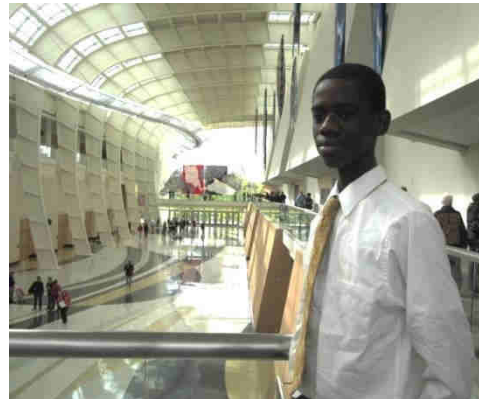




**Employer's
Toolkit for Success 1.0**



Building our Future by Supporting our youth

Letter from Mayor George K. Heartwell



Dear Mayor's 100 Businesses,

All of us who have enjoyed any measure of success in our lives can probably look back at that very first job opportunity we had as a young person. Somebody took a chance on us and we learned the skills and the culture of a workplace, what it means to be a good employee, to show up on time, to put in a full day's work and then to have the satisfaction carrying home a paycheck.

No city can consider itself to be a vital city or a sustainable city unless it's paying deep attention to its young people. One day these young people will be the ones leading us in government, business, education and in all sectors of our society. For that very reason, at my State of the City Address in 2010, I challenged 50 businesses in this community to employ young people ages 15 to 24 who successfully complete our LEAD training program -- with the idea that it would give young people the opportunity to be in a real work environment so that when they graduate from college, they can better adapt to a workplace environment.

Businesses, I can not begin to tell you the impact you are making in the lives of young people that you've employed. You've seen it first-hand, whether you are a direct mentor, a business owner or an employer. What you may not realize is the huge impact this makes in the life of the community. A young person that has a positive workplace experience carries that experience with them. When they hopefully put their roots down in Grand Rapids after getting their degree, they're going to be good employees. You've helped to contribute to that and I thank you very much.

A handwritten signature in black ink, appearing to be 'G. Heartwell'.

Mayor George K. Heartwell
City of Grand Rapids

Mayor's 100 Business

- ACSET
- ACT – Artists Creating Together
- Alternative Mechanical
- Amway
- Amway Hotel Corporation
- Atomic Object
- Barnes & Noble Booksellers – Grandville
- Bata Plastics, Inc.
- Bissell
- CampFire West Michigan 4C
- Cascade Engineering
- City of Grand Rapids
- Clark Retirement Community
- Community Ventures
- CompuCraft Technology Solutions
- Custer Workplace Interiors
- Custom Profile
- DDM Marketing and Communications
- Davenport University
- Dematic Corp.
- Denison Financial
- Downtown Grand Rapids, Inc.
- Eastern Floral
- Express Employment Professionals
- Fifth Third Bank
- Founders Bank & Trust
- Gazelle Sports
- the Gilmore Collection
- Grand Rapids Art Museum
- Grand Rapids Family Credit Union
- Grand Rapids Label Company
- Grand Rapids Public Library
- Grand Valley State University
- Kentwood Office Furniture
- Malamiah Juice Bar
- Management Business Solutions
- Mercantile Bank
- Miller Johnson
- Mindscape Solutions
- nth Consultants
- Owen-Ames-Kimball Construction Co.
- Paintworks
- Pepsi Beverages Company
- Rockford Construction
- SKO and Associates
- SMG
- Salvation Army Kroc Center
- Savor ... Grand Rapids
- SeyferthPR
- Spectrum Health
- Steelcase, Inc.
- Stifel, Nicolaus & Company, Inc.
- Stiles Machinery
- Terryberry Company
- Varnum, LLP
- Vi-Chem
- WMCAT
- Warner, Norcross & Judd, LLP
- Williams Distributing/Kitchen & Bath
- Wolverine World Wide
- YMCA – David D. Hunting

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Mayor's 100 Campaign & LEAD Program Overview

Employment has a ripple effect in a young person's life. Employed youth are able to increase their household income and in some cases, work their way out of poverty, build skills that LEAD to greater post-secondary success; and benefit their social development as they transition into adulthood. Because of this, Mayor George K. Heartwell called for 500 new jobs for youth in his 2010 State of the City Address as a strategy to expose young people to new ideas, innovative thinking and economic gains. The 2010 Grand Rapids Youth Master Plan also called for an increase in employment and career-readiness efforts that help prepare young people for the real world. As a response to this call-to-action, the City of Grand Rapids through Our Community's Children (OCC) created the Leadership and Employment, Achievement and Direction (LEAD) Program. LEAD students earn money while gaining knowledge and skills that are required in today's workplace.

