

CAREERWISE ANNUAL REPORT

//2020



CareerWise

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Saying 2020 was a notable year is an understatement. Our world was turned upside down by a pandemic and the spotlight on social justice burned hot; it was a year that led to the crystallization of what’s important in each of our lives, in our work and in our economy.

During the pandemic, as millions of people were suddenly without work, 64 percent of our youth apprentices remained on the job. Whether it was onsite in modified-for-safety workplaces or remote work, apprentices persevered and adapted to the sudden change in work. And the fact that those apprenticeships remained intact during the most economic uncertainty we’ve seen since the Great Depression was evidence of the value employers see in the work apprentices are performing and the importance of the program.

The killing of George Floyd also sparked a long-due reckoning with our nation’s economic and social inequities. Youth apprenticeship can be an options multiplier for any student, but it is especially important because it can open doors to opportunities for social mobility that are currently shut tight in a linear system of education to career.

To press on the aspects of youth apprenticeship that can ladder to a more equitable economy, CareerWise Colorado developed and launched Equity First in 2020. Equity First focuses on diverse talent pools, equitable supports and additional DEI training for employers.

Yet, despite the challenges in our nation, the CareerWise youth apprenticeship model continued to gain traction across the country. CareerWise reorganized its staff and resources so that implementation in Colorado would continue to be laser-focused on growing the number of employer partners and filling apprenticeship positions, and at the same time, we could better serve our growing affiliate communities in Elkhart County, Ind., New York City and, 2020’s newest addition in Washington, D.C.

2020 was a crucible. But it galvanized CareerWise in the importance of our work.

Best regards,

Noel Ginsburg
 Founder and CEO
 CareerWise

“The work that I do is rewarding and interesting, it plays to my skill set and allows my abilities to flourish in an environment that rewards my strengths and challenges me to grow and improve.”

PROGRAM OUTCOMES

Annual evaluation of apprentices’ experience and learning is a critical pillar of CareerWise’s ongoing efforts to ensure that apprentices are equitably gaining industry-valued skills, knowledge and abilities. What’s more, understanding how effectively businesses are training their youth apprentices is key to making the case for the expansion of work-based learning and to identifying the conditions in which it best serves the needs of both young learners and industry.

Evaluative efforts were undertaken in the context of the implementation of a newly honed learning-agenda framework¹ which will allow CareerWise to

- continuously improve
- evaluate our program
- research the impact of our program and build the field of work-based learning for broader systems change.

As in previous years, the annual evaluation analysis includes bi-annual competency evaluation by both apprentices and supervisors, and a survey of all active apprentices. All told, this analysis covered 241 individual apprentices, 741 evaluations from apprentices and supervisors, 6,279 records of apprentices’ overall progress, and 13,310 point-in-time assessments of competency attainment by the apprentice and supervisor.

This is the largest and most comprehensive dataset CareerWise has worked with for any project.

COMPLETING APPRENTICES



90%

of graduating apprentices reported having made connections through their apprenticeship that would be helpful for their career.



76%

report that those relationships were ones that they would not have otherwise made.



76%

of completing apprentices agree that they have gained meaningful skills, inclusive of both occupation-agnostic “soft skills” and technical, occupation-specific skills.

CAREER KNOW HOW

Across all cohorts,

77% percent of apprentice-respondents believe that they are more knowledgeable about future career opportunities, compared to before they started their apprenticeships.

SATISFACTION



79%

Enjoy their apprenticeship

In the 2020 survey, 79% of first- and second-year apprentices report that they are “very much” or “completely” enjoying their experience.

Plus, the share of apprentices who report “completely” enjoying the apprenticeship experience has increased markedly every year since 2017.

RELEVANCE



78% of apprentice-respondents report that what they have learned on the job is “very” or “completely” relevant to their future career. Particularly notable, apprentices more consistently rate what they are learning on the job as being “very” or “completely” relevant to their future career than what they are learning in school.



¹The outcomes reported here entail the annual analysis of 2019-2020 program-year outcomes, conducted in the fall of 2020



WELCOME ABOARD, KEVIN!

