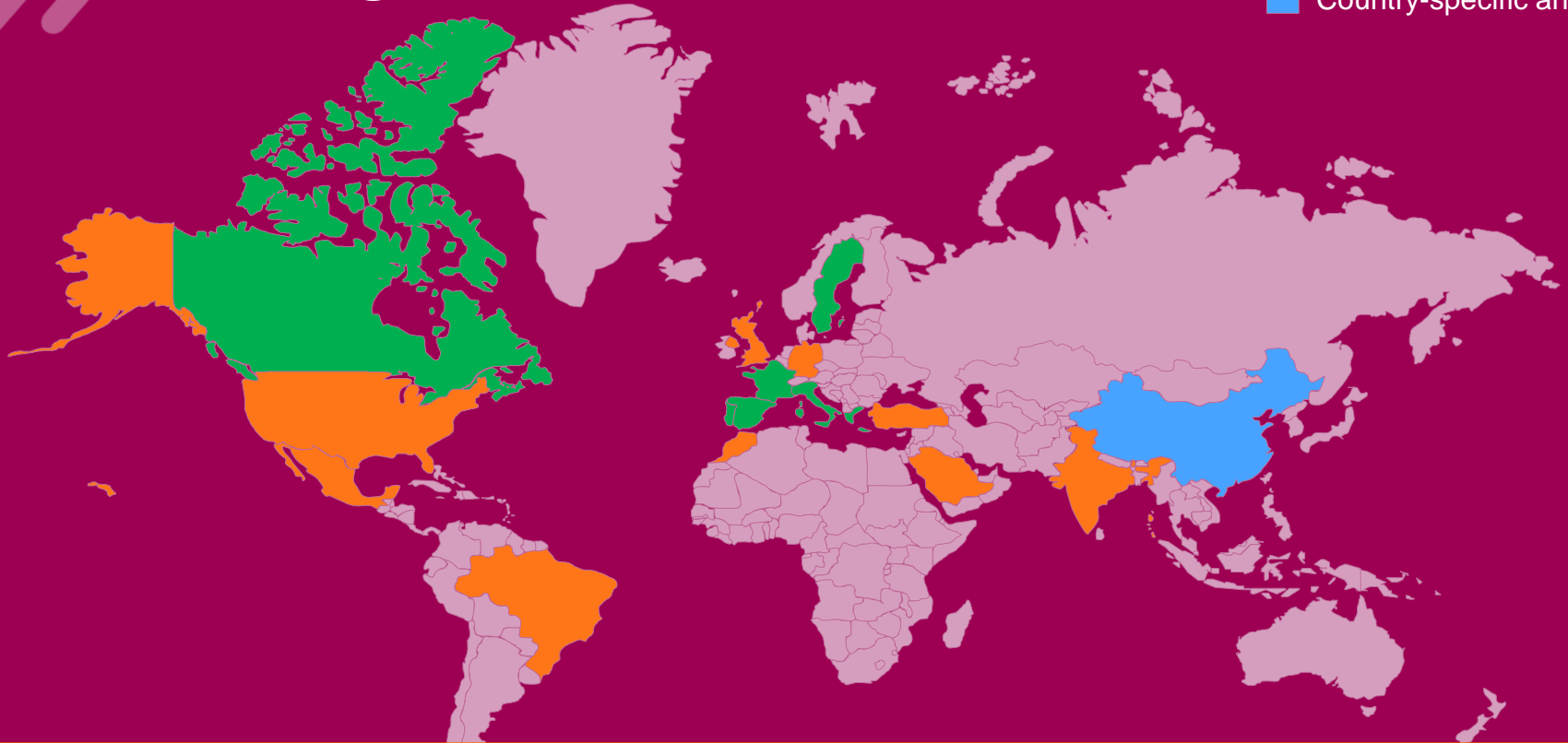


**Education to
Employment:
Designing a
System that
Works**



Our ongoing global research covering 16 countries to date

- 2012 Survey
- 2013 Survey
- Country-specific analysis



150+ case studies covering **25** countries

10,000+ youth globally
5,000+ employers
1,500+ post-secondary education providers

1 Employers, education providers, and youth live in parallel universes.

What should I learn?





