

DYCD Summer Youth Employment Program: Workplace Challenge

*Your guide to designing and
implementing high-quality
workplace challenges*



**Department of
Youth & Community
Development**



**WORKFORCE
CONNECT**

DYCD Youth Employment Programs



**Center for Youth
Employment**

grant **A**ssociates

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1. Introduction to the DYCD Workplace Challenge Provider Guide

Dear Workplace Challenge Provider,

Congratulations on deciding to facilitate a workplace challenge activity for the young people in your program. Although this kind of work-based learning activity may be intimidating to run in the beginning, especially if it is your first time, the impact of a well-run workplace challenge on our youth can last a lifetime. You won't be alone in this process and there will be guidance at every step along the way.

This provider guide is essentially a “turn-key” facilitation guide to provide you with everything you and/or your team needs to know to plan and implement a high-quality workplace challenge. Not only are there detailed instructions for you, the DYCD provider, in this guide but we have also created numerous handouts, worksheets, and training materials which will be included in the Appendices section. The provider guide is comprehensive and contains all parts to the program including the guides for the industry partners, [Appendix E - Industry Partner Guide](#), and the young people, [Appendix I - Youth Guide](#).

This guide can be accessed through a stand-alone PDF file or online where it is broken out into individual pieces. You can find the guide in a separated format, with accompanying online training, at <http://syepbridge2020.com/>

In addition to the guidance provided in this guide, there will be optional weekly technical assistance calls where you can ask questions, receive guidance, and speak to your peers from across the city as they implement their workplace challenges. While this guide is designed to be comprehensive, that does not mean there are not areas for improvement or sections that need to be adapted for your program's particular situation. We hope you bring your ideas to the technical assistance calls as well and contribute to the community of practice.

Again, congratulations on pursuing a high impact work-based learning opportunity with your participants.

Make a difference,

Grant Associates

2. Workplace Challenge Overview

What is the Workplace Challenge?

A Workplace Challenge is a career preparation activity where small groups of young people are engaged in solving a real-world problem or a challenge issued by an industry partner. The challenge is identified by the industry partner in consultation with you, the DYCD provider, and the youth. Participants work as a team to identify a challenge to address, generate possible solutions, and then create and deliver a final deliverable /or presentation on their solutions to the industry partner.

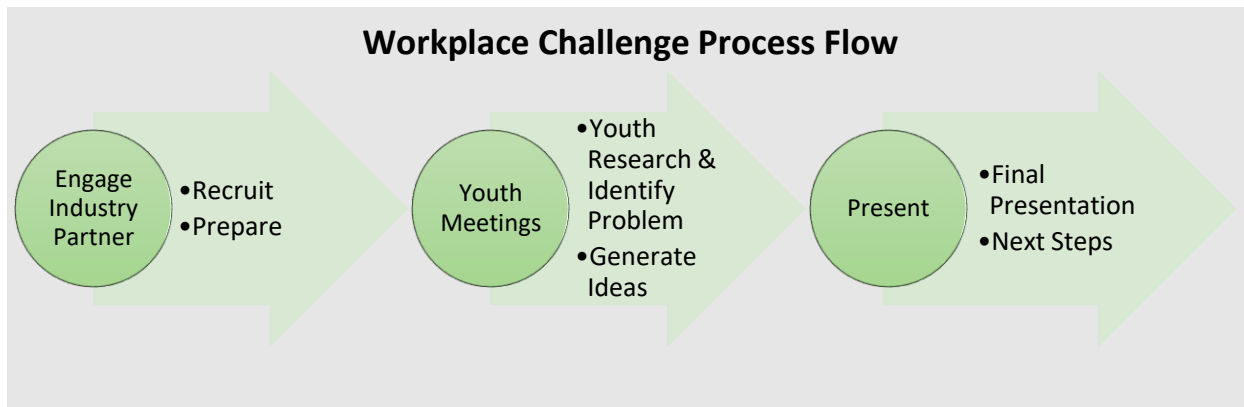
Designed to meet specific objectives, workplace challenges provide young people the opportunity to develop, practice, and demonstrate key workplace skills such as problem-solving, research, teamwork, and presentation skills. They offer exposure to different industries, potential careers of interest, and professional adults.

Workplace Challenge Benefits

- Provides young people with an inside view of work within the company.
- Provides young people an opportunity to develop workplace skills.
- Allows young people to practice interacting with professionals.
- Helps young people make the connection between education and work.
- Exposes industry partners to young people interested in their industry.

Although the workplace challenge is a well-established tool for serving youth at any time, it has relevance this summer, the summer of 2020, as the COVID-19 health crisis has impacted nearly every facet of our society. Virtually all organizations are having to rethink how they operate and the services they offer. The normal patterns of New York City consumers have shifted and many of our industry partners are struggling to adapt to the changing dynamics. This is a time when a workplace challenge can create tremendous value for the industry partner as they collaborate with your participants who can provide insight into their communities.

One of the hallmarks of the workplace challenge is that it integrates the human-centered design ideation process. Human-centered design, or user-centered design, meaningfully inserts customer experiences and input throughout the ideation process so that the results are meeting real customer needs. The youth participants can share their input and have a real opportunity to include their communities in the restructuring of services provided by industry. Youth participants of well-run workplace challenges can drive actual positive change in their communities as they work closely with industry partners to address important questions facing that business. Given the breadth of need, the workplace challenges can be molded to meet many different circumstances. Therefore, this guide will present you with a variety of options for adapting it to the dynamics of your partnerships.



There are three main phases to facilitating the workplace challenge.

Phase 1

Secure an industry partner to conduct the workplace challenge. Leverage your existing relationships with industry partners or community organizations. Ideally, you want to secure multiple volunteers from one challenge partner and assign one volunteer for every seven youth participants. If you do not have any existing relationships, then use the training and resources provided to you in the DYCD Provider Guide to assist you in engaging prospective employers. Once you have recruited an industry partner then you will want to hold an initial discussion on potential workplace challenges that may be suitable for the youth. However, you do not select the challenge now. The industry partner and youth will select the specific challenge in their initial meeting.

Phase 2

With your industry partner recruited, you can organize your youth participants. Using the agenda topics provided in Section 4, you can support the youth in preparing for their initial meeting with an industry partner, selecting a workplace or community problem, and helping them to organize to generate potential ideas to address the problems. Additionally, refer to [Appendix C - Engaging Parents or Guardians](#) for resources on engaging the parents and guardians of youth. The first two weeks of the workplace challenge will consist of the initial meeting with the industry partner, research on the challenge, and designing a potential solution. If information is ever collected via survey by youth, the data should be shared in aggregate only. No personal information should ever be shared. If time permits, youth may even want to test their idea and run a small pilot of the solution. Detailed timelines are provided in this packet. The youth are to submit a weekly report to you to document their activities and analysis of how well the team is working. If additional time is needed and permitted by DYCD, then extra weeks of research could be added to extend the workplace challenge past three weeks.

Phase 3

The final phase of the workplace challenge consists of the final presentation by the youth to the industry partner. The youth will provide an overview of their team’s problem, a potential solution, and lessons learned from the experience. Given the slow recovery from COVID-19, this presentation will be virtual in modality as are the other meetings. Refer to [Appendix J - Zoom and Other Technology Tools](#) for suggestions on tools youth teams can use to collaborate on and use to finalize their presentation.

Finally, it should be noted that a workplace challenge is a youth activity that falls under a larger umbrella of project-based learning. Project-based learning is a set of activities that promote learning in kids using real-world activities to teach them real-world skills. Project-based learning promotes learning but in a creative and meaningful manner that connects the world of the youth to the real world around them. Additionally, project-based learning integrates adult involvement in a way that is supportive but not enabling, guiding but not directive. When facilitated effectively, the workplace challenge has tremendous opportunity to create life-lasting teachable moments and turn a tragedy such as Covid-19 or systemic societal ills into opportunities for youth to make a difference.

Bob Lenz and Laureen Adams, of PBL Works, identify the six components of high-quality project-based learning in their 2020 book, *This Teachable Moment*. Use their list to plan your organization's challenge.

THE SIX COMPONENTS OF HIGH-QUALITY PBL

1. **INTELLECTUAL CHALLENGE & ACCOMPLISHMENT:** Critical thinking is required to solve a complex problem or issue. Understanding and utilization of curriculum and concepts are necessary for completion of the project.
2. **AUTHENTICITY:** The problem or question reflects "real world" issues or applications and requires tools and technology relevant to today and tomorrow's workplace.
3. **PUBLIC PRODUCT:** Results are shared with stakeholders, offering opportunity for feedback.
4. **COLLABORATION:** When possible, projects are done in a team-based environment (whether digital or face-to-face) with input from all members. Note: this may not always be possible during the pandemic, but collaboration can be with adult experts or peers reached online.
5. **PROJECT MANAGEMENT:** Youth learn time management and employ tracking tools and strategies to stay on task and meet deadlines.
6. **REFLECTION:** Youth pause to consider process refinement, acknowledge accomplishments, and embed learning, both during and at the completion of the project.

Used with permission. <https://www.pblworks.org/>

3. Workplace Challenge Program Options

Before we explore the industry partner engagement process, let's begin by exploring the various formats that you can use to structure your workplace challenge.

A workplace or community challenge or problem is ultimately selected in the first meeting between the industry partner and youth. However, DYCD providers and industry partners should collaborate beforehand to discuss the general needs and brainstorm potential topics. The industry partner presents several possible problems or issues that could constitute the challenge and the DYCD Provider can vet the ideas based on whether they are a good fit for the interests of their youth and the available resources of that provider. The industry partner can then take the final ideas to the meeting with the youth to discuss and see which idea the youth teams select as their challenge of focus.

As the provider, it is important to be upfront with the industry partner regarding the resources you and your organization must contribute. If your organization has limited staff to support the workplace challenge and the industry partner wants to commit a multitude of volunteers, then sustainability issues will arise unless you manage expectations in advance.

Below are three themes with ten workplace challenge driving questions or prompts that can be adapted and presented to industry partners for them to select and develop with the DYCD Provider. Four of the prompts apply to all industries and can be adapted to the industry partner's sector, and examples of sector-specific prompts are provided for the entertainment, healthcare, media, real estate, sports and entertainment, social services, and tech sectors. Also included are project description ideas, questions for industry partners to build out prompts, the youth ideation process, and final project ideas.

If you have many youth participants and a single company with many volunteers, you can select a single challenge and have multiple groups work on the same challenge. You do not need to have a unique challenge for each youth group and in fact, it could be interesting to show how different groups approach problems differently.

The following questions and prompts will form the basis of the initial meeting between the industry partner and youth. See [Appendix D - Industry Partner Agendas](#) for a full sample agenda for that first meeting. The main goal is to collectively identify an area of need that the industry partner, or community partner you are alternatively working with, can work with youth to address.

Redesigning Industry in a Post-COVID World

Workplace Challenge Option 1:
Design the "New Normal" for Industry (customizable for any industry partner)

Driving Question: What Will the Post-COVID 'New Normal' Look Like for the (SECTOR NAME) Industry?

Project Description: While the socioeconomic challenges New York City faces in the months and years ahead are daunting, the disruption associated with COVID-19 is causing organizations to challenge the status quo and reimagine their industry right now. As COVID-19 continues to change the industry like

never before, there is an opportunity for New York City’s youth to help organizations figure out what the “new normal” is and help design the future. As you pair your youth with an industry partner, encourage them to look at the critical issues facing the industry, explore what industry looks like in a post-COVID world, and communicate the new way forward.

Prompt Questions for Industry Partner to Customize Challenge:

- From your point of view, how has the customer experience in this industry changed?
- Because of COVID and the resulting measures such as sheltering in place and social distancing, what elements of your business operations are more difficult?
- Do the services or products typically provided in this industry have greater value in a post-COVID world? If so, discuss.