Employer: Intertech Plastics

Since he enjoyed working with his hands, Kevin thought he would join the U.S. Air Force after high school to fix planes or work in aerospace engineering. But once he started high school, his post-secondary vision for himself changed when he began taking CTE courses and joined the robotics team. That experience connected him to the advanced manufacturing industry and, ultimately, to a CareerWise apprenticeship.

With the experience he'd already gained from his CTE courses, the robotics team, and knowledge of computer-aided design (CAD), he was a desirable candidate for the engineering technician apprenticeship.

"I came in with some of the hard skills; it was all of the soft skills I didn't have," said Kevin. "I was not a good communicator, and I had a lot of anxiety around that."

During his apprenticeship, Kevin collaborated with his coworkers and vendors across the industry, which helped develop his essential soft skills such as professional communication and time-management.

Now, having graduated from the CareerWise apprenticeship program, Kevin is in a full-time position as an automation engineer with Intertech Plastics while studying advanced manufacturing sciences part-time at Metropolitan State University (MSU) in Denver.

Kevin is proud of his many contributions to the team, both through his technical talents and leadership. He's designed and implemented automation systems used throughout the company to inspect products before they are distributed, saving the company millions.

"The biggest thing I always tell our apprentices is you have to be able to self-advocate; there's always something that you can do that no one else on the team can," said Kevin. "If there's something you see that you think you can do, offer to do it and prove that you can."



YOU'RE HIRED, VICTORIA!

Employer: Arrow Electronics

Victoria was hired as a financial services apprentice at Arrow Electronics in 2018 when she was 16 years old and a sophomore at Eaglecrest High School. In her apprenticeship, she worked in the accounting department alongside seasoned professionals, learning the technical and essential soft skills she'd soon put to good use after high school.

"Who gets the opportunity to put a Fortune 500 company on their resume before they even set foot on a college campus?" Victoria mused. "Youth apprentices do! It's set me on an amazing education and career trajectory."

Upon completing her apprenticeship, Victoria took a full-time position running accounts payable and receivable for a medical start-up. She's taken what she learned in her apprenticeship and made herself invaluable to a growing business.

"My apprenticeship not only opened my eyes to how to be a professional and the career opportunities available to me, CareerWise also created amazing opportunities for leadership that helped me polish my networking and public speaking skills."

Victoria is also studying financial management at the University of Colorado Denver.

"Having the opportunity to try out finance at such a young age solidified my career pathway for a lifetime," said Victoria. "It's what I want to do and I know I can."





“I dont think I could be much happier than I am in my position now... I have the best co-workers.”

— Destynee

DESTYNEE, YOU'RE HIRED!

Employer: Angi

At the end of her junior year, Destynee had an interest in technology, but was unsure about the different types of jobs the industry encompassed.

Initially, she was a little intimidated by the prospect of a competitive interview process. “But, I knew that this was a big opportunity,” said Destynee. She overcame her nerves and jumped in and applied, excited about the prospect of exploring careers in technology.

In the fall of 2019, Destynee was officially hired as a youth apprentice with Angi at the company’s Denver office located in the River North (RiNo) Art District. As a quality-assurance technician, she ensures the software is working efficiently for the customer’s user journey. Destynee monitors various parts of the software platform and identifies areas that can be developed and improved for a better user experience. After just a few months of training in her new role, the COVID-19 pandemic forced a shift from

working on-site to working from home. It was a challenge transitioning from training with her supervisor in-person to virtual meetings, but Destynee took the change in stride.

“It’s been fun to watch her grow, she really just continued to thrive though that shift,” said Armen Rashidyan, her customer success manager at CareerWise.

Last November, Destynee was hired into a full-time role as an Enterprise System Administrator with Angi. A job that launches a high-growth, well-paying career. Destynee’s mom, Rose, has seen the change in her daughter’s confidence, drive and career planning throughout the course of her apprenticeship experience.

“I feel like she’s gotten so much more focused and in-tune with planning out her whole life,” said Rose. “She’s like a steam engine and there’s no stopping her. I can hardly wait to see where she goes. I’m really proud of her.”

