

# Growing Talent in the Social Sector: How Can We Better Leverage Entry-Level Talent?

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# Society's continued progress depends in large part on the quality and diversity of talent entering the social sector

To accelerate social progress we must address three inter-related challenges:



***Human capital may well be our greatest resource for driving long-term, lasting change. The responsibility to invest in that resource—including both developing existing staff members and building bridges to engage more early-stage professionals in the work—is embedded in our mission statements as social change organizations.***  
***(Megan McGlinchey, Coordinator, Living Cities)***

# Bigger, Better, and More Diverse Talent

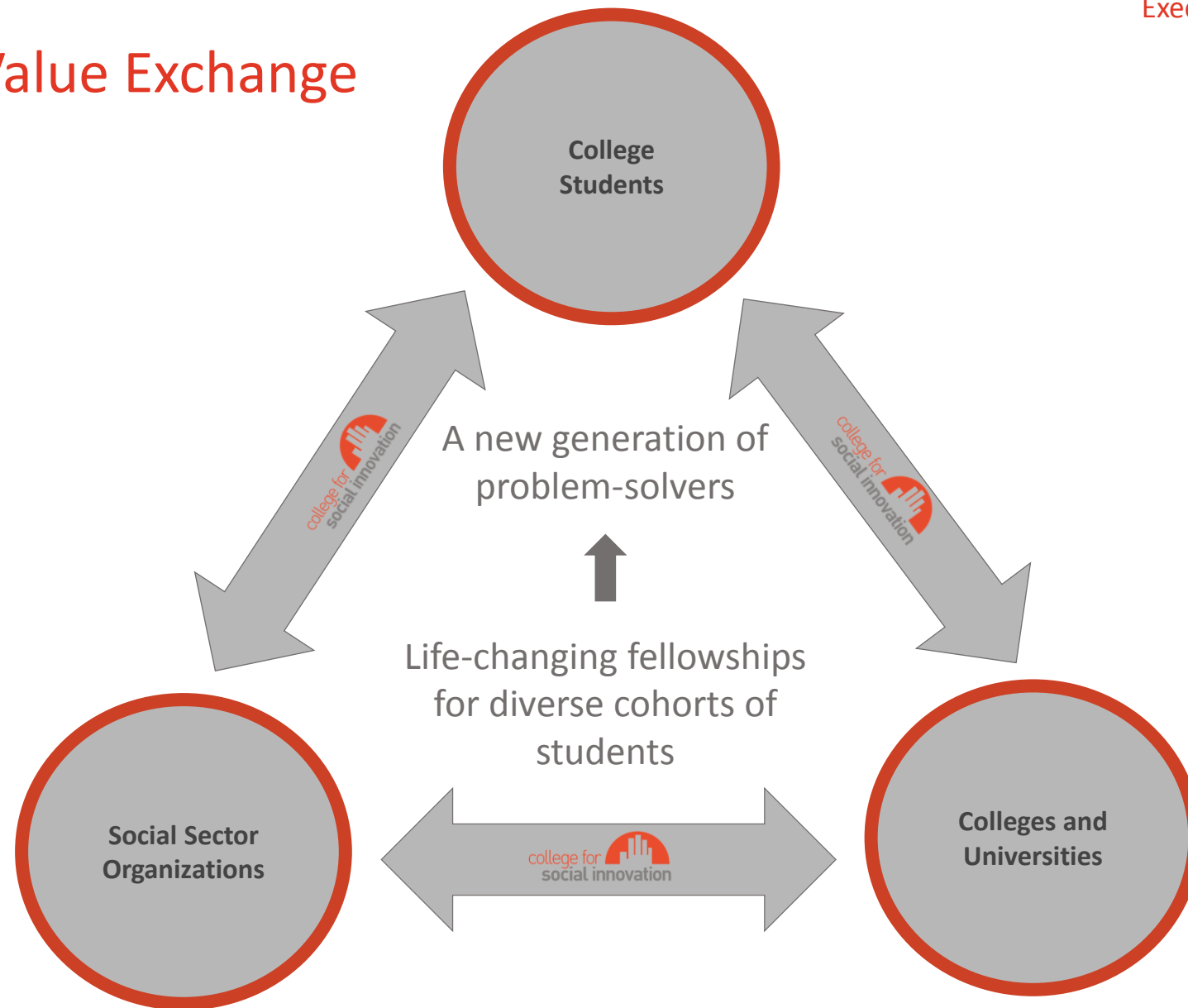
- Talent finding the sector
  - No existing formal pathways for entry into the field (except to low paying, non-sustainable positions through Americorp and other service programs)
  - Few programs that provide relevant experiential based preparation for jobs in the sector for liberal arts and STEM students (unlike teaching, social work, nursing, etc.)
  - Students of color and low income students told they won't make money if they take a job where they can "do good"
- The sector finding talent
  - Limited talent strategy built into overall organization strategy – limited investment in sustainability of talent
  - Little to no investment in developing a pathway – not at college career fairs, don't have fellowships/internships that turn into full-time positions
  - Relying on Americorp and other such programs will not result in diverse talent pools – have to go where these students are