Youth Ideation Process

- Each week, youth will be responsible for achieving a project deliverable and completing their project report. A sample of the weekly project report can be found in [Appendix H - Weekly Youth Report](#). The following list is a summary of the tasks that will be asked of youth each week.

Week 1

- Youth get to know the industry partner and team
- Youth select a team role
- Youth work with an industry partner or provider to conduct a needs assessment and explore potential challenges
- Youth identify an industry problem, learn the context of the challenge, and build out a research plan
- Complete weekly report

Week 2

- Ideation, brainstorm, and research possible solutions to potential shortcomings of industry partner policies
- Youth team to potentially connect with their network to acquire feedback (*human-centered design*)
- Select promising ideas, prototype, and test
- Prepare for presentation
- Complete weekly report

Week 3

- Finalize the presentation
- Deliver the presentation to industry partners
- Complete weekly report

Final Product(s) Suggestions:

- Youth create a “reimagining plan” and present it to the industry partner. The plan should include the solution to the challenge, and details such as how to make it actionable, timeline, cost, partners, and next steps.
- Options – live presentation or video; ideally, the project is something that can be uploaded to social media or a website and shared.

Potential Industry Partners to Engage on Topic: Any

Workplace Challenge Option 2: *Design the “New Normal” for the Social Services Sector*

Driving Question: What Will the Post-COVID ‘New Normal’ Look Like for the Social Services Industry?

Project Description: While the socioeconomic challenges New York City faces in the months and years ahead are daunting, the disruption associated with COVID-19 is causing social service provider organizations to challenge the status quo and reimagine their industry. As COVID-19 continues to change various industries like never before, there is an opportunity for New York City’s youth to help organizations figure out what the “new normal” is and design the future. Youth will be paired with an industry partner to look at the critical issues facing the social services industry, explore what social services looks like in a post-COVID world, and communicate the new way forward.

Prompt Questions for Industry Partner to Customize Challenge:

- Has COVID created new needs for our social service organization that we are unable to meet?
- How can our social service organization identify new resources that resulted from COVID to serve the community?
- How has COVID affected the staff of your organization?
- What is the mission of our social service organization, how will COVID impact the ability to fulfill our mission?

Youth Ideation Process

- Each week, youth will be responsible for achieving a project deliverable and completing their project report. A sample of the weekly project report can be found in [Appendix H - Weekly Youth Report](#). The following list is a summary of the tasks that will be asked of youth each week.

Week 1

- Youth get to know the industry partner and team
- Youth select a team role
- Youth work with an industry partner or provider to conduct a needs assessment, explore potential challenges in the social services industry
- Youth identify an industry problem, learn the context of the challenge, and build out a research plan
- Complete weekly report

Week 2

- Ideation, brainstorm, and research possible solutions to potential shortcomings of industry partner policies
- Youth team to potentially connect with their network to acquire feedback (*human-centered design*)
- Select promising ideas, prototype, and test
- Prepare for presentation
- Complete weekly report

Week 3

- Finalize the presentation

- Deliver the presentation to industry partners
- Complete weekly report

Final Product(s) Suggestions:

- Youth create a “reimagining plan” and present it to the industry partner. The plan should include the solution to the challenge, and details such as how to make it actionable, timeline, cost, partners, and next steps.
- Options – live presentation or video; ideally, the project is something that can be uploaded to social media or a website and shared.

Potential Industry Partners to Engage on Topic: Social Services Organizations, Community Partners, DYCD Provider, Government Agencies

Workplace Challenge Option 3:
Offering Affordable Housing Solutions

Driving Question: Vacancy rates are at an all-time high for rentals and hotels in NYC while the city continues to experience a shortage of affordable housing. Who are the individuals/families in NYC most in need of affordable housing and how can public and private organizations offer support?

Project Description: Homelessness has reached the highest level in New York City since the Great Depression. People of all genders, races, ages, and socioeconomic backgrounds can experience homelessness. As travel continues to decrease, New Yorkers continue to leave, and vacancy rates increase there is an opportunity for public private partnerships to change the landscape of NYC and provide housing, a basic need. Youth will be encouraged to research the crisis of homelessness in NYC, collaborate with an industry partner, and develop a proposal to advocate for those most in need.

Prompt Questions for Industry Partner to Customize Challenge:

- How would you define affordable housing? And what is an example of a possible solution?
- Have you observed an increase in the number of homeless people in public spaces due to COVID-19?
- How can your company directly offer support to individuals and families experiencing homelessness?
- As a community partner, how have you worked to address homelessness in your community and at your organization?
- Why are more New Yorkers experiencing homelessness than ever before, what can you do to address this crisis?
- How can the real estate sector develop residential properties and allocate existing real estate to address homelessness?
- Homelessness can be a complex issue for individuals who may grapple with job insecurity, mental health, or substance concerns. How can the business/finance sector invest in a housing first model to address homelessness and other complex issues?
- City government is made up of several agencies, municipalities and organizations that develop the budget that operates, funds, and sustains New York City. How can you advocate for an increase in funding to address homelessness?

Youth Ideation Process

- Each week, youth will be responsible for achieving a project deliverable and completing their project report. A sample of the weekly project report can be found in [Appendix H - Weekly Youth Report](#). The following list is a summary of the tasks that will be asked of youth each week.

Week 1

- Youth get to know the industry partner and team
- Youth select a team role
- Youth work with an industry partner or provider to conduct a needs assessment, explore potential challenges
- Youth identify an industry problem, learn the context of the challenge, and build out a research plan
- Complete weekly report

Week 2

- Ideation, brainstorm, and research possible solutions to potential shortcomings of industry partner policies
- Youth team to potentially connect with their network to acquire feedback (*human-centered design*)
- Select promising ideas, prototype, and test
- Prepare for presentation
- Complete weekly report

Week 3

- Finalize the presentation
- Deliver the presentation to industry partners
- Complete weekly report

Final Product(s) Suggestions:

- Youth create a “reimagining plan” and present it to the industry partner.
- Options – live presentation or video; ideally, the project is something that can be uploaded to social media or a website and shared. Potentially include interviews with community partners and/or community stakeholders.

Potential Industry Partners to Engage on Topic: Business & Finance Sector, Real estate companies, management, social services organizations, government agencies.

Workplace Challenge Option 4: Health Care Sector

Driving Question: Current data suggests a disproportionate burden of illness and death within specific NYC communities. What strategies and resources can you develop to support these communities post-COVID?

Project Description: While the impact of COVID-19 in New York City shifts daily, we must acknowledge the disproportionate burden of illness and death within specific NYC communities. The conditions in

which we live, learn, and work can contribute to our overall health, and over time can lead to increased health risks. Additionally, health emergencies can isolate people from medical care and resources they need to effectively prepare for and access treatment. What strategies and resources can you develop to support these communities post-COVID?

Prompt Questions for Industry Partner to Customize Challenge:

- Can you identify a community/s that has been severely impacted by COVID19?
- How have the perceptions or interactions of your friends and family with the healthcare system changed since March of 2020?
- What resources are necessary to meet the needs of individuals in this community?
- What strategies can you develop to communicate health care services and resources to individuals in this community?

Youth Ideation Process

- Each week, youth will be responsible for achieving a project deliverable and completing their project report. A sample of the weekly project report can be found in Appendix H - Weekly Youth Report. The following list is a summary of the tasks that will be asked of youth each week.

Week 1

- Youth get to know the industry partner and team
- Youth select a team role
- Youth work with an industry partner or provider to conduct a needs assessment, explore potential challenges
- Youth identify an industry problem, learn the context of the challenge, and build out a research plan
- Complete weekly report

Week 2

- Ideation, brainstorm, and research possible solutions to potential shortcomings of industry partner policies
- Youth team to potentially connect with their network to acquire feedback (*human-centered design*)
- Select promising ideas, prototype, and test
- Prepare for presentation
- Complete weekly report

Week 3

- Finalize the presentation
- Deliver the presentation to industry partners
- Complete weekly report

Final Product(s) Suggestions:

- Youth create a “health and safety plan” and present it to the industry partner.
- Options – live presentation or video; ideally, the project is something that can be uploaded to social media or a website and shared. Potentially include a community needs-based assessment.

Potential Industry Partners to Engage on Topic: Hospitals, Healthcare Providers, community health organizations, government agencies

Workplace Challenge Option 5: Technology Sector

Driving Question: How can you utilize technology to address the impact of social distancing and feelings of isolation for older adults and seniors?

Project Description: All New Yorkers were encouraged to social distance and shelter in place to decrease the spread and exposure to COVID19. From this, a new concern about social isolation emerged. Many older adults and/or seniors may have experienced loneliness, depression, and potentially other more severe health conditions as a result. The youth will be paired with an industry partner to identify access to technology and explore IT solutions.

Prompt Questions for Industry Partner to Customize Challenge:

- What may be some potential barriers that you have seen people face in trying to access technology?
- How has the importance of having a mobile device with internet service (data) changed since March 2020? Has your usage changed at all?
- How should we define IT and identify its benefits?
- Does your organization or company offer educational programming or IT classes?

Youth Ideation Process

- Each week, youth will be responsible for achieving a project deliverable and completing their project report. A sample of the weekly project report can be found in [Appendix H - Weekly Youth Report](#). The following list is a summary of the tasks that will be asked of youth each week.

Week 1

- Youth get to know the industry partner and team
- Youth select a team role
- Youth work with an industry partner or provider to conduct a needs assessment, explore potential challenges
- Youth identify an industry problem, learn the context of the challenge, and build out a research plan
- Complete weekly report

Week 2

- Ideation, brainstorm, and research possible solutions to potential shortcomings of industry partner policies
- Youth team to potentially connect with their network to acquire feedback (*human-centered design*)
- Select promising ideas, prototype, and test
- Prepare for presentation
- Complete weekly report

Week 3

- Finalize the presentation
- Deliver the presentation to industry partners

- Complete weekly report

Final Product(s) Suggestions:

- Youth create “IT solutions” and present it to the industry partner.
- Options – live presentation or video; ideally, the project is something that can be uploaded to social media or a website and shared. Potentially include a community needs-based assessment.

Potential Industry Partners to Engage on Topic: Companies in the Communications, IT, and Tech sectors; Organizations supporting the elderly.

Workplace Challenge Option 6: Sports and Entertainment Sector

Driving Question: Social distancing guidelines have resulted in the cancellation of live events (e.g. concerts, sporting events, theme parks). Can you develop a proposal that outlines alternative ways for these industries to connect with fans?

Project Description: The current environment has eliminated in-person events and increased the desire of many for human interaction. Brands and customers have shifted their offerings to digital media and online platforms to foster community and reproduce the benefits of in-person events. Fortunately, virtual gatherings may have revitalized many industries during this global pandemic. The youth will be paired with an industry partner to brainstorm alternative ways for these industries to connect with fans.

Prompt Questions for Industry Partner to Customize Challenge:

- Has COVID created new needs for the media sector that were previously unknown?
- How can your organization positively influence communities in greatest need?
- What health messages have you noticed your friends and family not hearing?
- What is your organization's current strategy for engagement due to social distancing?

Youth Ideation Process

- Each week, youth will be responsible for achieving a project deliverable and completing their project report. A sample of the weekly project report can be found in [Appendix H - Weekly Youth Report](#). The following list is a summary of the tasks that will be asked of youth each week.

Week 1

- Youth get to know the industry partner and team
- Youth select a team role
- Youth work with an industry partner or provider to conduct a needs assessment, explore potential challenges
- Youth identify an industry problem, learn the context of the challenge, and build out a research plan
- Complete weekly report

Week 2

- Ideation, brainstorm, and research possible solutions to potential shortcomings of industry partner policies
- Youth team to potentially connect with their network to acquire feedback (*human-centered design*)
- Select promising ideas, prototype, and test
- Prepare for presentation
- Complete weekly report

Week 3

- Finalize the presentation
- Deliver the presentation to industry partners
- Complete weekly report

Final Product(s) Suggestions:

- Youth create a “media pitch” and present it to the industry partner.
- Options – live presentation or video; ideally, the project is something that can be uploaded to social media or a website and shared.

