

# H-1B TECHHIRE



## TECHHIRE JOB PLACEMENT ASSESSMENT

H-1B TechHire grantees have expressed interest in receiving technical assistance (TA) on ways to improve job placement for participants. The TechHire Job Placement Assessment is a tool specifically customized for the TechHire community, designed to help grantees who are actively working on improving their job placement outcomes. By helping grantees better assess job placement and tracking services, this voluntary tool may serve as a foundation for developing a plan to improve performance outcomes, meet benchmarks, and strengthen connections with employer partners. While many organizations already have a majority of these services in place, it's important to periodically take time to consider areas for improved efficiency and effectiveness.

The purpose of this tool is to assist all H-1B TechHire grantees who are actively working on improving their job placement outcomes for TechHire participants. Specifically, it aims to help TechHire coaches and grant staff identify strengths and gaps in job placement services and supports as well as project management and accountability processes. While the tool may appear to be geared specifically for on-site TechHire job developers, note that the assessment is also useful for subcontractors or training providers working directly with participants and/or employer partners. It should also be noted that job placement assistance by staff does not preclude the need to provide participants with the competencies needed to secure work on their own. The best results are achieved when grant staff, subcontractors, training and employer partners, and participants combine skill competencies with job placement efforts.

**Instructions for Completing the Assessment:** This assessment includes a series of basic “yes / no / N/A” questions that grantees can answer independently or with their TA coaches to assess their preparedness to successfully place TechHire participants into target occupations.

## STEP 1—COMPLETE THE ASSESSMENT

Note the following:

- While not all items may be applicable to your organization, look for trends within each category.
- If you're checking off “no” more often than you're checking off “yes” in a particular category, this may indicate the need to improve your services in that particular area and, perhaps, the need to request additional related TA.
- As your team reviews the items on this instrument, please identify and record the strengths of your project's job development efforts and identify those areas that need improvement on the action plan worksheet.

## STEP 2—REVIEW YOUR RESULTS

After completing the assessment, carefully review each section and make note of what you've checked off as a “no” or an “N/A.” Ask yourself the following:

- “Why is this something we have not done?”
- “Do we have the capacity to do this?”
- “Is this relevant for our work?”
- “Is this something we could work on improving with help from our TA coach?”

Additionally, while you are reviewing your completed assessment, make note of your “yes” responses and spend some time talking through them with your team and/or TA coach. Ask yourself the following:

- “In what ways has this worked really well, and why?”
- “Can we leverage this for our sustainability efforts?”
- “Even though we are already doing this, are there ways we can make this stronger?”

These promising practices can potentially serve as future best practices and success stories to share with the larger TechHire grant community and can be used as a strategy for sustainability.

### STEP 3—MAPPING OUT YOUR FUTURE JOB PLACEMENT STRATEGIES

Each section within the tool corresponds to a unique component of a robust job placement strategy:

- A. Understanding Program Employment Goals and Tracking Performance
- B. Jobseeker Preparation
- C. Contact with Employers
- D. Managing the Job Application and Interview Process
- E. Follow-Up

Upon completion of the assessment, take time to identify which components are stronger for your TechHire program and which could use improvement. We encourage you to work with your internal team, your project partners, and your TechHire TA coach to develop a road map that not only acknowledges your program’s strengths but, more important, identifies approaches and strategies that would fill current gaps and improve placement outcomes. Additionally, we encourage you to use this assessment on a quarterly, biannual, and/or annual basis so that you and your team can continually reassess your job placement strategies. These improvements could be implemented either on your own or through TechHire TA. Please note that any changes to the grant Statement of Work should be discussed with your grant federal project officer.

## A. Understanding Program Employment Goals and Tracking Performance

*It has often been said that what gets measured gets done. To ensure accountability and achievement of placement goals, outcomes need to be tracked and reported to all project staff on an ongoing basis. This will provide project staff with feedback on their efforts and allow for the early identification of any factors that may be adversely affecting program performance.*

*Contact with employers also needs to be tracked and documented. This helps ensure that employer outreach generates a sufficient number of job orders to meet placement goals.*

|                                                                                                                                                                                                         | Yes | No | N/A |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|-----|
| 1. Does your program use a participant tracking system or case management/ database tracking system to record each participant's training, employment, and retention outcomes after program completion? |     |    |     |
| 2. Do supervisors and all grant-funded staff understand and track employment outcomes achieved against placement and retention goals?                                                                   |     |    |     |
| a. Are summary reports on job placements and job retention provided to staff on a weekly basis?                                                                                                         |     |    |     |
| 3. Are the following items documented by grant program staff and/or job developers?                                                                                                                     |     |    |     |
| a. Number of persons who have completed training                                                                                                                                                        |     |    |     |
| b. Number of job orders developed from new and repeat employers                                                                                                                                         |     |    |     |
| c. Number of jobseekers interviewed                                                                                                                                                                     |     |    |     |
| d. Number of jobseekers placed                                                                                                                                                                          |     |    |     |
| e. Number of persons who did not retain employment                                                                                                                                                      |     |    |     |
| f. Number of current jobseekers                                                                                                                                                                         |     |    |     |
| g. Number of follow-ups with current job holders                                                                                                                                                        |     |    |     |
| 4. Are performance review meetings scheduled on a regular basis and at appropriate intervals?                                                                                                           |     |    |     |

