

CAREERSTAT EMPLOYER SELF-ASSESSMENT TOOL

The CareerSTAT Employer Self-Assessment Tool allows an organization to assess progress in adopting programmatic and organizational best practices as outlined in the [Guide to Investing in Frontline Health Care Workers](#). The tool also includes a section that allows respondents to note priority areas for technical assistance.

DIRECTIONS: The self-assessment tool should be completed by a healthcare employer. Consider the questions posed under each practice category. Select the option that best represents your organization's current practices and/or technical assistance interests. This tool should take approximately 15-20 minutes to complete.

We recommend that you complete this assessment as a team. For example, you might consider including staff from departments such as education and learning, organizational development, human resources, diversity, talent acquisition, community health, and nursing or other clinical department leads.

1. Please tell us who helped complete this assessment
 - Name/ title of all involved

PROGRAMMATIC PRACTICES

Inclusive Hiring: A set of practices that gives local community members and incumbent workers an opportunity to grow their careers in healthcare and provides employers with an expanded pipeline to high-demand positions. Employers frequently partner with community-based organizations or workforce intermediaries to implement inclusive hiring practices to improve the success of these programs and decrease turnover of entry-level workers.

Select the option that best represents where your organization is currently on each of the following practice areas, focusing specifically on frontline workers. **SCALE: No; No, but planning to in the next year; Sometimes; Always**

2. My organization engages in the following inclusive hiring practices for frontline workers.
 - Recruiting from the immediate local community
 - Working directly with pre-employment training programs
 - Growing and developing frontline incumbent workers
 - Growing and developing frontline incumbent workers
 - Recruiting and retaining employees of color

Accessible Learning: Making learning accessible to incumbent frontline workers frequently allows them to attend programs that develop new skills and knowledge while simultaneously maintaining their work schedules and salaries. Employers use different delivery methods to expand program access and increase the likelihood of successful program completion. These practices demonstrate a high level of organizational commitment to developing the talent of entry-level workers in a manner that is both good for employees and good for business.

3. My organization utilizes the following accessible learning practices for frontline workers.
 - Basic skills instruction
 - Work-based learning
 - Competency-based instruction
 - Flexible learning such as onsite, online, and accelerated learning options.
 - Accommodations for non-native English speakers and populations with other needs

Career Development: Individuals seeking jobs in healthcare often see frontline positions as their first step toward a higher-level, higher-paying position. Yet the low wages and high hurdles to advancement, including unclear pathways to licensed positions and lack of support for enhanced training, are major spurs to worker turnover and related employer costs. Employers who champion career advancement provide access to tools, resources, and opportunities needed to make advancement a reality.

4. My organization engages in the following career development practices for frontline workers.

- Budgets for training and development
- Provides skills and training opportunities
- Offers career exploration tools and resources
- Offers career counseling and coaching
- Develops career ladders and pathways
- Assesses skill levels, college readiness and career interests
- Explicitly considers equity and accessibility in building career ladders and pathways.

ORGANIZATIONAL PRACTICES

Engaging Leaders: Frontline workforce initiatives succeed when leadership at all levels—chief executives, department heads, managers, and supervisors of frontline workers—support organizational investments in frontline workers. Having champions who understand and tout program benefits to other leaders helps to secure financial backing and commitment throughout the organization. Strong leadership support binds workforce investment to organizational priorities and goals.

5. My organization engages in the following organizational practices to engage leaders in supporting frontline worker career development.

- Developing alignment and integration with organizational priorities
- Developing alignment and integration with diversity and equity goals
- Developing alignment with health equity goals
- Developing support from senior leaders such as CEO, COO, Chief Human Resource Officer, Vice President(s) of clinical areas, or facility administrators
- Recognizing and rewarding managers who support frontline worker career development
- Providing managers with autonomy to support frontline worker career development

Developing Infrastructure: While engaged leadership is critical to promoting workforce investment, it is just as important to build policies, systems, and structures to support skill and career development. These capacities can help sustain workforce programs when an executive champion departs the organization.

6. My organization engages in the following organizational practices to develop infrastructure needed to support frontline worker career development:

- Establishing dedicated workforce units or staff for frontline workforce development
- Developing HR policies that support frontline workers' skill and career progression
- Annual HR forecasting that includes frontline worker talent development needs

Leveraging Resources: Employers that make lasting investments in their frontline workers have mastered the art of leveraging resources from a variety of sources to start, scale, and sustain programs and infrastructure. Co-investment with philanthropy, other employers, unions, community-based organizations and government is the key to transitioning from temporary program-based funding for frontline worker development to more sustained funding of infrastructure supported by an organization's operational budget.

7. My organization engages in the following organizational practices to leverage resources to support frontline worker career development:
- Accessing and utilizing external grants
 - Participating in industry partnerships with other employers
 - Developing partnerships with community-based organizations
 - Fully integrating workforce development into business operations

MEASURING IMPACT

Please tell us about how your organization currently measures the impact of its investments in frontline workers. Select the option that best reflects your organization's current practices.