Potential Industry Partners to Engage on Topic: Digital Media, Event Planning, Marketing Companies, Media, Sports, and Entertainment Sector.

Workplace Challenge Option 7: Media Sector

Driving Question: Policies affect the day to day life of all young people. Youth voice in activism and the media sector can be successful in changing the *narrative*. Can you devise a media or marketing campaign that demonstrates why youth voice is important and what the *narrative* should be?

Project Description: It is no secret that today’s youth will be the leaders of tomorrow. Inclusion of youth voices in marketing and advertising campaigns can play an integral part in the change making process. Youth are often witness to and affected by decisions that impact them, it is important to amplify and use their collective voices to promote policy and systems change. Youth voice in advertising and marketing campaigns can give visibility to marginalized groups. The youth will be paired with an industry partner to define the narrative and incorporate the inclusion of youth voice in the media sector.

Prompt Questions for Industry Partner to Customize Challenge:

- How can youth voice reinforce your organization’s mission?
- What previous advertising or marketing campaign(s) can you enhance with the inclusion of youth voice?
- What business goals can benefit from the inclusion of youth voices?
- Can youth voice enhance your business’ customers, brand loyalty, or social impact?
-

Youth Ideation Process

- Each week, youth will be responsible for achieving a project deliverable and completing their project report. A sample of the weekly project report can be found in [Appendix H - Weekly](#)

Youth Report. The following list is a summary of the tasks that will be asked of youth each week.

Week 1

- Youth get to know the industry partner and team
- Youth select a team role
- Youth work with an industry partner or provider to conduct a needs assessment, explore potential challenges
- Youth identify an industry problem, learn the context of the challenge, and build out a research plan
- Complete weekly report

Week 2

- Ideation, brainstorm, and research possible solutions to potential shortcomings of industry partner policies
- Youth team to potentially connect with their network to acquire feedback (*human-centered design*)
- Select promising ideas, prototype, and test
- Prepare for presentation
- Complete weekly report

Week 3

- Finalize the presentation
- Deliver the presentation to industry partners
- Complete weekly report

Final Product(s) Suggestions:

- Youth create a “media pitch” or “media campaign” and present it to the industry partner.
- Options – live presentation or video; ideally, the project is something that can be uploaded to social media or a website and shared.

Potential Industry Partners to Engage on Topic: Media sector – advertising companies.

Black Lives Matters Movement’s Impact on Organizations

Workplace Challenge Option 8:

Black Lives Matters Movement’s Impact on Organization

Driving Question: What does Black Lives Matter mean to your organization and how can you make authentic, measurable change happen in your workplace?

Project Description: The recent Black Lives Matter movement has encouraged organizations to reflect on internal practices and play a bigger role in combating systemic racism in workplaces and communities throughout the United States. Youth will work with relevant departments (such as corporate social responsibility, human resources, corporate affairs /or diversity & inclusion team) to learn about how the movement impacts the organization, and design and implement an action plan that raises awareness and/or develop a strategy for authentic and measurable change.

Prompt Questions for Industry Partner to Customize Challenge:

- Why are diversity and inclusion a priority for your organization?
- How can you ensure equal representation at your organization (e.g. race, gender, age)?
- What is your organization doing to address systemic racism?
- How has your organization addressed current events with staff and external stakeholders?

Youth Ideation Process

- Each week, youth will be responsible for achieving a project deliverable and completing their project report. A sample of the weekly project report can be found in [Appendix H - Weekly Youth Report](#). The following list is a summary of the tasks that will be asked of youth each week.

Week 1

- Youth get to know the industry partner and team
- Youth select a team role
- Youth work with an industry partner or provider to conduct a needs assessment, explore potential challenges, and identify measurable changes
- Youth identify an industry problem, learn the context of the challenge, and build out research plan
- Complete weekly report

Week 2

- Ideation, brainstorm, and research possible solutions to potential shortcomings of industry partner policies
- Youth team to potentially connect with their network to acquire feedback (*human-centered design*)
- Select promising ideas, prototype, and test
- Prepare for presentation
- Complete weekly report

Week 3

- Finalize the presentation
- Deliver the presentation to industry partners
- Complete weekly report

Final Product(s) Suggestions:

- Youth take action developing strategies and solutions for organizational change, implementing and reflecting on their action plans.
- Options – live presentation or video; ideally, the project is something that can be uploaded to a shareable platform (company website, social media)

Potential Industry Partners to Engage on Topic: Any

Workplace Challenge Option 9: Increasing Diversity across Your Talent Pipeline

Driving Question: Given the importance of diversity, equity, and inclusion across organizations' talent pipelines, how could you create more opportunities for underrepresented populations in the recruitment, selection, advancement, /or retention process?

Project Description: Organizations are seeking to address social justice issues and recognize that diverse leaders at all levels are needed to better achieve organizational missions and reflect the communities and customers they serve. Youth will work with their challenge host to explore current talent management practices and provide recommendations on how to cultivate a more diverse, equitable, and inclusive workforce.

Prompt Questions for Industry Partner to Customize Challenge:

- Why are diversity, equity, and inclusion a priority for your organization?
- What are your current talent management practices around diversity?
- Is there a greater need between recruitment, selection, advancement, /or retention that you would like youth perspective on?
- What is the business case for diversity in your organization?

Youth Ideation Process

- Each week, youth will be responsible for achieving a project deliverable and completing their project report. A sample of the weekly project report can be found in [Appendix H - Weekly Youth Report](#). The following list is a summary of the tasks that will be asked of youth each week.

Week 1

- Youth get to know the industry partner and team
- Youth select a team role
- Youth work with an industry partner or provider to conduct a needs assessment, explore potential challenges, and identify measurable changes
- Youth identify an industry problem, learn the context of the challenge, and build out a research plan
- Complete weekly report

Week 2

- Ideation, brainstorm, and research possible solutions to potential shortcomings of industry partner policies
- Youth team to potentially connect with their network to acquire feedback (*human-centered design*)
- Select promising ideas, prototype, and test
- Prepare for presentation
- Complete weekly report

Week 3

- Finalize the presentation
- Deliver the presentation to industry partners

- Complete weekly report

Final Product(s) Suggestions:

- Youth take action developing strategies and solutions for organizational change, implementing and reflecting on their action plans.
- Options – live presentation or video; ideally, the project is something that can be uploaded to a shareable platform (company website, social media)

Potential Industry Partners to Engage on Topic: Any

Industry Partner Choice

Workplace Challenge Option 10: Industry Partner Choice: What Is Keeping You Up at Night?

Driving Question: to be determined by industry partner

Project Description: Industry partner identifies a few issues or problems their company or industry is facing that might be a good focus for a team of youth to work on together. DYCD provider can help the industry partner select and develop a challenge that is a good fit for the youth's interests and available resources. Note that authentic issues work much better than hypotheticals for workplace challenges.

Youth Ideation Process

- Each week, youth will be responsible for achieving a project deliverable and completing their project report. A sample of the weekly project report can be found in [Appendix H - Weekly Youth Report](#). The following list is a summary of the tasks that will be asked of youth each week.

Week 1

- Youth get to know the industry partner and team
- Youth select a team role
- Youth work with an industry partner or provider to conduct a needs assessment, explore potential challenges
- Youth identify an industry problem, learn the context of the challenge, and build out a research plan
- Complete weekly report

Week 2

- Ideation, brainstorm, and research potential solutions to industry solutions
- Youth team to potentially connect with their network to acquire feedback (*human-centered design*)
- Select promising ideas, prototype, and test
- Prepare for presentation
- Complete weekly report

Week 3

- Finalize the presentation
- Deliver the presentation to industry partners

- Complete weekly report

Final Product(s) Suggestions:

- Have youth develop a final project with their solution. Consider having several teams of youth address the same challenge and reward the most innovative solutions through a competition – with the employee volunteer or team of employee volunteers serving as the judge.

Potential Industry Partners to Engage on Topic: Any

Please recall that the goal of the workplace challenge is to identify a topic that is meaningful to the employer and the youth. Some ideas proposed by the industry partner may be interesting in concept, but not a good match for the parameters of the 2020 summer content. Please use the rubric in [Appendix A - Challenge Suitability Rubric](#), to help determine if a potential challenge idea is suitable for the youth teams. The rubric can be shared with industry partners and brought to the initial meeting.

4. Workplace Challenge Schedule

Workplace Challenge Process

The challenge is most effective if selected in collaboration between the industry partner and youth team during the first meeting. The youth teams then work together over ideally three weeks to address the challenge with the support of the DYCD Provider and in partnership with the industry community partner representative(s). There should be mandatory check-in sessions with youth each week with the DYCD Provider, as well as self-directed time for youth to work on and complete their assigned tasks. It is recommended that the industry partner provide three to four formal touchpoints with the youth over the three weeks – checking in with the youth team weekly and then facilitating the final presentation. For the final presentation, youth teams provide a presentation on their solution to the industry partner, engage in dialogue, and receive feedback on their approach. A ratio of seven youth to one industry partner representative is recommended per team.

Provider Tip: Working with Large Cohorts

Providers that have larger cohorts of 25-30 youth should structure part of the time as a big group and then break the youth out into breakout groups during the virtual meetings. Providers can then rotate through the different teams in the same way they would an in-person session. Industry partners that have multiple volunteers could do the same. When kicking off the meetings, the DYCD Provider should address the industry partner and youth teams in a larger plenary session, and then send teams and industry representatives to specific breakout sessions.

Recommendation: Identify industry partners that can engage multiple departments and various volunteers from the same organization to be able to provide the 7:1 ratio to youth teams. If the Provider did not recruit the number of industry partners /or volunteers to allow for a 7:1 ratio, an option is to structure one challenge across a group of 25-30 youth where the industry partner presents to the larger group, and then rotates with smaller breakout sessions during week 2 to provide feedback on each teams work. Each group could present their solution to the challenge in a competition format for the final presentation. Please note, this format would require slightly more time by the volunteer and that should be communicated up front.

Our proposed schedule recommends four to five hours of direct engagement by DYCD provider /or industry partner and 0-1 hour of self-directed work each week of the program. Here is a **sample** program schedule for the three-week workplace challenge to be adjusted based on the DYCD provider or industry partner schedule (days of the week flexible).

Week	Week Outline	Tuesday	Wednesday	Thursday	
Week 1	Orientation & Program Planning	Youth Program Orientation led by DYCD Provider	Industry Partner Introduction & Challenge Presentation with Youth Teams	Guided Work Session led by DYCD Provider	5 hours

			(DYCD Provider kicks off meeting)		
Week 2	Solution Design Week	Solution Design w/ Industry Partner	Solution Design	Solution Design w/ Industry Partner	5 hours
Week 3	Final Presentation Submission	Finalize Presentation	Finalize Presentation	Final Presentation by Youth Teams hosted by Industry Partner	5 hours

Sample Week 1 Daily Schedule (5 hours total per week)

Time	Tuesday	Wednesday	Thursday	Hours Breakdown
10:00 – 10:30 AM	Youth Workplace Challenge Orientation (led by DYCD provider): -Program Overview & Expectations -Weekly Schedule & Goals -Technology -Virtual Workplace Norms (punctuality, professionalism, communication)	Meet the Industry Partner (DYCD Provider introduces youth teams to industry representative(s): -overview of industry; company presentation; representatives’ role (day to day job, career path) -youth introduction	Guided Work Session by DYCD Provider: Challenge Needs Assessment -Explore Challenge -Build out Research Plan -Understand the context of the challenge	5 total hours: 4-5 Hours Directed Work (DYCD Provider /or Industry or Community Partner) 0-1 hour of self-directed work
10:30 – 11:00 AM		Industry Partner Present Workplace Challenge Options & Youth Teams Select Challenge		
11:00 – 11:30 AM	-Assign youth to teams and roles -Share workplace challenges by team	-Review prompt -Discuss relevance to the organization -Brainstorm potential program ideas		
11:30 – 12:00 PM	Youth Research Project on Industry / Company & Prompt	Review weekly workflow and deliverables. Discuss the next steps.		

