



## Talent Investments Pay Off

**60%**  
**2025**

**To increase the proportion of Americans with high-quality degrees and credentials to 60-percent by the year 2025.**

# Employer Investment in Talent

The U.S. workforce is shrinking and lagging behind in postsecondary attainment and employers are having a difficult time finding the talent and skills they need.



**40%** of U.S. employers have difficulty filling jobs



**65%** of U.S. jobs will require postsecondary training by 2020

Employers are well-positioned to fill their own talent and skill gaps through tuition assistance programs.



**59%** of employers already offer a tuition assistance program



**\$4,000** of tuition spent per employee per year, on average

**BUT**



**5%** utilization of tuition assistance programs

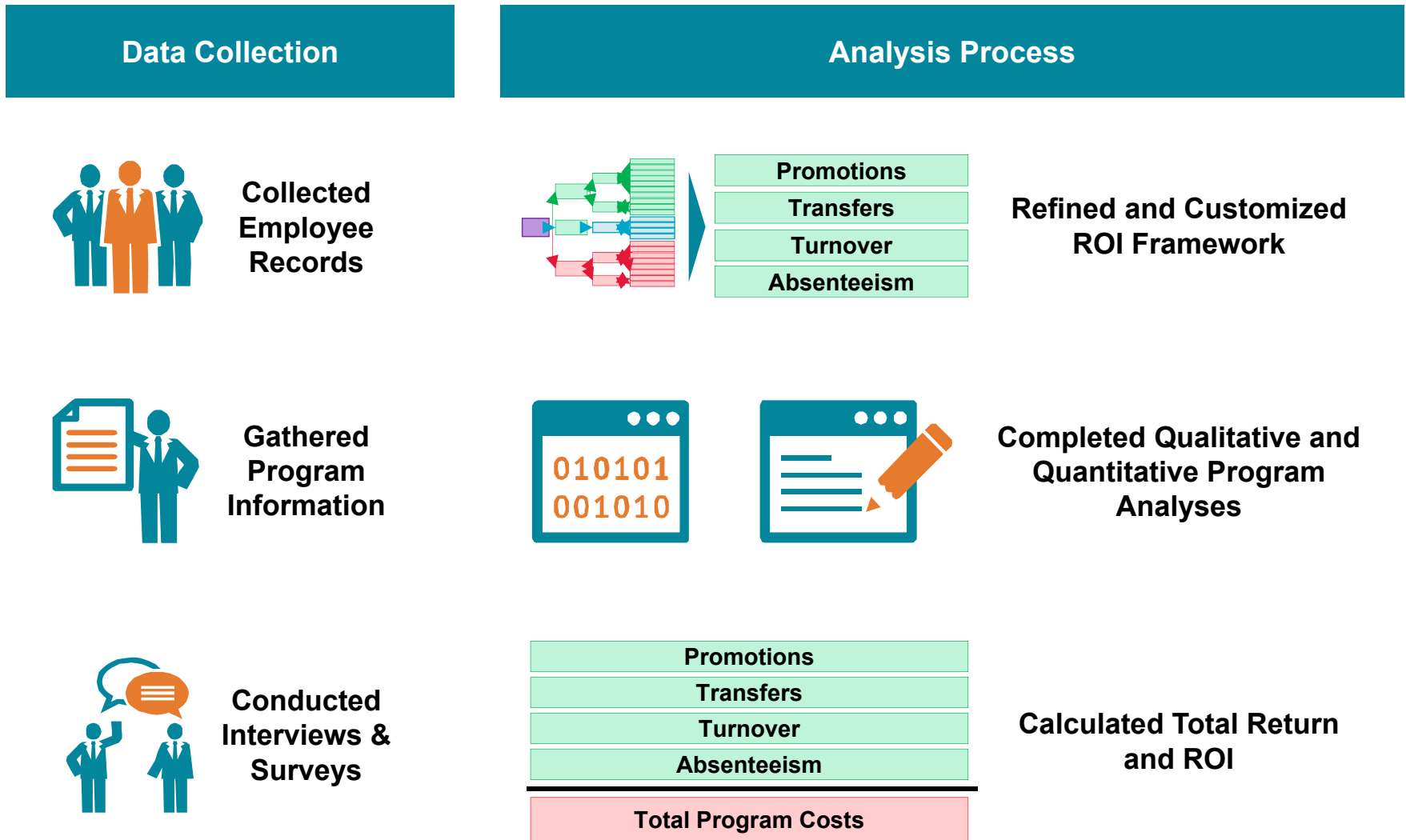


**43%** of working adults don't know if their employer offers a program

Sources: OECD; Center for Education and the Workforce at Georgetown; Manpower; Lumina Strategic Plan; The College Board; The Heritage Foundation

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# Assessing the Value of Tuition Assistance Programs to Employers



# Discover Financial's Tuition Reimbursement Program



Investment

For every dollar of Discover Financial's \$7.6M investment in tuition from 2010 to 2013...

