

Career Scope Framework

A Coached Employment & Career Development Model

2012

.....If more participants are connected to better-fit employment that provides them with sustainable income in occupations with the potential for career advancement, wage increases, and benefits overtime, families will be more likely to stay off of TANF and continue on a pathway towards self-sufficiency.

Updated 01/25/12

Background

Over the years, there have been a number of changes to the WorkFirst program, but the fundamental message has remained the same -- to help WorkFirst participants “get a job, get a better job, and get a better life.” With the signing of E2SHB 3141 on April 1, 2010, Governor Gregoire charged the WorkFirst SubCabinet to work with legislators and stakeholders to re-examine Washington’s WorkFirst Program and deliver recommendations on changes. These changes needed to *build on best practices and make the program more efficient, sustainable, and effective in helping WorkFirst families achieve stable employment so they can move out of poverty.* The WorkFirst Re-examination began in May 2010. The final report “*Resetting Washington’s WorkFirst for the 21st Century*” was delivered to the Governor in February 2011.

Redesigning WorkFirst Employment Services

In response to the Governor’s charge, Employment Security Department (ESD) initiated a redesign of employment services (Job Search) for WorkFirst participants. With the mounting costs of generational poverty and its long-term impacts to children, putting WorkFirst participants to work was no longer enough. The new approach to employment services would build on lessons learned and shift away from a traditional *one-size-fits-all* (transactional) approach to an *individualized* participant centered (transformational) approach to helping people go to work. The goal was to do more to engage participants earlier in their employment readiness process with value added activities that would meet them where they are and increase their likelihood of employment. In addition, the new model would do more to stay connected with families over time and provide retention services and supports that would help move them out of poverty on a pathway towards self-sufficiency. ESD began piloting *Career Scope* in WorkSource offices in July of 2011.

What is Career Scope and what are the benefits to WorkFirst participants?

Career Scope is a four phased WorkFirst employment services and career development pathway that -

- ✓ Moves beyond getting a job to helping participants move forward on a pathway towards self-sufficiency.
- ✓ Focuses on value to the participant and meaningful engagement in activities that support skills development and employment.
- ✓ Utilizes proven engagement and career coaching techniques for more participant buy-in.
- ✓ Refines ‘work ready’ to focus on those participants most ready for employment as a next step.
- ✓ Expands the use of up-front, strengths-based employment assessments to determine work readiness and career pathways.
- ✓ Provides individualized employment pathways to meet participants where they are – Coach Assisted, Coach Supported, and Coach Supervised work search services.
- ✓ Shifts service delivery away from a one-size-fits-all approach to an individualized approach with flexible options for engagement.
- ✓ Focuses on the development of ‘employment assets’ to ensure participants are fully prepared and packaged to go to work.
- ✓ Utilizes peer to peer activities for added support.
- ✓ Connects participants to ‘better fit’ employment (expanding sectors and demand occupations, career ladders and benefits) through targeted job development, including on-the-job training.
- ✓ Expands skill development and online learning opportunities.

- ✓ Focuses on long-term connections with post TANF working families through optional ongoing retention and career development services.

Connecting WorkFirst Participants with Career Scope

DSHS case managers discuss work activity options with WorkFirst participants based on what they need to in order to prepare to go to work. A Comprehensive Evaluation (CE) is conducted by the DSHS case manager to determine the participant's work readiness. Participants that meet the following work ready criteria may be referred to Career Scope.

New Career Scope 'Work Ready' Criteria

The following 'work ready' criteria provides additional information for the DSHS case manager and the ESD WorkFirst employment coaches to determine a participants appropriateness for Career Scope. Participants needing "filler" activities between academic quarters or while they are waiting to enter a community contractor program are not appropriate for Career Scope. Career Scope is for WorkFirst participants needing assistance to go to work.

Participants being referred to Career Scope need to have –

- ✓ Child care in place, including a back-up child care plan.
- ✓ Reliable transportation plan, including back-up transportation.
- ✓ A current Comprehensive Evaluation (CE) in eJAS.
- ✓ Picture ID and Social Security information **or** be able to obtain within the first 4 weeks of entering Career Scope.

