



## Department of Labor YouthBuild Staffing for Placement Toolkit

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**Purpose:** Starting with 2016 DOL YouthBuild grants, all grantees are required to have three key staff positions. One of these is a job developer/placement specialist role. This toolkit will assist YouthBuild grantees with developing a strong placement staffing component, with a specific focus on the required job developer function. Regardless of whether a program has one or more placement-focused staff, a detailed description of the responsibilities and duties of placement staff needs to be developed and shared both internally and externally with partners, especially when those partners may be fulfilling some placement responsibilities as a part of the partnership agreement.

**Toolkit Overview:** The foundation of a strong YouthBuild placement component lies in staffing that performs essential tasks and duties for dual customers:

1. The YouthBuild participants who are preparing to enter placement in employment or post-secondary education, including apprenticeship, 2-and 4-year degree programs and technical training.
2. The employers and post-secondary education institutions who want strong candidates for their businesses or advanced education and training programs.

The YouthBuild program must help every YouthBuild participant connect to the next steps of their individual career pathway plan, whether YouthBuild participants are interested in continuing to pursue construction as a career or are interested in other industries through Construction Plus exposure or their own assessed interests and needs. Individual career pathway plans may mean a youth participant continues education to obtain specific technical trade training and certification or attains initial employment to help with self-sufficiency and/or necessary work experience. YouthBuild staff must have the expertise, partnerships, and workforce knowledge to assist participants into each of these areas as a post-exit transition.

### **Section 1- Strengthen Job Developer/Placement Specialist Position(s) in a DOL YouthBuild Program Tools**

The toolkit provides a collection of adaptable Job Developer/Placement Specialist tools for use in YouthBuild programs in order to strengthen Placement strategies and practices. This collection includes the following:

1. Job Developer/Placement Specialist Scope of Work or Job Description Template
2. Narrative Guide for key responsibilities during different phases of the YouthBuild grant
3. Visual map of the interlocking aspects of the Job Developer/Placement Specialist(s) work and how and when they serve/interface with youth participants and external placement partners

## **Section 2- YouthBuild Program and American Job Center Partnership for Placement**

This section of this toolkit builds out from the core Job Developer/Placement Specialist staffing to establishing partnerships with American Job Centers, as required. The strategies were gathered from DOL YouthBuild program staff.

## **Section 3- Continuous Quality Improvement: Assessing Employer Satisfaction**

This section provides suggestions and an adaptable sample employer satisfaction survey that has been designed for use by a YouthBuild site to support a committed, active work-based learning and/or placement relationship with these necessary partners.

## **Section 4- Placement-Related Resources Available Through WorkforceGPS**

This section of the toolkit offers a collection of resources for planning, establishing, and growing employer partnerships. Resource links to E-Learning sessions, manuals, templates, and more are hyperlinked to the Department of Labor's WorkforceGPS portal.

Note: as you use this toolkit, we would like to hear your feedback on the tools included here as well as other tools and best practices you or your program has used to establish and grow your YouthBuild placement component!

## Strengthen Job Developer/Placement Specialist Position(s) in a DOL YouthBuild Program Tools

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A comprehensive Job Developer/Placement Specialist staffing plan is required to implement a successful Placement Pathways component at YouthBuild programs. The key factors of a successful staffing plan include:

- Clear and detailed job descriptions; and
- Leadership and guidance of job developers/placement specialists to anticipate when YouthBuild participant and employer/post-secondary partner-related tasks surface over the life of a DOL YouthBuild grant. Leadership also plays an important role by offering suggestions for how to prioritize tasks and duties related to maximizing successful partnerships between the participants and the employers.

The content of these tools are meant to be easily adapted by local DOL YouthBuild grantees, including staffing models that may divide the job developer role, duties, and/or responsibilities across multiple staff.

### Central Roles

The Job Developer/Placement Specialist has two central roles:

1. To network with private and public sector employers and businesses to develop career-building internships, placements, and retention in placements for YouthBuild participants. This includes building out long-term employment placement relationships in in-demand first and career pathway employment, that satisfy employer and employee employment needs (preferably at the first job, pre-apprenticeship, and registered apprenticeship levels).
2. To create and/or compile and implement first employment and pre-apprenticeship career curriculum—including hands-on practice and experience relevant to first employment/pre-apprenticeship and/or registered apprenticeship career pathway; and to teach/train and/or supervise an approved program partner to teach/train YouthBuild participants in said employment content and skills.

