Bridge to Employment Programme

Title	Bridge to Employment
Coverage	Unites States and Ireland
Organization/ enterprise	Johnson & Johnson
Topic	Apprenticeship
Target group and outreach	Young people wanting a career in health care
Purpose	Johnson & Johnson established the Bridge to Employment (BTE) programme to help young people prepare to meet the challenges and requirements of careers in the health care industry and in today's knowledge-rich society, by introducing them to a broad array of careers in health care.
	BTE aims are to:
	Build long-term partnerships among businesses, educators, community groups and parents in order to have a meaningful impact on students' future success in the workplace
	 Prepare at-risk young people to meet the challenges and requirements of the health care industry and today's complex society
	Reinforce parental involvement as a critical link between young people and their schools
	 Recognize and advance community efforts that are exemplary in helping young people to begin building careers
	Assist in creating linkages to institutions of higher education and training
Key features	(1) Recognizes and addresses the difficulties of school-to-work transition
	(2) Combines work experience with vocational training
	(3) Is implemented through a multi-stakeholder approach
	(4) Builds parental involvement into the programme
Strategy and approach	In 1992 Johnson & Johnson launched the BTE programme in an effort to support education by communicating to students that knowledge and education are important. BTE introduces young people to a broad array of career options in health care and provides them with useful work experiences.
	BTE initiatives currently operate in ten communities in the United States and Ireland. They tend to be located in the more economically disadvantaged areas.
	BTE uses a common core of school-to-career principles: maintaining high standards of academic learning for all students, providing opportunities for contextual learning, creating links with institutions of higher education, and connecting students with adults in the workplace. BTE is based on solid research and uses continuous evaluation to promote success and measure outcomes.

Partners

Johnson & Johnson's BTE partnerships are located in communities across the United States and around the world. Currently, there are 10 operating BTE sites and 22 former sites in the United States and Ireland. While each site is unique in its structure and implementation, each partnership consists of a local Johnson & Johnson operating company, a high school, an institution of higher education and an intermediary organization.

In the summer of 2003, the National Institute for Work and Learning (NIWL) was selected by Johnson & Johnson to become a partner in the management and evolution of the BTE initiative.

Major achievements

As a result of the BTE partnerships, high school students are exploring health care careers and engaging in a broad spectrum of work-based learning. These students operate electron microscopes, explore the chemistry behind making soap, learn how to market products and manage production lines. Many students will obtain useful credentials such as the Certified Nursing Assistant (CNA) diploma. Evaluations of the programmes' impact on students have determined that the rate of high school completion by participating students has increased, that interest in the health care industry as a potential career has grown, and that the motivational impact of BTE lasts beyond the programme.

Each year numerous teachers participate in externships and hundreds of Johnson & Johnson employees serve as mentors, assist with curriculum development, and serve as guest lecturers. Evaluations of the Miami BTE site exemplify the following benefits: over 80 per cent of supervisors indicated that their department's productivity increased as a result of their intern's contributions; 84 per cent of the supervisors agreed that their skills in supervising and coaching people were enhanced by working with BTE students; and 88 per cent of supervisors agreed that participating in the internship gave employees new ideas and fresh perspectives on work processes.

In 2006 new partnerships were launched in Rochester, NY and Vacaville, CA. Other current sites include: Silicon Valley, CA; Bound Brook, NJ; Cork, Ireland; Wilmington, DE; Cincinnati, OH; Los Angeles, CA; Kennett Square, PA; and New Brunswick, NJ.

Report on Lessons Learned from 10 Years of BTE:

A new publication describes the successes and outcomes of the Johnson & Johnson BTE initiative, such as improved rates of enrolment in higher education among participating students and increased academic success and engagement.

The report also provides seven key elements of a successful school-tocareer partnership. Most importantly, the report offers recommendations for schools, businesses, and funding agencies wishing to undertake similar efforts.

Additional information

BTE Introduction Video: 20 MB (2 minutes)

BTE. A Decade of Promising School-to-Career Partnerships. 2005. 65 pages. (PDF)

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Source: Johnson & Johnson