

CAREER DEVELOPMENT EXPERIENCE TOOLKIT RESOURCES

Resources and templates
to support design and
implementation

August 2023

INTRODUCTION

The following is a collection of resources and templates created by Education Systems Center at NIU as part of the larger [Career Development Experience Toolkit](#). These resources are meant to serve multiple audiences – from communities who are just beginning to develop a career development experience (CDE) to those who are looking to enhance their offerings and ensure they are tied to real-world skills and opportunities for participants. The included resources and templates are organized from early implementation stages through each critical moment of the CDE. Additional versions of select resources are available in Microsoft Word and PowerPoint formatting, so that you are able to edit to fit the needs of your community and/or organization. To download those versions, visit the [Toolkit website](#).

Additionally, best practices and community-created resources are available in the Toolkit itself. The resources and templates are not exhaustive; instead it is a gathering of best practices and resource sharing from communities doing incredible work throughout the state of Illinois and nationally. We hope communities will apply, repurpose, and utilize these resources to provide meaningful and robust career development experiences that ultimately prepare youth to be college and career ready.



A career development experience is statutorily defined in the PWR Act and is included in the Illinois Career Pathways Dictionary as part of Illinois' broader work-based learning continuum. Guidance provided in this document is applicable to any supervised work experience regardless of whether it is applicable toward a College and Career Pathway Endorsement or as a College and Career Readiness Indicator. Typical terms associated with a career development experience include internships, school-based enterprises, supervised agricultural experiences, and youth apprenticeships, to name a few.

TOOLKIT TERMINOLOGY

PARTICIPANT

The individual who will participate in the CDE: high school student, opportunity youth, participant in a non-profit/community-based youth development program, etc.

MANAGING ORGANIZATION

Lead entity working to organize and coordinate the delivery of CDEs to participants: school, non-profit or community-based organization, chamber of commerce, other public/private institutions, religious organization, etc. May also be a convening organization or intermediary in a community.

HOST

Typically thought of as the employer, the company, or organization providing the workplace or authentic working conditions for a participant to complete the CDE.

TABLE OF CONTENTS

GETTING STARTED

Crosswalk of Illinois College & Career Endorsement Areas to National Career Clusters	4
Planning Timeline	5

HOST OUTREACH

Participant Task Examples by Pathway Endorsement Area	9
Host Site Assessment	13
Host Site Request Email	15
Host Profile	17

ONBOARDING

Participant Profile	21
Pre-assessment Participant Interview	25
Participant Placement Letter/Email	28
Participant Self-Assessment of Essential Employability Competencies	29
Program Outline & Expectations for Participants	32
Career Development Experience Program Agreement	35
Host Site Background Research for Participants	36
Participant "About Me"	38
Host Confirmation and Participant Introduction Letter/Email	39
Guidebook for Hosts	40
Questions for Experienced Hosts	43
Participant Orientation	44

DURING

Recording CDE Hours	46
Host & Participant Check-in Meetings	47
Participant Reflection Questions	48
Site Visit at Host	50
Providing Feedback to Participants	52
Difficult Conversations	53
Navigating Challenges	54
Participant Improvement Plan	55

WRAPPING UP

Participant Exit Interview with Host	57
Participant Evaluation of Host & Organization	58
Host Evaluation of Participant & Organization	63

CROSSWALK OF ILLINOIS COLLEGE & CAREER ENDORSEMENT AREAS TO NATIONAL CAREER CLUSTERS



ILLINOIS ENDORSEMENT AREA	RELATED NATIONAL CAREER CLUSTER
Agriculture, Food, and Natural Resources (ANFR)	Agriculture, Food, and Natural Resources
Arts and Communication (A&C)	Arts (Performing and Visual), Audio/Video Technology, and Communications
Finance and Business Services (FBS)	Business Management and Administration Finance Marketing Hospitality and Tourism Transportation, Distribution, and Logistics (Logistics)
Human and Public Services (HPS)	Education and Training Government and Public Administration Law, Public Safety, Corrections, and Security Human Services
Health Sciences and Technology (HST)	Health Sciences
Information Technology (IT)	Information Technology
Manufacturing, Engineering, Technology, and Trades (METT)	Architecture and Construction Manufacturing STEM (particularly Engineering and Technology) Transportation, Distribution, and Logistics (Transportation Technology) Energy
Multidisciplinary	Equivalent of two years of coursework across other endorsement areas with identified areas of focus (e.g., focus in AFNR and IT)

PLANNING TIMELINE

The following is a suggested flow of items to complete as a career development experience (CDE) moves from the idea to the implementation phase. All bolded sections are discussed in detail in the [Career Development Experience Toolkit](#). **Tip: Consider how the lists below might align with the managing organization’s program year. Determine the amount of time to be spent on each item and assign clear deadlines.*

PARTICIPANT OUTREACH	TIMEFRAME*
<input type="checkbox"/> Post information in accessible spaces for participants who may be interested in participating in a CDE.	
<input type="checkbox"/> Work together with managing organization staff and community partners to determine eligible participants to recruit.	
<input type="checkbox"/> Distribute any necessary paperwork for participants to complete to participate.	
<input type="checkbox"/> Maintain records of interested participants and whether they have submitted any required documents or information.	
<input type="checkbox"/> Determine a projected number of participants and their related career pathways.	

HOST OUTREACH	TIMEFRAME*
<input type="checkbox"/> Recruit and secure host sites for CDE placements based on projected number of participants that are aligned with supporting participant’s career pathways.	
<input type="checkbox"/> Maintain records of committed hosts: number of participants they can host and the career pathway(s) they are able to support. <input type="checkbox"/> Track whether committed hosts provide the variety of CDE sites needed and conduct a gap analysis to determine where further efforts are needed.	
<input type="checkbox"/> Send host sites confirmation of their participation and any related agreement forms (an MOU, for example) along with a general timeline of when they can expect participants to start.	

ONBOARDING FOR PARTICIPANTS	TIMEFRAME*
<ul style="list-style-type: none"> <input type="checkbox"/> Confirm the roster of participants who will be completing a CDE and make sure all required documents and/or information has been submitted. 	
<ul style="list-style-type: none"> <input type="checkbox"/> Determine and introduce the managing organization point of contact(s) for participants and have them start working with participants to prepare them for their CDE. <ul style="list-style-type: none"> <input type="checkbox"/> Pre-assessments and interviews to understand any unique needs or accommodations. <input type="checkbox"/> Training and resources on Essential Employability Competencies. <input type="checkbox"/> Find resources for participants in need of appropriate attire. 	
<ul style="list-style-type: none"> <input type="checkbox"/> Conduct an initial matching of participants to host sites for their CDE placement based on any unique needs of participants and their career pathway area. <ul style="list-style-type: none"> <input type="checkbox"/> For any hosts that require a drug test or background check, confirm with participants who are placed at these hosts whether they would be able to pass those (if they are not, reconsider a placement option for them or determine if they are not qualified to participate). 	
<ul style="list-style-type: none"> <input type="checkbox"/> Once CDE placements are finalized, present this information to participants and have them spend time researching the host as well as mapping out their commute to the host site as applicable. <ul style="list-style-type: none"> <input type="checkbox"/> If the host site requires any additional HR needs, have participants begin completing those (Ex: health screenings, background checks, drug tests). <input type="checkbox"/> Work one-on-one with participants to address any transportation needs. 	
<ul style="list-style-type: none"> <input type="checkbox"/> Communicate with any parties affected by a change in a participants schedule due to their participation in a CDE (Ex: school counselors, families). 	

ONBOARDING FOR HOSTS	TIMEFRAME*
<ul style="list-style-type: none"> <input type="checkbox"/> Determine a time for hosts to participate in an orientation regarding the CDE program. <input type="checkbox"/> Any host employees who will work closely and regularly with participants should attend. <input type="checkbox"/> This orientation should revisit expectations of the host as well as communicate supports and resources provided by the managing organization. <input type="checkbox"/> Review the timeline of the CDE and confirm participant's start date. 	
<ul style="list-style-type: none"> <input type="checkbox"/> Once CDE placements are finalized, introduce participants to their hosts via email and provide some basic background information on them (example: About Me Profiles). 	
<ul style="list-style-type: none"> <input type="checkbox"/> Confirm if there are any additional onboarding needs for participants to complete before their first day. 	
<ul style="list-style-type: none"> <input type="checkbox"/> Introduce hosts to any new points of contact that may have changed that they will work with throughout the CDE. 	

DURING	TIMEFRAME*
<ul style="list-style-type: none"> <input type="checkbox"/> Perform an initial check-in call to see how the CDE has started off. 	
<ul style="list-style-type: none"> <input type="checkbox"/> Continue to monitor the CDE and be responsive to any questions or needs from participants or hosts. 	
<ul style="list-style-type: none"> <input type="checkbox"/> Perform site visits as applicable. 	
<ul style="list-style-type: none"> <input type="checkbox"/> Distribute and collect materials for feedback from both participants and hosts. 	
<ul style="list-style-type: none"> <input type="checkbox"/> Distribute and collect a professional skills assessment from hosts regarding participant performance. 	

WRAPPING UP	TIMEFRAME*
<input type="checkbox"/> If not already completed, send hosts the professional skills assessment to complete.	
<input type="checkbox"/> Collect feedback from participants and hosts on the CDE. <ul style="list-style-type: none"> <input type="checkbox"/> Ability of host to provide a quality CDE for participants. <input type="checkbox"/> Performance of participant in expected tasks and behavior of host site <input type="checkbox"/> Resources and assistance provided by the managing organization. 	
<input type="checkbox"/> Thank hosts and congratulate participants for their completion of a CDE. <ul style="list-style-type: none"> <input type="checkbox"/> Participants should provide a thank you note as well to hosts. <input type="checkbox"/> Suggest how the host might consider celebrating their participant(s) on their last day. 	
<input type="checkbox"/> If not done so already, distribute/record any applicable credit and/or compensation to participants.	
<input type="checkbox"/> Participants should update their resumes and any related documents/ platforms to reflect their CDE.	

PARTICIPANT TASK EXAMPLES BY PATHWAY ENDORSEMENT AREA

The following are suggested career development experience tasks, organized by College and Career Pathway Endorsement areas or industry sectors.

