



Tailoring your Success Program to your Focus Population

Economic Mobility – Optimizing Program Design



Introductions



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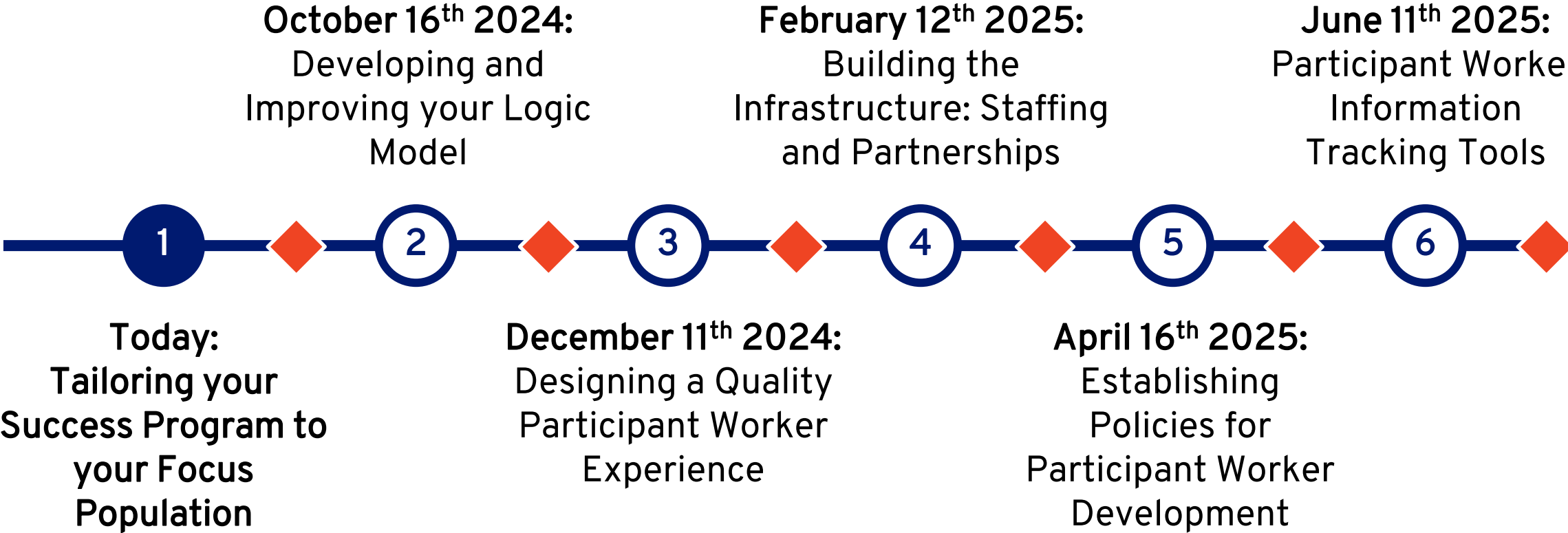


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 Optional Coaching Sessions



A large blue outline of a clipboard with a circular clip at the top center. Inside the clipboard frame, the text "SESSION OBJECTIVES:" is centered at the top, followed by a bulleted list of five objectives.

SESSION OBJECTIVES:

- ☐ Build peer connections
- ☐ Increase awareness of employee success programs and the impact of tailoring program design to focus population needs
- ☐ Increase familiarity with employee discovery and effective employee success programs
- ☐ Increase familiarity of employees as customers and product market fit
- ☐ Create space for raising questions, but be comfortable with not be able to resolve all questions today

How are we Going to Accomplish These Objectives?

1. Introductions of you all!
2. Community Standards Development
3. Reflect on the focus population your ESE serves
4. Engage in a case study to design a program for a focus population
5. Use a tool that supports identifying and documents goals for supporting your focus population through your program model
6. Commit to what is next for you based on learnings from this session

Your Optimizing Program Design Cohort!



Community Standards

Below is a starting point, let's take a few minutes to discuss, adapt, and remove, and add as needed!

