



MY BROTHER'S KEEPER ALLIANCE

PLAYBOOK FOR CORPORATIONS
AND BUSINESSES

Deloitte.



**MY BROTHER'S KEEPER
ALLIANCE**

TABLE OF CONTENTS

Executive Summary 5

Playbook Overview 7

My Brother’s Keeper (MBK) Initiative Overview

The challenges facing boys and young men of color (BYMOC), the six MBK milestones, and the MBK Alliance 9

Why Businesses Should Support BYMOC

A business case for addressing persistent opportunity gaps faced by BYMOC 13

How Businesses Can Support BYMOC

Two Strategic Pillars 19

Strategic Pillar 1: Diverse and Inclusive Talent Strategy

Aligning your talent management strategy and processes to attract, develop, and retain BYMOC in your business 21

Strategic Pillar 2: Corporate Citizenship

Directing outreach efforts to support BYMOC 41

The Toolkit

Providing resources and tools to support BYMOC 67

In Conclusion

Making change happen 119

Appendix A

References 120

SECTION 1

EXECUTIVE SUMMARY

“We need to address the unique challenges that make it hard for some of our young people to thrive. [We] all know relatives, classmates, neighbors who were just as smart as we were, just as capable as we were, born with the same light behind their eyes, the same joy, the same curiosity about the world – but somehow they didn’t get the support they needed, or the encouragement they needed, or they made a mistake, or they missed an opportunity; [so] they weren’t able to overcome the obstacles that they faced.”¹

President Barack Obama, September 27, 2014

Who are BYMOC?

Boys and young men of color (BYMOC) are the target population for the My Brother's Keeper initiative. This includes males of color from the early childhood years up to 24 years of age.

▶ BOYS AND YOUNG MEN OF COLOR FACE CRITICAL CHALLENGES IN THE UNITED STATES

Throughout U.S. history, there has been a disparity in opportunity for millions of boys and young men of color (**BYMOC**). BYMOC face diminished educational outcomes, fewer opportunities to gain career skills, and lower rates of employment, all of which can prevent them from reaching their full potential.²

BYMOC represent nearly 50% of all males under 18 and are one of the fastest-growing population segments.³ While only 20% of African American, Asian, and Hispanic teens are currently able to find jobs, corporations and businesses (“**businesses**”) around the country recognize a large gap in their talent pool and a growing need for skilled employees.⁴

▶ BUSINESSES FACE TALENT CHALLENGES THAT MAY IMPACT THEIR BOTTOM LINES

Projections show that 123 million high-skill / high-wage jobs will be available in 2020, but only 50 million workers will be qualified to fill them.⁵ In addition, projections indicate that the number of jobs in occupations that require not only a high school and college diploma but also a master’s degree will grow more than 18% by 2022.⁶

By the end of this decade, the majority of individuals under the age of 18 in the U.S. will be of color.⁷ Preparing BYMOC with the skills to enter the workforce is essential to increasing the labor force, filling critical workforce segments, mitigating some of the profound challenges faced by BYMOC, and growing the economy.

THE MY BROTHER'S KEEPER INITIATIVE UNITES BYMOC AND BUSINESSES TO CREATE MUTUAL BENEFIT

In February 2014, President Obama launched the My Brother's Keeper Initiative (MBK Initiative) to address persistent opportunity gaps faced by BYMOC and provide opportunities for all young people to reach their full potential for their own benefit, as well as the overall betterment of the country.⁸

Addressing the hurdles facing BYMOC requires the input and effort of many. The MBK Initiative engages cities and towns, philanthropies and nonprofits, and the private sector to provide the support and resources BYMOC need to overcome various challenges.⁹ Within this partnership, businesses play an integral role in preparing BYMOC for and engaging them in the workforce.

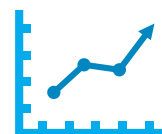
Supporting BYMOC provides significant advantages for businesses: it can bring financial value while enhancing your business' talent and brand strategy. The following are the three central business drivers for supporting BYMOC:



Builds your brand



Diversifies your talent pool



Provides recruiting and retention benefits

LET'S GET STARTED

Many leading businesses have already taken steps to tailor their diversity and talent strategy and corporate citizenship efforts to support BYMOC. Whether your business is just getting started or already has efforts in place, this playbook will help your business build and / or sustain momentum in supporting BYMOC.

A key step in supporting BYMOC is selecting an individual to drive your efforts.

T5 Toolkit Element: Selecting a MBK Champion Page 86

Toolkit Elements

The Toolkit section of the playbook provides a collection of plug-and-play tools and resources to help drive your business' support of BYMOC.

Throughout this playbook, strategically placed green "Toolkit Element" links (left) will direct you to tools and resources relevant to each section.

“If you work hard and play by the rules, you should have the opportunity to succeed, and your ability to get ahead should be determined by your hard work, ambition, and goals – not by the circumstances of your birth.”¹⁰

President Barack Obama, State of the Union, January 25, 2014



SECTION 2

PLAYBOOK OVERVIEW

This playbook was created as a tool to mobilize your business to address obstacles facing BYMOC. It includes introductory information about the business value of supporting BYMOC, two key channels of involvement, and a toolkit to guide your business' efforts.

This playbook is a tool to mobilize your business to address obstacles facing BYMOC and includes the following main sections:

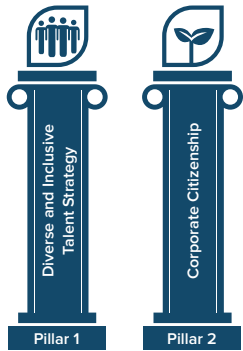
THE BUSINESS CASE

Securing equal opportunities for all populations, including BYMOC, is foundational for your business and for our nation’s progress. By supporting BYMOC, you can:

- 1. Build your brand
- 2. Diversify your talent pool
- 3. Improve your recruiting and retention strategies

TWO PILLARS FOR INVOLVEMENT

You have an opportunity to support your current talent and grow the future talent pipeline by taking action to support the MBK mission. This playbook outlines two pillars for involvement to support BYMOC:



1. Diverse and Inclusive Talent Strategy:

Your business can play a critical role in enabling young men of color (YMOC) to transition into and succeed in the workplace. In order to successfully acquire, develop, engage, and retain YMOC, your business should integrate diversity and inclusion practices into each element of your overall talent strategy.

Who are YMOC?

Young men of color (YMOC) refers to males of color from the mid-teen years up to 24 years of age.

2. Corporate Citizenship: When leveraged effectively, your business’ corporate citizenship initiatives can have significant impact on BYMOC, who are key members of your future talent pipeline.

Each pillar identifies challenges facing BYMOC, presents recommendations, describes the potential impact of these recommendations for businesses, and provides links to relevant tools and resources.

TOOLKIT

The toolkit provides a collection of plug-and-play tools and resources to help drive initiatives that support the MBK mission, including the following categories and sample tools:

Toolkit Category	Sample Tool
General Information	Frequently Asked Questions
Key Contacts	Organizations Supporting the MBK Mission
Assessment Tools	Diverse and Inclusive Talent Strategy Maturity Assessment
Programs to Implement	Diversity-Focused Employee Referral Program



SECTION 3

MBK INITIATIVE OVERVIEW

The MBK Initiative addresses persistent opportunity gaps and challenges faced by BYMOC. This section provides an overview of these challenges, the six MBK milestones, and the My Brother's Keeper Alliance.

T1 Toolkit Element: Frequently Asked Questions Page 69

THE SITUATION

BYMOC are more likely than their White counterparts to live in poverty. In 2014, 27.2% of African Americans and 23.5% of Hispanics lived in poverty, compared to 9.6% of Whites.¹¹

African American, Native American, and Hispanic

children are

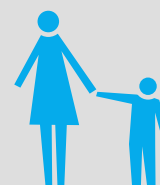
6-9x

more likely than White children to live in areas of concentrated poverty.¹²

EARLY CHILDHOOD/ ELEMENTARY SCHOOL

As a result, these children are less prepared for school than their peers and are more likely to fall behind.

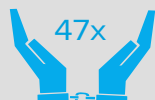
By the age of three, children from low-income households hear roughly **30 million fewer words** than their wealthier peers. By the age of four, fewer than three in ten of these children are enrolled in high-quality preschool.¹³



Roughly two-thirds of African American and one-third of Hispanic children live with only one parent.¹⁴

African Americans and Hispanics raised by single moms are **75% and 96%** more likely to drop out of school, respectively, than their counterparts who are raised by two parents.¹⁵

High school (HS) dropout rates are as high as **50%** in some school districts among boys and young men from certain Southeast Asian and Pacific Islander populations, and the national **high school graduation rate for African American males is 52%**.¹⁶



For all young males, HS dropouts were **47x more likely to be incarcerated** than their same-age peers who held a four-year college degree.¹⁸

The term “disconnected youth” refers to the **5.8 million individuals** between the ages of 16 and 24 who are neither in school nor employed. 14.9% of Hispanic and 24.9% of African American males in this age range are considered “disconnected.”¹⁷



Not enrolled in school



Unemployed

HIGH SCHOOL

COLLEGE AND CAREER

95%

of low-income youth express they want to go to college

but only **8%** actually earn a degree by age 24.¹⁹

In contrast, 84% of high-income youth complete college.²⁰

In 2014, African American Millennials faced a **16.6% unemployment** rate, compared to a 7.1% unemployment rate for Whites of the same age range (18 to 34).²¹



African Americans, Hispanics and Native Americans make up **30%** of the population...



...but comprise only **3%** of senior leaders in corporations, nonprofits, and entrepreneurial ventures.²²

...AND THE APPROACH TO ADDRESS THIS SITUATION

The MBK Initiative Task Force, an interagency working group of representatives from more than ten agencies across the federal government, identified six key milestones along the path to adulthood that serve as universal benchmarks for future success.²³ At each of these benchmarks, BYMOC across the country lag behind. Your business can provide BYMOC the opportunities and resources they need to experience success at each of these milestones.

▶ THE SIX MBK MILESTONES²⁴



ENTERING SCHOOL READY TO LEARN



READING AT GRADE LEVEL BY THIRD GRADE



GRADUATING FROM HIGH SCHOOL READY FOR COLLEGE AND CAREER



COMPLETING POST-SECONDARY EDUCATION OR TRAINING



SUCCESSFULLY ENTERING THE WORKFORCE



REDUCING VIOLENCE AND PROVIDING A SECOND CHANCE

▶ INTRODUCTION TO MY BROTHER'S KEEPER ALLIANCE (MBK)

The MBK Alliance is an independent, non-partisan organization established in Spring 2015 to sustain the progress of the MBK Initiative. The mission of the MBK Alliance is to make the American dream available to all BYMOC. The organization drives greater sector coordination, builds community capacity to improve local outcomes, shares knowledge on innovative and proven interventions, and mobilizes new and different types of resources to drive progress on BYMOC-facing issues.



For more information, visit the [MBK Alliance Website](#)

“Addressing the unique challenges facing boys and young men of color will require a whole host of creative and effective solutions. Today I am involved in My Brother's Keeper to encourage the business community to contribute something that I know works, because there's a near-perfect match between the skills most prized in the business community and those we so often hear boys and young men of color need to develop in order to succeed.”²⁵

Joe Echevarria, Retired CEO of Deloitte and interim CEO of My Brother's Keeper

SECTION 4

WHY BUSINESSES SHOULD SUPPORT BYMOC

A business case for addressing persistent opportunity gaps faced by BYMOC

As the marketplace diversifies along with the population, businesses are challenged to embrace change foundationally. This begins with a business strategy that evolves with the changing demographics of the workforce and consumer base. Within the workforce, YMOC in particular are likely to face persistent opportunity and achievement gaps both before and during their professional years. By supporting BYMOC, your business is uniquely positioned to not only support YMOC in the workforce, but also build your brand and positively influence your consumer base and community.

So why does actively supporting BYMOC make business sense?

T3 Toolkit Element: Business Case Materials Page 76



BUILDS YOUR BRAND

In today's marketplace, your brand is just as important as the products or services you provide, and a strong brand can become one of your most powerful assets. By investing in the success of BYMOC in your community and beyond, you have the opportunity to build your business' brand while helping solve a pervasive national problem.

Supporting BYMOC can help build your brand by:

- ▶ **Engaging the consumers who value corporate citizenship** – Businesses that engage multicultural communities reap rewards when it comes to consumer purchasing and brand loyalty: African American and Hispanic consumers rate a business' corporate citizenship and cause-related marketing programs as having a more significant impact on their buying decisions than do White consumers.²⁶
- ▶ **Showing communities that your business cares** – Research demonstrates that today's consumers evaluate a business' commitment to corporate citizenship when making buying decisions. Out of 1,270 adult consumers surveyed in 2013, just 7% believed businesses only need to be concerned with their bottom line, and 88% were eager to hear how businesses supported social or environmental issues.²⁷ In addition, 91% wanted to see more products, services, and retailers support worthy issues.²⁸



DIVERSIFIES YOUR TALENT POOL

As the global economy advances and cultural demographics shift, a diverse workforce that reflects the changing tide is becoming increasingly necessary for business success. By supporting BYMOC, your business can foster a more diverse employee population, which helps attract new talent, fuel innovation, and strengthen your future talent pipeline. A diverse workforce combines workers of different backgrounds, genders, cultures, races, sexual orientations, nationalities, religions, abilities, and experiences that together generate a more creative, innovative, and productive workforce.

By supporting BYMOC, your business will:

- ▶ **Invest in your talent pipeline** – Engaging with BYMOC in your community now will help generate a strong future talent pipeline to better address leadership and business needs. By 2030, the majority of young workers will be people of color, and by 2043, the majority of the U.S. population will be of color.²⁹ By providing resources and support for BYMOC to graduate high school with the skills they need to complete post-secondary education or training, your business will grow the YMOC talent pool. Additionally, hiring recent college or university graduates allows your business to shape YMOC's professional skills and leadership potential from the onset of their careers. Moreover, the potential cost savings from hiring recent graduates, rather than experienced hires, for entry-level jobs could be reinvested in training programs to accelerate development and enhance the skills of your existing workforce.
- ▶ **Better target your products and services toward populations with increased buying power** – In the coming years we will see demographic shifts in purchasing power toward populations of color, and your business should adapt accordingly to remain competitive. Over the past 15 years, the buying power of Asians, African Americans, and Hispanics has increased 45%, 86%, 155% respectively; supporting diversity within your business is a way to capitalize on these growing demographics.³⁰ Studies show that a team with a member who shares a customer's ethnicity is 152% more likely than another team to understand that customer.³¹ By diversifying your workforce, you can gain additional insight into an ever-growing and increasingly diverse group of customers, and you can adapt your practices accordingly.*
- ▶ **Drive innovation** – Diversifying your workforce to include a larger number of YMOC can help fuel innovation; your employees will be better able to generate new and innovative ideas and to uncover blind spots likely to hinder a predominantly homogeneous workforce. A 2011 survey by Forbes showed that 85% of 321 executive respondents “strongly agreed” or “somewhat agreed” that a diverse and inclusive workforce is crucial to encouraging different perspectives and ideas that drive innovation.³² In addition, 39% of Millennials cite lack of diversity as one of the biggest barriers to innovation.³³ Tapping into the diverse viewpoints and ideas of YMOC will help foster creativity and new product development.
- ▶ **Capitalize on a diverse talent pool** – A diverse workforce fosters a more inclusive culture, which has a direct effect on a business' financials. A 2015 study demonstrated that businesses with the most ethnically diverse leadership are 35% more likely than businesses with less diverse leadership to have financial returns that outpace their industry.³⁴ In addition, there was a 23.5% higher return for the publicly traded Diversity Inc. Top 50 companies than for the S&P 500 companies when measured over a ten-year period.³⁵

* Employers should not base hiring decisions on ethnicity and should consult with counsel when devising workforce diversification strategies.



PROVIDES RECRUITING AND RETENTION BENEFITS

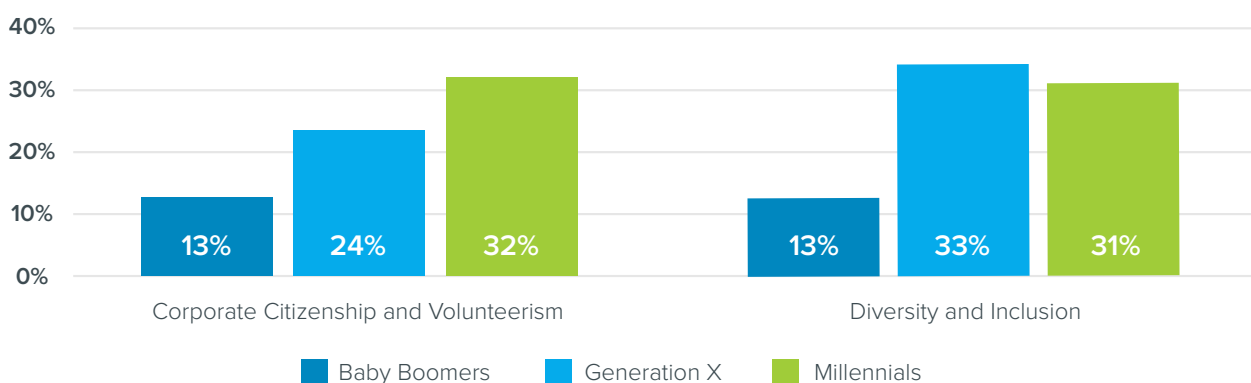
An increasing number of employees want to work with businesses that value diversity and inclusion and emphasize corporate citizenship.³⁶ Your business can become an employer of choice by supporting talent programs and corporate citizenship initiatives that demonstrate your commitment to BYMOC.

By supporting BYMOC, your recruiting and retention efforts will improve by:

- **Attracting top talent** – By 2025, Millennials will comprise 75% of the global workforce. Millennials believe that a business' measure of success should be more than just its financial performance. In fact, Millennials cite improving society among the most important goals a business should seek to achieve.³⁷ More specifically, 70% of Millennials consider a business' commitment to the community in their decision to work there.³⁸

As shown in the graph below, members of Generation X and Millennials value a business' commitment to both corporate citizenship and diversity and inclusion as much as two times more than their predecessors do.³⁹

When considering an employer, how important is the organization's commitment to the following?



- **Engaging and retaining your workforce** – With an inclusive and engaged workforce, recruiting top talent becomes easier and team dynamics improve. Employees may be more likely to stay, minimizing turnover costs and effectively increasing your business' bottom line. Losing employees is costly and time consuming – research has shown that the average cost of replacing an employee can reach as much as two times their salary.⁴⁰

Additionally, you can better position your business to retain talent by creating opportunities for employees to give back. Employer support for community issues can enhance employee motivation and morale, strengthening loyalty and retention. Nearly two-thirds of survey respondents between the ages of 18 and 26 said they would prefer to work for companies that give them opportunities to contribute their talents to nonprofit organizations.⁴¹

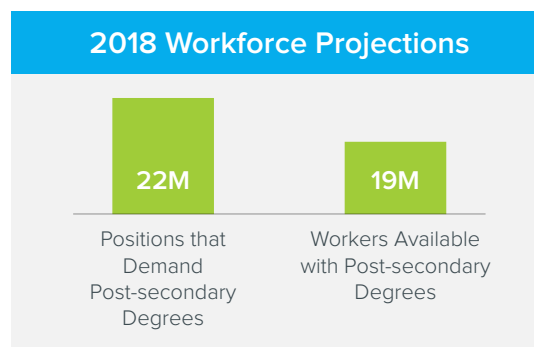


BENEFITS THE OVERALL ECONOMY

Continued inequality is a burden to the economy, and your business can take active steps to address these challenges by supporting BYMOC during their academic experience and by providing opportunities for BYMOC to transition into and succeed in the workplace. Beyond the impact to your community or business, improving outcomes for BYMOC benefits the economy as a whole. Compared to high school dropouts, graduates pay more taxes, draw less from social welfare programs, and are less likely to commit crimes; well-educated students become skilled and productive employees, and prosperous employees become avid consumers.⁴²

By supporting BYMOC, you will impact the national economy by:

- ▶ **Contributing positively to our nation's GDP** – Closing the achievement gap between White students and their African American and Hispanic peers could increase the annual GDP by as much as \$525 billion.⁴³ A single 16- to 24-year-old who is disconnected from school and work costs society \$939,700 over the course of his / her lifetime.⁴⁴ On a broader scale, creating additional employment opportunities for BYMOC will lessen racial income disparities, which, if closed, could boost GDP by \$2.1 trillion.⁴⁵
- ▶ **Increasing qualified workers in the workforce** – By 2018, employers will need 22 million new workers with post-secondary degrees, but will fall short by three million workers without a dramatic change in course.⁴⁶ Your business can invest in the young workforce now and potentially experience gains later due to the future workforce's skills, productivity, and diversity.



A number of businesses across the country have already demonstrated their commitment to improving outcomes for BYMOC. The following sample commitments showcase a variety of ways in which businesses like yours can support this population.



SAMPLE COMMITMENTS TO BYMOC



Recruiting High Quality Mentors

The NBA announced a five-year commitment with MENTOR to help recruit 25,000 new mentors with a focus on adult mentors of color.⁴⁷



Developing Workplace and Leadership Skills

In 2014, the Citi Foundation launched Pathways to Progress, a three-year, \$50 million commitment designed to support economic opportunity for 100,000 young people in ten major cities across the U.S.⁴⁸



Creating Job Opportunities

JPMorgan Chase & Co. launched the expansion of “The Fellowship Initiative: Expanding the Horizon of Young Men of Color,” to provide boys and young men of color with long-term fellowships and pathways to jobs.⁴⁹



SECTION 5

HOW BUSINESSES CAN SUPPORT BYMOC

Businesses are the economic backbone of cities, towns, and communities across the country, which enables them to create systemic change for BYMOC. By modifying your talent management processes to support a more diverse and inclusive workforce and focusing your corporate citizenship initiatives on BYMOC in your community, your business can increase opportunities for this population while also creating additional business value.

