

# The *Learning to Work* Campaign: HR professionals, young people and the education sector



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# We have seen the old rhetoric



It's not a new issue – but is very important

***“They cannot do reading. They cannot do arithmetic. They cannot do writing.....There is a lot of money being spent [on skills] but we want to make sure that what is required is being met by what is produced. Sometimes there is a mismatch and we’re not always getting what we need.”***

**Sir Stuart Rose, chief executive of Marks and Spencer, 2009.**

# Informing the CIPD's *Learning to Work* Campaign

**CIPD Learning to Work** is an action-focused campaign to tackle the problem of youth unemployment. The overall aim of the campaign is to achieve a shift in employer engagement with young people, so that they are encouraged both to help young people prepare for the workplace and to make the labour market itself more youth-friendly, by offering a wider range of access routes into organisations and adapting recruitment methods.

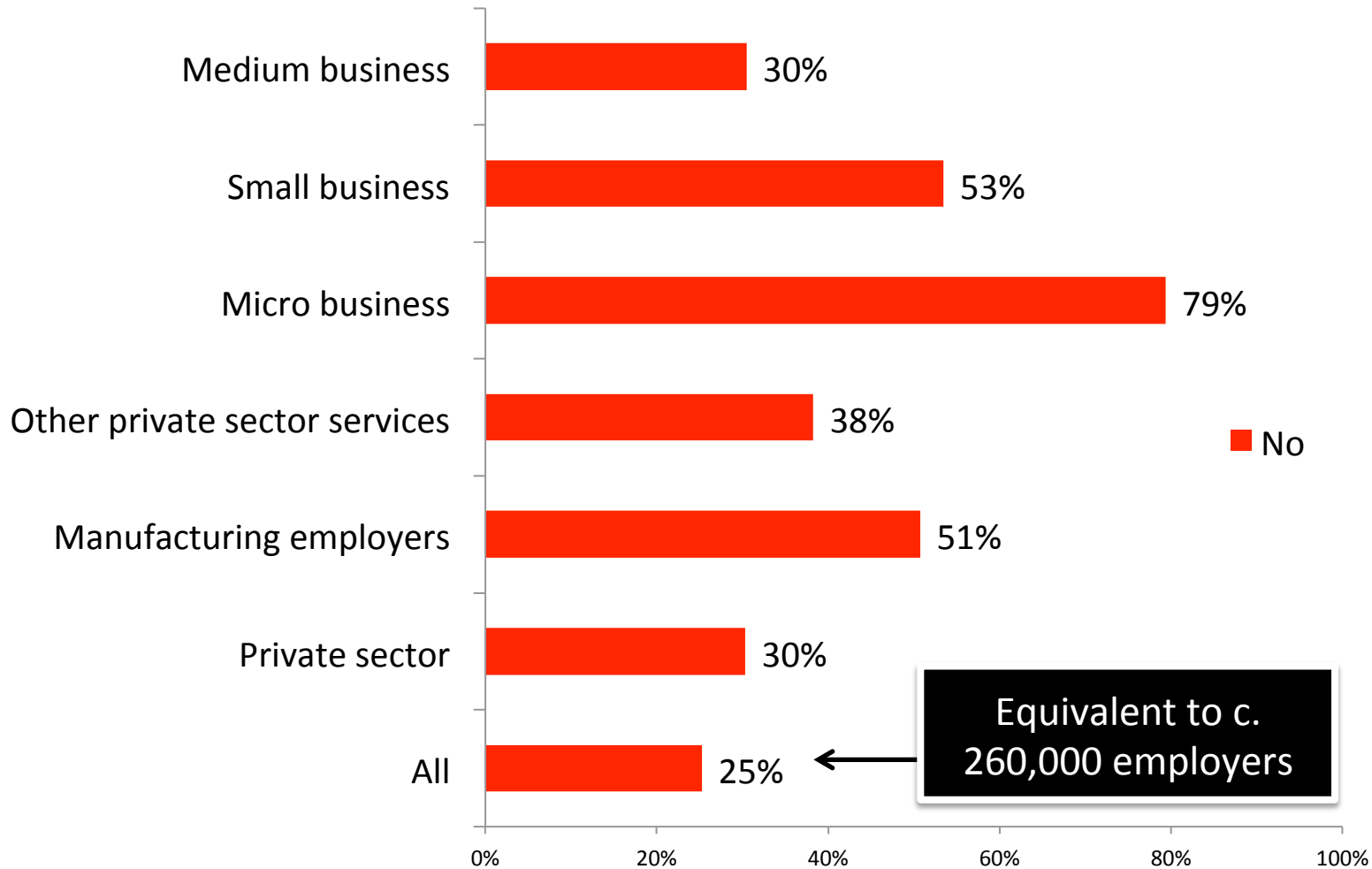


The screenshot shows the CIPD website's 'Learning to Work' page. At the top, there is a navigation bar with links for Home, Profile, About Us, Contact Us, HR Jobs, Press Office, Public Policy, People Management, and Global. Below this is a search bar and a 'Log out' link. The main content area features a header with 'Learning to Work: Engaging employers in tackling youth unemployment' and a sub-header 'There is a lot of rhetoric about a 'lost generation' of young people...'. The page includes a 'Join us on' section with social media icons for Facebook, YouTube, Twitter, LinkedIn, and Flickr. A yellow arrow graphic with the text 'LEARNING TO WORK' is also visible.

## YouGov

- Online panel of 8,000 HR professionals.
- Survey designed to deliver insight on the recruitment, perceptions, the value and process of employing young people.
- The total sample size is 780 HR professionals.
- Fieldwork was undertaken between 20 July and 6 August 2012

