

Project Name: Generation

Organization(s): Generation: You Employed, Inc.

Country: India (Part of a five-country initiative including Kenya, Mexico, Spain, and United States)

Dates of Implementation: 2015-2020

Partners: Partners with nonprofits, community organizations, and employers to deliver the program

Website: <https://www.generationinitiative.org/>

Project Description: Generation prepares unemployed or underemployed young people for entry-level middle-skill jobs that feature either high scarcity or high turnover. Generation India is training students for professions in healthcare, hospitality, and retail. Methodology has six components:

- (1) **Jobs & direct engagement with employers:** Works with employers to confirm job vacancies into which program graduates can be placed, and works with them to identify the most important activities of the targeted profession, as well as the underlying technical, behavioral, and mindset skills.
- (2) **Recruitment of candidates:** Recruitment contains multiple filters: (i) degree to which the candidate possesses the intrinsic qualities consistent with the target profession; (ii) level of will and commitment of a candidate to access an opportunity to change his/her life; and, (iii) employer application requirements.
- (3) **Integrated 5- to 12- week work-readiness training:** Training is anchored on repeat and intensive practice of the most important activities (called ‘breakdown moments’) of the target profession. Over 75% of program is a practicum.
- (4) **Social-support services:** In some cases, provides social-support services such as stipends and transportation assistance. Generation students receive “life mentors” for six months after graduation.
- (5) **Return on investment:** Rigorous tracking of Generation’s short- and long-run impact with regard to the well-being of participants, return on investment for employers, and program efficacy.
- (6) **Data:** Tracks their data for recruitment, boot camp training, job placement, and job performance.

Target Population: Generation India targets unemployed and underemployed young people (18-29) who belong to disadvantaged communities in urban or semi-urban/rural settings. Of the students served thus far, 56% are female, 68% have dependents, and 80% are unemployed at the time of recruitment.

Results to-Date and/or Target Results: Generation India intends to connect 500,000 youth with skills and jobs. Over 90% of Generation nurse assistant graduates receive job offers. Those employed have 75% retention at 3 months (compared to ~60% industry average), and graduates have six-fold increase in income. 75% of nurse supervisors report that quality of patient care has improved, and they save about 30 minutes of nurse supervisor time per shift. Key outcome indicators include ROI/impact for graduates and employers:

- % graduates that are placed into jobs and remain employed in a relevant field
- Improved participants’ overall life trajectory – metrics include home ownership, net income, social indicators, and physical and emotional well-being
- Reduced costs associated with recruiting and turnover
- Profession-specific productivity of Generation graduates relative to non-Generation employees
- Cost per student per day employed over 6-month period (combines program cost, job placement, and retention)

Interesting Features & Innovations:

- Intensive, boot camp-style training based on **job “breakdown moments”**
- **Measuring ROI:** Show employers reduced costs associated with recruiting and turnover, as well as higher quality work outcomes. Make a case for employers to co-invest, as well as learners to pay a portion of the training cost.
- **Gallup** is independent research partner to track impact.
- **Pre-commitment of job vacancies** from employers
- Commitment to **tracking Generation alumni** to get reliable data on long-term graduate outcomes.