

H-E-B Grocery Company

CAREER LATTICE PROGRAMS ENGAGE YOUTH IN LEARNING AND PROVIDE ESSENTIAL SKILLS AND JOB TRAINING.

For greater than a decade, H-E-B Grocery Company has been instrumental in supporting the development of youth by exposing them to careers in the grocery retail industry and supporting their growth and mobility within the company. Recognizing generational differences in how youth transition into adulthood and how talent is groomed and recruited to work at the company, H-E-B launched an initiative to engage youth in learning and provide essential skills and job training. The company's commitment to young people extends well beyond a single program. Instead, it has developed an integrated lattice of programs, including job shadow and career awareness programs, tuition advancement programs, scholarship assistance programs, skill enhancement programs, internship programs, the School of Retail Management (SORM), and the School of Retail Leadership (SURL).

Business Outcomes

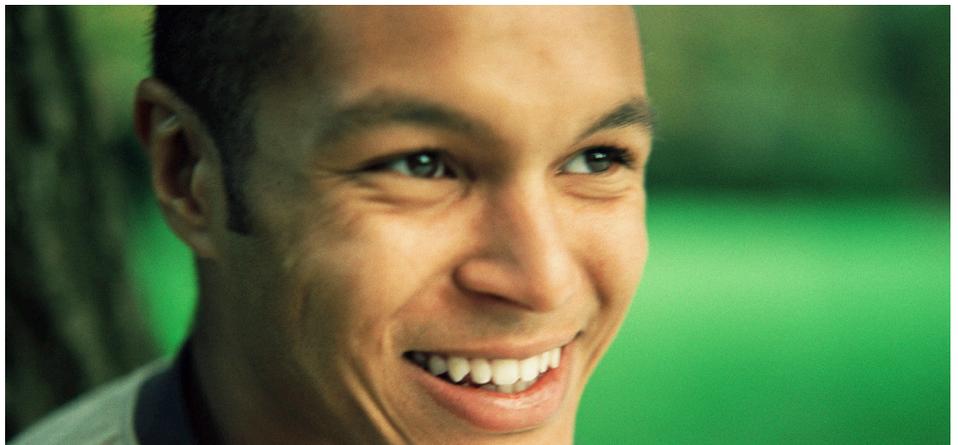
- » Foster new talent
- » Higher retention rates
- » Meets leadership needs
- » Return on investment

Employee Impact

- » Career exposure
- » Opportunities for growth
- » Financial Support
- » On-the-job training and skill reinforcement
- » Upwardly mobile employment opportunities

Career Lattice

- » Job shadows
- » Tuition advancement programs
- » Scholarships
- » Internships
- » Leadership training



Career Lattice Programs

Each of these programs is designed to address varying needs of individuals at each stage of development, skill level, and education. H-E-B's commitment to providing youth exposure to careers and youth development begins before the employment age (through its job shadow and career awareness programs) and continues into adulthood (through employment opportunities, internship programs and career development programs). H-E-B leadership believes that introducing youth to career opportunities at the company is an important strategy for identifying good talent. Once individuals are hired, they have a myriad of opportunities for training and education so that they continue to develop and pursue careers within the company. H-E-B connects the lattice of programs to attract, retain, and promote employee growth to its overall success as a company.

H-E-B has a vested interest in promoting and supporting the career lattice programs. The programs meet the corporate needs of H-E-B by fostering new talent while providing youth opportunities and support to grow into promising careers. In supporting employees' efforts to pursue higher education and enhancement of skills, H-E-B employs a more highly skilled and trained workforce. H-E-B's efforts to support employee growth also lead to higher retention of employees. By encouraging and supporting internal growth of new talent, H-E-B also is meeting its leadership needs.

“Our ideal scenario at H-E-B is to hire a 16-year-old for a job as a sacker or checker and then encourage that young person to do a summer internship where they rotate through a number of departments. Through formal programs and informal influence, we encourage them to go on to college. If they pursue a degree in a related field, they can apply for financial support for their education. They can continue to work while in school, participating in internal training programs, including SORM. Highly successful college graduates can continue in our internal SORL, the training ground for the future leaders of the company.” — Brooke Brownlow, Vice President of HR, H-E-B

Ultimately, a stable and well-trained workforce results in a financial return on investment. There are strong reasons for young people to get involved. Youth involved in the career lattice programs are exposed to a range of interesting opportunities. They also can receive financial support to pursue further education and enhance their job-related skills.

H-E-B augments formal education with on-the-job training and skill reinforcement, which ensures youth are engaged in their education and have the opportunity to apply their academic knowledge in the real world. In addition to the support, H-E-B facilitates the pursuit of higher education by providing financial assistance to employees through its scholarship programs. The varying levels of upwardly mobile employment opportunities within H-E-B also encourage youth to pursue careers and grow within the company.

Investment in Internal Talent

H-E-B strives to develop retail stores that meet the specific and unique needs of each community. As a result of the complex business they operate, executives understand that they cannot rely solely on external hires and are committed to the growth of internal talent. The commitment from the owner of H-E-B and its senior executives ensures the success of career lattice programs. Senior H-E-B executives have made the investment in internal talent a high priority for the company. Therefore, they make large investments of their time and



resources to the talent development programs. Senior management is intellectually invested, has an intricate knowledge of applicants to the various programs, and closely reviews the profiles of selected candidates. According to the people who run these programs, the commitment of senior executives is one of the keys to the success of integrated training and development initiatives at H-E-B.

As a result of their commitment to the growth of internal talent and the success of the career lattice programs, executives support the continued evaluation and improvement of each program. In addition to the commitment of staff time, executives also commit large amounts of financial resources to the program.

Background Information

For more information about H-E-B, visit www.heb.com

SECTOR: Independent Food Retailer
 EMPLOYEES: 75,000+
 HISTORY: 100+ years

ABOUT THE EMPLOYMENT PATHWAYS PROJECT

The project is catalyzing a national effort to “flip the switch” on employer demand for opportunity youth - young adults ages 16 to 24 who are out of school and work. The project works to harness the power of the private sector so that employers play an active role in developing new sources of skilled talent.

For more information, please visit : www.employmentpathwaysproject.org

Personal Story

At 16, Greg Parker, like many teenagers, wanted to buy a car and help support his family. He began his career at H-E-B as a grocery bagger and over the last 15 years has used H-E-B’s training and development opportunities to work his way to General Manager. Greg continues to be motivated by the support and dedication of his supervisors and H-E-B executives to the growth of their employees. He credits the company’s internship and management programs and scholarships with his ability to gain a postsecondary education credential and advance in the company.