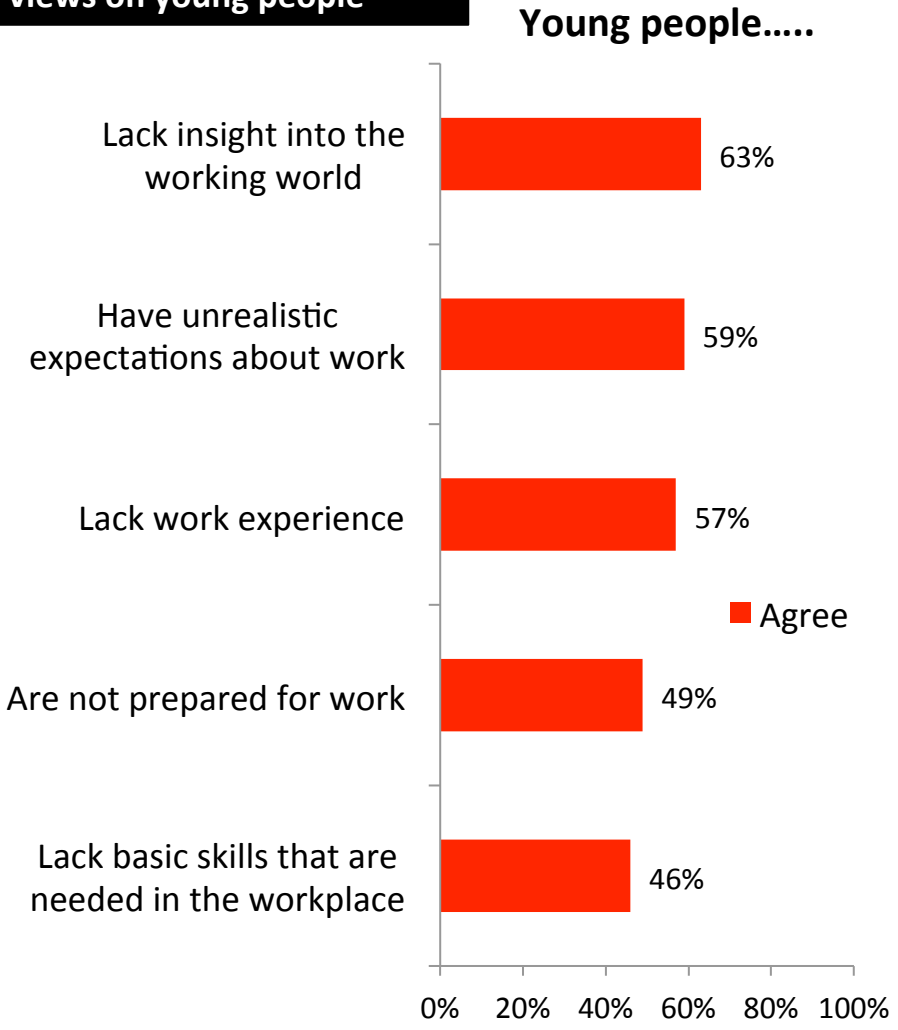
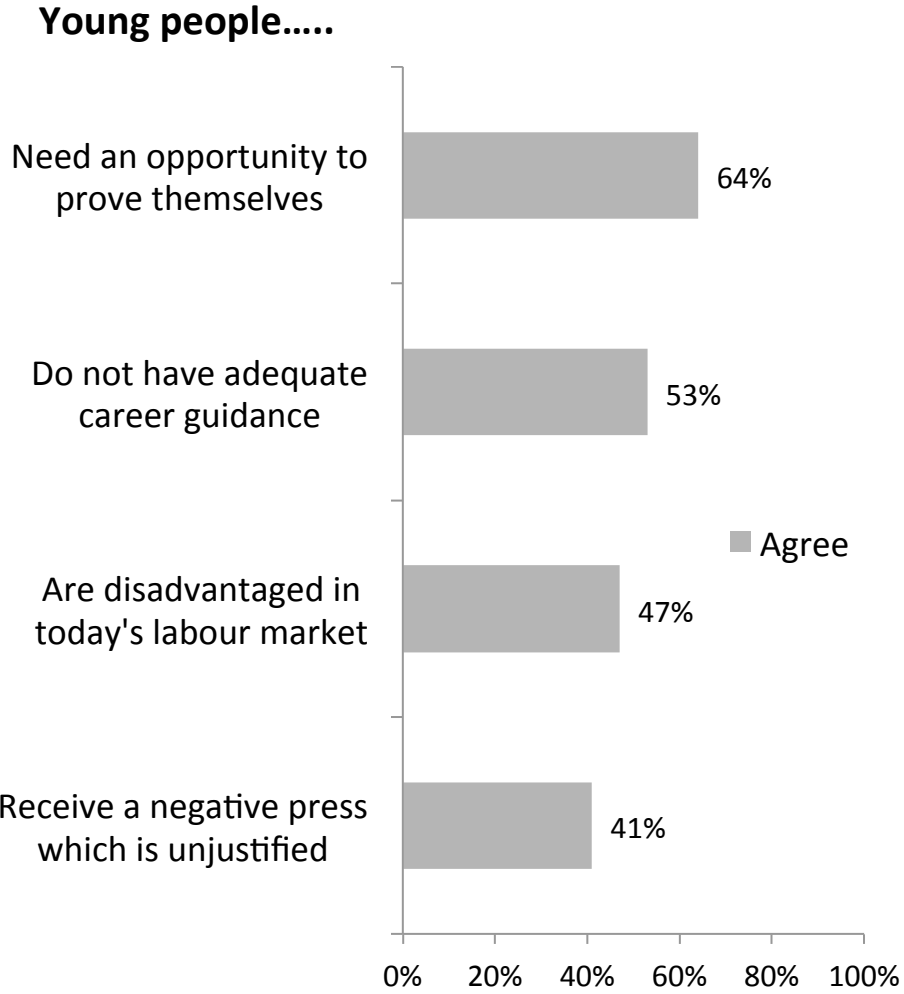
# Not enough employers recruit young people



Base: All HR professionals (n=780)