The LEAD Program is a unique summer and after-school program that incorporates research-based curriculum and best practices in the fields of workforce development, youth leadership, and civic engagement. Students receive hands-on educational experiences through training workshops, community service, and paid workplace experience. 15 to 24-year-olds can choose to apply for the spring cohort for college students which offers an intensive 5 day training, a summer cohort which offers 90 hours of training, or the fall cohort which offers an 8-week course during afterschool hours. Young people who successfully graduate from training are eligible for a 6-month paid work experience at a Mayor's 100 Business. These businesses have agreed to hire LEAD participants, help develop their skills and contribute to their economic success.

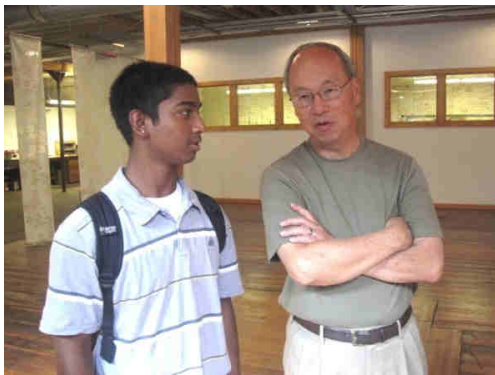
The Mayor's 100 is a campaign to identify 100 businesses to partner with the City of Grand Rapids to provide meaningful jobs for young people, ages 15-24. These are businesses who have agreed to help young men and women in Grand Rapids become part of the local economic mainstream by providing valuable work experience and in return, receiving valuable worker contribution. The City of Grand Rapids and businesses will share 50/50 the cost of employing a young person for up to 240 hours per week for six months.



In 2013, the LEAD Program and the Mayor's 100 Campaign were recognized by **President Barack Obama** as a national model for **mayoral** leadership in youth employment. These programs were highlighted as an example of President Obama's Summer Jobs+ Initiative, which sought businesses, nonprofits and government to **'work together** to provide pathways to **employment** for low-income and disconnected youth in the summer.'



The LEAD Program provides a safe and stable place where young people feel supported, engaged and challenged to excel beyond their current knowledge base. Those that participate in the spring cohort for college students receive 5 days of intensive training. The summer cohort receives 90 hours of training and the fall cohort receives an 8-week training course. All participants are prepared for 21st century employment opportunities, increase their earning power, are more college-ready, gain healthy citizenry habits and enhance or gain a life skill. Students have reported that as a result of the program they've developed self-confidence, networking skills, formed positive relationships with their peers, and managed stress. Mayor's 100 businesses repeatedly comment on the preparedness of LEAD students.



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LEAD Workshops

- Leadership Retreat
- Cover Letter & Resume Writing
- Human Resources Workshop
- DiSC Behavioral Assessment
- WorkKeys® Testing
- Generations Training
- City Hall Orientation
- Local Business Tours
- College Visits
- Financial Literacy Workshop
- Stress Management Workshop
- Mayor's 100 Business Tours
- Dressing for Success Workshop
- Current Events Quizzes
- Computer Literacy Workshop
- Social Media Workshop
- Acting Workshops
- Mock Interviews
- Grammar & Email Etiquette
- Community Service
- Fitness Classes
- Motivational Speakers
- And more!



“I learned tons of skills but I think the most essential are professional dress and attire. I could put on a pair of khaki pants and a collared shirt but I didn't really know how to put a three piece suit on, how to tie a tie, and really just put myself together.

