Early Employment & Career Development Assessment Tool

Audience: Resettlement & Integration Employment Counselors
All early employment & career development programs begin somewhere.

3 Stages of Early Employment & Career Development Program

Use this assessment tool to identify the current stage (Nascent, Emerging, Mature) of your volunteer program.

Nascent  ➤  Emerging  ➤  Mature

In the Nascent stage, the program is just coming into existence and beginning to display signs of future potential. In the Emerging stage, the program is becoming more prominent and established. In the Mature stage, the program has reached the most advanced point of development.
Put a checkmark next to the current stage of your program in the five different sections (Assessment & Service Planning, One-on-One Counseling, Job Readiness Training for Clients, Employer Engagement & Job Development, Monitoring & Evaluation) and add up your checkmarks to identify whether your program is nascent, emerging or mature.

Assessment & Service Planning

**NASCENT**

- Staff do not verify if the client fulfills all employability requirements in terms of work authorization, age, medical status, etc. Alternatively, staff assist clients upon request.
- Staff do not engage in a comprehensive review of the client’s employment and education history, nor do they discuss the client’s skills and interests.
- Barriers to employment are not identified nor addressed.

**EMERGING**

- Employment counselors review the client’s employment and educational history, and discuss the client’s skills and interests.
- There is limited discussion about the client’s preferred work activities or schedule, and any barriers the client may have to employment. Rather, the conversation is focused on getting the client a job as quickly as possible.
- Short-term goals are discussed with the client, but the strength-based approach is not adhered to and the client has limited involvement in the discussion. Long-term goals are not addressed.

**MATURE**

- Employment counselors conduct a comprehensive review of the client’s employment and educational history.
- Employment counselors consider the client’s preferred work activities, schedules, etc. Specific family needs and barriers to employment are identified, along with a plan on how to address them.
- Employment counselors adhere to the strength-based approach and discuss the client’s skills and interests while focusing on their strengths in their previous work experience, language ability, any entrepreneurial work, household responsibilities, etc.
- Employment counselors discuss and establish specific short and long-term goals with their client.

**NASCENT**

- Employment counselors refer clients to services to address barriers to employment routinely, but have not developed a specific referral mechanism or conducted mapping.
- The employment counselor develops a self-sufficiency plan and outlines steps based on his/her discussion with the client, but does not include the client in the development of the plan and simply sends it to the client for his/her approval.
- There are no specific timelines within the self-sufficiency plan for achieving short-term goals.

**EMERGING**

- Employment counselors have mapped services available both in-house and externally to address barriers to employment e.g., transportation, language, childcare and created referral pathways.
- Employment counselors develop a joint self-sufficiency plan with steps outlined to achieve these goals. The plan includes clearly defined roles and responsibilities for both the counselor and client, specific timelines, how to manage unexpected changes, and measurements of success. Both parties sign off on the plan.
- Employment counselors use the following methods to address motivational barriers:
  - Discuss short and long-term goals for themselves and their children
  - Discuss the client’s strengths and capacities
  - Review the family/household budget

**MATURE**

- Employment counselors refer clients to services to address barriers to employment routinely, but have not developed a specific referral mechanism or conducted mapping.
- The employment counselor develops a self-sufficiency plan and outlines steps based on his/her discussion with the client, but does not include the client in the development of the plan and simply sends it to the client for his/her approval.
- There are no specific timelines within the self-sufficiency plan for achieving short-term goals.

TOTAL

- Employment counselors refer clients to services to address barriers to employment routinely, but have not developed a specific referral mechanism or conducted mapping.
- The employment counselor develops a self-sufficiency plan and outlines steps based on his/her discussion with the client, but does not include the client in the development of the plan and simply sends it to the client for his/her approval.
- There are no specific timelines within the self-sufficiency plan for achieving short-term goals.
One-on-One Counseling

NASCENT
- Clients do not receive an overview of the local internal and external employment services and eligibility requirements.
- Clients are unaware of their role and responsibilities within the program.
- Clients are not introduced to the job search and application process.

EMERGING
- Clients receive an overview of local internal and external employment services, but they do not know which program they are eligible for.
- Eligible clients are enrolled in the internal employment program, but their roles and responsibilities are unclear.

MATURE
- Clients receive a thorough overview of local internal and external employment services, and the programs for which they are eligible.
- Clients are enrolled in the programs for which they are eligible and informed of their roles and responsibilities.

NASCENT
- Alternatively, clients are introduced to the job search process, but they are not shown how to conduct the search or complete an application independently.
- Clients are unaware of the benefits of working and common client expectations. Fears and barriers are not addressed.
- Staff is unavailable to assist clients through the process of finding employment.

EMERGING
- Clients receive an introduction to the employment market and typical entry-level jobs, but they are not advised on local employment programs for which they may be eligible.
- Clients are introduced to the job search and application process, but there is little discussion of common client expectations, employment-related fears, or barriers.
- Employment counselors do not address workplace challenges and protocols for clients once they have obtained a job.

MATURE
- Employment counselors provide an introduction to clients on the employment market and typical entry-level jobs.
- Clients are introduced to the job search and application process, and there is extensive discussion on common client expectations, employment-related fears, or barriers.
- Employment counselors discuss the benefits of working (developing language skills, making social contacts, productive activity, generating income, etc.).