These two roles should guide the job developer responsibilities across three main areas:

1. Employer/Post-Secondary Partnership Development
2. YouthBuild Participant Development
3. Administrative duties that support the first two areas through detailed and timely reporting

The following represent best thinking and practice on what duties are essential for a strong job developer description of duties and responsibilities.

## ***JOB DEVELOPER/PLACEMENT SPECIALIST DESCRIPTION OF DUTIES AND RESPONSIBILITIES TEMPLATE***

### ***Employer/Post-Secondary Partnership Development:***

- Develop and maintain partnerships in the public and private sectors that will provide career opportunities that are aligned with YouthBuild students' interest and goals and link/connect program and employer and pathways from pre-apprenticeship to registered apprenticeship whenever possible. This includes working with employers, unions and other workforce development agencies. When possible, target employers who fall within our best bet jobs model and offer positions that are suited for our participants.
- Work with the Director and Board in marketing the program to potential employers. This will include developing and making presentations about YouthBuild, as well as, meeting with prospective employer partners to establish high demand employment needs and contribute to YouthBuild program refinements in ways that meet employers' needs and expectations. To deliver all aspects of job placement and job development services resulting in optimal employment outcomes for individuals served.
- When and where possible, provide resources to employers regarding tax incentives, accommodations, applicable hiring laws, and targeted hiring preferences (*see Section 3*).
- Engage in business development activities regularly, including active participation in internal and external job placement professional groups, networking events, and advisory groups as assigned.
- Work with employers to develop committed MOUs.
- Cultivate and develop relationships for the purpose of building program and resource awareness and navigating post-secondary systems with higher education representatives, as well as other identified institutions (community colleges, apprenticeship programs, certification programs, etc.), to include, but not limited to the financial aid office, academic advising offices, administrative offices, First Generation and other college support programs, and other appropriate contacts within each institution to meet the needs of participants (e.g., student services staff, academic advisors, financial aid counselors, program directors/deans, bookstore personnel, testing center staff, adult education personnel, etc.).
- Attend community networking meetings and trainings related to post-secondary education, accessing funding for post-secondary education, participant development and placement. Identify organizations and connections appropriate for increased involvement or placement opportunities for participants.
- Identify and broker connections to professional mentors and community partners in consultation with employment and college representatives for the purpose of strengthening business-industry networks, obtaining individualized and group career guidance, increasing exposure to real-world work environments, and more fully developing positive career/academic identities.
- Develop and execute strategies for frequent and continuous job development using customer relationship management practices for building and maintaining long-term relationships.
- Identify schedules and manages guest speakers, construction site visits, job shadow experiences, informational interviews and other activities that gives participants exposure to world of work.

- Cultivate existing relationships with local employers, workforce development centers and training programs. Work in collaboration with Workforce Development Manager to increase visibility of the program and recruit new potential employers/partners.
- Develop relationships with representatives from businesses, government organizations, and post-secondary education institutions that result in academic and employment placements for participants and graduates (e.g. admission to college, full-time employment, etc.).
- Develop new relationships with employers in various high-growth industries and union/apprenticeship programs to increase placement opportunities. Perform business needs analysis, actively recruit talent, participate in networking events, remain current on labor market needs and local business trends, use approved business collateral, and grow book of business contacts.
- Work closely with employers to maximize student employment retention and success by providing assessment conciliation and mediation services to employer and employee as part of the job placement procedure.

*YouthBuild Participant Development:*

- Create/select appropriate career pathways curriculum geared towards pre-apprenticeship and registered apprenticeship pathways that also involves project and problem based learning.
- Administer or partner with education/training partner to teach/train participants using this curriculum.
- Determine each individual's level of need by identifying vocational strengths, interests and barriers and develop individualized placement plans per identified goals and needs.
- Teach job seeking skills to individuals including but not limited to developing resumes and applications, identifying job leads, practicing interviewing skills and negotiating job offers in group facilitation and individual settings.
- Guide individuals in their job search by providing them with an array of available resources such as job clubs, networking, workshops and classes.
- Provide support to meet the needs and preferences of each person during their job search such as attendance at interviews and employer follow-up.
- Provide preparation assistance and feedback to individuals upon new job placement to create a supportive and successful foundation for the initial phases of employment.
- Facilitate all follow-up and retention activities with individuals as determined by their plans, preferences, and need on an ongoing basis. Career advancement and job growth strategies are reviewed including service plan implementation and follow-up where relevant.
- Ensure comprehensive and seamless service delivery for all individuals by serving as the main contact and coordinator for the individual and other involved partners, persons or agencies.
- Provide comprehensive updates and follow up with individuals, referral sources and/or interdisciplinary team members (as required by funding source or program) regarding individual progress.
- Demonstrate a positive collaborative team approach to support individual program plans, including referral to internal or external programs based on need and interest. Identify, coordinate or refer for community resources/support services for barriers outside of work which are impacting the individual's success in job search or in the workplace.

