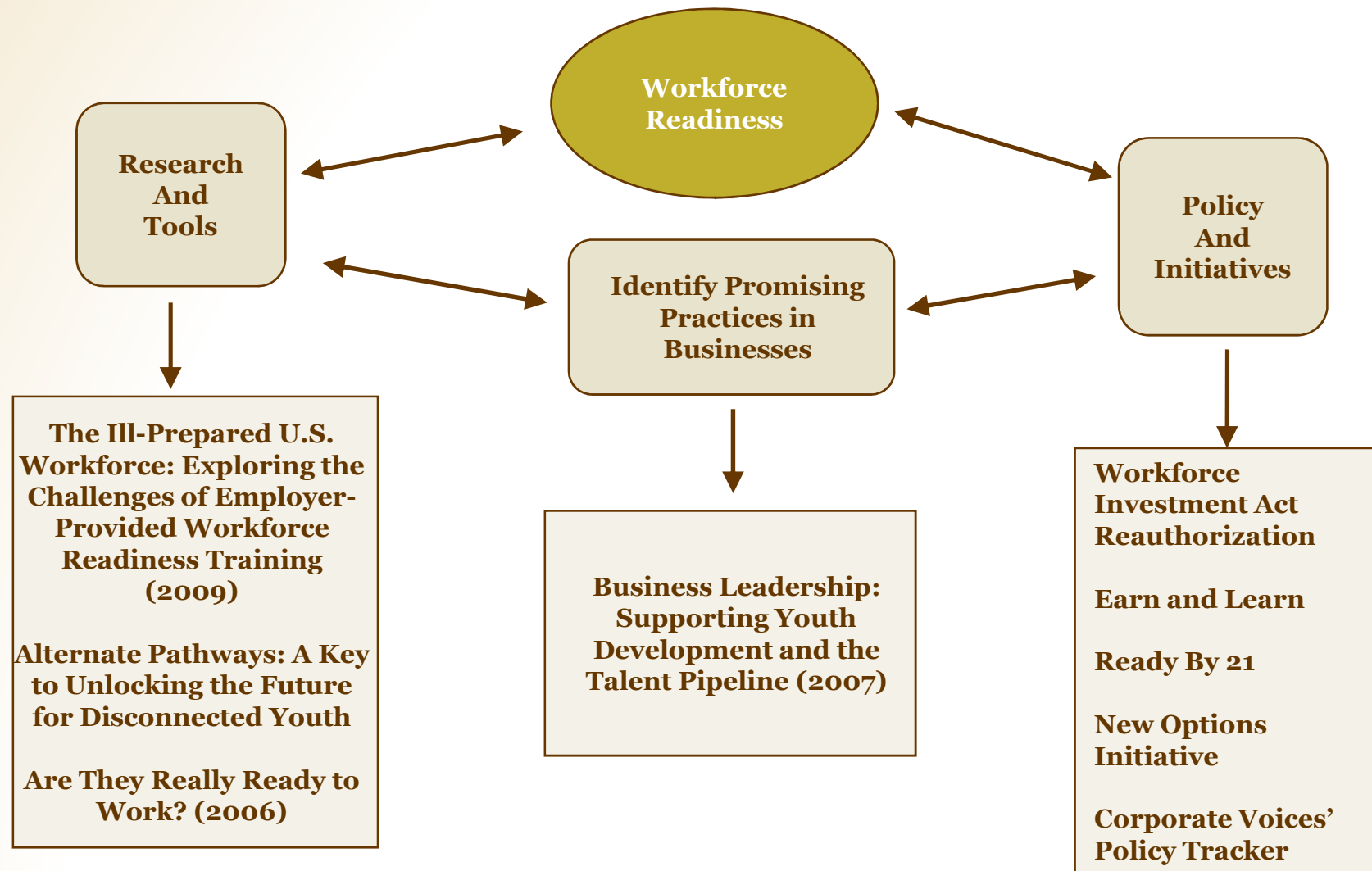
- Abbott Laboratories
- Accenture
- Allstate Insurance Company
- AOL
- AstraZeneca
- Bank of America
- Bank of New York Mellon
- Baxter International Inc.
- Bon Secours Virginia Health System
- Booz Allen Hamilton
- Bright Horizons Family Solutions
- Children's Creative Learning Centers
- Citi
- CVS/Caremark
- Deloitte & Touche, LLP
- Eli Lilly and Company
- Ernst & Young
- Expeditors
- First Advantage
- Ford Motor Company Fund
- GlaxoSmithKline
- Goldman, Sachs & Co.
- H. E. Butt Grocery Company
- Hewlett-Packard
- IBM
- ICF International, Inc.
- ING Foundation
- Johnson & Johnson
- JPMorgan Chase
- Knowledge Learning Corporation
- KPMG LLP
- LifeCare
- Marriott International, Inc.
- MassMutual Financial Group
- Merck & Co., Inc.
- Metropolitan Life Insurance Company
- Morgan Stanley
- Northrop Grumman
- Office Depot, Inc.
- Phillip Morris USA, an Altria Company
- Pacific Gas and Electric Comp.
- Phoenix Companies, Inc.
- PNC Financial Services
- RSM McGladrey
- Sodexo, Inc.
- Texas Instruments
- The TJX Companies, Inc.
- Verizon Wireless
- Wachovia
- WFD Consulting
- Workplace Options
- WorkSource Partners

