



Background on the project

Commonwealth Corporation has been studying the underlying causes of the decline in youth employment. We are now working to understand how to best prepare young workers and entry level workers to navigate their careers. Using data from interviews and a survey of 200+ employers we've assembled the below tips to support your management of young workers and entry level workers and their future careers. Successfully engaging these workers can help strengthen your team and business.


MANAGERS MUST BE EXPLICIT ABOUT EXPECTATIONS AND OPPORTUNITIES.

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- ▶ Meet employees half-way regarding expectations and opportunities for advancement—offer information and guidance on steps to take, skills to acquire, and how skills are transferable.
 - ▶ Be prepared to make adjustments to create a safe and effective space for employees with disabilities.
 - ▶ Utilize metrics to evaluate workers and share metrics with them.
 - ▶ Ensure that workers understand when, how, and by whom they are being evaluated.


CREATE TIME AND SPACE FOR CONVERSATIONS BETWEEN MANAGERS AND EMPLOYEES.

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- ▶ Foster an open and welcoming culture with opportunities for employees to approach managers.
 - ▶ Allow time for employees to reflect on their experience and growth.
 - ▶ Create individualized career development plans for workers.
 - ▶ Highlight real stories of veteran staff and their trajectories. This provides context for entry level workers to understand the trial and error involved in growing throughout one's career.


INVEST IN SYSTEMS THAT PROVIDE ENTRY LEVEL WORKERS WITH THE SKILLS NEEDED TO ADVANCE.

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- ▶ Be clear about the formal or informal training and technical requirements needed for workers to advance into various positions.

TRAIN MANAGERS TO CAPITALIZE ON TALENT.

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- ▶ Train managers to recognize and capitalize on the strengths of current employees even if the employee has not approached them about advancement.
 - ▶ Coach managers to talk about advancement with employees regularly.
 - ▶ Seek out quiet or less out-going individuals in order to not pass over staff who may be ready and able to advance.

MAKE SPACE FOR EXPERIMENTATION, CREATIVITY, AND PROBLEM SOLVING.

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- ▶ Change the language around success and failure/mistakes; instead of a failure, it's a learning opportunity.
 - ▶ Offer space in which entry level workers and young people in particular can exhibit different skills sets, feel safe taking initiative, and change their view of failure.