# College for Social Innovation

- Nonprofit established in 2015
- Co-Founders Eric Schwarz and Lisa Jackson
- Semester in the City Program in Boston – Curated and supported internships
- Have served 58 students to date
- 6 College Partners and 39 Host Orgs to date



# CfSI Value Exchange



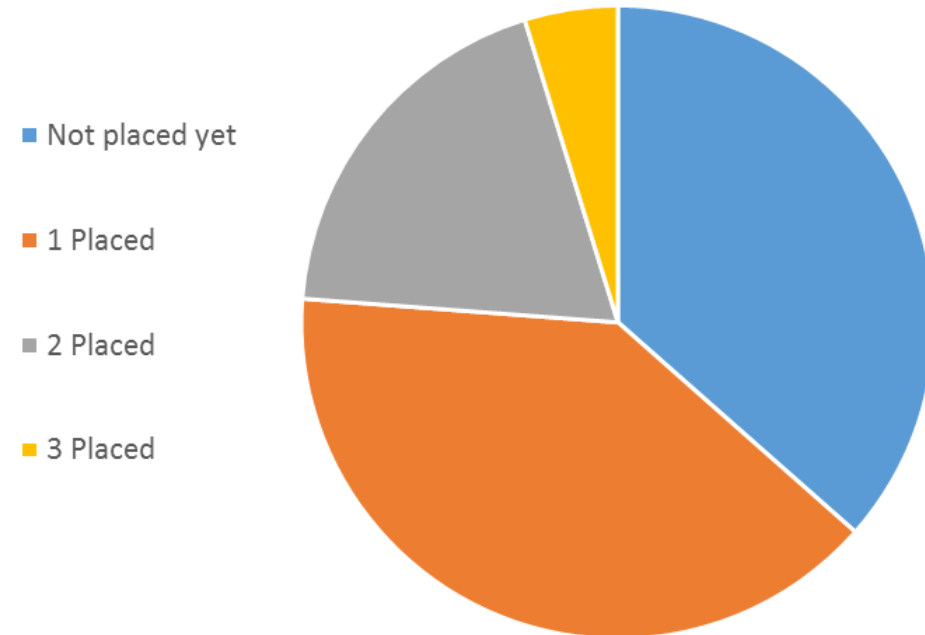
	Social Sector Hosts	Higher Education Institutions	College Students
<b>GIVE</b>	Mentorship / Supervision Meaningful Experience	Full academic credit and access to Title IV funding Integrated learning experience (liberal arts + hands-on experience)	Passion, time, skills Experience to share with peers (after returning)
<b>GET</b>	Long-term pipeline of diverse, skilled talent Support completing mission-aligned projects	Valued experience for students Increase in applications, yield, and job placement rates	Progress toward degree Enhanced learning, self-discovery, and networks

# 63 Organizations have applied to host our students and we have made placements of one or more interns for 2/3<sup>rd</sup> of them

“We would hire our Social Innovation Fellow in a heartbeat. We're now re-thinking what it means to have a volunteer in the office and to have someone be really dedicated. **It has made us flip that idea of ‘intern’ on its head.**”  
–Karleen, Playworks

"It was so fantastic to have a future leader in our midst, sharing her energy and passion for this work. She added great capacity to our program and has become a key member of the team." –Anonymous Fall 2016 Mentor