Sample Week 2 Daily Schedule (5 hours total per week)

Time	Tuesday	Wednesday	Thursday	Hours Breakdown
10:00 – 10:30 AM	Ideation Day: Facilitate a brainstorming session	Prototype Day:	Industry Partner /or DYCD Provider give	5 total hours:

10:30 – 11:00 AM	led by DYCD Provider /or Industry Partner to generate solutions to the challenge.	Youth teams develop a model of the idea to be able to share it with an industry partner and provider for feedback.	feedback on the idea and evaluate how effective it will be in addressing the challenge.	4-5 Hours Directed Work (DYCD Provider /or Industry or Community Partner) 0-1 hour of self-directed work
11:00 – 11:30 AM		- Time Permitting, DYCD provider shares expectations and tools for creating the presentation	Youth Team regroups to debrief, incorporate feedback, refine the idea, and brainstorm a final product.	
11:30 – 12:00 PM	Youth Team selects a promising idea to develop.			

Sample Week 3 Daily Schedule (5 hours total per week)

Time	Tuesday	Wednesday	Thursday	Hours Breakdown
10:00 – 10:30 AM	Youth Team develops a draft of the final presentation.	Youth Teams receive feedback on the final presentation from DYCD Provider /or Industry Partner.	Final Workplace Challenge Presentations hosted by industry partner	5 total hours: 4-5 Hours Directed Work (DYCD Provider /or Industry or Community Partner) 0-1 hour of self-directed work
10:30 – 11:00 AM		Youth Teams incorporate feedback and finalize their presentation.		
11:00 – 11:30 AM				
11:30 – 12:00 PM				

Things to Consider

- Who will plan and execute the challenge for each industry partner?
- How many industry partner volunteers are needed and how will diverse candidates be recruited (race, gender, roles, level in the organization, etc.)?
- How will you divide up the participants? Participants should be matched based on their career interests noted in the Hats & Ladders application.
- Depending on the number of youth in the Challenge and how varied the career interests are among your young people, you may need to assign some to a Challenge that is close to their sector but not a perfect fit. You can ensure the young person is given a meaningful role on their team and instructed on how utilize their “transferable skills.”

- What online platform will you use to implement the challenge (convening space and smaller breakout rooms per small group)?

Provider Planning Checklist

Before the Workplace Challenge

- Identify technology and platform to be used for the virtual workplace challenge ensuring that youth participants know how to use the tools. Address any additional logistical issues such as access to equipment and tools. Recommendation: incorporate the tools into the SYEP Project-Based Learning program so youth can learn them in advance of the workplace challenge.
- Conduct an Industry Partner orientation (either group or 1-on-1) and share the Industry Partner Guide.
- Begin designing the challenge with the industry partner, making sure that it's one the youth can potentially address, and that DYCD Provider and the industry partner can support. Selection should be finalized with the youth team during the first week, so it reflects the interests of participating youth and the availability of resources to support addressing the challenge. Encourage the industry partner to identify one to three real-world problems or issues—ones that the industry is facing today. Make it real.
- Ask the industry partner to supply materials in advance that could be helpful for the youth to review (such as an annual report, information about the company /or industry, etc.).
- DYCD approval for each workplace challenge is required before implementation.
- Work with the industry partner to create weekly learning objectives and deliverables for the youth team(s).
- Develop weekly and full program schedule for the challenge differentiating between time for directed work led by DYCD Provider or Industry Partner, and any self-directed work by the youth.
- Share the timeline for the challenge. Include the time set aside in the regular schedule for youth to work as a team and address the challenge, the scheduled “touch” points with the industry partner, and when the solution presentation will take place.
- Determine the industry partner’s preferred form and frequency of contact and define an ongoing communication strategy and feedback protocols for the challenge.
- Identify a team of youth per industry partner (7 youth: 1 industry representative per team).

Week 1 (5 hours of Youth Programming)

- Facilitate Youth Welcome and Orientation. Topics to include Program Expectations and Objectives, Weekly Schedule & Goals, Technology, Virtual Workplace Norms (punctuality, professionalism, communication). Share the Youth Guide and explain the benefits of participation such as skill development, company insight and networking, and experience for their resume. Assign youth roles on the team – See the section below. Providers should consider different education and learning styles when assigning teams and roles. To best support the individual participants, Providers should regularly check in with the teams to assess engagement and ensure all team members are contributing to the various tasks and participating in the meetings.
- Introduce youth team to Industry Partner. Partner provides an overview of the industry, their role, gives a company presentation, then leads a discussion on the workplace challenge options and relevance to the organization. Youth select the challenge and begin the ideation process.

- Provide youth with the “Design Thinking in a Workplace Challenge” worksheet found in [Appendix B - Design Thinking in a Workplace Challenge](#) to help guide them through the design process. They should complete the worksheet over multiple meetings.
- Observe and meet with youth teams as they address the challenge. Identify any gaps in information and support the teams in coming up with solutions for finding the information, such as drafting questions for the industry partner or doing research. Make sure they’re engaged in the challenge and interacting with the industry partner representatives as appropriate. If participant(s) need to be reassigned, it is best to make the swap in week 1 and align the challenge to the participant(s) interest.
- Lead weekly close out to check in with youth and ensure tasks and weekly deliverables are being completed.
- Provide regular feedback to the groups. If in-person feedback is not always available, consider feedback on video or voice recording.
- Provide opportunities to reflect upon the experience both verbally and in writing, recording, or video.

Week 2 (5 hours of Youth Programming)

- Facilitate the beginning of the week check in to review objectives for the week, tasks completed to date, troubleshoot any issues, etc.
- Session(s) held with the industry partner to address the workplace challenge through brainstorming, youth idea development, presentation of ideas, and industry partner feedback. Youth work in teams to complete tasks.
- Lead weekly close out to check in with youth and ensure tasks and weekly deliverables are being completed.
- Provide regular feedback to the groups. If in-person feedback is not always available, consider feedback on video or voice recording.
- Provide opportunities to reflect upon the experience both verbally and in writing.

Week 3 (5 hours of Youth Programming)

- Facilitate the beginning of the week check in to review objectives for the week, tasks completed to date, troubleshoot any issues, etc.
- Support youth teams in finalizing their presentations providing advice and feedback.
- Support industry partner in hosting the final presentation.
- Conduct final presentations for all youth teams and industry partners.
- Provide opportunities to reflect upon the experience both verbally and in writing.

After the Workplace Challenge

- Document the workplace challenge. Review feedback from the industry partner, youth, staff and summarize results. Make recommendations for improvements.
- Debrief with the youth about their experience and the workplace challenge. Share the aggregated feedback with them and help them recall what they accomplished, what they learned, and what they should remember in the future.
- Help youth update their resumes and think about any next steps they would like to take to further their career goals.
- Send thank-you notes to industry partners and identify possible next steps with the partners.

- ❑ Take pictures/screenshots from the workplace challenge and provide them to the industry partners for their websites or newsletters.
- ❑ Consider other potential public relations benefits and opportunities. DYCD could consider an Industry Partner Appreciation Event or send certificates of appreciation for participating.

Youth Roles

The overall success of the workplace challenge requires you and the industry partner to ensure each youth has an important role to play in their workplace challenge each week. Not only is each youth's perspective need in the discussions, but participating youth will have greater ownership in the overall project. Using the RIASEC assessment (Realistic, Investigative, Artistic, Social, Enterprising, and Conventional), we have designed seven different group roles that youth can take on within their groups. While the Hats and Ladders online curriculum will help youth identify their RIASEC score, youth joining the program late can also identify their strength at <https://www.mynextmove.org/explore/ip>.

As the provider who knows the youth, it will be critical for you to help each group properly assign roles. It is recommended to allow youth to self-assign in groups but you may need to provide support in the event youth all want to be in a limited number of roles or youth are not overly signing up for a role. Additionally, these roles should be discussed with the industry partner beforehand as they may want to customize the roles to their business or industry.

The following youth roles assume you have youth in groups of 7. If you have fewer then you may need to combine some roles. If you have more than 7 youth in a group, which is not ideal, then you may need to have multiples of some positions. You could have two to three researchers.

Program Manager (Conventional – Order is important)

- Internal sharing with the provider

Note-taker (Investigative – Ideation is key motivator)

- Records minutes from meetings
- Helps research ideas along with Researcher

Timekeeper (Enterprising - Tasks)

- Ensures group accomplishes tasks on time

External Relations (Social - People)

- Presents at larger meetings
- Plans icebreakers for team meetings

Design Artist (Artistic - Creativity)

- Creates all documents / brochures / presentations / outward facing materials

Researcher (Investigative - Ideas)

- Researches new ideas, brings data back to the group, brings outside perspectives

IT

- Support all meeting communications, test platforms, set up early, identify other resources

5. Industry Partner Recruitment

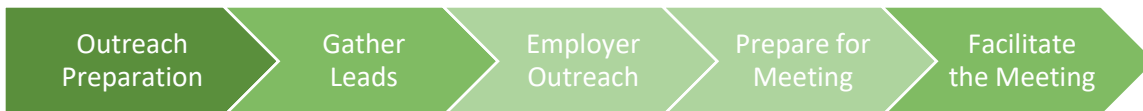
Workplace Challenge Recruitment Process

A successful workplace challenge ideally involves the successful recruitment of either an industry partner or a community partner. DYCD Providers with existing industry partners should leverage those relationships first and work to secure their participation in the workplace challenge. Existing partners will need to be educated in the new program model and the expectations from industry partners and youth participants. DYCD Providers will need to assess if the industry partner would be a good fit for this new program and can provide the time and volunteers required for the workplace challenge to be successful. To maximize industry partner engagement and support larger cohorts of youth, it is recommended that multiple representatives from one company participate and work with various youth teams in solving a unique challenge.

While many companies and organizations are extremely busy in the COVID-recovery, there are able and willing partners in the community if your team demonstrates effectiveness and consistency in outreach. Having the right staff engage businesses is important in securing strong partners. Some of you may already have a “job developer” in place who typically secures employment opportunities for your applicants. While these individuals can greatly support your efforts, any staff member who studies this guide and completes the business engagement training can learn to effectively engage businesses.

The steps below contain a basic employer engagement strategy. You can use the process as a checklist or competency tool for your business facing team members.

Partner Engagement Flow



Step 1: Prepare for Outreach by Creating Lead Lists for Planning and Tracking

- Pre-research industry partners that are in your area or match the career interests of the youth in your program.
- Fill in contact information for the company with information from the company website or LinkedIn utilizing database /or excel spreadsheets.

Step 2: Gather Leads

- Reach out to warm leads and industry partners. Ask for referrals.
- Determine industry and location you are looking to target.
- Utilize Google Maps and search for the industry in search terms with zip code. For example, “architecture companies near 11237”.
- Bookmark companies to save for future reference and create clusters in specific zip codes.
- Utilize no-cost Labor Market Information sites such as BLS.org and the NYSDOL website for trends in employment and youth internship hiring to help determine an active target audience.

Step 3: Outreach to Industry Partners

You want to begin reaching out to industry partners to set up meetings where you can have more time and protected time. The goal of the phone call is to sell the meeting, not make a pitch right there on the phone. You can achieve this by asking for a point of contact and then talk through the script as you make an introduction. Sample Script:

Hi Mark,

Thank you for taking my call, my name is John Doe with (Provider name) and I am leading a new virtual NYC Department of Youth and Community Development summer initiative involving motivated youth who are interested in careers in your field.