- Develop and oversee an internship program for students. Match students to internships. Establish relationship with internship supervisors. Monitor internship progress.
- Facilitate a college planning session during the academy and assists colleagues with interview and/or resume workshops as schedule allows. Assist with navigation of the college application/entrance process and/or onboarding into employment; provides and documents supports for no less than one year after placement.
- Plan and execute weekly transition team workshops for the purpose of supporting young adults' transition to work and/or school. Develops term-to-term coursework and work success strategies for the purpose of mentoring youth through various issues and challenges.
- Work as a key staff member to develop and grow alumni services. This will include organizing workshops that will increase the employability of young (additional certifications and trainings, information sessions regarding job opportunities, and other related tasks).

Administrative:

- Maintain complete and accurate records and files for all internal systems from intake through post-program follow-up.
- Provide thorough, timely and accurate data entry in various external and funder-driven data systems to track program progress, community partner activities and resource management.
- Report quarterly on activities as assigned in internal and grant-required databases.

***Narrative Guide of Job Developer/Placement Specialist Duties and Responsibilities by Grant Phase***

The following takes the previously suggested job developer/placement specialist roles and responsibilities and suggests an organized approach of when those tasks and duties surface across the different phases of the grant life cycle.

It should be noted that tasks/duties may continue on past the timeframe during which they are initiated.

Pre-Orientation

- Research Labor Market Information (LMI) locally
- Establish links/direct meetings with employer partners including discovery of employers' placement needs and work experience opportunities (includes internship, job shadow, field work)
- Establish links/direct meetings with post-secondary (PSE) education and training partners to determine what training/Registered Apprenticeship (RA) opportunities they can offer, what certified pre-apprenticeship curriculum (professional and/or educational) may be used, and who will teach/train with that curriculum
- Determine competency measures, timeline for active engagement with that employer/PSE partner, how YouthBuild staff will interface with the employer/PSE/WIOA staff partner
- Determine schedule of activities and completion with employer and/or PSE partner

- Plan how to carry out WIOA partnership agreement with YouthBuild grantee (these will be ongoing with a touch base between employer/PSE partners and WIOA partner once a month at least)
- Determine number of hours and choose best professional certification for pre-apprenticeship course including the field work portion and whom will provide the field work opportunities for the participants
- Determine plan and timeline for participant/graduate to transition from pre-apprenticeship curriculum and field work into RA curriculum and placement
- Determine nature of the pre-apprenticeship placement for participants when they have completed active programming
- Determine all placement pathways from first jobs through career-related placement, work with the case manager to develop strong support services for the participants for each segment of the grant cycle, arranging pre-apprenticeship certification particularly in non-construction trade fields (i.e. Construction Plus)

#### Orientation/Mental Toughness

- Have employer/PSE partner make presentations to participants
- Take participants on tours of employer/PSE partner's professional/educational facility; begin participant assessments with active engagement of the participants (such as My Best Bets, Get My Future, etc.)
- Create schedule for Construction Plus and other pathways with active engagement of YouthBuild staff, employer/PSE partners/WIOA staff, create and carry out a professional service learning project that connects participants and employer partners
- Show participants key work and behavior expectations in the various pre-apprenticeship career pathways

#### Active YouthBuild Programming

- Teach and train participants using certified content and field experience pre-apprenticeship curriculum being given to participants through project based learning and problem based learning modalities (this may be done by Job Developer, YouthBuild staff, and/or employer/PSE partner(s))
- Carry out internship preparation activities including foundational work readiness, work communication, and work behavioral skills development, workplace and work context tours, (actual internship managed/coordinated/carried out by the Job Developer and Employer partners and WIOA partner)
- Carry out internship debriefs with both the employer/PSE partners and the participants, either jointly or separately
- Organize and carry out job fairs for YouthBuild participants with WIOA partner and employer/PSE partners