NASCENT
- Alternatively, clients are introduced to the job search process, but they are not shown how to conduct the search or complete an application independently.
- Clients have not been informed of their role and responsibilities within the program.
- Clients are not introduced to the job search and application process.

EMERGING
- Clients receive an introduction to the employment market and typical entry-level jobs, but they are not advised on local employment programs for which they may be eligible.
- Clients are introduced to the job search and application process, but there is little discussion of common client expectations, employment-related fears, or barriers.
- Employment counselors do not address workplace challenges and protocols for clients once they have obtained a job.

MATURE
- Employment counselors provide an introduction to clients on the employment market and typical entry-level jobs.
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NASCENT
- Clients receive an introduction to the employment market and typical entry-level jobs, but they are not advised on local employment programs for which they may be eligible.
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- Employment counselors do not address workplace challenges and protocols for clients once they have obtained a job.

MATURE
- Employment counselors provide an introduction to clients on the employment market and typical entry-level jobs.
- Clients are introduced to the job search and application process, and there is extensive discussion on common client expectations, employment-related fears, or barriers.
- Employment counselors discuss the benefits of working (developing language skills, making social contacts, productive activity, generating income, etc.).
Job Readiness Training for Clients

**NASCENT**
- Staff provide assistance on job search techniques, resume development, budget creation or job search assistance on an ad hoc basis and to those clients that request it.
- Group job readiness trainings are not offered.
- Clients do not receive training (or only receive it when requested) on interview prep.
- Clients do not receive an orientation to laws and workplace rules or alternatively, it is provided to clients upon request.
- Staff is unaware of the resources within the community that will facilitate employment.

**EMERGING**
- Employment counselors provide job search assistance, and offer training on job search techniques, resume development, and job search assistance.
- Employment counselors provide basic interview prep training.
- Employment counselors provide training to clients on the Introduction to Employment in the country of resettlement, but not all topics are covered.
- Employment counselors provide clients with orientation about pay and benefit requirements and workplace rules as requested.
- Employment counselors are familiar with the resources available in the community that will facilitate employment.

**MATURE**
- Employment counselors provide job search assistance including job search techniques and resume development.
- Employment counselors provide interview prep training such as interview basics, mock interviews with employers, etc.
- Job readiness training incorporates experiential learning such as mock interviews, employer tours, etc.
- Guest speakers are often invited to present trainings and orientations to clients in the workplace.
- Employment counselors work with clients to draft a budget and revise it on a regular basis, depending on the client’s expenses and needs.
- Employment counselors are well-versed on the resources available in the community that will facilitate employment.
Employer Engagement & Job Development

**NASCENT**
- Staff do not conduct job development or employer outreach as part of their role.
- No time is dedicated to employer engagement so no formal employer connections have been made.
- Job referrals are made to “cold” contacts i.e., those publicly available without prior employer contact.
- Employers do not know about the organization’s services and, if approached, are skeptical.
- Staff are not up to date on labour market trends or business news.
- Staff do not reach out to other service providers to learn from their strategies and best practices.

**EMERGING**
- Staff make time to network and engage with employers, but on an irregular basis.
- Staff dedicate little time to maintaining already established relationships.
- Some ad hoc job development activities have occurred resulting in a pool of employers with whom to collaborate, but seldom lead to successful employment opportunities for clients.
- Outreach material for employers has been created and is distributed.
- Staff are aware of employment growth trends, but do not take advantage of this knowledge.
- Staff reach out to other service providers to learn from their strategies and best practices, but do not take the time to implement them.

**MATURE**
- Staff set aside a dedicated amount of time each week to network and engage with employers, and to maintain those relationships already developed.
- Staff work with employers to address any issues that arise while their client(s) is employed by that employer.
- A job development plan has been created with a designated target of time and new contacts to secure.
- Staff develop and maintain partnerships with employers that lead to successful employment opportunities for clients. Tailored training programs are provided based on these partnerships.
- A marketing plan to reach employers has been created and outreach techniques include a variety of modalities (i.e., online, print, etc.).
- Staff are aware of employment growth trends, and capitalize on these trends by reaching out to employers in these high-growth industries.
- Staff look for “hidden” jobs or jobs that are not advertised, or do not fit the client’s background initially.
- Staff reach out to other organizations to learn from their strategies and best practices, and implement those that meet the needs of their office.

Monitoring & Evaluation

**NASCENT**
- Employment counselors have no job placement or other targets.

**EMERGING**
- Employment counselors have job placement targets and collect information on job placements.

**MATURE**
- Employment counselors have job placement, employer outreach and language learning targets.
- Employment counselors collect job placement information including hours, salary, etc. for all employed clients.
- Employment counselors regularly conduct follow up with employers to gather information and offer follow up services to both employer and client.

**TOTAL**

**TOTAL**

**TOTAL**
Directions: Add up your total checkmarks from each column and write them below. The highest number is the stage your program falls under:

**TOTAL** __________  **TOTAL** __________  **TOTAL** __________

**NASCENT**
If your program is in the Nascent stage, please refer to the Economic Empowerment page of our website. If you have further questions on improving your employment program, contact EURITA at eurita@rescue.org for technical assistance.

**EMERGING**
If your program is in the Emerging stage, please refer to the Economic Empowerment page of our website. If you have further questions on improving your employment program, contact EURITA at eurita@rescue.org for technical assistance.

**MATURE**
If your program is in the Mature stage, keep up the good work! For more information on best practices, please refer to the Economic Empowerment page of our website.

www.eurita.org