My role is to brief leaders like yourself on the multitude of benefits related to this no-cost, subsidized program. I'm speaking with organizations like yours that we believe could really benefit from getting a youth perspective on current issues and would like to get on your calendar for a quick call. Are you available now or on _____(day) @ _____am or _____pm?

In the conversation, remember:

- Add value points with the employer
- Create objection list for possible phone objection scenarios
- If the employer is unwilling to commit to either, try and obtain their email address to follow up later
- Gather decision maker email and send an Outlook calendar invite for phone or video meeting

Step 4: Prepare for the Sales Meeting

Yes, this is a “sales” meeting of sorts since you want to emerge with an outcome, namely, a new industry partner that is willing to host an industry challenge. This is not a small ask for many businesses right now who are severely struggling with the economic impact of COVID-19 and the sheltering in place by millions of residents. Consequently, you need to be prepared for the discussion and think though not only the benefits of the program but also potential challenges the prospective industry partner may raise. Yes, you want to ensure the opportunity is a win-win for the business too, but it is okay to be intentional in this meeting about securing them as a partner. You can begin preparing for the meeting by developing important talking points and thinking through workplace challenge prompts that would be the most relevant. Continue researching the company and try to anticipate their needs from their perspective.

Step 5: Facilitate the Meeting

The following “selling process” practices will help you engage more employers.

- Break the ice with the employer-- mention something compelling from the research you have done on their company beforehand, small talk
- Ask about their talent pipelining strategies

- Ask about their social mission, corporate social responsibility, and employee engagement programming
- Once you have a good feeling about their needs and desires, SELL the workplace challenge
- Talk about your organization (years of operations, programming, outcomes)
- Talk about the success of the forerunner to this program – SYEP experience
- Pitch Workplace Challenge using the “Workplace Challenge Talking Points” below
- Use the list of potential workplace challenges in EE, Summary of the Challenges to brainstorm potential workplace challenges for their organization
- You do not need to select the actual workplace challenge, but identify 2-3 potential challenges that you can take to the youth for their input and selection

Workplace Challenge Talking Points: Employer Expectations

- Share the Industry Partner Guide and provide a workplace challenge overview, benefits to youth, benefits to the organization.
- Share prompt options and discuss the best fit for the organization.
- Industry Partner Time commitment: Ideal request is for 3-4 virtual meetings with the youth team over the three weeks to check in on tasks/deliverables, provide feedback on their project(s), and answer questions they have about the challenge, your industry, and organization. Approximately 2-4 hours/week, 6-12 hours total over the three weeks. All virtual.
- You and the industry partner need to interact in between the youth meetings. The industry partner needs to commit to interacting with the provider to share backend information, clarify questions, etc.
- For the time-limited industry partner, you could do a two-session workplace challenge. The industry partner could be present in the beginning to issue the challenge and then present again at the end to review the results and presentations.
- Staff Engagement: Recommend 1-2 staff members per youth team (ideally 7 youth). Could your organization accommodate multiple teams? How many employees could participate?
- Final Presentation: Provide feedback for the youth; facilitate the final presentation. Consider inviting other employees to participate as judges or give additional feedback and make a competition out of the final event. See [Appendix F - Presentation Rating Sheet](#) for a presentation rating sheet.

Next Steps

- ✓ Identify potential workplace challenge prompt(s) with industry partner
- ✓ Confirm the number of employees participating
- ✓ Provide industry partners with the Industry Partner Guide found in [Appendix E - Industry Partner Guide](#)
- ✓ Determine a schedule for youth team meetings (days and times each week)
- ✓ Send a thank-you email to thank the new industry partner for their partnership and to confirm the next steps of the arrangement

6. Supporting Materials

The following websites will provide you with additional information on various facets helpful to running a high-quality workplace challenge.

Adolescent Psychology:

<https://all4ed.org/science-of-learning-what-educators-need-to-know-about-adolescent-development/>

New Ways to Work:

<https://www.newwaystowork.org/>

PBL Works:

<https://www.pblworks.org/>

Public information on Customer Centered Design:

<https://ccd.workforcegps.org/resources/2018/01/03/14/50/CCD-Workforce-Playbook-by-CfA>

Six Sources of Influence on Human Behavior:

<https://www.youtube.com/watch?v=T2haOstf5oA>

7. Training Resources

Running an effective workplace challenge takes institutional knowledge, strong employer relationships, and competent staff. Although this guide contains a comprehensive planning guide to run your workplace challenge, additional training will improve the chances of your event being successful. The following technical assistance and training resources will be helpful for you and your team:

Recorded Training

- An initial round of workplace challenge training will be virtually provided to DYCD providers in July. We will walk through the major components of the workplace challenge process and incorporate case study activities to build skills for attendees. Many elements of training will be recorded and made available for online viewing throughout the process for providers that either want to review a concept or are starting a workplace challenge later in the process.
- Format: Online video training, 6 hours long
- Location: <http://syepbridge2020.com/>

Coaching Youth

- Overview: Providing effective coaching to youth is necessary to help the youth participant overcome many of the new experiences inherent in a workplace challenge. Working with a team, delivering on milestones, and engaging industry partners are all new experiences for many of our older youth. This coaching session will help you sharpen your fundamental skills necessary for working with young adults and coaching them to success.
- Format: Online video training, 60 minutes long
- Location: <http://syepbridge2020.com/>

Engaging Industry Partners

- Overview: High-quality workplace challenges involve industry partners to a high degree. However, successfully engaging industry partners and recruiting them to your program can be difficult, especially for the person new to business-to-business type work. This training will provide you with quintessential skills for making connections with industry partners and converting that new relationship into a committed partner of your organization and related activities.
- Format: Online video training, 60 minutes long
- Location: <http://syepbridge2020.com/>

Human-Centered Design for Youth

- Overview: The Human-Centered Design (HCD) approach, also known as Customer-Centered Design, is an ideation process that makes customer feedback the lynchpin for ensuring all created services are meeting an actual customer need. HCD meaningfully includes customer input at every stage of the innovation process and in the process, builds greater buy-in from the customers into the solution since they played a significant role in creating it. Youth participants will understand how to meaningfully utilize their peer input into generating potential solutions to workplace challenges.
- Format: Online video training, Four 10-minute online trainings
- Location: <http://syepbridge2020.com/>

Leadership Fundamentals for Youth

- To support the efforts of the young people to work collaboratively, it is important to provide youth with a foundation of interpersonal and leadership skills. John Maxwell defines leadership as, "Influence. Nothing more and nothing less." This training will teach youth with strategies to work collaboratively and extend their influence with their peers, the industry partner, and their personal network.
- Format: Online video training, Four 10-minute online trainings
- Location: <http://syepbridge2020.com/>

Weekly Technical Assistance

- To support your organization's efforts to successfully run a workplace challenge, weekly technical assistance calls will be offered in July and August. Grant Associates, a national workforce development company and long proponent of meaningful work-based learning in New York City, will host one morning and one evening call each week to field questions, highlight best practices, and troubleshoot any program weak areas.
- Format: Online Zoom call
- Location: Outlook Calendar Invitation - Zoom

Appendices

- A - Challenge Suitability Rubric
- B - Design Thinking in a Workplace Challenge
- C - Engaging Parents or Guardians
- D - Industry Partner Agendas
- E - Industry Partner Guide
- F - Presentation Rating Sheet
- G - Summary of the Challenges
- H - Weekly Youth Report
- I - Youth Guide
- J - Zoom and Other Technology Tools

A - Challenge Suitability Rubric

Workplace Challenge Suitability Rubric

Overview

Many important challenges are facing our communities and industries. Although these challenges represent serious issues or interesting opportunities for collaboration that merit serious consideration, some of them may be better suited for a youth-led challenge than others. Workplace challenges should be specific issues that youth can address in a three-week time frame clearly and openly.

The following rubric can be useful to providers and industry partners to assess potential ideas.

	Yes	Maybe	No
Will youth have access to publicly available information to help them address the challenge?	Proceed		Caution
Will the youth be exposed to proprietary information that cannot be shared with the provider or DYCD?	Reconsider	Caution	Proceed
Is it achievable in the three-week timeline available?	Proceed	Caution	Reconsider
Is there enough time beforehand to learn necessary sector knowledge?	Proceed	Caution	Reconsider
Is the challenge a topic that youth can relate to and be interested in?	Proceed	Caution	Reconsider
Are potential solutions open-ended to allow for creativity?	Proceed	Caution	Reconsider
Is the partner willing to meet with youth at least twice, preferably three times? Also, can the partner meet with the provider for a pre- and post- challenge meeting?	Proceed	Caution	Reconsider
Are there enough partner volunteers and provider staff available to facilitate the challenge?	Proceed	Caution	Reconsider
Can the meetings between the partner and youth be conducted remotely?	Proceed	Caution	Reconsider
Is this the first time for the partner point of contact (POC) to work with young adults?	Caution		Proceed

Legend:

- Proceed: You cannot find any potential issues based on this parameter.
- Caution: This challenge may have difficulties with implementation. Ensure you have a plan for accounting for this parameter.
- Reconsider: If your idea for a challenge falls outside of this parameter then it is probably best to think of a new challenge to pursue.

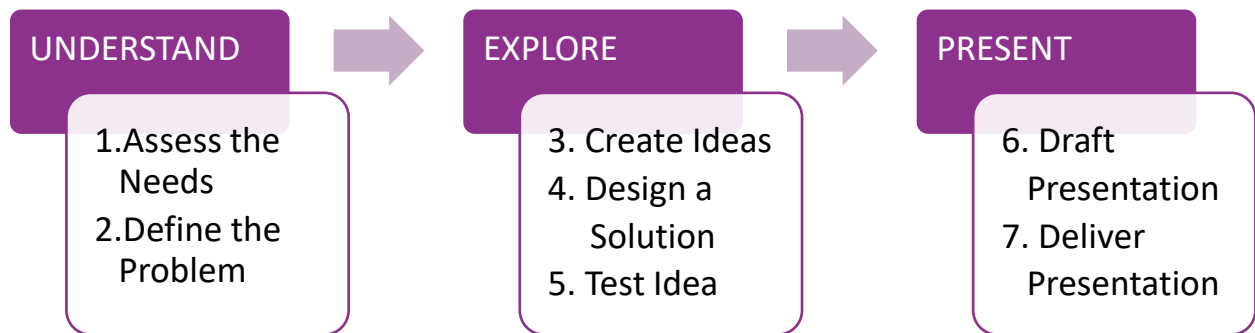
B - Design Thinking in a Workplace Challenge

Design Thinking in a Workplace Challenge

Overview

This worksheet will help you design a solution to your workplace challenge. It uses a technique called “Design Thinking” to help you understand the workplace or community problem and then design a potential solution. The problem your team is addressing may be complicated and require input from not only your team, but also your family, friends, or even neighbors. By following a design process, your team will develop a solution with a better chance of success than just guessing. It may take a little work, but the process will give you and your team a process in which you can be very proud!

Overview of the Steps to Design Thinking



What to Do in Each Step

Understand – Assess the Needs: Work to understand the problems and the people affected by them.

Understand – Define the Problem: Create a “problem statement” that speaks to a specific problem.

Explore – Create Ideas: Use your imagination to create potential ideas. Work as a team to brainstorm!

Explore – Design a Solution: Work as a group to select the best ideas. Everyone should participate!

Explore – Test Ideas: Make a simple version of the solution and try it out with people in your network.

Present – Draft a Presentation: Put the problem, ideas, tests, and results in a presentation to share. Practice as a team. Everyone should have a role.

