



Participant Worker Experience

Economic Mobility - Optimizing Program Design



Upcoming Optional Workshops

A Framework for Bolstering Economic Power for ESE Employees

Jan 23rd at 11am-noon PST

<https://bit.ly/EconomicPowerCARISE>



SNAP E&T Intro For ESEs

1. SNAP E&T Intro & Cohort Overview

Jan 15 11am-noon PST

2. ESE Alignment with SNAP E&T

Jan 22 11am-noon PST

3. Becoming a SNAP E&T Provider & Cohort Application Details

Jan 29 at 11am-noon PST

<https://bit.ly/SNAPCohort>

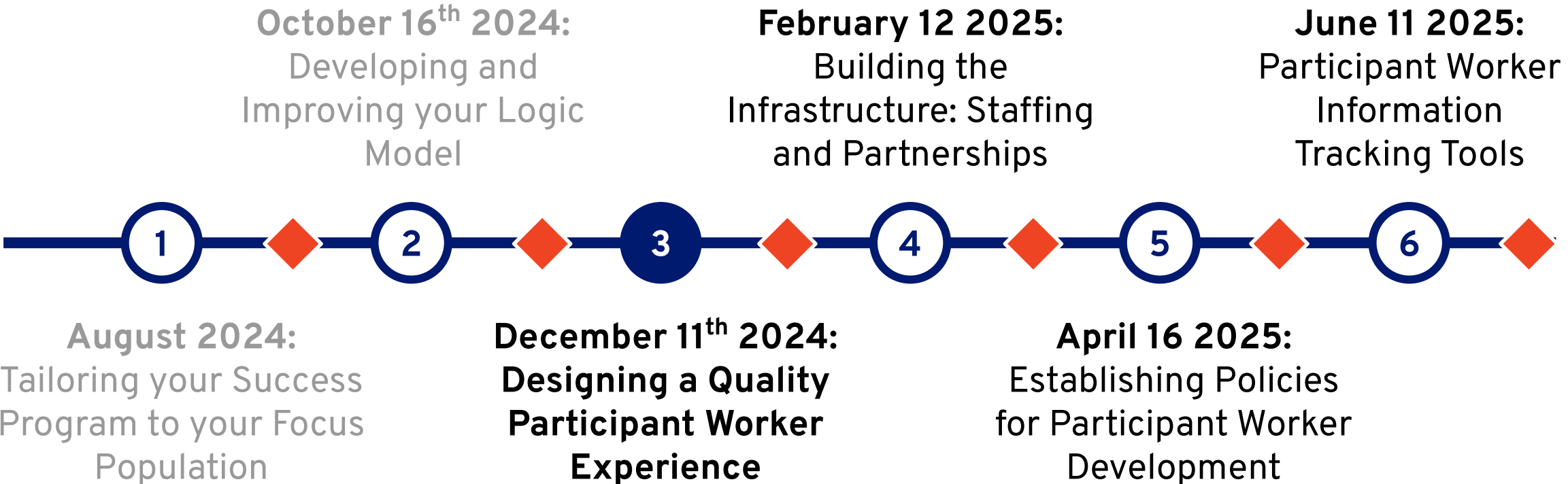
Integrating Direct Deposit to Build Employee Wellness By Community Financial Resources

Feb 6th at 11am-noon PST

<https://bit.ly/DirectDepositCFR>



Economic Mobility Optimize Program Design



 **Optional Coaching Sessions**



A large blue outline of a clipboard with a clip at the top, framing the session objectives.

SESSION OBJECTIVES:

- ☐ Build peer connections
- ☐ Identify the elements of a participant worker journey that are important for employee success.
- ☐ Create space for raising questions, but be comfortable with not be able to resolve all questions today

Employee success theory of change



How are we Going to Accomplish These Objectives?

1. Introductions of you all!
2. Connect “employee success” to a strong “employee journey.”
3. Connect strong “employee journeys” with strong outcomes.
4. Identify the elements of an employee journey.
5. Identify three types of training models that influence employee journeys.
6. Analyze the elements of your employee journey to focus on next.