- **Stay engaged:** We'll be spending an intensive, albeit brief period of time together. It's important that folks take care of their individual needs so that they can stay actively engaged in the entirety of the discussion. Please refrain from being on your phone or computer, unless using to take notes. When virtual, please try to limit other activities.
- **Listen to understand:** As opposed to listening to respond, where we wait for someone to stop speaking so we might speak, listening to understand invites us to actively take in what our peers are saying and ask follow-up questions to ensure we understand not just what a person says, but what they mean.
- **Take space, make space:** If you're someone who is typically comfortable speaking in group settings, consider paying attention to when and how frequently you share, giving space to those voices the group might hear from less frequently. If you're someone who is typically quieter in group settings, consider taking a chance and sharing your questions, thoughts, concerns, and opinions.
- **Nobody knows everything, but together we know a lot:** Everyone has expertise to contribute whether it be skills, resources, stories or insights. Our collective knowledge far exceeds our individual contributions.
- **Challenge assumptions:** We're here to learn from one another and that means asking difficult questions and challenging what we may assume to be best practice. Many of our assumptions are invisible in our culture and ways of working. How might we get curious about the things we assume to be true to explore if there are ways to innovate and evolve our practices?
- **Expect and accept non-closure:** During our limited time together we will not be able to address and solve all open question. That's ok! Prepare yourself in advance that decisions may remain under discussion, questions may remain open and we simply may not have time to address some topics. This is part of an ongoing conversation and there's more to follow.
- **Center Participant Workers:** Participant Workers are the heart of our work. Keep the resident experiences, perspectives, needs and desires front and center in all things
- **Embrace Diversity in All of its Forms:** Acknowledge and value the diversity of perspectives and opinions within the group, specifically how they may be informed by folks lived vs. learned experiences.
- **Create a Safer Space for Sharing / Refrain from Attribution:** We want people to feel comfortable sharing experiences, observations, and ideas - even if those are ideas aren't yet fully baked. Let's help people be vulnerable and feel comfortable sharing by not attributing specifics.
- **Understand The Difference Between Intent & Impact:** Try to understand and acknowledge impact. Denying the impact of something said by focusing on intent is often more destructive than the initial interaction.



Let's get into it!

Non-Judging Awareness

Fist to Five

- I have a deep understanding of the people my ESE employs
- Our ESE Leadership teams actively and consistently seeks new information about the people our ESE employs.
- Our ESE Leadership team designs elements of my ESE in partnership with the people my ESE employs
- Our ESE has identified outcomes for the people my ESE employes
- I am confident that the supports and programming that my ESE provides help employees to reach the desired outcome

Focus Population Definition and Example

Focus Population: The group of people breaking through barriers to employment that your ESE intentionally hires, trains, and supports.

People with Justice System Involvement: People who have been arrested, charged with a crime, and/or spent time incarcerated (jail or prison).

People with a Mental Health Challenge: People who have a mental health condition that affects how they think, behave, and interact with others which impacts their ability to function in daily life, including in the workplace.

People with Experiences of Homelessness/Housing Instability: People who have experienced/are experiencing homelessness or unstable housing.

Refugee/Asylee: People who have experienced serious threats to their wellbeing in their home country and left to seek safety and a better way of life.

Focus Population Definition and Example

People with a Substance Use Issue: People whose substance use impacts/impacted their daily functioning, including ability to work.

Opportunity Youth/Emerging Adult: People between the ages of 16 and 24 with life experiences that present barriers to employment.

People Who Have Experienced Domestic Violence: People who have been in a relationship that included a pattern of behaviors meant to maintain power and control over them by another person.

People Who Have Experience Trafficking: People who have been forced, coerced or deceived into working or providing a service by another individual, this includes commercial sex work as well as other types of work (including agriculture, domestic work, and cleaning services).

Activity



My employees
are getting their
lives on track
and just need
some support to
succeed in their
jobs.

My employees
are going
through really
hard times and
need intensive
supports to be
successful.



My employees have networks of friends, family, and community through work, church, recovery groups, and community service.

My employees are building or rebuilding a network of support. Right now, we may be all they have.



My employees come to us with some hard and soft skills gained through work experience prior to their employment with me.

My employees have very little to no relevant work experience and are learning and practicing a lot of new skills on the job.



My employees
have built up some
inner strength and
confidence on
which they can
draw when they
face adversity at
work.

