Early Employment & Career Development Assessment Tool

Audience: Resettlement & Integration Program Managers
All early employment & career development programs begin somewhere.

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

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.
Staff Recruitment

- There are no dedicated staff members in place to assist clients with finding employment.
- The organization relies on other staff assigned to different roles to provide employment services.
- Staff provide employment services, but do not have these tasks in their job descriptions.
- Volunteers do not assist with employment services.

NASCENT

EMERGING

- Job descriptions for employment counselors exist but are not regularly updated.
- Recruitment processes evaluate whether candidates possess job-specific skills to excel in the position, but omit behavioral components (e.g., assessing whether the candidate is a good fit for the team and organization’s culture).
- Staff members are assigned to assist clients with their employment needs, but the role is in conjunction with other responsibilities.
- Volunteers are used on an ad hoc basis to help with employment activities.

MATURE

- Employment and career development counselor job descriptions are available with clearly defined roles and responsibilities. Job descriptions are reviewed annually by the employment supervisor.
- Recruitment processes require both a job-specific skills assessment as well as a behavioral component.
- Dedicated employment counselors are in place to assist clients with their employment needs.
- Targeted recruitment takes place for employment volunteers, including the outreach and recruitment of corporate volunteers.

TOTAL

TOTAL

TOTAL

Directions: Put a checkmark next to the current stage of your program in the eight different sections (Staff Recruitment, Training of Employment Staff, Supervision & Coordination of Employment Staff, Job Readiness Training for Clients, Meeting the Needs of Vulnerable Populations, Career Development Programming, Employer Engagement & Job Development, Monitoring & Evaluation) and add up your checkmarks to identify whether your program is nascent, emerging or mature.
Training of Employment Staff

NASCENT
- Training procedures are nonexistent or emerging.
- The limited training that is available focuses only on the organization’s history, mission and shared team goals. No role-specific training is provided.
- Staff do not receive training on ethical practices and professional boundaries.
- Training on strength-based practice is not offered to staff.
- No specialized training is in place on vulnerable populations, such as women and girls, youth, elderly and LGBTQI.
- No information is provided on the cultural and religious practices of the populations served.
- Staff are not trained in recognizing trauma, and are unfamiliar with referral resources.
- Employment supervisors do not receive any management training.

EMERGING
- An official training plan is in place that covers the organization’s history, mission and shared team goals as well as their role-specific responsibilities.
- Staff receive training on ethical practice and professional boundaries, but volunteers and interns do not.
- Staff occasionally use a strength-based, client-centered approach, but it is inconsistently implemented.
- Training on vulnerable populations such as women and girls, youth, elderly and LGBTQI individuals is provided in an ad hoc manner.
- Information on the cultural and religious practices of the populations served is available, but not provided to staff in a routine and organized way.
- Employment staff are trained in trauma and recovery strategies.
- Employment supervisors receive basic management training.

MATURE
- Uniform, consistent training systems are in place.
- All staff receive training on the organization’s history, mission and shared team goals. Training on role-specific responsibilities includes shadowing colleagues.
- All staff, including volunteers and interns receive training on ethical practices and professional boundaries.
- New staff members receive training on the strength-based approach and consistently apply it in direct service provision.
- All staff attend specialized training on vulnerable populations, such as women and girls, youth, elderly and LGBTQI individuals.
- All staff receive information on the cultural and religious practices of the populations served.
- Employment staff are trained in trauma and recovery strategies, including referral mechanisms.
- Employment supervisors undergo a management development training program.
Supervision & Coordination of Employment Staff

- NASCENT
  - There is no dedicated staff responsible for the orientation, training, and supervision of employment staff, interns, and volunteers.
  - Alternatively, the employment supervisor has additional responsibilities aside from managing employment counselors, or overseeing the quality of services provided.
  - Staff dedicated to helping clients with their employment needs rarely receive feedback on their performance.

