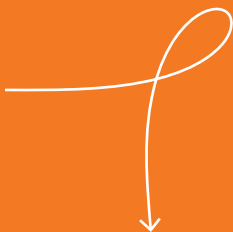# UNITED WAY
Central Iowa

YOUTH EMPLOYMENT TOOLKIT

Non-profits

WELCOME!

Employers want to connect with youth-serving organizations and schools. However, staff in nonprofit organizations and schools are often overworked and stretched too thin. So, youth-serving organizations can't do this work alone.

Corporations operate with a focus on achieving success, and when youth-serving organizations align with employers' talent needs, their collaborative efforts can generate more high-quality opportunities for youth.

To improve access to opportunities, youth need more systemic strategies that would reach them at school, in their community, and on social media.

TOOLKIT AUTHORS

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Joshua was an intern with the Community Impact team at United Way of Central Iowa in the summer of 2024. A recent North High School graduate, Joshua with three years in the Evelyn K. Davis Center for Working Families Summer Youth Experience Program has explored roles in marketing, video production, and project management.

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CONTENTS

Page(s)

WHAT IS YOUTH EMPLOYMENT?

Youth employment means people considered youth, typically aged 16 to 19, engaging in a wide range of careers. However, its importance is more than participation. It is about creating purposeful, meaningful, and intentional opportunities for our future generation. Whether through non-profit organizations, businesses, or government agencies, youth employment aims to empower youth to discover and thrive in their career from part-time roles to real life career pathways. This sets the stage for a toolkit that encourages and supports the journey of youth entering the workforce.

Importance of Youth Employment

Youth employment is beneficial for a successful workplace. Hiring younger employees allows the workplace to have different viewpoints and ideas. Secondly, it keeps things stable in society because when the youth get the opportunity to have a job, they feel more included and less likely to feel left out or get into trouble. Also, when youth are in positive work environments, it improves their work productivity and overall well-being. Youth bring in:

- Diverse Viewpoints and Innovation
- Social Stability and Inclusion
- Enhanced Productivity and Well-being
- Creativity
- Adaptability
- Energy and Enthusiasm
- Cultural Awareness

Nonprofits serve as one of the best connectors for employment opportunities.

Employers are critical partners for summer youth employment programs: they provide job placements to youth each summer by providing high-quality, meaningful experiences for both youth and employers. By creating meaningful summer experiences for youth, these partnerships can be leveraged to create long-term workforce pathways for youth.

Finding ways to deepen employer engagement strengthens overall programming and helps facilitate youths' connections to the workforce. Youth develop employability skills, academic and professional aspirations, and an understanding of the demands of a workplace. These opportunities provide a foundational connection to the labor force by providing experiences that offer career awareness and exposure, helping youth understand the education, skills, and requirements needed for future careers.

SUCCESS STORIES

Iowa Homeless Youth Centers: IHYC Post Secondary Education Retention Program

One of the recent participants completed the program and graduated from DMACC in 2022. She started a career specific to her degree and purchased a home in 2023. The program was a support system for her while she was in school. She struggled with having stable housing and food security. Now that she has found stable ground, she still celebrates with her case managers. The program gave her a support system on her journey to success.

Urban Dreams: Youth Networking and Workforce

The Urban Dreams Youth Networking Workforce Program is a haven for youth and provides real world experiences. The relationships built with youth give the Urban Dreams staff the ability to write letters of recommendation for other job opportunities. Youth are given grace and have many teachable moments when they make mistakes. They are given the opportunity to recover from failures, which gives them a longer runway to success.

Forest Avenue Outreach: Pathway to Building Trades

Last summer, Forest Avenue had 14 kids in their program, and 12 stayed through to the end. Out of those 12, three are now applying to EP2, an electrical production company, where they plan to work.

Trinity found a job at Waldinger and can now support her family with her wages. Hunter is joining the military and studying engineering. Forest Avenue is committed to tailoring their program to meet the unique needs of each young person. They even had a student who dropped out of school but reached out for help and found a new path in the cement trade. This summer, they are focused on recruiting students who were a great fit for the program and for careers in the trades, ensuring more success stories like these.

Pursuit of Innovation: Tech Mentorship

Before joining their program, this student never thought college was an option. In his Hispanic family, the focus was always on working rather than education. But things started to change when he began working with the Innovation team. They helped him find the best options for his future, guided him through applying to schools, registering for classes, and even getting scholarships. He loves the program because it provides him with consistency. He always attended the sessions and often went to the office for one-on-one help. Now, he is on his way to college, something he never imagined before.