**Assessing Your Responses:** If you have checked any "No" boxes in this section, your team may want to consider changing or enhancing the way it tracks performance and shares this data with staff. This may include reviewing your current information management system and making necessary adjustments, developing summary reports for distribution to staff, and scheduling performance review sessions at appropriate intervals.

If you have specific data reporting questions, please send them to [techhire@dol.gov](mailto:techhire@dol.gov).

## B. Jobseeker Preparation

*No matter how many employment opportunities are identified by project staff, your efforts at job placement will not be successful unless participants can demonstrate the competencies needed to secure work.*

|                                                                                                                                                                        | Yes | No | N/A |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|-----|
| 1. Are participants provided with jobseeker preparation services?                                                                                                      |     |    |     |
| 2. Do grant staff job developers ensure jobseekers are fully aware of the job placement and retention services available and provided by the project?                  |     |    |     |
| 3. Do these services begin with assessment upon intake to determine specific job placement needs and ramp up as a participant nears completion of training?            |     |    |     |
| 4. If yes, does it include:                                                                                                                                            |     |    |     |
| a. Effective job search strategies?                                                                                                                                    |     |    |     |
| b. Use of the internet for job search?                                                                                                                                 |     |    |     |
| c. Use of social media for job search and professional networking?                                                                                                     |     |    |     |
| d. Resume preparation and review?                                                                                                                                      |     |    |     |
| e. Tips for completing a written job application?                                                                                                                      |     |    |     |
| f. Tips for completing an online or kiosk job application?                                                                                                             |     |    |     |
| g. Interviewing skills specific to the IT occupations, including the videotaping of simulated job interviews and mock interviews?                                      |     |    |     |
| h. Tips for thank-you letters?                                                                                                                                         |     |    |     |
| 5. Is attendance and successful completion of jobseeker preparation services properly documented in each participant file?                                             |     |    |     |
| 6. Are there written policies and procedures that govern job preparation services?                                                                                     |     |    |     |
| 7. Are participants prepared to respond appropriately when asked about absences from the workforce (e.g., volunteer work, internships, training, etc.), if applicable? |     |    |     |
| 8. Are participants prepared to answer questions related to previous criminal offenses should they come up in the interview process?                                   |     |    |     |

|                                                                                                                                                                                                                                                                                                                                                                                                                          |  |  |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|
| 9. Are participants prepared to advocate for themselves and request information related to workplace support for individuals with disabilities?                                                                                                                                                                                                                                                                          |  |  |  |
| 10. Are long-term unemployed participants provided with the supportive services needed to overcome any career-readiness barriers that have been identified (if applicable)?                                                                                                                                                                                                                                              |  |  |  |
| <p><b>Assessing Your Responses:</b> If you have checked any “No” boxes in this section, your team may want to consider improving the way it prepares participants for employment. This may include reviewing and updating pre-employment instructional curricula, updating policies and procedures, developing mechanisms for measuring and documenting pre-employment competencies, and enhancing support services.</p> |  |  |  |

## C. Contact with Employers

*Job developers have only one chance to make a good first impression with employers, and this requires thorough preparation in advance of any telephone call or site visit. Any information gathered needs to be documented, preferably in a database that can be used to match the right participant with the right employer. Job orders should have sufficient information to ensure the best match is made. If you do not have a job developer on staff and have outsourced this position to a partnering organization, you should share this section with that organization.*