EQUITY FIRST

CareerWise’s Equity First program is an intervention launched in 2020 to improve apprenticeship outcomes for communities of color with the intent to move employers from the status quo to meaningful change through a diverse and inclusive workforce,

DEI training and creating opportunity where it wasn’t before. It is specifically designed to create change in industry, and as such requires additional commitments from the employer in addition to the equity supports provided by CareerWise.

For Equity First Employers, CareerWise:

- Recruits applicants from our most diverse high schools, delivering a candidate pool primarily comprised of students of color
- Provides a suite of complementary trainings, including topics such as anti-bias hiring practices and inclusive leadership, made widely available to the employer
- Offers extended workplace-readiness training (Bootcamp Extensions)
- Provides apprentices supplemental pre-employment training on Confronting Bias in the Workplace
- Delivers a program orientation for the apprentices’ future team, department and/or the entire organization
- Provides access to a peer mentor, giving apprentices a safe space to voice their challenges and seek support



Equity First Employers commit to:

- Demonstrating an organizational commitment to diversity, equity and inclusion by being an Equal Opportunity Employer (EOE) and publishing their own DEI statements or expressing alignment with the statement on PAYA Equitable Apprenticeships.
- Providing apprentices with all tools and resources needed to perform the job, such as a laptop, and, optimally, transportation resources like an Eco-pass
- Ensuring hiring managers participate in CareerWise’s Equitable Youth Hiring Training (30 minutes, live or recorded webinar)
- Ensuring the apprentice’s supervisor participates in:
 - *CareerWise Supervisor Training* (3 hours, including 1.5 hour webinar and 1.5 hours online coursework)
 - *Inclusive Leadership Training* (1.5 hour webinar)
 - *Anti-bias Training* (CareerWise developed a 45-minute session for those employers that do not have their own)
- Engaging CareerWise to deliver a program orientation for the apprentices’ future team, department and/or the entire organization
- Supporting Equity First apprentices by creating work time for related instruction in the first year of the apprenticeship through the CareerWise Colorado Bootcamp Extensions program

LEARNING ON THE JOB

If the current discrepancy between Black apprentices and the rest of their cohorts holds as we focus on growing the representation of students of color and of apprentices from low-income households, then this may indicate the interference of systemic barriers. We continue to monitor early signs of disparity between the outcomes of Black apprentices and those of other subgroups in Colorado.

But, CareerWise is not waiting for confirmation of bias in a larger sample. In 2020 CareerWise developed and launched Equity First (previous page), a program aimed at implementing equity-focused supports – particularly employer training, preparation for professional working environments, and support building social capital within that work environment – and we will monitor changes in competency and productivity attainment by students of color receiving such interventions.

“I am enjoying all the professional experiences and opportunities presented. Even though I’m still only in my first year, I’ve already learned so much about myself and what I look for in a career/ workplace. I’ve built so many amazing professional relationships and the culture in my office is so welcoming. I truly do work for a company I love.”



SAMPLE FINDING

Competency Mastery and Productivity by Race/Ethnicity

There is a sizable gap between rates of competency mastery and productivity achieved by Black apprentices and those of the overall group of apprentices, as seen in Table 812.

The median Black apprentice has mastered 21% of their assigned competencies, compared to the 63% for the median overall apprentice. The median Black apprentice is also rated 63% as productive as an FTE, compared to 75% for the median apprentice overall. The median Hispanic or Latino apprentice achieved a higher rate of competency mastery than did the median white apprentice, and the two groups achieved the same median productivity rating.