Improving the Lives of Working Families

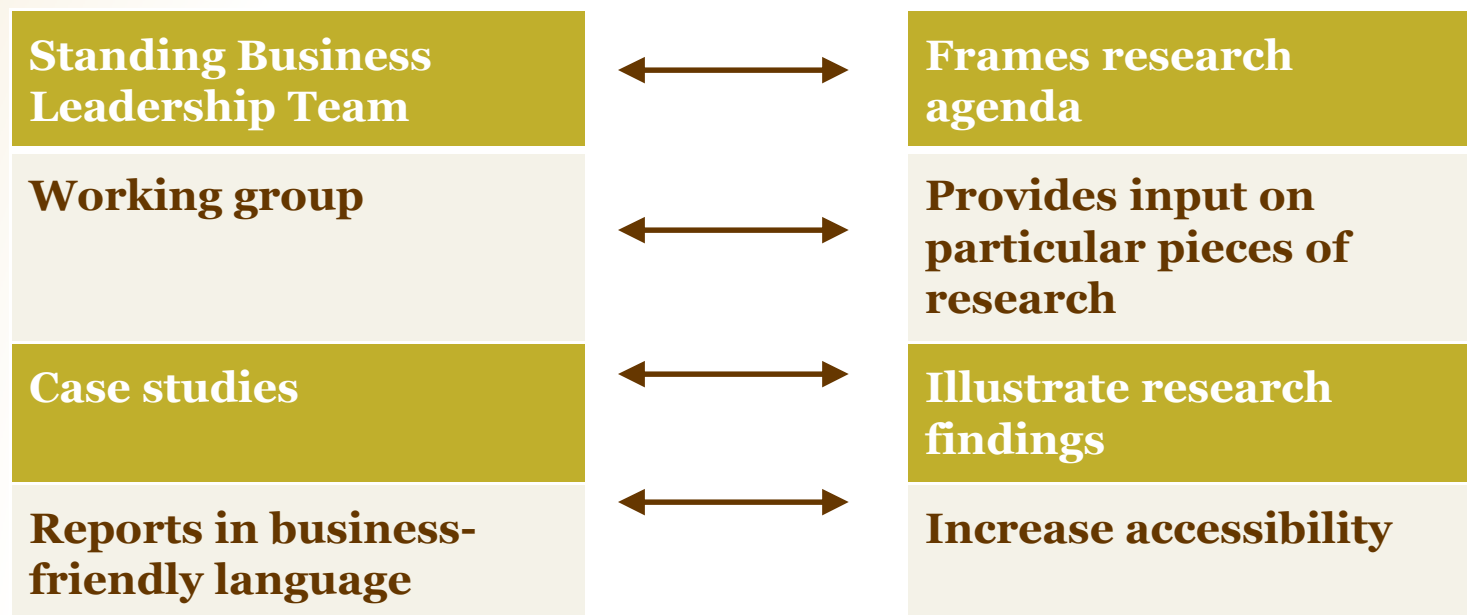


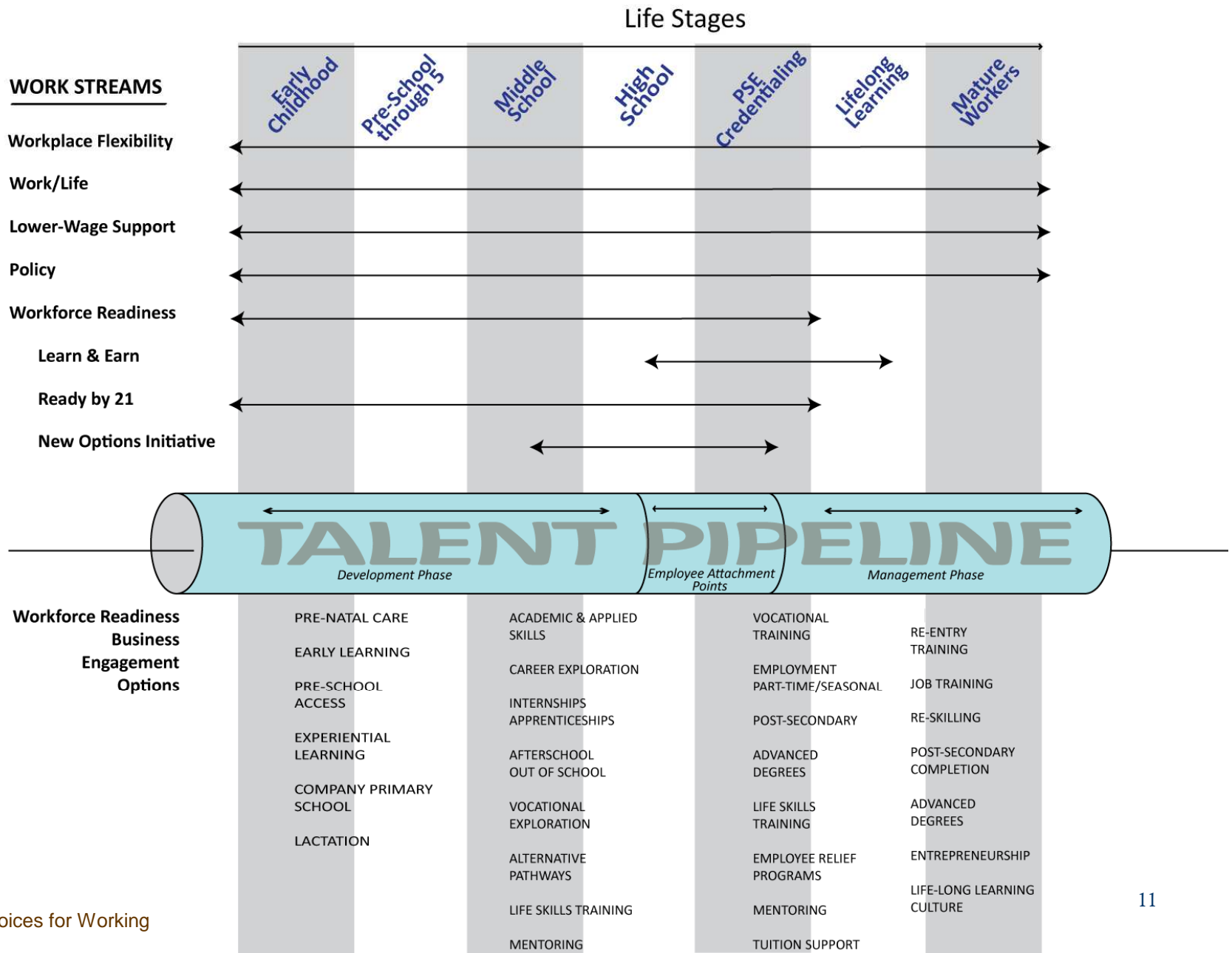
Workforce Readiness Overview

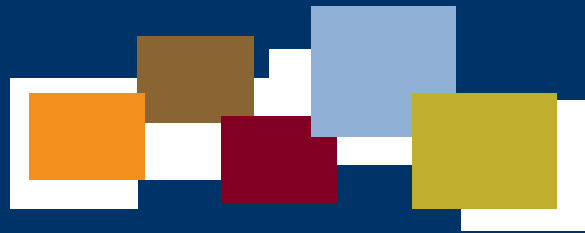
Workforce Readiness



Making Research Relevant



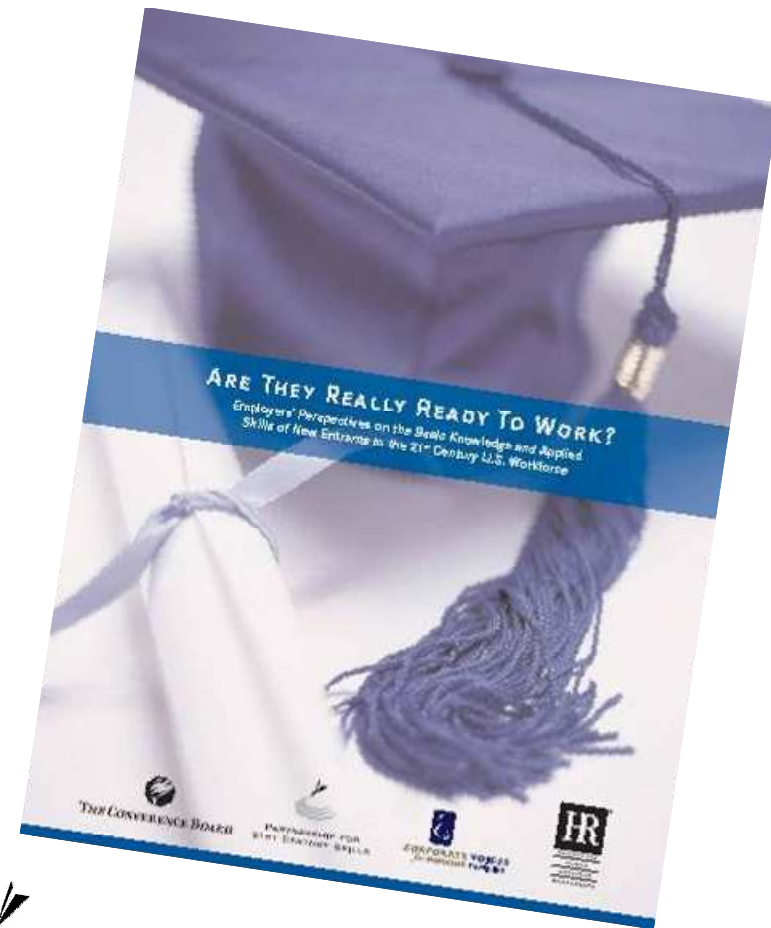




Workforce Readiness Research

Are They Really Ready To Work?

- Survey of employers
- Better understand:
 - Key workforce skills
 - Readiness of new entrants
- Top 5 Required Skills
 - Professionalism
 - Oral communication
 - Written communication
 - Teamwork
 - Critical thinking