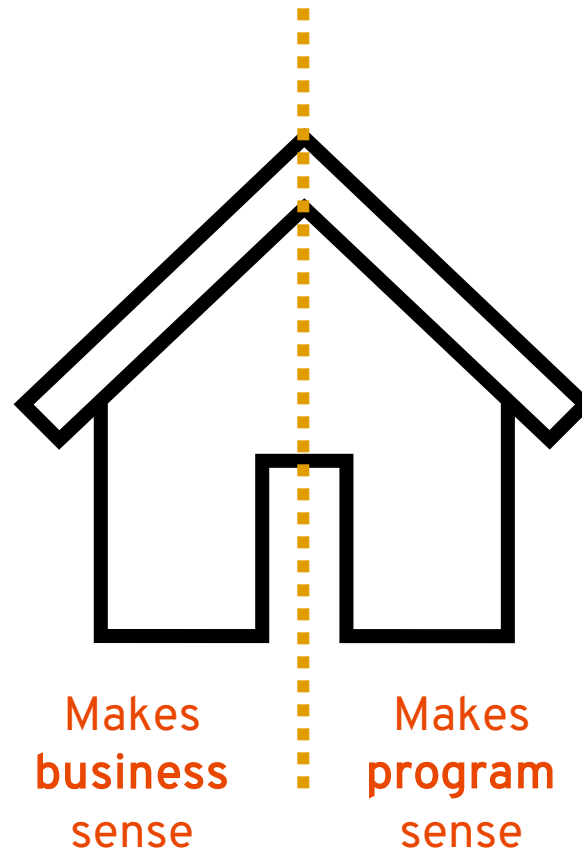
My employees lack
self confidence and
a sense of their
own strength and
we are actively
building those
things through
their employment.

Observations



Tailoring your employment social enterprise to your focus population is critical to the business and program

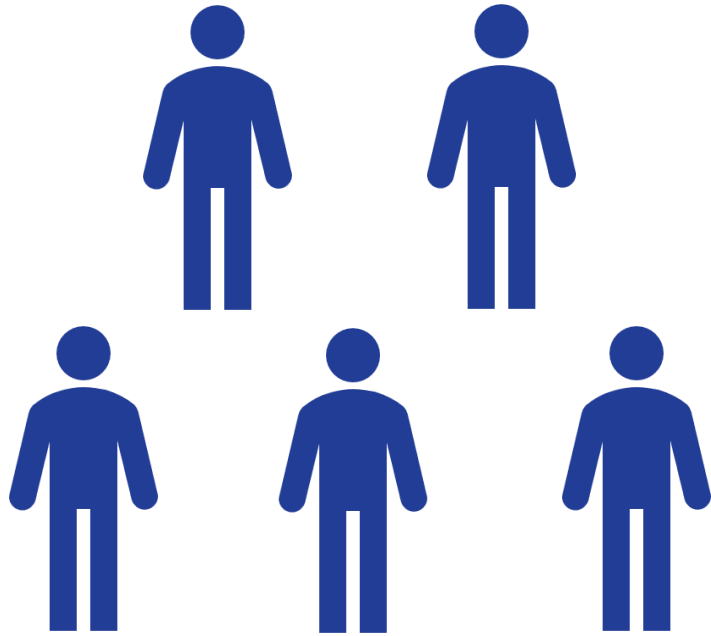
- Less turnover
- Improves culture
- Improves bottom line



- Better people outcomes
- Helps an ESE become trauma aware
- Efficiency – no unnecessary activities

Intro to the Employee Success Program

Getting aligned with the language we use



Focus Population – The people an ESE actively recruits and is focused on providing work experience and support to.

Participant Employees – Individuals overcoming barriers to employment hired by your ESE.

Employee Success Program

Employee Success Program:

ESE services to support participant workers' success while working at the ESE and onwards

The **structure** and **activities** through which you address the barriers to employment faced by participant employees.



Program Structure

The intentional design of the employee's job and pathway within the social enterprise to ensure long-term employment.