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Yes | No | N/A |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|-----|
| 1. Do the grant staff and/or training provider partners have set guidelines for determining which employers are a good fit for TechHire participant placement?                                                                                                                                                                                                                                                                                                                                                                                                           |     |    |     |
| 2. If yes, do the guidelines incorporate the following criteria? <ul style="list-style-type: none"> <li>a. Is the employer and industry relevant to the training and credentials the TechHire participant has secured?</li> <li>b. Is the employer local and/or easily accessible by public transportation for the TechHire candidate?</li> <li>c. Is the employer committed to diversity and inclusion within its talent pool?</li> <li>d. Is the employer open to candidates with nontraditional education backgrounds and/or training program credentials?</li> </ul> |     |    |     |
| 3. Do relevant staff and partners have a script for reaching out to new employers?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |     |    |     |
| 4. If a script is not available for job developers, are they prepared with a pitch to new employers that:                                                                                                                                                                                                                                                                                                                                                                                                                                                                |     |    |     |
| a. Introduces themselves and the organization?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |     |    |     |
| b. Determines that they are speaking to the person within that organization who understands IT skills needs and makes the hiring decisions?                                                                                                                                                                                                                                                                                                                                                                                                                              |     |    |     |
| c. Explains the purpose of the call and an understanding of the employer's business and needs?                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |     |    |     |
| d. Encourages the employer to discuss the business's need for IT occupations?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |     |    |     |
| e. Provides a description of the benefits to the employer offered by the agency?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |     |    |     |
| f. Describes the value of on-the-job training, if provided?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |     |    |     |

|                                                                                                                    |  |  |  |
|--------------------------------------------------------------------------------------------------------------------|--|--|--|
| g. Provides an opportunity for an immediate referral or a follow-up at a specified time and place?                 |  |  |  |
| 5. Do relevant staff and partners have the skills to respond to the following objections provided by the employer? |  |  |  |
| a. We prefer applicants with more experience and more advanced degrees.                                            |  |  |  |
| b. We are unaware of this credential and whether it will meet our skill needs.                                     |  |  |  |
| c. We are worried about costs associated with workplace accommodations for individuals with disabilities.          |  |  |  |
| d. We are concerned about hiring individuals who were previously incarcerated.                                     |  |  |  |
| e. We are unsure how we can support applicants with Limited English Proficiency.                                   |  |  |  |
| f. We prefer applicants who are currently employed.                                                                |  |  |  |
| g. We prefer applicants with a steady work history (i.e., no gaps, including short-term gaps, in employment).      |  |  |  |
| h. Let me think about it.                                                                                          |  |  |  |
| 6. Do relevant staff and partners gather and document the needs of each employer?                                  |  |  |  |
| 7. Is client contact software used to track engagement with employers?                                             |  |  |  |
| 8. Is information about employers entered into a database that allows participants to be matched to employers?     |  |  |  |
| 9. If client contact software is used, is it mobile-friendly and accessible in the field?                          |  |  |  |
| 10. Are site visits conducted with employers?                                                                      |  |  |  |
| 11. If yes, are the following documented?                                                                          |  |  |  |
| a. Availability of public transportation                                                                           |  |  |  |
| b. Location description                                                                                            |  |  |  |
| c. Working conditions                                                                                              |  |  |  |
| d. Work culture                                                                                                    |  |  |  |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |  |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|
| e. Job requirements                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |  |  |
| 12. When job openings are documented, is this done through a formal “job order” process that includes a job order information sheet or electronic form?                                                                                                                                                                                                                                                                                                            |  |  |  |
| 13. If yes, does it contain the following?                                                                                                                                                                                                                                                                                                                                                                                                                         |  |  |  |
| a. Number of employers contacted for the first time                                                                                                                                                                                                                                                                                                                                                                                                                |  |  |  |
| b. Number of repeat employers contacted                                                                                                                                                                                                                                                                                                                                                                                                                            |  |  |  |
| c. Company contact information                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |  |  |
| d. Job title and job duties                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |  |  |
| e. Requirement of a security clearance, criminal background check, credit check, and/or drug test                                                                                                                                                                                                                                                                                                                                                                  |  |  |  |
| f. Job requirements (education, training, skills, licenses, certifications)                                                                                                                                                                                                                                                                                                                                                                                        |  |  |  |
| g. Compensation and benefits                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |  |  |
| h. Work schedule                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |
| i. Description of work setting and culture                                                                                                                                                                                                                                                                                                                                                                                                                         |  |  |  |
| j. Accessibility to public transportation                                                                                                                                                                                                                                                                                                                                                                                                                          |  |  |  |
| k. Special job requirements (laptop, mobile internet access, uniforms, tools, etc.)                                                                                                                                                                                                                                                                                                                                                                                |  |  |  |
| l. Projected start date                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |  |  |
| m. Referred candidates and date and time of interview appointment                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |  |
| 14. Does the agency offer other assistance to employers, such as the use of office space for job interviews, assessment of employee training needs, etc.?                                                                                                                                                                                                                                                                                                          |  |  |  |
| 15. Does the project leverage resources such as the local American Job Center?                                                                                                                                                                                                                                                                                                                                                                                     |  |  |  |
| <b>Assessing Your Responses:</b> If you have checked any “No” boxes in this section, your team may want to consider reviewing and enhancing its employer outreach strategies. That may include assessing relevant staff and partner competencies and providing in-service training as needed, reviewing mechanisms for tracking employer engagement and making any necessary modifications, and exploring ways to add value to the services provided to employers. |  |  |  |