#### Placement and Follow-Up

- Place youth in employment and/or post-secondary education or training
- Engage in and manage regular post-placement one on ones with participants

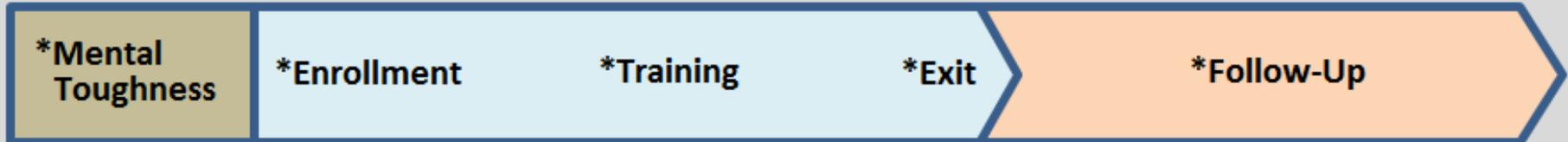
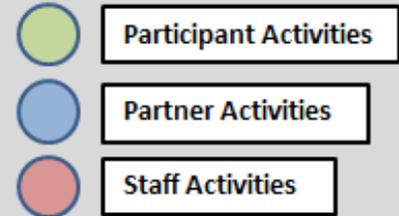
- Manage and carry out post placement professional skills development workshops and networking, alternate placement plan, follow-up using phone, in-person, and social media platforms
- Meet regularly with employer/PSE and WIOA partners to stay posted on changing job needs and post placement WIOA training opportunities that serve both employers and youth
- Gather required placement and retention documentation
- Complete placement and follow-up reporting

### ***PLACEMENT ACTIVITY MAPS FOR WORKING WITH PARTNERS AND PARTICIPANTS***

The following map provides a visual layout by grant timeframe of the roles and responsibilities of the Job Developer/Placement Specialist, the activities undertaken by the participants, and the active engagement and interfacing with the employer/PSE partners. This map plots the previous templates in grant calendar format.