Race (simplified)	White	Black	Hispanic or Latino	Other	No Data provided	Overall
Total Evaluated Apprentices	87	11	39	18	28	183
Avg. % Mastered of Intended, Active, Competencies	60%	34%	59%	60%	57%	58%
Median % Mastered of Intended, Active, Competencies	67%	21%	71%	65%	59%	63%
Avg. % Mastered of Intended, Active, Occupational Competencies	51%	27%	46%	46%	45%	47%
Median % Mastered of Intended, Active, Occupational Competencies	57%	0%	37%	49%	44%	50%
Avg. % Mastered of Intended, Active, Career-Ready Competencies	64%	37%	64%	65%	61%	62%
Median % Mastered of Intended, Active, Career-Ready Competencies	69%	25%	81%	72%	56%	69%
Avg. % Highest Productivity	73%	48%	71%	73%	63%	70%
Median % Highest Productivity	75%	63%	75%	75%	65%	75%

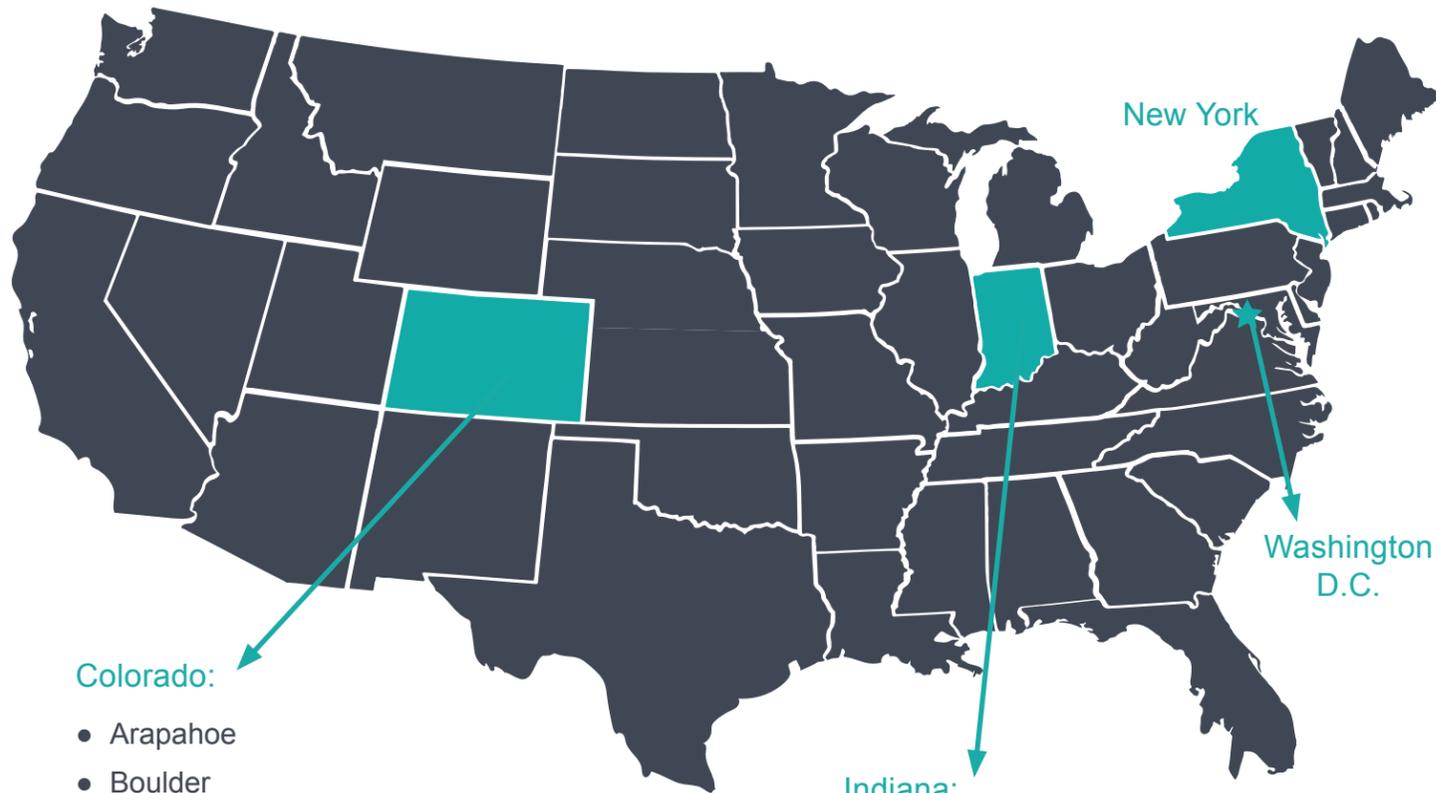
Below Overall for Row

¹² Asian, Two or More Races (Not Hispanic or Latino), and American Indian or Alaskan Native were grouped into “other” for the purposes of this analysis.