Wraparound Services

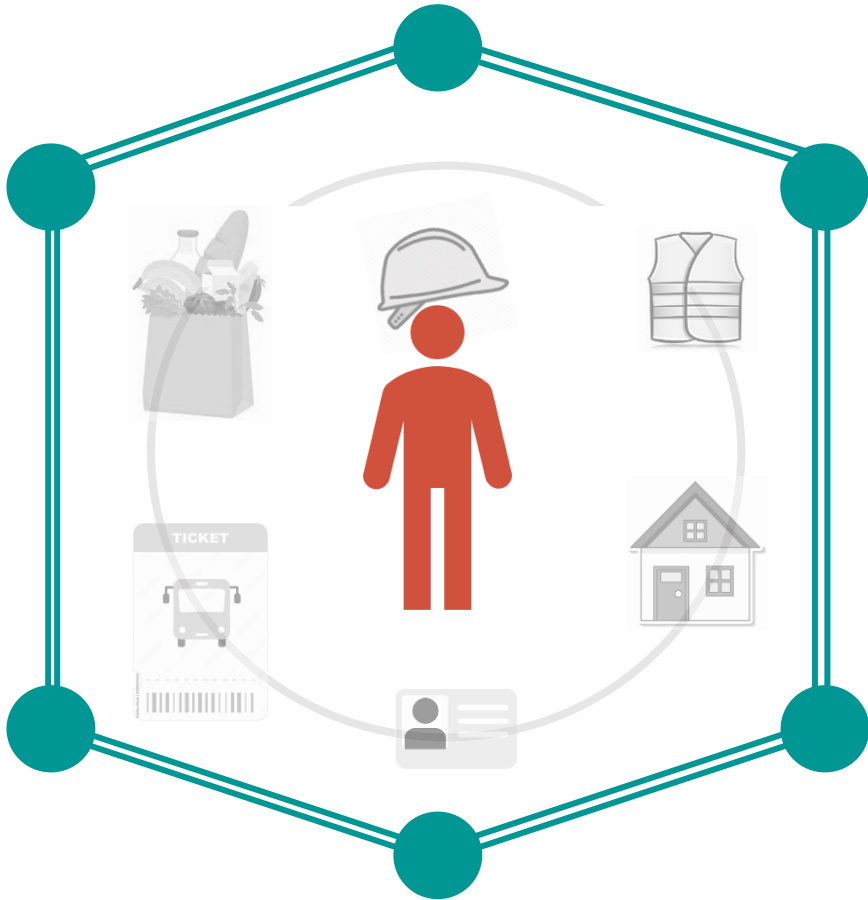
The individual activities, services, and benefits that help employees secure, succeed, and advance toward post-supportive employment.



Job Skills

The training that equips employees with essential skills to successfully perform their job at the ESE and prepare for post-supportive employment.

Program Structure



Program Structure – The intentional design of the employee’s job and pathway within the social enterprise to ensure long-term employment

Examples of program structure:

- Length of time a participant employee is employed before being considered for promotion or supported into a new job
- Wage rate
- Expected meetings/check-ins with coaches/case managers
- Culture
- Benefits
- Requirements for programmatic success