T9 **Toolkit Element:** Diverse and Inclusive Talent Strategy Maturity Assessment Page 95

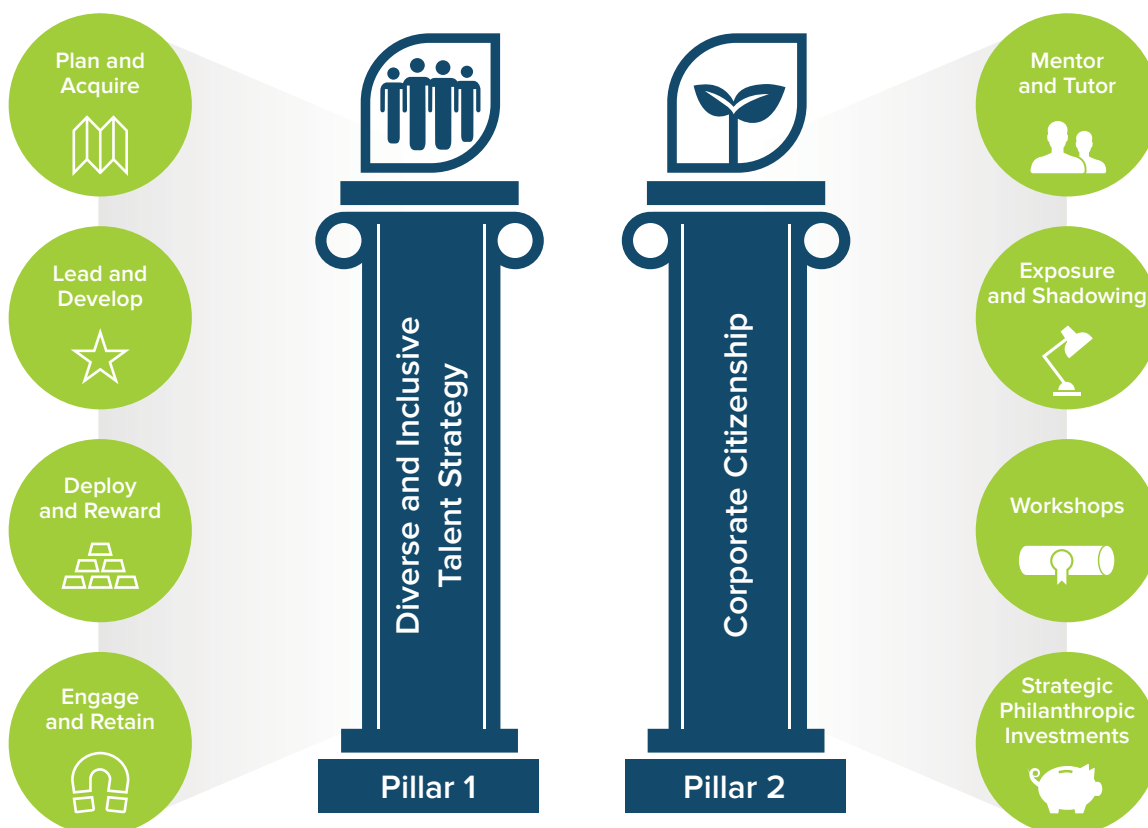
T10 **Toolkit Element:** Corporate Citizenship Diagnostic Questions Page 98

TWO STRATEGIC PILLARS

In this playbook, we identify two primary channels through which businesses can support BYMOC, which we refer to as Strategic Pillars. While businesses can create impact for BYMOC by focusing solely on one of the two pillars, the most impactful programs – for businesses and BYMOC alike – employ a hybrid approach that incorporates recommendations from both.

Each of the sub-sections within these two Strategic Pillars contains:

- Challenges facing BYMOC
- Recommendations for businesses
- Potential business impact
- Links to relevant tools and resources

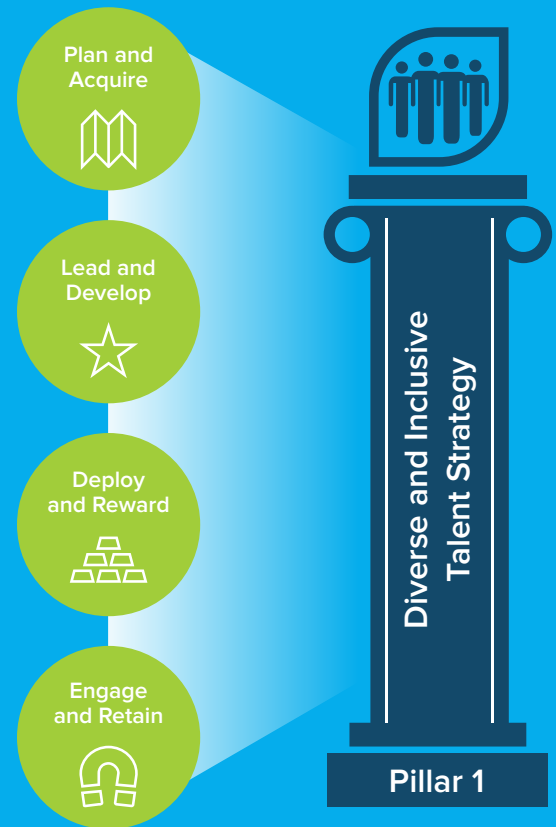


SECTION 6

STRATEGIC PILLAR 1: DIVERSE & INCLUSIVE TALENT STRATEGY

Businesses can play a critical role in enabling YMOC to transition into and succeed in the workplace. In order to successfully acquire, develop, engage, and retain YMOC, your business should integrate a diversity and inclusion focus into each element of your overall talent strategy.

 Refer to the MBK Milestones section (page 11)



Diversity and Inclusion

In order for businesses to successfully enable YMOC to transition into and succeed in the workplace, it is critical to apply a “diversity and inclusion” lens across each phase of the talent management lifecycle.

High-performing businesses recognize that the aim of diversity is not only to meet compliance targets, but also to tap into the diverse perspective each individual employee brings to the workplace.

Inclusion requires companies to examine how the business creates a culture of authenticity, embraces new ideas, accommodates different styles of thinking, enables people to connect and collaborate, and encourages different types of leaders.

A diverse and inclusive talent strategy can help enable your business to successfully acquire, develop, engage, and retain YMOC in the workforce.

DIVERSE AND INCLUSIVE TALENT STRATEGY

The model below includes the four components of a holistic, diverse, and inclusive talent strategy. While your business should consider each of these talent lifecycle components, this section focuses on the specific initiatives (**bolded below**) that support multiple MBK milestones and address key challenges faced by YMOC.⁵⁰

 **Refer to the MBK Milestones section (page 11)**



Talent Infrastructure



Talent Operating Model

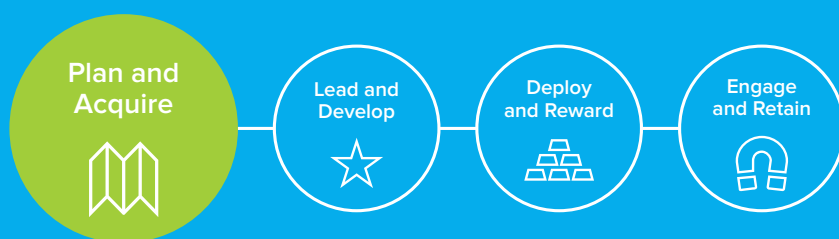


Talent Technology Solutions



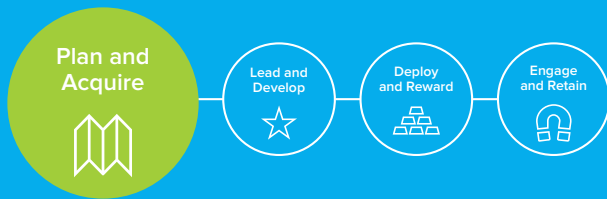
Talent Metrics

This section presents the four components of a talent strategy, including key sub-components.⁵¹ Each of the components and sub-components within this section address critical challenges for YMOC as they enter and navigate the workplace. When executed effectively, these initiatives can contribute to developing and executing a diverse and inclusive talent strategy.



PLAN AND ACQUIRE

In today's increasingly complex business and economic environment, a business' ability to plan, find, attract, and access highly skilled people is critical to success. This section includes recommendations to help your business successfully attract, source, and hire YMOC.



TALENT ACQUISITION: TARGETED SOURCING

Talent Acquisition is a strategic process that helps businesses source, identify, and hire qualified and capable candidates for current and future open positions. Targeted sourcing enables businesses to reduce the time required to hire and, most importantly, to find high quality candidates for open positions.

CHALLENGE

Many businesses do not have sufficient access to YMOC through their current sourcing strategies, which contributes to continued underrepresentation of YMOC in the employed workforce. For example, research has shown that African American men, specifically, continue to be underrepresented in a number of corporate leadership and management roles. African American males make up 6% of the nation's private industry employed workforce, yet African American males hold only 1.5% of the executive / senior level management positions and only 3.5% of first / mid-level management positions.⁵² Moreover, traditional recruiting pools for YMOC, such as Historically Black Colleges and Universities (HBCUs), are often not scalable, sustainable sources of talent.



RECOMMENDATIONS

- ✓ **Identify high-demand workforce capabilities and roles for your business (e.g., high-skill manufacturing, high-tech cyber-security) and develop corporate-sponsored initiatives to reach and develop YMOC students and job seekers as potential sources of future talent**
- ✓ **Review job descriptions with a particular emphasis on the required qualifications and identify potential requirements that may eliminate qualified candidates**
 - Certain positions may indicate that a four-year bachelor's degree is a minimum requirement, when, in fact, a two-year associate's degree is sufficient to adequately perform in the role

- ✓ **Emphasize attracting YMOC through employee referral programs**

- Utilize / adapt employee referral programs to better source YMOC candidates

T14 Toolkit Element: Diversity Focused Employee Referral Program Page 105

- ✓ **Identify and develop relationships with YMOC-facing organizations**

- Identify YMOC-facing job boards for opportunities to post open positions and source ready-now candidates
- Partner with YMOC-specific professional trade organizations

- ✓ **Review target school and university recruiting sources**

- Identify alternative sources of talent with YMOC populations, including community colleges or vocational schools for specific roles and capabilities

T8 Toolkit Element: Finding a Local School, College, or University Page 94

- Consider attracting more YMOC candidates for open positions through existing target recruiting colleges and universities, including Historically Black Colleges and Universities (HBCUs)
- Tailor recruiting materials (e.g., employer brand, value proposition) to showcase diversity and inclusion efforts within your business
- Identify leaders within your business, including current YMOC employees, to partner in recruiting efforts by sharing individual experiences and success stories with potential YMOC candidates

- ✓ **Recruit YMOC to participate in internship / apprenticeship programs prior to graduation (e.g., first, second, and third year college students) to increase exposure / readiness and highlight relevant capabilities**

- Identify, build, and provide internship and apprenticeship opportunities for YMOC between the ages of 18 and 24

Community Colleges

Each year, over 1,100 community colleges provide students and workers with critical skills required to succeed in the workplace. Community colleges are the largest part of the nation's higher education system with more than 6 million students enrolled.⁵³

In 2014, President Obama's administration called for a new partnership with states so that two years of community college are free for responsible students, whether they are completing the first half of a bachelor's degree or earning skills to go directly into the workforce.

Community colleges can continue to serve as a key source of YMOC talent to build the highly skilled workforce that businesses require in the 21st century.

IMPACT

By focusing on sourcing efforts to improve access to YMOC, your business can invest in building a diverse and capable workforce, which fuels innovation and improves business performance. Moreover, by sourcing and supporting YMOC, your business can promote a commitment to diversity, inclusion, and corporate citizenship, all of which can help attract potential employees from different backgrounds.



TALENT ACQUISITION – TARGETED SOURCING SPOTLIGHT: AOL AND YEAR UP

ISSUE

Many motivated and talented young adults in our country lack a clear pathway to a professional career. **Year Up** provides a pathway to work for urban young adults between the ages of 18 and 24 through an intensive one-year training program that combines technical and professional skills, college credits, an educational stipend, and a corporate internship.

APPROACH

Since 2007, **AOL** has partnered with Year Up to develop a career pathway for potential future employees, offering six-month internships to select Year Up participants as determined by organizational needs and defined in an AOL / Year Up joint annual contract. Chosen for demonstrating skills needed to be successful at AOL and a strong “will to succeed,” Year Up participants receiving AOL internships participate in six months of rigorous classroom training prior to starting with the company. Training includes instruction on the essential technical skills needed to meet AOL’s basic skill requirements as well as professional skills necessary to succeed in the workplace.

IMPACT

At the end of the internship, graduates who prove to be a good match for available openings within the company may be offered entry-level positions with competitive annual salaries. Additionally, AOL created the “Year Up Success Program” to support interns once they are hired. The program taps managers to provide interns with a range of developmental experiences, including mentoring, training, and feedback. In their partnership with Year Up, AOL has found a diverse pool of skilled and highly-motivated young people who have proven to be a significant source of vetted, entry-level workers.⁵⁴



Plan and
Acquire



Lead and
Develop



Deploy
and Reward



Engage
and Retain



TALENT ACQUISITION: FAIR CHANCE EVALUATION AND HIRING

Fair chance evaluation and hiring enables businesses to utilize an equitable approach to assess all potential candidates for open roles. Leaders play an important role in supporting hiring managers, HR leaders, and recruiters to utilize a consistent approach to selecting the most qualified candidates. Additionally, businesses can play an equally pivotal role in preparing YMOC applicants for the recruiting process before the formal interviewing process begins.

CHALLENGE

As mentioned in the previous “Talent Acquisition: Targeted Sourcing” section, YMOC continue to face underrepresentation within the employed labor force. Businesses have an opportunity to prepare their internal recruiting teams as well as potential YMOC candidates for the evaluation, hiring, and interviewing process.

RECOMMENDATIONS

✓ Provide targeted opportunities to help prepare YMOC for the recruitment and interview process

- Conduct interview preparation / simulation workshops to familiarize YMOC interviewees with the interview process
- Identify networking opportunities for YMOC to meet and connect with existing leaders, including current YMOC employees, to better understand and navigate the corporate culture and recruiting process
- Promote shadowing and other exposure opportunities for YMOC to learn about the industry and various career opportunities in your business



Refer to the Exposure and Shadowing section (page 53)

✓ Develop and conduct training programs and promote awareness among interviewers (HR team members, recruiters, and hiring managers); key curriculum / discussion focus areas should include the following:

- Understand unconscious interviewer / interviewee biases
- Identify, understand, and make decisions around special-circumstance HR-related policies

T12 Toolkit Element: Managing Diverse Talent Checklist Page 103

T13 Toolkit Element: Fair Evaluation and Hiring Checklist Page 104

T15 Toolkit Element: Fair Chance Policies Page 106

✓ Review and redesign interview questions / process to address unconscious biases

✓ Set specific YMOC hiring goals / metrics and hold leaders accountable

T11 Toolkit Element: Metrics to Drive Results Page 99

IMPACT

By taking an active role in enhancing your evaluation and hiring approaches to be more inclusive and fair, your business has the potential to realize success in transitioning qualified YMOC candidates to offer recipients. Furthermore, by building capabilities with both interviewers and interviewees, your business can increase the likelihood of extending offers to and / or hiring capable YMOC candidates.

Fair Chance Evaluation and Hiring: “Beyond The Box”

There are an estimated 70 million adults in the U.S. with arrests or convictions, which often makes it more difficult for this population to find employment. The "conviction history" section on a job application, also known as “the box”, can discourage people from applying and artificially narrows the applicant pool of qualified workers, regardless of an applicant’s qualifications or the relevancy of the conviction to the job.

Removing questions about criminal history from job applications is one policy change that businesses can consider to ease hiring barriers and create a fair chance to compete for jobs.

Known as “beyond the box” or “ban the box,” this change allows businesses to evaluate applicants on their qualifications first, without the stigma of a record. The most effective policies do not simply remove the “box;” they promote the fair use of background checks. In fact, two large Fortune 500 retailers have already begun to implement this change.

Businesses should make case-by-case assessments instead of blanket exclusions and consider the age of the offense as well as its relevance to the job. Expanding these recommendations to additional businesses will help give individuals with arrests or convictions a second chance.⁵⁵

T15 Toolkit Element: Fair Chance Policies Page 106



Plan and
Acquire



Lead and
Develop



Deploy
and Reward



Engage
and Retain



ORIENTATION & ONBOARDING

Orientation and onboarding programs enable new employees to successfully transition into an organization by helping them to understand organizational processes / structures, navigate corporate cultures, and build meaningful relationships. Anecdotal reporting indicates that the average time for a new employee to reach full productivity is 20 weeks.⁵⁶ In addition, research demonstrates that 90% of employees decide to stay with a company within their first six months on the job.⁵⁷ Successful orientation and onboarding programs can accelerate an employee's productivity and can contribute to increased retention.⁵⁸

CHALLENGE

Businesses play a critical role in integrating YMOC into the workforce and helping them establish momentum in their new roles. Many YMOC, like other recent college graduates and young workers, lack workplace experience. However, when compared to their non-YMOC counterparts, some YMOC find it particularly challenging to successfully settle into their new roles. This potential challenge can often be attributed to a limited support structure / network, which is foundational to building impactful professional relationships.

RECOMMENDATIONS

✓ Familiarize YMOC with the organization through a formalized onboarding program

- Integrate YMOC into existing onboarding programs (e.g., "buddy" program, peer mentoring)
- Provide opportunities for existing leaders to conduct two-way group dialogues with YMOC to understand the culture
- Introduce YMOC to Employee Resource Groups (ERGs) for opportunities to accelerate integration into your business and culture. Specific activities can include opportunities to network with leaders, participate in community development, conduct career planning activities, and establish relationships with peers and leaders
- Introduce YMOC to community development and outreach opportunities

T16 Toolkit Element: Employee Resource Groups Page 108

✓ Establish mentorship programs with YMOC new hires

- Assign mentors who can help YMOC transition successfully. Utilize cross-cultural mentoring (i.e., pairing YMOC mentees with mentors of a different race, ethnicity, or background) to help foster and improve two-way cultural understanding

✓ Encourage direct managers and YMOC to conduct one-on-one meetings to:

- Establish performance goals, objectives, and metrics for the short-term
- Identify development plan goals

Employee Resource Groups

Employee Resource Groups (ERGs) are initiated by and for employees. ERGs are made up of colleagues who share a common cultural heritage, race, gender, age, or interest.

ERGs provide YMOC opportunities to form strong bonds and network with those who share similar backgrounds or interests in the workplace.

IMPACT

By investing in a comprehensive orientation and onboarding program, your business can enable YMOC new hires to effectively integrate into the workforce. A successful orientation and onboarding program can lead to improved engagement, satisfaction, and retention of YMOC employees, which can result in lower turnover costs and improved business performance.



LEAD AND DEVELOP

Businesses face an urgent need to develop leaders at all levels – from accelerating development of younger leaders, to keeping senior leaders relevant and engaged longer.

This section includes two key areas: Career Development and Leadership Development.

Within this section, there are recommendations for your business to (1) support existing managers to lead and develop YMOC as they enter the workforce and (2) equip YMOC to build and develop their own leadership capabilities.



CAREER DEVELOPMENT

To feel motivated and positioned to succeed professionally, it is important for YMOC to understand their career paths. Businesses are in a unique position to enable YMOC employees to understand their goals for personal and professional development. With these developmental goals in mind, businesses can offer tailored career development opportunities to YMOC employees through on-the-job experiences, rotational programs, learning programs, and ongoing mentorship and sponsorship.

This section refers to career development for YMOC within your workforce.



For information about how your business can instill essential skills in BYMOC before entering the workforce, **refer to the Workshops section (page 58)**

CHALLENGE

Many recent college graduates and young workers, including YMOC, enter the workplace with limited hands-on exposure to various career paths and opportunities. In addition, YMOC who lack sponsors, mentors, or supportive leadership may struggle to understand their individual strengths and development areas. In the absence of understanding various career pathways and options, YMOC are often unable to define a clear career path or establish career development goals. This gap can inhibit YMOC from advancing both in their current roles and throughout their career.

RECOMMENDATIONS

- ✓ **Encourage managers to conduct ongoing career development discussions with YMOC to set short- and long-term career goals and identify incremental activities toward achieving those goals**
- ✓ **Identify mentors and sponsors to guide YMOC to learn more about various career opportunities**
- ✓ **Leverage Employee Resource Groups (ERGs) to conduct career path panel discussions that provide opportunities for two-way dialogue on setting career development goals**

T16 Toolkit Element: Employee Resource Groups Page 108

IMPACT

By supporting YMOC's career trajectories through effective career planning and proactive development, your business can enhance YMOC engagement and retention. This relationship between businesses and YMOC can decrease turnover costs and strengthen your business' leadership pipeline.



LEADERSHIP DEVELOPMENT

For many businesses across the United States, a shortage of leaders is one of the biggest obstacles to growth. This challenge is particularly acute today as businesses seek to grow their presence in new markets. Leadership needs today are far broader and deeper than merely developing the next CEO or even building the C-suite pipeline.

CHALLENGE

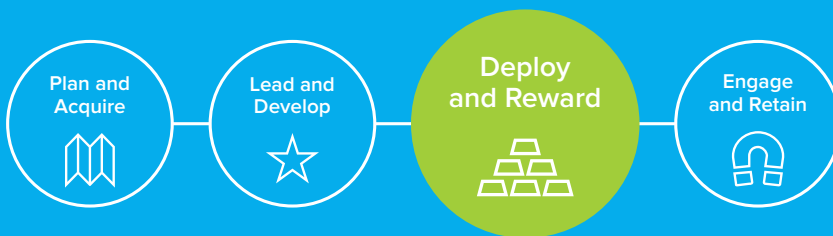
Many companies face leadership gaps at every level of the organization. These gaps can be addressed through a sustained and systemic commitment to leadership development.⁵⁹ Businesses require diverse and capable leaders at all levels to help navigate a complex business environment and seize new market opportunities. YMOC are a growing part of a deep and robust talent pool from which businesses can build a pipeline of leaders to face these new challenges and opportunities. Your business should be prepared to make the investments required to create systemic change in this area.

RECOMMENDATIONS

- ✓ **Identify opportunities to include and nominate YMOC to internal and external leadership development opportunities to promote diversity**
 - ✓ **Include diversity and inclusion principles in leadership development and new manager programs (e.g., selecting YMOC from diverse backgrounds for leadership development)**
 - ✓ **Explore opportunities to create employee and leadership development programs targeted specifically at YMOC; key curriculum focus areas should include the following:**
 - Being authentic in the workplace
 - Building and developing communication skills
 - Building presentation skills, relationships, and technical skills
 - Demonstrating leadership presence
 - Understanding and navigating organizational culture
 - Working in and leading teams
- T17** Toolkit Element: Authenticity at Work Campaign Page 109
- ✓ **Reinforce leadership accountability to help support and develop YMOC of all levels to become future senior leaders**

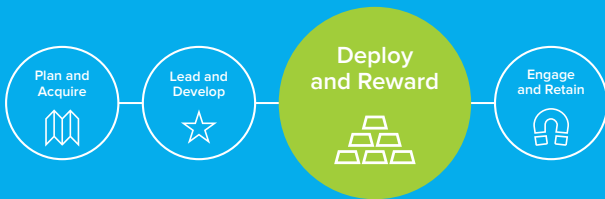
IMPACT

Businesses recognize that the right leadership is paramount to long-term success. In order to grow existing business, access new markets, and identify new sources of innovation, businesses can reap significant value by developing YMOC employees and building a pipeline of future leaders.



DEPLOY AND REWARD

Businesses can use performance management as a key driver of employee retention and engagement through regular performance feedback and continuous coaching and development. This section includes recommendations for your business to enhance the role of both YMOC and their managers in the performance management process.



PERFORMANCE MANAGEMENT

Today, more than 70% of all employees work in service or knowledge-related jobs.⁶⁰ Their goals, achievements, results, and leadership skills drive their job performance. Successful performance management focuses on continuously developing these capabilities. In a world where employee retention and workforce capability are significant indicators of business success, the performance management process should focus on ongoing coaching, feedback, and development.

CHALLENGE

YMOC comprise a critical talent segment and, like all employees, require ongoing coaching and feedback to improve individual performance. However, some YMOC may not fare as well as their counterparts during the performance review process. This may stem from a development gap in the intangible areas of leadership such as building relationships, navigating culture, and demonstrating presence. To address these challenges, businesses can invest in upskilling managers to support YMOC throughout their careers in the performance management process. Additionally, hiring managers and HR professionals can work to help YMOC clearly understand performance expectations.