AGRICULTURE, FOOD & NATURAL RESOURCES

May be completed through a participant's own entrepreneurial activities or assisting a host

- Keep financial records to determine profitability
- Plan and conduct a major agricultural experiment
- Design a plan to investigate and analyze a problem
- Research and determine needs in the community for interests, services and/or products
- Develop a marketing plan
- Write a newsletter article/press release to promote business
- Develop a land use plan and/or design
- Create an advertising campaign
- Determine areas of continuous improvement and renovation
- Design computer programs to address production and any associated concerns
- Offer customization for services and/or products
- Document processes and procedures for common tasks
- Construct prototypes
- Design and/or build products, equipment, and/or facilities
- Perform maintenance and installation as needed of materials
- Keep and update customer records
- Research potential partners to grow and/or inform business to provide product and/or service needs
- Study the effects of a substance or procedure over time and determine its effectiveness
- Raise and/or train animals for competitions/business needs
- Grow crops for research or sale purposes
- Develop multi-year plans for business
- Determine community needs and areas able to provide assistance in developing/supporting with business

ARTS & COMMUNICATIONS

- Assist in creating material to post; monitor content
- Develop logos or images to represent host and/or a special event
- Attend client meetings and develop draft design/concepts
- Proofread communication materials
- Design email/blog templates and graphics
- Conduct market research and brand outreach
- Create newsletters and client communications
- Prepare press releases
- Manage weekly social media calendar and create strategies to increase brand visibility
- Write and produce news content
- Edit videos and photos
- Conduct interviews
- Develop social media content
- Collaborate with and interview key business stakeholders in Marketing, Sales, and Operations to identify business data and information for case study and collateral development
- Prepare calendars and agendas for events
- Assist with research, field recording, script writing, and audio editing
- Digitally archive and organize past programs
- Create content for website, including, but not limited to, conducting and transcribing interviews
- Outreach to organizations for purposes of scheduling/booking arts education programs
- Attend/assist in workshops
- Obtain/process follow-up evaluations with participants of programs and events
- Prepare and review drawings, documents, data sets and other digital design assets

FINANCE & BUSINESS SERVICES

- Attend client meetings
- Analyze data to identify areas of opportunity & efficiency
- Generate financial forecast and cost recovery reports
- Engage in activities related to accounts payable/ accounts receivable
- File and process applications from prospective candidates
- Schedule interviews and generate letters of receipt of application
- Prepare materials for new hire orientations
- Prepare and review financial statements
- Attend networking events to develop new client relationships and strengthen existing
- Perform membership and sponsorship tracking and follow-ups
- Log media requests
- Assist in the coordination of volunteer activities
- Organize and inventory gifts for charity events
- Research and gather documentation on company position in the industry
- Interview customers, stakeholders and business partners to gather details about current perspectives and/or problems
- Create support materials such as charts and graphs and take notes at meetings
- Review business processes and make recommendations for improvement
- Help launch new initiatives
- Produce and develop monthly reports
- Compile industry press clips
- Create presentations for clients

HEALTH SCIENCES & TECHNOLOGY

*May require patient permission

- Monitor, record and report symptoms and changes in a patient's conditions*
- Clean and maintain a sterile space
- Set up laboratory equipment and assist in testing
- Conduct and participate in research projects
- Attend patient consultation or procedures*
- Develop a wellness plan for a recovering patient*
- Assist staff to help scribe notes of patients*
- Prep patient charts*
- Learn regulatory guidelines to help ensure materials and practices comply with regulatory restrictions and guidance
- Participate in healthcare-related brainstorms*
- Perform routine maintenance and validation of research equipment
- Assist in the collection of data as designated in study protocols
- Inventory management and supply ordering
- Implement program curriculum and health & fitness activities
- Help coordinate and participate in health and well-being promotional efforts
- Assist with clinical rounds*
- Observe patients and medical procedures*
- Attend interactive lectures and labs
- Collect and present own research
- Maintain, troubleshoot, and provide day-to-day support within Information Systems for processes, systems, applications, computers, networks, and other devices
- Maintain technical documentation of support issues and identify undocumented problems and solutions
- Document technical diagrams, policies and/or procedures

HUMAN & PUBLIC SERVICES

- Conduct bi-lingual outreach through verbal and/or written materials
- Research opportunities to promote access and equity in practices and procedures
- Assist in establishing program standards and goals and in the evaluation of program results

Education

- Create and implement lesson plans
- Decorate/organize classroom
- Assist students with projects
- Attend and participate in teacher/staff meetings
- Monitor student progress
- Communicate with parents and other school/program staff and administrators

Government

- Attend committee meetings
- Write meeting minutes
- Research legislative and regulatory issues
- Assist lobbyists in campaigns and materials

Non-Profit

- Coordinate and participate in fundraising and donor activities
- Draft program materials
- Assist with programs and events
- Provide direct assistance and support to clients

Law

- Analyze and identify legal issues in cases
- Organize case files/notes
- Review and approve proposed contracts
- Draft/prepare legal documents
- Research and suggest methods of acquiring further evidence

INFORMATION TECHNOLOGY

- Take Helpdesk calls/ tickets and provide customer service
- Perform equipment maintenance
- Troubleshoot equipment issues
- Migrate data from a user's old device to their replacement device
- Diagnose and repair hardware and software
- Virus/malware clean-up
- Install/configure software
- Analyze returned/old equipment to determine if it's eligible to be reissued or utilize for parts
- Weigh, package and setup completed equipment for delivery
- Assess IT security risks and identify meaningful solutions to mitigate
- Performs analytical reviews and participates in root cause analysis
- Create and maintain troubleshooting procedures and issue resolution documentation
- Support on documentation of projects
- Coordinate events like workshops, lessons learned, testing
- Service and move hardware
- Provide training on how to use applications and software
- Provide and maintain basic network connectivity for desktops, laptops, printing and plotting devices, phones and field offices
- Document common processes and draft protocol if needed
- Run software updates as needed
- Communicate with third-party vendors related to setting up new work orders and troubleshooting existing work orders
- Assist in the research of unusual bugs or other IT issues
- Perform daily SQL & Network Backup Operations for all offices in cloud and On-Premise

MANUFACTURING, ENGINEERING, TECHNOLOGY & TRADES

- Material and equipment inspection
- Study plant safety and suggest recommendations for improvement
- Read and interpret drawings
- Develop, prepare, and/or review engineering plans
- Develop basic detail and assembly drawings for products and equipment
- Review applications and issues permits
- Perform physical and chemical tests for quality control
- Conduct research and provide technical assistance as needed
- Create 3-D models from 2-D drawings
- Test prototypes and standard products and write reports to document the results
- Maintain clean and orderly work areas
- Develop and write manufacturing process instructions
- Manage vendors; follow-up on purchase orders
- Receive and/or inspect parts
- Collect and record measurements and other data
- Review plans and/or maps of structures for inspections, troubleshooting, and/or repair
- Participate in developing and implementing SOPs (Standard Operating Procedures) and WIs (Written Instructions)
- Maintain and prepare reports on inspections, as well as completed and pending work
- Assist with identifying and assessing technical problems; learn and apply techniques and methods using the necessary tools and equipment
- Assist with the installation of necessary equipment for maintenance and/or repairs

GENERAL SUGGESTIONS FOR ALL AREAS

- Use Excel to find trends in data; create charts and transfer to PowerPoint
- Conduct analysis and make recommendations for new social media strategies
- Organize inventory of materials
- Participate in the set-up and operation of special events and program activities
- Opportunities to work directly in customer service related tasks
- Shadow various departments/staff
- Special projects/research (think about all the things that would be great to know or do but there just doesn't seem to ever be enough time in a day! Participants can help get this work jumpstarted and developed)

HOST SITE ASSESSMENT

The following assessment should be completed and reviewed by the managing organization before a host is confirmed to offer a career development experience (CDE). As a managing organization, it is important to understand the capability of a host to support a participant and meet the expectations of the CDE, as well as provide a safe working environment. If a host does not meet any of the following expectations, consider how they might be supported to meet this expectation or whether they are not able to provide a CDE at this time.

Note: These are suggested items to collect about a host to assess fit for a CDE placement. Please consider any additional unique needs and make modifications as necessary to this assessment. This assessment should be considered with the information collected from the host profile.

MEETING EXPECTATIONS OF THE CDE

Name of Host: _____

What opportunities (tasks, projects, events, etc.) are they willing to provide for participants to develop Essential Employability and Technical competencies?

How hands-on are hosts to support and train participants on assigned tasks?

Is the host open to participants of different racial, ethnic, and socioeconomic status?

Can the host engage in all required activities of the CDE?

Activity	Yes	No	Comment
Orientation			
Site Visit			
Professional Skills Assessment			
Weekly Participant Check-ins			

Is the location of the host site reasonably accessible to participants? *(Note: A site may only be accessible to a small number of participants; if the site aligns to a majority of those participants' interests and support needs, then it works!)*

Is the host able to provide the equipment and supplies needed for participant's to complete their tasks?

Is the host able to provide a safe environment? *(Note: These items do not cover all hazards present in the workplace. Hosts should have a safety assessment checklist that they can run through with the managing organization as applicable. Learn more from the Occupational Safety and Health Administration.)*

	Yes	No	Comment
Are all worksites clean and orderly?			
Are fire extinguishers present and dated?			
Are first-aid kits available?			
Are work areas adequately illuminated?			
Are smoke detectors present and intact?			
Is the work environment free from trip hazards?			
Are exit signs visible, unobstructed, and illuminated?			
Is the work environment free from flammable liquids and/or open flames?			
Are hallways, corridors, aisles, and stairways clear of objects, boxes, shelves or other debris?			
Are tops of shelves free from heavy objects?			
Do electric cords show signs of fraying, wear, or splices?			

HOST SITE REQUEST EMAIL

Managing organizations should already be in conversation with a potential host about the career development experience program before sending a host site request email. The template seeks to provide more detailed information for a potential host to make a more informed decision on whether they are able/willing to participate. [Career development experience] may be replaced with the title used for implementation at the managing organization (ex: internship, cooperative education, remote work, etc)

Our team at [managing organization] name is committed to investing in our community through engagement with local partners to help youth launch their career pathways. We are reaching out to our local community to recruit [career development experience] opportunities for our participants in [applicable program name of managing organization] who are pursuing a career pathway in [endorsement or career interest area].

Why is this important?

Gaining work experience early on is instrumental in helping young people better develop and inform career interests and skills in their chosen field. Our participants are able to form networks of industry experts that will continue to support and influence them throughout their career path.

Early work experience is also beneficial for the entire community:

- Employers can recruit and promote industry interest early in the local talent pipeline
- Participant supervision provides leadership opportunities for employees to grow in their roles
- Positive recognition and ability to serve as a model for shaping and supporting local career pathway systems

Who are the participants?

