

**BITC Member Company
Education Case Study**

Deloitte.

Company Details

Deloitte is a global professional services firm, providing services in audit, tax, consulting and financial advice. It is a member firm of Deloitte Touche Tohmatsu, with a UK head office in the City. The firm serves many of the world's largest companies, as well as large national enterprises, public institutions, locally important clients and global growth companies. Deloitte has experience in a variety of industries, including aviation and transport services, consumer business, energy and resources, financial services, life sciences and health care, manufacturing, public sector, real estate, and technology, media and telecommunications. The firm has more than 11,000 employees across the UK and Switzerland and earned revenue of £1.8 billion in 2007.

Around the world, Deloitte member firms demonstrate corporate citizenship through active involvement in international and local policy and economic development, skills training and educational programmes, and other philanthropic and community relations activities. It believes that these are inherent responsibilities of all multinational organisations.

Deloitte member firms aim to promote responsible globalisation and thriving local economies by collaborating with others on shared local and global challenges. The people of Deloitte member firms are committed to supporting the communities in which they live and work. Tens of thousands of Deloitte employees volunteer time and donate money to a variety of causes that encourage economic development and raise public awareness of the positive impact business can have on the community.

Deloitte member firms and people also have a tradition of contributing financially and through pro bono services to disaster and humanitarian relief funds, including for the Asian tsunami and Hurricane Katrina.

Deloitte recognises the importance of leadership, long-term relationship building and the active involvement of employees to sustain effective community investment. Each year, many member firms host a local IMPACT Day to reflect, celebrate and re-commit to year-round community investment.

Deloitte member firms also participate in solutions to shared global challenges through organisations such as the World Economic Forum, the United Nations, and the World Business Council for Sustainable Development. Its leaders contribute to discussions of how businesses can manage their impacts in a responsible manner.

The total community contribution of Deloitte in the UK was £6.584 million in 2007

Educational Activities

In the UK, Deloitte has been credited with having "probably the most disciplined approach to its community work of any accountancy firm". (Society Guardian 2002). The projects it takes on must fit with the firm's experience and skills and measurably enhance the skills of its workers. Working within its core competencies, Deloitte concentrates on three closely interlinked areas: education, enterprise and employability.

In 2002, Richard Stone, head of community affairs, at Deloitte, outlined the strategy that the company had followed over the last five years: "We wanted to counterbalance our financial donations by introducing community programmes and getting staff more involved ... Businesses nowadays have a more mature view of what they can do and while we want our people to get involved, we don't want them to go off in a hundred different directions. The business should provide input and play to its strengths."

Deloitte's involvement in Education has progressed over the years from many of the conventional paths exemplified by volunteering and partnership-centred programmes. Whereas, to begin with, the emphasis was in the "philanthropic", more recently it has been on leadership and development of innovative and important programmes, especially in the field of employability.

Staff Volunteering

In 2007 Deloitte employees donated over 28,000 hours of professional time through their volunteering scheme, with an overall value of £1m in the UK. There are at present 330 staff involved in regular volunteering activity with a further 2,500 taking part in one-day Community Day projects.

The Community Investment team decided early on to focus on partnerships schemes and programmes that were well-established and well-suited to the skill sets of Deloitte employees. For this reason, the majority of volunteers organise their activity through broker and partner organisations. The largest volunteering programme is secondary school mentoring, with around 200 Deloitte employees involved nationwide. The programme targets specifically students in Years 10 and 11, often focussing on those who are borderline performers (e.g. grades D/C at GCSE). Mentors support students and help them to improve their motivation and attainment through regular meetings. Deloitte mentors are acclaimed as extremely reliable and enthusiastic, and excellent role models who have a positive influence on the schools in which they're involved.

In addition to this, Deloitte volunteers work with the Prince's Trust, Business Dynamics running business workshops, participate in Reading and Number Partners schemes (primarily aimed at primary schools) and Young Enterprise. In addition, there are a number of staff contributing as school governors and some who were involved in the BiTC-led Head Teacher Partnerships who have continued to offer their support to heads.

Schools supported: Not known. See below a table showing staff numbers involved in the various volunteering activities

School mentoring	203
Number partners	25
Reading partners	40
Business Dynamics	10
Head Teacher partners	3
IT partners	4
School governors	7
Young Enterprise	10
Prince's Trust	25
Arts & Business	6

Skills4industry

Piloted by Deloitte in 2001 with 30 students from Tower Hamlets, the Skills4Industry scheme was initially a small-scale IT-employability project which aimed to give students the enthusiasm to stay at school and the skills to get well-paid jobs.

