

High performance. Delivered.

Corporate Citizenship

Skills to Succeed Insight and Learning Agenda


accenture

Strategy | Consulting | Digital | Technology | Operations

This document sets out Accenture's **Skills to Succeed** Insight and Learning Agenda. Our objective is to communicate to the global network of **Skills to Succeed** practitioners the insights we seek to take demand-led skilling to employment and entrepreneurship outcomes at scale.

The document includes an overview of **Skills to Succeed**, followed by the **Skills to Succeed** Impact Model, Guiding Principles, Insight and Learning Agenda, Key Learning Questions, Our Approach and Recent Publications.

Skills to Succeed

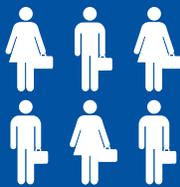
In today's climate of constant change and volatility, building a resilient workforce is more important than ever. The International Labour Organization reports that in 2015, the number of unemployed globally rose to over 197 million with over 2 billion working age people not participating in the labor market and unemployment expected to grow in emerging markets.¹ Compounding the problem for the next generation, 70 million youth are unemployed and that figure rises to 500 million when including youth who are underemployed or in insecure jobs.²

Having the right skills to open doors to meaningful, lasting employment or sustainable business ownership is critical. We launched **Skills to Succeed** in 2010 in order to address this need by helping people build the skills they need to find jobs, start and grow businesses and contribute to their communities and the economy. By mobilizing our people, partners, clients and others, we strive to make a measurable and sustainable difference to the economic vitality and resilience and social fabric of individuals, families and communities.

By the end of fiscal 2014, together with our strategic partners, we had equipped more than 800,000 people with workplace and entrepreneurial skills—more than tripling the impact we set out to achieve when we first established our **Skills to Succeed** goal in 2010.

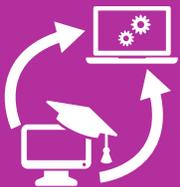
We have now set our ambition for 2020.

By the end of 2020, together with our strategic partners, we will pursue the following goals:



Demand-led Skilling

Equip more than **3 million** people with the skills to get a job or build a business.



Employment and Entrepreneurship Outcomes

Increase our focus on the successful transition from skill-building programs to **sustainable jobs and businesses**, and improve our collective ability to measure and report on these outcomes



Collaboration for Durable, Systemic Change

Bring together organizations across sectors to create large-scale, lasting solutions aimed at closing global employment gaps