Wraparound Services

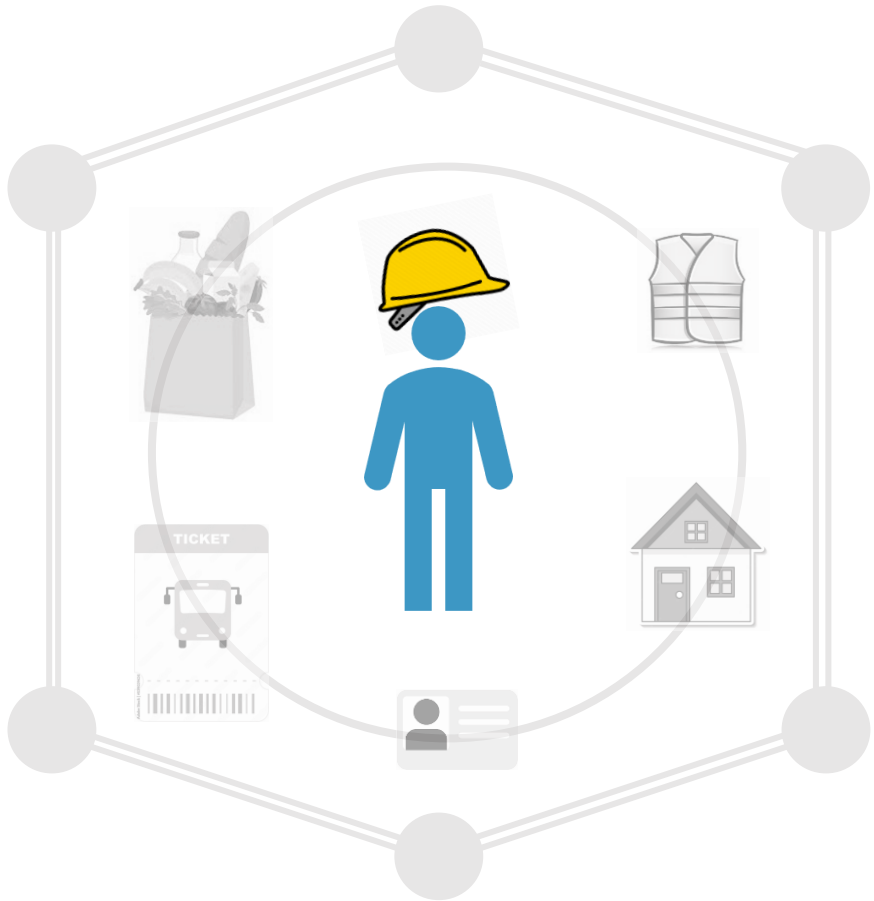


Wraparound Services – Resources that help participant employees secure, succeed and advance in employment (e.g., transportation assistance, earnings supplements, record expungement, retention incentives). These wraparound services address the barriers/ obstacles faced by the participant employees.

Examples of wraparound services

Vocational skills training	Relapse avoidance planning	Mentorship
Work readiness credential	Case management	Basic educational instruction
Soft skills training	GED credential	Facilitated/mandated savings
Interest assessment/ goal setting	Emergency funds	Financial education and coaching
Individual placement and support	Funds for employment-related expenses	Benefits planning, screening, & application

Job Skills



Job Skills – Job training that supplements work experience to equip participant employees with the skills needed for long-term success in mainstream employment and life. This includes on-the-job training (firsthand experience and learning from doing a job with real-time guidance from a co-worker or supervisor) and instructor or group-led training (classroom or skills training provided before or during ESE employment to upskill employees).

Examples of job skills:

- Running a power washer
- Sorting donated goods
- Putting labels on candles
- Planting a tree
- Developing a delivery route
- Designing a website
- Clocking in and clocking out
- Requesting time off

Considerations for your Employee Success Model



Program Structure

Participation Model	Staffing
Budget	Delivery Method
Business Industry & Model	Metrics to Track
Recruitment & Hiring	Policies and Procedures



Wraparound Services

Budget	Partnerships
Typical barriers faced by workers	Availability of expertise



Job Skills

Term Length or Promotion Pathway	Labor Market Demand
Wage Potential	ESE Compensation
Training	Skills @ hire of workers



How to Tailor your Employee Success Program to your Focus Population

Tailoring your employee success model

As you design or iterate on your employee success model, consider three critical steps

1

Define Goals

- What are the overarching goals of your employment social enterprise?
Consider your business and social impact

2

Define Strategies

- What are the key sets of strategies your ESE is focusing on in order to achieve your defined goals?

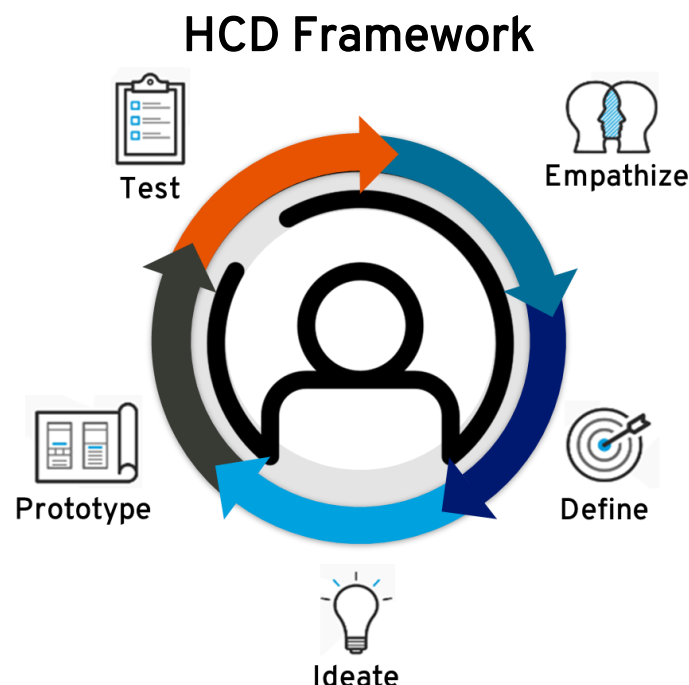
3

Tailor Your Model

- What are the job skills that are needed to be successful?
- What should I consider for the program structure?
- What services/ benefits should I offer?