[Provide background here on school year/program participants are in and any information to describe previous work-based learning and/or training that they have completed to demonstrate readiness to participate in a career development experience.]

What are we asking of you?

Would you consider becoming a host site for the [career development experience]? Hosts commitments entail:

- Authentic work tasks to promote development of essential and technical employability skills
- Assigned staff to work directly with participants to assign and coach through daily tasks
- Willingness to complete assessments for participants and provide feedback

This experience will take place from [date and date/general time] and will total [60 hours].

Please join us in creating opportunities for participants to engage in hands-on learning and develop the next generation of industry leaders. This work must be done in collaboration to ensure the preparedness of participants to meet the expectations of industry and education to meet their career goals.

If you are interested in hosting a participant for a [career development experience], please fill out the [attached/linked] form. For any further information or questions regarding the [career development experience] program, please feel free to email or call [me/our office] at:

[Provide contact information on a separate line clearly viewable and accessible]

Thank you in advance for your support and we look forward to the opportunities we are able to make happen together to strengthen and grow businesses and community organizations throughout our region!

[Your signature with contact information]

HOST PROFILE

This form can be filled out by the host directly or by the managing organization. Learn more about the roles in the [Career Development Experiences Toolkit](#).

Please note that the information provided in this profile will be used by the managing organization to determine best fit for participants and match them to host sites. Please fill out the entire form and include any additional information you deem necessary regarding participant's completion of a career development experience with your organization/company.

Is this your first time hosting a career development experience? Yes No

HOST SITE INFORMATION

Name of Host: _____

Address: _____

What are your standard business hours? _____

Is there any flexibility in the participant's work hours? Yes No

If yes, please explain: _____

Please provide a brief description of your company or organization:

How would you describe the dress code?

Business Professional Business Casual Casual Required Uniform

Other: _____

Are there any specific requirements for clothing or clothing that are not allowed (e.g. open-toed shoes)?

Describe the office environment. (For example, is it loud? Quiet? Casual? Conservative?)

CONTACT INFORMATION

Host Contact

Name: _____

Department & Title: _____

Phone Number: _____

Email: _____

Primary Supervisor for participants*

Check here if same as host contact: Yes *If yes, please skip this section.*

Name: _____

Department & Title: _____

Phone Number: _____

Email: _____

Secondary Supervisor for participants (if applicable)*

Name: _____

Department & Title: _____

Phone Number: _____

Email: _____

**If primary and/or secondary supervisors are not known at this time, they must be determined and communicated at least one week before a participant's first day of the CDE.*

CAREER DEVELOPMENT EXPERIENCE – INDUSTRY INFORMATION

National Career Cluster(s) that the host site is able to provide a CDE for (mark all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Agriculture, Food & Natural Resources | <input type="checkbox"/> Hospitality & Tourism |
| <input type="checkbox"/> Architecture & Construction | <input type="checkbox"/> Human Services |
| <input type="checkbox"/> Arts, A/V Technology & Communications | <input type="checkbox"/> Information Technology |
| <input type="checkbox"/> Business Management & Administration | <input type="checkbox"/> Law, Public Safety, Corrections & Security |
| <input type="checkbox"/> Education & Training | <input type="checkbox"/> Manufacturing |
| <input type="checkbox"/> Finance | <input type="checkbox"/> Marketing |
| <input type="checkbox"/> Government & Public Administration | <input type="checkbox"/> Science, Technology, Engineering & Mathematics |
| <input type="checkbox"/> Health Science | <input type="checkbox"/> Transportation, Distribution & Logistics |

CAREER DEVELOPMENT EXPERIENCE – FOR PARTICIPANTS

Which of the levels of supervision (below) best describes how participants will typically be completing tasks and projects?

- Independently with minimal guidance or oversight
- Independently for some tasks but closely with supervision for others
- Closely with host staff at all times

Please describe the tasks and projects that participants will be expected to complete (*managing organization may follow-up with additional questions related to a host's ability to address Essential Employability and Technical Competencies to further assess fit*):

Please list any particular skills or personality traits that will be necessary or helpful for a participant to complete tasks and projects:

Are there any onboarding requirements before a participant's first day? Yes No

If yes, please describe and include any relevant paperwork or links to be completed:

If applicable, please describe any of the following regulations and/or requirements of the following:

Safety regulations: _____

Age requirements: _____

Required certifications/training: _____

ADDITIONAL INFORMATION

What else should we know about you to help identify a participant to be placed at your site?

Please list any additional contacts (other than those listed on p. 2) who should be included in any communication regarding the CDE (full name and email address):

Are you interested in learning more about and/or participating in any of the following other work-based learning opportunities? (*Audiences for these may be participants or managing organization staff as applicable.*)

- | | |
|---|---|
| <input type="checkbox"/> Career Fair | <input type="checkbox"/> Guest speaking |
| <input type="checkbox"/> Job shadows | <input type="checkbox"/> Site visits |
| <input type="checkbox"/> Advising on curriculum | <input type="checkbox"/> Career Mentoring |
| <input type="checkbox"/> Other: _____ | |

PARTICIPANT PROFILE

PERSONAL CONTACT INFORMATION

Name (First & Last): _____ Date of Birth: ____/____/____

School: _____ Grade Level: _____

Street Address: _____

City: _____ State: _____ Zip: _____

Main Phone Number: (_____) _____ Select Type: Cell Home Work

Secondary Phone Number: (_____) _____ Select Type: Cell Home Work

Main Email Address: _____ Select Type: School Personal

Secondary Email Address: _____ Select Type: School Personal

EMERGENCY CONTACTS

#1: Name (First & Last): _____

#1: Relationship to You: _____ Phone Number: (____) _____

#2: Name (First & Last): _____

#2: Relationship to You: _____ Phone Number: (____) _____

BACKGROUND INFORMATION (FOR COUNSELOR TO COMPLETE)

Participant's Attendance | # Days Missed Previous School Year: _____

Participant's Cumulative GPA: _____

This participant is on track to graduate and authorized to alter their class schedule to accommodate the career development experience

Counselor Signature: _____ Date: ____/____/____

Counselor Email Address: _____

PRIOR WORK-BASED LEARNING EXPERIENCES

Share your previous work-based learning experiences in the table below. When considering the skills you learned, please refer to the See [Recommended Technical and Essential Employability Competencies](#) document.

What was the experience (job shadow, team-based challenge, internship, etc.)?	Who was the experience with (name of the employer and/or organization)?	When was the experience (include start and end dates with month and year)?	What two competencies did you learn or build during the experience?
<i>Example: Internship</i>	<i>ABC Bank</i>	<i>June – August 2022</i>	<i>Communications & Problem Solving</i>

RELEVANT ACADEMIC EXPERIENCE

In the table below, list your career-related courses or other relevant academic experiences and any Technical and Essential Employability Competencies practiced:

Name of Course	Institution Issuing Credit	Date Completed (or note if it's still in process)	Competencies Practiced

What special skills and/or certifications have you earned? Include multi-lingual fluency, technology skills, any applicable industry certifications, etc.):

What extracurricular activities or organizations do you participate in?

CAREER PATHWAY AND POST-PROGRAM PLANS

Favorite subjects in school:

Careers you are interested in:

Post-program plans you are considering (check all that apply):

2-year school (associate degree)

4-year school (bachelor's degree)

Military

Work/job skills program

Apprenticeship

Employment

Gap year

Other: _____

SELF-ASSESSMENT

Which of these traits do you feel best describe you? (Mark only your top 5.)

Creative

Flexible

Curious

Logical

Patient

Confident

Realistic

Independent

Reliable

Humble

Helpful

Outgoing

Persuasive

Dedicated

Energetic

What knowledge and skills do you feel you still need to develop or improve upon? (Mark each category that applies and provide a brief statement for each on what you specifically would like to focus on.)

Academic Knowledge and Skills

Industry-Focused Knowledge and Technical Competencies

Entrepreneurial Competencies

Essential Employability Competencies

Career Pathway Knowledge and Navigation Skills

SCHEDULE AVAILABILITY

Please mark with an "X" what days and times you are available to participate in a career development experience. Your availability will not impact whether you are qualified to participate but instead will ensure that you are placed appropriately at a host site able to accommodate your schedule.

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Morning							
Afternoon							
Evening							

TRANSPORTATION

Please indicate your transportation preferences for the career development experience. Transportation provided by the managing organization may require parent/guardian approval.

I am able to provide my own transportation: Yes No

If yes, what is your plan for transportation: _____

I will require assistance with transportation: Yes No

If yes, what assistance is needed: _____

PRE-ASSESSMENT PARTICIPANT INTERVIEW

Conducting one-on-one participant interviews before determining placements for career development experiences provide managing organizations the opportunity to gain a better understanding of individual participants while building trust. Information from this interview should be used to determine the best fit for participant's CDE placement and any additional resources/supports needed to ensure a successful experience for both participants and hosts.

Participant's Name:

1. Tell me about yourself:

2. What are your long-term career goals and how do you plan to achieve them?

3. What are your greatest strengths/skills?

4. Tell me about an accomplishment you are most proud of:

5. What are your areas of growth?

6. Describe the types of situations that put you under pressure and how you handle those:

7. What motivates you to put forth your greatest effort?

8. Have you had any previous work-based learning experiences? If so, please describe them:

9. What are you most interested in doing and/or learning about during your CDE?

10. Describe the qualities that a successful manager or supervisor should possess:

12. Are you involved in any activities that might require you to have an adjusted CDE schedule?

13. What else do you think that I should know about you?

14. What questions do you have for me?

Conclude the interview:

- Provide a business card or contact information
- Provide any applicable information on next steps for the participant and/or CDE process

Participant Interview Completed By:

Name of Interviewer

Date

PARTICIPANT PLACEMENT LETTER/EMAIL

Managing organizations should already be in conversation with a participant about the career development experience program before sending a placement letter or email. Participants may find it helpful to receive this information in more than one way (personal conversation, a text message directing them to check their email, etc.).

- Consider copying parents/guardians, teachers/instructors, and counselors/mentors if emailing participants.
- [Career development experience] may be replaced with the title used for implementation at the managing organization (Ex: internship, cooperative education, remote work, etc.)

