



What kind of work will we do during longer working lives?

en·core ca·reer |`än-,kôr ,kuh-reeer|

*Noun*

Work that combines personal meaning and social impact with continued income in the second half of life.

AMERICANS SEEK MEANINGFUL WORK IN THE SECOND HALF OF LIFE



A MetLife Foundation/Civic Ventures

## Encore Career Survey



MetLife Foundation



Over half of adults  
44–70 are **in or  
interested in** an  
encore career

In fields such as:

- education
- health care
- government
- nonprofit sector.

Ed Speedling



Ed Speedling

Health Care  
Administrator



Advocate for  
the Homeless



When the economy recovers:

Between **2 and 2.6 million** unfilled *new* jobs by 2018

- health care and social assistance
- educational services
- nonprofit community and religious organizations
- performing arts, museums, and libraries.

- Change Culture -- a new social norm for years between mid life and old age
- Develop Encore Opportunities
- Change policies and create pathways -- so transitions don't need to be DIY

Then ; Now



Scott Allen: Aspiranet



Louise Smith:  
Community  
School of  
Music and  
Arts



Luanne Meyer: Youth  
Community Service



Leslye Louie and Lyle  
Hurst: Partners in  
School Innovation



# Encore Fellows

James  
Otieno:  
Silicon Valley  
Educational  
Foundation



Nigel Ball:  
Resource  
Area for  
Teaching



Gina Cassinelli:  
Citizen Schools

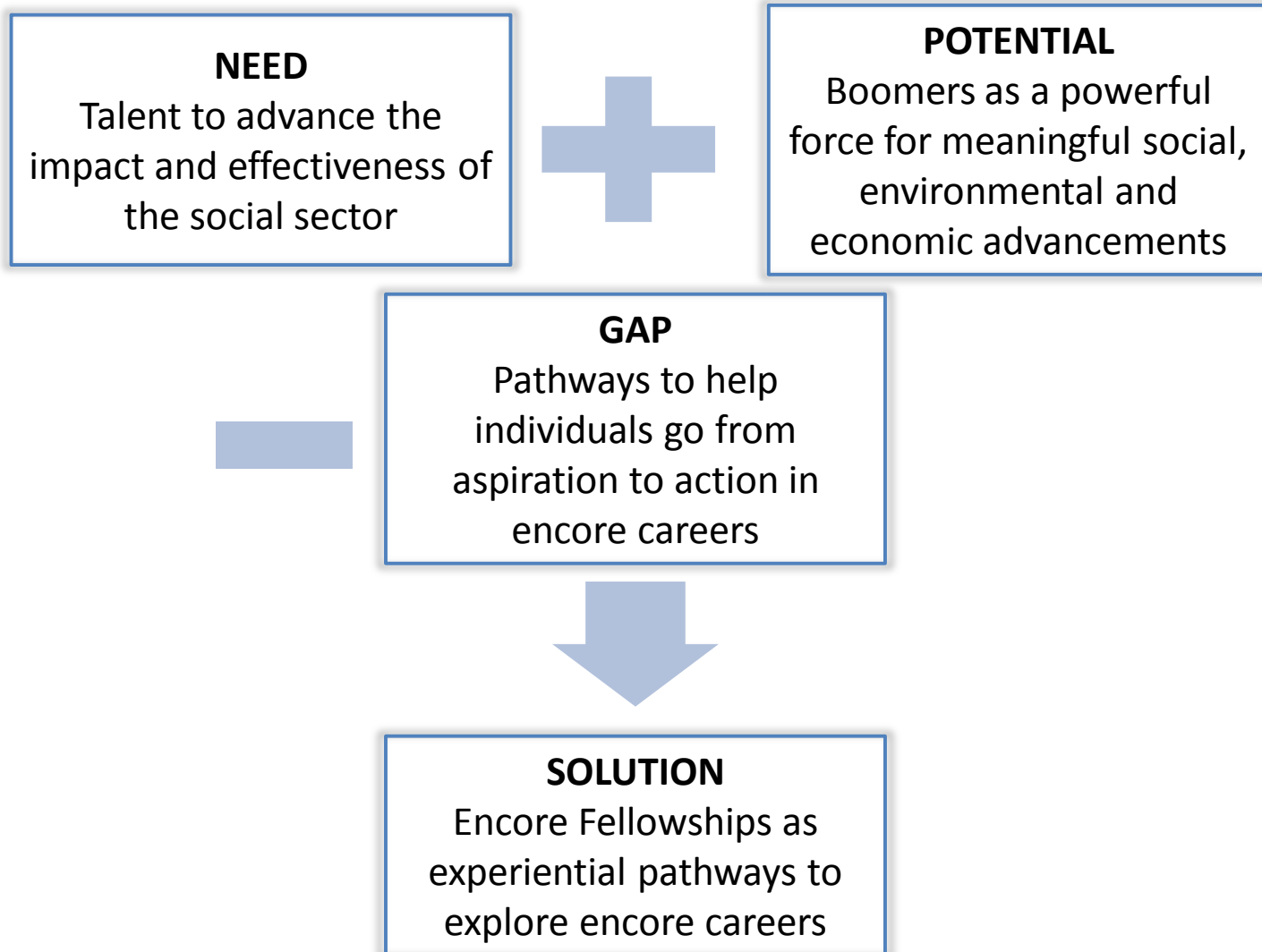


Bill Pace:  
Encore.org



# THE IDEA: ENCORE FELLOWSHIPS

Bringing significant new sources of talent to the task of solving social problems



# **Encore Fellowships Program Definition**

Encore Fellowships are paid, time-limited (six to 12 month) positions for people who seek to transition from a midlife career to an encore career, bringing and applying significant transferable skills and experience for sustained impact to social-purpose organizations.

# Encore Fellowships Value Propositions

- **Nonprofits (social-purpose organizations):** Highly valued talent at affordable prices that advances organizational capacity and impact and reduces the perceived risk of hiring talent from outside of the social sector
- **Encore Fellows:** Experiential, flexible pathway to explore social-purpose work and make a high impact contribution, leading to encore career opportunities
- **Corporate partners:** Attractive tool for work-force management, marketing, community and employee engagement
- **Foundation and Philanthropy:** Innovative, high impact tool to enhance grantee effectiveness
- **The community:** Improved social sector with increased impact



# ENCORE CAREERS

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[www.encore.org](http://www.encore.org)

# Encore Fellowships

## Core Program Elements

#1