WeLIFT Job Search Center: WeLIFT Let's Get to Work

WeLIFT is serving several kids who had no intention of going back to school. They had one youth who liked workshops but struggled with the work-based learning program. After working with this young person, they found out he got all his credits and will graduate this spring. WeLIFT is very proud of him.

WeLIFT has had to shift gears - in a few ways to address some of the root causes. They are also providing space for credit recovery because the school building is a challenging place for the youth they serve.

BENEFITS FOR YOUTH

Promoting Positive Youth Development

Youth employment programs play a significant role in positively impacting youth development by providing opportunities for a sense of belonging and the ability to develop new skills in an environment tailored to their needs.

When young people are surrounded by programs that provide positive opportunities, they are more likely to make good decisions and less likely to engage in risky behaviors.

Unique Experiences tailored to enhance different skill sets

Youth employment programs differ from regular careers because they offer unique experiences designed to cultivate a diverse range of skills beyond those gained in school, traditional careers, or familiar environments. Youth employment programs are tailored to young people with their own set of goals, allowing them to explore.

Leadership Development

Youth employment programs often include opportunities for leadership roles and responsibilities, allowing youth to develop leadership skills such as decision-making, problem-solving, and teamwork.

Networking Opportunities

Youth participating in youth employment programs have the chance to network with professionals, mentors, and peers in their chosen field or industry. These connections can lead to valuable career opportunities, mentorship, and long-term professional relationships.

Career Exploration and Guidance

Youth employment programs provide exposure to various career paths and industries, helping youth explore their interests and clarify their career goals. This early exposure can guide their educational choices and career decisions.

Personal Growth and Confidence Building

Engaging in meaningful work and achieving success in youth employment programs allows growth in self-esteem, self-confidence, and a sense of accomplishment among others. This personal growth is essential for their overall well-being and future success.

Civic and Community Engagement

Youth employment has been shown to significantly reduce involvement in the criminal justice system for participating youth according to a study done in Chicago. Researchers observed that involvement in youth employment programs reduced arrests, citations, convictions, and/or incarcerations across four cities, with evidence pointing to both simultaneous and post-program effects.

Listen: Summer Youth Employment in Action

This podcast from J-PAL North America brings to life the stories behind the numbers. Hear from advocates and program coordinators, researchers, and participants themselves about why summer jobs programs matter to them and why they should matter for all of us.

The Promises of Summer Youth Employment Programs: Lessons from Randomized Evaluations I The Abdul Latif Jameel Poverty Action Lab

THE VALUE OF YOUTH EMPLOYMENT PROGRAMS FOR NON-PROFITS

Addressing Worker Shortages

With historically low unemployment rates, many industries face worker shortages. Simultaneously, youth struggle to find well-paying jobs that align with their skills. Nonprofit organizations can help address this issue by creating youth employment programs that provide valuable job experience.

Economic Impact on Youth

According to the State of Youth Employment report by The YeS Project, youth who do not gain consistent work experience by age 25 face up to 44% lower lifetime earnings. Early employment helps young people build skills and advance in their careers, making them more competitive in the job market.

Closing Skills Gaps

A survey by the Center for Promise reveals that many youth feel they lack the skills or experience needed for their desired jobs. Youth employment programs can provide the necessary experience to close these gaps.

Financial Relief

Youth employment can ease financial strain. According to the Department of Education, 40% of people aged 16-24 feel they are barely surviving financially. Job opportunities through nonprofits can offer sustainable income and stability.

Filling Job Openings

According to the U.S. Bureau of Labor Statistics, there are over 8.9 million job openings in the U.S. as of March 6, 2024, particularly in fields like healthcare, manufacturing, and IT. By offering work experience and training, nonprofits can help address workforce gaps while equipping youth with valuable skills.

RECRUITMENT STRATEGIES

Targeted Recruitment
Focus on recruiting from within the community.

Community Involvement
Engagement within the youth community is especially important. Engage with youth through youth panels, school programs, or after-school initiatives, using these opportunities to introduce them to your program's mission and youth employment opportunities.