- Dexter Hansen, Cohort 7

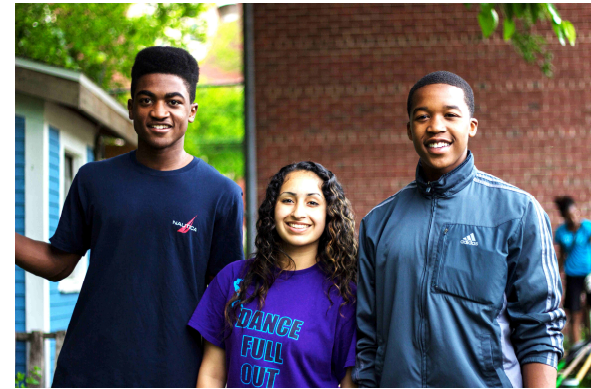


Toolkit for Success
Understanding Youth Culture

Understanding youth culture is an ever evolving process. However, the benefit of doing so could be the difference between a meaningful versus stressful employment experience. Young people in the LEAD Program, many of whom are being introduced into the workforce for the first time, are very impressionable and want to be treated like an equal employee. They want to be challenged by meaningful tasks and are eager to learn just how their work contributes to the success of a business. When workplace assignments are well thought out, explained and structured with a clear level of expectation, youth feel that they are valued employees. They also feel appreciated and accepted when they are asked about their lives outside the workplace. In addition, a flexible work schedule for some students allows them to keep their employment while participating in other extra-curricular activities which also contributes to their development and gives them an opportunity to balance work and life. Designating a mentor is also critical. Student workers that have someone within the workplace with whom they can connect, whether a supervisor or fellow employee, makes that student feel part of the social fabric of the workplace.

Tips for Integrating Youth Into Workplace Culture:

1. Participate in generation's training to identify the work styles of each generation.
2. Set high, clear and attainable expectations.
3. Be flexible with work schedules that allow for a student's extracurricular activities.
4. Assign a workplace mentor.
5. Provide youth workers with their own workspace.
6. Explain how assignments contribute to the overall success of the company.
7. Take time to ask questions, understand and appreciate the cultural assets of youth.
8. Identify biases, understand the root causes, and create strategies to work through them.
9. Guide learning experiences and give constructive criticism that corrects the mistakes while not condemning the person.



Generations in the Workforce

The Traditional Generation

Born pre-1945; 8% of workforce

Baby Boomers

Born 1946 - 1964; 30% of workforce

Generation X

Born 1965 - 1980; 17% of workforce

Generation Y (Millennials)

Born 1981- 1995; 25% of workforce

The Linksters Generation

Born after 1995; 18% of workforce

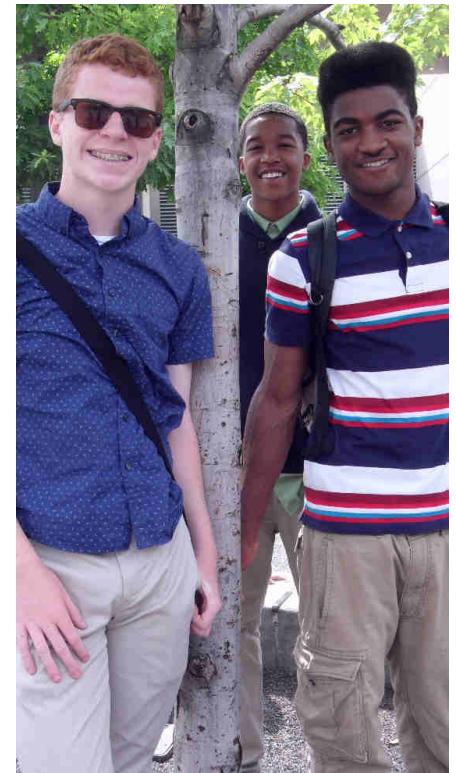
Source:

<http://employers.expresspros.com/solutions/training/seminars/#surviving>

Pre-Employment Checklist

Our Community's Children encourages Mayor's 100 Businesses to follow their typical pre-employment protocols (e.g. interview, writing sample, drug testing, background checks, etc.) when hiring a LEAD student. LEAD students understand and appreciate the opportunity to experience an authentic hiring process that other candidates for employment would normally face. To further ensure that the hiring process is thorough, please use this check list as a guide.

- ✓ Submit a Mayor's 100 application to Our Community's Children (OCC).
- ✓ Create a job description and submit it to OCC.
- ✓ Coordinate with OCC's Program Coordinator date(s) and time(s) for LEAD students to be interviewed at your location.
- ✓ Receive cover letters and resumes submitted by LEAD students via email directly to Supervisor, Human Resources or his/her designee.
- ✓ Conduct the interview. Communicate your hiring decision to OCC Program Coordinator as well to the LEAD student candidates.
- ✓ Ensure that a work permit is obtained. All students enrolled in high school must obtain a work permit from their school. The business signs the permit first, then the school signs and keeps this document on file at the school, however ask for a copy for your files as well.
- ✓ Assist students in filling out all payroll forms.
- ✓ Negotiate a work schedule with the student that allows for flexibility for school-related activities and allots for transportation time.
- ✓ Provide an orientation that covers behavioral norms, work duties, dress code, emergency procedures, break times, social media standards, use of company-issue equipment, and an introduction to other employees.