Preparation of new graduates for the workforce

Employers

42%

Providers

72%

Youth

45%

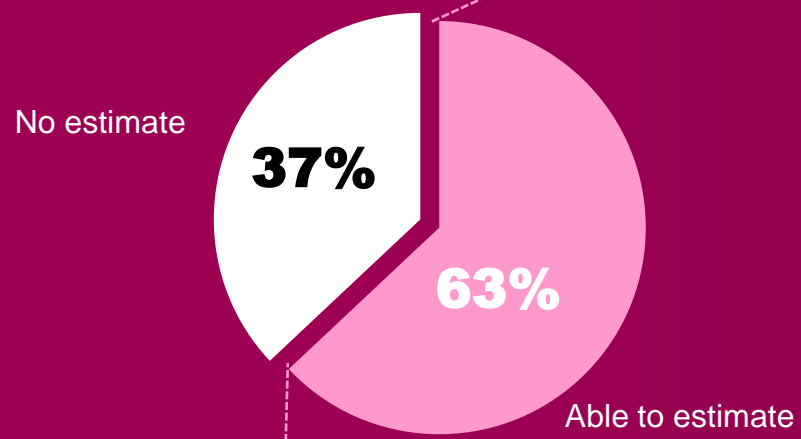
% who agree youth are adequately prepared



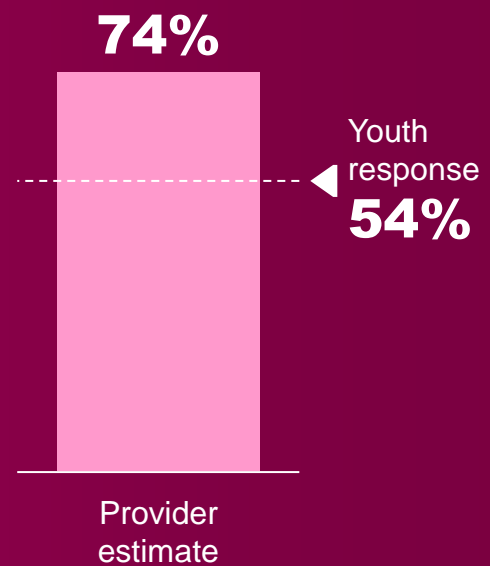
A third of providers are unable to estimate job placement rates; those who do are too optimistic