Foster a positive environment within the community by engaging with local leaders and stakeholders to support the program. Find connections from other community leaders who cater their time to youth

Securing Funding
State Grants
Identify Relevant Grants: Research and apply for state grants that support youth employment. For state grants, focus on those offered by the Iowa Economic Development Authority (IEDA).

IEDA Grants: Iowa Economic Development Authority - Grants

Federal Grants
Look for federal grants

DOL WIOA Grants: U.S. Department of Labor – WIOA

Grants.Gov Link Home I Grants.gov

Local Grants
Apply for Local Funding: Reach out to local foundations and community funds, such as the Community Foundation of Greater Des Moines, for grants tailored to community and youth.

Community Foundation of Greater Des Moines: Des Moines Community Foundation

2024 Iowa Council of Foundations: Grant Opportunities - Iowa Council of Foundations

Governmental Grant: Home I Grants.gov

Internal Funding
Allocate Resources: Reassess your organization's budget to allocate funds toward the youth employment program. This may involve shifting resources from other projects or initiating internal fundraising campaigns.

THE APPLICATION

You have the funding application in front of you, but how do you make your organization stand out? There are several foundational aspects to a good grant application:

Personalization

Your application should reflect the same passion and dedication that drives your daily work. Grant providers are often filtering through hundreds of applications; therefore, it is essential to establish a connection with them quickly. Share a unique story and let them know how much your cause means not only to you, but the entire community.

Share the numbers

Make sure you have all annual reports and other monetary information gathered before you write the application. It's essential to support your request with credible data and metrics. It is also important to respond promptly if they follow up with questions. Timeliness is critical, as they may not have the capacity to wait for you to locate a misplaced budget report.

Research

Make sure you know some background on the company that offers the grant. It is also beneficial to do a quick online search for other grant proposals or to check a guide on how to write a compelling grant proposal. Drawing inspiration from well-crafted proposals can be valuable, but ensure that you avoid replicating their wording. Focus on showcasing your nonprofit's unique qualities and distinguishing it from others.

Pay attention to detail

Make sure your grammar is correct, your application flows, and everything you state is accurate. Get multiple eyes on the proposal, since it always helps to have another opinion. Also be sure to lay out exact plans on how you will use the money. Potential funders want to know you put thought behind the funding request and can start using it immediately.

 Resource link for Positive Impact: The Nonprofit Grant Guide – PositiveImpact.me

BUILDING PARTNERSHIPS

Engage with Local Partners
Collaborate with organizations like United Way of Central Iowa and Iowa Workforce Development to access resources, expertise, and possible additional sources.

United Way of Central Iowa: United Way of Central Iowa

Iowa Workforce Development: Iowa Workforce Development

Develop Hosting events
Work on co-hosting events that align with your program's goals and leverage the strengths of your partner organizations.

PROGRAM DEVELOPMENT AND MANAGEMENT

Designing the Program
- Needs Assessment: Conduct a needs assessment to understand the specific needs of youth in the community and design a program that addresses these needs.

- Recruit Youth

- Provide Support Services

Evaluation and Adjustment:
- Track Progress: Make a system to track youth progress and program outcomes. Collect data on job placements, retention rates, and youth satisfaction.

- Adjust as Needed: Regularly review program outcomes and adjust based on feedback and performance metrics.

INTERVIEW AND VETTING PROCESS

Interview Rubric
Develop a comprehensive interview rubric to assess the suitability of youth who are applying to the youth employment program.

Interview Process
When interviewing the youth for potential recruitment, make sure you are looking for traits of a person who is wanting to take this opportunity and thrive. For example, if the youth come in wearing professional clothing, it shows how they know professionalism is important.

It is important to ask questions about why youth are interested in employment, their educational journey, and their future career interests. Below are some questions Oakridge SYEP uses when recruiting youth.

Question 1: Why do you want to work with us?

Question 2: What are you learning in school that will help you with this position?

Question 3: What is a problem you recently had and how do you solve it?

Question 4: Where do you see yourself I the next 5 years?

HOST EMPLOYER OUTREACH EXAMPLE

Dear [Host Employer],

For over 28 years, Oakridge Neighborhood's Summer Youth Employment Program (SYEP) has been a cornerstone of community support, providing meaningful paid employment opportunities to over 1,000 youth. We are excited to continue this tradition and invite you to join us in making a positive impact.

About SYEP: Our program is designed to place youth aged 14-21 into summer internships and work-based learning opportunities that align with their career interests. Through tailored employment and comprehensive pre-employment training, we help young people–particularly those from underrepresented and disenfranchised backgrounds–acquire the skills and experience they need for future career success.