Best Practices & Suggested Job Assignments

It has been reported that having the opportunity to influence the next generation of workers is one of the top reasons for participating in the Mayor's 100 Campaign. Youth seek real world applications to what they are learning in the classroom. One clear and obvious pathway is meaningful employment opportunities. Employers must assist young people in knowing all aspects of the business. They must also help youth workers identify their strengths and opportunities for growth while simultaneously encouraging creativity and innovation.

When surveyed, LEAD participants cited the following job skills they've learned through LEAD training: communication skills, teamwork, time management skills, multi-tasking, public speaking, leadership, professionalism, responsibility, creativity, possessing a positive attitude, dressing for success and confidence. These are all valuable soft skills that must be practiced over time in workplace settings to better prepare them for success. Youth should also be recognize and rewarded for positive workplace skills and give feedback to reinforce them.

Furthermore, an engaged employer must be willing to not only hire youth, but also mentor them once they walk through the door. Job assignments must be clearly explained and expectations should be high but realistic. Youth also want to share in the successes of a business but they must be given the proper tools to do so. Orientation, periodic performance evaluations, and understanding how youth culture all impact a young person's experience, and oftentimes their first impressions of the world of working.

Non-Industry Specific Job Assignments

- Shadow employees working in various departments within the company
- File paper documents or scanning paper documents and electronically file them
- Attend meetings and give input
- Perform project-based assignments, inventories, personnel functions, etc.
- Attend out-of-office events, e.g., press conferences, sales meetings, conventions, company picnics, etc.
- Photograph products, people, events, etc.
- Create, update, and evaluate social media sites
- Research industry best practices and competitor's practices



Toolkit for Success
Scheduled Site Visits

After the student has settled into his/her job, the OCC Program Coordinator will schedule a site visit to observe the student's work environment and work duties as well as assess the worker's level of job satisfaction. In addition, supervisors will be asked to provide an informal evaluation of the student's pre-employment preparation, work performance, and overall satisfaction with the Mayor's 100 Campaign.



Sample Mayor's 100 Employer Questions:

- What kinds of additional training should a Mayor's 100 employee have before their employment here?
- Do you have any recommendations to improve OCC's relationship with you to ensure goodness of fit (e.g. pool of candidates, frequency of contact, invoice questions, youth worker legalities)?
- Are there additional resources or assistance that would have been helpful in hiring your youth worker?
- Will your business hire another Mayor's 100 employee during the next cohort?
- Will there be any formal evaluation given to your Mayor's 100 employee?
- How has your Mayor's 100 employee contributed to the overall success of your business?
- Any behavioral or attendance problems?
- On a scale of 1 to 10, 10 being the highest, how would you rate your satisfaction with the Mayor's 100 program thus far?

Sample Student Worker Questions:

- Name two specific areas/aspects of the LEAD program that has helped you in your employment.
- What aspects of your job do you really enjoy and what's the least favorite aspect of your job?
- If offered the opportunity, would you continue working here after your 6 months is over?
- What skills have you acquired since working here?
- Are there other departments or job assignments you would like to explore while working here?
- What has been the biggest challenge you've faced while working here?
- On a scale of 1 to 10, 10 being the highest. How would you rate your job experience thus far?

Mayor's 100 Frequently Asked Questions

Q: What do I need to consider when hiring a person, age 15-24.

A: You must abide by the Michigan work requirements. A person under 18 years of age cannot be employed in, about, or in connection with an occupation which is hazardous or injurious to the minor's health. Young people are resourceful and have a lot to offer. They can research, file, answer phones, provide good customer service, inventory, compile information, generate new ideas for design development, sell, type, test prototypes, market, implement communications, manage social media sites, develop projects, run errands, complete paperwork, and much more!

Q: How many hours are we expected to provide? And is this for five days a week?

A: Work experiences are flexible. Students often plan their schedules with the employer and around their classes when in school or college. Part-time experiences are between 5 and 20 hours per week. Once you identify a candidate, you will need to discuss his/her availability and agree on a schedule. You must comply with the Michigan Department of Energy, Labor & Economic Growth Youth Employment standards. Minors cannot be employed during school hours. The combined hours of school and work cannot exceed 48 hours per week.