Between 2003 and 2006 this scheme expanded to a national level, encompassing many companies and FE colleges. Skills4industry was designed for 16-18 year-olds from disadvantaged communities who showed above average aptitude for their chosen vocational area, but who were at risk of dropping out of post-16 education.. Not only did it give young people the qualifications and experience they needed to secure employment, but also the employability skills which many of the UK's leading companies say are vital. It gives them the self-confidence and motivation to succeed and provides employers with a source of quality recruits.

It provided a model for developing, assessing and accrediting the employability skills of young people. Deloitte staff acted as mentors to these students and the firm also offered work placements and job placements. Originally based on IT, Skills4industry expanded into business administration, hospitality and retail. The overall aim of the project was to address the attitudes and behaviours young people need for employment.

Having become part of the new **Deloitte Employability Initiative**, the programme now runs across the UK. While many organisations have been involved in its development the employability-skills courses themselves are delivered by FE colleges.

The Deloitte course being delivered in FE colleges is a 150-hour course in employability skills with full supporting materials for teachers and learners. Students study for a Level 2 qualification in their chosen sector, complete a course in employability skills, and study Key Skills in numeracy and literacy. All students are encouraged to complete a two-week work placement during the course and a 3-6-month job placement at the end

A dedicated team of 3 at Deloitte have led the development of this initiative and have managed the national roll-out.

Colleges supported: 2003/2006 – Tower Hamlets College, City College Norwich, Manchester College of Arts and Technology, New College Nottingham, West Cheshire College, Bournemouth and Poole College, City College Birmingham, Lewisham College, Park Lane College Leeds. It is estimated that Deloitte has directly helped over 450 students through the scheme.

Deloitte Employability Initiative/Train the Trainer

In 2006, following Skills4Industry's nationwide success, and the acknowledgement of the importance of employability skills, Deloitte's Community Investment team decided to create a new model which would make the teaching of employability available more widely. With pilot funding from the Qualifications and Curriculum Authority (QCA) Deloitte has now designed a teacher-training programme to give FE teachers the skills they need to teach employability skills to college students.

The train the trainer programme is delivered by five regional Deloitte Employability Centres of excellence, which are FE colleges with well recognised teacher-training units. The course consists of a four-day residential training course for FE teachers during which they are made familiar with the teaching of not only the skills that are likely to increase employability but, more crucially, the correct attitudes and behaviours that students need to secure employment and succeed in the world of work. The training will be aimed at teachers who already teach vocational courses, so that the employability-skills module can be delivered in tandem with the course, with tailored and contextualised elements to specific sectors. Deloitte is aiming to pass 800 new trainers through the scheme over the next five years. These qualified trainers will in turn teach employability-skills classes to students as part of their vocational courses. It is estimated that these new trainers will work with up to 80,000 college students, who will have the opportunity to gain a formal employability skills qualification. The Deloitte Foundation will fund the training for the new employability-skills trainers, which has so far amounted to a commitment of £2 million. Deloitte employees will also visit colleges and deliver workshops to students on various aspects of employability from a professional perspective.

Deloitte's work on employability initiatives has led to a number of plaudits, for instance:

"Deloitte's contribution to the employability of young people demonstrates a significant commitment to vocational learning and to enhancing the skills of the future workforce. This is an increasingly important aspect of policy on 14-19 education and training." (Alan Thompson, Young People's Strategic Delivery Division, Department for Education & Skills)

Deloitte has won a number of awards for their employability initiative: BITC Regional Award for Excellence (2003); Lord Mayor of London's Dragon Award (2003), National Training Awards (2003, 2006).

Colleges supported: Below is a list of the Colleges delivering Deloitte Employability Course to students in 2007/8:

City College Norwich	New college Stamford	Boston College	New College Nottingham
North Nottinghamshire College	Carlshalton College	City & Islington College	Barnet College
Capel Manor College	Newham FE College	Southwark FE College	Stanmore College
Tower Hamlets	Orpington College	Stockton Riverside	Warrington College
Blackpool and The Fylde	Liverpool College	Oldham College	Runshaw College
South Cheshire College	Southport College	St Helens College	Highbury College
Mid Kent College	Tauntons College	Thanet College	City of Bristol College
Bournville College	Stratford-upon-Avon	Burton College	Solihull College
Bradford College	Calderdale College	ShIPLEY College	Leeds Thomas Danby

Impact

Volunteering

Deloitte has reached more than 1,000 Secondary school students in the UK through its mentoring and volunteering efforts. Formal impact assessments are unavailable through the company, as the vast majority of this volunteering is channelled in partnership with 'tried and tested' schemes such as mentoring, reader/number partners, and Young Enterprise. In most cases, the benefits and impact of such schemes at a national level are well-documented. However, internal feedback indicates a consistent level of staff satisfaction with their volunteering activities at over 90 per cent.