How You Can Contribute: We are seeking host employers who can offer valuable work experience to our youth participants. As a host employer, you would:

Identify a Position: Develop a role that matches the skills and interests of the selected youth.

Determine the Schedule: Set a work schedule (Monday through Thursday, 20-30 hours per week). Fridays are reserved for SYEP activities focused on reflection and development.

Supervise the Employee: Provide oversight, guidance, and mentorship throughout the employment period.

Provide Ongoing Feedback: Share regular feedback with both the employee and SYEP to support their growth and development.

Approve Timesheets: Verify and approve the employee's timesheets for payment.

Note: Funds for participant wages are secured and managed by SYEP.

Interested in Becoming a Host Employer? To express your interest or for more information, please complete the Host Employer Application Form or contact [Name] at [Email].

We look forward to partnering with your organization to provide meaningful work experiences for our youth.

Thank you for considering this important opportunity.

*Content provided by Oakridge Neighborhood Services

STRATEGIES FOR SUCCESSFUL RETENTION OF YOUTH IN A NON-PROFIT ORGANIZATION

Youth usually seek jobs that offer livable wages, good hours, and opportunities for professional growth. Employers can reduce turnover by establishing respectful relationships and providing clear career progression paths.

Based on recommendations from workforce development professionals, here are core strategies for creating healthy work environments:

Introduce Potential Employees

Familiarize youth with the workplace through tours, job shadowing, and mock interviews before they apply. This helps young people feel more prepared when applying for positions.

Positive First Day Experience

Ensure youth feel welcomed and informed on their first day. Introduce them to colleagues and clarify expectations to set a positive tone from the start.

Assign a Mentor

Pair youth with a mentor who can guide them through workplace culture and expectations. This support is crucial as young workers may not initially understand workplace norms or feel comfortable seeking guidance.

Provide Ongoing Training

Offer continuous training opportunities to help youth enhance their skills and adapt to evolving job demands. This shows commitment to their professional development and boosts job satisfaction.

Encourage Open Communication

Establish an environment where youth feel comfortable sharing ideas, concerns, and feedback. Regular check-ins and open-door policies foster trust and improve morale.

Recognize and Reward Achievement

Acknowledge and celebrate the youth's accomplishments to reinforce their contributions to the team. Recognition programs or incentives can motivate youth and enhance job satisfaction.

MARKETING TO YOUTH

1. Define Your Target Audience

Primary Audience: Young people seeking employment or professional development.

Secondary Audience: Parents, educators, community leaders, and potential employers.

2. Branding and Positioning

Brand Identity: Develop a strong, relatable brand identity that resonates with youth. This includes a catchy name, logo, and tagline.

Value Proposition: Clearly articulate the benefits of your programs, emphasizing how they can help young people succeed in the job market.

3. Online Presence

Website: Create an engaging, user-friendly website that provides detailed information about your programs, success stories, and how to enroll.

Social media: Use platforms like Instagram, TikTok, Facebook, and LinkedIn to reach both youth and employers. Share success stories, tips on professional development, and updates about your programs.

SEO and Blogging: Write blog posts about soft skills, job search tips, and professional development to drive organic traffic to your website.

4. Content Marketing

Videos and Webinars: Create short, engaging videos that highlight the importance of soft skills and professional development. Host webinars with industry experts to provide valuable insights.

Testimonials and Case Studies: Share success stories from past participants. Highlight how your programs have positively impacted their careers.

5. Community Engagement

Partnerships with Schools and Colleges: Collaborate with educational institutions to offer workshops and seminars. This can also help in recruiting participants.

Community Events: Participate in or host community events to raise awareness about your organization and its mission.

6. Advertising

Social Media Ads: Use targeted ads on social media platforms to reach a wider audience. Focus on demographics like age, location, and interests.

Google Ads: Invest in Google AdWords to appear in search results when potential participants look for professional development programs.

7. Email Marketing

Newsletters: Send regular newsletters to your subscribers with updates, success stories, and useful tips.

Automated Campaigns: Create automated email campaigns to nurture leads and keep them engaged with your organization.

8. Influencer Partnerships

Youth Influencers: Partner with influencers who have a strong following among young people. They can help promote your programs authentically.