Number of Students Placed at Organization from Fall 2016 to Fall 2017

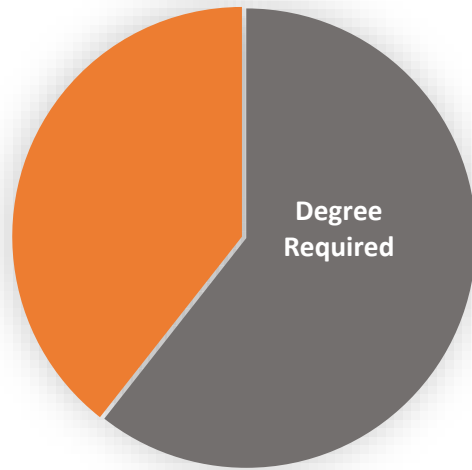




# Changing the Narrative

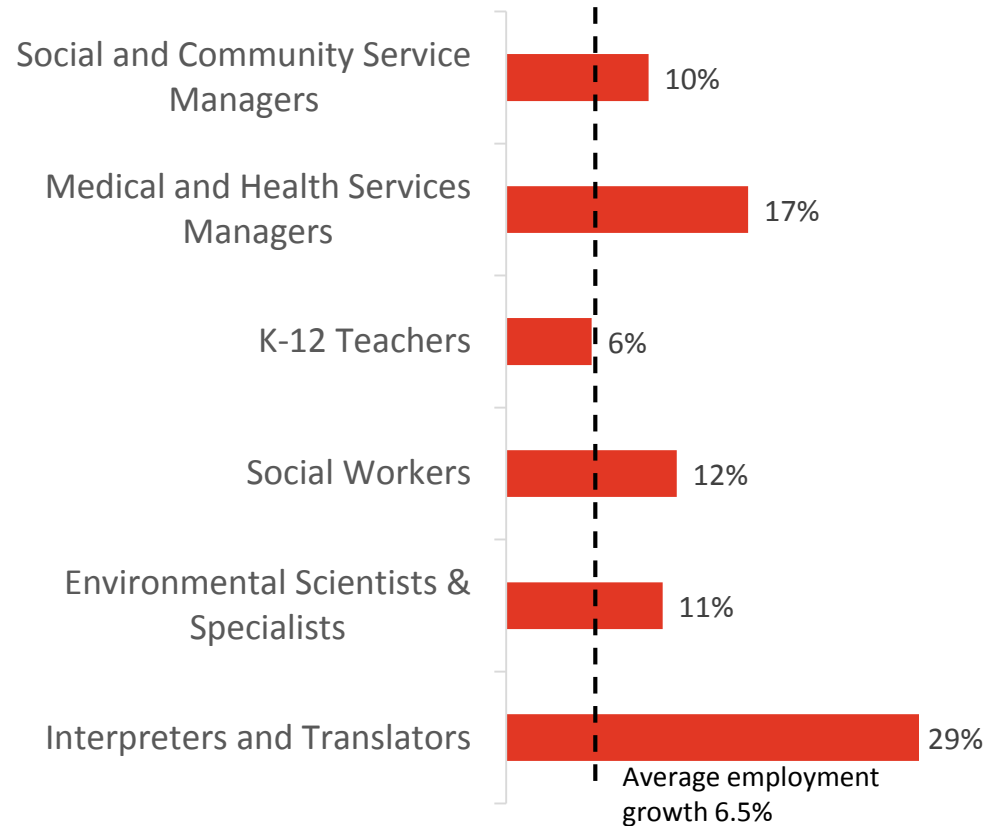
- There are jobs, good jobs, in the sector
- You can do well and do good
- You can find diverse talent
- You can grow your own talent