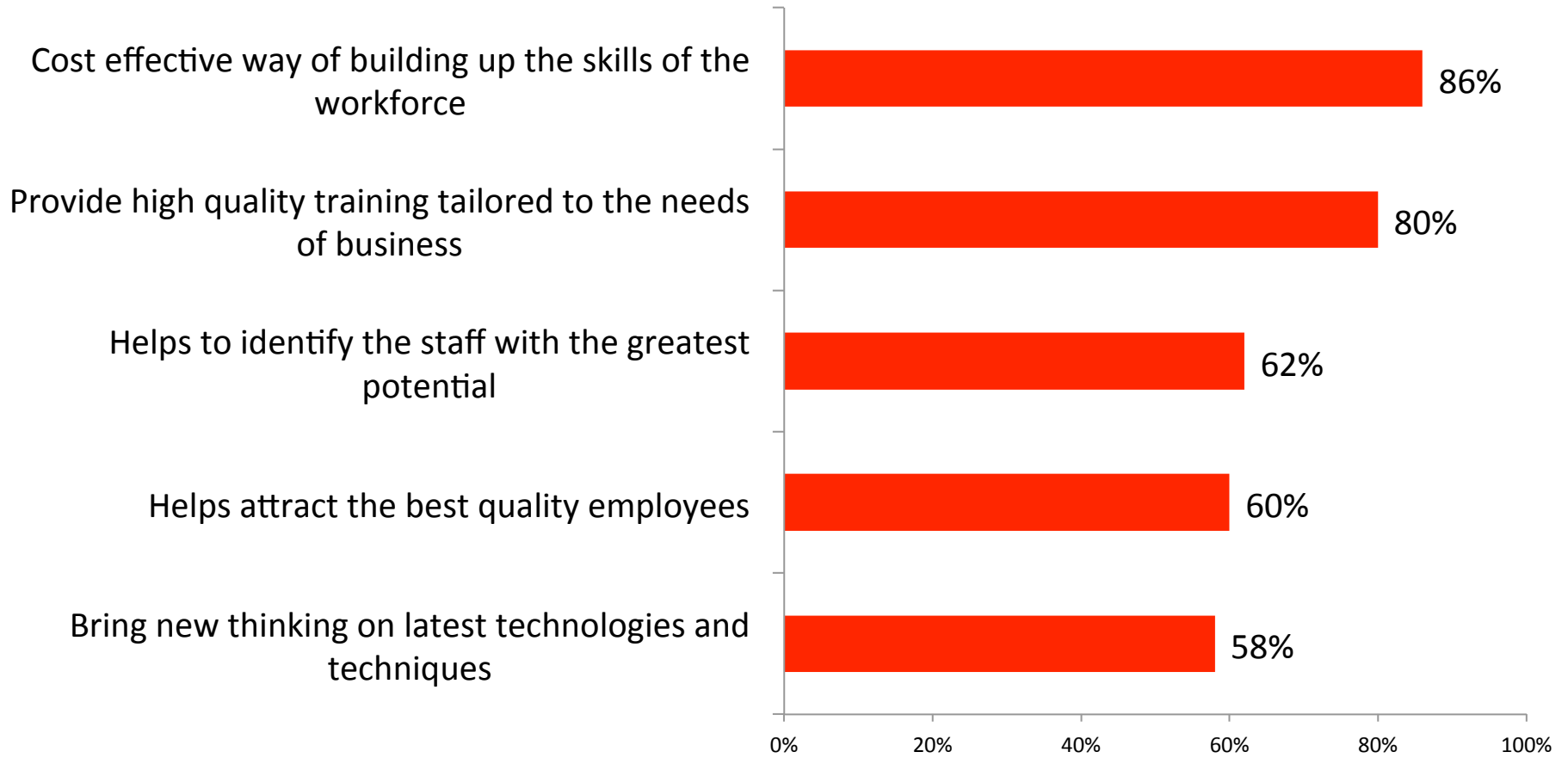
# Employers acknowledge young people are disadvantaged and need an opportunity but have concerns about their readiness for work

## The dichotomy in employers views on young people



# The views of those with young people on Apprenticeships

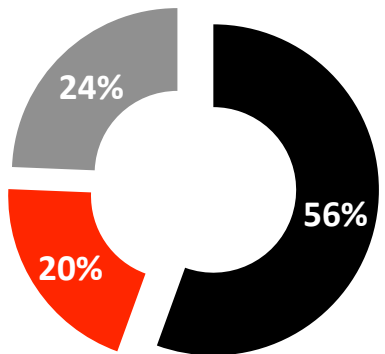
Q. To what extent do you agree or disagree with the following statements regarding why you recruited Apprentices? (agree)