Industry Experts: Collaborate with industry professionals to endorse your programs and provide expert insights.

9. Referral Program

Incentivize Referrals: Offer incentives for current participants and alumni to refer friends and peers to your programs.

10. Networking and Relationship Building

Employer Partnerships: Build relationships with local businesses and employers. Offer them benefits for participating, such as access to trained, job-ready candidates.

Professional Organizations: Join relevant professional organizations and networks to increase visibility and credibility.

11. Public Relations

Press Releases: Send press releases to local media about your program launches, success stories, and events.

Media Features: Aim for features in newspapers, magazines, and on TV to reach a broader audience.

EXAMPLE MARKETING TIMELINE

Month 1: Planning and Setup
- Define target audience and value proposition.
- Develop branding elements.
- Set up website and social media profiles.

Month 2: Content Creation and Initial Outreach
- Start content marketing (blogs, videos, social media posts).
- Reach out to schools and colleges for partnerships.

Month 3: Community Engagement and Advertising
- Participate in community events.
- Launch initial social media ad campaigns.

Month 4: Email Marketing and Influencer Partnerships
- Start sending newsletters.
- Collaborate with influencers for promotional campaigns.

Month 5: Referral Program and Networking
- Launch a referral program.
- Build relationships with employers and professional organizations.

Month 6: Public Relations and Continuous Improvement
- Send out press releases and seek media features.
- Review marketing performance and adjust strategies as needed.

ONCE YOUTH APPLY

1. Application Process
Application Form: Create an online application form that captures essential information such as contact details, educational background, work experience (if any), and personal goals.

Personal Statement: Ask applicants to write a brief personal statement about why they want to join the program and how they believe it will benefit them.

2. Eligibility Criteria
Age Requirements: Define the age range for eligible participants.

Educational Background: Specify any educational prerequisites, if necessary.

Commitment Level: Ensure applicants can commit to the program's duration and requirements.

3. Initial Screening
Review Applications: Check for completeness and ensure applicants meet the basic eligibility criteria.

Shortlist Candidates: Create a shortlist based on the initial application review.

4. Assessment of Soft Skills

Interviews: Conduct interviews to assess communication skills, motivation, and alignment with the program's objectives.

Situational Judgment Tests: Use tests or role-playing scenarios to evaluate problem-solving abilities, teamwork, and decision-making skills.

5. Assessment of Professional Skills

Skill Assessment Tests: Implement tests to measure basic professional skills such as writing, computer literacy, and other relevant skills.

Portfolio Review: If applicable, review any work samples or portfolios submitted by the applicants.

6. Evaluation of Personal Attributes

Motivation and Goals: Assess the applicant's motivation and how their goals align with the program.

Adaptability and Resilience: Evaluate the applicant's ability to adapt to new situations and their resilience in overcoming challenges.

7. Recommendations and References

Letters of Recommendation: Request letters of recommendation from teachers, employers, or community leaders who can vouch for the applicant's character and abilities.

Reference Checks: Conduct reference checks to validate the information provided and gain additional insights.

8. Selection Criteria

Scoring System: Develop a scoring system to objectively evaluate applicants based on predefined criteria such as motivation, skills, and personal attributes.

Diversity and Inclusion: Ensure a diverse selection process to provide opportunities to many applicants.

9. Final Selection

Selection Committee: Form a selection committee to review final candidates and make decisions.

Decision Notification: Notify successful applicants and provide them with details on the next steps.

10. Orientation and Onboarding

Welcome Package: Provide selected applicants with a welcome package that includes program details, schedules, and expectations.

Orientation Session: Conduct an orientation session to introduce new participants to the program, staff, and fellow participants.

EXAMPLE TIMELINE FOR APPLICANT EVALUATION PROCES

Week 1-2: Application Phase
- Open the application portal.
- Promote the program and encourage applications.

Week 3: Initial Screening
- Review applications for completeness and eligibility.
- Shortlist candidates for further assessment.

Week 4-5: Assessments
- Conduct interviews and situational judgement tests.
- Administer skill assessment tests and review portfolios.

Week 6: Evaluation and Selection
- Request and review letters of recommendation.
- Conduct reference checks.
- Use scoring system to evaluate applicants.

Week 7: Final Selection and Notification
- Selection committee reviews final candidates.
- Notify selected applicants and provide onboarding details.

Week 8: Orientation and Onboarding
- Send welcome packages.
- Conduct orientation session.