1. Does your organization collect data in the following areas? *SCALE: Yes, No, Unsure*
 - Training outcomes (e.g., how many enrolled and passed the class, etc.)
 - Transferable credential attainment (e.g., degree, professional certification)
 - Job placement and advancement (e.g., how many people were promoted or received salary increases as a result of your program)
2. How does your organization conduct impact analysis? *SCALE: No, Somewhat, Yes, Unsure*
 - Does your organization measure and analyze the impact of your workforce development programs?
 - Does your organization have reliable sources of data that can be used to evaluate impact?
 - Does your organization have adequate capacity for impact analysis or evaluation?
 - Does your organization have systems (platforms, software, procedures) in place for collecting and managing data?
 - Are impact data presented in a comprehensible, relevant and usable format to engage a non-technical audience?
 - In addition to quantitative data, does your organization use compelling stories to demonstrate the impact of your workforce development programs?
 - Are senior executives engaged in reporting and discussing business impact results?
 - Does your organization calculate the business case or return on investment (ROI) for workforce development programs?
 - Do the results of the analysis inform workforce programming and investment decisions?
 - Do the results of the analysis inform broader strategic planning efforts within the organization?
3. To what degree are your workforce development programs impacting your frontline employees' abilities to advance their careers?
 - Low, Medium, High, Unsure
 - *How are you measuring this impact? (internal hiring and advancement, courses completed and credentials obtained, skill upgrades and promotions, wage gains)*
4. To what degree are your workforce development programs impacting your frontline employees' abilities to advance their careers?
 - Low, Medium, High, Unsure
 - *How are you measuring this impact? (internal hiring and advancement, courses completed and credentials obtained, skill upgrades and promotions, wage gains)*
5. To what degree are your workforce development programs impacting your frontline employees' knowledge, skills and abilities to deliver higher quality care?
 - Low, Medium, High, Unsure
 - *How are you measuring this impact? (increased competency, HCAHPS scores, patient fall rates, infection rates)*

6. To what degree are your workforce development programs impacting the patient and family experience?
 - Low, Medium, High, Unsure
 - *How are you measuring this impact? (patient and family satisfaction scores)*
7. To what degree are your workforce development programs impacting employee engagement and job satisfaction?
 - Low, Medium, High, Unsure
 - *How are you measuring this impact? (employee satisfaction scores)*
8. To what degree are your workforce development programs focused on hiring individuals from your local community?
 - Low, Medium, High, Unsure
 - *How are you measuring this impact? (local hire rates)*
9. To what degree are your workforce development programs increasing the diversity of your workforce?
 - Low, Medium, High, Unsure
 - *How are you measuring this impact? (pipeline diversity, workforce diversity in different occupations, mgmt/leadership diversity)*
10. To what degree are your workforce development programs improving the health and wellness of your local community?
 - Low, Medium, High, Unsure
 - *How are your measuring this impact? (wage gains, community health indicators, social determinants of health)*

TECHNICAL ASSISTANCE INTERESTS

Please tell us a little about your technical assistance interests during your participation in the CareerSTAT Academy.

1. My organization would be interested in receiving technical assistance to support the following **inclusive hiring practices**. *SCALE: Not at all interested, Somewhat interested, Interested, Extremely interested*
 - Recruiting from the immediate local community
 - Working directly with pre-employment training programs
 - Growing and developing frontline incumbent workers
 - Growing and developing frontline incumbent workers
 - Recruiting and retaining employees of color
2. My organization would be interested in receiving technical assistance to support the following **accessible learning practices**. *SCALE: Not at all interested, Somewhat interested, Interested, Extremely interested*
 - Basic skills instruction
 - Work-based learning
 - Competency-based instruction
 - Flexible learning such as onsite, online, and accelerated learning options.
 - Accommodations for non-native English speakers and populations with other needs

3. My organization would be interested in receiving technical assistance to support the following **career development practices**. *SCALE: Not at all interested, Somewhat interested, Interested, Extremely interested*
 - Budgets for training and development
 - Provides skills and training opportunities
 - Offers career exploration tools and resources
 - Offers career counseling and coaching
 - Develops career ladders and pathways
 - Assesses skill levels, college readiness and career interests
 - Explicitly considers equity and accessibility in building career ladders and pathways

4. My organization would like to receive technical assistance through the CareerSTAT Academy to support the following **organizational practices to engage leaders**. *SCALE: Not at all interested, Somewhat interested, Interested, Extremely interested*
 - Developing alignment and integration with organizational priorities
 - Developing alignment and integration with diversity and equity goals
 - Developing alignment with health equity goals
 - Developing support from senior leader support
 - Recognizing and rewarding managers who support frontline worker career development
 - Providing managers with autonomy to support frontline worker career development

5. My organization would be interested in receiving technical assistance through the CareerSTAT Academy to support the following practices to **develop organizational infrastructure**. *SCALE: Not at all interested, Somewhat interested, Interested, Extremely interested*
 - Establishing dedicated workforce units or staff for frontline workforce development
 - Developing HR policies that support frontline workers' skill and career progression
 - Annual HR forecasting that includes frontline worker talent development needs
 - Accessing and utilizing external grants
 - Participating in industry partnerships with other employers
 - Developing partnerships with community-based organizations
 - Fully integrating workforce development into business operations

THANK YOU FOR COMPLETING THE ACADEMY APPLICATION AND PRE-ASSESSMENT

To complete the process to be considered for the Academy, please submit the following information via email to Melissa Kleder, CareerSTAT Program Manager, at mkleder@nationalfund.org

A letter of support from your Chief Human Resources Officer, or equivalent, that indicates the following:

1. What your organization would like to accomplish by having a staff member participate in the Academy?
1. Agreement to applicant's participation in the Academy for the duration of the 18-month program.
2. Agreement to provide travel expenses for Academy participant