# YouthBuild Job Development Employer Activity Map

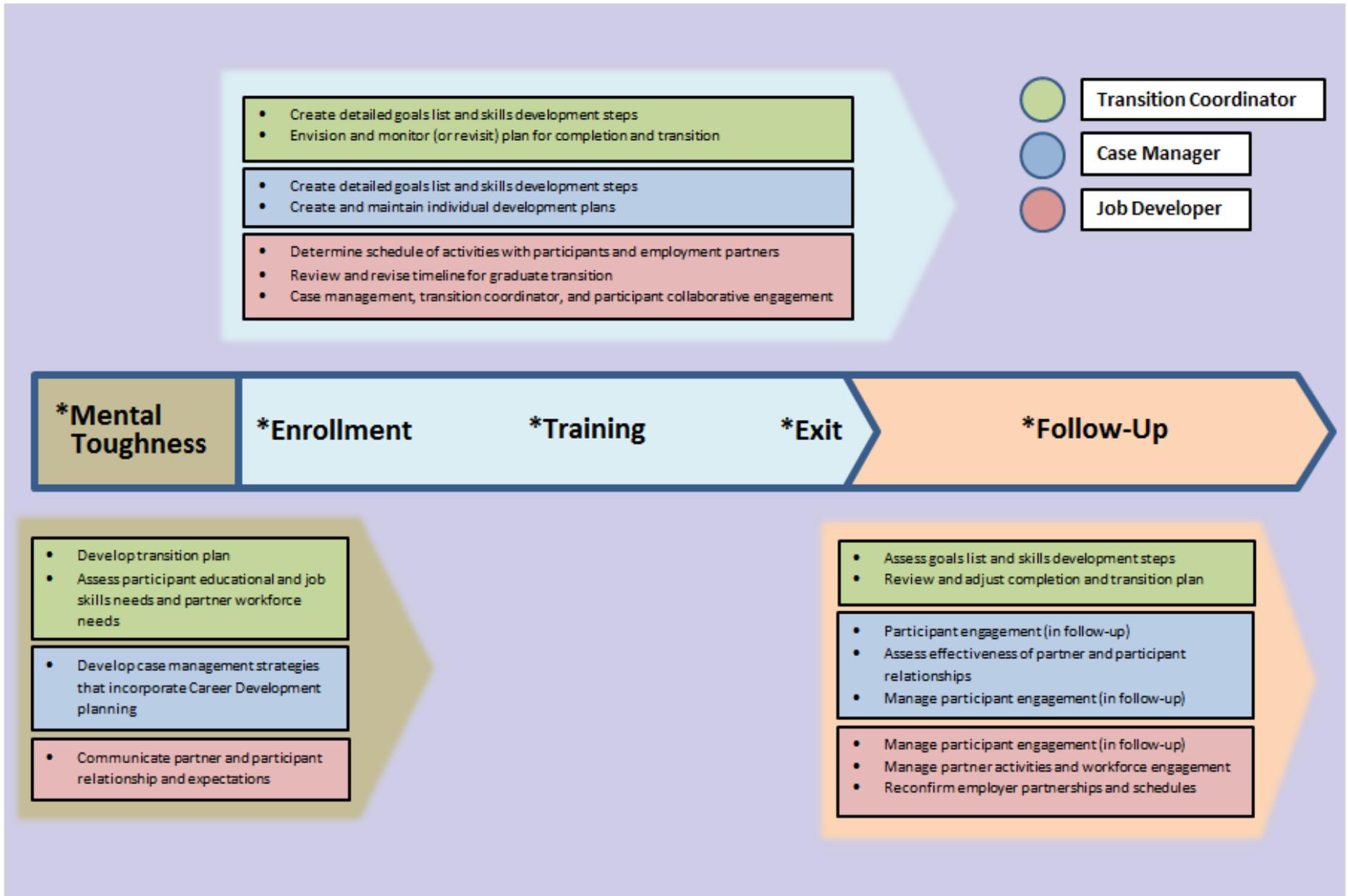
- Create detailed goals list and skills development steps
- Envision and plan for completion and transition
- Showcase opportunity and involve prospective participants in events and activities
- Partner in skills development steps
- Envision and plan for completion and transition
- WIOA One Stop partnership development and management
- Employment partnership development and management
- Determine schedule of activities with partners and participants
- Review and revise timeline for graduate transition
- Case management and participant engagement



- Identify career goals
- Identify desired skills and interests
- Outline needs and potential areas of collaboration
- Work with grantee to develop communication and activity schedule
- Establish partner links and direct meetings with employers
- Plan WIOA Partnership timeline and schedule

- Regular communication
- Provide feedback on pathway success and hurdles
- Communicate participant performance
- Continue participant engagement
- Re-evaluate transition plan and activities for cohort 2
- Envision and plan for completion and transition
- Create detailed goals list and skills development steps
- Envision and plan for completion and transition
- Continued partner relationship management

# YouthBuild Job Development Participant Activity Map



## YouthBuild Program and American Job Center Partnership for Placement

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Below are strategy suggestions from the DOL YouthBuild program staff that participated in a series of focus groups to discuss the American Job Center (AJC) required partnership and MOU development strategies:

- Expectations and Scope of Services - Partners need to ask the following questions: What are the expectations of each other? What services do you offer to Out-of-School Youth? Do we have any duplication of services and what will that mean for our partnership?
- The Job Developer/Placement Specialist staff can take a lead in shaping the working relationship between the AJC and the YouthBuild program. The Job Developer/Placement Specialist can be an effective liaison for when the AJC begins directly serving the YouthBuild participants in preparation for placement, actual placement in employment and/or post-secondary education, and training which may include apprenticeship opportunities.
- Formalize the Existing Partnership – Often, if this is an existing relationship, the partners have provided letters of support for grants and this can be a great starting base for the development of an MOU. Use this opportunity to review and refine the scope of services shared between partners.
- Negotiate Even if a Standard MOU Is Presented - If the AJC has a standard MOU for all required partners, review and refine the scope of the MOU to ensure the best fit for the YouthBuild/AJC relationship and explicit description of how the AJC can support post-program placement efforts.
- Engage with Your FPO - FPOs can help to broker information; for example, helping a YouthBuild program get the correct point of contact at their local AJCs. Some FPOs have shared sample templates and resources with grantees during the MOU development process. Having the FPO think with YouthBuild about navigating the partnership pathway is helpful.
- Use TEGLS and Other Resources - these resources are great for discerning the nature of the overall partnership and using it as leverage to ensure reasonable treatment as a partner during negotiations.
- AJC Can Be a Bridge to Career Pathways - The AJC can be very useful and a great resource to help students move into career pathways. YouthBuild staff shared that the AJCs have a lot of resources to help young people identify training opportunities where it might be more difficult for a YouthBuild program to have access to enough opportunities to meet the interest and needs of the youth participants. AJCs can assist YouthBuild programs and participants to navigate those systems.
- For further information, please access the One-Stop Fact Sheet, the American Job Center toolkit, and other key resources on the WorkforceGPS website.

