

**REDF**workshop

# Assessing Job Readiness

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# Today's Speaker

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**REDF**



# Session objectives

## What the session will cover:

- What is the definition of Job Readiness, key components, and why is it important
- Background on REDF Job Readiness Assessment and sample applications
- Best Practices for utilizing a Job Readiness Assessment within your transitional social enterprise

## Intended takeaways:

- Framework Job Readiness you can adapt to suit your transitional jobs program
- Sample staff training and calibration to implement in your transitional social enterprise

What does it mean to be “job ready”?

# What is Job Readiness?

Definition: Soft Skills based assessment to determine **performance** in the transitional social enterprise and **professional and personal readiness** to transition to competitive employment.

## Why Do We Use It?

- ✓ Performance Based Assessment
- ✓ Case Management Tool
- ✓ Trigger for placement

# Soft, Personal, & Hard Skills

REDF has identified 18 soft skills and 5 Personal Readiness categories, You may have others...

Soft Skills	Hard Skills	Personal Readiness
<ul style="list-style-type: none"><li>• Attendance &amp; punctuality</li><li>• Workplace performance</li><li>• Workplace appearance</li><li>• Communication &amp; attitude</li></ul>	<ul style="list-style-type: none"><li>• Industry / Program Specific<ul style="list-style-type: none"><li>◦ e.g. Wax melting</li><li>◦ e.g. Knife skills</li><li>◦ e.g. Garment pricing</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Housing</li><li>• Childcare</li><li>• Health</li><li>• Legal status</li><li>• Transportation</li></ul>
Evaluated by supervisor	Evaluated by supervisor	Evaluated by case manager

The best JRA and skills assessment combine a base of standard soft and personal assessments and overlay industry and program specific goals.

# Thought Experiment: Assessing Job Readiness

You are embarking on establishing a JRA tool for your employees, what are some factors you need to consider?

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Metrics

Timing

Staffing

Confidentiality

Communication

Testing



# Metrics



- Decide on the metrics as a team
  - Both sides of the SE (program and business) should clearly define what metrics make the most sense to assess job readiness
  - Ensure that the metrics align with your organization's culture and policies
- Make your rubric as clear and concise as possible
  - The clearer the rubric, the easier it is to fill it out in a timely manner and relay feedback to the client
  - If you decide to utilize a scoring mechanism, use an Excel sheet to do the math for you, to avoid mistakes

# Timing



- JRAs should be conducted early and frequently:
  - If your program is longer than 3 months, conduct on a quarterly basis, at least ½ way through
  - If 3 month program, monthly from beginning of program
- Early Exits:
  - No longer conduct JRA for those who leave program before 1 month of work
  - If they have worked 1-3 months, conduct JRA and mark they are leaving for employment

# Staffing



- Supervisor

- Informs case manager and worker of ratings for each category of performance and behaviors (relevant time period: prior month only)
- Disciplines, coaches, and provides feedback to transitional workers on ongoing basis

- Employment specialist / Case manager

- Manages job readiness assessment process
- Assesses worker against “Personal Readiness Checklist” and makes final determination of job readiness rating
- Supports worker in efforts to improve job performance and personal readiness