Dear [participant name],

We are excited to inform you that you have been accepted to participate in the [career development experience]! Your placement will be with [host name] and will begin on [start date]. Your [managing organization] point of contact will be [name of managing organization staff member]. Please see below for additional details on your career development experience:

As a participant in a career development experience, you will:

- Engage in authentic, hands-on tasks related to your career interest area.
- Receive one-on-one mentorship and guidance from industry experts.
- Discover the various pathways and requirements for employment in your career interest area.
- Determine whether your career interest area is a good fit for you.
- Develop a network of professionals and industry experts to access of future opportunities.

Host Information

- Host name:
- Host address:
- Host supervisor name and contact information:

Credit/Compensation

- Credit hours received and applicable course codes:
- Hourly wages/stipend earned and payroll schedule:

Schedule

- Start date & end date:
- Weekly schedule and number of hours per week:
- Calendar of events

Congratulations and we look forward to working with you!

Should you have any questions regarding your career development experience, please contact your [managing organization] point of contact at [email/phone].

Sincerely,
[Managing Organization]

PARTICIPANT SELF-ASSESSMENT OF ESSENTIAL EMPLOYABILITY COMPETENCIES

Consider adapting the form to an online survey.

Name (First & Last): _____ Date: ____/____/____

Career Interest/Endorsement Area: _____

Please rate yourself on each Essential Employability Competency listed below. The definition for each competency is provided for you. You will rate yourself on a scale of 1-10:

- 10 = You are an expert at this competency
- 5 = Neutral (you know the competency well but could improve on displaying and practicing it)
- 1 = You feel that you are in need of extensive growth and support to be an expert at this competency

Your responses to these competencies will not affect your qualification to participate in a career development experience. They are meant to inform the [managing organization] team on where the best placement is for you to ensure that you feel both successful, challenged and supported throughout your career development experience.

We are here for you if you have any questions or needs!

TEAMWORK & CONFLICT RESOLUTION

I can work cooperatively with others to complete work assignments and achieve mutual goals.

1	2	3	4	5	6	7	8	9	10	
<i>Beginner</i>				<i>Neutral</i>						<i>Expert</i>

COMMUNICATION (VERBAL)

I can use English grammar and public speaking, listening, and responding, convey an idea, express information, and be understood by others.

1	2	3	4	5	6	7	8	9	10	
<i>Beginner</i>				<i>Neutral</i>						<i>Expert</i>

COMMUNICATION (WRITTEN)

I can use standard business English to ensure that written work is clear, direct, courteous, and grammatically correct.

1	2	3	4	5	6	7	8	9	10	
<i>Beginner</i>				<i>Neutral</i>						<i>Expert</i>

COMMUNICATION (DIGITAL)

I can use email, keyboarding, word processing, and digital media to convey work that is clear, direct, courteous, and grammatically correct.

1	2	3	4	5	6	7	8	9	10
<i>Beginner</i>				<i>Neutral</i>					<i>Expert</i>

PROBLEM SOLVING

I can use critical thinking skills to generate and evaluate solutions as they relate to the needs of my team, customer, and company.

1	2	3	4	5	6	7	8	9	10
<i>Beginner</i>				<i>Neutral</i>					<i>Expert</i>

DECISION MAKING

I can use problem solving to implement and communicate solutions.

1	2	3	4	5	6	7	8	9	10
<i>Beginner</i>				<i>Neutral</i>					<i>Expert</i>

CRITICAL THINKING

I can use logic and reasoning to analyze and address problems.

1	2	3	4	5	6	7	8	9	10
<i>Beginner</i>				<i>Neutral</i>					<i>Expert</i>

ADAPTABILITY & FLEXIBILITY

I am open to new ideas and can handle ambiguity based on workplace change and variety.

1	2	3	4	5	6	7	8	9	10
<i>Beginner</i>				<i>Neutral</i>					<i>Expert</i>

INITIATIVE & SELF-DRIVE

I can achieve professional goals and understand personal impact through goal setting.

1	2	3	4	5	6	7	8	9	10
<i>Beginner</i>				<i>Neutral</i>					<i>Expert</i>

RELIABILITY & ACCOUNTABILITY

I can follow through and ensure that my team meets their collective goals through commitment and time management.

1	2	3	4	5	6	7	8	9	10
<i>Beginner</i>				<i>Neutral</i>					<i>Expert</i>

CULTURAL COMPETENCE

I can communicate and work effectively across a multitude of abilities, cultures, and backgrounds.

1	2	3	4	5	6	7	8	9	10
<i>Beginner</i>				<i>Neutral</i>					<i>Expert</i>

PLANNING & ORGANIZING

I can use time management to plan effectively and accomplish assigned tasks.

1	2	3	4	5	6	7	8	9	10
<i>Beginner</i>				<i>Neutral</i>					<i>Expert</i>

For the Essential Employability Competencies that you rated yourself the **highest** on, please provide your reasoning and examples of times that you have practiced or displayed these competencies:

For the Essential Employability Competencies that you rated yourself the **lowest** on, please provide your reasoning and your plan to develop these, along with any needs or questions you might have:

PROGRAM OUTLINE & EXPECTATIONS FOR PARTICIPANTS

CONTACT INFORMATION

Use this space to provide all relevant contact information (phone numbers and email addresses) of the managing organization for participants. If applicable, provide the address of the managing organization and any other locations participants may be expected to report to (for example – if training or onboarding takes place at a different site than the offices of the managing organization).

If applicable, make clear who participants should contact for any specific items or needs:

- Attendance
- Payroll
- Concerns regarding their host staff or placement
- Personal matters, etc.

PROGRAM DESCRIPTION

Use this space to provide an overview of the CDE:

- Description of a typical experience for participants
- General expectations of their host staff and site
- Schedule and length of program
- Dates of any required events (ex: site visits)
- Any credit and/or compensation earned

OBJECTIVES

At the end of the career development experience, participants should have (the following are suggested items, include any objectives specific and relevant to the program of the managing organization):

- Engaged in authentic, hands-on tasks related to their career interest area
- Received one-on-one mentorship and guidance from industry experts
- Discovered the various pathways and requirements to obtain employment in their career interest area
- Determined whether their career interest area is a good fit for them (a successful CDE also includes those that redirects a participant's career pathway!)
- Developed a network of professionals and industry experts that can lead to accessing future opportunities

PROFESSIONAL SKILLS ASSESSMENT

Use this space to provide information on what participants will be assessed on for their CDE and how/when the assessment(s) will occur.

It is important to mention here the role that their host supervisor will play in evaluating and addressing any competencies to be developed/gained throughout their CDE.

It can be helpful here to provide a detailed calendar timeline of these events – both the submission of the assessment and process for feedback conversations with the host and/or managing organization.

It should be made clear that participants will also submit a self-assessment and personal reflection on their performance that will inform the conversations.

ESSENTIAL EMPLOYABILITY COMPETENCIES

(Note: If applicable, provide the related Technical Competencies as well)

Teamwork and Conflict Resolution	Students can use their understanding of working cooperatively with others to complete work assignments and achieve mutual goals.
Communication	Verbal: Students can use their understanding of English grammar and public speaking, listening, and responding, convey an idea, express information, and be understood by others. Written: Students can use their understanding of standard business English to ensure that written work is clear, direct, courteous, and grammatically correct. Digital: Students can use their understanding of email, keyboarding, word processing, and digital media to convey work that is clear, direct, courteous, and grammatically correct.
Adaptability and Flexibility	Students can use their understanding of workplace change and variety to be open to new ideas and handle ambiguity.
Cultural Competence	Students can use their understanding of diversity and inclusion to communicate and work effectively across a multitude of abilities, cultures, and backgrounds.
Problem Solving	Students can use their critical thinking skills to generate and evaluate solutions as they relate to the needs of the team, customer, and company.
Decision Making	Students can use their understanding of problem solving to implement and communicate solutions.
Critical Thinking	Students can use their understanding of logic and reasoning to analyze and address problems.
Initiative and Self-Drive	Students can use their understanding of goal setting and personal impact to achieve professional goals and understand personal impact.
Reliability and Accountability	Students can use their understanding of commitment, time management, and follow through to ensure that a professional team functions properly and meets collective goals.
Planning and Organizing	Students can use their understanding of time management to plan effectively and accomplish assigned tasks.

PLACEMENT AT HOST SITES

Use this space to provide information on how participants are matched to host sites and/or their host supervisor.

If you have any policies regarding whether participants can switch host sites or not during the CDE, it is important to describe that here.

ATTENDANCE POLICIES AND PROCEDURES

Use this space to describe any policies and procedures as they relate to being absent or tardy to their host site or any other CDE related activities.

Note: It is helpful to refer to any policies regarding approved extracurricular activities. For example, if a participant knows ahead of time their schedule for an extracurricular activity that will affect their attendance this should be communicated to the managing organization immediately and worked through with their host to make sure they are able to accommodate the participant's schedule.

GRADING POLICY

If participants are receiving credit for their CDE, use this space to describe grading and any required assignments of the CDE. For example, does attendance and assessment(s) from their host supervisor affect their grade?

Note: If applicable, provide a detailed syllabus of the related course with due dates and assignments listed.

PAYROLL POLICIES

If participants are being paid for their CDE, use this space to describe any policies and procedures as it relates to payroll. For example, when/how are timesheets turned in, payroll schedule, paper checks vs. direct deposit, etc.

Note: If participants are being paid and do not currently have a bank account but are eligible for one, the CDE is a valuable opportunity to begin best practices in money management behaviors.

IMPROVEMENT PLANS

Use this space to provide any information regarding the process for participants who may be put on an improvement plan.

RESIGNATION AND TERMINATION

Use this space to provide any information regarding the process for participants who may leave or be removed from the CDE program.

ATTIRE

Use this space to describe any policies regarding attire for the CDE. Provide information on resources for attire through the managing organization or other community partners for participants in need.

ADDITIONAL MANAGING ORGANIZATION POLICIES AND PROCEDURES

Use this space to refer to any additional information from the managing organization. For example: equal opportunity statements, sexual harassment, and other items that may be included in a code of conduct.

CAREER DEVELOPMENT EXPERIENCE PROGRAM AGREEMENT

This form must be signed and returned to a [managing organization] staff member.

PARTICIPANT AGREEMENT

I, _____, have received and read the program expectations for the [managing organization] career development experience Program. I am aware of the commitment and expectations of myself as a participant. I understand that any violation of the policies and procedures as outlined may result in interventions and consequences up to termination from the career development experience program.

Participant (Print your full name)

Date

Participant (Sign your full name)

PARENT/GUARDIAN AGREEMENT

(Managing organizations: This section is optional, but a helpful resource to ensure that parents/guardians are aware of a participants involvement with a career development experience – especially those that may affect their schedule.)

