Generation

Global Overview

November 2017

Contents

What is Generation?

What is our impact to date?

Generation

Launched in 2015, Generation seeks to close the skills gap for young people.

Our mission is to support disconnected **young people** to build thriving, sustainable careers and to provide **employers** the highly skilled, motivated talent they need to improve business outcomes.

Our vision is to enable a career-launching job for every young person, anywhere in the world

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Generation addresses two areas of need for the youth employment field

1 design and test a replicable, rapidly scalable methodology

2 demonstrate a measurable return on investment for employers and young people

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The Generation approach has seven components

1 Jobs & direct employer engagement from the start

2 Recruit students based on intrinsics, effort, and employment standards for the profession

6 Return on investment for employers, students, and society

7 Data at the center

3 4-12 weeks of technical, behavioral, mindset & professional presence skill training

5 A community that follows graduates into the workplace

4 Social support services & mentorship along the way

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Example: Generation reaches disconnected US youth who face a range of barriers to employment

|	The typical Generation student	Generation US student pool overall
Gender	Female	58% female, 42% male
Race	African-American	68% African-American, 17% Hispanic or Latino, 7% Asian-American, and 7% Caucasian or other
Age	22 years old	Range from 18 to 29 years old, with the average being 22 years old
Marital status	Single	87% single, widowed, or divorced; 13% married or in a relationship
Family	May have children	34% have children
Education	High School diploma or GED, but no higher education	4% have no high school diploma or GED; 62% have completed high school or GED only; 22% have some higher education; and 12% have completed some form of higher education
Income	Earning $518 per month and receiving government assistance	Average income is ~$6k annually; 99% of single parents are legally in poverty before the program

Generation at a glance

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Graduates	COUNTRIES	CITIES	GRADS WHO OUTPERFORM	ONE YEAR JOB RETENTION
16,000+	5	63	88%	75%

1 **Achieving scale:** After less than three years of operation, Generation is the fastest growing global youth employment program that trains and places youth in jobs. We currently work across four sectors (tech, healthcare, retail/sales, and skilled trades) and five countries (India, Kenya, Mexico, Spain, and the US), spanning 63 cities and 144+ locations.

2 **Having impact:** 82 percent job placement within three months; and, 72 percent job retention at one year. Nearly 88 percent of employers say that Generation graduates outperform their peers along business metrics; and, 98 percent of employers would hire Generation graduates again.

3 **Managing costs:** Our operating costs are 20-50 percent that of peers in each region; and we are 40 percent self-financing on the basis of employer, government, and learner fees

4 **Partnering well:** Generation has 1,600 employer partners, 60+ implementation partners, and 100+ staff

5 **Changing lives:** Graduates continue to earn incomes at or above the 50th percentile relative to their youth peers, and their income increased 2-6 times following Generation. Cumulatively, they have earned over $50M in salaries to date. Nearly 55 percent of graduates are female, and 40 percent of students have dependents.

Generation designed a customer service program customized to the Hospitality profession

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Mindsets

- Personal Responsibility
- Future Orientation
- Growth
- Persistence

Behavioral Skills
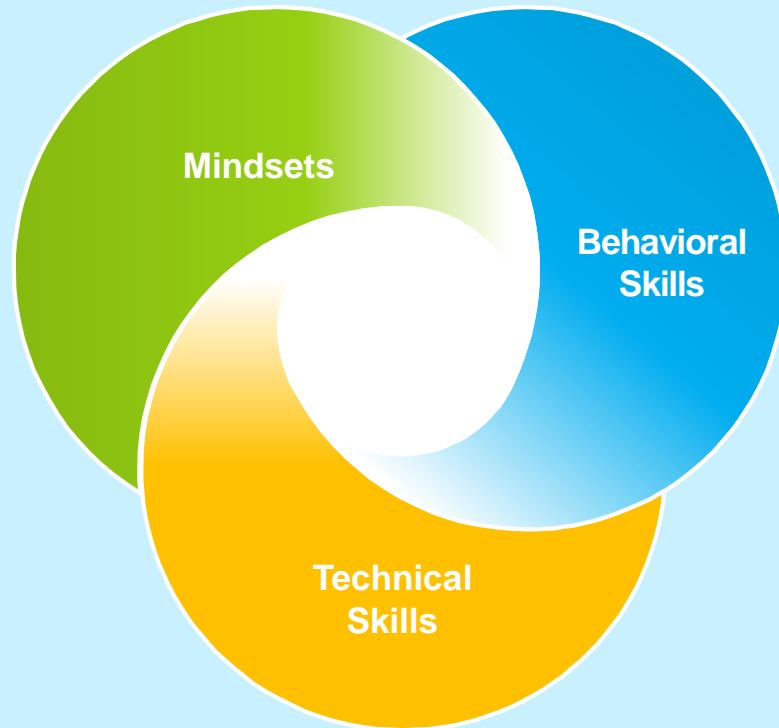
- Adaptability
- Customer Focus
- Proactiveness

Technical Skills

- Answering Guest Questions
- Resolving Guest Issues
- Adaptive Communication

- Professionalism
- Retaining & Applying Amenity, Product & Policy Knowledge

- Cross-selling and Upselling
- Service Recovery
- Challenging Conversations
- Career Development

Example hospitality curriculum performance goals – technical skills

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At the end of the Generation program, participants will be able to:

A Facilitate a strong guest experience from first interaction throughout entire stay.