Provider perspective on job placement rates

Ability to assess graduates job placement rate, percent of providers

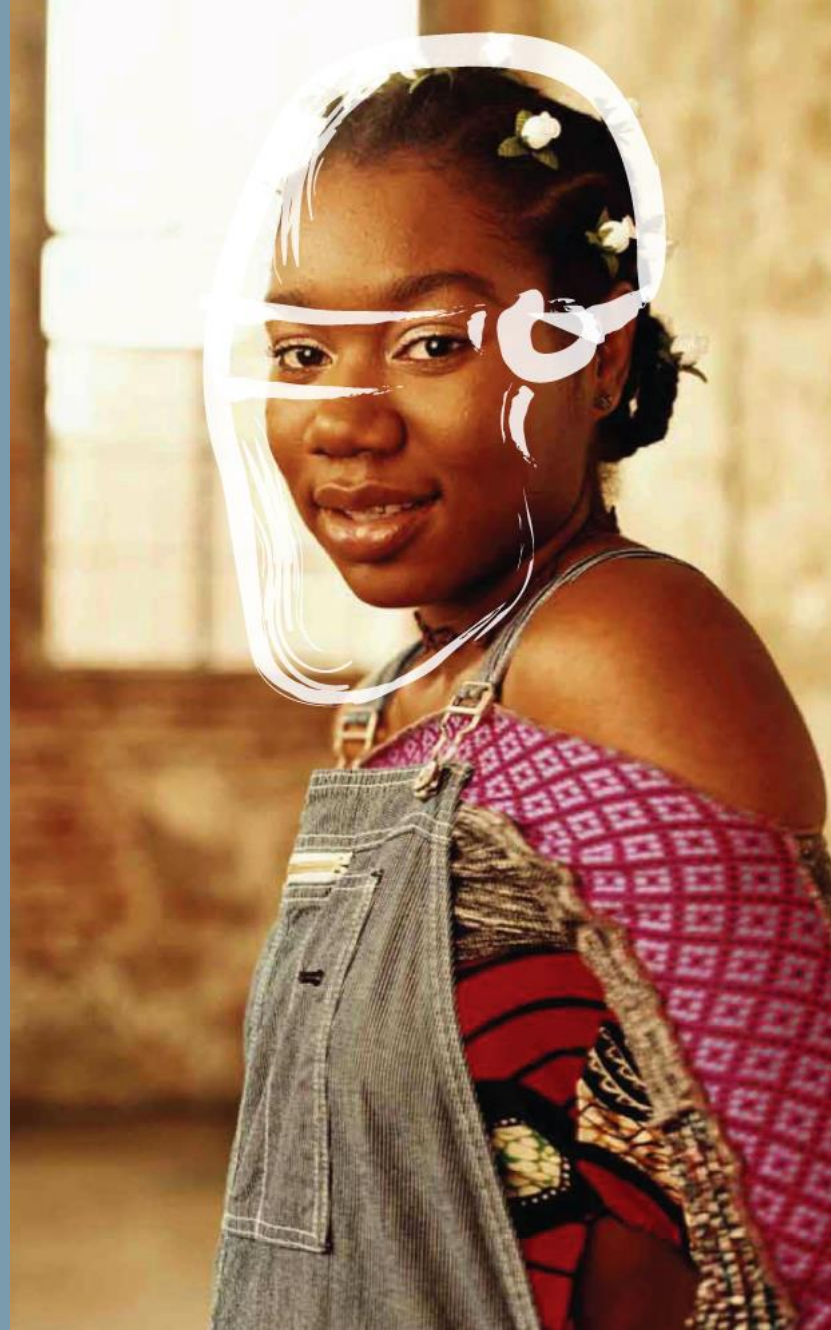


Percent of graduates who find under 3 months, estimate