RECOMMENDATIONS

- ✓ **Hold leaders accountable for conducting ongoing, two-way performance conversations with their YMOC direct reports, balancing the conversation to focus on strengths and development areas**
- ✓ **Develop and conduct training programs and promote awareness among people managers; key curriculum focus areas should include:**
 - Setting clear performance goals with target metrics
 - Providing ongoing, actionable, and specific feedback and coaching
 - Building and executing targeted development plans
 - Increasing awareness and understanding of cultural intelligence, including leading diverse and inclusive teams
- T12 Toolkit Element:** Managing Diverse Talent Checklist Page 103

 - Conducting two-way conversations with employees that enable managers and employees to provide input and feedback, reinforcing shared ownership of an employee's performance and development
- ✓ **Develop and implement programs to support YMOC in developing individual leadership capabilities and presence; key curriculum focus areas should include:**
 - Addressing specific obstacles YMOC may face when conducting a performance self-assessment (e.g., lack of self-confidence when communicating individual achievements to peers, supervisors, and leadership)
 - Demonstrating individual presence
 - Navigating the corporate culture
 - Networking successfully within the organization
 - Participating in two-way conversations with managers

IMPACT

Businesses that employ strategic performance management to drive employee development can help build and sustain a culture of inclusion and high performance. In many cases, a focus on development and improvement will equip YMOC employees with the feedback they need to succeed. Aligning developmental feedback to the core capabilities of your business can impact bottom line results.



ENGAGE AND RETAIN

The core of a successful talent management strategy rests in a business' ability to engage and retain top talent. This section includes recommendations for your business to successfully engage and retain YMOC by building a culture of inclusion that celebrates and values authenticity.



EMPLOYEE ENGAGEMENT

Employee engagement refers to an employee's job satisfaction, loyalty, and inclination to expend discretionary effort toward organizational goals. Businesses typically measure engagement through an annual employee survey. The survey typically measures a number of factors including strengths and weaknesses in management, leadership, business processes, and culture.⁶¹ Businesses can measure and use the engagement scores over time to inform targeted action plans to address gaps. Engagement scores can also be used as a leading indicator to inform retention risk for critical and diverse talent pools, including YMOC.

CHALLENGE

Businesses agree that employee engagement is vital. A recent survey of executives showed that retention and engagement is the number two priority on their agenda (behind leadership). A focus solely on retention, however, is not enough. Businesses should view YMOC as a critical and diverse talent pool that will enable them to better attract new customers and enhance their brand reputation. In order to successfully engage and attract this unique talent pool, businesses should adapt their employee engagement strategies.⁶²

RECOMMENDATIONS

- ✓ **Create and sustain a corporate culture that enables YMOC to effectively build both formal and informal relationships and networks**
 - Develop formal and informal opportunities for YMOC to network with organization leaders
 - Educate leaders on the role they can play in networking with YMOC more inclusively
 - Integrate YMOC into broader networking programs across your business, including consideration of career interests, potential rotational assignments, and community involvement opportunities
 - Provide educational training opportunities and tips for YMOC to network effectively
- ✓ **Identify, sponsor, and implement job rotations and projects that enable YMOC to gain exposure to senior leadership through interesting, meaningful, and challenging work**
- ✓ **Identify recognition activities and rewards to reinforce positive impacts that YMOC have on your business and community**
- ✓ **Encourage leaders and YMOC employees to share stories that demonstrate personal and professional experiences in overcoming adversity to achieve successful outcomes**

IMPACT

Businesses that focus on creating a culture of authenticity and engagement can build commitment, increase retention, provide a sense of community, drive business results, and enhance employer brand.

Creating a Culture that Embraces Authenticity

One of the goals of an inclusive workplace is to enable individuals to bring their authentic selves to work. When employees feel comfortable being authentic at work, a culture of transparency quickly follows. When considering how to promote authenticity, businesses can create a culture that enables YMOC to show up at the workplace as their true selves. Beyond enabling YMOC to be authentic, businesses can also be transparent about what it takes to perform, develop, lead, grow, and succeed. This two-way transparency drives a prevailing culture of authenticity and can enhance employee engagement. When YMOC and other employees feel engaged and empowered to be their true selves in the workplace, they will feel a loyalty which can help improve retention and the overall inclusive culture. Getting the authenticity equation right makes all the difference; it creates a natural connection between how your business presents itself as an employer to YMOC and how it really feels inside — the employee value proposition.

T17 Toolkit Element: Authenticity at Work Campaign Page 109



EMPLOYEE ENGAGEMENT SPOTLIGHT: AMERICAN EXPRESS EMPLOYEE NETWORKS

ISSUE

When it comes to diverse talent, businesses have traditionally been challenged to provide development opportunities, build a pipeline for promotions, and ensure high levels of engagement.

APPROACH

Since 1987, Employee Networks at **American Express** have brought together people with shared backgrounds and interests to engage with and learn from each other outside of their daily work lives. They give employees the opportunity to broaden their community of colleagues as well as their knowledge of the business. American Express' Employee Networks encompass the full spectrum of diversity including disability, ethnicity, faith, gender, gender identity, generation, sexual orientation, and veteran's status. They help attract, develop, and retain talent by creating an inclusive workplace and promoting employee engagement. The organization has 16 Employee Networks with nearly 100 chapters globally, many of which have been in place for more than a decade. Sponsored by senior leaders across the company, Employee Networks offer employees of all levels meaningful development and networking opportunities while also supporting key business imperatives. Membership is open to all employees and is encouraged by leadership.

IMPACT

Employee Networks play a key role in building community and developing employees by giving valuable input on diversity recruitment initiatives, offering professional development opportunities, cross-company networking, and mentorship. They provide insight and thought leadership to support business initiatives and drive product innovation. Their proven impact on employees and the business has helped make American Express a place where diverse talent want to build their careers.⁶³



EMPLOYEE RETENTION

Employee retention refers to the set of programs and metrics that businesses implement to retain their employees. Employee retention can be measured across an entire business and for specific talent pools such as critical workforce or diverse employee segments. As indicated in the previous section, a business' ability to create an engaging and inclusive workplace directly influences employee retention.

CHALLENGE

Businesses that are unable to successfully create a diverse and inclusive workplace risk excluding key employees, who are then increasingly likely to disengage or eventually leave your business. Some businesses experience higher turnover rates for YMOC, when compared to non-YMOC employees. This may be attributed to lower engagement with YMOC employees and a lack of an inclusive culture.

RECOMMENDATIONS

- ✓ **Hold leaders accountable for providing purposeful work and challenging stretch assignments to YMOC**
 - Identify positions / roles for YMOC that provide opportunities to demonstrate growth, make an impactful difference, and gain exposure to senior leadership
 - Identify opportunities to deploy YMOC on challenging assignments that provide exposure to different aspects of your business
- ✓ **Identify high-potential YMOC and implement targeted sponsorship and retention programs for these emerging leaders**
 - Promote ongoing opportunities for high-potential YMOC to gain exposure to, meet, and work with leaders
 - Monitor retention rates of high-potential YMOC and assign targeted action plans
- ✓ **Review and analyze YMOC retention data closely and identify key action plans**
 - Utilize exit surveys and manager interviews to understand trends
 - Provide communication tools to help YMOC talk openly about what they need and what they value
 - Hold leadership accountable for meeting retention goals for YMOC in alignment with overall talent / diversity goals and metrics by evaluating:
 - Engagement and inclusion survey data; consider annual and more frequent real-time pulse surveys and roundtables to understand what makes YMOC passionate about their work and what components of the workplace environment are working well and not well
 - Overall retention and turnover rates for YMOC compared to non-YMOC employees

T11 Toolkit Element: Metrics to Drive Results Page 99

IMPACT

YMOC face unique retention challenges. Investing in YMOC retention efforts reduces turnover cost and helps businesses maintain a diverse and inclusive workforce. By proactively addressing these challenges, businesses can foster an inclusive environment where YMOC thrive and become business leaders.



PILLAR 1: IN CONCLUSION

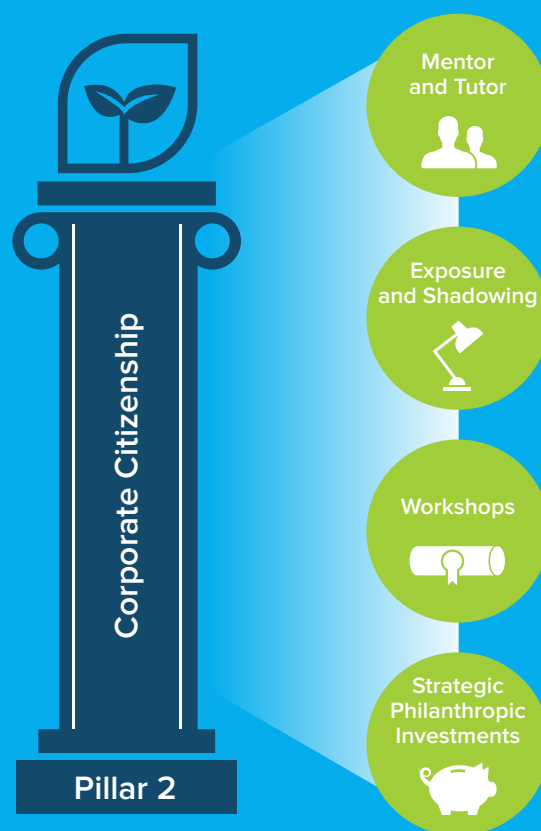
Providing opportunities for YMOC to transition into and succeed in the workplace can drive significant impact for your business and the community. Key considerations as you look to enhance your talent strategy include:

1. Integrating diversity and inclusion into each component of your talent strategy and processes, including the way you acquire, develop, and retain talent
2. Focusing your efforts on YMOC through initiatives like those mentioned in this section to promote innovation, enhance brand value, improve understanding of a changing consumer base, and decrease turnover
3. Considering additional ways to include YMOC in your business, such as strategic talent sourcing, emphasis on leadership opportunities for YMOC, and career mentor and sponsor programs

SECTION 7

STRATEGIC PILLAR 2: CORPORATE CITIZENSHIP

In addition to providing BYMOC opportunities through your talent strategy, businesses can also enable BYMOC through their corporate citizenship initiatives. Corporate citizenship refers to the contributions a business makes to society through social investment and philanthropy programs.



When implemented effectively, corporate citizenship initiatives can make a lasting impact on your business and the community. Furthermore, corporate citizenship can enhance the employee experience, build corporate brand value, and expand the future talent pipeline. For example, employees who volunteer frequently through their companies are more likely to be proud of, loyal to, and satisfied with their jobs than those who do not volunteer, which drives engagement and increases productivity.⁶⁴ Additionally, corporate citizenship initiatives are increasingly important to today’s consumers, as nine in ten consumers surveyed look to companies to support social or environmental issues in some capacity.⁶⁵ Youth-focused corporate citizenship initiatives also help businesses instill essential skills in members of the future workforce, effectively improving the life outcomes for these individuals and adding value for your business.

Many corporate citizenship programs already direct resources toward improving outcomes for our nation’s youth. However, an opportunity exists for businesses to focus their corporate citizenship initiatives on enabling BYMOC specifically from cradle-to-college-and-career. In many cases, BYMOC lack the physical and knowledge-based resources their peers have access to, which contributes to persistent outcome gaps for this group.⁶⁶ Because of these persistent gaps, focusing your corporate citizenship initiatives on BYMOC specifically, versus all youth, can yield greater impact with equal effort. This section presents four initiatives that address key challenges faced by BYMOC and support multiple MBK milestones.

 **Refer to the MBK Milestones section (page 11)**

Corporate Citizenship Initiatives

Mentor and Tutor



Exposure and Shadowing




Workshops





Strategic Philanthropic Investments



How to Support These Initiatives

 **Financial / In-Kind Donations**

 **Partnering with Existing Programs**







 **Creating / Adapting Your Own Program**

These initiatives address and help remove specific barriers to achieving life outcomes, driving positive impact for BYMOC. At the same time, a commitment to these initiatives can also enhance a business’ brand value, increase employee engagement and expand the talent pipeline by building skills in future employees.

THE MBK MILESTONES AND RECOMMENDED CORPORATE CITIZENSHIP INITIATIVES

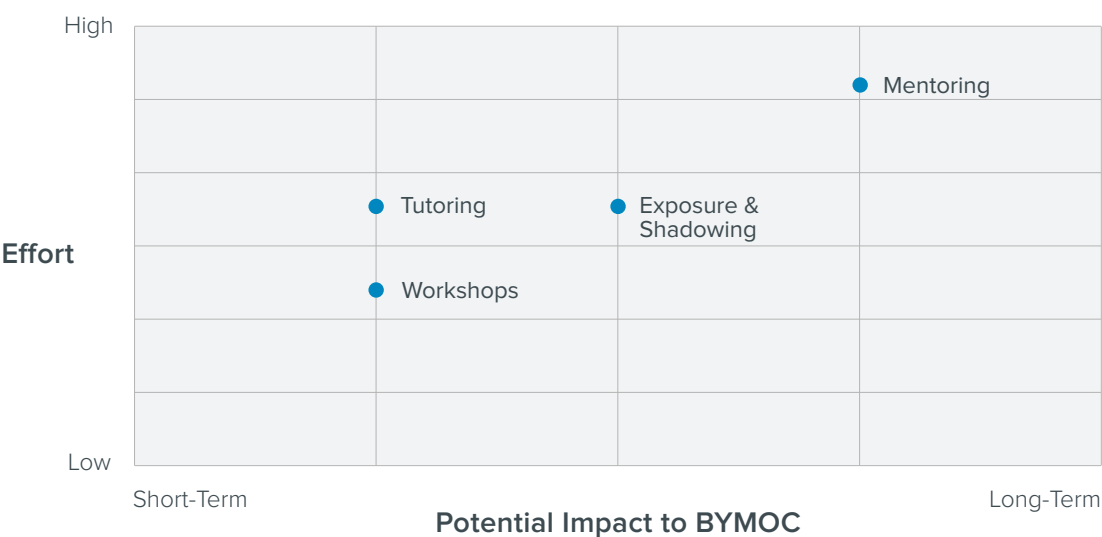
The following two tools help businesses identify initiatives that align corporate citizenship goals and business strategy.

As outlined below, the four recommended corporate citizenship initiatives support the six MBK milestones.

MBK Milestone		Corporate Citizenship Initiative			
		Mentor and Tutor	Exposure and Shadowing	Workshops	Strategic Philanthropic Investments
 ENTERING SCHOOL READY TO LEARN		✓			✓
 READING AT GRADE LEVEL BY THIRD GRADE		✓			✓
 GRADUATING FROM HIGH SCHOOL READY FOR COLLEGE AND CAREER		✓	✓	✓	✓
 COMPLETING POST-SECONDARY EDUCATION OR TRAINING		✓	✓	✓	✓
 SUCCESSFULLY ENTERING THE WORKFORCE		✓	✓	✓	✓
 REDUCING VIOLENCE AND PROVIDING A SECOND CHANCE		✓	✓	✓	✓

CORPORATE CITIZENSHIP EFFORT VS. LONG-TERM IMPACT MATRIX

As the matrix below demonstrates, there is a relationship between the effort required to support these initiatives and the potential impact to BYMOC. For example, while a shadowing day may require less effort upfront, it does not have the same potential long-term impact as a more effort-intensive initiative like one-on-one mentoring. For the purposes of this matrix, effort considers the time and resources required to establish and sustain the initiative.*



* Strategic Philanthropic Investments are not plotted in the matrix, as these initiatives vary greatly in effort and potential impact to BYMOC. For example, you can offer your office space for use during tutoring sessions in your community (lower effort / shorter-term impact). Alternatively, you can donate technology and learning resources to schools all across the country while working closely with each school to better prepare their teachers to integrate technology into their curriculum (higher effort / longer-term impact).

The following spotlight illustrates how one business effectively combines targeted corporate citizenship initiatives with talent attraction, development, and retention programs to create meaningful opportunities for YMOC.



CORPORATE CITIZENSHIP SPOTLIGHT : JP MORGAN CHASE & CO.

ISSUE

Youth from historically underserved communities often do not have access to the resources required to successfully transition from high school into college and careers. Organizations with large global networks have the capacity to mobilize employees are well positioned to address this challenge. In 2010, **JP Morgan Chase & Co.** developed a comprehensive program called The Fellowship Initiative to improve outcomes for young men of color by equipping them with the knowledge, skills, and networks needed to compete in a demanding global economy.

APPROACH

Through The Fellowship Initiative (TFI), cohorts of young men of color (referred to as "TFI Fellows") participate in a comprehensive, hands-on enrichment program that includes academic, social, and emotional support to help them achieve personal and professional success.

Informed by leading practices from the fields of education and youth development, TFI supports Fellows' academic, personal, and professional development through a range of activities including tutoring, college preparation, leadership coaching, mentoring, and social support.

- **Academics:** TFI Fellows meet in JPMorgan Chase offices three times a month for academic instruction, tutoring, and other activities that foster cognitive development and socio-emotional learning. In total, the TFI Fellows benefit from over 30 days of additional learning time outside of the classroom each year.
- **College Preparation:** Fellows receive pre-college support, including SAT and ACT prep classes, college and financial aid advice, college tours, and help addressing scholarships, fee waivers, personal statements, and college applications. TFI also educates the Fellows' families about the college application process.
- **Leadership:** TFI includes robust leadership development and experiential learning opportunities for TFI Fellows to test themselves and practice new skills.
- **Mentoring:** TFI Fellows are matched with a dedicated JPMorgan Chase mentor who provides regular guidance on academic issues, college planning, financial aid, and career pathways over the course of the program. TFI Fellows also have numerous opportunities to meet successful professionals of color across a broad range of careers.
- **Social Support and Networks:** TFI Fellows receive ongoing coaching and support to manage the challenges of their daily lives, resolve interpersonal conflicts, maintain social relationships that reinforce their academic and personal development, and boost their self-esteem.

IMPACT

Of the 24 students who completed the TFI pilot, 100% graduated from high school on time and were accepted into four-year colleges, receiving a combined total of \$8.4 million in institutional awards and scholarship funds. In 2014, JP Morgan Chase & Co. expanded TFI to increase the number of young men of color served in New York City and launched the program in Chicago and Los Angeles.⁶⁷

KEY RECOMMENDATIONS

As you determine the most suitable approach for your business to support BYMOC through these four corporate citizenship initiatives, it is important to consider three key recommendations to help expand the reach and timeliness of your efforts:

✓ **Build on Existing Strategy and Initiatives**

Your corporate citizenship efforts should align directly with your larger corporate citizenship program and business strategy. For example, if your business has made a commitment to education on a large scale, a tutoring initiative would be an appropriate place to direct your efforts.

T10 Toolkit Element: Corporate Citizenship Diagnostic Questions Page 98

✓ **Identify Potential Partner Organizations**

Many organizations focus on supporting BYMOC nationally and within local communities. Tapping into the powerful work of these organizations is an expedient way for your business to make an impact. Learn more about potential partner organizations based on their focus areas (academic support / mentoring, career and employment support, policy / advocacy / other BYMOC services, technical assistance providers, violence prevention and reentry, and volunteer matching) by referring to the “Organizations Supporting the MBK Mission” resource in the toolkit.

T6 Toolkit Element: Approach to Supporting Your Community's Efforts Page 87

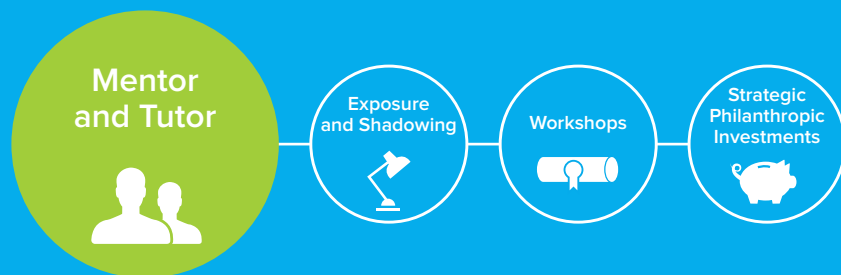
T7 Toolkit Element: Organizations Supporting the MBK Mission Page 88

✓ **Support a Local School or Community-Based Program**

Interested in establishing or adapting a program without partnering with an organization but do not have direct access to BYMOC in need of support? Consider supporting a local school or community-based program. This could be a good option if your business already has an impactful program in place and would like to expand your efforts or if you would prefer not to partner with a third party.

T6 Toolkit Element: Approach to Supporting Your Community's Efforts Page 87

T8 Toolkit Element: Finding a Local School, College, or University Page 94



MENTOR AND TUTOR

Your business can prepare the next generation of employees for success through mentoring and tutoring.

Mentoring is a critical component of the MBK Initiative that can help bridge the opportunity gap for BYMOC. Of young people at risk for not graduating high school, those who have a mentor are 55% more likely to enroll in college than those who do not.⁶⁸ More specifically, mentors often encourage mentees to participate in positive activities for at-risk youth, including joining arts programs, holding leadership roles in their schools and extracurricular programs, and regularly volunteering in the community.⁶⁹ Too often, BYMOC lack these mentors to help shape their life paths.

Similarly, persistent gaps in BYMOC's academic performance contribute to high dropout rates from school; rates are as high as 50% in some school districts, including among boys and young men from certain Southeast Asian and Pacific Islander populations.⁷⁰ Upon dropping out of school, many BYMOC lack the skills and training they need to successfully enter the workforce. Tutors from your business can deliver the kind of academic interventions these students need and can serve as key adult influencers.

T7 Toolkit Element: Organizations Supporting the MBK Mission Page 88

T18 Toolkit Element: Mentoring Leading Practices Page 110

T19 Toolkit Element: BYMOC Tutoring Focus Areas Page 111

CHALLENGE

Many BYMOC do not have clear and consistent support structures to help them address everyday decisions and obstacles. BYMOC frequently lack consistent mentors to invest in their success, help set positive goals, and hold them accountable. As a result, some BYMOC may be at risk to engage in destructive behaviors, make poor decisions, and diverge from a positive life path.

While these challenges often begin within the home, schools with large BYMOC populations are not consistently equipped to meet the needs of BYMOC. Beginning in early developmental phases, many boys of color face literacy challenges and word gaps that hinder the development of core academic skills. These persistent gaps widen over time and influence all academic areas, including non-literacy-based subjects such as math and science. Overcrowded classrooms and challenging student-teacher ratios are common in schools with large BYMOC populations, and struggling students do not always get necessary academic support.⁷¹ The benefits of one-on-one academic interventions are vast, but BYMOC often lack substantial at-home support and / or financial resources to provide this support.

What Is the Word Gap?

The “Word Gap” refers to the fact that by the age of three, children from low-income households hear roughly 30 million fewer words than their higher-income peers.

The word gap causes students’ reading levels to suffer during elementary school and beyond, affecting their ability to access written information across subject areas.

These gaps widen over time, and ultimately impact BYMOC’s standardized test results, writing skills, and future academic and career options.