THE CONFERENCE BOARD



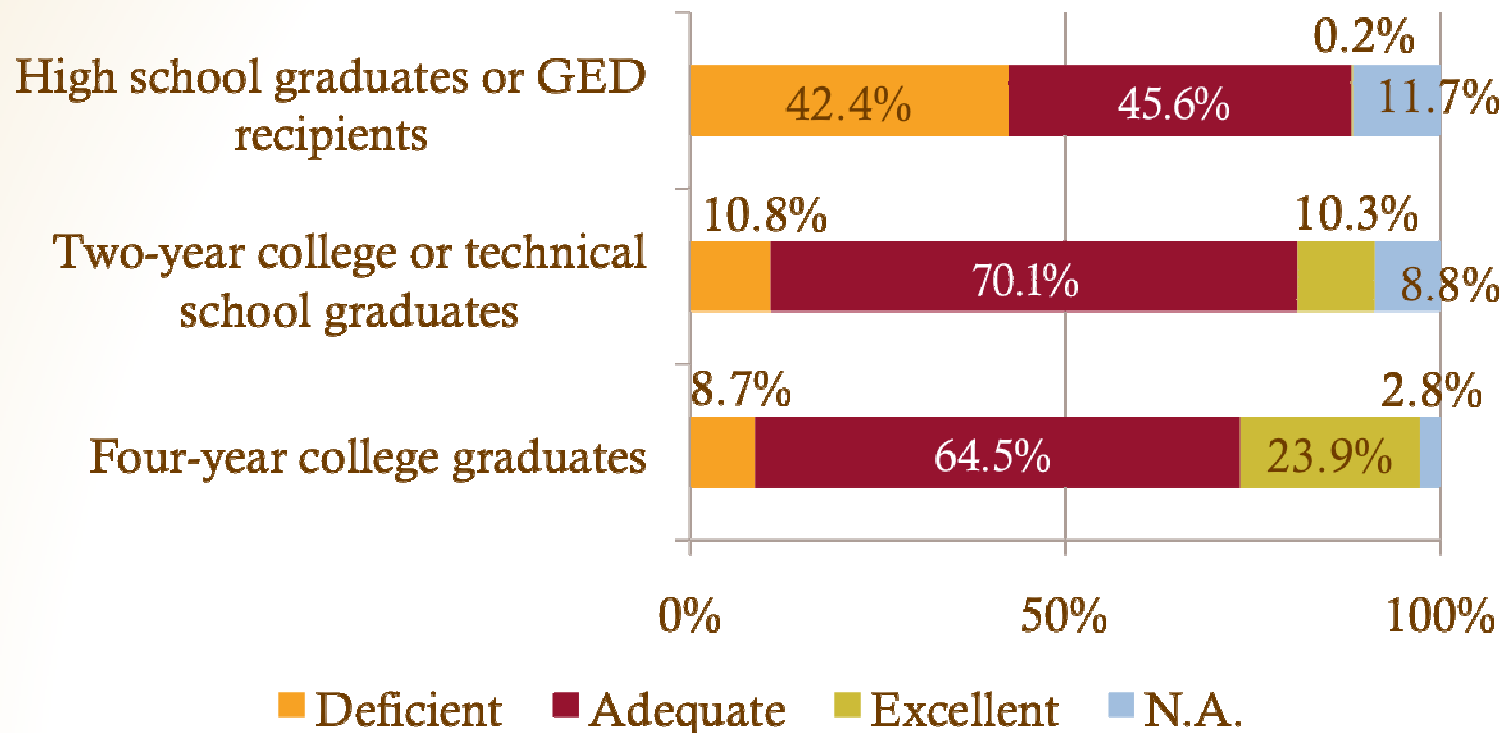
Improving the Lives of Working Families



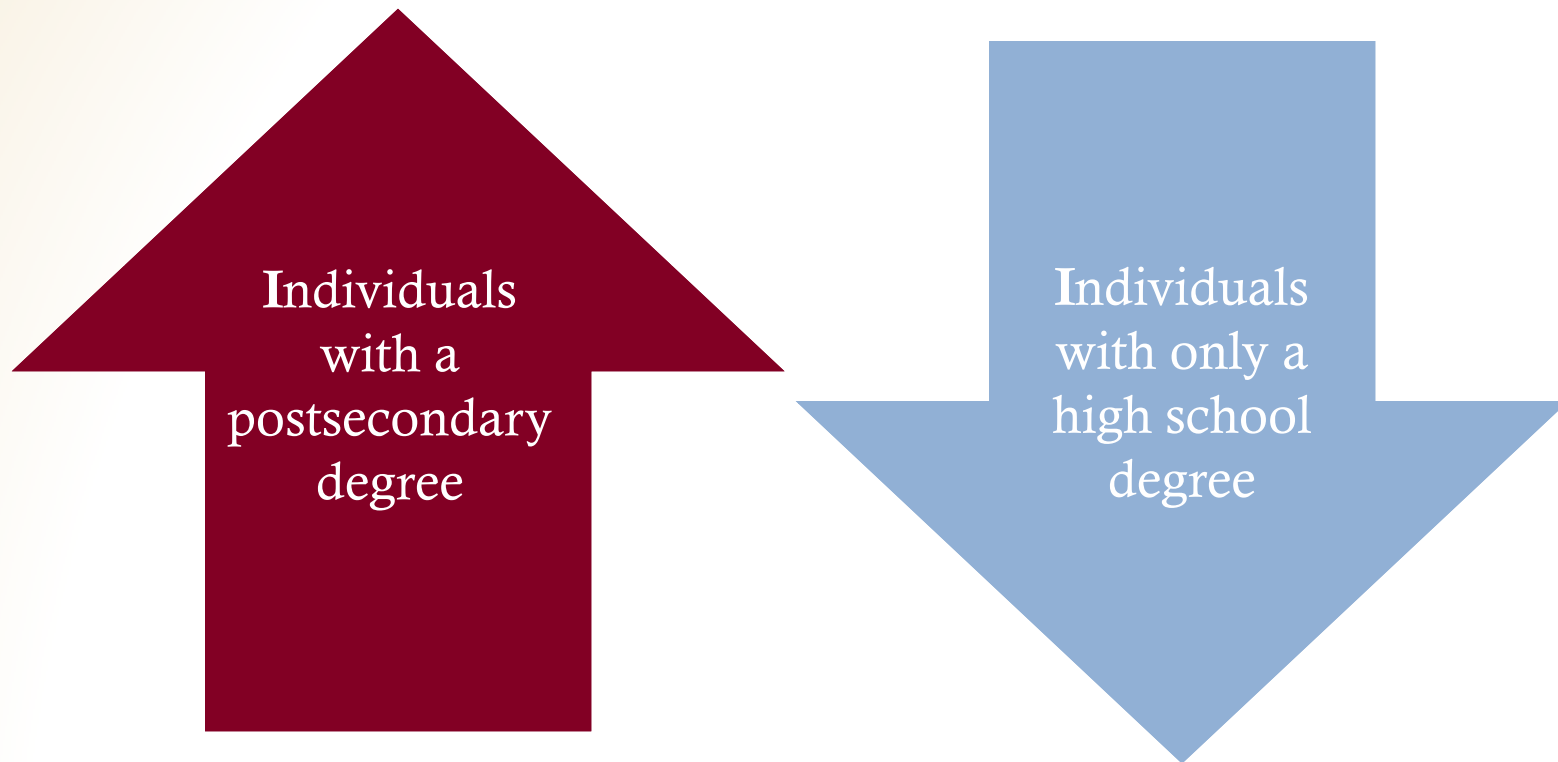
PARTNERSHIP FOR
21ST CENTURY SKILLS

Employers See Little Excellence

Overall Preparation of New Entrants to Workforce



Employer Hiring Projections



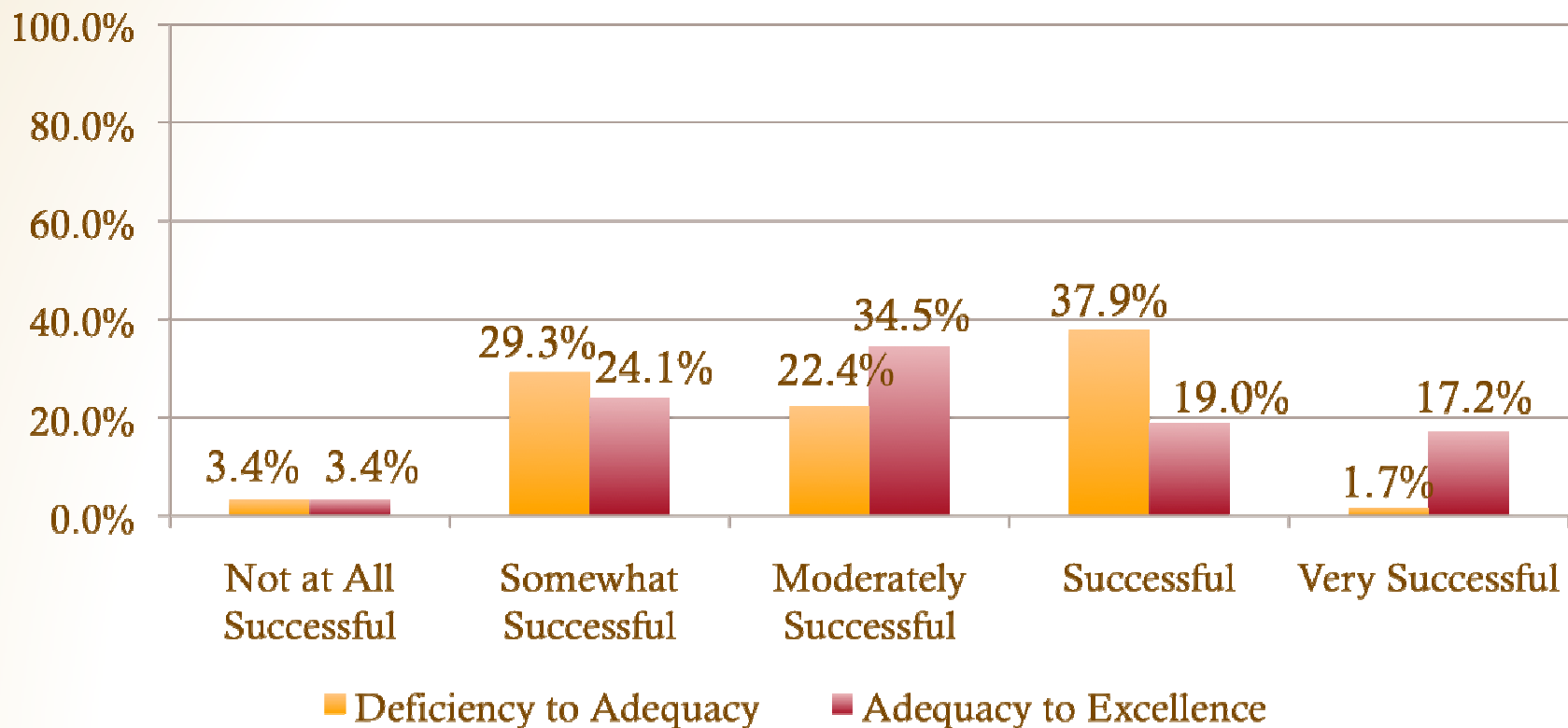
U.S. Workforce Is not Prepared

- **46 percent** of employers provide workforce readiness training programs
- **Goal:** Erase deficiencies among newly hired entrants