Please type your name and organization

Please share a journey you were a part of recently that had several stages or phases.



Today's Punchline

There is a correlation between:

- a) The clarity of the stages of an employee journey and
- b) Transformational outcomes.

Definitions

Employee success – a worker’s ability to achieve personal, professional, and financial stability. Employee success is a holistic, human-centered outcome for employment social enterprises.

Definitions

Employee success includes –

- 1. the intentional design of the employee pathway**
2. the individual activities, services, and benefits that help workers
3. the training that supplements work experience

Employee success theory of change



The Employee Journey

The intentional design of an employee pathway.

Your turn.

1. Imagine that you are a homebuilder.
2. A client comes to you and asks, “What are the steps involved in building my new house?”
3. You say, “Well, it depends.”
4. What does it depend on?



The Employee Journey

Begin with your intended outcomes.

Ask: What is our definition of success?

Components of the Employee Journey

Things to define:

1. What are the “seasons” or “chapters” of an employee journey that describe our priorities for them?
2. What are the steps through our journey? How would we label them separately?
3. What is the length of time we expect each step to take?
4. What activities are unique to that step?
5. Who leads participants through each stage?
6. When are we finished with this stage?
7. What incentives does an employee have to get to the next stage?

Steps of the Employee Journey

Steps Example 1

1. Intake
2. Orientation
3. Job Training Model
4. Exit

Steps Example 2

1. Intake
2. Orientation
3. Trainee Level 1
4. Trainee Level 2
5. Shift Lead
6. Graduation

Steps Example 3

1. Orientation
2. Intake
3. Pre-Employment Training
4. Apprentice Level 1
5. Apprentice Level 2
6. Shift Lead
7. Permanent Placement
8. Graduation

Your turn.

What factors or considerations have determined your employee journey stages thus far?



Breakout #1

**Work with your partners
to discuss:**

What are the current steps
of your employee journey?

What factors have
determined those steps?

The Employee Journey

Begin with your intended outcomes.

Ask: What is our definition of success?

Then, define your job training program.

Ask: How will participants progress in knowledge and skills as they work in our business?

Steps of the Employee Journey- example

Season of the journey	Step of the journey	Length of time	Activities during this step	Triggers for the next step
Stabilization- Emphasis on personal growth and building commitment to a job	Intake	1 hour	<ul style="list-style-type: none"> Attend monthly info sessions Complete the application 	Participant self-selects to attend orientation
	Orientation	1 week	<ul style="list-style-type: none"> Weeklong orientation to the job and program 	Anyone who completes orientation is offered employment
	Apprentice Level 1	4-6 months	<ul style="list-style-type: none"> Up to 20 hours/week paid shift work Up to 5 hours/week paid personal development work Level 1 training across 3 stations 	Passing grade on all Level 1 knowledge and skill assessments results in progression to Apprentice Level 2
Professional Growth- Emphasis on rapid learning and skill progression	Apprentice Level 2	2-4 months	<ul style="list-style-type: none"> Up to 25 hours/week paid shift work Up to 10 hours/week paid personal development work Level 2 training across 3 stations 	Passing grade on all Level 2 knowledge and skill assessments results in progression to Apprentice Level 3
	Apprentice Level 3	2-4 months	<ul style="list-style-type: none"> Up to 30 hours/week paid shift work Up to 10 hours/week paid personal development work Level 3 training across 5 stations 	Passing grade on all Level 3 knowledge and skill assessments results in successful graduation or transition to Shift Lead
Personal and Professional Maturity- Emphasis on a deeper level of personal growth while professional skills stabilize	Shift Lead	4-6 months	<ul style="list-style-type: none"> Up to 30 hours/week paid shift work Up to 10 hours/week paid personal development work Shift lead training 	Passing grade on all Shift Lead knowledge and skill assessments results in successful graduation or transition to Operations Manager
Graduation or exit	Graduate	N/A	<ul style="list-style-type: none"> Complete presentation of learning Attain permanent employment 	This is the final stage of the journey.