RECOMMENDATIONS

Establish Mentoring / Tutoring Program

- ✓ Determine source of BYMOC mentees / tutees
 - Determine whether a partnership would fit your program needs
 - If you do not have access to a suitable nonprofit partner or wish to develop a program independently, establish a partnership with a local school or community-based program with a large number of BYMOC
- ✓ Clarify program goals, considering the following success factors:
 - Connection to your business strategy and corporate citizenship goals
 - Number of BYMOC served
 - Number of employee mentors / tutors
 - Hours of service
 - Data / progress reports as available from external sources, such as nonprofit partners

T7 Toolkit Element: Organizations Supporting The MBK Mission Page 88

T11 Toolkit Element: Metrics to Drive Results Page 99

What is a Mentor?

Mentors can play a critical role in BYMOC’s holistic development while integrating into the workplace.

Pillar two uses the term “mentor” to refer to an individual who supports BYMOC’s holistic development, while pillar one (pages 29-31) explores the concept of career mentors and sponsors.

RECOMMENDATIONS (Continued)

Recruit Employees to Serve as Mentors / Tutors

- ✓ Define target employee groups to recruit (e.g., ERGs) based on the goals of the program, considering:
 - Time commitment
 - Skills
 - Location
 - Shared background or experiences with BYMOC
 - Diversity of volunteers (e.g., personality type, organizational rank, race, ethnicity)
- ✓ Target marketing efforts to the defined employee group through your communication channels, including:
 - Employee website
 - Email distribution lists
 - Virtual and printed newsletters
 - Web-based collaboration tools
 - Bulletin boards in common areas

Short-Term Mentoring

Short-term mentoring at key moments is essential. Mentoring during the following milestones can have substantial impact:

- During the first days of school
- As YMOC transition from high school to college
- As YMOC enter the workforce

Select and Match Employee Mentors / Tutors

- ✓ Screen mentors / tutors using:
 - Written applications
 - In-person interviews
 - At least one personal or professional reference that can speak to employee's potential as a mentor / tutor
 - Appropriate measures to address child safety concerns, such as the national criminal records database and sex offender and child abuse registries
- ✓ Match mentors / tutors by considering the following:
 - Scheduling availability, to provide mentorship / tutoring on an ongoing basis for a pre-determined period of time (e.g., weeks, months, years)
 - Shared backgrounds, which allow the mentor to serve as a role model
 - Similar interests, which help foster an connection
 - Geographic proximity, which accommodates more frequent meetings
 - Career interests, to allow mentee to shadow mentor at his / her job for exposure

RECOMMENDATIONS (Continued)

Train Mentors / Tutors

- ✓ Train mentors / tutors on the following topics before their first in-person meeting with their mentee / tutee:
 - Overview of businesses' program, goals, and commitment to BYMOC
 - Unique challenges facing BYMOC
 - Expectations of mentors (e.g., time commitment, responsibilities, mentor etiquette)
 - Roles of a mentor / tutor
 - Mentoring / tutoring leading practices and suggested activities
 - Overview of support your business will provide to mentors
- ✓ Coach mentors / tutors, with a focus on the following:
 - Navigating common mentor / tutor obstacles
 - Effective communication strategies
 - Using your mentoring / tutoring time purposefully
 - Developing relationships with key influencers in mentee's / tutee's life
 - Establishing and maintaining boundaries

T18 Toolkit Element: Mentoring Leading Practices Page 110

T19 Toolkit Element: BYMOC Tutoring Focus Areas Page 111

Employees as Mentors and Tutors

Employee mentors / tutors have opportunities to develop the following capabilities while working with BYMOC:

- Improved communication and interpersonal skills through interactions with individuals in a non-business setting
- Enhanced management and leadership skills by setting goals and creating accountability structures for mentee / tutee

Retain Mentors / Tutors

- ✓ Establish forums for mentors / tutors to share leading practices, celebrate successes, and discuss common challenges
- ✓ Engage mentors / tutors with frequent correspondence, surveys, and informal check-ins
- ✓ Support mentors / tutors with ongoing advice, problem-solving support, and ongoing training opportunities
- ✓ Publicly recognize mentors / tutors for their contributions, both within internal business communications and external marketing materials
- ✓ Contact mentors' / tutors' managers and leadership to make them aware of their involvement

Evaluate Progress and Adjust Program Reach

- ✓ Drive mentor accountability and monitor progress by requiring monthly progress reports
- ✓ Distribute mentor / mentee and tutor / tutee surveys, analyze data, and create data-driven focus groups
- ✓ Consider working with outside trainers, experts, and nonprofit organizations to supplement training agenda (e.g., SAT prep, creative writing, drug and alcohol issues, reading efficiency strategies)
- ✓ Utilize an employee referral program to recruit additional mentors / tutors



MENTORING SPOTLIGHT: AT&T'S COMMITMENT TO BYMOC MENTORING

ISSUE

Organizations with established mentoring and leadership development programs are well suited to share this expertise with young people who may not otherwise have access to such services. **AT&T** has demonstrated a strong commitment to this cause through its 2014 announcement committing \$18 million to engage thousands of at-risk youth in dropout prevention programs and mentoring activities through its \$350 million Aspire initiative. This commitment includes support of AT&T's Aspire Mentoring Academy, AmeriCorps, and The National Mentoring Partnership (MENTOR) and focuses on high school success and career readiness, targeting students at risk of dropping out of school.

APPROACH

AT&T's mentoring commitment is part of its Aspire initiative, which is focused on helping students graduate high school on time ready for college and career. The program invests in evidence-based interventions that keep students on pace for graduation. AT&T employees across the country mentor students through opportunities provided at AT&T offices, local schools, community centers, and through an online mentoring platform. Mentoring activities are focused on helping students develop science, technology, engineering, and mathematics (STEM) skills, providing academic support, and connecting the importance of learning in the classroom to their futures.

IMPACT

Aspire has impacted more than 1 million students in all 50 states and improved outcomes for more than 1,000 high performing organizations. The company's commitment and investment support the Grad Nation movement's goal to achieve a national graduation rate of 90 percent by 2020. Since 2006, the country's average graduation rate has increased from 73 percent to 81 percent and is on track to meet the national goal. AT&T has also committed to providing at-risk students with one million hours of mentoring by the end of 2016 and is on track to meet that goal as well. When asked about his experience working with his Aspire mentor, a student mentee from Dallas answered, "[my mentor] motivates me to go to college, take school seriously, and be successful in life. These motivators keep me inspired and focused because I see how [they] are successful at what [they] do and this inspires me to stay focused so that I can be successful."⁷²





TUTORING SPOTLIGHT: TUTORMATE

ISSUE

Reading on grade level is key to success, however, many boys and young men of color fall behind as a result of early literacy challenges and word gaps. Tutoring offers businesses the opportunity to demonstrate their investment in the development of tomorrow's workforce, but it can be challenging for professionals to schedule time to tutor during the work day. **Innovations for Learning (IFL)**, a nonprofit focused on improving literacy instruction in primary grades, has developed a solution. IFL helps businesses connect with youth online by matching teams of volunteers with nearly 10,000 students in need of literacy support in classrooms throughout many of the nation's largest urban school districts.

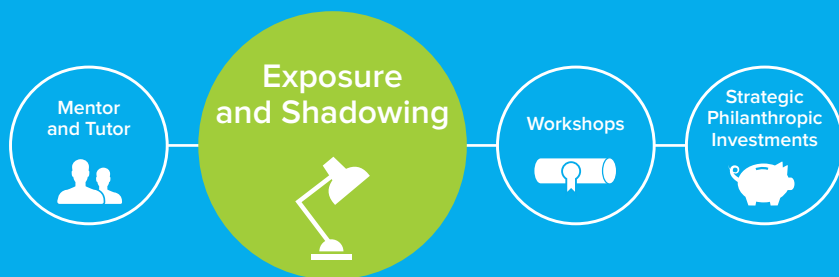
APPROACH

Through IFL's **TutorMate** program, employees from well over 100 businesses (e.g., corporations, law firms, CPA firms) help struggling first and second grade students learn to read during one-on-one virtual tutoring sessions. Teams of ten employees from businesses including **Expedia**, **Microsoft**, and **United Airlines** are paired with selected classrooms, and individual tutors then work remotely with the same tutee every week for 30 minutes using just a web browser and a phone. Additionally, tutors can choose and vary their own tutoring time slots to accommodate their individual schedules.

IMPACT

A recent study of Washington, D.C. students showed a 13% gain in first grade reading scores to date for those using TutorMate and Innovation for Learnings' other programs. In addition to improving reading scores, TutorMate also contributes to enhanced student self-esteem, creates connections between students in need and caring adults, and allows corporate volunteers to make a meaningful impact in the community while requiring minimal time investment.⁷³





EXPOSURE AND SHADOWING

Providing youth visibility into academic and career options is essential; it can expand their understanding of what is possible and ignite the motivation required to accomplish future goals. While 34% of White teenage boys (ages 16 to 19) work during the summer and gain valuable exposure to job opportunities, just 17% of African American teenage boys and 28% of Hispanic teenage boys are employed during the summer.⁷⁴ YMOC are less likely than their White peers to participate in college visits or job shadowing opportunities, eliminating visibility into various options available to them.

T7 Toolkit Element: Organizations Supporting the MBK Mission Page 88

T20 Toolkit Element: Guidelines for Hosting an Exposure and Shadowing Event Page 112

T21 Toolkit Element: Sample Career Exploration Program Page 113

T22 Toolkit Element: Sample Job Shadowing Program Page 114

T23 Toolkit Element: Suggested Job Shadowing Activities Page 115

T24 Toolkit Element: Job Profile Packet Page 116

THE CHALLENGE

Many BYMOC are unaware of the vast array of academic and career options available. Many BYMOC do not have parental or larger familial support systems equipped to expand their horizons, build their capabilities, or develop valuable networking connections.⁷⁵

Additionally, BYMOC and their families do not consistently take advantage of existing exposure and shadowing options that could better prepare them for successful futures.

EXPOSURE AND SHADOWING OVERVIEW

For boys of color (in middle school and below), exposure opportunities are critical. Students actively shape their goals and dreams at this age and are particularly receptive to new ideas. Many charter and specialized public schools provide comprehensive college and career exposure opportunities, but boys of color and their families are often unaware of these options or unfamiliar with the application process. It is critical to make both students and their families aware that these opportunities exist and to familiarize them with how to navigate these processes.

Throughout their high school careers, young men of color can benefit from shadowing individuals that have successfully navigated the next life phase. Shadowing allows students to spend a day as a shadow to an older student or an employee and reinforces the link between current classroom learning and higher education / work requirements.

EXPOSURE RECOMMENDATIONS

Elementary School Students

- ✓ **Plan a field trip to your business to enable students to:**
 - See how businesses operate
 - Explore the roles of various employees
 - Observe meetings and presentations
 - Experiment with office materials and equipment
- ✓ **Provide youth-facing materials to teachers and schools, allowing students to explore academic and career pathways in kid-friendly language**
- ✓ **Sponsor visits to charter and magnet middle schools with comprehensive college and career preparation programs**
 - Distribute the school's promotional materials for students to take home to raise awareness with their families
 - Provide a forum for students to interview older students about their experiences

What is Sponsorship?

Exposure and shadowing initiatives may involve taking BYMOC to locations such as colleges to help them dream big.

By "sponsoring" one of these visits, your business can provide financial resources to programs that facilitate this type of exposure and shadowing event.

EXPOSURE RECOMMENDATIONS (Continued)

Middle School, High School, and College Students

✓ **Sponsor field trips to local businesses to enable students to:**

- Learn about industries and specific jobs
- Understand the skills needed to obtain an entry-level job within that industry
- Meet supportive employees with both similar and different backgrounds
- Learn more about YMOC-facing ERGs, mentorship, sponsorship, and other support systems
- Speak with recruiters about the job application process and differentiators within a pool of potential candidates

✓ **Host a career panel / discussion to enable students to:**

- Learn about various industries and roles within a business
- Ask employees questions about their career paths
- Observe the inner workings of a business

T21 Toolkit Element: Sample Career Exploration Program Page 113

✓ **Sponsor visits to charter and magnet high schools to enable middle school students to:**

- Explore college and career preparation programs
- Attend a non-traditional high school class (e.g., college prep, seminars, lectures)
- Pair with a student “buddy” for a day
- Take informational materials home to their families
- Interact with supportive high school students from similar and different backgrounds to discuss academic experiences and lessons learned

✓ **Sponsor visits to institutions of higher learning to enable high school students to:**

- Interact both informally and formally with college and university students of all backgrounds
- Learn about YMOC-facing student groups
- Attend a class that aligns with their academic interests and career goals
- Speak to recruiters to better understand the application process and what recruiters look for in a successful candidate
- Learn about the college financial aid process

Building a Talent Pipeline

Exposure and shadowing opportunities promote interest in careers that BYMOC may not traditionally explore on their own. As a result, BYMOC are able to learn about careers that they may not have known existed and are increasingly likely to take an interest in working in these fields.

Simultaneously, exposure and shadowing help expand the talent pool from which businesses can pull qualified candidates. For example, BYMOC who have shadowed an employee or worked as an intern can integrate into the workplace more quickly and effectively than their counterparts who are less familiar with the business.

SHADOWING RECOMMENDATIONS

High School and College Students:

- ✓ Sponsor college trips that allow high school students to shadow a university or college student “buddy” for a day
- ✓ Host high school or college student groups at your workplace and pair them with employees to experience firsthand a “day in the life” of a business (e.g., how employees schedule their days, what skills they use, who they interact with)

T22 Toolkit Element: Sample Job Shadowing Program Page 114

- ✓ Develop an extended job shadowing rotation program that allows students to shadow employees in various departments and roles within a business during the school year, summer, or over a vacation
- ✓ Hire students as part-time or full-time employees, interns, or apprentices during the summer and / or the academic year:
 - Compensate participants financially, by providing stipends, or offering academic credits (through partnership with a community college or other institution of higher learning)





EXPOSURE AND SHADOWING SPOTLIGHT: GAP, INC.

ISSUE

Many BYMOC lack visibility into the spectrum of available academic and career options. In 2006, **Gap Inc.** developed This Way Ahead, a three-phase program designed to provide young people from low-income populations with career exploration and competitive internship opportunities, job readiness training, and ongoing support from a career coach.

APPROACH

Gap Inc. collaborates with five nonprofit organizations to run This Way Ahead in five cities: New York City, San Francisco, Boston, Chicago, and Houston. The program has three phases. In the first phase, participants receive job readiness training using a unique curriculum specially co-designed by Gap Inc.'s Learning and Development team and their partner nonprofit organizations to meet the unique needs of the program. Training features lessons covering hard and soft skills, including resume writing, conflict resolution, presentations, and customer service. Workshops are facilitated by Gap Inc. employees.

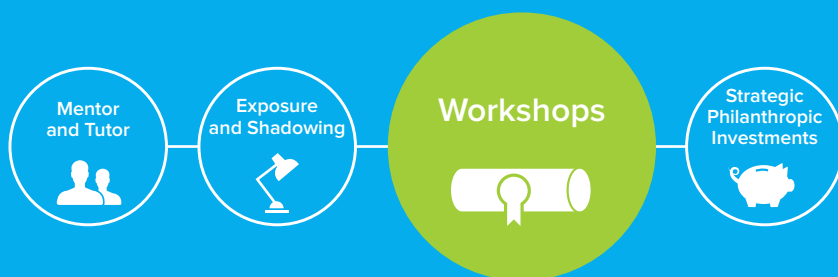
During the second phase, any participant who is 16 years of age or older is invited to interview for a four-month, paid internship with a participating Gap, Banana Republic, or Old Navy store. Approximately 50% of the youth who complete the job readiness training are hired. Interns participate in monthly coaching sessions with store managers and receive support from the nonprofits' career coaches throughout their internships. During the third phase – after their internship ends – participants are matched with career coaches to help them advance their educational and career goals and to assist them with any other challenges.

IMPACT

This Way Ahead has proven to be a meaningful opportunity not only for the participating youth, but also for the company and its employees. Gap Inc. has hired 70% of past interns, while 74% of existing employee volunteers say they have improved their leadership skills and found their work with the program to be both professionally and personally rewarding.⁷⁶

“ A mere glimpse into a workplace or higher education setting can help youth begin envisioning themselves in fulfilling careers, and building plans to make those visions a reality.”⁷⁷

90-Day My Brother's Keeper Task Force Report to the President



WORKSHOPS

Professional workshops can fill gaps resulting from BYMOC's lack of consistent access to resources like career counselors, college application programs built into their school day, and / or key support systems both inside and outside of the home. Attending workshops that provide key information at the right time can increase BYMOC's school acceptance rates, improve their ability to obtain and keep jobs, and allow them to maintain momentum on a positive life path. While boys may also benefit from targeted workshops, most of the suggested workshop content below targets YMOC (high school age and up) as the content is focused on access to higher education and development of professional skills.

T7 Toolkit Element: Organizations Supporting the MBK Mission Page 88

T25 Toolkit Element: Workplace Readiness Workshop List Page 117

CHALLENGE

Many YMOC lack necessary skills and knowledge to successfully apply for higher education opportunities, get a job, and navigate a variety of job-related and social situations in everyday adult life. In many cases, YMOC learn this information too late or not at all. YMOC's family members and / or key influencers are often either unable to provide support around these essential topics or unaware of the criticality of these skills.

RECOMMENDATIONS

Your business can offer workshops to fill in some of these gaps. Effective workshops have the following characteristics:

- ✓ Incorporate simulation-type activities to emphasize “learning by doing” (e.g., participating in mock interview rotations with feedback sessions interspersed, financial literacy workshops, and other day-to-day application exercises)
- ✓ Include interactive components and open dialogue to provide BYMOC opportunities to be heard and to learn
- ✓ Provide time for BYMOC to apply the workshop skills to their current lives (e.g., building their own résumé, beginning a financial aid / FAFSA application, setting up job interviews) in order to gain momentum
- ✓ Offer follow-up sessions to create sustained relationships with attendees and allow students, parents, and / or teachers to help BYMOC select workshops to address their needs
- ✓ Include targeted opportunities to upskill BYMOC to fit current and future talent demands
- ✓ Select facilitators that have youth facilitation experience, share a background with BYMOC, and are dynamic speakers

EXAMPLE WORKSHOP TOPICS

College Access

- Completing and maintaining financial aid / FAFSA requirements
- Selecting the right college
- Managing the college application process
- Navigating the college course selection process

College Completion

- Maintaining financial aid
- Building an on-campus support system
- Balancing academic responsibilities with work
- Setting and attaining academic goals

Obtaining and Maintaining a Job

- Résumé development
- Interviewing skills
- Basic job skills (e.g., time management, workplace ethics and etiquette)
- Communication skills
- Networking
- Personal branding
- Career planning
- Navigating corporate culture

Leadership and Life Skills

- Decision-making
- Leadership development
- Relationship building
- Parenting skills
- Financial literacy
- Alcohol and drug awareness



WORKSHOP SPOTLIGHT: URBAN ALLIANCE

ISSUE

Under-resourced youth often lack opportunities to learn the key skills to succeed in the workplace. **Urban Alliance** (UA) empowers under-resourced youth to aspire, work, and succeed through year-round, paid internships, formal training, mentorship, and targeted workshops.

APPROACH

As part of their ten-month internship program, UA partners with over 100 companies, including **Bank of America** and **Northern Trust**. The internship program is for low-income high school seniors in Baltimore, Chicago, Northern Virginia, and Washington, D.C. Each year 100% of Urban Alliance youth graduate high school, 80% enroll in two-year or four-year colleges / universities, and 80% persist from year one to year two of college.⁷⁸

In addition to their internship program, UA develops and facilitates professional workshops to youth ages 14 to 24 through the Curriculum Outreach Program. This program provides a unique, hands-on curriculum designed and delivered by UA's highly trained staff. The UA curriculum is based on national leading practices and standards for excellence for youth employment.

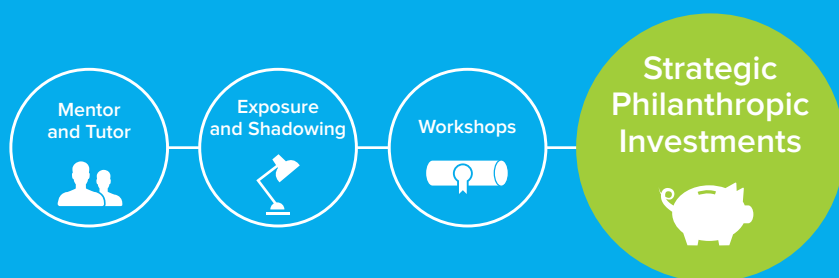
In an effort to prepare young people for the next steps after high school (including careers and post-high school education), UA has developed workshops with the following focus areas:

- Pre-employment skills (e.g., interview preparation, personal presentation, navigating office culture)
- Communication skills (e.g., how to communicate with different audiences using different mediums, constructive conflict resolution)
- Career planning (e.g., choosing a career path based on strengths, effective networking)
- Financial literacy (e.g., creating a budget, understanding credit)

Workshops are customizable and can be delivered as 60- or 90-minute stand-alone sessions, half day, full day or even multi-day trainings. All workshops stress interaction, role playing, and real life scenarios. Businesses seeking proven workshop curriculum materials can partner with UA to develop a workshop model designed to fit the program's goals.

IMPACT

Since its inception, Urban Alliance has offered their curriculum to over 15,000 youth. UA has tailored workshops to the needs of numerous programs, effectively providing young men of color essential knowledge and skills to help them succeed in college, career, and beyond.⁷⁹



STRATEGIC PHILANTHROPIC INVESTMENTS

BYMOC are between six and nine times more likely than Whites to live in areas of concentrated poverty and therefore often lack access to resources key to their academic and professional advancement.⁸⁰ Through strategic philanthropic investments, you can target your giving efforts to support the key challenges that BYMOC face while leveraging your business' key products, resources, and services. Strategic philanthropic investments move beyond a one-time resource donation and look to make a long-term, sustainable investment in nonprofit organizations and schools to increase the overall impact on BYMOC and bring efforts to scale.

T7 **Toolkit Element:** Organizations Supporting the MBK Mission Page 88

T8 **Toolkit Element:** Finding a Local School, College, or University Page 94

CHALLENGE

BYMOC often live in underprivileged areas and have limited access to supplies they need for day-to-day success. Additionally, many schools and nonprofit organizations may lack the resources to properly support BYMOC or scale their initiatives for increased impact. For example, a school may not have the facilities to hold tutoring sessions or the budget to cover the travel expenses for a student to visit a university.

BYMOC may also lack the technological resources needed to meet academic expectations, receive important email updates from teachers, research potential after-school programs, explore career opportunities, and access online job postings. Consequently, BYMOC may miss key opportunities and / or become frustrated by these limitations, causing them to lose motivation and disengage.

Additionally, many YMOC do not have the professional clothing necessary for career-related activities, such as attending recruiting events or interviewing for a job. This can discourage YMOC from pursuing an opportunity and / or may inadvertently eliminate them from the hiring process based on a poor first impression with a potential employer.

You can improve the academic and professional experiences of BYMOC by looking at your products, services, and resources and focusing your investments and contributions for maximum impact.

