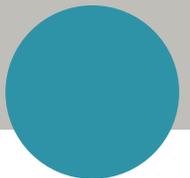


READY TO WORK  
**EMPLOYER**  
*Assessment  
Tool*

a project of the community social planning council



# INTRODUCTION



Just as youth need to have the skills to find, get and keep a job, employers need the right skills to attract, select and retain youth employees. In both cases, this starts with preparation and continues throughout the employment relationship. Companies that have a corporate social responsibility (CSR) mandate see developing young people within their business as a key element to sustainability.

# COMPETENCIES



One way to think about what skills are needed is through competencies. Competencies are clusters of behaviours that demonstrate skill, knowledge and ability. Our list of competencies has been gathered from multiple programs that support employers to successfully attract, select and retain youth employees. Our research found that the competencies for employers are the same as the competencies for employees.

The tasks on the following pages are subsets of behaviours that demonstrate various competencies.

## for example:

As an employer you may need to prompt the youth being interviewed to help them identify competencies from volunteer or previous work experience that are transferable to the job you are offering. This task demonstrates competencies of communication, teamwork and problem solving.

At the end of the assessment, you will find competency definitions and related tasks that demonstrate each competency. The tasks we provide are examples and are not intended to represent all things that employers can do to attract, select and retain youth employees.

*“A lot of youth work but something happens then they’re done. We need more employers to ride out the rough moments while supporting youth to gain confidence and skills, employers who are welcoming and open to supporting youth.”*

*(Threshold Housing Society)*

# HOW TO USE THIS TOOL

Check **Yes** or **No** for each task if it is in place or not in your workplace.

If 'No' is your response, identify 1 or 2 strategies to put the task in operation so that it is in place at your workplace.

## Preparing your Workplace for Youth Employees

#	Task	Yes	No	If No, Strategy to get to Yes
P1	Identify bus routes to your work site			
P2	Prepare youth-friendly job descriptions for entry-level positions			
P3	Develop advertising that appeals to youth (e.g., post a video showing youth working at your company)			
P4	Identify workplace mentors who are willing to work with new employees			
P5	Develop materials or web-pages that highlight employee FAQs, working conditions and other useful information for youth employees			
P6	Identify organizations that support youth with training, housing and supports to help them get started			

# Attracting & Recruiting Youth



#	Task	Yes	No	If No, Strategy to get to Yes
A1	Develop relationships with training agencies, schools and youth serving organizations			
A2	Publicize suitable positions for youth on media that youth use			
A3	Make the application process user friendly for youth			
A4	Promote your organization at schools, locations and events where youth go and on social media that youth use			
A5	Send representatives from HR or the leadership team to participate in job fairs and mock interviews that youth attend			
A6	Network with professional and business associations to find ways to attract and recruit youth			

# Selecting & Orienting Youth

#	Task	Yes	No	If No, Strategy to get to Yes
S1	Express interest in the youth being interviewed			
S2	Ask questions that identify skills the youth candidate may have acquired informally (e.g., use scenario-based questions)			
S3	Identify opportunities for the youth candidate to provide input			
S4	Recognize the youth candidate's volunteer experience			
S5	Communicate with the youth candidate whether or not your company is hiring at this time			
S6	Provide the youth hire with safety training and monitor correct procedure			
S7	Offer the youth hire clear oral and written instructions			
S8	Explain to the youth hire your company policies, what your organization does and the roles they are assigned			
S9	Identify who the youth hire needs to speak with about different aspects of your company			
S10	Explain to the youth hire their wage/salary, work schedule, breaks, benefits and other important HR information			