Job Training Model

Job Training Model Options:

- **Level 1:** The ESE offers a supportive learning environment through supervisors equipped as on-the-job trainers.
- **Level 2:** The ESE leverages trained supervisors to guide employees through internal certifications. Internal certifications are earned through demonstrating the skills and knowledge required for each. This requires a thoughtful curriculum which is delivered in a classroom and on-the-job.
- **Level 3:** The ESE offers an apprenticeship program, which is a workforce training experience that defines a series of learning outcomes and responsibilities that increase in complexity at each level of growth.

Training Model Options: Level 1

Level 1: The ESE offers a supportive learning environment through supervisors equipped as on-the-job trainers.

Benefits to Level 1:

Lowest burden on supervisory staff of the three models

Challenges with Level 1:

- May not produce the economic mobility outcomes that the other two models produce
- Requires leadership that can train and reinforce mindsets in supervisory staff

Training Model Options: Level 2

Level 2: The ESE leverages trained supervisors to guide employees through internal certifications. This requires a thoughtful curriculum which is delivered in a classroom and on-the-job.

Benefits to Level 2:

- Certifications can be explained to future employers as reference points for what the employee is equipped to do.
- Certifications provide strong intrinsic motivation to employees to attain various levels of mastery in their trade.
- Improved clarity on the steps for program progression
- Increased motivation among program employees

Challenges with Level 2:

- Requires classroom training
- Requires a system for assessing/certifying program employees

Training Model Options: Level 3

Level 3: The ESE leverages trained supervisors to guide employees through internal certifications. This requires a thoughtful curriculum which is delivered in a classroom and on-the-job.

Benefits to Level 3:

- Strongest economic mobility outcomes of the three models.
- Increased access to workforce funding that values innovative models.
- The pursuit of mastery leads to reconnecting with a passion for learning and work. This is essential for individuals who come to your workplace with negative experiences in these two areas of their lives.
- Apprenticeship models tend to bring out the highest quality performance in individuals because they are inspired by their leaders and want to meet high expectations.
- Level 3 also results in a high degree of earning power. Apprentices are readily placed in jobs with high growth potential in terms of both role and wage.

Challenges with Level 3:

Most complex operationally: scheduling, assessing, training, concurrent learning partner management, etc.

Your turn.

What job training model makes the most sense for your ESE right now? Level 1, 2, or 3? Or something else?



Breakout #2

**Work with your partners
to discuss:**

Which training model will
best help us meet our
outcome goals?

Steps of the Employee Journey

Steps Example 1

1. Intake
2. Orientation
3. Job Training Model
4. Exit

Which of these steps is most important for us to work on next?

Finally: Please reflect

How clear are we on our intended outcomes of our program?

How clear are the stages of our employee journey?

Which step is most important for employee success for us?

What type of job training program (Level 1-3) best represents the one we'd like to build?

What is our next step?



A large blue outline of a clipboard with a circular clip at the top center.

SESSION IN REVIEW:

- ✓ Build peer connections
- ✓ Identify the elements of a participant worker journey that are important for employee success.
- ✓ Create space for raising questions, but be comfortable with not being able to resolve all questions today

Commitments



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

- Clarify the intended outcomes of our program by finishing our logic model.
- Clarify the stages of our employee journey.
- Define the type of job training program (Level 1-3) we would like to build?

What's next?

- Additional resources will be posted on REDFWorkshop
- Coaching hours will be hosted on Wednesday Jan 15 from 11am-12:30 PST
- Make progress on commitments from last slide!
- Next cohort session is Wednesday Feb 12 from 11am-12:30pm PST
- Attend the Direct Deposit and Economic Power optional workshops - Jan 23 & Feb 6 2025



Feedback Survey

Please take a few minutes to fill out our Survey on this session.

<https://bit.ly/EMTOptimizeAll>

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





Thank you!