NATIONAL EXPANSION

CareerWise launched in Colorado, but by 2019 we had affiliate partners implementing modern youth apprenticeship in Elkhart County, Ind., New York City, and in 2020 we added Washington, D.C. CareerWise also consults on other programs in communities such as Indiana and New Orleans, and with national partners such as JFF and New America's Partnership for Advancing Youth Apprenticeship (PAYA).

CareerWise Communities:



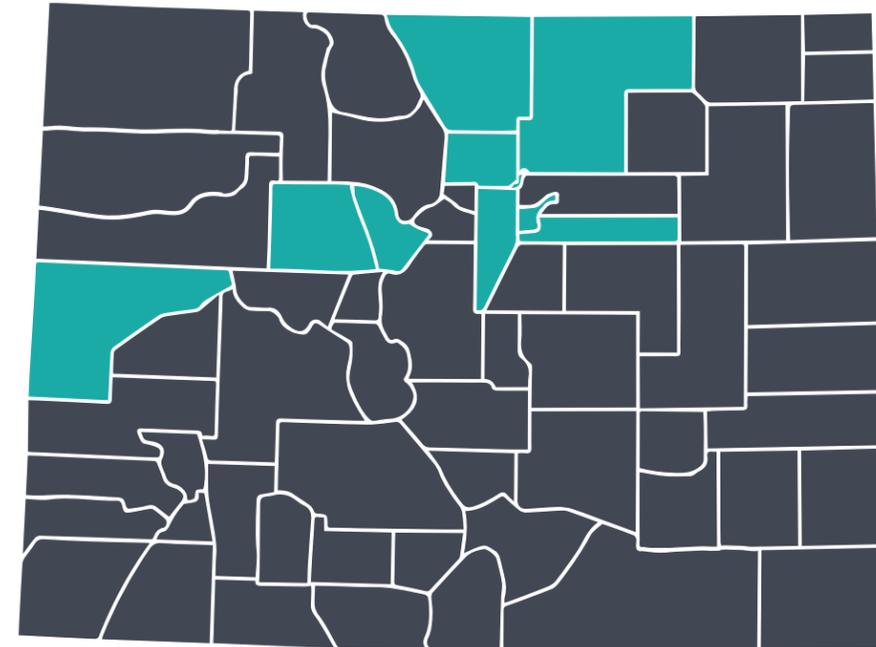
- Colorado:**
- Arapahoe
 - Boulder
 - Denver
 - Eagle County
 - Jefferson
 - Estes Park
 - Fort Collins
 - Loveland
 - Grand Junction
 - Summit
 - Weld

- Indiana:**
- Elkhart County

In 2020 CareerWise reorganized so that the Colorado staff could focus on growing and refining youth apprenticeship for employer partners and students in our flagship community, while the national arm of the organization was formalized to help grow apprenticeship across the country.

Roles such as customer success and business partnership development remained focused on Colorado, while other centralized services, such as apprenticeship design, marketing and technology, were extended beyond our home state to help improve outcomes and cost efficiencies of programs in other communities.

Colorado Regions:

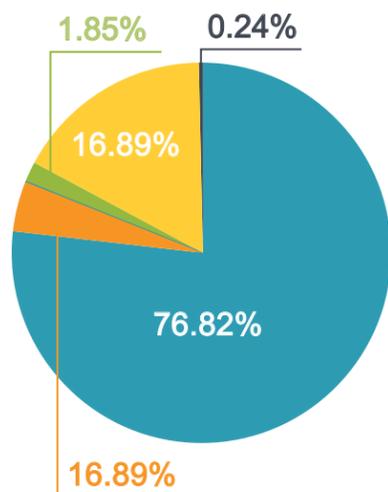


- Colorado:**
- Arapahoe
 - Boulder
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 - Eagle County
 - Jefferson
 - Estes Park
 - Fort Collins
 - Loveland
 - Grand Junction
 - Summit
 - Weld

“I love that I am learning early on the skills that one should know when it comes to working in a professional field. I like that not only am I starting young, but I am learning skills that are important in my career pathway. This is an amazing opportunity which has helped me not to be afraid of my future in my business career.”

