

an expanded partnership with 100 Black Men of America,” Prill explains.

HDF announced that by the end of 2021, the partnership will bring skills training programs, internships, as well as opportunities to earn industry certifications, to underrepresented youths in three major US cities. HDF is funding the program, and HBI will be the training partner facilitating training workshops through existing after-school programs that 100 Black Men of America manages.

“This investment will help us expand our youth workforce and career readiness initiatives with a specific focus on the building trades that are so vital to the economic recovery,” Chuck Baker, chairman of 100 Black Men of the Bay Area, said in Home Depot’s announcement.

Ed Brady, HBI president and CEO, calls the diversity deficiency in the residential construction business unacceptable and says that the three-city training pilot is just a taste of what is to come. “We are determined to make a strong, productive start in Atlanta, Philadelphia, and San Francisco, so that we then can build out from there more programs in many more markets,” Brady says.

All three organizations are hopeful that bringing the training opportunities to communities underrepresented in those industries will have a positive impact. “Through this program, we’re working to do our part in bridging the opportunity gap for Black youth,” Prill adds. “This program will raise awareness with youth around the career opportunities available for their generation and provide them with skills and a certification to start a career path in the skilled trades.”

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300K

job opportunities are available for skilled tradespeople.

FAST FACT

How Older Workers Can Demonstrate Their Value

73%

of hiring managers are more confident in the skills of candidates age 45 and older if they hold a reputable industry certification.

SOURCE: MEETING THE WORLD'S MIDCAREER MOMENT, GENERATION, 2021

WORD WIZ

Emotional Compensation

Stiff competition for skilled workers is causing employers to take another look at the way they reward employees. Michael Lee Stallard contends in the *Government Executive* article “To Cope with the Labor Shortage, Raise Emotional Compensation” that bonuses and other financial incentives are not the only forms of compensation.

“Addressing ‘emotional compensation’ will be increasingly important and valued by employees,” Stallard writes. “Boosting emotional compensation is based on meeting seven universal human needs to thrive at work: respect, recognition, belonging, autonomy, personal growth, meaning, and progress.”

To support his position, Stallard highlights organizational practices that reflect an understanding of emotional compensation. Companies that pay well emotionally often invest in talent development initiatives. For example, Stallard suggests that Costco’s commitment to internal mobility and training provisions are examples of emotional compensation. In addition, he cites how the US Navy invests in growing and developing sailors in its ranks as a form of emotional compensation.

Ultimately, employers pay emotional compensation by implementing programs and practices that produce positive emotions for staff. Stallard notes that “Leaders and organizations that get the emotional compensation piece right will gain a competitive advantage.”

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