# Over half intend to recruit young people and education system barriers are secondary to economic conditions

Q. Which, if any, of the following would encourage you to recruit more young people? (multiple choice)

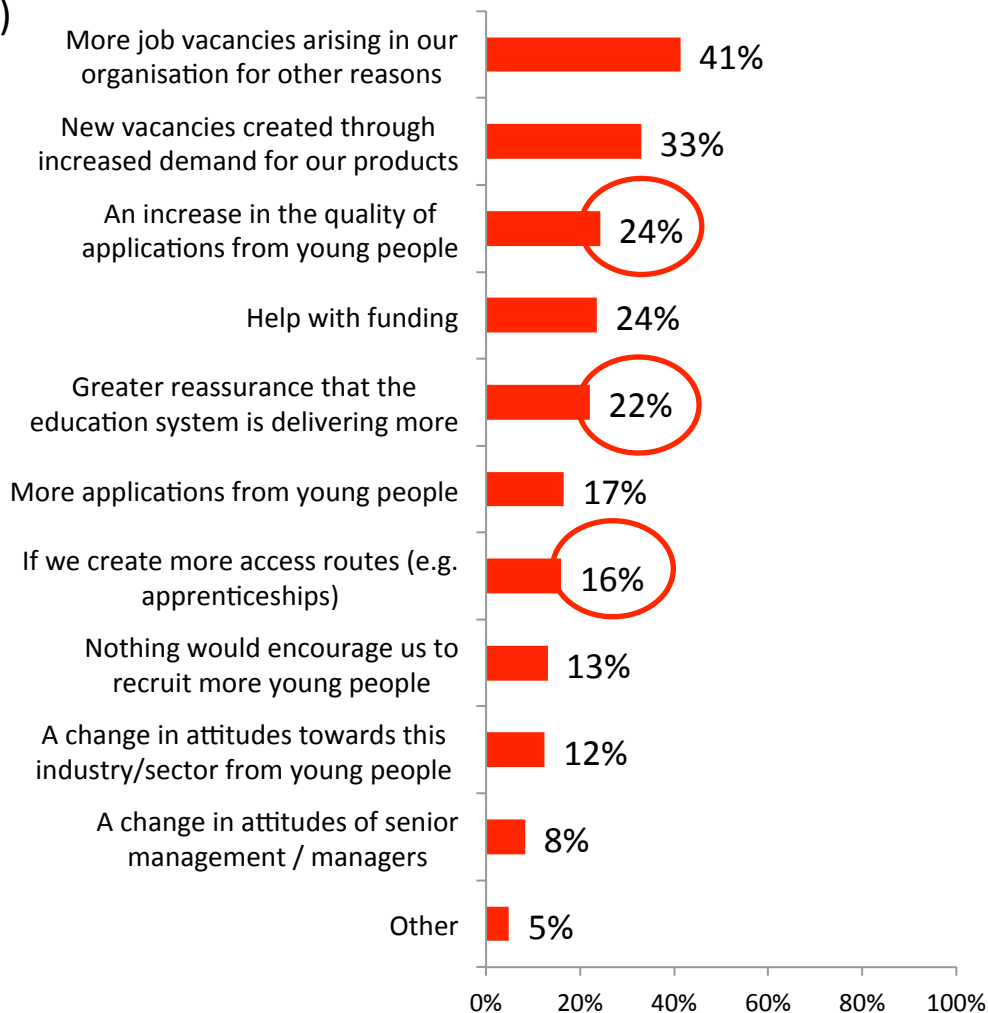
Do you intend to recruit young people in the next 12 months?



■ Yes ■ No ■ I don't know

Base: All HR professionals (n=780)

What would encourage you to recruit more young people?



Base: All HR professionals (n=780)

# How do they build the business case for young people?

What are the benefits of employing young people? (multiple choice)