FINANCIALS

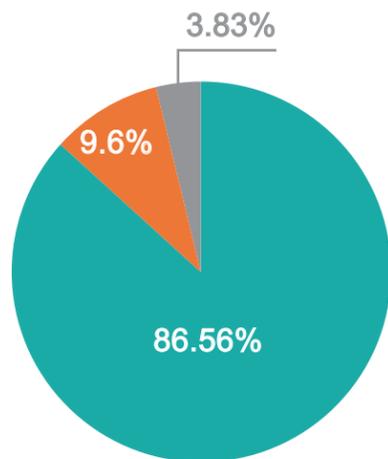
Tied to FY2020 Audited Financial Statements



Foundation Grants	\$4,025,370	76.82%
Federal Grants	\$219,934	4.2%
Business Partner Fees	\$96,995	1.85%
National Strategy Engagement Consulting	\$885,052	16.89%
Individual Contributions/Other	\$12,337	0.24%

Total: \$5,239,688

Expenses by Functional Category



Youth Apprenticeship Program	\$3,993,228	86.56%
Administration and General	\$443,398	9.61%
Fundraising	\$176,888	3.83%

Total: \$4,613,514

PARTNERS & FUNDERS

Funders

- The Beacon Fund
- Bill & Melinda Gates Foundation
- Bloomberg Philanthropies
- Colorado Department of Labor and Employment
- Colorado Health Foundation
- Daniels Fund
- Hearst Foundation
- Mayer-Phillips Foundation
- Mesa County
- New America
- Rose Community Foundation
- US Department of Labor



Employer Partners

- Accenture (DC) *Careerwise DC*
- Accenture (NY) *Careerwise New York*
- Acquired Data Solutions *Careerwise DC*
- Amazon *Careerwise New York*
- Bank of Colorado *Careerwise Colorado*
- Baugo Community Schools *Careerwise Elkhart County*
- BD Customs *Careerwise Elkhart County*
- Brooklyn Navy Yard *Careerwise New York*
- Canvas Credit Union -- HQ *Careerwise Colorado*
- Cherry Creek Schools *Careerwise Colorado*
- DPS Career and College Success *Careerwise Colorado*
- Enlightened *Careerwise DC*
- Ernst & Young *Careerwise New York*
- Estes Park School District R-3 *Careerwise Colorado*
- Excelitas *Careerwise Colorado*
- First Alliance Title *Careerwise Colorado*
- Goshen Health *Careerwise Elkhart County*
- Goshen Stamping *Careerwise Elkhart County*
- Heritage Financial Group *Careerwise Elkhart County*
- HSS Security *Careerwise Colorado*
- Janus Henderson *Careerwise Colorado*
- JPMorgan Chase *Careerwise New York*
- Kastle Systems *Careerwise DC*
- Limbic Systems *Careerwise DC*
- Lockheed Martin *Careerwise Colorado*
- Marsh & McLennan Companies *Careerwise New York*
- Mastercard *Careerwise New York*
- McKinsey *Careerwise Colorado*
- Metalcraft Industries *Careerwise Colorado*
- NagraStar *Careerwise Colorado*
- Oaklawn Psychiatric Center *Careerwise Elkhart County*
- Pinnacol Assurance *Careerwise Colorado*
- Rupes USA *Careerwise Colorado*
- Terumo BCT *Careerwise Colorado*
- Unqork *Careerwise New York*
- Vectra Bank Colorado *Careerwise Colorado*



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www.CareerWiseUSA.org
info@careerwisecolorado.org