

H-E-B

Creating Opportunities and Promoting Advancement

For nearly a decade, H.E. Butt Grocery Company (H-E-B) has been instrumental in supporting the development of youth by exposing them to careers in the grocery retail industry and supporting their growth and mobility within the company.

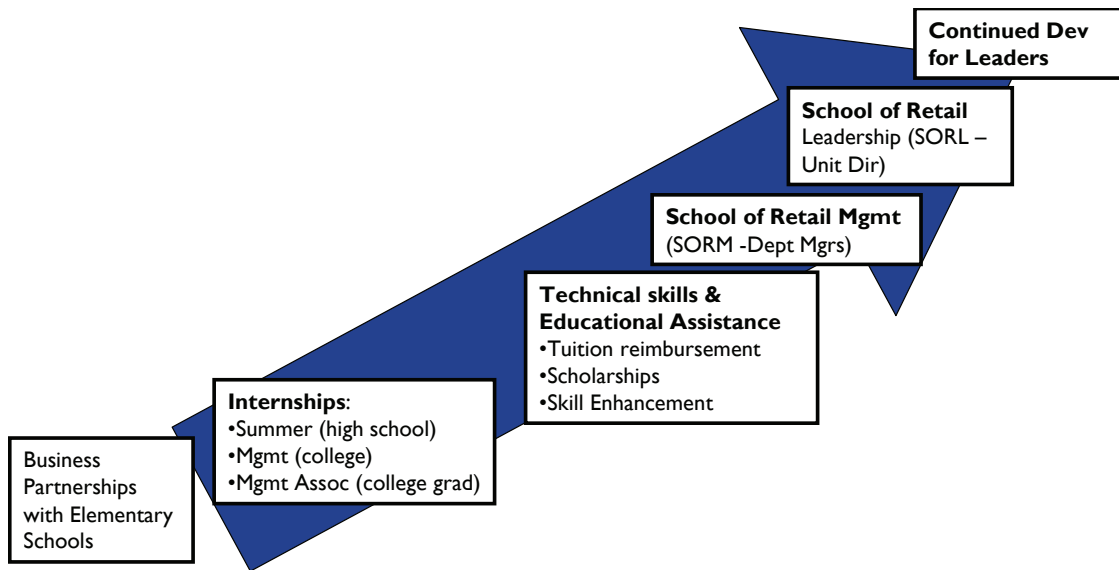
Recognizing generational differences in the process by which youth are transitioned into adulthood, and how talent is groomed and recruited to work at the company, H-E-B instituted several programs that engage youth in learning and providing essential skills and job training. Their commitment to young people extends well beyond that of a single program. Instead, they have developed an integrated lattice of programs including job shadow and career awareness programs, tuition reimbursement programs, scholarship assistance programs, skill enhancement programs, internship programs, the School of Retail Management (SORM), and the School of Retail Leadership (SORL).

Each of these programs is designed to address varying needs of individuals at each stage of development, skill level, and education. H-E-B's commitment to providing youth exposure to careers and youth development begins before the employment age (through their job shadow and career awareness programs) and continues into adulthood (through employment opportunities, internship programs, and career development programs). H-E-B leadership believes that introducing youth to career opportunities at the company is an important strategy for identifying good talent. Once individuals are hired, they have a myriad of opportunities for training and education so that they continue to develop and pursue careers within H-E-B. H-E-B connects the lattice of programs to attract, retain and promote employee growth to its overall success as a company.

H-E-B has a vested interest in promoting and supporting the career lattice programs. The programs meet the corporate needs of H-E-B by fostering new talent, while providing youth with opportunities and support to grow into promising careers. In supporting employees' efforts to pursue higher education and enhancement of skills, H-E-B employs a more highly skilled and trained workforce. H-E-B efforts to support employee growth also lead to higher retention of employees. By encouraging and supporting internal growth of new talent, H-E-B is also meeting its leadership needs. Ultimately, a stable and well trained workforce results in a financial return on investment.

"Our ideal scenario at H-E-B is to hire a sixteen-year old for a job as a sacker or checker; then we encourage that young person to do a summer internship where they rotate through a number of departments. Through formal programs and informal influence, we encourage them to go on to college. If they pursue a degree in a related field, they can apply for financial support for their education. They can continue to work while in school, participating in internal training programs including SORM. Highly successful college graduates can continue in our internal SORL, the training ground for the future leaders of the company."