## Tuition Reimbursement Program (TRP)



Business



Employees



Value Created



**\$10.9M**  
net savings

...Discover got back its **\$1** and avoided another **\$1.44** in talent management costs

...frontline employees using TRP achieved **57%** incremental wage gains and had more career opportunities than non-participants.



Based On

The value created is based on increased rates of promotions, lateral transfers, retention and decreased rates of absenteeism for employees participating in TRP versus non-participants.



**+21%**  
promotions



**+9%** lateral  
transfers

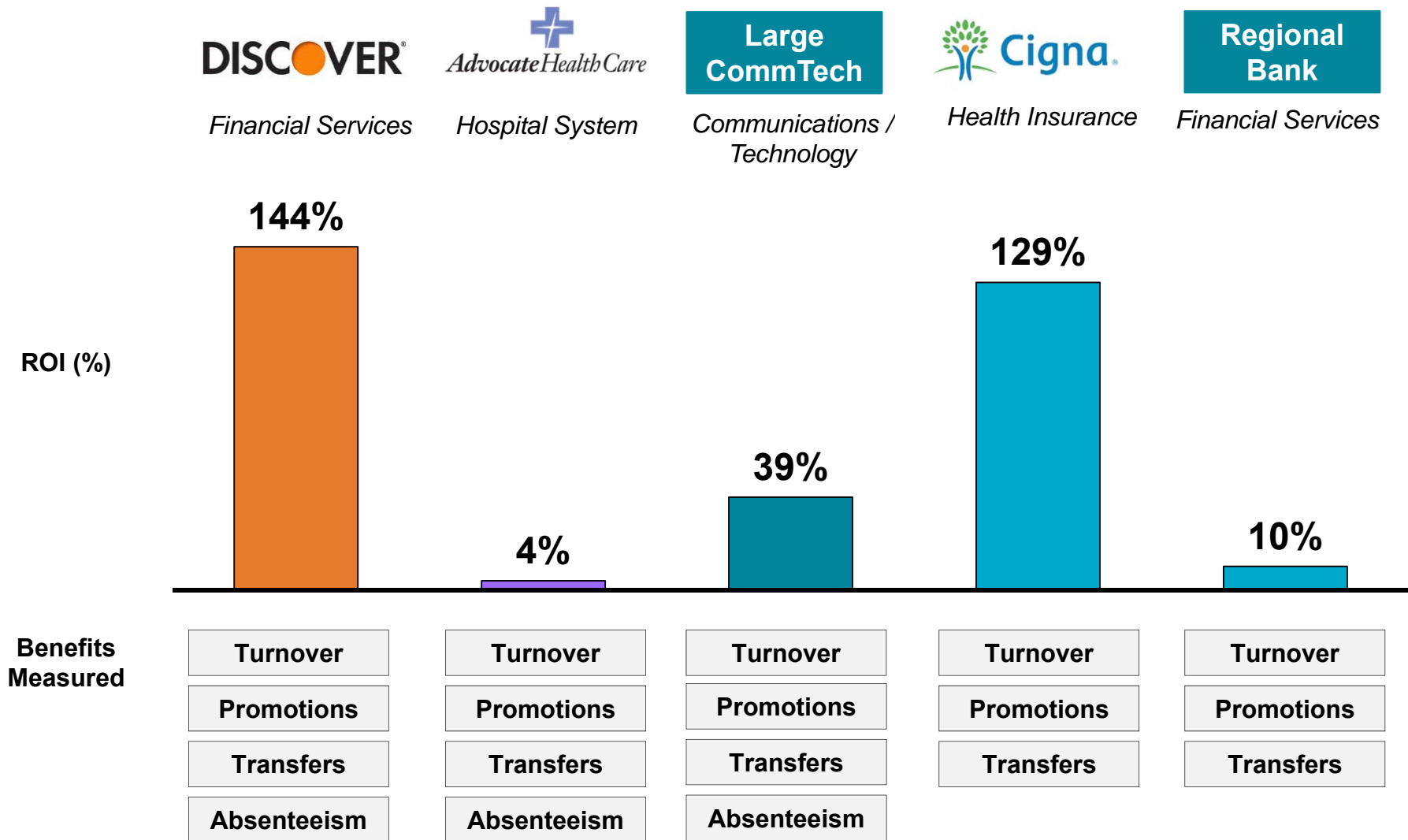


**+0.5%**  
retention



**-0.4 days**  
absent

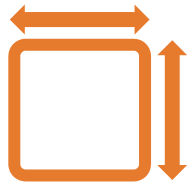
# Tuition Assistance Programs Consistently Reap Positive Returns