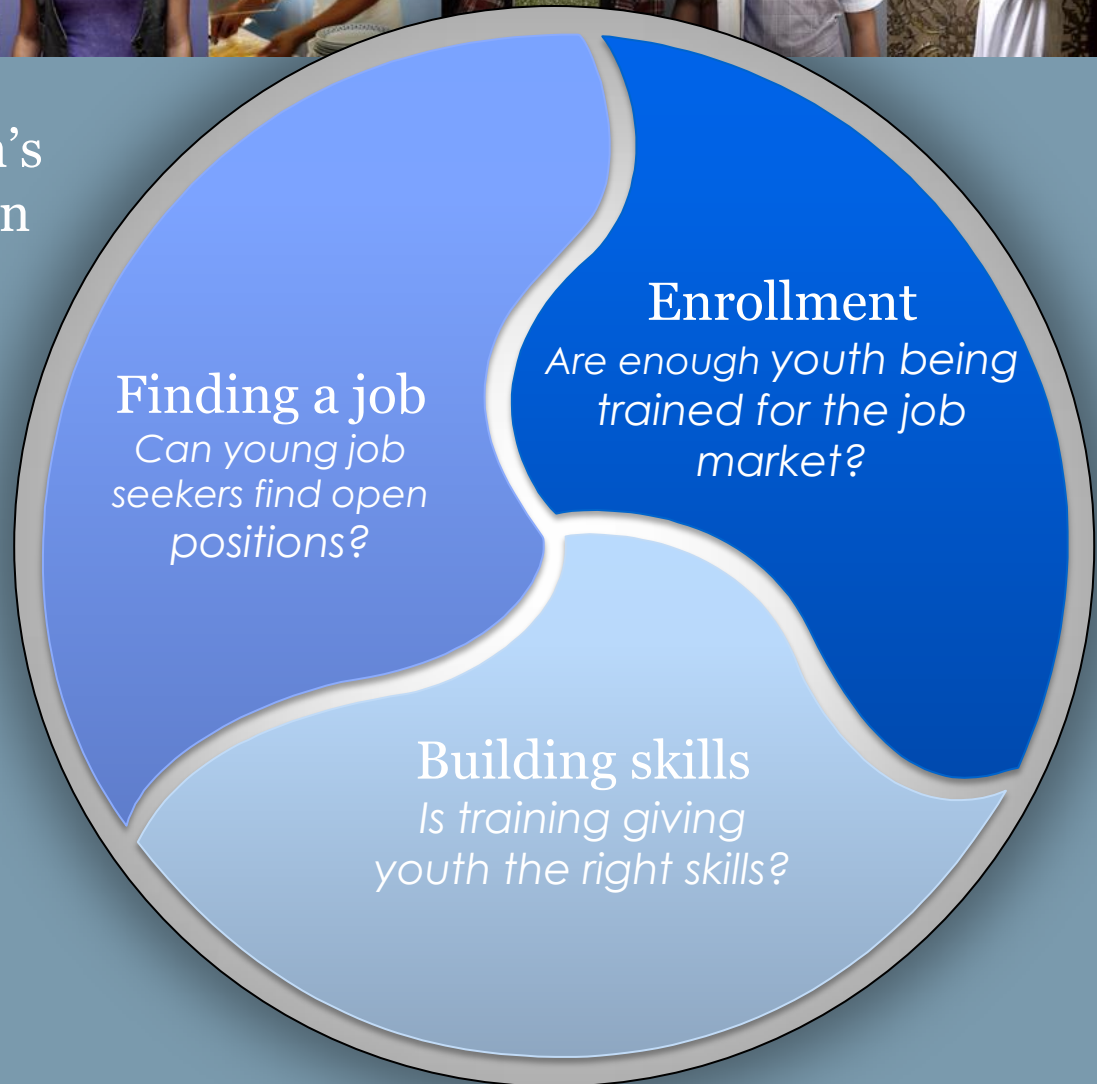
2 | The education to employment journey is fraught with obstacles

How do I find a job?





We have framed youth's journey from education to employment in three "intersections"