RECOMMENDATIONS

✓ **Be strategic in your investment efforts:**

- Learn about your community's needs by connecting with your Local Elected Official's office or engaging with a community organization
- Look for gaps in current community efforts and strategic opportunities to contribute over time

T6 Toolkit Element: Approach for Supporting Your Community's Efforts Page 87

- Identify investment opportunities that align with the impact you want to have in your community (e.g., preparing BYMOC to enter school ready to learn, bridging the technology gap in schools, reducing violence in your community)
- Align your philanthropic efforts with your strategic priorities to respond both to your community's needs and your business' objectives
- Donate excess inventory, merchandise returns, and discontinued products, with the possibility of receiving tax credits for your donations and reducing storage expenses

✓ **Make in-kind contributions that match your business' assets:**

- Products:
 - Books of all reading levels (e.g., leveled readers for younger children, young adult texts, fiction and non-fiction)
 - Business apparel
 - Extracurricular materials (e.g., sports equipment, musical instruments, art supplies)
 - Food and drink (e.g., snacks for a workshop)
 - Office / school supplies, computer software
 - Technology (e.g., tablets, laptops, calculators)
 - Travel (e.g., frequent flyer miles, train ticket to visit a university, overnight hotel accommodation)

RECOMMENDATIONS (Continued)

- Resources:
 - Office or meeting space (e.g., conference rooms for tutoring sessions)
 - Office equipment, furniture, and supplies (e.g., video conferencing services for meetings)
- Pro bono services (e.g., legal, business coaching, accounting, website hosting services)
- Consider alternative ways in which you can support schools, nonprofits, and communities if BYMOC are not direct consumers of your products or services (e.g., printing invitations for a drug-prevention workshop, lending your office space and video conferencing services for online interview prep courses)

✓ **Leverage your networks and communication channels to boost your efforts:**

- Collaborate with peer donors to complement your contributions to a school or organization
- Hold a resource drive to collect essential resources for BYMOC through your employee and / or customer networks
- Leverage your network to expand your reach and scale your efforts (e.g., partners can serve as collection sites, supply sorters, and / or transportation providers for various initiatives)
- Leverage your communication channels (e.g., newsletters, company website, social media, print advertisements) to promote your efforts and recruit additional employee, client / customer, and /or community volunteers

✓ **Make a long-term, sustainable commitment:**

- Develop a long-term relationship with a school or organization to scale initiatives for greater impact

T7 Toolkit Element: Organizations Supporting the MBK Mission Page 88

T8 Toolkit Element: Finding a Local School, College, or University Page 94

- Build an internal team to sustain your commitment over time, track progress, and adapt your investment strategy to meet your business goals

T5 Toolkit Element: Selecting a MBK Champion Page 86



STRATEGIC PHILANTHROPIC INVESTMENTS SPOTLIGHT: APPLE

ISSUE

Apple is a strong believer that “technology placed in the hands of the many has the power to change the world.”⁸¹ The company has joined President Obama in the ConnectED initiative, committing to do their part in providing access to foundational technological resources by offering their products and learning tools to those schools in communities that need it the most.

APPROACH

As part of the ConnectED initiative, Apple has committed \$100 million in grant funding to 114 schools in 29 states. They are providing support to schools where at least 96 percent of the students are eligible for the free or reduced-price lunch program. The students at Apple’s partner schools are 92 percent Hispanic, African American, Native American, Alaskan Native, or Asian heritage. Through its grant program, Apple will provide technology for every student, teacher, administrator, and classroom at its partner schools. In addition to technology, Apple has identified key partners to upgrade wireless infrastructure and provide educational content. The commitment also goes far beyond products. Apple will assign a dedicated team to each school to help design and execute the program and to provide ongoing professional development and support.

IMPACT

By partnering with some of the nation’s most under-resourced schools, Apple is able to increase access to technology and learning opportunities for students, teachers, and the greater communities. Apple’s commitment allows students to connect with academic content in new and innovative ways and helps teachers better prepare students for the demands of an increasingly technological world.⁸²





PILLAR 2: IN CONCLUSION

Directing your corporate citizenship initiatives toward BYMOC can add business value while simultaneously increasing opportunity for BYMOC. There are four categories that are particularly impactful for BYMOC:

1. Employee mentorship and tutoring programs develop communication and leadership skills while providing essential support to BYMOC at key moments through mentoring and tutoring
2. Exposure and shadowing opportunities provide members of the future workforce with an awareness of the options available to them, effectively expanding the talent pipeline for your business
3. Informative workshops fill in gaps that prevent BYMOC from reaching their full potential and prepare them to enter institutions of higher learning and the workforce effectively and efficiently
4. Strategic philanthropic investments provide essential resources for BYMOC's academic and professional advancement by leveraging your business' products, resources, and services



SECTION 8

THE TOOLKIT

While previous sections provide recommendations for your business to better support BYMOC, this section includes a set of tools and resources to help you put these suggestions into action.

TOOLKIT

Table of Contents

General Information

T1	Frequently Asked Questions	69
T2	MBK Executive Summary One-Pager	75
T3	Business Case Materials	76
T4	Federal Resources and Programs Supporting the MBK Initiative	84
T5	Selecting a MBK Champion	86

Key Contacts

T6	Approach for Supporting Your Community's Efforts	87
T7	Organizations Supporting the MBK Mission	88
T8	Finding a Local School, College, or University	94

Assessment Tools

T9	Diverse and Inclusive Talent Strategy Maturity Assessment	95
T10	Corporate Citizenship Diagnostic Questions	98
T11	Metrics to Drive Results	99
T12	Managing Diverse Talent Checklist	103
T13	Fair Evaluation and Hiring Checklist	104

Programs to Implement

Talent Initiatives		
T14	Diversity-Focused Employee Referral Program	105
T15	Fair Chance Policies	106
T16	Employee Resource Groups	108
T17	Authenticity at Work Campaign	109

Mentor and Tutor

T18	Mentoring Leading Practices	110
T19	BYMOC Tutoring Focus Areas	111

Exposure and Shadowing

T20	Guidelines for Hosting an Exposure and Shadowing Event	112
T21	Sample Career Exploration Program	113
T22	Suggested Job Shadowing Event: "Day in the Life"	114
T23	Suggested Job Shadowing Activities	115
T24	Job Profile Packet	116

Workshops

T25	Workplace Readiness Workshop List	117
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T1

RESOURCE: FREQUENTLY ASKED QUESTIONS

Description: Frequently asked questions about the MBK Initiative, the MBK Community Challenge, the MBK Alliance, and how to get involved

Purpose: Provide answers to these frequently asked questions

MBK Initiative Overview

Q. What is the MBK Initiative and how did it begin?

A: In February 2014, President Obama launched the MBK Initiative to address persistent opportunity gaps faced by boys and young men of color (BYMOC) and help all young people reach their full potential. The initiative seeks to mobilize leaders in the community and private sector and capitalize on their support and commitments to reach that goal.

Q. How has the MBK Initiative progressed over the past year?

A: MBK has made considerable progress to date. Key milestones include (1) publishing the 90-Day My Brother's Keeper Task Force Report to the President, (2) launching the MBK Community Challenge, (3) holding the first MBK Community Challenge National Convening, and (4) publishing the My Brother's Keeper Task Force One-Year Progress Report to the President.

- 1) [90-Day My Brother's Keeper Task Force Report to the President](#): The MBK Initiative Task Force was established to develop a coordinated federal effort to improve life outcomes for BYMOC and is chaired by the Assistant to the President and Cabinet Secretary. In May 2014, the MBK Initiative Task Force presented a 90-day progress report and an initial set of recommendations to the President, with a focus on:
 - Enabling comprehensive, cradle-to-college-and-career community solutions
 - Learning from and doing what works
 - Making data about critical life indicators more transparent
 - Empowering parents and engaging other caring adults
- 2) [MBK Community Challenge](#): In September 2014, President Obama launched the MBK Community Challenge in an effort to encourage communities' implementation of a coherent cradle-to-college-and-career strategy to improve life outcomes for all young people. The Community Challenge efforts are consistent with the goals and recommendations of the MBK Initiative Task Force's 90-day progress report.



Refer to the MBK Community Challenge section of the Frequently Asked Questions (page 71)

- 3) MBK Community Challenge National Convening: On February 12, 2015, the White House invited MBK Community Challenge acceptors to attend a National Convening in Washington, D.C. The full-day event hosted more than 200 attendees representing 79 communities and included moderated panels, inspirational speakers, and small group breakout sessions designed to provide community leaders with the opportunity to share leading practices, ask questions, and learn about available resources. The event featured speeches from Valerie Jarrett (Senior Advisor to the President), Broderick Johnson (Assistant to the President and Cabinet Secretary), and Eric Holder (U.S. Attorney General).
- 4) One-year MBK Task Force Report: In February 2015, the MBK Initiative Task Force presented a one-year progress report to the President to highlight the MBK Initiative's achievements in three key areas:
 - Place-based state and local engagement: the MBK Community Challenge response
 - Private sector action, including action on the part of independent nonprofits, philanthropies, and businesses
 - Public policy review and reform: the Federal response

MBK Community Challenge Overview

Q. What is the MBK Community Challenge (MBK CC)?

A: The MBK CC is a call-to-action extended by President Obama in September 2014 encouraging communities (cities, counties, suburbs, rural municipalities, and tribal nations) to convene leaders, identify effective strategies, and work together to implement a coherent cradle-to-college-and-career strategy for improving the life outcomes of all young people, including BYMOC.

Q. Who are the MBK CC acceptors?

A: As of April 2015, nearly 200 mayors, tribal leaders, and county executives across 44 states and the District of Columbia have accepted the MBK CC in partnership with more than 2,000 individual, community-based MBK CC supporters.

Q. How was the MBK CC organized?

A: The MBK CC was structured around a four-step process spanning a short-term period designed to inspire immediate action. Communities that accepted the challenge are now in various stages of the following four-step process:

STEP #1: Accept the President's challenge

Communities notified the White House of their participation in the challenge and confirmed their pledge to build and execute a local action plan focusing on at least two of the MBK milestones.



Refer to the MBK Milestones section (page 11)

STEP #2: Convene a "Local Action Summit" to build support for the MBK mission

Within 45 days, participating communities hosted a Local Action Summit with key stakeholders to assess needs and assets, determine priorities, and set concrete goals.

STEP #3: Conduct a policy review and form recommendations for action

Participating communities directed a working group of pertinent government stakeholders to examine existing local policies, programs, and practices in search of ways to introduce or expand existing efforts to better serve the needs of local youth. Within 120 days, communities produced a report with recommendations for action related to their selected milestones.

STEP #4: Launch a plan of action, next steps, and a timetable for review

Within 120 days, participating communities convened key partners to publicly launch a plan of action for accomplishing selected goals based on policy review results. The action plan included a protocol for tracking data, benchmarks, and timelines for review to facilitate the transparent assessment of progress towards goals and the open examination and retooling of ineffective strategies.

Q. What organizations have been engaged to support the MBK CC?

A: In addition to the expertise provided by the White House and various Federal Agencies, various nongovernmental organizations have been engaged to provide ongoing support and technical assistance (TA).

Federal Agencies

The MBK Initiative Task Force, an interagency working group of representatives from more than ten agencies across the federal government, encouraged and tracked implementation of the recommendations outlined in the initial 90-day progress report issued in May 2014. Those efforts led to greater focus on federal investments that support evidence-based interventions.

Technical Assistance (TA)

In support of the MBK Community Challenge, the following six TA organizations have developed and disseminated printed, online, and live resources to provide both milestone-specific and general implementation guidance:

- Deloitte
- National League of Cities
- PolicyLink
- StriveTogether
- United Way
- Urban Institute

MBK Alliance Overview

Q. What is the MBK Alliance?

A: MBK Alliance is an independent organization established to catalyze a national ecosystem of unprecedented support that will enable BYMOC to stay in school, maintain gainful employment, live healthy and violence-free lives, and experience the American dream.

Q. What is the mission of the MBK Alliance?

A: The mission of the MBK Alliance is to make the American dream available to all BYMOC by accelerating existing efforts through greater sector coordination, building community capacity to improve local outcomes, sharing knowledge on innovative and proven interventions, and mobilizing new and different types of resources to drive progress on BYMOC issues.

Q. Why MBK Alliance now?

A: Interviews with leaders in the nonprofit, philanthropic, public, and private sector revealed the desire for a new nonprofit to help fill certain gaps in the existing national ecosystem of players dedicated to improving the lives of BYMOC.

An analysis of existing organizations serving issues affecting BYMOC also demonstrated a need to better align the various players that span all life stages of BYMOC, from early childhood through adulthood. Analysis also revealed other gaps in the ecosystem including a lack of clarity around how businesses can effectively support BYMOC, a lack of comprehensive data and evidence on what works in engaging BYMOC, and a need to strengthen place-based changes through local communities' ongoing efforts. The MBK Alliance will strive to address these and other needs by building a comprehensive approach to solving the issues facing BYMOC today.

Q. Who is leading the MBK Alliance?

A: The MBK Alliance's CEO and Board of Directors — made up of a diverse group of leaders that include CEOs from Fortune 50 companies, high profile entertainers, and former high-ranking U.S. government officials — lead strategic decision making for the organization. MBK Alliance leadership also receives support from an Advisory Council of members from various related disciplines and with varied industry expertise.

Getting Involved

Q. Is the MBK Initiative a partisan effort? Will my support of the MBK mission via any of the recommendations identified in this playbook affiliate me or my business with a particular political party?

A: The MBK Initiative is a non-partisan effort. Supporting this initiative will not affiliate you or your business with any particular political party or candidate.

Q: How can your business get started and sustain support of the MBK mission?

A: Businesses can implement a variety of initiatives to align their talent strategy and corporate citizenship efforts to support the MBK mission. A few sample activities to help you get started are below:

- Hold a meeting with hiring managers and other HR team members to discuss opportunities for hiring qualified diverse talent, including YMOC
- Assess current job applications and remove sections that could unintentionally discriminate against or eliminate qualified candidates
- Conduct a formal or informal survey to assess employees' perception of diversity and inclusion in the workplace
- Distribute tips and / or guidelines for unbiased interviewing
- Create a calendar highlighting school and community initiatives in which employees and / or customers can participate
- Recruit employees to become mentors and tutors for BYMOC in schools in your community
- Plan a site visit for elementary, middle, and high school BYMOC students to expose them to your business and the roles of your employees
- Hold a resource drive to collect school supplies, business apparel, or technology for BYMOC through employee and / or customer networks



Refer to the “Recommendations” within the Strategic Pillars sections (pages 21 – 66) and the Programs to Implement section of the Toolkit (page 105) for recommendations, tools, and resources to guide your business’ efforts

Q. Should non-YMOC employees be invited to participate in YMOC-specific programs?

A: Yes. Businesses should implement targeted programs for YMOC, but these should not exclude non-YMOC employees. Further, businesses should not assume that all YMOC share similar concerns or challenges or that non-YMOC could not benefit from such programs; all employees should receive invitations. It is important to take targeted actions in alignment with your overall business, talent, and diversity strategy to benefit all employees across the organization.

Q. How do businesses address YMOC that do not want “special treatment” or decide to opt-out of YMOC-specific programs?

A: Businesses should consider opt-in / opt-out policies for all diversity and inclusion initiatives implemented in the workplace. Programs supporting YMOC should be advertised as “recommended” to those who feel they would benefit but “not required” to avoid promoting a feeling of special treatment. Furthermore, businesses should emphasize to all employees that while a program’s primary intention may be to benefit YMOC, it is open to any employee who feels that he or she may benefit from attending.

Q. How can I get involved as an individual, rather than as a part of my business?

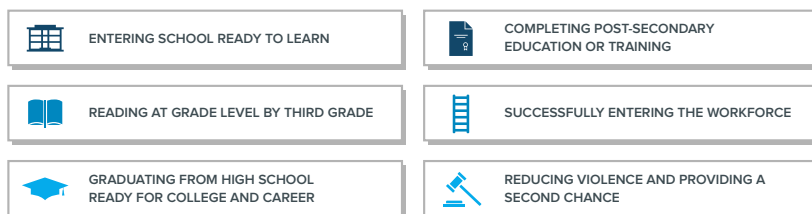
A: There are several options to get involved as an individual. Please visit the [MBK Alliance website](#) for more information on how you can make an impact.

T2 TOOL: MBK EXECUTIVE SUMMARY

Description: A one-page executive summary outlining how and why businesses should get involved with the MBK Initiative

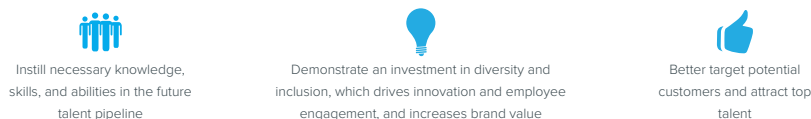
Purpose: Educate key stakeholders within your business about the MBK Initiative and how to get involved

For decades, opportunity has lagged behind for millions of boys and young men of color (BYMOC). In February 2014, President Obama launched the My Brother's Keeper Initiative to address these persistent opportunity gaps to ensure that all young people can reach their full potential. A MBK Initiative Task Force developed a comprehensive report and recommended the following six focus areas:

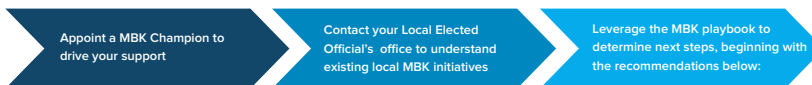


When corporations and businesses support the MBK mission, both the community and your business reap the rewards

By supporting BYMOC, your business can:



How to Get Involved



- Adjust your internal talent strategy to support BYMOC by:
 - o Targeting sourcing efforts toward BYMOC talent pools
 - o Enacting "fair chance policies" throughout the evaluation and hiring process
 - o Providing connection and development opportunities to BYMOC within your workforce
- Direct corporate citizenship efforts toward BYMOC through:
 - o Mentoring and tutoring
 - o Exposure and shadowing opportunities
 - o Soft-skill workshops (e.g., financial literacy, communication skills, resume writing)
 - o Strategic philanthropic investments (e.g., in-kind contributions of products, resources, and services)

The MBK Playbook for Corporations and Businesses was created as a tool to mobilize your business to address obstacles facing BYMOC. It includes introductory information about the MBK Initiative, a business case that explores the business value of supporting BYMOC, two key channels of involvement, and a toolkit to guide your business' efforts.

For more information or to download the playbook or this document, visit the [MBK Alliance Website](#).

T3 TOOL: BUSINESS CASE MATERIALS

Description: Materials outlining the business case for supporting MBK and securing equal opportunities for BYMOC

Purpose: Inform individuals within your organization of the challenges that BYMOC face and the business drivers for engaging with this population

Business Case Usage Guidelines

These materials are intended to educate individuals within your organization about the business value of supporting BYMOC.* Below are some suggestions for use:



Use these materials to educate business leadership (e.g., CEO, CFO, CHRO) about the issues facing BYMOC and the business drivers for focusing on BYMOC.



Share these materials with leadership and staff to align on business and talent strategy in support of BYMOC.



Print hard copies, email electronic versions, or post on your internal website so business leaders and staff can reference the business case in the future.

*BYMOC refers to males of color from the early childhood years up to 24 years of age.

My Brother's Keeper Initiative Overview

In February 2014, President Obama launched the My Brother's Keeper Initiative (MBK Initiative) to address persistent opportunity gaps faced by BYMOC. The MBK Initiative aims to provide opportunities for all young people to reach their full potential for their own benefit, as well as the overall betterment of the country.¹

A MBK Initiative Task Force developed a comprehensive, 90-day report on the current challenges facing BYMOC and proposed recommendations. The Task Force proposed the following six focus areas:

The MBK Milestones²



Entering school ready to learn



Reading at grade level by third grade



Graduating from high school ready for college and career



Completing post-secondary education or training



Successfully entering the workforce



Reducing violence and providing a second chance

When corporations and businesses ("businesses") take actionable steps to address how they support, hire, and invest in BYMOC, they become a part of an increasingly necessary solution to improve our nation's social and economic ecosystem. This business case provides data on the importance of engaging with this population.

The Situation: BYMOC Face Critical Challenges

Throughout U.S. history, there has been a disparity in opportunity for millions of BYMOC. Many are born into a life of poverty and / or live with a single parent. While graduation rates are improving in aggregate, many school districts report high dropout rates, especially for young men of color (YMOC).*

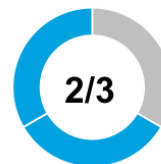
DESPITE RECENT ECONOMIC ADVANCES, RECORD NUMBER OF NATIONAL HIGH SCHOOL GRADUATES³, AND LOWEST UNEMPLOYMENT RATE SINCE 2008⁴, BYMOC CONTINUE TO FACE PERSISTENT CHALLENGES IN THE U.S.

50%

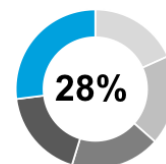
YMOC represent nearly half of all males under 18 nationally and are one of the fastest-growing segments of the population⁵



African American Millennials face a **16.6% unemployment rate**, compared to a 7.1% rate for Whites of the same age⁶



2/3
of African American children live with only one parent⁷



28%
of Native Americans live in poverty, compared to 9.6% of Whites⁸

In 2012, African American males were

6x

more likely

to be imprisoned than **White males**⁹

BYMOC are **6 - 9x** more likely than White children to live in areas of concentrated poverty¹⁰

High School dropout rates are as high as **50%** in some school districts among YMOC of certain South Asian and Pacific Islander populations¹¹

95% of low-income youth express they want to go to college, but **only 8% actually earn a degree** by age 24¹²

Only **20%** of African American, Asian, and Hispanic teens are able to find employment¹³

*YMOC refers to males of color from the mid-teen years to 24 years of age.

Supporting BYMOC Makes Business Sense

Businesses that make a commitment to furthering the MBK mission will not only see the impact in the community, but also within their own corporate walls. Supporting BYMOC provides businesses the opportunity to build brand equity, diversify their talent pool, and experience recruiting and retention benefits.

Business Drivers for Supporting BYMOC



Builds your Brand



Studies show that 92% of consumers prefer to purchase from a brand that supports social or environmental causes¹⁴



Diversifies your Talent Pool



Diverse companies experience more innovative decision-making practices and have an improved ability to reach a broad customer base¹⁵



Provides Recruiting and Retention Benefits



Fostering a diverse corporate culture increases retention and reduces turnover costs, which directly impacts the bottom line¹⁶

Supporting BYMOC can provide a significant advantage for your business. When your business supports BYMOC, both the community and your business reap the rewards.

Builds Your Brand



By supporting BYMOC, businesses can build their local brand by investing in the people and communities they serve and their national brand by helping solve a serious problem affecting the country.