**High-impact  
social  
purpose  
work**

#2

**Encore Fellow  
rigorous  
recruitment,  
selection and  
matching**

#3

**Work host  
leadership,  
commitment  
and  
capacity**

#4

**Compensatio  
n and  
value**

#5

**Duration  
and  
flexibility**

#6

**Experiential  
learning  
and  
encore  
pathways**

#7

**Strong  
program  
operator**

# Encore Fellowships

## Core Program Elements

#1

**High-impact social-purpose work**

- High-priority capacity building need
- Advance mission and social impact
- Skill leverage
- Clear roles, milestones and outcomes
- Achievable in fellow assignment time frame

#2

**Encore Fellow rigorous recruitment, selection and matching**

- Target highly skilled, well-qualified candidates
- Screen skills, interest, readiness and requirements
- Multi-step process to assess critical areas
- Mutual match policy

#3

**Work host leadership, commitment and capacity**

- Strong connection between fellow and leadership
- Organizational buy-in
- Screen readiness to host fellow
- Resources and personnel to support fellow work and learning

#4

**Compensation and value**

- Fully engage high skill levels of fellows to produce high-value result
- Compensation to reinforce work value for fellow and work host

#5

**Duration and flexibility**

- Time commitment to achieve work results and meaningful experience
- Flexibility for fellow and host
- Structure to ensure productivity

#6

**Experiential learning and encore pathways**

- Combine work experience, peer network, experts and resources
- Link learning strategies to Encore Fellowship progression
- Issue-specific learning ops

#7

**Strong program operator**

- Clear alignment with Encore Fellowships program design and operation
- Committed leadership
- High quality management

# Encore Fellowships

## Operating Roles and Functions

### Encore Fellowships Program Operating Roles *Four key functions*

- Company-referred
- Professional associations
- Open market

Encore  
Fellows

Work  
hosts

- Nonprofits
- Public agencies
- Social ventures
- Grantmakers

- Nonprofits
- Nonprofit networks
- Community-wide initiatives
- Social ventures
- Professional associations

Program operator

Funding sponsors

- Corporations (HR, marketing and philanthropy)
- Grantmakers
- Nonprofits
- Public agencies
- Individuals



# Encore Fellowships Funding Models

Financial support for a sustainable Encore Fellowships program will include a mix of:

- **Corporate** support for some or all of the compensation for retired, soon-to-be retired or exiting employees who become fellows, and program operations
- **Work host** support to cover a portion or all of the fellow compensation and program operations
- **Philanthropic** contributions to support compensation, startup and program operations