Q: What level of compensation is typical for a work experience?

A: Young people receive \$10.00 per hour. You can offer any wage above the minimum of \$10, however, the City of Grand Rapids will compensate you up to 50% of \$10.00 (includes withholdings) for up to 240 hours.

Q: Is my organization responsible for providing insurance or benefits?

A: No, normally only full-time employees are eligible for benefits provided by the employer. Youth workers are short-term employees and are therefore ineligible.

Q: When does the Mayor's 100 job experience typically begin? How long do they last?

A: Your commitment is to offer a summer employment experience or a 6 month of work experience. You can offer additional months beyond the Mayor's 100 timeframe.

Q: When should I start looking for a youth applicant?

A: Youth applicants must complete their LEAD training prior to participating in an interview with a Mayor's 100 business. The OCC Program Coordinator will contact the employer to assist with the interview schedule prior to the 6 month employment placement.

Q: What if my youth hire does not work out? Are there rules for terminating the same way as there are for full or part-time positions?

A: Your youth worker should be treated as an employee and therefore the same laws apply. However, as you are participating in this program, a Program Coordinator will work with you to help resolve any issues that may arise. It is important that the Program Coordinator be contacted when there is evidence of an unacceptable pattern of behavior. There will be visits by the Program Coordinator at the sites.

Toolkit for Success

The Impact



The LEAD Program and Mayor's 100 Campaign have had an enormous impact. The greatest impact has been on students who live within the Grand Rapids city limits. 92% of all LEAD Program students have been Grand Rapids residents. 61% of students have identify themselves as African-American, 17% as Caucasian, 13% Latino, 7% indicated more than 1 race, and 2% Asian.

Survey data indicates that students who complete the training are better prepared for entry-level jobs. In fact, the placement rate to date is nearly 84%. The majority of LEAD students also earn a National Career Readiness Certificate while in the program by taking the WorkKeys Test®. This further indicates that they are proficient in reading for information, locating information and applied mathematics and are therefore, ready to work.

All students have a polished cover letter and resume that they can use as a template for employment beyond their Mayor's 100 experience.

LEAD Testimonials

"The LEAD Program helped me to plan ahead along with giving me the confidence to impress my employer."
– Zac, LEAD Cohort 1

"I exercised patience and teamwork not only during the LEAD but on my job."
– Emny, LEAD Cohort 2

"I am more dedicated, responsible, and positive than I thought I was."
– DeAndrea, LEAD Cohort 3

"I learned that I can reach higher goals like getting a better job, having a great work ethic and going to college."
– Ector, LEAD Cohort 4

"LEAD has given me a deeper understanding of my community and the workplace."
– Bastian, LEAD Cohort 5

"I need to work on my interviewing skills. I have potential to be quite the competition in the job market."
– Tiha, LEAD Cohort 6

"The LEAD taught me that I am capable of great things and should have the confidence to match."
– Caleb, LEAD Cohort 7

"My experience was amazing. I learned so many skills and now have direction in my life."
– Sulamita, LEAD Cohort 8

"This program goes beyond teaching you about the people around you. It teaches you about yourself. I grew as a person and it was a life-changing experience."
– Denavvia, LEAD Cohort 9a

"I am a very determined person, there are many people who would have given up but I did not."
– Jaron, LEAD Cohort 9b

Toolkit for Success
The Impact

Did you know that LEAD participants learn about the functions of city government and are more likely to register to vote when they turn 18-years-old. They learn life skills, interviewing techniques, email and grammar etiquette, dressing for success tips and generations. Equally as important is the level of satisfaction the students have within the program. An independent evaluation of the LEAD Program (2014) indicated that 92% of LEAD students reported their experience to be “Exceptional” or “Good.”^[1]

When Mayor’s 100 Businesses hire young people in the LEAD Program their return on investment is measured quantitatively and qualitatively. They receive a 50% wage reimbursement, are able to further train the next generation of workers, and benefit from the digital literacy capabilities of young people. Mayor’s 100 Businesses have also said that youth in the workplace motivate adult employees to raise the level of their work performance standards and they also assume the role of being mentors. In addition, new employees can be more easily trained and enthusiastically embrace employer systems and processes, particularly if they have had fewer employment experiences.^[2] Mayor’s 100 Businesses have said that they hire LEAD students to provide job opportunities which leads to a stronger local economy, to give youth needed experience, to give back to the community, and to receive a return on investment.^[3] U.S. employers are looking for better-trained talent, but traditional hiring methods don’t always add up to better hires.^[4] This is a perfect reason to participate in the Mayor’s 100 Campaign.