Strengthen your brand in your local community

85% of consumers surveyed

consider whether a business **supports local communities** when purchasing products¹⁷

#1 issue

consumers want addressed is **local investment in people, job creation, and infrastructure**¹⁸



Empowering local economies makes you a **business of choice**

Strengthen your national brand

55% of consumers surveyed

will spend more money with **socially conscious businesses**¹⁹



Out of 1,270 adult consumers surveyed, just 7% believe corporations only need to be concerned with their bottom-line, and **88% are eager to hear how companies are supporting social or environmental issues** in some capacity²⁰



Businesses that engage diverse populations reap rewards when it comes to consumer purchasing and **brand loyalty**



Diversifies Your Talent Pool

Businesses can promote a diverse employee population by aligning their talent strategy to support the mission of MBK. A diverse workforce combines employees of different backgrounds, genders, cultures, races, sexual orientations, nationalities, religions, abilities, and with varied experiences that together generate a more creative, innovative, and productive workforce.

Adapt to changing demographics

By **2030**
the majority of young workers will be
people of color²¹

85% of executives

agree that a diverse and inclusive workforce is
crucial to encouraging different perspectives and
generating ideas that drive innovation²²

Face the reality of our rapidly changing population
by preparing now

Capitalize on a diverse talent pool



A 2015 study demonstrated that businesses
with the most ethnically diverse leadership
were **35% more likely** than their less diverse
counterparts **to have financial returns that
outpace their industry**²³



There was a **23.5% higher return** for the
publicly traded DiversityInc Top 50 than for
the S&P 500, when measured over a ten-year
period²⁴

Diversifying your workforce to include a larger
number of BYMOC can help fuel innovation

Invest in your future talent pipeline

BYMOC represent **50%**
of all males under 18 nationally and are
**one of the fastest-growing segments of
the population**²⁵



Engaging and supporting BYMOC in your
community now will help generate a
strong future talent pipeline that is
aligned with your business needs

Provides Recruiting and Retention Benefits

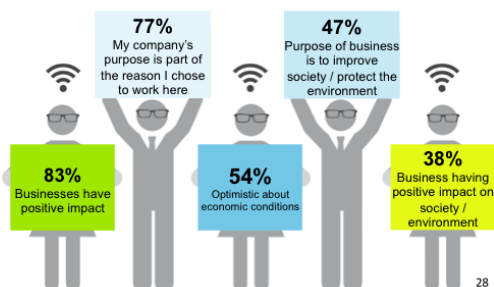


By supporting BYMOC through talent programs and corporate citizenship initiatives, businesses position themselves as organizations that reflect the diverse reality of the country, which attracts potential employees from all backgrounds.

Attract top talent

75% of the workforce will be comprised of Millennials by the year 2025²⁶

70% of Millennials consider a company's commitment to the community in their decision to work there²⁷



Make yourself an **employer of choice** by demonstrating your commitment to addressing this national issue

Retain your workforce

1.5 – 2x Salary

Average cost of losing an employee²⁹



With an inclusive corporate culture, **recruiting top talent becomes easier and team dynamics improve**. As a result, employees are more likely to stay, which **minimizes turnover costs** and ultimately **increases a company's bottom line**

Better position your business to retain talent by creating a diverse and inclusive workforce and creating opportunities for employees to give back

Overall Economic Benefits

Businesses can be part of a larger solution and benefit the economy as a whole by supporting BYMOC. Continued inequality is a burden to the economy, and businesses can take active steps to address these inequalities by supporting BYMOC during their academic experience and by providing opportunities for YMOC to transition into and succeed in the workplace.

Closing racial gaps
in income = **↑ \$2.1 trillion**
in US GDP every year, a 14% increase³⁰

If communities around our nation were to create more racially inclusive cultures, they could experience annual gains ranging from³¹

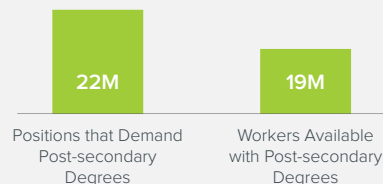
\$287M - \$510 billion

By 2018, employers will

**need 22 million
new workers**

with post-secondary degrees, but we will fall short by
3 million workers without a dramatic change in course³²

2018 Workforce Projections



7



For more information or to download the playbook or these business case materials, visit the [MBK Alliance Website](#).

T4

RESOURCE: FEDERAL RESOURCES AND PROGRAMS SUPPORTING THE MBK INITIATIVE

Description: Federal resources, including links to MBK Initiative materials, resources for employers, and information on MBK mission-related education programs

Purpose: Provide links to federal resources with background information on the MBK Initiative, an overview of existing federal resources available to employers, and information on federal educational programs that support the MBK mission

MBK-Related Resources

1. [Commitments in Support of the My Brother's Keeper Initiative](#)
2. [Datasets on Critical Life Indicators](#)
3. [Fact Sheet on the My Brother's Keeper Community Challenge](#)
4. [My Brother's Keeper Blueprint for Action Fact Sheet](#)
5. [Presidential Memorandum establishing the My Brother's Keeper Initiative Task Force](#)
6. [90-Day My Brother's Keeper Task Force Report to the President](#)
7. [My Brother's Keeper Task Force One-Year Progress Report to the President](#)

Pathways for Youth Employment: Federal Resources for Employers⁸³











This [guide](#) outlines federal resources available to businesses that offer entry-level opportunities to young adults, including at-risk youth. It includes resources to assist businesses in the following areas:

- Recruitment, Screening and Referrals
- Workforce Development
- Financial Assistance

Federal Resources Playbook for Registered Apprenticeship⁸⁴

This [playbook](#) was released by the U.S. Department of Labor to help employers, educational institutions, training providers, and workforce development professionals leverage more than \$50 billion a year in federal funding to support apprenticeship programs.

Federal Education Programs⁸⁵

Focus	Initiatives	MBK Milestone Supported
Early Learning	<ul style="list-style-type: none">• Expanding high-quality preschool• Boosting the quality of child care• Partnering with parents to create environments for children to develop and learn	 
K-12 Education	<ul style="list-style-type: none">• Race to the Top• Redesigning America's High Schools• Keeping teachers in the classroom• ConnectED initiative• School Turnaround Americorps	 
Higher Education	<ul style="list-style-type: none">• Helping families afford college• Strengthening community colleges• Keeping higher education costs down• Improving transparency and accountability to help make better financial decisions• Job Corps	 
Reform for the Future	<ul style="list-style-type: none">• Providing incentives to states willing to improve teaching and learning through Race to the Top• Redesigning No Child Left Behind• Fortifying Science, Technology, Engineering and Math (STEM) Education• Building a world-class education system and high-quality job training opportunities	   

 SCHOOL READY

 LITERACY

 HS GRADUATION

 COLLEGE / TRAINING

 WORKFORCE ENTRY

 SECOND CHANCE



T5 TOOL: SELECTING A MBK CHAMPION

Description: An explanation of the MBK Champion role, including a sample role profile outlining key responsibilities and required knowledge, skills, and abilities

Purpose: Provide guidelines to select an effective champion to drive accountability for the strategic development and execution of your business' support of the MBK mission

Leading practice research indicates that businesses with successful community engagement and talent development initiatives identify a single point of contact within the company to own those efforts. To take full advantage of the tools and guidance included in this playbook, select an internal "MBK Champion" to drive support of the MBK mission on behalf of your business.

This Champion should have the capacity to drive large-scale change within your business and will likely be in a role similar to those listed below:

- Corporate Social Responsibility Lead
- Chief Diversity Officer
- Chief Human Resources Officer
- Chief Talent Officer
- Philanthropic Program Lead
- Public Engagement Office Executive
- Other, including the leader of a large business unit or function

MBK Champion Role Profile

Accountable to: Corporate Social Responsibility Lead (or similar leadership role, as relevant to your business)

Time Commitment: 10-15% of employee's time

The MBK Champion should be an individual who:

- Is respected by colleagues and demonstrates effective convening power
- Possesses an appropriate role within the company to drive real change
- Has a clear understanding of and passion for the business value added by supporting BYMOC
- Is assessed and measured against established metrics, with his / her work to support the MBK mission to be recorded and rewarded as part of overall performance evaluation

Key Responsibilities

- Act as spokesperson for BYMOC and the MBK mission on behalf of your business
- Create awareness of how and why to support BYMOC
- Recruit and manage a team to support ongoing initiatives
- Drive the maturity assessment evaluation process
- Negotiate and obtain budget / resources for support of BYMOC
- Drive relationships with partner organizations
- Define and track success metrics
- Gather feedback from internal employees and adjust strategy as needed

Required Knowledge, Skills, and Abilities

- Ability to influence leaders and employees across various levels and functions
- Deep knowledge of business' existing corporate citizenship efforts
- Knowledge of business' current talent strategy
- Awareness of issues facing BYMOC
- Ability to manage responsibilities independently and with minimal oversight
- Ability to communicate and delegate effectively to execute strategy

T6

TOOL: APPROACH FOR SUPPORTING YOUR COMMUNITY'S EFFORTS

Description: Recommended approach for supporting your community's efforts to support the MBK mission

Purpose: Help a business' MBK Champion better understand the community's needs and ongoing efforts to support the MBK mission



Refer to the [MBK Alliance website](#) for resources and opportunities to continue supporting BYMOC

Recommended Approach for Supporting Your Community's Efforts

1. Create and Maintain a Connection:

- Identify a go-to person in the Local Elected Official's office that you can reach out to for support and information
- Introduce yourself and express interest in supporting BYMOC in your community
- Maintain an open line of communication to understand the evolution of community efforts and adjust ongoing business initiatives as needed to better align with community priorities
- Check in regularly to position your business as a community partner eager to support BYMOC on an ongoing basis
- Share MBK mission-related business opportunities and successes with your community
- Seek ongoing feedback from community leaders to help address challenges for BYMOC at the local level

2. Gather Information:

- Collect information about the key challenges BYMOC are facing in the community
- Understand the focus areas of the MBK Initiative in the community and the efforts that are already in place
- Learn about potential local organizations with which your business can partner

T7 Toolkit Element: Organizations Supporting the MBK Mission Page 88

3. Define and Execute Strategy:

- Assess business competencies and define a strategy to effectively support the needs of the community
- Share support plan
- Direct efforts (e.g., financial contributions, in-kind donations, mentoring initiatives) to identified priority recipients
- Seek feedback with a focus on the following questions:
 - Does our strategy complement other MBK mission-aligned efforts in the community?
 - Will the strategy have a direct impact on BYMOC?
 - Does the strategy overlook anything essential? If so, what?
 - Are there any parts of the strategy that that should be eliminated? If so, which parts?

T7

RESOURCE: ORGANIZATIONS SUPPORTING THE MBK MISSION

Description: List of organizations with missions that align with and support the six MBK milestones

Purpose: Provide examples of organizations that can help businesses gain access to BYMOC, while also implementing and scaling their initiatives

This resource includes an illustrative subset of leading organizations that actively support BYMOC in the following critical areas:

- **Academic Support / Mentoring** (e.g., tutoring, college readiness, mentoring programs)
- **Career and Employment Support** (e.g., skills training, job placement services)
- **Policy / Advocacy / Other BYMOC Services** (e.g., collaboratives supporting BYMOC, BYMOC-related research and policy work)
- **Technical Assistance** (e.g., providing print, online, and live resources to enable support of BYMOC)
- **Violence Prevention and Reentry** (e.g., transitional employment services, community safety initiatives, detention alternative programs)
- **Volunteer Matching** (e.g., matching individuals with nonprofit programs based on individual's passions and interests, creating partnerships between businesses and nonprofits in need of in-kind services)

These organizations:

- Focus largely, if not entirely, on BYMOC
- Have an existing community network and relationships with BYMOC
- Possess institutional knowledge of and have experience with the challenges and leading practices related to working with BYMOC

An alphabetized organization list begins on the following page.

You will see that each organization has at least one check mark next to it. While these organizations may offer more extensive services beyond the areas in which you see a check, the checked columns demonstrate the core areas in which these organizations support BYMOC for the purposes of this playbook.

Organization	Description	Academic Support / Mentoring	Career and Employment Support	Policy / Advocacy / Other BYMOC Services	Technical Assistance Providers	Violence Prevention and Reentry	Volunteer Matching
A Better Chance	A Better Chance provides students of color the chance to attend competitive secondary public and private schools across the country. ⁸⁶	✓					
The Aspen Institute Forum for Community Solutions Opportunity Youth Incentive Fund	The Aspen Institute Forum for Community Solutions Opportunity Youth Incentive Fund (OYIF) supports communities to work across systems to achieve better outcomes for youth and young adults that have been disconnected from education and employment. The Aspen Institute invests in collaboratives in urban, rural, and tribal communities across the country, while the Aspen OYIF is a funding collaborative comprised of national and regional foundations. The Aspen OYIF partners with federal initiatives and corporate philanthropies to provide communities resources to increase the number of “back on track pathways” available to BYMOC. ⁸⁷			✓			
Building Educated Leaders for Life	Building Educated Leaders for Life works with schools and districts to offer summer and after school programs to expand learning time and narrow the achievement gap. ⁸⁸	✓					
Catchafire	Catchafire is a skills-based volunteer platform and online provider of pro bono services. Their scalable solution provides new ways for foundations and businesses to support nonprofits by connecting social good organizations with skilled professionals to complete pre-scoped, high-impact projects. ⁸⁹						✓
Center for Court Innovation	Center for Court Innovation performs research and promotes initiatives to reduce crime, strengthen communities, and reduce incarcerations. Their projects include community-based violence prevention programs, alternatives to incarceration, and reentry initiatives, among others. ⁹⁰					✓	
Center for Employment Opportunities	The Center for Employment Opportunities offers employment services to men and women with recent criminal convictions. Their services include transitional employment, skills training, and placement services, among others. ⁹¹		✓			✓	
Center for Neighborhood Enterprise	Center for Neighborhood Enterprise works to reduce violence in neighborhoods and schools through at-risk youth monitoring. Youth advisors work closely with students as character coaches and mentors. ⁹²	✓				✓	
City Year	City Year helps students and schools succeed through partnerships with public schools in urban, high-poverty communities across the country. Diverse teams of City Year AmeriCorps members provide student, classroom, and school-wide support to help students stay in school and on track to graduate from high school ready for college and career success. ⁹³	✓					

Organization	Description	Academic Support / Mentoring	Career and Employment Support	Policy / Advocacy / Other BYMOC Services	Technical Assistance Providers	Violence Prevention and Reentry	Volunteer Matching
College Summit	College Summit works with U.S. high schools to provide college access knowledge for low-income students. College Summit creates corps of students who help their classmates research the right schools for them, submit applications, and learn how to obtain financial aid. ⁹⁴	✓					
Employment Pathways Project	The Employment Pathways Project (EPP) helps businesses and organizations engage and discover the benefits of working with opportunity youth, young adults ages 16 to 24 who are out of school and work. EPP helps companies select and customize training and recruitment models and also connects employers to local partners and opportunities. ⁹⁵		✓				
Executives' Alliance to Expand Opportunities for Boys and Young Men of Color	The Executives' Alliance to Expand Opportunities for Boys and Men of Color is a network of more than 40 national, regional, and community foundations utilizing collective action, strategic investments, and the leadership voice of philanthropic leaders to remove systemic barriers to opportunity for our nation's sons and brothers. ⁹⁶			✓			
Forum for Youth Investment	The Forum for Youth Investment works with state and local leaders and leadership groups to strengthen state and local partnerships that focus on young people. The Forum for Youth Investment works to expand and improve learning opportunities for all youth and align and advance policies and resources to make youth more effective. ⁹⁷			✓			
Futures Without Violence	Futures Without Violence supports children, youth, and parents experiencing domestic violence, sexual assault, and child abuse. The organization focuses on supporting survivors and ending and preventing sexual and domestic violence through national and community-based educational programs and policy work. ⁹⁸			✓		✓	
Grads of Life	The Grads of Life campaign, comprised of a national Public Service Announcement and an employer focused web platform, provides businesses with the information, tools and resources to find and cultivate an untapped pool of talent – opportunity youth. How-to guides, a partner directory, and the business benefits are included. ⁹⁹		✓				
Idealist	Idealist is a resource for people who want to find careers, internships, and volunteer opportunities with nonprofits. Their platform connects people who want to do good with opportunities for action all over the world. ¹⁰⁰						✓
Jobs for America's Graduates	Jobs for America's Graduates is a school-to-career program for high schools, alternative schools, community colleges, and middle schools. Their focus is helping young people graduate from high school and secure employment while promoting enrollment in post-secondary institutions. ¹⁰¹	✓	✓				

Organization	Description	Academic Support / Mentoring	Career and Employment Support	Policy / Advocacy / Other BYMOC Services	Technical Assistance Providers	Violence Prevention and Reentry	Volunteer Matching
Junior Achievement	Junior Achievement works with local businesses to educate young people on financial literacy, work readiness, and entrepreneurship. ¹⁰²	✓	✓				
The National Mentoring Partnership (MENTOR)	The National Mentoring Partnership (MENTOR) is the unifying champion for expanding quality youth mentoring relationships in the U.S. MENTOR develops and delivers resources to youth-serving organizations nationwide and promotes quality for mentoring through standards. MENTOR established and supports a nationwide network of affiliate mentoring partnerships. ¹⁰³	✓					
National League of Cities (NLC)	The National League of Cities (NLC) is dedicated to helping city leaders build better communities. NLC serves as a resource and advocate for more than 19,000 cities, towns, and villages. In addition to providing opportunities for elected officials and city staff to participate in its programs, NLC promotes the exchange of ideas between the private sector and the leaders of America's cities. ¹⁰⁴			✓	✓		
Opportunity Youth Network	The Opportunity Youth Network brings together leading corporations, philanthropists, government officials, nonprofits, and formerly disconnected youth to collectively reduce the number of disconnected youth in the country. ¹⁰⁵			✓			
Points of Light	Points of Light provides support for and recognition of individuals working to provide opportunities for BYMOC, tools for nonprofits and volunteers to connect, and opportunities for companies to build or expand employee volunteer programs and cause campaigns. ¹⁰⁶						✓
PolicyLink	PolicyLink is a national research and action institute working to advance economic and social equity by "Lifting Up What Works." The PolicyLink approach highlights how people are successfully using local, state, and federal policy to create conditions that benefit everyone, especially people in low-income communities and communities of color. ¹⁰⁷			✓	✓		
The Posse Foundation	The Posse Foundation selects and trains public high school students with extraordinary leadership potential and sends them to top universities on four-year, full-tuition scholarships. The main goal of The Posse Foundation is to prepare the next generation of leaders. ¹⁰⁸	✓					
Read to a Child	Read to a Child's flagship lunchtime reading program matches groups of adult professionals one-on-one with at-risk elementary school children for ongoing, weekly reading sessions. Their program aims to ensure that third grade students are at grade level in reading and on track for success through mentoring and literacy support. ¹⁰⁹	✓					

Organization	Description	Academic Support / Mentoring	Career and Employment Support	Policy / Advocacy / Other BYMOC Services	Technical Assistance Providers	Violence Prevention and Reentry	Volunteer Matching
Southwest Key	Southwest Key promotes community-based youth programs such as alternatives to detention for young people, and provides reentry and integration programs, youth mentoring, and job training programs. ¹¹⁰	✓	✓			✓	
StriveTogether	StriveTogether works to enable communities to support every child from cradle-to-career through a collective impact approach that unites leaders across sectors around shared goals, measures, and results in education. Local partnerships across the country identify promising practices, use data to implement and improve strategies through continuous improvement, and expand what works locally to improve student outcomes at scale. ¹¹¹			✓	✓		
TutorMate	TutorMate permits full-time professionals to virtually tutor at-risk first and second grade students each week without having to leave their desks. TutorMate pairs teams of ten employee volunteer tutors with a classroom in need, and tutors spend half an hour each week tutoring the same student using just a web browser and a phone. ¹¹²	✓					
United Way	United Way mobilizes the power of communities to advance the common good. United Way's goals are to improve education, help people achieve financial stability, and increase the number of youth and adults who are healthy and avoid risky behaviors. United Way helps create community solutions through relationships with businesses, nonprofits, civic and faith organizations, as well as educators, labor and health organizations, and government. ¹¹³	✓	✓		✓		
Urban Alliance	Urban Alliance works with businesses to structure and provide paid internships and career mentors to high school seniors. Urban Alliance also provides curriculum materials for workshops on basic job skills, communication, career planning, and financial literacy. ¹¹⁴	✓	✓				
Urban Institute	Urban Institute conducts research to understand and solve real-world challenges through the power of evidence. Their research, analyses, and recommendations aim to expand opportunities for all people, reduce hardship among the most vulnerable members of society (such as BYMOC), and strengthen the effectiveness of the public sector to address those needs. ¹¹⁵			✓	✓		
VolunteerMatch	VolunteerMatch connects individuals and nonprofits based on location, skills, passions, and interests. VolunteerMatch also provides tools and resources to help companies connect with nonprofits. ¹¹⁶						✓
WINGS for kids	WINGS for kids promotes social and emotional skill development in elementary school age kids through an after school program. ¹¹⁷	✓					

Organization	Description	Academic Support / Mentoring	Career and Employment Support	Policy / Advocacy / Other BYMOC Services	Technical Assistance Providers	Violence Prevention and Reentry	Volunteer Matching
Year Up	Year Up provides urban young adults with the skills, experience, and support to reach their potential through professional careers and higher education. Year Up offers a one-year, intensive training program that provides low-income young adults, ages 18 to 24, with a combination of hands-on skill development, college credits, and corporate internships. ¹¹⁸	✓	✓				
YMCA	The YMCA works to strengthen communities through youth development, healthy living, and social responsibility. Across the U.S., Ys serve thousands of communities by engaging young people to cultivate the values, skills, and relationships that lead to positive behaviors, better health, and educational achievement. ¹¹⁹	✓		✓			
YouthBuild	Local YouthBuild programs in urban and rural communities re-engage low-income 16 to 24 year olds who left high school without a diploma. Members enroll full-time for about a year, study for their GED or diploma, attend counseling, leadership development programs, and learn job skills. YouthBuild members also earn a stipend through building affordable housing for homeless and low-income people in their communities. Graduates are placed in jobs and / or college at completion with follow-up support. ¹²⁰	✓	✓				



For information, research reports, case study examples, and sample tools on how to develop an effective nonprofit-business partnership, refer to the [Community Engagement Toolkit for Business](#).¹²¹

T8

RESOURCE: FINDING A LOCAL SCHOOL, COLLEGE, OR UNIVERSITY

Description: Links to search for BYMOC engagement opportunities via local schools, colleges, and universities

Purpose: Identify academic institutions through which businesses can support BYMOC (e.g., sponsor a school, hire potential interns or employees, hold a job fair)

Academic Institution	Search Tool
Public and Private K-12 Schools	http://nces.ed.gov/globallocator/
Historically Black Colleges and Universities (HBCUs)	http://www.ed.gov/edblogs/whhbcu/files/2014/09/HBCU-Directory.pdf http://nces.ed.gov/COLLEGENAVIGATOR/
Community Colleges	http://www.aacc.nche.edu/Pages/CCFinder.aspx

Hold a Job Fair

Hold a job fair for potential talent from YMOC-facing groups, including select public and private K-12 schools, community colleges, and HBCUs.

This [toolkit](#) includes information for businesses on how to plan internal job fairs and participate in external job fairs.