Tips for an Effective Evaluation Process

Clear Communication: Ensure clear communication with applicants throughout the process, providing updates and feedback, as necessary.

Transparency: Maintain transparency in the selection criteria and process to build trust and credibility.

Fairness: Strive for a fair and unbiased selection process, providing equal opportunities to all applicants.

Feedback Mechanism: Offer constructive feedback to unsuccessful applicants to help them improve for future opportunities.

EVELYN K. DAVIS Y-ExCL PROGRAM

The Evelyn K. Davis Center's Youth Excel into Careers & Leadership (Y-ExCL) program provides low-income and racially minoritized youth with life skills, job training, financial education, and paid internship experiences to help them become better prepared for postsecondary education and high demand occupations, all while helping them remain engaged in high school through graduation. Y-ExCL provides the following activities:

- **Pre-employment Services:** Two weeks of training focused on workplace ethics, dressing for success, financial literacy, resume development, interview skills, team & communication skills, and career and post-secondary education pathways.

- **Employment Opportunities:** Eight-week paid work experience opportunities focused on providing valuable on-the-job skills like responsibility, teamwork, communication, timeliness, and organization.

- **Workshops & Community Service:** Guest speakers, financial literacy training, resume updating, career exploration, higher education and career planning, college visits, and community service projects.

Funding: Y-ExCL gets their funding for paid internships through Future Ready Iowa, Summer Youth Intern Program and United Way of Central Iowa. Having these sponsors for funding has made the program possible for over 9 years.

Recruitment: Their recruitment methods are simple. They recruit students through parents, schools, and community organizations. Doing so they market their program to young people who want to gain professionalism skills and connections while earning money.

Participants: The number of participants varies depending on funding. On average the Y-ExCL program typically has around 50-65 kids. When they receive more funding, they can increase that number. The Evelyn K. Davis Center's Youth Excel into Careers & Leadership (Y-ExCL)

Oak Futures Summer Youth Employment Program

Program Overview

Oak Futures Summer Youth Employment Program (SYEP) provides one week of mandatory orientation and eight weeks of paid part-time (20-30 hours a week) work experience at non-profit, for-profit, and/or public agencies throughout the Greater Des Moines community. This is a temporary internship. SYEP supports the positive development of youth, ages 14-21, by engaging them in meaningful employment, job skills training, and career exploration while providing leadership and community involvement opportunities.

Oakridge SYEP Program Layout:

- Funding

- Recruiting (Youth and Host Partners)

- Age range (14-21 with exceptions)

- Connections (Marketing)

- Follow rubric when interviewing (5 areas for Oakridge)

- Orientation (1 weeklong of learning soft skills and activities)

- Separate training for counselors/mentors

- Onsite training (1 week)

- Biggest Barrier: Payment System (Apps can be unreliable)

- Biggest Barrier: Competition

- Activities (College Visit, Financial literacy, Principal legacy project)

RESOURCES

Employee toolkit for NAWB:
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Career Exploration and Skill: Career Exploration and Skill Development l Youth.gov. (n.d.). https://youth.gov/youth-topics/youth-employment/career-exploration-and-skill-development

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Ray, O., Crunden,). & Murphy, H. (2018). Liverpool City Region Youth Employment Gateway (YEG) Evaluation. Learning and Work Institute

Importance of youth employment references:
Eyster, L., Nightingale, D., Barnow, B., O'Brien, C., Trutko, J. & Kuehn, D. (2010). Implementation and Early Training Outcomes of the High Growth Job Training Initiative: Final Report. The Urban Institute on Labor, Human Services, and Population

Mental health resources :
Supporting Your Employees' Mental Health l Iowa Association of Business and Industry (iowaabi.org)

What is Employment Discrimination? l U.S. Equal Employment Opportunity Commission (eeoc.gov)

Law and policy for minors:
Iowa Child Labor Laws 2024 - FAQs (employmentlawhandbook.com)

DEI Resources:
Promoting Equity and Good Fit Jobs for Young Adults - The Annie E. Casey Foundation (aecf.org)

Hiring and recruiting: Tips to Attract and Keep Young Workers - The Annie E. Casey Foundation (aecf.org)

Tips to Attract and Keep Young Workers - The Annie E. Casey Foundation (aecf.org)

Waiver for minor employment:
Youth Employment Waiver l Iowa Workforce Development

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