## Continuous Quality Improvement: Assessing Employer Satisfaction

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This toolkit includes an adaptable Employer Satisfaction Survey template that has been created for easy use and modification by YouthBuild Job Developer staff as they begin to develop a regular working relationship with their Employer Partners.

This Employer Satisfaction Survey can be used as a working document and can be integrated into ongoing meetings between the Employer partner representative and the YouthBuild Job Developer staff member(s). This can be done by sharing the template and reviewing its purpose at the beginning of the partnership and then requesting that the Employer Partner representative complete it prior to each regular check-in meeting. The completion of the survey should take no more than 5 minutes. The Employer representative can then share it with the YouthBuild Job Developer prior to the meeting. The Job Developer can then ask specific questions to collect further details on how the work experience is going and record those in writing as the Employer partner talks through the successes and challenges. The meeting itself should take place regularly (i.e. monthly is a suggested minimum-can be more frequent if necessary) and doesn't need to last longer than a half an hour.

### Employer Satisfaction Survey Template

Dear \_\_\_\_\_ (Insert name of Employer partner contact staff here):

Thank you for partnering with us to provide young adults with critical workforce skills at your location. Our goal is to continuously improve both the quality of our preparation and supportive services provided to our YouthBuild participants during placement and follow-up period, as well as strengthening our partnership with (Insert Partner name). Please help us by taking a few minutes to complete this short survey about the most recent placement (cohort or employee) and your experience with (Insert YouthBuild Program name) thus far. We value our partnership and want to ensure that we are meeting your expectations.

Sincerely,

\_\_\_\_\_ (Name of YouthBuild Job Developer staff here)

**Overall, I am very satisfied with the way \_\_\_\_\_ YouthBuild Program is performing/has performed on this project.**

- Strongly Disagree**
- Somewhat Disagree**
- Neither Agree nor Disagree**
- Somewhat Agree**

Please select the answer that best responds to the following questions:

	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
YouthBuild hires are well supervised					
YouthBuild hires demonstrate the necessary soft skills and work readiness necessary for employment success					
YouthBuild hires adhere to professional standards of conduct					
YouthBuild staff act with best interest of employer consistently evident					
YouthBuild staff appear to be knowledgeable and professional					
YouthBuild staff respond to my inquiries as an employer in a timely manner					
The pre-apprenticeship training program is making a positive contribution to my business					

## Placement-Related Resources Available Through WorkforceGPS

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The following resources provide YouthBuild staff at all levels of programming, from direct service staff to Executive Directors, with strategies to assist in planning, implementation, and ongoing growth and development of their YouthBuild programs' placement pathways and the key roles that employers and post-secondary institutions can play in the success of those pathways.

### [Partnering with Employers Program Manual](#)

This manual provides an introduction to the what, how, and why of YouthBuild programs partnering with different types of employers, including templates and direct resources.

### [Preparation and Outreach Plan for Engaging Employers](#)

This is a checklist which lays out specific items that should be part of a placement plan.

### [Strategies for Engaging Employers](#)

Provide a collection of strategies for engaging employers.

### [Strategic Postsecondary and Employer Partners](#)

Provides strategies and foundational questions to building partnerships with post-secondary and employer partners as well as identify the importance of develop both types of partnerships.

### [Post-Program Placement e-Learning Series: Employer Partnerships](#) and [Post-Program Placement e-Learning Series: Sector Strategies](#)

E-Learning series walks through steps and resources. The discussion is intercut with visual reference to the website, the resource, and strategies to approach the showcased employer partnership and/or sector strategy.

### [Pathways to Long-Term Success Program Manual](#)

Explores the broader approach to developing placement pathways across the YouthBuild program as a whole.