T9

TOOL: DIVERSE AND INCLUSIVE TALENT STRATEGY MATURITY ASSESSMENT

Description: Assessment tool to evaluate the current state maturity of a business' talent strategy in relation to fostering diversity and inclusiveness and enabling YMOC

Purpose: Evaluate the maturity of your talent strategy in regards to different components of diversity and inclusivity

This tool can help business leaders understand where their organization's talent strategy is today, where they would like it to be in the future, how to develop a plan, and how to begin executing that plan. As you use the tool to identify your current state, you should consider the maturity of each of your talent strategy components (Plan & Acquire, Lead & Develop, Deploy & Reward, and Engage & Retain) within the context of the YMOC talent pool. For example, you may have an "Advanced" or "Leading" Onboarding and Orientation program in place for all new employees; however, it may not have a targeted approach for YMOC. In this situation, you should consider recommendations and actions to optimize the onboarding and orientation of YMOC to enhance your existing strategy.



Instructions:

1. Review the criteria for each talent strategy component and select the maturity level that best describes your business' current state within the context of YMOC
2. Identify your target future state within each talent strategy component as they relate to YMOC specifically
3. Develop an action plan, including specific recommendations, to optimize your talent strategy to advance from the current state to the future state
4. Develop a prioritized plan, timeline, supporting owners, metrics, and goals that will help your business achieve the future state action plan

Prioritizing Your Business Objectives

You should understand your business objectives before choosing your target maturity level for each component of your talent strategy.

Be realistic when determining your business' target state. For example, leading practices are difficult to achieve in all areas and may require substantial time and resources to maintain.

Prioritize key areas to address first, which may include identifying quick wins, focusing on areas that align to your goals, and choosing short- and long-term initiatives.

Keep in mind the costs, resources, time, degree of complexity, alignment to vision, etc. when deciding what to focus on next.

Diverse and Inclusive Talent Strategy Maturity Assessment

	Basic	Progressive	Advanced	Leading
Talent Acquisition	<ul style="list-style-type: none"> Recruiters source candidates to fill job requisitions Business has some relationships with educational institutions, job fairs, and external recruiters An employee referral program does not exist or is in its early stages Data is not available to assess diversity regulation compliance 	<ul style="list-style-type: none"> Business has a strategic sourcing strategy to target and network with specific talent pools Pipeline of candidates is available from internal and external sources An employee referral program exists Compliance with diversity regulation is met (e.g., equal opportunities, Non-Discrimination Act) 	<ul style="list-style-type: none"> Sourcing is monitored to understand sources of top talent Diverse pipeline of candidates is available from internal and external sources Employee referral program provides incentives for referrals in line with business drivers and talent segments Diversity is a priority; participation in or sponsorship of affinity groups, diversity fairs, etc. is encouraged and supported 	<ul style="list-style-type: none"> Talent pools are periodically evaluated to understand where the most qualified and most diverse candidates are Network of internal / external relationships is leveraged to understand strategic sourcing changes and staffing / skills demands Employee referral program metrics are monitored to differentially reward staff for key workforce segment referrals / hires in alignment with business strategy Business strategy drives diversity program
Onboarding and Orientation (O&O)	<ul style="list-style-type: none"> One simplistic O&O program is in place (e.g., training, networking opportunities, "buddy" program) O&O program communicates vision, mission, values, and culture to new hires Success of O&O programs is not evaluated 	<ul style="list-style-type: none"> A few O&O programs are in place O&O program is linked to business strategy and reviewed as needed O&O approach is adjusted as needed based on participant feedback and metrics tracked 	<ul style="list-style-type: none"> Many O&O programs are in place O&O programs are well established, aligned to business strategy, and reviewed quarterly O&O programs are strategically designed to meet long-term talent demands and integrated with workforce planning 	<ul style="list-style-type: none"> Variety of multi-dimensional O&O programs exist Programs are aligned with strategic drivers and realigned as needed based on outcome metrics (e.g., retention / turnover of key workforce, job performance) Diversity and inclusion program metrics are aligned to strategic drivers and are evaluated frequently to support effective O&O
Leadership Development (LD)	<ul style="list-style-type: none"> LD programs exist (e.g., local learning program) LD programs are reactive to organizational issues and rarely aligned to enterprise strategic priorities Emphasis on instructor-led programs, many of which are off-the-shelf No process in place to promote diverse representation in LD program 	<ul style="list-style-type: none"> A few business function-specific LD programs exist LD opportunities are readily accessible to leaders LD includes some blended formal learning options and experiential learning Basic process in place to promote diverse representation in LD program 	<ul style="list-style-type: none"> LD programs are primarily cross-functional and build on one another in a progressive manner LD activities are anchored to business strategy LD opportunities include assessment, development planning, experiences, support networks, and blended formal learning approaches Process in place to identify diverse candidates to be included in LD programs 	<ul style="list-style-type: none"> All leaders take advantage of opportunities for development LD activities are a core aspect of business strategy and culture LD programs are tailored to particular needs through assessment, development planning, experiences, support networks, and blended formal learning approaches Advanced process in place to identify diverse candidates to include in LD programs
Career Development (CD)	<ul style="list-style-type: none"> CD discussions occur on an ad hoc basis Management of employee career development and promotions is not linked to business drivers or HR / Talent programs A CD program is in place but lacks alignment with other HR / Talent programs Internal mobility is handled on a case by case basis and applied inconsistently across the organization 	<ul style="list-style-type: none"> Career discussions occur yearly Career discussions are aligned with annual performance process Promotion decisions are based on workforce planning needs, predefined career paths, and a competency-based performance management process Internal mobility practices are in place and some business areas staff their needs internally 	<ul style="list-style-type: none"> Promotion criteria and competency-based performance criteria are evaluated against long-term business and workforce planning objectives Multiple career path options and cross functional assignments are available Formal programs exist to support CD (e.g., coaching, mentoring, peer networking) CD discussions are supported by performance management data 	<ul style="list-style-type: none"> Career discussions are aligned with the organization's long-term talent demands and integrated with workforce planning Talent metrics are available to leaders to facilitate career discussions Workforce trends are monitored via workforce data to align workforce planning with business drivers Long-term career planning is supported by various CD opportunities (e.g., job rotation)

Diverse and Inclusive Talent Strategy Maturity Assessment (Continued)

	Basic	Progressive	Advanced	Leading
Performance Management (PM)	<ul style="list-style-type: none"> Informal PM process is defined and applied by some divisions or business areas Evaluations may occur annually and are seen as a “check the box” step Results of performance reviews are not formally tracked There is a lack of clear communication around the PM process Performance evaluation criteria is established but not consistently communicated or understood There is no process for capturing 360 feedback 	<ul style="list-style-type: none"> PM process varies by division and business area Informal performance evaluations are driven by business area Managers track performance review results Some communications are delivered by business area Performance evaluation criteria are based on job descriptions 360 feedback is being used in parts of the organization 	<ul style="list-style-type: none"> PM process is standard across the business PM process identifies and tracks high and under-performers Results are tracked by divisional HR There is regular communication about the PM process The PM process is fully integrated with other HR programs (Rewards, Compensation, and Talent Management) 360 feedback is collected but is not integrated in the PM process 	<ul style="list-style-type: none"> Centralized administration of PM process exists, including communications PM is based on enterprise-wide competency models that delineate performance criteria for each level, which are clearly communicated to leaders and employees PM process enables distinction between high, average, and low performers Measured metrics in PM program and employee development plans are tied to organizational goals Individual goals are set every year and regularly monitored, with feedback provided at least twice a year 360 feedback is integrated into the PM program
Employee Engagement (EE)	<ul style="list-style-type: none"> Limited programs are in place to help employees balance personal and professional life / work demands Limited integration of social, community, and corporate programs Employees' personal goals are not aligned to business strategy 	<ul style="list-style-type: none"> Some programs are in place to help employees balance personal and professional life / work demands, but employees do not feel confident in taking advantage of these programs Some integration of social, community, and corporate programs Business strategy supports employees' personal and professional goals 	<ul style="list-style-type: none"> Multiple programs are in place to provide flexible work options Programs are tailored to specific employee groups, taking into account diversity factors, business line, etc. Business strategy supports employees' personal and professional goals 	<ul style="list-style-type: none"> There is a variety of programs in place to help employees balance personal and professional life / work demands Programs are tailored to specific employee groups, taking into account diversity factors, business line, etc. Business strategy supports employees' personal and professional goals – rewards are also aligned
Employee Retention (ER)	<ul style="list-style-type: none"> Infrequent engagement survey is in place and inconsistently administered throughout the business Some retention incentives are in place for key workforce segments Basic process exists to track turnover 	<ul style="list-style-type: none"> Annual engagement survey is administered to all employees Retention program occasionally identifies, tracks, and rewards critical workforce segments and high performers Process to track turnover at all levels is in place and actively monitored to understand retention drivers 	<ul style="list-style-type: none"> Annual engagement survey and frequent pulse survey are conducted to track engagement on an ongoing, real-time basis Retention program consistently identifies, tracks, and rewards critical workforce segments and high performers Process and strategy are in place to track retention for critical and diverse talent pools 	<ul style="list-style-type: none"> Frequent engagement surveys and frequent pulse survey are conducted to track engagement on an ongoing, real-time basis Process and strategy are real-time basis as needed to promote retention for critical and diverse talent pools Exit interview data is analyzed and the Career Development program is revised as needed



Now that you have developed a better understanding of your current state and future state aspirations, **refer to Pillar 1: Diverse and Inclusive Talent Strategy (page 21)** to help determine the specific actions and recommendations your business can incorporate into your action plan.

T10

TOOL: CORPORATE CITIZENSHIP DIAGNOSTIC QUESTIONS

Description: List of critical questions to reference while assessing the integration of business strategy and stakeholder engagement with existing corporate citizenship programs

Purpose: Understand your business' current and desired corporate citizenship efforts and determine next steps to further integrate these efforts into overall business strategy and culture

Instructions: Answer Yes, Somewhat, or No to the following questions. For any questions to which you respond with Somewhat or No, consider ways you can adapt your corporate citizenship efforts to meet your business objectives in those areas.



Refer to Pillar 2: Corporate Citizenship (page 41) to learn more about specific initiatives that can add business value while also supporting BYMOC

Corporate Citizenship Diagnostic Questions	Yes	Somewhat	No
1. Are your corporate citizenship goals aligned to your overall business strategy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Is business leadership willing and able to articulate the link between corporate citizenship goals and your business strategy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Are your key stakeholders aligned with and aware of your corporate citizenship objectives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Have you established explicit goals, incentives, and measurements to track the progress and impact of your initiatives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Is your business currently engaged in any corporate citizenship initiatives focused specifically on BYMOC?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Have you identified ways to link your BYMOC-related support to your existing corporate citizenship focus areas (i.e., education)? Can you strengthen these connection points?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Are you proactively collaborating with your community and / or establishing external partnerships to scale your efforts?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Is participating in corporate citizenship efforts an integral part of your corporate culture?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Are you using your internal communication channels to promote BYMOC support through corporate citizenship initiatives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Are employees engaged in furthering your corporate citizenship goals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

T11 TOOL: METRICS TO DRIVE RESULTS

Description: Critical steps and key considerations for the collection and utilization of metrics to assess initiatives supporting BYMOC

Purpose: Track and evaluate the effectiveness of a talent strategy and the impact of corporate citizenship efforts

Step	Key Considerations
1. Create a metrics advisory team	<ul style="list-style-type: none"> • Define team's roles, responsibilities, and required skill set to execute data governance • Include HR, recruiters, talent management staff, performance managers, etc. • Charge team with responsibility of: <ul style="list-style-type: none"> - Defining and executing data collection methods - Allocating data sources - Establishing reporting cadences
2. Determine success factors	<ul style="list-style-type: none"> • Assess existing data collection processes • Identify existing technologies used to collect data • Define metrics, such as: <ul style="list-style-type: none"> - Increased YMOC promotion rates by 20% - Decreased YMOC voluntary turnover by 50%
3. Define and assess data sources	<ul style="list-style-type: none"> • Identify data gaps • Define data sources, such as the following data types: <ul style="list-style-type: none"> - Self-disclosed (e.g., volunteer satisfaction survey, engagement pulse surveys) - Behavioral (e.g., YMOC absenteeism) - Financial (e.g., tax savings associated to philanthropic investments, targeted recruiting costs) - Non-financial outcomes that can be translated into financial equivalents (e.g., YMOC turnover) • Assess available data pulled from defined data sources
4. Assess findings	<ul style="list-style-type: none"> • Analyze data for trends, changes, interrelationships, etc. • Recommend critical action steps
5. Communicate and use findings	<ul style="list-style-type: none"> • Communicate findings to enhance talent strategy and corporate citizenship initiatives • Use communication vehicles and messaging as appropriate for each individual target audience (e.g., recruiters, mentors, ERGs)

Technology as an Enabler:

Many of the key metrics outlined in the Diverse and Inclusive Talent Strategy Metrics table should be available in your business' HR Information System (HRIS). Depending on the quality of your HR data and the sophistication of your HRIS, you may have the ability to create custom reports and data models to regularly capture metrics on the YMOC population. Taken one step further, these critical indicators can be the backbone of more sophisticated data analysis and can be utilized to perform workforce analytics, predictive modeling, and real-time evaluation of talent processes. As you implement new programs, this data can help identify successes and the impact your programs are having on YMOC.

Many recruitment technology solutions used in recruitment efforts also offer automatic filters based on select criteria (for example, filtering for applicants with a high school degree). While these filters often help save recruiters the time of manually reading each application, sometimes these algorithms can unintentionally exclude a qualified candidate. While considering how to most fully include YMOC as a part of your talent processes, you may consider adjusting the underlying logic within your recruitment systems to cast a wider net into the talent pool. By expanding the talent pool and removing filters on potential candidates, YMOC have a better opportunity to get their foot in a door that is often closed from the beginning of their job search.

The table below provides a subset of metrics you should collect and measure to evaluate the diversity and inclusion of your talent strategy. While these metrics can be tracked specifically for YMOC, they should also be tracked across all employees.

Diverse and Inclusive Talent Strategy Metrics			
Category	Metric	Description	Illustrative Source
Sourcing, Orientation, and Onboarding of YMOC	YMOC new hires	Number of YMOC hired compared to previous year	HRIS
	YMOC representation in the business	Percentage of YMOC employees in your business	HRIS
	YMOC employee referrals	Number of employee referrals who are YMOC	Recruiting
	YMOC recruiting costs	Cost of advertising to and recruiting YMOC	Recruiting
	Average cost of new hire	Average of total hiring costs divided by the number of new hires	Recruiting
	Time to fill	Number of days from when the job requisition is opened until the offer is accepted by the candidate	Recruiting
	Quality of hire	Combination of several indicators including performance rating, promotion timing, retention / attrition, productivity, and the presence of high potential individuals. There are different methodologies for calculating quality of hire; choose an approach that fits your business and situation	HR department

Diverse and Inclusive Talent Strategy Metrics (Continued)

Category	Metric	Description	Illustrative Source
Performance and Productivity of YMOC New Hires	On-time delivery percentage	Percentage of time that an employee delivers a completed task on time	Employee's manager / department head
	Customer Satisfaction score (CSAT)	Calculated as the result of a survey sent out to customers, CSAT is the average score received in the customer satisfaction survey	Varies based on organization
	Quality assurance score	Score assigned by supervisor indicating how closely the employee followed protocol and quality standards	Employee's manager / department head
	Unplanned absenteeism rate	Total number of work days lost due to unplanned leave as a percentage of total working days in a period	Time and expense system / Leave management
	Adherence to policy	Percentage of time employee adheres to policy in a given period	Employee relations
	Complaint rate	Number of complaints received from a customer regarding services rendered by an employee	Employee relations
Career and Leadership Development of YMOC	Program participation	Number of YMOC participating in career and / or leadership development programs	Training and development
Performance Management of YMOC	Completed promotions	Number of YMOC eligible for promotion compared to actual number promoted	Performance management
Engagement and Retention of YMOC	Retention rate	Employees who remain at the end of the calculation period divided by the number of employees at the beginning of calculation period	HRIS
	Turnover rate	Rate of turnover for YMOC, as compared to non-YMOC employees	HRIS
	Employee satisfaction / engagement score	Average score on an employee survey assessing diversity, inclusion, and engagement practices	Employee engagement / Communications

Businesses should track the performance of their corporate citizenship initiatives to continuously refine and improve them and to build and strengthen relationships across key stakeholder groups. These groups may extend even beyond employees, customers, suppliers, and competitors to include investors, members of the board of directors, local communities, regulators, media, etc. While corporate citizenship efforts are often tracked outside of a centralized system (i.e., HRIS), creating a centralized tool to collect and monitor corporate citizenship efforts enables data-driven decision making based on success.

It may be challenging to track participant progress accurately (e.g., skills, academic improvement) as data is often largely anecdotal. In addition to the metrics below, when possible, leverage tracking processes and systems from external organizations to enhance your data collection and processing efforts.

Corporate Citizenship Metrics		
Category	Metric	Description
Output and Impact	Number of BYMOC participants	Number of participants involved or directly impacted by corporate citizenship initiative(s)
	Retention of participants	The number of participating BYMOC who remain at the end of the calculation period divided by the number of participating BYMOC at the beginning of calculation period
	Number of initiatives in place	Number of corporate citizenship initiatives in place supporting BYMOC
	Initiative outputs	Key outputs will vary based on specific initiative (e.g., number of electronic tablets donated, workshops delivered, mentoring hours)
	Participant testimonials	Key findings / themes pulled from qualitative participant survey
	Relevant knowledge / skills increase	Difference in skills and knowledge between pre-program assessment and post-participation evaluation
Stakeholder Engagement and Program Awareness	Number of partnerships	Number of relationships with local or national nonprofit organizations
	Number of employees involved	Number of employees actively involved in managing, promoting, and participating in corporate citizenship initiatives
	Employee volunteerism	Total hours employees spend doing volunteer work
	Volunteer retention rate	Number of employees who regularly participate in corporate citizenship initiatives divided by total number of unique / first-time employee volunteers
	Volunteer surveys / engagement score	Qualitative feedback collected directly from volunteers evaluating their experiences and activities
	Communication of initiatives	Number of internal communications, variety of communication channels used, number of social media shares, etc.

TOOL: MANAGING DIVERSE TALENT CHECKLIST

Description: Checklist of key considerations to manage diverse talent and address unconscious biases

Purpose: Provide a list of considerations to help create an inclusive work environment that supports and encourages the success of diverse people and perspectives

Instructions: Answer Yes, Somewhat, or No to the following questions. If you answer Somewhat or No to any of the following questions, consider how you can adapt or enhance your talent management strategy efforts to better meet your business objectives.



Refer to Pillar 1: Diverse and Inclusive Talent Strategy (page 21) to learn more about specific recommendations for YMOC

Managing Diverse Talent Checklist ¹²²

Does your business:	Yes	Somewhat	No
Actively support diversity and inclusion in a manner that is welcoming to all groups?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have a commitment to diversity and inclusion that involves the modeling of behavior and language that the company is to represent?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have policies in place to prohibit discrimination and harassment? If so, are employees aware of such policies and supportive of their enforcement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Take action to interrupt bias, stereotyping, and / or prejudice as it occurs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Actively seek feedback from employees regarding any behaviors and / or language in the workplace that could negatively impact work relationships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promote a safe environment that encourages reporting of concerns regarding harassment or discrimination?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Acknowledge and respect differing values among employees, while actively promoting an environment of inclusion, seeking multiple perspectives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proactively acknowledge and address instances where people are unfairly overlooked and take action to create a more inclusive environment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understand diversity issues in the workplace and understand their impact on recruitment, retention, client relationships, and staff productivity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognize and support diversity of work styles among employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Unconscious Bias in the Workplace

Unconscious or implicit biases are ingrained habits and perspectives shaped by experiences and cultural norms.

Unconscious biases can have negative effects on YMOC's evaluation, hiring, onboarding, development, and retention.

Business leaders should consider how unconscious biases impact the way that they:

- Recruit people
- Make hiring decisions
- Conduct initial orientation interviews
- Mentor employees (or not)
- Make job assignments
- Provide training opportunities
- Listen to employees' ideas and suggestions
- Make promotion decisions
- Conduct performance reviews
- Determine organizational policy
- Conduct marketing campaigns

T13

TOOL: FAIR EVALUATION AND HIRING CHECKLIST

Description: Fair evaluation and hiring checklist for HR team and / or recruiters

Purpose: Provide a list of considerations to promote fair evaluation and hiring of YMOC

Instructions: Answer Yes, Somewhat, or No to the following questions. If you answer Somewhat or No to any of the following questions, consider how you can adapt your fair evaluation and hiring efforts to better meet your business objectives.



Refer to the Fair Chance Evaluation and Hiring section (page 27)

Fair Evaluation and Hiring Checklist for HR Team and / or Recruiters ¹²³			
Does your business:	Yes	Somewhat	No
Have systems in place to understand workforce demographics, as well as opportunities for recruitment, retention, and promotion of YMOC?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have YMOC hiring goals (as appropriate) to achieve a workforce that is representative of the qualified marketplace?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Actively recruit YMOC when new positions become available?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have plans to address gaps and opportunities related to YMOC attrition through surveys, talent reviews, demographic analyses, organization assessments, etc.?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide targeted opportunities to help prepare YMOC for the recruitment and interview process (e.g., interview preparation sessions, simulation workshops, networking opportunities)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have interview questions and processes that are culturally sensitive?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

T14 TOOL: DIVERSITY-FOCUSED EMPLOYEE REFERRAL PROGRAM

Description: Referral program guidelines and sample communication to highlight businesses' commitment to diverse and inclusive hiring practices for YMOC

Purpose: Emphasize attracting YMOC through employee referral program and encourage employees to recommend all qualified friends and colleagues of color

Suggestions to adapt existing / general referral program to target YMOC:

1. Communicate that YMOC recruitment is a major priority for your business
2. Make diversity referrals a primary focus of the employee referral program (see sample communication below)
3. Consider launching special reward plans for employees recommending diverse candidates
4. Share diversity-related hiring success stories through company newsletters, emails, posters, etc.
5. Educate employees on the importance and value of diversity hiring and how to scan their networks to identify qualified YMOC
6. Launch a diversity hiring campaign and promote the campaign with events, contests, incentives, etc.
7. Publicize YMOC recruitment goals and progress toward said goals

Tap Into ERGs

Employee Resource Groups (ERGs) can be a great recruiting tool. They are an internal network that should be leveraged for open houses or on-site job fairs

Businesses should tailor the sample communication below to highlight their diversity and inclusion efforts.

Company X's Referral Program Communication

Talent Referral Program

Company X is committed to hiring the best talent and you, our employees, are our best source for referrals. You know this company and what it takes to succeed. Connect your network to Company X's careers and you may be rewarded for each successful referral hired into the company. We now accept referrals via LinkedIn.

We are especially looking for qualified people with diverse backgrounds who can bring creative and innovative perspectives to our business while helping us better target our customers.

Why Participate?

Our employees are what make our business succeed. You know what it takes to be successful at Company X and you likely know others who would excel here. You can help friends, family, and former colleagues explore potential careers with Company X and be rewarded in the process. We will treat your referrals as priority candidates and will keep you posted on their status.