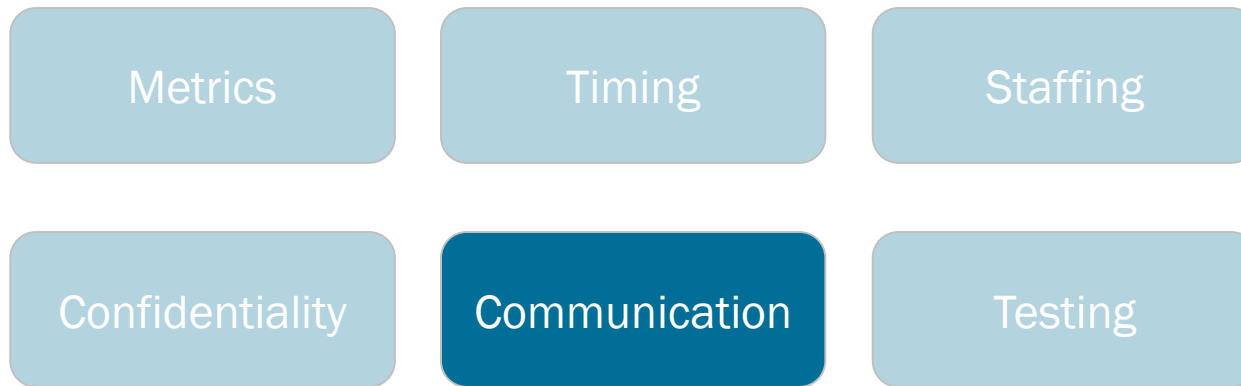
- Worker

# Confidentiality



- Supervisor may share information re performance w/ full assessment team
- Information re: personal situations is not to be shared with supervisors

# Communication



- Share form and discuss assessment categories and standards with workers shortly after hire and how it is used (during orientation ideal)
  - Each SE needs decide when this will happen and who is responsible for the communication
- Face-to-face meetings to walk through the assessment and opportunities for improvement
  - Employment Specialist and Worker are mandatory participants. Supervisor participation is preferred but not required.
  - Worker is to be paid for time spent in meeting

# Testing



- Decide when you will pause to evaluate how the JRA is going
  - After the first cohort to be assessed? One year after implementation?
- Do an analysis
  - Important to evaluate both the clients' scores and the process itself. Where can you improve your program? How can you improve the process to assess and give feedback to clients?
- Make adjustments
  - Test out your updated JRA based on your analysis and feedback

# Job Readiness Assessment Tool

# LA:RISE Background

## Development of the Standards

- Developed with input from SEs and local competitive employers
- Pulled from 10+ worker standards / certifications
- Vetted by employers, including Starbucks, Disney, and Cheesecake Factory

## Purpose

- Single standard of job readiness across LA:RISE SEs
- Increase confidence of employers in graduates of LA:RISE SEs
- Measure employees' on-the-job performance, rather than inputs (training) or standardized testing

## Function within LA:RISE

- Integral component of LA:RISE grant and pilot effort
- “Job Readiness Certification” required to qualify for placement with Bridge employers
- Key for creating consistent communications with employers



# Job Readiness Assessment Tool

## Job Readiness Criteria

**REDFworkshop: Job Readiness Assessment Tool**

Employee Name:

Title:

Hire Date:

Reviewers:

Prior Assessment Score:

Review Date:

**JOB READINESS CRITERIA**  
*to be completed by the supervisor*

*In this first section, the supervisor evaluates the employee's job readiness and work experience on a scale of 1 to 4 (1=Unsatisfactory, 2=Inconsistent, 3=Proficient, 4=Exemplary). For each job readiness standard, there are descriptions of performance at each score level. Whenever possible, it is important to use data such as attendance records, write-ups, or tangible accomplishments to guide scoring. Once the supervisor has finished scoring the standard requirements, an overall "Job Readiness Rating" score will automatically be calculated in the summary section at the end of this form.*

**Attendance & Punctuality**

Attendance	Unsatisfactory (1)	Inconsistent (2)	Proficient (3)	Exemplary (4)	RATING
Understanding work expectations for attendance and adhering to them. Notifying supervisor in case of absence. Completing any required paperwork.	Excessive absences. Insufficient notice provided. Some or all of absences are unexcused.	Below 90% attendance. Usually provides advance notice of absence. Most absences are for valid reasons in accordance with employer policy.	Maintains 90% attendance; notifies supervisor ahead of time prior to absence. Any absences are for valid reasons in accordance with employer policy.	Perfect attendance (no absences, including excused).	<i>please select</i>
Punctuality	Unsatisfactory (1)	Inconsistent (2)	Proficient (3)	Exemplary (4)	RATING
Understanding work expectations for punctuality and adhering to them. Arriving on time for work, taking and returning from breaks and meals on time, and calling supervisor prior to being late.	Excessively late for start of work and returning from breaks/meals. No notice provided in advance of tardy arrival/return.	Inconsistent in arriving to work, returning from breaks on time, and calling supervisor to provide notice.	Arrives to work and returns from breaks on time with only rare exceptions. If late, notifies supervisor ahead of time.	Perfect or near-perfect in arriving for work and returning from breaks on time. Model for other workers.	