Human Centered Design supports defining goals of your program

Human-Centered Design (HCD) is an approach to problem solving that encourages organizations to focus on the people they're creating for, which leads to better products, services, and processes.



Consider conducting interviews, focus groups, and/or surveys, Some important questions to consider are:

- What have they experienced in their life that may have impacted/is impacting their ability to find stable employment?
- What are my employees long term goals for themselves?
- What are their needs? What are their assets?
- What skills may be enhanced in order to improve their likelihood of achieving their employment goals?

Goals you may consider:

- Participant workers transition to external employment
- Increase in social capital for participant workers
- Employees have increased hope for their future
- Employees have increased their autonomy
- Participant workers retain their employment 12 months after starting the ESE
- All participant workers are promoted within X months

REDF has identified six key strategies for employee success programming that apply to many social enterprises' goals

Six Strategies

- **Get and keep benefits:** Ensuring employees are connected to the benefits that they qualify for as well as leveraging the new benefits made available to them because there are working like Earned Income Tax Credit (EITC)
- **Level the playing field:** Removing your employees' barriers so they are not at a disadvantage compared to other applicants for jobs outside the ESE
- **Connect to employment:** Supporting your employees succeed in the workplace when or if they decide to transition from the ESE.
- **Prevent backtracking:** Ensuring that the gains made during ESE employment are permanent
- **Incentive Success:** Providing incentives for success, beyond a paycheck
- **Build towards a better future:** Providing opportunities for your employees to achieve long term stability

Articulating what strategies and beliefs underlie your goals helps to articulate how you will achieve success

Connecting Goals, Strategies, Employee Supports/Benefits

GOALS	STRATEGIES	EMPLOYEE SUPPORTS/BENEFITS
Participant workers transition to external employment	Level the playing field	Barrier removal fund
	Connect with employment	Record expungement
Increase in social capital for participant workers	Build towards a better future	Alumni networking events
Employees have increased hope for their future	Prevent backtracking	Motivational interviewing
All participant workers are promoted within X months	Incentive Success	Career navigation

Break



Example Scenario:

Renaissance Café is an ESE employing woman survivors of human trafficking in Houston, Texas. They sell vegan sandwiches and specialty drinks, like homemade lemonade. The ESE provides an 18-month transitional employment (28 hours per week). Women are employed as cashiers for their time at Renaissance Café. The ESE has reached out to you because they would like to improve long term employment outcomes for their participant workers. They share with you that they think they need to provide more wraparound services, a better program structure and more job skills.

As part of your work, you conduct two focus groups with participant workers and one focus group with support staff. You learn the ESE is struggling to place their participant employees into quality external jobs. The newer participant employees expressed fear of working at the front desk. The participant workers also shared they are nervous they won't get a job that will be self-sustaining once they leave the ESE.

Example Goals:

GOALS	STRATEGIES	EMPLOYEE SUPPORTS/BENEFITS
70% of associates will express an increased sense of autonomy over their future career plans		



Example Strategies:

GOALS	STRATEGIES	EMPLOYEE SUPPORTS/BENEFITS
70% of associates will express an increased sense of autonomy over their future career plans	Build towards a better future	
	Get & keep benefits	



Example Employee Supports/Benefits:

GOALS	STRATEGIES	EMPLOYEE SUPPORTS/BENEFITS
70% of associates will express an increased sense of autonomy over their future career plans	Build towards a better future	Alumni workshops
	Get & keep benefits	Lifetime free tax preparation



Example Goals:

GOALS	STRATEGIES	EMPLOYEE SUPPORTS/BENEFITS
70% of associates will express an increased sense of autonomy over their future career plans	Build towards a better future	Alumni workshops
	Get & keep benefits	Lifetime free tax preparation
90% of associates who obtain external employment will have a wage of 20% above minimum wage with health benefits		



Example Strategies:

GOALS	STRATEGIES	EMPLOYEE SUPPORTS/BENEFITS
70% of associates will express an increased sense of autonomy over their future career plans	Build towards a better future	Alumni workshops
	Get & keep benefits	Lifetime free tax preparation
90% of associates who obtain external employment will have a wage of 20% above minimum wage with health benefits	Incentivize success	
	Prevent backtracking	
	Connect with employment	

