

## Employer Agreement Resource

### Use this resource to:

■ Develop a document that identifies mutual agreements on roles and responsibilities among all partners.

It is hereby agreed that \_\_\_\_\_ (hereafter, the employer) and the \_\_\_\_\_ (hereafter, the career ladder initiative) shall jointly carry out a career ladder program that adheres to the principles and provisions set forth in this letter of agreement.

The career ladder program shall enable the employer to source qualified workers, decrease turnover, and build skills that improve workplace performance, and shall enable workers to increase knowledge and skills, upgrade job position, and advance career or professional status. The employer shall make every reasonable effort to meet personnel needs by way of internal promotion and career development prior to otherwise recruiting, and otherwise to source workers through the career ladder.

The employer agrees to participate in the career ladder initiative and to help develop, implement, and administer it.

The Initiative shall monitor all career ladder program activities.

The Initiative shall develop “Standards for Implementation” of approved programs to guide its function and career ladder development, including planning, partnership building, program development, program operation, sustainability/expansion, and program administration. The Standards shall specify:

- The rights and obligations of all programs participants, including employers, workers, and the career ladder program;
- The specifications for occupations included in the career ladder, the skills employers expect workers to have when they are hired, and the skills employers will provide workers with opportunities to develop;
- Number and type of work positions, as they become available, and qualifications and requirements for those positions in order for workers to be matched to the positions;

- The career paths to which occupations included in the career ladder connect;
- The specifications for workforce development services, such as recruitment/screening, education/training, and support services;
- The content and schedule of training, education, and required work experience; and
- The criteria and procedures for recruitment, selection, and subsequent employment of program participants.

The Initiative shall promote equal opportunity for all career ladder participants and shall ensure against any discrimination based on race, color, creed, national origin, age, sex/sexual orientation, marital status, political/religious views, or career ladder program activities.

In the course of administering the career ladder program, the Initiative shall monitor the dispensation of financial assistance as applicable.

Implementation of the career ladder program shall be premised on a comprehensive promotion system in which vacant job positions are filled by upgrading existing workers if possible, and if not, by career ladder participants. The system shall include:

- Issuance and recognition of credentials used by the career ladder program to recognize skills gained through work experience or education/training;
- Establishment of in-house training programs where applicable, and proficiency measures to assist workers in acquiring the necessary qualifications for higher level positions;
- Establishment of in-house traineeships for positions that require special departmental orientation and/or extensive on-the-job training when upgrading workers from prior positions that do not provide access to the necessary job-related/departmental experience;

- Development of human resources practices that support the career ladder—such as flexible scheduling of work hours (including appropriate release time to facilitate worker participation in education and training activities) and financial assistance and educational leaves of absence for workers who must obtain outside education, training, or credentials (licensure, certification, etc.) to advance their positions with the employer in accordance with the career ladder program's policies and the employer's policy;
- Arrangements with support service providers, where applicable, to increase the career ladder's benefits to the employer and career ladder participants;
- Arrangements with outside educational providers, where applicable to facilitate the career advancement efforts of individual workers or to structure programs for specific groups of workers, in areas in which establishment of in-house programs would not be feasible; and
- Provision of information to other employers involved in the career ladder about participating workers' tenure and skills, and recommendations based on these and/or other agreed criteria where appropriate.