# Retaining Youth Employees

#	Task	Yes	No	If No, Strategy to get to Yes
R1	Encourage the youth hire to give feedback to their team and supervisor about the company, their experience on the job and job processes			
R2	Check in on how the youth hire is doing, frequently at first and then on a regular basis			
R3	Develop an individual training plan with the youth hire and review regularly			
R4	Provide feedback on the youth hire's performance including both encouragement and improvement			
R5	Identify a buddy or mentor for the youth employee and follow up to ensure they are compatible. A mentor/buddy does not have to be the same person who trained the youth employee. Provide time for the youth employee and mentor/buddy to meet initially to get to know each other.			
R6	Establish clear performance expectations for the youth employee and follow up particularly on safety procedures			
R7	Strengthen on the job training for the youth employee			
R8	Manage the relationships between colleagues and the youth employee			
R9	Provide everyday opportunities for the youth employee to ask questions and offer ongoing development opportunities, e.g., promotion, training, outside education, etc.			

# Competency Definitions & Tasks that Demonstrate Competencies

**COMMUNICATION:** all reading, writing, verbal information, instructions, questions and feedback for the purpose of functioning well on the job

 **Tasks that demonstrate Communication:**  
P1, P2, P3, P5, A2, A3, A4, A5, A6, S2, S5, S7, S8, S10, R1, R9

**COMPUTER LITERACY:** operating and navigating workplace computer systems and personal devices for the purpose of answering questions or processing information

 **Tasks that demonstrate Computer Literacy:**  
P1, P3, A2, A4, S10

**CONTINUOUS LEARNING:** developing and improving skills and knowledge to learn and grow at work and in life

 **Tasks that demonstrate Continuous Learning:**  
S6, R3, R4, R5, R9

**PROFESSIONALISM:** a willingness to learn and adjust to changing situations, professional appearance (so it's clear to the customer that you work there), attention to detail, doing the job to the best of your ability and resilience when things don't go as expected

 **Tasks that demonstrate Professionalism:**  
A6, S2, S3, S4, S5, R6

**PROBLEM SOLVING:** the process of identifying and developing solutions to issues and challenges using internal and external resources – creative thinking, research, consultation, collaboration and intuition

 **Tasks that demonstrate Problem Solving:**  
P1, P4, P6, A3, A6, S3, S7, S9, R5, R9

**RESOURCE NAVIGATION:** identifying people, places and information that support successful function at work and in daily life

 **Tasks that demonstrate Resource Navigation:**  
P1, P2, P5, P6, A2, A4, A5, A6, S2, S3, S8, S10, R3, R4, R5, R7, R8, R9

**RELATIONSHIP BUILDING:** connecting with others and developing mutual interests and concerns to get things done and learn how to collaborate

 **Tasks that demonstrate Relationship Building:**  
P4, P6, A1, A3, A5, A6, S1, S8, S9, R1, R2, R3, R4, R5, R6, R9

**RESPONSIBILITY & RELIABILITY:** a willingness to accept your role within the job scope, take ownership over your actions and behaviours and correct as needed; knowing and meeting the expectations to show up when and where you are requested

 **Tasks that demonstrate Responsibility & Reliability:** S6, S10, R6, R7

**SAFETY:** experiencing physical, mental and emotional safety in the workplace; developing confidence in your ability to do the job without harming yourself or others

 **Tasks that demonstrate Safety:**  
S1, S6, S8, R6, R9

**NETWORKING:** engaging socially with others inside and outside of work to identify ways to grow, learn and help others to succeed at work and in daily life. Engaging socially with people you know well who support you in life, e.g., friends, family, coworkers or mentors, people you volunteer or do activities with

 **Tasks that demonstrate Networking:**  
P4, P5, A1, A4, A5, A6, S4, R2, R5, R8, R9

**TEAMWORK:** working well with colleagues, supervisors and customers to achieve mutual goals, provide effective service and develop team efficiency

 **Tasks that demonstrate Teamwork:**  
S3, S5, S8, R4, R5, R6, R7, R8, R9

**FINANCIAL LITERACY:** numerical skills and recognition; developing a budget and the ability to manage limited funds by establishing priorities for spending

 **Tasks that demonstrate Financial Literacy:** S10



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