And Participants must be –

- ✓ Willing, able, and available to accept employment if offered – FT employment being the goal in helping move families toward self-sufficiency.
- ✓ Able to -
 - participate in Career Scope FT (32 - 40 hours per week **or** 20 hours per week for single parents with a school aged child under the age of 6) **or**
 - participate in Career Scope PT (a minimum of 10 hours per week) while completing the last 4 weeks of another work readiness activity (Commerce Programs, training, education, other) **or**
 - participate as outlined in their Individual Responsibility Plan (IRP). Example: In approved Participation Suspended status (SU).
- ✓ Preferred, but not required – Have a high school diploma, GED **or** are enrolled in a GED program and making satisfactory progress.

Phase I – Orientation & Assessment (*career exploration & skills identification phase*)

Key Participant Deliverables –

- ✓ *Receive an employment readiness screening*
- ✓ *Participate in a WorkSource and Career Scope Orientation*
- ✓ *Completion of a comprehensive Employment Assessment using specified instruments*

- ✓ *Interpretation of formal and informal assessment results*
- ✓ *Introduction to career exploration tools and resources*
- ✓ *Learn about peer to peer mentoring activities*
- ✓ *Awareness of Works & Careers*
- ✓ *Establish an email account*
- ✓ *Information on the local labor market to help identify a career pathway*
- ✓ *Identification of short and long-term employment goals*
- ✓ *Overview and Expectations of Phase II – Asset Development*
- ✓ *Completion of a post orientation Customer Service Satisfaction Survey*

Orientation & Assessment provides an opportunity for ESD to welcome WorkFirst participants to WorkSource and help them understand why work is important, what skills they can bring to the workplace, what kinds of jobs are available in the community, where they might fit in the local labor market, and how to achieve their long-term goals for self-sufficiency. Coaches provide Phase I activities in both group and one-on-one sessions. Activities could last up to five days and consists of two parts.

- ✓ **Step A.** – Complete an initial work readiness criteria screening. If appropriate for *Career Scope*, participants would continue to **Step B.**, if not they would be referred back to DSHS with a recommendation for more appropriate activities.
- ✓ **Step B.** – Participants continuing in *Career Scope* will receive a WorkSource and WorkFirst *Career Scope* Orientation and complete additional ‘strengths based’ employment assessments, including interpretation of the results. In addition, participants will receive an introduction to career exploration tools and resources and learn more about the local labor market and career pathways. Coaches will work with participants to develop short and long-term employment goals. Once the initial Activity/Job Search Log is complete, coaches will assist in the developing the participant’s initial Activity Planner and determine the next steps in the process. Depending on their work readiness, participants may move into Phase II or Phase III.

Note: At the conclusion of each phase in the model, coaches will provide general information regarding the participants ‘next steps’ and address any questions prior to referring them forward.

Phase II - Asset Development (*work search preparation phase*)

Key Participant Deliverables –

- ✓ *Individual employment services based on specific seeker needs*
- ✓ *Create and maintain an Inventory of Employment Assets*
- ✓ *Identify and address employment barriers*
- ✓ *Develop Employment Assets or competencies, including interview skills*
- ✓ *Develop work search products, including a resume and master application*
- ✓ *Develop a Customized Employment Portfolio*
- ✓ *Engage in peer to peer mentoring activities*

- ✓ *Participate in work readiness workshops and activities*
- ✓ *Introduce skill development modules – KeyTrain, Microsoft eLearning, computer basics*
- ✓ *Continue with other work readiness activities (example: GED preparation)*
- ✓ *Evaluation of work search readiness*
- ✓ *Overview of Phase III and referral into Employment Pathways*

Asset Development provides participants the time, tools, employment skills, resources and support necessary to prepare them to begin looking for work. The goal is to ensure each participant completes an individual set of activities based on their employment readiness prior to initiating their work search activities. Participants will create an Inventory of Employment Assets that captures the assets and competencies they have in order to be ready to look for work. Participants will develop work search products including a resume, master application and 60 second commercial. They will engage in workshops, skill development activities, peer-to-peer networking, and individual exercises to address employment barriers. In addition, participants will continue their career exploration process, and develop a Customized Employment Portfolio to share with potential employers. Completed assets will be recorded in the Inventory of Employment Assets. Phase I and II activities are conducted in both group and one-on-one coaching sessions and could last up to three weeks.

