

# Appendix A: Employment Program Framework

This worksheet is provided to assist applicants in developing the Program Design section of the application.

The City of Madison supports the efforts to build a comprehensive youth, young adult, and adult employment support system amongst service providers and other key stakeholders. Programs should be designed and planned as part of an intentional sequence with entry, reentry points and ongoing referrals made between programs for participants.

## Youth Employment & Training

Service Population	Suggested Program Models	Program Elements	Measurable Outcomes
Youth (ages 14-18)	<p><b>Supported community-based work crews</b></p> <p><b>Youth Employment Training</b></p> <p><b>Entrepreneurship &amp; social Entrepreneurship education programs</b></p> <p><b>Digital Employment skill education and training</b></p> <p><b>College and Career Exploration</b></p> <p><b>Employment training and Employment placement</b></p>	<p>Basic Employment Readiness Skills education</p> <p>Job search techniques (including web - based job search)</p> <p>Digital applications class/ digital skill development</p> <p>Positive work habits</p> <p>Financial Empowerment education</p> <p>STEM career exploration</p> <p>College and career exploration</p> <p>Education and Career Planning</p>	<p>Number of students completing programming</p> <p>School credits earned</p> <p>Employability Skills Certificates</p> <p>Participation in Financial Empowerment program</p> <p>Youth - lead end of summer presentation</p> <p>Number of private sector employment/internships placements</p> <p>Acceptance to other collaborative youth employment program</p>
Youth (ages 15-21)	<p><b>Youth Employment Training</b></p> <p><b>College and career exploration</b></p> <p><b>Employment Training</b></p> <p><b>Internships placement</b></p> <p><b>Employment placement</b></p> <p><b>Entrepreneurship &amp; social Entrepreneurship education programs</b></p> <p><b>Skill development</b></p> <p><b>Workforce development preparation</b></p>	<p>Intermediate employment and work readiness skills</p> <p>Job Shadowing/Guest speakers</p> <p>Career exploration experiences</p> <p>Education and Career Planning</p> <p>Post-secondary education site visits</p> <p>STEM career exploration</p> <p>Internship placements</p> <p>Private sector employment</p>	<p><b>All of above and....</b></p> <p>Demonstrated knowledge career/educational options</p> <p>Youth - lead end of program presentation</p> <p>Advancement to other internship pre college or work training programs</p> <p>Demonstrated improvement toward or proficiency in Work Readiness Skills</p> <p>Dual Credit or enrollment in Start</p>

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	<p><b>Job training and placement with support</b></p> <p><b>Combined employment training and social/emotional support for disconnected youth</b></p>	<p>placement</p> <p>Financial Empowerment education</p> <p>Job Coaching and supports for youth in need of extra assistance</p>	<p>College now classes</p> <p>Applications to Youth apprenticeship/post-secondary education</p>
<p>Youth (ages 16-21)</p>	<p><b>Combined employment and social/emotional support programming</b></p> <p><b>Placement in a private business committed to supporting youth experiencing barriers to employment</b></p> <p><b>Entrepreneurship &amp; social Entrepreneurship education programs</b></p> <p><b>Career Exploration and Interest- skill assessment</b></p> <p><b>Subsidized work placement with support</b></p>	<p>High school graduation</p> <p>Social-Emotional Learning</p> <p>Employment Readiness Skills</p> <p>Applied Learning &amp; Academic support</p> <p>Career Exploration Experiences</p> <p>Education and Career Planning STEM career exploration</p> <p>Financial Empowerment education</p> <p>Hybrid work placement and supportive group work</p>	<p>Increased understanding and demonstrated ability to manage thoughts, emotions and behavior that might interfere with employment</p> <p>Demonstrated improvement toward or proficiency in basic or intermediate Work Readiness Skills</p> <p>Advancement and/or referrals to other employment/internship programs, private sector jobs, and/or other positive youth development activities</p>

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## Wanda Fullmore Youth Internship Program

Service Population	Program Models	Program Elements	Measurable Outcomes
15 – 21 years	<p><b>Provide high school age youth on the job experience</b></p> <p><b>Exposure to the world of work and career awareness through placement in a City Department or partner agency</b></p> <p><b>Support from a non-profit intermediary</b></p>	<p>Pre-employment/internship training</p> <p>City department/partner agency placement</p> <p>Group service learning projects</p> <p>Site visits to city departments offsite</p> <p>Leadership/professional development</p> <p>Financial Empowerment education</p> <p>City career exploration</p> <p>Student peer leader group</p> <p>Virtual internships with group training information sessions</p> <p>Youth lead end of summer project presentation</p>	<p><b>All of above and...</b></p> <p>Increased availability of employment or internship opportunities addressing participant’s distinct needs</p> <p>Demonstrated transferable core employability skills necessary for future success</p> <p>Project/program presentation</p> <p>Continued or increased school engagement and/or reconnection to education or training opportunities</p> <p>Knowledge of career options with the City of Madison</p>

Applicants should review UW “*Best Practices for Youth Employment Programs*” for effective programmatic practices used in youth employment programming.