**74% can see the business case for recruiting young people.**

**Link between recognising the business case and having employed a young person.**

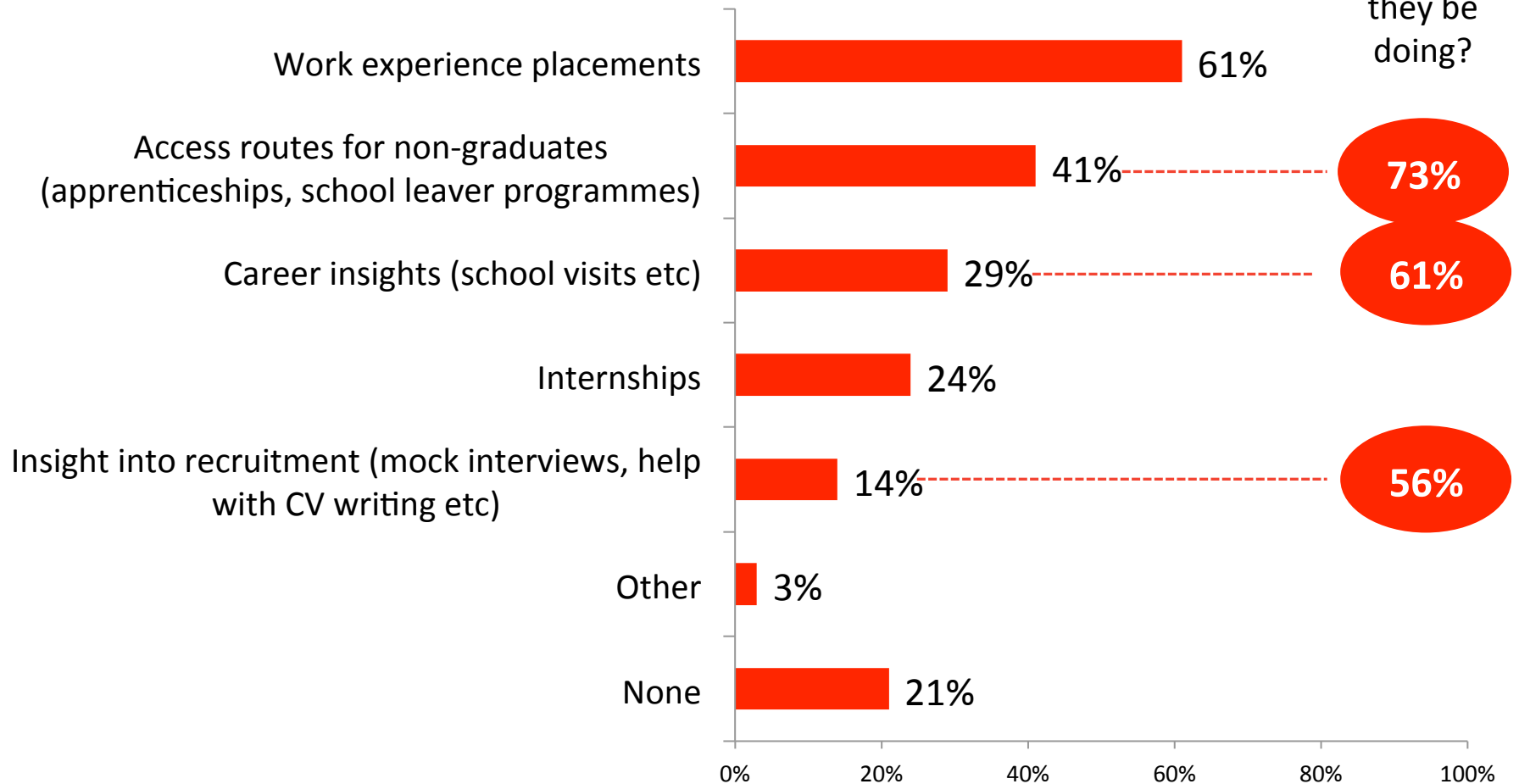
Base: All HR professionals who believe there is a business case for employing young people (n=574)