Dear Parent/Guardian,

[Managing organization] believes that you should be informed regarding the expectations and commitment that your participant is taking on regarding the career development experience program. Please read the program expectations and sign below to acknowledge your receipt and understanding of the career development experience program.

Please don't hesitate to reach out with any questions or needs (provide any applicable contact information here).

I am the parent or guardian of the above-named participant. I have received and read the program expectations of the [managing organization] career development experience program.

Parent/Guardian (Print your full name)

Date

Parent/Guardian (Sign your full name)

Parent/Guardian Email

Parent/Guardian Phone

HOST SITE BACKGROUND RESEARCH FOR PARTICIPANTS

Participants should complete the template to help them prepare for the experience. Managing organizations should have already provided participants with a placement letter or email, which includes details such as the host's name, address, supervisors, start date, etc., which can be referenced to complete this assignment.

.....

Name of Host: _____

Address of Host: _____

Name of Supervisor(s) & Email(s): _____

Research the following about your supervisor(s) (use Google, LinkedIn, the host's website, etc.)

Current title and description of their role	
Education and experience (What was their career pathway?)	

Research the following items about your host:

Mission or value statements	
Common services and/or products provided	
Industries represented and available occupations	

When is your start date? _____

What are your scheduled hours and days? _____

Anything you need to know and/or do before your first day (attire, bring ID, paperwork to fill out, etc.)?

Describe your expected tasks and projects:

What questions do you have for your supervisor on the first day? (Think of at least two questions.)

Map out your commute. What is the route to get there and back? How long will it take you to get to your CDE? How long will it take you to get home after your CDE?

“ABOUT ME”

Participants should complete this information; you may want to allow participants to use PowerPoint, Canva, or a similar software to personalize the design. Managing organizations should review the content before forwarding to hosts. Best practice is to send to hosts at least one week before a participant’s start date.

INTRODUCING YOUR [CAREER DEVELOPMENT EXPERIENCE] PARTICIPANT!

[PARTICIPANT NAME]

My school/program:

My hobbies and passions are:

My goals for the future are:

My Favorite Snack/Movie/Book:

A strength/talent that I will bring:

One skill I would like to improve on:



HOST CONFIRMATION AND PARTICIPANT INTRODUCTION LETTER/EMAIL

This template can be used to introduce hosts to the participant who will participate in a career development experience at the host site. This email should be sent by the managing organization staff member who will serve as the point of contact for the host supervisor that will work most closely with the participant(s). Any other host staff who need to be kept in the loop should be copied on this email.

- Attach the “About Me” profile to let hosts know a bit more about participants before the first day.
- Send this communication before providing a participant with their host site information, to sort out any miscommunication or additional needs/questions on the host’s end that may affect a participant’s placement.

Dear [host contact name],

I’m reaching out from [managing organization] to introduce myself as your [point of contact/role title]. I will serve as the primary point-of-contact for you and your participant over the course of the career development experience. Thank you for serving as a guide and mentor in this valuable experience!

I am delighted to announce that your participant will be [participant name]! [Provide a quick note about participant (year in school, program enrolled in, etc.).] [She/He/They] are very excited to join your team and I have attached a profile with some additional information about your participant. Please feel free to forward this information along to the rest of your team to introduce [participant name] before their first day of work!

As a reminder, [participant name] will work from [start date] to [end date], on [days of the week] from [start time] to [end time]. [Add in any additional scheduling notes here.]

Action items:

- Complete a host orientation: [Describe the process for hosts to complete an orientation with your managing organization (in-person meeting, event for all hosts, phone call, link to a recording or training, etc.). Note any orientation resources you’re attaching, i.e. the [host orientation presentation](#), [host guidebook](#), forms, etc.]
- Prepare for your participant’s first day: Determine where their workstation is and any orientation to be completed or introductions that need to be made so that they become more familiar with your site. [Note any first day resources you’re attaching, i.e. the [participant orientation at host site checklist](#), etc.]
- Communicate onboarding needs: Please share any special instructions that I can pass along to your participant before the first day. [Confirm arrival address, check in procedure, and any identification paperwork or other requirements that must be completed before the start date.]

Thank you again for providing this valuable professional development opportunity. I look forward to working with you this year! Please don’t hesitate to reach out with any questions or needs.

Best,

[Managing Organization Staff Member
Contact Information: Email and Phone]

GUIDEBOOK FOR HOSTS

This resource should outline all the necessary information and expectations of a managing organization's career development experience (CDE) for hosts. Managing organizations should support hosts continuously throughout the CDE, but it is also important that hosts are equipped with materials and resources to refer to as needed.

Managing organizations should review the guide with hosts before a participant's first day; best practices are to review the guide via in-person meetings or webinars with managing organization and host staff.

Each section below highlights suggested components and items to cover within for the host guidebook. Assume that the reader is learning this information for the first time, as the host staff who developed the partnership with your managing organization may not be the one responsible for implementing the contents of this document.

PROGRAM OVERVIEW

Background, Mission, and Purpose

- Thank you message for hosting a participant.
- Testimonial from experienced host partners.
- History of the CDE program and why it was developed.
- Objectives and impact of the CDE for participants and hosts.
- Overview of CDE program (length, schedule, description of participants, etc.).

Timeline of Events and Activities

Note: The managing organization may not have all dates confirmed, but should still provide a general weekly or monthly timeline as able.

- Calendar of CDE program events.
 - Are there any scheduled days that participants will not report to their CDE (i.e., if a participant is in school and does not attend their CDE when school is closed – holidays, weather, etc.)?
 - Note the first and last day of the CDE.
 - Include release and due dates for required activities (i.e., professional skills assessment).
- Any additional engagements for hosts (i.e., networking events with other hosts, appreciation events, professional development opportunities, etc.).

Characteristics of a Strong Host Partner

Note: This section should feel exciting for hosts and encourage them to brainstorm how they will provide an authentic and engaging experience for participants.

- Note ways that hosts have been successful in engaging and supporting participants, i.e.:
 - They work in teams – participants interact with a variety of staff.
 - They provide participants with sufficient work.
 - They make all tasks important and connect tasks back to the mission and vision of the host.
 - They are willing to coach and provide structure.
 - They provide participants with honest and constructive feedback.

Supports Provided by the Managing Organization

- Managing organization staff who will work directly with hosts; include names and contact information.
- Types of engagement before, during, and after the CDE.
 - Regular check-ins
 - Site visits
 - Resources provided
- How participants are supported by the managing organization.
- Reasons that host might contact the managing organization. Note: It is important to stress here that communication can occur at any time for any reason and the managing organization will be available to support (establishing a strong relationship through consistent communication is essential to the success of the CDE).

POLICIES AND PROCEDURES

General Policies

- Attendance policies: Are participants allowed a certain number of excused absences? Include the process for how the managing organization should be informed of any absences, whether by the host and/or participant. Note: Best practice is for participants to own this communication and for the managing organization to follow-up with hosts to confirm that they are aware.
- Record keeping of days and hours completed. Note the process for how and where this information should be recorded by participants and verified by hosts. Include a template document or screenshots of the method for recording this information.
- Grading and/or compensation for participants: Include a brief description for hosts on how participants receive any applicable credit and/or compensation from the CDE.
- Attire expectations for participants. Note: The managing organization may require professional attire for participants but should confirm the expectation of the host.
- Liability, travel, and other concerns:
 - Outline any forms or processes if hosts take participants off site to a CDE related event.
 - Process for any emergencies that may occur at the job site. Note: Best practice is for hosts to have emergency contact information on hand for participants.
- Harassment policies. Note: It is important to discuss these matters and how the managing organization will handle any of these claims. It is also helpful to stress here that any personal concerns relayed to hosts by participants should be communicated to the managing organization immediately.

Site Visits

- When they typically occur and about how long they last.
- Questions that will be asked. Note: Include a form if possible.
- Host and managing organization staff that should be present. Note: Best practice is for managing organization staff to meet directly with the host staff most directly working with the participant (host supervisor).

Professional Skills Assessment

- When this is provided to begin completing and when it is due.
- Information on how to fill out and submit the assessment.
- Assessment items covered. Note: Include a form if possible.
- Feedback conversations regarding results. Note: Depending on when these are submitted, encourage hosts to find time to go through the assessment with participants and have a collaborative discussion about how and why the host assessed them like they did. Depending also on the relationship developed between the host and

participant, it might be helpful to have a managing organization staff member present for this conversation to ensure that it is productive.

WORKING WITH PARTICIPANTS

First Day Needs

- Review any information that will be sent to hosts beforehand (the “About Me” profile, resume, etc.).
- Ask about any additional onboarding needs from hosts for participants to begin.

Orientation and Setting Expectations

- Provide a copy of the orientation guide for hosts to complete with participants. Note: this guide should cover some general expectations.
- General structure and best practices of check-ins. Note: Include a form if possible.
- Are there any additional expectations from the host to communicate with participants before or during Orientation?

Role of the Host Supervisor

- Manager: Handles the logistical items, i.e., assigns tasks and verifies attendance and hours completed.
- Mentor: Supports participant’s personal & professional development.
 - Incorporates participant into company culture.
 - Guides participant through an authentic professional experience.
 - Participates in participant’s goal setting and expectations.
 - Reflects on participant’s career pathway options and how experience informs.
 - Provides participant with constructive feedback and assessment.

Resources for Engagement

- Include any common templates and resources for participants (i.e., task management, reflection journal, project preparation, etc.).
- If possible, include examples from other host partners who have developed methods to support participants in completing and/or managing tasks.

Improvement Plans

- Include the process for hosts who have had conversations with participants but are not seeing the development of skills and/or completion of tasks required to perform at the CDE? Note: Include a form if possible.
- State any policies regarding continued lack of needed performance and removal of a participant from the host site. Note: Hosts should be encouraged to communicate any concerns about participant performance to the managing organization as soon as possible so that the organization can support in navigating these concerns with participants. Preferably, a participant should be engaged in conversations with their host and the managing organization and provided time for improvement before being put on an official improvement plan.

FAQ

Include responses to common questions that a managing organization receives from host partners, i.e.:

- What training and experience do participants have before starting their CDE?

How do I keep my participant busy at times when there is not enough work to do?

- What support does the managing organization provide throughout and after the CDE?
- When and how often should I contact the managing organization?
- How do I engage other host staff to support and provide opportunities for participants?

QUESTIONS FOR EXPERIENCED HOSTS

This resource is designed for managing organizations as they are planning the orientation experience for hosts.