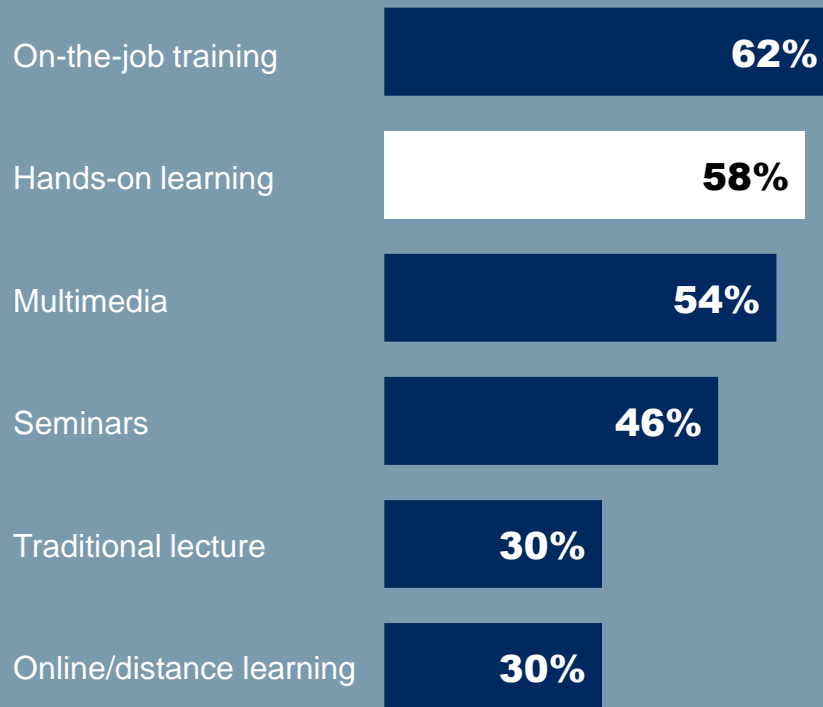




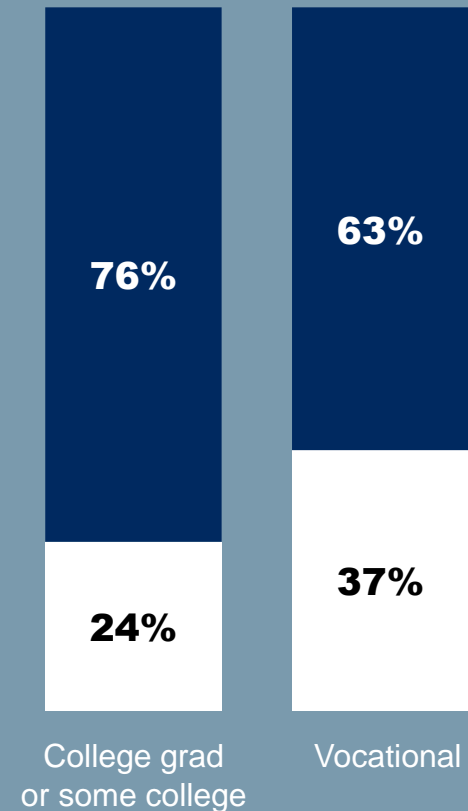
How young people prefer to learn

Most effective instructional techniques

■ Theoretical ■ Hands on



Use of hands-on learning in Academic and Vocational institutions

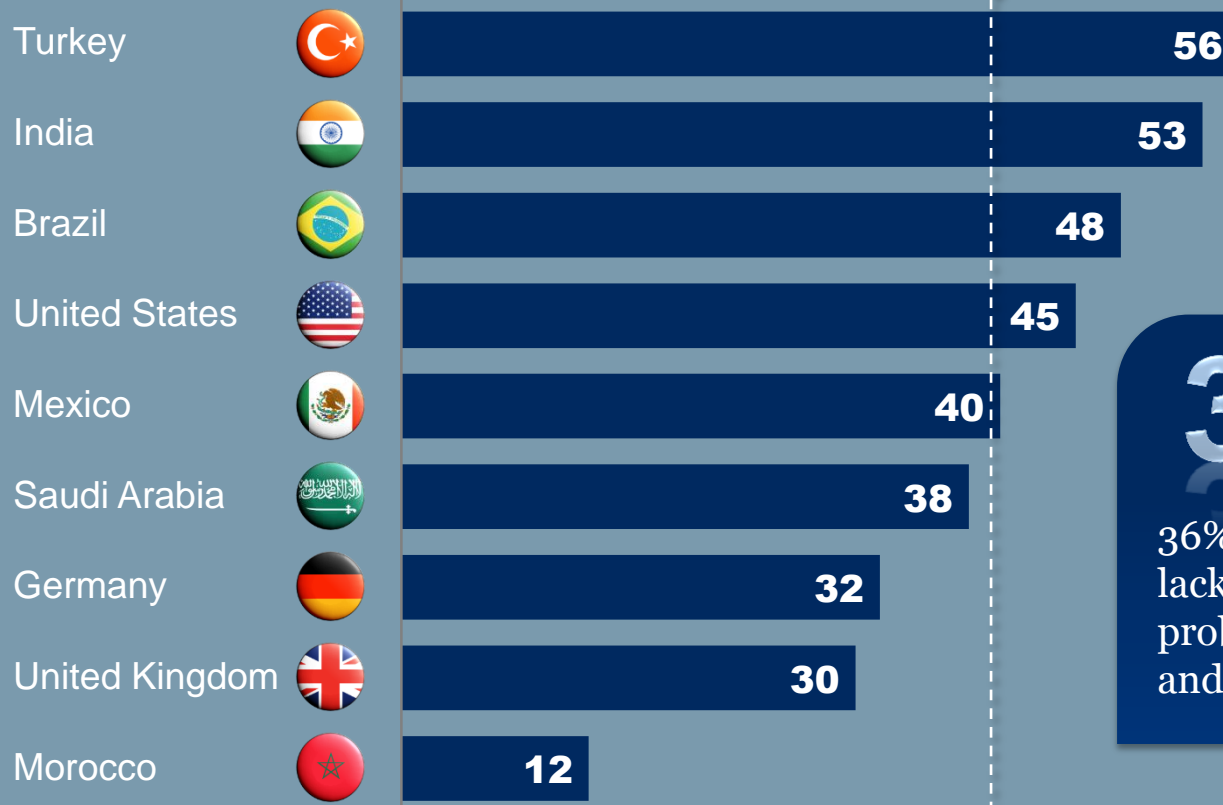




39% of employers say skills shortages are a leading driver of entry-level vacancies