[https://fyi.extension.wisc.edu/whatworkswisconsin/files/2014/04/whatworks\\_09.pdf](https://fyi.extension.wisc.edu/whatworkswisconsin/files/2014/04/whatworks_09.pdf)

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## Emerging Young Adult Employment Services

Service Population	Suggested Program Models	Program Elements	Measurable Outcomes
18 – 26 years	<p><b>Outreach, reconnection, and employment-related services for young adults</b></p> <p><b>Services for young adults disconnected from employment, education or have experienced homelessness</b></p> <p><b>Employment training and career exploration</b></p> <p><b>Skill development and employment placement</b></p> <p><b>Job placement with support</b></p> <p><b>Combined Employment Training and social/emotional support for opportunity youth or disconnected young adults</b></p>	<p>Work based Mentorship and connection</p> <p>Consistent point-of-contact mentorship (peer support)</p> <p>Interconnectivity between systems and providers</p> <p>Paid employment and connections to employers with clear understanding of needs of young adults</p> <p>Access to GED, post-secondary, and alternative education/training programs</p> <p>Financial empowerment education</p> <p>Industry approved training/certification programs that allow for adjusted scheduling due to needs of participants</p> <p>Support to ensure services are being provided and are accessible.</p>	<p>Increased participation - program attendance</p> <p>Continued or increased school engagement and/or reconnection to education opportunities</p> <p>Demonstrated knowledge of career/post-secondary options</p> <p>Consistent use of support services that result in stability &amp; increased self-esteem</p> <p>Increase Employment hours and income</p> <p>Demonstrated improvement toward or proficiency in Work Readiness Skills</p> <p>Education/Employment plans developed</p>

Applicants should review University of Massachusetts Medical School “*IPS Supported Employment for Transition Age Youth*” for effective programmatic practices used in emerging young adult employment programming.

[https://www.umassmed.edu/globalassets/transitionsrtc/publications/manuals/ips-se-for-transition-age-youth\\_-final-2-6-20.pdf](https://www.umassmed.edu/globalassets/transitionsrtc/publications/manuals/ips-se-for-transition-age-youth_-final-2-6-20.pdf)

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## Adult Employment Services

Service Population	Suggested Program Models	Measurable Outcomes
Adults 18 + with low skills and multiple barriers	<p><b>Supportive Services</b></p> <p><b>Employment Readiness Skills</b></p> <p><b>Education and Career Planning</b></p> <p><b>Job-related Support</b></p> <p><b>Financial Empowerment education</b></p> <p><b>Suberized wage programming &amp; training</b></p>	<p>Program completion by initial or returning participants</p> <p>Successful connections to resources that alleviate participant barriers or address basic needs</p> <p>Attainment of GED</p> <p>Employment and/or increased employment &amp; Increased wages</p> <p>Participants demonstrated improvement toward, or proficiency at “Low Intermediate Basic Education,” Educational Functioning Level in literacy, reading &amp; writing, numeracy and functional &amp; workplace skills</p> <p>Participants demonstrated improvement toward, or proficiency at “Low Intermediate ESL,” Educational Functioning Level in speaking &amp; listening, basic reading &amp; writing, and functional &amp; workplace skills</p> <p>Participants maintain employment at 3, 6, and 9 months</p>
Some soft skills, general household stability, looking to develop specific work skills	<p><b>All of above and....</b></p> <p>Supportive Services (as needed)</p> <p>Employment Readiness Skills</p> <p>Job search techniques</p> <p>Positive work habits</p> <p>Education and Career Planning</p> <p>Job - Related Skills Training</p> <p>Financial Empowerment education</p> <p>Wage subsidy programming &amp; training</p>	<p><b>All of above and....</b></p> <p>Demonstrated improvement toward, or proficiency at, Intermediate/High Intermediate ESL levels</p> <p>Demonstrated proficiency in Work Readiness Skills</p> <p>Completed job-related training</p> <p>Demonstrated skill acquisition related to job training</p> <p>Certification obtained</p> <p>Employment in field of training and level of employment obtained</p> <p>Continued further education in related field</p> <p>Retained employment after 6 months and 1 year</p> <p>Increase to full-time employment from part-time or from multiple part-time jobs to full-time job</p> <p>Employment to or increased employment to a living wage</p> <p>Employer satisfaction with work ready skills</p>

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	On the Job Support	<p>Employer/s reporting increasing hires of people of color</p> <p>Employers reporting increased employee retention of hires with multiple barriers</p>
<p>Soft skills, including attendance generally in place, general household and life stability although may need assistance navigating work culture</p> <p>Motivated but needs to support self and family while training</p>	<p><b>All of above and...</b></p> <p>Referral to programming that provides paid training opportunities, referral for child care and other basic needs</p> <p>Financial Empowerment education &amp; credit recovery</p> <p>Transportation assistance</p> <p>Private business partnerships that support training and employee retention and development</p>	<p><b>All of above and...</b></p> <p>English as a second language (ESL) Demonstrated improvement or proficiency in speaking &amp; listening, basic reading &amp; writing, and functional &amp; workplace skills</p> <p>Mastery of Work Readiness Skills</p> <p>Industry credential attainment including achieving apprenticeship</p> <p>Employment to, or increased employment to above living wage</p> <p>Retained employment after 1 year+</p>