UBS’ partnership with Year Up provides the company with a new pipeline of diverse talent, while also providing local young adults with an opportunity to build their skills and network through professional internships.

UBS Group Technology is responsible for developing the applications and systems that make UBS one of the leading global financial services firms. With offices in over 50 countries, the technology function understands that a workforce comprised of different backgrounds, cultures and experiences provides the diverse perspectives needed to drive innovation and develop market-differentiating technology solutions to service its global client base. At the same time, UBS is committed to building a talent pipeline that reflects the gender and ethnic diversity of the communities the firm operates in. But like many large companies, UBS’ traditional entry-level recruitment strategies, which target graduates from top colleges, provides limited access to local talent—particularly people of color. Through its partnership with Year Up, UBS has been able to address this gap by cultivating a local source of diverse talent, supporting the career development of urban young adults from the surrounding communities, and building the talent pipeline of the future.

Business Outcomes

» Increase workforce diversity
» Solve business problems from a different perspective
» Create stronger pipeline of educated and skilled employees
» Introduce an innovative, non-traditional recruiting strategy

Social Impact

» Empowers individuals to become successful through education and career training
» Strengthens the health of local communities
» Establishes UBS as an employer of choice in the community

About UBS

» CHF 2.39 Trillion Invested Assets
» 60,205 Full-time Employees
» UBS provides wealth management, asset management, and investment banking products and services to private, corporate, and institutional clients worldwide

About the Partnership

Year Up, a national non-profit organization, provides urban young adults with the skills and resources they need to reach their full potential. UBS Group Technology, Operations and Human Resources host Year Up students for six-month internships in the areas of information technology support, business analytics, back office operations, quality assurance and project management. Before they begin their internships, students undergo six months of intensive technical and professional training with Year Up. By the time the interns arrive at UBS, they have developed enough skills that they can step into entry-level roles and make a valuable contribution to their teams, while deepening their expertise with job-specific training, networking opportunities and real-world experience. The partnership provides UBS a low-risk opportunity to assess potential employees—by observing interns’ work ethics while providing support and coaching—with no obligation to hire.
"Year Up interns bring an innovative mindset, technical capabilities and motivation to the table. Our goal is to give these young adults the tools to succeed and challenge them to reach their full potential."

– Frank LaQuinta, Group Head of Technology Americas and Wealth Management Americas CIO

Developing Tomorrow’s Leaders

UBS found universities had a shortage of women and diverse talent enrolled in computer science and finance programs, and thus partnered with Year Up to attract a diverse pipeline, while helping to strengthen the local community.

As an organization, UBS is committed to increasing the diversity of its workforce—a key component of its corporate ethos and business strategy. Year Up helps to connect UBS with local, urban young adults who may lack access to higher education or meaningful employment.

Through its partnership with Year Up, UBS provides on-the-job training to local young adults, while also cultivating a new source of talent capable of bolstering the diversity of its recruitment pipeline. During their six-month internship, Year Up interns gain valuable training, professional coaching and understanding of the financial services industry and UBS’ business – this helps prepare those young adults for full-time entry-level opportunities. Year Up interns who are hired as full-time employees have been vetted for six months—and thus offer a quality-guarantee, resulting in higher initial productivity and lower turnover costs. Furthermore, investing in potential employees early on in their career—and providing access to opportunities they previously lacked—allows UBS to begin developing a pipeline of local talent that will allow its workforce to more closely mirror its clientbase.

Professional Development for Managers and Interns

The partnership with Year Up also provides valuable mentoring, volunteer and professional opportunities to current UBS employees. UBS knows that providing strong mentorship is crucial to the success of its Year Up program. Managers who supervise Year Up interns are deeply invested in their success, providing support and feedback on interns’ day-to-day performance and assigning them meaningful, substantive work. To ensure that interns and their managers are set up for success, UBS relies on a set of criteria that executives use to evaluate managers for the program. Managers see Year Up as an opportunity to develop themselves professionally, often vying for the opportunity to hone their management skills and gain positive recognition among senior leadership.

Expanding Pathways to Success

UBS recognizes the value of its partnership with Year Up, enhancing its ability to access new sources of diverse local talent. Year Up interns participate in UBS’ “Future Leader’s Academy,” which aims to develop underserved and under-represented young people who are not in college or who have not progressed past their sophomore year of college. Upon completing the Year Up program, exceptional interns who enroll in university full-time are offered the UBS Fellowship: a flexible 20-hour workweek, with professional development, coaching and mentoring. These internal programs provide UBS the opportunity to influence interns’ academic decisions and support their educational achievements, while providing a diverse talent pipeline to the firm’s Graduate Training Program.

Tiffany’s Story

Before Year Up, Tiffany’s future looked bleak. She was working multiple part-time jobs just to make ends meet. Witnessing her husband’s transformation since becoming a Year Up student, Tiffany became interested in the program. Not only did his personal style change, he spoke differently and became interested in new topics. Ojay began to apply the skills and lessons learned in Year Up intended to be used in the workplace at home. For Ojay, Year Up had become a way of life. For Tiffany, joining Year Up was a life-changing decision. The program helped her realize that she could contribute positively to any effort she put her mind to and that she could be an asset to any team or firm she chose to join. Her confidence began to build as she received positive feedback and she began to reconsider going back to school. In June 2009, she applied to New York University, through the encouragement of her mentor, with only the hopes of being accepted. Two weeks before her Year Up graduation, she learned of her admittance to NYU, an accomplishment she never thought possible four years ago.

Her experience at Year Up shaped and prepared her for college. According to Tiffany, "I am now able to apply the skills honed at Year Up to my college experience to not only help myself but others. This program has a positive impact on those that are directly involved, as well as on those outside of the Year Up community." She further states, "Through this experience, I was allowed to dream, and with that dream came a new responsibility of owning it and driving towards it. Once students strive and reach Year Up expectations, we strive to exceed them, and that translates into our expectations in our personal lives. By realizing my dream and being admitted to NYU, which was a new threshold in Year Up history, I have directly influenced and assisted 20+ students to pursue higher education. Since my Year Up graduation, I’ve become a full-time student at NYU with a 3.7 GPA. Moreover, after interning with UBS through Year Up, I am now a full-time Business Analyst working on a diverse project portfolio which includes real estate optimization and allocation, and talent development. My future is no longer bleak, thanks to my parents, Year Up, UBS, and the support network I am blessed to have.”

Background Information

YEAR UP/UBS STATS
• 71 interns to date
• 30 Year Up alumni were extended Fellowships
• Currently partnering with Year Up in Chicago, New York City, Stamford, Weehawken and Jersey City

ABOUT YEAR UP
Year Up is a one-year, intensive training program that provides urban young adults 18-24 with a unique combination of technical and professional skills, college credits, an educational stipend and a corporate internship. Year Up operates in Atlanta, Baltimore, Boston, Chicago, National Capital Region, New York City, Providence, Puget Sound and the San Francisco Bay area. Each site partners with a post-secondary institution to award up to 23 college credits to interns for work accomplished during the six-month classroom training period. For more information about Year Up, visit www.yearup.org.

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.

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