- EMERGING
  - There is a dedicated employment supervisor responsible for the orientation, training, and supervision of employment staff.
  - The employment supervisor offers ad hoc feedback and guidance to employment counselors.
  - The employment supervisor has not clearly defined employment staff performance objectives, so staff are unclear if they are successfully fulfilling their duties.
  - Employment supervisors are sometimes available to provide support, advice and quality oversight to employment counselors.

- MATURE
  - There is a dedicated employment supervisor responsible for the orientation, training, and supervision of employment staff, interns, and volunteers.
  - Employment supervisors meet weekly with direct reports, with privacy ensured to provide feedback.
  - Employment counselors are uniformly evaluated against clear performance objectives.
  - Employment supervisors are accessible to provide support, advice and quality oversight to employment counselors.

- TOTAL
  - The employment supervisor is not available to provide support, advice or quality oversight.
  - There are no regular meetings or trainings held with employment staff.
  - Those assisting clients with their employment needs move in individual silos rather than a team-based culture, resulting in a lack of coordination, overburdened staff, and multiple gaps in service delivery.

- TOTAL
  - Staff meetings are irregularly held, so gaps remain in service delivery and staff feel strained.
  - The employment supervisor oversees the daily provision of the employment team’s duties, but is unable to provide coaching and mentoring to direct reports, and is too overburdened to actively participate in the delivery of client services as necessary.
  - The employment supervisor regularly communicates with employment staff regarding challenging cases, but does not carry out timely, professional interventions to ensure appropriate service delivery.
  - The employment supervisor encourages coordination between staff and other departments, but team building activities are infrequent.

- NASCENT
  - The employment supervisor is not available to provide support, advice or quality oversight.
  - There are no regular meetings or trainings held with employment staff.

- EMERGING
  - The employment supervisor oversees the daily provision of the employment team’s duties, effectively delegates work assignments, provides coaching and mentoring to direct reports, and actively participates in the delivery of client services as necessary.

- MATURE
  - The employment supervisor maintains close communication with employment staff regarding challenging cases and carries out timely, professional interventions to ensure appropriate service delivery.
  - The employment supervisor promotes the emotional well-being of staff and is aware of signs leading to burnout.
  - There is an office culture of staff self-care where professional development is encouraged.
  - The supervisor actively promotes a team-based culture, coordinates regular team-building activities and engages in cross-department coordination meetings.

- TOTAL
  - Weekly or biweekly meetings are held with all employment counselors, so gaps in service delivery rarely occur due to improved communication and coordination among staff.
  - The employment supervisor oversees the daily provision of the team’s duties, effectively delegates work assignments, provides coaching and mentoring to direct reports, and actively participates in the delivery of client services as necessary.

- TOTAL
  - The employment supervisor maintains close communication with employment staff regarding challenging cases and carries out timely, professional interventions to ensure appropriate service delivery.
  - The employment supervisor promotes the emotional well-being of staff and is aware of signs leading to burnout.
  - There is an office culture of staff self-care where professional development is encouraged.
  - The supervisor actively promotes a team-based culture, coordinates regular team-building activities and engages in cross-department coordination meetings.
Job Readiness Training for Clients

NASCENT
- Staff provide assistance on job search techniques, resume development, and 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.
- The organization infrequently offers sector/industry-specific skills training or vocational language classes.
- A professional mentor program is emerging.

MATURE
- Regular group job readiness trainings are offered covering all of the core topics:
  - job search techniques;
  - application process and interview techniques;
  - introduction to employment in the country of resettlement, including types of entry-level jobs available;
  - orientation to cultural nuances, hygiene, dress codes, and typical workplace expectations;
  - orientation to pay and benefit requirements and workplace rules.
- The organization has well-developed partnerships with several employers and offers sector/industry-specific skills trainings on vocational vocabulary and job-specific skills training tailored to address the needs of the employers.
- The organization offers an intensive, bilingual program designed to rapidly prepare adults with limited language.
- A professional mentor program is fully developed and employment counselors connect every client with a mentor.
### Meeting the Needs of Vulnerable Populations

