



HOPWA Getting to Work Employment Initiative **Capacity Self Assessment** **Employment Services**

Overview

A critical first step in the HOPWA *Getting to Work* Initiative is for each organization to provide information about the organization's current knowledge, skills and activities. The Capacity Self Assessment tool is designed to assist organizations assess their current capacity to address the employment service needs of the clients they serve. The tool draws on the McKinsey Capacity Assessment Grid and other established assessment tools and has been modified to focus on employment and benefit services. This tool recognizes that employment services can be addressed through both direct services delivered by the agency itself or via partnership with a local community provider. In addition, the term employment service is meant to include workforce training and education as well as standard vocational services and strategies delivered by community based organizations.

The tool is divided into 5 different categories which cover an organization's investment and support for employment services and its approach to delivering employment services to clients. This assessment tool provides an opportunity to identify current areas of existing capacity and to prioritize areas of needed and desired capacity building regarding employment services. The prioritized areas assist an organization in determining the capacity building activities, goals and outcomes that will be a part of initiating or enhancing employment services.

The scoring system ranges from 1, which equals no current capacity in place to 5, which indicates a high level of capacity in place and offers descriptions for the scores of 1, 3, and 5. Several response options include a range of activities. In some instances, the capacity level may not exactly correspond to an agency's activities or capacity. For each question, select the response that is the best fit; choose 2 and 4 if the organization's capacity falls between the descriptions provided for 1, 3 and 5. The scores are designed as a "temperature check," not a rigid benchmarking scale.

Each organization should determine the best approach for completing this tool. This process may include identifying the key individuals to be involved in the capacity assessment and establishing a process for determining the priority areas for capacity building.

Categories

1. Organizational Investment in Employment Services

- a. Agency board and leadership
- b. Agency mission, vision and goals
- c. Financial model
- d. Fundraising and development
- e. Client satisfaction
- f. Outcome measurement

2. Organizational Support for Employment Services within Social Service Programs

- a. Agency staff and services are vocationalized
- b. Employment is integrated across agency services and programs
- c. Employment is integrated into program procedures and operations

3. Organizational Approach to Employment Services

- a. Employment Services Model
- b. Collaboration with local, state and federal mainstream employment systems (State VR, TANF, WIA; VA, One-Stop)
- c. Partnerships with employment programs/services
- d. Local labor market and workforce needs

4. Organizational Delivery of Employment Services

- a. Engagement and motivation
- b. Vocational assessment: employability and job readiness assessment
- c. Vocational planning and career pathway planning
- d. Access to GED, occupational training and post secondary education
- e. Employment preparation/job readiness services
- f. Job search and placement services
- g. Employer partnerships, job development and marketing to business community
- h. Job retention, coaching and support

5. Organizational Approach to Benefit Access and Planning

- a. Partnerships with state and federal agencies offering benefits and entitlements
- b. Knowledge and ability to connect clients to available benefits and entitlements
- c. Knowledge of work incentives and the impact of paid employment on benefits/entitlements
- d. Benefit planning/Asset Building

Organization/Project Name:

Date:

Please rate the current capacity of the organization in each area on a scale of 1 to 5. Descriptions have been provided for the ratings of 1, 3 and 5 to assist with your assessment.

1 = No current capacity in place

2 = Beginning level of capacity in place

3 = Basic level of capacity in place

4 = Good level of capacity in place

5 = High level of capacity in place.

Organizational Investment in Employment Services	1 No current capacity in place	3 Basic level of capacity in place	5 High level of capacity in place	Score
1.a Agency board and leadership	Agency board and leadership do not see employment as a priority or core service area for agency	Agency board and leadership are generally supportive of employment; development of employment services comes from front line supervisors or direct staff	Agency Board and Leadership are highly supportive and see employment as a priority; provide leadership and planning to grow and strengthen services	Score
1.b Agency mission, vision and goals	The value of employment and vocational services are not part of agency mission, vision or goals	The value of employment and vocational services are reflected indirectly in agency mission, vision and goals	The value of employment and vocational services are clearly stated and reflected in agency mission, vision and goals including agency strategic planning	Score
1.c Financial model	Employment services are not included in agency financial model or budget	Employment services are included within social service budgeting; there are generally not active efforts to expand or re-purpose funds to support employment services	Agency has dedicated funding to support employment services and actively works to expand and diversify funding streams	Score
1.d Fundraising and development	Employment services are not included in agency fundraising or development and are not the recipient of funds raised or developed	Employment services are part of fundraising and development and are occasional recipients of money raised; employment services may have lower priority within agency for fundraising efforts	Agency actively raises funds to support employment services; development efforts include employment data and programs to recruit funders and solicit donations	Score
1.e Client satisfaction	Employment services and needs are not included in satisfaction surveys; agency does not offer a formal means for clients to express their satisfaction on agency response to employment	Employment services are included in satisfaction surveys but agency does not consistently use input to impact program design; satisfaction with employment services carry a lower priority than other core services	Agency includes employment services in satisfaction surveys and uses input to further improve services; agency offers frequent and diverse opportunities to express satisfaction regarding agency response to employment needs	Score
1.f Outcome measurement	Agency does not collect data on employment rates; employment services or participation in services for clients	Agency collects basic employment data including service participation and outcomes; data collection is not routinely used to influence program services or design; there is no procedure to set or evaluate goals	Agency has a clear outcomes measurement plan in place to collect and evaluate employment services and outcomes; data is used to influence program design and services	Score