# Working with education

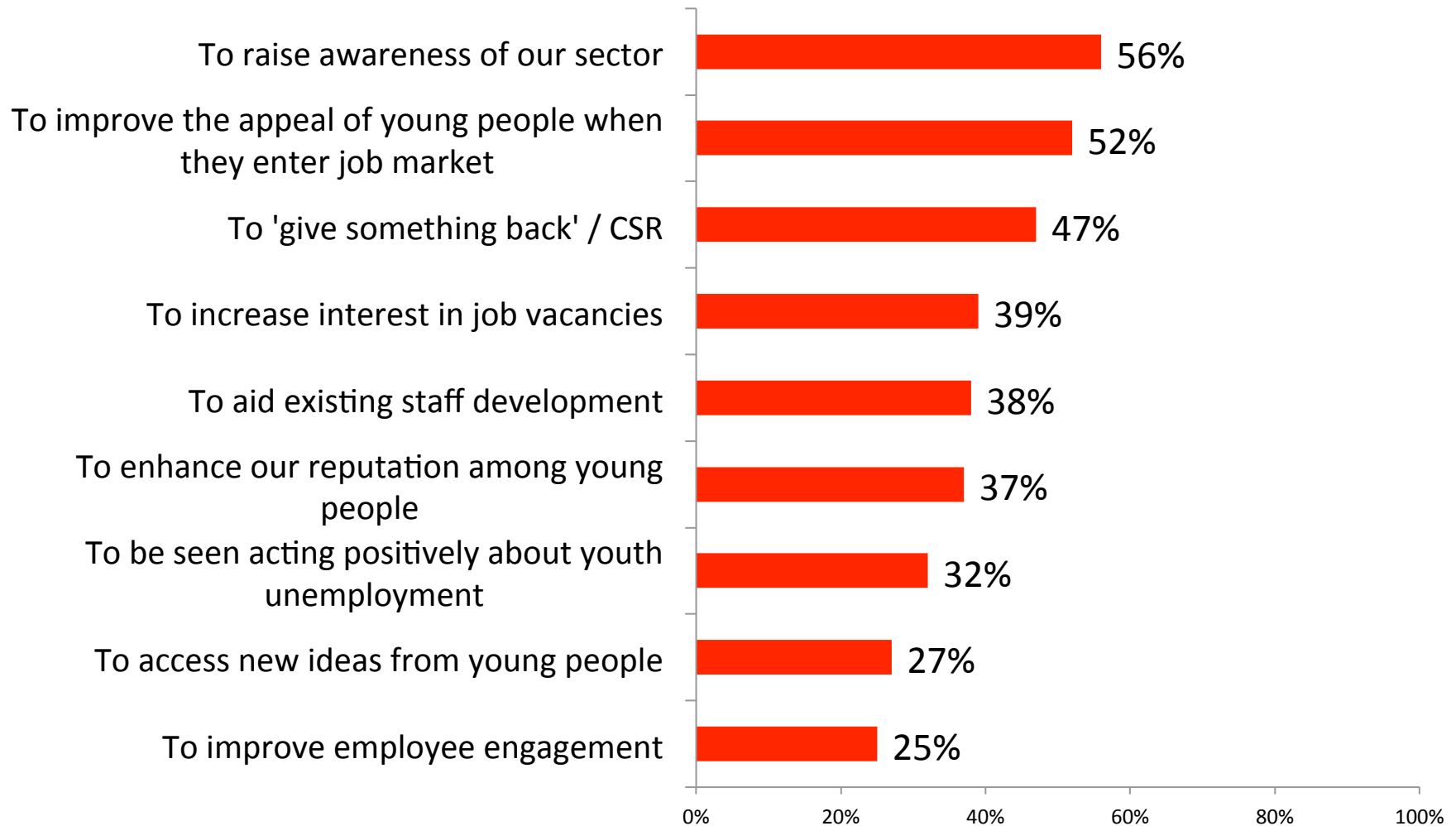
# But there is a mismatch between how employers think they can help and what they are doing

How *are* employers