Present – Deliver Presentation: Share your design process with the industry partner and your peers.

Design Thinking in a Workplace Challenge

My Design Planning Worksheet

My Name:

Instructions: Work as a team to complete each step in the design planning process to prepare for your final presentation. Take notes after each meeting and complete each box.

Week 1 Meetings	Understand – Assess the Needs:	
	Understand – Define the Problem:	
Week 2 Meetings	Explore – Create Ideas:	
	Explore – Design a Solution:	
	Explore – Test Ideas:	
Week 3 Meetings	Present – Draft a Presentation:	
	Present – Deliver Presentation:	

C – Engaging Parents and Guardians

The workplace challenge experience for a young person is maximized when the parent or guardian can be included in the reflection process. The support of close trusted adults can be instrumental in helping the youth participants process some of the new feelings or experiences that they may face. For example, a youth participant may feel excitement at the potential of their project, and they want to tell someone about it. Or, maybe the youth participant is feeling the natural frustration of participating in a challenging conversation within their group work. The parent or guardian plays a vital role as a sounding board or advisor if advice is first sought by the youth participant. As the provider, you will want to gain the parent and guardian buy-in early in the process.

One type of conversation that parents can do with their youth is debriefing after the day's events. If asked about their day, youth may provide overly simplistic and general answers such as, "Fine." Parents can improve conversation quality by following a few basic strategies.

- Ask permission to discuss the day's activities
- Don't offer unsolicited advice but rather ask open-ended questions
- Acknowledge the new difficulties
- Praise the young person for trying something new
- Connect their experiences to real life

Optional: If capacity allows then it is recommended that you inform the parents or guardians of the participants' acceptance via mailing a letter to the parents or guardians of the youth participants or a friendly phone call. The communication should share a brief overview of the program, logistics, and ways in the parents or guardians can be of support. Cast a vision for the program and explain how the program aims to provide youth participants with a variety of benefits including career exploration, increased self-efficacy, memorable learning, grit, and motivation to learn. Additionally, you can ask parents to L.E.A.P.:

- Listen to the youth participant talk about their day and/or experience
- Empathize with the struggles shared
- Ask open-ended questions to help them process the experience
- Praise them for doing something new and difficult

Final note: Parents and guardians need to know that mistakes by the youth participant are natural and a part of the workplace challenge. Parents and guardians play a vital role in helping youth move past the "groan zone" and maintain the determination to stick with a goal or project. Both parents and youth should feel comfortable with making mistakes and encourage each other through the process.

D – Industry Partner Agendas

Week 1: Ideation and Selection With Youth

Length: Two hours

Industry Name:

Date:

Participating Partners:

- (List partners including industry and DYCD)

Agenda:

- Welcome
- Icebreaker
- Industry Partner Introduces Their Business and Industry
- Industry Partner Shares Challenges They Are Facing and Potential Workplace Challenges
- Youth Ask Industry Partner Questions About Their Challenges
- Youth Select Question of Focus
- Role Assignments & Tasks
- How to Meet in Subgroups (Second meeting in the week, smaller team)
- Preview Week 2 Agenda
- Recap

PROVIDER GUIDANCE - DO NOT PRINT - Week 1: Ideation and Selection With Youth

MEETING FACILITATION TIPS:

- The following suggestions are meant to serve as a resource for Providers. It is ok to modify.
- The Goal for the first meeting with the Industry Partner (Partner) and Youth are as follows:
 - The Youth to meet the Partner
 - The Youth hear the Partner's challenges (2-3 Provider and the Partner pre-select)
 - The Youth engage with the Partner by asking questions and potentially even raising new issues
 - The Youth select a challenge
 - The Youth self-select a role
 - Partner sets expectations for the next two weeks
- Guidance
 - This meeting is not the official start to the Workplace Challenge. Prior to this meeting, Providers should have recruited the Partner and identified 2-3 potential workplace challenges to bring to the youth. Additionally, the Provider should have held an initial meeting to talk about the Partner, the Partner's industry, meeting etiquette, and completed a technology check for each youth. See specific discussion tips below.

Agenda:

- Welcome
 - o Provider facilitates the meeting and models how to do it for youth to facilitate in Weeks 2 and 3.
- Icebreaker
 - o Ideally, Youth lead this section however Provider may want to facilitate Week 1.
- Industry Partner Introduces Their Business and Industry
 - o Provider facilitated introductions. If the Partner shares information that doesn't completely relate to youth, Provider may want to ask follow-up questions to improve the connection.
- Industry Partner Shares Challenges Their Facing and Potential Workplace Challenges
 - o Partner shares some of their challenges and explains why they selected the 2-3 potential workplace challenge scenarios.
- Young Ask Industry Partner Questions Challenges
 - o Provider asks youth questions to follow-up with the Partner. Provider should be prepared to "prime the pump" and ask questions in case the Youth do not initially speak up. Questions could include: Did anyone have any thoughts on what you just heard? Who can relate to the challenges shared by X Partner? Has someone experienced a similar challenge? If you all, as a youth team, could solve one of these problems, which one would have the biggest impact on the Partner or community? Does anyone have any initial thoughts on how you all, as a youth team, could potentially help?
 - o If there is a large group on the video conference call, this segment may need to be completed in the small group.
- Youth Select Question of Focus
 - o Provider facilitates a voting session. Voting could consist of raising hands or ranking by ballot.
 - o If there is a large group on the video conference call, this segment may need to be completed in the small group.
- Role Assignments & Tasks
 - o Allow youth to self-select. Prepare beforehand by studying Hats and Ladders profiles.
 - o Option. Role selection with Youth could be done in pre-meeting to give Youth more ownership from the beginning. This is a Provider call based on the youth dynamics.
- How to Meet in Subgroups (Second meeting in the week, smaller team)
 - o Establish dates, times, the online location of subgroup meetings, and next steps.
- Preview Week 2 Agenda
- Recap

Week 2: Teamwork & Collaboration

Length: Two Hours

Industry Name:

Date:

Participating Partners:

- (List partners including industry and DYCD)

Agenda:

- Welcome
- Icebreaker
- Recap from Week 1
- Report from Each Role
 - o What have you learned?
 - o What do you still not know?
 - o What do we need to answer our industry need/question?
- How to create a final presentation?
- Presentation Skills
- Recap

PROVIDER GUIDANCE - DO NOT PRINT – Week 2: Teamwork & Collaboration

MEETING FACILITATION TIPS:

- This meeting is a check-in with the Industry Partner and the Youth. The Youth should share what they have learned so far and seek feedback from the Partner. The agenda is simpler and a good meeting for a youth to run if they did not run the first meeting. The Provider should continue to be ready to “prime the pump” in case there is considerable silence, but don’t immediately jump in. If youth learn that the Provider will immediately contribute to the conversation, then they may take away that they don’t actually have to contribute to the conversation.

Agenda:

- Welcome
 - Youth led
- Icebreaker
 - Youth led
- Recap from Week 1
 - Youth led
- Report from Each Role
 - Youth led
 - What have you learned?
 - What do you still not know?
 - What do we need to answer our industry need/question?
- How to create a final presentation?
 - Provider facilitated
- Presentation Skills
 - Provider facilitated
- Recap
 - Youth led

Week 3: Presentations

Length: Two Hours

Industry Name:

Date:

Participating Partners:

- (List partners including industry and DYCD)

Agenda:

- Welcome
- Icebreaker
- Recap from Week 2
- Group Presentations
 - o Each group presents on the following points:
 - Restate the industry question of focus
 - Group's analysis of the question and industry
 - Group recommendations for the industry partner
 - Potential next steps (if needed by the group)
 - o Industry partner feedback
 - o Teamwork analysis
 - What activities did you do together and apart?
 - What were 1-2 times where it was easy to work as a team?
 - What were 1-2 times where it was difficult to work as a team?
 - If you could start from the beginning, would you do anything differently? If so, what?
 - What will you take away from this experience?
 - o Award certificates of completion
- Final thoughts from Industry Partner and Provider

PROVIDER GUIDANCE - DO NOT PRINT - Week 3: Presentations

MEETING FACILITATION TIPS:

- It is important to practice for this meeting as it represents not only an opportunity for the youth to augment their voice, but it can build a relationship with the Industry Partner for future collaboration. Practices should incorporate all tech and any props / worksheets. Youth should lead as much as possible.
- If you have a large group of youth, pre-announce the order of youth presentations
- This is the 3rd and final meeting. This meeting should be scheduled early in the week so that if there is any reason for a delay, you can continue to hold the meeting in the 3rd week of the workplace challenge.
- Provider Note – Scaling Up: If you have more time to work with your industry partner, then below are a few suggestions on how you could expand the format.
 - Repeat the core elements to the Week 2 agenda once or twice more. More check-in points on the following questions would give youth more time to try out ideas and receive feedback.
 - Incorporate teamwork coaching or sharing into the agenda on weeks two and three. Either you or your industry partner could help the youth formulate a definition of leadership and discuss various aspects to it. This could be done via storytelling, sharing quotes, working through a simple case study, or even role-playing a scenario.
 - Add a week to practice a rough draft of the presentations and provide feedback. Spending time to do a presentation walk-through will help the youth build confidence and more effectively communicate their ideas.

Agenda:

- Welcome
- Icebreaker
- Recap from Week 2
- Group Presentations
 - Each group presents on the following points:
 - Restate the industry question of focus
 - Group’s analysis of the question and industry
 - Group recommendations for the industry partner
 - Potential next steps (if needed by the group)
 - Industry partner feedback
 - This could be held to the end.
 - Teamwork analysis
 - Debrief is critical. Even if the presentations did not go according to plan, learning from missteps is important. Look for “teachable moments”.
 - What activities did you do together and apart?
 - What were 1-2 times where it was easy to work as a team?
 - What were 1-2 times where it was difficult to work as a team?
 - If you could start from the beginning, would you do anything differently? If so, what?
 - What will you take away from this experience?
 - Award certificates of completion Option: Award group with highest presentation score?
- Final thoughts from Industry Partner and Provider

E – Industry Partner Guide

Industry Partner Guide

Workplace Challenge Overview

In a workplace challenge, small groups of young people (ideally up to seven per team) are engaged in solving a real-world problem or a challenge issued by an industry partner. The challenge is identified by the industry partner in consultation with the DYCD provider and the young people participating in the challenge. Participants work as a team over 15 hours (three weeks) with the supervision of the DYCD provider and industry partner representatives to identify possible solutions, and then create and deliver a final deliverable or presentation on their solution.

Designed to meet specific objectives, workplace challenges provide young people the opportunity to develop, practice, and demonstrate key workplace skills such as problem-solving, research, teamwork, and presentation skills. They offer exposure to different industries, potential careers of interest, and professional adults.

Workplace Challenge Benefits to Youth

- Provides participants with an inside view on work within a company.
- Provides participants an opportunity to develop workplace skills.
- Allows participants to practice interacting with professionals.
- Helps participants make the connection between education and work.

Workplace Challenge Benefits to Your Organization

- Exposes potential future workers to your organization and shows them some of the required skills and education needed for success in your industry.
- Uncovers fresh approaches and potential solutions for a problem or issue your business is facing.
- Introduces youth to one or more of your employees.
- Helps your employees understand how to communicate with the next generation of workers.
- Provides an efficient way to introduce and engage multiple employees with your commitment to education and connect your company with the community.

Program Facts for Industry Partners

- Youth Age: 16-24 years old
- Industry Partner / Youth Ratio: 1-2 employees to 5-7 youth
 - Youth will be divided into small, randomly assigned groups with one employee representative who will serve as a group leader for that group.