*—Brooke Brownlow
Vice President of HR
H-E-B*



There are also strong reasons for young people to get involved. Youth involved in the career lattice programs are exposed to a range of interesting opportunities. They can also receive financial support to pursue further education and enhance their job-related skills. H-E-B augments formal education with on-the-job training and skill reinforcement, which ensures youth are engaged in their education and have the opportunity to apply their academic knowledge in the real world. In addition to the support, H-E-B also facilitates the pursuit of higher education by providing financial assistance to employees through their scholarship programs. The varying levels of upwardly mobile employment opportunities within H-E-B also encourage youth to pursue careers and grow within the company.

H-E-B strives to develop retail stores that meet the specific and unique needs of each community. As a result of the complex business they operate, executives understand that they cannot rely solely on external hires and are committed to the growth of internal talent. The commitment from the owner of H-E-B and its senior executives ensures the success of career lattice programs. Senior H-E-B executives have made the investment in internal talent a high priority for the company. Therefore, they make large investments of their time and resources to the talent development programs. Senior management is intellectually invested, has an intricate knowledge of applicants to the various programs and closely reviews the profiles of selected candidates. According to the people who run these programs, the commitment of senior executives is one of the keys to the success of integrated training and development initiatives at H-E-B.

As a result of their commitment to the growth of internal talent and the success of the career lattice programs, executives support the continued evaluation and improvement of each program. In addition to the commitment of staff time, executives also commit large amounts of financial resources to the program.



Bank of America & Year Up!

Creating Opportunities for Urban Youth

"If you give young people an opportunity, who might not have ever had another real opportunity, they make the most of it, and we at Bank of America benefit too."

Jennifer Petersen
Vice President, HR for Global Wealth
Investment Management Technology
Bank of America

Bank of America has teamed up with Year Up to create 20 apprenticeships for urban youth in Boston. The Bank of America/Year Up partnership creates new opportunities for urban young adults ages 18-24 who have completed high school or received a GED.

Year Up provides an intensive six-month education program that focuses on technical training, as well as professionalism and oral and written communication. In addition to the initial training, Year Up provides ongoing support to the young people during the apprenticeship phase and after completion of the year-long program.

Bank of America runs the six-month apprenticeships and provides funding to support the apprentices during the year-long program, which includes a training period as well as the apprenticeship. In addition to working with the apprentices, Bank of America employees volunteer in the Year Up program, giving presentations about work opportunities and serving as mentors during the apprenticeship. The Bank of America Foundation supports other Year Up events, such as the graduation day festivities for Year Up apprentices from more than a dozen companies in Boston.

Like all strong corporate non-profit partnerships, Bank of America decided to team with Year Up because the partnership advances multiple business needs. The partnership advances Bank of America's strong corporate commitment by creating an opportunity to give back to the community by supporting the positive development of urban youth. Year Up helps to meet Bank of America's need for entry-level support in its investment operations office in Boston by training young people in investment operations skills as well as communication and professionalism.

According to Bank of America, the partnership works because Year Up is an experienced and sophisticated partner with a good program, and because both partners understand the importance of open and constant communication.



Bank of America makes a considerable commitment, both in terms of staff time and financial resources in order to make this partnership possible.

- Each apprentice has both a manager as well as a peer coach assigned to him or her. The peer coach is typically a somewhat junior Bank of America employee who can help the apprentice negotiate his or her way through the workplace. The manager is responsible for ensuring that the apprentice has enough work, and is able to do the job effectively.
- Bank of America commits \$20,000 to support each apprenticeship. The \$20,000 is paid to Year Up, which uses the funds to provide an educational stipend to the young person over the entire twelve month program, as well as to support the Year Up training program. From Bank of America's perspective, the cost of the apprenticeship is a good business value because the \$20,000 they spend is slightly less than they would have to spend to get the job done through contract employees, and substantially less than hiring a full-time college graduate.

Year Up is a good partner for businesses because its programs create value for its corporate partners. They do this by understanding the human resources needs of their partners. According to Kevin Barry, Director of New Business Development at Year Up, employers repeatedly tell him "Just give me someone who knows how to dress, speak, wants to get ahead, has technical skills, is interested in learning, and willing to work on a team." These are the skills and traits that Year Up focuses on, and the programs deliver apprentices who are ready and eager to succeed in the workplace.

Year Up also has created a model that makes it easy for its corporate partners to participate and to accomplish their goals. Year Up provides not only the relevant technical training, but also coaches young people in basic professional and communication skills.

Hands-on management and open and constant dialogue are two other critical ingredients in this successful partnership. Bank of America and Year Up have open communication about what is working and what needs to be refined on a weekly, and if needed, daily basis. Bank of America assigns each apprentice both a manager and a peer coach, so that the company has a clear sense of how the apprentice is doing on the job. A high-level Year Up staff member reaches out to both the Bank of America managers and the young people themselves. This level of engaged oversight, coupled with open communication between the partners, ensures that young people get the support they need to succeed.