Lack of skills as leading driver for entry-level vacancies

Percent of employers respondents



Average: 39%

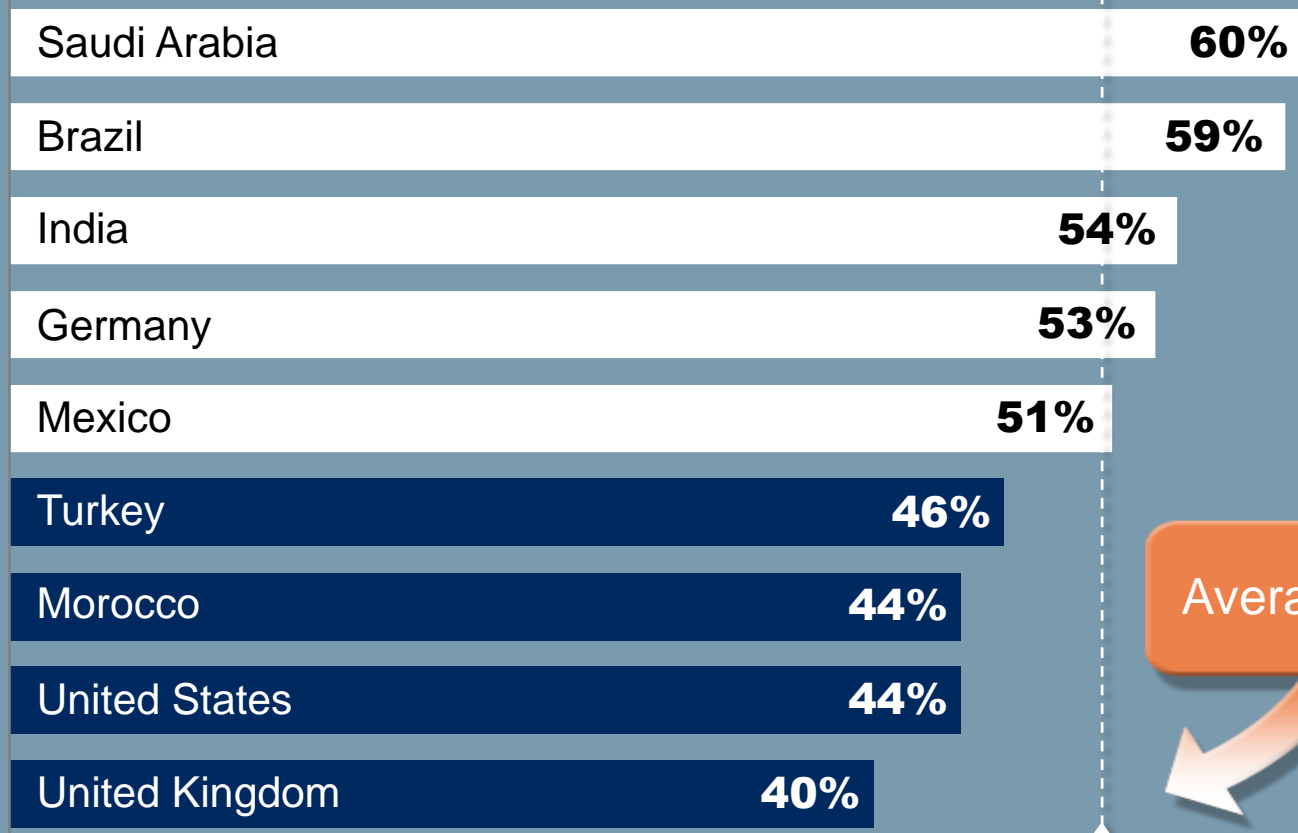
36%

36% of employers also reported a lack of skills caused “significant problems in terms of cost, quality, and time” or worse