- Industry Partners are encouraged to engage multiple employees and departments in the challenge so multiple youth teams can work on a unique challenge facing the organization.
- Duration: 3 Weeks
 - Week 1: Introduce company and employee volunteers; explain challenge format; present the challenge; answer youth questions; begin ideation process.
 - Week 2: Meet with youth team(s) to address the workplace challenge. Facilitate the work session providing subject matter expertise.
 - Week 3: Support youth team(s) in finalizing their presentations and host final presentations.
- Industry Partner Time Commitment: 2-4 hours per week, 6-12 hours total (weekly schedule to be determined with DYCD Provider)
- Location: Technology Platform to be determined with DYCD Provider
- Cost: Staff Time
- Special Considerations:
 - How many employees are available and how will diverse employees be recruited (race, gender, roles, levels in the organization, etc.)?
 - Youth ages may range considerably as the age range is 16-24. The younger young people may need extra encouragement and less familiar with professional etiquette. You may be one of the first professionals they have had the chance to work with so look for opportunities to set a positive example. The older youth may pick up concepts more quickly and be able to excel in the challenge.
 - How will employees be prepared before the workplace challenge program?
 - Are supplies needed such as paper /or whiteboards for group work with the youth teams?
 - Could you host a final competition where youth teams present their solutions and answer questions from a panel of employee judges? Employee judges announce rankings and award a prize.

F – Workplace Challenge Presentation Rating Sheet

New York City DYCD Workplace Challenge Presentation Rating Sheet

Overview

The following rating sheet is used to provide feedback to the youth workplace challenge presentations. Everyone attending the remote presentation is invited to complete a rating sheet as all perspectives could have the potential to improve the solution. Feedback should be encouraging and candid as this is a growth experience. Given the presentations will be delivered remotely, this form can be completed in one of two manners:

1. The form is distributed individually to all industry partner volunteers and youth participants. Forms are completed for each presentation and emailed back to the provider point person in a Word or PDF format.
2. The provider can turn this form into an online form (Survey Monkey, Google Forms, etc.) and each industry partner volunteer and youth participant and complete the online version for each presentation. This approach allows for the quick organization of the data and feedback.

Providers should pre-fill any relevant information such as provider name, industry partner name, date, and the names of the Teams presenting.

Workplace Challenge Presentation Rating Sheet

Your Name:			Your Role: (Circle one)	Industry Partner	
Your organization:				Youth Participant	
			DYCD Provider		
Team name and challenge addressed	Well-developed challenge & solution definition (1 – 5)	Originality and uniqueness of the proposed solution (1 – 5)	Teamwork (1 – 5)	Presentation quality (1 – 5)	TOTAL (max score 20)

Evaluation Criteria

The categories and criteria are listed below. Each team will receive a score in all categories, and the winners will be those with the highest overall scores. While scoring is defined here as 1, 3, or 5, judges will also be permitted to assign scores of 2 or 4 on the overall 1-5 scale.

Submissions will be evaluated using the following criteria, each of equal weight:

1. Well-developed concept and solution definition
2. Originality and uniqueness of the proposed solution
3. Teamwork
4. Presentation Quality

Well-Developed Challenge / Solution Definition

Has the team clearly defined a workplace or community problem or challenge? Is the societal need clearly articulated? Is the solution and value proposition clear? Does the solution address the problem outlined?

5 = Team has a clearly defined solution that is well matched to the problem outlined.

3 = Team has a clear solution but is not clear on how it meets the need.

1 = Team is unclear or demonstrates a limited understanding of the problem.

Originality & Uniqueness of Proposed Solution

Is their solution distinctive or fundamentally different from existing approaches? Could their solution be implemented in the real world? Would their solution inspire people to support it - and you?

5 = Breakthrough innovation that potentially changes how the impact is achieved; generates enthusiasm and support.

3 = Moderately innovative; different but not game changing.

1 = Interesting idea, but not fundamentally or distinctively innovative.

Teamwork

Is the team passionate? Does it appear that the team worked together to develop the solution?

5 = Team is passionate and demonstrates strong teamwork in developing the solution.

3 = Team displays a passion for its innovation and demonstrates some level of teamwork.

1 = Team does not display much passion and did not work together to develop a solution.

Presentation and Other Strengths

Was the presentation professional and well-practiced? Is there anything else that the team has done exceptionally well?

5 = Team demonstrates exceptional, participatory presentation skills. The team is professional in appearance and is strong in its overall cohesion and related skills. The team functions well on the video conference meeting format.

3 = Team demonstrates moderate presentation skills but would benefit from further guidance and practice. The team has some difficulties presenting over video conference meeting format.

1 = Team is not comfortable or is ineffective in presentation skills.

G - Summary of the Workplace & Community Challenge Options

Driving Question: What Will the Post-COVID 'New Normal' Look Like for the (SECTOR NAME) Industry?

- **Project Description:** The disruptions associated with COVID-19 are causing organizations to challenge the status quo and reimagine their industry right now. Work with youth to look at the critical issues facing the industry and explore what operations look like in a post-COVID world.

Driving Question: What Will the Post-COVID 'New Normal' Look Like for the Social Services Industry?

- **Project Description:** Many New York City social service organizations and non-profit organizations are struggling in the aftermath of Covid-19. Work with youth to see how these organizations can continue serving the community in the new normal.

Driving Question: Vacancy rates are at an all-time high for rentals and hotels in NYC while the city continues to experience a shortage of affordable housing. Who are the individuals/families in NYC most in need of affordable housing and how can public and private organizations offer support?

- **Project Description:** As travel continues to decrease, New Yorkers continue to leave, and vacancy rates increase there is an opportunity for public private partnerships to change the landscape of NYC and provide housing, a basic need. Work with youth to research the crisis of homelessness in NYC and develop a proposal to advocate for those most in need.

Driving Question: Data suggests a disproportionate burden of illness and death within specific NYC communities. What strategies and resources can you develop to support these communities post-COVID?

- **Project Description:** The impact of COVID-19 in New York City disproportionately burdens specific NYC communities. Work with youth to develop strategies and resources to support these communities post-COVID.

Driving Question: How can you utilize technology to address the impact of social distancing and feelings of isolation for older adults and seniors?

- **Project Description:** Due to social distancing and shelter in place initiatives, a new concern about social isolation has emerged. Work with youth to identify ways to increase access to technology for older adults and seniors and explore IT solutions.

Driving Question: What are alternative ways for concerts, sporting events, and theme parks to connect with fans?

- **Project Description:** The current environment has eliminated in-person events and increased the desire of many for human interaction. Work with youth to brainstorm alternative ways for these industries to connect with fans.

Driving Question: Can you devise a media or marketing campaign that demonstrates why youth voice is important and what the narrative should be?

- **Project Description:** Inclusion of youth voices in marketing and advertising campaigns can play an integral part in the change making process giving visibility to marginalized groups. Work with youth to define the narrative and incorporate the inclusion of youth voice in the media sector.

Driving Question: What does Black Lives Matter mean to your organization and how can you make authentic, measurable change happen in your workplace?

- **Project Description:** The Black Lives Matter movement has encouraged organizations to reflect on internal practices and play a bigger role in combating systemic racism. Work with youth to design an action plan that raises awareness and/or develop a strategy for authentic change.

Driving Question: Given the importance of diversity, equity, and inclusion across organizations' talent pipelines, how could you create more opportunities for underrepresented populations in the recruitment, selection, advancement, /or retention process?

- **Project Description:** Organizations are recognizing the need for diverse leaders at all levels of an organization. Work with youth to explore current talent management practices and provide recommendations on how to cultivate a more diverse, equitable, and inclusive workforce.

Driving Question: To be determined by industry partner

- **Project Description:** Work with youth to identify a few issues or problems your company or industry is facing that might be a good focus for a team of youth to work on together.

H – Weekly Youth Report Template

My Weekly Report

Please complete this report at the end of each week and send a copy of it to ____.

Name:		Date:	
Role:		Week of the Challenge:	1 2 3 (Circle One)
Our team’s industry question:			
My team accomplished this:			
My contribution to the team’s accomplishment:			
Who on my team helped me this week?			
Who on my team did I help this week?			
Pending: links to documents or feedback			
Skills I used this week: (Circle all that apply)	Self-awareness Flexibility Autonomy Collaboration	Empathy Teamwork Leadership Responsibility	Active Listening Conflict Resolution Strategic Thinking Time Management Grit Self-Confidence Social Skills Coping

I – Youth Guide

Youth Guide

Workplace Challenge Program Overview

A workplace challenge is a unique way of getting involved in helping solve a problem that would happen in a real-world professional setting. This is an opportunity for you to be innovative and creative with a group of fellow young people. When you finish your project, you will deliver a presentation to the employer or organization, showing them how you solved their problem!

Here are some of the benefits of participating in a workplace challenge:

- Provides you with an inside view on work within a company.
- Provides you an opportunity to develop workplace skills such as problem-solving, research, teamwork, and presentation skills.
- Offers exposure to different industries, potential careers of interest, and professional adults.
- Helps you make the connection between education and work.
- You can add it to your resume.
- You get paid for your participation!

Workplace Challenge Program Facts

- Program Duration: Three weeks for a total of 15 hours (five hours per week)

Week	Week Outline	Tuesday	Wednesday	Thursday	
Week 1	Orientation & Program Planning	Program Orientation	Industry Partner Introduction & Challenge Presentation	Guided Work Session	5 hours
Week 2	Solution Design Week	Solution Design	Solution Design	Solution Design	5 hours
Week 3	Final Presentation Submission	Finalize Presentation	Finalize Presentation	Final Presentation	5 hours

- Youth Teams of up to seven youth will be paired with at least one employee representative to address their organization’s workplace challenge.
- Location: Remote Experience. Technology platform to be determined by DYCD Provider.
- Program Expectations: Youth participants must fully commit to:
 - Five hours per week for Workplace Challenge programming
 - Working the complete schedule and arriving on time to all online programming
 - Must be professional, accountable, and hardworking to be successful. We expect the best from our youth participants and support them in their professional and personal growth.

Preparing for Workplace Challenge Participation

- Get to know your teammates and what your role is on the team!
- Once you are assigned your industry partner, research the organization by filling out the below worksheet.
- Write down at least four questions you would like answered about the company, its industry, or the workplace challenge.

Workplace challenge organization:
Company's web address:
Company's physical address:
Company's leadership (CEO, president, executive director):
Company's mission statement:
What is the company's primary business?
What industry or sector is the company in?
What interests you about the company or its industry based on your research?
List four questions you have about either the industry, company, or workplace challenge: 1. 2. 3. 4.

During the Workplace Challenge: Making it a big success!

- Pay attention to the challenge that is being presented and be engaged in taking notes and participating in the conversation.
- Learn about the industry and company to see if it is a career field that could interest you.
- If you participate in a Challenge in an industry new to you, look for ways to build new skills.
- Be punctual to all meetings and ensure you are always acting professionally.
- Complete all weekly tasks and deliverables.
- Communicate with your teammates and work together to solve the workplace challenge.
- Present your solution to the person or company that issued the challenge.

Recommendations for after the Workplace Challenge:

- Reflect on your experience – is there anything you would have done differently? What did you enjoy? What would you change?
- Be honest when providing feedback on your teammates and your performance.
- Update your resume and consider the next steps in moving your career forward.
- Send an email thanking the employee for his or her time.
- Share your experience on social media, just make sure it is professional. :)

J – Zoom and Other Technology Tools

Guide to Zoom and Other Technology Tools

Overview

Technology has always been an important aid in supporting youth work-based learning but because of COVID-19 and the need to shelter-in-place, its importance has grown tremendously. The workplace challenge experience will be aided by as many technological resources as the youth can access. This section presents a few of the best low-cost or free online tools for engaging youth and facilitating the workplace challenge.

Mobile Phones

For many youths, the mobile phone may be the only technology tool they possess. At best, the youth has a smartphone with plenty of minutes to talk on the phone and has “data” available which enables the youth to access the internet. Again, in a best-case scenario, the youth has data available through a home internet connection but often times is dependent on cell or “mobile” data through the service provider. A fully equipped smartphone essentially functions as a computer and enables the youth to access important collaboration applications (apps) on his/her phone such as Zoom and Google.