B Effectively problem solve guest issues the first time, ideally through proactive identification, but also in reactive situations.

C Demonstrate appropriate and adaptive communication with guests and colleagues.

D Maintain a calm and professional demeanor with guests to ensure a positive guest experience.

E Identify individual areas for growth and make a plan to meet own performance and career goals.

F Retain and apply product, amenity, and policy knowledge and seek out additional opportunities to learn more tasks.

G Describe the departments and functions within a hotel.

H Explain the physical and mental demands of hospitality roles.

Example hospitality curriculum – breakdown moments and skills learned

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Breakdown moments

The curriculum is designed to address key breakdown moments faced by retail employees:

- Hospitable demeanor
- Ability to handle flexible schedule
- Ability to work under pressure
- Attention to detail

Technical skills

- Resolve guest issues – address potential guest issues, escalate them to supervisors as needed, and propose solutions
- Adaptive communication – know how to interact with guests and colleagues appropriately and adjust style based on the situation
- Professionalism – speak with courteous and treat others with respect despite moments of stress

Behavioral skills

- Adaptability – assess the situation and use professional judgment to best serve the needs of guests and colleagues
- Proactiveness – take initiative to meet the needs of the guest without being prompted to do so

Mindsets

- Personal responsibility – own one's role, propose solutions to challenges, and seek to contribute whenever possible
- Growth mindset – believe that you can learn and improve over time

We have experience training on technology-related technical skills for our customer service roles as needed for their role (e.g., how to operate a cash register, use Microsoft Word/Excel, etc.)

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We recently launched a hospitality program in Atlanta with strong initial results

4 Weeks to launch

23 Graduates in first cohort

88% Graduation rate

74% Job placement within a month of graduation

> " *I am truly grateful that I was able to attend and I am happy that I finished as well. I have changed so many things in my daily thought process because of the program. I see nothing but positives in my future*
>
> - Graduate

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Our second cohort demonstrated strong dedication to the program despite a smaller class

4 Weeks to launch

13 Graduates in first cohort

65% Graduation rate

82% Job placement since graduation on Jan 5th

Retaining motivated young adults to participate has a unique set of challenges in Atlanta

Recruitment
- Maintaining contact between initial first contact to applicant attending in-person interview
- Keeping recruits engaged via basic communication channels (i.e. email, phone, texts)
- Inability for some applicants to pass drug screens

Retention
- Attending class throughout the 5 weeks (students are typically dismissed after 2-3 unexcused absences)

Post-Graduation
- Maintaining consistent contact with alumni to follow them during the job placement process

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To continue to grow in Atlanta, we need to strengthen our community partnerships

Components of model and typical partners	Description	Examples in current programs
1 **Student recruitment referral sources**	**Recruit students** based on Generation protocols (intrinsics, motivation, and employment standards for the profession)	We partner with national organizations like the Greater Washington Urban League, as well as local high schools and local orgs dedicated to serving opportunity youth, such as Clara White Mission in Jacksonville
2 **Instructors and classroom space**	**Instructors and classroom space** that Generation can use to deliver the curriculum effectively to students	Our CNA program in Delaware is hosted at Delaware Technical Community College; Del Tech instructors teach the Generation curriculum
3 **Employers that are relevant to the profession being taught**	**Employers committed to**: skills mappings, curriculum input, program involvement, commitment to interview, and ROI data-gathering	For our Retail Career Advancement programs in Jacksonville and Dallas we partnered with CVS, Navarro, Office Max, and others to build the curriculum
4 **Social support service providers**	**Deliver mentorship services,** distribute stipends, provide crisis management support (e.g., domestic violence, childcare challenges)	For our Hospitality program in Atlanta, CHRIS 180, a local non-profit and shelter, provided mentoring and case management services for our students
5 **Catalytic funding**	**Cash donations** to cover Generation start-up and operating costs of initial cohorts, **in-kind donations** (space, volunteers)	We have received catalytic funding from the Sobrato Foundation in San Jose, the Longwood Foundation in Delaware, and the Wal-Mart Foundation for multiple cities