# There are jobs: The social sector today includes 33 million full-time jobs and is growing fast



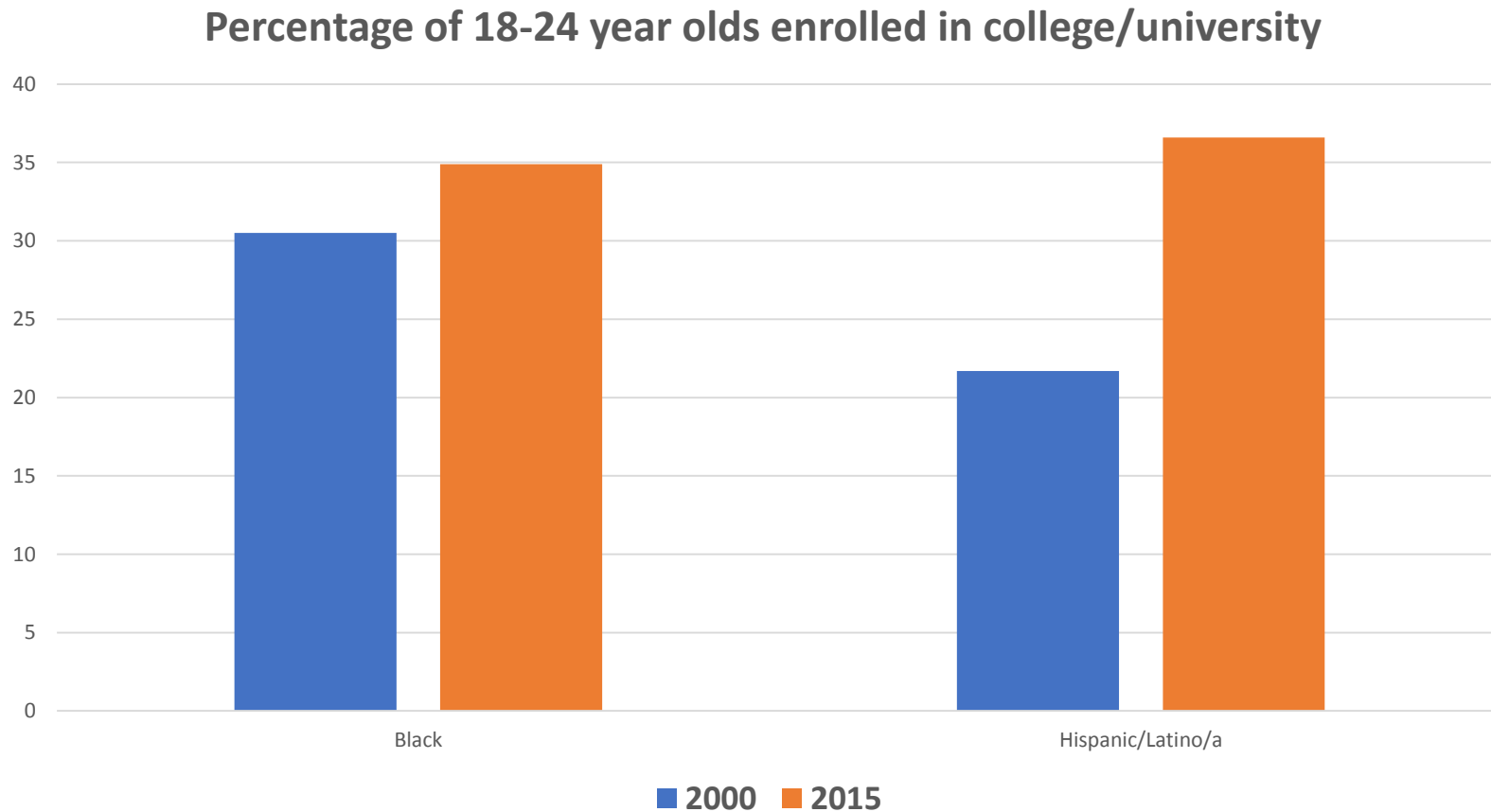
**33 million social sector jobs** and ~20 million require a bachelor's degree. Includes non-profits and public sector

## Job Outlook 2014-2024\*



\*data from BLS 2016

# There is Diverse Talent Available – Go get it!



# College students are looking for jobs in the social sector

- College students are looking for opportunities through work to make a positive contribution
- Colleges are starting to address student interest in career pathways into the sector by in some cases requiring and financially supporting internships – build relationships with colleges
- Colleges are opening up to external partners and building relationships with organizations in their communities to give students experience

# Andres Mejia



- Age: 26
- Job Title: Connect Program Coordinator
- Employer: University of New Hampshire
- First Job: Teach for America
- Current Salary: \$45,000 - \$60,000

“People always told me that I’m not going to make money in the field of social work, but it turns out that I actually am. And furthermore, it makes me happy.”

# Karleen Herbst

- Age: 27
- Job Title: Development Director
- Employer: Playworks
- First Job: Program Associate at Playworks
- Current Salary: \$75,000+



Karleen graduated from Bentley University and went directly to Playworks as a program associate, growing over the last five years into her current role as Development Director. In this position, she is responsible for raising \$1.3 million annually.

# Yoelinson Castillo

- Age: 30
- Job Title: Campus Director
- Employer: Citizen Schools
- First Job: Teach for America
- Current Salary: \$60,000-\$75,000



After starting his career as a fifth grade teacher in Somerville, Yoelinson was hired by Citizen Schools, where he currently serves as the campus director at the same middle school he attended as a child. Through teaching and Citizen Schools, he has built a career in education that both pays the bills and fuels his passion for supporting others and giving back.

# Erica Leung



- Age: 28
- Job Title: Manager of Annual Giving
- Employer: Celebrity Series
- First Job: Boston Symphony Orchestra Box Office Rep
- Current Salary: \$45,000 - \$60,000

Erica's career is a testament to the power of the internship. After initially working with Celebrity Series as an intern, she eventually returned years later to her current role as the manager of annual giving.



# We Must Grow Our Own

- Young talent wants to learn and grow through experience
  - 44% of millennials surveyed wanted to leave their current employer due to lack of leadership development
  - Remember that the intern now can become the manager later – be intentional about interns (support and mentoring) as part of your talent strategy
  - Design pathways within your organization and between organizations in the sector for entry and growth
  - Leverage a 70:20:10 approach to development – prioritize work-based learning, coaching and mentoring

# Small Group Conversations

- What about this pipeline challenge resonates with you based on your organization's experience? Anything you'd disagree with?
- What is the biggest challenge facing your organization regarding entry-to-mid level talent?
- What, if anything, has your organization done to invest in developing entry-to-mid level talent?
- What could your organization be doing? Get creative. What if money/budget wasn't a consideration?