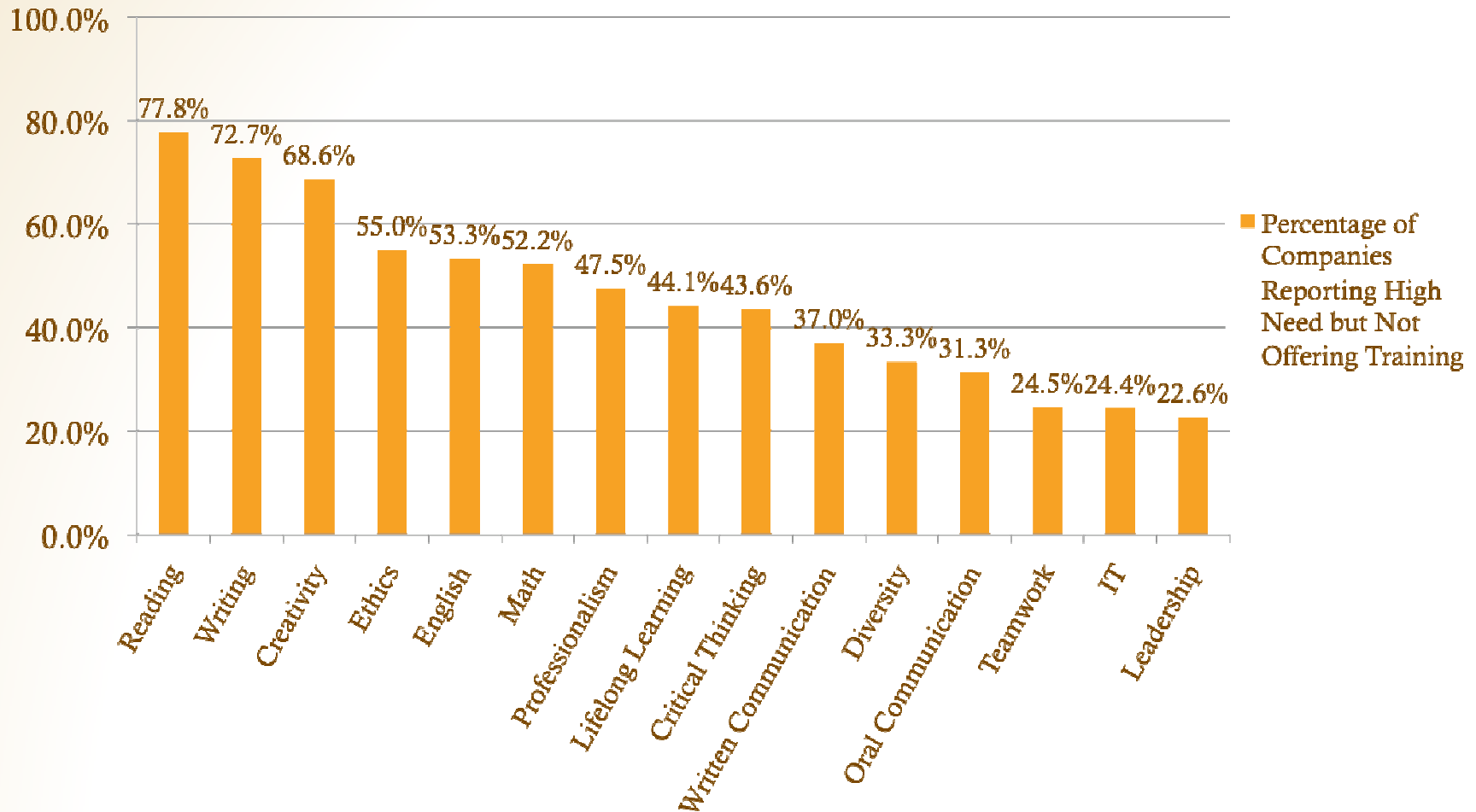


Workforce Training not Good Enough

Employers Report Uneven Success with Workforce Preparation Programs



Training not Offered in High-Need Areas

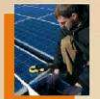


Learn and Earn

- From “Ill-Prepared” to Well Prepared
- Micro-Business Case Studies

LEARN & EARN MICRO-BUSINESS CASE

Expeditors



Business Outcomes

- Established high school recruitment program
- Talent expansion
- Creates community connections
- Meaningful opportunity for employees

Employee Impact

- Professional development
- Gain full-time job with benefits
- Stable work history
- Postsecondary opportunity

Opportunity Knocks

- Professional skills development
- Part-time to full-time employment
- Support the continuing education



Developing Entry-level Talent Through Youth Professional Improvement Expeditors – Opportunity Knocks

Vision, leadership changes individual organization.