Only one in two youth believe their education improved their chances of finding a job

% of respondents agreeing



Average: **50%**



Complementary research provides additional color on employer perceptions

Key findings from The Economist-Lumina survey of US senior executives, 2014

45%

45% of employers worry that investing in training programs **will not directly benefit their company**

50%

Nearly 50% of US employers say that lack of a clear **positive return on investment is a key barrier** to them investing in education

80%

80% of employers say that **ROI analyses would improve the chances that they invested in education and training**

3 Innovative and effective programs around the world have important elements in common

Education
WHAT
THE
Global
ISSUES





Based on our research, six components characterize a successful methodology for achieving youth employment

- 1 **Focus on middle skill jobs** that are high scarcity or high churn
- 2 **Pre-guarantee jobs or apprenticeship slots** with consortiums of employers
- 3 **Define the 10% of skills** (behavioral, technical, and mindsets) that matter the most for the target profession's daily activities and typical 'breakdown moments'
- 4 **Create a modular work readiness training** that is short (e.g. 8-12 weeks), immersive, and highly simulation based; assess proficiency weekly based on **demonstration**
- 5 **Provide social support services** (e.g. childcare, transport, stipend) during training so that students focus fully on learning
- 6 **Track ROI** for employers (productivity, churn, career trajectory) and employees (e.g. financial and personal well-being) to prove impact

1 Engage youth early



20 construction companies participating

60 students selected annually

2 years tutoring in math and science from grade 11

1 year of paid work experience

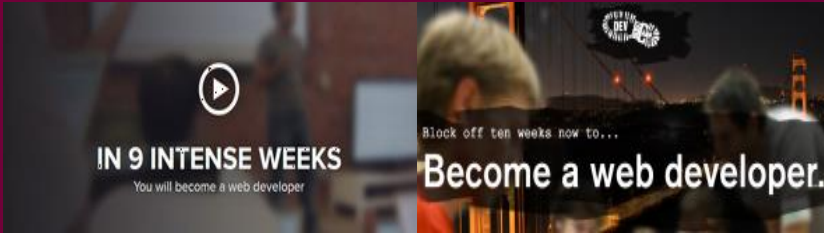
45% receive tertiary scholarship



5 year 'rebranding' campaign



2 | Run high productivity 'bootcamps'



30 students per batch for 9 weeks

25+% with no post-secondary degree

90% placement rate

15,000 engineering positions annually

30% with non-engineering degrees

12 week program across 50 technology tracks

3 | Be your own provider



Huntington Ingalls, a ship building company, started its own training program called the “Apprentice School”

4-5 year program

780 apprentices as of 2011

19 courses, 90% hands-on learning

80% of graduates still employed at Huntington Ingalls 10 years after graduation



4 Partner with competitors



Sector wide collaboration between automotive industry and providers in the US

30 community colleges



34 auto-related plants of top car makers



110 common competencies, developed by employers and taught by providers



“ We now know what to expect when we get a résumé from someone from an AMTEC curriculum. It’s a validation ”

- Nissan maintenance manager

5 Partner with allies

SME training consortium in South Korea led by a leading Telco player, SK telecom, to train its supply chain

21,000+ trained since 2006

300 business partners participating in 2012

100+ e-learning courses for technical and soft skills



6 Partner functionally



Functional collaboration on mechatronics skills across companies in non-competitive sectors in North Carolina

1 community college



8 manufacturers in different sectors



8000 hour program, split 50-50 between work and study



CENTRAL PIEDMONT
COMMUNITY COLLEGE

175K \$/student for four year program

Change the delivery model: IL&FS Skills development corporation

India's fast growing network of skill schools

350+ locations

100,000 trainees in 2012

85% placement rates

1,000+ partnerships with employers





A CALL TO INDIVIDUAL AND COLLECTIVE ACTION

True Power
is Love