Once all required assets have been completed and the Customized Employment Portfolio is developed, a determination will be made between the coach and participant on whether they are ready to move forward into Phase III.

Phase III – Employment Pathways *(work search phase)*

Key Participant Deliverables -

- ✓ *Receive one-on-one employment coaching sessions*
- ✓ *Two week employment readiness evaluations*
- ✓ *Access to on-going skill development modules – KeyTrain, Microsoft eLearning, computer basics*
- ✓ *Continue career exploration*
- ✓ *Update their weekly Activity Planner*
- ✓ *Continue peer to peer activities*
- ✓ *Access to the WorkSource resource room and all available workshop and activities*
- ✓ *Local labor market information tied to established career pathway*
- ✓ *Job development assistance – such as OJT*
- ✓ *Job referrals based on local in demand O*NET codes*
- ✓ *Updated Inventory of Employment Assets*
- ✓ *Access to Job Club activities*
- ✓ *Overview of Phase IV and a Workers & Careers introduction*
- ✓ *Completion of the Career Scope - Employment Services Customer Satisfaction Survey or for those in their eighth week of Career Scope completion of the 8 week Survey*

Employment Pathways provide work ready participants the supports and resources they need to conduct a successful work search. There are three individualized employment tracks (Coach Assisted, Coach Supported,

and Coach Supervised) designed to provide employment coaching support based on the participant's work search readiness.

- ✓ **Coach Assisted (Track A)** – for those participants who are fully capable of conducting independent work search activities and require minimal support to go to work. Participants must demonstrate excellent attendance, follow thru on assigned tasks, have recent job experience with marketable skills, and take initiative and/or volunteer assistance in peer to peer activities and interactions.
- ✓ **Coach Supported (Track B)** – for those participants who are able to self-manage their work search activities and participate with moderate support of an employment coach to go to work. Participants must demonstrate good attendance and follow thru and activity participate in group activities.
- ✓ **Coach Supervised (Track C)** – for those participants who require intensive coaching and support to conduct a successful work search and go to work. Participants have demonstrated challenges with consistently meeting program expectations.

Participants will be placed in an employment track at the completion of Phase II. The determination is made between the staff coach and the participant based on their demonstrated participation in previous activities and their work search readiness. Participants may move between tracks as they progress in their work readiness with the coach's approval.

Coaches will work with the participant to develop their weekly Activity Planner based on their career goals and Success Map. Required activities will include participation in Job Club. Coaches will engage in meaningful conversations with participants during their scheduled coaching sessions. The coach's primary role is to provide one-on-one career coaching and support services in order to help the participant successfully go to work. Phase III activities may be conducted in group and one-on-one coaching sessions. Phase III could last up to nine weeks.

Phase IV - Workers & Careers *(post TANF employment and retention phase)*

Key Participant Deliverables -

- ✓ *On-going career coaching and support*
- ✓ *Access to skill development opportunities through WorkSource*
- ✓ *Referrals to post-employment training opportunities*
- ✓ *Connections to community resources*
- ✓ *Access to ongoing peer to peer activities*
- ✓ *Support to update work search products, including a resume and master application*
- ✓ *Career and wage progression opportunities*
- ✓ *Job referrals*

Workers & Careers provides a voluntary, post TANF employment support. The services are available up to one year for participants who have gone to work and have exited TANF. The goal for this phase of Career Scope is to stay connected with working participants for ongoing job retention support, wage progression, career advising,

and connections to skill development and training opportunities. Participants will stay connected to their coach over the phone, through e-mail, or through one-on-one in person coaching sessions.

Participants will be encouraged to develop an income and resource plan to help them understand how to budget their employment income and determine what additional resources or supports they need to progress on a pathway towards self-sufficiency. They will be invited to stay connected to Career *Scope* to share their success stories and provide peer-to-peer support to WorkFirst participants through activities like job clubs, and orientations to motivate others to go to work. Participants would be encouraged to continue to access WorkSource for additional skill development and eLearning opportunities. Participants would be able to continue updating their Employment Assets Inventory as additional competencies are achieved including skill gains and work experience. Coaches and participants would have scheduled check-in's every 30-60-90-120 days and 1 year point. Phase IV could last up to one year once the participant has gone to work.

Note: Workers & Careers builds on lessons learned from the success of the WorkFirst Career Services Program.