Example Employee Supports/Benefits:

GOALS	STRATEGIES	EMPLOYEE SUPPORTS/BENEFITS
70% of associates will express an increased sense of autonomy over their future career plans	Build towards a better future	Alumni workshops
	Get & keep benefits	Lifetime free tax preparation
90% of associates who obtain external employment will have a wage of 20% above minimum wage with health benefits	Incentivize success	\$100 bonus at exit if goals achieved
	Prevent backtracking	Cognitive behavioral therapy by licensed therapist
	Connect with employment	Career coaching sessions (8)

Example Employee Supports/Benefits:

GOALS	STRATEGIES	EMPLOYEE SUPPORTS/BENEFITS
70% of associates will express an increased sense of autonomy over their future career plans	Build towards a better future	Alumni workshops
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	Prevent backtracking	Cognitive behavioral therapy by licensed therapist
	Connect with employment	Career coaching sessions (8)
100% of employees share 12 months after transition report their place of work is safe		

Activity: Let's Apply our learning to our ESE

Now we are going to do an individual activity where you all will have the opportunity to reflect on your own employment social enterprise. We have a tool for you to use that expands upon the activity we just did. Please:

1. Access - <https://bit.ly/3SvMsxn>
2. Individually reflect on your ESE and complete at least one goal, a few strategies, and the employee supports/benefits offered to your ESE participants. Additionally identify the efficacy of this benefit/support. Is it meeting expectations? You can start with the program goals you already have and the support/benefits you offer.

Activity: Let's Apply our learning to our ESE

Next is in small groups identify:

- Which areas did you identify as “Ineffective”?
- What areas do you think you may need to see if you need to offer additional supports/benefits?
- What questions do you have to learn how to best tailor supports/benefits to your employees?

Debrief:

**What did you
take away from
this activity?**



**What questions
do you have for
your employees?**

A large blue outline of a clipboard with a circular clip at the top center. Inside the clipboard frame, the text "SESSION IN REVIEW:" is centered at the top, followed by a bulleted list of five items.

SESSION IN REVIEW:

- ✓ Build peer connections
- ✓ Increase awareness of employee success programs and the impact of tailoring program design to focus population needs
- ✓ Increase familiarity with employee discovery and effective employee success programs
- ✓ Increase familiarity of employees as customers and product market fit
- ✓ Create space for raising questions, but be comfortable with not be able to resolve all questions today

SMART Goal & Commitments



Please develop a SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goal for the efforts you are putting into these sessions. For example:

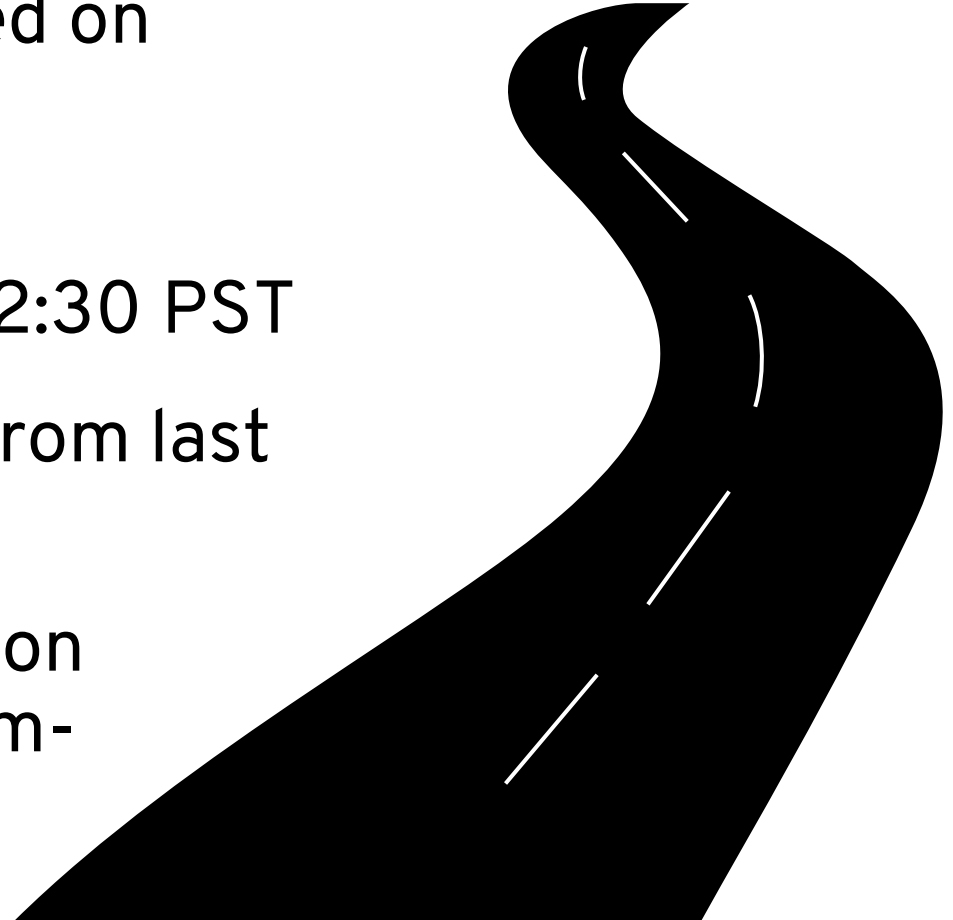
- Use content shared and coaching sessions over the next 11 months to improve our program's ability to track data and increase retention