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<tr>
<th>NASCENT</th>
<th>EMERGING</th>
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<tbody>
<tr>
<td>The organization does not offer services tailored to the needs of vulnerable populations (such as those with disabilities), women or youth.</td>
<td>The organization offers a women-only work readiness training, but does not provide childcare or job counseling to meet any specific needs.</td>
<td>The organization makes arrangements to ensure other vulnerable populations with specific needs, like disabilities, are addressed and can participate in job readiness training.</td>
</tr>
<tr>
<td>The organization offers work readiness training for youth, but job counseling is not available.</td>
<td>The organization offers work readiness training, childcare and job counseling to meet specific client needs.</td>
<td>Women are given assistance with accessing classes for language, life-skills, education, employment services, health, child care and parenting.</td>
</tr>
<tr>
<td>The organization makes arrangements to ensure other vulnerable populations with specific needs, like disabilities, are addressed and can participate in job readiness training.</td>
<td>The organization makes arrangements to ensure other vulnerable populations with specific needs, like disabilities, are addressed and can participate in job-readiness training.</td>
<td>Job placement strategies for these populations have been developed and implemented.</td>
</tr>
<tr>
<td>The organization offers work readiness training for youth, but job counseling is not available.</td>
<td>The organization offers a women-only work readiness training, childcare and job counseling to meet specific client needs.</td>
<td>The organization offers work-readiness training for youth, along with job counseling or referrals to outside agencies to address their specific needs.</td>
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### Career Development Programming

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<td>The organization does not offer clients career development options to advance beyond their current entry-level position.</td>
<td>The organization offers one-on-one career counseling and a professional mentorship program is emerging, but there is no additional support for clients to advance in their careers.</td>
<td>The organization offers intensive, one-on-one case management, career counseling, mentorship and educational navigation, including partnerships with vocational education training providers and apprenticeships.</td>
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<tr>
<td>The organization offers advanced work readiness training on an ad hoc basis.</td>
<td>The organization offers advanced work readiness training with flexibility to meet the needs of all client populations, such as extended hours.</td>
<td>The organization regularly offers advanced work readiness training with flexibility to meet the needs of all client populations, such as extended hours.</td>
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<tr>
<td>The organization occasionally helps clients with career pathway job placement.</td>
<td>Support in overcoming financial barriers for the achievement of vocational certificates, degrees, licenses, etc. is limited to some external referrals.</td>
<td>Clients are assisted with career pathway job placement.</td>
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<tr>
<td>Clients are sometimes referred to vocational or internship programs provided by external providers.</td>
<td>Clients are supported in overcoming financial barriers for the achievement of vocational certificates, degrees, licenses, etc. through both in-house and external sources.</td>
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</table>
| Clients can access programs to develop on-the-job skills through paid internships, vocational training or subsidized work programs either directly through the organization or through specific referral mechanisms to external providers. | | }
Employer Engagement & Job Development

**NASCENT**
- The employment supervisor does not keep track of employer partners nor engages to ensure the partnership is on track.

**EMERGING**
- The employment supervisor keeps track of employer partners, but rarely engages to ensure the partnership is on track.

**MATURE**
- The employment supervisor ensures regular and accurate tracking of employer partners.

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Monitoring & Evaluation

**NASCENT**
- Employment supervisors do not ensure oversight and monitoring of case files for proper file documentation.
- Employment supervisors do not ensure full compliance with all policies, procedures and protocols.
- Employment services data is not collected or reviewed.

**EMERGING**
- The employment supervisor sometimes provides oversight and monitors case files for proper file documentation.
- The employment supervisor ensures partial compliance with all policies, procedures and protocols.
- The employment supervisor sporadically collects and reviews employment services data to determine areas of strength and areas of improvement.

**MATURE**
- The employment supervisor regularly provides oversight and monitors case files for proper file documentation.
- The employment supervisor ensures full compliance with all policies, procedures and protocols.
- The employment supervisor is accountable for ensuring accurate and timely tracking and reporting of employment services data, and provides outcomes to donors and all relevant parties.
- The employment supervisor systematically collects client feedback and implements interventions to improve scope and quality of client services based on the feedback received.

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

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**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