Previous hosts can serve as valuable guides by sharing their experiences with an incoming group of hosts. The ability to hear from experienced peers can help address any questions or concerns new hosts are having as they prepare to welcome interns.

The following questions are suggested prompts to guide the discussion, which can be used in a variety of formats:

- Panel discussions with experienced hosts during your event.
- Round tables or breakouts with groups of both new and experienced hosts.
- Interviewing hosts via video or for written articles to develop a bank of resources that can be shared with your cohort of hosts and beyond.

QUESTIONS TO PROMPT A DISCUSSION

- How have you partnered with your co-mentor to build structure and accountability for your intern?
- What are your strategies for hosting more than one intern?
- How have you gone about setting goals and expectations for your interns and are there strategies you have used to keep them on track?
- Share about a challenge one of your interns has overcome during their time with your team. How did you help your intern overcome this challenge?
- Has your intern discussed his/her/their plans for after graduation with you? How do you support your intern in developing and solidifying a post-high school plan?
- What do you look forward to with your intern for the remainder of the year, specifically the summer when students will be working full-time?
- Are there any internal resources, trainings, or affinity groups that you already have or are planning to connect your interns with (i.e., Toastmasters, Excel training, Lynda, employee resource groups, diversity and inclusion initiatives)?

PARTICIPANT ORIENTATION

Complete the following form within the first day/week of a participant’s career development experience with your host site. Participants should return completed forms to the managing organization.

Name of Participant: _____

Name of Host Supervisor: _____

Date(s) of Orientation: _____

BACKGROUND & CULTURE	Participant Initials	Host Staff Initials
History, mission, and values		
Type of business, products, services		
Structure: Department roles and related key staff within		
Structure: Other branches or divisions		
Who is affected by the work (customers)		
How participant will contribute to the host		

TOUR OF FACILITIES	Participant Initials	Host Staff Initials
Spaces, materials, and equipment they will interact with		
Location of their workstation and/or area to store personal items		
Introduction to host staff they will be working closely with		
Parking, lunchrooms, restrooms, telephones		
Procedures/needs for arrival and departure (ID badges, clocking in, etc.)		

PARTICIPANT EXPERIENCE	Participant Initials	Host Staff Initials
Who to report to/how to mark attendance and hours completed		
Contact information of supervisor		
Goals and objectives of the CDE <ul style="list-style-type: none"> • Plan for training • Review of assessment process 		
Daily responsibilities/schedule (break times, logging in to computer, etc)		
Schedule/procedure for check-ins with host supervisor		
Technology usage (personal cell phone, email, internet)		

POLICIES & PROCEDURES*	Participant Initials	Host Staff Initials
Review of any nondisclosure/confidentiality items		
Rules of conduct		
Dress code		
Communicating absences or tardiness		
Protocols for use of common spaces (break room, reception area, etc.)		

* Hosts: Provide printed materials when applicable
Managing organization: Host may require participants to sign documents related to policies and procedures. Determine how completion of these items will be confirmed.

SAFETY**	Participant Initials	Host Staff Initials
Fire extinguishers, fire escapes, fire exits, evacuation plan		
Special hazards, first-aid kit		
Accident prevention		
Security procedures		
Emergency contact information of participant provided		

** Managing organization: Host may require additional safety training specific to their site. Determine how completion of these items will be confirmed.

RECORDING CDE HOURS

This template is for recording the number of hours completed in a career development experience (CDE). Since participants should receive some form of credit or compensation, the managing organization should work closely with any partners who are also utilizing these records to ensure the information captured is in alignment with any attendance or payroll policies for the participant.

Note: A minimum of 60 hours is required in a CDE for high school students to earn the Illinois College and Career Pathway Endorsement. The 60 hours can be cumulative, so there may be multiple records of hours completed if a participant completes more than one work-based learning experience that qualifies as a CDE.

CAREER DEVELOPMENT EXPERIENCE RECORD OF COMPLETED HOURS

Participant Name: _____

Host Site: _____

Host Supervisor: _____

Managing Organization Contact: _____

[Insert information on payroll schedule and due dates for submitted hourly records.]

Date:	/ /	/ /	/ /	/ /	/ /	/ /	/ /
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Time In:							
*Break Out:							
Break In:							
Time Out:							
Total Hours:							

**Record any breaks as applicable to comply with host's policies and related labor laws*

[Provide instructions on where and how to submit the form: email, file upload, in-person, etc.]

Participant Signature

Host Supervisor Signature

HOST & PARTICIPANT CHECK-IN MEETINGS

A regularly scheduled check-in meeting between host and participant is important to provide a space for all questions and needs to be addressed in a proactive and productive manner. These conversations should not focus solely on the tasks a participant is completing but extend to reflection and consideration of how their experience is informing their career goals. Hosts can also use this time to ask for feedback and insights on their current personal/organizational practices and systems.

Check-in meetings should be approximately the same length, and at the same time each week. Participants and hosts are encouraged to take notes to refer to at subsequent meetings.

The following is a list of guiding questions and prompts to assist in the check-in meeting conversation.

TASKS CHECK-IN

Hosts	Participants
<input type="checkbox"/> How are the assigned tasks coming along?	<input type="checkbox"/> What feedback do you have for me on my task completion and quality?
<input type="checkbox"/> How can I and/or another team member assist you?	<input type="checkbox"/> Discuss areas of needed assistance.
<input type="checkbox"/> Are you on track to meet your deadlines?	<input type="checkbox"/> Provide updates on meeting deadlines or need for extended time on a task/project.

SKILLS CHECK-IN

Reference the [*Recommended Technical and Essential Employability Competencies*](#)

Hosts	Participants
<input type="checkbox"/> Have you been able to practice or witness any new skills?	<input type="checkbox"/> What is something that has gone really well for me since our last check-in?
<input type="checkbox"/> How can we provide opportunities to assist in development of these?	<input type="checkbox"/> What additional opportunities are available for me?
<input type="checkbox"/> Discuss any areas in need of further development.	<input type="checkbox"/> What goal am I working towards? What do I need to get there?

TIME FOR REFLECTION

Hosts	Participants
<input type="checkbox"/> What is something that surprised you recently?	<input type="checkbox"/> Provide feedback on any thoughts or insights regarding host practices/systems.
<input type="checkbox"/> What are some lessons learned and challenges experienced?	<input type="checkbox"/> Discuss areas of challenge and what was learned.
<input type="checkbox"/> How do you think you have informed your educational or career goals?	<input type="checkbox"/> Is there anything I should know or anyone I should talk to about my career goals?

PARTICIPANT REFLECTION QUESTIONS

The following questions can be utilized at various points throughout a participant's CDE:

- Check-ins with managing organization
- As assignments to submit to managing organization
- Weekly check-ins with host supervisor
- Culminating reflection at the end of the CDE

Reflection is a critical component of a participant's CDE to:

- Make connections between what they did and the intended learning outcomes;
- Evaluate the quality of their work in relation to standards set by a host;
- Discover how their competencies and skills have improved over time; and
- Identify their strengths and areas of growth – determine next steps for improvement.

Building the ability to reflect is a valuable resource as participant's continue to navigate their pathway and communicate their experiences and skills with others, especially to those who may be able to connect them with an opportunity.

SUGGESTED QUESTIONS

BEFORE ONBOARDING

- What competencies and/or experiences are you most interested in gaining exposure to and developing during your CDE?
- How have your former work-based learning experiences prepared you for the CDE?
- How have your former/current classroom experiences prepared you for the CDE?
- Describe your goals and expectations for the CDE and what supports you might need to accomplish these.
- What do you think is going to be your biggest challenge in the CDE?

UPON COMPLETION OF ONBOARDING

- Describe your initial reactions to the first few days. What are you looking forward to the most? What do you think is going to be your biggest challenge?
- How would you describe the culture so far at your host site? Do you feel like you fit in? Why or why not?
- What is your communication with your host supervisor like so far? How has this communication supported your engagement in tasks and activities at the host site? Are there any supports or guidance you need from the managing organization?
- Have you received any feedback so far? If so, describe the feedback and your response.
- Describe the initial training/orientation that you received. How do you feel that this will enable you to meet expectations for performance at your CDE? What other supports or information might you need to perform at your highest potential?

DURING THE CDE

- Describe a task completed or a competency developed that you are proud of and what you did. How would you describe this in a job interview?
- Review the intended objectives and outcomes for your career development experience. Of these, what have you demonstrated or accomplished so far? What are you still looking to develop or complete?
- Evaluate your own performance so far as outlined in the professional skills assessment. What feedback would you give to yourself?
- Identify something new that you could do to improve your performance based on the standards and criteria in the professional skills assessment.
- What has pushed you out of your comfort zone so far? How have you addressed this challenge?
- What goals have you met so far? How do plan to meet the rest of your goals? Have any of your initial goals changed? If so, how?
- How have you contributed to the host? What insights or innovation have you offered to their current practices?
- What has surprised you most so far about your CDE?
- How have you built any professional relationships or networked with staff at the host site?
- Is there someone at the host whose career path you would like to follow? If so, describe their path and what you would need to do to make it happen.

UPON COMPLETION OF THE CDE

- Describe a task completed or a competency developed that you are proud of and what you did. How would you describe this in a job interview?
- Review the intended objectives and outcomes for your career development experience. Of these, what have you demonstrated or accomplished as a result of the experience?
- Evaluate your own performance as outlined in the professional skills assessment. What feedback would you give to yourself? Would you hire yourself at this host? Why or why not?
- What were your expectations of yourself before you started the CDE? Do you feel that you met those expectations? Why or why not?
- How have your personal goals evolved as a result of the CDE?
- What goals did you meet? Did any of your initial goals change? If so, how? If there are any remaining goals you hope to achieve, how do you plan to accomplish them?
- How did you contribute to the host? What insights or innovation did you offer to their current practices?
- Did you build any professional relationships with staff at the host site? If so, what future opportunities do you think there are to engage with them?
- Is there someone at the host whose career path you would like to follow? If so, describe their path and what you would need to do to make it happen.
- How would you describe the culture of the host site? Do you feel like this culture fits with your ideal employer or work values? Why or why not? If it doesn't – what have you learned and what would you like to see differently at the host or another place of employment?

SITE VISIT AT HOST

The following is a guide of information to observe and discuss when conducting a site visit at the host during a participant's CDE. Depending on the managing organization's policies, not all participants and hosts may complete a site visit. Site visits are valuable to provide managing organizations an in-depth look at the day-to-day experiences of their participants. They also provide an opportunity for managing organizations, participants, and hosts to gather collectively for any needed discussions (i.e., performance reviews, goal setting, feedback on professional skills assessment, etc.) and/or review a participant's demonstration and development of Essential Employability Competencies.