Skills4Industry

A **Retail pilot** was evaluated by the National Foundation for Education Research in 2005: <http://www.skills4industry.org/assets/documents/NFER%20Final%20evaluation%20report.pdf>).

Key findings were that:

- The Majority of trainees were satisfied with the college programme. They were particularly positive about good relationships with their tutors and interactive teaching approaches
- Of 48 trainees who started the programme, 14 managed to complete a six-month placement, and of those eight took up a job with placement employers; ten trainees who did not complete the course had gained other opportunities in retail and other sectors. Therefore 50 per cent of those on the programme gained employment as a result of their involvement

With a broader outlook, statistics show that, over three years, 13 FE colleges have run 29 Skills4Industry courses, enrolling more than 400 students. At present statistical information about rates of completion and subsequent employment is unavailable.

A specific example of the success of the programme is a Deloitte employee (one of several employed by Deloitte as a result of Skills4Industry) who, having undergone the programme successfully, then volunteered himself in the employability initiative and is now leaving the company to set up his own business.

Deloitte Employability Initiative

Because of the national importance of this scheme, Deloitte is currently developing a sophisticated evaluation tool which will produce a wide range of impact assessment data.

Company benefits

One of the conditions of Deloitte's Community programmes is that they should benefit not only the community but also the firm.

Deloitte reports that many of its graduates and experienced recruits cite the community programme as one of the reasons they joined, since they want to work for a firm that acts responsibly in local communities. Therefore Deloitte sees its CI activity (into which educational work is embedded) as a key draw for employees.

Employees have attested to the wide range of business and leadership skills which are revealed and developed through working as **school mentors**, and the transference of these skills to success within the company. In the firm's internal marketing documents, each of the volunteering opportunities is signposted and mapped against the professional development possibilities involved (such as Communications, Business Development, Client Knowledge, Leadership, Project Management, etc). In addition, staff undertaking volunteering are asked to identify three development objectives they will accomplish through their activity. In this way, the company has a very clear idea of the wide range of benefits its staff can derive from Educational CI activity.

Employees delivering **Young Enterprise schemes** and **Business Dynamics workshops** have reported that their own communication and presentation skills have improved, as well as their self-confidence. Those participating in the **Reading and Number Partners** scheme have the opportunity to develop their coaching skills, and, through liaison with other Deloitte volunteers, can extend their network within the company to colleagues whose paths they would not normally have crossed. The satisfaction that volunteers achieve from their philanthropic work translates to greater productivity and personal growth.

Through **Skills4industry** Deloitte gained access to potential recruits, and had opportunities to test them out. Another benefit is the management skills of staff taking responsibility for supervising the trainees, particularly mentoring skills. Deloitte IT Services staff were actively involved in the design and development of the original programme, which may have reinvigorated their sense of purpose at work.

The **Deloitte Employability Initiative** is a major investment to provide more young people with the skills that Deloitte and other employers are looking for. Furthermore, through the programme, Deloitte is making a significant contribution to the development of the educational agenda and supporting government policy in this area.

Educational benefits from the Company's Perspective

Mentoring of Secondary School students (especially borderline achievers) can often make the difference between success and failure at examinations. Deloitte volunteers provide these students with motivation and inspiration to achieve. In the words of one head teacher: "It's nice for the students to meet young people who have got good jobs, enjoy their work and want to move on up the ladder. They're extremely good role models, who have a really positive influence on our school."

Reading and Number Partners schemes enable students to develop their reading skills outside regular lessons. Within a few months, employees see an improvement in students' reading and basic mathematics, as well as growing self-confidence. Many employees say that the transformation of their "partners" from being shy to forthcoming is one of the highlights of participation.

Skills4Industry has addressed the employability skills gap for NEETs. It provides accreditation for young people with limited qualifications. It also provides work experience and exposure to industries, which may have been previously unreachable, and increases the skills of young people.

Through **Train the Trainer** students develop the skills, attitudes and forms of behaviour that they need to secure and sustain employment. The trainers develop new teaching skills and increase their own career opportunities. With 50 per cent of employers complaining that new applicants lack basic employability skills, this is an area of the curriculum that is seeing a huge amount of development at present. Deloitte's Employability Initiative has put the company at the forefront of this development.