Accenture

Transforming Youth from the Streets to Geeks

“Many people suggest that programs like [Technology Service Corps] are becoming essential for young workers with few skills whose career opportunities have dwindled in the past few years. Viewed up close, the program shows it can create opportunities and sometimes even change lives.”

*“Bridging a Digital Divide” by Kris Maher
Wall Street Journal, August 10, 2004*

When Accenture had the opportunity to rethink its corporate philanthropy in New York, the leadership wanted to see if starting something new and radically different could have a greater impact. With that goal in mind, Accenture worked with others in the business and nonprofit communities to found NPower NY, a non-profit dedicated to increasing the technological capacity of the non-profit community. Accenture worked with NPowerNY to use its professional expertise and innovation to create the **Technology Services Corps** (TSC). TSC is an innovative program that looks at an unskilled pool of young people and sees in them a solution to the nonprofit community’s technology gap. According to NPower NY, the mission of the TSC is “to transform youth ranging from 18 to 25 from the streets into successful geeks.”

Accenture collaborated with other TSC founders to develop the rigorous curriculum, and plays an ongoing support role by 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.

Why Get Involved?

According to Chris Wearing, Managing Director of Accenture’s New York Office and one of the founders of NPower NY, the company wanted to ramp up its philanthropy and was looking for a way to contribute more than time and money. One of the early strategic decisions was to focus on leveraging the company’s technology expertise. As Wearing said, “understanding the premium placed on technology skills, we wanted to create something that was more in line with our core competency in technical service while at the same time benefiting individuals and nonprofits.” In addition to utilizing Accenture’s capacity in the technology sector, the focus on technology meant that Accenture employees could also make the most of their volunteer time.

Since 2002, over 100 kids have graduated from TSC. Following completion of the training and apprenticeship program, NPower NY helps place them in jobs where the average salary is about \$26,000, substantially more than the \$11,000 that alumni were earning prior to TSC program. The classes are

a cultural and racial mix—38 percent of the students are Latino and 46 percent are black—promoting diversity within the nonprofit technology field.

Why It Works

Accenture's involvement with NPower NY and TSC is successful in part because the company has been able to leverage its substantial business and technology expertise to help the community and the young people who go through the program. 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.

The success of this program is also due in part to the involvement from the beginning of senior Accenture executives, which has evolved to be a layered and long-term commitment at Accenture. The company supports the program financially from year to year, and makes an even greater contribution in terms of the thousands of volunteer hours donated by Accenture employees. The early involvement has also meant that the company has been able to help shape the program in such a way that the benefits to their employees are also substantial.

One of the most significant benefits for Accenture has been in the area of employee morale. Employees understand that they are able to give “the greatest bang for the buck” in terms of their time by volunteering to teach TSC classes, they are able build their own skills through volunteering, and the value of their volunteer time is validated by outside recognition of the value of the NPower NY and TSC generally and Accenture's support in particular.

Finally, the relationship between Accenture and NPower NY is successful because it continues to grow and evolve. Accenture and NPower NY remain innovative, constantly identifying new ways to deliver technology support for greater numbers of nonprofits. Most recently, the Accenture Foundation funded Accenture employees to develop the technology needed to launch a technology outsourcing program to support nonprofits—called IT Basic. TSC graduates are now working in and supporting the IT Basic Data Center in various capacities, creating jobs for the students and technological support for the nonprofits. Wearing is excited about this latest development because from a philanthropic perspective, the return on investment is substantial. In his words, “with a single donation, the Accenture Foundation has created the capacity to provide IT support to every nonprofit in the country.”

The Technology Service Corps

The NPower NY leadership team, including Accenture executives, understood that technology is a burgeoning area of the job market. They also recognized that young people from disadvantaged backgrounds rarely pursue a career in IT because they lack the skills needed to be successful. TSC provides rigorous IT support training to low-income students with only a high school diploma or GED so that they can pursue IT careers.

One of the key challenges for NPower NY is to identify students who are committed to making the most of the opportunity. NPower NY works with its nonprofit network to identify candidates who are most likely to thrive in the program.

Once the students are recruited, the short but intensive sixteen-week course includes all manner of technical training such as learning how to take apart and reassemble computers, configure a laptop, network computers, and develop websites, among many other high-tech skills. In addition, there is a concentrated focus on helping the students develop a range of soft skills including professionalism and communication, and an improved sense of self confidence.

During the last five weeks of the program students do an internship at a nonprofit. The students spend one day a week at NPower NY, where they share their experiences and get help resolving workplace and professional challenges. Accenture employees along with NPower NY staff help the interns solve difficult technical issues, build confidence and set clear expectations for professional work.