T15

TOOL: FAIR CHANCE POLICIES

Description: National Employment Law Project's (NELP) recommendations for enacting fair chance policies and a sample job application with steps on how to implement “beyond the box” leading practices

Purpose: Outline leading practices to remove questions about criminal history from job applications to help ease hiring barriers and create a fair chance to compete for jobs

“Beyond the box” (also commonly referred to as “Ban the box”) to a national initiative that encourages businesses to reconsider job application questions regarding a candidate’s criminal record. These questions can discourage people from applying and can artificially narrow the applicant pool of qualified workers, regardless of an applicant’s qualifications or the relevance of his / her conviction to the job.



Refer to the Fair Chance Evaluation and Hiring section (page 27)

Leading Practice ¹²⁴	Recommendation and / or Justification
Avoid stigmatizing language such as “ex-offenders” or “ex-felons”	Recommendation: Use terms that lead with “people,” such as “people with records”
Consider whether a background check is necessary for a job position	Justification: Many jobs do not involve unsupervised access to sensitive populations or handling of sensitive information
Avoid blanket exclusions and include an equal opportunity statement on job applications	Recommendation: Inform applicants that “a background check will be conducted for this position” rather than “must pass a background check” or “clean background only” Justification: This language may be interpreted as a categorical exclusion
If a background check is necessary: <ul style="list-style-type: none"> Only consider convictions seen as directly relevant to job duties Keep in mind the amount of time since the offense 	Recommendation: Follow leading practices here in evaluating convictions and ignore arrest records without conviction
Remove inquiries into convictions from the job application process	Recommendation: Delay all conviction inquiries, oral or written, until after a conditional offer of employment
Remove self-reporting questions about conviction history	Recommendation: Provide the applicant with a copy of their background check prior to any discussion regarding the applicant’s conviction history Justification: Discrepancies between self-disclosed information and background checks are often caused by applicants’ misunderstanding of their own records, and these misunderstandings are often inaccurate “truth tests.” If a background check will be run, there is no benefit to this additional step, as this step can serve as an obstacle for well-intentioned applicants
If a job applicant is rejected because of a record, inform the applicant	Recommendation: Provide the applicant written notice of the specific item in the background check that is considered job-related
Provide the applicant the right and sufficient time to submit evidence of mitigation or rehabilitation	Recommendation: Hold the position open until the review is complete Justification: Letters of recommendation from community members and certificates from programs or academic institutions may help to clarify an applicant’s current situation

Sample Job Application Aligned to Fair Chance Policies

In the sample job application below, the highlights indicate sections of the application that “beyond the box” proponents would recommend eliminating. The flag boxes around the application provide additional guidance.

COMPANY X JOB APPLICATION

Position applying for: _____

PERSONAL INFORMATION

Social Security Number: _____

Name: _____

Address: _____

Phone: _____

E-mail address: _____

PREVIOUS EMPLOYMENT

Company Name: _____

Company Address: _____

Date of Employment: _____

Contact Information: _____

Job Title: _____

CRIMINAL RECORD

Have you ever been convicted of a misdemeanor? [Yes] [No]

Have you ever been convicted of a felony? [Yes] [No]

If yes, please list the number of convictions, nature of offense, sentence imposed, and type of rehabilitation (if applicable).

Please list all convictions:

Conviction date(s) _____ City / State _____

Conviction date(s) _____ City / State _____

Conviction date(s) _____ City / State _____

Conviction date(s) _____ City / State _____

Job applicant must pass background check.

Remove self-reporting questions about conviction history

Evaluate whether a background check is necessary for the position.

Inform applicants:

✓ A criminal background check will be performed

– or –

✓ A criminal background check will be performed after a conditional offer of employment

T16

TOOL: EMPLOYEE RESOURCE GROUPS (ERGS)

Description: Leading practices for ERGs

Purpose: Outline several strategies to help enable ERGs to be effective advancement platforms for YMOC in your business

Leading Practice ¹²⁵	Expected Impact
Members at all levels should trust themselves and each other to effectively lead and work together	Increase engagement and collaboration, expand cross-collaboration with other ERGs inside and outside of your business, and elevate leading practices
Define the value proposition for the existence of the ERG and how performance will be measured and monitored	Further define the business case for diversity and how the talent pipeline and business development efforts will be influenced by the rapidly changing face of the workforce, clients, and consumers
Serve as a cultural competency engine to fuel better intelligence for the executive team	Cultivate business innovation and growth opportunities; members at all levels of the organization become “thought leaders” and are given the opportunity to be heard
Expand executive sponsorship and accountability roles: <ul style="list-style-type: none"> Executive sponsors should become more active, informed, and engaged with ERGs to help them become an effective advancement platform Mentoring opportunities and protocols within and across ERGs should be more clearly defined 	Define the impact and influence of the ERGs as a group
Commit to educating those members whose affinity may be different – whether cultural, racial, gender, sexual orientation, or societal identity – from the rest of its members in the ERG	Enable employees to feel comfortable and perform at their highest levels both inside and outside of their ERG
Integrate ERGs into corporate governance structure to assure accountability and compliance from all members and executive sponsors	Enable ERGs to assume greater responsibility to influence corporate growth and talent development

ERGs

These groups, initiated by and for employees, are made up of colleagues who share a common cultural heritage, race, gender, age or interest.

YMOC can form strong bonds and further expand their networks and connect with those who share similar backgrounds in the workplace through ERGs.

TOOL: AUTHENTICITY AT WORK CAMPAIGN

Description: Guidance for starting an internal campaign to promote authenticity in the workplace

Purpose: Help break down existing barriers and promote diversity through shared experiences that encourage all employees, including YMOC, to express their authentic selves in the workplace

1. **Engage and connect employees** throughout your business by creating opportunities to share the diversity of perspectives and backgrounds in your business
2. **Encourage leaders** in your business **to share their stories**, explaining what uniquely defines them to help others to better understand who they really are
3. **Record and share these stories** in visible places throughout your organization (e.g., newsletters, company website, monitors around the office)

Sample topics for stories include:

- Being yourself
- Building relationships
- Career path
- Developing your strengths
- Early influencers, mentors, and sponsors
- Managing difficult situations
- Overcoming challenges

Authenticity in the Workplace

Being authentic is about not "wearing a mask" at work. Many people adopt a more professional attitude in the workplace and may behave differently than they would behave elsewhere.

Personal authenticity requires gaining self-awareness and looking back at the key moments that defined who you are today.

Being authentic at work helps you to establish open, trusting, genuine, and honest relationships.

Sample communication:

Did you face cultural or social challenges growing up? Do you have a mentor you admire?
Were you the first person in your family to graduate high school?

Whatever your unique story is, we want you to share it!

Record a video telling your unique story, what makes who you really are.

Tell us about yourself, about how you got to where you are today, and how you managed difficult situations along the way.

Why participate?

By participating in the campaign, you will help your colleagues learn more about the diversity of backgrounds and experiences in our company, which helps employees feel that they can be their authentic selves at work.

Submit your video to the authenticity@work.com mailbox by X date.

Your video should be no longer than two minutes.

Up to ten videos will be selected and featured in future internal communications.

Many of your colleagues have already shared their stories.

Check them out here [insert link here] and see if you have something in common with them that you did not realize before!

T18

TOOL: MENTORING LEADING PRACTICES

Description: Leading practices for mentoring program leaders / mentors seeking to support and develop BYMOC

Purpose: Outline leading practices for mentoring programs designed to focus on BYMOC's holistic development while creating an impactful, long-term relationship with the mentee and his / her key influencers

Mentoring Leading Practices

Focus on BYMOC mentee's total development

- Help mentee navigate social and family challenges
- Set short-term and long-term career, behavioral, and interpersonal goals together
- Allow open dialogue to support emotional development
- Provide academic support by discussing academic development areas, celebrating successes, and setting goals
- Expose mentee to various cultural and life experiences
- Support mentee's exploration of academic opportunities and career paths

Maintain a consistent relationship over a sustained period of time

- Meet at least twice a month to allow relationship to thrive without extensive gaps
- Have regular mentor-mentee touchpoints that take place over the course of at least a year
- Attend mentee's milestone events (e.g., back-to-school night, sports games)
- Emphasize quality one-on-one time participating in diverse activities, including:
 - Attending school and community events
 - Sharing meals both inside and outside of mentee's community
 - Reviewing report cards and creating academic growth goals
 - Playing sports and participating in activities related to the arts

Engage BYMOC mentee's key influencer(s)

- Become acquainted with parents, siblings, family friends, teachers, and coaches
- Communicate in frequent, two-way dialogue with these influencers to better understand how to most holistically support the mentee

Sign Up to Be a Mentor

Encourage employees to make a difference by pledging to mentor BYMOC in the community.

Employees can search for mentoring opportunities

[here.](#)


T19

RESOURCE: BYMOC TUTORING FOCUS AREAS

Description: Recommended activities for tutors working with BYMOC

Purpose: Outline focus areas and key activities to address potential academic gaps through tutoring

Sample BYMOC Tutoring Focus Areas



- Read and speak frequently with younger children to address the BYMOC word gap
-  Refer to “What is the Word Gap?” (page 48)
- Offer accountability structures, academic guidance, and (where appropriate) incentives to help BYMOC consistently complete daily homework assignments
- Facilitate academic drills to shore up subject areas in which BYMOC struggle, including:
 - Reading fluency
 - Vocabulary development
 - Math drills
- Provide tailored tips to support study skills and time management
- Administer practice versions of state and standardized tests and review answers together
- Develop relationships with key influencers (including parents and teachers) to enhance tutee’s holistic academic support, including:
 - Maintaining an open line of communication between tutor, tutee, and influencers
 - Sending weekly status reports to share goals and progress to date

T20

TOOL: GUIDELINES FOR HOSTING AN EXPOSURE AND SHADOWING EVENT

Description: Key steps and considerations for planning and executing an exposure / shadowing event

Purpose: Provide guidance on how to design, plan, and implement successful exposure / shadowing events

Key Step	Additional Considerations
1. Identify Target Population and (if applicable) Select a Partner	<p>Consider how to best access and engage a group of BYMOC attendees, such as:</p> <ul style="list-style-type: none"> • Partnering with a nonprofit or community-based organization with a focus on BYMOC development • Partnering with another business in your community that has an existing relationship with BYMOC • Partnering with a local school with a large BYMOC population <p> Refer to the Organizations Supporting the MBK Mission resource (page 88) and the Finding a Local School, College, or University resource (page 94)</p>
2. Recruit Employees, Speakers, and Participants	<p>Recruit employees from a variety of departments and from similar backgrounds as the youth participants (not all employees need to be of diverse backgrounds)</p> <p>Position the event as a leadership development opportunity for employee volunteers</p>
3. Choose Venue	<p>Consider where to hold the event to maximize engagement and effectiveness (e.g., office, community center)</p>
4. Define Agenda	<p>Determine the topics / job positions that are most relevant to participants</p>
5. Pilot Program	<p>Hold the event with a small number of BYMOC first to test scalability and success</p>
6. Track Results	<p>Measure program's impact by:</p> <ul style="list-style-type: none"> • Tracking program enrollment • Asking participants to complete pre- and post-program self-assessments • Capture number of employees involved and their roles • Track internal publicity surrounding the initiative <p> Track funds and resources used (e.g., hours, supplies)</p> <p>Refer to the Corporate Citizenship Metrics section (page 102)</p>
7. Refine and Repeat	<p>Incorporate participant and volunteer feedback to refine program structure, content, and logistics</p> <p>Vary the topics and featured departments, and either (1) invite groups back for the next phase or (2) invite new groups to participate in the same event</p>

T21

TOOL: SAMPLE CAREER EXPLORATION PROGRAM

Description: Sample logistics and structure for the first day of a career exploration pilot program for a group of BYMOC

Purpose: Provide an example of a career exposure visit that businesses can adapt in order to host groups of BYMOC

Sample Career Exploration Program	
Logistics	
Pilot Timing	Determine desired frequency of exploration events (i.e., two half-day sessions before end of school year)
Date	(Specify date)
Location	(Specify location, e.g., manufacturing plant, headquarters)
Format	Exploration sessions include pre-work activities for participants, in-person visits to office with interactive structure, and a follow-up survey, highlighting a series of themes for the same students over a year
Session Structure	
(20 minutes)	Welcome and Introduction Panel
(75 minutes)	<p>Table Rotations</p> <ul style="list-style-type: none"> Groups of BYMOC rotate as employees give ten-minute overview of their jobs and the skills required to be successful <p>Series Topics (in order):</p> <ul style="list-style-type: none"> A day in the life of an employee Talent acquisition: what are the desired attributes of potential candidates? Interns > Junior Staff > Senior Staff: progression through corporate structures Career mobility
(45 minutes)	Break and Office Tour
(75 minutes)	<p>Pick-a-Table</p> <ul style="list-style-type: none"> Students choose favorite two tables and revisit for 25 minutes each Presenters will use interactive content or lead an activity
(20 minutes)	Closing Remarks and Conduct Feedback Survey
Participants	
Volunteers	Racially diverse employees representing staff, middle management, and executive levels from across company
Target Participants	Determine number of participants as appropriate (i.e., 75-100 middle school school students)

T22

TOOL: SAMPLE JOB SHADOWING PROGRAM

Description: Sample logistics and structure for a “day in the life” job shadowing visit

Purpose: Provide an example of a job shadowing visit that businesses can adapt in order to host groups of BYMOC

Sample Job Shadowing Program: Day in the Life	
Logistics	
Timing	Determine desired timing and frequency of the “Day in the Life” event (i.e., half day visit at company)
Date	(Specify date)
Location	(Specify location)
Format	Includes pre-work activities for participants, in-person visits to office with interactive structure, and follow up survey
Session Structure	
(15 minutes)	Welcome and Introduction Panel
(10 minutes) - optional	Icebreaker
(1 hour)	Office Tour and Overview of Functions <ul style="list-style-type: none"> • Selection of groups based on roles and participant interests as indicated during pre-work
(1.5 hours)	Problem Solving <ul style="list-style-type: none"> • Employees present a typical activity or problem • Students work with one another and with employee volunteers to solve the problem • Facilitators provide feedback on problem solving process
(1 hour)	Group Lunch and Q&A Session
(1 hours)	One-on-One Meetings <ul style="list-style-type: none"> • Pairings determined by participant interests as indicated during pre-work. Sample discussion topics include: <ul style="list-style-type: none"> - How is a workday typically structured? - What skills are needed for success? - What is a typical career progression? - What resources and tools are available for support, development, and education?
(15 minutes)	Wrap up and Feedback Survey
Participants	
Volunteers	Racially diverse employees representing staff, middle management, and executive levels from across company
Participants	Determine number of participants as appropriate (i.e. 20 high school students)

T23

TOOL: SUGGESTED JOB SHADOWING ACTIVITIES

Description: List of sample activities to conduct with BYMOC during a one-on-one job shadow encounter

Purpose: Provide guidance to select or tailor job shadowing activities for BYMOC

Suggested Job Shadowing Activities¹²⁶

- Ask BYMOC about his interests and abilities. Try to identify a shared interest or opportunity to help break the ice and make him feel connected and valued
- Provide a name badge and a notebook with company materials to help make BYMOC feel welcome and like a part of the team
- Conduct a tour of the office / facility. Have the student write down observations during the tour and share them afterwards
- Introduce BYMOC to colleagues and allow colleagues to share their backgrounds and experiences in the workplace
- Describe various departments within your business. Include information on various roles, education and skill requirements, and pay ranges associated with each
- Demonstrate use of critical work tools such as computers, telephone systems, office equipment, and tools specific to your industry. Where appropriate, allow the student to experiment with these tools
- Have students work with spreadsheets to manipulate and assess sample data
- Explain the role of clients / customers. Have BYMOC observe interactions with clients / customers and identify the differences in how you speak to clients / customers versus colleagues
- Explain the job application and interview process (e.g., preparation required, dress code, questions to expect)
- Ask BYMOC what he is currently studying. Help create a link between BYMOC's current curriculum and roles within your business
- Help BYMOC identify the courses in high school or college that are most applicable to various roles / careers

Job Shadowing Tip

Keep in mind that some BYMOC may not know business terminology – where applicable, use analogies to age-appropriate topics (e.g., school, sports, family).

TOOL: JOB PROFILE PACKET

Description: A profile template to help businesses create an information packet for students to learn more about the different roles available within your business

Purpose: Serve as a vehicle to expose YMOC to diverse job options and help YMOC understand the link between schoolwork and the knowledge / skills required to be successful

See below for an example of a completed job profile from the insurance industry.¹²⁷

Job Profile Template

Job Title: _____

Some typical job duties include: _____

Most important occupational skills: _____

Basic Skills: _____

Social Skills: _____

Problem Solving Skills: _____

Technical Skills: _____

Systems Skills: _____

Resource Management Skills: _____

Career Facts:

Salary range:

Education and Professional Requirements:

Possible Career Path:

This job is for you if...

Accounting Clerk

What do they do?

Compute, classify and record numerical data to keep financial records complete. Perform routine calculating, posting and verifying duties to obtain primary financial data for use in maintaining accounting records. May also check the accuracy of figures, calculations and postings pertaining to business transactions recorded by other workers.

Some typical job duties include:

- Operate computers programmed with accounting software to record, store and analyze information.
- Check figures, postings and documents for correct entry, mathematical accuracy and proper codes.
- Debit, credit, and total accounts on computer spreadsheets and databases, using specialized accounting software.
- Compile statistical, financial, accounting or auditing reports and tables pertaining to such matters as cash receipts, expenditures, accounts payable and receivable, and profits and losses.

Most important occupational skills

Basic Skills

- Mathematics
- Reading Comprehension
- Active Listening

Social Skills

- Social Perceptiveness
- Instructing
- Coordination

Problem Solving Skills

- Complex Problem Solving

Technical Skills

- Troubleshooting
- Equipment Selection

Systems Skills

- Judgment and Decision Making
- Systems Evaluation

Resource Management Skills

- Time Management
- Management of Personnel Resources
- Management of Financial Resources

Career facts

- Salary range: \$20,000-\$100,000+
- Education and Professional Requirements: High school degree for entry, with bachelor's degree and professional certification for advancement.
- Possible career path: Accounting Clerk > Certified Public Accountant > Senior Accountant > Financial Controller > Chief Financial Officer

Labor statistics

2010 employment (# of employees)	Projected 2020 employment (# of employees)	Rate of change in employment	Growth (# of employees)	Rate of replacement need	Replacement needs (# of hires)
248,100	269,700	8.7%	21,600	30%	74,300

Sources: www.insurancecareers.org, <http://job-descriptions.careerplanner.com>, U.S. Bureau of Labor Statistics Occupational Outlook Handbook 2012-2013

T25

TOOL: WORKPLACE READINESS WORKSHOP LIST

Description: Sample topics and content from workshops conducted by Urban Alliance and based on national leading practices for youth employment

Purpose: Provide businesses with sample workshop topics to leverage and adapt as needed to better prepare YMOC to enter the workplace

Workshops are designed as 60 to 90 minute stand-alone sessions or can be structured as half-day, full-day, or two-day trainings. All workshops stress interaction, role playing, and real life scenarios.



Refer to the Workshop Spotlight on Urban Alliance (page 60) for more information on their partnerships with businesses



Refer to the Organizations Supporting the MBK Mission resource (page 88) and the Finding a Local School, College, or University resource (page 94) to find an organization or school with which your business could partner to offer workshops to BYMOC

Pre-employment Skills

Objective: Workshops in this category will prepare youth to:

- Successfully practice for and complete a job interview
- Understand the importance of timeliness, reliability, and accountability
- Navigate office culture
- Present themselves in a professional manner

Recommended Workshop Topics and Content

First Impressions	Appropriate Attire	Interview Skills	Punctuality and Attendance	Time Management and Initiative	Workplace Ethics and Etiquette
Youth learn the importance of making good first impressions and role play scenarios to practice the skill	Youth discuss assumptions based on attire and utilize images from the media to identify appropriate and inappropriate outfits	Youth explore the structure of interviews, brainstorm answers to difficult interview questions, and practice interviews with their peers	Youth learn the importance of showing up and being on time as a basic work skill	Youth discuss time management techniques, learn what initiative looks like, and learn to apply the strategies in work and personal life	Youth examine scenarios and discuss appropriate and inappropriate workplace behaviors

Communication

Objective: Workshops in this category will prepare youth to:

- Practice professional communication (written, phone, interpersonal) in the workplace with colleagues, supervisors, customers and other stakeholders
- Deliver and receive constructive feedback
- Create professional, marketable resume and cover letter
- Understand conflict and handle difficult situations in a constructive manner

Recommended Workshop Topics and Content

Communication in the Workplace	Conflict Resolution	Professional Writing	Phone Skills	Resume Writing	Cover Letters
Youth discuss the difference between communication at work, school, and home	Youth learn to work with diverse colleagues and use constructive strategies to decrease conflict	Youth learn and practice writing professional letters, emails, and memos	Youth learn and practice proper phone etiquette for the workplace	Youth prepare their own resumes in a standard format	Youth review templates and examples, then formulate a personalized cover letter

Career Planning

Objective: Workshops in this category will prepare youth to:

- Identify and articulate their goals
- Understand their strengths and identify which career path would be most suitable for their skills
- Build meaningful relationships through networking

Recommended Workshop Topics and Content

Goal Setting	Networking	Conducting a Job Search	Career Exploration
Youth learn to set measurable and achievable goals	Youth learn the importance of networking as a career development skill	Youth learn how to utilize available resources and maintain professionalism in the job search	Youth examine their own interests to determine possible career paths as they relate to identified goals and skills

Financial Literacy

Objective: Workshops in this category will prepare youth to:

- Understand the institution of banking: obtaining accounts and utilizing services
- Create a budget and follow a savings plan
- Minimize unnecessary / wasteful spending
- Understand what credit is and how to build a healthy credit foundation

Recommended Workshop Topics and Content

Banking, Savings, and Checking	Budgeting and Saving	Daily Expense Planning	Understanding Credit
Youth learn to navigate commercial banks and manage savings and checking accounts	Youth examine the importance of saving money and its effect on long-term financial health	Youth determine the difference between “wants” and “needs” when calculating daily expenses	Youth learn important credit terminology and calculate the effects of interest on debt



IN CONCLUSION

In order to truly address the hurdles faced by BYMOC, the foundational landscape of which they are a part of needs to change. Businesses, which play a critical part of this landscape, can create and sustain change for BYMOC by supporting the tenets of the MBK Initiative's cradle-to-college-and-career recommendations.

The recommendations, tools, and resources in this playbook provide a starting point in a transformational journey for the current and future workforce of the United States. By leveraging this playbook and bringing these pages to life, businesses like yours can equip communities to more effectively tackle and mitigate the systemic problems faced by BYMOC.

Furthermore, your business will not only see the impact of a commitment to the MBK mission in your community, but also within your own corporate walls. Focusing your corporate citizenship initiatives and talent strategy to support BYMOC can enhance your business' brand value, drive innovative thinking, increase employee engagement, and help your business better understand an evolving consumer base.

In conclusion, by supporting BYMOC, you have the opportunity to drive positive impact for your business, from your bottom line to employee engagement. More importantly, you can help mitigate a detrimental cycle and create sustainable opportunities for our nation's BYMOC.

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APPENDIX A

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