For youth who lack home internet and a data plan, providers may be able to help them find community hot spots including free resources like: <https://www.link.nyc/>

However, sometimes youth still lack resources for consistent data and/or voice calls, or the youth has a model of phone that does not support apps and is mainly used for phone calls. Even these youth should be engaged since voice-only functionality still allows them to participate in conference calls and meetings, albeit with some loss of experience when there is no video.

Google & Google Classrooms

Although geared for educators, the suite of services present in a Google Classroom suite can help providers engage youth in a variety of uses. Youth can submit their weekly logs, join video calls, take surveys or assessments, schedule meetings, and create presentations. You can use Google to simulate an actual workplace environment. Additionally, it is easily accessible via personal computer or mobile phone. Google offers a powerful set of tools that are empowering schools and non-profit organizations worldwide. (More info: <https://edu.google.com/products/classroom/>)

Many of the handouts and worksheets created in this guide are in a .pdf format to be shared immediately or in a Word version so that providers can adapt the content to their existing materials. For those youth participating in the workplace challenge with nothing more than a smart phone will find some of the documents difficult to view or utilize. Here are three alternatives for maintaining engagement despite the lack of ability to view worksheets and forms.

Google Forms – Many of the .pdf and .docx worksheets can be converted into a Google Form which allows youth to complete the Form as they would a worksheet. Although each form would need to be converted by the provider, youth may have an easier time answering their weekly questions than they would on a worksheet, which is dependent on a desktop computer

and printer. Depending on level of use, this tool may be free.

<https://www.google.com/forms/about/>

SurveyMonkey is another viable alternative to asking youth to complete regular assignments. You are repurposing the survey tool as an assignment tool. Depending on level of use, this tool may be free. <https://www.surveymonkey.com/>

Polleverywhere – Even youth with only voice capability usually has texting capability. Polleverywhere is a tool which allows individuals to respond to questions via text and the web. Although voice-only users will miss out on the visualizations of the responses, they can still actively participate in the various polling styles. <https://www.polleverywhere.com/plans>
Depending on level of use, this tool may be free.

Virtual Meetings

Due to COVID-19, all summer 2020 activities will need to be conducted remotely, via technology, and without physical presence. Youth may be experiencing many of the same reactions to this as adults are feeling. There is a positive aspect of eliminated travel time but negatively, they may be suffering from screen fatigue. Healthy technology practices should be interspersed throughout your youth program.

Despite having to work together remotely, device cameras can still enable meaningful face to face interactions. Video platforms that are universal across all devices are recommended as tools to facilitate the larger meetings of the workplace challenge and the smaller team meetings. Many of the video platforms offer free services with limited functionality or more extensive functionality at increased costs. Services offering free video services include Google Hangout, Microsoft Teams, and Zoom. Before selecting a specific service, make sure you read the service's details as the limitations on the free accounts differ. You may be limited in length of call (Zoom), the functionality of the video player (Google), or size of the files you can store (Teams). But these services can connect youth with smartphones and data at no cost.

We recommend Zoom as a collaboration tool since you have the most collaboration features, including breakout rooms. You can invite participants, control the sound levels of participants, and as we will discuss below, create breakout rooms which will be helpful for small group discussions with industry partners. It should be noted that for some youth, the workplace challenge may be the first time they have ever been on a video call before. It is recommended to hold practice sessions with youth to teach them basic functionality and basic etiquette. It can be time-intensive for a first-time user to download the app, create a new account, and log-on. Patience and support are a must! Also, be sure that every call has a tech-savvy staff member on it who can mute participants, monitor the chat forums, and facilitate the breakout rooms.

Zoom is also a recommended tool since you can facilitate breakout rooms with industry employers. The first meeting with an industry partner may contain many youths which should be tightly controlled for sound, unmuting only the designated speakers. However, you can use breakout rooms to facilitate small groups of youth and industry partners as they meet and select a workplace challenge. More information on creating Zoom breakout rooms is below.

Although supporting youth through the technological learning curve of video conferencing can be a lot of work, you will be equipping them with a critical career skill of the future.

Zoom Breakout Rooms

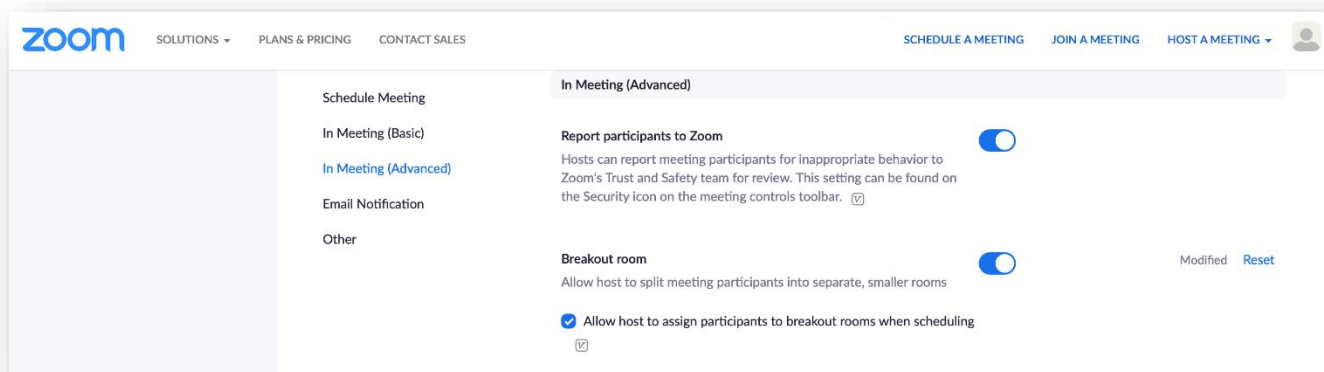
We suggest facilitating online meetings using a tool with the functionality to create breakout rooms. Any tool is acceptable however Zoom seems to be the most helpful tool on the market as of June 2020. This guide will show you how to create a virtual meeting with Zoom and how to make up to 50 breakout rooms. As with any tool, please practice multiple times before actually using the tool. Before facilitating the actual meeting with the industry partner, you should be very comfortable using the following features:

- ✓ Creating a Zoom meeting
- ✓ Inviting attendees to your Zoom meeting
- ✓ Muting and unmuting an individual
- ✓ Muting and unmuting ALL individuals
- ✓ Creating a single breakout room with specific attendee assignments
- ✓ Creating multiple breakout rooms with specific attendee assignments
- ✓ Supporting attendees joining via computer and mobile phone

To facilitate a Zoom call where you create breakout rooms then you do need to purchase a subscription account. (It is free to join a Zoom call hosted by someone else and participate in breakout rooms.) The most affordable paid subscription is called a "pro" account for \$14.99/mo. <https://zoom.us/>.

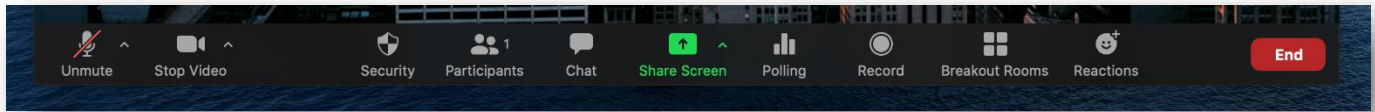
Enabling the Breakout Room Feature on Zoom

1. From Account Settings, navigate to the "In Meeting (Advanced)" page
2. Toggle on the "Breakout Rooms" option
 - a. If this button is grayed out for you, ask your account administrator to turn the feature on for your specific account.

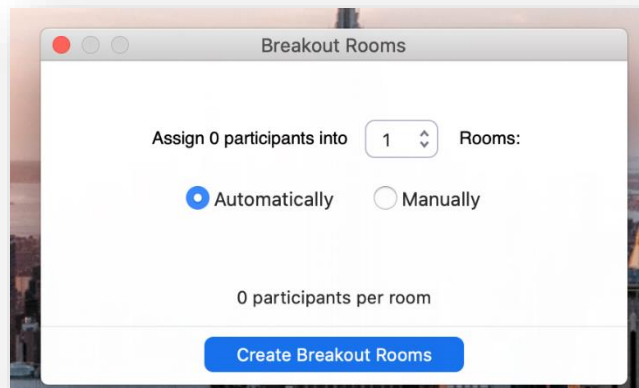


Managing Breakout Rooms will on Zoom

1. On the Zoom panel at the bottom of the window, click on Breakout Rooms:

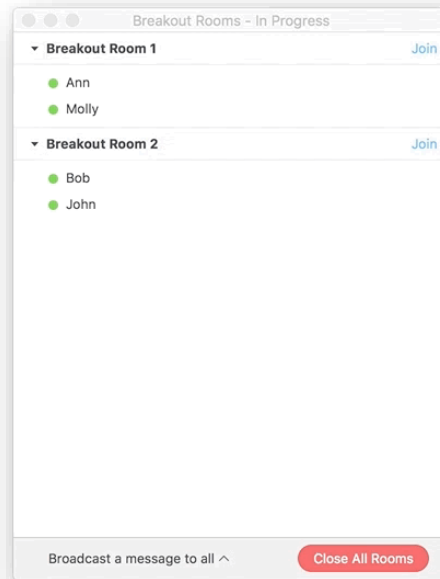


2. A window will ask you if you'd like to automatically or manually assign each participant into up to 50 rooms.
 - a. If you choose automatic, it will randomly assign your participants into the number of rooms you wrote in. It will tell you a range of participants that will be assigned to each room. Ex: If you select 2 rooms and have 5 participants on your call, it will tell you that each breakout room will have 2-3 participants.

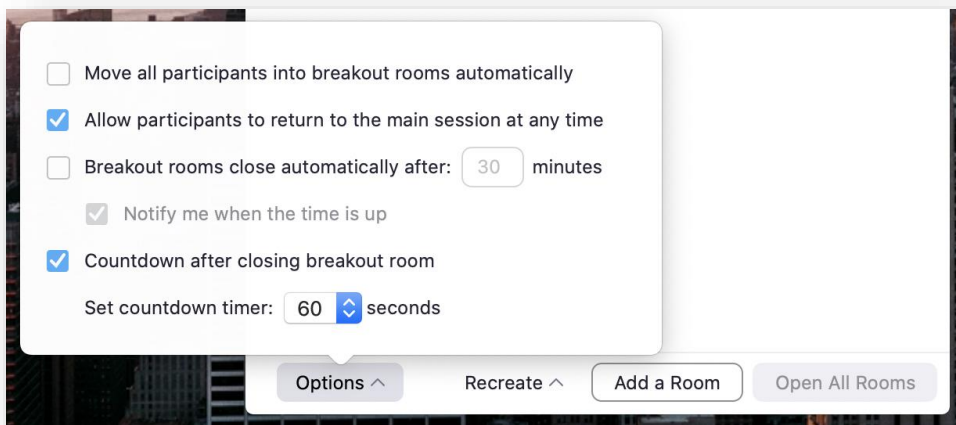


- b. If you choose to manually assign participants, a second window will appear showing generic names for each room, "Breakout Room 1, Breakout Room 2." You can hover over these titles to re-name them or delete them

- c. Click on “assign” to choose which participants can go into each room. These can easily be swapped out after being assigned



3. Click on, “Broadcast a message to all,” to send a message to everyone in all breakout rooms
4. Click on, “Options,” to set a time for the rooms to automatically close and give a warning 10-120 seconds before the rooms will close



5. As the host, you can join any room by clicking on, “Join” next to the breakout rooms name

Follow this link for a brief tutorial on Breakout Rooms from Zoom: https://youtu.be/j_O7rDILNCM