Expeditors, a Fortune 500 global logistics management aspects of supply chain management organizations including cost, Walmart, General Electric, C Target. Expeditors marked 65th anniversary in 2009 with over 12 in 60 countries and \$4.1 billion sales. Celebrating a culture of and a history of promoting it, it faced the recent economic implementing a “no layoffs” to cut costs through a hiring program. It is this focus on engagement and commitment to maintain caliber of employees that Engman and CEO, Peter Rose, is the company that good stand a team around. Their focus on term stability has grown a debt of \$ 6.06 in 57 offices in the 1 into this corporate ethic and strategy that Expeditors launch any Knocks, a program to change the lives of emerging grow firms talent.

Giving back through Opportunity Knocks

Opportunity Knocks seeks to students who are not current going on to higher education as lack of motivation or lack capacity. The students are at job with the opportunity to do job with benefits upon meeting expectations of the position in high school. Students are on to develop marketable jobs &

Contact Peggy Wilson with the “Learn & Earn” Business

LEARN & EARN MICRO-BUSINESS CASE

AOL



Business Outcomes

- Successful entry-level recruitment strategy
- Reduces diversity strategy
- Pipeline of well skilled talent sources
- Risk-free talent exploration

Students/Employee Impact

- Gain corporate experience
- Earn college credits and stipend

Year Up™

- Corporate internship
- Technical training
- Career entry opportunity
- Nearly 2000 participants
- 20% of students enrolled in postsecondary education



Diverse and Productive Entry-Level Talent Accessed at Competitive Cost AOL and Year Up™

The Year Up Organization provides guaranteed successful intern match to the company at a fixed-price, offering cost competitive opportunity to explore entry-level talent on a risk-free trial basis.

Celebrating their 25th anniversary this year (2010), AOL, like so many corporations in the current economic climate, has experienced contraction in the past two years. However, it remains a leading global web services company, including a network of premium and niche content sites, and an extensive offering of world-class tools and platforms. With the imperative to provide innovative products and valuable services to multiple customer lines, AOL looks for skilled talent to join their workforce of over 5,000—particularly among technically savvy youth. Since partnering with the outside organization, Year Up, AOL has been able to draw from a pool of vetted, enthusiastic, trained, and diverse young people who come to them first as interns.

High-Tech Companies Need Technically Skilled Talent Pool

One of the difficult challenges for many employers is finding skilled entry-level talent. According to AOL Senior Technical Director, Todd Alton, they “go through quite a few candidates before finding young people with applicable abilities and the will to succeed.” Since 2007, AOL has partnered with Year Up and the new Chief Technology Officer, Alex Gonzalez, is the executive sponsor for the program. AOL has recognized the opportunity to access a pipeline of future talent.

AOL contracts for a fee with Year Up annually for a specific number of interns based on organizational needs. When the young people show up for their six-month internship they have already completed six-credits of rigorous classroom training that includes essential technical skills needed to meet basic skill requirements of AOL. They step into entry-level positions with the experience that further internal training will quickly make them productive, contributing members of a

Contact Peggy Wilson with Corporate Voices to learn more about this learn and earn program or job the “Learn & Earn” Business Leadership Team at 303-461-4337 or pwilson@corporatemothers.org

LEARN & EARN MICRO-BUSINESS CASE

Georgia Power

Hiring Ratio and Hiring Costs Decreased Through Technical College Partnership Georgia Power

Lineworker Apprentice Certificate increases quality of pool, decreases hiring costs. Program developed in partnership with Technical College System of Georgia.

is the largest subsidiary of any, one of the nation’s largest electric utility. The company is an ISO-regulated utility with annual average Georgia sales of \$2.3 billion. Georgia Power’s 159 received numerous awards in 2009, Georgia Power’s ranked as one of the best in a 11th year in a row by Site 2009.

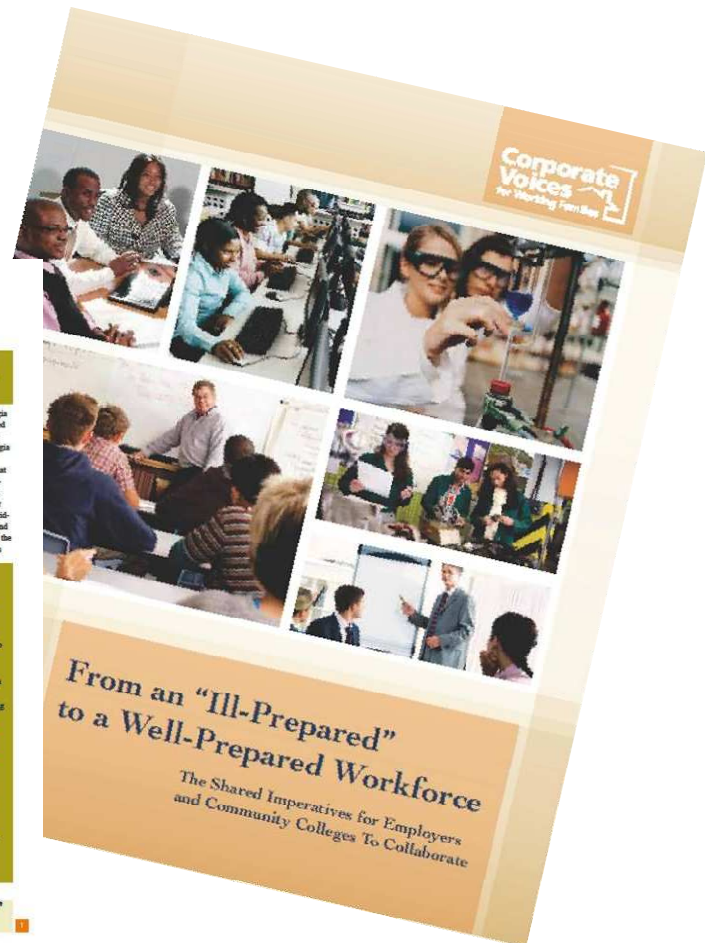
In a quest for a better applicant pool, Georgia Power and other industry partners developed an entry-level lineworker training program with the Technical College System of Georgia in 2005. At start-up, employers worked closely with the college system to assure that training met skills and competency requirements of the industry. Employers continue to support the program, now located in four technical colleges around the state, by providing equipment, materials, curricula input, and trainers who administer abilities testing for the program. The 8-week course, referred to as