If a participant or host raises any concerns about the CDE, site visits are a valuable opportunity for the managing organization to observe firsthand and facilitate an in-person discussion with participants and hosts to resolve the concerns. In-person discussions are especially important if it seems likely that a participant is going to be put on an improvement plan or potentially removed from the site.

MAKE TIME FOR BOTH ONE-ON-ONE AND GROUP INTERACTIONS

Managing organization should consider meeting with hosts and participants one-on-one and have them provide their responses before meeting together as a group. As a liaison between participants and hosts, managing organizations should create the space where hosts and participants feel that they can speak freely.

After meeting one-on-one with participants and hosts, the managing organization should consider where there are similarities and differences in their responses and how these can be discussed together as a group to ensure a successful career development experience. Managing organizations should also determine any items that need to be discussed one-on-one with participants or hosts based on feedback received that should not be covered in a group discussion.

COMMUNICATING EXPECTATIONS

When scheduling, communicate the purpose of the site visit and provide any questions that participants and hosts will be expected to respond to. Confirm the site visit with a calendar invite to both participants and hosts.

SUGGESTED QUESTIONS

Date of Site Visit: _____ **Host Site:** _____

Participant Name: _____

Host Supervisor: _____

Site Visit Completed By: _____

OBSERVATION

- A safe, clean working environment that meets industry standards
- Equipment and materials provided meet the needs of participants to complete tasks
- Host supervisor or another host staff member is onsite and available at all times
- Participant is engaged in tasks related to their career interest area and/or pathway
- Host has completed an orientation with participant, including any applicable safety training(s)

QUESTIONS FOR HOSTS

Send in advance so hosts may prepare for the site visit.

- How is everything going overall? Does the participant seem to be adjusting to the site environment?
- What are the participant's main tasks and responsibilities?
- How would you describe the participant's strengths?
- What have been some challenges or areas for improvement so far?
- How has the participant shown initiative? Are they able to work independently on any tasks?
- What are some goals that you have for the participant? Are there any new responsibilities or challenges that they can take on?
- What feedback do you have for [managing organization]? How can we further support you as a host?

QUESTIONS FOR PARTICIPANTS

Send in advance so hosts may prepare for the site visit.

- How have you enjoyed your career development experience so far?
- What has been your favorite part about working here?
- How would you describe your strengths? How have these contributed to the host site?
- What new skills have you learned?
- What has been challenging or confusing for you?
- Do you have any goals or tasks/experiences that you would like to pursue while here?
- What feedback do you have for the host or [managing organization]? How can we further support you?

CHECK-IN ON ESSENTIAL EMPLOYABILITY COMPETENCIES

Use the chart below for a snapshot assessment of how participants are performing to meet expectations of the Essential Employability competency statements (these should be reviewed with greater detail through a participant's professional skills assessment). Both participants and hosts should complete this chart to compare their responses and look for areas of alignment/differences to inform a discussion centered around attainment of these competencies. Provide the [Recommended Technical and Essential Employability Competencies](#) document for detailed statements of each competency.

Essential Employability Competency	Developing	Meeting	Exceeding
Teamwork & Conflict Resolution			
Communication			
Problem Solving			
Decision Making			
Critical Thinking			
Adaptability & Flexibility			
Initiative & Self-Drive			
Reliability & Accountability			
Cultural Competence			
Planning & Organizing			

PROVIDING FEEDBACK TO PARTICIPANTS

Opportunities will arise throughout career development experiences (CDE) for participants and hosts to provide feedback. This feedback may happen informally throughout the CDE, or as a standing item of weekly check-ins between participants and hosts. A professional skills assessment should be a formalized time for participants and hosts to discuss feedback provided on the assessment.

Feedback is typically reflective of past experiences that are shared in the present to inform the future. Real-time feedback may also occur, but most likely these conversations will happen after a behavior or act occurs that someone is seeking to provide input on. Feedback conversations should:

- Have an assets- and needs-based approach that value the talent of participants.
- Provide needs-based support that encourages learning and development.
- Involve reflection and input from participants on the feedback.

SUGGESTIONS FOR HOSTS PROVIDING FEEDBACK TO PARTICIPANTS

- **Frame feedback as constructive and positive.** Verbally establish the intention of providing critique. Remind your participants that feedback is meant to help them gain awareness of their actions, work towards improvement, and grow. Make sure participants understand that you are invested in their overall success and improvement.
- **Be specific.** Clearly state what behavior you have observed in your participants that you believe they can improve upon from an unbiased perspective. Be sure to focus on behavior rather than qualities of the participants themselves.
- **Allow the participant to provide input.** Check in about how they feel about their actions and performance and allow them the space to speak to their own experience. Use the participants' input to help guide how you will approach the next steps.
- **Relate participant behavior to the bigger picture.** Help participants understand how behaviors or skills have long-term influence in their future academic and professional roles.
- **Focus on improvement.** Do not spend too much time focusing on the challenges participants may be facing without focusing on how to respond to those challenges and improve themselves as participants. Mention opportunities for growth based on the participants' challenges and create a suggested course of action for their improvement.
- **Follow up.** Keep your mentee committed to improving by providing accountability and checking in on their progress. If helpful, consider metrics for tracking participants' growth. Consider leaving the participants with reflection prompts that you can discuss together at the next meeting. For example:
 - In your own words, explain a challenge you are facing as a participant. Explore what factors may be influencing this challenge.
 - Why might addressing this challenge be beneficial for you? In what ways can improvement in this area benefit you in the long term?
 - How do you plan to face this challenge? What specific steps can you take?
 - Write out your SMART goal as it relates to the challenge you are facing.

SHARE WITH YOUR PARTICIPANTS

Navigating Challenges Worksheet



ADDITIONAL RESOURCES

Why Mentorship Matters



DIFFICULT CONVERSATIONS

During a career development experience, there may be times when conflict or concerns arise that need to be addressed with participants and/or hosts. In these moments, it is important to focus on creating a learning environment where the most progress can be made. Conflict can be part of any professional working environment, and participants and hosts should be equipped on how to handle these moments throughout their career. While a managing organization typically facilitates these conversations, the framework below can be shared with participants and hosts to encourage and support their abilities to engage in these conversations together.

The following stages are for all involved to consider. Difficult conversations are best facilitated when they are not delivered as a top-down conversation, but rather a collaboration among all involved to reach a resolution. It is flexible and up to the group who begins the conversation and shares their story. During the conversation, pay attention to any possible derailments, including defensiveness, changing the topic, deflecting, and extreme emotion. These should be addressed in a gentle and respectful manner that supports individuals to feel comfortable expressing themselves, but also redirects to the conversation and topic at hand.

STAGE 1: PREPARE

- Clarify your purpose and interests in this conversation. What do you want to accomplish?
- Determine the learning, sharing, and problem solving that you want as a result.
- Focus on the main message(s) that you want to share to discover what is important to you.

STAGE 2: LEARN THE OTHER'S STORY

- Be interested in and curious about what's important to the other person. Ask questions.
- Acknowledge the feelings behind the issue/concern raised by the other person.
- Establish areas of mutual purpose and interest.

STAGE 3: SHARE YOUR STORY

- Share your story as your own experience, not as a fact.
- Consider how you might have contributed to the situation and acknowledge this.
- Invite the other person to ask questions about your experience and perspective.

STAGE 4: PROBLEM SOLVE TOGETHER

- Have a conversation about the process so far and what has been shared.
- Focus on what has been mutually shared to be important and continue to be curious.
- Build on one another's ideas to determine what is fair and appropriate.

STAGE 5: AGREE

- Be open to compromise, i.e. the possibility that what you wanted to accomplish might not be where you end up.
- Adapt expectations and make adjustments intentionally and thoughtfully.
- Decide how to decide together. In conversation, continuously reflect on and summarize where you are headed.

ADDITIONAL RESOURCES

Kegan, R. and Lahey, L.L. (2001). *How the way we talk can change the way we work: Seven languages for transformation*. San Francisco: Jossey-Bass.

Patterson, K., Grenny, J., et al. (2002). *Crucial conversations: Tools for talking when stakes are high*. New York: McGraw-Hill.

Stone, D., Patton, B., Heen, S. (1999). *Difficult conversations: How to discuss what matters most*. New York: Penguin Books.

INSIGHT

When engaging in difficult conversations, expect to move back and forth between stages 2 and 3, since those involved may need more time to process before moving on. The goal is to build a shared understanding that ultimately leads toward an agreement on how best to move forward.

NAVIGATING CHALLENGES

In your words, explain the challenge you are facing:

What factors may be influencing this challenge?

Why might addressing this challenge be beneficial for you? How can improvement in this area benefit you in the long term?

How do you plan to face this challenge? What specific steps can you take?

Write out your SMART goal as it relates to the challenge you are facing:

How is your goal...
Specific?

Measurable?

Achievable?

Relevant?

Time-bound?

PARTICIPANT IMPROVEMENT PLAN

Below is an example of an improvement plan for a participant who struggled with communication and attendance. Following is a template for managing organizations to use when development participant Improvement Plans.

Placement on an improvement plan should be done after multiple conversations and opportunities for the participant to navigate challenges and improve their performance. Improvement plans should be developed and refined as a collaborative conversation that involves the participant. The value of an improvement plan is that the expectations are clearly stated, discussed, and agreed upon in writing by the participant, host, and managing organization.

PARTICIPANT IMPROVEMENT PLAN: SAMPLE **DURATION OF PLAN: FEBRUARY 11, 2023 – MARCH 15, 2023**

I, [participant name], agree to the following commitments and areas of improvement. I understand failure to follow through on the below items will result in being placed on probation with the [managing organization].

Goal: [Managing organization] and [host] staff will feel confident in my ability to exhibit professional communication that is clear and timely. I will follow the policies and procedures of the career development experience program and will troubleshoot with my [managing organization point of contact] any attendance challenges as they arise.

Expectations for Attendance

- Attend 100% of scheduled days at host site.
- Attend 95% of [managing organization] program events.
- Zero (0) no call/no shows.
- No more than two (2) late arrivals.

Expectations for Communication

- All absences will be communicated with at least 24-hour notice.
- If an emergency or situation arises that will affect my attendance, I will reach out to my [managing organization point of contact] before being absent, arriving late, or leaving early.
- Running late will prompt communication to both my [managing organization point of contact] and host supervisor.