Organizational Support for Employment Services within Social Service Programs	1 No current capacity in place	3 Basic level of capacity in place	5 High level of capacity in place	Score
2.a Agency staff and services are vocationalized	Agency staff do not address employment needs or goals; no expectations are set for staff to address employment or for clients to pursue employment; services do not include employment services	The role of direct service staff includes addressing client employment needs and goals; staff are aware of referral options for employment services/benefit planning; employment history is asked about at program intake; employment information and goals may be incorporated in service plans	Agency staff regardless of role value the importance of employment and weave employment services and supports into work with clients including intakes, service plans reviews and case reviews	Score
2.b Employment is integrated across agency services and programs	Employment services/supporting client employment goals is not included in agency services and programs	Employment services are primarily seen in those services which clearly address employment and education; integration of employment in non-employment services relies on the efforts of individual staff	Employment services are included across agency services and programs; programs (housing, case management, mental health, drug/alcohol) have shared responsibility to support client employment goals and efforts	Score
2.c Employment is integrated into program procedures and operations	There is no mention or reference to employment in agency procedures, forms or descriptions	Employment services appear in program procedures directly related to employment; job descriptions include general expectations for direct services staff related to employment services	Employment services are included in program procedures and operations across the agency; job descriptions for all direct service staff include expectations for providing and/or coordinating service to support employment	Score

Organizational Approach to Employment Services	1 No current capacity in place	3 Basic level of capacity in place	5 High level of capacity in place	Score
3.a Employment Services Model	Agency does not have a model for addressing employment services; does not offer direct services or refer to local partners	Agency is aware of basic service models (supported employment; transitional jobs; career pathways) and addresses employment services with a combination of referral options and direct services; direct service staff may incorporate employment into case management services based on client need; agency model or approach does not consistently make available a full range of services	Agency has a clear model that addresses client employment needs through a combination of direct services and referrals to local partners; full continuum of services are available to clients provided either by the agency or via partnership; agency can connect clients to a variety of options (supported employment, transitional jobs, career pathways)	Score
3.b Collaboration with local, state and federal mainstream employment systems (State VR; Ticket to Work; TANF, WIA; VA, One-Stop)	Agency does not collaborate with local employment systems; agency is not informed about mainstream services systems	Agency has a general awareness of local mainstream employment systems; clients access services on occasion; agency can match most clients to appropriate service; Liaison relationships, referral agreements and partnerships exist but are limited	Agency understands mainstream employment services and has liaison relationships, referral agreements and partnerships in place; clients are able to access mainstream services and are matched to the correct service	Score
3.c Partnerships with employment programs/services	Agency does not maintain partnerships or referral agreements with any local employment programs or service providers	Agency is aware of local employment programs and services; a few referral agreements (formal and/or informal) are in place; agency can meet the service needs of most clients via referral but not all	Agency maintains a full range of referral agreements and partnerships including point of contact or liaisons (including written agreements); agency can meet a diverse range of client service needs through referral relationships	Score
3.d Local labor market and workforce needs	Agency is not aware of the local labor market; does not concern itself with matching client services with local workforce needs	Agency has basic awareness of the local labor market and employment opportunities for clients; some efforts to connect clients with services that match with the local workforce needs	Agency has up to date awareness of the local labor market and employment opportunities for clients; agency makes on-going efforts to connect clients with services that match with the local workforce needs	Score