Lineworkers up Produces Skilled Level Workers

The National Energy Skilled mit was held in conjunction with the U.S. Department of Labor & Training Administration and y leaders. The executives access issues and encourage energy workforce. The number 2009 was the struggle to hire one quality applicants to hire one quality After recruiting, selecting y still suffered poor retention a executive recruiting and

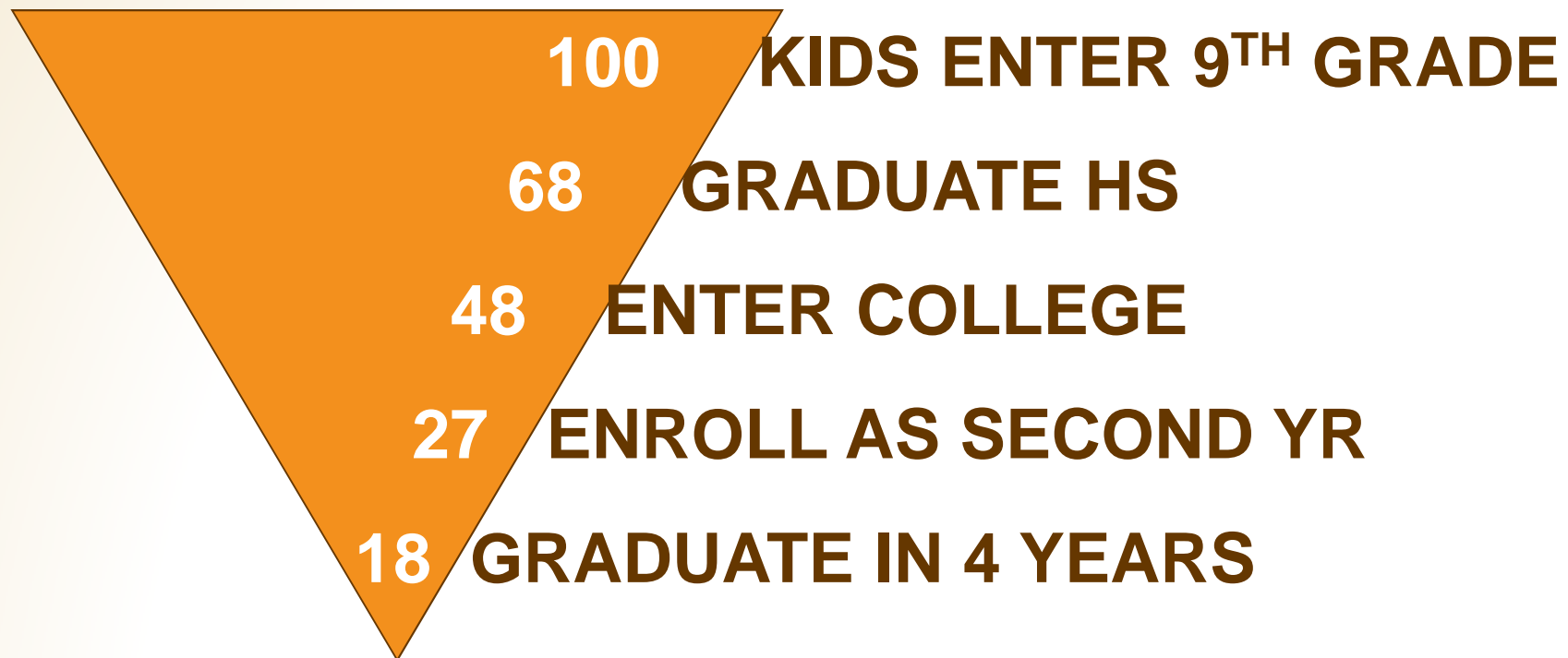
Once interns are on board, AOL makes strategic investments in these young people that mirror the Year Up experiences of “High Support, High Expectations.” AOL created the “Year Up Success Program” that taps managers to provide interns with a range of developmental experiences along three well-defined pillars: mentoring, training, and consistent feedback.

Contact Peggy Wilson with Corporate Voices to learn more about this learn and earn program or job the “Learn & Earn” Business Leadership Team at 303-461-4337 or pwilson@corporatemothers.org



Overview of Learn and Earn

- **Why employers must be part of the solution?**



- **Top reason for dropping out of community college?
---need to work and support self and/or family**

Overview of Learn and Earn



From Ill Prepared to Well-Prepared

Comparing competencies: What employers and community colleges expect

SKILLS/COMPETENCIES	WORKFORCE READINESS	ACADEMIC READINESS
Basic Skills	Writing in English	Writing
	Mathematics	Mathematics
	Reading comprehension	Reading
Applied Skills	Professionalism/work ethic	Basic study habits
	Critical thinking/problem solving	Understand and manage complicated materials
	Oral and written communications	Applied writing
	Teamwork/collaboration	

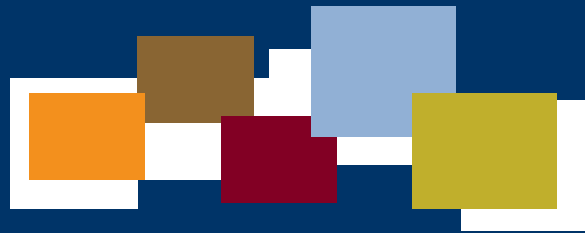
From Ill Prepared to Well-Prepared

Sample employer practices that support postsecondary completion

PRACTICE	CHARACTERISTICS
Apprenticeship	Provide full-time paid employment with benefits while helping employees learn a trade and earn a credential
Tuition Assistance Program	Include best practices such as prepaid tuition, books stipend, recognition of academic milestones, and/or completion bonus
Accredited Corporate Training	Work with the American Council on Education to gain credit recommendation for internal training
Negotiated Instructional Delivery	Establish blended learning opportunities with online, on-demand access and/or on-site instruction
Career Navigation	Link academic achievement to defined career pathways
Internships	Provide contextualized learning with working experience
Flexibility	Provide flexible scheduling or workplace arrangements to employees as they seek to work and earn a degree or credential