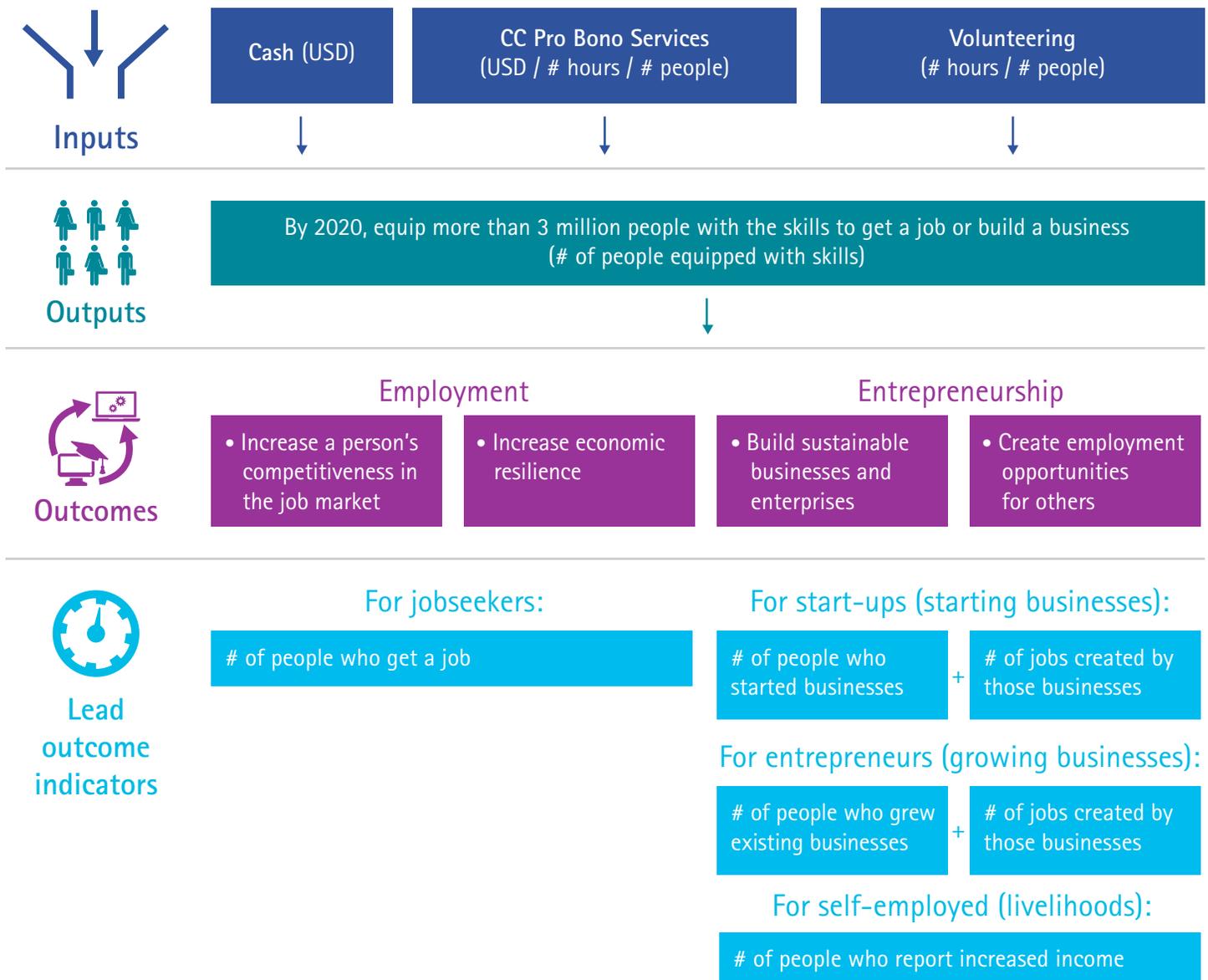
Skills to Succeed Impact Model

Alongside our 2020 **Skills to Succeed** goals, we have refreshed our measurement approach to deepen and broaden our understanding of 'what works' to drive lasting results.

The **Skills to Succeed** impact model is designed to provide Accenture and our partners with the information needed to measure, manage and improve performance. We measure and report employment and entrepreneurship outcomes across all **Skills to Succeed** programs using a consistent set of lead indicators.

In addition to tracking the number of people equipped with skills, we ask our strategic partners to demonstrate program impact by reporting employment and entrepreneurship outcomes for people equipped with skills.

Our Skills to Succeed Insight and Learning Agenda is a key component of our plans to reach shared goals and outcomes



Insight and Learning Guiding Principles

Underpinning our Insight and Learning Agenda is an international network of **Skills to Succeed** practitioners who share a common interest in understanding “what’s working and what’s not,” sharing these insights with peers and innovating together to improve outcomes for jobseekers and entrepreneurs.

Participants include executives from our strategic partners who are working with us to design and deliver **Skills to Succeed** programs as well as subject matter advisors from across Accenture who are developing thought leadership and helping our clients drive high performance.

Implementation of our Insight and Learning Agenda will be guided by the following principles:



Actionable insights

We are always looking for insights on “what’s working and what’s not” as well as practical, relevant, tested tools, guidance and techniques that practitioners can use to improve performance outcomes for jobseekers and entrepreneurs. We also use our insights to inform our investment decisions. We are a ‘do tank’ more than a ‘think tank’. We prefer ‘how to’ questions to ‘why’ questions. We aim to share insights often, in ways that can readily be put into practice, further tested and improved upon.



Evidence-based analytics

At the heart of our research and learning is an analytical engine. Wherever possible, we seek to use data to bolster our findings. We aim to move from data to insights and from insights to action as rapidly as possible – and to create positive feedback loops with those practitioners on the ground who know ‘what works’ and ‘what doesn’t’ based on empirical evidence.



Harnessing practitioner experience

We will co-create our research and learning initiatives with **Skills to Succeed** practitioners, so that we harness the considerable experience across our network and incorporate real time feedback on the applicability and relevance of the findings. In the process, we hope to strengthen the bonds across our global network to ignite new sharing and collaboration opportunities.



Learning by doing

We focus on active experimentation with new techniques that move our agenda and the workforce development and economic opportunity field forward. We are informed by the best of academic research techniques but we will blend research methods dynamically and keep updating our approach.

Skills to Succeed Insight and Learning Agenda

Building an Actionable Evidence Base

The primary objective of our Skills to Succeed Insight and Learning Agenda is to build an actionable evidence base of 'what's working and what's not' in driving demand-led skilling to employment and entrepreneurship outcomes at scale.