## D. Managing the Job Application and Interview Process

*A participant's visit with a job developer should be viewed as an opportunity to prepare the participant for a job interview and assess their readiness for job placement. Appointments should be scheduled and punctuality should be noted, along with other factors that reflect on the participant's readiness to enter employment.*

|                                                                                                                                                                  | Yes | No | N/A |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|-----|
| 1. Do relevant staff and partners schedule appointments with participants in a manner that emulates appointments for job interviews?                             |     |    |     |
| 2. Is it documented that the candidate is prepared for a job interview according to the following standards?                                                     |     |    |     |
| a. Arrived punctually for all appointments                                                                                                                       |     |    |     |
| b. Has an error-free resume appropriate for the targeted occupation                                                                                              |     |    |     |
| c. Is able to receive critical feedback                                                                                                                          |     |    |     |
| d. Has access to reliable transportation                                                                                                                         |     |    |     |
| e. Has access to reliable child care and backup, if applicable                                                                                                   |     |    |     |
| f. Has a positive attitude and is engaged in the job search process                                                                                              |     |    |     |
| g. Has access to appropriate clothing for the job interview                                                                                                      |     |    |     |
| h. Has adequate documents required by employers when applying for employment, such as birth certificates, Social Security cards, current driver's licenses, etc. |     |    |     |
| 3. Are relevant staff and partners given recognition for meeting job placement and job retention goals?                                                          |     |    |     |

**Assessing Your Responses:** If you have checked any "No" boxes in this section, your team may want to consider changing or enhancing the way your program manages the job application and interview process. This may include changing the way your program schedules job interviews, developing mechanisms for assessing and certifying job readiness, and seeking opportunities for staff recognition.

## E. Follow-Up

*In the sales profession, it's often said that "the fortune is in the follow-up." This section assesses your follow-up efforts and provides strategies for improving them. Never underestimate the importance of follow-up! It benefits the training participant and the employer, and contributes greatly to meeting both placement and retention goals.*

|                                                                                                                                           | Yes | No | N/A |
|-------------------------------------------------------------------------------------------------------------------------------------------|-----|----|-----|
| 1. Do relevant staff and partners make and document a follow-up call (or other means of contact) to the employer following the interview? |     |    |     |
| 2. Do they follow up and document contact with the program participant after the job interview?                                           |     |    |     |
| 3. Are employers contacted after placement? If yes, is follow-up conducted via:                                                           |     |    |     |
| a. Telephone call?                                                                                                                        |     |    |     |
| b. Email?                                                                                                                                 |     |    |     |
| c. Mail?                                                                                                                                  |     |    |     |
| d. Social media?                                                                                                                          |     |    |     |
| 4. Are the following documented?                                                                                                          |     |    |     |
| a. Performance of employee                                                                                                                |     |    |     |
| b. Punctuality                                                                                                                            |     |    |     |
| c. Attitude                                                                                                                               |     |    |     |
| d. Adequacy of skills for the job                                                                                                         |     |    |     |
| e. Ability to learn new tasks and follow instructions                                                                                     |     |    |     |
| f. Ability to meet job standards                                                                                                          |     |    |     |
| g. Ability to receive criticism                                                                                                           |     |    |     |
| 5. Are the participants contacted following placement? If yes, is follow-up conducted via:                                                |     |    |     |
| a. Telephone call?                                                                                                                        |     |    |     |
| b. Email?                                                                                                                                 |     |    |     |
| c. Mail?                                                                                                                                  |     |    |     |

|                                                                                                                                                                                                                                                                                                     |  |  |  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|
| d. Social media?                                                                                                                                                                                                                                                                                    |  |  |  |
| 6. Are the following documented?                                                                                                                                                                                                                                                                    |  |  |  |
| a. Satisfaction with job                                                                                                                                                                                                                                                                            |  |  |  |
| b. Any challenges that might affect job performance                                                                                                                                                                                                                                                 |  |  |  |
| c. Need for additional training                                                                                                                                                                                                                                                                     |  |  |  |
| d. Adequate support from employer                                                                                                                                                                                                                                                                   |  |  |  |
| 7. Is performance data on placement and retention used to inform organizational strategies and continuous quality improvement?                                                                                                                                                                      |  |  |  |
| <b>Assessing Your Responses:</b> If you have checked any “No” boxes in this section, your team may want to consider reviewing and enhancing its follow-up practices. This may include developing follow-up policies and procedures, and using performance data to inform organizational strategies. |  |  |  |

*This H-1B TechHire tool was developed by JFF (Contract DOL-ETA-17-F-00005) and its partners Maher & Maher and ICF on behalf of the U.S. Department of Labor, Employment and Training Administration.*