Weekly Check-Ins

- By each Friday I will meet with my [managing organization point of contact] and host to discuss my efforts and confirm that I am meeting expectations to work towards improvement.

Participant Signature: _____ **Date:** _____

Managing Organization Signature: _____ **Date:** _____

Host Supervisor Signature: _____ **Date:** _____

PARTICIPANT IMPROVEMENT PLAN: TEMPLATE

DURATION OF PLAN: [DATE] – [DATE]

Determine the amount of time agreeable and appropriate for a participant to show improvement and schedule regular check-ins to provide feedback along the way to support meeting their goals.

I, [participant name], agree to the following commitments and areas of improvement. I understand failure to follow through on the below items will result in being placed on probation with the [managing organization].

Goal: [Managing organization] and [host] staff will feel confident in my ability to: _____

I will follow the policies and procedures of the career development experience program and will troubleshoot with my [managing organization point of contact] any challenges as they arise.

Expectations for [Improvement Area]

- [Insert specific goals and expectations here]
- [Include as many bullet points as necessary; duplicate this section for as many improvement areas as needed]

Weekly Check-Ins

- Each week, I will meet with my [managing organization point of contact] and host to discuss my efforts and confirm that I am meeting expectations to work towards improvement.

Participant Signature: _____ **Date:** _____

Managing Organization Signature: _____ **Date:** _____

Host Supervisor Signature: _____ **Date:** _____

PARTICIPANT EXIT INTERVIEW WITH HOST

Exit interviews are a valuable resource for both participants and hosts to take time to reflect on their experience and how they have both contributed to the career development experience. These interviews should mainly focus on the participant's feedback for the host on their ability to provide a meaningful CDE.

For participants, this is a great opportunity to engage in a common professional practice when leaving a job. For a managing organization, this is helpful information to determine the capacity of a host and any additional supports needed to provide a quality CDE that is able to meet the expectations of the program.

Managing organizations should develop these exit interviews in collaboration with the host so that both are able to debrief on the feedback received from the participant together.

GUIDELINES FOR HOSTS

- Exit interviews should be conducted with participants at or very near the end of their career development experience (avoid scheduling on their absolute last day, since there are typically many logistical items to attend to that day).
- Schedule the exit interview in advance and provide the questions to be discussed so that participants have time to reflect and prepare their responses.
- Include any team members who worked directly with the participant, but do not overwhelm them with too large of a group – this should be a casual and relaxed setting.
- Explain the purpose of the exit interview and that you may be taking notes throughout.
- Encourage participants to be as candid about their experience as possible so that you can better understand the strengths of your space as well as ideas for future program planning.
- Begin with more general questions to help the participant feel more comfortable and gradually move towards any questions that might be more sensitive based on their experience.
- Allow time for the participant to provide suggestions for improving the CDE program and ask any remaining questions they may have.
- Thank the participant for their time and honesty! Provide your business card to the participant for future networking.

SUGGESTED EXIT INTERVIEW QUESTIONS

- How similar was your career development experience to your expectations?
- How well did your career development experience provide information about your chosen career field?
- What was the best part of your career development experience?
- What was the most challenging or difficult part of your career development experience?
- What did you learn from completing your career development experience?
- Would you recommend our company/organization to other students for a career development experience?
- What suggestions do you have for improving our career development experience program?

PARTICIPANT EVALUATION OF HOST & ORGANIZATION

The following template is for the managing organization to provide to participants as a culminating activity of career development experiences. This evaluation should be separate from the professional skills assessment and cover:

- ✓ Self-assessment of their performance to meet the goals and expectations of the program
- ✓ Feedback on the supports and guidance they received from the host
- ✓ Communication and support provided by the managing organization
- ✓ Feedback and suggestions for the CDE program
- ✓ How the experience has informed their future career pathway

Managing organizations should follow-up with participants to discuss their responses, especially those that differ greatly from other input provided. Managing organizations can also use this evaluation to capture testimonials that can communicate the impact of the career development experience more broadly.

Congratulations on completing a career development experience with [managing organization]! We hope that you had a valuable experience that pushed you to take on new challenges and further discover your strengths and interests as it relates to your career interests. Please use this form to reflect on and evaluate your experience. Your feedback is essential to help us improve the implementation of career development experiences and the meaning they have for both participants and hosts. Thank you for being a partner in this work and we look forward to hearing from you!

Participant Name: _____

Host Name: _____

Host Site Address: _____

Dates of CDE: _____ to _____
(MM/DD/YYYY) (MM/DD/YYYY)

ONBOARDING PROCESS

Did you receive any essential employability competencies training before your CDE?

- Yes No

Did you receive any onboarding materials?

- Yes No

If you did receive onboarding materials, how useful was the information?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

Based on any information you received before starting your CDE, did you understand the purpose and expectations of the program?

- Yes No

How would you rate the support and guidance you received from your managing organization point of contact before you started your CDE?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

How prepared did you feel to start at your host site?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

EXPERIENCE AT HOST

To what extent did the CDE build your awareness of the variety of careers in the host's industry?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

How well did the CDE inform your personal plan for your career pathway?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

To what extent did you engage in tasks that were directly related to your career area of interest?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

Did you feel like a part of the team with host staff?

- Yes No

Did you feel that you produced valuable work that contributed positively to the host?

- Yes No

To what extent were you able to build a network of host staff that you will stay in contact with?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

HOST SUPERVISOR

Did you feel that your host supervisor wanted you to succeed?

- Yes No

To what extent did you feel you could go to your host supervisor with any questions or needs?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

Did you and your host supervisor have regular check-ins?

- Yes No

To what extent did your host supervisor guide and help you resolve any challenges you had?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

Did your host supervisor provide any insight or advice on your future plans for your career?

- Yes No

Do you plan on staying in contact with your host supervisor after the CDE?

- Yes No

MANAGING ORGANIZATION

How helpful were the resources and supports provided?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

How would you describe the level of communication you received throughout?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

Was it clear who to contact during the CDE?

- Yes No

Overall, how would you rate your experience with the managing organization?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

Would you recommend this program to others?

- Yes No

ADDITIONAL INFORMATION

The following questions are for participants to provide a more detailed account of their career development experience. Please answer as openly and honestly as possible. Your responses are critical to direct future program improvements to ensure a successful CDE. If there are any items that you would prefer to discuss in-person or over the phone, please reach out to your managing organization point of contact directly.

How would you describe the experience to complete a CDE with the host you were placed at?

What types of tasks did you discover that you enjoy or excel at completing?

If you were the CEO of your host organization, what would you change and why?

What about your CDE was the most surprising for you, and why?

What was the most rewarding moment for you of the CDE?

Do you have any suggestions for improving the career development experience?

Describe your relationship with your managing organization point of contact – what resources and/or supports did they provide?

How have your future plans for your career been impacted by your CDE?

What advice would you give to future participants for a CDE?

Please use this space to provide any additional comments, feedback, or questions.

HOST EVALUATION OF PARTICIPANT & ORGANIZATION

Managing organization should asks hosts to complete this evaluation as a culminating activity of the career development experience. The evaluation should be separate from the professional skills assessment and should cover:

- ✓ Performance of the participant to meet their goals and expectations
- ✓ Reflection on the supports and guidance they provided for participants
- ✓ Communication and resources provided by the managing organization
- ✓ Feedback and suggestions for the CDE program
- ✓ Likelihood of participating in the future

Managing organizations can also use this evaluation as a tool to capture testimonial that can be shared to communicate the impact of the career development experience more broadly.

Consider distributing the evaluation as an online form for results to be analyzed and compared most effectively across hosts. Managing organizations should follow-up with hosts to discuss their responses, especially those that differ greatly from other input provided.

Thank you for hosting a participant to complete a career development experience with [managing organization]! You have served a valuable and meaningful role to push participants beyond their comfort zones and acquire new skills to pursue a meaningful career. Please use this form to reflect on and evaluate your experience. Your feedback is essential to help us improve the implementation of career development experiences and the meaning they have for both participants and hosts. Thank you for being a partner in this work and we look forward to hearing from you!

Host Name: _____

Host Site Address: _____

Participant Name: _____

Dates of CDE: _____ to _____
(MM/DD/YYYY) (MM/DD/YYYY)

Form Completed By: _____
(Host supervisor or someone who worked directly with the participant)

ONBOARDING PROCESS

Did you receive a host guidebook?

- Yes No

If you did receive a host guidebook, how useful was this resource to prepare you for the CDE?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

Did you participate in a host orientation?

- Yes No

If you did participate in a host orientation, how useful was the information provided?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

Did you receive an "About Me" profile for your participant before they started their CDE?

- Yes No

If you did receive an "About Me" profile, how helpful was this information?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

How was communication with the managing organization before your participant began the CDE?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

PARTICIPANT PERFORMANCE

To what extent was the participant interested in and enthusiastic about the experience?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

How would you rate the participant's ability to complete tasks and projects as assigned?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

To what extent did the participant's performance benefit your company/organization?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

Did the participant take initiative during the CDE?

- Yes No

How was the participant's overall performance?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

Did the participant seem to benefit from the overall experience?

- Yes No

Do you feel that the experience helped inform the participant's career pathway?

- Yes No

MANAGING ORGANIZATION

How helpful were the resources and supports provided?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

How would you describe the level of communication you received throughout?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

Overall, how would you rate your experience with the managing organization?

- Yes No

How would you describe the level of communication you received throughout?

- Did not meet expectations Fell short of expectations Met expectations Exceeded expectations

Would you recommend this program to others?

- Yes No

Would you participate in a CDE again?

- Yes No

ADDITIONAL INFORMATION

The following questions are for hosts to provide a more detailed account of their career development experience. Please answer as openly and honestly as possible. Your responses are critical to direct future program improvements and supports provided for the participants to ensure a successful CDE. If there are any items that you would prefer to discuss in-person or over the phone, please reach out to your managing organization contact directly.

How would you describe the participant?

What do you feel were the main strengths of your participant?

Describe any areas of improvement for the participant.

How did you see the participant grow in their essential employability and technical competences?

What was the most rewarding moment for you of the CDE?

Do you have any suggestions for improving the career development experience?

Describe your relationship with your managing organization point of contact – what resources and/or supports did they provide?

Are there any best practices that you would like to share regarding working with participants to complete a CDE?

How would you describe the [managing organization]'s career development experience to another host?

Please use this space to provide any additional comments, feedback, or questions.