We consider "what's working and what's not" at each step along the pathway to employment and entrepreneurship: e.g. assessing the market opportunity, recruiting, motivating candidates, developing skills, validating learning, connecting jobseekers and entrepreneurs to opportunities, and providing longer term support to ensure sustained results. The Skills to Succeed Insight and Learning Agenda is comprised of key questions we hope to answer in a collaborative fashion, pulling from the rich experience of our growing Skills to Succeed practitioner network and other industry experts across a diverse set of organizations and contexts.

We will measure the impact of our Skills to Succeed Insight and Learning Agenda and seek to continuously improve the quality, relevance and actionable nature of the evidence produced.

"What works and what doesn't" to drive sustained employment and entrepreneurship outcomes?



How do we take "what works" to scale?

Key Learning Questions

We aim to unpack these umbrella questions by addressing four key topics that represent gaps in our collective understanding. We have defined a set of learning questions to guide our research and where we need to build out deeper evidence based on key evaluation criteria: relevance, differentiation, and potential for impact.

1. What skills will be required to transition jobseekers and entrepreneurs (particularly from disadvantaged backgrounds) to experience sustained **Skills to Succeed** outcomes at scale in the 21st century?

- What are the critical skills (e.g. vocational, digital, professional) that specific groups (e.g. youth – including youth not in education or employment – women, immigrants) lack to access employment and/or entrepreneurial opportunities?
- How will the changing nature of work alter the skills needed to be resilient in the next generation workforce? How can we predict/adapt to these inevitable shifts?

2. How can we design training and other workforce enablement programs to build needed skills and competencies, and then support transitions from skilling through to sustained employment and entrepreneurship outcomes at scale?

- How can we identify applicants who have the aptitude and motivation to develop the required skills and be successful in employment/entrepreneurship? How can we do this in a scalable way?

- What combination of training, mentoring, experiential learning, apprenticeships, networking etc. will have the greatest impact on building the needed skills and competencies and on sustaining job/employability/entrepreneurship outcomes? How does this change with context (e.g. geography, industry, demographic)?
- How do we best link jobseekers and entrepreneurs to meaningful opportunities to increase their placement rate in quality jobs/entrepreneurial opportunities upon graduation?
- What digital technologies and other innovations can improve program design and outcomes?

3. How can we scale and then sustain large programs over time to maximize **Skills to Succeed** impacts?

- How can digital technologies be leveraged to expand program reach and accelerate the transition from skilling to sustained employment/entrepreneurship?
- How can we most effectively select strategically aligned partners and encourage collaboration between those partners?

- What practical solutions and shared value cases exist to drive these connections?
- At what steps in the workforce transition are public and private sector involvement most critical to achieving desired outcomes?

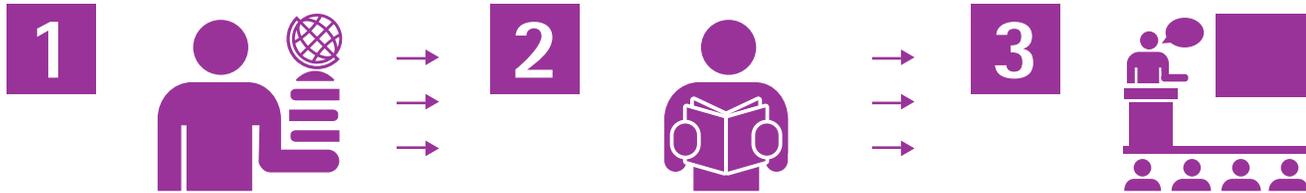
4. How can we measure and track outcomes in a way that improves performance?

- How can data analytics and technology be leveraged to simplify the measurement process?
- What does success look like? How does that vary by stakeholder group?
- What metrics are needed at each stage of the process to credibly assess a program, determine points for improvement, and demonstrate tangible outcomes?
- How can we assess whether partnerships and alliances deliver value 'greater than the sum of the parts' and lead to sustained job/enterprise outcomes?

As we advance our research, build our evidence base against these questions, and fill in gaps, we will continue to update these questions to inform the subsequent phases of research and exploration.

Our Approach

Our approach is based on an action learning methodology aiming to collaboratively harvest, generate and share insights with our **Skills to Succeed** practitioner network. The act of learning strengthens our network while improving our collective knowledge base and ability to achieve outcomes. Our expectation is that the insights will be leveraged by current projects and will inform future investment decisions, with the objective of maximizing our collective impact.