helping? (multiple choice)



Base: All HR professionals (n=780)

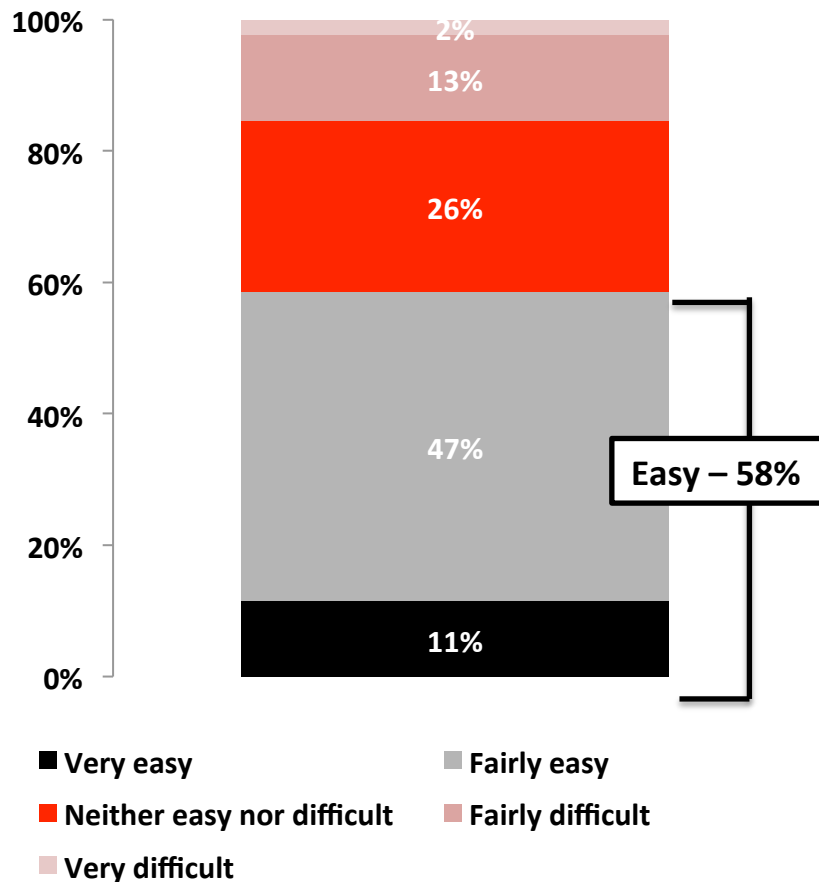
# 68% of employers think they should get more involved in education, why?