Micro-Business Case Studies Examples





Ready by 21
Return on Investment: Workforce Readiness

The Education and Talent Pipeline

BASIC SERVICES transportation, health, mental health, housing, financial

Early
Childhood

P-20 EDUCATION PIPELINE
K – 12 System

Post
Secondary

Work &
Career

Child care
Providers

After-school
Programs

Civic/Social/Work
Opportunities

Social & Strategic
Supports

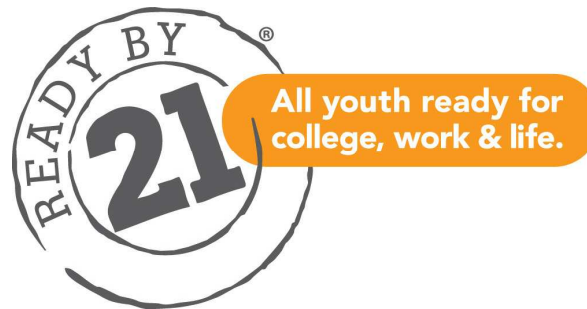
Placement
& Coaching

LEARNING & ENGAGEMENT SUPPORTS

Ready by 21: Impact on Business



Ready by 21 is Workforce Readiness for Business.



Businesses Thrive in Communities Where Youth Thrive

Return on Investment Research: Overview

- **The report:**
 - Provides examples of companies and reasons why they make investments in workforce readiness;
 - Delineates the economic argument for employer engagement in these programs; and
 - Calculates the Return on Investment of these programs

- **Four Companies participated:**



General Early Findings

- Workforce readiness programs reflect corporations deep involvement with their community.
- Benefits are most often recognized in form of higher employee retention rates.
- There is a tangible ROI for workforce readiness programs.
- Data captured is still in the early stages – once improved will see even more additional business impact.

Early Recommendations for Employers

- Clearly define and develop tracking systems to realize the benefits of the programs at the beginning phases of development.
- Work with community and public sector partners to help build and run the programs, along with helping to capture data.

Alternative Pathways

- Business Case Development/
Leadership Cultivation
 - *"Business Leadership:
Supporting the Youth
Development Pipeline"*
- Peer-To-Peer Promotion
 - Business Leadership Team
- Action Agenda
 - Disconnected Youth Tax
Credit



NEW TAX CREDIT for Companies that Hire Disconnected Young Adults

The American Recovery and Reinvestment Act includes a new tax credit for companies that hire disconnected young adults. Your company may now enjoy a substantial tax credit while at the same time securing a new talent pool and providing a young adult with an onramp to the workforce.

The stimulus bill, which President Obama signed into law last year, added "Disconnected Youth" as a new category under the Work Opportunity Tax Credit (WOTC), amending Paragraph (f) (1) (viii) (B) of the Internal Revenue Code of 1986. The IRG has released guidance explaining the new category.

Your company can save up to \$2,400 for each qualifying employee in this new and significant savings, depending on how many qualified young adults are hired.

The WOTC has provided business with an incentive to reach out and provide training and employment opportunities to hundreds of thousands of individuals over the past 16 years. CVF alone has hired more than 70,000 individuals,

60 percent of whom are still with the company, some with three or four promotions.

Who Qualifies for the Tax Credit?
Businesses earn a tax credit for each qualifying person they hire. A qualifying person is someone who:

- Is between the ages of 16 and 24;
- During the preceding six months, has not attended a secondary, technical or postsecondary school for more than 16 hours per week;
- During the preceding six months, has not been employed, or if employed has earned less than the applicable minimum wage (more than 20 hours per week, and
- Either does not have a high school degree or GED, or has a degree that was awarded at least six months prior to the date of hire and has not been in school or working (other than occasionally since graduating).

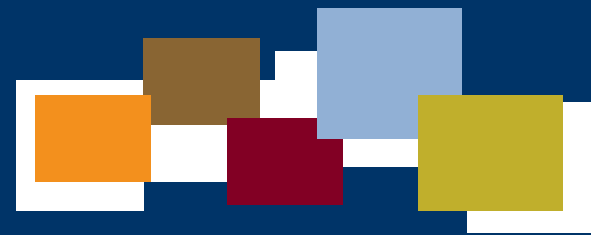
How Does the Credit Work?
The WOTC provides business an incentive to hire and provide career opportunities to various target populations. The size of the credit for the business is based on qualified wages paid to the employee during the first year of employment. Here are the specifics:

- Generally, qualified wages are capped at \$6,000.
- The credit is 25 percent of qualified first-year wages for those employed at least 120 hours but fewer than 400 hours and 50 percent for those employed 400 hours or more.
- Thus, for an employee working at least 400 hours, the credit is worth up to \$2,400.

To access the credit, Form 8850 must be completed by the employee and signed by the new hire on or before the date of the job offer and then submitted to the appropriate state workforce agency within 28 days of the date of hire.

Corporate
Voices
for Working Families

year up



Conclusion

Questions?

Want to Get Involved?



- Participate in the Business Leadership Teams:
 - Alternative Pathways
 - Learn and Earn
 - Ready by 21
- Submit ideas for Micro-Business Case Models to Peg at pwalton@corporatevoices.org
- Become involved in Ready by 21 nationally or locally e-mail Sara at readyby21@corporatevoices.org
- Submit ideas for New Option Models that span the talent pipeline



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Making a Difference

“Through Corporate Voices’ work, the private sector, government and other key stakeholders can have a real dialogue based on facts, find common ground and then develop innovative policies that can help employees manage their work and family obligations ...”

— Michelle Obama, Keynote Speaker at Corporate Voices’ 2009 Annual Meeting