Harvest the knowledge and experience of **Skills to Succeed** practitioners (inside and outside Accenture) who are identifying replicable, leading practices.

- Crowdfund insights related to key learning questions across the network of **Skills to Succeed** practitioners
- Systematically capture lessons learned about 'what's working and what's not' at regular milestones in the **Skills to Succeed** grant and pro bono consulting cycles
- Collaborate on research/measurement and evaluation with **Skills to Succeed** delivery partners and other cross sector actors who share a focus on identifying "what's working" (e.g. Solutions for Youth Employment)

Translate information and practices into actionable insights to deepen and accelerate **Skills to Succeed** impact.

- Synthesize and analyze qualitative content along with quantitative data
- Develop tools, frameworks, case studies and other assets that can be used by the learning network to enhance program strategies and design
- Facilitate learning circles (small groups convened to provide feedback on active research projects) to refine and validate insights

Disseminate our shared understanding and drive adoption of effective practices through targeted events and communications.

- Build an active learning network of **Skills to Succeed** practitioners. For example, by involving practitioners directly in research projects, we hope to create an environment where the network is able to test assumptions, learn, and grow together.
- Offer network events (virtual and in person) for peer to peer sharing and adoption of good practice, to showcase new research from Accenture or partners, and to shape the debate on relevant 'hot topics'
- Maintain a **Skills to Succeed** Insight and Learning webpage to showcase current research and practitioner toolkits

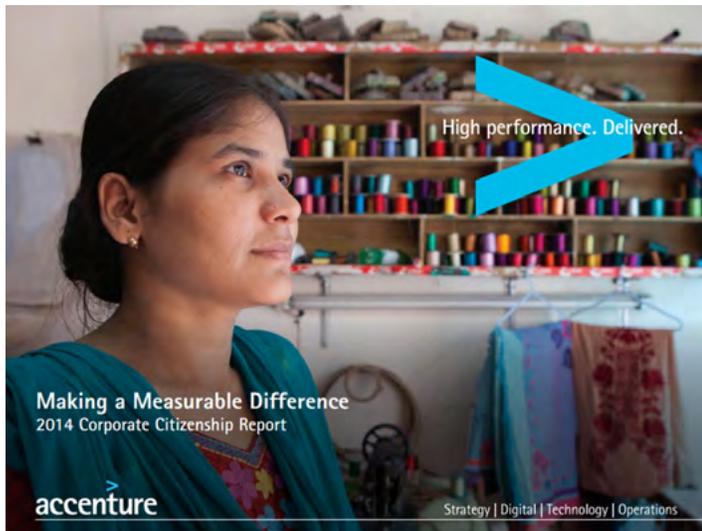


Together with our global network of **Skills to Succeed** partners, we look forward to continuing our ambitious journey to address the issues of employment and entrepreneurship head on.

For more information, please contact us at CorporateCitizenship@accenture.com.

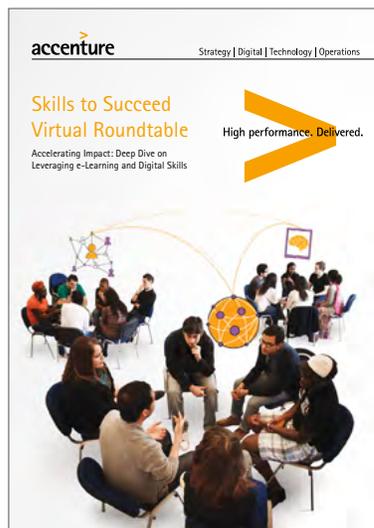
Recent Publications

2014 Corporate Citizenship Report, "Making a Measurable Difference"



Read more about our goals, progress and performance at <http://www.accenture.com/ccr>

Access recent Accenture Skills to Succeed Insight and Learning Publications at [Accenture Skills to Succeed Insight and Learning](#)



References

1 World Employment and Social Outlook – Trends 2016, ILO, 2016

2 Towards Solutions for Youth Employment, S4YE, 2015

About Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world's largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 373,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.

Through its **Skills to Succeed** corporate citizenship initiative, Accenture is equipping more than 3 million people around the world with the skills to get a job or build a business. The company generated net revenues of US\$31.0 billion for the fiscal year ended Aug. 31, 2015. Its home page is www.accenture.com.

For more information, please contact us at CorporateCitizenship@accenture.com