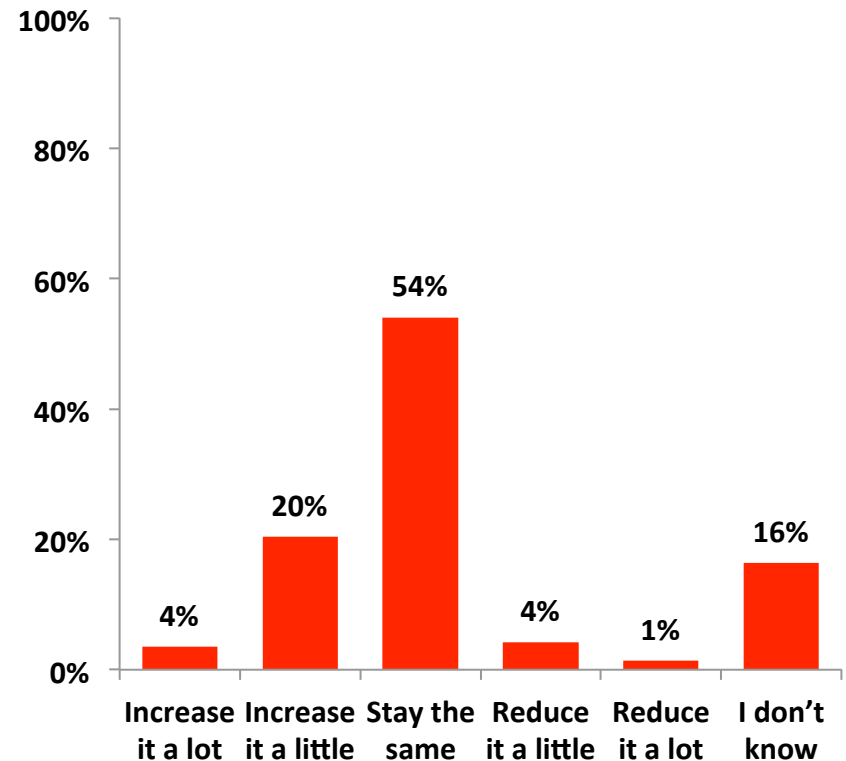
# Employers that do work with education thinks it's fairly easy to do so but will we see more engagement?

- 58% of employers believe that it is easy to work with schools

How easy or difficult is it to work with schools?



How will your involvement with schools/ college change next year?



Base: All HR professionals (n=780)

Base: All HR professionals who have had any personal experience of working with schools (n=338)

# For many the experience is that engaging with education can be 'demanding'





# Taking action

# What should be done to help engagement with education ...?

*“Improve career guidance in schools, help young people understand what is required in the workplace through courses at school, involve employers in relevant work related courses, make work placements for certain career choices compulsory, encourage courses which would help to plug skills gaps.”*

*“There does not appear to be a cohesive policy to tackle the problem of young people being ready for the workplace, e.g. the right subjects at school, involving SMALL employers to talk about the workplace. Not Banks and other monolithic organisations.”*

*“Better education around work realities, financial awareness, life skills etc. could be provided for young people to bridge the gap between school/college and work.”*

# Actions

1. Raise role and HR professionals and employers can play in supporting young people from education to the workplace
2. Access routes into employers
3. Culture change and buy-in among line managers
4. Turning 'risk' of young person's employment into an 'investment'
5. Engaging with schools
6. Joined up support and incentives for employers
7. Better careers advice and guidance for alternatives to HE