1. Spring Forward Consulting, *Evaluation of the LEAD and Mayor’s 100 Program Cohorts 7 and 8*.
2. Bennett, Steve and Hall, Katie. *Employing Opportunity Youth: Recognizing and Reinforcing the Business Case*. Corporation for a Skilled Workforce. 2014.
3. Spring Forward Consulting, *Evaluation of the LEAD and Mayor’s 100 Program Cohorts 7 and 8*.
4. Grads for Life, www.gradsoflife.org.

Mayor’s 100 Testimonials

“Expand this program to adults because some don’t hold a candle to these LEAD students.”
– Tanya Todd, 61st District Court

“This program has exceeded my expectations. The quality and skills of these students are beyond my expectations.”
– Liza, Alvarez, Vi-Chem

“I hope this program continues. It serves an incredible need. We are very supportive and we look forward to more successful placements.”
– Cheryl Coutchie, Warner, Norcross & Judd, LLP

“We are very pleased with all of the candidates that have come through the Mayor’s 100 experience. We have had wonderful students in the past and have enjoyed them working for the organization.”
– Jodi Bazuin, David D. Hunting YMCA

“This has been the best fit! Knowing that youth employment is a core value of our mission, the Mayor’s 100 is a seamless partnership in providing these types of opportunities for youth.”
– Anissa Eddie, Malamiah Juice Bar

Toolkit for Success
Additional Resources

Our Community's Children

www.grchildren.us

www.facebook.com/ourcommunityschildreng/

www.youtube.com/channel/UCGL6pNDIUhNRQw-3qPY8law

City of Grand Rapids

www.grcity.us

<http://grcity.us/fiscal-services/Purchasing-Department/Pages/Supplier-Registration-Instructions.aspx>

State of Michigan - Work Permit

www.michigan.gov/mde/0,4615,7-140-6530_2629_59590---,00.html

Professional Development

Michigan Works!

www.michiganworks.org/events/

Corporation for a Skilled Workforce

<http://skilledwork.org/employing-opportunity-youth/>

Opportunity Nation

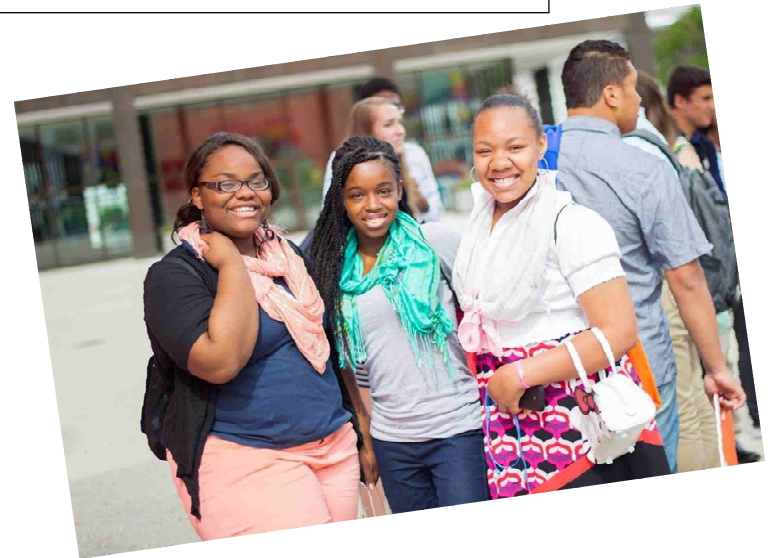
<http://opportunitynation.org/our-solution/employer-engagement/platform/>

Grads of Life

<http://gradsoflife.org>

The Aspen Institute

<http://www.aspeninstitute.org>



Contact Information

Lynn Heemstra, Executive Director
Our Community's Children
300 Monroe Ave., NW; Suite 921
Grand Rapids, MI 49503616.456.4353
lheemstr@grcity.us

Shannon L. Harris, Program Coordinator
Our Community's Children
300 Monroe Ave., NW; Suite 921
Grand Rapids, MI 49503
616.456.3558
sharris@grcity.us



www.grchildren.us

[Facebook.com/ourcommunityschildreng](https://www.facebook.com/ourcommunityschildreng)

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