# What can you do to drive savings from your tuition program?

## Align Investments to the Talent Strategy

### Policy and Measurement



**Measure Program Success**



**Make Eligibility Immediate**



**Promote Assistance over Reimbursement**

### Promotion and Support



**Enhance Program Communications**



**Provide Program Support**



**Guide Education and Career Decisions**

### Education



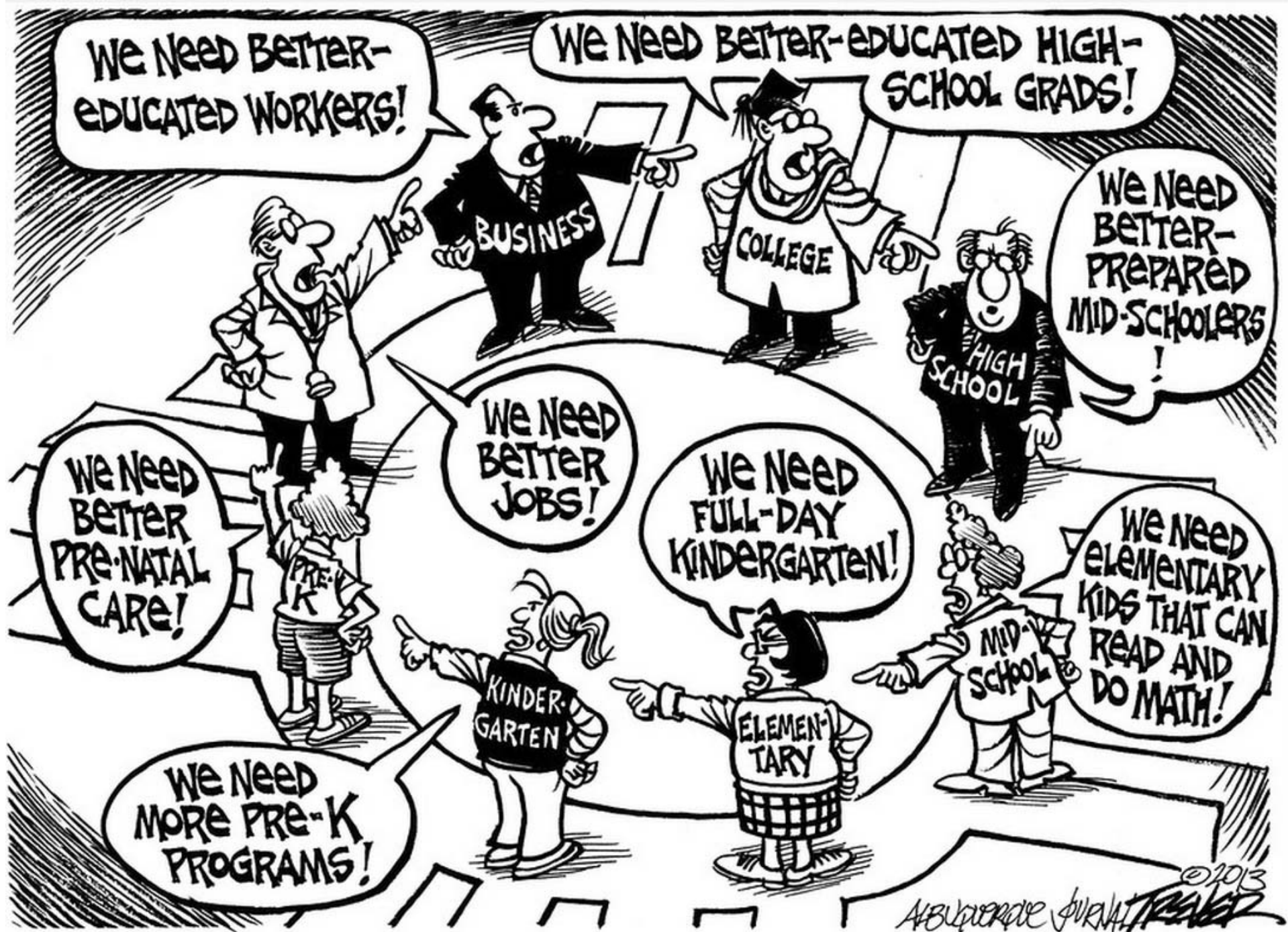
**Develop Education Institutions Partnerships**



**Focus Education Selection**



**Offer a Variety of Education Opportunities**



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