Organizational Delivery of Employment Services	1 No current capacity in place	3 Basic level of capacity in place	5 High level of capacity in place	Score
4.a Engagement and motivation	Engagement services and efforts to motivate clients around employment are not expected and do not occur	Engagement services and efforts to motivate clients around employment occur primarily on an individual staff level; agency services and programs occasionally prioritize engagement in vocational services	Engagement services and efforts to motivate clients around employment occur across agency services and programs; both individual staff and programs engage clients routinely in vocational services process	Score
4.b Vocational assessment: employability and job readiness assessment	Organization does not have formal vocational assessment processes and/or tools to determine employability; Organization does not refer client to a partner agency for vocational assessment services	Staff initiate informal vocational assessment with clients ; staff have option to refer to a partner agency for assessment; client intake and services plan include basic employment information; Staff have some training in vocational assessment;	Agency has formal vocational assessment processes and/or tools to determine employability including integrated referral options with partner agencies ; staff are expected to identify barriers, strengths, support needs and employment goals	Score
4.c Vocational planning and career pathway planning	No vocational or career planning services offered; referral options have not been developed	Staff have some training on vocational and career pathway planning; staff have option to refer to partner agency for service; staff have some skill in working with clients on their career development and assist to create career plans that reflect clients' needs, interests, and capabilities	Agency has formal process to assist with career planning; options to refer to partner agency are available and well coordinated employment plans are integrated into over all services; Staff are trained on career pathway planning; plans reflect clients' needs, interests, and capabilities	Score
4.d Access to GED, occupational training and post secondary education	Organization does not have any relationships with organizations providing occupational training and/or post secondary education for clients	Organization maintains a few referral relationships with local training and education programs; individual staff help clients make a connection to the assistance they need	Organization maintains a broad range of referral relationships with local training and education programs; staff actively help clients make a connection to the assistance they need and follow up	Score
4.e Employment preparation/job readiness services	No employment preparation or job readiness services offered; no referral agreements are in place to assist with services	Job readiness services are provided directly or via referral as a part of general direct services; life and soft skills training offered; individual staff work with clients to resolve obstacles in order to prepare for job placement; client service plans may include goals/strategies to improve readiness	Job readiness services provided directly and via referral; life and soft skills training offered; staff work with clients to resolve obstacles in order to prepare for job placement; services are clearly linked to placement services; client service plans include goals/strategies to improve readiness	Score
4.f Job search and placement services	No job search or placement services offered; no referral agreements are in place to assist with services	Organization provides access directly or via referrals to computer lab to assist with job search; individual staff may provide occasional job referrals, assistance or job listings; offer interview preparation;	Organization provides access to computer lab, resume software and online job posting for staff assisted or self directed job search; staff provide job referrals and listings; offer interview preparation; organization may have job club or host job fairs	Score

Organizational Delivery of Employment Services	1 No current capacity in place	3 Basic level of capacity in place	5 High level of capacity in place	Score
4.g Employer partnerships, job development and marketing to business community	Organization does not have partnerships with employers; the organization has not identified staff or allocated time to these kinds of efforts	Job development and engaging employer partnerships occurs via referral to another agency; direct services staff may do job development on an as needed basis; no clear staff time is allocated to activities	Job development and engaging employer partnerships is a priority for the organization; marketing materials are developed; staff are identified and trained for the engagement effort; staff time is allocated to activities	Score
4.h Job retention, coaching and support	No job retention services offered; no referral agreements are available for these services	Job retention included in regular direct services; classes/groups are available via referral/by agency; individual staff assist clients with transition into job and to offer ongoing support	Organization provides both individual job retention and classes/groups; staff assist clients with transition into job and offer ongoing support; retention efforts are integrated across services	Score

Organizational Approach to Benefit Access and Planning	1 No current capacity in place	3 Basic level of capacity in place	5 High level of capacity in place	Score
5.a Partnerships with state and federal agencies offering benefits and entitlements	Organization has no or very limited relationships with benefits partners; never or rarely communicate with benefits-related organizations	A relationship is in place with benefits partners but communication between the organization and these partners is sporadic and relies heavily on individual relationships	Organization has partnerships with local, state and federal agencies offering public benefits; relationships are in place with benefits partners which leads to effective communication between the organization and these partners to assist clients	Score
5.b Knowledge and ability to connect clients to available benefits and entitlements	Program staff are not aware of available benefits and entitlements; organization does not provide staff training on the topic nor include this work in job descriptions	Program staff have a general awareness of benefits and entitlements; can provide information on where to apply for benefits; rely on client to apply for benefits independently	Program staff have a thorough knowledge of benefits and entitlements; can assist clients with applying for a range of available benefits; agency makes continued training available to staff related to public benefits and includes within job description	Score
5.c Knowledge of work incentives and the impact of paid employment on benefits/entitlements	Program staff are minimally aware of work incentives and the impact of paid employment on benefits and entitlements; organization does not provide staff training on the topic	Program staff have a general knowledge of work incentives but rely on outside agencies to provide information and counseling; agency makes training on public benefits available on occasion	Program staff has a thorough knowledge of work incentives and can offer benefit counseling and refer to local experts for assistance; assist clients to learn about benefits and to make informed choices; ongoing training available and includes within job description	Score
5.d Benefit planning/Asset Building	Program staff are not aware of benefit planning or asset building strategies; not seen an agency responsibility	Program staff have a general knowledge of benefit planning or asset building; rely primarily on experts in the field and can make referrals for basic assistance to increase client self sufficiency and increased financial stability	Program staff are trained and knowledgeable regarding benefit planning and asset building strategies and opportunities; use these strategies to increase client self sufficiency and increased financial stability	Score
GRAND TOTAL				

Existing Capacity

List out the areas with the highest level of capacity related to employment services

1.

2.

3.

4.

5.

Capacity Building Priorities

Select up to six priority areas essential to increasing agency capacity in the area of employment services

1.

2.

3.

4.

5.

6.

Completed by (name(s), title and organization):