**Workplace Performance**

Performance	Unsatisfactory (1)	Inconsistent (2)	Proficient (3)	Exemplary (4)	RATING
Completes tasks accurately and on time. Quality and quantity of work product meets or exceeds expectations.	Tasks are rarely completed accurately or on time. Quality and quantity of work product is consistently substandard.	Inconsistent in meeting standards around work quality and quantity.	Quality and quantity of work usually meets expectations.	Quality and quantity of work often exceeds expectations.	

**RATING**

**Proficient**

please select  
Unsatisfactory  
Inconsistent  
**Proficient**  
Exemplary

# Job Readiness Assessment Tool: Personal Readiness

Personal Readiness Category	Standard (can be customized)	Current Status	Comments	Level of Readiness
Housing	Housing situation is stable and there is no risk of becoming homeless	<i>please select</i>		<i>please select</i>
Childcare	Has access to consistent and affordable childcare services. Unlikely to be late or miss work due to childcare issues.	<p><i>please select</i></p> <ul style="list-style-type: none"> <li>Homeless</li> <li>Unstably housed (such as couch surfing, sleeping in a vehicle, staying in a shelter, etc.)</li> <li>Transitional housing with an end date (such as treatment program, half-subsidized housing, etc.)</li> <li>Subsidized housing (such as rapid rehousing, time bound rental subsidy, etc.)</li> <li>Permanent supportive housing</li> </ul>		<i>please select</i>
Health	Physical and mental health needs are taken care and should not affect employment or performance	<i>please select</i>		<i>please select</i>
Legal Status	All legal issues (if any) have been resolved before seeking outside employment. Should not have to miss work to handle legal issues.	<i>please select</i>		<i>please select</i>
Transportation	Able to get to consistently get to and from work without assistance from the social enterprise	<i>please select</i>		<i>please select</i>

Meets standard

*please select*

Meets standard

Does not meet standard

# Job Readiness Assessment Tool: Scoring and Next Steps

JOB READINESS ASSESEMENT SUMMARY <i>automatically calculated</i>	
Employee Assessment Score	3.6
Employee has a received an "unsatisfactory" in any job readiness category	No
Employee "meets standard" for every personal readiness category	Yes
Employee has earned Job Readiness Rating of 3+ for two evaluations in a row	Yes
Job Readiness Assessment: <b>Ready</b>	

COMMENTS / NEXT STEPS

# Scoring

- Performance and Behaviors



- Personal Readiness Checklist

- Indicates Work Readiness Recommendation
  - Suggests Action Plan
  - o If someone fails the personal readiness section at first assessment, immediately identify barriers and provide supportive services
  - o If someone passes soft skills but fails personal readiness upon exit or at 30 hours, only refer to employment if supportive services is in place to remedy barrier
  - Not an immediate “fail,” but refer with consideration
- Workers who get a job through their own job search and go directly into this job may be scored based on prior performance at the time of exit and classified as “job ready” if they meet the standards

## Activity: Attendance & Punctuality

Suzette was no call / no show several times during her first few months of work. However, since she and her kids moved back in with her mother, she has made it to work consistently. She seems happier too and has become friendly with several of her co-workers. She and Juanita have really hit it off. They sometimes get so caught up in their conversations that they don't notice the time and return from break a few minutes late.

**How would you rate Suzette?**

# Key Takeaways

- Defining goals, roles, and metrics upfront is crucial
- You know your clients and business best- use what you already know to build or update your JRA
- Don't forget to focus on the process of administering JRAs
- Test, Evaluate, Calibrate, Repeat!

# Questions?

*Please type any questions you have in to the chat feature.*

# Thank you!

If you haven't already, please create your account on **REDFworkshop.org/join** to keep informed and access all of our materials and tools

Today's slides and recording will be posted on **REDFworkshop.org/webinars** by the end of the day today

Please join our upcoming webinars:

- Tuesday 7/16 – Online Marketplaces
- Wednesday 7/24 – Social Innovation and the Future of Work

And please take our survey!