Based on everything you learned today what is 1 to 2 commitments you can make? For example:

- Share focus population considerations with others at my ESE
- Discuss tailoring more services to our focus population with my leadership team

What's next?

- Additional resources will be posted on REDFWorkshop
- Coaching hours will be hosted on Wednesday Sept 18th from 11am-12:30 PST
- Make progress on commitments from last slide!
- Next session will be virtual and is on Wednesday October 16th from 11am-12:30pm PST



Feedback Survey

Please take a few minutes to fill out our Survey on this session. We will also be collecting the SMART goal you developed in this survey.

<https://bit.ly/EMTOptimize>

This feedback helps us improve your experience and plan adjustments to make moving forward.





An investment that works.

Thank you!



Appendix



Program Structure Questions

Participation Model	What is the most optimal method for encouraging participation in programming given my focus pop? Will program participation be compensated, incentivized, voluntary, or a combination?
Staffing	How are the key roles, functions, and structure needed to ensure the success of participant workers?
Budget	What is the staffing budget?
Delivery Method	What is the most optimal method of delivering supports given my ESE's focus pop? Will supports be offered one-on-one, in a group setting, virtual, or a combination?
Business Industry & Model	How does the business and industry my ESE operates in positively and negatively impact participant workers? Are there elements of business culture that I should prepare workers for?
Metrics to track	What are the metrics that my ESE should track to ensure that we're making progress towards supporting ESE workers? How will my ESE track this information?
Recruitment & Hiring	What are the qualifications to be hired at our ESE? What are the barriers that need to be addressed (if any) before starting to work? How job ready should workers be before starting?
Policies & Procedures	What are the policies and procedures that should be established? How are these policies and procedures informed by the lived experience of participant workers?

Wraparound Services Questions

Budget	What is the ESE budget for providing wraparound services?
Partnerships	What are the services that I can offer in house and which are the services I will need to partner on? Are there partners that offer the services participant workers need to be successful?
Typical barriers faced by workers	What are the most common barriers my participant works face in being able to achieve long term employment? How can I offer these services given my ESE's constraints?
Availability of Expertise	Given the barriers and goals of participant workers, does my ESE have the expertise in house or in partnership to successfully support workers?



Job Skills Considerations

Term Length / Promotion Path	What is the sufficient length of time and number of hours a participant worker should work at the ESE to improve their long term employment success? What is the pathway for promotion to ensure growth and continued skill attainment?
Labor Market Demand	What skills are in high demand in the labor market that will support participant workers be more competitive?
Wage Potential	What skills can a participant workers obtain while at the ESE to improve their wage potential as they advance in their careers?
ESE Compensation	What compensation can the ESE offer that will support participant workers self-sufficiency? What is the compensation our ESE can afford?
Training	What type of training is needed for participant workers before and during the time they are working with our ESE to ensure successful delivery of our product/service?
Skills @ Hire of Workers	What are the skills that a typical participant comes with when starting at the ESE?